



Michael V. O'Brien
City Manager

CITY OF WORCESTER

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Attachment for Item # 10.39 B

June 22, 2011

TO THE WORCESTER CITY COUNCIL

COUNCILORS:

I respectfully submit my self-evaluation for the body of work and accomplishments of my Administration on behalf of this City Council and community for Fiscal Year 2011.

It continues to be an honor and a privilege to serve this City Council and this community for the last seven years. Despite extremely challenging circumstances, I am proud for all that we have been able to achieve as a collective this past fiscal year. These accomplishments are significant milestones for our City and will continue to set the table to ensure the long-term stability and success of our community. We have lived within our means and have addressed the real and immediate impacts of an economic crisis, all while maintaining the delivery of core municipal services.

My self-evaluation identifies our accomplishments for Fiscal Year 2011, and includes long-standing priorities of this community and this City Council. The overarching goals remain the same: expand our commercial tax base, stabilize and strengthen our neighborhoods, improve public safety and emergency services, invest in public infrastructure, improve upon our customer services and apply reliable technology wherever possible to streamline and improve upon our delivery of municipal services.

I'd like to take this opportunity to thank each member of my Cabinet for their leadership and commitment—DPWP Commissioner Robert Moylan, City Solicitor David Moore, Chief Development Officer Timothy McGourthy, Fire Chief Gerard Dio, Police Chief Gary Gemme, Human Resources Director Kathleen Johnson, Division of Inspectional Services Acting Commissioner John Kelly, Director of Emergency Management David Clemons, Public Health Commissioner Dale Magee, and Chief Financial Officer Thomas Zidelis. I would also be remiss if I did not thank all of our City team for a job well done, under the pressure of limited resources, unfunded mandates, emergency conditions and high expectations. Time after time, consistently, rising to the challenges.

I must highlight my appreciation of the work of my fellow City Council colleagues, James DelSignore, City Auditor. His staff's and his efforts of checks and balances on City finance functions and actions must be commended. I would also like to extend my gratitude to David Rushford, City Clerk, and most certainly his dedicated staff for their efforts and tactical support. I am most grateful.



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I will note that our collective progress is directly related to the hard work, dedication and commitment of each and every Worcester Public School employee, from teachers to administrators, from custodians to cafeteria staff. Their efforts and successes are intimately tied to our ability to thrive and to compete in the 21st century. They are the stewards of our greatest investment in our future – our children. I must express my gratitude to Superintendent Melinda Boone, the WPS Administration and the Worcester School Committee for their leadership and commitment.

My Administration and I worked closely with all our elected officials for support, guidance, proactive actions and complimentary successes. I must express my gratitude to the Worcester City Council, the Patrick-Murray Administration, our Lieutenant Governor, our Statehouse Delegation, our Congressman James P. McGovern and our Senators. I'd also like to thank all members of the Boards and Commissions who volunteer their time to improve our City.

I must take this opportunity to thank all our private partners that know and understand how to roll up their sleeves and work side-by-side to capitalize on opportunities and solve long-standing challenges. These partners range from for-profit corporations and small businesses, to not-for profit service groups, to our world-renowned academic institutions, to our neighborhood community development corporations, to our neighbors themselves. I am humbled time and time again by the willingness of all to share the lift and push for progress.

There is so much work that lies ahead I look forward to it, and the successes that will certainly follow all of our collective efforts to date.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Michael V. O'Brien", with a long horizontal flourish extending to the right.

Michael V. O'Brien
City Manager

City Manager Michael V. O'Brien
Fiscal Year 2011 Highlighted Accomplishments

Category: Fiscal Discipline and Stewardship

Avoided Deep Employee Lay-offs and Achieved Significant Long-term Savings by Implementing Innovative Employee Health Care Reforms

The City, working collaboratively with our health insurance providers, developed innovative, cost-effective employee health care plans that achieved structural long-term cost controls and reduced premiums for both the City and the employee. These new health plan options are comprised of a local network of providers and hospitals designed specifically for City employees, and incorporate provider discounts and improved medical management programs. Upon full implementation, the FY12 cost-increase avoidance from these health care plan changes will be approximately \$5 million for the City and \$7 to \$8 million for the Worcester Public Schools.

Successfully Negotiated Collective Bargaining Agreements with Employee Health Care Reforms and Other City Unions, Preserving Jobs and Maintaining Service Levels

The City successfully negotiated new collective bargaining agreements with NEPBA, Local 911 (Police Officers), IBPO, Local 504 (Police Officials), IAFF, Local 1009 (Firefighters), NAGE, Local 495, DPW Clerks Local 170, and the Worcester Clerical Association. These new agreements included fair and balanced wage and benefit structures and no retroactive wage increases, all while achieving significant employee health insurance reforms, to include the uniformity with all employee contribution rates (75/25). These settlements re-directed tax dollars to maintain personnel levels and preserve essential City services.

Successfully Executed Contracts with Neighboring Towns to Create a Regional 21st Century Public Health Model, Leveraging Limited Resources to Implement New Model

In a measure to improve effectiveness, maximize resources and reduce duplication, the City completed a one-year pilot with the Town of Shrewsbury to regionalize public health care services. This successful pilot program with the Town then led to subsequent inter-municipal agreements with the Towns of Millbury and Leicester. Additionally, the City's effort has generated financial support, including a \$50,000 award from the Health Foundation of Central Massachusetts towards design and implementation of a sustainable regional public health model and an additional \$15,000 award from the Massachusetts Department of Public Health to explore the regionalization of health services between the City and 11 other communities. These regional collaborations demonstrate our ability to strengthen the public health system, per the adopted Task Force report.

