

# CITY OF NEW BEDFORD

## FY 2020

# ADOPTED BUDGET

Jonathan F. Mitchell, Mayor





**City of New Bedford, Massachusetts  
Fiscal Year 2020  
Adopted Budget**



**Mayor Jonathan F. Mitchell**

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Brennan M. Morsette, Assistant City Auditor**

**Christina E. Cotsoridis, Management & Performance Analyst  
Sharon M. Thomas, Management Analyst**

**New Bedford City Council**

**Linda M. Morad, Councilor at Large, Council President**

**Ian Abreu, Councilor at Large**

**Naomi R.A. Carney, Councilor at Large**

**Debora Coelho, Councilor at Large**

**Brian K. Gomes, Councilor at Large**

**William Brad Markey, Ward 1**

**Maria E. Giesta, Ward 2**

**Hugh Dunn, Ward 3**

**Dana Rebeiro, Ward 4**

**Scott J. Lima, Ward 5**

**Joseph P. Lopes, Ward 6**

*Special thanks to the Departments of Labor Relations and Management Information Services, the Offices of the Treasurer and Assessors, the staff of the New Bedford Economic Development Council, business staff of the School Department, and the dedicated employees of the New Bedford City Government.*

[www.newbedford-ma.gov](http://www.newbedford-ma.gov)

# The New Bedford Way

## New Bedford City Government

### STATEMENT OF VALUES

*As public servants, we pride ourselves on earning and maintaining the public's trust and we ensure that our actions reflect the highest standards of integrity and professionalism.*

**Accountability:** We pursue excellence in our service to New Bedford's residents. We accomplish with integrity, honesty, and conscientiousness, our defined and assigned tasks to the best of our abilities.

**Integrity:** We hold ourselves to the highest ethical and performance standards and are professional and honest in our working relationships. We strive for equity and fairness in our decisions and in our treatment of one another. We honor our obligations and are committed to a transparent process that ensures the highest level of trust in our decisions and methods.

**Innovation:** We take bold action with a shared sense of purpose and a creative approach to problem-solving. We are proactive visionaries who use our knowledge, skills and abilities to seize opportunities and confront challenges to ensure the highest level of service to the community.

**Continuous Improvement:** We are tireless in our efforts to improve the performance of city government by providing efficient services that meet the needs of the community. We perform our jobs with an entrepreneurial spirit and a singleness of purpose that produces results and keeps New Bedford in a state of forward motion.

**Teamwork:** Our success depends upon a cooperative effort and the ability to perform as one highly effective team. We maintain an atmosphere of mutual respect, support and cooperation that provides a positive work environment for our employees, encourages individual creativity, and produces the highest quality of services for our residents.

**Respect:** We value and celebrate the diversity of our community, appreciate differing viewpoints, respond with empathy to the concerns of our residents and encourage active civic engagement as we work to provide a welcoming environment in which to conduct the People's business. We are committed to the respectful and dignified treatment of all people and to the development of meaningful and productive working relationships with our colleagues and the residents we serve.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of New Bedford  
Massachusetts**

For the Fiscal Year Beginning

**July 1, 2018**

*Christopher P. Morrill*

Executive Director

**FISCAL YEAR 2020 ADOPTED BUDGET**  
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# *Executive Summary*



CITY OF NEW BEDFORD  
JONATHAN F. MITCHELL, MAYOR

September 13, 2019

City Council President Linda M. Morad and  
Honorable Members of the City Council  
133 William Street  
New Bedford, Massachusetts 02740

Dear Council President Morad and Members of the City Council:

The budget for Fiscal Year 2020, adopted by the City Council on June 24, 2019, and enacted on June 26, 2019, has been prepared in accordance with the requirements of Massachusetts General Laws. This document represents the City's official plan of revenue and expenditures for the period July 1, 2019, through June 30, 2020.

#### Overview

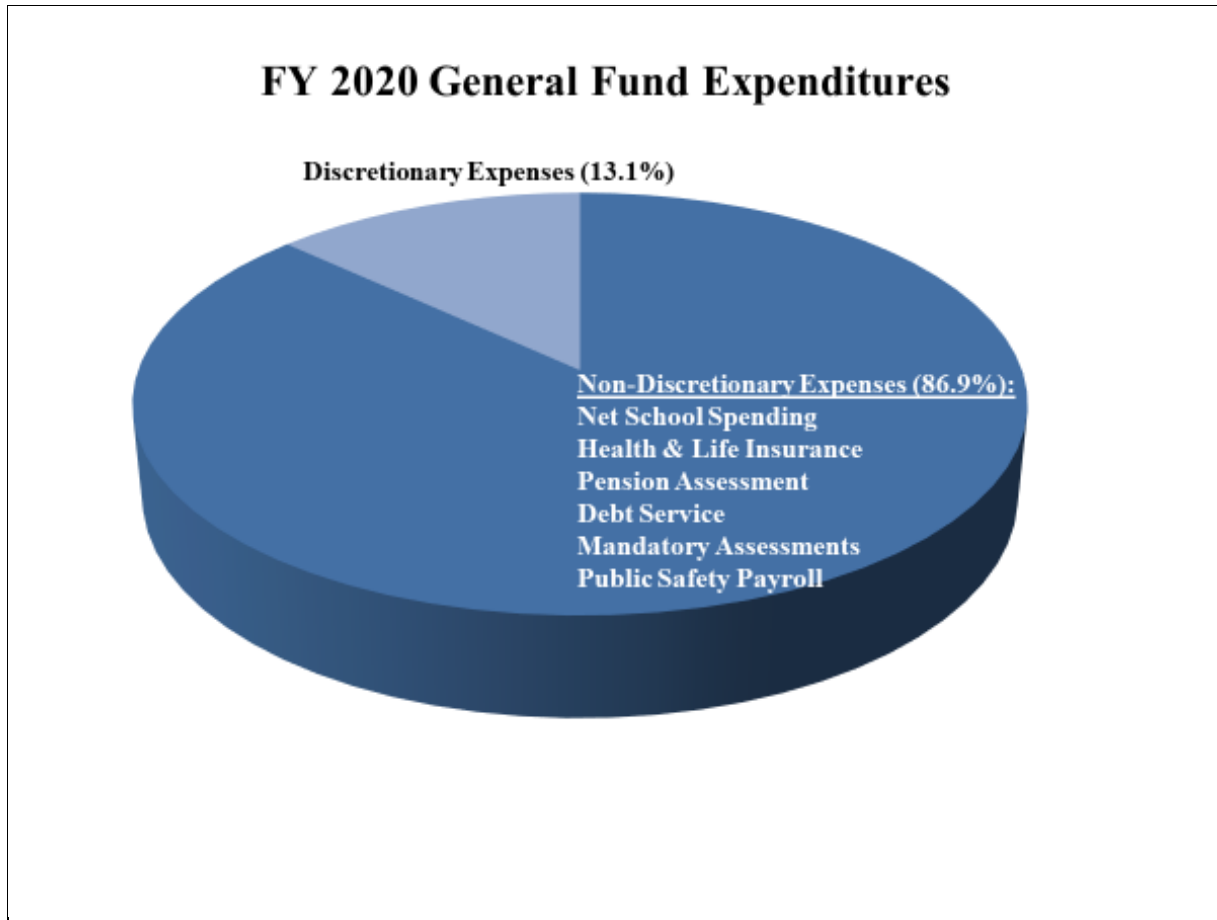
The major factors that have shaped recent budgets continue in FY 2020. 86.9% of the General Fund budget is predetermined by state mandates and regional agreements, and nearly 60% of the city government's General Fund payroll consists of unionized public safety positions that are subject to binding arbitration. As a result, only a relatively small portion of the budget can be considered truly discretionary, and we remain challenged to support current service levels and maintain the City's infrastructure.

As you know, I have resisted raises in collective bargaining agreements that I believed were unaffordable, even when the state's binding arbitration law put the City at a disadvantage. The Commonwealth has complicated this process by not meeting its statutory funding obligations and continuing to impose requirements that serve as roadblocks to effective reform. In addition to the binding arbitration process, some significant examples include limitations placed on pension and health care management, as well as the state's failure to meet its commitments to fund the school system foundation budget and to provide its legally-established levels of support for charter schools.

These constraints have made it more difficult to ensure that the City remains on a fiscally-sustainable path while providing the reliable and effective services that our residents expect. Our ongoing efforts to improve efficiency and operational readiness have produced a lean organization where the most advantageous efficiencies have already been implemented. Nevertheless, we must continue on this path in order to move New Bedford forward.



The development of a responsible and sustainable spending plan would not be possible without the active interest and engagement of the City Council. The processes and mechanisms that we have built together over the past several years are serving the City well and are helping to ensure that the City's core priorities are addressed within the current climate of fiscal constraint. I look forward to continuing this partnership as the new fiscal year gets underway.

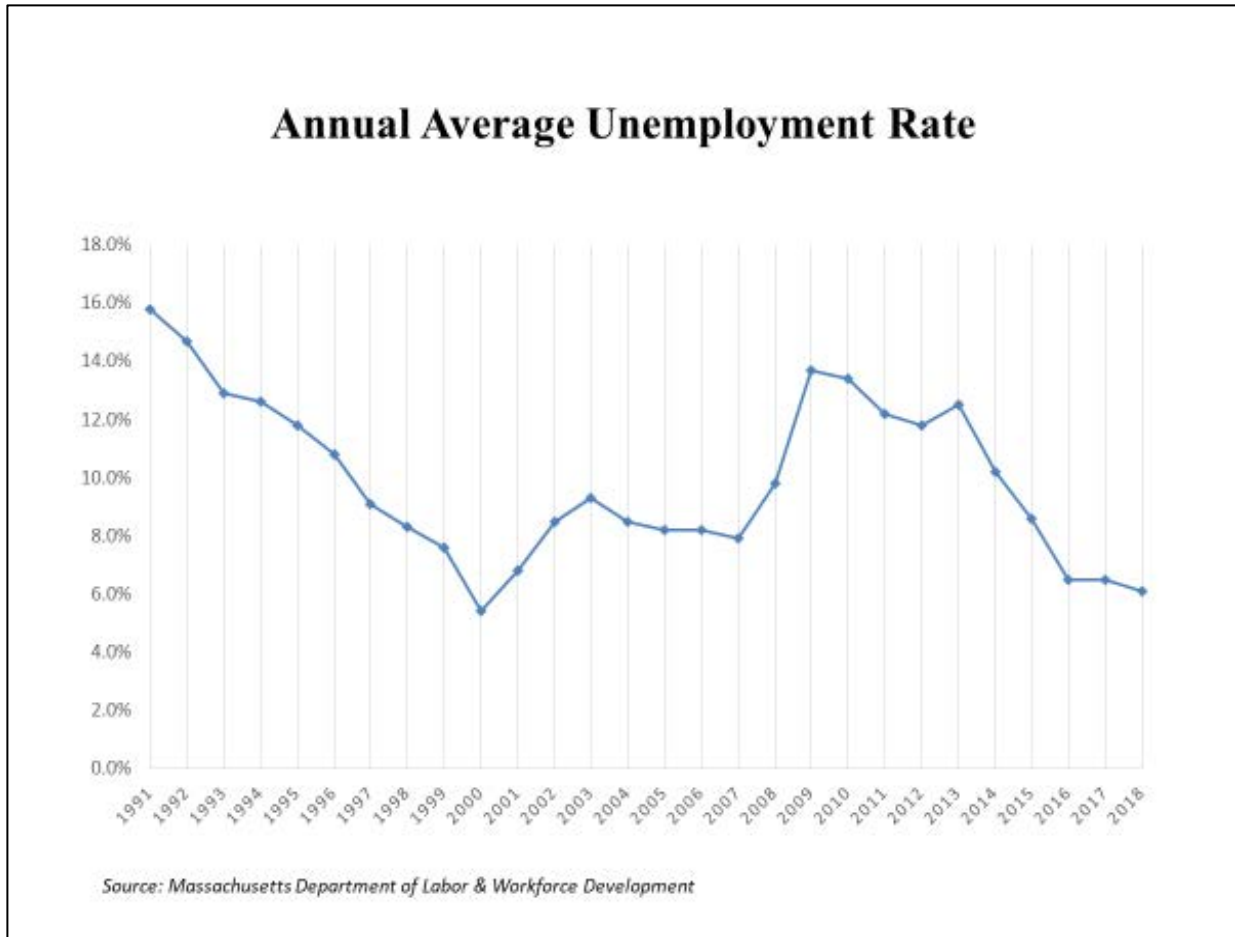


### Economic Overview

The New Bedford economy continues to experience a period of steady growth, especially over the last several years. According to the Massachusetts Office of Labor and Workforce Development, employment in the City increased by 2,357 jobs, or 5.4%, between 2017 and 2018, and by 5,809 jobs, or 14.4%, since the beginning of 2012.

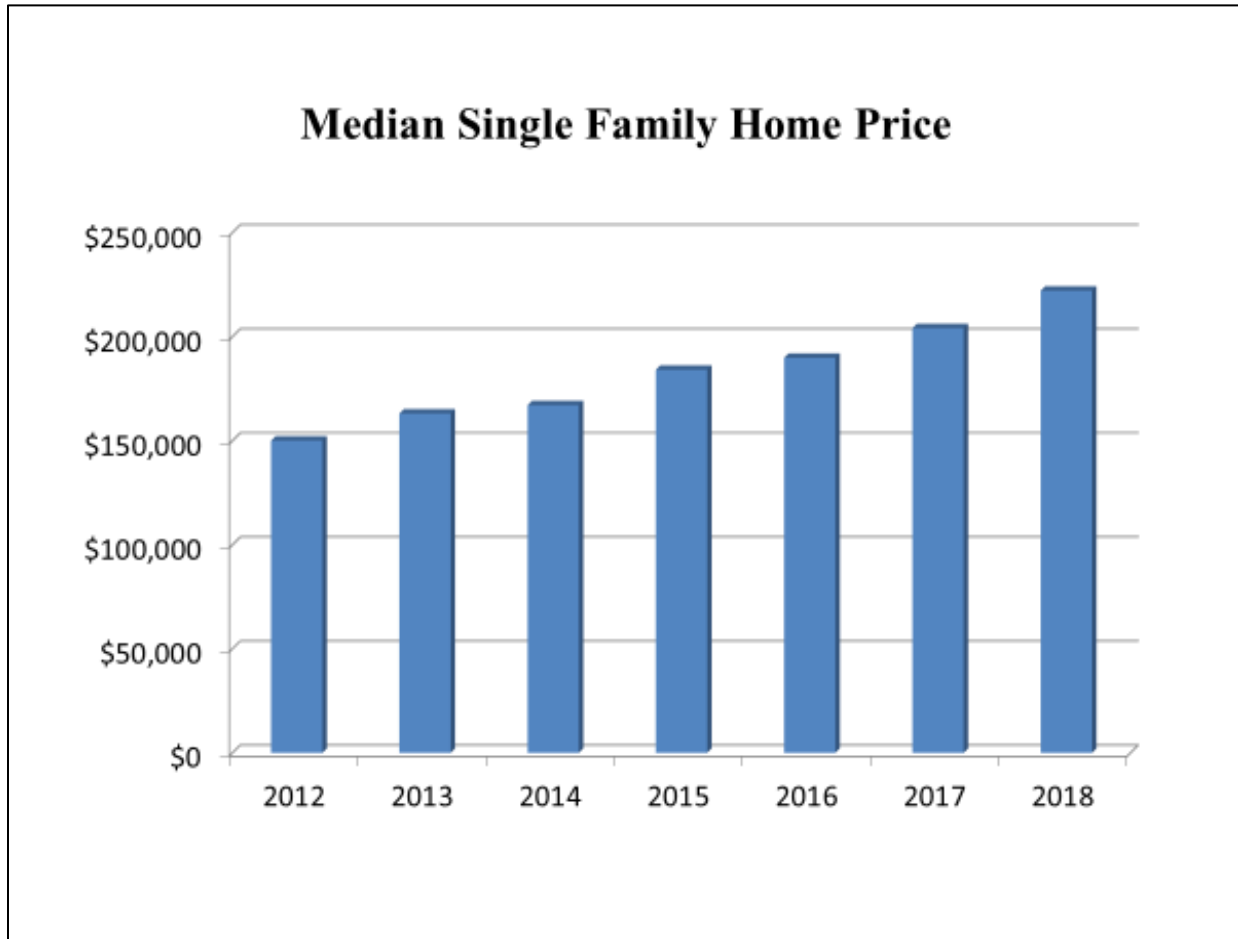
Other indicators of economic activity have also improved. The average single-family home sold for a median price of \$222,000 in 2018, an 8.8% increase over 2017. Sales volume totaled 1,235 homes in 2018, continuing the strong level of activity that has been characteristic of the past three years. In addition, motor vehicle excise tax revenue increased by nearly 41%, and the combination of meals and room occupancy revenue tax grew by nearly 46%, from 2012 through 2018. Building permit volume is also up by about 44% since 2012. Although these sources

constitute a relatively small portion of General Fund revenue, their performance is a good indicator of economic activity.



Continued growth in the economy still has not fully translated into construction-related growth in the tax base. In 2017, new growth exceeded \$2 million for the first time since 2007, a trend which continued in 2018. This compares favorably with the historic low of \$0.8 million in 2012. But the overall trend, while welcome, is having only a marginal impact on the City's levy capacity.

Our priorities in developing the FY 2020 budget were grounded in the knowledge that the impact of an improving economy can be uneven. Many in our City continue to fight each month to make ends meet, paying the taxes, insurance and utility bills that allow them to remain in their homes. The FY 2020 budget therefore works to restrain the growth in spending to limit the burden on taxpayers as much as possible.



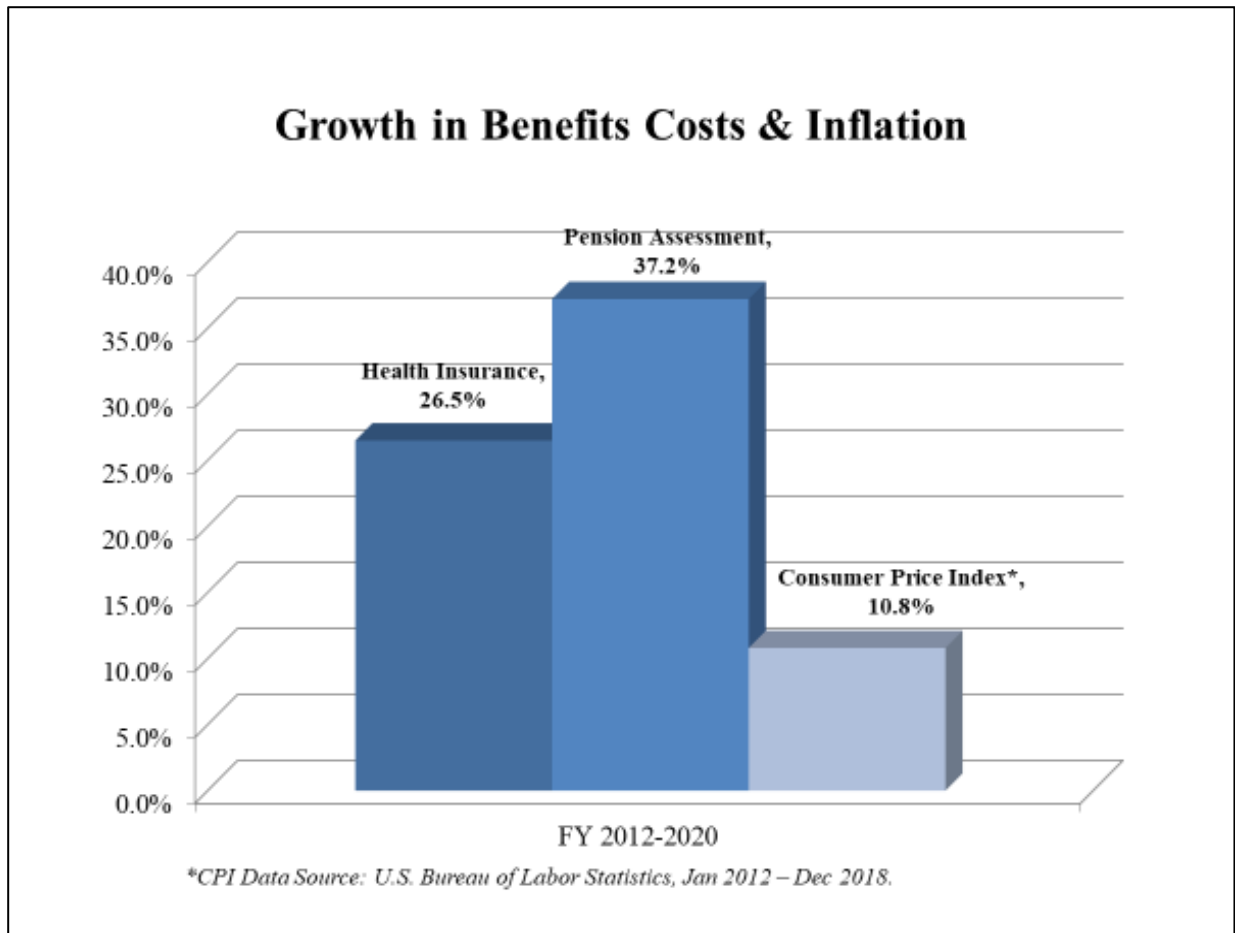
#### Key Budget Drivers

The FY 2020 budget was shaped by a number of factors that required us to make difficult choices to ensure that the spending plan adequately funds core operations and allows the City to meet its statutory obligations. Several factors stand out above the rest:

- 1. Modest Revenue Growth Has Not Kept Pace with Costs:** Despite a growing local economy, baseline revenue growth remains insufficient to maintain pace with increases in the prices of goods and services, as well as the various other costs of doing business. As part of the budget development process, City departments requested approximately \$3.1 million to fund unmet needs. Collective bargaining agreements with the City's four bargaining units will be up for renewal in FY 2020. In addition, completion of the transfer of firefighter positions from the expired federal SAFER grant will cost the General Fund an additional \$0.5 million in FY 2020.
- 2. Mandated Education Costs:** The State's FY 2020 budget takes some welcome steps to alleviate pressure placed on New Bedford taxpayers to meet the mandated funding requirements for education. Nevertheless, the State-mandated level of net local support to operate the City's school system will continue to rise: the local share of School Department operating expenses required to meet Net School Spending requirements

increases by about \$1.3 million from FY 2019 to 2020. At the same time, the City's net obligation toward charter schools totals about \$16 million, an increase of nearly \$2 million.

3. **Healthcare and Pension Costs:** Employee benefits costs will continue to place an increasing strain on overall finances. Projected increases in medical claims and the City's pension assessment will require \$2.7 million in additional support.

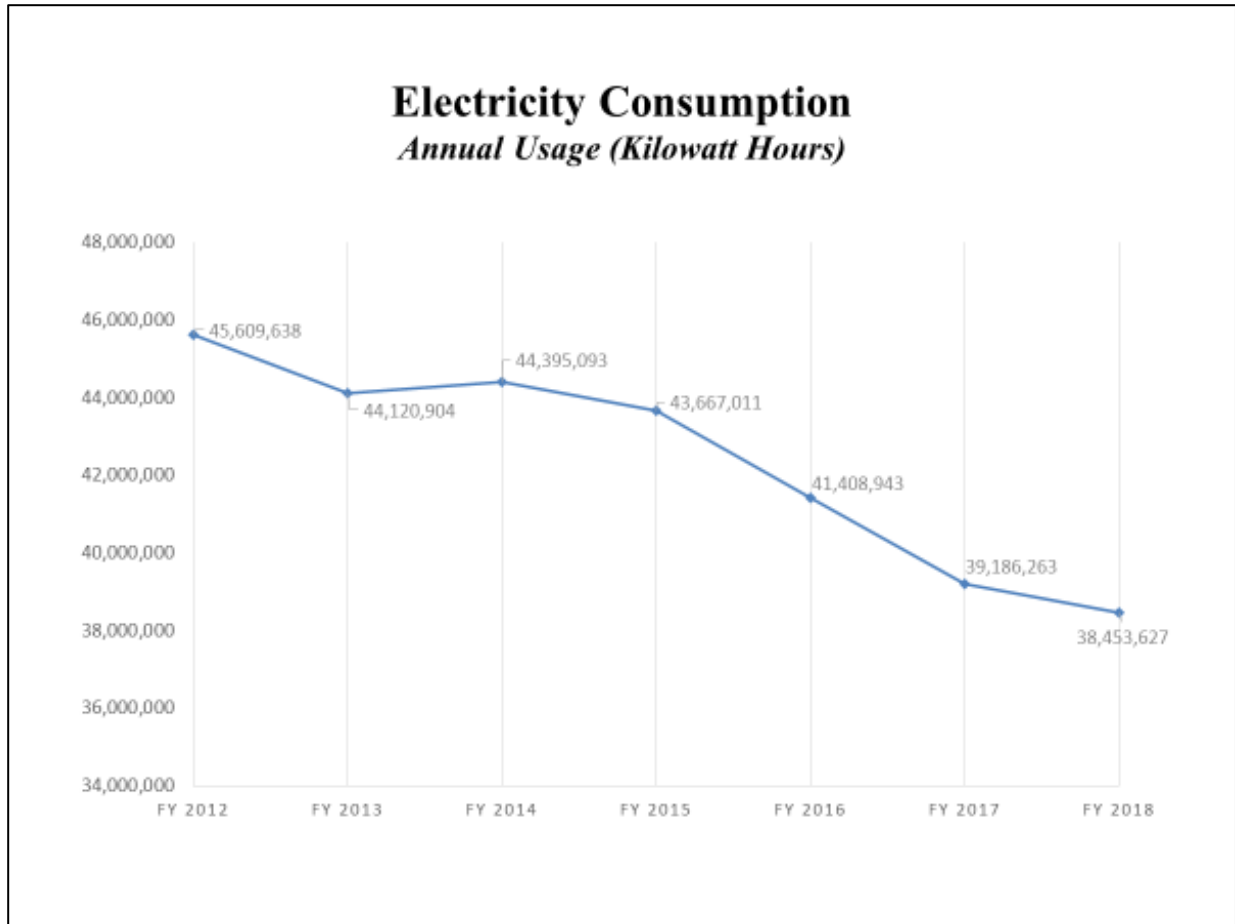


Looking forward, it will be important to ensure that sufficient funding is available to support implementation of potential collective bargaining agreements with the City's four unions. Maintaining capacity to support the CBAs, while minimizing the impact on City taxpayers, will be a central focus going into FY 2020.

Progress to Date

Our efforts to craft an effective budget benefited from a range of initiatives that we have implemented over the past four years. These reforms have helped to restrain spending, ensure accountability and improve transparency throughout the City government. To summarize just a few initiatives:

- The City’s performance management and budget transparency initiatives continue to receive national recognition from the Government Finance Officers’ Association, which awarded New Bedford its Distinguished Budget Presentation Award for the third straight year. The City has advanced transparency efforts through its Open Checkbook initiative, the development of our first-ever Comprehensive Annual Financial Report (CAFR), and the implementation of NB Compass, the City’s new online dashboard.



- The City is in the midst of a complete update of its fleet management program. Renovation of the Central Garage is in design, and the acquisition of new software and tracking systems will facilitate more effective management of the municipal fleet.
- The installation of the Citywide fiber loop, which is currently underway, will ensure continuity of operations and reduce telecommunications costs for municipal departments. The new Employee Self-Service portal has been implemented citywide, resulting in improved service quality at lower cost.
- New Bedford’s continued commitment to “green” energy, as illustrated by our successful Renewable Energy Power Purchase agreements and our citywide energy management program, has produced a 5 million kilowatt-hour reduction, equivalent to 11.4% of the City’s total usage, in annual electricity consumption since FY 2014. In addition, the City



will receive credits totaling an estimated \$700,000 in FY 2020 for our aggressive solar net metering program.

### FY 2020 Budget Summary

The FY 2020 budget process continues my administration's focus on long-term sustainability. Since 2001, the number of full-time positions supported by the General Fund has been reduced by 206 employees, or about 18%. It is worth noting that, in the meantime, General Fund inflation-adjusted expenditures increased by nearly 11% over the same period, which clearly demonstrates the underlying impact of nondiscretionary items on the overall budget.

We must continue to be vigilant about risks to the City's financial health. The long-term growth in benefits costs is an increasing burden on the City's finances, as health care and pension obligations continue to outpace the rate of inflation.

Our commitment to sustainability extends beyond the operating budget. The City's capital improvement plan is our vehicle for addressing decades of deferred maintenance. My administration will continue to work with the City Council to ensure that our most essential renovation and repair projects are funded.

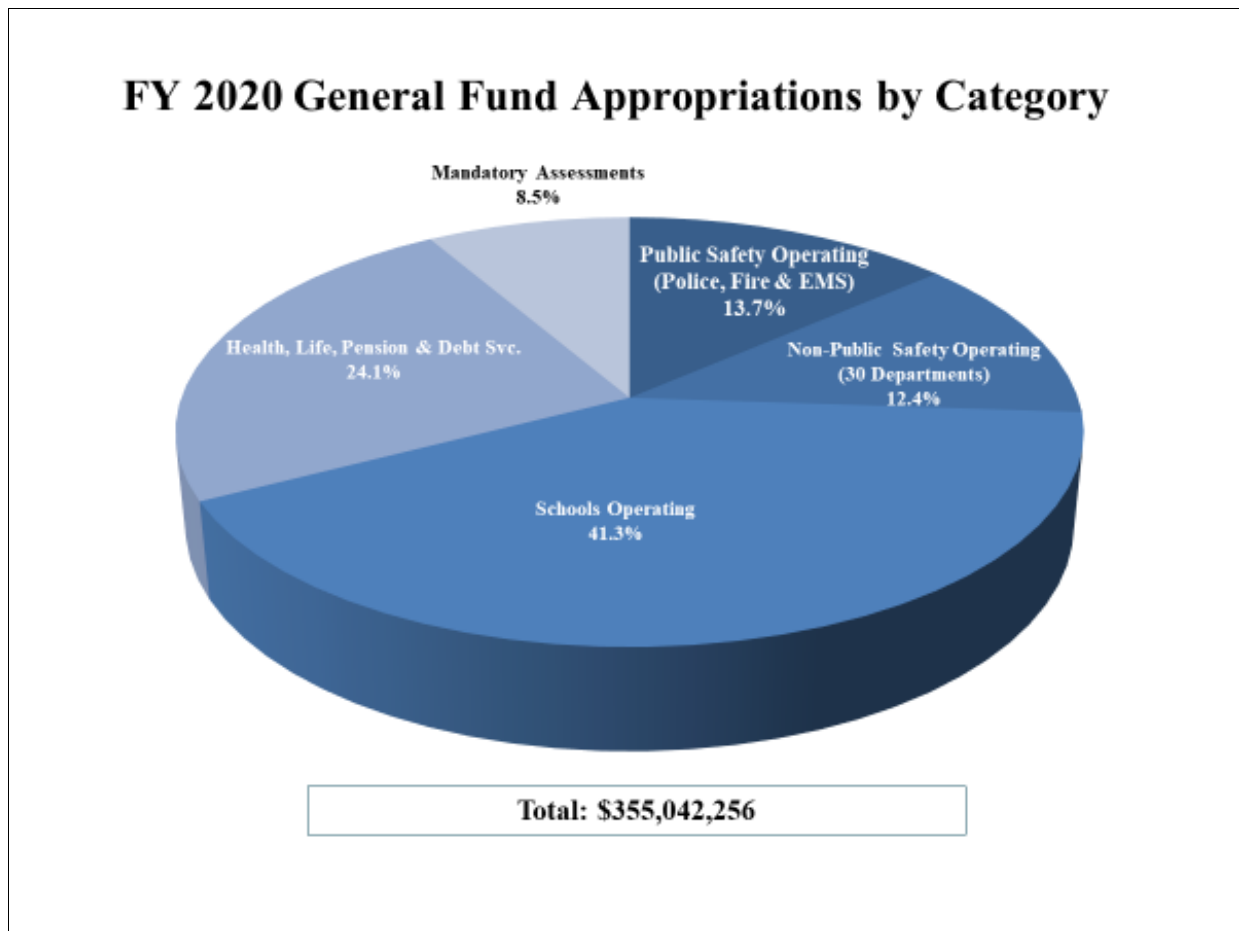
And the City must be prepared for the unexpected. My administration is committed to establishing and maintaining a significant stabilization reserve, and the City Council has been fully engaged in adopting a strong reserve policy. It is the maintenance of a robust reserve that has allowed us to address episodic needs, without placing an undue burden on the City's taxpayers, and will provide an important hedge in the event of unforeseen expenses. Our commitment to positive cash flow and a strong reserve policy have been instrumental in our successful efforts to secure and maintain the City's AA- bond rating from Standard & Poor's, New Bedford's highest in at least forty years. We are continuing to make efforts to ensure that the City is able to utilize the strengthening economy to improve our overall financial position.

The FY 2020 budget totals \$399,585,543, of which the General Fund is the largest component at \$355,042,256. The General Fund budget benefits from a \$15.7 million increase in state aid, largely consisting of support for the school department and unrestricted general government aid. Expenditures were restrained wherever possible in order to target limited resources toward core priorities. The School Department will benefit from the final version of the State budget, which was adopted after the beginning of the fiscal year, through additional net funding approved by the state legislature.

The adopted budget features several structural revisions intended to improve transparency and to comply with State requirements. Health and life insurance expenses have been budgeted in the enterprise funds in order to carry costs directly with assigned employees. In addition, the establishment of the Cable Enterprise Fund, which is required by new State law, provides visibility regarding the disposition of cable access fees.

The FY 2020 budget is heavily influenced by increases in fixed and mandated costs. Funding for the City's health insurance, pension and life insurance programs grows by \$2.7 million due to increased claims expenses and pension funding requirements, and General Fund support for the

Fire Department increases by \$0.5 million to complete the conversion of 21 firefighter positions from the federal SAFER grant, which expired in mid-FY 2019.

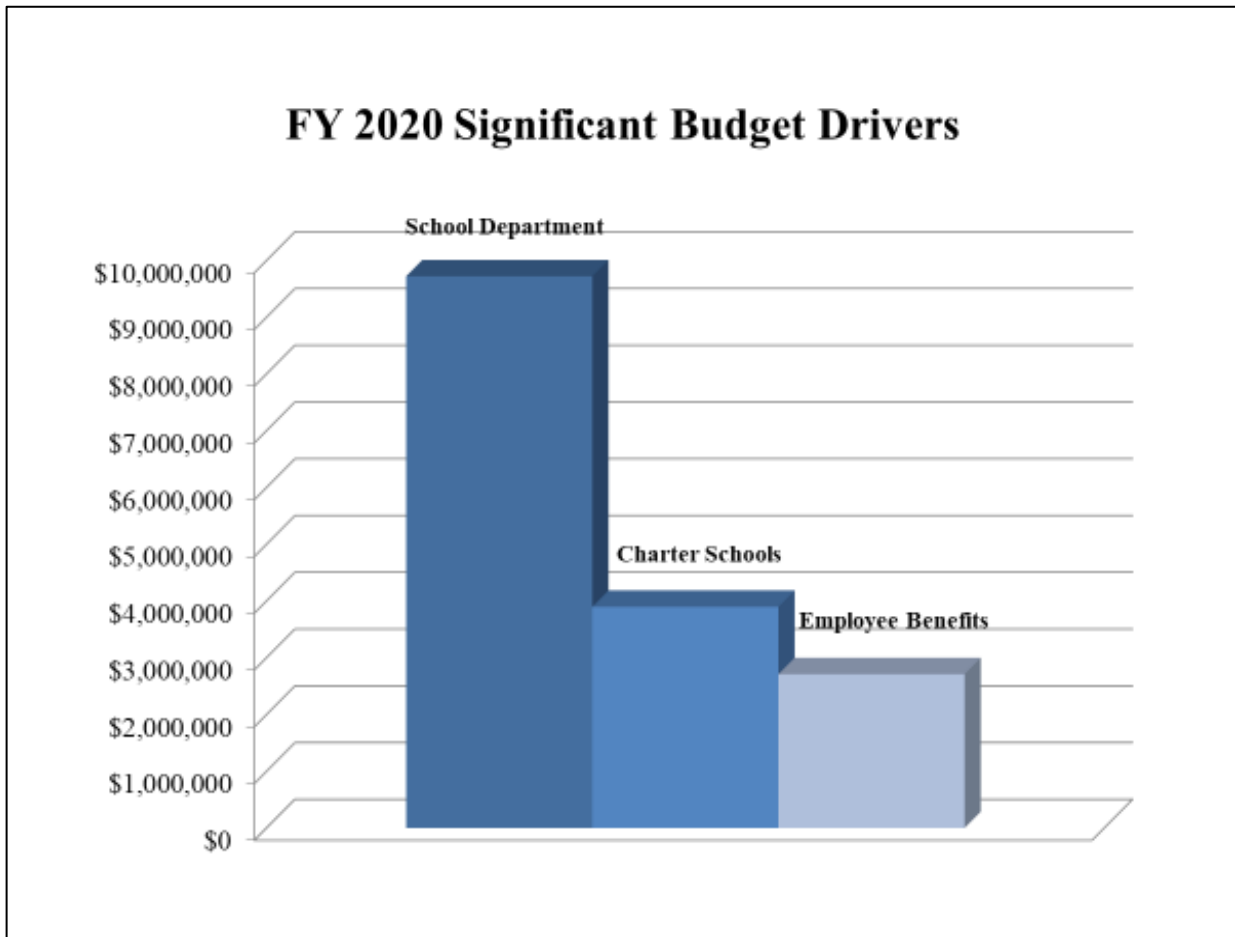


Mandatory assessments, most of which consist of funding for charter schools, are also consuming a larger share of the City's resources. From FY 2011 through FY 2019, the net cost of funding charter school payments increased by \$9,827,353, or 235%. This trend continues in FY 2020, which reflects the first anticipated wave of student enrollments at the new Alma del Mar neighborhood school. The City's charter school assessment will increase by another \$3.7 million, while state reimbursements will only increase by about \$2.0 million. As a result, the City's net obligation will exceed \$15.6 million, significantly reducing the funding available to address the School Department's myriad needs. The State's adopted FY 2020 budget accelerated this trend by increasing the City's net obligation to more than \$16 million,

Fixed costs and mandated assessments account for \$115.7 million, or 32.5%, of General Fund expenditures in FY 2020, while Net School Spending requirements account for another \$146.8 million, or 41.2%, meaning that nearly 74% of the General Fund budget has been predetermined by state mandates or regional agreements.

The increasing demands of mandatory expenses, combined with insufficient revenue growth, means that the FY 2020 budget includes minimal position-related enhancements. My proposed

budget included funding for four core positions that were justified due to significant operational need. During its consideration, the City Council reduced funding to two positions in the General Fund: an assistant project manager in Parks, Recreation & Beaches to oversee the implementation of park and CPA projects, and a clerk typist to address workload issues in the City Clerk’s office. In addition, the City Council approved an additional reduction of \$1,265,000 to the General Fund budget, which will require a coordinated effort to maximize personnel savings and limit transfers for other uses to ensure that expenditures remain within budget. I have also directed staff to review the City’s organizational structure to identify potential efficiencies and to avoid incurring additional multi-year obligations over the course of the fiscal year.



Over the past several years, the City has engaged in strenuous efforts to mitigate the requirement for additional tax revenue. While this process has generated efficiencies, the FY 2020 budget makes it clear that our work is not finished. Mandatory assessments and benefits costs are a continuing source of pressure on the City’s fiscal sustainability and limit our ability to fund initiatives that will move the City forward. Despite these challenges, the FY 2020 budget is anticipated to slow levy growth. My administration is committed to identifying ways to mitigate the impact of the City’s revenue needs on our residents and will continue to work closely with the City Council to implement effective, common sense measures.

Concluding Thoughts

The development of the FY 2020 budget has been greatly aided by the active engagement of the City Council, utilizing the mechanisms that we have built together to ensure that everyone's priorities are heard, and that the City's core needs are addressed. The City Council has consistently demonstrated its commitment toward effective fiscal oversight, and I look forward to continuing our partnership. Thank you for your consideration.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Jon Mitchell', is written over the word 'Sincerely,'. The signature is stylized and somewhat abstract, with several overlapping loops and lines.

Jon Mitchell  
Mayor

## GENERAL FUND

DESCRIPTION	FY 2018 ACTUAL	FY 2019 ADOPTED	FY 2019 REVISED	FY 2020 ADOPTED	FY 19-20 CHANGE (%)
<b>REVENUE</b>					
<b>State Aid</b>					
<b>Education</b>					
Chapter 70 School Aid	\$137,925,032	\$143,948,778	\$145,309,461	\$157,021,721	9.1%
School Construction	2,415,150	2,459,561	2,459,561	2,459,561	0.0%
Charter School Reimbursements	2,135,703	1,845,846	1,892,986	3,887,247	110.6%
<u>School Lunch Programs</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.0%</u>
<b>Subtotal, Education State Aid:</b>	<b>\$142,475,885</b>	<b>\$148,254,185</b>	<b>\$149,662,008</b>	<b>\$163,368,529</b>	<b>10.2%</b>
<b>General Government</b>					
Veterans Benefits	\$2,120,591	\$2,111,802	\$2,111,802	\$2,075,756	-1.7%
Unrestricted General Government Aid	22,980,913	23,785,245	23,785,245	24,427,447	2.7%
Abatements (Elderly)	497,250	470,644	470,644	475,759	1.1%
State-Owned Land	13,658	18,666	18,701	19,792	6.0%
Public Libraries	155,328	153,831	159,146	167,149	8.7%
<u>Raised on Recap</u>	<u>(155,328)</u>	<u>(153,831)</u>	<u>(159,146)</u>	<u>(167,149)</u>	<u>8.7%</u>
<b>Subtotal, General Government:</b>	<b>\$25,612,412</b>	<b>\$26,386,357</b>	<b>\$26,386,392</b>	<b>\$26,998,754</b>	<b>2.3%</b>
<b>Total, State Aid:</b>	<b>\$168,088,297</b>	<b>\$174,640,542</b>	<b>\$176,048,400</b>	<b>\$190,367,283</b>	<b>9.0%</b>
<b>Real Estate &amp; Personal Property:</b>					
<u>Real Estate &amp; Personal Property:</u>	<u>\$119,996,014</u>	<u>\$124,215,020</u>	<u>\$124,099,292</u>	<u>\$127,246,628</u>	<u>2.4%</u>
<b>Total, Real Estate &amp; Personal Property:</b>	<b>\$119,996,014</b>	<b>\$124,215,020</b>	<b>\$124,099,292</b>	<b>\$127,246,628</b>	<b>2.4%</b>
<b>Local Receipts</b>					
Motor Vehicle Excise	\$8,187,681	\$8,200,000	\$8,358,000	\$8,184,000	-0.2%
Other Excise	1,415,879	1,500,000	1,471,500	1,655,000	10.3%
Penalties & Interest	1,752,555	2,600,000	1,672,800	1,690,700	-35.0%
Payments in Lieu of Taxes	294,465	295,000	294,400	365,000	23.7%
Tipping Fees	37,800	37,500	37,800	40,000	6.7%
Cemeteries	499,887	500,000	499,900	500,000	0.0%
Library	18,602	16,200	18,600	16,000	-1.2%
<u>Schools</u>	<u>140,995</u>	<u>700,000</u>	<u>155,000</u>	<u>180,000</u>	<u>-74.3%</u>
<b>Subtotal, Local Receipts</b>	<b>\$12,347,864</b>	<b>\$13,848,700</b>	<b>\$12,508,000</b>	<b>\$12,630,700</b>	<b>-8.8%</b>
<b>Other Departmental Revenue</b>					
Assessors	\$1,246	\$1,000	\$1,250	\$1,000	0.0%
Auditors	2,581	2,900	2,600	2,000	-31.0%
Elections	1,216	1,300	1,200	800	-38.5%
Emergency Medical Services	5,573,019	6,000,000	5,681,800	5,685,000	-5.3%
Facilities & Fleet Management	166,325	145,000	166,300	181,325	25.1%
Fire	227,121	230,000	226,750	230,000	0.0%
Health Ins. Reimb. (Grants/School)	1,974,455	2,693,000	2,877,500	2,664,390	-1.1%
Health	235,344	227,000	226,500	226,500	-0.2%
Mgmt. Information Systems	28,950	28,800	28,950	57,764	100.6%
Medicaid Reimbursement	2,916,393	2,540,000	2,916,400	2,700,000	6.3%
Municipal Liens	138,125	130,000	138,100	140,000	7.7%
Planning Board	15,850	10,000	18,850	16,000	60.0%
Police	299,653	258,950	299,600	287,850	11.2%
Public Infrastructure	87,062	58,000	86,800	93,000	60.3%
Purchasing	0	0	100	0	0.0%
Recreation & Parks	10,887	15,000	21,750	10,750	-28.3%



## GENERAL FUND

DESCRIPTION	FY 2018 ACTUAL	FY 2019 ADOPTED	FY 2019 REVISED	FY 2020 ADOPTED	FY 19-20 CHANGE (%)
<b>REVENUE, <i>continued</i>...</b>					
Solicitor	\$12,441	\$7,650	\$12,050	\$7,950	3.9%
Traffic	1,185,466	1,475,000	1,184,500	1,475,000	0.0%
Treasurer	423,899	468,862	872,145	394,200	-15.9%
Veterans	2,765	15,000	2,700	2,900	-80.7%
Zoo	574,924	539,000	574,900	539,000	0.0%
<u>Indirects (Library/Grants)</u>	<u>1,058,744</u>	<u>845,600</u>	<u>1,058,700</u>	<u>744,536</u>	-12.0%
<b>Subtotal, Other Departmental Revenue:</b>	<b>\$14,936,466</b>	<b>\$15,692,062</b>	<b>\$16,399,445</b>	<b>\$15,459,965</b>	-1.5%
<b><u>Licenses &amp; Permits</u></b>					
Building	\$1,005,135	\$1,300,000	\$1,159,700	\$1,300,000	0.0%
City Clerk	506,472	515,000	549,300	570,000	10.7%
Engineering	18,540	18,000	12,400	13,000	-27.8%
Health	211,524	212,500	192,100	192,100	-9.6%
<u>Licensing</u>	<u>652,625</u>	<u>662,000</u>	<u>655,200</u>	<u>650,000</u>	-1.8%
<b>Subtotal, Licenses &amp; Permits:</b>	<b>\$2,394,296</b>	<b>\$2,707,500</b>	<b>\$2,568,700</b>	<b>\$2,725,100</b>	0.7%
<b><u>Miscellaneous Revenue</u></b>					
Special Assessments	\$71	\$100	\$1,000	\$71	-29.0%
County Fines & Forfeitures	129,662	208,000	129,600	155,000	-25.5%
Investment Income	417,151	350,000	582,000	725,000	107.1%
<u>Miscellaneous Non Recurring</u>	<u>(1,117,237)</u>	<u>250,000</u>	<u>250,000</u>	<u>250,000</u>	0.0%
<b>Subtotal, Miscellaneous Revenue:</b>	<b>(\$570,353)</b>	<b>\$808,100</b>	<b>\$962,600</b>	<b>\$1,130,071</b>	39.8%
<b>Total, Local Receipts:</b>	<b>\$29,108,273</b>	<b>\$33,056,362</b>	<b>\$32,438,745</b>	<b>\$31,945,836</b>	-3.4%
<b><u>Other Financing Sources</u></b>					
Comm for Citizens w/ Disabilities	\$14,338	\$0	\$0	\$0	0.0%
Cemetery Sale of Lots	0	0	0	0	0.0%
Other Available Funds	2,186,179	0	3,689,122	0	0.0%
Indirects (Enterprise Funds)	6,042,736	6,640,425	6,750,794	5,482,509	-17.4%
Free Cash	0	0	0	0	0.0%
<u>Use of Fund Balance</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.0%</u>
<b>Total, Other Financing Sources:</b>	<b>\$8,243,253</b>	<b>\$6,640,425</b>	<b>\$10,439,916</b>	<b>\$5,482,509</b>	-17.4%
<b>Total Revenue and Other Financing Sources:</b>	<b>\$325,435,837</b>	<b>\$338,552,348</b>	<b>\$343,026,353</b>	<b>\$355,042,256</b>	4.9%

**GENERAL FUND**

DESCRIPTION	FY 2018 ACTUAL	FY 2019 ADOPTED	FY 2019 REVISED	FY 2020 ADOPTED	FY 19-20 CHANGE (%)
<b>EXPENDITURES</b>					
<b>General Government</b>					
Assessors	\$708,590	\$715,559	\$715,559	\$717,243	0.2%
Auditor	449,396	442,496	442,496	457,750	3.4%
Chief Financial Officer	300,509	313,981	313,981	323,651	3.1%
City Clerk	344,789	345,455	360,355	382,449	10.7%
City Council	510,709	545,624	530,724	560,603	2.7%
Clerk of Committees	130,517	142,291	142,291	145,533	2.3%
Elections	342,970	386,133	386,133	403,828	4.6%
Env. Stewardship	476,501	354,298	354,318	348,377	-1.7%
Fac. & Fleet Mgmt.	8,009,412	8,475,000	9,434,408	8,997,627	6.2%
Labor Relations	365,686	380,902	380,902	394,613	3.6%
Licensing	123,372	122,287	122,287	124,818	2.1%
Mayor	616,484	637,646	637,646	664,184	4.2%
MIS	1,388,478	1,535,850	1,700,850	1,702,573	10.9%
Plng. & Comm. Development	316,305	443,921	428,921	413,823	-6.8%
Planning Board	10,804	11,400	12,360	11,400	0.0%
Purchasing	319,061	379,962	379,962	370,895	-2.4%
Solicitor	930,009	954,719	964,368	1,029,458	7.8%
Treasurer	2,247,488	932,730	2,552,730	1,002,484	7.5%
Gen. Govt. Unclassified	<u>9,622,754</u>	<u>10,164,482</u>	<u>10,164,482</u>	<u>9,287,548</u>	-8.6%
<b>Total, General Govt.:</b>	<b>\$27,213,834</b>	<b>\$27,284,736</b>	<b>\$30,024,773</b>	<b>\$27,338,857</b>	<b>0.2%</b>
<b>Public Safety</b>					
Emergency Medical Services	\$3,216,220	\$3,306,160	\$3,306,160	3,241,400	-2.0%
Fire	17,528,413	18,022,285	18,026,985	19,129,917	6.1%
Police	<u>25,880,914</u>	<u>25,738,712</u>	<u>26,288,512</u>	<u>26,041,576</u>	1.2%
<b>Total, Public Safety:</b>	<b>\$46,625,547</b>	<b>\$47,067,157</b>	<b>\$47,621,657</b>	<b>\$48,412,893</b>	<b>2.9%</b>
<b>Highways &amp; Streets</b>					
Public Infrastructure	\$4,677,780	\$4,825,387	\$5,187,334	\$4,831,865	0.1%
Snow Removal	450,000	450,000	450,000	450,000	0.0%
Traffic Commission	<u>460,292</u>	<u>529,446</u>	<u>531,946</u>	<u>493,704</u>	-6.8%
<b>Total, Highways &amp; Streets:</b>	<b>\$5,588,072</b>	<b>\$5,804,833</b>	<b>\$6,169,280</b>	<b>\$5,775,569</b>	<b>-0.5%</b>
<b>Inspectional Services</b>					
Inspectional Services	<u>\$1,011,870</u>	<u>\$1,010,026</u>	<u>\$1,010,026</u>	<u>\$1,034,640</u>	2.4%
<b>Total, Inspectional Services:</b>	<b>\$1,011,870</b>	<b>\$1,010,026</b>	<b>\$1,010,026</b>	<b>\$1,034,640</b>	<b>2.4%</b>
<b>Human Services</b>					
Community Services	\$1,077,165	\$1,110,645	\$1,110,645	\$1,143,594	3.0%
Health	1,070,800	1,145,878	1,145,878	1,129,480	-1.4%
Comm. For Citizens w/ Disabilities	14,338	0	0	0	0.0%
Veterans	<u>2,772,107</u>	<u>2,947,757</u>	<u>3,047,134</u>	<u>2,660,777</u>	-9.7%
<b>Total, Human Services:</b>	<b>\$4,934,410</b>	<b>\$5,204,280</b>	<b>\$5,303,657</b>	<b>\$4,933,851</b>	<b>-5.2%</b>

**GENERAL FUND**

DESCRIPTION	FY 2018 ACTUAL	FY 2019 ADOPTED	FY 2019 REVISED	FY 2020 ADOPTED	FY 19-20 CHANGE (%)
<b>EXPENDITURES, <i>continued...</i></b>					
<b><u>Culture &amp; Recreation</u></b>					
Library	\$2,459,887	\$2,418,352	\$2,418,352	\$2,456,651	1.6%
Parks, Recreation & Beaches	385,706	475,926	490,926	556,280	16.9%
Tourism/Marketing	427,491	437,739	437,739	438,996	0.3%
<u>Zoo</u>	<u>1,675,053</u>	<u>1,583,299</u>	<u>1,584,959</u>	<u>1,631,898</u>	3.1%
<b>Total, Culture &amp; Recreation:</b>	<b>\$4,948,137</b>	<b>\$4,915,316</b>	<b>\$4,931,976</b>	<b>\$5,083,825</b>	<b>3.4%</b>
<b><u>School</u></b>					
School Department	\$130,660,109	\$137,030,000	\$137,830,000	\$146,750,000	7.1%
<b>Total, School Department:</b>	<b>\$130,660,109</b>	<b>\$137,030,000</b>	<b>\$137,830,000</b>	<b>\$146,750,000</b>	<b>7.1%</b>
<b><u>Debt Service</u></b>					
Principal & Interest	\$11,248,660	\$11,779,220	\$11,779,220	\$11,992,826	1.8%
<b>Total, Debt Service:</b>	<b>\$11,248,660</b>	<b>\$11,779,220</b>	<b>\$11,779,220</b>	<b>\$11,992,826</b>	<b>1.8%</b>
<b><u>Health &amp; Life Insurance</u></b>					
Health Insurance	\$40,858,820	\$44,000,000	\$43,476,000	\$42,910,500	-2.5%
Life Insurance	260,276	275,000	275,000	261,221	-5.0%
<b>Total, Health &amp; Life Insurance:</b>	<b>\$41,119,096</b>	<b>\$44,275,000</b>	<b>\$43,751,000</b>	<b>\$43,171,721</b>	<b>-2.5%</b>
<b><u>Assessments</u></b>					
Greater NB Refuse Mgmt.	\$693,368	\$713,962	\$713,962	\$741,999	3.9%
Greater NB Regional VocTech	5,394,607	5,632,744	5,471,998	5,789,401	2.8%
<u>Pension</u>	<u>27,741,711</u>	<u>28,817,471</u>	<u>28,817,471</u>	<u>30,527,351</u>	5.9%
<b>Total, Assessments:</b>	<b>\$33,829,686</b>	<b>\$35,164,177</b>	<b>\$35,003,431</b>	<b>\$37,058,751</b>	<b>5.4%</b>
<b>Total Appropriations:</b>	<b>\$307,179,421</b>	<b>\$319,534,745</b>	<b>\$323,425,020</b>	<b>\$331,552,933</b>	<b>3.8%</b>
<b><u>State &amp; County Assessments</u></b>					
County Tax	\$617,006	\$632,431	\$632,431	\$647,374	2.4%
Ret. Employees Hlth. Insurance	0	0	0	0	0.0%
Mosquito Control Projects	98,215	102,176	102,176	106,297	4.0%
Air Pollution Districts	21,449	21,892	21,892	22,190	1.4%
Parking Surcharge	299,800	299,800	299,800	336,520	12.2%
Regional Transit Authority	1,179,064	1,211,498	1,211,498	1,241,786	2.5%
Special Education (Ch. 71B)	0	79,269	79,269	106,220	34.0%
School Choice Sending Tuition	1,064,160	1,005,714	1,187,879	1,467,336	45.9%
<u>Charter School Sending Tuition</u>	<u>14,480,280</u>	<u>15,664,823</u>	<u>15,904,542</u>	<u>19,561,600</u>	24.9%
<b>Total, State &amp; Cty. Assessments:</b>	<b>\$17,759,974</b>	<b>\$19,017,603</b>	<b>\$19,439,487</b>	<b>\$23,489,323</b>	<b>23.5%</b>
<b>Total Appropriations &amp; Other Uses:</b>	<b>\$324,939,395</b>	<b>\$338,552,348</b>	<b>\$342,864,507</b>	<b>\$355,042,256</b>	<b>4.9%</b>
<b>Excess/(Deficit):</b>	<b>\$496,442</b>	<b>\$0</b>	<b>\$161,846</b>	<b>\$0</b>	

GENERAL FUND

DESCRIPTION	FY 2018 ACTUAL	FY 2019 ADOPTED	FY 2019 REVISED	FY 2020 ADOPTED	FY 19-20 CHANGE (%)
<b><u>Total Appropriations by Classification</u></b>					
Salaries and Wages	\$63,081,965	\$64,212,428	\$63,998,630	\$65,615,320	2.2%
Charges and Services	19,797,149	21,137,165	21,708,838	20,512,524	-3.0%
Supplies and Materials	3,246,195	3,323,460	3,345,265	3,434,054	3.3%
Capital Outlay	1,573,776	2,063,295	3,768,578	2,567,737	24.4%
Snow Removal	450,000	450,000	450,000	450,000	0.0%
Education	130,660,109	137,030,000	137,830,000	146,750,000	7.1%
Debt Service	11,248,659	11,779,220	11,779,220	11,992,826	1.8%
Health & Life Insurance	41,119,096	44,275,000	43,751,000	43,171,721	-2.5%
Pension Contributions	27,741,711	28,817,471	28,817,471	30,527,351	5.9%
Voke/Refuse Assessments	6,087,975	6,346,706	6,185,960	6,531,400	2.9%
<u>Other Financing</u>	<u>2,172,786</u>	<u>100,000</u>	<u>1,790,058</u>	<u>0</u>	-100.0%
<b>GENERAL FUND APPROPRIATIONS:</b>	<b>\$307,179,421</b>	<b>\$319,534,745</b>	<b>\$323,425,020</b>	<b>\$331,552,933</b>	<b>3.8%</b>

**ENTERPRISE FUNDS**

DESCRIPTION	FY 2018 ACTUAL	FY 2019 ADOPTED	FY 2019 REVISED	FY 2020 ADOPTED	FY 19-20 CHANGE (%)
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**AIRPORT ENTERPRISE FUND**

<b>Revenue</b>					
Departmental Revenue	\$97,897	\$75,711	\$75,711	\$102,850	35.8%
Airport Revenue	793,432	903,556	903,556	922,500	2.1%
Free Cash	<u>126,548</u>	<u>0</u>	<u>0</u>	<u>0</u>	0.0%
<b>Total Revenue:</b>	<b>\$1,017,877</b>	<b>\$979,267</b>	<b>\$979,267</b>	<b>\$1,025,350</b>	4.7%
<b>Expenditures</b>					
Personnel Services	\$429,239	\$400,070	\$400,070	\$417,069	4.2%
Purchase of Services	179,767	149,812	149,812	249,457	66.5%
Supplies	36,092	29,369	29,369	27,000	-8.1%
Capital Outlay	0	0	0	0	0.0%
Debt Service/Other Uses	<u>414,740</u>	<u>400,016</u>	<u>400,016</u>	<u>331,824</u>	-17.0%
<b>Total Expenditures:</b>	<b>\$1,059,838</b>	<b>\$979,267</b>	<b>\$979,267</b>	<b>\$1,025,350</b>	4.7%
<b>Excess/(Deficit):</b>	<b>(\$41,961)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

**ARTS AND CULTURE SPECIAL REVENUE FUND**

<b>Revenue</b>					
Other Excise	<u>\$100,000</u>	<u>\$102,000</u>	<u>\$102,000</u>	<u>\$104,244</u>	2.2%
<b>Total Revenue:</b>	<b>\$100,000</b>	<b>\$102,000</b>	<b>\$102,000</b>	<b>\$104,244</b>	2.2%
<b>Expenditures</b>					
Purchase of Services	<u>\$100,000</u>	<u>\$102,000</u>	<u>\$102,000</u>	<u>\$104,244</u>	2.2%
<b>Total Expenditures:</b>	<b>\$100,000</b>	<b>\$102,000</b>	<b>\$102,000</b>	<b>\$104,244</b>	2.2%
<b>Excess/(Deficit):</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

**CABLE ACCESS ENTERPRISE FUND**

<b>Revenue</b>					
Departmental Revenue	\$0	\$0	\$0	\$14,008	100.0%
Restricted Revenue	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,348,550</u>	100.0%
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,362,558</b>	100.0%
<b>Expenditures</b>					
Personnel Services	\$0	\$0	\$0	\$649,304	100.0%
Purchase of Services	0	0	0	320,080	100.0%
Supplies	0	0	0	20,965	100.0%
Capital Outlay	0	0	0	100,000	100.0%
Debt Service/Other Uses	<u>0</u>	<u>0</u>	<u>0</u>	<u>272,209</u>	100.0%
<b>Total Expenditures:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,362,558</b>	100.0%
<b>Excess/(Deficit):</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	



**ENTERPRISE FUNDS**

DESCRIPTION	FY 2018 ACTUAL	FY 2019 ADOPTED	FY 2019 REVISED	FY 2020 ADOPTED	FY 19-20 CHANGE (%)
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**COMMISSION FOR CITIZENS WITH DISABILITIES SPECIAL REVENUE FUND****Revenue**

HP Parking Fines	\$32,545	\$30,996	\$30,996	\$40,000	29.0%
<b>Total Revenue:</b>	<b>\$32,545</b>	<b>\$30,996</b>	<b>\$30,996</b>	<b>\$40,000</b>	<b>29.0%</b>

**Expenditures**

Purchase of Services	\$14,338	\$25,996	\$25,996	\$35,000	34.6%
Capital Outlay	0	5,000	5,000	5,000	0.0%
<b>Total Expenditures:</b>	<b>\$14,338</b>	<b>\$30,996</b>	<b>\$30,996</b>	<b>\$40,000</b>	<b>29.0%</b>

<b>Excess/(Deficit):</b>	<b>\$18,207</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
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**DOWNTOWN PARKING ENTERPRISE FUND****Revenue**

Departmental Revenue	\$874,758	\$866,341	\$866,341	\$1,023,588	18.2%
Other	10,954	12,000	12,000	10,000	-16.7%
<b>Total Revenue:</b>	<b>\$885,712</b>	<b>\$878,341</b>	<b>\$878,341</b>	<b>\$1,033,588</b>	<b>17.7%</b>

Personnel Services	\$279,219	\$233,800	\$233,800	\$239,627	2.5%
Purchase of Services	113,401	131,134	131,134	250,459	91.0%
Supplies	52,765	105,000	105,000	74,000	-29.5%
Capital Outlay	0	0	0	75,000	0.0%
Debt Service/Other Uses	324,981	408,407	408,407	394,502	-3.4%
<b>Total Expenditures:</b>	<b>\$770,366</b>	<b>\$878,341</b>	<b>\$878,341</b>	<b>\$1,033,588</b>	<b>17.7%</b>

<b>Excess/(Deficit):</b>	<b>\$115,346</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
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**WASTEWATER ENTERPRISE FUND****Revenue**

Special Assessments	\$22,014	\$12,000	\$12,000	\$17,200	43.3%
Sewer Liens	165,124	130,000	130,000	150,000	15.4%
Other Financing Uses	109,558	0	0	0	0.0%
Use of Fund Balance	7,866	0	37,646	0	0.0%
Usage Charges	21,906,132	23,135,200	23,135,200	24,009,643	3.8%
<b>Total Revenue:</b>	<b>\$22,210,694</b>	<b>\$23,277,200</b>	<b>\$23,314,846</b>	<b>\$24,176,843</b>	<b>3.9%</b>

**Expenditures**

Personnel Services	\$1,580,449	\$1,789,651	\$1,789,651	\$1,850,049	3.4%
Purchase of Services	9,087,659	10,005,859	10,024,124	11,587,196	15.8%
Supplies	469,161	541,000	548,202	549,500	1.6%
Capital Outlay	1,137,821	1,187,977	1,200,156	527,769	-55.6%
Debt Service	6,615,230	7,384,000	7,384,000	7,627,270	3.3%
Indirect Charges	2,172,926	2,368,713	2,368,713	2,035,059	-14.1%
<b>Total Expenditures:</b>	<b>\$21,063,246</b>	<b>\$23,277,200</b>	<b>\$23,314,846</b>	<b>\$24,176,843</b>	<b>3.9%</b>

<b>Excess/(Deficit):</b>	<b>\$1,147,448</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
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**ENTERPRISE FUNDS**

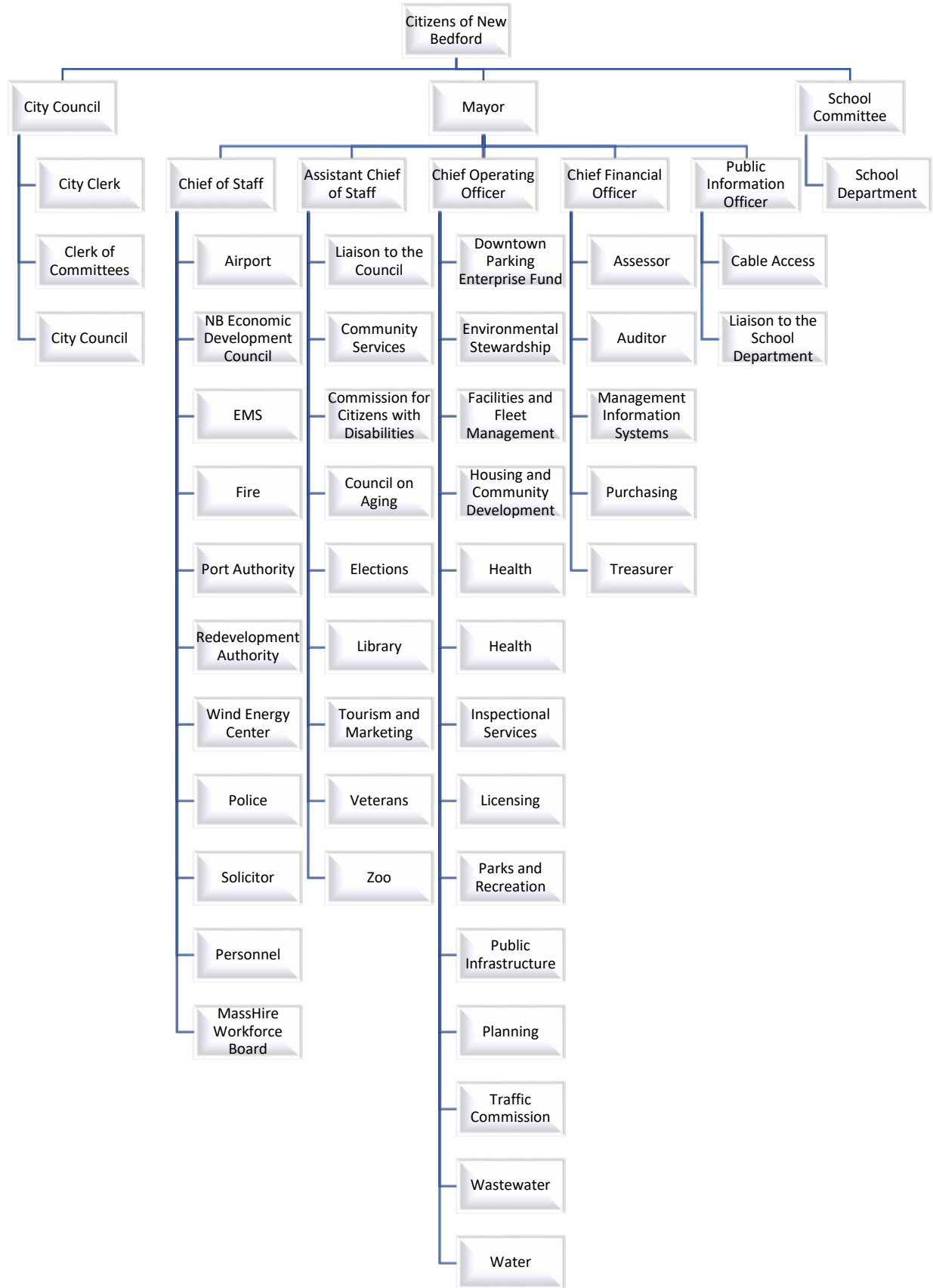
DESCRIPTION	FY 2018 ACTUAL	FY 2019 ADOPTED	FY 2019 REVISED	FY 2020 ADOPTED	FY 19-20 CHANGE (%)
<b>WATER ENTERPRISE FUND</b>					
<b>Revenue</b>					
Departmental Revenue	\$35,575	\$26,500	\$26,500	\$45,600	72.1%
Free Cash	2,908,031	0	0	0	0.0%
Other Financing Uses	208,821	0	0	0	0.0%
Use of Fund Balance	28,208	0	374,012	0	0.0%
Water Liens	100,525	150,000	150,000	150,000	0.0%
<u>Usage Charges</u>	<u>13,311,790</u>	<u>15,160,128</u>	<u>15,160,128</u>	<u>16,605,104</u>	9.5%
<b>Total Revenue:</b>	<b>\$16,592,950</b>	<b>\$15,336,628</b>	<b>\$15,710,640</b>	<b>\$16,800,704</b>	9.5%
<b>Expenditures</b>					
Personnel Services	\$3,935,776	\$4,349,631	\$4,019,631	\$4,584,084	5.4%
Purchase of Services	2,117,159	2,161,740	1,837,524	2,710,529	25.4%
Supplies	1,085,998	1,323,659	1,445,315	1,241,500	-6.2%
Capital Outlay	317,104	779,998	1,686,570	176,799	-77.3%
Debt Service	5,179,255	2,890,000	3,324,358	5,252,990	81.8%
<u>Indirect Charges</u>	<u>3,328,579</u>	<u>3,831,600</u>	<u>3,831,600</u>	<u>2,834,802</u>	-26.0%
<b>Total Expenditures:</b>	<b>\$15,963,871</b>	<b>\$15,336,628</b>	<b>\$16,144,998</b>	<b>\$16,800,704</b>	9.5%
<b>Excess/(Deficit):</b>	<b>\$629,079</b>	<b>\$0</b>	<b>(\$434,358)</b>	<b>\$0</b>	

Full Time Position History

FY 2020 Adopted Budget

DEPARTMENT	FY 2018 BUDGET	FY 2019 ADOPTED	FY 2020 ADOPTED
<b><u>General Government</u></b>			
Assessors	11	12	12
Auditor	7	7	7
Chief Financial Officer	3	3	3
City Clerk	6	6	7
City Council	15	15	15
Clerk of Committees	2	2	2
Community Services	13	13	13
Elections	3	3	3
Emergency Medical Services	38	38	38
Environmental Stewardship	4	4	4
Facilities & Fleet Management	76	76	76
Fire	221	221	221
Health	20	20	20
Inspectional Services	17	17	17
Labor Relations	6	6	6
Library	28	28	28
Licensing	2	2	2
Management Information Systems	10	10	10
Mayor	7	7	7
Planning	7	8	6
Police	310	311	311
Public Infrastructure	66	66	66
Purchasing	5	5	5
Recreation & Parks	5	5	6
Solicitor	9	9	9
Tourism & Marketing	2	2	2
Traffic Commission	9	9	9
Treasurer	13	13	13
Veterans	5	5	5
<u>Buttonwood Park Zoo</u>	<u>28</u>	<u>28</u>	<u>27</u>
<b>Subtotal:</b>	<b>948</b>	<b>951</b>	<b>950</b>
<b><u>Enterprise Funds</u></b>			
New Bedford Airport	7	7	7
New Bedford Cable Access <sup>1</sup>	---	---	10
Downtown Parking	9	7	7
Wastewater	33	36	36
<u>Water</u>	<u>83</u>	<u>87</u>	<u>88</u>
<b>Subtotal, Enterprise Funds:</b>	<b>132</b>	<b>137</b>	<b>148</b>
<b>Total, City Government:</b>	<b>1,080</b>	<b>1,088</b>	<b>1,098</b>
<b>School Department</b>	<b>1,922</b>	<b>1,928</b>	<b>2,069</b>

<sup>1</sup> The New Bedford Cable Access Enterprise Fund is established as an enterprise fund effective FY 2020.



*Background*

**Background**

The City of New Bedford was settled in 1640 by Plymouth Colony settlers and incorporated as a city in 1847. It is located approximately 56 miles from Boston and is bordered by Dartmouth to the west, Freetown to the north, Acushnet and Fairhaven to the east and Buzzard’s Bay to the south.

The historical center of New Bedford’s economy and identity are its seaport and its people. As “the city that lit the world” (a reference to its 100+ year history of whale oil production), the City of New Bedford attracted immigrants from all over the world including England, Scotland, Ireland, Portugal, and Poland. In addition, New Bedford contributed greatly to the abolitionist movement, as a place of refuge for Fredrick Douglass and many others; and to American literary history, as the inspiring place from which Herman Melville’s novel Moby Dick began.

Today, New Bedford is the sixth largest city in Massachusetts, its harbor ranks as the number one fishing port in America and the city continues to serve as an economic engine for the surrounding metropolitan area, as well as a home to the largest Portuguese American community in the United States.

**Population and Demographics**

Between 1970 and 2000, New Bedford’s population fluctuated greatly, dropping by almost 8% from a high of 101,770 in 1970 to 93,768 in 2000. Since that time, however, the population has stabilized, and increased by 1,302 residents to a current estimate of 95,072 residents.

There have also been shifts in the number of young residents living in New Bedford. Between 1980 and 2010 the median age in the City rose from 33.2 to 36.6. In 2000, the City had nearly 18 percent fewer residents between the ages of 18 and 34 than in 1990. This trend mirrored statewide demographic changes, which saw a population decrease of the same demographic by 16 percent during the same timeframe.

New Bedford remains a leading destination for immigrants. One out of five residents in New Bedford was born abroad and approximately 18 percent of the City’s foreign born residents entered the United States during the 1990s, including 3,000 Latino residents who have helped to maintain the vitality of New Bedford’s neighborhoods. Ancestry data also shows that over a third of the City’s residents are of Portuguese decent and over 7,000 Cape Verdean residents make up New Bedford’s second largest ethnic group.

**Income, Labor Force and the Unemployment Rate**

The following tables reflect median family income and per capita income for the City of New Bedford from 1980 to 2010, as compared to the Commonwealth of Massachusetts and the country. The final table reflects labor force and unemployment rates from 2012 to 2018.

City of New Bedford, Massachusetts Quick Facts	
<b>Government</b>	
Settled	1640
Incorporated	1847
State	Massachusetts
County	Bristol
Government Type	Strong Mayor-Council
Mayoral Terms (years)	4
Council Terms (years)	2
District Councilors	6
At-Large Councilors	5
U.S. House of Reps (MA)	9
Electoral Votes (MA)	11
<b>People</b>	
Population (2010)	95,072
% of State	1.45%
% of Growth (from 2000)	1.40%
% Non-white/Hispanic	16.11%
% White/Non-Hispanic	72.17%
% African American	9.69%
Median Age (years)	36.6
<b>Geography</b>	
Neighborhoods	4
Land area (Sq. miles)	20
Water area (Sq. miles)	4.1
Density (Pop./Sq. miles)	4,754
Public Road Mileage	290
<b>Climate</b>	
Climate Type	Humid Subtropical
Avg. Ann. High Temp. (*F)	58.4
Avg. Ann. Low Temp. (*F)	43.6
Avg. Rainfall/year (inches)	43.8
Avg. Precipitation days/year	119
Avg. Snowfall/year (inches)	32.7
Avg. snowy days/year	14.7

A working class city, New Bedford's median income is historically lower than state and national averages. New Bedford has seen significant employment gains, with gains in the labor force matched by reductions in overall unemployment.

Median Family Income	City of New Bedford	Commonwealth of Massachusetts		U.S.	
	Annual Salary	Annual Salary	% Below the State Average	Annual Salary	% Below the National Average
2010	\$45,347	\$81,165	44%	\$63,331	28%
2000	35,708	61,664	42%	50,046	29%
1990	28,373	44,367	36%	35,225	19%
1980	14,930	21,166	29%	19,908	25%

Per Capita Income	City of New Bedford	Commonwealth of Massachusetts		U.S.	
	Annual Salary	Annual Salary	% Below the State Average	Annual Salary	% Below the National Average
2010	\$20,447	\$33,966	40%	\$27,270	25%
2000	15,602	25,952	40%	21,587	28%
1990	10,923	17,224	37%	14,420	24%
1980	5,431	7,457	27%	7,313	26%

Year	New Bedford Labor Force	New Bedford Unemployment Rate	Massachusetts Unemployment Rate	U.S. Unemployment Rate
2019*	48,274	5.3%	3.1%	3.8%
2018	47,939	6.1%	3.3%	3.9%
2017	46,916	6.5%	3.7%	4.4%
2016	46,433	6.5%	3.8%	4.7%
2015	46,974	8.8%	4.9%	5.0%
2014	47,091	10.2%	5.8%	6.2%

\*2019 Figures are based on the MA Department of Labor and Workforce Development 12 month average from June 2017 to May 2018.

## Education



The City of New Bedford has twenty seven schools educating approximately 12,845 students. School facilities include: 22 elementary schools, three middle schools, one high school and one alternative junior-senior high school. Vocational education is provided by the Greater New Bedford Regional Vocational Technical School District, which includes New Bedford, Fairhaven and Dartmouth.

## Public School Enrollment by Academic Year

School Type	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Preschool	609	575	531	543	475	565	551
Elementary	6,621	6,982	7,086	7,135	7,176	6,969	6,879
Middle	2,772	2,645	2,692	2,809	2,844	2,997	3,104
High	2,549	2,543	2,256	2,194	2,145	2,095	2,311
<b>Total</b>	<b>12,551</b>	<b>12,745</b>	<b>12,565</b>	<b>12,681</b>	<b>12,640</b>	<b>12,626</b>	<b>12,845</b>

### Governance

New Bedford is governed by an elected mayor who acts as Chief Executive Officer on a four-year term, and an eleven member biennially elected City Council. Under the city's charter, the City Council serves as the legislative branch of the city government, setting the city budget, appropriating all funds, and confirming all mayoral appointments. Through policy directives, advocacy of the city to state, federal and private partners, and oversight of the city's 35 departments, the Mayor and Council serve the residents of New Bedford through the effective stewardship of city funds and advancement of the city's interests.

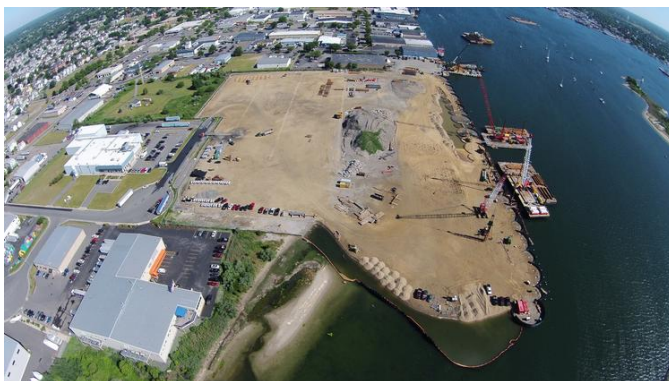
### Key Employers and Economy

New Bedford's beautiful coastal setting has been gradually shaped over 200 years by land use patterns tied to the whaling, fishing, and textile industries. In the mid-1850s, New Bedford's whaling fleet launched more whaling voyages than all other American ports combined and was the wealthiest city per-capita in the United States. At the same time investment in the textile industry had already begun. When the whale fishery declined, the looms in the mills continued to drive the City's economy. However, by the mid-20th century, New Bedford, like many mid-size American cities, struggled to meet daunting challenges in adapting its largely textile based economy in a post-industrial and post-war era.



While the past 40 years have witnessed a steady contraction in the traditional manufacturing base, New Bedford has proven resilient. In 2014, Standard and Poor's Rating Service issued the City of New Bedford its highest bond rating in forty years (AA-) citing a number of factors, including increased development throughout the city which has spurred improved market values, that contributed to the rating. The City's bond rating was reaffirmed by S&P in 2017.

Today, New Bedford remains the number one commercial fishing port in America by catch value and is home to over 200 maritime-based businesses, including a cargo shipping and cruise industry, bulk and break-bulk cargo facilities, shipyard and vessel repair facilities. The growth of the maritime industry has also fostered the emergence of a host of skilled labor professions which have developed locally to support the maritime economy. The port is also a Free Trade Zone, providing duty free manufacturing for an international base of importers and exporters.



In 2015, the City and the Massachusetts Clean Energy Center completed construction on the New Bedford Marine Commerce Terminal. The Terminal is a multi-purpose facility designed to support the construction, assembly, and deployment of offshore wind projects, as well as handle bulk, break-bulk, container shipping and large specialty marine cargo. The first of its kind in North America, the Terminal has been engineered to sustain mobile crane and storage loads that rival the highest load-bearing ports in the nation.

Outside of the maritime industry, New Bedford is home to a total of 3,300 businesses that support more than 43,000 jobs in manufacturing, healthcare, service, and emerging sectors such as medical device manufacturing. New Bedford is also one of only 27 communities in Massachusetts to be awarded the prestigious 'Platinum BioReady Community' rating by the Massachusetts Biotechnical Council.



Additionally, the City has observed the following positive trends over the past five years:

- The City’s assessed valuation has increased by 19.7%.
- Between 2010 and 2016 the high school graduation rate rose by 9.5%.
- Between 2015 and 2016, New Bedford led the entire United States in the year-over-year drop in its unemployment rate, which, between 2013 and 2017 fell by 50%.
- Between 2016 and 2017, the number of new out-of-state fishing vessels utilizing municipal docks in New Bedford Harbor increased by 200%.
- In 2017, New Bedford was ranked the #1 most creative city in the Commonwealth by the Massachusetts Cultural Council.

Largest Private Employers City of New Bedford		
Name	Product/Function	Number of Employees
SouthCoast Health Systems	Hospital	1,000-4,999
Joseph Abboud Manufacturing	Manufacturing	500-999
Acushnet Company	Manufacturing	250-499
Ahead Inc.	Apparel	250-499
Bristol County Savings Bank	Bank	250-499
Brittany Dyeing & Printing Co.	Printing	250-499
Greater New Bedford Community Health Center	Hospital	250-499
Sacred Heart	Nursing Home	250-499
Sid Wainer & Son Specialty	Wholesaler	250-499
St. Luke's Hospital	Hospital	250-499

New Bedford has accomplished this by employing a balanced and aggressive strategy that builds on assets that include a diverse waterfront industry, a vibrant downtown, significant infrastructure capacity, historic buildings and neighborhoods, and a hard-working and culturally diverse citizenry. The City’s strategic approach is to support existing business, attract emerging industries, communicate a positive message, develop strategic sites, prepare a ready workforce, and capture long-term catalytic opportunities for growth.

**Tourism and Recreation**

The City of New Bedford offers a wide variety of recreational facilities including 35 parks and playgrounds, 3.5 miles of beaches, over 4 miles of wooded nature trails, 20 outdoor basketball courts, 19 outdoor tennis courts, an 18-hole municipal golf course, and a 9-acre Zoo at Buttonwood Park.

Fort Taber Park is located at the City’s southern-most tip and features a Civil War era fort and 47 acres of walking paths and picnic areas with sweeping views of Buzzards Bay. The park also includes a 3,000 square foot military museum, a community center, playground, concession stand, boating facilities and a 500-foot stone pier promenade. The newly installed Harbor Walk gives visitors a chance to walk across the City’s hurricane barrier, and look out on where Buzzards Bay (East Beach) meets historic Fort Taber, beyond to Fairhaven’s Fort Phoenix, West Island, and noted points of interest like Butler Flats Lighthouse.



The Historic District was designated the New Bedford Whaling National Historical Park in 1996. This 13-block federal park is staffed with park rangers who oversee a wide range of visitor activities year-round, including walking tours, a visitor center, interpretive waysides, concerts, exhibits and films. Paved with cobblestone streets, the National Park features original whaling era buildings with many unique examples of authentic historic architecture illustrating the City’s vast history.

Spanning a city block within the National Park is the century-old New Bedford Whaling Museum, the largest of its kind in the world with over 350,000 objects in its collection. Other City museums include: the New Bedford Art Museum, Museum of Madeira Heritage, the New Bedford Museum of Glass, and the Rotch-Jones-Duff House and Garden Museum.



Downtown is also home to the world-class Zeiterion Performing Arts Center, a historic early 20th century theater with 1,250 seats. In addition to providing a full calendar of performers from around the world, the Zeiterion is also home to the New Bedford Symphony Orchestra and the New Bedford Festival Theater Company.

The state designated Seaport Cultural District consists of 20 blocks, 49 cultural attractions, 29 creative economy businesses and 14 galleries with dozens of exhibit openings. The Seaport Cultural District is a walkable, compact area that is easily identifiable to visitors and residents and serves as the center of cultural, artistic and economic activity.

In addition, visitors are drawn to New Bedford because of its many cultural festivals. From March through December, visitors can experience music and art from around the world and sample food representing the City's diverse ethnic population. A complete listing of festivals and other activities can be found at [www.DestinationNewBedford.org](http://www.DestinationNewBedford.org).



The FY 2020 budget incorporates assumptions regarding financial planning beyond the current fiscal year. Long-range planning is essential for several reasons:

- Assumptions regarding the use of fund balance must be assessed to determine their feasibility over multiple years.
- Revenue projections are central to determining the impact of the FY 2019-2023 Capital Improvement Program on debt service and compliance with the City’s financial policies.
- The impact of policy decisions and economic factors on projected revenue and expenditures provides an early indication of potential decision points for the City’s policymakers over the next several years.

The City of New Bedford’s long-range financial plan incorporates assumptions regarding future tax assessments and rates of collections, as well as the potential impact of labor, benefits and inflation on overall expenditures. While useful as an assessment of fiscal sustainability, the reliability of the long-range plan as a predictive forecast can be somewhat problematic; such projections rely upon numerous variables that are subject to a combination of revisions as a result of deliberate policy decisions, as well as the impact of economic circumstances that are frequently not anticipated in advance. The long-range plan is therefore most useful as a model to forecast the impact of current decisions over time.

**General Fund Long-Range Forecast**

Description	FY 2019 Projection	FY 2020 Budget	FY 2021 Estimate	FY 2022 Estimate	FY 2023 Estimate	FY 2024 Estimate
<b>Beginning Fund Balance</b>	<b>\$27,124,231</b>	<b>\$28,635,817</b>	<b>\$28,635,817</b>	<b>\$28,780,449</b>	<b>\$29,395,673</b>	<b>\$30,367,240</b>
Revenue	339,033,073	356,242,256	371,284,412	380,134,412	392,384,412	404,034,412
Expenditures	336,334,620	355,042,256	369,939,781	378,319,188	390,212,845	402,232,169
Reserve for Abatements	1,186,867	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
<b>Ending Fund Balance</b>	<b>\$28,635,817</b>	<b>\$28,635,817</b>	<b>\$28,780,449</b>	<b>\$29,395,673</b>	<b>\$30,367,240</b>	<b>\$30,969,483</b>

The City of New Bedford's 2020 Fiscal Year begins on July 1, 2019 and ends on June 30, 2020. The City initiated its budget process in January 2019 with a formal budget kickoff. In March, the Mayor and Chief Financial Officer met with each individual department to discuss their submissions, and members of the City Council convened a budget subcommittee through which the Council actively and collaboratively engaged in the budget process.

The Fiscal Year 2020 Proposed Budget document was submitted to the City Council on May 8, 2019, and, after five budget hearings during which the Council interviewed 35 city department heads, the budget was adopted on June 24, 2019.

Date	Event
<b>Winter 2018</b>	Performance Management Program– Narrative and Performance Management Updates.
<b>January 9, 2019</b>	FY 2020 Budget Kickoff.
<b>February 8, 2019</b>	Completion of FY 2020 budget entry (personnel and non-personnel), FY 2019 projections (personnel and non-personnel) and Revenue Estimates due to CFO's Office.
<b>February 22, 2019</b>	FY 2020 final budget submissions due: budget transmittals, enhancement requests due to CFO's Office.
<b>March 1, 2019</b>	FY 2020 Performance Management goals and objectives language updates due.
<b>March 11, 2019</b>	Department Budget Meetings Commence.
<b>March 2019</b>	FY 2020 Budget Outlook Briefing to City Council.
<b>March 29, 2019</b>	FY 2020 Performance Management projections due to CFO's Office.
<b>April – May 2019</b>	FY 2020 Budget Development.
<b>May 2019</b>	Mayor Presents FY 2020 Budget to City Council.
<b>June 2019</b>	Council Adopts FY 2020 Budget.
<b>July 1, 2019</b>	FY 2020 Begins.

The City of New Bedford’s annual budget is organized on a fund basis, with each fund considered a separate accounting and reporting entity. Budgeted fund types consist of the General Fund, three enterprise funds (Airport, Downtown Enterprise, and Water), and a special revenue fund (Wastewater). In addition, the City maintains an internal service fund to support the City’s health insurance program.

**General Fund**

The General Fund is the primary operating fund for all governmental activities. The General Fund is supported by a combination of local tax revenue, fees, charges for service and outside funding.

**Enterprise Funds**

The City’s four enterprise funds house activities that are financed and operated as self-supporting activities. The City maintains enterprise funds for the New Bedford Regional Airport, the New Bedford Cable Network, the Downtown Parking District, and the City’s water utility.

