

ANNUAL REPORT

2021

Using Data
To Drive Innovation



The Research Bureau

WRRB.ORG



Where you bank matters. Your community depends on it.

Interested in learning more
about Berkshire, call:

Paul Kelly
Regional President
781-223-6141
PFKelly@berkshirebank.com



Paul Kelly

The simple decision of where you bank and how your bank deploys your money can have a big impact on your community.

With Berkshire, you are banking local while enjoying the premium service offerings the big banks provide mixed with that smaller bank attention to service. All while helping us meet our top priorities of fostering small businesses and growing the local economy.

Thank you for supporting us
for over 175 years.



CHAIR OF THE BOARD AND EXECUTIVE DIRECTOR

DEAR FRIENDS OF THE RESEARCH BUREAU:

In 2020, we saw the Greater Worcester community come together like never before, resulting in Bloomberg News ranking our city #2 in New England and #8 nationally “for a relatively strong recovery from the coronavirus recession”. In 2021, we saw that same resilience and perseverance overcome the pandemic’s many challenges, through collaborative and coordinated responses by employers, municipal government, community organizations, and residents.

As a result, The Research Bureau’s mission to conduct independent, non-partisan research and analysis of public policy issues to promote informed public debate and decision-making is more important now than ever. The Bureau works hard to discern the most pressing concerns through the leadership and commitment of our volunteer Board of Directors, valuable input from our supporters, strong community partnerships, and public requests. These relationships ensure that the Bureau’s work reflects the community, civic, and business needs of Greater Worcester.

With the pandemic still impacting those needs and new challenges emerging, the Bureau has kept pace with a research agenda that is updated on an ongoing basis. Over the last year, the Bureau has conducted objective data-based research on some of the most pressing and complex issues facing our community, most notably including transportation, broadband access, education, and civic engagement.

The Bureau’s research on fare free regional bus service continued to be cited by stakeholders and considered by the WRTA in their extensions of the temporary suspension of fare collection. The Bureau provided testimony directly to their Advisory Board, which ultimately decided to continue the fare suspension through the end of 2022, allowing time to develop a new fare policy and data collection tool. Throughout these deliberations, the Bureau’s work has been by utilized by local community groups, statewide policy organizations, and the Boston Globe, while Worcester has become a model for communities across the Commonwealth.

The Bureau has been a leading voice on broadband accessibility, which has tremendous importance both during the pandemic and for our long-term success. Following our *Broadening Broadband* report, and with the support of the City Manager, Mayor, City Council, and School Committee, the City of Worcester appointed a Municipal Broadband Taskforce to evaluate options to improve broadband access. The Research Bureau has maintained an active role on this taskforce to inform the conversation with fact-based research and data. In 2021, thanks to a great from Worcester

Together, The Research Bureau has continued its work exploring broadband internet accessibility issues in Worcester to further inform the public and policymakers on this important issue.

Public education has long been a priority of The Research Bureau, but has taken on even more importance given the pandemic’s ramifications for our students and educational system. As all can recognize, the education landscape has shifted dramatically with new needs, challenges, and opportunities since the Bureau worked on the 2018 Worcester Public Schools’ Strategic Plan with the Worcester Education Collaborative. The Research Bureau recognizes the need to remain vigilant on public education and evaluate the current strategic plan, celebrating successes where recognized and updating plans to address new or exacerbated challenges. As a result, the Bureau is working closely with the Mayor and Worcester School Committee to identify data to help inform this evaluative process.

Beyond data tracking, the Bureau is also prioritizing the ongoing transitions of administration and leadership within the Worcester Public Schools. The Bureau worked with the Worcester Education Collaborative to bring together statewide experts for a panel to provide input for the superintendent search, and is actively supporting the public process.

To serve increased civic engagement, the Bureau issued our *Breaking Down the Budget and Questions for the Candidates* reports, and continued our series of municipal election forums with the Worcester Regional Chamber of Commerce, *Worcester Telegram and Gazette*, Worcester Education Collaborative, and Mechanics Hall. In light of the lawsuit against the city on the School Committee election process and the resulting shift to district representation, the Bureau issued a Brief to provide the public with objective explanation and valuable context.

The Research Bureau will continue to hold up a magnifying glass to public transportation, internet accessibility, public education, and other pressing issues in Greater Worcester. We strive to maintain our status as the trusted voice on public policy in the Worcester region and we do so by responding to community needs with fact-based, data-driven research and analysis.

Through staff adjustments and changes from the pandemic, the Bureau has continued to maintain an active profile on some of the most complex and challenging issues facing the community. To further inform the public and provide resources on these issues, the Bureau has implemented a newsletter and integrated new data visualizations into its research, including topical, interactive data dashboards. Our Board of Directors meetings focused on the

pandemic’s impacts and recovery by featuring addresses by Worcester’s Commissioner of Health and Human Services, Dr. Mattie Castiel, on the COVID-19 Health Equity Task Force and U.S. Congressman James McGovern on the infrastructure investment package and other federal relief efforts.

None of these accomplishments would have possible without the strong and ongoing support of the Bureau’s many contributors listed in this Annual Report, including employers, philanthropies, individuals, and nonprofit institutions. While all are deserving our thanks, we want to highlight those that stepped forward to sponsor this year’s Annual Meeting so generously despite the unusual timing. Beyond our financial contributors, we want to thank those who have strengthened the Bureau’s work through their support as partners, including higher education institutions, the media, government officials, and other non-profits inside and outside Worcester. Finally, we also need to highlight and thank our insightful and dedicated Board of Directors and our Executive Committee for their tireless leadership and efforts on behalf of the Bureau through some of the most challenging times in our organization’s thirty-six years of service.

We are honored by the confidence shown by so many in the value and importance of the Worcester Regional Research Bureau’s work. As Worcester navigates the pandemic with a new population peak of 206,518, The Research Bureau pledges to continue informing and guiding the public and policymakers through the challenges and opportunities facing our region.

