



CITY OF LOWELL

Fiscal Year 2015
Proposed Budget

Kevin J. Murphy - City Manager

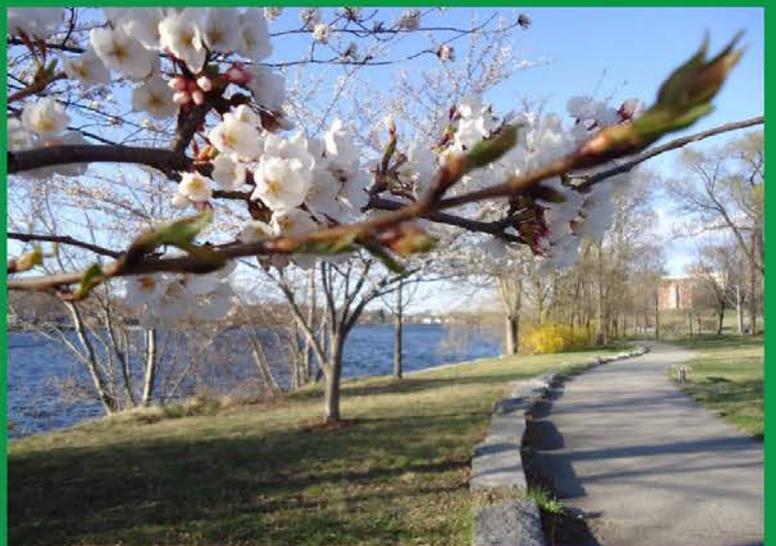
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Fiscal Year 2015 Proposed Budget

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Kevin J. Murphy
City Manager

June 5, 2014

To Mayor Rodney Elliott and Members of the Lowell City Council:

In accordance with the requirements of the Massachusetts General Laws and the Charter of the City of Lowell, I herewith transmit the proposed Operating Budget for Fiscal Year 2015 which begins on July 1, 2014.

This is my first budget submission to the City Council as City Manager and is therefore my first opportunity to formally present my vision for the City of Lowell to the Council. Through the budget document, I intend to refine a strategic vision for the city and embrace the possibilities of what the city can become in the 21st century. The action plan for that strategy is laid forth in the FY15 strategic goals and objectives section of the budget.

At the foundation of my vision for Lowell are three main pillars: public safety, education, and economic development. You will see these pillars appear as themes, interwoven throughout the budget. The funding recommendations included in the proposed budget will address each issue independently; some use long-term strategies that will bear fruit over the course of several years, while others will be handled with immediate solutions that are initiated this year. Public Safety; perhaps the most pressing matter facing our community, is an example of the latter. The addition of five new police officers and the reorganization of the department under the new Superintendent will set the course towards a more safe and livable Lowell. Economic Development is an example of the former. Supporting responsible local businesses is imperative. Local firms circulate money in the community. The multiplier effective cumulative impact of money at work in the community is a well-known phenomenon. Also, our local firms are a part of the social fabric of our community and are not apt to leave the region for lower-wage parts of the country. As such, we will establish strong relationships in order to keep the business that are here in place, as well as continue to market the incredible amenities Lowell has to offer in order to draw more businesses who wish to locate here. We will also push forward with progress on the Ayer City Industrial and Hamilton Canal District plans, both of which will spur development activity in the long-term.

The budget document is the single most important report presented to the City Council during the year. Although it is primarily intended for City Council policy determinations, it also serves as an aid to citizens in providing a better understanding of the City's operating fiscal programs. The budget has been built on conservative financial principles that reflect staff commitment to maintaining necessary services, improving the quality of the operation of the City, and keeping expenditures and taxpayer load to a minimum.

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Kevin J. Murphy
City Manager

The purpose of the Annual Operating Budget is to present to the City Council and the public a comprehensive picture of proposed operations for the budget year, expressed in both verbal and statistical terms, to meet the human and physical needs of the citizens of Lowell. The budget is an opportunity for the Administration to present its recommendations for the levels of services and methods of financing those services in the coming year, as well as provide the necessary information for the most effective control possible by the City Council over the expenditure of public funds. It also provides the Administration with the opportunity to point out various needs within the City's service and any challenges that may be on the horizon.

This document is a performance-based budget. What you will find in the following sections is a wealth of information and data regarding individual departments' performance and accomplishments, as well as how their operations align with the overall vision of the City Council. We include a level of detail about municipal operations that is largely unparalleled throughout the Commonwealth. Lowell is a leader in this area throughout the region and we include that granular level of detail in order to provide assurance to the residential and commercial tax payers that their money is being used to deliver municipal services in the most efficient and effective manner possible. This year, we have attempted to more fully incorporate the higher-level policy goals with the outcomes of the individual departments and portray the data in a way that is both informative and easy-to-understand by all. By including key focus areas and corresponding key performance indicators, the reader can see how each department's annual funding proposal relates to the goals and objectives of the Administration. Performance will continue to be tracked and reported against by LowellSTAT, in order to evaluate effectiveness and make data-driven adjustments to each prescribed strategy.

The 2015 Fiscal Year promises to be a year of challenges as the City of Lowell continually strives to improve service delivery. Some of the most daunting challenges are: fully funding our Net School Spending requirements, continuing to address the City's Other Post Employment Benefits ("OPEB") liability, investing in the City's ageing infrastructure, and funding an increase in our pension assessment; all while holding the line on taxes, building reserves, and maintaining the City's strong financial position. These challenges, along with our strategies for addressing them, are described more fully in the financial overview section of the budget. As we look towards the future, a policy of continuous, but moderate tax increases will be necessary to maintain our current levels of service.

Total expenditures in the General Fund have increased by \$14.6 million (5%) over FY14. This is a level-service budget; ordinary expenses of city departments have increased by less than 1%, overall. The cost of electricity city-wide has increased by only 0.05% in FY15 from \$4.39 million in FY14 and the budgeted amounts for heating in city buildings has decreased by nearly \$300,000, thanks to city-wide energy conservation measures. Personnel services in the General Fund have increased by 3.5% to \$57.8 million to cover contractual increases with the various labor unions throughout the city.

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Kevin J. Murphy
City Manager

Other major driving factors behind additional spending in FY15 are an increased investment in education and a \$3 million additional pension assessment. The amount allocated to the Lowell Public Schools has increased, overall, by over \$8 million this year to \$152.5 million. While the overwhelming majority of this funding comes from the State in Chapter 70 education aid, I am proposing a \$17.4 million in local funding to the Lowell Public Schools, an increase in the direct cash contribution over FY14 of \$2.9 million. Our local assessment for the Greater Lowell Technical High School has also increased significantly this year. The nearly \$630,000 increase is to provide funding for capital repairs at the high school. Our pension assessment has increased by almost 20% to over \$20 million in FY15. The budget includes a proposal for funding a portion of this \$3 million increase using the special Pension Stabilization Fund that was established using Free Cash in FY14. This will provide the necessary relief to prevent cuts to critical city services.

This Annual Operating Budget is the result of careful and objective evaluation of every facet of the City of Lowell's organization. Upon taking office I met with each Department Head to discuss their budget submission and its relation to the core mission of the City. Each Department Head was asked to justify their requests to the budget team and careful consideration was given to each suggestion. Unfortunately, we were unable to fully restore many of the cuts that were included in the March preliminary budget due to the aforementioned challenges without further tapping into the City's excess levy capacity. The overall budget proposal for the City's FY15 operation is predicated on a 3.5% increase in the tax levy, but maintains level services throughout the City and makes advances in achieving the ultimate goal during my tenure as City Manager: to make Lowell a safer city, with a vibrant downtown and neighborhood business districts, and a world-class public education system where a child can go from kindergarten to a post-graduate degree without having ever having to leave the city.

I want to thank the City Council for allowing me the opportunity to lead the City through these exciting times. I would also like to thank the Department Heads for their contributions in advancing the goals and objectives of the administration with limited resources. I want to recognize and thank the individuals who played the major role in developing this budget document: Interim CFO Robert Healy, Data Analyst Conor Baldwin, Junior Analyst Rodney Conley, and CIO Miran Fernandez. Finally, I want to thank the citizens of the City of Lowell for their support; they truly are our greatest natural resource.

Sincerely,

Kevin J. Murphy
City Manager

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FISCAL YEAR

2015

**FINANCIAL
OVERVIEW**

A frank discussion on the City of Lowell's finances, including where they stand, how they got here, and where they are going.

**ROBERT HEALY
INTERIM CFO**

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MESSAGE FROM THE CHIEF FINANCIAL OFFICER

While both the state and national economies are improving, the budgetary challenges facing Lowell are actually greater than they have been over the course of last few years. The City Council's policy to hold taxes to minimal, if any, increases in Fiscal Years 2012-2014, while maintaining service levels despite increasing operating expenses, created a Fiscal Year 2015 budget gap that needed to be bridged. Over the past several years, the city had been able to accomplish tax restraint, in part, by the considerable savings that our migration to the GIC generated. This in turn allowed us to reward employees for this decision by including moderate wage increases in the most recent labor agreements. Now that the benefits of the GIC are largely realized, the compounding effect of raises has constrained the capacity of the operating budget and has necessitated an increase in the tax levy of 3.5%, as included in the "Preliminary FY15 Budget", submitted to the City Council on March 4, 2014.

The second reason that this budget was more difficult than ones in the past few years is that our pension assessment increased significantly this year and we will see another sizeable, while smaller, increase in Fiscal Year 2016. The retirement system is absorbing the brunt of integrating cost of living base increases and the delayed recognition of 2008's historically disastrous investment returns. A new actuarial study was completed recently which prompted an updated funding schedule. Actuaries had been advised by PERAC to utilize a more conservative rate of return and update mortality tables to account for longer life expectancies of municipal retirees. The result was a nearly \$3 million increase in our appropriation for FY15. In December of 2013, the City Council voted to transfer slightly over this amount from Free Cash and establish a Pension Reserve Stabilization Fund in order to keep the money aside for this very reason. Our funding schedule calls for another increase of just under \$1 million in Fiscal Year 2016, followed by a return to moderate increases in the subsequent years. \$3 million from the Pension Stabilization Fund is incorporated in this year's budget to help offset the increased assessment.

Finally, we are integrating some long-term debt decisions. Last year we expanded our capital plan to address critical infrastructure needs, but now we must begin absorbing this increased debt service. Secondly, the City of Lowell approved Greater Lowell Technical High School's capital improvement plan and we expect to incur an additional \$600,000 in assessments due to their own increase in debt service. It is important to note, though, that these investments in infrastructure were- and continue to be- the most prudent approach towards the city's long-term fiscal stability. Most of the investments made were long overdue and will prevent years of maintenance costs and some, such as the purchase of salt-monitoring equipment in the DPW, have already begun paying dividends by reducing our annual salt costs for treating the roadways in the winter.

Also affecting this budget is our need to meet state net school spending requirements. While the city made considerable progress, met requirements for the first time ever in 2009, and continued to meet the requirement in 2010 and 2011; we fell very slightly short in 2012. For Fiscal Year 2013, the city fell short of the requirement set by the state by \$3.8 million. The main factors in arriving at this deficit were twofold. First, while the State has consistently increased funding for Chapter 70 aid to local schools districts, which directly escalates the portion of the requirement to be funded locally through the city's General Fund; Unrestricted General Government Aid (UGGA) growth has been stagnant. UGGA is used by municipalities throughout the Commonwealth to supplement property taxes and local receipts in order to fund nearly all other services. Without proportional

increases in unrestricted aid, cities like Lowell are forced to divert additional funding towards the local school system that may have been otherwise used for purposes like public safety. Exacerbating this issue is a 6% increase in our cherry sheet assessment for charter school sending tuition, coupled by a 4.2% reduction in state funding to offset those tuition costs. To address the issue of net school spending in Fiscal Year 2014, the City Council transferred \$2 million from the city's Chapter 17 Stabilization Fund directly to the school department's operating budget. Any expenditure from the Chapter 17 fund carries the statutory requirement to be repaid within a twelve month period. The bill to fully fund the State's obligation to cities and towns to for a portion of Chapter 70 education aid deducted as tuition to charter schools has been sent to the Governor, as of the date of writing, and is expected to be received by June 30. Further discussion of net school spending and the impact of charter schools on the budget are included in more detail later in the financial overview.

The financial overview section of last year's budget opened by stating that Fiscal Year 2014 was a transition year and it was, but in drastically different ways than we had anticipated. Financially the City was still buoyed by outstanding results in 2012 to be able to strategically take advantage of opportunities and to better weather difficult times. The General Fund finished 2013 with certified free cash of \$3,911,380, the second highest level in many years. Enterprise fund balances were also healthy. Stabilization Fund Balances now stand at \$12 million and our Chapter 17 reserve balance is at \$2.2 million, after the transfer to the school department to address the fiscal 2013 shortfall in net school spending.

Anticipating that the state's fiscal picture would continue to slowly improve and that local aid would not decline, we predicted that we would be able to balance the budget in 2014 with no tax increase. This marked the second year in a row, a feat that is nearly unprecedented in Massachusetts, especially in a tough economy. Only one sizeable community, Quincy, has voluntarily accomplished this since 2009, and they required a subsequent tax increase of more than \$8 million. Despite this revenue limitation, our goal was to settle collective bargaining agreements with all unions. These agreements have included compensation increases offered in exchange for the concessions received from the unions over the past several years and for future concessions. However, because the City has not been growing its tax levy through moderate increases over the past two fiscal years; our ability to cover increasing costs in utilities and personnel have strained the budget quite significantly. This is what has set the stage for Fiscal Year 2015 and necessitated a 3.5% increase in the levy. Furthermore, it is likely that a return to a "zero tax increase" will be all but impossible in the foreseeable future.

Due to the change-over in administration that occurred in Fiscal Year 2014, the timeline for compiling the budget (see *Figure 1 - Fiscal Year 2015 Budget Timeline*, below) was set upon a timeline unlike years prior. A preliminary budget was presented to the City Council in March, before final numbers were released by the Legislature for local aid. This year, the following timeline was set for budget completion. The flexibility of the Department Heads and staff throughout the city to accomplish such a task in an accelerated time frame is testament to the quality of the workforce here in the city.

Figure 1 - Fiscal Year 2015 Budget Timeline

<u>Date</u>	<u>Activity/Description</u>
December 16, 2013	Distribute all departmental budget materials.
December 16, 2013 – February 14, 2014	Finance Department/Conor Baldwin work with departments to complete budgets.
February 14, 2014	Department’s complete budget submission (all information emailed to Conor Baldwin or designee).
February 14, 2014 – March 4, 2014	Budget staff and (former) City Manager Bernie Lynch meet to discuss and finalize preliminary departmental budgets.
March 4, 2014	Preliminary budget presented to the City Council.
April 18, 2014 – April 29, 2014	City Manager Kevin Murphy, Interim CFO Robert Healy, and Budget Team conduct final budget preparation.
June 3, 2014	Budget introduction to City Council.
June 10, 2014	Public Hearing and City Council Vote on FY2015 Budget.

Whether we achieve our financial goals in any budget year depends in a large part on Local Aid, since Local Aid comprises about 50% of our General Fund revenues. Governor Patrick proposed a budget in January which would have severely limited our ability to present even a level-service budget. He proposed a \$5.2 million increase in Chapter 70 school aid, but the level-funded the Unrestricted General Government Aid account, which is used for nearly all non-school expenses. A significant setback for Lowell in the Governor’s proposed budget was that the net charter schools cost increased by \$1.1 million.

In March, the House and Senate approved a local aid resolution which increased the two main local aid accounts by \$125 million, state-wide. This action by the Legislature resulted in an increase in UGGA for Lowell of \$604,778 and maintained the Chapter 70 allotment at \$135,128,765. Passage of a local aid resolution makes it easier for communities to plan their own expenditures for the coming fiscal year.

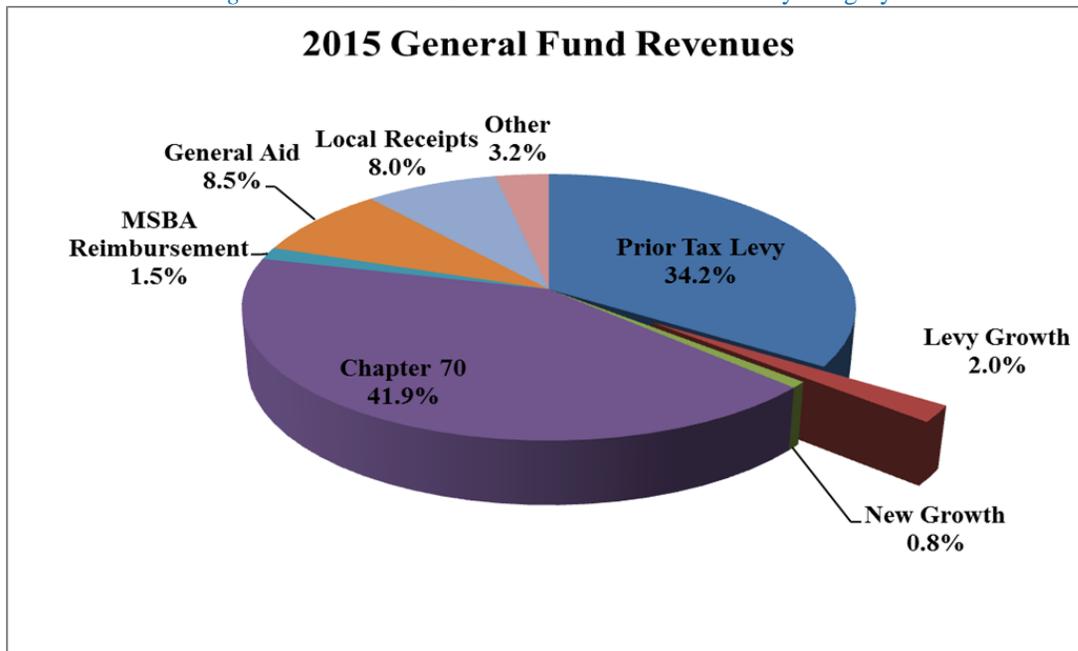
Just prior to printing this budget, the House approved their version of the 2014 budget. If this version were to be the final version signed by the Governor, the appropriation for the state’s statutory obligation to cover a portion of school aid deducted from local districts to pay tuition to charter schools would remain significantly underfunded, while charter school assessments have skyrocketed.

Unlike last year, when we were forced to make assumptions regarding the final numbers on Local Aid, the resolution passed by the Legislature has provided some security that the figures included in the budget will not change.

GENERAL FUND REVENUES

There are three major categories of revenues in the General Fund: Local Aid, Property Taxes and Local Receipts. Local Aid is the largest source of revenue for the General Fund. It represents over half of General Fund Revenues. Local Aid is further broken down into Chapter 70 Aid, which is direct aid to our local school system and General Aid, which is available for the rest of the budget. We further break Property Taxes into three components: prior year levy, levy increase and new growth. New growth represents taxes on property that did not exist in the prior year, whether it is a new building or a portion of a building. In addition to the three major categories of revenue, there are reimbursements from the Massachusetts School Building Authority (“MSBA”) for school construction projects and reimbursements from other operating funds. *Figure 2* depicts the relative size of fiscal year 2015 revenues by category.

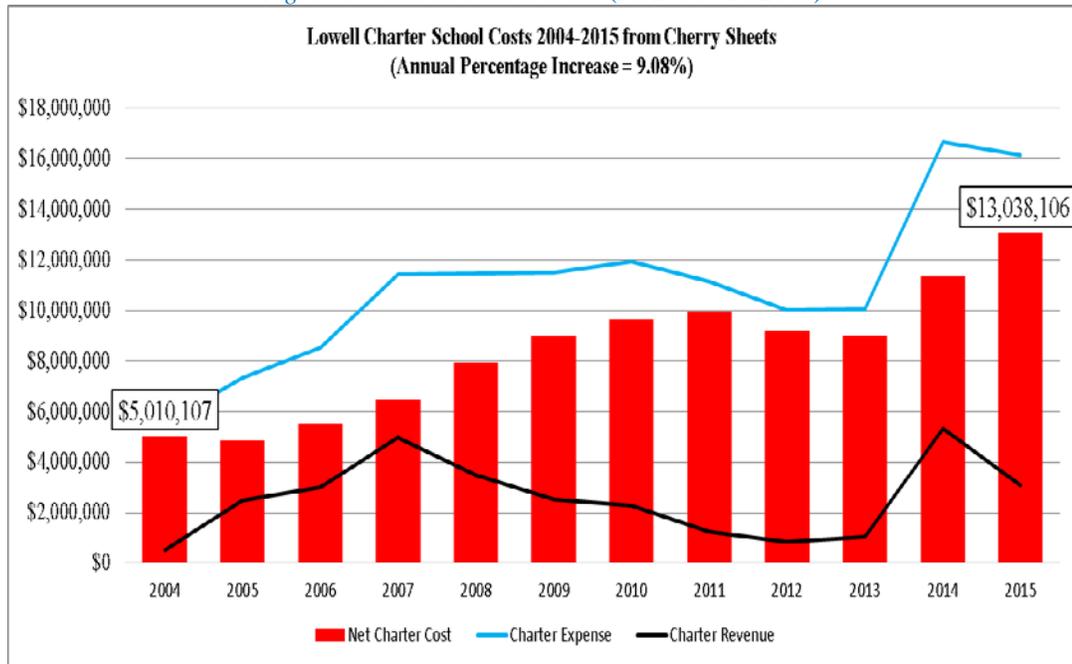
Figure 2 - Fiscal Year 2015 General Fund Revenues by category



Chapter 70 Aid is 41.9% of the budget, down from 42.8% in 2014. General Aid increased slightly from 8.2% of the budget last year to 8.5%. While Unrestricted General Government Aid has increased \$600,000 over FY14, Cherry Sheet Assessments have increased by almost \$1.2 million. The net effect continues to be net loss of budgetary capacity.

Figure 3 shows the local share of the cost of charter schools in Lowell. Since 2004, the annual percentage increase cost to the city has risen by 9.08%. The charter tuition reimbursement was reduced by 4.2% this year, further exacerbating the issue.

Figure 3 - Charter School Costs (FY2004 - FY2015)



Under the laws governing charter school finance, the full amount of tuition paid to charter schools, as calculated by the state, is deducted from the Chapter 70 school aid amount allocated to local public school districts for that year. The law also provides that cities and towns be temporarily reimbursed for a portion of lost school aid to allow districts time to adjust to lower aid levels and to manage any possible cuts to local school programs.

The tuition and reimbursement provisions were key parts of the agreement on charter school finance enacted in the 1997 charter school law (Chapter 46) and more recently in Chapter 12 of the Acts of 2010, An Act Relative to the Achievement Gap. While the Chapter 70 deductions to pay tuition have been implemented in full, the reimbursements have not. This has hurt education programs in local public schools and caused fiscal problems in cities and towns generally Lowell has been hit particularly hard by this issue; second only to Boston.

Tuition payments to charter schools funded by school aid deductions are not subject to appropriation by the state or by any city or town. These payments are made off budget and are automatically paid in full annually through Cherry Sheet assessments.

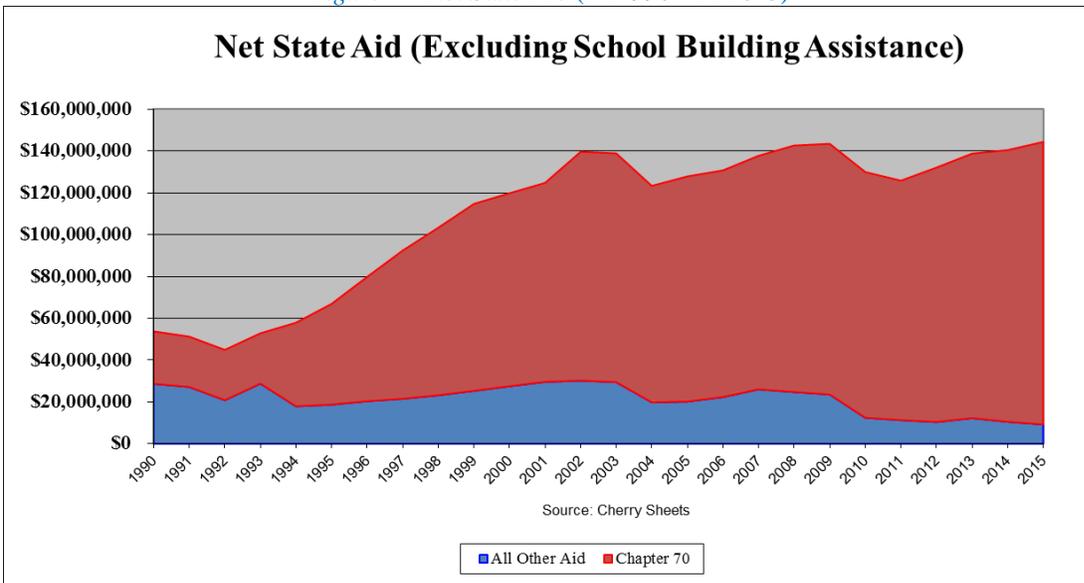
The reimbursements due to cities and towns, however, are subject to state appropriation annually as part of the state budget process and appear as a Cherry Sheet receipt.

While reimbursements were nearly fully funded for fiscal 2013 at \$66 million, the account was initially underfunded by a substantial amount state-wide. On April 16th, the Governor filed H. 4049, a supplemental appropriations bill with the Legislature, which would fully fund the program for FY 2014. As of the date of writing, final action has not been taken on the bill. This funding is a key portion of the plan to meet the city’s obligation to meet net school spending requirements.

In order to better understand the impact of changes in Local Aid, it is important to view it in a longer-term context. This understanding will also highlight the extraordinary divergence of Chapter 70 school aid and other local aid. By combining Cherry Sheet assessments with gross aid, we get a more complete picture of how the state budget affects Lowell.

Figure 4 enables the reader to drill down into the various funding sources, not only to show the multiple effects of changes to our own budget, but also to offer insights into the priorities of the Commonwealth in its own budgets. In this chart we have isolated Chapter 70 aid from other categories of aid. Furthermore, we have used net aid rather than gross receipts. There are two components to Local Aid formulae. Aid consists of payments to cities and towns as well as assessments to the municipalities that are deducted from these payments. These deductions are for things such as Registry of Motor Vehicle costs, regional transit system assessments, and costs for tuition to other school systems through school choice or charter school programs. The change in line color in the chart indicates the House proposed 2015 budget.

Figure 4 - Net State Aid (FY1990 - FY2015)



The most noticeable change is the extraordinary increase in Chapter 70 aid since 1993. It has increased by from \$24 million to over \$135 million. Education reform was enacted in 1993 to provide local school systems with adequate funding over time. The legislation benefitted every municipality, but especially the less affluent, urban systems. With this additional revenue came the obligation for cities and towns to also increase their own commitments. Education reform established foundation budgets and minimum local contribution requirements, so that even though state resources for education increased, local taxpayers were also required to increase funding.

Prior to education reform, General Aid was actually greater than Chapter 70 school aid. In 1994, the first year that virtually all school aid was consolidated into the Chapter 70 program, net other aid to Lowell was \$18 million. We expect that figure to be \$9.2 million in 2015, a reduction of \$1.3 million over FY14. Over time, the burden for providing local services has shifted even further away from the state and toward municipalities. This has had a profound effect on communities such as Lowell where such a large part of operations had traditionally been funded by Local Aid. We are slowly approaching the point where Lowell only receives net aid for local schools.

Net School Spending

Figure 5 - Net School Spending Trends (FY1993 - FY2014)

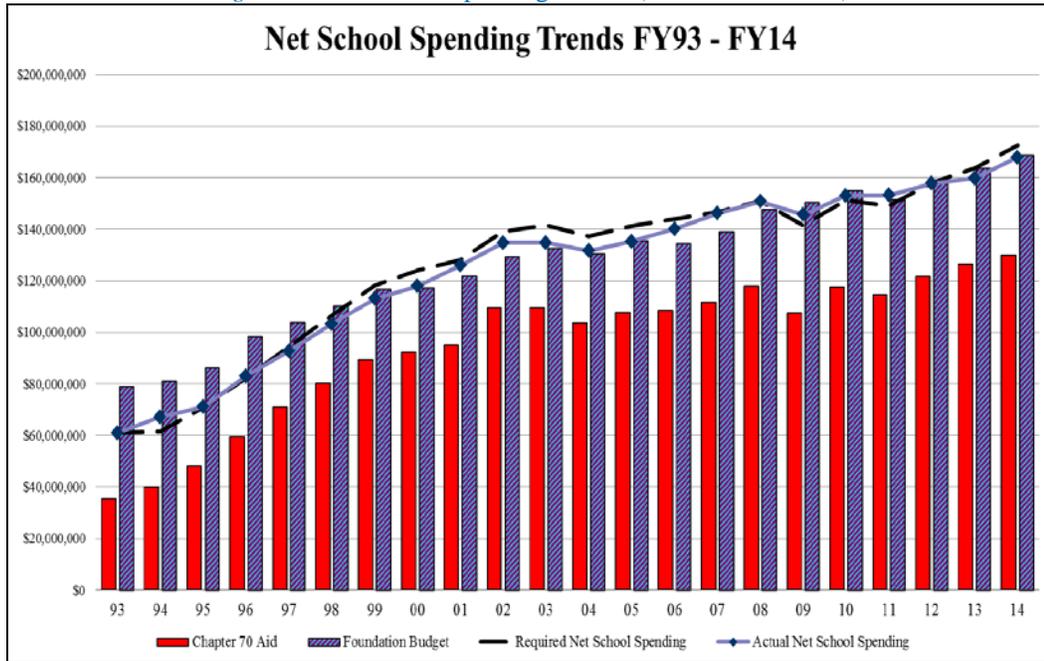
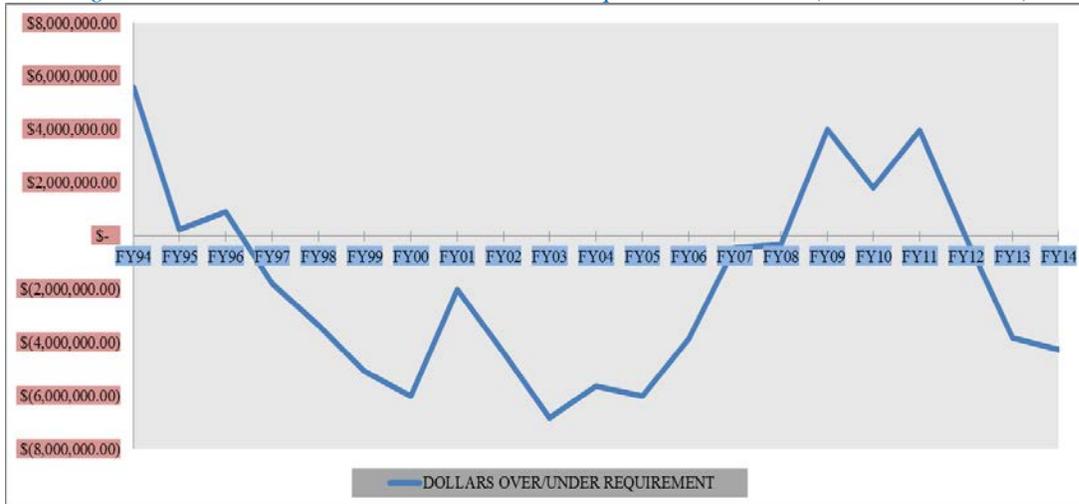


Figure 5 describes Lowell’s historic ability to meet its net school spending requirement. Figure five details the amount received by the City in Chapter 70 compared to the “Foundation Budget,” as determined by the Commonwealth. In Massachusetts, the definition of an adequate spending level for a school district is called its “foundation budget.” It is a statistical measure that was developed by a group of superintendents and an economist in the early 1990s. They developed a “model school budget” which quantified “for the average school district what constitutes an adequate—but not excessive—level of funding. The two lines above each year’s totals represent the required Net School Spending and the districts actual spending on the school.

Figure 6 isolates the data to show only the amount over or under the requirement, dating back to FY94. As can be seen using the chart below, for the ten year period between FY97 and FY07, Lowell was consistently below the required level. However, in FY09 the City was able to meet its obligation and even surpassed the requirement through FY11. It is worth noting for the reader at this point that each year’s deficit in school spending is subsequently added onto the calculation for the following year. However, if a district exceeds the requirement in any given year; it is not given credit towards the next year.

Figure 6 - Historical Dollars Over/Under NSS Requirement – Lowell (FY1993 – FY2014)



This is one of the more challenging issues that lie ahead for Lowell. Education is one of the top priorities for the City Manager, along with Public Safety, and Economic Development. A substantial portion of the indirect costs by the City-side of the General Fund dedicated towards the schools, known as “maintenance of effort,” have historically come from expenditures on retiree health insurance. Since the city moved to join the Group Insurance Commission (GIC), we have seen significant savings, but these savings have resulted in a reduction of cost towards our maintenance of effort. In essence, we are victims of our own success.

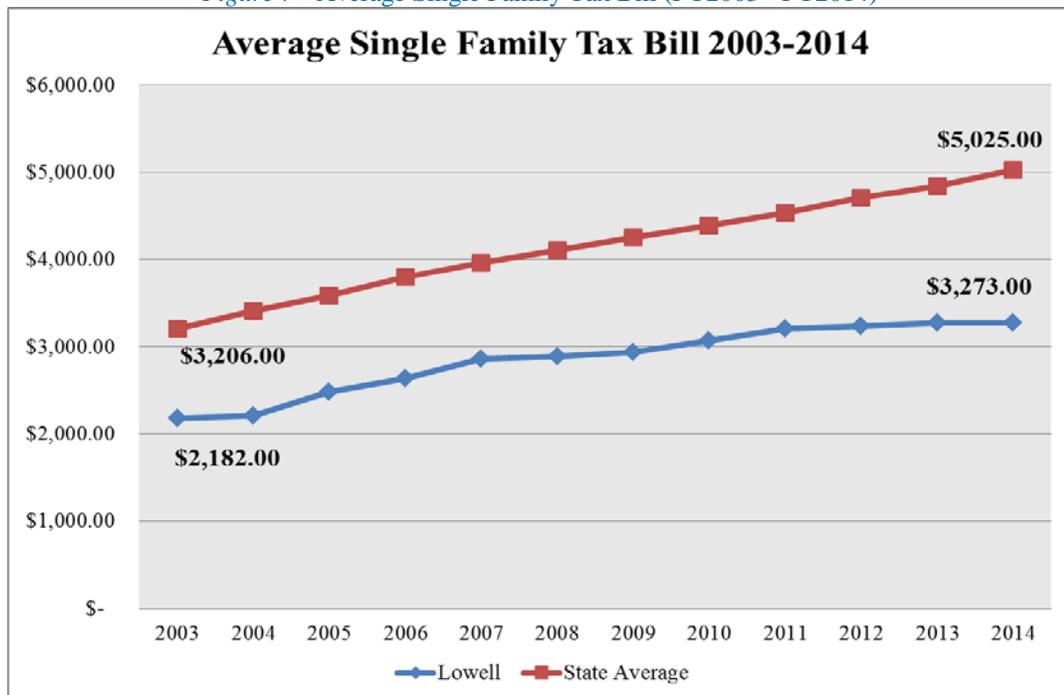
In order to address this issue directly in Fiscal Year 2015, an additional \$2.9 million in direct local cash contribution is being allocated to the Lowell Public Schools to close the gap in Net School Spending and bring the district back into compliance, in accordance with the priorities of the City Manager.

Taxes

Last year’s budget assumed a 0% increase in the tax levy, outside of new growth. This was the culmination of a three-year strategy to keep the increase in the tax levy below 2.5%. The average residential tax bill increased slightly in 2014 because of relative property value changes between the residential and commercial property classes, but the impact on the average home was only \$2.45. In fact, the city’s commitment to keeping residential property taxes down has been strong over the past decade and will continue to be a priority moving forward. This policy position on taxes, though, considering the earlier discussion on declining unrestricted aid from the state, has put considerable constraint on the budget and is the major driving factor for a 3.5% increase in the tax levy this year. For the short-term, it would be wise to return to a policy of moderate increases annually, so that an even larger tax increase is not necessary further down the line.

What follows is a series of charts that show different aspects of our historical and recent property tax performance. *Figure 7* is one that has been included in past budgets, but bears updating. It compares the average residential tax bill in Lowell with that of the entire Commonwealth. The lines continue to diverge, but at an even more rapid rate.

Figure 7 - Average Single Family Tax Bill (FY2003 - FY2014)



The difference between Lowell and Massachusetts was \$508 in 1992. Lowell was 26.8% lower than the state average. In 2003 the gap had grown to \$1,104 and the average bill in Lowell was 27.9% lower than the state’s average. Last year the gap was \$1,576, which represented a 32.5% discount from the state average. *Figure 8* displays the increase in the tax levy from year-to-year between FY2004 and FY2015. By stepping back and looking at the trends that emerge from the graph it should be easy to see how periods of small increases often require a much larger increase in subsequent years. On the other hand, an approach focused on moderate increases allows the city

to expand services at a sustainable pace without overburdening the residential taxpayer. This will be the policy of the administration, moving forward.

Figure 8 - Lowell Property Tax Change History (FY2004 - FY2015)

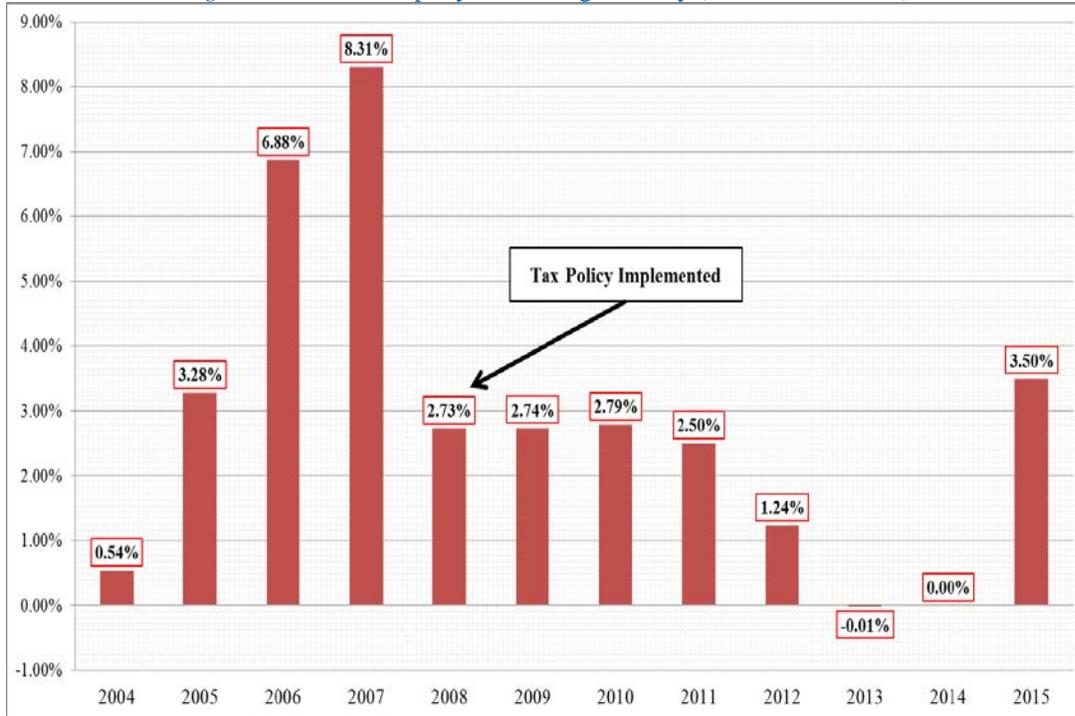
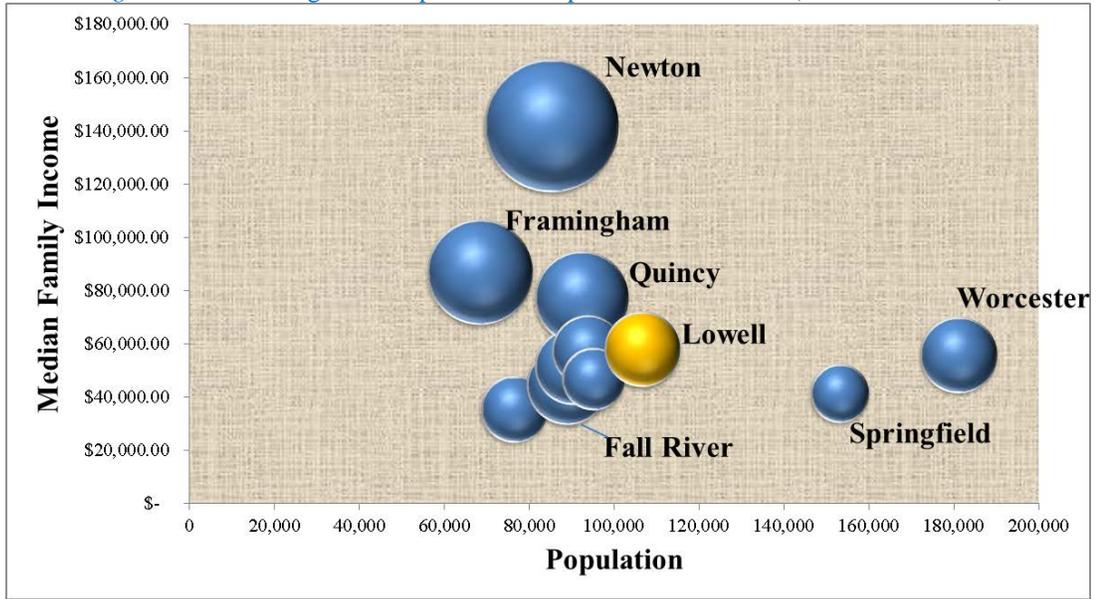


Figure 9 isolates the top fifteen municipalities in the state, by population, and compares the change in the average single family tax bill to the size and affluence of the residents. The size of the bubbles represents the size of the tax increase over the past ten years. This highlights the relationship between municipal population and tax changes over the same period. Larger communities usually provide more services, so one would assume that under times of fiscal stress there would have been more upward pressure on taxes in those communities. The data does not bear that out. When all 351 municipalities are considered, the opposite rings true; smaller communities respond by increasing taxes more than larger ones.

Figure 9 - Tax Change as Compared with Population and Income (FY2004 - FY2014)



This is further indication that extreme tax positions are not sustainable. We have considerable infrastructure needs, as our capital plan indicates. We have successfully negotiated all municipal contracts through the end of this fiscal year, which include moderate cost of living (COLA) adjustments, in return for long-term savings like a reduction in sick leave allotments. We cannot rely on Local Aid increases to fund these endeavors. Nor can we count on large one-time expense reductions such as we had with health insurance in 2013 and again in 2014. In the near term, this leaves only property taxes rising in a modest but steady pattern to fund our much needed initiatives. Without adequate funding, city services will suffer.

Both the total tax levy and new growth are just estimates at this point, based on historic projections and year-to-date returns from fiscal year 2014. The City will, as always, set its tax rate in late autumn. At that time the exact new growth figure will be known. Before 2013 new growth has generally exceeded estimates, however we fell short in 2013. This past year, we almost exactly hit our target of \$1.6 million, missing by less than \$50,000. There are a number of new developments on the horizon, which is why we have increased the new growth estimate for this year. New growth is difficult to estimate, and as evidenced by *Figure 10*, we have yet to recover from the housing bubble that burst in 2008. As the regional and state economies continue to improve, so too will Lowell’s residential and commercial growth.

Figure 10 - New Growth (FY2008 - FY2015)

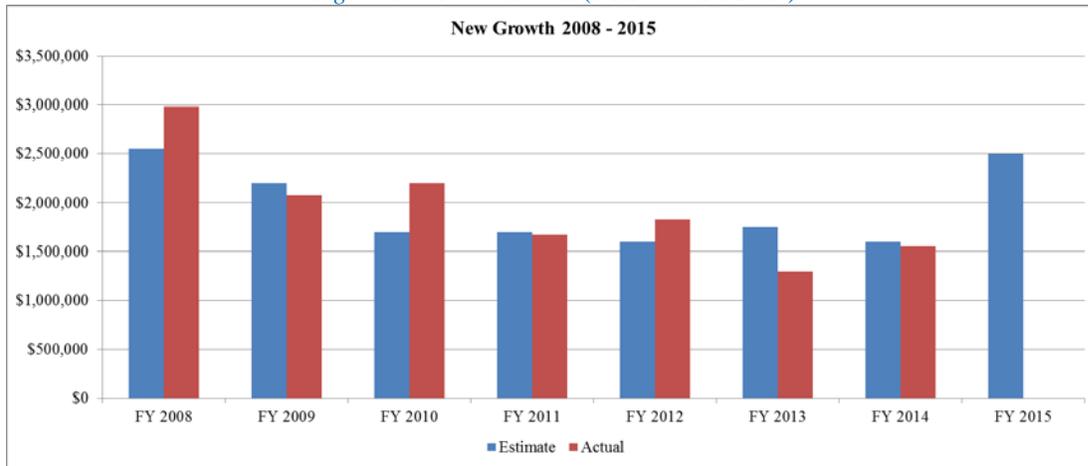
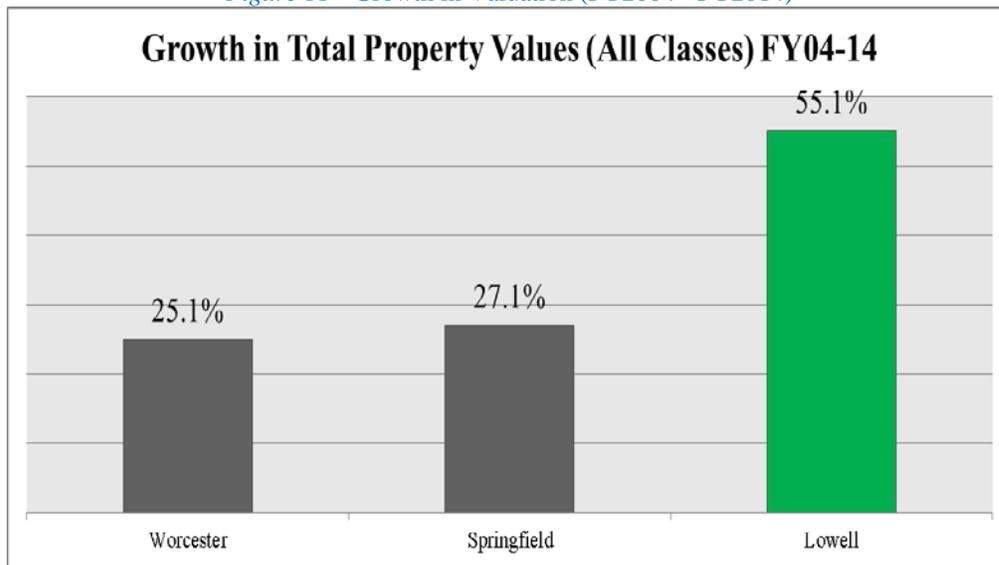


Figure 11 examines the total growth in assessed values of a select group comprised of the larger communities in Massachusetts. This figure includes residential, commercial, and industrial property values and highlights Lowell’s growth through a difficult period of national economic recession. The growth in Lowell’s values, as a percentage increase over the ten year period, outpaced those of comparable communities like Worcester and Springfield.

Figure 11 - Growth in Valuation (FY2004 - FY2014)

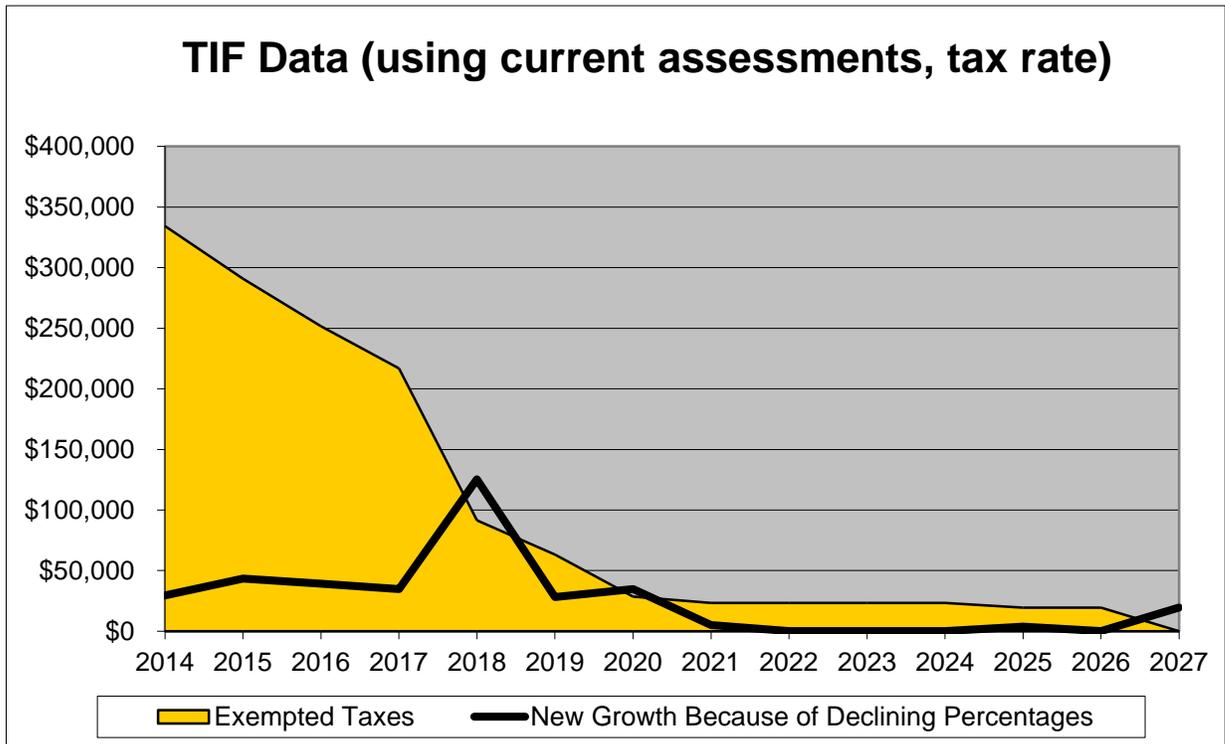


Another component of the City’s economic development strategy is to attract new commercial developments using tax increment financing agreements, or TIF’s. A TIF provides a temporary real estate tax exemption on newly created or improved property. The percentage of exempted value generally declines over the term of the TIF. In exchange for this tax exemption, the business must guarantee the retention or creation of a certain number of jobs over the TIF term. The TIF can also qualify an owner for valuable state income tax credits.

These TIFs represent buildings that have already been constructed or improved. As the tax exemptions reduce over time, the City benefits by having built-in increases in the tax levy. Assuming stable values and tax rates, taxes on the incremental portions on improved properties

will increase over time. For example, assume that a new wing of a building has a value of \$1 million and that the current tax rate is \$20 per thousand of value and the current exemption is 40%. If next year the exemption declines to 30% and the values and tax rates remain unchanged, the new taxes generated will be \$2,000 (\$1 million x \$20/\$1,000 x (40%-30%)). *Figure 12* details Lowell’s TIF Agreements.

Figure 12 - Lowell TIF Agreements



We had mentioned average tax bills earlier and presented a chart showing the significant difference between Lowell’s average and that of the rest of the state. Before we leave the discussion on taxes, a brief review of Proposition 2 ½ is in order.

Proposition 2 ½ is the Massachusetts version of tax limiting legislation. It has two important components. The first is that no community should levy real and personal property taxes of more than 2.5% of total assessed valuation. In other words, the combined tax rate may not exceed \$25/\$1,000. This upper limit is called the levy ceiling. Very few, if any, Massachusetts municipalities are near this limit.

The secondary limitation of Proposition 2 ½ is that the maximum tax levy, or levy limit, may only increase 2.5% per year. If a community raises taxes less than allowed, the levy limit increases faster than the levy itself and creates “excess levy capacity.” A city that is below the levy limit may increase taxes by more than 2.5% per year only until they reach the levy limit. Communities can tax above the levy limit, up to the levy ceiling, by voting to “override” the levy limit, or by voting to “exclude” some capital appropriations or debt issues from the levy limit calculations. These are referred to generally as overrides or exclusions, and the two are often confused with one another.

With Proposition 2 ½ as a reference point, there are many other factors that can affect tax bills. A community can adopt separate tax rates for residential property and for commercial, industrial and personal property (“CIP”), within limits. Lowell, as well as most of the larger cities in Massachusetts, does this. Outside of tax rates, relative fluctuations in value affect each property’s tax bill. Fluctuations may occur between classes of real estate such as residential and commercial. They may also occur within classes, such as between single family homes and condominiums. Variances may also occur when one neighborhood’s values change at a different rate than another’s. They may also occur at the individual property level. For example, the market may favor smaller homes over larger ones, or brick may become in vogue and drive the values of brick homes higher than those with wood clapboards, vinyl siding or shingles. Outbuildings can affect value as well. If parking in a neighborhood becomes difficult, houses with garages can command a premium.

For all these reasons, the tax bills from individual properties can vary from year to year, even though the tax levy may grow at a steady rate. In fact, in 2011 when Lowell’s tax levy increased by 2.5% exclusive of new growth, 4,502 properties actually had lower tax bills than in 2010.

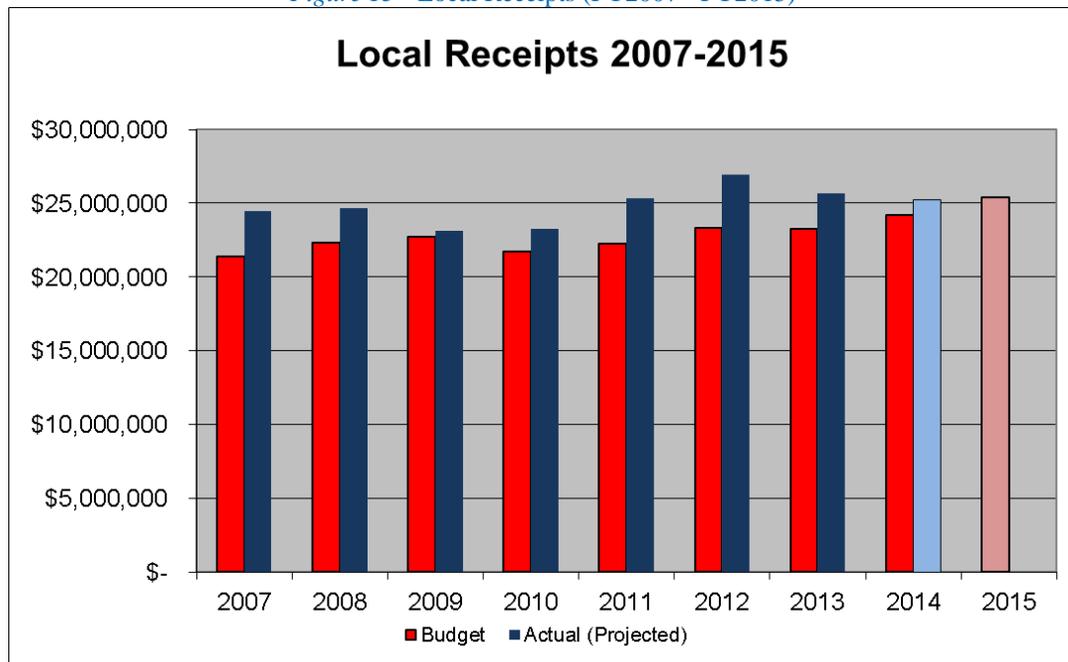
Local Receipts

The category of revenue with the most local control is Local Receipts. Unlike Local Aid, its level is not decided by another political body. Unlike taxes, it is not subject to an artificial cap. It is controlled largely by the local government’s fee setting policies and by the local economy. The largest components of Local Receipts are motor vehicle excise taxes, our local trash fee, and delinquent interest revenue. Other local receipts include revenues from the local option meals tax, hotel/motel tax, liquor license revenue, and the recoverable costs associated with the city’s ambulance contract. A full detail of all revenues is included later in the budget document.

The 2015 budget assumes a 7% increase in Local Receipts over 2014. For most subcategories there were only slight adjustments to last year’s budget, mostly to reflect 2013 actual collections and the projections for 2014. There were no large scale fee adjustments in FY 2014. Most of the increase in Local Receipts over 2014 is due to an increase in 40R revenue expected as a result of new residential units in the 40R Smart Growth Overlay Zoning District.

Figure 13 shows the historical budgeted and actual local receipts since 2007. The final budgets figures are those taken from the final tax recapitulation. The light shaded bars indicate that the recap is not yet complete. 2007 and 2008 budgets were adjusted for Water Department receipts, which were then included in the General Fund.

Figure 13 - Local Receipts (FY2007 - FY2015)



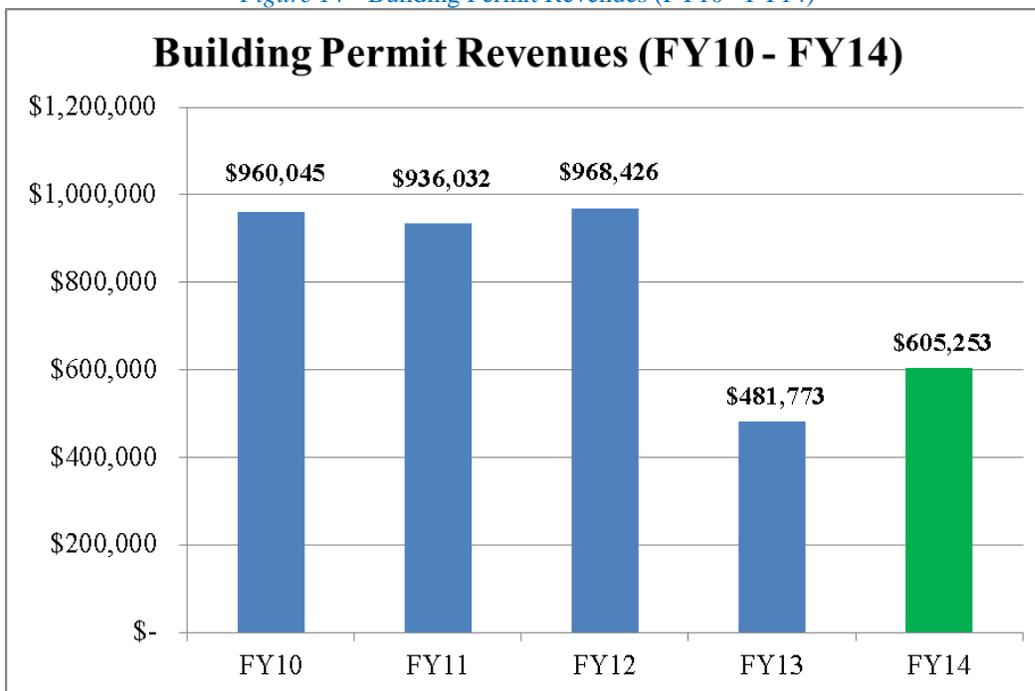
Most local receipts do not increase significantly year-to-year, however, in fiscal year 2015, one account where we expect to receive additional revenues comes from the success of the City of Lowell’s Tax Title Auctions and the redemption of tax title liens. This revenue comes as a result of properties with outstanding tax bills that are subsequently taken through legal action by the City. Over the past five years, on average, the City has received \$2.47 million each year, thanks to the diligent efforts of the City’s Law Department. After two years of great success in disposing of tax

title liabilities, in bulk, through a tax title auction, we expect the revenues in FY15 to be in the upwards of \$2.5 million.

Building permit revenues have, historically, been a driving force for local receipts. Between FY10 and FY12, the account consistently saw revenues near \$1 million. In FY13, however, there was a drastic decline in building permit revenue. The most significant factor for this occurrence was the lack of large projects. In each of the preceding three years, there were a number of developments valued at over \$25,000. Fiscal Year 2013 had a similar number of building permits, but they were much smaller in size. We are on pace to surpass those totals in FY14, but we have used a conservative projection in the FY15 budget.

Figure 14 shows the annual total revenues, back to FY10.

Figure 14 - Building Permit Revenues (FY10 - FY14)



SBA Reimbursements & Indirect Enterprise Revenues

Massachusetts School Building Authority (“MSBA”) reimbursements are payments from the state for debt service that Lowell incurred as a result of issuing bonds for school construction projects. The MSBA has since modified their assistance programs and now it reimburses cities and towns before they issue bonds. Most of Lowell’s school construction occurred under the older program when we received 90% grants. The old reimbursement rate was dependent on the wealth of the community. The MSBA reimbursement was historically closely tied to our debt service budget, but as the older school loans get paid off and the City issues new non-school construction bonds, the correlation will lessen. Both the MSBA reimbursement and the underlying school related debt service were substantially lower in 2013, due to retiring debt.

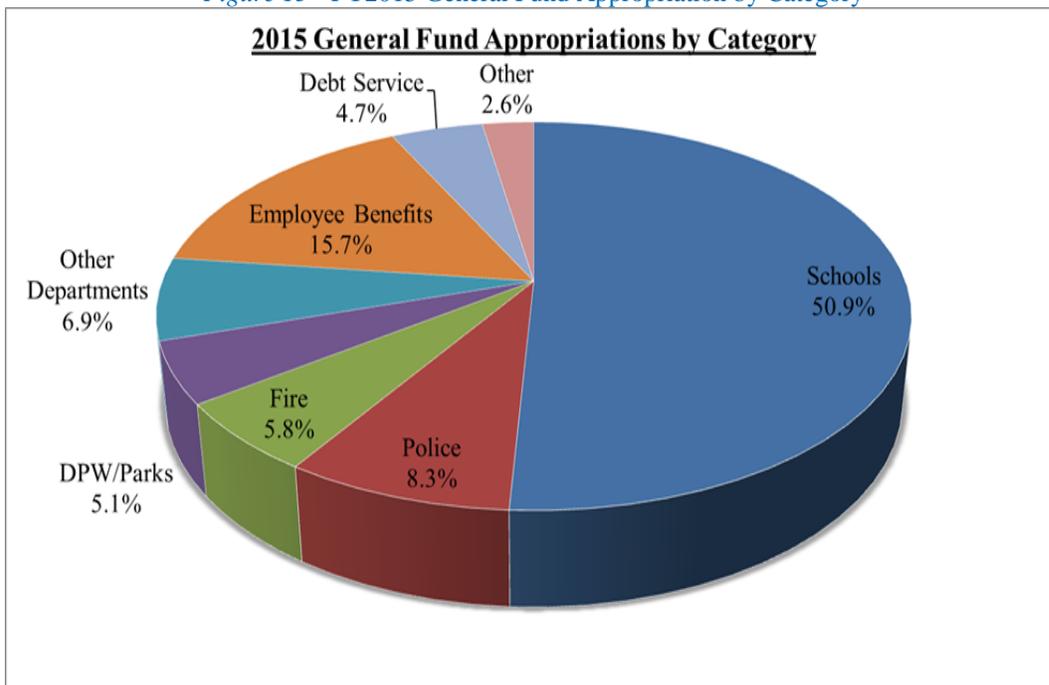
The next category of revenue is reimbursement from our enterprise funds. The 2015 reimbursement will be approximately \$6.2 million. The General Fund budgets for the full amount of health insurance, pensions and Medicare tax. It is through this reimbursement that the enterprise funds pay their pro rata share of these costs. In addition, the General Fund charges the enterprises for activities in which it engages on their behalf. An example of this is bill collection. Without the General Fund, Parking, Water and Wastewater would have to purchase billing and collection software, staff these functions and pay postage for every bill mailed. The funding for these services appear in various General Fund departmental budgets. Other costs, such as legal representation and telephones are also recaptured through these charges.

GENERAL FUND EXPENDITURES

There are several ways to look at expenses, and each way has its own strengths and limitations. It may at first seem most logical to look at them by department. This would certainly tell the reader who is spending money, but it would not address overhead functions or functions that cross departmental divides. Furthermore, departments change over time. They may be restructured, merged or spun off. This makes anything but static analysis difficult. You can also look at expenses by pure function without regard to department. While this can give the reader an excellent sense of how the City spends money, it doesn't necessarily inform as to which department performs the functions. What follows is a multifaceted analysis that will combine elements of both approaches.

Figure 15 shows 2015 spending by department. Departments increasing in percentage from 2013 to 2014 are Police (8.0% to 8.3%), Fire (5.7% to 5.8%), and other (2.5% to 2.6%). Departments declining are Employee Benefits (15.8% to 15.7%), DPW/Parks (5.5% to 5.1%) and Debt Service (6.0% to 4.7%). Spending on the schools, as a percentage of total General Fund expenditures has decreased slightly, from 51.7% to 50.9%. However, it is important to point out that this category does not include other indirect expenditures, such as health insurance, pensions, and debt service, which are included in different categories, but are all part of our maintenance of effort towards the schools. Other departments remained the same.

Figure 15 - FY2015 General Fund Appropriation by Category



The major departments: Schools, Police, Fire and DPW/Parks comprise 70.1% of all General Fund Spending. Adding in the fixed costs of employee benefits and debt service, the total becomes 90.5%, down from 91.4% in FY14. It is from this chart that one of the challenges of cost control

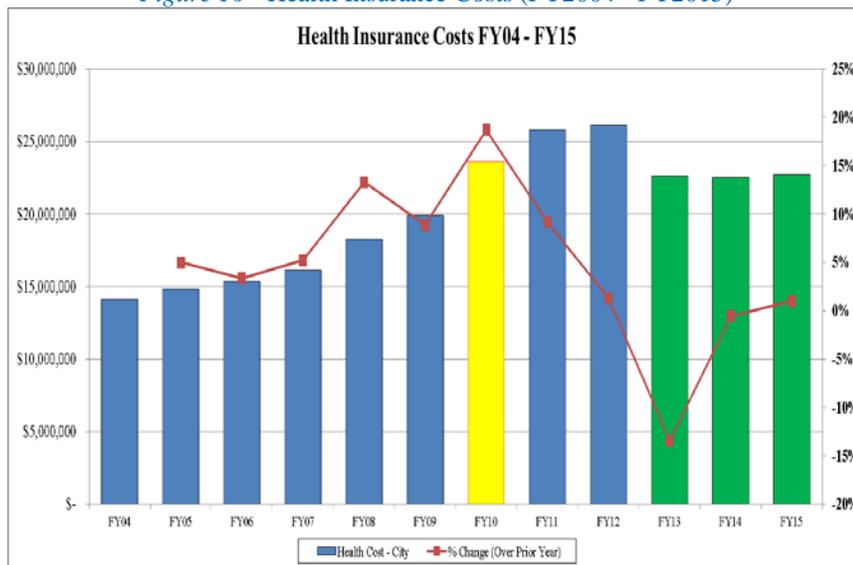
becomes clear. We can attempt to reduce budgeted spending while preserving core education, public safety and public works functions, but in order to get meaningful savings, we cannot only focus on reductions in small overhead type departments. Even though minor departments are not often considered part of the City's core mission, without them the City's entire administrative architecture would collapse. These so-called minor departments issue and collect bills are the conduit for constituent services, schedule and post meetings, take minutes, run the City's web sites, enable Internet transactions and put nurses in our schools.

Health Insurance

The conversation on cost control is not complete, however, without discussing again the benefits that joining the State’s Group Insurance Commission (“GIC”) has provided for the City’s finances. Health care costs are one of the greatest pressure points on municipal budgets, and our move to the GIC has saved millions of dollars, annually. Prior to joining the GIC, the City self-funded health insurance costs. The City, employees, and retirees contributed to a trust fund which paid claims and other expenses. The risk associated with this model was that without proper funding levels and reserves, the trust fund could become depleted. This, in fact, did happen about a decade ago until the City increased contribution rates to restore the fund’s balance. One of the benefits of the move to the GIC is that this risk is transferred to the insurance carriers and GIC itself. Our obligation becomes fixed at our premium expense.

We do absorb a different kind of risk, however. Since we are now billed monthly, we are at risk for having an adequate appropriation in the budget, but this risk has diminished over time and now that we are entering our third year with the GIC, we have more confidence in our cost projections. 2013 was extremely difficult to budget, since we did not know which plans employees and retirees would select, nor did we know who would opt in or out of coverage. The City had first attempted to control costs through education to employees and retirees about plan design and introducing managed-care insurance options, like Preferred Care Network Plans (PPO) and managed-care plans (HMO). Employees slowly migrated away from costly indemnity plans towards the less expensive options, which saved both the employees and the City a considerable amount. The City ultimately eliminated the indemnity plan for all active and retired employees, other than those in the school department. During the initial transition to the GIC, many employees and retirees had a number of years’ experience with the managed-care plans and chose to select those from the suite of options provided by the GIC. This resulted in a further savings, but the City approached 2013 with caution and budgeted conservatively. Moving forward, we have much better data on our costs, but they still may fluctuate with staffing changes and open enrollment decisions. *Figure 16* shows our historical expenditures (excluding school appropriations), including a forecast for 2015.

Figure 16 - Health Insurance Costs (FY2004 - FY2015)



This chart highlights the enormous impact of moving to the GIC by using two metrics. First is the cost year-to-year in health care appropriations, represented by the colored bars. The yellow bar indicates the year that the indemnity plan was eliminated as an option for many employees and the green bars represent the years since the City has been part of the GIC. The red line represents the percentage change in health care costs over the prior year. As you can see quite clearly from the chart, there was a significant drop-off in increases that came as a result of the switch. The City has effectively “bent the cost curve,” a term often used by policy makers when discussing health care expenses to describe efforts to alleviate the rise in costs. Between FY09 and FY11, insurance costs increased by 9% per year, on average. In FY15, the overall rate increase for GIC plans was only 1%. This would have never been possible in the past and is only achievable because of the enormous purchasing power of the GIC. Aside from saving the City a great deal, it also provides much needed relief to employees who have been burdened by increases of up to 11% in previous years.

Appropriations for health care expenses declined further from 2013 to 2014 because the City needed to put less aside for our mitigation fund. The mitigation fund is money that the City must set aside for potential increased out of pocket medical costs for employees and retirees. This was a product of our negotiations with the Public Employee Committee. We were required to establish this fund in July 1, 2013 with \$2.4 million, and are required to replenish it with up to \$750,000 on July 1, 2014 and up to \$500,000 on July 1, 2015. On July 1, 2014 GIC premium rates will increase generally by only 1%, depending on the plan. The average rate increase was 1.4%, but some plans have actually decreased in cost, as compared with FY14. This is a feat that is unprecedented in the City.

Over the last few years we had built up the cash balance in the Health Claims Trust. Throughout 2013 there were claims “run-out” expenses to the trust. These were expenses from 2012 claims that were billed under the pre-GIC system, but paid after the transition to the GIC. At the end of FY13, we had over \$7 million in the trust. On August 27, 2013, at the beginning of FY14, the City Council voted to transfer \$7.8 million to begin funding other post-employment benefits (“OPEBs”). This will reduce a large unfunded liability on the City’s balance sheet.

Utilities

Another area of cost containment over the past several years has been in energy management. Commodities like energy and heat are particularly difficult expenses to anticipate because of fluctuations in price and the unpredictability of the New England seasons, but the City has made significant progress in promoting energy efficiency by retrofitting municipal buildings and investing in alternative energy strategies. *Figure 17*, *Figure 18*, and *Figure 19* show our historical electrical, heating, and street lighting expenses— both budgeted and actual. Displayed on each chart is a line with the corresponding R-squared value; a statistical measure of how well the data fit to a set of observations. In this case, it represents our forecasts for energy costs to the actual expenditures from the General Fund. The closer the R-squared value is to 1, the better the fit.

Figure 17 - Electricity Cost Trends (FY2007 - FY2015)

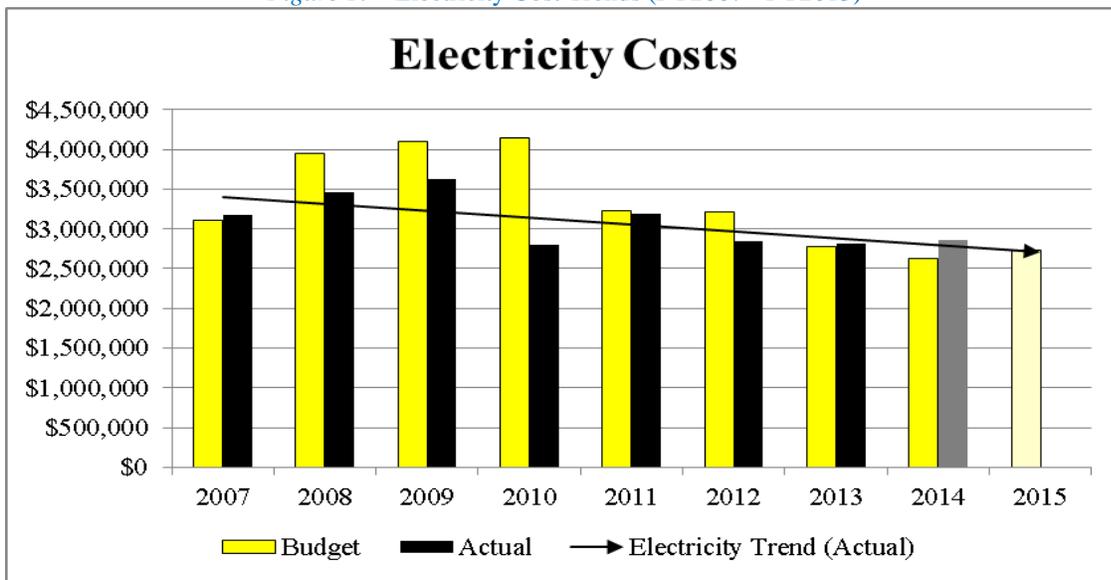
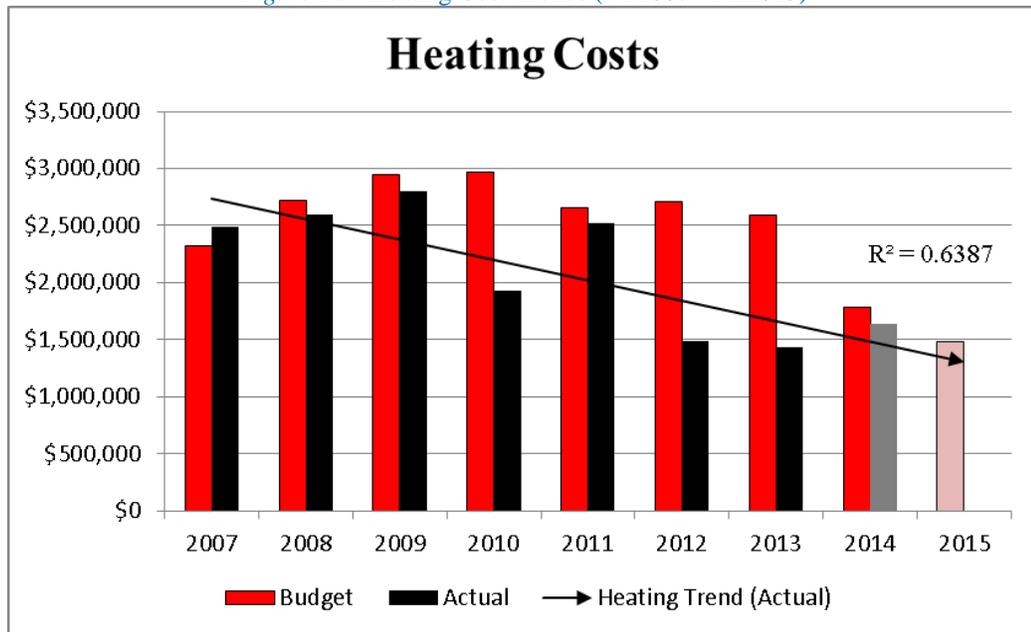
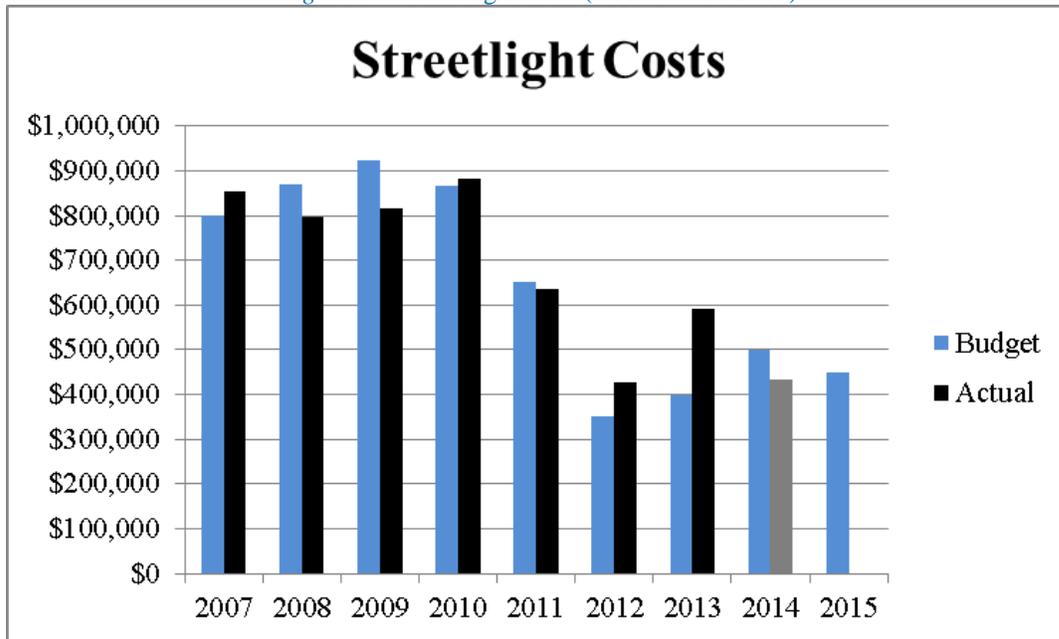


Figure 18 - Heating Cost Trends (FY2007 - FY2015)



Our energy management initiative has been successful in both categories, each to a different degree. We reduced our combined electricity and heating budgets by almost \$2 million from 2009 to 2014, and are reducing them even further in 2015. Results have exceeded our expectations. The winter of 2013-14 was particularly cold and resulted in an uptick in energy consumption, but the trend is evident from the data. The data for FY14 is projected through June, but includes actuals through April. We will likely save even more in 2015 when our net metering agreement with Soltas enters its first full year of providing the City with “Net Metering Credits.” Lowell contracted with Soltas to allow Soltas’ solar facilities in Western Massachusetts to sell energy back to the grid using our electricity bills as conduits. In other words, our electricity meters are “netted” with revenue from their energy production. In exchange for this arrangement, Lowell is allowed to keep a portion of that revenue, which reduces our net bills.

Figure 19 - Streetlight costs (FY2007 - FY2015)

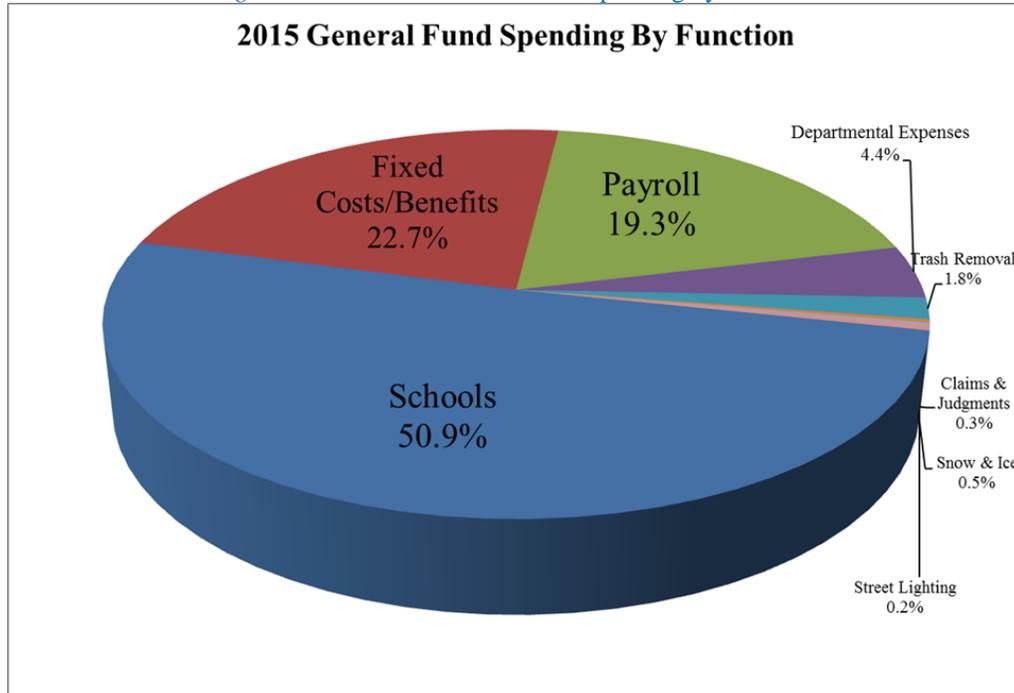


In 2010 we signed an agreement with National Grid to purchase our streetlights from them. Once Lowell obtained ownership of the streetlights, we would qualify for a lower energy rate. While it took some time to actually make the purchase, we are now experiencing almost \$400,000 in energy savings per year, even after absorbing the maintenance costs on the streetlights. The 2012 actual expense was extraordinarily low because we received a retroactive bill credit from National Grid in that year to compensate us for a delay in the transfer. To finance this purchase we issued 5-year bonds. Our budgeted debt service is \$66,663 for streetlights in 2014 resulting in net taxpayer savings of \$300,000 annually. In addition, all debt service should be retired by September, 2017. In February of 2014, the Massachusetts Area Planning Commission (“MAPC”) was awarded a Community Innovation Challenge Grant from the Executive Office of Administration and Finance to work with and seven Gateway Cities, including Lowell, to complete LED streetlight retrofit projects. Among other benefits, LED streetlights in these communities will reduce municipal streetlight electricity usage by 40 to 60%, resulting in a total of approximately \$1.7 million in annual savings for the participating cities.