**Special Revenue Funds**

The budget includes three special revenue funds which are also self-supported, but differ from enterprise funds in terms of their governance structure. One fund supports the City’s wastewater utility, one supports the City’s Commission for Citizens with Disabilities, and one supports the City’s cultural and tourism assets.

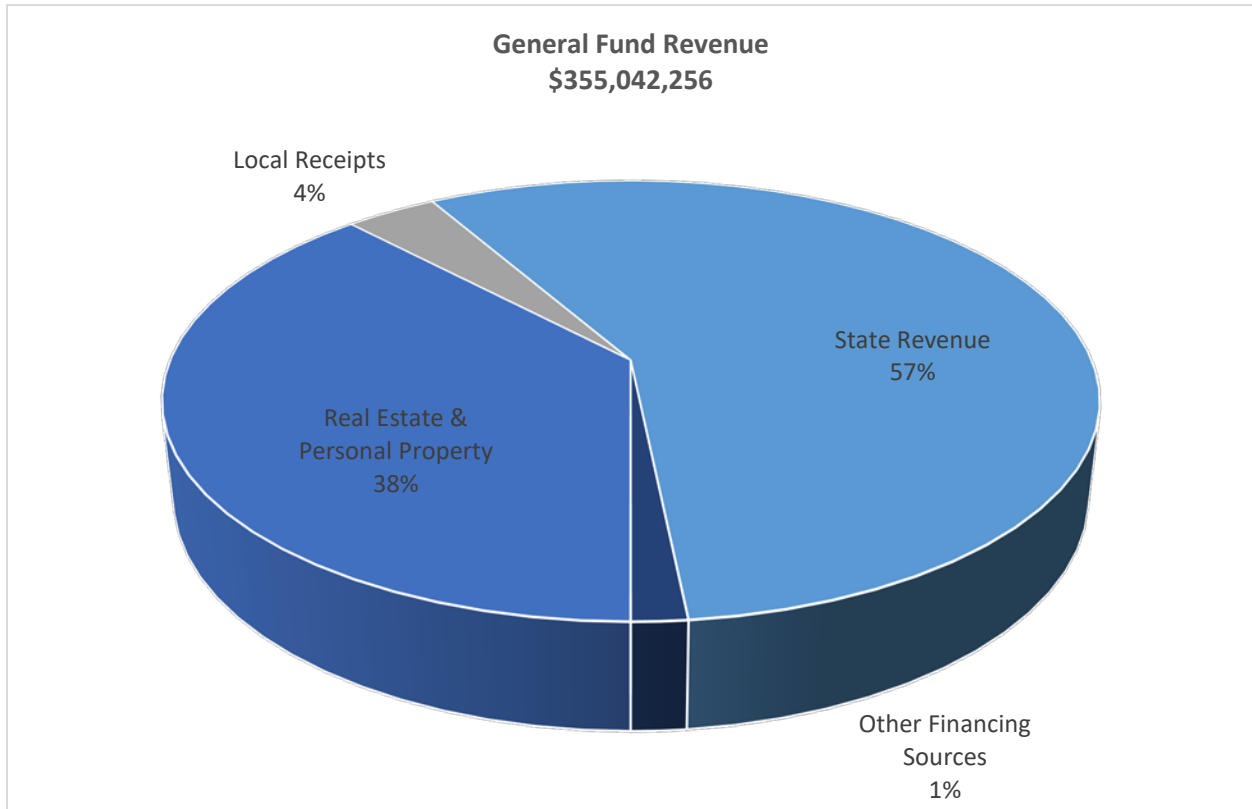
Department	General	Airport	Arts, Culture & Tourism	Cable Access	Commission for Citizens with Disabilities	Downtown Parking	Wastewater	Water
Airport		X						
Assessors	X							
Auditor	X							
Cable Access				X				
Chief Financial Officer	X							
City Clerk	X							
City Council	X							
Community Services	X				X			
Elections	X							
Emergency Medical Svcs.	X							
Env. Stewardship	X							
Facilities & Fleet Mgmt.	X							
Fire	X							
Health	X							
Inspectional Services	X							
Labor Relations	X							
Library	X							
Licensing	X							
Mgmt. Info. Systems	X							

Department	General	Airport	Arts, Culture & Tourism	Cable Access	Commission for Citizens with Disabilities	Downtown Parking	Wastewater	Water
Mayor	X							
Planning	X							
Police	X							
Public Infrastructure	X						X	X
Purchasing	X							
Recreation & Parks	X							
School Department	X							
Solicitor	X							
Tourism & Marketing	X		X					
Traffic	X					X		
Treasurer	X							
Veterans	X							
Zoo	X							

#### **Basis of Budgeting**

Budgets for all funds are adopted on a basis consistent with generally accepted accounting principles, as applied to governmental units, and in compliance with State requirements. Annual appropriation resolutions and budgets are adopted for the funds discussed in the preceding section. Governmental accounting activities are directed toward ensuring effective expenditure control and budgetary compliance. All appropriations are legally controlled at the department level and by expenditure category and lapse at the end of the fiscal year. Consistent with State requirements and municipal policy, the City Council adopts an annual budget that balances overall expenditures with projected revenue, and the City employs the same financial principles for budgeting and accounting purposes.

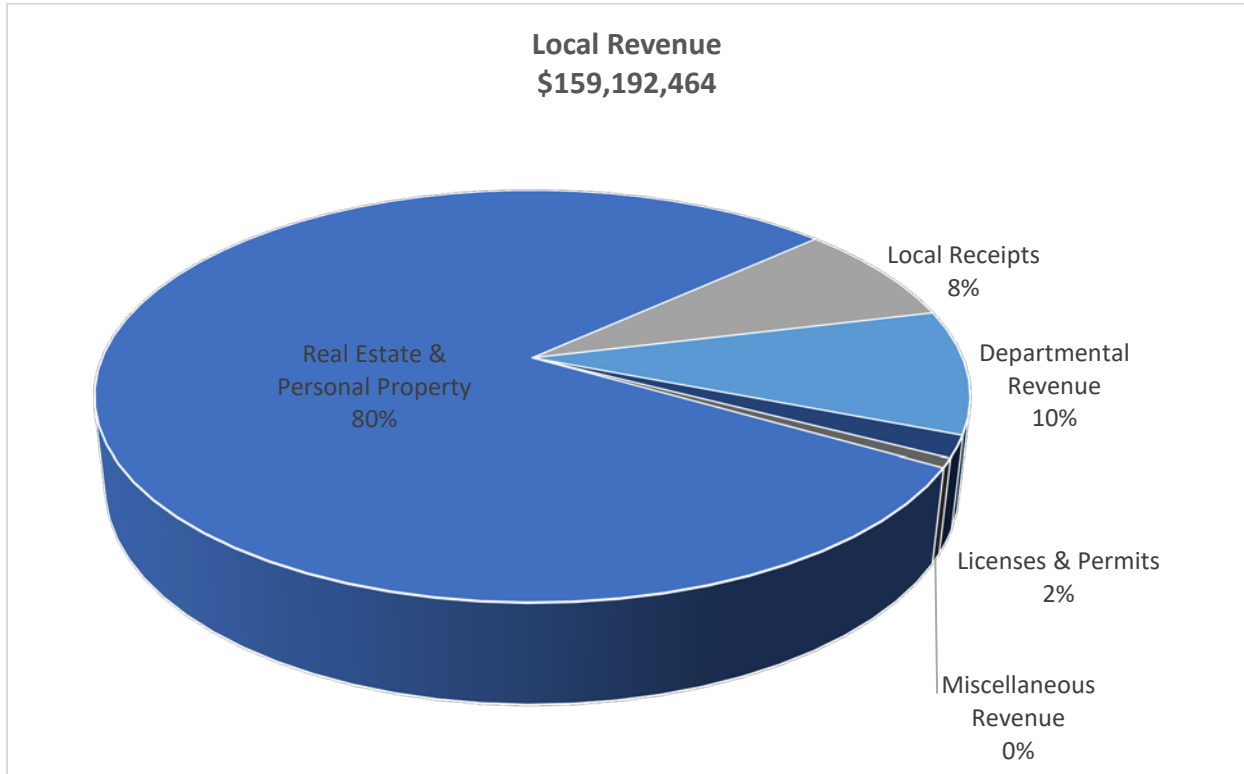
The FY 2020 adopted General Fund budget includes \$355,042,256 in current year revenue, an increase of \$16,489,908 from the FY 2019 budget. The following section provides an overview of General Fund revenue by source category including local revenue, state revenue, federal revenue, and intergovernmental revenue.



DESCRIPTION	FY 2018 ACTUAL	FY 2019 ADOPTED	FY 2020 ADOPTED	FY 19-20 CHANGE
<b>Local Revenue</b>				
Real Estate & Personal Property	\$119,996,014	\$124,215,020	\$127,246,628	\$3,031,608
Local Receipts	12,347,864	13,848,700	12,630,700	(1,218,000)
Departmental Revenue	14,936,466	15,692,062	15,459,965	(232,097)
Licenses & Permits	2,394,296	2,707,500	2,725,100	17,600
Miscellaneous Revenue	(570,353)	808,100	1,130,071	321,971
<b>Subtotal, Local Revenue:</b>	<b>\$149,104,287</b>	<b>\$157,271,382</b>	<b>\$159,192,464</b>	<b>\$1,921,082</b>
<b>State Revenue</b>				
Education State Aid	\$142,475,885	\$148,254,185	\$163,368,529	\$15,114,344
General Government	25,612,412	26,386,357	26,998,754	612,397
<b>Subtotal, State Revenue:</b>	<b>\$168,088,297</b>	<b>\$174,640,542</b>	<b>\$190,367,283</b>	<b>\$15,726,741</b>
<b>Other Financing Sources:</b>	<b>\$8,243,253</b>	<b>\$6,640,425</b>	<b>\$5,482,509</b>	<b>(\$1,157,916)</b>
<b>General Fund Total:</b>	<b>\$325,435,837</b>	<b>\$338,552,348</b>	<b>\$355,042,256</b>	<b>\$16,489,908</b>

**LOCAL REVENUE**

The FY 2020 adopted budget includes \$159,192,464 in local revenue, or 44.84% of all General Fund revenue, an increase of \$1,921,082 from the FY 2019 adopted budget. Local revenue includes property taxes; local receipts; departmental revenue, licenses and permits, fines, and miscellaneous revenue.



**Real Estate & Personal Property Taxes**

The FY 2020 adopted budget includes \$127,246,628 in property tax revenue, an increase of \$3,031,608 from the FY 2019 budget. Increased real estate and personal property tax revenue reflects observed and anticipated growth in the City’s assessed value and utilizes taxable levy as allowed by State law.

DESCRIPTION	FY 2018 ACTUAL	FY 2019 ADOPTED	FY 2020 ADOPTED	FY 19-20 CHANGE
Real Estate & Personal Property	<u>\$119,996,014</u>	<u>\$124,215,020</u>	<u>\$127,246,628</u>	<u>\$3,031,608</u>
<b>Real Estate &amp; Personal Property</b>	<b>\$119,996,014</b>	<b>\$124,215,020</b>	<b>\$127,246,628</b>	<b>\$3,031,608</b>



## Local Receipts

The FY 2020 budget includes \$12,630,700 in the other local receipts category. FY 2020 estimates have been adjusted to reflect current projections.

DESCRIPTION	FY 2018 ACTUAL	FY 2019 ADOPTED	FY 2020 ADOPTED	FY 19-20 CHANGE
Motor Vehicle Excise	\$8,187,681	\$8,200,000	\$8,184,000	(\$16,000)
Other Excise	1,415,879	1,500,000	1,655,000	155,000
Penalties & Interest	1,752,555	2,600,000	1,690,700	(909,300)
Payments in Lieu of Taxes	294,465	295,000	365,000	70,000
Tipping Fees	37,800	37,500	40,000	2,500
Cemeteries	499,887	500,000	500,000	0
Library	18,602	16,200	16,000	(200)
<u>Schools</u>	<u>140,995</u>	<u>700,000</u>	<u>180,000</u>	<u>(520,000)</u>
<b>Local Receipts:</b>	<b>\$12,347,864</b>	<b>\$13,848,700</b>	<b>\$12,630,700</b>	<b>(\$1,218,000)</b>

## Departmental Revenue

The FY 2020 budget includes \$15,459,965 in departmental revenue. Emergency Medical Services, Health Insurance Reimbursement and Medicaid Reimbursement have all been adjusted to reflect current trends.

DESCRIPTION	FY 2018 ACTUAL	FY 2019 ADOPTED	FY 2020 ADOPTED	FY 19-20 CHANGE
Assessors	\$1,246	\$1,000	\$1,000	\$0
Auditors	2,581	2,900	2,000	(900)
Elections	1,216	1,300	800	(500)
Emergency Medical Services	5,573,019	6,000,000	5,685,000	(315,000)
Facilities & Fleet Management	166,325	145,000	181,325	36,325
Fire	227,121	230,000	230,000	0
Health Ins. Reimb. (Grants/School)	1,974,455	2,693,000	2,664,390	(28,610)
Health	235,344	227,000	226,500	(\$500)
Mgmt. Information Systems	28,950	28,800	57,764	28,964
Medicaid Reimbursement	2,916,393	2,540,000	2,700,000	160,000
Municipal Liens	138,125	130,000	140,000	10,000
Planning Board	15,850	10,000	16,000	6,000
Police	299,653	258,950	287,850	28,900
Public Infrastructure	87,062	58,000	93,000	35,000
Purchasing	0	0	0	0
Recreation & Parks	10,887	15,000	10,750	(4,250)
Solicitor	12,441	7,650	7,950	300
Traffic	1,185,466	1,475,000	1,475,000	0
Treasurer	423,899	468,862	394,200	(74,662)
Veterans	2,765	15,000	2,900	(12,100)
Zoo	574,924	539,000	539,000	0
<u>Indirects (Library/Grants)</u>	<u>1,058,744</u>	<u>845,600</u>	<u>744,536</u>	<u>(101,064)</u>
<b>Departmental Revenue:</b>	<b>\$14,936,466</b>	<b>\$15,692,062</b>	<b>\$15,459,965</b>	<b>(\$232,097)</b>

**Licenses & Permits**

The licenses and permits category consists of fees collected by departments for licenses and inspections. Engineering, Health and Licensing have all be adjusted to reflect current trends and application volume.

<b>DESCRIPTION</b>	<b>FY 2018 ACTUAL</b>	<b>FY 2019 ADOPTED</b>	<b>FY 2020 ADOPTED</b>	<b>FY 19-20 CHANGE</b>
Building	\$1,005,135	\$1,300,000	\$1,300,000	\$0
City Clerk	506,472	515,000	570,000	55,000
Engineering	18,540	18,000	13,000	(5,000)
Health	211,524	212,500	192,100	(20,400)
<u>Licensing</u>	<u>652,625</u>	<u>662,000</u>	<u>650,000</u>	<u>(12,000)</u>
<b>Licenses &amp; Permits:</b>	<b>\$2,394,296</b>	<b>\$2,707,500</b>	<b>\$2,725,100</b>	<b>\$17,600</b>

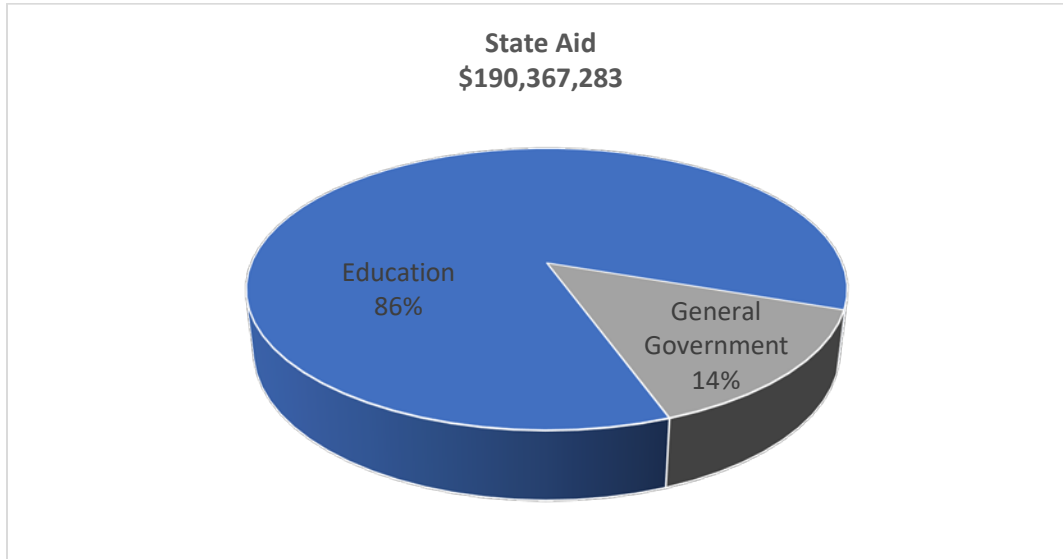
**Miscellaneous Revenue**

This category consists of several categories that are not directly associated with the operation of an individual department. The largest components include fines and forfeiture revenue transferred from Bristol County to the City and various non-recurring revenues, such as bond premiums and the sale of property.

<b>DESCRIPTION</b>	<b>FY 2018 ACTUAL</b>	<b>FY 2019 ADOPTED</b>	<b>FY 2020 ADOPTED</b>	<b>FY 19-20 CHANGE</b>
Special Assessments	\$71	\$100	\$71	(\$29)
County Fines & Forfeitures	129,662	208,000	155,000	(53,000)
Investment Income	417,151	350,000	725,000	375,000
<u>Miscellaneous Non Recurring</u>	<u>(1,117,237)</u>	<u>250,000</u>	<u>250,000</u>	<u>0</u>
<b>Miscellaneous Revenue:</b>	<b>(\$570,353)</b>	<b>\$808,100</b>	<b>\$1,130,071</b>	<b>\$321,971</b>

**STATE REVENUE**

The City receives a variety of funding from the State, principally consisting of education and general government aid. The FY 2020 adopted budget includes \$190,367,283 in state revenue, which is an increase of \$15,726,741 from the FY 2019 budget.



**Education Aid**

This category consists of aid provided by the State to support public education. The largest component is aid provided under the Chapter 70 program. FY 2020 revenue increases by \$15,114,344 principally as a result of improved school census data and the State’s budget process. Charter school reimbursements continue to fall short of the annual assessment, with net support exceeding \$19 million in FY 2020.

DESCRIPTION	FY 2018 ACTUAL	FY 2019 ADOPTED	FY 2020 ADOPTED	FY 19-20 CHANGE
Chapter 70 School Aid	\$137,925,032	\$143,948,778	\$157,021,721	\$13,072,943
School Construction	2,415,150	2,459,561	2,459,561	0
Charter School Reimbursements	<u>2,135,703</u>	<u>1,845,846</u>	<u>3,887,247</u>	<u>2,041,401</u>
<b>Education Aid:</b>	<b>\$142,475,885</b>	<b>\$148,254,185</b>	<b>\$163,368,529</b>	<b>\$15,114,344</b>

**General Government Aid**

This category consists of aid provided by the State to support general government operations. The largest components consist of Unrestricted General Government Aid proceeds utilized to fund the State’s unrestricted general government aid program and veterans’ benefits provided to City residents.

DESCRIPTION	FY 2018 ACTUAL	FY 2019 ADOPTED	FY 2020 ADOPTED	FY 19-20 CHANGE
Veterans Benefits	\$2,120,591	\$2,111,802	\$2,075,756	(\$36,046)
Unrestricted General Government Aid	22,980,913	23,785,245	24,427,447	642,202
Abatements (Elderly)	497,250	470,644	475,759	5,115
State-Owned Land	13,658	18,666	19,792	1,126
Public Libraries	155,328	153,831	167,149	13,318
<u>Raised on Recap</u>	<u>(155,328)</u>	<u>(153,831)</u>	<u>(167,149)</u>	<u>(13,318)</u>
<b>General Government Aid:</b>	<b>\$25,612,412</b>	<b>\$26,386,357</b>	<b>\$26,998,754</b>	<b>\$612,397</b>

**OTHER FINANCING SOURCES**

This category consists principally of transfers from other funds to account for fringe benefit costs. Other transfers, such as the mid-year assignment of fund balance to support one-time expenses are also included under this designation.

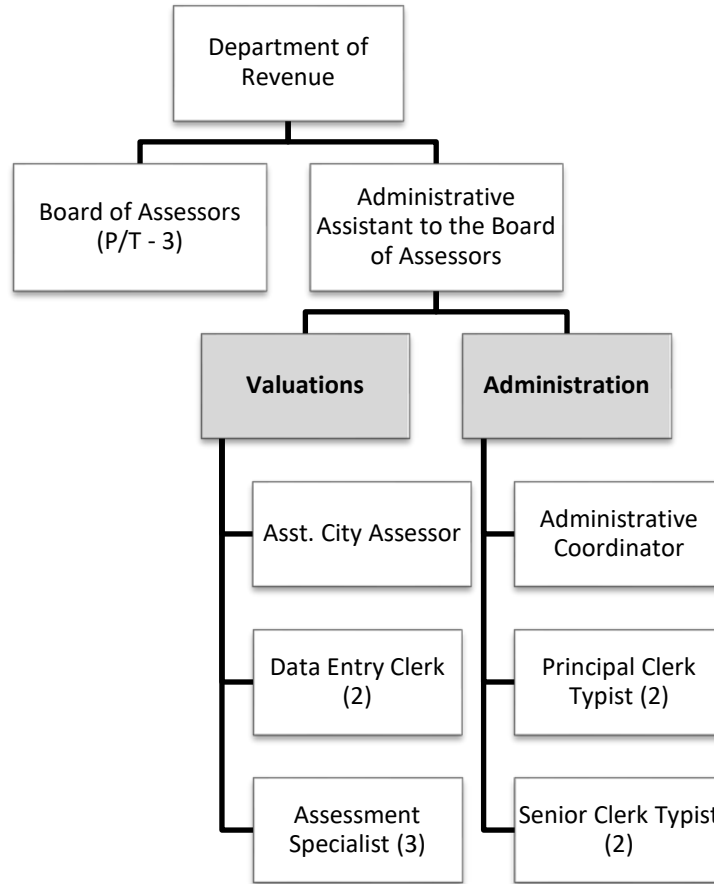
<b>DESCRIPTION</b>	<b>FY 2018 ACTUAL</b>	<b>FY 2019 ADOPTED</b>	<b>FY 2020 ADOPTED</b>	<b>FY 19-20 CHANGE</b>
Comm for Citizens w/ Disabilities	\$14,338	\$0	\$0	\$0
Other Available Funds - Overlay	2,186,179	0	0	0
Indirects (Enterprise Funds)	6,042,736	6,640,425	5,482,509	(1,157,916)
<u>Use of Fund Balance</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Other Financing Sources:</b>	<b>\$8,243,253</b>	<b>\$6,640,425</b>	<b>\$5,482,509</b>	<b>(\$1,157,916)</b>

# *General Fund*

**Mission Statement:** The Assessor’s Office is mandated by the Massachusetts legislature via the Department of Revenue to determine the value of all real and personal property located within the City of New Bedford for taxation purposes and to reassess said values annually based on the current market and property sales.

**Department Description:** The Assessor’s Office handles all abatement and exemption requests and addresses Appellate Tax Board filings contesting valuations an average of six times per year. The office staff and on-the-road inspectors record and research all real property transfers, and inspect approximately 8,000-9,000 properties annually, in addition to all new personal property accounts. The valuation methodologies and valuations must meet Department of Revenue standards annually for certification, classification, and setting the annual tax rates.

**Department Organizational Chart**



**FY 2020 Adopted Budget Summary**

	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
<b>Expenditures</b>	\$708,590	\$715,559	\$715,559	\$710,865	\$717,243
<b>Position Distribution</b>					
Full-Time	11	12	12	12	12
Part-Time	4	3	3	3	3

**FY 2020 Budget Analysis:** The FY 2020 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The personnel budget also reflects the conversion of one clerk typist to a senior clerk typist (\$1,017).

### FY 2018/2019 Accomplishments

- Assessment Specialists identified over \$2.1 million in new growth for FY 2019, including 2,186 units of Real and Personal Properties.
- Clerical Staff processed over 3,000 applications for exemptions and CPA surcharges and 219 applications for abatement.
- The FY 2019 Interim Adjustment increased the City's total assessed valuation by more than 5%.
- The city's tax classification hearing was held timely, prior to the end of November, which resulted in an early approval of the tax rate.

### Program Descriptions

**Administration:** The Assessor's Office processes all auto and boat excise bills; real estate tax personal exemption applications; abatement applications; betterment assessments; and applications for exempt property status. The clerical staff also maintains all property record cards for taxable and exempt property, answers questions on property ownership and mapping, and certifies abutter lists.

**Inspections:** The Assessor's Office is required by state law to examine every property in the city at least once every ten years. The Assessor's Office three-member data collection team inspects every property in the City of New Bedford every five years, or 5,000–6,000 annually.

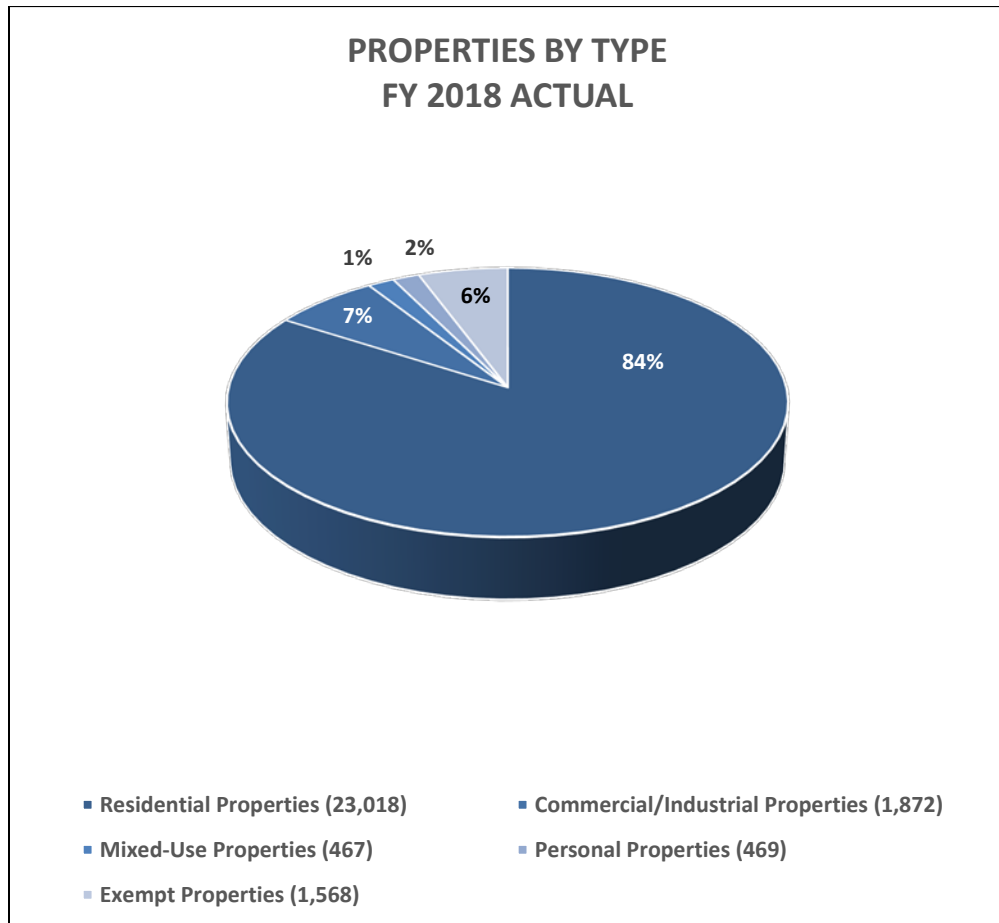
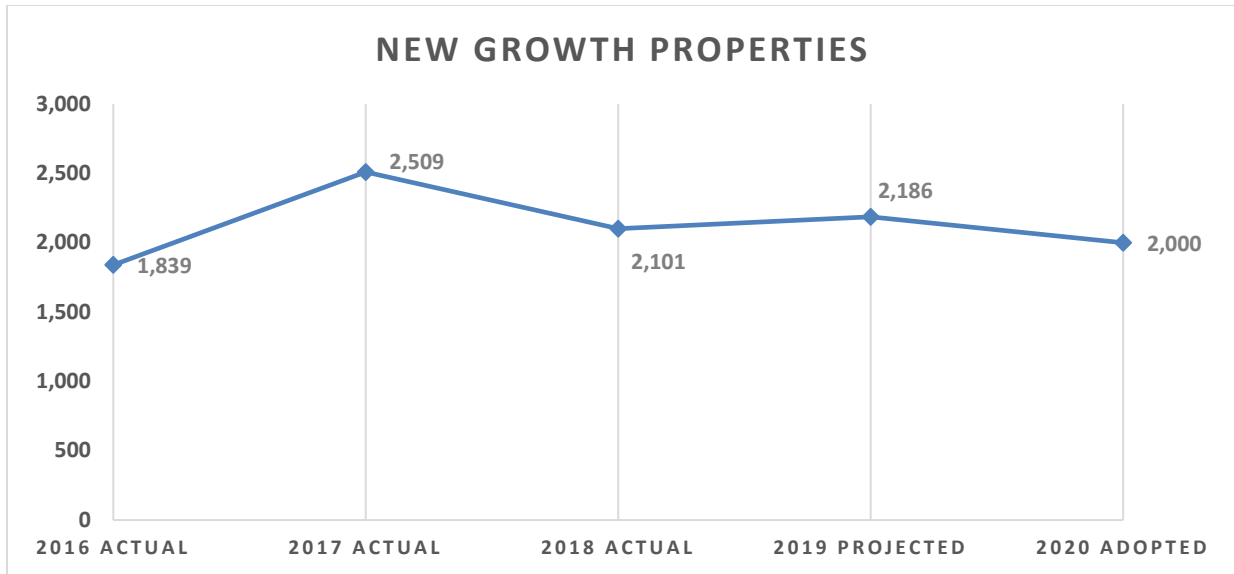
**Valuations:** It is the responsibility of the Assessor's Office to place a value on all taxable and exempt real estate and personal property in the City of New Bedford and to manage the final preparation for classification and certification of the annual tax rate. The valuations team also processes all Forms of Lists and Income and Expense reports, Tax Increment Financing and Special Tax Assessment agreements.

### FY 2020 Strategic Goals, Unit Objectives, Performance Measures

Strategic Goals		Status
1	Ensure that information required by the Board of Assessors and state Department of Revenue is provided in accordance with established deadlines.	Ongoing

PERFORMANCE MEASURES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 PROJECTED	2020 ADOPTED
New Growth Properties	1,839	2,509*	2,101	2,186	2,000
Building Permits	2,362	2,400	2,655	2,692	3,000
New Buildings	19	31	13	36	20
New Plans	26	16	23	25	24
Total Valuation	\$5,334,989,630	\$5,539,895,960	\$5,888,676,020	\$6,256,407,460	\$6,600,000,000
Levy Capacity	\$114,137,930	\$118,972,217	\$123,961,220	\$129,211,894	\$134,042,191

\* An unexpected rise in personal property in FY 2017 significantly increased the city's new growth number.





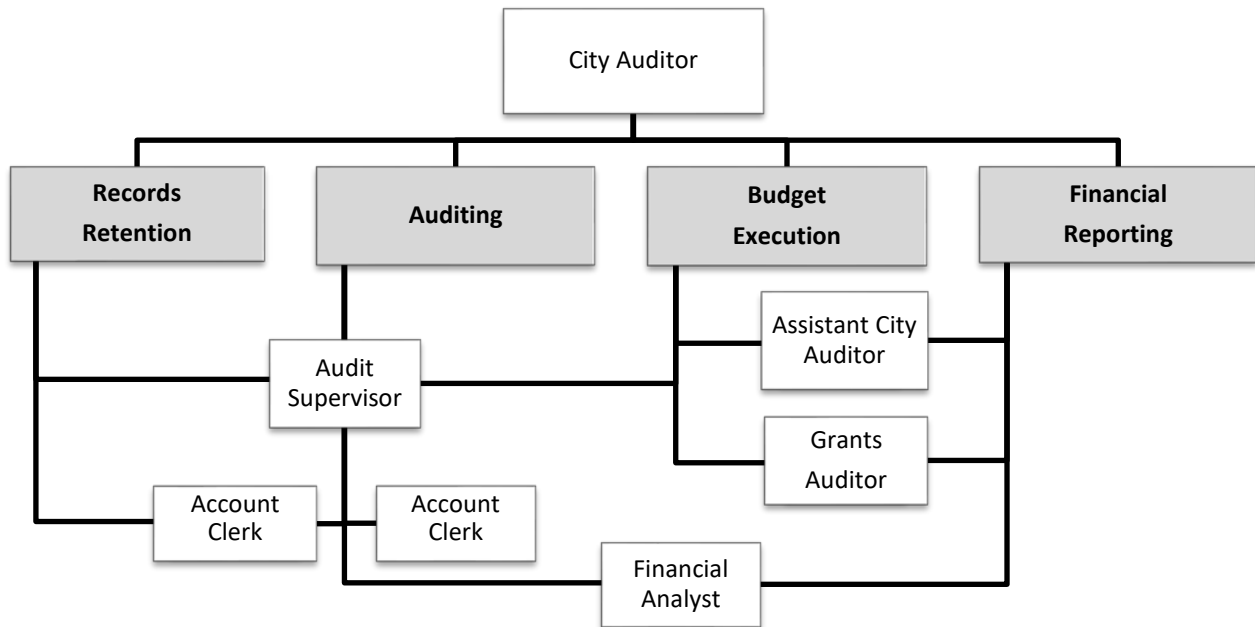
## FY 2020 Expenditure Detail

	2018	2019	2019	2019	2020
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$557,425	\$595,543	\$595,543	\$576,940	\$596,831
Longevity	6,100	6,300	6,300	6,300	5,500
Final Employee Payoffs	0	0	0	15,000	0
Sal Wages PT Permanent	67,636	67,636	67,636	67,636	68,156
Sick Incentive	1,547	1,550	1,550	722	1,250
FURLOUGH Settlement	32,292	0	0	0	0
FURLOUGH Interest	145	0	0	0	0
<b>Total Personnel Budget</b>	<b>\$665,146</b>	<b>\$671,029</b>	<b>\$671,029</b>	<b>\$666,598</b>	<b>\$671,737</b>
Advertising	\$0	\$500	\$500	\$0	\$300
Computer Data Processing	21,000	22,100	22,100	22,000	23,100
Consultants	10,129	9,600	9,600	9,600	9,600
Dues Subscriptions	1,130	1,000	1,000	1,200	1,000
Employees Training	1,935	1,000	1,000	1,000	1,000
Governmental Meetings	816	600	600	600	600
Hospital And Medical	0	125	125	120	125
In State Travel	289	400	400	400	400
Microfiche Bookbinding	994	1,100	1,100	995	1,100
Printing	1,077	2,250	2,250	2,250	2,200
Professional Licenses	113	0	0	0	0
R M Office Equipment	301	300	300	321	300
Recording Fees	0	0	0	226	226
Rental-Lease	3,777	3,780	3,780	3,780	3,780
<b>Total Charges and Services</b>	<b>\$41,560</b>	<b>\$42,755</b>	<b>\$42,755</b>	<b>\$42,492</b>	<b>\$43,731</b>
Supplies Photocopier	\$944	\$975	\$975	\$975	\$975
Supplies Sundry Office	941	800	800	800	800
<b>Total Supplies</b>	<b>\$1,885</b>	<b>\$1,775</b>	<b>\$1,775</b>	<b>\$1,775</b>	<b>\$1,775</b>
<b>TOTAL EXPENDITURES</b>	<b>\$708,590</b>	<b>\$715,559</b>	<b>\$715,559</b>	<b>\$710,865</b>	<b>\$717,243</b>

**Mission Statement:** The City Auditor’s Office shall provide independent and objective oversight in assisting departments to utilize City resources legally and optimally in performing municipal activities and shall ensure all municipal activities affecting City resources are timely and accurately recorded, reported, and defensible.

**Department Description:** The City Auditor's Office conducts four primary activities: (1) audits of financial transactions, practices, and procedures; (2) execution of annual budgets to ensure expenditures comply with City Council orders and ordinances, grant awards, and other regulatory guidelines; (3) preparation of internal and external financial reporting, which includes MA DOR’s Free Cash certification, Tax Recap, Schedule A, and the Comprehensive Annual Financial Report as audited by independent CPAs; and (4) retention and retrieval of financial documents.

**Department Organizational Chart**



**FY 2020 Adopted Budget Summary**

	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
<b>Expenditures</b>	\$449,396	\$442,496	\$442,496	\$444,699	\$457,750
<b>Position Distribution</b>					
Full-Time	7	7	7	7	7
Part-Time	0	0	0	0	0

**FY 2020 Budget Analysis:** The FY 2020 Budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The charges and services and supplies and materials budgets reflect a combined \$1,400 increase for reoccurring costs associated with archive management activities.

**FY 2018/2019 Accomplishments**

- Issued the City’s second consecutive comprehensive annual financial report (CAFR) and submitted it to the Government Finance Officers Association’s Certificate of Excellence in Financial Reporting Program for the first time.
- Internally prepared all DOR compliance reports, which led to the DOR’s certification of more than \$4.5 million in free cash as of June 30, 2018.
- Completed the City’s first formal three-year audit contract at a total cost of \$531,000, a 39% reduction from \$869,000 in aggregated costs over the previous three-year period and an average annual savings of \$113,000.

**Program Descriptions**

**Auditing:** The City Auditor’s Office performs (1) transaction audits of payroll and employee changes processed by each department’s payroll clerks, and vendor invoices processed by both municipal and school departments; and (2) procedures audits on monthly and intermittent business processes such as departmental reconciliations, service transfers, quarterly/annual cost allocations, and collective bargaining unit contract implementation.

**Budget Execution:** The City Auditor’s Office maintains budgetary accounting in the City’s general ledger system, and reviews and approves all budgetary transfers. Encumbering or requisitioning documents such as contracts, change orders, and personnel requisitions must be approved by the City Auditor before execution. Funding availability is verified prior to any encumbrance or direct expenditure. The office also assists in the effective management of all grants awarded to municipal departments, which includes maintenance of a central information repository for Single Audit Act reporting and execution of grantor budgets.

**Financial reporting:** The City Auditor’s Office oversees the annual independent audit engagement and preparation of a Comprehensive Annual Financial Report, certifies Free Cash with Massachusetts DOR, prepares and files the annual Tax Recap and Schedule A with DOR, and prepares and analyzes internal and ad hoc financial reports.

**Records retention:** The City Auditor’s Office receives financial records and documents, manages a retrieval system, retains them for the appropriate statutory time periods, and coordinates their eventual destruction.

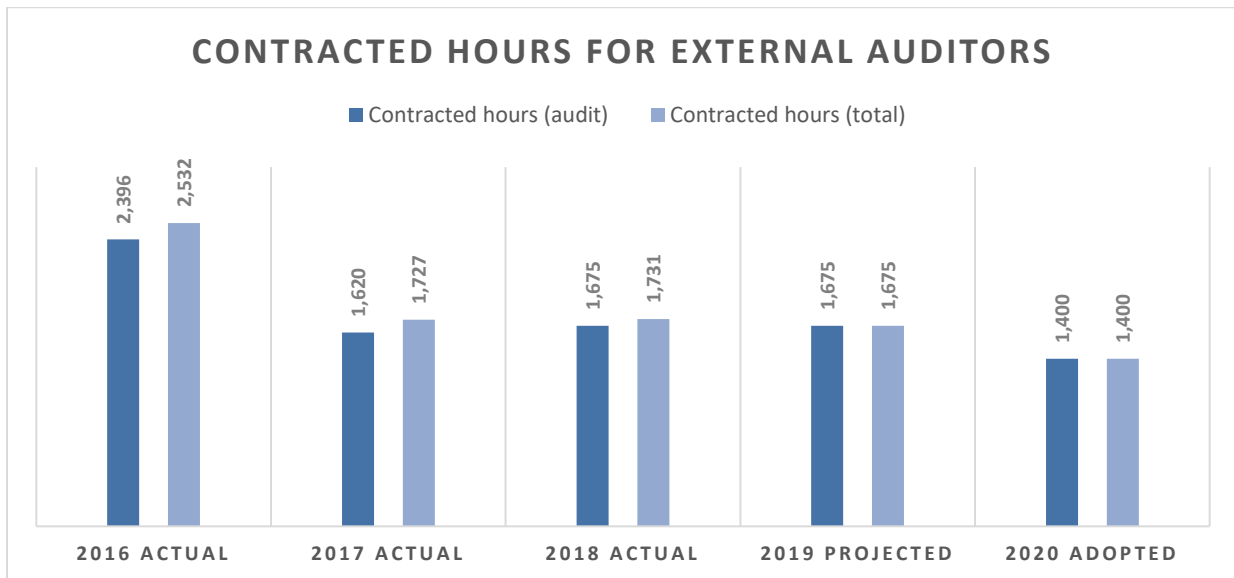
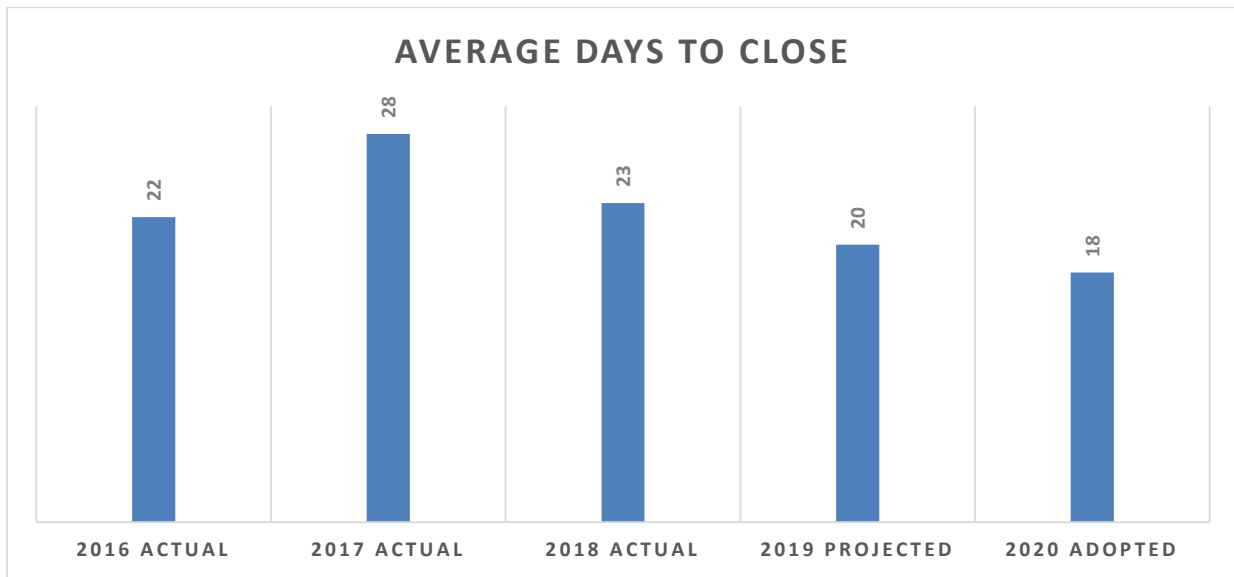
**FY 2020 Strategic Goals, Unit Objectives, Performance Measures**

Strategic Goals		Status
1	Ensure all processed transactions (i.e., payroll, vendor invoices) comply with internal controls, practices, and policy.	Ongoing
2	All municipal and school transactions have budgetary funding, are recorded accurately and timely, are distributed to appropriate funding sources or responsibility centers, and are concisely reported in a timely manner.	Ongoing
3	Reduce reliance on external auditors to adjust records and meet external reporting requirements by developing internal capabilities through staff training and functional realignment.	Ongoing
4	Develop data retrieval system that safeguards and preserves records, complies with retention law, and results in retrievable data.	Ongoing

PERFORMANCE MEASURES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 PROJECTED	2020 ADOPTED
Pay checks/Pass %*	45,750/99%	30,417/99%	30,466/99%	31,600 / 99%	31,600 / 99%
Avg days to close / % reconciliations on time	22 / 74%	28 / 72%	23 / 77%	20 / 80%	18 / 82%
Contracted hours of external auditors (audit/ total)	2,396 / 2,532	1,620 / 1,727	1,675 / 1,731**	1,675 / 1,675	1,400/1,400
Offsite inventory (boxed/bound items)	4,500	3,533	3,799	4,000	4,200

\* The City transitioned to bi-weekly payroll in January 2017, halfway through FY 2016.

\*\* In addition to the basic audit, auditors spent 31 hours building CAFR schedules and aggregating historic data in accordance with the terms of their three-year agreement. No further CAFR time is anticipated for the remainder of the agreement.



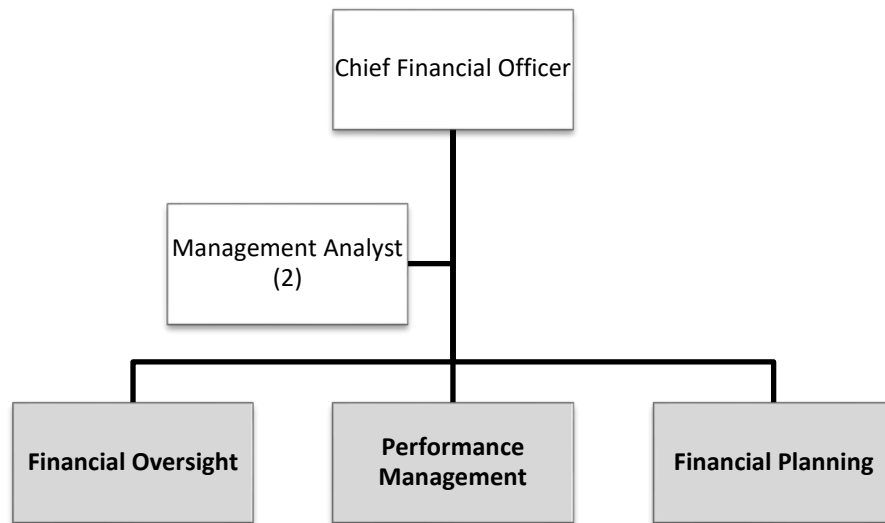
## FY 2020 Expenditure Detail

	2018	2019	2019	2019	2020
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$418,179	\$429,522	\$429,522	\$434,000	\$443,176
Longevity	1,650	1,650	1,650	1,650	1,850
Sick Incentive	1,953	2,800	2,800	2,075	2,800
FURLOUGH Settlement	22,312	0	0	0	0
FURLOUGH Interest	87	0	0	0	0
<b>Total Personnel Budget</b>	<b>\$444,181</b>	<b>\$433,972</b>	<b>\$433,972</b>	<b>\$437,725</b>	<b>\$447,826</b>
Advertising	\$0	\$100	\$100	\$100	\$100
Contractual Services	0	0	0	0	900
Dues Subscriptions	0	225	225	225	225
Employees Training	799	3,000	3,000	1,500	3,000
In State Travel	351	794	794	794	794
Printing	1,032	450	450	450	450
Rental-Lease	2,057	2,107	2,107	2,057	2,107
<b>Total Charges and Services</b>	<b>\$4,239</b>	<b>\$6,676</b>	<b>\$6,676</b>	<b>\$5,126</b>	<b>\$7,576</b>
Supplies Photocopier	\$427	\$570	\$570	\$570	\$570
Supplies Sundry Office	549	1,278	1,278	1,278	1,778
<b>Total Supplies</b>	<b>\$976</b>	<b>\$1,848</b>	<b>\$1,848</b>	<b>\$1,848</b>	<b>\$2,348</b>
<b>TOTAL EXPENDITURES</b>	<b>\$449,396</b>	<b>\$442,496</b>	<b>\$442,496</b>	<b>\$444,699</b>	<b>\$457,750</b>

**Mission Statement:** The mission of the Chief Financial Officer is to support the provision of services to the residents of New Bedford by professionally managing organization-wide processes and providing sound advice to city leadership for the responsible and effective stewardship of City resources.

**Department Description:** The Office of the Chief Financial Officer (CFO) oversees the City’s resource management functions and provides direct supervision to the following agencies: Auditor, Treasurer/Collector, Purchasing, Assessor, and Management Information Systems. The department oversees all of the City’s enterprise management activities and provides strategic direction for the development of the City’s budget, revenue collection and tracking, financial reporting, internal and external auditing functions, preparation of financial statements, debt financing proposals, long-range financial planning, capital planning; economic forecasting, management analysis, management of the City’s investments, and performance measurement.

**Department Organizational Chart**



**FY 2020 Adopted Budget Summary**

	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
<b>Expenditures</b>	\$300,509	\$313,981	\$313,981	\$313,204	\$323,651
<b>Position Distribution</b>					
Full-Time	3	3	3	3	3
Part-Time	0	0	0	0	0

**FY 2020 Budget Analysis:** The FY 2020 budget includes funding for compensation increases required by the Code of Ordinances.

**FY 2018/2019 Accomplishments**

- The CFO’s office continued to identify and gain efficiencies across the workforce by facilitating the implementation of improvements to business processes, programmatic operations and resource management practices, including:
  - Development of the City’s new online dashboard, NB Compass;

- Financial transparency through the Open Checkbook; and
- Development of the City’s first-ever Comprehensive Annual Financial Report (CAFR).
- The City’s performance management and budget transparency initiatives continue to receive national recognition from the Government Finance Officers’ Association, which awarded New Bedford its Distinguished Budget Presentation Award for the third straight year.
- Rating agencies affirmed the City of New Bedford’s bond rating, noting the City’s “very strong fiscal management” as a key factor.

**Program Descriptions**

**Financial Oversight:** The financial oversight function of the CFO’s office is responsible for the annual development of the City’s budget, tracking revenue collection and expenditures, review of all hiring requests and contracts, financial reporting, development of financial statements and review of all debt financing proposals.

**Enterprise Planning:** The financial planning function manages all long-range financial planning, capital planning, economic forecasting and management analysis and provides strategic direction for management of the city’s assets.

**Performance Measurement:** The performance measurement function works with all municipal departments to develop effective management information, institutionalize the use of data as a management tool, and conducts studies of programs as needed to determine operational effectiveness.

**FY 2020 Strategic Goals, Unit Objectives, Performance Measures**

Strategic Goals		Status
1	Institute the use of financial best practices and ensure the effective administration of municipal resources across all city departments.	Ongoing
2	Continue to advance the city’s efforts to implement a performance management program that enables municipal officials to effectively manage their resources and streamline processes by analyzing data that demonstrates departmental performance.	Ongoing

PERFORMANCE MEASURES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 PROJECTED	2020 ADOPTED
Debt as a percentage of Estimated Property Value	1.40%	1.30%	1.40%	1.30%	1.20%
Debt as a percentage of Per Capita Income	3.70%	3.40%	3.80%	3.70%	3.50%
Debt Payments as a percentage of General Funding Expenditures	3.80%	3.80%	3.70%	3.70%	3.60%
General Obligation Credit Rating (Moody’s/S&P)	A1/AA-	A1/AA-	A1/AA-	A1/AA-	A1/AA-
Capital projects submitted for annual consideration*	235	208	302	298	295
Capital projects approved**	19	18	11	15	12
% of bond spent – cumulatively	24%	54%	30%	26%	30%

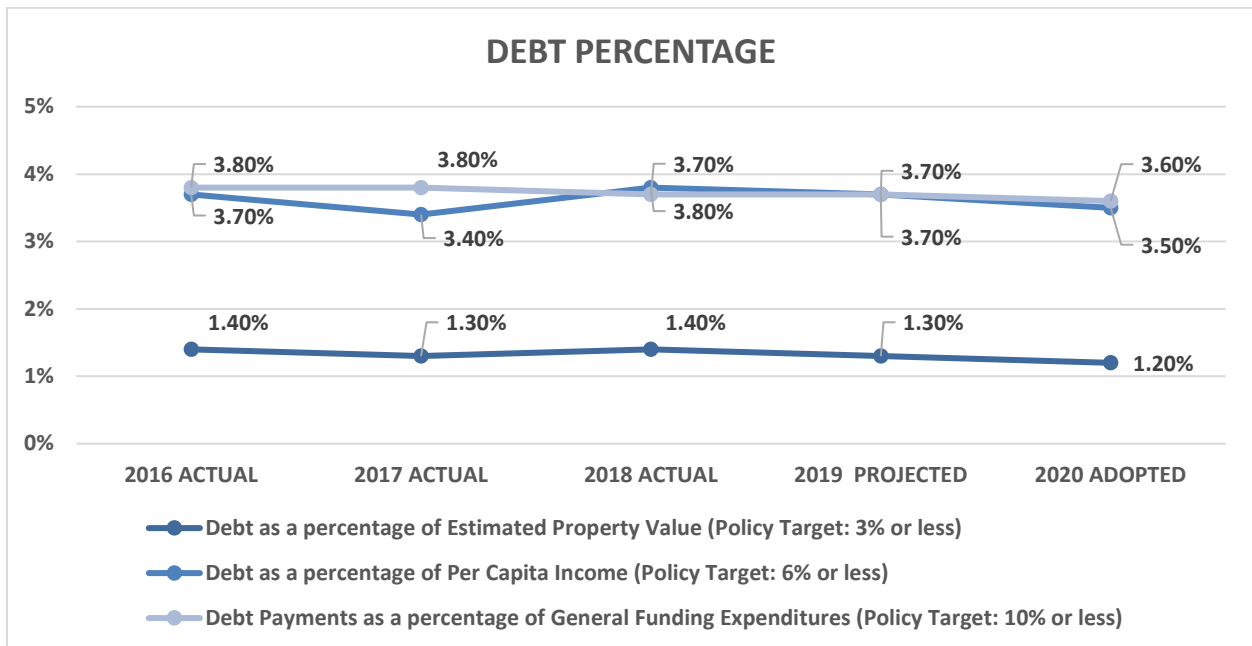
\* Includes Asset Replacement.

\*\* # of capital projects is contingent upon the amount of the bond and the types of projects selected.

PERFORMANCE MEASURES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 PROJECTED	2020 ADOPTED
Performance metrics in the budget document	553	552	539	262	280
% of objectives with corresponding performance measures	94%	96%	100%	100%	100%
Departments using performance metrics operationally	N/A**	5	9	16	18

\* Metrics in the budget document were reduced in FY 2019 as part of a broader initiative to report metrics connected to strategic goals in the budget and operational metrics in quarterly and annual reports.

\*\*N/A\* The Performance Management Program officially began in 2015. Departments did not start using data operationally until 2017.





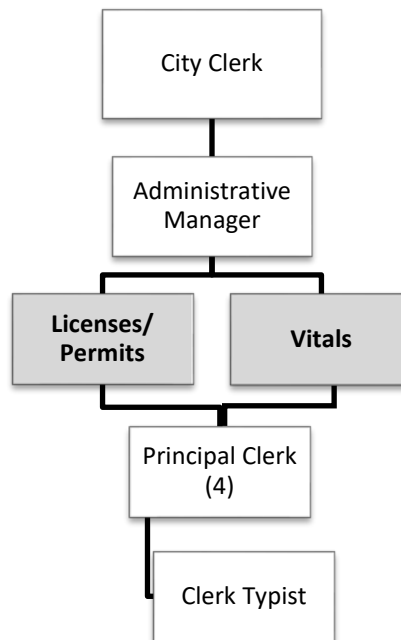
## FY 2020 Expenditure Detail

	2018	2019	2019	2019	2020
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$290,607	\$302,704	\$302,704	\$302,704	\$311,811
Longevity	850	850	850	850	850
Sick Incentive	700	1,000	1,000	550	1,000
<b>Total Personnel Budget</b>	<b>\$292,157</b>	<b>\$304,554</b>	<b>\$304,554</b>	<b>\$304,104</b>	<b>\$313,661</b>
Cell Phone	\$492	\$500	\$500	\$490	\$500
Dues Subscriptions	760	800	800	760	800
Employees Training	510	520	520	650	650
In State Travel	839	700	700	900	900
Not Otherwise Classified Svc	635	650	650	635	650
Out Of State Travel	1,721	2,700	2,700	2,900	3,000
Postage	90	120	120	0	100
Printing	0	100	100	25	50
Rental-Lease	1,587	1,587	1,587	1,590	1,590
<b>Total Charges and Services</b>	<b>\$6,635</b>	<b>\$7,677</b>	<b>\$7,677</b>	<b>\$7,950</b>	<b>\$8,240</b>
Books	\$0	\$100	\$100	\$0	\$100
Food Items Perishable	235	100	100	100	100
Supplies Photocopier	141	150	150	150	150
Supplies Sundry Office	542	600	600	500	600
<b>Total Supplies</b>	<b>\$918</b>	<b>\$950</b>	<b>\$950</b>	<b>\$750</b>	<b>\$950</b>
Computer Equip non Capital	\$800	\$800	\$800	\$400	\$800
<b>Total Capital Outlay</b>	<b>\$800</b>	<b>\$800</b>	<b>\$800</b>	<b>\$400</b>	<b>\$800</b>
<b>TOTAL EXPENDITURES</b>	<b>\$300,509</b>	<b>\$313,981</b>	<b>\$313,981</b>	<b>\$313,204</b>	<b>\$323,651</b>

**Mission Statement:** The mission of the City Clerk’s Office is to effectively serve the residents, businesses and stakeholders of the City of New Bedford in accordance with state and local laws by properly and efficiently maintaining Vital Records and issuing various licenses, permits and certificates to the public in a highly professional and courteous manner.

**Departmental Description:** Vital Records are maintained for the benefit of the general public. These include: Births, Adoptions, Deaths and Marriages. The City Clerk provides certified copies of such Records upon appropriate request, at a reasonable fee. Additionally, the City Clerk issues Business Certificates, Licenses for Owners & Operators of Public Vehicles, Dogs, Petroleum Storage, Shell Fishing, Subdivision Plan Registrations, Street Obstructions, Raffles, Bazaars, Special Police Officers, Pawn Brokers, Second Hand Dealers and Special Permits. All licenses and permits are provided to qualified individuals/organizations at a reasonable fee.

**Departmental Organizational Chart**



**FY 2020 Adopted Budget Summary**

	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
<b>Expenditures</b>	\$344,789	\$345,455	\$360,355	\$360,236	\$382,449
<b>Position Distribution</b>					
Full-Time	6	6	6	6	7
Part-Time	0	0	0	0	0

**FY 2020 Budget Analysis:** The FY 2020 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The personnel budget also reflects the conversion of a temporary clerk to a permanent clerk typist (\$28,527).

**FY 2018/2019 Accomplishments**

- Partnered with the City Council and its Legislative Counsel to re-write the City’s ‘Vehicles for Hire’ Ordinance, which was ordained in December 2018, as well as hosted a series of informational meetings with livery and taxi companies to explain the changes. These meetings and the diligence of staff were integral to the successful implementation of this ordinance and resulted in full compliance with the regulations and increased safety for passengers of such services.
- Worked with MIS to develop and implement a new program to more efficiently record, produce and index Marriage Licenses. The new program generates more professional-looking records and improves efficiency within the office.

**Program Descriptions**

**Licenses:** The City Clerk’s Office is responsible for issuing all minor licenses and permits including certified copies, dog licenses, and marriage intentions. The department is also responsible for issuing licenses and collecting appropriate fees for petroleum registrations, taxi drivers, shellfish and quahog permits, registration of subdivision plans and collecting fees for trash/noise/tobacco violations, and street obstructions.

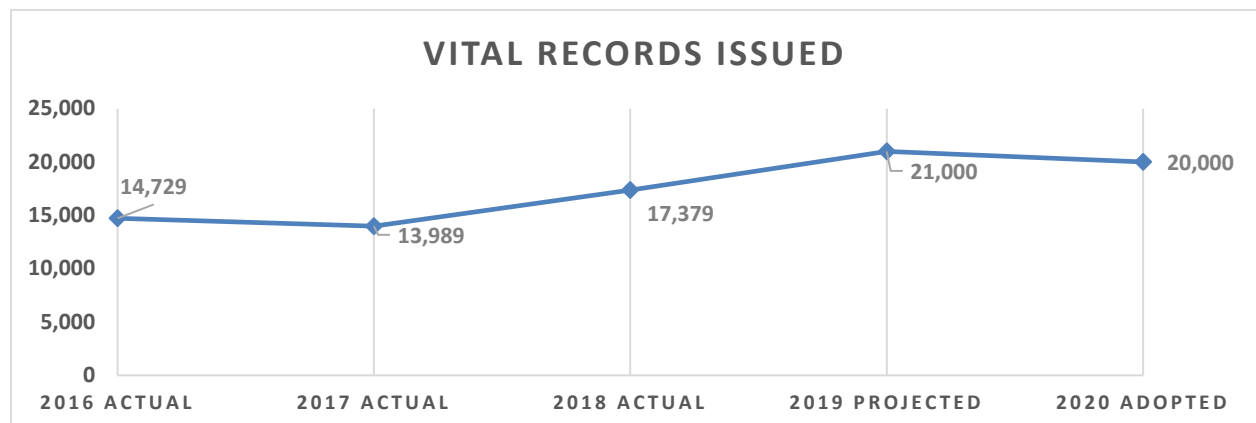
**Vital Records:** The City Clerk’s Office maintains all vital records for the City of New Bedford including new births, adoptions, corrections to birth certificates, deaths and marriages as required by state and local laws.

**FY 2020 Strategic Goals, Unit Objectives, Performance Measures**

Strategic Goals		Status
1	Properly and efficiently maintain all vital records and issue licenses, permits and certificates in a highly professional and courteous manner.	Ongoing

PERFORMANCE MEASURES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 PROJECTED	2020 ADOPTED
Vital Records Issued	14,729	13,989	17,379	21,000	20,000
Marriage Applications Processed	538	538	587	580	560
Licenses, Permits and Certificates Processed	1,628	2,374	2,318	2,290	2,300
Dog Licenses Issued	5,914	5,619	6,396	6,400	6,400
Total Revenue Generated	\$506,508	\$515,212	\$506,472*	\$570,000	\$570,000

\* The City’s adoption of M.G.L. Chapter 40U established a new protocol for the issuing, appealing and paying of fines associated with code enforcement violations. This redirected the payment of non-criminal trash violations from the City Clerk’s Office to the Treasurer’s Office, but did not, as that individual metric suggests, reduce the number of non-criminal trash violations by 90% in a single year.



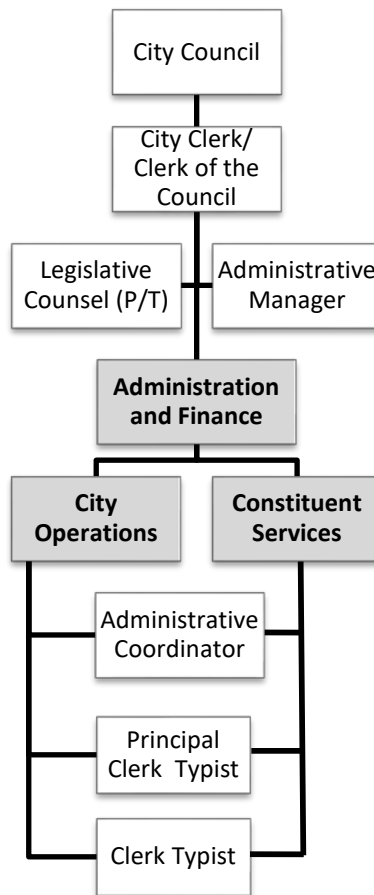
## FY 2020 Expenditure Detail

	2018	2019	2019	2019	2020
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$298,968	\$317,226	\$332,126	\$320,379	\$354,120
Longevity	2,500	2,500	2,500	2,500	2,600
Sal Wages Temporary	0	0	0	11,697	0
Sick Incentive	672	800	800	731	800
FURLOUGH Settlement	19,406	0	0	0	0
FURLOUGH Interest	76	0	0	0	0
<b>Total Personnel Budget</b>	<b>\$321,621</b>	<b>\$320,526</b>	<b>\$335,426</b>	<b>\$335,307</b>	<b>\$357,520</b>
Consultants	\$984	\$1,000	\$1,000	\$945	\$1,000
Dues Subscriptions	359	500	500	500	500
Employees Training	140	0	0	0	0
Freight	100	193	193	193	193
Hospital And Medical	0	0	0	55	0
Insurance	123	123	123	123	123
Microfiche Bookbinding	4,223	2,000	2,000	2,000	2,000
Postage	540	400	400	400	400
Printing	7,922	12,600	12,600	12,600	12,600
R M Office Equipment	522	500	500	500	500
Rental-Lease	5,013	5,013	5,013	5,013	5,013
<b>Total Charges and Services</b>	<b>\$19,924</b>	<b>\$22,329</b>	<b>\$22,329</b>	<b>\$22,329</b>	<b>\$22,329</b>
Freight	\$0	\$0	\$0	\$25	\$0
Supplies Photocopier	673	500	500	600	500
Supplies Sundry Office	2,571	2,100	2,100	1,975	2,100
<b>Total Supplies</b>	<b>\$3,244</b>	<b>\$2,600</b>	<b>\$2,600</b>	<b>\$2,600</b>	<b>\$2,600</b>
<b>TOTAL EXPENDITURES</b>	<b>\$344,789</b>	<b>\$345,455</b>	<b>\$360,355</b>	<b>\$360,236</b>	<b>\$382,449</b>

**Mission Statement:** The City Council is the legislative branch of government for the City of New Bedford. As such, the Council has authority to create and adopt all laws (ordinances) which govern the City. Under the City’s ‘Plan B’ Charter, the Council approves the annual budget, appropriates all funds necessary to City operations and confirms mayoral appointments. The City Council is primarily responsible to the citizens of New Bedford; and is responsive to the needs of residents, businesses and other stakeholders within the City.

**Departmental Description:** The City Council Office manages the department’s administrative and financial records, and effectively schedules, prepares for and retains records of all meetings and special meetings of the New Bedford City Council. The department is responsible for assembling all agendas for regular and special City Council meetings, preparing motions, issuing permits and preparing correspondence for all City Councillors and responds to the needs of the Council’s constituents regarding questions/comments/concerns/special requests. The department also serves as the Council’s official representative to all municipal departments and is responsible for regular interactions with municipal department heads.

**Departmental Organizational Chart**



**FY 2020 Adopted Budget Summary**

	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
<b>Expenditures</b>	\$510,709	\$545,624	\$530,724	\$523,866	\$560,603
<b>Position Distribution</b>					
Full-Time	15	15	15	15	15
Part-Time	1	1	1	1	1

**FY 2020 Budget Analysis:** The FY 2020 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances.

**FY 2018/2019 Accomplishments**

- Worked with MIS to develop and utilize fully computerized applications for both Street Disturbance and Street Obstruction permits, which has increased efficiency for the office as well as simplifying the process for the public.
- Enhanced the process of cross-training staff with the Clerk of Committees Office by implementing a philosophy of 'total immersion' training. In this approach, the two offices exchanged their respective Principal Clerks for an uninterrupted five-week period while they each receive training as if they would be new, permanent staff members. This approach was highly productive, resulting in both employees and Offices benefitting in many important ways and enhancing productivity for the Council and the public.
- Worked with MIS to publish and maintain the Boards & Commission listing on the City's Website.
- Improved turn-around time for posting City Council Meeting Minutes online.

**Program Descriptions**

**Administration and Finance:** The City Council office is responsible for the budget of the department, in addition to all transfer requests and applications made by municipal departments.

**City Operations:** As the official representative of the Council to the Administration and municipal departments, the City Council office is responsible for addressing Mayoral requests, boards and commissions, amendments and additions to city ordinances, special police/constables, sewer abatements and corresponding with the City's department heads.

**Constituent Services:** The City Council office responds to the questions, comments, concerns, and special requests of all of the Council's constituents. Types of requests can range from routine guidance to more urgent requests for assistance and may also include requests for citations and resolutions, licenses and special permits and special requests made to the Council regarding public rights of way.

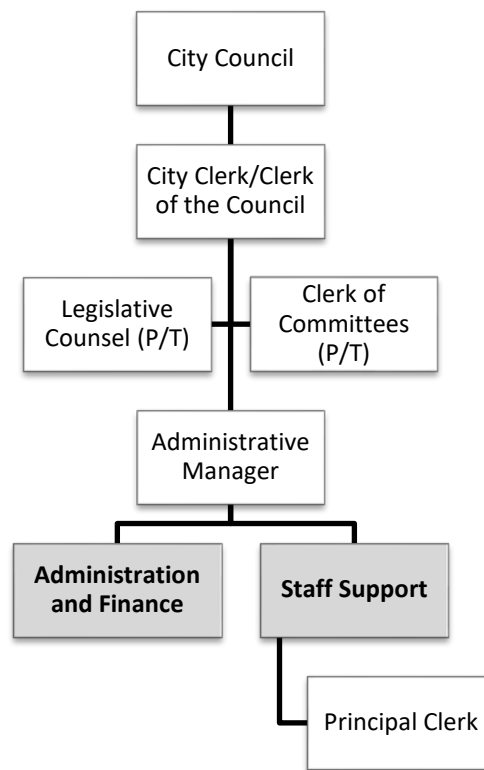
## FY 2020 Expenditure Detail

	2018	2019	2019	2019	2020
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$398,526	\$432,974	\$418,074	\$411,166	\$445,854
Additional Gross	3,517	3,517	3,517	3,517	3,544
Longevity	3,400	3,400	3,400	3,400	3,400
Sal Wages PT Permanent	65,926	68,687	68,687	68,687	70,709
Sick Incentive	425	500	500	550	550
<b>Total Personnel Budget</b>	<b>\$471,794</b>	<b>\$509,078</b>	<b>\$494,178</b>	<b>\$487,320</b>	<b>\$524,057</b>
Advertising	\$9,809	\$13,500	\$13,500	\$13,500	\$13,500
In State Travel	0	500	500	500	500
Microfiche Bookbinding	356	304	304	304	304
Not Otherwise Classified Svc	300	0	0	0	0
Out Of State Travel	2,508	4,000	4,000	4,000	4,000
Printing	3,978	3,000	3,000	3,000	3,000
R M Office Equipment	0	150	150	250	150
Recording Fees	452	500	500	400	500
Rental-Lease	5,092	5,092	5,092	5,092	5,092
<b>Total Charges and Services</b>	<b>\$22,495</b>	<b>\$27,046</b>	<b>\$27,046</b>	<b>\$27,046</b>	<b>\$27,046</b>
Books	\$2,889	\$2,000	\$2,000	\$2,000	\$2,000
Freight	291	100	100	125	100
Supplies Instructional Materials	5,742	0	0	0	0
Supplies Not Otherwise Class	3,878	5,000	5,000	4,975	5,000
Supplies Photocopier	2,832	400	400	400	400
Supplies Sundry Office	787	2,000	2,000	2,000	2,000
<b>Total Supplies</b>	<b>\$16,419</b>	<b>\$9,500</b>	<b>\$9,500</b>	<b>\$9,500</b>	<b>\$9,500</b>
<b>TOTAL EXPENDITURES</b>	<b>\$510,709</b>	<b>\$545,624</b>	<b>\$530,724</b>	<b>\$523,866</b>	<b>\$560,603</b>

**Mission Statement:** The Office of the Clerk of Committees exists to accurately record and properly maintain official Minutes of all City Council Committee meetings. The Office serves as a liaison between each Committee and the City Council by producing quality reports of all Committee recommendations to the full City Council for further consideration and/or final action.

**Departmental Description:** The Clerk of Committees is responsible for recording and maintaining all minutes, documents and information requested for, gathered at and resulting from all meetings of the committees and for providing them with the staff support necessary for each committee to carry out the duties prescribed to it by city ordinance and/or the will of the Council President. This entails scheduling, advertising, assembling agendas and supporting documents, recording and distributing minutes, findings and reports, maintaining a current list of pending motions, and maintaining accurate departmental financial records including the budget, payroll and reconciliations.

**Departmental Organizational Chart**



**FY 2020 Adopted Budget Summary**

	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
<b>Expenditures</b>	\$130,517	\$142,291	\$142,291	\$138,707	\$145,533
<b>Position Distribution</b>					
Full-Time	2	2	2	2	2
Part-Time	1	1	1	1	1

**FY 2020 Budget Analysis:** The FY 2020 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances.



**FY 2018/2019 Accomplishments**

- Finalized a complete overhaul of Special Permit Applications and associated processes. The Office worked with MIS and various departments to revise and greatly improve the application form for the City Council's Special Permits. This new application, available online, has streamlined efforts for the Clerk of Committees Office, various City departments and the all applicants.
- Enhanced the process of cross-training staff with the City Council Office by implementing a philosophy of 'total immersion' training. In this approach, the two offices exchanged their respective Principal Clerks for an uninterrupted five-week period while they each receive training as if they would be new, permanent staff members. This approach was highly productive, resulting in both employees and Offices benefitting in many important ways and enhancing productivity for the Council and the public.

**Program Descriptions**

**Administration and Finance:** The Clerk of Committees is responsible for advertising all meetings at which special permit applications will be heard including to all abutters as required by Massachusetts General Law. The office is also responsible for the accurate maintenance of its financial records including budget, payroll and reconciliations.

**Staff Support:** The staff support function of the Clerk of Committees requires staff to coordinate all Standing and Special Committee meetings and maintain a monthly calendar of all meetings for the following committees: the Standing Committees on Appointments and Briefings; City Property; Finance; Internal Affairs; Labor and Industry; Ordinances; Public Safety and Neighborhoods; Veterans Affairs, Elderly, Youth, Health, Housing and Disability Issues; Audit; and Fisheries; and the Special Committees on the Airport; Environmental Affairs; Memorials and Dedications; Gaming/Casinos; Dog Park; Soccer Fields; Charter Revision Commission; and Employment Opportunities. The department is also responsible for assembling and distributing all agendas and supporting documents, recording and distributing minutes, findings and reports, and maintaining a current list of pending motions.

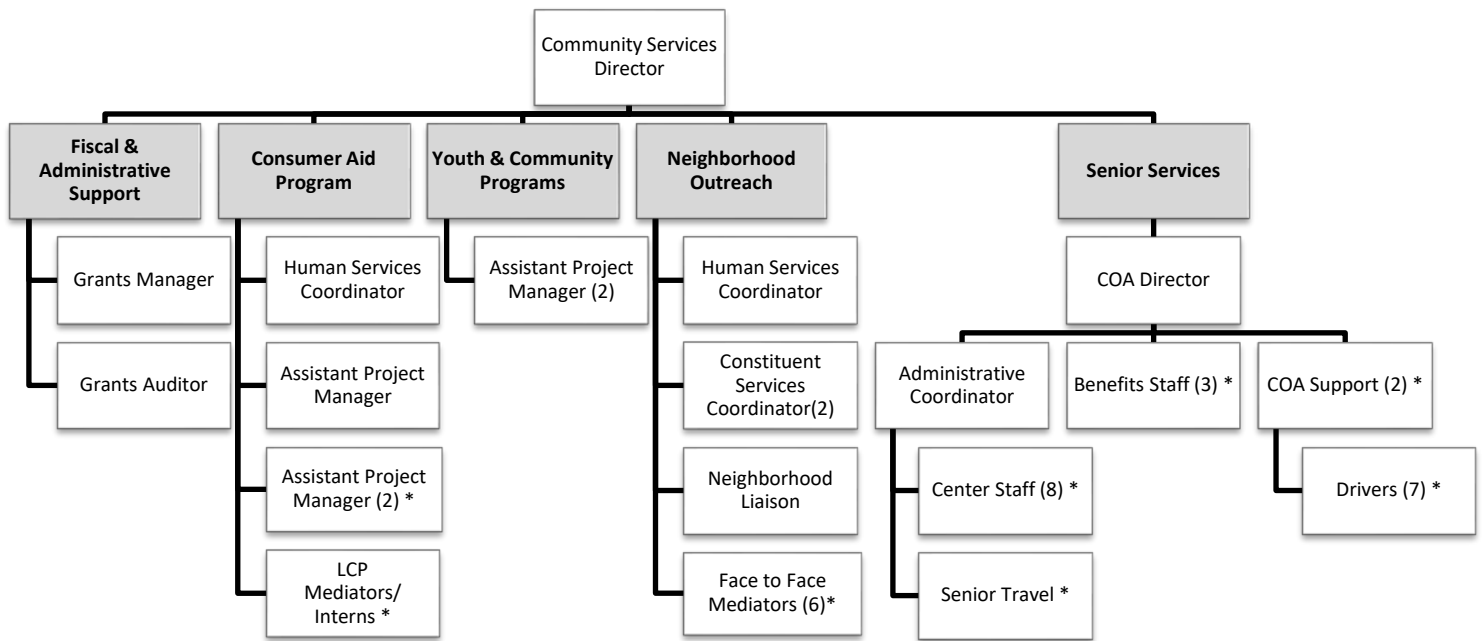
**FY 2020 Expenditure Detail**

	2018	2019	2019	2019	2020
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$98,095	\$103,786	\$103,786	\$103,770	\$106,176
Longevity	1,025	1,075	1,075	1,075	1,075
Sal Wages PT Permanent	27,801	28,964	28,964	28,889	29,816
Sick Incentive	529	800	800	557	800
<b>Total Personnel Budget</b>	<b>\$127,450</b>	<b>\$134,625</b>	<b>\$134,625</b>	<b>\$134,291</b>	<b>\$137,867</b>
Advertising	\$818	\$4,500	\$4,500	\$2,000	\$4,500
Printing	291	600	600	300	600
Rental-Lease	1,666	1,666	1,666	1,666	1,666
<b>Total Charges and Services</b>	<b>\$2,775</b>	<b>\$6,766</b>	<b>\$6,766</b>	<b>\$3,966</b>	<b>\$6,766</b>
Supplies Photocopier	\$81	\$100	\$100	\$100	\$100
Supplies Sundry Office	211	800	800	350	800
<b>Total Supplies</b>	<b>\$292</b>	<b>\$900</b>	<b>\$900</b>	<b>\$450</b>	<b>\$900</b>
<b>TOTAL EXPENDITURES</b>	<b>\$130,517</b>	<b>\$142,291</b>	<b>\$142,291</b>	<b>\$138,707</b>	<b>\$145,533</b>

**Mission Statement:** The Department of Community Services works to provide resources for residents that facilitate positive youth development, social/economic self-sufficiency in adults, and aging with dignity in home and community settings.

**Department Description:** The Department of Community Services advocates for and offers programs to New Bedford residents with an emphasis on culturally diverse, disabled, senior and youth populations. Its projects include adult literacy, out-of-school activities, consumer mediations, elder services, and programs designed to comply with the Americans with Disabilities Act. In addition to providing staff support to the Commission for Citizens with Disabilities, Council on Aging Board and Human Relations Commission, the department works closely with neighborhood groups and community/faith-based organizations.

**Department Organizational Chart**



\* Signifies grant funded positions.

**FY 2020 Adopted Budget Summary**

	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
<b>Expenditures</b>	\$1,077,165	\$1,110,645	\$1,110,645	\$1,111,037	\$1,143,594
<b>Position Distribution</b>					
Full-Time	13	13	13	13	13
Part-Time	0	0	0	0	0

**FY 2020 Budget Analysis:** The FY 2020 budget includes funding for compensation increases required by the Code of Ordinances. The charges and services budget reflects an increase for emergency shelter funds as well as funding for a replacement photocopier (\$8,624).

**FY 2018/2019 Accomplishments**

- From July 2018 -February 2019, the Department served an average of 25,638 constituents each month.
- Through Council on Aging's work:
  - The Department received a grant that enabled the enrollment of over 600 seniors into SNAP (Supplemental Nutrition Assistance Program);
  - The Council's Elder Mental Health Outreach Team (EMHOT) provided intensive therapeutic services to more than 100 seniors and persons with disabilities through grants received by the Council as well as the MA Housing Alliance Hoarding Task Force.
  - The Department began serving Portuguese-speaking elders at the state's first Portuguese *Memory Café*.
- The Fresh Start program provided case management and/or relocation services to an average of 18 clients per month and delivered furniture to 40 clients through the first three quarters of FY 2019.
- On average, 105 students were served through the department's Girls Design Academy, KoolDays and Saturday Academy, and an average of 100 students participated in the other 6 Invest-in-Kids programs.
- The Local Consumer Program closed 389 cases in the first three quarters of FY 2019, recovering \$109,923 for consumers who filed complaints.

**Program Descriptions**

**Fiscal and Administrative Support:** The Fiscal and Administrative Support work group develops budgets, processes payroll and invoices and monitors all grants awarded to the department.

**Consumer Aid Programs:** The Consumer Aid programs work in cooperation with the Attorney General's Office to provide mediation services, consumer education and consumer complaint resolution.

**Fresh Start Program:** The Fresh Start program provides housing stabilization services including: service plan implementation and classes for residents with excessive clutter, packing/moving services; appraisals, storage, furniture collection and redistribution; and mental health counseling. It works in partnership with the Council on Aging's EMHOT (Elder Mental Health Outreach Team) grant program.

**Neighborhood and Community Outreach Unit (NCOU):** NCOU is designed to tackle community issues proactively. NCOU staff attends neighborhood meetings and special events in the community, bring information and concerns to the Mayor and other departments to be addressed. Bilingual (Portuguese and Spanish) staff also reach out to the immigrant and limited-English speaking populations to help meet their needs.

**Senior Services:** The Council on Aging offers educational wellness and socialization programs to seniors at community centers and other locations in the City, including the home. The Council also provides transportation, mental health support, outreach and assistance to New Bedford's senior population and offers an Adult Social Day program Monday-Friday to seniors who would otherwise be homebound. The Department now offers a Memory Café for Portuguese-speakers and will launch a second Café for Spanish-speakers in FY 2020.

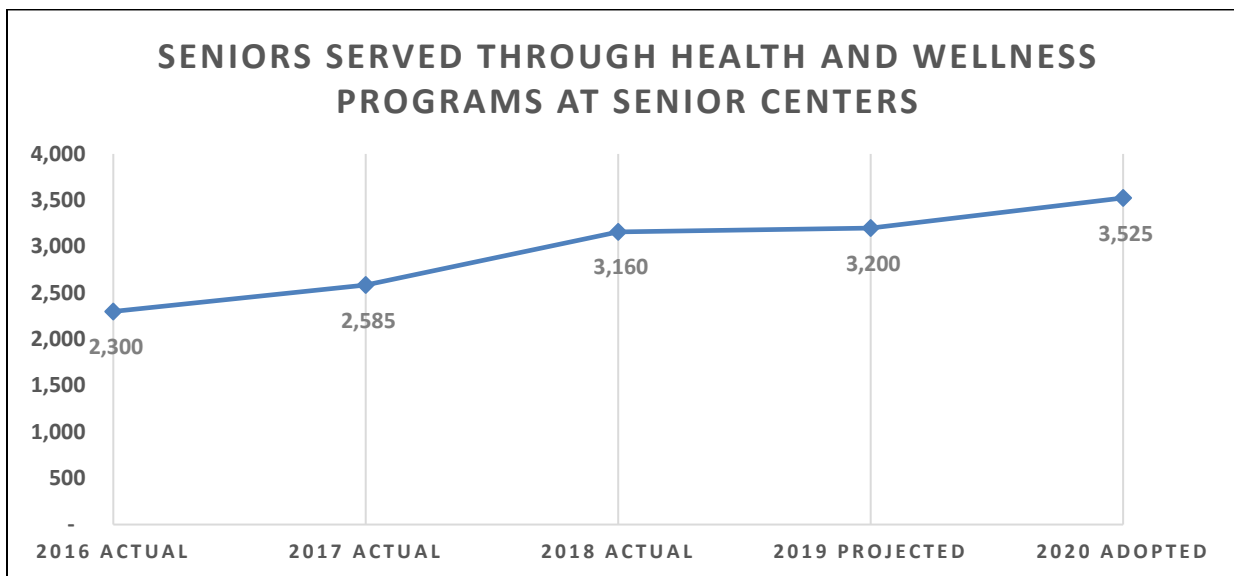
**Youth and Community Programs:** The Community Services Department administers a variety of programs throughout the city for students and other members of the community. Among these are the Invest-in-Kids program umbrella, which supports positive youth development through innovative quality, extended day programs. It also offers school vacation/summer programs that offer engaging and integrated STEAM projects (science, technology, engineering, art and math). The department also staffs the Shining Lights program, which is designed to build beginner English skills and civic knowledge in speakers of languages other than English and their children. A Family Literacy pilot program was launched in FY 2018 and will expand to a second site in FY 2020.

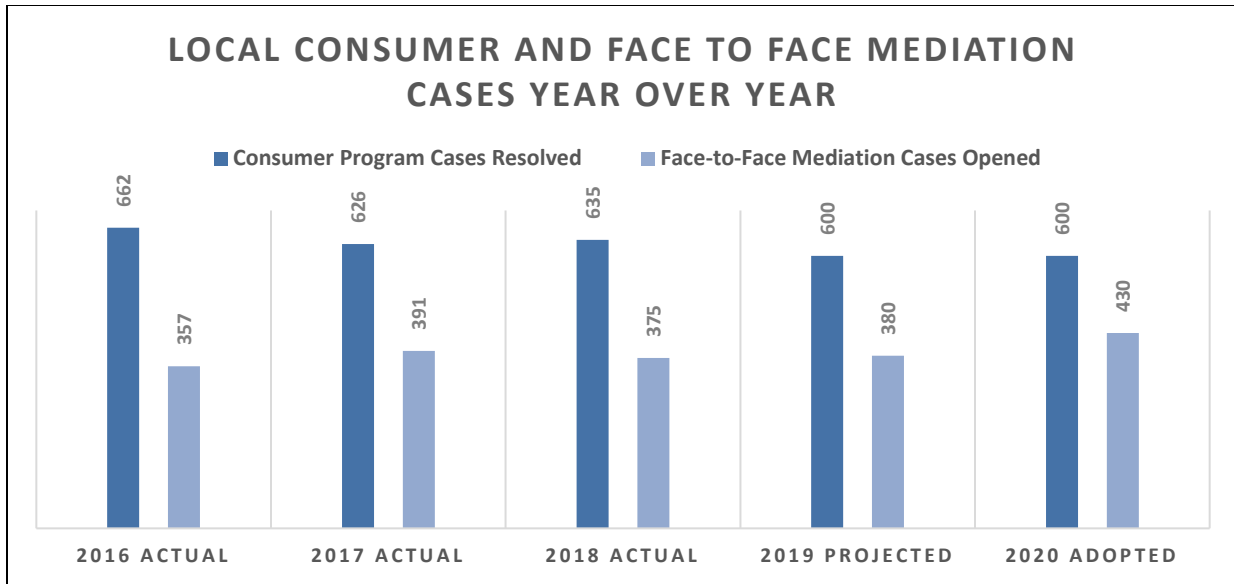
**FY 2020 Strategic Goals, Unit Objectives, Performance Measures**

Strategic Goals		Status
1	Reduce risk factors and isolation in disabled and elder populations.	Ongoing
2	Serve the families of New Bedford Public School students by providing safe, secure, cultural and educational out-of-school alternatives to complement students' academic curriculum.	Ongoing
3	Expand the reach of the Consumer Aid (LCP) program to educate consumers about their rights and reduce the number of consumer cases that result in court filings.	Ongoing
4	Provide housing stabilization, furnishings, and prevent evictions for New Bedford's vulnerable populations.	Ongoing

PERFORMANCE MEASURES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 PROJECTED	2020 ADOPTED
Seniors served through health and wellness programs at Senior Centers	2,300	2,585	3,160	3,200	3,525
Students participating in out-of-school programming *	240	260	292	270	300
Consumer Program cases resolved	662	626	635	600	600
Face-to-face mediation cases opened	357	391	375	380	430
Referrals processed for Elder Mental Health Outreach Team and Fresh Start programs	270	275	285	315	430

\* Figures are estimates that include Girls Design Academy, KoolDays/STEAM, Saturday Academy, and Invest in Kids community-based programs but do not exclude the possibility of some students participating in multiple programs.





