

DETAILED DEPARTMENTAL BUDGETS

WASTEWATER ENTERPRISE FUND

WASTEWATER ENTERPRISE FUND SUMMARY

	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2008 Request	2008 Manager	2008 Approved
Revenues	10,655,090	12,081,111	12,114,279	12,142,000	13,500,425	13,460,229	13,460,229
	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2008 Request	2008 Manager	2008 Approved
Personal Services	2,039,572	2,199,892	2,316,734	2,552,599	2,586,978	2,584,788	2,584,788
Ordinary Expenses	4,027,504	4,730,460	4,766,544	6,159,949	5,951,400	6,036,400	6,036,400
Capital Expense	32,957	16,780	227,138	16,500	37,000	37,000	37,000
Debt Service	1,134,985	1,342,674	1,342,674	1,425,508	1,978,702	1,978,702	1,978,702
Health Insurance	-	-	-	500,572	560,625	406,153	406,153
Retirement	539,800	539,800	539,800	360,984	377,253	377,253	377,253
Indirect Costs	651,437	443,748	443,748	263,385	939,934	939,934	939,934
Transfer Out	-	-	2,500,000	1,100,000	1,100,000	1,100,000	1,100,000
Total Expenditures	8,426,255	9,273,354	12,136,638	12,379,497	13,531,891	13,460,229	13,460,229
Surplus/(Deficit)	2,228,835	2,807,757	(22,359)	(237,497)	(31,466)	(0)	(0)

Wastewater

The Lowell Regional Wastewater Utility is committed to maintaining a clean healthy Merrimack River by providing reliable wastewater treatment and collection service in an environmentally sensitive, responsible manner. We strive to provide services in a professional and fiscally responsive manner to our customers, the citizens of Lowell.

The utility continually works to reassess and improve operations, which enables us to benefit citizens and employees through the practice of prudent fiscal management, investigation of the latest technological advances, and quality management practices to contribute to the City's financial health, improvement of our water resources and environmental health of the community.

GOALS

1. Maintain ISO 14001 Certification, establish a National Biosolids Partnership Environmental Management System with third party certification for the Utility's biosolids handling operation and initiate other cutting edge managerial practices for improved efficiency and operations.
2. Development and implementation of a capital improvements plan and thorough assessment of the Utility operations and management, for prudent capital investment for efficient operations and maintenance, reduction of odors, reduction of CSOs, free up treatment plant capacity, and improvement of utility operations and management.
3. Maintain environmental compliance with federal and state permit requirements and parameters.

