



The Research Bureau

ANNUAL REPORT

2022

wrrb.org



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Rev. 10/22

CHAIR OF THE BOARD AND EXECUTIVE DIRECTOR

TOWARDS A BRIGHTER FUTURE

Thank you to all who contributed to the Bureau's success over the last year!

Since the Worcester Regional Research Bureau was founded in 1985 by a group of visionary leaders, we have worked towards a brighter future for Greater Worcester. Over the last year, we are proud to report that the Bureau has built on our long tradition of contributing thought-provoking research and analysis on some of the most pressing issues impacting Greater Worcester's continued prosperity.

As detailed elsewhere in this report, our research has provided objective data-driven analysis on a wide range of issues, including municipal finance and administration; transit; school finance, governing, and planning; residential rents and inclusionary zoning; broadband access; food security; and the Community Preservation Act. All of this work advances the Bureau's mission to conduct independent, non-partisan research and analysis of public policy issues to promote informed public debate and decision-making, while utilizing new innovative tools.

These new tools are advanced online data visualizations that complement and expand upon the Bureau's traditional approach of formal reports, providing policymakers and stakeholders with the means to directly view and interact with the data utilized to write those reports. These online resources are varied and enabled the Bureau the unprecedented opportunity to provide individualized information to members of the public, such as:

- Comparing residential rents and the cost burdens to renters against other cities in Massachusetts, as well as to comparable metros outside the Commonwealth
- Making available for the first time Worcester's 1930's redlining map from the Federal Home Owners Loan Corporation, which categorized neighborhoods by race and ethnicity in evaluating financial lending decisions, and analyzing those neighborhoods' current demographic and housing data
- Showing new School Committee districts relative to City Council districts, wards and precincts, quadrants, school facilities, voting locations, and other key factors
- Mapping of food security data in Worcester and Worcester County to illuminate food access, use of the Supplemental Nutrition Assistance Program, food resources, and demographics
- Analyzing the revenue and expenses for the Worcester Public Schools' budget over the last five years, not just systemwide, but also by individual school
- Providing an online calculator so residential and commercial property owners in Worcester could see how Community Preservation Act adoption would impact their property taxes

- Breaking down how other Gateway Cities that have adopted the Community Preservation Act have used those funds
- Examining broadband access and speeds, not just in Worcester county, but in context compared to other areas of the Commonwealth

This innovative work is available for all to use on the Bureau website, thanks to our small but highly committed and skilled staff, and is having an impact in Worcester and beyond. Due to the Bureau's credibility and high quality of work as an objective data-driven research organization, we have been asked to provide expertise by serving in an advisory capacity for a wide range of public initiatives. Locally, these include Worcester's Municipal Broadband Taskforce, School Safety Taskforce, and the Economic Opportunity Working Group for the Worcester Now | Next Citywide Plan. Regionally, the Bureau is serving on the Central Massachusetts Regional Planning Commission's Technical Advisory Committee for their Imagine2050 initiative to develop a comprehensive regional plan. On a state level, the Bureau has been invited to provide a voice for Central Massachusetts by serving on the Massachusetts Broadband and Digital Equity Working Group.

The quality of the Bureau's innovative work is regularly cited by local and statewide media, as well as recognized by our peer research organizations. The Bureau's previous report on homeownership was a collaboration with the Worcester Business Journal that earned a first-place award from the New England Newspaper and Press Association, and the Bureau's food security research won first place in Northeastern University's GIS Day 2022 Story Map and Poster Competition. In their statewide report on digital equity, MassINC and the Massachusetts Competitive Partnership recognized the Bureau's research on broadband access has instigated change.

None of these accomplishments would have been achieved without the support and leadership of so many in the Greater Worcester community. Thank you to all who make the Bureau's work possible, particularly those of you who provide critical resources and funding to enable our examination of the issues facing Greater Worcester. Simply put, the Bureau's operations depend upon the financial support of the employers, institutions, individuals, and philanthropies that are thanked at the end of this report.

Beyond financial resources, we also need to thank the Bureau's many in-kind supporters and partners. Given our small staff, the Bureau has benefited from formal partnerships with institutions such as the Worcester Telegram and Gazette, Worcester Business Journal, MassLive, Worcester Education Collaborative, and Preservation Worcester, as well as collaborations with community organizations, regional and

statewide groups, and higher education. Our research depends on transparency and data from governmental agencies on all levels, and has benefitted from discussions with municipal government, the schools, representatives of the Baker-Polito Administration, elected officials, and other public agencies and professional staff.

