



CITY *of* **LOWELL**

2025

YEAR IN REVIEW

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An Introductory Letter from CITY MANAGER THOMAS A. GOLDEN, JR.

In 2025, Lowell continued to grow on the local, national, and global stage by highlighting our hometown values - equity, transparency, and long-term impact to residents. Investing in infrastructure, greenspace, improvements to schools, public safety, housing development, and economic development have been the cornerstone of Lowell's success in 2025. We also continue to be a local leader in public art opportunities and community cultural events, making Lowell a shining example of a vibrant, diverse, and thriving arts and cultural community in the Commonwealth.

The purpose of this document is to provide residents with a deep-dive into the vast expanse of work accomplished by each department within the City of Lowell on a day-to-day basis. It is designed to include everyday tasks, as well as larger achievements and notable accomplishments.

I would like to take this time to thank the City Council, City Administrative Team, City Employees, our community partners, and the residents of the City of Lowell for the ongoing partnerships moving Lowell forward into a successful future!



DEPARTMENT OF PLANNING & DEVELOPMENT

- P5 COMMUNITY DEVELOPMENT**
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DEPARTMENT OF PLANNING & DEVELOPMENT

COMMUNITY DEVELOPMENT

FY24-25, Community Development spent approximately \$3,108,292 CDBG funds, \$946,374 HOME funds, and \$234,735 ESG funds

- CDBG funds were used to support:
 - 15,203 people with social services
 - 239,349 people with new parks and tree plantings
 - Boys and Girls Club expansion

FY25-26, CDBG funding was awarded to 6 social service activities that received \$50,000 for their projects.

- Funds were provided to organizations that deal with:
 - food insecurity
 - services for youth programming
 - social service assistance to disadvantaged populations
 - domestic violence awareness
- Funding also assisted upgrading and renovating community facilities and economic development opportunities, such as:
 - Boys and Girls Club
 - Acre Family Day
 - City of Lowell Small Business Assistance Program

ESG funding assisted Eliot Church, House of Hope, and Alternative House for homeless prevention services, shelter operations, or day center operation

FY24-25 Spending: \$4,289,201

● CDBG ● HOME ● ESG



CDBG: COMMUNITY DEVELOPMENT BLOCK GRANT
HOME: HOME INVESTMENT PARTNERSHIPS PROGRAM
ESG: EMERGENCY SOLUTIONS GRANT PROGRAM

DEPARTMENT OF PLANNING & DEVELOPMENT

DESIGN PLANNING

2025 marked major progress in enhancing recreational spaces across the City.

Completed:

- McPherson Park Traffic Playground
- Durkin Park Playground

In Progress:

- Saint Louis Sponge Park/Riverview Park
- Construction began on 8 ARPA-funded park improvements, advancing access to quality green spaces to more residents in Lowell

We took a historic step toward environmental restoration by securing consultants for the **\$5M remediation of the future Riverview Park site**. This effort represents **the largest environmental cleanup ever undertaken by the City**, paving the way for a healthier, more sustainable future for residents and wildlife alike



DEPARTMENT OF PLANNING & DEVELOPMENT

DEVELOPMENT SERVICES

The Division of Development Services delivered measurable impact through rigorous inspections and strategic reviews.

Key Data Points:

- Completed 164 COI inspections
- Completed 3526 rental inspections
- Brought back Weights and Measures to the City - completed 135 inspections and collected \$71,495 in fees
- Reviewed 100 projects in front of land use boards totaling 218 new residential units - representing over \$28M in investment in the City
- CPC supported \$1.3M funding for affordable housing and historic building preservation



DEPARTMENT OF PLANNING & DEVELOPMENT

ECONOMIC DEVELOPMENT

- Received 2025 American Planning Association Economic Development Division award for Best Practices in Implementation for our downtown programming
- Dutton Street Market: 6 month activation of pop-up market in HCID, extending season through 2026 due to program success
- Provided a total of approx. \$400,000 in funding to Small Businesses
- Completed the Storefront Improvement Program (ARPA funded). A total of 17 projects for a total of \$450,000 spent. Several key project in the City include:
 - The restoration of the iconic SUN sign (\$60K)
 - The restoration of the iconic Owl Diner Sign (\$50K)
 - The installation of a painted sign/mural at Simply Khmer (\$25K)
- Secured a total of \$7.7M in State tax credits under the Housing Development Incentive Program (HDIP), resulting in the creation of a total of 140 new housing units in Downtown Lowell (to be completed by 2026/27)



DEPARTMENT OF PLANNING & DEVELOPMENT

HISTORIC BOARD

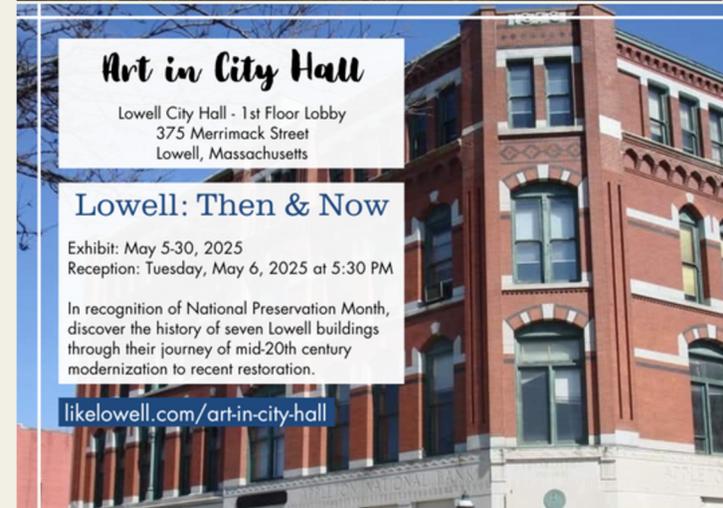
The Historic Board reviewed and approved nearly \$31M in projects including historic rehabilitation, new construction, maintenance, signage, and public art totaling some 47 projects including 113 new housing units.

The culmination of the multi-year Lowell Historic Board's **Sun Sign Restoration Project** took place on October 27, with over 125 people attending the relighting of the signs on the roof of the Sun Building in Kearney Square. Dark for nearly a decade, the signs were converted from neon to LED that will result in lower energy costs and far less maintenance. Once threatened with loss, the restoration of these iconic Lowell landmarks was a collaborative effort led by Historic Board and included the newspaper, building owner, contractor, and the City, which provided the funding.

As part of the Historic Board's community engagement and outreach planning, **Doors Open Lowell** was presented as part of National Preservation Month for the 20th time in May. Over 2,200 visits were recorded throughout the day amongst the 18 sites open for public viewing.

As part of the **Art in City Hall** initiative, the Historic Board partnered with CASE and the LNHP on creating a historic preservation exhibit for National Preservation Month in May. The exhibit highlighted the transformation of 7 buildings from over the years, illustrated through "then and now" images and narrative text.

New more more durable **Downtown Lowell Historic District open/closed signs** arrived. Available free of charge to Downtown businesses, these custom designed and fabricated signs were first created in 1989, and was one of the Historic Board's earliest community engagement and outreach efforts.



DEPARTMENT OF PLANNING & DEVELOPMENT

TRANSPORTATION

Traffic Calming and Safety Improvements

- Neighborhood Traffic Calming Program
 - Installed 32 speed humps on 11 streets, resulting in 25-30% reductions in average vehicle speeds
- Pedestrian Safety Enhancements
 - Secured a grant to construct a raised crosswalk on Jackson St near Lowell Community Health Center, reinforcing the City's commitment to **Complete Streets** and pedestrian safety
 - Received five Rapid Rectangular Flashing Beacons from MassDOT for installation as part of a joint effort to protect vulnerable road users
- Safe Streets for All Grant Initiatives
 - Developed supplemental safety action plans for Back Central, Acre, and Lower Highlands neighborhoods through community outreach and interdepartmental coordination. These plans position the City for future grant funding to construct pedestrian-focused improvements along three corridors

Signal and Beacon Upgrades

- Flashing Beacons updated at Boylston St/Berwick St
- New beacon at Gorham St/Spencer St
- Updated four traffic signals to improve vehicular operation and pedestrian timing

Funding Utilization

These small projects represent an appropriate use of Rideshare Funds provided by the state.



DEPARTMENT OF PUBLIC WORKS & UTILITIES

- P12 ENGINEERING**
- P22 LANDS & BUILDINGS**
- P24 PARKING UTILITY**
- P26 RECREATION**
- P27 SOLID WASTE & RECYCLING**
- P28 STREETS & FLEET**
- P29 SUSTAINABILITY**
- P31 WATER & SEWER UTILITY**

DEPARTMENT OF PUBLIC WORKS & UTILITIES

ENGINEERING

OVERVIEW

In 2025, the Engineering Division advanced over \$23 million in infrastructure design and construction projects citywide, enhancing roadway, bridge, and pedestrian networks while improving safety, accessibility, and long-term asset management.

Right-of-Way Infrastructure Improvements – \$11 Million Total

Project Management, Design, and Construction Oversight

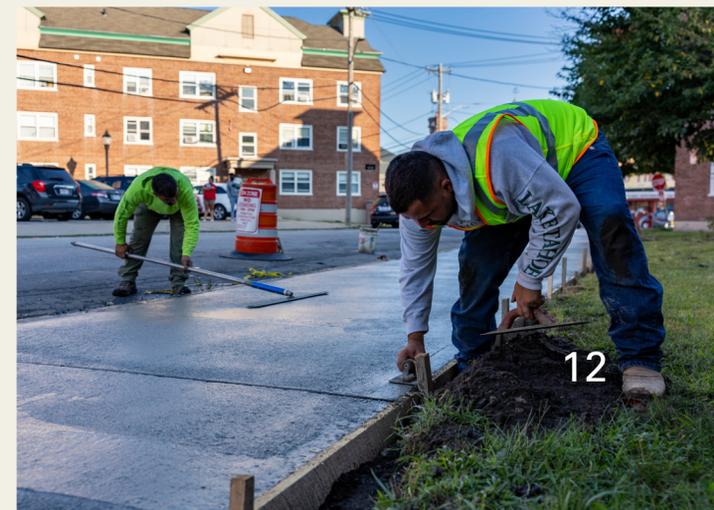
- Paving: 23,355 linear ft (4.42 mi) on 29 Streets – \$4.7M
- Sidewalks: 28,066 linear ft (5.32 mi) on 30 Streets – \$4.8M
- Pavement Preservation (Microsurfacing/Cape Seal): 27,509 linear ft (5.21 mi) on 32 Streets – \$1.05M
- Routine Preservation (Cracksealing/Fogsealing): 70,646 linear ft (13.38 mi) on 47 Streets – \$469K

School Paving Projects – \$388,000

- Charlotte M. Murkland School – Parking Lot
- Christa McAuliffe School – North Parking Lot
- Henry J. Robinson School – South Parking Lot & Fire Lane

