**Administration Highlights**

- Bond rating increases: S&P A- to A. 3\textsuperscript{rd} in 2 years
- $2.4 million Lawrence General Hospital to expand primary/preventative health programs
- 17.3\% Reduction in Part I Felony Crime from 2013
- 26\% Reduction in Residential Burglary from 2013 Lowest in 12 years
- Appointed permanent Police Chief & Fire Chief, both with unanimous City Council support
- Hired five (5) additional police officers
- Obtained PAR .08 Certification approval allowing seven (7) new bilingual police officers
- Re-Opened Bailey Street Fire Station, Budget Neutral
- Invested $710,000 in 24 playing fields at city parks
Administration Highlights

- Secured $641,000 in PARC funds & completed renovations of the Kane soccer field
- Up to $1 Million in private/public partnership to improve access to Manchester Street Park
- Implement $500 “Real property tax credit” for Seniors
- Brought new college to the City - Regis North
- Partnership with the City Council to clean/replace numerous Veterans Square Dedication signs
- Successful “Hollywood in Lawrence” film production, earning $330,000 for the City and local businesses
- Created “Arts Lawrence” and supported the Lawrence Jazz and Poetry Festival
- Food Truck Park, Farmer’s Market & live entertainment at former vacant lot
- Brought FOX25 Boston’s “Zip Trip” to Lawrence
Police Department Highlights

- 17.3% Reduction in Part I Felony Crime from 2013
- 26% Reduction in Residential Burglary from 2013
  Lowest in 12 years
- 22% reduction in MV Theft from 2013– Lowest Number stolen since 2009
- 19% Reduction in Violent Crimes in 2015

<table>
<thead>
<tr>
<th>Neighborhood</th>
<th>2013</th>
<th>2015</th>
<th>Change</th>
<th>% Change</th>
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<tbody>
<tr>
<td>Mt. Vernon, South Lawrence West</td>
<td>328</td>
<td>218</td>
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<td>Prospect Hill</td>
<td>608</td>
<td>466</td>
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<tr>
<td>Downtown, North Common</td>
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<td>267</td>
<td>-41</td>
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<td>Tower Hill</td>
<td>445</td>
<td>390</td>
<td>-55</td>
<td>-12%</td>
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<tr>
<td>South Common, South Lawrence East, Colonial Heights</td>
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<td>331</td>
<td>-45</td>
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<td>North Broadway, Arlington</td>
<td>372</td>
<td>335</td>
<td>-37</td>
<td>-10%</td>
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</tbody>
</table>
Police Department Highlights

- Four (4) door-to-door neighborhood engagements
- Fourteen (14) new officers academy graduated, trained and sworn in
- Twelve (12) new police cruisers in operation
- Updated handheld radios
- New information sharing software implemented
- Continuous improvement of customer service
- Increased Customer Service Quality through Monthly call audits
- Improved internal efficiency via reinstatement of CompStat
- Monthly meetings with Fire and hospital EMS
Fire Department Highlights

• New Permanent Fire Chief
• Re-opened Bailey St. Fire Station - Budget Neutral
• Awarded 1.2 Million dollar SAFER Grant
• 7 New Firefighters academy graduated & sworn in
• 12 Multiple Alarm Fires 1 - 6 Alarm Fire (Grainger St. Arsonist Caught)
• 78 Single Alarm Fires
• 13 Mutual Aid responses to other Communities
• 2,654 Emergency Medical Responses
• 694 Motor Vehicle Accidents
• 6,671 Total Responses
• New Rescue Boat and Motor
• Recognition for Juvenile Fire Setter Program
Fire Department Highlights

- Generated $218,367.00 from 1,207 electrical permits
- Collected $165,960 from 1,395 smoke detector inspections
- Received $8,989.95 for detail administration services
- Provided bike helmets children in cooperation with Lawrence General Hospital & Kiwanis Club
- Provided over 6,00 Children Ice and Railroad safety classes
- Improved Equipment and Procedures
Office of Planning & Development

