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Center for
Community
Performance
Measurement



WORCESTER
REGIONAL
RESEARCH
BUREAU

Benchmarking Municipal and Neighborhood Services

in Worcester: 2003

CCPM-03-05

Welcome...



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Dear Citizen,

We are pleased to publish this eleventh report in a series from the Center for Community Performance Measurement (CCPM). The CCPM was established at the Worcester Regional Research Bureau in January, 2001, with generous support from the Alfred P. Sloan Foundation, to measure and benchmark municipal and community performance in Worcester in the areas of economic development, municipal and neighborhood services, public education, public safety, and youth services. This report focuses on municipal and neighborhood services.

It is our hope that these reports will highlight the areas in which Worcester is succeeding and where it is in need of improvement. The indicators presented here were developed in collaboration with representatives of a wide variety of organizations, as well as public officials, to ensure their relevance to Worcester. These indicators will serve as a benchmark against which our future performance can be measured. This report on municipal and neighborhood services also includes some comparisons to similar cities in New England.

This report, as well as those in the rest of the series, has been designed to be readable by a broad audience so as to encourage widespread discussion about the future of our community and about how performance measures can serve as a basis for making sound public policy. Next year, when we release this report with updated information, the community will be able to ask, "What has changed, what have we accomplished, and what challenges are still before us?"

Although each report in the series is published separately, they should not be considered in isolation from one another. For example, efficient and effective municipal services influence decisions to establish a business or buy a home. Similarly, there is a substantial relationship between student academic achievement in our public schools and the kind of workforce needed to enhance economic development opportunities. Hence, individual reports should be seen in light of the whole series.

Indicators appearing in this report are also interrelated. The effectiveness of the services that the municipal government provides to the City's neighborhoods cannot be measured by only one or two of these indicators. For example, an improvement in the physical condition of neighborhoods (**Indicator 3: Physical Condition of Neighborhoods**) should result in increased citizen satisfaction (**Indicator 4: Citizen Satisfaction with Delivery of Services**).

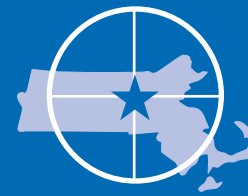
Thank you for taking the time to read this important report. We look forward to hearing your comments and suggestions on the project.

Sincerely,

Philip R. Morgan - President

Roberta R. Schaefer, Ph.D. - Executive Director

Kuba Stolarski - Research Associate



What are Performance Measures?

Performance measurement has been defined as “measurement on a regular basis of the results (outcomes) and efficiency of services or programs.”¹ Thus performance measures are quantifiable indicators that, when analyzed, determine what a particular program or service is achieving.

Performance measures come in many different forms, including inputs (such as financial resources), outputs (the number of customers served), and outcomes (the quantifiable results of the program). Regardless of their form, performance measures should relate to a particular initiative or strategy of an organization. The measures presented in this report on municipal and neighborhood services directly relate to the goals contained in the City’s strategic plan. For example, the first goal presented in the strategic plan for the Executive Office of Neighborhood Services is to “provide safe, clean, attractive neighborhoods where citizens can work, live, and conduct business.” If the City successfully accomplishes this goal, there should be appreciable change in this report’s indicators over time. The strategic plan also contains objectives directly related to some of this report’s indicators. For example, the plan says that the City will use the data from the Research Bureau’s ComNETSM project (see **Indicator 3: Physical Condition of Neighborhoods**) to improve neighborhood conditions such as potholes and broken sidewalks.

¹ Harry Hatry, *Performance Measurement: Getting Results* (Washington, D.C.: Urban Institute Press, 1999), p. 3.

How should these measures be used?

The performance measurement data in this report do not explain **why** a particular measure improved or declined. For example, this report presents data on the number of individuals applying for municipal boards and commissions. These data do not determine why a majority of the applications for these positions are from residents living in particular areas of the city, nor do they indicate whether the mix of applicants needs to be changed. Therefore, the data must be used in conjunction with other information to develop sound public policies.

It should be emphasized at the outset that municipal departments are not the only entities that are responsible for improving the measures set forth in this report. For example, the physical condition of neighborhoods is dependent on property owners maintaining their properties. Similarly, neighborhood organizations and agencies can encourage voter registration and voter turnout. Therefore, it is not our purpose in this report to provide recommendations for action. Rather, we are presenting the data to stimulate discussion about options for improving Worcester’s performance.

These data can also be used to set benchmarks, or reference points to which Worcester’s performance can be compared. For example, one benchmark could be the performance of another city on the same indicator. Alternatively, we can set our own performance goals and compare future achievement to our past performance. The Worcester community will have to determine how this information should be used in order to achieve the highest level of impact.

Benchmarking Municipal and Neighborhood Services in Worcester

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1

Cost Effectiveness of Municipal Services

Why is it important?

Citizens expect their municipal government to provide services in the most effective and efficient manner possible. The kinds of services and the quality of their delivery vary from one community to another, depending in part on the financial and human resources available. The City of Worcester is a “full-service” city in that it provides a very broad range of services, including municipal water and sewer, snow removal, refuse collection, and a regional public library. In many neighboring communities, residents have to hire their own refuse collection service, or travel to Worcester for extensive library services. The delivery of services affects what is commonly referred to as the “quality of life.”¹ Because of the nationwide economic downturn and significant reductions in local aid from the Commonwealth, Worcester, like most communities in the nation, is facing the dilemma of trying to maintain acceptable levels of service while having to reduce overall expenditures.

It should be noted, however, that the data in this section, which deal with services provided by the Department of Public Works and the Department of Parks, Recreation and Cemetery, are based on information from FY02 (the year for which the latest comparative information is available) prior to FY03 and FY04 budget reductions. The effects of those reductions will be considered in our future years’ reports.

How does Worcester perform?

The data in this section were obtained through two surveys concerning Public Works and Parks and Recreation sent to department heads in Worcester, Springfield, Hartford, and Providence. As of the publication of this report, Providence had not responded to the Parks and Recreation survey. Hartford was able to provide only partial data. The data from these surveys are compared to data from the same surveys conducted last year.

¹ Hazel Henderson, et al., *Calvert-Henderson Quality of Life Indicators* (Bethesda, MD: Calvert Group, 2000) identify 12 areas of “quality of life”: education, employment, energy, environment, health, human rights, income, infrastructure, national security, public safety, recreation and shelter.

² Road rehabilitation includes resurfacing and pothole repair. This does not include road reconstruction.

³ In addition to the total amount of snowfall, length of lane miles to be cleared, and number of days requiring snow removal efforts, the depth of snow cover, length of storms, temperature fluctuations and other factors will also impact the cost-effectiveness of snow and ice control.

Department of Public Works

As shown in **Table 1-1**, Worcester spent \$3.8 million for road rehabilitation² in FY02, 16.2% less than in FY01. This amounts to \$2,963 spent per lane mile for which the City of Worcester is responsible, and represents a 26.4% decrease from the FY01 level. This sizeable decrease is the result of a \$1 million reduction in Chapter 90 highway funds from the State. The City’s per mile expenditure was higher than the figure for Springfield (\$909), which reduced its expenditures by 58.3% from its FY01 level (also as a result of a Chapter 90 decrease in funds), but lower than Providence’s (\$3,336), which had reduced its expenditures by 16.5% compared to FY01.