Administrative & Technical Services

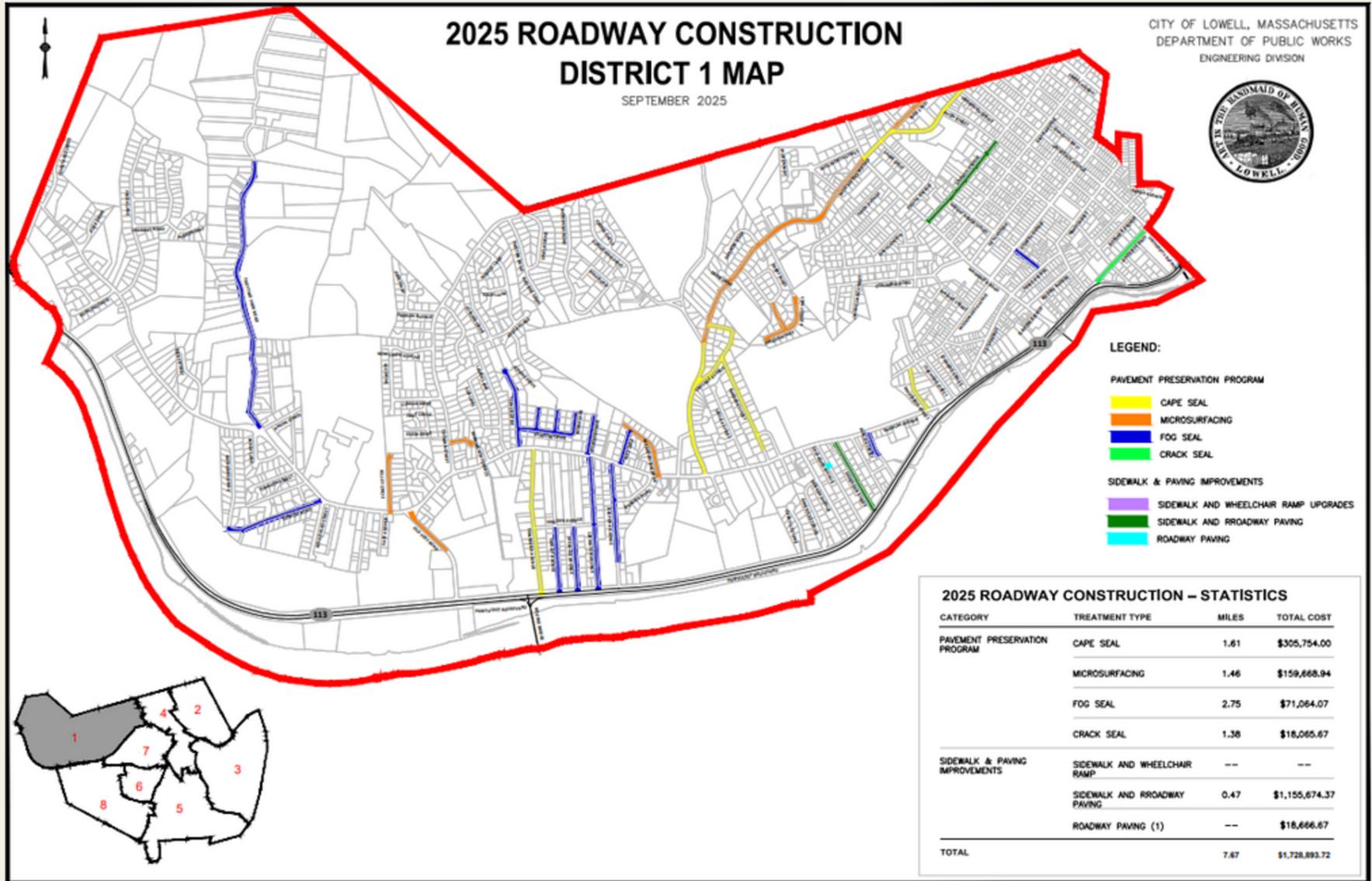
- 102 Project Reviews (Conservation Commission, Planning Board, Zoning Board of Appeals)
- 40 Utility “Grant of Location” Petition Reviews
- 700+ Street Opening, Trench, and Sewer Permits Issued
- 50+ Street Occupancy Permits (Dumpster/Pod)
- 120+ Driveway Permits Issued
- 500+ Staff Hours of Right-of-Way Research, Land Surveying, and Technical Support



