



**CITY OF
NEW BEDFORD**

FY 2019

ADOPTED BUDGET



Jonathan F. Mitchell, Mayor

**City of New Bedford, Massachusetts
Fiscal Year 2019
Adopted Budget**



Mayor Jonathan F. Mitchell

Ari J. Sky, Chief Financial Officer

Robert W. Ekstrom, City Auditor

Brennan M. Morsette, Assistant City Auditor

Christina E. Cotsoridis, Management & Performance Analyst

Sharon M. Thomas, Management & Performance 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

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, 2017

Christopher P. Morrill

Executive Director

FISCAL YEAR 2019 ADOPTED BUDGET
Table of Contents

Executive Summary

Mayor's Letter	1
General Fund Summary	10
Enterprise Fund Summary	15
Personnel History	18
Organizational Chart	19

Background

Community Profile	20
Long Range Financial Plan	25
Budget Process	26
Fund Structure and Uses	27
General Fund Revenue	29

Budget Narratives

General Fund

Assessors	35
Auditor	39
Chief Financial Officer	43
City Clerk	47
City Council	50
Clerk of Committees	53
Community Services	56
Debt Service	60
Elections	62
Emergency Medical Services	66
Environmental Stewardship	70
Facilities and Fleet Management	74
Fire	81
Health	86
Inspectional Services	91
Labor Relations	95
Library	100
Licensing	106
Management Information Systems	109
Mayor	114
Planning, Housing and Community Development (Planning Division)	117
Planning Board	122
Police	123
Public Infrastructure	131
Purchasing	138
Recreation and Parks	142
School	148
Snow Removal	149
Solicitor	150
Tourism and Marketing	155

FISCAL YEAR 2019 ADOPTED BUDGET

Table of Contents

Budget Narratives, continued ...

Traffic Commission	159
Treasurer	163
Veterans	168
Zoo	172
General Government Unclassified	178
Assessments	179
Health and Life Insurance	180
<u>Enterprise Fund</u>	
Airport	181
Arts, Culture and Tourism Fund	185
Commission for Citizens with Disabilities	186
Downtown Parking	187
Wastewater	191
Water	197
Capital Improvement Program	
Capital Improvement Program	204
Glossary and Supplemental Material	
Glossary of Terms.....	211
Financial Summaries	227
Financial Policies	235
Adopting Budget Orders	243

Executive Summary



CITY OF NEW BEDFORD

JONATHAN F. MITCHELL, MAYOR

September 1, 2018

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 2019, adopted by the City Council on June 25, 2018, and enacted on June 29, 2018, 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, 2018, through June 30, 2019.

Overview

Each year, the City faces challenges in developing our annual budget blueprint. In FY 2019, the challenge is particularly pronounced, as continuing increases in nondiscretionary expenses and the transition of grant-funded positions to the general fund will crowd out other services and the City's ability to direct resources toward other opportunities.

The "crowding out" that occurs as non-discretionary items consume a larger portion of the City budget has never been more apparent than in this budget. Nearly three-quarters of the FY 2019 budget is now predetermined by state mandates or regional agreements, and only a relatively small portion can be considered truly discretionary.

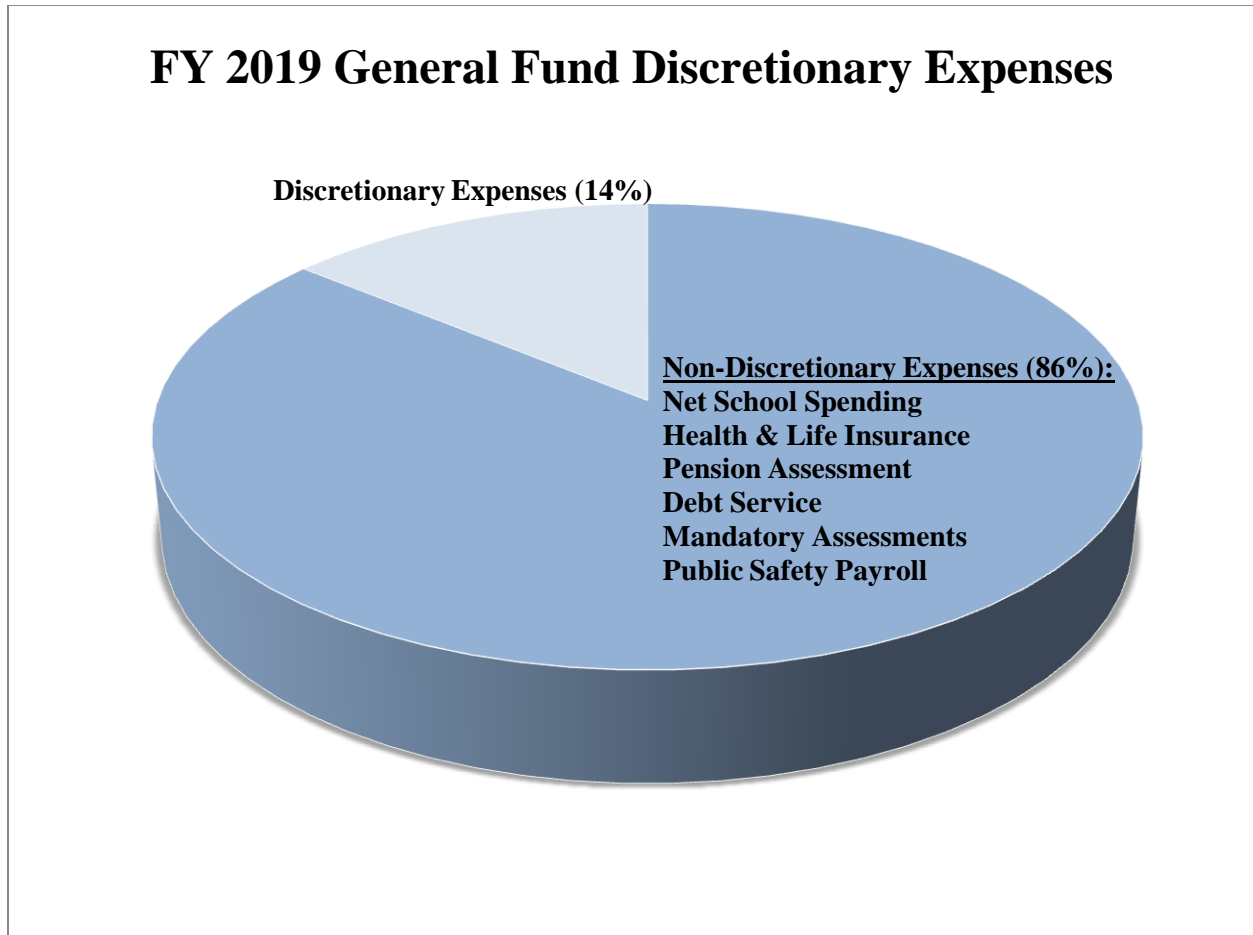
For example, more than 60% of the city government's general fund payroll consists of unionized public safety positions that are subject to a binding arbitration process that weakens the City's negotiating position, all but guarantees unaffordable outcomes, and leaves the City struggling to maintain current levels of service. Overall, nondiscretionary items, including the Net School Spending requirement and payroll components that are subject to binding arbitration account for 85% of the general fund's FY 2019 budget.

As you know, I have strongly 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,

and I remain ready to use all the tools at my disposal, including arbitration, to hold down these employee costs to the greatest extent possible.

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 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, making future reforms much more challenging. 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 ensure that our collaborative efforts will help identify and address the City's

core priorities within the current climate of fiscal constraint. I look forward to continuing this partnership as the new fiscal year gets underway.

Key Drivers

The FY 2019 budget was shaped by several factors that required us to make a number of 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:

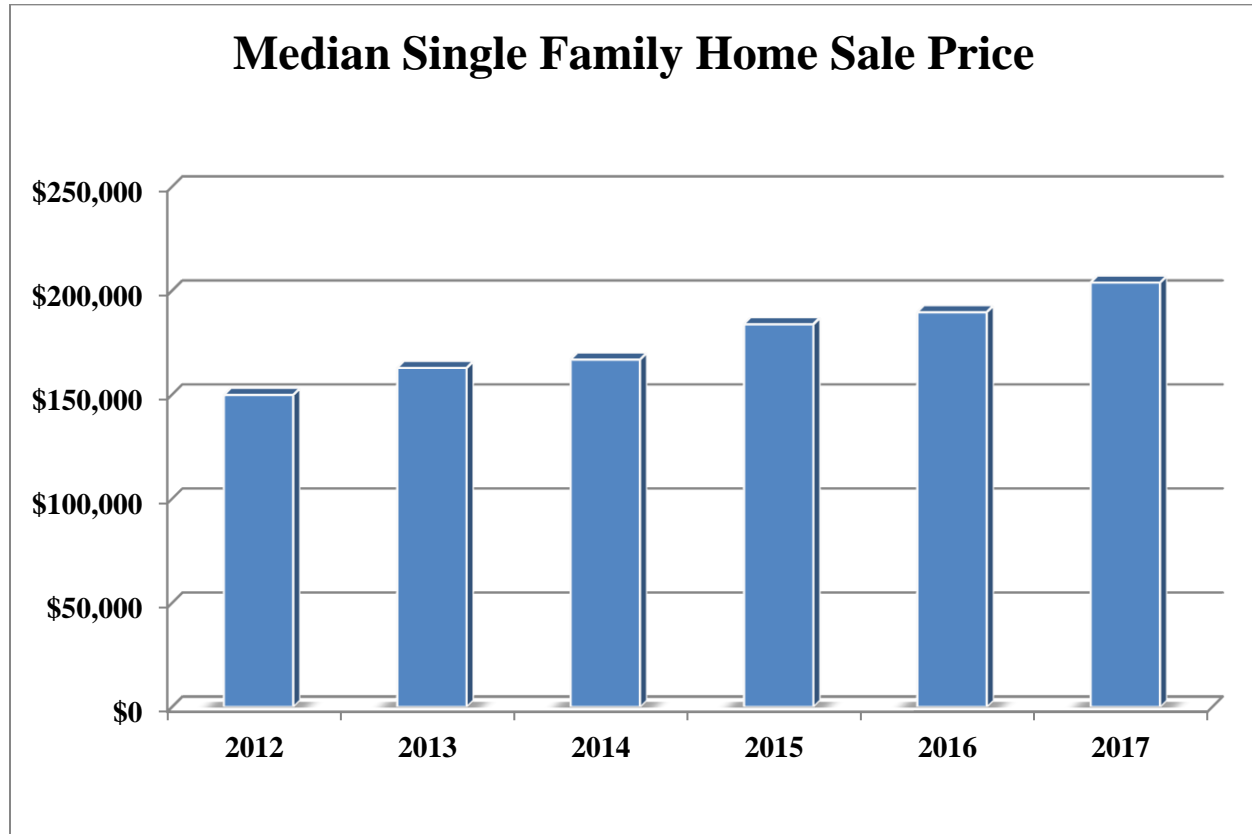
1. **Insufficient Revenue Growth:** Baseline revenue growth is insufficient to maintain pace with the costs of doing business. City departments requested approximately \$2.4 million to fund unmet needs, including required contractual increases, and the School Department requested a \$10 million increase to its budget over FY 2018. The FY 2019 budget is only able to accommodate \$0.8 million in department enhancements, while the School Department budget is increased by \$6.1 million to comply with the state's minimum spending requirements.
2. **The Expiration of a Major Federal Grant and Union Contract Costs:** The expiration of federal grant funding as well as collective bargaining will play a significant role in overall expenditures. The transfer of 21 firefighting positions, currently funded by the federal SAFER grant, will require about \$1.5 million annually, and new costs related to collective bargaining will total about \$3.1 million in FY 2019.
3. **Mandated Education Costs:** Net local support to operate the City's school system continues to rise, despite increases in state aid. The local share of School Department operating expenses required to meet Net School Spending requirements will increase by about \$1.4 million from FY 2018 to 2019. At the same time, the City's net obligation toward charter schools will total \$13.8 million, an increase of nearly \$1.6 million.
4. **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 \$2.1 million in additional general fund support.

Economic Overview

The New Bedford economy continues to experience a period of steady growth. According to the Massachusetts Office of Labor and Workforce Development, employment in the City has shown steady but significant growth, increasing by 2,538 jobs 2017, and by 5,494 jobs, or 13.6%, since 2012.

Other indicators of economic activity have also improved. The average single-family home sold for a median price of \$204,500 in 2017, a 7% increase over 2016, and the first year above \$200,000 since 2007, and sales volume totaled 1,280 in 2017, 15% higher than 2016, and the most active year since 2005.

In addition, motor vehicle excise tax revenue increased by nearly 36%, and meals tax and room occupancy revenue tax by nearly 32%, from 2012 through 2017. Building permit volume is also up by about 30% since 2012. Although these sources constitute a relatively small portion of general fund revenue, their performance is a good indicator of economic activity.



However, continued growth in the economy has not fully translated into construction-related growth in the tax base. New growth in 2017 exceeded \$2 million for the first time since 2007. 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 2019 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 combination of unfunded mandates, nondiscretionary expenses and the costs of maintaining essential services have resulted in significant increases to the City's tax levy over the past several years. The FY 2019 budget works to restrain the growth in spending to ensure that the cost of government remains affordable.

Progress to Date

Our efforts to craft an effective budget have benefited from a range of initiatives that we have implemented over the past four years. These reforms 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 received national recognition from the Government Finance Officers' Association, which awarded New Bedford its Distinguished Budget Presentation Award for the second year in a row. The City has advanced transparency efforts through its Open Checkbook initiative and the development of our first-ever Comprehensive Annual Financial Report (CAFR).
- Fleet management initiatives and tracking systems have ensured that the City is better prepared to respond to severe winter weather, and the City has reinvented its asset management practices by utilizing automated systems and integrating the data with its performance management program.
- The City's Emergency Medical Service has been revamped to enable the department to better respond to medical calls and manage workload.
- All municipal and employees are now paid biweekly and notified of their pay electronically. The move to biweekly pay is part of an ongoing program to improve the City's business processes, with such earlier initiatives as Voice Over IP telecommunications improvements and the new Employee Self-Service portal resulting in improved service quality at a cheaper 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 usage, in annual electricity consumption since FY 2014.

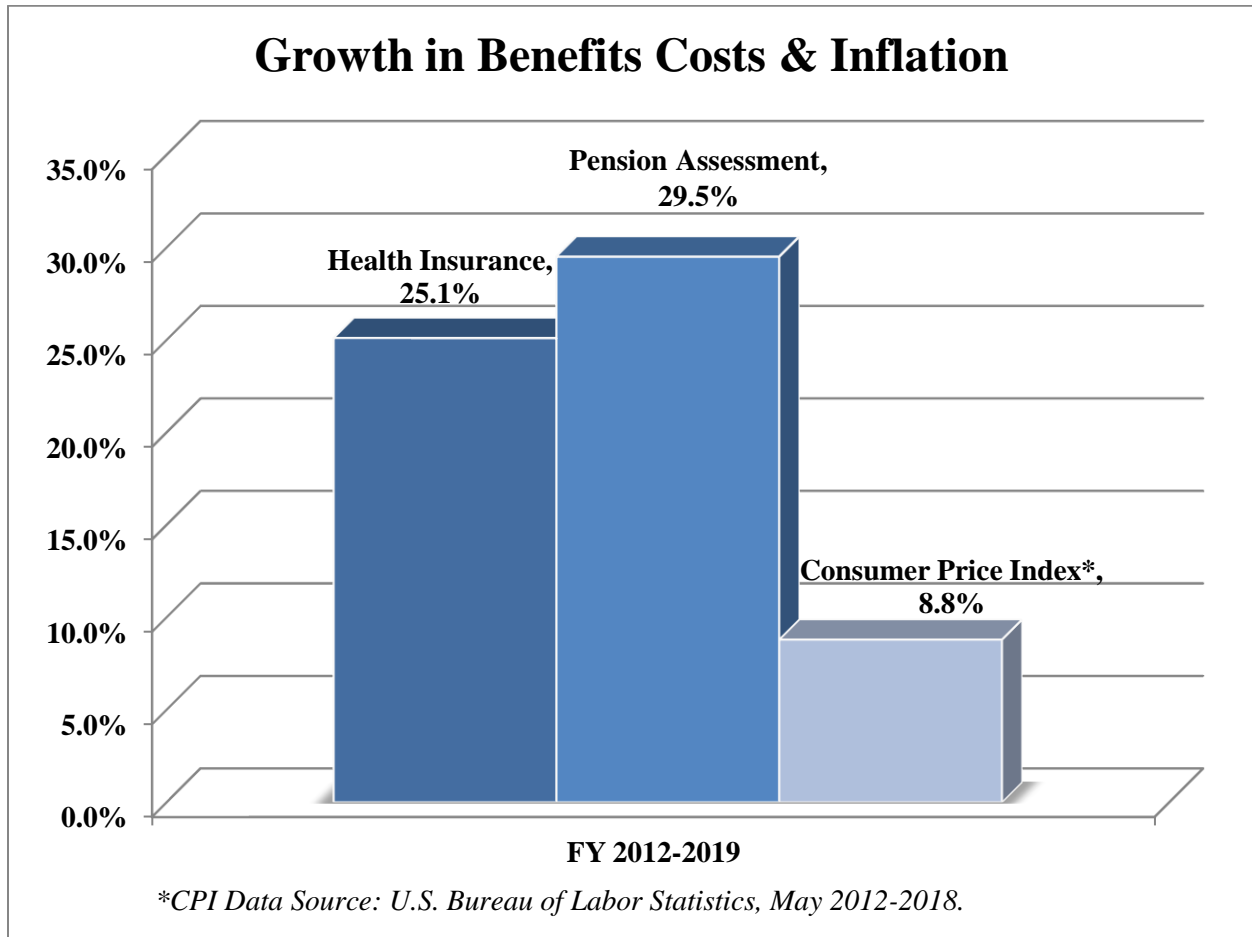
Projects Going Forward: Fiscal Restraint a Focus on Long-Term Stability

An extremely restrained and conservative approach to staffing and manpower has been, and continues to be, the hallmark of our budget blueprints, and essential to long-term stability. Since 2001, the number of full-time positions supported by the general fund has been reduced by 205 employees, or nearly 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).

Looking forward, we must continue to be vigilant about risks to the City's financial health, especially the growth in benefits costs. 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. That is why it is so important that we continue to discuss the path forward for health care, including the acceptance of state law allowing the City to implement health plan redesign.

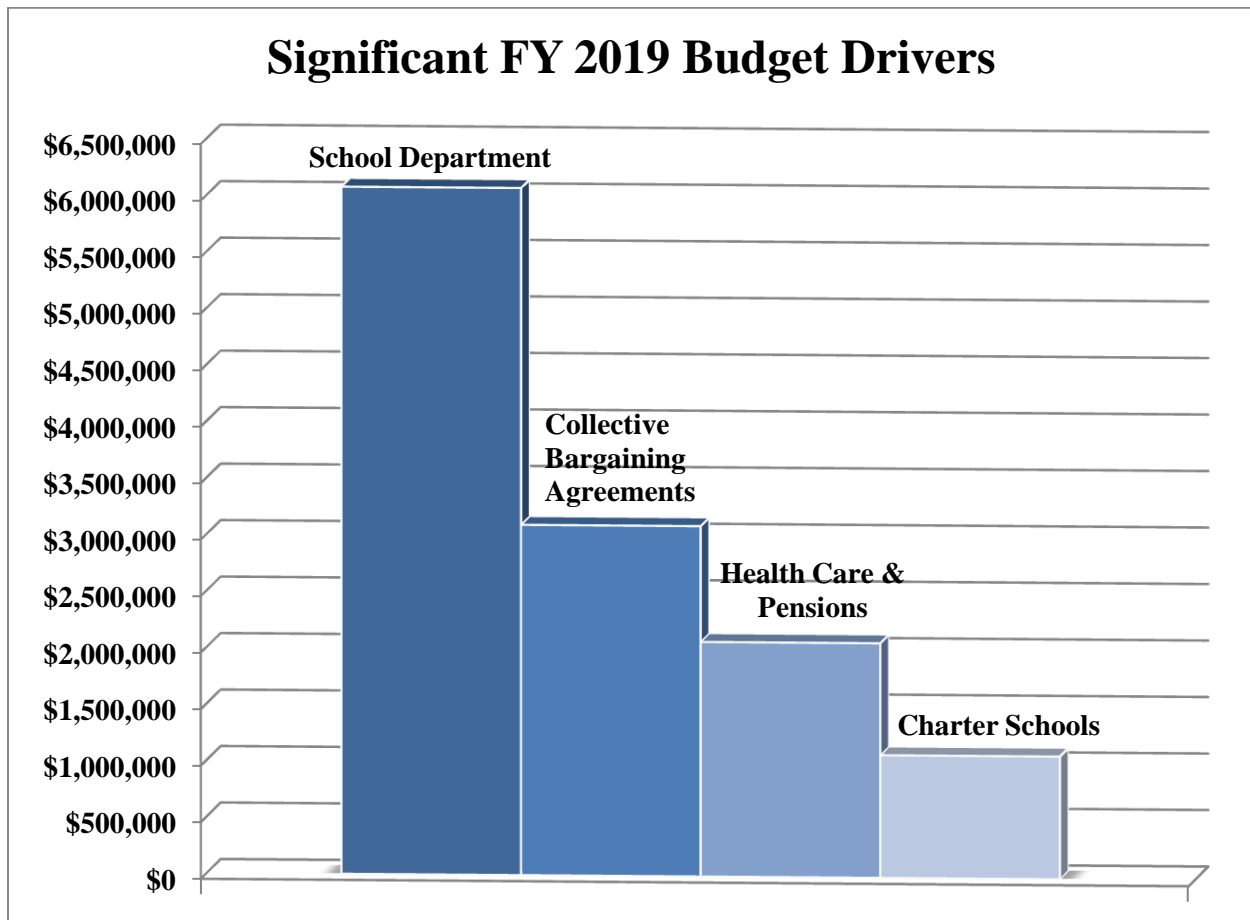
Our commitment to sustainability extends beyond the operating budget. The City's capital improvement plan is our vehicle for addressing decades of deferred maintenance. My administration will continue to work with the City Council to ensure that our most essential renovation and repair projects are funded.



The City must also be prepared for the unexpected. My administration is committed to establishing and maintaining a robust 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, such as the AFSCME furlough award, without placing an undue burden on the City's taxpayers. In addition, 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 constrained nature of the FY 2019 budget has necessitated a bottom-line review of every department's budget. Program expansion proposals have been deferred and, after accounting for

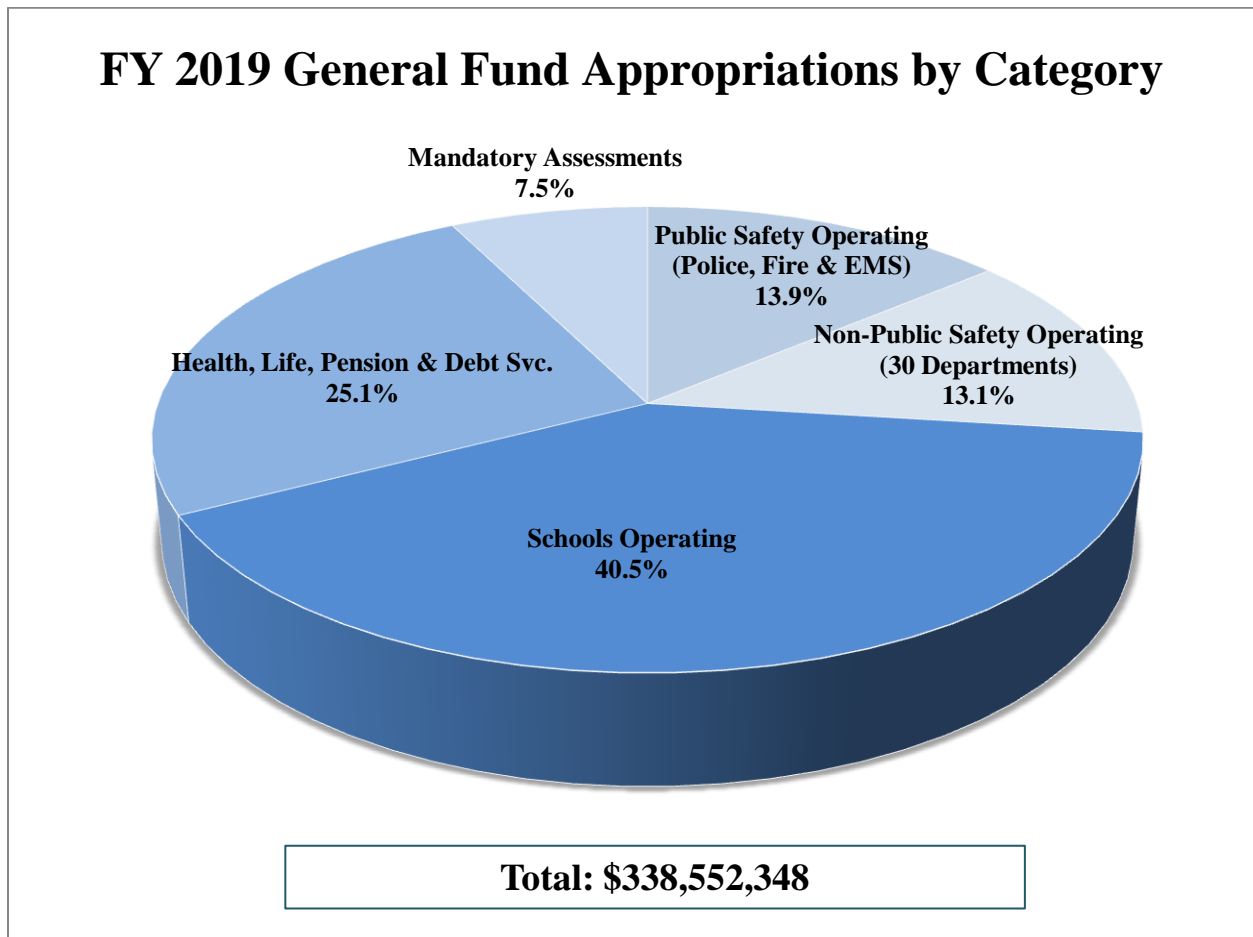
mandatory assessments and fixed costs, the limited remaining funding has been directed toward core service needs and to address anticipated shortfalls in departments' operating accounts. .



The FY 2019 budget totals \$379,156,780 of which the general fund is the largest component at \$338,552,348. The general fund budget benefits from a \$6.2 million increase in state aid, largely consisting of support for the school department and unrestricted general government aid, and partially offset by reductions in charter school reimbursements and veterans' benefits. Expenditures were restrained wherever possible in order to target the limited available resources toward core priorities.

The FY 2019 budget is heavily influenced by increases in fixed and mandated costs. After accounting for a partial prepayment in FY 2018, funding for the City's health insurance, pension and life insurance programs increases by \$2.1 million due to increased claims expenses and pension funding requirements. In addition, recently-executed collective bargaining agreements will require \$3.1 million, and general fund support for the Fire Department increases by \$0.8 million to account for the conversion of 21 firefighter positions from the expiring federal SAFER grant. Finally, funding for the School Department will increase by \$6.1 million to comply with the state's minimum spending requirements.

Mandatory assessments, most of which consist of funding for charter schools, are also consuming an increasing share of the City's resources. From FY 2010 through FY 2018, the net cost of funding charter school payments increased by \$9,799,708, or 397%. This trend continues in FY 2019, with the City's charter school assessment increasing by another \$1.1 million, while state reimbursements will decline by nearly \$0.5 million. As a result, the City's net obligation will approach \$14 million, significantly reducing the funding available to address the School Department's myriad needs.



Fixed costs and mandated assessments account for \$110.2 million, or 32.6%, of general fund expenditures in FY 2019, while Net School Spending requirements account for another \$136.8 million, or 40.4%, meaning that 73% 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 2019 budget includes little room for discretionary enhancements. The budget limits enhancements to two positions: a staff planner to assist with ongoing studies and economic development-related activity, and an associate city solicitor position, which will allow the Solicitor's Office to advance its focus on cost recovery and mitigating the impact of litigation.

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 2019 budget makes it clear that our work is not finished. The ongoing demands placed upon the general fund by mandatory assessments and benefits costs pose a continuing challenge to the City's ongoing fiscal sustainability, and limit our ability to fund initiatives that will move the City forward. 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 to address this issue.

Concluding Thoughts

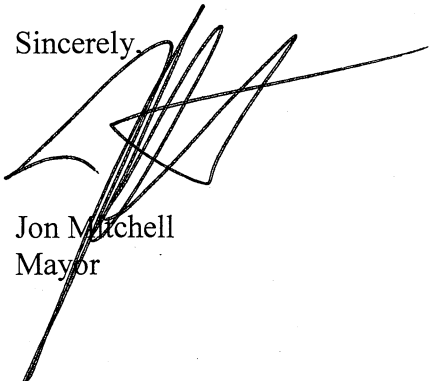
The development of the FY 2019 budget has been greatly aided by the active engagement of the City Council, utilizing the mechanisms that we have built together to ensure that everyone's priorities are heard, and that the City's core needs are addressed. Institutions such as the City Council's Budget Review Committee have played an essential role in our efforts to navigate our fiscal challenges and I look forward to continuing our partnership in the weeks ahead.

Despite the challenging budgetary environment, there is cause for optimism in that New Bedford's economy is gaining momentum. The City's major businesses have generated a rising tide of job creation, and the Massachusetts Department of Labor reports that the number of employed City residents has grown by 5,494 since 2012. Improvements to the economy have also begun to have a material impact on property values. The City's overall valuation began to reverse its long slide from the Great Recession in 2016, and the overall valuation has increased by 12.7% since 2014. Current indications are that we can expect additional growth in FY 2019, with property values projected to increase by at least 5% overall.

However, the central fact remains that the city government is seriously constrained. Fixed and mandated costs continue to grow faster than the City's resources. The FY 2019 budget is therefore largely driven by required increases resulting from net school spending obligations, collective bargaining agreements, expired grants and fringe benefits. The state's failure to meet its statutory and policy commitments, particularly as related to the school foundation budget and charter schools, means that the City's taxpayers are being asked to pay a larger share. We therefore have no choice but to adhere to a disciplined approach to managing the City's finances – one that extracts the greatest possible value from every tax dollar.

I know that the City Council shares these same sentiments, and that is why I am confident that we will continue working together in the weeks to implement an FY 2019 budget that ensures a secure and successful future for our residents. Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read 'Jon Mitchell', written over a horizontal line.