Highlights

• Applied for $18.9M and received $15.9M in grant funding in the last two years.
• Issued 1,327 fees building permits representing more than $84M in construction cost, or increase of 12% and 65% respectively from 2014.
• Continue to identify and implement organizational efficiencies between Planning, Community Development, Economic Development and Inspectional Services.
Office of Planning & Development: Economic Development Highlights

• Assisted in 3 local entrepreneurs securing loans for a total of $195,000 through the Lawrence Partnership Venture Fund
• Secured and facilitated the filming of “Live by Night” in Downtown Lawrence
• Visited and met with over 100 businesses
• Successfully negotiated TIF agreement with the developer of 1 Marston, reflecting $25M in private investment
• Welcomed Regis College to the City
• Launched the Lawrence Food Truck Park
Office of Planning & Development: Economic Development Highlights

• Formed partnership with local entrepreneur to make improvements at La Fruteria parking lot
• Assessed 4 brownfields sites
• Received Urban Agenda grant to continue supporting Lawrence Working Families Initiative
• Facilitated and partnered with Mass Development to identify and purchase a building for the new home of the LPS Central Office
• Conducted wraparound meetings with City departments to support development from get-go
• Continued Rail Trail Restoration by securing a $200,000 planning grant from the EPA
Office of Planning & Development: Community Development Highlights

- Made 121 housing units lead safe
- Assisted 17 new homeowners with down-payment assistance
- Received 2nd $80K grant from Attorney General for distressed properties
- 15 distressed properties brought back to use
- Created Distressed Properties Tracking and Action System with Harvard Kennedy School
- Completed housing study
- Partnered with housing developers resulting in completion of 62 units at 550 Broadway and start of 72 units at the Duck Mill
Office of Planning & Development: Community Development Highlights

- Received 3 grants totaling $668,000 for Mayor’s Health Task Force
- Completed Phase III of Campagnone Common Improvements ($863K)
- Began soccer field at Kane site ($641 K)
- Completed work on park at Ferrous Site ($2.75M)
- Started pedestrian improvements at Union and Canal Streets ($500 K)
- Received Land & Water Conservation Grant for Manchester St Park HUB ($250K)
- Received PARC grant for Gagnon and Bourgoin Sq. Parks ($387K)
Office of Planning and Development: Inspectional Services Highlights

- All Code Inspectors certified per MGL
- Weights & Measures Inspector certified by MA Division of Standards
- Prescription Drug Take Back Program
- Issued 950 tickets to illegal dumping violators
- Issued 1,327 building permits representing $1,170,523 in fees and $84,272,187 in valuation
- 390 Housing Court Cases prosecuted
- Collaborated with Treasurer’s Office and Water Department to collect delinquent taxes and water bills
- Instituted new nightclub regulation
Office of Planning and Development: Inspectional Services Highlights

Additional Permitting Activities Include:

- 563 Restaurant Inspections
- 453 Annual Food Permits
- 378 Milk Permits
- 83 Temporary Food Permits
- 554 Burial Permits
- 155 Tobacco Permits
- 1,081 Code Violation Inspections
- 1,312 Occupancy Permits Issued
- 1 Tattoo Parlor Permit
- 287 Foreclosure Registrations
- 149 Weight & Measures Insp.
- 8 Swimming Pool Inspections
- 6 Lead Determinations
- 220 TB Clinic Visits
- 588 TB Home Visits
- 7 Tobacco Violations Issued

Licensing Department Inspections:

- 20 Lodging House Insp.
- 7 Class I – New Car Dealers
- 72 Class II – Used Car dealers
- 33 Class II – Office Space Only
- 12 Alcohol Clubs
- 15 General on Premise (GOP)(No Food)
- 16 Alcohol Pkg. Store
- 4 Wine & Malt Rest.
- 15 Wine & Malt Pkg. Store
- 35 All Alcohol Restaurant (Food)
- 100 Chapter 304 Alcohol Insp.
- 1 Drug Store Alcohol License

Plumbing & Gas Department Inspections:

- 318 Plumbing Permits
- 11 Drain Layers Permits
- 612 Gas Permits
- 6 Drain Layers Licenses
Office of Planning & Development: Planning Highlights

