



The Research Bureau

ANNUAL REPORT

WOR
CES
TER

25ⁱⁿ
2010

Promoting a healthier, more prosperous climate
for the region's citizens and businesses.

We are proud to support The Research Bureau in its continued efforts



Commerce Bank is proud to continue a half-century tradition of helping people and businesses prosper. In addition, our strong commitment to helping our communities thrive by investing in neighborhoods, volunteering our time, and supporting the economic growth of our region has made a positive impact in the region.

Our growth has been predicated on our philosophy of delivering innovative products, services, and capabilities that our customers and communities want, need, and deserve. This has resulted in our bank being regarded as one of the region's most desirable places for business banking.

We are proud to support The Research Bureau in its continued efforts to research public policy issues, and maintain its foothold as a leading source of information for government, businesses, and citizens.

Our continual support of local organizations is instrumental in executing our social mission of stimulating economic growth and a sense of well-being in the communities we have the pleasure of serving throughout the Commonwealth.

Our investment as this year's Presenting Sponsor further underscores our commitment to the community and salutes The Research Bureau for its exemplary work.

Brian W. Thompson
President and CEO
Commerce Bank



Commerce Bank

A Message from the President & Chairman of the Board

It would be difficult, if not impossible, to discuss in one message all that The Research Bureau has done since it opened its doors for business 25 years ago on September 1, 1985. We tried, however, to record some of the highlights of this era in the timeline found at the center of this annual report. Poring over old files and news stories about the Bureau was more than a trip down memory lane. It provided evidence that we have been true to our mission: to serve the public interest of the Greater Worcester region by conducting independent research and analysis of public policy issues that will lead to more informed public debate and decision-making. Our 25th anniversary lecture series, featuring nationally-recognized urban policy experts discussing the various components of successful cities, is one example of our effort to generate thought-provoking policy discussions. These talks have received rave reviews from the media and from those who have attended. We encourage you all to be present at the final two presentations on Wednesday, October 27th and Tuesday, December 7th to see for yourself.

We have chosen to focus this message on two specific projects of the past year that capture the essence of what we have been working toward all these years.

Last fall, during the peak of Worcester's local election season, the Bureau published a series of questions directed to City Council and School Committee candidates based on important issues those bodies needed to address during the next two years. Each question was accompanied by an analysis of the particular issue that was designed to educate the public as well as the candidates. Unlike some interest groups, the Bureau did not demand that candidates offer a simple "yes" or "no" response to these questions, nor did we try to lock them into a position from which they could not retreat should changing conditions require them to rethink their initial views.

The *Telegram & Gazette* decided to reprint the questions and analyses on successive weeks prior to the election. In addition, the questions were posed at a series of candidate debates organized by the Worcester Regional Chamber of Commerce. The Research Bureau's president was invited to be a panelist at those debates. Some candidates called to discuss their responses prior to the debates. This project brought together the various facets of our mission: analysis, education, dissemination, and discussion. The pieces came together because the project built on a 25-year legacy of providing accurate, reliable data that the public knows it can trust.

The second project was The Research Bureau's role in the Mayor's Task Force on Job Growth and Retention. Recognizing the multitude of challenges confronting Worcester's economy such as the dual tax rate and anemic growth in the commercial/industrial tax base, newly-elected Mayor Joseph O'Brien appointed a diverse, 36-member group to study these problems and develop some recommendations for addressing them. Given the Bureau's long history of tracking Worcester's economic development and researching "best practices" in successful cities, the Mayor invited the Bureau's president to serve on the committee. The Task Force's research team utilized the data we had accumulated in past reports and consulted with the entire Research Bureau staff on finding additional data sources and other avenues to explore. The research team also attended our 25th anniversary lecture series to learn from outside experts what makes a successful city. The final report incorporates many Research Bureau suggestions.

We want to thank the Mayor for giving The Research Bureau the opportunity to contribute to this project, and while it is too early to know any results, we would like to quote the Mayor's words on the nature of our contribution:

I am thankful to Roberta Schaefer and The Research Bureau team for the tremendous support and leadership they provided to my Task Force on Job Growth & Retention. The Bureau's team played a critical role in helping assemble data and research that helped guide the task force's discussion and ultimately the group's recommendations.

Building an organization like The Research Bureau and earning the public's trust in its product reflects the commitment we have received from all of you, our friends and supporters. Our 25th anniversary celebration is a time to thank you – the founding directors, past chairmen, past and present members of the Bureau's Executive Committee, and those who have served on the Board of Directors during the past two and a half decades.

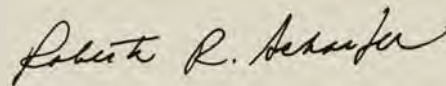
No organization can exist, of course, without financial backers as well. In addition, The Research Bureau is extremely grateful to all the corporations, local foundations, and individuals who have judged our work worthy of their support. Since an organization is only as good as its staff, we want to thank our small but very able and energetic team for their hard work, dedication, and good humor, as well as the many former employees, some of whom have moved on to highly responsible public-policy research and governmental positions elsewhere.

