



CITY OF WORCESTER, MASSACHUSETTS INVITES CANDIDATES TO APPLY FOR: CITY MANAGER

COMMUNITY PROFILE

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Demographic Data

- ◆ Population: 181,045
- ◆ Population w/in 50 miles: 6+ million
- ◆ Land Area: 38.6 square miles
- ◆ FY14 Area Median Family Income (4 persons): \$79,600
- ◆ # of Worcester-based Businesses: 5,100
- ◆ Downtown Office Space: 4.5 million sq. ft.
- ◆ Class A Office Occupancy (2011): 84%
- ◆ Hotel Rooms: 766
- ◆ Colleges in Greater Worcester: 13
- ◆ # of College Students: 30,000+
- ◆ MBTA Commuter Rail to Boston: 65 minutes
- ◆ Over 50 neighborhood groups who work with the City
- ◆ 1700 City Employees

The Worcester area was first settled by Europeans in 1673. The municipality was first incorporated as a town in 1722 and later as a city in 1848. The City is forty miles west of Boston and has excellent interstate highway connections as well as bus, train and airport services. As a manufacturing and innovation giant for over two centuries, Worcester has transformed itself into a leader in biotechnology, advanced manufacturing, information technology, health care, medical research and academia. Worcester is the second largest city in New England.

Education: The Worcester region is home to thirteen colleges including the UMass Medical School, Holy Cross College, Worcester Polytechnic Institute, Clark University, Massachusetts College of Pharmacy & Health Sciences University, Becker College, Worcester State University, Assumption College, and Quinsigamond Community College. The City has a strong primary and secondary school system including its \$90 million Worcester Technical High School, a state-of-the-art and nationally awarded new vocational high school. The US Department of Education recognized Worcester Technical High School as a 2013 National Blue Ribbon School. Its principal, Dr. Sheila Harrity, was selected by Metlife/NASSP as 2014's National Principal of the Year. President Obama delivered the school's 2014 commencement address.

Worcester also recently built a new \$72 million North High School. This intellectual capital adds up to an increasingly educated workforce in support of continued economic development.

Transportation: Worcester is well-poised for success due to a number of factors that make the City a natural environment for development: major investments in transportation projects such as the Massachusetts Turnpike/Route 146 Interchange and the magnificently renovated Union Station, an intermodal center providing commuter rail to Boston and New York, and intra and inter-city bus service. Jet Blue provides air service at the Worcester Regional Airport.

Economic Development:

Worcester is in the midst of an investment boom with more than \$2.3 billion of private and public projects currently planned, under construction, or recently completed including:

- City Square, one of the largest public-private initiatives in the Commonwealth, welcomed a new corporate office for Unum and the Saint Vincent Cancer & Wellness Center, as well as announced the development of a new Marriott Renaissance and 350 unit residential complex in Downtown.
- Since its opening, the Han-

- -over Theatre for the Performing Arts, the 2008 renovation of the former Loew's Poli Palace, has drawn more than a million visitors to Downtown's Federal Square.
- The City's DCU Convention Center & Arena completed a \$22 million makeover.
- Gateway Park, which already includes Worcester Polytechnic Institute's \$40 million, 120,000 square foot Life Sciences and Bio-Engineering Center, expanded with the opening of a 92,000 square foot office and laboratory building.
- UMass Medical School opened the 500,000 square foot Albert Sherman Center and 250,000 square foot Advanced Center for Clinical Care, Education, and Sciences, which have increased Worcester's standing as one of the nation's leading centers for medical advancement.



Governance

The City Manager is the Chief Executive Officer of the City appointed by an eleven-member City Council. Five of the Councilors are elected by district and the remaining six councilors are elected at-large. The Mayor is elected as the highest vote-getter of those Councilors elected at-large who wish to run for Mayor. The second highest vote-getter is the Vice Chair of the Council. The Mayor is the chairperson of the Council and School Committee meetings and serves as the ceremonial head of government. All Council members serve for two-year terms. The next election is 2015. The City Manager structure of governance has been in place since 1950.

In accordance with the Charter the City Manager shall have the following powers and duties:

- ◆ Be the chief administrative and executive officer of the City and shall be responsible to the City Council for proper administration and supervision of all city affairs
- ◆ Act as chief conservator of the peace within the city
- ◆ Ensure that City laws and ordinances, resolutions and regulations of the City Council are faithfully executed
- ◆ Make such recommendations and reports to the City Council concerning the affairs of the city
- ◆ Prepare and submit to the City Council budgets and financial reports annually
- ◆ Appoint and remove department heads, officers, employees to be reported to the City Council
- ◆ Appoint boards and commissions classified as executive, regulatory or advisory subject to the approval by the City Council

The City Manager's scope of responsibility is shown on the City's Organizational Chart as seen on the next page.