Expenditures for snow and ice control vary from year to year based on total snowfall and the number of days during which snow and ice clearing efforts must be undertaken.³ This indicator is particularly difficult to compare with other cities because of climate differences. For example, the City of Worcester cleared snow and ice on 20 days during FY02 compared to 15 days in Springfield and 19 in Providence. Worcester had 32.3 inches of snow during FY02, while Springfield had 17 and Providence only 10.2.⁴ During FY02, as shown in **Table 1-1**, for each lane mile for which Worcester is responsible, expenditures for snow and ice control were \$36.56 per inch of snow, which was 17.5% less than in FY01. Springfield’s expenditures in FY02 were \$24.60 per lane mile per inch, or 24.7% more than its FY01 expenditures, while Providence’s expenditures increased by 121.5% to \$115.05 per lane mile per inch in FY02. Providence officials were unable to provide an explanation for this tremendous increase in the cost of snow removal.⁵

During FY02, Worcester’s Department of Public Works spent approximately \$2,092 per vehicle or other equipment for fleet maintenance (an increase of 1.4% from FY01).⁶ This level was far lower than those of Springfield (\$4,040) and Providence (\$2,843, a 21.1% decrease from the previous year). For refuse collection, Worcester spent \$98.68 per ton of refuse collected in FY02. Springfield’s expenditures for refuse collection (\$97.92 per ton) were slightly below Worcester’s. Both Worcester and Springfield’s levels were comparable to their FY01 figures. Hartford’s refuse collection cost \$122.44 per ton (an 11.2% increase), while Providence spent \$80.65 per ton (an 11.5% decrease). These expenditures do not include the cost of refuse disposal, as disposal costs vary widely among cities depending on the methods of disposal available.

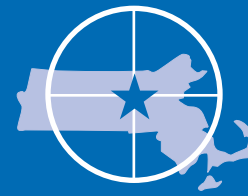


Table 1-1: Indicators for the Department of Public Works, FY02

		Worcester	Springfield	Hartford	Providence
Total expenditures for rehabilitation of roads	FY01	\$4,479,414	\$2,400,000	\$3,360,000	\$1,998,599
	FY02	\$3,753,899	\$1,000,000	N/A	\$1,667,800
	% Change	-16.2%	-58.3%	-	-16.6%
Total lane miles in jurisdiction	FY01	1,113	1,100	650	500
	FY02	1,267	1,100	710	500
	% Change	+13.8%	0%	+9.2%	0%
Expenditures for rehabilitation of roads, per lane mile	FY01	\$4,025	\$2,182	\$5,169	\$3,997
	FY02	\$2,963	\$909	N/A	\$3,336
	% Change	-26.4%	-58.3%	-	-16.5%
Expenditures for snow and ice control, per lane mile and per inch of snowfall	FY01	\$44.31	\$19.73	N/A	\$51.95
	FY02	\$36.56	\$24.60	N/A	\$115.05
	% Change	-17.5%	+24.7%	-	+121.5%
Expenditures for fleet maintenance, per vehicle	FY01	\$2,063	\$3,991	\$1,348	\$3,602
	FY02	\$2,092	\$4,040	N/A	\$2,843
	% Change	+1.4%	+1.2%	-	-21.1%
Expenditures for refuse collection (not including refuse disposal), per ton of refuse collected	FY01	\$97.72	\$102.27	\$110.10	\$91.17
	FY02	\$98.68	\$97.92	\$122.44	\$80.65
	% Change	+1.0%	-4.3%	+11.2%	-11.5%

⁴ Snowfall amounts can vary considerably from year to year. Worcester, on average, receives 67.7 inches of snow per year, whereas Providence receives 35.6 inches, Springfield receives 49.7, and Hartford receives 47.3. (<http://www.weatherbase.com>).

⁵ In response to the Research Bureau's survey, Providence reported spending \$800,000 on snow removal in FY01 and \$586,734 in FY02. According to *The Providence Journal*, however, Providence officials reported spending \$1,336,000 in FY01 and only \$75,000 in FY02, and clearing 51 inches of snow in FY01 and a "much smaller amount" in FY02 (Gregory Smith, "City to collect \$200,000 from towing, mayor says," *The Providence Journal*, April 16, 2003). The National Climate Data Center reports the FY02 amount to be 10.2 inches (<http://www.ncdc.noaa.gov>).

⁶ This only includes maintenance expenditures for vehicles and equipment under the responsibility of the Department of Public Works, and does not include police or fire vehicles.

Continued on next page ➔



Cost Effectiveness of Municipal Services

(Continued)

Department of Parks, Recreation and Cemetery

Worcester's operating and maintenance expenditures for parks and recreation services, not including the golf course, were \$995 per acre of park land (\$1,702 per acre of *active*⁷ park land as shown in **Table 1-2**). This represents a 2.1% increase from the FY01 level, but is still considerably lower than Springfield's expenditures of \$1,424 per acre (\$4,459 per *active* acre). Hartford's expenditures for FY02 were \$937 per acre (\$1,019 per *active* acre). Springfield's and Hartford's spending levels did not change substantially from FY01.

As shown in **Table 1-2**, the total revenue earned by Worcester's Department of Parks, Recreation and Cemetery from parks and recreation services was \$18,600 during FY02. This was significantly lower than the revenue generated by Springfield (\$691,464). The high revenue earned by Springfield is largely due to entrance fees to its skating arena, vehicle storage fees (parking) at park facilities, and revenue generated from an annual Christmas celebration.

Expenditures for reinvestment in parks and playgrounds were \$857 per acre of active park land in Worcester during FY02, a decrease of 28.1% from FY01. In Springfield, expenditures were \$4,192 per acre (62.3% lower than in FY01). These decreases in Worcester and Springfield may be due in part to the cities' one-time bond issues of \$900,000 and \$6 million, respectively, in FY01. Worcester's Community Development Block Grant (CDBG) funding for parks and playgrounds was \$300,000 in both years, while in Springfield it increased from \$2 million to \$3.2 million. In addition, Worcester received about \$560,000 in tax levy funds in FY02.

⁷ *Active* park land refers to those parks that are developed and are used for a variety of recreational purposes, such as a baseball field or a beach. *Passive* park land refers to undeveloped open space that is under the jurisdiction of the Parks and Recreation Departments in each city.

⁸ "Windshield Time" or "Wrench Time." *Some Proposals for Improving Worcester's Fleet Management*. Report No. 00-2, April 6, 2000.

What does this mean for Worcester?

Worcester's expenditure levels seem to fall in between those of the other cities. Some of the comparison data require additional interpretation, such as the relatively high per-lane-mile expenditures for road rehabilitation in Worcester and Providence. Are Worcester and Providence providing this service less **efficiently**, or is Springfield providing a lower **level** of service? Worcester spends more than Springfield for snow and ice control, but spends at considerably lower levels than Providence. Even though all three cities saw a considerable decrease in snowfall amounts in FY02 (about one-third as much as in FY01), only Worcester's expenditures decreased.

Worcester spends less than Springfield for fleet maintenance. Further analysis is required to determine whether this difference is indicative of a higher level of fleet maintenance or a less efficient operation. A report issued by the Research Bureau in 2000⁸ outlined several possibilities for improving the effectiveness and efficiency of fleet management, including new information technology for tracking fleet maintenance and alternate work shifts to accommodate the operating characteristics of the fleet.

Worcester's per-acre expenditures for parks and recreation are below those in Springfield. Springfield also has significantly higher revenue from a variety of services and spends more for reinvestment in parks and playgrounds. Springfield is able to do so because it raises revenues by charging fees for services associated with the parks. Does Worcester, for example, want to restrict access by charging fees for parking in Green Hill Park, or is this a facility to benefit the entire public that should be supported wholly (except for the Golf Course) by tax levy funds?

These data should be seen in light of other indicators in this report, such as **Indicator 3: Physical Condition of Neighborhoods**. Does the increased level of spending in some categories, such as road rehabilitation and fleet maintenance, correspond to improved conditions in the City? Will the recent reduction in reinvestment have a negative impact on parks and playgrounds, or are those funds being used more efficiently? Improving the cost effectiveness of the services described above may increase the availability of funds for addressing other neighborhood issues in Worcester.