From the Bureau's beginning thirty-seven years ago, we have benefitted from countless hours of leadership by committed individuals from business, higher education, non-profits, and community organizations who serve on our Board of Directors and Executive Committee. Their perspective and input are critical in identifying and evaluating policy challenges, and guiding the Bureau's work serving the needs of Greater Worcester.

As the needs and challenges facing the region continue to change, so too are the public officials leading governmental responses to these issues. Worcester has a new City Manager, a new Superintendent of Schools and a new district structure for the School Committee, while Governor Maura Healey and Lieutenant Governor Kim Driscoll are providing new statewide leadership to the Commonwealth. With these changes comes new importance and attention to the Bureau's objective research and analysis of issues impacting the continued prosperity of Central Massachusetts.

Over the year ahead, the Bureau will continue to provide crucial continuity and insights on a wide range of policy challenges to guide policymakers, while developing innovative data analysis tools that benefit the public and stakeholders. Thanks to the support of so many, the Bureau will continue to work towards a brighter future for all of Greater Worcester!

Sincerely,



FRANCIS W. MADIGAN, III

Chair of the Board



PAUL F. MATTHEWS

Executive Director & CEO



THE YEAR IN REVIEW

The Worcester Regional Research Bureau has been a trusted source for data-based research and analysis of public policy issues in the region since 1985. Now more so than ever, Worcester is at a significant point in its history, with more than 206,000 residents and a new City Manager and School Superintendent. The Research Bureau will continue its critical work of providing continuity through our objective research and guidance to our municipal, educational, business, and community leaders toward a brighter future. This is evident through this past year of research and initiatives covering education, housing, public health, public administration, public services, and more.

RECURRING REPORTS AND EVENTS

The Research Bureau added five remarkable public employees to the illustrious list of public servants honored with the the **Thomas S. Green Public Service Award**. This year's recipients represented Worcester Department of Administration & Finance, Green Hill Municipal Golf Course, Worcester Public Schools, Central Massachusetts Regional Planning Commission, and the Worcester Public Library. These unsung heroes embody the ideals of this award, exceptionalism, enthusiasm, and dedication to one's community.

In this year's edition of **Breaking Down the Budget**, the Bureau provided a broad analysis of the City and School Department Budgets for FY23. Of significant note this year on the City-side was the establishment of a new Department of Transportation and Mobility and the first annual contribution into the Ballpark District Improvement Financing Reserve Fund. This is the vehicle for capturing tax revenues, like incremental property tax and Meals and Use taxes within the ballpark district, to pay for the construction of Polar Park. In addition, the City has begun to distribute the remaining \$146.6 million in ARPA funds from the Federal COVID-19 relief efforts. The School Department is working with an unprecedentedly high budget in FY23, thanks to remaining Federal COVID grants and the second-year phase in of the Student Opportunity Act. This year, Worcester Public Schools transitioned to fully district-operated student transportation, purchasing 165 school buses using Federal relief funds. The City and the District continue to fund much needed building maintenance and repairs, while the District continues to use its Federal grants to forward-fund initiatives under the Student Opportunity Act.

The Research Bureau released the eighth edition of the **Worcester Almanac**. This much-anticipated resource has provided critical data and insights to business, higher education, municipalities, school systems, and the general public. It compiles data on demographics, the economy, public health, education, public safety, transportation, weather, and more, as well as appendices on Children and Greater Worcester. It has been requested and cited by countless individuals in the region and would not be possible without the generous sponsorship of UniBank.

Another mainstay of the Bureau's portfolio has returned after a brief pandemic-hiatus. In conjunction with Preservation Worcester's Jane Jacobs in the Woo Week, The Research Bureau and MassLive partnered on **Buck Bus**, a Worcester trivia gameshow hosted on a Worcester Regional Transit Authority (WRTA) bus. This year's contestants were bus riders, Councilor Etel Haxhijaj and Chair of the WRTA Advisory Board Gary Rosen. This video presents opportunities to highlight the WRTA and its fare-free status, while celebrating Worcester trivia and bringing

awareness to Jane Jacobs in the Woo Week, a celebration of urban planning and community development.

