



Edward M. Augustus, Jr.
City Manager

CITY OF WORCESTER

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Attachment for Item #

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June 21, 2016

TO THE WORCESTER CITY COUNCIL

COUNCILORS:

Worcester is rising, and I'm proud of my administration's role in it.

You can't walk or drive through Worcester today and miss the signs of progress. Construction cranes dot our skylines, while new businesses are opening in every corner of our city. Our theater district is thriving -- and expanding -- while many of our long-vacant properties, like the former PresMet Corp. site and the South Worcester Industrial Park, are finally coming into re-use, despite predictions to the contrary. New restaurants are opening weekly, and people outside the city are recognizing Worcester as the next culinary hotspot.

As a city, we are committed to nurturing, preserving, and growing this energy. We are building new roads and sidewalks for our key business corridors. We're conducting free small business workshops for budding entrepreneurs, offering site location help and facade improvement loans for small businesses. We are also making smart investments in our infrastructure and our neighborhoods. This year, we opened the fourth One City, One Library branch at Burncoat Elementary School. We completed the rebuilding of the famed walking bridge at Elm Park, and dedicated the park's walking path to our beloved former Public Health Director Dr. Leonard Morse. We continued to invest in and create programming at the Worcester Common, and have stepped up efforts to ensure it is a safe place for families. Later this summer, we will open a new 911 Communications Center that will help regionalize emergency communications and improve our response in the event of a disaster. We're upgrading parks across the city, with projects recently completed or underway in Elm Park, Vernon Hill Park, Castle Park, Crompton Park,



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among many others. One of the state's first universally-accessible parks will soon be built at Coes Pond, with the historic Stearns Tavern as a focal point, along with a newly-renovated bathhouse.

Perhaps the most important role I have as city manager is to hire and promote individuals who have the skills, temperament, experience, and a love for Worcester that will move city government forward. I am confident we have a team that is ready for the future. Over the past year, I've had the opportunity to name new fire and police chiefs, a new commissioner of Health and Human Services, and the city's first-ever Chief Diversity Officer.

As an organization, we continue to challenge ourselves to deliver municipal government differently, and to hold ourselves to the highest standards. This year, we formed a brand new Quality of Life Task Force -- an interdepartmental team that tackles neighborhood problems like illegal dumping, homelessness and other quality of life problems in a rapid, targeted way. This spring, after a two-year effort, our Division of Public Health became the first nationally-accredited public health department in Massachusetts. And just a week ago, the City Council unanimously approved an ambitious Urban Revitalization Plan that could propel downtown Worcester for decades to come. We're also close to unveiling a brand new, user-friendly city website, which will make city government more accessible, transparent, and easy-to-understand. This effort, led by my office and the Technical Services Division, has included a top-to-bottom review of our current website's strengths and flaws, and I think people will be delighted with the outcome.

Our city continues to be in a strong place financially, thanks to careful, conservative budgeting and our adherence to the Five Point Plan. Our bond ratings remain high, and the bond rating agencies continue to cite "strong management practices" as a key reason why. We have expanded many programs during my time as city manager without using tax levy dollars. Recreation Worcester is one such program, and 2015-2016 marked a huge milestone in its success. Not only did we see more than 10,000 visits to our free summer program at ten parks across the city, for the first time we expanded the program to the school year. At five schools, the city of Worcester now offers free after school programming, including tutoring, athletics, arts, and free healthy snacks. More than 600 students have registered with the program, and several sites

see more than 100 kids per session. All this is done at no cost to the taxpayers, rather, it is accomplished through donations and in-kind contributions from community groups eager to support our efforts to focus on our young people -- one of my top priorities as city manager.

Worcester continues to be a safe city, particularly when compared with other similar cities in our region. When last summer was interrupted by a rash of violence, the Worcester Police Department moved swiftly to put resources in place to quell the violence. A long-term investigation into high-level drug trafficking in our city brought dozens of key arrests, and brought an end to the string of scary incidents. My administration is also working with dozens of community groups on a long-term effort to address youth violence; an effort which we unveiled last summer. That work continues, and you should expect a substantive update very soon. No community is immune to crime, but with a forward-thinking, data-driven police department and a community-based effort to address the root causes of youth violence, I believe Worcester will continue to be a safe place to call home.

Of course Worcester has challenges. So do Boston and New York City -- and Providence, Hartford, and Springfield. We must recognize our challenges and meet them head on, but we cannot wallow in them. For too long, Worcester has been held back by the disease of pessimism. We are too quick to put ourselves down, to believe the worst rather than work for the best. Even when others praise us, we can't bring ourselves to believe them. In the past year, Boston Magazine has praised Worcester as a low-cost alternative to Boston, the Atlantic Magazine has recognized the tremendous success of our Canal District, WGBH has urged its readers to try our restaurants. Countless developers are now looking at Worcester as a growth market for apartments, hotels, and restaurants. At any event I attend with people from outside the city, I am asked about Worcester's success.

The accomplishments laid out in the attached document are not only the result of hard work on the part of our employees, though they are that. They are the result of a community that is starting to push past cynicism towards a better future. There is a growing segment of our community that would rather work to make things better than to live in self-defeating negativity. Thanks to the efforts of this group, many of them young people who have made the conscious choice to make the city their home, we are

starting to see Worcester as a place where good things are happening. My vision of the city of Worcester is a government that delivers efficient, effective municipal services to our residents in a customer-friendly, transparent, and inclusive environment, while working to improve the quality of life of its citizens by creating a thriving, vibrant, and safe place to live, work, study, and do business. By that standard, I believe we have had an outstanding year, and I am pleased to report we are well on our way to a repeat in fiscal year 2017, and in the years to come.

Respectfully submitted,

A handwritten signature in black ink, reading "Edward M. Augustus, Jr." in a cursive script.

Edward M. Augustus, Jr.
City Manager

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Fiscal Year 2016 Accomplishments

CATEGORY 1: FINANCE

A. Five Point Financial Plan

- **Focused on Addressing OPEB Liability** - The City continues its focus on managing the cost of future health benefits for current employees and retirees. Our strategy to address this long term financial challenge includes deposits to the OPEB trust fund and reforms to reduce health insurance premium costs and trends. For the first time, the City budgeted from the annual operating budget \$500K towards to OPEB liability to demonstrate to bond rating agencies that this liability is a part of our ongoing financial planning. In addition and consistent with the Five Point Financial Plan, we made a deposit into the OPEB trust fund equal to 30% of the City's certified free cash, bringing the total balance of the City's OPEB trust fund to a current value of \$8,695,254. In FY16, the City introduced new health plan reforms to reduce premiums, which in turn limited the growth of the City's OPEB liability.
- **Continued Adherence to the City's Five Point Plan Increasing the City's Financial Stability** - Fund Balance, a financial measurement of a municipality's performance and liquidity, increased by \$358,000 continuing the positive financial results the City has observed in recent years. As laid out by the Five Point Financial Plan, in FY16 the City made free cash deposits to the Five Point Financial Plan funds as follows: 50% to stabilization fund in the amount of \$ 503,252 and 30% to OPEB fund of \$301,951.
- **Reduced Long Term Debt Liability** - Reduced the City's long term debt liability in excess of \$2.7M, over the term of the debt outstanding, through the issuance of a \$20.6M refunding bond. As part of the City's overall debt management strategy, the City identified three prior years' bond issuances which were candidates for refunding. With the issuance of \$20,655,000 refunding bond, the City lowered the City's long term debt payment from \$27,926,032 to \$25,223,775, resulting in budgetary savings in the amount of \$2,702,257 over the term of said bonds. The transaction is estimated to yield present value savings of \$2,419,521.

B. Budget Preparation and Financial Management

- **Developed Fiscal Year 2017 Back-to-Basics Budget** - While adhering to the basic principles of the Five Point Financial Plan, the FY17 budget was a back-to-basics budget that reflected the core values of our community to provide safe streets, invest in the future of our youth, improve city services, and protect city finances. By maintaining and improving essential city services and investing in key infrastructure which had been deferred due to budget constraints caused by the recession and years of state aid cuts, the budget reflected a significant commitment to meet the basic needs that preserve and build value in our community today and in the future and to continue the positive momentum. The budget contained provisions to advance recruit classes for both the Worcester Police Department and the Worcester Fire Department, providing stability, increased visibility and responsiveness in our neighborhoods. The FY17 budget also showed our continued commitment and investment to the Worcester Public Schools by exceeding net school spending levels for the first time since FY10, exceeding the minimum required contribution for the third straight year by allocating \$1.1M above our requirement, and reducing grant

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administration costs from 2.5% to 2%, allowing WPS programs to expand with an additional \$170K in grant funding.

- **Created New Funding Source Through Worcester Common Garage Surcharge** - The City submitted special legislation to the State Legislature which was enacted and allows for a "Worcester Common Environs Programming & Maintenance Revolving Fund" which will generate approximately \$100K annually in new revenues through a small surcharge to be applied to customers at the new underground CitySquare parking facility. Funding will be used to program music, dramatic and other public events held on the common, support the operation of the skating rink in the wintertime, provide police patrols and security measures, and to maintain, repair or replace the physical infrastructure of the Worcester Common.
- **Negotiated Collective Bargaining Agreements, Including Health Insurance Reforms** - Successfully negotiated new collective bargaining agreements with multiple bargaining units in the City that included fair and balanced wage and benefit package through FY17, while achieving additional health insurance reforms that allowed the City to redirect savings to core city services in FY16. When applied to all city and school department subscribers, the new health insurance plan design will generate annual savings of \$4.0M (\$1.5M City, \$2.5M WPS) through lower premium rates, which will act to delay the effect of the federal 'Cadillac Tax' and slow the escalation of the City's OPEB liability, allowing us to fulfill our commitment to the bond rating agencies to continue to address these looming financial obligations.
- **Conducted Successful Tax Collector's Deed Sale** - Conducted a successful Tax Collector's Deed Sale which bolstered the City's revenue collections in excess of \$750,000.00.

C. Bond Rating

- **Maintained High Investment Grade Bond Ratings from Leading Rating Agencies** - Maintained high investment grade bond ratings from the three leading rating agencies under the backdrop of numerous state, territorial and municipal credit downgrades and defaults nationally. The City sustained both its short term and long term credit ratings from Moody's Investors Services (Aa3(stable)/MIG1), Standard & Poors (AA- (stable)), and Fitch Ratings (AA-(stable)). These respective ratings are imperative for the issuance of bonds to fund the City's annual Capital Improvement Plan in that the respective ratings assure potential investors of the City's creditworthiness in the purchase of the City's bonds. Additionally, the high investment grade credit ratings provide for additional institutional investors with stringent investment policies to purchase the City's bonds. This competitiveness typically translates to lower interest costs being payable to bondholders. This past winter the three agencies rated the City's current bond offering, as well as its cumulative bonds outstanding, and commented as follows:

Moody's Investors Services

"Management in the city is strong as evidenced by the adoption of and adherence to a comprehensive set of formal financial policies. Additionally the city maintains a long-range Capital improvement plan to help prioritize and guide capital investments"

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Standard & Poor's

"Strong management, with 'good' financial policies under our Financial Management methodology"

Fitch Ratings

"STRONG MANAGEMENT PRACTICES: The city's recent history of positive operating results is a reflection of its strong financial management, prudent fiscal policies and conservative budgeting practices"

D. Energy and Asset Management / ESCO

- **Completed Solar Array Installation** - Completed the installation of six rooftop and two canopy solar arrays at various WPS facilities resulting in immediate extensions of useful lives of buildings as well as energy consumption reductions at the various facilities. Through the advancement and completion of the installation of the solar arrays, the WPS is anticipated to achieve the production of environmentally responsible electricity production, achieve a reduction in energy costs and extend the useful life of six existing roofs through the installation of high grade white roof sealants.
- **Employed External Solar Arrays for Reduced Electricity Costs** - Reduced FY16 electricity charges city-wide in the excess of \$235,000. Through the execution of net metering contracts for private solar arrays, the City leveraged externally generated solar power for the City's benefit. By taking advantage of recent legislative changes, the City was able to negotiate and execute a net metering contract for some of its larger facilities, thereby reducing its budgetary electrical expenses. Additional net metering contracts are being negotiated to take effect in FY17.
- **Continued Ambitious ESCO Projects** - We continued our ambitious and ongoing ESCO energy program by entering into an agreement to convert our streetlights and municipal parking garage lights to energy efficient LED fixtures. This project is expected to reduce electricity expenses by \$1.3M annually. In addition, the City has negotiated a Conservation Management Permit with MA Fish & Game, completed a Post Closure Use Permit with MA DEP, and recently finalized designs for an 8.1MW-DC solar array at the Greenwood Street landfill. Once completed this array will be the largest municipally owned array in MA and will generate nearly \$3.2M per year in electricity credits and savings.

CATEGORY 2: ECONOMIC DEVELOPMENT

A. Urban Revitalization Planning

- **Urban Revitalization Plan** - Over the last two years, the Worcester Redevelopment Authority (WRA) has been working on a proposed Downtown Urban Revitalization Plan. On December 12, 2014, the WRA established a Citizens Advisory Committee (CAC) to carry out the state regulatory requirement that there be meaningful citizen participation in the planning process. The CAC held 10 meetings, including a public forum on September 16, 2015, dedicated to hearing the public's vision for the re-use of the long vacant Wyman-Gordon properties. Following the requirements of the governing statute and regulations, with the review and input of the CAC, a draft plan was released in April 2016. This \$100 million plan identifies 24 properties within a 118-acre area for potential redevelopment. The proposed Plan presented at a public hearing held by the WRA at the DCU Center on May 5, 2016. Following the presentation and the public comment received, the WRA voted to approve the Plan and refer it to the Planning Board to make a statutory finding and to submit it to the City Council for its review, deliberation and approval. On May 18, 2016, the Planning Board affirmatively voted that the project boundary was based on a local survey located and conforms to a comprehensive plan for the City of Worcester as a whole in accordance with MGL c.121B, §48. Upon City Council approval, the Plan will be submitted to the State for approval.

B. Neighborhood Revitalization and Initiatives

- **Secured Agreements for the Sale & Development of Five Parcels at the South Worcester Industrial Park** - The South Worcester Industrial Park (SWIP) is a brownfield site located off of Southbridge Street. Over the past several years, the City assembled the properties, completed necessary demolition/remediation, and performed extensive infrastructure improvements to prepare the parcels for redevelopment. Since the late 1990s, the City has been working with a neighborhood Task Force on the redevelopment of SWIP. The City acquired a number of obsolete, contaminated buildings through tax title in the early 2000s, and has worked through the years to abate and demolish the buildings to prepare them for development, unsuccessfully marketing them until this past fiscal year. After the passage of a TIF Plan for the area, the City has successfully secured agreements with three separate parties for the sale and development of five of the six parcels in the park. The total revenue expected from the sales is over **\$500,000** in addition to the properties being put back on the tax rolls. While a few end-users are still being confirmed, these development projects have the potential to create or retain over **100 jobs**. The Business & Community Development Division recently received a letter of interest for the final remaining city-owned parcel within SWIP.
- **Facilitated the Sale of 730 Plantation Street** - The City successfully facilitated the sale of 730 Plantation Street, a surplus property on the east side of the city. The City sold the property to Ridgeback, LLC at a price of \$51,500 for the construction of a resource-efficient laundromat. The property uses a water filtration system to minimize waste and recycles water resources to the maximum extent possible.

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- **Gardner Kilby Hammond Neighborhood Revitalization (GKH)** - GKH is a \$32 million brownfield revitalization project spearheaded through a public/private partnership involving the Main South Community Development Corporation, the Boys & Girls Club, Clark University, and the City of Worcester. This multi-phased neighborhood revitalization effort involves the construction of 80 affordable, energy efficient homeownership units sold to first-time homebuyers, a new Boys & Girls Club facility which is successfully operational, roadway improvements to Gardner and Kilby Street, the opening of a bike path for the neighborhood, and the construction of a track and athletic field by Clark University. The construction of the track and playing fields is well underway, with completion slated for fall 2016. This new facility will not only expand Clark's athletic and intramural/recreational opportunities, but allow for use by the Boys & Girls Club and the youth in the neighborhood.

- **Collaborated on Brownfields Redevelopment** - The City executed a contract with New Garden Park, Inc. for a \$550,000 grant through the Brownfields Cleanup Revolving Loan Fund for the redevelopment of the contaminated former Presmet/GKN Sinter Metals facility in the Canal District. The overall project consists of 11 parcels totaling over 3.5 acres in the heart of the burgeoning Canal District. The \$550,000 grant is leveraging over \$2 million in additional remediation costs with significant contributions from MassDevelopment and over \$15 million in redevelopment costs from private sources.

- **Union Hill Initiative** - The Union Hill neighborhood is the focus of a targeted strategy across multiple City departments seeking to eliminate blight and improve the quality of life in the neighborhood. Since 2013, \$4.9 million has been invested by the City in the Union Hill neighborhood. The Executive Office of Economic Development is spearheading the effort. In coordination with DPW&P, comprehensive streetscape improvements for Harrison Street and Providence Street have been a focus as well as street resurfacing and sidewalks for Aetna Street, Plane Street, and Chapin Street, resulting in a total of 18,250 square yards of roadway resurfaced and 6,200 square yards of sidewalk replaced in 2015. Nearly 40 new trees were planted in the neighborhood as well. The next phase commenced in June 2016, and includes 7,575 square yards of roadway resurfacing as well as the replacement of 2,910 square yards of sidewalk for the remainder of Harrison St. and Barclay St. Owner occupied housing rehabilitation improvements are currently underway with 15 housing units in various phases of rehabilitation. An additional 47 housing units are being considered for potential rehabilitation, including improvements to the rental properties in Oak Hill CDC's portfolio. Two new homeownership units are currently under construction through a partnership with Habitat for Humanity, and a third homeownership unit is in the pre-development stages. The City recently co-celebrated the unveiling of a new mural on the side of Union Hill Elementary school with Worcester Academy. The mural was funded through a Worcester Arts Council grant. In 2015, the City was honored with a Community Development Achievement Award in recognition of its revitalization efforts in the Union Hill Neighborhood.

- **Neighborhood Development Division (HUD Entitlement Funding)** - Managed approximately \$6 million in federal entitlement grant funding from the U.S. Department of Housing and Urban Development (HUD). Efforts included:
 - ✓ Administered \$605,721 in Community Development Block Grant (CDBG) funding for human and social service activities through 13 nonprofits that provided services (food security, job skills training, case management, youth programming, and health care) to over 5,024 households in Worcester.

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- ✓ Provided \$3.2 million in CDBG funding to support development and preservation of public facilities in the city to include rehab and improvements to 6 Fire Stations, to procure a custom-built fire truck, renovating the jobs center of an affordable housing complex, providing solar panels to a transitional housing facility, upgrading medical equipment and building infrastructure for 2 local health centers that provide care to low-income patients without health insurance, preserving and moving an important historical landmark in the City, and providing numerous upgrades and improvements to 2 important City of Worcester public parks.