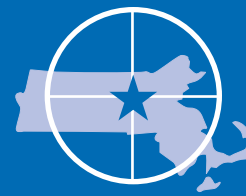


Table 1-2: Indicators for the Department of Parks, Recreation and Hope Cemetery, FY02

		Worcester	Springfield	Hartford
Acres of active ⁷ park land	FY01	1,007	720	2,300
	FY02	1,007	760	2,300
	% Change	0%	+5.6%	0%
Acres of passive ⁷ park land	FY01	715	1,580	200
	FY02	715	1,620	200
	% Change	0%	+2.5%	0%
Total acres of park land	FY01	1,722	2,300	2,553
	FY02	1,722	2,380	2,500
	% Change	0%	+3.5%	-2.1%
Total operating and maintenance expenditures for parks and recreation services, excluding golf courses or other self-sustaining programs	FY01	\$1,677,772	\$3,190,763	\$2,479,286
	FY02	\$1,713,592	\$3,389,181	\$2,343,060
	% Change	+2.1%	+6.2%	-5.5%
Operating and maintenance expenditures for parks and recreation, per acre of park land	FY01	\$974	\$1,387	\$971
	FY02	\$995	\$1,424	\$937
	% Change	+2.1%	+2.6%	-3.5%
Operating and maintenance expenditures for parks and recreation, per acre of active park land	FY01	\$1,666	\$4,432	\$1,054
	FY02	\$1,702	\$4,459	\$1,019
	% Change	+2.1%	+0.6%	-3.3%
Percent of operating and maintenance expenditures for parks and recreation services derived from tax levy	FY01	100%	100%	93.2%
	FY02	99.6%	100%	100%
	% Change	-0.4%	0%	+7.3%
Total revenue earned from parks and recreation services	FY01	\$17,764	\$628,604	\$10,500
	FY02	\$18,600	\$691,464	N/A
	% Change	+4.7%	+10.0%	-
Total amount of reinvestment for parks and playgrounds, per acre of active park land	FY01	\$1,192	\$11,111	\$255
	FY02	\$857	\$4,192	N/A
	% Change	-28.1%	-62.3%	-



2 Library Services

Why is it important?

The Worcester Public Library provides books and other media (along with information services) that promote lifelong learning and personal enrichment for its users. Library services improve the cultural environment of a city and serve as congregating points for community events and other activities. The Worcester Public Library opened a new, state-of-the-art facility in downtown Worcester in the fall of 2001. This facility includes additional space for new materials as well as new rooms for community events. In addition to this central library, there are two branch libraries in the city: the Frances Perkins Library at 470 West Boylston Street and the Great Brook Valley branch at 87 Tacoma Street. Besides tax levy funds, the Worcester Public Library receives substantial appropriations from the Commonwealth of Massachusetts to serve as both a regional library and a regional conference center.

In the past, the Worcester Public Library had additional branch libraries throughout the city as well as a bookmobile that visited neighborhoods that lacked a branch library. Prior to the city budget crisis in the early 1990s, there were seven branches. In 1990, however, six of these branches were closed for financial reasons. (The Great Brook Valley branch remained open with funds from the Worcester Housing Authority.) In 1994, the Frances Perkins branch was reopened. The bookmobile service was discontinued in 1991.

¹ Each of the libraries provides relevant data annually to the Public Library Data Service. Because the data have not yet been published for FY02, the Worcester Public Library requested copies of the data submitted by each of the cities.

² Total service hours per week refers to the sum of weekly hours of operation for all library branches in the city.

³ Public Library Data Service (2002 edition).

How does Worcester perform?

Table 2-1 shows the relevant performance data for the Worcester Public Library, as well as for the public libraries in the comparable cities of Hartford, Providence, and Springfield.¹ These statistics are based on data from FY02, the most recent year for which data from all cities are available, and do not reflect recent budget cuts. Therefore, certain statistics in Table 2-1 may be substantially different from the current status of library services. For example, the total service hours per week listed for the Worcester Public Library in FY02 are higher than its current total of 97.5 hours per week.² Future releases of this report will reflect the extent of the recent budget cuts on library services.

Each of the other cities has more library branches than Worcester; Hartford, Providence, and Springfield have 10 branches each. Hartford closed one of its 11 branches for renovations in FY01. Worcester's FY02 per capita expenditures of \$27.51 were below those of Providence (\$47.74), Hartford (\$52.91) and Springfield (\$46.99). However, Worcester's per capita spending was comparable to the average of other libraries in cities of similar size across the country (\$26.20).³ Worcester spent less per capita for materials (\$3.17) than Providence (\$6.43), Hartford (\$5.28) or Springfield (\$4.27). Again, Worcester's spending is closer to the average for all libraries in cities of similar size.

Each of the other cities offers significantly more service hours than Worcester. This may be due to the limited number of operating branches in Worcester. However, Worcester has a higher library-staff-to-service-hours ratio than the other cities, suggesting that there are more staff on duty at the Worcester Public Library at any given moment than are available at the other libraries.

Finally, per capita circulation for the Worcester Public Library during FY02 (3.93 items per capita) was below that of the other cities. However, this is a significant increase from FY01 when circulation was 3.54 per capita. This is the second largest growth in circulation figures, behind Hartford's increase from 3.80 to 4.33. It should be noted that Worcester has many more colleges and college library systems than Hartford, Providence or Springfield. It is not clear what fraction of the population has access to and utilizes services provided by these libraries in addition to those provided by the Worcester Public Library.

⁴ Hartford's FY01 data were not available, FY00 data were used instead.

⁵ The legal jurisdiction of the Providence Public Library is the entire state; for comparison purposes, the figures for the City of Providence are used. In addition, figures for the legal jurisdiction that differ from the City are included.

⁶ Expenditure statistics for Providence were reported exactly the same in FY02 as in FY01.

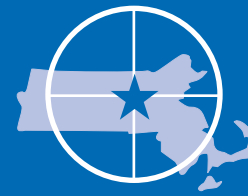
⁷ April 1, 2000: U.S. Census Bureau.

⁸ July 1, 2001 estimate: U.S. Census Bureau.

⁹ July 1, 2002 estimate: U.S. Census Bureau.

¹⁰ Population averages for FY00 and FY01 are from the Public Library Data Service.

Benchmarking Municipal and Neighborhood Services in Worcester



What does this mean for Worcester?

The new library is now open, and Worcester residents appear to be utilizing the new facility. Per capita circulation was up from the previous year. It was also substantially higher than the per capita circulation of 3.3 in FY00, the year before the library was closed for renovation. The new library also has extensive computing resources for which statistics are not included in **Table 2-1**.

In FY02, over 53,000 electronic subscription documents were viewed using the library's 21 networked workstations.

However, in both FY01 and FY02, Worcester had lower expenditures per capita than the other cities. With continuing budget cuts in FY04, these expenditures are likely to fall further.

Worcester has significantly fewer points of service than Providence, Springfield, or Hartford, but still has managed to increase its per capita circulation significantly. Future releases of this report will help to determine whether activity is continuing to increase at the central library as well as at the two branches. Worcester needs to investigate how the comparison cities have been able to maintain so many branch libraries while it has had to reduce its branches to two. The other libraries' budgets are larger than Worcester's. Are there other sources of funding, or are other municipal services being sacrificed to keep the branches open?