DEPARTMENT OF PUBLIC WORKS & UTILITIES

ENGINEERING

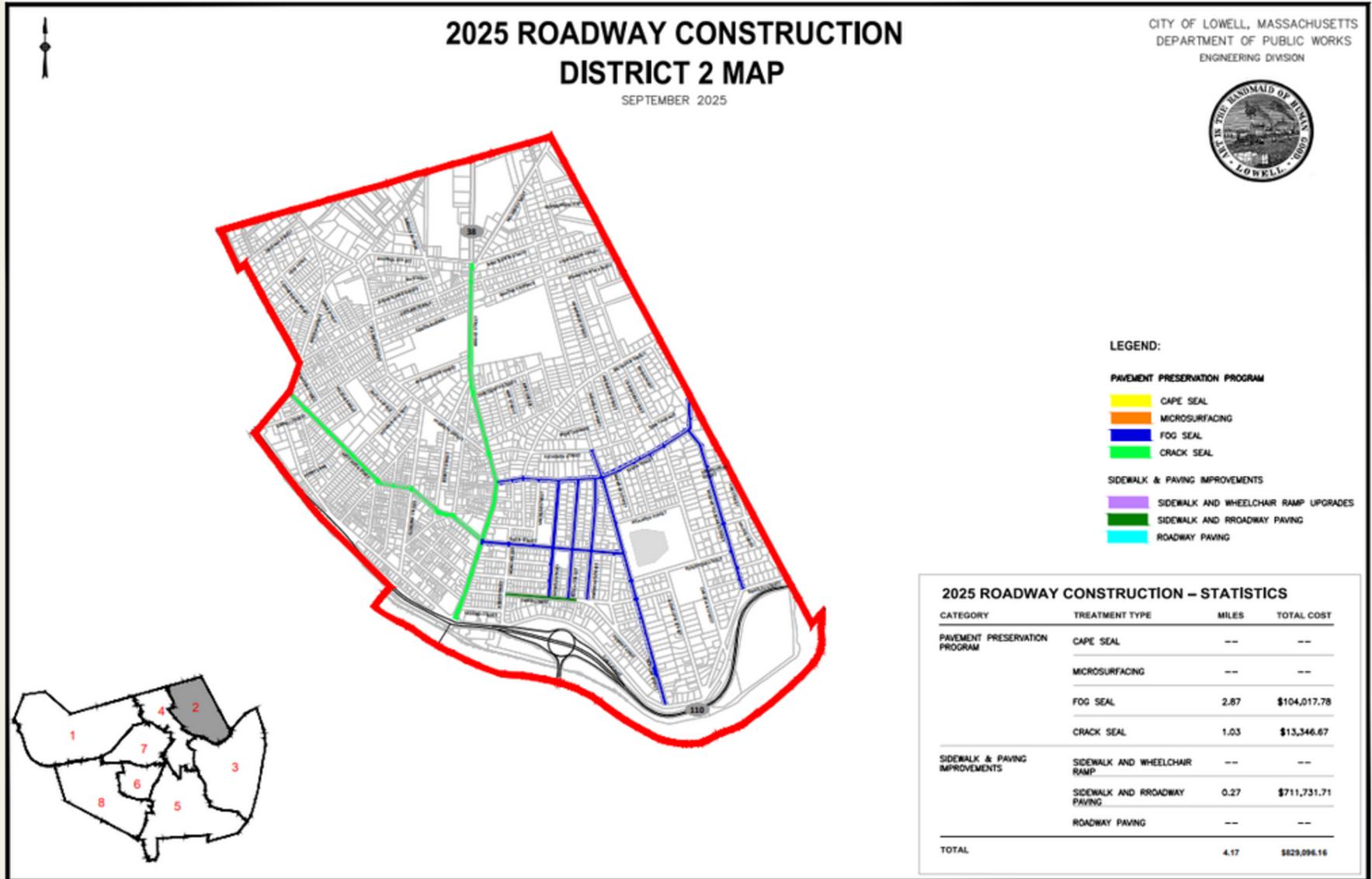
DISTRICT 1



DEPARTMENT OF PUBLIC WORKS & UTILITIES

ENGINEERING

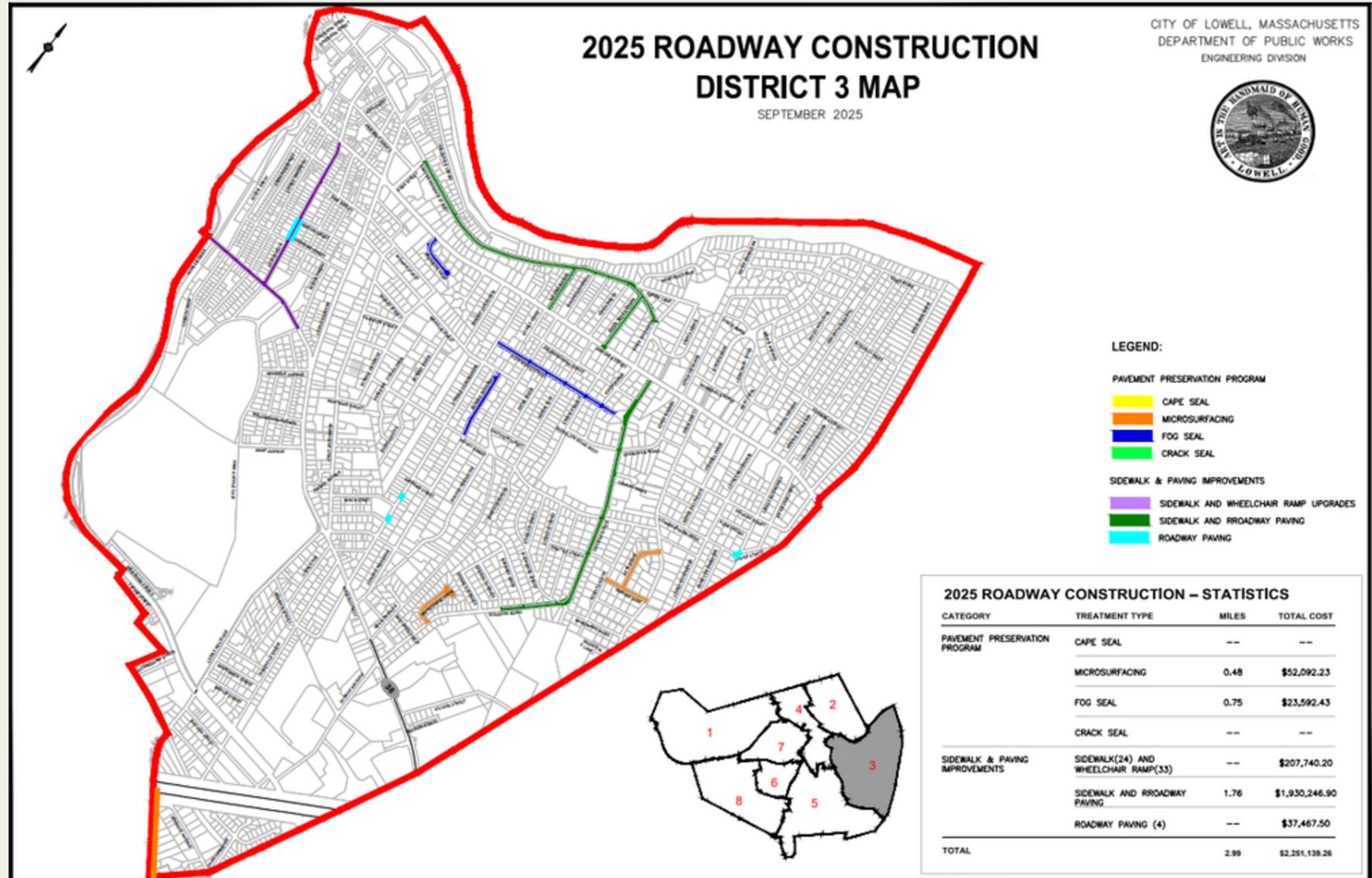
DISTRICT 2



DEPARTMENT OF PUBLIC WORKS & UTILITIES

ENGINEERING

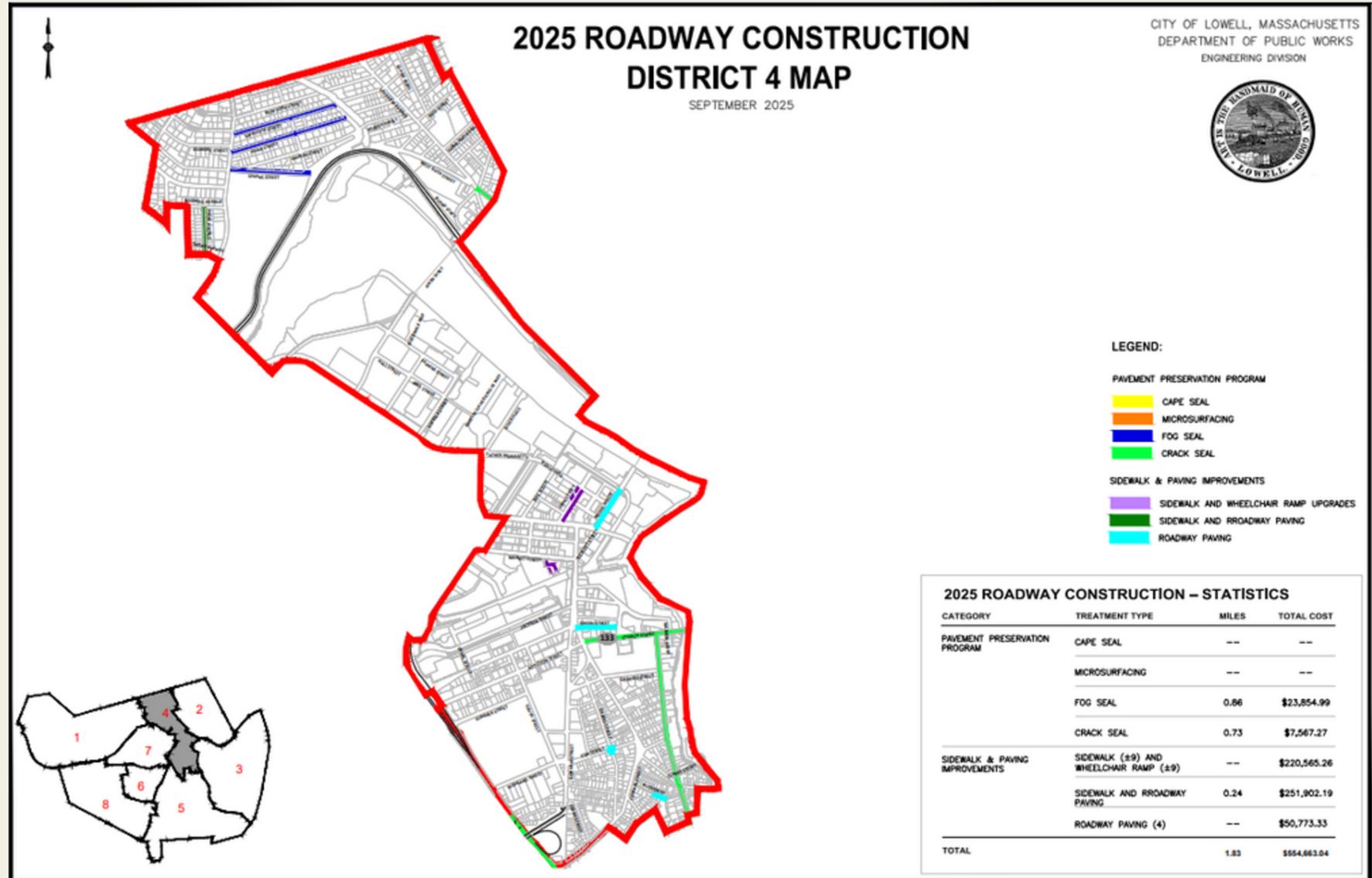
DISTRICT 3



DEPARTMENT OF PUBLIC WORKS & UTILITIES

ENGINEERING

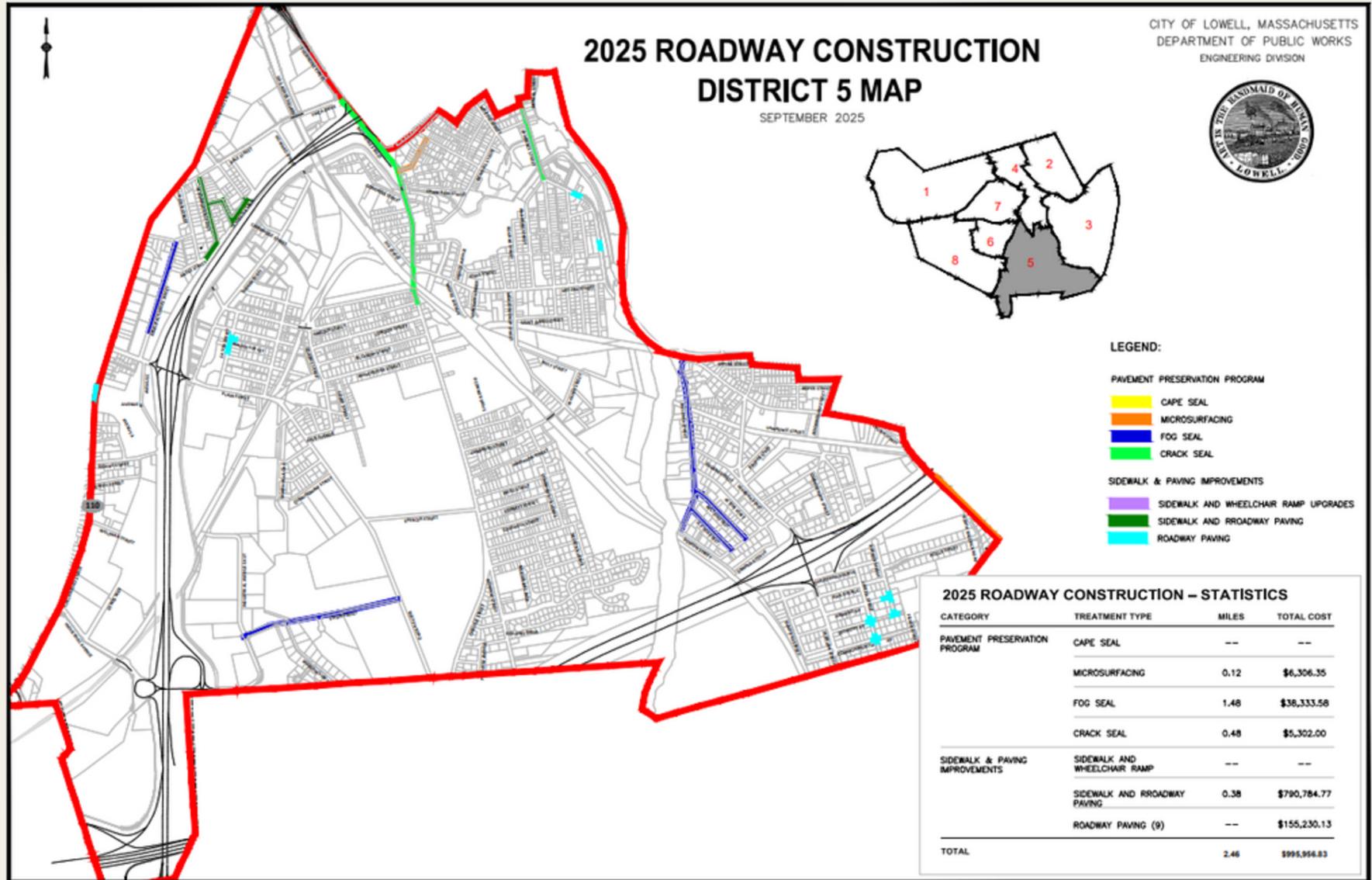
DISTRICT 4



DEPARTMENT OF PUBLIC WORKS & UTILITIES

ENGINEERING

DISTRICT 5



DEPARTMENT OF PUBLIC WORKS & UTILITIES

ENGINEERING

DISTRICT 6

2025 ROADWAY CONSTRUCTION DISTRICT 6 MAP

SEPTEMBER 2025

CITY OF LOWELL, MASSACHUSETTS
DEPARTMENT OF PUBLIC WORKS
ENGINEERING DIVISION



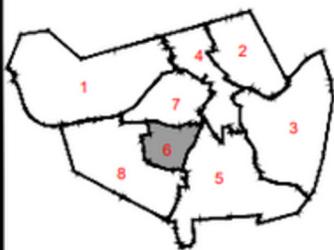
LEGEND:

PAVEMENT PRESERVATION PROGRAM

- CAPE SEAL
- MICROSURFACING
- FOG SEAL
- CRACK SEAL

SIDEWALK & PAVING IMPROVEMENTS

- SIDEWALK AND WHEELCHAIR RAMP UPGRADES
- SIDEWALK AND ROADWAY PAVING
- ROADWAY PAVING

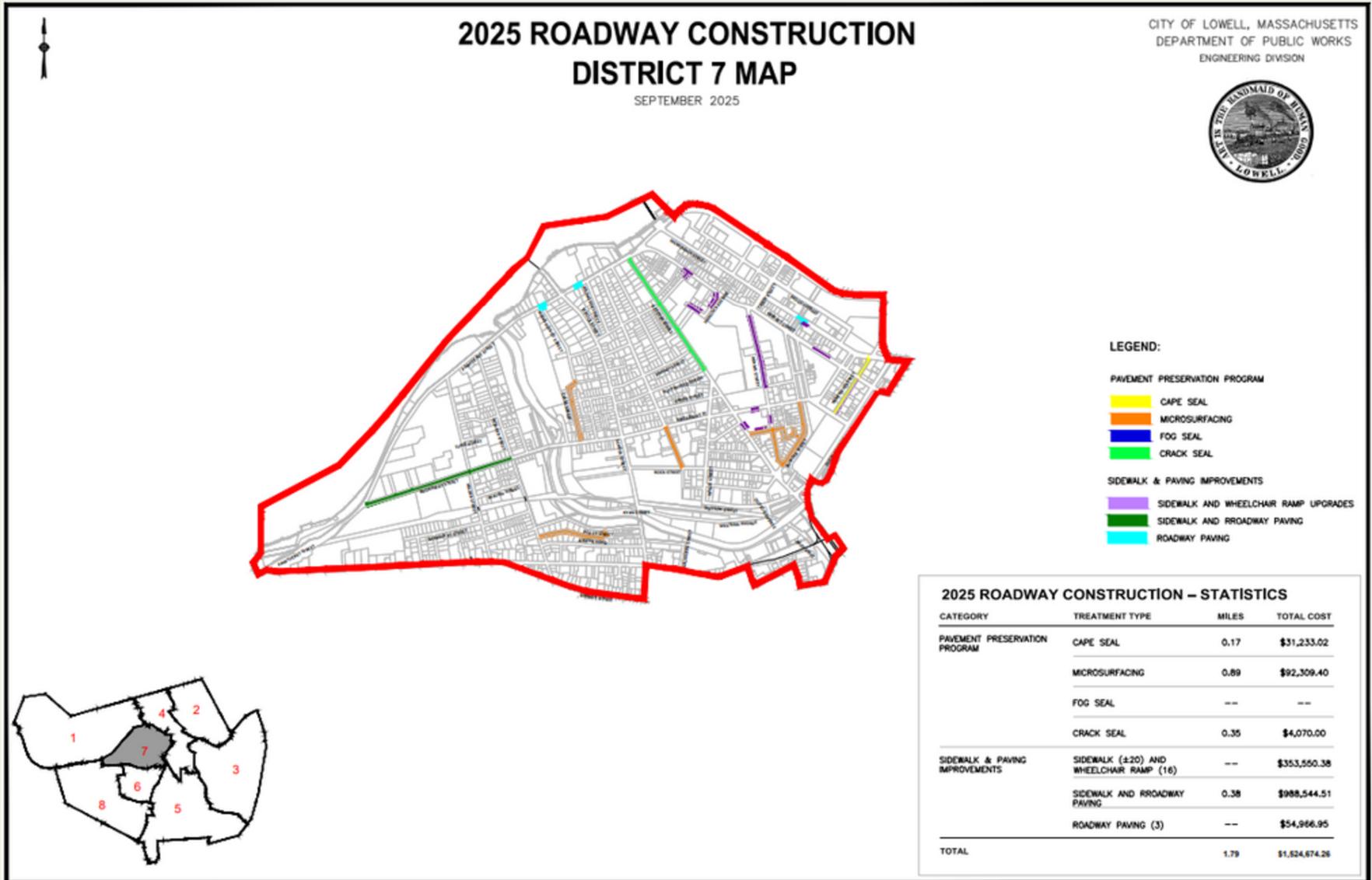


2025 ROADWAY CONSTRUCTION – STATISTICS

CATEGORY	TREATMENT TYPE	MILES	TOTAL COST
PAVEMENT PRESERVATION PROGRAM	CAPE SEAL	--	--
	MICROSURFACING	--	--
	FOG SEAL	--	--
	CRACK SEAL	0.15	\$1,875.19
SIDEWALK & PAVING IMPROVEMENTS	SIDEWALK (3) AND WHEELCHAIR RAMP (20)	--	\$344,631.91
	SIDEWALK AND ROADWAY PAVING	0.70	\$1,471,378.22
	ROADWAY PAVING	--	--
TOTAL		0.85	\$1,817,885.32