Reached an Historic PILOT (Payment In Lieu of Taxes) Agreement with Clark University

The City reached an historic agreement with Clark University to make voluntary annual payments to the City of approximately \$262,000. This voluntary payment will increase by 2.5 percent annually over the next 20 years. In total, these overall voluntary payments will amount to more than \$6.7 million over the life of the agreement. The funds will be used to support the Worcester Public Library and improvements to University Park. This marks the fourth PILOT agreement for the City.

Successfully Executed an Energy Conservation and Building Modernization Program with an Energy Services Company, Generating Guaranteed Savings to Make Infrastructure Improvements to 92 City-owned Buildings

This \$26.6 million agreement with Honeywell International, Inc. will allow the City to implement a comprehensive energy conservation and building modernization program across 92 City-owned buildings, including the Worcester Public Schools. These are critical investments to aging buildings, some of which have not received significant upgrades since their construction in the 1950s, and will include everything from improved heating and cooling systems, insulation, air-sealing, and water conservation to oil-to-gas heat conversions, upgraded lighting fixtures, and energy management control systems. These efforts to install energy-efficiency upgrades and renewable energy technology are guaranteed to cut the City's annual utility/energy and operating costs by more than \$1.4 million per year for the next 20 years, reduce municipal carbon dioxide emissions by more than 6,000 tons annually, and create hundreds of jobs. These **guaranteed** savings will be used to pay for the majority of improvements and upgrades to these buildings.

Launched the Commonwealth's First Online Checkbook, Allowing the Public to Track How Local Tax Dollars Are Spent

The City became the first municipality in the Commonwealth to post its check register online, allowing the public to track how local tax dollars are spent and building upon our ongoing steps toward greater transparency in government. The online check register is available at www.worcesterma.gov. Citizens are able to search the register by vendor name, account type, or check date range.

Maintained City's Bond Ratings

The City has maintained its bond ratings in preparation for the annual bond issuance and during quarterly short-term borrowings. Bond rating agencies continue to note the City's strong financials. This is incredibly important, as agencies have increased their scrutiny of all credit risks in the wake of the 2008 financial crises. The City has demonstrated evidence of strong management, fiscal discipline and sound stewardship of public resources in the annual and quarterly reviews of the bond rating agencies.

Maintained Consistent Tax and Revenue Collections

The City's collections have maintained their effectiveness through the economic downturn. We have outsourced some collection efforts when financially prudent and pursued deed sales and other mechanisms to claim revenues due to the City. In addition, the City has deployed improved Internet-based bill-paying options to make revenue collection as convenient as possible for the City's residents.

Secured \$40 Million in Federal, State and Private Grants toward Critical Programs to Address Public Safety, Public Health, Housing, Youth Employment, Workforce Development and Homelessness

My Administration has identified and retained more than \$5M in grants for City operations that support Police, Fire, and Public Health. In addition, we have successfully secured and monitored more than \$35M in "non-school" related grants to support programs and services in Neighborhood/Community Development, Housing, Lead Paint Abatement, Emergency Preparedness, Emergency Communications, Workforce Development, Health Preparedness, Regionalization, Elder Affairs, Public Library, Parks and Recreation, and many other public services.

City Manager Michael V. O'Brien
Fiscal Year 2011 Highlighted Accomplishments

Category: Economic Growth and Expansion

CitySquare—Demolition Underway, Second Major Tenant to Purchase Parcel within Development

In September 2010, CitySquare II Development (CS2) LLC broke ground to kick-off Phase 1A of the \$560 million mixed-use CitySquare development project. Significant demolition work is underway, including the demolition of the north end of the parking garage, which will enable the commencement of construction of Mercantile Street (the roadway connection from Major Taylor Boulevard to Front Street) and Parcel H (the new Unum building). In April 2011, Vanguard Health Systems, the parent company to Saint Vincent Hospital, signed a purchase and sale agreement with CS2 for Parcel L within the development. Saint Vincent Hospital is now proceeding with a comprehensive \$21 million cancer center within the CitySquare development, and is the second major tenant announcement. The cancer center is expected to open in 2013.

CSX—Comprehensive, Integrated Transportation Plan to Expand Commuter Rail and Create Job Growth

CSX Transportation broke ground on an \$100 million important development project for the City, a private/ public partnership where existing freight rail infrastructure becomes a 21st century sustainable solution for commuters and businesses. This development will add 20 more commuter rail trains to and from Worcester by 2012. As a result of this expansion, CSX agreed to make major infrastructure upgrades on Franklin Street and Grafton Street, as well as traffic and streetscape improvements on Plantation Street, Franklin Street and Grafton Street. In addition, CSX agreed to donate approximately \$5 million for mitigation to assist with neighborhood and community improvements, including \$4 million for park development and \$1 million for streetscape improvements in the Grafton Hill, Shrewsbury Street and Canal District. In all, these commitments total \$24.9 million in direct investment and benefit to Worcester.

Gateway Park—Construction Begins on Second Building, Tenancy Secured

O'Connell Development Group Inc., operating as 50 Prescott Street LLC, broke ground in April 2011 on a second laboratory/office building at Gateway Park, a 92,000 square foot, \$32 million construction anticipated to create 120 construction jobs and 140 permanent, full-time jobs. Lease tenants include Massachusetts Biomedical Initiatives (MBI), which will sub-lease to Blue Sky Biotech, WPI Biomanufacturing Education and Training Center, WPI's Fire Protection Engineering Department, and WPI School of Business (to serve a growing demand for the Institute's part-time MBA program, now ranked first in the United States).