EDUCATION

The Research Bureau's education work is extensive and has been a long-standing priority of the organization, with education being the number 1 priority of our Board of Directors survey. This year, with a grant from the Worcester Education Collaborative through funding from the Barr Foundation, The Research Bureau issued a three-part series of education reports, The Excellence Series, covering finance, governance, and strategic planning. In conjunction with these reports, the Bureau partnered with the Worcester Education Collaborative on accompanying podcasts covering each of these topics in order to further engage and disseminate our findings to the community.

Recognizing a need for a more publicly accessible version of the Worcester Public Schools' finances, The Research Bureau issued **Investing in Excellence**, a primer for the FY23 budget, as the first report in The Excellence Series. Investing in Excellence provided a concise breakdown of FY23 expenses and revenues and included details on other important areas of this year's budget, including the purchase of school buses using ESSER funds. Most significantly, Investing in Excellence was paired with an interactive, online dashboard allowing any viewer to compare the last five years of Worcester Public Schools' adopted budgets, from the individual school level to the whole district. This dashboard should inform the conversation around the budget in future budgetary cycles.

In November of 2021, the Bureau released a brief explaining the city's consent decree governing the shift to district representation on the School Committee, as well as history on the discussion within the city, and context on similar changes in other cities. As the charter change was officially approved by state lawmakers and signed into law, the new district map will be used in the 2023 municipal election. As this will play a major role in shaping our District leadership, **Governing for Excellence** was released as part of The Excellence Series. Governing for Excellence provides an update on the final School Committee districts, reviews updates to School Committee rules and practices, and dives deep to explain the roles and responsibilities of leadership at the Worcester Public Schools. As a complement to this research, an online visualization provides the public with additional clarity and guidance on the School Committee districts and relevant voting locations.

The Worcester Regional Research Bureau and the Worcester Education Collaborative, in partnership with the Rennie Center for Education Research & Policy, and in collaboration with the Worcester Public Schools, coordinated **Defining Our Path**, a strategic plan for Worcester Public Schools which was adopted by the Worcester School Committee in 2018. As the strategic plan nears its completion of 2023, The Research Bureau used available data to assemble **Strategizing for Excellence** outlining the status of its implementation, areas of opportunity, and outlined next steps as Worcester Public Schools is moving forward to prepare an updated strategic plan.

As part of ongoing work on educational issues, the Bureau participates in Worcester's Education Equity Roundtable, the City's School Safety Task Force, and works with peer research organizations to support accessibility to education data.



HOUSING

In collaboration with the Worcester Business Journal, The Research Bureau released a report on renter trends within Worcester using data from the American Community Survey. The report, **Static Income, Rising Costs: Renting in the Heart of the Commonwealth**, provided a detailed picture of Worcester renters in demographic terms and regarding certain household characteristics. It centered the discussion on renters in the context of cost burden, with analyses in time and place, including comparisons to similar cities across the region: locally, throughout Massachusetts, and in the Northeast. The report made available for the first time Worcester's 1936 "redlining map" that graded city neighborhoods by race and ethnicity to connote high-risk for mortgage lenders. Using innovative mapping and analysis techniques, the report and accompanying online visualizations allow the community to explore the history behind the city's contemporary landscape. These approaches demonstrated that many of the areas that were "redlined" in the 30s continue to be among the most cost-burdened and the lowest income in the City.

Our brief on **Inclusionary Zoning** provided an overview of the City's proposed amendment to its Zoning Ordinance to require developers to put aside a percentage of new units as "affordable." If approved, Worcester would join 140 other communities in Massachusetts with local inclusionary zoning ordinances, including Shrewsbury. Our work included an overview of Inclusionary Zoning programs nationwide. As long as the housing market in Worcester remains strong, inclusionary zoning should effectively produce some affordable units in the City. However, this policy should be viewed as one tool in a broader toolkit to address housing affordability in Worcester, especially those 65% of renter-households that fall below 60% of Area Median Income.

PUBLIC HEALTH

With the pandemic's impacts enduring and in recognition of the significance of public health, The Research Bureau has maintained its active role 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.

A major issue that was highlighted and exacerbated through COVID-19 was food insecurity. As such, the Bureau participated on a data subcommittee of the City of Worcester Task Force on Food Security. The importance of public health efforts is widely recognized, and the Research Bureau will continue to prioritize these efforts in order to build a healthy and thriving region. This is the reason behind our partnership with the Task Force on Food Security in releasing the StoryMap and portal, **Is Worcester County Food Insecure? It Depends on Where**, which geographically explores the current state of food insecurity in the City of Worcester and Worcester County, and its interaction with other measures of vulnerability. The Bureau developed an interactive mapping tool to examine correlations between community food resources and a variety of factors such as demographics, poverty, Supplemental Nutrition Assistance Program (SNAP) benefits, and more. Additionally, the report compares the dimension

and geographic distribution of the problem with different food resource locations. The StoryMap was awarded First Place at Northeastern University's GIS Day 2022 – StoryMap and Poster Competition and serves as an innovative resource is of great value to the many community organizations addressing this important need, as well as our policymakers raising awareness of food security on a local, state, and national level.