With the support of our many friends, The Research Bureau aims to continue over the next quarter-century to provide objective, in-depth analysis of public policy issues, and suggest resolutions to promote a healthier, more prosperous climate for the region's citizens and businesses.

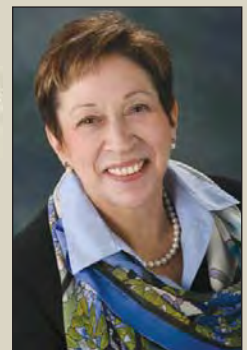
Sincerely



Sandra L. Dunn
Chairman of the Board



Roberta Rubel Schaefer
President & CEO



"The Research Bureau's work provides an essential and independent voice for informed public policy debates in Worcester. On topics ranging from public safety and education to taxation, municipal governance, and urban renewal, what The Research Bureau has to say matters -- and its public events on urban issues that it hosts provide an intellectually rich forum for learning and debate that is indispensable to building a stronger future for the City and Central Massachusetts."

Chris Sinacola
Editor, Editorial Pages, Telegram & Gazette

PROMOTING ECONOMIC DEVELOPMENT

"Now more than ever, in today's challenging economic times, the value of The Research Bureau's work is immensely critical to the success of our city. Costly mistakes can be avoided through proper research. As one of the organizers of Worcester Citizens for Business, I have had the opportunity over the past year to learn first hand of the valuable work The Research Bureau does, which has been instrumental in helping us chart the course for promoting economic development in Worcester."

Beth Proko, Worcester Citizens for Business

The impact of the Great Recession on Worcester's revenues (as well as on those of all other municipalities in the Commonwealth and across the nation) has intensified. The Research Bureau's focus on suggesting strategies for expanding Worcester's tax base that would enable the City to continue to provide vital services to its residents. In our annual benchmarking economic development report, we continued to track trends in the tax rate, tax base, new investment, employment, downtown office occupancy, and vacant and abandoned buildings. In addition, we supported the sale of Worcester Airport to MassPort in keeping with our decades-old position that it is a valuable asset for economic development which could not realize its full potential under municipal ownership. The Research Bureau President has also served as a member of the Mayor's Task Force on Job Growth and Business Retention which advocated gradual movement to a single tax rate (a position long held by the Bureau) and other measures to promote economic growth. Finally, our 25th anniversary lecture series, "Cities: Mapping the Road to Success," was designed to learn what ingredients contribute to a city's growth and prosperity. One forum examined Worcester's business climate, another discussed innovative ideas for revitalizing cities, and a third focused on the importance of investing more in intellectual capital.

Findings

- Residential property values continued to decline while the tax burden on homeowners continued to grow.
- Worcester's commercial/industrial tax rate is the sixth highest in the Commonwealth.
- New investment has been decreasing for the last four years, while unemployment has been increasing.
- Downtown office occupancy decreased by almost 7% in one year and the number of vacant residential and commercial properties grew by more than 150% over the past five-year period.

Bottom Line

- The City Council should develop, implement, and adhere to a plan for phasing out Worcester's dual tax rate.
- The City Manager should focus on the needs of small businesses in particular by establishing a position of small business ombudsman, streamlining regulatory and inspectional procedures, and holding outreach meetings with different types of businesses.
- The Worcester Regional Chamber of Commerce should develop a businesses ambassadors program to meet with prospective businesses and serve as mentors and liaisons to the community once a business has located here.
- Worcester's schools and colleges need to focus on monitoring and improving the intellectual capital for our workforce and improving the incentives to retain our young people through internships, management training programs, and other social and economic opportunities.

Improving student performance in the Worcester Public Schools (WPS) continues to be an important focus of The Research Bureau. Public education is not just a service provided by municipal government; having an educated workforce is integrally tied to Worcester's economic well-being. In addition to our annual report on the status of public education in Worcester, which tracks primarily student, school, and district performance in relation to Massachusetts standards and Federal requirements, we released a study on the possibility of the Commonwealth and Worcester meeting the requirements to access funds from the Federal "Race to the Top Competition." (Massachusetts was one of eleven states to receive this funding.)

Findings

WPS is faced with many challenges typical of large urban districts:

- It has the second highest percentage of limited English proficient students in the state: 26%, up from 6% in 2000.
- Seventy-two percent of students now qualify for free or reduced lunch, up from 47% in 1992.
- Since the 2002-3 school year, Worcester's enrollment has declined by 6.7%.
- WPS students performed well below the state average in almost all grades and in all subjects on MCAS in 2009.
- Teacher compensation in Worcester is based completely on longevity and educational credentials. Virtually no consideration is given to student performance data in evaluations or in decisions about filling open positions; the paramount consideration is seniority.
- Over the past five years, 98% of all tenured WPS teachers were in the top evaluation categories (satisfactory or "special acknowledgement"), making the rigor of such evaluations doubtful.