The Worcester Public School system, which comprises the majority of the City's budget, is managed by the Superintendent of Schools who is appointed by the elected School Committee, the legislative and policy-making body for the Worcester Public Schools. The Mayor serves as an ex officio member and chairperson. The City Council allocates funding to the School Department. Once allocated, the School Committee determines how school funds will be used.



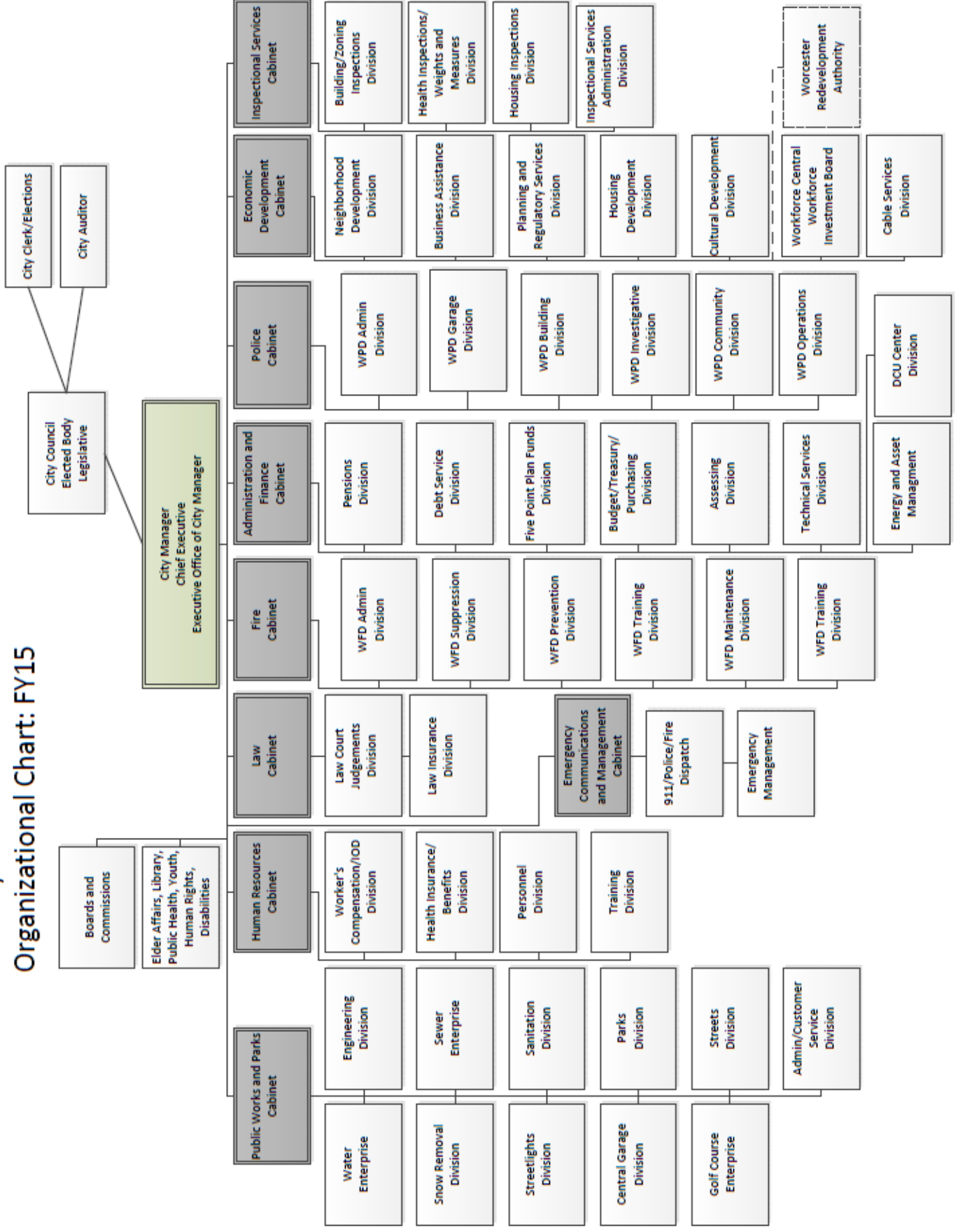
City Finances

The City has benefitted from prudent financial management and is in good financial condition. Worcester has adopted many long-term financial policies including a five-year financial budget model and a five-year capital plan. The City's Bond Rating by Moody's Investor Services, Fitch Ratings, and Standard and Poor's is Aa3, AA- and AA- respectively.

Like all Massachusetts municipalities Worcester has been forced to adjust to significant cuts in state aid. Massachusetts also has Proposition 2½ which holds annual tax revenue increases to 2.5% of the prior year's tax levy plus any "new growth" associated with new construction. Proposition 2½ also limits gross property taxes to 2.5% of the taxable assessed value.

