



The Research Bureau

# 2006 — 2007 Annual Report



*“There is nobility in the world, goodness, gentleness. Men are helpless so far as their fate is concerned, but they can ally themselves with the good . . .”*

*Edith Hamilton, “The Greek Way”*

Alex Drapos  
1936 — 2006



Alex Drapos allied himself with the good throughout our community. The Research Bureau benefited from his activism, thoughtfulness, and leadership through his service as a long-time member of the Executive Committee and past president.

I am honored to follow in Alex’s footsteps and lead The Research Bureau with its unique and necessary role of illuminating where good government and the commonweal ought to intersect.

Brian J. Buckley, Esq.

*Director, Fletcher, Tilton & Whipple, P.C.*

## A Message from the President

A simple phrase often used is: “If you can’t measure it, you can’t manage it.” For almost 22 years, the Worcester Regional Research Bureau has provided the public with access to “the measures” that serve as the basis for debate and discussion... all leading to decisions that make our community a better place in which to live, work and play.

When I arrived at Fallon Community Health Plan at the end of 1999, I asked the question: “Where can I get information about our city and region that addresses demographics, quality of life and health, education, business trends and other similar topics?” The response I received was: “You need to speak with Roberta Schaefer at the Worcester Regional Research Bureau.” And they were right...

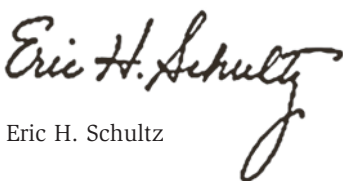
I met with Roberta and was pleasantly surprised to learn that Worcester has access to a very useful “one stop shop” source of reliable information and a Research Bureau staff that is always willing to help. I also reflected on the fact that none of the cities in which I had previously worked (Hartford, St. Louis, Nashville and Memphis) had such a resource.

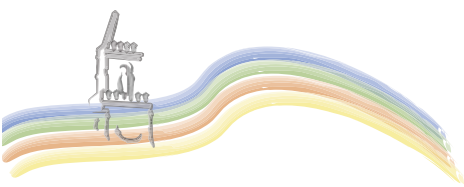
The Research Bureau has played a vital role in our region. Some of the major accomplishments in recent years include:

- **Talent Retention Project** – As a member of the Governor’s Regional Competitiveness Council, The Research Bureau identified retaining a higher percentage of our college graduates as vitally important for sustaining and growing area businesses. The Research Bureau oversaw the project, conducted surveys of students and employers, and developed a set of recommendations which led to the creation of an internship website for both students and employers in the region, developed and managed by Colleges of Worcester Consortium.
- **Municipalities Organized for Regional Effectiveness (MORE)** – In an effort to create greater collaboration among area communities, The Research Bureau took a leadership role in founding MORE. After some false starts and perseverance, MORE is up and running. Today, the Central Massachusetts Regional Planning Commission (CMRPC) is organizing the program with the goals of enhancing the capacity of individual towns to provide services, operate more efficiently, and have more clout as a region on Beacon Hill.
- **Performance Measurement Work** – In 2001, The Research Bureau established the Center for Community Performance Measurement (CCPM) to benchmark municipal and community performance in Worcester. Over the past six years, the program has (among other accomplishments) inspired local residents to take action for improving the cleanliness, safety and beauty within their neighborhoods and City officials to create new tools for recording and tracking needed repairs. These tools have included the development of an abandoned vehicle hotline through which more than 7,000 abandoned vehicles have been removed from city streets, and a customer service center, which enables residents to register and track the status of their complaints, either by phone or online.

These examples represent a small portion of the value The Research Bureau has brought to the Greater Worcester Region. The scope of the organization’s work is remarkable and its efforts towards improving our region are tireless. To see the results, I urge you to visit its website ([www.wrrb.org](http://www.wrrb.org)). Of course, none of this work could have been accomplished without the wholehearted ongoing support from numerous corporations, foundations, institutions, and individuals. And special thanks are due the Board members and Executive Committee members who have donated their time and resources over the years. Our sincerest thanks go to Agnes Kull, The Research Bureau’s volunteer treasurer since 1994, who donates countless hours on The Research Bureau’s behalf. Finally, I want to acknowledge The Research Bureau’s small but mighty staff: Jean DeIeso, Kimberly Hood, and Laura Swanson, and Executive Director, Dr. Roberta Schaefer.