Theatre District Initiative—Private/ Public Partnership to Generate New Investment In and Around Federal Square

The City and the Worcester Business Development Corporation (WBDC) entered into a new partnership that aims to generate new investment in a defined area surrounding the magnificently restored Hanover Theatre for the Performing Arts, Worcester Common, and City Hall. This coordinated approach will combine private investment with public programming and infrastructure support to promote economic development in the heart of Downtown. This initiative will expand on the progress that continues in the downtown and will complement broader efforts to revitalize and reenergize the downtown and our neighborhood centers.

Worcester Sharks—New Deal to Extend License Agreement with City's Professional Hockey Team

Worcester Sharks, DCU Center and the City reached an agreement with Silicon Valley Sports and Entertainment (SVS&E) to exercise its option to extend its license agreement with SMG and the City for two years. The original contract, signed in 2006, was a 10-year deal structured as a 5+2+3 (5-year lease with an option to extend for two years to 2013 and again for an additional three years to 2016). The Sharks' extension speaks to continued progress and to a confidence in our community shared by so many.

Business Retention and Expansion

Launched a Small Business Retention/ Expansion Program

Business retention and job growth are a top priority. The Small Business Retention/ Expansion Program is a proactive, door-to-door outreach initiative to educate existing business owners on available resources, programs and services (local, state, federal and other). In addition to providing information to these business owners, we are building relationships so that we can identify opportunities for expansion, address potential workforce or business problems in the early stages, and assist owners with their interaction with various government and non-government agencies. Since August, we have proactively contacted and met with more than 200 businesses. In many of these cases, the City has been able to link the employer to additional programs and services they may not have been aware of, or connected them to available resources (either private or public).

Continued Efforts to Retain and Expand Business

During fiscal year 2011, the City provided assistance to 230 business and property owners and entrepreneurs from across many industry sectors. Of those assisted during this period, 26% were classified as retail, 23% as manufacturing, 18% as service, and 10% as Food Service/ Restaurant, with the remaining assistance provided to companies and individuals in the entertainment, office, and other industry sectors. 86% of the businesses received technical assistance, 8% received site search assistance, and 6% received financial assistance.

The relocation of Location Inc. from Rhode Island to Worcester is an example of the City's persistence and diligence to assist businesses of all sizes and across all sectors in relocation and expansion efforts, as well as the 10-year lease extension between Mirick, O'Connell, DeMallie & Lougee, LLP and Berkeley Investments for 38,277 square feet of office space through September 2021 at 100 Front Street. Another example is Magmotor Technologies, Inc., which purchased property located at 10 Coppage Drive in the Worcester Airport Industrial Park. The company will relocate its manufacturing operations and 14 employees from West Boylston to Worcester.

Continued Economic Growth within the Airport Industrial Park

The City sold parcels of land at 152 Goddard Memorial Drive and 15 Coppage Drive at market rates to expand and create jobs. These transactions and the ability for the City to retain these proceeds from these sales for City purposes are possible because of the terms and conditions of the transfer of the Worcester Regional Airport. These transactions then allowed us to redirect the proceeds from the sales for capital purposes (it would have previously been required to designate these proceeds as airport revenues by the FAA). In the case of 15 Coppage Drive, these proceeds were redirected to assist with the demolition of the City's remaining pools.

Storefront Improvement Program/ Façade & Awning Incentive Grant Program

Since 2010, five (5) projects have been completed through this unique economic incentive program, including: 222 Chandler Street; 150 Chandler Street; 52 Millbury Street; 279 Grafton Street; and 438 Pleasant Street. There are currently 5 properties under construction: 501 Southbridge Street; 277 Shrewsbury Street; 421 Main Street; 35 Blackstone River Road; and 118 Water Street. Additionally, we have administered one microloan to Simply Bella Weddings, two grants to Absolute Machinery and Applied Interactive through the *Worcester Produces Deferred Loan Program*, and one Quinsigamond Village Small Business Deferred Loan to Sweet T Southern Bistro. These projects total an estimated public investment of \$181,000 and an estimated private investment of \$448,000.

Economic Development Incentive Program (EDIP)

Since 2010, the City has designated three projects as Certified Projects through the Economic Development Incentive Program. 184 Main Street Associates, LLC completed the stabilization and gut rehabilitation of the 22,500 square foot, five-story, circa 1890 commercial building located at 180 Main Street, which had been vacant for several years. The District Attorney's Office of Worcester County occupies all five floors. In addition, O'Connell Development Group Inc. received Certified Project designation for a second laboratory/office building at Gateway Park, a 92,000-square-foot, \$32 million construction anticipated to create 120 construction jobs and 140 permanent, full-time jobs. Lease negotiations are underway for approximately 50% of the building, and tenants include Massachusetts Biomedical Initiatives (MBI), which will subtenant to Blue

Sky Biotech, WPI Biomanufacturing Education and Training Center, WPI's Fire Protection Engineering Department, and WPI School of Business to better serve growing demand for the part-time MBA program, now ranked first in the United States. Finally, Vanguard Health Systems, the parent company to Saint Vincent Hospital, received Certified Project designation for the proposed development of a \$21 million, 40,000 square foot cancer center on Parcel L within CitySquare.