PUBLIC ADMINISTRATION & PUBLIC SERVICES

In April, the Worcester City Council placed a question about joining the Community Preservation Act on the November ballot. Voters were given the option to adopt a 1.5% surcharge on property taxes to raise funds for historic preservation, housing, open space, and recreation projects throughout the city. In August, The Research Bureau released a voters' guide to the Act, providing historical context, an explanation of the Act and its potential impact on Worcester, and real-world examples of the Act in action. **Preserving Worcester's Past, Present, and Future? Statewide Lessons for Worcester Voters on the Community Preservation Act** used Gateway Cities and Worcester's direct neighbors to show how money raised from the surcharge has been used in the last 20 years, to better show voters what they might expect from those funds. The report was issued with a set of accompanying online maps, demonstrating the locations, costs, and other details of nearly all projects undertaken by the cities and towns discussed in the report. In addition, The Research Bureau developed an online calculator to help homeowners and commercial property owners determine the financial impacts from adoption of the CPA, and to help voters make a more informed decision at the ballot box. Ultimately, Worcester voters approved the Community Preservation Act and WRRB's report will continue to serve as a resource for residents through its implementation.

In July of 2020, the Worcester Regional Research Bureau released a report, **Broadening Broadband**, that documented access issues, examined municipal broadband as a potential remedy, and laid out the city's challenging broadband market. Charter-Spectrum acts as a near total monopoly, which restricts consumer choice and bargaining power. Following a recommendation in that report, the City created a Municipal Broadband Taskforce (including the WRRB) to investigate improvements to broadband infrastructure. In order to continue informing this process, the WRRB released **Boosting Broadband**. This document and associated online dashboard expand on that report, by looking at three years of data, examining internet connection speed, and WPS student access. This report is structured in four sections, each centered around a core question: How has broadband access in Worcester changed over the past three years? How is our current broadband infrastructure performing? What can be done to improve broadband in Worcester? How are the federal and state governments supporting broadband access initiatives? The Bureau's work on this critical issue received attention statewide, with MassINC and the Massachusetts Competitive Partnership commending the research and noting the impact in their statewide report on digital equity. Most recently, the Bureau hosted **Boosting Broadband: Webinar** to further explain the findings in the WRRB report and to bring in state experts to discuss the State's \$50 million Broadband Innovation Fund and new programs on Digital Equity Partnerships and Municipal Digital Equity Planning.



REPORTS AND BRIEFS

SINCE OUR LAST ANNUAL REPORT,

The Research Bureau prepared the following reports and briefs:

- **Boosting Broadband: Access, Performance, Improvements, & Funding**

Following the success of the WRRB's Broadening Broadband, there were calls for additional examination of internet access. Through the support of Worcester Together, The WRRB was able to expand on our previous work centered around four core questions: How has broadband access changed over the last three years? How is the current infrastructure performing? What can be done to improve broadband? How are the federal and state governments supporting broadband access initiatives? In addition to the report, the WRRB created an online, interactive data dashboard on general access, student access, and connection speed.

- **Preserving the Future of Worcester? Statewide Lessons for Worcester Voters on the Community Preservation Act**

This report provides the voters of Worcester a resource on the Community Preservation Act (CPA) itself, so they could make an informed decision at the ballot box in November, 2022. The report is divided in three sections. In the first, the text and history of the Community Preservation Act are explained. In the second, the Act's history in Worcester, as well as its potential impact on the community if adopted, are explained. Finally, the report examines the impact adopting the surcharge has had on Worcester's neighbors and cities demographically similar to Worcester.

- **Breaking Down the Budget: City of Worcester & Worcester Public Schools for Fiscal Year 2023**

Each year on July 1, Massachusetts cities and towns must implement a new budget. The City of Worcester's Fiscal Year 2023 (FY23) budget takes effect on July 1, 2022. 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.

- **Worcester Almanac: 2022**

The eighth 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.