Bottom Line

The Research Bureau recommends the following measures that lead to improvement in student achievement:

- The state Legislature should pass a law limiting seniority as a factor in determining retention and rehiring of teachers in local districts.
- The WPS should institute some form of performance pay. In the Obama administration's view, current compensation schemes in Worcester, in Massachusetts, and across the nation, tend to overemphasize advanced degrees and seniority, and ignore a teacher's classroom effectiveness.
- The WPS should include student performance data in teacher evaluations and making decisions on filling open positions.

"The value of The Research Bureau to the Daniels Foundation is that it provides objective, professional reports relating to the areas which we fund making us more knowledgeable in these areas and enabling us to set benchmarks. We look forward to the collaboration between Investing in Girls and The Research Bureau to obtain and help analyze the Youth Risk Behavior survey data. The Research Bureau survey and the data generated from this work will help us set benchmarks for programs and for behavior."

Meridith Wesby, Trustee
Fred Harris Daniels Foundation

STRENGTHENING MUNICIPAL FINANCE

"The Research Bureau remains relevant after 25 years by providing clear and cogent information on topics of importance to residents and businesspeople of Worcester and its environs."

P. Scott Conti, President & CEO
Providence & Worcester Railroad

The recession continues to strain public finances at all levels of government. Nowhere is this more evident than in The Research Bureau's annual analyses of Worcester's budget and the factors affecting the City's bond rating. While the City has been able to maintain its A3 rating over the past few years as a result of sound fiscal management by adhering to the City Manager's five-point financial plan, restructuring municipal operations and reducing expenditures whenever possible, the City will still face a structural imbalance between recurring revenues and expenditures in FY12 and beyond.

Findings

The structural imbalance is likely to result from the following:

- Additional cuts in local aid due to the state's structural imbalance;
- Loss of stimulus funds for police positions;
- Reliance on one-time Airport sale proceeds;
- Increases in health insurance premium costs (even though changes negotiated by the City Manager have saved the City \$100 million over the past five years);
- The gradual commitment of a \$2 million property tax increase to a new capital program;
- The WPS' reliance on one-time stimulus funds.

Bottom Line

In order to address Worcester's structural deficit and maintain its bond rating to avoid increases in borrowing costs, the City Manager and the City Council should consider the following:

- Sell or lease Worcester's non-essential resources such as Union Station and municipal parking garages to generate new revenues.
- Phase in a single tax rate to make Worcester more attractive to business expansion and relocation, leading to an expansion of the tax base.
- Consolidate or regionalize departments and/or services such as the City Manager's plans for online permitting applications and regionalization of public health.
- Privatize services such as custodial and cafeteria workers in the WPS.
- Work with public employee unions to restructure compensation packages so that all "extras" beyond base salary are in the form of flat stipends, not percentages.

"I am grateful to The Research Bureau for its efforts to provide relevant data and research to help guide the work of elected officials like me. I keep a binder with the last several years of the Bureau's reports on my desk and I use these reports as reference points to help guide my policy decisions."

Joseph C. O'Brien, Mayor
City of Worcester

IMPROVING MUNICIPAL AND NEIGHBORHOOD SERVICES



"The Worcester Regional Research Bureau is known around the country as an organization that has had real effectiveness and creativity."

Howard Husock, Vice President of Policy Research and Director
Manhattan Institute's Social Entrepreneurship Initiative

Each year, The Research Bureau tracks government performance in providing core services to Worcester's residents. These include reports on public safety, public works, public education, library, and parks and recreation. Some of our findings regarding public safety and their significance are listed below.

Findings

- Between FY06 and FY10, expenditures for the Worcester Police Department increased by almost 8%, while the number of uniformed officers decreased by approximately 12.5%.
- While violent crime in Worcester has increased over the past few years, the City has a much lower crime rate than all but one of the other New England cities examined.
- The number of allegations of police misconduct has decreased by 47% during the past five years, and in 2009, only one complaint was sustained.
- Expenditures for the Worcester Fire Department from FY06 to FY10 increased by 2.2%, while the number of firefighters decreased by 8%.
- Calls for service to the Worcester Fire Department increased by 28% over a five-year period, primarily due to an increase in first responder/rescue calls, which now represent almost three-quarters of all incidents compared to two-thirds of incidents five years ago.
- Structure fires now represent only 2.4% of total incidents.
- Responses to calls for 911 medical assistance increased by more than 7% in the past five years, while the average overall response time has decreased by 24 seconds and priority 1 response time decreased by 33 seconds.

Bottom Line

- In spite of the decrease in uniformed police officers, The Research Bureau survey of neighborhood-watch participants citywide showed that 84% of respondents did not think that their neighborhoods were any less safe than in the previous year.
- 84% stated that the quality of public services were "good" or "very good," while 75% said the same for the Worcester Police Department's responsiveness to the community's overall policing needs.
- The decrease in allegations of police misconduct may be the result of the focus on building police-community relations through the work of the Community Impact Division and the Bureau of Professional Standards in the fair and timely review of complaints and providing training in adhering to professional standards.
- While the number of firefighters has decreased and the response time has been slowly increasing since 2006, Worcester's average response times are still considerably better than industry standards.
- Worcester is one of only 8% of communities nationwide that has hospital-based EMS. UMass Memorial Medical Center's Department of Emergency Medicine provides the City with clinical oversight as well as ongoing training and professional development programs for City personnel. In addition, a full-time medical director oversees UMass Memorial EMS operations, providing quality assurance and clinical oversight expertise. Hospital-based EMS performs better than industry standards and saves Worcester's taxpayers the expense of operating a municipally-run ambulance service.

