



MISSION

To foster an open and interactive relationship between the community and its government to ensure a better quality of life for all

VISION

The City's leadership envisions Worcester as the country's most vibrant and livable mid-sized city



VALUES

Inclusion

- We recognize and respect a variety of perspectives, experiences and approaches that will help us achieve our organizational goals.

Integrity

- Our action will maintain the trust and confidence of the public and organization.



Innovation

- We actively seek out good ideas that have a lasting, positive impact on our work, our community and our environment

PRIORITY GOALS

Goal 1: *Vibrant, Thriving City*

Goal 2: *Strong Neighborhoods*

Goal 3: *Opportunity for All*

Goal 4: *Sound Fiscal and Operational Government*



Key Performance Indicators (Listed by Goals and Objectives)

Goal 1: Vibrant, Thriving City

Honor and celebrate diverse and inclusive cultural events

- Partner with communities to celebrate cultural opportunities
- Ensure accessibility and availability of public places for cultural events and memorials

Maintain a safe and appealing infrastructure

- Upgrade street infrastructure and sidewalks
- Ensure safety, cleanliness; continue streetscape improvement programs
- Remain sensitive to the needs fo all users

Provide opportunities for business development and employment group

- Support business attraction and retention
- Provide support and access to expertise for small businesses to grow
- Serve as facilitator to address needs of residents, employers, and diverse business

Goal 2: Strong Neighborhoods

Support safe and affordable housing option

- Plan for a variety of housing options
- Maintain and improve the safety and accessibility of housing stock by holding homeowners and landlords accountable
- Support the accessibility and availability of permanent supportive housing

Maintain appealing neighborhoods with high-quality infrastructure and green spaces

- Ensure neighborhood cleanliness
- Maintain high-quality infrastructure, streets, and sidewalks
- Provide and maintain ample green spaces and park areas

Promote a sense of safety and security for all residents

- Provide a professional and competent police force
- Provide high-quality fire prevention and protection services
- Deliver outstanding public safety services and emergency preparedness
- Promote opportunities for community engagement
- Offer wrap-around and support services

Key Performance Indicators (Listed by Goals and Objectives)

Goal 3: Opportunity for All

Support opportunities for skill development, employment, and educational advancement for all residents

- Support opportunities for increased educational attainment
- Partner in workforce development efforts
- Provide opportunities to increase literacy, numeracy, and computer skills
- Create and nurture a culture of diversity and inclusion, promote diversity and inclusion in contracting

Provide opportunities for all residents to access the services and support they need to live a healthy life

- Provide appropriate services and resources to Senior Citizens
- Provide appropriate services and resources to Youth
- Provide appropriate services and resources to new residents
- Provide appropriate services and resources to Veterans and members of the military
- Provide appropriate services and resources to individuals with disabilities and in need

Support civic engagement and provide all residents with equitable access to information and communication with city leadership

- Increase customer service and access to information for all residents
- Encourage civic engagement to improve quality of life for all residents

Goal 4: Sound Fiscal and Operational Government

Prudent steward of municipal services

- Responsible, resilient fiscal, and budgeting practices
- Efficient, innovative delivery of City services

Attractive employer of high-performing, talented workforce

- Recruit and retain an engaged, diverse, inclusive workforce
- Provide quality customer service

Transparent and regular engagement

- Solicit regular, diverse, and inclusive input
- Easy access to City data and information
- Cultivate partnerships