- **Investing in Excellence**

The first installment of The Excellence Series, this report and its accompanying data dashboard aims to demystify the Fiscal Year 2023 budget and breaks down the revenue

and expenses - both \$523,662,716, their highest ever - in the coming year and dives deep into ESSER, ARPA, and the Student Opportunity Act.

- **Bureau Brief: Inclusionary Zoning**

A proposal was put forth to the Worcester City Council to consider adopting an Inclusionary Zoning policy. This Brief summarizes inclusionary zoning programs, the proposal and the current rent affordability issue in Worcester, and reviews IZ programs in other communities.

- **Is Worcester County Food Insecure? It Depends on Where: A geographic review of Worcester's food situation**

This StoryMap reviews food security in the City of Worcester and Worcester County. It will investigate food access, SNAP use, SNAP gap, Food Resources, and demographics. This analysis and these maps can be a valuable tool for policymakers, advocates, or any organization working on Food Insecurity, as it provides spatial insights to inform their planning and actions. To maximize the value of this comprehensive analysis, the Bureau created an interactive portal where users can interact with the data to create customized maps..

- **Strategizing for Excellence**

The second installment of The Excellence Series, this report uses available data to evaluate the implementation of Defining Our Path: A Strategic Plan for the Worcester Public Schools and highlights areas of opportunity and success. It then provides an overview for the Worcester Public Schools' plans for the next strategic planning process.

- **Governing for Excellence**

The third and final installment of The Excellence Series, this report updates the previous work of the WRRB explaining the shift to School Committee districts seats and reviews the governance structure, potential impacts on the electoral process, and dives deep to explain the roles and responsibilities at the WPS.

- **Static Income, Rising Costs: Renting in the Heart of the Commonwealth**

Building on past collaborations with the Worcester Business Journal, this report seeks to analyze the state of renter households in Worcester, and does so in addition through space and time through four parts. The first part looks at demographic characteristics, part two explores burden, part three compares Worcester with other cities, and part four compares the Worcester of today with the redlined maps drawn in 1936.

FORUMS AND EVENTS

SINCE OUR LAST ANNUAL REPORT,
The Research Bureau held the following forums and events:

- **36th Annual Meeting featuring Dr. Laurie Leshin**
- **2021 Thomas S. Green Public Service Awards**
- **Welcome Reception for Superintendent Rachel Monárrez, Ph.D.**
- **Boosting Broadband: Webinar**



36th Annual Meeting
FEATURING DR. LAURIE LESHIN



Welcome Reception for
SUPERINTENDENT RACHEL MONÁRREZ



2021 Thomas S. Green
PUBLIC SERVICE AWARDS

The Research Bureau

Boosting Broadband WEBINAR

Learn about the State's \$50 million Broadband Innovation Fund and new programs on Digital Equity Partnerships and Municipal Digital Equity Planning.
Free & Open to the Public!



Ashley Stolba
Undersecretary of Community
Development, Executive Office of
Housing and Economic Development



Michael Baldino
Director & General Counsel
Massachusetts Broadband Institute

NOVEMBER 2, 2022, 4:00 - 5:00PM
REGISTRATION REQUIRED: www.wrrb.org

Boosting Broadband:
WEBINAR

36TH ANNUAL MEETING

THIRTY-SIXTH

ANNUAL MEETING
of the Worcester Regional Research Bureau

Using Data
To Drive Innovation

JANUARY 27, 2022
Virtual Zoom Meeting | 4:30 pm

The Research Bureau

WRRB.ORG



Dr. Laurie Leshin

Former President, WPI

AS THE HOME OF ROBERT GODDARD, WORCESTER IS FOREVER
CONNECTED TO THE EXPLORATION OF THE FINAL FRONTIER.

Things Goddard imagined over 120 years ago (and many more things he couldn't imagine!) are now a reality, as space becomes much more accessible through advances in technology and expanding commercial business models. Even Captain Kirk has now been to space!

In this presentation, former Worcester Polytechnic Institute President and space scientist Laurie Leshin provided a glimpse into the exciting future of space exploration. From using research and data to inform decisions driving cutting-edge science missions seeking to answer profound questions such as "Are we alone in the Universe?" to building a space-faring economy to benefit everyone on Earth, space is essential to our future prosperity. Goddard would be proud.