It has been an honor serving as President of the Worcester Regional Research Bureau during these past three years and working along side great staff, volunteers and Roberta Schaefer, one of Worcester’s most dedicated citizens, who is steadfastly committed to creating a brighter future for Worcester. On behalf of our Board of Directors, I extend our gratitude to all of you.

  
Eric H. Schultz



# Research

*The Research Bureau serves the public interest of the Greater Worcester region by conducting independent, non-partisan research and analysis of public policy issues to promote informed public debate and decision-making.*

During the past year, The Research Bureau's work again was aimed at strengthening the climate for both businesses and residents, promoting economy in municipal operations, and identifying trends that would improve management of local government.

*“Unum has supported The Research Bureau for more than two decades because its fact-based analyses help to shed light on the complex issues that affect Worcester’s business and residential climate. In addition, the Bureau’s lively educational forums bring diverse points of view, not ordinarily heard, to public policy debates.”*

*J. Christopher Collins,  
Senior Vice President/ Deputy  
General Counsel, Unum*



*“The information provided in the Bureau’s survey of downtown office occupancy and other measures of economic performance are invaluable to business leaders, especially those of us working in real estate and development.”*

*William Kelleher  
Principal, Kelleher & Sadowsky*

## Business and Residential Climate

### Economic Development

*The Research Bureau, for the sixth year, tracked seven measures of Worcester’s economic well-being and found a mixed picture.*

#### Findings

- ☑ While Worcester’s tax base grew by 95% between FY01 and FY06, most of that growth was in the residential sector.
- ☑ The City’s dual tax rate, where businesses pay more than double the rate of home owners, puts Worcester at a competitive disadvantage compared to nearby communities including those along the I-495 corridor.
- ☑ Private investment in Worcester’s economy grew in recent years, but largely in the residential sector.
- ☑ Worcester lost more than 3,000 jobs over the past five years, while the City’s population increased suggesting that more individuals chose to live in the City while commuting to jobs in outlying areas.

#### Bottom Line

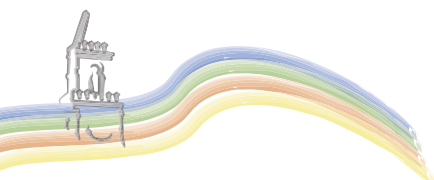
- ▷ Barriers to attracting more businesses to Worcester include: unfavorable tax rates that shift the burden to the commercial/industrial sector, inadequate commuter rail service, and lack of suitable parcels for development.
- ▷ Regular commercial air service at Worcester Regional Airport could attract businesses.
- ▷ Participation in the State’s expedited permitting process should make it easier to invest in the City.

### Citizen Satisfaction with Municipal Services

*For the second year, The Research Bureau mailed a survey to 10,000 randomly selected households in Worcester which included questions about the quality of life, public safety, quality of and satisfaction with municipal services, and taxes and budget priorities.*

#### Findings

- ☑ Almost two-thirds of respondents were satisfied with the overall quality of life in Worcester.
- ☑ Users of the Worcester Public Library gave very high ratings (90-96%) to the various services.
- ☑ Nine out of ten residents felt safe walking alone in their neighborhoods during the day.



- ☑ Almost four-fifths rated residential trash collection and recycling as “excellent” or “good.”
- ☑ The overwhelming majority were not satisfied with the overall appearance of the city, street and sidewalk cleanliness, and the condition of neighborhood streets and sidewalks.

**Bottom Line**

- ▷ 55% were dissatisfied with the value of the services they received for their taxes.
- ▷ 57% were satisfied with the City’s efforts to control costs.
- ▷ Almost four-fifths were unwilling to pay more in property taxes to see municipal services increased.