Jon Mitchell
Mayor

GENERAL FUND

DESCRIPTION	FY 2017 ACTUAL	FY 2018 ADOPTED	FY 2018 REVISED	FY 2019 ADOPTED	FY 18-19 CHANGE (%)
REVENUE					
State Aid					
Education					
Chapter 70 School Aid	\$132,385,624	\$137,925,032	\$137,925,032	\$143,948,778	4.4%
School Construction	2,415,573	2,415,573	2,415,573	2,459,561	1.8%
Charter School Reimbursements	1,735,542	2,311,717	2,311,717	1,845,846	-20.2%
<u>School Lunch Programs</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	0.0%
Subtotal, Education State Aid:	\$136,536,739	\$142,652,322	\$142,652,322	\$148,254,185	3.9%
General Government					
Veterans Benefits	\$2,254,877	\$2,333,469	\$2,333,469	\$2,111,802	-9.5%
Unrestricted General Government Aid	22,118,299	22,980,913	22,980,913	23,785,245	3.5%
Abatements (Elderly)	490,136	490,136	490,136	470,644	-4.0%
State-Owned Land	13,670	13,658	13,658	18,666	36.7%
Public Libraries	150,393	155,328	155,328	153,831	-1.0%
<u>Raised on Recap</u>	<u>(150,393)</u>	<u>(155,328)</u>	<u>(155,328)</u>	<u>(153,837)</u>	-1.0%
Subtotal, General Government:	\$24,876,982	\$25,818,176	\$25,818,176	\$26,386,351	2.2%
Total, State Aid:	\$161,413,721	\$168,470,498	\$168,470,498	\$174,640,536	3.7%
Real Estate & Personal Property:					
Real Estate & Personal Property:	\$114,789,586	\$116,856,698	\$118,531,698	\$124,215,025	6.3%
Total, Real Estate & Personal Property:	\$114,789,586	\$116,856,698	\$118,531,698	\$124,215,025	6.3%
Local Receipts					
Motor Vehicle Excise	\$7,881,469	\$8,100,000	\$8,100,000	\$8,200,000	1.2%
Other Excise	1,425,326	1,600,000	1,600,000	1,500,000	-6.3%
Penalties & Interest	2,668,975	2,600,000	2,600,000	2,600,000	0.0%
Payments in Lieu of Taxes	304,394	304,400	304,400	295,000	-3.1%
Tipping Fees	34,858	35,000	35,000	37,500	7.1%
Cemeteries	517,764	500,000	500,000	500,000	0.0%
Library	17,334	16,200	16,200	16,200	0.0%
<u>Schools</u>	<u>294,503</u>	<u>700,000</u>	<u>700,000</u>	<u>700,000</u>	0.0%
Subtotal, Local Receipts	\$13,144,623	\$13,855,600	\$13,855,600	\$13,848,700	0.0%
Other Departmental Revenue					
Assessors	\$1,126	\$900	\$900	\$1,000	11.1%
Auditors	3,107	2,900	2,900	2,900	0.0%
Elections	956	1,300	1,300	1,300	0.0%
Emergency Medical Services	5,273,321	5,636,000	5,636,000	6,000,000	6.5%
Facilities & Fleet Management	159,438	145,000	145,000	145,000	0.0%
Fire	255,061	270,000	270,000	230,000	-14.8%
Health Ins. Reimb. (Grants/School)	1,880,234	2,200,000	2,200,000	2,693,000	22.4%
Health	143,014	200,000	200,000	227,000	13.5%
Mgmt. Information Systems	28,800	28,800	28,800	28,800	0.0%
Medicaid Reimbursement	3,565,586	2,100,000	2,100,000	2,540,000	21.0%
Municipal Liens	153,850	130,000	130,000	130,000	0.0%

GENERAL FUND

DESCRIPTION	FY 2017 ACTUAL	FY 2018 ADOPTED	FY 2018 REVISED	FY 2019 ADOPTED	FY 18-19 CHANGE (%)
<u>REVENUE, continued...</u>					
Planning Board	\$12,675	\$10,000	\$10,000	\$10,000	0.0%
Police	594,156	258,950	258,950	258,950	0.0%
Public Infrastructure	51,703	58,000	58,000	58,000	0.0%
Purchasing	0	0	0	0	0.0%
Recreation & Parks	84,738	10,500	10,500	15,000	42.9%
Solicitor	7,010	4,000	4,000	7,650	91.3%
Traffic	1,064,313	1,475,000	1,475,000	1,475,000	0.0%
Treasurer	836,082	468,862	468,862	468,862	0.0%
Veterans	28,145	25,000	25,000	15,000	-40.0%
Zoo	471,091	510,000	510,000	539,000	5.7%
<u>Indirects (Library/Grants)</u>	<u>959,384</u>	<u>987,600</u>	<u>987,600</u>	<u>845,600</u>	<u>-14.4%</u>
Subtotal, Other Departmental Revenue:	\$15,573,790	\$14,522,812	\$14,522,812	\$15,692,062	8.1%
<u>Licenses & Permits</u>					
Building	\$1,229,297	\$1,300,000	\$1,300,000	\$1,300,000	0.0%
City Clerk	515,212	515,000	515,000	515,000	0.0%
Engineering	20,810	13,000	13,000	18,000	38.5%
Health	321,243	225,000	225,000	212,500	-5.6%
<u>Licensing</u>	<u>668,478</u>	<u>669,000</u>	<u>669,000</u>	<u>662,000</u>	<u>-1.0%</u>
Subtotal, Licenses & Permits:	\$2,755,040	\$2,722,000	\$2,722,000	\$2,707,500	-0.5%
<u>Miscellaneous Revenue</u>					
Special Assessments	\$72	\$100	\$100	\$100	0.0%
County Fines & Forfeitures	98,528	208,000	208,000	208,000	0.0%
Investment Income	307,490	325,000	325,000	350,000	7.7%
<u>Miscellaneous Non Recurring</u>	<u>254,934</u>	<u>200,000</u>	<u>200,000</u>	<u>250,000</u>	<u>25.0%</u>
Subtotal, Miscellaneous Revenue:	\$661,024	\$733,100	\$733,100	\$808,100	10.2%
Total, Local Receipts:	\$32,134,477	\$31,833,512	\$31,833,512	\$33,056,362	3.8%
<u>Other Financing Sources</u>					
Comm for Citizens w/ Disabilities	\$14,993	\$15,000	\$15,000	\$0	-100.0%
Cemetery Sale of Lots		0	0	0	0.0%
Other Available Funds	3,035,908	0	2,327,174	0	0.0%
Indirects (Enterprise Funds)	4,124,687	6,296,637	6,296,637	6,640,425	5.5%
Free Cash	700,000	0	1,476,004	0	0.0%
<u>Use of Fund Balance</u>	<u>0</u>	<u>0</u>	<u>123,033</u>	<u>0</u>	<u>0.0%</u>
Total, Other Financing Sources:	\$7,875,588	\$6,311,637	\$10,237,848	\$6,640,425	5.2%
Total Revenue and Other Financing Sources:	\$316,213,372	\$323,472,345	\$329,073,556	\$338,552,348	4.7%

GENERAL FUND

DESCRIPTION	FY 2017 ACTUAL	FY 2018 ADOPTED	FY 2018 REVISED	FY 2019 ADOPTED	FY 18-19 CHANGE (%)
EXPENDITURES					
<u>General Government</u>					
Assessors	\$609,209	\$658,364	\$712,797	\$715,559	8.7%
Auditor	372,700	423,239	452,634	442,496	4.5%
Chief Financial Officer	290,409	303,631	303,631	313,981	3.4%
City Clerk	310,938	332,561	353,039	345,455	3.9%
City Council	477,363	531,450	530,450	545,624	2.7%
Clerk of Committees	122,599	136,302	136,302	142,291	4.4%
Elections	375,311	335,828	348,913	386,133	15.0%
Env. Stewardship	304,684	340,635	480,635	354,298	4.0%
Fac. & Fleet Mgmt.	7,686,895	8,199,221	8,707,226	8,475,000	3.4%
Labor Relations	324,227	358,477	365,911	380,902	6.3%
Licensing	111,326	116,392	123,368	122,287	5.1%
Mayor	595,346	525,786	623,286	637,646	21.3%
MIS	1,189,862	1,368,743	1,389,386	1,535,850	12.2%
Plng. & Comm. Development	281,280	388,700	328,700	443,921	14.2%
Planning Board	10,807	11,400	11,400	11,400	0.0%
Purchasing	330,758	378,583	349,635	379,962	0.4%
Solicitor	851,703	897,403	942,403	954,719	6.4%
Treasurer	1,605,354	891,606	2,261,717	932,730	4.6%
<u>Gen. Govt. Unclassified</u>	<u>9,629,686</u>	<u>8,921,290</u>	<u>9,841,878</u>	<u>10,164,482</u>	13.9%
Total, General Govt.:	\$25,480,457	\$25,119,611	\$28,263,311	\$27,284,736	8.6%
<u>Public Safety</u>					
Emergency Medical Services	\$3,125,598	\$3,223,322	\$3,229,101	\$3,306,160	2.6%
Fire	17,101,105	16,579,126	17,545,870	18,022,285	8.7%
<u>Police</u>	<u>24,566,431</u>	<u>24,879,549</u>	<u>25,887,274</u>	<u>25,738,712</u>	3.5%
Total, Public Safety:	\$44,793,134	\$44,681,997	\$46,662,245	\$47,067,157	5.3%
<u>Highways & Streets</u>					
Public Infrastructure	\$4,573,712	\$4,657,424	\$4,887,064	\$4,825,387	3.6%
Snow Removal	520,367	450,000	450,000	450,000	0.0%
<u>Traffic Commission</u>	<u>462,917</u>	<u>508,902</u>	<u>496,195</u>	<u>529,446</u>	4.0%
Total, Highways & Streets:	\$5,556,996	\$5,616,326	\$5,833,259	\$5,804,833	3.4%
<u>Inspectional Services</u>					
<u>Inspectional Services</u>	<u>\$865,659</u>	<u>\$981,809</u>	<u>\$1,043,193</u>	<u>\$1,010,026</u>	2.9%
Total, Inspectional Services:	\$865,659	\$981,809	\$1,043,193	\$1,010,026	2.9%
<u>Human Services</u>					
Community Services	\$1,038,750	\$1,080,074	\$1,083,074	\$1,110,645	2.8%
Health	884,211	962,998	1,092,784	1,145,878	19.0%
Comm. For Citizens w/ Disabilities	14,993	15,000	15,000	0	-100.0%
<u>Veterans</u>	<u>3,071,961</u>	<u>3,238,293</u>	<u>3,062,832</u>	<u>2,947,757</u>	-9.0%
Total, Human Services:	\$5,009,915	\$5,296,365	\$5,253,690	\$5,204,280	-1.7%

GENERAL FUND

DESCRIPTION	FY 2017 ACTUAL	FY 2018 ADOPTED	FY 2018 REVISED	FY 2019 ADOPTED	FY 18-19 CHANGE (%)
<u>EXPENDITURES, continued ...</u>					
<u>Culture & Recreation</u>					
Library	\$2,170,836	\$2,333,886	\$2,488,802	\$2,418,352	3.6%
Parks, Recreation & Beaches	416,489	450,305	443,305	475,926	5.7%
Tourism/Marketing	455,449	431,167	431,167	437,739	1.5%
<u>Zoo</u>	<u>1,470,771</u>	<u>1,584,305</u>	<u>1,678,010</u>	<u>1,583,299</u>	-0.1%
Total, Culture & Recreation:	\$4,513,545	\$4,799,663	\$5,041,284	\$4,915,316	2.4%
<u>School</u>					
School Department	\$127,398,395	\$130,950,000	\$130,950,000	\$137,030,000	4.6%
Total, School Department:	\$127,398,395	\$130,950,000	\$130,950,000	\$137,030,000	4.6%
<u>Debt Service</u>					
Principal & Interest	\$11,389,849	\$11,299,614	\$11,299,614	\$11,779,220	4.2%
Total, Debt Service:	\$11,389,849	\$11,299,614	\$11,299,614	\$11,779,220	4.2%
<u>Health & Life Insurance</u>					
Health Insurance	\$39,500,000	\$43,000,000	\$43,000,000	\$44,000,000	2.3%
<u>Life Insurance</u>	<u>267,304</u>	<u>275,000</u>	<u>275,000</u>	<u>275,000</u>	0.0%
Total, Health & Life Ins.:	\$39,767,304	\$43,275,000	\$43,275,000	\$44,275,000	2.3%
<u>Assessments</u>					
Greater NB Refuse Mgmt.	\$704,590	\$693,368	\$693,368	\$713,962	3.0%
Greater NB Regional VocTech	5,514,689	5,394,607	5,394,607	5,632,744	4.4%
<u>Pension</u>	<u>26,724,377</u>	<u>27,741,711</u>	<u>27,741,711</u>	<u>28,817,471</u>	3.9%
Total, Assessments:	\$32,943,656	\$33,829,686	\$33,829,686	\$35,164,177	3.9%
Total Appropriations:	\$297,718,910	\$305,850,071	\$311,451,282	\$319,534,745	4.5%
<u>State & County Assessments</u>					
County Tax	\$610,646	\$617,006	\$617,006	\$632,431	2.5%
Ret. Employees Hlth. Insurance	0	0	0	0	0.0%
Mosquito Control Projects	96,972	98,215	98,215	102,176	4.0%
Air Pollution Districts	21,544	21,449	21,449	21,892	2.1%
Parking Surcharge	299,800	299,800	299,800	299,800	0.0%
Regional Transit Authority	1,009,095	1,179,064	1,179,064	1,211,498	2.8%
Special Education (Ch. 71B)	99,709	103,698	103,698	79,269	-23.6%
School Choice Sending Tuition	827,769	723,490	723,490	1,005,714	39.0%
<u>Charter School Sending Tuition</u>	<u>12,175,962</u>	<u>14,579,552</u>	<u>14,579,552</u>	<u>15,664,823</u>	7.4%
Total, State & Cty. Assessments:	\$15,141,497	\$17,622,274	\$17,622,274	\$19,017,603	7.9%
Total Appropriations & Other Uses:	\$312,860,407	\$323,472,345	\$329,073,556	\$338,552,348	4.7%
Excess/(Deficit):	\$3,352,965	\$0	\$0	\$0	

GENERAL FUND

DESCRIPTION	FY 2017 ACTUAL	FY 2018 ADOPTED	FY 2018 REVISED	FY 2019 ADOPTED	FY 18-19 CHANGE (%)
<u>Total Appropriations by Classification</u>					
Salaries and Wages	\$59,153,076	\$61,064,521	\$63,765,545	\$64,212,428	5.2%
Charges and Services	20,216,905	19,741,212	20,781,951	21,137,165	7.1%
Supplies and Materials	3,306,194	3,264,316	3,355,483	3,323,460	1.8%
Capital Outlay	1,809,800	1,875,722	1,940,081	2,063,295	10.0%
Snow Removal	520,367	450,000	450,000	450,000	0.0%
Education	127,398,395	130,950,000	130,950,000	137,030,000	4.6%
Debt Service	11,389,849	11,299,614	11,299,614	11,779,220	4.2%
Health & Life Insurance	39,767,304	43,275,000	43,275,000	44,275,000	2.3%
Pension Contributions	26,724,377	27,741,711	27,741,711	28,817,471	3.9%
Voke/Refuse Assessments	6,219,279	6,087,975	6,087,975	6,346,706	4.2%
<u>Other Financing</u>	<u>1,213,364</u>	<u>100,000</u>	<u>1,803,922</u>	<u>100,000</u>	0.0%
GENERAL FUND APPROPRIATIONS:	\$297,718,910	\$305,850,071	\$311,451,282	\$319,534,745	4.5%

ENTERPRISE FUNDS

DESCRIPTION	FY 2017 ACTUAL	FY 2018 ADOPTED	FY 2018 REVISED	FY 2019 ADOPTED	FY 18-19 CHANGE (%)
-------------	-------------------	--------------------	--------------------	--------------------	------------------------

AIRPORT ENTERPRISE FUND

Revenue					
Departmental Revenue	\$69,532	\$101,100	\$101,100	\$75,711	-25.1%
Airport Revenue	769,699	845,200	845,200	903,556	6.9%
Free Cash	<u>0</u>	<u>0</u>	<u>126,548</u>	<u>0</u>	0.0%
Total Revenue:	\$839,231	\$946,300	\$1,072,848	\$979,267	3.5%
Expenditures					
Personnel Services	\$278,016	\$385,927	\$458,316	\$400,070	3.7%
Purchase of Services	246,952	150,335	150,335	149,812	-0.3%
Supplies	24,745	28,919	28,919	29,369	1.6%
Capital Outlay	255,119	0	0	0	0.0%
Debt Service/Other Uses	<u>418,645</u>	<u>381,119</u>	<u>435,278</u>	<u>400,016</u>	5.0%
Total Expenditures:	\$1,223,477	\$946,300	\$1,072,848	\$979,267	3.5%

Excess/(Deficit):	(\$384,246)	\$0	\$0	\$0	
--------------------------	--------------------	------------	------------	------------	--

ARTS AND CULTURE SPECIAL REVENUE FUND

Revenue					
Other Excise	<u>\$0</u>	<u>\$100,000</u>	<u>\$100,000</u>	<u>\$102,000</u>	2.0%
Total Revenue:	\$0	\$100,000	\$100,000	\$102,000	2.0%
Expenditures					
Purchase of Services	<u>\$0</u>	<u>\$100,000</u>	<u>\$100,000</u>	<u>\$102,000</u>	2.0%
Total Expenditures:	\$0	\$100,000	\$100,000	\$102,000	2.0%

Excess/(Deficit):	\$0	\$0	\$0	\$0	
--------------------------	------------	------------	------------	------------	--

COMMISSION FOR CITIZENS WITH DISABILITIES SPECIAL REVENUE FUND

Revenue					
HP Parking Fines	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$30,996</u>	100.0%
Total Revenue:	\$0	\$0	\$0	\$30,996	100.0%
Expenditures					
Purchase of Services	\$0	\$0	\$0	\$25,996	<u>100.0%</u>
Capital Outlay	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$5,000</u>	<u>100.0%</u>
Total Expenditures:	\$0	\$0	\$0	\$30,996	100.0%

Excess/(Deficit):	\$0	\$0	\$0	\$0	
--------------------------	------------	------------	------------	------------	--

ENTERPRISE FUNDS

DESCRIPTION	FY 2017 ACTUAL	FY 2018 ADOPTED	FY 2018 REVISED	FY 2019 ADOPTED	FY 18-19 CHANGE (%)
-------------	-------------------	--------------------	--------------------	--------------------	------------------------

DOWNTOWN PARKING ENTERPRISE FUND

Revenue					
Departmental Revenue	\$859,711	\$894,141	\$894,141	\$866,341	-3.1%
Other	<u>6,819</u>	<u>12,000</u>	<u>12,000</u>	<u>\$12,000</u>	0.0%
Total Revenue:	\$866,530	\$906,141	\$906,141	\$878,341	-3.1%

Expenditures					
Personnel Services	\$275,158	\$312,643	\$312,643	\$233,800	-25.2%
Purchase of Services	118,273	131,134	131,134	131,134	0.0%
Supplies	22,663	105,000	105,000	105,000	0.0%
Capital Outlay	201,721	0	0	0	0.0%
Debt Service/Other Uses	<u>282,530</u>	<u>357,364</u>	<u>357,364</u>	<u>408,407</u>	14.3%
Total Expenditures:	\$900,345	\$906,141	\$906,141	\$878,341	-3.1%

Excess/(Deficit):	(\$33,815)	\$0	\$0	\$0	
--------------------------	-------------------	------------	------------	------------	--

WASTEWATER ENTERPRISE FUND

Revenue					
Special Assessments	\$17,148	\$8,000	\$8,000	\$12,000	50.0%
Sewer Liens	431,070	130,000	130,000	130,000	0.0%
Other Financing Uses	0	0	109,558	0	0.0%
Use of Fund Balance	0	0	7,864	0	0.0%
Usage Charges	<u>21,384,349</u>	<u>21,546,118</u>	<u>21,546,120</u>	<u>23,135,200</u>	7.4%
Total Revenue:	\$21,832,567	\$21,684,118	\$21,801,542	\$23,277,200	7.3%

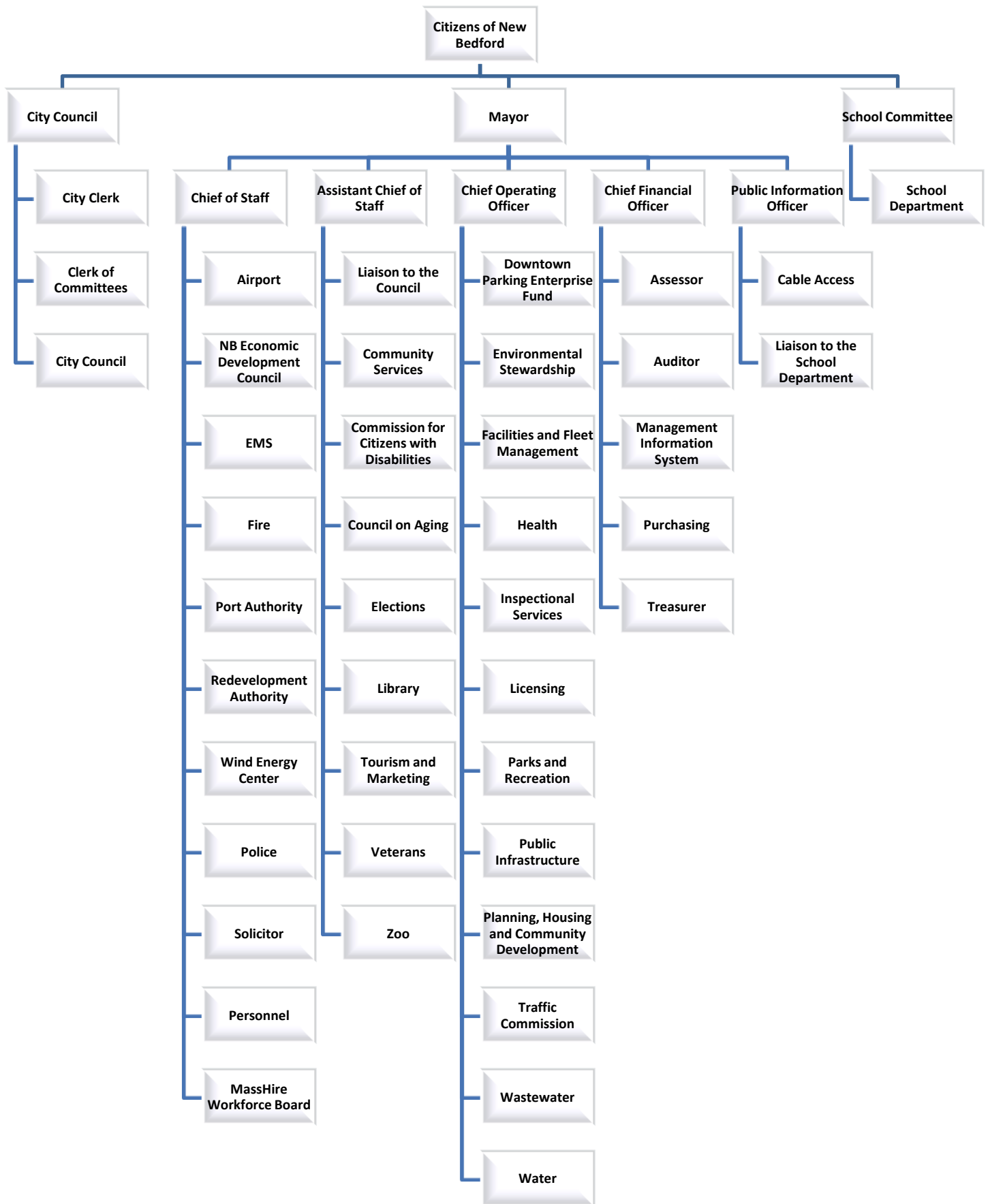
Expenditures					
Personnel Services	\$1,378,754	\$1,654,340	\$1,763,898	\$1,789,651	8.2%
Purchase of Services	9,158,728	9,203,950	9,211,816	10,005,859	8.7%
Supplies	422,716	514,871	514,871	541,000	5.1%
Capital Outlay	1,089,402	1,150,000	1,150,000	1,187,977	3.3%
Debt Service	7,023,347	6,986,513	6,986,513	7,384,000	5.7%
Indirect Charges	<u>1,591,581</u>	<u>2,174,444</u>	<u>2,174,444</u>	<u>2,368,713</u>	8.9%
Total Expenditures:	\$20,664,528	\$21,684,118	\$21,801,542	\$23,277,200	7.3%

Excess/(Deficit):	\$1,168,039	\$0	\$0	\$0	
--------------------------	--------------------	------------	------------	------------	--

ENTERPRISE FUNDS

DESCRIPTION	FY 2017 ACTUAL	FY 2018 ADOPTED	FY 2018 REVISED	FY 2019 ADOPTED	FY 18-19 CHANGE (%)
WATER ENTERPRISE FUND					
Revenue					
Departmental Revenue	\$60,608	\$51,500	\$51,500	\$26,500	-48.5%
Free Cash	0	0	2,908,031	\$0	0.0%
Other Financing Uses	2,000,000	0	208,821	\$0	0.0%
Use of Fund Balance	0	0	28,207	\$0	0.0%
Water Liens	213,970	150,000	150,000	\$150,000	0.0%
<u>Usage Charges</u>	<u>12,969,708</u>	<u>13,358,484</u>	<u>13,358,485</u>	<u>\$15,160,128</u>	13.5%
Total Revenue:	\$15,244,286	\$13,559,984	\$16,705,044	\$15,336,628	13.1%
Expenditures					
Personnel Services	\$3,287,708	\$4,022,967	\$3,931,788	\$4,349,631	8.1%
Purchase of Services	1,868,826	1,902,259	2,370,527	2,161,740	13.6%
Supplies	1,089,202	1,183,400	1,193,340	1,323,659	11.9%
Capital Outlay	202,443	316,000	691,000	779,998	146.8%
Debt Service	6,375,540	2,573,241	4,956,272	2,890,000	12.3%
<u>Indirect Charges</u>	<u>2,162,258</u>	<u>3,562,117</u>	<u>3,562,117</u>	<u>3,831,600</u>	7.6%
Total Expenditures:	\$14,985,977	\$13,559,984	\$16,705,044	\$15,336,628	13.1%
Excess/(Deficit):	\$258,309	\$0	\$0	\$0	

DEPARTMENT	FY 2017 BUDGET	FY 2018 ADOPTED	FY 2019 ADOPTED
<u>General Government</u>			
Assessors	11	11	12
Auditor	7	7	7
Chief Financial Officer	3	3	3
City Clerk	6	6	6
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	220	221	221
Health	19	20	20
Inspectional Services	16	17	17
Labor Relations	6	6	6
Library	26	28	28
Licensing	2	2	2
Management Information Systems	10	10	10
Mayor	7	7	7
Planning & Community Development	7	7	8
Police	311	310	311
Public Infrastructure	66	66	66
Purchasing	5	5	5
Recreation & Parks	5	5	5
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>28</u>
Subtotal:	944	948	951
<u>Enterprise Funds</u>			
New Bedford Airport	6	7	7
Downtown Parking	9	9	7
Wastewater	33	33	36
<u>Water</u>	<u>84</u>	<u>83</u>	<u>87</u>
Subtotal, Enterprise Funds:	132	132	137
Total, City Government:	1,076	1,080	1,088
School Department	1,871	1,922	1,928



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	
Government	
Settled	1640
Incorporated	1847
State	Massachusetts
County	Bristol
Government Type	Strong Mayor- Council
Mayoral Term (years)	2
Council Term (years)	2
District Councilors	6
At-Large Councilors	5
U.S. House of Reps. (MA)	9
Electoral Votes (MA)	11
People	
Population (2010)	95,072
% of State	1.45%
% Growth (from 2000)	1.40%
% Non-white/Hispanic	16.11%
% White/Non-Hispanic	72.17%
% African American	9.69%
Median Age (years)	36.6
Geography	
Neighborhoods	4
Land area (Sq. miles)	20
Water area (Sq. miles)	4.1
Density (Pop./Sq. miles)	4,754
Public Road Mileage	290
Climate	
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/yea	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
2018*	47,283	6.4%	3.6%	4.1%
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%
2013	44,560	13.5%	7.1%	7.4%

*2018 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 12,626 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
Preschool	609	575	531	543	475	565
Elementary	6,621	6,982	7,086	7,135	7,176	6,969
Middle	2,772	2,645	2,692	2,809	2,844	2,997
High	2,549	2,543	2,256	2,194	2,145	2,095
Total	12,551	12,745	12,565	12,681	12,640	12,626

Governance

New Bedford is governed by an elected mayor who acts as Chief Executive Officer on a biennial term, and an eleven member 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 34 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 tax base has grown by \$7.8 million.
- 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
Polaroid Corp	Manufacturing	250-499
Sacred Heart	Nursing Home	250-499
Shaw’s Supermarkets	Supermarket	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.



The FY 2019 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 2018-2022 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 provide an early indication of potential decision points for City 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 collection, 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; as 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 2018 Projection	FY 2019 Budget	FY 2020 Estimate	FY 2021 Estimate	FY 2022 Estimate	FY 2023 Estimate
Beginning Fund Balance	\$27,978,085	\$27,334,829	\$27,681,555	\$27,848,842	\$27,991,410	\$28,106,516
Revenue	324,532,173	341,160,212	354,430,941	367,315,456	377,478,183	390,475,120
Expenditures	323,990,728	339,613,486	353,063,654	365,972,888	376,161,077	389,257,999
Reserve for Abatements	1,184,701	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Ending Fund Balance	\$27,334,829	\$27,681,555	\$27,848,842	\$27,991,410	\$28,108,516	\$28,125,637

The City of New Bedford’s 2019 Fiscal Year begins on July 1, 2018 and ends on June 30, 2019. The City initiated its budget process in January 2018 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 2019 Proposed Budget document was submitted to the City Council on May 9, 2018, and, after five budget hearings during which the Council interviewed 35 city department heads, the budget was adopted on June 25, 2018.

Date	Event
Winter 2017	Performance Management Initiative – Narrative and Performance Management Updates.
January 10, 2018	FY 2019 Budget Kickoff.
February 9, 2018	Completion of FY 2019 budget entry (personnel and non-personnel), FY 2018 projections (personnel and non-personnel) and Revenue Estimates due to CFO’s Office.
February 16, 2018	FY 2019 final budget submissions due: budget transmittals, enhancement requests and Performance Management updates due to CFO’s Office.
March 9, 2018	Department Budget Meetings Commence.
March 28, 2018	FY 2019 Budget Outlook Briefing to City Council.
March 30, 2018	FY 2019 Performance Management projections due to CFO’s Office.
April – May 2018	FY 2019 Budget Development.
May 9, 2018	Mayor Presents FY 2019 Budget to City Council.
June 25, 2018	Council Adopts FY 2019 Budget.
July 1, 2018	FY 2019 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 three 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 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.

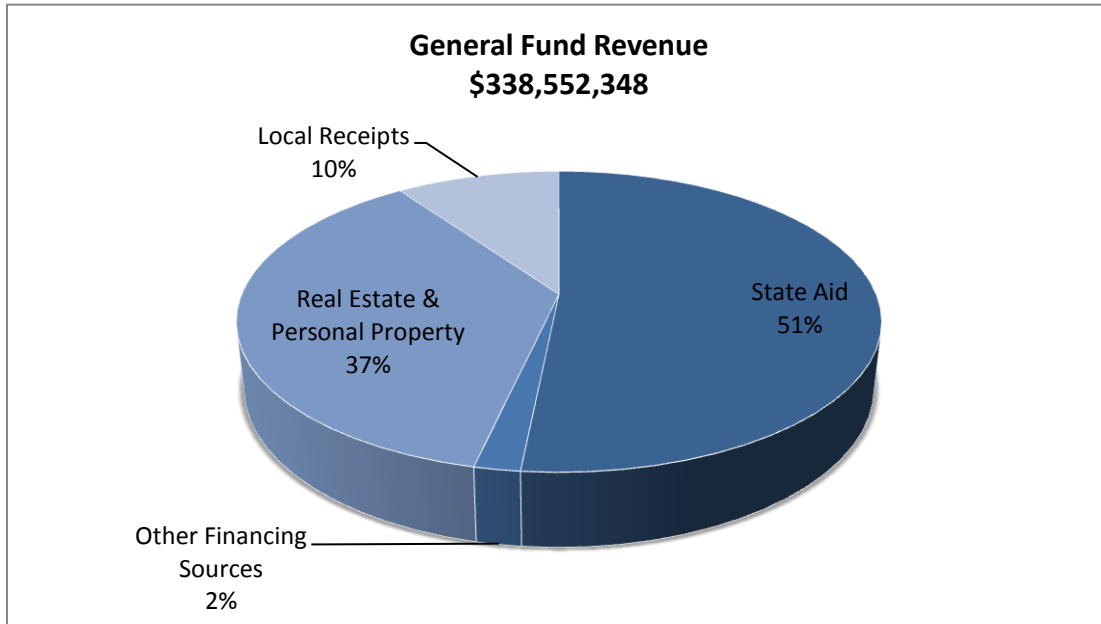
Department	General	Airport	Arts, Culture & Tourism	Commission for Citizens with Disabilities	Downtown Parking	Wastewater	Water
Airport		X					
Assessors	X						
Auditor	X						
Chief Financial Officer	X						
City Clerk	X						
City Council	X						
Community Services	X			X			
Elections	X						
Emergency 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						
Mayor	X						
Planning	X						
Police	X						
Public Infrastructure	X					X	X

Department	General	Airport	Arts, Culture & Tourism	Commission for Citizens with Disabilities	Downtown Parking	Wastewater	Water
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.

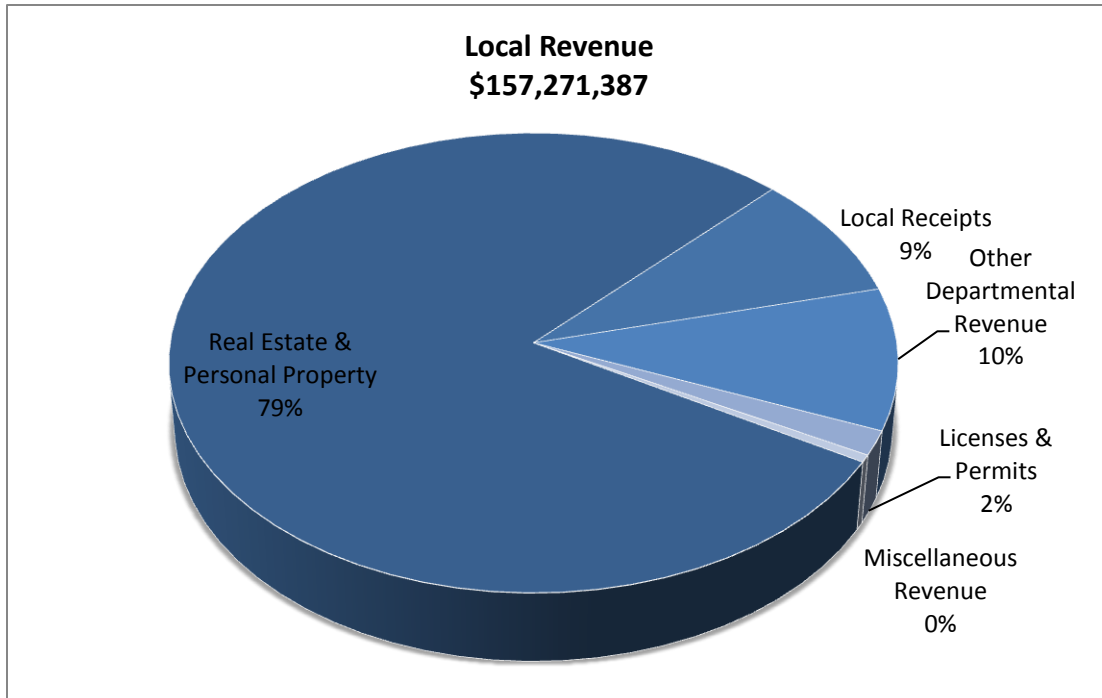
The FY 2019 adopted General Fund budget includes \$338,552,348 in current year revenue, an increase of \$15,080,003 from the FY 2018 budget. The following section provides an overview of General Fund revenue by source category including local revenue, state revenue, federal revenue, and intergovernmental revenue.



DESCRIPTION	FY 2017 ACTUAL	FY 2018 ADOPTED	FY 2019 ADOPTED	FY 18-19 CHANGE
<u>Local Revenue</u>				
Real Estate & Personal Property Taxes	\$114,789,586	\$116,856,698	\$124,215,025	\$7,358,327
Local Receipts	13,144,623	13,855,600	13,848,700	(6,900)
Departmental Revenue	15,573,790	14,522,812	15,692,062	1,169,250
Licenses & Permits	2,755,040	2,722,000	2,707,500	(14,500)
Miscellaneous Revenue	661,024	733,100	808,100	75,000
Subtotal, Local Revenue:	\$146,924,063	\$148,690,210	\$157,271,387	\$8,851,177
<u>State Revenue:</u>				
Education	\$136,536,739	\$142,652,322	\$148,254,185	\$5,601,863
General Government	24,876,982	25,818,176	26,386,351	568,175
Subtotal, State Revenue:	\$161,413,721	\$168,470,498	\$174,640,536	\$6,170,038
Other Financing Sources:	\$7,875,588	\$6,311,637	\$6,640,425	\$328,788
General Fund Total:	\$316,213,372	\$323,472,345	\$338,552,348	\$15,080,003

LOCAL REVENUE

The FY 2019 adopted budget includes \$157,271,387 in local revenue, or 46.45% of all General Fund revenue, an increase of \$8,851,177 from the FY 2018 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 2019 adopted budget includes \$124,215,025 in property tax revenue, an increase of \$7,358,327 from the FY 2018 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 2017 ACTUAL	FY 2018 ADOPTED	FY 2019 ADOPTED	FY 18-19 CHANGE
Real Estate & Personal Property	<u>\$114,789,586</u>	<u>\$116,856,698</u>	<u>\$124,215,025</u>	<u>\$7,358,327</u>
Real Estate & Personal Property:	\$114,789,586	\$116,856,698	\$124,215,025	\$7,358,327

Local Receipts

The FY 2019 budget includes \$13,848,700 in the other local receipts category. FY 2019 estimates have been adjusted to reflect current projections.

DESCRIPTION	FY 2017 ACTUAL	FY 2018 ADOPTED	FY 2019 ADOPTED	FY 18-19 CHANGE
Motor Vehicle Excise	\$7,881,469	\$8,100,000	\$8,200,000	\$100,000
Other Excise	1,425,326	1,600,000	1,500,000	(100,000)
Penalties & Interest	2,668,975	2,600,000	2,600,000	0
Payments in Lieu of Taxes	304,394	304,400	295,000	(9,400)
Tipping Fees	34,858	35,000	37,500	2,500
Cemeteries	517,764	500,000	500,000	0
Library	17,334	16,200	16,200	0
<u>Schools</u>	<u>294,503</u>	<u>700,000</u>	<u>700,000</u>	<u>0</u>
Local Receipts:	\$13,144,623	\$13,855,600	\$13,848,700	(\$6,900)

Departmental Revenue

The FY 2019 budget includes \$15,692,062 in departmental revenue. Emergency Medical Services, Health Insurance Reimbursement and Medicaid Reimbursement have all been increased to reflect current trends.

