

# WORCESTER, MA

## Assistant Commissioner of Operations Public Works & Parks

### Position Statement



### Summary

The City of Worcester, MA, seeks experienced candidates to fill the position of Assistant Commissioner of Operations for the Department of Public Works & Parks. The Assistant Commissioner leads the operations divisions of DPW, working under the direction of the Commissioner of DPW. The entire Department of Public Works & Parks 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 Assistant Commissioner of Operations is responsible for overseeing the operation divisions of DPW, which include water, sewer, streets, sanitation, and central garage. The Assistant Commissioner directly oversees six full-time employees/managers and indirectly oversees 300 employees. The entire Department of Public Works & Parks includes 450 full-time, 10 part-time, and 150 seasonal employees.

## 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 19<sup>th</sup> 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 20<sup>th</sup> century, manufacturing began to move overseas sparking an economic downturn. In the late 20<sup>th</sup> 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 FY21: \$721.8 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.

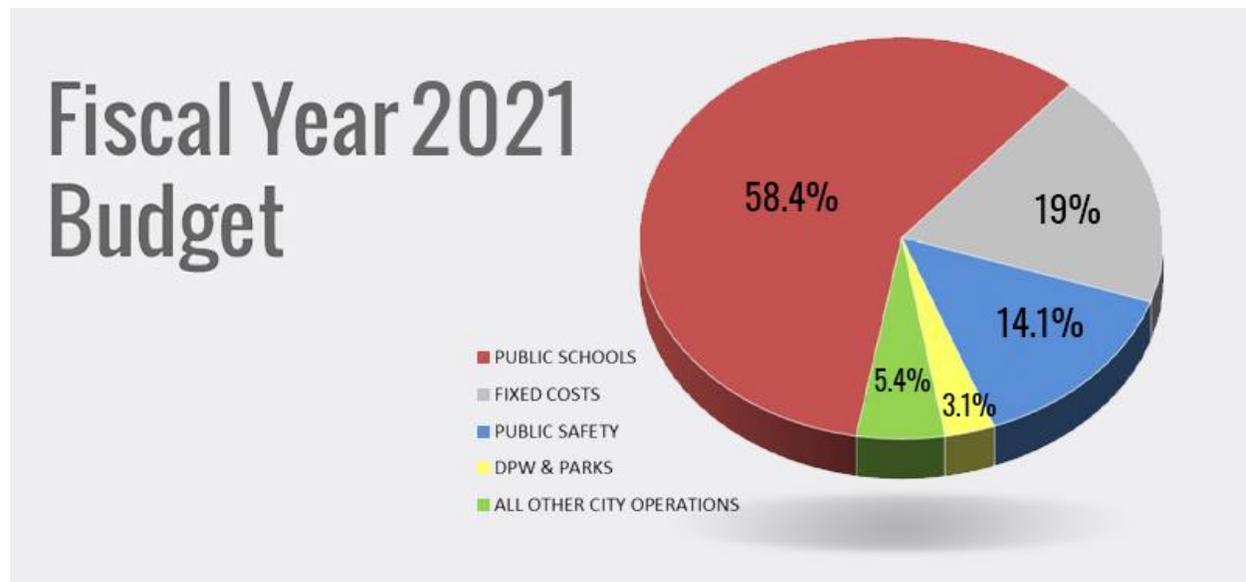
Worcester is a diverse governmental body, consisting of numerous departments, divisions, and



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 [FY21 budget](#) is \$721.8 million, which reflects an increase from the previous year of 4.5%, the majority of which was committed to education and fixed costs. 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 FY21, Worcester’s revenues are:

| Fiscal Year 2021 Revenue by Source |                    |               |
|------------------------------------|--------------------|---------------|
| Revenue Source                     | Amount             | % of Total    |
| Tax Levy                           | 325,229,687        | 45.06         |
| State Aid                          | 345,522,190        | 47.87         |
| Local Receipts                     | 45,633,147         | 6.32          |
| Other Available                    | 5,436,147          | 0.75          |
| <b>Total</b>                       | <b>721,821,171</b> | <b>100.00</b> |

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 [FY21 budget](#).

The five-year [Capital Improvement Plan](#) for FY21 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 \$168.3 million was recommended for FY21.