Table 2-1: Library Performance Data

		Worcester	Providence (city only) ^{5,6}	Providence (legal jurisdiction) ^{5,6}	Hartford ⁴	Springfield	Average for Jurisdictions with Populations of 100,000 to 249,999 (n=254)
Population	FY01	172,648 ⁷	173,618 ⁷	1,059,659 ⁸	124,121 ⁷	152,082 ⁷	154,900 ¹⁰
	FY02	174,962 ⁹	175,901 ⁹	1,069,725 ⁹	124,558 ⁸	151,915 ⁹	156,224 ¹⁰
	% change	1.3%	1.3%	0.9%	0.4%	-0.1%	0.9%
Number of service points	FY01	3	10	-	11	10	6.59
	FY02	3	10	-	10	10	6.25
	% change	0%	0%	-	-9.1%	0%	-5.2%
Total operating expenditures	FY01	\$4,255,715	\$8,396,726	-	\$5,998,229	\$7,122,616	\$3,887,427
	FY02	\$4,813,053	\$8,396,726	-	\$6,590,877	\$7,139,127	\$4,093,336
	% change	13.1%	0%	-	9.9%	0.2%	5.3%
Per capita operating expenditures	FY01	\$24.65	\$48.36	\$7.92	\$48.33	\$46.83	\$25.10
	FY02	\$27.51	\$47.74	\$7.85	\$52.91	\$46.99	\$26.20
	% change	11.6%	-1.3%	-0.9%	9.5%	0.3%	4.4%
Total expenditures for materials	FY01	\$612,167	\$1,130,371	-	\$555,400	\$679,183	\$584,238
	FY02	\$555,247	\$1,130,371	-	\$657,175	\$649,142	\$595,708
	% change	-9.3%	0%	-	18.3%	-4.4%	2.0%
Per capita expenditures for materials	FY01	\$3.55	\$6.51	\$1.07	\$4.47	\$4.47	\$3.77
	FY02	\$3.17	\$6.43	\$1.06	\$5.28	\$4.27	\$3.81
	% change	-10.5%	-1.3%	-0.9%	17.9%	-4.3%	1.1%
Annual Circulation	FY01	611,837	815,554	-	471,495	848,191	1,028,614
	FY02	687,451	883,979	-	539,849	783,374	1,054,733
	% change	12.4%	8.4%	-	14.5%	-7.6%	2.5%
Per capita circulation	FY01	3.54	4.70	0.77	3.80	5.58	6.64
	FY02	3.93	5.03	0.83	4.33	5.16	6.75
	% change	10.9%	7.0%	7.4%	14.1%	-7.5%	1.7%
Service hours per week	FY01	129	435.5	-	417	340	-
	FY02	129	435.5	-	472	337	298
	% change	0%	0%	-	13.2%	-0.9%	-
Number of library staff (FTE)	FY01	80	155.4	-	147	126	-
	FY02	81	158.6	-	112.6	101	73.6
	% change	1.3%	2.1%	-	-23.4%	-19.8%	-
Library staff per service hour	FY01	0.620	0.357	-	0.353	0.371	-
	FY02	0.628	0.364	-	0.239	0.300	0.247
	% change	1.3%	2.1%	-	-32.3%	-19.1%	-

Sources: Hartford, Providence, Springfield and Worcester Public Libraries; Public Library Data Service (2001 and 2002 editions); U.S. Census Bureau.

Prepared by: Worcester Regional Research Bureau.

3

Physical Condition of Neighborhoods

Why is it important?

The physical condition of a neighborhood can have a serious impact on the quality of life of its residents and the perception of visitors. Various municipal departments provide services that affect the physical conditions in Worcester's neighborhoods. The Department of Public Works is responsible for paving streets, patching potholes, cleaning catchbasins, and collecting refuse. The Department of Code Enforcement is responsible for enforcing the state sanitary code. To determine the effectiveness of these critical neighborhood services, in 2001 the CCPM adapted for Worcester the Computerized Neighborhood Environment Tracking (ComNETSM) project, developed by the Center on Municipal Government Performance of the Fund for the City of New York. In collaboration with neighborhood associations,¹ the CCPM has trained close to 100 resident volunteers in eight neighborhoods during the past two years to use handheld computers and digital cameras to systematically record the various physical conditions in their respective neighborhoods. (See Appendix A for a list of all conditions that are tracked.) During the survey the resident surveyors walk predetermined routes through their neighborhood and record the exact location of the physical conditions they think should be addressed. The information is then compiled and transmitted via the City's Executive Office of Neighborhood Services to the municipal departments and organizations that are responsible for addressing these problems. The survey is repeated annually to track the problems that were recorded in the previous survey and thus determine whether the overall physical condition of neighborhoods is improving.

How does Worcester perform?

ComNETSM project surveys were conducted in eight Worcester neighborhoods during the summer of 2002. Four were annual resurveys that compared current conditions with the previous year's results, and four were of neighborhoods not previously surveyed. The first resurvey covered both Crown Hill and Elm Park Prep+. The other three resurveyed neighborhoods were Bell Hill, Green Island, and Brittan Square. The new neighborhoods surveyed were Columbus Park, Main Middle,² Quinsigamond Village, and Union Hill. The new survey data provide baseline information for each neighborhood against which future survey data will be measured. (More detailed information about the project can be found at <http://www.wrrb.org/Neighborhood>.)

A total of 4,250 problem conditions³ were recorded in the eight neighborhoods in 2002. In 2001, 3,458 problems were recorded in the original four neighborhood surveys. Since the size of neighborhoods varies, no comparative conclusions should be drawn from these figures. **Table 3-1** shows the number of problems recorded in 2002 in each of the neighborhoods, as well as the distribution of conditions by category. Broken and hazardous sidewalk conditions were the most frequently recorded problem in all of the eight neighborhoods (1,336 total), except in Main Middle, in which unsightly litter was the most frequently recorded condition. **Chart 3-1** shows the distribution of these conditions among the major categories of broken and hazardous sidewalks (31.4% of all recorded conditions), unsightly litter (18.5%), overgrown vegetation (10.3%), dilapidated buildings (12.4%), and uneven and dangerous streets (8.7%).

¹ Special thanks to the various associations and groups that collaborated with the Research Bureau on this project: Bell Hill Neighborhood Association, Brittan Square Neighborhood Association, Columbus Park Neighborhood Association, Crown Hill Neighborhood Association, Elm Park Prep+ Neighborhood Association, Canal District CDC, Oak Hill CDC, Quinsigamond Village Community Center, UMass Memorial Health Care Community Relations Department, and Worcester Common Ground.

² A portion of the Main Middle neighborhood (Arts District and Piedmont) was surveyed in 2001 as part of the Crown Hill area.

³ Asset conditions, including neighborhood institutions (e.g. churches, schools, community centers), well-maintained signs, benches, and public and private vegetation were also recorded during the survey but are not reported here. For detailed lists of asset conditions in the neighborhoods, see <http://www.wrrb.org/Neighborhood>.

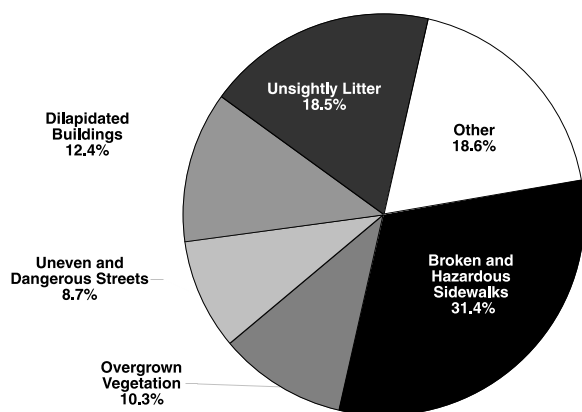


Table 3-1: Distribution of Conditions by Neighborhood and Category of Condition, 2002

	Sidewalks	Vegetation	Streets	Buildings	Litter	Other	All Conditions
Bell Hill	187	98	48	100	98	116	647
Brittan Square	217	49	66	62	58	123	575
Columbus Park	116	40	21	28	49	75	329
Crown Hill / Elm Park Prep+	163	48	44	59	51	73	438
Green Island	200	101	51	60	116	76	604
Main Middle	201	55	65	102	238	152	813
Quinsigamond Village	53	15	34	14	21	57	194
Union Hill	199	33	39	104	156	119	650
Total	1,336	439	368	529	787	791	4,250

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Chart 3-1: Distribution of Physical Conditions Recorded During ComNETSM Surveys, 2002



3

Physical Condition of Neighborhoods

(Continued)

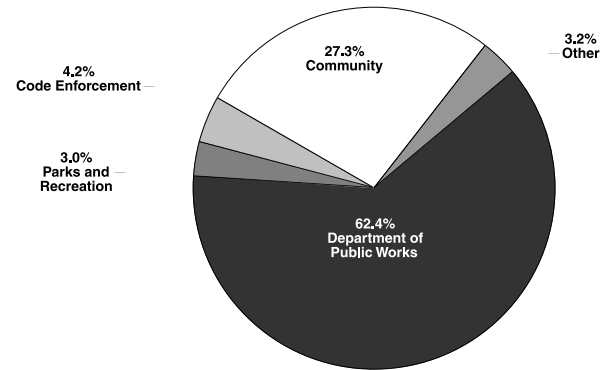
How does Worcester perform?