Spending by Function

Another way to look at expenses is by function, as shown in *Figure 20*.

Figure 20 - FY2015 General Fund Spending by Function

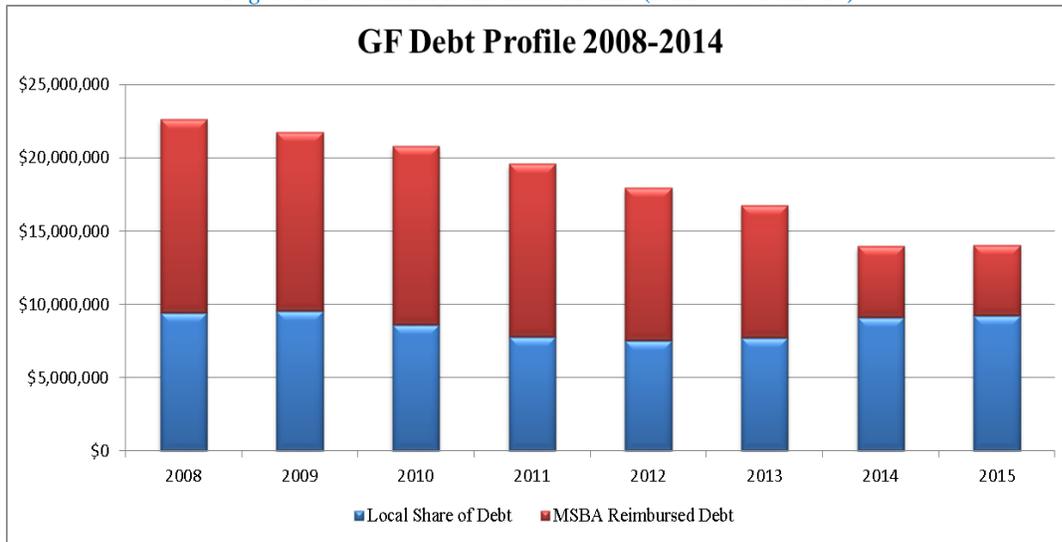


As was evident from the *Figure 15*, Lowell spends the majority of General Fund appropriations directly on schools. There are other costs associated with the schools that are not represented by the School’s portion of this chart. Included in Fixed Costs/Benefits is money that the City side of the budget pays for health insurance for retired teachers, school administrators and non-instructional staff. Part of the Trash Removal expense directly relates to school pickups. DPW staff and contractors clear snow from school parking lots. School nurses are paid from the Health Department budget. The DPW performs general maintenance on the schools, and the DPW budget pays for those labor and supplies. These indirect school expenses count toward our net school spending requirement known locally as “maintenance of effort.” This issue and its history are discussed previously in this document (*see Net School Spending*).

The second largest category of expenses is Fixed Costs/Benefits, which includes health insurance, debt service and the cost of our retirement system. Health insurance was discussed above.

Figure 21 displays the General Fund debt service profile for the period 2008 through 2015.

Figure 21 - General Fund Debt Profile (FY2008 - FY2015)



Debt service declined steadily between 2008 and 2014. Much of the reduction is related to the retirement of debt that was issued in the mid-1990’s to finance school construction. 90% of that debt service was reimbursed by the MSBA. Even though that debt service declined, it had relatively little effect on our overall finances, since MSBA Reimbursement revenue also declined proportionally. More important is the decline of the blue portion of the bar, which represents the tax-supported portion of the debt. That amount declined by about \$1.7 million from 2008 to 2013. This year, the MSBA reimbursement declined further by \$42,500. The SBA reimbursements helped Lowell sustain its operating budget during the recession.

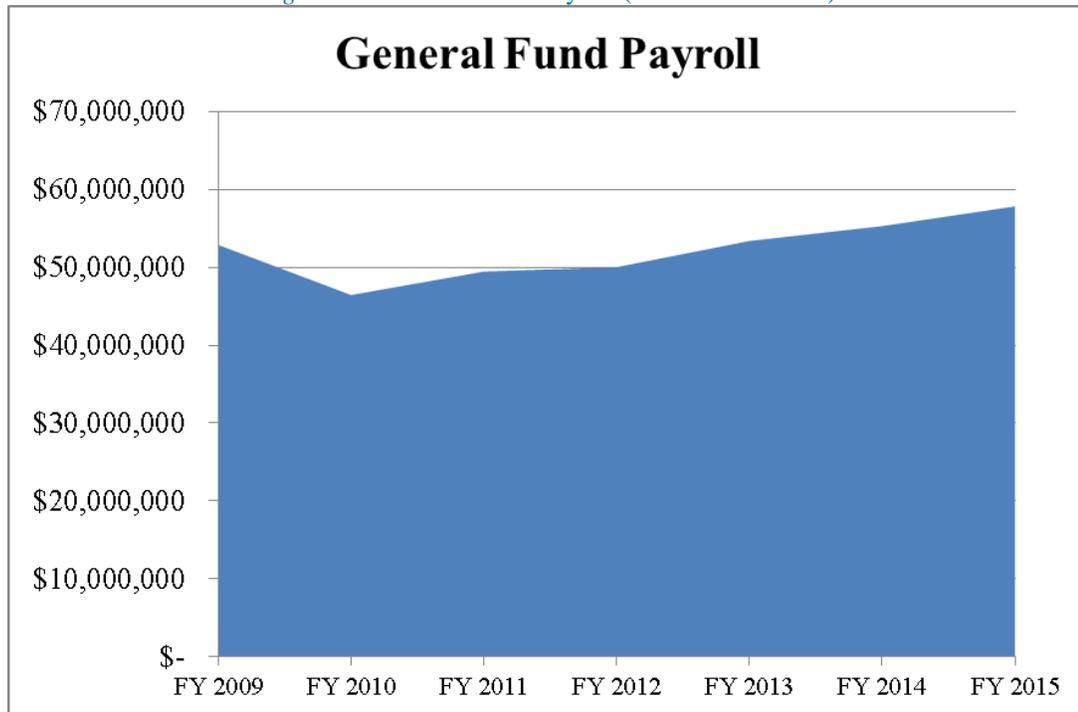
In 2015 there is a budgeted increase of just over \$100,000 in the tax-supported portion of debt service. This increase represents the priorities of the City in the past few years and reflects the principal and interest from projects financed through the capital improvement plans. The last three capital plans have highlighted investment needs in the City’s infrastructure and equipment, with a focus on school buildings and vehicles. Lowell is in a better position now due to the enhanced credit rating and many of the projects will bear fruit in the long-term, like the energy retrofits in the aging municipal buildings. .

The remaining subcategory that continues to increase is pension expense. The post-2008 bear markets affected pension fund performance. Significant improvement was made between January 1, 2010 and January 1, 2011 (dates of the two previous actuarial reports), as the funded ratio increased from 56.7% to 60.1% and the unfunded actuarial liability declined by more than \$10 million to \$179,210,021. A new actuarial report was completed in 2014 that recommended a revised funding schedule due to an increase in the cost-of-living base and a lowered expected rate of return. This has put considerable strain, not only on the 2015 budget, but on at least the 2016 budget as well. The pension assessment in 2014 was slightly over \$17 million and our early projections were for a moderate 4% increase. We have budgeted over \$20 million to address this assessment this year.

The last large category of spending is payroll. The requested payroll budget is a \$2 million or 3.5% increase over last year. This covers cost of living increases and step increases in collective bargaining agreements and the personnel ordinance, and absorbs a significant reduction in grant

funding. All of our labor contracts have been settled through the end of 2015, and the administration is currently working with the various labor unions on the next series of negotiations. The administration had committed to reinstating annual wage adjustments since during the last several years unions granted concessions, such as moving to the GIC, and deferred contractual wage increases. In addition, the administration has been successful in reforming some compensation practices that will provide long-term benefits to the City, but may add some cost in the short-term. An example of this is our elimination of sick leave buy back provisions. *Figure 22* highlights changes in budgeted payroll since 2009.

Figure 22 - General Fund Payroll (FY2009 - FY2015)

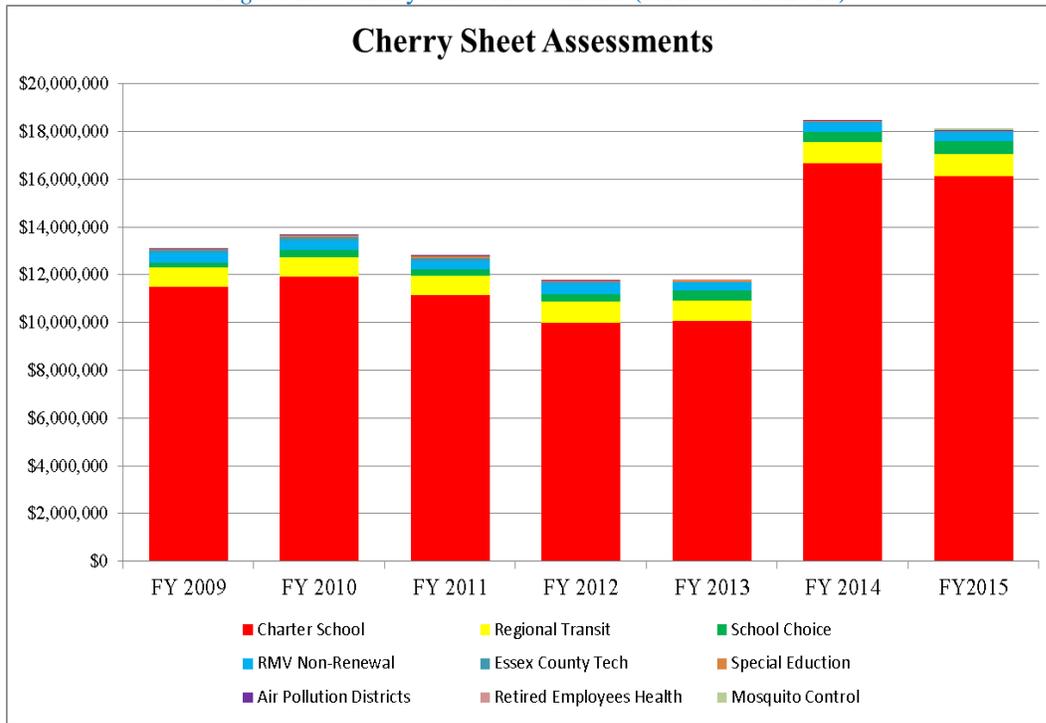


The other appropriated expenses are relatively minor, and cover everything from utility accounts to postage and envelopes.

There is a significant reduction in the costs for trash removal. Our current hauling contract expired on December 31, 2013 and a reduction in cost came as a result of the contract with the new vendor, beginning January 1, 2014. In addition, we were also able to include a reduction in disposal costs by modifying the current contract.

There are a few categories of large unappropriated expenses. This year the Commonwealth will offset our Local Aid by \$18.5 million. Deductions are for programs either run by the state or where the state acts as a pass-through to collect funding from cities and towns. Those expenses are summarized in *Figure 23*. By far the largest item is the assessment for charter school tuition. The 2015 assessment is \$16,127,320, a reduction from 2014, but still a huge increase over 2013. This issue is discussed in more detail earlier in the document (*see Net School Spending*).

Figure 23 - Cherry Sheet Assessments (FY2009 - FY2015)



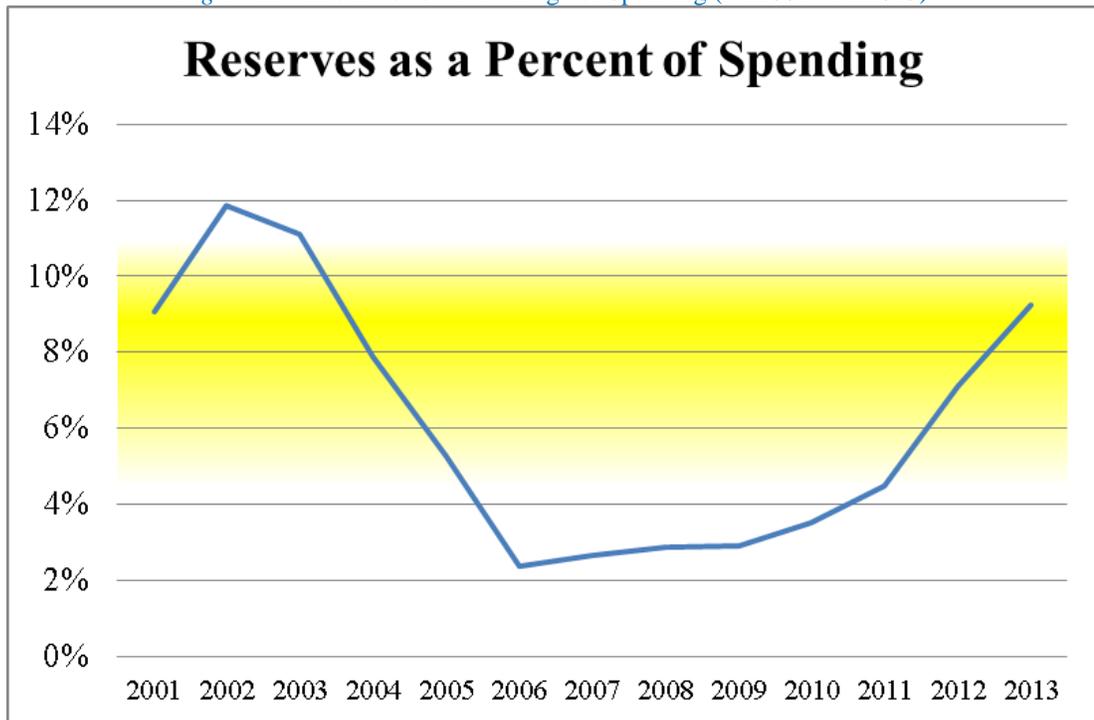
Other unappropriated expenses are prior year deficits and the provision for abatement and exemptions. In the preliminary budget that was presented to the City Council in March, a \$500,000 snow and ice removal deficit was anticipated to be carried forward into FY15.

GENERAL FUND RESERVES

While balance sheets are not usually examined during budget discussions, it is important to briefly review the status of our reserves, especially because of the important role that they play in our strategy for achieving the goals and objectives set forth in this document.

We consider our reserve categories to be stabilization funds, free cash, our Chapter 17 special reserve and our excess levy capacity. Bond rating agencies generally agree with this categorization, although they look critically at excess levy capacity and specifically look for a municipality’s willingness to utilize it. Our Chapter 17 special reserve is unique to Lowell. It is a \$4.2 million reserve established by the state during the 1990’s. In the early months of 2014, \$2 million was transferred from the Chapter 17 fund to the school department. This action was part of a strategy to address the shortfall in net school spending. We will need to restore the funds this year.

Figure 24 - Reserves as a Percentage of Spending (FY2001 - FY2013)



Our current reserves stand at \$29.4 million, or about 8.65% of last year’s budget. We have met the 5% goal set in the 2013 budget document and are well on our way toward our longer-term goal of 10%. Beginning in 2011 we have been transferring most or all of our free cash into our stabilization funds once it is certified. Free cash can be volatile and it is reset to zero on July 1 of every year and remains unavailable until it is certified by the Department of Revenue later in the fiscal year. By moving it into stabilization we preserve our access to it, since stabilization funds are not subject to the DOR certification process. This practice changes the nature of the level of free cash to make it more of a measure of the prior year’s financial results rather than an accumulation of prior years’ reserves added to the results of the most recent year.

GENERAL FUND FORECAST

The forecast for the General Fund continues to be driven by the recent desire to limit property tax increases, but will be adjusted slightly over the next two years to incorporate the goals and objectives of the new administration. Tax growth was limited to 1.5% in 2012 and 0.0% in 2013 and 2014. 2015 was the last year that this revenue limitation would have been possible. Although a \$4.5 million deficit in 2015 had looked daunting, we are able to utilize the \$12.2 million in excess levy capacity in 2014 to increase our revenue to fund the fiscal 2015 budget. This was mentioned in last year's overview and shows the value of the forecasts. Furthermore, the deficit is not structural, since it does not grow from 2016 – 2018.

Built into this forecast are several reasonable assumptions. On the revenue side, excess levy capacity will remain stable. Aside from addressing the 2016 deficit with recurring revenues, probably property taxes, we will operate as if we are at the Proposition 2 ½ limit, even though we are not. Modest annual Local Aid increases of about 3% are assumed beginning in 2015. Local Receipts declined slightly in 2016, which reflects the one-time nature of "Nemo" reimbursements in 2014. Very small increases are forecast thereafter. MSBA reimbursements will continue to fall as school construction debt matures.

We expect to need additional sums in overlay as the levy grows. State Charges (Cherry Sheet assessments) will continue to grow, particularly the charter school tuition assessment. As we slowly increase our snow and ice removal budgets, the anticipated prior year deficits will continue to decline, although there could be considerable year-to-year variation depending on the weather.

School budgets will continue to increase because of additional Chapter 70 funding. We are increasing the direct cash contribution to the School Department by \$2,900,000. We will continue to increase the locally-funded portion of the budget to maintain the ratio between Chapter 70-funded and locally-funded appropriations.

The salary and wage forecasts assume that the union contracts under negotiation now continue to settle with terms similar to the ones settled in 2013 and 2014. Future years assume terms similar to year-3 of recently-settled contracts.

Health insurance forecasts are now based on the GIC model. Premium growth is assumed to be 5%, which is higher than the either of last two years of GIC premium increases. The decrease in our obligation to replenish the health insurance mitigation fund is also included. Medicare tax will continue to increase faster than wages in general as employees hired before mandatory Medicare retire. Pension assessments will steadily increase as we make progress eliminating our unfunded liability. Unemployment costs reflect our lower 2014 obligations.

Debt service continues to decline as older bonds are paid off. A separate line shows the debt service on future appropriations in accordance with our capital plan. As we actually borrow these funds, the debt service will be incorporated into the main debt service line. The combination of the two debt service lines stays relatively stable throughout the forecast.

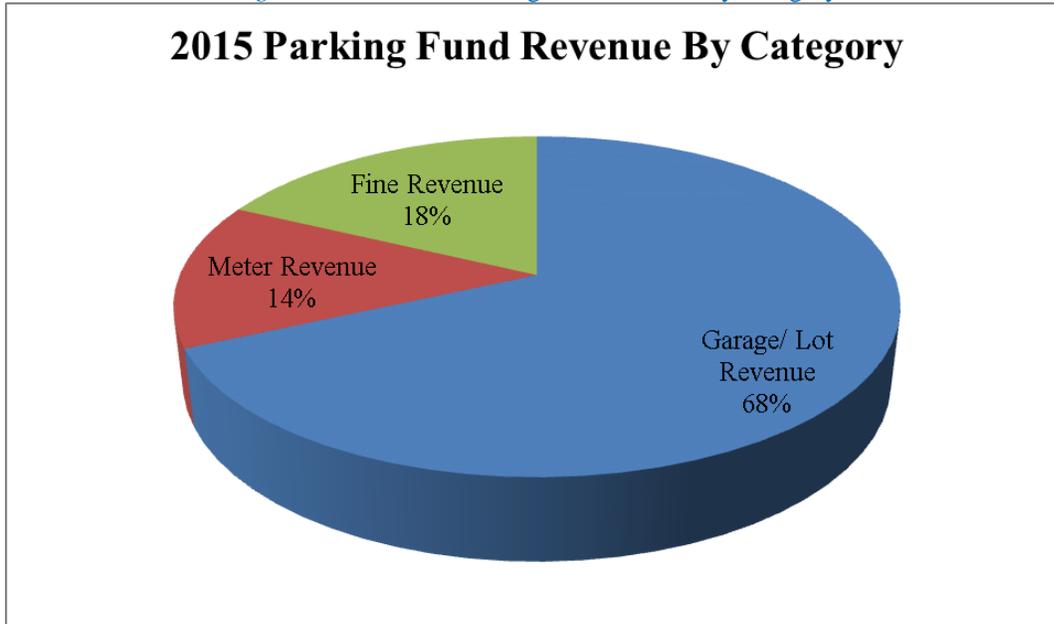
We expect to be able to maintain utility costs at the current level through a combination of 1) long-term procurement contracts that we have in place, 2) energy efficiency projects that have been completed and 3) our 20-year net metering agreement.

The Greater Lowell Technical High School forecast includes an inflation factor and the GLTHS's forecast for capital assessments for their new construction project. We have level funded the snow and ice removal budget in FY15. Legal claims should remain constant. As indicated by Global, we forecast the gradual elimination of the Lowell Memorial Auditorium deficit. General expenses include a modest inflation factor.

PARKING ENTERPRISE FUND

Parking revenues had an extraordinary year in 2013 and are on target to meet budgeted estimates for 2014. 2015 should be the third year in a row that the enterprise does not rely on fund balance to finance operations. We are also optimistic that over the long-term, expansion of the kiosk system will further increase revenues. *Figure 25* presents a chart of the 2014 budgeted revenue.

Figure 25 – FY2015 Parking Fund Revenue by Category

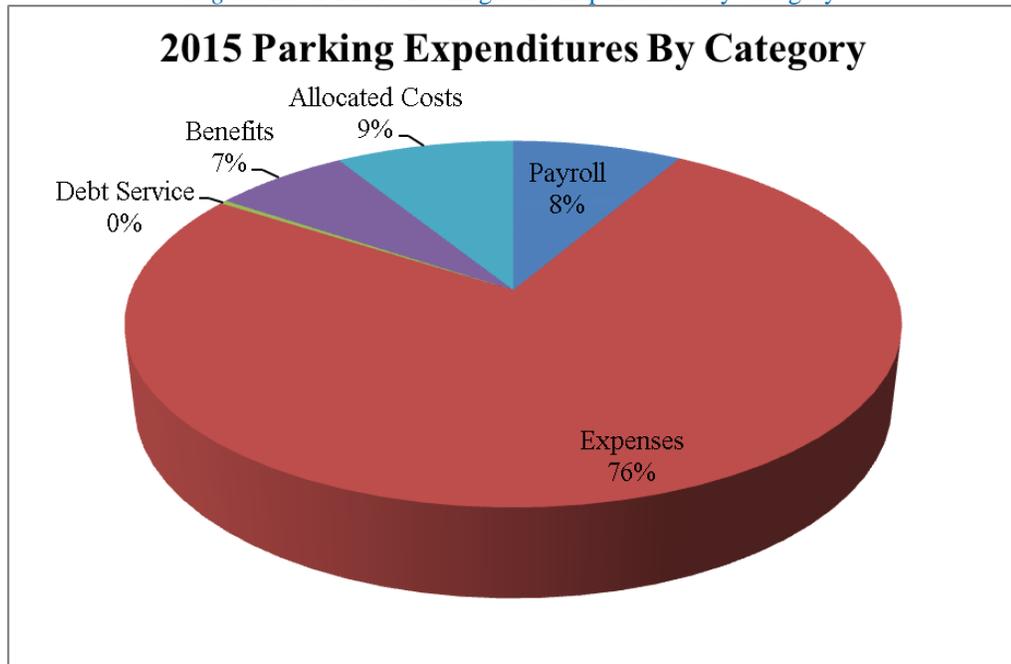


Meter revenues are up slightly from last year on a percentage basis, displacing some garage and fine revenue due to the success of the kiosks. This is not an indication of poor performance in other areas, but rather better performance for on-street operations..

In 2013 we selected a new operator for the garages and a new security firm through competitive bidding. We required modifications to accounting to make the entire process more transparent by allowing fewer “pass-through” expenses. This means that many more invoices are coded in the particular category of expense rather than as a payment to the operator. This will give us more control over purchasing as well. Through these changes, we are confident that we will be able to reduce expenses, but 2014 was the first year of these procedures, and we remain conservative in our budgeting until we start to see a prolonged trend of reduction in expenses.

Figure 26 shows expenditure categories in 2015.

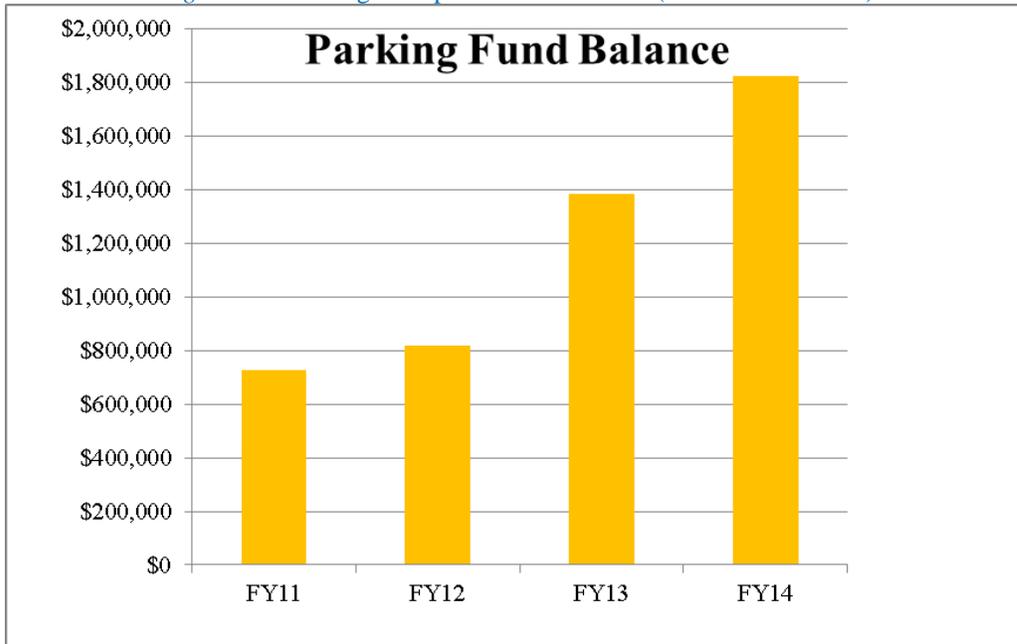
Figure 26 - FY2015 Parking Fund Expenditures by Category



Expenses, debt service and payroll are down as a percentage of expenses from last year’s proposed budget. As said above, we are hopeful that expenses will be below that which is budgeted. Allocated costs and benefits are higher on a relative basis because of cost containment in other areas.

As with Wastewater, we are also presenting a brief history of fund balance. You will see from the chart below the strong 2012 results which added to reserves. We expect additional reserves in 2014, but the addition will be more in line with previous years.

Figure 27 - Parking Enterprise Fund Balances (FY2011 – FY2014)



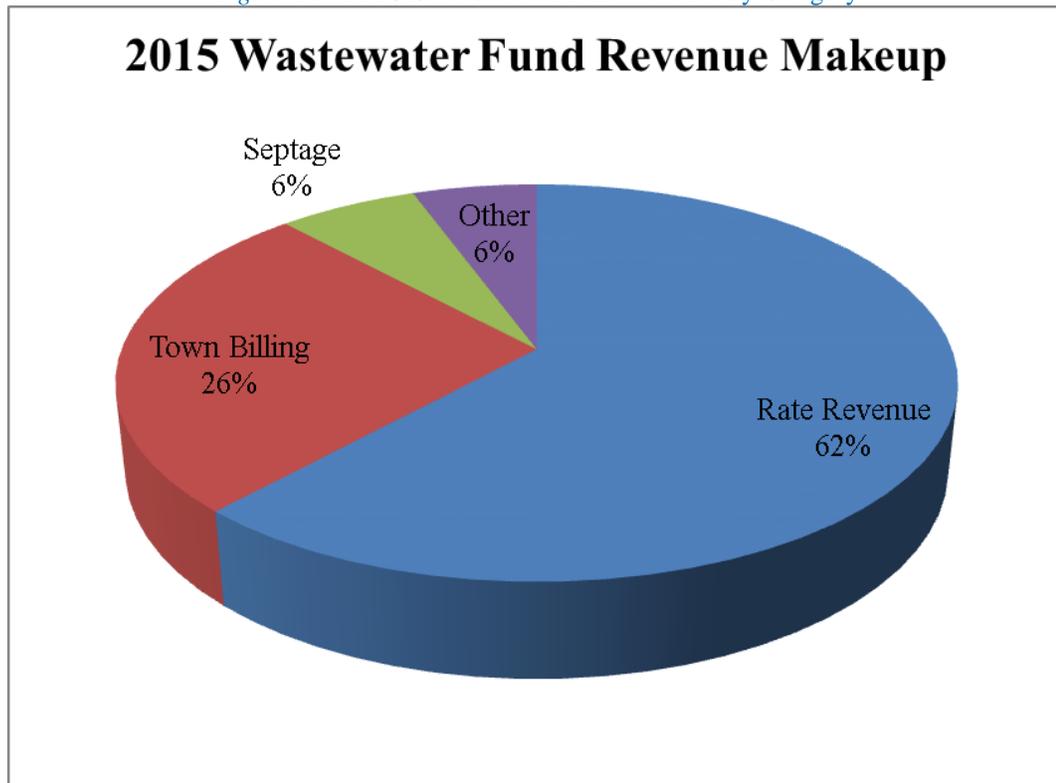
The Parking Enterprise Fund forecast is slightly improved from last year. Additional cash flow is generated from the expansion of the kiosk system. Debt service on that loan order is reflected on a separate line and includes the very favorable bid results that we obtained.

WASTEWATER ENTERPRISE FUND

Wastewater revenues have leveled off in the past two year. While rate revenues have done well, we have had temporary reductions in hauled waste as a major customer interrupted processing. Hauled waste revenues have begun to recover, but it will take some time to return to 2011 levels. The department continues to build capacity to handle different types of hauled waste in order to diversify this revenue stream. The commercial metering project that added local rate revenue during the last two years has matured and that revenue stream has stabilized.

Figure 28 provides a chart of the enterprise’s revenue makeup.

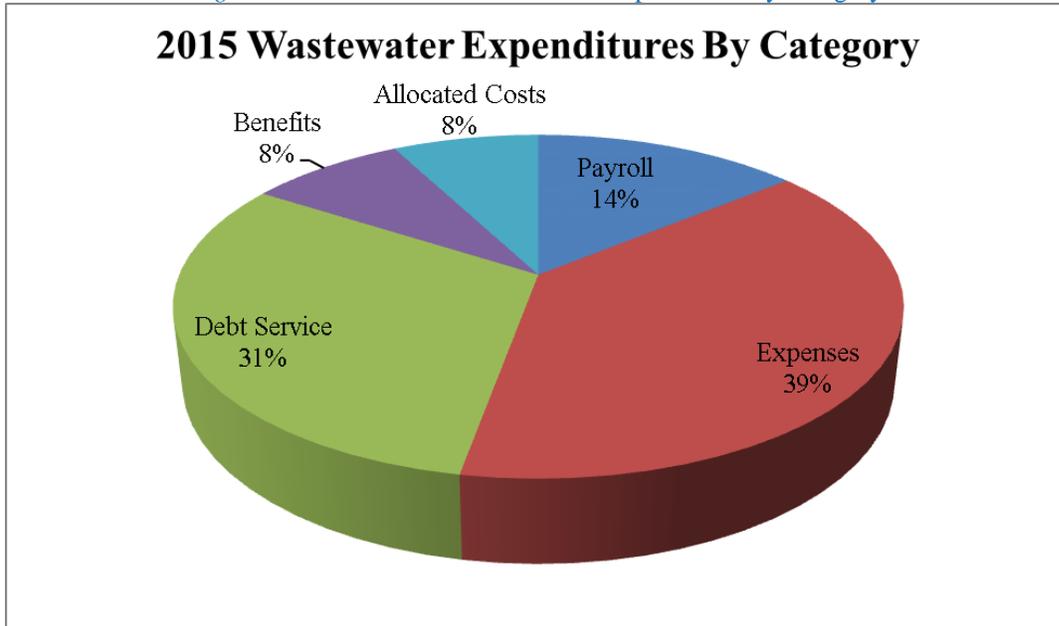
Figure 28 - FY2015 Wastewater Fund Revenue by Category



Rate revenue, town billing, and septage/hauled waste percentages declined from 2013 and the reliance on reserves has increased. This indicates that there will be upward rate pressure in the future as reserves continue to be depleted. Debt service costs are increasing relative to all other categories, and this in turn is what is placing pressure on rates.

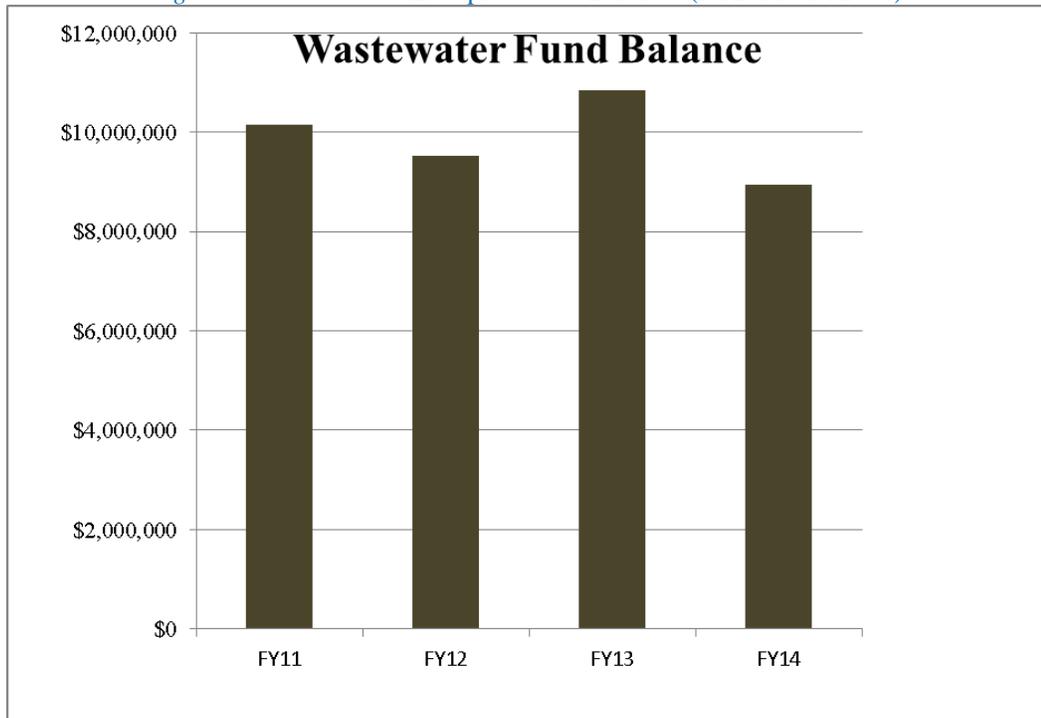
Figure 29 provides the 2015 expense by category chart.

Figure 29 - FY2015 Wastewater Fund Expenditures by Category



As we did last year, we are including charts that show a brief history of enterprise fund balances for each of the enterprise funds. Enterprise fund balance is the equivalent of free cash in the general fund. Past forecasts in Wastewater have contemplated the drawdown of these reserves as we simultaneously increase rates.

Figure 30 - Wastewater Enterprise Fund Balances (FY2011 - FY2014)



Rate increases in the Wastewater forecast have increased slightly because of a recently leveling off of other revenue. Most operating expenses have remained fairly level. Five year forecasts for debt service have declined from last year's levels as we have permanently financed debt at favorable interest rates.

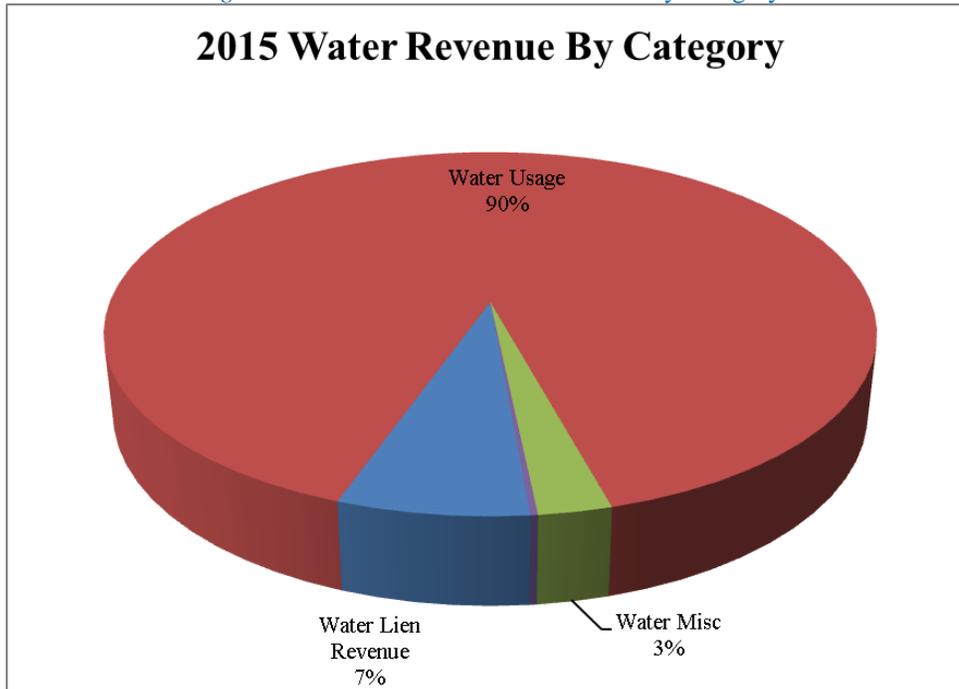
We expect that there will continue to be requirements to invest large sums in the funds capital improvement plan and in the long term control plan. These investments will be funded by new issues of debt that are not included in this forecast. Those debt issues will require rate increase above and beyond what is contemplated here.

WATER ENTERPRISE FUND

Virtually all Water Fund revenue still comes from billed usage. Unlike in Wastewater, revenue generated from surrounding towns is not accounted for separately. Miscellaneous revenue includes hookup fees, permit income and bulk water for pools.

Figure 31 provides a pie chart of the fund’s 2015 revenues.

Figure 31 - FY2015 Water Fund Revenue by Category

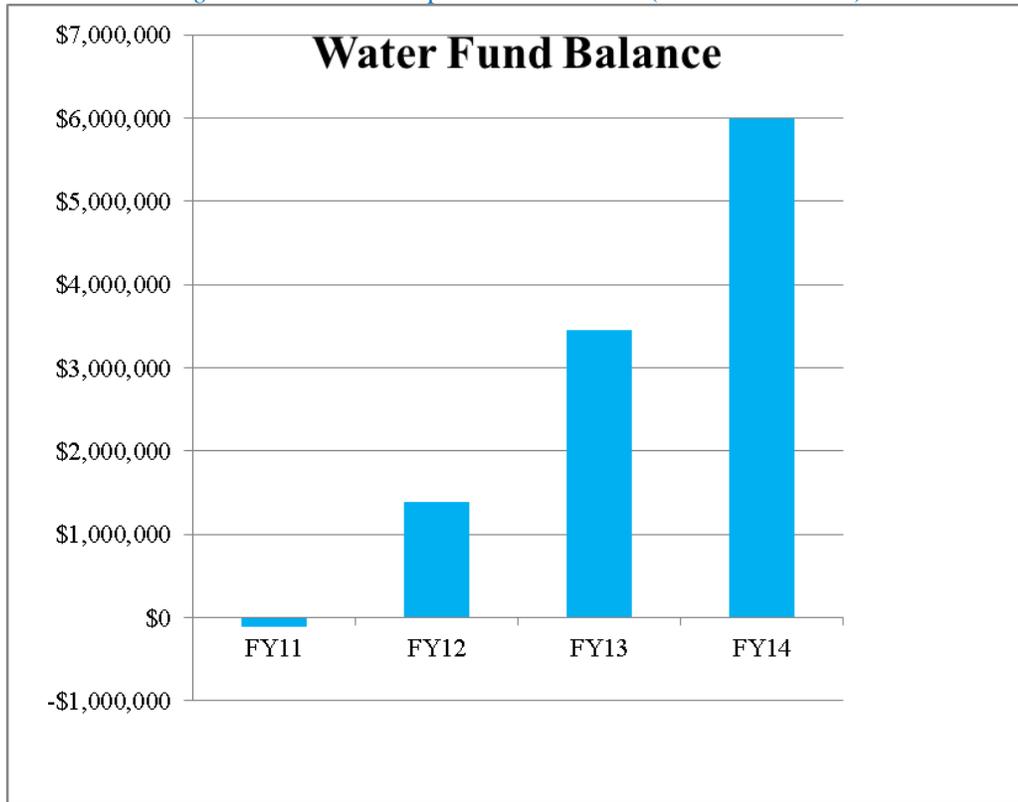


The ratio of miscellaneous revenue to rate revenue has increased slightly over last year. It is important to note that the Water Fund generates more rate revenue than it needs. Because expenses are well below revenue forecasts, only a portion of the revenue is actually budgeted. Excess revenue will add to fund balance.

Debt service, payroll and allocated costs take up a larger proportion of the 2015 budget than in 2014. Expenses are down and benefits remain unchanged. Even though the budget for electricity was not reduced, we expect there to be considerable savings as the treatment plant solar project comes on line and the Enterprise is able to sell its Solar Renewable Energy Credits (SRECs).

Figure 32 shows the progress that the Water Fund’s fund balance has made. The rate increase that became effective on January 1, 2011 has generated the excess revenue mentioned above and created a comfortable balance in this relatively new enterprise fund.

Figure 32 - Water Enterprise Fund Balances (FY2011 - FY2014)



As with the Parking forecast, the Water Enterprise Fund will have excess revenues in 2014. These revenues will continue to build the fund balance. Water revenue will start to increase in 2015 when a residential metering program comes on line. Revenues will continue to increase from this through 2016. Debt service from the most recent loan order will peak in 2016, but will be substantially complete even in 2015. It is contemplated that during the next year the Water Department will request to continue their capital campaign with new funding. A \$20 million loan request is factored into this forecast. By 2015 a substantial fund balance will have accrued that can be drawn down over time and defer a rate increase for the foreseeable future.

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FISCAL YEAR
2015

**STRATEGIC
GOALS AND
OBJECTIVES**

Municipal measurements for accountability and performance management within the City of Lowell, highlighting key focus areas for the coming fiscal year.

**KEVIN J. MURPHY
CITY MANAGER**

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Key Focus Areas for FY2015

The primary motive behind any concerted effort by municipal administrators to implement a performance management strategy stems from a general consensus that modern governments must both improve their focus on producing results that benefit the public and also give the public confidence that government has, in fact, produced those results by using clearly defined measures of progress. In order to achieve this end, public-sector management must become synonymous with performance management. It was with the overarching goal of becoming a result-oriented organization that the Lowell City Council and the City Administration embarked on the process of determining the city's goals and creating a framework for measuring and reporting progress on achieving those goals.

As I present to you my first fiscal budget as City Manager of Lowell, I fully intend to continue the tradition of by integrating this same philosophy of accountability and performance management into each year's fiscal budget. However, based on the will of this current Council, the administration has established three priority goals in this document. These goals will serve both as a guide for prioritizing resources, as well as a foundation upon which an effective strategy can be built.

This strategy will work to serve two purposes.

1. To ensure to the City Council that the resources of the city are being utilized in order to achieve goals agreed upon as moving the city in a direction parallel to the intent of the body.
2. To guarantee to the residents, businesses, and other stakeholders in Lowell that their local government is a well-managed, accountable, and efficient operation.

The following pages highlight the top three Key Focus Area (KFA) initiatives for the coming Fiscal Year 2015:

<u>Key Focus Area (KFA)</u>	<u>Scorecard</u>
✓ <i>Public Safety</i>	<i>Scorecard</i>
✓ <i>Education</i>	<i>Scorecard</i>
✓ <i>Economic Development</i>	<i>Scorecard</i>

Each KFA includes a vision statement and goals, designed to guide the overall strategy. Subsequent charts are designed to establish Key Performance Indicators (KPIs) which gauge the current status of each initiative and serve as benchmarks for assessing future performance. KPIs are then used to create Scorecards to help evaluate overall performance. These benchmarks will be re-evaluated and assessed next year for the Fiscal Year 2016 budget to show progress and make any necessary alterations to the strategic objectives.

KEY FOCUS AREA 1

PUBLIC SAFETY

Vision Statement: A safe, livable, and family-friendly community.

- Goal 1: Enhance public safety in the City of Lowell’s Neighborhoods.

- Goal 2: Improve the quality of life in the City of Lowell by providing fire protection, emergency response services, prevention, and public education activities. Protect all citizens, their property, and the environment from natural and man-made disasters.

- Goal 3: Seek clean, healthy, safe, and sustainable neighborhoods throughout the City of Lowell by enforcing building and sanitary code compliance.

PUBLIC SAFETY FOCUS

Key Performance Indicators for Goal 1

“Enhance public safety in the City of Lowell’s Neighborhoods.”

Figure 33 - Public Safety KFA, Goal 1 KPIs

Department	Key Performance Indicator	2014-2015 Target ¹²
Police	Number of Proactive Policing Patrols	31,700
Police	Total Investigations	1,529
Police	Firearms Recovered	40
Police	Group A Offenses	7,968
Police	Group B Offenses	1,766
Police	Compstat Meetings	26
Police	Private Details Arranged	8,000
Police	Total Revenue	\$66,800
Police	Department Deposits to the General Fund	\$1,200,000
Police	Number of LPD Volunteers	50
Police	Hours Worked by LPD Volunteers	4,750
Police	State Grant Funding	\$1,356,834
Police	Federal Grant Funding	\$377,000
Police	Individuals Booked	4,359
Police	Firearm Permits Issued	800
Police	Police Computer Aided Dispatch (CAD) Calls	106,544
Police	Juvenile Incidents	173

¹ All Police data is based on the Calendar Year (Jan 2013 – Dec 2013)

² All other data is based on the Fiscal Year (July 2014 – June 2014)

PUBLIC SAFETY FOCUS

Key Performance Indicators for Goal 2

“Improve the quality of life in the City of Lowell by providing fire protection, emergency response services, prevention, and public education activities. Protect all citizens, their property, and the environment from natural and man-made disasters.”

Figure 34 - Public Safety KFA, Goal 2 KPIs

Department	Key Performance Indicator	2014-2015 Target³
Fire	Number of Inspections per Fire Inspector	467
Fire	Number of Fire Companies Closed Per Shift	< 1
Fire	Number of Fires	461
Fire	Number of Rescue/ EMS Calls	8,599
Fire	Hazardous Conditions Calls	727
Fire	Good Intent Calls	727
Fire	Total False Calls	2,503
Fire	Inspections performed by Fire Companies	691
Fire	Inspections performed by Fire Prevention Inspectors	2,800

³ All other data is based on the Fiscal Year (July 2014 – June 2014)

PUBLIC SAFETY FOCUS

Key Performance Indicators for Goal 3

“Seek clean, healthy, safe, and sustainable neighborhoods throughout the City of Lowell by enforcing building and sanitary code compliance.”

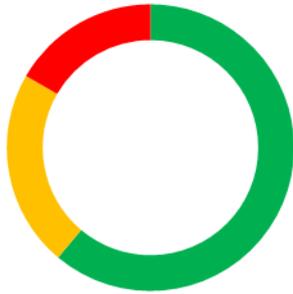
Figure 35 - Public Safety KFA, Goal 3 KPIs

Department	Key Performance Indicator	2014-2015 Target ⁴
Development Services	Building and trades related inspections conducted	9,500
Development Services	Total Investigations	1,529
Development Services	Number of COI Inspections Performed	325
Development Services	Sanitary Code Complaints Inspected	1,800
Development Services	Number of Accepted Registrations of Vacant/Foreclosed Properties in Compliance with Ordinance	400
Development Services	Building, Electrical, Plumbing, Gas, and Mechanical Permit Applications Processed	7,000
DPD	Brownfield Sites Addressed Through Assessment or Remediation Efforts	10
DPD	Development and Energy Conservation Capital Projects Assisted	10
Health	Reported Communicable Diseases	861
Health	Percentage of Students who Return to Class After Visiting School Nurse	94%
Health	Number of Housing Units Designated as “Smoke-Free”	2,000
Health	Immunizations	1,100
Health	Opioid Overdose Prevention Outreach	1,700
Health	Number of Deaths Attributed to Opioid Overdose	10
Health	Permits Issued	1,400
Health	Medical Procedures	135,000

⁴ All other data is based on the Fiscal Year (July 2014 – June 2014)

Figure 36 – FY2015 Public Safety Scorecard

PUBLIC SAFETY



- MET OR EXCEEDED
- SLIGHTLY BELOW
- BELOW TARGET

61%

Of reported departmental KPIs at or above target

POLICE (CRIME DATA BASED CALENDAR YEAR)

○ KEY PERFORMANCE INDICATOR	2013	2014	TREND
● NIBRS GROUP A OFFENSES	8,388	7,968	-1,608
● NIBRS GROUP B OFFENSES	1,858	1,766	-92
● CALLS FOR POLICE DISPATCH (PERCENT OF TOTAL)	87%	86%	-1%
● JUVENILE INCIDENTS (CHANGE OVER PRIOR YR)	-38%	0%	0%
● FIREARMS RECOVERED	29	40	11
● INDIVIDUALS BOOKED (CHANGE OVER PRIOR YR)	-12%	-5%	7%
● FIREARM PERMITS ISSUED	843	800	-43
● TOTAL GRANT FUNDING (CHANGE OVER PRIOR YR)	55%	-44%	11%
● HOURS WORKED BY LPD VOLUNTEERS	3,950	4,750	800

FIRE

○ KEY PERFORMANCE INDICATOR	2013	2014*	TREND
● FIRE COMPANIES CLOSED PER SHIFT	1.23	< 1	-0.23
● INSPECTIONS PER FIRE INSPECTOR	417	467	50
● TOTAL FIRES	548	461	-87
● RESCUE/ EMS CALLS (PERCENT OF TOTAL)	69%	68%	-1%
● TOTAL FALSE CALLS	2,319	2,503	184

DEVELOPMENT SERVICES

○ KEY PERFORMANCE INDICATOR	2013	2014*	TREND
● SANITARY CODE COMPLAINTS INSPECTED	2,156	1,800	356
● BUILDING & TRADES RELATED INSPECTIONS	9,957	9,500	-457

HEALTH

○ KEY PERFORMANCE INDICATOR	2013	2014*	TREND
● REPORTED COMMUNICABLE DISEASES	868	861	-7
● NUMBER OF OPIOID DEATHS**	62	35	-17
● IMMUNIZATIONS	1,060	1,100	40

*2015 Target numbers are projected using FY2014 YTD Totals

** Opioid death totals include cases determined to be caused by opioids, as well as those pending determination by the medical examiner

KEY FOCUS AREA 2

EDUCATION

Vision Statement: “Support lifelong learning opportunities in the City of Lowell through partnerships. A child can obtain an education from Kindergarten to a PhD program without leaving the City. Therefore the quality of that education must be a top priority.”

- ☑ Goal 1: Enhance the quality of the Lowell Public School System and the Greater Lowell Technical High School.

- ☑ Goal 2: Enhance the services offered by City departments that encourage citizens of Lowell to participate in life-long learning opportunities.

- ☑ Goal 3: Ensure that the Lowell Public School System provides a quality education by tracking outcomes.

EDUCATION FOCUS

Key Performance Indicators for Goal 1

“Enhance the quality of the Lowell Public School System and the Greater Lowell Technical High School.”

Figure 37 - Education KFA, Goal 1 KPIs

Department	Key Performance Indicator	2014-2015 Target
Schools	Student- Teacher Ratio	14.3 to 1
Schools	CH. 70 School Aid	\$135.1 million
Schools	Percentage of Teachers Licensed in Teaching Assignment	99.6%
Schools	Total Expenditures Per Pupil	\$13,365
Schools	Percentage of LPS Students Scoring “Proficient or Higher” on MCAS – English/ Language Arts	48%
Schools	Percentage of LPS Students Scoring “Proficient or Higher” on MCAS – Mathematics	47%
Schools	Percentage of LPS Students Scoring “Proficient or Higher” on MCAS – Science & Tech/Eng	26%
Finance	Direct Cash Contribution from the General Fund to the Schools	\$15.2 million
Health	Percentage of Students who Return to Class After Visiting a School Nurse	94%
DPW	Number of School Work Orders Completed	800
GLRTHS	Lowell Assessment	\$6.9 million
GLRTHS	Foundation Enrollment (Lowell)	1,577

EDUCATION FOCUS

Key Performance Indicators for Goal 2

“Enhance the services offered by City departments that encourage citizens of Lowell to participate in life-long learning opportunities.”

Figure 38 - Education KFA, Goal 2 KPIs

Department	Key Performance Indicator	2014-2015 Target
Library	Children Served by Programs per Staff Member	1,742
Library	Adult Program Participants Served per Staff Member	225
Library	Circulation	181,926
Library	Adult Programs Offered	129
Library	Adult Program Participants	2,150
Library	Young Adult Programs Offered	135
Library	Young Adult Participants	1,900
Library	Children’s Programs Offered	197
Library	Children’s Program Participants	5,326
Library	Computer Classes Offered	55
Library	Summer Reading Participants	1,200
Career Center	Youth Placement in Employment or Education	78%
Fire	Number of Individuals (Adult and Children) Receiving Fire Safety Training	2,500
MIS	Technology-Related Training Events	750

EDUCATION FOCUS

Key Performance Indicators for Goal 3

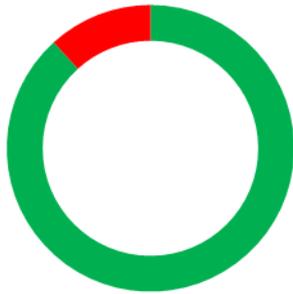
“Ensure that the Lowell Public School System provides a quality education by tracking outcomes.”

Figure 39 - Education KFA, Goal 3 KPIs

Department	Key Performance Indicator	2014-2015 Target
Schools	Grade 9-12 Drop-out Rate	2.9
Schools	Attendance Rate	93.7
Schools	Retention Rate	3
Schools	Students per Computer	4.6
Schools	Classrooms on the Internet	100%
Schools	4-Year Graduation Rate	75
Schools	Graduated Attending Higher Ed Institutions (2011-2012)	79
Schools	Average Class Size	19.2
Schools	Advanced Placement Students Scoring 3-5 on AP Test (All Subjects)	66.2

Figure 40 – FY2015 Education Scorecard

EDUCATION



- MET OR EXCEEDED
- SLIGHTLY BELOW
- BELOW TARGET

88%

Of reported departmental KPIs at or above target

○	KEY PERFORMANCE INDICATOR	2014	2015	TREND
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SCHOOL FUNDING

●	CH. 70 FUNDING (PERCENT)	90%	90%	0
●	CASH CONTRIBUTION FROM CITY (PERCENT)	10%	10%	0
●	EXPENDITURES PER PUPIL	\$12,780	\$13,365	\$585

LOWELL PUBLIC SCHOOLS

○	KEY PERFORMANCE INDICATOR	2012	2013	TREND
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●	DROPOUT RATE (GRADE 9-12)	3.8	2.9	-9
●	4-YEAR GRADUATION RATE	75.3	75.3	0
●	PERCENTAGE OF TEACHERS LICENSED IN TEACHING ASSIGNMENT	99.5	99.6	0.1
●	STUDENT/ TEACHER RATIO ⁵	14.1:1	14.3:1	-0.2

⁵ Student/Teacher ratio compares 2011 & 2012

LOWELL PUBLIC SCHOOLS

○	KEY PERFORMANCE INDICATOR	2012	2013	TREND
●	TOTAL ENROLLMENT (DISTRICT)	13,548	13,879	331
●	NUMBER OF CLASSES IN CORE ACADEMIC AREAS	7,077	6,807	-270
●	PERCENT OF STUDENTS WHO ARE AT OR ABOVE MCAS PROFICIENCY: ENGLISH/LANGUAGE ARTS (ALL GRADE LEVELS)	48	48	0
●	PERCENT OF STUDENTS WHO ARE AT OR ABOVE MCAS PROFICIENCY: MATHEMATICS (ALL GRADE LEVELS)	44	47	3
●	PERCENT OF STUDENTS WHO ARE AT OR ABOVE MCAS PROFICIENCY: ENGLISH/LANGUAGE ARTS (ALL GRADE LEVELS)	27	27	0

POLLARD MEMORIAL LIBRARY

○	KEY PERFORMANCE INDICATOR	2013	2014*	TREND
●	CHILDREN SERVED BY PROGRAMS PER FTE	1,442	1,742	300
●	ADULT PROGRAM PARTICIPANTS SERVED BY PROGRAMS PER FTE	222	225	3
●	YOUNG ADULT PROGRAM PARTICIPANTS	1,457	1,900	443
●	CIRCULATION	204,897	181,926	-22,971

GREATER LOWELL TECHNICAL HIGH SCHOOL

○	KEY PERFORMANCE INDICATOR	2014	2015	TREND
●	LOWELL GLTHS ASSESSMENT (MILLION)	\$5.9	\$6.9	\$1.0

KEY FOCUS AREA 3

ECONOMIC DEVELOPMENT

Vision Statement: “Promote and sustain a vibrant, sustainable economy offering diverse business opportunities and revitalizing neighborhoods.”

- Goal 1: Preserve the assets of yesterday, find solutions to the challenges of today, and plan for the City of tomorrow.

- Goal 2: Encourage economic development in the City of Lowell by retaining current businesses, seeking out new businesses, and working to make Lowell a place where companies want to locate.

- Goal 3: Support community development by investing in the City of Lowell’s neighborhoods and physical infrastructure.

ECONOMIC DEVELOPMENT FOCUS

Key Performance Indicators for Goal 1

“Preserve the assets of yesterday, find solutions to the challenges of today, and plan for the City of tomorrow.”

Figure 41 - Economic Development KFA, Goal 1 KPIs

Department	Key Performance Indicator	2014-2015 Target
DPD	Revenue Collected from the Sale of Surplus Real Estate and Assets Sold	\$252,000
Development Services	Number of Land-Use Board Pre-Application Consultations with Developers and Private Companies	175
Development Services	Development Project Applications to Land-Use Boards Processed	160
DPD	Planning Documents Advanced	3
DPD	Grant and Loan Agreements Executed with Sub-Recipients	67
DPD	Brownfield Sites Addressed through Assessment and Remediation Efforts	10
DPD	Infrastructure, Parks, and other Capital Improvement Projects Advanced	20
DPD	Development and Energy Conservation Projects Assisted	10

ECONOMIC DEVELOPMENT FOCUS

Key Performance Indicators for Goal 2

“Encourage economic development in the City of Lowell by retaining current businesses, seeking out new businesses, and working to make Lowell a place where companies want to locate.”

Figure 42 - Economic Development KFA, Goal 2 KPIs

Department	Key Performance Indicator	2014-2015 Target
DPW	Businesses Assisted by the Economic Development Office	90
Development Services	Avg. Number of Days to Completion of Plan Review Building & Trades Permits	7
DPD	Sq. ft. of Active Community Gardens and Land in Lowell Neighborhoods	75,780
Parking	Total Number of Lot Spaces	620
Parking	Number of Parking Garages Operated	9
Parking	Number of Monthly Pass card Holders	5,250
COOL/ CASE	Sponsorship Dollars Supporting City-Sponsored Programs	\$190,000
COOL/ CASE	Number of Lowell Events Promoted Annually	2,000
COOL/ CASE	Number of partner organizations, including financial, cultivated & recruited (ongoing)	250
COOL/ CASE	Large-Scale Events (1,000-150,000 attendees) hosted and/or permitted	13

ECONOMIC DEVELOPMENT FOCUS

Key Performance Indicators for Goal 3

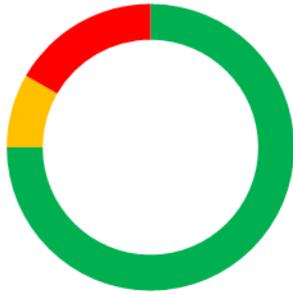
“Support community development by investing in the City of Lowell’s neighborhoods and physical infrastructure.”

Figure 43 - Economic Development KFA, Goal 3 KPIs

Department	Key Performance Indicator	2014-2015 Target
DPW	Number of Streets Accepted	4
DPW	Average Time (Days) to Respond to Streetlight Outage Requests	4.4
DPW	Number of Potholes Filled	2,500
DPW	Miles of Road Repaved	3.6
DPW	Number of Sidewalks Refurbished	3.6
DPW	Graffiti Work Orders Completed	350
DPW	Recycling Rate	13.8%
DPW	Recreation Permits Issued	10,500
Water	Water Main Breaks Repaired	30
Wastewater	Catch Basins Cleaned	705

Figure 44 - FY2015 Economic Development Scorecard

ECONOMIC DEVELOPMENT



- MET OR EXCEEDED
- SLIGHTLY BELOW
- BELOW TARGET

75%

Of reported departmental KPIs at or above target

○	KEY PERFORMANCE INDICATOR	2014	2015	TREND
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PLANNING AND DEVELOPMENT

○	KEY PERFORMANCE INDICATOR	2014	2015	TREND
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●	BUSINESSES ASSISTED BY ECONOMIC DEVELOPMENT OFFICE	129	90	-20
●	LAND USE BOARD CONSULTATIONS WITH DEVELOPERS AND PRIVATE COMPANIES	101	175	74
●	GRANT AND LOAN AGREEMENTS WITH SUB-RECIPIENTS	70	67	-3
●	SQUARE FEET OF ACTIVE COMMUNITY GARDENS AND LAND UNDER CULTIVATION IN LOWELL'S NEIGHBORHOODS	28,813	75,780	46,967

DEVELOPMENT SERVICES

○	KEY PERFORMANCE INDICATOR	2014	2015	TREND
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●	AVERAGE DAYS FROM APPLICATION DATE TO COMPLETION OF PLAN REVIEW FOR ALL BUILDING & TRADES PERMITS	8	7	-1
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CASE/ COOL

 KEY PERFORMANCE INDICATOR	2014	2015	TREND
 OVERALL ATTENDANCE FOR EVENTS C.A.S.E. STAFF COORDINATES AND/OR PERMITS	265,110	270,000	4,890
 AMOUNT OF SPONSERSHIP DOLLARS SUPPORTING CITY PROGRAMS	\$213,620	\$190,000	-\$23,620

PARKING

 KEY PERFORMANCE INDICATOR	2014	2015	TREND
 NUMBER OF PARKING LOT SPACES	489	620	131
 NUMBER OF MONTHLY PASS CARD HOLDERS	5,116	5,250	387

PUBLIC WORKS

 KEY PERFORMANCE INDICATOR	2014	2015	TREND
 POTHOLES FILLED	2,386	2,500	114
 AVG. DAYS TO RESPOND TO STREETLIGHT OUTAGE	5.4	4.4	-1
 RECYCLING RATE	13.2%	13.8%	0.6%

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FISCAL YEAR

2015

REVENUE
DETAIL

A list of revenues which the City of Lowell reasonably expects to receive during Fiscal Year 2015 by revenue type, including General Fund and Enterprise Fund receipts.

ROBERT HEALY
INTERIM CFO

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Type	FY13 Actual	FY14 Recap	FY15 Manager
Tax Levy	98,319,496	108,825,643	114,290,540
New Growth	-	1,600,000	2,500,000
Total Property Taxes	98,319,496	110,425,643	116,790,540
Veterans Benefits	638,302	830,054	839,860
State Owned Land	190,718	194,489	201,060
Police Career Incentive	-	-	-
Lottery	-	-	-
General Aid	21,304,471	21,808,064	22,412,842
Rooms Tax Increase	-	-	-
Locally Generated Meals Tax	-	-	-
Additional Assistance	-	-	-
Vets/Blind Exemptions	309,612	312,933	308,708
Elderly Exemptions	-	-	-
Charter School Capital	-	-	-
Charter Tuition Reimbursement	832,362	3,961,537	3,089,214
Chapter 70	126,478,257	129,907,292	135,128,765
ACRE Redevelopment Reimb	509,000	509,000	509,000
Total Local Aid	150,262,722	157,523,369	162,489,449
Tax Liens Redeemed	1,710,462	1,710,462	2,500,000
Needy Meds	-	-	-
Demo Liens	-	-	-
Assessors Misc	6,039	6,000	5,000
MV Excise	6,036,785	6,222,000	7,067,294
Boat Excise	-	2,000	2,000
PP Penalty & Interest	14,287	14,285	14,000
RE Penalty & Interest	287,964	287,960	275,000
Real Estate Return Fines	123,272	123,200	125,000
MV Penalty & Interest	1,252,492	1,252,400	800,000
Other Excise P & I	30	-	-
Tax Lien Penalty & Interest	1,252,492	436,520	400,000
PILOT	823,163	823,150	971,000
Urban Redevelopment 121A	488,254	488,000	225,000
Meals Tax	914,916	910,000	1,000,000
Misc Other Fees	-	-	-
Proforma Taxes	20,276	20,000	28,000
Lien Certificates	124,949	124,000	130,000
Interest on Investments	140,273	134,000	175,000
Other Misc Interest	180,206	186,000	225,000
Interest on Demo Liens	-	-	-
Constable Fees	6,745	6,000	2,000
Treasurer's Misc	197,471	197,000	300,000
Junk Revenue Misc	-	-	-
Various Depts Bids & Specs	341	-	-
Auditing Misc	29,799	-	-
Dog Park Pass	-	-	-
FEMA S & I Reimbursement	-	-	-
40R Revenue	150,000	-	225,000
Hotel/Motel Tax	243,545	243,545	245,000

Type	FY13 Actual	FY14 Recap	FY15 Manager
Sale of City Property		-	-
Court Fines	933,553	933,500	895,000
Reimbursement Prior Years	66,507	-	-
Medicaid Reimbursement	940,912	940,000	1,040,000
Medicare Part D Reimbursement	741,179	741,000	550,667
Misc Reimbursements		-	-
Mass Electric Rebate		-	-
Auditorium Revenue	232,163	232,000	150,000
LeLacheur Debt Reimbursement	-	10,971	28,531
Premium From Bond Sale	881,648	324,157	300,000
Premium From Note Sale	9,734	2,525	25,000
Treasurer Over/Under		-	-
Interest Received on Bond Sale		-	-
Liquor Licenses	350,720	350,720	352,000
Special Alcohol Licenses	12,830	12,830	11,000
Beer & Wine Licenses	6,995	6,995	7,000
Amusement Licenses	13,500	13,500	14,000
Auto 2nd Hand Licenses	1,600	1,600	2,000
Common Victualler	19,374	19,000	19,000
Misc Licenses	41,166	42,000	42,000
Auto Used Car Licenses		-	-
Auto Junk Dealer Licenses	12,600	12,600	13,000
Sunday Entertainment	670	670	1,000
Taxi Licenses	8,050	8,050	9,000
Lodging House	2,050	2,000	2,000
Special Event Permits	1,100	1,000	1,000
Legal Settlements	120	-	-
Human Relations Misc		-	-
Data Processing Misc	69	-	-
Business Permits	17,020	17,000	17,000
Mortgages	480	-	-
Garage & Gas	15,350	15,350	16,000
Marriage Licenses	22,775	22,775	23,000
City Clerk Misc	228,044	228,000	233,000
Marriage - JP Fees	28,830	28,830	30,000
Marijuana Fines	500	-	-
Elections Misc	573	-	-
Reimbursement Extended Polling	28,215	79,752	-
Reimbursement Other - Prior Years	424,360	895,500	400,000
Ambulance Revenue	274,697	273,917	254,000
Cable Franchise Fee	627,185	627,000	650,000
Advert & Recording Pl Board	6,575	6,000	6,000
Board of Appeals Fees	14,451	15,000	15,000
Riptide Parking		-	-
Parking		-	-
MV Non-Renewal Fees	154,745	154,750	159,000
Parking Ticket Mark Fees		-	-
Parking Ticket Late Fees		-	-
Parking Ticket Fines		-	-
Police Towing Reimbursement	242,527	242,500	300,000

Type	FY13 Actual	FY14 Recap	FY15 Manager
Police Firearms	28,281	28,000	19,000
Police Misc	50,532	50,500	48,000
Fire Smoke Detectors	61,505	61,505	62,000
Fire Misc Permits	57,880	55,000	55,000
Alarms Ordinance	14,495	15,000	15,000
Fire Misc	6,917	7,000	7,000
148A Violations	2,000	2,000	2,000
Rental Unit Permits	123,150	123,150	123,500
Special Detail Receipts	22,001	100,000	200,000
Code & Inspections Signs	10	-	-
Occupancy Permits	72,565	72,565	91,670
Misc Permits	24,645	24,000	24,000
Code & Inspection Misc	1,075	1,000	1,000
Misc Fees Building Inspector	-	-	-
Code & Inspection Bldg Permits	481,773	481,750	626,000
Sheet Metal Permits	35,912	35,000	36,000
Code & Inspection Gas Permits	41,349	41,000	42,000
Code & Inspection Plumbing	69,167	69,150	85,000
Sealer Misc	32,070	32,000	31,000
Wire Misc	208,329	208,000	239,990
School Rental		-	-
Private Sewer Entry		-	-
DPW Misc	-	-	-
Cleanup Cost Reimbursement	-	-	-
Engineers Misc	35,399	35,400	34,000
DPW Street Openings	61,075	61,000	60,000
Trash/Recycling Services	3,121,164	3,121,000	3,093,000
Dumpster Fees	2,246	2,000	2,000
Water Liens		-	-
Water Usage Charges		-	-
Cemetery Openings	158,470	158,000	158,000
Health Reg Food Establishments	59,075	59,000	58,000
Health Wagon Licenses	200	-	-
Health Burial Permits	24,130	24,130	23,000
Health Bakery Permits	3,575	3,575	4,000
Funeral Dir Licenses	2,200	2,000	2,000
Canteen Truck Permits	1,500	1,500	2,000
Manufacturer Ice Cream		-	-
Health Catering Licenses	3,150	3,000	3,000
Ice Cream		-	-
Health Milk Licenses		-	-
Tobacco Licenses	17,625	17,625	18,000
Health Public/Semi Pools	3,050	3,000	3,000
Health Night Soil	6,875	6,800	7,000
Permits Parks & Recreation	13,300	13,300	7,000
Health Body Art Licenses	2,500	2,000	2,000
Health Dumpster Licenses	74,079	73,000	73,000
Riptide License		-	-
Health 21D Violations	5,950	-	5,000
Health Misc Licenses	(2,100)	2,000	2,000
Code & Inspection Fines	12,075	12,000	13,000

Type	FY13 Actual	FY14 Recap	FY15 Manager
Health Tobacco Fines	485	-	-
Snow & Ice Sidewalk Fines		-	-
Inspectional 21D Violations	5,950	72,000	76,000
Contributions & Donations		-	-
Library Misc	20,017	21,000	21,000
Sewer Liens		-	-
Baseball Revenue	232,281	232,000	187,000
Misc Rent		-	-
Parks Misc Rent	18,250	18,000	18,000
Total Local Receipts	25,582,806	24,797,964	25,858,652
Perpetual Care		-	-
Sale of Cemetery Lots		-	-
Health Trust		750,000	500,000
General Stabilization		-	452,338
Pension Reserve	-	-	3,000,000
Dog Licenses		40,000	42,000
Total Available Funds	-	790,000	3,994,338
SBA Reimbursement	8,164,915	4,867,964	4,825,430
Indirect Revenues	4,215,915	4,724,879	6,243,547
Type	FY13 Actual	FY14 Approved	FY15 Manager
Wastewater:			
Usage	9,768,202	10,291,000	11,011,370
Industrial Usage			-
Rate Relief	-	-	-
Septage	1,269,276	1,267,000	1,125,000
Sewer Liens	910,467	882,000	800,000
Pre-Treatment Permits	2,533	3,000	4,500
Laboratory Analysis	18,125	18,000	18,000
Tewksbury Assessment	1,113,181	1,113,000	1,224,300
Chelmsford Assessment	1,531,901	1,145,000	1,259,500
Dracut/Tyngsboro Assessment	1,415,986	1,988,000	2,186,800
Legal Settlements	-	-	-
Misc Other	171,790	170,000	178,000
Transfer from other funds		-	-
Sewer Free Cash		-	-
Total Wastewater	16,201,461	16,877,000	17,807,470
LMA Revenue	-	1,085,000	1,172,530

Type	FY13 Actual	FY14 Approved	FY15 Manager
Parking:			
Ayotte	701,196	710,000	720,000
Downes	1,034,003	1,074,000	1,100,000
Davidson Lot	200,661	203,000	207,000
Roy	926,855	932,000	950,000
Meters - Streets	890,908	823,000	835,000
Lower Lock	410,219	411,000	450,000
Early	719,276	689,000	690,000
Ticket Reg Fees	20	119,000	119,000
Ticket Late Fees	89,555	76,000	80,000
Ticket Mark Fees	233,650	145,000	180,000
Rental Pass Cards	27,078	18,000	35,000
Parking Tickets	727,555	709,470	700,000
Total Parking	5,960,976	5,909,470	6,066,000
Type	FY13 Actual	FY14 Approved	FY15 Manager
Water:			
Water Lien Revenue	797,369	600,000	650,000
Water Usage	9,874,526	8,489,517	8,800,000
Water Misc	190,107	450,000	250,000
Transfer in from other funds	-	-	-
Water Bulk	20,015	25,000	25,000
Total Water	10,882,016	9,564,517	9,725,000
Total Revenue - All Funds	319,590,306	337,362,805	353,800,426

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FISCAL YEAR

2015

**DETAILED
DEPARTMENTAL
BUDGETS**

Where applicable, prior fiscal year amounts expended (Actual), current fiscal year amounts requested during budget preparations (Request), amounts approved by the City Manager and submitted to the City Council for approval (Manager), and amounts approved by the City Council (Approved) are included.

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FISCAL YEAR
2015

**GENERAL
FUND
SUMMARY**

General Fund summary of receipts and expenditures.

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GENERAL FUND SUMMARY				
	<u>FY13 Actual</u>	<u>FY14 Approved</u>	<u>FY15 Request</u>	<u>FY15 Manager</u>
Property Taxes	104,703,216	110,466,883	116,140,540	116,790,540
Local Aid	150,294,292	158,892,642	161,862,423	162,489,449
Local Receipts	25,643,315	24,184,448	25,368,358	25,858,652
Available Funds	-	790,000	3,542,000	3,994,338
Free Cash	-	-	-	-
MSBA Reimbursement	8,164,915	4,867,964	4,825,430	4,825,430
Indirect Revenues	4,215,915	4,724,881	6,291,170	6,243,547
Total Receipts	293,021,653	303,926,818	318,029,922	320,201,956
	<u>FY13 Actual</u>	<u>FY14 Approved</u>	<u>FY15 Request</u>	<u>FY15 Manager</u>
Personal Services	52,331,497	55,519,009	59,444,695	57,819,006
Ordinary Expenses	12,961,054	13,364,729	14,806,455	13,481,473
Debt Service	16,863,974	13,976,494	14,003,182	14,003,182
Health Insurance	22,621,854	22,500,000	23,000,000	22,725,000
Retirement	16,655,614	17,077,418	20,426,365	20,411,365
Medicare Tax	2,333,485	2,400,000	2,500,000	2,500,000
Unemployment	549,835	640,000	540,000	540,000
Workers Compensation	834,501	625,000	625,000	625,000
Legal Claims	843,978	800,000	975,000	835,000
Trash Removal	5,796,339	5,220,000	5,464,300	5,350,000
Street Lighting	589,882	563,000	563,000	513,000
Snow & Ice	2,385,662	1,350,000	1,350,000	1,350,000
Lowell Public Schools	138,437,342	142,860,281	149,587,754	152,485,616
Gr Lowell Vocational	5,980,116	6,370,618	6,998,741	6,998,741
No. Middlesex	28,334	29,048	29,774	29,774
Transfers	92,614	107,800	107,800	107,800
Total Expenditures	279,306,081	283,403,397	300,422,066	299,774,958
Surplus/(Deficit)	13,715,572	20,523,421	17,607,856	20,426,998
<u>Unappropriated funding:</u>				
Estimated FY 2009 Snow & Ice Deficit	-	-	(500,000)	(500,000)
Other Deficits	-	(250,000)	(200,000)	(200,000)
Less Cherry Sheet Assessments	(11,809,570)	(18,468,819)	(18,314,402)	(18,126,998)
Provision for Abatements and Exemptions	(1,544,441)	(1,804,603)	(1,804,603)	(1,600,000)
Less Other Financing Sources	-	-	-	-
Recap Adjustments	-	-	-	-
Net "Recap"		-	(3,211,149)	0

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FISCAL YEAR

2015

LEGISLATIVE

Includes the City Council, Office of the Mayor, and Office of the City Clerk.

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CITY COUNCIL

Org Chart 1 – CITY ORGANIZATION

CITY PERSONNEL LISTING

By Charter, the City of Lowell follows a Plan E form of government, in which the popular vote of the City of Lowell's residents elects nine members to the City Council to serve a two-year term of office; City Councilors then elect one of their members to serve as City Mayor. The City Mayor serves as the official head of the City presiding over City Council and School Committee meetings.

The City Council is the legislative body of our local government. All local ordinances and budget appropriations are approved by this body. City Council conducts public hearings on most significant decisions, providing the public an opportunity to express concerns and opinions. The City Council can also request reports on various topics from the city manager and his administration. Public recognition and proclamations are offered by the City Council.

The City Council appoints a City Manager (responsible for the administration of the City), a City Auditor (responsible for the approval, payment, and recording of all financial transactions for the City), and a City Clerk (responsible as the Administrator to the legislative function of City government).

FISCAL YEAR 2015 BUDGET

There are no changes from the previous year.

CITY COUNCIL - 111	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
<u>Personnel</u>				
S & W Perm.	140,958	140,000	140,000	140,000
Total	140,958	140,000	140,000	140,000
<u>Expenses</u>				
Advertising	9,175	7,500	7,500	7,500
Total	9,175	7,500	7,500	7,500
TOTAL BUDGET	150,133	147,500	147,500	147,500

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OFFICE OF THE MAYOR

Org Chart 2 – OFFICE OF THE CITY MAYOR

CITY PERSONNEL LISTING

The Office of the Mayor is uniquely positioned to serve as a vital link between citizens and their municipal government, and to foster greater communication and collaboration among all divisions and levels of government. As chair of the City Council, the Mayor must also lead in conducting its oversight of the City Auditor, Clerk and Manager. With the public platform afforded the position, the mayor can highlight important issues in the community and use his office as a clearinghouse for well-researched ideas that could, when translated into meaningful policy initiatives with the City Council and School Committee, improve the quality of life for residents of Lowell. Similarly, the Mayor’s Office also highlights the many community events, citizen activities and success stories that take place within Lowell each day.

As the official head of the City, the Mayor represents Lowell in more formal functions, to include presiding over School Committee and City Council meetings, hosting and attending events, and helping to grow partnerships--publicly and privately--that further the city’s cultural and economic development. Accordingly, the Mayor collaborates with municipalities in the Merrimack Valley, as well as his counterparts in other cities across the state, nation, and world, in order to identify common challenges and opportunities, and better promote our own city as an exciting place to live, work, learn and play.

FISCAL YEAR 2015 BUDGET

The FY15 Mayor’s Office Budget submission represents an overall increase of \$734 (+1.4%) over the FY14 approved budget. The changes reflect an cost of living (COLA) increase in the personnel ordinance and a recent change in the Rules of the City Council which requires the mayoral portrait to be completed in the first year of each mayoral term. In prior years, the funds for the portrait were budgeted in the final year of the term.

MAYOR'S OFFICE - 121	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
<u>Personnel</u>				
S & W-Perm	42,661	46,977	46,548	47,711
Total	42,661	46,977	46,548	47,711
<u>Expenses</u>				
Leasing Equip & Services	-	-	-	-
Office Supplies	671	1,400	1,400	1,400
Office Equipment	-	-	-	-
Office Operations	480	1,500	1,500	1,500
Trans. - Monthly Allowance	-	-	-	-
Trans. Reimburse. & Seminars	-	-	-	-
Miscellaneous Charges	-	-	-	-
Mayoral Portrait	-	3,000	-	3,000
Total	1,151	5,900	2,900	5,900
TOTAL BUDGET	43,812	52,877	49,448	53,611

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OFFICE OF THE CITY CLERK

Org Chart 3 – OFFICE OF THE CITY CLERK

CITY PERSONNEL LISTING

In accordance with Massachusetts General Laws and the Ordinances of the City of Lowell, the City Clerk's Office is where all of the official actions of the City are documented and stored. In furtherance of that the Office is in the process of updating storage locations as well as utilizing digitized storage.