WASTEWATER

Account #'s	FY06 Actual	FY07	FY08	FY08 Mgr	FY08 Approved
Exec. Director, Mark Young		94,416	96,969	94,779	94,779
Office Manager, Lisa Malcuit		47,344	47,439	47,439	47,439
Head Clerk, Cheryl Daigneault		37,770	37,846	37,846	37,846
Ops. Supndt., Garret Murphy		71,373	71,516	71,516	71,516
Asst. Ops. Super, Thomas Kawa		54,424	54,533	54,533	54,533
Head Operator, John Arthur		51,973	52,077	52,077	52,077
Head Operator, David Bernier		51,973	52,077	52,077	52,077
Head Operator, Erik Willett		51,973	52,077	52,077	52,077
Head Operator, L. Anderson		47,125	47,219	47,219	47,219
Operator II, Ronald Halligan		44,229	44,318	44,318	44,318
Operator II, Dennis Halligan		44,229	44,318	44,318	44,318
Operator II, Donald Larose		44,229	44,318	44,318	44,318
Operator II, Rick Toohey		44,229	44,318	44,318	44,318
Operator II, Jason O'Neil		44,229	44,318	44,318	44,318
Operator II, Michael Cassidy		44,229	44,318	44,318	44,318
Operator II, Andrew Webber		44,229	44,318	44,318	44,318
Operator II, Richard Picard		44,229	44,318	44,318	44,318
Operator II, John Fuller III		44,229	44,318	44,318	44,318
Maint. Super, Stephen Faxon		71,373	71,516	71,516	71,516
Maint Super, John Flaherty		54,976	55,086	55,086	55,086
Electrician, Mark Meehan		60,564	60,685	60,685	60,685
HD Colct. Syst Oper, S. Cohan		51,749	51,853	51,853	51,853
Instrument Tech, A. Walsh		51,749	51,853	51,853	51,853
Parts Equip Mgr, Dennis Pare		43,874	43,962	43,962	43,962
Mechanic III, Jeffrey Paquette		46,947	47,041	47,041	47,041
Mechanic III, George Deamicis		44,743	44,833	44,833	44,833
Mechanic III, John Fuller		44,152	44,240	44,240	44,240
Mechanic II, Jean Letendre		44,152	44,240	44,240	44,240
Mechanic II, John Taylor		44,152	44,240	44,240	44,240
Mechanic II, Gary Leighton		44,152	44,240	44,240	44,240
Mechanic I, Richard Bastien		40,712	44,240	44,240	44,240
Mechanic I, Mark Bastien		37,008	37,082	37,082	37,082
Mechanic I, Robert Rocheleau		37,793	37,869	37,869	37,869
Mechanic I, Roger Lampron		37,793	37,869	37,869	37,869
Mechanic I, Matt Daigneault		37,793	37,869	37,869	37,869
Mechanic I, Vernon Atwood		34,945	36,933	36,933	36,933
Mechanic II, Paul Malcuit		31,364	35,516	35,516	35,516
Mechanic II, Mario Reis		31,364	35,516	35,516	35,516
Eng. Supervisor., Michael Stuer		57,476	64,730	64,730	64,730
Staff Engineer II, Aaron Fox		50,732	50,834	50,834	50,834
Staff Engineer II, John Pugh		50,732	50,834	50,834	50,834
Staff Engineer II, Brandon Kelly		42,760	47,094	47,094	47,094
Pretreat.Coor., Chris Crowley		50,732	50,834	50,834	50,834
Engineering Tech, Fred Hamel		43,874	43,962	43,962	43,962
Chemist, Jin-Bok McGowan		57,428	57,543	57,543	57,543
Asst. Chemist, Joanne Shea		48,346	48,443	48,443	48,443
Sr. Lab Tech, K Cavanaugh		44,234	44,323	44,323	44,323
Sr. Lab Tech, Amy Daigneault		42,648	42,733	42,733	42,733
		2,286,749	2,318,628	2,316,438	2,316,438

Account #'s	FY06 Actual	FY07	FY08 Request	08 Mgr	FY08 Approved	
Salaries & Wages - Temp	60000055-511000	2,054,278	2,286,749	2,318,628	2,316,438	2,316,438
Holiday	60000055-514000	21,132	23,800	23,800	23,800	23,800
Shift Differential	60000055-514300	32,934	36,400	36,400	36,400	36,400
License Incentive	60000055-514400	800	1,000	1,000	1,000	1,000
Longevity	60000055-514800	1,142	1,150	1,150	1,150	1,150
Sick Leave Incentive	60000055-514900	27,039	19,000	21,000	21,000	21,000
Salaries & Wages - Temp	60000055-512000	34,463	34,500	35,000	35,000	35,000
Overtime	60000055-513000	144,944	150,000	150,000	150,000	150,000
Utility Heating/Gas	60000060-520100	612,000	1,100,000	-	-	-
Utility Heating/Gas	60000060-520101	70,919	85,000	-	-	-
Energy - Heating/Gas	60000060-520102	6,998	10,000	-	-	-

