August, 2004

Center for
Community
Performance
Measurement

Benchmarking Municipal and Neighborhood Services in Worcester: 2004

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CCPM-04-04

Welcome...

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Dear Citizen,

We are pleased to publish this third report in 2004 in a series from the Center for Community Performance Measurement (CCPM). The CCPM was established in 2001 at the Worcester Regional Research Bureau to measure and benchmark municipal and community performance in Worcester for the five goals of the City's strategic plan: economic development, municipal and neighborhood services, public education, public safety, and youth services. This report focuses on municipal and neighborhood services.

Although each report in the CCPM series is published separately, they should not be considered in isolation from one another. For example, efficient and effective municipal services and quality public education influence economic development. Indicators appearing in this report are also interrelated. For example, an improvement in the physical condition of neighborhoods (**Indicator 3: Physical Condition of Neighborhoods**) should also result in increased citizen satisfaction (**Indicator 4: Citizen Satisfaction with Delivery of Services**).

We wish to thank the Alfred P. Sloan Foundation, the George F. and Sybil H. Fuller Foundation, the Greater Worcester Community Foundation, and the Hoche-Scofield Foundation for their sponsorship of this report. We also wish to thank Professor Jeffrey Reno and his students from the College of the Holy Cross for their assistance with our ComNET (Computerized Neighborhood Environment Tracking) neighborhood surveys. [1]
We are pleased to report that the City administration has incorporated data from ComNET into its neighborhood plans for South Worcester and College Hill.

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

Sincerely,

Eric H. Schultz - *President*

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

Jean M. Supel - *Manager, CCPM*

[1] The students serve as team leaders working with neighborhood residents to identify and track the physical problems in the neighborhoods surveyed.

Benchmarking Municipal and Neighborhood Services in Worcester: 2004

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, help 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."[2] If the City successfully accomplishes this goal, there should be appreciable change in the safety and cleanliness of neighborhoods 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 ComNET project (see **Indicator 3: Physical Condition of Neighborhoods**) to improve neighborhood conditions such as broken sidewalks.

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, the report presents data on the number of individuals applying for membership on municipal boards and commissions. These data do not explain 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. 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. The data must be used in conjunction with other information to develop sound public policies.

It should also be emphasized 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.

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 with past performance. The Worcester community will have to determine how this information should be used to achieve the highest level of impact.

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

[2] *Benchmarking Worcester's Future: 2001-2006 Strategic Plan.* Available at: http://www.ci.worcester.ma.us/reports/StrategicPlan.pdf.

Benchmarking Municipal and Neighborhood Services in Worcester

WORCESTER REGIONAL RESEARCH BUREAU

INDICATOR

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: it provides a 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 directly affects the City's "quality of life." Because of the recent nationwide economic downturn, level funding of local aid from the state over the past couple of years, contractual obligations with employees, and rising fuel costs, Worcester, like most communities, is faced with the dilemma of trying to maintain acceptable levels of service while having to reduce overall expenditures.

How does Worcester perform?

In previous editions of this report we were able to collect some data from Hartford, Providence, and Springfield regarding their public works and parks and recreation departments. This year, however, the responses from those cities were insufficient to make comparisons. As a result, this year's analysis of Worcester's Department of Public Works (DPW) and Department of Parks, Recreation and Cemetery (Parks) focuses on internal performance comparisons over time (from FY01 to FY03). Basic expenditures and salary data are presented for both departments. Additional data for DPW were chosen for their relationship either to our ComNET project (covered under **Indicator 3**) or to questions asked in our Citizen Satisfaction Survey.[1] Additional data for Parks were selected because of their relationship to our Benchmarking Youth Services in Worcester report.[2]

[1] http://www.wrrb.org/Reports/CCPM-04-01.pdf.

[2] http://www.wrrb.org/Reports/CCPM-04-02.pdf.

[3] Road rehabilitation includes resurfacing and pothole repair. It does not include road reconstruction.

[4] The tons of refuse collected in the City of Worcester were: 28,441 in FY01, 29,301 in FY02, and 27,721 in FY03.

[5] The tons of recycling collected in the City of Worcester were: 10,065 in FY01, 9,542 in FY02, and 9,618 in FY03.

[6] 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 also impact the cost of snow and ice control. Worcester snowfall in inches was 84.3 in FY01, 32.3 in FY02 and 99.8 in FY03.

Department of Public Works

As shown in **Table 1.1**, Worcester's overall budget for DPW was $14 million in FY03 (an increase of 3% from FY01). That year, DPW was responsible for 1,274 street lane miles as well as 483 sidewalk miles. DPW spent $4.1 million for road rehabilitation[3] in FY03, 8.3% less than in FY01, but 9.5% more than in FY02. This amounted to $3,226 spent in FY03 per lane mile for which the City of Worcester was responsible, and represented an 8.8% decrease from the FY01 level (although, again, it was an increase of 8.9% from FY02). Total salaries for DPW increased by 2% from FY01 to FY03. However, because the number of positions decreased by 4% (10 positions), the average salary for DPW positions increased by 6.4% and average overtime paid per position increased by 10%.

Chart 1.1 shows the cost per ton for refuse and recycling collection from FY01 to FY03. Worcester spent $103 per ton for refuse collected in FY03, an increase of 5% from FY01. However, during this same period, the amount of refuse collected decreased by 2.6%.[4] These expenditures do not include the cost of refuse disposal. The cost of recycling, per ton of material collected, was slightly higher than the cost of refuse collection. In FY03 Worcester spent $110 per ton for recycling (an increase of 12.2% from FY01). The amount of recyclable materials collected by Worcester DPW decreased by 4.4% from FY01 to FY03.[5]

Chart 1.2 shows street sweeping and snow/ice control expenditures per lane mile (and per inch of snow). Each year Worcester DPW sweeps a total of 828 curb miles of street at least once. According to our annual Citizen Satisfaction with Municipal Services 2003 Survey, street cleaning services had one of the highest rates of dissatisfaction among those services covered in the questionnaire: 43% of those surveyed rated the service fair or poor. In FY03, $1,461 was spent per curb mile for a total cost of street sweeping of $1.2 million, an increase of 22% from FY01.

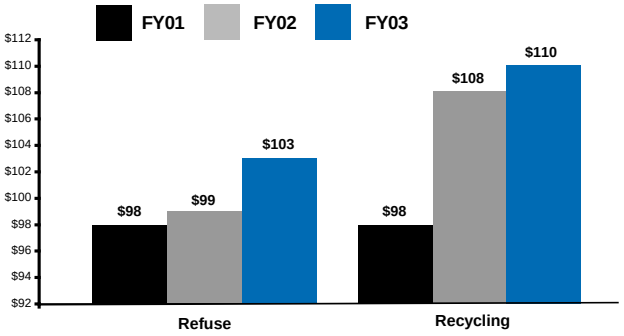
Expenditures for snow and ice control vary from year to year based on total snowfall and the number of days during which snow and ice clearing efforts must be undertaken.[6] During FY03, for each lane mile for which Worcester is responsible, expenditures for snow and ice control were $37.94 per inch of snow, which was 14.4% less than in FY01.