- ✓ Partnered with the Department of Public Works and Parks to plan, program, contract, and monitor \$500,000 in CDBG funded road resurfacing, sidewalk reconstruction, and pedestrian amenity upgrades to the Union Hill neighborhood.

C. Downtown Development and Improvement

- **Canal District Skating Facility** - The construction of a \$15 million, 100,000 square foot skating facility at the former Presmet/GKN Sinter Metals site was recently announced. The project includes two full sheets of ice and approximately 40,000 square feet of retail. The facility will be used by Worcester State University and Worcester Academy as “home ice” as well as by local youth organizations and as a training facility for the Worcester Railers. Upon completion of the facility, the project has the potential to realize approximately **76 full time jobs, \$320,000 in tax revenues, upwards of 50,000 visitors per year, and approximately \$3.5 million in direct economic impact** while providing jobs and hotel rooms and increasing patronage within the area’s active and growing restaurant scene. It will also add to the vibrancy and activity of the area, reactivating Harding Street and Winter Street, and creating linkages between Union Station/Washington Square as well as throughout the entire Canal District.

- **18-20 Franklin Street** - Formerly known as the Worcester Telegram & Gazette building, the Worcester Business Development Corporation (WBDC) acquired this property in 2011. The building renovation cost \$42 million, including three floors of Quinsigamond Community College’s (QCC) Healthcare and Workforce Development Center. QCC is located in approximately 70,000 square feet of the building, using the space for its Allied Health programs, as well as Workforce Development and Training, Adult Basic Education, and English as a Second Language programs. The new facility supports over 1,200 students and administrators. In addition, the WBDC unveiled a partnership with Action! Worcester to operate the first floor innovation space. The 1st and 4th floors of the facility were fit-out with a \$1 million U.S. Economic Development Administration grant. Action! Worcester rebranded the first floor space now known as the Worcester Idea Lab which provides co-working, meeting, and event space for rentals. The fourth floor accelerator space is now home to the technology company, Ten24 Digital Solutions, as well as 8 other start-up companies and organizations. The fourth floor provides private office space and shared conference rooms. A lease agreement for 3,000 square feet has been signed with a restaurateur, Taste of the Mediterranean, with a summer construction date and fall opening anticipated. The Massachusetts Cultural Council has awarded New Garden Park, a subsidiary of WBDC with a \$300,000 Cultural Facilities Fund grant to create the WOOteria, a 300 seat capacity creative performing and collaborative space with additional rehearsal/meeting space, green room facilities, and a pop up gallery space.

- **Washington Square** - Last year, the WRA conveyed the 40,000 square foot parcel of land adjacent to Washington Square to First Bristol Corporation for the construction of a \$14

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million, 118 key Homewood Suites Hotel. A ribbon cutting was held in March 2016 and construction is ongoing.

- **Transformative Development Initiative** - In December 2014, the City of Worcester was among the first Gateway City communities selected to receive MassDevelopment's TDI District in Development designation for the Worcester Theatre District. MassDevelopment has been providing enhanced technical assistance to the city and its TDI partners (WBDC and Hanover Theatre). During the summer of 2015, the City received a placemaking grant to partially fund the first Worcester Local Kickoff Weekend. This event consisted of a pop-up café, music events, vendors and food trucks on the Worcester Common. Additionally, the PopUp opened at 20 Franklin Street for the season. The PopUp concept is to offer a free, collaborative space for artists and creative entrepreneurs to share their arts & crafts, host a creative workshop, or perform a concert, stage-reading, or poetry slam. Due to its great success in 2015, the PopUp will return for the summer of 2016 continuing to inspire creative interest in the Theatre District area.
- **DCU Center** - The construction to fit-out the retail corner of the DCU Center facility at the intersection of Foster Street and Commercial was completed in December 2015. Figs + Pigs, a micro-restaurant servicing the general public during the day and venue attendees during events currently occupies the space. This not only maximizes street level retail, it adds feet on the street in the downtown area. In addition, Worcester Wares opened up a retail storefront in the former Sharks retail space along Commercial Street in August 2015.
- **551 Main Street and Francis R. Carroll Plaza** - In June 2016, a ribbon-cutting ceremony was held to celebrate the renovation and expansion of the Hanover Theatre into the adjacent building next door at 551 Main Street. The completed facility has been programmed to house a ground floor restaurant, administrative offices and function space, and a performing arts conservatory to deepen the theatre's youth, education, and outreach programs. In addition, the City announced its plan to create a vibrant pedestrian plaza in front of the Hanover Theatre that will close the portion of Southbridge Street in front the theatre permanently to allow for outdoor dining and performance space and allow the theatre programming to spill out into the public realm. Streetscape improvements in the amount of \$785,000 are programmed currently for Portland Street and Salem Street, while \$400,000 in improvements to Federal Street and Myrtle Street were recently completed.

D. Development Projects

- **CitySquare** - The CitySquare project is a \$500+ million multi-phased public/ private partnership in the heart of Downtown Worcester. The first phase saw the demolition of the mall, expansion of the roadway network, the 200,000 square foot Unum office building, and the 66,000 square foot Saint Vincent Cancer and Wellness Center. Substantial completion has been reached on the 550-space underground public parking garage and plaza above. Roseland, a Mack-Cali company, has commenced construction on the first phase of a residential development (total will consist of 370 market-rate rental units) with 12,000 square feet of ground floor retail space at the corner of Front Street and Foster Street. Construction of a full-service 168 room AC Hotel by Marriott is underway. The second phase of the project - the garage, hotel, and residential projects combined represent a \$125 million investment in Downtown Worcester.
- **Mercantile Center** - A \$72 million investment by Franklin Realty Advisors and Great Point Investors, also within the CitySquare District Improvement Financing District has

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commenced construction to build out more than 75,000 square feet of office space for UMass Memorial Healthcare, which will be bringing approximately 700 employees to downtown within the next 12-18 months. The move includes the relocation of the health care system's existing IT staff as part of its planned \$700 million IT upgrade and electronic health record software installation. The transition will occur gradually and the space will be fully utilized by the end of 2017. The City's Economic Development Office was instrumental in securing a \$1 million Massworks grant for the developer of Mercantile Center for the renovation (work currently ongoing) of the Commercial Street Parking Garage.

- **Gateway Park** - The brand new \$11 million, 100-room Hampton Inn at 65 Prescott Street, adjacent to the existing Courtyard by Marriott, opened in April 2016. The hotel has created approximately 30 permanent, full-time jobs, with 87% of those jobs filled by Worcester residents, exceeding the 66% requirement. The City supported the project by approving a Tax Increment Financing Plan at the end of 2013.

- **Blackstone Heritage Corridor Visitors' Center at Worcester and Blackstone Gateway Park** - The Blackstone Heritage Corridor Visitors' Center at Worcester (Visitors' Center) will be a full service, multi-use facility, featuring a welcoming area, historic and cultural exhibits, a theater, restroom facilities, an adjacent passive recreation lawn, and office, classroom and meeting space. The surrounding parkland, Blackstone Gateway Park, will provide recreational and educational opportunities by way of trails, boardwalks, observation platforms, interpretive signage and kiosks, and paths with connectivity to the Blackstone River Bikeway. The sitework phase of the project is ongoing and the building phase has reached 25% design, with an anticipated bid date in late summer 2016. The Park project is at 100% design and will be bid out later this year. All told, the two projects represent a combined investment total of approximately \$14 million. The Quinsigamond Bikeway portion of the Blackstone River Bikeway is now open to the public and extends from the town of Millbury along Route 146 (behind Worcester Crossing) to the Visitor Center site.

- **Worcester County Courthouse** - The City of Worcester acquired the former Worcester County Courthouse from the Commonwealth of Massachusetts in August 2014. In conjunction with taking title, the City received a grant from the Commonwealth for \$3 million to assist with the environmental remediation of the building. The City has an agreement to sell the property to a New Hampshire-based developer for \$1.2 million. The redevelopment plans are to convert the vacant, historical courthouse into approximately 115 market-rate apartments and 3,000 square feet of retail space. A Terms of Conveyance document has been signed and the developer is within its 120-day due diligence period. Phase 1 of the remediation work is now complete. The scope included asbestos abatement in interior accessible areas throughout the building complex as well as the removal of an existing underground storage tank. Phase 2 of the remediation work consists of the removal of presumed PCB caulking materials in all exterior steps and walkable areas on the outside perimeter of the property as well as window/ exterior caulking removal and partial roof abatement. The presumed PCB caulking has been abated; the remaining scope (windows and roof) will be completed upon the official deed transfer to the buyer.

E. Cultural Activities

- **Worcester Arts Council** - The Worcester Arts Council awarded \$112,812 in project grants to 56 Worcester based artists and organizations in the arts, sciences and humanities; including two artist fellowship awards of \$5,000 each.

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- **Public Art/ Murals** - In a community input survey conducted by the Worcester Arts Council; murals were established as a priority for funding to support projects for public art in the city. As a result, the Worcester Arts Council funded a total of 5 mural projects this funding cycle. Overall, over 15 mural locations have been selected throughout the city over the last year. The Arts Council funded murals at the following locations: **Worcester East Middle – 420 Grafton Street, Union Hill School – 1 Chapin Street, Art Reach Studio – 322 W. Boylston Street, Palladium Mural – 261 Main Street, YWCA – 1 Salem Square.** The Public Arts Working Group supported seven murals: **The Hanover Theater - Portland Street Side, (5 panels) WCUW - 910 Main Street (Hawthorne Street Walls), YWCA – 1 Salem Square.**
- **WOO Card Application** - The Cultural Development Division, in coordination with the Worcester Cultural Coalition and Destination Worcester partnered to take the successful “WOO Card” program to the next level with the development of a digital marketing platform. The “Woo Pass” app is now available for download offering more convenience and appeal to local venues while strengthening the engagement and interaction between local residents, college students, and visitors with local cultural institutions, creative businesses and travel and tourism attractions throughout Central Massachusetts. The “Woo Pass” app officially launched in March 2016 and currently has 2,491 downloads with 3,612 updates and new downloads occurring each day.
- **Wayfinding Initiative** - The City of Worcester in partnership with the Worcester Cultural Coalition has developed a comprehensive Wayfinding Initiative that creates a system of vehicular, pedestrian and placemaking signage that captures both Worcester’s diverse cultural amenities and its unique identity. Since receiving an appropriation of funds by both the Massachusetts Legislature and the City of Worcester, the Worcester Wayfinding Project has been moving forward steadily. The project is projected to continue in a timely manner, with the hopes of the first elements being installed in fall of 2016 and then continuing into spring of 2017.
- **Worcester Common Oval** - The Cultural Development Division supported the creation/production of over 20 events at the Worcester Common Oval including the Out to Lunch Summer Concert Series and Farmers’ Market.

F. Housing Initiatives

- **100 Wall Street, former El Morocco** - Branded Realty Group, LLC acquired 100 Wall Street, a 12,197 square foot blighted building which formerly housed the El Morocco restaurant. The developer has demolished the building and construction of a new 60 unit energy efficient market-rate apartment building is underway. The estimated total project cost is \$7 million. The project is expected to be complete in the fourth quarter of 2017. The developer is taking advantage of the city’s Housing Development Incentive Program (HDIP).
- **Osgood-Bradley Building** - Vision Development, Inc. acquired the former Osgood-Bradley building at 8 Grafton Street, a 190,000 square foot building adjacent to Union Station for an approximately \$33 million historic rehabilitation into an 82 unit, 250 bedroom market-rate student housing complex. Through the HDIP, Vision Development, Inc. has received approval from the State for up to \$2 million in state tax credits. The project is scheduled for completion and occupancy in summer 2016. Branded as “The Edge”, leasing is underway.

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- **Lofts at Loomworks** - The Community Builders recently completed a \$27 million renovation of a historic mill building at 93 Grand Street into 94 units of affordable rental housing. The City contributed approximately \$3 million to this project in the form of housing and brownfields funding. The first residents moved into the building in September 2015 and the building is fully leased. The value of the property in FY17 will be approximately \$7 million, up from a partial value of \$5 million in FY 16, with an anticipated tax revenue of approximately \$145,000.
- The **Housing Development Division** (HDD) continued to support local services and activities that provided assistance to struggling low and moderate income residents by provide oversight and monitoring for 9 Emergency Solutions Grant (ESG) contracts with 6 agencies worth \$356,000 that benefited approximately 200 households who were homeless or at-risk of homelessness; and 8 Housing Opportunities for People With Aids (HOPWA) contracts with 5 agencies worth \$490,875 that benefited 176 households across Worcester County. In addition, through the 2012 Lead Abatement Program, over 158 units of housing were de-lead over four years. The City was awarded an additional \$3.7 million in funding in 2015 to abate 218 units over three years. Lastly, through the HOME Tenant Based Rental Assistance Program, \$165,000 provided over 40 single adult individuals the opportunity to obtain stable housing in conjunction with supportive services.

G. Planning/Conservation

- **Improved the Regulatory Environment for Food Trucks** - The Executive Office of Economic Development led the effort to improve the regulatory environment for food trucks. The City adopted a Pilot Program in the fall of 2015 to test the concept before making a permanent change. The ordinance that was ultimately adopted in the spring of 2016, and was influenced by crowdsourcing comments from the public, feedback from the Pilot Program, discussions with the National Food Truck Association, literature from the National League of Cities, review of the City of Boston's regulatory model for food trucks, and other conversations with a diverse segment of local stakeholders. The City was cognizant of the needs and concerns of all stakeholders to create a balanced approach to the regulatory change. The City has already seen an increased interest from food truck operators, both local and non-local, as a result of this effort, and has designated food truck zones for the area around the Worcester Memorial Auditorium and the plaza at Mercantile Center.
- **Protected Open Space at Donker Farm** - Under care and custody of the Conservation Commission, with the Greater Worcester Land Trust to permanently preserve Donker Farm. This 23 acre site is a vital open space connection in the Four Town Greenway linking Worcester, Holden, Paxton and Leicester. The property has diverse natural habitats such as a stream, wetlands and upland forest, and a portion of the site remains in agricultural use. Donker Farm is one of four recent conservation land acquisitions by the City; in total, more than 870 acres of conservation lands have been established in Worcester.
- **Launched a Comprehensive Review of Historic Preservation Programs** - The Planning & Regulatory Services Division secured a \$15,000 grant from the Massachusetts Historical Commission to conduct a comprehensive review of historic preservation programs administered by the city. The Preservation Plan will provide near-term and longer-term recommendations related to the Building Demolition Delay Ordinance, local historic districts, review of historic property inventory/ surveys, downtown historic preservation, local Historic

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Commission, marketing and education, and other preservation opportunities. This ongoing study will be completed in August 2016.

H. Job Creation/Business Assistance

- **Enhanced Small Business Workshop Offerings** - During Fiscal Year 2016, the City offered a more robust portfolio of small business workshops in partnership with organizations from the Worcester Business Resource Alliance (WBRA). The City took a lead role with 10 workshops/ seminars assisting over 200 attendees and also participated in dozens of additional events hosted by WBRA partners. A highlight from the FY16 workshops was a partnership between the City of Worcester, Action! Worcester, the Small Business Development Center at Clark University, and the Worcester Public Library, with Google, Inc. to assist small businesses in improving their online presence for greater exposure to residents and visitors alike. The City also maintains a leadership position within the WBRA to further spread awareness of the small business resource network that exists in Worcester.
- **Provided Small Business Advocacy and Support** - The entire staff of the Business & Community Development Division provides small business advocacy and support in a variety of facets, but this fiscal year a dedicated Small Business Advocate position was established to provide further commitment to this assistance. Some examples of this assistance include understanding and addressing the concerns of the small business community, liaising with other municipal departments, informing businesses about the licensing and permitting processes, updating stakeholders on neighborhood infrastructure/ construction projects, referring businesses to the services provided by the Worcester Business Resource Alliance, and more. Some examples of businesses assisted through this effort include British Beer Company, Antonio's Pizza by the Slice, Lock 50, Takis & Son, Oak Barrel Tavern, Barrows Hardware, and more.
- **Launched a New Financial Assistance Program for Small Businesses** - The Business & Community Development Division has launched a new Small Business Grant Program for small businesses. The objective of the program is to assist in the creation of new businesses or the physical expansion of existing businesses in that stimulate revitalization and stabilization of the city's commercial corridors and create jobs for Worcester residents. While the Division has only recently started accepting applications for this program, some businesses that have benefited from the Division's existing financial assistance programs in FY16 include: CC Lowell Art Supply Company, Deadhorse Hill, Viriditas, Herbert E. Berg Florist, Inc., and Basil N' Spice.
- **Site Search Program** - During FY16, Business & Community Development staff provided site search assistance to 42 different companies seeking to establish new businesses in the City, and/or, relocate and expand existing businesses. Of these, 10 site searches were successful and include the following: (1) **Walker Magnetics Group, Inc.** relocated to 60-C Solferino Street - 38,000 SF, (2) **Health New England** opened an office at 390 Main Street - 373 SF, (3) **A. Shulman Inc.** relocated its warehouse to 10 New Bond Street - 74,000 SF, (4) **Lazerzone** opened a family amusement center at 705 Plantation Street - 14,000 SF, (5) **The Muse Bar** opened at 536 Main Street - 1,150 SF, (6) **Nine Points Wood Working** relocated to 54 Rockdale Street - 17,000 SF, (7) **Worcester Mixed Martial Arts** relocated its fitness training facility to 6 Brussels Street - 10,000 SF, (8) **J&J Global Supply Company** opened a warehouse at 88 Webster Street - 6,000 SF, (9) **Mares Jewelry**

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Design opened a manufacturing studio at 100 Grove Street - 500 SF, and (10) the **National Health and Nutrition Examination Survey (HNANES)**, leased 2 sites at 25 Sagamore Street and 38 Front Street.

- **150 Blackstone River Road** - In November 2015, Imperial Distributors announced that it would relocate to a new state-of-the-art facility at 150 Blackstone River Road (former U.S. Steel site) from its current location in Auburn. The planned relocation will occur by January 2017. Imperial will be lease 325,000 square feet of a new 600,000 square foot distribution facility; **relocating 200 employees to Worcester**. Imperial's relocation to the city is the direct result of the TIF Plan approved for the property owner, GFI Partners, on June 23, 2015. This facility will also house Imperial's administration offices and Merchandising Innovation Center. The City will receive an estimated total of \$12.4 million in tax revenue during the 15 year TIF Plan.