City Manager Michael V. O'Brien
Fiscal Year 2011 Highlighted Accomplishments

Category: Neighborhood and Housing Development

Ending Homelessness – PIP Shelter Closure

The PIP Shelter, decommissioned on January 31, 2011, had been providing emergency housing for chronically homeless unaccompanied adults for more than 30 years. The City helped to facilitate an agreement between Community Health Link (CHL) and South Middlesex Opportunity Council (SMOC) that established a unique partnership, resulting in a rapid re-housing model and emphasizing the need for housing placement with an array of wrap-around services and case management that would eventually help chronically homeless individuals transition into permanent housing placement.

This new approach replaces the failed model of an emergency shelter system. The PIP transitioned to a “closed-referral” point of entrance system on November 2, 2009. This significant milestone requires homeless individuals to meet with a case manager and begin taking steps to end personal reliance on a shelter system. The Triage and Assessment Center then opened on CHL’s Jacques Avenue campus. Further, SMOC and CHL began the process of maintaining a newly-created name-by-name master list of all authorized Triage Center guests so that we could best address the particular needs of each individual and develop an appropriate housing plan. The new housing first model ensures that homeless individuals are treated with respect and compassion and is the stronghold of the City’s three year plan to end homeless.

The previous PIP shelter, designed to provide emergency shelter services to the chronically homeless, was a place where the homeless could come inside from the cold, be provided a meal, and a warm place to sleep for a night or two. The transition to a structured program, where individuals work with case managers toward self-sufficiency by identifying potential income streams, employment possibilities, housing options, and life skills has proven successful in the reduction and near elimination of chronic homelessness in Worcester. The number of “chronically homeless adults” currently enrolled in the Triage and Assessment Center is down to **five individuals**, down from more than 50 individuals in 2009.

Neighborhood Revitalization Efforts in Context of National Foreclosure Crisis – Neighborhood Stabilization Program

The City’s efforts to stimulate private market investment in neighborhoods deeply impacted by the national housing crisis continue. Utilizing technology, the City's Property Review Team (PRT) compiled data on foreclosed homes and property complaints in order to identify the most vulnerable neighborhoods for targeting resources; the Main South, Piedmont and Chandler Street areas were identified. Through the efforts of the Housing Division, the City successfully encumbered \$4.8 million in Federal funds (NSP 1), resulting in the rehabilitation of 67 previously vacant and/or foreclosed housing units in the targeted areas.

Lead Hazard Abatement Program

The stabilization and revitalization efforts were furthered by the City's successful Lead Abatement Grant Program – now considered a model program. In addition to the 197 properties de-lead this year, the City has submitted an application to secure an additional \$3 million to address 200 residential units.

Market-Rate Housing Development

Mayo Group

Mayo Group, a residential and commercial real estate firm based in Boston, continues the development of its properties adjacent to Worcester Common with the construction of up to 70 new units of housing at the former Bancroft Motors property on Portland Street. These new units will join the hundreds of new apartments that Mayo Group has developed at the Bancroft Residences and in the area. In addition, Mayo Group is developing ground-floor retail opportunities along Portland Street to include a range of opportunities serving residents and visitors alike.

Homeownership – Buy Worcester Now

The Buy Worcester Now Program continues to assist potential homebuyers by matching them with local realtors and the best and most responsible mortgage products for buying a home today. To date, we have closed on 472 homes; nearly half of which are first-time homebuyers. We have successfully trained and certified 107 local real estate professionals in HUD financing and local housing assistance program. We have assisted 23 homeowners with down payment and closing costs in securing first time homebuyer purchases through the American Dream Down Payment Assistance Initiative. In addition, participating employers continue to offer incentives to their employees to purchase a home in Worcester. For example, 32 employees of the Hanover Insurance Group have received assistance (\$5,000) from their employer on the purchase of their home.

Mixed-Income Housing Development

Canal Lofts

The former Chevalier Furniture Building was purchased by Winn Development for a 60-unit mixed income residential development. Construction is underway. The completed project will result in 30 affordable housing units and 30 market rate units.

Old Worcester City Boys Club – 2 Ionic

The former Worcester City Boys Club was purchased from a foreclosure auction by Whiz Kids Development, LLC. The planned re-development will include 24 housing units, 8 of which will be affordable housing units and 16 market rate units. The project will also include some office and commercial space.

Affordable Housing Development

Southgate Place

The former City Builder's Lot collaboratively owned between the South Worcester Neighborhood Improvement Corporation (SWNIC) and a group of private developers known as City Builders, LLC completed construction, inclusive of 25 units of affordable housing available to individuals and families with incomes not exceeding 50% of area median income. The property is now fully occupied. Both SWNIC and City Builders, LLC are dedicated to moving forward with Southgate Phase II that will provide additional rental units, as well as homeownership opportunities to low and moderate income homebuyers.

The Gardner Kilby Hammond Project continues progress with the proposal for Phase 4, to develop 22 units of affordable rental housing in seven, 2-4 unit, energy-efficient buildings Phase 4. This is a successful partnership of Worcester's Main South residents, the Main South CDC, the City of Worcester, Clark University, and the Worcester Boys and Girls Club. The Main South CDC already owns all of the vacant parcels upon which the KGH phase IV rental housing will be constructed. The project has been successfully funded under the most recent DHCD One-Stop funding round and is expected to close on financing in summer of 2011.

Castle Hill Development (Lagrange Street)

The project consists of the rehabilitation of two vacant buildings on Lagrange Street and will result in the production of 10 affordable housing units which will be operated as low and moderate income rental units.

HOME Affordable Housing Development

In addition, the City awarded more than \$3 Million in federal HOME funds to assist in the redevelopment of 120 affordable housing units.