DESCRIPTION	FY 2017 ACTUAL	FY 2018 ADOPTED	FY 2019 ADOPTED	FY 18-19 CHANGE
Assessors	\$1,126	\$900	\$1,000	\$100
Auditors	3,107	2,900	2,900	0
Elections	956	1,300	1,300	0
Emergency Medical Services	5,273,321	5,636,000	6,000,000	364,000
Facilities & Fleet Management	159,438	145,000	145,000	0
Fire	255,061	270,000	230,000	(40,000)
Health Insurance Reimbursement	1,880,234	2,200,000	2,693,000	493,000
Health	143,014	200,000	227,000	27,000
Management Information Systems	28,800	28,800	28,800	0
Medicaid Reimbursement	3,565,586	2,100,000	2,540,000	440,000
Municipal Liens	153,850	130,000	130,000	0
Planning & Planning Board	12,675	10,000	10,000	0
Police	594,156	258,950	258,950	0
Public Infrastructure	51,703	58,000	58,000	0
Purchasing	0	0	0	0
Recreation & Parks	84,738	10,500	15,000	4,500
Solicitor	7,010	4,000	7,650	3,650
Traffic	1,064,313	1,475,000	1,475,000	0
Treasurer	\$836,082	\$468,862	\$468,862	0
Veterans	\$28,145	\$25,000	15,000	(10,000)
Zoo	471,091	510,000	539,000	29,000
<u>Indirects (Library/Grants)</u>	<u>959,384</u>	<u>987,600</u>	<u>845,600</u>	<u>(142,000)</u>
Departmental Revenue:	\$15,573,790	\$14,522,812	\$15,692,062	\$1,169,250

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.

DESCRIPTION	FY 2017 ACTUAL	FY 2018 ADOPTED	FY 2019 ADOPTED	FY 18-19 CHANGE
Building	\$1,229,297	\$1,300,000	\$1,300,000	\$0
City Clerk	515,212	515,000	515,000	0
Engineering	20,810	13,000	18,000	5,000
Health	321,243	225,000	212,500	(12,500)
<u>Licensing</u>	<u>668,478</u>	<u>669,000</u>	<u>662,000</u>	<u>(7,000)</u>
Licenses & Permits:	\$2,755,040	\$2,722,000	\$2,707,500	(\$14,500)

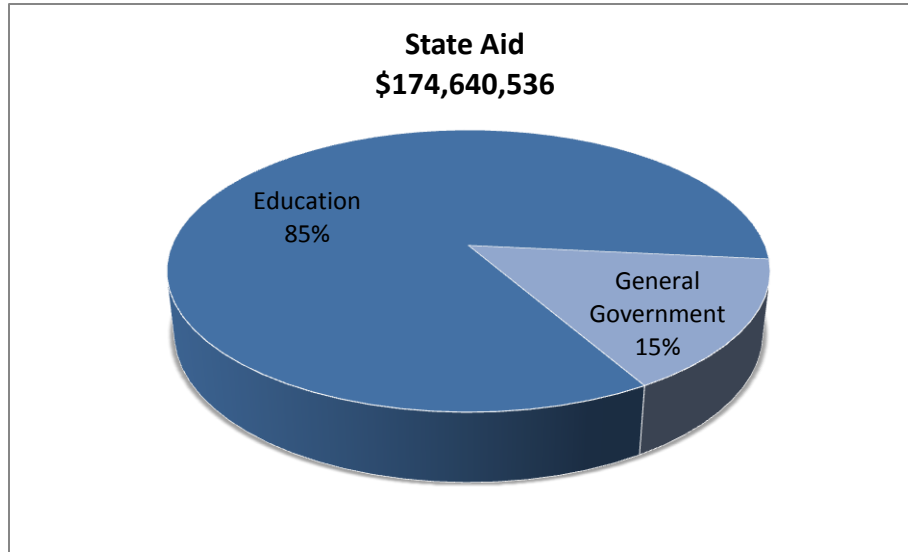
Miscellaneous Revenue

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.

DESCRIPTION	FY 2017 ACTUAL	FY 2018 ADOPTED	FY 2019 ADOPTED	FY 18-19 CHANGE
Special Assessments	\$72	\$100	\$100	\$0
County Fines & Forfeitures	98,528	208,000	208,000	0
Investment Income	307,490	325,000	350,000	25,000
<u>Miscellaneous Non Recurring</u>	<u>254,934</u>	<u>200,000</u>	<u>250,000</u>	<u>50,000</u>
Miscellaneous Revenue:	\$661,024	\$733,100	\$808,100	\$75,000

STATE REVENUE

The City receives a variety of funding from the State, principally consisting of education and general government aid. The FY 2019 adopted budget includes \$174,640,536 in state revenue, which is an increase of \$6,170,038 from the FY 2018 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 2019 revenue increases by \$5,601,863 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 \$14 million in FY 2019.

DESCRIPTION	FY 2017 ACTUAL	FY 2018 ADOPTED	FY 2019 ADOPTED	FY 18-19 CHANGE
Chapter 70 School Aid	\$132,385,624	\$137,925,032	\$143,948,778	\$6,023,746
School Construction	2,415,573	2,415,573	2,459,561	43,988
Charter School Reimbursements	1,735,542	2,311,717	1,845,846	(465,871)
Education Aid:	\$136,536,739	\$142,652,322	\$148,254,185	\$5,601,863

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 2017 ACTUAL	FY 2018 ADOPTED	FY 2019 ADOPTED	FY 18-19 CHANGE
Veterans Benefits	\$2,254,877	\$2,333,469	\$2,111,802	(\$221,667)
Unrestricted General Government Aid	22,118,299	22,980,913	23,785,245	804,332
Abatements (Elderly)	490,136	490,136	470,644	(19,492)
State-Owned Land	13,670	13,658	18,666	5,008
Public Libraries	150,393	155,328	153,831	(1,497)
<u>Raised on Recap</u>	<u>(150,393)</u>	<u>(155,328)</u>	<u>(153,837)</u>	<u>1,491</u>
General Government Aid:	\$24,876,982	\$25,818,176	\$26,386,351	\$568,175

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.

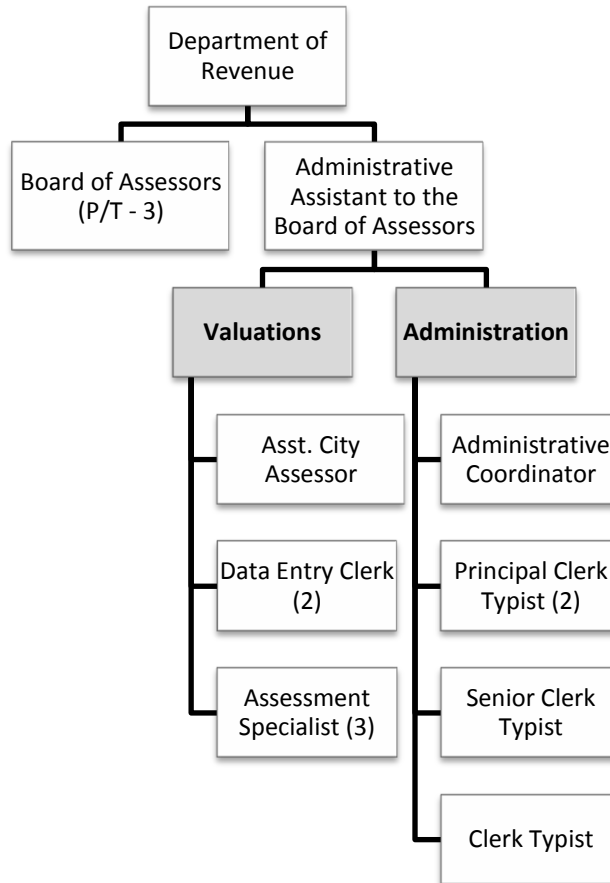
DESCRIPTION	FY 2017 ACTUAL	FY 2018 ADOPTED	FY 2019 ADOPTED	FY 18-19 CHANGE
Comm for Citizens w/ Disabilities	\$14,993	\$15,000	\$0	(\$15,000)
Other Available Funds - Overlay	3,035,908	0	0	0
Indirects (Enterprise Funds)	4,124,687	6,296,637	6,640,425	343,788
<u>Use of Fund Balance</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Other Financing Sources:	\$7,175,828	\$6,311,637	\$6,640,425	\$328,788

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 2019 Adopted Budget Summary

	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
Expenditures	\$609,209	\$658,364	\$712,797	\$708,408	\$715,559
Position Distribution					
Full-Time	11	11	11	12	12
Part-Time	4	3	3	3	3

FY 2019 Budget Analysis: The FY 2019 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The personnel budget also reflects the mid-year reclassification of a temporary administrative assistant to a full-time administrative coordinator.

FY 2017/2018 Accomplishments

- Assessment Specialists identified over \$2 million in new growth for FY 2018, including 2,101 units of Real and Personal Properties.
- Clerical Staff processed over 3,000 applications for exemptions and CPA surcharges and 256 applications for abatement.
- The FY 2018 Interim Adjustment increased the City's total assessed valuation by more than 6%.
- 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.

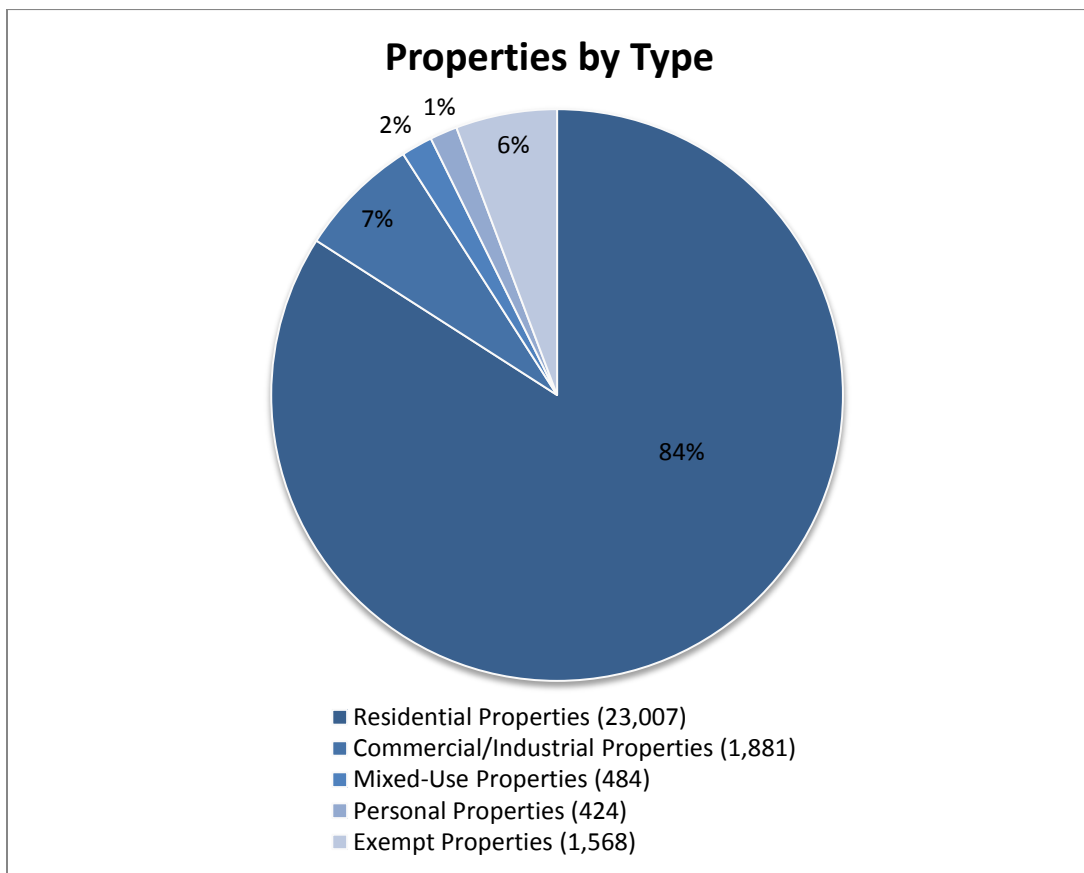
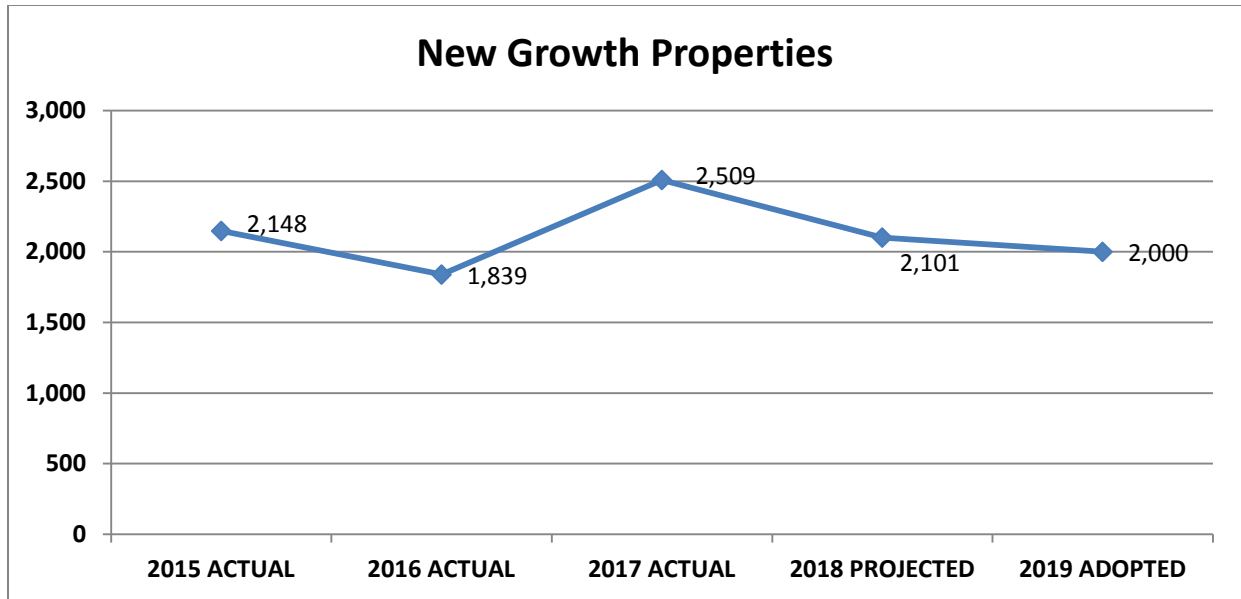
Valuations: It is the responsibility of the Assessor's Office to place a value on all taxable and exempt real estate and personal property in the City of New Bedford and to manage the final preparation for classification and certification of the annual tax rate. The valuations team also processes all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

FY 2019 Strategic Goals and 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	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 PROJECTED	2019 ADOPTED
New Growth Properties	2,148	1,839	2,509*	2,101	2,000
Building Permits	2,203	2,362	2,400	2,655	2,500
New Buildings	25	19	31	13	15
New Plans	27	26	16	23	37
Total Valuation	\$5,237,212,490	\$5,334,989,630	\$5,539,895,960	\$5,888,676,020	\$6,200,000,000
Levy Capacity	\$110,181,767	\$114,137,930	\$118,972,217	\$123,961,220	\$128,460,250

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



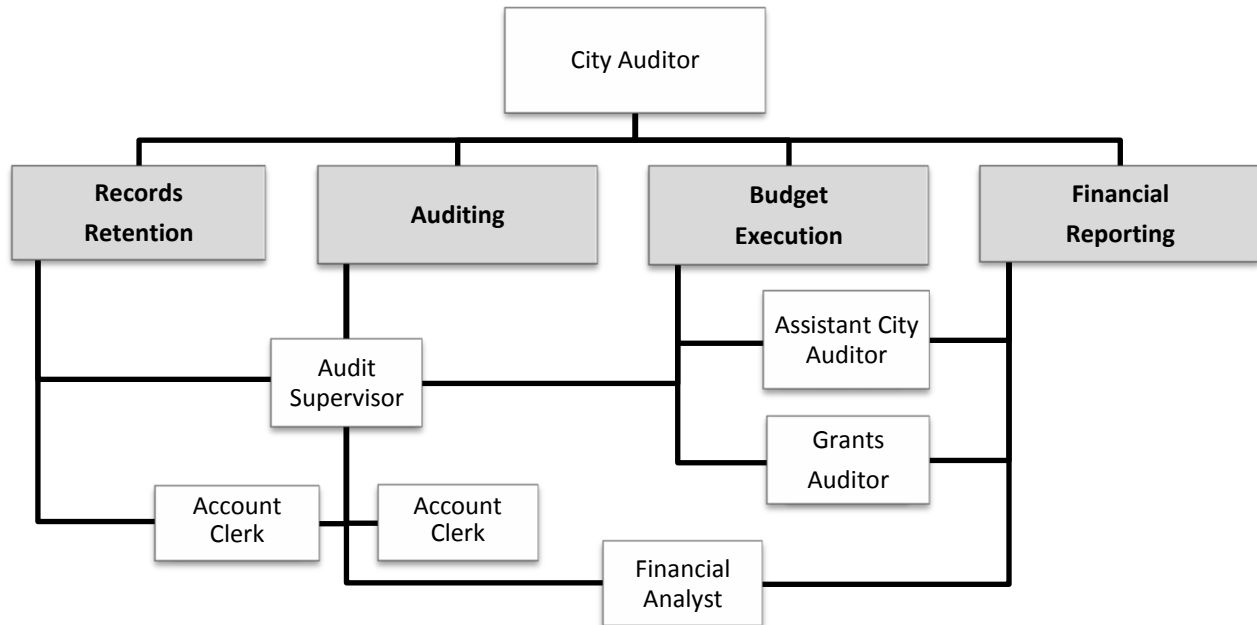
FY 2019 Expenditure Detail

	2017	2018	2018	2018	2019
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$469,326	\$517,796	\$572,229	\$557,425	\$595,543
Longevity	5,150	5,350	5,350	6,100	6,300
Final Employee Payoffs	1,966	0	0	0	0
Sal Wages Temporary	21,224	22,292	22,292	0	0
Sal Wages PT Permanent	67,896	67,896	67,896	67,896	67,636
Sick Incentive	1,388	1,400	1,400	1,547	1,550
FURLOUGH Settlement	0	0	0	32,292	0
FURLOUGH Interest	0	0	0	145	0
Total Personnel Budget	\$566,949	\$614,734	\$669,167	\$665,405	\$671,029
Advertising	\$0	\$500	\$500	\$0	\$500
Computer Data Processing	20,000	21,100	21,100	21,100	22,100
Consultants	9,600	9,600	9,600	9,600	9,600
Dues Subscriptions	1,000	1,000	1,000	1,000	1,000
Employees Training	2,350	1,000	1,000	1,000	1,000
Governmental Meetings	375	600	600	600	600
Hospital And Medical	105	125	125	0	125
In State Travel	330	400	400	400	400
Microfiche Bookbinding	994	1,100	1,100	1,100	1,100
Printing	1,253	2,350	2,350	2,350	2,250
Professional Licenses	0	0	0	0	0
R M Office Equipment	282	300	300	301	300
Rental-Lease	3,452	3,780	3,780	3,777	3,780
Total Charges and Services	\$39,741	\$41,855	\$41,855	\$41,228	\$42,755
Supplies Photocopier	\$574	\$975	\$975	\$975	\$975
Supplies Sundry Office	1,946	800	800	800	800
Total Supplies	\$2,520	\$1,775	\$1,775	\$1,775	\$1,775
TOTAL EXPENDITURES	\$609,209	\$658,364	\$712,797	\$708,408	\$715,559

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 2019 Adopted Budget Summary

	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
Expenditures	\$372,700	\$423,239	\$452,634	\$452,242	\$442,496
Position Distribution					
Full-Time	7	7	7	7	7
Part-Time	0	0	0	0	0

FY 2019 Budget Analysis: The FY 2019 Budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances.

FY 2017/2018 Accomplishments

- Developed the City’s first-ever Comprehensive Annual Financial Report, which was for the year ended June 30, 2018 and was released in February 2018.
- Managed the FY 2017 audit engagement, in which fieldwork was completed on January 28, 2018, more than two months earlier than in the previous year.
- Internally prepared and defended July 1, 2017 free cash calculations, which resulted in DOR’s certification of \$1.5M and \$3M in General Fund and combined enterprise funds, respectively.
- Implemented changes to the municipal payroll process that have virtually eliminated the need for post-period adjustments and align with School Department payroll processes.

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.

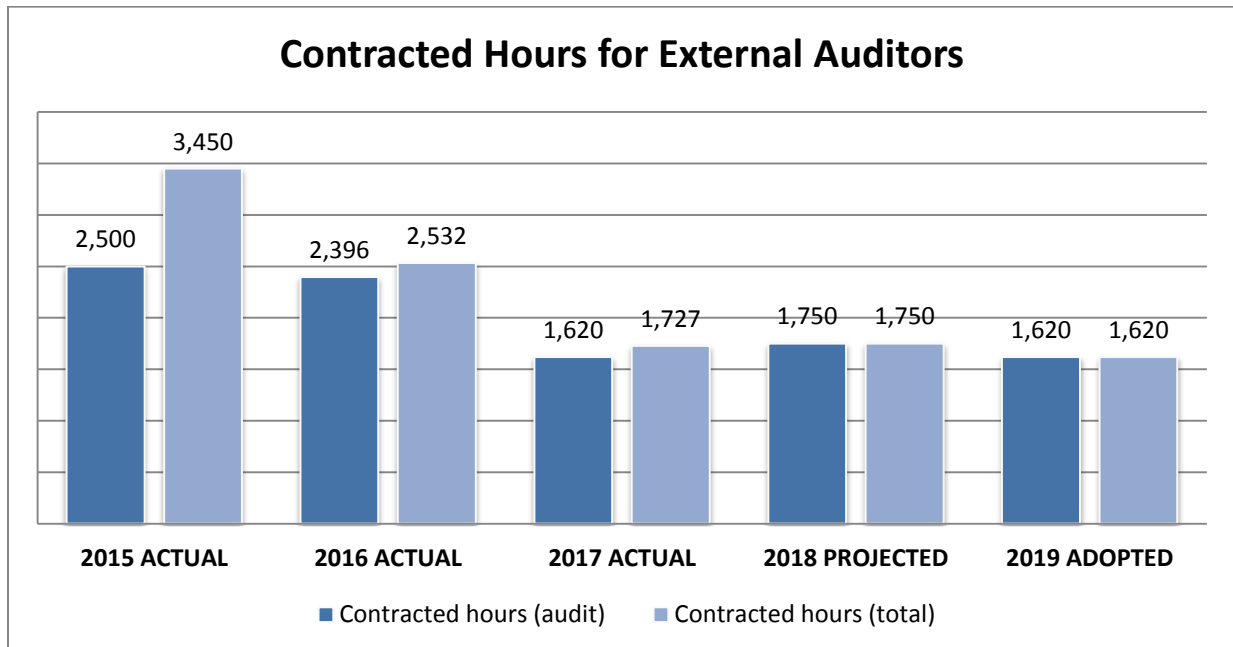
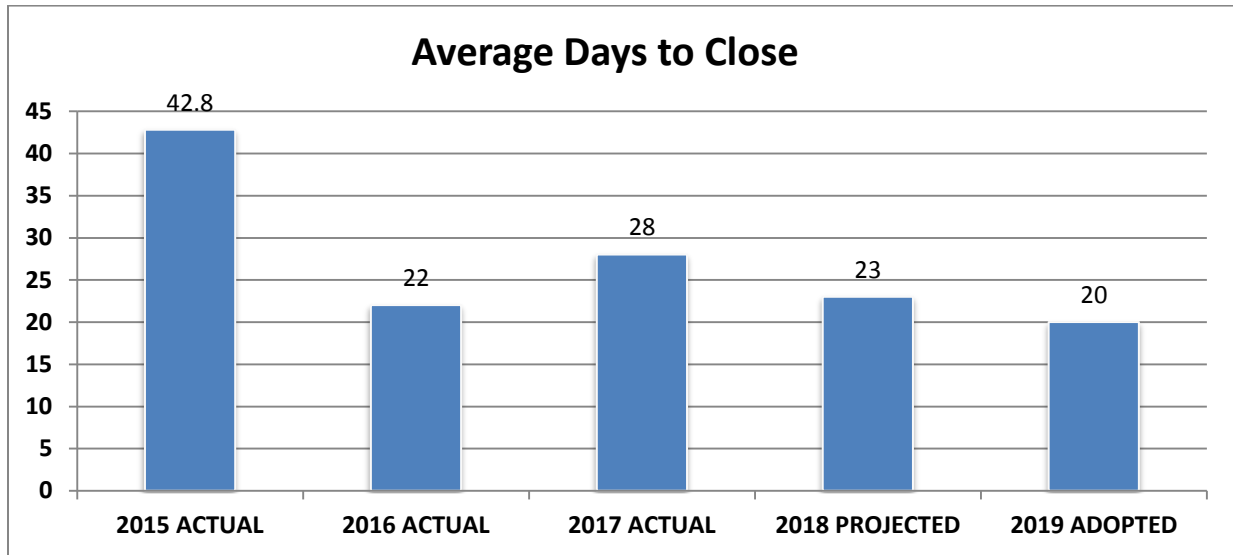
Records retention: The City Auditor’s Office receives financial records and documents, manages a retrieval system, retains them for the appropriate statutory time periods, and coordinates their eventual destruction.

FY 2019 Strategic Goals and 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	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 PROJECTED	2019 ADOPTED
Pay checks/Pass %*	61,930/99%	45,750/99%	30,417/99%	33,800/97%	34,000/98%
Avg days to close / % reconciliations on time	42.8 / 72%	22 / 74%	28 / 72%	23 / 77%	20 / 80%
Contracted hours of external auditors (audit/ total)	2,500 / 3,450	2,396 / 2,532	1,620 / 1,727	1,750 / 1,750	1,620 / 1,620
Offsite inventory (boxed/bound items)	4,500	4,500	3,533	3,789	3,900

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



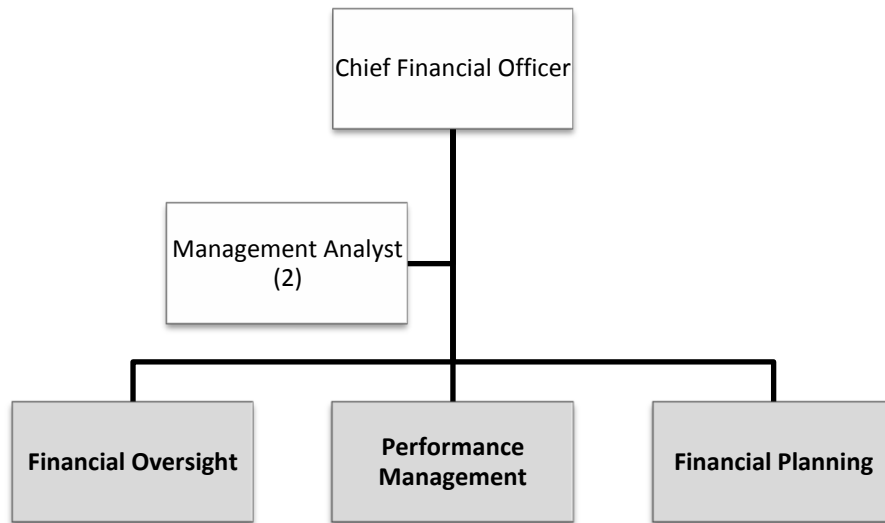
FY 2019 Expenditure Detail

	2017	2018	2018	2018	2019
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$364,289	\$411,414	\$440,809	\$418,179	\$429,522
Longevity	1,200	1,200	1,200	1,650	1,650
Sick Incentive	838	2,100	2,100	1,953	2,800
FURLOUGH Settlement	0	0	0	22,312	0
FURLOUGH Interest	0	0	0	87	0
Total Personnel Budget	\$366,326	\$414,714	\$444,109	\$444,181	\$433,972
Advertising	\$95	\$100	\$100	\$0	\$100
Dues Subscriptions	0	225	225	125	225
Employees Training	1,422	3,000	3,000	2,700	3,000
Hospital And Medical	105	0	0	0	0
In State Travel	453	794	794	794	794
Printing	439	360	360	571	450
Rental-Lease	2,107	2,057	2,057	2,057	2,107
Total Charges and Services	\$4,621	\$6,536	\$6,536	\$6,247	\$6,676
Supplies Photocopier	\$102	\$575	\$575	\$400	\$570
Supplies Sundry Office	1,651	1,414	1,414	1,414	1,278
Total Supplies	\$1,753	\$1,989	\$1,989	\$1,814	\$1,848
TOTAL EXPENDITURES	\$372,700	\$423,239	\$452,634	\$452,242	\$442,496

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 2019 Adopted Budget Summary

	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
Expenditures	\$290,409	\$303,631	\$303,631	\$301,020	\$313,981
Position Distribution					
Full-Time	3	3	3	3	3
Part-Time	0	0	0	0	0

FY 2019 Budget Analysis: The FY 2019 budget includes funding for compensation increases required by the Code of Ordinances. The personnel budget also reflects the mid-year reclassification of the administrative manager to a management analyst.

FY 2017/2018 Accomplishments

- The City’s adopted budget document was awarded a Distinguished Budget Presentation Award by the Government Finance Officers Association for the second consecutive year. The award was received by only 24 Massachusetts municipalities in 2016 and 1,623 entities nationwide, and the FY 2019 proposed

budget document reflects the progression of the performance management program, with the inclusion of historical data dating to FY 2015 and the inclusion of graphed data.

- Rating agencies affirmed the City of New Bedford’s bond rating, noting the City’s “strong fiscal management” as a key factor.
- 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.

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 2019 Strategic Goals and 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	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 PROJECTED	2019 ADOPTED
Debt as a percentage of Estimated Property Value	1.50%	1.50%	1.30%	1.40%	1.40%
Debt as a percentage of Per Capita Income	3.70%	3.90%	3.40%	3.80%	4.00%
Debt Payments as a percentage of General Funding Expenditures	3.70%	3.80%	3.80%	3.70%	3.70%
General Obligation Credit Rating (Moody's/S&P)	A1/AA-	A1/AA-	A1/AA-	A1/AA-	A1/AA-
Capital projects submitted for annual consideration*	371**	235	208	302	290
Capital projects approved	14	19	18	11	13
% of bond spent – cumulatively	5%	24%	54%	30%	50%

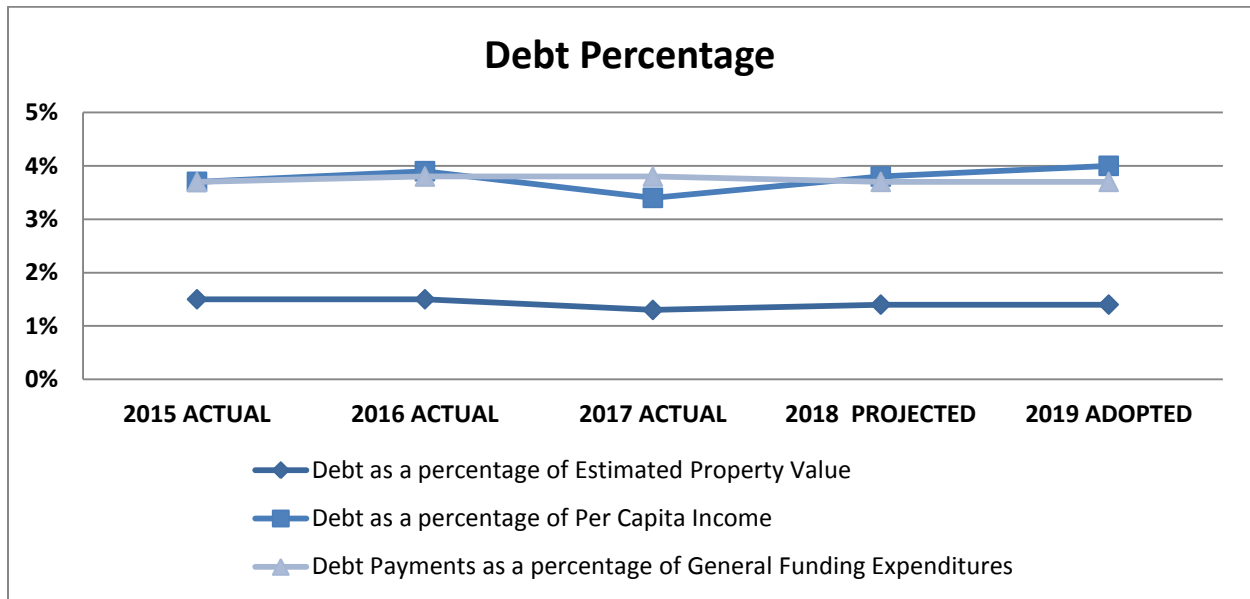
* Includes Asset Replacement.

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

PERFORMANCE MEASURES	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 PROJECTED	2019 ADOPTED
Performance metrics in the budget document	464	553	552	539	262*
% of objectives with corresponding performance measures	85%	94%	96%	100%	100%
Departments using performance metrics operationally	N/A**	N/A**	5	9	17

* 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.



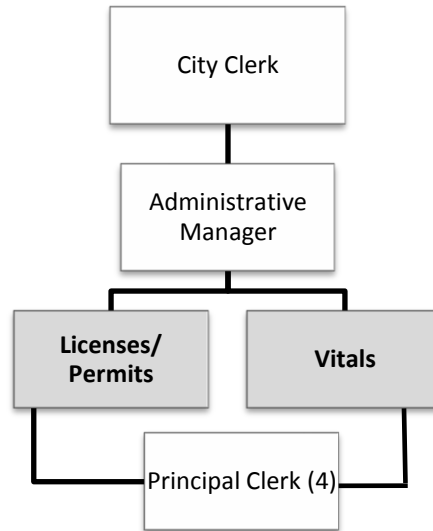
FY 2019 Expenditure Detail

	2017	2018	2018	2018	2019
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$279,782	\$292,855	\$292,855	\$290,631	\$302,704
Longevity	750	850	850	850	850
Sick Incentive	1,000	1,000	1,000	700	1,000
Total Personnel Budget	\$281,532	\$294,705	\$294,705	\$292,181	\$304,554
Cell Phone	\$593	\$0	\$0	\$500	\$500
Dues Subscriptions	889	800	800	800	800
Employees Training	990	900	900	360	520
In State Travel	134	200	200	800	700
Not Otherwise Classified Svc	635	650	650	635	650
Out Of State Travel	3,262	2,700	2,700	2,200	2,700
Postage	0	0	0	120	120
Printing	68	200	200	100	100
Rental-Lease	1,726	1,726	1,726	1,587	1,587
Total Charges and Services	\$8,297	\$7,176	\$7,176	\$7,102	\$7,677
Books	\$0	\$100	\$100	\$100	\$100
Food Items Perishable	102	0	0	87	100
Supplies Photocopier	102	150	150	150	150
Supplies Sundry Office	132	700	700	600	600
Total Supplies	\$336	\$950	\$950	\$937	\$950
Computer Equip non Capital	\$245	\$800	\$800	\$800	\$800
Total Capital Outlay	\$245	\$800	\$800	\$800	\$800
TOTAL EXPENDITURES	\$290,409	\$303,631	\$303,631	\$301,020	\$313,981

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 2019 Adopted Budget Summary

	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
Expenditures	\$310,938	\$332,561	\$353,039	\$348,929	\$345,455
Position Distribution					
Full-Time	6	6	6	6	6
Part-Time	0	0	0	0	0

FY 2019 Budget Analysis: The FY 2019 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The personnel budget also reflects the promotion of a clerk typist to a principal clerk.