**Computerized Neighborhood Environmental Tracking (ComNET) Surveys**

*Through The Research Bureau’s nationally-recognized, award-winning program, staff work with thirteen of the City’s most socio-economically challenged neighborhoods conducting systematic surveys of each neighborhood using handheld computers and digital cameras to record their physical problems and assets. Neighborhood residents are accompanied by Holy Cross students and South High School students from the school’s Education, Service & Government Academy.*

**Findings**

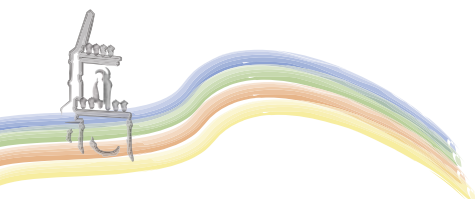
- ☑ Over 11,000 problems have been identified through fifty surveys since the project began in 2001.
- ☑ The largest number of problems relate to streets and sidewalks, followed by litter.
- ☑ 25% have been identified as “community” problems such as overgrown shrubs on private property, which are not the responsibility of government.

**Bottom Line**

- ▷ Municipal government has resolved two-thirds of the problems.
- ▷ Neighborhood residents have worked together to resolve many of the community problems.

*“The Research Bureau’s ComNET neighborhood surveys have provided the Department of Public Works and Parks valuable insight into what citizens care about, and have taught citizens the responsibilities and limitations of government and their own role for improving the quality of life in Worcester’s neighborhoods.”*

*Robert Moylan, Commissioner, Department of Public Works and Parks, City of Worcester*



*“I have known Roberta Schaefer for almost eleven years, primarily in her capacity as a member of The Massachusetts Board of Education. She is thoughtful, principled, and tough – but always fair. She has been a consistent advocate of public education and a leading proponent of higher student achievement. The Research Bureau’s work reflects those priorities.”*

*Dr. David P. Driscoll,  
Commissioner of Education,  
Commonwealth of Massachusetts*

*“The Research Bureau has been at the forefront of trying to retain more of our talent in the Central Region by working collaboratively with the fifteen colleges on a survey of recent graduates and translating that data into sensible, practical recommendations. The recently launched online internship database for students and employers in the region organized by the Colleges of Worcester Consortium was one of those recommendations.”*

*Mark Bilotta,  
CEO, Colleges of  
Worcester Consortium*



## Improving Student Performance in Urban Schools

*The Research Bureau analyzed resources and student performance of the Worcester Public Schools (WPS) since the passage of the Massachusetts Education Reform Act (MERA) of 1993. Two-thirds of the schools have been classified by the Massachusetts Board of Education as needing improvement, corrective action, or restructuring because of low performance on MCAS. Therefore, we visited higher-performing urban schools to understand what factors may account for their better performance.*

### Findings

- ☑ Between FY94 and FY06, total personnel increased by 29%, while total salaries increased by 86%.
- ☑ Teacher salaries increased by almost 92% between FY94 and FY06, rising from \$59 million to \$114 million while the number of teachers increased by 24%.
- ☑ Total health insurance costs increased from \$13.9 million to \$37.4 million, or 168%. Annual cost per employee is \$11,300.
- ☑ Per pupil spending increased from \$5,417 in FY94 to \$10,035 in FY06, an 85% increase.
- ☑ MCAS performance is mixed. Since the implementation of MCAS in 1998, tenth-grade scores have improved steadily while fourth- and eight-grade scores have remained flat.

### Bottom Line

- ▷ Principals at higher performing urban schools select and assign staff to positions based on teacher qualifications and performance without regard to seniority.
- ▷ Principals at higher performing urban schools, some of which are charter schools and pilot schools (in-district charter schools) have control over their budget, length of school day and year, length of periods, working conditions, and professional development of teachers.