- **Worcester Jobs Fund (WJF)** - On behalf of the City, the CMWIB has coordinated with Workforce Central, the Worcester Community Labor Coalition, Worcester Public Schools, and the Worcester Regional Chamber of Commerce on the development of this project to better connect and prepare City residents for local job opportunities, including those made available through Tax Increment Financing (TIF) deals. The initiative is funded through a \$100,000 per year commitment by the City for three years. In addition, the WJF Partners were able to secure \$112,000 in funding through the MA Department of Transportation and \$75,000 in State line item funding to establish pre-apprentice training in Worcester. Currently 4 pre-apprentice programs have been created, including:
 - ✓ Building Pathways Pre-Apprenticeship Program – an 8-week training program for ten local residents in the construction trades.
 - ✓ Commercial Driver's License (CDL) Class A & Class B Training Program – The Class A course is a pre-apprentice program run through the Teamsters Local 25 Training Fund in collaboration with the Teamsters Local 170. The Class B course is run through a new local training provider established through the WJF effort.
 - ✓ Community Health Worker Pre-Apprentice Training Program – This program has been offered through an 8-week session for eight participants through the Center for Health Impact in Worcester to prepare residents for work in community health and preventative health settings.
 - ✓ Diesel Technician Pre-Apprentice Training Program – This program has been offered to eight residents through a partnership with South High Community School and Tri-State Truck Registered Apprenticeship program.

- **Colwen Hotel Job Fair** - Coordinated with Colwen Hotel management to host a job fair for the newly constructed Hampton Inn & Suites on Prescott Street, where 30 full time permanent positions became available, and at least 66% of those positions needed to be filled by Worcester residents. The Career Center invited six community based organizations (Worcester Youth Center, Southeast Asian Coalition, Ascentria Care Alliance, Centro, Plumley Village – The Community Builders, & Quinsigamond Community College) to an information session with Colwen management. This session provided an opportunity for the CBOs to learn more about the job opportunities at the newly constructed hotel, and how they could assist with identifying and preparing qualified candidates for an upcoming job fair. The job fair assisted Hampton Inn & Suites with attracting a large pool of Worcester community candidates to interview for available positions. Bilingual Career Center staff was on hand at the job fair to assist with any needed translation. Colwen indicated that the job fair was one of the most successful they've had in this region, with over 60 candidates walking through the door in the first 10 minutes of job fair.

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- **Job Driven NEG Federal Grant** - The Career Center collaborated with Hampden County Workforce Investment Board for a Job Driven NEG federal grant to provide on-the-job training services to 20 Dislocated Workers. The OJT program reaches out to local companies in need of specialized workers. The grant contracts with the employer to pay a portion of the employee's salary during a specified training period. At the end of the training period, the goal is that the employer hires the successful trainee into a full time unsubsidized position. The Career Center was able to assist with the application & approval coordination for the following 6 Worcester organizations to utilize this resource: Ready @ Run Graphic, 290 Auto Body, Domitek, Southeast Asian Coalition, Mitchell Differential, & VTT Management.

- **Entrepreneurship Support** - In an effort to meet the demand for the "Steps to Starting a Small Business" information, an introductory workshop is now facilitated by the Small Business Administration and the Center for Women in Enterprise every other month at Workforce Central. The workshop includes referrals to various entrepreneur support services available through the Worcester Business Resource Alliance, including a new Venture Support Program begun by the Worcester Public Library and the CMWIB to support "grassroots" business development. This collaborative project includes workshops delivered by a variety of WBRA partners and job coaching through the CMWIB's Operation Able volunteer staff person. The WPL is conducting the second round of workshops with participants this spring. The Venture Support Program (VSP) began in October 2015 at the Worcester Public Library in collaboration with the Central MA Workforce Investment Board and several area organizations which support new business growth and development, including the City of Worcester, the Clark University Small Business Development Center, and the Center for Living and Working. The VSP is an outgrowth of a previous program offered by the CMWIB through its Workforce Central Career Center starting in 2012. This new version of the program began at the Worcester Public Library in October 2015 and included six entrepreneurial workshops. This program was expanded to 12 workshops in February, 2016, and it is planned to continue in quarterly cycles. It is primarily staffed through WPL staff, with assistance from partners from area business support entities, such as the City of Worcester's Economic Development office, the Center for Women & Enterprise, and the Small Business Development Center. Work on program development and social entrepreneurship programming has been provided by a CMWIB volunteer funded through a stipend with the Operation ABLE program, funded through the US Department of Labor's Senior Community Employment Program agency (SCEP).

- **Worcester Public Schools Information Session/Recruitment** - The Career Center collaborated with Worcester Public Schools and held a Career Fair to advise job seekers of the various career opportunities available in the school system. Career Center staff assisted with posting the open positions on JobQuest, the State's online job search engine, and received resumes and fielded inquiries regarding the open positions. Resumes were screened by Career Center staff for required skills and educational levels, and then forwarded to the WPS Human Resources Department for further processing.

I. Transportation

- **Welcomed Upgrades and Express Train Services at Union Station** - As the gateway to the Downtown from the east, Union Station serves as Central Massachusetts' premier intermodal facility. Over \$1.6 million in capital improvements occurred in FY16, including

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upgrades to the bathrooms, improvements to the Harding Street entrance to the facility, and a comprehensive signage overhaul. As the hub for commuter rail, the MBTA provides 20 round trip weekday trains on the Worcester/Framingham Commuter Rail line out of Union Station. For the first time ever the city welcomed the start of the #HeartToHub, nonstop express train service from Worcester to Boston in less than an hour. The HeartToHub rail service departs Union Station at 8:05 a.m. and travels express to Boston, with stops at Yawkey, Back Bay and South Station. In the evening, the train departs South Station at 7:35 p.m. and stop at Back Bay and Yawkey before proceeding direct to Worcester. This is the beginning of continued advocacy for more express train service from Worcester to Boston.

- **Secured Funding for Improvements to Quinsigamond Ave. Corridor** - The City was awarded \$2M for the reconstruction and improvement of the Quinsigamond Avenue corridor as a southern gateway into Central MA through the State MassWorks program. The project will improve transportation safety and efficiency along a 2,300 foot segment of Quinsigamond Avenue from Ashmont Avenue (near Brosnihan Square/Rte 146) to its northerly terminus at Southbridge St. This Urban Principal Arterial is a vital connection between central Worcester and the regional highway network, serving as the southern gateway to downtown from the terminus of Route 146.
- **WRTA Maintenance and Operations Facility** - The Worcester Regional Transit Authority (WRTA), the second largest regional transit authority in Massachusetts, maintains a fleet of 52 buses, including 6 electric, 17 diesel-electric hybrid, and 29 clean diesel. The WRTA employs 160 people. With 28 fixed routes in Worcester and 12 of the surrounding communities, it services 3.8M annual passenger trips. The WRTA is constructing a new \$40M, 100,000 square foot, state-of-the-art LEED-designed maintenance and operations facility at the 42 Quinsigamond Avenue site, a formerly vacant brownfield site. This new facility will complement the work being done Quinsigamond Ave. and Crompton Park to enhance the City's southern gateway.
- **Announced CAT III Improvements for Worcester Airport** – Massport approved \$32M in funding for a new CAT III landing system at the Worcester Regional Airport that will all landings in virtually all weather conditions, which is a critical step towards Massport's efforts to attract additional airline service in Worcester.
- **Awarded MassWorks Grant for Parking Garage Improvements** - Awarded \$1 million for renovations to the old mall garage adjacent to City Square. Funding for renovations to the West Garage, also known as the Commercial Street Garage, turned out to be a final funding piece for the \$75 million Mercantile Center project. Structural deficiencies totaling \$5.7M were identified in the 45 year-old garage and this funding assisted the project developer in finalizing a much needed parking solution.
- **Worked to Expand Transportation Efforts** - In an effort to proactively expand transportation related initiatives in the City of Worcester, my administration has engaged with transportation providers and policymakers to ensure Worcester is at the forefront of transportation improvements:
 - ✓ The Central Massachusetts Regional Planning Committee, through the District Local Technical Assistance Fund, awarded Worcester monies to complete a downtown parking study to gain a true understanding of the parking and transit supply in the core of the city. This data will allow for the creation and implementation of modern best practices and techniques for parking management.

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- ✓ The Worcester Regional Transit Authority, on which the City holds a weighted 48% board vote, unanimously appointed Jonathan Church as its new Administrator. The WRTA must provide efficient transportation services for our community. Mr. Church is working diligently to promote new and innovative techniques to public transportation that will benefit the city. The WRTA has been a partner on a number of special events and will offer free passes to youths participating in the Summer Recreation program. The new WRTA Maintenance and Operation facility is slated to open in August.
- ✓ In addition to offering support services on trespass prevention, the Federal Railroad Administration and the area rail operators including CSX, PanAm, and P&W have increased their lines of communication as it relates to track and bridge maintenance.

J. Infrastructure

- **Route 20 Sewer Extension Project** - To encourage new commercial and industrial development along one of the last commercial corridors in Worcester, the City is completing design to install sewer service on Route 20 between Massasoit Road and Sunderland Road where municipal sewer service is currently not available. This design was in part funded with a \$300K grant from the Commonwealth. The project will also reduce the impact on the overall sanitary sewer infrastructure by transferring sewage flows from the existing over-taxed Lake Avenue system to the proposed Route 20 sewer systems and will connect directly to the Upper Blackstone Water Pollution Abatement District (UBWPAD). The City is working closely with the legislative delegation and the Baker/Polito Administration on this initiative which will have a positive impact in many ways:
 - ✓ Relieves wet weather capacity concerns in existing City sewerage facilities that can currently result in sanitary sewer overflows (SSO) impacting nearby water resources.
 - ✓ Complements implementation of a long-term combined sewer overflow (CSO) control plan for the City's CSO treatment facility by eliminating more than 3.3 million gallons per day of peak flow from the CSO treatment facility.
 - ✓ Establishes a positive step in the City's goal to follow State and Federal sewerage system maintenance expectations referred to as CMOM (Capacity, Maintenance, Operations, and Management).
 - ✓ Reduces the City's operational costs by eliminating two existing sewerage pumping stations, significantly reduces wastewater flows to current City facilities, and reduces the City's carbon footprint.
 - ✓ Significantly reduces flow to the Dunkirk Avenue Pump Station and the Lake Avenue Pump Station.
 - ✓ Eliminates the need for the aging, inadequate Broadmeadow Brook sanitary force main located in a valuable wetland resource area.
- **Invested Capital to Aging Sewer Infrastructure** - This past year, the City invested \$16.9 million in capital repairs and upgrades to its aging sewer infrastructure, much of which was constructed before 1900. These investments included sewer main replacements or rehabilitation. This year also saw the completion of large multi-year projects in the Lake Avenue Pump Station and Cambridge Street interceptor. FY16 saw the completion of several inflow and infiltration projects and the beginning of a new project. These projects are critical to reducing the likelihood of sewer overflows by creating the system capacity that allows for new growth in the City.

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- **Continued to Invest in Transformation/Rehabilitation of our Parks, Historic Monuments and Schools:**
 - **Elm Park Improvements** - Completed Phase V including renovations to the Myra Hyatt Kraft Bridge in collaboration with Worcester Technical High School and Worcester Polytechnic Institute. Additional work is underway to the walkways around the southern mere that will be completed in the summer of 2016.
 - **Green Hill Park Farm Improvements** - Completed Phase III that included new restrooms, maintenance building and support building, as well as the demolition of the existing restroom facility at the pond. Further improvements are scheduled for this summer include a new roof and painting of the Historic Green Hill Park Refectory.
 - **Green Hill Park Golf Course** – Finalized a new conservation restriction in cooperation with the Green Hill Park Coalition that was approved by the State and allows for the expansion of the Golf Course. A much needed driving range will be built for the Community to enjoy and will provide a source of income as well. A new vendor at Grill on the Hill also took over the operation of the on-site restaurant this year. The Golf Course also held the Danny Rosetti Junior Golf Camp that provided free instruction to 150 Worcester Youth.
 - **Institute Park** - Completed upgrades to the existing restroom facility, implementation of a new gazebo, and installation of acoustic panels on the stage at Institute Park.
 - **World War II Memorial on Worcester Common** - Completed renovations to the new fountain, granite piers with the names of all those Worcester residents who died in the War, and the placement of the original plaque within the renovated area. Four informational kiosks describing the monument and history of our WWII Veterans have also been erected and are on display in the park.
 - **Lake Park** - Completed renovations including a new roof on the Community Building, interior and exterior renovations to the restroom facility, accessible access to the restroom building and community building, new accessible parking, and other general improvements.
 - **Commenced Civil War Memorial Restoration on Worcester Common** - Restoration has begun on the Soldiers Monument. Designed by sculptor Randolph Rogers and constructed in 1871, the monument consists of a tapering granite Corinthian column crowned by a bronze goddess of Victory, a three-tiered granite pedestal adorned with bronze plaques, buttresses surmounted by four bronze statues representing branches of the military – Artillery, Cavalry, Infantry, Navy – with the whole resting upon a rough granite base flanked by four buried cannons barrels. The City of Worcester appropriated \$35,000, and an addition \$15,000 was raised by subscription. The monument was dedicated on July 15, 1874. This is the first time in history the monument has been restored in partnership with the GAR Committee, who contributed \$270,000 for the project. The completion will be celebrated on July 16, 2016 with a day full of entertainment, including a Civil War Battle Encampment, period dress, demonstrations and more.
 - **Completed Master Plans for Burncoat Park/ Holland Rink, Greenwood Park, Betty Price Playground, Castle Park, Mulcahy Field, Holmes Field, South Worcester**

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Playground & Harrington Way - These master plans will serve as guidebooks for future renovations.

- **Awarded a Commonwealth of Massachusetts PARC Grant for Coes Knife Accessible Playground, Began Coes Pond Beach (John J. Binienda Memorial Beach) Project** - Renovations including new restroom fixtures, new roof, painting, accessible building access, new accessible restroom, electrical upgrades, interior cleaning, and interior painting. In the very near future, work will begin on Central Massachusetts' first Multi-Generational; Universally Accessible Playground, a park for all citizens to enjoy, but especially for people with disabilities. An agreement was reached with Preservation Worcester and the former owner of the Stearns Tavern as well as and between Preservation Worcester and the City of Worcester to be move the Tavern to Coes Knife. The caveat to the donation was that Seven Hills Foundation would operate the building, monitor and maintain the park, playground and building, operate programming out of each servicing people with disabilities, work with the Coes Pond area community groups and organizations and generally ensure that the area is an integral part of the future of the Coes Pond park and activities.
- **Crompton Park** – Utilizing \$750K in CDBG funds and with assistance of a \$400K Commonwealth of Massachusetts PARC Grant, the City has begun renovations in accordance with the Crompton Park Master Plan. The project is designed to meet the recreational needs of the surrounding Green Island neighborhood, Worcester residents, and community organizations. Funding will result in the installation of new tennis courts and handball courts, a new parking area, lighting system upgrades, storm drainage systems and other utility system improvements, site entrance improvements, new park pathways and pavement areas surrounding the Community Center, new park furnishings and landscaping, and other related park improvements. These park enhancements, along with the WRTA facility and the Quinsigamond Ave. Corridor improvements will help to serve as an inviting gateway to the City.
- **Castle Park** – The City is utilizing almost \$1M in CDBG funds for the improvement of Castle Park in the Main South neighborhood of Worcester. Funding will result in the renovation of existing basketball and tennis courts into full-court basketball courts, the installation of an ADA accessible walkway and access way, new sports lighting and pedestrian lighting, landscaping and fencing, new seating areas, renovation of the street entrance, upgrading electrical service, and other site amenities. The project will help reinvigorate Castle Park by providing safe active and passive recreation areas, preserving and enhancing the site's natural features, and creating a positive neighborhood identity.
- **Indian Hill Park** - Completing renovations to this project including a new parking area, new basketball court, new sports lighting, new participant drop off area, designated playground area for future development, and new electrical service.
- **Hope Cemetery** - Conducted a Master Plan that includes expansion of Hope Cemetery and added security features. In addition, a new water distribution system at Hope Cemetery was constructed in FY16 and is now in operation. This system allows visitors access to water for their plantings within the Cemetery. The management and maintenance of the 160 acre Cemetery included 261 interments as well as installing 61 monument foundations and 14 veteran markers.

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- **Fieldstone Farm Conservation Restriction** - The City is now in the process of securing a 124 acre Conservation Restriction/Watershed Preservation Restriction in Princeton, MA. In addition to the City and Massachusetts Audubon, the Massachusetts DCR and the Town of Princeton were also involved in the project. The land contains the headwaters of Cobb Brook, a major tributary to Quinapoxet Reservoir, Worcester's second largest water supply source. The purpose of the acquisition by the City is to protect the Quinapoxet Reservoir by preventing development of the parcel which would degrade water quality.

- **Accelerated Repair Program** – The City is in the process of closing out MSBA's 2014 Accelerated Repair Program in which we replaced doors and windows at the Union Hill School, Clark Street School, West Tatnuck School, and the Goddard Street School at a construction cost of 8 million dollars. The MSBA has awarded the City of Worcester construction funding for projects selected for a feasibility study in 2015. This project includes doors and windows at Flagg Street School, Jacob Hiatt, Francis McGrath, and Grafton Street School at an approximate cost of 7.5 million dollars. There are also boilers being replaced at the Grafton Street School's, Building 1 and 2. Construction will start this summer on these important school projects. The City of Worcester's funding share for Accelerated Repair Projects is 20%.

- **Nelson Place School** - Completed procurement of the new 600 student pre-K through grade 6 Nelson Place Elementary School being built behind the existing school. Currently, the new 58 million dollar school is scheduled to open next fall and is **under budget and ahead of schedule**.

- **South High Community School** - In FY16, DPW brought onboard an owner's project manager for the anticipated building or renovation of the South High Community School. The City is currently in the process of selecting a project Architect. The City of Worcester has entered into a contract with the Massachusetts School Building Authority to complete a feasibility study for this school.