FY 2017/2018 Accomplishments

- Implemented a fully automated Receipt and Cash Tracking System, reducing approximately \$1,500 in annual expenditures while increasing staff productivity and efficiency.
- Began the process of electronically storing Business Certificates.
- Finalized the process of revising the City Clerk’s webpage, providing greater transparency to the general public.
- Successfully worked with City Boards, Commissions and Departments in order to ensure that the posting of public meeting notices, agendas and minutes are in full compliance with Open Meeting Law.
- Continued in-depth cross-training of staff throughout all intra-office departments.

Program Descriptions

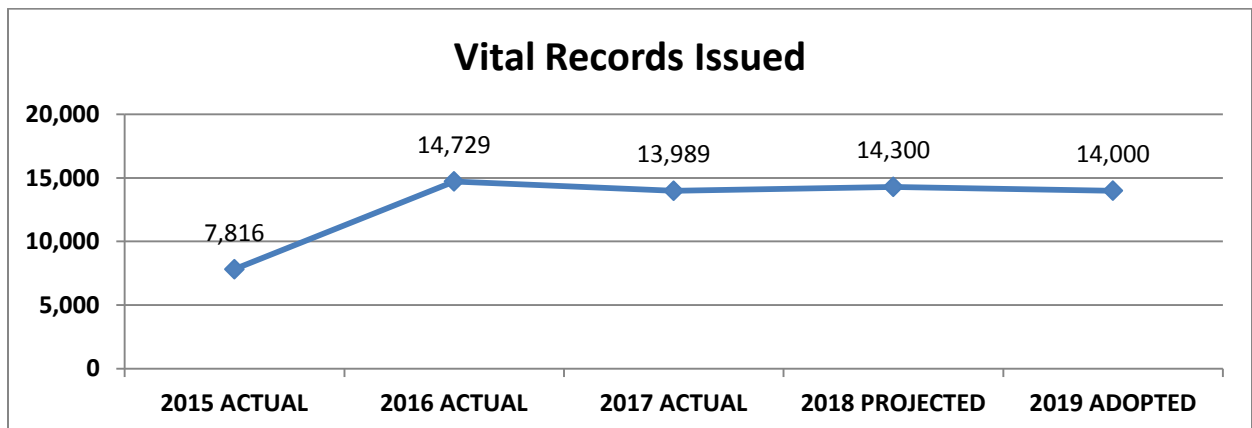
Licenses: The City Clerk’s Office is responsible for issuing all minor licenses and permits including certified copies, dog licenses, and marriage intentions. The department is also responsible for issuing licenses and collecting appropriate fees for petroleum registrations, taxi drivers, shellfish and 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 2019 Strategic Goals and 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	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 PROJECTED	2019 ADOPTED
Vital Records Issued	7,816	14,729	13,989	14,300	14,000
Marriage Applications Processed	479	538	538	538	520
Licenses, Permits and Certificates Processed	2,342	1,628	2,374	2,000	2,000
Dog Licenses Issued	6,025	5,914	5,619	6,000	6,000
% of Business Certificates maintained electronically	N/A	N/A	N/A	500	500
Total Revenue Generated	\$466,134	\$506,508	\$515,212	\$515,000	\$515,000



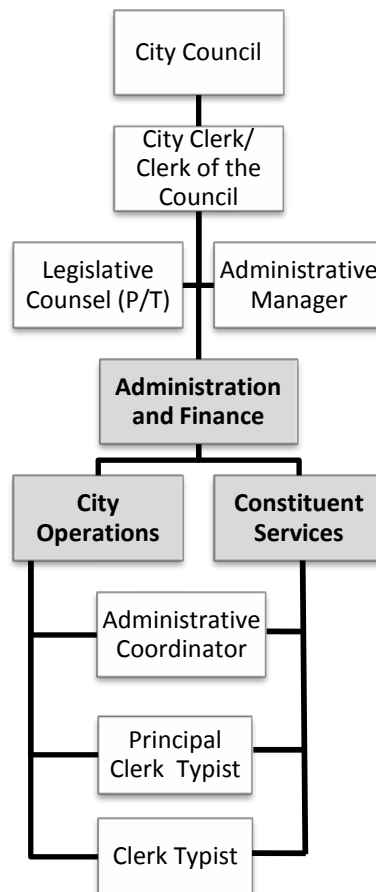
FY 2019 Expenditure Detail

	2017	2018	2018	2018	2019
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$287,177	\$304,332	\$323,810	\$300,347	\$317,226
Longevity	2,400	2,500	2,500	2,500	2,500
Sick Incentive	796	800	800	672	800
FURLOUGH Settlement	0	0	0	19,406	0
FURLOUGH Interest	0	0	0	76	0
Total Personnel Budget	\$290,373	\$307,632	\$327,110	\$323,000	\$320,526
Consultants	\$0	\$1,000	\$1,000	\$400	\$1,000
Dues Subscriptions	474	500	500	500	500
Employees Training	0	0	0	140	0
Freight	136	193	193	193	193
Insurance	123	123	123	123	123
Microfiche Bookbinding	1,971	2,000	2,000	3,500	2,000
Postage	627	400	400	700	400
Printing	10,453	12,600	12,600	11,260	12,600
R M Office Equipment	468	500	500	500	500
Rental-Lease	4,623	5,013	5,013	5,013	5,013
Total Charges and Services	\$18,873	\$22,329	\$22,329	\$22,329	\$22,329
Supplies Photocopier	\$171	\$500	\$500	\$500	\$500
Supplies Sundry Office	1,522	2,100	3,100	3,100	2,100
Total Supplies	\$1,692	\$2,600	\$3,600	\$3,600	\$2,600
TOTAL EXPENDITURES	\$310,938	\$332,561	\$353,039	\$348,929	\$345,455

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 2019 Adopted Budget Summary

	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
Expenditures	\$477,363	\$531,450	\$530,450	\$518,746	\$545,624
Position Distribution					
Full-Time	15	15	15	15	15
Part-Time	1	1	1	1	1

FY 2019 Budget Analysis: The FY 2019 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances.

FY 2017/2018 Accomplishments

- Developed, produced and conducted a comprehensive Orientation Program for newly elected City Councillors.
- Continued the process of cross-training staff with the Clerk of Committees Office.

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.

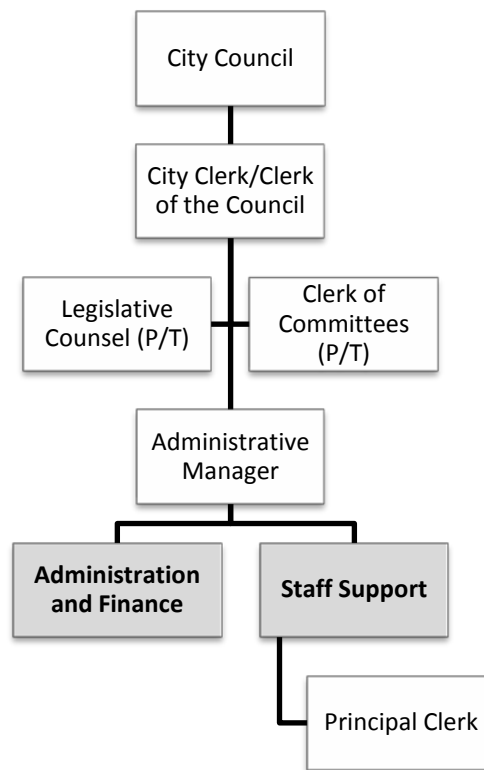
FY 2019 Expenditure Detail

	2017	2018	2018	2018	2019
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$368,005	\$421,579	\$412,579	\$400,941	\$432,974
Additional Gross	3,530	3,530	3,530	3,517	3,517
Longevity	3,200	3,400	3,400	3,400	3,400
Sal Wages PT Permanent	63,091	65,895	65,895	65,917	68,687
Sick Incentive	475	500	500	425	500
Total Personnel Budget	\$438,302	\$494,904	\$485,904	\$474,200	\$509,078
Advertising	\$20,704	\$13,500	\$13,500	\$10,500	\$13,500
Freight	8	0	0	0	0
In State Travel	0	500	500	500	500
Microfiche Bookbinding	0	304	304	356	304
Out Of State Travel	2,376	4,000	4,000	4,000	4,000
Printing	3,518	3,000	3,000	6,000	3,000
R M Office Equipment	159	150	150	98	150
Recording Fees	675	500	500	500	500
Rental-Lease	4,675	5,092	5,092	5,092	5,092
Total Charges and Services	\$32,114	\$27,046	\$27,046	\$27,046	\$27,046
Books	\$2,176	\$2,000	\$2,000	\$3,000	\$2,000
Freight	285	100	100	200	100
Supplies Instructional Materil	0	0	0	6,000	0
Supplies Not Otherwise Class	3,355	5,000	10,000	5,700	5,000
Supplies Photocopier	406	400	400	1,600	400
Supplies Sundry Office	725	2,000	5,000	1,000	2,000
Total Supplies	\$6,947	\$9,500	\$17,500	\$17,500	\$9,500
TOTAL EXPENDITURES	\$477,363	\$531,450	\$530,450	\$518,746	\$545,624

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 2019 Adopted Budget Summary

	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
Expenditures	\$122,599	\$136,302	\$136,302	\$133,131	\$142,291
Position Distribution					
Full-Time	2	2	2	2	2
Part-Time	1	1	1	1	1

FY 2019 Budget Analysis: The FY 2019 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances.

FY 2017/2018 Accomplishments

- Developed, produced and conducted a comprehensive Orientation Program for newly elected City Councillors.
- Continued the process of cross-training staff with the City Council Office.

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.

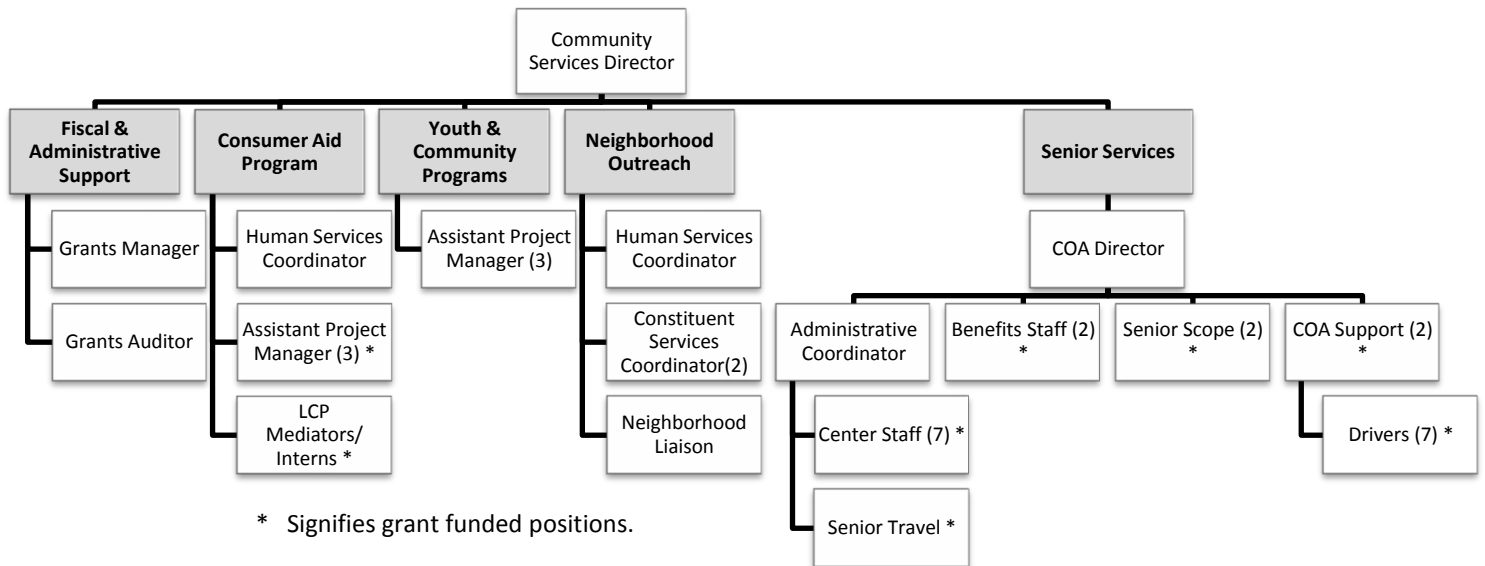
FY 2019 Expenditure Detail

DESCRIPTION	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
Sal Wages Full Time Perm	\$90,306	\$99,352	\$99,352	\$98,081	\$103,786
Longevity	1,025	1,025	1,025	1,025	1,075
Final Employee Payoffs	1,034	0	0	0	0
Sal Wages PT Permanent	26,850	27,788	27,788	27,797	28,964
Sick Incentive	400	400	400	529	800
Total Personnel Budget	\$119,615	\$128,565	\$128,565	\$127,432	\$134,625
Advertising	\$628	\$4,500	\$4,500	\$3,000	\$4,500
Hospital And Medical	105	0	0	0	0
Printing	0	611	611	300	600
Rental-Lease	1,726	1,726	1,726	1,726	1,666
Total Charges and Services	\$2,459	\$6,837	\$6,837	\$5,026	\$6,766
Supplies Photocopier	\$68	\$100	\$100	\$73	\$100
Supplies Sundry Office	457	800	800	600	800
Total Supplies	\$525	\$900	\$900	\$673	\$900
TOTAL EXPENDITURES	\$122,599	\$136,302	\$136,302	\$133,131	\$142,291

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



FY 2019 Adopted Budget Summary

	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
Expenditures	\$1,038,750	\$1,080,074	\$1,083,074	\$1,077,416	\$1,110,645
Position Distribution					
Full-Time	13	13	13	13	13
Part-Time	0	0	0	0	0

FY 2019 Budget Analysis: The FY 2019 budget includes funding for compensation increases required by the Code of Ordinances.

FY 2017/2018 Accomplishments

- Adult Social Day operated Monday – Friday serving 51 clients.
- The Face to Face Mediation Program achieved a 75% agreement rate.
- Initiated Girls Design Academy for 4th grade girls from Ashley, Campbell, Lincoln, and Swift Elementary Schools.
- The Local Consumer Program processed 626 cases.
- Saturday Academy added another elementary school to its roster and one student who started in the program as a 4th grader graduated and is returning as staff.

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) 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. It also offers an Adult Social Day program Monday-Friday to seniors who would otherwise be homebound.

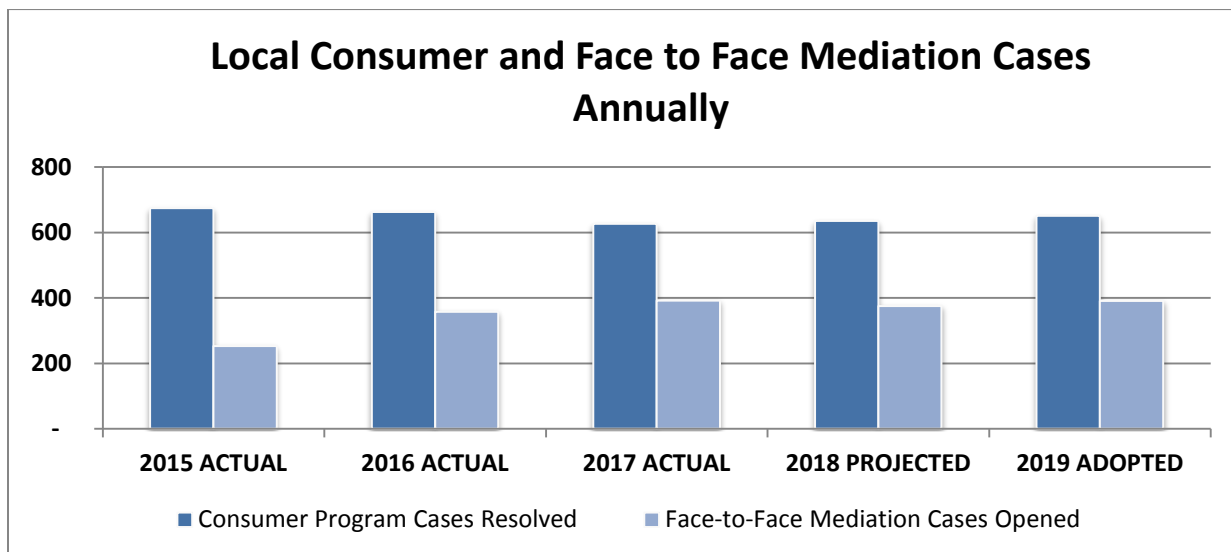
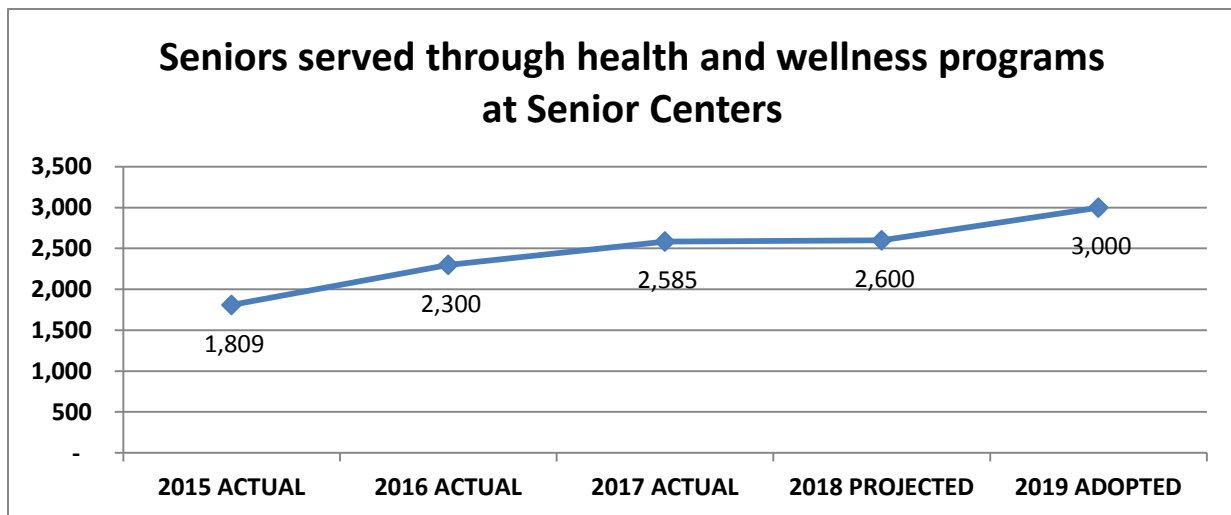
Youth and Community Programs: The Community Services Department administers a variety of programs throughout the city for students and other members of the community. Among these are the Invest-in-Kids program umbrella, which supports positive youth development through innovative quality, extended day 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 last year and the Department plans to expand it in FY 2019.

FY 2019 Strategic Goals and Performance Measures

STRATEGIC GOALS		STATUS
1	Reduce risk factors and isolation in disabled and elder populations.	Ongoing
2	To 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	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 PROJECTED	2019 ADOPTED
Seniors served through health and wellness programs at Senior Centers	1,809	2,300	2,585	2,600	3,000
Students participating in out-of-school programming *	220	240	260	292	300
Consumer Program cases resolved	674	662	626	635	650
Face-to-face mediation cases opened	253	357	391	375	390
Referrals processed for Elder Mental Health Outreach Team and Fresh Start programming	N/A	270	275	285	300

* 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 2019 Expenditure Detail

	2017	2018	2018	2018	2019
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$704,406	\$739,659	\$742,659	\$731,027	\$769,780
Longevity	3,000	3,900	3,900	3,900	4,450
Sal Wages Temporary	14,987	20,020	20,020	24,896	20,020
Sal Wages PT Permanent	0	0	0	1,223	0
Sick Incentive	1,450	1,600	1,600	1,475	1,500
Total Personnel Budget	\$723,842	\$765,179	\$768,179	\$762,521	\$795,750
Advertising	\$749	\$750	\$750	\$527	\$528
After School Program Contracts	195,692	197,000	197,000	197,000	170,000
Consultants	2,970	0	0	8,215	6,012
Contractual Services	10,712	16,000	16,000	7,785	15,000
Dues Subscriptions	175	250	250	250	175
Elderly Nutrition	16,400	16,400	16,400	16,400	16,000
Employees Training	338	0	0	0	0
Hospital And Medical	155	200	200	200	200
In State Travel	422	300	300	355	300
Misc Indirect Charges	93	0	0	0	0
Postage	341	550	550	550	300
Printing	161	120	120	120	0
Public Safety	13,588	15,000	15,000	15,000	15,000
R M Miscellaneous	0	402	402	0	0
R M Office Equipment	390	450	450	532	532
Rental Lease Office Equip	2,416	3,623	3,623	3,624	3,624
Rental-Lease	1,337	0	0	0	0
Senior Citizens Program	33,725	34,350	34,350	34,350	30,000
Telephone	3,380	3,760	3,760	2,025	2,276
Transportation Services	13,442	8,000	8,000	10,222	35,808
Total Charges and Services	\$296,486	\$297,155	\$297,155	\$297,155	\$295,755
Food Items Perishable	\$170	\$0	\$0	\$0	\$0
Supplies After School Program	5,026	0	0	0	0
Supplies Community Srv Program	362	8,975	8,975	8,975	9,675
Supplies Comm Srv Prog-Food	2,008	4,925	4,925	4,925	5,625
Supplies Photocopier	767	600	600	870	600
Supplies Senior Program	181	0	0	0	0
Supplies Sundry Office	4,940	3,240	3,240	2,970	3,240
Supplies After School Prg Food	4,969	0	0	0	0
Total Supplies	\$18,422	\$17,740	\$17,740	\$17,740	\$19,140
TOTAL EXPENDITURES	\$1,038,750	\$1,080,074	\$1,083,074	\$1,077,416	\$1,110,645

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 2019 Adopted Budget Summary

	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
Expenditures	\$11,389,849	\$11,299,614	\$11,299,614	\$11,299,614	\$11,779,220

FY 2019 Budget Analysis: The adopted budget increases by \$479,606, which is reflective of debt service costs for previously-authorized projects and the implementation of the City’s Capital Improvement Plan.

FY 2019 General Fund Debt Service

General Fund	Principal	Interest	Total
<u>General Obligation Bonds</u>			
Series 2010 A	\$3,265,000	\$513,250	\$3,778,250
Series 2010 B	105,000	8,600	113,600
Series 2012 A	175,000	55,887	230,887
Series 2012 B	195,000	149,555	344,555
Series 2013	195,000	65,988	260,988
Series 2014 A	1,715,000	322,350	2,037,350
Series 2014 B	290,000	341,069	631,069
Series 2015	710,000	244,890	954,890
Series 2016 A	620,000	342,313	962,313
Series 2016 B	937,000	141,018	1,078,018
Series 2017	5,000	163,856	168,856
<u>Series 2018</u>	<u>22,000</u>	<u>590,343</u>	<u>612,343</u>
Subtotal, G.O. Bonds:	\$8,234,000	\$2,939,119	\$11,173,119
2003 HUD Loan	\$105,000	\$9,914	\$114,914
Bond Anticipation Notes	N/A	\$491,187	\$491,187
Total General Fund Debt Service:	\$8,339,000	\$3,440,220	\$11,779,220

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	\$40,000	\$27,025	\$67,025
Downtown Parking	\$3,000	\$99,007	\$102,007
Wastewater	\$5,130,950	\$1,554,965	\$6,685,915
Water	\$2,307,828	\$742,106	\$3,049,934

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 July 1, 2018.

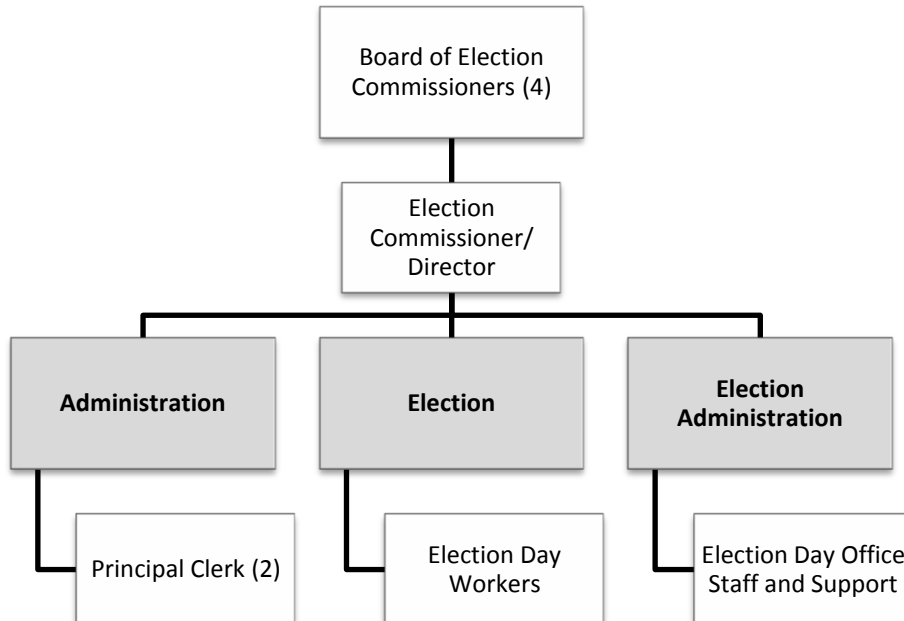
Debt Statement (July 1, 2018)

Description	Amount
1/1/16 Equalized Valuation:	\$5,618,295,200
Debt Limit (5%):	\$280,914,760
Total Outstanding Debt:	156,119,668
Debt Authorized but not yet Issued:	372,930,114
Gross Debt:	529,049,782
Outside Debt Limit:	371,460,797
Net Debt:	\$157,588,985
Remaining Borrowing Capacity:	\$123,325,775

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/re-districting process for the City.

Department Organizational Chart



FY 2019 Adopted Budget Summary

	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
Expenditures	\$375,311	\$335,828	\$348,913	\$348,447	\$386,133
Position Distribution					
Full-Time	3	3	3	3	3
Part-Time	0	0	0	0	0

FY 2019 Budget Analysis: The FY 2019 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The personnel budget also reflects the promotion of a data entry clerk to a principal clerk. FY 2019 expenditures have been adjusted to account for election costs in the upcoming year, including the restoration of maintenance agreement funding for the city’s voting machines and funding for additional poll workers totaling \$47,007.

FY 2017/2018 Accomplishments

- Despite the transition of the entire Board of Election, including the director of the department, the office successfully held two error-free elections in 2017, the first taking place just weeks after the new director began.

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/reprecinct as needed to ensure that shifts in population will neither unfairly increase nor diminish a particular voter's voice in government.

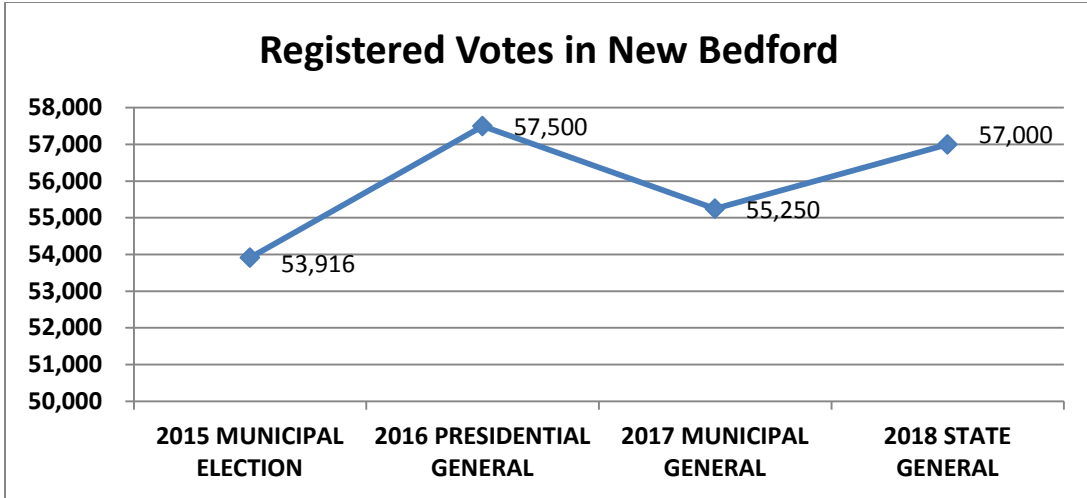
FY 2019 Strategic Goals and Performance Measures

STRATEGIC GOALS		STATUS
1	Ensure community trust by providing fair and equal access to elections.	Ongoing

PERFORMANCE MEASURES	2015 MUNICIPAL ELECTION	2016 PRESIDENTIAL GENERAL	2017 MUNICIPAL GENERAL	2018 STATE GENERAL PROJECTED
Registered Voters	53,916	57,500	55,250	57,000
Voter Turnout	23%	65%	25%	32%
Early Voting Turnout	N/A*	4,422	N/A*	N/A*
Absentee Turnout	389	1,126	503	N/A**

* Early voting is only available in the Commonwealth of Massachusetts for state general elections and only became available in 2016. There are no historic trends to project early voting turnout for 2018.

** The turnout during the general election in 2016 was skewed by the presidential election and historic trends from 2015 forward do not include a regular state election cycle. Therefore there is no baseline to project absentee turnout in 2018.



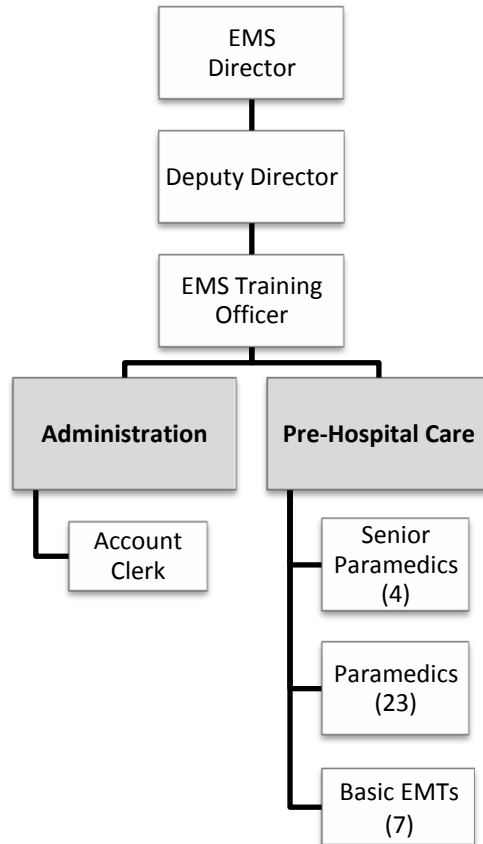
FY 2019 Expenditure Detail

	2017	2018	2018	2018	2019
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$120,299	\$141,094	\$154,179	\$136,814	\$145,033
Longevity	2,550	1,700	1,700	1,700	1,700
Overtime	12,984	8,000	8,000	8,000	8,000
Final Employee Payoffs	21,454	0	0	0	0
Sal Wages Temporary	10,378	0	0	5,727	0
Sick Incentive	575	575	575	400	575
Temp Elections Workers	139,480	114,000	114,000	90,981	140,000
FURLOUGH Settlement	0	0	0	13,036	0
FURLOUGH Interest	0	0	0	52	0
Total Personnel Budget	\$307,720	\$265,369	\$278,454	\$256,710	\$295,308
Advertising	\$911	\$0	\$0	\$0	\$0
Board Member Stipends	2,368	2,677	2,677	2,677	2,040
Dues Subscriptions	75	75	75	75	75
Election Ballot Box Moving	24,000	24,000	24,000	24,000	24,000
Hospital And Medical	360	0	0	0	0
In State Travel	0	0	0	97	0
Not Otherwise Classified Svc	350	0	0	0	0
Postage	226	4,000	4,000	4,000	4,000
Printing	5,053	8,000	8,000	8,000	8,000
R M Miscellaneous	23,310	18,569	18,569	38,750	39,576
Rental-Lease	6,850	7,926	7,926	7,926	7,926
Telephone	1,469	2,200	2,200	2,200	2,200
Total Charges and Services	\$64,971	\$67,447	\$67,447	\$87,725	\$87,817
Supplies Photocopier	\$725	\$504	\$504	\$504	\$500
Supplies Sundry Office	1,895	2,508	2,508	3,508	2,508
Total Supplies	\$2,620	\$3,012	\$3,012	\$4,012	\$3,008
TOTAL EXPENDITURES	\$375,311	\$335,828	\$348,913	\$348,447	\$386,133

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 2019 Adopted Budget Summary

	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
Expenditures	\$3,125,598	\$3,223,322	\$3,229,101	\$3,223,040	\$3,306,160
Position Distribution					
Full-Time	38	38	38	38	38
Part-Time	0	0	0	0	0

FY 2019 Budget Analysis: The FY 2019 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The capital outlay budget also reflects the addition \$114,304 to fund the lease agreements on two replacement ambulances.

FY 2017/2018 Accomplishments

- Received a \$309,000 Assistance to Firefighters grant from the Department of Homeland Security to replace all ambulance stretchers with the latest automated, power lift stretchers to help increase patient safety and decrease employee injuries
- Obtained personal protective equipment (vests and helmets) to protect responders when responding to active shooter/highly volatile situations.
- Introduced Tylenol (IV, PO), Toredol (IM), and Ibuprofen (PO) on all ambulances as a non-opioid pain management alternative for patients.

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.