## FY 2020 Expenditure Detail

	2018	2019	2019	2019	2020
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$731,050	\$769,780	\$769,780	\$769,780	\$793,830
Longevity	3,900	4,450	4,450	4,450	4,550
Sal Wages Temporary	24,896	20,020	20,020	20,020	20,020
Sal Wages PT Permanent	1,223	0	0	0	0
Sick Incentive	1,475	1,500	1,500	1,675	1,675
<b>Total Personnel Budget</b>	<b>\$762,545</b>	<b>\$795,750</b>	<b>\$795,750</b>	<b>\$795,925</b>	<b>\$820,075</b>
Advertising	\$527	\$528	\$528	\$263	\$528
After School Program Contracts	159,487	170,000	170,000	170,000	170,000
Civic Functions	0	0	0	200	0
Consultants	27,451	6,012	6,012	6,012	0
Contractual Services	16,444	15,000	15,000	24,629	25,276
Dues Subscriptions	125	175	175	125	125
Elderly Nutrition	16,124	16,000	16,000	16,000	16,000
Employees Training	478	0	0	0	0
Hospital And Medical	0	200	200	116	200
In State Travel	708	300	300	785	785
Meals For Travel Or Meetings	0	0	0	566	0
Postage	375	300	300	0	0
Printing	0	0	0	54	0
Public Safety	11,535	15,000	15,000	11,530	20,000
R M Miscellaneous	0	0	0	0	0
R M Office Equipment	750	532	532	629	380
Rental Lease Office Equip	3,624	3,624	3,624	0	0
Rental-Lease	3,730	0	0	5,184	8,808
Senior Citizens Program	44,331	30,000	30,000	30,000	30,000
Telephone	2,024	2,276	2,276	2,276	2,277
Transportation Services	8,318	35,808	35,808	27,545	30,000
<b>Total Charges and Services</b>	<b>\$296,029</b>	<b>\$295,755</b>	<b>\$295,755</b>	<b>\$295,915</b>	<b>\$304,379</b>
Supplies After School Program	\$216	\$0	\$0	\$57	\$0
Supplies Community Srv Program	4,622	9,675	9,675	8,915	9,675
Supplies Comm Srv Prog-Food	6,726	5,625	5,625	5,625	5,625
Supplies Photocopier	1,278	600	600	579	600
Supplies Senior Program	70	0	0	13	0
Supplies Sundry Office	5,679	3,240	3,240	3,240	3,240
Supplies After School Prg Food	0	0	0	768	0
<b>Total Supplies</b>	<b>\$18,591</b>	<b>\$19,140</b>	<b>\$19,140</b>	<b>\$19,197</b>	<b>\$19,140</b>
<b>TOTAL EXPENDITURES</b>	<b>\$1,077,165</b>	<b>\$1,110,645</b>	<b>\$1,110,645</b>	<b>\$1,111,037</b>	<b>\$1,143,594</b>

**Departmental Description:** The City incurs short and long term debt, depending upon financing requirements and project status. Debt service expenditures associated with the General Fund are assigned to this account. Such debt is considered tax supported if general tax revenue is used or if the City has made a pledge of annual appropriation to repay the debt. This debt includes serial bonds and notes, which are subject to approval by the City Council. Borrowings for some purposes require administrative approval by the State. Bond anticipation notes may also be issued pending completion of individual projects.

The City of New Bedford is a highly-rated issuer of debt securities. The City’s long-term general obligation bonds carry a rating of “AA-” from Standard & Poor’s Financial Services and “A1” from Moody’s Investors Services. The ratings reflect the City’s strong financial management, low debt ratios, and strong institutional framework. Information regarding the City’s long-term financial planning may be found in the Capital Improvement section, beginning on page 204.

**FY 2020 Adopted Budget Summary**

	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
<b>Expenditures</b>	\$11,248,660	\$11,779,220	\$11,779,220	\$11,730,220	\$11,992,826

**FY 2020 Budget Analysis:** The proposed budget increases by \$262,606 which is reflective of debt service costs for previously-authorized projects and the implementation of the City’s Capital Improvement Program.

**FY 2020 General Fund Debt Service**

General Fund	Principal	Interest	Total
<u>General Obligation Bonds</u>			
Series 2010 A	\$3,420,000	\$350,000	\$3,770,000
Series 2010 B	110,000	4,400	114,400
Series 2012 A	175,000	50,638	225,637
Series 2012 B	200,000	141,755	341,755
Series 2013	200,000	60,338	260,337
Series 2014 A	1,745,000	253,150	1,998,150
Series 2014 B	300,000	326,319	626,318
Series 2015	520,000	214,140	734,140
Series 2016 A	635,000	323,412	958,412
Series 2016 B	544,400	108,140	652,540
Series 2017	10,000	163,756	173,756
<u>Series 2018</u>	144,000	709,681	853,681
<u>Series 2019</u>	<u>14,951</u>	<u>250,244</u>	<u>265,195</u>
Subtotal, G.O. Bonds:	\$8,018,351	\$2,955,973	\$10,974,324
2003 HUD Loan	\$105,000	\$8,229	\$113,229
Bond Anticipation Notes	N/A	\$905,273	\$905,273
<b>Total General Fund Debt Service:</b>	<b>\$8,123,351</b>	<b>\$3,869,475</b>	<b>\$11,992,826</b>



In addition to General Fund debt service, debt-funded projects associated with the City’s four enterprise funds are budgeted within their respective funds.

Fund	Principal	Interest	Total
Airport	\$52,857	\$39,150	\$92,007
Bond Anticipation Notes	N/A	16,093	16,093
<b>Total Airport Debt Service</b>	<b>\$52,857</b>	<b>\$55,243</b>	<b>\$108,100</b>
Downtown Parking	\$43,192	\$173,471	\$216,663
Wastewater	\$5,010,802	\$1,449,868	\$6,460,670
Water	\$2,391,053	\$672,881	\$3,063,934

**Debt Limit:** Provisions regarding the permitted level of indebtedness for municipalities are described in Massachusetts General Laws, Chapter 44, Section 10. Debt limits consist of the “Normal” and “Double” debt limits. The normal debt limit is equivalent to 5% of the valuation of taxable property as last equalized by the State Department of Revenue. A municipality can authorize debt up to this amount without state approval. Debt equivalent to twice the normal debt limit (the “double” debt limit) can be issued with the prior approval of the State Municipal Finance Oversight Board.

The following table provides an overview of the City’s debt capacity status as of June 28, 2019.

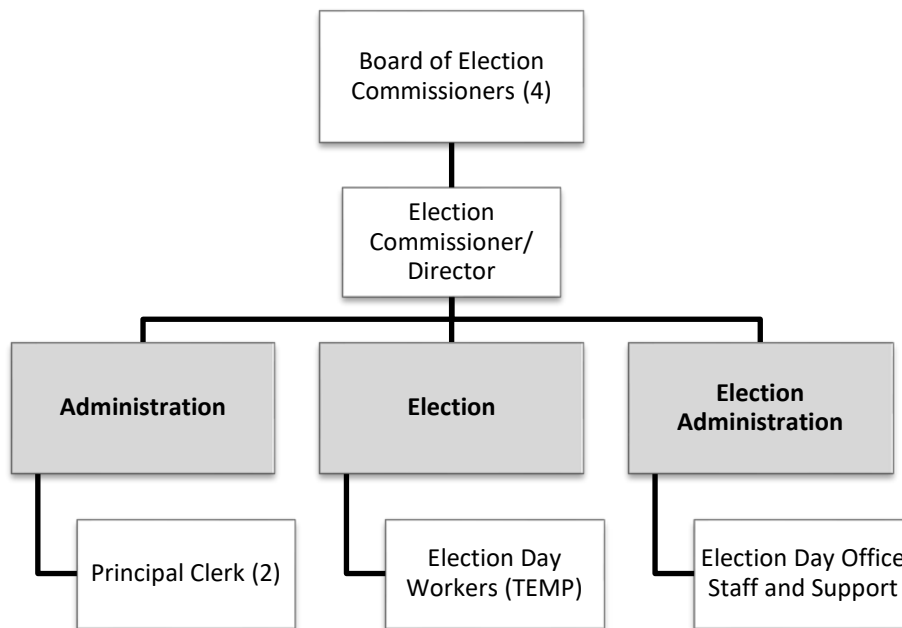
**Debt Statement (June 28, 2019)**

Description	Amount
1/1/18 Equalized Valuation:	\$6,079,471,600
Debt Limit (5%):	\$303,973,580
Total Outstanding Debt:	154,820,046
Debt Authorized but not yet Issued:	286,340,161
Gross Debt:	441,160,207
Outside Debt Limit:	289,828,791
Net Debt:	\$151,331,416
Remaining Borrowing Capacity:	\$152,642,164

**Mission Statement:** The mission of the Board of Elections is to ensure the ability of the registered voters of New Bedford to exercise their constitutional right to vote in all municipal, state and federal elections; to comply with all election reporting requirements and to maintain a collection of public records including: voter registration and resident listings, certification of nomination/petition papers, campaign finance reports and election results. The department is also responsible for conducting the city’s annual municipal census as required by Massachusetts General Law.

**Department Description:** The Board of Elections is responsible for the planning, organization and supervision of all municipal, state and federal elections held in the City of New Bedford, as stipulated by local ordinances, Massachusetts General Law, Chapter 51§16A and Federal Election Laws. This requires the inspection and maintenance of all election equipment, training and retention of all election wardens, clerks and inspectors, and regular outreach to the community through media and local organizations. The department works closely with the U.S. Election Assistance Commission on overseas and military absentee voting. In addition, the department is the municipal agent of the decennial census and is responsible for the re-precincting/redistricting process for the City.

**Department Organizational Chart**



**FY 2020 Adopted Budget Summary**

	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
<b>Expenditures</b>	\$342,970	\$386,133	\$386,133	\$361,614	\$403,828
<b>Position Distribution</b>					
Full-Time	3	3	3	3	3
Part-Time	0	0	0	0	0

**FY 2020 Budget Analysis:** The FY 2020 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The personnel budget also reflects an increase in pay for wardens, clerks and to fund poll worker hours at the minimum wage as well as for poll workers and police detail for the presidential primary in March 2020 (\$32,000). The charges and services budget includes an increase for presidential primary election costs (\$11,800) and the capital budget reflects an increase for the purchase of two voting poll pads (\$2,545).

**FY 2018/2019 Accomplishments**

- Implemented a new inventory tracking system for election supplies and equipment to identify needs/surplus and to better allocate department funds.
- Successfully administered 2018 Primary and State Elections along with early voting period.
- Purchased four Poll Pad units for early voting in state elections and trained poll workers on their utilization.

**Program Descriptions**

**Administration:** The Board of Elections is responsible for processing applications for CORI Checks, MassHealth, veterans, state-supported schools, and residency certificates used to obtain gun permits, fishing and shellfishing licenses, drivers license renewal and school registration. The department also provides translation services, acts as an official notary, registers residents to vote and receives monies for transactions that include voter lists, voter activity files, notarization of excise tax rebates and statements, etc.

**Elections:** The primary function of the Board of Elections is to ensure that all processes and procedures relative to the execution of all local, state and federal elections are administered in accordance with state and federal law. Prior to election day, this requires the Board of Elections to register voters, record changes of address within the city, cancel and change party affiliations, maintain voter lists and activity files, and distribute and receive nomination and petition papers. The administration of elections includes training 250-300 poll workers who staff 36 polling precincts, preparing and programming voting machines and all material used to conduct an election, and processing and distributing all absentee ballots for voters who will be out of the city on Election Day, as well as permanently disabled voters who have doctor’s notes on file with the Election Office and all nursing homes.

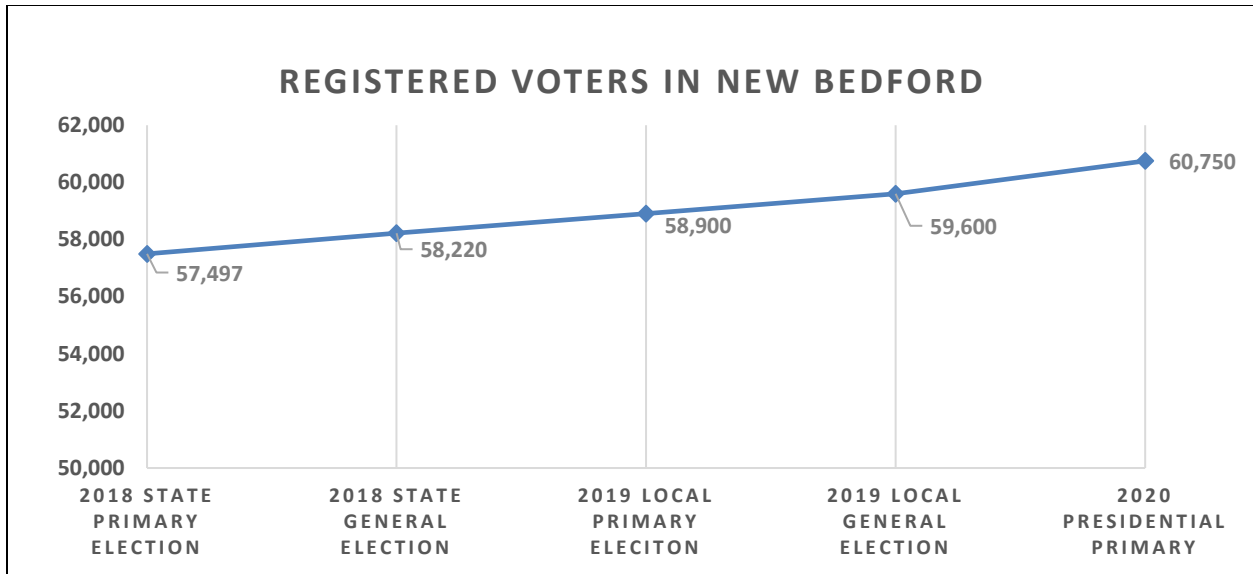
**Local Street Census and Redistricting:** The Board of Elections is responsible for conducting the city’s Local Street Census which provides information on the ward/precinct, voting and census data, local elected officials and districts (congressional and state) of every voter in the City of New Bedford. The census is used to generate a list of residents in the city who are 17 years of age or older for the state’s Jury Commissioner after it has been estimated the amount of persons that may be needed for Jury Duty in the coming year. The census is also used by the School Department and Council on Aging to coordinate the transportation, meals, etc. of the city’s youth and senior populations. Following the federal decennial census, the city is required to redistrict/re-precinct as needed to ensure that shifts in population will neither unfairly increase nor diminish a particular voter’s voice in government.

**FY 2020 Strategic Goals, Unit Objectives, Performance Measures**

Strategic Goals		Status
1	Ensure community trust by providing fair and equal access to elections.	Ongoing
2	Identify and eliminate barriers to voter participation.	Ongoing
3	Increase community outreach for voter registration.	Ongoing
4	Continue to ensure the Elections Department runs as efficiently as possible.	Ongoing

PERFORMANCE MEASURES	2018 STATE PRIMARY ELECTION	2018 STATE GENERAL ELECTION	2019 LOCAL PRIMARY ELECTION	2019 LOCAL GENERAL ELECTION	2020 PRESIDENTIAL PRIMARY
Registered Voters	57,497	58,220	58,900	59,600	60,750
Voter Turnout	6,614	23,741	8,246	14,900	18,832
Voter Turnout %	11.5%	40.1%	14%	25%	31%
Early Voting Turnout	N/A*	1,551	N/A*	N/A*	N/A*
Absentee Turnout	283	527	250	500	1,130

\* Early voting is only available in the Commonwealth of Massachusetts for state general elections.



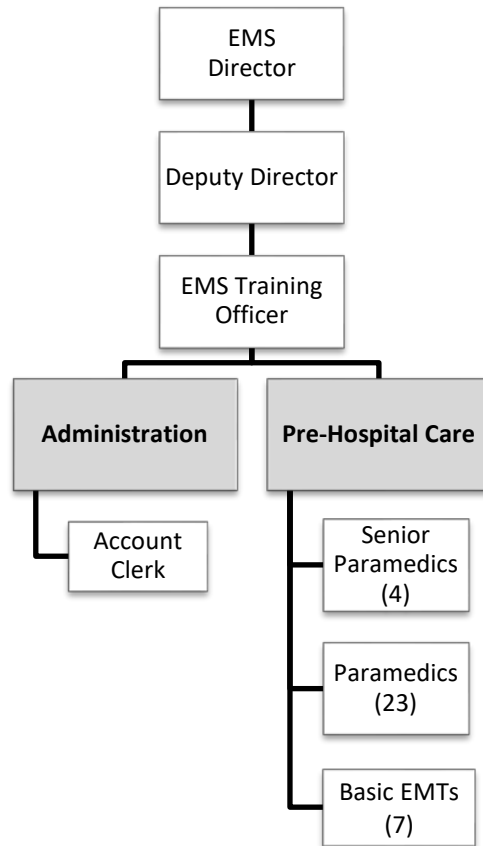
## FY 2020 Expenditure Detail

	2018	2019	2019	2019	2020
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$136,834	\$145,033	\$145,033	\$145,591	\$151,583
Longevity	1,700	1,700	1,700	1,700	1,700
Overtime	5,824	8,000	8,000	7,000	9,000
Sal Wages Temporary	5,726	0	0	4,000	0
Sick Incentive	0	575	575	0	575
Temp Elections Workers	98,383	140,000	140,000	131,000	146,000
FURLOUGH Settlement	13,036	0	0	0	0
FURLOUGH Interest	52	0	0	0	0
<b>Total Personnel Budget</b>	<b>\$261,554</b>	<b>\$295,308</b>	<b>\$295,308</b>	<b>\$289,291</b>	<b>\$308,858</b>
Advertising	\$0	\$0	\$0	\$0	\$0
Board Member Stipends	1,441	2,040	2,040	2,040	2,040
Dues Subscriptions	60	75	75	175	75
Election Ballot Box Moving	24,000	24,000	24,000	24,000	25,000
In State Travel	175	0	0	100	0
Microfiche Bookbinding	1,675	0	0	0	0
Postage	200	4,000	4,000	2,000	4,000
Printing	8,415	8,000	8,000	2,000	8,000
R M Miscellaneous	30,483	39,576	39,576	32,000	39,576
Rental-Lease	5,741	7,926	7,926	6,000	8,526
Telephone	1,116	2,200	2,200	1,000	2,200
<b>Total Charges and Services</b>	<b>\$73,307</b>	<b>\$87,817</b>	<b>\$87,817</b>	<b>\$69,315</b>	<b>\$89,417</b>
Supplies Photocopier	\$235	\$500	\$500	\$500	\$500
Supplies Sundry Office	2,058	2,508	2,508	2,508	2,508
<b>Total Supplies</b>	<b>\$2,293</b>	<b>\$3,008</b>	<b>\$3,008</b>	<b>\$3,008</b>	<b>\$3,008</b>
Elections Equipment Capital	\$5,816	\$0	\$0	\$0	\$2,545
<b>Total Capital Outlay</b>	<b>\$5,816</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,545</b>
<b>TOTAL EXPENDITURES</b>	<b>\$342,970</b>	<b>\$386,133</b>	<b>\$386,133</b>	<b>\$361,614</b>	<b>\$403,828</b>

**Mission Statement:** The mission of New Bedford Emergency Medical Services (NBEMS) is to save lives by responding to medical emergencies with the highest quality of care as quickly as possible. The department seeks to improve the quality and length of life for the residents of New Bedford by providing rapid response 24-hour advanced life support, pre-hospital care and transportation to the hospitals of the South Coast and Rhode Island.

**Department Description:** The primary function of NBEMS is to respond to emergency medical calls by the residents of New Bedford. This service is delivered by 34 full time paramedics and basic EMTs that respond to calls 24 hours a day, 7 days a week. The department is managed by the Director of EMS, Deputy Director of EMS, and a Training/Quality Assurance and Quality Improvement Officer in coordination with a board certified emergency medicine physician. That service is augmented by a tactical medical component that provides direct support to the Police Department and a bicycle team that helps with large outside festivals during the summer months.

**Department Organizational Chart**



**FY 2020 Adopted Budget Summary**

	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
<b>Expenditures</b>	\$3,216,220	\$3,306,160	\$3,306,160	\$3,263,031	\$3,241,400
<b>Position Distribution</b>					
Full-Time	38	38	38	38	38
Part-Time	0	0	0	0	0

**FY 2020 Budget Analysis:** The FY 2020 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The charges and services budget reflects increases in rental lease maintenance agreements and communication equipment (\$9,000). The supplies and materials budget includes an increase for medical supplies (\$30,000).

**FY 2018/2019 Accomplishments**

- Transitioned to a fully automated scheduling system.
- Continued the ambulance replacement program by purchasing two 2018 F550 Life Line ambulances.
- Continued on-going preceptorship programming for paramedics from around the world and the United States, including students from Iceland, Montana and Idaho, as well as local students.
- Educated hundreds of professionals and students in the Stop the Bleed Program.
- Purchased a multi-function, computer operated, full-size mannequin for continued education of staff.

**Program Descriptions**

**Pre-hospital Care:** NBEMS uses four advanced life support ambulances to respond to 15,000 calls per year within the 24 square miles that make up the City of New Bedford. Fifty certified emergency medical technician paramedics staff three ambulances 24 hours a day/7 days a week and one impact ALS truck 80 hrs /week

**Police Department Special Response Team:** NBEMS Special Response Team is a dedicated team of two specially trained paramedics that assist the New Bedford Police Department in all high risk responses that may require medical support. Examples of this type of response include active shooter and/or hostage situations; barricaded suspects; and others.

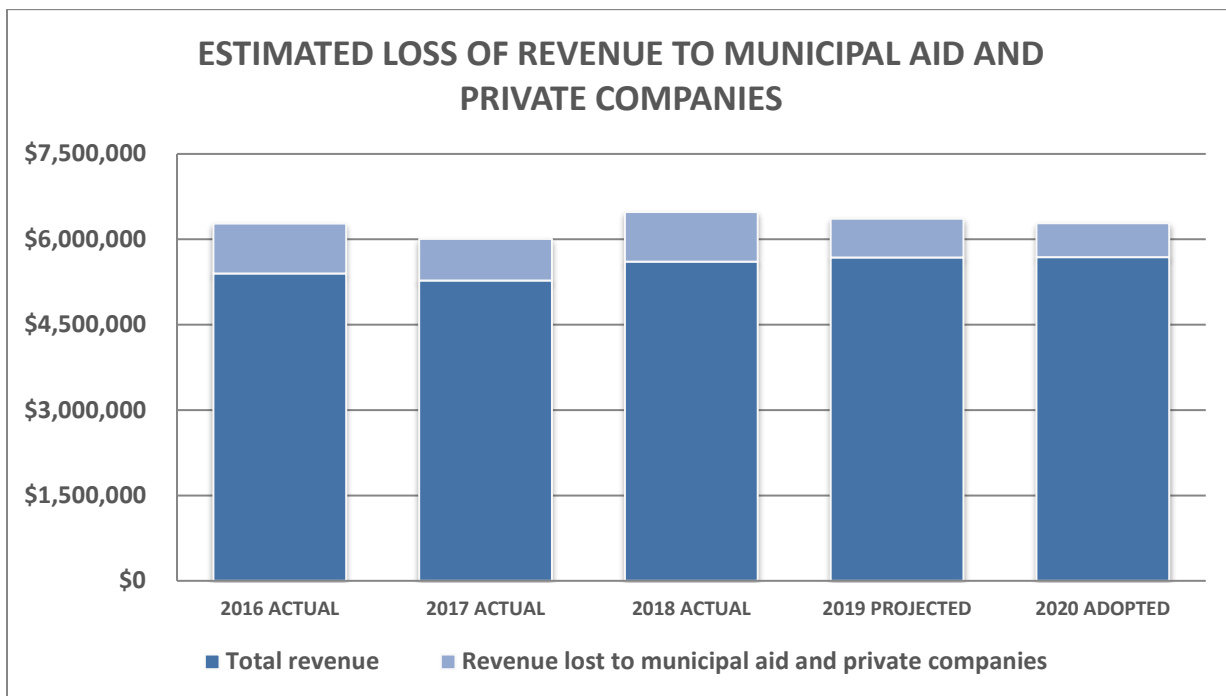
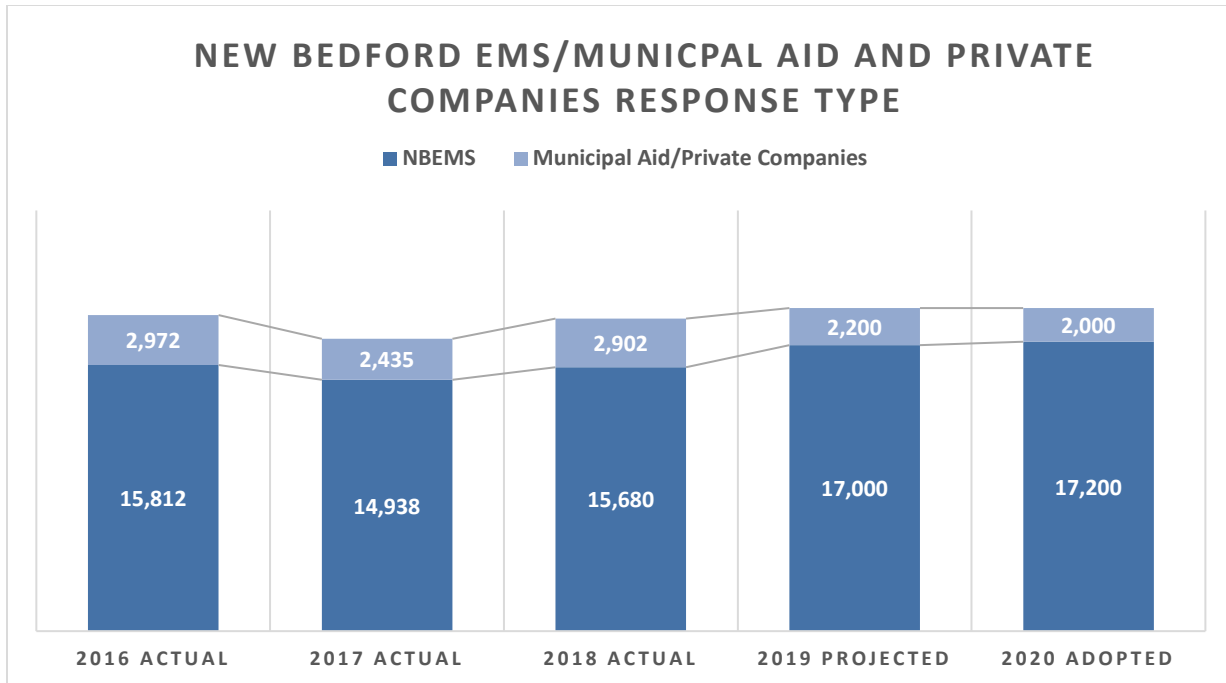
**Summer Medical Bicycle Team:** The City of New Bedford issues permits for approximately 200 special events per year, of which roughly 70% are held between Memorial Day and Labor Day. The NBEMS Summer Medical Bicycle Team provides on-the-ground medical support to the largest summer events to guarantee faster response times to crisis situations at the summer’s feasts and festivals.

**EMS Preceptor Program:** Currently work with local high schools and surrounding colleges to provide valuable hands on clinical oversight and teaching to enhance the ability of new paramedics and EMTs to transition from the didactic classroom setting to the real, hands on treatment of patients. The service has had students from all around the world come to NBEMS to learn this critical transformation and apply sound medicine in their own home areas

**FY 2020 Strategic Goals, Unit Objectives, Performance Measures**

Strategic Goals		Status
1	Provide sufficient coverage to respond to as many New Bedford resident calls as possible.	Ongoing
2	Reduce revenue lost to municipal aid and private companies.	Ongoing

PERFORMANCE MEASURES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 PROJECTED	2020 ADOPTED
Calls per year	18,784	17,373	18,582	19,200	19,200
Calls responded to by NBEMS	15,812	14,938	15,680	17,000	17,200
Calls responded to by private companies	2,972	2,435	2,902	2,200	2,000
Total revenue	\$5,400,000	\$5,273,321	\$5,608,713	\$5,681,800	\$5,685,000
Estimated loss of revenue to private companies	\$878,226	\$730,800	\$870,800	\$680,000	\$600,000





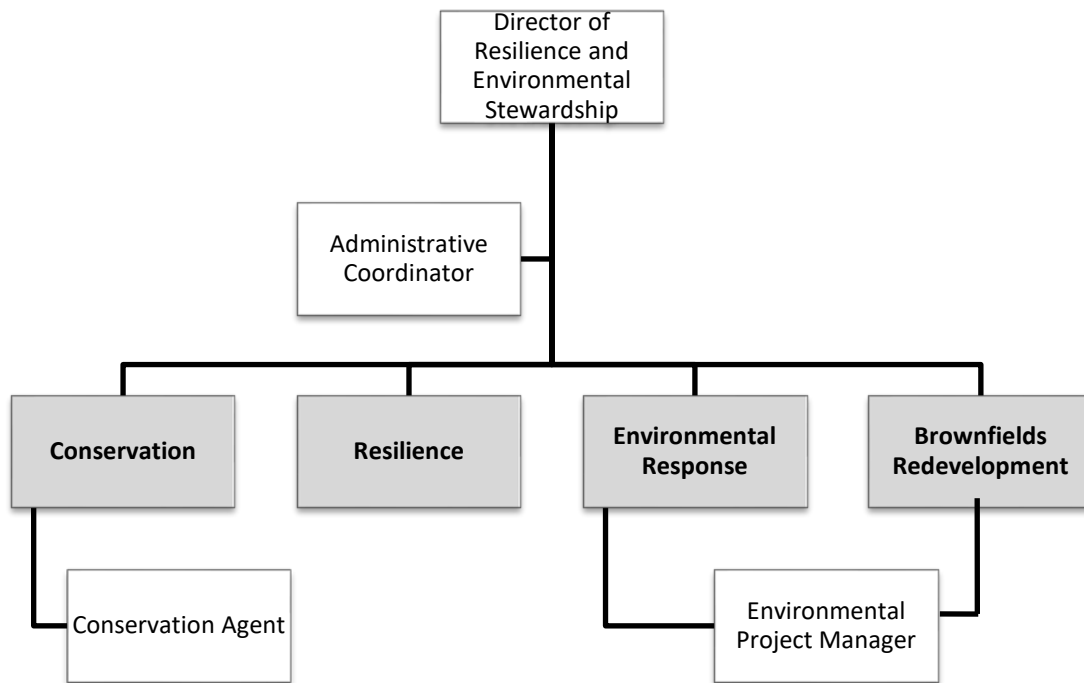
## FY 2020 Expenditure Detail

	2018	2019	2019	2019	2020
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$1,781,265	\$1,845,377	\$1,845,377	\$1,737,000	\$1,822,962
Longevity	7,750	8,500	8,500	6,750	7,000
Overtime	637,947	500,319	500,319	611,000	500,319
Final Employee Payoffs	10,149	0	0	35,000	0
Holiday	0	86,416	86,416	0	87,743
Sal Wages Temporary	54,688	105,899	105,899	86,000	105,899
Sick Incentive	3,400	3,400	3,400	4,863	3,400
FURLOUGH Settlement	5,758	0	0	0	0
FURLOUGH Interest	22	0	0	0	0
<b>Total Personnel Budget</b>	<b>\$2,500,978</b>	<b>\$2,549,911</b>	<b>\$2,549,911</b>	<b>\$2,480,613</b>	<b>\$2,527,323</b>
Advertising	\$316	\$0	\$0	\$0	\$0
Consultants	16,000	16,000	16,000	16,000	16,000
Contractual Services	148,734	145,000	145,000	145,000	145,000
Employees Training	62	0	0	289	0
Hospital And Medical	51,132	35,000	35,000	45,000	35,000
Professional Licenses	6,775	5,400	5,400	5,400	5,400
R M Miscellaneous	3,755	900	900	1,584	900
Rental-Lease	25,985	19,000	19,000	32,197	25,000
Telephone	5,273	3,000	3,000	5,000	6,000
<b>Total Charges and Services</b>	<b>\$258,032</b>	<b>\$224,300</b>	<b>\$224,300</b>	<b>\$250,470</b>	<b>\$233,300</b>
Supplies Medical	\$188,157	\$142,000	\$142,000	\$142,000	\$172,000
Supplies Photocopier	54	500	500	500	500
Supplies Sundry Office	2,487	2,225	2,225	2,225	2,225
Supplies Teaching - Library	196	2,600	2,600	2,600	2,600
Uniforms and Other Clothing	14,448	16,100	16,100	16,100	16,100
<b>Total Supplies</b>	<b>\$205,342</b>	<b>\$163,425</b>	<b>\$163,425</b>	<b>\$163,425</b>	<b>\$193,425</b>
Automobiles Purchased	\$204,220	\$318,524	\$318,524	\$318,524	\$237,352
Ems Equipment Capital	19,510	50,000	50,000	50,000	50,000
<b>Total Capital Outlay</b>	<b>\$223,730</b>	<b>\$368,524</b>	<b>\$368,524</b>	<b>\$368,524</b>	<b>\$287,352</b>
Other Financing Uses	\$28,138	\$0	\$0	\$0	\$0
<b>Total Other Financing</b>	<b>\$28,138</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL EXPENDITURES</b>	<b>\$3,216,220</b>	<b>\$3,306,160</b>	<b>\$3,306,160</b>	<b>\$3,263,031</b>	<b>\$3,241,400</b>

**Mission Statement:** The Office of Environmental Stewardship supports the City’s efforts to comply with State and Federal environmental laws and regulations, resource protection and restoration, and redevelopment, and to maximize the City’s resilience to climate change.

**Department Description:** The Office of Environmental Stewardship administers the Wetlands Protection Act and wetlands regulations on behalf of the Conservation Commission and manages the administration of U.S. Environmental Protection Agency (EPA) and Massachusetts Department of Environmental Protection (MassDEP) regulations on City-owned and/or controlled properties. In addition, the department seeks to obtain funding to accomplish assessment and cleanup of properties, facilitate resource protection and restoration, and promote private redevelopment in a manner that enhances the health and safety of the community and supports economic development. The Office of Environmental Stewardship works independently and with the EPA and MassDEP to accomplish these objectives. The Office of Environmental Stewardship also works across departments on climate mitigation and adaptation efforts – identifying potential vulnerabilities and developing strategies to support the community in the face of a changing climate.

**Department Organizational Chart**



**FY 2020 Adopted Budget Summary**

	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
<b>Expenditures</b>	\$476,501	\$354,298	\$354,318	\$323,690	\$348,377
<b>Position Distribution</b>					
Full-Time	4	4	4	4	4
Part-Time	0	0	0	0	0

**FY 2020 Budget Analysis:** The FY 2020 budget includes funding for compensation increases required by the Code of Ordinances.

**FY 2018/2019 Accomplishments**

- Worked with MassDevelopment at 241 Duchaine Boulevard to use remaining funds (after the project came in under budget) to better prepare the site for redevelopment.
- Secured \$138,870 to complete NB Resilient: New Bedford’s Community Climate Adaptation and Resilience Plan through the Commonwealth MVP Program.
- Completed Remedial Actions on the Nemasket Street Lots in preparation for a community soccer field
- Secured \$50,000 from the Funders’ Network and the Island Foundation for two Resilience Hub pilot studies.
- Completed Activity and Use Limitations and submitted Phase IV Reporting to MassDEP on the Railyard – a significant step toward regulatory closure.

**Program Descriptions**

**Environmental Response and Brownfield’s Redevelopment:** The Office of Environmental Stewardship responds to a number of environmental issues brought to its attention through direct observation, the public, other city departments, and/or state and federal regulators. Brownfields are parcels that are underutilized due to the presence or perceived presence of contamination from past uses. We actively participate in the EPA’s Brownfield’s program to conserve undeveloped land and reuse underutilized land, by managing or eliminating public and environmental risks, for its highest and best use.

**Conservation:** The Conservation Commission works to provide assurance and protection for natural resources in New Bedford. Their tasks include upholding the Massachusetts Wetlands Protection Act and the City’s Wetland Ordinance to ensure all Wetland Resource Areas in the Greater New Bedford area are protected. The Conservation Agent provides technical assistance and support to the New Bedford Conservation Commission and the regulated community.

**Sustainability and Resilience:** The Office of Environmental Stewardship works with various city departments to identify potential hazards and vulnerabilities associated with climate change as they relate to the built and natural environment. We work to incorporate climate adaptation into routine upgrade and replacement projects planning, and to recognize opportunities to protect and bolster infrastructure and natural resource assets, increasing community resiliency.

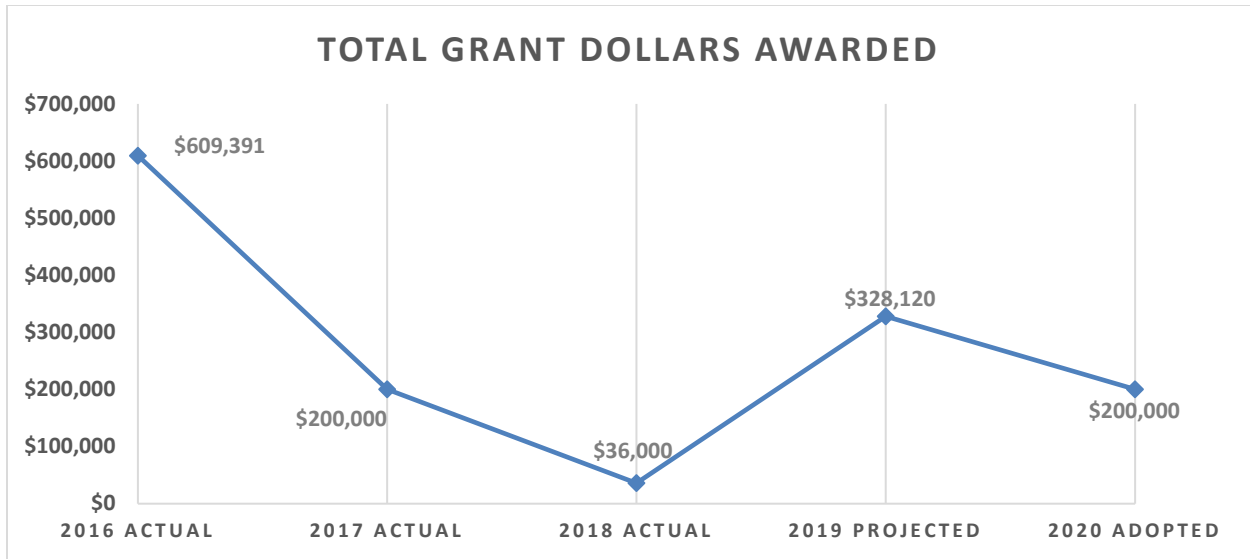
**FY 2020 Strategic Goals, Unit Objectives, Performance Measures**

Strategic Goals		Status
1	Redevelop underutilized (brownfield) sites for economic development.	Ongoing
2	Effectively plan and implement management of environmental issues associated with the Parker Street Waste Site.	Ongoing
3	Increase the City’s sustainability and resilience relative to climate adaptation.	Ongoing
4	Continue to make progress towards the completion of the Riverwalk.	Ongoing

PERFORMANCE MEASURES			FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 PROJECTED	FY 2020 ADOPTED
Grant Award Site	FY Award	Funding Awarded	Grant Spent	Grant Spent	Grant Spent	Grant Spent	Grant Spent
Riverwalk Implementation	FY 11	\$2,908,340	\$224,545	\$0	\$95,801	\$0	\$100,000
Former Polyply Site (MassDev)	FY 13	\$1,368,400	\$42,365	\$270,322	\$571,846	\$194,523	\$100,000
City-Wide Assessment	FY 16	\$400,000	\$16,713	\$28,555	\$93,727	\$120,000	\$141,055
Former Polyply Site (EPA)	FY 18	\$200,000	N/A	N/A	N/A	\$0	\$200,000
MVP City-Wide	FY 19	\$36,000	N/A	N/A	N/A	\$36,000	N/A
MVP Action	FY 18	\$165,120	N/A	N/A	N/A	N/A	\$165,120
Resilience Hubs	FY 19	\$50,000	N/A	N/A	N/A	N/A	\$50,000
Awarded*	FY 16-20	\$1,373,511	\$609,391	\$200,000	\$36,000	\$328,120	\$200,000

\* Grants are often awarded on a fiscal year delay. Grants applied for in FY18May have been awarded in FY19.

SUSTAINABILITY			
PERFORMANCE MEASURES	ANTICIPATED COMPLETION DATE	FY 2020 STARTING STATUS	COMPLETION DATE
Complete Climate Action Plan	6/30/19	Complete	N/A
Establish GHG reduction target	9/30/19	GHG baseline inventory Completed	N/A
Complete permitting and construction of River Walk segments 1 and 3	6/30/19	Segment 1 NOI complete	N/A
Municipal Vulnerability Preparedness Community Certification	8/31/18	MVP Process underway	1/8/2019



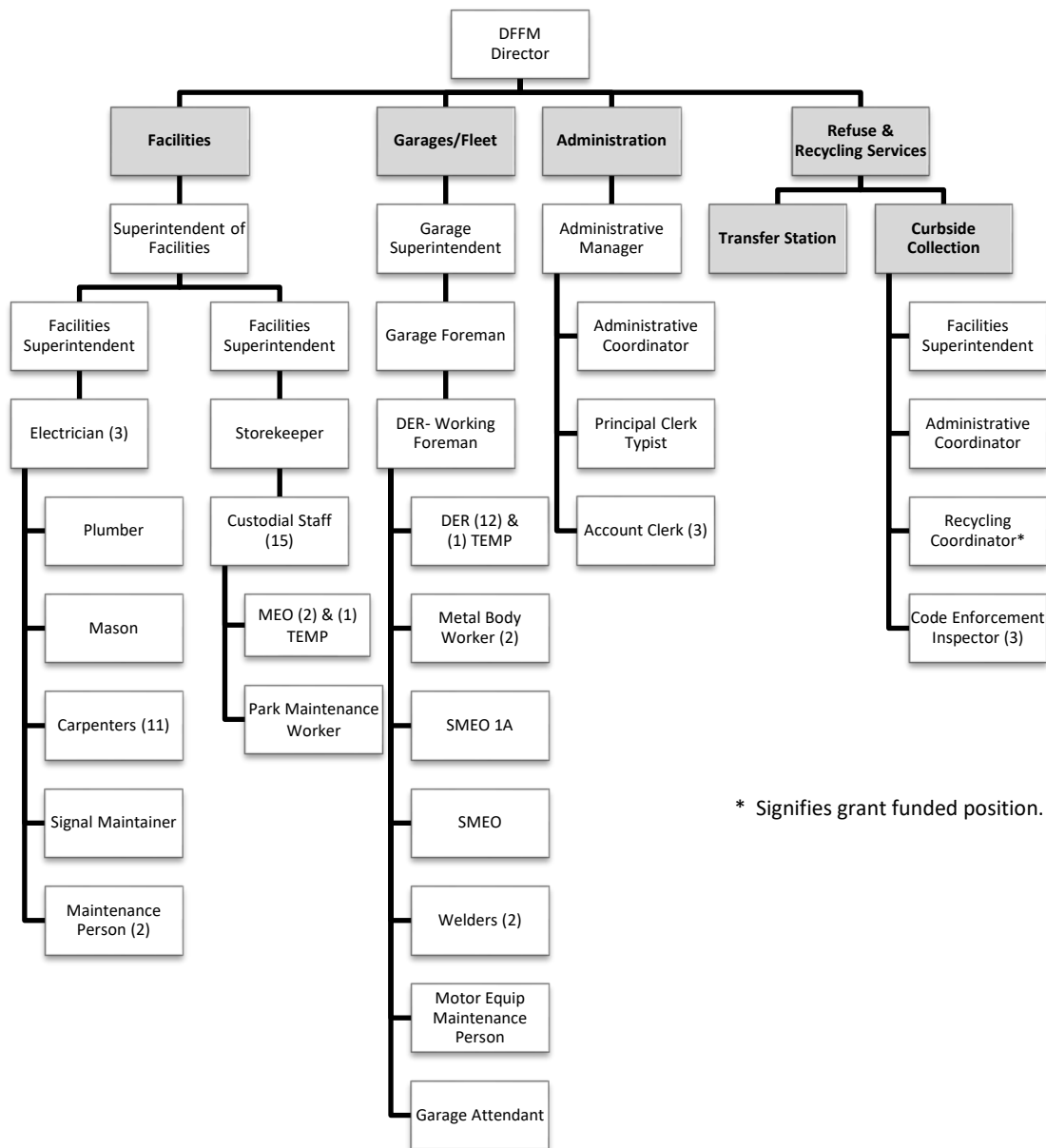
## FY 2020 Expenditure Detail

	2018	2019	2019	2019	2020
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$286,942	\$301,582	\$301,582	\$270,000	\$294,961
Longevity	550	1,000	1,000	1,000	1,000
Final Employee Payoffs	0	0	0	1,169	0
Sick Incentive	0	300	300	256	500
<b>Total Personnel Budget</b>	<b>\$287,492</b>	<b>\$302,882</b>	<b>\$302,882</b>	<b>\$272,425</b>	<b>\$296,461</b>
Advertising	\$1,806	\$1,500	\$1,500	\$345	\$1,500
Dues Subscriptions	0	550	550	22	550
Employees Training	0	750	750	225	750
Engineering Services	9,930	14,000	14,020	14,000	14,000
Hospital And Medical	0	500	500	55	500
In State Travel	0	0	0	0	500
Lab Testing Services	5,944	4,500	4,500	7,500	4,500
Not Otherwise Classified Svc	4,470	7,500	7,500	7,200	7,500
Out Of State Travel	0	50	50	0	50
Photocopies	0	50	50	0	50
Printing	46	75	75	0	75
Professional Licenses	400	250	250	400	250
Rental-Lease	1,318	1,318	1,318	1,318	1,318
Telephone	1,276	1,848	1,848	1,750	1,848
<b>Total Charges and Services</b>	<b>\$25,191</b>	<b>\$32,891</b>	<b>\$32,911</b>	<b>\$32,815</b>	<b>\$33,391</b>
Supplies Misc Groundskeepng	\$8,365	\$18,000	\$18,000	\$18,000	\$18,000
Supplies Photocopier	81	100	100	100	100
Supplies Sundry Office	186	425	425	350	425
<b>Total Supplies</b>	<b>\$8,632</b>	<b>\$18,525</b>	<b>\$18,525</b>	<b>\$18,450</b>	<b>\$18,525</b>
Other Financing Uses	\$155,185	\$0	\$0	\$0	\$0
<b>Total Other Financing</b>	<b>\$155,185</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL EXPENDITURES</b>	<b>\$476,501</b>	<b>\$354,298</b>	<b>\$354,318</b>	<b>\$323,690</b>	<b>\$348,377</b>

**Mission Statement:** It is the mission of the Department of Facilities and Fleet Management to protect and maintain the public buildings owned by the City of New Bedford and to ensure the strength of the city’s emergency and non-emergency fleet. The department is also dedicated to ensuring prompt and complete curb-side collection of municipal solid waste and recyclable materials through the city’s transfer station and private solid waste contract.

**Department Description:** The Department of Facilities and Fleet Management is comprised of four divisions; Facilities, Fleet, Administration and Code Enforcement. The department’s 76member staff is responsible for the management, care and maintenance of approximately 90 municipally owned buildings as well as the administration and management of the city’s capital projects thru the Capital Improvement Program. In addition, the department manages the repair and maintenance of 600+ vehicles and equipment that make up the city’s fleet.

**Department Organizational Chart**



\* Signifies grant funded position.

**FY 2020 Adopted Budget Summary**

	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
<b>Expenditures</b>	\$8,009,412	\$8,475,000	\$9,434,408	\$9,285,743	\$8,997,627
<b>Position Distribution</b>					
Full-Time	76	76	76	76	76
Part-Time	1	1	1	1	1

**FY 2020 Budget Analysis:** The FY 2020 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The personnel budget also reflects the mid-year conversion of one motor equipment operator to a park maintenance worker. The charges and services budget reflects increases in electricity, natural gas and employee training (\$133,853). The capital budget includes increases for vehicle replacement (\$148,000), fleet management software (\$58,279) and pending City Hall renovations (\$155,000). The FY 2019 Revised Budget includes Free Cash transfers and carry overs from FY 2018.

**FY 2018/2019 Accomplishments**

- DFFM has been responsible for the effective management of capital projects since the inception of the Capital Improvement Plan in FY 2014. A sampling of these projects include: Buttonwood Zoo Elephant Barn reconfiguration; roof surface replacement at the Quest Center; completing the design phase of a new elevator to be located in the courtyard of City Hall; and the replacement of the apparatus floor at Fire Headquarters.
- The department also manages projects outside of the Capital Improvement Plan, including:
  - Successfully completing the second phase of restoration of the Zeiterion Theater’s façade;
  - The \$5.5 Million refurbishment of the Elm Street Garage;
  - Completion of a 2,500 square foot facility to accommodate the TSA passenger and baggage screening area to accommodate the arrival of Elite Airlines to the New Bedford Regional Airport;
  - Remodeling the Fourth Floor Breakroom, Personnel and Purchasing Offices in City Hall;
  - Various tenant improvements to the Quest Center including multiple projects for the Health Department;
  - Interior remodeling of the Kitchen area at Fire HQ and the buildout of a new Clean Room at Fire Station #8.;
  - Interior remodeling of Early Learning Child Care and the Buttonwood Senior Center;
  - Multiple interior projects throughout the Library System
- All Divisions are capitalizing on efforts to further implement software utilization and training that began in 2015. These initiatives have enhanced the department’s ability to track all aspects of facilities & fleet maintenance as well as code enforcement initiatives. The department is currently in the process of implementing a dedicated Fleet Management software package in conjunction with DPI and MIS.
- Enhanced employee protocol and safety procedures by conducting several safety trainings: Blood Borne Pathogens, OSHA 30 and Confined Space Training.
- Continued to implement cost saving measures by automating dispensing systems for cleaning supplies and streamlining stockroom supplies.

**Program Descriptions**

**Administration:** The Administration Division is responsible for the overall operation of the office and the clerical staff as well as the budget, account reconciliation and monitoring expenditures. This division is also responsible for accounts payable, accounts receivable, clerical support for all divisions and is the first point of contact for other departments and residents.



**Facilities Management:** Facilities Management is charged with the efficient and responsible management of 88 City-owned buildings. This includes the maintenance and upkeep of occupied buildings, as well as a design and build construction component that seeks to protect and preserve the city’s aging building stock and meet the changing needs of City government. The division is also responsible for the management of the city’s capital projects. Effective FY 2017, this program also includes the maintenance and testing of the municipal fire alarm system.

**Fleet Management:** The Fleet Management division is responsible for the care and maintenance of approximately 600 vehicles of varying types including front end loaders, backhoes, ten wheeled dump trucks, pickup trucks and passenger vehicles as well as all emergency response vehicles for Police, Fire and EMS.

**Solid Waste and Recycling Services:** The Solid Waste Transfer Station is located on Shawmut Avenue, at the site of the former New Bedford landfill. The facility receives daily deliveries of recyclable materials that are collected curbside from New Bedford and Dartmouth residents, and businesses. Those materials are then loaded into 100 yard trailers and marked and sold as commodities. Municipal solid waste is also received from the New Bedford Housing Authority and private residents and is sent to the Crapo Hill Regional Refuse Management District lined landfill in Dartmouth. Effective FY 2017, this program also includes enforcement, monitoring and assessment of the curbside solid waste collection program.

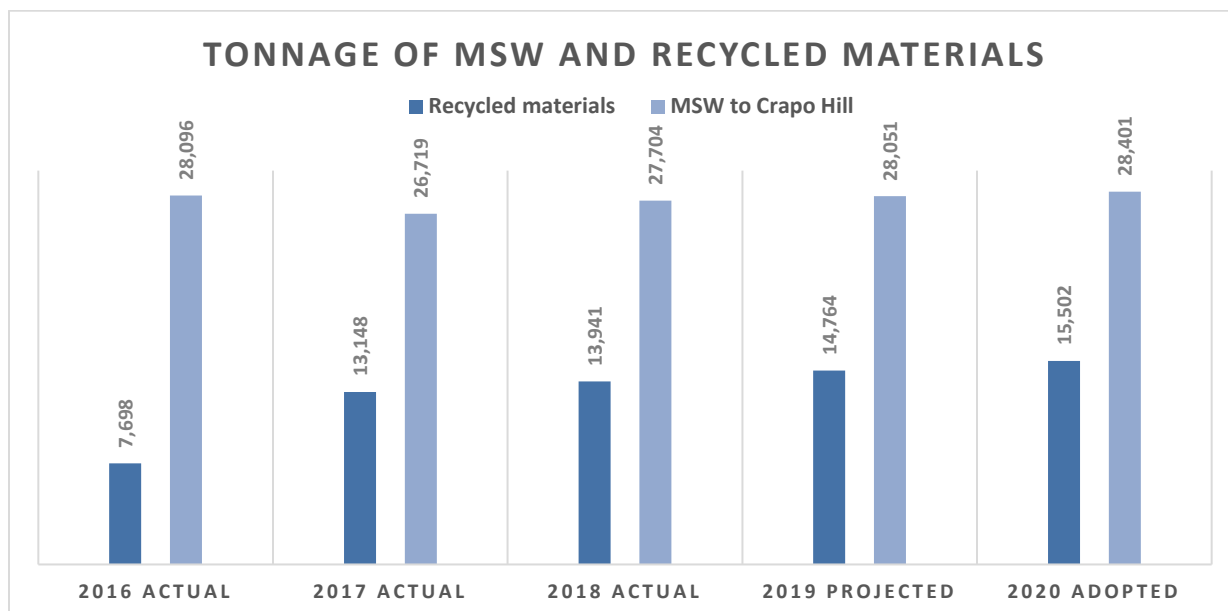
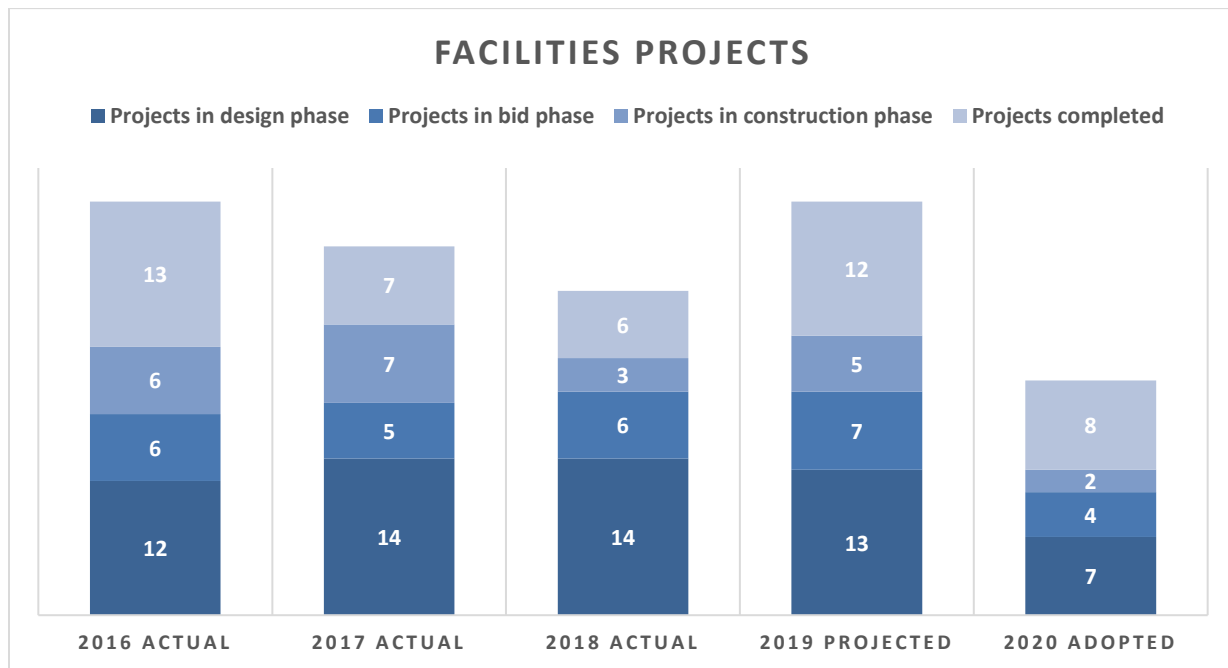
**FY 2020 Strategic Goals and Performance Measures**

Strategic Goals		Status
1	Increase the efficiency and effectiveness of the central garage.	Ongoing
2	Improve overall condition and quality of city-owned facilities.	Ongoing
3	Work with other relevant departments on operational consolidation and disposition of targeted city-owned buildings.	Ongoing
4	Increase recycling compliance through outreach and enforcement of the city’s trash and recycling ordinance.	Ongoing
5	Improve the cleanliness of the City by increasing the effectiveness and efficiency of refuse and litter enforcement.	Ongoing

PERFORMANCE MEASURES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 PROJECTED	2020 ADOPTED
Average Age of Emergency Vehicles	12	12	12	11	10
Average Age of Operational Vehicles	14	14	13	12	11

PERFORMANCE MEASURES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 PROJECTED	2020 ADOPTED
Total # of projects	37	33	29	27	21
Projects in design phase	12	14	14	13	7
Projects in bid phase	6	5	6	7	4
Projects in construction phase	6	7	3	5	2
Projects completed	13	7	6	12	8

PERFORMANCE MEASURES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 PROJECTED	2020 ADOPTED
Tonnage of recycled materials	7,698	13,148	13,941	14,764	15,502
Tonnage of MSW to Crapo Hill	28,096	26,719	27,704	28,051	28,401
# of non-authorized bulky items removed	860	1,489	2,358	3,145	3,500
# of dumping violations issued	9	24	71	30	50



## FY 2020 Expenditure Detail

	2018	2019	2019	2019	2020
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$3,008,757	\$3,373,791	\$3,373,791	\$2,995,500	\$3,380,396
Longevity	17,150	19,050	19,050	14,200	14,150
Overtime	67,002	78,093	78,093	75,275	78,093
Final Employee Payoffs	97,087	0	0	29,661	0
Sal Wages Temporary	22,020	58,622	58,622	69,132	86,630
Sick Incentive	6,817	8,705	8,705	5,750	8,705
FURLOUGH Settlement	505,938	0	0	0	0
FURLOUGH Interest	2,096	0	0	0	0
<b>Total Personnel Budget</b>	<b>\$3,726,867</b>	<b>\$3,538,261</b>	<b>\$3,538,261</b>	<b>\$3,189,518</b>	<b>\$3,567,974</b>
Advertising	\$435	\$1,000	\$1,000	\$0	\$1,000
Asbestos Lead Removal	0	0	0	21,591	0
Cell Phone	6,185	8,500	8,500	9,394	8,500
Consultants	3,748	0	21,740	1,500	0
Contractual Services	59,131	270,390	385,359	306,050	270,390
Electricity	1,024,300	1,110,000	1,123,457	1,200,000	1,185,571
Employees Training	4,793	6,025	6,025	256	16,025
Engineering Services	15,536	20,000	264,410	255,000	20,000
Hospital And Medical	72,865	67,000	67,000	119,101	67,000
In State Travel	98	0	0	15	0
Jdgmnt Claims Sttlmnts	63,184	0	0	0	0
Maintenance Agreements	69,365	55,300	55,300	103,719	55,300
Natural Gas	367,562	285,000	285,000	285,000	362,712
Not Otherwise Classifi	9,617	1,500	1,500	11,015	1,500
Oil For Heat	109,699	100,000	100,000	101,000	100,000
Pest Control	5,365	3,500	3,500	13,961	3,500
Postage	0	50	50	0	50
Pre Employment Medical	1,905	1,000	1,000	806	1,000
Printing	1,150	1,000	1,000	1,145	1,000
Professional Licenses	4,154	500	500	1,028	500
Public Safety	0	500	500	0	500
R M Buildings Grounds	13,374	0	0	5,732	0
R M Communication Line	0	1,500	1,500	591	1,500
R M Electrical	0	0	0	726	0
R M Elevator Equipment	24,965	30,000	30,000	36,297	30,000
R M Equipment	1,145	2,000	2,000	3,807	2,000
R M Flat Tires	990	500	500	1,209	500
R M Glass	825	1,000	1,000	605	1,000
R M HVAC Equipment	186,387	139,050	207,562	205,000	139,050
R M Intercoms Alarms	\$15,365	\$10,000	\$10,000	\$38,836	\$10,000
R M Machine Tools	1,380	0	0	0	0

## FY 2020 Expenditure Detail

	2018	2019	2019	2019	2020
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
R M Miscellaneous	0	1,000	1,000	0	1,000
R M Roofs	255	0	0	10,082	0
R M Small Engines	40	200	200	0	200
R M Two_Way Radio	3,235	4,000	4,000	2,451	4,000
R M Vehicle Transmissions	1,638	2,000	2,000	3,430	2,000
R M Vehicles	134,331	110,000	110,000	135,192	110,000
R M Windows Doors	9,990	15,000	15,000	11,767	15,000
Refuse Service	8,154	5,000	5,000	4,220	5,000
Rental Lease Const Equ	2,641	0	0	1,191	0
Rental Lease Vehicles	49,299	49,300	49,300	42,019	49,300
Rental-Lease	12,611	297,757	297,757	312,259	268,327
Uniform Cleaning Services	13,715	12,080	12,080	29,833	12,080
<b>Total Charges and Services</b>	<b>\$2,299,433</b>	<b>\$2,611,652</b>	<b>\$3,074,740</b>	<b>\$3,275,828</b>	<b>\$2,745,505</b>
Concrete	\$101	\$500	\$500	\$0	\$500
Newspaper Magazines	565	250	250	382	250
Parts - Fence	897	0	0	204	0
Parts - HVAC	49,777	35,000	35,000	62,481	35,000
Supplies Boardup	(1,600)	0	0	0	0
Supplies Building Main	44,067	54,000	54,000	46,467	54,000
Supplies Carpentry	7,554	20,000	20,000	27,360	20,000
Freight	8,202	10,000	10,000	7,662	10,000
Supplies Doors Window	32,538	10,000	10,000	51,462	10,000
Supplies Janitorial	86,091	85,000	85,000	85,000	85,000
Supplies Lighting	33,369	30,000	30,000	23,304	30,000
Supplies Masonry	5,284	2,000	2,000	4,354	2,000
Supplies Misc Ground	6,817	10,000	10,000	7,174	10,000
Supplies Not Otherwise	18,906	2,000	2,000	33,463	2,000
Supplies Other	333	0	0	2,738	0
Supplies Painting	8,026	12,000	12,000	9,070	12,000
Supplies Pest Control	129	1,000	1,000	123	1,000
Supplies Photocopier	2,151	5,000	5,000	589	5,000
Supplies Plumbing	18,320	20,000	20,000	43,294	20,000
Supplies Public Safety	478	0	0	0	0
Supplies SmallTools	8,802	10,000	10,000	11,823	10,000
Supplies Sundry Office	6,976	5,000	5,000	7,861	5,000
Supplies Welding	4,622	7,000	7,000	7,849	7,000
Supplies Vehicle	\$520,031	\$571,000	\$571,000	\$501,120	\$571,000
Uniforms and Other Clo	3,069	4,000	4,000	5,324	4,000
Vehicle Diesel Fuel	150,797	150,000	150,000	150,000	150,000
Vehicle Gas Fuel	465,544	430,000	430,000	430,000	430,000

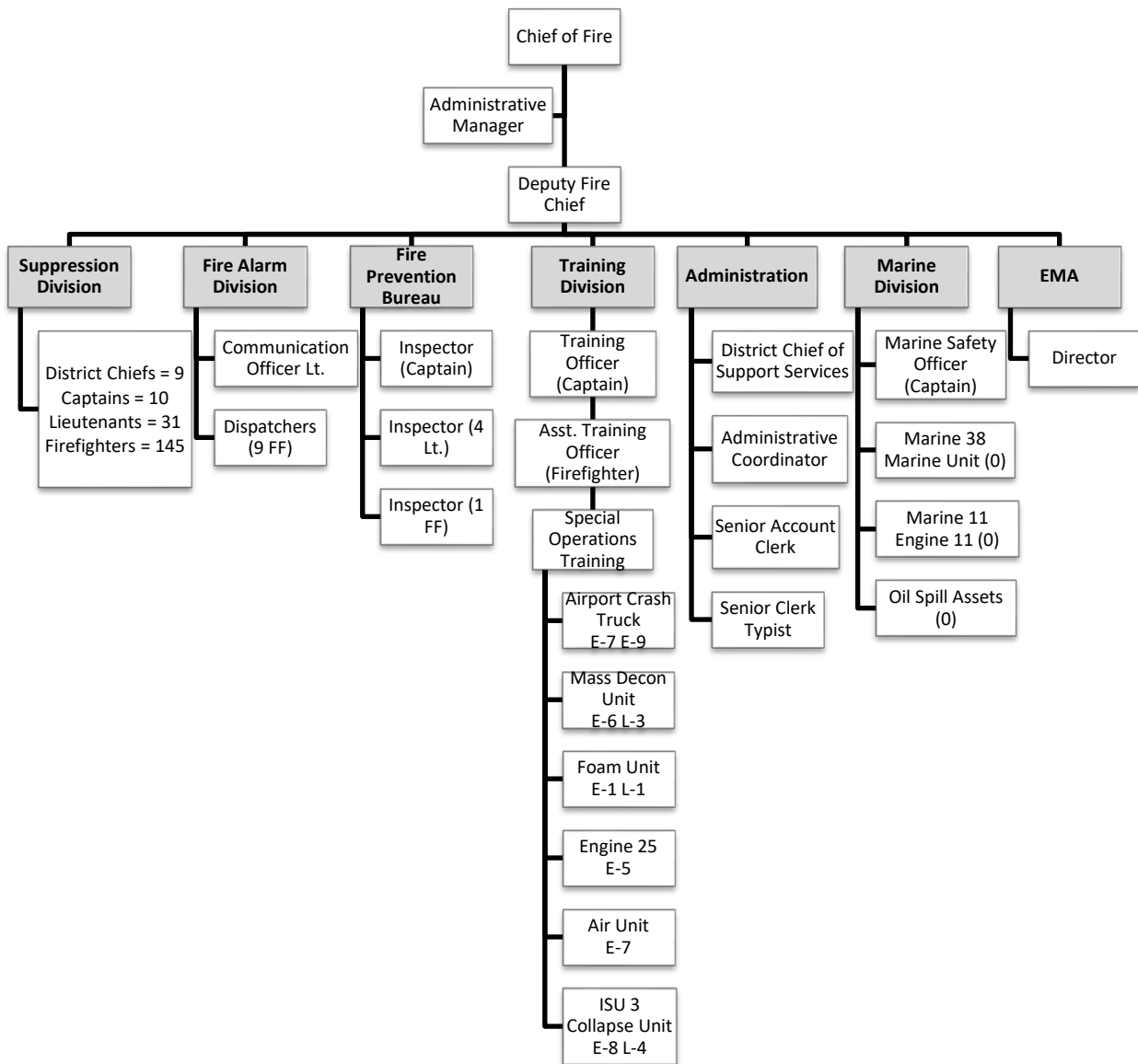
**FY 2020 Expenditure Detail**

	2018	2019	2019	2019	2020
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Vehicle Oil and Other	30,027	30,000	30,000	15,159	30,000
Vehicle Supplies Batte	22,651	31,500	31,500	27,735	31,500
Vehicle Supplies Tires	64,797	82,000	82,000	54,242	82,000
<b>Total Supplies</b>	<b>\$1,599,320</b>	<b>\$1,617,250</b>	<b>\$1,617,250</b>	<b>\$1,616,240</b>	<b>\$1,617,250</b>
Automobiles/Vehicles P	\$328,548	\$560,837	\$713,837	\$699,803	\$706,619
Building Structure	47,582	97,000	365,320	365,320	252,000
Computer Software Capital	0	0	0	62,034	58,279
Minor Equipment Capital	7,663	50,000	50,000	2,000	50,000
<b>Total Capital Outlay</b>	<b>\$383,793</b>	<b>\$707,837</b>	<b>\$1,129,157</b>	<b>\$1,129,157</b>	<b>\$1,066,898</b>
Other Financing Uses	\$0	\$0	\$75,000	\$75,000	\$0
<b>Total Other Financing</b>	<b>\$0</b>	<b>\$0</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$0</b>
<b>TOTAL EXPENDITURES</b>	<b>\$8,009,412</b>	<b>\$8,475,000</b>	<b>\$9,434,408</b>	<b>\$9,285,743</b>	<b>\$8,997,627</b>

**Mission Statement:** The New Bedford Fire Department’s mission is to protect the lives and property of the citizens and visitors of the City of New Bedford against harm from all hazards whether natural or manmade. We strive to reduce the risk to the community through public education and prevention. As a maritime community we are committed to the protection of the environment and its natural resources from harm. Our mission is accomplished through service to others, dedication and a commitment to providing the highest levels of service to the community possible.

**Department Description:** The New Bedford Fire Department (NBFD) is made up of six divisions including the Suppression, Emergency Management, Fire Alarm, Training, Administration and Marine Divisions as well as the Fire Prevention Bureau. The department is led by the Chief of Fire and supported by one Deputy Chief, one EMA Director, 10 District Chiefs, 13 Captains, 35 Lieutenants, and 155 firefighters across seven fire stations, seven engine companies, three ladder companies and two NBFD boats. In addition to emergency response and management, the NBFD is responsible for the education and prevention of fire within the community as well as investigations, inspections and the issuance of all NBFD permits.

**Department Organizational Chart**



**FY 2020 Adopted Budget Summary**

	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
<b>Expenditures</b>	\$17,528,413	\$18,022,285	\$18,026,985	\$18,492,001	\$19,129,917
<b>Position Distribution</b>					
Full-Time	221	221	221	221	221
Part-Time	0	0	0	0	0

**FY 2020 Budget Analysis:** The FY 2020 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The personnel budget also reflects an increase to overtime (\$100,000) to more closely approximate actual expenditures. The charges and services budget reflects an increase in court services and funding for auto vehicle location and Code Red Alert systems (\$47,900). The supplies and materials budget includes funding for the replacement of protective clothing (\$65,000).

**FY 2018/2019 Accomplishments**

- Made significant capital investments in various fire stations and vehicles including:
  - Replacement of the floor and kitchen at Station 2;
  - Repainting of the hose tower at Station 7
  - Replacements for Engine 6, three new staff vehicles, and a crash rescue vehicle for New Bedford Regional Airport have been ordered.
- Centralized Fire and Police Dispatch was successfully implemented in FY 2019.
- NBFDD trained 140 DPI employees in CPR/AED use and Stop the Bleed and New Bedford Public School nurses were trained in Tactical Combat Casualty Care.
- EMA successfully recovered almost \$750,000 since the beginning of FY 2018; implemented The Code Red System in the city for emergency notifications and alerts; and augmented its sheltering supplies with heated meals and palletized water.

**Program Descriptions**

**Administration Division:** The Administrative Division oversees the day to day administration, financial oversight, grant administration and planning functions of the NBFDD. It is comprised of the Chief, Deputy Chief, support services chief and the clerical staff. In addition each Suppression District Chief is assigned an additional collateral duty to oversee department response capability, asset or Division.

**EMA Division:** The EMA Division is responsible for emergency management that coordinates community resources and operation plans that cover a variety of hazards to which the community is vulnerable. This area will also coordinate local government response and recovery operations during a major emergency or disaster in conjunction with the City’s Mayor.

**Fire Alarm Division:** The Fire Alarm Division is the nerve center through which response information flows and responses to fire and medical emergencies are coordinated. The division operates the systems used to receive and transmit alarms and is comprised of dispatchers and the civilian staff that maintain the alarm system network.

**Fire Prevention Bureau:** The Fire Prevention Bureau is the investigative arm of the department, which determines the causes of all fires, investigates all complaints and requests for investigation and completes all code compliance inspections. The Bureau is also responsible for reviewing building plans to ensure that they meet with fire safety regulations and generating and recording all permits and records of inspection. The division is staffed by a Captain and a five-member investigative staff.

**Fire Suppression Division:** The Fire Suppression Division is responsible for rapid response (<5 minutes) to all fire and medical emergencies. The division is comprised of over 200 personnel, which are divided into 7 engine companies and 3 ladder companies across the city's 7 fire stations. In addition, the suppression division is responsible for emergency response to the New Bedford Regional Airport.

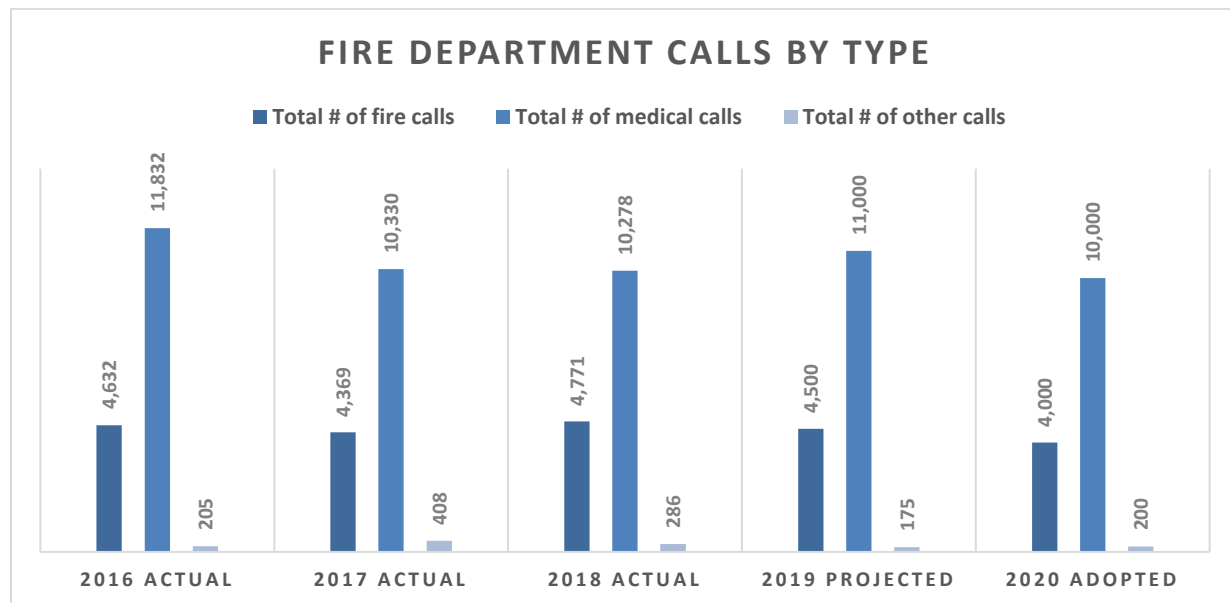
**Marine Unit:** The Marine Unit is responsible for all NBFD operations on or along the waterfront, including 24/7 response capability on the water; training, maintenance and coordination of the departments' marine units, oil spill boom and equipment, and rapid response water crafts; and the coordination of response efforts to oils spill in New Bedford waters.

**Training Division:** The NBFD consistently works to increase its standardization of best practices and policies to improve effectiveness and follow industry standards. The Training Division is responsible for the coordination and management of all annual department trainings that are mandated by national standards in a variety of subject areas.

**FY 2020 Strategic Goals and Performance Measures**

Strategic Goals		Status
1	Continue to ensure the safety of New Bedford residents and businesses.	Ongoing
2	Work with the New Bedford Police Department, Solicitor's Office and union officials to finalize the consolidation of dispatch between Fire, Police and EMS.	Ongoing
3	Establish a fire prevention work plan.	Ongoing

PERFORMANCE MEASURES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 PROJECTED	2020 ADOPTED
Reported fires	440	416	447	440	400
Structure fires	208	225	235	200	200
Fire calls	4,632	4,369	4,771	4,500	4,000
Medical calls	11,832	10,330	10,278	11,000	10,000
Other calls	205	408	286	175	200





**FY 2020 Expenditure Detail**

	2018	2019	2019	2019	2020
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Pe	\$13,342,102	\$14,202,109	\$14,202,109	\$13,960,495	\$14,948,496
Additional Gross	46,179	68,000	68,000	71,000	68,000
Longevity	93,850	96,550	96,550	94,900	93,450
Overtime	1,105,499	600,000	600,000	950,000	700,000
Educational Credit	951,710	1,007,337	1,007,337	1,020,000	1,034,337
Final Employee Payoffs	89,337	0	0	300,000	0
Holiday	745,111	830,824	830,824	820,000	859,042
Sick Incentive	17,525	24,000	24,000	15,025	24,000
Uniform Allowance	179,533	210,750	210,750	210,750	216,000
FURLOUGH Settlement	26,642	0	0	0	0
FURLOUGH Interest	105	0	0	0	0
<b>Total Personnel Budget</b>	<b>\$16,597,592</b>	<b>\$17,039,570</b>	<b>\$17,039,570</b>	<b>\$17,442,170</b>	<b>\$17,943,325</b>
Cell Phone	\$15,710	\$13,000	\$13,000	\$13,000	\$13,349
Fire Prev-Cell Phone	0	6,000	6,000	6,000	6,000
Consultants	5,400	0	0	0	0
Court Services	4,875	7,000	7,000	7,000	32,000
Dues Subscriptions	2,796	2,600	2,600	2,600	18,500
Employees Training	31,323	37,500	37,500	37,813	37,500
Hospital And Medical	113,127	146,300	146,300	205,000	146,300
In State Travel	304	0	0	0	0
Not Otherwise Classified	2,221	5,000	9,700	9,700	5,000
Out Of State Travel	1,019	500	500	1,732	500
Photograph Charges	105	500	500	500	200
Printing	1,740	550	550	803	550
Public Safety	5,466	3,000	3,000	3,000	3,000
R M Miscellaneous	10,403	6,600	6,600	6,600	6,600
R M Office Equipment	30,982	28,000	28,000	28,000	28,000
R M Vehicles Fire	14,570	13,000	13,000	13,000	13,000
Refuse Service	1,570	2,000	2,000	2,000	1,760
Rental-Lease	5,704	7,040	7,040	7,040	13,780
<b>Total Charges and Services</b>	<b>\$247,314</b>	<b>\$278,590</b>	<b>\$283,290</b>	<b>\$343,788</b>	<b>\$326,039</b>
Books	\$1,276	\$600	\$600	\$600	\$600
Supplies Janitorial	2,397	500	500	500	500
Supplies Medical	17,195	20,000	20,000	20,000	20,000
Supplies Not Otherwise	5,062	4,200	4,200	4,200	4,700
Supplies Painting	10	500	500	500	300
Supplies Photocopier	1,448	1,500	1,500	1,500	1,700
Supplies Public Safety	13,042	5,000	5,000	5,000	5,000
Supplies SmallTools	\$2,040	\$2,000	\$2,000	\$2,000	\$2,000

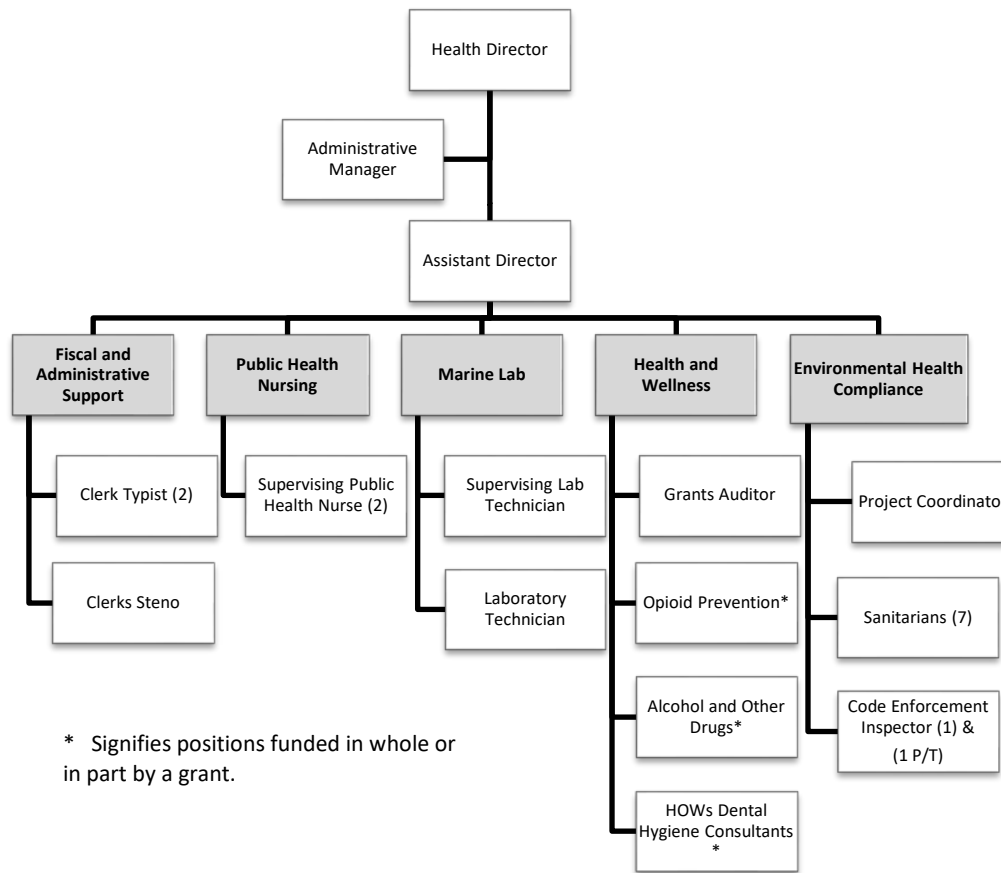
## FY 2020 Expenditure Detail

	2018	2019	2019	2019	2020
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Supplies Sundry Offic	\$10,226	\$7,725	\$7,725	\$7,725	\$7,725
Supplies Vehicle - Fir	9,527	10,000	10,000	10,000	10,000
Supplies Vehicle - Mis	2,610	2,400	2,400	2,400	2,400
Uniforms and Other Clo	53,981	83,100	83,100	83,100	148,100
<b>Total Supplies</b>	<b>\$118,814</b>	<b>\$137,525</b>	<b>\$137,525</b>	<b>\$137,525</b>	<b>\$203,025</b>
Computer Equip non Cap	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Fire Equipment Capital	563,693	565,600	555,542	557,460	656,528
<b>Total Capital Outlay</b>	<b>\$564,693</b>	<b>\$566,600</b>	<b>\$556,542</b>	<b>\$558,460</b>	<b>\$657,528</b>
Other Financing Uses	\$0	\$0	\$10,058	\$10,058	\$0
<b>Total Other Financing</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,058</b>	<b>\$10,058</b>	<b>\$0</b>
<b>TOTAL EXPENDITURES</b>	<b>\$17,528,413</b>	<b>\$18,022,285</b>	<b>\$18,026,985</b>	<b>\$18,492,001</b>	<b>\$19,129,917</b>

**Mission Statement:** The Health Department’s mission is to prevent disease and to promote and protect the health and wellbeing of New Bedford’s residents and visitors.

**Department Description:** The Health Department is responsible for leading a broad public health mandate that includes Environmental Health (e.g., housing sanitation, childhood lead poisoning prevention, food safety, trash/nuisance, sewer/septic, swimming pools, and environmental remediation/clean-up), Public Health Nursing, Substance Abuse and Violence Prevention, Municipal Marine Lab Testing, and Health and Wellness Promotion. The department is led by the city’s Director of Health and supported by a Assistant Director and a mix of locally and grant funded staff that provides public health services for the City of New Bedford.

**Department Organizational Chart**



**FY 2020 Adopted Budget Summary**

	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
<b>Expenditures</b>	\$1,070,800	\$1,145,878	\$1,145,878	\$1,134,716	\$1,129,480
<b>Position Distribution</b>					
Full-Time	20	20	20	20	20
Part-Time	1	1	1	1	1

**FY 2020 Budget Analysis:** The FY 2020 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The personnel budget also reflects the mid-year conversion of one sanitarian to a laboratory technician as well as the FY 2020 conversion of a code enforcement inspector to a sanitarian (\$2,900).

**FY 2018/2019 Accomplishments**

- In the fall of 2018 the department received a state funded multi-year grant from the Massachusetts Tobacco Cessation and Prevention (MTCP) program and as a result, was able to hire a full time Public Health Program Manager to oversee the management of the MTCP program and enforcement of the state and local marijuana regulations.
- Successfully executed two strategic planning initiatives:
  - In January 2019 the New Bedford Health Department negotiated a service agreement with UMass Dartmouth to assist with the development of a Community Health Needs Assessment, a Community Health Improvement Plan and a Strategic Plan for the New Bedford Health Department. The three documents will be an essential part of the Health Department's strategic planning process going forward and are prerequisites for the Public Health Accreditation Boards application "readiness" process.
  - In addition, the department also recently secured the services of the National League of Cities and Prevention Solutions at the Educational Development Center to assist, along with UMass Dartmouth, in the execution of a strategic planning process for the Greater New Bedford Opioid Task Force (GNBOTF).
- Received funding to provide part time staffing support for the GNBOTF and are working with the MA Department of Public Health to split the duties of the position with the state funded Partnership for Success coordinator to create part-time support for the Task Force.

**Program Descriptions**

**Administration and Finance:** The Fiscal and Administrative Support staff maintains the budget, processes payroll and invoices and monitors all grants awarded to the department.

**Environmental Health:** The Environmental Health division provides inspections, compliance, and enforcement of Public Health codes, regulations, and ordinances related to food retail/service, housing sanitation, and environmental health in accordance with relevant Public Health codes, Board of Health regulations, and City ordinances and provides consultation and education to citizens, businesses, and federal/state/local governmental agencies (e.g., MDPH, EPA). The Health Department's 10 union sanitarian/code enforcement inspectors and two union administrative clerks issue over 40 different permits/licenses, conduct inspections at over 700 permanent and 130 temporary food establishments (including 35 schools), and respond to housing sanitation and solid waste issues at some 45,000 housing units city wide.

**Health and Wellness Promotion:** The Health and Wellness division aims to promote healthy behavior and lifestyle choices, prevent or minimize diseases, deter unhealthy behaviors, and improve access to health care. The division works to develop and implement community programs that prevent disease and promote health related to senior adult falls, oral/dental health, obesity/diabetes, pediatric asthma, and hypertension.

**Municipal Marine Lab Testing:** The Municipal Marine Lab serves New Bedford and surrounding communities in monitoring, testing, and reporting of water quality, fish, and beach samples, and follow-up of beach closures when recommended safety limits are exceeded. Lab personnel include a lab director supported entirely through an MDPH grant and a laboratory technician.

**Public Health Nursing:** The Public Health Nursing division provides immunizations; conducts infectious disease surveillance, reporting and follow-up; monitors Arbovirus (West Nile Virus, Eastern Equine Encephalitis) mosquito testing and trends; administers CPR training for residents, businesses and first responders; develops and conducts emergency preparedness exercises in collaboration with county/state/local agencies; and monitors and prevents childhood lead and rabies poisoning.

**Behavioral Health (Substance Abuse and Mental Illness) Prevention and Services:** The Behavioral Health division delivers prevention activities including outreach, education, public youth advocacy, and compliance efforts aimed at preventing and reducing first use and consequences of legal and illicit substances including alcohol, opiates, and other drugs.