DEPARTMENT OF PUBLIC WORKS & UTILITIES ENGINEERING

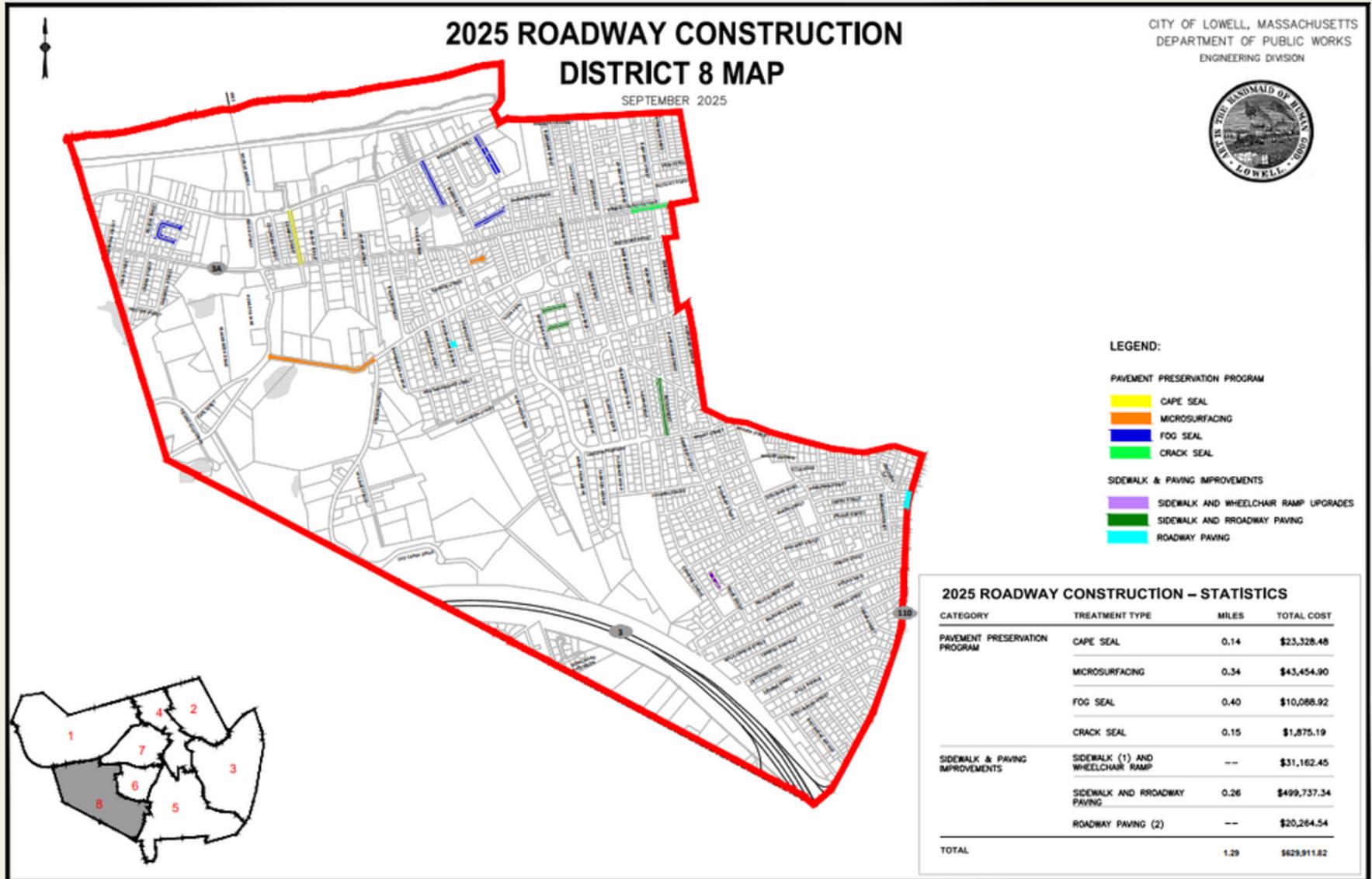
DISTRICT 7



DEPARTMENT OF PUBLIC WORKS & UTILITIES

ENGINEERING

DISTRICT 8



DEPARTMENT OF PUBLIC WORKS & UTILITIES

ENGINEERING

STREETS PAVED IN 2025 (A TO Z)

- 10th Street
- 3rd Street
- 40 Market Street
- 7th Avenue
- Adams Street
- Alma Street
- Alyssa Drive
- Arlene Road
- Armand Avenue
- Ashland Street
- Atlantic Street
- Avalon Street
- Barbara Street
- Barasford Avenue
- Beacon Street
- Bedford Avenue
- Beech Street
- Bernier Street
- Billerica Street
- Bolton Street
- Boylston Street
- Bridge Street
- Broadway
- Broadway Street
- Brookside Road
- Butler Avenue
- Chelmsford Street
- Church Street
- Clark Street
- Clare Street
- Clifton Street
- Commonwealth Avenue
- Cooks Way
- Cornell Street
- Dabby Way
- Dancause Road
- Delaware Avenue
- Delmont Avenue
- Douglas Road
- Dublin Street
- Duren Avenue
- Eaton Street
- East Meadow Road
- Edgewood
- Elm Street
- Fletcher Street
- Foch Street
- Forrest Park Lane
- Fowler Road
- Freedom Way
- Fremont Street
- Georgia Avenue
- Glenwood Street
- Gorham Street
- Grand Street
- Green Street
- Hancock Avenue
- High Street
- Hudson Street
- Ina Street
- Independence Drive
- Jennifer Road
- Joffre Street
- John Street
- Karen Street
- Kelly Circle
- Lafayette Street
- Laplume Avenue
- Lawrence Street
- Lee Street
- Leverett Street
- Lexington Avenue
- Linda Lane
- Magnolia Street
- Mansion Drive
- Manufacturers Street
- Market Street
- Meadow Drive
- Meadowview Drive
- Melrose Avenue
- Merrimack Street
- Miriam Lane
- Morey Street
- Mount Pleasant Street
- Mount Vernon
- Myrtle Street
- Oheir Way
- Old Ferry Road
- Parkview Avenue
- Patriot Way
- Pawtucket Street
- Pembroke Street
- Phebe Avenue
- Powell Street
- Princeton Boulevard
- Riverside Street
- Robin Lane
- Rockingham Avenue
- Roger Street
- Rosemont Street
- Rule Lane
- Ruth Street
- Salem Street
- Sarah Avenue
- Shadow Drive
- Shea Street
- Shirley Avenue
- Sixth Street
- Smith Street
- Sparks Street
- Suffolk Street
- Swan Street
- Tower Drive
- Townsend Avenue
- Trotting Park Road
- Varnum Avenue
- W Meadow Road
- W Sixth Street
- Walker Street
- Washington Street
- Wedgemere Drive
- Wentworth Avenue
- Westford Street
- Wilder Street
- Windsor Park Road
- Worthen Street

DEPARTMENT OF PUBLIC WORKS & UTILITIES

LANDS & BUILDINGS

OVERVIEW

In 2025, Lands & Buildings completed numerous maintenance and improvement projects across City buildings, schools, parks, and public spaces. Key accomplishments include:

Infrastructure Upgrades

- Multiple plumbing, carpentry, masonry, roofing, and painting tasks were completed at City Hall, schools, and public facilities

Safety & Accessibility

- Installed new handicap ramps, repaired sidewalks, and upgraded elevators

Community Spaces

- Renovated parks, ballfields, and playgrounds to enhance recreational areas

Efficiency Improvements

- Replaced pumps, circulators, and water systems to improve operational reliability

Looking ahead to 2026, major planned projects include:

School Improvements

- Backflow installation at Morey School, water main replacement at McAuliffe, and hallway painting at Bartlett

City Facilities

- New offices for Parks Dept, roof replacement at Shedd Park Pavilion, and upgrades to the parking garage on John St

Cemetery Renovations

- New bathrooms, breakroom, and locker room

CITY BUILDINGS MAINTAINED	
LOWELL CITY HALL 27 SCHOOLS POLICE PRECINCTS JFK PLAZA POLLARD MEMORIAL LIBRARY LOWELL MEMORIAL AUDITORIUM LOWELL SENIOR CENTER DEPT OF PUBLIC WORKS WATER DEPT PARKS DEPT CEMETERIES MAIN OFFICE WESTLAWN CEMETERY I & II CEMETERY GARAGE 8 FIRE STATIONS FIRE PREVENTION & TRAINING CAWLEY STADIUM + FIELDS ON SITE ALL BALLPARKS	
LANDS & BUILDINGS TEAM	14
PLUMBERS CARPENTERS MASONS ROOFERS PAINTER GRAFFITI/PAINTER	3 5 2 2 1 1



DEPARTMENT OF PUBLIC WORKS & UTILITIES

LANDS & BUILDINGS

COMPLETED (ORGANIZED BY ROLE)

Plumbers

- Demo showers at the Lowell Memorial Auditorium and installed new shower valves
- Worked on many calls from fire stations, JFK Plaza, Cemetery, and Lowell Memorial Auditorium, and many School Dude slips
- City Hall doctor's office area
- Numerous repairs in irrigation at ballfields, Alumni baseball field, Hadley Park, Flaggies, Bailey, Pawtucket fields, etc
- Changing pumps and circulators throughout the schools

Carpenters

- Repairing throughout for School Dude slips
- Demo and remodel 3 rooms in the basement at City Hall
- Upgraded the doctor's office at City Hall
- Bartlett School: demo and reconstructed 2 handicap elevators
- Cemetery: demo and now rebuilding a new break room, bathrooms, and locker room
- Assemble the Christmas trailer

Masons

- Numerous sidewalks and front entrances to schools (Morey, Wang, Pawtucketville Memorial)
- New handicap ramp at Pawtucketville Memorial
- Cawley Stadium repairs
- New pad for the chiller at JFK, and shortened wall
- Lawrence St playground fence repair
- Demo Lowell Memorial Auditorium showers in restrooms
- Repaired wall at Cemetery Garage area
- Replacements of handicap for the blind plates at end of sidewalks throughout City
- Jackson St handicap entrance way; demo and poured cement

Roofers

- Replaced ballpark dugout roofs and press box at Martin Field
- Cemetery front office - replaced and installed new roof
- Parks Dept - repaired back garage
- Many repairs throughout the schools (Rogers STEM, Butler, Daley, Pawtucketville Memorial, Reilly, Riverside, etc)
- Repairs at City Hall, Library, fire station, Lowell Memorial Auditorium, DPW garage
- Lawrence St playground new roof on storage shed

Painters

- Library - painted windows
- City Hall - painted 3 rooms in the basement
- Painted many offices and classrooms, front entrance and hallways to schools (Bartlett, Butler, Pawtucketville, Sullivan, Bailey, Morey, etc)
- Painted firehouse bedrooms and hallways, garage doors, main entry doors
- Graffiti throughout the City