Table 1.1: Indicators for Worcester Department of Public Works

	FY01	FY02	FY03	% Change FY01-03
Actual Expenditures (w/o snow plowing and street lighting)	$13,723,449	$14,469,867	$14,151,977	3.1%
Number of street lane miles	1,266	1,267	1,274	0.6%
Number of sidewalk miles	483	483	483	0.0%
Total Salaries	$7,647,242	$8,368,940	$7,799,176	2.0%
Total Overtime	$1,088,864	$866,869	$1,148,748	5.5%
Total Positions	239	239	229	-4.2%
Average salary per position	$31,997	$35,016	$34,058	6.4%
Average overtime per position	$4,556	$3,627	$5,016	10.1%
Expenditures for rehabilitation of paved lanes	$4,479,414	$3,753,899	$4,109,439	-8.3%
Rehabilitation expenditures per lane mile	$3,538	$2,963	$3,226	-8.8%

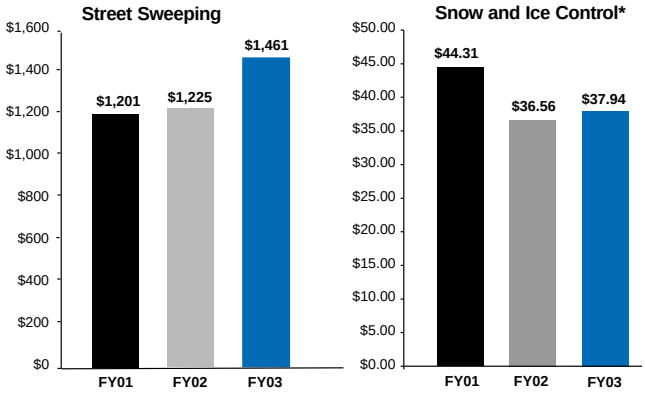
Source: City of Worcester Annual Budgets for FY02 - FY05; Worcester Regional Research Bureau Annual DPW Survey, FY01 - FY03.

Chart 1.1: Refuse and Recycling Expenditures per Ton



Source: Worcester Regional Research Bureau Annual DPW Survey, FY01-FY03.

Chart 1.2: Street Sweeping and Snow/Ice Control Expenditures per Lane Mile



Source: Worcester Regional Research Bureau Annual DPW Survey, FY01-FY03.

* Snow/Ice Control per lane mile per inch of snow.

Continued on next page ☛

Cost-Effectiveness of Municipal Services

(Continued)

Department of Parks, Recreation and Cemetery

As shown in **Table 1.2**, in FY03, Worcester's total budget for the Department of Parks, Recreation and Cemetery (including forestry services) was $3.7 million, an increase of 11.5% from FY01. Salaries totaled $2.6 million (an increase of 13.4% from FY01) and overtime accounted for just under $300,000 (a decrease of 15.6% from FY01).[7] Maintenance expenditures for parks and recreation services, not including the golf course, totaled $1.7 million for FY03, or $1,011 per acre of total park land, an increase of 6.9% from FY01. Expenditures for reinvestment[8] in parks and playgrounds were $479 per acre of total park land in Worcester during FY03, a decrease of 31% from FY01. This decrease was due in part to a bond issue of $475,000 in FY03 that was substantially less than one issued in FY01 (for $900,000). Worcester's Community Development Block Grant (CDBG) funding for parks and playgrounds increased to $350,000 in FY03 (from $300,000 in both FY01 and FY02).[9]

The number of facilities under Parks management remained relatively stable from FY01 to FY03 (a new water spray park was added in FY03). In FY03 there were approximately 1,484 children under 12 per parks-controlled playground; 2,952 children and youth 17 and under per parks-controlled beach and swimming pool; and 129 youth ages 12 to 17 per parks-controlled sports field.[10] Overall, there were approximately 1,242 total residents per parks facility.

What does this mean for Worcester?

Worcester's total expenditures for the Department of Public Works and the Department of Parks, Recreation, and Cemetery increased from FY01 to FY03. As a result of contractual obligations, DPW total salaries increased by 2% while staff decreased by 4.2%. In Parks, total salaries increased by 13% while staff decreased by 8%. The amount of money spent on physical improvements for streets and sidewalks decreased during this same period, and reinvestment for parks and playgrounds was funded from a separate bond and the Federal CDBG allocation.

According to a memorandum to the City Manager on March 3, 2004, and presented to the City Council on June 8, 2004, the repair backlog for streets and sidewalks now totals over $64 million and includes 85 miles of streets that are "in need of full reconstruction including base rehabilitation."[11] *In order to address this problem, the City Manager has proposed a bond bill for $50 million which may be approved sometime during FY05.*

Data for both of these departments should be seen in light of other indicators in this report, such as **Indicator 3: Physical Condition of Neighborhoods**. *Does the low level of funding in some categories, such as road rehabilitation, correspond to declining conditions in the City? How can the City continue to provide acceptable levels of service with rising personnel costs and decreasing numbers of staff?*

[7] The increase in salaries from FY01 to FY02 was due primarily to new contractual obligations. Decreases in overtime during that same period were due to management changes to increase efficiency.

[8] This includes all physical improvements to park land, playgrounds, parks facilities, and supporting infrastructure. Examples are: planting trees, adding pathways, installing new playground equipment, new fields or courts, converting facilities to be handicap accessible, adding fencing, increasing lighting, installing irrigation.

[9] Source: Executive Office of Neighborhood Services.

[10] Based on percentages from the 2000 Census that were applied to the updated Census estimates of total residents in Worcester.

[11] Memo regarding street and sidewalk improvements from Robert L. Moylan, Commissioner of Public Works, to Thomas R. Hoover, City Manager, dated March 3, 2004. It is attached to item #68 of the Calendar of the City Council for June 8, 2004.

Table 1.2: Indicators for Worcester Department of Parks, Recreation and Cemetery

	FY01	FY02	FY03	% Change FY01-03
Actual Expenditures	$3,350,936	$3,518,748	$3,735,152	11.5%
Total Salaries	$2,331,084	$2,793,362	$2,644,118	13.4%
Total Overtime	$347,369	$282,885	$293,164	-15.6%
Total FTE Positions (includes temporary help)	73	70	67	-8.2%
Average salary per FTE position (includes temporary help)	$31,933	$39,905	$39,464	23.6%
Average overtime per non-temporary position	$4,962	$4,041	$4,376	-11.8%
Total acres of park land	1,722	1,722	1,722	0.0%
Number of playgrounds	19	19	19	0.0%
Number of swimming pools and beaches	14	14	14	0.0%
Number of sports fields*	102	102	102	0.0%
Total number of facilities (not including golf course)	140	140	141	0.7%
Capital expenditures and reinvestment for parks and playgrounds	$1,200,000	$562,500	$825,000	-31.3%
Capital expenditures per acre of total park land	$697	$327	$479	-31.3%
Total maintenance expenditures	$1,629,041	$1,657,838	$1,741,520	6.9%
Maintenance expenditures per acre of total park land	$946	$963	$1,011	6.9%

* Includes football fields, soccer fields, tennis courts, basketball courts, baseball fields, softball fields, and multi-use fields.

Note: Salary and Overtime totals for FY02 include one-time, retroactive pay distributions of $78,700 (salary) and $14,500 (OT) as part of the City-Union contract agreement that year.