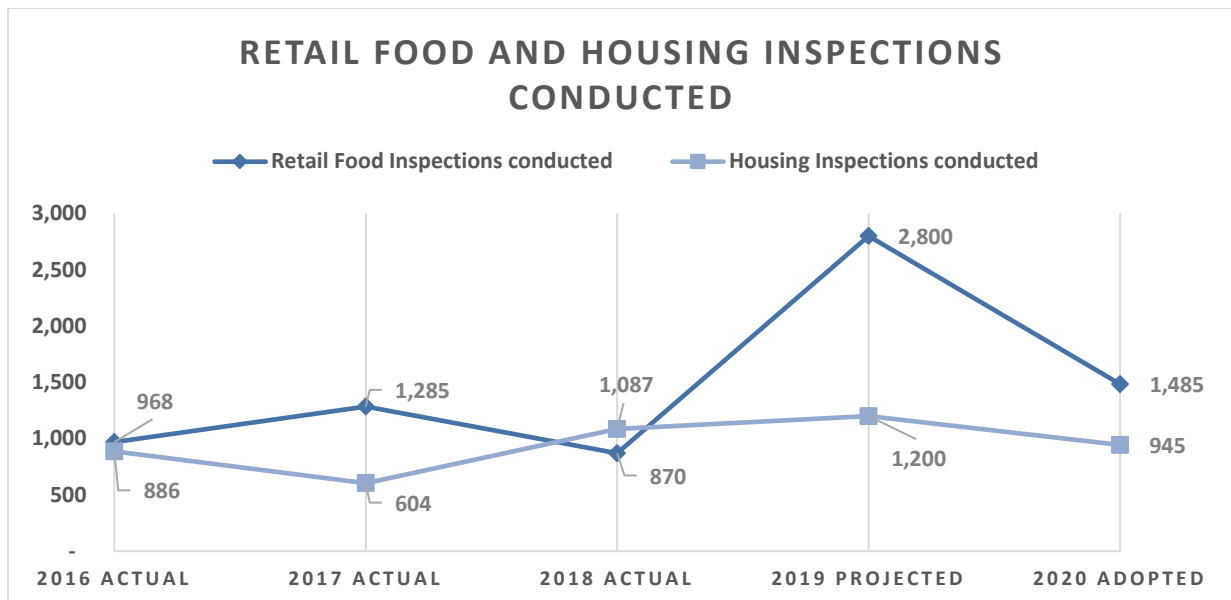
FY 2020 Strategic Goals and Performance Measures

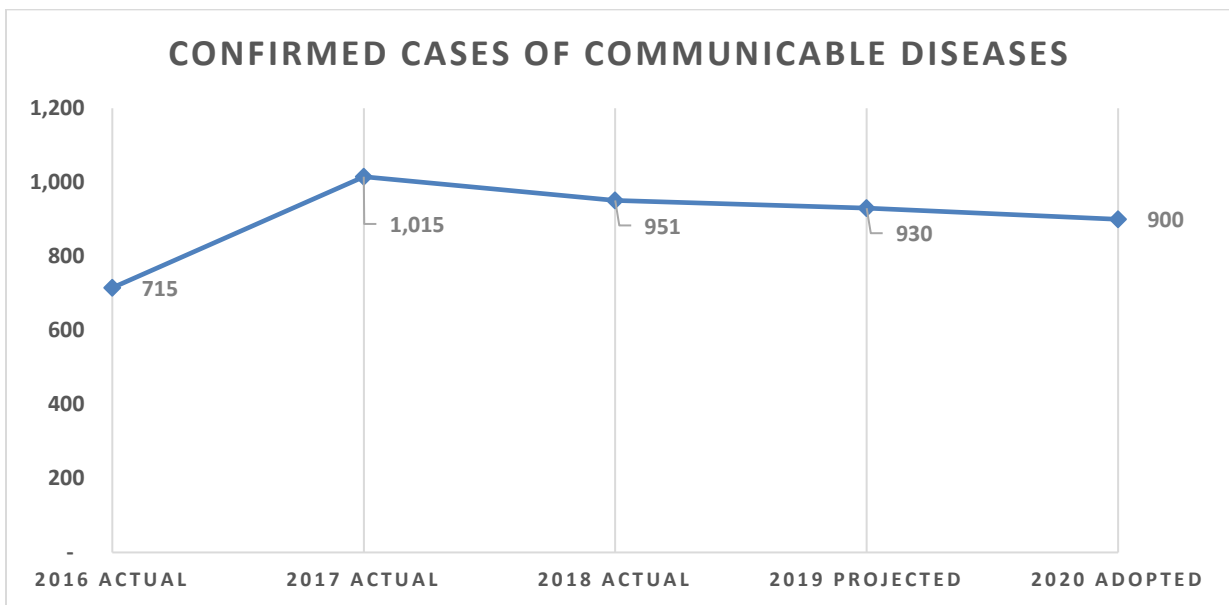
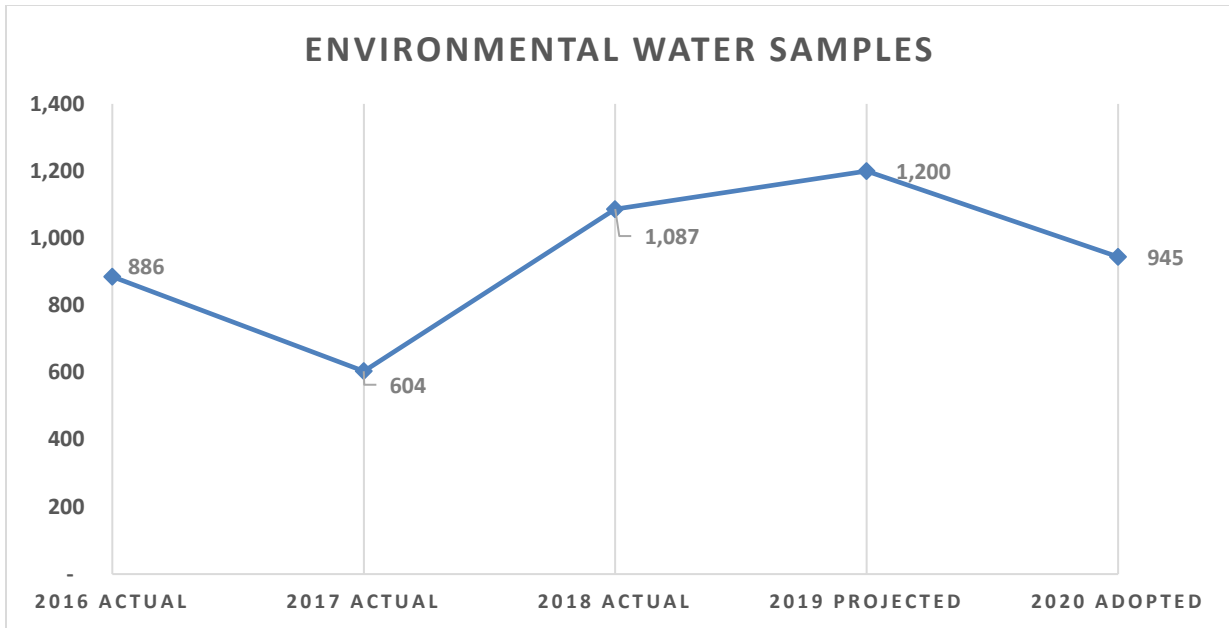
Strategic Goals		Status
1	Establish the New Bedford Health Department as an accredited health department.	Ongoing
2	Begin the process of creating school-based health centers across New Bedford.	Ongoing
3	Conduct inspections, compliance, and enforcement of public health codes, regulations, and ordinances related to food retail/service, housing sanitation, and environmental health.	Ongoing
4	Provide high quality local and regional waterfront resources and services.	Ongoing
5	Reduce substance use/misuse among New Bedford residents.	Ongoing
6	Manage and Monitor infectious and communicable disease outbreaks.	Ongoing
7	Ensure the compliance of all permitting, rules and regulations for retail tobacco establishments.	Ongoing

PERFORMANCE MEASURES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 PROJECTED	2020 ADOPTED
Retail Food Inspections conducted	968	1,285	870	2,800	1,485
Housing Inspections conducted	886	604	1,087	1,200	945
Environmental water samples	2,443	2,244	2,365	2,370	2,460
Opioid related deaths*	57	45	40	32	22
Total Confirmed Cases of Communicable Diseases	715	1015	951	930	900
Subset: Active TB	4	7	4	3	4
Subset: Hepatitis A	1	0	0	5	2
Subset: Hepatitis B	7	10	7	3	7
Subset: Hepatitis C	153	155	120	90	130
% of Tobacco Inspections	100%	100%	100%	100%**	100%**

\*Data is reported by the Massachusetts Department of Public Health by Calendar year and is delayed due to confirmation with Medical Examiner confirmation. 2018 Actual number is estimated until MDPH reports official numbers.

\*\*The New Bedford Health Department is participating in a state grant that requires a cluster model. Our tobacco compliance officer will cover inspections for surrounding communities including: Dartmouth, Acushnet, Freetown, Fairhaven, Marion and Rochester.





## FY 2020 Expenditure Detail

	2018	2019	2019	2019	2020
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$780,825	\$937,841	\$937,841	\$919,043	\$961,625
Longevity	5,150	5,150	5,150	5,150	5,250
Overtime	3,566	0	0	7,927	0
Final Employee Payoffs	12,809	0	0	0	0
Sal Wages PT Permanent	15,696	17,864	17,864	17,864	16,682
Sick Incentive	1,828	2,100	2,100	2,125	2,800
FURLOUGH Settlement	119,341	0	0	0	0
FURLOUGH Interest	467	0	0	0	0
<b>Total Personnel Budget</b>	<b>\$939,681</b>	<b>\$962,955</b>	<b>\$962,955</b>	<b>\$952,109</b>	<b>\$986,357</b>
Advertising	\$0	\$0	\$0	\$316	\$0
Board Member Stipends	818	669	669	1,149	669
Cell Phone	2,955	2,500	2,500	4,440	2,500
Consultants	79,000	80,986	80,986	77,030	80,986
Contractual Services	0	40,000	40,000	40,000	0
Court Services	2,268	2,500	2,500	2,500	2,500
Dues Subscriptions	950	150	150	310	150
Employees Training	5,113	4,230	4,230	4,230	4,230
Hospital And Medical	1,551	600	600	608	600
In State Travel	1,356	800	800	800	800
Lab Testing Services	864	1,000	1,000	1,157	1,200
Postage	7	100	100	0	100
Printing	1,895	2,500	2,500	2,630	2,500
R M Miscellaneous	0	100	100	426	100
R M Office Equipment	1,711	300	300	744	300
Telephone	663	663	663	663	663
<b>Total Charges and Services</b>	<b>\$99,151</b>	<b>\$137,098</b>	<b>\$137,098</b>	<b>\$137,003</b>	<b>\$97,298</b>
Books	\$0	\$300	\$300	\$300	\$300
Supplies Building Maintenance	808	0	0	187	0
Freight	510	200	200	700	200
Supplies Medical	19,084	22,490	22,490	21,500	22,490
Supplies Not Otherwise Class	0	0	0	50	0
Supplies Photocopier	1,832	2,000	2,000	2,000	2,000
Supplies Sundry Office	6,103	5,300	5,300	5,432	5,300
Supplies Teaching - Library	36	300	300	200	300
<b>Total Supplies</b>	<b>\$28,373</b>	<b>\$30,590</b>	<b>\$30,590</b>	<b>\$30,369</b>	<b>\$30,590</b>

**FY 2020 Expenditure Detail**

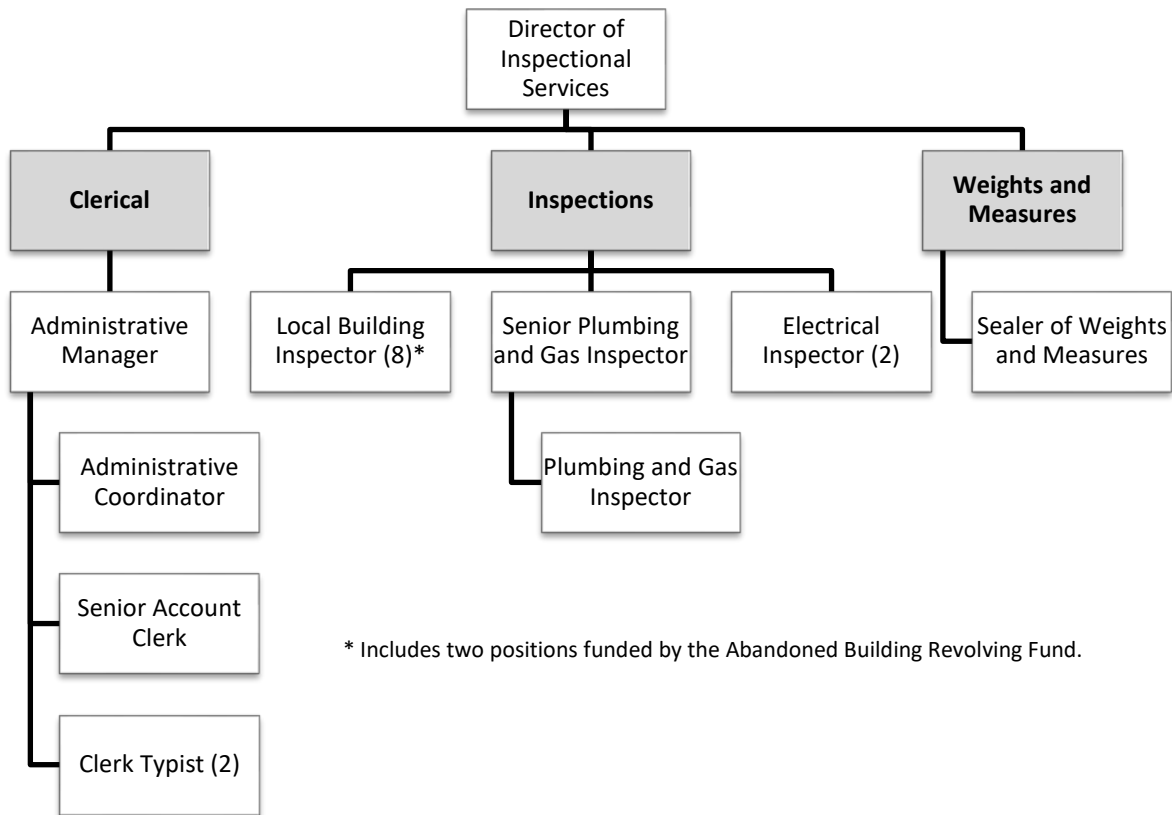
	<b>2018</b>	<b>2019</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>
<b>DESCRIPTION</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REVISED</b>	<b>PROJECTED</b>	<b>ADOPTED</b>
Computer Equip non Capital	\$0	\$5,000	\$5,000	\$5,000	\$5,000
Computer Software Non Cptl	0	1,500	1,500	1,500	1,500
Minor Equipment Capital	3,595	8,735	8,735	8,735	8,735
<b>Total Capital Outlay</b>	<b>\$3,595</b>	<b>\$15,235</b>	<b>\$15,235</b>	<b>\$15,235</b>	<b>\$15,235</b>
<b>TOTAL EXPENDITURES</b>	<b>\$1,070,800</b>	<b>\$1,145,878</b>	<b>\$1,145,878</b>	<b>\$1,134,716</b>	<b>\$1,129,480</b>



**Mission Statement:** The mission of the Department of Inspectional Services is to promote the health, safety, and welfare of the citizens of New Bedford by enforcing local zoning and state building, plumbing, gas and electrical codes. To that end, the department is responsible for ensuring the structural integrity and maintenance of existing buildings and the permitting and oversight of the construction all new structures. In addition, the department ensures that all individuals, partnerships, associations, trusts and corporations using weights or measures for the purpose of doing business in the City of New Bedford, have them tested, adjusted, sealed or condemned by the Sealer of Weights and Measures as per Massachusetts General Laws Chapter 98, Section 41.

**Department Description:** The Department of Inspectional Services enforces all provisions of Massachusetts state building, plumbing, gas, and electrical codes, as well as local zoning regulations and ordinances. The department is lead by a Commissioner and is comprised of three divisions: Clerical, Inspections and Weights and Measures. A staff of 17 employees issues all construction, reconstruction, alteration, repair, demolition, use or change of use, and occupancy permits; oversees the maintenance of all buildings and structures; conducts annual or bi-annual inspections of places of assembly and multi-family dwellings; tests, adjusts, seals, or condemns Weights and Measures devices; takes part in the Mayor’s Neighborhood Task Force; and responds to all questions and complaints from residents and businesses.

**Department Organizational Chart**



**FY 2020 Adopted Budget Summary**

	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
<b>Expenditures</b>	\$1,011,870	\$1,010,026	\$1,010,026	\$998,193	\$1,034,640
<b>Position Distribution</b>					
Full-Time	17	17	17	17	17
Part-Time	0	0	0	0	0

**FY 2020 Budget Analysis:** The FY 2020 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The personnel budget also includes funding to develop contingent staffing for the division of weights and measures (\$10,000).

**FY 2018/2019 Accomplishments**

- Exceeded the department’s goal of issuing 3,200 building permits in FY 2018.
- Worked with MIS to enable reporting from the field for inspectors and worked to eliminate barriers to reporting.
- Increased Certificates of Inspections by nearly 20% between FY 2017 and FY 2018 while continually maintaining a better tracking system with a focus on multi-family dwellings and businesses.

**Program Descriptions**

**Administration:** It is the responsibility of the clerical staff to issue all permits and Certificates of Inspection and Occupancy; maintain accurate records of all processed permits and certificates; and meet the department’s daily operational needs by coordinating with other municipal departments as appropriate. The clerical staff also facilitates all scheduling requests, and responding to all constituent matters including all written correspondence between the departments, residents, and business owners.

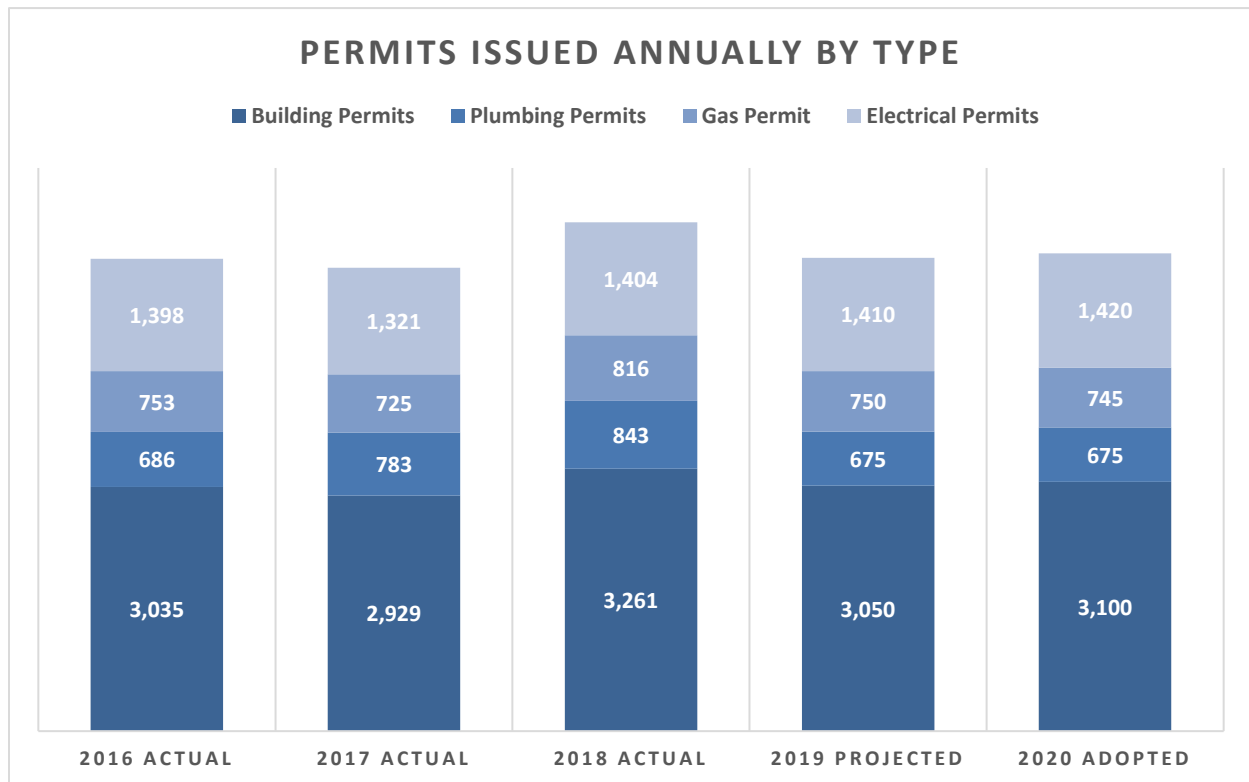
**Inspectors:** The City’s inspectors conduct inspections for all permits and certificates of inspection; research code; review plans; approve/reject permits; and respond to questions and complaints taken by telephone or at the office which are recorded as special investigations.

**Weights and Measures:** The Division of Weights and Measures ensures that all individuals, partnerships, associations, trusts and corporations, using weighing or measuring devices for the purpose of buying or selling goods, wares or merchandise, for public weighing or for hire or reward, doing business or having places of business located in the City, has them tested, adjusted, sealed or condemned by the Sealer of Weights and Measures as per Massachusetts General Laws Chapter 98, Section 41.

**FY 2020 Strategic Goals, Unit Objectives, Performance Measures**

Strategic Goals		Status
1	Improve the visual landscape of the City.	On Going
2	Improve the safety and attractiveness of the city’s buildings through enforcement of state and City codes and standards	On Going
3	Foster an environment that invites building and development across the City of New Bedford by processing building, gas, electrical and plumbing applications for residential and commercial projects in a timely and efficient manner.	On Going
4	Work with MIS to address barriers within the ViewPermit software that prevents contractors from submitting applications electronically and inhibits inspectors ability to report from the field.	On Going

PERFORMANCE MEASURES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 PROJECTED	2020 ADOPTED
Building Permits	3,035	2,929	3,261	3,050	3,100
Plumbing Permits	686	783	843	675	675
Gas Permits	753	725	816	750	745
Electrical Permits	1,398	1,321	1,404	1,410	1,420
Mechanical Sheet Metal Permits	90	102	94	90	100
Total # of Permits Received	6,248	6,261	6,687	6,300	6,350
Total # of Permits Issued	5,962	5,860	6,418	5,975	6,040
Certificates of Inspection	1,210	1,646	1,959	1,550	1,800
Total Revenue Generated	\$1,293,229	\$1,229,297	\$1,005,135	\$1,343,440	\$1,300,000



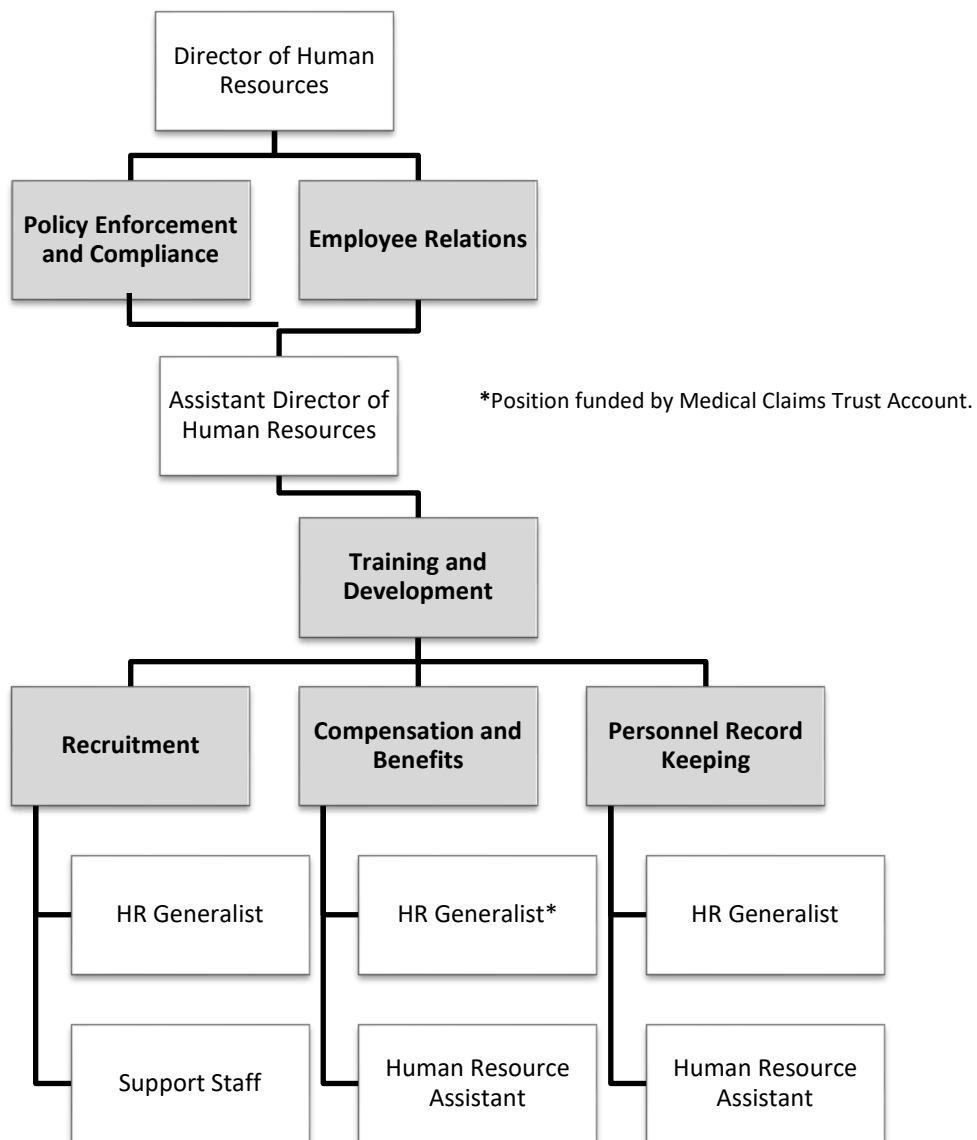
**FY 2020 Expenditure Detail**

	2018	2019	2019	2019	2020
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$891,372	\$933,162	\$933,162	\$932,259	\$947,528
Longevity	5,050	5,450	5,450	5,450	5,000
Final Employee Payoffs	1,853	0	0	6,980	0
Sal Wages Temporary	2,061	0	0	0	10,000
Sick Incentive	2,502	2,502	2,502	3,200	3,200
FURLOUGH Settlement	78,805	0	0	0	0
FURLOUGH Interest	307	0	0	0	0
<b>Total Personnel Budget</b>	<b>\$981,948</b>	<b>\$941,114</b>	<b>\$941,114</b>	<b>\$947,889</b>	<b>\$965,728</b>
Cell Phone	\$3,054	\$4,272	\$4,272	\$4,067	\$4,272
Contractual Services	875	37,400	37,400	18,156	37,400
Court Services	153	300	300	881	800
Dues Subscriptions	1,425	1,198	1,198	1,305	1,300
Employees Training	2,770	2,240	2,240	2,890	2,900
Hospital And Medical	1,797	1,250	1,250	700	488
In State Travel	0	0	0	23	0
Maintenance Agreements	180	0	0	300	300
Printing	2,366	3,500	3,500	3,500	3,000
Professional Licenses	0	400	400	400	400
R M Miscellaneous	300	300	300	0	0
R M Office Equipment	0	200	200	200	200
R M Vehicles	0	0	0	30	0
Rental-Lease	7,072	7,672	7,672	7,672	7,672
<b>Total Charges and Services</b>	<b>\$19,993</b>	<b>\$58,732</b>	<b>\$58,732</b>	<b>\$40,124</b>	<b>\$58,732</b>
Books	\$2,034	\$2,000	\$2,000	\$2,000	\$2,000
Supplies Computer	519	0	0	0	0
Supplies Not Otherwise Class	145	680	680	680	680
Supplies Photocopier	5,009	5,000	5,000	5,000	5,000
Supplies Sundry Office	2,222	2,500	2,500	2,500	2,500
<b>Total Supplies</b>	<b>\$9,929</b>	<b>\$10,180</b>	<b>\$10,180</b>	<b>\$10,180</b>	<b>\$10,180</b>
<b>TOTAL EXPENDITURES</b>	<b>\$1,011,870</b>	<b>\$1,010,026</b>	<b>\$1,010,026</b>	<b>\$998,193</b>	<b>\$1,034,640</b>

**Mission Statement:**The mission of the Personnel Department is to enhance service to the citizens of New Bedford by hiring and retaining the best City employees, increasing productivity and job satisfaction through the planning and administering of personnel programs, professional development and benefit designed programs. The department serves the public and City employees through outreach and recruitment and also supports City employees and managers by implementing policies and procedures, enforcing fair labor practices and fostering good relations among employees to create an environment where employees work productively, develop their skills and maintain job satisfaction.

**Department Description:** The Personnel Department is responsible for management oversight of employment, compensation, professional development, administering benefits, maintaining personnel records, education and enforcement of city, state and federal policies, civil service administration as well as having an ongoing commitment to customer service.

**Department Organizational Chart**



**FY 2020 Adopted Budget Summary**

	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
<b>Expenditures</b>	\$365,686	\$380,902	\$380,902	\$381,817	\$394,613
<b>Position Distribution</b>					
Full-Time	6	6	6	6	6
Part-Time	0	0	0	0	0

**FY 2020 Budget Analysis:** The FY 2020 budget includes funding for compensation increases required by the Code of Ordinances.

**FY 2018/2019 Accomplishments:**

- Continued to facilitate training and employee wellness programs including:
  - how to conduct an effective interview;
  - how to feel motivated in your work and life;
  - anti-harassment and anti-discrimination in the workplace;
  - lunch and learn wellness sessions; and
  - diabetes prevention programming.
- Assisted the Solicitor’s Office with multiple MCAD cases and participated with investigations.
- Worked with HRGOV USA to execute the AFSCME reclassification and compensation study.
- Facilitated multiple interviews with committees to find replacements for several high level management positions.
- Successfully coordinated open enrollments for Boston Mutual life Insurance, Trustmark, Inc and Blue Cross Blue Shield.

**Program Descriptions**

**Recruitment:** The Personnel Department is responsible for the process of finding and hiring the best-qualified candidate, from within or outside the City organization, for a job opening in a timely and cost effective manner. The recruitment process includes analyzing the requirements of the job, updating job descriptions, attracting candidates through various advertising measures, assisting with application requests, pre-screening, interviewing and selecting candidates, hiring, and integrating the new employee into the operations of the City.

**Policy Enforcement and Compliance:** The Personnel Department is responsible for enforcing and complying with labor and employment laws. The Personnel Department is required to understand and navigate the numerous laws and regulations in order to help ensure that the City avoids costly litigation. It is the Personnel Department’s responsibility to stay apprised of the latest information available and to communicate policies and procedures to employees. These policies include: employment; labor relations; wages and salary administration; employee training; and benefits consistent with the provisions of law.

**Employee Relations:** The Personnel Department is responsible for strengthening the employee-employer relationship through measuring job satisfaction, employee engagement and resolving workplace conflict in accordance with policies and collective bargaining agreements. The Personnel Department conducts hearings and/or investigations under MA State Law, City Code and union contracts (e.g., civil service hearings, MCAD, grievances and arbitrations), mediates management/employee issues (e.g., coaching of employees and/or managers on communication, performance, discipline), and participates with labor counsel in negotiations with bargaining agents.

**Compensation and Benefits:** The Personnel Department is responsible for maintaining and developing compensation schedules for bargaining and non-bargaining groups to help maintain internal and external equity. The Department evaluates competitive pay practices through job analysis, job evaluation through classification and factor comparisons and conducting salary benchmarking surveys. The Department is also responsible for the administration of employee benefits as well as coordinating interdepartmental efforts that foster the health, well-being, and workplace satisfaction of employees, attract competitive applicants, minimize turnover and increase job performance.

**Personnel Record Keeping** The Personnel Director is the official keeper of personnel records and the Department is responsible for maintaining accurate employee personnel records as they relate to personnel policies and civil service transactions, appointments, promotions, seniority, longevity, step increases, workers’ compensation, leaves of absences, reinstatements, transfers, demotions, terminations, retirements, licensing, residency, seniority, and the filing of mandatory reporting that apply to these records.

**Training and Development:** The Personnel Department is responsible for providing employees with ongoing education and the tools necessary to be successful in their positions and enhance their performance and professional fulfillment. Training and development programs include a variety of educational techniques, orientation trainings, coaching and mentoring techniques, policy trainings and programs that can be attended on a compulsory or voluntary basis by employees.

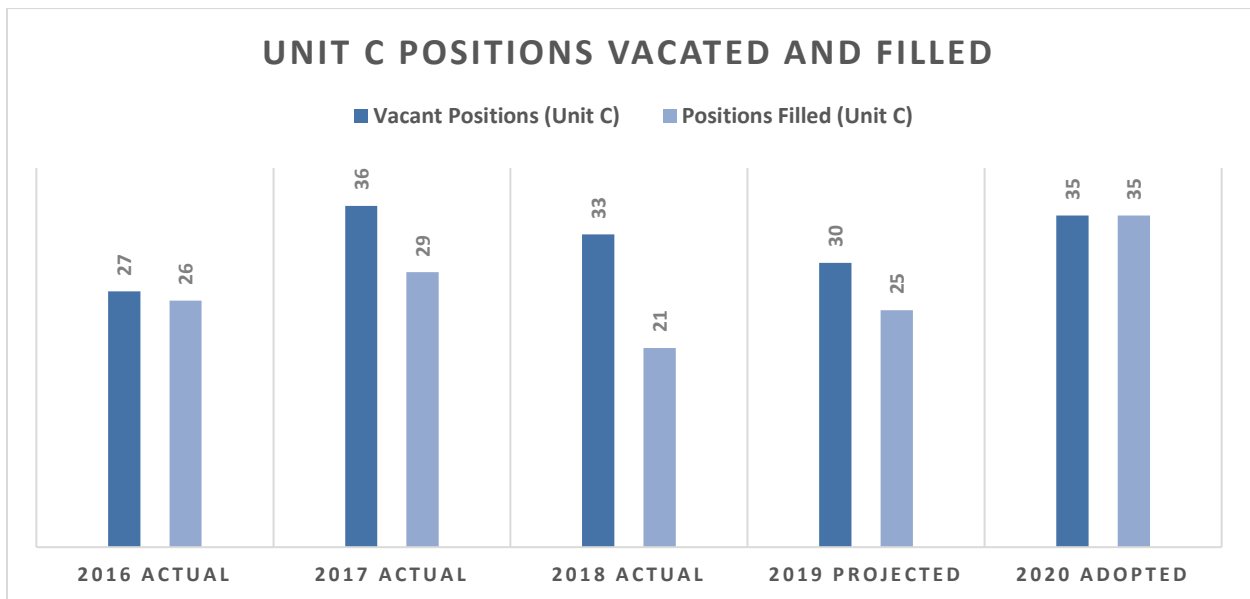
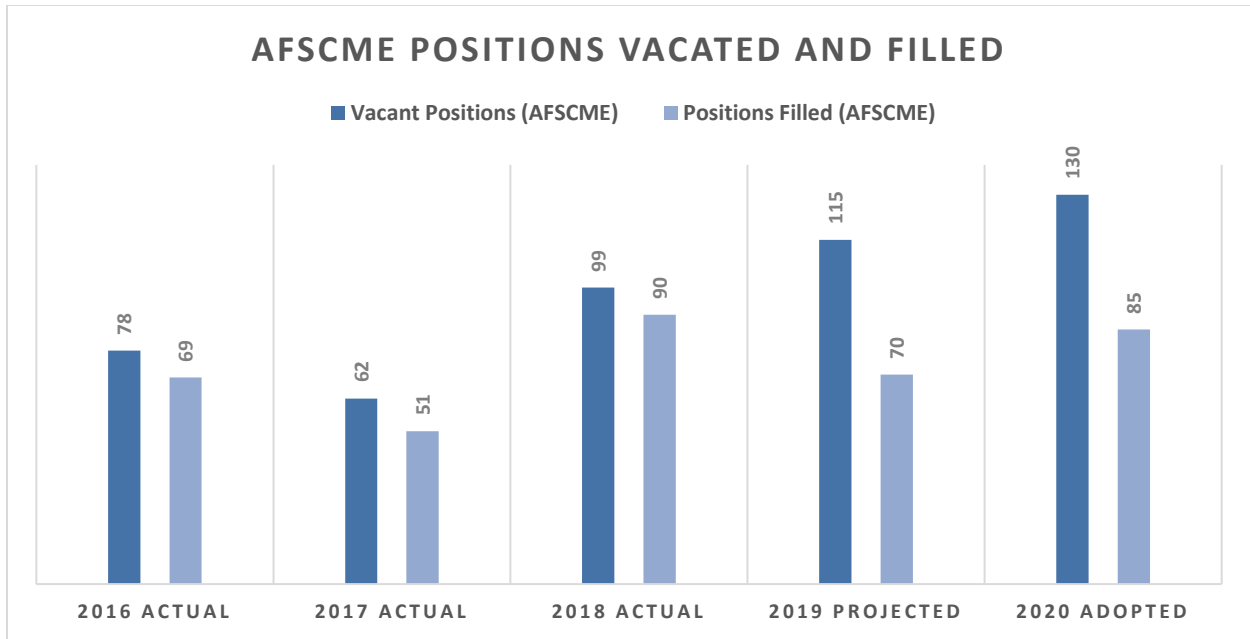
**FY 2020 Strategic Goals, Unit Objectives, Performance Measures**

Strategic Goals		Status
1	Recruit, hire and retain talented professionals.	Ongoing
2	Promote employee wellness programs to encourage participation and to educate and assist employees on constructive ways to be healthy and productive.	Ongoing
3	Build a stronger, more productive and more resilient workforce and minimize vacancies enterprise wide by creating a Recruitment, Training & Retention Division to usher new employees through the employment process and facilitate mentorship needed to succeed in their position and the City.	Ongoing

PERFORMANCE MEASURES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 PROJECTED	2020 ADOPTED
Total # of Health and Wellness participants	652	691	739	760	775

\* Health and Wellness Programming includes Wellness Education, City Steps Challenge, Fall Benefits & Wellness Fair, Health Assessments, Healthy Eating Workshop, Hydration Challenge, and Smoking Cessation.

PERFORMANCE MEASURES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 PROJECTED	2020 ADOPTED
Total # of Vacant Positions	105	98	132	145	165
Total # of Positions filled	95	80	111	95	120
Vacant Positions (AFSCME)	78	62	99	115	130
Positions Filled (AFSCME)	69	51	90	70	85
Vacant Positions (Unit C)	27	36	33	30	35
Positions Filled (Unit C)	26	29	21	25	35





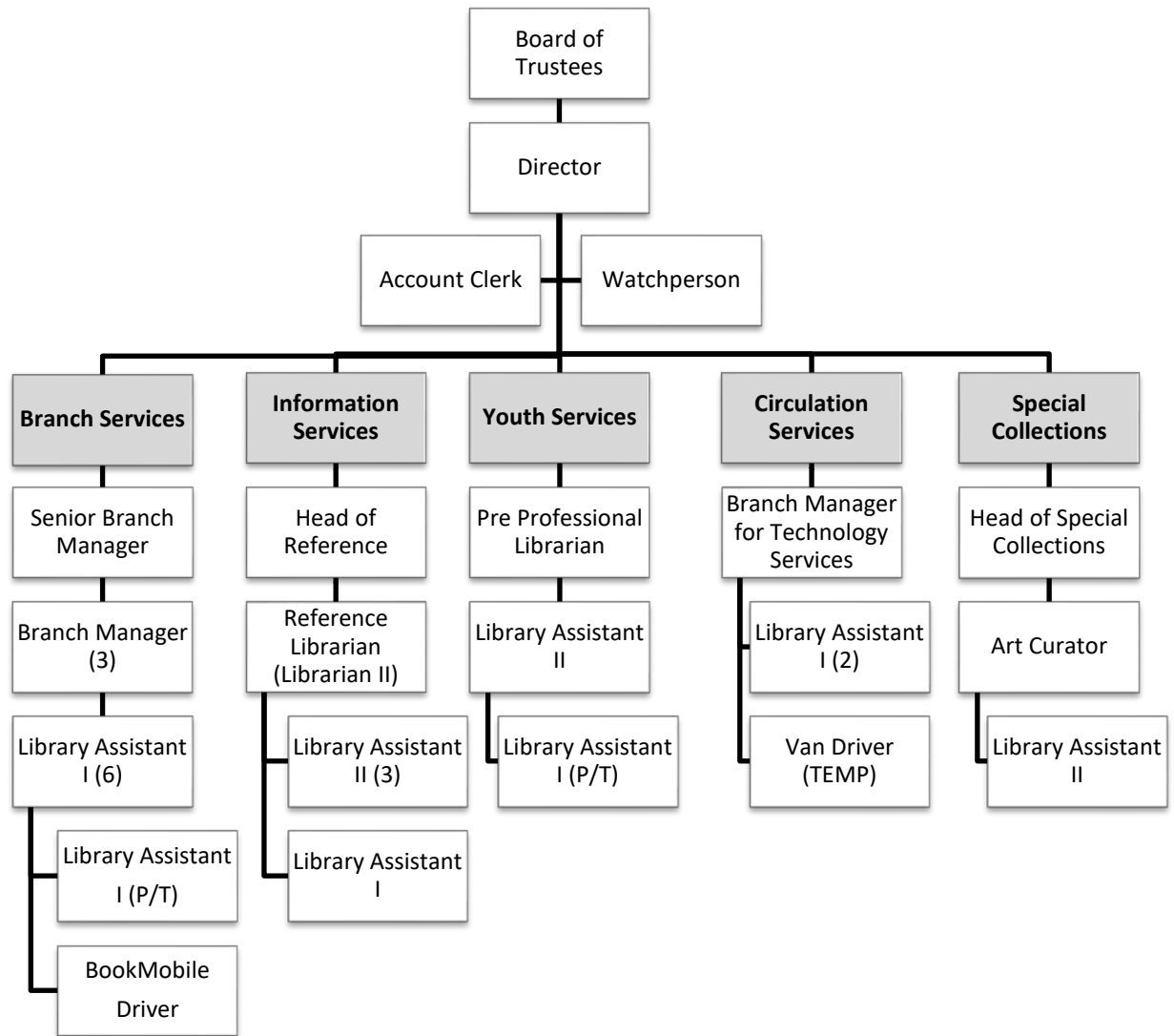
## FY 2020 Expenditure Detail

	2018	2019	2019	2019	2020
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$351,001	\$369,637	\$369,637	\$371,040	\$383,348
Longevity	2,300	2,300	2,300	2,300	2,300
Sick Incentive	1,600	2,100	2,100	1,613	2,100
FURLOUGH Settlement	3,919	0	0	0	0
FURLOUGH Interest	16	0	0	0	0
<b>Total Personnel Budget</b>	<b>\$358,836</b>	<b>\$374,037</b>	<b>\$374,037</b>	<b>\$374,953</b>	<b>\$387,748</b>
Advertising	\$360	\$150	\$150	\$0	\$150
Dues Subscriptions	275	300	300	275	300
Governmental Meetings	633	650	650	1,486	650
Hospital And Medical	0	110	110	0	110
In State Travel	485	550	550	587	650
Out Of State Travel	127	300	300	0	200
Printing	993	880	880	792	580
R M Miscellaneous	365	300	300	100	300
Rental-Lease	2,030	2,030	2,030	2,030	2,030
<b>Total Charges and Services</b>	<b>\$5,268</b>	<b>\$5,270</b>	<b>\$5,270</b>	<b>\$5,270</b>	<b>\$4,970</b>
Food Items Perishable	\$530	\$500	\$500	\$511	\$500
Supplies Photocopier	400	450	450	249	250
Supplies Sundry Office	651	645	645	834	1,145
<b>Total Supplies</b>	<b>\$1,581</b>	<b>\$1,595</b>	<b>\$1,595</b>	<b>\$1,595</b>	<b>\$1,895</b>
<b>TOTAL EXPENDITURES</b>	<b>\$365,686</b>	<b>\$380,902</b>	<b>\$380,902</b>	<b>\$381,817</b>	<b>\$394,613</b>

**Mission:** The New Bedford Free Public Library, through free and equal access to materials, information, knowledge and technology, enriches the lives of the community by cultivating lifelong learners and readers.

**Department Description:** The New Bedford Public Library maintains four locations throughout the city: the main library (located in the heart of downtown) and four branches (two in the south end, one in the west end and one in the north end of the city). The library is staffed by 11 professional level Librarians, including the Director, Head of Branch Services, Head of Information Services, Reference Librarian, Head of Special Collections, Branch Manager for Technology Services, three Branch Managers, Art Curator, Pre-Professional Librarian for Youth Services. Support staff includes 14 full-time Library Assistants, 2 part-time Library Assistants and Bookmobile Driver.

**Department Organizational Chart**



## FY 2020 Adopted Budget Summary

	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
<b>Expenditures</b>	\$2,459,887	\$2,418,352	\$2,418,352	\$2,393,599	\$2,456,651
<b>Position Distribution</b>					
Full-Time	28	28	28	28	28
Part-Time	2	2	2	2	2

**FY 2020 Budget Analysis:** The FY 2020 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The personnel budget also reflects the conversion of a pre-professional librarian to a librarian II/Branch Manager (\$4,332).

## FY 2018/2019 Accomplishments

- Diverse programming and events were offered at all locations from musical performance in Portuguese at the Main Library, to a trip through Russia at the Lawler Branch. Sciencia Saturdays at the Howland-Green Branch and game nights as opportunities for families to learn together.
- The Library advanced its efforts to improve technology and digitization including:
  - Technology Plan adopted for updating of equipment, upgrading wi-fi access and technology instruction;
  - Over eight hundred historical images of New Bedford digitized and available for viewing through Digital Commonwealth;
  - Library received a Network to Freedom Grant through the National Park Service to process the James B. Congdon Collection in preparation for digitization.
- Furnishing upgrades at all branch locations, including the Main Library with the help of Department of Facilities and Fleet Management to re-create original 1904 reading room tables.
- Second year of the Book Rich Environment initiative, putting 5,600 books in the hands of New Bedford children through partnership with the New Bedford Housing Authority.
- Inauguration of the “pop-up” library once a month at the Department of Transitional Assistance office and for outreach events throughout the community to promote library events and offerings.

## Program Descriptions

**Branch Services:** The New Bedford Free Public Library has a main library and four branches located throughout the city. Branches are staffed by professional librarians who assist patrons in accessing the library’s collections and work with patrons to access information online, develop instructional programming for all ages, provide resources to meet their local community’s educational and recreational needs, and more. Two of the branches strive to meet the cultural needs of the community by providing programming for adults and children that encourage literacy and education with special collections in Portuguese and Spanish. One of the branches has a collection on Chinese culture and another has a Jewish history collection. Programs include story time for children, teen programs, book clubs, writers’ group, technology assistance for all ages and other activities. In addition, the bookmobile provides library service to New Bedford schools and residents who find it difficult to get to a branch.

**Information Services:** The Reference division serves a multi-lingual community in an urban library setting, averaging approximately 2,000 information requests per month and offers daily technology assistance in addition to assisting historical researchers who visit throughout the year. The library offers online research tools and Inter-library loan services as well as free internet services, which are utilized by over 4,000 patrons each month.

**Special Collections:** The Special Collections division preserves documents and makes available to the public historic collections for research, exhibition and educational use. These holdings include an archival collection of original documents, manuscripts, journals, photographs, cartographic materials, sound recordings, newspapers, etc.; some

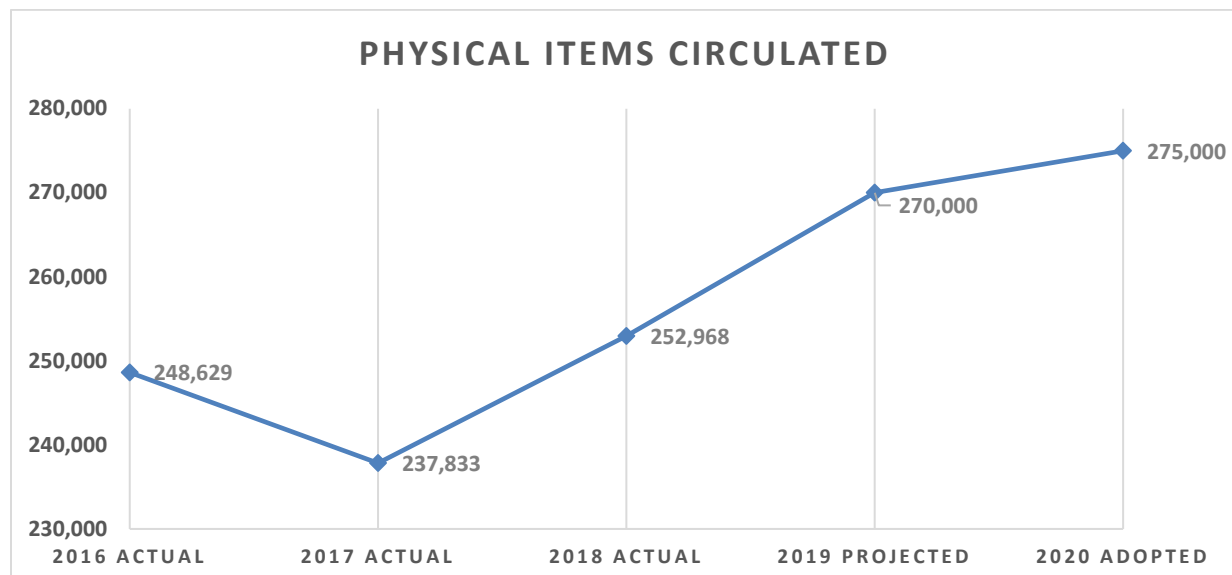
800 volumes of rare printed books; a comprehensive genealogical collection of over 8,000 volumes; Cape Verdean church records; privately published genealogies of most of the major 19<sup>th</sup> century New Bedford families; Southeastern Massachusetts city and town histories; an art collection of close to 200 paintings and sculptures; an estimated 2,000 prints and drawings; and a small but growing collection of historic objects.

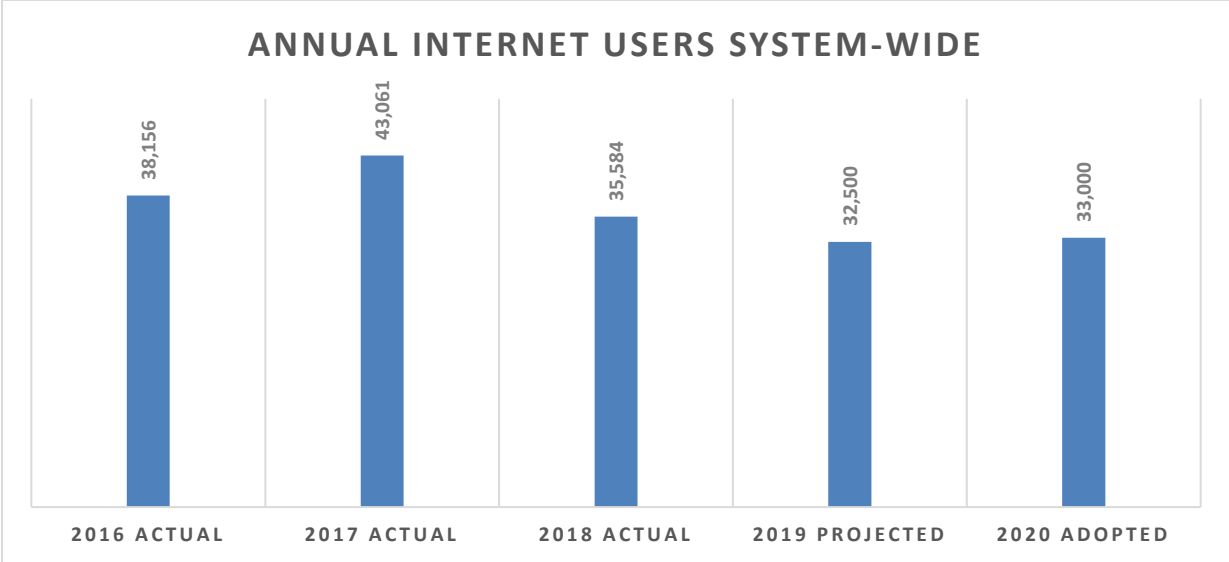
**Circulation and Youth Services:** The Circulation division issues library cards, renews and updates accounts, checks materials in and out, processes all incoming and outgoing deliveries and payments for overdue fines and lost item bills, and administers the museum passes that the library offers. The division also monitors the library’s inventory for missing items and for items that need to be removed from the collection as well as catalogues donations that the library receives. The purchase of fiction and downloadable collections are handled through this department. The Youth Services division serves children, parents, caregivers, young adults and teachers with a variety of programming including storytelling, crafts, tours for field trips, visits to schools, and summer reading programs. The division also offers a teacher's collections, books and magazines for children and young adults.

**FY 2020 Strategic Goals, Unit Objectives, Performance Measures**

Strategic Goals		Status
1	Increase services to underserved populations by developing dynamic outreach and engagement programming.	Ongoing
2	Provide free and open access to information and technology to all of New Bedford’s residents.	Ongoing
3	Establish the library as the leading community center for youth and families to read, play and learn together.	Ongoing

PERFORMANCE MEASURES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 PROJECTED	2020 ADOPTED
Programs conducted in Spanish and Portuguese	12	15	73	75	100
Physical items circulated	248,629	237,833	252,968	270,000	275,000
Downloadable items	15,623	13,071	21,426	25,000	27,000
Internet users system-wide	38,156	43,061	35,584	32,500	33,000
Youth programming participants	3,487	3,076	3,144	3,100	3,200





## FY 2020 Expenditure Detail

	2018	2019	2019	2019	2020
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Pe	\$1,293,982	\$1,359,984	\$1,359,984	\$1,301,000	\$1,395,830
Longevity	9,225	10,275	10,275	9,825	8,975
Overtime	1,925	0	0	0	0
Final Employee Payoffs	0	0	0	20,731	0
Sal Wages Temporary	155,002	136,656	136,656	150,148	137,578
Sal Wages PT Permanent	39,894	36,579	36,579	35,682	37,953
Sick Incentive	5,385	5,385	5,385	6,842	6,842
FURLOUGH Settlement	101,521	0	0	0	0
FURLOUGH Interest	411	0	0	0	0
<b>Total Personnel Budget</b>	<b>\$1,607,345</b>	<b>\$1,548,879</b>	<b>\$1,548,879</b>	<b>\$1,524,228</b>	<b>\$1,587,178</b>
Computer Data Processing	\$62,103	\$62,505	\$62,505	\$65,717	\$66,843
Consultants	2,250	0	0	4,300	0
Dues Subscriptions	1,275	1,100	1,100	1,120	1,100
Electricity	39,458	80,411	80,411	78,411	71,844
Hospital And Medical	712	500	500	500	500
Insurance	31,117	31,000	31,000	31,000	32,000
Internet Lines	3,821	4,076	4,076	4,076	6,245
Maintenance Agreements	15,324	14,616	14,616	14,616	14,616
Misc Indirect Charges	519,987	500,000	500,000	500,000	500,000
Natural Gas	13,446	7,975	7,975	7,975	11,966
Not Otherwise Classifi	250	0	0	0	0
Oil For Heat	10,746	5,000	5,000	5,000	5,000
Printing	92	0	0	0	0
Public Safety	4,200	8,247	8,247	8,247	10,247
R M Intercoms Alarms	0	0	0	98	0
Rental-Lease	45,268	51,843	51,843	46,111	46,912
Telephone	841	500	500	500	500
<b>Total Charges and Services</b>	<b>\$750,889</b>	<b>\$767,773</b>	<b>\$767,773</b>	<b>\$767,671</b>	<b>\$767,773</b>
Books	\$60,079	\$60,000	\$60,000	\$60,189	\$60,000
Media Resources	2,267	2,500	2,500	2,500	2,500
Newspaper Magazines	15,408	19,000	19,000	18,906	19,000
Supplies Audio Visual	1,503	0	0	0	0
Supplies-Library Audio	135	2,500	2,500	2,500	2,500
Supplies-Library Video	3,937	3,000	3,000	3,055	3,000
Supplies Library	2,250	2,200	2,200	2,050	2,200
Supplies Photocopier	648	0	0	0	0
Supplies Sundry Office	4,551	4,300	4,300	4,300	4,300

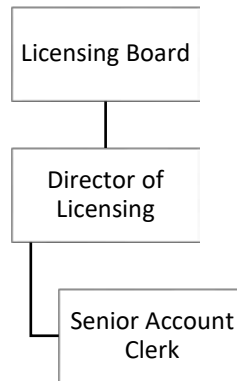
**FY 2020 Expenditure Detail**

	2018	2019	2019	2019	2020
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Supplies Teaching - Library	\$8,782	\$7,000	\$7,000	\$7,000	\$7,000
Vehicle Diesel Fuel	2,072	900	900	900	900
Vehicle Gas Fuel	20	300	300	300	300
<b>Total Supplies</b>	<b>\$101,653</b>	<b>\$101,700</b>	<b>\$101,700</b>	<b>\$101,700</b>	<b>\$101,700</b>
<b>TOTAL EXPENDITURES</b>	<b>\$2,459,887</b>	<b>\$2,418,352</b>	<b>\$2,418,352</b>	<b>\$2,393,599</b>	<b>\$2,456,651</b>

**Mission Statement:** The mission of the Licensing Board is to ensure that all businesses operating within the City of New Bedford are properly licensed as required by Massachusetts General Law and City Ordinances; and that all licensed businesses are familiar and compliant with the rights and responsibilities of the licenses which they hold, and with the expectations set forth as community partners and representatives of the City of New Bedford.

**Department Description:** The Licensing Board is a three-member commission made up of a chairman and two commissioners who serve rotating 6 year terms at the pleasure of the Mayor. Members and their staff, led by a Director of Licensing, accept and process license applications, issue licenses and identification cards and strive to educate license holders on the rights and responsibilities associated with the privilege of holding a license issued by the City of New Bedford. The department monitors over 500 licensees who hold over 1,200 licenses of various types including liquor (10 types), Innholder, restaurant, music, entertainment, automatic amusement devices, motor vehicle sales (new, used, and junk), auto body and engine repair, towing, lodging house, and fortune teller.

**Departmental Organizational Chart:**



**FY 2020 Adopted Budget Summary**

	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
<b>Expenditures</b>	\$123,372	\$122,287	\$122,287	\$122,287	\$124,818
<b>Position Distribution</b>					
Full-Time	2	2	2	2	2
Part-Time	0	0	0	0	0

**FY 2020 Budget Analysis:** The FY 2020 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances.

**FY 2018/2019 Accomplishments**

- Processed over 1,200 license applications (new & renewals), ensuring that all licensees were in good standing with the City of New Bedford with regard to outstanding city taxes and fees owed for fire and police details, and were in compliance with the Board of Health (Food Permits), Inspectional Services (Certificates of Inspection), and City Clerk (Business Certificates).
- Assisted or submitted on behalf of a licensee over 49 Liquor License applications.
- Digitize the department’s street listing/location cards which track every license issued by location, as well as continuing to update office techniques to certain office function.
- Sent letters to all licensees, explaining their obligations regarding trash and litter, and containing an NB Clean Brochure.
- Made progress ensuring that all liquor licenses are active or made active within twelve months of inactivity.



**Program Descriptions**

**Compliance:** Licensees must be in compliance with the Rules & Regulations of the Board, City of N. B. ordinances, Massachusetts General Law, and those of the Alcoholic Beverages Control Commission (ABCC), to peacefully co-exist with the community. All licensees are advised of their responsibilities through administrative mailings twice a year and are subject to progressive action through Violation Hearings when the Licensing Board is made aware of actions involving the New Bedford Police Department.

**Issuance:** The Licensing Board staff issues and accepts all applications, licenses and identification cards, prepares all paperwork and agendas for Licensing Board meetings as well as all hearing and decision notices. The staff is also responsible for the effective communication and coordination between the department and other municipal departments including the Treasurer’s Office and the Auditor’s Office, private citizens and businesses include licensees, new applicants, attorneys and banks, state offices including the ABCC and the Internal Revenue Service and elected officials including the Mayor and the City Council.

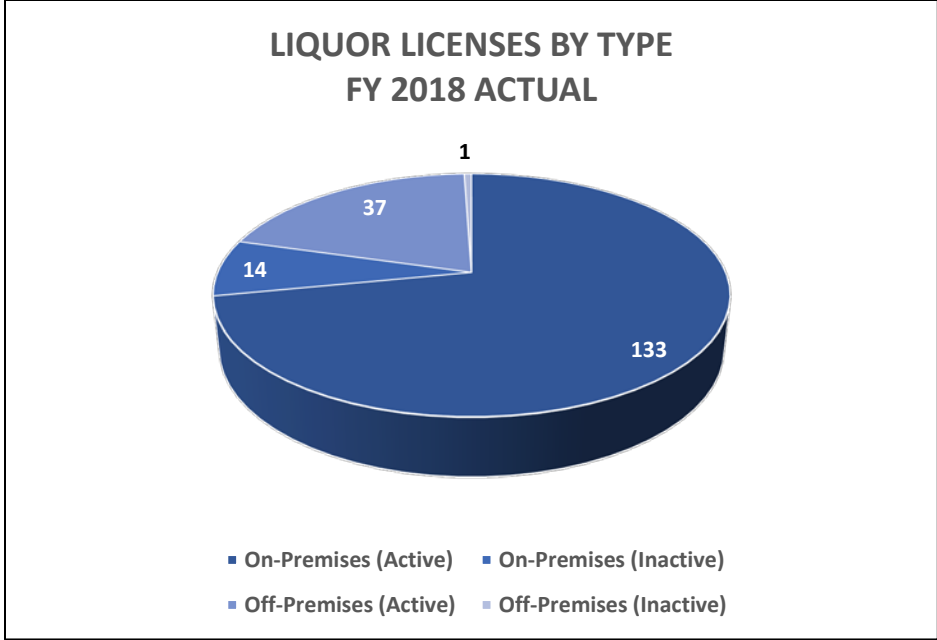
**FY 2020 Strategic Goals, Unit Objectives, Performance Measures**

Strategic Goals		Status
1	Provide technical and administrative support to the City of New Bedford’s Licensing Board.	Ongoing
2	Enforce non-renewal of licenses across all license types to ensure compliance with the City's Code of Ordinances.	Ongoing
3	Help to enforce compliance of the city litter ordinances through the licensing process.	Ongoing
4	Work with relevant departments to develop new licensing regime for recreational marijuana facilities	Ongoing
5	Digitize the Department’s name card listing cards which tracks every license issued by name, as well as continuing to update office techniques to certain office function.	Ongoing
6	Digitize the way department invoices are prepared and processed.	Planning

PERFORMANCE MEASURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 PROJECTED	FY 2020 ADOPTED
<b>Liquor Licenses</b>	<b>185</b>	<b>186</b>	<b>185</b>	<b>184</b>	<b>184</b>
On-Premises (Active)	135	132	133	132	141
On-Premises (Inactive)	15	17	14	14	5
Off-Premises (Active)	34	36	37	38	38
Off-Premises (Inactive)	1	1	1	0	0

PERFORMANCE MEASURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 PROJECTED	FY 2020 ADOPTED
# of licensees found in default of taxes	N/A*	N/A*	14	13	13
# of licensees brought into tax compliance/ # of licensees who surrendered their licenses	N/A*	N/A*	14/4	13/2	13/2
# of business licensees with expired inspection certifications	N/A*	N/A*	128	156	135
# of business licensees brought into inspection compliance/ # who surrendered their licenses	N/A*	N/A*	384/8	353/22	377/5
# of letters sent out with NB Clean brochure enclosed	N/A*	N/A*	494	500	500

\* New metric. Historic data not available.



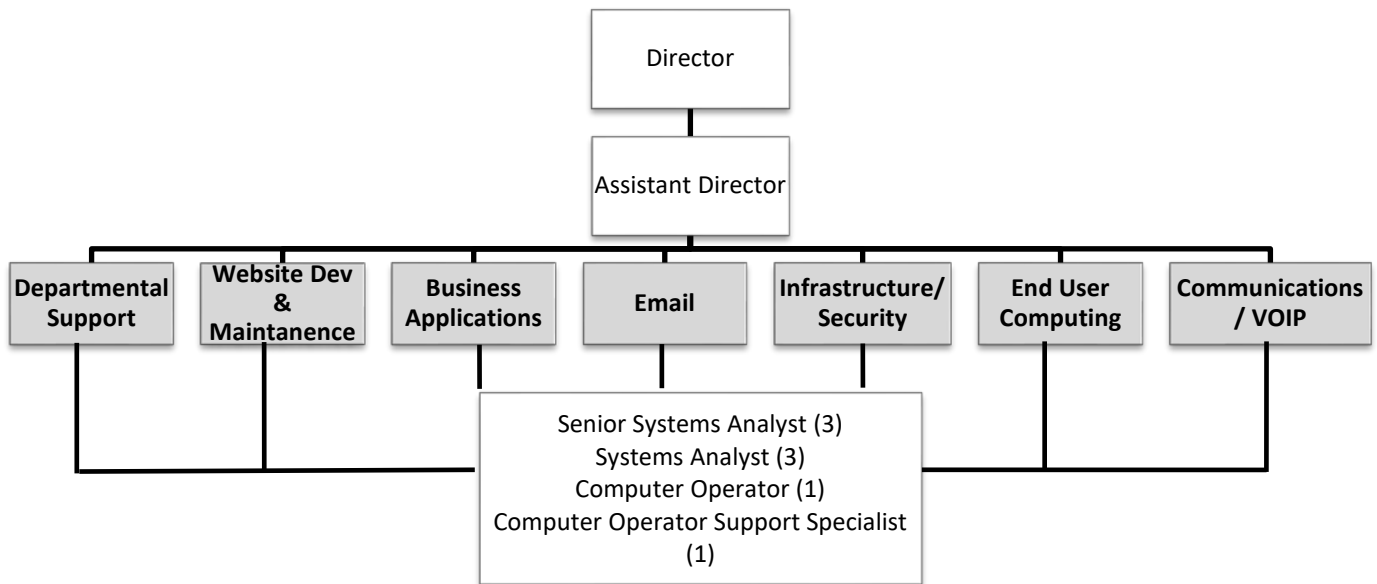
## FY 2020 Expenditure Detail

	2018	2019	2019	2019	2020
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$103,846	\$107,245	\$107,245	\$107,235	\$109,775
Longevity	1,300	1,400	1,400	1,400	1,400
Sick Incentive	400	800	800	400	800
FURLOUGH Settlement	6,222	0	0	0	0
FURLOUGH Interest	24	0	0	0	0
<b>Total Personnel Budget</b>	<b>\$111,792</b>	<b>\$109,445</b>	<b>\$109,445</b>	<b>\$109,035</b>	<b>\$111,975</b>
Board Member Stipends	\$8,716	\$8,716	\$8,716	\$8,716	\$8,717
Dues Subscriptions	558	598	598	598	598
Printing	555	778	778	1,188	778
R M Miscellaneous	300	0	0	0	0
Rental-Lease	0	1,600	1,600	1,600	1,600
<b>Total Charges and Services</b>	<b>\$10,128</b>	<b>\$11,692</b>	<b>\$11,692</b>	<b>\$12,102</b>	<b>\$11,693</b>
Supplies Photocopier	\$222	\$400	\$400	\$300	\$400
Supplies Sundry Office	1,230	750	750	850	750
<b>Total Supplies</b>	<b>\$1,452</b>	<b>\$1,150</b>	<b>\$1,150</b>	<b>\$1,150</b>	<b>\$1,150</b>
<b>TOTAL EXPENDITURES</b>	<b>\$123,372</b>	<b>\$122,287</b>	<b>\$122,287</b>	<b>\$122,287</b>	<b>\$124,818</b>

**Mission Statement:** Management Information Systems (MIS) enables City departments to operate with increased efficiency and cost-effectiveness by providing ongoing evaluation, recommendation, acquisition, installation, training and support for all computer-related needs and software used by the City.

**Department Description:** Management Information Systems (MIS) is responsible for the planning, management and improvement of the technology infrastructure, telecommunications, and business applications that support New Bedford’s business objectives. The department manages the City’s communications network, which includes the local area networks, the wide area network, virtual private networking equipment and firewalls, the City’s email system, website, financial information management system, geographic information system, fire management and reporting system, real and personal property appraisal, cemetery plot management, and network data/application storage systems. MIS is also responsible for all data processing related to the production of employee paychecks, municipal bills, accounts payable checks, budget preparation, accounting reports, and provides all repair and maintenance, as well as end-user training for the City’s personal computers, printers and peripherals.

**Department Organizational Chart**



**FY 2020 Adopted Budget Summary**

	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
<b>Expenditures</b>	\$1,388,478	\$1,535,850	\$1,700,850	\$1,700,850	\$1,702,573
<b>Position Distribution</b>					
Full-Time	10	10	10	10	10
Part-Time	0	0	0	0	0

**FY 2020 Budget Analysis:** The FY 2020 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The charges and services budget reflects an increase of \$104,588 which includes: personnel intake and management software (\$71,788), funding for a part-time intern (\$15,600), and implementation of a malware security program (\$17,200). The capital budget reflects an increase of \$25,000 to maintain the City’s computer replacement program and extend services to the Police Department.

**FY 2018/2019 Accomplishments**

- MIS continues the deployment of business applications that provide efficiencies and increased productivity.
  - Code enforcement offices including the Neighborhood Task Force, DFFM, DPI, Water, Wastewater, and the Health Department are using the Lucity system to manage incoming data surrounding health, infrastructure, trash and building code violations;
  - Over the past several months the Department of Facilities and Fleet Management began the process of implementing a Fleet Asset Management Solution;
  - A Research Electronic Data Capture (RedCap) system is being installed at the Health Department; and
  - Microsoft Office 365 is deploying citywide.
- MIS supports approximately 780 computers with an average age of six years. The City currently purchases business class computers which have reliable components that are built to perform better and handle common business tasks. Business class computers have an average life span of 3-5 years with a much longer warranties on average. The MIS staff works diligently to keep these computers performing beyond their expected life span. With Windows 7 approaching end of life, MIS has been busy upgrading and refurbishing end user computers to the new Windows 10 operating system.
- In the area of disaster and recovery, MIS continues to achieve redundancy and increase the number of end user backups as outlined in the departments workplan. Hackers remain a constant threat to the City's network and data security continues to be a top priority. MIS continues to implement security improvements as new threats to the system immerge.

**Program Descriptions**

**Business Applications:** Each of the City's major business applications is installed, operated and maintained by the MIS Department, including the city's financial management systems, geographic information system, permitting and licensing application, utility billing system, real and personal property appraisal, cemetery plot management, fleet and facilities management, and code enforcement systems.

**Communications:** The MIS Department is responsible for implementing and maintaining the Voice over Internet Protocol technology for all City Offices that are connected to the network via fiber and coordinates the landlines to non-fiber locations, as well as continuing to upgrade the fiber infrastructure to city offices.

**Departmental Support:** The MIS Department provides computer help-desk support and trainings to city departments, as well as application development and intranet support.

**Email:** Microsoft Office 365 government cloud offers a robust email application that allows the city workforce to easily transition from the older version of their Outlook product to newer technologies that foster collaboration between users and teams. MIS maintains, configures and manages the security of the city's email environment.

**End User Computing:** The MIS Department is responsible for the maintenance, upgrades and troubleshooting of all city personal computers, the city's operating system and all software and devices.

**Infrastructure/Security:** The city's technological and virtual infrastructure and its security are maintained by the MIS Department, which includes the city's firewall, network storage array, network upgrades, and the installation of the city's wide area network and wireless capability.

**Website Development and Maintenance:** The city's website, [www.newbedford-ma.gov](http://www.newbedford-ma.gov), is managed and maintained by the MIS Department. Working in collaboration with a private design team, the website was redesigned in FY 14 and continues to be maintained internally by the MIS Department.

FY 2020 Strategic Goals, Unit Objectives, Performance Measures

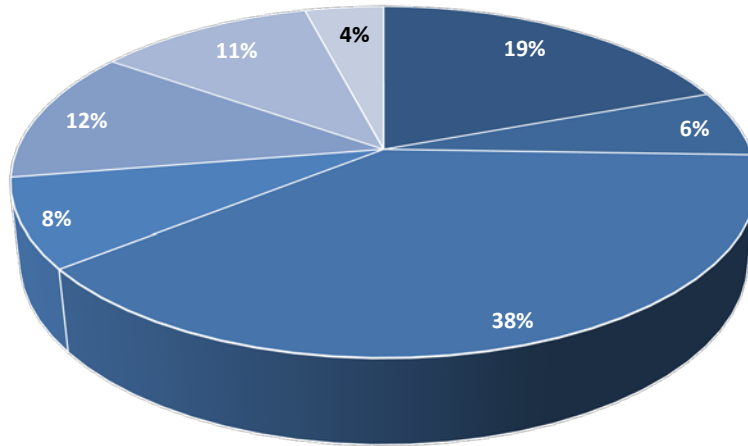
Strategic Goals		Status
1	Effectively implement and maintain the city's business applications and provide appropriate training and integration assistance to city departments.	Ongoing
2	Continue to provide timely end user support.	Ongoing
3	Provide management and oversight of the city's computer/technology replacement program.	Ongoing

PROGRAM	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 PROJECTED	FY 2020 ADOPTED
Departmental Support	23%	22%	19%	26%	26%
Website Development and Maintenance	6%	7%	6%	8%	8%
Business Applications	35%	38%	38%	34%	35%
Email	8%	7%	8%	3%	4%
Infrastructure/Security	5%	9%	12%	5%	6%
End User Computing	13%	13%	11%	20%	18%
Communications/VOIP	3%	4%	4%	4%	4%

REPLACEMENT PROGRAM	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 PROJECTED	FY 2020 ADOPTED
New Computers	77	80	74	145	125
Refurbished Computers	20	20	0	30	30
Tough-books	6	0	0	0	0
Tablets	2	22	5	10	10
Printers	0	0	4	4	0
Scanners	0	0	7	0	0

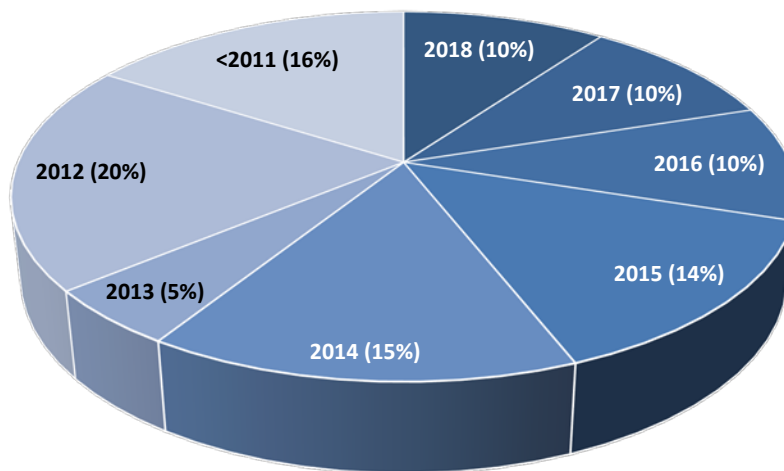
AGE OF PC INVENTORY	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 PROJECTED	FY 2020 ADOPTED
# of Computers	782	782	782	782	782
Average Age	2012	2013	2013	2013	2014

**DISTRIBUTION OF STAFF TIME  
FY 2018 ACTUAL**



- Departmental Support
- Business Applications
- Infrastructure/Security
- Communications/VOIP
- Website Development and Maintenance
- Email
- End User Computing

**AGE OF THE CITY'S COMPUTER INVENTORY  
FY 2018 ACTUAL**



- 2018 (10%)
- 2017 (10%)
- 2016 (10%)
- 2015 (14%)
- 2014 (15%)
- 2013 (5%)
- 2012 (20%)
- <2011 (16%)

**FY 2020 Expenditure Detail**

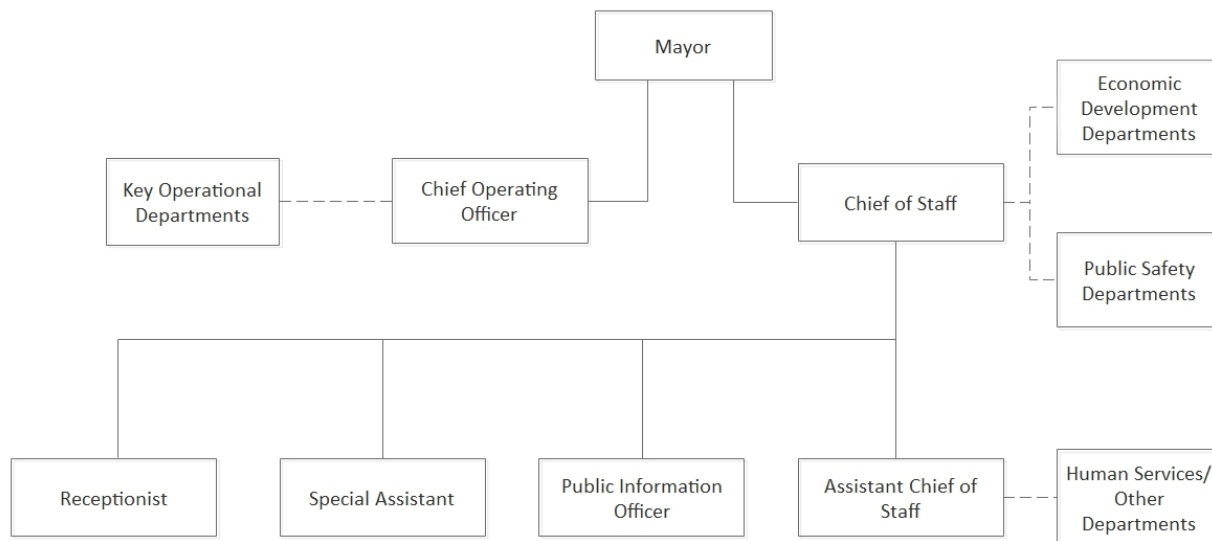
	2018	2019	2019	2019	2020
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$621,057	\$673,583	\$673,583	\$673,583	\$691,529
Longevity	2,400	2,500	2,500	2,500	2,500
Sick Incentive	1,813	1,813	1,813	1,850	2,250
FURLOUGH Settlement	14,089	0	0	0	0
FURLOUGH Interest	57	0	0	0	0
<b>Total Personnel Budget</b>	<b>\$639,416</b>	<b>\$677,896</b>	<b>\$677,896</b>	<b>\$677,933</b>	<b>\$696,279</b>
Cell Phone	(\$3,282)	\$1,476	\$1,476	\$1,476	\$1,488
Consultants	6,500	0	0	0	15,600
Contractual Services	700	0	0	0	0
Dues Subscriptions	760	760	760	760	760
Employees Training	4,150	2,000	2,000	1,963	2,000
Hospital And Medical	282	0	0	160	0
In State Travel	474	700	700	540	700
Internet Lines	14,222	8,460	8,460	8,460	8,904
Software Maintenance Agreement	475,131	550,876	540,876	540,876	635,608
Hardware Maintenance Agreement	73,772	131,000	131,000	131,000	144,552
R M Communication Lines	6,109	6,000	6,000	6,000	6,000
R M Office Equipment	4,647	7,000	7,000	7,000	7,000
Rental-Lease	5,092	5,092	5,092	5,092	5,092
Telephone	91,810	85,000	85,000	85,000	95,000
<b>Total Charges and Services</b>	<b>\$680,367</b>	<b>\$798,364</b>	<b>\$788,364</b>	<b>\$788,327</b>	<b>\$922,704</b>
Supplies Photocopier	\$3,901	\$4,000	\$4,000	\$4,000	\$4,000
Supplies Sundry Office	5,759	5,590	5,590	5,590	4,590
<b>Total Supplies</b>	<b>\$9,660</b>	<b>\$9,590</b>	<b>\$9,590</b>	<b>\$9,590</b>	<b>\$8,590</b>
Computer Equipment Capital	\$59,034	\$50,000	\$225,000	\$225,000	\$75,000
<b>Total Capital Outlay</b>	<b>\$59,034</b>	<b>\$50,000</b>	<b>\$225,000</b>	<b>\$225,000</b>	<b>\$75,000</b>
<b>TOTAL EXPENDITURES</b>	<b>\$1,388,478</b>	<b>\$1,535,850</b>	<b>\$1,700,850</b>	<b>\$1,700,850</b>	<b>\$1,702,573</b>



**Mission Statement:** The Office of the Mayor works to ensure the provision of public services that enrich the lives of our residents and enable them to pursue life opportunities. The Office is committed to maintaining the public’s trust and acting in a way that reflects the highest standards of integrity and professionalism. As public servants, the Mayor and his staff are guided by core values of accountability, integrity, innovation, continuous improvement, teamwork, and respect.

**Departmental Description:** The Office of the Mayor provides support to the Mayor in his efforts to advance the interests of the City. The Office is dedicated to responding effectively to constituent requests and building strong relationships with community members and neighborhood groups. And, as a central executive office, the Mayor and his staff provide operational direction and policy guidance to more than two dozen departments and other agencies.

**Departmental Organizational Chart**



\* Dashed lines represent liaisons to respective departments.

**FY 2020 Adopted Budget Summary**

	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
<b>Expenditures</b>	\$616,484	\$637,646	\$637,646	\$648,827	\$664,184
<b>Position Distribution</b>					
Full-Time	7	7	7	7	7
Part-Time	0	0	0	0	0

**FY 2020 Budget Analysis:** The FY 2020 budget includes funding for compensation increases required by the Code of Ordinances and incorporates organizational changes that were implemented in mid-FY 2019.

**FY 2018/2019 Accomplishments**

- **Creating Jobs and Strengthening the Local Economy:** The number one priority of city government has been to help local companies create well-paying jobs for residents. The pro-growth agenda advanced by the Mayor’s Office has resulted in a continued improvement in the business climate and strong job growth. Drops in unemployment rates have been particularly pronounced. Today there are some 6,000 more city residents

working than in January of 2012, and the unemployment rate stands at 4.7%—a remarkable drop from the double-digit figures the City faced not long ago. In fact, according to the U.S. Department of Labor, in recent years the New Bedford area twice achieved the largest unemployment rate decline among all 387 metropolitan areas in the U.S..

- **Turning Around New Bedford Public Schools:** The Mayor and his staff, working with the School Committee and School Department, have continued to reform our education system after many years of decline and neglect. The reforms are having measurable effects throughout the School District. In fact, New Bedford High School just achieved its highest graduation rate since the state began documenting graduation rates for all districts. The rate is now 15 percentage points higher than it was in 2010. And with the construction of two new elementary schools complete, and a range of other school renovations underway, New Bedford’s children are on track to receive the education they deserve in the schools that they deserve.
- **Improving Public Safety:** The Office of the Mayor has supported and coordinated the efforts of the Police Department and worked with community leaders to improve public safety. While there is work to be done in certain areas, the results of the ongoing partnership between the Police Department and the community is reflected in city-wide crime data which document a substantial reduction in the number of crimes over the past several years. In fact, according to the FBI, violent crime in the City has fallen over 50% since 2014—among the sharpest drops anywhere.
- **Modernizing City Services and Managing Finances Responsibly:** The Office of the Mayor has driven multiple reforms in the operation of city government so that taxpayer dollars are more wisely spent and citizens enjoy the benefits of higher quality and more efficient services. A range of road repairs and facility renovation projects are underway as part of the Capital Improvement Plan. In fact, the City has increased annual road repair funding by 75%. And energy efficiency measures and modern heating systems installed in municipal buildings have put the City in a better position than ever to reduce facility-related costs over the long-term and save taxpayer dollars. These and similar efforts have been well received by the Wall Street rating agencies that judge the City’s financial health—with the agencies affirming a City bond rating that remains the highest in its modern history.

#### FY 2020 Strategic Goals

**Customer Service:** Ensure an office-wide ethic of civic-minded dedication that delivers residents a satisfying experience with courteous, knowledgeable, professional responses to constituent inquiries.

**Economic Development:** Advance the Mayor’s pro-growth agenda anchored in public private partnerships that help companies create well-paying jobs for residents of New Bedford, with a special focus on the economic engines that drive the local economy, including the working waterfront, industrial park, neighborhood retail, the downtown, and other centers of economic activity.

**Education:** Work in partnership with the School Committee and School Department to build a school system that shines with a culture of achievement, provides our students with the education they deserve, and stands as a source of community pride.

**Reforming City Services:** Identify opportunities to continue to modernize the provision of city services and drive operational reforms to ensure citizens enjoy the benefits of superior, cost-effective services.

**Safe Neighborhoods/Safe Streets:** Support and coordinate the efforts of public safety agencies, and work with community leaders to foster positive community relations so that residents of every neighborhood walk their streets in safety.

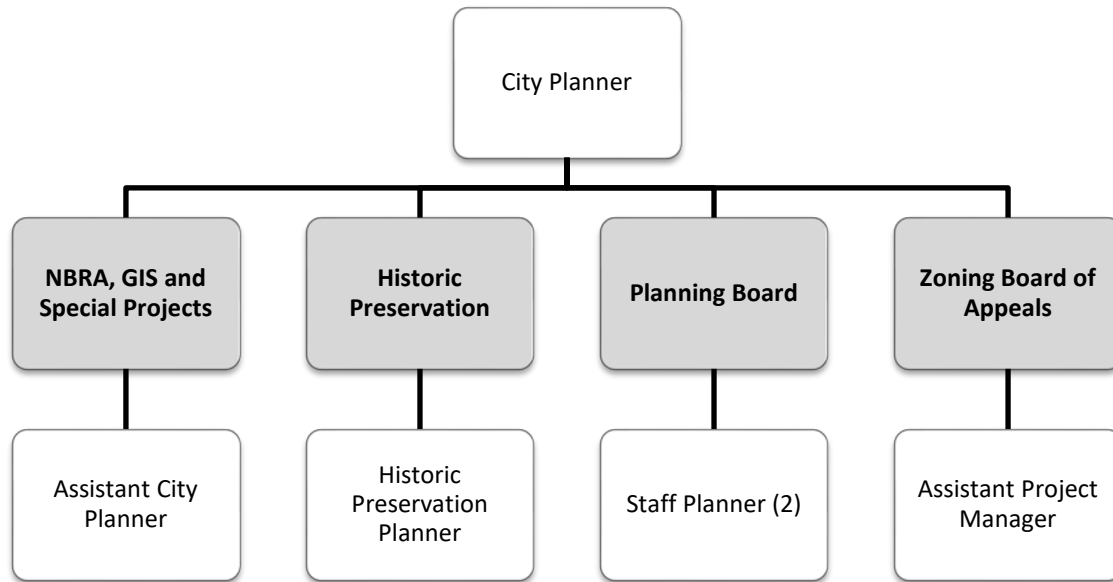
**FY 2020 Expenditure Detail**

	<b>2018</b>	<b>2019</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>
<b>DESCRIPTION</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REVISED</b>	<b>PROJECTED</b>	<b>ADOPTED</b>
Sal Wages Full Time Perm	\$536,811	\$547,090	\$547,090	\$569,410	\$582,952
Longevity	0	450	450	450	450
Final Employee Payoffs	1,498	0	0	0	0
Sal Wages Temporary	2,321	8,000	8,000	0	0
Sick Incentive	1,353	1,400	1,400	785	800
<b>Total Personnel Budget</b>	<b>\$541,983</b>	<b>\$556,940</b>	<b>\$556,940</b>	<b>\$570,645</b>	<b>\$584,202</b>
Advertising	\$238	\$500	\$500	\$0	\$500
Arts and Culture	13,489	20,000	20,000	20,000	20,000
Dues Subscriptions	0	750	750	750	750
Employees Training	0	250	250	250	250
EVS OCF	10,643	10,000	10,000	10,000	10,000
Hospital And Medical	160	0	0	0	0
In State Travel	1,962	2,000	2,000	2,000	2,000
Mass Municipal Association	16,701	16,500	16,500	17,000	17,000
Out Of State Travel	4,251	2,500	2,500	2,500	2,500
Postage	0	400	400	0	400
Printing	2,648	1,950	1,950	1,950	1,950
Rental Lease Office Equip	3,624	6,732	6,732	6,732	6,732
Rental-Lease	252	300	300	300	300
Telephone	2,191	4,000	4,000	3,000	3,000
U S Conference Of Mayors	14,259	9,000	9,000	10,000	10,000
<b>Total Charges and Services</b>	<b>\$70,418</b>	<b>\$74,882</b>	<b>\$74,882</b>	<b>\$74,482</b>	<b>\$75,382</b>
Newspaper Magazines	\$2,020	\$1,524	\$1,524	\$1,400	\$1,400
Supplies Lighting	0	0	0	100	0
Supplies Photocopier	1,088	200	200	200	200
Supplies Sundry Office	975	4,100	4,100	2,000	3,000
<b>Total Supplies</b>	<b>\$4,083</b>	<b>\$5,824</b>	<b>\$5,824</b>	<b>\$3,700</b>	<b>\$4,600</b>
<b>TOTAL EXPENDITURES</b>	<b>\$616,484</b>	<b>\$637,646</b>	<b>\$637,646</b>	<b>\$648,827</b>	<b>\$664,184</b>

**Mission Statement:** The Planning Department is responsible for providing sound and unbiased planning practices, resulting in the implementation of short and long-term plans and policies to achieve a more livable city.

**Department Description:** The Planning Department administers the local and state regulations regarding land use planning and land reuse, transportation planning, and historic preservation. In addition, the division oversees the site plan review process for construction projects and reviews proposed signage for compliance with the city's sign ordinance. The Planning Division also provides staff support to the Planning Board, Historical Commission, Zoning Board of Appeals (ZBA), the New Bedford Redevelopment Authority, the Community Preservation Committee, the City Council, and other city departments, boards and commissions as needed.

**Department Organizational Chart**



\* Personnel configuration assumes the passage of proposed ordinance changes currently pending before the City Council.

**FY 2020 Adopted Budget Summary**

	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
<b>Expenditures</b>	\$316,305	\$443,921	\$428,921	\$413,551	\$413,823
<b>Position Distribution</b>					
Full-Time	7	8	8	8	6
Part-Time	0	0	0	0	0

**FY 2020 Budget Analysis:** The FY 2020 budget includes funding for compensation increases required by the Code of Ordinances. The personnel budget reflects the transfer of city-funded salaries for the Director of Community Development and the Executive Aid to the Office of Community Development. The charges and services budget reflects the addition of a cell phone account for the City Planner, as well as increases for zoning and planning studies and professional training (\$51,265).

**FY 2018/2019 Accomplishments**

- In FY2019, Planning staff was engaged in the crafting and establishment of a new recreational marijuana ordinance for the City, including the establishment of a oversight board, coordination of procedural updates with other permitting and public safety offices and the distribution of public information regarding the new regulations via a new set of web pages and printed materials.
- In FY2019, Planning staff provided technical assistance to establish a Community Preservation Committee and transparent awards process to distribute and manage over 1.5 Million annually in Community Preservation funding grants. This included the hiring of a CPC Coordinator who will serve as the staff Point of Contact to the CPC.

**Program Descriptions**

**Community Preservation Act:** Per the supervisory oversight of the CPC coordinator, the Planning Division provides direct technical assistance to the CPA Board, develops meeting agendas and minutes, coordinates CPA plan development and coordinates the CPA application process.

**Comprehensive Planning Initiatives:** The Planning Division oversees, facilitates and collaborates in all city strategic planning initiatives that strengthen the community and enhance neighborhood vitality by recognizing the city's assets and providing opportunities for city government, local businesses, and citizens to work together to achieve shared goals.

**Historic Preservation:** Historic Preservation provides the technical guidance and preservation planning practices for neighborhood restoration, downtown and commercial district revitalization, and heritage tourism efforts that best leverages the city's historic and cultural assets for economic development purposes.

**New Bedford Redevelopment Authority Support:** The New Bedford Redevelopment Authority has broad powers to plan and implement activities needed to redevelop underutilized, deteriorated or blighted open areas, to encourage new development and to promote sound growth. The Planning Division provides direct technical assistance to the NBRA, develops meeting agendas and minutes, and coordinates NBRA plan development.

**Permitting:** The Planning Division is responsible for staff support to three (3) permitting boards: The Planning Board, the Zoning Board of Appeals, and the Historical Commission. Recognizing that the City's permitting process has historically been a lengthy one with unnecessary delays and increased expenses, a Permitting Task Force, of which the Division of Planning is a member, was created to streamline the permitting process. As a result of the task force option for developers, projects, both large and small, may be expedited through the city's permitting process.

**Planning Board Support:** The Planning Board's role is to provide review and approval of subdivisions, site plans, special permits and signage, and to make recommendations on proposed zoning changes. The Planning Board is also a Special Permit Granting Authority. The City Planner and Staff Planner provide technical assistance to the Planning Board.

**Zoning Board of Appeals Support:** The Planning Division administers the application process for the New Bedford Zoning Board of Appeals, with staffing provided by the Assistant Project Manager.