Sincerely,



DEBORAH PENTA
Chair of the Board



PAUL MATTHEWS
Executive Director & CEO



THE YEAR IN REVIEW

As we enter 2022, and after navigating through two years of the pandemic, we are delighted to report that The Research Bureau is stronger than ever.

With the wide range of challenges facing our community, the Bureau's fact-based research and analysis of public policy issues is serving a critical need to inform the public and decision-makers alike. Over the last year, the Bureau has continued a wide-ranging and topical research agenda - leading discussion on a host of issues confronting the Worcester region, including public health, broadband, transportation, housing, education, and civic engagement.

RECURRING REPORTS AND EVENTS

The Research Bureau has recognized hundreds of public servants throughout its history through the **Thomas S. Green Public Service Awards**. This year was an exceptional year to recognize the contributions of six unsung heroes who have dedicated their lives to serving their communities. They were honored in a ceremony featuring the Mayor of Worcester, Mayor of Fitchburg, Worcester City Manager and Worcester Superintendent of Schools. This year was especially significant, recognizing remarkable work by dedicated public employees through the COVID-19 pandemic.

Each year in **Breaking Down the Budget**, The Research Bureau provides an analysis of the City's and School Department's budgets, with this year's report highlighting the impacts of the pandemic and the City Manager's spending plan for American Rescue Plan Act funds. On the school side, the report illuminates capital expenditures in new school construction and improved HVAC systems, as well as the impact of Elementary and Secondary School Emergency Relief and Student Opportunity Act funds. Additionally, the Bureau released the latest edition to the **Worcester Almanac**, serving an especially important role this year as it captures data from pre-pandemic, creating a baseline by which to measure future impacts. This much-anticipated resource compiled data on demographics, the economy, public health, education, public safety, transportation, weather, and more, as well as appendices on Children and Greater Worcester.

With each election cycle, the Bureau publishes **Questions for the Candidates**, a collection of topical political questions and details to help voters assess the City's challenges, evaluate their own priorities and to keep candidates focused on policy issues. With the School Committee, City Council, and Mayoral elections taking place this November, the Bureau's report covered a wide range of issues, with questions on the search for a new Superintendent of Schools, police reform, tax policy, affordable housing, and other key topics. Questions for the Candidates helps educate voters on the important issues and foster greater engagement, but is only one component of the electoral process. The Bureau also held **Municipal Election Candidate Debates** with the *Worcester Telegram & Gazette*, the Worcester Regional Chamber of Commerce, and the Worcester Education Collaborative. This series of debates was hosted by Mechanics Hall and allows the public to hear directly from candidates for School Committee, District City Council, At-Large City Council and Mayor describe their goals and solutions to issues in the city. The debates were broadcast live by the *Worcester Telegram & Gazette* and WCCA, while being available online for later viewing to expand public reach and viewership. The Bureau's research was cited throughout the debate, particularly on the issues of transit and municipal broadband.

PUBLIC HEALTH

With the pandemic illustrating the importance of public health data, The Research Bureau has maintained an active role through its involvement with the Coalition for a Healthy Greater Worcester and the Community Health Improvement Plan (CHIP)'s Research and Evaluation Committee which compiles and analyzes data to measure implementation. The WRRB is also a participant in the Community Advisory Board for the UMass Chan Medical School's Prevention Research Center, which promotes health through real world community engaged research, evidence-based practice, and education. These efforts are ongoing Bureau priorities, since collecting and analyzing public health data is crucial to understanding the challenges that face our communities and creating lasting solutions.

PUBLIC SERVICES

The Bureau's emphasis on the importance of public services and infrastructure is well established. One recent iteration of this priority has been broadband accessibility and effectiveness. In 2020, the Bureau released its report **Broadening Broadband** which served as a catalyst for discussion around internet access issues. Paralleling a report recommendation, the City of Worcester formed a Municipal Broadband Taskforce, of which the Bureau is an active member, to explore options to improve internet accessibility and connectivity. In an effort to further extend the Bureau's work on internet accessibility, Worcester Together provided a grant to The Research Bureau which has enabled further exploration for an upcoming report. In addition to the local work on internet accessibility, the WRRB's work has informed other municipalities and statewide groups working on the issue. In fact, at the Governmental Research Association's annual national conference, the WRRB, GRA, and the Civic Federation, based in Chicago, IL, hosted **Broadband and the Digital Divide**, a panel of national experts moderated by the Bureau discussing internet accessibility across the country, community impacts, disparities, and solutions.

Before the pandemic, the Bureau issued a report exploring the potential benefits of a shift to fare free transportation offered by the WRTA. As the COVID-19 pandemic began, the WRTA responded with a temporary suspension of fare collection, which helped ease the financial burden on Worcester residents who rely on public transportation. A November 2020 addendum by the Bureau, **Addendum to "Implications of a Fare-Free WRTA,"** further highlighted the importance of this decision and its impact for riders and the bus system. The fare suspension has been recognized as a critical factor in the WRTA outperforming other Massachusetts transit systems, with 82% ridership recovery compared to 2019 levels, leading a Federal Transit Administration report to highlight the WRTA as one of the top 50 transit agencies serving a population under one million. As a result, the WRTA Advisory Board has extended the suspension of fares through the end of 2022 while developing updated policies and improved mechanisms to evaluate ridership. While next steps are being evaluated, the Bureau's research has been featured in the Boston Globe's columns and Ideas section and remains at the center of ongoing deliberations.

HOUSING

With Worcester's growth and success, there has been an ongoing discussion in the community and municipal government about the impact on housing and homeownership. To examine these issues through a comprehensive lens and build on prior award-winning collaborations, The Research Bureau again partnered with the *Worcester Business Journal*. While the Journal's coordinated coverage provided perspective and input from a variety of experts on housing issues, the Bureau issued a corresponding data driven report, **Achieving the American Dream**. In this comprehensive resource, the WRRB conducted a detailed analysis of homeownership and renting in Worcester, with accompanying examinations of Fitchburg, Leominster, Marlborough, and Framingham. Utilizing Home Mortgage Disclosure Act and Census data, the report provides critical insights on housing disparities in income, education, geography, and race/ethnicity, showing that home ownership is disproportionately white. These disparities have critical impacts on the community, not just because homeownership has long been viewed as a signal of achieving the American dream, but as the report documents, due to the resulting financial inequities between renting and owning a home.