- $3.9M MassWorks grant for Merrimack St.
- Completed Merrimack St. West Planning effort
- MassWorks Alleyway project ($900K)
- Applied to MassDOT for $2.4M traffic signal improvements project
- Applied for $400K Brownfields Assessment grant
- Obtained $1.2M infrastructure improvement at Park & Lawrence intersection
- Bruce Safe Route to School Improvements plan
- Adopted “Complete Street” policy with MHTF
- Disposed of 16 city owned properties
- Initiated zoning map update utilizing MIMAP
Office of Planning & Development:
Planning Highlights

• Coordinated interdepartmental development activities for better oversight of all land use activities

• Administer work of 5 boards and commissions including:
  – ZBA: 28 Special Permit and/or Variances
  – LPB: 15 Special Permits and/or Site Plan Approval
  – PHHDC: 4 Certificates of Appropriateness
  – LHC: 5 Demolition Delay applications
  – Conservation: 8 Request for Determination, 2 Notice of Intent, 1 Extension request, 1 Enforcement Order, 2 General Reviews, 1 Certificate of Completion

• Support Lawrence Redevelopment Authority work activity, including urban renewal planning effort
DPW Department
Department Highlights

• Record snowfall for 2014-2015 was 110.6 in.
• 7,700 Potholes filled
• 733 Signs installed
• 34 Doz. aerosol cans JELL-STRIP XTRA used (graffiti removal)
• 130 Gallons of GRAFFITI BUSTER used (graffiti removal)
• 160 Gallons of regular paint used (different colors)
• 435.54 tons of curb line litter was swept
• Repaved and micro surfaced 71 streets
• HMA totaling 128,570 SY
DPW Highlights continued...

- 4” Double yellow line (Chl. Rubber) 129,742 LF
- Thermoplastic striping 55,689LF
- Recycling Dept. awarded $20,000 DEP Grant
- Funded 6 LPS teachers stipends for middle school Green Teams
- City-wide Recycling increased in 2015 by 100 tons (2014=2,550 tons), (2015=2,648)
Recreation Department Highlights

- Over 250 Participants in our Summer Program
- Renovated 24 Fields throughout the City
- Successfully completed several Adult Sports Leagues including:
  Softball, Baseball, Flag Football, and Volleyball
- Updated Passive Recreation parks with New Swings and Slides
- Start a Basketball League for Grades 5-8
Recreation Department Highlights

• Collaborate with the Senior Center and work on integrating our Youth with Seniors
• Flag Football League for ages 14-17
• Form a committee to bring together a variety of views, interests and expertise in the Recreation Field for future Projects and events
Water & Sewer Department
Department Highlights

• Rehabilitated a total of 13,800 feet of water mains ranging from 4 inches to 16 inches
• Replaced 26 fire hydrants and 124 valves in the water system, increasing the City’s firefighting capacity
• The City entered into a Consent Decree with the USEPA making a long-term commitment to improving the overall water quality in the Merrimack Valley
• Purchased new backhoe to provide increased service to sewer customers
• Inspected, televised, and cleaned 50,000 feet of sewer main ranging from 8 to 52 inches, inspected 700 manholes, and inspected 80 outfalls along the City’s riverbanks
Water & Sewer Department
Department Highlights

• Replaced approximately 500 water meters, reaching >96% project completion
• Identified and removed 5 illicit connections to the City’s stormwater system
• Received National Grid rebates totaling $120,000 for new energy efficient pump installation
• Hosted Water Boot Camp in collaboration with the USEPA and Groundwork Lawrence to engage a group of city youth in aspects of water resources
• Paved 10 streets, totaling approximately 14,000 feet
School Department Highlights

• Graduation rate has increased five straight years and dropout rate is at its lowest since the state began tracking
• LPS has more than tripled the number of Level 1 schools (meeting state performance targets) since 2012
• New Level 1’s in 2015 include a Commendation School and two former Level 4’s
• Proficiency rates are the highest in district history in all three tested subject areas (math, ELA, science)
• New York Times Editorial – Lawrence “…strategy could become a powerful school reform tool elsewhere …”
School Department Highlights