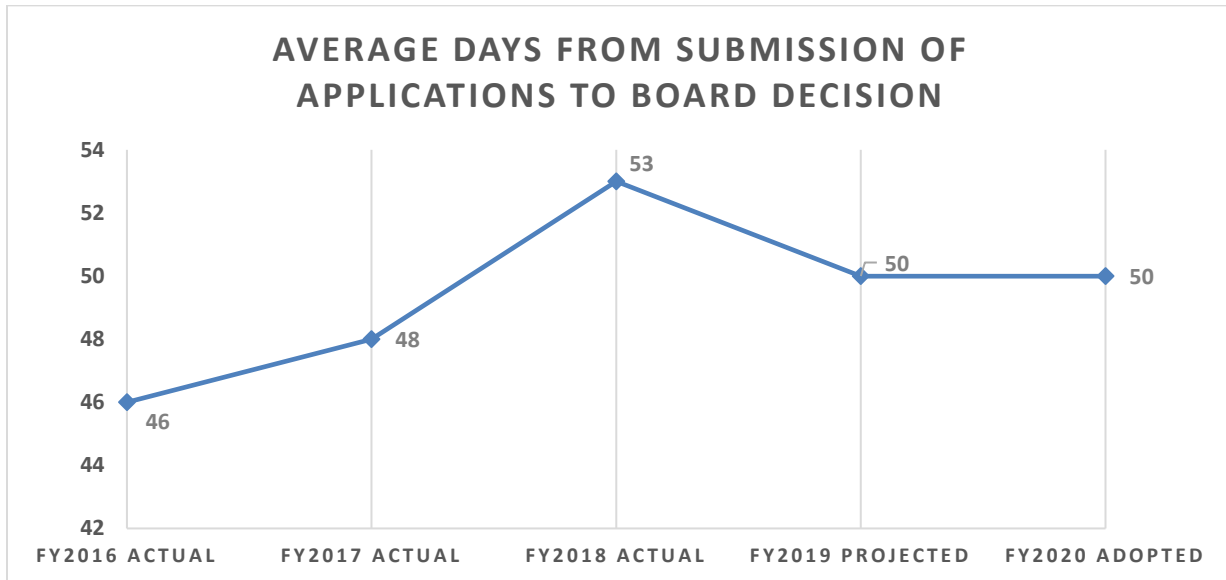
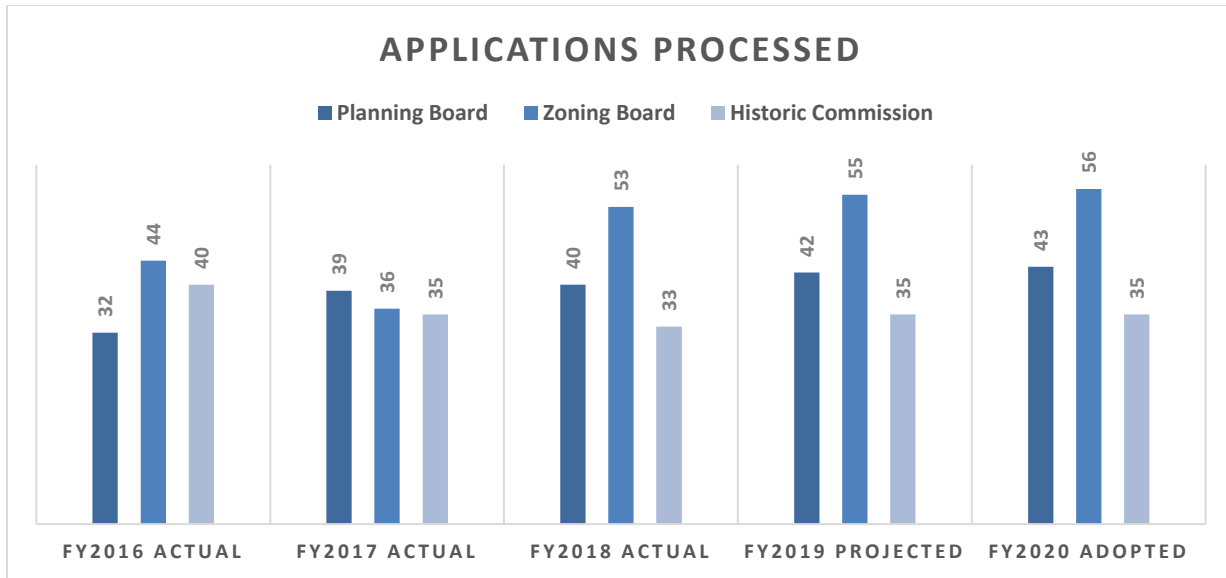
FY 2020 Strategic Goals, Unit Objectives, Performance Measures

Strategic Goals		Status
1	Proactively undertake broad planning activities in support of adopted strategies and tasks articulated in the city’s master plan, “New Bedford 2020” and to undertake activities in support of the strategies and tasks stated in the Regeneration Committee’s report “Uniting in Pursuit of Growth and Opportunity.”	Ongoing
2	Proactively amend and revise the <i>New Bedford Comprehensive Zoning Code</i> so as to reflect the city’s master plan.	Ongoing
3	Encourage community revitalization and promote economic opportunity for all segments of the population.	Ongoing
4	Expertly provide both administrative and technical assistance in support of the work of city boards and commissions.	Ongoing
5	Highlight New Bedford’s unique cultural assets to residents and visitors, generating pride & economic activity.	Ongoing

PERFORMANCE MEASURES	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 PROJECTED	FY 2020 ADOPTED
# of plans initiated/ completed	2	4	4	4	4
# of ordinance revisions originating with the Planning Division	7	4	4	4	4
# of neighborhood association/community attended by planning staff	PVD70	35	102*	70	70
Average # of days from submission of application to filing of board decision	46	48	53	50	50
# of planning board applications processed	32	39	40	42	43
# of zoning board applications processed	44	36	53	55	56
# of historic commission applications processed	40	35	33	35	35
#of Community Preservation Act applications processed	N/A**	N/A**	N/A**	17	25

\* The Planning Division facilitated a significantly higher number of community meetings in FY 2016 than originally anticipated, including: Form Based Zoning meetings, a First Time Homebuyer event, Safe Routes To Schools meetings, Women’s Fund Governance meetings, Wings Court Placemaking Outreach initiatives, Neighborworks meetings, United Way Catalyst Team meetings, Brownfield redevelopment meetings, Seaport Cultural District and TDI meetings, statewide continuum of care planning meetings, SouthCoast Bikeway meetings, Waterfront Planning Stakeholder Meetings, MassDev Downtown Strategic Planning Meetings and SRTA Advisory Board Meetings among others.

\*\* City did not receive CPA funding in 2015, 2016 and 2017.



**FY 2020 Expenditure Detail**

	2018	2019	2019	2019	2020
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$280,958	\$410,660	\$410,660	\$376,854	\$344,511
Longevity	450	664	664	450	450
Final Employee Payoffs	1,690	0	0	0	0
Sick Incentive	750	1,707	1,707	200	1,707
<b>Total Personnel Budget</b>	<b>\$283,848</b>	<b>\$413,031</b>	<b>\$413,031</b>	<b>\$377,504</b>	<b>\$346,668</b>
Advertising	\$1,178	\$0	\$0	\$0	\$0
Cell Phone	0	0	0	132	265
Consultants	25,350	25,000	10,000	30,000	60,000
Dues Subscriptions	519	1,100	1,100	1,100	1,100
Employees Training	395	0	0	0	1,000
Hospital And Medical	105	90	90	115	90
In State Travel	725	0	0	0	0
Printing	0	1,317	1,317	1,317	1,317
Rental-Lease	3,133	3,133	3,133	3,133	3,133
<b>Total Charges and Services</b>	<b>\$31,406</b>	<b>\$30,640</b>	<b>\$15,640</b>	<b>\$35,797</b>	<b>\$66,905</b>
Supplies Photocopier	\$0	\$250	\$250	\$0	\$250
Supplies Sundry Office	152	0	0	250	0
<b>Total Supplies</b>	<b>\$152</b>	<b>\$250</b>	<b>\$250</b>	<b>\$250</b>	<b>\$250</b>
Office Equip Furn Capital	\$899	\$0	\$0	\$0	\$0
<b>Total Capital Outlay</b>	<b>\$899</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL EXPENDITURES</b>	<b>\$316,305</b>	<b>\$443,921</b>	<b>\$428,921</b>	<b>\$413,551</b>	<b>\$413,823</b>



**Departmental Description:** The Planning Board, which consists of five sitting members and one associate member, is charged with careful study of the resources, possibilities and needs of the City, particularly with respect to conditions injurious to the public health or otherwise in and about rented dwellings, and makes plans for the development of the municipality, with special reference to proper housing of its inhabitants.

**FY 2020 Adopted Budget Summary**

	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
<b>Expenditures</b>	\$10,804	\$11,400	\$12,360	\$12,360	\$11,400

**FY 2020 Budget Analysis:** The FY 2020 budget includes funding to reflect current and projected expenditures.

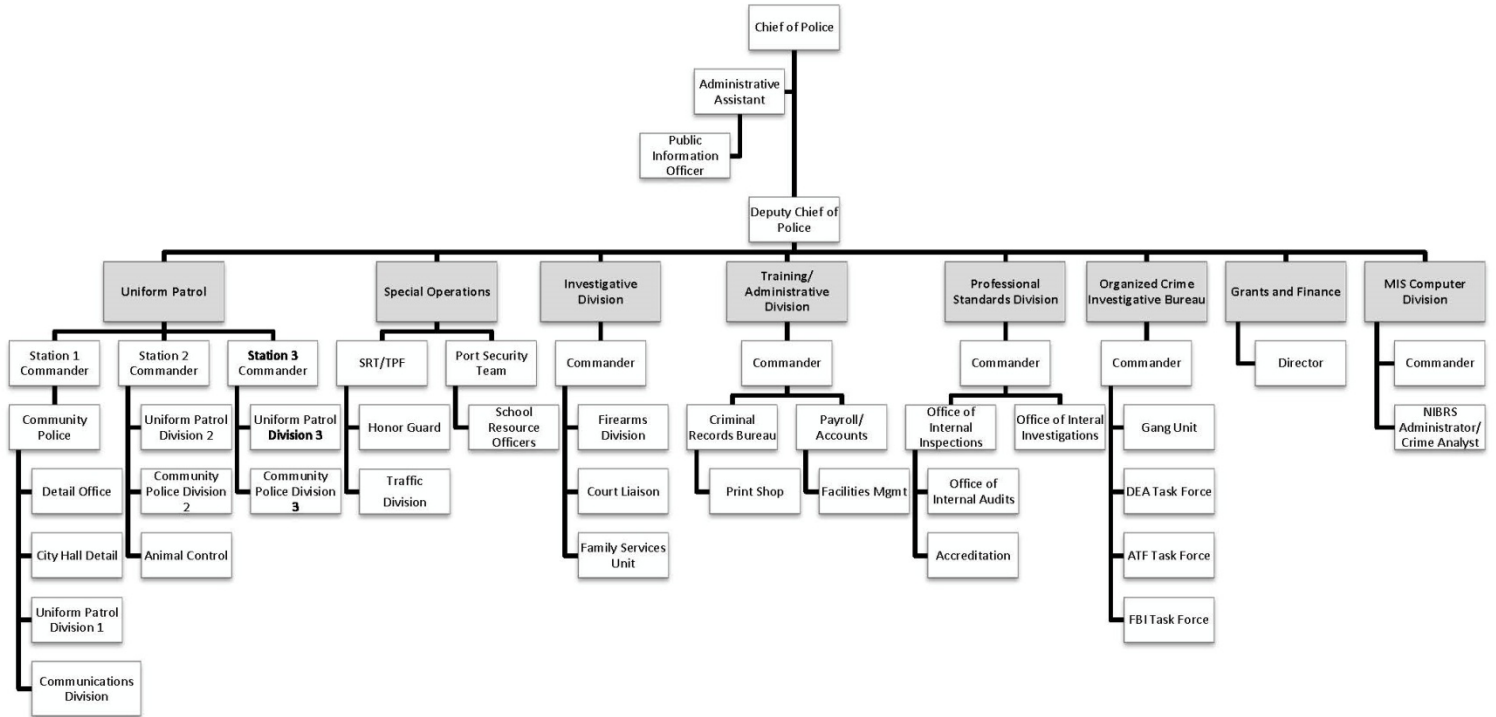
**FY 2020 Expenditure Detail**

<b>DESCRIPTION</b>	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
Advertising	\$8,574	\$7,000	\$7,000	\$7,000	\$7,000
Board Member Stipends	920	2,400	2,400	2,400	2,400
Contractual Services	1,310	2,000	2,960	2,960	2,000
<b>Total Charges and Services</b>	<b>\$10,804</b>	<b>\$11,400</b>	<b>\$12,360</b>	<b>\$12,360</b>	<b>\$11,400</b>
<b>TOTAL EXPENDITURES</b>	<b>\$10,804</b>	<b>\$11,400</b>	<b>\$12,360</b>	<b>\$12,360</b>	<b>\$11,400</b>

**Mission Statement:** The mission of the New Bedford Police Department is to work in partnership with the community to enhance the quality of life through crime prevention, guaranteeing the constitutional rights of all, preserving peace, reducing fear and providing a safe environment.

**Departmental Description:** The New Bedford Police Department is made up of four divisions: Patrol, Investigations, Administration and Special Operations. The department is led by the Chief of Police and is based out of Police Headquarters and three district stations throughout the city.

**Departmental Organizational Chart**



**FY 2020 Adopted Budget Summary**

	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
<b>Expenditures</b>	\$25,880,914	\$25,738,712	\$26,288,512	\$25,839,873	\$26,041,576
<b>Position Distribution</b>					
Full-Time	310	311	311	311	311
Part-Time	0	0	0	0	0

**FY 2020 Budget Analysis:** The FY 2020 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The personnel budget also reflects the mid-year conversion of a community outreach coordinator to a management analyst. The charges and services budget reflects increases in cell phones and employee training (\$63,000), and the capital outlay budget reflects an increase of \$100,000 for the department’s ongoing vehicle replacement program.

### FY 2018/2019 Accomplishments

- Worked with a consultant to initiate a strategic planning exercise for the department in 2018. The resulting report identified a number of recommendations, several of which the Department acted on quickly to implement, including:
  - Hiring a Crime Analyst;
  - Reassigning the Organized Crime Investigative Bureau from the oversight of the Deputy Chief to the Investigative Division's Detective Commander.
  - Facilitating leadership trainings for the force, including the Blue Courage leadership training and the Polishing the Badge leadership training;
  - Establishing a number of committees including:
    - A mission statement committee;
    - Health and Wellness (for the Department);
    - Revising General Orders;
    - Training;
    - Grants;
    - Strategic Goals;
- The Department also established a number of Task Forces between FY 2018 and 2019, including:
  - Community Crisis Intervention Team;
  - Opioid Task Force (in partnership with the Health Department and many other internal and external stakeholders); including a subcommittee dedicated to proactive efforts to address the use of Opioids near the waterfront;
  - Human Rights Task Force.

### Program Descriptions

The **Administrative Services Division** is responsible for the effective stewardship of the Police Department budget including: payroll; accounts payable; processing expenses incurred by the department; and disbursement of grant awards. In addition, the division is responsible for the oversight and general maintenance of all Police Department facilities.

The mission of the **Animal Control Division** is to enforce all federal, state, and municipal codes associated with the proper care of animals. The Division investigates cases involving animal attacks; abused, neglected, sick or injured animals; and dogs barking and/or running at large.

The **Communications Division** is responsible for all of the Police Department's call dispatching duties, as well as dispatching duties for the Animal Control Office and Emergency Medical Services Department. The Division also receives all of the City's 9-1-1 emergency calls, business line calls, and act as the police department's switchboard.

The **Central Records Bureau** addresses all requests for police reports; CORI checks; trespass notices; stolen autos; missing persons; and others. The division registers and conducts home visits to confirm the addresses of the over 400 Level II and Level III Sex Offenders registered in the city and it issues and manages all subpoenas, restraining orders, and harassment orders. The Central Records Bureau is also responsible for the maintenance of a database containing all police reports dating back to 1961.

The detectives assigned to the **Criminal Investigative Division** conduct follow up investigations on cases initiated through the Patrol Division for those types and categories of crimes commonly referred to as Major Crimes. These crimes include: robbery, homicide, felonious assault, burglary, forgery, larceny, fraud and embezzlement.

The **Family Services Division** consists of the Juvenile, Elderly, Domestic Violence, Sexual Assault and Missing Person sections. Detectives from this unit investigate cases of sexual assault on both juveniles and adults; cases involving child abuse and exploitation; crimes in which juveniles are the primary suspect; and cases that involve missing adults and juveniles. While detectives primarily investigate crimes related to domestic abuse, civilian

advocates assist victims with obtaining domestic abuse protection and harassment orders and provide support to the victims throughout their case.

The **Firearms Bureau** is responsible for the issuance of all firearms licenses and related permits; cataloging all firearms evidence; assisting in the testing of firearms evidence; and investigating both firearms license applications as well as any violations committed by firearms license holders. Detectives assigned to the Firearms Bureau also assist with annual firearms training for all New Bedford police officers as well as supporting the training and deployment needs of the Department's Tactical Patrol Force (TPF) and Special Reaction Team (SRT).

The **Identification Bureau** conducts follow up crime scene investigations including photography, fingerprinting and collecting evidence from sources including gunshot residue, deoxyribonucleic acid (DNA) and other types of crime scene evidence.

The **Management Information System Division** handles all computer, radio, video and audio equipment (including maintenance on the City's E-911 system) for the New Bedford Police Department, including over 150 desktop computers; over 50 mobile computers; servers; and more than 300 portable radios.

The **Crime Analyst** conducts research and performs analysis of crime statistics for use in planning law enforcement activities, tracks crime patterns and trends, and publishes crime maps and law enforcement bulletins on crimes of interest, wanted persons, and other officer safety issues. The Police Analyst promotes the exchange of crime information among regional law enforcement agencies.

The **Intel Officer** gathers intelligence information regarding gang activity, narcotics, and other valuable information to the Department. The Intel Officer also hosts monthly meetings to share Intel information and data with surrounding cities and towns as well as other State and Federal agencies. The Intel Office works closely with the Police Analyst to obtain information that can be distributed to the Department as well as other agencies regarding crime activity and other pertinent material.

The New Bedford Police **Organized Crime Intelligence Bureau** (O.C.I.B.) primarily investigates cases involving narcotics activity throughout the City. The detectives assigned to this unit are responsible for the identification, suppression, and control of illegal street level narcotics activities as well as the suppression of prostitution related activity.

The New Bedford Police **Gang Unit** primarily investigates cases and interactions involving gang members and gang activity throughout the city. The detectives assigned to this unit are responsible for identification and intelligence information regarding individual gangs and its members, locations, and subsequent activity. The Gang Unit also operates under the auspices of OCIB.

The **Port Security Division** was instituted in 2006 and charged with providing security to both the waterfront and New Bedford Municipal Airport. Members are cross certified as United States Customs Officers and work closely with federal and state agencies, particularly the United States Coast Guard (USCG), Immigration and Customs Enforcement (ICE), Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), Drug Enforcement Agency (DEA), and the District Attorney's office. The team draws from the department's Underwater Recovery Unit to augment the number of personnel during peak periods of activity and all members are cross-trained in diving, boat handling, and vessel boarding of both commercial and recreational vessels.

The **Division of Professional Standards** is responsible for investigating complaints of misconduct alleged to have been committed by members of the New Bedford Police Department.

The city of New Bedford Police Department is broken into three **police stations** and a headquarters police station. Police Department Headquarters houses the Central Records Bureau and many other divisions.

- Station 1, which is located in downtown, handles all patrol issues for the center portion of the city.
- Station 2, located in the south end of the city, answers all calls in that section of the city.
- Station 3, is located in the north end of the city and responds to all calls in the northern section of the city.

The **Traffic Division** is responsible for enforcing the traffic laws and parking regulations of the Commonwealth of Massachusetts, and the ordinances of the City of New Bedford. Additional duties include responding to citizen-reported traffic complaints facilitating the safe and efficient movement of vehicular traffic; radar and laser speed detection to reduce the number of traffic accidents; and investigating serious or fatal accidents within the city limits. This division is also responsible for dignitary escorts, funeral escorts, parades, the annual election operations and works in conjunction with the Department of Public Works and Department of Public Infrastructure to enforce snow bans.

The primary function **Training Division** is to recruit, investigate the backgrounds of, hire and conduct annual trainings for all police officers, E911 dispatchers and police cadets. The Division also maintains training records and all certifications and qualifications for each employee.

The **Tactical Patrol Force (TPF)** is an on-call collateral unit designed and established to maintain order during incidents involving special circumstances. Special circumstances may be defined as an incident or incidents that require a response beyond the capabilities of the Uniform Patrol Division, or that require a deployment encompassing resources or expertise beyond the scope of the Uniform Patrol Division.

The **Special Reaction Team (SRT)** is an on-call collateral unit that consists of specially trained and equipped officers whose purpose is to deal with the most potentially serious types of police confrontations. Such events may include highly volatile situations, arrests of violent suspects, hostage situations, barricaded persons, hazardous search warrants, and other similar incidents.

The **Crisis Negotiations Team (CNT)** is an on-call collateral unit that consists of specially trained officers whose purpose is to communicate with barricaded persons, hostage takers, mentally unstable individuals.

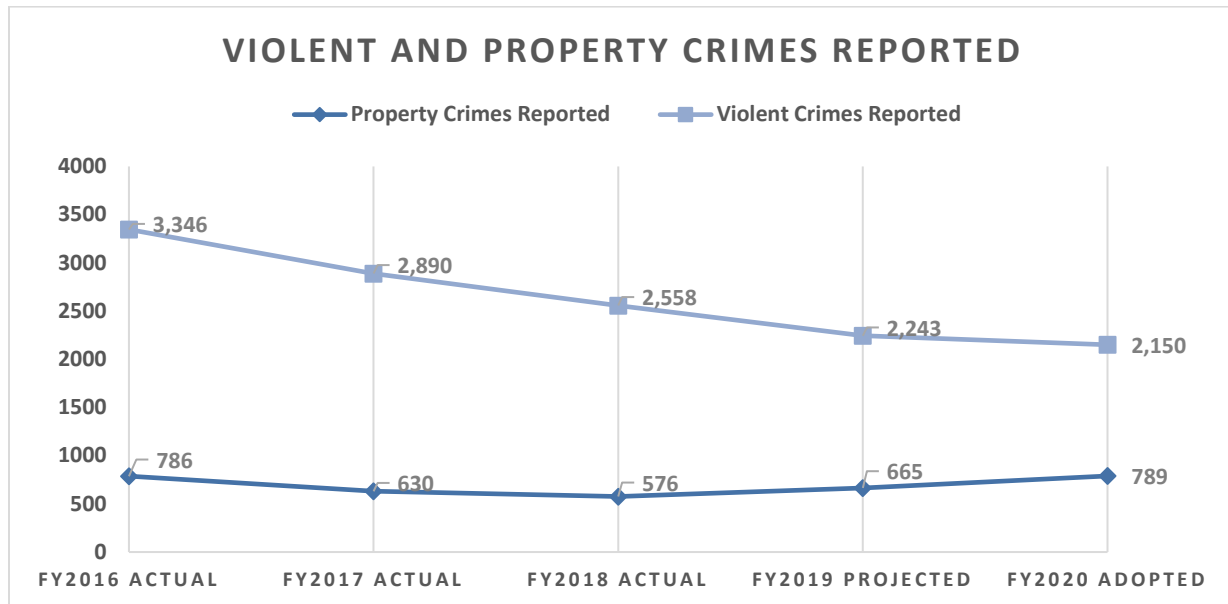
#### FY 2020 Strategic Goals, Unit Objectives, Performance Measures

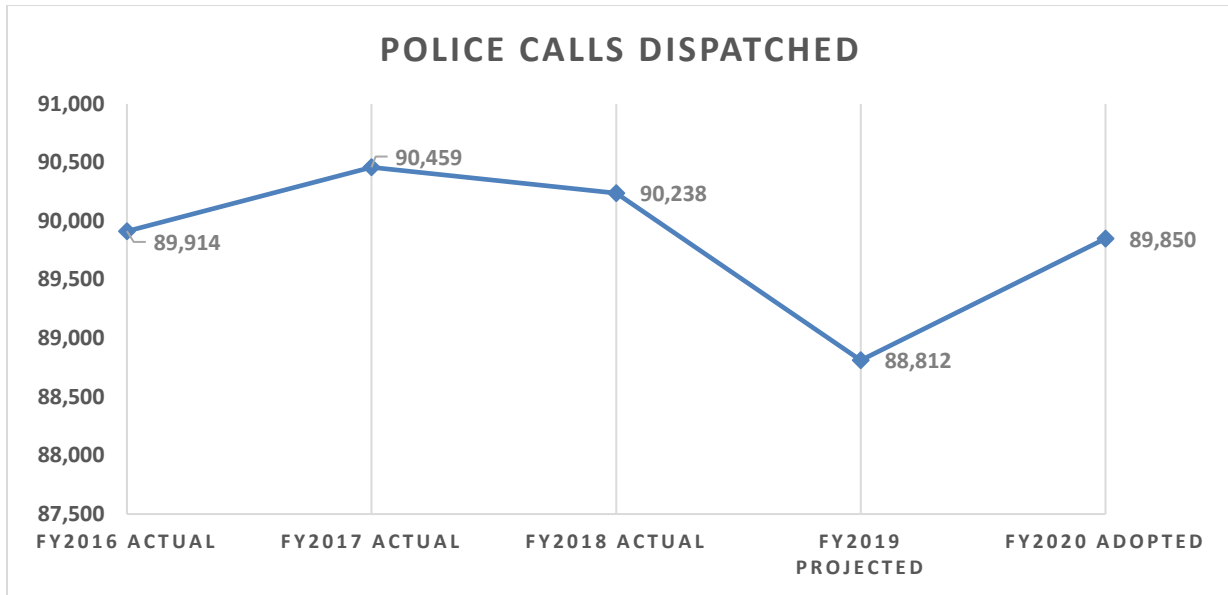
Strategic Goals		Status
1	Change the perception of safety and reduce fear of crime in the City of New Bedford by developing collaborative relationships based on trust and respect with the community.	Ongoing
2	Incorporate into the daily operations of the New Bedford Police Department a culture of goal oriented, data driven and information sharing performance.	Ongoing
3	Continue to maintain peace and order through enforcement of all applicable laws and ordinances.	Ongoing
4	Reduce the rate of long term, systemic crime in the City of New Bedford.	Ongoing

PERFORMANCE MEASURES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 PROJECTED	2020 ADOPTED
Violent Crimes Reported	786	630	576	665	789
Property Crimes Reported	3,346	2,890	2,558	2,243	2,150
Police calls dispatched	89,914	90,459	90,238	88,812	89,850
Police citations issued	6,989	6,412	8,341	7,177	7,230
Arrests made	3,755	3,841	3,819	3,640	3,700
Accidents reported	5,584	5,627	5,825	4,834	5,100

PERFORMANCE MEASURES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 PROJECTED	2020 ADOPTED
Cases utilizing the SARA Model and Community Policing efforts to address crime or quality of life issues	N/A*	782	8,847	8,470	8,600
Directed Patrols	3,199	6,316	7,475	7,461	7,500
Community Meetings	50	54	47	92	72
Crime incidents identified and strategic plans of action implemented as a result of CompStat meetings	N/A*	9	75	70	72
Impact players identified as a result of monthly intel meetings	N/A*	177	214	192	192
Bi-weekly CompStat Meetings held	N/A*	24	25	26	26
Regional law enforcement (police/non-police) partners who attend 50% of monthly meetings	N/A*	117	174	180	180

\* N/A new metric in FY 2017. Historical data not available.





## FY 2020 Expenditure Detail

	2018	2019	2019	2019	2020
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$19,530,658	\$20,512,501	\$20,372,501	\$19,420,000	\$20,722,952
Longevity	313,883	321,891	321,891	317,808	318,808
Overtime	1,431,619	1,112,001	1,112,001	1,248,000	1,112,001
Overtime Court Time	607,500	663,271	663,271	704,000	663,271
Educational Credit	7,425	25,300	25,300	25,300	31,100
Final Employee Payoffs	301,246	0	0	395,000	0
Holiday	1,065,527	1,162,756	1,162,756	1,100,000	1,163,452
Sal Wages Temporary	37,818	29,120	29,120	40,000	29,120
Sick Incentive	25,577	31,000	31,000	25,225	31,000
Uniform Allowance	245,786	258,000	258,000	251,000	264,000
Details	143,099	100,000	100,000	100,000	100,000
FURLOUGH Settlement	62,288	0	0	0	0
FURLOUGH Interest	245	0	0	0	0
<b>Total Personnel Budget</b>	<b>\$23,772,671</b>	<b>\$24,215,840</b>	<b>\$24,075,840</b>	<b>\$23,626,333</b>	<b>\$24,435,704</b>
Advertising	\$1,233	\$200	\$200	\$1,000	\$200
Animal Boarding	34,003	42,000	42,000	30,000	35,000
Animal Cremation	3,910	10,700	10,700	9,000	10,700
Cell Phone	3,097	1,000	1,000	500	26,000
Consultants	39,000	0	32,200	43,000	7,000
Court Services	15,431	4,219	4,219	20,000	4,219
Dues Subscriptions	15,868	12,500	12,500	11,380	12,500
Employees Training	96,001	18,900	18,900	90,000	68,900
Hospital And Medical	166,652	295,000	295,000	126,000	295,000
In State Travel	1,060	0	0	0	0
Internet Lines	6,344	6,000	6,000	6,580	6,000
Jdgmnt Claims Sttlmnts	25,000	0	0	0	0
Maintenance Agreements	238,278	0	0	239,000	267,114
Misc Indirect Charges	6,685	28,500	28,500	120	28,500
Not Otherwise Classified Svc	0	0	0	60	0
Out Of State Travel	5,795	500	500	8,000	500
Pest Control	243	324	324	245	0
Postage	0	100	100	720	100
Printing	0	350	350	240	350
Public Safety	287,741	269,000	269,000	285,000	300,000
R M Miscellaneous	5,536	14,700	14,700	20,000	14,700
R M Office Equipment	3,462	3,000	3,000	3,000	3,000
Rental-Lease	98,304	368,114	385,714	230,000	58,000
Telephone	5,244	4,100	4,100	5,050	4,100
Television Cable	191	0	0	180	0
<b>Total Charges and Services</b>	<b>\$1,059,077</b>	<b>\$1,079,207</b>	<b>\$1,129,007</b>	<b>\$1,129,075</b>	<b>\$1,141,883</b>



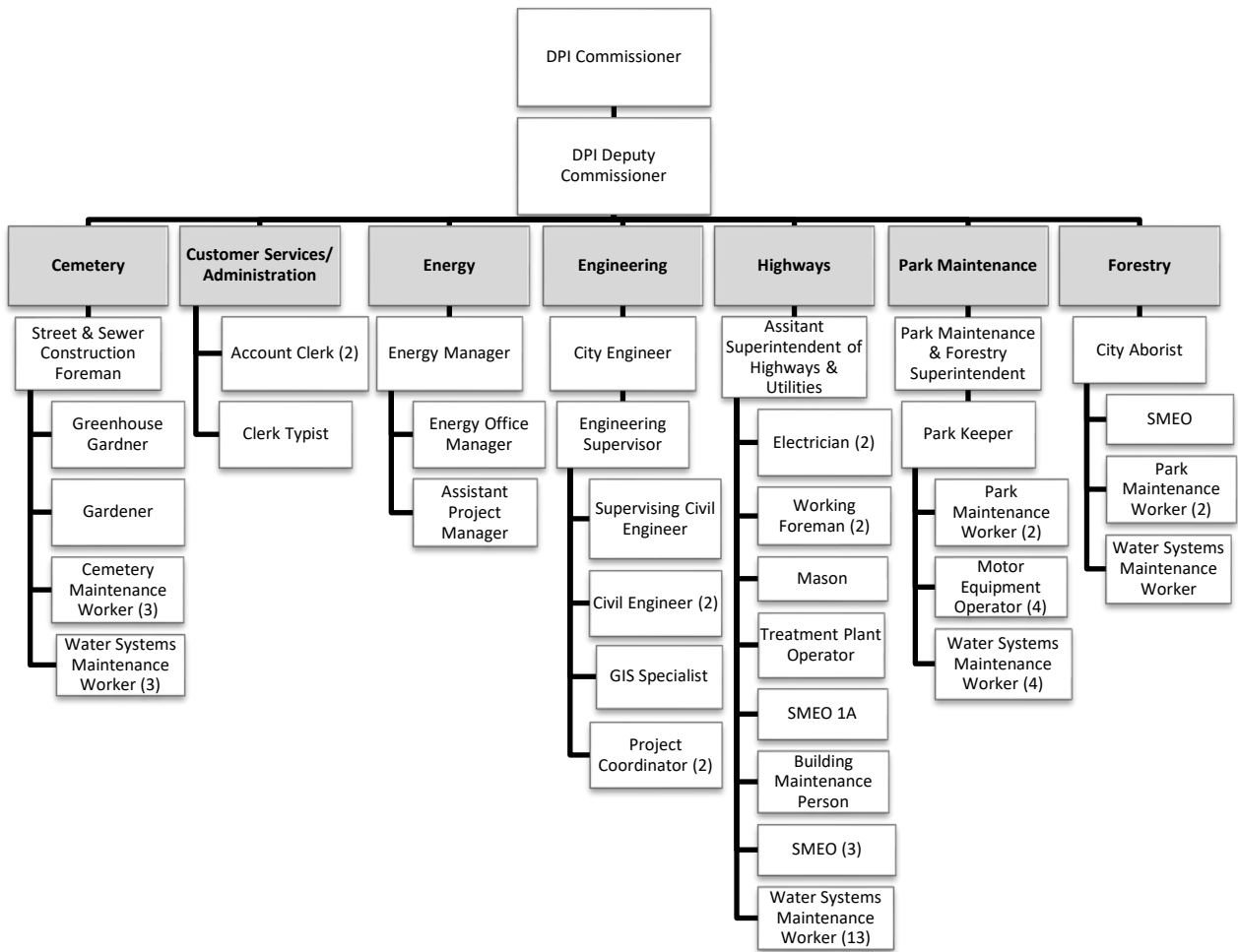
## FY 2020 Expenditure Detail

	2018	2019	2019	2019	2020
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Books	\$602	\$0	\$0	\$500	\$0
Freight	21	0	0	171	0
Supplies Computer	0	0	0	0	0
Police-Not Otherwise Classif	725	0	0	244	0
Supplies Photocopier	7,268	7,500	7,500	7,600	7,500
Supplies Public Safety	150,639	110,390	110,390	111,950	110,390
Supplies Sundry Office	26,522	24,275	24,275	24,000	24,275
Uniforms and Other Clothing	543	1,500	1,500	0	1,500
<b>Total Supplies</b>	<b>\$186,319</b>	<b>\$143,665</b>	<b>\$143,665</b>	<b>\$144,465</b>	<b>\$143,665</b>
Automobiles Purchased	\$113,529	\$200,000	\$445,000	\$445,000	\$320,324
Computer Equipment Capital	0	0	40,000	40,000	0
Major Equipment	86,453	0	355,000	355,000	0
<b>Total Capital Outlay</b>	<b>\$199,982</b>	<b>\$200,000</b>	<b>\$840,000</b>	<b>\$840,000</b>	<b>\$320,324</b>
Other Financing Uses	\$662,864	\$100,000	\$100,000	\$100,000	\$0
<b>Total Other Financing</b>	<b>\$662,864</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$0</b>
<b>TOTAL EXPENDITURES</b>	<b>\$25,880,914</b>	<b>\$25,738,712</b>	<b>\$26,288,512</b>	<b>\$25,839,873</b>	<b>\$26,041,576</b>

**Mission Statement:** The mission of the Department of Public Infrastructure is to improve the quality of life for the people of New Bedford by ensuring a safe and healthy environment in which to live, work and experience New Bedford’s culture. The department is dedicated to providing the residents of New Bedford with responsive customer service and serves as the single point of contact for all maintenance related to the City’s public rights-of-way and publicly owned open spaces.

**Department Description:** The many components of the Department of Public Infrastructure that are budgeted in the General Fund are the Highway, Engineering, Energy, Parks and Cemetery divisions. These divisions are responsible for the safe condition of all roadways and sidewalks; construction and maintenance of all parks and public open spaces; management of city energy initiatives; maintenance of all city cemeteries; and the provision of engineering and design services for the City. In addition, the department administers the city’s Environmental Management System and provides staging and other hardware for most of the City’s public special events.

**Department Organizational Chart**



## FY 2020 Adopted Budget Summary

	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
<b>Expenditures</b>	\$4,677,780	\$4,825,387	\$5,187,334	\$4,845,041	\$4,831,865
<b>Position Distribution</b>					
Full-Time	66	66	66	66	66
Part-Time	0	0	0	0	0

**FY 2020 Budget Analysis:** The FY 2020 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The personnel budget also reflects the mid-year conversion of three motor equipment operators to three water systems maintenance workers, the FY 2020 conversion of a heavy motor equipment operator to a special motor equipment operator, the addition of an assistant superintendent of highways and utilities, and the elimination of a superintendent of highways position (-\$12,434). The charges and services budget includes funding for landscape maintenance along Route 18 (\$24,000).

## FY 2018/2019 Accomplishments

- Over 500 new trees have been planted in the City, adding needed foliage to the cityscape, enhanced air quality, and additional shade.
- The Energy Division has been diligent in ensuring that New Bedford continues to lead the nation in energy efficiency: wind and solar continue to be utilized as alternative, renewable energy sources; the ESCO project continues as planned; and new grants have been sought for additional electric vehicles and replacement of outdated diesel vehicles for environmentally-friendly alternatives.
- New vehicle, plow, and construction equipment has been purchased as part of the city's planned replacement program, ensuring greater operator safety; decreased resident response time as necessary equipment is more readily available; and advancement of snow operations.
- The DPI shares resident concern for the condition of city roads and continues to prioritize their repair. State and local funding through CH90, the State Transportation Improvement Program, Community Development Block Grants, city bonds, and more are providing the department with much needed resources to resurface entire city blocks and repair potholes.
  - In the past year, over 20,000 linear feet of roadways have been repaired and over 11,000 potholes were filled.
  - A new contract has been procured for pavement management software, which will innovate the city's process for selecting the roads most in need of repair.

## Program Descriptions

**Cemetery Division:** The Cemetery Division is primarily responsible for providing human services and accurate record keeping of interment. These responsibilities include processing requests for interment, preparing and performing interments, accurately recording all transactions of sale of land, burials and markers, maintaining all cemetery grounds, management of the perpetual care funds and other associated revenues.

**Customer Service and Administration Division:** The Customer Service and Administration Division is responsible for recording all of the requests for services from the general public, the accounts payable of the annual budget and special revenue funds, and the overall management of the department.

**Energy Division:** The Energy Division is responsible for the supply and demand management of the city's use and procurement of energy. These responsibilities include competitive supply contract management, net metering credit assignment oversight, energy efficiency, renewable energy, and residential outreach for energy saving initiatives. The Energy Division also promotes the use of energy efficient vehicles within the city's fleet as well as among the city's residents and visitors by offering 10 charging stations for hybrid and electric vehicles.

**Engineering Division:** The Engineering Division is responsible for the oversight of all roadway improvements throughout the city. These responsibilities include project design for all city departments, review of all sub-division plans, surveys, GIS Software management, AutoCad software management, Pavement Management Software, issuing sidewalk and driveway permits, providing project cost estimates and insuring adherence to the City's Construction Standards.

**Highway Division:** The Highway Division is responsible for all maintenance within the City's layout. These responsibilities include engineering oversight of roadway improvements, sidewalk repairs, line painting, pothole repairs, traffic signal and street light maintenance, maintenance of city shade trees, citywide cleanup efforts including graffiti removal, operations of the ground water treatment facility, snow removal and associated vehicle and equipment maintenance.

**Park Maintenance and Forestry Division:** The Park Maintenance and Forestry Division is responsible for the maintenance of all city parks, beaches, tree planting and maintenance, and public open spaces. These responsibilities include the regular maintenance of all grounds, equipment, and buildings within these areas.

#### FY 2020 Strategic Goals, Unit Objectives, Performance Measures

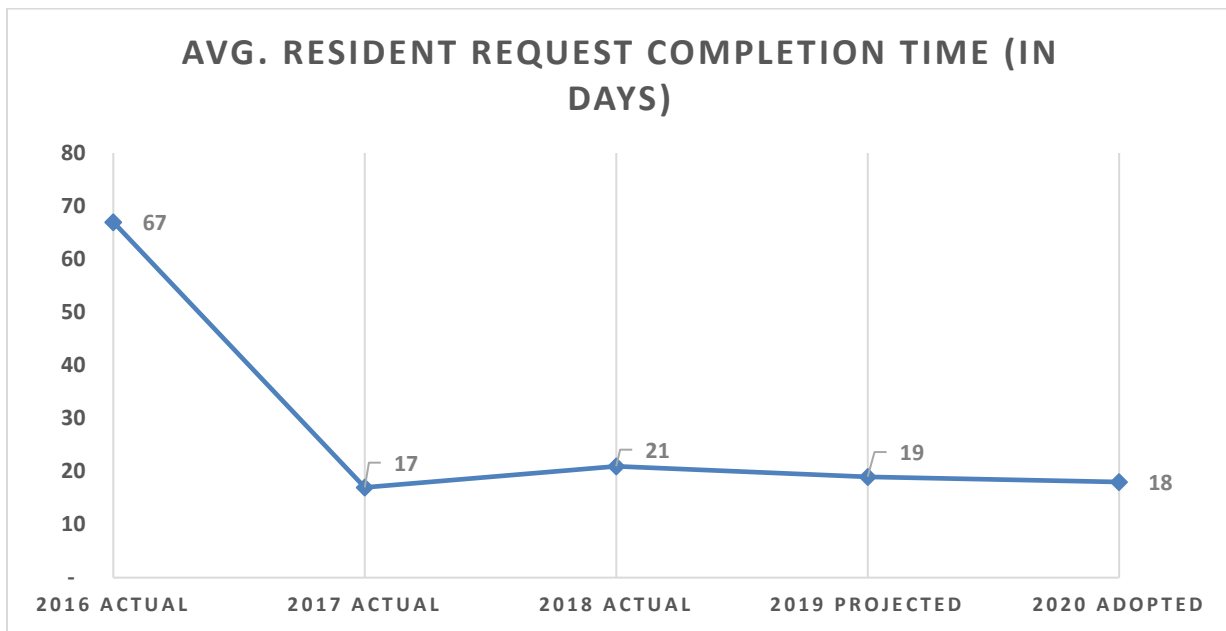
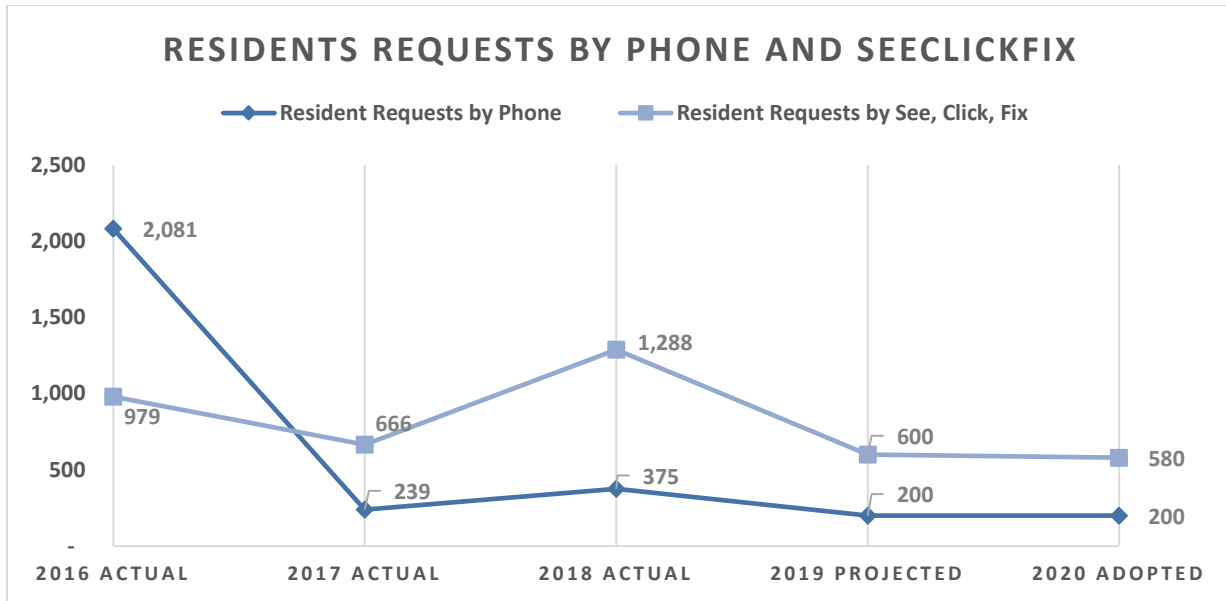
Strategic Goals		Status
1	Make the Department of Public Infrastructure easily accessible to residents of the City of New Bedford and promote a culture of collaboration between the Department and city residents.	Ongoing
2	To efficiently and effectively ensure the design, development and maintenance of the City of New Bedford's public infrastructure and beautification of city streets and their abutting green space.	Ongoing
3	Modernize the city's snow removal capabilities and identify ways to more efficiently ensure the safety of New Bedford residents.	Ongoing
4	Maintain city parks and green spaces.	Ongoing
5	To provide Special Event services to the community in the most cost effective way possible.	Ongoing

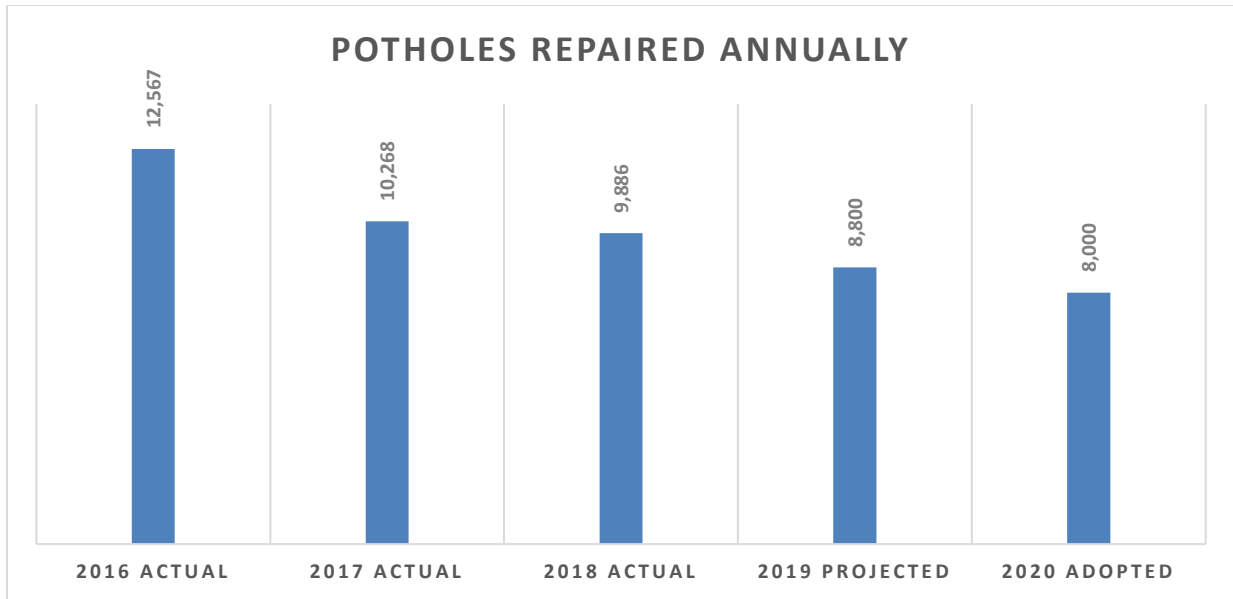
PERFORMANCE MEASURES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 PROJECTED	2020 ADOPTED
Resident requests received	3,345	991	1,750	840	820
In person	35	32	45	25	25
By phone	2,081	239*	375	200	200
Via See, Click, Fix	979	666	1,288	600	580
Email	250	35	42	15	15
Avg. response time (in days)	6	1	1	1	1
Avg. completion time (in days)	67	17	21	19	18

\* The department attributes use of the SeeClickFix application with identifying trouble areas before residents have an opportunity to report concerns as the primary reason for the reduction in constituent requests.

PERFORMANCE MEASURES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 PROJECTED	2020 ADOPTED
Potholes repaired	12,567	10,268	9,886	8,800	8,000
Trees planted	874	415	470	656	200
Trees trimmed	N/A*	N/A*	424	280	300
Yards of debris removed from public places	259	550	710	270	300
\$ total cost of labor and equipment for special events	\$198,987	\$101,487	\$56,978	\$80,000	\$75,000

\* New metric. Historic data unavailable.





## FY 2020 Expenditure Detail

	2018	2019	2019	2019	2020
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Pe	\$2,644,835	\$2,985,452	\$2,985,452	\$2,557,458	\$2,971,680
Additional Gross	81	0	0	27	0
Longevity	14,550	17,550	17,550	13,500	13,800
Overtime	116,897	100,000	100,000	127,074	100,000
Final Employee Payoffs	23,490	10,000	10,000	40,666	10,000
Sal Wages Temporary	36,750	20,000	20,000	42,813	20,000
Sick Incentive	6,144	7,500	7,500	7,638	7,500
FURLOUGH Settlement	219,571	0	0	0	0
FURLOUGH Interest	885	0	0	0	0
<b>Total Personnel Budget</b>	<b>\$3,063,203</b>	<b>\$3,140,502</b>	<b>\$3,140,502</b>	<b>\$2,789,176</b>	<b>\$3,122,980</b>
Advertising	\$2,924	\$1,000	\$1,000	\$1,000	\$1,000
Cell Phone	12,572	12,000	12,000	12,500	12,600
Computer Data Processing	7,780	5,000	5,000	0	0
Consultants	135,710	200,000	204,740	170,000	123,560
Copier Maintenance Agr	96	500	500	0	0
Dues Subscriptions	1,290	1,500	1,500	7,000	4,180
Electricity	55,329	90,795	90,795	90,795	95,950
Employees Training	13,775	10,000	10,000	15,000	16,290
Engineering Services	114,337	100,000	102,024	102,000	143,868
Hospital And Medical	16,250	40,000	40,000	20,000	25,000
In State Travel	29	0	0	11	0
Internet Lines	105	700	700	1,000	1,258
Lab Testing Services	10,750	7,000	7,000	7,000	8,000
Legal Services	16,000	0	0	1,314	0
Maintenance Agreements	35,445	45,000	45,000	58,040	69,890
Natural Gas	17,282	10,000	10,000	10,000	17,356
Not Otherwise Classified	10,945	20,000	20,000	14,000	10,000
Out Of State Travel	2,685	4,000	4,000	3,000	5,000
Printing	2,706	500	500	1,500	1,000
Professional Licenses	1,415	1,500	1,500	1,500	1,500
Public Safety	36,634	40,000	40,000	39,484	40,000
R M Buildings Grounds	132,263	120,000	120,000	107,000	117,500
R M Equipment	1,553	2,000	2,000	1,100	1,100
R M Miscellaneous	9,090	4,000	4,000	3,695	2,000
R M Traffic Control Eq	994	1,000	1,000	1,000	1,000
R M Vehicles	42,921	45,000	45,000	47,182	43,000
Rental-Lease	145,785	100,000	101,200	127,000	138,143
Sullivans Ledge Consen	17,750	15,000	15,000	17,750	17,750

## FY 2020 Expenditure Detail

	2018	2019	2019	2019	2020
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Telephone	\$284	\$200	\$200	\$500	\$500
Uniform Cleaning Services	17,316	18,000	19,178	33,000	38,122
<b>Total Charges and Services</b>	<b>\$862,015</b>	<b>\$894,695</b>	<b>\$903,837</b>	<b>\$893,370</b>	<b>\$935,567</b>
Books	\$0	\$0	\$0	\$380	\$0
Concrete	44,907	40,000	40,000	37,000	37,000
Sand	1,400	2,000	2,000	1,000	1,000
Stone	3,126	7,000	7,000	1,000	2,500
Supplies Audio Visual	50	1,000	1,000	1,000	1,000
Supplies Building Main	78,917	50,000	50,000	119,000	96,908
Supplies Cemetery	68,108	55,000	55,000	57,000	61,800
Freight	365	1,000	1,000	900	900
Supplies Computer	590	0	0	4,500	3,000
Supplies Electrical P	10,188	11,000	11,000	14,000	16,000
Supplies Janitorial	180	0	0	0	0
Supplies Lighting	47,099	50,000	50,000	65,000	65,000
Supplies Maintenance	12,377	6,200	6,200	15,000	12,000
Supplies Masonry	6,521	9,000	9,000	3,000	5,000
Supplies Misc Ground	96,626	158,241	161,046	146,000	137,000
Supplies Other	21,809	60,000	60,000	7,000	7,000
Supplies Painting	33,252	40,000	40,000	28,000	27,000
Supplies Photocopier	705	0	0	0	0
Supplies Public Safet	3,741	7,000	7,000	6,500	7,000
Supplies Recreation	0	30,000	30,000	26,000	20,000
Supplies Road Mainten	49,335	60,000	60,000	40,000	51,053
Supplies Sundry Offic	4,636	4,000	4,000	7,116	8,000
Supplies Water Works	12,628	10,000	10,000	3,000	5,000
Supplies Welding	7,922	5,000	5,000	5,000	5,000
Supplies Traffic Signa	1,182	15,000	15,000	8,000	10,000
Supplies Vehicle	40,497	30,000	30,000	53,925	58,157
Supplies Vehicle - Mis	55,210	50,000	50,000	77,000	80,000
Uniforms and Other Clo	1,371	3,000	3,000	1,000	1,000
Vehicle Diesel Fuel	98	0	0	0	0
Vehicle Gas Fuel	42,887	28,749	28,749	25,174	26,000
Vehicle Oil and Other	2,515	2,000	2,000	5,000	5,000
Vehicle Supplies Tires	5,778	0	0	0	0
<b>Total Supplies</b>	<b>\$654,020</b>	<b>\$735,190</b>	<b>\$737,995</b>	<b>\$757,495</b>	<b>\$749,318</b>
Infrastructure Items	\$0	\$0	\$300,000	\$300,000	\$0
Landscaping	0	0	0	0	0
Major Equipment	64,253	45,000	45,000	45,000	14,000



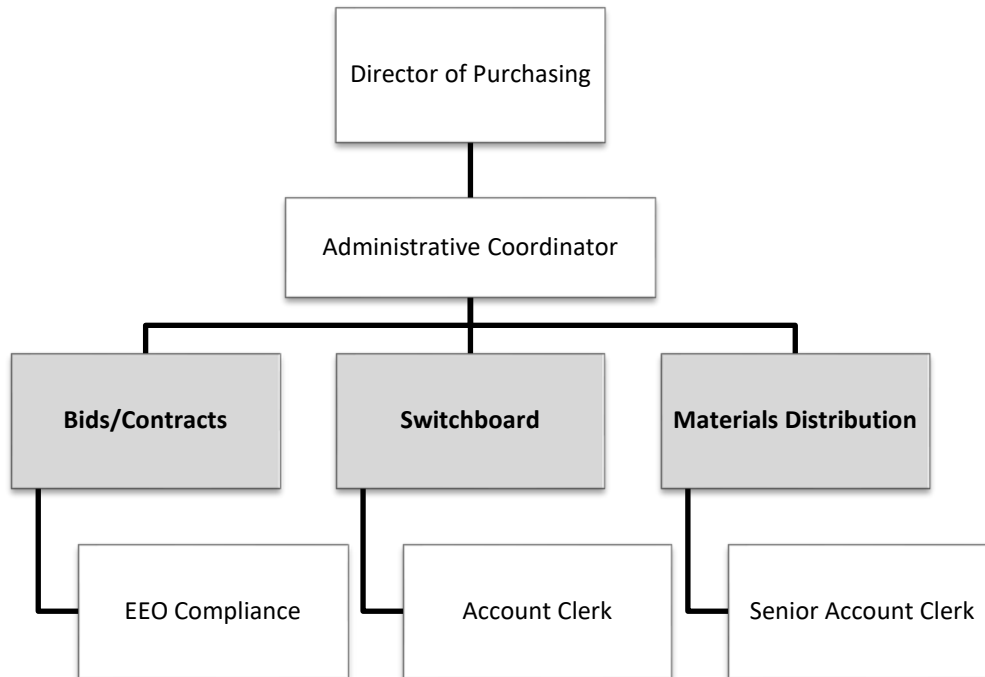
**FY 2020 Expenditure Detail**

	<b>2018</b>	<b>2019</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>
<b>DESCRIPTION</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REVISED</b>	<b>PROJECTED</b>	<b>ADOPTED</b>
Minor Equipment Capita	\$34,288	\$0	\$50,000	\$50,000	\$0
Parks-Outdoor Furn/Str	0	10,000	10,000	10,000	10,000
<b>Total Capital Outlay</b>	<b>\$98,541</b>	<b>\$55,000</b>	<b>\$405,000</b>	<b>\$405,000</b>	<b>\$24,000</b>
<b>TOTAL EXPENDITURES</b>	<b>\$4,677,780</b>	<b>\$4,825,387</b>	<b>\$5,187,334</b>	<b>\$4,845,041</b>	<b>\$4,831,865</b>

**Mission Statement:** The Purchasing Department seeks to meet the procurement needs of city departments as quickly, efficiently and cost effectively as possible by assisting City departments with the procurement of all goods, services, construction and public works projects, needed to perform the departments’ work. The department is responsible for researching methodologies for greater efficiency in the procurement process and ensuring that the process remains in compliance with State and Federal laws.

**Department Description:** The Purchasing Department is responsible for ensuring the acquisition of quality products in a cost-effective manner. The department manages all departmental purchase orders; executes all vendor contracts; composes and processes all Invitations for Bids and Requests for Proposals; operates the central mail room and serves as the City’s main switchboard; and orders photocopiers and office supplies for City departments.

**Department Organizational Chart**



**FY 2020 Adopted Budget Summary**

	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
<b>Expenditures</b>	\$319,061	\$379,962	\$379,962	\$364,391	\$370,895
<b>Position Distribution</b>					
Full-Time	5	5	5	5	5
Part-Time	0	0	0	0	0

**FY 2020 Budget Analysis:** The FY 2020 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The charges and services budget reflects a reallocation of \$21,134 from the Purchasing Department to the Treasurer’s Office for the cost of a private contractor to print and mail real estate bills and an increase of \$5,000 for a USPS rate increase, for a net reduction of \$16,134.

**FY 2018/2019 Accomplishments**

- Began training all City departments in the use of CommBUYS, the Commonwealth of Massachusetts State Purchasing System with the assistance of the Operational Services Division, the State’s Purchasing Office. With the ability to utilize the State’s purchasing power, the City has access to 171 state contracts and over a million products to choose from, saving the City both time and money.

**Program Descriptions**

**Bids/Contracts:** The Purchasing Department works closely with all city departments to develop Invitation for Bid/Request for Proposals/ etc., enabling departments to receive the goods/services they need at the best quality and price while ensuring compliance with all Massachusetts General Laws as they relate to advertising, specifications, bid openings, contract coordination and full contract execution.

**Materials Distribution:** The Purchasing Department is responsible for the procurement of all office supplies for all municipal departments as well as the maintenance of a stock room located in City Hall.

**Switchboard:** The switchboard operator is responsible for answering the citywide municipal switchboard, directing calls, and processing all municipal external mail. In this role, the switchboard operator also assists with communications functions.

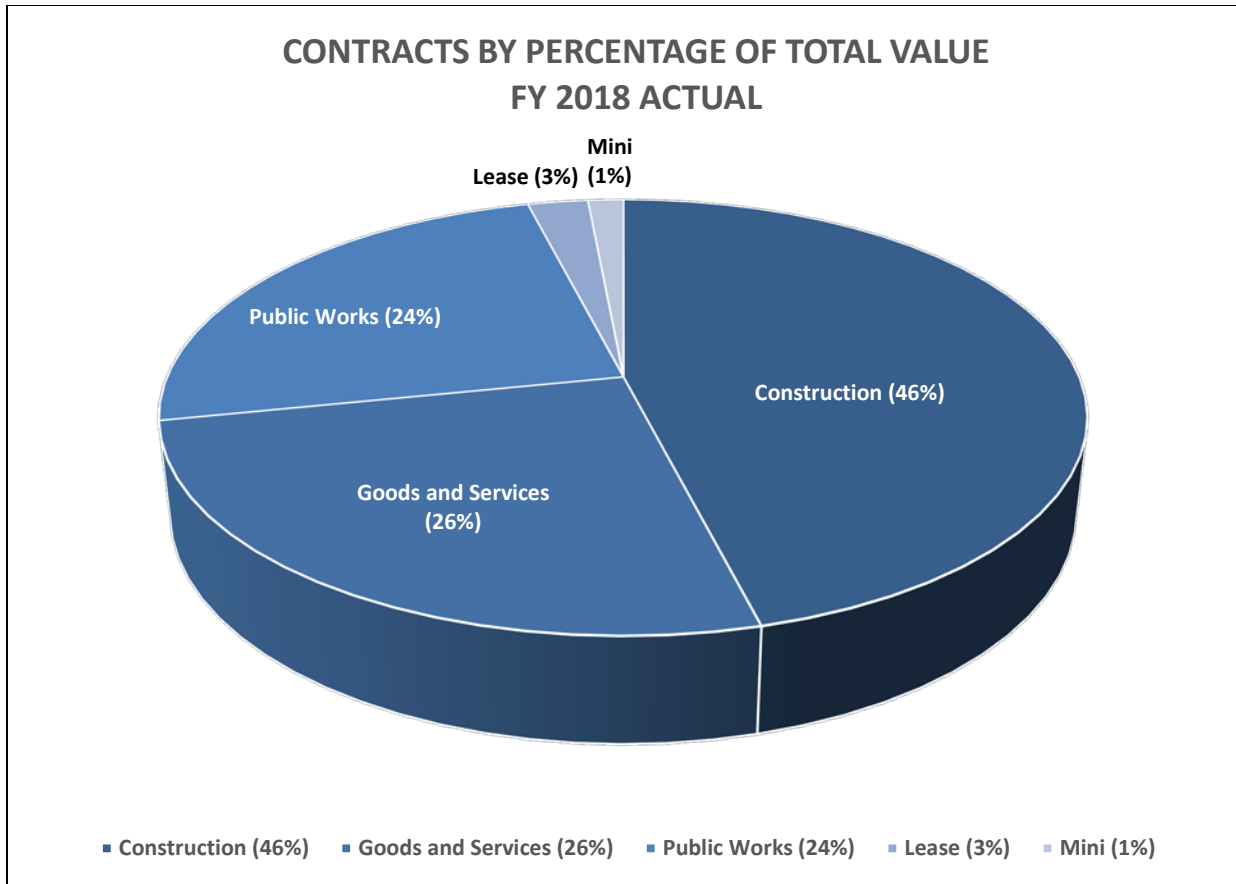
**FY 2020 Strategic Goals, Unit Objectives, Performance Measures**

Strategic Goals		Status
1	Meet the demands of the Capital Improvement Program by continuing to effectively execute the procurement process.	Ongoing
2	Prepare and implement sustainable procurement policies.	Ongoing

PERFORMANCE MEASURES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 PROJECTED	2020 ADOPTED
Purchase Orders issued	7,416	7,776	7,740	7,750	9,066
RFPs/IFBs issued	60	62	94	100	125
Contracts issued	193	183	254	220	275
Value of contracts (goods & services)	\$6.4M	\$10.1M	\$17.4M	\$19.6M	\$20.4M*
Value of contracts (Public Works & Building Construction)	\$6.7M	\$21.5M	\$46.4M**	\$25.7 M	\$32M
Value of contracts (Mini)	\$2.8M	\$3.4M	\$998,710	\$2.9M	\$3.6M

\* Value of contracts includes all contracts not considered construction, which includes: goods and services, design services, consulting, engineering, general (CPA grant funding), and leases.

\*\* In June of 2018, DPI put four bids in the field with a total project cost of \$23.4M, doubling the value of contracts in FY 2018.



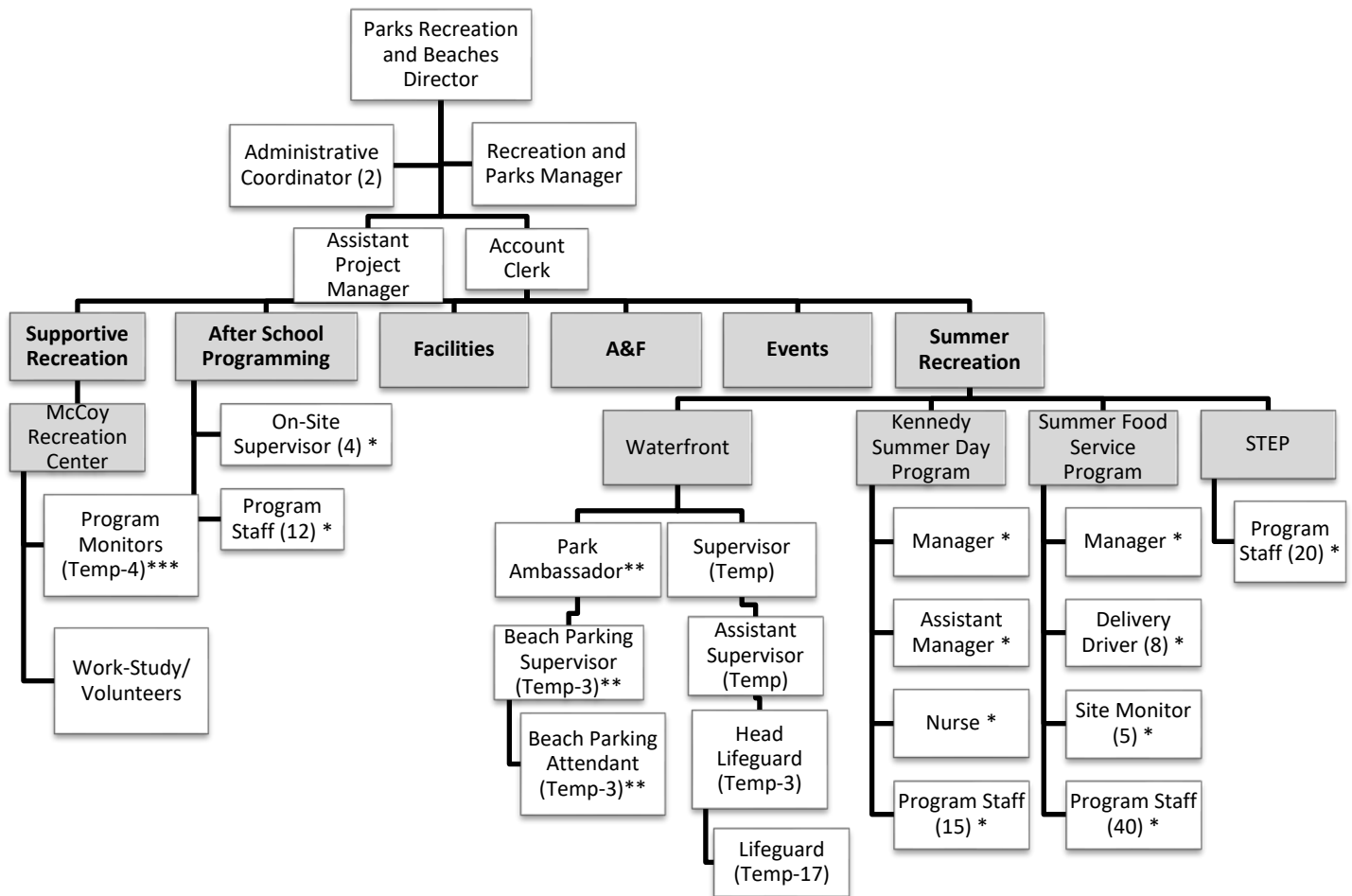
## FY 2020 Expenditure Detail

	2018	2019	2019	2019	2020
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$205,118	\$260,383	\$260,383	\$244,824	\$267,448
Longevity	550	550	550	550	550
Sick Incentive	700	700	700	688	700
FURLOUGH Settlement	15,992	0	0	0	0
FURLOUGH Interest	62	0	0	0	0
<b>Total Personnel Budget</b>	<b>\$222,423</b>	<b>\$261,633</b>	<b>\$261,633</b>	<b>\$246,062</b>	<b>\$268,698</b>
Advertising	\$95	\$0	\$0	\$0	\$0
Consultants	4,113	0	0	0	0
Dues Subscriptions	175	175	175	175	225
Employees Training	1,095	1,350	1,350	1,350	1,300
Hospital And Medical	105	0	0	55	0
In State Travel	270	200	200	145	200
Insurance	175	175	175	175	175
Not Otherwise Classified Svc	350	0	0	0	0
Postage	73,850	100,000	100,000	100,000	83,868
R M Office Equipment	12,742	12,742	12,742	12,742	12,742
Rental-Lease	3,337	3,337	3,337	3,337	3,337
<b>Total Charges and Services</b>	<b>\$96,306</b>	<b>\$117,979</b>	<b>\$117,979</b>	<b>\$117,979</b>	<b>\$101,847</b>
Supplies Photocopier	\$0	\$50	\$50	\$50	\$50
Supplies Sundry Office	333	300	300	300	300
<b>Total Supplies</b>	<b>\$333</b>	<b>\$350</b>	<b>\$350</b>	<b>\$350</b>	<b>\$350</b>
<b>TOTAL EXPENDITURES</b>	<b>\$319,061</b>	<b>\$379,962</b>	<b>\$379,962</b>	<b>\$364,391</b>	<b>\$370,895</b>

**Mission Statement:** Enhancing the quality of life for residents through safe, structured, and accessible programs and public spaces.

**Department Description:** The Department of Parks Recreation & Beaches (PRB) serves as the managing body of all recreation and open spaces and offers a variety of seasonal and year round programming for all city residents, including one day events; league programming; supportive recreation; after school programming; and summer recreation. The department is responsible for the effective management of all city fields, parks, playgrounds and associated facilities, including the Andrea McCoy Recreation Center.

**Department Organizational Chart**



- \* Signifies grant funded positions.
- \*\* Beach Parking Staff are funded by the Fort Taber Revolving Fund
- \*\*\* Two positions funded by Supportive Rec Revolving Fund

**FY 2020 Adopted Budget Summary**

	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
<b>Expenditures</b>	\$385,706	\$475,926	\$490,926	\$477,632	\$556,280
<b>Position Distribution</b>					
Full-Time	5	5	5	5	6
Part-Time	0	0	0	0	0

**FY 2020 Budget Analysis:** The FY 2020 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The personnel budget also reflects the addition of an assistant project manager, the transfer of two temporary employees to the Supportive Recreation Revolving Fund, and an increase to the temporary line for the hourly rate of head life guards (\$23,884). The capital outlay budget includes funding for a department vehicle (\$12,610).

**FY 2018/2019 Accomplishments**

- Doubled the number of revolving funds by adding two new funds to support the Captain Jack Peterson Memorial Dog Park and the Whaling City Golf Course.
- Expanded out of school time programming to include February and April vacation activities and expand summertime Youth United program.
- Secured agreement with outside vendor for swan boats at Buttonwood Park. This vendor has and continues to invest in the maintenance and restoration of the pond.
- Worked with community members to develop Friends of the Park groups at Brooklawn, Hazelwood, and Dog Park.
- Secured a \$50,000 private donation plus additional match for rehabilitation of Hazelwood Bowling Green.

**Program Descriptions**

**Administration and Finance:** The Administration and Finance function of the Department facilitates resource development, including sourcing and applying for grants, fundraising, user fees, marketing via print, digital and mass media; personnel and accounting. This division also manages relationships with program vendors, facility tenants, leagues on fields including contractual agreements. In all, this division manages about 20 funds including four revolving funds, handling grant awards, vendor revenue, and contracts with entities such as Mass In Motion and Coastal Food Shed.

**Events:** The Department serves as the City’s representative on various public/private partnerships such as the NB Science Café Kids, AHA! New Bedford, Mass in Motion New Bedford, Groundwork South Coast, Greater New Bedford Youth Alliance, New Bedford Fitness Challenge, New Bedford Wellness Initiative, and NBbeautiful. Promotes and develops departmental community events and partners with community organizations on events in parks and elsewhere.

**Facilities:** PRB is responsible for the management of all parks, playgrounds, and recreation in the city including all facilities operations, the execution of all licensing, permitting of recreational spaces, and similar agreements. The department develops resources to promote the constructive use of the city’s open spaces and preserve the ecological and historic nature of these lands and enhance recreational opportunities. The department leverages and coordinates volunteers and interns to accomplish this goal.

**Summer Recreation:** The Department of Parks Recreation & Beaches offers summer programming for children and youth including, the Play in the Park Summer Food Program, the Seasonal Training and Employment Program (STEP), the Kennedy Summer Day Program at Fort Taber and other fitness and recreational programs. The

Department is also responsible for the management of 3.5 miles of beaches, 22 beach staff, beach parking and seasonal concessions.

**Supportive Recreation:** The Department of Parks Recreation & Beaches offers a variety of programming in the community for residents of all ages and economic means including after school programming at City elementary schools for low income students, as well as city-wide recreation events and week-long and one day programming, over 50% of which is dedicated to FREE programming for participants of all ages. We continue to add new programming to the McCoy Recreation Center and parks offerings expanding the opportunities for residents in recreational programming.

**FY 2020 Strategic Goals and Performance Measures**

Strategic Goals		Status
1	Expand accessibility of formal recreation opportunities in the City of New Bedford.	Ongoing
2	Continue to provide safe, professional summer programming city-wide.	Ongoing
3	Ensure the satisfactory and sustainable planning, management and maintenance of the City's parks, beaches and recreational facilities and their accessibility to all New Bedford residents and organizations.	Ongoing

PERFORMANCE MEASURES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 PROJECTED	2020 ADOPTED
Out-of-school-time participants	2,382*	1,860*	2,707	2,500	2,500
% of out-of-school-time programming that is grant funded	100%	100%	100%	100%	100%
Grant Dollars Raised to provide Supportive Recreation Programming**	\$465,854	\$475,916	\$445,883	\$433,494	\$440,000

\* FY 2016 and 2017 predate the Department's integration of the MyRec management system and cannot be verified.

PERFORMANCE MEASURES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 PROJECTED	2020 ADOPTED
AMRC memberships	2,174*	2,350*	1,691	1,500**	1,550
Programs offered by the Rec Center***	29	35	36	40	40
Total # of Participants	424	368	463	650	675

\* Figures include duplicate and expired memberships as a result of a faulty software. Figures for 2018 forward reflect verified numbers based on new reporting software.

\*\* Numbers declined between 2018 and 2019 as a result of a core program being discontinued.

\*\*\* Figures include recreational programming hosted by the Recreation Center at other locations.

PERFORMANCE MEASURES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 PROJECTED	2020 ADOPTED
Formal summer programs offered	7	11	13	20	20
Waterfront recreation events	26	23	24	30	30
Recreational public park events	23	46	54	40	40

\* Data collection and reporting methodology changed in FY 2016. Historic data is inconsistent with the current reporting methodology.



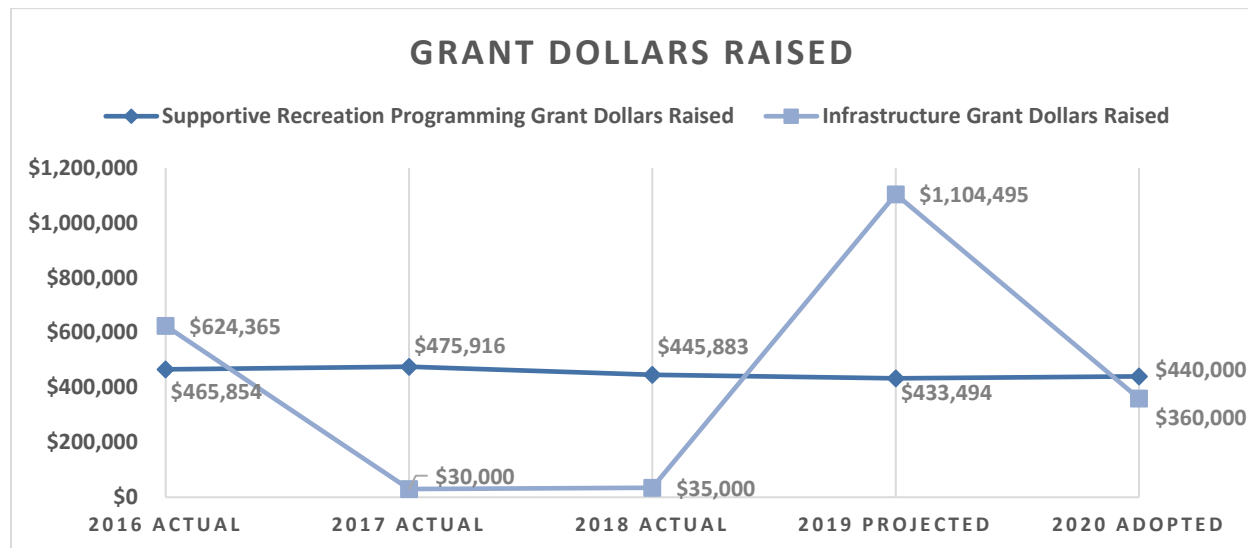
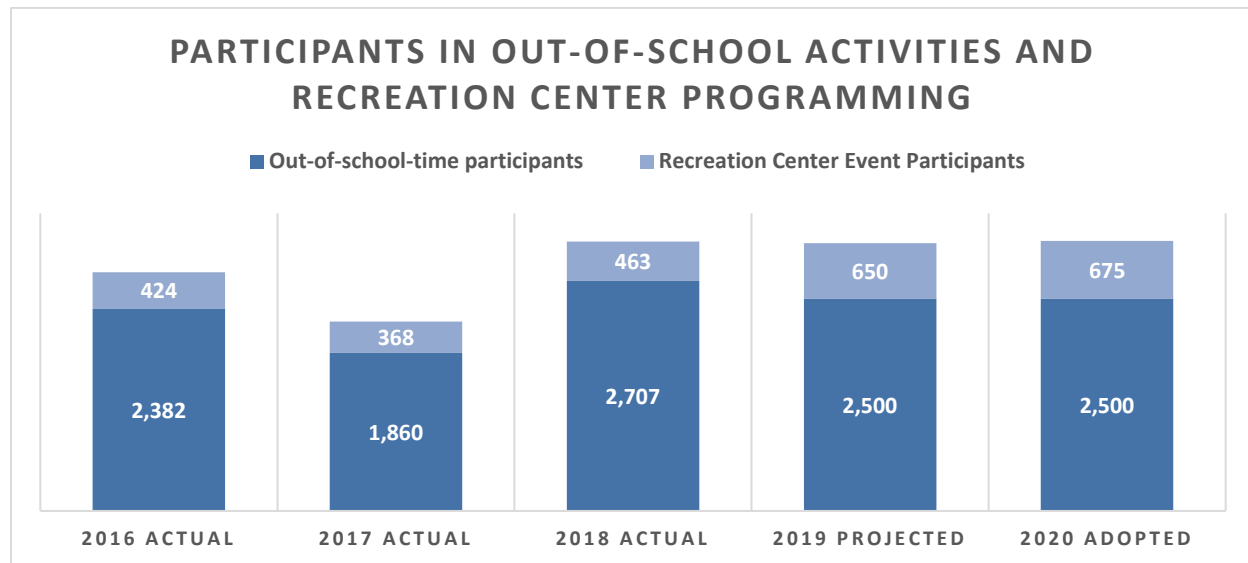
PERFORMANCE MEASURES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 PROJECTED	2020 ADOPTED
Field permits issued	195	228	158*	150	150
Facilities rental contracts processed	N/A**	228	324	232	300
Total Revolving Fund Revenue Generated***	\$60,780	\$59,645	\$100,982	\$130,000	\$130,000
Grant Dollars Raised for Infrastructure****	\$624,365	\$30,000	\$35,000	\$1,104,495	\$360,000

\* Field Permits declined between 2017 and 2019 as a result of property damage that occurred at two parks and the planned renovation of a third, which prevented the use of those sites.

\*\* Historic data not available.

\*\*\* FY 2018 Actual includes the addition of the Fort Taber Revolving Fund which includes beach parking revenue which resulted in a 41% increase from FY 2017. FY 2019 Projected includes the addition of the Dog Park and Golf Course revolving funds, increases in Park Use fees, and phase in of non-profit/for profit rates now fully implemented.

\*\*\*\* FY 2019 and 2020 estimates reflect the Department’s initial CPA award and an anticipated award for the two projects that were selected.



## FY 2020 Expenditure Detail

	2018	2019	2019	2019	2020
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$215,601	\$254,354	\$254,354	\$252,145	\$310,752
Overtime	2,295	0	0	982	0
Sal Wages Temporary	143,269	197,102	164,602	152,559	192,948
Sick Incentive	556	500	500	975	1,000
<b>Total Personnel Budget</b>	<b>\$361,721</b>	<b>\$451,956</b>	<b>\$419,456</b>	<b>\$406,661</b>	<b>\$504,700</b>
Advertising	\$1,685	\$800	\$800	\$1,500	\$800
Cell Phone	1,865	3,360	4,360	3,360	3,360
Computer Data Processing	1,500	1,500	1,500	1,500	1,500
Consultants	2,443	1,390	16,390	16,390	16,390
Dues Subscriptions	950	900	900	915	900
Employees Training	160	200	200	200	200
Hospital And Medical	1,370	1,700	1,700	1,477	1,700
In State Travel	684	550	550	550	550
Out Of State Travel	0	400	400	400	400
Printing	5,031	6,000	9,500	9,500	6,000
R M Miscellaneous	0	0	0	9	0
Rental-Lease	4,284	4,050	4,050	4,050	4,050
Telephone	419	0	0	0	0
<b>Total Charges and Services</b>	<b>\$20,391</b>	<b>\$20,850</b>	<b>\$40,350</b>	<b>\$39,851</b>	<b>\$35,850</b>
Supplies Misc Groundskeepng	\$288	\$0	\$0	\$0	\$0
Supplies Photocopier	177	1,000	1,000	1,000	1,000
Supplies Recreation	2,080	1,500	6,000	6,000	1,500
Supplies Sundry Office	1,049	620	5,120	5,120	620
<b>Total Supplies</b>	<b>\$3,594</b>	<b>\$3,120</b>	<b>\$12,120</b>	<b>\$12,120</b>	<b>\$3,120</b>
Automobiles Purchased	\$0	\$0	\$0	\$0	\$12,610
Minor Equipment Capital	0	0	19,000	19,000	0
<b>Total Capital Outlay</b>	<b>\$0</b>	<b>\$0</b>	<b>\$19,000</b>	<b>\$19,000</b>	<b>\$12,610</b>
<b>TOTAL EXPENDITURES</b>	<b>\$385,706</b>	<b>\$475,926</b>	<b>\$490,926</b>	<b>\$477,632</b>	<b>\$556,280</b>

**Departmental Description:** The New Bedford Public Schools consist of 22 schools and two alternative schools serving approximately 12,600 students. Under Massachusetts General Laws, local school departments are governed by an independently-elected school committee. The City Council sets overall funding, while the School Committee determines specific appropriations and provides general direction.

**FY 2020 Adopted Budget Summary**

	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
<b>Expenditures</b>	\$130,950,000	\$137,030,000	\$137,830,000	\$137,830,000	\$146,750,000

**FY 2020 Budget Analysis:** The FY 2020 budget provides funding for the School Department in compliance with Net School Spending requirements. The breakdown among categories will be revised subject to School Committee reconciliation, and will be revised as needed following the adoption of the state budget.

**FY 2020 Expenditure Detail**

DESCRIPTION	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
<u>Salaries and Wages</u>	<u>\$97,817,466</u>	<u>\$102,959,426</u>	<u>\$103,842,309</u>	<u>\$103,842,309</u>	<u>\$110,341,356</u>
<b>Total Personnel Budget</b>	<b>\$97,817,466</b>	<b>\$102,959,426</b>	<b>\$103,842,309</b>	<b>\$103,842,309</b>	<b>\$110,341,356</b>
<u>School General Expense</u>	<u>\$32,842,643</u>	<u>\$34,070,574</u>	<u>\$33,987,691</u>	<u>\$33,987,691</u>	<u>\$36,408,644</u>
<b>Total General Expense</b>	<b>\$32,842,643</b>	<b>\$34,070,574</b>	<b>\$33,987,691</b>	<b>\$33,987,691</b>	<b>\$36,408,644</b>
<b>TOTAL EXPENDITURES</b>	<b>\$130,660,109</b>	<b>\$137,030,000</b>	<b>\$137,830,000</b>	<b>\$137,830,000</b>	<b>\$146,750,000</b>

**Departmental Description:** Massachusetts General Laws requires localities to report annually on the amounts appropriated and expended for snow and ice removal over the course of the fiscal year. The Snow Removal account is a constructed category within the General Fund to which citywide expenditures for snow removal are assigned.

**FY 2020 Adopted Budget Summary**

	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
<b>Expenditures</b>	\$450,000	\$450,000	\$450,000	\$314,717	\$450,000

**FY 2020 Budget Analysis:** The FY 2020 budget funds Snow Removal at a level equivalent to historical expenses:

<b>FY 2015:</b>	\$1,207,044
<b>FY 2016:</b>	\$401,852
<b>FY 2017:</b>	\$520,368
<b>FY 2018:</b>	\$450,000
<b><u>FY 2019</u></b>	<u>\$314,717</u>
<b>Average:</b>	<b>\$578,796</b>

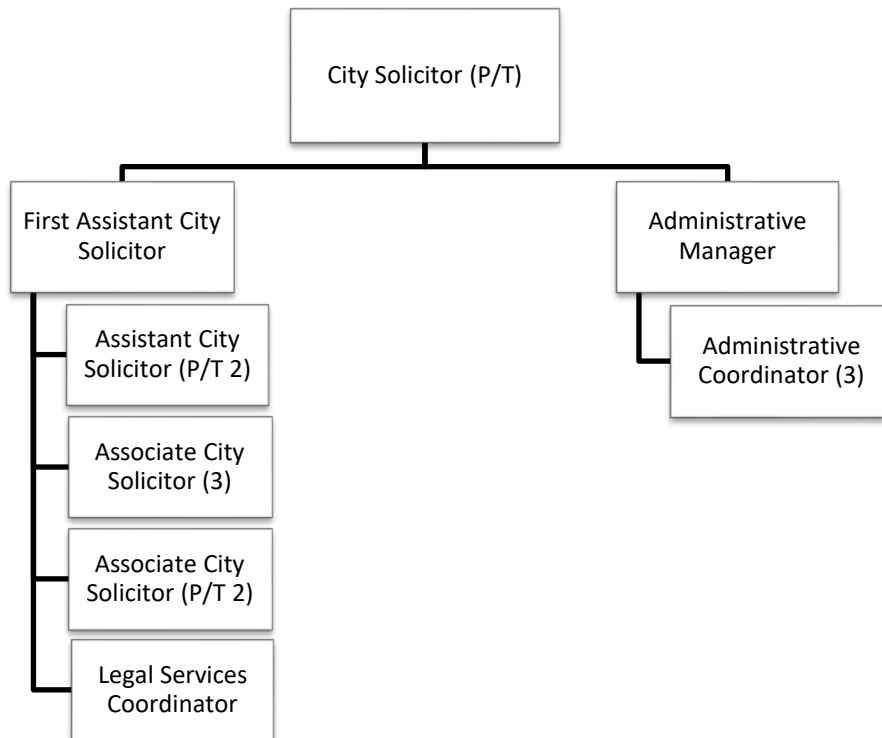
**FY 2020 Expenditure Detail**

DESCRIPTION	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
<u>Snow Removal</u>	<u>\$450,000</u>	<u>\$450,000</u>	<u>\$450,000</u>	<u>\$314,717</u>	<u>\$450,000</u>
<b>TOTAL EXPENDITURES</b>	<b>\$450,000</b>	<b>\$450,000</b>	<b>\$450,000</b>	<b>\$314,717</b>	<b>\$450,000</b>

**Mission Statement:** The Office of the City Solicitor strives to provide high quality and efficient legal services to the Mayor, City Departments, and City Boards and Commissions.

**Department Description:** The Office of the City Solicitor performs a variety of legal functions, including: advising the Mayor, City Departments, and City Boards and Commissions on a wide range of legal issues; representing the City in judicial and administrative proceedings; providing legal services in transactional matters, including contracts and real estate transactions; drafting and reviewing ordinances and regulations; responding to requests for documents under the Massachusetts Public Records Law and pursuant to subpoenas; drafting and reviewing documents pertaining to eminent domain and to the laying out, discontinuance, change or improvement of streets; managing outside counsel; managing the City’s insurance programs; and pursuing the City’s subrogation claims. Much of this work is driven by the policy objectives of other City Departments and/or outside events. The Solicitor’s Office also oversees the Mayor’s Task Force on Neighborhood Quality, which is a multi-departmental group comprised of employees from the Solicitor’s Office, Inspectional Services, Health, Police, and Fire Departments. The goal of the Task Force is to improve the quality of life in New Bedford’s neighborhoods through the vigorous enforcement of the City Code.