The City Clerk creates and maintains all of the Agendas and Minutes of each and every City Council Meeting and the eighteen Council Subcommittee Meetings. In accordance with Massachusetts Open Meeting Law the Clerk post all public meetings as statutorily required. The Clerk provides clerical assistance at each City Council and Subcommittee Meetings and fully informs the public of City Council actions. In addition the City Clerk's Office keeps many of the official records of the City and is the most comprehensive source of information on local government allowing the Office to respond to the numerous public inquiries. The signature of the City Clerk is needed on all actions of the City as to orders, resolutions, votes, ordinances and appropriations.

The Clerk's Office provides vital statistical documentation and information regarding the vital statistics of citizens' individual lives (i.e. birth, marriage and death records). It also issues many "permissions" such as dog licenses; marriage licenses; birth and record certificates; and "doing business as" certificates. In addition the Office of the Clerk acts as the Custodian of the City Seal; administers the Oath of Office to all Officials who apply to be sworn; provides Notary and Justice of Peace services; performs all legal advertising for the City; schedules, coordinates, and plans special events and functions for the City Council; oversees the work of the Archives Commission; collects all animal violations; issues and administers Fuel Storage Licenses and registration renewals on a yearly basis; files and provides copies of Planning Board and Zoning Board of Appeals decisions; issues and administers Canvassing and Soliciting Licenses; processes Taxi Inspection Applications; and issues and administers Raffle & Bazaar applications and permits.

Massachusetts General Laws mandates that the City Clerk provides and tracks information regarding employees' ethic regulations as well as open meeting law regulations to each employee of the City of Lowell including all members of the boards and commissions of the City of Lowell.

FISCAL YEAR 2014 ACCOMPLISHMENTS

- Managed and arranged the 2014-2015 Lowell City Council Inauguration.
- Implemented point of sale programs on all vital records issued by the office.

- Rolled out new agenda management tool (Agenda.NET) allowing for easier management of agendas and minutes for City Council meetings, Special meetings, and Subcommittee meetings.

FISCAL YEAR 2015 BUDGET

The FY15 Budget submission for the Office of the City Clerk represents an overall increase of \$10,381 (+3.2%) over the FY14 approved budget. The changes reflect a cost of living (COLA) increases for ordinance personnel and negotiated salary increases for staff represented by Collective Bargaining Agreements. Ordinary expenses are level-funded from FY14. A decrease in Professional Services offsets an increase in the Repair and Maintenance of Equipment.

CITY CLERK - 161	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Personnel				
S & W - Perm	290,830	308,196	318,077	318,577
Longevity	-	-	-	-
Total	290,830	308,196	318,077	318,577
Expenses				
Repair & Maint. Equipment	330	1,000	1,500	1,500
Professional Services	2,072	6,000	5,500	5,500
Printing & Binding	595	1,000	1,000	1,000
Office Supplies	3,709	3,600	4,500	3,600
Dues & Subscriptions	100	300	300	300
Computer Equip/ Soft.	18,655	5,000	5,000	5,000
Total	25,460	16,900	17,800	16,900
TOTAL BUDGET	316,289	325,096	335,877	335,477

FISCAL YEAR 2015 PERFORMANCE MEASUREMENTS

Measurement	Prior Year Actuals		Current Estimate	Future Estimate
	FY 2012	FY2013	FY 2014	FY 2015
Develop RFP for digitization of vital records for third party vendors				12/31/2014
Identifying and moving vital records to alternate storage			50%	75%
Training and utilization of Agenda.Net		25%	75%	100%
Percentage of open meeting law information distributed to employees and board members		100%	100%	100%
Percentage of outstanding ethics packets sent out		100%	100%	100%
Tracking vital record data		100%	100%	100%

FISCAL YEAR

2015

CITY
MANAGER

Includes the Office of the City Manager, the Lowell School System Miscellaneous, Marking Development, Manager's Contingency, Cable Access, and Cultural Affairs and Special Events / Cultural Organization of Lowell.

KEVIN J. MURPHY
CITY MANAGER

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OFFICE OF THE CITY MANAGER

Org Chart 4 – OFFICE OF THE CITY MANAGER

CITY PERSONNEL LISTING

The City Manager's Office oversees the day-to-day activities of every department in the city with the exception of the School Department and the departments under the direct control of the City Council (Auditor, City Council, City Clerk, and Mayor). All major operational decisions and all contracts require the city manager's approval.

Budgets and long range financial planning prepared by the Finance Department are coordinated and distributed through the City Manager's Office. The city manager generally makes appointments to City boards, commissions and committees. Department heads are appointed by, and serve at the will of, the city manager. Strategic Planning and Performance Management also originates out of the City Manager's office through the LowellStat program.

In addition to these general responsibilities, there are specific activities that are controlled through this department. These include marketing development, cable access support, cultural affairs and special events. Staff supports the logistics of major events such as WinterFest.

FISCAL YEAR 2014 ACCOMPLISHMENTS

- Continued to utilize performance management for identifying efficiencies and best practices in municipal management.
- Expanded downtown cleanup operations to include weekends.
- Continuing the "Adopt and Island" beautification program with locations across the city being maintained by dozens of volunteers.
- Expanding the City's Healthy Summer Program.
- The City Manager's Neighborhood Impact Initiative continues implementing projects in the West Acre/East Pawtuckville area. The next Initiative neighborhood will be Lower Belvidere.
- Continuing to coordinate the Problem Property Task Force in order to create intradepartmental cooperation in addressing blighted properties throughout the city and come up with innovative solutions. Efforts are generating positive impacts by encouraging landlords to address code issues and to make improvements to their properties.
- Publishing versions of LowellSTAT reports on the City website at www.lowellma.gov/depts/lowellstat/reports for public consumption.

- Continued to manage two online methods for citizens to initiate service requests with the city: **SeeClickFix** and **E-Gov**. These services provide citizens with an easy way to direct civic issues to our attention, and allows us to track progress on resolutions, and report the results back to the requestor. The City continues to explore new and more efficient strategies for further improving to service requests submissions.

FISCAL YEAR 2015 BUDGET

The FY15 Budget submission for the Office of the City Manager represents an overall decrease of \$322,783 (-6.2%) over the FY14 approved budget. Due to staffing changes in the office, salaries were decreased by \$22,853. One administrative position in the Manager’s Office has been eliminated from the FY15 budget, which was newly added in FY14. Heating/Gas savings in the School buildings throughout the city represent the largest change in expenses at a \$300,000 reduction. Marketing Development, Manager’s Contingency, Cable Access, and the Medicaid Reimbursement Expense for the School System are also included in the City Manager’s Office budget grouping, but listed separately.

CITY MANAGER - 123	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Personnel				
Salaries & Wages - Permanent	493,741	537,206	493,585	499,623
Salaries & Wages - Temporary	6,991	-	15,000	15,000
Sick Leave Incentive	933,118	1,000,000	950,000	1,000,000
Longevity	-	-	-	-
Outside Funding	(50,000)	-	-	-
Total	1,383,850	1,537,206	1,458,585	1,514,623
Expenses				
School Electricity	2,144,201	2,100,000	2,100,000	2,100,000
School Heating/Gas	1,161,622	1,500,000	1,200,000	1,200,000
Repair & Maint. Equipment	-	500	500	500
Leasing Equipment & Service	-	1,600	1,600	1,600
Professional Services	22,194	30,000	30,000	30,000
Economic/Prof Development	-	-	-	-
Advertising	1,150	2,000	2,000	2,000
Printing & Binding	-	-	-	-
Tuition Reimbursements	-	-	-	-
Office Supplies	1,536	1,800	1,600	1,600
Misc.- Supplies - Other	3,934	500	500	500
Mass. Municipal Association Dues	15,000	16,000	16,000	16,000
In-State Travel Reimbursement	1,416	1,000	1,000	1,000
Transportation Reimbursement & Seminar	250	250	250	250
Conferences/Seminars/Education	-	-	-	-
Miscellaneous Charges	-	-	-	-
Out of State Travel	2,000	2,000	2,000	2,000
Office Furniture & Equip	-	500	500	500
Computer Equipment & Seminar	300	400	400	400
Dues & Subscriptions	1,968	2,000	2,000	2,000
Trans. Reimbursement & Seminars	-	-	-	-
Total	3,355,571	3,658,550	3,358,350	3,358,350
TOTAL BUDGET	4,739,420	5,195,756	4,816,935	4,872,973

<u>LOWELL SCHOOL SYSTEM</u>	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Medicaid Reimbursement Expense	41,871	62,530	50,000	50,000
Total	41,871	62,530	50,000	50,000
TOTAL BUDGET	41,871	62,530	50,000	50,000
<u>MARKETING DEVELOPMENT</u>				
	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Professional Auditorium	320,000	-	-	-
Business/Marketing Development, CVB	199,776	205,000	200,000	205,000
Cultural Development	50,000	50,000	50,000	50,000
Special Events	49,814	50,000	50,000	50,000
Merrimack Repertory Theatre	25,000	25,000	25,000	25,000
Total	644,590	330,000	325,000	330,000
TOTAL BUDGET	644,590	330,000	325,000	330,000
<u>MANAGER'S CONTINGENCY</u>				
	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Reserve Fund	-	300,000	300,000	295,000
Reserve for wages	-	-	1,090,000	-
Total	-	300,000	1,390,000	295,000
TOTAL BUDGET	-	300,000	1,390,000	295,000
<u>CABLE ACCESS</u>				
	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
<u>Personnel</u>				
Salaries & Wages - Perm	-	-	-	-
Holiday	-	-	-	-
Total	-	-	-	-
<u>Expenses</u>				
Legal & filing Fees	-	2,000	1,800	1,800
Contracted Services	105,000	125,000	125,000	125,000
Misc - Supplies - Other	-	500	500	500
Dues & Subscriptions	5,000	100	100	100
Trans. Reimbursement & Seminars	-	200	-	-
Equipment - Other	15,000	15,000	15,000	15,000
Transfer to Lowell Schools	79,814	95,000	95,000	95,000
Transfer to Lowell Voc.	12,800	12,800	12,800	12,800
Total	217,614	250,600	250,200	250,200
TOTAL BUDGET	217,614	250,600	250,200	250,200

FISCAL YEAR 2015 PERFORMANCE MEASUREMENTS

Measurement	Prior Year Actuals		Current Estimate	Future Estimate
	FY 2012	FY2013	FY 2014	FY 2015
LowellSTAT reports completed	5	15	11	20
Number of departments monitored by LowellSTAT	5	8	8	12
Number of LowellSTAT followers on Twitter	N/A	79	409	750
Number of Numbers 4 Neighborhoods Meetings held			1	2
Number of City Council Meetings	25	32	30	40
Number of motions responded to	171	214	211	214
Average number of motions responded to per City Council meeting	4.5	5.94	7	5
Increase Number of Manager's Blog posts	95	92	76	96
Increase Number of followers on City's Twitter	N/A	146	2,539	3,000
Increase Number of City's Facebook Likes	500	1,166	2,068	2,500

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CULTURAL AFFAIRS & SPECIAL EVENTS (C.A.S.E.)

[Org Chart 5 – CULTURAL AFFAIRS & SPECIAL EVENTS](#)

[CITY PERSONNEL LISTING](#)

The Office of Cultural Affairs & Special Events (CASE) is the official arts and events agency for the City of Lowell. Established by City ordinance in May 2008, CASE's mission is to help create a high quality cultural environment that offers appealing experiences to the City's diverse population, stimulate economic development in the City, and encourage people to participate in the culture of the community. As both a service and presenting organization, CASE accomplishes this mission by stimulating public awareness of and support for the arts, preserving and celebrating the City's diverse cultural and historical heritage, planning yearly community events, and supporting local festivals. CASE works closely with the Cultural Organization of Lowell to accomplish its mission.

FISCAL YEAR 2014 ACCOMPLISHMENTS

- Supported the Greater Merrimack Valley Convention and Visitor's Bureau (GMVCVB) efforts to create a professional rowing course on the Merrimack River, allowing the U.S. Rowing Northeast Regional Championships to be held in Lowell. Also supported the work of the GMVCVB to bring The Great Race to Lowell, an event anticipated to draw as many as 50,000 visitors to the City.
- Relocated Lowell's 4th of July celebration to LeLacheur Park working with the park to offer additional children's activities during the event and filling the stadium in our first year.
- Worked with the Festival Foundation to alter the structure of Destination Lowell at the Lowell Folk Festival, creating a variety of entrance fees that allowed for increased participation by local organizations.
- Partnered with COOL and Lowell National Historical Park (LNHP) to schedule the COOL Bus at Farmer's Markets throughout the Merrimack Valley in order to advertise summer events in Lowell.
- Worked with Lowell Open Studios to provide shuttle service that for the first time included all of Lowell's galleries on the route.
- Brought the World Series Trophy and local survivors of the Boston Marathon Bombing to the City of Lights Parade, resulting in media coverage on every major Boston television station.
- Created two unique postcard campaigns to generate visitation to Lowell businesses and events: the first was with downtown businesses to increase audience during their slow months, the second was at the Lowell Folk Festival where visitors sent over 500 postcards to out of town friends and relatives urging them to visit Lowell.

- Partnered with the Cultural Organization of Lowell to create a map and calendar for the Canalway Cultural District. The map was distributed through the GMVCVB’s Deeds Program to more than 7,000 new homeowners in the Merrimack Valley.
- Offered and oversaw for the second year a City Marketing Grant Program for community non-profits that in one case increased viewership by 50,000 resulting in 3 sold out performances.

FISCAL YEAR 2015 BUDGET

In previous years CASE’s budget statement has also included salaries for the Cultural Organization of Lowell’s (COOL) staff. As these salaries are paid independently by COOL, and the money for these salaries is independent of the City finances, only salaries being paid for by the City of Lowell are now included in the CASE budget statement. Other salary changes are due to increases for Ordinance and personnel represented by Collective Bargaining Agreements.

CULTURAL AFFAIRS & SPECIAL EVENTS - 124	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Personnel				
S & W-Perm.	188,121	213,204	132,742	134,771
Longevity	-	-	-	-
Outside Funding	(81,319)	(101,990)	(18,748)	(18,748)
Total	106,801	111,214	113,994	116,023
Expenses				
Repair & Maintenance Equipment	-	-	-	-
Professional Services	-	-	-	-
Economic/Prof Development	-	-	-	-
Printing & Binding	-	-	-	-
Tuition Reimbursements	-	-	-	-
Office Supplies	-	-	-	-
In-State Travel	-	-	-	-
Trans. Reimbursement & Seminars	-	-	-	-
Total	-	-	-	-
TOTAL BUDGET	106,801	111,214	113,994	116,023

FISCAL YEAR 2015 PERFORMANCE MEASUREMENTS

Measurement	Prior Year Actuals		Current Estimate	Future Estimate
	FY 2012	FY2013	FY 2014	FY 2015
Assess major festivals and introduce new activities			9	3
Increase opportunities for cross promotion			6	5
Increase the number of new media outlet coverage of Lowell			14	3
Amount of sponsorship dollars supporting City-sponsored programs	\$255,595	\$213,620	\$188,100	\$190,000
Number of corporate sponsors recruited to support City-sponsored programs	155	165	167	170

Measurement	Prior Year Actuals		Current Estimate	Future Estimate
	FY 2012	FY2013	FY 2014	FY 2015
Community planning partners (no financial)	123	176	129	100
New program partners, including financial (unique)	12	27	26	15
Number of community informational meetings	7	5	13	6
Number of informational e-blasts circulated to local community	100	138	119	125
Number of partner & community planning meetings attended to coordinate logistics, programming, marketing, etc.	196	200	217	200
Number of partner organizations, including financial, cultivated & recruited (ongoing)	273	331	284	250
Overall attendance for events C.A.S.E. staff coordinates and/or permits annually	241,615	265,110	286,765	270,000
Number of grant applications processed	53	56	78	65
Number of grants made	29	28	50	45
Number of Large-Scale Events (1,000-150,000 attendees) hosted and/or permitted throughout the year	11	13	8	13
Number of Lowell events promoted annually	1,292	1,102	2,000	2000
Number of Mid-Scale events (under 1,000) hosted and permitted throughout the year	147	143	88	150
Number of volunteer hours logged	3,090	2,897	1,182	1200
Number of volunteers coordinated	439	442	135	150

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FISCAL YEAR

2015

FINANCE

Includes Finance General, Office of the City Auditor, Purchasing, Assessor, Treasurer, Human Relations, and Management Information Systems.

ROBERT HEALY
INTERIM CHIEF FINANCIAL
OFFICER

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FINANCE: GENERAL

[Org Chart 6 – FINANCE](#)

[CITY PERSONNEL LISTING](#)

The Finance Department is led by the City’s Chief Financial Officer and oversees all of the financial departments of the City. It prepares all annual operating and capital budgets. It also provides ongoing support of the budget throughout the year, approving transfers, preparing quarterly reports, reviewing monthly data and preparing trend analyses.

Finance also maintains dynamic 5-year forecasts for all operating funds, including Water, Wastewater, and Parking. This model is continually updated for changes in union contracts, debt authorizations and financing transactions, general economic trends, rate and fee changes, and budget updates.

Specialized analyses such as health insurance trust fund monitoring and utility analysis are generated from Finance. Finance contributes analysis to any substantial operational change that has a fiscal impact. Finally, the Finance Department is the point of contact for any debt financing issues, including those funded by the Massachusetts Water Pollution Abatement Trust.

FISCAL YEAR 2014 ACCOMPLISHMENTS

- Balanced the Fiscal Year 2014 budget without a tax increase, the second straight year of such an achievement.
- Moody’s Investor’s Services affirmed Lowell’s long-term bond rating of A1 and assigned a new, “positive” outlook, citing an increase in excess levy capacity and reductions in long-term OPEB liabilities as among the reasons for the upgrade.
- Standard & Poor’s upgraded Lowell’s long-term bond rating from A to A+ in September and then again from A+ to AA- in March of 2014, based on the strong liquidity of the City’s finances, good financial practices, and strong management conditions.
- Ended Fiscal Year 2013 with another year of outstanding performance, with free cash of \$3,911,380, a wastewater fund balance of \$8,938,832, a water fund balance of \$5,997,170 and a parking fund balance of \$1,823,267.

FISCAL YEAR 2015 BUDGET

The FY15 Finance Budget submission represents an overall increase of \$321 (+0.2%) over the FY14 approved budget. The ordinary expenses of the department are level-funded and salary increases are due to cost of living increases for ordinance employees.

FINANCE GENERAL - 133	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
<u>Personnel</u>				
Salaries-Perm	150,824	160,919	161,240	161,240
Total	150,824	160,919	161,240	161,240
<u>Expenses</u>				
Office Supplies	-			
Total	-	200	200	200
TOTAL BUDGET	150,824	161,119	161,440	161,440

CITY AUDITOR

Org Chart 7 – OFFICE OF THE CITY AUDITOR

CITY PERSONNEL LISTING

The Auditor's Department processes and records all the financial transactions of the City. It safeguards and monitors the financial resources of the City, and coordinates the annual outside audit. Auditing also provides checks and balances with other financial departments such as the Assessors' and Treasurer's offices.

Payroll- the department is responsible for processing weekly payrolls for all employees including; deductions, W-2 Federal and State Reporting, and the reporting of sick, vacation and personal time accruals.

Accounts payable – the department reviews contracts, purchase orders, invoices, and process all payments by the city.

The Auditor's office, along with the Finance Department, implements recommendations made by the City's outside auditors through the annual management letter. It also prepares various reports and analyses for the State and other governmental units.

FISCAL YEAR 2014 ACCOMPLISHMENTS

- Processed all FY13 & 14 payrolls and vendor payments timely and accurately
- Successfully implemented new Federal Reporting requirements for W-2's
- Completed all signed contract conversions to January Accrual Date
- Calculated and paid all new labor contracts
- Assisted with the FY2014 recap

FISCAL YEAR 2015 BUDGET

The Auditor’s Office budget increases over the previous year by \$10,081 (+2.1%) due to estimated contractually obligated increases. All ordinary expense lines have been level funded in FY15.

CITY AUDITOR - 135	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Personnel				
Salaries-Perm	461,635	471,149	544,971	481,828
Salaries-Temp	-	-	-	-
Overtime	-	-	-	-
Outside Funding	(42,501)	(43,589)	(44,187)	(44,187)
Total	419,134	427,560	500,784	437,641
Expenses				
Repair & Maint.-Equip.	-	-	-	-
Printing & Binding	-	5,000	5,000	5,000
Office Supplies	-	-	-	-
In-State Travel & Training MUNIS/UMAS/MMA	309	-	-	-
Office Furn. & Equip.	-	500	500	500
Data Proc.-SP Projects - accruals/treasury module	615	1,000	13,000	1,000
Independent Audit (total cost \$94,000 allocated)	50,000	50,000	50,000	50,000
Leasing Equipment	1,770	2,000	2,000	2,000
Ins. Premium - Bond	100	100	100	100
Total	57,280	58,600	70,600	58,600
TOTAL BUDGET	476,415	486,160	571,384	496,241

FISCAL YEAR 2015 PERFORMANCE MEASUREMENTS

Measurement	Prior Year Actuals		Current Estimate	Future Estimate
	FY 2012	FY2013	FY 2014	FY 2015
Number of adjustments booked within 1 day of approval	92%	98%	98%	98%
Number of comments in Independent Auditors Management Letter	6	3	2	1
Number of budget adjustments	743	772	337	700
Number of general journal adjustments	508	579	250	550
Number of invoices processed	37,499	40,688	20,539	40,688
Number of payroll research requests	42	88	48	80
Number of requisitions approved	7,504	7,749	4,982	7,749
Number of vendor checks issued	20,223	20,206	10,294	20,206
Quarterly reports to the City Council	3	4	4	4

PURCHASING

[Org Chart 8 – PURCHASING](#)

[CITY PERSONNEL LISTING](#)

Purchasing procures all goods and services requested by City departments, the school department, or any other agency operating through the City of Lowell. Each transaction must meet statutory requirements for bidding, whether it is an informal quote, a written quote, a sealed bid, or a response to a request for proposal. In addition, the department periodically issues guideline with respect to best practices and local ordinances. Notices of procurements are listed on the City's website, the state's website, and in the local newspaper if appropriate.

FISCAL YEAR 2014 ACCOMPLISHMENTS

- Led the procurement of new parking management operators and of new parking security firms.
- Developed the RFP's for the Lowell Memorial Auditorium management firm and concessionaire, collaborating with selection committee made up of City Departments and LMA Trustees.
- Developed the RFP for the new video scoreboard and an IFB for the new HVAC system at LaLacheur Field.
- Assisted the School Department for multiple procurements for food service provider, exterior door repairs, renovated bathrooms, new VCT flooring, and elevator maintenance.
- Worked with MIS to roll out new website functionality which allows the City's Invitation for Bids (IFB) and Request for Proposals (RFP) to be announced, accessed, and downloaded directly from the City's new website

FISCAL YEAR 2015 BUDGET

The total FY15 budget increases \$4,882 over the previous year, reflective of cost of living increases. All other items remain level funded.

PURCHASING DEPARTMENT - 138	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
<u>Personnel</u>				
S & W-Perm.	193,172	199,405	204,389	204,287
Longevity	305	305	305	305
Total	193,477	199,710	204,694	204,592
<u>Expenses</u>				
Repair & Maint. Equip	489	500	500	500
Advertising	12,298	15,000	15,000	15,000
Printing & Binding	150	150	150	150
Office Supplies	2,073	2,000	2,000	2,000
Dues & Subscriptions	2,297	1,000	1,000	1,000
Trans. Reimbursement & Seminars	500	500	500	500
Office Furniture & Equipment	-	-	-	-
Purchase of Services	168,095	175,000	175,000	175,000
Telephone	-	-	-	-
Misc-Supplies-Other	-	-	-	-
Telephone-moves, adds, equip	-	-	-	-
Total	185,902	194,150	194,150	194,150
TOTAL BUDGET	379,379	393,860	398,844	398,742

FISCAL YEAR 2015 PERFORMANCE MEASUREMENTS

Measurement	Prior Year Actuals		Current Estimate	Future Estimate
	FY 2012	FY2013	FY 2014	FY 2015
Records added updated, deleted, in vendor database	38,000	39,656	39,656	40,000
Invoices processed	35,610	41,565	18,656	37,500
Number of contracts processed	132	150	275	500
Purchase order under \$5000	6,158	5,588	3,054	5,750
Purchase orders over \$25,000	401	375	263	400
Purchase orders processed	7,504	7,752	4,505	7,800
Purchase orders requiring 3 written quotes	727	1,788	1,189	2,000
RFP's and IFB's fully developed	72	101	40	100

ASSESSORS

Org Chart 9 – ASSESSOR

CITY PERSONNEL LISTING

Each year the Assessors must assign a full and fair cash value to each property located within the City of Lowell limits. Every three years, the Assessors conduct a Triennial Revaluation and the assessments are reviewed and approved by the Massachusetts Department of Public Revenue (DOR). The Triennial Revaluation is much more detailed than the annual interim assessment adjustments, where the DOR looks at the City's modeling system and values with more intense scrutiny. In addition, each property must be physically inspected by a department employee or contractor every nine years to ensure the accuracy of the property measurements, condition and details.

In addition to the cyclical inspection required by assessing practices, Assessors staff works with Developmental Services to identify properties for which building permits or certificates of occupancy have been issued. Assessors make special visits to these properties, along with all properties that change hands during the year to capture new growth valuation. New growth is important because it allows the City to assess property taxes in excess of Proposition 2.5 restrictions.

FISCAL YEAR 2014 ACCOMPLISHMENTS

- The MIS department completed the development, programming, and implementation of the property history database. We have made great strides in inserting the property history for the past two fiscal years into the system.
- The Personal Property data was successfully transferred from an old database and entered into the Vision database, account by account, in time to send the actual tax bill (3rd quarter bill) for FY 15.
- The Cyclical Inspection was completed in Centralville and now continues in Belvidere, the Downtown area, and South Lowell. With a deadline of ten years to complete the entire city, the department anticipates completion of this project within the timeframe set by the Department of Revenue.

FISCAL YEAR 2015 BUDGET

The overall budget total has decreased \$42,670 (-7.4%). This decrease is a direct result of the fact that our triennial revaluation was completed in Fiscal Year 14. The travel reimbursement line was increased in order to accommodate the collection process for Personal Property and the ongoing

cyclical inspections (re-list, re-measure) across the City. By conducting the Personal Property and cyclical inspections in-house, we are able to provide a significant overall cost savings to the City.

ASSESSORS - 141	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Personnel				
S & W - Perm	433,420	446,735	459,412	455,465
Longevity	360	360	360	360
Total	433,780	447,095	459,772	455,825
Expenses				
Repair & Maint. Equipment	1,277	1,300	1,300	1,300
Appraisal's	13,929	30,000	30,000	30,000
Prof Service - Interim Reval/P.P. Relist/Tri Reval	61,723	80,000	25,000	25,000
Advertising	1,135	2,000	2,000	2,000
Printing & Binding	116	1,200	1,400	1,400
Data Proc- Equipment & Supply	1,137	1,200	1,200	1,200
Office Supplies	1,696	1,700	1,700	1,700
Tuition Reimbursement	170	1,000	1,000	1,000
Dues & Subscriptions	1,675	2,200	2,200	2,200
Trans Reimburse & Seminars	3,351	4,000	6,000	6,000
Miscellaneous Charges	1,829	1,500	1,500	1,500
Office Furniture & Equipment	759	600	2,000	2,000
Data Processing - Spec Projects	949	1,000	1,000	1,000
Leasing of copier	1,391	1,522	1,522	1,522
Total	91,138	129,222	77,822	77,822
TOTAL BUDGET	524,918	576,317	537,594	533,647

FISCAL YEAR 2015 PERFORMANCE MEASUREMENTS

Measurement	Prior Year Actuals		Current Estimate	Future Estimate
	FY 2012	FY2013	FY 2014	FY 2015
Implementation of Historic Tax Record Database	N/A	50%	75%	100%
No. of Bldg. Permit Inspections performed per FTE	641	594	309	650
No. of Cyclical Inspections performed per FTE	641	584	489	625
No. of PP Assessment Visits per FTE	612	226	139	332
No. of PP FOL's rec'd completed			200	1372
Change of address forms processed	1703	1728	1303	100%
Income & Expense (I&E) fines posted	1224	1334	0	1350
No of Affidavits of Address processed	1301	1326	1060	100%
No of cert. abutters list for Bds & Comm	155	161	80	100%
No of parcels revised	869	76	0	49
No of sales verification inspections	870	990	487	100%
No. of Cyclical Inspections	2563	2336	1955	2500
Bldg. Permit Inspections	2564	2377	1236	2450
Cert. Mail for I&E's sent	2546	2367	0	2000
Deeds, Instruments, Tax Takings Processed	2799	2503	2610	100%

Measurement	Prior Year Actuals		Current Estimate	Future Estimate
	FY 2012	FY2013	FY 2014	FY 2015
General MV Excise Commitments	4	9	10	1000%
Inc & Exp first requests	3501	3758	3780	100%
Inc & Exp info recorded	2355	2435	559	100%
MV Excise adjustments	2460	1803	1181	100%
No of ATB filings and processed for hearing	86	66	4	100%
No. of Pers. Prop. Inspections	1058	905	556	1327
No. of PP, FOL's processed	1389	1132	504	1372
No. of Property History Updates Processed	21952	26317	14737	100%
No. of Sale Verification Inspections per FTE	218	248	122	100%
Overvalue abatement appls processed	227	193	128	128
PP abatement Applications Processed	7	5	15	15
Statutory Exemptions processed	857	815	714	815

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TREASURER

[Org Chart 10 – TREASURER](#)

[CITY PERSONNEL LISTING](#)

All funds enter or exit the City through the Treasurer's Office. It is here that taxes, water bills, and other miscellaneous collections are received and recorded in the City's financial system. The office similarly handles electronic funds transfers from the federal and state governments, as well as from private entities. Because so much money passes through this department, all employees here must be bonded.

The Treasurer's Office provides safekeeping and investment for City funds. Any money that the City spends is disbursed through the Treasurer's Department. Staff reconciles bank accounts and the details of all receivables to the general ledger. The Treasurer works closely with the CFO in the issuing of both short-term and long-term debt.

FISCAL YEAR 2014 ACCOMPLISHMENTS

- In accordance with outside Auditors Management Report, balanced cash and receivable to General Ledger.
- Issued and collected almost 300,000 Excise, Real Estate, Personal Property, Water/Sewer, and Parking tickets.

FISCAL YEAR 2015 BUDGET

The Treasury budget has increase in FY15 due to personnel ordinance increases and contractual obligations by \$33,644 (+3.9%). Other increases are due to Postal Rate increase, educational expenses for staff, professional dues, and professional services for printing of bills.

TREASURER - 145	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Personnel				
S & W-Perm.	476,091	500,963	522,953	523,707
S & W-Temp.	-	-	-	-
Overtime	-	-	-	-
Total	476,091	500,963	522,953	523,707
Expenses				
Repair & Maint. Equipment	1,411	3,000	3,000	3,000
Professional Services	38,551	65,500	70,000	70,000
Bond Counsel - Banking Services	47,831	35,000	35,000	35,000
Printing & Binding	650	1,000	1,000	1,000
Postage	208,787	235,000	245,000	240,000
Equipment Leasing	4,144	7,500	7,500	7,500
Office Supplies	4,944	6,000	6,000	6,000
Dues & Subscriptions	480	500	600	600
Transportation Reimbursement	3,552	3,500	4,800	4,800
Office Furniture & Equipment	-	-	-	-
Ins. Premiums - Bonds	3,827	4,000	4,000	4,000
Total	314,175	361,000	376,900	371,900
TOTAL BUDGET	790,266	861,963	899,853	895,607

FISCAL YEAR 2015 PERFORMANCE MEASUREMENTS

Measurement	Prior Year Actuals		Current Estimate	Future Estimate
	FY 2012	FY2013	FY 2014	FY 2015
Collection percentage	99%			99%
Tax title payments	\$2,207,745.93		\$2,761,092.43	\$2,761,092.43
Motor Vehicle demands			16,200	16,200
Real estate taxes collected	\$100,347,165.00	\$102,915,832.40	\$101,974,265.91	\$102,915,832.40
Personal property taxes collected	\$5,689,467	\$5,903,323.94	\$6,208,083	\$5,903,323.94
Motor vehicle excise bills issued	79,140	80,493	76,517	80,493
Real estate tax bills issued	108,718	102,948	108,836	102,948
Personal property tax bills issued	6,424	6,120	6,128	6,120
Water/Sewer bills issued	88,128	89,245	90,174	89,245

HUMAN RELATIONS

Org Chart 11 – HUMAN RELATIONS

CITY PERSONNEL LISTING

The Human Relations department is charged with developing and administering fair and equitable Human Resources policies for the City and its employees. The department is responsible for assisting all city departments with the recruitment and selection of new employees, while ensuring compliance with all applicable federal, state, and local laws that govern this process. It develops and distributes policies regarding a number of different employment issues, including the City's Sexual Harassment Policy. The department also maintains compensation systems for all positions within the city; provides training to employees on important employment issues; assists in the negotiation and administration of labor contracts; administers group health and life insurance and unemployment compensation; administers pre-employment physicals and CORI checks; and any other functions assigned by the City Manager.

FISCAL YEAR 2014 ACCOMPLISHMENTS

- Completed negotiations and settled contracts with all bargaining units through June 30, 2015.
- Continued with the implementation of HR module of MUNIS software; specifically, the implementation of MUNIS' drug testing maintenance program, certification and license program, and employee self-service program.
- Rolled out an updated Human Relations section on the City's new website, including updated content and job opportunity sections.
- Participated in the Department of Unemployment Assistance's transition from paper-based to electronic submission of unemployment claims through the new Unemployment Insurance system.

FISCAL YEAR 2015 BUDGET

The FY 2015 Budget reflects an increase in salaries of 2.5% as of July 1, 2014 and an additional 2.75% increase as of January 1, 2015. All positions in the HR department are Ordinance/Non-Union personnel. The total increase in Gross Salaries for the HR department is 1.24% over FY 2014. The total non-personnel expenditures in the HR department’s FY 2015 budget submission represents no change over FY 2014.

HUMAN RELATIONS - 152	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Personnel				
S & W - Perm.	196,507	239,488	242,445	242,445
S & W - Temp.	8,900	10,000	10,000	10,000
Longevity	147	147	147	147
Outside Funding	-	-	-	-
Total	205,554	249,635	252,592	252,592
Expenses				
Drug Program	1,800	1,800	1,800	1,800
Economic/Prof. Development	3,056	5,000	5,000	5,000
Professional Services	2,356	8,000	8,000	8,000
Safety Committee	-	-	-	-
Pre-employment physicals	8,000	8,000	8,000	8,000
Advertising	490	5,000	5,000	5,000
Printing & Binding	630	700	700	700
Office Supplies	6,297	2,000	2,000	2,000
Transportation, Reimbursement & Seminars	250	250	250	250
Dues & Subscriptions	315	450	450	450
Misc.	330	350	350	350
Total	23,525	31,550	31,550	31,550
TOTAL BUDGET	229,079	281,185	284,142	284,142

FISCAL YEAR 2015 PERFORMANCE MEASUREMENTS

Measurement	Prior Year Actuals		Current Estimate	Future Estimate
	FY 2012	FY2013	FY 2014	FY 2015
Average applicants per job posting	13.14	23.26	28	30
Average number of sick hours taken by each employee annually	72.59	26.36	40	35
Number of licenses and professional certifications tracked	107	54	100	145
Number of job applications processed	946	1443	1350	1500
Number of job requisitions	73	118	110	95
Number of unemployment claims paid by the City	301	149	158	160
Unemployment costs	\$344,495	\$173,031	\$136,572	\$180,000

MANAGEMENT INFORMATION SYSTEMS

[Org Chart 12 – MANAGEMENT INFORMATION SYSTEMS](#)

[CITY PERSONNEL LISTING](#)

The Management Information Systems (MIS) Department is the City of Lowell's central technology provider whose mission is to provide systems, technologies, and services that develop and support City personnel with information relative to their operations and respective missions, support day-to-day operations and strategic planning, promote effective data and technology resource management, and enhance customer services.

MIS strives to ensure that the technology employed by the City is effectively utilized, operational, and current. As technology continues to evolve, MIS continues to be called upon to increase support and integration of additional services.

MIS delivers quality technical solutions and support services to City departments by focusing on several key operational activities/areas:

- *Help Desk* – Responsible for supporting City personnel's use of MIS systems, services, and technology (e.g., computers, printers, phones, software, etc.) on a daily basis.
- *Systems Administration* – Responsible for the support and administration of the numerous MIS systems, servers, services, and technologies which City personnel interact with on a daily basis (e.g., server/system build out, system authentication, security, disaster recovery activities, VoIP servers, etc.).
- *Network Administration* – Responsible for the support and administration of the City's enterprise infrastructure (e.g., cabling, switches/routers, wired and wireless connectivity, network management system, etc.) allowing City personnel access to MIS systems, services and technology. Note that this area of responsibility includes interconnectivity among and between all Lowell Public School, Public Safety, and other municipal sites on our wide area network.
- *Application Systems* – Responsible for the support, administration, and development of the City's key systems and applications.
- *Geographic Information Systems (GIS)* – Responsible for coordinating the capture, storage, retrieval, analysis, and display of geographically defined data (often referred to as spatial or geo-referenced) for City departments and the public.
- *Technology Administration* – Responsible for providing continuous coordination and project management of MIS activities, and strategic technology planning/support to all technology-related aspects of the City's government, including coordinating cable franchise-related activities, and other technology projects.

With services ranging from day-to-day internal operational support, to maintaining the City's various websites, network and server infrastructure and security, and numerous applications, MIS is increasingly called upon to be involved with much more than "just computers" as modern telephony systems, cable television, video technology, security/access, and other new and emerging technologies have been integrated and linked into the City's various MIS systems.

FISCAL YEAR 2014 ACCOMPLISHMENTS

Help Desk

- Successfully completed 7,358 help desk work order requests.
- Successfully conducted 826 employee training sessions, including 153 on the use of the City's Munis financial system.
- Successfully upgraded/Replaced 165+ PCs, 35+ monitors; upgraded 280+ MS Windows XP systems to Windows 7, and 300+ systems to MS Office 2010.
- Successfully consolidated and replaced 50+ printers throughout the City, to include duplexing (for reduced paper consumption) and reduced power consumption.
- Successfully introduced desktop scanning and multifunction printer scanning.

Systems Administration

- Upgraded the parking ticket system to support the almost 200 parking kiosks deployed this year, and centralized the server for efficient multiuser access.
- Upgraded various key software applications/systems including Health Office, GIS, HMIS, backup and antivirus systems.
- Continued virtualizing various servers, and decommissioning out of date equipment.
- Expanded the City's document imaging system to other departments (e.g., Elections, Parking).
- Implemented LRWWU septage billing system
- Worked with LRWU vendor on water meter reading system design

Network Administration

- Identified and implemented network redesign to ensure successful Apple iPad pilot project.
- Upgraded wide area network connectivity of all Lowell Public Schools and City locations schools from MB speeds to GB speeds on the wide area network.
- Integrated one additional Institutional Network site onto the Wide Area Network.
- Added additional access points at various municipal locations to support the dual use of secured City access and free Wi-Fi.

Application Systems

- Implemented a new website for the City of Lowell, for which the City received fifth place this year among other tech-savvy digital cities in America within the population category of 75K – 124.9K. The City of Lowell's government team was recognized for its ongoing, service-focused, and City-wide efforts to engage and connect with constituents via a variety of online tools.
- Trained all departments to manage their own web pages; continued to develop and expand the website.

- Implemented the use of Agenda.NET for the management of the City's advisory bodies, and for the creation of City Council meeting agendas, management of the meeting per the agenda (recording votes, actions, and notes), and automated generation of the meeting minutes reflecting the meeting activity. Integrated archive of past agendas and minutes for City Council.
- Developed and implemented a new database application for managing and maintaining Assessor's "blue card" assessment data, replacing manually updated physical cards.
- Implemented new code enforcement requirements within the MUNIS system.
- Implemented the MUNIS Animal License module; trained users on same.
- Migrated the City's Learning Management System (LMS) to a new database while simultaneously moving to a dedicated hardware platform, overhauling the interface, and integrating single sign on for employees.
- Worked with numerous City departments on the expanded use of MUNIS (including HR, DPW, Parking, DPD, and Development Services).
- Launched a project with CASE to overhaul the City's www.lowell.org site, which functions as the City's marketing website.

Geographic Information Systems (GIS)

- Upgraded existing ESRI ArcGIS sites to new AppGeo Viewer GPV sites.
- Incorporated new NMCOG flyover data into City GIS system.
- Incorporated Pictometry into City GIS applications.
- Provided GIS data analysis assistance (along with the creation of numerous layers/maps) for projects including the Lowell Master Plan, Tax/Title Analysis, Grant Funding (for Emergency Management, Health, and Crime Analysis), alcohol licensing, snow/ice removal, downtown vault location, street indexes, zoning analysis, Parks & Recreation capital plans, Historic Board, Conservation Board, Zoning Board, urban renewal, special events, Cultural areas (COOL), License Commission, Lowell National Historic Parks, parking placards, parking kiosks, election redistricting, HUD, and various City presentations.

Administration / Other / General

- Upgraded additional phones, and continued reducing costs by further consolidating phone lines and expanding the City's VoIP telecommunications system.
- Introduced new automated attendants (e.g., Library, LRWU), to further assist callers.
- Managed and coordinated the consolidation of the LPS domains for student accounts; facilitated the deployment of Apple hardware at LPS.
- Managed the deployment and integration of systems to manage the automated management of billing for septic haul drop off at Wastewater.
- Managed the Comcast license franchise renewal process, and served on the negotiating team.

FISCAL YEAR 2015 BUDGET

The FY15 MIS Budget submission represents an overall increase of \$19,417 (+1.4%) over the FY14 approved budget. While salaries for ordinance and bargaining unit employees are certainly represented in the FY 2015 budget amount requested, so too are various operational changes. As systems continue to be consolidated, Internet access requirements continue to grow, and an effort

has been made to implement a 4-year desktop technology refresh cycle made possible through a decision to lease equipment whenever possible, allowing us to keep up with the constantly changing technology demands.

MANAGEMENT INFORMATION SYSTEMS - 155	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Personnel				
S & W-Perm.	433,397	522,632	605,973	568,971
Overtime	13,937	15,000	12,000	12,000
Outside Funding	(21,000)	(31,000)	(31,000)	(31,000)
Total	426,335	506,632	586,973	549,971
Expenses				
Repair & Maint of Equipment	69,895	76,420	76,380	76,380
Data Processing - Spec Projects	14,802	20,000	26,047	20,000
Leasing Equip. & Software	45,625	71,113	109,125	109,125
Professional Services	37,970	40,000	52,117	40,000
Employee Training	15,043	17,000	17,000	17,000
Data Proc - Equip & Supply	42,383	36,285	43,350	40,000
Office Supplies	3,782	3,800	4,000	3,800
Software Licensing & Support	577,028	576,200	515,891	515,891
Computer Equip/Software	97,672	86,298	80,998	80,998
Total	904,199	927,116	924,908	903,194
TOTAL BUDGET	1,330,534	1,433,748	1,511,881	1,453,165

FISCAL YEAR 2015 PERFORMANCE MEASUREMENTS

Measurement	Prior Year Actuals		Current Estimate	Future Estimate
	FY 2012	FY2013	FY 2014	FY 2015
Completed work order service/ticket requests	9,198	8,320	7,358	7,500
General-use systems and services managed/maintained	210	222	217	200
Department-specific systems and services managed/maintained	234	274	251	240
Average system uptime outside of scheduled maintenance	99.6%	99.7%	99.8%	99.8%
Technology-related training events	750	693	826	750
Technology-related training hours delivered	1,060	1407	1216	1200
Desktop systems managed	893	903	972	975
Desktop systems on supported versions	10%	25%	60%	80%
VoIP phones managed	693	718	753	750
Digitally managed documents	693,265	777,252	812,940	850,000
Georeferenced layers of data	10,781	11,340	12,150	12,200
E-Gov Constituents Subscribed	2,586	3,171	5,641	6,000
Website Hits	615,815	2,105,621	2,105,621	2,200,000
Website unique visitors	295,683	458,648	529,569	550,000

FISCAL YEAR

2015

LEGAL

Includes Law and Elections.

CHRISTINE P. O'CONNOR
CITY SOLICITOR

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LAW DEPARTMENT

[Org Chart 13 – LAW DEPARTMENT](#)

[CITY PERSONNEL LISTING](#)

[Org Chart 14 – ELECTIONS](#)

The Law Department provides a high level of professional legal services to its clients: the City Manager; City Council; School Committee; all Boards and Commissions; and all various City departments and their department heads, including the School Department.

The Law Department is responsible for providing legal representation and advice to the City in numerous areas of the law, including but not limited to, zoning; employment; civil rights; contracts; tax title takings; workers' compensation; §111F; union negotiations; real estate; administrative proceedings; drafting local legislation; drafting opinions; school law; and defense of various tort claims.

In addition, the Law Department also oversees the Election Office, the License Commission Office, the Tax Title division, the Municipal Hearing Officer Program, the Workers' Compensation office, and in-house nurse case manager and City physician services.

The Workers' Compensation office oversees all injured on-duty claims for the city, school and public safety officers. This office is staffed primarily by a full time workers' compensation agent; a part-time nurse case manager; a part-time city physician; a part-time medical billing claims processor; along with assistance of Law Department attorneys and other Law Department support staff. In recent years, this office has seen great success in overseeing the significant reduction in the average duration of employees receiving injured benefits as well as an overall reduction in the expenditure of such benefits. This office is committed to ensuring that all employees receive prompt, high quality medical treatment.

The License Commission Office services the needs of the License Commission, as well as residents and license holders. The office is staffed primarily by a full-time administrator, along with the assistance of Law Department attorneys and other Law Department support staff. The office has increased public access to all License Commission agendas, minutes, and relevant forms by making such material available on its own City web page. Such efforts will continue this year by making the Commission's calendar and rules and regulations available online.

The Tax Title Division oversees efforts to collect all delinquent tax bills due the City. The Tax Title Division works closely with other municipal offices, most particularly the Treasurer's office and municipal permit-granting departments such as Development Services. The Tax Title Division also oversees tax title payment plans.

The Election Office is responsible for all aspects of the voting process. Throughout the year, the Election Office registers voters and provides voter lists and other public information. The office also maintains a list of trained temporary poll workers and wardens to staff each precinct.

The Municipal Hearing Officer program commenced June 2011. Currently, this program includes appeals for Zoning and Sanitary violations, Animal Control violations, and Parking violations. In

the near future, the program will expand to include 21D violations and both Fire and Building Code violations.

FISCAL YEAR 2014 ACCOMPLISHMENTS

- Implemented budgeting strategies which have resulted in significant savings with respect to long term awards.
- Worked with Developmental Services in successfully implementing the City's Receivership Program.
- Successfully opposed request for further appellate review at the Supreme Judicial Court involving a matter where the underlying judgment (valued at close to \$1M) was reversed in favor of the City.
- Oversaw and managed one of the most successful tax title auctions to date.
- Worked in conjunction with the City Clerk's Office and MIS to implement "Agenda.Net".
- Successfully trained 215 poll workers on ADA compliance voting equipment
- Taped ADA compliance voting equipment tutorial that aired on LTC
- Performed an audit of all current polling locations and implemented a plan to reassign poll locations to compliant locations
- Commenced voter education program and voter registration days at Great Lowell Technical High School and Lowell High School

FISCAL YEAR 2015 BUDGET

The FY15 Law Department Budget submission represents an overall decrease of \$5,439 (-0.4%) over the FY14 approved budget. A large portion of the decrease comes from a reduction in temporary salary and wages. Ordinary expenses are increased in FY15 for Legal & Filing Fees, Professional Services, Dues & Subscriptions, Tax Title Fees and Reimbursements for Professional Seminars and Legal Training.

The FY15 Election Office Budget submission represents an overall decrease of \$8,341 (-3.1%) over the FY14 approved budget. Last year the Municipal Hearing Officer position was merged with the Director of Elections position, achieving savings in the department. The salary for this position is budgeted in the Law Department. Increases in Ordinary Expense line-items are to facilitate more effective election operations.

LAW DEPARTMENT - 151	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Personnel				
S & W Perm.	887,825	1,019,445	1,047,958	997,506
S & W Temp.	42,704	46,000	56,000	17,000
Longevity	550	550	550	550
Outside Funding	(40,000)	(40,000)	(40,000)	(40,000)
Total	891,079	1,025,995	1,064,508	975,056
Expenses				
Repair/Maint. Equip.	3,411	4,000	4,000	4,000
Legal & Filing Fees	6,296	5,000	6,000	6,000
Legal Research	1,854	2,000	2,000	2,000
Professional Services	99,885	175,000	200,000	200,000
Printing & Binding	756	1,000	1,000	1,000
Research Materials	32,278	33,000	33,000	33,000
Office Supplies	3,481	4,000	4,000	4,000
Dues & Subscriptions	1,000	1,000	3,500	3,500
Trans. Reim./Seminars	3,975	5,000	10,000	10,000
Tax Title Fees	29,511	38,000	50,000	50,000
Office Furn./Equip.	485	1,000	1,000	1,000
Ins. Premiums - Other	100	150	150	150
Computer Equip./Software	871	1,000	1,000	1,000
Total	183,902	270,150	315,650	315,650
TOTAL BUDGET	1,074,981	1,296,145	1,380,158	1,290,706
ELECTION OFFICE - 162				
	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Personnel				
Salaries & Wages - Perm	111,087	131,579	89,419	89,418
Salaries & Wages - Temp	161,455	75,000	82,000	82,000
Overtime	11,371	7,500	8,000	8,000
Total	283,914	214,079	179,419	179,418
Expenses				
Rental of Halls	1,540	1,680	5,000	5,000
Professional Services	18,562	16,000	8,000	8,000
Printing & Binding	3,866	10,000	15,000	15,000
Census Forms Printing	9,600	10,000	20,000	20,000
Postage	12,700	15,000	20,000	15,000
Voting Machine Supplies	173	500	12,000	12,000
Office Supplies	224	500	5,000	5,000
Total	46,664	53,680	85,000	80,000
TOTAL BUDGET	330,578	267,759	264,419	259,418

FISCAL YEAR 2015 PERFORMANCE MEASUREMENTS

Measurement	Prior Year Actuals		Current Estimate	Future Estimate
	FY 2012	FY2013	FY 2014	FY 2015
Accounts satisfied	393	377	308	250
Census response rate	58%	57%	NA	70%
New accounts in tax title	224		N/A	250
Number of newly registered voters	3,946	-224	1,574	2,825
Number of registered voters	49,165	54,909	56,483	56,508

Measurement	Prior Year Actuals		Current Estimate	Future Estimate
	FY 2012	FY2013	FY 2014	FY 2015
Payment agreements	25	30	52	25
Percentage of online requests	5%	5%	25%	30%
Total accounts in tax title	347	549	213	250
Total delinquent taxes collected	\$2,207,746	\$2,146,753	\$ 2,487,235	\$ 2,500,000
Voter turnout - average per year	14%	24%	16%	21%
Census forms mailed	30,000	34,570	38,257	39,000
Late appeals denied (parking)	68	102	37	50
Late municipal hearing appeals denied	5	7	11	15
Pieces of mail metered daily	600	150	150	100
Poll workers recruited and hired	186	215	215	215
§111F Claims reviewed	46	80	71	70
Appellate Cases	3	4	3	3
Appellate Tax Board	78	123	75	100
Average monthly court appointments	27	5	15	15
Average monthly injury-related claims processed	344	30	28	25
Average monthly meetings	28	30	30	30
c.258	38	59	48	45
c.84	33	31	69	60
Civil Service	1	4	6	5
Claim Letters	125	162	111	100
Contracts Reviewed	478	518	486	500
Disposed Cases	30	20	20	20
Establishments selling alcoholic beverages	143	146	144	144
Grievances	17	20	30	25
Gun permit appeals	4	2	7	5
Hearings held	15	47	8	15
Leases, Licenses, and Easements	11	25	25	25
Legal Opininos	101	140	100	100
Motions/Petitions	45	50	66	65
Animal control hearings scheduled	2	1	1	5
Municipal hearings scheduled	37	39	33	40
Parking hearings reviewed by mail	538	848	395	400
Parking hearings scheduled	904	1,347	2,004	2,000
Pending Cases	85	63	65	NA
Public Records Requests	4	2	15	15
Reported Injuries - City	61	50	56	50
Reported Injuries - School Dept	127	161	145	125
Reported police/fire injuries	160	88	83	75
Resolutions, Orders, and Ordinances	56	61	71	65
Total cases	115	83	180	150
Total elections administered	3	4	2	2
Total licenses issued	916	903	903	900
Votes	90	105	109	100
Workers Compensation cases handled	41	35	31	25
Zoning	2	1	4	3

FISCAL YEAR

2015

**PLANNING &
DEVELOPMENT**

Includes Development Services and Planning,
Community, and Economic Development.

**DIANE TRADD
ACTING DIRECTOR AND
ASSISTANT CITY MANAGER**

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PLANNING AND DEVELOPMENT

Org Chart 15 – PLANNING AND DEVELOPMENT

CITY PERSONNEL LISTING

The Department of Planning and Development (DPD) is committed to preserving the assets of yesterday, finding solutions to the challenges of today, and planning for the City of tomorrow. DPD staff work to build community, housing, jobs, and a quality of life that makes Lowell an enjoyable place to live, a satisfying place to work, an exciting place to visit, and a profitable place to invest. More simply, DPD's goal for Lowell is to create, preserve, and enhance a great place to live, work, and play.

In 2013 the DPD completed an update to Lowell's Comprehensive Master Plan, a policy statement that establishes long-term goals and provides a shared vision aimed at the unified and coordinated development of the City. The long-range policies within the plan serve as a framework for future development, outline specific goals for the City over the next 20 years, and guide the decision-making of the Department. The new plan places a greater emphasis on environmental economic and social sustainability.

In addition to the Master Plan, DPD's planners develop and work to implement Urban Renewal Plans, Neighborhood Plans, Economic Development Plans, and Downtown Plans. In all of these endeavors, DPD works to engage stakeholders from the public, private, and institutional sectors, including residents, business people, community leaders, and visitors.

DPD is also actively engaged in helping both the City and the community implement and take actions in accordance with these plans toward the underlying objective of making Lowell a better place. DPD takes advantage of State and Federal programs to help stimulate development, including the administration of the Community Development Block Grant (CDBG), HOME, ESG and HOPWA programs, which are annual entitlements funded by the Federal Department of Housing and Urban Development.

The Department uses resources from these and other grant programs to implant capital improvements to parks, traffic infrastructure, and amenities within the City. DPD also provides services to residents and businesses aimed at expanding employment opportunities, tax base, and the quality and quantity of housing available in Lowell.

In 2011, the Department of Planning and Development absorbed the code enforcement and inspectional services functions formerly housed in the Inspectional Services, Health, and Public Works Departments to create the Division of Development Services. Development Services now operates a cohesive one-stop permit and code enforcement office that furthers the objectives of the City, the DPD, and the Master Plan through review and regulation of development. The Development Services office provides a clearer path of access for both proponents of major economic development projects and for residents interested in construction activity in their neighborhoods.

DPD's Development Services Office also works to protect public safety and health through enforcement, permitting, and inspections associated with the state building code, plumbing code, electrical code, sanitary code, and related local ordinances, while also responding to complaints of

public nuisances and potential code violations. DPD is also responsible for conducting testing and inspections to confirm the accuracy of devices used throughout the City for measuring and weighing goods in commerce.

FISCAL YEAR 2014 ACCOMPLISHMENTS

Development Services

- Continued the successful reform of the City's code enforcement, permitting, and project review functions begun with the reorganization of these functions in FY11.
- Implemented a comprehensive new rental housing ordinance and inspection program to promote quality rental housing and minimize neighborhood blight. More inspections have been conducted and scheduled under the new Rental Unit Ordinance and Permit in the first month than were typically during an entire year under the old vacancy ordinance.
- Implemented a new program for monitoring and tracking complaints and violations for both Building and Sanitary Code inspectors.
- Continued the successful contract program for sealing weights and measures which has resulted in substantially greater compliance and effectiveness while dramatically reducing the net cost of delivering this function for the City taxpayers.
- Maintained successful compliance efforts resulting in near full compliance with vacant and foreclosing property registration requirements.
- Continued initiatives to address certificates of inspection, fire escapes, under sidewalk vaults, legal use determination, and other code compliance measures designed to protect public safety.
- Improved the integration of land use board review processes and increased public access to information regarding applications before the land use boards.

Planning and Community Development

- Continued to lead public/private partnership efforts to implement the Hamilton Canal District Master Plan, including infrastructure construction, facilitating private development financing, grant-writing, and involvement in ongoing land assembly and permitting efforts.
- Obtained more than \$8 million in new state and federal grant funds during FY13.
- Developed the Ayers City Urban Renewal Plan to help create the next generation of commercial and industrial development sites for the City in the Tanner Street area.
- Successfully obtained federal grant funding and restored the Lead Hazard Control Program.

-
- Managed the implementation and close out of the Ameresco Energy Services Contract to dramatically reduce energy costs and usage in municipal buildings.
 - Successfully attracted, retained, and supported the expansion of several important businesses (large and small) including Verizon, Cortron, Rapid Micro Biosystems, Khmer Post, AWOL, El Porto Restaurant, Sao Miguel Restaurant, Pawsitive Thoughts, and Navigation Brewery, helping to sustain historically high levels of private employment levels in the City, despite the ongoing recession.
 - Managed the ongoing design and construction of the network of multi-use recreational trails along Lowell's waterways, including the Riverwalk, Canalways, and Concord River Greenway.
 - Helped facilitate private redevelopment projects including the rehabilitation of long-vacant buildings at the Lawrence Mills, Boott Mills, Hamilton Mills, as well as the Freudenberg Building at 110 Canal Street in FY14 while continuing partnerships with developers to support similar efforts at the Massachusetts Mills and additional portions of the Hamilton Mills.
 - Continued the assessment and remediation of brownfields sites in the Hamilton Canal District, Acre Plan neighborhood, and elsewhere.
 - Assisted several dozen non-profit organizations with operating funds in support of programs for youth, the elderly, special needs populations, homelessness care and prevention, economic development, and recreation.
 - Designed and implemented traffic and street improvements, working closely with Engineering and the State's MassDOT, to further improve transportation throughout the City. FY14 highlights included completing the planning and design for the restoration of two-way traffic throughout Downtown and the design of traffic signal improvements for the Pawtucket/School, Riverside/University, Westford/School, and Lawrence/Church intersections.
 - DPD staff have played a leading role in the City Manager's neighborhood initiative projects in the Lower Highlands/Cambodiatown, and the Acre/East Pawtucketville with economic development assistance, façade grants, management of park and capital improvement projects, code enforcement, and public outreach efforts.

FISCAL YEAR 2015 BUDGET

Following receipt of a three-year Lead Hazard Control Grant from the U.S. Department of Housing and Urban Development, DPD established and filled a new position of Lead Hazard Control Grant Program Manager in FY14. This position is entirely grant-funded but was not listed in the FY14 budget.

Following two retirements in FY14, DPD has reorganized several positions. The position of Zoning Officer was reclassified as a Board Enforcement Agent to reflect the fact that the wetlands ordinance was removed from the zoning ordinance and reestablished as a separate ordinance. The position of Clerk/Typist and one Head Clerk have been replaced by two Principal Clerk positions.

The position of Better Buildings Program Manager has been eliminated as a result of the expiration of the grant that this position managed.

Following the resignation of the then incumbent, the City has not filled the position of [Assistant Historic Board Administrator](#) due to uncertainty as to the continued availability of the outside funding that has supported this position over the past several fiscal years.

The position of Transportation Engineer is proposed to increase to 40 hours/week in order to address the increased workload associated with that position due to capital project management.

DPD is proposing to increase its overtime budget by \$2,500 in FY15. This change helps align the budget with the hourly rates of building and sanitary code inspectors which have increased as a result of collective bargaining agreement changes in recent years. This requested increase is offset by a decrease in the proposed advertising budget line item.

Several outside funding sources have been reduced or eliminated for FY15. The BetterBuildings grant was an ARRA-funded program which expired in FY14. The loss of the MassHistoric grant funding has been offset by not backfilling the position that was funded in part from this source when it became vacant during FY14. Green Communities grant funding has not been budgeted as revenue in FY15 because the City will instead be funding an Energy Manager position, consistent with a motion approved by the Lowell City Council. There is no EPA grant funding expected to be available to support salaries in FY15, but pending applications will likely result in a return of this funding source in FY16.

Collectively, these reductions have been offset by the restoration of funding to the Lead Hazard Reduction program and the introduction of a one-year grant from the state Attorney General's Office for addressing distressed properties, resulting in a net increase in total outside funding available to support DPD salaries.

The proposed advertising budget line item is reduced by \$2,500 in FY15 to offset the requested increase in the overtime budget discussed above. The line item for the monthly travel allowance for the inspectors has been increased consistent with the increase that was negotiated in their most recent collective bargaining agreement.

Overall, the FY15 DPD budget represents a decrease of \$34,659 (-1.4%)

PLANNING & DEVELOPMENT 182	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Personnel				
S & W-Perm.	2,657,582	2,790,564	3,018,651	2,994,732
Overtime	4,897	5,000	7,500	7,500
Longevity	652	652	652	652
Outside Funding	(658,333)	(514,873)	(710,900)	(710,900)
Total	2,004,797	2,281,343	2,315,903	2,291,984
Expenses				
Telephone	-	-	-	-
Repair & Maintenance Equipment	427	3,000	3,000	3,000
Leasing Equipment & Service	-	-	-	-
Other Services	2,485	2,500	2,500	2,500
Professional Services	84,027	60,000	60,000	60,000
Advertising	6,523	10,000	7,500	7,500
Printing & Binding	7,408	5,000	5,000	5,000
Office Supplies	9,985	10,000	10,000	10,000
Uniforms & Other Clothing/Protective gear	2,402	1,000	1,000	1,000
Dues & Subscriptions	892	2,500	2,500	2,500
Trans. - Monthly Allowance	43,800	43,200	50,400	50,400
Trans. Reimbursement & Seminars	12,600	20,800	20,800	20,800
Education Reimbursements	1,055	1,200	1,200	1,200
Miscellaneous Charges	6,442	10,000	10,000	10,000
Traffic Improvement-Signalization	21,974	24,000	24,000	24,000
Equipment - Other	360	2,000	2,000	2,000
Office Furniture	2,397	3,000	3,000	3,000
Capital Improvements	3,000	3,000	3,000	3,000
Property Management	-	-	-	-
Computer Hardware/Software	-	-	-	-
ACRE Urban Renewal	23,450	-	-	-
JAM Urban Renewal	24,915	-	-	-
Urban Renewal	-	50,000	50,000	-
Total	254,141	251,200	255,900	205,900
TOTAL BUDGET	2,258,938	2,532,543	2,571,803	2,497,884

FISCAL YEAR 2015 PERFORMANCE MEASUREMENTS

Measurement	Prior Year Actuals		Current Estimate	Future Estimate
	FY 2012	FY2013	FY 2014	FY 2015
Complete and present Regulatory Changes to Implement Comprehensive Master Plan to City Council for approval	N/A	N/A	Advanced	Completed
Complete restoration of two-way traffic patterns on selected Downtown streets	N/A	Advanced	Advanced	Completed
Average days from application date to completion of plan review for all buildings and trades permits	N/A	8	8	7
Infrastructure, parks, and other capital improvement projects advanced	13	25	27	20
Number of accepted registrations of vacant/foreclosed properties in compliance with ordinance	654	531	247	400
Planning documents advanced	4	5	3	3

Measurement	Prior Year Actuals		Current Estimate	Future Estimate
	FY 2012	FY2013	FY 2014	FY 2015
Revenue collected from sale of surplus real estate assets sold	\$465,200	\$551,501	\$285,000	\$252,000
Square feet of active community gardens and land under cultivation in Lowell neighborhoods.	16,037	28,813	28,813	75,780
Number of COI Inspections completed	428	263	182	325
Brownfield sites addressed through assessment or remediation efforts	8	7	9	10
Building and trades related inspections conducted	8,788	9,957	5,273	9,500
Building, electrical, plumbing, gas, and mechanical permit applications processed	6,121	7,396	4,566	7,000
Businesses assisted by the Economic Development Office	138	129	110	90
City Council motions and requests addressed	119	106	119	80
Development and energy conservation capital projects assisted	15	25	14	10
Development project applications to land-use boards processed	171	151	96	160
Grant and loan agreements executed with sub-recipients	100	77	70	67
Number of land-use board pre-application consultations with developers and private companies	N/A	148	101	175
Sanitary code complaints inspected	1,940	2,156	982	1,800
Sanitary code permit applications processed and inspected	3,385	5,623	2,647	5,000

FISCAL YEAR

2015

POLICE

**WILLIAM TAYLOR
SUPERINTENDENT OF POLICE**

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POLICE DEPARTMENT

Org Chart 16 – POLICE DEPARTMENT

CITY PERSONNEL LISTING

The Lowell Police Department’s mission is to work with the community to reduce crime, the fear of crime and to improve the quality of life in the City of Lowell. The Department is committed to the ideals of community policing. Those ideals are evident in such programs as Safety First, the citizen police academy, the volunteer program and the community liaison program. The Department stresses partnership, professionalism, integrity and fairness.

Patrols are assigned by geographic sector. Geographic assignment encourages officers to become intimately associated with neighborhoods and their residents, better enabling them to fight and prevent crime.

The Department maintains specialized staffing to address narrow responsibilities such as crime analysis, technology and research & development.

FISCAL YEAR 2014 ACCOMPLISHMENTS

- Continued trend of decrease in overall Group B NIBRS crimes (12%)*

<u>Crime Type</u>	<u>+ / -</u>	<u>%</u>
Rapes	Decreased	11%
Burglaries	Decreased	9%
Shoplifting	Decreased	10%
Weapons law violations	Decreased	19%
Gang crime	Decreased	43%
Domestic violence	Decreased	9%
Juvenile crime	Decreased	38%
Downtown disorder	Decreased	28%

- Received \$3,098,971 in state, federal and private grant funding
- Increased visibility through foot patrols
- Hosted a gun buy back in which 36 guns were collected
- Hosted the 15th annual Summer Student Police Academy
- Implemented a reorganization which will help facilitate additional oversight and enhance the institutionalization of community and evidence-based policing.

**Note: Crime data is reported by the Police Department for the previous Calendar Year (2013). All figures are for CY 2013 and percentages are based on CY 2013 over CY 2012.*

FISCAL YEAR 2015 BUDGET

The Police Department’s overall proposed FY2015 budget is \$24,782,515, representing a 3.9% increase over the previous fiscal year. The net general fund salaries have increased by 3.7% (\$831,996) for FY 2015 due to 2.5% - 3% contractual increases for supervisors and 22 police officers, as well as step raises for 9 civilians. Additionally, the LPD increased its sworn strength by 5 officers, bringing the number of sworn officers to 237. These 5 officers will be grant funded for a third of the year. Other small increases within the line items are directly related to salary increases. Additionally, one officer is assigned to Middlesex Community College and the College pays salary to support this officer.

Other expenses increased by \$91,175 from the previous year. This is due, in part, to the 9-1-1 Computer Aided Dispatch and Records Management System (Larimore) maintenance support being transferred from the City’s MIS budget to the Police budget.

POLICE -210	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Personnel				
S W - Perm	20,291,794	21,698,678	22,733,733	22,557,930
S W - Temp	23,780	15,000	15,000	15,000
Overtime	921,151	800,000	950,000	800,000
Holiday	1,029,337	537,000	576,000	576,000
Special Events	44,954	40,000	40,000	40,000
Longevity	16,966	17,000	15,000	15,000
Court Time	375,099	419,760	440,000	420,000
Comp Time	43,139	50,000	50,000	50,000
Physical Fitness Incentive/Out of Grade Compensation	87,250	95,750	95,750	95,750
K-9 Stipends	-	44,367	32,817	32,817
Contractual Allowances	90,735	14,900	12,000	12,000
Uniform Allowance	20,057	34,700	37,200	37,200
Uniform - Traffic Supervisors	6,000	6,000	6,000	6,000
Outside Funding	(1,678,369)	(1,446,949)	(1,425,489)	(1,499,525)
Total	21,271,892	22,326,206	23,578,011	23,158,172
Expenses				
Repair & Maintenance of Equipment	99,250	110,000	124,000	110,000
Garage Repair - Service Vehicle	79,906	80,000	80,000	80,000
Repair & Maint Microcomputer	66,471	67,000	70,000	70,000
Police Jail Area Maint	12,000	12,000	13,000	13,000
Hepatitis Shots	600	600	600	600
Horses/Boarding Expenses	-	-	-	-
Animal Control - Chg/Expense	14,460	12,000	10,000	10,000
Animal Expenses	6,087	8,000	8,000	8,000
Police - Rental Sub-Station	38,175	38,175	60,000	38,175
Paint/Meter Division (50% to Parking)	34,152	35,000	35,000	35,000
Rental of Equipment	6,347	7,450	7,450	7,450
Leasing Vehicles	-	-	-	-
Kennel Services	33,631	41,000	38,000	38,000
Psychological Exams	20,765	18,000	18,000	18,000
Training/Evaluation Program	21,500	25,000	40,000	40,000
Communications - CDMA	26,000	47,000	50,000	50,000
Medical Active Police/Fire	-	-	-	-
Medical - Retired Police	-	-	-	-
Food Service Supplies	8,260	9,200	9,400	9,400

POLICE -210	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Gas & Motor Oil Supplies	420,911	425,000	425,000	425,000
Garage/Auto Parts Supplies	69,577	80,000	80,000	80,000
Office Supplies	10,700	9,000	9,500	9,500
Misc. Supplies Other	11,999	10,000	10,000	10,000
Service Legal Defense Fund	56,000	57,500	59,000	59,000
Dues & Subscriptions	7,400	7,400	9,000	9,000
In State Travel Reimbursement & Seminars	1,500	1,500	1,500	15,000
No Middlesex Law Enforce County	5,925	5,925	5,925	5,925
Miscellaneous Charges	18,084	20,000	20,000	20,000
Dive/Rescue Team Equipment	4,991	5,000	5,000	5,000
Police Cars	234,592	264,943	264,943	264,943
Police Photo Lab & Equipment	2,500	2,500	2,500	2,500
Police Equipment Other	14,743	21,975	48,000	21,975
Portable Radios & Other	4,995	5,000	5,875	58,875
Office Furniture & Equipment	8,480	7,000	10,000	10,000
Computer Equipment	98,536	100,000	100,000	100,000
Total	1,438,538	1,533,168	1,619,693	1,624,343
TOTAL BUDGET	22,710,430	23,859,374	25,197,704	24,782,515

FISCAL YEAR 2015 PERFORMANCE MEASUREMENTS

Measurement	Prior Year Actuals		Current Estimate	Future Estimate
	FY 2012	FY2013	FY 2014	FY 2015
Firearms Recovered	40	29	7	40
Juvenile Incidents	281	173	56	173
NIBRS Group A Offenses	8,184	8,388	1,608	7,968
NIBRS Group B Offenses	2,119	1,858	349	1,766
Total amount of federal grant funding received	\$1,339,769	\$833,505	\$0	\$377,000
Total amount of private grant funding received	\$1,750	\$20,000	\$0	\$750
Total amount of state grant funding received	\$950,571	\$2,245,466	\$1,016,863	\$1,356,834
Total Computer Aided Dispatch (CAD) Calls	110,225	131,805	30,897	123,588
Fingerprint Revenue	\$1,265	\$990	\$200	\$800
Firearm revenue	\$41,800	\$65,750	\$16,437	\$60,000
Number of CompStat meetings	26	26	6	26
Number of hours worked by LPD volunteers	4,500	3950	845	4,750
Number of LPD volunteers	46	38	15	50
Number of PROACTIVE Policing Patrols	15,629	31,649	7,342	31,700
Taxi revenue	\$4,500	\$6,250	\$1,500	\$6,000
Total General Fund Deposits	\$1,204,491	\$1,240,363	\$312,307	\$1,200,000
Total Revenue	\$47,565	\$72,990	\$18,137	\$66,800
Individuals Booked	5,203	4589	899	4,359
Number of firearm permits issued	521	843	175	800
Number of private details arranged	8,431	7778	1,445	8,000
Number of residents contacted for annual survey	N/A	N/A	N/A	N/A
Police Computer Aided Dispatch (CAD) Calls	93,181	114,081	26,636	106,544
Total investigations	984	1529	382	1,529

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FISCAL YEAR

2015

FIRE

**EDWARD PITTA
FIRE CHIEF**

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FIRE DEPARTMENT

Org Chart 17 – FIRE DEPARTMENT

CITY PERSONNEL LISTING

The mission of the Lowell Fire Department is to improve the quality of life in the City of Lowell by providing *fire protection, emergency response services, prevention and public education* activities. Our goal is to protect all citizens, their property, and the environment from natural and man-made disasters. We strive to accomplish this in a courteous and professional manner.

In addition to incidents involving all types of fires, the Lowell Fire Department responds to calls for emergency medical services, hazardous materials incidents, ice and water rescues/recoveries, automobile accidents/extrications, and technical and high-angle rescues.

Training and education are paramount to fulfilling the mission of the Fire Department. All members are trained to *First Responder Level* and *Hazardous Material Awareness Level*. In addition, 114 members (58%) are certified *Massachusetts Emergency Medical Technicians* and 143 members (72%) are certified *Massachusetts Hazardous Materials Technicians*.

FISCAL YEAR 2014 ACCOMPLISHMENTS

- Completed conversion of fire alarm system from the *Gamewell* (telegraph-type) boxes to the newer radio master box system.
- Company closings continue to decrease. In FY13, Company closings were reduced by 3.7% (899 compared to 933 in FY12).
- In FY13, 18,551 individuals (adults and children) received fire education and safety training through the Public Education Office. That represents an increase of 3,129 individuals (20.3%) over FY12.
- Technical Rescue training has been expanded to include advanced rappelling techniques which are used at “pick-off” type rescues (scaffolding accidents, etc.) and confined space rescue.
- The Fire Department is represented on the School Crisis Team and, along with LPD, is developing Emergency Operations Plans for major incidents at schools.

FISCAL YEAR 2015 BUDGET

The FY15 Fire Department budget submission represents an overall \$1.05 million (6.3%) increase over the previous fiscal year. General Fund salaries increase 5.8% due to contractual obligations and increases in Ordinance employee salaries. Ordinary expenses increase by 17.7% due to

increases in SCBA Equipment, increased cost of diesel fuel, repair and maintenance of vehicles, and costs for physicals.

FIRE DEPARTMENT - 220	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Personnel				
Salaries & Wages -Perm	13,133,814	13,861,386	14,889,523	14,622,467
Apparatus Detail Pay	32,664	37,250	40,000	40,000
Overtime	742,287	675,000	700,000	745,000
Overtime - Public Education	10,767	11,000	12,000	12,000
Overtime/Holiday	186,303	184,000	201,000	196,000
Holiday	845,260	881,000	962,000	936,000
Longevity	27,222	23,000	17,200	17,200
Court Time	1,328	2,000	2,200	2,200
Out of Grade Compensation	112,775	109,000	132,000	129,000
Hazardous Material Compensation	(376)	35,000	38,600	38,600
Buy Back Vacation (IOD)	120,655	126,000	137,500	137,500
Total	15,212,697	15,944,636	17,132,023	16,875,967
Expenses				
Education Incentive	6,600	7,650	6,500	6,500
Out-Of-State Travel	2,050	3,800	4,200	4,200
Utility Electricity	32,135	35,000	40,000	40,000
Utility Heating/Gas	62,772	75,000	75,000	75,000
Repair & Maint. Equipment	9,545	7,000	8,000	8,000
Repair & Maint of Vehicle	119,073	110,000	135,000	135,000
Hazardous Waste Collection	4,774	4,000	6,500	6,500
Ladder Testing	4,920	4,500	5,500	5,500
Health & Safety/Contract	39,629	35,000	35,000	35,000
Professional Services	-	1,500	1,500	1,500
Prof. Svc - EMT/Ambulance	8,455	10,000	12,000	12,000
Physicals	14,425	10,000	15,000	15,000
Training/Evaluation Prog	10,893	6,000	10,000	10,000
Printing & Binding	1,340	2,000	2,300	2,300
CodeRED				15,300
Firefighter Supplies	21,028	20,000	30,200	30,200
LEPC - Supplies/Travel/Misc	1,174	500	2,000	2,000
Computer Equip & Software	15,400	11,800	11,800	11,800
Medical & Surgical Supplies	15,400	16,000	16,000	16,000
Gas & Motor Oil - Supplies	116,582	125,000	150,000	150,000
Automotive - Tires & Tubes	11,900	12,000	13,500	13,500
Hardware - Supplies	1,743	2,000	2,000	2,000
Office Supplies	4,117	4,000	3,500	3,500
Dues & Subscriptions	5,784	6,000	6,500	6,500
In-State Travel Reimbursement & Seminars	2,579	3,000	3,000	3,000
Out of State Travel	1,862	-	-	-
Education Incentive	6,600	-	-	-
Education Reimbursements	3,464	5,000	5,000	5,000
Upgrade Radio System	12,050	12,500	12,500	12,500
Other Equipment (Scuba, etc.)	5,479	5,000	6,000	6,000
SCBA-Equipment (Air Tanks)	24,951	30,000	45,000	45,000
4"Hose & Hardware	7,423	10,000	10,000	10,000
Office Furniture & Equipment	2,000	5,000	5,000	5,000
Replace - Repair Apparel	62,143	50,000	50,000	50,000
Improvements - Buildings	3,858	4,000	4,000	4,000
Repair & Maint - Buildings	9,087	10,000	10,000	10,000
Custodial - Supplies	7,322	6,000	6,500	6,500
Total	658,557	649,250	749,000	764,300
TOTAL BUDGET	15,871,255	16,593,886	17,881,023	17,640,267

FISCAL YEAR 2015 PERFORMANCE MEASUREMENTS

Measurement	Prior Year Actuals		Current Estimate FY 2014	Future Estimate FY 2015
	FY 2012	FY2013		
Apply for grant to purchase turnout gear	-	-	Grant not awarded. Will re-apply.	Grant Submitted
Develop Emergency Operations Plans for all public schools	-	-	-	12/31/14
Train members of certain fire companies in trench rescue techniques	-	-	-	12/31/14
Number of fire companies closed per shift	1.27	1.23	1.15	<1
Number of inspections per fire inspector	401	417	252	467
Inspections performed by fire prevention inspectors	1862	2500	1511	2800
Inspections performed by Fire Companies	477	660	334	691
Number of individuals (adult and children) receiving fire safety education	15422	18551	10528	25000
Good intent calls	1247	876	362	869
Hazardous conditions calls	703	548	303	727
Total false calls	2363	2319	1043	2503
Total number of fires	663	548	192	461
Total number of Rescue/EMS calls	7388	8184	3583	8599

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FISCAL YEAR

2015

SCHOOLS

Includes Lowell Public Schools, and the Greater Lowell Regional Technical School.

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FISCAL YEAR 2015 BUDGET

The FY15 Regional Assessment for the Greater Lowell Regional Technical School has increased by \$628,123 (9.9%) over the previous fiscal year primarily due to the additional capital assessment associated with building renovations. The district intends to issue approximately \$10 million in the spring of 2014 to fund the renovation project and the figures given to the city reflect slight revisions over the totals presented in the fall of 2012.

The total budget for the Lowell Public Schools is comprised of two funding sources. First, the amounts funded by the State's Chapter 70 aid program, and second the direct, locally funded portion from the City's General Fund. The Chapter 70 allocation has increased by \$5.2 million (4%) in FY15, while the amount locally funded through the General Fund is proposed to increase by \$2.9 million (20%). The large increase in the locally funded portion is part of an effort by the City Administration to achieve the priority of the City Council and close the gap in Lowell's net school spending requirement. The final portion of funding included in the net school spending total, known as "maintenance of effort," includes non-cash services provided to the School Department by City personnel, such as snow plowing and facility maintenance by the Public Works department. This figure is variable from year to year.

