

WORCESTER, MA

Deputy Commissioner of Public Works & Parks

Position Statement



Summary

The City of Worcester, MA, seeks to fill the position of Deputy Commissioner of Public Works & Parks. The Deputy Commissioner is a leader in the [Public Works & Parks](#) division, reporting to the Commissioner. The Deputy Commissioner performs highly responsible professional work that includes assisting in the direction, coordination, development, and administration of the Department of Public Works & Parks. This department includes: Engineering & Architecture, Water, Sewer, Streets, Sanitation, Parking Garages, Parking Lots and On-Street Parking, Parks, Golf Course, Snow Removal, and Street Lights.

The position of Deputy Commissioner has responsibility for overseeing department planning; budgetary administration; administering department policies, programs and procedures; maximizing efficiency of operations; personnel management; and safety practices throughout the department. The Deputy Commissioner assumes delegated responsibilities of the Commissioner in his/her absence or unavailability.

The Community

Worcester is a City of approximately 185,000 residents located in the center of Massachusetts, between Boston and Springfield. Worcester, known as the “Heart of the Commonwealth,” was incorporated as a town in 1722 and as a city in 1848. It is the second most populous city in New England following Boston. [Worcester](#) is approximately 40 west of Boston, 50 miles east of Springfield, and 40 miles north of Providence, R.I. The City has a total area of 38.6 square miles. It is bordered by the communities of Auburn, Grafton, Holden, Leicester, Millbury, Paxton, Shrewsbury, and West Boylston.



Worcester is a vibrant, bustling, and growing community. It has successfully emerged as a leader in advanced manufacturing, biotechnology, information technology, education, financial services, health care, and medical research. UMass Medical School as well as UMass Memorial Health Care and Saint Vincent Hospital are located in Worcester. The City is also home to numerous colleges, including College of the Holy Cross, Clark University, Worcester Polytechnic Institute, Worcester State University, Assumption College, Becker College, and a campus of the Massachusetts College of Pharmacy and Health Sciences. In the late 1990s, a convention center was built in downtown Worcester and, in 2000, Union Station was reopened following a \$32 million renovation.

During the turn of the 19th century, Worcester’s economy first moved into manufacturing. Factories were built along the Blackstone River producing textiles, clothing, and shoes. When the Blackstone Canal was built in 1828, followed by the Worcester and Boston Railroad in 1835, the manufacturing industry began to thrive. Immigrants seeking a more prosperous life were attracted to the City due to the numerous job opportunities. Worcester also became a manufacturer of machinery, wire products, and power looms. In the 20th century, manufacturing began to move overseas sparking an economic downturn. In the late 20th century, the local economy began to recover as the City expanded into the biotechnology and healthcare fields.



Today, there is more than \$2.6 billion in private and public investment underway in Worcester. The \$565 million, multi-phased [CitySquare](#) project, located in the heart of Worcester, includes 365 housing units, 168 hotel rooms, and 550 parking spaces. New office buildings, a hospital expansion, retail, and restaurants are also part of the overall project.

Construction is underway for a state-of-the-art [ballpark](#) to host the Worcester Red Sox; additional [Green Island and Canal District](#) development will include retail and restaurant space as well as a 500-space municipal parking garage; and Kelley Square will be redesigned to make it safer for drivers, cyclists, and pedestrians. Additionally, two major [high school projects](#) are in the works with other school projects recently completed; an \$11 million reconstruction of [Main Street](#) is beginning; and a [two-phase project](#) replacing an existing 1930's steel water main that transfers water between the Quinapoxet Reservoir and the Kendall Reservoir in the Town of Holden is edging toward completion.

Worcester offers the best of both large and small cities with its diverse neighborhoods, quality public schools, renowned colleges and universities, access to a vibrant and diverse arts and culture scene, sports, concert halls, restaurants and entertainment, reliable local and regional transportation, and a proud tradition of innovation and enterprise.

Worcester At A Glance

- Population: 185,877 (est.)
- Households: 71,145
- Total Annual Budget FY20: \$685.7 million
- Land Area: 37.37 square miles
- Road Miles: 523.37
- Median Home Value: \$233,400
- Median Household Income: \$46,407 (est.)
- Government Type: Council-Manager

Sources: U.S. Census and City of Worcester



City Government

The City of Worcester continues to further its reputation as a well-run, financially sound municipal organization. Worcester is governed by a Council-Manager, or Plan E, form of government with a popularly elected Mayor, 11 City Council members, and a City Manager. The Deputy Commissioner of Public Works and Parks position reports directly to the Commissioner.