- Mentioned in Governor Bakers State of the Commonwealth address
- First steps in high school redesign, including the Ninth Grade Academy and the city’s first ever accelerated studies program, Abbott Lawrence Academy
- Continued focus on growing arts and enrichment opportunities across the district
- Expanding city-wide middle school intramural sports program (currently serving 800 students) thanks to $200,000 donation from Play Ball! Foundation
Council on Aging/ Senior Center

Department Highlights

- Provided 83,200 units of services to over 4,800 seniors
- Over 19,000 bags of food, 536 Farmers Market Coupons
- Delivered 57,460 meals to homebound elders, and served over 14,000 congregate meals at the center
- Hosted visits from Secretary of Elder Affairs Allison Bonner
- Visited to the State House with our Asian Elders and citizenship students
- Hosted, translated and implemented the first Latino “Aging Mastery Program” in the nation
- Over 365 elders received achievement awards for completing multi-level educational enrichment classes
Council on Aging/ Senior Center

Department Highlights

- Hosted a variety of different health & wellness fairs throughout the year and administered flu shots
- Established partnerships w/ Project Citizenship, New England Veteran’s Liberty House, JROTC, American Diabetes Assoc, and Neighborhood Associations
- Hosted and sponsored numerous multicultural educational events, programs & forums w/ 600+ elders participating
- Continuously welcome new members from different countries. Provide an “Open Door, Safe Haven” atmosphere for the increasing numbers of Asian elders seeking services via a Vietnamese Outreach Worker at the Senior Center
Veterans’ Services Highlights

• $891,000 in benefits for Lawrence Veterans
• 2,000+ Lawrence Veterans/families office visits
• 150+ Veterans/families from other communities office visits

• Number of Referrals
  – 100 New England Veterans Liberty House, 50 Valley Works, 50 Bedford VA, 75 DAV, 75 North East Veterans Outreach, 25 Career Resources Corporation, 15 Veterans Shelters

• Online access - 60 National Archive Record Administration request, 25 new email accounts

• Rededication ceremony for PFC David B Lee Sq., 1\textsuperscript{st} Lawrence Chinese American killed in WW II
Veterans’ Services Highlights

- POW/MIA chair dedicated Lawrence Veterans Memorial Stadium
- Memorial Day dedicated to Gold Star families, Carlos Arredondo, Gold Star parent keynote speaker
- City of Lawrence 1st annual Purple Heart ceremony honoring its Purple Heart recipients and declaring Lawrence a “Purple Heart Community”
Finance Department Highlights

- S&P bond rating upgrade from A- to A
- Moody’s bond rating upgrade from Baa1 to A3
- Free Cash certified for $7.5M (sixth consecutive year)
- FY15 Independent audit completed
- FY15 Year End Schedule A timely filed with DOR
- Community Compact Grant received to engage Collins Center to assist in development of comprehensive capital plan, financial policies and financial forecast
- Successful implementation of School Department payroll to City’s ERP system (MUNIS)
Finance Department Highlights

• BY THE NUMBERS:
  – 166 warrants issued
  – 31,084 invoice processed and paid
  – 11,542 checks issued
  – 97.09% of FY15 net tax levy collected
  – $27.4M original deficit bonds now at $22.8M
Assessors Highlights

- FY2016 D.O.R Certified New Growth “$1.6M” increase to city’s tax base
- 7th year of timely Setting of the Tax Rate- tax rate was certified by the DOR and tax bills were mailed in a timely manner
- Processed 14,000 Real Estate and Personal Property Tax Bills
- Processed 1,906 Motor Vehicle Excise abatements. This is an increase of 200 from last year
- Conducted a comprehensive parcel map update using the latest digital mapping technology
- Worked with the Planning office to provide the parcel and assessment data for City’s MIMAP. (Municipal Information Mapping Access Program)
Assessors Highlights

• Granted 195 Personal Tax Exemptions totaling over $100,000 in FY2016 (Blind, Elderly, Surviving Spouse, Veterans)
• Offered Senior Citizens $500 Work-off Tax Credit
• Processed 1,548 sale transactions and mailing address changes significantly reducing the number tax bills returned from post office
• Processed 70 real estate and 17 personal property tax abatement applications in fiscal year 2015
• 9 of 11 prior year real estate appellant tax board (ATB) cases have been withdrawn.
• Conducted 450 personal property and 2,400 real estate property inspections
Treasurer’s Office Highlights