REGIONAL ASSESSMENTS	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Greater Lowell Regional Technical School	5,980,116	6,370,618	6,998,741	6,998,741
Total	5,980,116	6,370,618	6,998,741	6,998,741
LOWELL SCHOOL DEPARTMENT				
	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Local Schools				
Funded by Chapter 70	126,478,353	129,901,292	135,128,765	135,128,765
Locally Funded	11,958,989	14,458,989	14,458,989	17,356,851
Total	138,437,342	144,360,281	149,587,754	152,485,616
TOTAL BUDGET	144,417,458	150,730,899	156,586,495	159,484,357

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FISCAL YEAR

2015

PUBLIC WORKS

Includes Public Works Finance & Administration, Engineering, Land & Buildings (and Messenger), Electrical, Streets, Waste Collection & Disposal, Street Lighting, Snow & Ice, Parks, and Cemetery.

**RALPH SNOW
COMMISSIONER &
ASSISTANT CITY MANAGER**

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DEPARTMENT OF PUBLIC WORKS

[Org Chart 18 – DIVISION OF PUBLIC WORKS \(DPW\)](#)

[CITY PERSONNEL LISTING](#)

[Org Chart 19 – DPW, ADMINISTRATION](#)

[Org Chart 20 – DPW, Engineering](#)

[Org Chart 21 – DPW, LANDS & BUILDINGS](#)

[Org Chart 22 – DPW, STREETS](#)

[Org Chart 23 – DPW, PARKS, CEMETERIES, AND RECREATION](#)

The Department of Public Works (DPW) has broad responsibilities in the City including, but not limited to:

- Maintenance and repair of City owned streets and sidewalks
- Maintenance and repair of streetlights and traffic signals
- Maintenance and repair of public buildings, including public schools
- Maintenance of city parks, playgrounds, and public shade trees
- Operation and maintenance of city owned cemeteries
- Assuring proper collection and disposal of residential solid waste and recycling
- Delivering safe, potable drinking water
- Collection, treatment and disposal of sewerage and storm water

The Department of Public Works is comprised of seven (7) divisions. In addition to the five (5) internal DPW divisions, the Water and Wastewater departments report to the DPW commissioner, even though the accounting is done through a separate enterprise system. Each division is staffed by administrators, equipment operators, laborers and specialists such as plumbers, electricians and carpenters. Many of the divisions, such as the utilities, work around the clock. Even those that do not are on-call in case of emergency.

Administration and Finance Division

This division manages customer service, capital project cash flows, personnel, payroll, accounts payable and receivables, trash accounts, snow and ice contracts, city property damage claims, insurance on city owned buildings, dumpsters, street-opening and trench permits, e-Gov requests and various other administrative and financial activities related to the department including tracking Chapter 90 Highway Funds, preparing responses to City Council/City Manager requests and reports for other city departments and outside entities.

Engineering Division

This division is responsible for civil engineering and design support, including construction management and administration services for all paving projects. The division is comprised of engineers working on projects for streets and sidewalks, pavement management, private street conversion, bridge maintenance, repair and construction, flood control, permitting, and other public works issues.

Land and Buildings Division

This division is responsible for the maintenance and repair of over 2.7 million square feet of City-owned buildings, including public schools. In addition to work completed by in-house employees, this division is also responsible for oversight of contractors performing construction and/or repairs

to City buildings. Custodial responsibilities include City Hall, the JFK Civic Center, and the Pollard Memorial Library.

Streets Division

This division is responsible for street and sidewalk maintenance, pothole repair, central garage activities, miscellaneous litter pick-up, winter snow plowing and salting operations, miscellaneous street sweeping, maintenance of City-owned shade trees, and oversight of the solid waste and recycling program/contract.

Parks, Recreation, and Cemeteries Division

The Parks division is responsible for maintenance and management of over 500 acres of the City's 92 parks and playgrounds, 59 road islands and squares as well as many miles of grass median strips and the litter control in the downtown area. This division is also responsible for boarding up buildings for security purposes and managing the City's tree planting program. The Cemeteries division provides for public and private interments, lot sales, marker and monument installation and proper maintenance of 6 City owned cemeteries encompassing over 110 acres. The City's Recreation division provides programming and permitting of all parks and playground facilities. This includes permitting for baseball, softball, soccer, rugby, tennis, basketball, street and field hockey, and other events. Staff and technical support is also given to the Cemetery Commission and the Parks Commission.

FISCAL YEAR 2014 ACCOMPLISHMENTS

Finance and Administration

- Managed \$14+ million DPW budget and other accounts
- Oversaw Chapter 90 and Capital Plan monies for the DPW
- Issued 1,590 Street Opening, Trench & Sewer, and Dumpster permits
- Made 200 trash account adjustments/abatements
- Processed weekly payroll for 72 employees and up to 100 during snowstorms and including calculating retros, preparing personnel assignment sheets, change sheets, etc.
- Processed property damage reports for approximately 72 claims
- Entered 634 purchase orders
- Processed 4,000 invoices for payment
- Prepared and processed 65 snow contracts
- Produced Fire Alarm reports and various other reports, as needed

Engineering

- Repaved 8.63 miles of roadway
- Refurbished 1.1 miles of sidewalk
- Issued 850 Street Opening/Trench permits
- Issued 180 driveway permits
- Reviewed 85 projects
- Accepted 11 streets
- Performed on-site Construction Management services for the Hamilton Canal and Jackson Street, Point Park, and Concord River Greenway projects

- Represented the City on the construction of the new University Avenue Bridge project
- Designed the Edwards Street sewer line with staff from LRWWU
- Resolved several construction issues where UML projects intersect city rights of way
- Processed 2050 deeds
- Recorded and updated 20 land revisions

Lands and Buildings

- Replaced MIS heat pumps at City Hall
- Repaired 12 City sidewalks
- Replaced hot water heaters at the Greenhalge and Leblanc Schools, the JFK Civic Center and the Fire Department Training Center
- Completed Phase 1 of jail cell upgrades at the Police Department including painting and some floors
- Completed upgrades to the Pollard Memorial Library downspouts and gutters
- Remodeled the Mayor's Office Suite including carpet and paint
- Completed Parking Department kiosk project
- Completed painting project at Lowell High School
- Complete Cawley Stadium Concession Stand upgrades and remodeling
- Completed Phase 1 of the LeLacheur Park men's room upgrades including carpentry and painting
- Completed remodel of the City Council Chamber including paint, polyurethane, new carpet and furniture repairs
- Inspected and tested the fire alarm protection systems in the City of Lowell's 29 schools
- Replaced fire alarm protection and notification systems at Cardinal O'Connell, Green, Laura Lee, Molloy, and Moody schools
- Completed elevator inspections at all schools and public buildings
- Maintained all city owned standby generators
- Replaced generator at Pyne Arts school
- Began working on the LED conversion project of the downtown Victorian lights. 100 out of 650 lights have been completely restored and upgraded to LED luminaries
- Completed the conversion of city hall and JFK's exterior lights to LED lighting fixtures
- Completed electrical repairs and upgrades at the Elliot Center
- Converted entrance lighting at Stoklosa and Murkland schools to LED luminaries
- Continued to decommission the fire alarm master boxes from the digitizer notification system
- Continued removing the old municipal fire alarm system including double poles
- Completed 215 Electrical Division work order requests for the School Department
- Completed over 1,400 City work orders
- Managed over 800 street light trouble requests
- Installed 100 amp circuit for the UPS system at the Murkland School
- Wired security doors at the Robinson school as well as Lowell High School
- Renovated special education classroom at Lowell High School
- Removed, replaced, and repaired lighting system at Lincoln Park on Chelmsford Street
- Installed power to auto lifts at the Lowell Police service garage
- Replaced lighting contactors and transformer feeds for field lighting at Cawley Stadium
- Completed electrical renovations at Cawley Stadium snack shack
- Updated electrical distribution panels for the Folk Festival

- Installed Electric Vehicle charging stations at the John Street and Early garages
- Repaired and rewired all holiday window decorations at City Hall
- Installed service wiring for Point Park
- Replaced traffic controller cabinets at the intersections of Rourke Bridge and Pawtucket Boulevard and at Cabot Street and Father Morissette Boulevard.
- Removed and replace damaged wiring Central Street lighting system

Streets

- Maintained 185 pieces of equipment, many of which are over 20 years old and worn out
- Maintained 235 miles of city owned streets
- Assumed maintenance responsibilities for some of the Parking Department's vehicles
- Repaired over 2,400 potholes
- Continued to upgrade the repair facility with implementation of new safety measures and installation of computers and other equipment in multiple work areas
- Took delivery of 1 new street sweeper and 3 new ten wheelers
- Implemented the use of a computer diagnostic system to enhance the efficiency of the mechanics by saving both time and money
- Implemented a vehicle maintenance record system in preparation for the City's work order system
- Collected and analyzed data with the new tracking system which enabled us to see the weak points in our snow operations and make informed adjustments to help increase the efficiency of the drivers and the department as a whole
- Completed a significant portion of the large river bank clean-up project along the VFW Highway
- Cleaned out Cats Alley in the Back Central Neighborhood
- Assisted DPD in their efforts to stop illegal dumping around the city by setting up cameras, picking up trash and cleaning vacant lots
- Replaced granite curb around the city where needed
- Repaired three miles of asphalt berm around the city
- Resolved 1300 EGOV work order requests
- Coordinated and assisted with the construction of the solar project at the landfill
- Removed 150 trees
- Pruned 300 trees
- Mounted and removed 150 US, state, city flags
- Assisted LPD by moving evidence from raids, helping them clean up old storage areas within their department and installing surveillance cameras within the city
- Chipped 4,251 Christmas trees
- Oversaw the collection & disposal of 25,586 tons of trash, 4,153 tons of recycling and 43,985 tons of yard waste
- Improved curbside recycling rate to 12.7% and city-wide diversion rate to 22.2%
- Successfully implemented Single-Stream Recycling with outreach/media campaign, distributing over 25,000 Single Stream curbside carts.
- Delivered more than 300 missed SSR carts.
- Resolved more than 400 customer service calls for pickup errors during the first month while continuing to direct vendor corrections for residential and municipal collection.
- Managed public information including 13 Lowell SUN "WasteLines" columns

- Created and delivered the weekly series of WCAP “Talking Trash” radio shows.
- Resolved more than 500 telephone requests to the SW&R Office.
- Web-mastered posts to the 2,500 member ListServe and Face book sites
- Maintained www.LowellRecycle.org.
- Created ‘LowellRecycle’ Smart phone App, resolving info/collection requests for 1,160 households including 620 enrolled members.
- Represented SW&R interest in five critical projects including “planning/zoning” project review team, two Merrimack Valley municipal solid waste managers’ funding proposals, Department of Environmental Protection Northeast regional textile and organics funding, and MassRecycle statewide professional management reuse planning.
- Acquired more than \$10,000 in outside funding.
- Delivered 2 Household Hazardous Waste Day and Earth Day events including publicizing the event, vendor contracts, collection days.
- Held ten 2nd Saturday of the Month “Electronics & More” and “Last Saturday” Waste oil drop-off events.
- Managed 25,000 citywide green recycling bins through December, 2013, providing more than 1,300 replacements during the course of the year.
- Resolved EGov Work Orders for more than 1500 collection errors and 200 damaged trash carts.
- Upgraded equipment including additional universal waste shed, access to DPW delivery vehicles, and school classroom recycling equipment with reduced or no municipal cost.

Parks

- Maintained 550 acres of parkland and open space
- Assisted DPW with the chipping of Christmas trees
- Maintained and serviced 92 Parks, 13 soccer fields, 36 baseball fields, 26 tennis courts, 43 playgrounds, 4 skate parks, 40 basketball courts, 1 auditorium, 1 stadium, 12 volleyball courts, 4 jogging tracks, 2 reservoirs, 100 flag poles, 1 dog park, 2 handball courts, 3 pools, 1 splash pad, 3 football fields, and 2 lacrosse fields
- Maintained and serviced 124 city owned sites at various locations.
- Maintained and serviced 59 road islands, circles and squares
- Maintained and serviced downtown center city on general year round maintenance schedule
- Provided year round support including labor, supplies, and technical assistance for all City of Lowell special events, festivals, neighborhood cleanups, parades
- Carried out City of Lowell snow and ice master plan for city wide municipal buildings, parking lots, bus stops, sidewalks, park walks
- Performed regular daily maintenance at all parks and green spaces, snow removal as needed, special events, festivals, monuments, pools, islands, etc. Planted numerous trees city wide and assisted with Cemetery maintenance as needed.
- Developed plans and specifications for several park renovation projects
- Implemented Capital Improvements (courts, walls, fences, etc.) at Highland Sports Complex
- Implemented Capital Improvements (courts, playground, etc.) at Koumantzelis Park
- Implemented Capital Improvements (courts, landscaping, etc.) at Hadley Park
- Implemented Capital Improvements (courts, playground, etc.) at Father Kirwin Park
- Implemented Capital Improvements (quarry stone complete renovation) at Victory Park
- Implemented C.D.B.G. Improvements (fencing, benches, landscaping, etc.) at Fels Park

- Implemented C.D.B.G. Improvements (guard rails, landscaping, etc.) at Rotary Club Park
- Implemented C.D.B.G. Improvements (courts, fencing, landscaping, etc.) at Bourgeois Park
- Implemented Budgetary Improvements (Bocce court, landscaping, fencing, etc.) at Clemente Park
- Implemented Budgetary Improvements (trees, landscaping, etc.) at Gershom Avenue Garden
- Implemented Budgetary Improvements (fencing, landscaping, etc.) at Albion Street Community Garden
- Implemented Budgetary Improvements (fencing, landscaping, etc.) at Smith Street Community Garden
- Prepared site/dedication for Keith Rudy Little League Field
- Prepared site/dedication for Prestipino Basketball Court
- Prepared site/dedication for Victory Memorial Park
- Prepared site/dedication for Desmond Football Field
- Installed approximately one hundred twenty five (125) trees at various park/street locations

Cemeteries

- Maintained six (6) municipal cemeteries containing approximately one hundred and ten (110) acres of green space
- Performed two hundred seventeen (217) burials
- Generated \$164,570.00 in revenue
- Repaired multiple broken water faucets in Edson, Westlawn I and Westlawn II Cemetery
- Filled approximately one hundred (100) winter graves (spring project)
- Removed forty two (42) trees in Edson Cemetery
- Installed one hundred eighty two (182) trees in Edson, Westlawn I and Westlawn II Cemeteries
- Maintained multiple gardens at each entrance and throughout the 3 cemeteries
- Completed over fifty (50) work orders
- Scraped, primed and painted approximately seventy five (75) feet of wrought iron fencing
- Repaired/serviced approximately three hundred fifty (350) linear feet of chain link fencing
- Repaired/serviced fences and gates at all Municipal cemeteries
- Started Section 35 expansion project, Phase II
- Continued mapping Edson/Westlawn Cemeteries (all monuments, shrubs, and trees)
- Continued partnerships with R.O.T.C, Historical Society, Greater Lowell Veteran's Council, Global War Veteran's Group, Billerica House of Correction and other non-profit organizations
- Restriped all parking spaces in Edson and Westlawn I Cemetery (Spring Project)
- Installed approximately thirty (30) new street signs with posts in the Westlawn II Cemetery
- Composted approximately five hundred (500) tons of leaves
- Completed supply depot in the Westlawn I Cemetery (Phase III)
- Sold approximately one hundred forty seven (147) graves in the Edson, Westlawn I and Westlawn II Cemeteries
- Wrote out, typed and mailed approximately one hundred forty seven (147) deeds
- Completed approximately one hundred fifty (150) genealogy requests
- Helped approximately one thousand (1,000) people at the counter (complaints, directions, questions on purchasing lots as well as funeral/burial information)
- Completed application process for approximately forty (40) government markers
- Installed approximately thirty five (35) government markers

- Laid out approximately seventy five (75) foundations for monuments and markers in Edson, Westlawn I and Westlawn II cemeteries
- Removed over a hundred bushes, shrubs
- Maintained Interment and Lot Owner card catalogs
- Completed monthly paperwork (funeral billing, auditing report, Stat Sheet, Turn in/Monies Received sheets, Cemetery Commission agenda, correspondence and all related information)
- Processed two hundred seventeen (217) sets of burial paperwork (including interment information form, order form, burial paperwork for Board of Health, Interment and Lot Owner cards, 2 burial books, computer logging)
- Inputted approximately 40% of the Lot owner/burial information into the HMIS computer system

Recreation

- Issued and monitored five thousand one hundred sixteen (5116) permits for the first half of the fiscal year
- Targeted Lowell youth with out of school, night, and weekend activities as well as summer programming at no cost to the participant
- Identified and solicited for funds such as the Shannon Community Safety Initiative grant, the United States Tennis Association Equipment grant, and the CFIRE grant
- Utilized the Shannon Community Safety Initiative and CFIRE grants to offer no cost programming to at risk youth between the ages of 12 and 21
- Provided year round quality recreation opportunities to the residents of Lowell including basketball, tennis, floor hockey, dancing, arts and crafts, swimming, karate, baseball tournament, CTI partnership program, lifeguard training programs, yoga, lacrosse/soccer training and support for special holiday events such as Monster Bash, Winterfest, Folk Festival and the City of Lowell Lights, KIDSWEEK activities, Bike Rodeo, National Night Out, Healthy Summer Kickoff, triathlons, South East Asian Water Festival, and Labor Day Swim Race
- Served over 2000 participants in our registration programs alone (Saturday hockey, tennis, swim lessons, tae kwon do, dance, camps, baseball tournaments, etc). We also service countless others in our drop in programming (Arts and Crafts, basketball, night hockey, pools, special events)
- Worked with CTI, Merrimack Valley Food Bank, Project Bread, and the Lowell Public Schools to provide thousands of free breakfasts, lunches, and snacks daily over the summer to the youth in the city
- Provided First Aid/CPR training to potential lifeguarding candidates. These safety skills cross over to use in the everyday life of the participant
- Ensured proper certifications for aquatics staff. 90% of lifeguard staff is trained in house due to the ability to offer these programs
- Trained 200 participants in our free swim lessons last summer, and over 350 in the winter swim lessons, thereby increasing aquatic safety and reducing the risk of drowning
- Set up river/beach for a safe designated swim area that is clearly marked and denoted as a “no wake” area for boats to increase swimmer safety
- Assured that all pools are up to specific codes, had proper handicap accessibility, and were in proper operating condition
- Worked with the Lowell Public Schools to offer after school activities at various public schools

- Worked with non-profits to coordinate the Mayor's Youth Commission and the Manager's Adopt an Island Program
- Provided reduced cost movie tickets
- Provided expanded summer camp opportunities
- Filled approximately 185 temporary summer positions, and approximately 100 fall/winter positions predominantly with a teenage work force, offering in house training/certification at low or no cost for those jobs that required it

FISCAL YEAR 2015 BUDGET

The total budget for DPW (including Admin, Engineering, Lands & Buildings, Streets, Waste Collection & Disposal, Street Lighting, Parks, and Cemeteries) is \$13,945,029 which represents a \$346,133 (3%) increase from the previous year. This total does not include Snow & Ice expenditures.

Net general fund salaries in Finance and Administration increase \$14,943 (4%) due to ordinance and union contract required COLA allowances and step increases. Other expenses increased \$68,300 (7.3%) due to requested increases in Utility Electricity (costs are tracking higher this year than what's in the budget), Training (due to a newly mandated requirement from the MA Department of Public Safety that equipment operators attend biannual training to maintain their hydraulics licenses), Repair and Maintenance Electric Supplies (increased cost of generator inspection and maintenance on an annual basis), and the Lease/Purchase of Equipment (to replace defunct plotter in Engineering).

Engineering salaries increase \$16,877 (4.1%) due to union contract required step increases.

Lands & Buildings salaries increase \$81,717 (4.6%) due to union contract required step increases. Other expenses increased \$25,000 due to requested increases in Utility Electricity (costs are tracking higher this year than what had been included in the budget).

Streets general salaries increase \$61,126 (5.4%) due to union contract required step increases.

Waste Collection and Disposal costs increase by \$130,000 (2.5%) due to increased disposal rates which are partially offset by a refund of \$192,000 to the general fund.

In the Parks department, salaries increase \$8,607 (0.6%) based on 2.5% salary adjustment-union mandated step increases and a potential salary adjustment for the union mandated step increases for those eligible. Other expenses increased by \$11,500 (1.8%) which breaks down as follows: \$3,500 professional services, \$3,000 licenses, \$5,000 miscellaneous parks equipment, \$2,500 fences, \$750 mowers, and \$3,500 pool renovations.

The Cemetery Department budget is decreased by \$21,937 (-7.4%) due to positions taken out of the budget which have gone unfilled for over 2 years.

In the Recreation Division salaries increased \$6,234 (1%) based on salary adjustment-union mandated step increase. Other expenses are level-funded from the previous fiscal year.

This year’s requested Recreation budget continues last year’s success, giving us the ability to hire approximately 204 summer/winter employees. The majority of our Recreation staff is made up of High school age kids.

FINANCE & ADMINISTRATION - 400	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Personnel				
Salaries - Permanent	304,300	341,225	424,037	356,168
S & W-Temp.	59,209	30,000	30,000	30,000
Overtime	17,599	5,000	5,000	5,000
Out of Grade Compensation	-	-	-	-
Total	381,108	376,225	459,037	391,168
Expenses				
Utility Electricity	144,789	120,000	150,000	150,000
Utility Heating/Gas	23,267	30,000	30,000	30,000
Repair & Maint. Equipment	120,705	50,000	50,000	50,000
Electrical Repair & Parts	57,371	50,000	50,000	50,000
Tree Work		75,000	75,000	75,000
Rental of Equipment	116,605	20,000	20,000	20,000
Rental of Uniforms	7,249	10,000	10,000	10,000
Lease/Purchase - DPW Equipment	25,920	10,000	17,500	17,500
Professional Services	52,202	65,000	100,000	65,000
Inspection Stickers	4,980	5,000	5,000	5,000
Training	-	2,200	8,000	8,000
Advertising	4,404	4,000	4,000	4,000
Automotive - Tires & Tubes	155,183	130,000	130,000	130,000
Gas & Motor Oil-Supplies	94,351	100,000	100,000	100,000
Public Works - Supplies	27,721	30,000	30,000	30,000
Rep & Maint Electric Supplies	100,802	90,000	115,000	115,000
Office Supplies	9,586	10,000	10,000	10,000
Trans. Reimbursement	2,721	3,500	3,500	3,500
DPW - Various School Projects	99,919	80,000	80,000	80,000
Miscellaneous Charges	4,802	5,000	5,000	5,000
Plows & Frames	18,000	18,000	18,000	18,000
Fire Alarm Systems	14,355	20,000	20,000	20,000
Irrigation Equip/Supplies	4,987	8,000	8,000	8,000
Total	1,089,918	935,700	1,039,000	1,004,000
TOTAL BUDGET	1,471,026	1,311,925	1,498,037	1,395,168
ENGINEERING				
Personnel				
Salaries -Permanent	426,494	463,566	486,341	480,911
Overtime	9,184	10,000	10,000	10,000
Outside Funding	(60,674)	(64,809)	(65,277)	(65,277)
Total	375,004	408,757	431,064	425,634
TOTAL BUDGET	375,004	408,757	431,064	425,634

PARKS	FY12 Actual	FY13 Approved	FY14 Request	FY14 Manager
LAND & BUILDINGS	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Personnel				
Salaries - Permanent	1,391,182	1,647,093	1,729,612	1,728,810
Salaries Temporary	-	-	-	-
Overtime	181,190	125,000	125,000	125,000
Total	1,572,371	1,772,093	1,854,612	1,853,810
Expenses				
Utility Electricity	253,001	150,000	175,000	175,000
Utility Heating/Gas	133,407	125,000	125,000	125,000
Repair & Maint - Buildings	126,081	125,000	125,000	125,000
Custodial - Supplies	20,501	20,000	20,000	20,000
Graffiti Supplies	10,964	10,000	10,000	10,000
Building - Supplies	110,085	100,000	100,000	100,000
Trans. Reimbursement & Seminars	-	-	-	-
Building Improvements	108,231	120,000	120,000	120,000
Elevator & Building Inspections	-	-	-	-
Total	762,269	650,000	675,000	675,000
TOTAL BUDGET	2,334,641	2,422,093	2,529,612	2,528,810
STREETS	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Personnel				
Salaries - Permanent	995,232	1,112,061	1,174,385	1,173,187
Salaries - Temporary	-	-	-	-
Overtime	39,669	30,000	30,000	30,000
Total	1,034,900	1,142,061	1,204,385	1,203,187
Expenses				
Improv - Highway - Sidewalks	44,350	50,000	50,000	50,000
Total	44,350	50,000	50,000	50,000
TOTAL BUDGET	1,079,250	1,192,061	1,254,385	1,253,187
WASTE COLLECTION & DISPOSAL	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Expenses				
Hazardous Waste Collection	29,643	30,000	30,000	30,000
Recycling	-	-	-	-
Trash Collection & Disposal	5,716,904	5,150,000	5,394,300	5,300,000
Recycling Supplies & Services	49,792	40,000	40,000	20,000
Total	5,796,339	5,220,000	5,464,300	5,350,000
TOTAL BUDGET	5,796,339	5,220,000	5,464,300	5,350,000
STREET LIGHTING	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Expenses				
Energy - Street Lighting	526,905	500,000	500,000	450,000
Rep & Maint - Downtown Light Sup	62,978	63,000	63,000	63,000
Total	589,882	563,000	563,000	513,000
TOTAL BUDGET	589,882	563,000	563,000	513,000

SNOW & ICE	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Personnel				
Overtime	214,508	200,000	200,000	200,000
Total	214,508	200,000	200,000	200,000
Expenses				
Purchase of Services	1,197,928	775,000	775,000	775,000
Other Charges & Expenses	432,871	50,000	50,000	50,000
Salt & Sand	540,356	325,000	325,000	325,000
Total	2,171,154	1,150,000	1,150,000	1,150,000
TOTAL BUDGET	2,385,662	1,350,000	1,350,000	1,350,000
PARKS	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Personnel				
S & W-Perm.	1,093,033	1,327,961	1,414,230	1,309,567
S & W-Temp.	141,948	100,000	172,500	100,000
Overtime	172,733	130,000	188,711	150,000
Dedications, Special Events	2,476	2,500	9,500	9,500
Longevity	1,020	1,020	1,020	1,020
Total	1,411,209	1,561,481	1,785,961	1,570,087
Expenses				
Utility Electricity	110,693	105,000	105,000	105,000
Utility Heating/Gas	33,341	35,000	35,000	35,000
Repair & Maintenance Equip.	69,013	90,000	90,000	90,000
Gateway Cities Program	5,866	5,000	5,000	5,000
Pool Maintenance	3,381	3,500	7,500	7,500
Professional Services	36,169	35,000	38,500	38,500
Training/Evaluation Program	-	500	500	500
Botanical Gardens	5,000	5,000	5,000	5,000
Advertising	-	750	750	750
Parks Supplies - Other	43,459	44,500	44,500	44,500
Gas & Motor Oil - Supplies	40,068	60,000	60,000	60,000
Office Supplies	1,989	2,000	2,500	2,500
Misc.- Supplies - Other	18,480	19,500	19,500	19,500
Trans. Reimbursement & Seminars.	409	1,000	1,000	1,000
Licenses	1,896	3,500	8,500	8,500
Parks Board - Misc. Expenses	-	-	15,250	-
Misc. Equipment Parks Department	36,046	10,000	15,000	15,000
Irrigation Equipment	-	3,500	3,500	3,500
Fences	15,000	22,500	25,000	25,000
Trimmers, Mowers, etc.	1,474	750	1,500	1,500
Communication Equipment/Expense	2,469	1,000	1,000	1,000
Field Maint./Other	9,650	9,750	9,750	9,750
Varnum Park Improvement	-	3,500	3,500	3,500
Pool Renovations	6,879	3,500	7,500	7,500
Computer Equipment/Software	-	7,500	7,500	7,500
Improvements - Parks & Playgrounds	182,734	132,000	132,000	132,000
Building Supplies	4,558	4,000	4,000	4,000
Tires, Tubes, Misc Equipment	-	-	6,500	-
Fertilization, Ornamental/Open Space	-	-	15,000	-
Flags/Other	-	-	4,750	-
Physicals/Testing/Other	-	-	3,500	-
Misc Disposal/Dumpsters	-	-	9,500	-
Spraying/Weed Control	-	-	5,500	-
Field Maint./Other	-	13,750	13,750	-
Total	628,573	622,000	707,250	633,500
TOTAL BUDGET	2,039,782	2,183,481	2,493,211	2,203,587

CEMETERY	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Personnel				
S & W-Perm.	46,336	97,354	144,428	48,392
S & W-Temp.	15,775	25,000	29,500	20,000
Overtime	51,540	15,000	32,500	20,000
Total	113,651	137,354	206,428	88,392
Expenses				
Utility Heating/Gas	7,484	7,000	7,500	7,500
Utility Electricity	3,150	1,000	2,025	2,025
Repair & Maintenance Equipment	1,176	-	-	-
Rental of Equipment	-	-	-	-
Lease/Purchase Equipment	-	-	-	-
Professional Services	135,862	130,000	163,000	152,000
Flowers - Perpetual Care	-	-	2,200	-
Trans. Reimbursement & Seminars	-	-	-	-
Miscellaneous Charges	1,860	2,225	2,225	2,225
Cemetery General Improvement	18,489	3,750	3,750	3,750
Fences	12,500	7,500	10,000	10,000
Mowers/Blowers/Weed Eater	-	-	-	-
Westlawn II - Cemetery Improve	3,500	3,500	3,500	3,500
Renovate Cemetery Office	-	-	-	-
Improvement - Cemetery Ave	-	-	-	-
Snow & Ice Removal Control	-	-	-	-
Groundskeeping - Supplies	498	1,000	1,250	1,250
Office Supplies	500	1,000	1,500	1,500
Cemetery - Flowers/Bushes	1,593	2,750	3,000	3,000
Misc. - Supplies - Other	499	500	500	500
Building Renovations	-	-	-	-
Gas & Motor Oil - Supplies	-	-	-	-
Total	187,111	160,225	200,450	187,250
TOTAL BUDGET	300,762	297,579	406,878	275,642
RECREATION - 630	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Personnel				
S & W-Perm.	149,847	153,076	184,854	159,310
S & W-Temp.	284,338	421,500	517,556	421,500
S & W-Temp.-Summer	20,500	45,000	55,000	45,000
Overtime	2,517	5,000	20,000	5,000
Total	457,202	624,576	777,410	630,810
Expenses				
Winter Recreation Program	2,150	2,900	5,000	2,900
Rec. Program	14,656	17,000	17,000	17,000
Elderly Recreation	-	-	7,500	-
Cawley Stadium Football Program	-	-	-	-
Postage	83	85	105	85
Transportation Contracts	2,186	3,500	3,500	3,500
Summer Supplies	13,113	15,000	17,500	15,000
Office Supplies	3,101	2,100	3,900	2,100
Boat House Oper./Supplies	-	-	-	-
Transportation Reimbursements	2,463	5,000	6,500	5,000
Physicals	-	-	3,200	-
Misc. Charges	22,875	20,000	25,750	20,000
Total	60,626	65,585	89,955	65,585
TOTAL BUDGET	517,828	690,161	867,365	696,395

FISCAL YEAR 2015 PERFORMANCE MEASUREMENTS

Measurement	Prior Year Actuals		Current Estimate	Future Estimate
	FY 2012	FY2013	FY 2014	FY 2015
Average time in days it takes to respond to streetlight complaint	4.2	5.4	7.5	4.4
Percentage of project applications reviewed on time	100%	100%	100%	100%
Percentage of storm water project inspections completed	0%	100%	100%	100%
Number of streets accepted	5	6	0	4
Number of unique permit holders	230	225	225	250
Pavement condition index	70	70	70	71
Recycling Rate	12.5%	12.7%	13.2%	13.8%
Total tonnage disposed of	29,203	28,586	13,605	28,000
Miles of road repaved	2.8	1.7	8.6	7.4
Miles of sidewalk refurbished	1.4	0.8	1.1	3.6
Number of Cemetery trees planted	120	182	182	200
Number of Cemetery trees removed	44	42	42	70
Number of graffiti work orders completed	486	274	75	350
Number of recreation permits issued	10,861	10,500	5116	10,500
Cemetery acreage maintained	119	119	121	121
Grave operations per year	186	225	86	236
Memorial Squares and Islands maintained	183	184	185	185
Miles of road maintained	235	235	235	235
Number of city work orders completed	1,116	1,615	1,235	1,200
Number of potholes filled	2,703	2,386	901	2,500
Number of school work orders completed	1,357	1332	399	800
Number of total E-Gov work orders completed	3,302	3,248	1,193	3,300
Number of tree issues responded to and addressed	437	363	240	375
Number of vehicles maintained	173	185	185	185
Snowfall (in inches)	23.9	72.1	27.2	63.1

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FISCAL YEAR

2015

**HUMAN
SERVICES**

Includes Health, Council on Aging, and Veterans' Services.

**KEVIN J. MURPHY
CITY MANAGER**

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HEALTH DEPARTMENT

Org Chart 24 - HEALTH DEPARTMENT

CITY PERSONNEL LISTING

The Health Department strives to preserve, maintain, and enhance the City's public health. In conjunction with the State, the Health Department programs target the prevention of communicable and chronic diseases through surveillance of more than seventy reportable diseases. During investigation and surveillance of reportable diseases, Lowell residents are educated with a goal of eradicating the transmission of disease. The Public Health Division also promotes environmental health and enforcement of health regulations, provides clinical and case management for TB cases, including contact investigation requiring TST testing, and follow-up care at TB Clinic at Lowell General Hospital. The Department also provides emergency preparedness and medical response to public health challenges. The Public Health Division is the recipient of a MDPH grant (MOAPC) which sustains previous substance abuse efforts.

The Health Department provides nurses to the Lowell Public Schools as well as private schools under the Essential School Health Grant. The Department also manages the contract for the City's ambulance provider, Trinity EMS. The Health Department also promotes, implements, and enforces tobacco regulations regionally (Lowell and Lawrence) to protect the public from the harmful effects of secondhand smoke, and to reduce youth access to tobacco products. Currently there is a public health initiative promoting voluntary adoption of smoke-free policies in multi-unit residential buildings.

The administrative staff provides support to the five (5) appointed members of the Board of Health. This regulatory board meets monthly on the first Wednesday of the month at 6:00 PM in the Mayor's Reception Room. Administratively, the staff is responsible for preparing agendas, posting regulatory requirements, transcribing minutes, processing board communications, advertising, scheduling hearings before the Board, and preparation of new and renewal Body Art Licenses for approval before the Board. Additionally, the staff archives public records of historical interest and maintains permanent Board of Health records.

FISCAL YEAR 2014 ACCOMPLISHMENTS

Public Health Division

- Provided education, surveillance, and case management for 868 Lowell residents relative to the 70 plus state mandated reportable diseases in the attempt to eradicate through education, the transmission of communicable diseases. Additionally, Public Health Nursing staff conducted surveillance, and case management of 20 Lowell residents with Tuberculosis. This includes contact investigation of all TB cases requiring skin testing and follow-up care at TB Clinic at Lowell General Hospital.
- Provided (639) Flu shots to City of Lowell residents, employees, retirees, elderly and students.

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- Continued the TdaP Initiative (which began in 2012), providing TdaP vaccinations to close adult contracts of infants under 1 year of age and outreach education.
 - 85 TdaP vaccinations were given in calendar year 2013. This vaccine helps protect infants from contracting potentially deadly Pertussis (Whooping Cough).
 - Outreach to vaccine providers continued, with an additional 40 TdaP outreach posters provided to medical providers.
 - Received the Massachusetts Opioid Abuse Prevention Collaborative (MOAPC) funding from MA Department of Public Health (MDPH) which sustains previous substance abuse efforts. The Lowell Health Department is leading the efforts in addressing the unprecedented epidemic of prescription drug abuse, misuse, and opioid overdose deaths in the Greater Lowell area.
 - The Health Department in collaboration with the Drug Free Community grantee (LCHC) has continued to host successful quarterly “Drug Take-Back” events for residents to properly dispose of unwanted medications.
 - As a partner agency of the Lowell Opiate Task Force created by the Middlesex District Attorney’s office, the Lowell Health Department has established and maintained many collaborative relationships with our state elected officials in an effort to bring a Drug Court to the City of Lowell.
 - Through primary and secondary prevention strategies, an estimated 1,622 individuals inclusive of parents, students, emergency medical service providers, incarcerates, and individuals in recovery from substance abuse, were educated through outreach about the misuse and abuse of opioids, and how to appropriately seek help.
 - In addition, education has expanded to 40 local healthcare providers (ex. Pharmacists, Physicians, and other healthcare personnel) on the state’s Prescription Monitoring Program to reduce prescription drug diversion and misuse.
 - Collaborated with 6 surrounding towns (Upper Merrimack Public Health Coalition) and Lowell’s Emergency Management Team to develop and maintain realistic plans for emergency dispensing of antibiotics, within 48 hours, to the over 100,000 residents of Lowell in the event of a bioterrorism attack.
 - Developed Health Department’s CODE RED contact list to quickly activate support staff in the event of a public health emergency.
 - Attended MEMA’s WebEOC incident management tool training to coordinate quick response to emergency incidents in the city and Greater Lowell.
 - Participated in the development of a Pet Sheltering Plan to be used in any situation requiring emergency pet sheltering for Greater Lowell residents.

- Created a database of contacts for 53 community organizations that serve Individuals Requiring Additional Assistance (IRAA), to be used in the event of an emergency to reach populations that cannot be reached by traditional means.
- Provided education to over 1,000 Lowell residents on topics such as the Tdap Initiative, Flu, Tuberculosis, Substance Use and Abuse, and the Kids Can't Fly child window safety initiative. Attended 3 Health Fairs (Middlesex Community College, Lincoln Technical Institute, and the Lowell Senior Center). Provided outreach to Youth Build and Lowell Elder Care.

School Health Division

- The School Health Unit nurses are responsible for the review, update, and daily legal documentation in the electronic medical records of each student enrolled in the Lowell Public Schools averaging over 14,500 each year. This meets the required data transmission to MDPH (Massachusetts Department of Public Health).
- Developed a working relationship with METTA Health Center and the International Institute to service greater than 4,100 Limited English Proficient (LEP) students and families.
- Developed a working relationship with the Family Resource Center, Lowell Community Health Center, and the Lowell Public Schools to ensure immunization compliance, Health Record review, and care plan development for newly enrolled students.
- Lowell School Health Unit has a 97% compliance rate which is well ahead of all other Massachusetts school districts.
- Chronic Disease Management of 2,073 students with Asthma, 34 students with Diabetes, 325 students with life threatening allergies and 55 students with seizure disorder.
- Acute Care Management of 133,714 Office Visits due to Illness and Injury.
- Health Maintenance of 4,112 Postural Screenings, 9,272 Vision Screenings, 7,171 Hearing Screenings, and 3,868 BMI Screenings.
- Life Threatening Allergy Training to all School Staff and Faculty.
- A comprehensive eye exam by pediatric eye doctors, New England Eye on-Sight Mobile Eye Clinic, was performed in schools for 176 students who had failed the vision and hearing screening and in need of follow-up. Sixty-four (64) pairs of glasses were provided to those students in need, free of charge.
- Diabetes Liaison Nurse coordinates physicians, nurse educators and nutritionist from Children's Hospital, Tufts and Joslin Diabetes Center who visit their patients and families in school incorporating school, home and tertiary care on site in Lowell.
- Return to classroom rates monthly average of 93% keeping students learning in the classroom and on target with education.

- All School Nurses attended a seminar/training and received PEARS (Pediatric Emergency Assessment, Recognition and Stabilization) certification.

Administrative Division

- Successfully completed all purchasing and vendor payments for all services, supplies and equipment ordered for the Clinical Nursing Staff, School Nursing Staff, Opioid Grant Outreach, Bioterrorism Preparedness grant, Essential School Health Grant, Mass in Motion grant, and the Tobacco Control Grant. Additionally oversees the Departmental benefit administration and payroll of \$2.3 million dollars each fiscal year inclusive of City and Grant funded salaries of which over \$1.61 million contributes towards the City's Maintenance of Effort totals.
- Processed 1,205 Burial Permits, 22 Funeral Directors Licenses, and 13 Body Art Licenses. Additionally, 135 Tobacco permits were issued and \$1,600 in Tobacco fines collected. Clerical staff also processed approximately 335 supply requests from the School Nurses in order to maintain supplies at a safe and practical level in each of Lowell's public schools.
- Board of Health passed an Amendment to the Use and Licensing of Trash Dumpsters on 9/4/13.
- Board of Health, with the assistance of the Tobacco Control Program Director, passed the Regulation of the Lowell Board of Health Prohibiting Smoking and Regulation of the Lowell Board of Health Restricting the Sale of Tobacco Products and Nicotine Delivery Products on 12/4/13.

MERRIMACK ALCOHOL & TOBACCO CONTROL COLLABORATIVE (MATC)

- Assisted the Lowell Board of Health in adopting new regulations on 12/04/13 that, among other things, do the following: prohibit the sale of blunt wraps; prohibit the sale of tobacco at educational institutions; restrict the sale of nicotine delivery products such as e-cigarettes, e-hookahs, and e-cigars; required retailers to post new signage offering smoking cessation information; prohibit the use of non-residential roll-your-own tobacco machines; prohibit the smoking of e-cigarettes and similar products where state law already prohibits smoking, etc.
- Provided the Lowell Housing Authority (LHA) with ongoing technical assistance in carrying out the plan to make all its 1,896 residential units smoke free by the end of Spring 2014.
- Attended six (6) meetings with private landlords for the purpose of promoting voluntary smoke free housing units.
- Conducted youth compliance checks (where a minor attempts to purchase tobacco at retail stores) in Lowell (80) and Lawrence (81).
- This year the rates of illegal tobacco sales to minors remained below the state average. Lowell (2.5%) and Lawrence (3.7%).

FISCAL YEAR 2015 BUDGET

The FY15 Health Department budget represents an overall \$88,480 (4%) increase over the previous fiscal year. General Fund salaries increase 5% due to contractual obligations and increases in Ordinance employee salaries. Ordinary expenses decrease by 26%.

HEALTH DEPARTMENT 510	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Personnel				
S & W - Perm.	2,195,985	2,364,813	2,487,387	2,484,468
S & W - Temp	-	-	-	-
Overtime	1,811	3,000	2,500	2,500
Longevity	131	131	131	131
Outside Funding	(184,635)	(210,054)	(214,629)	(214,629)
Total	2,013,292	2,157,890	2,275,389	2,272,470
Expenses				
Utilities-Gas/Electricity.	16,239	20,000	20,000	20,000
Repair & Maint. Equipment	3,418	3,000	3,000	3,000
Professional Services	16,438	15,000	15,000	15,000
Advertising	-	500	1,000	1,000
Printing & Binding	1,999	2,000	2,000	2,000
Computer Equip & Software	1,099	1,100	1,100	1,100
Dues & Subscriptions	1,459	1,600	2,000	2,000
Trans. - Monthly allowance	-	-	-	-
Trans. Reimburse. & Seminars	18,355	42,000	15,000	15,000
Equipment - Other	1,500	1,500	1,500	1,500
Office Furniture & Equip	1,497	1,500	1,500	1,500
Health Nurse Supplies	8,000	8,000	8,000	8,000
Office Supplies	2,000	2,000	2,000	2,000
Misc - Supplies - Other	1,000	1,000	1,000	1,000
Uniforms & Other Clothing	7,659	-	-	-
Total	80,663	99,200	73,100	73,100

FISCAL YEAR 2015 PERFORMANCE MEASUREMENTS

Measurement	Prior Year Actuals		Current Estimate	Future Estimate
	FY 2012	FY2013	FY 2014	FY 2015
Number of deaths attributed to opioid overdoses	30	11	1	10
Number of deaths pending determination of opioid overdose by the medical examiner	9	51	7	25
Number of housing units that are designated smoke-free	N/A	N/A	0	2,000
Percentage of students who return to class after visiting school nurse	91%	93%	93%	94%
Reported communicable diseases	708	868	506	861
Medical procedures	143,089	133,714	77,999	135,000
Number of meetings with landlords regarding smoke-free housing	N/A	4	6	8
Opioid overdose prevention outreach	3,165	1,622	946	1,700

Measurement	Prior Year Actuals		Current Estimate	Future Estimate
	FY 2012	FY2013	FY 2014	FY 2015
Percentage of death reports made electronically	0	0	0	100%
School Screenings	23,534	24,423	14,246	25,000
Adoption of state-wide model of Youth Access Regulations	N/A	N/A	completed 12/2013	
Communicable disease case management inclusive of TB	804	969	607	981
Grants administered	6	6	6	7
Immunizations	1,370	1,060	724	1,100
Nursing supply orders	316	335	195	350
Permits Issued	1,313	1,383	789	1,400

COUNCIL ON AGING

Org Chart 25 – COUNCIL ON AGING

CITY PERSONNEL LISTING

The Lowell Council on Aging (LCOA) is a senior center that offers programming in the areas of nutrition, health/fitness, outreach, education, socialization, transportation and more. By offering these services within the City, seniors are able to meet many of their daily needs. The Senior Center is a multi-purpose center that plays a major role in Healthy Aging & assisting seniors with aging in place and remaining independent in their community. With the help of over one hundred volunteers and a hard working staff we are able to meet a multitude of these needs and assist the senior community with accessing these very important supportive services.

The Council on Aging is open seven days per week. Monday-Friday, from 6:30 am - 4:00 pm. Saturday and Sunday, from 7:00 am - 12:00 pm.

A full course lunch is available daily at 11:30 am. Meals are prepared on site daily by a Food Safe Certified Chef/Cook. The monthly menu is approved by a licensed dieticien through the Merrimack Valley Nutrition Program. Transportation is available by calling the Council on Aging before 9:00 am on the day transportation is needed.

A daily breakfast program is also available, from 7 am – 9 am. The breakfast consists of oatmeal, fruit, muffins, juice, milk, coffee & tea. A Veteran's breakfast is held on the third Friday of each month. A full course, hot breakfast is served.

A variety of exercise for health programs are held weekly to include: an exercise equipment fitness room, Tai Chi, Yoga, Strength training-Bone Builders Class, Aerobics, Hula & Country line dancing, Zumba, Hollistic Healing, and a Breathing and Meditation class.

Many health and well-being services available are Blood Pressure clinics, health screenings, podiatry, Medication Safety seminars, Physicians, Chiropractors and Pharmacist questions and answer and seminars and prescription check-ups, manicures, stroke awareness, cholesterol screenings, blood glucose testing, memory screenings, vision and hearing tests, dental screenings, chronic illness seminars, stress and anxiety support group and Lowell Police drop-in.

The center has a team of diverse Outreach workers that assist seniors with a variety of services and application assistance, to include: Food Stamps, over 55 working programs, fuel assistance, benefits check-up, housing assistance, various health insurance information, tax preparation, social security, welfare, legal services, call reassurance programs, intergenerational activities, Shine Council (insurance specialist) services, and referrals for Meals on Wheels, In Home Care Services and Adult Day Care. The Council on Aging Outreach Staff are able to offer assistance in various languages to include, English, Spanish, Portuguese and Khmer.

Educational programs are available throughout the year and include a wide variety of seminars and educational classes, computer classes, medical/health related informational meetings, AA meetings, CPR certification, physician seminars to include: joint replacement, cancer awareness, medication safety, fall prevention, and alzheimers/dementia early detection.

Social activities are held daily, to include: Cards/Gaming, pool room, Wii game tournaments, movie days, library annex with public computers, computer lab for complimentary computer classes, tv/lounge, quilting, knitting & crocheting, Bingo, choral group, crafting classes, holiday theme parties, senior swap meets, dancing socials, special dinners, trips, trivia game days, gardening club, community puzzle table, many volunteer opportunities.

The benefits of the Council on Aging in Lowell are widespread. Increased socialization and involvement in the community are critical to Healthy Aging and therefore a good investment. The LCOA provides seniors with a way to enjoy recreational and social activities, as well as being able to develop and continue to age gracefully and in place. The LCOA provides seniors with healthy meals, socialization, physical fitness and transportation that they otherwise would have a hard time receiving. The funding of transportation costs, such as fuel, vehicle oil and vehicle repairs and maintenance of vehicles is an important component to being able to continue offering these services to seniors.

FISCAL YEAR 2014 ACCOMPLISHMENTS

- To date this fiscal year (7/1/13-2/2014) the LCOA has served over 1,088 unduplicated seniors on site; note that this number only includes seniors that have utilized their swipe cards upon entering the Senior Center. This number represents the amount of unduplicated seniors that attend an activity or rendered service on site and obtained a swipe/Identification card. Many other senior participants are served that have not yet obtained a card (for whatever reason; time, personal, swipe card sometimes is down for repairs & maintenance). The staff does their best to advise the seniors attending programs to obtain a swipe card. This allows for the LCOA to receive an unduplicated number of seniors served, provides personal client information as well as emergency contact and health related information. Several other seniors are served annually through drop in visits, telephone contacts and referrals.
- The LCOA has implemented some new programs this year in addition to the almost sixty various programs/activities/services already offered weekly (2,800 annually). The new activities include; partnering with Lowell's Youth build to offer additional intergenerational activities, as well as having Youth build assist with serving lunches and assisting with various maintenance.
- COA added Educational seminars with the District Attorney's office on senior scams & elder abuse. A panel from The DA's office, Elder Services, and local bank merchants.
- COA added another social activity for seniors, (Mahjongg). A weekly game for senior's social wellness.
- COA added visits with Pro-Rehab for questions and answers, regarding physical therapy before and after knee & hip replacements surgery, arthritis and other medical informative advice on pain management.

-
- COA added on-site Shingles vaccinations with local drug store and educational seminars on Shingles.
 - COA and Community Teamwork (CTI) held our first annual senior recourse fair with over forty local vendors who offer a service to seniors (home care, medical, nursing, City of Lowell's health dept., recycling, Lowell Police and many more). Resource material tables were provided as well as on-site medical screenings and door prizes.
 - The LCOA has been able to re-secure funding for the continued employment of the part time Minority Outreach Coordinator (Khmer & English speaking) through the FY14 State-Formula Grant. The Minority Outreach worker makes it possible through translation for the Cambodian elders whom only speak Khmer to communicate with staff and receive services needed.
 - The LCOA continues to serve approximately 200 unduplicated low income seniors with a free monthly grocery bag "Brown Bag Program" through a partnership with Elder Services of the Merrimack Valley.
 - The LCOA was able to assist another 30 seniors with taking part in the City of Lowell Tax Incentive Program. Each senior receives a \$750 rebate off their real estate tax bill by volunteering/working in various City departments where they perform 100 hours to receive this abatement. The interest in this program has increased by both seniors and city departments.
 - The LCOA was able to assist over 250 seniors with free tax preparation by partnering with AARP tax services.
 - The COA was able to assist over 150 seniors with signing up, making changes and/or other assistance needed with their health insurance coverage.
 - The LCOA re-painted the second floor of the senior center, made repairs to various rooms for beautification and comfort of seniors.
 - The COA continued to operate the medical equipment program, where seniors can borrow donated medical equipment as needed (walkers, wheelchairs, commodes, tub benches, canes and more). This is a great resource for seniors whose health insurance does not cover the expense of these supplies.

FISCAL YEAR 2015 BUDGET

The FY15 COA Department budget represents an overall \$8,663 (-3%) decrease over the previous fiscal year. General Fund salaries decrease 4% due to an increase in outside grant funding. Ordinary expenses increase by 1%.

SENIOR CENTER - 541	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Personnel				
S & W Perm.	314,589	326,528	336,026	340,608
Overtime	-	-	-	-
S & W Longevity	-	-	-	-
Outside Funding	(90,087)	(97,444)	(121,337)	(121,337)
Total	224,502	229,084	214,689	219,271
Expenses				
Utility Electricity	42,868	45,000	45,000	45,000
Utility Heating/Gas	10,804	15,000	15,000	15,000
Repair & Maint Kitchen Equipment	-	-	-	-
Repair & Maint of Vehicles	190	2,750	2,750	2,750
Rental of Equipment	-	-	-	-
Leasing equip. & Serv.	-	-	-	-
Senior Lunch Program	13,369	14,000	14,000	14,000
Gas & Motor Oil	3,292	3,500	3,500	3,500
Cleaning Supplies	1,845	1,000	2,000	2,000
Office Supplies	255	2,000	2,000	2,000
Reimbursements (for union)	-	250	250	250
Center Equipment	1,458	1,850	2,000	2,000
Total	72,625	85,350	86,500	86,500
TOTAL GENERAL FUND BUDGET	297,126	314,434	301,189	305,771
Community Development Block Grant				
Personnel				
Part Time Driver	-	-	-	-
Total	-	-	-	-
Expenses				
Office Supplies	1,000	1,000	1,000	1,000
Repair & Maint of Vehicles	1,000	1,750	1,500	1,500
Gas & Motor Oil	2,000	2,000	2,000	2,000
Custodial Supplies	500	-	500	500
Senior Recreation Program	5,000	5,000	-	5,000
Center Equipment and Repair	-	-	-	-
Lease Contract Copy Machine	-	-	-	-
Reimbursements	500	250	-	-
Elder Services Local Match	-	-	-	-
Total	10,000	10,000	5,000	10,000
TOTAL C.D.B.G. BUDGET	10,000	10,000	5,000	10,000

FISCAL YEAR 2015 PERFORMANCE MEASUREMENTS

Measurement	Prior Year Actuals		Current Estimate	Future Estimate
	FY 2012	FY2013	FY 2014	FY 2015
Train and certify all COA staff with heart saver/ AED certification			6/30/14	
Total number of Senior Tax Incentives participants with job placement	30	30	30	30
Number of programs offered annually	2,836	2,900	1,298	3,050
Number of programs offered per week	56	56	59	60
Total number of annual outgoing COA bus trips to various places of interest	130	130	55	130
Total number of grocery shopping trips from senior housing	156	156	66	156
Total number of meals on wheels intakes and referrals taken by COA	40	30	17	40
Total number of Seniors that received free tax preparation	250	250	0	250
Unduplicated number of low-income seniors receiving monthly brown bag grocery program	165	170	180	190
Appx number of phone calls and referrals for COA staff	13,000	13,000	12,050	13,000
Number of unduplicated seniors served	1,399	1,355	1,088	2,000

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VETERANS' SERVICES

Org Chart 26 – VETERANS' SERVICES

CITY PERSONNEL LISTING

In accordance with Massachusetts General Law Chapter 115, Section 108, the Veterans' Services Department is charged with taking applications for veterans' benefits and for providing financial and medical assistance to qualified, indigent veterans and their dependents. The department is also responsible for dispensing other state-sponsored benefits and assisting veterans and their dependents or survivors in obtaining federal benefits. The department acts as the burial agent for the city and arranges for proper internment of deceased veterans in accordance with state regulations.

FISCAL YEAR 2014 ACCOMPLISHMENTS

- Participated in the “Be a Santa for a Senior” Program by collaborating with Home instead adult day health care, we were able to hand deliver (94) Christmas gifts to our clients whom are (65) Years of age or older.
- Continued to achieve 100% approval of all Veterans' benefits by filing precise and accurate claims to the State Department of Veterans' Services.
- Monitored day-to-day progress of employable Veterans, ensuring employment plans, health related plans are followed and met.
- Continued to collaborate with the Veterans' specialist at Community Teamwork, ensuring our Veterans community is served accurately and in a timely manner.
- Issued over \$1300.00 in emergency food vouchers to clients awaiting benefits approval. (These numbers were gathered on January 27, 2014)
- Issued over \$17,500.00 for move-in costs, eviction prevention, and emergency housing. (15 Cases. Amounts were gathered on January 27, 2014)
- Worked with both the Greater Lowell Veterans' Council and the VFW post 662. The VFW rejoined the Council after many years, thus allowing even more opportunity to assist Veterans in need as a collaborative unit.

FISCAL YEAR 2015 BUDGET

The Veterans Budget represents an increase of \$38,872 to the Veterans Services line item. This increase represents an anticipated 2.5% benefit increase expected on July 1st. The estimated increase is typically mandated annually by the Department of Veterans Services as a (COLA) cost of living adjustment.

VETERANS - 543	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Personnel				
S & W-Perm.	100,269	129,629	132,868	136,901
Total	100,269	129,629	132,868	136,901
Expenses				
Celebrations	6,224	7,000	7,000	7,000
Signs - Supplies	-	300	300	300
Office Supplies	374	1,100	1,100	1,100
Trans. Reimb., & Seminar	342	1,000	1,100	1,100
Veterans Services	1,134,195	1,100,000	1,127,500	1,127,500
Lowell Veterans Council	587	2,000	2,000	2,000
Total	1,141,723	1,111,400	1,139,000	1,139,000
TOTAL BUDGET	1,241,992	1,241,029	1,271,868	1,275,901

FISCAL YEAR 2015 PERFORMANCE MEASUREMENTS

Measurement	Prior Year Actuals		Current Estimate	Future Estimate
	FY 2012	FY2013	FY 2014	FY 2015
Average monthly benefit per case	\$446	\$486	\$474	\$500
Percentage of eligible reimbursement received by the City for Veterans' benefits	100%	100%	100%	100%
Number of Veterans served through Community Teamwork, Inc.	150	78	32	100
Percentage of Veterans referred to Career Center that have attended or utilized the Career Center at least once	100%	100%	100%	100%
Average monthly benefit	\$74,179	\$94,373	\$92,606	\$99,000
Number of job searches assisted (Approximately)	5,000	5000	2,800	5,000
Place informational column in Senior Center newsletter	12	12	7	12
Approximate number of applications for veteran's compensation claims and widow's pensions filed by Veterans' Services	102	128	70	130
Approximate number of phone calls fielded	4,000	4000	4,000	4,000
Approximate number of walk-ins serviced	850	850	850	850
Current active caseload		197	201	210
Health care applications taken since completion of S.H.I.N.E. program	20	18	7	20
Home visits to Veterans/ widows	22	21	2	10

Measurement	Prior Year Actuals		Current Estimate FY 2014	Future Estimate FY 2015
	FY 2012	FY2013		
Monthly average of veterans/ widows who receive benefits that are assisted by staff	155	180	197	200
Number of burial applications for wartime veterans processed	7	10	4	10
Number of payments made to prevent homelessness through payment of rent to landlords for arrearages	25		15	30
Number of veterans that were assisted with the application process to the V.A.S.H. program	9	10	3	9
Veterans' grave flags placed and provided annually for Memorial Day	5,000	5000	5,000	5,000

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FISCAL YEAR

2015

**POLLARD
MEMORIAL
LIBRARY**

**VICTORIA WOODLEY
DIRECTOR**

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POLLARD MEMORIAL LIBRARY

Org Chart 27 – POLLARD MEMORIAL LIBRARY

CITY PERSONNEL LISTING

The Library Department operates two branches, the Pollard Memorial Library and the Pollard Memorial Library Senior Center Branch. As traditional uses of libraries continue to evolve, the Pollard Memorial Library has continued to change as well. Technology has become a larger part of library offerings, expanding beyond electronic catalogs to include Internet access, job searches, consortium networks, e-books, and electronic databases. In a city as diverse as Lowell, a challenge is to keep language and cultural offerings relevant.

Lowell's library also includes community / literary events such as lectures by authors, readings, book clubs, an adult literacy program, children and teen programs. The library is making an effort to serve our "special needs" population and partner with the many non-profits in our community to bring more variety to our programming.

FISCAL YEAR 2014 ACCOMPLISHMENTS

- Trustees and Director completed new 2013-2016 Strategic Plan for the Library.
- We added several electronic databases to our repertoire. *Learning Express* helps with skill building in reading, writing, math, science, job search and career advancement, college admissions test preparation, professional licensing and certification test preparation, high school equivalency test prep, and much more. *Freegal* is a downloadable music service that provides access to major labels for new and legendary artists. *Muzzy* is an award winning language program for children. It is a comprehensive, interactive, and fun way to learn a second language. Featuring: Spanish, French, English, German, Portuguese, Russian, Chinese, and Italian.
- A position titled Literacy Director has been approved by the City Council, so we have filled that position and added another staff member to the Literacy program to help us serve more Lowell residents who wish to take advantage of our ESOL and ABE programs.
- In January, the library, through the generous assistance of the Pollard Library Foundation and with a donation from the Digital Credit Union, purchased two AWE early learning stations for the Children's Department. These computers come fully loaded with over 20 educational activities for young children. Many libraries in Massachusetts already own these computers and report they are extremely popular with their patrons.
- As part of her involvement with the city's Early Childhood Council, Molly Hancock, our Coordinator of Youth Services, is also involved with the city-wide "Brain Building in Progress" initiative. One project of Brain Building is to create a bi-monthly television program for families focusing on topics of early literacy. The staff from Lowell Public Schools media department is producing the program. The inaugural program is all about the library's

Children's Department. The segment features Molly talking about library services and highlighting the library collection. You can see the video at <http://pollardml.org/children>.

- Our annual Lowell Reads (one city, one book) selection this year was *Lowell Reads Micky Ward*. We chose two books for this program: *Irish Thunder: The Life and Hard Times of Irish Micky Ward* by Bob Halloran and *A Warrior's Heart: The True Story of Life Before and Beyond The Fighter* by Micky Ward and Joe Layden. The program featured film screenings, book discussions, and featured talks—including: Rita Mercier and Deb Belanger with a behind the scenes look at the set of *The Fighter*; Mickey O'Keefe and Art Ramahlo on training Micky Ward; Dr. Joe Downs and Mel Peabody on the history of Boxing in Lowell; and newscaster Bob Halloran on his book *Irish Thunder*. Our Community Planning Coordinator, Sean Thibodeau, worked for many months on this program.
- We installed a ceiling projector and remote access panel in the meeting room which has created a major improvement in traffic flow and set up for library programs (especially film nights and lectures). It makes the projector more accessible for outside groups who want to use it for presentations.
- In April 2014 we hosted a group of people from Northeastern University that have created a digital archive called *Our Marathon: The Boston Bombing Digital Archive* in which they have catalogued more than 3,000 stories from those affected by the tragic events on April 15, 2013 and the days that followed. This archive brings together these experiences in a remarkable collection of pictures, videos, oral histories, social media, and other materials. When we hosted this program at the Pollard Library, residents of Lowell were able to come in and view the digital archive and also write or record their own stories to add to the archive.
- Library Staff are attending many different kinds of professional webinars and workshops to enhance their skills, such as: ALA's (American Library Assoc.) *Business Reference online course*; *Mastering Business Acumen in a Day: Business Concepts for Libraries*; *Marvel Moon* (offered by ALA and the Lunar & Planetary Institute) a webinar about NASA's investigation into the science and geologic processes that shaped the Earth's moon; *Treasurers in Your Attic* on the care and feeding of local history collections; a webinar on Adult Programming, to name just a few.
- Young Adult Librarian, Beth Brassel, also collaborated with LTC (Lowell Telecommunications Corp.) on the second annual *Youth Matters: Media Festival* for teens.

FISCAL YEAR 2015 BUDGET

The FY15 Pollard Memorial Library budget represents an overall \$20,500 (2%) increase over the previous fiscal year. General Fund salaries increase 4% due to contractual obligations and increases in Ordinance employee salaries. Ordinary expenses increased 7%.

LIBRARY - 610				
	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Personnel				
S & W-Perm.	807,793	939,680	956,709	956,709
S & W-PT.	35,484	-	49,941	49,941
Outside Funding	(82,522)	(81,513)	(110,527)	(110,527)
Total	760,755	858,167	896,123	896,123
Expenses				
Electricity	65,365	84,000	84,000	60,000
Repair & Maintenance Equipment	1,992	4,000	4,000	4,000
Equipment Leasing	-	4,000	26,200	26,200
MV-Library-Consortium	48,311	48,311	48,903	48,903
Professional Services (security guard)	-	30,000	30,000	30,000
Library - Aud/Micro/Bks/Sup.	126,647	126,647	126,647	150,647
Office Supplies	17,712	18,845	18,845	18,845
Custodial Supplies	-	3,000	3,000	3,000
Total	260,027	318,803	341,595	341,595
TOTAL BUDGET	1,020,782	1,176,970	1,237,718	1,197,470

FISCAL YEAR 2015 PERFORMANCE MEASUREMENTS

Measurement	Prior Year Actuals		Current Estimate	Future Estimate
	FY 2012	FY2013	FY 2014	FY 2015
Children served by programs per staff member*	1,381	1,442	1,268	1,742
Items circulated per staff member	17,702	20,490	19,150	17,235
Adult Program Participants*	1,376	1,996	1,048	2,150
Children program participants*	4,142	4,326	3,804	5,326
Email newsletter subscribers	2,200	2,935	3,081	5,083
Fines collected	20,795	18,007	14,457	18,000
Grants (excluding State Aid to Libraries)	14,217	13,131	17,957	18,855
Grants (including State Aid to Libraries)	137,369	139,716	139,694	146,679
Summer reading program participants	1,129	1,133	1,150	1,200
Volunteers	184	142	163	225
Young Adult program participants	983	1,457	1,177	1,900
Acquisitions for Collection	9,682	7,056	5,824	8,153
Adult Programs	114	100	103	129
Amount spent on library materials	\$158,361	\$140,012	\$130,886	\$149,350
Childrens Programs	170	180	145	197
Computer Classes	63	50	50	55
E-book holdings	3,784	3,422	4,761	7,439
Electronic databases - locally purchased	6	6	8	9
Young Adult Program*	79	121	88	135
Circulation	212,429	204,897	143,626	181,926
Hours open per week	64	64	64	64
Registered Borrowers	44,269	50,004	53,169	81,747

*Changed the way participants were calculated in 2010

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FISCAL YEAR

2015

DEBT SERVICE

A detailed listing of all outstanding financial obligations in the General Fund and Enterprise Funds, including all principal and interest payments due in Fiscal Year 2015 for debt authorized by the City Council.

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Purpose	Date	Principal	LT Interest	ST Interest	Balance	Matures
Refunding	6/15/1998	520,000	13,000	-	-	10/15/2014
School	10/15/2003	466,484	175,009	-	3,709,784	10/15/2022
School	10/15/2003	77,287	28,905	-	612,776	10/15/2022
School	10/15/2003	52,445	19,061	-	403,000	10/15/2022
School	10/15/2003	-	-	-	-	10/15/2013
HUD 108	10/15/2003	30,363	10,058	-	212,541	10/15/2021
HUD 108- SPLIT	9/15/2012	24,000	7,030	-	161,000	9/12/2021
School Refunding	4/15/2004	455,000	8,900	-	-	8/1/2014
School Refunding	2/15/2005	3,024,725	230,742	-	3,169,975	12/15/2015
Baseball Refunding	2/15/2005	5,125	91	-	-	12/15/2014
Cawley Park Refunding	2/15/2005	24,995	4,016	-	73,325	12/15/2017
School Refunding	2/15/2005	1,124,205	346,392	-	6,472,925	12/15/2019
Arena Refunding	2/15/2005	200,275	10,383	-	115,025	12/15/2015
Arena Refunding	2/15/2005	49,600	8,547	-	149,525	12/15/2017
High School	9/15/2006	100,000	35,000	-	700,000	9/15/2021
Middle School	9/15/2006	65,000	24,350	-	480,000	9/15/2022
Martin Sports Complex	9/15/2006	35,000	7,200	-	130,000	9/15/2018
Equipment	9/21/2007	225,000	66,256	-	1,565,000	9/15/2021
Equipment	9/21/2007	30,000	10,088	-	240,000	9/15/2022
School Architecture	9/21/2007	90,000	44,758	-	1,070,000	9/15/2026
School	9/15/2008	75,000	45,844	-	1,050,000	9/15/2028
Land Acquisition	9/15/2008	55,000	33,619	-	770,000	9/15/2028
Arena Ice	9/15/2008	5,000	1,581	-	35,000	9/15/2021
Bridge Repairs	9/15/2009	10,000	5,800	-	160,000	9/1/2029
Auditorium	9/15/2009	75,000	40,950	-	1,060,000	9/1/2029
911 Upgrade	9/15/2009	75,000	43,500	-	1,125,000	9/1/2029
Capital	9/15/2009	125,000	73,500	-	1,875,000	9/1/2029
Auditorium	9/15/2009	-	3,000	-	75,000	9/1/2029
Morey School	9/15/2009	35,000	20,300	-	525,000	9/1/2029
Auditorium	9/15/2009	60,000	45,150	-	825,000	9/1/2028
JAM Land Acquisition	9/15/2009	125,000	65,734	-	1,225,000	9/1/2024
Library (02 refunding)	9/15/2010	130,000	28,850	-	735,000	9/1/2022
Library (02 refunding)	9/15/2010	95,000	30,775	-	735,000	9/1/2022
Library (02 refunding)	9/15/2010	146,000	44,950	-	1,085,000	9/1/2022
Land (02 refunding)	9/15/2010	55,000	12,675	-	325,000	9/1/2021
School (02 refunding)	9/15/2010	384,000	126,230	-	3,086,000	9/1/2022
School (02 refunding)	9/15/2010	205,000	55,095	-	1,354,000	9/1/2022
School (02 refunding)	9/15/2010	40,000	11,400	-	280,000	9/1/2022
911 Upgrade	9/15/2010	15,000	7,763	-	215,000	9/1/2030
911 Upgrade	9/15/2010	15,000	6,913	-	190,000	9/1/2030
2009 Capital	9/15/2010	25,000	14,344	-	400,000	9/1/2030
2009 Capital	9/15/2010	10,000	5,738	-	160,000	9/1/2030
2009 Capital	9/15/2010	60,000	31,931	-	890,000	9/1/2030
Land Acquisition	9/15/2010	20,000	9,788	-	270,000	9/1/2029
Land Acquisition	9/15/2010	5,000	225	-	5,000	9/1/2015
Streetlights	9/15/2010	25,000	1,125	-	25,000	9/1/2015
ESCO Bonds	12/15/2010	340,000	230,710	-	6,535,000	3/1/2030
Rogers Roof	9/15/2011	35,000	18,990	-	510,000	9/1/2031
Land Acquisition (Church)	9/15/2011	5,000	1,425	-	35,000	9/1/2021
Land Acquisition (Bridge)	9/15/2011	15,000	9,103	-	245,000	9/1/2031

Purpose	Date	Principal	LT Interest	ST Interest	Balance	Matures
Heavy Vehicles	9/15/2011	75,000	44,760	-	1,205,000	9/1/2031
Light Vehicles	9/15/2011	70,000	18,600	-	455,000	9/1/2021
LeLacheur	9/15/2001	5,000	1,975	-	50,000	9/1/2024
ESCO Bonds	12/13/2011	140,000	19,572	-	2,225,000	12/1/2030
School (03 Refunding)	9/15/2012	359,000	119,925	-	2,701,000	9/15/2022
School (03 Refunding)	9/15/2012	59,000	19,685	-	444,000	9/15/2022
School (03 Refunding)	9/15/2012	40,000	12,970	-	293,000	9/15/2022
Streetlights	9/15/2012	35,000	3,825	-	100,000	9/15/2017
Lichoulas Acquisition	9/15/2012	40,000	25,481	-	655,000	9/15/2032
911 Upgrade	9/15/2012	10,000	1,150	-	40,000	6/15/2017
FY 2008 Capital	9/15/2012	20,000	11,256	-	290,000	9/15/2032
Performance Contracting	9/15/2012	370,000	246,013	-	6,260,000	9/15/2032
Rogers Roof	9/15/2012	5,000	1,025	-	25,000	9/15/2019
FY 2011 Capital	9/15/2012	5,000	1,775	-	40,000	9/15/2022
FY 2011 Capital	9/15/2012	15,000	8,763	-	220,000	9/15/2032
Green Repair Schools	9/15/2012	50,000	34,938	-	900,000	9/15/2032
LeLacheur (700K)	9/12/2013	35,000	11,250	-	365,000	9/12/2026
Green Repair Schools	9/12/2013	45,000	31,150	-	830,000	
E911	9/12/2013	20,000	1,700	-	75,000	
FY 13 Capital:						
HVAC SCHOOL	9/12/2013	30,000	19,200	-	520,000	9/12/2023
City Hall Windows	9/12/2013	4,000	2,340	-	70,000	9/12/2028
Paving	9/12/2013	10,000	2,700	-	90,000	9/12/2027
Sidewalks	9/12/2013	7,000	470	-	20,000	9/12/2018
Traffic Signalization	9/12/2013	8,000	780	-	38,000	9/12/2020
Heavy Vehicles	9/12/2013	13,000	4,430	-	140,000	9/12/2027
Light Vehicles	9/12/2013	13,000	1,030	-	45,000	9/12/2017
					-	
FY 14 Capital:					-	
School Construction	9/12/2013	35,000	25,200	-	665,000	9/12/2023
Heavy Vehicles	9/12/2013	15,000	5,900	-	200,000	9/12/2028
NOTES						
ACRE Redevelopment rolled	Notes Rolled	495,000	-	16,404	1,155,000	
Land Acquisition	Notes Rolled	-	6,875	1,783	275,000	
OTHER						
LeLacheur	TBI	-	6,463	2,350	235,000	
Energy Conservation	TBI	-	7,975	5,300	1,800,000	
FY 2011 Capital	TBI	-	18,125	7,250	725,000	
FY 2012-14 Capital	TBI	-	108,500	41,000	4,100,000	
		-				
Qualified Bond Interest	all	-	-	134,000	-	
Total General Fund		10,892,504	2,902,591	208,087	72,320,876	
\$ 14,003,182.06						

Purpose	Date	Principal	LT Interest	ST Interest	Balance	Matures
SRF DW 99-21	8/1/2004	565,000	(112,198)	6,986	4,385,000	8/1/2020
SRF DW 03-07	11/23/2004	110,499	37,269	2,309	1,485,499	8/1/2024
SRF DW 99-21	11/23/2004	24,640	(1,130)	505	324,640	8/1/2024
Water	2/15/2005	68,475	25,881	-	563,850	12/15/2019
SRF DW 03-07A	10/16/2005	228,402	59,053	4,768	3,066,828	7/15/2025
SRF DW 03-07B	10/16/2005	117,358	33,326	2,674	1,725,003	7/15/2026
Water	9/21/2007	75,000	40,838	-	1,050,000	9/15/2027
SRF DW 04-01	12/18/2007	153,387	47,536	3,793	2,453,509	7/15/2027
SRF DW 07-18	3/15/2009	80,397	27,043	2,148	1,392,362	7/15/2028
Water	9/15/2009	50,000	29,000	-	800,000	9/1/2029
Water (02 refunding)	9/15/2010	40,000	10,900	-	310,000	2/1/2022
Water	9/15/2010	55,000	31,556	-	935,000	9/1/2030
SRF DWS 07-18-A	1/15/2011	346,933	135,621	10,687	6,954,518	7/15/2030
SRF DWS-07-18-B 19M	6/12/2012	130,258	59,180	4,632	3,024,145	1/15/2033
SRF DW-07-18A	6/13/2012	22,600	7,689	610	395,756	7/15/2028
Water (03 refunding)	9/15/2012	34,000	11,380	-	291,000	9/15/2022
Water	9/15/2012	40,000	26,231	-	710,000	9/15/2032
SRF DWP-11-21	5/15/2013	75,489	35,052	12,786	1,752,604	
Water 10.45M	9/12/2013	25,000	18,000		500,000	
Water Treatment Facility	10/15/2003	44,164	16,168		342,272	10/15/2022
600K GO from 10.45M	TBI		16,500	6,000	600,000	
NEW WATER NOTES	TBI	76,513	38,381	46,249	3,000,000	
Qualified Bond Interest	all			7,000		
Total Water		2,363,115	593,277	111,147	36,086,150	
\$ 3,067,538.30						
Purpose	Date	Principal	LT Interest	ST Interest	Balance	Matures
Sewer Refunding	10/15/2003	59,257	23,045	-	548,884	10/15/2022
SRF CW 01-16	8/1/2004	280,000	(36,564)	4,478	2,850,000	8/1/2022
SRF CW 03-22	11/23/2004	236,869	81,536	4,921	3,166,869	2/1/2025
Sewer Refunding	2/15/2005	77,600	12,323	-	301,450	12/15/2017
SRF CW 03-22A	10/15/2006	4,157	1,180	95	61,100	7/15/2026
Sewer	9/21/2007	95,000	50,886	-	1,310,000	9/15/2027
Sewer	9/21/2007	5,000	2,723	-	70,000	9/15/2027
Sewer	9/21/2007	35,000	17,016	-	440,000	9/15/2027
Sewer	9/21/2007	120,000	69,661	-	1,785,000	9/15/2027
Sewer	9/15/2008	90,000	52,888	-	1,300,000	9/15/2028
Sewer	9/15/2008	45,000	27,506	-	675,000	9/15/2028
SRF CW 05-23	2/15/2007	175,014	118,749	7,997	5,246,003	7/15/2036
SRF CW 05-24 (refnd)	12/18/2007	9,555	2,961	236	152,828	7/15/2027
SRF CW 06-28	12/15/2008	287,206	232,519	14,832	9,747,872	7/15/2038
SRF CW 07-23	12/15/2008	347,513.57	281,343.57	17,946.00	11,794,722.00	7/15/2038
SRF CW 05-23A	3/15/2009	12,391.00	10,031.87	640.00	420,564.00	7/15/2038
Sewer/CSO	9/15/2009	55,000.00	31,900.00	-	880,000.00	9/1/2029
Wastewater T Plant	9/15/2009	10,000.00	5,800.00	-	160,000.00	9/1/2029
Sewer	9/15/2009	10,000.00	5,800.00	-	160,000.00	9/1/2029
Wastewater T Plant	9/15/2009	125,000.00	72,500.00	-	2,000,000.00	9/1/2029
SRF CWS 08-16 (35M)	7/8/2010	231,342	205,624	13,195	8,683,333	7/15/2041

Purpose	Date	Principal	LT Interest	ST Interest	Balance	Matures
Sewer (02 refunding)	9/15/2010	55,000	16,725	-	465,000	2/1/2022
Sewer	9/15/2010	40,000	20,100	-	600,000	9/1/2028
Sewer	9/15/2010	55,000	32,556	-	935,000	9/1/2030
Sewer	9/15/2010	15,000	8,607	-	255,000	9/1/2030
WWTP	9/15/2010	75,000	43,031	-	1,275,000	9/1/2030
Sewer	9/15/2010	260,000	146,681	-	4,350,000	9/1/2030
SRF CWS 08-24 (35M)	1/15/2011	202,653	180,125	11,558	7,606,519	7/15/2041
Sewer (5.5M)	9/15/2011	150,000	94,575	-	2,700,000	9/1/2031
Sewer (5.0M)	9/15/2011	50,000	31,525	-	900,000	9/1/2031
SRF CW-07-23A	6/13/2012	39,389	31,636	2,061	1,354,562	1/15/2039
SRF CW-08-16	6/13/2012	172,959	170,903	11,073	7,297,587	1/15/2043
SRF CWS-08-024-A	6/13/2012	277,137	273,843	17,743	11,693,139	1/15/2043
Sewer (2003 refunding)	9/15/2012	44,000	14,410	-	368,000	9/15/2022
CW - 08-24	5/22/2013	53,232	24,717			
Sewer 7.343 million	9/12/2013	260,000	184,800		5,150,000	
NEW SEWER NOTES	TBI	52,099	20,464	8,372	1,235,865	
Bal of \$50 Million	TBI		35,040	25,229	-	
Bal of \$35 Million	TBI		40,872	29,428	-	
Qualified Bond Interest	all			10,000	-	
Total Wastewater		4,112,373	2,640,041	179,803	97,939,297	
\$ 6,932,217						
Purpose	Date	Principal	LT Interest	ST Interest	Balance	Matures
JAM Tax Exempt	9/15/2006	-	591,825	-	13,915,000	9/15/2027
JAM Taxable	9/15/2006	1,110,000	452,650		9,835,000	9/15/2020
Garage (02 refunding)	9/15/2010	120,000	32,000	-	1,025,000	2/1/2002
Kiosks 480K	9/12/2013	55,000	11,100		480,000	
Qualified Bond Interest	all			7,000		
Total Garage		1,285,000	1,087,575	7,000	25,255,000	
\$ 2,379,575						
		18,610,795	7,275,439	499,476	274,598,526	

FISCAL YEAR

2015

UNCLASSIFIED

A detailed listing of all uncategorized expenses in the General Fund. Major lines in this section include Workers' Compensation, Health Insurance, Unemployment, and Retirement.