EDUCATION

Education has been a long-standing priority of The Research Bureau, and in 2018 led to a collaborative effort with the Worcester Education Collaborative to partner with the Worcester Public Schools (WPS) on the development of a strategic plan for the schools, *Defining our Path*, which was adopted by the Worcester School Committee. Recognizing the dramatic changes in the educational landscape caused by COVID-19, the WRRB has continued to work to illuminate and analyze data to help inform the public and decision-makers. After a year of remote learning due to the pandemic, in the spring of 2021, the Worcester Public Schools followed state guidelines in shifting to optional hybrid schooling, then providing in-person instruction. Following these shifts, the Bureau utilized data provided by the WPS to analyze trends by geography, age, and race/ethnicity, issuing three briefs, **Hybrid Learning Opt-In Rates in WPS** and **In-person Learning Opt-in Rates in WPS for K-8 and for 9-12**. These Briefs, and accompanying online interactive dashboards for public use, showed clear patterns in the optional return to school, with students of color returning at a lower rate than white students; with younger students coming back at higher rates than their older counterparts; and with clear geographic differences across the city. The impacts of the pandemic upon education are still not fully understood, but data partnerships with the WPS and the Bureau help illuminate the issues facing our schools and our students.

In addition to these publications, The Research Bureau hosted two forums specifically devoted to ongoing challenges facing the Worcester Public Schools. On March 22, four expert panelists shared insight on the impacts of the pandemic on student learning, performance, and well-being at **Learning from the Pandemic: Lessons from State & National Perspectives**. They offered their thoughts & recommendations on short-term and long-term issues that face our students and educational systems. Additionally, on

December 1, the Bureau and the Worcester Education Collaborative hosted **Searching for Excellence: Considerations for the Worcester Public Schools Superintendent Search**, a timely and informative conversation with outside education experts on the challenges and opportunities facing leaders of urban districts and the skills needed for success. To further support the Superintendent search process, the Bureau worked with WEC to release a summary of the panelists' points, while calling on the community to participate in the engagement sessions being conducted to inform the search process with direct input from parents, students, and other stakeholders. Both of these forums illuminated key educational issues, provided context and explanation, and expert recommendations for paths forward, while continuing to inform public discussion as videos on the Bureau's website.

CIVIC ENGAGEMENT

As the second largest city in New England with innovative municipal practices, Worcester officials have created a range of districts and zones for more targeted policy-making. **Worcester's Zones, Districts, and Overlays**, a March 2021 report details fourteen geographic areas that have been designated for particular focus by city government. These areas range from the water resource protection district to areas with targeted revenue sources and to designations such as the Salisbury Cultural District. This report helps Worcester residents better understand their city and how it is being governed, with a particular emphasis on the impacts of these districts for property owners and residents.

Building on this idea, The Research Bureau created a virtual escape room titled **Escape from Worcester City Hall**, as part of Jane Jacobs in the Woo Week. Like a conventional escape room, the activity required people to solve puzzles in order to "escape", but the puzzles were centered around knowledge of Worcester, teaching puzzlers about local city government. While coordinating a game is not conventional for the Bureau, it was a fun opportunity to inform, educate, and engage with the public while building excitement around local public policy.

With Worcester facing a lawsuit on the School Committee election process and an ensuing decision to move to district-based representation, the Bureau issued **Changing the Worcester School Committee to District Representation**. This Brief provided an explanation of the situation, history on the discussion within Worcester, and context on other similar changes to district representation in other Massachusetts Gateway Cities.

Beyond these reports to encourage strengthened engagement on some of the most pressing issues facing Greater Worcester, the Bureau has adopted new means of informing the public and serving the community. A periodic electronic newsletter was launched, technology and data reporting ability were updated, public nominations of research topics are actively considered, and when possible, interactive data visualizations is incorporated into research releases. Thanks to PENTA Communications, The Research Bureau was able to easily shift into a virtual world and our website has been revamped to improve functionality, allowing for greater engagement with a searchable archive and new features in a streamlined modern design.

REPORTS AND BRIEFS

SINCE OUR LAST
ANNUAL REPORT,

THE RESEARCH BUREAU PREPARED THE FOLLOWING REPORTS AND BRIEFS:

▪ **Worcester's Zones, Districts, & Overlays: A Guide to the City's Government-Designated Geographic Areas**

This report catalogues many of Worcester's official zones, districts, overlays and areas. Where available, information is taken from the City of Worcester's Geographic Information System department. The intention is for those interested in Worcester to gain a better understanding of the underlying map that governs the structure and function of the world around them.

▪ **Bureau Brief – Hybrid Learning Opt-In Rates in Worcester Public Schools**

On March 29, Worcester Public Schools (WPS) resumed offering in-person learning under a "hybrid" model, where students will come into classrooms in two-day per week shifts ("cohorts"), continuing with remote learning on days they are not physically in school. This brief lays out who is choosing to go back to in-person learning and who is staying virtual at this major turning point for WPS.

▪ **Bureau Brief – In-person Learning Opt-In Rates in Worcester Public Schools**

On May 3, Worcester Public Schools (WPS) resumed offering full in-person learning for all grades up to grade 8. Families can opt-in to in-person learning or can choose to remain with remote learning. This brief lays out who is choosing to go back to in-person learning and who is staying virtual as both the Commonwealth of Massachusetts and the Worcester Public Schools district increasingly return to in-person learning.