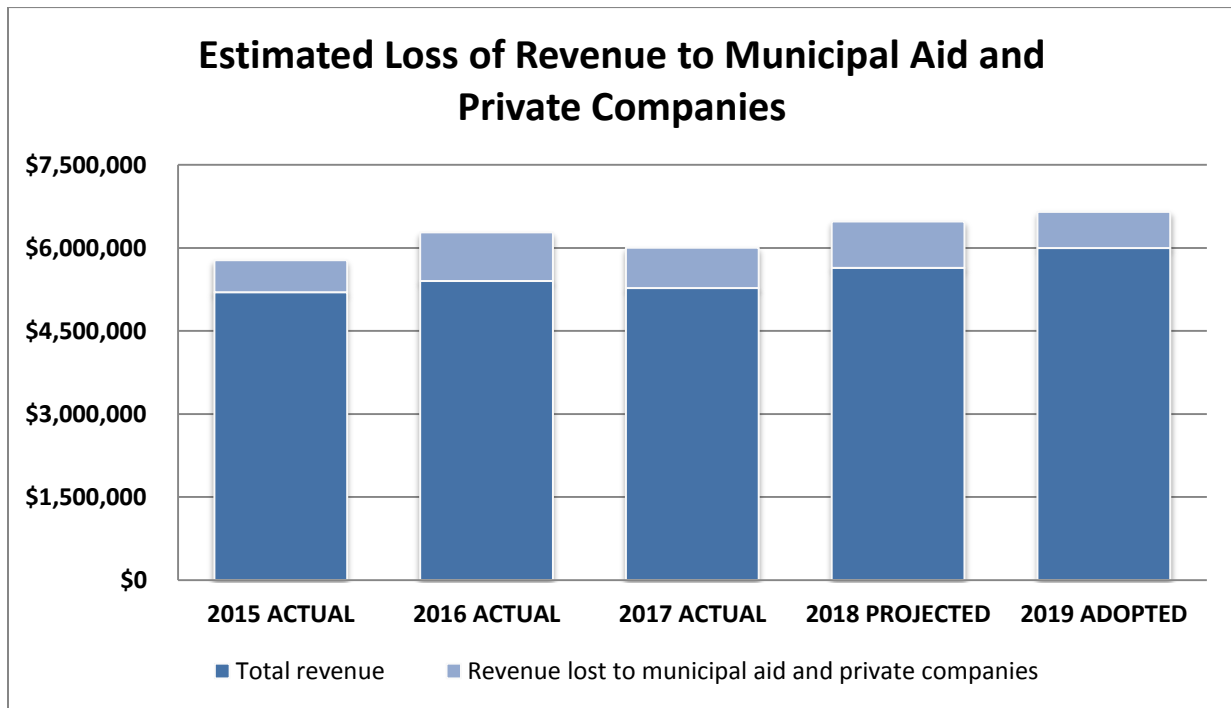
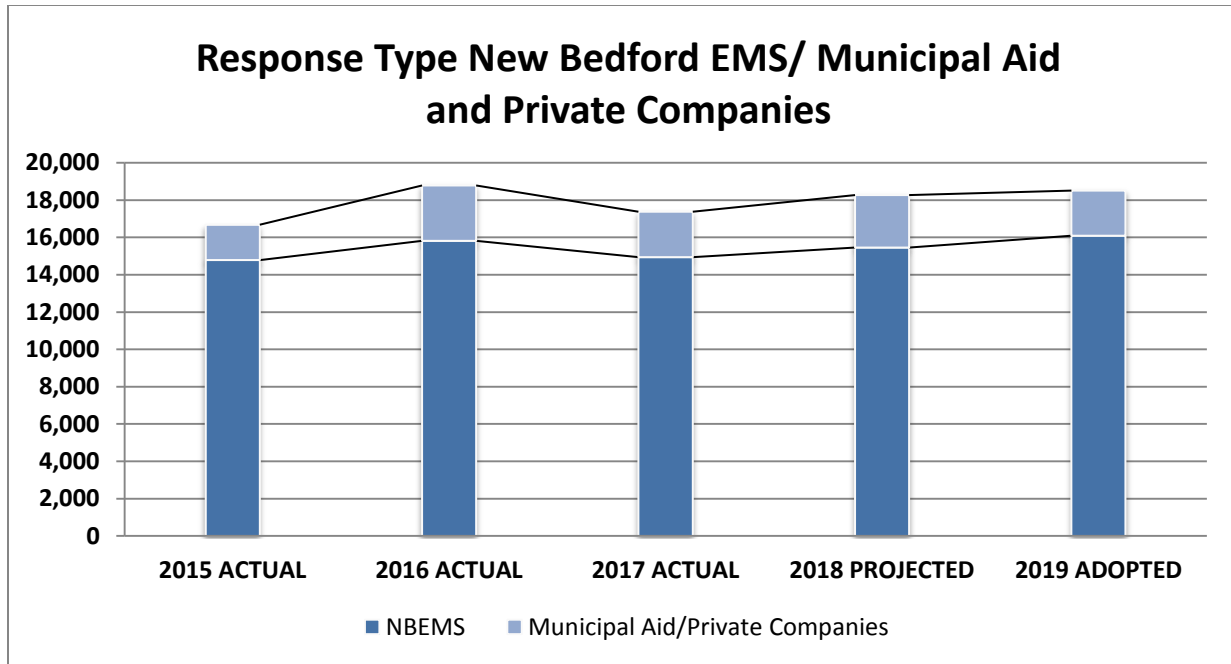
Summer Medical Bicycle Team: The City of New Bedford issues permits for approximately 200 special events per year, of which roughly 70% are held between Memorial Day and Labor Day. The NBEMS Summer Medical Bicycle Team provides on-the-ground medical support to the largest summer events to guarantee faster 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 2019 Strategic Goals and 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	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 PROJECTED	2019 ADOPTED
Calls per year	16,681	18,784	17,373	18,265	18,500
Calls responded to by NBEMS	14,783	15,812	14,938	15,457	16,095
Calls responded to by private companies	1,898	2,972	2,435	2,808	2,405
Total revenue	\$5,200,000	\$5,400,000	\$5,273,321	\$5,636,000	\$6,000,000
Estimated loss of revenue to private companies	\$579,282	\$878,226	\$730,800	\$842,400	\$650,000



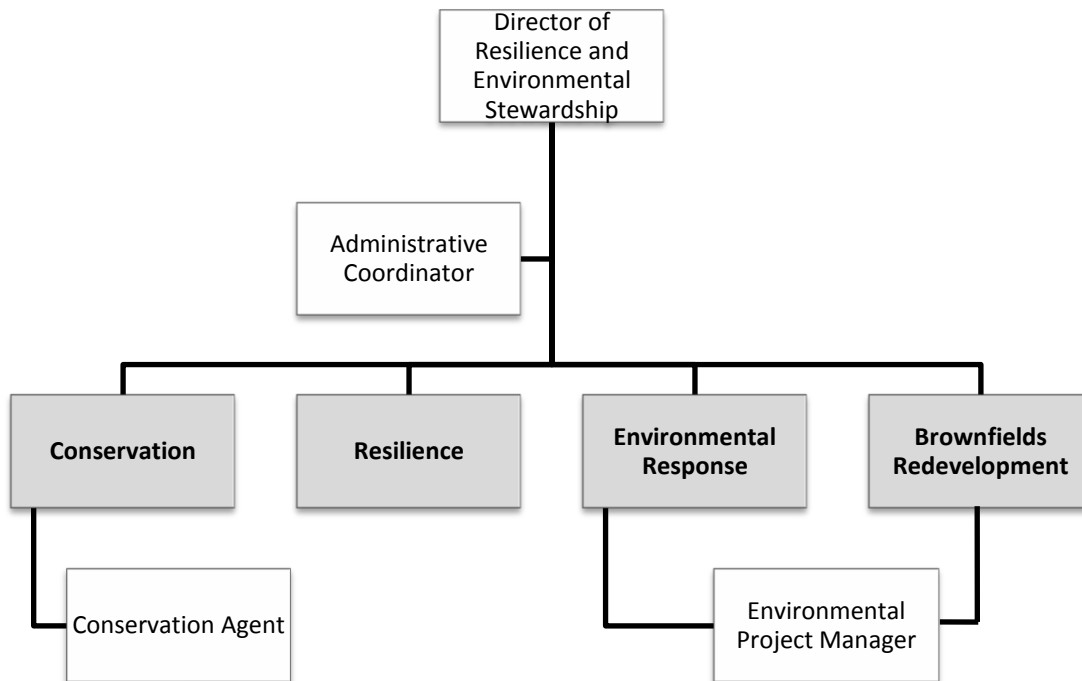
FY 2019 Expenditure Detail

	2017	2018	2018	2018	2019
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$1,705,575	\$1,883,934	\$1,889,713	\$1,785,737	\$1,845,377
Longevity	6,650	7,850	7,850	7,750	8,500
Overtime	530,273	500,319	500,319	660,000	500,319
Final Employee Payoffs	20,184	0	0	6,221	0
ONE TIME PAYROLL SETTLEMENT	150,000	0	0	0	0
Holiday	0	80,475	80,475	0	86,416
Sal Wages Temporary	40,420	105,899	105,899	48,252	105,899
Sick Incentive	3,350	2,900	2,900	3,400	3,400
FURLOUGH Settlement	0	0	0	5,758	0
FURLOUGH Interest	0	0	0	22	0
Total Personnel Budget	\$2,456,453	\$2,581,377	\$2,587,156	\$2,517,140	\$2,549,911
Advertising	\$0	\$0	\$0	\$316	\$0
Consultants	16,000	16,000	16,000	16,000	16,000
Contractual Services	135,892	145,000	145,000	145,000	145,000
Employees Training	170	0	0	62	0
Hospital And Medical	60,537	35,000	35,000	65,000	35,000
Professional Licenses	6,820	5,400	5,400	5,400	5,400
R M Miscellaneous	3,115	900	900	900	900
Rental-Lease	24,925	19,000	19,000	24,978	19,000
Telephone	5,769	3,000	3,000	5,600	3,000
Total Charges and Services	\$253,229	\$224,300	\$224,300	\$263,255	\$224,300
Supplies Medical	\$167,925	\$142,000	\$142,000	\$167,000	\$142,000
Supplies Photocopier	0	500	500	500	500
Supplies Sundry Office	4,103	2,225	2,225	2,225	2,225
Supplies Teaching - Library	680	2,600	2,600	2,600	2,600
Uniforms and Other Clothing	19,361	16,100	16,100	16,100	16,100
Total Supplies	\$192,069	\$163,425	\$163,425	\$188,425	\$163,425
Automobiles Purchased	\$174,113	\$204,220	\$204,220	\$204,220	\$318,523
Ems Equipment Capital	49,734	50,000	21,862	21,862	50,000
Total Capital Outlay	\$223,847	\$254,220	\$226,082	\$226,082	\$368,523
Other Financing Uses	\$0	\$0	\$28,138	\$28,138	\$0
Total Other Financing	\$0	\$0	\$28,138	\$28,138	\$0
TOTAL EXPENDITURES	\$3,125,598	\$3,223,322	\$3,229,101	\$3,223,040	\$3,306,160

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 2019 Adopted Budget Summary

	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
Expenditures	\$304,684	\$340,635	\$480,635	\$478,840	\$354,298
Position Distribution					
Full-Time	4	4	4	4	4
Part-Time	0	0	0	0	0

FY 2019 Budget Analysis: The FY 2019 budget includes funding for compensation increases required by the Code of Ordinances. The FY 2018 budget includes an additional appropriation for reuse of the Aerovox site.

FY 2017/2018 Accomplishments

- Worked with the Energy Office to achieve a 3-STAR Certification in initial submittal.
- Received a \$200,000 EPA Brownfields Cleanup Grant for former Polyply site (in addition to existing \$1.6M MassDevelopment Grant) and a \$36,000 Municipal Vulnerability Preparedness grant for sustainability planning.
- Partial regulatory closure of Payne Cutlery site anticipated by the end of FY 2018.
- Achieved regulatory closure on all residential properties included in the “Parker Street Waste Site” and submitted cleanup plans to MassDEP for the remainder of the site (excluding the mechanical room).
- Made significant progress on a number of long-term projects, including:
 - Completion of the cleanup of Cliftex tank site – regulatory closure complete.
 - Completion of the assessment and regulatory closure of former Elco Dress site.
 - Completion of the assessment of Chumack’s Garage site and Dawson Brewery site and submitted two EPA cleanup grant applications.
 - Completion of the permitting for River Walk Segment 1 (southern segment).

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.

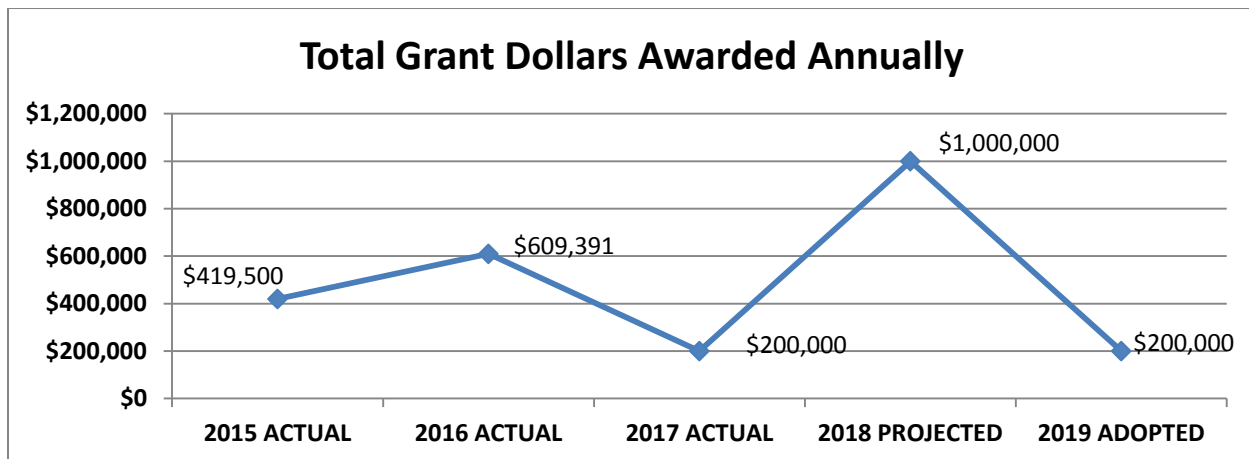
FY 2019 Strategic Goals and Performance Measures

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

PERFORMANCE MEASURES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 PROJECTED	2019 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	\$118,600	\$224,545	\$0	\$40,388	\$90,000
Former Polyply Site	FY 13	\$1,368,400	\$150,809	\$42,365	\$270,322	\$466,000	\$438,904
Riverwalk Concept	FY 14	\$100,000	\$33,207	\$66,793	-	-	-
Cliftex Tank Site	FY 15	\$400,000	\$640	\$122,809	\$240,472	\$36,079	-
Payne Cutlery Area-Wide Planning	FY 16	\$200,000	-	\$77,817	\$122,182	-	-
Payne Cutlery Assessment	FY 16	\$100,000	-	\$90,111	\$643	\$3,065	\$6,181
City-Wide Assessment	FY 16	\$400,000	-	\$16,713	\$28,555	\$140,673	\$214,059
Former Polyply Site	FY 18	\$200,000	-	-	-	\$50,000	\$150,000
Total Grant Funding Awarded*	FY 11-19	\$2,428,891	\$419,500	\$609,391	\$200,000	\$1,000,000	\$200,000

* Grants are awarded on a fiscal year delay. Grants applied for in FY16 were awarded in FY17.

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



FY 2019 Expenditure Detail

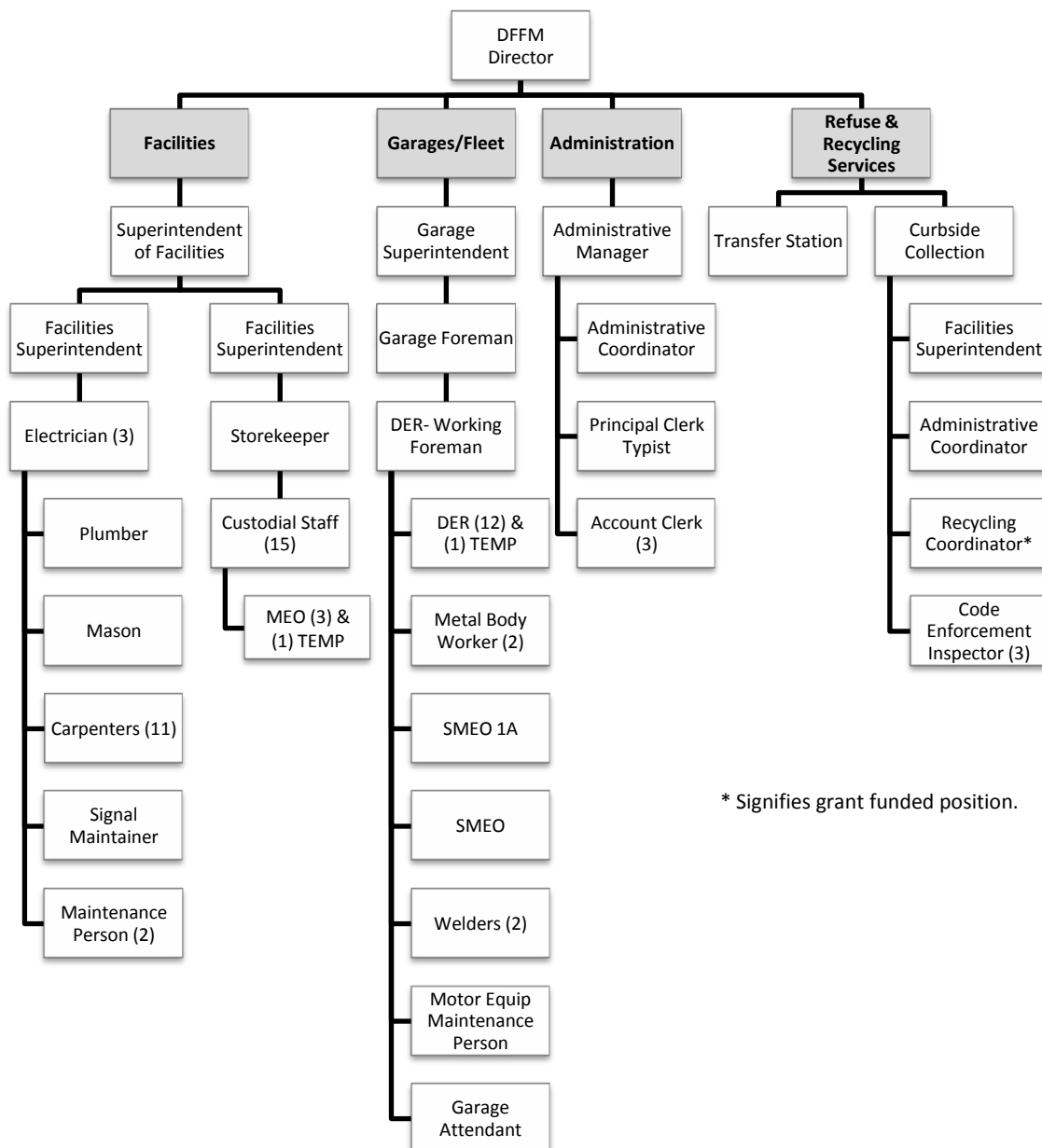
	2017	2018	2018	2018	2019
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$273,537	\$287,961	\$287,961	\$286,901	\$301,582
Longevity	550	550	550	550	1,000
Sick Incentive	450	300	300	0	300
Total Personnel Budget	\$274,537	\$288,811	\$288,811	\$287,451	\$302,882
Advertising	\$1,742	\$1,500	\$1,500	\$1,500	\$1,500
Dues Subscriptions	0	550	550	250	550
Employees Training	0	750	750	0	750
Engineering Services	10,485	14,000	14,000	14,000	14,000
Hospital And Medical	0	500	500	0	500
Lab Testing Services	6,444	4,500	4,500	5,100	4,500
Not Otherwise Classified Svc	0	7,500	7,500	8,925	7,500
Out Of State Travel	19	50	50	0	50
Photocopies	0	50	50	0	50
Printing	0	75	75	46	75
Professional Licenses	445	250	250	400	250
Rental Lease Office Equip	879	0	0	0	0
Rental-Lease	736	1,726	1,726	1,318	1,318
Telephone	1,636	1,848	1,848	1,500	1,848
Total Charges and Services	\$22,385	\$33,299	\$33,299	\$33,039	\$32,891
Supplies Misc Groundskeepng	\$7,500	\$18,000	\$18,000	\$18,000	\$18,000
Supplies Photocopier	113	100	100	100	100
Supplies Sundry Office	149	425	425	250	425
Total Supplies	\$7,762	\$18,525	\$18,525	\$18,350	\$18,525
Other Financing Uses*	\$0	\$0	\$140,000	\$140,000	\$0
Total Other Financing	\$0	\$0	\$140,000	\$140,000	\$0
TOTAL EXPENDITURES	\$304,684	\$340,635	\$480,635	\$478,840	\$354,298

* FY 2018 expenditures include a mid-year transfer for expenses related to the reuse of the Aerovox site.

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 76 member 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 2019 Adopted Budget Summary

	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
Expenditures	\$7,686,895	\$8,199,221	\$8,707,226	\$8,707,048	\$8,475,000
Position Distribution					
Full-Time	76	76	76	76	76
Part-Time	1	1	1	1	1

FY 2019 Budget Analysis: The FY 2019 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 building maintenance person to one signal maintainer and one small motor equipment operator 1A to one maintenance person, the addition of one motor equipment operator and the elimination of one superintendent of custodians. The budget also includes increases to charges and services to properly fund the city's electricity account as well as funding for the lease payment for phases one and two of the ESCO project totaling \$145,407, and \$77,000 to capital outlay to continue the city's vehicle replacement initiative.

FY 2017/2018 Accomplishments

- DFFM has been responsible for the effective management of capital projects since the inception of the Capital Improvement Program in FY 2014. A sampling of these projects includes: Buttonwood Zoo Elephant Barn reconfiguration; roof surface replacement at the Quest Center; ongoing renovations to City Hall; and the replacement of the apparatus floor at Fire Headquarters.
- The department also manages projects outside of the CIP, including:
 1. Successfully completing the second phase of restoration of the Zeiterion Theater's façade;
 2. The \$5.5 Million refurbishment of the Elm Street Garage;
 3. 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;
 4. Various tenant improvements to the Quest Center;
 5. A start to finish renovation of the Waldron Barracks located within Buttonwood Park;
 6. Participation in the reinvention of the Rivers, Rainforests and Reefs project.
- 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.
- Enhanced employee protocol and safety procedures by conducting several safety trainings: Blood Borne Pathogens, OSHA 30 and Confined Space Training.
- The City's energy management program has produced a 5 million kilowatt-hour reduction, equivalent to 11.4% of the City's usage, in annual electricity consumption since FY 2014.

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.

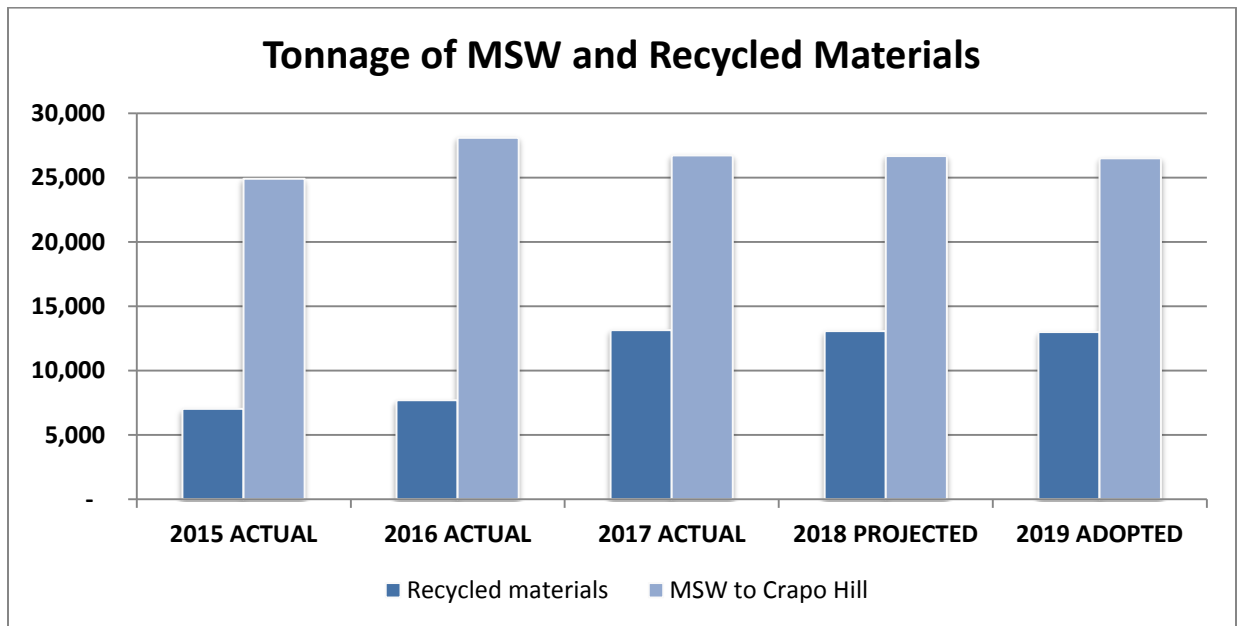
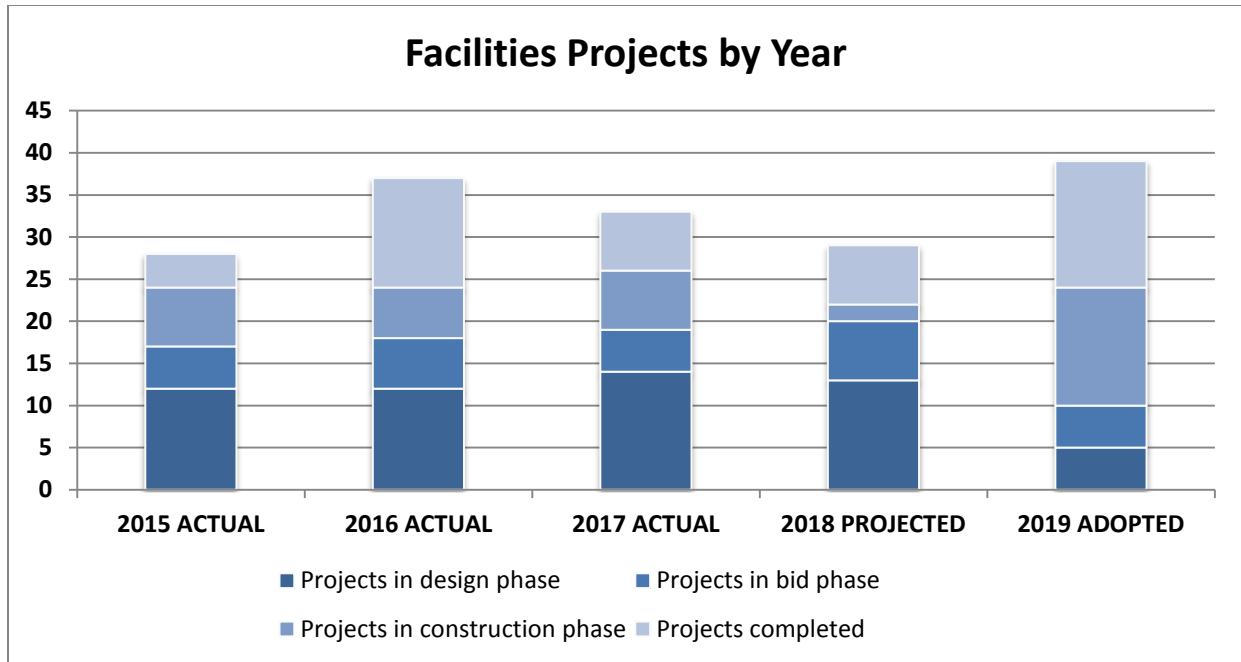
FY 2019 Strategic Goals and Performance Measures

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	Increase public awareness of recycling opportunities through outreach and enforcement of the City’s trash and recycling ordinance.	Ongoing

PERFORMANCE MEASURES	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 PROJECTED	2019 ADOPTED
Average Age of Emergency Vehicles	12	12	12	12	12
Average Age of Operational Vehicles	16	14	14	13	13

PERFORMANCE MEASURES	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 PROJECTED	2019 ADOPTED
Total # of projects	28	37	33	29	16
Projects in design phase	12	12	14	13	5
Projects in bid phase	5	6	5	7	5
Projects in construction phase	7	6	7	2	14
Projects completed	4	13	7	7	15

PERFORMANCE MEASURES	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 PROJECTED	2019 ADOPTED
Tonnage of recycled materials	7,027	7,698	13,148	13,073	13,000
Tonnage of MSW to Crapo Hill	24,919	28,096	26,719	26,676	26,500



FY 2019 Expenditure Detail

DESCRIPTION	2017	2018	2018	2018	2019
	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$2,918,612	\$3,341,038	\$3,848,963	\$3,066,048	\$3,373,791
Longevity	18,550	19,750	19,750	17,150	19,050
Overtime	76,577	78,093	78,093	72,000	78,093
Final Employee Payoffs	28,034	0	0	87,091	0
Sal Wages Temporary	62,421	37,201	37,201	22,294	58,622
Sick Incentive	8,837	8,887	8,887	6,817	8,705
FURLOUGH Settlement	0	0	0	505,938	0
FURLOUGH Interest	0	0	0	2,096	0
Total Personnel Budget	\$3,113,030	\$3,484,969	\$3,992,894	\$3,779,434	\$3,538,261
Advertising	\$1,134	\$1,000	\$1,000	\$750	\$1,000
Asbestos Lead Removal	350	0	0	0	0
Cell Phone	9,471	8,500	8,500	6,500	8,500
Consultants	0	0	0	3,748	0
Contractual Services	102,356	270,390	270,390	150,000	270,390
Dues Subscriptions	257	0	0	0	0
Electricity	1,054,148	1,067,000	1,067,000	1,168,000	1,110,000
Employees Training	7,322	6,025	6,025	5,000	6,025
Engineering Services	14,500	20,000	20,000	25,000	20,000
Hospital And Medical	109,687	67,000	67,000	60,000	67,000
In State Travel	691	0	0	92	0
Jdgmnt Claims Sttlmnts	750	0	0	60,000	0
Maintenance Agreements	63,038	50,000	50,000	70,000	55,300
Natural Gas	269,998	285,000	285,000	350,000	285,000
Not Otherwise Classified Svc	7,574	1,500	1,500	9,270	1,500
Oil For Heat	84,835	100,000	100,000	120,000	100,000
Out Of State Travel	1,624	0	0	0	0
Pest Control	5,335	3,500	3,500	5,000	3,500
Postage	0	50	50	0	50
Pre Employment Medical	1,575	350	350	1,623	1,000
Printing	5,508	1,000	1,000	1,193	1,000
Professional Licenses	1,114	500	500	1,457	500
Public Safety	550	500	500	0	500
R M Boiler	569	0	0	0	0
R M Buildings Grounds	300	0	0	15,938	0
R M Communication Lines	1,431	1,500	1,500	0	1,500
R M Electrical	196	0	0	0	0
R M Elevator Equipment	20,805	30,000	30,000	31,128	30,000
R M Equipment	149	2,000	2,000	1,539	2,000
R M Fences Playgrounds	930	0	0	0	0
R M Flat Tires	799	500	500	1,136	500
R M Glass	95	1,000	1,000	1,047	1,000
R M HVAC Equipment	148,215	100,000	100,000	185,000	139,050
R M Intercoms Alarms	6,694	10,000	10,000	18,380	10,000
R M Machine Tools	0	0	0	1,750	0
R M Miscellaneous	0	1,000	1,000	0	1,000

FY 2019 Expenditure Detail

DESCRIPTION	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
R M Roofs	\$0	\$0	\$0	\$323	\$0
R M Small Engines	113	200	200	51	200
R M Two_Way Radio	2,862	4,000	4,000	4,103	4,000
R M Vehicle Transmissions	595	2,000	2,000	1,966	2,000
R M Vehicles	216,557	110,000	110,000	163,000	110,000
R M Windows Doors	8,141	15,000	15,000	10,000	15,000
Refuse Service	6,169	5,000	5,000	8,000	5,000
Rental Lease Const Equip	0	0	0	2,441	0
Rental Lease Vehicles	50,000	49,300	49,300	49,299	49,300
Rental-Lease	145,440	195,350	195,350	205,000	297,757
Uniform Cleaning Service	12,770	12,000	12,080	13,000	12,080
Total Charges and Services	\$2,364,648	\$2,421,165	\$2,421,245	\$2,750,734	\$2,611,652
Concrete	\$1,784	\$500	\$500	\$101	\$500
Newspaper Magazines	250	250	250	281	250
Parts - Fence	146	0	0	170	0
Parts - HVAC	39,107	35,000	35,000	51,290	35,000
Supplies Boardup	2,243	0	0	0	0
Supplies Building Maintenance	52,155	54,000	54,000	49,158	54,000
Supplies Carpentry	8,436	20,000	20,000	8,000	20,000
Freight	6,597	10,000	10,000	8,605	10,000
Supplies Doors Windows	27,800	10,000	10,000	37,642	10,000
Supplies Janitorial	82,331	85,000	85,000	85,000	85,000
Supplies Lighting	35,466	30,000	30,000	38,335	30,000
Supplies Masonry	4,131	2,000	2,000	5,701	2,000
Supplies Misc Groundskeepng	7,939	10,000	10,000	8,469	10,000
Supplies Not Otherwise Class	681	2,000	2,000	18,630	2,000
Supplies Other	0	0	0	59	0
Supplies Painting	13,542	12,000	12,000	8,928	12,000
Supplies Pest Control	627	1,000	1,000	164	1,000
Supplies Photocopier	4,104	5,000	5,000	2,606	5,000
Supplies Plumbing	20,987	20,000	20,000	15,000	20,000
Supplies Public Safety	34	0	0	606	0
Supplies SmallTools	11,864	10,000	10,000	10,944	10,000
Supplies Sundry Office	7,427	5,000	5,000	7,024	5,000
Supplies Welding	6,834	7,000	7,000	5,628	7,000
Supplies Vehicle	557,470	571,000	571,000	571,921	571,000
Supplies Vehicle - Misc.	152,707	0	0	0	0
Uniforms and Other Clothing	1,648	4,000	4,000	3,406	4,000
Vehicle Diesel Fuel	146,191	175,000	175,000	150,000	150,000
Vehicle Gas Fuel	398,607	450,000	450,000	440,000	430,000
Vehicle Oil and Other Fluids	19,511	30,000	30,000	30,000	30,000
Vehicle Supplies Batteries	26,453	31,500	31,500	23,000	31,500
Vehicle Supplies Tires Tubes	101,121	82,000	82,000	59,000	82,000
Total Supplies	\$1,738,193	\$1,662,250	\$1,662,250	\$1,639,668	\$1,617,250

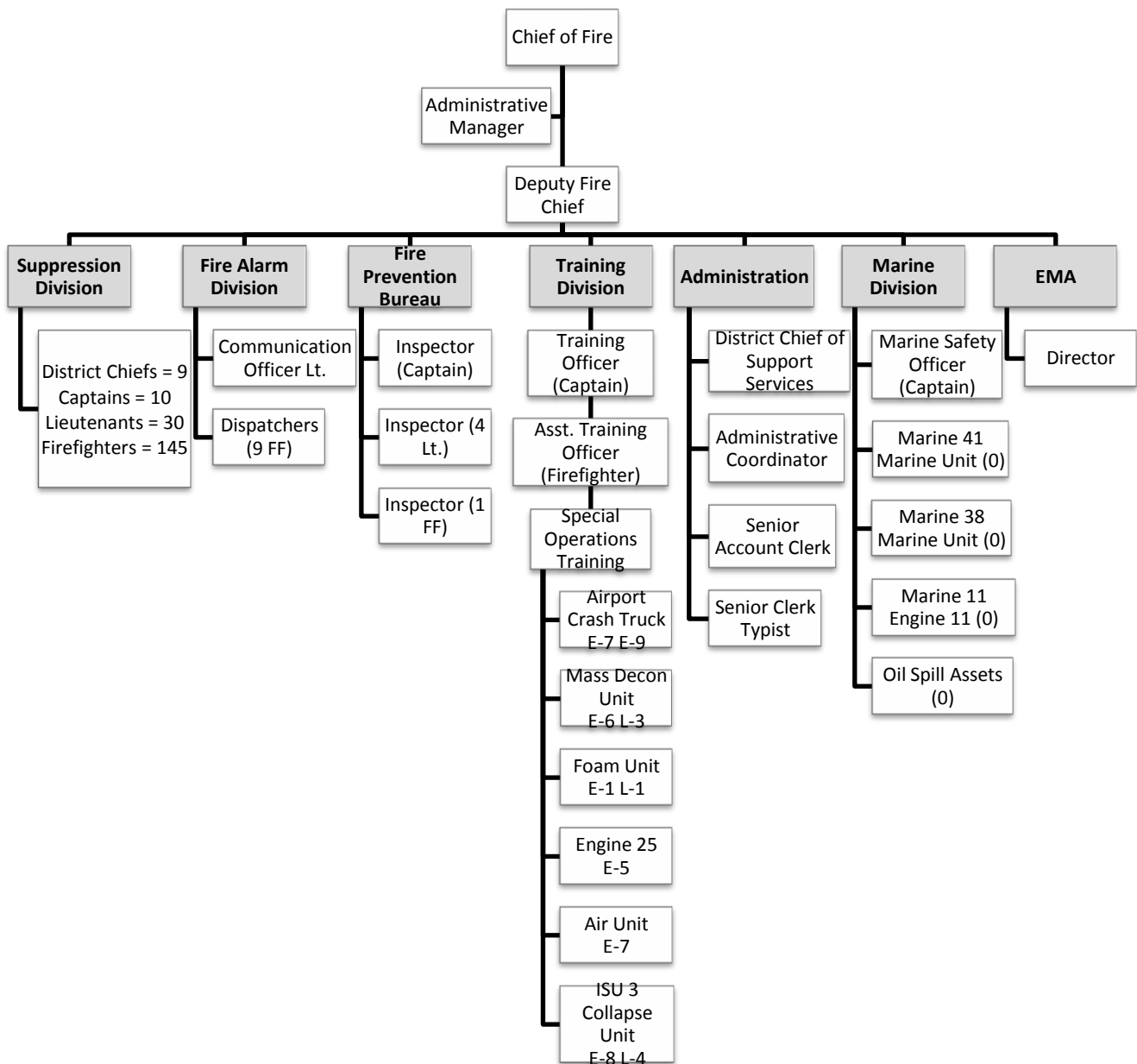
FY 2019 Expenditure Detail

DESCRIPTION	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
Automobiles Purchased	\$386,648	\$483,837	\$483,837	\$481,549	\$560,837
Building Structure	78,646	97,000	97,000	48,000	97,000
Computer Equipment Capital	744	0	0	0	0
Minor Equipment Capital	4,985	50,000	50,000	7,663	50,000
Total Capital Outlay	\$471,024	\$630,837	\$630,837	\$537,212	\$707,837
TOTAL EXPENDITURES	\$7,686,895	\$8,199,221	\$8,707,226	\$8,707,048	\$8,475,000

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 three 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 2019 Adopted Budget Summary

	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
Expenditures	\$17,101,105	\$16,579,126	\$17,545,870	\$17,553,205	\$18,022,285
Position Distribution					
Full-Time	220	221	221	221	221
Part-Time	0	0	0	0	0

FY 2019 Budget Analysis: The FY 2019 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The budget also reflects increases to personnel, for salaries transferred to the General Fund from the SAFER grant from December through June totaling \$834,804, charges and services for court services for \$5,000, and supplies and materials to initiate a gear replacement plan for \$50,000.