OTHER PROJECTS

Municipal Elections in Worcester 2009: Questions for the Candidates

For the first time, The Research Bureau issued a series of questions for City Council and School Committee candidates during the campaign of 2009. The questions covered the major issues that need to be addressed by those bodies during the next two years. These questions and the accompanying policy analysis we provided for background were intended both to canvass the candidates' views and educate the public on the issues. The *Telegram & Gazette* reprinted the questions and analyses during the weeks prior to the election. The Research Bureau's president served as a panelist for all the candidate debates sponsored by the Worcester Regional Chamber of Commerce. This initiative was well-received by the public at-large and our supporters, and we expect to continue it for future municipal elections.

New England States Performance Measurement Project

The Research Bureau is now in the final year of a 3-year pilot program working with several New England communities to collect and analyze timely, accurate, and reliable data on selected government services. This project provides municipal officials with data to inform their decision-making, and its regional nature enables them to share views on best practices. Through regular meetings, municipal officials have the opportunity to learn about what is working well in other communities and thus how to enhance service delivery in their own community. The town governments have thus far measured fire, dispatch, and rescue services, and snow and ice removal services using templates developed by The Research Bureau. They have also administered a citizen satisfaction survey developed and analyzed by The Research Bureau, which will be administered again this fall. The next part of the project will be to collect and analyze data on the various fees charged by participating towns for services, licenses, and inspections. This project is supported by the New England States Government Finance Officers Association, the Alfred P. Sloan Foundation, and the participating towns.

"The Worcester Regional Research Bureau is the catalyst for critical public discourse in Worcester. The Bureau's efforts to quantify and analyze matters of municipal governance frame the discussion within the broader context of urban trends. Working cooperatively, the City and the Bureau are able to identify needs, explore best practices, and target resources."

Timothy J. McGourthy, Director of Economic Development
City of Worcester

When the Worcester Municipal Research Bureau was formed in the spring of 1985, no one could have predicted its longevity and success - least of all members of a group of business and civic leaders that raised \$40,000 to launch the endeavor during a series of informal breakfast meetings. Nor could anyone anticipate its huge impact on the community - not even the person who has led the organization throughout a quarter of a century: Roberta R. Schaefer.

This year The Research Bureau is celebrating 25 years of providing high-quality, independent research and analysis of public policy issues in the city and the region. To commemorate that formidable milestone, it is presenting five breakfast forums, featuring prominent scholars or public policy experts, with the overall theme of "Cities: Mapping the Road to Success."

"A silver anniversary is always noteworthy," says Ms. Schaefer, president and CEO. "The special lecture series is our way of thanking our supporters while offering something that might be beneficial to public officials and residents." The anniversary lectures will replace the regular forums the bureau has been presenting.

Ms. Schaefer and her associates needed a lot of patience and perseverance in the early years when skeptics questioned the bureau's relevance and later resented its growing influence. But as time went by, the agency has gained respect for integrity, professionalism, credibility and hard work. "We've come from a baby organization to a mature and influential organization," Ms. Schaefer acknowledges. Because the bureau deals with sensitive political issues, City Hall tried to ignore it.

As a private nonprofit entity, the bureau cannot actively advocate policy. But, gradually, decision-makers have learned to pay attention to its findings. Among other accomplishments, unrelenting research by the bureau has played a key role in adjusting public employee contributions to health insurance premiums,

thus saving the city about \$50 million over the last three years. Nowadays, surveys are even being requested by the city manager or city councilors.

The bureau had a humble beginning, and still has only four employees - a remarkable feat considering the volume of work it puts out each year. Since its inception, it published close to 200 reports, noted for their clarity and accuracy, on a wide variety of issues, ranging from public safety and economic development to the cost of government structure and the academic achievement of students in public schools. It has presented 175 free public forums, with expert speakers and panels. Those events are now posted on the city's Web site. Bureau staff members maintain regular contact with public officials, presenting testimony before the City Council and its committees, state legislative bodies, civic boards and community groups.

Since 1983, The Research Bureau's annual Thomas S. Green Awards have honored public workers for contributions beyond the call of duty. Thus far, 84 municipal and school employees from Worcester and neighboring towns were rewarded for outstanding performance. The bureau's board of directors has 85 members, and there is a 13-member executive committee. Sandra Dunn, general manager of the DCU Center, is chairman of the board. Financial support comes from local foundations, corporations and individuals. There's no government subsidy.