Source: City of Worcester Annual Budgets for FY02-FY05; Worcester Regional Research Bureau Department of Parks and Recreation Annual Survey FY01-FY03.

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2 Library Services

Why is it important?

The Worcester Public Library provides books and other media, information services, and internet access that promote lifelong learning and personal enrichment for its users. Library facilities improve the cultural environment of a city and serve as gathering points for community events and other activities. In addition to the Main Library there are two branch libraries in the city: the Frances Perkins Branch on West Boylston Street and the Great Brook Valley Branch on Tacoma Street. Besides local tax levy funds, the Worcester Public Library receives appropriations from the Commonwealth of Massachusetts to serve as a regional library and reference center.

[1] Each of the libraries provides relevant data annually to the Public Library Data Service. Because the data have not yet been published for FY03, the Worcester Public Library requested copies of the data submitted by each of the cities. Data for the Averages section are delayed by one additional year, as we must wait for the formal publication to be printed to access this information.

[2] Springfield is currently in a state of fiscal insolvency and requested a bailout from the state which was granted on July 15, 2004. This suggests that its decisions regarding provision of services may not have been fiscally prudent.

[3] It should be noted that the "number of service hours per week" is based on the hours of scheduled coverage across all branches during a regular week with no holidays or weather-related closings. It is not an average of the actual number of hours a library system was open during that year.

How does Worcester perform?

Table 2.1 shows input and performance data for the Worcester Public Library (WPL), and public library systems for Hartford, Providence, and Springfield.[1] **Table 2.2** gives details regarding sources of income for the four systems. These statistics are based on data from FY03, the most recent year for which data from all four cities are available. Because of delays in reporting statistics, certain statistics in **Table 2.1** may not reflect the current status of all library services. For example, the Main Library in Springfield has completed its renovations and is currently open.

Worcester spent less for public library services than any of the other three comparison cities. Worcester's FY03 total expenditures per capita of $27.18 were 48% less than Hartford ($52.63), 47% less than Providence ($51.39), and 33% less than Springfield ($40.37), but were closer to the national average for all jurisdictions 100,000-249,000 than the three comparison cities. From FY02 to FY03 Worcester, Hartford, and Springfield all had decreases in their total operating budgets and, consequently, their per capita expenditures. Providence, however, actually had increases in both areas. Worcester's per capita spending for materials ($3.58) was 33% less than Hartford ($5.36), 20% less than Providence ($4.49), and 16% less than Springfield ($4.27). However, Worcester's total expenditures for materials increased from FY02 to FY03 by over 13%. In comparison, Hartford's materials budget increased by only 1.8% while Springfield's and Providence's decreased by 3.8% and 29.7%, respectively.

In FY03 each of the comparison cities had more library branches than Worcester: Hartford had 11 service points (including 1 bookmobile), Providence had 10, and Springfield had 6.[2] In addition, each of the other cities offered significantly more service hours than Worcester. Springfield, the second lowest in provision of service hours,[3] had almost 3 times more than Worcester. This difference reflects the limited number of branch libraries in Worcester. However, Worcester had a higher library-staff-to-service-hours ratio than the other cities, suggesting that there were more staff on duty at the Worcester Public Library at any given moment than at the other libraries. In fact, Worcester's library staff per service hour ratio increased between FY02 and FY03 (from .63 to .79) while the ratios for the other cities decreased. For example, in FY03 Worcester had 77 FTE staff covering 3 libraries that were open for a combined total of 98 hours per week, while Springfield had 70 FTE staff covering 6 libraries that were open for a combined total of 276 hours per week. As with total expenditures, Worcester's rates are more similar to national averages than those of the other three cities.

Table 2.2: FY03 Sources of Funding

	Worcester	Providence	Hartford	Springfield
Local	$3,943,606	$3,000,000	$5,340,190	$5,138,795
State/Province	$702,269	$1,575,095	$26,136	$384,374
Federal	$20,000	$210,932	$242,712	$178,296
Other	$116,241	$4,310,714	$954,967	$449,781
Total	$4,782,116	$9,096,741	$6,564,005	$6,151,246

Other: Gifts, donations, interest income, fines, fees, and anything else that does not fall into the other three categories. Source: Public Library Data Service survey for FY03.

Despite being open for significantly fewer hours than other library systems, in FY03 the Worcester libraries had the second highest annual circulation and number of reference transactions. As a result, Worcester's rate of circulation per staff member per hour in FY03 was higher than any of the other three library systems and its number of reference transactions per staff member per hour was second only to that of Hartford.

What does this mean for Worcester?

The Main Library reopened more than two years ago and is being heavily used. However, the decrease in the number of service hours by 24% for the Worcester library system between FY02 and FY03, and the decrease in the number of FTE staff by almost 5%, meant that annual circulation decreased 3.5%. Annual reference transactions, however, were up over 17%. Furthermore, even though Worcester had significantly fewer points of service than Providence, Springfield, or Hartford, it had the second highest annual circulation and annual reference transactions.

Worcester's library system was similar to the national averages for cities its size for the number of FTE library staff and the total expenditures per resident. Worcester's number of service hours per week was lower than the national average (while the hours for the other New England cities' systems were higher) and its number of residents per service point was higher than average (while the number for the other three cities was lower). All four cities had lower annual circulation rates and higher total operating budgets than the national averages for jurisdictions of similar size.

The City budget allocation for the Worcester Public Library for FY04 was projected to be about 14% less than in FY03. Reduced service hours which began in FY03 are expected to continue, along with additional staff cuts. In next year's report we will be able to observe how far the reduced hours and staff affect such statistics as annual circulation and number of reference transactions.

Table 2.1: Library Performance Data

		Worcester	Providence[1, 2]	Hartford	Springfield [3]	National Average for all jurisdictions 100,000-249,999
Number of FTE Library Staff	FY00	88.0	159.0	134.0	123.0	72.0
	FY01	80.0	155.4	147.0	126.0	73.6
	FY02	81.0	158.6	112.6	101.0	76.8
	FY03	77.0	152.5	110.3	70.0	-
Service Hours Per Week	FY00	129.0	437.0	417.0	340.0	286.2
	FY01	129.0	435.5	417.0	340.0	298.0
	FY02	129.0	435.5	472.0	337.0	291.5
	FY03	98.0	435.5	428.0	276.0	-
Annual Circulation	FY00	476,956	793,693	521,982	755,385	1,028,614
	FY01	611,837	815,554	471,495	848,191	1,054,733
	FY02	687,451	883,979	539,849	783,374	1,133,207
	FY03	662,704	819,982	557,646	579,795	-
Annual Reference Transactions	FY00	102,158	177,314	276,186	145,832	163,194
	FY01	106,606	170,853	471,495	155,590	164,968
	FY02	151,335	178,385	436,761	155,921	168,686
	FY03	177,273	171,798	371,983	105,614	-
Total Operating Expenditures	FY00	$4,136,307	$7,876,198	$5,860,100	$6,200,538	$3,887,427
	FY01	$4,225,715	$8,396,726	$5,998,229	$7,122,616	$4,093,336
	FY02	$4,813,053	$8,396,726	$6,590,877	$7,139,127	$4,399,648
	FY03	$4,782,116	$9,096,741	$6,564,005	$6,151,246	-
Total Expenditures per Resident	FY00	$23.96	$45.37	$48.20	$40.77	$25.10
	FY01	$24.28	$48.04	$48.22	$47.02	$26.20
	FY02	$27.51	$47.74	$52.91	$46.99	$28.14
	FY03	$27.18	$51.39	$52.63	$40.37	-
Expenditures for Materials	FY00	$565,954	$835,257	$585,380	$723,608	$584,238
	FY01	$612,167	$1,130,371	$555,400	$679,183	$595,708
	FY02	$555,247	$1,130,371	$657,175	$649,142	$612,299
	FY03	$629,236	$794,233	$669,010	$624,406	-
Materials Expenditures per Resident	FY00	$3.28	$4.81	$4.81	$4.76	$3.77
	FY01	$3.52	$6.47	$4.46	$4.48	$3.81
	FY02	$3.17	$6.43	$5.28	$4.27	$3.92

Source: Public Library Data Service surveys for FY00-FY03.