CATEGORY 3: MANAGEMENT EFFICIENCIES AND IMPROVEMENTS

A. Interdepartmental and Intergovernmental Coordination

- **Launched Quality of Life Task Force** - The Quality of Life (QOL) Task Force is a team of specialists (Inspectional Services, Homeless Outreach, Nuisance Control and WPD) assigned to the City Manager's Office to, not only provide direct services to our constituents and respond to quality of life issues throughout the City, but to also identify challenges or gaps of service they may encounter and recommend solutions which would ensure the delivery of more efficient and effective services to our residents. In addition, the team has worked with the Administration to develop recommendations for stricter penalties associated with illegal dumping, code violations, vacant properties and more. Team members have worked six days a week for the past nine months addressing issues and assessing the City's approach in an effort to identify best practices. As the word has spread about their work, this team has become the "go to group" to respond to persistent problems reported in the 70 + neighborhood or Crime Watch meetings, in addition to responding to requests received from my office, the Mayor's Office and your Honorable Body. **Over 1400 properties visited to date have been found to have code, housing, unregistered vehicles and illegal dumping violations.** In addition the team identified the need for and acquired three cameras to monitor and record illegal dumping in areas of noted concern. Fines have been issued to those caught via camera and in several cases those caught were done so by the team hand picking through garbage bags looking for addresses. The team has also identified **65 individual homeless encampments** providing social service outreach and ordered no trespassing when applicable. Five proactive sweeps for unregistered vehicles have resulted in the towing of 15 vehicles illegally parked by auto body shops on public ways.
- **Developed Off Highway Vehicle Task Force** - The increased use of all-terrain vehicles, off-highway vehicles, motor scooters, two, three and four-wheeled vehicles capable of reaching speeds approaching forty miles per hour, especially when operated in packs, has created a grave danger to the safety of the public on the streets. The City Manager convened a task force including representation from WPD, WFD, Department of Inspectional Services (DIS), QOL and the Law Department, to enforce an emergency ordinance, approved by City Council, to address all issues related to illegal use of Off Highway Vehicles (There were 7 confiscations and one arrest within 2 weeks of the passing of the ordinance.)
- **Hired Coordinator of Intergovernmental Affairs and Municipal Initiatives** - This position was created to establish, foster, and maintain relationships with government officials and agencies, community leaders, non-profit organizations, foundations, and other strategic partners to ensure the city's priorities are enacted. The Coordinator advocates for the city's interests in legislative and government funding initiatives, drafts and tracks legislation, and monitors and researches policies and requirements set forth by various agencies and legislative bodies. The Coordinator also serves as the city representative on the WRTA Advisory Board, the MBTA advisory board, Massport citizens advisory board, and as a CMRPC delegate. Accomplishments to date include securing and increasing funding from the State. State budget earmarks for Worcester included in the House budget increased by \$795K or 430%. State budget earmarks for Worcester included in the Senate budget increased by \$550K or 267%. The increased funding purposes included Recreation

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Worcester, Vietnam Memorial, Tree Planting, Indian Lake, Coes Pond, Lake Quinsigamond, Tronic Sq./Newton Sq. The City of Worcester submitted nearly 100 grant applications in FY16 of which many included substantial advocacy from this position. The following are other examples of initiatives/funding opportunities achieved in FY16:

- ✓ Division of Capital Asset Management and Maintenance – Worcester was selected for consultation from DCAMM on reuse of local, state and federal land and properties. The consultant identified areas of future development based on underutilized parcels.
 - ✓ Department of Environmental Protection – Worcester was selected for consultation from DEP to review and implement environmental justice practices in the Main South neighborhood in partnership with Clark University.
 - ✓ Department of Transportation – Worcester was selected by MassDOT to redevelop and repurpose MassDOT owned land under the I-290 overpass. The proposed site is located underneath a large highway bridge carrying I-290 through downtown Worcester and is bisected by the MBTA/CSX/P&W railroad tracks. Redevelopment of this underutilized and uninviting space will remove existing barriers, reconnect the Shrewsbury Street and Canal District neighborhoods as well as Washington Square and downtown, and promote more vibrant and cohesive districts.
 - ✓ Lake Quinsigamond Master Plan Funding – The Executive Office of Energy and Environmental Affairs has shared their intention to award the City of Worcester funding to undergo a comprehensive master plan effort for Lake Quinsigamond to ensure the health and vitality of the lake.
 - ✓ Federal Railroad Administration – Worcester was selected for consultation and potential funding for a rail safety initiative in order to prevent ongoing trespassing issues around area rail lines.
- **Spearheaded Application for Urban Agenda Grant** - Spearheaded the City of Worcester application to the Urban Agenda grant program through the Executive Office of Housing and Economic Development. Worcester was awarded \$200k for the “Downtown Worcester Access to Employment” partnership; an innovative employment training program in healthcare, transportation and food service, that establishes a direct pipeline to employers with in demand employment opportunities that was developed through a “Request for Ideas” process in which 19 ideas were submitted to the city with the best pitch submitted to the state.
 - **Crafted Plan for PitchWorcester** - Crafted plan for PitchWorcester, an annual, open-to-all pitch competition, with a primary focus on community members, immigrants, the underserved and high school, college and university students. The purpose is to promote a culture of entrepreneurship across the city that will lead to startup or small business ecosystem growth as well as education, training and mentorship opportunities for everyone involved.
 - **Commenced Construction of our Regional Emergency Communications Center** - The construction of the Regional Emergency Communications Center is near complete and slated to open in early July. It will house our 911 & dispatch center, all Emergency Management and Communications staff offices, training and meeting space, and the city Emergency Operations Center. This combines these functions that are currently performed at 3 different locations, to one centrally located, state of the art efficient facility that will carry our department well into the future. The opening will mark the beginning of our regional 911 partnership with the Town of Leicester, part of the city’s ongoing effort to insure that our operations are efficient and streamlined. Worcester was one of the first cities to participate in

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the statewide effort to consolidate and regionalize 911 operations. As a result, the department is eligible for additional annual development & support grant funding to further develop and maintain our facility and to staff our 911 center as we move into the future.

- **Renewed Inter-municipal Agreements** - The Division of Public Health is in its sixth year of providing public health services to the communities that comprise the Central MA Regional Public Health Alliance. Of the five (5) one-year intermunicipal agreements that were negotiated in FY16, all five (5) have opted to renew their contracts with Worcester for three-year terms with 2% payment increases in each contract year. This demonstrates that the regional cost savings model is a success and the decision makers in those communities are committed to working towards sustainability. In addition, this regional alliance expands the opportunities for grant funding for the WDPH.
- **Coordinated Youth Services** - The Youth Opportunities Office (YOO) has played a key role in the development of the Community Health Assessment, Community Health Improvement Plan, and the Youth Violence Prevention Initiative. Working in tandem with the Worcester Community Action Council and YouthWorks, YOO has played a role in recruiting youth to participate in the Youth Corp and the City Manager's Summer Youth Employment Initiative. The Youth Opportunities Office was also a significant part of the organizing team behind the 2016 UMass Memorial Health Care Career Fair, at which students from Worcester and surrounding communities were able to discover and explore health care career options for their futures. Finally, the Youth Opportunities Office facilitates and participates on several boards, coalitions, councils, and task forces across the city including, the City Manager's Advisory Committee on Youth, the City Manager's Youth Council, Worcester: Impacting Sexual Health, the Mass Grad Coalition, Safe Routes to Schools, and the Worcester Partnership for Racial and Ethnic Health Equity.
- **Renovated Buildings/ Improved Services** - The Department of Inspectional Services collaborated with the Division of Energy and Asset Management to: upgrade the HVAC system at 25 Meade St., make needed repairs to the front main entry steps, and create a scanning room in the basement. In collaboration with Technical Services, the Department added a new large-scale scanner allowing for an improving process to maintaining public records by scanning all documents into the appropriate files, streamline document review, and aid in reaching our goal of becoming a paper-free department by allowing historical plans to be scanned into our database, phasing out the need to store physical plans of all existing buildings in the City of Worcester.
- **Served as Health & Medical Coordinating Coalition (HMCC) Host** - The Division of Public Health (DPH) was designated as the Sponsoring Organization for the Region 2 (Central Massachusetts) HMCC grant, totaling well over \$1M, from the Massachusetts Department of Public Health (MDPH) Office of Preparedness and Emergency Management (OPEM), to enhance emergency preparedness and response for local public health and healthcare institutions. As Sponsoring Organization and lead agency of the coalition, the City has the opportunity to partner with a very diverse group of stakeholders including but not limited to hospitals, community health centers, long term care facilities, local public health departments and EMS agencies to host drills and exercises and better plan for and execute an emergency response. In addition, the City is at the forefront of regional multi-disciplinary emergency planning and response initiatives such as the development of regional medical countermeasure and surveillance plans. The City and Region 2 is recognized by MDPH as a leader in health and medical coalition building and our innovative

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approach to accomplishing all phases of the disaster management cycle – mitigation, planning, response and recovery.

- **Partnered with Central Region Homeland Security Council** - As regional host of the Public Safety Committee, the Worcester Emergency Management/ Communications team manages grant funded communications assets for the region and deploys these assets as necessary. One such asset is the regional communications tower trailer. This critical asset supports public safety radio communication needs during pre-planned (large parades, community events) and unplanned events (natural disasters or public safety incidents) in the region, and throughout the state when necessary. This asset was deployed by our department on behalf of the region in support of communications needs in nearby communities while their locally owned systems underwent repairs and replacement, and for the 3rd year in a row supporting different radio communications needs during the Boston Marathon. This asset is currently serving the city supporting our legacy radio system while we work to migrate to the replacement. Another such asset is the Metropolitan Medical Response vehicle which was deployed both locally and to area communities in support of EMS response needs, law enforcement and firefighting operations throughout the year.
- **Initiated a Pedestrian Safety Task Force** - This interdepartmental task force is comprised of members from DPH, WPD, Walk Bike Worcester, DPW, the City Manager's Office and Central MA Regional Planning. The group reviews traffic and accident data and incorporates programs to address pedestrian safety (Safe Routes to Schools), as well as areas in need of street repairs, additional signage and crosswalk repair.
- **Partnered with the Attorney General for the Abandoned Housing Initiative (AHI) and Receiverships** - The collaborative program between the City of Worcester and the Attorney General's Office has led to the review of seven properties during FY16 as potential receiverships, in which three properties were granted a receiver and rehabilitation is currently underway; two properties that have been rehabilitated and newly occupied after gaining compliance from the owner; and two properties remain in the court process.
- **Streamlined Review Process for Businesses via Interdepartmental Review Team (IRT)** - Weekly standing meetings of the IRT, consisting of staff from DIS, DPW (engineering), Planning and Regulatory Services, and other departments, as necessary, have been able to streamline the application and approval process. These meetings result in more complete board application packages which often eliminate the need for boards to hold subsequent meetings/ hearings to approve applications, allowing for quicker permit approvals.
- **Attended Crime Watch/Neighborhood Association Meetings** - Each year members of the WPD, DIS, and City Manager's Office attend over 70 monthly meetings to address neighborhood needs, celebrate successes and enhance communications with our residents.

B. Management Initiatives and Efficiencies

- **Appointed Commissioner of Health and Human Services** - Following an extensive search and selection process, Dr. Mattie Castiel joined the City Manager's Cabinet as the Commissioner of Health and Human Services. Dr. Castiel brings a wealth of professional knowledge and more than three decades of experience to the role. In addition to strong community-based leadership in the fight against drug addiction and homelessness, she has

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been Medical Director to a large municipal EMS system, an ER attending physician, primary care physician, urgent care physician, and physician to an elderly outreach program.

- **Appointed Fire Chief** - With the retirement of Chief Gerard Dio, the City Manager selected and swore in Chief Geoffrey Gardell, triggering a line of promotions for the WFD Command staff. Promoted to Deputy Chief in 2011, Chief Gardell had been in charge of administration and support, overseeing the daily activities of training, prevention and apparatus and station maintenance. He also served as the department's public information officer, handling news inquiries and communicating vital information to the public. Gardell, a native of Great Brook Valley and lower Vernon Hill, has been with the department since 1984. He has served in a variety of roles, including on the SCUBA team and the tech rescue team. While serving as Captain of Heavy Rescue 1, Geoff Gardell was one of three firefighters named Worcester Firefighters of the Year for their efforts in a heroic rescue.
- **Appointed Police Chief** - Promoted a new Chief of Police, Steven Sargent, a new Deputy Chief, three new Captains (one of the new captains is the highest ranking minority ever promoted in the history of the WPD), six Lieutenants, and eleven Sergeants. For 30 years, Chief Sargent has been a well-respected member of the WPD, serving in a multitude of roles, including Patrol, Detective Bureau, Gang Unit and Vice. For the past nine years, Deputy Chief Sargent has been in charge of the Operations Division, overseeing day-to-day operations and the largest division in the Worcester Police Department. He is a U.S. Army veteran and a lifelong resident of Worcester.
- **Awarded Working Cities Grant** - The City spearheaded the application process to the Working Cities Grant program through the Boston Federal Reserve. 23 area organizations were convened to submit 1 application on behalf of the City of Worcester. Working Cities Worcester (WCW) **was awarded \$490k** to convene and inspire workers, employers, government, universities, nonprofits, and communities to create equitable short and long term employment opportunities in the local food service economy to uplift individuals and communities from poverty, with livable wages. The initiative will: (1) provide workforce training and career paths for disadvantaged workers in cooperation with local employers; (2) increase career opportunities and operational support for ethnic food vendors and retailers in disadvantaged neighborhoods; and (3) create a learning community to ensure workforce development is a strategic priority in the local food service economy as well as a key item on the economic policy agenda for the City of Worcester.
- **Directed First Public Safety Assessment Center Selection Process** - The City introduced the use of a new promotional selection process for the Police Chief and the Deputy Police Chief. The Assessment Center option is a more reliable process than traditional testing methods in evaluating supervisory, managerial and administrative potential. Unlike the standardized testing, the Assessment Center is highly adaptable to all types of positions and assignments and directly linked to the job for which candidates are being evaluated. In this case, extensive interviews with WPD Administration and City Administration were conducted to ensure that the components of the Assessment Center were geared towards issues and needs specific to the City of Worcester. The Police Department Assessment Center process took place in October 2015 as a day long experience that tested the candidates ability to solve problems under extreme pressure, such as: handle multiple demanding tasks at one time, manage organizational, ethical and personnel issues and problems, identify organizational deficiencies, the ability to develop relationships and build bridges in the Community.

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- **Signed Community Host Agreements** - The City signed Community Host Agreements and letters of non-opposition with three companies to operate Registered Marijuana Dispensary and/or Cultivation facilities in the City of Worcester. The host agreements and letters of non-opposition were signed after a comprehensive application process overseen by the state Department of Public Health as well as a thorough local vetting process which included neighborhood meetings and interdepartmental meetings. In the most beneficial agreements negotiated by a municipality to date in the state, each operator will pay the City \$100,000, plus 1.5 percent of gross sales revenue during the first year of operation; \$150,000, plus 2 percent of gross sales revenue in the second year of operation; and \$200,000, plus 2.5 percent of gross sales revenue in the third year of operation and all following years. Each company will also donate \$10,000 to the local neighborhood and pay all real estate property taxes. Registered Marijuana Dispensaries provide 10-12 jobs and marijuana cultivation facilities provide 40-50 jobs. By 2018, the City is expecting \$1.6-\$2 million in new annual revenue (not including property taxes) as well as 150 jobs.
- **Received Thermal Imagers** - The Worcester Fire Department received four (4) state-of-the-art Thermal Imaging Cameras through the generosity of the Leary Firefighters Foundation, to help our Firefighters effectively and efficiently search for and potentially rescue individuals trapped inside a fire building. These cameras are valued at over \$36K.
- **Developed WFD Building Rehab Program** - The Worcester Fire Department developed a three-year fire station rehabilitation program which will result in ten(10) rehabbed stations; four (4) are scheduled for rehab through funding from the Community Development Block Grant in the amount of approximately \$600K. The remaining six (6) stations are slated to be funded through Capital Rehabilitation funding.
- **Purchased Additional Firefighting Gear** - At the close of FY16, all members of the Worcester Fire Department will be equipped with City-owned gear. In addition, a second firefighting hood was purchased for all members, allowing each member to wash their hood after every fire. Also, every truck was provided sanitary wipes to initiate gross decontamination of the more permeable areas of the skin, after every fire.
- **Purchased Fire Suppression Equipment** - Purchased 349 lengths of fire hose through funding received from the 2014 Assistance to Firefighters Grant award. Also, two (2) E-One Fire Engines (pumpers) were purchased, one of which was funded through the Community Development Block Grant, and the other from FY16 Capital Equipment funding.
- **Welcomed New Firefighter Recruits** - On March 7, 2016 a new class of 30 firefighter recruits began an extensive 14-week training program. Graduation was held on June 9, 2016 and immediately following, these probationary Firefighters were assigned to companies.
- **Enhanced Use of Narcan through Grant** - As part of the Narcan grant the City received, the Worcester Fire Department administers and tracks all use of Narcan. To date, they responded to 498 opiate-related incidents and 183 incidents where Narcan was administered. In addition, there were 72 occasions in which the Automatic External Defibrillation (AED) was deployed.
- **Achieved National Incidents Management Systems Compliance** - Inspectional Services reached 100% compliance with NIMS minimum compliance, all required staff completed both the 100 and 700 series training. In addition, 10 of the required staff members have

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completed training beyond the requirement and another 5 have completed the entire series. The National Incident Management System (NIMS) provides a consistent nationwide template to enable all government, private-sector, and nongovernmental organizations to work together during domestic incidents. This includes public information. The public information systems described in NIMS are designed to effectively manage public information at an incident, regardless of the size and complexity of the situation or the number of entities involved in the response

- **Participated in the City Manager's Voluntary NARCAN Training** - Over 50 City employees from various city departments attended a free NARCAN administration training provided by WPD to increase the chance of saving the life of an individual who has overdosed. Upon completion of the class, each participant received a dose to administer in case of an emergency.
- **Attended CEU Trainings** - Building and Mechanical Inspectors from the Inspectional Services Department completed all required CEU training and attended additional training, where available, to remain current in their professional capacity, meeting or exceeding the requirement mandated by State licensing authorities. Housing and Health inspectors attended various trainings that, not only met continuing education credits, but also expanded their learning on such topics as climate change and how it effects building structures, mold identification and remediation, summer camps, epidemiology and foodborne illness outbreaks, FDA foodborne illness training, lake management, ServSafe, wastewater management, as well as signs and symptoms of child abuse and neglect.
- **Provided In-Service Training on Child Safety Awareness** - City employees who respond to or inspect housing units or private homes participated in an in-service training provided by social workers within the Worcester Department of Children and Families office, to learn how to better identify unsafe living conditions and mandated reported procedures associated with these conditions.
- **Conducted Opportunities Fairs** – The City's Human Resources Department incorporated an educational component to recruitment efforts through quarterly events called Opportunities Fairs. The Opportunities Fairs are held in different venues throughout the City to bring information to residents where they live. Residents learn how to find and access civil service and non-civil service jobs, apply for seats on the City's Boards & Commissions, information on available positions, specific requirements of job titles, and how to apply. The Opportunities Fairs were strategically geared for specific departments in need of recruitment. Three DPW Mechanic & Motor Equipment Operator fairs were held between September 2015 and Spring of 2016 with over 140 attendees. Over 10% of attendees were found to be eligible and immediately registered in our civil service applicant system. Additionally, two recruitment events were held at the Worcester Technical High School for the junior and senior students studying auto mechanic science to give them information on the career track and preparation required for future city employment.
- **Streamlined Residential Parking Permit Process** - Automated and streamlined the City's Residential Parking Permit application and payment processing process to include lock boxing of payments thus reducing departmental overtime costs.
- **Enhanced City Employee Wellness Model** -The Wellness Advisory Committee partnered with Fallon Health, Blue Cross Blue Shield MA, UMass, Tufts University, YMCA, YWCA, E4 Health and Adventure Boot Camp, Boost Fitness and NV Your Body Training to enhance

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the City's Wellness Model which is a 4 pronged approach to mitigating preventable disease and includes education, awareness, opportunity and incentives. In addition to tried and true programs such as the City Slickers Running Team, Extreme Loser and Walk Fit programs, FY16 programming saw an increase of programs to reduce blood pressure, weight loss and address stress management. The Wellness Program continued the COW Madness employee basketball sessions and began new offerings, including, Yoga, Tai Chi and Salsa Dancing, to help lower blood pressure, ease stress and become a little more active during the winter months. In addition, we partnered with Tufts University for an 18 month study, evaluating the long term sustainability of two wellness programs. Employees have been invited to participate in a free clinical weight loss program or an intense 2 ½ day corporate athlete workshop designed to help employees achieve personal, professional and health goals. Approximately 40 employees have agreed to participate in this free study.