▪ **Bureau Brief – High School In-person Learning Opt-In Rates in Worcester Public Schools**

On May 17, 2021, Worcester Public Schools (WPS) resumed offering full in-person learning for grades 9-12. This brief lays out who is choosing to go back to in-person learning for high school grades and who is staying virtual as both the Commonwealth of Massachusetts and the Worcester Public Schools district increasingly return to in-person learning.

▪ **Achieving the American Dream: Disparities in Worcester Homeownership**

The American Dream is a nebulous concept—success looks like different things to different people. But one relative constant is the concept of homeownership. This report uses Home Mortgage Disclosure Act (HMDA) data in combination with U.S. Census Bureau statistics and other sources to paint a picture of Worcester and other Central Massachusetts communities through the lens of homeownership.

▪ **Breaking Down the Budget: City of Worcester & Worcester Public Schools for Fiscal Year 2022**

Each year on July 1, Massachusetts cities and towns must implement a new budget. The City of Worcester's Fiscal Year 2022 (FY22) budget took effect on July 1, 2021. Municipal budgets must balance—expenditures cannot exceed revenues. The budget process forces municipalities to confront the challenge of fixed costs, like debt service and pensions, while deciding among priorities like education, public safety, economic development, and public services.

▪ **Questions for the 2021 Candidates for City Council and School Committee in Worcester**

This publication is intended to provide candidates and residents in Worcester with questions for consideration on key topics impacting the community and government.

▪ **Bureau Brief - Changing the Worcester School Committee to District Representation**

Currently, the City of Worcester's municipal Charter calls for the School Committee to be composed of "the mayor, who shall chair the committee and six members elected at-large." In response to a lawsuit, the City of Worcester is evaluating three different structures for the School Committee in order to select one that would utilize district-based representation in replacing the current six At-Large seats.

▪ **Worcester Almanac: 2021**

The seventh annual Worcester Almanac, our compendium of information on all things Greater Worcester, provides government officials, residents, businesses, and institutions an easy-to-use source for current and trend data on a range of civic concerns.

Special Thanks to UniBank

FORUMS AND EVENTS

SINCE OUR LAST
ANNUAL REPORT,

THE RESEARCH BUREAU PREPARED THE FOLLOWING FORUMS AND EVENTS:

35th Annual Meeting featuring Dr. Rosabeth Moss Kanter,
Harvard Business School

**Learning from the Pandemic: Lessons from State & National
Perspectives**

Jane Week Activity: Escape from City Hall

**Broadband and the Digital Divide at the Governmental
Research Association's National Conference**

2021 Thomas S. Green Public Service Awards

2021 Municipal Election Candidate Debates

- At-Large Council
- School Committee
- Contested District Council
- Mayoral


**Searching for Excellence: Considerations for the
Worcester Public Schools Superintendent Search**



2021 THOMAS S. GREEN
PUBLIC SERVICE AWARDS



2021 MUNICIPAL ELECTION
CANDIDATE DEBATES



Searching for Excellence

**Considerations for the Worcester Public Schools
Superintendent Search**
Wednesday, December 1st at 4 PM via Zoom

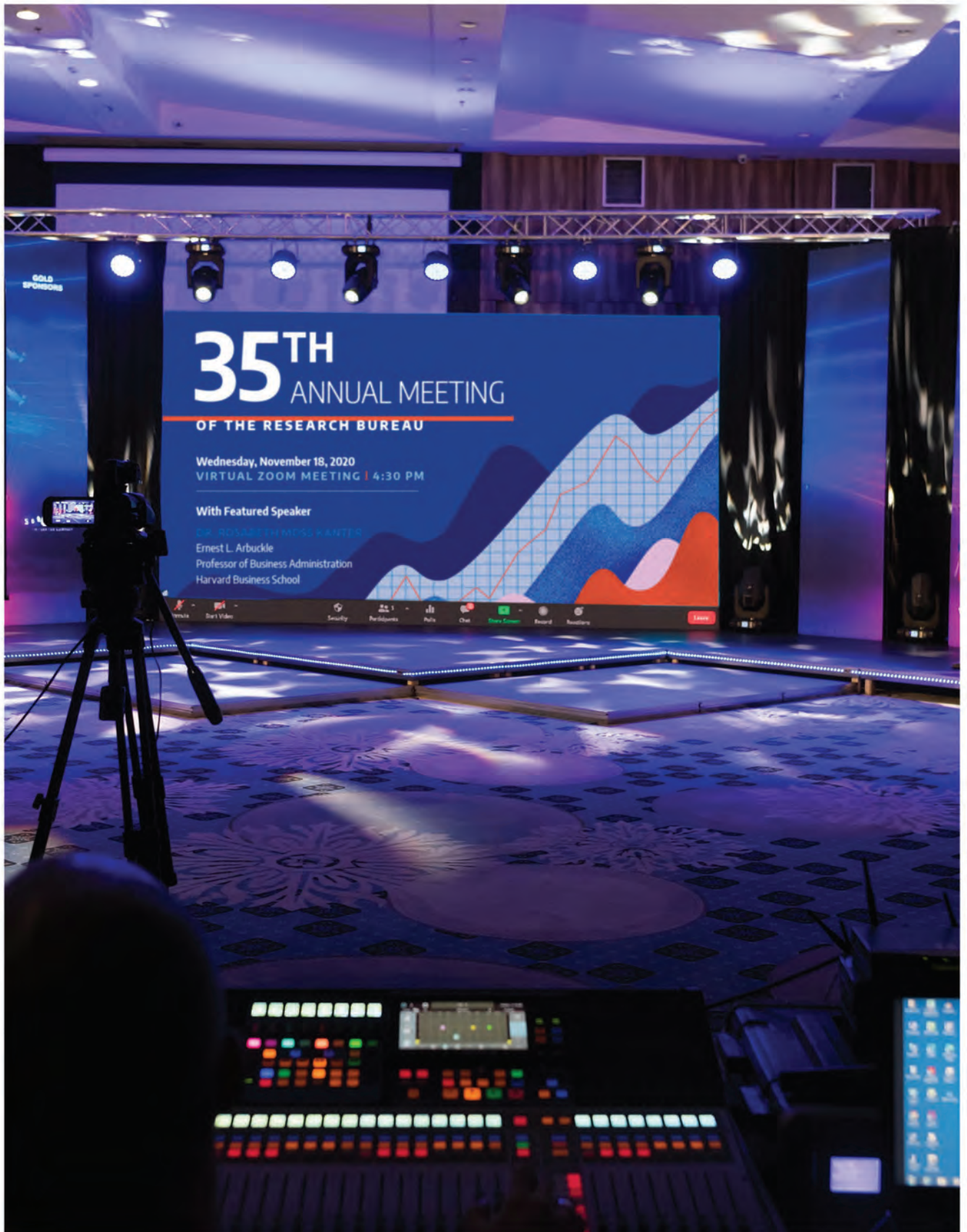
A presentation and conversation with:
Karin Chenoweth, The Education Trust
Keri Rodrigues, Massachusetts Parents United
Glenn Koocher, Massachusetts Association of School Committees
Paul Reville, Harvard Graduate School of Education and former
Massachusetts Secretary of Education