## Effective Management of Resources

*The Research Bureau published its annual performance measurement reports analyzing the delivery of municipal and neighborhood services, public education and youth services, and public safety.*

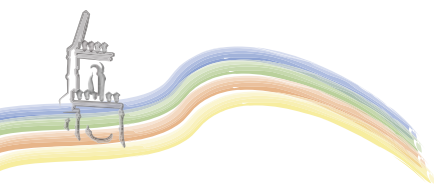
### Police Department

#### Findings

- ☑ Between FY01 and FY06, expenditures increased by 26%.
- ☑ The number of uniformed positions remained the same while the number of civilian positions decreased.
- ☑ Crime analysis unit expanded.

#### Bottom Line

- ▷ During the last five years, violent crime decreased by 7%.
- ▷ Survey data from neighborhood watch groups provide generally favorable ratings of police-community interaction.
- ▷ But 85% thought foot patrols in their neighborhood were inadequate.



## Fire Department

### Findings

- ☑ FY01 and FY06, expenditures increased by 6.7%.
- ☑ The number of positions decreased by 10% during the same period.
- ☑ While structure fires increased by 4%, all other types of fires (arson, vehicle, etc.) decreased substantially.

### Bottom Line

- ▷ Average response time decreased by 8 seconds between FY02 and FY06.
- ▷ 98% of citizens surveyed who had contact with the Worcester Fire Department were satisfied with the quality of service, professionalism of staff, and response time.

## Division of Code Enforcement

### Findings

- ☑ In FY06, code inspectors completed 2,424 initial inspections which resulted in the identification of 5,290 violations.
- ☑ In FY06, the more than 10,000 permits issued had a construction value exceeding \$222 million.
- ☑ Code staff conducted 480 inspections in response to complaints about unregistered vehicles on private property.

### Bottom Line

- ▷ From FY02 to FY06, staffing levels declined by 46% and the number of inspections decreased by 43%.
- ▷ In FY06, the city collected almost \$2.7 million in construction permit fees.

## Library Services

### Findings

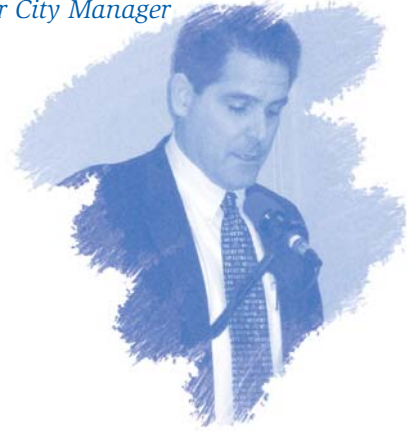
- ☑ Between FY02 and FY05, the number of staff decreased by 16%.
- ☑ Service hours per week decreased by 25%.
- ☑ Worcester spends far less per resident on materials than Hartford, Providence, and Springfield.

### Bottom Line

- ▷ Residents are overwhelmingly satisfied with assistance from staff, children's programs, selection of library materials, and computer resources.
- ▷ Residents are most dissatisfied with hours of operation for the Main Library as well as the two branches.

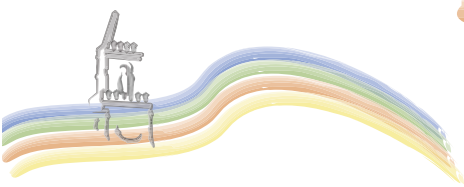
*"I often request The Research Bureau to study important issues that affect, or may affect, our City. I trust the Bureau for it provides an accurate, objective analysis of such issues that then serve as a starting point for an educated and informed public discussion."*

*Michael V. O'Brien,  
Worcester City Manager*



*"The Research Bureau's work, which studies ways of strengthening the region's business climate through regional transportation projects, reducing business costs, and improving public education, complements the work of the Worcester Regional Chamber of Commerce and provides valuable data to our members."*

*Richard Kennedy, President & CEO,  
Worcester Regional Chamber  
of Commerce*



## Economy of Operations

*The Research Bureau published several reports recommending ways of reducing the cost of providing services.*