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	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Workers Comp - Schools	528,230	425,000	425,000	425,000
Workers Comp - City	306,271	200,000	200,000	200,000
Total Workmen's Compensation	834,501	625,000	625,000	625,000
	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Unemployment Compensation-City	173,031	190,000	150,000	150,000
Unemployment Compensation-School	376,804	450,000	390,000	390,000
Total Unemployment	549,835	640,000	540,000	540,000
	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Ins. Health - Accident	22,621,854	22,500,000	23,000,000	22,725,000
Total Health/Accident Insurance	22,621,854	22,500,000	23,000,000	22,725,000
	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
No. Middlesex Area Comm.	28,334	29,048	29,774	29,774
Total Intergovernmental	28,334	29,048	29,774	29,774
	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Early Retirement Expense/ Workforce Reduction	497,622	497,622	493,084	493,084
Retirement - Expense	-	-	-	-
Retirement - Pension	16,096,391	16,500,314	19,858,281	19,858,281
Retirement - funding sched to 2040	-	-	-	-
Deferred Compensation	-	-	-	-
Pensions & Annuities (noncontribs)	61,601	79,482	75,000	60,000
Total Retirement	16,655,614	17,077,418	20,426,365	20,411,365
	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Medicare Tax	2,333,485	2,400,000	2,500,000	2,500,000
Total Medicare Tax	2,333,485	2,400,000	2,500,000	2,500,000
	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Court Judgments	170,201	200,000	250,000	200,000
Claims (Law) General	278,310	200,000	300,000	250,000
Claims (Law) Police/Fire - Active	248,922	225,000	225,000	235,000
Claims (Law) Police/Fire - Retired	146,545	175,000	200,000	150,000
Total Judgments	843,978	800,000	975,000	835,000
	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Police Ins. Premiums - Other	8,855	12,000	12,000	12,000
Fire Ins. Premiums - Other	3,763	5,000	5,000	5,000
COA Ins. Premiums - Other	17,455	16,000	17,450	20,752
DPW Ins. Premiums - Other	240,506	250,000	250,000	250,000
Total Other Insurance	270,579	283,000	284,450	287,752

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FISCAL YEAR

2015

**UNAPPROPRIATED
EXPENSES**

Includes local aid accounts that may be spent without appropriation, but must be spent for specific programs; these are often referred to as “Cherry Sheet Offset Items”.

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	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Mosquito Control			62,049	62,049
Retired Employees Health Insurance	148	-	-	-
Air Pollution Districts	23,429	23,902	23,965	23,965
RMV Non Renewal	381,080	381,080	364,840	364,840
Regional Transit	878,566	900,530	923,043	923,043
Special Education	37,355	36,433	35,922	35,922
School Choice Sending Tuition	482,662	436,039	536,447	536,447
Charter School Sending Tuition	9,746,973	15,153,176	16,314,724	16,127,320
Essex County Tech Sending Tuition	12,475	37,659	53,412	53,412
Total Cherry Sheet Assessments	11,562,688	16,968,819	18,314,402	18,126,998

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FISCAL YEAR

2015

**WASTEWATER
ENTERPRISE
FUND**

**MARK YOUNG
EXECUTIVE DIRECTOR**

WASTEWATER ENTERPRISE FUND SUMMARY				
	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Revenues	16,201,461	16,877,000	17,346,100	17,807,470
	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Personal Services	2,798,735	3,021,667	3,180,785	3,116,913
Ordinary Expenses	6,498,733	7,839,600	8,600,600	8,600,600
Debt Service	6,004,125	6,451,490	6,932,217	6,932,217
Health Insurance	553,833	718,276	825,720	825,720
Retirement	622,185	666,150	1,000,887	1,000,887
Indirect Costs	1,283,418	1,311,547	1,719,323	1,699,924
Transfers/Adjustments	(248,971)	-	-	-
Total Expenditures	17,512,060	20,008,730	22,259,531	22,176,261
Surplus/(Deficit)	(1,310,599)	(3,131,730)	(4,913,431)	(4,368,791)
Beginning Fund Balance	11,419,541	10,108,942	6,977,212	6,977,212
Estimated Operations		(3,131,730)	(4,913,431)	(4,368,791)
Proj Ending Fund Balance	11,419,541	6,977,212	2,063,781	2,608,422
Actual Operations	(1,310,599)			
Proj Ending Fund Balance (must be >0)	10,108,942	6,977,212	2,063,781	2,608,422

Figure 45 – Current Waste Water Rates

Number of 100 cubic feet (HCF) of waste water discharged per quarter	\$ Rate per 100 cubic feet (HFC), per quarter
First 50 (base rate)	\$ 2.985
51 to 100	\$ 3.152
101 to 200	\$ 3.201
201 to 500	\$ 3.253
Over 500	\$ 3.302

WASTEWATER DEPARTMENT

Org Chart 28 – REGIONAL WASTEWATER UTILITY

CITY PERSONNEL LISTING

The Lowell Regional Wastewater Utility, an ISO 14001 certified facility with a staff of 48 employees, has been designed to treat the combined wastewater, storm water, and domestic septage from the City of Lowell and the towns of Chelmsford, Dracut, Tewksbury, and Tyngsboro. Hundreds of miles of sewer pipes lie under the streets of these five municipalities and convey wastewater to the wastewater treatment plant located on Route 110 near the Lowell-Dracut line.

The sewer pipes, which range from 6 inches to interceptors 10 feet in diameter, direct wastewater to the headworks of the wastewater treatment plant. At several locations along the interceptor routes, siphons convey wastewater under the Concord and Merrimack Rivers. There are nine diversion structures along the interceptor sewers that serve to control flow through the siphons and to divert, if necessary, a portion of wet weather flows.

The wastewater treatment plant is a primary and secondary activated sludge plant. The primary treatment removes settleable solids, grit, and floatable materials. The secondary treatment deals with the removal and/or conversion of biodegradable organic contaminants.

Typically, the facility will remove a minimum of eighty-five percent (85%) of the contaminants that enter the treatment plant. The two primary contaminants the plant is designed to remove are Total Suspended Solids (TSS) and Biochemical Oxygen Demand (BOD). The plant is designed to treat wastewater flows averaging 32 million gallons per day (MGD). During wet weather conditions, the plant can treat as much as 110 MGD of combined sewage and storm water.

After the primary and secondary treatment processes, liquid Chlorine (Sodium Hypochlorite) is introduced into the wastewater for disinfection. Any chlorine residual remaining in the treated water is then removed through the addition of Sodium Bisulphite before the plant effluent is discharged to the Merrimack River.

The solids, or sludge, produced by the removal of pollutants go through a solids dewatering process and are transported off site to a composting facility.

The Wastewater Utility is also responsible for the City's flood protection system and the administration of the Intermunicipal Agreements with the towns as well the inspection and permitting of industries, through the Industrial Pretreatment Program, that discharge into the sewer system.

FISCAL YEAR 2014 ACCOMPLISHMENTS

- Maintained ISO 14001 Environmental Management System (EMS) certification (for fifteen straight years).

- Recycled over 100,000 pounds of metal, wood, cardboard, paper and co-mingled glass and plastic, medical sharps and rechargeable batteries.
- Oversaw capital projects valued at over \$2 million dollars.
- Maintained Septage and Hauled Waste revenue of over \$1,200,000 dollars.
- Completed Hauled Waste Receiving Upgrade.
- Acclimated five new employees.
- Finalized negotiations for Inter-Municipal Agreements with contributing towns (with conditions favorable to the City).

FISCAL YEAR 2015 BUDGET

The FY15 Wastewater Enterprise budget represents an overall \$856,256 (8%) increase over the previous fiscal year. General Fund salaries increase 3% due to contractual obligations and increases in Ordinance employee salaries. Ordinary expenses increased 10%.

WASTEWATER	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Personnel				
Salaries & Wages - Perm	2,506,771	2,680,817	2,810,135	2,746,263
Salaries & Wages - Temp	18,168	26,000	26,000	26,000
Overtime	191,707	220,000	231,000	231,000
Holiday	20,370	25,000	26,000	26,000
Shift Differential	33,671	38,000	40,000	40,000
License Incentive	500	3,200	16,000	16,000
Longevity	1,142	1,150	1,150	1,150
Sick Leave Incentive	26,406	27,500	30,500	30,500
Total	2,798,735	3,021,667	3,180,785	3,116,913
Expenses				
Energy - Heating/Gas	1,266,107	1,350,000	1,350,000	1,350,000
Repair & Maint Bldgs & Grounds	478,147	700,000	750,000	750,000
Repair & Maint of Equipment	98,816	-	-	-
Sludge Removal	2,524,326	2,900,000	2,900,000	2,900,000
Police - Special Detail	83,340	70,000	70,000	70,000
Rental of Equipment	10,532	15,000	15,000	15,000
Uniform Rental	11,330	20,000	20,000	20,000
Professional Services	388,534	530,000	530,000	530,000
Settlements			75,000	75,000
CMMS			50,000	50,000
Training Safety	32,325	45,000	55,000	55,000
Postage	751	9,000	9,000	9,000
Gas & Motor Oil Supplies	45,707	70,000	70,000	70,000
Chemical Supplies	556,963	860,000	890,000	890,000
Laboratory Supplies	25,819	66,000	66,000	66,000
Office Supplies	4,784	8,000	8,000	8,000
Misc. Supplies - Other	5,910	6,000	6,000	6,000
In- State Seminars	732	1,000	1,000	1,000

WASTEWATER	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Out of State Travel	-	700	700	700
Misc Charges	13,338	16,000	18,000	18,000
Vehicle Capital Plan	261,212	-	540,000	540,000
Office Furn. & Equipment	9,491	9,500	13,500	13,500
Elevator Repairs	24,527	25,000	25,000	25,000
ISO 14001	19,600	5,000	5,000	5,000
WWTP Collection				
Contract Street Sweeping/CB Cleaning	47,951	255,000	255,000	255,000
Remote Diversions	7,186	8,000	23,000	23,000
GIS Work	21,092	15,000	-	-
GIS Computer Systems			15,000	15,000
Improve Sewers & Drains	-	15,000	-	-
Inspection San Sewer	560,215	840,400	840,400	840,400
Total	6,498,733	7,839,600	8,600,600	8,600,600
TOTAL BUDGET	9,297,469	10,861,267	11,781,385	11,717,513

FISCAL YEAR 2015 PERFORMANCE MEASUREMENTS

Measurement	Prior Year Actuals		Current Estimate	Future Estimate
	FY 2012	FY2013	FY 2014	FY 2015
Amount of biosolids processed in tons	26,486	27,734	11,840	27,000
Amount of hauled waste and septage revenue	\$1,498,341	\$1,332,431	\$506,701	\$1,200,000
Amount of intermunicipal service charges	\$4,392,714	\$3,493,384	\$1,999,421	\$3,500,000
Number of days lost due to accidents	1	2	0	0
Number of odor complaints	4	5	6	0
Total amount of cardboard recycled in pounds	6,000	14,000	6,000	6,000
Total amount of citizen used oil recycled in gallons	223	401	163	400
Total amount of LRWWU used oil recycled in gallons	350	424	1,097	300
Total amount of medical sharps collected in pounds	333	205	136	150
Total amount of metal recycled in tons	9	12	5	5
Total amount of paper recycled in pounds	490	966	506	500
Total amount of rechargeable batteries recycled in pounds	11	195	77	25
Total amount of recycled comingle in pounds	165	481	245	300
Total amount of recycled materials in pounds	12,446,005	27,436,882	12,812,148	10,000,000
Total amount of wood recycled in tons	8	3	3	3
Total Kw usage at LRWWU	8,806,000	8,490,620	4,265,139	8,000,000
Total length of flourescent bulbs recycled in linear feet	10	3,728	288	200
Total number of mercury thermometers and thermostats recycled	0	1	1	2
Number of catch basin, sewer backup, and street flooding requests resolved	614	1,047	496	500

Measurement	Prior Year Actuals		Current Estimate	Future Estimate
	FY 2012	FY2013	FY 2014	FY 2015
Number of catch basins cleaned by LRWWU staff	857	450	209	300
Number of catch basins repaired and replaced	141	172	63	75
Number of cathc basins cleaned by Contractor	982	255	265	1,000
Number of drainage outfalls inspected	37	58	20	50
Number of drainage outfalls sampled	16	24	1	50
Number of industrial permits newly issued	0	2	0	2
Number of industrial permits renewed	9	6	1	5
Number of industries inspected	32	32	23	32
Number of manholes repaired and replaced	42	43	7	25
Total length of drain lines replaced	453	566	374	300
Total length of new sewer pipe laid in feet	507	907	1,511	500
Total length of sewer/drain line rodded/cleaned	47,236	93,331	31,242	25,000
Total length of sewer/drain lines inspected	76,696	72,937	41,880	60,000
Total length of sewer/drain pipe lined	0	3,692	0	2,000
Total number of work orders completed	1,542	1,397	667	1,500
Number of collection system calls responded to	707	1,346	658	1,000
Number of spill responses	2	9	6	0
Days lost due to injury	1	2	0	0
NPDES Monthly Permit Violations	4	0	1	>5

FISCAL YEAR

2015

**PARKING
ENTERPRISE
FUND**

**JAMES TROUP
DIRECTOR**

<u>PARKING GARAGE FUND SUMMARY</u>				
	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Parking Revenue	4,019,288	4,037,000	4,107,000	4,152,000
Meter Revenue	890,908	823,000	835,000	835,000
Ticket Revenue	1,050,780	1,049,470	1,079,000	1,079,000
Total Revenue	5,960,976	5,909,470	6,021,000	6,066,000
	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Personal Services	265,210	315,895	321,715	326,730
Ordinary Expenses	2,563,101	2,852,534	2,931,069	2,931,069
Debt Service	2,314,680	2,316,475	2,379,575	2,379,575
Health Insurance	80,767	103,164	115,026	115,026
Retirement	90,735	97,147	145,963	145,963
Indirect Costs	207,986	224,255	351,623	343,670
Transfers/Adjustments	(11,047)			
Total Expenditures	5,511,433	5,909,470	6,244,971	6,242,032
Surplus/(Deficit)	449,544	-	(223,971)	(176,032)
Beginning Fund Balance	1,388,458	1,838,001	1,838,001	1,838,001
Estimated Operations	-	-	(223,971)	(176,032)
Proj Ending Fund Balance	1,388,458	1,838,001	1,614,030	1,661,969
Actual Operations	449,544	-	-	-
Proj Ending Fund Balance (must be >0)	1,838,001	1,838,001	1,614,030	1,661,969

Figure 46 – Current Parking Rates

Parking Meter Rate and Meter Bags			
Parking meter rate for all parking meters	\$ 0.25 for each 15 minutes		
Parking meter bag per metered space	\$ 10 per day (or any portion thereof)		
Garage Rate and Pass Card Rate			
<i>Monthly pass card rates</i>		<i>Space Rate</i>	
Individual pass card	\$ 64 (market rate)		
Pass card, group billing (20 or more)	\$ 52 (81% of market rate)		
Residents of central business district	\$ 48 (75% of market rate)		
Students within the City’s public school system	\$ 17		
Persons 62yrs+ residing in downtown Lowell	\$ 26		
Handicapped or disabled persons residing in downtown Lowell	\$ 26		
Transient (hourly) rates			
1 st ½ hour	\$ 1.00	4 to 5 hours	\$ 6.00
½ to 1 hour	\$ 2.00	5 to 6 hours	\$ 6.50
1 to 2 hours	\$ 3.00	6 to 7 hours	\$ 7.00
2 to 3 hours	\$ 4.00	7 to 8 hours	\$ 7.50
3 to 4 hours	\$ 5.00	8 to 24 hours	\$ 8.00

PARKING DEPARTMENT

Org Chart 29 – PARKING

CITY PERSONNEL LISTING

The objective of the Parking Department is to provide customers of the City of Lowell with a clean, safe, user friendly parking environment with an emphasis on the quality of facilities and professional services. By utilizing the latest technology, management of on-street spaces, garage parking facilities, and surface lots are managed with a priority on efficiency and safety and create a value added service to City of Lowell residents and visitors.

Republic Parking Services provides garage management services at George Ayotte Garage and Lot “A”, Joseph Downes Garage, Leo Roy Garage, Lower Locks Garage, Edward Early Garage and Davidson Surface Lot. Republic is responsible for the day to day management and maintenance of the garage facilities. There are nearly 5,500 parking spaces in the 5 garages and two surface lots.

US Security Associates provides security services at each of the above mentioned garages and at special events as requested. Garages are staffed with a security guard all day, every day.

Republic Parking Services and the City of Lowell combine in the effort to manage the on-street parking via multi-space kiosks, surface lots, and time restricted parking areas. Republic is responsible for the collection and maintenance of the 189 kiosks that meter over 1,400 spaces. In FY14, the Parking Department eliminated the use of mechanical parking meters and replaced them with the pay-per-space kiosks. City of Lowell Meter Enforcement Officers patrol metered and restricted parking areas, assist with enforcement of City Parking Ordinances, and serve as the Parking Department’s front line for customer service.

FISCAL YEAR 2014 ACCOMPLISHMENTS

- Successfully installed 189 multi-space kiosks that replaced 64 original and outdated machines, 463 spaces monitored by mechanical meters, and created nearly 500 new metered spaces.
- Installed 2 Charge Point electric vehicle charging stations in the Joseph Downes Garage and Edward Early Garage. Also adopted the Warren Street charging station.
- Completed an energy savings measure at Joseph Downes Garage that projects over \$8,000 in annual electricity savings.
- Improved and enhanced audit controls over kiosk collections.
- Combined the efforts of UML Students and Walker Parking Consultants to develop a conditions assessment on Lower Locks Garage and Leo Roy Garage in order to target necessary repairs at both garages.
- Successfully hired a Business Manager and Meter Enforcement Officer, thus bringing staffing levels to full complement.

- Negotiated lease agreements with UML (Ayotte) and MCC (all garages) resulting in additional annual revenues nearing \$200,000.
- Funded street, sidewalk, and lighting improvements around the Lowell Memorial Auditorium and Davidson Lot.
- Transitioned Resident Parking and Visitor Parking Programs into Parking Department offices.
- Added a layer of communication via Twitter @LowellParkingMA

FISCAL YEAR 2015 BUDGET

The FY15 Parking Enterprise budget represents an overall \$89,370 (3%) increase over the previous fiscal year. General Fund salaries increase 3% due to contractual obligations and increases in Ordinance employee salaries. Ordinary expenses increased 3%.

<u>PARKING</u>	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
<u>Personnel</u>				
Salaries & Wages - Perm	252,330	295,895	301,715	306,730
Overtime	12,880	20,000	20,000	20,000
Total	265,210	315,895	321,715	326,730
<u>Expenses</u>				
Utility Electricity	249,288	225,000	235,000	235,000
Telephone	15,879	25,000	25,000	25,000
Repair & Maintenance Equipment	186,340	320,000	300,000	300,000
Repair & Maintenance - Building	124,440	190,000	220,000	220,000
Elevators	-	30,000	35,000	35,000
Paint/Meter Division (50% to Parking)	20,333	35,000	35,000	35,000
Uniform Rental	4,119	7,500	7,500	7,500
Independent Audit	3,000	3,000	3,000	3,000
Professional Service	1,141,241	950,076	980,861	980,861
Management - Fee & Incentive	19,250	60,000	70,000	70,000
Kisok Maintenance and Collection Service	-	61,607	61,607	61,607
Security	629,743	709,601	709,601	709,601
Surface Lot Repair & Maintenance	-	30,000	30,000	30,000
Other Services	6,836	13,000	13,000	13,000
Advertising	486	500	500	500
Printing & Binding	37,893	20,000	20,000	20,000
Ins. Premiums - Bonds	69,025	105,000	105,000	105,000
Miscellaneous Charges	19,260	20,000	35,000	35,000
Disability Commission	20,000	20,000	20,000	20,000
Custodial - Supplies	4,630	10,000	10,000	10,000
Office Supplies	11,338	17,250	15,000	15,000
Total	2,563,101	2,852,534	2,931,069	2,931,069
TOTAL BUDGET	2,828,311	3,168,429	3,252,784	3,257,799

FISCAL YEAR 2015 PERFORMANCE MEASUREMENTS

Measurement	Prior Year Actuals		Current Estimate	Future Estimate
	FY 2012	FY2013	FY 2014	FY 2015
Promote "Green Parking" Stations and Garages		1	3	6
Renovate Howe Street Parking Lot			N/A	Drainage must comply with Flood Plain.
Successful installation of 172 pay per space kiosks		64	189	195
Transition Resident and Visitor Parking Programs			Complete	Refine ordinance to improve efficiency and effectiveness
Number of single space parking meters replaced during year	52	0	483	0
Total number of lot spaces	489	489	489	620
Number of monthly pass card holders	4726	4863	5116	5250
Number of new kiosks which replaced single space parking meters	50	0	125	6
Number of parking garages opeartated	5	5	5	5
Number of parking lots	7	7	7	9
Total number of garage spaces	5059	5059	5059	5059

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FISCAL YEAR

2015

**WATER
ENTERPRISE
FUND**

**DAN LAHIFF
EXECUTIVE DIRECTOR**

<u>WATER ENTERPRISE FUND SUMMARY</u>				
	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Revenues	10,882,016	9,564,517	9,525,000	9,845,900
	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Personal Services	1,790,067	2,080,888	2,242,083	2,237,177
Ordinary Expenses	2,435,344	2,863,200	3,264,700	3,285,700
Debt Service	3,016,088	3,016,088	3,067,538	3,067,538
Health Insurance	574,769	574,769	640,861	640,861
Retirement	513,490	513,490	771,517	771,517
Indirect Costs	605,501	516,081	720,251	699,319
Transfers/Adjustments	-	1	-	-
Total Expenditures	8,935,260	9,564,517	10,706,950	10,702,112
Surplus/(Deficit)	1,946,756	-	(1,181,950)	(856,212)
Fund Balance	3,450,435	5,397,191	3,450,435	3,450,435
Estimated Operations	-	-	(1,181,950)	(856,212)
Fund Balance	3,450,435	3,450,435	3,450,435	3,450,435
Actual Operations	1,946,756	-	-	-
Proj Fund Balance (must be >0)	5,397,191	3,450,435	2,268,485	2,594,223

Figure 47 – Current Water Rates

Number of 100 cubic feet (HCF) of water used per quarter	\$ Rate per 100 cubic feet (HFC), per quarter
0 to 50 (.14 HCF minimum)	\$ 2.076
51 to 100	\$ 2.451
101 to 200	\$ 2.490
201 to 500	\$ 2.527
Over 500	\$ 2.547

WATER DEPARTMENT

Org Chart 30 – REGIONAL WATER UTILITY

CITY PERSONNEL LISTING

The mission of the Lowell Regional Water Utility is to provide a sufficient supply of safe, potable water to the citizens and businesses of the City of Lowell and surrounding communities in order to ensure their health and safety in a cost effective manner, as well as to ensure the highest water quality and purify some 4.7 billion gallons of water to over 135,000 customers while meeting all state and federal water quality compliances. The personnel of the LRWU are DEP certified and consistently monitor daily water production. They also repair and maintain 215 miles of water main, 2300 fire hydrants, and approximately 26000 water service connections.

FISCAL YEAR 2014 ACCOMPLISHMENTS

- Solar Array: 246 megawatt hours of power produced since May, 2013. At \$285/MWhr SRECs + \$140 in energy savings, this is equal to approximately \$100,000 in combined revenue and electrical savings thus far.
- Increased Capacity: Based on favorable bid pricing, the LRWU was able to increase the capacity (number of panels) to improve the energy savings and SREC revenue.
- SRF Funding: The LRWU received funding for \$22.8 million in capital improvements without requiring a water rate increase.
- Major Water Line Repair: The slip lining of approximately 800ft performed on the 24" subaqueous water main saved several millions of dollars in replacement costs.
- Fluoride Award: Won the fluoride award for the fourth consecutive year presented by the Mass Department of Public Health.

FISCAL YEAR 2015 BUDGET

The FY15 Water Enterprise budget represents an overall \$578,789 (12%) increase over the previous fiscal year. General Fund salaries increase 8% due to contractual obligations and increases in Ordinance employee salaries. Ordinary expenses increased 15%.

WATER UTILITY - 450	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Personnel				
S & W-Perm.	1,637,937	1,930,688	2,056,883	2,051,977
S & W-Temp.	13,578	25,000	25,000	25,000
S & W-O.T.	107,092	90,000	120,000	120,000
S & W-Holiday.	18,203	20,000	25,000	25,000
Shift Differential	11,701	15,000	15,000	15,000
Longevity	116	200	200	200
Incentive BB Active Employees	1,440	-	-	-
Total	1,790,067	2,080,888	2,242,083	2,237,177
Expenses				
Electricity	971,716	1,000,000	1,000,000	1,000,000
Gas Heat	58,355	75,000	75,000	75,000
Repair & Maint of Bldg & Equipment	10,534	22,000	22,000	22,000
Emergency water main repair/trench repair	-	125,000	125,000	125,000
Preventive Maintenance	43,187	50,000	50,000	50,000
Rental of Equipment	11,322	15,000	15,000	15,000
Professional Services	39,728	45,000	48,000	48,000
Police Details	-	15,000	15,000	15,000
Other Services	11,205	-	-	-
Consumer Confidence	12,361	12,000	13,500	13,500
Automotive	19,266	35,000	35,000	35,000
Gas & Motor Oil	34,053	35,000	35,000	35,000
Chemicals	888,613	1,000,000	1,000,000	1,000,000
Lab Supplies	21,135	39,000	39,000	39,000
Public Works Supplies	76,864	91,000	91,000	91,000
Building Supplies	17,169	20,000	20,000	20,000
Safe Drinking Water Assessment	35,114	41,000	41,000	41,000
License Reimbursement	632	1,200	1,200	1,200
Conferences/Seminars/Education/Training	4,453	7,000	8,000	8,000
Transportation/Reimbursements/Seminars	12,395	16,000	16,000	16,000
Miscellaneous Charges	2,441	8,000	8,000	8,000
Carbon Replacement	-	-	250,000	250,000
Building Improvement	39,232	45,000	45,000	45,000
Portable Radios	5,871	-	-	-
Hydrants	26,687	35,000	35,000	35,000
Meters	25,053	30,000	30,000	30,000
PLC/SCADA Equipment and Repair	8,215	10,000	12,000	12,000
New Vehicles	59,745	91,000	235,000	256,000
Total	2,435,344	2,863,200	3,264,700	3,285,700
TOTAL BUDGET	4,225,411	4,944,088	5,506,783	5,522,877

FISCAL YEAR 2015 PERFORMANCE MEASUREMENTS

Measurement	Prior Year Actuals		Current Estimate	Future Estimate
	FY 2012	FY2013	FY 2014	FY 2015
Ratio of raw water pumped to finished water pumped	97.4%	97.2%	98.4%	98%
Number of emergency calls responded to	91	108	64	100
Number of hydrants repaired	285	119	142	200
Number of service calls	1,319	1919	1,135	2000
Number of trenches repaired	156	210	74	105
Number of water line markouts	2,346	3250	965	1000
Number of water main breaks repaired	36	58	22	30
Number of water services repaired	120	152	52	75

FISCAL YEAR

2015

**LOWELL
MEMORIAL
AUDITORIUM**

<u>LMA ENTERPRISE FUND SUMMARY</u>			
	FY14 Approved	FY15 Request	FY15 Manager
Revenues	1,085,000	1,172,530	1,172,530
	FY14 Approved	FY15 Request	FY15 Manager
Operating Expenses	1,335,000	1,288,530	1,288,530
Indirect Costs	-		
Debt Service	-		
Manager Fee (set aside)	-	84,000	84,000
Total Expenditures	1,335,000	1,372,530	1,372,530
Surplus/(Deficit)	(250,000)	(200,000)	(200,000)

LOWELL MEMORIAL AUDITORIUM	FY13 Actual	FY14 Approved	FY15 Request	FY15 Manager
Expenses				
Administrative Expenses	-	425,000	425,000	425,000
Operations	-	721,000	721,000	721,000
Box Office	-	105,000	105,000	105,000
Manager Fee	-	84,000	84,000	84,000
Other	-	-	-	-
Total	-	1,335,000	1,335,000	1,335,000
TOTAL BUDGET	-	1,335,000	1,335,000	1,335,000

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FISCAL YEAR

2015

CAREER
CENTER

Note that this is included for memo purposes only, as the numbers shown are not included in any City totals.

BARBARA O'NEIL
EXECUTIVE DIRECTOR

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Career Center

Org Chart 31 – CAREER CENTER

CITY PERSONNEL LISTING

The Career Center of Lowell is part of the Massachusetts One-Stop Career Center system. The Career Center operates under the direction of the City of Lowell and is chartered by the Greater Lowell Workforce Investment Board. Through this model, local employment and training services have been consolidated to build a strong workforce development system.

The mission of the Career Center is to work closely with the business community to identify and meet their employment needs and to provide job seekers with a wide range of job search and training services

FISCAL YEAR 2014 ACCOMPLISHMENTS

- For the period of 7/1/12-6/30/13, the Career Center of Lowell ranked #1 in the entire Commonwealth for Workforce Investment Act achievements for serving Adults (129.6%). In addition the Career Center ranked # 1 in the state for serving Dislocated Workers (120.4%) and finally the CCL ranked # 2 in the state for Youth Groups (187.5%) These are the only three categories ranked for performance and there are 16 areas in the Commonwealth and thirty Career Centers. These figures are a compilation of entered employments, entered employment retention rate, average wage earnings and attainment of degrees and literacy gains.
- The Greater Lowell WIB hosted 50 private sector employers at our annual Youth Job Fair. The Career Center of Lowell /Valley Works Lawrence collaborated on a successful.
- Job fair at the Spinners Baseball Park in August. The CCL has increased on site business job fairs in industry clusters such health care.
- The Greater Lowell WIB successfully partnered with the Metro North, Merrimack Valley and North Shore WIBs to develop a consortium designed to promote and sustain Advanced Manufacturing in Northeast Massachusetts through identification and alignment of employer needs and educational requirements. Based on a partnership with area community colleges and technical high-schools participants under the grant will receive training in foundation skills and basic machining or electronics. The WIB was also an active partner in a statewide Science, Technology, Engineering and Math (STEM) initiative designed to promote career pathways for young adults and career transition opportunities for dislocated workers.
- The Career Center of Lowell (CCL) is an active partner in the Lowell Police Department's Safe & Successful Youth Initiative (SSYI). The program serves as a coordinated intervention strategy focused on young men (age 14-24) identified as a high risk for becoming perpetrators or victims of gun violence. The CCL has provides services young men within the City of Lowell. The Youth Career Center also provides summer work

experience for 250 Lowell youth through the Shannon Grant and YouthWorks programs. Services include: work-readiness activities, job development, resume writing, subsidized employment, and job search assistance. Each participant earns wages while participating in work-readiness activities, before they enter subsidized employment.

- The Mass Department of Transitional Assistance continues to look towards the Career Center of Lowell to provide services through the CIES program to place welfare recipients into full time jobs. The CCL consistently ranks # 1 in the Commonwealth for job placement success.
- The Career Center has embarked on a social media marketing plan that increased job seekers and business engagement. This includes increased twitter followers, creation of a Facebook page as well as increased volume on LinkedIn.
- The Career Center of Lowell significantly increased grant awards during the past year other than Workforce Investment Act funding. The center was awarded large multiyear grants for a National Emergency Grant, Disability Employment Initiative, Re-Entry partnership Grant, Workforce Competitive Trust Fund grant geared toward Advanced Manufacturing, Employment Program for Homeless Individuals as well as smaller grants for targeted populations.

FISCAL YEAR 2015 BUDGET

The Career Center/WIB’s FY15 budget reflects a projected increase of \$215,721, approximately 6% more than FY14 funding.

CAREER CENTER	FY13 Approved	FY14 Approved	FY15 Request	FY15 Manager
Personnel				
Salaries	1,437,313	1,516,279	1,661,970	1,689,546
Fringe Benefits	431,194	363,906	398,873	405,491
Overtime	1,000	1,000	1,000	2,000
Total	1,869,507	1,881,185	2,061,843	2,097,037
Expenses				
Advertising	3,500	1,800	1,800	3,000
Conferences/Meetings	10,000	7,000	7,000	8,000
Contractor Reimbursement	419,552	330,005	342,214	446,660
Custodial Supplies	3,200	3,600	3,600	3,600
Data Processing	12,025	19,038	15,250	16,000
Dues & Subscriptions	13,200	16,000	16,000	15,500
Electricity	50,000	33,000	33,000	40,000
Equipment Rental (Copiers)	30,798	22,966	22,966	23,996
Furniture & Equipment	1,000	1,000	1,000	2,000
Gas	20,000	7,500	7,500	15,000
Independent Audit	10,000	10,000	10,000	10,000
Instructional Supplies	4,000	2,000	2,000	1,000
Insurance & Bonding	9,900	9,237	10,085	10,085
Licenses & Fees	4,000	4,000	4,000	4,000
Misc Rental (Storage)	4,000	1,000	1,000	1,000

CAREER CENTER	FY13 Approved	FY14 Approved	FY15 Request	FY15 Manager
Needs Based Payments	2,000	-	-	3,375
Network Access Fee	6,556	9,000	4,955	6,864
Office Supplies	25,000	25,000	18,000	17,000
Parking	7,640	7,640	7,640	7,640
Participant Fringe	27,423	27,127	28,939	31,887
Participant Wages	274,225	301,150	321,015	353,775
Postage	5,000	5,000	5,000	5,000
Printing & Binding	3,000	3,000	3,000	3,000
Professional Services	58,774	58,662	55,682	66,150
Promotional Activities	2,000	1,200	1,200	1,500
Rent	414,329	298,386	342,796	342,796
Repair & Maint of Equipment	16,369	14,100	14,100	15,000
Staff Training	2,500	1,000	1,000	1,000
Telephone	18,670	17,836	17,836	17,836
Training Payments (Customers)	5,000	8,450	10,000	22,300
Transportation	12,480	6,800	6,800	15,583
Travel - In State	5,000	7,000	7,000	8,000
Travel - Out State	5,000	2,000	2,000	2,000
Tuition Reimbursement (Customers)	337,534	321,398	293,578	419,751
Total	1,823,675	1,582,895	1,617,956	1,940,298
TOTAL BUDGET	3,693,182	3,464,080	3,679,799	4,037,335

FISCAL YEAR 2015 PERFORMANCE MEASUREMENTS

Measurement	Prior Year Actuals		Current Estimate	Future Estimate
	FY 2012	FY2013	FY 2014	FY 2015
Increase non-city grants in emerging sectors				
Number of findings during audit/system certification by EOLWD	0	0	0	0
Amount of grants	\$1,351,000	\$692,000	\$646,000	\$600,000
Entered employment rate for dislocated workers	98%	95%	74%	85%
Entered employment rate for Low Income/"Adult" Workers	91%	88%	70%	80%
Youth placement in employment or education	79%	84%	75%	78%

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FISCAL YEAR
2015

**FIVE YEAR
FORECASTS**

Includes the General Fund, Wastewater Enterprise Fund,
Parking Enterprise Fund, and Water Enterprise Fund.

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CITY OF LOWELL FORECAST					
GENERAL FUND					
	2015	2016	2017	2018	2019
Prior Year Levy	110,425,643	116,790,540	121,594,725	126,519,014	131,566,411
Prop 2 1/2 Increase	3,065,059	3,204,185	3,324,290	3,447,397	3,573,582
New Growth	2,500,000	1,600,000	1,600,000	1,600,000	1,600,000
Tax Increase/(Decrease)	799,838	-	-	-	-
Tax Levy	116,790,540	121,594,725	126,519,014	131,566,411	136,739,993
Local Aid	162,489,449	167,589,228	172,624,223	177,793,714	183,098,635
Local Receipts	25,858,652	25,921,788	26,218,493	26,524,084	26,838,891
Available Funds	3,994,338	106,742	106,742	106,742	106,742
Free Cash		-	-	-	-
Other One-Time Revenue	-	-	-	-	-
MSBA Reimbursement	4,825,430	4,825,429	2,925,732	2,925,732	2,925,732
Subtotal Gross Revenues	313,958,409	320,037,911	328,394,203	338,916,682	349,709,992
Overlay	1,600,000	1,640,000	1,681,000	1,723,025	1,766,101
State and County Charges	18,126,998	18,546,019	18,975,653	19,416,152	19,867,776
Offsets	200,000	191,412	191,412	191,412	191,412
Snow & Ice Deficit (a)	500,000	500,000	450,000	400,000	400,000
Other Deficits	-	-	-	-	-
Subtotal To Be Raised	20,426,998	20,877,431	21,298,065	21,730,589	22,225,289
Indirect Reimb from Enterprises	6,243,547	5,497,436	5,691,914	5,895,253	6,107,653
Net Revenue	299,774,958	304,657,916	312,788,052	323,081,346	333,592,357

CITY OF LOWELL FORECAST					
GENERAL FUND					
	2015	2016	2017	2018	2019
School Budget (Chap 70)	135,128,765	142,080,490	144,053,279	147,856,129	152,468,900
School Budget (local)	14,458,989	17,790,621	19,019,512	19,590,097	20,177,800
School Additional Funding	2,897,862	695,172	197,279	380,285	461,277
Subtotal School Spending	152,485,616	160,566,283	163,270,070	167,826,511	173,107,978
Salaries & Wages	57,819,006	59,805,961	62,274,295	64,944,572	67,621,000
Health/Dental Insurance	22,725,000	23,861,250	25,054,313	26,307,028	27,622,380
Medicare Tax	2,500,000	2,562,500	2,626,563	2,692,227	2,759,532
Pension Assessments	20,411,365	21,327,176	22,274,199	23,264,288	24,299,381
Unemployment	540,000	540,000	540,000	540,000	540,000
Debt Service	14,003,726	12,536,354	8,985,374	8,637,999	7,982,337
Capital Plan Debt Service		3,279,525	4,969,275	5,423,950	5,803,431
Trash Removal	5,350,000	5,100,000	5,202,000	5,306,040	5,412,161
Utility Accounts	4,387,000	4,387,000	4,387,000	4,387,000	4,387,000
Street Lights	513,000	513,000	513,000	513,000	513,000
Greater Lowell Technical HS	6,380,194	6,539,699	6,703,191	6,870,771	7,042,540
GLTHS Capital Assessment	618,547	593,384	733,107	907,945	885,862
Snow & Ice	1,350,000	1,400,000	1,450,000	1,450,000	1,450,000
Claims	835,000	835,000	835,000	835,000	835,000
LMA	200,000	150,000	100,000	50,000	-
N Middlesex Area Commission	29,774	30,519	31,282	32,064	32,865
All Other Expenses	9,626,730	9,819,264	10,015,649	10,215,962	10,420,282
Subtotal "City" Spending	147,289,342	153,280,632	156,694,248	162,377,845	167,606,772
Total Appropriations	299,774,958	313,846,915	319,964,318	330,204,356	340,714,750
Surplus/(Deficit)	(0)	(9,188,999)	(7,176,266)	(7,123,010)	(7,122,393)
Prior Year Levy Limit	122,602,344	128,167,403	132,971,588	137,895,877	142,943,274
Plus amended prior yr growth	-	-	-	-	-
Plus Prop 2 1/2 Increase	3,065,059	3,204,185	3,324,290	3,447,397	3,573,582
Plus New Growth	2,500,000	1,600,000	1,600,000	1,600,000	1,600,000
New Levy Limit	128,167,403	132,971,588	137,895,877	142,943,274	148,116,856
New Levy Limit	128,167,403	132,971,588	137,895,877	142,943,274	148,116,856
Less Tax Levy	(116,790,540)	(121,594,725)	(126,519,014)	(131,566,411)	(136,739,993)
Excess Levy Capacity	11,376,863	11,376,863	11,376,863	11,376,863	11,376,863
(a) Inversely proportional to increase in Snow & Ice appropriation, with one year lag					

CITY OF LOWELL FORECAST					
LMA ENTERPRISE FUND					
	2015	2016	2017	2018	2019
LMA Revenues	1,172,530	1,261,186	1,351,001	1,442,012	1,534,252
Other	-	-	-	-	-
Revenues	1,172,530	1,261,186	1,351,001	1,442,012	1,534,252
Operating Expenses	1,288,530	1,327,186	1,367,001	1,408,012	1,450,252
Debt Service	-	-	-	-	-
Management Fee	84,000	84,000	84,000	84,000	84,000
Appropriations	1,372,530	1,411,186	1,451,001	1,492,012	1,534,252
Surplus/(Deficit)	(200,000)	(150,000)	(100,000)	(50,000)	0

CITY OF LOWELL FORECAST					
PARKING ENTERPRISE FUND					
	2015	2016	2017	2018	2019
Penalties & Interest	379,000	386,580	394,312	402,198	410,242
Fines	700,000	714,000	728,280	742,846	757,703
Streets	835,000	851,700	868,734	886,109	903,831
Additional Street Revenue	50,000	50,000	50,000	50,000	50,000
Ayotte	720,000	734,400	749,088	764,070	779,351
Downes	1,100,000	1,122,000	1,144,440	1,167,329	1,190,675
Davidson Lot	207,000	211,140	215,363	219,670	224,063
Roy	950,000	969,000	988,380	1,008,148	1,028,311
Lower Locks	450,000	459,000	468,180	477,544	487,094
Early	690,000	703,800	717,876	732,234	746,878
Pass Cards	35,000	35,700	36,414	37,142	37,885
Misc	-	-	-	-	-
Revenues	6,116,000	6,237,320	6,361,066	6,487,288	6,616,033
Salaries & Wages	326,729	340,223	354,274	368,906	384,141
plus General Fund indirect	277,088	285,401	293,963	302,782	311,865
Health/Dental Insurance	120,113	128,521	137,517	147,143	157,443
Medicare Tax (1.45% of wages)	4,738	4,933	5,137	5,349	5,570
Pension Assessments	114,859	120,028	125,429	131,074	136,972
Debt Service	2,379,575	2,376,975	2,375,600	2,369,800	2,364,400
Utility Accounts	235,000	246,750	259,088	272,042	285,644
All Other Expenses	2,717,349	2,771,696	2,827,130	2,883,672	2,941,346
plus General Fund indirect	67,434	67,434	67,434	67,434	67,434
Appropriations	6,242,885	6,341,961	6,445,572	6,548,202	6,654,816
Surplus/(Deficit)	(126,885)	(104,641)	(84,505)	(60,914)	(38,782)
Beginning Fund Balance	1,975,530	1,848,645	1,744,005	1,659,499	1,598,585
Operations	(126,885)	(104,641)	(84,505)	(60,914)	(38,782)
Ending Fund Balance	1,848,645	1,744,005	1,659,499	1,598,585	1,559,803

CITY OF LOWELL FORECAST					
WASTEWATER ENTERPRISE FUND					
	2015	2016	2017	2018	2019
Local Revenues	11,011,370	11,782,166	12,606,918	13,489,402	14,433,660
Tewksbury	1,224,300	1,346,730	1,481,403	1,555,473	1,633,247
Chelmsford	1,259,500	1,385,450	1,523,995	1,600,195	1,680,204
Dracut/Tyngsboro	2,186,800	2,405,480	2,646,028	2,778,329	2,917,246
Septage	1,125,000	1,225,000	1,325,000	1,425,000	1,525,000
Liens 201	800,000	856,000	915,920	980,034	1,048,637
Lab	18,000	19,800	21,780	23,958	26,354
Pre-Treatment	4,500	4,500	4,500	4,500	4,500
Misc Other	178,000	186,900	196,245	206,057	216,360
Sewer Enterprise Free Cash	-	-	-	-	-
Revenues	17,807,470	19,212,026	20,721,789	22,062,949	23,485,208
Salaries & Wages	3,116,913	3,245,642	3,379,687	3,519,268	3,664,613
plus General Fund indirect	2,312,674	810,775	835,098	860,151	885,956
Health/Dental Insurance	825,720	772,528	810,600	850,565	892,516
Medicare Tax (1.45% of wages)	45,195	47,062	49,005	51,029	53,137
Pension Assessments	1,000,887	823,054	860,091	898,795	939,241
Debt Service	6,932,217	6,423,031	6,364,770	6,298,722	6,165,432
New Loan Order	-	-	-	-	-
Utility Accounts	1,350,000	1,377,000	1,404,540	1,432,631	1,461,283
All Other Expenses	6,117,200	6,300,716	6,489,737	6,684,430	6,884,962
plus General Fund indirect	475,455	475,455	475,455	475,455	475,455
Appropriations	22,176,261	20,275,261	20,668,983	21,071,046	21,422,596
Surplus/(Deficit)	(4,368,791)	(1,063,235)	52,805	991,903	2,062,612
Beginning Fund Balance	5,726,600	1,357,809	294,573	347,378	1,339,281
Operations	(4,368,791)	(1,063,235)	52,805	991,903	2,062,612
Ending Fund Balance	1,357,809	294,573	347,378	1,339,281	3,401,893
Local Rate Increase	7.00%	7.00%	7.00%	7.00%	7.00%

CITY OF LOWELL FORECAST					
WATER ENTERPRISE FUND					
	2015	2016	2017	2018	2019
Water Revenues	8,800,000	8,888,000	8,976,880	9,066,649	9,157,315
Additional Residential Metering Rev	175,000	350,000	350,000	350,000	350,000
Bulk Water	25,000	25,000	25,000	25,000	25,000
Liens	650,000	656,500	663,065	669,696	676,393
Misc Other	250,000	250,000	250,000	250,000	250,000
Revenues	9,900,000	10,169,500	10,264,945	10,361,344	10,458,708
Salaries & Wages	2,237,176	2,329,571	2,425,783	2,525,967	2,630,290
plus General Fund indirect	434,288	457,666	467,519	477,885	488,571
Health/Dental Insurance	640,861	611,584	641,725	673,364	706,576
Medicare Tax (1.45% of wages)	32,439	33,779	35,174	36,627	38,139
Pension Assessments	771,517	634,438	662,987	692,822	723,999
Debt Service	3,067,538	3,621,667	3,605,182	3,568,595	3,600,355
Utility Accounts	1,075,000	1,096,500	1,118,430	1,140,799	1,163,615
All Other Expenses	2,210,700	2,004,914	2,295,012	2,090,913	2,382,731
plus General Fund indirect	224,779	224,779	224,779	224,779	224,779
Appropriations	10,694,298	11,014,899	11,476,592	11,431,749	11,959,054
Surplus/(Deficit)	(794,298)	(845,399)	(1,211,647)	(1,070,405)	(1,500,346)
Beginning Fund Balance	7,718,655	6,924,357	6,078,958	4,867,312	3,796,907
Operations	(794,298)	(845,399)	(1,211,647)	(1,070,405)	(1,500,346)
Ending Fund Balance	6,924,357	6,078,958	4,867,312	3,796,907	2,296,561
Local Rate Increase	0.00%	0.00%	0.00%	0.00%	0.00%

FISCAL YEAR
2015

**PROPOSED
RESOLUTION
OF THE
CITY COUNCIL**

Proposed Fiscal Year 2015 budget to be voted on.

**KEVIN J. MURPHY
CITY MANAGER**

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COMMONWEALTH OF MASSACHUSETTS			
CITY OF LOWELL			
<u>In City Council</u>			
<u>VOTE</u>			
Approving Budget for the City of Lowell for Fiscal Year 2015			

WHEREAS, pursuant to Mass. G.L. c.44 §32, the City Manager submitted a proposed budget for fiscal year 2015 to the City Council on June 3, 2015; and			
WHEREAS, the City Council held advertised public hearings to consider the proposed budget on _____;			
and			
WHEREAS, upon motion the City Council accepted the budget as submitted by the City Manager, after reductions otherwise separately voted, if any.			
NOW, THEREFORE, BE IT VOTED BY THE CITY COUNCIL OF THE CITY OF LOWELL:			
That the City Council of the City of Lowell hereby adopts and approves the budget for fiscal year 2015 for the City of Lowell, including all line items therein as if separately voted thereon, in the sum of _____ which sum shall be appropriated and raised by taxation and other sources, including but not limited to revenue sharing. The full list of appropriations follows this vote.			
WHEREAS, THE City of Lowell enterprise funds may have insufficient operating revenues to fund all expenditures of the funds in fiscal year 2015			
NOW, THEREFORE, BE IT FURTHER VOTED BY THE CITY COUNCIL OF THE CITY OF LOWELL:			
That the City Council of the City of Lowell hereby raises and appropriates the following retained earnings:			
Fund		Amount	
Wastewater Enterprise Fund		4,368,791	
Parking Enterprise Fund		176,032	
Water Enterprise Fund		856,212	
LMA Enterprise Fund (General Fund subsidy)		200,000	
Fund		Amount	
Dog Licenses (Fund 1714)		40,000	
Health Claims Trust Fund (Fund 8416)		500,000	
Pension Stabilization Fund (Fund 8399)		3,000,000	
General Stabilization Fund (Fund 8401)		452,338	
Line Number	Department	Description	Amount
2015-01	City Council	Personal Services	140,000
2015-02	City Council	Ordinary Expenses	7,500
2015-03	Mayor	Personal Services	47,711
2015-04	Mayor	Ordinary Expenses	5,900

Line Number	Department	Description	Amount
2015-05	City Clerk	Personal Services	318,577
2015-06	City Clerk	Ordinary Expenses	16,900
2015-07	City Manager	Personal Services	1,514,623
2015-08	City Manager	Ordinary Expenses	3,358,350
2015-09	City Manager - Lowell School System	Personal Services	-
2015-10	City Manager - Lowell School System	Ordinary Expenses	50,000
2015-11	City Manager - Marketing Development	Personal Services	
2015-12	City Manager - Marketing Development	Ordinary Expenses	330,000
2015-13	City Manager - Contingency	Ordinary Expenses	295,000
2015-14	City Manager - Contingency	Reserve for Schools	-
2015-15	City Manager - Cable Access	Ordinary Expenses	142,400
2015-16	City Manager - Cable Access	Transfers to Schools	107,800
2015-17	City Manager - Cultural Affairs & Special Events	Personal Services	116,023
2015-18	City Manager - Cultural Affairs & Special Events	Ordinary Expenses	-
2015-19	Finance	Personal Services	161,240
2015-20	Finance	Ordinary Expenses	200
2015-21	Auditing	Personal Services	437,641
2015-22	Auditing	Ordinary Expenses	58,600
2015-23	Purchasing	Personal Services	204,592
2015-24	Purchasing	Ordinary Expenses	194,150
2015-25	Assessing	Personal Services	455,825
2015-26	Assessing	Ordinary Expenses	77,822
2015-27	Treasurer	Personal Services	523,707
2015-28	Treasurer	Ordinary Expenses	371,900
2015-29	Human Relations	Personal Services	252,592
2015-30	Human Relations	Ordinary Expenses	31,550
2015-31	Management Information Systems	Personal Services	535,971
2015-32	Management Information Systems	Ordinary Expenses	903,194
2015-33	Law	Personal Services	975,056
2015-34	Law	Ordinary Expenses	315,650
2015-35	Elections	Personal Services	179,418
2015-36	Elections	Ordinary Expenses	80,000
2015-37	Planning & Development	Personal Services	2,291,984
2015-38	Planning & Development	Ordinary Expenses	205,900
2015-39	Police	Personal Services	23,158,172
2015-40	Police	Ordinary Expenses	1,718,875
2015-41	Fire	Personal Services	16,752,941
2015-42	Fire	Ordinary Expenses	764,300
2015-43	Lowell Public Schools	Single Line Appropriation	152,485,616
2015-44	Greater Lowell Technical School	Ordinary Expenses	6,998,741
2015-45	DPW Administration	Personal Services	391,168
2015-46	DPW Administration	Ordinary Expenses	1,004,000
2015-47	DPW Engineering	Personal Services	431,064
2015-48	DPW Engineering	Ordinary Expenses	10,000
2015-49	DPW Land & Buildings	Personal Services	1,853,810
2015-50	DPW Land & Buildings	Ordinary Expenses	675,000
2015-51	DPW Streets	Personal Services	1,203,187
2015-52	DPW Streets	Ordinary Expenses	50,000
2015-53	Parks	Personal Services	1,570,087
2015-54	Parks	Ordinary Expenses	633,500
2015-55	Cemetery	Personal Services	88,392
2015-56	Cemetery	Ordinary Expenses	187,250

Line Number	Department	Description	Amount
2015-57	DPW Other	Snow & Ice	1,350,000
2015-58	DPW Other	Street Lighting	513,000
2015-59	DPW Other	Waste Collection & Dispo	5,350,000
2015-60	Health	Personal Services	2,322,370
2015-61	Health	Ordinary Expenses	73,100
2015-62	Council on Aging	Personal Services	219,271
2015-63	Council on Aging	Ordinary Expenses	86,500
2015-64	Veterans'	Personal Services	136,901
2015-65	Veterans'	Ordinary Expenses	1,139,000
2015-66	Recreation	Personal Services	630,810
2015-67	Recreation	Ordinary Expenses	65,585
2015-68	Library	Personal Services	905,875
2015-69	Library	Ordinary Expenses	341,595
2015-70	Unclassified	Debt Service	14,003,182
2015-71	Unclassified	Workers Comp	625,000
2015-72	Unclassified	Unemployment	540,000
2015-73	Unclassified	Health Insurance	22,725,000
2015-74	Unclassified	Retirement	20,411,365
2015-75	Unclassified	Medicare Tax	2,500,000
2015-76	Unclassified	Claims & Judgments	835,000
2015-77	Unclassified	Other Insurance	287,752
2015-78	Unclassified	No. Middlesex	29,774
Subtotal	General Fund		299,774,958
2015-79	Wastewater	Personal Services	3,116,913
2015-80	Wastewater	Ordinary Expenses	8,600,600
2015-81	Wastewater	Debt Service	6,932,217
Subtotal	Wastewater Enterprise Fund		18,649,730
2015-82	Parking	Personal Services	326,730
2015-83	Parking	Ordinary Expenses	2,931,069
2015-84	Parking	Debt Service	2,379,575
Subtotal	Parking Enterprise Fund		5,637,374
2015-85	Water	Personal Services	2,237,177
2015-86	Water	Ordinary Expenses	3,285,700
2015-87	Water	Debt Service	3,067,538
Subtotal	Water Enterprise Fund		8,590,415
2015-88	Lowell Memorial Auditorium	Personnel Services	
2015-89	Lowell Memorial Auditorium	Ordinary Expenses	1,335,000
Subtotal	LMA Enterprise Fund		1,335,000
Grand Total All Funds			333,987,477

Furthermore, the following projected needs are costs to the City, but according to accounting rules established by the Department of Revenue, are not to be included in the appropriation order.

2015-90	General Fund - Cherry Sheet Assessments	18,126,998
2015-91	General Fund - 2013 Snow & Ice deficit	500,000
2015-92	General Fund - Provision for Abatements & Exemptions	1,600,000
2015-93	General Fund - Projected 2015 Arena Deficits	-
2015-94	Indirect costs of the enterprise funds	(6,243,547)

FISCAL YEAR
2015

**ORGANIZATION
CHARTS & PERSONNEL
LISTING ****

City-wide *organizational charts, staffing charts, and personnel list.*

** Please note that organizational charts presented here are for general “layman” purposes, and are not intended to establish or otherwise modify existing reporting relationships which may be established within the City by ordinance or otherwise. Similarly, due to the fluid nature of personnel changes within the City, updates to the personnel list have likely occurred since the creation of the list during budget preparations, which may not be reflected here.

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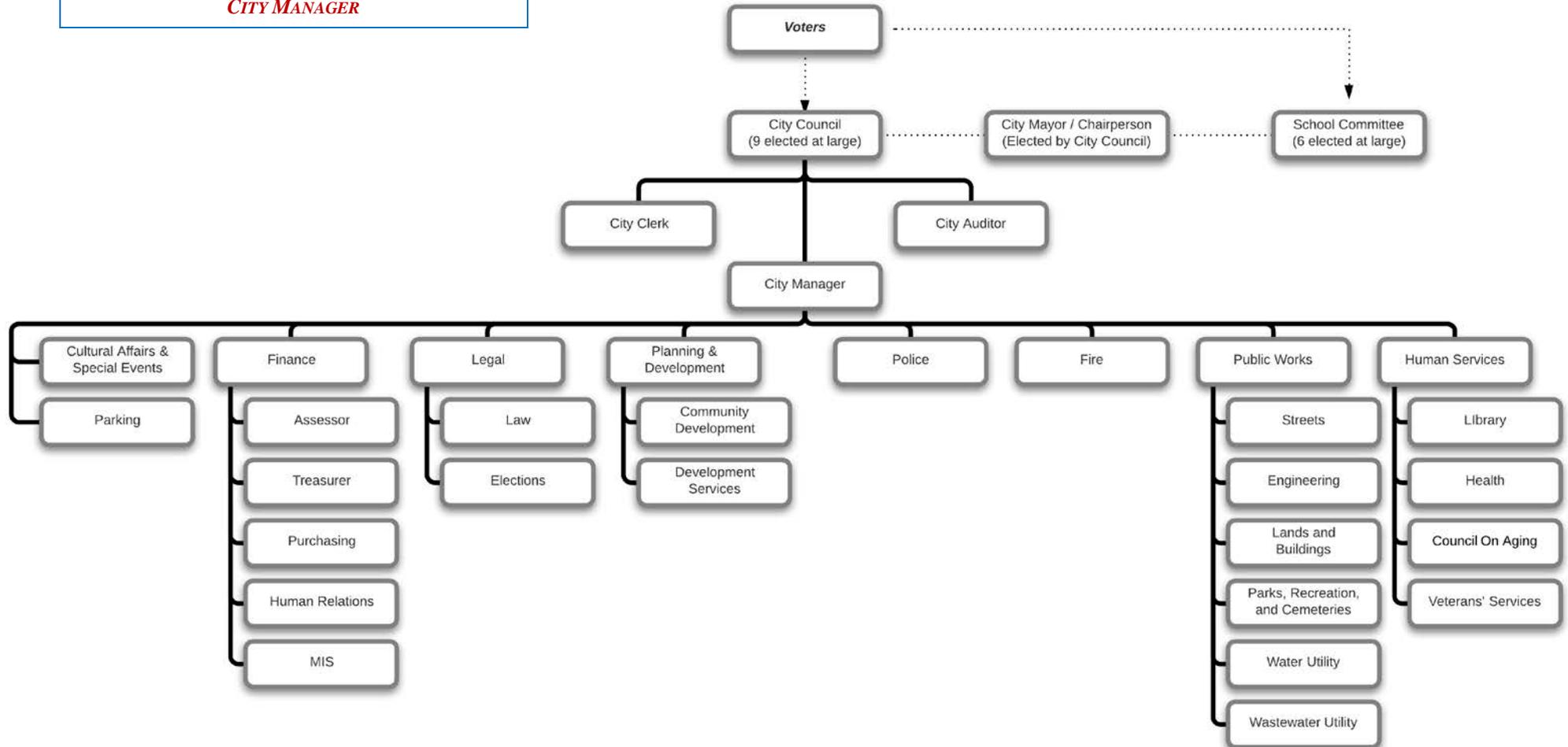
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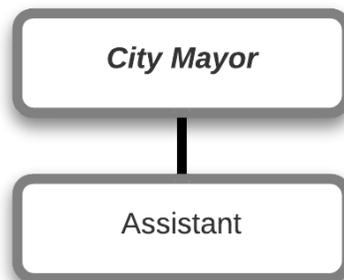
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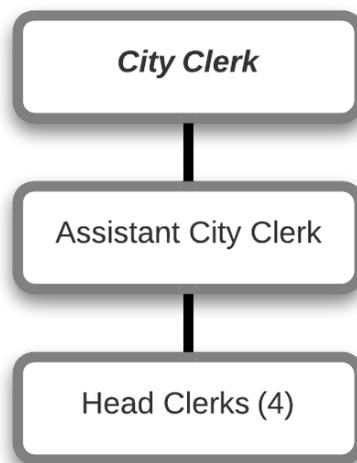
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<i>Org Chart 1 - CITY ORGANIZATION</i>	
KEVIN J. MURPHY CITY MANAGER	



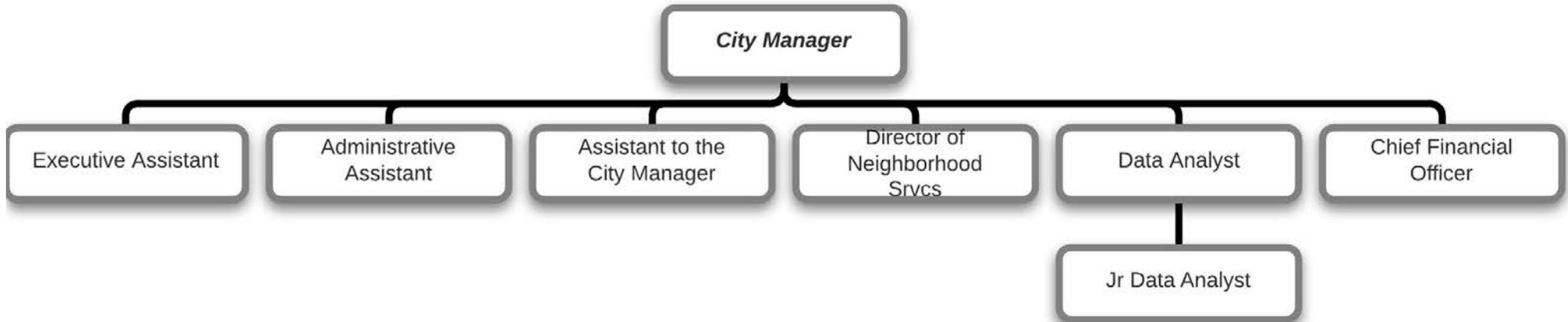
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RODNEY M. ELLIOTT <i>CITY MAYOR</i>	



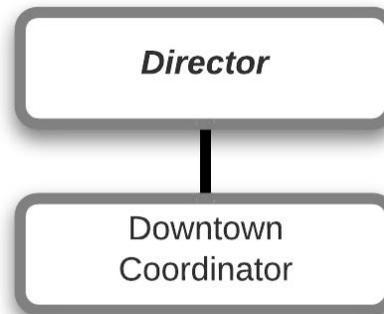
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<i>Org Chart 3 – OFFICE OF THE CITY CLERK</i>	
MICHAEL GEARY <i>CITY CLERK</i>	



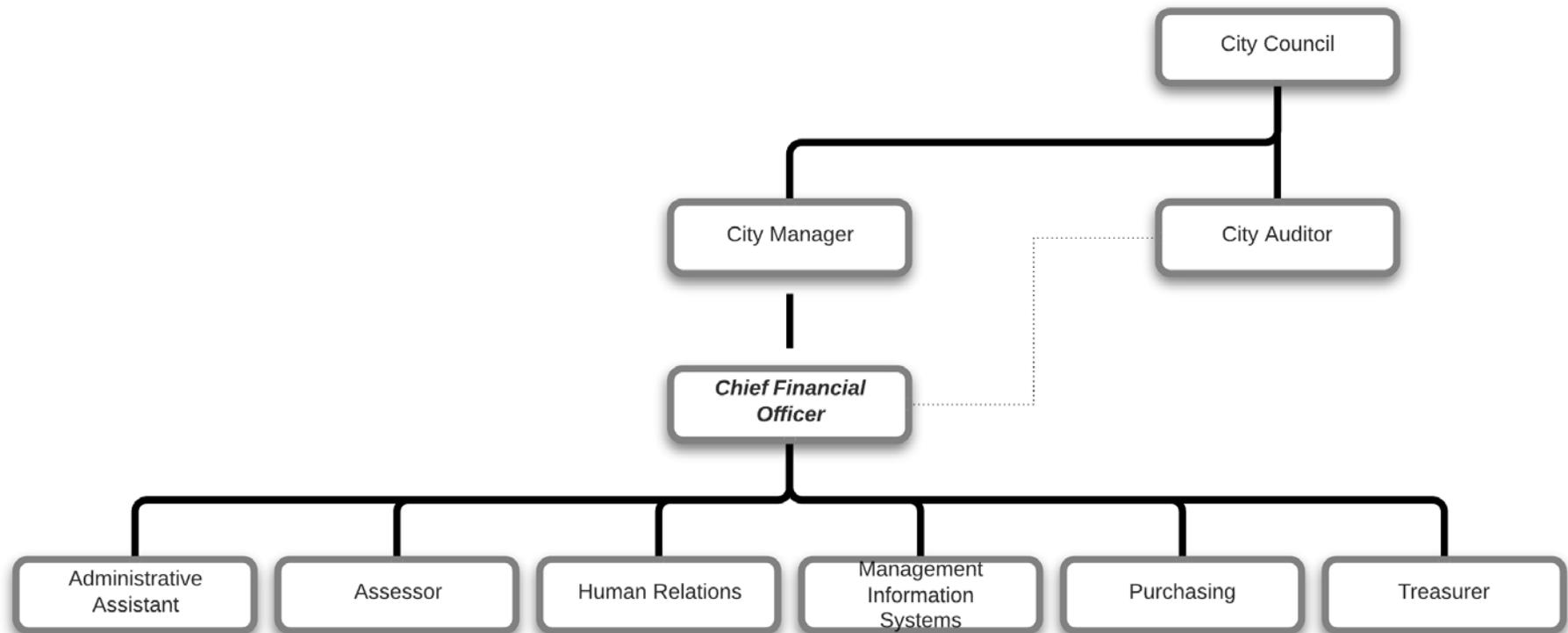
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<i>Org Chart 4 - OFFICE OF THE CITY MANAGER</i>	
KEVIN J. MURPHY <i>CITY MANAGER</i>	



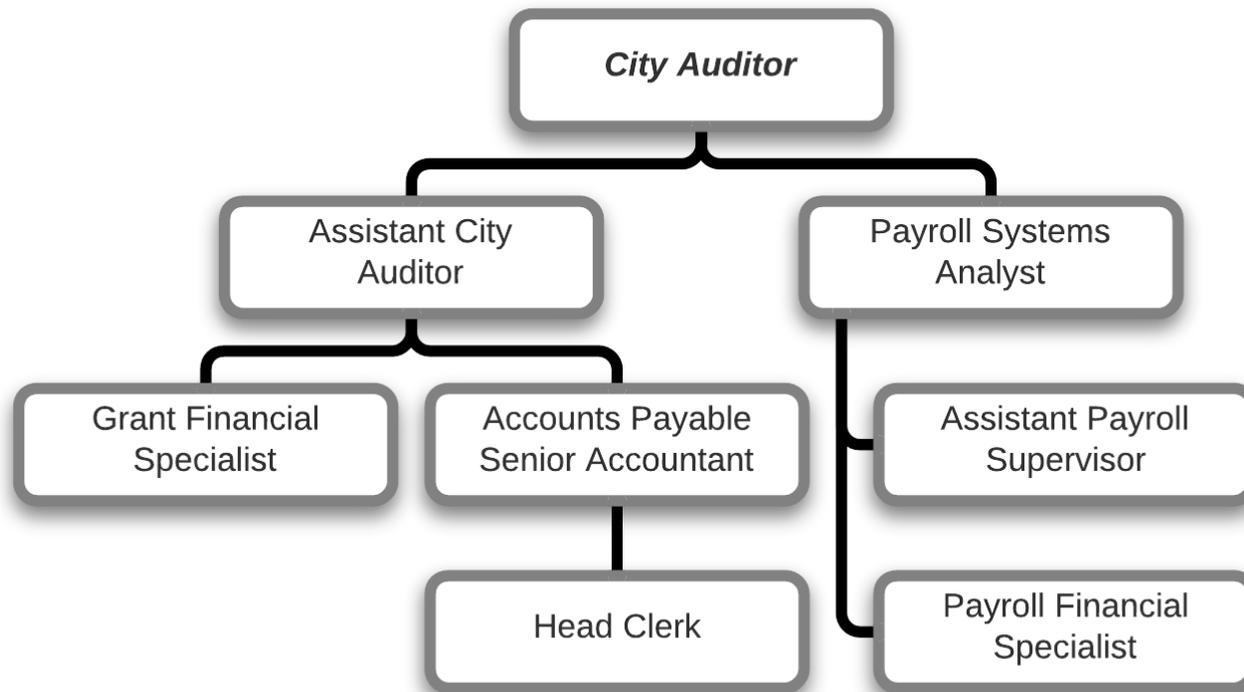
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SUSAN HALTER <i>DIRECTOR</i>	



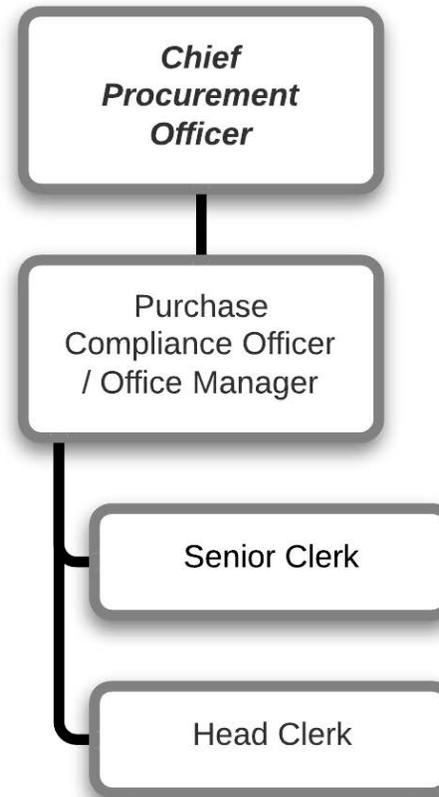
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<i>Org Chart 6 – FINANCE</i>	
ROBERT HEALY <i>INTERIM CHIEF FINANCIAL OFFICER</i>	



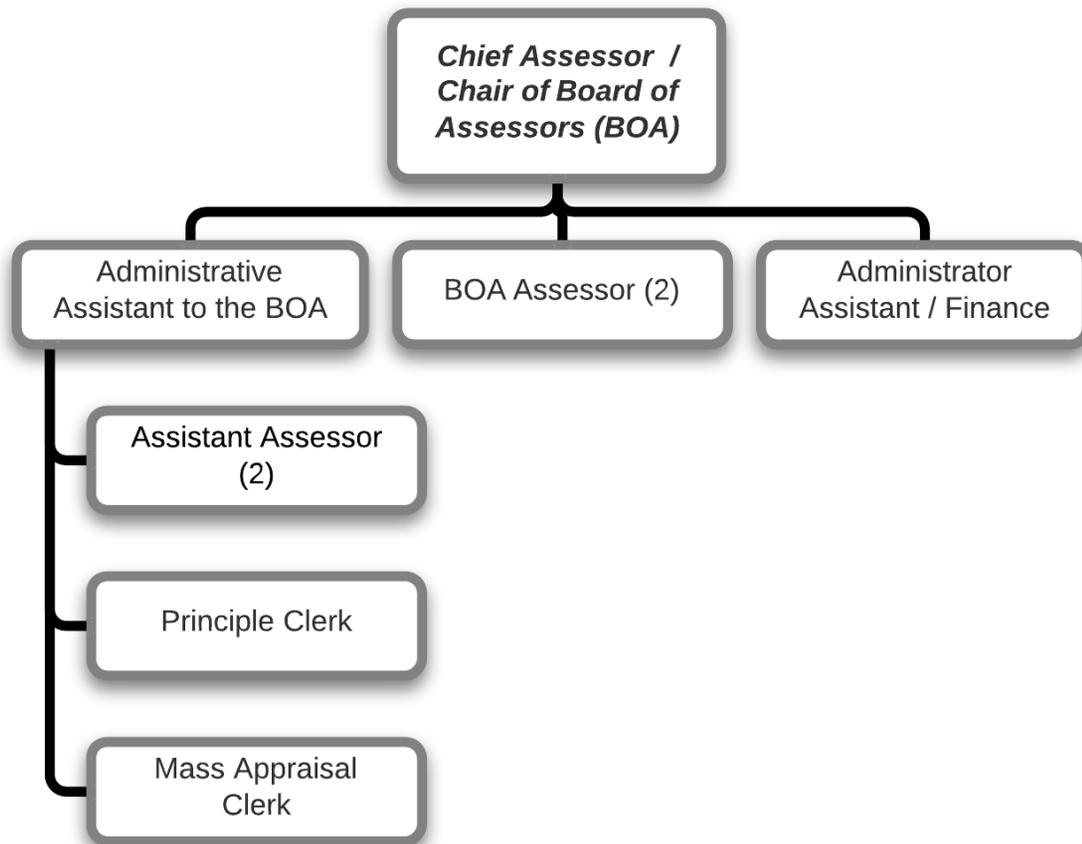
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KAREN O'BEIRNE ACTING CITY AUDITOR	



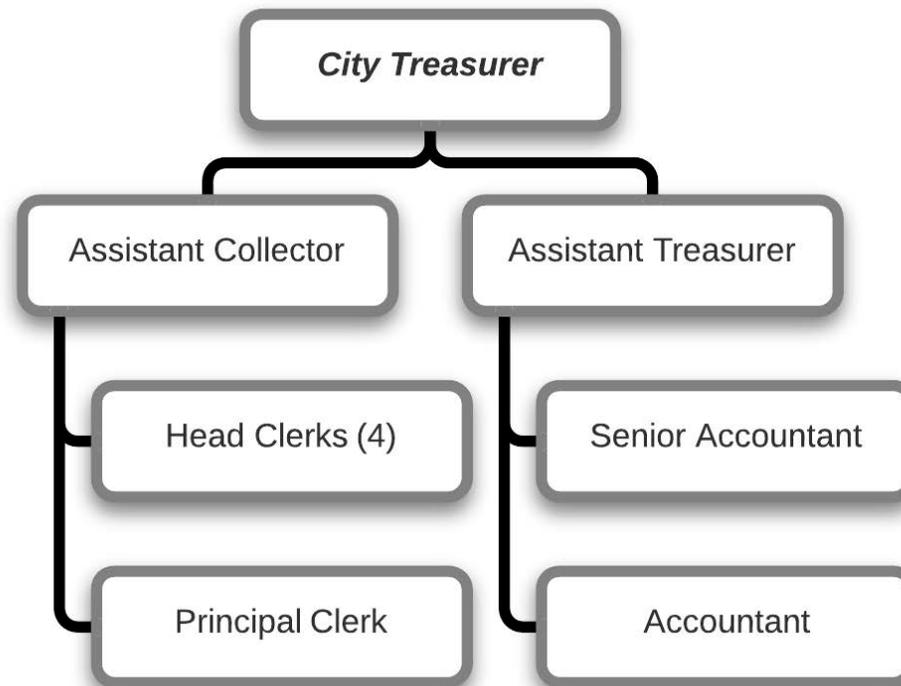
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<i>Org Chart 8 - PURCHASING</i>	
P. MICHAEL VAUGHN CHIEF PROCUREMENT OFFICER	



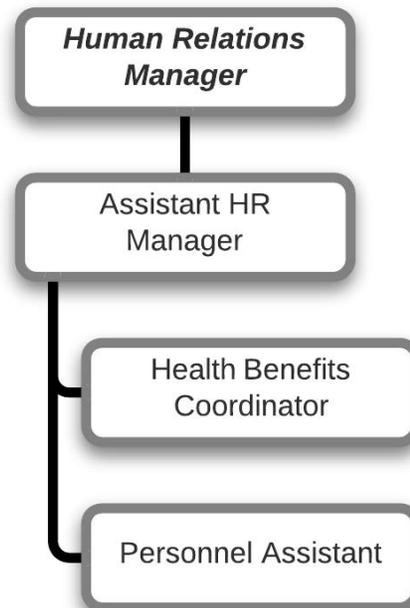
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SUSAN LEMAY <i>CHIEF ASSESSOR</i>	



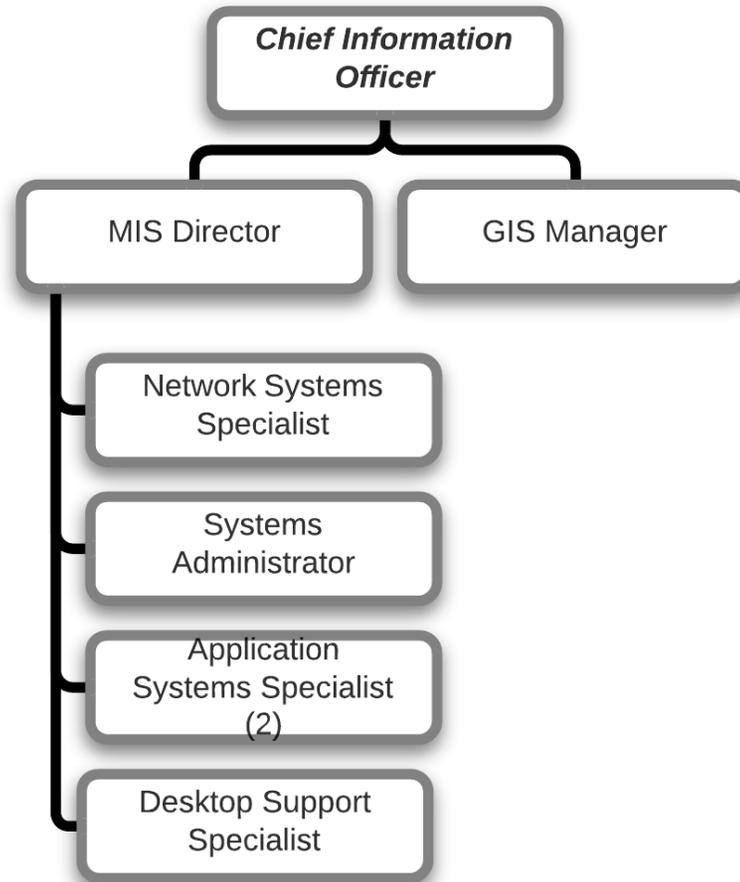
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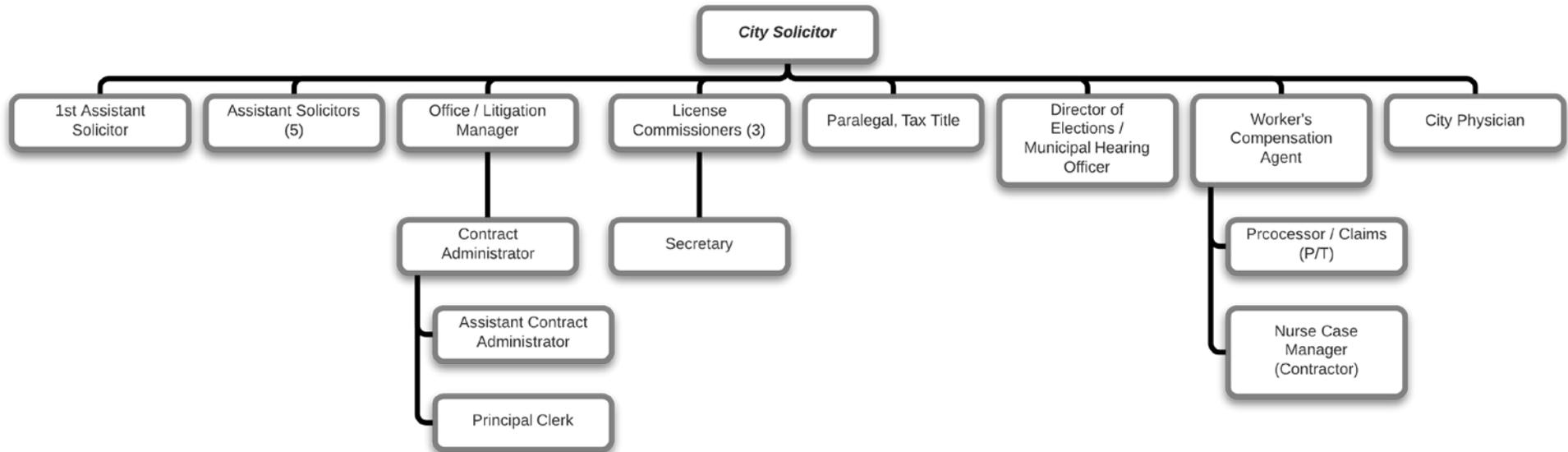
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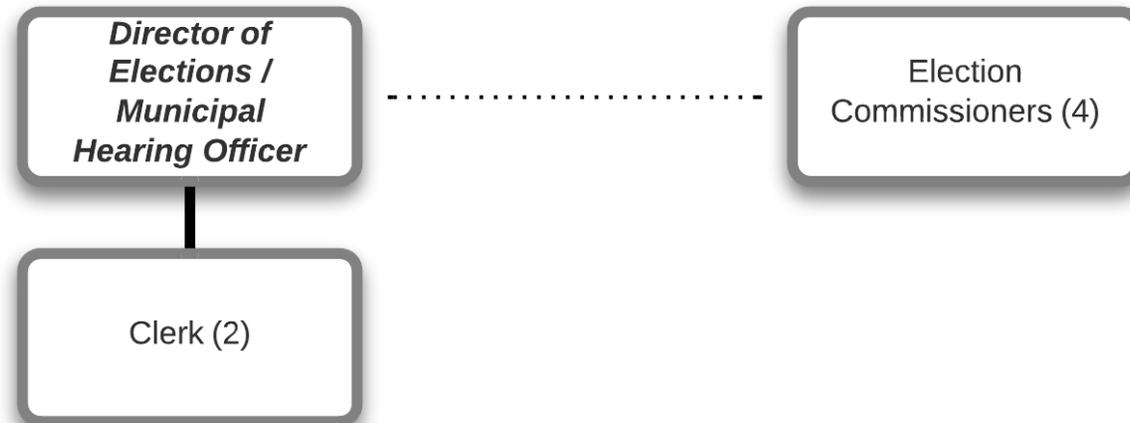
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MIRÁN FERNANDEZ CHIEF INFORMATION OFFICER	