Chart 3-2 shows the distribution of conditions reported in 2002 by the department that is responsible for resolving them. The Department of Public Works is responsible for addressing a total of 2,650 problems, or 62.4% of all problems recorded. This is down from 70.2% the previous year. The Department of Parks and Recreation is responsible for 127 problems (3.0%, down from 15.4%), and the Department of Code Enforcement is responsible for 177 problems (4.2%, down from 8.0%). The general community, including private property owners, is responsible for 1,159 of the recorded problems (27.3%). This figure is up considerably from 4.5% last year. This increase is partly due to recognition that responsibility for some problems was that of property owners rather than municipal departments.

Table 3-2 shows the number of problems recorded in 2001 in the original four neighborhood surveys, as well as the number of problems that were resolved (i.e. no longer present) by the 2002 resurveys. Again, these data are separated according to type of condition as well as responsibility. **Chart 3-3** shows the percent of problems resolved by the 2002 resurveys sorted by type of condition. **Chart 3-4** shows the same information sorted by responsibility. Overall, 38.6% of problems reported in 2001 had been resolved by 2002. Litter had the highest resolution rate (50.8%) of all the major categories of conditions, while the Department of Parks, Recreation and Cemetery had the highest resolution rate among major departments (52.9%). However, the Department of Public Works and private property owners had responsibility for many more reported problems than the Parks Department, which was responsible for only 17 reported problems in 2001. The total number of resolved problems for these two groups should also be taken into consideration, with 701 “DPW” problems and 480 “Community” problems no longer present in 2002.

Table 3-3 shows the percentage change in problems reported in the resurveyed neighborhoods. All but one category saw a decrease (litter increased in Brittan Square by 18.4%). The greatest improvements were in public and private overgrown vegetation (33.6% fewer reported problems). Overall, in 2002 there were 20.6% fewer reported problems in the resurveyed neighborhoods than were reported in 2001.

Chart 3-2: Distribution of Conditions by Department of Responsibility, 2002



Community includes conditions that are the responsibility of private owners, such as peeling paint on buildings, broken or missing porches, broken chimneys, and broken siding.
 Other includes Fire Department, Police Department, Massachusetts Electric, Verizon, and other organizations.

Chart 3-3: Percent of Reported Conditions Resolved within One Year, by Category of Condition, 2001-2002

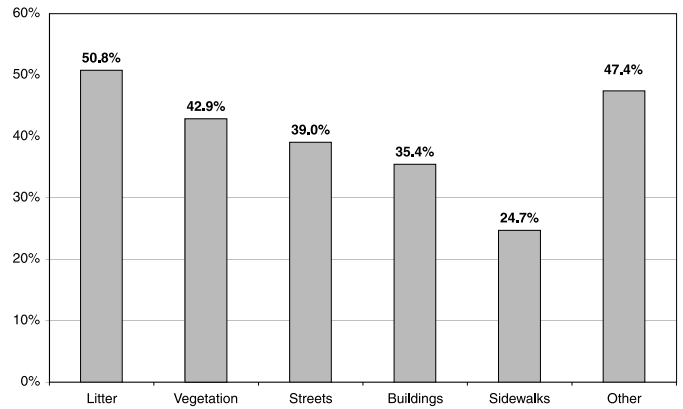
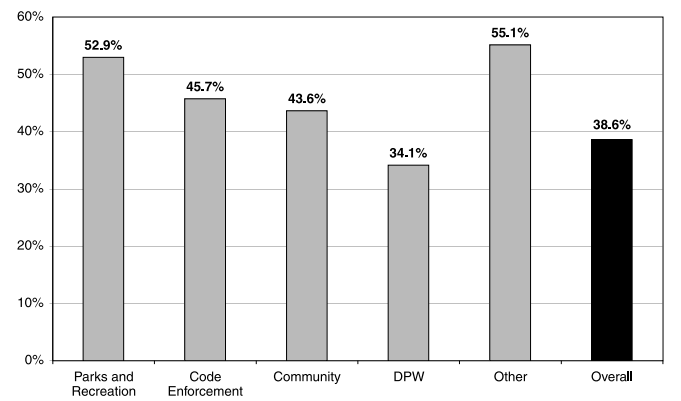
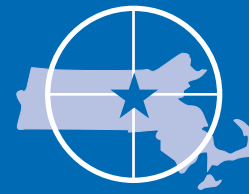


Chart 3-4: Percent of Reported Conditions Resolved within One Year, by Responsibility, 2001-2002





What does this mean for Worcester?

Improvements have been made in all of the resurveyed neighborhoods, particularly in the areas of overgrown vegetation⁴ and uneven and dangerous streets. Of the problems recorded in 2001, over one third were no longer present in 2002, and the overall number of problems was reduced by over one fifth. Although improvements have been made in all major categories surveyed, much improvement is still needed. The data compiled on the four newly-surveyed neighborhoods of Columbus Park, Main Middle, Quinsigamond Village and Union Hill will serve as the baseline by which the future condition of these neighborhoods will be measured. Surveys will be conducted on a regular basis in these neighborhoods to see if the conditions reported here have been addressed or are still present. In addition, municipal department representatives will meet with neighborhood associations periodically to keep residents apprised of the status of the problems identified. The City Manager's ultimate goal is to develop an interactive website whereby municipal officials can post the disposition of each problem identified during the course of a neighborhood survey. The information that is collected during surveys this season will be reported in the next release of this report.

Municipal departments alone are not responsible for addressing all of the problems that are recorded by the ComNETSM project. Conditions such as peeling paint on buildings and broken or missing porches are the responsibility of property owners. This means that neighborhood associations will have to work with property owners and community institutions to improve the quality of life in Worcester's neighborhoods.

Four more neighborhoods will begin participating in this project in 2003, at which point the physical problems in twelve of Worcester's neighborhoods, covering approximately 180 street-miles (about one-third of the city total), will be tracked on a regular basis.

Table 3-2: Resolution of Previously Recorded Conditions, all Neighborhoods, 2001 to 2002

By Type of Condition	Conditions recorded in 2001	No longer present in 2002	Percent of conditions resolved
Litter	591	300	50.8%
Vegetation	518	222	42.9%
Streets	310	121	39.0%
Buildings	415	147	35.4%
Sidewalks	993	245	24.7%
Other	631	299	47.4%
By Responsibility			
Parks and Recreation	17	9	52.9%
Code Enforcement	151	69	45.7%
Community	1100	480	43.6%
DPW	2054	701	34.1%
Other	136	75	55.1%
Overall	3458	1334	38.6%

⁴ Neighborhoods were resurveyed during the same season as the previous year's surveys.

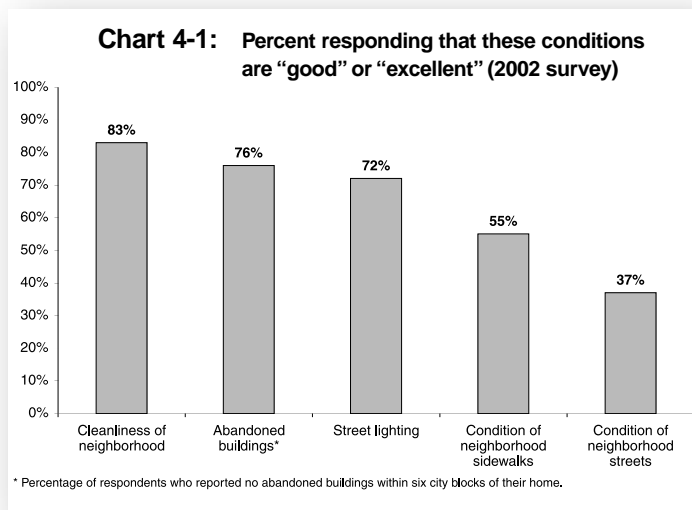
Table 3-3: Percent Change in Number of Reported Conditions by Neighborhood, 2001-2002

	Sidewalks	Vegetation	Streets	Buildings	Litter	Other	All Conditions
Bell Hill	-6.5%	-28.5%	-14.3%	7.5%	-38.0%	-23.2%	-18.6%
Brittan Square	-7.7%	-48.4%	-20.5%	-10.1%	18.4%	-0.8%	-12.2%
Crown Hill / Elm Park Prep+	-4.1%	-36.8%	-40.5%	-37.2%	-37.8%	-33.0%	-27.6%
Green Island	-4.8%	-20.5%	-27.1%	-30.2%	-21.6%	-35.0%	-20.3%
Main Middle (re-surveyed portion only)	-28.1%	-42.2%	-22.2%	-5.5%	-13.6%	-36.2%	-25.3%
Total	-9.9%	-33.6%	-25.8%	-15.7%	-22.8%	-25.4%	-20.6%

4 Citizen Satisfaction with Service Delivery

Why is it important?