*“The Research Bureau has been a consistent - and persistent - advocate of regional collaboration to improve managerial capacity of local governments, to provide more efficient delivery of services, and to enhance the Central Region’s clout on Beacon Hill. In 2007, CMRPC eagerly assumed management of M.O.R.E., a regional collaborative initially spearheaded by The Research Bureau to accomplish those goals, and to build on the Bureau’s leadership.”*

*Lawrence Adams,  
Executive Director, CMRPC*

*“For more than twenty years, The Research Bureau has provided important insight into the economic development needs and accomplishments of the state’s second largest city. For agencies like MassDevelopment, The Research Bureau’s work is invaluable since it allows us to better target our investments and offer support for projects deemed critical by a collective voice representing individuals who live and work in the City of Worcester.”*

*Robert Culver,  
President and CEO of MassDevelopment*

### First Responder Operations

#### Findings

- ☑ In 2005, first responder calls constituted 66% of total incidents to which the Worcester Fire Department (WFD) responded.
- ☑ Structure fires constituted 3.4% of incidents.
- ☑ WFD vehicle cost for first responder services is about \$9.00 per mile.
- ☑ There are frequently 3-4 vehicles (police, fire, and ambulance) arriving at the scene of a non-life threatening 911 call.

#### Bottom Line

- ▷ The City Manager should work with the Worcester EMS Committee to develop specific criteria and protocols for dispatching first responders that would prevent unnecessary over-response to medical emergencies.
- ▷ If changes in dispatch criteria reduce the number of WFD’s responses to vehicle emergency calls, the City Manager should consider reducing the size of the WFD staff.

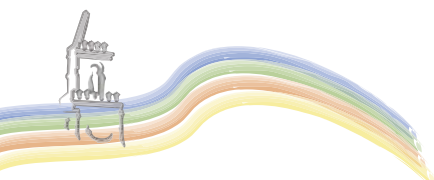
### Cable Television Contract

#### Findings

- ☑ Since 1999, Charter Communications, whose contract to provide cable service to Worcester residents just expired, lost 19% of its subscribers.
- ☑ While basic rates have remained constant during the ten-year period, expanded basic (more channels) rates, which most subscribers have, increased by 248%.
- ☑ Charter Communications has not conducted regular customer satisfaction surveys as required by its contract with the City.
- ☑ The City receives a franchise fee, currently \$1.15 million, which it distributes to Worcester Community Cable Access (WCCA), the public access channel (60%), and the government channels (each receive 20%).

#### Bottom Line

- ▷ Since the City is not required by either Federal or state law to establish a public access channel, the City should consider distributing the franchise revenue so that WCCA receives 20% of the revenue as well. More than \$400,000 could be used for General Fund expenditures as is the case in Boston and Brookline.
- ▷ The new contract should include a provision that surveys of residents and subscribers be conducted biennially to determine cable-related needs and opinions about Charter’s services and programming on the government, education, and the public access channels.
- ▷ The City should meet with other cable operators to encourage them to compete with Charter in the Worcester market. Competition in some places has reduced subscriber fees and improved services.



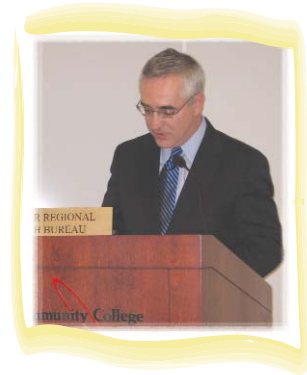


# Events

## Forums

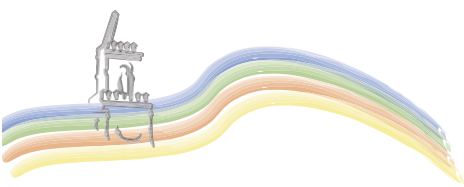
*In addition to its thought-provoking, often ground-breaking research, The Research Bureau organizes a number of public forums on a variety of topics that bring together diverse points of view to educate citizens and decision-makers. During this year, The Research Bureau sponsored forums on the following topics:*