FY 2017/2018 Accomplishments

- New Bedford’s Emergency Management division was fully consolidated in the New Bedford Fire Department.
- The New Bedford Fire Department was certified by the FAA for crash rescue firefighting at New Bedford Regional Airport.
- Two new fire engines were placed in service replacing engines #5 and #9.
- Fire dispatch infrastructure was relocated to Police dispatch in preparation for the consolidation of city-wide dispatch.
- Renovations to the exterior and interior of Fire Station #5 are nearing completion.

Program Descriptions

Administration Division: The Administrative Division oversees the day to day administration, financial oversight, grant administration and planning functions of the Nbfd. 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.

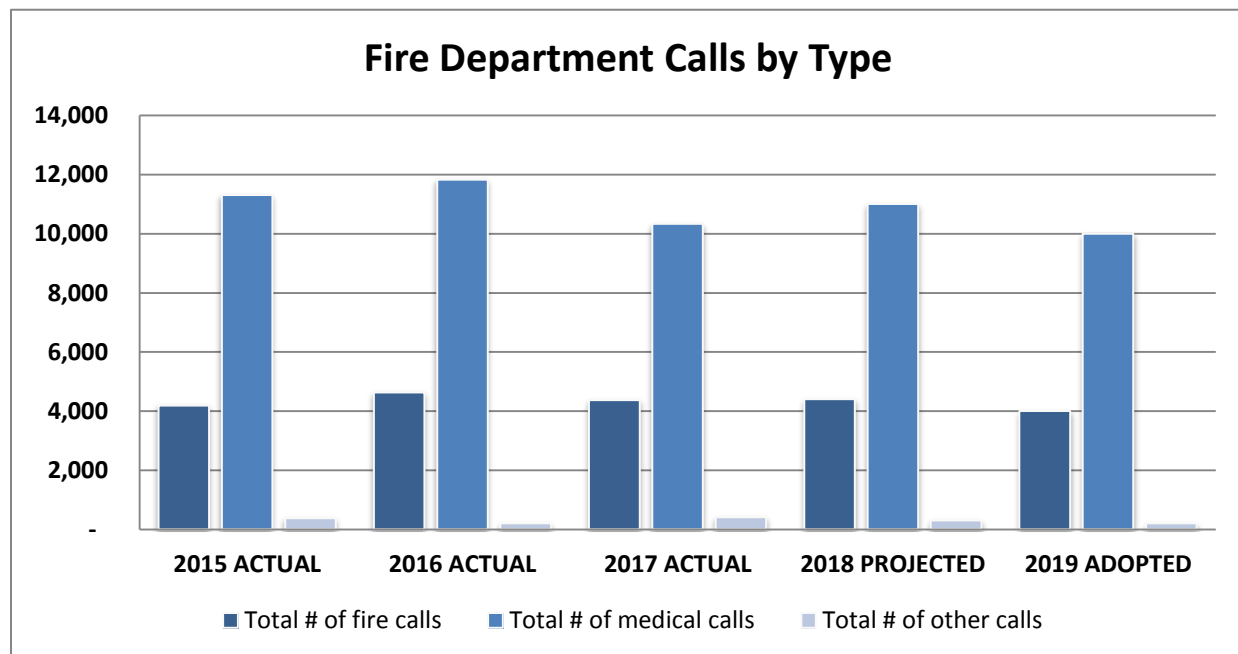
Marine Unit: The Marine Unit is responsible for all NBFD operations on or along the waterfront, including 24/7 response capability on the water; training, maintenance and coordination of the departments marine units, oil spill boom and equipment, and rapid response water crafts; and the coordination 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 2019 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.	New in FY 2019

PERFORMANCE MEASURES	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 PROJECTED	2019 ADOPTED
Reported fires	475	440	416	440	400
Structure fires	210	208	225	200	200
Fire calls	4,190	4,632	4,369	4,400	4,000
Medical calls	11,312	11,832	10,330	11,000	10,000
Other calls	376	205	408	300	200



FY 2019 Expenditure Detail

	2017	2018	2018	2018	2019
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$12,768,791	\$13,026,370	\$13,846,114	\$13,343,589	\$14,202,109
Additional Gross	28,610	68,000	68,000	43,385	68,000
Longevity	100,750	101,400	101,400	93,850	96,550
Overtime	1,219,437	600,000	700,000	1,166,828	600,000
Educational Credit	974,771	941,505	941,505	941,505	1,007,337
Final Employee Payoffs	169,566	0	0	83,034	0
Holiday	715,816	735,596	735,596	747,596	830,824
Sick Incentive	18,200	24,000	24,000	17,524	24,000
Uniform Allowance	178,000	195,000	195,000	189,500	210,750
FURLOUGH Settlement	0	0	0	26,642	0
FURLOUGH Interest	0	0	0	105	0
Total Personnel Budget	\$16,173,941	\$15,691,871	\$16,611,615	\$16,653,558	\$17,039,570
Cell Phone	\$9,948	\$13,000	\$13,000	\$19,000	\$13,000
Fire Prev-Cell Phone & Data	5,209	0	0	0	6,000
Consultants	0	0	7,000	5,400	0
Court Services	2,228	2,000	2,000	12,500	7,000
Dues Subscriptions	1,509	2,700	2,700	2,500	2,600
Employees Training	23,428	37,500	37,500	37,500	37,500
Fire Prev-Employee Train	120	0	0	0	0
Hospital And Medical	203,417	160,000	130,000	115,000	146,300
Not Otherwise Classified Svc	3,385	5,000	5,000	5,000	5,000
Out Of State Travel	449	500	500	1,350	500
Photograph Charges	0	500	500	150	500
Printing	1,377	550	550	550	550
Public Safety	7,192	3,000	3,000	3,000	3,000
R M Miscellaneous	4,390	5,000	5,000	6,300	6,600
R M Office Equipment	25,410	24,700	24,700	30,000	28,000
R M Vehicles Fire	10,618	13,000	13,000	13,000	13,000
Refuse Service	308	800	800	2,000	2,000
Rental-Lease	3,567	7,924	5,424	6,000	7,040
Total Charges and Services	\$302,556	\$276,174	\$250,674	\$259,250	\$278,590

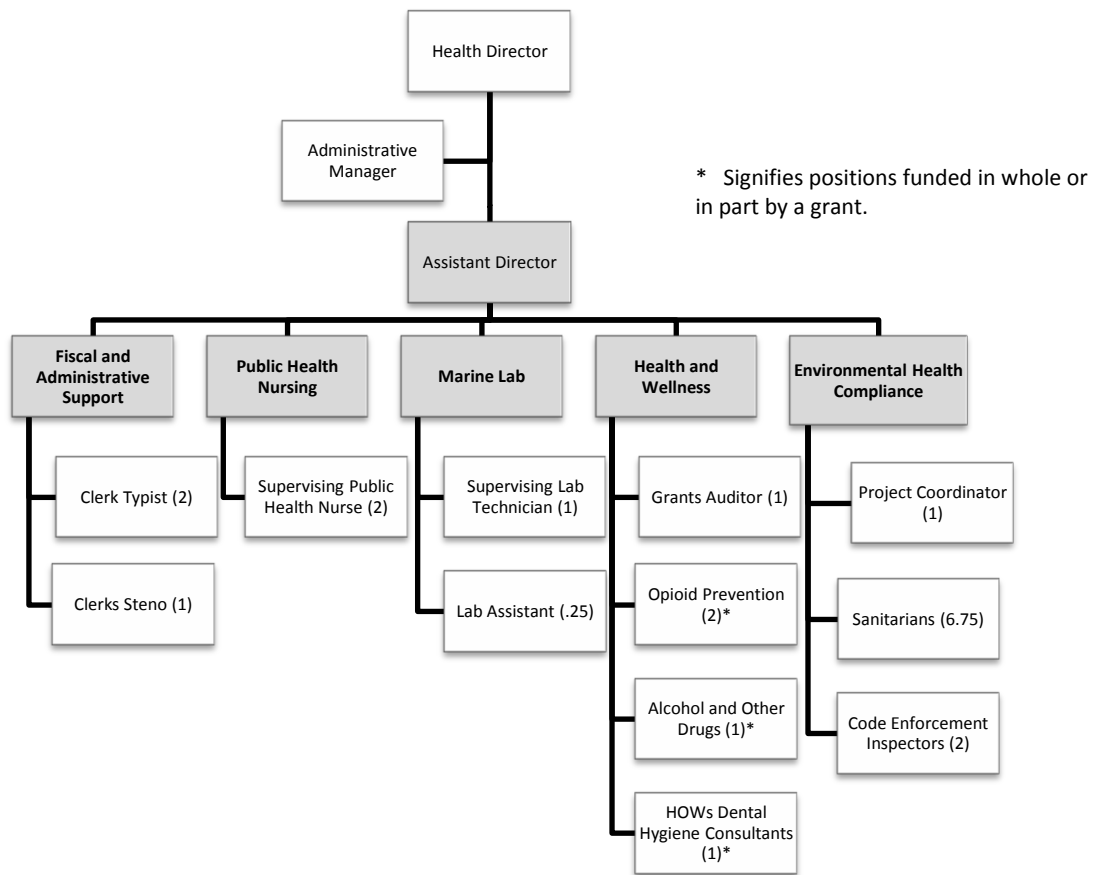
FY 2019 Expenditure Detail

	2017	2018	2018	2018	2019
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Books	\$0	\$600	\$600	\$600	\$600
Freight	29	0	0	0	0
Supplies Janitorial	34	500	500	500	500
Supplies Medical	947	17,000	17,000	18,000	20,000
Supplies Not Otherwise Class	3,008	4,200	4,200	5,200	4,200
Fire Prev-Supp Not Other Class	5	0	0	0	0
Supplies Painting	60	500	500	500	500
Supplies Photocopier	1,592	1,500	1,500	1,500	1,500
Supplies Public Safety	16,030	4,375	36,875	7,875	5,000
Supplies SmallTools	888	2,000	2,000	2,000	2,000
Supplies Sundry Office	6,966	7,725	7,725	7,725	7,725
Supplies Vehicle - Fire	2,508	9,450	9,450	9,500	10,000
Supplies Vehicle - Misc.	7,652	5,400	5,400	5,400	2,400
Uniforms and Other Clothing	23,843	32,500	32,500	50,000	83,100
Total Supplies	\$63,563	\$85,750	\$118,250	\$108,800	\$137,525
Computer Equip non Capital	\$962	\$1,000	\$1,000	\$1,000	\$1,000
Fire Equipment Capital	460,082	524,330	564,330	530,597	565,600
Total Capital Outlay	\$461,044	\$525,330	\$565,330	\$531,597	\$566,600
Other Financing Uses	\$100,000	\$0	\$0	\$0	\$0
Total Other Financing	\$100,000	\$0	\$0	\$0	\$0
TOTAL EXPENDITURES	\$17,101,105	\$16,579,126	\$17,545,870	\$17,553,205	\$18,022,285

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 Deputy 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 2019 Adopted Budget Summary

	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
Expenditures	\$884,211	\$962,998	\$1,092,784	\$1,077,983	\$1,145,878
Position Distribution					
Full-Time	20	20	20	20	20
Part-Time	1	1	1	1	1

FY 2019 Budget Analysis: The FY 2019 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The personnel budget reflects the mid-year conversion of a code enforcement inspector to a sanitarian. The budget also includes increases to charges and services to sustain the city’s dental program, previously funded by a grant, and to conduct a strategic plan of the department totaling \$72,000.

FY 2017/2018 Accomplishments

- Received a grant from the National League of Cities which provides mayors and city staff with the tools and technical assistance to address the opioid epidemic in their cities.
- The Health and Oral Wellness in Schools (HOWs) program continues to promote good oral hygiene by providing free sealant and fluoride services to New Bedford school aged children. The program is on pace to administer 3,137 preventative services to more than 2,000 elementary students representing approximately 29% of the target student population.
- The New Bedford Municipal Laboratory analyzed 2,244 beach and water samples last year and continues to provide environmental water and beach analysis to local and regional organizations and agencies as needed. The New Bedford Municipal Laboratory remains the only laboratory in the state certified by the Massachusetts Division of Marine Fisheries.
- Environmental Health Food inspectors successfully completed the Food and Drug Administration's (FDA) voluntary food safety standards 3 and 7 and will begin auditing standards 4 and 8 in the spring of 2018.

Program Descriptions

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 part-time assistant.

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.

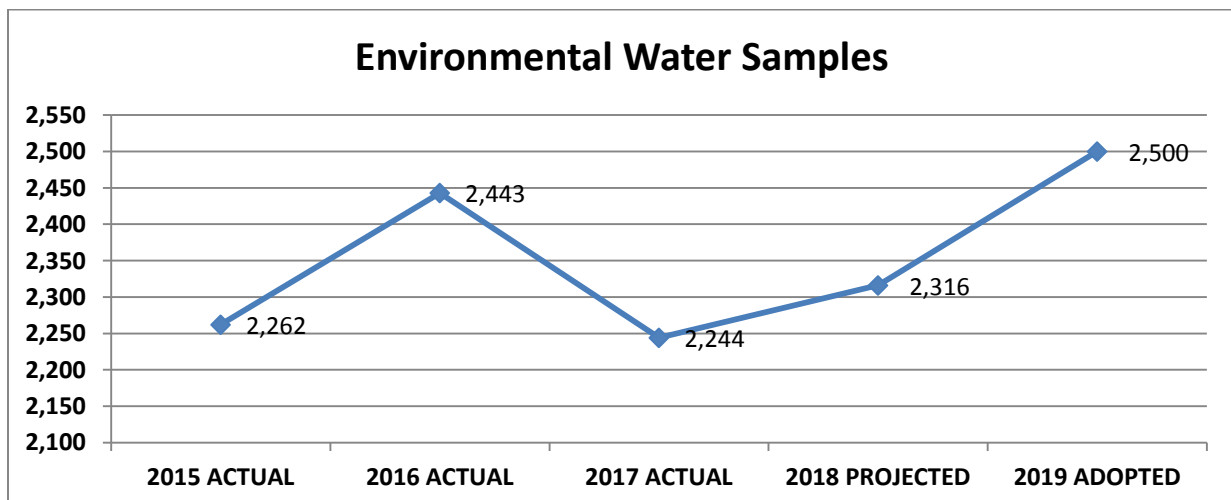
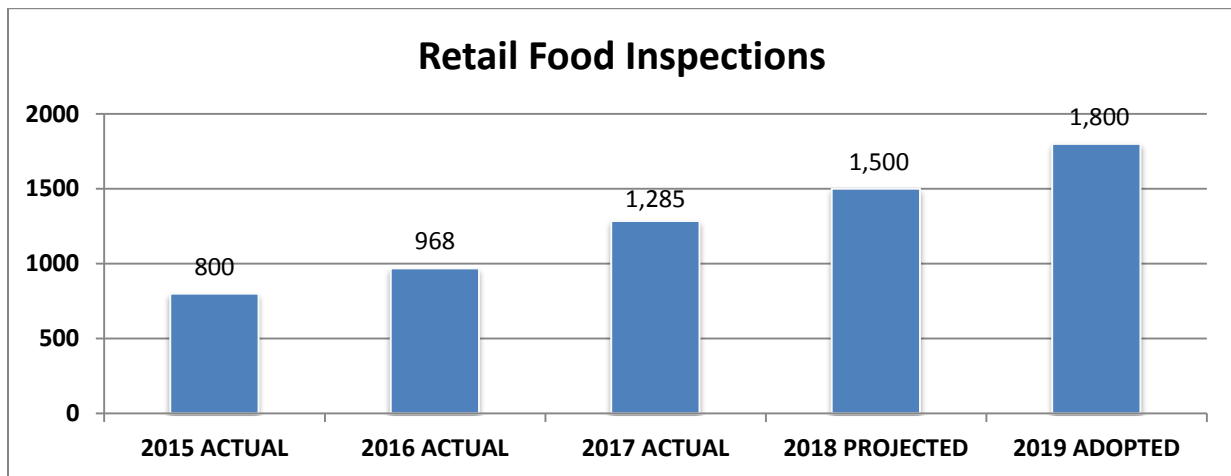
Behavioral Health (Substance Abuse and Mental Illness) Prevention and Services: The Behavioral Health division delivers prevention activities including outreach, education, public youth advocacy, and compliance efforts aimed at preventing and reducing first use and consequences of legal and illicit substances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

FY 2019 Strategic Goals and Performance Measures

STRATEGIC GOALS		STATUS
1	Ensure each retail food establishment is inspected at least twice annually.	Ongoing
2	Provide high quality local and regional waterfront resources and services.	Ongoing
3	Reduce substance use/misuse among New Bedford residents.	Ongoing
4	Manage and Monitor infectious and communicable disease outbreaks.	Ongoing
5	Ensure compliance checks for all retail tobacco establishments.	Ongoing
6	Ensure all homes built before 1978 comply with the Massachusetts Lead Law.	Ongoing

PERFORMANCE MEASURES	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 PROJECTED	2019 ADOPTED
Retail Food Inspections conducted	800	968	1,285	1,500	1,800
Environmental water samples	2,262	2,443	2,244	2,316	2,500
Opioid related deaths*	49	57	43	41	39
Confirmed cases of TB	2	4	7	1	0
Tobacco Permit Inspections	161	138	132	146	146
Lead Inspections	26	12	11	16	14

* Data is reported by the Massachusetts Department of Public Health and is on a year delay. 2017 Actual number is estimated until MDPH reports official numbers.



FY 2019 Expenditure Detail

	2017	2018	2018	2018	2019
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$745,717	\$829,076	\$923,862	\$780,825	\$937,841
Longevity	6,800	5,700	5,700	5,150	5,150
Overtime	1,730	0	0	3,148	0
Final Employee Payoffs	20,156	0	0	7,212	0
Sal Wages PT Permanent	4,164	14,831	14,831	16,307	17,864
Sick Incentive	2,122	2,400	2,400	1,828	2,100
FURLOUGH Settlement	0	0	0	119,341	0
FURLOUGH Interest	0	0	0	467	0
Total Personnel Budget	\$780,688	\$852,007	\$946,793	\$934,278	\$962,955
Advertising	\$1,244	\$0	\$0	\$0	\$0
Board Member Stipends	223	700	700	600	669
Cell Phone	4,391	2,000	2,000	2,500	2,500
Consultants	45,157	48,986	83,986	84,000	80,986
Contractual Services	0	0	0	0	40,000
Court Services	1,600	2,500	2,500	2,400	2,500
Dues Subscriptions	310	150	150	250	150
Employees Training	1,516	4,230	4,230	4,000	4,230
Hospital And Medical	357	600	600	300	600
In State Travel	839	800	800	800	800
Lab Testing Services	429	1,000	1,000	1,000	1,000
Postage	99	200	200	200	100
Printing	2,371	2,500	2,500	2,500	2,500
R M Miscellaneous	0	500	500	500	100
R M Office Equipment	699	300	300	300	300
Telephone	719	700	700	700	663
Total Charges and Services	\$59,954	\$65,166	\$100,166	\$100,050	\$137,098
Books	\$153	\$300	\$300	\$300	\$300
Freight	740	200	200	130	200
Supplies Medical	19,475	22,490	22,490	22,490	22,490
Supplies Photocopier	1,961	2,000	2,000	2,000	2,000
Supplies Sundry Office	6,355	5,300	5,300	3,200	5,300
Supplies Teaching - Library	292	300	300	300	300
Total Supplies	\$28,976	\$30,590	\$30,590	\$28,420	\$30,590

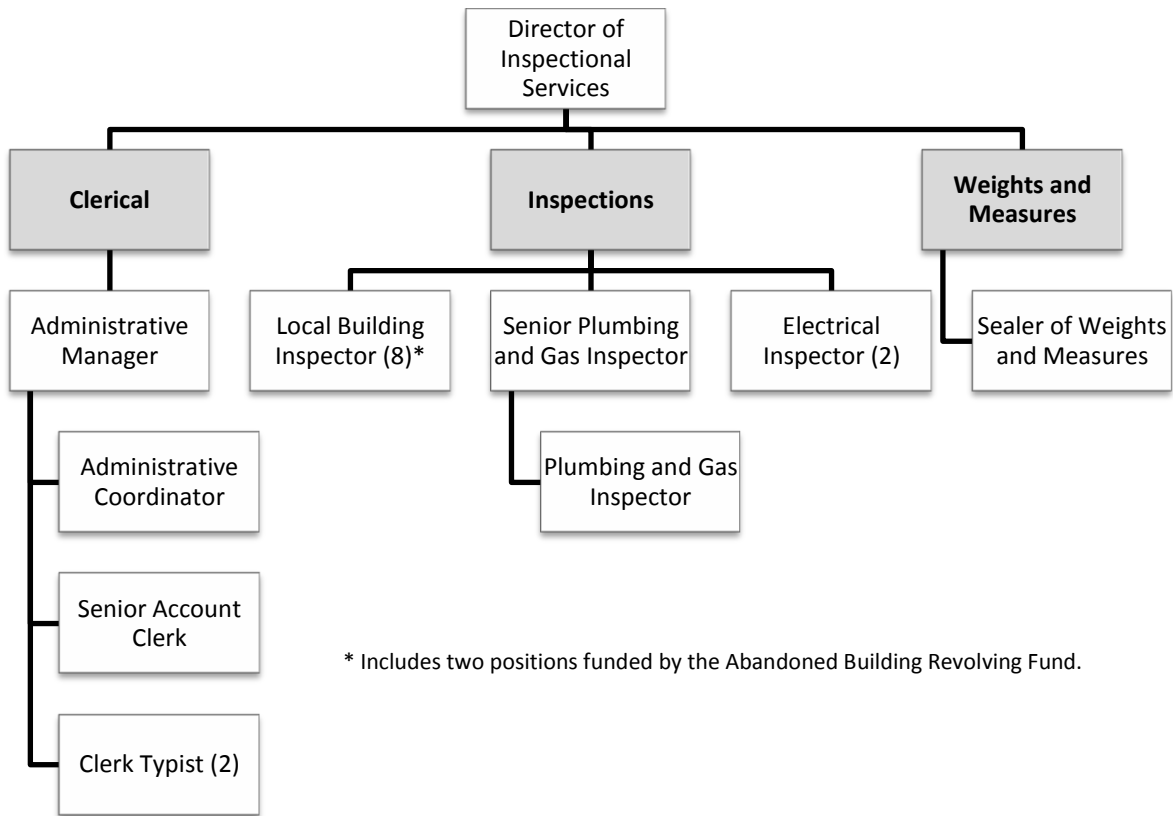
FY 2019 Expenditure Detail

	2017	2018	2018	2018	2019
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Computer Equip non Capital	\$8,424	\$5,000	\$5,000	\$5,000	\$5,000
Computer Software Non Cptl	0	1,500	1,500	1,500	1,500
Minor Equipment Capital	6,169	8,735	8,735	8,735	8,735
Total Capital Outlay	\$14,593	\$15,235	\$15,235	\$15,235	\$15,235
TOTAL EXPENDITURES	\$884,211	\$962,998	\$1,092,784	\$1,077,983	\$1,145,878

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 four divisions: Clerical, Compliance, 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 2019 Adopted Budget Summary

	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
Expenditures	\$865,659	\$981,809	\$1,043,193	\$1,016,757	\$1,010,026
Position Distribution					
Full-Time	16	17	17	17	17
Part-Time	0	0	0	0	0

FY 2019 Budget Analysis: The FY 2019 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances.

FY 2017/2018 Accomplishments

- Issued over 5,800 permits in FY 2017, including almost 3,000 building permits, generating over \$1.2 million in revenue.
- Implemented the use of tablets in March 2018, providing remote access to View Inspect by inspectors in the field.
- Certificates of Inspection increased by 37% between FY 2016 and 2017 and the department refined its data collection processes for Certificates of Inspection to further improve its oversight of business and multi-family dwelling inspections.

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.

Compliance: The Compliance Division assists the public with all zoning and permitting matters, including researching and responding to all zoning, building, and subdivision related questions. In addition, the division is responsible for the completion of letters needed for the Zoning Board of Appeals and Zoning Review.

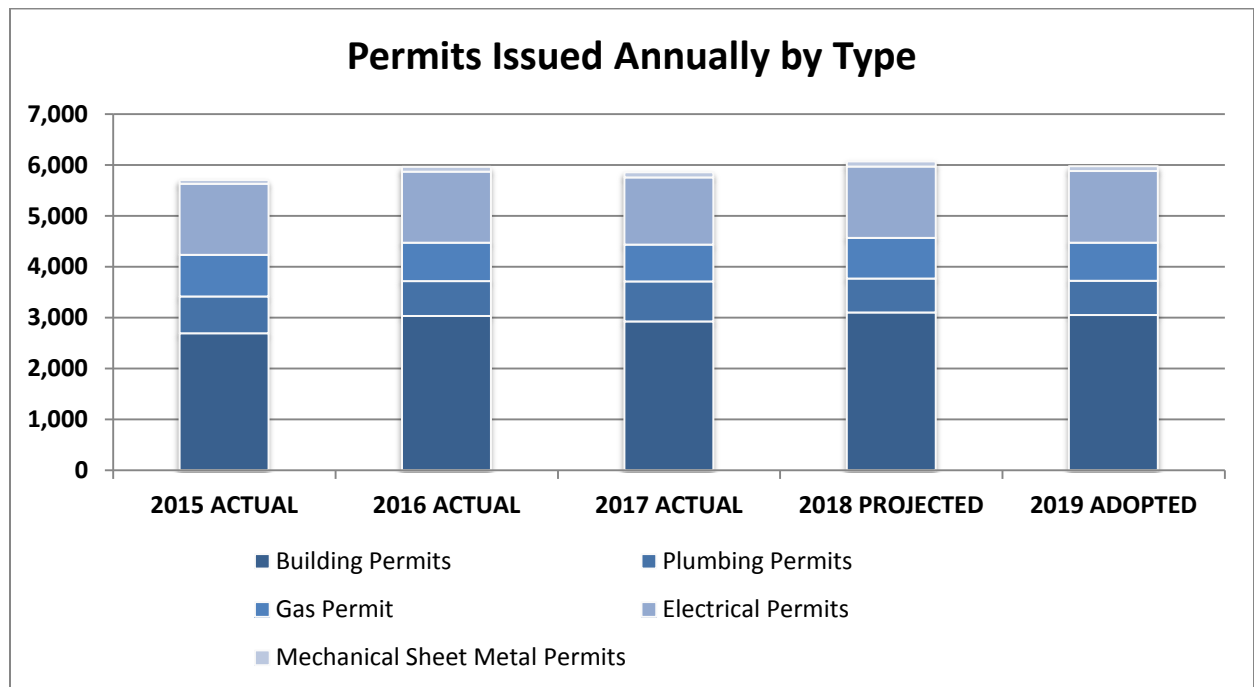
Inspectors: The City’s inspectors conduct inspections for all permits and certificates of inspection; research code; review plans; approve/reject permits; and respond to questions and complaints taken by telephone or at the office which are recorded as special investigations.

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 2019 Strategic Goals and Performance Measures

STRATEGIC GOALS		STATUS
1	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.	Ongoing
2	Continue ongoing efforts to digitize the department's application and inspection processes.	Ongoing

PERFORMANCE MEASURES	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 PROJECTED	2019 ADOPTED
Building Permits	2,691	3,035	2,929	3,100	3,050
Plumbing Permits	723	686	783	670	675
Gas Permits	821	753	725	800	750
Electrical Permits	1,396	1,398	1,321	1,400	1,410
Mechanical Sheet Metal Permits	75	90	102	100	90
Total # of Permits Issued	5,706	5,962	5,860	6,070	5,975
Certificates of Inspection	1,190	1,210	1,646	1,500	1,550
Total Revenue Generated	\$962,797	\$1,293,229	\$1,229,297	\$1,300,000	\$1,300,000



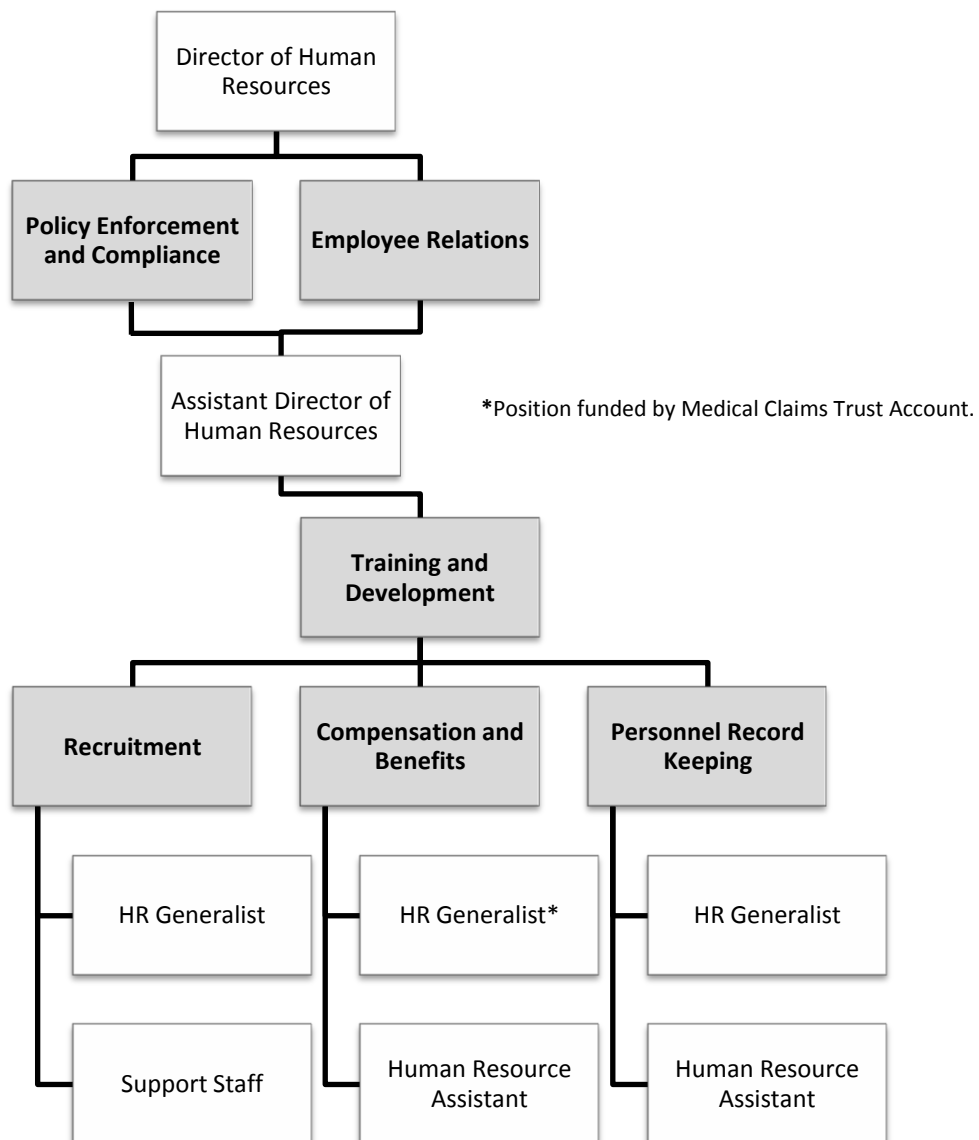
FY 2019 Expenditure Detail

	2017	2018	2018	2018	2019
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$807,507	\$905,197	\$984,081	\$891,702	\$933,162
Longevity	4,950	5,050	5,050	5,050	5,450
Final Employee Payoffs	123	0	0	1,810	0
Sal Wages Temporary	16,208	0	0	2,061	0
Sick Incentive	2,147	2,650	2,650	2,502	2,502
FURLOUGH Settlement	0	0	0	78,805	0
FURLOUGH Interest	0	0	0	307	0
Total Personnel Budget	\$830,935	\$912,897	\$991,781	\$982,237	\$941,114
Cell Phone	\$3,962	\$4,704	\$4,704	\$3,614	\$4,272
Contractual Services	120	37,400	19,900	875	37,400
Court Services	223	300	300	267	300
Dues Subscriptions	1,480	1,200	1,200	1,400	1,198
Employees Training	3,820	1,806	1,806	2,890	2,240
Hospital And Medical	1,750	1,250	1,250	3,192	1,250
In State Travel	482	0	0	0	0
Printing	5,838	3,500	3,500	3,494	3,500
Professional Licenses	0	400	400	400	400
R M Miscellaneous	480	250	250	300	300
R M Office Equipment	0	250	250	250	200
Rental Lease Office Equip	4,715	7,072	7,072	0	0
Rental-Lease	2,017	600	600	7,672	7,672
Total Charges and Services	\$24,887	\$58,732	\$41,232	\$24,354	\$58,732
Books	\$2,953	\$2,000	\$2,000	\$2,000	\$2,000
Supplies Not Otherwise Class	3,318	680	680	441	680
Supplies Photocopier	2,189	2,000	2,000	5,135	5,000
Supplies Sundry Office	1,377	5,500	5,500	2,590	2,500
Total Supplies	\$9,837	\$10,180	\$10,180	\$10,166	\$10,180
TOTAL EXPENDITURES	\$865,659	\$981,809	\$1,043,193	\$1,016,757	\$1,010,026

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 2019 Adopted Budget Summary

	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
Expenditures	\$324,227	\$358,477	\$365,911	\$365,702	\$380,902
Position Distribution					
Full-Time	6	6	6	6	6
Part-Time	0	0	0	0	0

FY 2019 Budget Analysis: The FY 2019 budget includes funding for compensation increases required by the Code of Ordinances.