About this event
A timely and informative conversation with
education leaders on the challenges and
opportunities facing leaders of urban districts
and the skills and qualities needed for success.
Hosted by The Research Bureau and Worcester
Education Collaborative

The Research Bureau
Worcester
Education
Collaborative

Free to register on Eventbrite: <https://bit.ly/WPSSuperintendentSearch>

WORCESTER PUBLIC SCHOOLS
SUPERINTENDENT SEARCH



BOARD OF DIRECTORS MEETINGS



APRIL 9, 2021
BOARD MEETING VIA ZOOM

Guest Speaker:
Dr. Matilde Castiel

Commissioner of Health & Human Services
for the City of Worcester



OCTOBER 13, 2021
**BOARD MEETING AT THE BEECHWOOD
HOTEL**

Guest Speaker:
Congressman James McGovern

United States House of Representatives
for Massachusetts' 2nd Congressional District
Chairman, House Committee on Rules

ANNUAL MEETING SPEAKERS

- 2021** **DR. LAURIE LESHIN**, President,
Worcester Polytechnic Institute
- 2020** **DR. ROSABETH MOSS KANTER**,
Ernest L. Arbuckle Professor of Business
Administration, Harvard Business School
- 2019** **DR. FRANCIS COLLINS**, Director,
National Institutes of Health (NIH)
- 2018** **DR. KERRY HEALEY**, President,
Babson College, and
former Lieutenant Governor
- 2017** **JAMES A. PEYSER**, Secretary of Education,
Commonwealth of Massachusetts
- 2016** **JOHN H. SUNUNU**, Former Governor,
State of New Hampshire, and
White House Chief of Staff
- 2015** **JONATHAN KRAFT**, President,
The Kraft Group
- 2014** **JAY ASH**, City Manager of Chelsea
BERNARD F. LYNCH, Founder,
Community Paradigm Associates, LLC
MICHAEL V. O'BRIEN, Executive Vice President,
Winn Development
- 2013** **EDWARD GLAESER**, Fred and Eleanor Glimp
Professor of Economics, Harvard University
- 2012** **ERIC S. ROSENGREN**, President & CEO,
Federal Reserve Bank of Boston
- 2011** **SENATOR SCOTT BROWN**
- 2010** **LISA A. MANCINI**, Senior Vice President,
CSX Corporation
- 2009** **AMITY SHLAES**, Bloomberg News Columnist,
Political Economist
- 2008** **JOHN W. ROWE**, Chairman, President & CEO,
Exelon Corporation
- 2007** **DR. THOMAS PAYZANT**, former Superintendent
of the Boston Public Schools and senior lecturer
at the Harvard Graduate School of Education
- 2006** **DR. DAVID DRISCOLL**, Commissioner of Education,
Commonwealth of Massachusetts
- 2005** **TAMAR JACOBY**, Author and Senior Fellow
at the Manhattan Institute
- 2004** **JOHN GANNON**, Staff Director,
U.S. House of Representatives,
Select Committee on Homeland Security
- 2003** **GOVERNOR MITT ROMNEY**,
Commonwealth of Massachusetts
- 2002** **FRED SIEGEL**, Professor of History,
The Cooper Union for the Advancement of
Science and Art, New York City, and Senior
Fellow, Progressive Policy Institute
- 2001** **HEATHER MACDONALD**, Senior Fellow,
The Manhattan Institute
- 2000** **REV. DR. FLOYD H. FLAKE**, Senior Pastor,
Allen African Methodist Episcopal Church
and former U.S. Representative to Congress
- 1999** **HOWARD HUSOCK**, Director of Case Studies
in Public Policy and Management, Kennedy
School, Harvard University
- 1998** **MYRON MAGNET**, Editor, City Journal
- 1997** **THOMAS BIRMINGHAM**, Senate President,
Commonwealth of Massachusetts
- 1996** **GLENN C. LOURY**, Professor of Economics,
Boston University
- 1995** **PETER HARKNESS**, Editor and Publisher of
Governing
- 1994** **JAMES Q. WILSON**, Author and Professor of
Political Science, UCLA
- 1993** **ROBERT POOLE**, President, Reason Foundation
- 1992** **WILLIAM HUDNUT**, former Mayor of Indianapolis
- 1991** **DAVID P. FORSBERG**, Secretary,
Executive Office of Health and Human Services,
Commonwealth of Massachusetts
- 1990** **BRUCE CARNES**, Director of Budget Planning,
Office of National Drug Control Policy
- 1989** **EDWARD J. LOGUE**, CEO,
Logue Boston, former Director of the Boston
Redevelopment Authority
- 1988** **RAYMOND FLYNN**, Mayor of Boston
- 1987** **WILLIAM BULGER**, Senate President,
Commonwealth of Massachusetts
- 1986** **IRA JACKSON**, Commissioner,
Department of Revenue,
Commonwealth of Massachusetts

THOMAS S. GREEN PUBLIC SERVICE AWARDS

EACH YEAR, THE RESEARCH BUREAU RECOGNIZES THE “UNSUNG HEROES” in municipal government who are committed to making Worcester and nearby communities better places to live and work. The 2021 Thomas S. Green Public Service Awards were held on September 15, 2021 at the Worcester Historical Museum.