<i>Commuter Rail: Is Worcester on the Right Track?</i>	November 2, 2006
<i>Measuring Up: The Cost of Doing Business in Massachusetts</i>	December 12, 2006
<i>300 Million &amp; Counting: Implications of Demographic Changes for Central Mass</i>	February 16, 2007
<i>Making Sense of State and Local Tax Dollars in FY08</i>	March 15, 2007
<i>The Impact of Globalization on Manufacturing in Central Massachusetts</i>	April 25, 2007



## Annual Meeting

*Each year, The Research Bureau invites a prominent public official or an expert on a particular policy to be the featured speaker at its annual meeting. The 2006 guest speaker was Dr. David Driscoll, the Commonwealth's Commissioner of Education since 1999, who has overseen the implementation of the Massachusetts Education Reform Act of 1993 and led Massachusetts to its number-one ranking in the nation on a variety of measures including the NAEP (National Assessment of Educational Progress) exam, also known as the Nation's Report Card. About 350 business and community leaders, public officials and citizens gathered to hear the Commissioner and to support The Research Bureau.*



## Board of Directors Meetings

*“When Berkeley was contemplating buying Worcester Common Outlets, I was advised to visit The Research Bureau. I was treated to an honest, ‘fair and balanced’ picture of Worcester, and provided with the data to back up the analysis. The Research Bureau is an invaluable resource to the businesses and developers of this region.”*

*Young Park,  
President & CEO, Berkeley Investments*

*Board meetings always include briefings by public officials or community and business leaders. In September, the Directors heard from Young Park, President & CEO, Berkeley Investments, on plans for and the challenges to developing CitySquare. In January, Lieutenant Governor Tim Murray briefed the Board on the Patrick-Murray Administration’s agenda.*

*21st Annual Meeting – David Driscoll,  
Massachusetts Commissioner of Education, Featured Speaker*

June 14, 2006

*Board of Directors Meeting - Young Park, President & CEO,  
Berkeley Investments, Featured Speaker*

September 29, 2006

*Board of Directors Meeting – Lt. Governor Timothy Murray,  
Featured Speaker*

January 24, 2007



## Thomas S. Green Public Service Awards

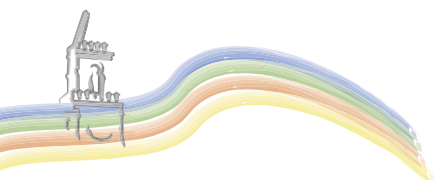
*Each year, The Research Bureau recognizes the “unsung heroes” in City government who work day in and day out to make Worcester a better place to live and work. In 2006, four employees from different municipal departments were recognized for their dedication and outstanding service to the City of Worcester. The recipients were:*