- **Added 28 Police Recruits** - On July 1, 2016 a class of 28 Police Officers will graduate from the Police Academy. We have also begun the process to bring on an additional recruit class in the Fall of 2016 to ensure that appropriate departmental staffing levels continue.
- **Supplemented Summer Impact** - Continued the Summer Impact Program by adding 18 uniformed police officers, operating in marked police cruisers in designated areas to maximize staffing over the traditionally busy summer months.
- **Enhanced Our School Resource Officer Program** - The Worcester Police Department added two full-time officers to the program, bringing the compliment to five to better respond to the needs of our students, teachers, and administrators. Each officer is assigned to one of the city's five public high schools. Their mission is to build relationships with faculty and students using the department's community policing strategies. The other schools are assigned to a District Officer as needed.
- **Created Additional Tactical Response Areas** - The Worcester Police Department continued the tactical response area strategies based on call data and analysis to shift police resources to address identifiable neighborhood crime and violence trends.
- **Expanded the Real Time Crime Center (RTCC)** - During FY16, the RTCC expanded its City owned cameras by nearly 100. Included are cameras located at intersections, parks and other city-owned properties. Anticipated expansion includes 80 such cameras in various locations. The RTCC handled video in over 100 incidents during 2015 including assisting in investigations from the Police Department's Operations, Traffic, and Investigative services Divisions, offering key video in several homicides. Several investigations were enhanced by utilizing the private cameras that were registered with the camera collaborative. The RTCC also entered into a partnership with Worcester State University to provide internships for students each semester. These interns have provided invaluable service to investigative personnel, handling video as well as monitoring cameras during their shifts. Continuing with the success of the Summer Impact Footbeats to provide information to the public about the WPD Camera Collaborative, the interns continue the work of getting over 200 cameras registered for the Camera Collaborative.

During 2015 ShotSpotter alerted WPD to 173 incidents as compared to 203 incidents during the same time period during 2014. As an enhancement and best practice, three (3) investigators have recently been assigned to follow-up on every ShotSpotter alert. They will investigate and follow-up by canvassing neighborhoods and leaving door hangers at homes in the neighborhood. These door hangers explain that there was an incident in the

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neighborhood and, if they have any information, the residents can call the Investigative Division or the anonymous text-a-tip line.

- **Enhanced WPD Patrols and Operations Strategies** - Enhanced FY16 WPD patrols and operations strategies included:
 - ✓ Foot beats continued in the First Half Division with the sole purpose of engaging the community and building relationships.
 - ✓ Bike patrols were added to both, Days and First Half Operations to enhance WPD community policing strategies.
 - ✓ Continued the City's speed monitor program at the request of numerous community groups. Monitors are placed in strategic locations for one week, and then Traffic Officers spend the next week educating the public.
 - ✓ Maintained the department's commitment to community policing through established partnerships and by servicing the neighborhood watch program. Police Officers and Officials attend one of our 50+ crime watch meetings on a monthly bases. Information gathered from these meetings is forwarded to the appropriate division for follow up .More importantly, the District Officers who attend these meetings, form invaluable relationships with the community.
 - ✓ The two Community Policing Districts, Main South and Union Hill, continue to be an asset to both, the community and the WPD. Using crime stats and ShotSpotter technology, officials working the districts strategically move resources to areas most needed. The same strategies are used for our Tactical Response Areas.
 - ✓ The Downtown Policing District has been operational for five months, and noticeable changes have been made on the City Hall Common. There are always two officers on foot in the area, as well as at least one cruiser. WPD has added another motorcycle patrol to the area, bringing the compliment to two. Officers have remained proactive and have expanded their role to include the area up to Main St. and Madison St., as well as Crown Hill, as part of their policing district. Officers have been able to expand their beats to this area due to the fact that crime and disorder in the immediate downtown area has been seriously decreased. **Ninety Seven** arrests have been made since the inception of the foot patrol.

C. Technology Improvements

- **Enlisted New Server For Reverse 911** – The City successfully contracted with ECN/CodeRED as our AlertWorcester / Reverse 911 system provider. The CodeRED system was selected due to their robust system capabilities, performance, and system versatility. They lead the nation in best practices for the service and are the leading provider of this service both, in Massachusetts and the nation. Existing subscribers were successfully merged into the new platform and have worked with them continuously to make improvements to and expand the systems capabilities, for both, the public and internal city department use.
- **Increased Users of AlertWorcester** - Increased subscribers and added users to the system for the AlertWorcester program after the rollout. As a result, since undertaking this effort, we have **increased our AlertWorcester enrollment by more than 600%** between February and June of 2016. We continue to work to maintain and increase enrollment through public education, advertisement, and outreach.

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- **Enhanced Radio Communication Operations** - The City began the process of implementing a new citywide 2-way radio system used by all public safety and DPW departments, WRTA, MASSPORT at Worcester airport, and Worcester public schools bus and administration. The City contracted with Motorola Solutions, and constructed a 3-site, simulcast, APCO, Project 25 compliant, public safety grade, radio system. More than 300 units are now on the system from DPW as we work to migrate from our current 25+ year old system. This is the field units “lifeline” and will allow first responders and DPW units to communicate more efficiently than ever before. This is also an example of improved infrastructure which, when fully deployed, will be one of the best public safety radio systems in the Commonwealth.
- **Secured New Communication Tower Site** - Leased a land parcel and constructed a site within the city limits that vastly improves system coverage, as opposed to the legacy site. With City Council’s authorization, the City successfully negotiated and executed a site for more than 50% less than the current leased site. This 10-year site lease has no increase, saving the city nearly \$260K over the term of the lease. Reducing costs, with greater benefit is an excellent example of working efficiently toward a necessary goal.
- **Awarded Contract to Redesign City’s Website** - The City awarded a contract to redesign the City’s municipal website www.worcesterma.gov to AVATAR Computing of Worcester, MA to create a design that is more citizen centric and mobile device friendly. The project includes interviews with each department/division as well as new imagery and photography. The website redesign project is a collaboration of the Technical Services Division and the City Manager’s office. To date, 22 departments/divisions have been interviewed for internal feedback with public focus groups scheduled. The project is slated for completion in Winter 2016.
- **Signed Community Compact for Technology Solutions** - Worcester was the first municipality to sign a Community Compact agreement with the state. Through the Community Compact program, resources have been allocated towards improving the city’s methods of communication and engagement with the public through the use of technology solutions. Technical assistance resources have aided the redesign of the City website and community outreach.
- **Implemented Maintenance Management System (MMS)** – The implementation phase of this project began in earnest in FY16. This included (but was not limited to) updating of the various GIS layers pertaining to DPW&P infrastructure, close coordination with Technical Services regarding the updates to the Arc GIS system, resolution of multiple security issues, and writing the code for the interface between the MMS and the Customer Service Request System (CSRS), and ongoing refinement of the dashboards and service structure for the Water, Sewer, and Streets Operational Divisions.
- **Technical Services Division - Efficiencies, New Technologies, Programming Improvements** - The Technical Services Division staff enhanced the City’s software and hardware infrastructure to create the following improvements and efficiencies in FY16:
 - ✓ Enhanced the Property Analysis program, an application that integrates GIS map data with city-wide events/incidents at individual properties, to allow the Fire Department to record its pre-fire planning inspections data, making this data easily accessible to other Fire personnel and Inspectional Services. The mapping component allows the inspector to select the exact building being inspected, as well as provide a visual of which

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buildings are current or due for an inspection. The program was also enhanced to enable WFD responders and commanders remote access to:

- Retrieve live data to show the locations of active fire incidents, including the status of each piece of equipment responding to the call.
 - View locations of hydrants for an active call (and whether the hydrant is out of service, using information from the CSRS work order system).
 - Show placarded/dangerous buildings and current violations that could pose a safety hazard.
 - Display property-related information, including the pre-fire planning report and any other documents relative to the property that could assist the commander during the incident.
-
- ✓ Rewrote a new Fixed Asset Depreciation System for Auditing to replace the legacy system previously used to track asset depreciation.
 - ✓ Enhanced a winter parking ban map, currently used by DPW workers in the field, to make it more interactive and user-friendly, so that it could also be used on the City's website by the public. The enhancements are complete and will be tested for inclusion into the web site.
 - ✓ Developed a WPD Traffic Reconstruction Unit Case Management System to track vehicle accidents in Worcester and includes all incident-related information such as vehicle types, persons involved, charges, and evidence. It also aids in completing hit and run investigations, and reporting of crash statistics.
 - ✓ Created Public Parcel Viewer by Configuring the GIS map viewer application for public access. Constituents can access property-related information, connect to property record cards and print and share maps via the City's website.
 - ✓ Completed Parcel Standard Compliance final requirements to comply with the Statewide Level 3 Parcel Standard developed by MassGIS. The standard is one piece in the spatial data infrastructure needed to support 911 enhancements.
 - ✓ Updated Property Analysis Application and map services and created Neighborhood Sweep GIS data layers, to assist with preparations for, and documentation of, sweeps projects.
 - ✓ Consulted with Energy & Asset Management to test collected data as part of the Street Light Conversion Project to convert to LED street lights.
 - ✓ Worked with the Planning Division staff to develop map templates for use by Economic Development. The goal is to deliver more consistent and branded GIS map products created by staff in the various divisions.
 - ✓ Completed testing of a GIS-based election polling location application as another means for citizens to retrieve election-related information on the City's website.
 - ✓ Implemented a GIS process for creating efficient routes for fire trucks responding to a call. Information necessary for fire truck routing, such as traffic signal turn features and slope of streets, was updated and improved.
 - ✓ Supported the enhancements to Property Analysis, completed by the PC Applications Section, as requested by the Fire Department. Configured new map services to provide access to data of specific interest to the Fire Department.
 - ✓ Performed Human Rights Accessibility Review and developed proof of concept for a "Know Before You Go" application containing details about City buildings. This project will continue to be reviewed and tested with the Human Rights Division.
 - ✓ Provided direct access to constituents interested in accessing the City's GIS data via a new download site available to retrieve datasets. In addition to the current paper request form for the public to request data, GIS data are now available on City's open data website.

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- ✓ Installed a GIS web server to allow field and public access to GIS data. Public Works Water Division staff can now access GIS maps and data in the field. A published hydrant and catch basin web map is available on the City's website to encourage citizen participation in #woochallenge to shovel out hydrants during snowstorms and clear catch basins for flooding prevention.
- ✓ Created an automated process to deliver regularly updated parcel data to incorporate into maps used to display information derived from the ShotSpotter gunshot detection system.
- ✓ Provided support to the crime analysts and updated GIS data used in the CrimeView crime analysis system.
- ✓ Worked with the Parks contractor to acquire GPS data for tree replacements. Developed a GIS tree replacement data layer for use in mapping.
- ✓ Launched new crowdsourcing website, MyWorcester.WorcesterMA.gov, to connect City Government with the residents of Worcester on local issues. The initial topics of discussion included Food Trucks and Mobile Food Vendors, Dog Parks, and a Halloween Event on the Common.
- ✓ Created new public records search. Specifically, the City of Worcester Tax Payment database may be searched for Real Estate, Personal Property, and Excise net tax payments per calendar year. Payment history is available for the past three (3) calendar years.
- ✓ Updated translation services on the municipal website by including more language choices. The language translation service is provided via Google Translate.
- ✓ Re-designed the video-on-demand, live streaming and video archives portion of the website to improve layout and visibility of available content. Additionally, all License Commission and Community Development Advisory Committee Meetings as of January 2016 are now included in the archives.
- ✓ Created a new WOO Moves page to promote healthy living in Worcester. WOO Moves is a guide to physical activity opportunities found in the City of Worcester.
- ✓ Assisted state and local authorities (WPD Real Time Crime Center) with special requirements for video surveillance during events such as Presidential visits, events at the DCU Center, parades, celebrations at Cristoforo Colombo Park, and various confidential projects.
- ✓ Replaced 110 mobile data devices, located in WPD cruisers and for officers assigned to investigative units, with more current technology.
- ✓ Implemented a new fingerprint system in the WPD cell room. The new system permits palm printing of prisoners as well as ten finger print scan.
- ✓ Installed and now manage over 400 city-wide video surveillance cameras that integrate with the WPD Real Time Crime Center (RTCC). Manage connections for the RTCC to access over 2,000 partner cameras.
- ✓ Performed a Criminal Justice Information System (CJIS) software upgrade for WPD access to this state system while ensuring a secure network connection.
- ✓ Designed and configured network connectivity to the new Regional Emergency Communications Center (RECC) on Coppage Drive, as well as the interface with the Town of Leicester PD, for regional emergency dispatching.
- ✓ Designed, configured and set up the public safety servers for the RECC.
- ✓ Designed a backup network for the regional radio system for public safety.
- ✓ Designed, configured and will install/support wifi access at the new Regional Emergency Communications Center. Developed programs and processes to implement changes relative to mandated reporting for the Affordable Care Act, the law that put comprehensive health insurance reforms in place. This project involved countless hours and continues to evolve. At this time, the data has been collected and the required

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1095C forms have been printed and mailed to 6,975 recipients. To date, the team has spent over 12+ months collectively working on this programming-intensive project.

- ✓ Developed computer program to calculate City negotiated retroactive payment amounts based on collective bargaining agreements. This program can compound four rates across four different time periods.
- ✓ Developed program to calculate medical refunds based on collective bargaining agreements.
- ✓ Setup and established two schedules to handle settled and unsettled medical rates for payrolls and medical billing.
- ✓ Modified the Miscellaneous Receivable Aging Report to include overdue pay detail charges for liquor establishments.
- ✓ Converted Financial System/Fund Account Module Program, which is used to review/post batch receipts, from a text-based application into a Graphical User Interface (GUI) application.
- ✓ Imported residential parking permits into the financial system's Miscellaneous Receivables module for recurrent billing.
- ✓ Assisted the City Clerk's Office with migration to the new election system platform and provided ongoing support during the elections.
- ✓ Performed major system updates and upgrades on two Laserfiche systems – one internal and one for public use – for the City's document imaging infrastructure.
- ✓ Designed and installed a new fiber network to connect Workforce Development's new location at 340 Main Street as well as its satellite locations in Southbridge and Milford. These sites now reside, and are fully supported, on the City network.
- ✓ Installed the parking management system at the new City Square Garage, to include the design, configure and support connectivity of this site onto the City network.
- ✓ Upgraded the Greenhill Golf Course point-of-sale system and cemetery management software at Hope Cemetery.
- ✓ Implemented the core network and system infrastructure for Cisco Voice Over Internet Protocol (VOIP) phone system which reduced the number of Centrex lines in several departments. Installed over 300 phones within WPD and Technical Services
- ✓ Added three (3) Workforce Development Offices, located in Worcester, Southbridge and Milford, to the City network. This included 182 computers and ten laptops. During the Workforce migration, a printer consolidation/streamline project was completed and 74 out of 104 printers were removed.

D. Community/Minority Outreach

- **Appointed Chief Diversity Officer (CDO)** - In February of 2016 the Diversity Officer was hired to lead the City's diversity agenda including the ongoing development and delivery of the City's diversity goals and objectives in areas of hiring, leadership and career development, diversity training, strategic planning, recruitment and retention. The CDO will analyze and improve procurement strategies and increase opportunities for Minority and Women owned businesses. The CDO will perform outreach to the community, academic, and business organizations in order to increase diversity of employee candidate pools, and assist in the development of hiring processes citywide to ensure maximum opportunities for employment and career advancement for candidates from underrepresented demographic groups.
- **Increased Minority Hiring** - The City continues to increase minority hiring and board and commission appointments in FY16 as a result of an aggressive plan that included outreach

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to minority organizations, newspapers, local colleges, local community organizations/non-profits such as Centro Las Americas, Easter Seals, Worcester Housing Authority, YMCA, YWCA, and many more. In addition to the City website, opportunities are posted in newspapers such as Vocero, the Telegram & Gazette and MONSTER.com. Outreach is also made to professional organizations that target women and minorities. During FY16, there were 30 appointments made as follows: 13 male (43%), 17 (57%) female, 13 (43%) minority. The total makeup of the City's Boards and Commissions is 168 members: 99 male (59%), 69 female (41%) and 48 minorities (29%). **Since my term as City Manager began, we have made great strides to improving minority and female representation on our boards and commissions. Specifically, female membership has increased from 30% in 2013, to 41% today, and minority membership has increased from 20% in 2013 to 29% today.**

- **Restructured the Affirmative Action Advisory Committee** - The Affirmative Action Advisory Committee has been successfully restructured and renamed the Diversity and Inclusion Advisory Committee and will consist of a nine-member board reflecting underrepresented populations, including the Asian and Latino communities, women, persons with disabilities and persons who identify as LGBTQ. Recently, we have reached full membership of nine members. Staffed by the new Chief Diversity Officer, the Committee will advise the City Manager and Director of Human Resources on diversity and equal opportunity in the areas of recruitment, hiring, promoting, and retaining a diverse pool of city employees.
- **Provided Emergency Management and Disaster Preparedness Outreach** - EM Staff members set up community outreach tables at public locations such as the Worcester Senior Center and Worcester Public Library, National Night Out, Out To Lunch Series, and several senior housing properties. In addition, we conducted outreach efforts using social media outlets to educate public on Alert Worcester Program and personal preparedness importance before, during, and after a disaster.
- **Welcomed Interns** - Designed, submitted and secured approval for two summer internship opportunities with Clark University's College of Professional & Continuing Education to create and implement affinity groups and accompanying communication plan that will serve to recruit new and support existing underrepresented employees.
- **Enhanced Veteran Employment Recruitment** - In an effort to diversify our workforce and in particular to encourage Veterans to apply for job opportunities, the Human Resources Department has set up a "job opportunity" table once a month, on the first floor, when veterans come in for their benefits. This allows Veterans an opportunity to see what positions are open in the City of Worcester and to talk to someone about how to apply for a position that they may be interested in.
- **Enhanced Recruitment Efforts** - The Human Resources Department, in conjunction with the Worcester Fire Department performed extensive recruiting efforts to attract potential firefighter candidates that fully represented the community. Opportunities Fairs were held at the Worcester Fire Department Training Division to educate residents on the upcoming firefighters exam through the MA Human Resources Division. Two fairs were held and attended by over 110 residents including women and minorities. As a result of the increased recruitment efforts, we saw a 300% increase in candidates who registered for the exam, from 54 to 215.