(1) The legal jurisdiction of the Providence Public Library is the entire state; for comparison purposes, however, the figures for the City of Providence are used. (2) Expenditure statistics for Providence were reported exactly the same in FY02 as in FY01. (3) Springfield's Main Library was closed for renovations during FY03. While its collection was available through the branch libraries, it is not counted in the "Number of Service Points." Three additional branches were completely closed and four branches were open only one day per week.

INDICATOR

3 Physical Condition of Neighborhoods

Why is it important?

The physical condition of a neighborhood has a serious impact on residents' quality of life as well as on the perceptions of visitors. A number of municipal departments provide services that affect the physical condition of Worcester's neighborhoods: the Department of Public Works paves streets, patches potholes, repairs sidewalks, cleans catchbasins, collects refuse, and removes abandoned vehicles on streets; the Department of Code Enforcement enforces building ordinances; the Department of Parks, Recreation and Cemetery maintains open public spaces as well as trees that line the City's streets; and the Department of Public Health administers health ordinances. To determine the effectiveness of these services, in 2001 the CCPM adapted for Worcester the Computerized Neighborhood Environment Tracking (ComNET) program developed by the Fund for the City of New York's Center on Municipal Government Performance.

In collaboration with neighborhood associations,[1] the CCPM has trained over 100 resident volunteers in 12 neighborhoods over the past three years to use handheld computers and digital cameras to systematically record various physical problems and assets. (See the **Appendix** for a list of all conditions that are tracked.) During the survey, neighborhood residents are paired with Holy Cross students to walk predetermined routes through each neighborhood and record the exact location of the physical problems and assets in the area. 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 on a regular basis to track the problems that were recorded in previous surveys and thus determine whether the overall physical condition of neighborhoods is improving.

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

How does Worcester perform?

ComNET surveys were conducted in 12 Worcester neighborhoods from April through October, 2003. Five were resurveys of neighborhoods originally examined in 2001 (Bell Hill, Brittan Square, Crown Hill/Elm Park, Green Island, and part of Main Middle) while another three were resurveys of neighborhoods originally examined in 2002 (Columbus Park, Quinsigamond Village, and Union Hill). The resurveys tracked whether problems recorded in previous years still remained. The surveyors recorded any new problems as well. Four surveys were of new neighborhoods (College Hill, Crystal Park, Quinsigamond Village South, and South Worcester). The new surveys provided baseline data for each neighborhood against which future survey data will be compared.

A total of 4,039 problems[2] were documented among the 12 neighborhoods in 2003.[3] There was very little variation in the distribution of problems by type or responsible agency from 2002 to 2003. Among types of problems, sidewalks accounted for the greatest percentage (about 30%), litter accounted for the second largest amount (20%) and buildings were the third greatest category (about 12%). DPW was responsible for remedying the greatest number of problems (at least 50% of problems each year) while community members were responsible for remedying about 33% and the Department of Code Enforcement about 10%.

Chart 3.1 compares the percent of problems resolved from 2001-2002 and from 2002-2003 for all neighborhoods by type of problem. **Chart 3.2** shows the same information sorted by responsible agency. Overall, 44% of problems documented in 2002 (including both 2002 new problems and 2001 remaining problems) had been resolved by 2003. In comparison, only 38% of problems that were documented in 2001 had been resolved by 2002. Building problems had the highest 2002-2003 resolution rate (52% -- up from only 34% for 2001-2002).

[2] Asset conditions, including neighborhood institutions (e.g., churches, schools, and community centers), well-maintained signs, benches, and public and private vegetation were also recorded during the survey but are not reported here.

[3] Because the number of neighborhoods that were surveyed in 2003 was larger than in 2002 it is not appropriate to compare the number of problems from each year. However, we can compare the relative distribution of the problems across various categories.

Chart 3.1: Resolution Rate of Physical Problems by Type -- All Neighborhoods

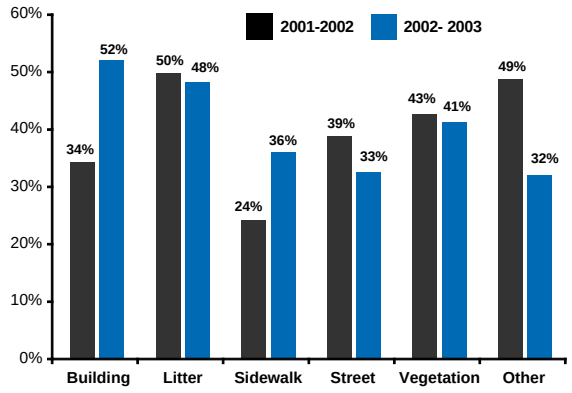
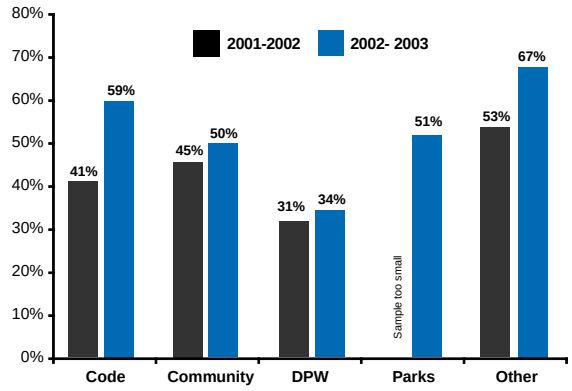


Chart 3.2: Resolution Rate of Physical Problems by Responsibility -- All Neighborhoods



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(Continued)

How does Worcester perform?

Among the primary responsible agencies, the Department of Code Enforcement had the highest 2002-2003 resolution rate (59%, up from 41% for 2001-2002). It should be stressed that while the Department of Public Works had a lower resolution rate than other agencies in both 2001-2002 and 2002-2003, it routinely deals with substantially more problems than any other agency.