DEPARTMENT OF PUBLIC WORKS & UTILITIES

PARKING UTILITY

Construction & Facility Improvements

- Ayotte Construction: 100% complete
- Downes Construction: complete, finishing punch-list items
- Power-washed Roy, Lower Locks, Ayotte, and Early garages
- Line striping completed at Lower Locks and Ayotte, HCID roof, Roy roof, Downes roof and 4th floor
- Painted all EV spaces in garages and Davidson Lot, stairway ceilings at Ayotte, stairways at Downes
- Landscaping includes 30 yards of mulch at all facilities, flower installation at garage entrances/exits and evergreens at Roy garage
- Installed security fencing at Lower Locks (closed off areas under stairways after MCC discussions)
- Updated Parking Office with new rugs and paint (thanks DPW)

Revenue & Transactions

- Garage Revenues: slightly lower at -12%, due to 30-min free parking in all garages and Downes construction
- Garage Transactions: up 20%
- Garage Monthly Revenues up 10%
- Event Parking Revenue: \$950K (highest ever)
- Passport Mobile Parking: up 39%
- On-Street Kiosk Revenue: up 32%
- Citations Issued: up 18%
- Enforcement Staff: 6



DEPARTMENT OF PUBLIC WORKS & UTILITIES

PARKING UTILITY

Equipment & Technology

- Purchased:
 - New vehicles Ford Transit Connect, Ford Escape (hybrid), 2 Dodge 2500 pickups (City & LAZ)
 - Fischer 2.5 cu yd sander
 - Buffalo water tank & trailer for power washing
- Installed 5 new parking kiosks at new locations
- Installed 2 new EV chargers (4 ports) at Early Garage
- Selected for MassCEC program to install 5 pole-mounted EV chargers
- Received CC approval for ordinance to charge for electricity at EV stations

Event & Community Partnerships

- Parked 6,133 vehicles during Lowell Folk Festival weekend, with a revenue of \$114K, and donated \$37K back to the Folk Fest Foundation
- Rolled out LAZGo prepay parking widget for event parking at Tsongas Center - 363 users to date
- Rolled out a mobile pay option for parking in Early, Roy, and Lower Locks garages
- First full year of on-street event parking
 - Collected \$172,631
 - Parked 6,056 vehicles via Passport and 4,507 via Flowbird kiosks
- Supported citywide nonprofits, schools, and civic organizations with parking needs
- LAZ Parking became a Greater Lowell Chamber of Commerce member and Folk Festival sponsor

Looking Ahead - 2026 Initiatives

- Install AMano One gate systems at Ayotte and Downes garages (by March 2026)
- Expand EV charging stations in garages and city lots
- Execute capital projects budgeted for FY26



DEPARTMENT OF PUBLIC WORKS & UTILITIES RECREATION

- 1193 summer participants
 - 183 summer employees
 - 380+ winter swim registrants
 - 16,584 permits issued
 - Night summer swim lessons
 - Adaptive swim certifications
 - Certified 27 lifeguards, 38 CPR/AED with First Aid, and 11 babysitters
-
- We received a grant to provide adaptive swim trainings to our swim lesson instructors to increase our ability to teach kids with special needs. We received the grant from the GLCF and were certified through both Swim Angelfish and Sunfish method.
 - We collaborate yearly with the Morey School for an afterschool and summer program. This provides a free afterschool program to these students through a grant covering the entire cost for the school year. In the summer it pays half the cost of the summer program that provides a free eight week summer program for the kids.
 - LPD partnership for Boxing, Flag football, Basketball and summer fitness activities. Boxing, Flag football, and Basketball are individual standalone programs offered by the LPD to get kids into activities during out of school time. Fitness program is built into our summer program as an extra activity for our kids.
 - Our Kids In Disability Sports partnership allows us to expand our offerings to include kids who are underserved in the community and allow us to bring some extra staff to increase their numbers for the programs.



DEPARTMENT OF PUBLIC WORKS & UTILITIES

SOLID WASTE & RECYCLING

2025 was a year of significant progress and innovation for SW&R. Despite long-standing budget challenges, the team successfully advanced several initiatives that improve services, reduce costs, and promote sustainability in Lowell.

Major Cost Savings

Through negotiations with four major hauling and disposal vendors and a formal RFP process, the department has lowered the City's overall spending by more than \$3M. Four major factors contributed to these savings:

- Early renewal with Waste Management (WM) through a one-year extension that saved the City \$450K by keeping costs flat while the formal bid process was completed.
- Reduced contamination rates from 25% to 17%, resulting in an estimated \$250K in annual savings.
- Reduction in negotiated disposal rates, from 98.90 per ton to 82.90 annually.
- Additional vendor negotiations and program rightsizing, which generated the remaining savings.

Expanded Community Services

- **Curbside Donation Program** rolled out in partnership with CMRK/Big Brothers Big Sisters, making it easier for residents to donate clothing and household items
- **Curbside Composting** pre-registration with Black Earth Compost to bring curbside composting to Lowell, supporting the City's sustainability goals and reducing landfill waste



Recycling Coordinator Chris Sullivan (left) recognized at the 2025 MassRecycle Awards

DEPARTMENT OF PUBLIC WORKS & UTILITIES

STREETS & FLEET DIVISION

- Implemented new 311 Resident Request System allowing residents to report most typical civic concerns (potholes, tree issues, Parks and Green Spaces, Street Lighting, etc) - the Streets Division completed the following tasks:
 - 2,445 pothole requests — over a million pounds of asphalt laid by hand
 - 45 sidewalk hazard requests
 - 95 hazard tree requests
 - assisted Water Utility with paving of multiple main breaks
 - repaved sidewalk on 5th St and Oswego St
 - repaired more than a dozen sinkholes across the city
- Assisted the Fire Dept laying down trees during the Fort Hill fire
- Delivered, set up, and removed outdoor dining barriers for Streateries
- Worked with CASE to secure and service many special events, such as Lowell Folk Festival, WinterFest, cultural festivals, and the City of Lights parade
- In process of implementing Enterprise Asset Management (EAM) System, including recording of all City Assets, Preventative Maintenance, and countless versions of matrices that will help drive future financial and operational decisions
- Implemented a training track to develop job skills for staff (CDL, Hoisting, OSHA, Chain Saw Safety, DOL Safety Courses [Blood Borne Pathogens])
- Revamped Parts room to blend new EAM System aimed at controlling on-hand inventory coupled with pass through purchased for fleet maintenance
- Maintain over 100 vehicles including service, heavy trucks, and heavy off-road equipment
- Manage snow fighting coverage as a combination of City assets and contracted services

LOWELL 311 REQUESTS CLOSED	
POTHOLES	2,445
SIDEWALK HAZARD	45
TREE HAZARD	95

1,000,000+ POUNDS OF ASPHALT LAID BY HAND



DEPARTMENT OF PUBLIC WORKS & UTILITIES

SUSTAINABILITY DIVISION

Funding

- Secured over \$5.4M in grant funding and over \$683K in utility incentives to implement projects related to energy efficiency, environmental justice, on-street electric vehicle charging feasibility, and decarbonization efforts for both municipal and community-level projects.
- Recovered over \$139K from utility bill suppliers.
- Supported MSBA applications for upgrades to 8 schools that have been invited to the Schematic Design phase.

Energy Efficiency/Decarbonization

- Initiated energy efficiency projects at 7 facilities over the past year while completing ongoing work at 11 facilities. Projects include, but not limited to: LED lighting, weatherization, energy efficient transformers, VFDs, chiller replacements, and heat pumps. These projects are anticipated to save the City 208,000 kWh; 700 therms; \$468K in avoided utility costs; and 140 MtCO₂e in the coming year.
- Installed a heat pump at the Edson Cemetery Chapel, making it the City's first facility without on-site fossil fuel.
- Energy Advocate provided 1:1 assistance to 158 individuals and made referrals to:
 - Mass Save (95)
 - Municipal Aggregation (72)
 - Utility Discount Rate (21)
 - Utility Bill Forgiveness (13)
 - Fuel Assistance (4)



Director Katherine Moses (fourth from the left) recognized by the Department of Energy Resources for **Leading by Example - Individual** (January 2025)

SMART ENERGY DECISIONS FORUM

SED Forum Spring
March 16-18, 2026 | Lost Pines, TX

Katherine Moses
Sustainability Director
The City of Lowell

I'm Powering What's Next
at SED Forum Spring 2026

Secure your spot, and join me for:

- Dedicated 1-to-1 meetings with vetted solution providers
- Valuable presentations from industry thought leaders
- High-value, collaborative roundtables
- 5th Anniversary of the SED WISE Awards

Register Now

Director Katherine Moses recognized by Smart Energy Decisions as **Industry Veteran for Women in Smart Energy (WISE) Award** to be held March 2026

DEPARTMENT OF PUBLIC WORKS & UTILITIES

SUSTAINABILITY DIVISION

Renewable Energy

- Existing behind-the-meter solar and net metering credits from renewable energy have generated over 9.6M kWh of clean energy while helping to avoid nearly \$500K in electricity costs.
- More than doubled installed behind-the-meter solar capacity, going from 868.3 kW from 2010-2024 to 2,106.1 kW in 2025.
 - 1,280 kW of new solar systems were installed at Wang Middle School, Robinson Middle School, McAuliffe Elementary School, and Lowell High School.
 - In calendar year 2026, the new systems are projected to:
 - Generate over 1.4M kWh of clean energy, offsetting almost 40% of the on-site electricity use at the facilities
 - Avoid \$89K in electricity costs
- Executed contracts for another 505 kW of behind-the-meter solar systems at Shaughnessy Elementary and Sullivan Middle Schools.
 - These projects are anticipated to be installed and operational in calendar year 2026.
 - Once installed, these projects are projected to:
 - Generate 591K kWh of clean energy, offsetting 69% of the on-site electricity use at the facilities
 - Avoid \$88K in electricity costs
- Initiated contracts for another 4,790 kW of behind-the-meter solar systems at 15 additional facilities.
 - Timing of the development of these systems will depend on utility interconnectional queues and installation of supporting infrastructure.
 - Once fully developed, these projects are anticipated to:
 - Generate 5.5M kWh of clean energy, offsetting 53% of on-site electricity use at the facilities.
 - Avoid \$650K in electricity costs



Wang School solar aerial view



Robinson School solar aerial view



DEPARTMENT OF PUBLIC WORKS & UTILITIES

WATER & SEWER UTILITY

In August 2025, Aaron Fox assumed the role of Chief Utility Officer as part of the strategic merger between the Water and Wastewater Departments. This integration aims to streamline operations, improve efficiency, and enhance service delivery across the City's utility infrastructure. Supporting Aaron in this effort are Evan Walsh, Executive Director - Sewer, and Paul Pires, Executive Director - Water.

Additional Staffing Updates

- Completed FY2024 staffing reorganization plan.
- Filled 25 positions across departments, including mid-level managers: Chester Morrison, Operations Manager; Dan Kelleher, Electrical and Maintenance Manager; Real Betty, Collections Manager; Tim Brinkman, Distributions Manager.
- All CDL-required employees are trained or enrolled; three employees certified by National Stormwater Center as stormwater permit inspectors.

General

- Submitted five Project Evaluation Forms (PEFs) to SRF for 2026 Intended Use Plan (IUP) for Wastewater: Centralville Phase 1, Centralville Phase 2A, Centralville Phase 2B, Lower Highlands Phase 3B, and SSES Phase 1 Downtown work.
- Submitted two PEFs to SRF for 2026 IUP for Water: Treatment Plant Upgrades and Distribution Asset Management 20 Year CIP.
- Hosted a regional CSO discussion with State Senator Ed Kennedy, State Senator Bruce Tarr, and local delegation at Duck Island Treatment Plant on March 14.

Consent Decree/Permit Compliance

- Complied with all Consent Decree (CD) deliverables submitting 10 reports, including the latest Semi-Annual CD update in October, which provides an overview of all CD-associated tasks.
- Submitted 50+ water and sewer permit reports to state and federal agencies.



Chief Utility Officer Aaron Fox honored with the NACWA National Environmental Achievement Award - Utility Leadership Award in recognition of his exceptional environmental leadership and dedication within the Utility, as well as the local, state, and national levels. Aaron was formally recognized for this achievement at the National Association of Clean Water Agencies Winter Conference in January 2025.