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- **Improved Communication and Customer Service to Diverse Populations** - Convened a working group with Deaf residents and social service providers to work towards addressing communication barriers in the city for the Deaf and their family members. In addition, we organized a White Cane Day awareness event (October 14th, 2015), which is celebrated nationally as a day to celebrate the achievements of people who are blind or visually impaired and the important symbol of blindness and tool of independence, the white cane. Five city officials participated in a walking tour organized by the Office of Human Rights and Disabilities and local advocates. The officials were blindfolded and led down the city sidewalks near City Hall by a blind orientation instructor. The goal of the walk is to give public officials an opportunity to experience walking blind on our city streets. Afterwards the officials shared their experiences with local blind residents and discussed ways to increase safety for all residents and promote the walkability of our city.
- **Supported the Refugee Population** - Convened the Refugee Housing Working Group in order to support safe, sustainable and welcoming short and long term housing needs of refugees in the City of Worcester. Working group meetings are an opportunity to share and collaboratively work together to solve housing challenges such as rental discrimination, public health, sanitation and environmental/healthy homes concerns, and obstacles to long term affordable housing. Arranged community meetings and presentations between Limited English Proficiency refugees and immigrants and the following City divisions: Office of Human Rights and Disabilities, Inspectional Services Housing Division, Division of Public Health and the Housing Division of the Department of Economic Development.
- **Provided Technical Assistance** - Provided technical assistance to local businesses to assist them in removing physical access and/or service barriers for persons with disabilities in compliance with the Americans with Disabilities Act and the Massachusetts Architectural Access Board.
- **Conducted Homeless Survey** - The Human Rights Commission conducted a survey for homeless shelters and transitional housing programs to better understand how transgender guests are treated. Training was provided to each of these shelters. Produced report and resource guide available on City's website.
- **Partnered with the Commission on Disability** - Contracted with Institute for Human Centered Design for an accessibility evaluation of the City's website. Made recommendations to the City for changes and improvements. In addition, we developed and submitted five emergency preparedness priorities to be addressed by the City's Emergency Management Division and conducted a community survey on the priorities and preferences for programming and equipment for the Coes Pond Multigenerational/Universally Accessible park and playground.
- **Supported Veteran Community** - All our veteran customers and eligible spouses receive Priority of Service across Career Center programs and services primarily from 2 dedicated staff, who are solely focused on meeting this need. The Veteran Representatives coordinate wrap around services to ensure veteran population and spouses have access to all available services & benefits.
- **Coordinated Veteran Partner Activities** - As a member of Worcester's Veterans' Coalition, the Career Center Vet Reps coordinate activities between the Worcester Veterans' Administration (VA), Community Based Outpatient Clinic (CBOC), and Boston Veterans' Benefit Administration (VBA) Compensation & Pension departments to secure on-site VBA

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claims filing, on a scheduled basis. Activity has increased to a level that the VBA has committed to supporting this activity on a bi-weekly basis, going forward. Additionally, Career Center Vet Reps coordinated several Veteran specific employment workshops/webinars with federal employers/contractors, including partnering with area colleges and universities to deliver Veteran specific events for their Veteran student population.

- **Assisted with Employer Services for Guardsmen and Veterans** - The Vet Reps have assisted the Employer Services For Guard and Reserve's (ESGR) with the coordination of their annual "Breakfast with the Boss" event by arranging for 30 employers to attend this "informational" session. As a result of our efforts, we received our second "appreciation award" for our contributions. Additionally, we've assisted Veterans' Inc. with their annual "Stand Down" event by facilitating the participation of 20 employers, who considered offering jobs to Veterans and families in need of services/employment.
- **Provided Mature Workers Services** - The Career Center has a full time on site partner (Operation Able), who provides mature workers, age 55+, with assistance in re-employment, including coaching, counseling, internships, job referrals, on-the-job training and relevant workshops. In FY16, this program served 29 jobseekers and over 144 have participated in our "Using Age To Your Advantage" Workshops. Through this program, and working in conjunction with bilingual Career Center staff who utilized their community networks, we were able to place two Spanish speaking only clients. Additionally, we have been able to collaborate with Worcester's Vets, Inc. Shelter by enrolling some of their veteran population in the program, and assigning them to paid positions at the Shelter while they continue to secure permanent housing and employment.
- **Coordinated Refugee Resettlement Services** - Workforce Central is among the partners coordinating and aligning services for the Refugee population. This is a result of the Ascentria Care Alliance, a Synergy Initiative Planning Grant from The Health Foundation of Central Massachusetts (THFCM), which was awarded to Ascentria. Partners will identify gaps in services that affect the health and well-being of refugees resettled in Worcester, and plan a Collaborative Model for Integrating Resettled Refugees. As a result, Ascentria will be piloting an enhanced wrap-around model that is client focused with individualized case management and collaborative case reviews delivered with the client's input regarding control over the services, the timing of the services, as well as, the delivery method.
- **Created Disability Employment Initiative** - The Career Center's Disability Resource Coordinator's role is to increase accessibility, accountability, and employment outcomes for persons with disabilities. This position was created as part of the Disability Employment Initiative (DEI) grant, which was awarded to Worcester in its 5th round. Collaborating with many local agencies, this project is designed to give many Worcester area residents a path to economic self-sufficiency. The following is a summary of FY16 activity:

DEI -General Overview:

- As of 6/2/16, there are 33 career center members enrolled in the DEI project, and nearly 200 persons with a disability have received career center services within the past month.
- The Career Center now serves customers who are part of the "Ticket To Work" program from SSA in partnership with the American Dream Employment Network (<https://americandreamen.org/>).

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- The Career Center has captioned telephones available for Unemployment Insurance Navigation Assistance. We are the first career center in the Commonwealth to offer this assistive technology to the disabled.

DEI V – Health Career Pathway:

- In partnership with QCC, MRC, and MCB, the Career Center recently had nine DEI students graduate (100% graduation rate!) from the Patient Access and Registration Program being offered through QCC's downtown campus. Two graduates received job offers the same week of graduation, and another graduate was interviewed.
- The Career Center will be holding a hiring event on June 14th at the YWCA to provide employers with an opportunity to interview the remaining graduates for either a paid externship or direct hire. This event is in partnership with MRC's Greater Worcester Employment Resource Collaborative.
- There are nine new students who entered the next Patient Access class on June 7th.
- The Career Center is also placing disabled jobseekers in CNA/HHA training, and has experienced two successful placements thus far.

DEI V Hospitality:

- The Career Center has been working with area restaurants regarding their hiring needs, and has offered an eight week paid work experience for employers to benefit from. These employers will be given an opportunity to preview excellent qualified employees. To date, we've worked with Flying Rhino and Sole Proprietor, and have had interest expressed by other local restaurants. The Career Center is currently recruiting persons with disabilities interested in Culinary Arts.

DEI V Manufacturing:

- The Career Center has a handful of DEI enrollees in the manufacturing pathway, and one enrollee has just completed training at QCC. We are currently recruiting persons with disabilities, who are interested in training and work opportunities in the manufacturing industry.
- **Provided “Returning Citizens”/Behind the Walls Outreach** - In collaboration with the Sheriff's Office and the Worcester County House of Correction, the Career Center staff offer job readiness and employment services to residents at the Boylston facility. The target population was primarily residents in the Substance Treatment Opportunity Program, otherwise known as STOP, but residents in the general population (Title 1) also received services. Workshops include, but are not limited to, Job Applications/ Cover Letter, Resume Development, Interview Techniques and the “New Leaf”, which covers important information for individuals experiencing CORI issues in their job search. Included are strategies and effective tools to overcoming employers' concerns, presenting yourself as a strong candidate and preparation for finding a job appropriate for your background. The final sessions of the program focus on next steps for those residents, who are close to release. To date for FY16, we have provided services to 118 residents.
- **Partnered with the Worcester Anti-Violence Coalition** - The CMWIB is partnering with a variety of local community groups to address violence and the need for increased opportunities for those affected by this issue. This effort is aligned through the City Manager's office.

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- **Provided Community-Wide Outreach** - The CMWIB, in collaboration with Workforce Central prepares and distributes monthly electronic newsletters highlighting client success services, programs, and labor-market trends, and resources available to community members. Additionally, the CMWIB and Workforce Central are active on several social media platforms, and the CMWIB hosts a monthly one-hour radio show on WCUW (FM 91.3) that is simulcast on the City's government television channel. The show features lively discussions of workforce related topics and interviews with guests regarding local resources and programs.
- **Collaborated with Partners** - The CMWIB is also a part a variety of community groups/committees in an effort to ensure it has a wide-reaching and effective level of community involvement and engagement. These groups include the Worcester Housing Authority's *A Better Life* project leadership committee, the Worcester Food Hub initiative planning group, the Worcester Regional Transit Authority's Regional Coordination Council, the Worcester Sports Foundation Executive Committee, and the Worcester Community Connections Coalition Steering Committee.

E. Youth Initiatives

- **Launched Recreation Worcester** - Initially, Recreation Worcester began as an extension and rebranding of the previous summer's programming, Wheels to Water. Summer 2015 saw the launch of Recreation Worcester at eleven parks across the city and, at a 10% increase from the summer 2014 Wheels to Water program, had a registration count of 1,590 youths. Nearly 90 youth were employed by Recreation Worcester, and 10,000 visits were made by city youth over the summer of 2015.
- **Established After School Model of Recreation Worcester** - After the success of the summer 2015 Recreation Worcester program, the Youth Opportunities Office, in conjunction with the City Manager's Office and the Worcester Public Schools, worked tirelessly to adapt Recreation Worcester's successful summer program to fit an after-school model focused on academics, arts, and athletics. The pilot after-school component of Recreation Worcester launched on February 1, 2016 at five schools across the city. Since then, nearly 600 youths have registered for Recreation Worcester.
- **Established the Youth Council** - Hosted an induction ceremony in the fall of 2015 featuring City Manager Augustus. The 17 members of the Youth Council began to work within Worcester to empower youth. Meeting on a weekly basis since their induction, by the graduation ceremony June 15th, the Youth Council will have met a total of 30 times this year for a total of 2,700 hours of training, planning, and service projects. From a Toys for Tots campaign over the holidays to increased personal and communal development through enhanced community service in collaboration with other youth groups and training including the Get Real Teen Council Sexual Health training, the Youth Council has worked diligently to prepare themselves and their community for the future. One of the Youth Council's largest accomplishments this year, in preparation for graduation, was the First Annual College Celebration Night.
- **Launched Youth Violence Initiatives** - The Worcester Youth Violence Prevention Initiative (WYVPI) is the result of a comprehensive gang and youth violence assessment and citywide strategic planning process that engaged hundreds of youth, adult residents and other

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stakeholders from fall 2013-spring 2015. The WYVPI builds on community strengths to address the needs of our community's highest risk youth from birth to early adulthood. Strategies aim to increase high-risk youth and family's access to resources that are proven protective factors against violence and recidivism. The plan was developed with a trauma-informed lens. Trauma is an important driver of generational cycles of violence in Worcester. From early childhood traumas to the potentially traumatic effects of arrest—this plan attempts to decrease exposure to trauma and connect youth experiencing trauma to appropriate supports.

- **Employed our Youth via YouthCorps** - In collaboration with the 2016 YouthWorks Summer Youth Employment & Training Program, the City of Worcester's Youth Opportunities Office (YOO) is supporting this six and a half week program for income-eligible youth ages 16-24. Over 352 youth will be employed through funding from YW in Worcester this summer. YouthWorks will include two days of career planning and work readiness training followed by six weeks of subsidized work experience (approximately 20 hours per week) to help participants gain the skills, experience, and networks necessary to secure unsubsidized employment. Partners will host youth within their department. Department hosts are asked to provide appropriate supervision and evaluate youth using the Massachusetts Work Based Learning Plan. Department YouthCorps supervisors are asked to provide assistance with mentoring and case-management, either formal or informal, to help ensure participant retention, learning, and placement success. Department YouthCorps supervisors are also asked to provide continued mentoring and contact with participants following completion of the work experience to assist with employment and educational success. YouthCorps is another tool in the toolbox to provide to help develop the City of Worcester's young people.
- **Hired Youth for Parks and Aquatic Programs** - Over 150 youth were hired during the summer of 2015 to work within our parks on maintenance, aquatics, and recreation.
- **Developed Caddy Program** - The City worked closely with the Worcester Youth Connect and the Ouimet Fund to forge a unique caddy pilot program at Green Hill Municipal Golf Course to reintroduce caddies to inner city golf courses. This program offers caddies at a reduced cost for golfers, job opportunities for underserved city youth, and access to college scholarships. The \$16,400 initial donation will be used for up to 20 caddies each summer with additional funding for 2 more years.

F. Awards and Recognitions

Awards:

- **Achieved National Public Health Accreditation** - The Worcester Public Health Department / CMRPHA was the first health department in the Commonwealth to achieve national Public Health Accreditation, providing a framework to identify performance improvement opportunities, improve management, develop leadership, and improve relationships with the community. The goal of the voluntary national accreditation program is to improve and protect the health of the public by advancing the quality and performance of Tribal, state, local, and territorial public health departments.
- **Received Harvard Kennedy School Bright Ideas Award** - The One City One Library Program was certified as a Bright Idea for the Innovations in Government Program

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- **Received the Tree City USA Award** - The City was awarded the Tree City USA Designation for the 30th year in a row, and the Tree City Growth Award for the 17th consecutive year.
- **Received Mass Municipal Recycling Recognition Award** - This year DPW&P received Central Mass Municipal Recycling Recognition Award for the city's recycling programs. This recognition led to a Mattress Recycling Incentive grant of \$174,000 and a Sustainable Materials Recovery of \$68,000.
- **Recognized by the National Community Development Association Region I – New England** - Received this year's Community Development Achievement Award for the Union Hill Revitalization Initiative.
- **Recognized as Central Massachusetts Veterans Services Provider Coalition (CMVSPC) Best Practice Provider** - Workforce Central Career Center's Veteran Representatives were recognized by Massachusetts' Secretary of Veteran Affairs, Francisco Urena, for their exemplary services meeting the needs of veterans and their families, and for their leadership role in establishing the Central Massachusetts Veterans Services Provider Coalition (CMVSPC). CMVSPC is comprised of veteran service agencies, who meet quarterly to support each other and share information. The Secretary indicated that the Coalition is referenced as a best practice, not only across the Commonwealth, but has also been shared with Veteran Administration offices across the country. Also, for the second year in a row, the Career Center "Vet Reps" have been invited to participate in the National Association of State Workforce Agencies (NASWA) Conference, which focuses solely on serving Veterans. This invitation was based on their ability to provide "excelling services".
- **DEP Public Water System Award** - The City was recognized in May 2016 by MassDEP with a 2016 Public Water System Award for its outstanding performance and achievements in 2015. Once again, Worcester DPW&P Water Operations met all state and federal regulations and requirements set forth by the Safe Drinking Water Act. The Division is dedicated to providing a safe and reliable potable water supply and is so proud to receive this honor.

Recognitions:

- 1st in Home Sales Growth 2014-15 – Warren Group
- Top 10 most Affordable Housing Market (MA) – Coldwell Banker
- 3rd ROI Rental Market (Northeast) – All Property Management
- #1 in US for Farmers Market- BetterDOctor.com
- Top 10 City for Families – Parenting Magazine
- 5th Best Small City to Get Rich- Credit Donkey
- 1st for Young Singles- Zillow
- 20 Strongest Metro Region – Brookings Institution
- #4 MSA in US (Job Gainers) – Wall Street Journal
- Top % Housing Markets in US – MSN REAL ESTATE
- #14 Ranking Most Creative US Cities- The Daily Beast

Special Events and Dedications:

- **Morse Stroll Dedication** - Dr. Leonard Morse, former Commissioner of the Worcester Division of Public Health, dedicated his career to improving the health of the Worcester

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community. His 50 years of service to the city of Worcester was celebrated with the dedication of the new Morse Stroll, a commemorative walking path surrounding Elm Park, on Thursday, August 27, 2015. The Morse Stroll dedication was held in conjunction with the kick-off of WOO Moves, a physical fitness program designed to keep the community active with designated walking routes throughout the city.

- **Dedication of Myra Kraft Memorial Footbridge** - A ribbon cutting ceremony for the new Myra Hiatt Kraft Memorial Footbridge in Worcester's historic Elm Park took place on Tuesday, December 8, 2015 at Elm Park in Worcester. The footbridge has been named after the late Myra Hiatt Kraft, a native of Worcester and a magnanimous philanthropist who helped various youth, educational, arts, and Jewish organizations, in addition to funding women's and medical programs. Mr. Kraft and other members of the Kraft family attended the event. The new bridge was redesigned and built by students from Worcester Polytechnic Institute (WPI) and Worcester Technical High School to be accessible for all. Students from both schools were a part of the ceremony. The former Elm Park bridge, which had stood for 40 years, was removed in October 2013. Construction of the new bridge began in November 2013. Funding for the new bridge was made possible by the City of Worcester and the Rotary Club of Worcester, which donated \$50,000.
- **Donker Farm Tour** – The City celebrated the preservation of Donker Farm off of Tory Fort Lane, a 23 acre last working farm in Worcester, a managed forest, a rich habitat and a critical missing link and lynchpin of the “Four Town Greenway” in the northwestern portion of the City.
- **Dedicated the Renovated Senior Center Lobby in Memory of Rep. John J. Binienda** - The Worcester Senior Center honored the late Rep. John J. Binienda by naming its newly revitalized lobby after the longtime Worcester legislator. The ceremony included a ribbon cutting and plaque dedication on December 11, 2015 at the Worcester Senior Center located at 128 Providence Street, Worcester. Rep. Binienda, a native of Worcester and champion of the working class, died in 2014. He willed a portion of the remainder of his campaign funds to the Senior Center, which intends to allocate the generous sum towards a revitalization of the lobby. The funds will also go toward volunteer appreciation occasions, including the large annual event at which the Senior Center recognizes their hundreds of volunteers.
- **Worcester Common Oval** - Welcomed over 3,000 visitors to opening night festivities for the Worcester Common Oval Ice Rink. The Oval also hosted seasonal events to include the Canaloween Fest with a road race, costume parade, scarecrow making and more, a Spring Fling with a plant sale, petting zoo, gardening demonstrations and our Out to Lunch Summer Concert/Market Series.
- **Hosted Memorial Day Services** - In May 2016, the Veterans' Services office organized the Memorial Day event for the City of Worcester. This included the distribution of flags and grave markers for the local cemeteries to decorate veterans' graves. The Veterans' Service office also adorned the graves of the 8 Medal of Honor recipients' from Worcester with wreaths for Memorial Day. Additionally, Veterans' Services facilitated the Memorial Day ceremony to honor fallen soldiers at both Hope Cemetery and the Vietnam Memorial at Greenhill Park.
- **Honored our Veterans** - In November 2015, the Veterans' Services office hosted all of the Veterans' Day activities for the City of Worcester. This entailed the Veterans' Day Parade

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and Ceremony where the plans for the new WWII Monument were announced and the first letters were placed into the Veterans Time Capsule. The ceremony included a touching POW/MIA ritual and speeches from many of our local heroes.

- **Unveiled the New WWII Memorial Fountain and Monument** - In June 2016, the City unveiled and dedicated the new WWII Fountain and monuments in order to show the 60 living WWII veterans from Worcester that we appreciate all they have done for our country. This celebration included flyovers, cannons, picture booths, an orchestra, decorations, a procession and much more.