HOME Assisted Property	Amount of HOME Funds
Old Boys Club – 2 Ionic	\$ 350,000
67 Catherine Street	\$ 120,000
9 Merrick Street	\$ 40,000
Gardner Kilby Hammond Phase IV	\$ 750,000
27 Vernon (Hector Reyes House)	\$ 60,000
Castle Hill (Lagrange St)	\$ 550,000
Canal Lofts	\$ 750,000
Southgate Place	\$ 450,000

City Manager Michael V. O'Brien
Fiscal Year 2011 Highlighted Accomplishments

Category: Infrastructure Improvements

Initiated a \$30 M Streets and Sidewalks Improvement Program

With the support of City Council, my Administration initiated work for a new \$30M Street and Sidewalk Investment Program (\$20M for residential streets and sidewalks alone) to address the backlog of reconstruction of our streets and sidewalks Citywide. This backlog is the number one issue cited time and time again by citizens and surveys. In Fiscal Year 2011, our efforts to invest more than \$10 M of those funds in infrastructure repair resulted in 11.48 miles of street resurfaced and 11.21 of sidewalk miles resurfaced. DPW also rehabilitated over 16,300 linear feet of water mains in FY2011.

Completed Construction of New North High School

My Administration has completed construction of the new North High School on time and on budget for a September 2011 opening. The new 200,000- square-foot facility is designed with durability and ease of maintenance in mind, along with "Green Elements" that will minimize energy consumption. After the new school is occupied in 2011, the remaining two (2) phases of construction will begin. These phases include demolition of the existing school and construction of new fields and parking areas.

Implemented a Citywide Reverse Notification System

The City's emergency notification system—ALERTWorcester—enables residents to access real-time information for a variety of situations, including severe weather, unexpected road closures, missing persons and evacuation of buildings or neighborhoods. These time-sensitive messages can be delivered to a resident's home, cell, or business phone, email, text messages, hearing impaired receiving devices and more. This new system will help not only to keep our residents informed, but also to keep our City safe.

Completed Construction of New Green Hill Park Access Road

A new, nearly 1400' road was constructed to link the Green Hill Golf Course to the remainder of Green Hill Park. This road will allow all visitors to Green Hill Park to access all of its services through Skyline Drive. Access to Park features will also be provided through Green Hill Parkway. The new access road also provides for a sidewalk for safe pedestrian passage through the Park and a boat launch area where access to the pond can be provided.

Reforestation of Public Street Trees

DPW&P continues to make significant progress in the reforestation of public street trees. In the FY10, we planted over 600 street trees and eliminated the backlog of all dangerous trees. We also developed a program to eliminate all tree stumps over the course of the next 3 years.

Category: Park Development and Improvement

My Administration has made a firm commitment to improve upon and enhance our parks and open space in recognition of the community's and City Council's long-standing priorities. In Fiscal Year 2011, our capital investments addressed a number of priority parks projects, including Institute Park, East Park, Crompton Park, Vernon Hill Park, Green Hill Park, Spillane Field, and Greenwood Street Park.

Institute Park

The Institute Park renovation, which will be completed on July 1, consisted of a renovated performance stage, new electrical and new grand entrance at the Boynton Street intersection. The two Tremont columns were moved to identify the main entrance to the renovated stage. This renovation was partially funded through the PILOT agreement with Worcester Polytechnic Institute. The Massachusetts Symphony Orchestra has scheduled a concert at the grounds for July 9th to celebrate the opening.

East Park

The East Park renovation included a new parking lot with more spaces, new tennis court, new tennis court lighting, new playground with poured-in-place safety surfacing, picnic tables/ benches and a small gazebo. This renovation was funded through capital tax levy authorization and from the Commonwealth of Massachusetts PARC Grant program. Included within the Fiscal Year 2012 Capital Improvement Plan is additional funds secured through mitigation with CSX Transportation for additional work to take place at this park in the coming year.

Spillane Field

Spillane Field renovation consisted of a new redesigned Little League Field, with irrigation, dugouts, bleachers and ADA accessibility. This renovation was funded through a capital tax levy authorization and a generous donation from the Family of John W. Spillane. Work is underway now.

Vernon Hill Park

This construction program included complete renovation of the park, including the Little League Field, Challenger Little League Field, Baseball Field and Softball Field. Additionally, the City secured the entire site with wood guardrail to limit vehicle access, added new bleachers, lights, playground, basketball court and other site amenities. The Commonwealth completed a renovation of the Dennis Shine Pool and the City's DPW installed a sidewalk along the entire length of Providence Street next to the Park and Worcester Academy's Gaskill Field.

Crompton Park Swimming Pool

Construction of this new aquatic facility at Crompton Park has been completed. The \$2.7M, modern 6500-square-foot swimming pool will open this Summer. The pool, designed with a zero-depth entry, will include spray features, lap lanes and a water slide. The renovation also included a new bath house and mechanical building.

Greenwood Spray Park

Construction of a new spray park at Greenwood Street Park is complete. This \$900,000 spray park will open this Summer.

City Manager Michael V. O'Brien
Fiscal Year 2011 Highlighted Accomplishments

Category: Delivery of Core Municipal Services

Inspectional Services

The Housing and Health Inspections Division performed more than 20,000 separate actions in accordance with all City, State and Federal regulations to enforce a wide range of public health and environmental regulations. The proactive measures with the supporting technologies in place – including the Property Analysis Database, the bi-weekly Property Review Team, Nuisance Inspectors, and Neighborhood Sweeps – resulted in improved tracking, monitoring and reporting of properties, and a faster response to resolution. Approximately 7,800 housing inspections were conducted, resulting in 7,000 cited violations and requiring 16,000 follow-up inspections. Of these inspections, approximately 80% were resolved within 30 days; 90% within 60 days, and 95% within 90 day (remaining 5% involved in court actions).