In addition to looking at the resolution rates for groups of problems within each year (e.g., 2001-2002 versus 2002-2003) it is now possible to look at the cumulative resolution rate over time for groups of problems that were originally recorded in 2001. For example, what percent of sidewalk problems that were originally recorded in 2001 were resolved by 2003? **Charts 3.3**, **3.4** and **3.5** track the cumulative resolution of problems that were originally recorded in 2001 by neighborhood, problem type, and responsible agency. On average, 64% of all problems from 2001 had been resolved by 2003. Among the four original neighborhoods surveyed, Main Middle had the highest cumulative resolution rate of all problems at 72% while Crown Hill/Elm Park had the lowest at 54%. Across all neighborhoods, litter problems had the highest cumulative resolution rate at 75% while sidewalk problems had the lowest at 51%. Among the chief responsible agencies, the Department of Code Enforcement had the highest cumulative resolution rate (77%) while the Department of Public Works had the lowest (54%). While the resolution of problems over time may vary by the kind of problem and the agency responsible for remedying the situation, the total number of problems to be addressed each year in the four original neighborhoods from 2001 through 2003 declined from 3,403 problems in 2001 to 2,065 problems in 2003.[4]

[4] "Problems to be addressed" each year is the sum of new problems recorded during surveys that year plus any problems that were first recorded in earlier surveys, but still remained/had not yet been resolved.

[5] Problems for which the "community" is responsible consist of things like overgrown vegetation on private property, or litter on the sidewalk in front of a house or business.

Chart 3.3: Cumulative Resolution of 2001 Problems by Neighborhood

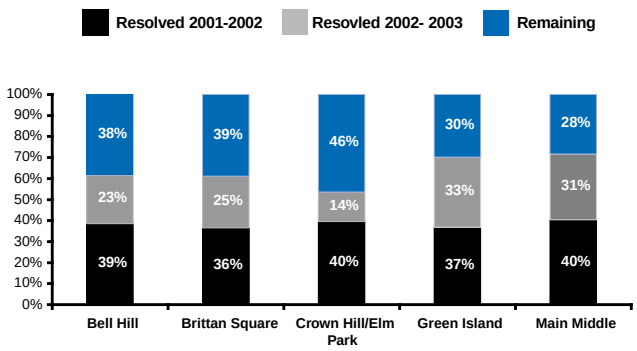


Chart 3.4: Cumulative Resolution of 2001 Problems by Type

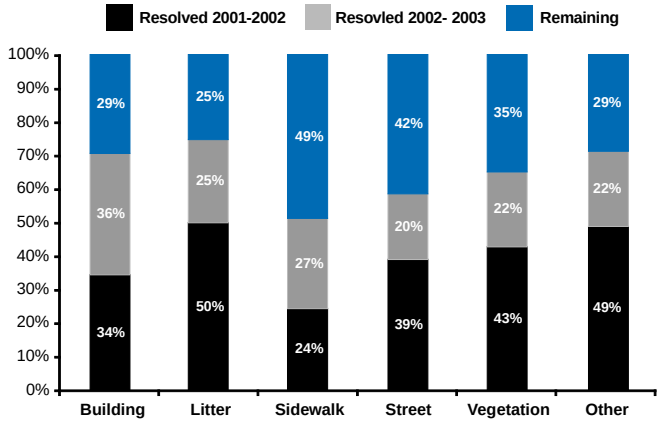
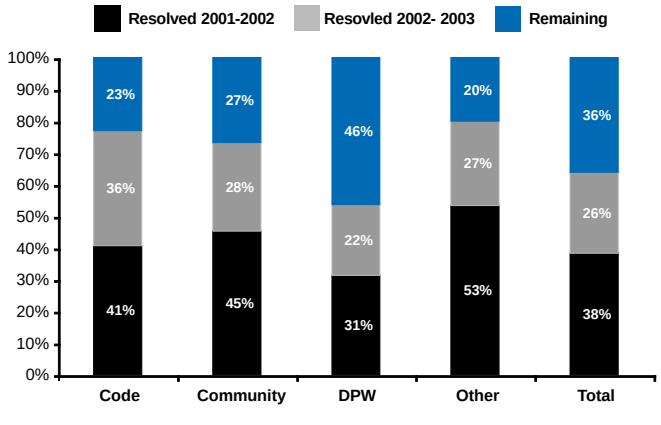


Chart 3.5: Cumulative Resolution of 2001 Problems by Responsibility



What does this mean for Worcester?

Improvements have been made in all of the neighborhoods first surveyed in 2001, particularly in the areas of vegetation, building and "community"[5] problems. Of the problems recorded in 2001, almost two-thirds were no longer present in 2003, and the overall number of problems present in these neighborhoods was reduced by almost 40%. Future resurveys of neighborhoods added in 2002 and 2003 (as well as additional resurveys of neighborhoods from 2001) will allow us to develop a more detailed picture of these trends.

Although improvements have been made in all major categories surveyed, a large number of problems still need to be resolved. In examining the resolution over time for some problems recorded in 2001, there appears to be a "decreasing return" each year, depending on how problems are grouped (e.g., by neighborhood, type or responsible agency): that is, we see a higher rate of resolution within the first year of documentation than in the succeeding year. This may be a consequence of several issues:

(1) that high priority problems have been resolved and those remaining, because they are not as urgent, are seen as having less need for resolution;

(2) the remaining problems fall into areas where municipal policy is not conducive to swift resolution (e.g., private property owners are willing to pay fines for dumping on their property rather than clean it up); or

(3) the problems that remain are actually the most difficult to resolve and require significant amounts of time and/or funding to do so.

The CCPM plans to resurvey the 12 neighborhoods that are currently part of the ComNET project on a regular basis and facilitate discussions of these problems between neighborhood associations/residents and municipal government. However, municipal departments alone are not responsible for addressing all of the problems that are recorded by the ComNET project. Conditions such as peeling paint on buildings and litter on sidewalks are the responsibility of property owners. This means that neighborhood associations will have to work with both residential and commercial property owners and community institutions to improve the quality of life in Worcester's neighborhoods.

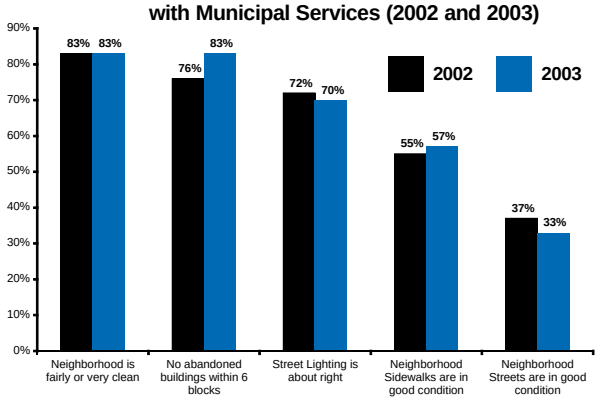
INDICATOR

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 enable the City administration and municipal departments to identify strengths and weaknesses in the provision of services. Each year the Worcester Regional Research Bureau conducts a survey of citizen satisfaction with municipal services in Worcester. In 2003, 1,404 randomly selected households (from a database of 48,000 households that have residential phone numbers) participated in the survey, which asked questions about a number of city services and the Worcester Public Schools. Survey participants were fairly evenly distributed across the four quadrants of the City. Since some survey questions from 2002 were changed from those in 2001 to provide more accurate data, we compare responses only from 2002 and 2003 in this report.

Chart 4.1: Percent of Respondents Satisfied with Municipal Services (2002 and 2003)



Source: Worcester Regional Research Bureau
Citizen Satisfaction with Municipal Services: 2003 Survey.

How does Worcester perform?