YAFFA FAIN

Worcester Cultural
Development
Division



**CHERISA
HERNANDEZ**

Worcester Public
Schools



EFFY LARKIN

Worcester Human Resources



THE 2021 THOMAS S. GREEN PUBLIC SERVICE AWARD RECIPIENTS

LT. JEFFREY HOWE

Fitchburg Police
Department



EDGAR LUNA

Worcester Executive
Office of Economic
Development



**CPT. WILLIAM
MOSLEY**

Worcester Fire
Department



SPONSORS

Country Bank • Beals & Thomas • Lamoureux Pagano Associates/Architects • WinnCompanies

THE RESEARCH BUREAU OFFICERS, EXECUTIVE COMMITTEE, BOARD OF DIRECTORS, & STAFF

OFFICERS

CHAIR OF THE BOARD

Deborah Penta

VICE CHAIR

Francis Madigan, III

TREASURER

George W. Tetler III, Esq.

VP FOR FINANCE

Richard F. Powell, CPA

ASSISTANT CLERK

Michael Mulrain

CLERK

Demitrios M. Moschos, Esq.

EXECUTIVE COMMITTEE MEMBERS

Abraham W. Haddad, D.M.D.

Todd Rodman, Esq.

Eric K. Torkornoo

Paul Kelly

John J. Spillane, Esq.

Janice B. Yost, Ed.D.

STAFF

EXECUTIVE DIRECTOR & CEO

Paul F. Matthews

DIRECTOR OF PROGRAMS & OPERATIONS

Eric R. Kneeland

RESEARCH ASSOCIATES

Patrick Duffy

Thomas J. Quinn

BOARD OF DIRECTORS

Kola Akindele, JD

Christine Dominick

Karen E. Ludington, Esq.

John Pranckevicius

Peter Alden

Donald Doyle

Barry Maloney

Paul Provost

Michael P. Angelini, Esq.

Sandra L. Dunn

Edward F. Manzi, Jr.

David Przesiek

Stephen Aryitey

Susan West Engelkemeyer, Ph.D.

Mary Jo Marión

Gail Radcliffe, Ph.D.

Joyce Augustus

Patty Eppinger

Samantha McDonald, Esq.

Marcy Reed

Janet Birbara

Aleta Fazzone

Neil D. McDonough

Mary Lou Retelle

Celia Blue

Mitchell Feldman

Kate McEvoy

Joseph Salois

Edward S. Borden

Allen W. Fletcher

Thomas McGregor

Paul Scully

Philip L. Boroughs, S.J.

David Fort

Joseph McManus

J. Robert Seder, Esq.

Roberta L. Brien

Michael J. Garand

Martin D. McNamara

Katherine Sharry

Scott Casper

Tim Garvin

Satya Mitra, Ph.D.

Philip O. Shwachman

Christine Cassidy

J. Michael Grenon

Robert J. Morton

Troy Siebels

Francesco C. Cesareo, Ph.D.

Jennifer Hylton, Psy.D.

Timothy Murray, Esq.

Michael Sleeper

Chris Coghlin

Kurt Isaacson

Michael V. O'Brien

Peter R. Stanton

J. Christopher Collins, Esq.

Will Kelleher

James D. O'Brien, Jr., Esq.

John C. Stowe

Michael Crawford

Dennis Kerrigan

Andrew B. O'Donnell, Esq.

Peter Sullivan

Nancy P. Crimmin, Ed.D.

Stephen Knox

Lisa Olson, Ph.D.

Joseph P. Sullivan, Esq.

Kathryn Crockett

Geoff Kramer

Deborah Packard

Polly A. Tatum, Esq.

David Crouch

Karen M. Lafond, Esq.

Anthony Pasquale

Ann K. Tripp

Ellen Cummings

Ralph Lambalot

Luis Pedraja, Ph.D.

Bogdan Vernescu

James Curran

Cheryl Lapriore

Lisa Perrin

Jon Weaver

Jill Dagilis

Jim Leary

Sherri Pitcher

Michael Welch

Andrew Davis

Joshua Lee Smith

Christopher M. Powers

FOUNDATIONS & CORPORATIONS

FOUNDATIONS

George I. Alden Trust
Ruth H. and Warren A. Ellsworth Foundation
Esler Family Foundation
The Fletcher Foundation
The George F. and Sybil H. Fuller Foundation
Greater Worcester Community Foundation

The Health Foundation of Central
Massachusetts
Hoche-Scofield Foundation
Mildred H. McEvoy Foundation
The Stoddard Charitable Trust
Wyman-Gordon Foundation

CORPORATIONS

RESEARCH ASSISTANT

Atlas Distributing, Inc.
Avidia Bank
Beals & Thomas
CAC of Worcester
Clark University
Coghlin Companies
Coghlin Electrical Contractors
Columbia Tech
The Eppinger Family
First American Realty, Inc.
Grasseschi Plumbing
Howard Stein Hudson
Imperial Distributors
Kinefac Corporation
Lauring Construction, Inc.
Massport
Matrix Design Group
MCPHS University
Mercantile Center
North Pointe Wealth Management
Osterman Propane
Peterson Oil Service
Radcliffe Consulting
Risk Strategies Company
Rollstone Bank & Trust
VHB
TEC
Worcester Academy
Worcester Business Journal

Worcester Credit Union
Worcester Railers
Worcester Restaurant Group
Worcester State University