	NEW			1,045,000	1,045,000	1,045,000	
Repair & Maint Bldgs & Grds	60000065-520507	57,105	70,000	-	-	-	
Preventive Maint Repairs	60000065-520509	62,658	80,000	-	-	-	
Building Supplies	60000070-543800	56,261	65,000	-	-	-	
Public Works Supplies	60000070-543700	10,698	20,000	-	-	-	
Repair & Maint of Equipment	60000065-520500	206,424	290,000	-	-	-	
Elevator Repairs	60004266-520514	15,145	19,949				
	NEW			615,000	615,000	615,000	
Grit Screening Removal	60000065-525500	150,000	150,000	-	-	-	
Sludge Removal	60000065-521402	2,050,000	2,450,000				
	NEW			2,750,000	2,750,000	2,750,000	
Rental of Equipment	60000065-524000	26,419	29,000	30,000	30,000	30,000	
Uniform Rental	60000065-524004	12,290	18,000	20,000	20,000	20,000	
Professional Services	60000065-530000	175,242	229,000	175,000	175,000	175,000	
Printing & Binding	60000065-531800	265	4,400	-	-	-	
Advertising	60000065-531702	-	900	-	-	-	
Postage	60000065-536900	-	300	-	-	-	
	NEW			8,000	8,000	8,000	
Training Safety	60000065-530105	17,440	25,000	-	-	-	
Dues & Subscriptions	60000075-570401	10,923	12,000	-	-	-	
	NEW			34,000	34,000	34,000	
Police - Special Detail	60000065-522700	38,280	50,000	120,000	120,000	120,000	
Office Supplies	60000070-544400	4,891	6,000	6,000	6,000	6,000	
Office Furn. & Equipment	60000077-589166	6,893	7,000	7,000	7,000	7,000	
Laboratory Supplies	60000070-542800	44,701	60,000	60,000	60,000	60,000	
Chemical Supplies	60000070-542600	288,674	329,000	350,000	435,000	435,000	
Gas & Motor Oil Supplies	60000070-542300	19,229	25,000	50,000	50,000	50,000	
Misc. Supplies - Other	60000070-545300	3,340	6,000	6,000	6,000	6,000	
Out of State Travel	60000075-572300	1,400	1,400	1,400	1,400	1,400	
In- State Seminars	60000075-570701	1,050	2,000	2,000	2,000	2,000	
Misc Charges	60000075-573400	14,862	18,000	18,000	18,000	18,000	
ISO 14001	60004266-530201	31,495	36,000	36,000	36,000	36,000	
TOTAL O&M		6,312,334	7,751,548	7,920,378	8,003,188	8,003,188	
WWTP COLLECTION DIVISION				FY07	FY08 Request	08 Mgr	FY08 Approved
Combined Sewer Overflow	60000085-588516	6,029	5,000	10,000	10,000	10,000	
Improve Sewers & Drains	60004266-521404	204,195	250,000	-	-	-	
Insection San Sewer	60004266-521405	19,756	20,000	-	-	-	
Sanitary Sewers General	60004266-521406	200,000	250,000	-	-	-	
Vaporooting San Lines	6004266-521408	4,950	5,000	-	-	-	
	NEW			625,000	625,000	625,000	
I/I - Sewer Separation	60004266-521412	253,972	443,000	-	-	-	
Remote Diversions	60000080-588800	1,820	4,000	5,000	5,000	5,000	
GIS Work	60000080-588801	70	500	15,000	15,000	15,000	
TOTAL		690,793	977,500	655,000	655,000	655,000	
TOTAL WASTEWATER UTILITY BUDGET		7,003,126	8,729,048	8,575,378	8,658,188	8,658,188	

ARENA ENTERPRISE FUND

ARENA ENTERPRISE FUND SUMMARY

	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2008 Request	2008 Manager	2008 Approved
Revenues	1,215,915	1,006,548	1,037,583	1,038,000	1,000,000	1,000,000	1,000,000
Operating Expenses	1,442,319	1,172,319	1,422,319	1,422,319	1,422,319	1,297,319	1,297,319
Indirect Costs	10,000	-	-	-	-	-	-
Debt Service	381,633	437,134	437,134	437,134	436,522	436,522	436,522
Manager Fee (set aside)	100,000	-	100,000	100,000	100,000	100,000	100,000
Total Expenditures	1,933,952	1,609,453	1,959,453	1,959,453	1,958,841	1,833,841	1,833,841
Surplus/(Deficit)	(718,037)	(602,905)	(921,870)	(921,453)	(958,841)	(833,841)	(833,841)

ARENA ENTERPRISE

	<u>Actual</u>	<u>Budget</u>			
	<u>FY06</u>	<u>FY07</u>	<u>FY08 Request</u>	<u>08 Mgr</u>	<u>FY08 Approved</u>
Operating Expenses	66000030-520605	1,422,319	1,172,319	1,172,319	1,172,319
Lowell Devils Subsidy		-	250,000	125,000	125,000
Manager Fee (set aside)	66000030-530007	100,000	100,000	100,000	100,000
TOTAL		1,522,319	1,522,319	1,397,319	1,397,319

PARKING FUND

Parking Garages

The Parking Department provides the customers of the City of Lowell with a clean, safe, and customer-friendly parking environment with emphasis on quality of facilities and service in a professional manner.