As shown in **Table 4.1**, a large majority of residents surveyed were satisfied with neighborhood cleanliness (83%), absence of abandoned buildings in their neighborhood (83%), library services (79%), and trash collection (78%).[2] Absence of abandoned buildings citywide represented a statistically significant increase from 76% in 2002 to 83% in 2003. Positive ratings for neighborhood cleanliness were the same as in 2002, while those for trash collection had a statistically insignificant decline (from 81% to 78%).[3] The decline in positive assessments of library services from 83% in 2002 to 79% in 2003 was not significant at the City level. However, there was a statistically significant decline in satisfaction with library services among residents of the North quadrant (from 89% in 2002 to 74% in 2003) that was likely attributable to the reduction in hours at the Frances Perkins Branch Library in the Greendale neighborhood.

Respondents living in all four City quadrants reported a relatively negative assessment of the condition of their streets and roads (33% positive for the City average). The North and West quadrants of the City also had low assessments of the condition of their sidewalks (55% and 57%, respectively). Only 48% of residents in the South quadrant had a positive assessment of street cleaning services in their area, while residents in the Southeast quadrant rated their water quality as being one of their poorest services (52% positive rating).[4] None of the changes from 2002 for these areas were statistically significant. Furthermore, there was very little variation in the rating of services or conditions 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 for 2002 and 2003.

[1] For complete survey results, see *Citizen Satisfaction with Municipal Services: 2003 Survey* (report no. CCPM-04-01) at our web site: http://www.wrrb.org.

[2] Some 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. Other questions asked whether something was in "good condition," which was also counted as a positive rating. Questions regarding street lighting, abandoned buildings, neighborhood cleanliness and water quality asked respondents to rate their level of satisfaction according to scales that were specific to each topic.

[3] Statistically significant at the $p < .05$ level, which means that we can be 95% confident that the change from 2002 to 2003 is an actual change in the percentage of respondents who are satisfied or not satisfied and is not due to sampling error.

[4] 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. 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. For more information, see "City of Worcester 2003 Water Quality Report" available at http://www.ci.worcester.ma.us/reports.htm.

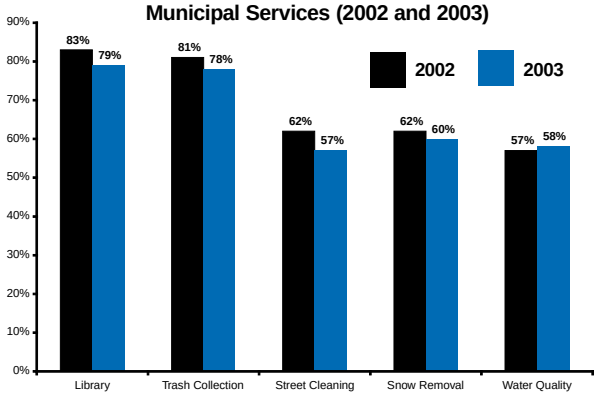
What does this mean for Worcester?

Residents are very satisfied with some neighborhood conditions and City services. These include the cleanliness of neighborhoods, a reduction in the number of abandoned buildings in the neighborhoods, library services and trash collection. 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 Department of Public Works (DPW) has put together a proposal for a bond bill that, if adopted, would allocate $50 million for sidewalk and street repair in Worcester. As noted under **Indicator 1**, *a recent memorandum prepared by the Commissioner of DPW pointed out that Worcester has chronically underfunded street and sidewalk repair for two decades. In looking at the past three years in particular (FY02 to FY04), a total of $13.5 million was allocated to street and sidewalk improvement/betterment programs. According to DPW estimates, however, the ideal level of expenditure over these three years should have been over $33 million. As a result of the City's failure to meet annual maintenance standards, the street and sidewalk infrastructure has deteriorated at a compounded rate and now requires a substantial input of funds to remedy.*[5] *While the bond bill seems like the only recourse now, it is reasonable to ask whether such a level of borrowing should be used to compensate for the City's delay in addressing street and sidewalk maintenance on a regular basis.*

[5] Memorandum dated March 3, 2004, to Thomas R. Hoover, City Manager, from Robert L. Moylan, Commissioner of Public Works in response to City Council requests for "options available to address the backlog of all street/sidewalk reconstruction requests" and "how much money would be needed to repair our streets and sidewalks." Available as an attachment to item #68 from the Calendar of the City Council for June 8, 2004.

Chart 4.2: Percent of Respondents Satisfied with Municipal Services (2002 and 2003)



Source: Worcester Regional Research Bureau
Citizen Satisfaction with Municipal Services: 2003 Survey.

Table 4.1: Highest and Lowest Satisfaction Ratings for Services and Conditions by Worcester Quadrants

	Highest Satisfaction (percentage offering positive assessment)			Lowest Satisfaction (percentage offering positive assessment)		
		2002	2003		2002	2003
South	Public Library	79%	80%	Streets	29%	25%
	Abandoned Buildings	63%	76%	Street Cleaning	57%	48%
	Trash Collection	75%	74%	Water Quality	52%	56%
Southeast	Neighborhood Cleanliness	85%	82%	Streets	42%	35%
	Abandoned Buildings	75%	81%	Water Quality	54%	52%
	Public Library	80%	77%	Street Cleaning	64%	56%
North	Neighborhood Cleanliness	86%	84%	Streets	38%	35%
	Abandoned Buildings	82%	83%	Sidewalks	52%	55%
	Trash Collection	84%	82%	Water Quality	61%	55%
West	Neighborhood Cleanliness	89%	91%	Streets	38%	34%
	Abandoned Buildings	82%	90%	Sidewalks	51%	57%
	Public Library	86%	84%	Street Cleaning	65%	57%
Citywide	Neighborhood Cleanliness	83%	83%	Streets	37%	33%
	Abandoned Buildings	76%	83%	Sidewalks	55%	57%
	Public Library	83%	79%	Street Cleaning	62%	57%
	Trash Collection	81%	78%			

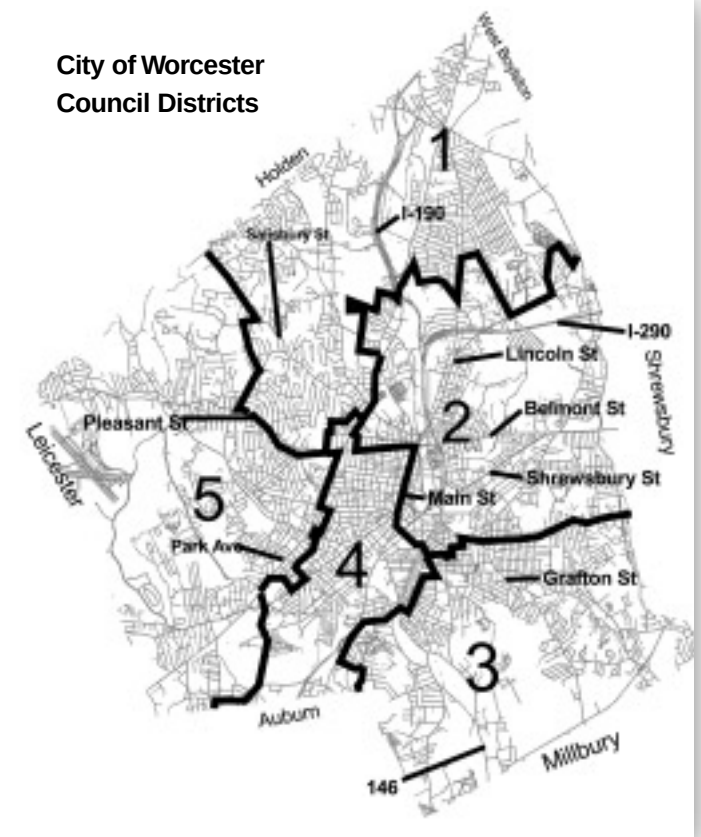
Source: Worcester Regional Research Bureau *Citizen Satisfaction with Municipal Services: 2003 Survey.*

INDICATOR

5 Citizen Involvement

Why is it important?