Worcester's FY 2015 budget projected revenues are \$575 million and are comprised of \$258.4 million in property taxes; \$38.9 million in State Aid for City operations and \$223.3 million in State Aid for Education. Expenditures equal \$575 million. Approximately fifty-eight percent (\$332.4 million) is for schools, twenty-two percent (\$126.4 million) for City services, and twenty percent (\$116.1 million) for fixed costs.

City of Worcester Organizational Chart: FY15



Characteristics of the Ideal Candidate

Management & Leadership

- Professional, diplomatic, consensus building, inclusive and COLLABORATIVE leader
- Team player and team builder with Council, department heads, staff and stakeholders
- Able to build relationships with state legislators, officials and agencies
- Able to work with district and at-large Councilors and the numerous subcommittees to develop and implement policy direction from legislative body
- Good communication skills, keeping Council informed and meeting on a regular basis with each Council member
- Visionary leader who embraces bold vision and moves the vision forward
- Inclusive with staff, citizens, businesses, and stakeholders
- Uses a strategic approach to issues and projects
- Builds a staff of excellence—hires the right people
- Promotes best practices—evaluates services to insure efficiency and effectiveness
- Strong management skills—holds department heads accountable
- Sets and achieves goals—strong leadership skills
- Good listener



Personal Characteristics

- Person of conviction with a strong backbone and self-confidence
- Calm temperament (even-tempered even under fire)
- Values public input and involves public and appropriate stakeholders in the process
- Accessible and approachable
- Able to compromise
- Energetic and passionate about public service
- Politically astute and sensitive—brings people together
- Checks ego at the door—promotes what is best for the City

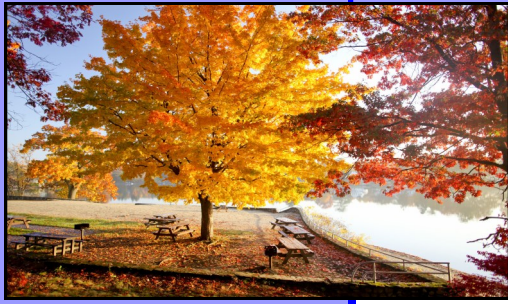


Key Responsibilities

- Works well with business community, promotes and markets the City, directs economic development effort
- Understands the diversity of Worcester and its various neighborhoods—embraces the diversity including refugees
- Maintains the financial strength and stability of the City—knows how to balance competing interests
- Promotes public safety and educational funding as high priorities for the Council and citizens
- Builds relationships with neighborhoods, businesses, and stakeholders
- Promotes new ideas and searches for alternative funding to achieve the goals for the good of the City

Qualifications:

Requires a Bachelor's degree (Master's preferred) in public administration, urban studies, finance, business administration or a closely related field. Must be a seasoned manager with increasingly responsible experience in municipal management or government administration. Labor relations experience is required. Preference will be given to candidates with experience in comparably sized and complex cities or organizations; experience with economic development and private-public partnerships that have created jobs for the community; experience with snow operations and other emergencies; experience in diverse communities or with diverse populations; and strong financial and budget experience.



Challenges and Opportunities

- ◆ Continue aggressive economic development in both Downtown and the neighborhoods to attract job growth and new businesses
- ◆ Promote redevelopment, market-rate housing, middle-class housing and owner-occupancy
- ◆ Need for more taxable properties and PILOT payments
- ◆ Complete the City Square project with hotel, retail, and housing
- ◆ Deal with infrastructure issues and water and sewer issues under EPA and DEP mandated improvements
- ◆ Embrace the diversity of the community—provide resources to newcomers to become engaged members of the City
- ◆ Understand that education is the engine to economic growth in the community both at the public school level and the many colleges and universities around the City
- ◆ Promote a more walkable city and new bicycle paths along with various parks
- ◆ Address need to provide more diversity in City Hall
- ◆ Move forward with the City to embrace the Community Health Improvement Plan (CHIP)
- ◆ Promote industrial development at the South Worcester Industrial Park (SWIP)
- ◆ Continue the growth in transportation options with more express trains to Boston, and train service to Providence and Springfield, along with additional airline service for the Worcester Regional Airport
- ◆ Build on the momentum of the past five years to take the city to the next level



Compensation and Application Process

The starting salary for this position is negotiable depending on qualifications and experience and commensurate with position- with an excellent benefits package.

Position requires permanent residency in City of Worcester within 6 months of appointment.

For more information see the City web sites:

www.worcesterma.gov www.worcestermass.org

**Worcester is an EOE/AA/Equal Access Employer--Diverse Candidates
Are Encouraged To Apply**

If you are interested and meet these qualifications, we encourage you to email your resume and cover letter with your current salary immediately to Ms. Randi Frank (See contact information below. Deadline is July 15, 2014):

Ms. Randi Frank
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Pictures courtesy of:
City of Worcester