DEPARTMENT OF PUBLIC WORKS & UTILITIES

WATER & SEWER UTILITY

Public Engagement

- Participated in major community events: Lowell Folk Festival (July 2025), Saint Louis Sponge Park Block Parties (July/October 2025), and Touch-a-Truck (August 2025)
- Attended multiple neighborhood group meetings and distributed seasonal stormwater messaging with branded materials (pet waste bag dispensers, yard waste bags) to promote proper pet waste management and lawn care practices
 - Centralville Neighborhood Action Group - April 7, September 8, November 4
 - Centralville Community Coalition - May 16
 - Highlands Neighborhood Group - November 10

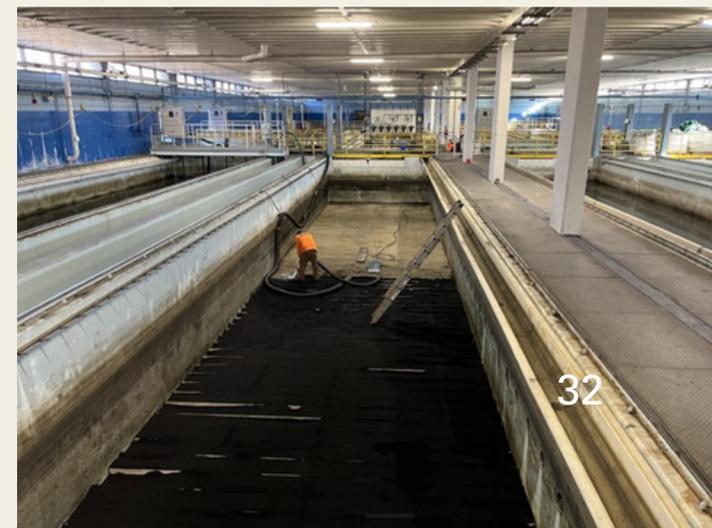
Water & Sewer Treatment Facility Maintenance

Sewer

- Purchased 4 vehicles
- Major lower bearing repair on Screw Pump 2, saving over \$50K
- Major repairs were made to the sludge conveyance system
 - incline screw broke three times; screw was rigged, repositioned, and rewelded
- Replaced 2 grit screenings containers. Container drains were fabricated, installed and painted to match
- Complete removal and rebuild of aeration valve; first-time repair for Maintenance

Water

- Purchased new Ford F350 service truck
- Sanitary and security survey done for all water storage tanks
- Installed new peristaltic pump at intake station for injecting sodium hypochlorite
- Replaced all the piping and had new tape done for injection point for new sodium hypochlorite peristaltic pump
- Changed carbon filter media
- Finished installing energy efficient lighting in the water treatment plant
- Finished installing new chemical LMI pumps in treatment plant



DEPARTMENT OF PUBLIC WORKS & UTILITIES

WATER & SEWER UTILITY

Distribution & Collection Highlights

- Resolved 33 sinkholes that required coordination with Water/Sewer/DPW
- Completed site plan reviews for 96 development projects, evaluating water, sewer, and stormwater components to ensure compliance
- 316 Lowell 311 requests were completed and closed out
- FY2026 Key Stats: 6 In-House Main Break Repairs, 27 In-House Curb Box Resets, 13 In-House Gates Replaced/Repaired, 30 In-House Hydrants Replaced/Repaired, 17 In-House Leaks Repaired, 538 Large meters have been replaced, 31% reduction in unknown lead inventory
- Completed Citywide leak detection survey: 106 leaks, 231M gallons/year
- Valve Exercising: 65% of all valves in the city have been exercised; remaining 35% in Spring 2026
- Customer bills with more than one service have been merged, which eliminates multiple bills for the customer and streamlines the billing process
- Only 0.01% of Water Bills have been estimated, well below industry standard of 2%

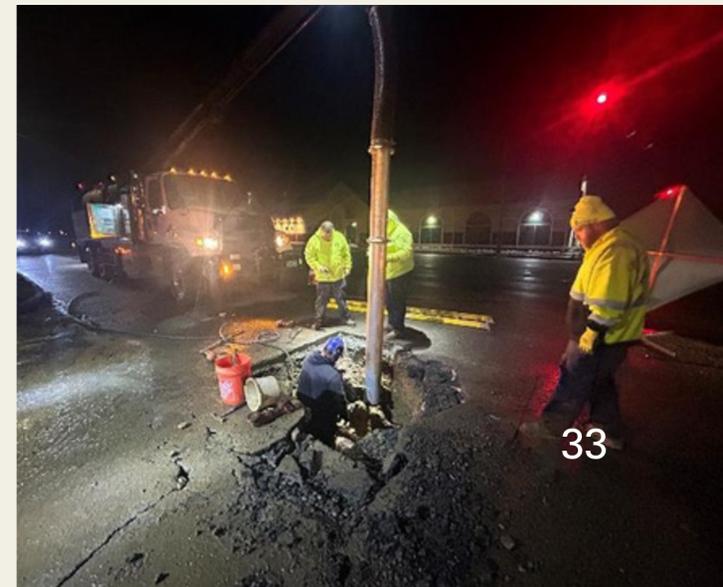
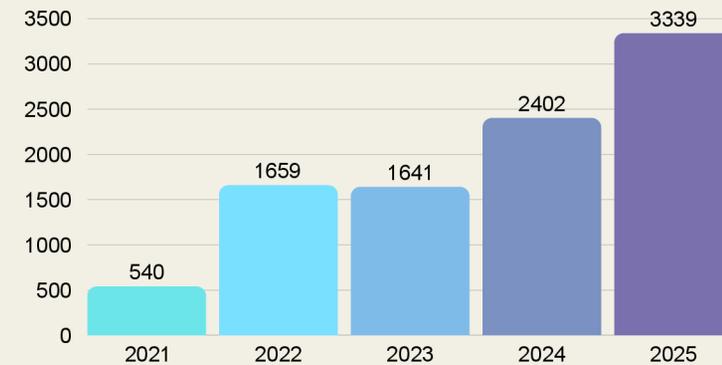
Collection Maintenance

- 3,339 catch basins cleaned (1,299 by in-house staff; purchased clam shell vehicle to increase this number); as a result, reported street flooding issues at historic lows
- Completed 14.38 miles of CCTV sewer pipe inspections (5.6% of the city)
- Installed new drain line on French St, (allowing new LHS perimeter drain to connect)
- Completed inspections and all repairs for all street extents ahead of 2025 calendar year paving program
- Lined 1 mile of sewer main, allowing pipes to last for 50 years
- Stormwater Key Stats: 91 wet weather outfall inspections completed, 234 dry weather outfall inspections completed, 93 catchments investigated, 240 new stormwater assets mapped



3,339 CATCH BASINS CLEANED = FLOODING REDUCED TO HISTORIC LOWS

Total Catch Basins Cleaned Per Year

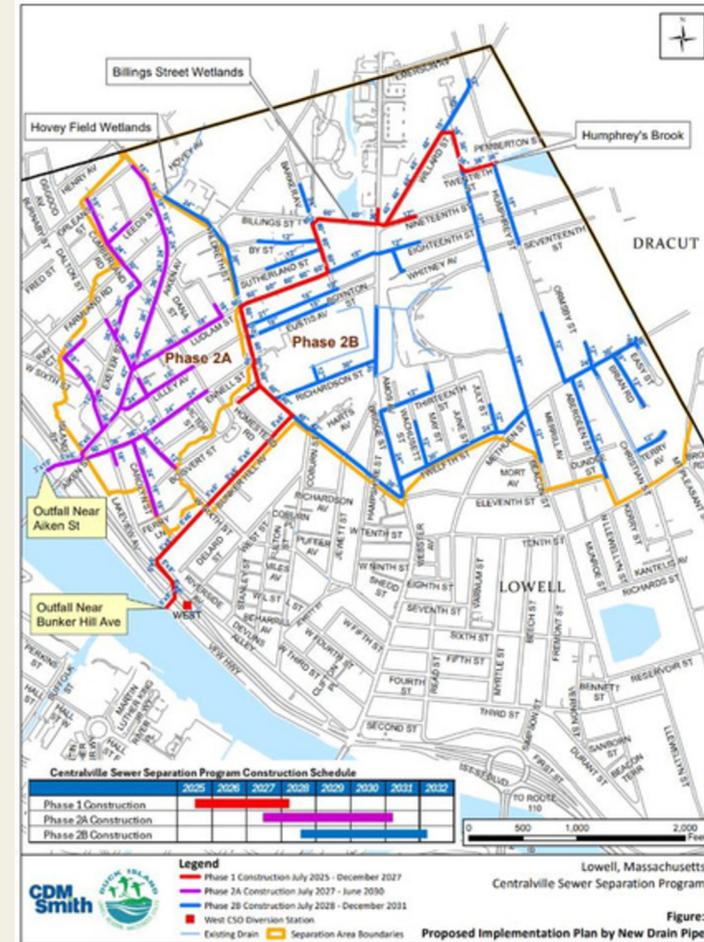


DEPARTMENT OF PUBLIC WORKS & UTILITIES

WATER & SEWER UTILITY

PROJECT UPDATE: CENTRALVILLE SEWER SEPARATION
 Construction Value (Phase 1): \$57.5M / Engineer: CDM Smith / Contractor:
 Albanese D&S / Notice to proceed issued on November 26, 2025

- These consent decree-mandated sewer separation projects will mitigate sewer backups, street flooding, and reduce CSOs
- Worked with Law and City management to secure all necessary permits, include an Article 97 Land conversion, which required a vote from the State House and Senate
- Construction kickoff meeting has occurred for Phase 1, and construction activities (shovel in the ground) commence in early 2026
- 60% design has been completed for Phase 2A with bidding anticipated for Fall/Winter 2026



DEPARTMENT OF PUBLIC WORKS & UTILITIES

WATER & SEWER UTILITY

PROJECT UPDATE: WINDWARD/DOUGLAS FLOOD MITIGATION TANK
Construction Value: \$14.3M / Engineer: Tighe & Bond / Contractor: Waterline Industries /
Notice to proceed issued on January 24, 2025

- This consent decree-mandated 1.83M gallon storage tank will mitigate sewer backups and street flooding in the local area
- Construction activities started in early March with a projected 18-month construction schedule; final paving to occur in 2027
- All earthwork and rock removal has been completed with concrete pouring for the main structure ongoing

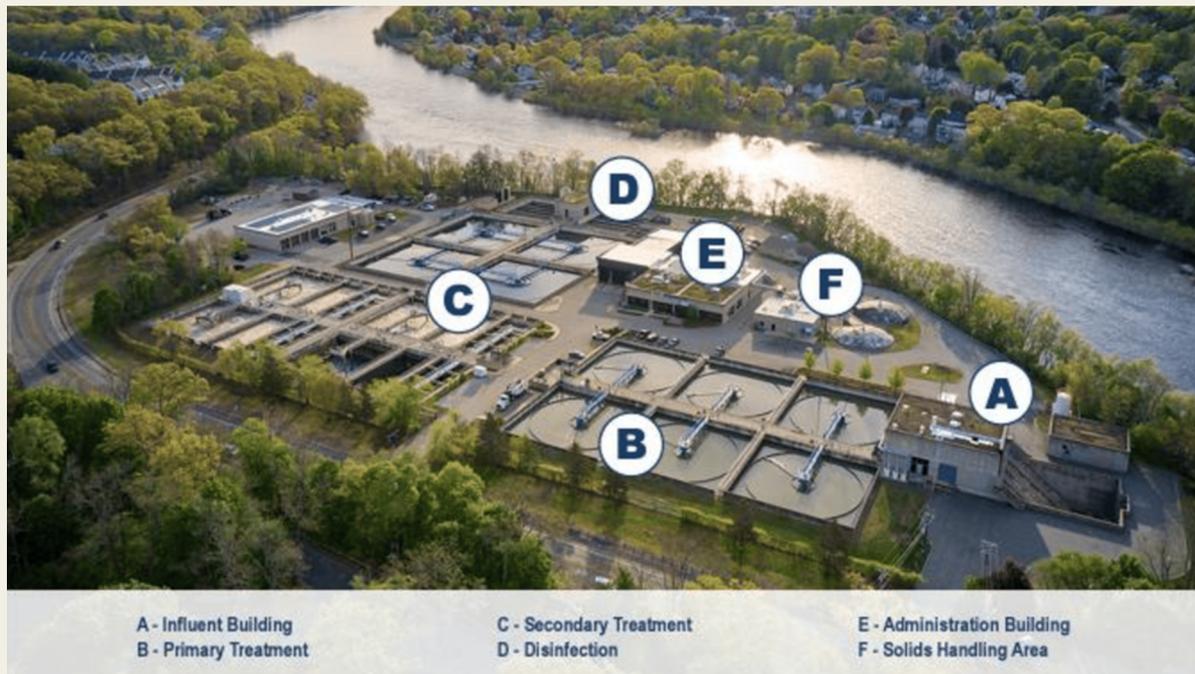


DEPARTMENT OF PUBLIC WORKS & UTILITIES

WATER & SEWER UTILITY

PROJECT UPDATE: DUCK ISLAND TREATMENT FACILITY UPGRADE
Construction Value: \$23.9M / Engineer: Wright-Pierce / Contractor: Waterline Industries /
Notice to proceed July 2, 2024