A telephone survey of residents is one way to determine satisfaction with the municipal services that affect residents' daily lives, such as street maintenance, snow removal, and public safety.¹ Such surveys also allow the City administration and municipal departments to identify strengths and weaknesses in the provision of services. Since some survey questions from 2002 were changed from those in 2001 to provide more accurate data, only a few comparisons can be made with responses to the 2001 survey. Since we expect to ask the same questions in future surveys, more comparisons with previous years' surveys will be included.



¹ For complete survey results, see report no. CCPM-03-02.

² Most survey questions asked respondents to rate a service or condition as "excellent, good, fair or poor." Responses of "excellent" and "good" were counted as a positive rating. Questions regarding police services, street lighting and water quality asked respondents to rate their level of satisfaction with the service from 1 (very dissatisfied) to 5 (very satisfied). Responses of 4 and 5 were counted as positive ratings for these categories.

³ For more information, see "City of Worcester 2001 Water Quality Report" available at www.ci.worcester.ma.us/reports.htm.

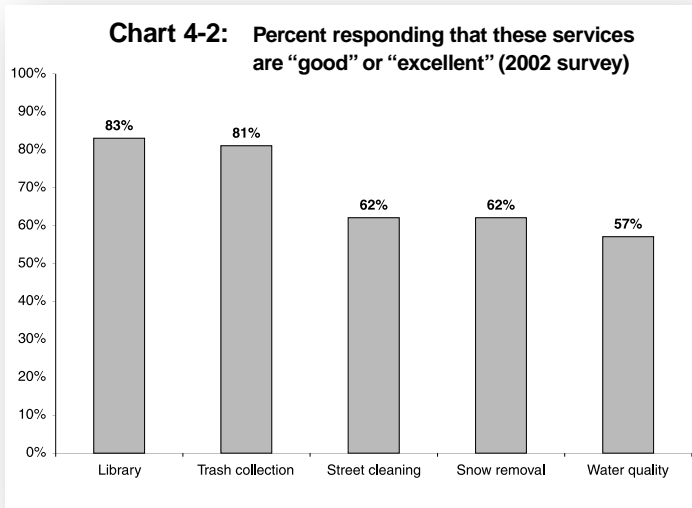
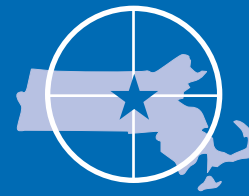
⁴ Statistically significant at the $p < .05$ level, which means that we can be 95% confident that the increase from 2001 to 2002 is an actual increase in the percentage of respondents who are satisfied and is not due to sampling error.

⁵ These results were not statistically significant at the $p < .05$ level, which means that we cannot be 95% confident that the difference from 2001 to 2002 is not due to sampling error.

How does Worcester perform?

As shown in **Table 4-1**, a large majority of residents who were surveyed as part of the Citizen Satisfaction Survey in 2002 offered positive assessments of neighborhood cleanliness (83% positive) and of library services (83% positive).² In contrast, respondents living in all four city quadrants reported a relatively negative assessment of the condition of their streets and roads (37% positive). The West and North quadrants of the city also rated the condition of their sidewalks poorly (51% and 52%, respectively) while the South and Southeast quadrants rated their water quality as being one of the poorest services (52% and 54%, respectively). (It should be noted that according to water quality reports from the Department of Public Works, Worcester's water meets or exceeds all standards for water quality and water contaminants in tests conducted both before the water enters the distribution system and at taps throughout the city.³ Therefore, low assessments of water quality may be due to differences in perception or the quality of pipes and fixtures in individual homes rather than the quality of the water being supplied to the home.) In general, there is not great variation in ratings among City quadrants; similar positive and negative assessments were given in all four quadrants.

Charts 4-1 and **4-2** show the citywide percentages of respondents giving a positive rating of selected neighborhood conditions and municipal services, respectively. Although most of the questions from the 2002 survey were phrased differently from the corresponding questions in the 2001 survey, some questions were similar enough to make year-to-year comparisons. Between the 2001 and 2002 surveys, citizen satisfaction with library services had a statistically significant⁴ increase from 71% to 83%. This may be due, in part, to the closing of the library in 2001 for renovation, and its reopening in 2002. Citizen satisfaction with trash collection services had a statistically significant decline from 91% in 2001, to 81% in 2002. This decline may be due to an increase in trash bag fees, implemented at the time of the survey (although only thirteen respondents commented that they felt the trash bag fees are too high). Between 2001 and 2002, citizen satisfaction with street cleaning services and snow removal services each declined from 66% to 62%.⁵



What does this mean for Worcester?

Residents are very satisfied with several services provided by City government. According to this survey, residents are overwhelmingly satisfied with library services and trash collection. In addition, and not shown in the charts, respondents were generally satisfied with the helpfulness and courtesy of the personnel at many of Worcester's City departments.

Residents are generally less satisfied with the condition of their streets and sidewalks. The existence of these problems is also reflected in the data presented in **Indicator 3: Physical Condition of Neighborhoods**.

In response to citizen dissatisfaction with street and sidewalk conditions, the City Manager increased the allocation for street and sidewalk repair in FY02 by 40%, or \$1 million. Next year's survey will pay close attention to whether increased funding makes a difference in citizens' views of streets and sidewalks. None of the data in the current report reflect reductions in service that have resulted from the Commonwealth's current fiscal crisis and concomitant decrease in local aid. (More than 50% of municipal revenues come from local aid.) The effects of these reductions are likely to be reflected in future surveys.

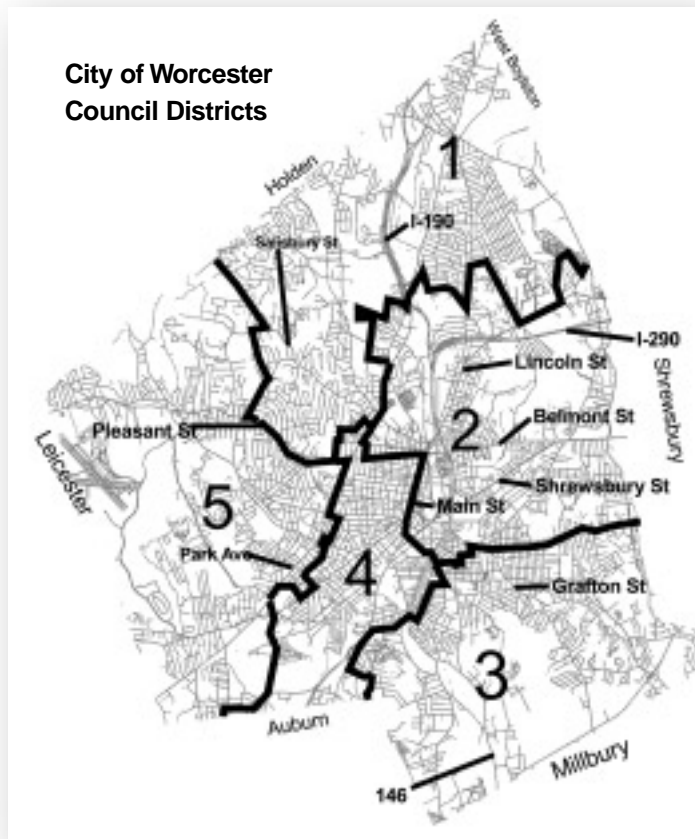
Table 4-1: High and Low Satisfaction Ratings by City Quadrant (2002 Survey)

	Highest satisfaction (percentage offering positive assessment)		Lowest satisfaction (percentage offering positive assessment)	
South	Library services	(79%)	Streets and roads	(29%)
	Trash collection	(75%)	Water quality	(52%)
Southeast	Neighborhood cleanliness	(85%)	Streets and roads	(42%)
	Library services	(80%)	Water quality	(54%)
	Trash collection	(80%)		
North	Library services	(89%)	Streets and roads	(38%)
	Neighborhood cleanliness	(86%)	Sidewalks	(52%)
West	Neighborhood cleanliness	(89%)	Streets and roads	(38%)
	Library services	(86%)	Sidewalks	(51%)
Citywide	Neighborhood cleanliness	(83%)	Streets and roads	(37%)
	Library services	(83%)	Sidewalks	(55%)

Why is it important?