Residents can influence the delivery of municipal services in several ways. Two of these are by serving on municipal boards and commissions and voting in municipal and general elections. Through this kind of active engagement in the democratic process, residents are able to voice their views about services provided by the City as well as general living conditions in Worcester. For community institutions and municipal government to be most responsive to residents' needs, citizens should be involved in a variety of capacities.



[1] A larger ratio indicates that more people are applying for available positions in that district.

How does Worcester perform?

In 2003, there were 26 municipal boards and commissions in Worcester on which residents can serve (down from 29 in 2002 – a decrease of 11.5%), representing a total of 192 resident positions (down from 211 in 2002 – a decrease of 9%). 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 (such as the Planning Board) are required to have representatives from each of the five districts of the city. For those that are classified as executive (such as the Historical Commission), district representation is not required. If a resident is interested in a position, he or she submits an application to the City's Executive 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.

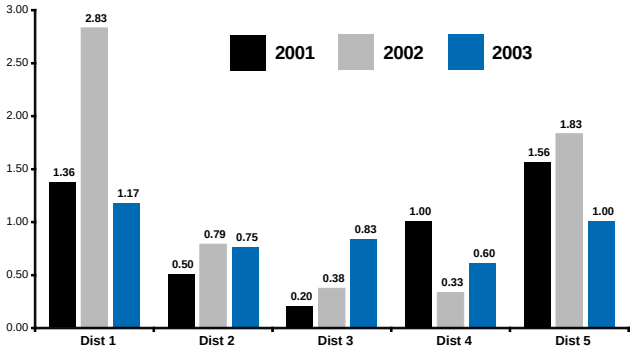
As shown in **Chart 5.1**, for those boards and commissions that require district representation, District 1 once again had the highest ratio[1] of applicants to available positions (7 people applied for 6 vacancies). District 5 had two people apply for two vacancies. Districts 2, 3, and 4 all had less than one applicant per available position, with District 4 having the lowest ratio (0.60). In District 2, 3 people applied for 4 vacancies; in District 3, 5 people applied for 6 vacancies; and in District 4, 3 people applied for 5 vacancies. These low ratios mean that some positions may remain vacant for extended periods of time due to a lack of applicants.

There were a total of 19 positions open in 2003 (down from 24 in 2002 – a decrease of 21%) on boards and commissions that do not require district representation. The CAC considered a total of 76 applicants for these positions (down from 148 in 2002 – a decrease of 49%), or a ratio of 4 applicants per available position (down from 6.2 in 2002 – a decrease of 35%). 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 districts. Interest in boards and commissions is highest in the northern, southeastern, and western parts of the City, and lower in the central and southern parts.

The number of applications from District 3 was slightly higher in 2003 than in 2002 (25 versus 23), whereas the number of applications in Districts 1 and 5 decreased significantly: from 99 in 2002 to 28 in 2003 (a decrease of 72%) for District 1, and from 58 in 2002 to 19 (a decrease of 67%) in 2003 for District 5. Districts 2 and 4 also saw decreases in application numbers of 53% and 17%, respectively.

Chart 5.2 shows the number of residents who are registered to vote in Worcester and the number of votes that were cast for at-large City Councilors in Worcester elections from 1953 to 2003. Between 1951 and 1985 Worcester residents elected 9 Councilors-at-large to the City Council. Since 1987, when the City Charter was changed, Worcester residents elect 11 City Councilors, 5 from districts and 6 at-large. While voter turnout has been steadily declining since the 1960's, we can see a marked decline since 1993. In 2003, only 16% of registered voters came to the polls. Meanwhile, voter registration increased by 52% to the highest it has been since 1953. As a result, the percent of people who vote for at-large City Councilors compared to the number of people who are registered to vote, has dropped significantly from 53% in 1993 to only 17% in 2003. In fact, 1995 was the first time that ratio dropped below 40% (the previous low point recorded in 1981).

Chart 5.1: **Ratio of Applicants to Available Positions Requiring District Representation, 2001-2003**



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

Although it is difficult to determine exactly how many residents are *eligible* to register to vote,[2] the percent of the voting age population that is registered has risen from approximately 47% in 1993 to about 72% in 2003. This level is still below the statewide registration rate of 84%, but is now closer to the national rate of 76% in 2000.[3]

[2] 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. A rough estimate can be made for recent years 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.

[3] According to the Federal Election Commission: http://www.fec.gov.

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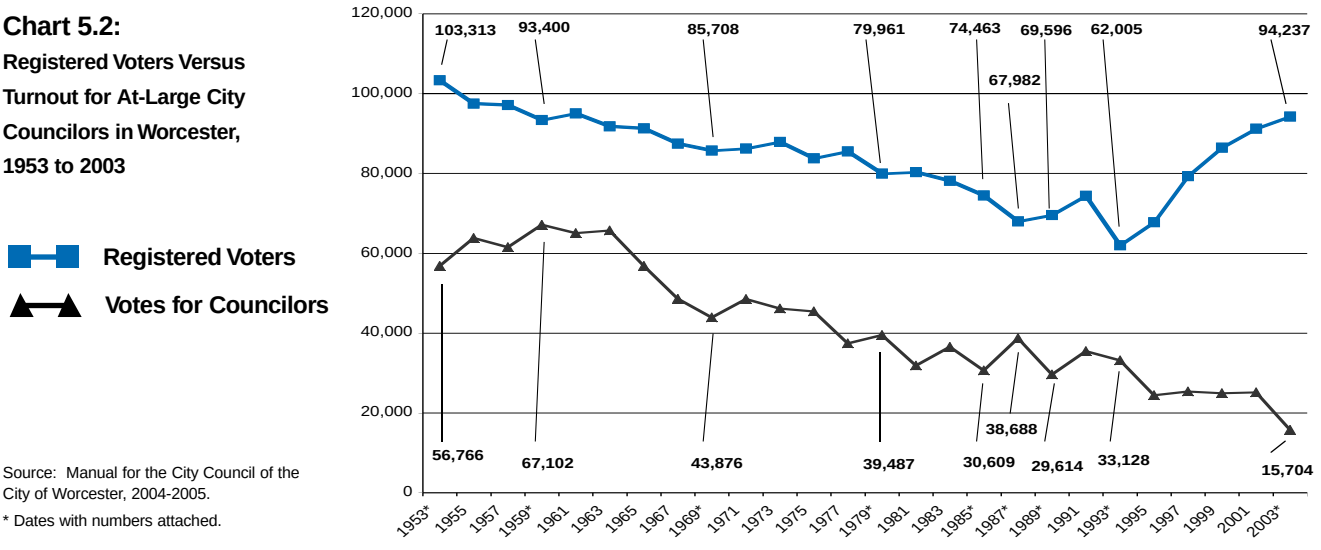
Chart 5.2:
Registered Voters Versus Turnout for At-Large City Councilors in Worcester, 1953 to 2003



Source: Manual for the City Council of the City of Worcester, 2004-2005.