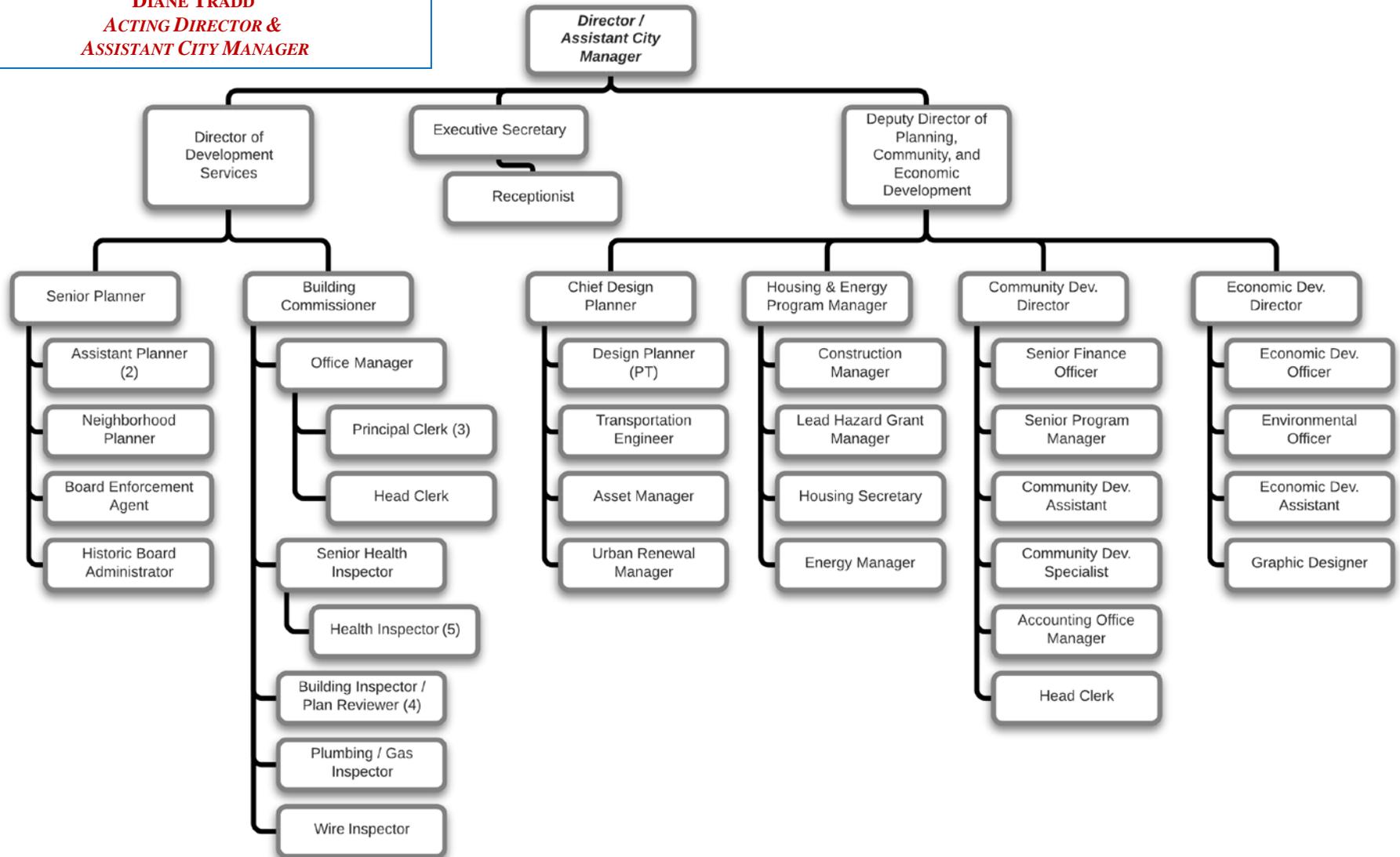
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Org Chart 13 – LAW DEPARTMENT	
CHRISTINE P. O’CONNOR CITY SOLICITOR	



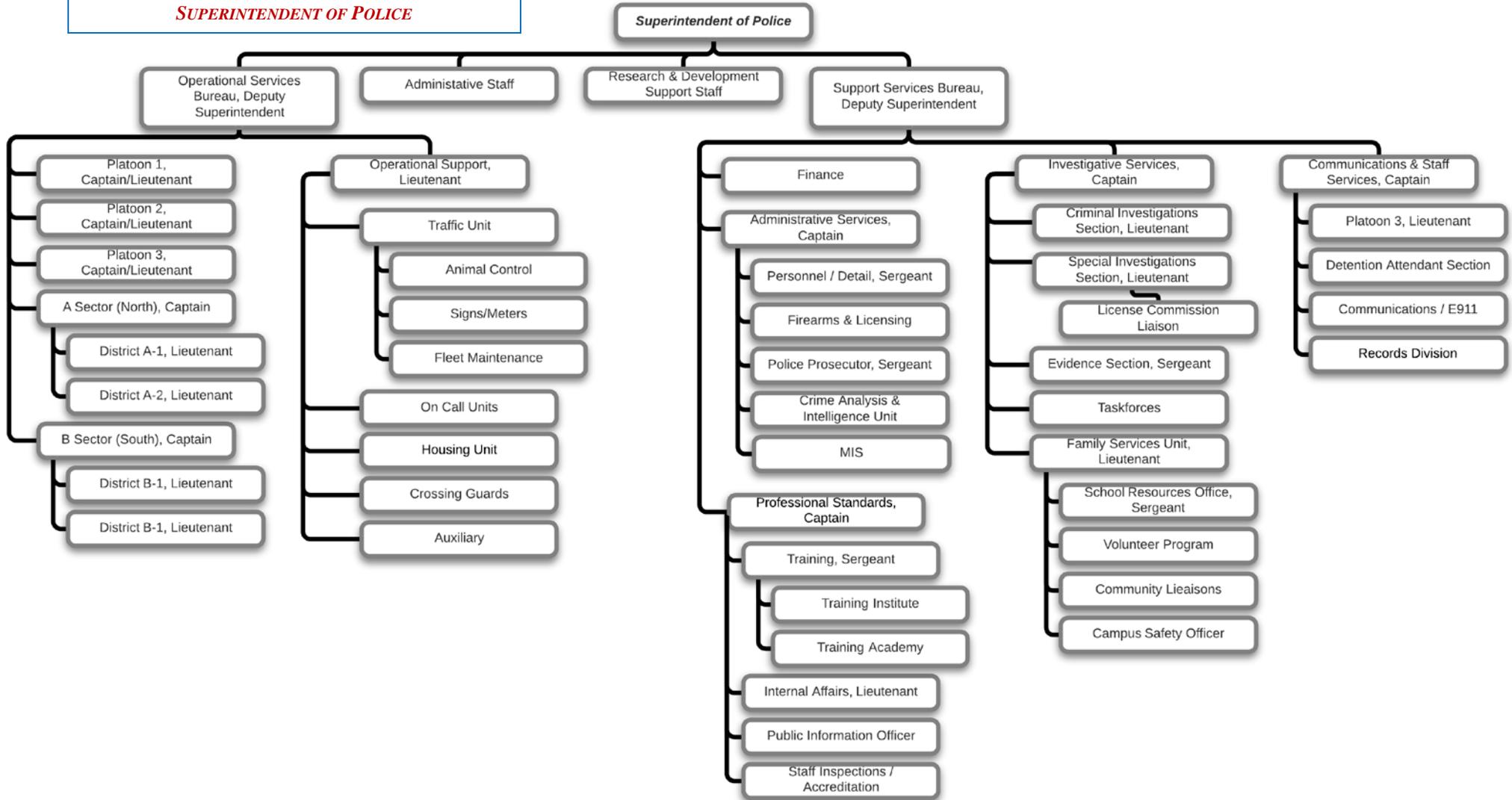
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EDA MATCHACK <i>DIRECTOR OF ELECTIONS /</i> <i>MUNICIPAL HEARING OFFICER</i>	



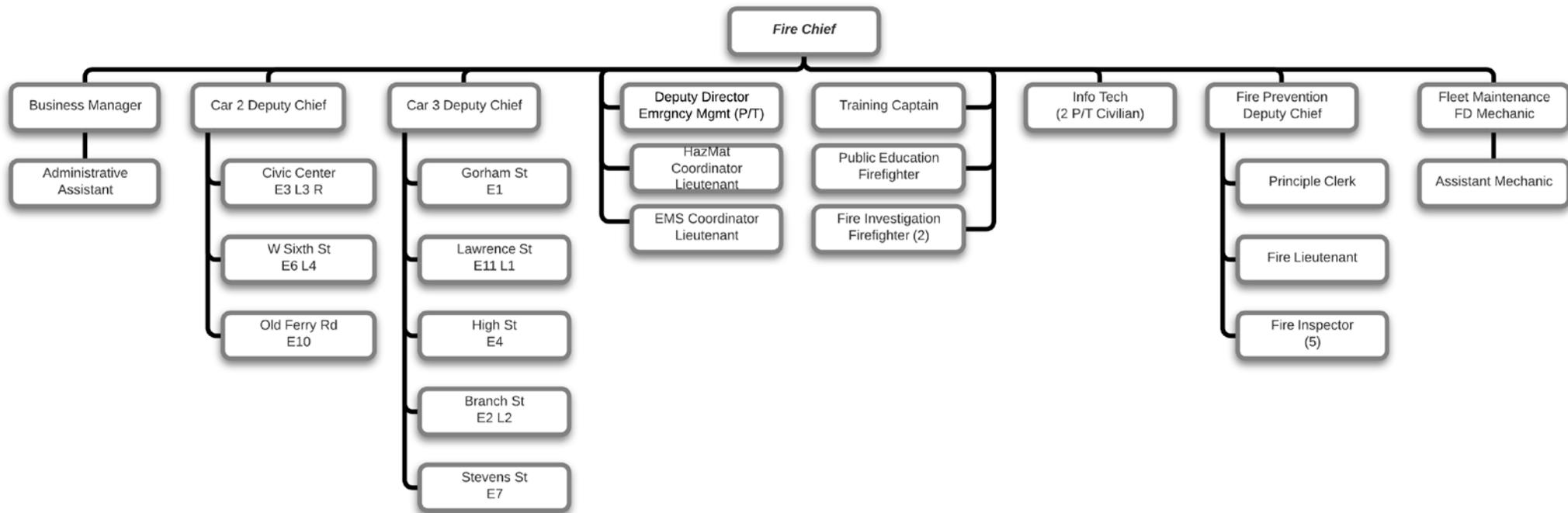
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DIANE TRADD ACTING DIRECTOR & ASSISTANT CITY MANAGER	



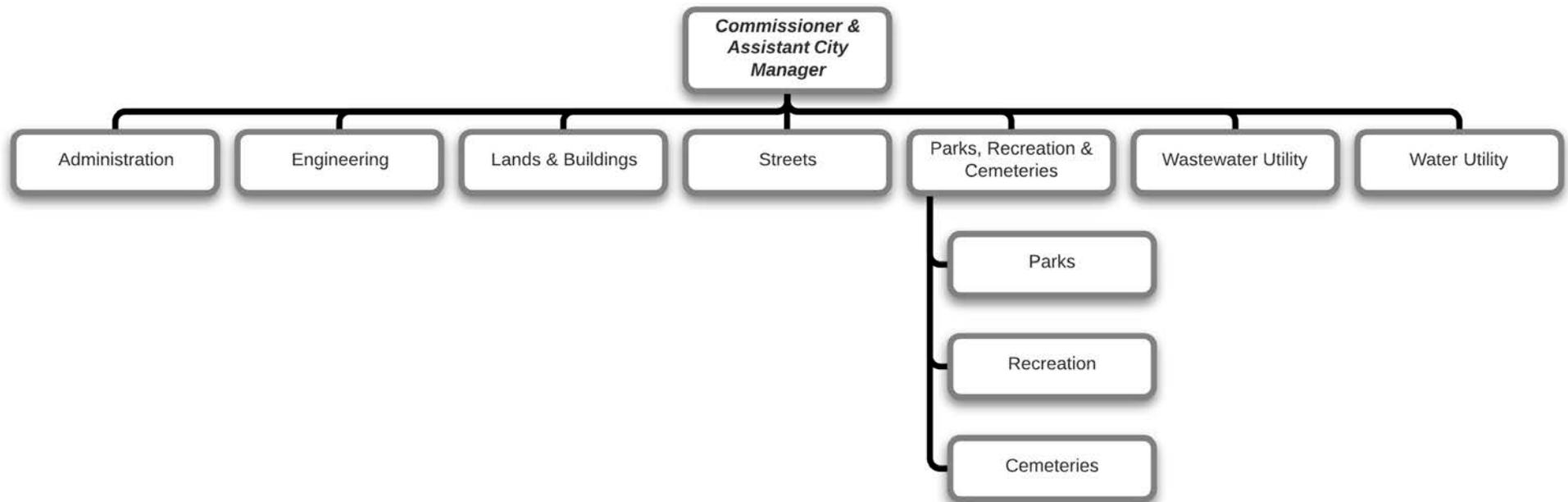
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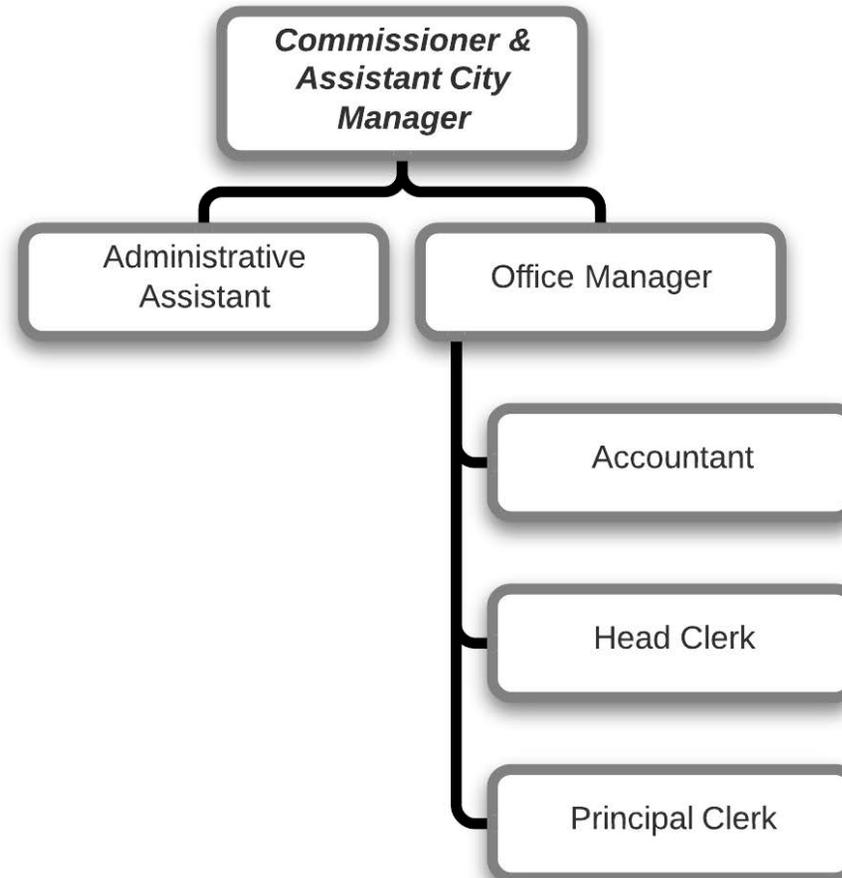
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Org Chart 17 – FIRE DEPARTMENT	
EDWARD PITTA FIRE CHIEF	



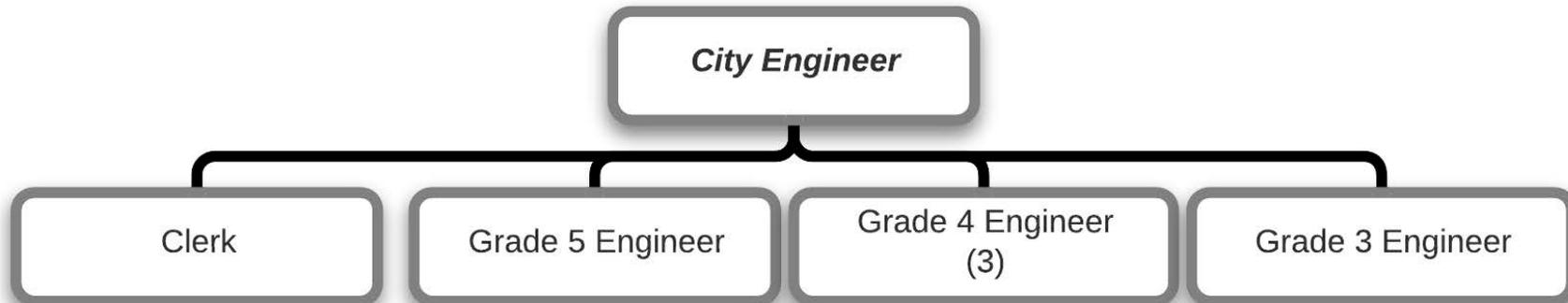
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RALPH SNOW <i>COMMISSIONER &</i> <i>ASSISTANT CITY MANAGER</i>	



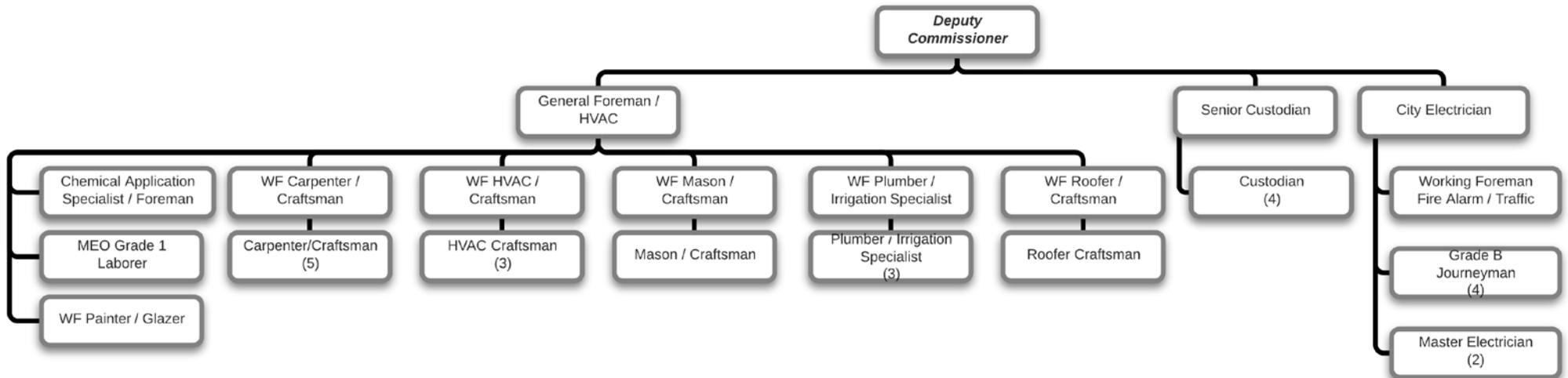
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RALPH SNOW COMMISSIONER & ASSISTANT CITY MANAGER	



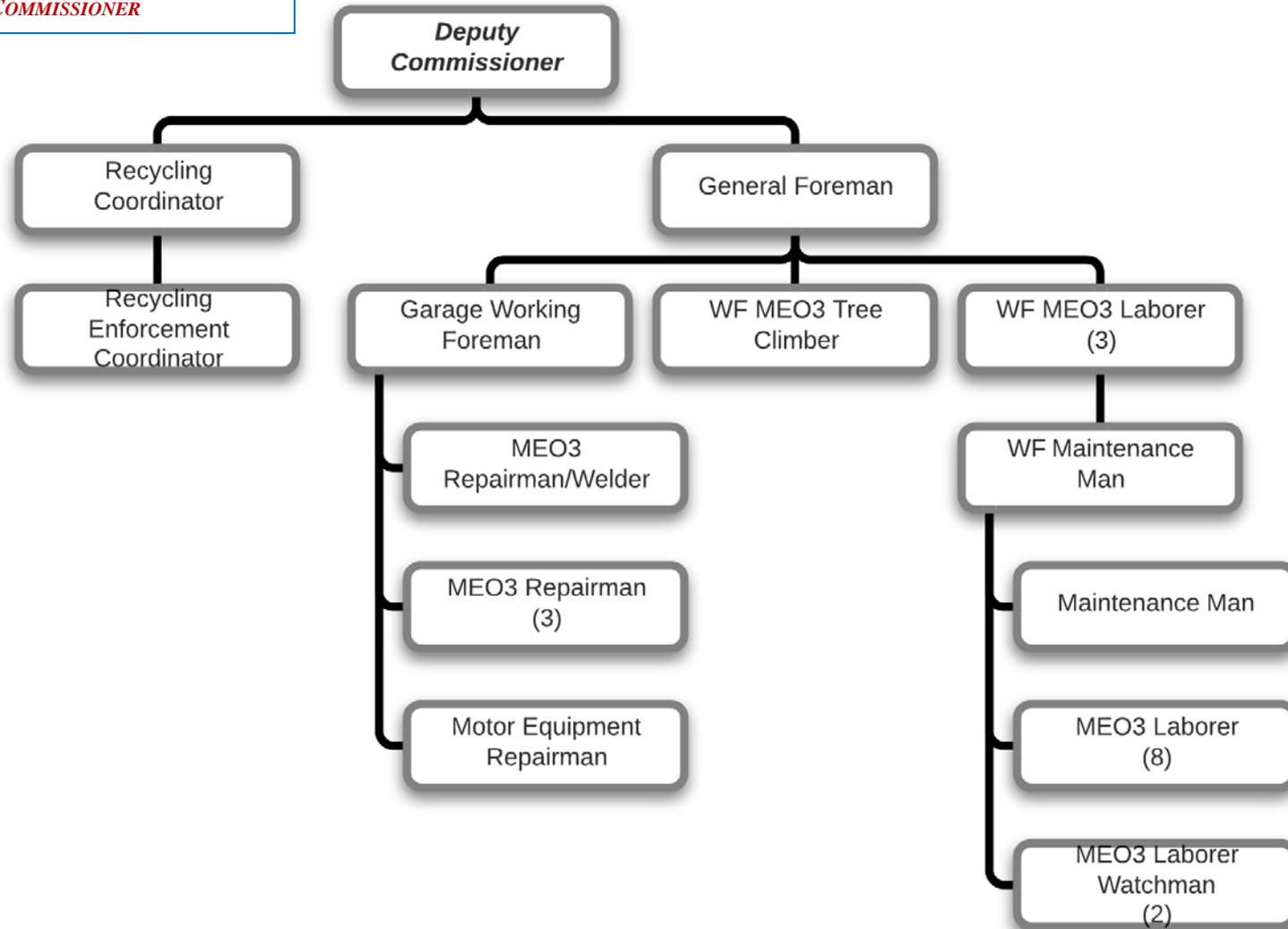
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LISA DEMEO CITY ENGINEER	



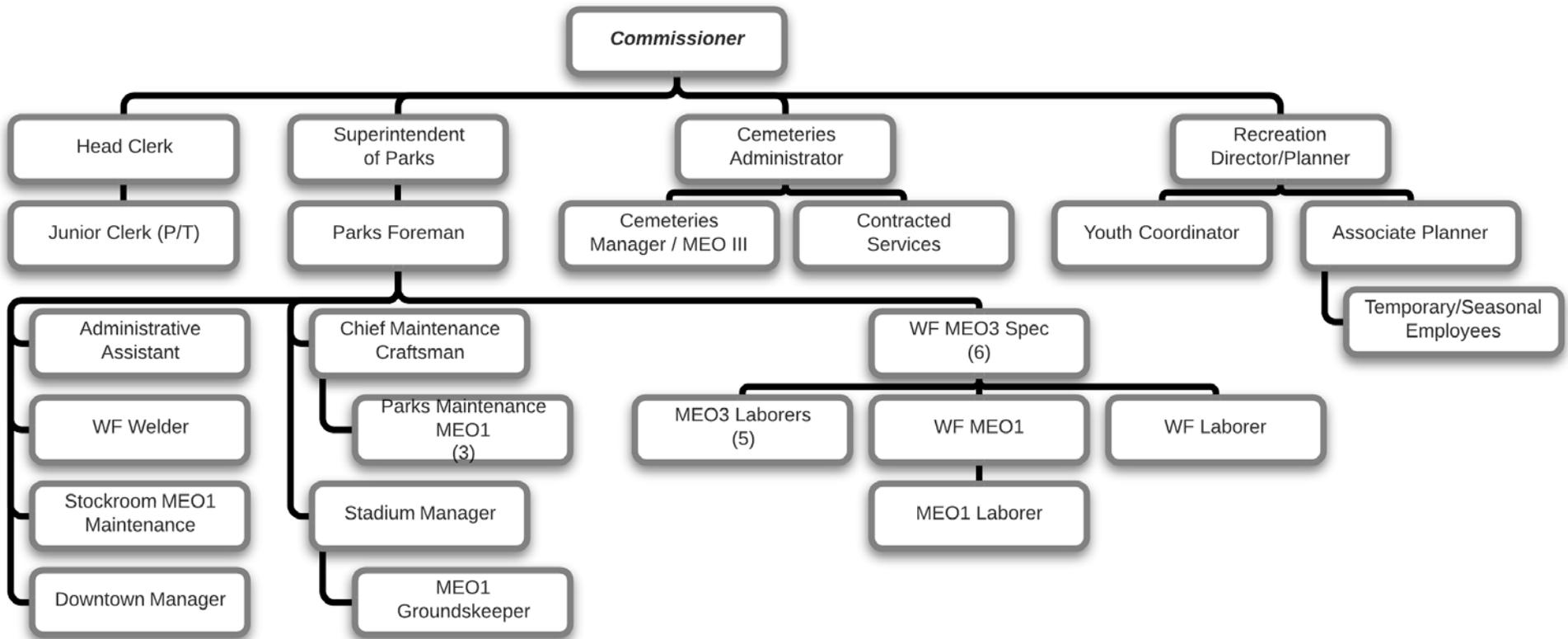
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JAMES GREEN DEPUTY COMMISSIONER	



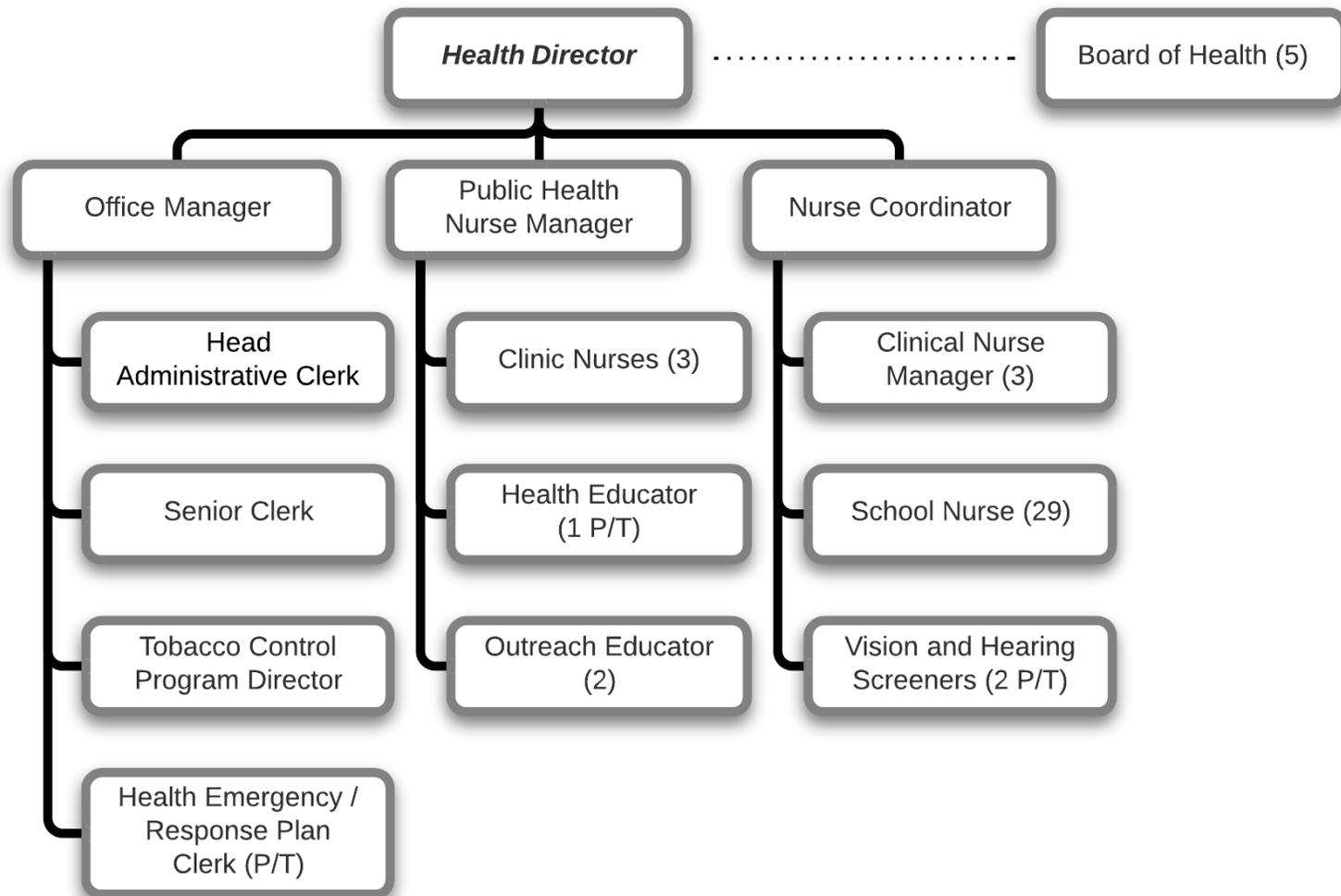
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ED PATENAUDE DEPUTY COMMISSIONER	



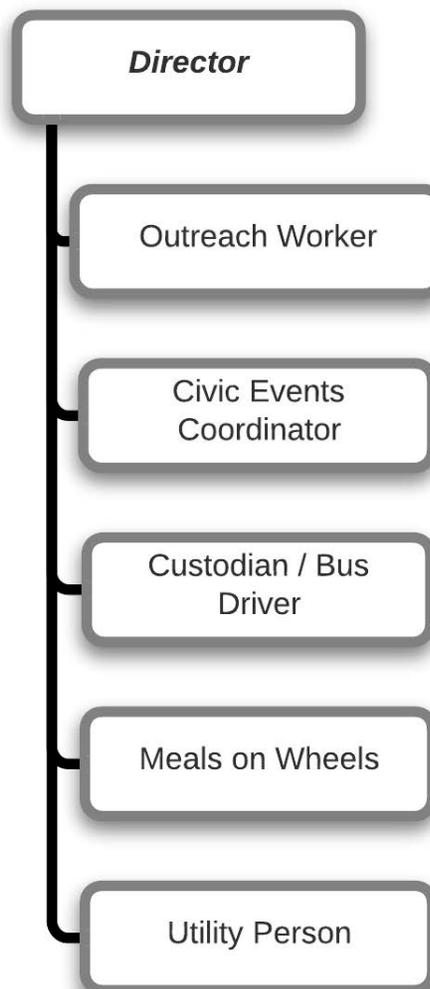
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TOM BELLEGARDE COMMISSIONER	



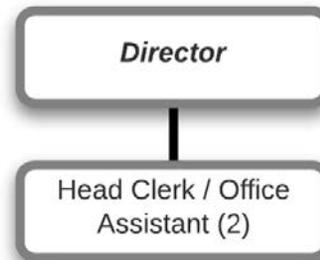
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Org Chart 24 - HEALTH DEPARTMENT	
FRANK SINGLETON HEALTH DIRECTOR	



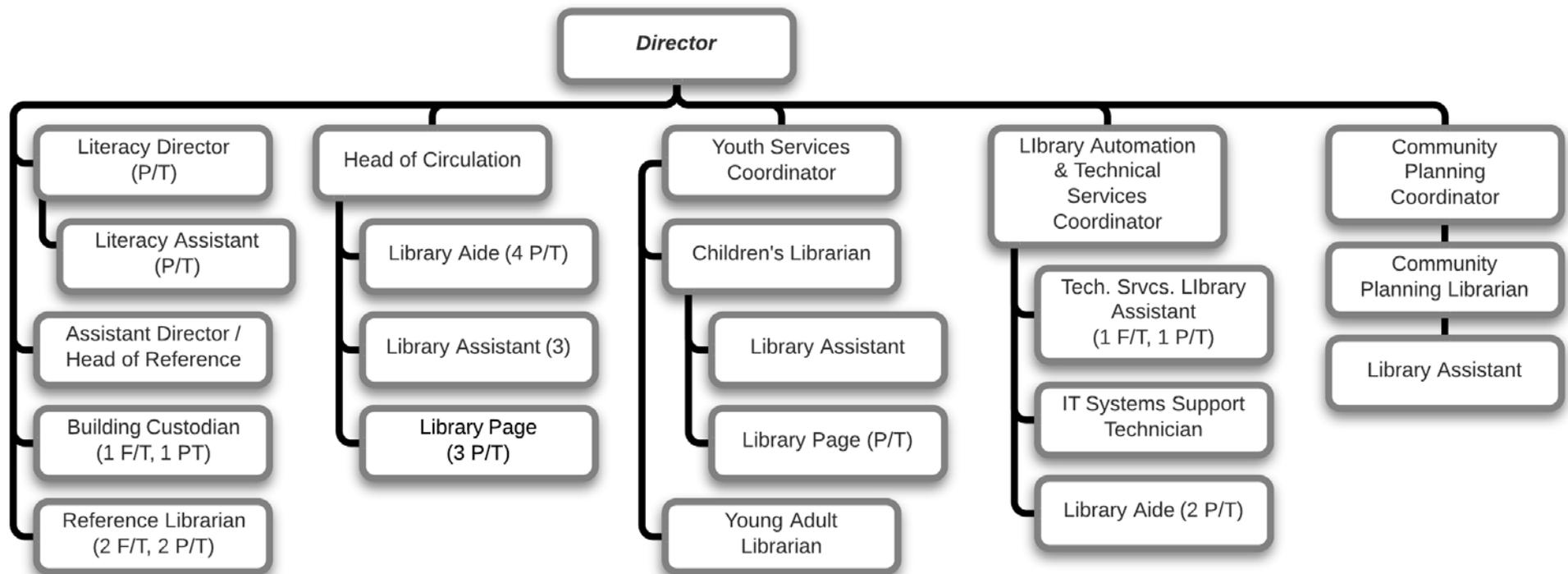
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MICHELLE RAMALHO DIRECTOR	



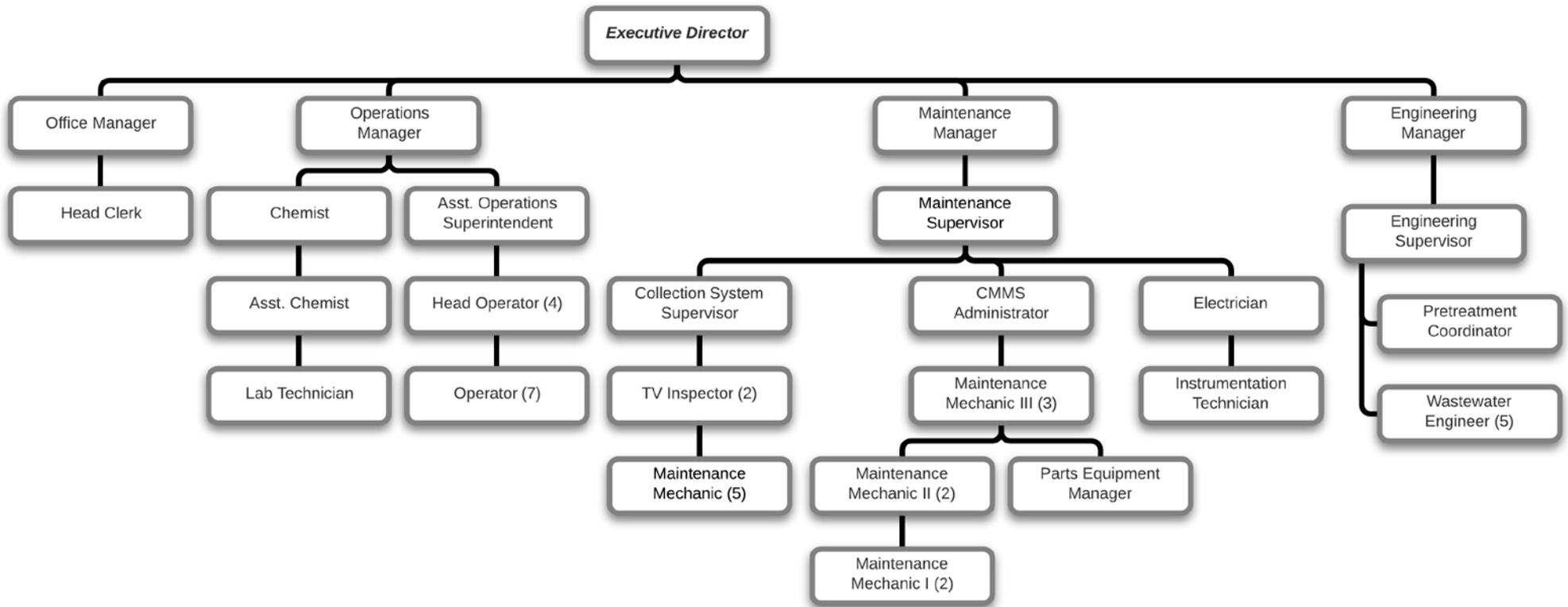
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<i>Org Chart 26 – VETERANS’ SERVICES</i>	
ERIC LAMARCHE <i>DIRECTOR</i>	



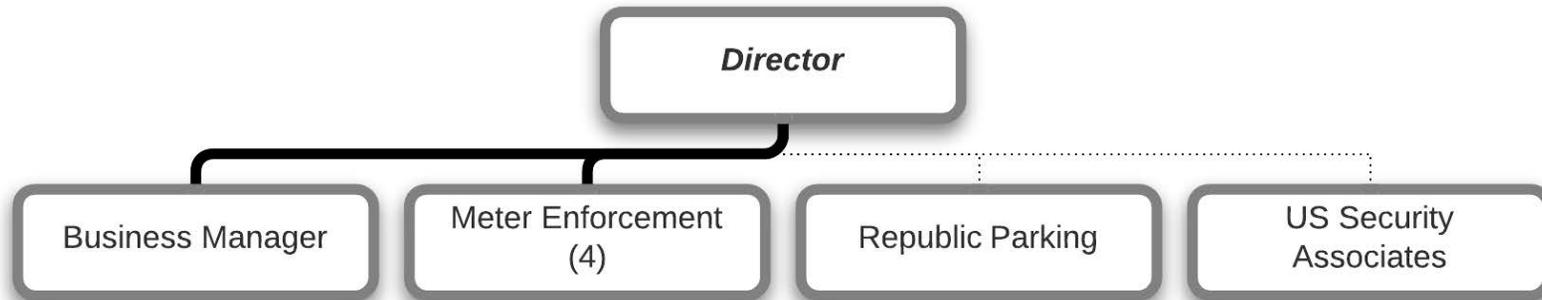
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VICTORIA WOODLEY DIRECTOR	



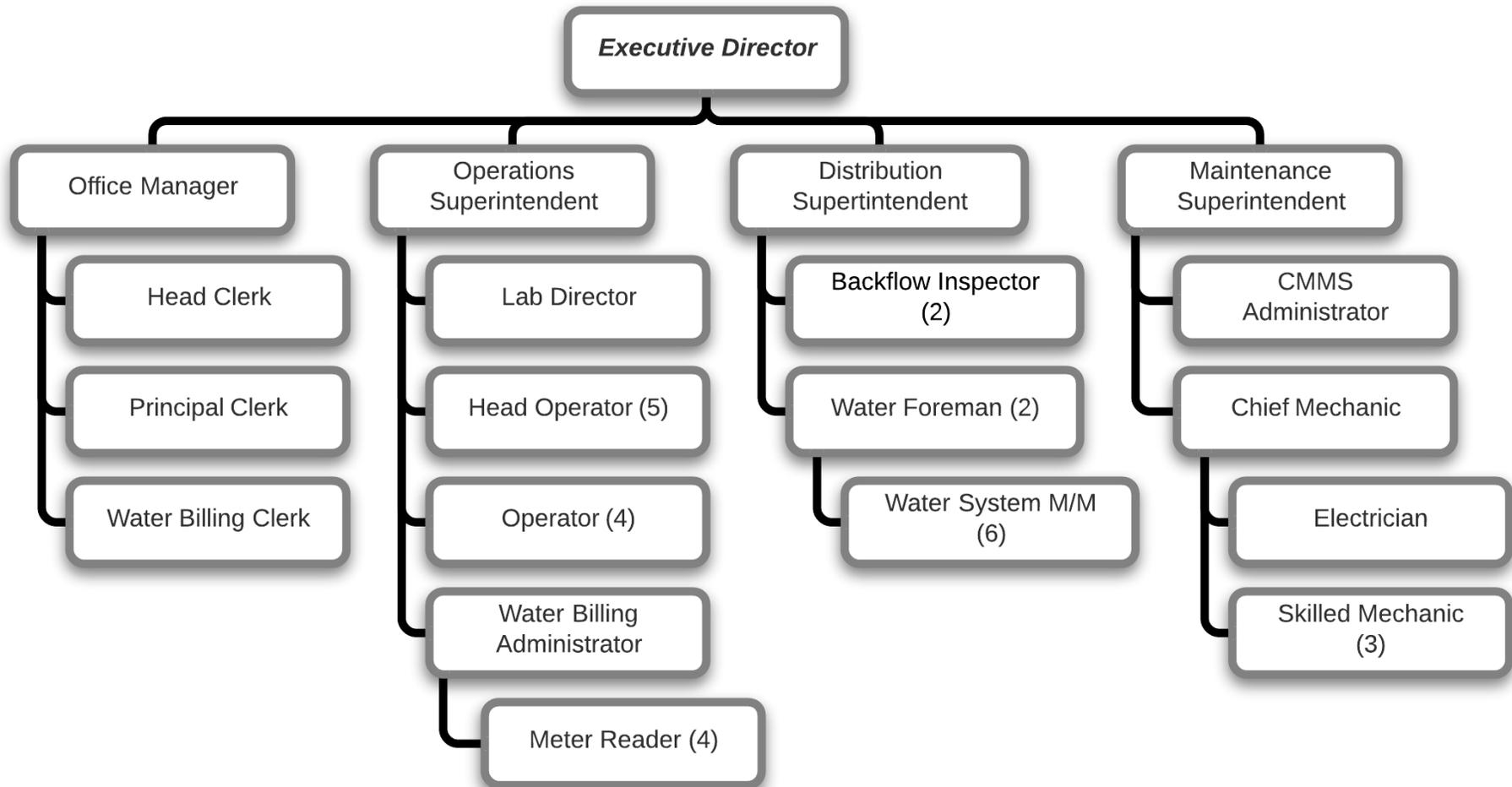
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MARK YOUNG EXECUTIVE DIRECTOR	



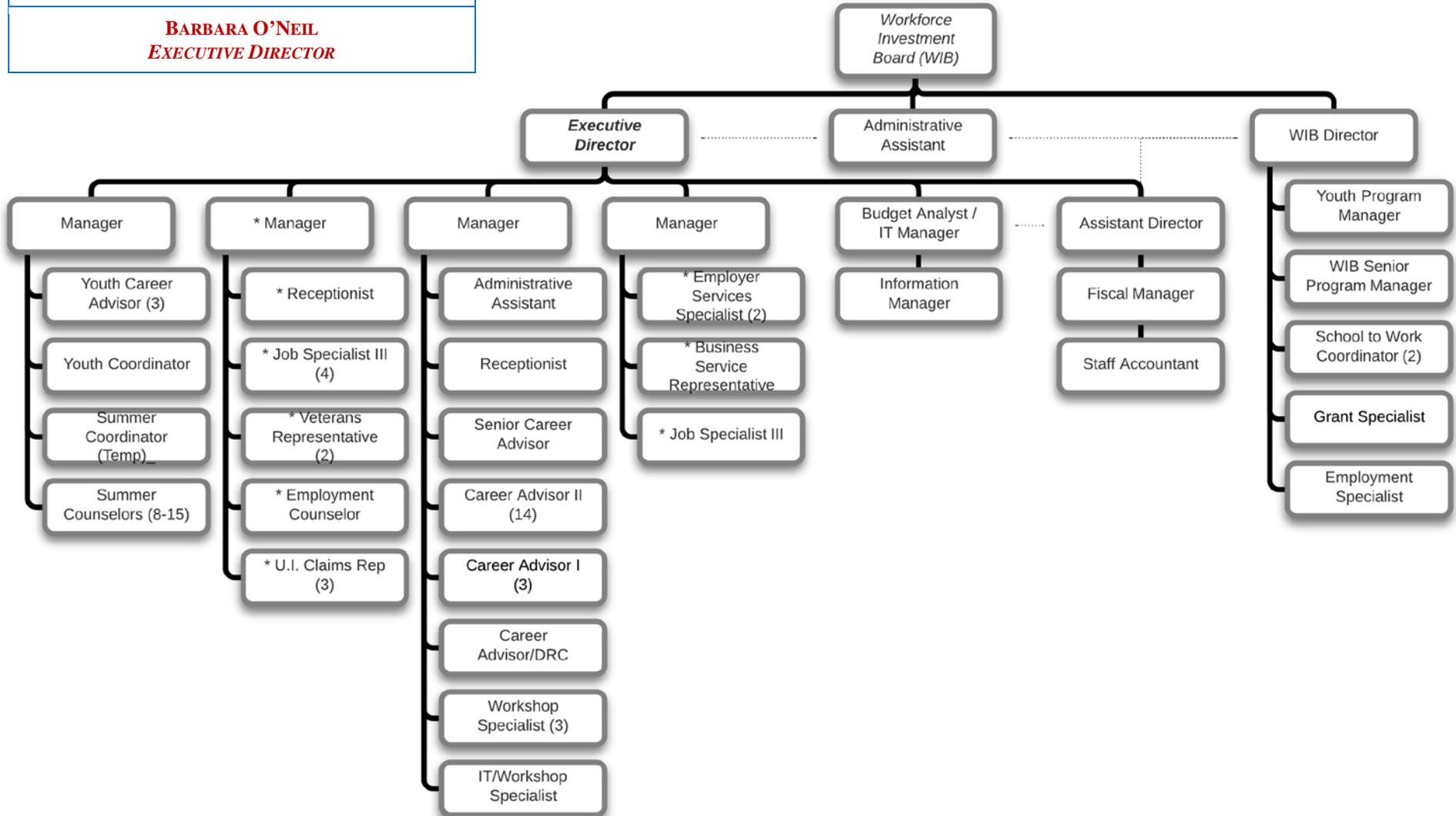
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<i>Org Chart 29 – PARKING</i>	
JAMES TROUP <i>PARKING DIRECTOR</i>	



ORGANIZATIONAL CHART	FISCAL YEAR 2015
Org Chart 30 – REGIONAL WATER UTILITY	
DAN LAHIFF EXECUTIVE DIRECTOR	



ORGANIZATIONAL CHART	FISCAL YEAR 2015
Org Chart 31 – CAREER CENTER	
BARBARA O’NEIL EXECUTIVE DIRECTOR	



* Indicates State of Massachusetts Employee

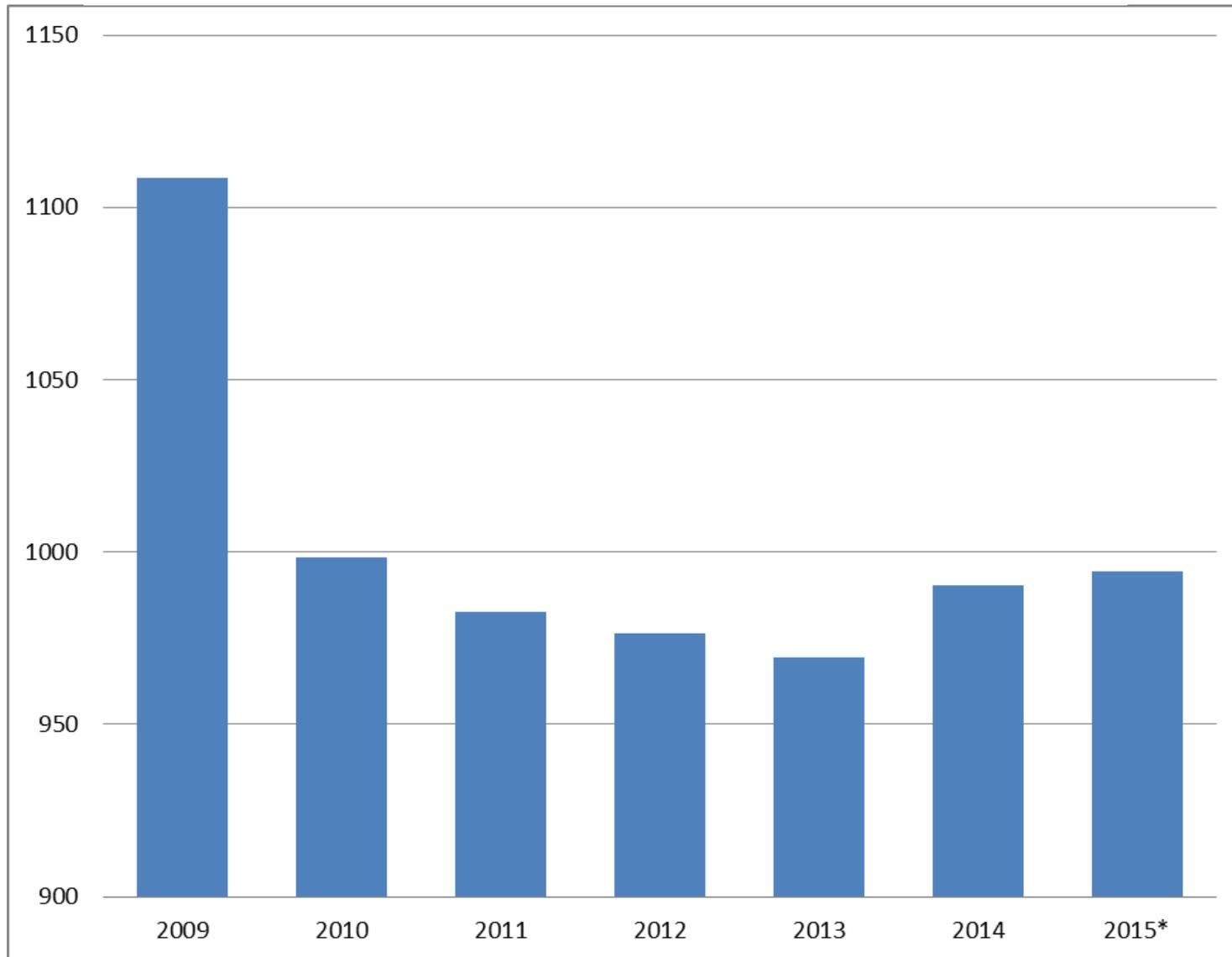
Staffing Level Overview

Figure 49 – City of Lowell Department Staffing Levels by Fiscal Year

<u>Function</u>	<u>Department</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015*</u>
Legislative	Mayor	2	1	1	1	1	1	1
Legislative	Clerk	7	6	6	6	6	6	6
City Manager	Manager	7	3	5	5	6	7	6
City Manager	CASE/COOL	4	4	4	4	4	4	1.75
Finance	Finance	2	2	2	2	2	2	2
Finance	Auditor	9	8	8	8	8	8	8
Finance	Purchasing	4	4	4	4	4	4	4
Finance	Assessors	11	9	9	9	9	9	9
Finance	Treasurer	11	10	10	10	10	10	10
Finance	HR	4	3	4	4	4	4	4
Finance	MIS	9	7	7	7	7	8	8
Legal	Law	16	15	16	16	16	16	15
Legal	Elections	3	3	3	3	3	3	2
Planning & Dev	DPD	63.5	56.5	59.5	56.5	50.5	50.5	49.5
Police	Police	366	335	326	328	328	333	339
Fire	Fire	210	199	208	209	209	209	209
Public Works	DPW	149	108	106	99	100	110	106
Human Services	Health	59	59	45	45	41	43	44
Human Services	COA	7	6	8	8	6	6	6
Human Services	Veterans	2	2	2	2	2	3	3
Library	Library	33	26	29	30	33	33	35
Enterprise	Wastewater	48	48	48	48	48	48	48
Enterprise	Parking	7	7	7	7	7	8	8
Enterprise	Water	37	38	36	37	37	37	39
Career Center	Career Center	38	39	29	28	28	28	31
		1108.5	998.5	982.5	976.5	969.5	990.5	994.25

* Note: FY2015 values include a change in the manner in which staffing numbers have been calculated in previous years, by including all City-funded positions regardless of hours worked, with the exception of the Career Center which is included only for memo purposes. This chart will be subsequently updated to recalculate the staffing numbers across multiple fiscal years.

Figure 50 - Overall Staffing Levels by Fiscal Year



Personnel List

Figure 51 – City of Lowell Personnel List

Function	Department	Position	Last Name	First Name	FY2015
LEGISLATIVE	CITY COUNCIL	Mayor	Elliott	Rodney	\$ 20,000
LEGISLATIVE	CITY COUNCIL	Councilor	Belanger	Corey	\$ 15,000
LEGISLATIVE	CITY COUNCIL	Councilor	Kennedy	Edward	\$ 15,000
LEGISLATIVE	CITY COUNCIL	Councilor	Leahy	John	\$ 15,000
LEGISLATIVE	CITY COUNCIL	Councilor	Martin	William	\$ 15,000
LEGISLATIVE	CITY COUNCIL	Councilor	Mercier	Rita	\$ 15,000
LEGISLATIVE	CITY COUNCIL	Councilor	Millinazzo	James	\$ 15,000
LEGISLATIVE	CITY COUNCIL	Councilor	Rourke	Dan	\$ 15,000
LEGISLATIVE	CITY COUNCIL	Councilor	Samaras	William	\$ 15,000
LEGISLATIVE	MAYOR	Asst. to Mayor	Gettings	Celine	\$ 47,711
LEGISLATIVE	CITY CLERK	City Clerk	Geary	Michael	\$ 87,284
LEGISLATIVE	CITY CLERK	Asst. City Clerk	Gitschier	Angela	\$ 71,344
LEGISLATIVE	CITY CLERK	Head Clerk	Hubert	Kathy	\$ 39,987
LEGISLATIVE	CITY CLERK	Head Clerk	Gouveia	Shannon	\$ 39,987
LEGISLATIVE	CITY CLERK	Head Clerk	Maguire	Nancy	\$ 39,987
LEGISLATIVE	CITY CLERK	Head Clerk	Martinez	Jennifer	\$ 39,987
CITY MANAGER	CITY MANAGER	City Manager	Murphy	Kevin	\$ 175,000
CITY MANAGER	CITY MANAGER	Asst. to City Manager	Marchand	Henri	\$ 83,988
CITY MANAGER	CITY MANAGER	Executive Assistant	Moynihan	Karen	\$ 55,710
CITY MANAGER	CITY MANAGER	Data Analyst	Baldwin	Conor	\$ 65,853
CITY MANAGER	CITY MANAGER	Jr. Data Analyst	Conley	Rodney	\$ 50,093
CITY MANAGER	CITY MANAGER	Neighborhood Coordinator	Demaras	Michael	\$ 68,346
CITY MANAGER	CASE	Director	Halter	Susan	\$ 74,135
CITY MANAGER	CASE	Downtown/Special Events Coordinator	Samaras	Christopher	\$ 60,636
FINANCE	FINANCE	Chief Financial Officer	Healy	Robert	\$ 118,325
FINANCE	FINANCE	Executive Secretary	Pangalos	Stephanie	\$ 42,915

Function	Department	Position	Last Name	First Name	FY2015
FINANCE	AUDITOR	Auditor, <i>vacant</i>	<i>Vacant</i>		\$ 102,552
FINANCE	AUDITOR	Asst. Auditor (37.5hrs)	O'Beirne	Karen	\$ 67,436
FINANCE	AUDITOR	Payroll Supervisor (37.5hrs)	Lamarre	Tricia	\$ 72,278
FINANCE	AUDITOR	Asst. Payrol Supr. (40hrs)	Riopelle	Lisa	\$ 52,450
FINANCE	AUDITOR	Senior Accountant	Parke	Albert	\$ 58,686
FINANCE	AUDITOR	Financial Specialist	Leblance	Diane	\$ 44,187
FINANCE	AUDITOR	Payroll Financial Specialist	Merline,	Denisse	\$ 46,108
FINANCE	AUDITOR	Head Clerk	DeCastro	Enid	\$ 38,130
FINANCE	PURCHASING	CPO/Purchasing Agent	Vaughn	P. Michael	\$ 74,135
FINANCE	PURCHASING	Office Manager/Procurement Compliance	Themelis	Pamela	\$ 53,947
FINANCE	PURCHASING	Head Clerk	Lin	Kara	\$ 39,827
FINANCE	PURCHASING	Senior Clerk	McGovern	Helen	\$ 36,377
FINANCE	ASSESSOR	Chief Assessor	LeMay	Susan	\$ 74,135
FINANCE	ASSESSOR	Assessor	Cohen	Joel	\$ 59,828
FINANCE	ASSESSOR	Assessor	Golden	Karen	\$ 59,828
FINANCE	ASSESSOR	Administrative Assistant	Callahan	Donna	\$ 55,428
FINANCE	ASSESSOR	Administrative Assistant /Finance	Abraham	Lisa	\$ 46,748
FINANCE	ASSESSOR	Assistant Assessor	Rondeau	Ryan	\$ 40,366
FINANCE	ASSESSOR	Assistant Assessor	Bond	May	\$ 40,366
FINANCE	ASSESSOR	Appraisal Clerk	Silva	Amy	\$ 39,326
FINANCE	ASSESSOR	Principal Clerk	Robinson	Karen	\$ 37,941
FINANCE	ASSESSOR	Annual Chair Stipend			\$ 1,500
FINANCE	TREASURER	Treasurer	Craviero	Elizabeth	\$ 104,362
FINANCE	TREASURER	Assistant Treasurer	Winters	Judith	\$ 67,385
FINANCE	TREASURER	Senior Accountant	Darezzo	Kathleen	\$ 48,502
FINANCE	TREASURER	Accountant	Donna	Butt	\$ 42,710
FINANCE	TREASURER	Head Clerk	Boisson	Belinda	\$ 41,340
FINANCE	TREASURER	Head Clerk	Poirer	Dustin	\$ 39,028
FINANCE	TREASURER	Head Clerk	Navin	Nicholas	\$ 38,133
FINANCE	TREASURER	Assistant Collector	Haley	Robert	\$ 67,385
FINANCE	TREASURER	Head Clerk	Fircano	Christopher	\$ 37,860
FINANCE	TREASURER	Principal Clerk	Donahue	Sean	\$ 37,000

Function	Department	Position	Last Name	First Name	FY2015
FINANCE	HUMAN RELATIONS	HR Manager	Callery	Mary	\$ 96,037
FINANCE	HUMAN RELATIONS	Assistant HR Manager	Do	Nancy	\$ 56,625
FINANCE	HUMAN RELATIONS	Benefits Coordinator	Frietas	Linda	\$ 44,635
FINANCE	HUMAN RELATIONS	Personnel Assistant	vacant		\$ 45,147
FINANCE	MIS	Chief Information Officer	Fernandez	Miran	\$ 112,993
FINANCE	MIS	MIS Director	Meyers	John	\$ 86,496
FINANCE	MIS	Systems Administrator	Kapeckas	Edward	\$ 74,014
FINANCE	MIS	GIS Manager	Donovan	Joseph	\$ 70,869
FINANCE	MIS	Network Systems Specialist	Sweeney	Robert	\$ 60,793
FINANCE	MIS	Application Systems Specialist	Hanson	Lisa	\$ 57,147
FINANCE	MIS	Application Systems Specialist	Magee	Alex	\$ 57,147
FINANCE	MIS	Desktop Support Specialist	Coomas	Tom	\$ 49,512
LAW	LAW	City Solicitor	O'Connor	Christine	\$ 121,282
LAW	LAW	1st Assistant City Solicitor	Rosetti	Kenneth	\$ 94,652
LAW	LAW	2nd Assistant City Solicitor	Carlson	Michael	\$ 53,338
LAW	LAW	2nd Assistant City Solicitor, Part Time	Atwood	Gina	\$ 35,000
LAW	LAW	2nd Assistant City Soliciter	Murray	Jill	\$ 72,347
LAW	LAW	2nd Assistant City Solicitor	Regan	Kerry	\$ 87,071
LAW	LAW	2nd Assistant City Solicitor	Veloso	Elliott	\$ 50,341
LAW	LAW	Workers Compensation Agent	Gagnon	Karen	\$ 73,955
LAW	LAW	Director of Elections/Hearing Officer	Matchak	Eda	\$ 54,744
LAW	LAW	Legal Office Manager./Litigation Manager	Apostolos	Maureen	\$ 74,135
LAW	LAW	Assistant Office Manager/Contract Administrator	Duggan	Kathy	\$ 74,135
LAW	LAW	Principal Clerk	Pietroforte	Marta	\$ 45,147
LAW	LAW	Assistant Contract Administrator	Tessier	Marie	\$ 59,035
LAW	LAW	Paralegal/Tax Title	Long	Thida	\$ 44,703
LAW	LAW	Executive Secretary License Commission	Wynn	Ryan	\$ 53,721
LAW	LAW	License Commissioner			\$ 1,300
LAW	LAW	License Commissioner			\$ 1,300
LAW	LAW	License Commissioner			\$ 1,300
LAW	ELECTION	Election Clerk	Ouellette	Maureen	\$ 42,739
LAW	ELECTION	Election Clerk	vacant		\$ 41,879

Function	Department	Position	Last Name	First Name	FY2015
LAW	ELECTION	Election Commission	Briere	Mark	\$ 1,200
LAW	ELECTION	Election Commission	The1	Sar	\$ 1,200
LAW	ELECTION	Election Commission	McCartin	Patrick	\$ 1,200
LAW	ELECTION	Election Commission	O'Brien	Thomas F.	\$ 1,200
DPD	DPD/ADMIN	AssistantCity Manager/Director DPD	Vacant		\$ 121,283
DPD	DPD/ADMIN	Dep. Dir.(Planning, Community & Economic Dev)	Tradd	Diane	\$ 96,291
DPD	DPD/ADMIN	Dep. Dir.(Development Services)	Slagle	Eric	\$ 96,291
DPD	DPD/ADMIN	Executive Secretary	Spenard	Nancy	\$ 56,358
DPD	DPD/ADMIN	Secretary/Receptionist	Shea	Roberta	\$ 34,807
DPD	PROJECT REVIEW	Senior Planner	vacant		\$ 67,599
DPD	PROJECT REVIEW	Historic Board Administrator	Stowell	Stephen	\$ 65,168
DPD	PROJECT REVIEW	Neighborhood Planner	Baez	Yovani	\$ 51,210
DPD	PROJECT REVIEW	Assistant Planner	Joseph	Swaathi	\$ 40,401
DPD	PROJECT REVIEW	Assistant Planner	Giniewicz	Joe	\$ 40,401
DPD	PROJECT REVIEW	Planning Board Chair	Linnehan	Thomas	\$ 1,400
DPD	PROJECT REVIEW	Planning Board Member	Boyle	Joseph	\$ 1,000
DPD	PROJECT REVIEW	Planning Board Member	Lockhart	Richard	\$ 1,000
DPD	PROJECT REVIEW	Planning Board Member	Malavich	Robert	\$ 1,000
DPD	PROJECT REVIEW	Planning Board Member	Frechette	Gerard	\$ 1,000
DPD	PROJECT REVIEW	Alt Planning Board Member	vacant		\$ 200
DPD	PROJECT REVIEW	Board of Appeals Chair	Bailey	William	\$ 1,400
DPD	PROJECT REVIEW	Board of Appeals Member	McCarthy	Dennis	\$ 1,000
DPD	PROJECT REVIEW	Board of Appeals Member	Carino	Melisa	\$ 1,000
DPD	PROJECT REVIEW	Board of Appeals Member	Perrin	Gary	\$ 1,000
DPD	PROJECT REVIEW	Board of Appeals Member	Pech	Van	\$ 1,000
DPD	PROJECT REVIEW	Alternate Board of Appeals Member	Vacant		\$ 200
DPD	PROJECT REVIEW	Alternate Board of Appeals Member	Paglia	Michael	\$ 200
DPD	PROJECT REVIEW	Conservation Commission Chair	Zacherer	Christopher	\$ 1,400
DPD	PROJECT REVIEW	Conservation Commission Member	Lovely	William	\$ 1,000
DPD	PROJECT REVIEW	Conservation Commission Member	Gordon	Matthew	\$ 1,000
DPD	PROJECT REVIEW	Conservation Commission Member	Biedron	Katelyn	\$ 1,000
DPD	PROJECT REVIEW	Conservation Commission Member	Varnum	Louisa	\$ 1,000
DPD	PROJECT REVIEW	Conservation Commission Member	Lynch	Alysha	\$ 1,000
DPD	PROJECT REVIEW	Conservation Commission Member	vacant		\$ 1,000

Function	Department	Position	Last Name	First Name	FY2015
DPD	CODE ENFORCEMENT	Commissioner	Marsilia	Robert	\$ 88,608
DPD	CODE ENFORCEMENT	Office Manager	Weissbach	Kerry	\$ 57,825
DPD	CODE ENFORCEMENT	Building Inspector/Plans Reviewer	McWhite	Christopher	\$ 60,764
DPD	CODE ENFORCEMENT	Building Inspector/Plans Reviewer	Furtado	Martin	\$ 60,764
DPD	CODE ENFORCEMENT	Building Inspector/Plans Reviewer	Shanahan	Shaun	\$ 60,764
DPD	CODE ENFORCEMENT	Building Inspector/Plans Reviewer	Nocco	Steven	\$ 60,764
DPD	CODE ENFORCEMENT	Plumbing/Gas Inspector	Card	Norman	\$ 59,372
DPD	CODE ENFORCEMENT	Electrical Inspector	Collupy	Everett	\$ 56,587
DPD	CODE ENFORCEMENT	Board Enforcement Agent	vacant		\$ 50,740
DPD	CODE ENFORCEMENT	Senior Code Enforcement Inspector	Ouellette	David	\$ 56,680
DPD	CODE ENFORCEMENT	Sanitary Code Enforcement Inspector	Machado	Shawn	\$ 50,483
DPD	CODE ENFORCEMENT	Sanitary Code Enforcement Inspector	Le	Jimmy	\$ 50,483
DPD	CODE ENFORCEMENT	Sanitary Code Enforcement Inspector	Rivera	Aurea	\$ 50,483
DPD	CODE ENFORCEMENT	Sanitary Code Enforcement Inspector	Murphy	Donald	\$ 50,483
DPD	CODE ENFORCEMENT	Sanitary Code Enforcement Inspector	Sam	Lisa	\$ 50,483
DPD	CODE ENFORCEMENT	Principal Clerk	Smith-Brown	Patricia	\$ 38,161
DPD	CODE ENFORCEMENT	Principal Clerk	Dolan	Doreen	\$ 38,161
DPD	CODE ENFORCEMENT	Principal Clerk	Vacant		\$ 38,161
DPD	CODE ENFORCEMENT	Head Clerk	Daigle	Diane	\$ 39,670
DPD	HOUSING/ENERGY	Housing and Energy Program Manager	Ferreira	Philip	\$ 64,052
DPD	HOUSING/ENERGY	Construction Manager	Woekel	Todd	\$ 53,512
DPD	HOUSING/ENERGY	Lead Hazard Control Grant Program Manager	Snow	Toni	\$ 73,275
DPD	HOUSING/ENERGY	Housing Secretary	Solomon	Amy	\$ 34,807
DPD	HOUSING/ENERGY	Energy Manager	vacant		\$ 60,000
DPD	ECONOMIC DEVELOPMENT	Director Economic Development	Vacant		\$ 86,155
DPD	ECONOMIC DEVELOPMENT	Economic Development Officer	Dickinson	Maria	\$ 61,357
DPD	ECONOMIC DEVELOPMENT	Economic Development Assistant	Findlen	Erin	\$ 52,732
DPD	ECONOMIC DEVELOPMENT	Graphic Designer	Moyle	Michael	\$ 47,446
DPD	ECONOMIC DEVELOPMENT	Environmental Officer	Brown	Sarah	\$ 61,357
DPD	PLANNING/PROJECT MANAGEMENT	Chief Design Planner	Agiorgitis	Rachel	\$ 74,605
DPD	PLANNING/PROJECT MANAGEMENT	Urban Renewal Project Manager	Thomas	Craig	\$ 65,246
DPD	PLANNING/PROJECT MANAGEMENT	Asset Manager	Lucken	Patricia	\$ 64,632

Function	Department	Position	Last Name	First Name	FY2015
DPD	PLANNING/PROJECT MANAGEMENT	Transportation Engineer	Eby	Eric	\$ 64,993
DPD	PLANNING/PROJECT MANAGEMENT	Design Planner (Part Time)	Swaille	Sandra	\$ 24,538
DPD	COMMUNITY DEVELOPMENT	Community Development Director(37.5hrs)	Lamey	Allison	\$ 76,399
DPD	COMMUNITY DEVELOPMENT	Senior Finance Officer	McLaughlin	Dyanne	\$ 64,832
DPD	COMMUNITY DEVELOPMENT	Accounting Office Manager (37.5hrs)	Desmond	Everlidis	\$ 47,953
DPD	COMMUNITY DEVELOPMENT	Community Development Specialist	King	Linda	\$ 61,263
DPD	COMMUNITY DEVELOPMENT	Senior Program Manager (37.5hrs)	Murphy	Susan	\$ 48,981
DPD	COMMUNITY DEVELOPMENT	Head Administrative Clerk	Hayes-Hackett	Kim	\$ 43,424
DPD	COMMUNITY DEVELOPMENT	Community Development Assistant	Pernice	Nicholas	\$ 45,127
PUBLIC SAFETY	POLICE	Superintendent	Taylor	William	\$ 169,774
PUBLIC SAFETY	POLICE	Deputy Superintendent	Friedl	Deborah	\$ 135,368
PUBLIC SAFETY	POLICE	Deputy Superintendent	Ryan	Arthur Jr	\$ 135,368
PUBLIC SAFETY	POLICE	Captain (Temporary)	Crowley	Timothy	\$ 121,468
PUBLIC SAFETY	POLICE	Captain	Kennedy	Thomas	\$ 121,468
PUBLIC SAFETY	POLICE	Captain	McPadden	James	\$ 121,468
PUBLIC SAFETY	POLICE	Captain	Meehan	Thomas	\$ 121,468
PUBLIC SAFETY	POLICE	Captain	Richardson	Raymond	\$ 121,468
PUBLIC SAFETY	POLICE	Captain	Staveley	Kevin	\$ 121,468
PUBLIC SAFETY	POLICE	Captain	Sullivan	Kevin	\$ 121,468
PUBLIC SAFETY	POLICE	Captain	vacant		\$ 121,468
PUBLIC SAFETY	POLICE	Captain	Webb	Jonathan	\$ 121,468
PUBLIC SAFETY	POLICE	Lieutenant	Buckley	Mark	\$ 109,056
PUBLIC SAFETY	POLICE	Lieutenant	Busby	William	\$ 109,056
PUBLIC SAFETY	POLICE	Lieutenant	Vacant		\$ 109,056
PUBLIC SAFETY	POLICE	Lieutenant	Golner	Barry	\$ 104,693
PUBLIC SAFETY	POLICE	Lieutenant	Hodgdon	James	\$ 109,056
PUBLIC SAFETY	POLICE	Lieutenant	Kilbride	Timothy	\$ 109,056
PUBLIC SAFETY	POLICE	Lieutenant	Kilmartin	Michael	\$ 109,056
PUBLIC SAFETY	POLICE	Lieutenant	Laferriere	Paul	\$ 109,056
PUBLIC SAFETY	POLICE	Lieutenant	Larocque	Daniel	\$ 109,056
PUBLIC SAFETY	POLICE	Lieutenant (Temporary)	Penrose	Matthew	\$ 109,056
PUBLIC SAFETY	POLICE	Lieutenant	vacant		\$ 109,056
PUBLIC SAFETY	POLICE	Lieutenant	Rouine	Francis	\$ 109,056
PUBLIC SAFETY	POLICE	Lieutenant	Siopes	Thomas	\$ 109,056

Function	Department	Position	Last Name	First Name	FY2015
PUBLIC SAFETY	POLICE	Sergeant	Boyle	Douglas	\$ 97,974
PUBLIC SAFETY	POLICE	Sergeant	Capone	Diane	\$ 97,974
PUBLIC SAFETY	POLICE	Sergeant	Coyle	Stephen	\$ 94,055
PUBLIC SAFETY	POLICE	Sergeant	Crawford	Donald	\$ 94,055
PUBLIC SAFETY	POLICE	Sergeant	Cullen	John	\$ 97,974
PUBLIC SAFETY	POLICE	Sergeant	Daly	Thomas	\$ 97,974
PUBLIC SAFETY	POLICE	Sergeant	Fay	James	\$ 97,974
PUBLIC SAFETY	POLICE	Sergeant	Fleming	Thomas	\$ 97,974
PUBLIC SAFETY	POLICE	Sergeant	Frechette	David	\$ 94,055
PUBLIC SAFETY	POLICE	Sergeant	Fuller	Scott	\$ 97,974
PUBLIC SAFETY	POLICE	Sergeant	Gendreau	Stephen	\$ 94,055
PUBLIC SAFETY	POLICE	Sergeant	Guifrida	Michael	\$ 97,974
PUBLIC SAFETY	POLICE	Sergeant	Hudon	Gregory	\$ 97,974
PUBLIC SAFETY	POLICE	Sergeant	Latham	James	\$ 97,974
PUBLIC SAFETY	POLICE	Sergeant	Leavitt	Richard	\$ 97,974
PUBLIC SAFETY	POLICE	Sergeant	Leblanc	Mark	\$ 97,974
PUBLIC SAFETY	POLICE	Sergeant	Lombard	Thomas	\$ 97,974
PUBLIC SAFETY	POLICE	Sergeant	Lumenello	Christopher	\$ 97,974
PUBLIC SAFETY	POLICE	Sergeant	Morrill	Stephen	\$ 94,055
PUBLIC SAFETY	POLICE	Sergeant	Murray	Joseph	\$ 94,055
PUBLIC SAFETY	POLICE	Sergeant	Nobrega	Frank	\$ 97,974
PUBLIC SAFETY	POLICE	Sergeant	Noone	Jonathan	\$ 97,974
PUBLIC SAFETY	POLICE	Sergeant	O'Neill	Steven	\$ 97,974
PUBLIC SAFETY	POLICE	Sergeant	Otera	Angel	\$ 97,974
PUBLIC SAFETY	POLICE	Sergeant (Temporary)	Pangiotakos	Christopher	\$ 97,974
PUBLIC SAFETY	POLICE	Sergeant	Peaslee	David	\$ 97,974
PUBLIC SAFETY	POLICE	Sergeant	Quirbach	David	\$ 97,974
PUBLIC SAFETY	POLICE	Sergeant	Santos	Shaun	\$ 97,974
PUBLIC SAFETY	POLICE	Sergeant	Sheehan	John	\$ 94,055
PUBLIC SAFETY	POLICE	Officer	Alexander	Steven	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	Asamoah	George	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	Beauchesne	Dawn	\$ 84,328
PUBLIC SAFETY	POLICE	Officer	Beland	Stephen	\$ 84,328
PUBLIC SAFETY	POLICE	Officer	Bergeron	Michael	\$ 67,462
PUBLIC SAFETY	POLICE	Officer	Bernard	William	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	Bomil	Christopher	\$ 84,328

Function	Department	Position	Last Name	First Name	FY2015
PUBLIC SAFETY	POLICE	Officer	Bourrett	Ramond	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	Boutselis	John	\$ 84,328
PUBLIC SAFETY	POLICE	Officer	Bowler	Nathan	\$ 67,462
PUBLIC SAFETY	POLICE	Officer	Brito	Danny	\$ 67,462
PUBLIC SAFETY	POLICE	Officer	Bugler	Steven	\$ 75,250
PUBLIC SAFETY	POLICE	Officer	Burd	Jason	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	Buth	Soben	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	Buth	Sobon	\$ 66,780
PUBLIC SAFETY	POLICE	Officer	Byrne	Erin	\$ 84,328
PUBLIC SAFETY	POLICE	Officer	Callahan	Brian	\$ 84,328
PUBLIC SAFETY	POLICE	Officer	Callahan	John	\$ 84,328
PUBLIC SAFETY	POLICE	Officer	Callahan	William	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	Camara	Michael	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	Casey	Patrick	\$ 50,656
PUBLIC SAFETY	POLICE	Officer	Cassella	James	\$ 67,462
PUBLIC SAFETY	POLICE	Officer	Cesarz	Richard	\$ 84,328
PUBLIC SAFETY	POLICE	Officer	Christiansen	Neils	\$ 67,462
PUBLIC SAFETY	POLICE	Officer	Collins	Chad	\$ 67,462
PUBLIC SAFETY	POLICE	Officer	Comtois	Joseph	\$ 74,208
PUBLIC SAFETY	POLICE	Officer	Concepcion	Felix	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	Conroy	Phillip	\$ 84,328
PUBLIC SAFETY	POLICE	Officer	Corcoran	Paul	\$ 84,328
PUBLIC SAFETY	POLICE	Officer	Cormier	Raymond	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	Coughlin	Linda	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	Couture	David	\$ 67,462
PUBLIC SAFETY	POLICE	Officer	Czarnionka	Casimir	\$ 74,208
PUBLIC SAFETY	POLICE	Officer	Daigle	Michael	\$ 67,462
PUBLIC SAFETY	POLICE	Officer	Daly	Andrew	\$ 50,656
PUBLIC SAFETY	POLICE	Officer	Day	Kristoffer	\$ 75,250
PUBLIC SAFETY	POLICE	Officer	DeAngelo	Antonia	\$ 50,656
PUBLIC SAFETY	POLICE	Officer	Delandy	Christy	\$ 50,656
PUBLIC SAFETY	POLICE	Officer	DeMaio	James	\$ 67,462
PUBLIC SAFETY	POLICE	Officer	Desilets	Richard	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	Desmarais	Daniel	\$ 84,328
PUBLIC SAFETY	POLICE	Officer	Dillon	Gary	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	Dillon	Ryan	\$ 67,462

Function	Department	Position	Last Name	First Name	FY2015
PUBLIC SAFETY	POLICE	Officer	Dokos	Nicholas	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	Donaldson	David	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	Dower	Mindy	\$ 74,208
PUBLIC SAFETY	POLICE	Officer	Downs	Christal	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	Drakoulakos	Peter	\$ 74,208
PUBLIC SAFETY	POLICE	Officer	Dyer	Robert	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	Erickson	Corey	\$ 74,208
PUBLIC SAFETY	POLICE	Officer	Famum	Michael	\$ 84,328
PUBLIC SAFETY	POLICE	Officer	Fenlon	Todd	\$ 67,462
PUBLIC SAFETY	POLICE	Officer	Fernandez	Vincent	\$ 74,208
PUBLIC SAFETY	POLICE	Officer	Ferry	David	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	Figueroa	Felix	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	Finn	John	\$ 74,208
PUBLIC SAFETY	POLICE	Officer	Finn	William	\$ 84,328
PUBLIC SAFETY	POLICE	Officer	Florence	William	\$ 75,250
PUBLIC SAFETY	POLICE	Officer	Garcia	Juan	\$ 50,656
PUBLIC SAFETY	POLICE	Officer	Garneau	Kevin	\$ 67,462
PUBLIC SAFETY	POLICE	Officer	Gatto	Jason	\$ 75,250
PUBLIC SAFETY	POLICE	Officer	Geoffroy	David	\$ 74,208
PUBLIC SAFETY	POLICE	Officer	Gillian	Kevin	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	Golden	Timothy	\$ 84,328
PUBLIC SAFETY	POLICE	Officer	Gomez	Oscar	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	Gonsalves	Christopher	\$ 50,656
PUBLIC SAFETY	POLICE	Officer	Gonzalez	Felix	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	Gonzalez	Julio	\$ 67,462
PUBLIC SAFETY	POLICE	Officer	Halloran	Jeffrey	\$ 74,208
PUBLIC SAFETY	POLICE	Officer	Hanson	Christian	\$ 74,208
PUBLIC SAFETY	POLICE	Officer	Hickey	Thomas	\$ 84,328
PUBLIC SAFETY	POLICE	Officer	Houston	Daniel	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	Hultgran	Thomas	\$ 84,328
PUBLIC SAFETY	POLICE	Officer	Hyde	Daniel	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	Hyde	Eric	\$ 67,462
PUBLIC SAFETY	POLICE	Officer	Iglesias	Felix	\$ 67,462
PUBLIC SAFETY	POLICE	Officer	Jean	Raymond	\$ 67,462
PUBLIC SAFETY	POLICE	Officer	Kandrotas	Michael	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	Keefe	Brian	\$ 80,954