Residents can influence the delivery of municipal services in several ways. Among these are serving on municipal boards and commissions and voting in municipal and general elections. Through this active engagement in the democratic process, residents are able to voice their opinions about the services provided by the City as well as living conditions in Worcester.

There has been concern in recent years about the alleged decline of civic participation in the United States. For example, Harvard political scientist Robert Putnam, in his book *Bowling Alone: The Collapse and Revival of American Community*, argues that a decline in civic engagement has occurred as social capital, or the networks of people and organizations that existed in the past, has slowly eroded.¹ For community institutions and the municipal government to be most responsive to residents' needs, citizens should be involved in a variety of capacities



How does Worcester perform?

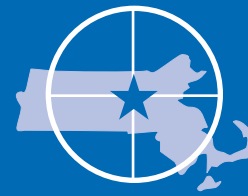
There are 29 municipal boards and commissions on which residents can serve, representing a total of over 210 resident positions. These positions become vacant at various times, depending on the length of the term and whether there are any resignations. Boards and commissions that are classified as advisory or regulatory are required to have representatives from each of the five districts of the city. For those that are classified as executive, district representation is not required. If a resident is interested in a position, he or she submits an application to the City's Office of Human Resources. The applicants are then interviewed by the Citizens' Advisory Council (CAC), which selects three candidates. These names are forwarded to the City Manager who usually appoints one of those recommended, although he is not required to do so.

From January to December 2002, there were a total of 24 positions available on boards and commissions that do not require district representation. The CAC considered a total of 148 applicants for these positions, or a ratio of 6.2 applicants per available position. For those boards and commissions that require district representation, District 1 had the highest ratio of applicants to available positions. (A larger ratio indicates that more people are applying for available positions in that district.) As shown in **Chart 5-1**, the ratio in District 1 was 2.21, followed by District 5 with 1.27. Districts 2, 3, and 4 all had less than one applicant per available position, with District 4 having the lowest ratio (0.33).² These low ratios indicate that some positions remain vacant for extended periods of time due to a lack of applicants. While the ratios of applicants to open positions were higher in 2002 than in 2001 in Districts 1, 2, and 3, in Districts 4 and 5 these ratios decreased.

¹ Robert D. Putnam *Bowling Alone: The Collapse and Revival of American Community* (New York: Simon & Schuster, 2000).

² These ratios are derived from the number of applicants in each district compared to the number of positions available. In District 1, there were 31 applicants for 14 positions open to that district; in District 2, 11 applicants for 16 positions; in District 3, 14 applicants for 19 positions; in District 4, four applicants for 16 positions; and in District 5 there were 14 applicants for 11 open positions. Due to the small number of applicants and positions, these ratios may fluctuate significantly from one year to the next.

Benchmarking Municipal and Neighborhood Services in Worcester

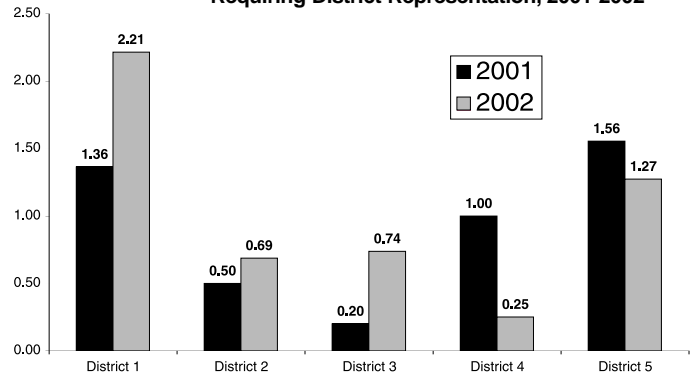


Data in **Chart 5-2** indicate that despite the low applicant-to-position ratios for those positions requiring district representation, the number of applicants from the various districts contending for executive board positions that do not require district representation is much higher in all but District 3, which had 5 fewer applicants to executive boards than it did to advisory boards. These figures also indicate that interest in boards and commissions is highest in the northern and western parts of the City, while in the central and southern parts interest tends to be lower.

As shown in **Chart 5-3**, the number of residents who are registered to vote increased steadily from 83,160 in 1998 to 92,269 in 2000, declined slightly to 91,226 in 2001 and then rose again to 95,423 in 2002. It should be noted that registration levels may tend to increase during general election years (even-numbered years) as public awareness of and interest in those elections may be greater than in municipal election years (odd-numbered years). Although it is difficult to determine exactly how many residents are *eligible* to register to vote,³ a rough estimate can be made by comparing the total number of registered voters to the total number of individuals age 18 and over. The number of residents age 18 and over has remained fairly steady from 131,916 in 1990 to 131,921 in 2000. Therefore, the percent of the voting age population that is registered to vote has risen from approximately 63% in 1998 to about 72% in 2002. This level is still below the statewide registration rate of 84%, but is now closer to the national rate of 76% in 2000.⁴

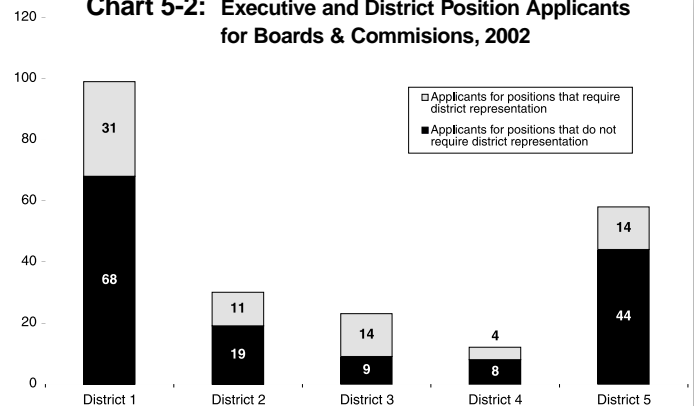
As shown in **Chart 5-4**, voter turnout, or the percent of *registered voters who vote*, was higher during the general election of 2000 (59%) than in 1998 (50%) or in 2002 (46%), most likely because of the presidential election in 2000. Approximately 33.8% of the *voting age population* cast a ballot in the 2002 election. This is above the rate in Hartford (20.5%), about the same as the rate in Springfield (31.2%), and significantly below the statewide rate of 46.8% of the voting age population who cast a ballot in 2002. Turnout was highest in the general election in the northern and western parts of the City (Districts 1 and 5).

Chart 5-1: Ratio of Applicants to Available Positions Requiring District Representation, 2001-2002



Source: City of Worcester Office of Human Resources. Prepared by: Worcester Regional Research Bureau.

Chart 5-2: Executive and District Position Applicants for Boards & Commissions, 2002



Source: City of Worcester Office of Human Resources. Prepared by: Worcester Regional Research Bureau.