The \$40,000 the founders raised in 1985 constituted the first annual budget. Now it is about \$500,000. That sum includes the cost of a "benchmarking" project that was funded by the Alfred P. Sloan Foundation from 2001 to 2007. The bureau's first home was a former storage space made available by Assumption College rent-free. In 2002 it moved to spacious new quarters at Mechanics Hall. Through the Sloan grant, the Center of Community Performance Measurement was established in 2001 to do in-depth research,

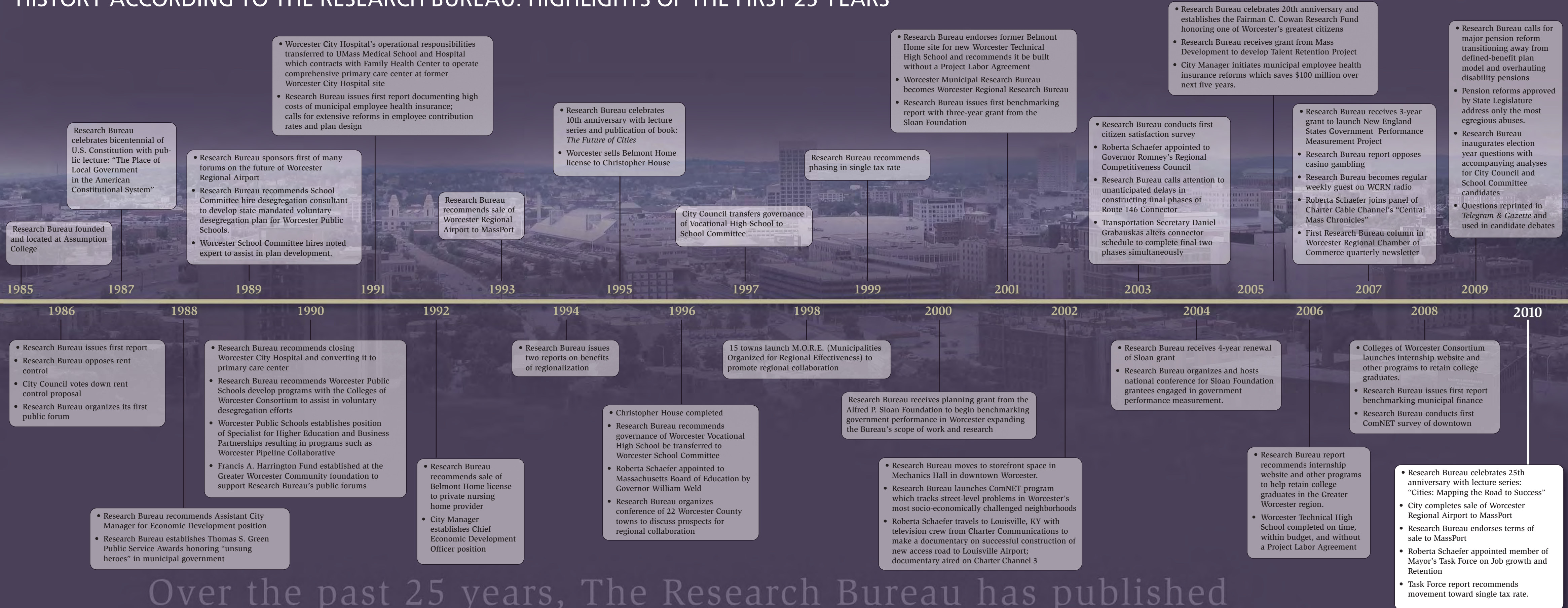
using state-of-the art computer technology, on selected aspects of community life, highlighting areas where the city is doing well along with those in which improvement is needed. The indicators, known as benchmarks, also provide comparison with other cities of similar size.

"One of our significant contributions is seeking out 'best practices' from other communities for study, discussion and possible implementation in Central Massachusetts," Ms. Schaefer explains. The anniversary lecture series reflects that effort. Among the featured lecturers are Howard Husock of the Manhattan Institute's Social Entrepreneurship Initiative (Feb. 25); Edward Glaeser, professor of economics at Harvard University (April 28); Alan Ehrenhalt, executive editor of *Governing* magazine (May 18); Sandra Stotsky of the Department of Education Reform at the University of Arkansas and former associate commissioner of the Massachusetts Department of Education (Oct. 27); and Jason Riley, an editorial writer with *The Wall Street Journal* (Dec. 7). An appearance of the candidates for governor is expected to highlight the annual meeting in late September.

Ms. Schaefer is pleased by the acceptance and influence the bureau has earned, although she admits a "thick skin" is helpful in her position. "My husband tells me if I'm going to get upset (by setbacks or criticism) I don't belong in this job." She has learned to live with the slow pace of progress, frustrating as it may be. "It's the nature of democracy, and I don't see that changing," she says. "What we need is patience."

Patience, perseverance and sustained commitment have paid off big time. I cannot think of an organization that has made a greater impact on the community in the last 25 years than The Research Bureau.