- Phase 3 improvements aim to modernize outdated equipment, streamline operations, ensure the continued reliability of critical infrastructure, comply with current and future environmental permits, and reduce ongoing operation and maintenance costs
- **The Loan forgiveness for the Duck Island Phase 3 upgrades was increased to 23.9%, equating to \$5.7M in savings for the City**
- Major pieces of equipment have arrived onsite and operation of equipment to commence in December
- A one-page summary of the project is posted on the Wastewater website:
<https://lowellma.gov/DocumentCenter/View/27874>



DEPARTMENT OF PUBLIC WORKS & UTILITIES

WATER & SEWER UTILITY

PROJECT UPDATE: CHRISTIAN HILL RESERVOIR TREE REMOVAL

- Tree removal completed in October 2025
- This project helps maintain structural integrity of the City's underground reservoir
- Spring 2026: Grinding Stumps & Loam and Hydroseed



DEPARTMENT OF PUBLIC WORKS & UTILITIES

WATER & SEWER UTILITY

PROJECT UPDATE: WATER SYSTEM IMPROVEMENT PROJECTS

Construction Value: ~4.67M / Engineer: Woodard & Curran / Contractor: Defelice

- Replaced: 2 miles of water main, 24 hydrants, and 99 services
- Work occurred in the following areas:
 - Columbia Rd Area
 - Belvidere/Hovey Area
 - Martin St Area
 - Dutton St
 - Rogers St area



DEPARTMENT OF PUBLIC WORKS & UTILITIES

WATER & SEWER UTILITY

2026 GOALS

- Fully integrate the Water and Sewer departments including job titles, organization chart, logo, and website
- Comply with newly established wastewater effluent phosphorus limit that goes into effect Summer 2025.
- Complete design and bid the Phase 2B Centralville Sewer Separation Project
- Start construction for Phase 3A - Lower Highlands Sewer Separation Project
- Complete construction of the Phase 3 Duck Island Wastewater Treatment Plant
- Exercise all valves in the City
- Start construction for the Water Treatment Plant project
- Utilize in-house staff and fiscal budget for all distribution repairs
- Incorporate extensive water main replacements into the Sewer Separation Projects



HEALTH & HUMAN SERVICES

- P42 COUNCIL ON AGING**
- P43 HEALTH**
- P44 POLLARD MEMORIAL LIBRARY**
- P45 VETERANS SERVICES**

HEALTH & HUMAN SERVICES COUNCIL ON AGING

Core Services

- Meals provided daily: Continued offering breakfast and lunch 7 days a week, ensuring food security and social connection for seniors
- Consistent daily programs: Structured activities for seniors promoting wellness, engagement, and community

Community Engagement

- Art Exhibits: Hosted 4 exhibits showcasing local talent in March, June, August, and November
- Special Events: Organized seasonal and themed events throughout the year
- Big Bus Trips: Successfully reinstated with the hiring of a dedicated driver

Support & Outreach

- Lowell Tax Aide: assisted 331 seniors with free tax filing services
- Outreach Team: completed 860 appointments; provided help with SNAP benefits, open enrollment, and Social Security
- Behavioral Health Services: delivered 271 hours of support through our licensed social worker; addressed critical needs including homelessness intervention

Commitment to Seniors

- Continued to provide a safe, structured environment where seniors can rely on:
 - Nutritious meals
 - Social interaction
 - Emotional support
- Focused on grant opportunities to enhance programs and services
- Strengthened partnerships with organizations across the City to expand resources and support



HELPED AN AUNT AND NIECE
TRANSITION FROM LIVING IN THEIR
CAR TO TEMPORARY HOUSING AND
ULTIMATELY SECURE PERMANENT
HOUSING THROUGH COORDINATED
EFFORTS WITH HEALTH DEPT AND
OUTREACH TEAM



HEALTH & HUMAN SERVICES

HEALTH

The Community Education, Prevention, and Syringe Services provide medication take-back days quarterly to get medications and sharps out of people's homes

The Syringe Program to-date has picked up 10,291 syringes (last year at this time they had picked up 14,179 syringes)

By having take-back days, it decreases medications or syringes in the water supply and or garbage or recycling left outside

MED/SHARPS TAKEBACK TOTALS

MARCH 15	145.5 LBS MEDS 245 LBS SHARPS
JUNE 21	74 LBS MEDS 217 LBS SHARPS
SEPT 13	94 LBS MEDS 252 LBS SHARPS
NOV 15	82 LBS MEDS 162 LBS SHARPS

TOTAL LBS MEDS: 395.5
TOTAL LBS SHARPS: 876



HEALTH & HUMAN SERVICES

POLLARD MEMORIAL LIBRARY

A reorganization of the library has been undertaken to ensure that the collections are easier for patrons to browse items, and we have seen a minimum increase of 5% of circulation of materials over 2024

The Library is committed to creating more welcoming and useful spaces for patrons.

- Furniture in the Teen and Children's areas have been upgraded in 2025 with more items available for borrowing and an increase in passive programming opportunities (puzzles, coloring sheets, etc.) for users.
- Invested in upgrading our technology including new patron computers, as well as additional services related to microfilm services and allowing patrons to print from their own devices.
- Expanded our World Language and English Language Learning/New Readers section with more than 350 additional books

By focusing on creating a more welcoming and comfortable environment for patrons, we have seen a dramatic increase in family, children and teen use of the library during the day. We have seen dramatic increases in usage moving from approximately 400 a day in November 2024 to approximately 700 visitors in November 2025. The usage is up and engagement with our collections and services is up as well.

We are going to continue our goal to make the library more welcoming, with projects including new and upgraded furniture for the adult sections of the building, additional programming spaces to be used by the community, offering technology for borrowing within the library, and additional services for families, children, teens, and adults to utilize while in the building.



HEALTH & HUMAN SERVICES

VETERANS SERVICES

Programs & Ceremonies

- Hometown Hero Banner Program - continue honoring local veterans through the banner initiative
- Community Ceremonies - organized **Memorial Day** and **Veterans Day** ceremonies; hosted **Vietnam Veterans Day** event to recognize service and sacrifice

Community Engagement

- Partnered with Lowell Vet Center for Trunk or Treat community event and Veterans Day collaboration, strengthening outreach and visibility

Operational Achievements

- Placed 6,000 flags across City cemeteries and memorial locations
- Completed 2 biannual benefits updates
- Processed over 200 Veterans Affairs compensation applications
- Attended State Service Officer Training
- Maintained VA accreditation as a claims agent, enabling assistance for veterans and widows - including those outside of Lowell



OFFICE OF THE CITY MANAGER & FINANCE

- P47 ASSESSOR'S OFFICE**
- P48 AUDITING**
- P49 COMMUNICATIONS**
- P50 CULTURAL AFFAIRS & SPECIAL EVENTS**
- P51 FINANCE**
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- P54 MANAGEMENT INFORMATION SYSTEMS**
- P56 PURCHASING**
- P57 TREASURER/COLLECTOR**

OFFICE OF THE CITY MANAGER & FINANCE

ASSESSOR'S OFFICE

- Completed a full evaluation in compliance with DOR standards, ensuring fair and equitable assessments across all property classes
- Enhanced GIS-based property data tools, improving both internal analysis and public access (**Goal 6.1**)
- Streamlined abatement and exemption processing, reducing turnaround times and improving customer service



GOAL 6.1
PROMOTE EQUITABLE ACCESS TO SERVICES AND
RESOURCES

OFFICE OF THE CITY MANAGER & FINANCE

AUDITING

- Completed the FY24 audit with no material findings, reflecting strong internal controls and financial reporting
- Modernized internal reporting tools to support timely and accurate financial analysis
- Provided training to departments on procurement and grant compliance, reducing audit risk and improving operational efficiency (**Goal 1.2**)



GOAL 1.2
IMPROVE MUNICIPAL SERVICE DELIVERY THROUGH
INNOVATION AND TECHNOLOGY

OFFICE OF THE CITY MANAGER & FINANCE COMMUNICATIONS

Social Media & Digital Engagement

- Managed the City's Facebook, Instagram, Twitter, and YouTube channels, reaching a combined 39,201 followers, a **20.2% increase** year over year
- Expanded digital reach through consistent content, timely updates, and increased use of video and short-form media

Newsletters & Resident Outreach

- Launched the Lowell Current newsletters for residents and businesses with regular updates on City initiatives, events, and resources
- Grew the subscriber base to **1,145** within the first year

Video & Multimedia Production, Media Visibility

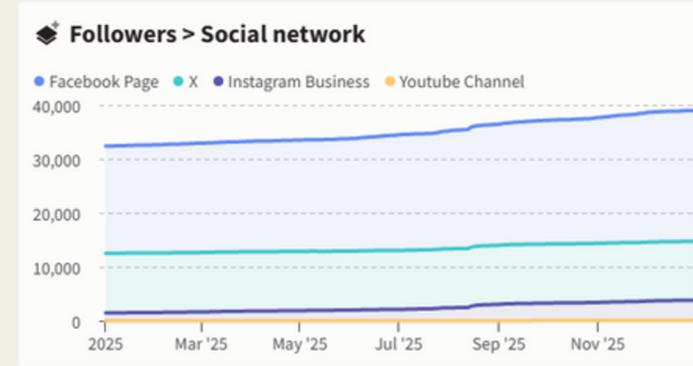
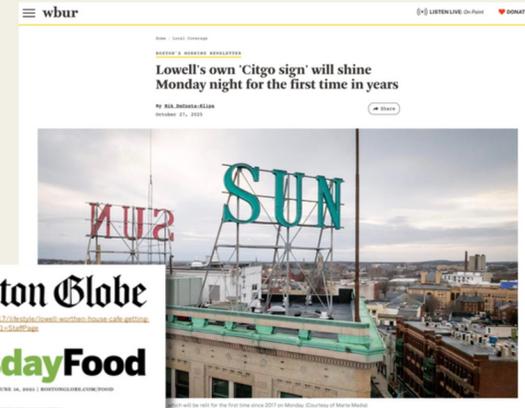
- Produced 6 videos highlighting local businesses and community resources, including a MarComm Award-winning video about the Lowell Senior Center
- Created **10+ reels** showcasing local events, improving engagement
- Ran commercials in regional media to promote major local events, increase visibility
- Secured PR placements for City staff and local businesses

Staff Training & Internal Support

- Hosted **LinkedIn workshops** for City staff to support professional development and improve departmental visibility
- Coordinated **professional headshot sessions** for staff across departments

Marketing

- Worked with Fuselideas to successfully rebrand the city for marketing and promotion of the City of Lowell assets



OFFICE OF THE CITY MANAGER & FINANCE CULTURAL AFFAIRS & SPECIAL EVENTS

25th Anniversary of WinterFest

Successfully delivered a milestone event celebrating WinterFest's anniversary and expanded the event footprint into Downtown Lowell

Launch of Spring Busker Festival

- Highlighted local makers and performers, like Mill City Circus, Alligator Wine, Cousin Auntie's Ghost, and Daemon Chili
- Live art performances and installations
- Partnership with local artists at Western Ave. Studios, Refuge

Greater Lowell PRIDE

- Shepherded relocation; continued growth and visibility of PRIDE in the region

Cambodia Town Art Project

- Completed Phase 1, reinforcing commitment to public art that reflects our community

Volunteer Fair

- Continued partnership with Mosaic Lowell, delivering high community impact
- Introduced numerous new volunteers to local opportunities and fostered cross-City relationships
- Achieved one of the lowest production costs among events with extremely high ROI

Lowell Bicentennial Planning 2026

- Hosted community planning meetings
- Conducted outreach to community partners, non-profits and local businesses to begin planning a 2026 Bicentennial Calendar
- Development of a dedicated Bicentennial website set to launch in Feb. 2026



OFFICE OF THE CITY MANAGER & FINANCE

FINANCE

ADMINISTRATION

In calendar year 2025, the Finance Dept made significant progress in advancing the City's financial health, operational efficiency, and service delivery. These accomplishments directly support the City Manager and City Council's strategic goals of enhancing quality of life, investing in infrastructure, and delivering efficient, transparent government operations.