FY08 Goals:

- Bring new state of the art JAM Parking Facility on line on schedule (operational in Q3 FY08)
- Set up, manage, and maintain the National Park Visitor Center Dutton Street Parking Lot under the management of the City of Lowell with the expansion of 100 monthly parking spaces (operational in Summer 2008)
- Institute new parking control system for Middlesex Community College under new contract, via a new passcard system (operational Q1 FY08)
- Reorganize on-street revenue and control systems
- Improve and increase revenue and auditability
- Ticket and Fines- office enforcement vs. collections
- Investigate new meter technology – kiosks / multi meter controls
- Continue the garage infrastructure repairs, with a priority on drainage and expansion joints in the Market Street and Lower Locks Parking Facilities.
- Institute parking facility user rate increase on July 1st 2007 (FY08) to cover expenses in the parking operations due to increased cost in areas of electricity, debt, indirect cost and start up cost of the new JAM parking facility.
- Explore additional opportunities for generating more off-street parking such as:
 - Bike locker rentals
 - Garage Advertising
 - Zip car rental
 - Cell tower rental
 - Car wash & detailing
 - ATM machine lease
 - Storage locker rentals
 - Ticket and receipt advertising

In keeping with the” City of Lowell Being a Good Neighbor” we will continue to offer free parking for Special Events such as:

- Lowell General Cancer Walk
- UMASS Lowell Graduation
- Middlesex Com Co Graduation
- Lowell High Prom
- Lowell High Graduation
- Greater Lowell Graduation
- Lowell Police Graduation
- Lowell Boys Club Auction
- Police Bike Auction
- Lowell Plan Breakfast
- Rotary Club Meetings
- Alzheimers Walk
- Manager’s St. Pats Breakfast

CITY OF LOWELL PARKING DEPARTMENT

GARAGES/ON STREET AND ADMINISTRATION

	Account #/s	FY06 Actual	FY07	FY08 Request	08 Mgr	FY08 Approved
Director, Carney, Charles			59,579	61,366	59,607	59,607
Administrator/ Supervisor, McNeely, Melissa			42,384	43,656	43,656	43,656
Meter Attendants, Boumel, Margaret			29,723	31,614	31,614	31,614
Meter Attendants, Gargan, Linda			29,723	31,614	31,614	31,614
Meter Attendants, Kiernan, Michelle			29,723	31,614	31,614	31,614
Meter Attendants, Sharon Welch			28,142	31,614	31,614	31,614
Meter Attendants, Linscott, Maura			29,723	31,614	31,614	31,614
TOTAL			248,997	263,092	261,333	261,333

		FY06	FY07	FY08 Request	08 Mgr	FY08 Approved
Salaries & Wages - Perm	44500005-511000	201,124	248,997	263,092	261,333	261,333
Overtime	44500005-513000	9,427	6,000	10,000	10,000	10,000
Indirect Costs and Benefits	44500005-511002	64,072	N/A	275,908	0	0
Utility Electricity	44500010-520100	280,389	280,000	370,000	370,000	370,000
Telephone	44500010-520200	1,582	3,000	7,000	7,000	7,000
Repair & Maintenance Equipment	44500010-520500	153,063	169,500	260,000	260,000	260,000
Uniform Rental	44500010-524004	11,617	13,000	14,000	14,000	14,000
Independent Audit	44500010-525005	4,150	6,000	3,000	3,000	3,000
Professional Service - (sub-contract RFP)	44500010-530001	924,143	915,000	990,000	990,000	990,000
Management - Fee & Incentive	44500010-530007	36,000	40,000	40,000	40,000	40,000
Other Services	44500010-530015	11,410	12,000	16,000	16,000	16,000
Advertising	44500010-531702	1,061	1,000	1,000	1,000	1,000
Printing & Binding	44500010-531800	11,986	14,000	18,000	18,000	18,000
Office Supplies	44500015-544400	11,665	13,000	15,000	15,000	15,000
Ins. Premiums - Bonds	44500010-571904	74,903	90,000	95,000	95,000	95,000
Repair & Maintenance - Building	44500010-520507	98,937	146,000	160,000	160,000	160,000
Custodial - Supplies	44500015-543100	5,890	7,000	12,000	12,000	12,000
Miscellaneous Charges	44500010-573400	8,727	11,000	15,000	15,000	15,000
TOTAL		1,910,146	1,975,497	2,565,000	2,287,333	2,287,333
Security	44500010-530011	678,295	730,000	800,000	800,000	800,000
Total Expenses with Security		2,588,441	2,705,497	3,365,000	3,087,333	3,087,333
		FY06	FY07	FY08 Request	08 Mgr	FY08 Approved
Revenue Sharing - City	44500025-598011	500,000	500,000	350,000	0	0
Debt Service / JAM	44500025-597303	382,903	1,056,000	1,382,000	1,727,731	1,727,731
Revenue Transfer Out		1,034,000				
TOTAL		4,505,344	4,261,497	5,097,000	4,815,065	4,815,065