FY 2017/2018 Accomplishments

- Led the process to ensure that former and current AFSCME employees received furlough payments that were owed back to them for FY 2010 and 2011.
- Created a formal process to comply with the new forms and guidelines needed to ensure that new hires accurately complete the Federal Immigration I-9 form.
- Facilitated an MCAD training for department heads with the MA Commission Against Discrimination on anti-harassment and anti-discrimination in the workplace.
- Continued to successfully execute employee wellness programs, including walking programs, nutritional education, health screenings and an annual Benefit & Wellness Fair.
- Worked with the Blue Cross Blue Shield Municipal Health Collaborative to introduce a diabetes prevention program for pre-diabetic health insurance members.

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.

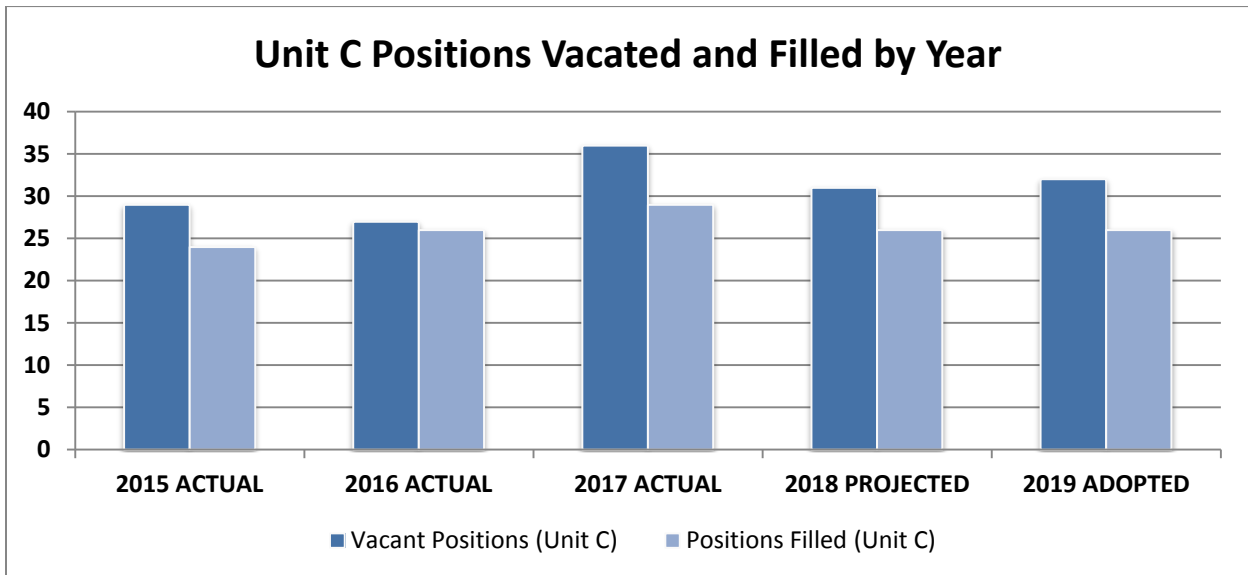
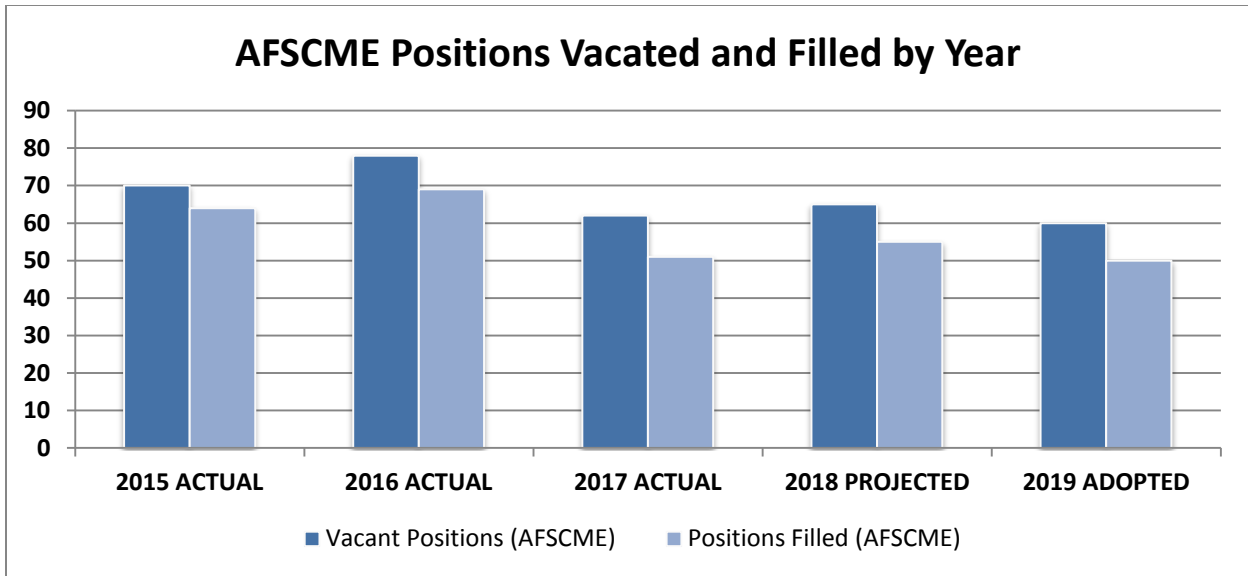
FY 2019 Strategic Goals and Performance Measures

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

PERFORMANCE MEASURES	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 PROJECTED	2019 ADOPTED
Total # of Health and Wellness participants	16	652	691	688	700

* 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	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 PROJECTED	2019 ADOPTED
Total # of Vacant Positions	99	105	99	97	92
Total # of Positions filled	88	95	65	75	75
Vacant Positions (AFSCME)	70	78	62	65	60
Positions Filled (AFSCME)	64	69	51	55	50
Vacant Positions (Unit C)	29	27	36	31	32
Positions Filled (Unit C)	24	26	29	26	26



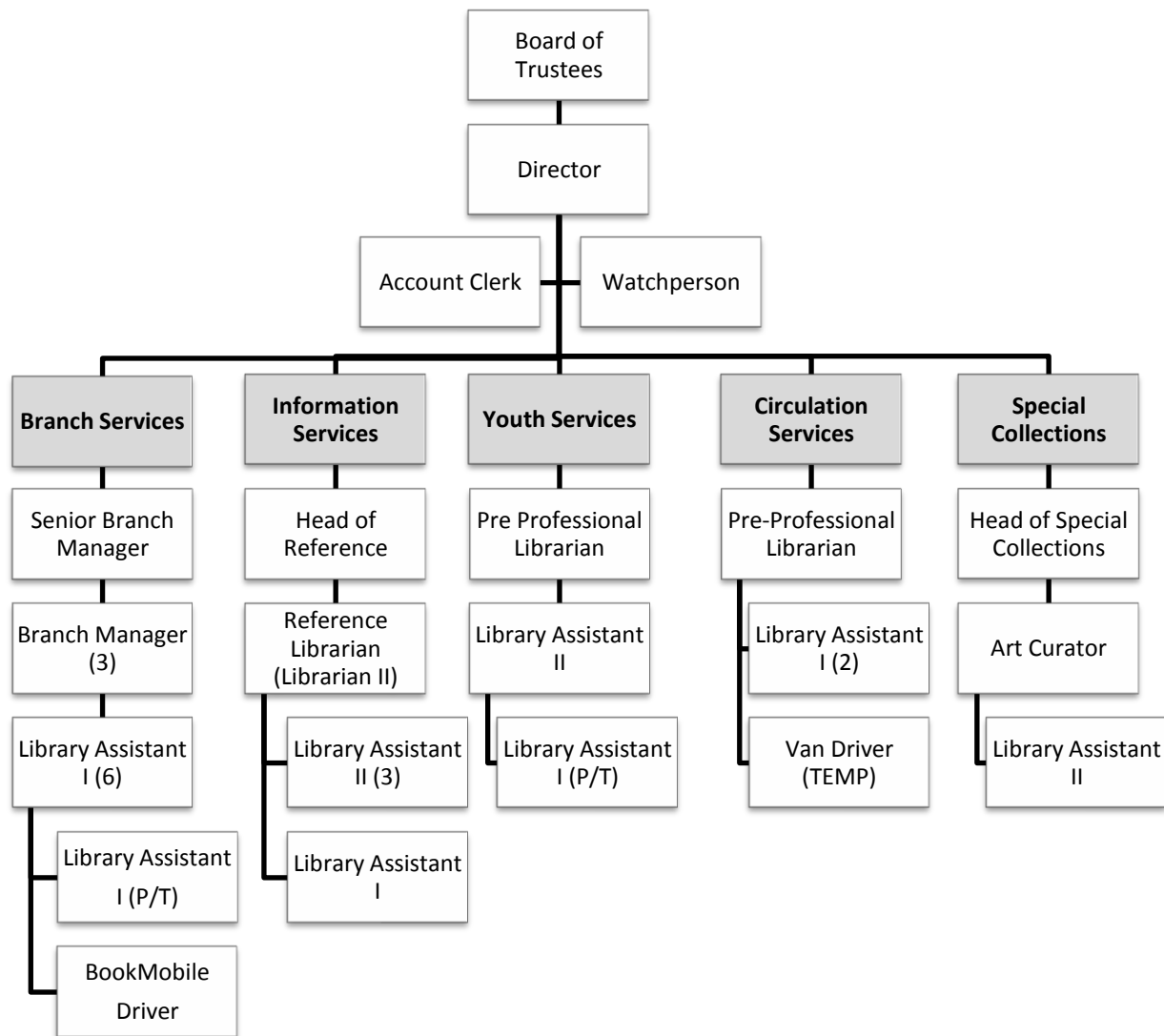
FY 2019 Expenditure Detail

	2017	2018	2018	2018	2019
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$313,384	\$347,412	\$354,846	\$351,002	\$369,637
Longevity	2,300	2,300	2,300	2,300	2,300
Sick Incentive	1,900	1,900	1,900	1,600	2,100
FURLOUGH Settlement	0	0	0	3,919	0
FURLOUGH Interest	0	0	0	16	0
Total Personnel Budget	\$317,584	\$351,612	\$359,046	\$358,837	\$374,037
Advertising	\$332	\$150	\$150	\$150	\$150
Dues Subscriptions	275	300	300	300	300
Governmental Meetings	389	650	650	650	650
Hospital And Medical	0	110	110	110	110
In State Travel	741	550	550	550	550
Out Of State Travel	291	300	300	300	300
Printing	1,194	1,180	1,180	1,180	880
R M Miscellaneous	0	0	0	0	300
Rental-Lease	1,826	2,030	2,030	2,030	2,030
Total Charges and Services	\$5,048	\$5,270	\$5,270	\$5,270	\$5,270
Food Items Perishable	\$397	\$200	\$200	\$200	\$500
Supplies Photocopier	469	500	500	500	450
Supplies Sundry Office	729	895	895	895	645
Total Supplies	\$1,595	\$1,595	\$1,595	\$1,595	\$1,595
TOTAL EXPENDITURES	\$324,227	\$358,477	\$365,911	\$365,702	\$380,902

Mission Statement: 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. The library endeavors to be the primary place to go for materials and information and educational support; to provide a safe and welcoming environment for people to learn about each other; to preserve and provide access to local history, art and special collections; and to build an engaged a connected community.

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 28 full-time staff members including the Director, Head of Branch Services, Head of Information Services, and Head of Special Collections, three branch managers, circulation manager, librarians and assistants, and two part-time Library Assistants. The main library is home to significant historical holdings including the third largest collection worldwide of American Whaling materials, early 19th century Quaker materials, and an extensive genealogy collection. Portuguese language materials are available at the Casa da Saudade branch and Spanish language materials are available at the Howland Green branch.

Department Organizational Chart



FY 2019 Adopted Budget Summary

	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
Expenditures	\$2,170,836	\$2,333,886	\$2,488,802	\$2,485,306	\$2,418,352
Position Distribution					
Full-Time	26	28	28	28	28
Part-Time	2	2	2	2	2

FY 2019 Budget Analysis: The FY 2019 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances.

FY 2017/2018 Accomplishments

- Diverse programming and events focusing on reading, culture and lifelong learning opportunities was offered at all five library locations consistently and promoted through an organizational newsletter.
- Proficio Elements Software for managing the special collections, exhibits and sharing our historic objects online was made available to the public on the Special Collections web page.
- The New Bedford Library received a Library Services & Technology Act Grant from the Board of Library Commissioners and the Network to Freedom Grant through the National Park Service totaling \$14,000.
- The Library, in partnership with Glass Horse Project and New Bedford Parks & Recreation, brought Shakespeare in the Park's Romeo & Juliet to Buttonwood Park in September of 2017.
- The Library launched its Book Rich Environment Initiative, which put 3,500 books in the hands of New Bedford children through partnerships with the Urban Libraries Council, the National Book Foundation and the Department of Housing & Urban Development.

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 and 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: As an urban library, serving a multi-lingual community, the New Bedford Free Public Library averages approximately 2,000 reference 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.

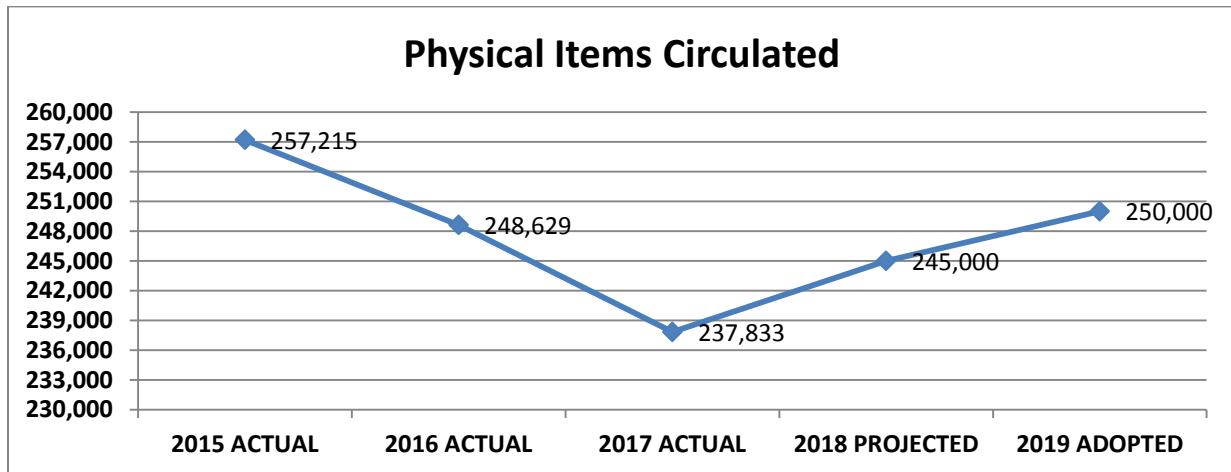
Special Collections: The Special Collections Division preserves documents and makes available to the public historic collections for research, exhibition and educational use. These holdings include an archival collection of original documents, manuscripts, journals, photographs, cartographic materials, 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 19th 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.

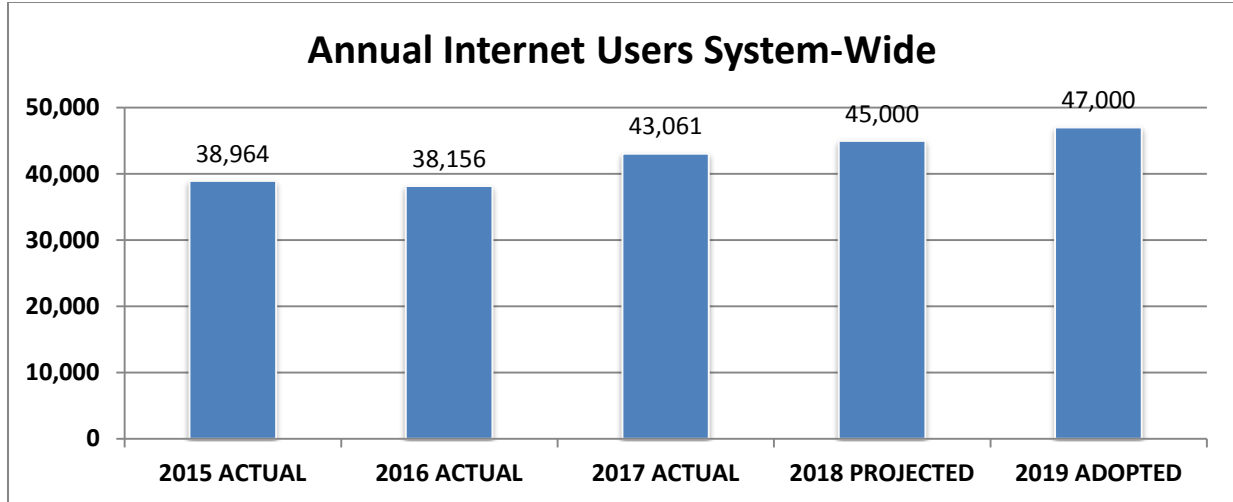
Circulation and Youth Services: The Circulation division issues library cards, renews and updates accounts, checks materials in and out, processes all incoming and outgoing deliveries and payments for overdue fines and lost item bills, and administers the museum passes that the library offers. The division 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 2019 Strategic Goals and 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	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 PROJECTED	2019 ADOPTED
Programs conducted in Spanish and Portuguese	11	12	15	35	40
Physical items circulated	257,215	248,629	237,833	245,000	250,000
Downloadable items	10,038	15,623	13,071	15,000	20,000
Internet users system-wide	38,964	38,156	43,061	45,000	47,000
Bookmobile school visits	140	140	140	150	150
Youth programming participants	3,578	3,487	3,076	3,920	4,000





FY 2019 Expenditure Detail

	2017	2018	2018	2018	2019
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$1,129,584	\$1,289,401	\$1,435,314	\$1,293,793	\$1,359,984
Longevity	7,875	9,225	9,225	9,225	10,275
Overtime	2,466	0	0	1,925	0
Final Employee Payoffs	3,836	0	0	0	0
Sal Wages Temporary	128,940	126,059	126,059	154,774	136,656
Sal Wages PT Permanent	35,114	34,317	34,317	39,795	36,579
Sick Incentive	5,411	5,411	5,411	5,385	5,385
FURLOUGH Settlement	0	0	0	101,521	0
FURLOUGH Interest	0	0	0	411	0
Total Personnel Budget	\$1,313,226	\$1,464,413	\$1,610,326	\$1,606,830	\$1,548,879
Computer Data Processing	\$68,380	\$62,505	\$62,505	\$62,505	\$62,505
Consultants	0	0	7,250	7,250	0
Dues Subscriptions	3,097	1,100	1,100	1,100	1,100
Electricity	99,319	83,400	85,153	81,273	80,411
Hospital And Medical	790	500	500	570	500
Insurance	31,117	31,000	31,000	31,000	31,000
Internet Lines	3,990	4,076	4,076	4,076	4,076
Late Charges Interest	46	0	0	0	0
Maintenance Agreements	12,823	16,000	16,000	16,000	14,616
Misc Indirect Charges	449,276	500,000	500,000	500,000	500,000
Natural Gas	11,525	9,424	9,424	8,424	7,975
Not Otherwise Classified Svc	0	0	0	250	0
Oil For Heat	6,885	5,000	5,000	8,127	5,000
Printing	125	0	0	92	0
Public Safety	21,515	10,000	10,000	10,000	8,247
Rental-Lease	32,582	44,268	44,268	45,268	51,843
Telephone	622	500	500	841	500
Total Charges and Services	\$742,093	\$767,773	\$776,776	\$776,776	\$767,773
Books	\$57,197	\$60,000	\$60,000	\$60,079	\$60,000
Media Resources	2,723	2,500	2,500	2,267	2,500
Newspaper Magazines	19,441	19,000	19,000	15,408	19,000
Supplies Audio Visual	2,094	0	0	2,260	0
Supplies-Library Audio	0	2,500	2,500	135	2,500
Supplies-Library Video	0	3,000	3,000	3,937	3,000
Supplies Building Maintenance	748	1,200	1,200	0	0
Supplies Library	1,550	1,000	1,000	2,250	2,200
Supplies Lighting	688	0	0	0	0
Supplies Photocopier	153	0	0	648	0
Supplies Sundry Office	2,211	4,300	4,300	4,388	4,300
Supplies Teaching - Library	7,688	7,000	7,000	8,782	7,000

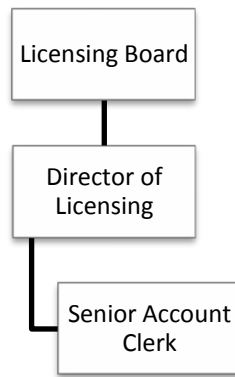
FY 2019 Expenditure Detail

	2017	2018	2018	2018	2019
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Vehicle Diesel Fuel	\$844	\$900	\$900	\$1,245	\$900
Vehicle Gas Fuel	180	300	300	300	300
Total Supplies	\$95,517	\$101,700	\$101,700	\$101,700	\$101,700
Computer Equipment Capital	\$6,361	\$0	\$0	\$0	\$0
Minor Equipment Capital	3,739	0	0	0	0
Office Equip Furn Capital	9,900	0	0	0	0
Total Capital Outlay	\$20,000	\$0	\$0	\$0	\$0
TOTAL EXPENDITURES	\$2,170,836	\$2,333,886	\$2,488,802	\$2,485,306	\$2,418,352

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 2019 Adopted Budget Summary

	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
Expenditures	\$111,326	\$116,392	\$123,368	\$123,371	\$122,287
Position Distribution					
Full-Time	2	2	2	2	2
Part-Time	0	0	0	0	0

FY 2019 Budget Analysis: The FY 2019 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances.

FY 2017/2018 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 20 applications since September.

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.

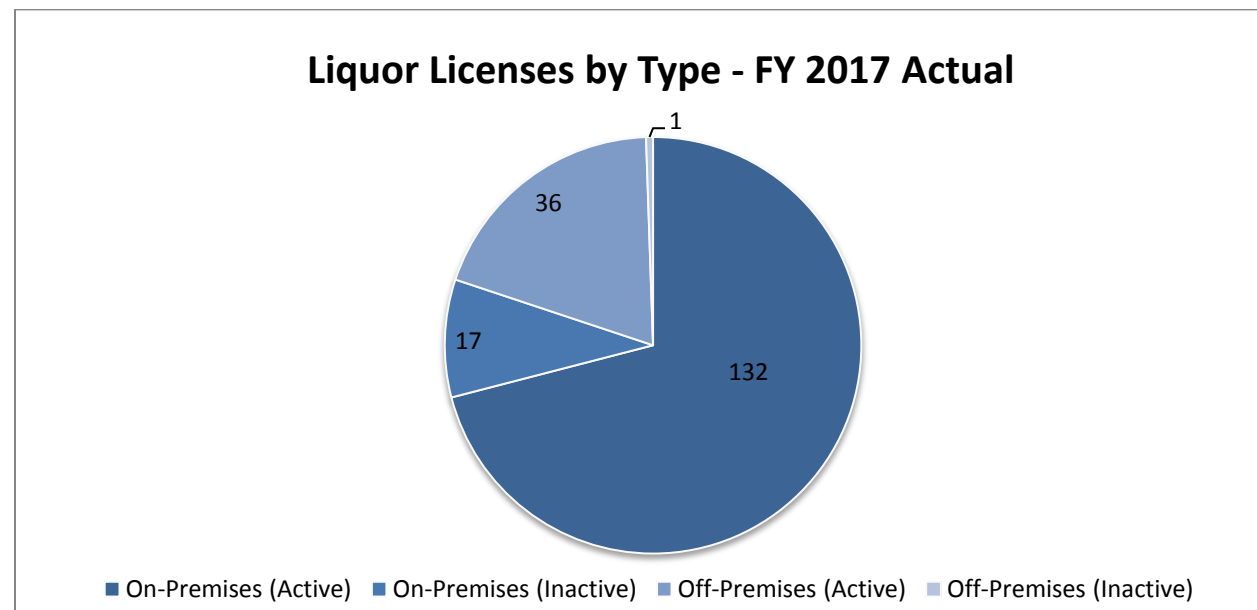
FY 2019 Strategic Goals and Performance Measures

STRATEGIC GOALS		STATUS
1	Provide technical and administrative support to the City of New Bedford’s Licensing Board.	Ongoing
2	Work to ensure that all liquor licenses are active or made active within twelve months of inactivity.	Ongoing

PERFORMANCE MEASURES	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 PROJECTED	2019 ADOPTED
Total # of licenses issued	1,235	1,204	1,204	1,187	1,200
% of required licenses submitted through ePLACE	0%	0%	100% (188)	100% (189)	0%*
% of location card catalogue digitized	0%	0%	0%	0%	100%

* ABCC discontinued the pilot eLicensing program in March 2018. The City of New Bedford was in full compliance with the program on the date the program was terminated.

PERFORMANCE MEASURES	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 PROJECTED	2019 ADOPTED
Liquor Licenses	188	185	186	185	185
On-Premises (Active)	135	150	132	132	132
On-Premises (Inactive)	14	15	17	15	15
Off-Premises (Active)	34	35	36	37	37
Off-Premises (Inactive)	1	1	1	1	1



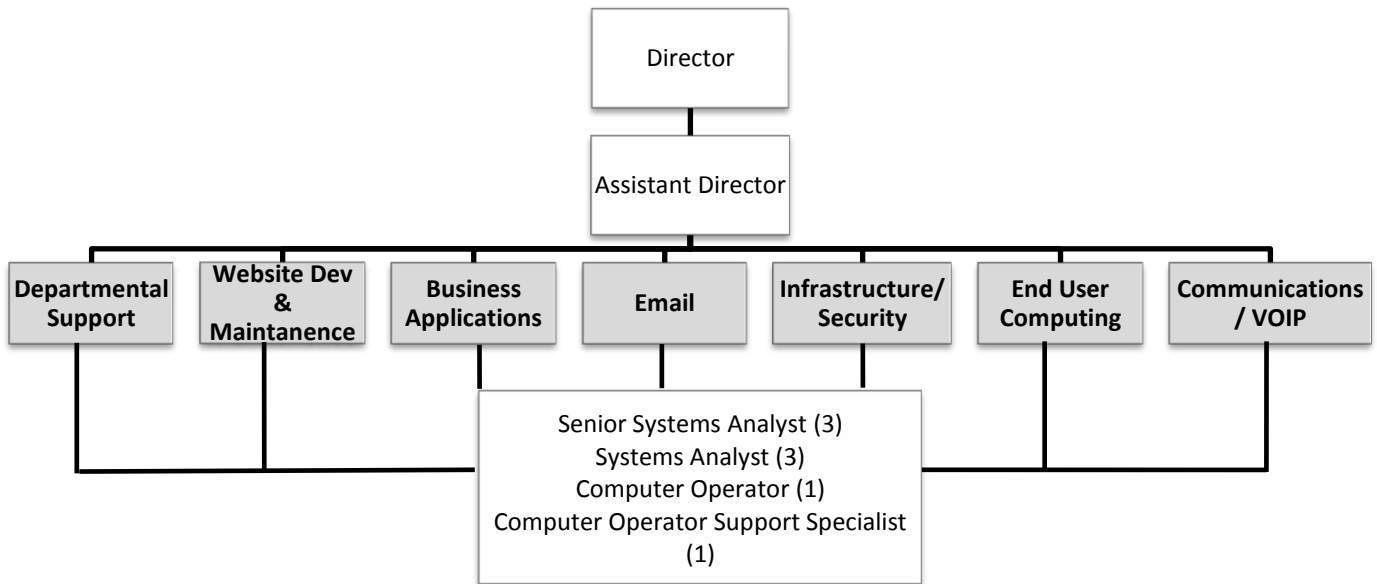
FY 2019 Expenditure Detail

	2017	2018	2018	2018	2019
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$97,997	\$103,150	\$109,795	\$103,845	\$107,245
Longevity	1,200	1,200	1,200	1,300	1,400
Sick Incentive	400	800	800	400	800
FURLOUGH Settlement	0	0	0	6,222	0
FURLOUGH Interest	0	0	0	25	0
Total Personnel Budget	\$99,597	\$105,150	\$111,795	\$111,792	\$109,445
Board Member Stipends	\$8,716	\$8,716	\$8,716	\$8,716	\$8,716
Dues Subscriptions	525	513	550	558	598
In State Travel	373	0	0	0	0
Printing	957	863	863	554	778
R M Miscellaneous	0	0	0	300	0
Rental-Lease	0	0	0	0	1,600
Total Charges and Services	\$10,571	\$10,092	\$10,129	\$10,128	\$11,692
Supplies Photocopier	\$443	\$500	\$500	\$222	\$400
Supplies Sundry Office	715	650	944	1229	750
Total Supplies	\$1,157	\$1,150	\$1,444	\$1,451	\$1,150
TOTAL EXPENDITURES	\$111,326	\$116,392	\$123,368	\$123,371	\$122,287

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 2019 Adopted Budget Summary

	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
Expenditures	\$1,189,862	\$1,368,743	\$1,389,386	\$1,385,370	\$1,535,850
Position Distribution					
Full-Time	10	10	10	10	10
Part-Time	0	0	0	0	0

FY 2019 Budget Analysis: The FY 2019 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The budget also includes increases to charges and services for Microsoft Office 365 for the Police Department for \$64,746, and capital outlay, for critical network communications equipment for the Police Department for \$71,609.

FY 2017/2018 Accomplishments

- Continued to work with municipal departments to fully implement all purchased business applications, including: Lucity's Code Enforcement module at the Department of Fleet and Facilities, Health Department, and Mayor's Task Force; ViewPoint's permitting module at the Health Department; and the expansion of Novus Agenda for committee meetings and agendas at the Clerk of Committee's Office.
- Successfully replaced 74 computers that were more than 7 years old and added 31 mobile devices into the workforce across DFFM, Mayor's Task Force, Airport and Inspectional Services, to support data collection in the field.
- Mobile technology connecting to the city's network required management and additional security. An on-premise server was configured to run the Mobile Device Management (MDM) tools. Using MDM we can wirelessly configure screen layouts, show or hide apps, schedule overnight software updates, and find misplaced devices.
- Cisco Jabber continues to be installed on the computers used by the workforce. This tool offers instant messaging, voice and video calls, voice messaging, desktop sharing, conferencing, and availability.
- Changing the City's cellular provider gained much efficiency in the areas of management as well as cost without compromising services.

Program Descriptions

Business Applications: Each of the city's major business applications is installed, operated and maintained by the MIS Department, including all of the city's financial management 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: The department maintains and upgrades the Active Directory Server, which stores all city employees computer usernames and passwords and the Microsoft Exchange Server, which stores all city emails, calendars and contacts.