**Department Organizational Chart**



**FY 2020 Adopted Budget Summary**

	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
<b>Expenditures</b>	\$930,009	\$954,719	\$964,368	\$983,591	\$1,029,458
<b>Position Distribution</b>					
Full-Time	9	9	9	9	9
Part-Time	5	5	5	5	5

**FY 2020 Budget Analysis:** The FY 2020 budget includes funding for compensation increases required by the Code of Ordinances. The charges and services budget reflects increases in the consultant line for attorney retention and the 40U hearing officer, as well as the computer data processing line for annual maintenance of the department's FOIA software (\$45,000).

**FY 2018/2019 Accomplishments**

- Drafted marijuana zoning ordinance.
- Negotiated change in the city's health plan in order to reduce healthcare costs.
- Acquired property at which the city's new public safety center will be constructed.
- Effectuated the sale of two waterfront properties to a private purchaser, resulting in more than \$2 million in proceeds to the City.

**Program Descriptions**

**Legal Services:** The Solicitor's Office is responsible for providing timely and knowledgeable legal advice to the Mayor, City Departments, and City Boards & Commissions, both through formal legal opinions and informal legal advice. The office is staffed by nine attorneys, five of whom work part-time for the Solicitor's Office.

**Labor Relations:** The Solicitor's Office is responsible for negotiating and interpreting the city's collective bargaining agreements and for resolving disputes that arise under them.

**Insurance Policies:** The Solicitor's Office administers the City's insurance programs and oversees outside counsel assigned to claims brought against the City that are covered by insurance.

**Ordinances:** The Solicitor's Office reviews the City Code and updates city ordinances. The office is also responsible for assisting the mayor and municipal departments with the drafting of all new city ordinances for their presentation to (and acceptance from) the Mayor and City Council.

**Real Property:** The Solicitor's Office reviews and/or drafts legal documents pertaining to real property (land) including deeds, leases, easements, licenses, eminent domain orders, acceptances, discontinuances and alterations of public ways.

**Requests for Records:** The Solicitor's Office is responsible for assisting departments with compliance with Massachusetts Public Records Law requests and subpoenas for records.

**Subrogation Collection:** The Solicitor's Office is responsible for the collection of any outstanding debts owed to the City and its departments for damages against it including vehicle damage, city property damage, Injured-on-Duty, and Victim Witness.

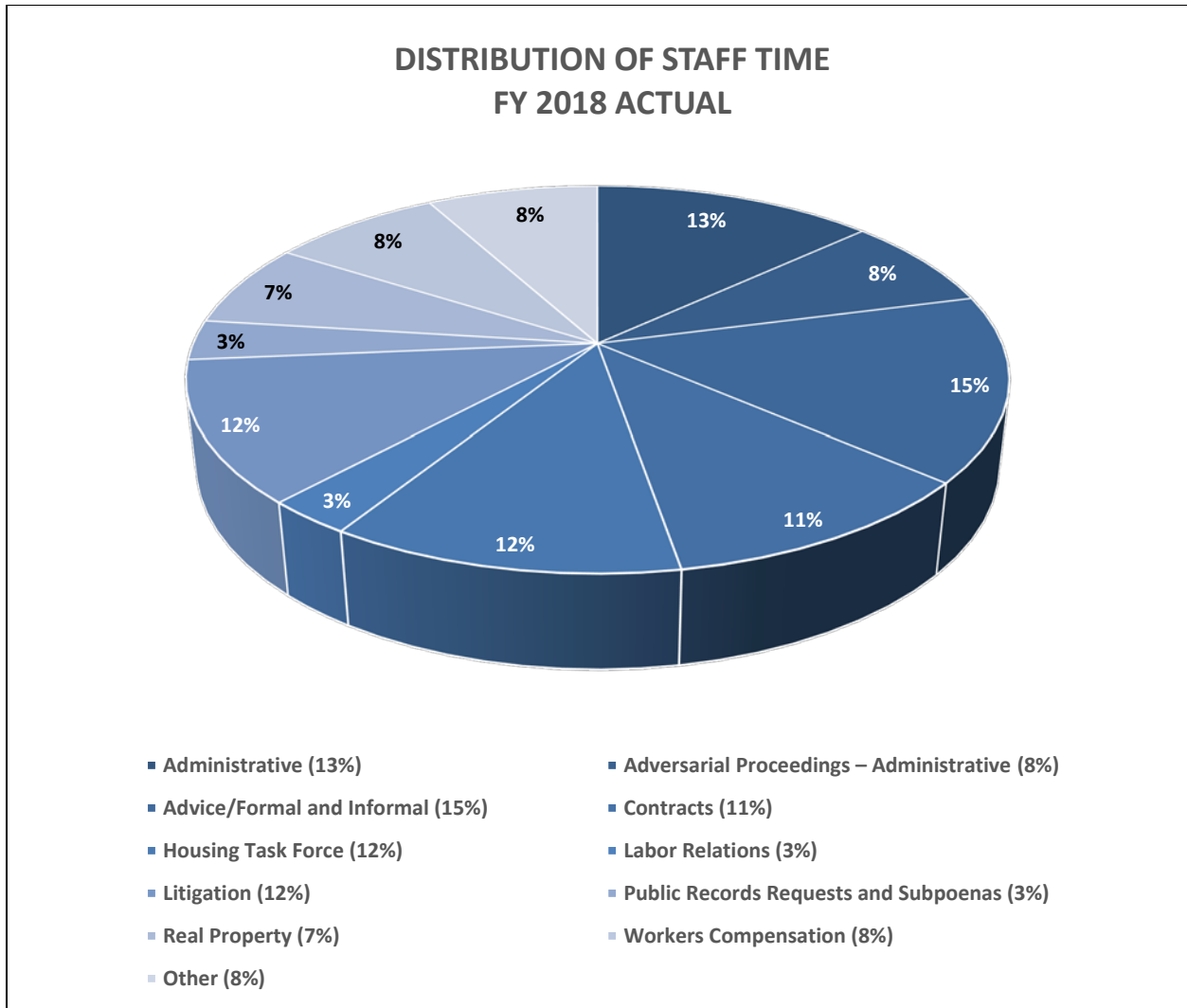
**Training City Departments:** The Solicitor's Office seeks to reduce the City's liability by providing trainings on legal matters to City Departments through seminars and written policies and procedures.

## FY 2020 Strategic Goals, Unit Objectives, Performance Measures

Strategic Goals		Status
1	Increase data available to the public regarding the work performed by the Solicitor's Office and ensure that work is distributed efficiently and equitably among attorneys in Solicitor's Office.	Ongoing
2	Increase data available to the public about the work performed by the Mayor's Task Force on Neighborhood Quality.	Ongoing

PERFORMANCE MEASURES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 PROJECTED	2020 ADOPTED
Administrative	1,832	1,582	1,636	1,285	1,460
Adversarial Proceedings – Administrative	741	629	962	901	931
Advice/Formal and Informal	1,619	2,279	1,913	2,322	2,117
City Public Meetings	74	82	50	19	35
Contracts	1,046	1,348	1,356	662	1,009
Hearing Officer	23	9	14	1	7
Housing Task Force	1,456	1,459	1,451	1,463	1,457
Insurance cases/Oversight	107	56	69	74	72
Labor Relations	414	387	362	386	374
Litigation	1,743	1,396	1,457	1,739	1,598
Meetings	462	442	508	419	463
Ordinances/ Regulations/Policies	182	285	355	378	367
Public Records Requests and Subpoenas	269	339	414	249	331
Real Property	1,152	688	868	755	811
Workers Compensation	916	697	993	813	903
Total	12,038	11,679	12,408	11,466	11,935

PERFORMANCE MEASURES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 PROJECTED	2020 ADOPTED
Receivership inspections conducted	39	45	39	30	30
Correction orders issued	357	286	611	800	800
Trash tickets issued	2,453	4,490	5,635	7,500	8,000
% of fines collected from trash tickets	35%	46%	38%	30%	40%



\* Other (8%) includes the following categories: meetings; public meetings; hearing officer; insurance cases/oversight, and ordinances/regulations/policies.



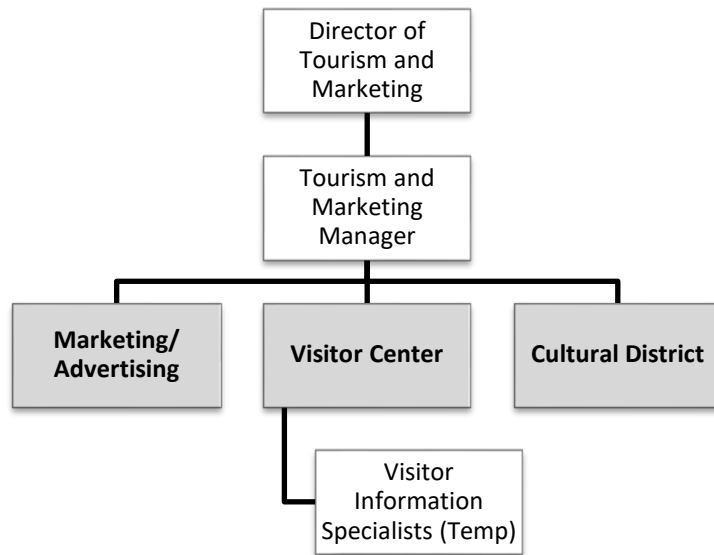
## FY 2020 Expenditure Detail

	2018	2019	2019	2019	2020
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$579,750	\$584,142	\$584,142	\$591,957	\$612,208
Longevity	4,775	5,075	5,075	5,075	4,725
Final Employee Payoffs	0	0	0	11,269	0
Sal Wages PT Permanent	243,771	263,154	263,154	263,118	272,502
Sick Incentive	1,175	1,175	1,175	1,350	1,350
<b>Total Personnel Budget</b>	<b>\$829,471</b>	<b>\$853,546</b>	<b>\$853,546</b>	<b>\$872,769</b>	<b>\$890,785</b>
Advertising	\$0	\$0	\$0	\$980	\$0
Cell Phone	425	600	600	600	600
Consultants	35,656	15,000	24,649	33,649	55,000
Court Services	7,599	9,081	9,081	6,000	9,081
Dues Subscriptions	36,602	40,900	40,900	40,900	41,900
Employees Training	1,205	2,000	2,000	3,330	3,500
Hospital And Medical	0	500	500	250	500
In State Travel	2,251	0	0	2,781	0
Jdgmnt Claims Sttlmnts	0	10,000	10,000	2,840	7,500
Software Maintenance Agreement	0	0	0	0	5,000
Printing	292	3,600	3,600	250	3,600
R M Miscellaneous	0	150	150	150	150
R M Office Equipment	0	250	250	0	250
Rental Lease Office Equip	5,092	5,092	5,092	0	0
Rental-Lease	0	0	0	5,092	5,092
<b>Total Charges and Services</b>	<b>\$89,123</b>	<b>\$87,173</b>	<b>\$96,822</b>	<b>\$96,822</b>	<b>\$132,173</b>
Supplies Computer	\$1,556	\$0	\$0	\$413	\$0
Supplies Photocopier	1,672	2,500	2,500	2,087	2,500
Supplies Sundry Office	3,400	4,000	4,000	4,000	4,000
<b>Total Supplies</b>	<b>\$6,628</b>	<b>\$6,500</b>	<b>\$6,500</b>	<b>\$6,500</b>	<b>\$6,500</b>
Computer Software Capital	\$4,788	\$7,500	\$7,500	\$7,500	\$0
<b>Total Capital Outlay</b>	<b>\$4,788</b>	<b>\$7,500</b>	<b>\$7,500</b>	<b>\$7,500</b>	<b>\$0</b>
<b>TOTAL EXPENDITURES</b>	<b>\$930,009</b>	<b>\$954,719</b>	<b>\$964,368</b>	<b>\$983,591</b>	<b>\$1,029,458</b>

**Mission Statement:** The City of New Bedford's Office of Tourism & Marketing is dedicated to promoting New Bedford as a leisure travel destination and marketing the city's history, culture, shopping, dining, arts and entertainment locally, regionally, nationally and internationally.

**Department Description:** Tourism & Marketing Department is responsible for marketing, advertising and branding the city as a tourist destination. Essential duties include public relations, communications, special events and managing the city's visitor information center. The department also serves as a tourism liaison between various related public and private organizations and institutions and serves as a liaison to the sports, acting and film industries.

**Department Organizational Chart**



**FY 2020 Adopted Budget Summary**

	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
<b>Expenditures</b>	\$427,491	\$437,739	\$437,739	\$437,439	\$438,996
<b>Position Distribution</b>					
Full-Time	2	2	2	2	2
Part-Time	0	0	0	0	0

**FY 2020 Budget Analysis:** The FY 2020 budget includes funding for compensation increases required by the Code of Ordinances.

**FY 2018/2019 Accomplishments**

- Executed city and tourism rebranding, including a family of logos and tagline, branding guide and campaign.
  - Updated all print collaterals, social media and digital identity with new tourism branding;
  - Refreshed the Destination New Bedford website to include a blog, as well as new images, itineraries, colors, and user-friendly pages.
- Successfully coordinated the New Bedford Tourism Summit, which hosted about 75 local and regional attendees, increased outreach and strategic tourism goals for the city, and featured national tourism professionals and discussions on industry trends.

- Secured sponsorship from Skip’s Marine and coordinated the redesign of the I-195 billboard welcoming visitors to the city/
- Implemented Zagster bike share program enhancing our recreational activities for both residents and visitors.
- Implemented brochure rack advertising from businesses and attractions outside of the city and completed new promotional CD with Whaling City to generate revenue.

**Program Descriptions**

**Marketing & Advertising:** The Department of Tourism and Marketing is responsible for the promotion and branding of the City of New Bedford as a destination for business and leisure travel. This includes targeted marketing campaigns; data analytics of visitor demographics, length of stay and average spending; and efforts to attract the sports, film and other industries to the City.

**New Bedford Seaport Cultural District:** The New Bedford Seaport Cultural District is a 20 block area in New Bedford’s downtown which contains cultural attractions and creative economy businesses (including Galleries, restaurants, and retail shops). The District advances collaboration between the City, arts and culture stakeholders, residents and businesses to improve economic activity and the quality of life of those living in and visiting the City of New Bedford. Outside of the designated boundary, the district has various partner businesses that cosponsor programming within the district.

**Waterfront Visitor Center:** The Waterfront Visitor Center is located at the Wharfinger Building in New Bedford’s historic working waterfront and is staffed by a 3-person team that operates the Visitor Center from Monday – Friday 10AM – 3PM, Saturdays and Sundays 9AM – 4PM Memorial Day thru Columbus Day. The Waterfront Visitor Center welcomes over 4,000 people per year from as far away as Germany, England, China and Japan.

**FY 2020 Strategic Goals, Unit Objectives, Performance Measures**

Strategic Goals		Status
1	Collaborate and partner with the newly hired Arts & Culture Strategist to enhance the Seaport Cultural District as a unique tourist destination and a successful model for long-term economic & cultural growth.	Ongoing
2	Broaden and expand upon the city’s current marketing and advertising initiatives positioning the City of New Bedford as a leading tourist destination for domestic/international business and leisure travel.	Ongoing
3	Provide full scale hospitality services to improve the authentic visitor experience at the Waterfront Visitors Center and increase overall visitation.	Ongoing

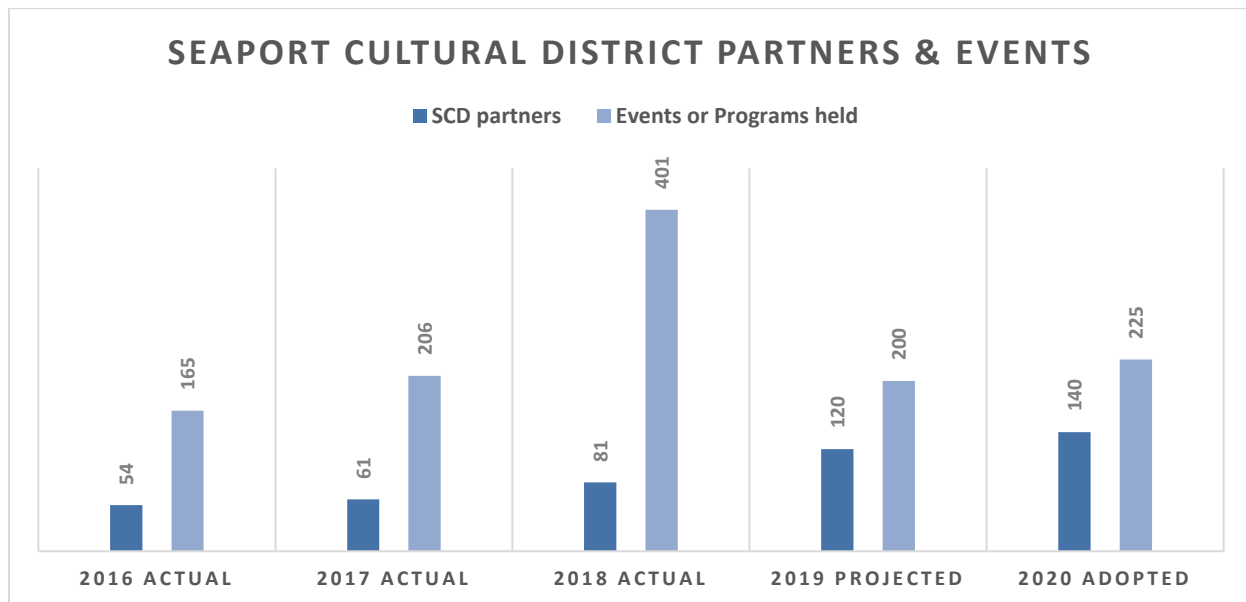
PERFORMANCE MEASURES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 PROJECTED	2020 ADOPTED
SCD partners*	54	61	81	120	140*
Events/programs held in SCD*	165	206	401	200	225
Total of SCD participants*	146,200	148,945	165,190**	168,000	170,000
Online advertising impressions	17,925,951***	1,623,977	1,662,438	1,700,000	1,500,000
E-newsletter subscribers	1,178	1,253	1,658	1,675	1,700
Website visits	191,665	188,183	186,428	190,000	200,000
Visitor Center guests	3,485	3,555	3,979	4,100	4,300
% of 1st time visitors to New Bedford^	42%	48%	39%	41%	43%
%of visitors from 50+ miles away^	56%	78%	58%	60%	62%
% of International visitors	6%	4%	1%	3%	4%

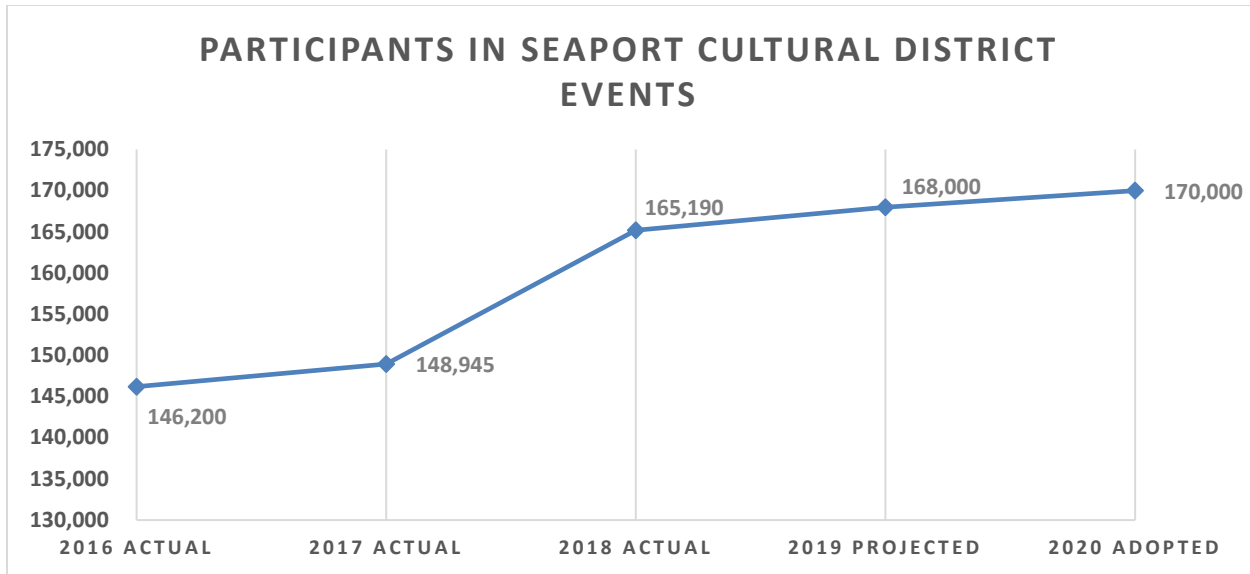
\*The total number of events held in the Seaport Cultural District and their number of participants is an estimate based on reports submitted by the event organizers. The rise in SCD partners, events and participants between 2016 and 2019 is attributed, in part, to the collaboration between the newly hired Arts & Culture Strategist and better reporting by event organizers.

\*\* 2018 Actual is estimated until the Zeiterion Theater actual numbers can be confirmed.

\*\*\* Online advertising impressions soared in the second half of FY 2016 is a result of the city’s partnership with Madden Media’s digital travel guide, the Southeastern MA Visitors Bureau, radio station Fun 107, WBSM, NB Guide, and Cape Cod Broadcasting.

^Percentages based on surveys conducted at the Visitors Center.





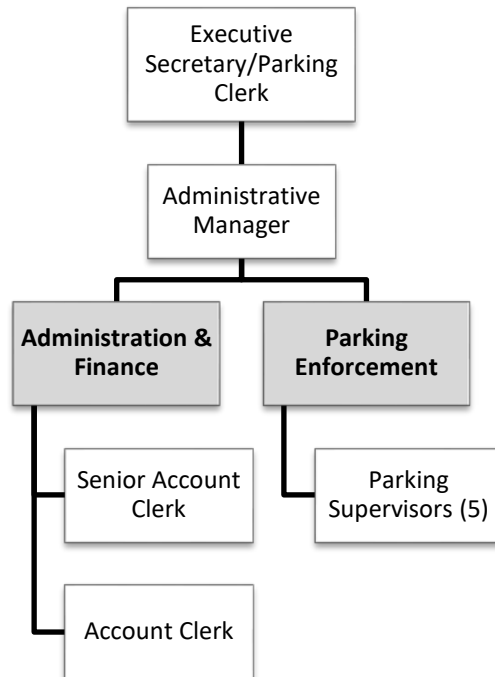
**FY 2020 Expenditure Detail**

	2018	2019	2019	2019	2020
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$122,121	\$130,958	\$130,958	\$126,952	\$132,215
Sal Wages Temporary	12,755	12,981	12,981	12,981	12,981
Sick Incentive	200	800	800	175	800
<b>Total Personnel Budget</b>	<b>\$135,076</b>	<b>\$144,739</b>	<b>\$144,739</b>	<b>\$140,108</b>	<b>\$145,996</b>
Advertising	\$37,060	\$35,500	\$35,500	\$35,500	\$35,500
Arts and Culture	22,950	23,000	23,000	25,040	23,000
Civic Functions	5,424	5,000	5,000	5,908	5,500
Contractual Services	210,000	210,000	210,000	210,000	210,000
Dues Subscriptions	1,715	2,000	2,000	4,480	2,500
Hospital And Medical	530	400	400	400	400
In State Travel	1,079	1,000	1,000	403	500
Not Otherwise Classified Svc	1,292	0	0	1,000	0
Postage	88	100	100	100	100
Printing	5,481	5,500	5,500	4,000	5,000
Telephone	1,735	2,000	2,000	2,000	2,000
Travel	2,699	5,500	5,500	5,500	5,500
<b>Total Charges and Services</b>	<b>\$290,053</b>	<b>\$290,000</b>	<b>\$290,000</b>	<b>\$294,331</b>	<b>\$290,000</b>
Supplies Food Services	\$756	\$1,000	\$1,000	\$1,000	\$1,000
Supplies Photocopier	60	0	0	0	0
Supplies Sundry Office	1,546	2,000	2,000	2,000	2,000
<b>Total Supplies</b>	<b>\$2,362</b>	<b>\$3,000</b>	<b>\$3,000</b>	<b>\$3,000</b>	<b>\$3,000</b>
<b>TOTAL EXPENDITURES</b>	<b>\$427,491</b>	<b>\$437,739</b>	<b>\$437,739</b>	<b>\$437,439</b>	<b>\$438,996</b>

**Mission Statement:**The mission of the Traffic and Parking Department is to ensure the safety of the drivers and pedestrians of the City of New Bedford by enforcing federal, state and local traffic and parking policies and regulations and to enact policies which promote the economic development of the downtown by creating an inviting, walkable, inter-modal core for commerce and culture.

**Department Description:**The Traffic Commission is a nine member regulatory body, responsible for the siting and approval of traffic and parking signage on all public rights of way. The Traffic and Parking Department is responsible for effecting the rulings of the Traffic Commission and enforcing all traffic and parking policies and regulations in accordance with federal and state safety regulations. The department issues residential parking passes and administers and collects all parking-related fees and fines at municipal parking lots and along rights of ways.

**Department Organizational Chart**



**FY 2020 Adopted Budget Summary**

	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
<b>Expenditures</b>	\$460,292	\$529,446	\$531,946	\$513,690	\$493,704
<b>Position Distribution</b>					
Full-Time	9	9	9	9	9
Part-Time	0	0	0	0	0

**FY 2020 Budget Analysis:** The FY 2020 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. During the FY 2020 budget deliberations, the City Council approved the reduction of the portion of the executive secretary’s salary allocated to the General Fund (\$36,572).

**FY 2018/2019 Accomplishments**

- Began enforcement of parking violations for expired inspection sticker, which enables the department to provide greater parking availability in the business district and residential areas and ensures that vehicles parked in the City of New Bedford have been inspected and can operate without putting pedestrians and drives in danger.

**Program Descriptions**

**Administration and Finance:** The Administration and Finance division is responsible for the administration of the parking enforcement operations and the collection of fees, parking assignments, constituent services, Registry Expert, and the departments finances including accounts payable, accounts receivable, deposits and payroll.

**Parking Enforcement:** The Traffic Commission is responsible for the provision of adequate and accessible parking in the downtown and north end business districts, school zones, and neighborhoods throughout the City of New Bedford. This is accomplished through the effective enforcement of the City and state’s traffic and parking policies in the north end and downtown business districts, waterfront, piers, school zones and metered spaces.

**FY 2020 Strategic Goals, Unit Objectives, Performance Measures**

Strategic Goals		Status
1	Improve the efficiency, ease and accessibility of metered parking in the north end of the city.	Ongoing
2	Maintain the safety of pedestrians and drivers in New Bedford’s neighborhoods.	Ongoing
3	Provide robust seasonal parking enforcement at beaches and park.	Ongoing

PERFORMANCE MEASURES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 PROJECTED	2020 ADOPTED
Metered Parking Spaces	214	214	214	214	214
% of functional parking spaces available during the winter	95%	98%	95%	95%	95%
Revenue from meters	\$51,137	\$55,591	\$49,805*	\$50,000	\$55,000

\* The shuttering of an Acushnet Avenue gas station provides off-street parking on a metered section of the street, reducing meter collections and tickets.

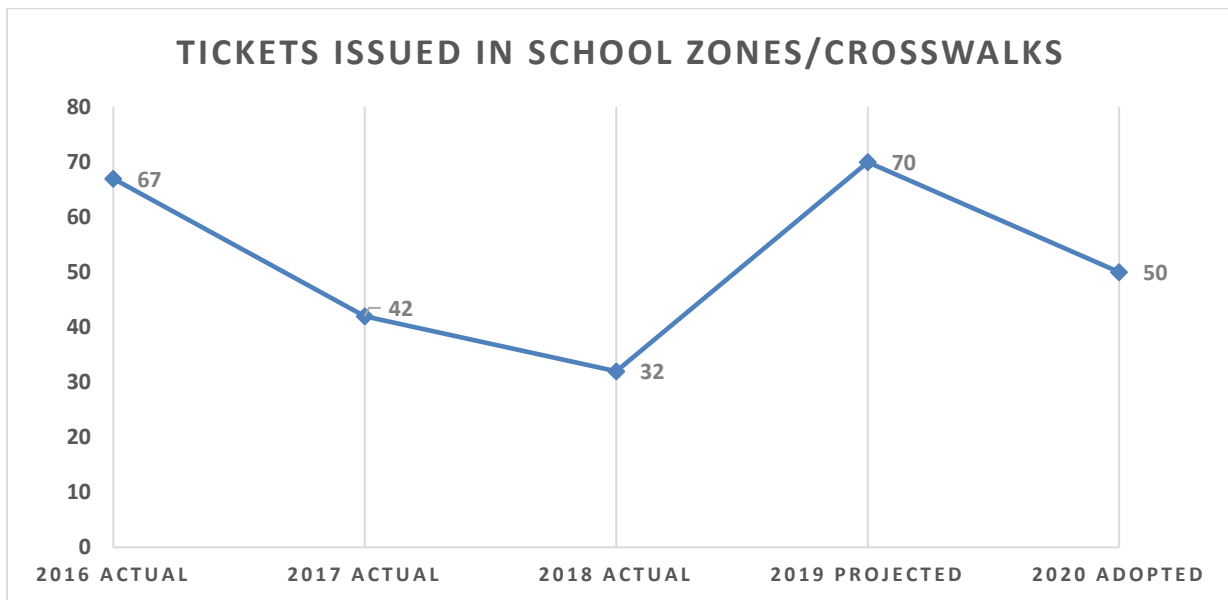
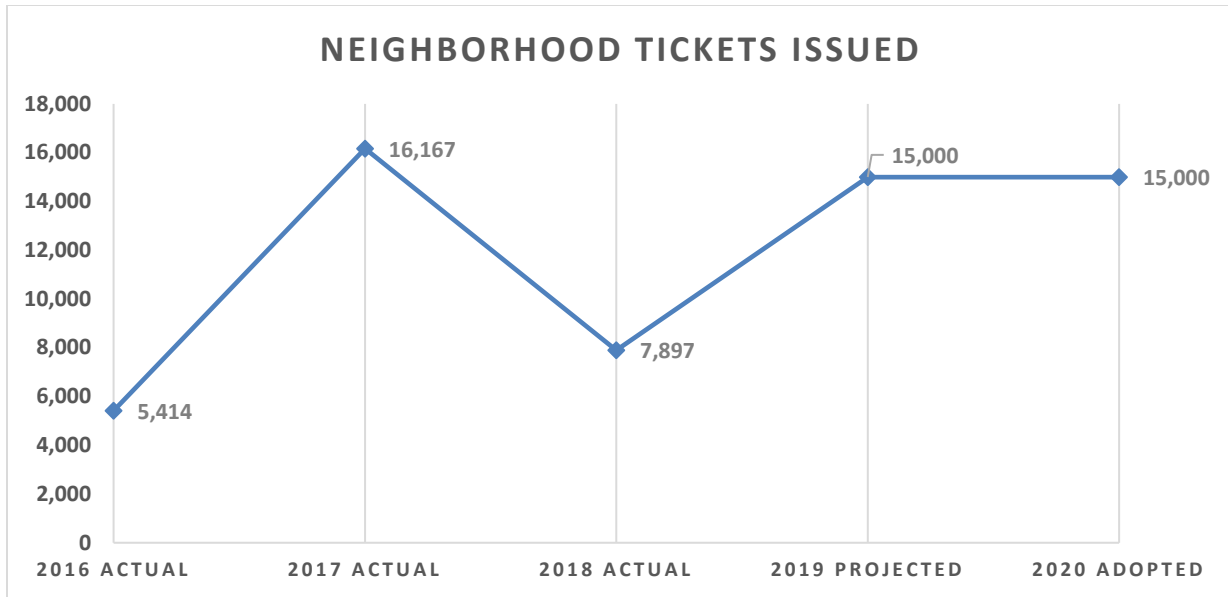
PERFORMANCE MEASURES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 PROJECTED	2020 ADOPTED
Average weekly hours parking supervision are in city neighborhoods (out of 42.5)	17	29	32	29	29
Tickets issued in neighborhoods	5,414	16,167*	7,897	15,000	15,000
Tickets issued in school zones/crosswalks	67	42**	32***	70	50
Tickets issued at beaches and Fort Taber	352	453	392	477	425

\* FY 2017 actual numbers are higher than expected because a Parking Supervisor was stationed in the neighborhoods all year. In past years, vacancies in the department limited the presence of Parking Supervisors in the neighborhoods.

\*\* Throughout FY 2017 the Traffic Commission implemented a policy of pairing Parking Supervisors with uniformed Police Officers when patrolling school zones. The presence of the Police Officers increased adherence to the parking policies and reduced the rate of parking violations.

\*\*\*From 09/17 to 04/18, the Traffic and Parking Department’s complement of parking supervisors in the field was reduced by half.





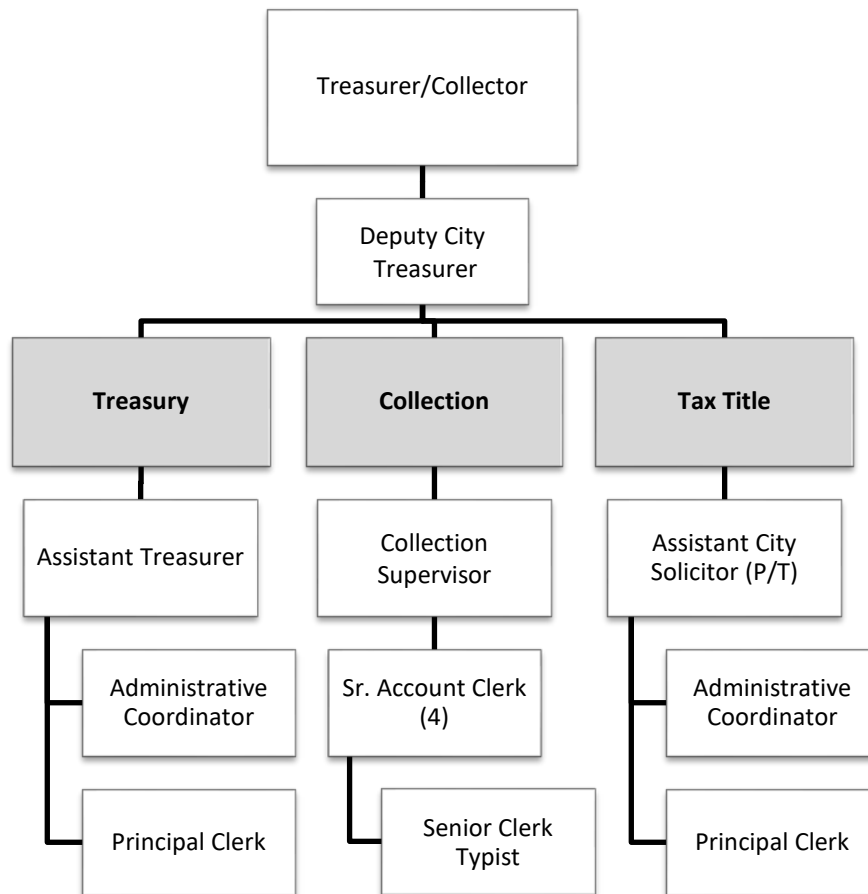
## FY 2020 Expenditure Detail

DESCRIPTION	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
Sal Wages Full Time Perm	\$200,971	\$265,553	\$265,553	\$252,522	\$230,640
Additional Gross	5,275	5,775	5,775	2,555	5,797
Longevity	1,043	1,993	1,993	850	1,143
Overtime	4,237	5,500	5,500	5,500	5,500
Final Employee Payoffs	1,107	0	0	8,758	0
Sick Incentive	0	2,040	2,040	2,040	2,040
FURLOUGH Settlement	52,096	0	0	0	0
FURLOUGH Interest	204	0	0	0	0
<b>Total Personnel Budget</b>	<b>\$264,933</b>	<b>\$280,861</b>	<b>\$280,861</b>	<b>\$272,225</b>	<b>\$245,119</b>
Advertising	\$3,349	\$6,224	\$6,224	\$4,550	\$6,224
Bank Service Charges	1,334	2,000	2,000	1,600	2,000
Computer Data Processing	59,753	76,500	76,500	60,000	76,500
Dues Subscriptions	348	1,000	1,000	354	1,000
Hospital And Medical	1,075	0	0	18,000	0
Postage	577	1,500	1,500	450	1,500
Printing	4,515	6,200	6,200	6,200	6,200
R M Miscellaneous	11,652	37,000	37,000	37,000	37,000
Rental-Lease	685	1,300	1,300	900	1,300
Telephone	1,352	2,076	2,076	1,500	2,076
Uniform Cleaning Service	2,696	3,885	3,885	5,136	3,885
<b>Total Charges and Services</b>	<b>\$87,338</b>	<b>\$137,685</b>	<b>\$137,685</b>	<b>\$135,690</b>	<b>\$137,685</b>
Freight	\$125	\$0	\$0	\$400	\$0
Supplies Janitorial	217	0	0	0	0
Supplies Meter	1,463	0	0	1,555	0
Supplies Photocopier	243	150	150	320	150
Supplies Sundry Office	1,455	750	750	1,000	750
Supplies Traffic	32,019	35,000	35,000	25,000	35,000
<b>Total Supplies</b>	<b>\$35,521</b>	<b>\$35,900</b>	<b>\$35,900</b>	<b>\$28,275</b>	<b>\$35,900</b>
Streets And Sidewalks	\$27,904	\$75,000	\$77,500	\$77,500	\$75,000
<b>Total Capital Outlay</b>	<b>\$27,904</b>	<b>\$75,000</b>	<b>\$77,500</b>	<b>\$77,500</b>	<b>\$75,000</b>
Other Financing Uses	\$44,595	\$0	\$0	\$0	\$0
<b>Other Financing Uses Total</b>	<b>\$44,595</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL EXPENDITURES</b>	<b>\$460,292</b>	<b>\$529,446</b>	<b>\$531,946</b>	<b>\$513,690</b>	<b>\$493,704</b>

**Mission Statement:** The mission of the City’s Treasurer-Collector is to serve, in accordance with Massachusetts General Law, as a responsible steward of the City’s funds, deposits, investments and disbursements, to collect all municipal funds and to provide friendly, efficient service to every customer doing business with the City of New Bedford.

**Department Description:** The Treasurer-Collector’s office is comprised of three divisions – Tax Title, Treasury and Collection. The department has a combined staff of 14, responsible for addressing constituent questions and requests; collecting payments; recording daily departmental receipts; collecting utility payments for third-party vendors; distributing veteran benefit voucher payments; managing tax title and bankruptcy; processing and uploading of the weekly payroll; payment of all funds initiated by the city; debt service; U.S. passport processing, photo/identification service; research and preparation of municipal lien certificates; computation and payment of federal and state tax liabilities and the collection of delinquent City accounts.

**Department Organizational Chart**



**FY 2020 Adopted Budget Summary**

	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
<b>Expenditures</b>	\$2,247,488	\$932,730	\$2,552,730	\$2,562,128	\$1,002,484
<b>Position Distribution</b>					
Full-Time	13	13	13	13	13
Part-Time	1	1	1	1	1

**FY 2020 Budget Analysis:** The FY 2020 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. FY 2019 expenditures include mid-year transfers to the City's Stabilization (\$1,150,000) and OPEB Trust Funds (\$455,000). The budget also includes increases to charges and services for the cost of a private contractor to print and mail real estate bills and court services (\$24,986).

**FY 2018/2019 Accomplishments**

- Since the inception of the tax lien assignment auctions in 2016, the City has collected over \$7.1 million in delinquent property tax and reduced the number of liens by over 640.
- Added new on-line bill pay and on-line request for information options for Police Detail payments and Municipal Lien Certificate requests through the Cloud Store. The City will continue to expand this platform to offer customers greater flexibility when making payments or requesting information.
- Increased the functionality of the New Bedford High School Store with SQUARE point-of-sale software. The introduction of this innovative software has provided a teaching resource for students to learn retail sales and merchandising.
- The E-Payable program has grown to 233 vendors accepting over \$5.6 million in city payments electronically, reducing the threat of fraud and saving costs for printing and postage.

**Program Descriptions**

**Collection:** The Collector holds the responsibility for collecting taxes, including excise, betterment and special assessments as committed by the assessors, and all other accounts due to the City, including payments for departmental billing and water and sewer usage.

**Tax Title:** The Tax Title Division holds the responsibility of collecting delinquent tax accounts for the city, establishing repayment agreements, foreclosing and auctioning properties, as well as overseeing the city's Side Yard program and bankruptcy proceedings.

**Treasury:** The Treasurer maintains custody of all municipal funds, including operating funds, stabilizations, trusts, enterprise, and investment funds and all other funds not specifically allocated to other agencies by general law or special act.

**FY 2020 Strategic Goals, Unit Objectives, Performance Measures**

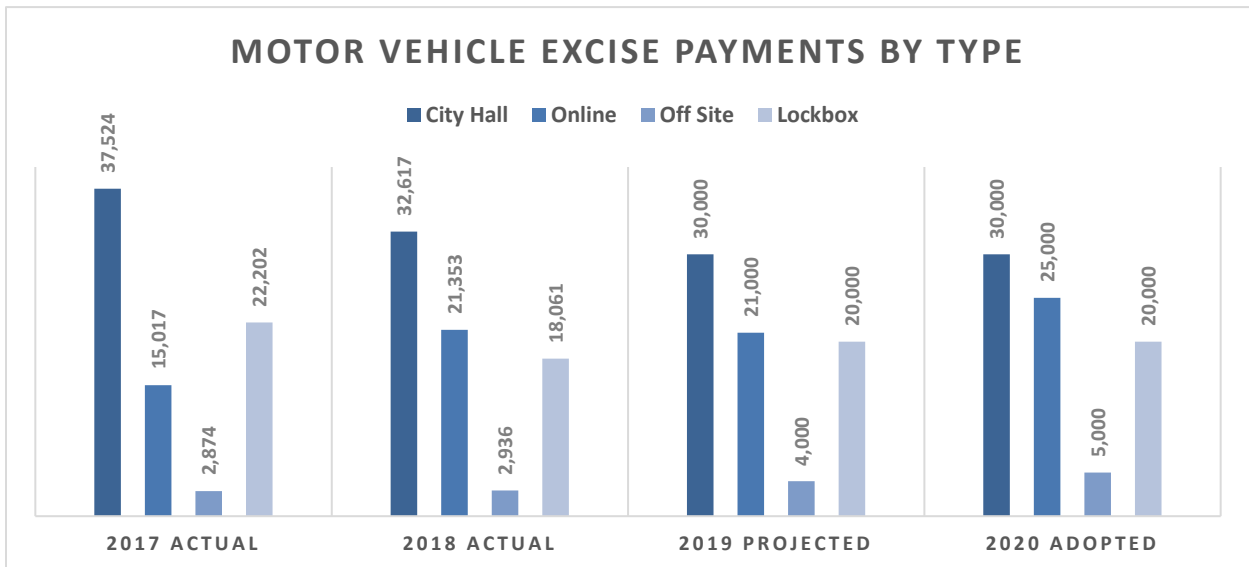
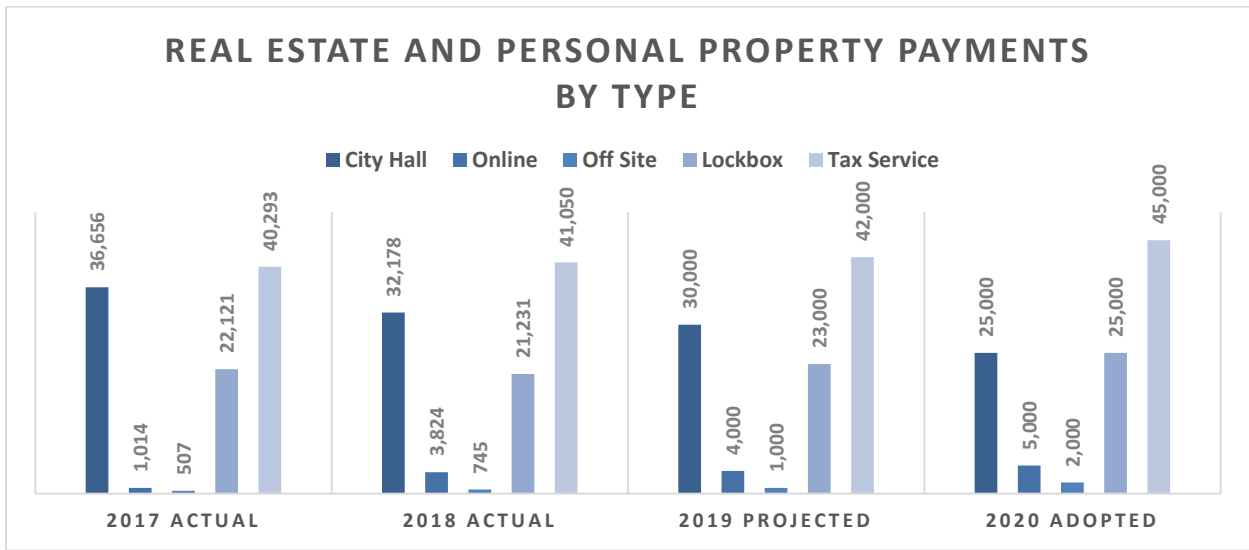
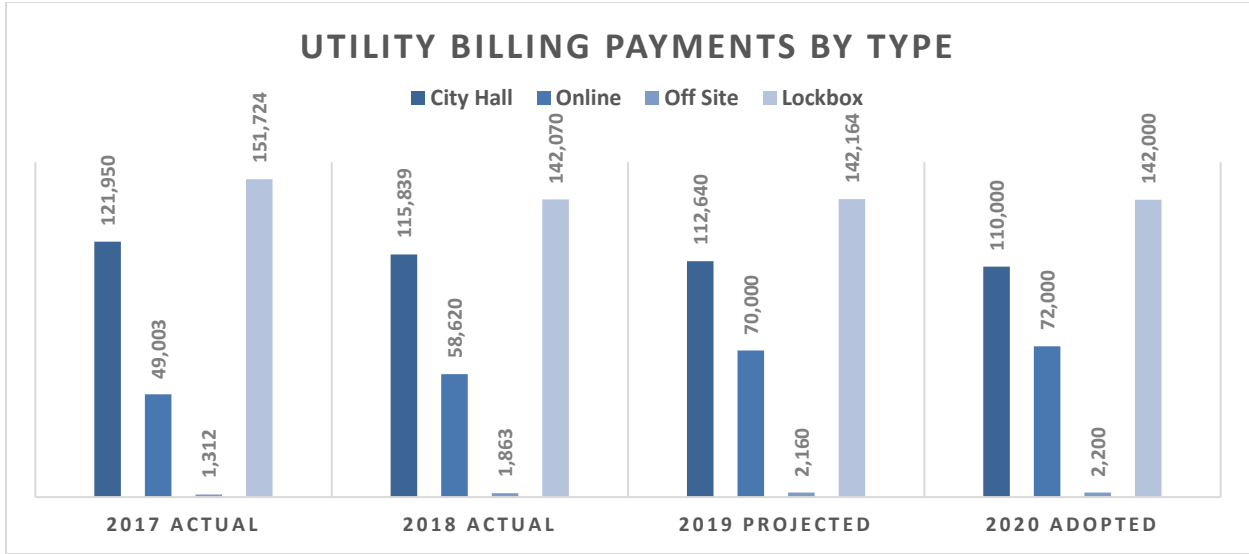
<b>Strategic Goals</b>		<b>Status</b>
<b>1</b>	Improve remote access for constituents to City Hall services and eliminate barriers to entry by expanding bill pay options.	Ongoing
<b>2</b>	Effectively manage the city's tax title portfolio.	Ongoing

<b>Utility Billing Payments by Type</b>	<b>2016 ACTUAL</b>	<b>2017 ACTUAL</b>	<b>2018 ACTUAL</b>	<b>2019 PROJECTED</b>	<b>2020 ADOPTED</b>
City Hall	52,949	121,950	115,839	112,640	110,000
Online	18,351	49,003	58,620	70,000	72,000
Off Site	617	1,312	1,863	2,160	2,200
Lockbox	71,530	151,724	142,070	142,164	142,000

<b>Real Estate and Personal Property Taxes Payments by Type</b>	<b>2016 ACTUAL</b>	<b>2017 ACTUAL</b>	<b>2018 ACTUAL</b>	<b>2019 PROJECTED</b>	<b>2020 ADOPTED</b>
City Hall	40,040	36,656	32,178	30,000	25,000
Online	1,005	1,014	3,824	4,000	5,000
Off Site	496	507	745	1,000	2,000
Lockbox	21,905	22,121	21,231	23,000	25,000
Tax Service	39,180	40,293	41,050	42,000	45,000

<b>Motor Vehicle Excise Payments by Type</b>	<b>2016 ACTUAL</b>	<b>2017 ACTUAL</b>	<b>2018 ACTUAL</b>	<b>2019 PROJECTED</b>	<b>2020 ADOPTED</b>
City Hall	28,584	37,524	32,617	30,000	30,000
Online	9,001	15,017	21,353	21,000	25,000
Off Site	197	2,874	2,936	4,000	5,000
Lockbox	21,459	22,202	18,061	20,000	20,000

<b>PERFORMANCE MEASURES</b>	<b>2016 ACTUAL</b>	<b>2017 ACTUAL</b>	<b>2018 ACTUAL</b>	<b>2019 PROJECTED</b>	<b>2020 ADOPTED</b>
Active accounts in tax title	876	697	635	625	620
Accounts in tax repayment status	302	214	152	131	135
Properties in foreclosure process	272	179	150	145	142
Properties foreclosed	8	1	3	3	3



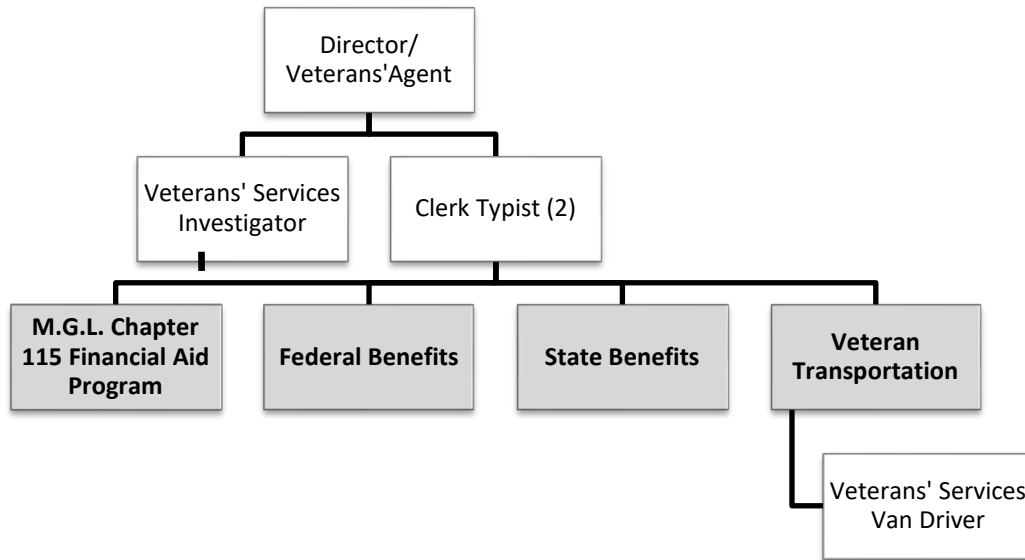
## FY 2020 Expenditure Detail

DESCRIPTION	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
Sal Wages Full Time Perm	\$627,415	\$671,542	\$671,542	\$635,000	\$679,218
Longevity	3,725	4,175	4,175	3,625	3,725
Final Employee Payoffs	1,194	0	0	13,194	0
Sal Wages Temporary	19,918	18,088	18,088	16,647	17,114
Sal Wages PT Permanent	37,197	38,865	38,865	39,346	40,249
Sick Incentive	2,360	2,360	2,360	1,659	2,360
FURLOUGH Settlement	52,893	0	0	0	0
FURLOUGH Interest	222	0	0	0	0
<b>Total Personnel Budget</b>	<b>\$744,924</b>	<b>\$735,030</b>	<b>\$735,030</b>	<b>\$709,472</b>	<b>\$742,666</b>
Advertising	\$38,826	\$50,000	\$50,000	\$43,821	\$45,000
Bank Service Charges	14,668	19,100	19,100	19,100	19,100
Contractual Services	0	0	0	0	35,000
Court Services	50,869	25,000	25,000	63,767	50,000
Dues Subscriptions	1,029	1,145	1,145	1,965	835
Employees Training	0	0	0	0	3,200
Hospital And Medical	110	0	0	160	0
In State Travel	2,021	1,975	1,975	2,410	0
Insurance	1,388	1,405	1,405	1,405	1,405
Lab Testing Services	100	0	0	50	0
Postage	1,112	1,175	1,175	1,175	1,175
Printing	14,788	12,200	12,200	12,200	5,000
Rental-Lease	7,380	6,700	6,700	7,603	7,603
Tax Title Fees	79,398	70,000	85,000	85,000	85,000
<b>Total Charges and Services</b>	<b>\$211,687</b>	<b>\$188,700</b>	<b>\$203,700</b>	<b>\$238,656</b>	<b>\$253,318</b>
Supplies Photocopier	\$951	\$1,500	\$1,500	\$1,500	\$1,500
Supplies Sundry Office	7,921	7,500	7,500	7,500	5,000
<b>Total Supplies</b>	<b>\$8,873</b>	<b>\$9,000</b>	<b>\$9,000</b>	<b>\$9,000</b>	<b>\$6,500</b>
Other Financing Uses	\$1,282,004	\$0	\$1,605,000	\$1,605,000	\$0
<b>Total Other Financing</b>	<b>\$1,282,004</b>	<b>\$0</b>	<b>\$1,605,000</b>	<b>\$1,605,000</b>	<b>\$0</b>
<b>TOTAL EXPENDITURES</b>	<b>\$2,247,488</b>	<b>\$932,730</b>	<b>\$2,552,730</b>	<b>\$2,562,128</b>	<b>\$1,002,484</b>

**Mission Statement:** The mission of the Department of Veterans' Services is to advocate for all New Bedford Veterans and to provide them with quality support services including an emergency financial assistance program for veterans and their dependents who are in need.

**Department Description:** The Department of Veterans' Services serves some 480 clients in the City of New Bedford and acts as a one-stop shop for all veterans, widows and their dependents. By comparison, New Bedford DVS serves among the highest volume of clients per capita in Massachusetts. The department is responsible for helping clients apply for all benefits to which they may be entitled, including compensation, pension, G.I. Bill benefits and widow's pension. The department is also responsible for administering the financial aid program under M.G.L. Chapter 115.

**Department Organizational Chart**



**FY 2020 Adopted Budget Summary**

	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
<b>Expenditures</b>	\$2,772,107	\$2,947,757	\$3,047,134	\$2,896,035	\$2,660,777
<b>Position Distribution</b>					
Full-Time	5	5	5	5	5
Part-Time	0	0	0	0	0

**FY 2020 Budget Analysis:** The FY 2020 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The budget for veterans' benefits payments reflects current and projected activity, in line with the State's Municipal Cherry Sheets. The capital outlay budget also reflects an increase for new computers and printers (\$6,000).



**FY 2018/2019 Accomplishments**

- Veterans Services was reimbursed the maximum 75% allowed by law for payments made under M.G.L. Chapter 115.
- Veterans Services now has a brand new shuttle that is being used to transfer Veterans to the VA for medical and benefit appointments.
- New office furniture was installed including a conference table, chairs and extra storage that will assist in the service the Department provides to Veterans, including meetings that are held by the Veterans Advisory Board. All this was done with no interruption to daily service provided to our Veterans.

**Program Descriptions**

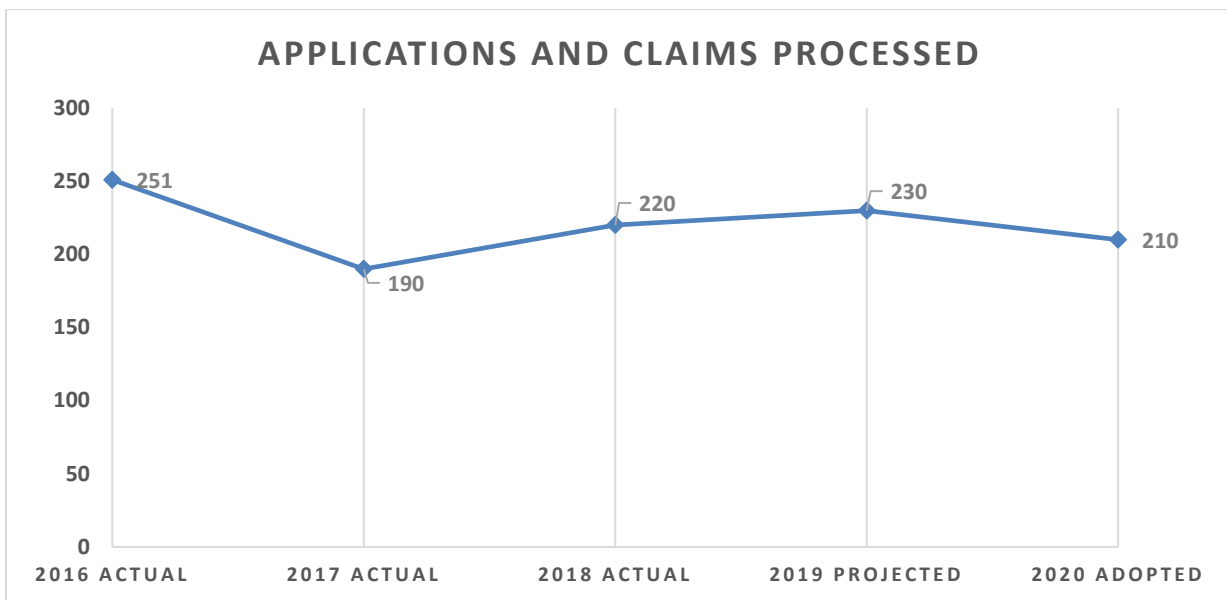
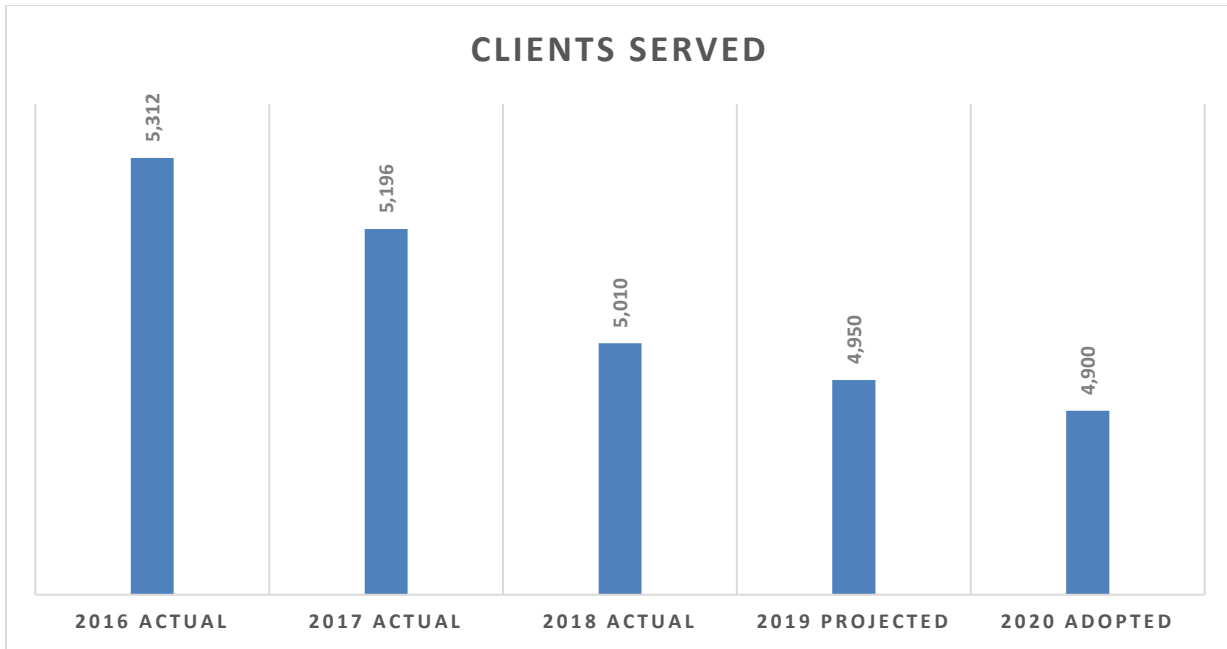
**Chapter 115 Financial Aid:** The Department of Veterans' Services is responsible for working with veterans and widows to identify either financial aid eligibility through various city, state and federal sources. The department conducts outreach to increase both the number of veterans and widows receiving benefits in the City as well as the amount individuals receive.

**Veteran Parades:** The Department of Veterans' Services is responsible for the coordination of the annual Veteran's Day and Memorial Day Parades, which is hosted to thank the men and women who serve(d) in the United States military as well as honor those who have passed away.

**FY 2020 Strategic Goals, Unit Objectives, Performance Measures**

Strategic Goal		Status
1	Ensure that veterans and their families are informed and able to access all of the benefits eligible to them.	Ongoing

PERFORMANCE MEASURES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 PROJECTED	2020 ADOPTED
Applications and claims processed	251	190	220	230	210
Clients served	5,312	5,196	5,010	4,950	4,900
\$ distributed	\$2.98M	\$2.8M	\$2.5M	\$2.5M	\$2.4M
% recovered from the state	75%	75%	75%	75%	75%



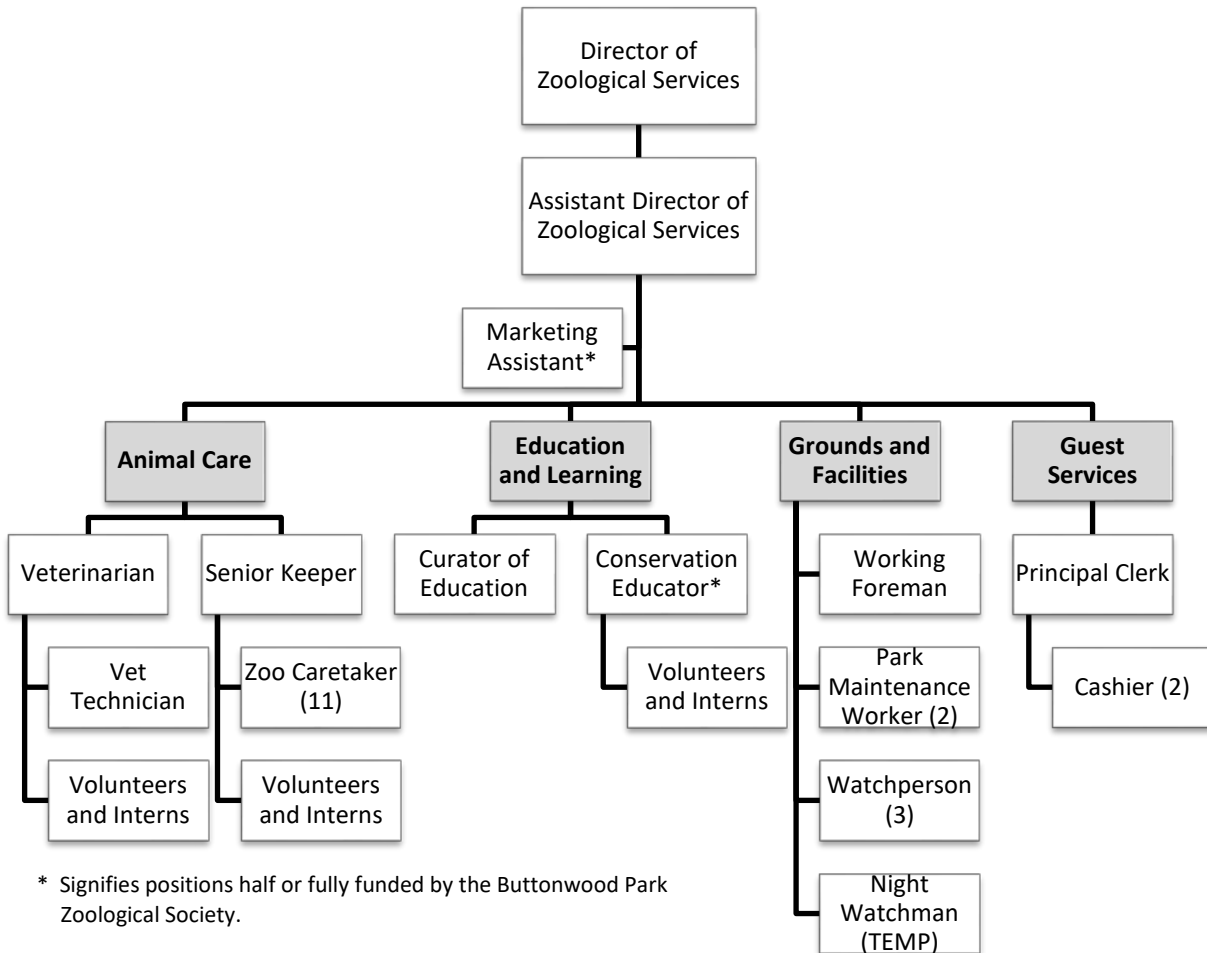
## FY 2020 Expenditure Detail

	2018	2019	2019	2019	2020
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$214,944	\$220,307	\$220,307	\$220,783	\$227,327
Longevity	1,100	1,100	1,100	1,100	1,100
Sick Incentive	900	2,000	2,000	975	2,000
FURLOUGH Settlement	17,704	0	0	0	0
FURLOUGH Interest	69	0	0	0	0
<b>Total Personnel Budget</b>	<b>\$234,716</b>	<b>\$223,407</b>	<b>\$223,407</b>	<b>\$222,858</b>	<b>\$230,427</b>
Civic Functions	\$11,475	\$9,600	\$9,600	\$9,600	\$9,600
Employees Training	0	300	300	0	300
Hospital And Medical	0	300	300	50	300
Printing	386	450	450	450	450
Rental-Lease	1,928	1,800	1,800	1,900	1,800
Telephone	0	100	100	0	100
Veterans Benefits	2,513,331	2,700,000	2,700,000	2,550,000	2,400,000
<b>Total Charges and Services</b>	<b>\$2,527,120</b>	<b>\$2,712,550</b>	<b>\$2,712,550</b>	<b>\$2,562,000</b>	<b>\$2,412,550</b>
Supplies Cemetery	\$9,703	\$10,500	\$10,500	\$10,500	\$10,500
Supplies Photocopier	162	700	700	700	700
Supplies Sundry Offic	405	600	600	600	600
<b>Total Supplies</b>	<b>\$10,270</b>	<b>\$11,800</b>	<b>\$11,800</b>	<b>\$11,800</b>	<b>\$11,800</b>
Computer Equip non Capital	\$0	\$0	\$0	\$0	\$6,000
Office Equip and Furnishings	0	0	29,955	29,955	0
Automobiles Purchased	0	0	69,422	69,422	0
<b>Total Capital Outlay</b>	<b>\$0</b>	<b>\$0</b>	<b>\$99,377</b>	<b>\$99,377</b>	<b>\$6,000</b>
<b>TOTAL EXPENDITURES</b>	<b>\$2,772,107</b>	<b>\$2,947,757</b>	<b>\$3,047,134</b>	<b>\$2,896,035</b>	<b>\$2,660,777</b>

**Mission Statement:** For 120 years, the mission of the Buttonwood Park Zoo has been to create experiences for exploring and enjoying the natural world.

**Department Description:** Located in Buttonwood Park, the zoo is owned and operated by the City of New Bedford and accredited by the Association of Zoos and Aquariums (AZA). It is home to over 200 animals (most native to New England) and 30 exhibits, including elephants, bison, mountain lions, bears, eagles, seals, otters, and farm animals. The zoo is managed by the Director of Zoological Services and supported by a team of keepers, caretakers, specialists, veterinarians, watchmen, and administrative staff. Animal Care, Education and Learning, Grounds and Facilities, and Guest Services make up the zoo’s four divisions and the Buttonwood Park Zoological Society funds nearly 100 special programs and events every year.

**Department Organizational Chart**



**FY 2020 Adopted Budget Summary**

	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
<b>Expenditures</b>	\$1,675,053	\$1,583,299	\$1,584,959	\$1,564,453	\$1,631,898
<b>Position Distribution</b>					
Full-Time	28	28	27	27	27
Part-Time	0	0	0	0	0

**FY 2020 Budget Analysis:** The FY 2020 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The personnel budget also reflects the mid-year transfer of the conservation education specialist to the Buttonwood Park Zoological Society payroll, as well as the FY 2020 conversion of a senior account clerk to a principal clerk (\$2,242). The charges and services budget reflects increases for hospital/medical, lab testing services, postage, and veterinary costs (\$10,490). The supplies and materials budget reflects increases for zoo food (non-perishable), zoo food (meat), and janitorial supplies (\$8,890). The capital outlay budget reflects increases for equipment, including a lawn mower, chainsaw, snow blower, and chipper (\$7,645).

**FY 2018/2019 Accomplishments**

- Continued to provide the highest level of animal care and welfare with increased enrichment offerings and the number of animals involved in formal training programs.
- Increased effectiveness of nutrition program management with increased number of animals being weighed and/or body scored.
- Increased to record levels the amount of conservation funds being raised to over \$25,000 annually and the amount of staff time devoted to AZA conservation programs.
- Over the last two fiscal years the Zoo has increased the number of education programs offered and the number of guests impacted by these programs by over 25%.
- In FY 2019, the Zoo has experienced a 20% increase in the number of volunteer and internship hours performed in the areas of animal care, veterinary medicine, and education.

**Program Descriptions**

**Animal Care:** The Zoo seeks to provide the highest quality of animal and veterinary care for all of its collection, to improve animals’ overall wellness and create a dynamic, interactive experience for zoo guests. This effort requires the work of the Zoo’s senior zookeeper, caretaker team and veterinarians to monitor and maintain the health and wellbeing of all of the animals in zoo’s care. It has also compelled the Zoo to become active in local conservation initiatives such as Cape Cod Marine Life Center, Karner Blue Butterfly and Lupine Project, Atlantic White Shark Conservancy, Endangered Turtle Conservation Initiative, the Cape Cod Stranding Network/International Fund for Animal Welfare, the Buttonwood Brook Stream Plant Restoration Project, Milkweed for Monarchs, the Junior Duck Stamp Program and Homes for Birds as well as several national and international efforts including Asian elephant conservation organizations; The Elephant Family and International Elephant Foundation.

**Education and Learning:** The Zoo strives to provide opportunities for patrons to experience nature in a structured educational environment that fosters learning for students and community members alike. Programming is offered for school groups from pre-school and kindergarten through high school as well as afterhours programming for other youth groups and week long summer opportunities. In addition, the Zoo aims to be an active member of the New Bedford community and hosts family and community oriented programming throughout the year.

**Grounds and Facilities:** In its continued dedication to the care of its animals, the Zoo has embraced the ongoing culture change away from regarding the Zoo as a recreational facility to a conservation organization that places a

premium on providing animals with sanctuaries and habitats reminiscent of their natural ones. The Zoo strives to develop in an environmentally-responsible way, create natural and familiar exhibits for the animals, maintain buildings and equipment provide a safe environment for all guests, and develop a regionally recognized botanical program through community collaboration.

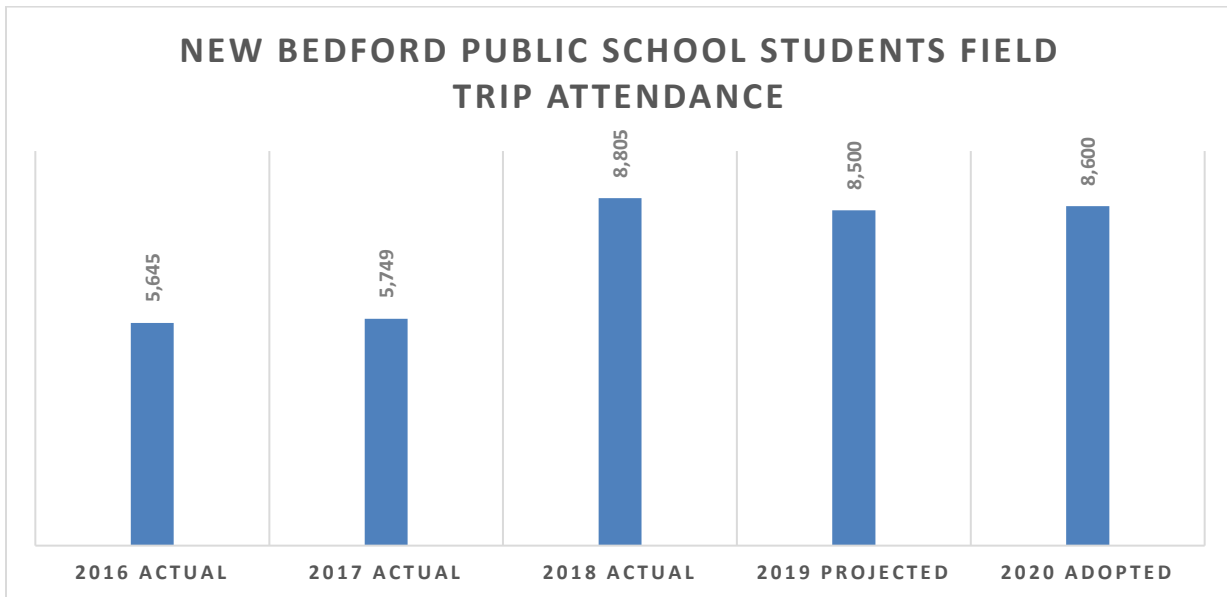
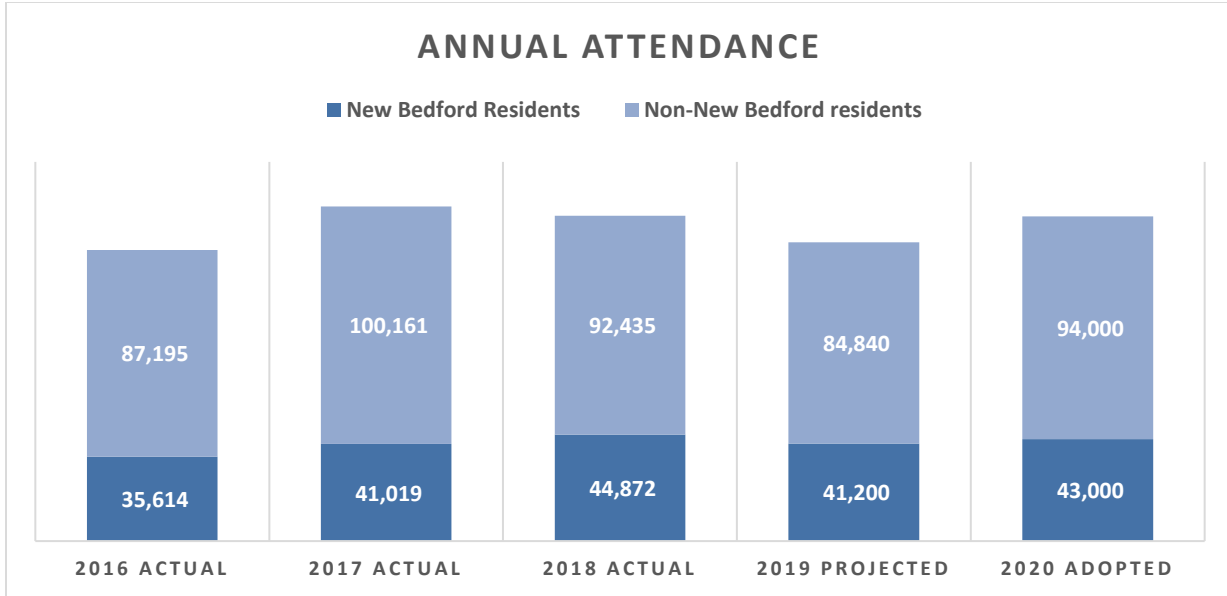
**Guest Services:** The Zoo works to create an exciting nature experience that connects people of all ages to the natural world and encourages environmental learning through attentive customer service, engaging guest programming, unique special events, and a model green initiatives program. This includes special amenities like a gift shop, café, carousel and train, as well as events hosted by the Zoo and the Buttonwood Park Zoological Society, conservation, recreation and educational programming.

**FY 2020 Strategic Goals, Unit Objectives, Performance Measures**

Strategic Goals		Status
1	Identify opportunities to streamline and make more efficient internal processes and data collection capabilities to evaluate and improve animal care and advance the zoo’s evolving mission of becoming a conservation organization.	Ongoing
2	Meet the zoo’s education goals as outlined in its strategic education planning document in the areas of guest engagement and interaction, conservation education programming, community outreach and resource development, and Zoo campus Improvements for connecting the community with nature.	Ongoing
3	Expand the zoo’s impact as a community member in the City of New Bedford.	Ongoing

PERFORMANCE MEASURES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 PROJECTED	2020 ADOPTED
Students in Animal Ambassador programs	4,451	5,560	7,725	7,000	7,200
Students visiting the zoo as part of a general field trip	5,645	5,749	8,805	8,500	8,600
Attendance (New Bedford resident)	35,614	41,019	44,872*	41,200	43,000
Attendance (Non-New Bedford resident)	87,195	100,161	92,435*	84,840	94,000

\* The Zoo saw increased attendance in FY 2018 over FY 2019 in part because the Rainforests, Rivers and Reefs exhibit opened in FY 2018 and because the third quarter of FY 2019 was colder and wetter than usual, which depressed attendance.



## FY 2020 Expenditure Detail

	2018	2019	2019	2019	2020
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$1,110,103	\$1,142,104	\$1,102,104	\$1,067,376	\$1,163,946
Additional Gross	24,965	42,500	42,500	27,272	42,500
Longevity	3,300	3,300	3,300	2,850	3,400
Overtime	79,575	38,974	38,974	48,000	38,974
Final Employee Payoffs	28,479	3,797	3,797	8,808	3,797
Sal Wages Temporary	10,804	5,810	5,810	15,262	5,810
Sick Incentive	7,369	7,368	7,368	6,859	7,000
FURLOUGH Settlement	93,106	0	0	0	0
FURLOUGH Interest	360	0	0	0	0
<b>Total Personnel Budget</b>	<b>\$1,358,060</b>	<b>\$1,243,853</b>	<b>\$1,203,853</b>	<b>\$1,176,427</b>	<b>\$1,265,427</b>
Advertising	\$0	\$200	\$200	\$1,036	\$200
Consultants	29,826	16,828	22,488	20,000	16,828
Dues Subscriptions	9,679	11,000	11,000	11,000	11,000
Hospital And Medical	10,722	8,206	10,206	10,000	10,200
Lab Testing Services	21,200	16,204	20,204	20,500	18,600
Not Otherwise Classified Svc	1,855	1,000	2,000	1,549	1,000
Out Of State Travel	8,645	13,000	13,000	13,000	13,000
Pest Control	4,110	4,200	4,200	4,200	4,200
Postage	4,412	1,500	3,400	3,300	2,800
R M Buildings Grounds	3,642	4,500	4,500	3,000	4,500
R M Equipment	9,755	5,850	5,850	7,200	5,850
R M Miscellaneous	55	500	500	550	500
R M Office Equipment	0	200	200	200	200
Rental-Lease	4,781	2,800	2,800	2,800	2,800
Telephone	2,552	3,048	3,048	3,048	3,048
Veterinary Costs	893	0	4,957	16,500	4,800
<b>Total Charges and Services</b>	<b>\$112,126</b>	<b>\$89,036</b>	<b>\$108,553</b>	<b>\$117,883</b>	<b>\$99,526</b>
Food Items Non Perishable	\$28,789	\$28,000	\$35,000	\$35,000	\$32,600
Food Items Perishable	15,638	20,000	21,000	21,000	20,000
Stone	1,630	3,000	3,000	3,000	3,000
Supplies Building Maintenance	16,612	22,000	23,000	22,000	22,000
Freight	1,115	4,500	4,500	4,500	4,500
Supplies Janitorial	14,362	12,500	12,500	14,000	14,000
Supplies Medical	32,623	35,000	35,000	32,000	35,000
Supplies Misc Groundskeepng	3,406	4,000	4,000	4,000	4,000
Supplies Not Otherwise Class	2,498	2,500	2,500	2,500	2,500
Supplies Other	1,720	4,000	4,000	4,000	4,000



## FY 2020 Expenditure Detail

	2018	2019	2019	2019	2020
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Supplies Painting	\$119	\$800	\$800	\$800	\$800
Supplies Photocopier	503	500	500	500	500
Supplies Plumbing	156	1,500	1,500	800	1,500
Supplies SmallTools	359	1,300	1,300	1,300	1,300
Supplies Sundry Office	2,730	3,200	3,200	2,500	3,200
Supplies Vehicle - Misc.	4,199	4,000	4,000	4,000	4,000
Uniforms and Other Clothing	3,108	3,000	3,000	3,000	3,000
Zoo Animal Bedding	10,806	11,000	11,000	11,000	11,000
Zoo Aqua Food	121	2,400	2,400	3,200	2,400
Zoo Food Enrichment	408	3,000	3,000	2,600	3,000
Zoo Food Fish	11,647	11,000	11,000	11,000	11,000
Zoo Food Hay	17,467	17,000	20,000	22,000	17,000
Zoo Food Live Food	11,051	10,000	10,000	10,000	10,000
Zoo Food Meat	16,248	21,210	23,210	24,000	24,000
Zoo Food Shipping	7,351	8,200	8,200	6,500	8,200
<b>Total Supplies</b>	<b>\$204,666</b>	<b>\$233,610</b>	<b>\$247,610</b>	<b>\$245,200</b>	<b>\$242,500</b>
Minor Equipment Capital	\$200	\$16,800	\$24,943	\$24,943	\$24,445
<b>Total Capital Outlay</b>	<b>\$200</b>	<b>\$16,800</b>	<b>\$24,943</b>	<b>\$24,943</b>	<b>\$24,445</b>
<b>TOTAL EXPENDITURES</b>	<b>\$1,675,053</b>	<b>\$1,583,299</b>	<b>\$1,584,959</b>	<b>\$1,564,453</b>	<b>\$1,631,898</b>

**Departmental Description:** The General Government Unclassified budget is a constructed category within the General Fund that includes funding for the City's liability insurance contracts, workers' compensation, regional memberships, solid waste collection services, the annual audit, and various expenditures that are not attributable to a single department or program.

**FY 2020 Adopted Budget Summary**

	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
<b>Expenditures</b>	\$9,622,754	\$10,164,482	\$10,164,482	\$10,470,398	\$9,287,548

**FY 2020 Budget Analysis:** The FY 2020 budget incorporates projected expenditures in line with ongoing trends and contractual obligations. In addition, the budget includes initial funding for the City Council-initiated Small Business Incentive Program. During the FY 2020 budget deliberations, the City Council approved a reduction of \$1,265,000 to the General Fund budget, which will require a coordinated effort to maximize personnel savings and limit transfers for other uses to ensure that expenditures remain within budget.

**FY 2020 Expenditure Detail**

DESCRIPTION	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
Furlough Settlement	\$37,191	\$0	\$0	\$0	\$0
Furlough Interest	181	0	0	0	0
<u>Workers Compensation FAE</u>	<u>133,169</u>	<u>180,000</u>	<u>180,000</u>	<u>192,900</u>	<u>180,000</u>
<b>Total Personnel Budget</b>	<b>\$170,541</b>	<b>\$180,000</b>	<b>\$180,000</b>	<b>\$192,900</b>	<b>\$180,000</b>
Audit	\$180,674	\$200,000	\$200,000	\$181,238	\$200,000
Consultants	62,655	100,000	100,000	264,890	150,000
Employee Recognition	3,459	3,500	3,500	3,500	3,500
Employee Training Assistance	179,622	180,000	180,000	180,000	200,000
FAE Charges & Services	21,571	0	0	26,675	25,000
Fica Medical	2,336,213	2,400,000	2,400,000	2,447,360	2,439,514
Indemnification Pol Fire	441,696	450,000	450,000	678,500	500,000
Jdgmnt Claims Sttlmnts	280,577	300,000	300,000	220,000	300,000
Medicare Penalty Surcharge	53,533	70,000	70,000	43,000	50,000
Municipal Insurance	827,162	1,007,460	1,007,460	901,585	1,007,460
Not Otherwise Classified Svc	18,258	0	0	19,711	0
Reserved for Appropriation	0	0	0	0	(1,265,000)
Small Business Incentive	0	0	0	0	100,000
So Regional Planning	16,950	17,375	17,375	17,375	17,809
Solid Waste Disposal Contract	4,946,838	4,999,147	4,999,147	4,999,147	5,114,265
Umass Medicare Reimb Chgs	30,732	65,000	65,000	144,517	100,000
Unemployment Security	42,187	180,000	180,000	135,000	150,000
<u>Workers Comp Assmnt Fees</u>	<u>10,085</u>	<u>12,000</u>	<u>12,000</u>	<u>15,000</u>	<u>15,000</u>
<b>Total Charges and Services</b>	<b>\$9,452,213</b>	<b>\$9,984,482</b>	<b>\$9,984,482</b>	<b>\$10,277,498</b>	<b>\$9,107,548</b>
<b>TOTAL EXPENDITURES</b>	<b>\$9,622,754</b>	<b>\$10,164,482</b>	<b>\$10,164,482</b>	<b>\$10,470,398</b>	<b>\$9,287,548</b>

**Departmental Description:** This category consists of assessments paid to outside agencies that provide specific services to the City government. Payments in this group include: (1) annual assessments for the Greater New Bedford Regional Refuse Management District, which provides refuse management services, including management of the Crapo Hill Landfill, to jurisdictions in the Greater New Bedford area, (2) assessments for the City of New Bedford's Contributory Employees' Retirement System, which funds pension plans for full-time City employees other than teachers, and (3) annual payments to the Greater New Bedford Vocational Technical High School, which provides a vocational technical education to students residing in New Bedford, Fairhaven and Dartmouth.

**FY 2020 Adopted Budget Summary**

	2018	2019	2019	2019	2020
Expenditures	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Refuse District	\$693,368	\$713,962	\$713,962	\$713,962	\$741,999
Retirement System	\$27,741,711	\$28,817,471	\$28,817,471	\$28,817,471	\$30,527,351
Vocational Technical High School	\$5,394,607	\$5,632,744	\$5,471,998	\$5,471,998	\$5,789,401

**FY 2020 Budget Analysis:** The FY 2020 budget reflects increases to the refuse district assessment, assessments for enrollment at the Greater New Bedford Regional Vocational High School, and for contributions to the City's retirement system.

**FY 2020 Expenditure Detail**

DESCRIPTION	2018	2019	2019	2019	2020
	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Grtr NB Refuse Mgmt Dist	\$693,368	\$713,962	\$713,962	\$713,962	\$741,999
<b>Total</b>	<b>\$693,368</b>	<b>\$713,962</b>	<b>\$713,962</b>	<b>\$713,962</b>	<b>\$741,999</b>
<u>Retirement System</u>	<u>\$27,741,711</u>	<u>\$28,817,471</u>	<u>\$28,817,471</u>	<u>\$28,817,471</u>	<u>\$30,527,351</u>
<b>Total</b>	<b>\$27,741,711</b>	<b>\$28,817,471</b>	<b>\$28,817,471</b>	<b>\$28,817,471</b>	<b>\$30,527,351</b>
<u>Grtr NB Regional Vocational</u>	<u>\$5,394,607</u>	<u>\$5,632,744</u>	<u>\$5,471,998</u>	<u>\$5,471,998</u>	<u>\$5,789,401</u>
<b>Total</b>	<b>\$5,394,607</b>	<b>\$5,632,744</b>	<b>\$5,471,998</b>	<b>\$5,471,998</b>	<b>\$5,789,401</b>

**Departmental Description:** The City of New Bedford offers a comprehensive benefit package which includes medical and life insurance coverage. The City provides group health insurance to employees and their dependents through Blue Cross Blue Shield and life insurance for employees through Boston Mutual Life Insurance and pays for 75% of the cost for each. In addition to a basic life insurance plan, the City also offers an optional employee-funded plan which allows employees to determine the amount of insurance desired at the time of enrollment. The City is self-insured for health and transfers 75% of the actual claims incurred into a separate health claims trust fund. Employee deductions for healthcare coverage are deposited into an agency fund and interest is earned. These monies are held for the benefit of the employees and 25% of the actual claims are transferred in the health claims trust fund to cover their share of the costs. All medical and life insurance payments are made from the Health Claims Trust Fund.

**FY 2020 Adopted Budget Summary**

Expenditures	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
Health Insurance	\$40,858,820	\$44,000,000	\$43,476,000	\$41,000,000	\$42,910,500
Life Insurance	\$260,276	\$275,000	\$275,000	\$275,000	\$261,221

**FY 2020 Budget Analysis:** Funding for health insurance is carried through the Medical Claims Trust Fund, which combines employer and employee payments to support the City’s self-insured program. Life insurance premiums are paid through a combination of employer support and employee withholding accounts. In both cases, employer contributions from the General Fund are billed to grant accounts, which provide funding for assigned employees. The FY 2020 budget reflects the assignment of health and life insurance costs directly to enterprise funds. Health insurance expenditures citywide total \$44,500,000 and life insurance totals \$275,000.