Function	Department	Position	Last Name	First Name	FY2015
PUBLIC SAFETY	POLICE	Officer	Keefe	Francis	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	Kelleher	James	\$ 50,656
PUBLIC SAFETY	POLICE	Officer	Kelleher	Peter	\$ 67,462
PUBLIC SAFETY	POLICE	Officer	Kelly	Christopher	\$ 67,462
PUBLIC SAFETY	POLICE	Officer	Kelley	Joseph	\$ 75,250
PUBLIC SAFETY	POLICE	Officer	Kelly	Tracy	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	Kennedy	Francis	\$ 74,208
PUBLIC SAFETY	POLICE	Officer	Kew	David	\$ 55,650
PUBLIC SAFETY	POLICE	Officer	Kieng	Buntha	\$ 53,518
PUBLIC SAFETY	POLICE	Officer	Kinney	Brian	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	Lafferty	Thomas	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	Laganas	Nicholas	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	Lally	David	\$ 84,328
PUBLIC SAFETY	POLICE	Officer	Lamarche	Daniel	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	Lane	James	\$ 67,462
PUBLIC SAFETY	POLICE	Officer	Langlois	Melissa	\$ 84,328
PUBLIC SAFETY	POLICE	Officer	Lavoie	David	\$ 74,208
PUBLIC SAFETY	POLICE	Officer	Levasseur	Jason	\$ 67,462
PUBLIC SAFETY	POLICE	Officer	Lorenzi	Jose	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	Ma	Narin	\$ 67,462
PUBLIC SAFETY	POLICE	Officer	Patrick	MacDonald	\$ 50,656
PUBLIC SAFETY	POLICE	Officer	Maldonado	Francisco	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	Manousos	Charles	\$ 74,208
PUBLIC SAFETY	POLICE	Officer	Marshall	Michael	\$ 67,462
PUBLIC SAFETY	POLICE	Officer	Martir	William	\$ 74,208
PUBLIC SAFETY	POLICE	Officer	Mastas	Matthew	\$ 45,683
PUBLIC SAFETY	POLICE	Officer	Matos	James	\$ 74,208
PUBLIC SAFETY	POLICE	Officer	Mayo Washington	Augustin	\$ 50,656
PUBLIC SAFETY	POLICE	Officer	McCabe	Matthew	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	McGrail	Jason	\$ 67,462
PUBLIC SAFETY	POLICE	Officer	Mercado	Carlos	\$ 67,462
PUBLIC SAFETY	POLICE	Officer	Mercado	Jaqueline	\$ 62,709
PUBLIC SAFETY	POLICE	Officer	Mercier	Sheryl	\$ 67,462
PUBLIC SAFETY	POLICE	Officer	Merrill	Jake	\$ 66,788
PUBLIC SAFETY	POLICE	Officer	Merrill	Scott	\$ 67,462
PUBLIC SAFETY	POLICE	Officer	Miles	Michael	\$ 80,954

Function	Department	Position	Last Name	First Name	FY2015
PUBLIC SAFETY	POLICE	Officer	Moore	Jeffrey	\$ 84,328
PUBLIC SAFETY	POLICE	Officer	Moore	Jerome	\$ 67,462
PUBLIC SAFETY	POLICE	Officer	Moore	Kenneth	\$ 84,328
PUBLIC SAFETY	POLICE	Officer	Moriarty	Dennis	\$ 67,462
PUBLIC SAFETY	POLICE	Officer	Nobrega	Marisol	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	Nguyen	Alexander	\$ 55,650
PUBLIC SAFETY	POLICE	Officer	O'Donnell	Aidan	\$ 50,656
PUBLIC SAFETY	POLICE	Officer	Oeur	Mao	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	Osborn	Christopher	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	Otero	Daniel	\$ 84,328
PUBLIC SAFETY	POLICE	Officer	Pappaconstantinou	Charles	\$ 74,208
PUBLIC SAFETY	POLICE	Officer	Paradise	Paul	\$ 74,208
PUBLIC SAFETY	POLICE	Officer	Peace	Nadja	\$ 84,328
PUBLIC SAFETY	POLICE	Officer	Pender	David	\$ 84,328
PUBLIC SAFETY	POLICE	Officer	Perez	Nelson	\$ 67,462
PUBLIC SAFETY	POLICE	Officer	Perrin	Danny	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	Phay	Tong	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	Photimath	Judy	\$ 55,650
PUBLIC SAFETY	POLICE	Officer	Prescott	Michael	\$ 84,328
PUBLIC SAFETY	POLICE	Officer	Purcell	Brent	\$ 67,462
PUBLIC SAFETY	POLICE	Officer	Purtell	Christopher	\$ 67,462
PUBLIC SAFETY	POLICE	Officer	Quigley	David	\$ 84,328
PUBLIC SAFETY	POLICE	Officer	Quigley	John	\$ 84,328
PUBLIC SAFETY	POLICE	Officer	Quinones	Miguel	\$ 67,462
PUBLIC SAFETY	POLICE	Officer	Ramirez	Carlos	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	Ramirez	Jose	\$ 67,462
PUBLIC SAFETY	POLICE	Officer	Ramos	Alexander	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	Rayne	Robert	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	Reid	Ronald	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	Reyes	Robert	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	Rios	Luis	\$ 67,462
PUBLIC SAFETY	POLICE	Officer	Rivera	Jose	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	Rivera	Jose Jr	\$ 84,328
PUBLIC SAFETY	POLICE	Officer	Rivera	Rafael	\$ 67,462
PUBLIC SAFETY	POLICE	Officer	Rojas	Guillermo	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	Roussell	Timothy	\$ 74,208

Function	Department	Position	Last Name	First Name	FY2015
PUBLIC SAFETY	POLICE	Officer	Royer	Raymond	\$ 67,462
PUBLIC SAFETY	POLICE	Officer	Rudy	Kory	\$ 55,650
PUBLIC SAFETY	POLICE	Officer	Santiago	Jose	\$ 84,328
PUBLIC SAFETY	POLICE	Officer	Sar	Rasmey	\$ 67,462
PUBLIC SAFETY	POLICE	Officer	Sauve	Scott	\$ 74,208
PUBLIC SAFETY	POLICE	Officer	Shaw	Kenneth	\$ 67,462
PUBLIC SAFETY	POLICE	Officer	Siopes	Arlene	\$ 67,462
PUBLIC SAFETY	POLICE	Officer	Smith	Christopher	\$ 74,208
PUBLIC SAFETY	POLICE	Officer	St. Arnaud	Peter	\$ 67,462
PUBLIC SAFETY	POLICE	Officer	Soung	Chase	\$ 74,208
PUBLIC SAFETY	POLICE	Officer	Tetreault	Thomas	\$ 67,462
PUBLIC SAFETY	POLICE	Officer	Tetreault	Thomas A	\$ 67,462
PUBLIC SAFETY	POLICE	Officer	Thomas	Paul	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	Trudel	Mark	\$ 67,462
PUBLIC SAFETY	POLICE	Officer	Vachon	Raymond	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	Valliant	Philip	\$ 67,462
PUBLIC SAFETY	POLICE	Officer	Van	Kyle	\$ 50,656
PUBLIC SAFETY	POLICE	Officer	Wayne	Eric	\$ 67,462
PUBLIC SAFETY	POLICE	Officer	Webb	E Anthony	\$ 67,462
PUBLIC SAFETY	POLICE	Officer	Whalen	Timothy	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	Withycombe	Craig	\$ 84,328
PUBLIC SAFETY	POLICE	Officer	Witts	Karen	\$ 80,954
PUBLIC SAFETY	POLICE	Officer	Zwicker	Borden Jr.	\$ 84,328
PUBLIC SAFETY	POLICE	Officer	vacant		\$ 45,683
PUBLIC SAFETY	POLICE	Officer	vacant		\$ 45,683
PUBLIC SAFETY	POLICE	Officer	vacant		\$ 45,683
PUBLIC SAFETY	POLICE	Officer	vacant		\$ 45,683
PUBLIC SAFETY	POLICE	Officer	vacant		\$ 45,683
PUBLIC SAFETY	POLICE	Officer	vacant		\$ 45,683
PUBLIC SAFETY	POLICE	Officer, (grant)	vacant		\$ 45,683
PUBLIC SAFETY	POLICE	Officer, (grant)	vacant		\$ 45,683
PUBLIC SAFETY	POLICE	Officer, (grant)	vacant		\$ 45,683
PUBLIC SAFETY	CIVILIAN	Administrative Assistant	Hanifan	Kimberly	\$ 43,457
PUBLIC SAFETY	CIVILIAN	Administrative Assistant	Pouliot	Gail	\$ 41,515
PUBLIC SAFETY	CIVILIAN	Administrative Assistant (40 hours)	Themelis	Georgia	\$ 57,320

Function	Department	Position	Last Name	First Name	FY2015
PUBLIC SAFETY	CIVILIAN	Animal Compliance Officer	Wood	Darlene	\$ 48,770
PUBLIC SAFETY	CIVILIAN	Animal Control Officer	Potter	Everett	\$ 50,825
PUBLIC SAFETY	CIVILIAN	MEO3/Lab/Sp/Assistant Animal Control	Pickard	Robert	\$ 44,689
PUBLIC SAFETY	CIVILIAN	AssistantFiscal Coordinator	Bordeleau	Susan	\$ 41,619
PUBLIC SAFETY	CIVILIAN	Budget Director	Gendron	Joan	\$ 65,957
PUBLIC SAFETY	CIVILIAN	Building Custodian	Zabierek	Douglas	\$ 36,445
PUBLIC SAFETY	CIVILIAN	Crime Analyst	Audette	Alison	\$ 42,323
PUBLIC SAFETY	CIVILIAN	Custodian	Mossio	Jean	\$ 35,207
PUBLIC SAFETY	CIVILIAN	Director of Administrative Services	Ouellette	Charles	\$ 67,996
PUBLIC SAFETY	CIVILIAN	Director of Research & Development	Balotta	Maryann	\$ 73,787
PUBLIC SAFETY	CIVILIAN	Director of Victim Services	Khun-Leng	Saravon	\$ 56,436
PUBLIC SAFETY	CIVILIAN	Executive Secretary	Theriault	Jill	\$ 47,844
PUBLIC SAFETY	CIVILIAN	Grant Fiscal Coordinator	Martel-Terilli	Gale	\$ 43,457
PUBLIC SAFETY	CIVILIAN	Head Clerk	Frechette	Arthur	\$ 38,754
PUBLIC SAFETY	CIVILIAN	Head Clerk	Roth	Karen	\$ 38,703
PUBLIC SAFETY	CIVILIAN	Head Clerk	Parker	Jessica	\$ 38,703
PUBLIC SAFETY	CIVILIAN	NIBTS Tracking Analyst	Engvik	Karen	\$ 41,218
PUBLIC SAFETY	CIVILIAN	Motor Equipment Repairman	Figueroa	Angel	\$ 39,414
PUBLIC SAFETY	CIVILIAN	Office Manager	vacant		\$ 53,309
PUBLIC SAFETY	CIVILIAN	Outreach Coordinator	Dates	Kerry	\$ 43,457
PUBLIC SAFETY	CIVILIAN	Police Mechanic	Tspourakos	Kyriakoulis	\$ 57,273
PUBLIC SAFETY	CIVILIAN	Principal Clerk	Colon	Feby	\$ 35,221
PUBLIC SAFETY	CIVILIAN	Principal Clerk	Cook	Jacqueline	\$ 37,230
PUBLIC SAFETY	CIVILIAN	Principal Clerk(40 hours)	Kenney	Deborah	\$ 42,399
PUBLIC SAFETY	CIVILIAN	Principal Crime Analyst	Ferreira	Meghan	\$ 47,257
PUBLIC SAFETY	CIVILIAN	Program Analyst	Smith	Robin	\$ 69,452
PUBLIC SAFETY	CIVILIAN	Program Manager	Carter	Ellen	\$ 48,465
PUBLIC SAFETY	CIVILIAN	Program Manager	Missett	Matthew	\$ 43,660
		Re-entry Manager	vacant		\$ 46,642
PUBLIC SAFETY	CIVILIAN	Sign Painter	Chartier	James	\$ 38,028
PUBLIC SAFETY	CIVILIAN	System Administrator	Kim	Andy	\$ 74,663
PUBLIC SAFETY	CIVILIAN	Supervisor Sign Shop	Cooper	John	\$ 60,558
PUBLIC SAFETY	CIVILIAN	Tracking Analyst	Bailey	Amanda	\$ 41,218
PUBLIC SAFETY	CIVILIAN	Victim Services Advocate	Pimintel	Angeline	\$ 39,099
PUBLIC SAFETY	CIVILIAN	Volunteer Coordinator	Callery	Sharon	\$ 34,765

Function	Department	Position	Last Name	First Name	FY2015
PUBLIC SAFETY	DISPATCH	Dispatcher	Callery	Catherine	\$ 44,027
PUBLIC SAFETY	DISPATCH	Dispatcher	Callery	Christopher	\$ 44,027
PUBLIC SAFETY	DISPATCH	Dispatcher	Cheam	Ly	\$ 44,027
PUBLIC SAFETY	DISPATCH	Dispatcher	Cooper	Therese	\$ 44,027
PUBLIC SAFETY	DISPATCH	Dispatcher	Daly	Dennis	\$ 44,027
PUBLIC SAFETY	DISPATCH	Dispatcher	Fernandez	Jacqueline	\$ 44,027
PUBLIC SAFETY	DISPATCH	Dispatcher	Gannon	Barry	\$ 41,957
PUBLIC SAFETY	DISPATCH	Dispatcher	Kouy	Den	\$ 44,027
PUBLIC SAFETY	DISPATCH	Dispatcher	Maille	Angela	\$ 44,027
PUBLIC SAFETY	DISPATCH	Dispatcher	Marcucci	Amanda	\$ 41,395
PUBLIC SAFETY	DISPATCH	Dispatcher	Mason	Michael	\$ 44,027
PUBLIC SAFETY	DISPATCH	Dispatcher	Morrill	Rebecca	\$ 40,992
PUBLIC SAFETY	DISPATCH	Dispatcher	Neville (Foley)	Lori	\$ 44,027
PUBLIC SAFETY	DISPATCH	Dispatcher	O'Connell	Sean	\$ 44,027
PUBLIC SAFETY	DISPATCH	Dispatcher	Page	Christine	\$ 44,027
PUBLIC SAFETY	DISPATCH	Lead Dispatcher	Paris	Stephen	\$ 48,326
PUBLIC SAFETY	DISPATCH	Lead Dispatcher	Pelletier	Denise	\$ 48,326
PUBLIC SAFETY	DISPATCH	Dispatcher	Pierzynski	Deborah	\$ 44,027
PUBLIC SAFETY	DISPATCH	Dispatcher	Sheehan	Matthew	\$ 42,150
PUBLIC SAFETY	DISPATCH	Dispatcher	Sheehan	Tara	\$ 44,027
PUBLIC SAFETY	DISPATCH	Lead Dispatcher	Sheehy	Colleen	\$ 48,326
PUBLIC SAFETY	DISPATCH	Dispatcher	Simpson (Dalton)	Erin	\$ 44,027
PUBLIC SAFETY	DISPATCH	Dispatcher	Watermen	Francis	\$ 44,027
PUBLIC SAFETY	DISPATCH	Dispatcher	Williams	Shermelle	\$ 42,061
PUBLIC SAFETY	DISPATCH	Dispatcher	Zawadski	Michael	\$ 44,027
PUBLIC SAFETY	DISPATCH	Dispather	vacant		\$ 39,348
PUBLIC SAFETY	DETENTION	Supervisory Detention Attendant	Schaffer	Judy	\$ 43,845
PUBLIC SAFETY	DETENTION	Senior Detention Attendant	Brasil	Gilbert	\$ 39,859
PUBLIC SAFETY	DETENTION	Senior Detention Attendant	Lombard	Kevin	\$ 36,437
PUBLIC SAFETY	DETENTION	Senior Detention Attendant	Shurtleff	Donna	\$ 39,859
PUBLIC SAFETY	DETENTION	Detention Attendant	Finn	Brady	\$ 31,700
PUBLIC SAFETY	DETENTION	Detention Attendant	Ortiz	Lisette	\$ 33,250
PUBLIC SAFETY	DETENTION	Detention Attendant	Pilato	Robin	\$ 33,250
PUBLIC SAFETY	DETENTION	Detention Attendant	Shanahan	Kyle	\$ 33,250
PUBLIC SAFETY	DETENTION	Detention Attendant	Tetrault	Shawn	\$ 31,826

Function	Department	Position	Last Name	First Name	FY2015
PUBLIC SAFETY	TRAFFIC	Head Clerk (40 Hrs) (50% to Parking)	Kelly	Shirley	\$ 44,082
PUBLIC SAFETY	TRAFFIC	Data Entry Clerk	Lyerly	Kathie	\$ 9,880
PUBLIC SAFETY	TRAFFIC	W/F Meter Repair/Maintenance (50%)	Day	Richard	\$ 41,580
PUBLIC SAFETY	TRAFFIC	Traffic Supervisor	Anstiss	Michelle	\$ 6,213
PUBLIC SAFETY	TRAFFIC	Traffic Supervisor	vacant		\$ 6,213
PUBLIC SAFETY	TRAFFIC	Traffic Supervisor	Becht	William	\$ 6,953
PUBLIC SAFETY	TRAFFIC	Traffic Supervisor	Catton	Walter	\$ 6,213
PUBLIC SAFETY	TRAFFIC	Traffic Supervisor	Choate	Patsy	\$ 6,213
PUBLIC SAFETY	TRAFFIC	Traffic Supervisor	Clark	George	\$ 6,953
PUBLIC SAFETY	TRAFFIC	Traffic Supervisor	Cook	Mary	\$ 6,953
PUBLIC SAFETY	TRAFFIC	Traffic Supervisor	Cullen	Mary	\$ 6,213
PUBLIC SAFETY	TRAFFIC	Traffic Supervisor	Frizzell	Doris	\$ 6,213
PUBLIC SAFETY	TRAFFIC	Traffic Supervisor	Gonyea	Robin	\$ 6,213
PUBLIC SAFETY	TRAFFIC	Traffic Supervisor	Kouy	Bunlinda	\$ 6,213
PUBLIC SAFETY	TRAFFIC	Traffic Supervisor	Lane	Joan	\$ 6,213
PUBLIC SAFETY	TRAFFIC	Traffic Supervisor	Largy	William	\$ 6,213
PUBLIC SAFETY	TRAFFIC	Traffic Supervisor	Lasorsa	Debra	\$ 6,213
PUBLIC SAFETY	TRAFFIC	Traffic Supervisor	Leduc	Norman	\$ 6,213
PUBLIC SAFETY	TRAFFIC	Traffic Supervisor	Lekites	Robert	\$ 6,213
PUBLIC SAFETY	TRAFFIC	Traffic Supervisor	Martin	Francis	\$ 6,213
PUBLIC SAFETY	TRAFFIC	Traffic Supervisor	McGrath	Cheryl	\$ 6,213
PUBLIC SAFETY	TRAFFIC	Traffic Supervisor	McMullen	Kathleen	\$ 6,953
PUBLIC SAFETY	TRAFFIC	Traffic Supervisor	Murphy	Judith	\$ 6,953
PUBLIC SAFETY	TRAFFIC	Traffic Supervisor	Normandie	Joanne	\$ 6,213
PUBLIC SAFETY	TRAFFIC	Traffic Supervisor	Rivanis	Ruthlyn	\$ 6,953
PUBLIC SAFETY	TRAFFIC	Traffic Supervisor	Shepard	Judy	\$ 6,213
PUBLIC SAFETY	TRAFFIC	Traffic Supervisor	Smith	Eric	\$ 6,213
PUBLIC SAFETY	TRAFFIC	Traffic Supervisor	Vandinter	Marianne	\$ 6,213
PUBLIC SAFETY	TRAFFIC	Traffic Supervisor	Wedge	Patricia	\$ 6,213
PUBLIC SAFETY	FIRE	Chief	Pitta	Edward J.	\$ 153,942
PUBLIC SAFETY	FIRE	Deputy Chief	Destrempe	Robert	\$ 102,212
PUBLIC SAFETY	FIRE	Deputy Chief	Donnelly	Michael	\$ 100,845
PUBLIC SAFETY	FIRE	Deputy Chief	Dowling	John	\$ 100,845
PUBLIC SAFETY	FIRE	Deputy Chief	Flynn	Robert F.	\$ 100,202

Function	Department	Position	Last Name	First Name	FY2015
PUBLIC SAFETY	FIRE	Deputy Chief	McCabe	Patrick	\$ 102,212
PUBLIC SAFETY	FIRE	Deputy Chief	McGuane	Mark	\$ 102,212
PUBLIC SAFETY	FIRE	Deputy Chief	Mulligan	John	\$ 102,212
PUBLIC SAFETY	FIRE	Deputy Chief	Roth	Joseph	\$ 100,845
PUBLIC SAFETY	FIRE	Deputy Chief	Winward	Jeffrey	\$ 102,212
PUBLIC SAFETY	FIRE	Captain	Beane	Robert	\$ 85,342
PUBLIC SAFETY	FIRE	Captain	Calavritnos	Arthur	\$ 85,342
PUBLIC SAFETY	FIRE	Captain	Casey	Timothy	\$ 85,342
PUBLIC SAFETY	FIRE	Captain	Charron	Phillip	\$ 88,075
PUBLIC SAFETY	FIRE	Captain	Dowling	Brett	\$ 85,342
PUBLIC SAFETY	FIRE	Captain	Fahey	John	\$ 85,342
PUBLIC SAFETY	FIRE	Captain	Gallagher	Peter	\$ 86,708
PUBLIC SAFETY	FIRE	Captain	Gilkas	Jeffrey	\$ 85,342
PUBLIC SAFETY	FIRE	Captain	Gilligan	Thomas	\$ 85,342
PUBLIC SAFETY	FIRE	Captain	McCarthy	Donald	\$ 86,708
PUBLIC SAFETY	FIRE	Captain	Normandin	James	\$ 86,708
PUBLIC SAFETY	FIRE	Captain	Panneton	Rodney	\$ 85,342
PUBLIC SAFETY	FIRE	Captain	Strunk	Jason	\$ 86,708
PUBLIC SAFETY	FIRE	Captain	Quinlan	Garrett	\$ 88,708
PUBLIC SAFETY	FIRE	Lieutenant	Boldrighini	Michael	\$ 78,630
PUBLIC SAFETY	FIRE	Lieutenant	Carvalho	Ryan	\$ 74,744
PUBLIC SAFETY	FIRE	Lieutenant	Casey	Kevin	\$ 74,744
PUBLIC SAFETY	FIRE	Lieutenant	Cassella	Anthony III	\$ 78,630
PUBLIC SAFETY	FIRE	Lieutenant	Cassella	Paul	\$ 78,630
PUBLIC SAFETY	FIRE	Lieutenant	Coleman	Anthony	\$ 77,987
PUBLIC SAFETY	FIRE	Lieutenant	Couillard	John	\$ 78,630
PUBLIC SAFETY	FIRE	Lieutenant	Crabtree	Robert	\$ 79,997
PUBLIC SAFETY	FIRE	Lieutenant	Downes	Timothy	\$ 78,630
PUBLIC SAFETY	FIRE	Lieutenant	Eaton	Daniel	\$ 78,630
PUBLIC SAFETY	FIRE	Lieutenant	Cannon	James	\$ 78,630
PUBLIC SAFETY	FIRE	Lieutenant	Gauvreau	Jason	\$ 78,630
PUBLIC SAFETY	FIRE	Lieutenant	Hamilton	James	\$ 74,744
PUBLIC SAFETY	FIRE	Lieutenant	Keene	David	\$ 76,620
PUBLIC SAFETY	FIRE	Lieutenant	Kelly	Francis	\$ 79,997
PUBLIC SAFETY	FIRE	Lieutenant	Kilbride	Nathan	\$ 78,630
PUBLIC SAFETY	FIRE	Lieutenant	Kilbride	Thomas	\$ 78,630

Function	Department	Position	Last Name	First Name	FY2015
PUBLIC SAFETY	FIRE	Lieutenant	Laferriere	Eugene	\$ 78,630
PUBLIC SAFETY	FIRE	Lieutenant	Lafontaine	Andre	\$ 78,630
PUBLIC SAFETY	FIRE	Lieutenant	Latham	Francis	\$ 78,630
PUBLIC SAFETY	FIRE	Lieutenant	Ledoux	Laurence	\$ 78,630
PUBLIC SAFETY	FIRE	Lieutenant	McCabe	Stephen	\$ 72,734
PUBLIC SAFETY	FIRE	Lieutenant	McCauley	Kevin Jr.	\$ 74,744
PUBLIC SAFETY	FIRE	Lieutenant	McCluskey	Michael	\$ 79,997
PUBLIC SAFETY	FIRE	Lieutenant	McCullough	Thomas	\$ 79,997
PUBLIC SAFETY	FIRE	Lieutenant	Mello	Stephen	\$ 78,630
PUBLIC SAFETY	FIRE	Lieutenant	Poirier	Keith	\$ 78,630
PUBLIC SAFETY	FIRE	Lieutenant	Potter	Bryant	\$ 78,630
PUBLIC SAFETY	FIRE	Lieutenant	Quealy	Sean	\$ 78,630
PUBLIC SAFETY	FIRE	Lieutenant	Ready	Sean	\$ 79,997
PUBLIC SAFETY	FIRE	Lieutenant	Rivera	Jose	\$ 78,630
PUBLIC SAFETY	FIRE	Lieutenant	Ryder	Christopher	\$ 79,997
PUBLIC SAFETY	FIRE	Lieutenant	Silva	Michael	\$ 79,997
PUBLIC SAFETY	FIRE	Lieutenant	Sirois	Shawn	\$ 78,630
PUBLIC SAFETY	FIRE	Lieutenant	Soucy	Stephen	\$ 76,620
PUBLIC SAFETY	FIRE	Lieutenant	Soucy	Thomas	\$ 72,734
PUBLIC SAFETY	FIRE	Lieutenant	Sousa	Herman	\$ 78,630
PUBLIC SAFETY	FIRE	Lieutenant	Stelmokas	Mary	\$ 78,630
PUBLIC SAFETY	FIRE	Lieutenant	Sullivan	John	\$ 78,630
PUBLIC SAFETY	FIRE	Lieutenant	Underwood	Thomas	\$ 78,630
PUBLIC SAFETY	FIRE	Lieutenant	Winward	John	\$ 77,987
PUBLIC SAFETY	FIRE	Lieutenant	vacant		\$ 74,744
PUBLIC SAFETY	FIRE	Lieutenant	vacant		\$ 74,744
PUBLIC SAFETY	FIRE	Firefighter	Andre	Richard	\$ 63,863
PUBLIC SAFETY	FIRE	Firefighter	Armstrong	Christopher	\$ 68,392
PUBLIC SAFETY	FIRE	Firefighter	Ayala	Jose	\$ 52,750
PUBLIC SAFETY	FIRE	Firefighter	Baccam	Southavone	\$ 69,759
PUBLIC SAFETY	FIRE	Firefighter	Baccam	Souvankham	\$ 68,392
PUBLIC SAFETY	FIRE	Firefighter	Bain	Timothy	\$ 62,496
PUBLIC SAFETY	FIRE	Firefighter	Baribeault	Dennis	\$ 68,392
PUBLIC SAFETY	FIRE	Firefighter	Baxley	Jeffrey	\$ 57,500
PUBLIC SAFETY	FIRE	Firefighter	Bois vert	Christian	\$ 64,506
PUBLIC SAFETY	FIRE	Firefighter	Boudreau	James	\$ 66,382

Function	Department	Position	Last Name	First Name	FY2015
PUBLIC SAFETY	FIRE	Firefighter	Broughey	Ryan	\$ 62,496
PUBLIC SAFETY	FIRE	Firefighter	Bue	John	\$ 66,382
PUBLIC SAFETY	FIRE	Firefighter	Bugler	Robert	\$ 68,392
PUBLIC SAFETY	FIRE	Firefighter	Bugler	Timothy	\$ 68,392
PUBLIC SAFETY	FIRE	Firefighter	Callahan	Michael	\$ 68,392
PUBLIC SAFETY	FIRE	Firefighter	Campbell	Matthew	\$ 62,496
PUBLIC SAFETY	FIRE	Firefighter	Carroll	Ryan	\$ 62,496
PUBLIC SAFETY	FIRE	Firefighter	Centeno	Edgardo	\$ 66,382
PUBLIC SAFETY	FIRE	Firefighter	Centeno	Gabriel	\$ 66,382
PUBLIC SAFETY	FIRE	Firefighter	Christian	Jason	\$ 68,392
PUBLIC SAFETY	FIRE	Firefighter	Cooper	Bennie	\$ 66,382
PUBLIC SAFETY	FIRE	Firefighter	Cooper	Joseph	\$ 62,496
PUBLIC SAFETY	FIRE	Firefighter	Corey	William	\$ 62,496
PUBLIC SAFETY	FIRE	Firefighter	Cortez	Roger	\$ 66,382
PUBLIC SAFETY	FIRE	Firefighter	Coupal	Jeremy	\$ 62,496
PUBLIC SAFETY	FIRE	Firefighter	Cronk	Anthony	\$ 62,496
PUBLIC SAFETY	FIRE	Firefighter	Cruz	Santos	\$ 68,392
PUBLIC SAFETY	FIRE	Firefighter	DaSilva	Steven	\$ 57,500
PUBLIC SAFETY	FIRE	Firefighter	Dexter	Michael	\$ 62,496
PUBLIC SAFETY	FIRE	Firefighter	Diaz	John	\$ 69,759
PUBLIC SAFETY	FIRE	Firefighter	Dillon	Francis Michael	\$ 62,496
PUBLIC SAFETY	FIRE	Firefighter	Dominquez	Elvin	\$ 62,496
PUBLIC SAFETY	FIRE	Firefighter	Doughty	Michael	\$ 57,500
PUBLIC SAFETY	FIRE	Firefighter	Dowling	Adam	\$ 64,506
PUBLIC SAFETY	FIRE	Firefighter	Dubey	John	\$ 66,382
PUBLIC SAFETY	FIRE	Firefighter	Duprey	Roberto	\$ 66,382
PUBLIC SAFETY	FIRE	Firefighter	Felde	Christopher	\$ 57,500
PUBLIC SAFETY	FIRE	Firefighter	Finn	Lawrence	\$ 62,496
PUBLIC SAFETY	FIRE	Firefighter	Fisette	Russell	\$ 67,749
PUBLIC SAFETY	FIRE	Firefighter	Foote	Kevin	\$ 68,392
PUBLIC SAFETY	FIRE	Firefighter	Fortier	Jeremie	\$ 62,496
PUBLIC SAFETY	FIRE	Firefighter	Frost	Michael	\$ 62,496
PUBLIC SAFETY	FIRE	Firefighter	Gannon	Barry	\$ 68,392
PUBLIC SAFETY	FIRE	Firefighter	Gannon	Daniel III	\$ 66,382
PUBLIC SAFETY	FIRE	Firefighter	Garcia	Ricardo	\$ 68,392
PUBLIC SAFETY	FIRE	Firefighter	Garcia	William	\$ 66,382

Function	Department	Position	Last Name	First Name	FY2015
PUBLIC SAFETY	FIRE	Firefighter	Glen	William	\$ 68,392
PUBLIC SAFETY	FIRE	Firefighter	Gonzalez	Migdoel	\$ 62,496
PUBLIC SAFETY	FIRE	Firefighter	Goyette	Donald	\$ 64,506
PUBLIC SAFETY	FIRE	Firefighter	Grandalski	Michael	\$ 66,382
PUBLIC SAFETY	FIRE	Firefighter	Grimes	Michael	\$ 66,382
PUBLIC SAFETY	FIRE	Firefighter	Grooms	Darryn	\$ 68,392
PUBLIC SAFETY	FIRE	Firefighter	Harland	William	\$ 68,392
PUBLIC SAFETY	FIRE	Firefighter	Haught	Michael	\$ 57,500
PUBLIC SAFETY	FIRE	Firefighter	Hegarty	Neil	\$ 64,506
PUBLIC SAFETY	FIRE	Firefighter	Howell	Michael	\$ 64,506
PUBLIC SAFETY	FIRE	Firefighter	Humphrey	Walter	\$ 68,392
PUBLIC SAFETY	FIRE	Firefighter	Jackson	Christopher	\$ 54,760
PUBLIC SAFETY	FIRE	Firefighter	Janeiro	Michael	\$ 67,749
PUBLIC SAFETY	FIRE	Firefighter	Jimenez	Oscar	\$ 64,506
PUBLIC SAFETY	FIRE	Firefighter	Jones	Jason	\$ 62,496
PUBLIC SAFETY	FIRE	Firefighter	Jones	Kevin	\$ 66,382
PUBLIC SAFETY	FIRE	Firefighter	Lachance	Paul	\$ 64,506
PUBLIC SAFETY	FIRE	Firefighter	Lapointe	Kevin	\$ 66,382
PUBLIC SAFETY	FIRE	Firefighter	Latour	Richard	\$ 68,392
PUBLIC SAFETY	FIRE	Firefighter	Lopez	Alex	\$ 68,392
PUBLIC SAFETY	FIRE	Firefighter	Lotti	Edward	\$ 68,392
PUBLIC SAFETY	FIRE	Firefighter	Lozada	Henry	\$ 66,382
PUBLIC SAFETY	FIRE	Firefighter	Luna	Josue	\$ 66,382
PUBLIC SAFETY	FIRE	Firefighter	Ly	Justin	\$ 66,382
PUBLIC SAFETY	FIRE	Firefighter	Lyko	Norman	\$ 68,392
PUBLIC SAFETY	FIRE	Firefighter	Lyle	Stephen	\$ 62,496
PUBLIC SAFETY	FIRE	Firefighter	Maldanado	Luis	\$ 64,506
PUBLIC SAFETY	FIRE	Firefighter	Maldanado	Robert	\$ 66,382
PUBLIC SAFETY	FIRE	Firefighter	Martinez	Manuel	\$ 62,496
PUBLIC SAFETY	FIRE	Firefighter	Martinez	Nathan	\$ 62,496
PUBLIC SAFETY	FIRE	Firefighter	McCabe	Patrick	\$ 64,506
PUBLIC SAFETY	FIRE	Firefighter	McDowell	Scott	\$ 68,392
PUBLIC SAFETY	FIRE	Firefighter	McGuire	Michael	\$ 66,382
PUBLIC SAFETY	FIRE	Firefighter	McHugh	Joseph	\$ 66,382
PUBLIC SAFETY	FIRE	Firefighter	McNeil	David	\$ 68,392
PUBLIC SAFETY	FIRE	Firefighter	McSwiggin	Robert	\$ 66,382

Function	Department	Position	Last Name	First Name	FY2015
PUBLIC SAFETY	FIRE	Firefighter	Mercado	Ezequiel	\$ 62,496
PUBLIC SAFETY	FIRE	Firefighter	Merricks	Troy	\$ 68,392
PUBLIC SAFETY	FIRE	Firefighter	Milinazzo	Donald	\$ 66,382
PUBLIC SAFETY	FIRE	Firefighter	Morales	Elizabeth	\$ 62,496
PUBLIC SAFETY	FIRE	Firefighter	Morales	Jose	\$ 62,496
PUBLIC SAFETY	FIRE	Firefighter	Newell	John	\$ 66,382
PUBLIC SAFETY	FIRE	Firefighter	O'Donnell	Michael	\$ 68,392
PUBLIC SAFETY	FIRE	Firefighter	Olejarz	Joseph	\$ 68,392
PUBLIC SAFETY	FIRE	Firefighter	Ortolani	Keith	\$ 64,506
PUBLIC SAFETY	FIRE	Firefighter	Pastrana	Julio	\$ 68,392
PUBLIC SAFETY	FIRE	Firefighter	Pastrana	Julio Jr.	\$ 66,382
PUBLIC SAFETY	FIRE	Firefighter	Patterson	Jared	\$ 57,500
PUBLIC SAFETY	FIRE	Firefighter	Pekkala	Bruce	\$ 68,392
PUBLIC SAFETY	FIRE	Firefighter	Pinet	Celine	\$ 69,759
PUBLIC SAFETY	FIRE	Firefighter	Plunkett	James	\$ 68,392
PUBLIC SAFETY	FIRE	Firefighter	Poirier	Marc	\$ 68,392
PUBLIC SAFETY	FIRE	Firefighter	Postras	Brian	\$ 68,392
PUBLIC SAFETY	FIRE	Firefighter	Postras	Joshua	\$ 65,873
PUBLIC SAFETY	FIRE	Firefighter	Prindle	Sean	\$ 62,496
PUBLIC SAFETY	FIRE	Firefighter	Quadros	Gary	\$ 62,496
PUBLIC SAFETY	FIRE	Firefighter	Ramos	George	\$ 66,382
PUBLIC SAFETY	FIRE	Firefighter	Ratty	Benjamin	\$ 66,382
PUBLIC SAFETY	FIRE	Firefighter	Reid	Paul	\$ 66,382
PUBLIC SAFETY	FIRE	Firefighter	Rivera	Frankie	\$ 52,750
PUBLIC SAFETY	FIRE	Firefighter	Rivera	Jose A.	\$ 66,382
PUBLIC SAFETY	FIRE	Firefighter	Rocheleau	Justin	\$ 52,750
PUBLIC SAFETY	FIRE	Firefighter	Rodriquez	Josue	\$ 68,392
PUBLIC SAFETY	FIRE	Firefighter	Rodriquez	Luis	\$ 68,392
PUBLIC SAFETY	FIRE	Firefighter	Rodriquez	Wilfredo	\$ 66,382
PUBLIC SAFETY	FIRE	Firefighter	Roman	Billy	\$ 66,382
PUBLIC SAFETY	FIRE	Firefighter	Rowe	George	\$ 66,382
PUBLIC SAFETY	FIRE	Firefighter	Roy	Matthew	\$ 57,500
PUBLIC SAFETY	FIRE	Firefighter	Ruiz	Joseph	\$ 67,749
PUBLIC SAFETY	FIRE	Firefighter	Ryan	Michael	\$ 69,759
PUBLIC SAFETY	FIRE	Firefighter	Ryan	William	\$ 62,496
PUBLIC SAFETY	FIRE	Firefighter	Sabetti	Anthony	\$ 68,392

Function	Department	Position	Last Name	First Name	FY2015
PUBLIC SAFETY	FIRE	Firefighter	Santos	Brenda	\$ 68,392
PUBLIC SAFETY	FIRE	Firefighter	Santos	Michael	\$ 62,496
PUBLIC SAFETY	FIRE	Firefighter	Schulte	Laurian	\$ 68,392
PUBLIC SAFETY	FIRE	Firefighter	Seager	Eric	\$ 69,759
PUBLIC SAFETY	FIRE	Firefighter	Sharkey	William	\$ 52,750
PUBLIC SAFETY	FIRE	Firefighter	Silva	Mario	\$ 62,496
PUBLIC SAFETY	FIRE	Firefighter	So	Chanth	\$ 62,496
PUBLIC SAFETY	FIRE	Firefighter	Torres	Hector	\$ 68,392
PUBLIC SAFETY	FIRE	Firefighter	Torres	Oscar	\$ 66,382
PUBLIC SAFETY	FIRE	Firefighter	Underwood	Ryan	\$ 62,496
PUBLIC SAFETY	FIRE	Firefighter	Wade	Douglas	\$ 66,382
PUBLIC SAFETY	FIRE	Firefighter	Weber	Hans	\$ 68,392
PUBLIC SAFETY	FIRE	Firefighter	Wilson	Benjamin	\$ 68,392
PUBLIC SAFETY	FIRE	Firefighter	Vacant		\$ 49,007
PUBLIC SAFETY	FIRE	Firefighter	Vacant		\$ 49,007
PUBLIC SAFETY	FIRE	Firefighter	Vacant		\$ 49,007
PUBLIC SAFETY	FIRE	Business Manager	Coates	Tara	\$ 69,185
PUBLIC SAFETY	FIRE	Mechanic	Patenaude	Raymond	\$ 60,251
PUBLIC SAFETY	FIRE	Emergency Management Coordinator (PT)	Rose	George	\$ 21,611
PUBLIC SAFETY	FIRE	Administrative Assistant	Howard	Deborah	\$ 49,753
PUBLIC SAFETY	FIRE	ME Repairman/MEO III	McMeniman	Charles	\$ 40,602
PUBLIC SAFETY	FIRE	IT Assistant (PT)	Bergeron	Dennis	\$ 21,611
PUBLIC SAFETY	FIRE	IT Assistant(PT)	Fornier	Roger	\$ 21,611
PUBLIC SAFETY	FIRE	Head Clerk	Vail	Sherrold	\$ 39,869
DPW	FINANCE/ADMINISTRATION	Assistant City Manager/Public Works Commissioner	Snow	Ralph	\$ 121,283
DPW	FINANCE/ADMINISTRATION	Office Manager (40 hrs)	Brady	Michelle	\$ 60,362
DPW	FINANCE/ADMINISTRATION	Administrative Assistant	Cooper	Dawn	\$ 56,358
DPW	FINANCE/ADMINISTRATION	Principal Clerk	Tczrinski	Gail	\$ 38,349
DPW	FINANCE/ADMINISTRATION	Principal Clerk	Richards	Gary	\$ 37,366
DPW	FINANCE/ADMINISTRATION	Accountant	Pilato	Lisa	\$ 42,450
DPW	ENGINEERING	City Engineer	DeMeo	Lisa	\$ 100,002
DPW	ENGINEERING	Provisional Civil Engineer, Grade 4	Cady	Joseph	\$ 68,782
DPW	ENGINEERING	Provisional Civil Engineer, Grade 4	Moloney	Peter	\$ 68,986
DPW	ENGINEERING	Senior Civil Engineer, Grade 5	Labrecque	Ronald	\$ 76,688

Function	Department	Position	Last Name	First Name	FY2015
DPW	ENGINEERING	Provisional Civil Engineer, Grade 4(Chap 90/Grant)	Gleason	John	\$ 63,513
DPW	ENGINEERING	Provisional Principal Engineering Clerk	Gagniere	Cathy	\$ 45,245
DPW	ENGINEERING	Grade 3 Construction Inspector	Madrid	Mario	\$ 57,696
DPW	LANDS & BUILDINGS	Deputy Commissioner/Lands and Buildings	Green	James	\$ 72,179
DPW	LANDS & BUILDINGS	General Foreman/HVAC	Conlan	Thomas	\$ 57,972
DPW	LANDS & BUILDINGS	Brick Mason/Craftsman	Bernier	Richard	\$ 43,228
DPW	LANDS & BUILDINGS	Carpenter/Craftsman	Chau	Daniel	\$ 43,228
DPW	LANDS & BUILDINGS	Carpenter/Craftsman	Lucken	Bruce	\$ 42,950
DPW	LANDS & BUILDINGS	Carpenter/Craftsman	Pelletier	Richard	\$ 43,228
DPW	LANDS & BUILDINGS	Carpenter/Craftsman	Ellis	Jeffrey	\$ 43,228
DPW	LANDS & BUILDINGS	Carpenter/Craftsman	Fleming	Kevin	\$ 43,228
DPW	LANDS & BUILDINGS	HVAC Technician, Craftsman	Sandelli	Matthew	\$ 49,847
DPW	LANDS & BUILDINGS	HVAC Technician, Craftsman	Renaud	Michael	\$ 49,847
DPW	LANDS & BUILDINGS	HVAC Technician, Craftsman	Vacant		\$ 49,847
DPW	LANDS & BUILDINGS	MEO Grade I/Laborer	Zapatka	Edwin	\$ 43,782
DPW	LANDS & BUILDINGS	Roofer/Craftsman	Vacant		\$ 43,228
DPW	LANDS & BUILDINGS	Plumber/Irrigation Specialist	Smith	David	\$ 46,968
DPW	LANDS & BUILDINGS	Plumber/Irrigation Specialist	Tierney	Harry	\$ 50,928
DPW	LANDS & BUILDINGS	Plumber/Irrigation Specialist	Otte	David	\$ 49,844
DPW	LANDS & BUILDINGS	Chem App/Foreman	Pilato	George	\$ 51,928
DPW	LANDS & BUILDINGS	Wkg. Foreman/Carpenter/Craftsman/L	Basnett	Ronald	\$ 47,444
DPW	LANDS & BUILDINGS	Wkg. Foreman/Mason/Craftsman/L	Lamare	Brian	\$ 47,444
DPW	LANDS & BUILDINGS	Wkg. Foreman/Painter-Glazer	Vacant		\$ 47,444
DPW	LANDS & BUILDINGS	Wkg. Foreman/Plumber/Irrigation Specialist	Rivard	Glen	\$ 54,210
DPW	LANDS & BUILDINGS	Wkg. Foreman/Roofer/Craftsman/L	Morrisette	Robert	\$ 47,444
DPW	LANDS & BUILDINGS	Wkg. Foreman/HVAC Technician /Craftsman/L	Tarsa	William	\$ 52,950
DPW	LANDS & BUILDINGS	Provisional Building Custodian	Christakos	Doris	\$ 37,540
DPW	LANDS & BUILDINGS	Senior Building Custodian	Noel	James	\$ 40,071
DPW	LANDS & BUILDINGS	Building Custodian	Dean	Holly	\$ 37,540
DPW	LANDS & BUILDINGS	Custodian/Groundskeeper	Garabedian	Andrew	\$ 36,268
DPW	LANDS & BUILDINGS	City Electrician	Coutu	Steve	\$ 65,376
DPW	LANDS & BUILDINGS	Electrician Gr B Master	Jezak	Joseph	\$ 54,910
DPW	LANDS & BUILDINGS	Electrician Gr B/Master	Kenney	John	\$ 54,677
DPW	LANDS & BUILDINGS	WF TRY Signal Maintenance/F.A	Do	Vietfield	\$ 47,360
DPW	LANDS & BUILDINGS	Electrician, Gr. B/Fire Alarm Maintenance/Journeyman	Thibeault	Phillipe	\$ 50,735

Function	Department	Position	Last Name	First Name	FY2015
DPW	LANDS & BUILDINGS	Electrician, Gr. B/Fire Alarm Maintenance/Journeyman	Kelleher III	Daniel	\$ 52,128
DPW	LANDS & BUILDINGS	Electrician, Gr. B/Fire Alarm Maintenance/Journeyman	Pilato	Michael	\$ 52,128
DPW	LANDS & BUILDINGS	Tech of City Traffic Fire Alarm Systems	vacant		\$ 51,015
DPW	LANDS & BUILDINGS	Widow's Benefits	Triandafello	Ida	\$ 26,666
DPW	STREETS	Deputy Commissioner/Streets/Recycling	Patenaude	Edward	\$ 72,225
DPW	STREETS	General Foreman/Streets	Benoit	Stephen	\$ 59,975
DPW	STREETS	WF/Motor Equip Repairman	Vacant	Vacant	\$ 54,778
DPW	STREETS	Recycling Coordinator	Wellenstein	Gunther	\$ 48,553
DPW	STREETS	Maintenance	Stanton	Matthew	\$ 38,219
DPW	STREETS	MEO Gr III/Laborer	Blum	Brandon	\$ 40,900
DPW	STREETS	MEO Gr III/Laborer/Watchman	Robichaud	Kevin	\$ 43,782
DPW	STREETS	MEO Gr III/Laborer/Watchman	Suprenant	Jeffrey	\$ 43,782
DPW	STREETS	MEO Gr III/Laborer	Ladebauche	Eric	\$ 40,900
DPW	STREETS	MEO Gr III/Laborer	Donovan	James	\$ 40,900
DPW	STREETS	MEO Gr III/Laborer	Lehman	Jeffrey	\$ 40,900
DPW	STREETS	MEO Gr III/Laborer	Lyons	John	\$ 40,900
DPW	STREETS	MEO Gr III/Laborer	Barron	Mark	\$ 40,900
DPW	STREETS	MEO Gr III/Laborer	Baluta	Raymond	\$ 40,900
DPW	STREETS	MEO Gr III/Laborer	Proulx	Carl	\$ 40,345
DPW	STREETS	MEO Gr III/Motor Equipment Repair/Welder	Silva	Andy	\$ 49,847
DPW	STREETS	MEO Gr III/Motor Equipment Repair	Walton	William	\$ 45,041
DPW	STREETS	MEO Gr III/Motor Equipment Repair	Nye	John	\$ 43,741
DPW	STREETS	MEO Gr III/Motor Equipment Repair	Robichaud	Nicholas	\$ 42,737
DPW	STREETS	Motor Equipment Repairman	Vallois	Dennis	\$ 40,817
DPW	STREETS	Wkg. Frmn./MEO Gr.3/Specialist/Tree Climber	Balous	Michael	\$ 43,782
DPW	STREETS	Wkg. Foreman/Maintenance	O'Malley	Michael	\$ 41,298
DPW	STREETS	Wkg. Foreman/MEO Grade 3/Specialist/Lab	Dyment	David	\$ 45,586
DPW	STREETS	Wkg. Frman/MEO Grade3/Specialist/Lab	Patenaude	John	\$ 44,794
DPW	STREETS	Wkg. Frman/MEO Grade3/Specialist/Lab	Riley	William	\$ 44,794
DPW	STREETS	Recycling Enforcement Coordinator	Stanwood	William	\$ 40,157
DPW	PARKS	Commissioner	Bellegarde	Thomas	\$ 102,552
DPW	PARKS	Superintendent of Parks	Purtell	Stephen	\$ 83,446
DPW	PARKS	Park Foreman	Perry	David	\$ 56,112
DPW	PARKS	Administrative Asst/Secretary	Corkery	Theresa	\$ 47,089

Function	Department	Position	Last Name	First Name	FY2015
DPW	PARKS	Working Foreman/MEO III Specialist/Lab	Quintal	Mark	\$ 43,487
DPW	PARKS	Working Foreman/MEO III Specialist/Lab.	DeRosa	Alfred	\$ 43,487
DPW	PARKS	Working Foreman/MEO III Specialist/Lab.	Demange	David	\$ 43,814
DPW	PARKS	Working Foreman/MEO III Specialist/Lab.	Concepcion	Luis	\$ 43,487
DPW	PARKS	Working Foreman/MEO III Specialist/Lab.	Demange	Richard	\$ 43,487
DPW	PARKS	Downtown Manager/MEOIII/Craftsman Lab.	Larkin	Edward	\$ 48,663
DPW	PARKS	Working Foreman Welder/Craftsman	Prestipino	Michael	\$ 46,059
DPW	PARKS	Chief Maintenance Craftsman	Apolstolos	Chris	\$ 48,606
DPW	PARKS	Stockroom Maintenance	Casey	Donald	\$ 39,378
DPW	PARKS	Ground/Maintenance MEOI/Lab	Boland	Derek	\$ 39,378
DPW	PARKS	Park Maintenance Craftsman/Lab	Kraus	Thomas	\$ 42,604
DPW	PARKS	WF MEO Gr. III/Specialist/Lab	Gavin	Ryan	\$ 43,487
DPW	PARKS	MEO Gr. III/Laborer	Dumas	Armand	\$ 39,801
DPW	PARKS	Working Foreman MEO I/Laborer	Heron	Derek	\$ 38,353
DPW	PARKS	Working Foreman/Laborer	Williams	Peter	\$ 36,468
DPW	PARKS	MEO Gr. 1/Laborer	DeJesus	Corey	\$ 37,329
DPW	PARKS	Stadium Manager/MEOIII/Craftsman	Larochelle	Richard	\$ 48,392
DPW	PARKS	Park Maintenance/MEO I/Lab.	Robinson	Corey	\$ 39,378
DPW	PARKS	Park Maintenance/MEO I/Lab.	O'Malley	Michael	\$ 41,293
DPW	PARKS	Head Clerk	Oxton	Jade	\$ 39,336
DPW	PARKS	MEO Gr. III/Laborer	Choate	David	\$ 39,708
DPW	PARKS	Junior Clerk (Part Time)	Coupe	Lisa	\$ 15,249
DPW	PARKS	Laborer	vacant		\$ 39,708
DPW	PARKS	Laborer	vacant		\$ 39,708
DPW	PARKS	Laborer	Vacant		\$ 39,708
DPW	CEMETERY	Cemetery Manager/Craftsman/MEO III	Gavin	Kevin	\$ 48,392
HUMAN SERVICES	RECREATION	Associate Planner	Anastasia	Crowley	\$ 55,196
HUMAN SERVICES	RECREATION	Youth Coordinator	Corcoran	Kaitlyn	\$ 46,047
HUMAN SERVICES	RECREATION	Program Director/Planner	Faticanti	Peter	\$ 58,067
HUMAN SERVICES	HEALTH	Board of Health, Chairperson	Keegan	Jo An	\$ 2,200
HUMAN SERVICES	HEALTH	Board of Health Member	Donovan	John	\$ 1,600
HUMAN SERVICES	HEALTH	Board of Health Member	Hall	Kerry	\$ 1,600
HUMAN SERVICES	HEALTH	Board of Health Member	Renault-Caragianes	Paulette	\$ 1,600

Function	Department	Position	Last Name	First Name	FY2015
HUMAN SERVICES	HEALTH	Board of Health Member	Galvin MD	William	\$ 1,600
HUMAN SERVICES	HEALTH	Secretary, Board of Health (stipend)	Cox	Donna	\$ 2,500
HUMAN SERVICES	HEALTH	Health Director	Singleton	Frank	\$ 102,948
HUMAN SERVICES	HEALTH	Office Manager	Cox	Donna	\$ 63,532
HUMAN SERVICES	HEALTH	Head Administrative Clerk	Alexander	Kerry	\$ 48,014
HUMAN SERVICES	HEALTH	Data Entry/Senior Clerk	McMahon	Kristin	\$ 36,024
HUMAN SERVICES	HEALTH	Health Educator (24 hrs)	Ruggiero	Maria	\$ 28,959
HUMAN SERVICES	HEALTH	Nurse Coordinator(44weeks)	Breault-Guilbicki	Les a	\$ 73,721
HUMAN SERVICES	HEALTH	Clinical Nurse Manager	Gallagher	Linda	\$ 67,019
HUMAN SERVICES	HEALTH	Clinical Nurse Manager	Moffett	MaryBeth	\$ 67,019
HUMAN SERVICES	HEALTH	Clinical School Nurse Manager	Guay	Laurie	\$ 67,019
HUMAN SERVICES	HEALTH	PH Nurse/Schools	Asselin	Colleen	\$ 58,270
HUMAN SERVICES	HEALTH	PH Nurse/Schools	Babcock	Darlene	\$ 58,270
HUMAN SERVICES	HEALTH	PH Nurse/Schools	Boutin	Nancy	\$ 50,222
HUMAN SERVICES	HEALTH	PH Nurse/Schools	Buote	Susan	\$ 53,074
HUMAN SERVICES	HEALTH	PH Nurse/Schools	Castle	Carol	\$ 53,074
HUMAN SERVICES	HEALTH	PH Nurse/Schools	Chandonnet	Dawn	\$ 49,315
HUMAN SERVICES	HEALTH	PH Nurse/Schools	Crisafulli	Patricia	\$ 53,074
HUMAN SERVICES	HEALTH	PH Nurse/Schools	Hurton	Anne	\$ 53,668
HUMAN SERVICES	HEALTH	PH Nurse/Schools	Durkin	Christine	\$ 50,469
HUMAN SERVICES	HEALTH	PH Nurse/Schools	Fisher	Jane	\$ 53,074
HUMAN SERVICES	HEALTH	PH Nurse/Schools	Frye	Teresa	\$ 53,074
HUMAN SERVICES	HEALTH	PH Nurse/Schools, MSN	vacant		\$ 54,719
HUMAN SERVICES	HEALTH	PH Nurse/Schools	Hayhurst	Tami	\$ 53,074
HUMAN SERVICES	HEALTH	PH Nurse/Schools	Heath	Erin	\$ 52,871
HUMAN SERVICES	HEALTH	PH Nurse/Schools	Humphrey	Jessica	\$ 50,860
HUMAN SERVICES	HEALTH	PH Nurse/Schools	Hussey	Kimberly	\$ 50,716
HUMAN SERVICES	HEALTH	PH Nurse/Schools	Huynh	Huyen	\$ 53,074
HUMAN SERVICES	HEALTH	PH Nurse/Schools	Kennedy	Caroline	\$ 53,074
HUMAN SERVICES	HEALTH	PH Nurse/Schools	Knowlton	Jennifer	\$ 56,006
HUMAN SERVICES	HEALTH	PH Nurse/Schools	Kotfila	Karrie	\$ 53,074
HUMAN SERVICES	HEALTH	PH Nurse/Schools	Lawlor	Mary	\$ 53,074
HUMAN SERVICES	HEALTH	PH Nurse/Schools	Masse	Beth	\$ 58,270
HUMAN SERVICES	HEALTH	PH Nurse/Schools	McDermott	Tracy	\$ 58,270
HUMAN SERVICES	HEALTH	PH Nurse/Schools	McLaughlin	Mary	\$ 51,057
HUMAN SERVICES	HEALTH	PH Nurse/Schools	Mote	Ronald	\$ 57,421

Function	Department	Position	Last Name	First Name	FY2015
HUMAN SERVICES	HEALTH	PH Nurse/Schools	McNeil	Roberta	\$ 49,670
HUMAN SERVICES	HEALTH	PH Nurse/Schools	O'Meara	Jill	\$ 50,680
HUMAN SERVICES	HEALTH	PH Nurse/Schools	Sullivan	Patricia	\$ 58,270
HUMAN SERVICES	HEALTH	PH Nurse/Schools	Zaim	Mary	\$ 55,268
HUMAN SERVICES	HEALTH	Program Director	Pungirum	Cesar	\$ 57,313
HUMAN SERVICES	HEALTH	Vision/Hearing Screener (32 wks)	Leighton	Margaret	\$ 10,336
HUMAN SERVICES	HEALTH	Vision/Hearing Screener (32 wks)	Linnehan	Heidi	\$ 10,336
HUMAN SERVICES	HEALTH	Clerk bioterrorism	Rost	Melissa	\$ 7,830
HUMAN SERVICES	HEALTH	Outreach Worker	Saing	Peter	\$ 37,931
HUMAN SERVICES	HEALTH	Public Health Nurse Manager/Clinics	Connolly	Christine	\$ 65,677
HUMAN SERVICES	HEALTH	PH Nurse/Clinic	Latham	Lyn	\$ 55,380
HUMAN SERVICES	HEALTH	PH Nurse/Clinic	McHatton	Paula	\$ 60,888
HUMAN SERVICES	HEALTH	PH Nurse/Clinic	daSilva	Colleen	\$ 58,390
HUMAN SERVICES	COUNCIL ON AGING	Director	Ramalho	Michelle	\$ 69,463
HUMAN SERVICES	COUNCIL ON AGING	Outreach Worker	Leal	Amy	\$ 37,278
HUMAN SERVICES	COUNCIL ON AGING	Civic Events Coord	Carroll	Kathleen	\$ 32,199
HUMAN SERVICES	COUNCIL ON AGING	Custodian 35 hrs	Fitzpatrick	Mary Lou	\$ 33,230
HUMAN SERVICES	COUNCIL ON AGING	Meals on Wheels	Correa	Karl	\$ 30,728
HUMAN SERVICES	COUNCIL ON AGING	Utility Person-40 hrs.	Fortin	Roger	\$ 37,828
HUMAN SERVICES	COUNCIL ON AGING	Secretary/Receptionist	Donnelly	Tara	\$ 25,743
HUMAN SERVICES	COUNCIL ON AGING	Weekend Bus Driver(10 hr)	Dubois	Neil	\$ 5,863
HUMAN SERVICES	COUNCIL ON AGING	Weekend Chef/Cook(10 hr)	Kuenzler	Charles	\$ 5,911
HUMAN SERVICES	COUNCIL ON AGING	Volunteer Coordinator (15 hr)	McMahon	Audrey	\$ 10,394
HUMAN SERVICES	COUNCIL ON AGING	Utility (8 hr)	Murphy	Paul	\$ 4,691
HUMAN SERVICES	COUNCIL ON AGING	Weekly Chef/Cook	Valdez	Virginia	\$ 24,413
HUMAN SERVICES	COUNCIL ON AGING	Minority Outreach Worker	vacant		\$ 15,191
HUMAN SERVICES	COUNCIL ON AGING	Desktop Publisher	Mireault	Ray	\$ 7,676
HUMAN SERVICES	VETERANS	Director/Agent	Lamarche	Eric	\$ 59,035
HUMAN SERVICES	VETERANS	Head Clerk	Felix	Carmen	\$ 38,933
HUMAN SERVICES	VETERANS	Head Clerk	Maguire	Nancy	\$ 38,933
LIBRARY	LIBRARY	Director	Woodley	Victoria	\$ 81,769
LIBRARY	LIBRARY	Assistant Director	Fougstedt	Susan	\$ 59,591
LIBRARY	LIBRARY	Coordinator Community Planning	Thibodeau	Sean	\$ 48,153

Function	Department	Position	Last Name	First Name	FY2015
LIBRARY	LIBRARY	Coordinator/Technical Services	Lewis	Dorcas	\$ 49,278
LIBRARY	LIBRARY	Coordinator/Youth Services	Hancock	Mary	\$ 54,064
LIBRARY	LIBRARY	Head of Circulation - Circulation	Colt	Pamela	\$ 44,904
LIBRARY	LIBRARY	Librarian I - Reference	McDermott	Monica	\$ 44,904
LIBRARY	LIBRARY	Librarian I - Comm. Plan	Flint	Winifred	\$ 40,979
LIBRARY	LIBRARY	Librarian I - Youth Serv	Brassel	Elizabeth	\$ 44,904
LIBRARY	LIBRARY	Librarian I - Youth Serv.	Eldred	Lori	\$ 42,893
LIBRARY	LIBRARY	Librarian I - Reference	vacant		\$ 45,391
LIBRARY	LIBRARY	Literacy Director (p/t)	Iatron	Julie	\$ 25,050
LIBRARY	LIBRARY	Literacy Assistant (p/t)	vacant		\$ 11,745
LIBRARY	LIBRARY	Librarian I -Reference(p/t)	Zaya	Alison	\$ 14,942
LIBRARY	LIBRARY	Librarian I - Reference(p/t)	Sampas	Anthony	\$ 15,556
LIBRARY	LIBRARY	Library IT Support Technician	McCarthy	Jessica	\$ 40,157
LIBRARY	LIBRARY	Library Assistant	Cloutier	Diane	\$ 35,610
LIBRARY	LIBRARY	Library Assistant	MacPhail	Duncan	\$ 35,610
LIBRARY	LIBRARY	Library Assistant	Dominique	Keith	\$ 35,094
LIBRARY	LIBRARY	Library Assistant(p/t) job share *	Kelton	Jon	\$ 13,159
LIBRARY	LIBRARY	Library Assistant	McLaughlin	Judith	\$ 35,610
LIBRARY	LIBRARY	Library Assistant	Keo	Sophy	\$ 35,610
LIBRARY	LIBRARY	Library Assistant	Sakellaris	Anastasia	\$ 35,610
LIBRARY	LIBRARY	Library Aide (p/t)	Hoff	John	\$ 7,517
LIBRARY	LIBRARY	Library Aide (p/t)	Love	Inge	\$ 8,081
LIBRARY	LIBRARY	Library Aide (p/t)	Leo	Stephen	\$ 8,133
LIBRARY	LIBRARY	Library Aide (p/t)	So	Fu Fong	\$ 8,133
LIBRARY	LIBRARY	Library Aide (p/t)	Taing	Sear	\$ 7,893
LIBRARY	LIBRARY	Library Aide (p/t)	Belge	Aysun	\$ 7,517
LIBRARY	LIBRARY	Library Page(p/t)	Kelly	Maria	\$ 6,623
LIBRARY	LIBRARY	Library Page(p/t)	Margi	Sarah	\$ 6,623
LIBRARY	LIBRARY	Library Page(p/t)	Smith	Michael	\$ 6,623
LIBRARY	LIBRARY	Library Page(p/t)	Burns	Donna	\$ 6,623
LIBRARY	LIBRARY	Custodian(p/t)	Hickey	Edward	\$ 9,657
LIBRARY	LIBRARY	Bldg Custodian	Santiago	Luis	\$ 34,693
PARKING	PARKING	Director	Troup	James	\$ 71,344
PARKING	PARKING	Business Manager	Scanlon	Anne	\$ 50,093
PARKING	PARKING	Meter Attendant	vacant		\$ 33,319

Function	Department	Position	Last Name	First Name	FY2015
PARKING	PARKING	Meter Attendant	Linscott	Maura	\$ 33,319
PARKING	PARKING	Meter Attendant	Welch	Sharon	\$ 33,319
PARKING	PARKING	Meter Attendant	Hanson	Kathleen	\$ 33,319
PARKING	PARKING	Meter Attendant (workers comp)	Gargan	Linda	\$ 16,330
PARKING	PARKING	Downtown Parking Maintenance	Brodeur	Dennis	\$ 35,687
WATER	WATER	Executive Director	Lahiff	Daniel	\$ 102,552
WATER	WATER	Office Manager	Savard	Mary	\$ 59,830
WATER	WATER	Administrative Assistant/Water Billing Clerk) (37.5 hrs)	Roane	Trudy	\$ 50,075
WATER	WATER	Principal Clerk	McLeod-Hammersley	Carrie	\$ 39,541
WATER	WATER	Head Clerk	vacant		\$ 41,162
WATER	WATER	Operations/Safety Superintendent	Duschesne	Steven	\$ 80,078
WATER	WATER	Head Operator (w/c) (est)	Hardman	David	\$ 53,094
WATER	WATER	Head Operator	Hebert	Roger	\$ 57,609
WATER	WATER	Head Operator	Fernandez	Sean	\$ 57,609
WATER	WATER	Head Operator	Marshall	John	\$ 57,301
WATER	WATER	Head Operator	Bergeron	David	\$ 57,301
WATER	WATER	Filter Operator	Sayer	Matthew	\$ 44,355
WATER	WATER	Filter Operator	Moriarty	Robert	\$ 44,355
WATER	WATER	Filter Operator	Halligan	David	\$ 44,355
WATER	WATER	Filter Operator	Jensen	John	\$ 44,355
WATER	WATER	Laboratory Director	Henderson	Diane	\$ 64,724
WATER	WATER	Superintendent Maintenance	Farley	Robert	\$ 80,390
WATER	WATER	CMMS Administrator	vacant		\$ 58,405
WATER	WATER	Chief Mechanic	vacant		\$ 57,835
WATER	WATER	Electrician Gr. B/Master	Weed	Eric	\$ 55,717
WATER	WATER	Skilled Mechanic	Lally	James	\$ 46,143
WATER	WATER	Skilled Mechanic	Daigneault	Joseph	\$ 46,143
WATER	WATER	Skilled Mechanic	Leblanc	Leon	\$ 46,143
WATER	WATER	Superintendent Distribution	Capacheietti	Anthony	\$ 80,390
WATER	WATER	Water Foreman	Coughlin	Charles	\$ 58,180
WATER	WATER	Water Foreman	Pires	Paul	\$ 58,180
WATER	WATER	Backflow Inspector	Hogue	Robert	\$ 50,151
WATER	WATER	Backflow Inspector	Laird	Thomas	\$ 48,617
WATER	WATER	Water System Maintenance	Flynn	Brendan	\$ 42,903
WATER	WATER	Water System Maintenance	O'Neill	Richard	\$ 42,903

Function	Department	Position	Last Name	First Name	FY2015
WATER	WATER	Water System Maintenance MEO3	Bassett	Keith	\$ 44,772
WATER	WATER	Water System Maintenance	Brown	Bruce	\$ 42,903
WATER	WATER	Water System Maintenance MEO3	Malone	Jason	\$ 44,772
WATER	WATER	Water System Maintenance MEO3	Hannus	Eric	\$ 44,772
WATER	WATER	Water Meter Billing Administrator	Keefe	Thomas	\$ 45,528
WATER	WATER	Water Service Inspector	Ninteau	David	\$ 39,709
WATER	WATER	Water Service Inspector	McDougal	Akeem	\$ 39,709
WATER	WATER	Water Service Inspector	Guerin	Eric	\$ 39,709
WATER	WATER	Water Service Inspector	Toohey	Daniel	\$ 39,709
WASTE WATER	WASTE WATER	Executive Director	Young	Mark	\$ 119,688
WASTE WATER	WASTE WATER	Office Manager	Malcuit	Lisa	\$ 54,611
WASTE WATER	WASTE WATER	Head Clerk	Daigneault	Cheryl	\$ 44,872
WASTE WATER	WASTE WATER	Operations Superintendent	Kawa	Thomas	\$ 80,437
WASTE WATER	WASTE WATER	Assistant Operations Superintendent	Erik	Willett	\$ 60,443
WASTE WATER	WASTE WATER	Head Operator	Arther	John	\$ 60,759
WASTE WATER	WASTE WATER	Head Operator	Bernier	David	\$ 60,759
WASTE WATER	WASTE WATER	Head Operator	Toohey	Rick	\$ 63,243
WASTE WATER	WASTE WATER	Head Operator	Anderson	Louis	\$ 60,693
WASTE WATER	WASTE WATER	Operator II	Larose	Donald	\$ 51,989
WASTE WATER	WASTE WATER	Operator II	Morrison	Chester	\$ 41,497
WASTE WATER	WASTE WATER	Operator II	O'Neil	Jason	\$ 51,065
WASTE WATER	WASTE WATER	Operator II	Cassidy	Michael	\$ 51,673
WASTE WATER	WASTE WATER	Operator II	Webber	Andrew	\$ 52,196
WASTE WATER	WASTE WATER	Operator II	Picard	Richard	\$ 52,435
WASTE WATER	WASTE WATER	Operator II	Morse	Daniel	\$ 48,373
WASTE WATER	WASTE WATER	Maintenance Supervisor	Fox	Aaron	\$ 69,586
WASTE WATER	WASTE WATER	Maintenance Supervisor	Paquette	Jeffrey	\$ 63,561
WASTE WATER	WASTE WATER	Electrician	Meehan	Mark	\$ 69,980
WASTE WATER	WASTE WATER	Collection System Supervisor	Cohan	Shannon	\$ 69,586
WASTE WATER	WASTE WATER	Instrument Technician	Walsh	Arthur	\$ 60,740
WASTE WATER	WASTE WATER	CMMS/Administrator	Taylor	John	\$ 58,964
WASTE WATER	WASTE WATER	Parts Equipment Manager	Hamel	Jeffrey	\$ 52,384
WASTE WATER	WASTE WATER	Mechanic III	Leighton	Gary	\$ 52,191
WASTE WATER	WASTE WATER	Mechanic III	Bastien	Richard	\$ 50,846
WASTE WATER	WASTE WATER	Mechanic III	Fuller	John Jr.	\$ 53,739

WASTE WATER	WASTE WATER	Mechanic II	Letendre	Jean	\$ 51,400
WASTE WATER	WASTE WATER	Mechanic II	Bastien	Mark	\$ 48,334
WASTE WATER	WASTE WATER	TV Inspector	Rocheleau	Robert	\$ 52,087
WASTE WATER	WASTE WATER	TV Inspector	Daigneault	Matt	\$ 51,239
WASTE WATER	WASTE WATER	Mechanic I	Gorman	Michael	\$ 42,337
WASTE WATER	WASTE WATER	Mechanic I	Fuller	John III	\$ 43,939
WASTE WATER	WASTE WATER	Mechanic I	Reis	Rui	\$ 40,001
WASTE WATER	WASTE WATER	Mechanic I	Atwood	Vernon	\$ 47,450
WASTE WATER	WASTE WATER	Mechanic I	Malcuit	Paul	\$ 45,593
WASTE WATER	WASTE WATER	Mechanic I	Turney	Terrance	\$ 40,001
WASTE WATER	WASTE WATER	Mechanic I	Reis	Mario	\$ 45,593
WASTE WATER	WASTE WATER	Engineering Manager	Stuer	Michael	\$ 80,427
WASTE WATER	WASTE WATER	Engineering Supervisor	vacant		\$ 69,878
WASTE WATER	WASTE WATER	Staff Engineer	Murray	Keith	\$ 58,814
WASTE WATER	WASTE WATER	Staff Engineer	Pugh	John	\$ 60,817
WASTE WATER	WASTE WATER	Staff Engineer	Prescott	Carrie	\$ 60,187
WASTE WATER	WASTE WATER	Staff Engineer	Butler	Michael	\$ 58,814
WASTE WATER	WASTE WATER	Staff Engineer	Walsh	Evan	\$ 58,002
WASTE WATER	WASTE WATER	Pretreatment Coordinator	Daigneault	Amy	\$ 60,400
WASTE WATER	WASTE WATER	Chemist	McGowan	Jin-Bok	\$ 65,697
WASTE WATER	WASTE WATER	Assistant Chemist	Shea	Joanne	\$ 58,703
WASTE WATER	WASTE WATER	Senior Lab Technician	Cavanaugh	Kenneth	\$ 50,241
CAREER CENTER	CAREER CENTER	WIA/Career Center Director	O'Neil	Barbara	\$ 96,257
CAREER CENTER	CAREER CENTER	WIB Director	Brown	Gail	\$ 75,438
CAREER CENTER	CAREER CENTER	Assistant CC Director	Norton-Calles	Shannon	\$ 81,741
CAREER CENTER	CAREER CENTER	Budget Analyst/IT Manager	Durkin	Michael	\$ 79,581
CAREER CENTER	CAREER CENTER	Career Center Manager	Davidson	Maureen	\$ 71,319
CAREER CENTER	CAREER CENTER	Career Center Manager	Burke	Leslie	\$ 67,610
CAREER CENTER	CAREER CENTER	WIB Senior Program Manager	Brown	Gail	\$ 54,486
CAREER CENTER	CAREER CENTER	Workshop Specialist	Lloyd	Ellen	\$ 55,690
CAREER CENTER	CAREER CENTER	Workshop Specialist	O'Brien	Janet	\$ 55,690
CAREER CENTER	CAREER CENTER	Workshop Specialist	McIntosh	Robert	\$ 52,808
CAREER CENTER	CAREER CENTER	IT/Workshop Specialist	O'Connor	Timothy	\$ 54,231
CAREER CENTER	CAREER CENTER	Career Advisor I	Nou	Monica	\$ 50,505
CAREER CENTER	CAREER CENTER	Employer Services Specialist	Dolan	Molly	\$ 43,658

Function	Department	Position	Last Name	First Name	FY2015
CAREER CENTER	CAREER CENTER	Career Advisor I	Vacant		\$ 50,505
CAREER CENTER	CAREER CENTER	Career Advisor I	Gabriel	Maria	\$ 48,536
CAREER CENTER	CAREER CENTER	Grant Specialist	McCarthy	Shaun	\$ 48,536
CAREER CENTER	CAREER CENTER	School to Work Coordinator	Sturtevant	Cathy	\$ 48,536
CAREER CENTER	CAREER CENTER	Career Advisor I	Letourneau	Brenda	\$ 48,536
CAREER CENTER	CAREER CENTER	Administrative Assistant	Teles	Brenda	\$ 45,211
CAREER CENTER	CAREER CENTER	School to Work Coordinator	Sierra	Beatriz	\$ 46,031
CAREER CENTER	CAREER CENTER	Clerk	Vacant		\$ 40,144
CAREER CENTER	CAREER CENTER	Career Advisor II	Veillette	Amy	\$ 43,455
CAREER CENTER	CAREER CENTER	Staff Accountant	Rob Gignac		\$ 43,455
CAREER CENTER	CAREER CENTER	Career Advisor II	Norris	William	\$ 42,321
CAREER CENTER	CAREER CENTER	Career Advisor II	Colon-Rivera	Madeline	\$ 41,217
CAREER CENTER	CAREER CENTER	Career Advisor II	Paglia	Michael	\$ 41,217
CAREER CENTER	CAREER CENTER	Career Advisor I	Gagnon	Nancy	\$ 50,505
CAREER CENTER	CAREER CENTER	Youth Coordinator	Quinn	Bridget	\$ 41,217
CAREER CENTER	CAREER CENTER	Career Advisor II	Vacant		\$ 41,217
CAREER CENTER	CAREER CENTER	Summer Counselors	Temporary		\$ 22,000
CAREER CENTER	CAREER CENTER	Career Advisor II	Donovan	Heather	\$ 39,100
CAREER CENTER	CAREER CENTER	Career Advisor II	L'Heureux	Jennifer	\$ 41,217

FISCAL YEAR
2015

APPENDIX A

**MAKING SENSE OF YOUR
FISCAL YEAR 2014
TAX DOLLARS**

An overview of how your fiscal year 2014 tax dollars have been used.

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FROM THE DESK OF THE CITY MANAGER

Dear residents and taxpayers of Lowell:

I write, as I enter my first year as City Manager, to give you an update on Lowell’s FY14 budget, property assessments, and tax bills. Municipal finance can be confusing and nuanced, so it is my hope that this information will aid in your understanding of how these factors affect you directly.

Last June, the Lowell City Council adopted the operating budget for fiscal year 2014 (FY14) which 1) provided for a 0% increase in the tax levy; 2) supported the strategic goals and objectives of the former City Manager and the City Council, including critical investments in infrastructure, public safety, and education; and 3) continued the administration’s commitment to financial stewardship and allowed the city to address our OPEB liability, while maintaining reserves of nearly \$15 million.

The FY13 budget assumed a very small tax increase outside of new growth. Ultimately, when the Council set the tax rate in the fall, we were able to use additional revenues to achieve a zero “tax increase.” The average residential tax bill increased slightly because of relative property value changes between the residential and commercial property classes, but the impact on the average home was only \$37. In fact, the City’s commitment to keeping residential property taxes down is strong. Since 2007 only 37 communities’ average tax bills have risen less than Lowell’s. Of these, 30 have populations less than 20,000 and 23 are smaller than 5,000. This year, as we have just completed the tax setting process, **the increase to the average annual single family tax bill is only \$2.45.** This trend is unmatched throughout the Commonwealth, but it is also unsustainable in the long-term (see *Figure 52 below*).

I urge you to examine this document closely and to seek out answers to any questions you may have from my staff, whose contact information is available online via www.lowellma.gov. We are extremely proud of the results that we have been able to deliver and are likewise happy to explain the process to interested residents. The key to good government is an engaged citizenry and I truly hope that by better informing you, the residents and taxpayers of Lowell, we can build a more actively engaged community.

Very Truly Yours,

Kevin J. Murphy, City Manager

The City of Lowell continues to be an affordable place to Live, Work, and Play!