HISTORY ACCORDING TO THE RESEARCH BUREAU: HIGHLIGHTS OF THE FIRST 25 YEARS



Over the past 25 years, The Research Bureau has published 210 reports and organized 160 public forums.

FORUMS & BOARD OF DIRECTORS MEETINGS

Forums

October 26, 2009

Diagnosing Health Care Reform: What's the Right Prescription for You? • Co-sponsored by Fallon Community Health Care and Benefit Development Group, held at the Beechwood Hotel

December 11, 2009

Worcester's Business Climate: Hot or Cold? • Sponsored by Polar Beverages and held at Clark University

February 25, 2010

Top Ideas for Revitalizing Cities • Sponsored by Unum and held at Mass College of Pharmacy & Health Sciences

April 28, 2010

Investing in Urban Resurgence: Transportation and Infrastructure • Sponsored by MassPort and held at Mass College of Pharmacy & Health Sciences

May 18, 2010

Demographic Transformation of American Cities • Sponsored by Rand-Whitney and held at Mass College of Pharmacy & Health Sciences

Board of Directors Meetings

September 30, 2009

Featured Speaker • Dr. Melinda Boone, Superintendent of Worcester Public Schools

February 3, 2010

Featured Speaker • Thomas Kinton, CEO and Executive Director of MassPort

June 10, 2010

Featured Speaker • Jeffrey Mullan, Massachusetts Secretary of Transportation



"As the new owner of Worcester Regional Airport, MassPort is lucky to have such a skilled and accomplished partner as the Worcester Regional Research Bureau in our corner, which for 25 years has been helping the citizens, businesses, and government leaders of the Worcester area build a better community for all of us through its insights, detailed inquiries, and recommendations for a brighter and more prosperous future."

Thomas J. Kinton, Jr., CEO & Executive Director MassPort

THOMAS S. GREEN PUBLIC SERVICE AWARDS 2010

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 2010 Thomas S. Green Public Service Awards recipients, who were honored at a ceremony and reception at Assumption College, are as follows:

Brian Breveleri – *Department of Public Works and Parks*

Donald Brown – *Worcester Public Schools*

Ellen Dalbeck – *Department of Public Works and Parks*

Edward J. McGinn – *Worcester Police Department*

Judith Sikes – *Town of Holden*



REPORTS 2009 – 2010

July 9, 2009

Pension Reform: What was accomplished? What remains to be done?

July 27, 2009

Benchmarking Municipal Finance in Worcester 2009: Factors Affecting the City's Bond Rating

August 2009

Benchmarking Public Education in Worcester: 2009

September 24, 2009

Municipal Elections in Worcester 2009: Questions for the Candidates

October 1, 2009

Worcester Public School Facts

November 2009

Downtown Worcester Office Occupancy: 2009 Survey

November 2009

Benchmarking Economic Development in Worcester: 2009

December 10, 2009

Race to the Top: What's the Winning Strategy?

March 2010

Benchmarking Municipal and Neighborhood Services in Worcester: 2010

June 1, 2010

Worcester's FY11 Budget and Fiscal Crisis: No End in Sight

June 1, 2010

Worcester Regional Airport Positioned for Take-Off

July 2010

Benchmarking Public Safety in Worcester: 2010

RESEARCH BUREAU ANNUAL MEETING SPEAKERS

2010 Lisa A Mancini, Senior Vice President, CSX Corporation

- 2009 Amity Shlaes, Bloomberg News Columnist, Political Economist
- 2008 John W. Rowe, Chairman, President, and Chief Executive Officer, 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 Planning and Budget, Office of National Drug Control Policy
- 1989 Edward J. Logue, CEO, Logue Boston, former Director of the Boston Redevelopment Authority
- 1988 Raymond Flynn, Mayor of Boston
- 1987 William Bulger, Senate President, Commonwealth of Massachusetts
- 1986 Ira Jackson, Commissioner, Department of Revenue, Commonwealth of Massachusetts

"The quality and thoughtfulness that has gone into The Research Bureau's work on neighborhood improvement and benchmarking government performance has been outstanding. The Bureau's standards, wide ranging interests, productivity and thoroughness can serve as a model to others throughout the country."

*Barbara J. Cohn Berman,
Vice President National Center
for Civic Innovation,
Fund for the City of New York*

"The Research Bureau provides community leaders invaluable insight to understand the challenges and opportunities facing our region. Through its forums and reports, the Bureau offers the intellectual framework we need to assess the vitality of our community."

*Francesco C. Cesareo, President
Assumption College*

WRRB OFFICERS , EXECUTIVE COMMITTEE, STAFF & BOARD OF DIRECTORS

2010-2011

Officers

Chairman of the Board, Sandra L. Dunn
Vice Chairman, George W. Tetler III, Esq.
Vice President for Finance, Brian Thompson
Treasurer, Agnes E. Kull, CPA
Clerk, Demitrios M. Moschos, Esq.

Staff

President & CEO, Roberta R. Schaefer, Ph.D.
Director of Operations and Programs, Jean C. Deleso
Project Manager, Laura Swanson
Senior Research Associate, Stephen Eide, Ph.D.