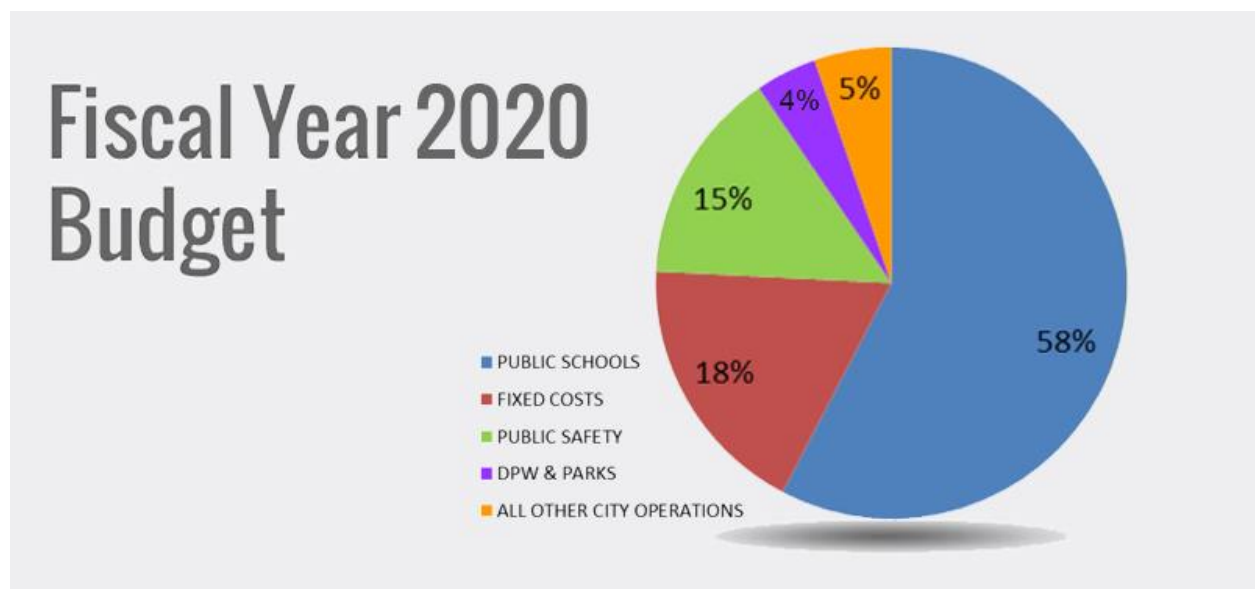


Worcester is a diverse governmental body, consisting of numerous departments, divisions, and sections all working together to serve the residents of Worcester. The main goal of each department, division, and section is simple: to provide the best services possible each day in order to

produce a comfortable environment in which to live, work, and visit.

City Finances

Worcester's [FY20 budget](#) is \$685.7 million, which reflects an increase from the previous year of 5%, the majority of which was committed to the Worcester Public Schools. The City has a Standard & Poor's rating of AA- and a Moody's rating of Aa3, both with stable outlooks. Worcester has a sizeable tax base, anchored by multiple health and higher education institutions along with strong redevelopment potential and considerable redevelopment that is currently occurring. Moody's recently noted that the City has stable financial operations with satisfactory reserves supported by formally adopted fiscal policies and conservative budgeting.



In FY20, Worcester’s revenues are:

Fiscal Year 2020 Revenue by Source		
Revenue Source	Amount	% of Total
Tax Levy	316,125,865	40.30
State Aid	330,904,977	42.18
Local Receipts	122,665,855	15.64
Other Available	14,738,695	1.88
Total	784,435,392	

Source: Massachusetts Department of Revenue, Division of Local Services

Worcester’s Budget and Capital improvement Plan are constructed to align with the City’s four strategic goals:

- Promote strong neighborhoods
- Create vibrancy
- Provide opportunities for all
- Maintain fiscal responsibility

The budget focuses on key initiatives designed to support those priorities. The investments made serve to elevate the quality of life for all. Key initiatives include public safety, parks and youth development, Office of Urban Innovation, ESCo and green initiatives, and succession planning. Information that delves into the specifics of the City’s prioritized investments are detailed within the [FY20 budget](#).

The five-year [Capital Improvement Plan](#) for FY20 takes into account the collective priorities of the community, City Council, and City Manager’s administration following the vision of the Strategic Plan – “To be the country’s most vibrant and livable mid-size city.” A total capital spending budget of \$166.4 million was recommended for FY20, which includes \$135.2 million in general obligation bonds and \$31.1 million in grant funding.