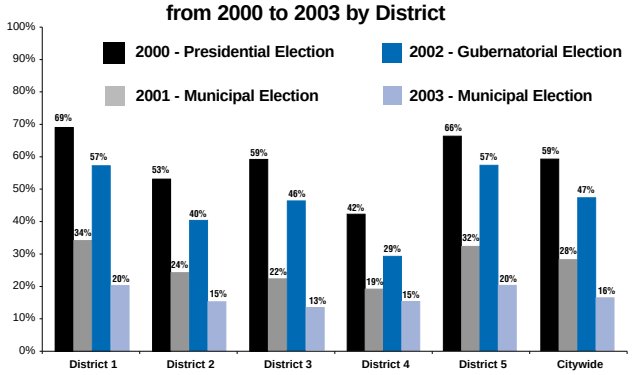
* Dates with numbers attached.

INDICATOR

5 Citizen Involvement

(Continued)

Chart 5.3: Voter Turnout, Worcester Elections from 2000 to 2003 by District



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

As shown in **Chart 5.3**, recent voter turnout in Worcester was higher during the presidential election of 2000 (59%) than either the gubernatorial election of 2002 (47%) or the municipal election of 2003 (16%). (Voter turnout is generally higher during presidential and gubernatorial election years since interest in those elections is greater than in municipal elections.) Turnout for Worcester's 2003 municipal election was significantly lower than those held in Hartford (25.2%), or Springfield (33.6%).[4] Approximately 11.8% of the Worcester *voting age population* cast a ballot in the 2003 election. This represents a decrease of approximately 65%, or over 29,000 people, from 2002 to 2003 and a decrease of approximately 72%, or almost 39,000 people, from 2000. Turnout was highest in the municipal election in the northern and western parts of the City (Districts 1 and 5), and mirrored turnout patterns for both presidential and gubernatorial elections.

[4] Source: Hartford and Springfield Elections Offices.

What does this mean for Worcester?

The current level of 4 applicants per position to serve on boards and commissions that do not require district representation is a significant decrease from 2002's 6.2 applicants per position. The City should continue encouraging citizens to apply for these positions through such efforts as the outreach and recruiting session held in April at the Worcester Public Library. For those boards and commissions that do require district representation, there continue to be few applicants from the central, southern and eastern areas of the city (Districts 2, 3 and 4). Districts 1 and 5, which had stronger applicant pools for these positions in 2002, were much less competitive in 2003 than they had been. Perhaps a more direct and personalized outreach effort (e.g., one in which information about open positions is presented at neighborhood meetings) could contribute to higher application rates across all areas of the City.

Since the Charter amending the method for electing City Councilors went into effect in 1987, there seems to be a long term decline in voter turnout. Is this related to a decrease from nine to six in the number of at-large councilors for whom one can vote? Is it related to the fact that many district council elections since the charter changed have been uncontested, thereby reducing interest and competion in local elections? Did the charter change have unforeseen and unintended consequences?

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. The upcoming presidential election in November 2004, however, may help us understand to what degree lower voting rates over the past couple of years in Worcester are indicative of absolute declines in voter turnout and civic engagement.

The indicators presented here do not adequately describe the total level of civic engagement in Worcester. There are other forms of involvement, such as attending neighborhood association meetings, participating in local crime watch groups, or serving on boards of local nonprofit organizations. There is evidence to suggest that involvement in these activities in Worcester is high. For example, in 2003 there were over 42 active crime watch groups organized in various areas of the city. These forms of involvement may be just as 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.

Appendix: Neighborhood Conditions Tracked by ComNET Project

ANIMALS
- Not on leash
- Threatening
- Wandering

BENCH
- Bills posted
- Graffiti
- Missing slats
- Paint peeling
- Well maintained

BUILDING
- Bills posted
- Burned out
- Graffiti
- Paint peeling
- Porch broken
- Porch missing
- Roof/chimney broken
- Siding broken
- Steps/walkways broken
- Under construction
- Unsecured
- Vacant
- Well maintained
- Walls/fences broken
- Windows boarded
- Windows broken

BUS STOP
- Bills posted
- Glass broken
- Graffiti

CATCHBASIN
- Clogged/ponding
- Grate broken
- Odors

CROSSWALK
- Faded
- Missing
- Walk signal broken
- Walk signal missing

CURB
- Broken
- Corner ramp missing
- Missing
- Not level

DUMPSTER
- Leaking
- Odors
- Overflowing

FIRE HYDRANT
- Cap missing
- Leaning
- Not cleared
- Water running

INSTITUTIONS
- Church
- College
- Community center
- Day care center
- Nursing home
- School

LAMPPOSTS
- Baseplate missing
- Baseplate open
- Bills posted
- Exposed wires
- Glass broken
- Graffiti

LITTER
- Broken glass
- Catchbasin
- Dumping
- Lawn
- Needles
- Parking lot
- Shopping cart
- Sidewalk
- Street
- Tree pit
- Vacant lot
- Wastebasket overflowing
- Yellow Bags
- Other

NEWS BOX
- Bills posted
- Blocking passage
- Graffiti

PARKING METER
- Bills posted
- Graffiti
- Leaning
- Missing

PUBLIC TELEPHONE
- Bills posted
- Exposed Wires
- Glass broken
- Graffiti
- Missing

SIDEWALK
- Dirt/sand
- Encroachment
- Graffiti
- Missing
- Ponding
- Tree pit hazard
- Tree stump
- Trip hazard
- Under construction
- Vegetation overgrown

SIGNS, STREET
- Bent
- Bills posted
- Faded
- Graffiti
- Knocked over
- Leaning
- Missing
- Obstructed
- Paint peeling

STREET
- Dirt/sand
- Patching uneven
- Ponding
- Pothole
- Under construction
- Uneven

UTILITY COVER, SIDEWALK
- Missing
- Trip hazard
- Unstable

UTILITY COVER, STREET
- Missing
- Not level
- Unstable

VEGETATION, PARKS
- Overgrown
- Tree dead
- Tree pit hazard
- Tree stump
- Well maintained

VEGETATION, PRIVATE
- Overgrown
- Tree dead
- Tree pit hazard
- Tree stump
- Well maintained

VEHICLES
- Abandoned on street
- Abandoned on property
- On sidewalk
- 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

Michael O'Brien	City Manager
Dr. James Caradonio	Worcester Public Schools
Patty Clarkson	Executive Office of Neighborhood Services
Jill Dagilis	Department of Code Enforcement
Penelope Johnson	Worcester Public Library
Donna McGrath	Executive Office of Neighborhood Services
Robert Moylan	Department of Public Works
Robert Antonelli	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
Chistos Liazos	Webster House Restaurant and Webster Square 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
Sue Swanson	Columbus Park

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