Executive Committee Members

Brian J. Buckley, Esq.
Karen Duffy
Bruce Gaultney
W. Patrick Hughes
Joseph McManus
Frederic Mulligan
Michael Mulrain
John J. Spillane, Esq.

Andrew Davis
Peter J. Dawson, Esq.
Ellen S. Dunlap
Jack Dutzar, M.D.
Charles J. Faris
Aleta Fazzone
Allen W. Fletcher
Richard Foote, Esq.
David Forsberg
Gerald M. Gates
Timothy Garvin
Lisa Kirby Gibbs
Lois B. Green
David R. Grenon
J. Michael Grenon
Abraham W. Haddad, D.M.D.
Jeffrey W. Hillis
Will Kelleher
Richard Kennedy
Richard Leahy
Robert G. Lian, Esq.
Robert J. Lewis
Karen E. Ludington, Esq.
Dennis Lyons
Francis Madigan, III
Thomas D. Manning
Peter McDonald, Ed.D.
Neil McDonough
Linda McGowan
Michael C. McFarland, S.J.,
Martin D. McNamara
Philip R. Morgan
Michael Mudd
Robert Z. Nemeth

James D. O'Brien, Jr., Esq.
John O'Brien
Andrew B. O'Donnell, Esq.
JoAnne O'Leary
Kevin O'Sullivan
Deborah Packard
Francis D. Paquette
James F. Paulhus.
Deborah Penta
John Powers
John Prankevicius
Charles Ribakoff
William J. Ritter, Esq.
Todd Rodman, Esq.
Eric H. Schultz
J. Robert Seder, Esq.
Edwin T. Shea, Jr.
Philip O. Shwachman
Barbara J. Sinnott
Nicholas Smith
Barbara Smith-Bacon
Peter R. Stanton
Michael Tsotsis
Robert J. Vaudreuil
Russell Vanderbaan
Mark Waxler
Gayle Flanders Weiss, Esq.
David K. Woodbury
Jan B. Yost, Ed.D.

Board of Directors

Lawrence B. Adams
Robert J. Anderson, Esq. CPA
Michael P. Angelini, Esq.
Janelle Ashley, Ph.D.
Dennis Berkey, Ph.D.
Mark Bilotta
John E. Brooks, S.J.
Richard Burke
Jack P. Calareso, Ph.D.
Gail Carberry, Ed.D.
Francesco C. Cesareo, Ph.D.
Barbara Clifford
Christos Cocaine
Ronald N. Cogliano
J. Christopher Collins, Esq.
P. Kevin Condron
Anthony Consigli
P. Scott Conti
Mark Crandall
Timothy Crimmins
Ellen Cummings
James Curran

Foundations

Alden Trust
 Daniels Foundation
 Ellsworth Foundation
 Fletcher Foundation
 Fuller Foundation
 Greater Worcester Community Foundation
 Harrington Foundation
 Health Foundation of Central Mass
 Hoche-Scofield Foundation
 McEvoy Foundation
 Stoddard Charitable Trust
 Wyman-Gordon Foundation

Corporations

Endowed Chair

Commerce Bank
 Fallon Community Health Plan
 Hanover Insurance
 Saint- Gobain Corporation
 TD Bank
 UNUM

Doctor of Research

Abbott Bioresearch Center
 Bank of America
 MassDevelopment
 MassPort
 UMass Memorial Health Care

Research Professor

Blue Cross/Blue Shield
 Bowditch & Dewey
 FLEXcon
 Morgan-Worcester, Inc.
 National Grid
 NStar
 Peoples United Bank
 Polar Company
 Sovereign Bank
 Telegram & Gazette
 Verizon

Research Associate

American Stop Loss
 BayState Savings Bank
 Builders Systems, Inc.
 Carruth Capital, LLC
 Consigli Construction Co., Inc.
 Cutler Associates, Inc.
 DCU Center
 Fletcher, Tilton & Whipple, PC
 Greenberg, Rosenblatt, Kull & Bitsoli
 Harr Motors
 Interstate Specialty Products
 Kelleher & Sadowsky
 Lutco, Inc.
 Merit Construction Alliance
 Mirick O'Connell
 Peterson Oil Service
 Protector Group Insurance Agency
 Providence & Worcester Railroad
 R.H. White Construction Co.
 Spectrum Health Care
 Table Talk Pies, Inc.
 Webster Five Cents Savings Bank
 Woodbury & Company

Research Assistant

AdCare Hospital
 Alexandria Real Estate Equities
 Atlas Distributing
 Beechwood Hotel
 Benefit Development Group
 Bollus Lynch
 Braley & Wellington
 Commonwealth National Bank
 F.W. Madigan Company, Inc.
 First American Realty, Inc.
 General Mechanical Contractors
 Grasseschi Plumbing
 Honey Farms
 Kinefac Corporation
 Lane, Greene, Murtha, & Edwards