Property Review Team

The Property Review Team (PRT) conducted four (4) Neighborhood Impact Sweeps and inspected more than 600 properties. These sweeps generated more than 500 violations and within three months of each sweep, 100% compliance was achieved.

Receivership Program

The Receivership Program resulted in four (4) properties having court appointed receivers assigned by the Worcester Housing Court, allowing twelve (12) families to stay in their homes. A total of 203 families have been able to stay in their homes through the program since 2008. These properties were stabilized in the short-term through interdepartmental coordination (PRT) and proactive enforcement, in anticipation of the development of long-term property management and ownership options.

A new partnership with the Attorney General's Office was established to concentrate on foreclosed and abandoned properties. This has results in the referral of sixteen (16) vacant properties. To date, 18 units are currently under rehabilitation and moving toward re-occupancy.

The Division referred a record number of building and housing code cases to the Law Department for court action and achieved overwhelming success in Housing Court using fines, contempt and imprisonments to prosecute building and code cases. The court levied fines collected this year total approximately \$25,000. These monies are deposited in a revolving account for on-going enforcement activities.

Housing and Health Inspections Division

The Housing and Health Inspections Division is also responsible for inspections of food service establishments, body art and body art establishments; 3,200 were inspected last year. In partnership with the Department of Public Works and Parks, the division worked with food service establishments to bring them into compliance with the new

Fats, Oils and Grease (FOG) Regulations. One hundred (100%) percent of our operating food service establishments are now compliant. Additionally, 4,500 air and water quality samplings were conducted and 1,600 weight and measure inspections.

Building and Zoning Division

The Building and Zoning Division issued more than 18,000 building, plumbing, wiring and gas permits and conducted the required inspections of each. Approximately 2,600 building permits were reviewed and issued for both residential and commercial construction. These permits alone account for \$78 million dollars in estimated cost of construction reinvested back into our community. WFD and DIS inspectors inspected over 300 nightclubs and bars to ensure compliance with codes, laws and regulations of both departments.

Demolition of Public Safety Threats/ Nuisances in Neighborhoods

As part of the Neighborhood Stabilization Program, approximately \$400,000 was set-aside to address vacant, chronic problem properties that posed a public safety hazard or were an impediment to private market investment within the three identified areas. Ten properties were identified and demolition has begun (see below).

In addition, the City successfully secured an additional \$1.7 million in NSP (1) funds from the Commonwealth for the demolition of 95 Grand Street and the rehabilitation of the thirteen unit property located at 5 May Street.

<u>Demolished Properties</u>
62 Arlington Street
10 Windsor Street
197 Grand Street
6 Claremont Street
121 Merrifield Street
113 Harrison Street
220 Harding Street
47 Westminster Street
15-17 Millbury Street

Public Safety

Worcester Police Department

WPD continued to rely on weekly Captain’s Round Table crime meetings with Chief, Deputy Chiefs, Captains and Investigative Lieutenants to include patrol command staff – sharing information and enhancing enforcement.

Upgraded Crime Analysis Software

- Crime Analysts Attended Training and Presented at Annual Crime Analysis Conference

- Continued street intelligence
- Continued administrative overview of all non-fatal shootings and homicides
- Continued to identify impact areas, strategies and results

Shannon Community Safety Initiative

WPD received funding for Shannon Community Safety Initiative for \$465,000 for continuation of 7 existing programs. Final stats for the previous Shannon which ended in December 2010:

- Members of the Gang Unit held their seventh successful Gang Camp for over 280 at-risk youth in July, 2010 funded through Charles Shannon Community Safety Initiative.
- ***Project Night Light II*** – mirroring Project Night Light this program focuses on juvenile probationers. In the first quarter of this round of Shannon funding we have successfully made over 500 Juvenile home visits. 50 probationers have been referred to Shannon programs.
- ***Project Night Light*** - Have successfully conducted over 935 home visits; 13 Warrant arrest have been made, and 1 Shannon program referrals
- Working cooperatively with the Worcester Public Schools the Worcester Police Gang Unit has already visited and talked at 37 Public Elementary schools and services 80 6th grade classes, approximately 2695 students.
- ***Final Notice*** – 52 entered in program, 45 referred to GED, 25 referred to jobs training.
- Worcester Youth Center and Lifeline Program providing GED and pre-GED. 75 youth enrolled in programs; 89 youth enrolled in GED programs, 90 youth completed work readiness program.
- Continuation of the ***Police Clergy Mentoring Program*** with 11 congregations throughout the city serving 350 youth.
- Boys and Girls Club Programs: 75 youth participating in after school activity/program, 5 youth enrolled in lifeguard course.

WPD Administrative Accomplishments

- Expanded weekly overtime meetings with command staff to keep and monitor overtime trends and expenditures and continued tracking 48 different categories of overtime spending
- Enhanced court overtime review and analysis has reduced court overtime spending by 38% since July of 2008.
- Continued Risk Management Command Group to assess current policies and develop policies that are based on best practice with the goal of reducing exposure to civil liability

Continuation of the Partnerships Between the Police, City Departments, and the Community

Through these partnerships and working collaboratively to address the issues of crime, fear of crime, physical and social disorder, and neighborhood decay the quality of community life can be improved. Problem solving, crime analysis, and partnerships are

strategies that make crime reduction through crime prevention a reality. The problem solving strategy is tied directly to municipal and community partnerships and the ability to work creatively to solve problems. Partnerships with the business community, interfaith community, neighborhood centers and community activists have already resulted in innovative programs such as the minority youth mentoring program.