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CATEGORY 4: DELIVERY OF PUBLIC SERVICES

A. PUBLIC SAFETY (Police, Fire, Emergency Communications)

Worcester Police Department

Detective Bureau:

- 122 Unattended Deaths
- 240 Sexual Assault Investigations
- 1498 Sex Offender Registrations
- 272 Robberies (which include home invasions and carjacking)
- 8 Homicides
- 142 Larcenies
- 4 Kidnappings
- 46 Gun Related Investigations
- 97 Financial Crimes
- 28 Reports Of Elder Abuse/Child Abuse
- 114 Incidents of Domestic Violence Follow-up
- 9 Disabled Abuse
- 16 Child Pornography Cases
- 5 Bomb Threats
- 223 Residential/Commercial B+E
- 29 Fire Investigations
- 151 Aggravated Assaults
- 17 Insurance Fraud Investigations
- 429 Arrests
- 257 Search Warrants
- 704 Digital Cases logged and analyzed

Vice Unit:

- 91 Search warrants
- 408 Arrests
- 19 Gun with arrests
- 66 Prostitution Arrests
- 45 Males
- 21 Female
- 12 CPAC Assists
- 19 Vehicles Seized
- \$431,454.00 Amount to DA'S Office
- \$157,301.00 Amount Received From DA.

Gang Unit:

- 495 Arrests
- 12 Firearm charges
- 18 Firearms recovered
- 6 House search warrants
- 19 Phone search warrants
- 1 Motor vehicle search warrant
- The Gang Unit worked with the State Police gang unit and made 53 arrests for distribution of drugs.

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- The Gang unit also conducted a joint F.B.I and D.E.A gang investigation which led to the arrest of several Kilby Gang members and the recovery of firearms
- Final Notice- 31 inmates assisted
- Night Light- 300 probationers followed up on
- Gang Summit - The gang unit conducted training for 75 law enforcement officers from central MA
- Youth Programs include:
 - 6th grade talks – the gang unit spoke with 2,500 6th grade students about gangs and safety
 - P.A.A.L Basketball – 3 sessions- 300 kids high school age
 - Gang Camp – 300 inner city kids attended the camp. The camp was 3 weeks in July. 100 kids each week
 - P.A.L. Boxing. The P.A.L. boxing program was started in 2015.

SVPG/Alcohol Unit:

The following is a summary of the arrest numbers for the Street Violence Prevention Unit/Alcohol Enforcement Unit for the period of 01 January 2015 through 31 December 2015:

- 93 Warrant Arrests
- 117 Motor Vehicle Arrests
- 21 Narcotic Arrests
- 1 Gun Arrest
- 2 Weapon Arrests
- 70 Disorder Arrests
- 6 Assault Arrests (including Unarmed robberies)
- Worked with A.B.C.C. Investigators on several occasions resulting in multiple violations processed by A.B.C.C. Most notably, Varsity Pub in which they received a 50 day suspension and Mahoney's Pub (hearing not yet held but suspension should be significant)
- Worked with A.B.C.C. and NECN reporters in an undercover sting
- Worked with Hope Coalition conducting "shoulder taps"
- Conducted surveillance during multiple events including St. Patrick's Day parade, several Shrewsbury St and Canal District events
- Attended 24 License Commission hearings
- 26 Violations of License Commission Rules and Regulations resulting in hearings
- 67 Background Investigations
- Underage Sting resulting in 11 violations (package stores) which is up from 2 the previous year
- Occupancy and "Crowd Manger" checks with Worcester Fire Dept. resulting in multiple WFD violations
- The Unit also conducted 11 Shot Spotter follow up investigations.

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Forensic Services Section:

Crime Scene Unit

- 1517 Photo Assignments
- 40,337 Photographs taken by CSU
- 338 CSU LP Assignments
- 256 Miscellaneous Assignments
- 427 Biological Collections
- 35 CODIS Hits
- 254 LPU LP Processing Assignments
- 426 LPU Analyses
- 276.5 AFIS Time (hours)
- 200 Latent Print Identifications
- The number of Photograph Assignments and the Total Number of Crime Scene Photos were consistent for the last two years.
- The number of Miscellaneous Assignments increased this year by 41.5 %. This increase is most likely due to better documentation.
- The number of Biological Collections increased this year by 14%.
- The number of CODIS Hits increased this year by 150% (2.5 times more). This is remarkable and should be a highlight of the CSU's Management Review. We are attributing this to CSIs making better choices when it comes to submitting samples to the MSP DNA Lab. Most of these CODIS Hits pertain to incidents that occurred over 1 year ago and interestingly, this coincides with the release of the unit's SOPs.
- The number of Latent Print Identifications increased from 143 in 2014 to 200 in 2015. That is an increase of 40% despite the fact that the LPU had four examiners through most of 2014 and just three examiners for the first eight months of 2015 and two examiners for the final third of 2015. The two current examiners had an almost equal number of identifications in 2015 and accounted for 183 of the 200 identifications. The large increase in the number of identifications occurred even though the number of CSU Latent Print Assignments decreased by 15%, from 457 to 388. The major reason for this is most likely attributed to the new policy mandating digital photography (when possible) of all latent prints. The latent print impressions received from the Crime Scene Unit are of far better quality than they were before that policy went into effect.

Operations/Community Services

- 216 officers covered three shifts answering over 122,000 calls for service.
- Installed video-camera systems in all pre-booking holding cells and patrol wagons. The department continues to work with Technical Services on upgrading the camera and technology in the service division areas as well as a permanent media storage solution.
- Received a grant from the Department of Mental Health for Jail Diversion of mentally ill persons from the criminal justice system toward appropriate treatment. Continued to liaison with Community Health Link to support 24/7/365 "warm handoff" of persons requiring immediate mental health clinical evaluation at their Jacques Av. facility. Institution of clinical

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evaluation of person held in our cell room who are demonstrating signs and symptoms of mental illness.

Other WPD Accomplishments:

- ✓ Assigned a full time Crisis Intervention Team (CIT) officer to work exclusively with persons experiencing mental health and emotional crisis. Awarded grant funds to support on-call officers to work with these individuals nights and weekends.
- ✓ Partnered with the QOL team to incorporate CIT officers to work with the homeless population in the city as well as those staying in the various encampments throughout the city in effort to provide medical and mental health treatment and to refer these individuals toward permanent housing.
- ✓ Trained 30 police officers assigned throughout the department in the 40 hours in CIT-level mental health training.
- ✓ Participated in the City Manager's Coalition against Bias and Hate and the Greater Worcester Housing Connection's/SMOCs Steering Committee.
- ✓ Partnered with the Department of Public Health, UMass Memorial Healthcare, and the District Attorney's Office to hold two "Goods for Guns" gun buyback programs; in July and December.
- ✓ Developed and initiated the Addiction Recovery Program (ARP) to provide outreach in effort to facilitate the placement of opiate-addicted persons into detox and/or rehabilitation.
- ✓ Continued to utilize social media platforms to disseminate information to the general public as well as the traditional media in a timely manner. Our Facebook page has over 50,000 likes and 27,000 Twitter followers. We had a post that reached 487,328 people.
- ✓ Furthered the department's commitment to pedestrian and school zone safety through aggressive enforcement and Operation Safe Crossing and the addition of a Distracted Driving enforcement program.
- ✓ Enhanced training of Crash Reconstruction personnel into pedestrian crashes, and motorcycles crashes. Acquisition of scene mapping technology and "Black-Box" download technology.
- ✓ Continued to hold weekly command staff meetings to review and track overtime, court overtime and other department expenditures. During these meetings Command Staff continued to review and amend departmental policies and procedures to best practice standards.
- ✓ Enhanced WPD Training, conducting four (4) In-Service Trainings (40 hours) for department personnel, active shooter training for City employees and five (5) private business in the city. Provided training and logistical support for all agency units, including the SWAT team. The Training Division also assisted MPTC with recruit training in various academies throughout the state, outfitted department personnel with upgraded personal body armor, conducted firearms safety courses for city residents applying for firearms licenses and college police agencies in the city.

Worcester Fire Department

- Conducted 935 fire safety workshops, in which over 75,000 persons were taught how to keep safe from the perils of fire, from this past summer's Recreation Worcester program to Senior Health Fairs and neighborhood crime watch meetings.
- Visited over 500 classrooms to teach fire safety strategies to school children.

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- Trained over 40 area businesses in evacuations and the proper usage of fire extinguishers. The PubEd unit also made a presentation at the 21st Annual Massachusetts Fire and Life Safety Conference and will present at this year's NFPA National Conference as well.
- Conducted 872 Licensing Unit inspections ranging from liquor license holders to lodging houses and enforced those regulations affecting license holders within the City. Licensing has coordinated with the State Fire Marshal's Office as well as the local police, state police and buildings department to conduct several random, night-time compliance inspections on repair garage and liquor license holders, 29 garages and 20 liquor establishments were checked for compliance with the conditions listed on their respective licenses during these nighttime operations. Licensing is currently in the process of renewing the 600 garage/repair shop licenses issued by the City.
- Reviewed all plans submitted by contractors for redevelopment and renovations taking place throughout the City – ranging from the conversion of former mills into loft housing to the large construction projects taking place at City Square to the construction of new single family housing or renovations – the Plans Review office is continuously confirming compliance with all applicable laws, codes, and ordinance requirements.
- Investigated the cause and origin of over 100 structure fires which have caused nearly \$3.5 million in property damage. Information is shared with other relative agencies outside of the Fire Department which, in turn, is used to determine responsibility and assist in prevention efforts.
- Continued to enforce all applicable laws, codes, and ordinances. All of the inspectors assigned are credentialed through the Fire Marshal's Office to the level of: Fire Prevention Officer – Level 1. To date in FY16, 6,685 permits have been issued and 7,905 inspections – ranging from construction sites where controlled blasting is to be performed to the investigation of complaints reported by the public to smoke-alarm resale inspections – have been conducted.
- Responded to approximately 32,000 calls for service continuing to meet and exceed national standards for aggregate response times. This standard provides prescribed time frames for municipal fire departments of 1 minute turnout time and 4 minute over the road or drive time. WFD maintained an average response time of 4 minutes and 29 seconds; even with the extreme weather and road conditions of early 2015. The department's commitment to provide the highest quality service in the safest, most expedient amount of time is a testament to our members and their leadership team.
- Conducted equipment safety checks for all firefighters. Every individual firefighter's facepiece was fit tested, and replaced as necessary, to ensure safety and NFPA compliance. In addition, all Department SCBAs were flow tested to meet the same requirements.
- Multiple trainings and drills were conducted for our Fire personnel, including: Hazmat, Carbon Monoxide Dangers and Meters, search, ventilation, saw operation, SCBA, chimney fires, lightweight wood systems, forcible entry, and RIT drills.

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- Offered physical fitness programs and trainings to all Worcester Firefighters. This proactive approach is designed to fight heart disease, the number one killer of firefighters.
- Completed National Fire Services training in an effort to stay current on firefighting techniques. Members of the WFD attended a training on new methods of fire attack, a class given by the National Institute of Standards and Technology, along with the Underwriters Laboratory.

Emergency Communications / Emergency Management

- Fielded 86,000+ 911 incoming calls, and covered 39,000+ Fire Incidents and 130,000+ Police Incidents.
- Responded to multiple incidents of which a majority of these incidents were structure fires which we responded to along with Worcester Fire. Working closely with the American Red Cross, the property owners, and the residents themselves, we were able to mitigate their displacement if they could not reoccupy their home.
- Processed over 1,300 requests for emergency communication recordings from the courts, investigators and the public as part of important criminal and civil cases and investigations. As society becomes more and more reliant on recordings, these requests have increased.
- Hired 13 new dispatchers, filling vacancies created by retirements, transfers, promotions, and resignations. Once selected for employment, our trainees spend 3 weeks in the classroom (taught by in house and State 911 department instructors) obtaining APCO PST-1, EMD, CPR, and 911 certifications. Once our trainees have these state mandated certifications, we assign them to a CTO (Communications Training Officer) on a shift rotation and they begin our “On The Job” part of training. During our On The Job training, our trainees cycle through all three shifts (0700-1500, 1500-2300, and 2300-0700) and are assigned to a different CTO on each shift. The program is demanding on both the trainee, and the CTO. The trainee is evaluated every day, as well as various predetermined points in their training process. The entire program is approximately 15 weeks in duration. Through this improved training program, the efforts of our CTOs, and strenuous candidate testing/selection, we have been able to hire and promote six new fully certified regional dispatchers. Those remaining are scheduled to complete their training in June and September, respectively.
- 911 emergency dispatchers are required to successfully complete a minimum of 16 hours of continuing education annually. This year we were able to offer approximately 68 hours of continuing education to each of our 911 dispatchers.
- Exceeded State regulations that require all 911 PSAP’s in the Commonwealth answer 90% of all 911 calls in 10 seconds or less. The City met the standard every month during this time period, reaching a department high average of 98%.
- Participated in the following trainings:
 - ✓ MEMA- Animal Sheltering Training
 - ✓ City of Worcester Employee Narcan Training
 - ✓ MEMA- Access and Functional Needs Sheltering Training

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- ✓ MEMA- Effective Leadership During Crisis Conference
- ✓ MEMA- Web EOC (Emergency Operations Center)
- ✓ MASSPORT / ORH Full Scale airport crash drill / exercise with all disciplines

- Received State 911 Funding, a Training Grant which covers salary costs for employees who are attending state accredited training classes, in addition to overtime for employees attending on their day off, and backfill overtime to cover the shift for employees who are attending training on their regularly scheduled shift. By streamlining scheduling and improving tracking mechanisms, resulted in an additional \$16,578.28 savings to the city.

- Received authorization from City Council to add per-diem positions for dispatch division to enable the Emergency Communications Department to absorb current per diem employees who currently serve the Town of Leicester, our regional partner and to add to the pool of those eligible to fill positions when necessary in order to reduce overtime and improve morale.

- Enhanced recruitment and retention of Emergency Communications Department employees by conducting salary surveys and adjusting pay scales for dispatchers in an effort to attract and retain valuable employees. This investment, as part of our strategy to curb turnover, will result in long term savings overall by retaining those who we hire, train and equip.

B. INSPECTIONAL SERVICES

- **Conducted Interdepartmental Sweeps** - Under the Community Development Block Grant (CDBG) Contract, thirteen (13) neighborhood inspection sweeps were performed in the Main South and Piedmont / Chandler Business District. Over 1,800 inspections were completed proactively during neighborhood sweep activity. Staff members who participate on Sweep initiatives are equipped to provide lead determination inspections, if requested, as well as full housing inspections on both the interior and exterior. They also provide literature in multiple languages known to be heavily utilized in the area, to provide key informative and educational information to the residents of Worcester.

- **Collaborated with Court System on Receiverships** - The City requests court appointed receivers for occupied properties where there is no viable ownership or management, a program that began in 2008. Six properties were reviewed, two were granted receivership and one rehabilitated property is currently being filed in court. Two properties were corrected by the owner or manager. The number of units stabilized allowing families to remain in place this year was 23.

- Issued over 14,000 permits and licenses and conducted over 45,000 inspections in FY16.

- Responded to approximately 8,000 work orders for Building, Housing and Health received through the Customer Service Response System at (508) 929-1300.

- Cited over 7,800 violations of Federal, State Code and Local Ordinances that were ordered to be corrected by Building, Health and Housing inspectors in FY16. As has been the historical trend, 85% are corrected within 30 days, 95% within 60 days and 99% within 90 days. In those instances where appropriate corrective action leading to compliance was not

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achieved, the Department sought relief with the assistance of the Law Department for adjudication within the Worcester Housing Court. In FY16 approximately 950 cases were brought before the court and over 99% were adjudicated in the City's favor.

C. PUBLIC WORKS & PARKS

- Resurfaced 54 streets covering 10.9 miles. Additionally, 16.7 miles of sidewalk were reconstructed. In calendar year 2016, the city will expend 19 million dollars on street construction using local and state funds.
- Converted 6 private streets to public streets totaling 51 miles.
- Swept more than 5,240 curb miles of arterial streets; 9,700 curb miles in the downtown area of the city; and the Roving sweeper attended to 575 curb miles. The Sanitation Division collected 2,300 tons of solid waste in FY16 and reported that the city residents recycled more than 33% of their waste. This is likely the highest urban rate in the state.
- Provided an average of 24 million gallons of water per day for both in-city use and sale to towns and water districts adjacent to Worcester. The supply system consists of 10 reservoirs located in 5 neighboring towns. Worcester's complex distribution system includes over 592 miles of water mains ranging in size from 2" to 54" diameter pipes, 6,100 fire hydrants, and nearly 40,000 service connections. This past year, the Water Division also replaced or repaired 380 hydrants and repaired more than 90 water main leaks/breaks. The Filtration Plant treated more than 8 billion gallons of water last year alone.
- Flushed more than 364,000 sewer mains and repaired 200 catch basins and manholes.
- Fielded nearly 85,000 calls, 2,680 emails, and 940 Live Chat Sessions generating 46,000 work orders with 95% of those orders being resolved. The Customer Service Center also takes calls from other departments within the city, updates the City's Social Media information, and distributes Public Service Announcements and City related alerts.
- The Green Hill Park Golf Course sold 246 season passes, had 16,000 golf cart rentals, and saw nearly 36,000 rounds of golf completed. There were also 24 tournaments or outside events hosted at the golf course as well.
- The Parks Division mowed 125 acres weekly, completed 2 elections, approved 13,000 permits, and picked up more than 240 tons of trash in city parks.
- Our Forestry Division removed 380 trees, trimmed 450 trees, and planted more than 600 trees throughout city streets and parks. They also answered more than 850 customer service requests.
- The Central Garage Division answered more than 400 road calls, completed more than 600 state inspections, and serviced nearly 1,400 vehicles for preventative maintenance.
- The Parks, Recreation, & Cemetery Division continues to operate, manage, and maintain the pool at Crompton Park, Spray Park at Greenwood Park, Spray Park at East Park, Coes Pond Beach, Bell Pond Beach, Indian Lake Beach, and in cooperation with the Greendale YMCA – Shore Park.

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- The Parks, Recreation, & Cemetery Division planted over 600 trees throughout the city along the public right-of-way and within public parks. This division also did 375 tree removals, trimmed 425 trees, and ground 229 stumps.

D. ECONOMIC DEVELOPMENT

- **Provided Local Government Access Channel Meeting Coverage/ Special Programming** - In addition to covering more than 250 meetings, press conferences, ceremonies, and events, the Cable Services Division created a number of special productions, including 25 public service announcements varying in length from 30 seconds to 10 minutes, and 25 original programs i.e. How Worcester Works, Donker Farm, Stormwater Management, and Cultural Buzz. The Cable Services Division also coordinated a Cable Complaint System with DPW Customer Service to enable better tracking and reporting; processing approximately 11 complaints.
- **City Land Disposition** - The Executive Office of Economic Development has solicited proposals for a number of surplus city-owned properties in FY16; and has secured agreements with preferred developers for the following properties: 5 May Street, 41 Piedmont Street, 261 Clover Street. In addition, a Request for Interest (RFI) on the Worcester Memorial Auditorium was released in June 2016.
- **Workforce Innovation Opportunity Act (WIOA) Implementation** - The CMWIB has been working with state and federal officials on planning for the full implementation of WIOA and the transition from the Workforce Investment Act (WIA). This preparation includes new Local Workforce Board certification, the development of a procurement process for career center operations, greater alignment of cross government workforce efforts and programming, and increased career pathway and employer-led programming. Throughout the year, the Career Center offers numerous recruitment and job fair activities targeting the general community and targeted populations. Weekly Career Center recruitments allow business owners to have their own job fair at the Career Center or in conjunction with other businesses.