• $2.6 million SAVINGS by Refunding outstanding bonds on two separate occasions
  – Sept 2015 $828,000 Dec 2015 $1,800,000

• TAX TITLE COLLECTIONS INCREASED
  – Tax Title collections increased by 40% in 2015 ($1.7 MM in 2014, $2.4 MM in 2015)

• OUTSIDE ATTORNEY HIRED
  – Attorney given over 500 Tax Title cases
    • $166,000 collected in the first 45 days

• Tax Liens - up to date and filed in current year

• Eliminated phone wires, and physical checks by making payments through ACH/online payments for (Medicare B, Income Taxes, Unemployment, Workmen’s comp)
Treasurer’s Office Highlights

• $1 MILLION Increase in collections of Real Estate & Personal
  – Worked diligently on researching outstanding taxes prior to stamping permits/license applications

• Processed 1,567 High volume requests of Municipal Lien Certificates (MLCs)

• Green Initiative – ongoing project
  – Eliminated printing daily reports, now saved online
  – Collaborating with team on reducing paper usage
MIS Department
Department Highlights

• Started the implementation of iPads for the City Councilors, giving council a welcome paper cut
• Expanded the wireless network at City Hall
• Acquired through the state a new Fingerprint Machine for the Police Department. Reducing the wait time for fingerprint processing
• Replace antiquated Network Firewall to better protect the city data
Payroll Department
2015 Department Highlights

• 100% Timely Payroll Processing
• Implemented School Payroll in MUNIS meeting the April 1st 2015 go-live date
• Transitioned School Employees to a Friday pay date to align with City Employees
• 85% of employees enrolled in Direct Deposit; up 5% from 2014
• 60% of employees have signed up for Paperless Direct Deposit up from 30% 2014
• 100% of employees enrolled payroll deductions for parking up 70% from 2014
• Implement Fire House software for the Fire Department which will automate hours entry
• Review / Implement Kronos software for City Employees – automate hours entry
Purchasing Department
Highlights of 2015

• Procured School Administration building and design/construction management
• Procured design firm for renovation of four fire houses
• Revamped Boiler & HVAC Services bid to better address maintenance & emergency situations
• Formally solicited over 90 IFB’s and RFP’s
• Processed 7,000 purchase orders
• Processed 300 contracts
• IFB’s & RFP’s available to download on the city’s website at http://bids.cityoflawrence.com/
• Teamed with OSD to utilize their COMMBUYS procurement system
Personnel Department Highlights

- Successfully hired 116 permanent & temporary individuals
- Processed over 100 election poll workers into MUNIS
- Received and processed 600+ applications for employment and interacted with over 4,500 visitors/customers
- 94.1% success rate and over $80K savings on protestable unemployment claims
- Posted over 32 positions, excluding fire and police
- 47% decrease of workers compensation salary from 2013 due to settlements or successful legal representation and administration
- Instrumental in communication and reports for increasing minority civil service safety position between city and HRD
Personnel Department Highlights

- Successfully launched the Police Civil Service examination fair and obtained over 157 Lawrence examinees and placing over 100+ on the City’s Police civil service list thereby increasing the diversity of the CS list
- Successfully represented the City’s legal interest to ensure compliance with laws and regulations of civil service appeals
- Maintained the tracking system in MUNIS for State Ethics requirements of new and current employees
- Successful open enrollment of health, dental and flexible spending accounts
- Increased to 750+ followers of the City of Lawrence Twitter Account; @COL1853
Lawrence Municipal Airport Department Highlights

- The airport had 41,622 aircraft operations – averaging 114 operations per day
- Invested $2.3 million dollars in the construction of “Runway Safety Areas” on Runway 14-32 to improve safety by complying with current FAA design standards
- Massachusetts State Police Air Wing conducted more than 466 public safety missions
- Angel Flight, NE coordinated 2,605 free flights for people needing access to medical care.
- Boston Med Flight emergency air ambulance flights
Library Highlights

Strong and Consistent Library Usage.
- 121,410 items circulated,
- 443 classes and programs for children (11,763 attendees)
- 72 classes and programs for Adult (1,440 attendees)
- 1,400 internet uses per month (Statistics are for both the Main and Branch libraries)

- Initiated NEW, successful English Class for Haitian through sponsorship of the ECCF/Rosman Family Fund
- Hosted 25th annual Jowdy Geography Challenge for area Middle School students
Library Highlights

• Hosted successful Family Literacy Night, with representatives from dozens of agencies and community non-profits providing residents with information about available services while running workshops, raffles, and having special guests read stories to the children.