- Two Neighborhood Watch Summits held with 150+ neighborhood and community leaders in attendance at each meeting to discuss neighborhood needs
- Continued program to address violence through the use of increased enforcement activities in the areas surrounding and including problem bars.
- Continued Problem Property Task Force with one Sergeant, and 1 Police Officer working with crime analysis, Health and Human Services, Fire and City Manager to identify and address problem properties
- Continued ASAP – (Awareness, Support, Assistance Partnership) community involvement piece of the Street Violence Protection Group Initiative
- Continuation of Police/Clergy Mentoring Program
- Continuation of Crime Watch Group participation
- Continued Street Violence Prevention Group partnerships with other law enforcement agencies
- Expanded seventh annual Youth Summit held May, 2011
- Added a June impact program to combat increase in violence

Worcester Fire Department

The WFD maintained the average response time to all emergency incidents well under six (6) minutes, 90 percent of the time; and provided 16 firefighters to the scene of a fire within 8 minutes of dispatch 93.4% of the time. WFD performed 1,994 in-service inspections; issued nearly 4,998 permits and 613 licenses; and conducted approximately 11,906 code enforcement inspections. The WFD investigated and resolved 1,493 citizen complaints; investigated cause and origin for over 200 structure fires; and referred 16 adolescents to the Juvenile Fire-setters program. WFD also reviewed nearly 850 fire alarm and suppression plans for buildings being renovated or erected in the city.

The City trained and ultimately hired thirty-nine (39) firefighters, who were assigned to firehouses throughout the City. This class was particularly important to fill in light of retirements and anticipated retirements.

WFD Public Education

Through the efforts of the Chief, the department continues to proactively educate residents on fire prevention. The department conducted nearly 1,000 educational experiences for the citizens of Worcester; focusing on those populations most at risk for injury or death due to fire, children and elderly.

We instituted a landmark partnership with the Worcester Public Schools, instituting a progressive fire safety educational component into the 3rd grade curriculum and brought

entry level fire prevention and education programs to all 40+ Head Start classrooms in the City.

Ninety-three (93) firefighters attended training sessions (automatic defibrillator training, hazardous materials training, and training in the use of positive pressure ventilation). These professional development trainings are necessary for the safe and efficient discharge of their duties.

The Worcester Fire Department Hazardous Material Technician assigned to Emergency Management completed inspection and enforcement of 41 SARA properties dealing with utilization and storage of Hazardous Materials in fixed facilities within the city. He completed a yearly table-top exercise for the local hazardous materials facilities, evaluating the response readiness of first responder agencies and facilities and personnel. In conjunction with line personnel he also inspected, completed and marked over a dozen “dangerous” vacant buildings with corresponding floor plans and pictorial documentation.

Youth Opportunities Office

Youth Employment

In spite of a dramatic decrease in funding (almost 50% over the last three years), the Youth Opportunities Office successfully maintained a youth employment program for Fiscal Year 11. The Office coordinated approximately \$2.3 million in funding, which resulted in 1,523 youth employment opportunities. Additionally, with the support of UMass Memorial Health Care Community Benefits Program, we were also able to sustain the important work of the Youth Opportunities Office, including establishing a youth-led Council and a Web site for youth to access information about summer employment.

Youth Recreation

In collaboration with many community partners, we successfully implemented a summer aquatics and recreation program for our City’s youth—*Wheels to Water*. The program’s second season drew 7,800 visits to participating pool facilities and City beaches over a six-week period, up from 5,700 visits the year before. Approximately 2,367 young people received swimming lessons and safety instruction, up from 750 the year before.

In light of this success, we have expanded the Summer 2011 *Wheels to Water* Program. This year program will include access/ transportation to six (6) private pool facilities, four (4) City beaches, Greenwood Spray Park, and Crompton Park Pool; 12 registration sites (see attached) and 12 drop-off/ pick-up locations across the city; three (3) recreational programs at Beaver Brook Park, Elm Park Community School, and Great Brook Valley (administered by the Boys & Girls Club, Girl’s Inc., Girl’s Scouts); existing summer educational programming (focused on English, language arts, and mathematics) in partnership with Worcester Public Schools; and summer feeding at drop-off/ pick-up locations and City beaches in partnership with Project Bread/ Friendly House.

DPW – Snow Removal

The Department of Public Works and Parks contended with more than 72 inches of snowfall in FY 2011. Back-to-back snow storms and frigid temperatures made snow removal efforts challenging to say the least, but the Department worked hard and long hours to keep the streets safe and travelable.

Worcester Public Library Facility Improvements

Capital improvement projects were completed at the Frances Perkins Branch Library, including the installation of a new efficient, attractive and ADA compliant Circulation Desk. New reading tables, chairs and computer workstations were also installed. Capital improvements were undertaken at the Main Library, and included a comprehensive replacement of dated light bulbs and ballasts that have resulted in significant energy cost savings.

Technology Improvements

Enhancements to the Library's various computer networks continued. Library IT staff worked to restructure, replace and replenish the existing five-year old Wi-Fi system at the Main Library. Ten new Cisco wireless access points (WAPs) were installed to improve performance and compliance with all standards. A Cisco Wireless LAN Controller (WLC) and a Cisco Secure Access Control Server (ACS) were also added. Through the process, we were also able to convert and re-use some of the old Access Points to cover more areas. We are now able to provide wireless coverage to all floors for public and staff including the stack areas and the basement that were not covered previously.