- **Goal 1.1:** Ensure fiscal sustainability and resilience
- **Goal 1.2:** Improve municipal service delivery through innovation and technology
- **Goal 6.1:** Promote equitable access to services and resources
- **Goal 7.2:** Strengthen civic engagement and transparency in government

The City of Lowell achieved a **bond rating upgrade from Moody's Investors Service**, with the City's issuer rating raised from A1 to Aa3 and the GOLT bond rating from A2 to A1.

- This reflects the City's improved financial position, strong reserves, and disciplined fiscal management
- The upgrade will reduce borrowing costs and enhance the City's ability to invest in infrastructure and community priorities
- Directly supports **Goal 1.1**



MOODY'S RATINGS

Rating Action: Moody's Ratings upgrades the City of Lowell, MA's issuer and GOLT ratings to Aa3; assigns stable outlook

OFFICE OF THE CITY MANAGER & FINANCE

FINANCE

BUDGET OFFICE

- Developed and adopted a structurally balanced FY26 budget that maintained core services while addressing long-term liabilities
- Expanded the **ClearGov digital budget book**, improving transparency and public engagement in the process (**Lowell Forward Goal 7.2**)
- Held multiple “public input sessions” with the Community at neighborhood group meetings, as well as with the public at large to further engage the community in the budget process
- Introduced internal budget dashboards to support real-time monitoring and data-driven decision-making, aligning with Lowell Forward **Goal 1.2**



Municipal Budget

Community Listening Session
February 13th, 5:00 - 7:00 PM
Mayor's Reception Room, City Hall

Topics Covered:

- Basic Municipal Budgeting
- How Budget Impacts City Services and Programs
- Q&A Session with Budget Experts

The graphic includes an illustration of three people (two men and one woman) interacting with a large digital dashboard. The dashboard displays various financial charts: a bar chart with an upward arrow, a pie chart with a dollar sign, a line graph with an upward arrow, and another pie chart. Dotted lines and arrows connect the people to the dashboard elements.

OFFICE OF THE CITY MANAGER & FINANCE

HUMAN RELATIONS

Labor Relations

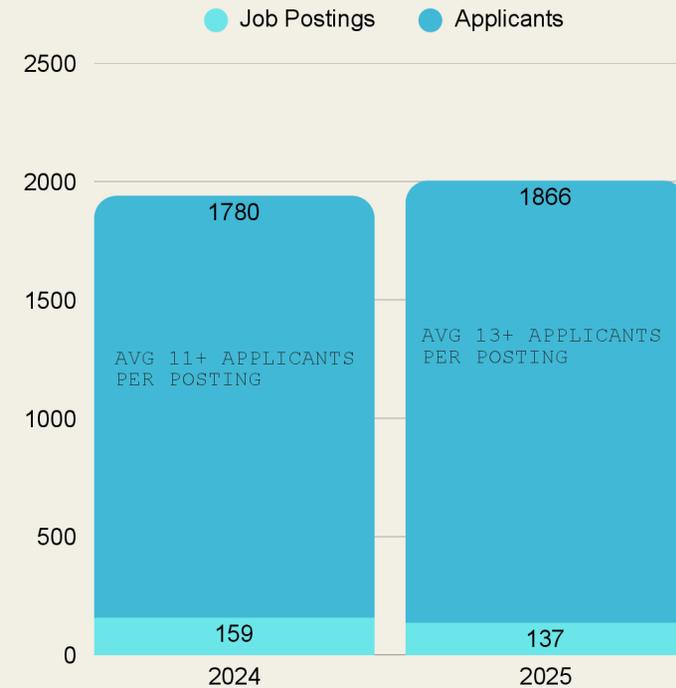
- Negotiated and finalized multiple collective bargaining agreements
- Maintained strong labor relations while upholding fiscal responsibility
- Implemented citywide Sick Leave Counseling procedures in collaboration with department heads to reduce sick leave misuse
- Restarted random drug testing for DOT CDL staff

Employee Onboarding, Training, and Development

- Launched a new employee onboarding and training platform to strengthen recruitment and retention
- Coordinated with MIS to implement MUNIS onboarding module to reduce paper use and streamline transition from candidate to employee
- Delivered Reasonable Suspicion Training for supervisory staff
- Partnered with City’s Employee Community Liaison to provide in-person anti-bullying training for all Recreation staff (Summer and Winter)

Wellness, DEI & Employee Support

- Expanded wellness and DEI initiatives, including citywide training and engagement programs aligned with Lowell Forward **Goal 6.1**
- Rolled out new vision care vendor EyeMed during open enrollment
- Provided grief counseling and support services following the unexpected loss of Auditing Dept staff member Emer Mezzetti, including:
 - Group counseling sessions
 - Assistance managing incoming calls
 - Coordinated transportation for staff to attend memorial services



POSTING FOR A POLICE DEPT DISPATCHER DREW **248 APPLICANTS**

OFFICE OF THE CITY MANAGER & FINANCE

MANAGEMENT INFORMATION SYSTEMS

Enterprise Systems & Service Modernization

- Launched **Enterprise Service Requests/311 Services**, creating a unified intake system to track, manage, and measure resident service requests across all channels
- Implemented **Enterprise Asset Management (EAM)** to centralize oversight of all City assets - roads, buildings, parks, water infrastructure - supporting maintenance, work orders, analytics, and long-term resource planning
- Deployed **Employee Access (EA) tools**, enabling staff self-service for timesheets, leave requests, accruals, training applications, and policy compliance, while improving management oversight capabilities
- Introduced a **mobile violation ticketing system** using iPads and portable printers for inspectors, streamlining field operations and processing efficiency

Technology Infrastructure & Security Enhancements

- Replaced or refreshed **600+ City desktop systems** and **60+ library patron systems**, mitigating risks associated with the end of Windows 10 support
- Adopted a **zero-trust security architecture** across the organization
- Implemented a **centralized system and event logging platform** to consolidate monitoring across critical technology systems
- Transitioned all **internal network firewall tools** to align with modern security standards
- Completed a **comprehensive incident response plan** and a **department software survey** to strengthen preparedness for future cyber events
- Delivered **cybersecurity awareness training** through KnowBe4
- Updated the **mobile device management platform** to improve endpoint governance
- Deployed enhanced **remote management tools** to strengthen support and patch management

KEY STATS AT A GLANCE	
600+	CITY DESKTOP SYSTEMS REPLACED
60+	LIBRARY PATRON SYSTEMS REFRESHED
1	311 REQUEST SYSTEM DEPLOYED
1	EAM PLATFORM IMPLEMENTED
1	EA SYSTEM LAUNCHED

OFFICE OF THE CITY MANAGER & FINANCE

MANAGEMENT INFORMATION SYSTEMS

Geographic Information Systems (GIS) Advancements

- Realigned all **enterprise GIS tools** to streamline services across City departments
- Implemented a **full-featured GIS mapping and analytics platform**, including web services and dedicated infrastructure for real-time field access, data capture, and cross-departmental sharing
- Published a **GIS Hub** showcasing interactive and PDF maps for both public and internal use
- Fully overhauled the **public GIS web portal** to adopt current technologies and best practices

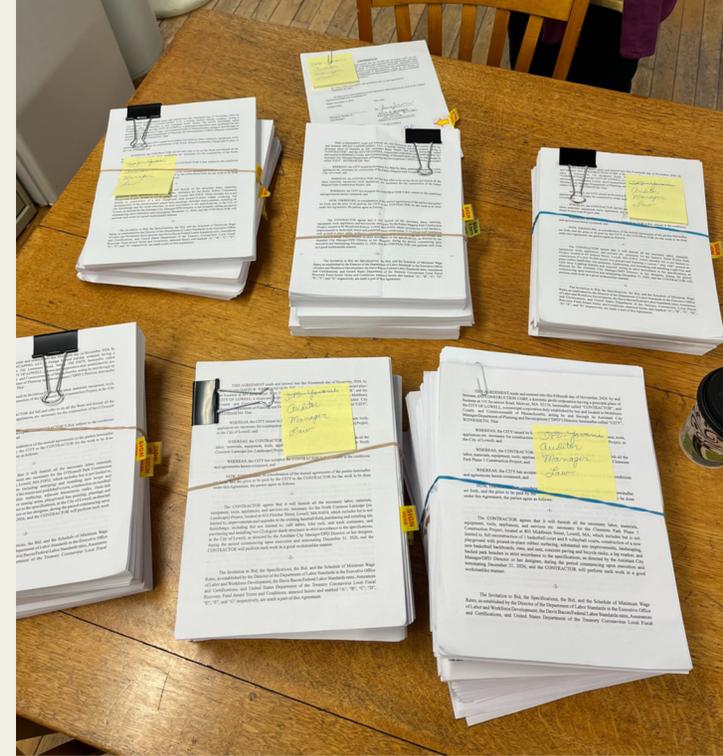
Funding & Strategic Initiatives

- Secured approximately **\$500,000 in federal and state grants** supporting cybersecurity training, digital equity equipment, cybersecurity tools, and GIS enhancements

OFFICE OF THE CITY MANAGER & FINANCE

PURCHASING

- Centralized procurement processes and implemented a new contract management system, improving compliance and vendor tracking
 - Working with Law, made all new contracts electronic and reduced hard copies from 6 to 2
- Conducted citywide training on procurement best practices, increasing efficiency and reducing bid errors
- Achieved cost savings through cooperative purchasing and strategic sourcing, supporting **efficient operations** and **infrastructure investment**
- Supported all departments' procurement needs, for creating Request for Proposal to Invitation for Bids.
- Helped departments develop Request for Proposals
- Continued to send purchase orders to vendors electronically - in the last three years over half are electronic, saving paper, postage and getting vendors their orders faster



OFFICE OF THE CITY MANAGER & FINANCE

TREASURER/COLLECTOR

Digital Payment Expansion

- Increased online payment adoption by 15%, improving convenience for residents and reducing in-person traffic
- Implemented PayPal and Venmo as additional payment options, further increasing digital usage, reducing paper payments, and supporting Lowell Forward Goal 1.2

Cash Management & Financial Performance

- Introduced new cash-management strategies that improved investment returns and strengthened liquidity, supporting Lowell Forward Goal 1.1
- Enhanced financial operations to better align with long-term fiscal goals

Operational Improvements

- Successfully managed the banking conversion from Enterprise Bank to Rockland Trust with no service disruptions
- Collaborated with USPS officials to reduce undeliverable tax and utility bills, improving billing accuracy and efficiency
- Implemented updated procedures to ensure compliance with revised tax-title laws

Completed the Massachusetts Treasurer's Office certification process, reinforcing professional standards and departmental expertise