Figure 52 - FY2014 Tax Rates

COMMUNITY	FY14 TAX RATE (PER \$1,000)	TAX BILL \$200,000 HOME	TAX BILL \$250,000 HOME
LOWELL	\$15.14	\$3,028.00	\$3,785.00
TEWKSBURY	\$16.11	\$3,222.00	\$4,027.50
BROCKTON	\$18.13	\$3,626.00	\$4,532.50
WORCESTER	\$19.54	\$3,908.00	\$4,885.00
SPRINGFIELD	\$19.71	\$3,942.00	\$4,927.50
CHELMSFORD	\$18.98	\$3,796.00	\$4,745.00
LAWRENCE	\$15.61	\$3,122.00	\$3,902.50

FY2014 Total Operating Budget: \$316,995,368.38

Figure 53 - FY2014 Operating Expenses by Functional Group

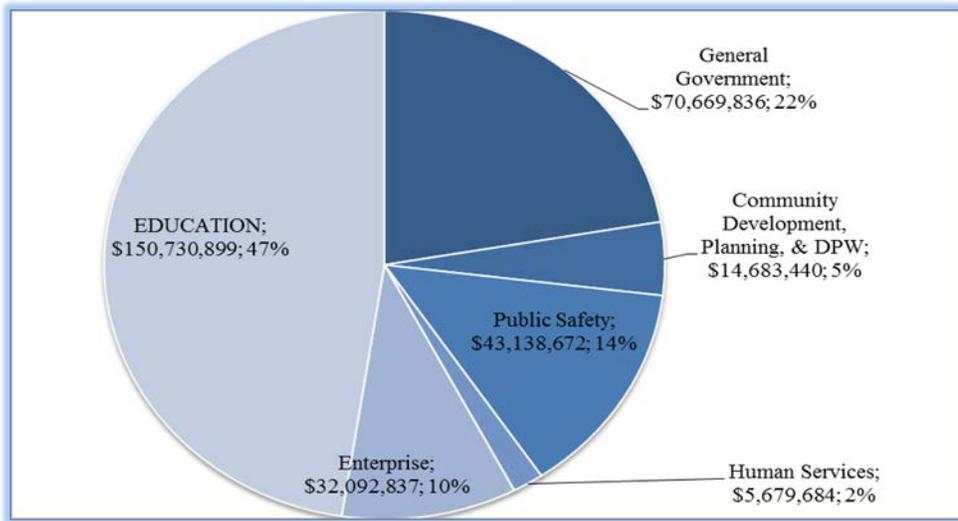
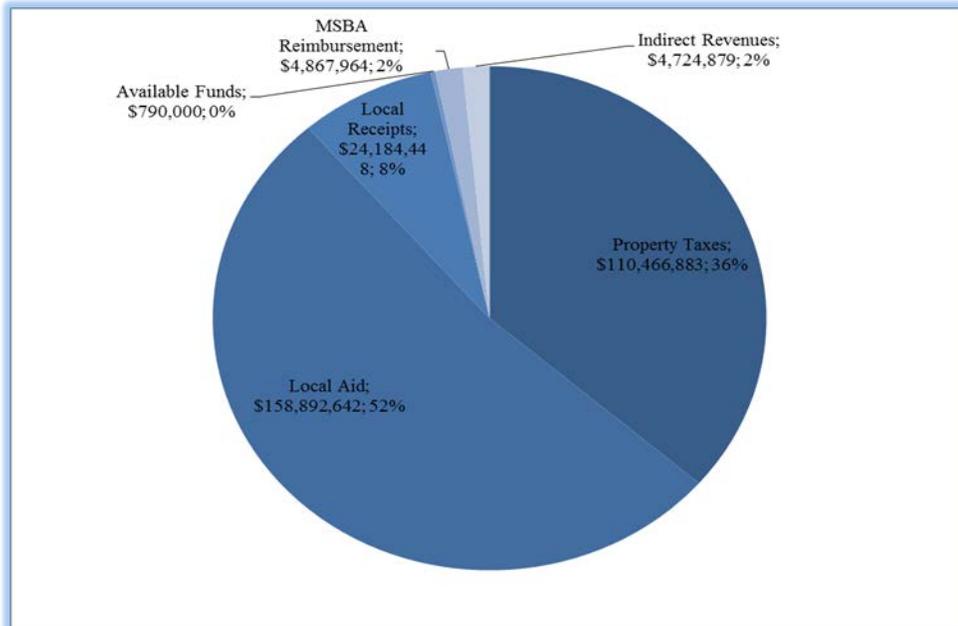


Figure 54 - FY2014 Operating Revenues



FY2014 General Fund Capital Plan: \$13,610,000

Figure 56 - FY2014 General Fund Capital Plan

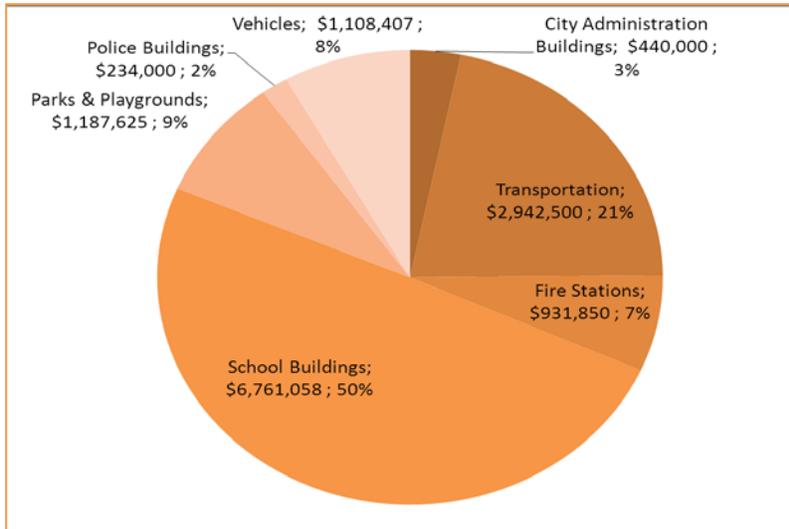
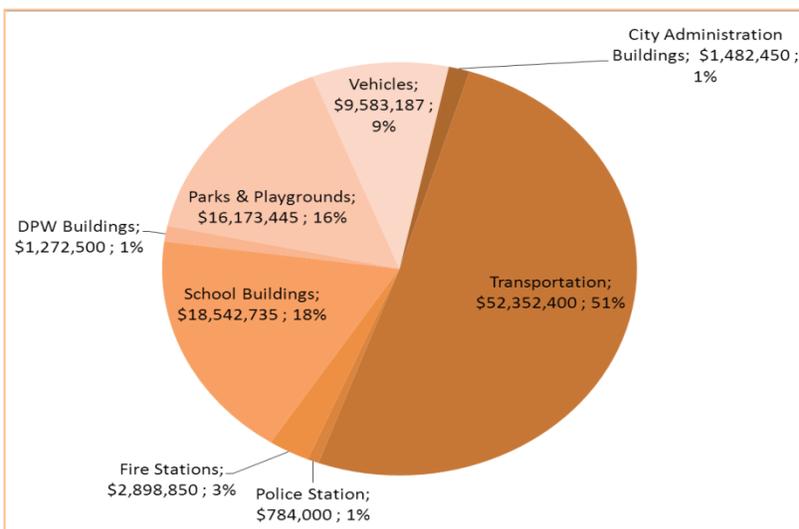


Figure 55 - FY2014 Capital Plan Projects

- Infrastructure needs (Paving, Sidewalk, etc)
- School Bathrooms
- Traffic Signalization
- Downtown 2-way Traffic Restoration
- O'Donnell Splash Pad
- HVAC Improvements – Various Schools
- Various School Door Replacements
- Emergency Generator – Senior Center
- Various Fire Station Renovations
- City Asbestos Abatement – City Hall
- Hall Attic Storage
- Cawley Stadium Snack Bar
- JFK Fire Alarm System
- City Council Chambers Renovation
- Fire Station Generators
- Various replacements of window, walkways, and lockers at LPS
- Cawley Track Renovations
- Butler Auditorium
- Highland Sports Complex
- Architect Study – Police/ Fire
- Wang Hot Water Heater

Figure 57 - FY2014 through FY2018 General Fund Capital Plan



BASIC FACTS ABOUT THE REAL ESTATE LEVY

Three major factors are responsible for calculating a tax bill:

- ❖ THE CITY BUDGET
- ❖ COMMERCIAL-RESIDENTIAL PROPERTY TAX CLASSIFICATION
- ❖ PROPERTY VALUES (ASSESSMENT)

CITY BUDGET

The adopted Fiscal Year 2014 Adopted Budget for Lowell’s General Fund of **\$284.9 million** is 2% greater than the FY13 Actual Budget. While the City has several different sources of revenue, property taxes support **38.8%** of the operating budget. The major source of revenue for Lowell comes from the State House in the form of Local Aid. In FY14 Lowell received **\$158.9 million** in Local Aid, although the lion’s share of this funding comes via the state’s Chapter 70 program, which is dedicated solely for use in public elementary and secondary schools. The total Chapter 70 funding accounted for **82%** of the total state aid. For FY14, the City projected that it must collect about **\$110.5 million** in property taxes. This is called the tax levy. Last year, the City administration was able to fund the FY13 budget without a tax increase other than new growth. This action increased our excess levy capacity from **\$6.4 million** in 2012 to **\$9.2 million** in 2013. When we set the tax rate in the fall of 2012, the average residential tax bill increased slightly because of relative property value changes between the residential and commercial property classes, but the impact on the average home’s annual bill was only **\$37**. As we have just recently set the tax rate for FY14 in the closing weeks of calendar year 2013, the administration and City Council have been able to make further strides towards their shared goal of holding the line on residential taxes. For fiscal year 2014, the average single family tax bill will increase by only **\$2.45 per year**.

Figure 58 – City of Lowell General Fund Operating Budget FY12-FY14

LOWELL GENERAL FUND OPERATING BUDGET		
FY12 Actual	FY13 Actual	FY14 Adopted
\$290.7 Million	\$295.5 Million	\$303.9 Million

Figure 59 - City of Lowell Tax Levy, FY12-FY14

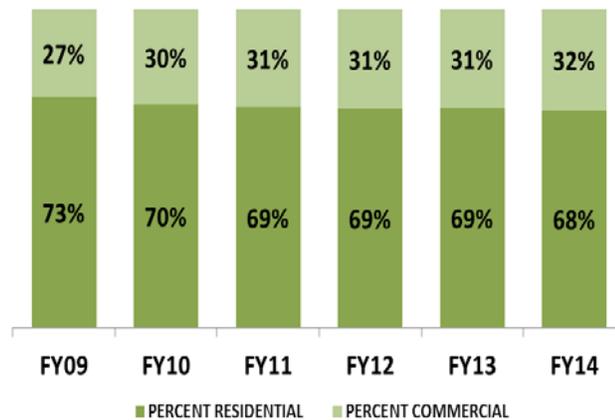
LOWELL TAX LEVY (Including New Growth)		
FY12 Actual	FY13 Actual	FY14 Adopted
\$104.5 Million	\$109.5 Million	\$110.5 Million

COMMERCIAL AND RESIDENTIAL PROPERTY TAX CLASSIFICATION

Municipalities are allowed to tax commercial property (i.e. office, industrial and retail buildings, hotels and personal property) at a higher tax rate than residential property. This process is known as property tax classification.

The State property tax classification law is complex, as are the formulas that determine how much the City may collect in property taxes from residential and commercial property owners. The property tax classification law limits the maximum shift from the residential tax rate to the commercial tax rate, which Lowell has taken advantage of each year. Under Massachusetts General Laws, neither the City Council nor the City administration is allowed to increase the proportion of the tax levy paid by commercial owners versus the proportion paid by residential owners of real estate above this limit. The property tax classification process has meant that over the past six years the commercial property owners have funded, on average, **30%** of the total tax levy.

Figure 60 - City of Lowell Property Tax Rates by Classification, FY09-FY14



The classification of residential and commercial property, as noted, is complex and has limits which impact the overall percentage of taxes paid by residential and commercial property owners. Commercial property owners as a group were required to pay 32% of the property tax levy in FY14, up from 27% in FY09, with the share paid by residential owners going down to 68% in FY14, from 73% in FY06.

PROPERTY VALUES (ASSESSMENT) AND ECONOMIC DEVELOPMENT

An additional component to the tax levy includes economic development and new growth. Lowell has made incredible strides in the area of **Place Making**, capitalizing on a local community’s assets, inspiration, and potential, ultimately creating good public spaces that promote people’s health, happiness, and well-being. The results of these efforts are bearing fruit in both the residential and commercial real estate markets. According to the Warren Group, average single family home prices have increased **10.3% since 2008** and **16.2% in the last year**. There has been **\$120 million** in investments in new health care facilities over the last 4 years and **\$625 million** in new education facilities since 2007. **1,657** new housing units have been built in Lowell’s downtown and now **91.5%** of the 5,175,765 square feet of Downtown mills that were vacant in the

1970s have been redeveloped. The chart below shows the percentage of total value of residential and commercial property.

Property values are established independent of the City Budget and Tax Classification. The Massachusetts Department of Revenue requires that all property be assessed annually, using approved mass appraisal techniques, at 100% of full and fair cash value. Individual assessments may rise or fall based upon market activities for similar properties and capital improvements. Fiscal year assessments are the property values as of the previous January 1st. The FY14 property tax bills are based on the assessed value as of January 1, 2013, using calendar 2012 market activity. The tax rate is established by dividing the tax levy by total property value. Your property tax bill is calculated by multiplying your property's value by the tax rate. The chart below illustrates that the total residential value has increased at a slightly higher rate than the total commercial value. During the past six years, the total residential value has decreased by 18.9% as compared to a 0.2% decrease for commercial, industrial, and personal (CIP) property values.

Figure 61 - Residential vs CIP Property Values, FY09-FY14

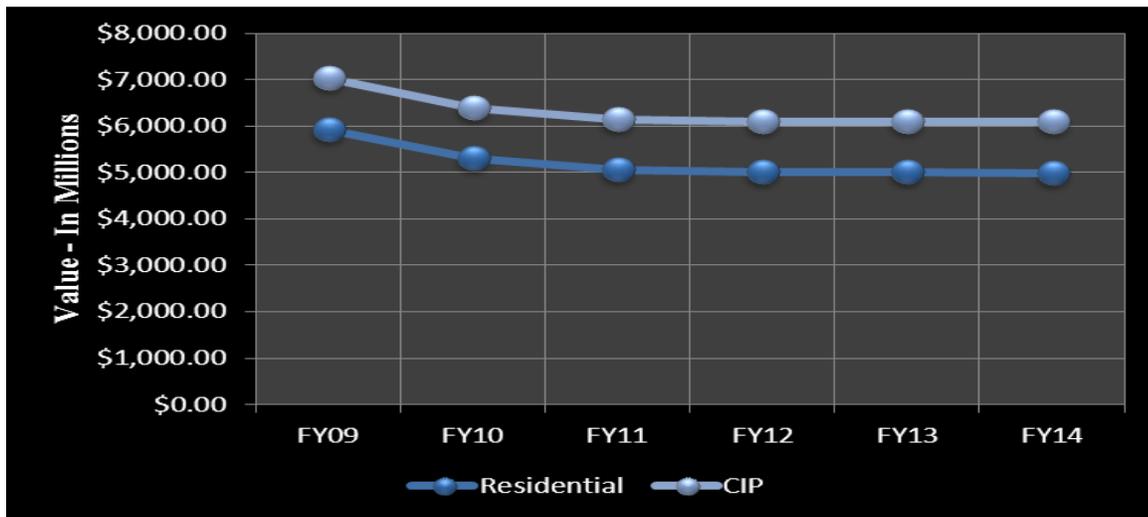


Figure 62 - City of Lowell Average Family Tax Bill vs MA State Average, FY2000 - FY2013

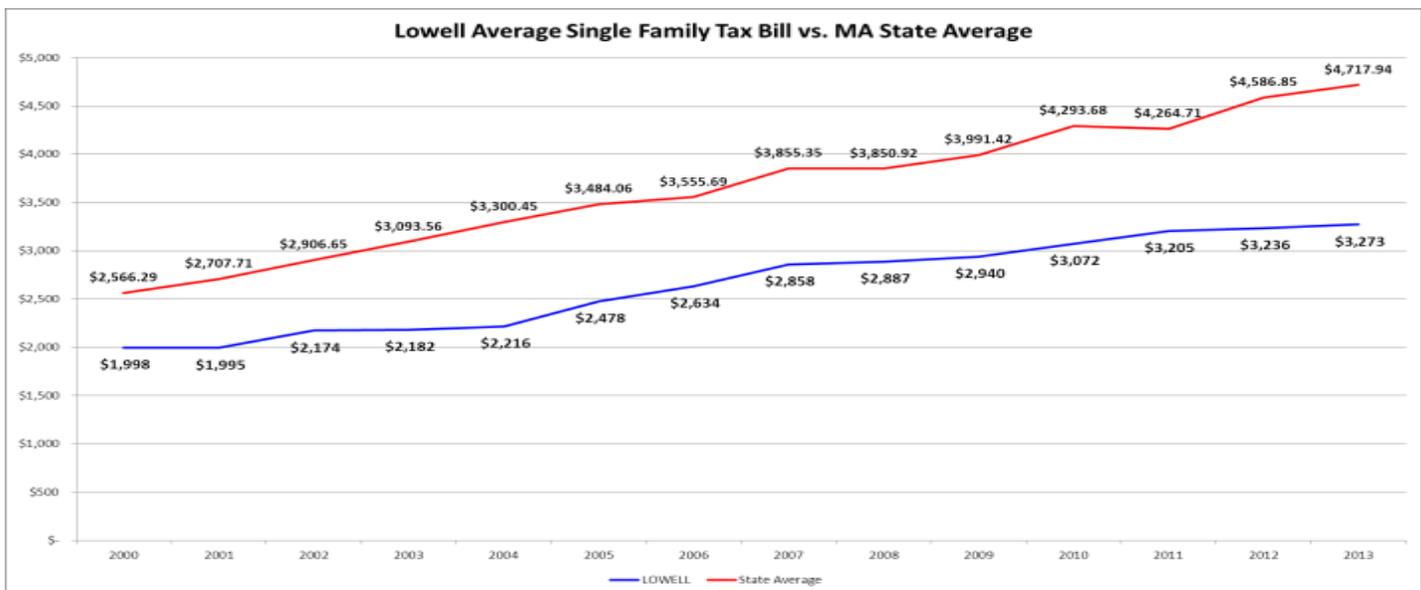


Figure 65 - FY2014 Commercial Rates for Communities with Split Tax Rates

DID YOU KNOW THAT LOWELL ALSO HAS A FAVORABLE COMMERCIAL TAX RATE							
FY2014 COMMERCIAL RATES FOR COMMUNITIES WITH SPLIT TAX RATES							
Everett	\$43.04	LOWELL	\$31.32	Lawrence	\$33.41	Burlington	\$31.70
Framingham	\$39.98	Springfield	\$38.98	Billerica	\$32.89	Worcester	\$30.85
Holyoke	\$39.97	Bedford	\$33.80	Wilmington	\$32.08	Boston	\$31.96

Figure 64 - FY2014 Top 10 City of Lowell Real Estate Tax Payers

TOP 10 CITY	LAND USE	ASSESSED VALUATION	AMOUNT OF TAXES	% OF TOTAL TAX LEVY
1 CROSS POINT	OFFICE SPACE	\$89,827,762.00	\$2,852,031.00	2.7%
2 ENEL GREEN POWER	INDUSTRIAL	\$39,254,000.00	\$1,245,315.00	1.2%
3 WINSTANLEY ENTERPRISES	FACTORY	\$23,851,451.00	\$757,284.00	0.7%
4 LOWES *	COMMERCIAL	\$23,346,000.00	\$741,235.00	0.7%
5 VALLEY PROPERTIES	RETAIL	\$11,803,000.00	\$740,441.00	0.7%
6 SHOWCASE CINEMA	COMMERCIAL	\$10,124,400.00	\$586,721.00	0.6%
7 WESTMINSTER VILLAGE	RESIDENTIAL 8+ UNITS	\$28,944,400.00	\$436,632.00	0.4%
8 TARGET	COMMERCIAL	\$9,907,300.00	\$314,557.00	0.3%
9 NORTH CANAL	MIXED USE	\$19,581,100.00	\$296,458.00	0.3%
10 WANNALANCIT	LIGHT INDUSTRY/ INST.	\$8,809,100.00	\$279,689.00	0.3%

Figure 63 - What the Rating Agencies are saying about the City of Lowell

What Do The Ratings Agencies Say?

As a result of very favorable impressions about the City during a late August tour of various economic development sites in Lowell, two rating agencies upgraded their outlook for the City’s future. Standard & Poor’s upgraded Lowell’s long-term bond rating from A to A+ and Moody’s Investors Services affirmed Lowell’s long-term bond rating of A1, and assigned a new “positive” outlook to the City

“The city has been improving its financial position over the years by improving financial policies and practices. Overall, we consider the city’s financial management practices “good” under our Financial Management Assessment methodology...”

-Standard & Poor’s – September 2013

“The positive outlook reflects the city’s improved financial position, including an increase in excess levy capacity to \$12 million, and reductions in the city’s long term OPEB liability. Additionally, the positive outlook reflects our expectation that the city’s tax base will continue to grow given ongoing development activity, including taxable development ancillary to the expansion of the University of Massachusetts-Lowell.”

-Moody’s Investors Services – September 2013

MOTOR VEHICLE EXCISE

All Massachusetts residents who own and operate a motor vehicle must pay an annual motor vehicle excise. The excise is levied by the city or town in which the vehicle is principally garaged. Motor excise bills are created from vehicle registration data collected by the Registry of Motor Vehicles (RMV). The RMV sends billing information to the city or town, which is then responsible for mailing the bills and collecting the tax.

WHEN ARE MOTOR VEHICLE EXCISE BILLS SENT?

Most people receive their excise bill in February. However, if you buy a car or move into the state during the year, you will receive your first excise tax bill a few months after the car is registered. This bill will be pro-rated for the portion of the year that you own and operate that vehicle in the State of Massachusetts. Thereafter, you will receive your bill in February.

HOW IS MY EXCISE BILL CALCULATED?

Each motor vehicle is levied a tax at the rate of \$25 per one thousand dollars of valuation. The value of the vehicle is determined by the State using a formula that considers the manufacturer's list price for vehicles in their year of manufacture and the age of the vehicle. The State formula is shown below:

Figure 66 - MA Motor Vehicle Excise Formula

YEAR	PERCENT
In the year preceding the designated year of manufacture	50%
Year of manufacture	90%
Second year	60%
Third year	40%
Fourth year	25%
Fifth and succeeding years	10%

IF I MOVE, WHO DO I CONTACT TO GIVE CHANGE OF ADDRESS INFORMATION?

You must inform the RMV of any change in address. Prompt notification of address changes will help ensure that you receive your bill. It is important to note that where you live on Jan 1 of each year dictates where the bill will be sent. If you move after that date, you must contact the community in which you resided on Jan. 1 to make sure that you get that year's bill.

WHO DO I CONTACT IF I DO NOT RECEIVE A BILL?

Contact the City Assessor's Department at **978-674-4220**. According to Chapter 60A, Section 2 of Massachusetts General Laws, a person who does not receive a bill is still liable for the excise plus any interest charges and penalties that accrue. Therefore, it is the responsibility of the owner to contact the City in the event that a bill is not received or forwarded from a former address.

WHAT ARE THE PENALTIES FOR LATE PAYMENT OR FOR NOT PAYING MY EXCISE BILL?

If excise is not paid within 30 days, interest will accrue on the overdue bill at an annual rate of 12% from the day after the due date. Additional fees of up to \$64 may be added to an unpaid excise bill. If the bill is not paid within a year of issue, the City will notify the Registry of Motor Vehicles and the owner will be unable to renew the car's registration and/or renew a driver's license until the bill has been paid.

FISCAL YEAR

2015

APPENDIX B

**CITY OF LOWELL
PERFORMANCE
MEASUREMENTS**

A discussion on performance measurements, benchmarking,
and outcome-based budgeting at the municipal level.

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Why Use Performance Measurements?

Overview

The municipal environment is changing. Supporting revenues from the state continue to either stagnate or decline, while government continues to grow in complexity (often in response to new regulations or unfunded mandates), and citizens continue to demand new or increased services.

One of the most difficult tasks for local government officials to do is to find a way to convey to citizens what and how well their government is doing. How are programs operating? Is funding being spent in a cost-effective manner? What accountability is in place for the taxpayer? Measuring government's performance and how it meets these needs is a complex and multidimensional task. Properly implemented, performance measurements can provide the data necessary to identify strengths and challenges in the programs which the City of Lowell delivers, so that they be adjusted appropriately to perform at acceptable levels, and properly allocate the City's scarce resources in order to improve citizen satisfaction.

Performance measurement is primarily a long-term strategic methodology concept, while *performance budgeting* is a year-to-year concept used to adjust and allocate budget resources. While the two concepts are separate, they are inextricably linked, performance measurement is a management tool to help the management team ask the right questions and find the best answers to the constantly shifting challenges of government.

“ If you don't measure results, you can't tell success from failure.
If you can't see success, you can't reward it.
If you can't reward success, you're probably rewarding failure.
If you can't see success, you can't learn from it.
If you can't recognize failure, you can't correct it.
If you can demonstrate results, you can win public support.”⁶

What is Performance Measurement?

Performance measurement is the regular systematic collection, analysis, and reporting of data that tracks resources used, work produced, and whether specific outcomes were achieved by an organization. Tracking this data allows the organization to maximize the effectiveness of local government service provision.

Because performance measurements need time to establish a baseline and to identify any deviations from that baseline, they are seen as a long-term strategic tool. Performance measurements provide a way to quantify how well local government is doing compared to previous years and other similar communities by comparing the progression of outcome data from one year to the next.

⁶ David Osborne & Ted Gaebler, *REINVENTING GOVERNMENT* (Addison-Wesley, 1992)

Performance Measurement Governing Principles

There are four generally accepted principles which help establish the framework which governs performance measurement:

1. Establish broad goals to guide government decision making.

As an old adage explains “If you don’t know where you are going, any road will get you there.”

In order to know what you want to measure, you need to know what policies, programs, service types, and service levels you want to enforce and deliver in the near-term and long-term.

This budget document’s [Strategic Goals and Objectives](#), serves to outline the broad goals which guide the FY 2015 budget and performance measurements.

2. Develop approaches to achieve goals.

Developing specific policies, plans, programs, and management strategies to define how the goals will be achieved, in order to answer the questions “How are we going to do this?” and “How are we going to get there?”

The City’s commitment to the LowellSTAT program encourages this dialogue via a multidimensional and cross-functional approach.

3. Develop a budget with approaches to achieve goals.

Adoption a financial plan and budget that moves toward achievement of these goals within the constraints of available resources is essential. The preparation of a carefully crafted financial plan and governing policies, a well thought out capital plan, and a properly prepared budget is critical.

This budget document has been carefully examined and scrutinized to ensure that it will assist in achieving the goals established by the City Council and the management team.

4. Evaluate performance and make adjustments.

Without iterative feedback and adjustments, performance measurements will fail. Goals and financial performance need to be continually evaluated and adjustments made in order to ensure success of the outlined goals. Budgets, policies, and/or plans may all need to be adjusted based on the performance data.

The City’s LowellSTAT program encourages small and incremental changes (measured responses to data) as necessary based on performance data, since they are far more likely to produce the desired results, than large sweeping changes without “a complete picture.”

Developing SMART Targets and Goals

While establishing targets and goals may sound easy, it isn't. They can't be created in a vacuum, and often require a base line or benchmark to measure against, otherwise it becomes extremely difficult to actually measure the performance associated with the desired target or goal. When creating targets and goals, some recommendations to consider include:

- Set a target based on previous performance; preferably some level of improvement that is reasonably attainable.
- Consider benchmarking against the best. How are we doing compared to the best, most efficient people providing the same services? If that is too daunting, benchmark against the average with a target of exceeding the average performance.
- Consider the outcomes achieved in the past by other parts of the organization.
- Consider the performance levels achieved by other jurisdictions or private firms with similar activities, workloads, and/or customers.
- Ensure your selected targets are feasible based on your staffing levels and budget.
- Be aware of any changes or new development which may affect your ability to achieve the target or goal you have selected.
- Keep in mind that targets do not have to be for a single value; a target range is acceptable, especially in areas where there is a good deal of uncertainty. This allows you to further refine next year's target!

When establishing a target or a goal, it is often suggested that they be SMART:

- **S**pecific – is the goal clear and to the point?
- **M**easurable – can you tell if it has been accomplished?
- **A**ttainable – is it a realistic goal?
- **R**elevant – is it a priority of the organization?
- **T**rackable – can results be compared over time?

Some examples of **SMART** and **not SMART** goals include:

- A **SMART** goal might read: "To respond to all fire calls within the City within 7 minutes of dispatch.", whereas a goal which is **not SMART** might read: "To protect all property within the City to a high level of safety."
- A **SMART** goal might read: "To process all building permit requests within 48 hours of application.", whereas a goal which is **not SMART** might read: "To process all building permit requests in the shortest time possible."

In the examples above, the **not SMART** examples are neither measurable nor trackable.

Performance Indicators

Performance indicators are specific numerical values which are often associated with each aspect of performance which is under consideration. Generally speaking, they must be quantifiable, measureable, relevant, understandable, timely, and are accompanied by explanatory data. When considering performance indicators, the actual values (used, consumed, or otherwise reported), not the amounts budgeted, are the relevant numbers.

Performance indicators generally include the following:

- ***Input Indicators*** are resources invested into, dedicated for, or consumed by an initiative (e.g., services, programs, projects, etc.). Inputs typically include money (regardless of source), staffing (including volunteers and contractors, and their direct/indirect costs such as markups or fringe benefits), staff time, facilities, equipment (e.g., technology resources) and supplies (e.g., materials). For example:

If the Police DARE program is considered, input indicators might include the person-hours expended by the DARE officer, vehicle costs, costs of DARE shirts, and cost of presentation materials, along with other relevant costs. Inputs are the resources used to produce outputs and outcomes.

- ***Output Indicators*** are the direct product of initiative activities, and are used to measure the quantity or volume of work accomplished, services delivered. Note that activities are what a program does with the inputs in order to fulfill its mission; activities include the strategies, techniques and types of services that compromise a program's service methodology (e.g., workshops, outreach, inspections, assessments, monitoring, etc.). *Output indicators are often synonymous with workload indicators.* Examples might include:

- How many miles of sewer pipe have been visually inspected?
- How many citizens have been served?
- How many fires have been responded to?
- How many arrests have been made?

- ***Efficiency Indicators*** are determined by using the ratio of inputs used per unit of output (or output per unit). This includes cost per item produced, services provided or a client served, production or turnaround time, and is sometimes viewed as the cost per result achieved or the timeliness of the results. Examples might include:

Cost per unit:

- Cost per ton of refuse collected
- Cost per mile of street or road paved
- Cost per inspection
- Cost per counter transaction

Productivity:

- Hours per customer complaint

- Plans reviewed per reviewer
 - Inspections per inspector
 - Arrests made per officer
 - Payments processed per clerk
- **Service Quality Indicators** relate to how satisfied customers/citizens are, how accurately a service is provided, and/or how timely a service is provided. Examples might include:
 - Percentage of respondents satisfied with service
 - Frequency of repeat repairs
 - Average wait time
 - **Outcome Indicators** measure success and allow us to assess program impact and effectiveness. These are the benefits resulting from initiative activities, and are often categorized as either short-term (e.g., awareness, knowledge, attitudes, skills, etc.), medium-term (e.g., behavior, decisions, policies, etc.), or long-term (e.g., conditions related to safety, the economy, social issues, environmental issues, or civic issues). Outcome indicators are the result of your initiatives' efforts and resource expenditures. While *outputs* are what work the organization does, *outcomes* are what these outputs accomplish, and focus on the “why” of providing a specific service. Examples might include:
 - Increased skill level of personnel
 - Increased citizen education
 - Prevalence of smoke detectors
 - Percentage of buildings with fire code violations
 - Increase in job trainees who hold a job for more than six months
 - Decrease in low birth-rate babies
 - Increase in the percent of late bills collected

How Do Efficiency and Effectiveness Factor In?

Though often viewed as synonymous, when discussing performance measurements, efficiency and effectiveness really are different.

- *Efficiency* is related to the cost value, such as the lowest costs for a given output level. In performance measurement, the ratio of the total input to useful output or outcome is referred to as “efficiency”. Sometimes, efficiency is described as the production of the desired effects or results with minimum waste of time, effort, or skill.
- *Effectiveness* is related to the actual service level. In performance measurement, an effort is “effective” if it is adequate to accomplish the proposed task and produces the intended or expected results.

Can you be effective without being efficient? Yes! Efficiency is doing something with the least possible expenditure of resources; effectiveness is doing something well without regard to cost or level of resource expenditures.

Now What?

Small steps are what get you from here to where you want to go.

During the past few years, various department statistics and data points have been gathered. During this year's FY 2015 budget, they have been pared down to only display a few years' data. For FY 2016, the data will be aggregated and incorporated into true performance measures, based on the material in this appendix.

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APPENDIX C

**CITY OF LOWELL
FINANCIAL MANAGEMENT
POLICIES AND OBJECTIVES**

The City of Lowell's general policies and objectives regarding how the City's finances are to be managed and handled.

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Overview

It is the policy of the City of Lowell that financial management be conducted with the objectives of providing municipal service in an efficient, effective and consistent manner that aligns with public policy goals as set forth by the City Manager.

To help ensure the City's financial stewardship, an established program of managing the City's finances becomes essential. To this end, the City manager seeks policies and procedures that are financially prudent and in the City's best economic interest. The City Manager promulgates these Financial Policies consistent with his responsibilities.

In adherence to this policy, the City shall pursue the following objectives:

- To set forth operational principles that minimize the cost of government to the extent consistent with services desired by the public and that minimize financial risk;
- To continue effective financial management within the City that conforms to generally accepted accounting principles;
- To simplify, clarify and modernize the financial systems of the City as the need occurs;
- To provide increased public confidence in public financial management;
- To protect and enhance the City's credit rating and prevent default on any municipal debts;
- And to provide safeguards to ensure the quality and integrity of the financial systems.

In order to obtain the above objectives, the City Manager submits the following policies for Council adoption:

A. ACCOUNTING, AUDITING AND FINANCIAL PLANNING

1. The City will utilize accounting practices that conform to generally accepted accounting principles (GAAP) as set forth by the Government Accounting Standards Board (GASB). The City will comply with GASB Statement 45 by Fiscal Year 2008 and continue to track and report other post-employment benefits.
2. An annual audit will be performed by an independent public accounting firm.
3. A Management Letter, a by-product of an annual audit, shall be provided by the independent public accounting firm no later than March 1. Additional findings and recommendations may be communicated in a separate letter to be provided no later than April 1.
4. A five-year financial forecast shall be prepared annually by the Chief Financial Officer, projecting revenues and expenditures for all operating funds. This forecast shall be used as a planning tool in developing the following year's operating budget and capital improvements plan, when developed.

B. GENERAL FUND

1. Current revenues will be sufficient to support current expenditures.
2. Debt will not be used to fund current operating expenditures.
3. Reserves, such as the Free Cash and Stabilization Funds (excluding the mandated Chapter 17 special reserve), should be maintained between 5 and 10 percent of general operating revenues. Reserves shall be used to provide for temporary financing for unanticipated or unforeseen extraordinary needs of an emergency nature; for example, costs related to a natural disaster or calamity, an unexpected liability created by Federal or State legislation, immediate public safety or health needs, revenue shortfalls, opportunities to achieve long-term cost savings, or planned capital investments and related debt service. Reserves will not be used to fund recurring budget items.

Funds shall be allocated from reserves only after an analysis and utilization plan has been prepared by the City Manager and presented to the City Council. The analysis shall provide sufficient evidence to establish that the remaining balance is adequate to offset potential downturns in revenue sources and provide a sufficient cash balance for daily financial needs. The analysis and utilization plan shall strive to maintain net non-exempt debt at 4 percent of the gross general fund revenues, deducting for project reimbursements such as the School Building Assistance funds from the State.

As of the date of acceptance of these policies, the Chief Financial Officer will incorporate into the 5-year forecast a five-year plan to build reserves to the 5 to 10 percent target.

Thereafter, funds shall be allocated each year in the budget process to replace any use of reserves funds during the preceding fiscal year to maintain the balance of the reserves at between 5 and 10 percent of budgeted expenditures.

The amount the City has in its reserves balance plays a major role in the City's bond rating. A sudden decline in reserves may be temporary or a planned event but consistent balances below the 5 percent floor may indicate a problem in meeting current expenditures and revenue targets, subsidizing the current operating budget, planned capital investments, or utilizing reserves for purposes not planned.

4. Free Cash in excess of the goal reserve amount should be used for non-recurring emergency expenditures or appropriated to a stabilization fund for future capital projects and equipment purchases or used to provide property tax relief.
5. The year-to-year increase of actual revenue from the levy of the ad valorem (property) tax shall generally not exceed 2.5 percent (Proposition 2 ½), with the exception of the value gained through new construction or expenditure increases funded outside the tax limit cap (exclusions or overrides).
6. Interim revaluations of official recertification of property values should occur every year.

7. The Treasurer/Collector shall follow an aggressive policy of collecting property tax revenues. An average collection rate of at least 95 percent of current levy shall be maintained.
8. Charges for service and other revenue shall be examined at least every three years and adjusted as deemed necessary to respond to changes in cost of service.
9. An adequate level of maintenance and replacement will be funded addressed in the capital plan referenced above. Capital facilities and equipment should be properly maintained and tied to proper repair and maintenance procedures and funding.
10. The City will avoid budgetary procedures that balance current expenditures at the expense of meeting future year's expenses, such as delaying expenditures until the next fiscal year or rolling over short-term debt.

C. GENERAL OBLIGATION DEBT

1. The requirements for debt financing shall be an expenditure of at least \$25,000 and a useful life in excess of five (5) years.
2. The term of long-term debt generally shall not exceed the expected useful life of the capital asset being financed and, in no case, shall it exceed thirty years. Long-term debt should not be incurred without a clear identification of its financing sources.
3. The ratio of Net Debt (Total outstanding City of Lowell General Obligation debt less reimbursements and rate-funded debt) to The City's total assessed valuation shall not exceed 1.5 percent. This excludes debt of overlapping jurisdictions.
4. The General Fund non-exempt debt service shall not exceed 10 percent of General Fund revenues.
5. Excess appropriated bond issues shall remain in a capital projects fund at the end of a project completion until appropriated out by City Council vote. The recaptured funds shall only be used to 1) make bulk principal pay downs against general bond debt or 2) pay down the principal on any bond issue at the time of refinancing or 3) to fund new capital projects.
6. The City will attempt to maintain a long-term debt schedule so that at least 50 percent of outstanding principal will be paid within ten years.

D. OFFSET RECEIPTS AND ENTERPRISE FUNDS IN GENERAL

1. The City shall establish and maintain enterprise funds pursuant to MGL Chapter 44, Section 53F1/2 wherever possible in order to ensure annual operation and maintenance needs are met and such services are financed in an equitable manner.

2. The term of debt for offset receipts and enterprise funds generally shall not exceed the useful life of the asset and in no case shall the term exceed thirty years.
3. Short-term debt, including tax-exempt commercial paper, shall be used when authorized for interim financing of capital projects. The term of short-term debt shall not exceed five years. Total short-term debt shall generally not exceed 10 percent of outstanding long-term debt.
4. Ongoing routine, preventive maintenance should be funded on a pay-as-you go basis.
5. All Enterprise funds shall maintain available fund balances, as defined by MGL Chapter 59, section 23, as amended, equivalent to 30 days of budgeted operations and maintenance expense.
6. Rates enterprise funds shall be designed to generate sufficient revenues to support the full cost (direct and indirect) of operations and debt and provide debt service coverage, if applicable, and to ensure adequate and appropriate levels of working capital. Fees should be reviewed annually in relation to the cost of providing the service.

E. GIFTS AND GRANTS

1. All grants shall be managed to comply with the laws, regulations and guidance of the grantor and all gifts and donations shall be managed and expended according to the wishes and instructions of the donor.
2. All gifts and grants shall be evaluated for suitability and consistency to City policies. They shall also be formally accepted by both the City Manager and the City Council.

F. TRUST FUND MANAGEMENT

It is the policy of the City of Lowell that trust fund management be consistent with the legal requirements, including City ordinances, and spirit of each respective trust document and, to the maximum extent possible, realize the purpose the trusts were intended to achieve.

Trust fund management will be conducted with the primary objectives of:

- a) Conformance to each trust document's specified purpose, legal requirements, and administrative guidelines;
- b) Adherence to all state law and local ordinances providing for the administration and investment of municipal trusts;
- c) Preservation of capital;
- d) Maintenance of security of trust funds and investments;
- e) Maximization of total return for each trust fund;
- f) Efficient disbursement of funds on an equitable basis; and
- g) Effective collection of all sums due to the trusts.

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APPENDIX D

**CITY OF LOWELL
INVESTMENT POLICY**

The City of Lowell's general policies and objectives regarding how the City's investments are to be managed and handled.

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1. Flow of Information

The Investment of General Funds (Including Stabilization and Capital Investment Funds), Special Revenue Funds, Enterprise Funds and Capital Projects Funds

A. Scope

This section of the policy applies to most city funds such as general funds (including the city's stabilization and capital investment funds), special revenue funds, enterprise funds, bond proceeds and capital project funds. A separate contributory retirement board is responsible for the investment of the pension funds.

B. Objectives

Massachusetts General Laws Chapter 44 §55B requires the municipal/district treasurer to invest all public funds except those required to be kept uninvested for purposes of immediate distribution. Modern banking systems enable the public treasurer to maintain even these funds in interest bearing form until the date a disbursement order clears through the banking system.

The state law further requires that invested funds are to be placed at the highest possible rate of interest reasonably available, taking account of safety, liquidity and yield. Therefore, these guidelines are intended to further the objective of securing the highest return that is consistent with safety of principal while meeting the daily cash requirements for the operation of the entity's business.

- **Safety** of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital through the mitigation of credit risk and interest rate risk. These risks shall be mitigated by the diversification and prudent selection of investment instruments and choice of depository. Credit risk is the risk of loss due to the failure of the security issuer or backer. Interest rate risk is the risk that the market value of the security will fall due to changes in general interest rates.
- **Liquidity** is the next most important objective. The overall investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. Since all possible cash demands cannot be anticipated, the treasurer shall carry out investment activities in a manner that provides for meeting unusual cash demands without the liquidation of investments that could result in forfeiture of accrued interest earnings and loss of principal in some cases.
- **Yield** is the third, and last, objective. Investments shall be undertaken so as to achieve a fair market average rate of return, taking into account safety and liquidity constraints as well as all legal requirements.

C. Investment Instruments

Note: Public investments in Massachusetts are not protected through provisions in state law. Therefore, they are largely uncollateralized. Many banking institutions are willing to put up collateral, albeit at a cost to the entity of a lower interest rate. The treasurer negotiates for the highest rates possible, consistent with safety principles.

The treasurer may invest in the following instruments:

- Massachusetts State Pooled Fund: Unlimited amounts (pool is liquid).
- The Massachusetts Municipal Depository Trust (MMDT), an investment pool for state, local, county and other independent governmental authorities, is under the auspices of the State Treasurer and currently managed by Fidelity Investments. It invests in Bankers Acceptances, Commercial Paper of high quality, Bank Certificates of Deposit (C.D.s), Repurchase Agreements (Repos) and U. S. Treasury Obligations. It has Federal Deposit Insurance Corporation (F.D.I.C.) pass-through insurance on the C.D.'s and takes delivery on the Repos and Treasuries. Under Government Accounting Standards Board Regulation (GASB III), it is not considered an uncollateralized product.
- U. S. Treasuries that will be held to maturity: Unlimited amounts (up to one year maturity from date of purchase).
- U.S. Agency obligations that will be held to maturity: Unlimited amounts (up to one year maturity from date of purchase).
- Bank accounts or Certificates of Deposit, hitherto termed C.D.'s. (up to one year) which are fully collateralized through a third party agreement: Unlimited amounts.
- Bank accounts and C.D.'s (up to one year) insured by F.D.I.C. up to \$100,000 limit. All bank accounts and C.D.'s in one institution are considered in the aggregate to receive the \$100,000 insurance coverage. In some cases banking institutions carry additional insurance, Depository Insurance Fund of Massachusetts (D.I.F.M). Unsecured bank deposits of any kind such as other checking, savings, money market or Certificates of Deposit accounts at banks that do not fit the above categories. These investments are subject to the following limitations: These investments will be limited to no more than 5 percent of an institution's assets and no more than 10 percent of a municipality's cash. Their credit worthiness will be tracked by Veribanc, Sheshunoff, or other bank credit worthiness reporting systems. They will be diversified as much as possible. C.D.'s will be purchased for no more than three months and will be reviewed frequently.
- Money Market Mutual Funds that are registered with the Securities and Exchange Commission that have received the highest possible rating from at least one nationally recognized statistical rating organization and as otherwise referenced in the Massachusetts General Law Chapter 44 §55.

D. Diversification

Diversification shall be interpreted in two ways: in terms of maturity, as well as instrument type and issuer. The diversification concept shall include prohibition against over-concentration of maturities as well as concentration in a specific institution. With the exception of U.S. Treasury obligations or investments fully collateralized by U.S. Treasuries or agencies, and state pools (MMDT), no more than 50 percent of the city's investments shall be invested in a single financial institution.

E. Authorization

The treasurer has authority to invest municipality/district funds, subject to the statutes of the Commonwealth of Massachusetts General Law Chapter 44 §§55,55A and 55B.

F. Ethics

The treasurer (and any assistant treasurers) shall refrain from any personal activity that may conflict with the proper execution of the investment program or which could impair or appear to

impair ability to make impartial investment decisions. Said individuals shall disclose to the chief executive officer any material financial interest in financial institutions that do business with the City. They shall also disclose any large personal financial investment positions or loans that could be related to the performance of the City's investments.

G. Relationship with Financial Institutions

Financial institutions shall be selected first and foremost with regard to safety. Municipalities/districts shall subscribe to and use one or more of the recognized bank rating services, such as Veribanc or Sheshunoff. Brokers shall be recognized, reputable dealers.

When using the Veribanc rating service, the treasurer may invest in such banks that show a green rating in a particular quarter. If a rating is yellow, the treasurer shall contact the appropriate banking institution and request in writing an explanation of the change in rating and the expected time table for it to be changed to green.

If for a second quarter such rating has not been corrected, the treasurer shall consider removing all funds that are not collateralized, or carries some form of depositors insurance. If a rating moves to red, all money shall be immediately collateralized or covered by some form of depositors insurance or be removed from the banking institution. The treasurer shall require any brokerage houses and broker/dealers wishing to do business with the municipality to supply the following information to the treasurer:

- Audited financial statements.
- Proof of National Association of Security Dealers certification.
- A statement that the dealer has read the municipality's investment policy and will comply with it.
- Proof of credit worthiness (minimum standards: at least five years in operation and a minimum capital of 10 million dollars).

H. Reporting Requirements

On an annual basis, a report containing the following information will be prepared by the treasurer and distributed to the City Manager and the Chief Financial Officer. The annual report will include the following information, as a minimum requirement:

- A listing of the individual accounts and individual securities held at the end of the reporting period.
- A listing of the short-term investment portfolio by security type and maturity to ensure compliance with the diversification and maturity guidelines established in the "Diversification" section of this Investment Policy.
- A summary of the income earned on a monthly basis and year to date basis shall be reported.
- The municipal treasurer shall include in the report a brief statement of general market and economic conditions and other factors that may affect the City's cash position.
- The report shall demonstrate the degree of compliance with the tenets set forth in the Investment Policy.

I. Restrictions

MGL Chapter 44 §55 set forth the several restrictions that the treasurer must be aware of when making investment selections, as follows:

- A treasurer shall not at any one time have on deposit in a bank or trust company an amount exceeding 60 percent of the capital and surplus of such bank or trust company, or banking company, unless satisfactory security is given to it by such bank or trust company, or banking company for such excess.
- The treasurer shall not make a deposit in any bank, trust company or banking company that he is associated as an officer or employee, or has been the same for any time during the three years immediately preceding the date of any such deposit.
- All securities shall have a maturity from date of purchase of one year or less.
- Purchases under an agreement with a trust company, national bank or banking company to repurchase at not less than original purchase price of said securities on a fixed date shall not exceed ninety days.

J. Legal References

Massachusetts General Law Chapter 44 §§ 55, 55A and 55B

K. Effective date

This policy will become effective immediately upon passage by the city council and will apply to all investments made after the adoption of this policy.

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APPENDIX E

GLOSSARY OF TERMS

Glossary of terminology used throughout this budget document.

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Abatement: A reduction or elimination of a level imposed by a governmental unit applicable to tax levies, motor vehicle excise, fees, charges and special assessments.

Accounting System: The total structure of records and procedures that identify, record, classify and report information on the financial position and operations of a governmental unit or any of its funds, balanced account groups or organizational components.

Accrued Interest: In an original governmental bond sale, accrued interest is the amount of interest that has accumulated on the bonds from the day they are dated up to, but not including, the date of delivery (settlement date).

Actual (e.g., FY14 Actual): The actual amount expended on a line item in the stated fiscal year.

Amortization: The gradual elimination of an obligation, such as a bond, according to a specified schedule of times and amounts. The principal amount of a home mortgage, for example, is amortized by monthly payments.

Appropriation: An authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and the time in which it may be expended. Only a town meeting, council or the school committee can authorize money appropriated for one purpose to be used for another. Any amount that is appropriated may be encumbered (see **Encumbrance**). Any part of an appropriation not spent or encumbered by June 30 automatically reverts to the undesignated fund balance that may result in free cash. If departments know of remaining unpaid bills at the close of the fiscal year and properly notify the accountant (C 41, s 58),

the departmental appropriation is encumbered to extend the general spending authorization until such time that the bill is paid or it is decided not to spend the funds.

If these encumbrances are not acted on within a year, the accountant generally notifies the department and closes them out. A special warrant article/appropriation, however, may carry forward from year to year until spent for the designated purpose or until it is transferred by a town meeting vote to another account.

Approved (e.g., FY14 Approved): The amount approved by the City Council to be expended on this line item in the stated fiscal year.

Arbitrage: As applied to municipal debt, the investment of tax-exempt bond or note proceeds in taxable higher yielding securities. This practice is restricted under Section 103 of the Internal Revenue Service (IRS) Code, and (beyond certain limits) earnings are required to be rebated (paid) to the IRS.

Assessed Valuation: A valuation set upon real estate or other property by a government as a basis for levying taxes. In Massachusetts assessed valuation is based on *full and fair cash value*, the amount a willing buyer would pay a willing seller on the open market. Assessors must collect, record and analyze information about the physical characteristics of the property and the market in order to estimate the fair market value of all taxable properties in their communities.

Audit: An examination of systems, procedures and financial data by a certified accountant, reporting on the fairness of financial statements and compliance with statutes and regulations. (Audits can be valuable management tools for evaluating the fiscal performance of communities.)

Audit Report: The product of an audit prepared by an independent auditor. The report often includes: (a) a statement of the scope of the audit; (b) explanatory comments as to application of auditing procedures; (c) findings and opinions; (d) financial statements and schedules; and (e) statistical tables, supplementary comments and recommendations.

Available Funds: These are funds established through previous appropriations or results of favorable conditions. These may be appropriated to meet emergency or unforeseen expenses, large one-time or capital expenditures. Examples: Free Cash, Stabilization Fund, Overlay Surplus, Water Surplus and enterprise retained earnings.

Balance Sheet: A statement that discloses the assets, liabilities, reserves and equities of a fund or governmental unit at a specified date.

Balanced Budget: A budget in which revenues are equal to expenditures. Thus neither a budget deficit nor a budget surplus exists (e.g., “the accounts balance”). More often, it refers to a budget that has no budget deficit, but could possibly have a budget surplus.

Basis of Accounting: Basis of accounting refers to when revenues and expenditures or expenses are recognized in accounts and reported on financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied.

All governmental funds and expendable trust and agency funds could be accounted for using the modified accrual basis of accounting. Under this method revenues are recognized when they become measurable and available as net current assets with the following guidelines:

Property taxes, excise taxes, departmental and governmental receivables are recorded as revenue when received in cash as are monies received during the first 60 days of the following fiscal year; and

Expenditures are generally recognized under the accrual basis of accounting when the related fund liability is incurred. Exceptions to this general rule include principal and interest on general long-term debt, which is recognized when due.

All proprietary funds and nonexpendable trust and pension trust funds are accounted for using the accrual basis of accounting. Their revenues are recognized when they are earned, and their expenses are recognized when they are incurred.

Betterments (Special Assessments): Whenever a specific area of a community receives benefit from a public improvement (e.g., water, sewer, sidewalk, etc.), special property taxes may be assessed to reimburse the governmental entity for all or part of the costs it incurred. Each parcel receiving benefit from the improvement is assessed for its proportionate share of the cost of such improvements. The proportionate share may be paid in full or the property owner may request that the assessors apportion the betterment over 20 years. Over the life of the betterment, one year’s apportionment along with one year’s committed interest computed from October 1 to October 1 is added to the tax bill until the betterment has been paid.

Bond: A written promise to pay a specified sum of money, call the face value (par value) or principal amount, at a specified date or dates in the future, called maturity date(s), together with periodic interest at a specified rate. The difference between a note and a

bond is that the latter runs for a longer period of time.

Bond and Interest Record: The permanent and complete record maintained by a treasurer for each bond issue. It shows the amount of interest and principal coming due each date, the bond and coupon numbers, and all other pertinent information concerning the bond issue. The term is synonymous with Bond Register.

Bond Anticipation Note (BAN): Once borrowing for a specific project has been approved by two-thirds vote of town meeting or city council and prior to issuing long-term bonds, short-term notes may be issued to provide cash for initial project costs. BANs may be issued for a period not to exceed five years but with a reduction of principal after two years (Ch. 44, s 17). The final maturity date of the project borrowing, beginning from the date the short-term note was issued, may not exceed the term specified by statute (Ch. 44, s 7 and 8). BANs are full faith and credit obligations.

Bond Authorization: See *Debt Authorization*.

Bonds Authorized and Unissued: Bonds that a government has been authorized to sell but has not yet done so. Issuance at this point is only contingent upon action by the treasurer and mayor or selectmen.

Bond Issue: Generally, the sale of a certain number of bonds at one time by a governmental unit.

Budget: A plan of financial operation embodying an estimate of proposed revenues and expenditures for a given period and the proposed means of financing them. A budget may be *preliminary* (the financial plan presented to the town meeting) or *final* (the plan approved by that body). The budget should be separated into basic units, either by

department, program or service. The format is important because by classifying by service or department, the budget is clearly defined and more easily understood by both local officials and town meeting.

Budget Message: A statement by the town's policymakers summarizing the plans and policies contained in the budget report, including an explanation of the principal budget items, an outline of the municipality's experience during the past year and its financial status at the time of the message, and recommendations regarding financial policy for the coming fiscal year.

Budget Unit: A department to which the town meeting appropriates funds.

Capital Budget: An annual appropriation or spending plan for capital expenditures (tangible assets or projects that cost at least \$25,000 and have a useful life of at least five years). This type of budget should recommend the method of financing for each item recommended and identify those items that are recommended to be deferred due to scarce resources.

Capital Expenditures/Improvements: These are items generally found in the capital budget such as construction, acquisitions, site development, major repairs or replacement to capital facilities and public ways and overhead costs. The fees for architects, engineers, lawyers, and other professional services, plus the cost of financing advance planning, may be included.

Capital Improvements Program: A comprehensive schedule for planning a community's capital expenditures. It coordinates community planning, fiscal capacity and physical development. While all of a community's needs should be identified in the program, there should also be a set of criteria that prioritizes expenditures. A capital program is a plan for

capital expenditures that extends five years beyond the capital budget and is updated yearly.

Capital Outlay Expenditure Exclusion: A vote by a community at an election to exclude payments for a single year capital project from the levy limit. The exclusion is limited to one year and may temporarily increase the levy above the levy ceiling.

Cash: Currency, coin, checks, postal and express money orders and bankers' drafts on hand or on deposit with an official or agent designated as custodian of cash and bank deposits.

Cash Management: The process of managing monies of a local government in order to ensure maximum cash availability and maximum yield on short-term investment of idle cash.

Cemetery Perpetual Care: These funds are donated by individuals for the care of grave sites. According to Ch. 114, s 25, funds from this account must be invested and spent as directed by perpetual care agreements. If no agreements exist, interest (but not principal) may be used as directed by the cemetery commissioners for the purpose of maintaining cemeteries.

Certification: The action of a bank or trust company (or DOR's Bureau of Accounts for State House Notes) in certifying the genuineness of the municipal signatures and seal on a bond issue. The certifying agency may also supervise the printing of bonds and otherwise safeguard their preparation against fraud, counterfeiting, or over-issue. Also known as Authentication.

Certificate of Deposit (CD): A bank deposit evidenced by a negotiable or non-negotiable instrument, which provides on its face that the amount of such deposit plus a specified interest payable to a bearer or to any

specified person on a certain specified date, at the expiration of a certain specified time, or upon notice in writing.

Cherry Sheet: Named for the cherry colored paper on which it was originally printed, the Cherry Sheet is the official notification from the Commissioner of Revenue of the next fiscal year's state aid and assessments to communities and regional school districts. State aid to municipalities and regional school districts consists of two types: distributions and reimbursements. Distributions provide funds based on formulas, while reimbursements provide funds for costs incurred during a prior period for certain programs or services. In addition, communities may receive "offset items" that must be spent on specific programs. Cherry Sheet Assessments are advanced estimates of state assessments and charges and county tax assessments. Local assessors are required to use these figures in setting the local tax rate. (Because these figures are estimates, it should be noted that the final aid or assessment may differ based on filing requirement and/or actual data information.)

Cherry Sheet Offset Items: Local aid accounts that may be spent without appropriation in the budget but which must be spent for specific municipal and regional school district programs. Current offset items include racial equality grants, school lunch grants and public libraries grants.

Classification of Real Property: Assessors are required to classify all real property according to use into one of four classes: residential, open space, commercial, and industrial. Having classified its real properties, local officials are permitted to determine locally, within limitations established by statute and the Commissioner of Revenue, what percentage of the tax burden is to be borne by each class of real property and by personal property owners (see Classification of the Tax Rate).

Classification of the Tax Rate: In accordance with M.G.L. Ch. 40, s 56, the selectmen vote to determine the tax rate options. Based on the residential factor adopted (see *Residential Factor*), any community may set as many as three different tax rates for : residential property; open space; and commercial, industrial and personal property.

Collective Bargaining: The negotiations between an employer and union representative regarding wages, hours and working conditions.

Conservation Fund: This fund may be expended for lawful conservation purposes as described in Ch. 40, s 8C. This fund may also be expended for damages related to the taking of land by eminent domain, provided that such taking has first been approved by a two-thirds vote of city council or town meeting.

Consumer Price Index: The statistical measure of changes in the overall price level of consumer goods and services based on prices of goods and services purchased by urban wage earners and clerical workers, including families and single persons. The index is often called the “cost-of-living index.”

Cost-Benefit Analysis: An analytical approach to solving problems of choice. First, different ways to achieve an objective are identified. Then an alternative is chosen to produce the required benefits at the lowest cost or greatest benefits for a given cost.

Crosswalk: A clear path linking separate considerations, such as a crosswalk between a line item and program budget. For example, all department appropriations are set up the same way. However, because of the programmatic and reporting responsibilities a school department has to

the Department of Education (DOE), a school department generally has a very detailed set of line items by program. Expenditures must be tracked for DOE purposes, yet must also be easily communicated to the town accountant. Therefore, a crosswalk is established from the infinitesimal school detail to the larger picture of the town’s appropriation.

Debt Authorization: Formal approval to incur debt by municipal officials, in accordance with procedures stated in M.G.L. Ch. 44, specifically 2 1, 2, 3, 4a and 6-15.

Debt Burden: The level of debt of an issuer, usually as compared to a measure of value (debt as a percentage of assessed value, debt per capital, etc.). Sometimes debt burden is used in referring to debt service costs as a percentage of the annual budget.

Debt Exclusion: This is a vote by a municipality at an election to exclude debt service payments for a particular capital project from the levy limit. The amount necessary to cover the annual debt service payment is added to the levy limit for the life of the debt only. A debt exclusion may temporarily increase the levy above the levy ceiling (see *School Building Assistance Program*).

Debt Limit: The maximum amount of debt that a municipality may have authorized for qualified purposes under state and self-imposed ceilings.

Debt Service: The cost (usually stated in annual terms) of the principal retirement and interest of any particular issue.

Default: Failure to pay principal or interest when due.

Direct Debt: Debt a municipality has incurred in its own name as opposed to overlapping debt.

Effective Interest Rate: For a municipal borrower, the net cost of borrowing (expressed as an interest rate) after costs associated with a loan is accumulated and added to the nominal interest rate.

Encumbrance: Obligations in the form of purchase orders, contract or salary commitments that are chargeable to an appropriation and for which a part of the appropriation is reserved.

Enterprise Funds: An accounting mechanism allowing a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy. With an enterprise fund all costs of service delivery—direct, indirect and capital costs—are identified. This allows the community to recover total service costs through user fees if it so chooses. Enterprise accounting also enables communities to reserve the “surplus” or retained earnings generated by the operation of the enterprise rather than closing it out at yearend. According to Ch. 44 s 53F the services that may be treated as enterprises include, but are not limited to, water, sewer, hospital and airport services.

Equalized Valuations (EQVs): The determination of the full and fair cash value of all property in the commonwealth that is subject to local taxation. EQVs have historically been used as variables in distributing certain state aid accounts and for determining county assessments and certain other costs. The Commissioner of Revenue, in accordance with M.G.L. Ch. 58 s 10C, is charged with the responsibility of bi-annually determining an equalized valuation for each town and city in the Commonwealth.

Estimated Receipts: Estimates of state and local miscellaneous receipts based on previous year’s receipts deducted by the

assessors from gross amount to be raised by taxation.

Excess and Deficiency: Also called the “surplus revenue” account, this is the amount by which cash, accounts receivable and other assets exceed the liabilities and reserves.

Excess Levy Capacity: The difference between the levy limit and the amount of real and personal property taxes actually levied in a given year. Annually, the board of selectmen or council must be informed of excess levying capacity and evidence of such acknowledgment must be submitted to DOR when setting the tax rate.

Exemptions: Upon approval of an application to the board of assessors, these are full or partial discharges from the obligation to pay a property tax by statute on particular categories of property or persons. Examples include hospitals, schools, houses of worship and cultural institutions that are of benefit to the community. In addition, exemptions may be granted for qualified veterans, persons over 70 years of age and certain financial hardships.

Expenditure: The spending of money by municipalities for programs within their approved budgets.

Fiduciary Funds: Fiduciary funds account for assets held by the municipality in a trustee capacity or as an agent for individuals, private organizations, other governments and other funds. These include expendable trust, nonexpendable trust, pension trust and agency funds. Nonexpendable trust and pension trust funds are accounted for in essentially the same manner as proprietary funds since capital maintenance is critical. Expendable trust funds are accounted for in essentially the same manner as governmental funds. Agency funds are custodial in nature (assets equal liabilities) and do not involve

measurement of results of operations.

Fiscal Year: The Commonwealth and municipalities operate on a fiscal year that begins on July 1 and ends on June 30. The number of the fiscal year is that of the calendar year in which the fiscal year ends; e.g., the 2011 fiscal year, July 1, 2010, to June 30, 2011, is usually written as FY11. This, however, no longer coincides with the fiscal year followed by the federal government, which begins on October 1 and end on September 30.

Fixed Costs: These are costs that are legally or contractually mandated. (Examples: retirement, FICA/Social Security, insurances, debt service or interest.)

Float: The amount of money making up the difference between the bank balance for a local government's account and its book balance at the end of the day. The primary factor creating float is clearing time on checks and deposits. Delays in receiving deposit and withdrawal information also influence float.

Foundation Budget: The target set for each school district defining the spending level necessary to provide an adequate education for all students. The foundation budget is comprised of both local effort and state aid.

Free Cash: (Also Budgetary Fund Balance) Funds remaining from the operations of the previous fiscal year that are certified by DOR's director of accounts as available for appropriation. Remaining funds include unexpended free cash from the previous year, receipts in excess of estimates shown on the tax recapitulation sheet and unspent amounts in budget line items. Unpaid property taxes and certain deficits reduce the amount of remaining funds that can be certified as free cash.

The calculation of free cash is made based on the balance sheet, which is submitted by the community's auditor, accountant or comptroller. Typically, a community will attempt to maintain a free cash balance of between three and five percent of its total budget as a hedge against unforeseen expenditures, to ensure there will be an adequate reserve to prevent sharp fluctuations in the tax rate, and to prevent expensive short-term borrowing. (Maintenance of an adequate free cash level is not a luxury but a necessary component of sound local fiscal management. Credit rating agencies and other members of the financial community expect municipalities to maintain free cash reserves; judgments regarding a community's fiscal stability are made, in part, on the basis of free cash.) Also see **Available Funds**.

Full Faith and Credit: A legal pledge of the general taxing powers for the payment of governmental obligations. Bonds carrying such pledges are usually referred to as general obligation or full faith and credit bonds.

Fund: An accounting entity with a self balancing set of accounts that are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with specific regulations, restrictions or limitations.

Fund Accounting: Organizing the financial records of a municipality into multiple funds. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, revenues and expenditures) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the Massachusetts General Fund and enterprise funds. Communities whose accounting records are organized according to the Uniform Municipal Accounting System (UMAS) use multiple funds.

General Fund: This non-earmarked fund is used to account for most financial resources and activity governed by the normal town meeting/city council appropriation process.

General Obligation Bonds: Bonds issued by a municipality that are backed by the full faith and credit of its taxing authority.

Governing Body: The board, committee, commissioners or other legislative body of a governmental unit including the school committee of a municipality.

Group Insurance Commission: Group established in 1955 to provide and administer health insurance benefits to the Commonwealth's employees and retirees. Now also allows municipalities to participate.

Indirect Cost: Costs of a service not reflected in the service's operating budget. A determination of these costs is necessary to analyze the total cost of service delivery. (An example of an indirect cost of providing water service would be health insurance costs for water employees.)

Interest: Compensation paid or to be paid for the use of money, including interest payable at periodic intervals or as discount at the time a loan is made.

Interest Rate: The interest payable, expressed as a percentage of the principal available for use during a specified period of time. It is always expressed in annual terms.

Investments: Securities and real estate held for the production of income in the form of interest, dividends, rentals or lease payments. The term does not include fixed assets used in governmental operations.

JAM: The Jackson, Appleton, Middlesex redevelopment area.

Land Fund: A fund established in FY86 to which municipalities may add an annual appropriation earmarked for the acquisition of land or debt service on designated land purchases.

Law Enforcement Trust Fund: A revolving fund established to account for a portion of the proceeds from the sale of property seized from illegal drug-related activities. Funds may be expended to defray certain qualified law enforcement costs as outlined in Ch. 94C, s 47. Funds from this account may be expended by the police chief without further appropriation.

Levy Ceiling: The maximum tax assessed on real and personal property may not exceed 2 percent of the total full and fair cash value of all taxable property (M.G.L. Ch. 59 s 21C). Property taxes levied may exceed this limit only if the community passes a capital outlay expenditure exclusion, a debt exclusion or a special exclusion.

Levy Limit: The maximum amount a community can levy in a given year. The limit can grow each year by 2 percent of the prior year's levy limit (M.G.L. CH. 59 x 21C (f,g,k)) plus new growth and any overrides. The levy limit can exceed the levy ceiling only if the community passes a capital expenditure exclusion, debt exclusion or special exclusion.

Line Item Budget: A budget that focuses on inputs of categories of spending, such as supplies, equipment maintenance or salaries, as opposed to a program budget.

Local Aid: Revenue allocated by the Commonwealth to towns, cities and regional school districts. Estimates of local aid are transmitted to towns, cities and districts annually by the "Cherry Sheet." Most of the Cherry Sheet aid programs are considered revenues of the municipality's or regional school district's general fund and may be

spent for any purpose subject, subject to appropriation.

Local Appropriation Authority: In a town, the town meeting has the power to levy directly a property tax. In a city, the city council has this power.

Local Receipts: Locally generated revenues other than real and personal property taxes and excluding enterprise fund revenues. Examples include motor vehicle excise, investment income, hotel/motel tax, fees, rentals, and charges. Annual estimates of local receipts are shown on the tax rate recapitulation sheet.

Manager (e.g., FY15 Manager): The final proposed budget amount for the stated line item as determined by the City Manager. This is the number submitted to for approval by the City Council.

Maturity: The date upon which the principal of a bond becomes due and payable.

Massachusetts Municipal Depository Trust: Founded in 1977 it is an investment program in which municipalities may pool excess cash. It is under the supervision of the state treasurer.

Minimum Required Local Contribution: The minimum that a town or city must appropriate from property taxes and other local revenues for the support of schools.

Moody's Investment Services, Inc.: One of the leading municipal bond rating agencies.

Municipal(s): (As used in the bond trade) "Municipal" refers to any governmental unit below or subordinate to the state. "Municipals" (i.e., municipal bonds) include not only the bonds of all local subdivisions such as towns, cities, school districts and special districts, but also bonds of states and agencies of the state.

Municipal Revenue Growth Factor: An estimate of the percentage change in a municipality's revenue growth for a fiscal year. It represents the combined percentage increase in the following revenue components: automatic 2 percent increase in the levy limit, estimated new growth, the change in selected unrestricted state aid categories and the change in selected unrestricted local receipts.

M.G.L. (or MGLA): Massachusetts General Laws, Annotated.

Net School Spending (NSS): Includes both school budget and municipal budget amounts attributable to education, excluding long-term debt service, student transportation, school lunches and certain other specified school expenditures. A community's NSS funding must equal or exceed the NSS Requirement established annually by the Department of Education.

New Growth: The taxing capacity added by new construction and other increases in the property tax base. New growth is calculated by multiplying the value associated with new construction by the tax rate of the previous fiscal year. For example, FY11 new growth is determined by multiplying the value of new construction in calendar 2009 (as valued on January 1, 2010) by the FY10 tax rate.

Note: A short-term loan, typically of a year or less in maturity.

Objects of Expenditures: A classification of expenditures that is used for coding any department disbursement, such as "personal services," "expenses," or "capital outlay."

Official Statement: A document containing information about a prospective bond issue or a note issue which contains information about the issue and the issuer and is intended for the potential investor. The official

statement is sometimes published with the notice of sale. It is sometimes called an offering circular or prospectus.

Offset Receipts: Includes certain education programs and the aid to public libraries program which are designated on the Cherry Sheet as offset items. These amounts can be spent without appropriation but must be spent only for these specific programs.

Operating Budget: The plan of proposed expenditures for personnel, supplies, and other expenses for the coming fiscal year.

Other Amounts to be Raised: Amounts raised through taxation but which are not appropriations items. Generally, these are locally generated expenditures (e.g., overlay, teacher pay deferral, deficits) as well as state, county and other special district charges. Because these must be funded in the annual budget, special consideration should be given to them when finalizing the budget recommendations to town meeting. (See Tax Recapitulation).

Overlapping Debt: The share of regional school district and/or other regional agency debt which is allocable to and payable by a municipality as part of the fees or assessment from the regional entity.

Overlay: (Overlay Reserve or Reserve for Abatements and Exemptions) An Account established annually to fund anticipated property tax abatements and exemptions in that year. The overlay reserve is not established by the normal appropriation process, but rather is raised on the tax rate recapitulation sheet.

Overlay Deficit: A deficit that occurs when the amount of overlay raised in a given year is insufficient to cover abatements and statutory exemptions for that year. Overlay deficits must be provided for in the next fiscal year.

Overlay Surplus: Any balance in the overlay account of a given year in excess of the amount remaining to be collected or abated can be transferred into this account (See Overlay). Within 10 days of a written request by the chief executive officer of a town or city, the assessors must provide a certification of the excess amount of overlay available to transfer. Overlay surplus may be appropriated for any lawful purpose. At the end of each fiscal year, unused overlay surplus is “closed” to surplus revenue, i.e., it becomes a part of free cash.

Override: A vote by a community at an election to permanently increase the levy limit. An override vote may increase the levy limit to no higher than the levy ceiling. The override question on the election ballot must state a purpose for the override and the dollar amount. (See Underride.)

Override Capacity: The difference between a community’s levy ceiling and its levy limit. It is the maximum amount by which a community may override its levy limit.

Performance Budget: A budget that stresses output both in terms of economy and efficiency.

Personnel Services: The cost of salaries, wages and related employment benefits.

Price Index: A statistical measure of change in overall prices. There are different indices, but they all compare the change in cost of a certain “bundle” of goods and services over a given period of time.

Principal: The face amount of a bond, exclusive of accrued interest.

Program: A combination of activities to accomplish an end.

Program Budget: A budget that relates expenditures to the programs they fund. The emphasis of a program budget is on output.

Property Tax Levy: The amount a community can raise through the property tax. The levy can be any amount up to the levy limit plus exclusions.

Purchased Services: The cost of services that are provided by a vendor.

Ratings: Designations used by credit rating services to give relative indications of quality. Moody's ratings range from the highest Aaa down through Aa, A-1, A, Baa-1, Baa, Ba, B, Caa, Ca, C. Standard and Poor's ratings include: AAA, AA, A, BBB, BB, B, CCC, CC, C, DDD, DD, and D.

Refunding: System by which an issue is redeemed by a new bond issue under conditions generally more favorable to the issuer.

Registered Bond: A bond whose owner is registered with the issuer or its agents, either as to both principal and interest or principal only.

Request (e.g., FY15 Request): The line item amount requested by the Department Head or other City Official which was then submitted to the City Manager for approval.

Reserve for Abatements and Exemptions: See Overlay.

Reserve Fund An amount set aside annually within the budget of a town (not to exceed five percent of the tax levy for the preceding year) or city (not to exceed three percent of the tax levy for the preceding year) to provide a funding source for extraordinary and unforeseen expenditures. In a town, the finance committee can authorize transfers from this fund for "extraordinary and unforeseen" expenditures. Other uses of the

fund require budgetary transfers by town meeting. In a city, transfers from this fund may be voted by the city council upon recommendation of the mayor.

Revaluation (or re-certification of property values): The assessors of each community are responsible for developing a reasonable and realistic program to achieve a fair cash valuation of property in accordance with constitutional and statutory requirements. The nature and extent of that program will depend on the assessors' analysis and consideration of many factors, including, but not limited to, the following: the status of the existing valuation system; the results of an in-depth sales ratio study; the location and style of properties; and the accuracy of existing property record information.

Every three years, assessors must submit property values to the state Department of Revenue for certification. Assessors must also maintain these values in the years between certifications. This is done so that each property taxpayer in the community pays his or her share of the cost of local government—no more or less—in proportion to the amount of money the property is worth.

Revenue Anticipation Borrowing: Cities, towns and districts may issue temporary notes in anticipation of taxes (TANs) or other revenue (RANs). The amount of this type of borrowing is limited to the total of the prior year's tax levy, the net amount collected in motor vehicle and trailer excise in the prior year and payments made by the Commonwealth in lieu of taxes in the prior year. According to Ch. 44 s 4, towns, cities and districts may borrow for up to one year in anticipation of such revenue.

Revenue Anticipation Note (RAN): A short-term loan issued to be paid off by revenues, such as tax collections and state

aid. RANs are full faith and credit obligations.

Revenue Bond: A bond payable from and secured solely by specific revenues and thereby not full faith and credit obligations.

Revolving Fund: Allows a community to raise revenues from a specific service and use those revenues to support the service without appropriation. For departmental revolving funds, Ch. 44 s 53E stipulates that each fund must be reauthorized each year at annual town meeting or by city council action and that a limit on the total amount that may be spent from each fund must be established at that time. The aggregate of all revolving funds may not exceed 10 percent of the amount raised by taxation by the town or city in the most recent fiscal year, and no more than one percent of the amount raised by taxation may be administered by a single department or board.

No revolving fund expenditures shall be made for the purpose of paying any wages or salaries for full-time employees. Revolving funds for other programs as provided by statute are still allowed, and a departmental revolving fund may be implemented in addition to or in conjunction with other existing statutory revolving funds, provided that the departmental revolving fund does not conflict with provisions of other revolving funds.

Sale of Cemetery Lots Fund: This fund is established to account for proceeds of the sale of cemetery lots. The proceeds must be used to offset certain expenses of the cemetery department under provisions of Ch. 114 s 43C.

Sale of Real Estate Fund: This fund is established to account for the proceeds of the sale of municipal real estate other than proceeds acquired through tax title foreclosure. Chapter 44 s 63 states that such

proceeds shall be applied first to the retirement of debt on the property sold. In the absence of such debt, funds may generally be used for purposes for which the town or city is authorized to borrow for a period of five years or more.

School Building Assistance Program: This program provides state grants for local and regional school construction projects. The SBA program is administered by the Office of the State Treasurer. If a community votes a debt exclusion to fund a school construction project, the amount of SBA funds received towards any school construction debt must be deducted before determining the net school debt exclusion. For example, a town receives a \$10.0M SBA grant on one project. The debt service due on this project is \$25.0M; therefore the town's maximum debt exclusion to be raised for this project would be \$15.0M.

Security: For Massachusetts municipalities, bonds or notes evidencing a legal debt on the part of the issuer.

Serial Bond: A bond of an issue that has maturities scheduled annually over a period of years.

Special Assessment Bonds: These bonds are payable from the proceeds of special assessments. If, in addition to the assessments, the full faith and credit of the governmental unit are pledged, they are known as "general obligation special assessment bonds."

Special Assessments: See Betterments.

Special Exclusion: For a few limited capital purposes, a community may assess taxes above the amount of its levy limit or levy ceiling without voter approval. Otherwise, special debt and capital outlay exclusions are like voter approved exclusions. Presently, there are two special exclusions:

- Water and sewer project debt service costs that reduce the water and sewer rates by the same amount; and
- a program to assist homeowners to repair or replace faulty septic systems, removal of underground fuel storage tanks, or removal of dangerous levels of lead paint to meet public health and safety code requirements. In the second special exclusion, homeowners repay the municipality for the cost plus interest added apportioned over a period of time not to exceed 20 years similar to betterments.

Stabilization Fund: An account from which amounts may be appropriated for any lawful purpose. Prior to FY92, use of the stabilization fund was restricted to purposes for which towns and cities could legally borrow. Revisions to Ch. 40 s 5B removed this restriction, and amounts from the stabilization fund can now be appropriated for any legal purpose. Towns may appropriate into this fund in any year an amount not to exceed 10 percent of the prior year's tax levy or a larger amount with the approval of the emergency finance board. The aggregate of the stabilization fund shall not exceed ten percent of the town's equalized value, and any interest shall be added to and become a part of the fund.

A two-thirds vote of town meeting or city council is required to appropriate money from the stabilization fund.

State Revolving Fund (SRF): A low-interest loan program run by the Massachusetts Water Pollution Abatement Trust. Wastewater loans are indicated by the "CW," or clean water distinction and water loans are indicated by "DW," or drinking water.

Surplus Revenue: The amount by which cash, accounts receivable and other floating assets exceed the liabilities and reserves.

Tax Rate: The amount of tax stated in terms of a unit of the tax base; for example, \$14.80 per \$1,000 of assessed valuation of taxable property.

Tax Rate Recapitulation Sheet (also Recap Sheet): A document submitted by a town or city to the Department of Revenue in order to set a property tax rate. The recap sheet shows all estimated revenues and actual appropriations that affect the property tax rate. (In order to issue the third quarter property tax bills before January 1, the recap sheet should be submitted to the Department of Revenue before December.

Tax Title: Collection procedures that secures a lien on real property and protects the municipality's right to payment of overdue property taxes. (Without following this procedure, the lien on real property expires if three years elapse from the October 1 following the assessment date, and the property is transferred. If amounts remain outstanding on the property after issuing a demand for overdue property taxes and after publishing a notice of tax taking, the collector may take the property for the city or town. After property recording the instrument of taking, the collector transfers responsibility for collecting the overdue amounts to the treasurer.)

Term Bond: Bonds for which the entire principal matures on one date. Massachusetts municipal general obligation bonds are required by law to be retired on a serial basis.

To Be Issued (TBI): Bonds or notes that have budgeted debt service, but have not yet been issued.

Trust Fund: In general, a fund held for the specific purpose stipulated by a trust

agreement. The treasurer acts as custodian of trust funds and invests and expends such funds as stipulated by trust agreements or as directed by the commissioners of trust funds or by town meeting. Both principal and interest may be used if the trust is established as an expendable trust. For non-expendable trust funds, interest but not principal may be expended as directed.

Uncollected Funds: Recently deposited checks included in an account's balance but drawn on other banks and not yet credited by the Federal Reserve Bank or local clearinghouse to the bank cashing the checks. (These funds may not be loaned or used as part of the bank's reserves and they are not available for disbursement.)

Override: A vote by a community to permanently decrease the tax levy limit. As such, it is the opposite of an override.

Uniform Municipal Accounting System (UMAS): A comprehensive and practical municipal accounting system that conforms to Generally Accepted Accounting Principles (GAAP) for local governments. UMAS is regarded by the Department of Revenue as the professional standard for modern municipal accounting in Massachusetts. (Among the benefits of conversion to UMAS are increased consistency in reporting and record keeping and enhanced comparability of date among cities and towns.)

Unreserved Fund Balance: also referred to as the "surplus revenue account," this is the amount by which cash, accounts receivable, and other assets exceed liabilities and restricted reserves. It is akin to a "stockholders' equity" account on a cooperate balance sheet. It is not, however, available for appropriation in full because a portion of the assets listed as "accounts receivable" may be taxes receivable and uncollected. (see *Free Cash*)

Valuation (100 Percent) Requirement that the assessed valuation must be the same as the market value for all properties; 100 percent valuation may offer greater equity in the redistribution of state aid to cities and towns based upon local real estate values.

Warrant: A list of items to be acted on by town meeting. (A treasury warrant and the assessors' warrant authorize the treasurer to pay specific bills and the tax collector to collect taxes in the amount and from the persons listed, respectively.)

Yield: The net annual percentage of income derived from an investment. The yield of a bond reflects interest rate, length of time to maturity and write-off of premium or accrual of discount. (Also referred to as "yield to maturity.")

FISCAL YEAR
2015

APPENDIX F

LIST OF FIGURES

A complete list of figures (tables, charts, etc.) used throughout this document. *Organizational charts are not included, as there is a table of organizational charts within the [Organizational Charts and Personnel section](#).*

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