Lauring Construction Company
 Lian, Zarrow, Eynon & Shea
 Manufacturing Advancement Center
 P.L. Jones & Associates, P.C.
 Pojani, Hurley, & Ritter
 Quaker Agency of MA, Inc.
 Seder & Chandler
 Sole Proprietor, Inc.
 Sullivan Insurance Group, Inc.
 UniBank
 Worcester Business Development Corporation
 Worcester Credit Union
 Worcester Publishing

Individuals

Lawrence Adams
 Robert Anderson
 Michael Angelini
 Janelle Ashley
 Anthony Athy
 John Bassett
 Marge Beqiri
 Dennis Berkey
 Mark Bilotta
 Christopher Bramley
 Michael Brockelman
 John Brooks
 Brian Buckley
 Jack Calareso
 Gail Carberry
 Francesco Cesareo
 Barbara Clifford
 Christos Cocaine
 Ronald Cogliano
 Mark Colborn
 J. Christopher Collins
 P. Kevin Condron
 P. Scott Conti
 Ellen Cummings
 James Curran

THE RESEARCH BUREAU CONTRIBUTORS continued

Gilbert Davis
Dix Davis
Peter Dawson
Elizabeth Dean
William Densmore
Henry Dewey
Karen Duffy
Ellen Dunlap
Sandra Dunn
Linwood Erskine, Jr.
Allen Fletcher
Warner Fletcher
David Forsberg
Richard Freedman
Timothy Garvin
Gerald Gates
Bruce Gaultney
Lois Green
Joel Greene
David Grenon
David Gruber
Abraham Haddad
James Heald, II
John Hunt
Nason Hurowitz
Mr. & Mrs. John Jeppson
Will Kelleher
Richard Kennedy
Barbara Kohin
Agnes Kull
Richard Leahy
Robert Lewis
Ann Lisi
Stephen & Valerie Loring
Karen Ludington
Francis Madigan, III
Thomas Manning
Peter McDonald
Neil McDonough
Michael McFarland

Joseph McManus
Martin McNamara
Philip Morgan
Demitrios Moschos
Frederic Mulligan
Michael Mulrain
Robert Nemeth
John O'Brien
John O'Connor
Andrew O'Donnell
Kevin O'Sullivan
Deborah Packard
Francis Paquette
James Paulhus
Todd Rodman
Joan & Lester Sadowsky
Eric Schultz
J. Robert Seder
Philip Shwachman
Evelyn Silver
Edward Simsarian
Barbara Sinnott
John Spillane
Alan & Nina Stone
George Tetler, III
Brian Thompson
Robert Vaudreuil
Mark Waxler
David Woodbury
Janice Yost

In-Kind Gifts

Assumption College
Beechwood Hotel
Bowditch & Dewey
Central Mass Regional Planning
Commission
Checkerboard, Ltd.
City of Worcester Government Channel
Clark University

Fallon Community Health Plan
Greenberg, Rosenblatt, Kull & Bitsoli, P.C.
Massachusetts College of Pharmacy &
Health Sciences
Seder & Chandler
D3 Synergy Graphic
Telegram & Gazette
Unum
Worcester Business Journal
Worcester Technical High School

Thomas S. Green Public Service Awards

Abbott Bioresearch Corp.
Assumption College
Bagel Inn
BayState Savings Bank
Beechwood Hotel
Checkerboard, Ltd.
Arthur & Micah Chase
DCU Center
Ecotarium
Hanover Theater
Higgins Armory Museum
Mirick O'Connell
Music Worcester
NSTAR
Saint-Gobain
Sharfmans
Sole Proprietor, Inc.
Telegram & Gazette
Tower Hill Botanic Garden
Worcester Art Museum
Worcester Credit Union
Worcester Hilton Garden Inn
Worcester Historical Museum
Worcester Sharks
Worcester Tornadoes

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

WE WOULD LIKE TO THANK OUR 2010 ANNUAL MEETING SPONSORS.



America's Most Convenient Bank®



RAND-WHITNEY



Davis Advertising
First American Realty
Fletcher, Tilton & Whipple
Merit Construction Alliance
Mirick O'Connell

National Grid
Penta Communications, Inc.
Protector Group
Providence & Worcester Railroad

Spillane & Spillane, LLC
UMass Medical School
Verizon
Webster Five Cents Savings Bank

MEDIA SPONSOR



HOST SPONSORS





GOOD LAWYERS KNOW THE *law,*
GREAT LAWYERS KNOW THE
community.



Elm Park, Worcester, MA

With solid legal advice and nearly a century of experience, Bowditch & Dewey takes pride in providing our clients with big city ideas they require and small town relationships they desire. With offices spanning the Massachusetts business corridor, from Boston to Central Massachusetts, we do business where you do business.

*Bowditch
& Dewey*
ATTORNEYS

www.bowditch.com

Boston Framingham Worcester



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

Worcester Regional Research Bureau

319 Main Street, Worcester, Massachusetts
Telephone: 508 799 7169 Facsimile: 508 799 4720
www.wrrb.org

Non-Profit Org.
U.S. Postage
PAID
Permit No. 272
Worcester, MA