**FY 2020 Expenditure Detail**

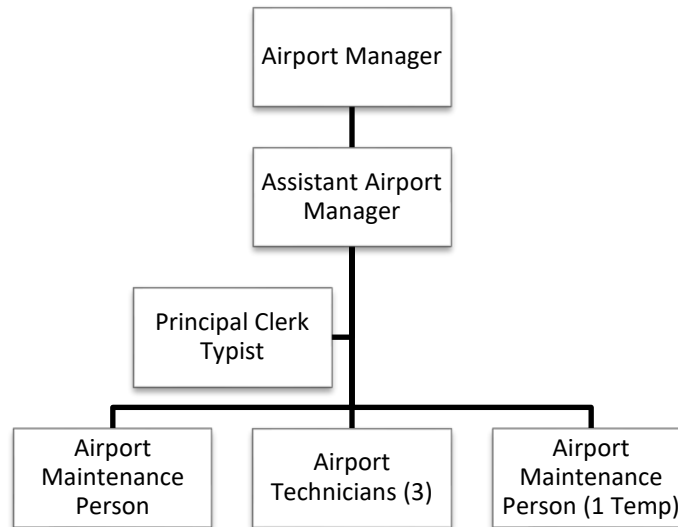
DESCRIPTION	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
Health insurance	\$40,792,642	\$44,000,000	\$43,476,000	\$41,000,000	\$42,910,500
Med Claims Admin Costs	<u>66,178</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total</b>	<b>\$40,858,820</b>	<b>\$44,000,000</b>	<b>\$43,476,000</b>	<b>\$41,000,000</b>	<b>\$42,910,500</b>
<u>Life Insurance</u>	<u>\$260,276</u>	<u>\$275,000</u>	<u>\$275,000</u>	<u>\$275,000</u>	<u>\$261,221</u>
<b>Total</b>	<b>\$260,276</b>	<b>\$275,000</b>	<b>\$275,000</b>	<b>\$275,000</b>	<b>\$261,221</b>
<b>TOTAL EXPENDITURES</b>	<b>\$41,119,096</b>	<b>\$44,275,000</b>	<b>\$43,751,000</b>	<b>\$41,275,000</b>	<b>\$43,171,721</b>

# *Enterprise Funds*

**Mission Statement:** To develop the airport as an economic engine that offers an efficient means of transportation for the travelling public. Additionally, the airport seeks to continuously work to foster a safe and secure environment that meets and exceeds the expectations of regulatory agencies.

**Department Description:** Located in the northwest corner of the City, New Bedford Regional Airport serves the community as a commercial service airport that accommodates both regional airlines and general aviation aircraft. New Bedford Regional Airport currently offers commercial service to the islands, supports over 48,000 annual aircraft operations and provides a home base for more than one hundred aircraft. The airport is managed by a director and deputy director and supported by five full-time positions and one temporary part-time position. The City operates the regional airport as a self-supporting enterprise fund.

**Department Organizational Chart**



**FY 2020 Adopted Budget Summary**

	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
<b>Expenditures</b>	\$1,059,838	\$979,267	\$979,267	\$947,846	\$1,025,350
<b>Position Distribution</b>					
Full-Time	7	7	7	7	7
Part-Time	1	1	1	1	1

**FY 2020 Budget Analysis:** The FY 2020 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances.

**FY 2018/2019 Accomplishments**

- Made several critical infrastructure improvements throughout FY 2018 and 2019 including:
  - The installation of a new tower beacon;
  - The reconstruction of Runway 14-32, as well as Taxiway K, E, and C;
  - Safety Area improvements to Runway 23;
  - Upgraded pilot guidance equipment for Runway 32; and
  - Completed design work of the airport aprons
- Procured specialized equipment for clearing wetlands.
- Successfully launched a business plan exercise with the airport’s review commission.

**Program Descriptions**

**Administration:** The administrative office manages and directs the daily operation of the airport and is responsible for effectively planning the airport’s self-sustainable future. The administrative office manages the collection of all revenues, negotiates the future use and development of airport property, and closely monitors the expenses associated with the airport’s operation. Administration also oversees the airport’s compliance with all federal, state, and local regulatory agencies with regard to current facilities and all proposed development. Finally, the administration staff identifies innovative methods to increase commercial enplanements, self-sustainability, aircraft operations, and encourages a high level of excellence in the work of all airport employees.

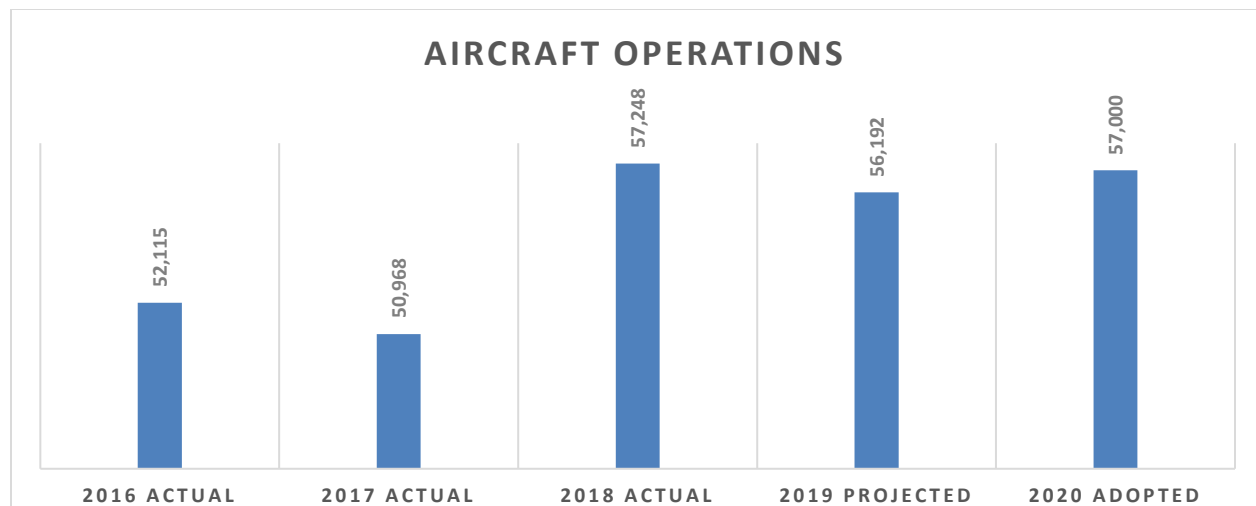
**Operations and Maintenance:** The O&M unit is responsible for executing all processes associated with the daily management of the airfield and its facilities. This includes: reporting airfield conditions; managing wildlife hazards; upholding the requirements set within the scope of regulatory oversight; and maintaining the functionality and safety of all airport grounds, facilities and equipment. O&M ensures the completion of all work orders; establishes preventative maintenance routines; addresses all issues ranging from airfield electrical work to airfield vehicle repairs; provides the necessary onsite safety and security supervision during all airport activities and irregular or emergency situations that arise; and transitions the airfield back to normal operations.

**FY 2020 Strategic Goals, Unit Objectives, Performance Measures**

Strategic Goals		Status
1	Establish the Airport as an economic engine and a responsible neighbor in the City by building business relationships, modernizing airport infrastructure, and capitalizing on available resources to ensure self sustainability.	Ongoing
2	Develop a business plan to establish long term goals for the Airport.	In Process
3	Pursue opportunities for infrastructure improvements and expansion.	Ongoing
4	Work to attract more airline service to the New Bedford Regional Airport.	Ongoing

PERFORMANCE MEASURES	2016 ACTUAL	2017 ACTUAL	2018 PROJECTED	2019 PROPOSED	2020 ADOPTED
Aircraft Operations	52,115	50,968	57,248	56,192	57,000
Passenger Enplanements	7,461	7,003	5,998	8,603	6,000
Jet Operations	1,103	1,065	1,269	1,052	1,400
Airport Improvement Projects	5	1	3	2	2

\* Passenger enplanements are down as a result of a pilot shortage as well as lost market share as ferry service to Martha’s Vineyard and Nantucket expands.



**FY 2020 Expenditure Detail**

	2018	2019	2019	2019	2020
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$315,826	\$361,400	\$361,400	\$330,100	\$363,093
Longevity	2,050	1,500	1,500	1,500	1,750
Overtime	11,003	21,000	21,000	21,000	21,000
Final Employee Payoffs	1,138	0	0	2,070	15,056
One Time Payroll Settlement	65,245	0	0	0	0
Sal Wages Temporary	12,234	14,820	14,820	14,820	14,820
Sick Incentive	1,350	1,350	1,350	1,763	1,350
FURLOUGH Settlement	20,313	0	0	0	0
FURLOUGH Interest	80	0	0	0	0
<b>Total Personnel Budget</b>	<b>\$429,239</b>	<b>\$400,070</b>	<b>\$400,070</b>	<b>\$371,253</b>	<b>\$417,069</b>
Advertising	\$4,275	\$5,000	\$5,000	\$2,300	\$2,000
Appraisal Fees	375	0	0	0	0
Audit	0	2,025	2,025	2,025	2,025
Bank Service Charges	3,556	4,000	4,000	4,000	4,000
Board Member Stipends	2,500	2,500	2,500	2,500	2,500
Cell Phone	1,218	2,000	2,000	1,200	1,300
Computer Data Processing	3,000	3,000	3,000	3,000	3,000
Consultants	3,300	0	0	0	0
Contractual Services	1,538	0	0	700	0
Dues Subscriptions	325	1,000	1,000	400	400
Electricity	53,527	49,977	49,977	49,977	55,456
Employees Training	1,710	1,300	1,300	500	1,300
Fica Medical	0	0	0	0	6,047
Health insurance	0	0	0	0	97,046
Hospital And Medical	305	500	500	872	750
In State Travel	30	500	500	952	500
Insurance	17,696	16,500	16,500	16,500	16,500
Life Insurance	0	0	0	0	655
Natural Gas	15,209	22,000	22,000	18,000	16,448
Not Otherwise Classified Svc	25	0	0	0	0
Professional Licenses	5,380	0	0	0	0
Public Safety	21,762	7,520	7,520	15,033	10,000
R M Buildings Grounds	3,116	7,000	7,000	3,500	5,000
R M Miscellaneous	1,007	1,080	1,080	1,500	1,080
R M Office Equipment	0	500	500	0	250
R M Vehicles	27,325	14,500	14,500	14,500	14,500
Rental-Lease	8,440	5,410	5,410	5,539	3,600
Telephone	\$2,779	\$1,000	\$1,000	\$1,610	\$2,600
Uniform Cleaning Service	1,368	2,500	2,500	2,600	2,500
<b>Total Charges and Services</b>	<b>\$179,767</b>	<b>\$149,812</b>	<b>\$149,812</b>	<b>\$147,208</b>	<b>\$249,457</b>



**FY 2020 Expenditure Detail**

	2018	2019	2019	2019	2020
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Newspaper Magazines	\$390	\$400	\$400	\$0	\$0
Supplies Building Maintenance	807	2,000	2,000	1,000	1,000
Supplies Janitorial	1,931	1,400	1,400	1,400	1,000
Supplies Lighting	301	1,450	1,450	1,450	1,000
Supplies Medical	503	150	150	150	150
Supplies Misc Groundskeepng	2,988	2,000	2,000	2,000	2,000
Supplies Painting	505	500	500	500	250
Supplies Pest Control	36	50	50	50	50
Supplies Photocopier	901	900	900	900	500
Supplies Plumbing	0	100	100	100	100
Supplies Public Safety	7,297	3,000	3,000	3,000	1,500
Supplies SmallTools	163	0	0	0	0
Supplies Sundry Office	1,617	1,669	1,669	1,669	1,550
Supplies Vehicle	0	0	0	3,740	500
Supplies Vehicle - Misc.	6,966	3,500	3,500	4,560	5,000
Vehicle Diesel Fuel	7,295	8,000	8,000	4,798	8,000
Vehicle Gas Fuel	4,391	4,000	4,000	4,000	4,400
Vehicle Oil and Other Fluids	0	250	250	52	0
<b>Total Supplies</b>	<b>\$36,092</b>	<b>\$29,369</b>	<b>\$29,369</b>	<b>\$29,369</b>	<b>\$27,000</b>
Maturing Principle Lt Debt	\$40,000	\$40,000	\$40,000	\$40,000	\$65,650
Interest On Lt Debt	27,500	27,025	27,025	27,025	28,688
Interest On Notes	0	13,050	13,050	18,344	7,542
Other Financing Uses	67,591	54,388	54,388	49,094	41,700
Other Financing Uses	279,649	265,553	265,553	265,553	188,245
<b>Total Other Financing</b>	<b>\$414,740</b>	<b>\$400,016</b>	<b>\$400,016</b>	<b>\$400,016</b>	<b>\$331,824</b>
<b>TOTAL EXPENDITURES</b>	<b>\$1,059,838</b>	<b>\$979,267</b>	<b>\$979,267</b>	<b>\$947,846</b>	<b>\$1,025,350</b>

**Departmental Description:** The Arts, Culture, and Tourism Fund dedicates 50% of revenue (capped at \$100,000 annually and indexed to inflation) from the City’s Hotel and Lodging tax to the promotion of Arts, Culture, and Tourism. The Fund was created through a Home Rule Petition passed by the City Council in June 2016 and signed into law by Governor Baker in January 2017. The purpose of the Fund is to create a dedicated revenue stream to provide for additional planning, programmatic, and administrative capacity to allow the City of New Bedford to take full advantage of its cultural and tourism assets, and to catalyze and manage the growth of the cultural and tourism sectors in the years ahead.

**FY 2020 Adopted Budget Summary**

	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
<b>Expenditures</b>	\$100,000	\$102,000	\$102,000	\$102,000	\$104,244

**FY 2020 Budget Analysis:** The FY 2018 budget included initial funding for the Art, Culture and Tourism Special Revenue Fund. Annual expenditures were initially capped at \$100,000 and have been increased in FY 2019 and FY 2020 by the prior year’s average consumer price index as directed by the authorizing legislation.

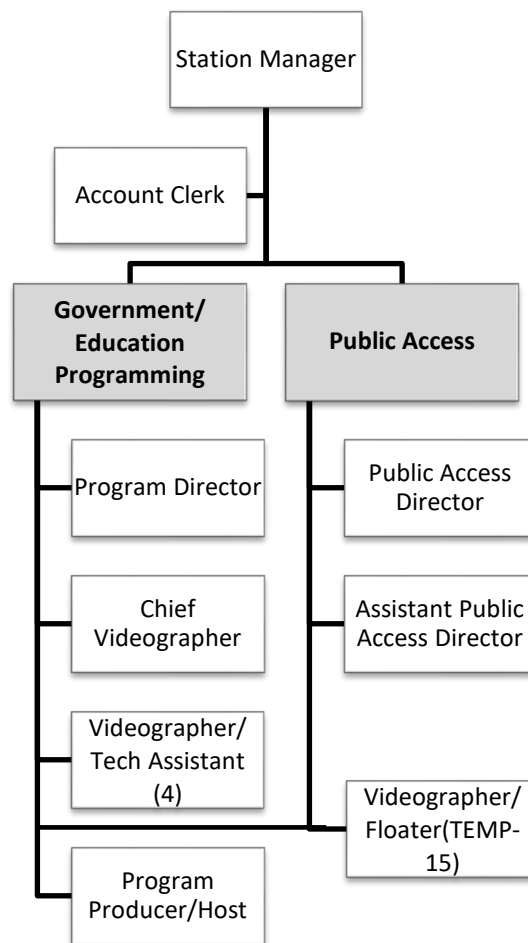
**FY 2020 Expenditure Detail**

DESCRIPTION	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
Contractual Services	<u>\$100,000</u>	<u>\$102,000</u>	<u>\$102,000</u>	<u>\$102,000</u>	<u>\$104,244</u>
<b>Total Charges and Services</b>	<b>\$100,000</b>	<b>\$102,000</b>	<b>\$102,000</b>	<b>\$102,000</b>	<b>\$104,244</b>

**Mission Statement:** To be the primary video hub for the City of New Bedford, including video documentation of city events, original programming, and video production training to residents creating their own shows. The Network strives to produce as much local content as possible to represents the public and business communities as well as making school and government programming a priority.

**Department Description:** The Cable Access fund is mostly supported by a 4% franchise fee on cable system customers. Formerly a special revenue fund, the Cable Access Enterprise Fund has been established for FY 2020 to comply with state reporting requirements. New Bedford Cable Network (NBCN) consists of three channels; Channel 9 for education programming, Channel 18 for government programming, and channel 95 for public access programming. Resources are devoted to maximizing programming and making programs accessible not only to New Bedford residents, but to residents across Greater New Bedford. Programs that impact the region are shared with neighboring community access stations. NBCN’s work is supported through strong administrative, financial and communication coordination with city departments and the public.

**Departmental Organizational Chart**



## FY 2020 Adopted Budget Summary

	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
<b>Expenditures*</b>	\$0	\$0	\$0	\$0	\$1,362,558
<b>Position Distribution</b>					
Full-Time*	0	0	0	0	10
Part-Time	0	0	0	0	0

\* New fund. Historical data not available.

**FY 2020 Budget Analysis:** The passage of Massachusetts Chapter 352 of the Acts of 2014 required the adoption of specific accounting procedures for Cable Television PEG Access revenue by June 30, 2019. The City has therefore transitioned the department from a special revenue fund to an enterprise fund, effective Fiscal Year 2020, as required by M.G.L. c. 44, § 53F½&¾.

## FY 2018/2019 Accomplishments

- Completed extensive 10-year business plan including a comprehensive report presented by the UMass Dartmouth College of Business Center for Marketing Research to be used in contract negotiations.
- Initiated discussion with Comcast for contract renewal, which expires in November 2019.
- Successfully transferred existing content from old server to new server that was purchased in December of 2017.
- Recognized with four regional Alliance for Community Media awards for programming.

## Program Descriptions

**Channel 9 Educational Programming:** Programming for this channel is provided by events from accredited schools in the City of New Bedford as well as those in the surround area, including Bishop Stang High School, UMass Dartmouth, and Bristol Community College. Programming is continuously expanded from educational institutions such as museums, national parks, and establishments on the state and national level.

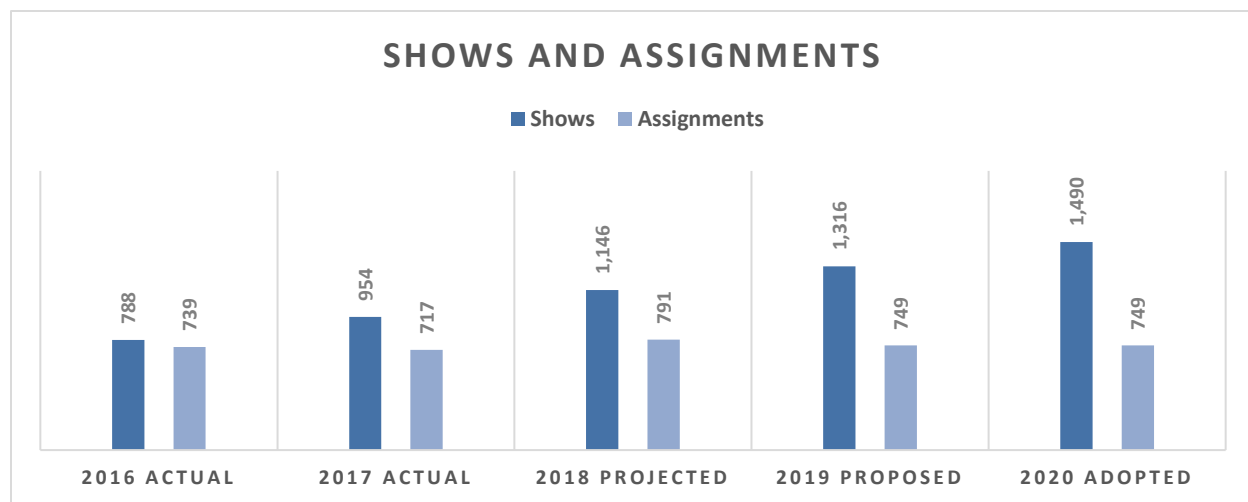
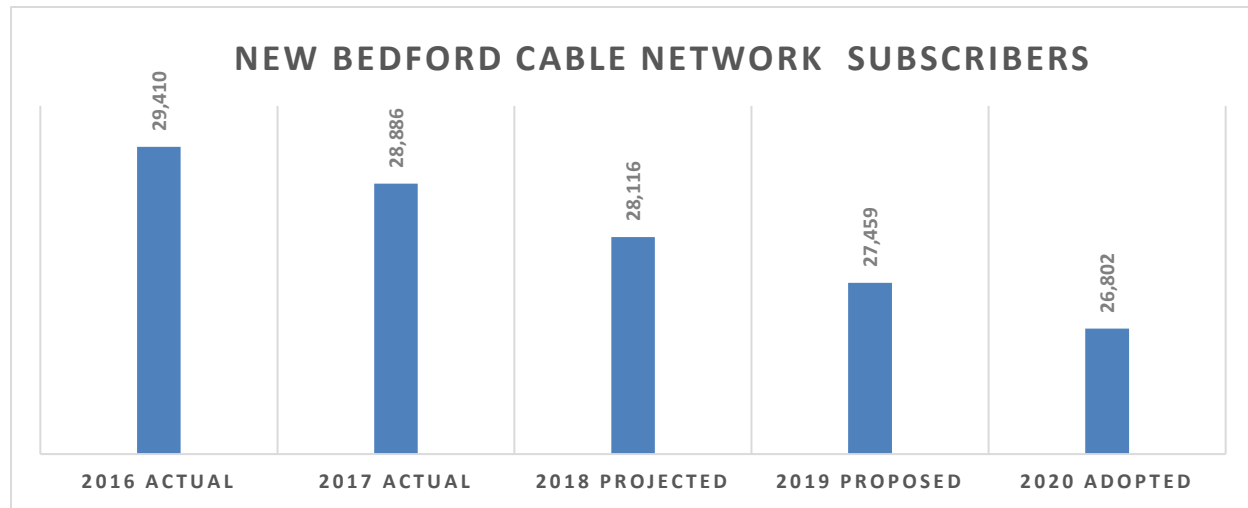
**Channel 18 Government Programming:** Programming is provided by events from local and appointed officials. Any elected or appointed official can request the coverage of an event. Channel 18 also covers many annual city events including the New Bedford Half Marathon, Taste of SouthCoast, and the Portuguese Feast. In addition, coverage includes meetings and hearings from the State House and at the federal level in Washington D.C.

**Channel 95 Public Access Programming:** Channel 95 covers all other types of programming. Any qualified person who lives in or works for a business in the city can provide local content to the channel. Currently, thirty-one independent producers provide programming to Channel 95. In addition, staff provides full service training through various classes to those interested in creating their own TV show.

FY 2020 Strategic Goals, Unit Objectives, Performance Measures

Strategic Goals		Status
1	Transition the department from a Special Revenue Fund to an Enterprise Fund as required by M.G.L. c. 44, § 53F½&¾ and secure the department’s budget.	Ongoing
2	Enable the department to “go live” from everywhere.	Ongoing
3	Improve efficiency and diversity of media platforms.	Ongoing
4	Increase public participation.	Ongoing

PERFORMANCE MEASURES	2016 ACTUAL	2017 ACTUAL	2018 PROJECTED	2019 PROPOSED	2020 ADOPTED
Subscribers	29,410	28,886	28,116	27,459	26,802
# of shows	788	954	1,146	1,316	1,490
# of assignments	739	717	791	749	749
# of eligible broadcasts uploaded to social media	219	233	316	527	655
# of classes offered	1	2	9	10	11
# of community producers trained	6	14	48	60	65



## FY 2020 Expenditure Detail

	2018	2019	2019	2019	2020
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$0	\$0	\$0	\$0	\$611,804
Longevity	0	0	0	0	3,500
Sal Wages Temporary	0	0	0	0	30,000
Sick Incentive	0	0	0	0	4,000
<b>Total Personnel Budget</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$649,304</b>
Advertising	\$0	\$0	\$0	\$0	\$400
Awards	0	0	0	0	325
Civic Functions	0	0	0	0	500
Computer Data Processing	0	0	0	0	4,500
Consultants	0	0	0	0	73,000
Dues Subscriptions	0	0	0	0	14,600
Electricity	0	0	0	0	30,000
Employees Training	0	0	0	0	7,500
Entry Fees	0	0	0	0	800
Freight	0	0	0	0	100
Fica Medical	0	0	0	0	9,415
Health insurance	0	0	0	0	113,220
Hospital And Medical	0	0	0	0	300
In State Travel	0	0	0	0	1,000
Insurance	0	0	0	0	5,600
Life Insurance	0	0	0	0	1,030
Natural Gas	0	0	0	0	3,000
Oil For Heat	0	0	0	0	10,000
Out Of State Travel	0	0	0	0	7,500
Postage	0	0	0	0	350
Printing	0	0	0	0	55
Public Safety	0	0	0	0	1,075
R M Buildings Grounds	0	0	0	0	20,000
R M Miscellaneous	0	0	0	0	1,000
R M Office Equipment	0	0	0	0	1,000
Rental-Lease	0	0	0	0	7,610
Telephone	0	0	0	0	6,200
<b>Total Charges and Services</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$320,080</b>
Newspaper Magazines	\$0	\$0	\$0	\$0	\$1,600
Supplies Audio Visual	0	0	0	0	5,000
Freight	0	0	0	0	100
Supplies Lighting	0	0	0	0	1,000
Supplies Photocopier	\$0	\$0	\$0	\$0	\$125
Supplies Sundry Office	0	0	0	0	10,540

## FY 2020 Expenditure Detail

	2018	2019	2019	2019	2020
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Supplies Vehicle - Misc.	0	0	0	0	1,100
Uniforms and Other Clothing	0	0	0	0	1,000
Vehicle Gas Fuel	0	0	0	0	500
<b>Total Supplies</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$20,965</b>
Computer Equipment Capital	\$0	\$0	\$0	\$0	\$45,000
Office Equip Furn Capital	0	0	0	0	5,000
Video Equipment Capital	0	0	0	0	50,000
<b>Total Capital Outlay</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100,000</b>
Other Financing Uses	\$0	\$0	\$0	\$0	\$272,209
<b>Total Debt Services</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$272,209</b>
<b>TOTAL EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,362,558</b>

**Departmental Description:** The Commission for Citizens with Disabilities is a nine member board appointed by the Mayor; a minimum of 51% of its membership has a disability. Under the City Ordinance, the Commission provides activities and services to enhance the quality of life for persons of all ages and abilities. The Commission has sponsored after-school programs for children with disabilities; construction of a wheelchair-friendly playground at Buttonwood Park, meals for non-elderly residents with a disability and snow removal/minor repairs for disabled homeowners. The Commission for Disabilities is funded by the allocation of handicapped parking revenue collected during the prior fiscal year.

**FY 2020 Adopted Budget Summary**

	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
<b>Expenditures</b>	\$14,338	\$30,996	\$30,996	\$25,996	\$40,000

**FY 2020 Budget Analysis:** The FY 2020 budget reports the Commission for Citizens with Disabilities as a special revenue fund.

**FY 2020 Expenditure Detail**

DESCRIPTION	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
Advertising	\$0	\$264	\$264	\$0	264
Commission Programming	0	10,000	10,000	11,654	15,000
Consultants	9,500	9,500	9,500	0	0
Contractual Services	4,900	4,900	4,900	13,102	18,996
Dues Subscriptions	600	600	600	1,140	540
Postage	0	250	250	0	0
<u>Transportation Services</u>	<u>0</u>	<u>482</u>	<u>482</u>	<u>100</u>	<u>200</u>
<b>Total Charges and Services</b>	<b>\$15,000</b>	<b>\$25,996</b>	<b>\$25,996</b>	<b>\$25,996</b>	<b>\$35,000</b>
<u>Minor Equipment</u>	<u>\$0</u>	<u>\$5,000</u>	<u>\$5,000</u>	<u>\$0</u>	<u>\$5,000</u>
<b>Total Capital Outlay</b>	<b>\$0</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$0</b>	<b>\$5,000</b>
<b>TOTAL EXPENDITURES</b>	<b>\$15,000</b>	<b>\$30,996</b>	<b>\$30,996</b>	<b>\$25,996</b>	<b>\$40,000</b>

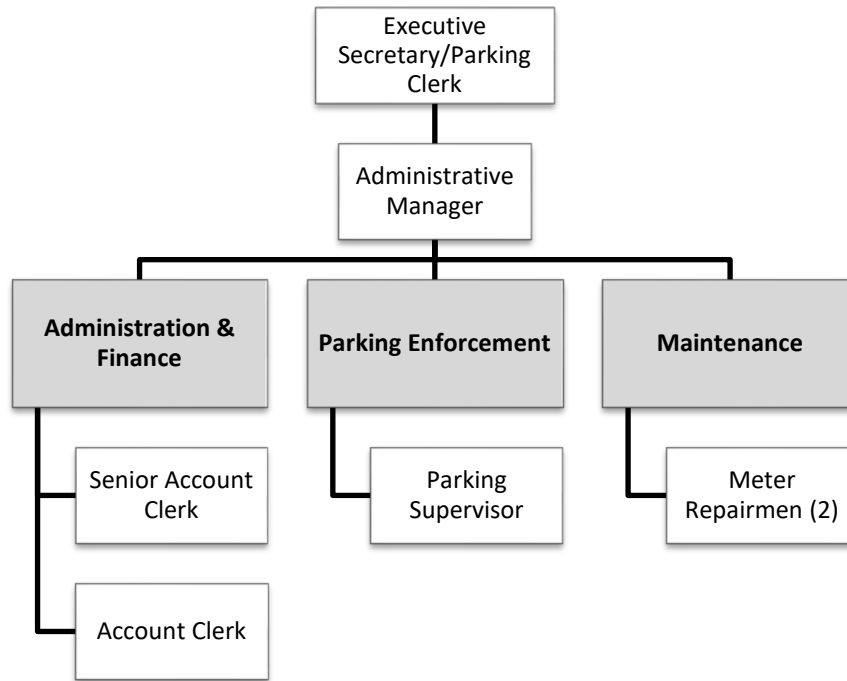
\* FY 2018 expenses were assigned to the General Fund and are shown for illustrative purposes.



**Mission Statement:** The Mission of the Downtown Parking Enterprise Fund is to maintain New Bedford’s two self-supported municipal garages and provide a clean and safe parking environment for downtown employees and consumers alike.

**Department Description:** The Downtown Parking Enterprise Fund was established in FY 2015 to secure the revenue generated by the City’s two municipal garages for the maintenance and operation of those garages. The Enterprise fund staff manages and operates the garages, erects and maintains signage and enforces all traffic and parking policies and regulations within the garages. The Downtown Parking Enterprise Fund also serves as the financial vehicle for the renovation of the Elm Street Garage Restoration Project.

**Department Organizational Chart**



**FY 2020 Adopted Budget Summary**

	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
<b>Expenditures</b>	\$770,366	\$878,341	\$878,341	\$878,341	\$1,033,588
<b>Position Distribution</b>					
Full-Time	9	7	7	7	7
Part-Time	0	0	0	0	0

**FY 2020 Budget Analysis:** The FY 2020 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances.

**FY2018/2019 Accomplishments**

- Elm Street Garage rehabilitation is complete
- Implemented a parking program for the Zeiterion garage to allow the purchasing of parking spaces in bulk for a discounted rate, facilitating increased daily usage of the garage.
- Created a flat rate fee structure for event parking at both garages, increasing revenue and encouraging affordable and safe off-street parking.

**Program Descriptions**

**Administration and Finance:** The Administration and Finance division is responsible for the management of the municipal parking garages including the maintenance log for monthly pass holders.

**Maintenance:** The Parking Maintenance division installs and repairs all signage on the city’s public rights-of-way and maintains the city’s parking meters including repairs and collections.

**Parking Enforcement:** The Downtown Parking Enterprise Fund parking supervisor is responsible for the day-to-day maintenance of the municipal garages, enforcement of the City’s parking policies within the garages and monitoring the two hour parking on the ground floor of the Elm Street Garage.

**FY 2020 Strategic Goals, Unit Objectives, Performance Measures**

Strategic Goals		Status
1	Provide residents and visitors to the City of New Bedford with safe, accessible, and easy off-street parking options in the city's downtown.	Ongoing
2	Ensure the availability and accessibility of on-street, metered parking by effectively enforcing the parking policies of the City of New Bedford.	Ongoing
3	Implement the recommendations from the parking study.	Ongoing

PERFORMANCE MEASURES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 PROJECTED	2020 ADOPTED
Garage Capacity (in spaces)	1,373	1,373	1,373	1,373	1,373
Metered Parking Spaces	784	879	879	879	879
Revenue from garages	\$401,373	\$406,929	\$447,541	\$570,000	\$570,000
Revenue from meters*	\$454,882	\$452,783	\$427,217	\$425,000	\$450,000

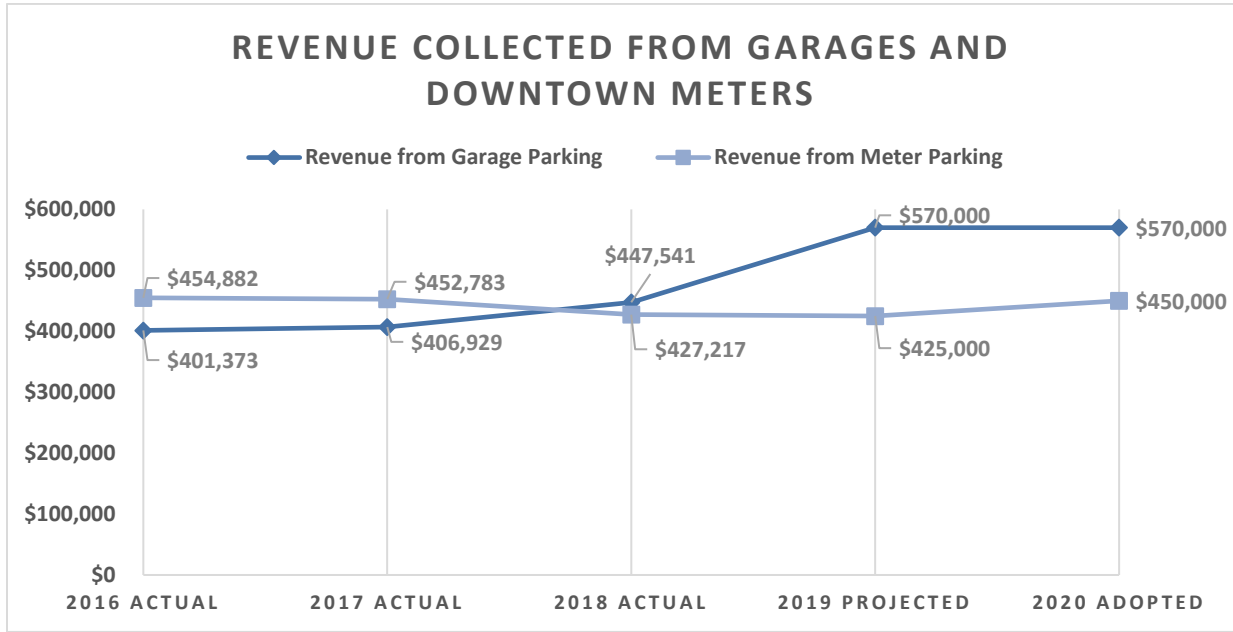
\* Meter expansion within the downtown, including Kempton Street, contributed to sustained revenue growth during/after the last quarter of FY 2016. The addition of the Nantucket ferry during the summer months also contributed to increased traffic and parking in the downtown area.

\*\* Pay-by-the-space machines were installed at both garages in FY 2018, enabling the Downtown Enterprise Fund to enforce regular garage rates on nights and weekends. Additionally, the rate for daily parking increased in FY 2018.

PERFORMANCE MEASURES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 PROJECTED	2020 ADOPTED
Average weekly hours of enforcement (out of 54)	37.5	40	40	40	40
Tickets issued*	32,066	27,198	23,889**	36,000	38,000

\* Revenue from tickets issued in the downtown is collected as General Fund revenue along with all other traffic tickets issued citywide.

\*\*From 09/17 to 04/18 of FY 2018, the Traffic and Parking Department’s complement of parking supervisors in the field was reduced by half.



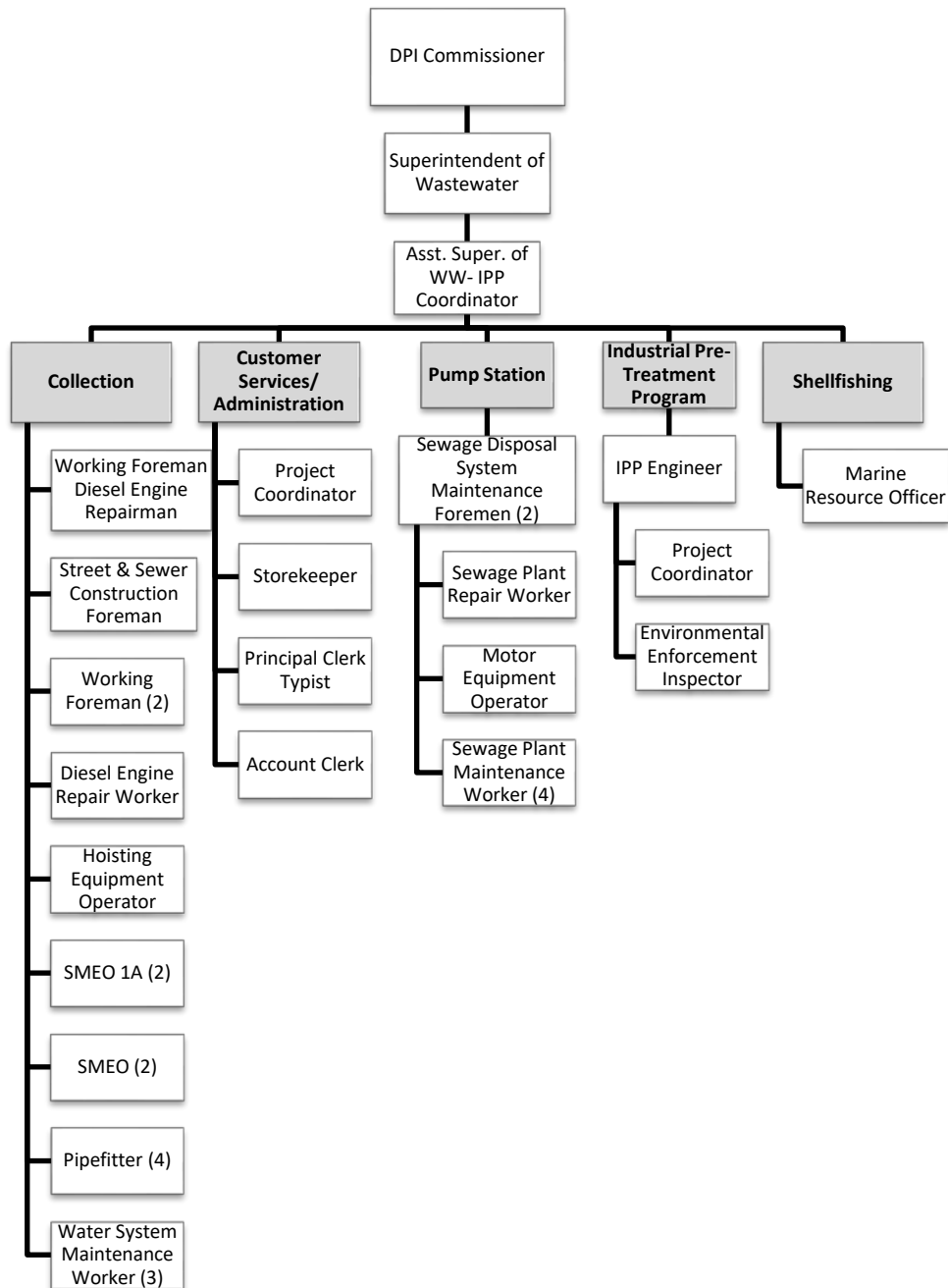
## FY 2020 Expenditure Detail

	2018	2019	2019	2019	2020
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$258,843	\$225,346	\$225,346	\$225,346	\$231,531
Longevity	2,408	1,658	1,658	1,658	1,300
Overtime	2,461	4,636	4,636	4,636	4,636
Final Employee Payoffs	5,323	0	0	0	0
Sal Wages Temporary	8,977	0	0	0	0
Sick Incentive	1,207	2,160	2,160	2,160	2,160
<b>Total Personnel Budget</b>	<b>\$279,219</b>	<b>\$233,800</b>	<b>\$233,800</b>	<b>\$233,800</b>	<b>\$239,627</b>
Bank Service Charges	\$16,957	\$31,000	\$31,000	\$31,000	\$31,000
Computer Data Processing	0	0	0	0	5,364
Consultants	18,534	0	0	0	0
Electricity	45,999	45,920	45,920	45,920	49,708
Fica Medical	0	0	0	0	3,475
Health insurance	0	0	0	0	75,211
Hospital And Medical	0	0	0	10,000	0
Life Insurance	0	0	0	0	487
Not Otherwise Classified Svc	25,000	0	0	0	31,000
Public Safety	0	4,000	4,000	4,000	4,000
R M Miscellaneous	327	41,505	41,505	31,505	41,505
Rental-Lease	6,584	8,709	8,709	8,709	8,709
<b>Total Charges and Services</b>	<b>\$113,401</b>	<b>\$131,134</b>	<b>\$131,134</b>	<b>\$131,134</b>	<b>\$250,459</b>
Freight	\$496	\$0	\$0	\$0	\$0
Supplies General	39,162	85,000	85,000	85,000	54,000
Supplies Meter	13,108	20,000	20,000	20,000	20,000
<b>Total Supplies</b>	<b>\$52,765</b>	<b>\$105,000</b>	<b>\$105,000</b>	<b>\$105,000</b>	<b>\$74,000</b>
Minor Equipment Capital	\$0	\$0	\$0	\$0	\$75,000
<b>Total Capital Outlay</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$75,000</b>
Maturing Principle Lt Debt	\$0	\$198,479	\$198,479	\$198,479	\$46,002
Interest On Lt Debt	0	0	0	0	196,306
Interest On Notes	63,400	0	0	0	0
Other Financing Uses	261,581	209,928	209,928	209,928	152,194
<b>Total Other Financing</b>	<b>\$324,981</b>	<b>\$408,407</b>	<b>\$408,407</b>	<b>\$408,407</b>	<b>\$394,502</b>
<b>TOTAL EXPENDITURES</b>	<b>\$770,366</b>	<b>\$878,341</b>	<b>\$878,341</b>	<b>\$878,341</b>	<b>\$1,033,588</b>

**Mission Statement:** The mission of the Wastewater Enterprise Fund is to provide an environmentally sound and well maintained wastewater collection system and treatment plant for the safe and efficient collection, filtration and final disposal of the City’s wastewater, as directed by the federal government’s stormwater discharge (NPDES) permit.

**Department Description:** It is the responsibility of the Wastewater Enterprise Fund to administer the operations and maintenance service contract of the Water Pollution Control Facility, to operate and maintain the City’s 29 sewage pumping stations, hurricane barrier, septage receiving facility, sewer surface drains, all system appurtenances and the monthly utility billing for all sewer users. In addition, the department is responsible for administering the EPA approved Industrial Pre-Treatment Program and Fats, Oil Grease Program to all of the city’s commercial and industrial users.

**Department Organizational Chart**



**FY 2020 Adopted Budget Summary**

	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
<b>Expenditures</b>	\$21,063,246	\$23,277,200	\$23,314,846	\$23,314,846	\$24,176,843
<b>Position Distribution</b>					
Full-Time	33	36	36	36	36
Part-Time	0	0	0	0	0

**FY 2020 Budget Analysis:** The FY 2020 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The personnel budget also reflects the mid-year conversion of a wastewater maintenance person to a sewage plant maintenance person.

**FY 2018/2019 Accomplishments**

- The department has invested considerable time in the further integration of its computerized maintenance management system (CMMS), Lucity, which includes linking nearly every sewer service with a scan of the corresponding lateral card to be accessed in the field. The ability to view every sewer later and sewer plot plan electronically drastically cuts down on travel time to review plans and cuts down on the time to complete a job.
- The department continues to invest heavily in its capital program including:
  - A Wastewater Treatment Plant Facilities Plan;
  - The complete reconstruction of both the Front Street and Merrimac Street pumping stations;
  - Collection systems improvements on MacArthur Dr. and Shawmut Ave.;
  - Sewer lining; and
  - Collection system investigation, which includes filming the sewer lines to collect data to be used in future capital planning.
- The street sweeping program, as mandated by the MS4 permit, continues to great success. Thousands of road miles have been swept, and many more tons of grit have been removed from the streets.

**Program Descriptions**

**Collection System Division:** The Collection System Division is responsible for the operations and maintenance of the city's collection system, which consists of 260 miles of sewer and 170 miles of drainage. This effort includes repair, replacement and inspections of all pipe and structures, rodding and jetting of sewer and drain systems, city-wide street sweeping, response to residents with blocked drains, snow removal and associated vehicle and equipment maintenance.

**Customer Service and Administration Division:** Customer Service and Administration is responsible for all utility billing and collections, recording of sewer connections, issuing and tracking work orders for residential services, the accounts payable of the annual budget, special revenue funds and departmental inventory, oversight of the respective bank accounts, and the overall management of the department including State and Federal reporting.

**Pump Station Division:** The Pump Station Division is responsible for the oversight of the contracted operation of the Wastewater Treatment Plant, the operations and maintenance of 29 pump stations, the hurricane barrier, a septage receiving facility and the administering of the Industrial Pre-Treatment Program. This effort includes the daily inspection of all pump stations, the repair or replacement of all failing components within the pump stations, the continuous monitoring of all combined sewer overflow outlets, general maintenance of the city's hurricane barrier, the daily operations and maintenance of the septage receiving facility, sampling and permitting of the IPP and FOG Program to all industrial/commercial customers.

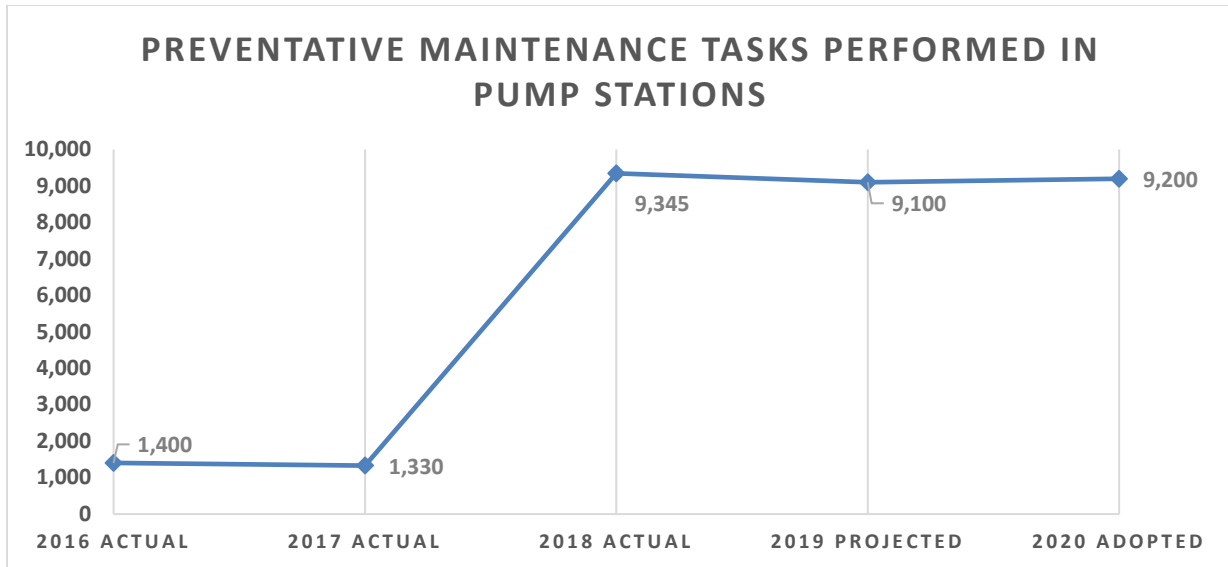
FY 2020 Strategic Goals, Unit Objectives, Performance Measures

Strategic Goals		Status
1	Achieve the requirements of comprehensive documentation identified in the EPA-issued Administrative Order for the operations and maintenance of the city’s wastewater collection system, pumping stations and Wastewater Treatment Plant.	Ongoing
2	Ensure compliance of federally mandated disposal regulations of hazardous discharge by commercial and industrial users to enable the City to comply with the provisions of the Clean Water Act and associated federal and state regulations and to provide for the public health and welfare by regulating the quality of wastewater discharged into the sewer system.	Ongoing
3	Participate in Resilience Planning to ensure long-term sustainability of wastewater and storm water systems.	Ongoing

PERFORMANCE MEASURES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 PROJECTED	2020 ADOPTED
Catch basins cleaned (out of 5,607)	462	247	216	300	320
Preventative maintenance tasks performed in pump stations	1,400	1,330	9,345*	9,100	9,200
Sewer main breaks repaired	39	20	29	15	15
Sewer service blockages corrected	256	141	138	80	80
Pump station alarms responded to	50	60	62	54	50

\* Daily checks in each pump station were being conducted prior to their inclusion in this metric, however the department did not begin including daily checks in this metric until FY2018.

PERFORMANCE MEASURES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 PROJECTED	2020 ADOPTED
Active IPP Permits	89	89	89	89	89
IPP inspections performed	142	72	50	65	70
IPP samples collected and analyzed	316	73	93	130	140
New FOG permits activated/ total	N/A*	16/589	0/378	0/378	5/383
FOG inspections	233	897	762	700	700





## FY 2020 Expenditure Detail

	2018	2019	2019	2019	2020
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$1,327,027	\$1,643,351	\$1,643,351	\$1,386,534	\$1,690,749
Longevity	4,600	6,900	6,900	4,500	5,300
Overtime	121,754	105,000	105,000	128,969	120,000
Final Employee Payoffs	27,468	30,000	30,000	9,147	30,000
Sick Incentive	3,949	4,400	4,400	3,919	4,000
FURLOUGH Settlement	95,275	0	0	0	0
FURLOUGH Interest	375	0	0	0	0
<b>Total Personnel Budget</b>	<b>\$1,580,449</b>	<b>\$1,789,651</b>	<b>\$1,789,651</b>	<b>\$1,533,069</b>	<b>\$1,850,049</b>
Accounting Services	\$55	\$0	\$0	\$0	\$0
Advertising	796	1,000	1,000	1,000	1,000
Audit	0	5,000	5,000	5,000	5,000
Bank Service Charges	1,615	10,000	10,000	4,000	5,000
Cell Phone	16,575	25,000	25,000	11,000	11,880
Computer Data Processing	500	2,000	2,000	1,326	0
Consultants	131,680	200,000	200,000	440,000	378,479
Dues Subscriptions	3,009	3,000	3,000	5,000	4,390
Electricity	1,496,461	1,819,805	1,819,805	1,700,000	1,699,248
Employees Training	22,657	25,000	25,000	13,000	18,000
Engineering Services	6,761,245	7,200,000	7,200,000	8,048,186	8,418,450
Fica Medical	0	0	0	0	26,826
Health insurance	0	0	0	98	323,488
Hospital And Medical	27,324	40,000	40,000	55,000	40,000
In State Travel	0	0	0	1,831	0
Insurance	154,897	175,000	175,000	158,900	170,000
Internet Lines	11,035	12,000	12,000	11,000	13,920
Lab Testing Services	46,624	35,000	35,000	45,000	50,000
Legal Services	1,343	0	0	40,613	0
Life Insurance	0	0	0	0	3,370
Maintenance Agreements	48,339	60,000	60,000	40,000	44,426
Natural Gas	7,203	10,000	10,000	9,000	14,721
Not Otherwise Classifi	17,631	20,000	20,000	15,000	12,500
Out Of State Travel	1,431	6,000	6,000	2,000	5,000
Postage	59,355	60,000	60,000	55,000	57,000
Printing	9,302	10,000	11,670	10,000	10,000
Professional Licenses	1,137	1,500	1,500	1,000	1,500
Public Safety	37,573	43,000	43,000	25,000	30,000
R M Buildings Grounds	85,576	125,554	142,054	130,000	100,000
R M Miscellaneous	8,795	15,000	15,000	18,000	15,000
R M Vehicles	75,003	80,000	80,000	40,000	75,000
Refuse Service	13,261	6,000	6,000	15,000	15,000

## FY 2020 Expenditure Detail

	2018	2019	2019	2019	2020
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Rental Lease Vehicles	\$28,002	\$0	\$0	\$0	\$0
Rental-Lease	11,355	4,000	4,000	12,000	12,692
Telephone	5,963	7,000	7,000	7,000	7,560
Unemployment Security	178	0	0	0	0
Uniform Cleaning Servi	1,739	5,000	5,095	15,000	17,745
<b>Total Charges and Services</b>	<b>\$9,087,659</b>	<b>\$10,005,859</b>	<b>\$10,024,124</b>	<b>\$10,934,953</b>	<b>\$11,587,196</b>
Books	\$126	\$0	\$0	\$0	\$0
Concrete	0	2,000	2,000	1,000	1,000
Stone	0	4,000	4,000	2,000	2,000
Supplies Audio Visual	0	500	500	0	0
Supplies Building Main	88,274	150,000	155,784	120,000	130,000
Supplies Cemetery	(35)	0	0	0	0
Freight	1,352	2,000	2,000	1,000	1,000
Supplies Computer	1,586	3,000	3,000	1,500	2,000
Supplies Electrical P	875	5,000	5,000	5,000	5,000
Supplies Janitorial	377	0	0	0	0
Supplies Lighting	1,575	1,000	1,000	3,000	2,000
Supplies Maintenance	5,922	4,500	4,500	7,000	5,000
Supplies Masonry	552	1,000	1,000	500	500
Supplies Meter	15,624	20,000	20,000	8,000	20,000
Supplies Misc Ground	9,558	5,000	5,000	25,000	13,000
Supplies Other	12,717	25,000	25,000	4,000	5,000
Supplies Painting	897	1,000	1,000	1,000	1,000
Supplies Photocopier	585	0	0	0	0
Supplies Plumbing	11	0	0	0	0
Supplies Public Safet	6,300	2,000	2,000	500	1,500
Supplies Road Mainten	2,372	1,000	1,000	1,000	1,000
Supplies Sundry Offic	63	4,000	4,000	5,000	5,000
Supplies Water Works	49,624	90,000	90,000	55,000	85,000
Supplies Welding	5,149	6,000	6,000	8,000	6,000
Supplies Vehicle - Mis	121,957	90,000	91,418	125,000	125,000
Uniforms and Other Clo	4,194	5,000	5,000	3,000	3,500
Vehicle Diesel Fuel	131,460	115,000	115,000	130,000	130,000
Vehicle Gas Fuel	111	0	0	0	0
Vehicle Oil and Other	3,044	4,000	4,000	6,500	5,000
Vehicle Supplies Batte	175	0	0	0	0
Vehicle Supplies Tires	4,713	0	0	0	0
<b>Total Supplies</b>	<b>\$469,161</b>	<b>\$541,000</b>	<b>\$548,202</b>	<b>\$513,000</b>	<b>\$549,500</b>

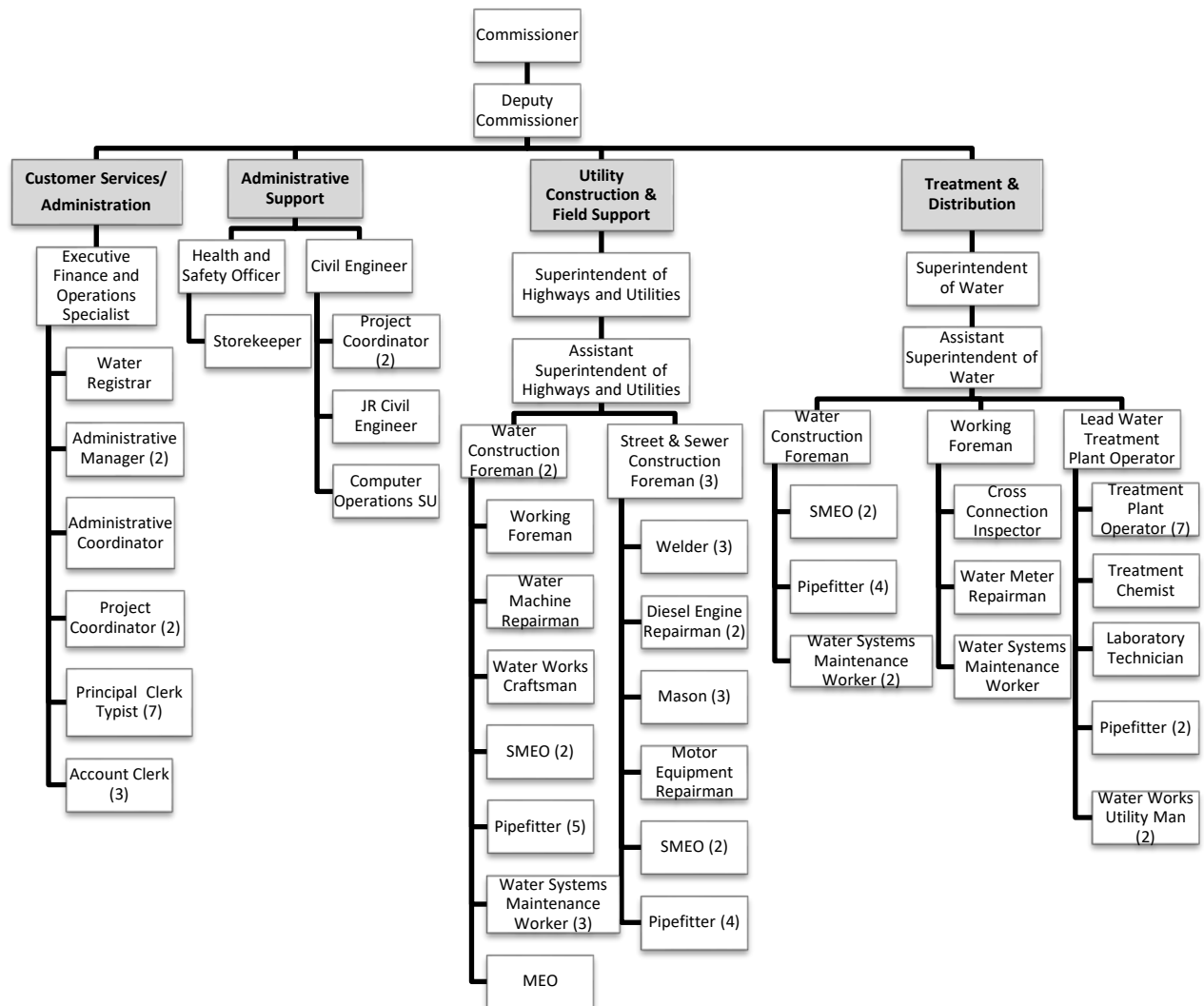
## FY 2020 Expenditure Detail

	2018	2019	2019	2019	2020
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Automobiles/Vehicles P	\$0	\$47,977	\$47,977	\$31,478	\$12,978
Building Structure	559,939	400,000	400,000	490,000	264,792
Infrastructure Items	329,977	500,000	512,179	100,000	60,000
Major Equipment	200,970	140,000	140,000	15,000	140,000
Streets And Sidewalks	46,935	100,000	100,000	50,000	50,000
<b>Total Capital Outlay</b>	<b>\$1,137,821</b>	<b>\$1,187,977</b>	<b>\$1,200,156</b>	<b>\$686,478</b>	<b>\$527,769</b>
Maturing Principle Lt	\$979,000	\$1,013,000	\$1,013,000	\$1,013,000	\$745,350
Interest On Lt Debt	256,142	221,000	221,000	220,000	187,360
Debt Administrative Fee	169,543	250,000	250,000	144,634	221,480
Other Financing Uses	7,383,472	8,268,713	8,268,713	8,268,712	8,508,139
<b>Total Other Financing</b>	<b>\$8,788,156</b>	<b>\$9,752,713</b>	<b>\$9,752,713</b>	<b>\$9,646,346</b>	<b>\$9,662,329</b>
<b>TOTAL EXPENDITURES</b>	<b>\$21,063,246</b>	<b>\$23,277,200</b>	<b>\$23,314,846</b>	<b>\$23,313,846</b>	<b>\$24,176,843</b>

**Mission Statement:** The mission of the Water Enterprise Fund is to provide the customers of New Bedford safe and clean drinking water with sufficient fire protection via a well maintained and efficient treatment and distribution system.

**Department Description:** It is the responsibility of the Water Enterprise Fund to manage and operate the city's 45 million gallon per day Quittacas Water Treatment Plant, 3,100 acres of watershed, 75 million gallon High Hill reservoir, 300,000 gallon Hathaway Road elevated storage tank and two pumping stations. In addition, the department is responsible for the maintenance of all water mains, hydrants, gate valves, water services, and meters throughout the system.

**Department Organizational Chart**



**FY 2020 Adopted Budget Summary**

	2018 ACTUAL	2019 BUDGET	2019 REVISED	2019 PROJECTED	2020 ADOPTED
<b>Expenditures</b>	\$15,963,871	\$15,336,628	\$16,144,998	\$15,006,699	\$16,800,704
<b>Position Distribution</b>					
Full-Time	83	87	87	87	89
Part-Time	0	0	0	0	0

**FY 2020 Budget Analysis:** The FY 2020 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The personnel budget also reflects the mid-year conversion of a treatment plant operator to a water treatment plant operator and an environmental enforcement inspector to a project coordinator as well as the FY 2020 conversion of one temporary welder to one full-time welder, the creation of one assistant superintendent of highways and utilities and the reclassification of the finance and operations manager to the executive finance and operations specialist (\$79,046).

**FY 2018/2019 Accomplishments**

- Met all state and federal drinking water quality regulations, while maintaining the system, watershed, and pond levels.
- Continued to advance three large scale construction projects including a significant upgrade at the Quittacas Water Treatment Plant, the Lead Service Replacement Program, and a system-wide meter system upgrade.
  - The department has begun the first stages of rehabilitation of the High Hill Reservoir.
- DPI completed the renewal of over 130 lead services and significant water main replacement.
- Security upgrades at all the water infrastructure facilities have been initiated and are currently in the second phase of work.
- Several repairs were completed on the water infrastructure system throughout the year, including equipment at the treatment plant and reservoir, improvements around the watershed grounds, and repairs on several gate valves, hydrants, water mains, meters and services.

**Program Descriptions**

**Customer Service and Administration Division:** Customer Service and Administration is responsible for all monthly utility billing (over 24,000 accounts) and collections thereof; recording of main installations, main extensions and service connections; the accounts payable of the annual budget and special revenue funds; and the overall management of the department.

**Dams Division:** The Dams Division is responsible for the oversight, reporting requirements, operation and maintenance of the city's four (4) dams that impound water at various locations throughout the city and the department's watershed.

**Water Distribution Division:** The Water Distribution Division is responsible for the operation and maintenance of the city's water distribution system including the operation and maintenance of water mains, hydrants, gate valves, water services and meters. Maintenance includes emergency response to water main breaks and service leaks, lead service replacement program, water main replacement program, routine hydrant flushing and gate valve exercising programs, meter repairs, backflow testing, as well as snow removal and vehicle maintenance.

**Water Treatment Division:** The Water Treatment Division is responsible for maintaining the watershed to provide clean source water prior to pumping from the ponds to the treatment facility. The treatment facility treats the

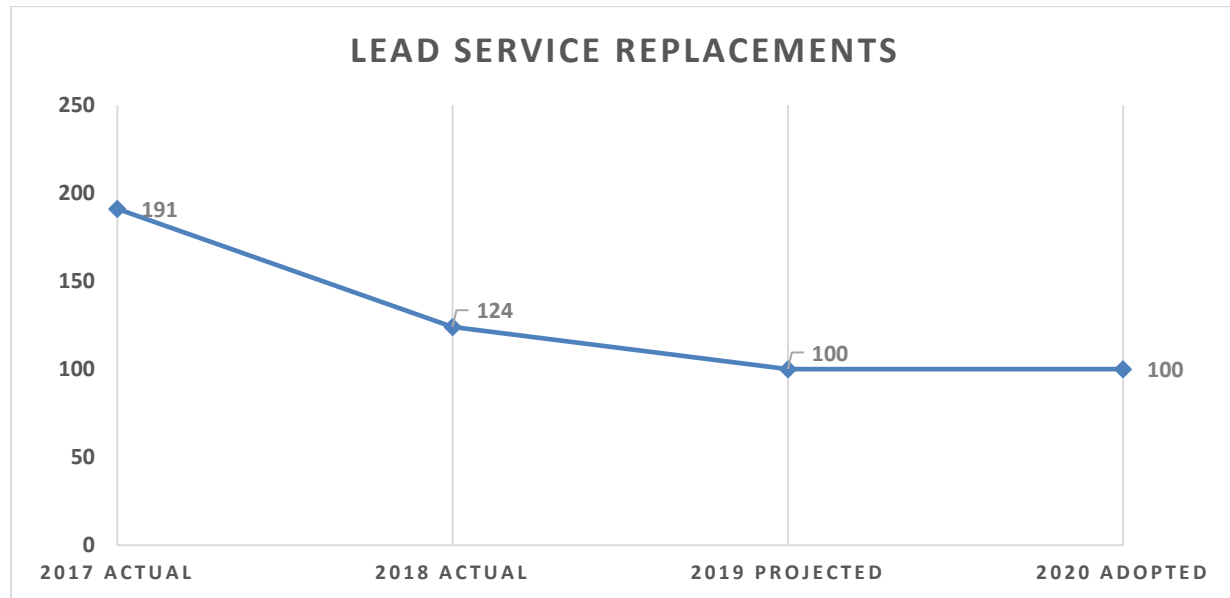
surface water source with a conventional treatment process with the addition of fluoride. The treatment plant laboratory is certified and performs daily routine sampling and analysis of the water quality parameters in the treatment plant and the distribution system to ensure compliance with all state and federal regulations. Operations and Maintenance at the treatment plant includes routine sampling and monitoring of water quality parameters, preventive maintenance of treatment equipment and structures, management of pond and tank levels, as well as operation and maintenance of reservoir, tanks and pump stations.

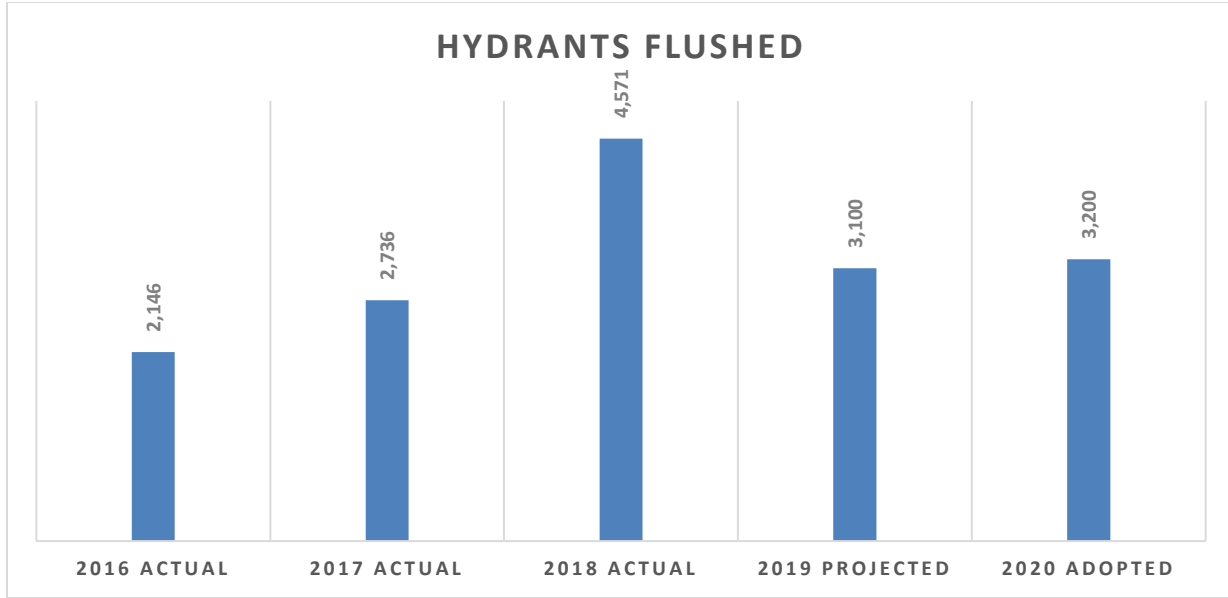
**FY 2020 Strategic Goals, Unit Objectives, Performance Measures**

Strategic Goals		Status
1	Ensure residents of New Bedford have access to clean, safe potable water.	Ongoing
2	Make the Water Division easily accessible to residents of the City of New Bedford and promote a culture of collaboration between the Water Division and city residents.	Ongoing
3	Ensure a well-maintained and efficient treatment and distribution system.	Ongoing

PERFORMANCE MEASURES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 PROJECTED	2020 ADOPTED
Lead services replaced	63	191	124	100	100
Leaks detected & corrected	59	74	76	35	40
Hydrants flushed	2,146	2,736	4,571	3,100	3,200
Gate valves exercised	Gathering	138	463	400	250
Paperless bill customers/new	N/A*	N/A*	N/A*	1,500/250	1,800/300
Resident requests received	501	271	214	257	256
In person	24	8	14	6	5
Phone	462	259	200	250	250
Email	15	4	0	1	1
Avg. resident request response time (in days)	1.8	1	1	1	1

\* New metric. Historic data unavailable.





## FY 2020 Expenditure Detail

	2018	2019	2019	2019	2020
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Pe	\$3,387,617	\$3,972,069	\$3,642,069	\$3,612,101	\$4,223,882
Additional Gross	12,494	15,000	15,000	14,783	15,000
Longevity	19,750	21,650	21,650	21,250	22,800
Overtime	176,716	180,000	180,000	139,616	140,000
Final Employee Payoffs	41,366	40,000	40,000	20,204	40,000
Sal Wages Temporary	81,811	110,912	110,912	78,007	132,402
Sick Incentive	9,146	10,000	10,000	10,681	10,000
FURLOUGH Settlement	206,066	0	0	0	0
FURLOUGH Interest	809	0	0	0	0
<b>Total Personnel Budget</b>	<b>\$3,935,775</b>	<b>\$4,349,631</b>	<b>\$4,019,631</b>	<b>\$3,896,642</b>	<b>\$4,584,084</b>
Advertising	\$3,563	\$3,000	\$3,000	\$2,000	\$2,000
Audit	0	4,500	4,500	4,500	4,500
Bank Service Charges	2,972	6,000	6,000	4,000	4,800
Cell Phone	13,044	12,000	12,000	13,000	13,000
Computer Data Processing	650	2,000	2,000	1,000	0
Consultants	50,452	70,000	70,000	50,000	40,533
Contractual Services	0	0	0	0	0
Copier Maintenance Agr	614	1,000	1,000	38	0
Dues Subscriptions	7,178	3,700	3,700	3,700	2,000
Electricity	235,244	630,040	630,040	450,000	530,656
Employees Training	48,621	33,000	33,000	33,000	36,000
Engineering Services	834,489	600,000	200,000	200,000	213,736
Fica Medical	0	0	0	0	66,469
Health insurance	0	0	0	0	980,535
Hospital And Medical	45,258	30,000	30,000	20,000	20,000
In State Travel	186	0	0	0	0
Internet Lines	7,278	6,000	6,000	7,500	11,880
Lab Testing Services	12,713	15,000	25,409	25,000	25,000
Late Charges Interest	0	0	0	0	0
Legal Services	750	0	0	600	0
Life Insurance	0	0	0	0	8,237
Maintenance Agreements	43,523	30,000	30,000	35,000	42,414
Natural Gas	81,215	45,000	45,000	45,000	80,769
Not Otherwise Classified	34,989	40,000	40,000	42,000	35,000
Out Of State Travel	1,831	5,000	5,000	4,000	4,000
Postage	53,883	60,000	60,000	62,000	62,000
Printing	17,361	20,000	20,000	20,000	20,000
Professional Licenses	2,465	3,000	3,000	3,000	3,000
Public Safety	78,860	100,000	100,000	70,000	60,000
R M Buildings Grounds	170,287	150,000	215,375	250,000	130,000



## FY 2020 Expenditure Detail

	2018	2019	2019	2019	2020
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
R M Flat Tires	\$601	\$0	\$0	\$0	\$0
R M HVAC Equipment	0	0	0	745	0
R M Miscellaneous	3,317	5,000	5,000	10,000	5,000
R M Office Equipment	60	2,500	2,500	0	0
R M Vehicles	49,137	40,000	40,000	50,000	45,000
Refuse Service	2,043	5,000	5,000	2,000	3,000
Rental Lease Vehicles	88,465	0	0	0	0
Rental-Lease	12,800	10,000	10,000	16,000	15,000
Telephone	11,647	13,000	13,000	11,000	12,000
Television Cable	(10)	0	0	0	0
Unemployment Security	4,886	5,000	5,000	1,000	2,000
Uniform Cleaning Servi	14,674	12,000	12,000	45,000	30,000
Rock Crushing Services	0	15,000	15,000	12,000	12,000
Watershed Property Tax	182,116	185,000	185,000	185,000	190,000
<b>Total Charges and Services</b>	<b>\$2,117,159</b>	<b>\$2,161,740</b>	<b>\$1,837,524</b>	<b>\$1,678,082</b>	<b>\$2,710,529</b>
Concrete	\$3,945	\$2,500	\$2,500	\$8,000	\$7,000
Lab Testing Equipment	23,739	20,000	20,000	22,000	22,000
Newspaper Magazines	244	0	0	0	0
Sand	548	0	0	0	0
Stone	2,207	2,500	2,500	1,000	2,500
Supplies Audio Visual	120	1,000	1,000	0	0
Supplies Building Main	91,293	160,000	162,650	162,650	110,000
Supplies Cemetery	20	0	0	0	0
Freight	604	2,000	2,000	1,000	1,000
Supplies Computer	15,018	1,000	1,000	6,000	7,000
Supplies Electrical P	6,147	6,000	6,000	4,000	5,000
Supplies Janitorial	2,593	0	0	0	0
Supplies Lighting	3,708	4,000	4,000	1,500	2,000
Supplies Maintenance	9,030	8,000	8,000	11,000	6,000
Supplies Masonry	5,117	0	0	483	0
Supplies Meter	47,412	20,000	20,000	18,000	20,000
Supplies Misc Ground	20,023	10,000	50,000	35,000	30,000
Supplies Other	23,912	40,000	40,000	9,000	10,000
Supplies Painting	9,639	3,000	3,000	3,000	3,000
Supplies Photocopier	602	0	0	0	0
Supplies Plumbing	822	0	0	311	0
Supplies Public Safet	1,739	3,000	3,000	520	1,000
Supplies Road Mainten	7,897	7,500	7,500	7,500	7,500
Supplies Sundry Office	11,187	15,500	15,500	17,000	15,500
Supplies Wtr Treatmen	445,928	650,000	650,000	600,000	600,000

## FY 2020 Expenditure Detail

	2018	2019	2019	2019	2020
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Supplies Water Works	\$189,385	\$176,159	\$255,165	\$220,000	\$200,000
Supplies Welding	16,313	20,000	20,000	18,000	20,000
Supplies Vehicle - Mis	57,459	60,000	60,000	80,000	80,000
Uniforms and Other Clo	3,926	7,000	7,000	3,000	4,000
Vehicle Gas Fuel	73,905	100,000	100,000	90,000	85,000
Vehicle Oil and Other	4,694	4,500	4,500	3,000	3,000
Vehicle Supplies Tires	6,821	0	0	563	0
<b>Total Supplies</b>	<b>\$1,085,998</b>	<b>\$1,323,659</b>	<b>\$1,445,315</b>	<b>\$1,322,527</b>	<b>\$1,241,500</b>
Automobiles/Vehicles P	\$0	\$62,490	\$516,107	\$365,343	\$62,476
Building Structure	14,060	100,000	100,000	400,000	0
Infrastructure Items	0	364,238	364,238	290,000	60,127
Landscaping	0	30,000	30,000	30,000	0
Major Equipment	0	23,270	470,770	246,124	23,270
Minor Equipment	82,993	0	0	0	0
Streets And Sidewalks	220,051	200,000	205,455	145,103	30,926
<b>Total Capital Outlay</b>	<b>\$317,104</b>	<b>\$779,998</b>	<b>\$1,686,570</b>	<b>\$1,476,570</b>	<b>\$176,799</b>
Maturing Principle Lt	\$2,006,149	\$2,060,000	\$2,060,000	\$2,060,000	\$3,520,800
Interest On Lt Debt	712,580	700,000	700,000	700,000	1,401,860
Debt Administrative Fe	77,495	130,000	130,000	41,278	330,330
Other Financing Uses	5,711,610	3,831,600	4,265,958	3,831,600	2,834,802
<b>Total Other Financing</b>	<b>\$8,507,834</b>	<b>\$6,721,600</b>	<b>\$7,155,958</b>	<b>\$6,632,878</b>	<b>\$8,087,792</b>
<b>TOTAL EXPENDITURES</b>	<b>\$15,963,871</b>	<b>\$15,336,628</b>	<b>\$16,144,998</b>	<b>\$15,006,699</b>	<b>\$16,800,704</b>

# *Capital Improvement Program*

### Background

The City develops a five-year capital improvement program (CIP) to coordinate community planning, financial capacity and physical development requirements. A complete CIP facilitates coordination between capital needs and the operating budget, enhances the City's credit rating, and provides a mechanism to more effectively incorporate capital decisions into ongoing fiscal planning.

Forecasting the City's highest priority capital projects over a multi-year period provides a roadmap for facility improvement and vehicle replacement needs. The initial version of the CIP covered the five years from FY 2014 through FY 2018, and the plan has been updated annually as projects have been further refined and updated.

Projects are first identified through the biennial Capital Needs Assessment (CNA), submitted by City agencies and the School Department, which helps identify those projects, based on service needs, physical condition and usage requirements that should be considered for funding consideration in the CIP. The CIP helps to prioritize agencies' requests in relation to demonstrated need and the availability of funding.

The CIP provides a financing plan to meet the City's facility and equipment needs, taking into account the impact of construction costs on the City's debt load, as well as the potential effect of project costs on the annual operating budget. Potential projects are evaluated in relation to each other to ensure that the highest priority projects receive public funding, with essential improvements planned in a manner commensurate with the City's ability to pay. The CIP is funded annually through a capital improvement bond authorized by the City Council, and through project-specific authorizations, grants and lease agreements.

### Capital Improvement Plan Summary

The Capital Improvement Program covers General Fund-supported projects from FY 2019 through 2023, and totals \$90.6 million. Of this amount, \$15.5 million would be allocated for capital asset preservation projects for public safety, road repairs, public use buildings and other government facilities, and approximately \$7.4 million would be allocated for ongoing replacement of capital vehicles and general fleet replenishment. \$43.3 million would be allocated for major renovations and/or replacements at general government facilities, while \$24.4 million would be allocated for school projects.

What follows is a summary of the projects proposed to be funded in this year's capital improvement bond, projects proposed to be funded through Free Cash allocations in FY 2019, and a summary of the projects that would be addressed in the CIP's later years.

### FY 2019 Capital Improvement Bond

The FY 2019 bond, which totals \$3,975,000, consists of the following seven projects:

- **Police Headquarters Renovations (\$375,000):** This project continues work at the Police Department headquarters to provide adequate and secure evidence storage behind the new sally port. The current storage facility is insufficient for the volume of evidence in custody.
- **Hillman Complex Continuation (\$500,000):** This project continues renovations to the Hillman Complex to complete refurbishments to Building 9, including electrical, plumbing and HVAC renovations as well as interior fit-out. Upon completion, the facility will house the Council on Aging, portions of the Department of Community Services and various School Department activities.
- **City Hall Deferred Maintenance (\$350,000):** This project continues renovations to City Hall by providing initial funding for renovations to interior spaces, including the Council chambers and the 3<sup>rd</sup> floor restrooms, and to continue exterior renovations such as the courtyard-facing windows and gutters.

- **Merchant Mariners' Memorial Walkway (\$200,000):** This project will replace the roughly 1,600 feet of existing railing on the Merchant Mariner Memorial Walk Way at Fort Taber. The current railing, installed over fifteen years ago, is at the end of its normal lifecycle and has deteriorated from extended exposure to the outdoor elements. Several sections of the railing have fallen into the ocean and the city has utilized old sections of railing from other locations to use in these gaps; other sections of the railing are bowed and distorted. Public safety is the primary objective of this replacement project, as the pier is heavily trafficked by pedestrians enjoying the park, beach-goers, and fishermen.
- **High School Renovations (\$250,000):** This project continues renovations at New Bedford High School to provide for removal and replacement of aged fencing across the campus, removal of damaged tennis courts which were previously replaced, reconfiguration of existing athletic fields to improve functionality, and to maximize the use of fields and grounds by sports teams and the high school marching band. These renovations are ineligible for reimbursement by the Massachusetts School Building Authority.
- **Zoo Deferred Maintenance (\$700,000):** This project funds lifecycle repairs at the Buttonwood Park Zoo. Activities include repair and replacement of doors, HVAC upgrades, concrete repairs and roof replacements. In addition, the project would include the installation of generators at key locations.
- **Roads & Infrastructure (\$1,600,000):** The Capital Improvement Program includes an ongoing infrastructure program intended to augment State-funded and utility-related improvements to roads and sidewalks. Work is assigned based on conditions as assessed through the City's pavement management program. This program was initiated in FY 2017 and is proposed to continue throughout the five-year planning period.

Due to their grant-reimbursement structure, the annual capital bond does not include authorization for MSBA or other state-funded capital projects. The City Council approved a loan order to fund design for repairs to the Parker and Trinity schools in August 2018. A request to fund construction is anticipated before the end of FY 2019.

#### Free Cash Projects

In addition to projects proposed for the capital bond, the Capital Improvement Program includes several projects that will be proposed to be funded through an appropriation of the City's certified Free Cash. These cash-funded projects consist of the following:

- **Central Garage Design (\$235,000):** This project initiates design for the repair and renovation of the fleet maintenance facility located at City Yard. Funding for construction would be requested in FY 2020.
- **Congdon Lucas House (\$175,000):** This project begins renovations to the Congdon Lucas House, located on the grounds of Hazelwood Park in the South End. The historic structure was originally constructed in 1840 as the homestead for a rural estate. The property has experienced significant deterioration and requires immediate repair. The requested Free Cash appropriation would provide funding for building stabilization to ensure structural stability.
- **Sassaquin Pond Water Quality (\$300,000):** This project continues stormwater upgrades intended to improve water quality in Sassaquin pond. Sassaquin Pond does not have natural drainage and there is only one small outlet, so contaminants can be effectively trapped within the pond.
- **West Beach Bathhouse (\$75,000):** This project continues renovations to the West Beach Bathhouse. Funding was included in the FY 2018 capital bond for exterior improvements; the proposed Free Cash appropriation would renovate the interior of the building to allow for recreational boat rentals.

**Core Server Replacement (\$150,000):** This project replaces one of the City's data storage systems, which hold the real time data generated from the City's business application servers. The device designated for

replacement, which was installed in 2008, is nearing end of life and will no longer receive manufacturer support.

The CIP also assumes that appropriations for several additional projects will be submitted for City Council consideration during FY 2019. These projects include the Buttonwood Pond Restoration, South Public Safety Center and the Public Safety Communications system projects, all of which are discussed in the following pages.

The Capital Improvement Program does not include Free Cash items that are not considered part of the City's capital inventory. Items that have been proposed at the date of publication, but which are not included in the CIP, address the replacement of police patrol vehicles and portable staging for public events.

### **FY 2019-2023 Project Descriptions**

The Capital Improvement Program includes 19 projects during the five-year planning period. The following section provides a brief description of each project by category. The complete CIP may be found at the end of this discussion.

#### **General Government Renovations & Replacements**

- **Hillman Street Complex Renovations (FY 2019, 2021 & 2022, \$1,750,000):** This project continues renovations begun in FY 2014 to the Hillman Street Complex. Activities would include renovation of Building 9, which serves as annex office space, repainting of the exterior walls, and replacement of deteriorated brickwork.
- **Zeiterion Theater Repairs (FY 2023, \$2,000,000):** This project serves as a placeholder for the renovation of the 2<sup>nd</sup> floor of the Zeiterion Theater. Efforts will be made to obtain outside funding for the project.
- **Agnes Braz Accessibility Improvements (FY 2021, \$1,200,000):** This project would implement accessibility improvements at the Agnes Braz building located on Coggeshall Street. Activities would include installation of wheelchair access ramps and an elevator.
- **Zoo Renovations (FY 2019-2023, \$4,367,000):** This project would continue renovations at the Buttonwood Park Zoo. FY 2019 funding would fund lifecycle repairs, including door, window, rail and tile replacements, roof repairs and replacements, and generator installations at various locations on the existing campus. Future years would provide for improvements to existing exhibits and educational facilities.
- **Fleet Maintenance Improvements (FY 2019-2020, \$2,485,000):** This project would provide for the development of an integrated fleet management solution for City vehicles. Initial funding in FY 2019 would consist of a Free Cash allocation to provide for design of renovations and expansion to the existing facility at City Yard, with construction anticipated for FY 2020.
- **Buttonwood Pond Restoration (FY 2019-2021, \$6,800,000):** This project would restore the pond at Buttonwood Park. The pond is created by a dam, originally constructed in 1902, whose failure results in periodic flooding downstream in the park. The state's Office of Dam Safety has deemed this dam a significant hazard dam in poor condition and has requested that the City make structural repairs. The project scope would include reconstruction of the dam, dredging of the pond, and cleanup of the area resulting in enhanced recreational use, permit compliance, and public safety.
- **South End Public Safety Center (FY 2019, \$17,000,000):** Initial funding for a feasibility study and preliminary design of an integrated public safety center to provide fire, EMS and police services currently provided by Fire Stations 6 & 11, and Police Station 2 was included in the FY 2016 Capital Improvement Bond. Consistent with the recommendations of the FACETS study, these outdated facilities would require extensive capital expenditures well in excess of the cost of a single consolidated facility in order to bring them into compliance with modern standards. The CIP also assumes that appropriations for several additional projects will be submitted for City Council consideration during FY 2019. These projects include the Buttonwood Pond Restoration, South Public Safety Center and the Public Safety Communications system

projects, all of which are discussed in the following pages. The City Council approved a second appropriation in FY 2018 to fund land acquisition and full design, and the City has acquired the former church site at Brock Avenue and Ruth Street as the anticipated location for the new facility. Funding in FY 2019 would provide for construction.

- **Public Safety Communications System (FY 2019-2022, \$7,662,000):** This project would provide for the replacement of the City's public safety communications system, which is utilized by the three public safety agencies (Police, Fire and EMS) to dispatch and manage emergency response. The current system, which dates to the mid-1990s, is obsolete and in need of replacement. The project will also address regulatory changes which are requiring public safety agencies nationwide to migrate to a new set of frequencies.

#### School Renovations & Replacements

Projects in this category represent major capital improvement needs for the School Department. The City makes use of construction grants from the Massachusetts School Building Authority (MSBA), when available. The costs reflected in the CIP represent the amounts to be locally financed.

- **Schools Deferred Maintenance (FY 2019-2022, \$1,035,000):** This project would provide for renovations to School Department facilities that would not be eligible for reimbursement from the State. Funding in the FY 2019 capital bond will be utilized to continue renovations at New Bedford High School.
- **MSBA Accelerated Repair Projects (FY 2019, 2021 & 2022, \$1,867,359):** This project provides the local share for renovations to the Parker and Trinity schools in FY 2019, and for the Campbell and Brooks schools in FY 2021 and 2022.
- **MSBA Core Projects (FY 2021, 2022 & 2023, \$21,500,000):** This project would provide the local share for a planning study and construction of a future school replacement project in FY 2021-2022, and for a FY 2023 planning study in preparation for an FY 2024 replacement project.

#### Capital Vehicle Replacements

The CIP includes several projects intended to address ongoing replacement needs for the City's vehicle fleet. Projects included during this period were limited to those that could be financed through a lease purchase arrangement.

- **EMS Vehicles (FY 2020 & 2022, \$960,000):** This project provides for the acquisition and outfitting of four ambulances for Emergency Medical Services over the course of the planning period. The City instituted a policy beginning in 2013 of acquiring replacement vehicles through a series of capital leases, which in turn provides sufficient flexibility to finance ongoing replacements.
- **Fire Apparatus (FY 2019-2023, \$2,950,000):** This project provides for the ongoing replacement of fire apparatus over the course of the planning period. The Fire Department currently operates ten front-line apparatus, which average about fourteen years in service. Acquisition of the replacement vehicles will involve a series of capital leases, providing sufficient flexibility to finance ongoing replacements. The City has purchased four replacement pumpers and one aerial ladder since FY 2013. The project anticipates the acquisition of one pumper in FY 2019 to replace Engine 6. Decisions regarding the specific apparatus to be replaced in future years will be determined based on operational needs.
- **Mobile Command Center (FY 2019, \$510,000):** This project would replace the Police Department's mobile command center. The existing vehicle, which was initially purchased in 2003, is rapidly becoming outdated and contains obsolete aspects in terms of design and technology that have been repeatedly identified in post-incident reviews. Acquisition of the replacement vehicle would be financed by a capital lease.
- **Fleet Replenishment (FY 2019-2023, \$2,975,226):** This project addresses deficiencies identified in the condition of the City's general use fleet, which averages about 13 years old and requires significant

investment of maintenance resources to maintain operability. The City Council approved an initial expenditure of \$920,465 in FY 2016, principally to address replacement and improvement needs for snow removal, followed by subsequent appropriations in FY 2017 through 2019. Future allocations will provide for the continued replacement of 10-15 vehicles per year, to ensure that the general fleets are kept in a state of good repair. Financing will be accomplished through a series of capital leases.