FY20 Capital Spending Financed

Funding Source	Remaining Prior Year Authorization	FY20 New Authorization	FY20 Borrowing	Other Funding (Grants, etc.)
Tax Levy	3,846,132	37,148,122	33,844,254	8,150,000
Off-Street Parking	5,000,000	9,535,000	14,535,000	23,000,000
Water Enterprise	-	21,600,000	21,600,000	-
Sewer Enterprise	-	18,550,000	18,550,000	-
DCU	22,027,750	-	1,809,000	-
ESCo	-	21,954,482	8,000,000	-
Pilot	1,500,000	7,500,000	9,000,000	-
Ball Park	69,485,000	-	27,864,000	-
Solar	-	61,900	61,900	-
Grand Total	101,858,882	116,349,504	135,264,154	31,150,000

Source: City of Worcester

Five-Year Debt Service Projection

Funding Source	FY20 Total Debt	FY21 Total Debt	FY22 Total Debt	FY23 Total Debt	FY24 Total Debt
Tax Levy	36,062,307	35,772,675	29,130,191	27,301,149	18,888,282
Water	7,194,451	6,478,074	6,018,405	5,680,271	5,357,225
Sewer	9,916,197	9,328,917	8,855,329	8,661,403	8,158,299
Building Campaign	7,538,085	6,858,497	5,570,189	4,883,332	4,322,813
North High School	1,286,808	1,262,241	1,246,445	1,218,518	1,196,281
Off Street Parking	1,219,989	879,303	840,302	781,101	745,272
Airport	7,096	5,836	5,601	5,464	5,224
DCU Center	3,514,949	3,352,414	3,357,077	2,925,480	2,788,368
City Square	4,190,198	4,246,822	4,247,282	4,154,513	4,159,289
Golf	370,534	241,556	228,409	226,075	221,537
Pilot Parks	300,776	290,796	279,428	269,593	257,601
CSX Park	126,890	123,830	120,770	117,710	114,140
Hud	133,535	135,797	138,747	141,358	143,610
Baseball	1,465,324	3,648,004	3,606,208	3,564,412	3,635,589
Total	73,327,140	72,624,762	63,644,381	59,930,378	49,993,530

Source: City of Worcester

In FY20, Worcester has an available Proposition 2½ levy capacity of approximately \$335.6 million and an unused levy capacity of approximately \$19.4 million. It experienced new growth of about \$6.5 million. The total assessed valuation of the City is approximately \$14.64 billion, including about \$10.9 billion in residential, \$2.28 billion in commercial, \$876.2 million in personal property, and \$536.6 million in industrial. The FY20 overlay reserve fund is \$4.4 million and in FY20 free cash is \$5.9 million.

The average single-family tax bill is \$4,228 and the City has 25,369 single-family parcels with an average assessed value of \$248,697, according to the Massachusetts Department of Revenue's Division of Local Services.

Worcester has approved budget and finance policies, including the City's [Five Point Financial Plan](#) which was intended to improve its long-term financial stability. The Five Point Plan, adopted in 2007, included short- and long-term goals and procedures to be followed during budget preparation as well as on-going monitoring. A sample of Plan actions include: established a dedicated reserve building funding source, established an annual borrowing cap, established a reserve policy, and required that 30% of net free cash be deposited into the City's OPEB liability trust fund.



Position of Deputy Commissioner of Public Works & Parks

Worcester seeks an energetic and data-driven Deputy Commissioner excited by the opportunity to work collaboratively on major multi-million-dollar projects and assist in continuing to move the City forward. This leadership position requires excellent management and communication skills as well as a strong understanding of project and construction management. This is both an inward-facing and outward-facing role, so the Deputy Commissioner must be confident and comfortable with speaking before groups of all sizes.

The Deputy Commissioner of [Public Works & Parks](#) assists in overseeing divisions that provide high quality, cost effective, efficient, and safe services involving both public infrastructure and facilities that enhance quality of life and support growth in the City of Worcester. The person in this position performs highly responsible



professional work that includes assisting in the direction, coordination, development, and administration of the Department of Public Works & Parks. The department includes: [Water and Sewer](#) operations, [Engineering & Architecture](#), [Streets](#), [Trash and Recycling](#), [Parking Garages](#), parking lots, and on-street parking, [Parks](#), [Green Hills Golf Course](#), Snow Removal, and Street Lights. The department also maintains the City-owned [Hope Cemetery](#). The [Open Space and Recreation Plan](#) as well as park, field, and playground [master plans](#) can be reviewed on the City's website.