**Donald Abraham**, Department of Public Works

**Lee Hall**, Division of Code Enforcement

**Thomas Pappas**, Worcester Public Schools

**Angel Rosario**, Worcester Housing Authority

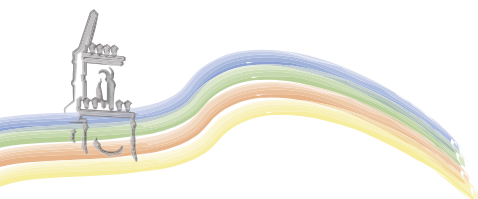


## Research Bureau Annual Meeting Speakers (1986 — 2007)

- 2007 **Dr. Thomas Payzant, former Superintendent of the Boston Public Schools and Senior Lecturer at the Harvard Graduate School of Education**
- 2006 Dr. David Driscoll, Commissioner of Education, Commonwealth of Massachusetts
- 2005 Tamar Jacoby, Author and Senior Fellow at the Manhattan Institute
- 2004 John Gannon, Staff Director, U.S. House of Representatives, Select Committee on Homeland Security
- 2003 Governor Mitt Romney, Commonwealth of Massachusetts
- 2002 Fred Siegel, Professor of History, The Cooper Union for the Advancement of Science and Art, New York City, and Senior Fellow, Progressive Policy Institute
- 2001 Heather MacDonald, Senior Fellow, The Manhattan Institute
- 2000 Rev. Dr. Floyd H Flake, Senior Pastor, Allen African Methodist Episcopal Church and former U.S. Representative to Congress
- 1999 Howard Husock, Director of Case Studies in Public Policy and Management, Kennedy School, Harvard University
- 1998 Myron Magnet, Editor, *City Journal*
- 1997 Thomas Birmingham, Senate President, Commonwealth of Massachusetts
- 1996 Glenn C. Loury, Professor of Economics, Boston University
- 1995 Peter Harkness, Editor and Publisher of *Governing*
- 1994 James Q. Wilson, Author and Professor of Political Science, UCLA
- 1993 Robert Poole, President, Reason Foundation
- 1992 William Hudnut, former Mayor of Indianapolis
- 1991 David P. Forsberg, Secretary, Executive Office of Health and Human Services, Commonwealth of Massachusetts
- 1990 Bruce Carnes, Director of Planning and Budget, Office of National Drug Control Policy
- 1989 Edward J. Logue, CEO, Logue Boston, former Director of the Boston Redevelopment Authority
- 1988 Raymond Flynn, Mayor of Boston
- 1987 William Bulger, Senate President, Commonwealth of Massachusetts
- 1986 Ira Jackson, Commissioner, Department of Revenue, Commonwealth of Massachusetts

*“As a business owner in the region, it’s always reassuring to know that there is an agency like The Research Bureau studying and reporting on how government is performing and spending our tax dollars.”*

*Nanette St. Pierre,  
President, St. Pierre  
Development Corporation*



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Listed below are the Foundations, Corporations and Individuals who contributed to the Worcester Regional Research Bureau in 2006. We are very grateful for their generous support.

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Alden Trust  
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Ellsworth Foundation  
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Fuller Foundation  
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Harrington Foundation  
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Rice Foundation  
Stoddard Charitable Trust  
Wyman-Gordon Foundation

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David Forsberg  
Richard Freedman  
James Garvey

Lois Green  
Joel Greene  
David Grenon  
David Gruber  
James Heald, II  
John Herron  
Robert Hogan  
John Hunt  
Nason Hurowitz  
John & Marianne Jeppson  
William Kelleher  
Rev. Paul Kennedy  
Richard Kennedy  
Barbara Kohin  
Agnes Kull  
F. Worth Landers  
Richard Leahy  
Robert Lewis  
Ann Lisi  
Steven & Valerie Loring  
Karen Ludington  
Francis Madigan, III  
Baltej Maini  
Thomas Manning  
Peter McDonald  
Neil McDonough  
Michael McFarland  
William McGarry  
Joseph McManus  
Martin McNamara  
Donald Melville  
Philip Morgan  
Dimitrios Moschos  
Frederic Mulligan  
Kevin O'Sullivan  
John O'Connor  
Andrew O'Donnell  
Stanley Olds  
Francis Paquette  
James Paulhus  
Thomas Plough  
Todd Rodman  
Stephen Rotman

Joan Sadowsky  
Nancy Sala  
Joseph Salois  
Eric Schultz  
Philip Shwachman  
Edward Simsarian  
Barbara Sinnott  
Barbara Smith-Bacon  
Nanette St. Pierre  
James Tashjian  
George Tetler, III  
Richard Traina  
Gregory Tranter  
Charles Valade  
Robert Vaudreuil  
Charles & Gayle Weiss  
Arthur Wolpert  
David Woodbury  
Janice Yost  
Kenneth Zirkle