CAREER CENTER

Career Center

The mission of the Career Center of Lowell is to assist our job seeker customers with their employment search and assist our business customers with their workforce needs. We also focus on increasing the employability of economically disadvantaged youth through educational and job search activities. We are a city department under the Office of the City Manager, however our budget consists of federal and state workforce development funds. Our programs are targeted to the citizens of Lowell and the surrounding communities in the Greater Lowell Workforce Investment Area. The Greater Lowell Workforce Investment Board, Mass Department of Workforce Development and the U.S. Department of Labor also conducts oversight of the Career Center.

FY 2008 Goals for the Career Center of Lowell

- Continue to provide quality services to over 9,000 job seekers both youth and adults.
- Provide services to over 300 businesses.
- Continue to expand our One Stop system of collaborative partnerships with local and state agencies providing educational and job search assistance.

CAREER CENTER/WORKFORCE INVESTMENT BOARD

	Approved			
	FY07	FY08 Request	08 Mgr	FY08 Approved
WIA/Career Center Director, McQuaid, Michael	86,567	91,172	91,172	91,172
WIB Director, O'Neil, Barbara	71,292	73,431	73,431	73,431
Assistant CC Director, Akashian, Bruce	68,458	70,511	70,511	70,511
Fiscal Manager, Norton, Shannon	63,136	65,030	65,030	65,030
Budget Analyst/IT Manager, Durkin, Michael	60,993	62,822	62,822	62,822
Program Director, Paradis, Maureen	55,536	57,202	57,202	57,202
Career Planning Manager, Burke, Leslie	52,544	54,120	54,120	54,120
Youth Programs Manager, Gallagher, Vera	46,889	48,296	48,296	48,296
WIB Senior Program Manager, Vacant	43,956	45,275	45,275	45,275
Workshop Specialist, O'Brien, Janet	43,391	44,692	44,692	44,692
Workshop Specialist, Lloyd, Ellen	43,265	44,563	44,563	44,563
Administrative Assistant, McNulty/Jean	42,806	44,090	44,090	44,090
Career Advisor, McNulty, Frances	42,735	44,017	44,017	44,017
Career Advisor, Nou, Monica	40,871	42,097	42,097	42,097
Career Advisor/Supervisor, Vacant	40,431	41,644	41,644	41,644
Workshop Specialist, Vacant	39,928	41,126	41,126	41,126
Employer Services Specialist, Regan, Sally	39,587	40,775	40,775	40,775
IT/Data Processing Specialist, Mastacouris, Steven	39,320	40,499	40,499	40,499
Career Advisor, Gabriel, Maria	37,807	38,941	38,941	38,941
Employer Services Specialist, McLeod, Robert	37,787	38,920	38,920	38,920
School to Work Coordinator, Sturtevant, Cathy	37,787	38,920	38,920	38,920
Grant Specialist, Beth Melnikas	37,699	38,830	38,830	38,830
Sr Career Advisor - Wallace, Bessie	37,223	38,339	38,339	38,339
Staff Accountant, Nutter, David/Jake Barr	37,014	38,124	38,124	38,124
Career Advisor, Mulligan, Susan	36,166	37,251	37,251	37,251
School to Work Coordinator - Sierra, Beatriz	35,636	36,705	36,705	36,705
Career Advisor, Wheeler, Judith	35,102	36,155	36,155	36,155
Computer Workshop ScECIALIST - Vacant	-	36,000	36,000	36,000
Receptionist, Clarke, Nancy	32,962	33,951	33,951	33,951
Career Advisor, Robert McIntosh	32,662	33,641	33,641	33,641
Career Advisor, Beati/Mendonca	32,661	33,641	33,641	33,641
Career Advisor, Robillard, Gloria	32,661	33,641	33,641	33,641
Career Advisor - Vacant	32,542	33,518	33,518	33,518
Career Advisor, Vacant	32,542	33,518	33,518	33,518
Admin Assistant, Vacant	31,991	32,950	32,950	32,950
Career Advisor, Vacant	31,007	31,937	31,937	31,937
SW Case Manager, Vacant	30,938	31,866	31,866	31,866
SW Case Manager, Veillette, Amy	30,585	31,503	31,503	31,503
Youth Coordinator, Quinn, Bridget	30,585	31,503	31,503	31,503
SW Transportation, Colon-Rivera, Madeline	30,585	31,503	31,503	31,503
Career Advisor - Hiring in process	30,585	31,503	31,503	31,503
ABE Instructor, Donovan, Ann	29,335	31,206	31,206	31,206
ABE Instructor, Thompson, Martha	27,861	30,015	30,015	30,015
Summer Counselors, Temporary	18,900	25,000	25,000	25,000
School to Work Case Manager, Sierra/Morgan	15,729	16,201	16,201	16,201
ABE Instructor, Byrne, Kathy	12,150	13,380	13,380	13,380
Career Advisor, Vacant	30,697	-	-	-
Career Advisor - Vacant	30,585	-	-	-
TOTAL FEDERALLY AND STATE FUNDED POSITIONS	1,831,486	1,870,024	1,870,024	1,870,024