RESEARCH ASSOCIATE

Anna Maria College
Assumption University
bankHometown
Carruth Capital
Cornerstone Bank
DCU Center
Grimes & Company
The Guru Tax & Financial Services
The Health Foundation of Central
Massachusetts
College of the Holy Cross
Kelleher & Sadowsky
Lutco, Inc.
Mirick O'Connell Attorneys at Law
O'Connell Development Group, Inc.
Phoenix Communications
Quinsigamond Community College
Reliant Medical Group
Saint Gobain
SederLaw
Table Talk Pies, Inc.
UMass Memorial Health
Webster Five

CORPORATIONS & INDIVIDUALS

CORPORATIONS (continued)

RESEARCH PROFESSOR

BayState Savings Bank
Bowditch & Dewey
Fidelity Bank
Fletcher Tilton, PC Attorneys at law
FLEXcon
F.W. Madigan Company, Inc.
Interstate Specialty Products
Lamoureux Pagano
Associates/Architects
Spectrum Health Systems, Inc.
Telegram & Gazette
WinnCompanies

DOCTOR OF RESEARCH

Kurlan & Associates, Inc.
MassDevelopment
National Grid
People's United Bank
Rockland Trust
UMass Chan Medical School

ENDOWED CHAIR

AbbVie
Berkshire Bank
Country Bank
Fallon Health
Greenberg, Rosenblatt, Kull &
Bitsoli, P.C.
The Hanover Insurance Group
PENTA Communications, Inc.
Polar Beverages
Rand-Whitney
TD Bank
UniBank

INDIVIDUALS

Kola Akindele, JD
Peter Alden
Michael Angelini, Esq.
Joyce Augustus
Janet Birbara
Celia Blue
Edward Borden
Roberta Brien
Frank Callahan
Christine Cassidy
Francesco Cesareo, Ph.D.
Christopher Coghlin
J. Christopher Collins, Esq.
Michael Crawford
Kathryn Crockett
James Curran
Jill Dagilis
Christine Dominick
Donald Doyle
Patty Eppinger
Allen Fletcher
Tim Garvin
J. Michael Grenon
Abraham Haddad, D.M.D.

Jennifer Hylton, Psy.D.
Kurt Isaacson
Will Kelleher
Paul Kelly
Dennis Kerrigan
Stephen Knox
Karen Lafond, Esq.
Ralph Lambalot
Cheryl Lapriore
James Leary
Francis Madigan, III
Barry Maloney
Edward Manzi, Jr.
Samantha McDonald, Esq.
Satya Mitra, Ph.D.
Robert Morton
Demitrios Moschos, Esq.
Michael Mulrain
Timothy Murray
James O'Brien, Jr., Esq.
Andrew O'Donnell, Esq.
Deborah Packard
Anthony Pasquale
Luis Pedraja, Ph.D.

Deborah Penta
Sherri Pitcher
Richard Powell, CPA
John Prancevicius
Gail Radcliffe, Ph.D.
Mary Lou Retelle
Todd Rodman, Esq.
Joe Salois
Paul Scully
J. Robert Seder, Esq.
Kate Sharry
Philip Shwachman
Troy Siebels
Michael Sleeper
Joshua Lee Smith, Esq.
John Spillane, Esq.
Peter Stanton
John Stowe
Joseph Sullivan, Esq.
George Tetler, III, Esq.
Eric Torkornoo
Bogdan Vernescu, Ph.D.
Jon Weaver
Janice Yost, Ed.D.

IN-KIND GIFTS/SERVICES & THOMAS S. GREEN AWARD SPONSORS

IN-KIND GIFTS/SERVICES

Assumption University	Sharfmans Jewelers
Beechwood Hotel	<i>Telegram & Gazette</i>
Berkshire Bank	Worcester Art Museum
Bowditch & Dewey Attorneys	Worcester Bravehearts
DCU Center	Worcester Business Journal
EcoTarium	Worcester Historical Museum
Greenberg, Rosenblatt, Kull & Bitsoli, P.C.	Worcester Railers
Mechanics Hall	Worcester Red Sox
North Pointe Wealth Management	Worcester Restaurant Group
PENTA Communications, Inc.	

THOMAS S. GREEN PUBLIC SERVICE AWARDS SPONSORS

Beals & Thomas	<i>Telegram & Gazette</i>
Beechwood Hotel	WinnCompanies
Country Bank	Worcester Art Museum
DCU Center	Worcester Bravehearts
EcoTarium	Worcester Historical Museum
Lamoureux Pagano Associates Architects	Worcester Railers
Mechanics Hall	Worcester Red Sox
Sharfmans Jewelers	Worcester Restaurant Group

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

SPONSORS

PRESENTING SPONSOR



SPEAKER SPONSOR



LEADERSHIP SPONSORS



SUPPORTING SPONSORS



RESEARCH ASSOCIATE



RESEARCH ASSISTANT

Anna Maria College
bankHometown
BayState Savings Bank
Carruth Capital
Coghlin Companies
Cornerstone Bank
The Eppinger Family

Fidelity Bank
Fletcher Tilton PC
Attorneys at law
J. Michael Grenon – Grimes
& Company
The Guru Tax & Financial
Services
Interstate Specialty Products

Kelleher & Sadowsky Associates
Lamoureux Pagano
Associates/Architects
Matrix Design Group
Mirick O'Connell
Mountain, Dearborn, & Whiting
North Pointe Wealth Management

People's United Bank
Reliant Medical Group
SederLaw
Spectrum Health Systems, Inc.
UMass Memorial Health
VHB
Webster Five

PARTNERS IN RESEARCH & SUSTAINABILITY

Assumption University
Atlas Distributing, Inc.
Avidia Bank
Clark University
Coghlin Electrical Contractors
Howard Stein Hudson
Imperial Distributors
Lutco, Inc.