• Hosted a Fall Concert Series with world renowned musicians in our Sargent Auditorium, with funds provided by The White Fund, The Catherine McCarthy Memorial Trust, and The Friends of the Library.

• Sponsored numerous Author events:
  “We are Market Basket” Grant Welker
  “I am a Refugee” Camillo Adler
  “Bless me Sister” Tom Zappala
  “Translations of Robert Frost Poetry” Rhina Espaillat
Bellevue Cemetery Department Highlights

- The Bellevue Cemetery, established in 1847, has now been in continual operation for over 168 years
- Completed 109 burials throughout the entire year
- Excavated and replaced broken, antiquated sewer line with new line and connection to our historic stable building
- Removed 10 decayed and hazardous trees throughout the grounds
Bellevue Cemetery Department Highlights

• Made enhancements to the Cemetery’s website, including public access to our forms and maps
• Initiated an online interment list to facilitate genealogy research
• Purchase of 2016 Ford F-150 truck as part of effort to replace aged & failing equipment
• Cut and cleared 8 overgrown sections of invasive growth; stumps in this area treated with herbicide to minimize re-sprouting. Work performed staff, SYWI workers and community services volunteers
• Honored volunteers Paul and Earlene Daignault along with the Cemetery Trustees and the City Council for their dedicated commitment to improving the cemetery
City Clerk
Elections Highlights

• Successfully conducted the 2015 City Census and on track to timely implement the 2016 City Census
• Successfully conducted the Municipal Primary [9-22-15] and Municipal Election [11-3-15]
• Administering to the election of the City Council Members, Lawrence School Committee Members and Lawrence Member of the Vocations Technical High School
• Continue in dedicated service to Lawrence Voters by providing an efficient and reliable voter registration system with a total of 39,240 registered voters
City Clerk Department Highlights

• 726 - Deaths recorded [including out of town]
• 668 - Marriage Intentions recorded  
  – Marriage Intention fees remain at $15 [one of the lowest in the area]
• 240 - Dog Licenses issued so far for 2015-2016
• 376 - Excavation Permits issued
• 65 - Obstruction Permits issued
• 80 - Noise Ordinance fines processed
• 570 - Business Certificates issued –  
  – including New Businesses, Amendments and Withdrawals
Merrimack Valley WIB
ValleyWorks Career Center

- Career Center and WIB have the **HIGHEST job placement percentage** in the State
- Career Center and WIB serve the 8th largest number of clients in MA and use the 8th largest amount of funds
- Service 3 federally designated categories of clients: (1) Dislocated workers; (2) Youth; and (3) Adults who have never had jobs or who have not worked for more than two years

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<tr>
<th>Area</th>
<th>Customers</th>
<th>Job Placement</th>
<th>Placement Rate</th>
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<tr>
<td>Merrimack Valley</td>
<td>10,854</td>
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<tr>
<td>Grtr New Bedford</td>
<td>7,242</td>
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<tr>
<td>Metro North</td>
<td>18,381</td>
<td>13,091</td>
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<td>Central Mass</td>
<td>16,582</td>
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<td>Brockton</td>
<td>6,247</td>
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<td>Cape Cod &amp; Isles</td>
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<tr>
<td>Hampden</td>
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Merrimack Valley WIB
Valley Works Career Center

- Served 668 area employers, 200 of which are in Greater Lawrence
- Job trained 231 people via more than 20 Federal and State Grants
- Post-Training Dislocated Worker wages average $27 per hour
- More than 300 Lawrence Youth introduced to a variety of jobs, with roughly 70 obtaining unsubsidized employment
- 80+ youth served at partner sites through the “My Summer Youth” employment initiative