### **Capital Asset Preservation**

The Capital Improvement Program includes ongoing funding to address deferred maintenance issues throughout the City's physical plant. The Capital Needs Assessment process identified about \$358 million in deferred maintenance, infrastructure and facility needs for General Fund agencies, largely resulting from a historic insufficiency of resources allocated for that purpose. As a result, the City's physical assets have continued to depreciate, and the capital requirements needed to bring facilities to proper working order have grown.

The Capital Asset Preservation portion of the CIP is intended to provide resources needed to ensure the continuation of basic operability for the City's facilities. Funding estimates are based on the Asset Depreciation Method, which uses nationally-promulgated standards as guidelines for the maintenance of aging facilities. For example, the Association of Higher Education Facilities Officers and the International Facility Management Association recommend annual capital asset preservation funding ranges that are equivalent to 1.5%-3.0% of the replacement value for an entity's physical plant. Similarly, the Federal Internal Revenue Service and the Massachusetts Department of Revenue has established depreciation standards of 2.5% per year on fixed assets. As of FY 2016, the City's outside auditor estimated the City's physical inventory at \$257.9 million.

The CIP includes \$27.3 million over the five-year planning period for capital asset replacement projects. In addition, the CIP includes \$2.6 million to fund the local share of renovation projects for City schools. Combined, these allocations would average approximately 2.1% annually over the course of the five-year planning period, assuming that the City receives repair grants from the MSBA on a consistent basis. Funding is assigned according to four functional project categories:

- **Public Safety** – Facilities operated by the Police, Fire & EMS departments.
- **Public Facilities** – Facilities designed principally for public use (parks, community centers, Free Library, Buttonwood Park Zoo).
- **Government Facilities** – Facilities designed to house general government operations (City Hall, City Yard, and other shared use-type facilities).
- **Roads & Infrastructure** – The FY 2019-2023 CIP includes an ongoing infrastructure program intended to augment State-funded and utility-related improvements to roads and sidewalks. Work would be assigned based on conditions as assessed through the City's pavement management program.
- Renovation projects for City schools are included in the **Schools Deferred Maintenance and the MSBA Accelerated Repair Projects** categories.

Projects qualifying for capital asset preservation funding are limited to existing facilities in need of capital-eligible renovation and/or repair. Examples of such projects might include interior and/or exterior renovations, roof replacements, HVAC repairs and measures required to maintain compliance with regulatory and/or licensing requirements, and artificial playing field replacements. The capital asset preservation component constitutes a minimal baseline of funding over the course of the CIP planning period, and specific allocations are determined as part of the annual CIP appropriation.

### **Project Financing**

The CIP will be funded by a combination of general obligation debt for facilities projects, lease purchasing for capital vehicle purchases, and grant funding. The CIP is designed to work within the City's existing debt profile to the greatest extent possible, although the impact of debt issuance for new facilities such as the South Public Safety Center, the Public Safety Communications System, the Buttonwood Pond Restoration project and school renovation



projects will contribute to a projected increase in net outstanding debt from \$80.9 million in FY 2019 to \$109.2 million in FY 2023. However, ongoing retirements would result in a slight reduction in annual net debt service payments through the end of the five-year planning period, while capital lease payments would increase to support the acquisition of fire apparatus and other public safety vehicles identified in the program.

#### **Projected Operating Costs**

The Capital Improvement Program consists of a series of projects intended to rehabilitate and replace existing buildings. While the debt made necessary to fund these projects will result in increased financing costs, there are no additional staffing or operating requirements anticipated as a result. In addition, ongoing savings are projected to result from the consolidation of two fire stations and a police station into the South End Public Safety Center, the introduction of energy-saving modernization activities at several schools, and from the implementation of the City's energy management program.

#### **Affordability Indicators**

The City Council adopted an organization-wide debt management policy in November 2013. Included in the policy are a series of indicators intended to determine the appropriateness of assuming additional tax-supported general obligation debt:

- **Outstanding debt as a percentage of per capita income** – The policy target is 6% or less. The projected ratio would increase from 3.7% in FY 2019 to 4.7% in FY 2023.
- **Outstanding debt as a percentage of assessed valuation** – The policy target is 3% or less. The projected ratio would increase from 1.3% in FY 2019 to 1.5% in FY 2023.
- **Annual debt service as a percentage of the General Fund operating budget** – The policy target is 10% or less. The projected ratio would decrease from at 3.7% in FY 2019 to 2.5% in FY 2023.

**FY 2019-2023 Capital Improvement Program  
City of New Bedford, Massachusetts**

<b>Description</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2019-2023 Total</b>
<u>General Govt. Renovations &amp; Replacements</u>						
Hillman St. Complex Renovations	\$500,000	\$0	\$500,000	\$750,000	\$0	\$1,750,000
Zeiterion Theatre Repairs	0	0	0	0	2,000,000	2,000,000
Agnes Braz Accessibility Improvements	0	0	0	1,200,000	0	1,200,000
Zoo Renovations	700,000	1,047,000	1,450,000	605,000	565,000	4,367,000
Fleet Maintenance Improvements	235,000	2,250,000	0	0	0	2,485,000
Buttonwood Pond Restoration	150,000	3,050,000	3,600,000	0	0	6,800,000
South Public Safety Center	17,000,000	0	0	0	0	17,000,000
<u>Public Safety Communications System</u>	<u>1,662,000</u>	<u>1,600,000</u>	<u>1,600,000</u>	<u>2,800,000</u>	<u>0</u>	<u>7,662,000</u>
<b>Subtotal:</b>	<b>\$20,247,000</b>	<b>\$7,947,000</b>	<b>\$7,150,000</b>	<b>\$5,355,000</b>	<b>\$2,565,000</b>	<b>\$43,264,000</b>
<u>School Renovations &amp; Replacements</u>						
Schools Deferred Maintenance	\$250,000	\$550,000	\$75,000	\$160,000	\$0	\$1,035,000
MSBA Accelerated Repair Projects <sup>1</sup>	517,359	0	200,000	1,150,000	0	1,602,000
<u>MSBA Core Projects<sup>1</sup></u>	<u>0</u>	<u>0</u>	<u>300,000</u>	<u>21,000,000</u>	<u>200,000</u>	<u>21,500,000</u>
<b>Subtotal:</b>	<b>\$767,359</b>	<b>\$550,000</b>	<b>\$575,000</b>	<b>\$22,310,000</b>	<b>\$200,000</b>	<b>\$24,402,359</b>
<u>Capital Vehicle Replacements</u>						
EMS Vehicles	\$0	\$470,000	\$0	\$490,000	\$0	\$960,000
Fire Apparatus	695,000	85,000	1,300,000	600,000	300,000	2,980,000
Mobile Command Center	510,000	0	0	0	0	510,000
<u>Fleet Replenishment</u>	<u>575,226</u>	<u>600,000</u>	<u>600,000</u>	<u>600,000</u>	<u>600,000</u>	<u>2,975,226</u>
<b>Subtotal:</b>	<b>\$1,780,226</b>	<b>\$1,155,000</b>	<b>\$1,900,000</b>	<b>\$1,690,000</b>	<b>\$900,000</b>	<b>\$7,425,226</b>
<u>Capital Asset Preservation</u>						
Public Safety	\$375,000	\$1,769,000	\$460,000	\$0	\$285,000	\$2,889,000
Public Facilities	750,000	500,000	140,000	450,000	1,025,000	2,865,000
Government Facilities	500,000	350,000	200,000	0	675,000	1,725,000
<u>Roads &amp; Infrastructure</u>	<u>1,600,000</u>	<u>1,600,000</u>	<u>1,600,000</u>	<u>1,600,000</u>	<u>1,600,000</u>	<u>8,000,000</u>
<b>Subtotal:</b>	<b>\$3,225,000</b>	<b>\$4,219,000</b>	<b>\$2,400,000</b>	<b>\$2,050,000</b>	<b>\$3,585,000</b>	<b>\$15,479,000</b>
<b>Grand Total:</b>	<b>\$26,019,585</b>	<b>\$13,871,000</b>	<b>\$12,025,000</b>	<b>\$31,405,000</b>	<b>\$7,250,000</b>	<b>\$90,570,585</b>

Funding Sources	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2019-2023
						Total
General Obligation Debt	\$23,304,359	\$12,716,000	\$10,125,000	\$29,715,000	\$4,350,000	\$80,210,359
Lease Purchase	1,780,226	1,155,000	1,900,000	1,690,000	900,000	7,425,226
Grant Funding/Free Cash	<u>935,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>2,000,000</u>	<u>2,935,000</u>
<b>Total</b>	<b>\$26,019,585</b>	<b>\$13,871,000</b>	<b>\$12,025,000</b>	<b>\$31,405,000</b>	<b>\$7,250,000</b>	<b>\$90,570,585</b>

<sup>1</sup>Local share only. Does not include anticipated funding from the Massachusetts School Building Authority.

*Glossary*  
*and*  
*Supplemental Material*

ACRONYM	DEFINITION
ABC	ABC Disposal is a waste removal company contracted by the City of New Bedford.
ABC	The Alcoholic Beverages Control Commission provides uniform control over the sale, purchase, manufacture and possession of alcoholic beverages in Massachusetts.
AFSCME	The American Federation of State, County and Municipal Employees is a national public service employees union. The City of New Bedford employs 370 AFSCME union employees.
ATB	Appellate Tax Board - Appointed by the governor, the ATB has jurisdiction to decide appeals from local decisions relating to property taxes, motor vehicle excises, state owned land (SOL) valuations, exemption eligibility, property classification, and equalized valuations.
BOA	Bureau of Accounts - A bureau within the State Division of Local Services charged with overseeing municipal execution of financial management laws, rules and regulations.
BAN	Bond Anticipation Note - Short-term debt instrument used to generate cash for initial project costs and with the expectation that the debt will be replaced later by permanent bonding. Typically issued for a term of less than one year, BANs may be re-issued for up to five years, provided principal repayment begins after two years (MGL Ch. 44 §17). Principal payments on school related BANs may be deferred up to seven years (increased in 2002 from five years) if the community has an approved project on the Massachusetts School Building Authority (MSBA) priority list. BANs are full faith and credit obligations.
CIP	Can refer to an abbreviation for Commercial, Industrial, and Personal properties by the Bureau of Local Assessment (BLA). It also refers to Capital Improvements Program.
COLA	Cost of Living Adjustment - It is often used in municipal contracts that provide for annual or periodic increases in salaries and wages for employees over the course of the contract. The amount of an increase is most often negotiated based on a community's ability to pay, but is sometimes tied to the annual change in a specified index, i.e., consumer price index (CPI). In Massachusetts, it is also used in the Optional Cost of Living Adjustment for Property Exemptions.
CPA	Community Preservation Act - Enacted as MGL Ch. 44B in 2000, CPA permits cities and towns accepting its provisions to establish a restricted fund from which monies can be appropriated only for a) the acquisition, creation and preservation of open space; b) the acquisition, preservation, rehabilitation, and restoration of historic resources; and c) the acquisition, creation and preservation of land for recreational use; d) the creation, preservation and support of community housing; and e) the rehabilitation and restoration of open space, land for recreational use and community housing that is acquired or created using monies from the fund. Acceptance requires town meeting or city council approval or a citizen petition, together with referendum approval by majority vote. The local program is funded by a local surcharge up to 3 percent on real property tax bills and matching dollars from the state generated from registry of deeds fees. On July 17, 2014, the New Bedford City Council voted to approve an order to establish the Community Preservation Act at a rate of 1.5%, with exemptions. The people of New Bedford voted on and approved the Act in November 2014 and it took effect at the start of FY 2016.
CPI	Consumer Price Index - The statistical measure of changes, if any, in the overall price level of consumer goods and services. The index is often called the "cost-of-living index."
DLS	Division of Local Service.
DOR	The Massachusetts Department of Revenue administers tax laws and collects taxes for the state.

ACRONYM	DEFINITION
<b>ERP</b>	Enterprise Resource Planning is business management software used to collect, maintain and interpret business data. The ERP system used by the City of New Bedford is Munis Software by Tyler Technologies.
<b>ESCO</b>	An Energy Service Company is a commercial business providing energy conservation management. The City of New Bedford is currently engaged in a performance contract with the Siemen's Corporation which will outfit all municipal buildings with state of the art improvements that foster energy efficiency as well as conducting assessments for the deployment of combined heat and power systems, micro-grids and additional distributed generation opportunities. The objective of this initiative is to reduce the city's overall energy consumption by a minimum of 10 to 15% within three years.
<b>GAAP</b>	General Accepted Accounting Principles - Uniform minimum standards and guidelines for financial accounting and reporting that serve to achieve some level of standardization.
<b>GASB</b>	Governmental Accounting Standards Board - The ultimate authoritative accounting and financial reporting standard-setting body for state and local governments.
<b>GFOA</b>	The Government Finance Officers Association (GFOA), founded in 1906, represents public finance officials throughout the United States and Canada.
<b>IBNR</b>	Incurred But Not Reported - Per Ch. 61 of the Acts of 2005, any political subdivision that self-insures its group health plan under G.L. Ch. 32B §3A must conduct an annual audit of its health insurance claims fund to ensure that all claims incurred but not reported are properly accrued at the end of the fiscal year. Any year-end deficit must be funded in the succeeding year. Any political subdivision that has a deficit in its self-insurance health fund at the end of FY 2005 because it has not been accruing these IBNR claims is allowed a one-time opportunity to amortize that deficit over a period not to exceed three years, beginning in FY 2007.
<b>JLMC</b>	Joint Labor Management Committee - The purpose of the JLMC is to mediate police officer or fire fighter collective bargaining disputes with municipalities when negotiations have reached an impasse. The JLMC enters the collective bargaining process only when petitioned to do so by either party or by both parties acting jointly.
<b>MGL</b>	Massachusetts General Laws.
<b>MGMT</b>	MGMT is a term used generally as an abbreviation for the word 'management'.
<b>MRF</b>	Minimum Residential Factor - Massachusetts' law allows for a shift of the tax burden from the residential and open space classes of property to the commercial, industrial and personal property classes (CIP). The MRF, established by the Commissioner of Revenue, is used to make certain that the shift of the tax burden complies with the law. If the MRF would be less than .65, the community cannot make the maximum shift and must use a CIP factor less than 1.50.
<b>MSBA</b>	Massachusetts School Building Authority - Administers the state program that reimburses cities, towns, and regional school districts varying percentages of their school construction costs depending on the wealth of the community or district and the category of reimbursement. Projects that received their first reimbursement payment prior to July 26, 2004 will continue to get annual state payments to offset the related annual debt service. Thereafter, cities, towns, and regional school districts will receive a lump sum amount representing the state's share of the eligible project costs.
<b>NBEMS</b>	New Bedford Emergency Medical Services is a city department that seeks to improve the quality and length of life for the residents of New Bedford by providing rapid response 24-hour advanced life support, pre-hospital care and transportation to the hospitals of the South Coast and Rhode Island.

ACRONYM	DEFINITION
<b>OPEB</b>	Other Post Employment Benefits - Employees of state and local governments may be compensated in a variety of forms in exchange for their services. In addition to a salary, many employees earn benefits over their years of service that will not be received until after their employment with the government ends. The most common type of these postemployment benefits is a pension. Postemployment benefits other than pensions generally take the form of health insurance and dental, vision, prescription, or other healthcare benefits provided to eligible retirees, including in some cases their beneficiaries. They may also include some type of life insurance. As a group, these are referred to as OPEB.
<b>PILOT</b>	Payment in Lieu of Taxes - An agreement between a municipality and an entity not subject to taxation, such as charitable or educational organizations, in which the payer agrees to make a voluntary payment to the municipality. By law, a city or town must make such a payment to any other community in which it owns land used for public purposes.
<b>PERAC</b>	The Public Employee Retirement Administration oversees and directs the state retirement system and administers benefits for members.
<b>RAN</b>	Revenue Anticipation Note - A short-term loan issued to be paid off by revenues, such as tax collections and state aid. RANS are full faith and credit obligations.
<b>SAFER</b>	The Staffing for Adequate Fire & Emergency Response Grant provides federal funding for fire departments to help increase or maintain the number of trained “front line” firefighters available in their communities.
<b>TIF</b>	Tax Increment Financing Exemption - In accordance with MGL Chapter 59 §5(51), a property tax exemption negotiated between a community and a private developer, typically implemented over a period up to 20 years, and intended to encourage industrial/commercial development.
<b>UMAS</b>	Uniform Municipal Accounting System - succeeds the Statutory System (STAT) and is regarded as the professional standard for municipal accounting in Massachusetts. As a uniform system for local governments, it conforms to Generally Accepted Accounting Principles (GAAP), offers increased consistency in reporting, as well as enhanced comparability of data across communities.

TERM	DEFINITION
<b>ABATEMENT</b>	A reduction or elimination of a real or personal property tax, motor vehicle excise, a fee, charge, or special assessment imposed by a governmental unit. Granted only on application of the person seeking the abatement and only by the committing governmental unit.
<b>ACCELERATED NEW GROWTH</b>	MGL Chapter 59 §2A(a) is a local option statute that allows a community to value and assess new growth (e.g., new construction or other physical additions to real property) occurring by June 30 for the fiscal year beginning July 1. This local adoption law, commonly referred to as Chapter 653, allows the community to assess improved parcels, which ensures the property owner is paying his fair share of the cost of government operations for the fiscal year beginning July 1 rather than a year later.
<b>ACCOUNTING SYSTEM</b>	The total structure of records and procedures that identify, record, classify, summarize and report information on the financial position and results of operations of a governmental unit or any of its funds.
<b>ACCRUAL BASIS ACCOUNTING</b>	A method of accounting in which revenues are recorded when measurable and earned, and expenses are recognized when a good or service is used. The City of New Bedford practices Accrual Basis Accounting for each of its four enterprise funds.
<b>AD VALOREM</b>	A tax specified as a percentage of the value of the tax base. For instance, the MA sales tax 6.25% percent of the value of sales and is an ad valorem tax.
<b>AGENCY FUND</b>	This is one of four types of fiduciary funds. It is used to report resources in a purely custodial capacity by a governmental unit. Agency funds generally involve only the receipt, temporary investment, and periodic transfer of money to fulfill legal obligations to individuals, private organizations, or other governments. For example, certain employee payroll withholdings typically accumulate in an agency fund until due and forwarded to the federal government, health care provider, and so forth.
<b>AMORTIZATION</b>	An authorization granted by a town meeting, city council or other legislative body to expend money and incur obligations for specific public purposes. An appropriation is usually limited in amount and as to the time period within which it may be expended.
<b>ARTS, CULTURE AND TOURISM FUND</b>	The Arts, Culture, and Tourism Fund dedicates 50% of revenue (capped at \$100,000 annually and indexed to inflation) from the City's Hotel and Lodging tax to the promotion of Arts, Culture, and Tourism. The Fund was created through a Home Rule Petition passed by the City Council in June 2016 and signed into law by Governor Baker in January 2017. The purpose of the Fund is to create a dedicated revenue stream to provide for additional planning, programmatic, and administrative capacity to allow the City of New Bedford to take full advantage of its cultural and tourism assets, and to catalyze and manage the growth of the cultural and tourism sectors in the years ahead.
<b>ASSESSED VALUE</b>	The value at which property is taxed. Real estate values are established annually on January 1 for the subsequent Fiscal year using Massachusetts Appraisal methods developed from statistical analysis of sales, cost, and income and expense schedules developed from market conditions of the calendar year preceding the Assessment date.
<b>ASSETS</b>	Financial representations of economic resources owned by the city.



TERM	DEFINITION
<b>AUDIT</b>	The examination of documents, records, reports, systems of internal control, accounting and financial procedures, and other evidence for one or more of the following purposes: a. To ascertain whether the statements prepared from the accounts present fairly the financial position and the results of financial operations of the constituent funds and account groups of the governmental unit in accordance with generally accepted accounting principles and on a basis consistent with that of the preceding year. b. To determine the compliance with applicable laws and regulations of a governmental unit's financial transactions. c. To review the efficiency and economy with which operations were carried out. d. To review effectiveness in achieving program results.
<b>AVAILABLE (UNDESIGNATED) FUND BALANCE</b>	Balances in the various fund types that represent non-recurring revenue sources. As a matter of sound practice, they are frequently appropriated to meet unforeseen expenses, for capital expenditures or other onetime costs. Examples of available funds include free cash, stabilization funds, overlay surplus, water surplus, and enterprise net assets unrestricted (formerly retained earnings).
<b>BALANCE SHEET</b>	A statement that discloses the assets, liabilities, reserves, and equities of a fund or governmental unit at a specified date.
<b>BALANCED BUDGET</b>	A budget in which receipts are greater than (or equal to) expenditures. A requirement for all Massachusetts cities and Towns.
<b>BOND</b>	A means to raise money through the issuance of debt. A bond issuer/borrower promises in writing to repay a specified sum of money, alternately referred to as face value, par value or bond principal, to the buyer of the bond on a specified future date (maturity date), together with periodic interest at a specified rate. The term of a bond is always greater than one year.
<b>BUDGET</b>	A plan of financial operation embodying estimates of proposed expenditures for a given period and the proposed means of financing them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year.
<b>BUDGET AMENDMENT</b>	A budget amendment alters the total appropriation for a department or fund and requires approval by an order passed by the City Council.
<b>BUDGET MESSAGE</b>	A statement that, among other things, offers context by summarizing the main points of a budget, explains priorities, describes underlying policies that drive funding decisions, and otherwise justifies the expenditure plan and provides a vision for the future.
<b>BUDGET ORDER</b>	The official enactment by the City Council legally authorizing the Mayor to obligate and spend resources.
<b>BUDGET TRANSFER - Intradepartmental Transfer</b>	A transfer from one account in a department, to another within the same department that does not increase the department's total budget. These transfers, as well as transfers from one department to another must be authorized by the Mayor and approved by the City Council.
<b>CAPITAL ASSETS</b>	All tangible property used in the operation of government, which is not easily converted into cash, and has an initial useful live extending beyond a single financial reporting period. Capital assets include land and land improvements; infrastructure such as roads, bridges, water and sewer lines; easements; buildings and building improvements; vehicles, machinery and equipment. Communities typically define capital assets in terms of a minimum useful life and a minimum initial cost.

TERM	DEFINITION
<b>CAPITAL BUDGET</b>	An appropriation or spending plan that uses borrowing or direct outlay for capital or fixed asset improvements. Among other information, a capital budget should identify the method of financing each recommended expenditure, i.e., tax levy or rates, and identify those items that were not recommended.
<b>CAPITAL EXPENDITURES</b>	Capital outlay often thousand dollars (\$10,000) or more that has a useful life in excess of one year.
<b>CAPITAL IMPROVEMENT PROGRAM</b>	A blueprint for planning a community's capital expenditures that comprises an annual capital budget and a five-year capital program. It coordinates community planning, fiscal capacity and physical development. While all of the community's needs should be identified in the program, there is a set of criteria that prioritizes the expenditures.
<b>CASH</b>	Currency, coin, checks and bankers' drafts on hand or on deposit with an official or agent designated as custodian of cash and bank deposits.
<b>CASH BOOK</b>	A source book of original entry, which a treasurer is required to maintain, for the purpose of recording municipal receipts, adjustments to balances, deposits to municipal accounts and disbursements through warrants.
<b>CHAPTER 70 SCHOOL AID</b>	Chapter 70 refers to the school funding formula created under the Education Reform Act of 1993 by which state aid is distributed through the Cherry Sheet to help establish educational equity among municipal and regional school districts.
<b>CHAPTER 90 HIGHWAY FUNDS</b>	State funds derived from periodic transportation bond authorizations and apportioned to communities for highway projects based on a formula under the provisions of MGL Ch. 90 §34. The Chapter 90 formula comprises three variables: local road mileage (58.33 percent) as certified by the Massachusetts Highway Department (MHD), local employment level (20.83 percent) derived the Department of Employment and Training (DET), and population estimates (20.83 percent) from the US Census Bureau. Local highway projects are approved in advance. Later, on the submission of certified expenditure reports to MHD, communities receive cost reimbursements to the limit of the grant.
<b>CHERRY SHEET</b>	Named for the cherry colored paper on which they were originally printed, the Cherry Sheet is the official notification to cities, towns and regional school districts of the next fiscal year's state aid and assessments. The aid is in the form of distributions, which provide funds based on formulas and reimbursements that provide funds for costs incurred during a prior period for certain programs or services. Links to the Cherry Sheets are located on the DLS website at <a href="http://www.mass.gov/dls">www.mass.gov/dls</a> .
<b>CLASSIFICATION OF REAL PROPERTY</b>	Assessors are required to classify all real property according to use into one of four classes: Residential, Open Space, Commercial, and Industrial. Having classified its real property, local officials are permitted to determine locally, within limits established by statute and the Commissioner of Revenue, what percentage of the tax burden is to be borne by each class of real property and by personal property owners.
<b>CLASSIFICATION OF THE TAX RATE</b>	Each year, the selectmen or city council vote whether to exercise certain tax rate options. Those options include choosing a residential factor (MGL Ch. 40 §56), and determining whether to offer an open space discount, a residential exemption (Ch. 59, §5C), and/or a small commercial exemption (Ch. 59, §5I) to property owners.

TERM	DEFINITION
<b>COLLECTIVE BARGAINING</b>	The process of negotiating workers' wages, hours, benefits, working conditions, etc., between an employer and some or all of its employees, who are represented by a recognized labor union.
<b>COMMISSION FOR CITIZENS WITH DISABILITIES FUND</b>	A special revenue fund funded by the allocation of handicapped parking revenue collected during the prior fiscal year. Under city ordinance, the Commission provides activities and services to enhance the quality of life for persons of all ages and abilities.
<b>COMMUNITY PRESERVATION FUND</b>	A special revenue fund established pursuant to MGL Ch. 44B to receive all monies collected to support a community preservation program, including but not limited to, tax surcharge receipts, proceeds from borrowings, funds received from the Commonwealth, and proceeds from the sale of certain real estate.
<b>COMPENSATED ABSENCES</b>	Time off, with pay, made available to employees for vacation leave, sick leave, and similar benefits. For financial reporting purposes, compensated absences are strictly limited to leave that is attributable to services already rendered, and is not contingent on a specific event (such as illness) that is outside the control of the employer and employee.
<b>COMPENSATING BALANCE AGREEMENT</b>	An alternative to the payment of direct fees for banking services. In this case, a bank specifies a minimum balance that the municipality must maintain in non- interest bearing accounts. The bank can then lend this money (subject to a reserve requirement) and earn interest, which will at least cover the cost of services provided to the municipality. Compensating balance agreements are permitted under MGL Ch. 44 §53F and must be approved annually by town meeting or the city council.
<b>DEBT</b>	An obligation resulting from the borrowing of money or from the purchase of goods and services.
<b>DEBT AUTHORIZATION</b>	Formal approval by a two- thirds vote of town meeting or city council to incur debt, in accordance with procedures stated in MGL Ch. 44 §§1, 2, 3, 4a, 6-15.
<b>DEBT POLICY</b>	Part of an overall capital financing policy that provides evidence of a commitment to meet infrastructure needs through a planned program of future financing. Debt policies should be submitted to elected officials for consideration and approval.
<b>DEFERRED REVENUE</b>	Amounts that do not meet the criteria for revenue recognition. Also, earned amounts that are not yet available to liquidate liabilities of a current period.
<b>DEFICIT</b>	The excess of expenditures over revenues during an accounting period. Also refers to the excess of the liabilities of a fund over its assets.
<b>DEPARTMENT</b>	A major unit of organization in the City of New Bedford responsible for the provision of a specific package of services.
<b>DEPOSITS IN TRANSIT</b>	The difference between the bank balance for a local government's account and its book balance at the end of the day. The primary factor creating float is clearing time on checks and deposits. Delays in receiving deposit and withdrawal information also influence float.
<b>DEPRECIATION</b>	(1) Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence. (2) The portion of the cost of a capital asset which is charged as an expense during a fiscal period.

TERM	DEFINITION
<b>DESIGNATED UNRESERVED FUND BALANCE</b>	A limitation on the use of all or part of the expendable balance in a governmental fund.
<b>ENCUMBRANCE</b>	A reservation of funds to cover obligations arising from purchase orders, contracts, or salary commitments that is chargeable to, but not yet paid from, a specific appropriation account.
<b>ENTERPRISE FUND</b>	An enterprise fund, authorized by MGL Ch. 44 §53F½, is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an enterprise fund, all costs of service delivery--direct, indirect, and capital costs--are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the "surplus" or net assets unrestricted generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Services that may be treated as enterprises include, but are not limited to, water, sewer, hospital, and airport services.
<b>ESTIMATED RECEIPTS</b>	A term that typically refers to anticipated local revenues listed on page three of the Tax Recapitulation Sheet. Projections of local revenues are often based on the previous year's receipts and represent funding sources necessary to support a community's annual budget.
<b>EXEMPTION</b>	A discharge, established by statute, from the obligation to pay all or a portion of a property tax. The exemption is available to particular categories of property or persons upon the timely submission and approval of an application to the assessors. Properties exempt from taxation include hospitals, schools, houses of worship, and cultural institutions. Persons who may qualify for exemptions include disabled veterans, blind individuals, surviving spouses, and seniors.
<b>EXPENDITURE</b>	An outlay of money made by municipalities to provide the programs and services within their approved budget.
<b>FAIR MARKET VALUE</b>	The price an owner willing but not under compulsion to sell ought to receive from one willing but not under compulsion to buy. It means the highest price that a normal purchaser not under peculiar compulsion will pay at the time, and cannot exceed the sum that the owner after reasonable effort could obtain for his property. A valuation limited to what the property is worth to the purchaser is not market value. The fair cash value is the value the property would have on January first of any taxable year in the hands of any owner, including the present owner.
<b>FIDUCIARY FUNDS</b>	Repository of money held by a municipality in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and other funds. These include pension (and other employee benefit) trust funds, investment trust funds, private-purpose trust funds, and agency funds.
<b>FISCAL YEAR (FY)</b>	Since 1974, the Commonwealth and municipalities have operated on a budget cycle that begins July 1 and ends June 30. The designation of the fiscal year is that of the calendar year in which the fiscal year ends. Since 1976, the federal government fiscal year has begun on October 1 and ended September 30.
<b>FIXED ASSETS</b>	Long-lived, tangible assets such as buildings, equipment and land obtained or controlled as a result of past transactions or circumstances.

TERM	DEFINITION
<b>FIXED COSTS</b>	Costs that are legally or contractually mandated such as retirement, FICA/Social Security, insurance, debt service costs or interest on loans.
<b>FOUNDATION BUDGET</b>	The spending target imposed by the Education Reform Act of 1993 for each school district as the level necessary to provide an adequate education for all students.
<b>FREE CASH</b>	Remaining, unrestricted funds from operations of the previous fiscal year including unexpended free cash from the previous year, actual receipts in excess of revenue estimates shown on the tax recapitulation sheet, and unspent amounts in budget line-items. Unpaid property taxes and certain deficits reduce the amount that can be certified as free cash. The calculation of free cash is based on the balance sheet as of June 30, which is submitted by the community's auditor, accountant, or comptroller. Important: free cash is not available for appropriation until certified by the Director of Accounts.
<b>FULL-TIME POSITION</b>	A position which qualifies for full County benefits, usually required to work over 30 hours per week.
<b>FUND</b>	An accounting entity with a self balancing set of accounts that is segregated for the purpose of carrying on identified activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations.
<b>FUND ACCOUNTING</b>	Organizing the financial records of a municipality into multiple, segregated locations for money. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, revenues, and expenditures) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the general fund and enterprise funds. Communities whose accounting records are organized according to the Uniform Municipal Accounting System (UMAS) use multiple funds.
<b>FUND BALANCE</b>	The difference between assets and liabilities reported in a governmental fund. Also known as fund equity.
<b>GENERAL FUND</b>	The fund used to account for most financial resources and activities governed by the normal town meeting/city council appropriation process.
<b>GENERAL FUND SUBSIDY</b>	Most often used in the context of enterprise funds. When the revenue generated by rates, or user fees, is insufficient to cover the cost to provide the particular service, general fund money is used to close the gap in the form of a subsidy. The subsidy may or may not be recovered by the general fund in subsequent years.
<b>GENERAL LEDGER</b>	The accountant's record of original entry, which is instrumental in forming a paper trail of all government financial activity.
<b>GENERAL OBLIGATION BONDS</b>	Bonds issued by a municipality for purposes allowed by statute that are backed by the full faith and credit of its taxing authority.
<b>GOAL</b>	A goal is a statement of desired conditions to be maintained or achieved through the efforts of an organization. Actual total achievement may be impossible, but the goal is a standard against which to measure progress towards ideal conditions. A goal is a definition of results toward which the work of the organization is directed.
<b>GOVERNMENTAL FUNDS</b>	Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, capital projects funds, debt service funds, and permanent funds.

TERM	DEFINITION
<b>GRANT</b>	A contribution of assets (usually cash) from one government unit or organization to another. Typically, these contributions are made to local governments from the state or federal governments to be used for specific purposes and require distinctive reporting.
<b>HOTEL/MOTEL EXCISE</b>	A local option since 1985 that allows a community to assess a tax on short-term room occupancy. The community may levy up to 4 percent of the charge for stays of less than 90 days at hotels, motels and lodging houses. The convention center legislation imposed an additional 2.75 percent charge in Boston, Cambridge, Springfield and Worcester.
<b>INDIRECT COST</b>	Costs of a service not reflected in the operating budget of the entity providing the service. An example of an indirect cost of providing water service would be the value of time spent by non-water department employees processing water bills. A determination of these costs is necessary to analyze the total cost of service delivery. The matter of indirect costs arises most often in the context of enterprise funds.
<b>INTEREST</b>	Compensation paid or to be paid for the use of money, including amounts payable at periodic intervals or discounted at the time a loan is made. In the case of municipal bonds, interest payments accrue on a day-to-day basis, but are paid every six months.
<b>INTERFUND TRANSFER</b>	An amount transferred from one fund to another as expenditure to one fund and revenue to the other fund.
<b>INTERGOVERNMENTAL REVENUE</b>	Revenue from other governments in the form of entitlements, grants, shared-revenues or payments in lieu of taxes.
<b>INTERNAL SERVICE FUND</b>	A municipal accounting fund used to accumulate the cost of central services such as data processing, printing, postage, motor pool. Costs or charges to an internal service fund are then allocated to other departments or funds within the government unit.
<b>INVESTMENTS</b>	Securities and real estate held for the production of income in the form of interest, dividends, rentals, or lease payments. The term does not include fixed assets used in governmental operations.
<b>LEASE-PURCHASE AGREEMENTS</b>	Contractual agreements that are termed leases, but that in substance are purchase contracts.
<b>LEVY</b>	The amount a community raises through the property tax. The levy can be any amount up to the levy limit, which is re-established every year in accordance with Proposition 2½ provisions.
<b>LIABILITIES</b>	Probable future sacrifices of economic benefits, arising from present obligations of a particular entity to transfer assets or provide services to other entities in the future as a result of past transactions or events.
<b>LIEN</b>	A legal claim against real or personal property to protect the interest of a party (i.e., a city or town) to whom a debt is owed (i.e., taxes). In the case of real property, the lien in favor of a municipality automatically arises each January 1, but must be secured through other action.
<b>LINE-ITEM BUDGET</b>	A budget that separates spending into categories, or greater detail, such as supplies, equipment, maintenance, or salaries, as opposed to a program budget.

TERM	DEFINITION
<b>LOCAL OPTION MEAL TAX</b>	Tax levied at the rate of .75 percent by eligible municipalities, in addition to the State sales taxes, which applies to the taxable sales of restaurant meals originating within the city or town by a vendor.
<b>LOCAL RECEIPTS</b>	Locally generated revenues, other than real and personal property taxes. Examples include motor vehicle excise, investment income, hotel/motel tax, fees, rentals, and charges. Annual estimates of local receipts are shown on the tax rate recapitulation sheet.
<b>LONG-TERM DEBT</b>	Community borrowing, or outstanding balance at any given time, involving loans with a maturity date of 12 months or more.
<b>MAJOR FUND</b>	A governmental fund or enterprise fund reported as a separate column in the basic fund financial statements. The general fund is always a major fund. Otherwise, major funds are funds whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental or enterprise funds and a least 5 percent of the aggregate amount for all governmental and enterprise funds for the same item. Any other government or enterprise fund may be reported as a major fund if the government officials believe that fund is particularly important to financial statement users.
<b>MISSION</b>	The mission statements included in Department budget requests are designed to inform the reader of the departments essential functions or activities/responsibilities/tasks they are charged to accomplish, as well as, the major services they provide.
<b>MODIFIED ACCRUAL BASIS</b>	Governmental funds use the modified accrual basis of accounting. Revenues are recognized in the period in which they become both available and measurable. Expenditures are recognized at the time a liability is incurred.
<b>NET SCHOOL SPENDING</b>	School budget and municipal budget amounts attributable to education, excluding long term debt service, student transportation, school lunches and certain other specified school expenditures. A community's NSS funding must equal or exceed the NSS Requirement established annually by the Department of Education (DOE).
<b>NEW GROWTH</b>	The additional tax revenue generated by new construction, renovations and other increases in the property tax base during a calendar year. It does not include value increases caused by normal market forces or by revaluations. New growth is calculated by multiplying the assessed value associated with new construction, renovations and other increases by the prior year tax rate. The additional tax revenue is then incorporated into the calculation of the next year's levy limit. For example, new growth for FY07 is based on new construction, etc. that occurred between January and December 2005 (or July 2005 and June 2006 for accelerated new growth communities). In the fall of 2006, when new growth is being determined to set the FY07 levy limit, the FY06 tax rate is used in the calculation.
<b>OBJECTIVE</b>	An objective is a decision about the amount of progress to be made within a specified period of time. It states in measurable and quantitative terms the results to be achieved within a specified time and plans the incremental steps to achieve the goal.
<b>OPERATING BUDGET</b>	A plan of proposed expenditures for personnel, supplies, and other expenses for the coming fiscal year.

TERM	DEFINITION
<b>OPERATING COSTS</b>	Operating cost are proprietary (Enterprise) fund expenses that directly relate to the fund's primary service activities. For example: salaries and wages, expendable supplies, and contractual services.
<b>ORDINANCE</b>	A final legislative enactment by the governing body of a County. It is not in conflict with any higher rule of law, such as state statute or constitutional provision; has the full force and effect of law within the boundaries of the municipality to which applies.
<b>OVERLAY</b>	An account established annually to fund anticipated property tax abatements, exemptions and uncollected taxes in that year. The overlay reserve need not be funded by the normal appropriation process, but rather is raised on the tax rate recapitulation sheet.
<b>OVERLAY DEFICIT</b>	A deficit that occurs when the amount of overlay raised in a given year is insufficient to cover abatements, statutory exemptions, and uncollected taxes for that year. Overlay deficits must be provided for in the next fiscal year.
<b>OVERLAY SURPLUS</b>	Any balance in the overlay account of a given year in excess of the amount remaining to be collected or abated can be transferred into this account. Within ten days of a written request by the chief executive officer of a city or town, the assessors must provide a certification of the excess amount of overlay available to transfer, if any. Overlay surplus may be appropriated for any lawful purpose. At the end of each fiscal year, unused overlay surplus is "closed" to surplus revenue; in other words, it becomes a part of free cash.
<b>OVERRIDE</b>	A vote by a community at an election to permanently increase the levy limit. An override vote may increase the levy limit no higher than the levy ceiling. The override question on the election ballot must state a purpose for the override and the dollar amount.
<b>PART-TIME</b>	Part-time employees work less than 30 hours per week and are not entitled to full-time employee benefits.
<b>PENSION (AND OTHER EMPLOYEE BENEFIT) TRUST FUNDS</b>	A fiduciary fund type used to report resources that are required to be held in trust for the members and beneficiaries of defined benefit pension plans, defined contribution plans, other postemployment benefit (OPEB) plans, or other employee benefit plans.
<b>PERFORMANCE MEASURES</b>	Specific quantitative productivity measures of work performed within an activity or program. Also, a specific quantitative measure of results obtained through a program or activity.
<b>PERMANENT FUNDS</b>	A fiduciary fund type used to report resources that are legally restricted to the extent that only earnings, and not principal, may be used for purposes that support the reporting government's programs, that is, for the benefit of the government for its citizenry. An example is a cemetery perpetual care fund.
<b>PERSONAL PROPERTY</b>	Movable items not permanently affixed to, or part of the real estate. It is assessed separately from real estate to certain businesses, public utilities, and owners of homes that are not their primary residences.
<b>PERSONNEL COSTS</b>	The cost of salaries, wages and related employment benefits.
<b>PROFESSIONAL SERVICES</b>	Expenditures incurred by the county to obtain the services of recognized licensed professionals such as doctors, lawyers, engineers, certified public accountants, and consultants.



TERM	DEFINITION
<b>PROFORMA RECAP SHEET</b>	The Tax Recapitulation Sheet submitted to DOR by communities on a semi- annual tax billing cycle which seek to send a preliminary tax notice for the first half of the fiscal year because they are in a recertification year or have a valuation related delay.
<b>PROGRAM</b>	A combination of activities to accomplish an end.
<b>PROPERTY TAX</b>	A tax levied on the assessed value of real or personal property, the liability for which falls on the owner of record as of the appraisal date.
<b>PROPOSITION 2½</b>	A state law enacted in 1980, Proposition 2½ regulates local property tax administration and limits the amount of revenue a city or town may raise from local property taxes each year to fund municipal operations.
<b>PURCHASED SERVICES</b>	The cost of services that are provided by a vendor.
<b>REAL PROPERTY</b>	Land, buildings and the rights and benefits inherent in owning them.
<b>RECEIPTS</b>	Money collected by and within the control of a community from any source and for any purpose.
<b>RECEIVABLES</b>	An expectation of payment of an amount certain accruing to the benefit of a city or town.
<b>RECONCILIATION OF CASH</b>	Periodic process where the accountant and treasurer compare records to confirm available cash in community accounts. DOR requires an annual reconciliation of cash without variances to be submitted with as balance sheet as a prerequisite to certifying a community's free cash.
<b>RECONCILIATION OF RECEIVABLES</b>	Periodic process where the accountant and collector compare records to confirm amount of taxes outstanding. DOR requires an annual reconciliation of receivables without variances to be submitted with a balance sheet as a prerequisite to certifying a community's free cash.
<b>REQUISITION</b>	Form used by the requesting department when ordering products and services from external vendors. This document generates a Purchase Order.
<b>RESERVE</b>	(1) An account used to earmark a portion of fund balance to indicate that it has been earmarked for a particular purpose; and (2) an account used to earmark a portion of fund equity as legally segregated for a future use.
<b>RESIDENTIAL FACTOR</b>	Adopted by a community annually, this governs the percentage of the tax levy to be paid by property owners. A residential factor of "1" will result in the taxation of all property at the same rate (single tax rate). Choosing a factor of less than one results in increasing the share of the levy raised by commercial, industrial and personal property. Residential property owners will therefore pay a proportionately lower share of the total levy.
<b>RETAINED EARNINGS</b>	An equity account reflecting the accumulated earnings of an enterprise or internal service fund.

TERM	DEFINITION
<b>REVALUATION</b>	Assessors are responsible for developing a reasonable and realistic program to achieve the fair cash valuation of property in accordance with constitutional and statutory requirements. The nature and extent of that program will depend on the assessors' analysis and consideration of many factors, including, but not limited to, the status of the existing valuation system, the results of an in-depth sales ratio study, and the accuracy of existing property record information. Every three years, assessors must submit property values to the DOR for certification. Assessors must also maintain fair cash values in the years between certifications so that each taxpayer in the community pays his or her share of the cost of local government in proportion to the value of his property.
<b>REVENUE</b>	Increases in the net current assets of a government fund type from other than expenditure refunds and residual equity transfers. Examples include property taxes, licenses and fees, and charges for services.
<b>REVOLVING FUND</b>	Allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service. For departmental revolving funds, MGL Ch. 44 §53E½ stipulates that each fund must be re-authorized each year at annual town meeting or by city council action, and that a limit on the total amount that may be spent from each fund must be established at that time. The aggregate of all revolving funds may not exceed ten percent of the amount raised by taxation by the city or town in the most recent fiscal year, and no more than one percent of the amount raised by taxation may be administered by a single fund. Wages or salaries for full-time employees may be paid from the revolving fund only if the fund is also charged for all associated fringe benefits.
<b>SELF-INSURANCE</b>	The formal assumption or partial assumption of risks and the accounting of results. Specific accounts are set aside to fund the risks. Any losses which do occur are charged against those accounts or funds.
<b>SHORT-TERM DEBT</b>	Outstanding balance, at any given time, on amounts borrowed with a maturity date of 12 months or less.
<b>SINGLE AUDIT ACT</b>	For any community that expends \$500,000 or more per year in federal grant awards, the Single Audit Act establishes audit guidelines that reduce to only one the number of annual audits to be completed to satisfy the requirements of the various federal agencies from which grants have been received.
<b>STABILIZATION FUND</b>	A fund designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose (MGL Ch. 40 §5B). Communities may establish one or more stabilization funds for different purposes and may appropriate into them in any year an amount not to exceed ten percent of the prior year's tax levy. The total of all stabilization fund balances shall not exceed ten percent of the community's equalized value, and any interest shall be added to and become a part of the funds. A two-thirds vote of town meeting or city council is required to establish, amend the purpose of, or appropriate money into or from the stabilization fund.
<b>TAX</b>	A compulsory charge levied by a governmental unit for the purpose of raising revenue. These revenues are used to pay for services or improvements provided for the general public benefit.

TERM	DEFINITION
<b>TAX RATE</b>	The amount of property tax stated in terms of a unit of the municipal tax base; for example, \$14.80 per \$1,000 of assessed valuation of taxable real and personal property.
<b>TAX RATE RECAPITULATION SHEET (RECAP SHEET)</b>	A document submitted by a city or town to the DOR in order to set a property tax rate. The recap sheet shows all estimated revenues and actual appropriations that affect the property tax rate. The recap sheet should be submitted to the DOR by September 1 (in order to issue the first-half semiannual property tax bills before October 1) or by December 1 (in order to issue the third quarterly property tax bills before January 1).
<b>TAX TITLE (OR TAX TAKING)</b>	A collection procedure that secures a city or town's lien on real property and protects the municipality's right to payment of overdue property taxes. Otherwise, the lien expires if five years elapse from the January 1 assessment date and the property has been transferred to another owner. If amounts remain outstanding on the property after issuing a demand for overdue property taxes and after publishing a notice of tax taking, the collector may take the property for the city or town. After properly recording the instrument of taking, the collector transfers responsibility for collecting the overdue amounts to the treasurer. After six months, the treasurer may initiate foreclosure proceedings.
<b>TEMPORARY POSITION</b>	A temporary position is filled for a specified period of time, is not permanent in nature, and does not qualify for regular County benefits.
<b>TRUST FUND</b>	In general, a fund for money donated or transferred to a municipality with specific instructions on its use. As custodian of trust funds, the treasurer invests and expends such funds as stipulated by trust agreements, as directed by the commissioners of trust funds or by town meeting. Both principal and interest may be used if the trust is established as an expendable trust. For non-expendable trust funds, only interest (not principal) may be expended as directed.
<b>UNDESIGNATED FUND BALANCE</b>	Monies in the various government funds as of June 30 that are neither encumbered nor reserved, and are therefore available for expenditure once certified as part of free cash.
<b>UNFUNDED MANDATE</b>	A requirement imposed by law, regulation or order without underlying financial support, thereby resulting in direct or indirect costs to the body made responsible for its implementation.
<b>UNFUNDED OPEB LIABILITY</b>	This is the difference between the value assigned to the benefits (other than retirement) already earned by a municipality's employees and the assets the local government will have on hand to meet these obligations. While there is no requirement in Massachusetts to fund this liability, GASB 45 requires that the dollar value of the unfunded OPEB liability is determined every two years.
<b>UNFUNDED PENSION LIABILITY</b>	Unfunded pension liability is the difference between the value assigned to the retirement benefits already earned by a municipality's employees and the assets the local retirement system will have on hand to meet these obligations. The dollar value of the unfunded pension liability is redetermined every three years and is driven by assumptions about interest rates at which a retirement system's assets will grow and the rate of future costs of living increases to pensioners.

<b>TERM</b>	<b>DEFINITION</b>
<b>UNRESERVED FUND BALANCE (SURPLUS REVENUE ACCOUNT)</b>	The amount by which cash, accounts receivable, and other assets exceed liabilities and restricted reserves. It is akin to a "stockholders' equity" account on a corporate balance sheet. It is not, however, available for appropriation in full because a portion of the assets listed as "accounts receivable" may be taxes receivable and uncollected.
<b>USER CHARGES/FEEES</b>	A municipal funding source where payment is collected from the user of a service to help defray the cost of providing the service. Note that any increases in the fees must satisfy the three tests set forth in the so called Emerson case. (See Emerson College v. Boston, 391 Mass. 415 (1984)).

COMBINED FUNDS			
CATEGORY	FY 2018 ACTUAL	FY 2019 PROJECTED	FY 2020 PROJECTED
<b>BEGINNING FUND BALANCE:</b>	<b>\$57,305,924</b>	<b>\$46,191,193</b>	<b>\$49,249,481</b>
<b><u>REVENUE</u></b>			
Real Estate & Personal Property	\$117,726,504	\$123,909,429	\$127,246,628
Local Receipts	13,785,689	12,274,729	12,734,944
Departmental Revenue	15,985,920	16,966,059	16,091,475
Licenses & Permits	2,402,917	3,733,436	2,725,100
Miscellaneous Revenue	2,624,209	2,182,505	3,578,321
Education	140,340,182	147,769,022	159,481,282
General Government	57,364,133	58,511,416	59,681,644
Other Financing Sources:	10,509,732	7,437,693	6,227,045
<u>User Charges</u>	<u>35,665,796</u>	<u>39,445,957</u>	<u>40,614,747</u>
<b>Total Revenue:</b>	<b>\$396,405,082</b>	<b>\$412,230,245</b>	<b>\$428,381,186</b>
<b><u>EXPENDITURES</u></b>			
Personnel	\$197,188,091	\$200,072,262	\$212,347,821
Operating	143,041,489	147,741,495	156,660,885
Capital Outlay	9,112,897	6,839,069	4,997,043
Other Charges	40,417,362	35,456,036	30,741,482
<u>State &amp; County Assessments</u>	<u>17,759,974</u>	<u>19,063,095</u>	<u>23,489,323</u>
<b>Total Expenditures:</b>	<b>\$407,519,813</b>	<b>\$409,171,957</b>	<b>\$428,236,554</b>
<b>ENDING FUND BALANCE:</b>	<b>\$46,191,193</b>	<b>\$49,249,481</b>	<b>\$49,394,113</b>

GENERAL FUND			
CATEGORY	FY 2018 ACTUAL	FY 2019 PROJECTED	FY 2020 PROJECTED
<b>BEGINNING FUND BALANCE:</b>	<b>\$27,978,085</b>	<b>\$27,124,231</b>	<b>\$28,635,817</b>
<b><u>REVENUE</u></b>			
Real Estate & Personal Property	117,726,504	123,909,429	127,246,628
Local Receipts	13,685,689	12,172,729	12,630,700
Departmental Revenue	13,862,640	15,340,745	14,715,429
Licenses & Permits	2,402,917	3,733,436	2,725,100
Miscellaneous Revenue	(252,175)	1,027,734	1,130,071
Education	140,340,182	147,769,022	159,481,282
General Government	57,364,133	58,511,416	59,681,644
<u>Other Financing Sources:</u>	<u>10,440,174</u>	<u>7,437,693</u>	<u>6,227,045</u>
<b>Total Revenue</b>	<b>\$355,570,064</b>	<b>\$369,902,204</b>	<b>\$383,837,899</b>
<b><u>EXPENDITURES</u></b>			
Personnel	\$189,845,882	\$193,931,681	\$204,607,688
Operating	129,338,211	133,498,936	139,490,955
Capital	3,871,231	5,289,651	4,112,475
Other Charges	15,608,620	16,607,255	11,992,826
<u>State &amp; County Assessments</u>	<u>17,759,974</u>	<u>19,063,095</u>	<u>23,489,323</u>
<b>Total Expenditures</b>	<b>\$356,423,918</b>	<b>\$368,390,618</b>	<b>\$383,693,267</b>
<b>ENDING BALANCE:</b>	<b>\$27,124,231</b>	<b>\$28,635,817</b>	<b>\$28,780,449</b>

<b>AIRPORT ENTERPRISE FUND</b>			
<b>CATEGORY</b>	<b>FY 2018 ACTUAL</b>	<b>FY 2019 PROJECTED</b>	<b>FY 2020 PROJECTED</b>
<b>BEGINNING FUND BALANCE:</b>	<b>\$27,994,256</b>	<b>\$26,029,610</b>	<b>\$25,867,750</b>
<b>REVENUE</b>			
Departmental Revenue	\$891,329	\$48,382	\$102,850
Miscellaneous Revenue	<u>127,209</u>	<u>834,686</u>	<u>922,500</u>
<b>Total Revenue:</b>	<b>\$1,018,538</b>	<b>\$883,068</b>	<b>\$1,025,350</b>
<b>EXPENDITURES</b>			
Personnel	\$515,293	\$363,567	\$417,069
Operating	215,859	150,529	276,457
Capital Outlay	1,750,743	0	0
<u>Other Charges</u>	<u>501,289</u>	<u>530,832</u>	<u>331,824</u>
<b>Total Expenditures:</b>	<b>\$2,983,184</b>	<b>\$1,044,928</b>	<b>\$1,025,350</b>
<b>ENDING FUND BALANCE:</b>	<b>\$26,029,610</b>	<b>\$25,867,750</b>	<b>\$25,867,750</b>

**ARTS AND CULTURE SPECIAL REVENUE FUND**

<b>CATEGORY</b>	<b>FY 2018 ACTUAL</b>	<b>FY 2019 PROJECTED</b>	<b>FY 2020 PROJECTED</b>
<b>BEGINNING FUND BALANCE:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>REVENUE</b>			
<u>Other Excise</u>	<u>\$100,000</u>	<u>\$102,000</u>	<u>\$104,244</u>
<b>Total Revenue:</b>	<b>\$100,000</b>	<b>\$102,000</b>	<b>\$104,244</b>
<b>EXPENDITURES</b>			
Personnel	\$0	\$0	\$0
Operating	100,000	102,000	104,244
<u>Capital Outlay</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Expenditures:</b>	<b>\$100,000</b>	<b>\$102,000</b>	<b>\$104,244</b>
<b>ENDING FUND BALANCE:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



<b>CABLE ACCESS ENTERPRISE FUND</b>			
<b>CATEGORY</b>	<b>FY 2018 ACTUAL</b>	<b>FY 2019 PROJECTED</b>	<b>FY 2020 PROJECTED</b>
<b>BEGINNING FUND BALANCE:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>REVENUE</b>			
Departmental Revenue	\$0	\$0	\$14,008
<u>Restricted Revenue</u>	<u>0</u>	<u>0</u>	<u>1,348,550</u>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,362,558</b>
<b>EXPENDITURES</b>			
Personnel	\$0	\$0	\$649,304
Operating	0	0	341,045
Capital Outlay	0	0	100,000
<u>Other Charges</u>	<u>0</u>	<u>0</u>	<u>272,209</u>
<b>Total Expenditures:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,362,558</b>
<b>ENDING FUND BALANCE:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

<b>COMMISSION FOR CITIZENS WITH DISABILITIES SPECIAL REVENUE FUND</b>			
<b>CATEGORY</b>	<b>FY 2018 ACTUAL</b>	<b>FY 2019 PROJECTED</b>	<b>FY 2020 PROJECTED</b>
<b>BEGINNING FUND BALANCE:</b>	<b>\$38,935</b>	<b>\$57,142</b>	<b>\$70,365</b>
<b>REVENUE</b>			
HP Parking Fines	<u>\$32,545</u>	<u>\$37,215</u>	<u>\$40,000</u>
<b>Total Revenue</b>	<b>\$32,545</b>	<b>\$37,215</b>	<b>\$40,000</b>
<b>EXPENDITURES</b>			
Opearting	\$14,338	\$23,992	\$35,000
Capital Outlay	<u>0</u>	<u>0</u>	<u>5,000</u>
<b>Total Expenditures:</b>	<b>\$14,338</b>	<b>\$23,992</b>	<b>\$40,000</b>
<b>ENDING FUND BALANCE:</b>	<b>\$57,142</b>	<b>\$70,365</b>	<b>\$70,365</b>

<b>DOWNTOWN PARKING ENTERPRISE FUND</b>
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CATEGORY	FY 2018 ACTUAL	FY 2019 PROJECTED	FY 2020 PROJECTED
<b>BEGINNING FUND BALANCE:</b>	(\$4,267,342)	(\$4,373,058)	(\$4,149,059)
<b>REVENUE</b>			
Departmental Revenue	\$874,758	\$992,443	\$1,023,588
<u>Other</u>	<u>10,954</u>	<u>57,667</u>	<u>10,000</u>
<b>Total Revenue</b>	<b>\$885,712</b>	<b>\$1,050,110</b>	<b>\$1,033,588</b>
<b>EXPENDITURES</b>			
Personnel	\$402,012	\$226,380	\$239,627
Operating	168,944	128,107	324,459
Capital Outlay	95,491	0	75,000
<u>Other Charges</u>	<u>324,981</u>	<u>471,624</u>	<u>394,502</u>
<b>Total Expenditures:</b>	<b>\$991,428</b>	<b>\$826,111</b>	<b>\$1,033,588</b>
<b>ENDING FUND BALANCE:</b>	<b>(\$4,373,058)</b>	<b>(\$4,149,059)</b>	<b>(\$4,149,059)</b>

WASTEWATER ENTERPISE FUND			
CATEGORY	FY 2018 ACTUAL	FY 2019 PROJECTED	FY 2020 PROJECTED
<b>BEGINNING FUND BALANCE:</b>	<b>\$7,951,829</b>	<b>\$8,232,690</b>	<b>\$8,090,840</b>
<b>REVENUE</b>			
Departmental Revenue	\$177,281	\$448,204	\$150,000
Miscellaneous Revenue	70,621	41,912	17,200
User Charges	21,885,369	23,952,265	24,009,643
<u>Other Financing Sources</u>	<u>69,558</u>	<u>0</u>	<u>0</u>
<b>Total Revenue:</b>	<b>\$22,202,829</b>	<b>\$24,442,381</b>	<b>\$24,176,843</b>
<b>EXPENDITURES</b>			
Personnel	\$1,580,449	\$1,576,998	\$1,850,049
Operating	9,931,316	11,070,396	12,136,696
Capital Outlay	1,155,476	701,795	527,769
<u>Other Charges</u>	<u>9,254,727</u>	<u>11,235,042</u>	<u>9,662,329</u>
<b>Total Expenditures:</b>	<b>\$21,921,968</b>	<b>\$24,584,231</b>	<b>\$24,176,843</b>
<b>ENDING FUND BALANCE:</b>	<b>\$8,232,690</b>	<b>\$8,090,840</b>	<b>\$8,090,840</b>

WATER ENTERPISE FUND			
CATEGORY	FY 2018 ACTUAL	FY 2019 PROJECTED	FY 2020 PROJECTED
<b>BEGINNING FUND BALANCE:</b>	(\$2,389,839)	(\$10,879,422)	(\$9,266,231)
<b>REVENUE</b>			
Departmental Revenue	\$147,367	\$99,070	\$45,600
Miscellaneous Revenue	2,667,600	220,506	150,000
User Charges	<u>13,780,427</u>	<u>15,493,692</u>	<u>16,605,104</u>
<b>Total Revenue:</b>	<b>\$16,595,394</b>	<b>\$15,813,268</b>	<b>\$16,800,704</b>
<b>EXPENDITURES</b>			
Personnel	\$4,844,455	\$3,973,636	\$4,584,084
Operating	3,272,821	2,767,535	3,952,029
Capital Outlay	2,239,956	847,623	176,799
<u>Other Charges</u>	<u>14,727,745</u>	<u>6,611,283</u>	<u>8,087,792</u>
<b>Total Expenditures:</b>	<b>\$25,084,977</b>	<b>\$14,200,077</b>	<b>\$16,800,704</b>
<b>ENDING FUND BALANCE:</b>	<b>(\$10,879,422)</b>	<b>(\$9,266,231)</b>	<b>(\$9,266,231)</b>

<b>Policy Title: Debt Issuance and Management</b>	<b>Effective Date: November 27, 2013</b>
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## 1. Introduction

The purpose of this debt policy is to establish a set of parameters by which debt obligations will be undertaken by the City of New Bedford. This policy reinforces the commitment of the City and its officials to manage the City's financial affairs so as to minimize risks, avoid conflicts of interest and ensure transparency while still meeting the City's capital needs. A debt management policy signals to the public and the rating agencies that the City of New Bedford approaches the financing of capital needs in a deliberate manner and fulfills the requirements of Chapter 44 of the Commonwealth of Massachusetts General Laws regarding the adoption of a debt management policy.

The City shall comply with legal requirements for notice and for public meetings related to debt issuance. All notices shall be posted in the customary and required posting locations including, as required, local newspapers, bulletin boards, and websites. All costs associated with each debt issue as well as, when applicable, a debt service schedule outlining the rate of retirement, shall be clearly presented and disclosed to the citizens, City Council, and other stakeholders in a timely manner.

## 2. Financing Purposes

The City of New Bedford will consider term financing for the acquisition, replacement, and/or expansion of physical assets, and to refinance existing debt. Short-term issues may be used to finance certain projects and equipment and to support operational borrowing. However, the City will minimize the use of short-term cash flow borrowings by maintaining adequate working capital and effective management of the budgeted expenditures.

While the "pay as you go" means of using current revenues to pay for capital projects is often considered the preferred means of financing because it avoids interest payments, it may not be entirely practical, given the size and timing of projects to meet the City's ongoing needs. However, the inclusion of a robust cash component in capital projects will be pursued whenever possible, provided fund balance and reserve policies are not compromised.

All debt will be issued and managed in accordance with Chapter 44 of the Massachusetts General Laws.

The primary borrowing purposes are summarized below:

### a. Long-Term Capital Improvements

The City will prepare a multi-year Capital Improvements Program (CIP) working with individual departments and agencies and prioritize these projects based on a Capital Needs Assessment. The CIP will include projections for the upcoming fiscal years and will be updated at least biennially, or sooner if there are significant changes to the scope and/or cost of projects. Future operations and maintenance costs associated with capital improvement projects will be developed and identified as part of the project submission.

Since the aggregate cost of desired capital projects generally exceeds available funds, the capital planning process prioritizes projects and identifies the funding needs. The City will initially rely on internally-generated funds and/or grants and contributions from other governmental agencies to finance its capital needs. Debt will be issued for a capital project

only when it is an appropriate means to achieve a fair allocation of costs between current and future beneficiaries and if a secure revenue source is identified to repay the debt. Debt service is limited to that portion of a project that is not reimbursable by state, federal or local grants.

The Financial Team, working with City departments within the context of the CIP and the City's Five-Year Financial Outlook, oversees and coordinates the timing, processing, and marketing of the City's borrowing and capital funding activities. Close coordination of capital planning and debt planning will ensure that the maximum benefit is achieved with the limited capital funds. The debt management process will determine the availability of funds which can be raised through debt based upon the debt capacity/affordability analysis.

The City will endeavor to enter the financial markets no more than twice each year, and will analyze market conditions prior to debt issuance to determine the most advantageous terms. Debt financing schedules will be constructed to repay debt within a period not to exceed the expected useful life of the asset, and will attempt to repay debt using a level principal repayment structure.

b. Refinancings/Refunding of Existing Debt

The Chief Financial Officer, working with the Financial Team, will periodically evaluate the City's existing debt and execute refinancings when economically beneficial, legally permissible and prudent. A refinancing may include the issuance of bonds to refund existing debt or the issuance of bonds in order to refund other obligations. Net present value savings over the course of the refunding must be at least 3% (of refunded principal) for consideration.

c. Cash Flow Borrowing

It is understood that expenditure cycles do not always follow the revenue cycle and that short-term debt may be necessary to meet cash flow requirements. Anticipation notes may include:

- Tax Anticipation Notes (TANs), used in anticipation of future tax collections.
- Revenue Anticipation Notes (RANs) issued with the anticipation that non-tax revenue will be received.
- Tax and Revenue Anticipation Notes (TRANs), which will be paid with a combination of taxes and revenue.

d. Short-Term Borrowing for Capital Needs

The City may from time to time issue short-term debt that serves as interim financing pending the issuance of long-term debt to finance a completed capital project. This approach is particularly applicable in cases where a project depends upon a combination of reimbursable grant funding. Such notes may include:

- Bond Anticipation Notes (BANs), a short term-interest-bearing note issued in advance of a future long-term bond issue.
- Grant Anticipation Notes (GANs), issued for capital projects that are dependent upon reimbursable grant funding from an outside entity, such as the Commonwealth or Federal governments.

e. Capital Leases

The City may enter into a capital lease agreement for the purchase of capital equipment and vehicles so long as the lease period does not exceed 10 years or extend beyond the useful life of the purchase.

f. State Revolving Fund

For projects that are directly related to wastewater and drinking water infrastructure/construction/improvement or rehabilitation, the City may opt to borrow funding directly from the Massachusetts Water Pollution Abatement Trust revolving fund program.

3. Financing Processes

The City shall employ a financial advisor and bond counsel to review and advise on all matters related to debt authorization and debt issuance. Should a capital project, infrastructure improvement, or capital equipment need require seeking an authorization to borrow funds, the benefitting party must provide comprehensive documentation to the Financial Team outlining the scope of the project, the cost of the project, the cash flow projection to complete the project, and any expected federal, state or local grant awards or other funding sources.

- a. All loan authorizations should be authored by bond counsel or, at a minimum, reviewed by bond counsel prior to submission to the City Council for approval.
- b. Unless market conditions are extremely unfavorable, the City will endeavor to sell all municipal bond and note issues by competitive bid. The competitive bid process guarantees the City adequate exposure in the market and reasonable expectation that interest terms and rates are competitive.
- c. The City seeks to maintain the highest possible credit rating that can be achieved for debt instruments to attract quality investors and reduce interest costs. To enhance creditworthiness, the City is committed to prudent financial management and systematic capital and long-term financial planning.
- d. The City will maintain good communications with bond rating agencies about its financial condition. The City will adhere to a policy of full disclosure on every financial report and bond prospectus (official statement).
- e. Long-term debt service for enterprise fund (business-related) debt, i.e., Water, Wastewater and Airport operations, shall be included in the respective funds' annual budgets. The city will periodically review and adjust rates for each enterprise to ensure sufficient capacity for annual debt service payments.
- f. The City will file application with the Municipal Finance Oversight Board for consideration of acceptance into the State Qualified Bond Act (SQBA) program when appropriate.
- g. Debt maturity is dictated by the limits set forth in MGL Chapter 44 as prescribed by Statutory Authority, Purpose and Maximum Term. The City shall endeavor to retire/refund debt whenever it is financially feasible, legally permissible and advantageous for the City.



- h. The City will monitor all municipal borrowings on a regular basis to insure compliance with federal tax reform legislation and arbitrage limitations.

#### 4. Debt Capacity

The decision whether to assume new tax-supported general obligation debt (total general obligation debt less any enterprise-related, revenue supported general obligation debt) shall be based on the direct cost and benefit of the proposed project, the current conditions in the bond market and the City's ability to afford new debt. The City will apply several indicators to determine the appropriateness of assuming tax-supported general obligation debt. These affordability targets shall include:

- a. Outstanding debt as a percentage of per capita income;
- b. Outstanding debt as a percentage of assessed valuation.
- c. Annual debt service as a percentage of the adopted General Fund operating budget.
- d. Amortization of 60% to 70% of debt, including the prospective debt issuance, in 10 years.

In addition, enterprise fund indebtedness may not exceed 25% of the total assessed valuation of all real and personal property in the City for any given fiscal year, so long as the enterprise fund can support its debt service.

The City shall not assume more tax-supported general obligation debt than it retires each year without conducting an objective analysis regarding the City's ability to assume and support additional debt service payments.

General obligation, net tax-supported debt may not exceed 10% of the total assessed valuation of all real and personal property in the City for any given fiscal year and the City shall strive to maintain its General Fund backed debt service at no more than 10% of the General Fund's annual operating budget.

<b>Policy Title: Fund Balance Management</b>	<b>Effective Date: November 20, 2018</b>
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### 1. Purpose

The City of New Bedford recognizes the significance of maintaining an appropriate level of fund balance as one component of sound financial management and, therefore, establishes this policy for management of the City's fund balances. An adequate fund balance level is an essential element in both short and long-term financial planning and serves to mitigate the impact of future risks, sustain operations during economic downturns, and enhance the City's creditworthiness, credit rating, and flexibility. Through the maintenance of adequate levels of fund balance, the City can help stabilize funding for operations and realize cost savings in issuing debt.

### 2. Scope

This policy establishes the level of fund balance required for the City's General Fund and the various components of the City's fund balance management program. In addition, the policy sets forth the levels deemed appropriate for City operations and protocols for the use and maintenance of the established levels.

### 3. Fund Balance Definitions

Fund balance is defined as the difference between assets and liabilities as reported in governmental funds. The Government Accounting Standards Board (GASB) prescribes four categories of fund balance: non-spendable, restricted, committed, assigned and unassigned. This policy focuses on the use of unassigned fund balance, which is defined as the portion of unrestricted fund balance that has not been committed or assigned to other uses and is therefore available to spend in future periods.

### 4. Unassigned Fund Balance

The City's unassigned fund balance functions as a reserve which ensures the continuity of services. The City of New Bedford is committed to maintaining prudent levels of reserves to mitigate against unforeseen events and diminished revenues during economic downturns. In addition to the unassigned fund balance, the City maintains a Stabilization Fund (within the General Fund, included in the assigned/committed portion) which may be utilized to protect against a reduction of service levels and to manage temporary revenue shortfalls and unanticipated one-time expenditures. The desirable level of funding for the Stabilization Fund is between two (2%) and six (6%) of the General Fund operating budget.

### 5. Free Cash

Free Cash is defined as the City's remaining unrestricted funds available from operations in previous fiscal years, as certified by the Massachusetts Department of Revenue. In addition to a robust Stabilization Fund, the City endeavors to maintain an ample Free Cash balance to provide sufficient financial flexibility and stability on an ongoing basis. Consequently, the City is committed to utilizing a conservative approach in building its annual budget. The desirable available balance for free cash is no less than one (1%) of the General Fund operating budget in any given year. At minimum, the City will seek to designate amounts equivalent to at least 25% of certified General Fund Free Cash for deposit into the Stabilization Fund and 10% into the OPEB Trust Fund on an annual basis.

<b>Policy Title: Investment of City Funds</b>	<b>Effective Date: November 3, 2014</b>
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1. Introduction

This policy covers investments in the following fund categories: General Funds, Special Revenue Funds, Enterprise Funds, Agency Funds, Capital Project Funds and Trust Funds.

2. Authority

The Treasurer has the authority to invest the City's funds, subject to the statutes of the Commonwealth of Massachusetts, Chapter 44, § 55, 55a and 55b.

The Treasurer has the authority to invest the City's Trust Funds, subject to the statutes of the Commonwealth of Massachusetts, Chapter 44, § 54. All trust funds shall fall under the control of the Treasurer unless otherwise provided or directed by the donor.

Massachusetts General Laws, Chapter 44, § 55B and Chapter 740 of the Acts of 1985 requires the Treasurer to invest all public funds not designated for immediate distribution at the highest possible rate of interest reasonably available, taking into account safety, liquidity and yield.

3. Operational Considerations

The Treasurer shall negotiate for the highest rates possible, consistent with safety principles. Whenever necessary, the Treasurer will seek collateralization for all investments not covered by FDIC and/or DIF.

The Treasurer will utilize a bank rating service (Veribanc, etc.) to ensure dollars are invested with banking institutions of the highest quality.

The Treasurer shall require any brokerage houses, brokers and dealers wishing to do business with the City, to supply the following information:

- a. Audited financial statements;
- b. Proof of National Association of Security Dealers certification;
- c. A statement of compliance with the City's investment policy;
- d. Proof of creditworthiness (minimum of 5 years in operation and capital that exceeds \$10 million).

4. Reporting Requirements

On a regular basis (quarterly, semi-annually, or annually), a report containing the following information will be prepared by the Treasurer and distributed to the Chief Financial Officer:

- a. A listing of the individual accounts and individual securities held at the end of the reporting period;
- b. A listing of the short-term investment portfolio by security type and maturity to ensure compliance with the diversification and maturity guidelines established within the framework of GASB 45;
- c. A summary of the income earned on a monthly and year to date basis;
- d. A brief statement of general market and economic conditions and other factors that may affect the City's cash position.

## 5. Restrictions

MGL Chapter 44, Section 55 sets forth the several restrictions of which the Treasurer must be aware when making investment selections.

- a. A Treasurer shall not at any one time have on deposit in a bank or trust company an amount exceeding 60% of the capital and surplus of such bank or trust company, or banking company, unless satisfactory security is given to it by such bank or trust company, or banking company for such excess;
- b. The Treasurer shall not make a deposit in any bank, trust company or banking company that he/she is associated as an officer or employee or has been the same for any time during the three years immediately preceding the date of any such deposit;
- c. All securities shall have a maturity from date of purchase of one year or less.

Massachusetts General Laws Chapter 44, Section 54 states that money should be deposited into banking institutions and trust companies incorporated under the laws of the Commonwealth, which are members of the Federal Deposit Insurance Corporation.

The Treasurer may invest funds in securities, other than mortgage and collateral loans, which are legal for the investment of funds under the laws of the Commonwealth provided that not more than fifteen percent of any Trust Fund shall be invested in bank stocks and insurance company stock, nor shall more than one and one-half percent of such funds be invested in the stock of any one bank or insurance company.

Common and preferred stock as well as other investment vehicles listed on the Commonwealth of Massachusetts List of Legal Investments, are permissible investment vehicles. The List of Legal Investments is maintained by the Office of the Commissioner of Banks.

The Treasurer must apply the "prudent person" standard in the context of managing the overall portfolio. The Treasurer, acting in accordance with the Investment Policy and exercising due diligence, shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided the transactions are carried out in accordance with the terms of this policy.

Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs; not for speculation but for investment considering the probable safety of their capital, as well as the probable income to be derived.

The Treasurer shall refrain from any personal activity that may conflict with the proper execution of the investment program or which could impair or appear to impair the ability to make impartial investment decisions. The Treasurer must disclose any material financial interest in financial institutions that do business with the City.

<b>Policy Title: Other Post Employment Benefits Trust Fund</b>	<b>Effective Date: November 30, 2016</b>
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## I. INTRODUCTION

The purpose of this policy is to establish guidelines for the management of the impact of the City's Other Post Employment Benefits (OPEB) liability on the overall budget and credit rating, within the context of the City's long-term obligations to its retirees. The Other Post- Employment Benefits (OPEB) Liability Trust Fund was initially established in 2015, with the acceptance of Chapter 32B, Section 20, of the Massachusetts General Laws, which requires the segregation of funds to address the City's actuarial liability.

The custodian of the OPEB Trust Fund is the City Treasurer. The City of New Bedford utilizes the State Retiree Benefits Trust Fund to invest funds that are designated for addressing the City's OPEB liability. Transfers into, and withdrawals from, the OPEB Trust Fund require an appropriation by the City Council, upon recommendation by the Mayor.

## II. FUNDING SOURCES

The OPEB Trust Fund may be supported by transfers from multiple funding sources, potentially including taxation, enterprise fund revenue and/or Free Cash. At minimum, the City will seek to designate an amount equivalent to at least 10% of certified General Fund Free Cash for deposit into the OPEB Trust Fund on an annual basis. In addition, funding will be designated from the individual enterprise funds to offset the funds' overall share of assigned liabilities as determined by the most recent actuarial study. All interest proceeds generated by the accumulated deposits shall accrue to the Trust Fund.

## III. MANAGEMENT OF OPEB LIABILITY TRUST FUND

The City's management team, working with union representatives and health care providers, will continue to make every effort to manage the OPEB liability by identifying revisions to benefit delivery and cost assignment that will reduce out year costs. Management of the Trust Fund is subject to the following parameters:

- A. Current retiree health obligations will be funded on a pay-as-you-go basis.
- B. Withdrawals under any circumstances will not occur unless the Trust Fund balance is sufficient to maintain at minimum a two year reserve for the City's share of retiree claims costs.
- C. The City may only draw upon the Trust Fund to offset the impact of unexpected increases in retiree benefit costs once the reserve benchmark has been attained, and only if such increases will stabilize annual expenditures.
- D. The City will evaluate, adopt and implement policies and strategies to limit future OPEB liabilities as legislatively allowed and appropriate.
- E. The City may, as available funds provide, opt to set aside more than the amount required to achieve and maintain the benchmark reserve.



# CITY OF NEW BEDFORD

## CITY COUNCIL

June 24, 2019

ORDERED: That to provide for the payment of current expenses of the CITY for the fiscal year beginning July 1, 2019 and ending June 30, 2020, the sum set against several municipal accounts in the following schedule are hereby appropriated from Ordinary Revenue and Municipal Receipts of the fiscal year, to be expended and certified by the officers, departments, agencies and boards listed below to wit:

### ASSESSORS

Salaries & Wages	\$671,737
Charges & Services	43,731
Supplies & Materials	1,775
Capital Outlay	0
<b>Total</b>	<b>\$717,243</b>

### AUDITOR

Salaries & Wages	\$447,826
Charges & Services	7,576
Supplies & Materials	2,348
Capital Outlay	0
<b>Total</b>	<b>\$457,750</b>

### CHIEF FINANCIAL OFFICER

Salaries & Wages	\$313,661
Charges & Services	8,240
Supplies & Materials	950
Capital Outlay	800
<b>Total</b>	<b>\$323,651</b>

### CITY CLERK

Salaries & Wages	\$357,520
Charges & Services	22,329
Supplies & Materials	2,600
Capital Outlay	0
<b>Total</b>	<b>\$382,449</b>

### CITY COUNCIL

Salaries & Wages	\$524,057
Charges & Services	27,046
Supplies & Materials	9,500
Capital Outlay	0
<b>Total</b>	<b>\$560,603</b>

### CLERK OF COMMITTEES

Salaries & Wages	\$137,867
Charges & Services	6,766
Supplies & Materials	900
Capital Outlay	0
<b>Total</b>	<b>\$145,533</b>

**COMMUNITY SERVICES**

Salaries & Wages	\$820,075
Charges & Services	304,379
Supplies & Materials	19,140
Capital Outlay	0
<b>Total</b>	<b>\$1,143,594</b>

**DEBT**

Other Charges	\$11,992,826
<b>Total</b>	<b>\$11,992,826</b>

**ELECTIONS**

Salaries & Wages	\$308,858
Charges & Services	89,417
Supplies & Materials	3,008
Capital Outlay	2,545
<b>Total</b>	<b>\$403,828</b>

**EMERGENCY MEDICAL SERVICES**

Salaries & Wages	\$2,527,323
Charges & Services	233,300
Supplies & Materials	193,425
Capital Outlay	287,352
<b>Total</b>	<b>\$3,241,400</b>

**ENVIRONMENTAL STEWARDSHIP**

Salaries & Wages	\$296,461
Charges & Services	33,391
Supplies & Materials	18,525
Capital Outlay	0
<b>Total</b>	<b>\$348,377</b>

**FACILITIES & FLEET MANAGEMENT**

Salaries & Wages	\$3,567,974
Charges & Services	2,745,505
Supplies & Materials	1,617,250
Capital Outlay	1,066,898
<b>Total</b>	<b>\$8,997,627</b>

**FIRE**

Salaries & Wages	\$17,943,325
Charges & Services	326,039
Supplies & Materials	203,025
Capital Outlay	657,528
<b>Total</b>	<b>\$19,129,917</b>

**HEALTH**

Salaries & Wages	\$986,357
Charges & Services	97,298
Supplies & Materials	30,590
Capital Outlay	15,235
<b>Total</b>	<b>\$1,129,480</b>

**INSPECTIONAL SERVICES**

Salaries & Wages	\$965,728
Charges & Services	58,732
Supplies & Materials	10,180
Capital Outlay	0
<b>Total</b>	<b>\$1,034,640</b>

**LABOR RELATIONS**

Salaries & Wages	\$387,748
Charges & Services	4,970
Supplies & Materials	1,895
Capital Outlay	0
<b>Total</b>	<b>\$394,613</b>

**LIBRARY**

Salaries & Wages	\$1,587,178
Charges & Services	767,773
Supplies & Materials	101,700
Capital Outlay	0
<b>Total</b>	<b>\$2,456,651</b>

**LICENSING**

Salaries & Wages	\$111,975
Charges & Services	11,693
Supplies & Materials	1,150
Capital Outlay	0
<b>Total</b>	<b>\$124,818</b>

**MANAGEMENT INFORMATION SYSTEMS**

Salaries & Wages	\$696,279
Charges & Services	922,704
Supplies & Materials	8,590
Capital Outlay	75,000
<b>Total</b>	<b>\$1,702,573</b>

**MAYOR**

Salaries & Wages	\$584,202
Charges & Services	75,382
Supplies & Materials	4,600
Capital Outlay	0
<b>Total</b>	<b>\$664,184</b>

**PLANNING & COMMUNITY DEVELOPMENT**

Salaries & Wages	\$346,668
Charges & Services	66,905
Supplies & Materials	250
Capital Outlay	0
<b>Total</b>	<b>\$413,823</b>

**PLANNING BOARD**

Salaries & Wages	\$0
Charges & Services	11,400
Supplies & Materials	0
Capital Outlay	0
<b>Total</b>	<b>\$11,400</b>



**POLICE**

Salaries & Wages	\$24,435,704
Charges & Services	1,141,883
Supplies & Materials	143,665
Capital Outlay	320,324

<b>Total</b>	<b>\$26,041,576</b>
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**PUBLIC INFRASTRUCTURE**

Salaries & Wages	\$3,122,980
Charges & Services	935,567
Supplies & Materials	749,318
Capital Outlay	24,000

<b>Total</b>	<b>\$4,831,865</b>
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**PURCHASING**

Salaries & Wages	\$268,698
Charges & Services	101,847
Supplies & Materials	350
Capital Outlay	0

<b>Total</b>	<b>\$370,895</b>
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**RECREATION AND PARKS**

Salaries & Wages	\$504,700
Charges & Services	35,850
Supplies & Materials	3,120
Capital Outlay	12,610

<b>Total</b>	<b>\$556,280</b>
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**SCHOOL**

Salaries & Wages	\$110,341,356
General Expenses	36,408,644

<b>Total</b>	<b>\$146,750,000</b>
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**SNOW REMOVAL**

Charges & Services	\$450,000
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<b>Total</b>	<b>\$450,000</b>
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**SOLICITOR**

Salaries & Wages	\$890,785
Charges & Services	132,173
Supplies & Materials	6,500
Capital Outlay	0

<b>Total</b>	<b>\$1,029,458</b>
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**TOURISM / MARKETING**

Salaries & Wages	\$145,996
Charges & Services	290,000
Supplies & Materials	3,000
Capital Outlay	0

<b>Total</b>	<b>\$438,996</b>
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**TRAFFIC COMMISSION**

Salaries & Wages	\$245,119
Charges & Services	137,685
Supplies & Materials	35,900
Capital Outlay	75,000

<b>Total</b>	<b>\$493,704</b>
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**TREASURER**

Salaries & Wages	\$742,666
Charges & Services	253,318
Supplies & Materials	6,500
Capital Outlay	0
<b>Total</b>	<b>\$1,002,484</b>

**VETERANS**

Salaries & Wages	\$230,427
Charges & Services	2,412,550
Supplies & Materials	11,800
Capital Outlay	6,000
<b>Total</b>	<b>\$2,660,777</b>

**ZOO**

Salaries & Wages	\$1,265,427
Charges & Services	99,526
Supplies & Materials	242,500
Capital Outlay	24,445
<b>Total</b>	<b>\$1,631,898</b>

**GENERAL GOVERNMENT UNCLASSIFIED**

Charges & Services	\$9,287,548
<b>Total</b>	<b>\$9,287,548</b>

**GTR NB REFUSE MGMT DISTRICT**

Charges & Services	\$741,999
<b>Total</b>	<b>\$741,999</b>

**GTR NB REGIONAL VOC TECH HS**

Charges & Services	\$5,789,401
<b>Total</b>	<b>\$5,789,401</b>

**PENSION CONTRIBUTION**

Charges & Services	\$30,527,351
<b>Total</b>	<b>\$30,527,351</b>

**HEALTH INSURANCE**

Charges & Services	\$42,910,500
<b>Total</b>	<b>\$42,910,500</b>

**LIFE INSURANCE**

Charges & Services	\$261,221
<b>Total</b>	<b>\$261,221</b>

<b>TOTAL OPERATING BUDGET FROM ORDINARY REVENUE</b>	<b>\$331,552,933</b>
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# CITY OF NEW BEDFORD

## CITY COUNCIL

June 24, 2019

ORDERED: That in order to provide for the payment of current expenses of the City for the fiscal year beginning July 1, 2019, and ending June 30, 2020, the following sums set against the Airport account are hereby appropriated in twelve equal monthly increments from airport receipts of fiscal year, to be expended in accordance with the appropriation

### AIRPORT

Salaries & Wages	\$417,069
Charges & Services	\$249,457
Supplies & Materials	\$27,000
Debt Service/Other Uses	\$331,824
Total	\$1,025,350
Estimated Income from Operations	\$1,025,350
Difference to be Raised by Taxation	\$0



# CITY OF NEW BEDFORD

## CITY COUNCIL

June 24, 2019

ORDERED: That in order to provide for the payment of current expenses of the City for the fiscal year beginning July 1, 2019, and ending June 30, 2020, the following sums set against the Hotel and Lodging Tax are hereby appropriated in twelve equal monthly increments from municipal receipts of the fiscal year, to be expended in accordance with the appropriation

### ARTS, CULTURE AND TOURISM FUND

Charges & Services	\$104,244
Difference to be Raised by Taxation	\$0



# CITY OF NEW BEDFORD

## CITY COUNCIL

June 24, 2019

ORDERED: That in order to provide for the payment of current expenses of the City for the fiscal year beginning July 1, 2019 and ending June 30, 2020, the following sums set against the Cable Access Enterprise Fund account are hereby appropriated in twelve equal monthly increments from enterprise fund receipts of fiscal year, to be expended in accordance with the appropriation

### **CABLE ACCESS ENTERPRISE FUND**

Salaries & Wages	\$649,304
Charges & Services	\$320,080
Supplies & Materials	\$20,965
Capital Outlay	\$100,000
Other Uses	\$272,209
Total	\$1,362,558
Estimated Income from Operations	\$1,362,558
Difference to be Raised by Taxation	\$0



# CITY OF NEW BEDFORD

## CITY COUNCIL

June 24, 2019

ORDERED: That in order to provide for the payment of current expenses of the City for the fiscal year beginning July 1, 2019 and ending June 30, 2020, the sum of FORTY THOUSAND DOLLARS (\$40,000) now standing to the credit of the account of CCDA- TRAFFIC HANDICAP PARKING be and the same is hereby transferred and appropriated as follows:

### Commission for Citizens with Disabilities

CHARGES AND SERVICES..... \$35,000

CAPITAL OUTLAY.....\$5,000



# CITY OF NEW BEDFORD

## CITY COUNCIL

June 24, 2019

ORDERED: That in order to provide for the payment of current expenses of the City for the fiscal year beginning July 1, 2019 and ending June 30, 2020, the following sums set against the Downtown Parking account are hereby appropriated in twelve equal monthly increments from enterprise fund receipts of fiscal year, to be expended in accordance with the appropriation

### **DOWNTOWN PARKING**

Salaries & Wages	\$239,627
Charges & Services	\$250,459
Supplies & Materials	\$74,000
Capital Outlay	\$75,000
Debt Service/Other Uses	\$394,502
Total	\$1,033,588
Estimated Income from Operations	\$1,033,588
Difference to be Raised by Taxation	\$0



# CITY OF NEW BEDFORD

## CITY COUNCIL

June 24, 2019

ORDERED: That in order to provide for the payment of current expenses of the City for the fiscal year beginning July 1, 2019 and ending June 30, 2020, the following sums set against the DPI/Wastewater account are hereby appropriated in twelve equal monthly increments from wastewater receipts of the fiscal year, to be expended in accordance with the appropriation:

### WASTEWATER

Salaries & Wages	\$1,850,049
Charges & Services	\$11,587,196
Supplies & Materials	\$549,500
Capital Outlay	\$527,769
Debt Service/Other Charges	\$9,662,329
Total	\$24,176,843
Estimated Income from Operations	\$24,176,843
Difference to be Raised by Taxation	\$0





# CITY OF NEW BEDFORD

## CITY COUNCIL

June 24, 2019

ORDERED: That in order to provide for the payment of current expenses of the City for the fiscal year beginning July 1, 2019 and ending June 30, 2020, the following sums set against the DPI/Water account are hereby appropriated in twelve equal monthly increments from water receipts of the fiscal year, to be expended in accordance with the appropriation

### WATER

Salaries & Wages	\$4,584,084
Charges & Services	\$2,710,529
Supplies & Materials	\$1,241,500
Capital Outlay	\$176,799
Debt Service/Other Uses	\$8,087,792
Total	\$16,800,704
Estimated Income from Operations	\$16,800,704
Difference to be Raised by Taxation	\$0