Massport
Mercantile Center
Quinsigamond Community
College
Risk Strategies Company
TEC
Worcester Credit Union
Worcester Railers

MEDIA SPONSOR



HOST SPONSOR



MARKETING STRATEGIES GROUNDED IN DATA



 **PENTA**TM
pentamarketing.com

Voted Best Advertising Agency / Best Web Design Firm / Best Woman-Owned Business – *WBJ*
Recipient of the Public/Private Partnership Award – *WEDC*

THE PENTA BUILDING / 208 TURNPIKE ROAD
WESTBOROUGH, MA 01581 / 508.616.9900



Greenberg, Rosenblatt,
Kull & Bitsoli, P.C.
CERTIFIED PUBLIC ACCOUNTANTS
WORCESTER, MASSACHUSETTS

Trusted Advisors Since 1956.

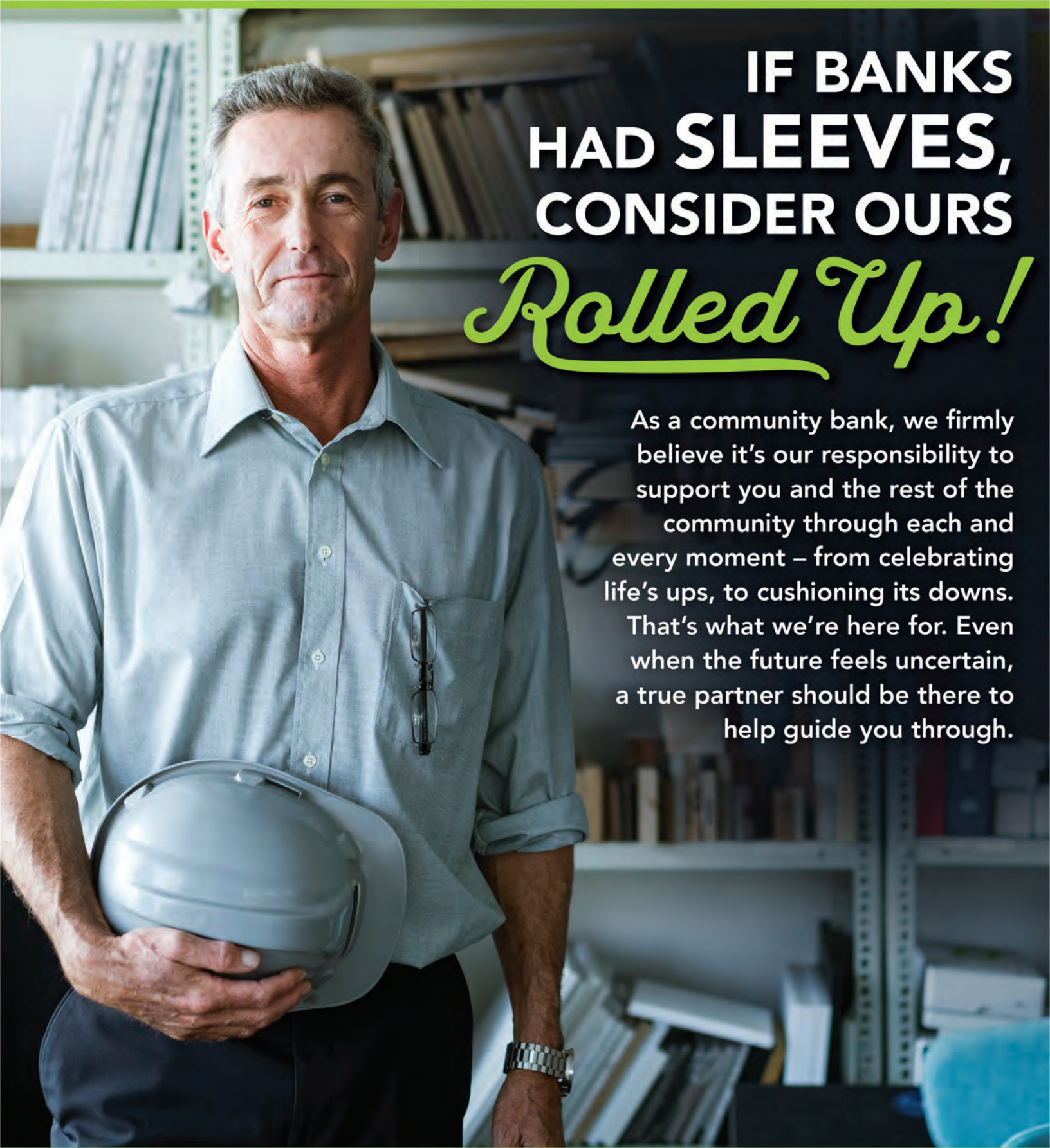


At GRKB, we recognize that accounting goes beyond the numbers. We strive to develop relationships and gain an understanding of the business and personal goals of our clients.

Our professionals invest the time necessary to understand your business or personal situation, and try to anticipate your needs as part of our effort to provide valuable and timely service.

Trust GRKB for all your accounting, tax and advisory needs.

306 Main Street | Suite 400
Worcester, MA 01608
508.791.0901 | www.grkb.com



**IF BANKS
HAD SLEEVES,
CONSIDER OURS**

Rolled Up!

As a community bank, we firmly believe it's our responsibility to support you and the rest of the community through each and every moment – from celebrating life's ups, to cushioning its downs. That's what we're here for. Even when the future feels uncertain, a true partner should be there to help guide you through.





abbvie

We're a global biopharmaceutical company fighting the world's toughest health challenges. We're determined to rise to extraordinary challenges with innovative science and we won't stop until we find the answer.

It takes all of us to turn possibilities into medicine that reaches millions. So we partner with governments, academic institutions, scientific and advocacy groups to make it happen. Because making a remarkable impact on people's lives is our purpose and passion.

See how at
abbvie.com

Innovation
united by
a common
purpose

People. Passion.
Possibilities.®



The Research Bureau

390 Main Street, Suite 208 | Worcester, MA 01608
508.799.7169 | www.wrrb.org

Nonprofit Org
US Postage
PAID
Worcester MA
Permit No 2

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

ANNUAL REPORT

2021

Using Data

To Drive Innovation

WRRB.ORG