### FY21 Capital Spending Financed

| Funding Source     | Remaining Prior Year Authorization | FY21 New Authorization | FY21 Borrowing     | Other Funding (Grants, etc.) |
|--------------------|------------------------------------|------------------------|--------------------|------------------------------|
| Tax Levy           | 18,464,290                         | 42,594,543             | 39,965,034         | 4,150,000                    |
| Off-Street Parking | 3,432,780                          | 3,755,000              | 7,187,780          | -                            |
| Water Enterprise   | 4,215,000                          | 15,645,000             | 19,610,000         | -                            |
| Sewer Enterprise   | 3,670,000                          | 12,270,000             | 15,940,000         | -                            |
| ESCo               | 15,000,000                         | -                      | 15,000,000         | -                            |
| Pilot              | 775,000                            | 2,000,000              | 6,775,000          | 4,000,000                    |
| Ball Park          | 63,803,000                         | -                      | 63,803,000         | -                            |
| Solar              | 61,900                             | -                      | 61,900             | -                            |
| <b>Grand Total</b> | <b>109,421,970</b>                 | <b>76,264,543</b>      | <b>168,342,714</b> | <b>8,150,000</b>             |

Source: City of Worcester

## Five-Year Debt Service Projection

| Funding Source              | FY21 Total Debt   | FY22 Total Debt   | FY23 Total Debt   | FY24 Total Debt   | FY25 Total Debt   |
|-----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Tax Levy                    | 35,179,983        | 29,319,139        | 27,431,866        | 24,864,021        | 22,920,338        |
| Water                       | 7,121,878         | 6,699,847         | 6,374,501         | 6,051,855         | 5,572,995         |
| Sewer                       | 10,385,323        | 9,871,150         | 9,655,588         | 8,882,169         | 8,507,029         |
| Building Campaign           | 6,666,498         | 5,570,188         | 4,883,331         | 4,322,813         | 2,595,780         |
| North High School           | 1,262,240         | 1,246,444         | 1,218,517         | 1,196,280         | 1,181,314         |
| Off Street Parking          | 1,162,412         | 1,100,957         | 1,082,691         | 1,046,491         | 985,541           |
| Airport                     | 5,836             | 5,601             | 5,463             | 5,223             | 5,011             |
| DCU Center                  | 3,585,517         | 3,605,555         | 3,176,305         | 3,039,153         | 3,012,940         |
| City Square                 | 4,246,822         | 4,247,282         | 4,154,513         | 4,159,288         | 4,188,045         |
| Golf                        | 419,639           | 407,441           | 404,946           | 227,357           | 225,485           |
| Pilot Parks                 | 290,796           | 279,427           | 269,592           | 257,601           | 249,791           |
| CSX Park                    | 123,830           | 120,770           | 117,710           | 114,140           | 109,080           |
| Hud                         | 135,797           | 138,746           | 141,357           | 143,610           | 1,249,556         |
| Major Taylor Blvd           | 57,833            | 57,373            | 54,950            | 36,861            | 37,938            |
| Solar: Net Metering Credits | 864,229           | 864,229           | 864,229           | 864,229           | 864,229           |
| Union Station Garage        | 341,534           | 328,929           | 315,339           | 302,764           | 288,212           |
| Library Building            | 25,103            | 25,103            | 25,103            | 25,102            | 25,102            |
| Baseball                    | 1,964,884         | 1,980,630         | 2,265,630         | 2,389,353         | 2,433,986         |
| <b>Total</b>                | <b>73,840,160</b> | <b>65,868,818</b> | <b>62,441,638</b> | <b>57,928,316</b> | <b>54,452,380</b> |

Source: City of Worcester

The average single-family tax bill in Worcester 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 [Financial Integrity Plan](#) which was intended to improve its long-term financial stability. The Financial Integrity 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 Assistant Commissioner of Operations Department of Public Works & Parks

Worcester seeks an experienced and energetic Assistant Commissioner of Operations excited by the opportunity to work collaboratively and assist the City in accomplishing its ambitious goals. The Assistant Commissioner of Operations reports to the Commissioner of DPW.

The Assistant Commissioner of Operations in [Public Works & Parks](#) oversees divisions that provide high quality, cost effective, efficient, and safe services that enhance quality of life and support growth in the City of Worcester. The Assistant Commissioner of Operations is responsible for overseeing the operation divisions of DPW, including [water and sewer](#), [streets](#), [sanitation](#), and [central garage](#). The person in this position performs highly responsible professional work.