E. HEALTH AND HUMAN SERVICES

- **Completed Community Health Assessment (CHA)** - The Public Health Division completed the City's second CHA in partnership with UMass Memorial and Fallon Health, building on the last one completed in 2012. The 2015 CHA coalesces health data from dozens of sources on the greater Worcester region and is the basis for the 2016 Community Health Improvement Plan. The CHA reached over 2,000 individuals who provided input via public survey, stakeholder interviews, focus groups, and community events.
- **Continued efforts of Community Health Improvement Plan (CHIP)** - FY16 represented another significant year of progress on the goals and objectives of the 2012 CHIP. New policies and programs have been implemented to support the five goals of the CHIP: Healthy Eating & Active Living, Behavioral Health, Primary Care & Wellness, Violence & Injury Prevention, and Health Equity & Health Disparities. Additionally, 35 meetings have been held so far in the planning of the 2016 CHIP, expected to be released in June, 2016.
- **Hosted a Homelessness Summit** - In May 2016, WDPH hosted a meeting attended by over 100 community partners, providers and medical community to address the on-going

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gaps and challenges associated with this growing population. This was a catalyst for planned workgroups to address specific issues around substance abuse, mental health, housing and employment opportunities.

- **Coordinated an Opioid Crisis Town Hall Meeting** - In June 2016, the City will host a Town Hall style forum with representation from the White House National Office of Drug Control Policy to address what is being done on the federal level to address the ongoing opioid overdose crisis in our state and the local community.
- **Recommended and Adopted Tobacco Policies to Support the CHIP** - In November 2015, the Worcester City Council voted unanimously to adopt additional pieces to the tobacco ordinance that specifically address the reduction of youth access points as well as environmental tobacco smoke. Specifically, nicotine delivery products (e-cigarettes) were included in the definition of tobacco and as such are now age restricted. In addition, the City Council voted to prohibit smoking in all municipal parks, beaches and athletic fields. In June of 2016, the Worcester Board of Health unanimously voted to adopt raising the minimum legal sales age to purchase tobacco products to the age of 21, effective September 1, 2016.
- **Adopted Needle Exchange** - After the better part of meeting for over a year to learn the issues and support the Community Health Improvement Plan (CHIP), the Worcester Board of Health, in December 2015, unanimously voted to allow for the first Syringe Services Program (SSP). Funding for this program was awarded to AIDS Project Worcester by the Massachusetts Department of Public Health. This service will address not only high rates of Hepatitis C in our community, but also is providing an access point to receive needed services and resources for treatment and healthcare needs.
- **Supported Substance Abuse Prevention Coalitions** - Provided technical assistance, coordination and support for many of the communities in our public health district to build capacity for town specific coalitions to address the opioid abuse epidemic. This includes schools, parents, law enforcement and community organizations.
- **Expanded Gun Buyback** - The highly successful Worcester Goods for Guns program expanded to 13 communities this year, yielding some 323 weapons (51 of which were replicas).
- **Hosted Winter Farmers Market** - Through a Mass in Motion mini-grant, the WDPH held a well-received winter farmers market at the Worcester Senior Center, providing access to healthy produce to senior citizens.
- **Coordinated the Academic Health Collaborative of Worcester** - WDPH continued to build the foundation and capacity for an academic health department model which provides public health practicum to area college students while advancing the strategies and policies of the Greater Worcester Community Health Improvement Plan (CHIP).
- **Collaborated with the Worcester Alliance Against Sexual Exploitation (WAASE) Task Force** - Provide staff liaison for the Worcester Alliance Against Sexual Exploitation (WAASE) Task Force and funding for an outreach worker to assist victims with navigating systems to secure resources and services.

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- **Provided Flu Clinic Support** - Provided support to 44 Worcester Public Middle and High Schools for the Fall / Winter 2015 influenza vaccinations utilizing WDPH staff and Worcester Regional Medical Reserve Corps Volunteers. Over 1,100 students were vaccinated.
- **Coordinated the Worcester Regional Youth Health Survey** - Secured funding and coordinated 10,000 youth surveys of middle and high school students in Worcester and the surrounding communities that comprise the Central MA Regional Public Health Alliance.
- **Hosted the Agro-Terrorism Conference** - Coordinated and funded a Central Massachusetts Agro-Terrorism event at Holy Cross attended by over 200 public health and public safety officials.
- **Provided Financial Assistance to Support our Veterans** - The veteran's financial assistance program awarded to the veterans of Worcester has increased **58%** in the last 5 years, and 11% in the last 2 years. This past year, the City has helped upwards of 500 veterans and their families paying out 2 million dollars in benefits. This financial assistance included aiding veterans and their families in acquiring affordable housing by paying 1st and last month's rent to prevent homeless, aiding veterans and their families with home repairs, replacing water heaters, roofing, and other necessary maintenance, providing medical assistance with approximately \$400,000 in reimbursements for medical insurance premiums and medications as well as hospital and doctor visits, dental operations, and eye care to include purchasing of new glasses. Veterans' Services contributed approximately \$40,000 to the cost of burials for many veterans throughout the year that did not have life insurance or the assets in order to cover the cost of their burials.
- **Provided Fair Housing Education and Intakes** - The Human Rights Office provided community trainings and presentations on fair housing and referred legal intakes for housing discrimination to Community Legal Aid per our agreement with our partner in the Worcester Fair Housing Project.
- **Co-sponsored the Housing Symposium: Housing Opportunities in the Gateway Cities** - At the DCU on May 4th, 2016, the City co-sponsored a symposium with the Worcester Research Bureau and MassInc. The event was part of a three-part conversation on the challenges of housing in the Gateway Cities and beyond: Affordable Housing within the Housing Continuum; Catalyzing a Market for the Middle Class; and Ensuring Inclusive Communities in the Gateway Cities & Beyond.
- **Organized the 25th Anniversary of the Americans with Disabilities Act (ADA) Celebration** - On July 25th, 2015 at Union Station, the City brought thirty area agencies together to plan and execute a community celebration that included musical performances by area persons with disabilities and a program and interactive resource expo. Estimated that over 300 people participated in the day long activities.
- **Produced Important Community "Know Your Rights" Training Videos** - The Office of Human Rights and Disabilities collaborated with the Cable Services Division to develop, record, and televise training videos that were shared with the wider community. The following "Know Your Rights" programs were taped, aired and remain available on the City's website for streaming:
 - What Can You Do? - National Disability Employment Awareness Month - Discussion/Forum - 10/20/2015
 - Human Trafficking Awareness - 01/06/2016

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- Abuse of Elders and the Disabled - 04/11/2016
- **Developed “Know Your Rights” brochures for the public and posted on the City’s website** - Guide to Participating in Public Meetings – *March, 2016*
- **Provided Training on Issues of Human Rights and Diversity Representation** - Provided training for the Clergy/Civilian Police Academy and the 2016 WPD Police Academy on the following topics: Culture and diversity, human and civil rights, and disability etiquette. Additionally the Office hosted the following trainings which were made available to City employees and the public:
 - Introduction to Architectural Plan Reading – 3/22/2016
 - What to do if you suspect abuse of elders or persons with disabilities – 5/10/2016
- **Provided Technical Assistance** - Provided technical assistance to local businesses to assist them in removing physical access and/or service barriers for persons with disabilities in compliance with the Americans with Disabilities Act and the Massachusetts Architectural Access Board.
- **The Human Rights Commission** conducted a survey for homeless shelters and transitional housing programs to better understand how transgender guests are treated. Training was provided to each of these shelters. Produced report and resource guide available on City’s website.
- **The Commission on Disability:**
 - ✓ Contracted with Institute for Human Centered Design for an accessibility evaluation of the City’s website. Made recommendations to the City for changes and improvements.
 - ✓ Developed and submitted five emergency preparedness priorities to be addressed by the City’s Emergency Management Division.
 - ✓ Conducted community survey on the priorities and preferences for programming and equipment for the Coes Pond Multigenerational/Universally Accessible park and playground.
- **Provided Services to our Seniors** - The City of Worcester’s population age 60 and older is diverse and growing, numbering over 29,000. The Division of Elder Affairs responds to an array of needs and interests with a multi-faceted approach including assistance for individual seniors and their caregivers as well as an array of programs and services. Hard data and extrapolations indicate that over one-third of Worcester’s seniors have benefited by Division and its Senior Center, with over 50,000 diverse units of services provided.
- **Supported Senior Health** - The provision of over 100 different types of health and wellness programs and the provision of over 200 different educational, arts, cultural, intergenerational and recreational programs for a total of over 300 different programs, is particularly notable because many of the programs are ongoing or have six to eight sessions, and these programs are only counted once. The City is proud that the FY16 participant satisfaction survey indicates a 97% positive approval rating.
- **Delivered Innovative and Applicable Programming** - While those from the “baby boom” generation often dislike being categorized as a “senior,” in FY16 26% of those registered at the Senior Center are under age 70. This is significant because it indicates that this generation is recognizing that the key to healthy aging is staying active, and the Worcester

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Senior Center is an excellent resource for this. It should also be noted that 11% of the participants are on the other end of the spectrum, over 85 years of age.

- **Improved Quality of Life** - The Senior Center's efforts to improve the quality of life of Worcester's seniors is increasingly measurable, now that evidence-based programming is so entrenched into the schedule. FY16 offerings included: Tai Chi for Healthy Aging (English), Chronic Disease Self-Management (and Tomando in Spanish), Powerful Tools for Caregivers (English), Osteoporosis Prevention Program (English and various languages), Your Health is Golden (Vietnamese), and A Matter of Balance (English, Spanish and Vietnamese). In addition, staff are being certified to offer another program, Diabetes Self-Management. Not only do these series assist seniors to take charge of their own health, they also inform national research on best practices for health promotion.
- **Provided Crisis Outreach** - The award-winning Worcester Senior Support Team is an innovative collaboration between Worcester's public safety, health and elder service providers, coordinated by the Elder Affairs Division, to outreach to seniors in crisis and connect them with services. An average of 77 seniors per month receive assistance as a result of the Team's follow-up to their calls for 911 emergency intervention, thus helping to prevent further costly emergencies. As a major cause of injury in seniors, falls prevention efforts remain a priority, bolstered by the MDPH Prevention and Wellness Trust Fund collaboration with key partners: St. Paul's Elder Outreach, Worcester Division of Public Health, Family Health Center, Elder Services of Worcester Area, Fallon Health and UMass Memorial Health Care. In addition to the provision of evidence based falls prevention programs, FY16 efforts include the dissemination of 10,000 falls prevention calendars produced by the Division of Elder Affairs, as well as approximately 80 home assessments which include provision of modifications to increase the safety of *the senior residents*.

F. HUMAN RESOURCES

- **Performed Employment Hiring Process** - Performed the recruitment and selection process for 159 new full-time City employees and 82 part-time/temporary employees. Processed 6,534 applications for open city positions, processed 535 applications for Labor Service Roster, conducted 112 Drug and Alcohol Random Tests under the DOT Regulations, administered 165 pre-employment drug tests, completed approximately 2,165 payroll changes, and processed 6 retroactive pays for a total of 1,450 city employees.
- **Administered Civil Service Requirements** - Administered 82 civil service certifications and made 158 original appointments and departmental promotions for all City Departments, including 23 Police promotions and 12 Fire promotions. Conducted the civil service certifications and pre-employment selection process for a class of 36 Police Officers and a class of 30 Firefighters and civil service certifications for a total of 117 appointments for Worcester Public Schools Department.
- **Provided Management Training** - Provided management training to 55 supervisory level employees in five different departments and offered techniques for effective communication, delivering guidance, constructive feedback, documentation and MA Personnel Records Law, coaching/counseling and progressive discipline, harassment prevention, conflict resolution, strategic planning, team building, and more. Supervisors learned critical skills to help guide employee performance while increasing department productivity and reducing the risk of liability. Departments taking advantage of this training included Fire, Health, Library, Economic Development and DPW Water Division.

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- **Provided Harassment Prevention Training** - This training was provided on a regular basis to employees in various departments. This pro-active approach sends a strong statement regarding the City's zero tolerance toward discrimination, harassment of individuals in protected classes and sexual harassment. In FY16, we conducted Harassment Prevention as part of New Employee Orientation in addition to over 60 employees including new Fire and Police recruits. Ongoing regular Harassment Prevention Training will continue in addition to Cultural Sensitivity Training to ensure the City is a warm, welcoming and inclusive place to work.
- **Provided Departmental Employee Training** - Provided training to over 120 employees in various departments on essential topics such as Communication, Project Management, Team Building with a special emphasis on Advanced Customer Service giving employees special skills to navigate difficult situations to ensure the delivery of exemplary service in a professional and courteous manner while staying emotionally healthy and confident.
- **Presented Unintentional Bias Training** - Initiated a city wide, systematic training program for all employees designed to mitigate cultural misunderstanding and unintentional bias in the workplace. To date over 219 employees from City Hall Offices, WDPH, Inspectional Services, Workforce Development, DPW and the Fire Department attended training. Anti-Bias in Hiring Training was also provided to 69 managers in FY16.
- **Offered Tuition Waiver Program** - Promoted cost effective higher education opportunities to employees through the Tuition Waiver Program and reduced tuition programs for graduate studies at Clark University and Assumption College. In FY16, forty-nine employees took advantage of these programs and attended Clark University, Assumption College, Worcester Polytechnic Institute, Becker College, Anna Maria College, Worcester State University and Quinsigamond Community College.
- **Hosted Board and Commission Orientation** - Provided orientation to all new Board & Commission appointees to help empower our civic volunteers to act with confidence. Training includes the Conflict of Interest Law, Open Meeting Law, and Robert's Rules of Order. In addition, strategies and techniques are offered for avoiding conflict with the public and other board members and techniques for measuring meeting effectiveness. In FY16 over thirty new appointees, current board members and department staff liaisons took advantage of this opportunity.
- **Enhanced Labor Relations** - Continued to improve relationships between Departments and Union groups by assisting in open communication, mediation, and resolution of issues and conflicts. In FY16, the Labor Relations Division met frequently with Union and Department representatives to discuss issues of concern to both parties, with many issues being resolved informally.
- **Investigated Reports of Employee Misconduct** - The Labor Relations Division investigated seven complaints of alleged employee misconduct regarding sexual harassment and harassment based on discrimination. This is a decrease from eight in FY15, which we believe is the result of training City employees and managers on how to recognize and address issues at the earliest stages. The number of ADA interactive conferences decreased slightly, going from twenty in FY15 to eighteen in FY16. Importantly, where called upon, Departments continue to recognize the value of engaging in the interactive process as required by law to retain and accommodate experienced and qualified

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employees who may require a reasonable accommodation to return to work or continue to work for the City.

- **Hosted Open Enrollment Sessions** - Held highly successful open enrollment sessions at City Hall and the Worcester Technical High School. Managed more than 16,000 City and WPS health care plan members to review and select their health and other benefit selections. During the two open enrollment periods, processed more than 1,000 employee and retiree changes in enrollment to dental, vision, and health insurance plans for the new plan year starting July 1, 2016.
- **Managed Health Insurance Eligibility Requirements** - Processed over 300 notifications regarding Medicare eligibility to anyone turning 65 during the current year, with over 250 enrolling and processed into one of the city's four Medicare Supplement plans. Processed health insurance for 240 new hires; sent out 275 COBRA notifications to employees who had resigned, been laid off, or terminated; worked with various carriers on over 350 deceased members; and processed over 200 new retirees.

G. EDUCATION/LIBRARY

- **Provided Support and Materials to 674,000 Customers** - Collectively supplied Worcester residents with almost 7,000 new library cards in FY16. The public library provides hundreds of thousands of books to city residents each year. Since July 2015, if our patrons were to have purchased the books checked out for free from our many locations, it would have cost over 12 million dollars! Of these books circulated, over 275,000 were to children.
- **Enhanced Mobile Services** - Mobile Libraries are an integral part of services to the Worcester Community. Mobile Libraries made almost 700 stops since July 1, 2015 service over 23,000 patrons. These patrons applied for over 1200 new library cards and checked out almost 50,000 items. We have been successful in securing ongoing funding for "Lilly" from Worcester State University and Quinsigamond Community College. With this support, the City celebrated a new wrap for Lilly depicting their respective mascots and reading children. It was unveiled with great success on March 3, 2016. We have received verbal commitment from the College of the Holy Cross for ongoing support of "Libby" in the amount of \$90,000 per year for the next three years. The City is very excited to continue this relationship with Holy Cross.
- **Continued to Advance One City, One Library Initiative** - On April 1, 2016, we opened our fourth and final One City, One Library location at Burncoat Prep. The ribbon cutting ceremony was very well attended and received very positive press. In its first month of being open, the Burncoat branch circulated over 1500 items. Overall, the OCOL initiative has been tremendously successful. In FY16, 156,594 visitors used the 4 branches during public hours checking out 86,791 items. Of these visitors, 5179 people attended 608 public programs.
- **Renovated the Main Library** - The Main Library has seen significant improvements in FY16. The First floor has been almost entirely re-carpeted, utilizing a newer carpet tile that allows for easier cleanup and the possibility to individual replacement in the event of significant damage. The Energy and Asset Management Department also installed new energy efficient lighting to the first floor, significantly improving several low-light areas. This will allow the Library to remain a much cleaner, more inviting location for the members of the

City Manager Edward M. Augustus, Jr.
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community who utilize our services. To better provide space for community members to meet in the Library, the Talking Book Library had glass doors installed. This addition had two significant benefits. Security is greatly enhanced; protecting their specialized technology when staff is not present by allowing us to lock down their area. These doors also allow us to use the space for meeting space both for the staff and the community. Meeting space at the Main Library is a very important service, providing space for hundreds of community meetings each year.

- **Enhanced Branch Services** - The two traditional library branches remain an integral link to their neighborhoods. Our Francis Perkins branch and Great Brook Valley assisted over 74,000 visitors to date. The Francis Perkins branch library has seen significant renovation work underway in the past year. This dramatically improves the patron's experience and encourages them to return. New shelving has been installed to increase available materials, which has increased overall circulation. Many renovations have been needed at this location and they have begun in FY16. New doors have been added to interior closets viewable by the public, work was done to improve the integrity and look of the front stairs and railing, and work has begun on improving the façade. Frances Perkins is a very important branch to the Worcester Community, deserving continued attention to its presentation to the public.