BOARD OF DIRECTORS MEETINGS



Guest Speaker:
Lisa Wieland

Chief Executive
Officer of
Massachusetts Port
Authority

APRIL 28, 2022

**Board Meeting at
WORCESTER REGIONAL AIRPORT**



Guest Speaker:
**Harriette
Chandler**

Massachusetts
Senate President
Emerita

JUNE 27, 2022

**Board Meeting at
POLAR PARK**



FAIRMAN C. COWAN MUNICIPAL LEADERSHIP AWARD

Janice B. Yost, Ed.D.

Fairman C. Cowan
Municipal Leadership
Award

IMPACT. Many strive toward it, few truly achieve it. Jan Yost's storied career has been dedicated to her community. Her impact in Central Massachusetts is felt by all. She has been a staunch advocate for mental health and access to dental services, she has fought to reduce hunger & homelessness, she has aided in prisoner reentry, and has been an active voice on fare free transportation. The Research Bureau has benefitted from her counsel and passion. Jan embodies the ideals of this award, a true advocate and leader in our community.



ANNUAL MEETING SPEAKERS

2022	KENNETH L. TURNER , President & CEO, Massachusetts Life Sciences Center	2003	GOVERNOR MITT ROMNEY , Commonwealth of Massachusetts
	RITA L. SMITH , Regional Director of Business HR – Americas Pharma, AbbVie	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
	BRIAN COHEN , Senior Vice President CBRE/New England Consulting Group	2001	HEATHER MACDONALD , Senior Fellow, The Manhattan Institute
2021	DR. LAURIE LESHIN , President, Worcester Polytechnic Institute	2000	REV. DR. FLOYD H. FLAKE , Senior Pastor, Allen African Methodist Episcopal Church and former U.S. Representative to Congress
2020	DR. ROSABETH MOSS KANTER , Ernest L. Arbuckle Professor of Business Administration, Harvard Business School	1999	HOWARD HUSOCK , Director of Case Studies in Public Policy and Management, Kennedy School, Harvard University
2019	DR. FRANCIS COLLINS , Director, National Institutes of Health (NIH)	1998	MYRON MAGNET , Editor, City Journal
2018	DR. KERRY HEALEY , President, Babson College, and former Lieutenant Governor	1997	THOMAS BIRMINGHAM , Senate President, Commonwealth of Massachusetts
2017	JAMES A. PEYSER , Secretary of Education, Commonwealth of Massachusetts	1996	GLENN C. LOURY , Professor of Economics, Boston University
2016	JOHN H. SUNUNU , Former Governor, State of New Hampshire, and White House Chief of Staff	1995	PETER HARKNESS , Editor and Publisher of Governing
2015	JONATHAN KRAFT , President, The Kraft Group	1994	JAMES Q. WILSON , Author and Professor of Political Science, UCLA
2014	JAY ASH , City Manager of Chelsea	1993	ROBERT POOLE , President, Reason Foundation
	BERNARD F. LYNCH , Founder, Community Paradigm Associates, LLC	1992	WILLIAM HUDNUT , former Mayor of Indianapolis
	MICHAEL V. O'BRIEN , Executive Vice President, Winn Development	1991	DAVID P. FORSBERG , Secretary, Executive Office of Health and Human Services, Commonwealth of Massachusetts
2013	EDWARD GLAESER , Fred and Eleanor Glimp Professor of Economics, Harvard University	1990	BRUCE CARNES , Director of Budget Planning, Office of National Drug Control Policy
2012	ERIC S. ROSENGREN , President & CEO, Federal Reserve Bank of Boston	1989	EDWARD J. LOGUE , CEO, Logue Boston, former Director of the Boston Redevelopment Authority
2011	SENATOR SCOTT BROWN	1988	RAYMOND FLYNN , Mayor of Boston
2010	LISA A. MANCINI , Senior Vice President, CSX Corporation	1987	WILLIAM BULGER , Senate President, Commonwealth of Massachusetts
2009	AMITY SHLAES , Bloomberg News Columnist, Political Economist	1986	IRA JACKSON , Commissioner, Department of Revenue, Commonwealth of Massachusetts
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		

THOMAS S. GREEN PUBLIC SERVICE AWARDS



**Joseph
Carpenter**

Worcester
Department of
Administration &
Finance



**Matthew
Moison**

Green Hill Municipal
Golf Course



Cara Stone

Worcester Public
Library



**Muaweya
"Zack" Razzaq**

Worcester Public
Schools



**Connor
Robichaud**

Central
Massachusetts
Regional Planning
Commission

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**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 2022 THOMAS S. GREEN
PUBLIC SERVICE AWARDS** were held
on June 23, 2022 at Mechanics Hall.

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