The Assistant Commissioner of Operations establishes short- and long-range goals and objectives, personal performance standards, and assumes direct accountability for department results. Additionally, the Assistant Commissioner directly oversees six full-time employees/managers and indirectly oversees 300 employees. This requires the Assistant Commissioner to plan, schedule, and coordinate work operations to accommodate schedules, deadlines, and priorities. Assignments typically involve evaluation and interpretation of factors, conditions, or unusual circumstances; inspecting, testing, or evaluating compliance; and gathering, analyzing, and evaluating facts or data using specialized fact-finding techniques.

Qualified candidates will have the ability to conduct and oversee major public works programs; identify and resolve problems; prioritize and perform assigned tasks in a detailed, efficient, and timely manner; interact and collaborate with the public as well as department staff, consultants, and local organizations; read and interpret engineering plans and reports as well as state and federal environmental laws and regulations; adapt to unforeseen circumstances and other unpredictable situations; regularly meet deadlines; exercise considerable judgement; and establish and maintain effective working relationships with staff.

The successful applicant will have thorough knowledge of DPW division operations and services provided; knowledge of office software, including MS office suite and specialized software; working knowledge of city geography; mechanical engineering aptitude skills; and proficient written and verbal communication skills.

The entire Department of Public Works & Parks includes: [Water and Sewer](#) operations, [Engineering & Architecture](#), [Streets](#), [Trash and Recycling](#), [Parking Garages](#), parking lots, and on-street parking, [Parks](#), Snow Removal. [Public Works & Parks](#), which is the largest department in the City, has a budget of approximately \$100 million. Organizational charts for the various divisions can be located in the [FY21 budget](#) on the following pages:

| Division       | Page |
|----------------|------|
| Street         | 93   |
| Sanitation     | 97   |
| Central Garage | 99   |
| Sewer          | 119  |
| Water          | 125  |

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 City is currently working on 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.



### Minimum Requirements

- Bachelor’s degree in civil engineering or related field.
- Seven (7) years of related work experience.
- Three (3) or more years of related management experience.
- Valid Massachusetts driver’s license.

### Preferred Qualifications

- Master’s degree in civil engineering or related field.
- Ten (10) years of related work experience.
- Professional Engineer license.
- Prior experience in the water and sewer utility fields.
- Previous work experience in a municipality.

## Compensation

**Annual Salary: \$120,000+/-**, commensurate with qualifications. An attractive benefits package, including health and retirement plans, is part of the compensation package.

### Education and Experience

- Bachelor's degree in civil engineering or related field.
- Seven (7) years of related work experience.
- Three (3) or more years of related management experience.
- Valid Mass. driver's license.

### Preferred

- Master's degree in civil engineering or related field.
- Ten (10) years related worked experience.
- Professional Engineer license.
- Previous work experience in a municipality.
- Working knowledge of accepted public works-related services, practices and procedures as well as applicable local, state, and federal rules, laws and regulations.
- Thorough knowledge of the Clean Water Act, Safe Drinking Water Act, and other EPA and DEP regulations that pertain to the provision of municipal water and sewer treatment and distribution services as well as other applicable state and federal rules and regulations such as solid waste management services.
- Statistical and analytical ability to evaluate and plan the provision of operational services and employee performance.
- Ability to establish and to maintain effective working relationships with department staff, City employees, as well as state and federal officials.
- Ability to interpret and apply various state and federal laws and regulations in support of department operations in an impartial, cost effective, and safe manner.

### How To Apply

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

[Apply@communityparadigm.com](mailto:Apply@communityparadigm.com)

**Subject: Worcester Assistant  
Commissioner**

Submit a single PDF containing both cover letter and résumé.

For a guaranteed review of application materials, apply by **December 8, 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. Position is Open Until Filled.

Questions regarding the position should be directed to:

Bernard Lynch, Principal  
Community Paradigm Associates  
[BLynch@communityparadigm.com](mailto:BLynch@communityparadigm.com)  
978-621-6733

*The City of Worcester, Mass., is an Equal Opportunity/Affirmative Action Employer. Women, minorities, people with disabilities, and protected veterans are encouraged to apply. Preference is given to Worcester residents.*