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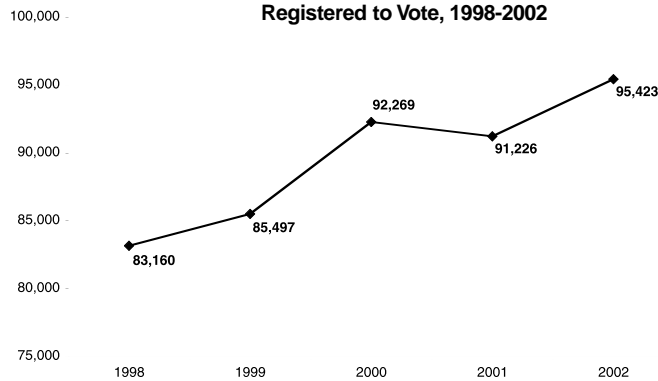
³ Some adult residents may not be eligible to vote for a variety of reasons, such as not being a U.S. citizen or being convicted of a felony.

⁴ According to the Federal Election Commission: <http://www.fec.gov>.

5 Citizen Involvement

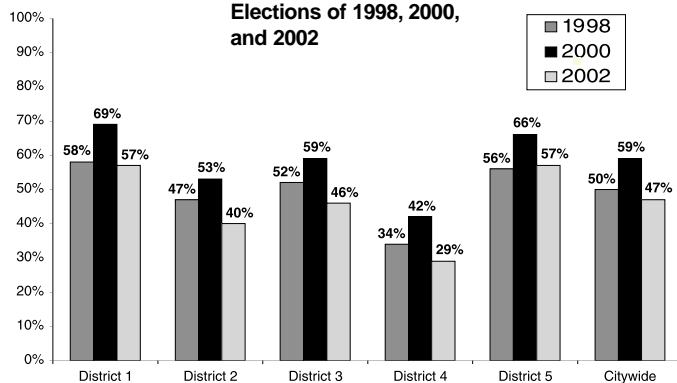
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Chart 5-3: Number of Residents Registered to Vote, 1998-2002



Source: City of Worcester Election Commission, Prepared by: Worcester Regional Research Bureau.

Chart 5-4: Voter Turnout, General Elections of 1998, 2000, and 2002



Source: Federal Election Commission, Prepared by: Worcester Regional Research Bureau.

What does this mean for Worcester?

It will be important to monitor the number of applicants to boards and commissions in the future. The current level of 6.2 applicants per position on boards and commissions that do not require district representation is a significant improvement over last year's 3.7 applicants per position. However, the City should encourage citizens to continue to apply for these positions. For those boards and commissions that do require district representation, there are few applicants from the central and eastern areas of the city (Districts 2 and 4). Only District 1 has a strong applicant pool for these positions. Residents of the other districts should be encouraged to apply for these positions as well.

The percent of the voting age population who are registered to vote in Worcester is substantially below the statewide rate, but has come closer to the national rate in 2002. Monitoring the trend of registered voters will determine if the recent growth in the number of registered voters translates into voting in general elections.

The two indicators presented here do not adequately describe the total level of civic engagement in Worcester. As some critics of Putnam's thesis have pointed out, other forms of community involvement may have replaced the forms that have declined during recent decades.⁵ These other forms of involvement, such as attending neighborhood association meetings, participating in local crime watch groups, or serving on boards of local nonprofit organizations, are difficult to quantify. There is evidence to suggest that involvement in these activities in Worcester is high; there are over 25 active crime watch groups organized in various areas of the city. These forms of involvement may be just as important, if not more important, to strengthening the city and its neighborhoods as serving on one of the City's chartered boards and commissions. Nonetheless, they should not be regarded as a substitute for voting.

⁵ For example, see Everett C. Ladd *The Ladd Report* (New York: Free Press, 1999).

Benchmarking Municipal and Neighborhood Services in Worcester



Appendix A: Neighborhood Conditions Tracked by ComNETSM Project

CATEGORY	CONDITION		
Animals	Not on leash	Threatening	Wandering
Bench	Bills posted Paint peeling	Graffiti Well maintained	Missing slats
Building	Bills posted Paint peeling Roof/chimney broken Under construction Well maintained Windows broken	Burned out Porch broken Siding broken Unsecured Walls/fences broken	Graffiti Porch missing Steps/walkways broken Vacant Windows boarded
Bus stop	Bills posted	Glass broken	Graffiti
Catchbasin	Clogged/ponding	Grate broken	Odors
Crosswalk	Faded Walk signal missing	Missing	Walk signal broken
Curb	Broken Not level	Corner ramp missing	Missing
Dumpster	Leaking	Odors	Overflowing
Fire hydrant	Cap missing Water running	Leaning	Not cleared
Institutions	Church Day care center	College Nursing home	Community center School
Lampposts	Baseplate missing Exposed wires	Baseplate open Glass broken	Bills posted Graffiti
Litter	Broken glass Lawn Shopping cart Tree pit Wastebasket overflowing	Catchbasin Needles Sidewalk Vacant lot	Dumping Parking lot Street Yellow Bags Other
News Box	Bills posted	Blocking passage	Graffiti
Parking meter	Bills posted Missing	Graffiti	Leaning
Public telephone	Bills posted Graffiti	Exposed Wires Missing	Glass broken
Sidewalk	Dirt/sand Missing Tree stump Vegetation overgrown	Encroachment Ponding Trip hazard	Graffiti Tree pit hazard Under construction
Signs, Street	Bent Graffiti Missing	Bills posted Knocked over Obstructed	Faded Leaning Paint peeling
Street	Dirt/sand Pothole	Patching uneven Under construction	Ponding Uneven
Utility Cover, Sidewalk	Missing	Trip hazard	Unstable
Utility Cover, Street	Missing	Not level	Unstable
Vegetation, Parks	Overgrown Tree stump	Tree dead Well maintained	Tree pit hazard
Vegetation, Private	Overgrown Tree pit hazard	Tree dead Tree stump	Well maintained
Vehicles	Abandoned on street On sidewalk	Abandoned on property Wheel missing	Windows broken

CCPM Advisory Committee

The Research Bureau gratefully acknowledges the following individuals for their advice and assistance during the development of this project:

Community-at-Large

Bruce S. Bennett	Telegram & Gazette
P. Kevin Condron	Central Supply Company
Agnes E. Kull	Greenberg, Rosenblatt, Kull & Bitsoli
Kevin O'Sullivan	Massachusetts Biomedical Initiatives
Robert L. Thomas	Martin Luther King Jr. Business Empowerment Center

Public Officials

Thomas R. Hoover	City Manager
Dr. James Caradonio	Worcester Public Schools
Patty Clarkon	Executive Office of Neighborhood Services
Jill Dagilis	Department of Code Enforcement
Penelope Johnson	Worcester Public Library
Donna McGrath	Executive Office of Neighborhood Services
Dr. Ogretta H. McNeil	Worcester School Committee
Robert Moylan	Department of Public Works
Michael O'Brien	Dept. of Parks, Recreation and Cemetery

Community Development Corporations

James A. Cruickshank	Oak Hill CDC
Lorraine Laurie	Canal District CDC
Debra M. Lockwood	Canal District CDC
Dominick Marcigliano	Worcester East Side CDC
Steve Patton	Worcester Common Ground
J. Stephen Teasdale	Main South CDC

Neighborhood Business Associations

Lawrence Abramoff	Tatnuck Booksellers
Robbin Ahlquist	Sole Proprietor and Highland Street Business Association
John W. Braley III	Braley and Wellington Insurance and North Worcester Business Association
Charlie Grigaitis	Uncle Charlie's Tavern and Grafton Hill Business Association
Chistos Liazos	Webster House Restaurant and Webster Square Business Association
Rick Spokis	International Muffler and Brake and Madison North Business Association

Neighborhood Associations

Marge Begiri	Quinsigamond Village
Ron Charette	South Worcester
James Connolly	Elm Park Prep+
Ann Flynn	Crown Hill
Sally Jablonski-Ruksnaitis	Quinsigamond Village
Dave Johnson	Quinsigamond Village
Mary Keefe	Crown Hill
Edith Morgan	Brittan Square
Marge Purves	Crown Hill
Cathy Recht	UMass Memorial Health Care and Bell Hill
Sue Swanson	Columbus Park



MISSION STATEMENT

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