CAREER CENTER/WORKFORCE INVESTMENT BOARD

	Approved FY07	FY08 Request	08 Mgr	FY08 Approved
Salaries	1,831,486	1,870,024	1,870,024	1,870,024
Fringe Benefits	402,927	420,755	420,755	420,755
Overtime	5,000	5,000	5,000	5,000
Advertising	7,000	7,000	7,000	7,000
Clothing Allowance	35,000	45,000	45,000	45,000
Conferences/Meetings	10,000	10,000	10,000	10,000
Contractor Reimbursement (Youth & DTA Literacy)	581,000	749,240	749,240	749,240
Custodial Supplies	5,000	5,000	5,000	5,000
Data Processing	23,000	17,000	17,000	17,000
Dues & Subscriptions	16,100	16,700	16,700	16,700
Electricity	53,000	71,000	71,000	71,000
Equipment Rental (Copiers)	39,071	39,071	39,071	39,071
Furniture & Equipment	5,000	5,000	5,000	5,000
Gas	12,000	15,000	15,000	15,000
Gasoline Allowance	50,000	45,000	45,000	45,000
Independent Audit	12,000	15,000	15,000	15,000
Instructional Supplies	12,000	12,000	12,000	12,000
Insurance & Bonding	11,300	11,300	11,300	11,300
Licenses & Fees	7,717	4,000	4,000	4,000
Misc Rental (Storage)	4,000	4,000	4,000	4,000
Misc Supplies	2,000	8,000	8,000	8,000
Needs Based Payments	7,000	5,000	5,000	5,000
Network Access Fee	12,520	12,520	12,520	12,520
Office Supplies	29,143	30,000	30,000	30,000
Parking	109,720	101,733	101,733	101,733
Participant Fringe	16,457	12,463	12,463	12,463
Participant Wages	149,847	166,543	166,543	166,543
Postage	9,000	7,000	7,000	7,000
Printing & Binding	6,500	5,000	5,000	5,000
Professional Services	87,750	91,000	91,000	91,000
Promotional Activities	5,000	5,000	5,000	5,000
Rent	450,727	461,315	461,315	461,315
Repair & Maint of Equipment	17,066	17,753	17,753	17,753
Repair & Maintenance of Vehicle	1,000	2,000	2,000	2,000
Stabilization	458,666	500,000	500,000	500,000
Staff Training	4,000	4,000	4,000	4,000
Telephone	27,500	22,200	22,200	22,200
Training Payments	49,000	39,000	39,000	39,000
Transportation	31,800	32,300	32,300	32,300
Travel - In State	9,500	9,500	9,500	9,500
Travel - Out State	7,000	7,000	7,000	7,000
Tuition Reimbursement (Career Center Customers)	485,462	793,361	793,361	793,361
Uniforms/Other Clothing	3,000	3,000	3,000	3,000

GRAND TOTAL	5,102,258	5,702,778	5,702,778	5,702,778
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APPENDIX A
CITY OF LOWELL
FINANCIAL MANAGEMENT POLICIES AND OBJECTIVES

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 paydowns 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