#### **In-Kind Gifts**

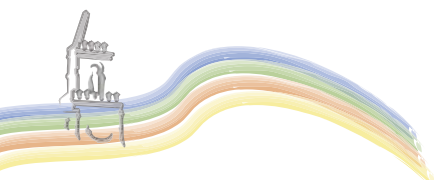
Assumption College  
Bank of America  
Beechwood Hotel  
Bowditch & Dewey, LLP  
City of Worcester Government Channel  
Clark University  
College of the Holy Cross  
Fallon Community Health Plan  
Greenberg, Rosenblatt, Kull & Bitsoli, P.C.  
Hilton Garden Inn  
Massachusetts College of Pharmacy & Health Sciences  
Quinsigamond Community College  
Seder & Chandler, LLP  
Synergy Graphic Solutions  
Telegram & Gazette  
Town of Shrewsbury  
UMass Medical School  
Unum  
Worcester Polytechnic Institute  
Worcester Regional Chamber of Commerce  
Worcester State College

#### **Thomas S. Green Public Service Awards for 2006**

Abbott Bioresearch  
Assumption College  
BayState Savings Bank  
Beechwood Hotel  
Bowditch & Dewey, LLP  
Commonwealth National Bank  
DCU Center  
Ecotarium  
Flagship Bank and Trust Company  
Grasseschi Plumbing & Heating, Inc.  
Higgins Armory Museum  
Lauring Construction Company  
Mirick O'Connell, LLP  
Music Worcester, Inc.  
National Grid  
NSTAR Gas and Electric  
Saint-Gobain  
Salisbury Singers  
Sharfmans  
Sole Proprietor, Inc.  
TD Banknorth  
Tower Hill Botanic Garden  
Unum  
Webster House Restaurant  
Worcester Art Museum  
Worcester Credit Union  
Worcester Historical Museum  
Worcester Sharks  
Worcester Telegram & Gazette  
Worcester Tornadoes

*Every effort has been made to ensure the accuracy of these lists. If we have made an error, please let us know.*

*Thank you.*



## Reports

<i>21st Annual Report</i>	June 14, 2006
<i>Dial 911: Whose Call Is It, Anyway?</i>	October 3, 2006
<i>Cable TV: Get With the Program</i>	December, 2006
<i>Improving Student Performance Under Education Reform: Practices in Urban Schools</i>	May 14, 2007
<i>Suggestions for Decreasing Expenditures in FY08</i>	May 2007
<i>Indicators of Worcester's Fiscal Health</i>	May 2007

## CCPM Reports

<i>Benchmarking Public Safety in Worcester: 2006</i>	September 2006
<i>Downtown Worcester Office Occupancy: 2006 Survey</i>	September 2006
<i>Benchmarking Municipal and Neighborhood Services in Worcester: 2006</i>	October 2006
<i>Benchmarking Economic Development in Worcester: 2006</i>	November 2006
<i>Citizen Satisfaction with Municipal Services and Quality of Life in Worcester: 2006 Survey Findings</i>	February 2007
<i>Benchmarking Public Education in Worcester: 2007</i>	May 2007

## Consulting Studies

<i>Measures of Economic Health: Springfield vs. Worcester</i>	June 2006
<i>Voluntary Contributions to the City of Springfield by its Private Colleges: Findings and Suggestions</i>	March 2007

We would like  
to thank  
our 2007  
Annual Meeting  
sponsors.



CITY SQUARE

*Bowditch  
& Dewey*  
ATTORNEYS

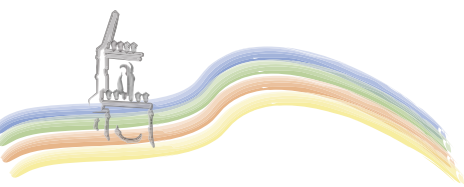
The logo for Saint-Gobain features a stylized building facade with a central archway above the text "SAINT-GOBAIN" in a bold, uppercase, sans-serif font.

SAINT-GOBAIN



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*Mission Statement:*

*The Research Bureau serves the public interest of the Greater Worcester region by conducting independent, non-partisan research and analysis of public-policy issues to promote informed public debate and decision-making.*



## The Research Bureau

Worcester Regional Research Bureau  
319 Main Street, Worcester, Massachusetts  
Telephone: 508 799 7169 Facsimile: 508 799 4720  
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