



# First Year Accomplishments and Future Goals

City Manager's Presentation  
to the Personnel Sub-Committee

September 10, 2007

# Areas of Priority

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- Finances
- Organization
- Economic Development
- Open and Transparent Government
- Social and Quality of Life Issues
- Infrastructure Needs



FY07

August 1, 2006-June 30, 2007

# Finances

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- Identified and closed a \$6.3 million budget deficit in FY07 through budget cuts, enhanced revenues and taxes as a last resort.
- Produced a balanced and realistic budget for FY08 with minimal tax increase while maintaining essential services. Budget was presented early and with extensive data and information.

# Finances

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- Retained City bond rating despite negative financial position at close of FY06.
- Oversaw actions to address multi-year Audit/Management Letter findings.
- Obtained support of Department of Revenue and Moody's for changes in financial management practices.
  - Fiscal Planning
  - Financial Policies
  - GASB 45

# Finances

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- **Cost Savings/Revenue Enhancements**
  - Eliminated Health Insurance for Boards and Commissions (\$350K)
  - Implemented Tow Contract Bidding (\$200K)
  - Negotiated new energy contracts (\$200K)
  - Negotiated New Parking Contract with MCC (\$250K)
  - Negotiated new Contract with Devils (\$125K)
  - Identified mechanism to realize savings in school health insurance costs through providing access to HMO
  - Updated City fee schedule (\$1.6M)
- **Identified and Implemented tax relief programs for senior citizens**

# Infrastructure

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- Negotiated acquisition of Mission Church to facilitate new University Ave Bridge.
- Worked with Arena Commission to address Arena Ice by maintenance rather than replacement saving \$1.6 million.
- Oversaw JAM Parking garage project. Funding strategy in process of finalization.

# Infrastructure

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- Worked with legislative delegation and staff in targeted park improvements:
  - Shedd Park: Waterpark and Ball field
  - Ducharme Park: Playground and Basketball Court
  - Hadley Field: Senior League field renovation
  - LeBlanc Field: New Little League field
  - Tyler Park: Tree plantings and general improvements
  - Whalen Field: Senior League field renovation

# Infrastructure

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- Moved forward with School Building Program. Morey School project underway with state funding of 90%
- Moving forward with Wastewater and Water system improvements with identified funding strategy.
- Oversaw restoration of Brady School through combination of state and local funds

# Economic Development

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- Selected Trinity Financial as Hamilton Canal Project Master Developer.
- Worked on major new businesses locating within the City:
  - Lowe's
  - Motorola
  - Target
  - TRC
  - Metabolix
  - Holden Health

# Economic Development

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- Initiated and executed a successful Downtown Summit resulting in a stakeholder crafted action plan of public improvements, marketing and business recruitment. Immediate actions underway.
- Identified and finalized Judicial Center site with DCAM in partnership legislative delegation. (\$175M)

# Economic Development

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- Executed Marketing Strategy for business recruitment.
- Retained UML Hockey through joint effort with new Chancellor.
- Active Participation on Boards of Lowell Plan and LDFC.

# Open and Transparent Government

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- Increased use by website to increasing information regarding City operations including responses to Councilor motions and City documents including Budget.
- Open access to media, including staff
  - Newspapers: Lowell Sun and Boston Globe
  - Radio: WCAP and WUML
  - Lowell Telecommunications
  - Blogs: LeftinLowell, Lowell Sun, etc.

# Open and Transparent Government

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- Outreach to Community for new appointees to boards and commissions.
- Outreach to various City organizations:
  - Neighborhood Groups
  - Non-Profits
    - Cultural
    - Social Service
  - Institutions
  - Business Community

# Social and Quality of Life Issues

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- Initiated Community-wide 10 Year Plan to End Homelessness
- Established Anti-Gang Task Force
  - Jobs for Youth Program
- Enhanced Recreation Programming
- Participated in Development of Cultural Plan
- Active Participation on Board of Greater Lowell Health Alliance.

# Organization

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- Recruited/promoted new, highly qualified personnel for key management positions:
  - CFO
  - Acting Police Superintendent
  - Fire Chief
  - Building Commissioner
  - Purchasing Agent
- Restructured/Consolidated Treasurers Office eliminating backlog of collections and reconciliations

# Organization

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- Oversaw implementation of Department of Revenue organizational improvement recommendations.
- Initiated Public Works Consolidation under Asst. CM to prioritize infrastructure needs and create increased efficiencies.



# FY08 and Beyond

# Finances

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- Develop Multi-Year Capital Plan with realistic funding plan.
- Complete GASB-45 Actuarial Study and create funding schedule and strategy.
- Implement Five Year Financial Plan with focus upon rebuilding reserves.
- Complete new Collective Bargaining Agreements.

# Finances

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- Develop and Implement Strategy for Managing Employee/Retiree Health Insurance Costs.
- Continue identifying and capturing revenue opportunities.
- Continue identifying and implementing cost saving and efficiency opportunities.

# Economic Development

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- Negotiate final agreement with Hamilton Canal Master Developer, Trinity Financial. Manage Charrette (community input) process and implementation of multi-year development plan.
- Implement the Downtown Plan strategy of short, medium and long term actions.

# Economic Development

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- Strengthen Partnership with UML and MCC on business incubation and recruitment.
- Develop and implement a multi-year Tanner Street redevelopment plan.

# Infrastructure

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- Develop and Implement a 5 to 10 Year Capital Plan that re-invests in City assets.
  - New Elementary School
  - Street and Sidewalk Program
  - Public Safety Buildings
  - CSO Project
  - School and Municipal Building Maintenance
  - Park and Recreation Areas
  - Equipment

# Infrastructure

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- Identify Energy Efficiency Improvements in all public buildings, develop a schedule and funding strategy for actions and begin implementation.
- Complete JAM Area Garage and lease out commercial space.
- Prioritize University Ave Bridge to funding and construction over next 3 years.

# Open and Transparent Government

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- Implement a Citizen Request for Service system.
- Continue efforts to recruit new individuals for City Boards and Commissions.
- Ongoing coordination with neighborhood groups and other community organizations to strengthen partnerships.
- Maintain access to City media.
- Continue expansion of use of City website.

# Social and Quality of Life Issues

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- Oversee execution of Cultural Plan elements including potential for re-use of Smith Baker as a Cultural Center.
- Develop strategy for further expansion of recreation programs.
- Complete 10 Year Plan to End Homelessness with defined strategies and begin implementation of action steps.
- Continue multi-faceted approach to anti-gang effort.

# Organization

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- Implement revised management structure with consolidated departments with focus upon planning and coordinating the efficient delivery of services.
- Develop and implement Performance Measurement Program to achieve maximum efficiencies and responsiveness.

# Organization

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- Continued Assessment of Organizational structure with focus upon Human/Community Services and Culture and Marketing.
- Completion of Codification of City Ordinances.