We continued to add more computers, update older peripheral hardware, invest in new networking software, and dramatically increase the responsiveness of the staff and public networks at the Frances Perkins and Great Brook Valley Branches. In October, the Library successfully introduced a DVD movie patron self-check dispensing system that enhances both customer service and security for this popular collection.

Patron Services

Recognizing that a great many Worcester citizens were being adversely impacted by these difficult economic times, the Library took action to assist patrons in developing job-searching skills. Special programs were offered throughout the year on resume writing, job interviewing preparation skills, and accessing on-line employment resources. We also provided space for job discussion groups and other networking programs.

In FY10, the total system-wide circulation, including inter-library loans was 819,633. A total of 666,903 visits were made to the Library this year, an average of 12,825 per week. A typical week recorded 7,814 uses of Internet and electronic resources and 2,248 reference transactions.

Public Health

Led emergency responses to major public health incidents in the City, including active case of tuberculosis at Quinsigamond Elementary School, mercury spill at Grafton Street School and a food borne illness outbreak at a local restaurant

Substance Abuse

In tandem with the Worcester Police Department Vice Squad, my Administration developed an enhanced opioid overdose database system which provides critical data on the substance abuse crisis in our community. This data is used to assist with strategy work and targeted outreach efforts, and provides a better picture to the community of how complex and detailed substance abuse is and the need for prevention programs.

In coordination with the Healthy Options for Prevention Education (HOPE) Coalition, my Administration conducted a successful social norms campaign at North High School along with a parent support group that produced Public Service Announcements in English and Spanish for radio and cable television (set to air this summer). The focus on these two evidenced based strategies was to dispel myths of perception vs. reality around use of alcohol by teen's peers and to educate parents and caregivers on how to set limits with youth they care for at home.

In strong support of the HOPE Coalition's long tobacco signage and pharmacy campaign, the City Council passed an aggressive revised tobacco ordinance to include a ban on outdoor tobacco product signage (first in the country to do this) and a ban on all tobacco products in pharmacies, which fall under the category of a health care institution. In addition, blunt wraps were banned. This revised ordinance sends a strong message to big tobacco and also to our community and youth – that smoking is unacceptable and kills.

In partnership with LUK, Inc., a *Youth Health Survey* (modeled after the 2010 YRBS) was administered to Worcester Public Schools, Worcester Diocese Schools and several other communities in CHNA 8. Included in the tool were many questions about tobacco and smokeless tobacco products, physical activity and nutrition. This data will be used to help inform decisions regarding evidenced based models that will be used to target these issues.

City Manager Michael V. O'Brien
Fiscal Year 2011 Highlighted Accomplishments

Category: Management Efficiencies and Improvements

ViewPermit Software – Electronic Permitting System

Successfully installed, customized and deployed the ViewPermit planning and permitting software in Building and Zoning Division. Applications for building, electrical, plumbing and mechanical permits are now input and electronically routed to all appropriate departments and divisions for review prior to permit issuance enhancing the customer experience and eliminating the need for *customers to visit multiple departments for application sign-offs.*

Assessing Technology

The Assessor's Division is converting the City's antiquated property database to state-of-the-art Vision Appraisal system, as recommended by the Department of Revenue, while performing the triennial revaluation. In addition, the City is among the first to migrate to enhanced digital review of properties based on ground level digital and oblique aerial photographic data. The use of remote sensing discovered a number of changed properties, improving the fairness and equity in the assessment process. The field review is a labor intensive process that, by use of these technologies has increased productivity by over 40%. The division has implemented changes to excise processing, exemption filing and permit tracking.

Customer Service

DPW responded to over 65,000 citizen calls resulting in over 45,000 work orders and resolved 98% of the 5,600 work orders submitted by the Nuisance Team.

Category: Awards and Legislative Accomplishments

Received 2011 Excellence in Snow and Ice Control Award

The City's DPWP was a recipient of the 2011 American Public Works Association (APWA) award for excellence in snow and ice removal. The DPWP is one of only three recipients throughout the country chosen for this award. The DPWP was chosen for its innovation and equipment maintenance, handling of salt and sand, training programs, written plans and manuals, community outreach, technical issues that include material and plow tracking and maintenance yards.

Passage of Illegal Dumping Legislation

The City was granted enforcement powers against illegal dumping within the city's limits through legislation signed by Governor Patrick that will make permanent a pilot program established by the city in 2005. The pilot program was established to determine the effectiveness of allowing cities to establish their own fines and other penalties for illegal dumping and further to retain the revenues generated by such fines for the purpose of financing enforcement against illegal dumping.

Adoption of the City's First Form-Based Sign Ordinance

The Department of Planning and Regulatory Services (DPRS) staff conducted an extensive public participation process that included a comment period and eleven public hearings. Staff researched, analyzed and created alternative proposals that incorporated ideas from over 120 public comments in a way that balanced business and quality of life needs and resulted in the adoption of the City's first form-based sign code.

Gateway Cities

Significant progress has been made, with key programs for economic and housing development dedicated to efforts within the "Gateway Cities Plus" communities – 24 older urban centers in Massachusetts. In April, Worcester hosted a state-wide summit of economic development officials that included State Economic Development and Housing Secretary Greg Bialecki. We continue to push for a greater variety of tools to advance local economic development agendas. We are now working with our partners to explore the connection between economic development and education within Gateway Cities.