Water and Sewer are two separate enterprises sharing a single director. Ensuring residents and businesses have access to safe drinking water and reliable sewers is critical to the City's prosperity as well as citizen and visitor health. Worcester's [Integrated Water Resources Management Plan](#) is available on the City's website.

The Deputy Commissioner will be highly involved with such key projects as the construction of a one new [high school](#) (\$209M, scheduled to open September 2021) and the planning and construction of another high school (\$300M+), construction of the Worcester [ballpark](#) (\$120M, scheduled to open Spring 2021) and parking garage, and major downtown revitalization efforts, including a reimagined [Main Street](#). A new DPW facility and new fire station are anticipated future projects. The Deputy Commissioner should bring an open mind and a desire to utilize best practices and modern communication methods.

[Public Works & Parks](#), which is the largest department in the City, has approximately 470 personnel and a budget of approximately \$100 million. Organizational charts for the various divisions can be located in the [FY20 budget](#) on the following pages:

Division	Page
Administration & Finance	88
Engineering & Architectural	91
Street	95
Sanitation	99
Central Garage	101
Parks/Recreation/Hope Cemetery	105
Municipal Golf Course	110
Sewer	119
Water	125

Departmental responsibilities include:

- Delivery of safe, potable drinking water;
- Design and construction management of streets, bridges, and public buildings;
- Managing parking garages and surface lots;
- Managing stormwater and the proper disposal of sewage;
- Protecting the urban forest;
- Street lighting;
- Weekly household trash and recycling collection;
- Year-round street maintenance and repair;
- Providing welcoming parks and preserving, enhancing, and protecting open spaces.



The Deputy Commissioner should be a leader who is confident in his/her own abilities, is skilled at hiring talented individuals, and is an experienced manager of people and projects. This is an excellent opportunity with room for growth for the right individual. Candidates should have the ability to lead, coach, and train staff in a focused and effective manner. Preferred candidates will be highly motivated and excited at the chance to join a dynamic and engaged municipal team. Candidates should be community-focused and enthusiastic about joining the City of Worcester team of professionals.

Required Qualifications

- Knowledge of the principles and practices of modern public works & parks administration.
- Extensive knowledge of current design and maintenance as applied to public horizontal and vertical construction projects.
- Extensive knowledge of the principles and practices of civil engineering.
- Extensive knowledge of Lean Management principles.
- Extensive knowledge of pertinent federal, state, and local laws, codes, and regulations.
- Proven leadership skills and knowledge of the principles and practices of strong and effective management.
- Extensive knowledge of public works & parks; operation of large-scale water, sewer and drain infrastructure, park maintenance and programs, solid waste, pavement management, winter maintenance, and large fleet operations.
- Ability to plan, coordinate and direct large-scale labor operations and to supervise the activities involved in the operations of a modern public works & parks department.
- Ability to perform technical research, compile/compose complex technical records and reports, interpret data and statistics analytics, assist with the development of budget requests, and make recommendations for the practical application of findings.
- Ability to establish and maintain effective working relationships with employees, city officials, and the general public, and with diverse populations.
- Familiarity with health and safety practices relevant to DPW&P operations.
- Familiarity with public procurement regulations and purchasing procedures.



Compensation

Annual Salary: \$150K+/-, commensurate with qualifications. An attractive benefits package, including use of a vehicle as well as health and retirement plans, is part of the compensation package. Residency is required but can be waived by the City Manager.

Education and Experience

- Bachelor's degree in civil engineering, construction management, or related field.
- Ten years of progressively responsible public works operational experience; of which five years must have been in a managerial capacity.

Preferred

- Master's degree in engineering, construction management, business/public administration, or related field.
- Professional Engineer (PE) License.
- Fifteen years of progressively responsible public works operational experience.
- Ten years of public works management experience.
- Experience in New England.

Special Requirements

- MA Class III Motor Vehicle Operator's License.

How To Apply

Interested applicants should send a cover letter and résumé, in confidence, via email to:

Apply@communityparadigm.com

Subject: Worcester
Deputy Commissioner Search

Submit a single PDF containing both cover letter and résumé.

Position is Open Until Filled with a first round of résumé reviews on April 27, 2020. Résumés will be reviewed according to the outlined qualifications. Applicants chosen to interview for the position will be contacted by Community Paradigm Associates. Finalists will be asked to submit references and for approval of background reviews before their name is advanced to the City Manager.

Questions regarding the position should be directed to:

Bernard Lynch, Principal
Community Paradigm Associates
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978-621-6733

The City of Worcester, Mass., is an Equal Opportunity/Affirmative Action Employer.