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, was developed and is 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 2019 Strategic Goals and Performance Measures

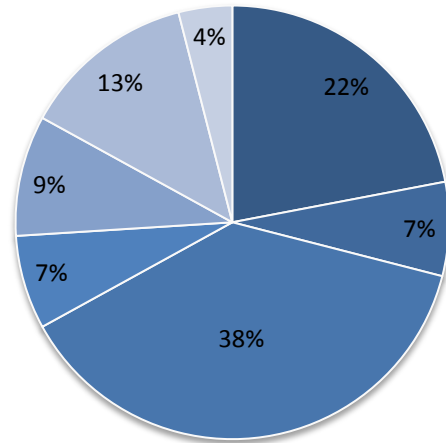
STRATEGIC GOALS		STATUS
1	Effectively implement and maintain the city's business applications and provide appropriate training and integration assistance to city departments.	Ongoing
2	Continue to provide timely end user support.	Ongoing
3	Provide management and oversight of the city's computer/technology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

PROGRAM	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 PROJECTED	FY 2019 ADOPTED
Departmental Support	21%	23%	22%	28%	20%
Website Development and Maintenance	2%	6%	7%	12%	20%
Business Applications	39%	35%	38%	37%	29%
Email	8%	8%	7%	5%	5%
Infrastructure/Security	13%	5%	9%	5%	13%
End User Computing	9%	13%	13%	8%	8%
Communications/VOIP	8%	3%	4%	5%	5%

REPLACEMENT PROGRAM	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 PROJECTED	FY 2019 ADOPTED
New Computers	108	77	80	74	70
Refurbished Computers	22	20	20	0	20
Tough-books	0	6	0	0	0
Tablets	35	2	22	31	5
Printers	0	0	0	4	0
Scanners	1	0	0	7	0

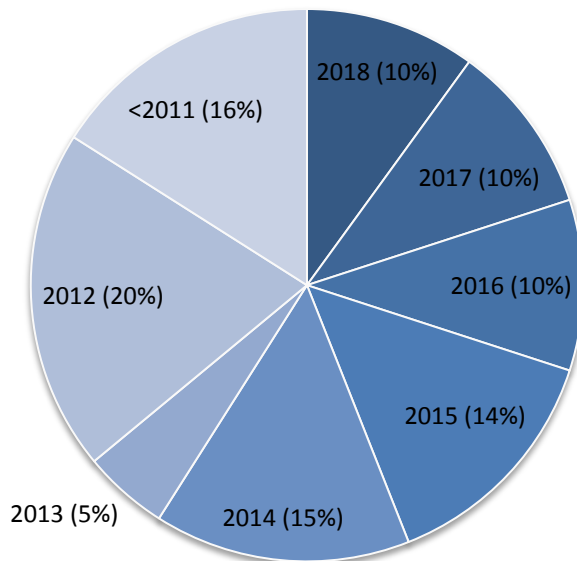
AGE OF PC INVENTORY	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 PROJECTED	FY 2019 ADOPTED
# of Computers	782	782	782	782	782
Average Age	2011	2012	2013	2014	2015

Distribution of Staff Time FY 2017 Actual



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

Age of the City's PC Inventory FY 2018 Projected



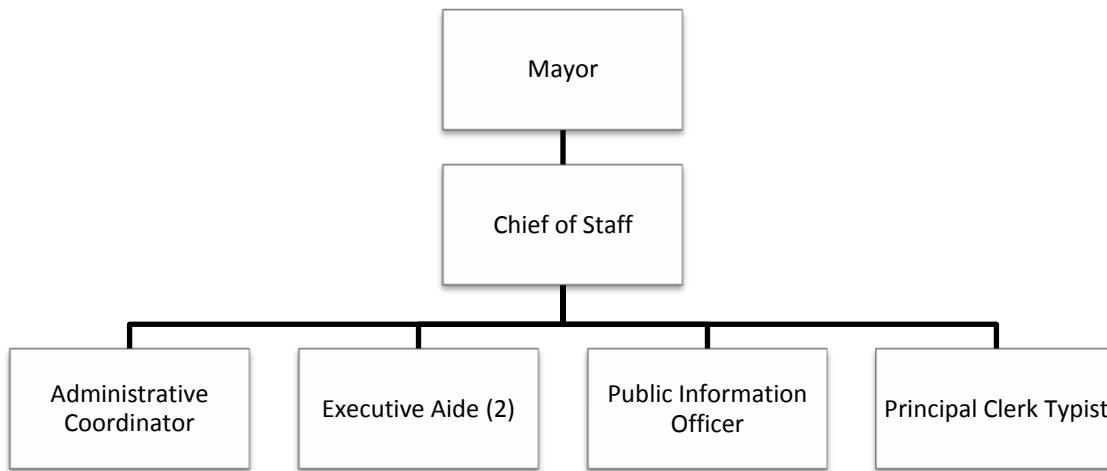
FY 2019 Expenditure Detail

	2018	2018	2018	2018	2019
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$560,576	\$629,429	\$643,572	\$630,648	\$673,583
Longevity	2,400	2,400	2,400	2,400	2,500
Final Employee Payoffs	12,958	0	0	0	0
Sick Incentive	1,950	3,235	3,235	1,813	1,813
FURLOUGH Settlement	0	0	0	14,089	0
FURLOUGH Interest	0	0	0	57	0
Total Personnel Budget	\$577,884	\$635,064	\$649,207	\$649,007	\$677,896
Cell Phone	\$0	\$0	\$0	\$0	\$1,476
Consultants	3,500	0	6,500	6,500	0
Contractual Services	0	0	0	700	0
Dues Subscriptions	485	760	760	760	760
Employees Training	4,418	4,000	4,000	4,151	2,000
Hospital And Medical	735	0	0	116	0
In State Travel	672	700	700	500	700
Internet Lines	14,480	12,540	12,540	8,403	8,460
Software Maintenance Agreement	368,977	481,103	481,103	481,625	550,876
Hardware Maintenance Agreement	55,035	70,676	70,676	70,676	131,000
R M Communication Lines	5,746	6,000	6,000	6,108	6,000
R M Miscellaneous	375	0	0	0	0
R M Office Equipment	7,299	7,000	7,000	5,926	7,000
Rental-Lease	4,675	5,092	5,092	5,092	5,092
Telephone	84,862	86,218	86,218	86,218	85,000
Total Charges and Services	\$551,259	\$674,089	\$680,589	\$676,775	\$798,364
Supplies Photocopier	\$3,852	\$4,000	\$4,000	\$4,000	\$4,000
Supplies SmallTools	137	0	0	0	0
Supplies Sundry Office	6,805	5,590	5,590	5,590	5,590
Total Supplies	\$10,794	\$9,590	\$9,590	\$9,590	\$9,590
Computer Equipment Capital	\$49,924	\$50,000	\$50,000	\$49,998	\$50,000
Total Capital Outlay	\$49,924	\$50,000	\$50,000	\$49,998	\$50,000
TOTAL EXPENDITURES	\$1,189,862	\$1,368,743	\$1,389,386	\$1,385,370	\$1,535,850

Mission Statement: The Office of the Mayor strives to provide a level of public service worthy of a world class city, maintain the public’s trust, and ensure that its actions reflect 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



FY 2019 Adopted Budget Summary

	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
Expenditures	\$595,346	\$525,786	\$623,286	\$620,740	\$637,646
Position Distribution					
Full-Time	7	7	7	7	7
Part-Time	0	0	0	0	0

FY 2019 Budget Analysis: The FY 2019 budget includes funding for compensation increases required by the Code of Ordinances. The budget also reflects the mid-year conversion of an account clerk to a principal clerk typist and the restoration of funding cut during the FY 2018 budget process to salaries and wages and charges and services.

FY 2017/2018 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. According to the U.S. Department of Labor Bureau of Labor Statistics, the New Bedford area recently achieved the largest

unemployment rate decline among all 387 metropolitan areas in the U.S.. From November 2015 to November 2016 the New Bedford area unemployment rate saw a decline of nearly 3 percentage points (-2.8), with the rate falling from 6.5 percent to 3.7 percent. It has been more than 16 years since the New Bedford area enjoyed an unemployment rate as low as 3.7 percent.

- **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 School District continues to effectively implement its Accelerated Improvement Plan, and, among other indicators, the graduation rate continues to climb. In fact, New Bedford High School's four-year adjusted cohort graduation rate has now increased to 72%--the highest since the state began documenting graduation rates for all districts. The rate is now about 10 percentage points higher than it was in 2010. And with the construction of two new elementary schools now 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.
- **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. Facilities renovation projects continue as part of the city's Capital Improvement Plan, including a major renovation of the city's largest municipal parking facility. Other capital projects are designed to address key deferred maintenance problems that have been long neglected. And the energy efficiency measures and heating systems being installed in city buildings are putting 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 2019 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.

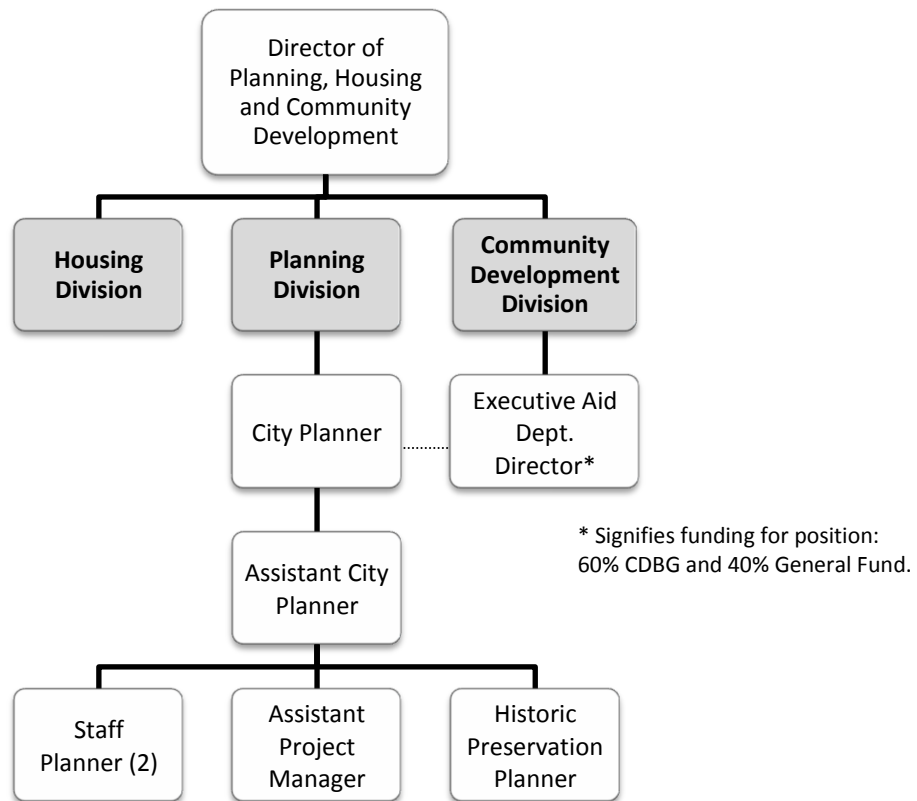
FY 2019 Expenditure Detail

	2017	2018	2018	2018	2019
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$515,168	\$455,936	\$533,436	\$536,811	\$547,090
Longevity	0	450	450	0	450
Final Employee Payoffs	1,695	0	0	1,499	0
Sal Wages Temporary	4,904	8,000	8,000	2,321	8,000
Sick Incentive	425	425	425	1,354	1,400
Total Personnel Budget	\$522,192	\$464,811	\$542,311	\$541,985	\$556,940
Advertising	\$0	\$1,500	\$1,500	\$500	\$500
Arts and Culture	19,263	0	20,000	20,000	20,000
Dues Subscriptions	220	750	750	750	750
Employees Training	0	250	250	250	250
EVS OCF	3,446	10,000	10,000	10,000	10,000
Hospital And Medical	50	0	0	105	0
In State Travel	2,058	1,500	1,500	1,500	2,000
Mass Municipal Association	16,261	16,000	16,000	16,500	16,500
Out Of State Travel	3,122	2,000	2,000	3,400	2,500
Postage	51	400	400	0	400
Printing	1,369	1,950	1,950	2,500	1,950
Rental Lease Office Equip	4,433	6,732	6,732	4,000	6,732
Rental-Lease	244	300	300	300	300
Telephone	3,155	5,693	5,693	3,500	4,000
U S Conference Of Mayors	16,148	8,000	8,000	10,250	9,000
Total Charges and Services	\$69,819	\$55,075	\$75,075	\$73,555	\$74,882
Newspaper Magazines	\$1,040	\$400	\$400	\$1,500	\$1,524
Supplies Photocopier	1,071	200	200	200	200
Supplies Sundry Office	1,224	5,300	5,300	3,500	4,100
Total Supplies	\$3,335	\$5,900	\$5,900	\$5,200	\$5,824
TOTAL EXPENDITURES	\$595,346	\$525,786	\$623,286	\$620,740	\$637,646

Mission Statement: The Planning Division 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 Division is located within the Department of Planning, Housing and Community Development. The division 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 City Council, and other city departments, boards and commissions as needed.

Department Organizational Chart



FY 2019 Adopted Budget Summary

	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
Expenditures	\$281,280	\$388,700	\$328,700	\$315,827	\$443,921
Position Distribution					
Full-Time	7	7	7	7	8
Part-Time	0	0	0	0	0

FY 2019 Budget Analysis: The FY 2019 budget includes funding for compensation increases required by the Code of Ordinances. The personnel budget also reflects the addition of one staff planner for \$49,233.

FY 2017/2018 Accomplishments

- Coordinated planning efforts with the New Bedford Economic Development Council and the Harbor Development Commission on the creation of a waterfront urban renewal plan comprised of focus area north and focus area south along strategic sections of New Bedford’s waterfront.
- Completed a comprehensive assessment of community needs related to the Community Preservation Act and finalized a Community Preservation Plan, which is a study of the needs, possibilities and resources of New Bedford regarding community preservation and establishes the Community Preservation Committee’s (CPC) priorities for funding projects. The public application process, which was also coordinated by the department, resulted in 28 applications for funding.
- Completed several neighborhood and park improvement projects including, planting 50 street trees throughout low and moderate income neighborhoods; sidewalk enhancements; and improved lighting to strategic gateway intersections along Acushnet Avenue and Riverside Park.
- Drafted the new Outdoor Café Ordinance that streamlines the permitting process and provides increased opportunities for outdoor cafes throughout the city.
- Coordinated a strategic assessment of the city owned parcels located at South Rodney French Boulevard to create an Urban Educational Innovation District. The District will be anchored by the University of Massachusetts School for Marine Science and Technology. Goals of the Innovation District (Campus) initiative at Clark’s Point include: a heighten neighborhood vibrancy; residential density; improved attractiveness of the built environment; and increased pedestrian activity in existing public spaces.

Program Descriptions

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.

Permitting: 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.

Special Projects and 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.

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.

Community Preservation Act: The Planning and Community Development Division provides direct technical assistance to the CPA Board, develops meeting agendas and minutes, coordinates CPA plan development and coordinates the CPA application process.

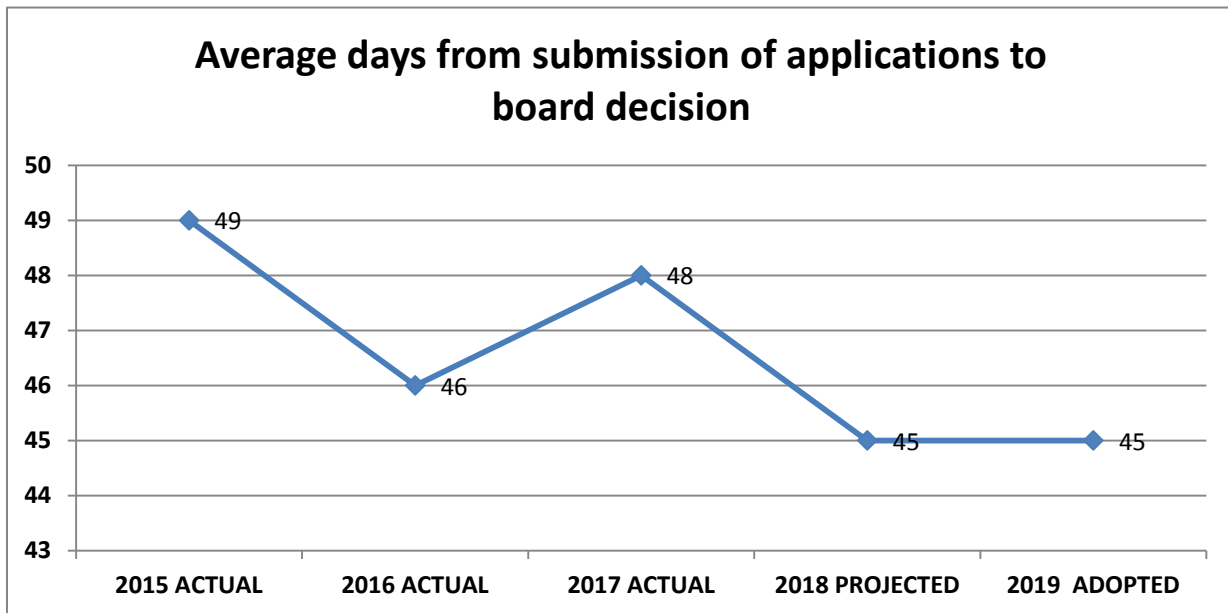
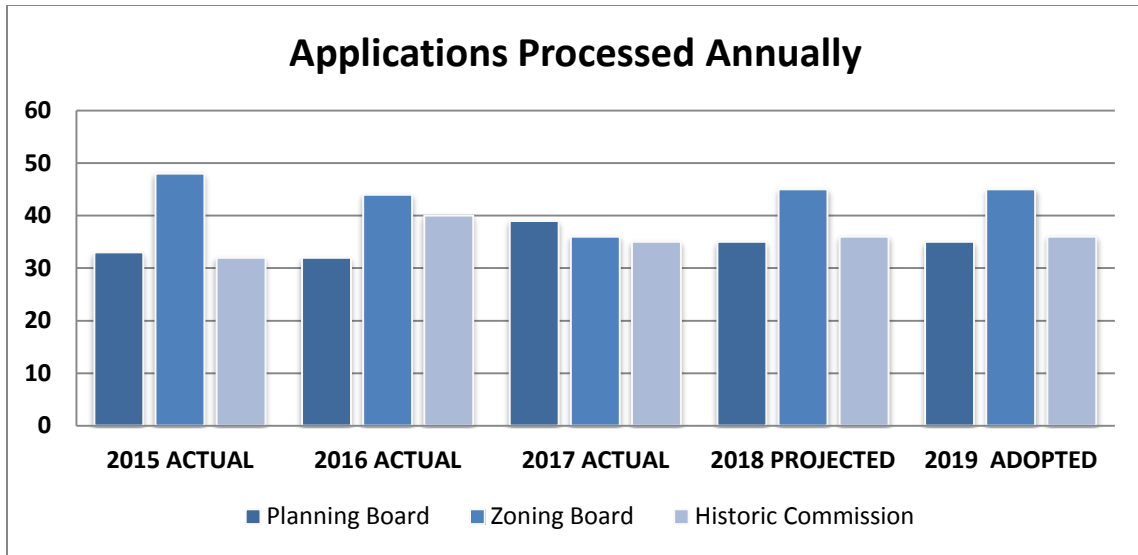
FY 2019 Strategic Goals and Performance Measures

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

PERFORMANCE MEASURES	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 PROJECTED	2019 ADOPTED
# of plans initiated/completed	7	2	4	4	4
# of ordinance revisions originating with the Planning Division	7	7	4	3	3
# of neighborhood association/community attended by planning staff	36	70*	35	10	10
Average # of days from submission of application to filing of board decision	49	46	48	45	45
# of planning board applications processed	33	32	39	35	35
# of zoning board applications processed	48	44	36	45	45
# of historic commission applications processed	32	40	35	36	36
#of Community Preservation Act projects commenced and managed	**N/A	**N/A	**N/A	10	10

* 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 2019 Expenditure Detail

	2017	2018	2018	2018	2019
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$251,869	\$355,468	\$293,618	\$280,959	\$410,660
Longevity	635	635	635	450	664
Final Employee Payoffs	0	0	0	1,690	0
Sick Incentive	788	1,707	1,707	750	1,707
Total Personnel Budget	\$253,292	\$357,810	\$295,960	\$283,849	\$413,031
Advertising	\$581	\$0	\$950	\$1,178	\$0
Consultants	25,050	25,000	25,000	25,000	25,000
Dues Subscriptions	255	1,100	1,100	270	1,100
Employees Training	150	0	0	319	0
Hospital And Medical	0	90	90	195	90
In State Travel	0	0	0	292	0
Printing	77	1,317	1,317	443	1,317
Rental-Lease	1,726	3,133	3,133	3,133	3,133
Total Charges and Services	\$27,839	\$30,640	\$31,590	\$30,829	\$30,640
Supplies Photocopier	\$0	\$250	\$250	\$100	\$250
Supplies Sundry Office	150	0	0	150	0
Total Supplies	\$150	\$250	\$250	\$250	\$250
Office Equip Furn Capital	\$0	\$0	\$900	\$899	\$0
Total Capital Outlay	\$0	\$0	\$900	\$899	\$0
TOTAL EXPENDITURES	\$281,280	\$388,700	\$328,700	\$315,827	\$443,921

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 2019 Adopted Budget Summary

	2017	2018	2018	2018	2019
	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Expenditures	\$10,807	\$11,400	\$11,400	\$11,400	\$11,400

FY 2019 Budget Analysis: The FY 2019 budget includes funding to reflect current and projected expenditures.

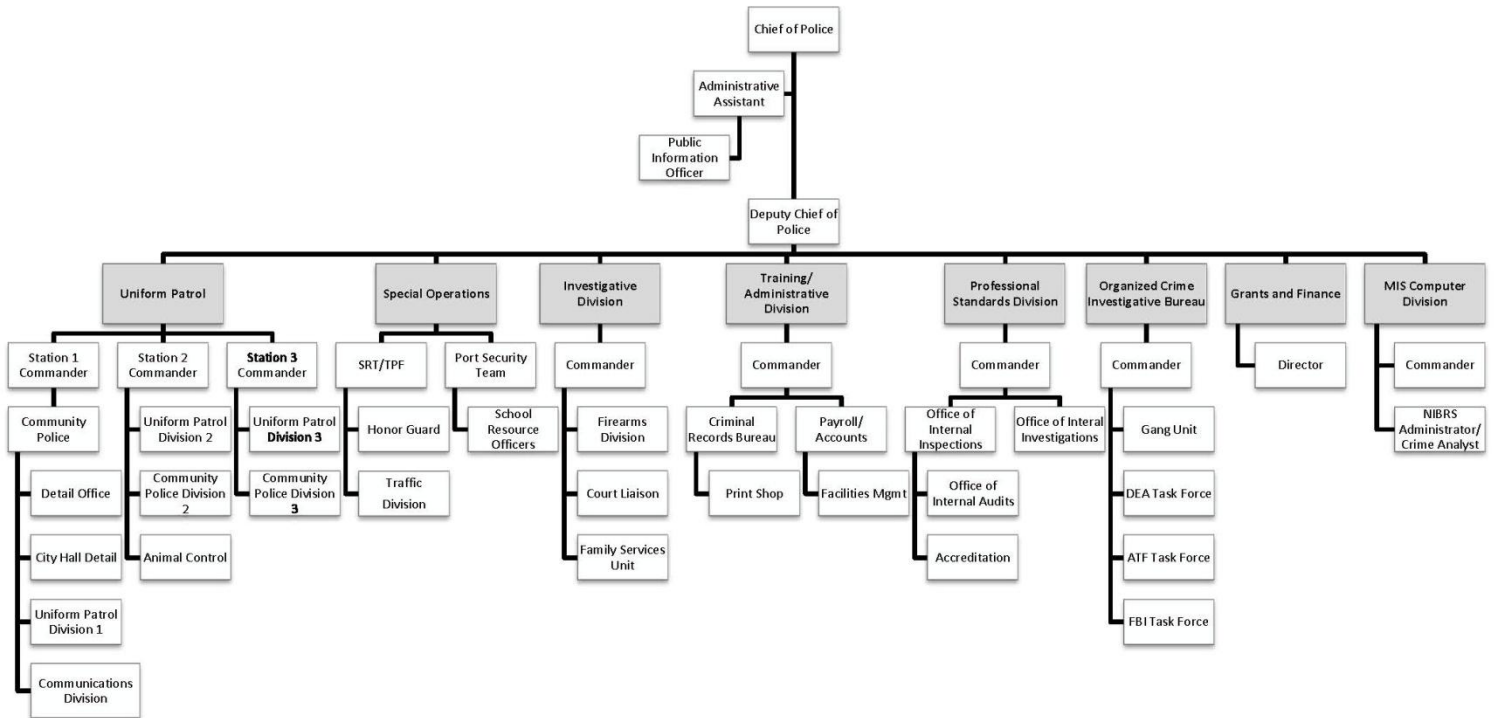
FY 2019 Expenditure Detail

	2017	2018	2018	2018	2019
<u>DESCRIPTION</u>	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Advertising	\$8,622	\$7,000	\$7,000	\$7,000	\$7,000
Board Member Stipends	900	2,400	2,400	2,400	2,400
<u>Contractual Services</u>	<u>1,285</u>	<u>2,000</u>	<u>2,000</u>	<u>2,000</u>	<u>2,000</u>
Total Charges and Services	\$10,807	\$11,400	\$11,400	\$11,400	\$11,400
TOTAL EXPENDITURES	\$10,807	\$11,400	\$11,400	\$11,400	\$11,400

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 2019 Adopted Budget Summary

	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
Expenditures	\$24,566,431	\$24,879,549	\$25,887,274	\$25,543,237	\$25,738,712
Position Distribution					
Full-Time	311	310	310	310	311
Part-Time	0	0	0	0	0

FY 2019 Budget Analysis: The FY 2019 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The personnel budget also reflects the mid-year reclassification of a dog officer to an animal control officer and the addition of a senior systems analyst totaling, \$77,877.

FY 2017/2018 Accomplishments

- As part of a continued community engagement effort:
 - 75 officers participated in the 2nd annual Shop with a Cop program where they shopped, wrapped presents, and shared lunch with dozens of local children during the holiday season.
 - Increased High Five Fridays to five, involving eighteen schools and a number of bus ride-a-longs.
 - Brought back the Junior Citizen's Police Academy and ran an additional Citizens' Police Academy this past fall.
 - Established the Walk and Talk Initiative, which requires patrol officers to park their vehicles and walk and integrate with the community for 20 to 30 minutes to ensure the continuous evolution towards a department wide community policing philosophy.
 - NBPD's 2nd annual City of One Christmas window dressing was a success.
- The opioid multi-disciplinary task force as well as the Community Crisis Intervention Team (CCIT), continues to progress. Both Fairhaven and Dartmouth have joined the Opioid Task force this past year. An additional and crucial prevention sub-committee has been established to assess the data and develop prevention strategies. Several positive cases have been resolved by the CCIT via the teams' collective problem solving strategies.
- NBPD in collaboration with the Mayor and Bristol County District Attorney have initiated the first Law Enforcement Assistance Diversion (LEAD) program in Massachusetts. The collaboration empowers the patrol officers to assess and offer lower level criminals, who are suffering from substance addiction, to divert from the formal charges and enter the diversion program. This collaboration successfully applied a \$99,000 grant from EOPS to divert drug users into the LEAD program.
- In collaboration with North Star Learning, the department implemented the Diversion Assistance Program to divert youth, ages of 11-24 with behavioral health and/or substance use disorders who have committed a minor offense, away from the justice system to and toward community-based treatment and support options. This entails having a licensed mental health clinician working out of NBPD to ride along with officers in the field as well as being on call.
- The strategic planning process that was initiated at the start of FY 2018 is complete, and the department has initiated the implementation of many of the findings.

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 **Police 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.

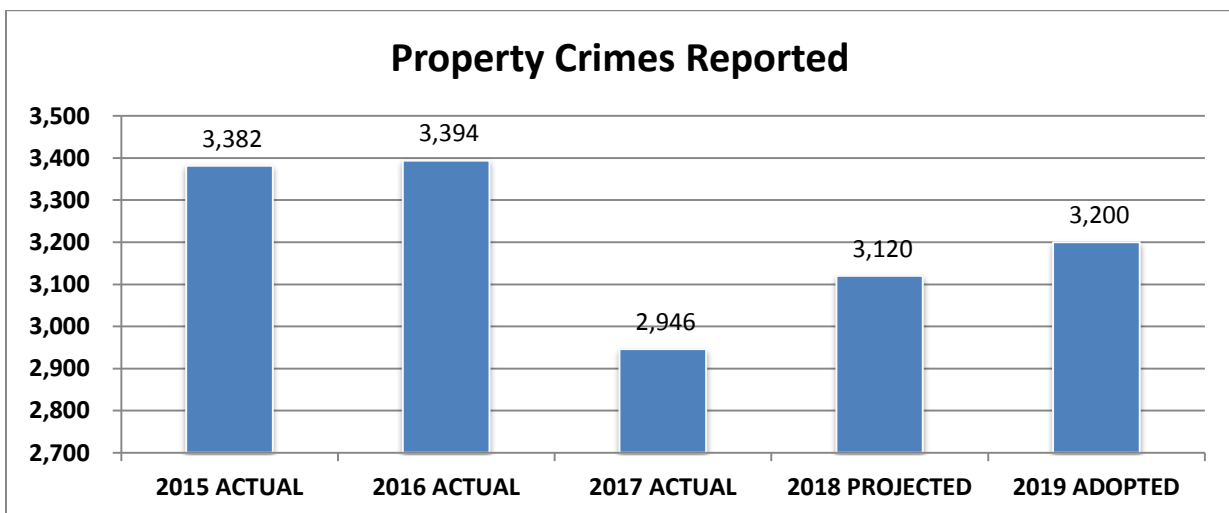
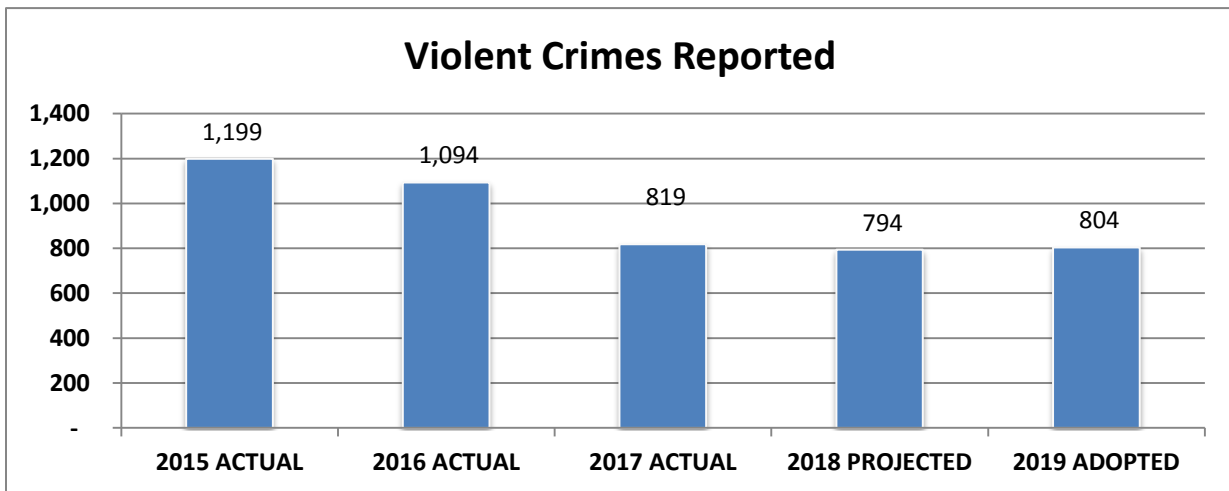
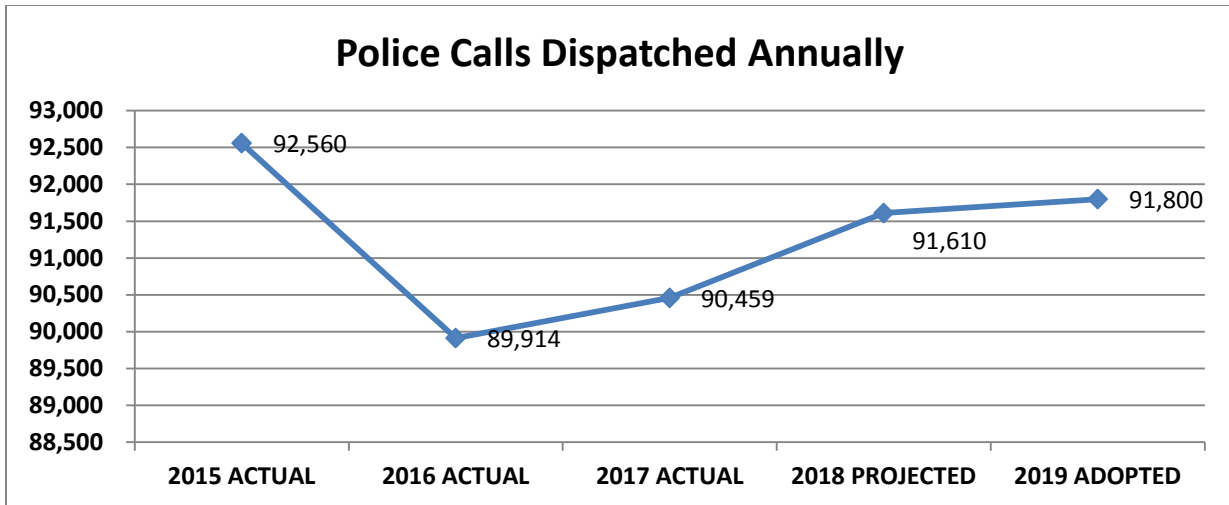
FY 2019 Strategic Goals and Performance Measures

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	Utilize data and crime analysis to identify trends, develop action plans and make efficient use of resources to suppress crime and improve quality of life for New Bedford residents.	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	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 PROJECTED	2019 ADOPTED
Violent Crimes Reported	1,199	1,094	819	794	804
Property Crimes Reported	3,382	3,394	2,946	3,120	3,200
Police calls dispatched	92,560	89,914	90,459	91,610	91,800
Police citations issued	9,312	6,989	6,412	8,182	8,250
Arrests made	4,328	3,755	3,841	4,302	4,320
Accidents reported	5,886	5,584	5,627	5,716	5,725

PERFORMANCE MEASURES	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 PROJECTED	2019 ADOPTED
Cases utilizing the SARA Model and Community Policing efforts to address crime or quality of life issues	N/A*	N/A*	782	3,159	3,250
Directed Patrols	3,493	3,199	6,316	6,105	5,995
Community Meetings	36	50	54	58	62
Crime incidents identified and strategic plans of action implemented as a result of CompStat meetings	N/A*	N/A*	9	10	10
Impact players identified as a result of monthly intel meetings	N/A*	N/A*	177	184	192
Bi-weekly CompStat Meetings held	N/A*	N/A*	24	24	24
Regional law enforcement (police/non-police) partners who attend 50% of monthly meetings	N/A*	N/A*	117	175	162

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



FY 2019 Expenditure Detail

	2017	2018	2018	2018	2019
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$19,149,814	\$19,719,338	\$20,461,863	\$19,553,925	\$20,512,501
Longevity	325,833	322,666	322,666	313,882	321,891
Overtime	1,246,601	1,112,001	1,112,001	1,410,300	1,112,001
Overtime Court Time	515,560	663,271	663,271	574,817	663,271
Educational Credit	3,875	4,225	4,225	4,225	25,300
Final Employee Payoffs	208,303	0	0	287,168	0
Holiday	1,048,460	1,115,056	1,115,056	1,115,056	1,162,756
Sal Wages Temporary	27,748	29,120	29,120	38,682	29,120
Sick Incentive	28,797	31,000	31,000	25,577	31,000
Uniform Allowance	249,714	260,000	260,000	260,000	258,000
Details	70,181	100,000	100,000	100,000	100,000
FURLOUGH Settlement	0	0	0	62,288	0
FURLOUGH Interest	0	0	0	245	0
Total Personnel Budget	\$22,874,886	\$23,356,677	\$24,099,202	\$23,746,165	\$24,215,840
Advertising	\$336	\$200	\$200	\$357	\$200
Animal Boarding	27,568	42,000	42,000	28,000	42,000
Animal Cremation	9,968	10,700	10,700	10,700	10,700
Cell Phone	969	1,000	1,000	3,179	1,000
Consultants	49,109	0	71,200	71,200	0
Court Services	10,392	4,219	4,219	15,060	4,219
Dues Subscriptions	23,912	12,500	12,500	14,045	12,500
Employees Training	54,302	18,900	18,900	56,000	18,900
Hospital And Medical	287,020	295,000	295,000	180,000	295,000
In State Travel	319	0	0	100	0
Insurance	100	0	0	0	0
Internet Lines	6,137	6,000	6,000	6,000	6,000
Jdgmnt Claims Sttlmnts	0	0	0	25,000	0
Maintenance Agreements	274,243	0	0	250,000	0
Misc Indirect Charges	4,392	28,500	28,500	7,300	28,500
Out Of State Travel	413	500	500	6,000	500
Pest Control	243	324	324	324	324
Postage	68	100	100	0	100
Printing	0	350	350	0	350
Public Safety	273,737	269,000	269,000	320,000	269,000
R M Miscellaneous	5,100	14,700	14,700	1,000	14,700
R M Office Equipment	3,610	3,000	3,000	3,000	3,000
Rental-Lease	85,479	368,114	368,114	150,000	368,114
Telephone	5,724	4,100	4,100	4,500	4,100
Television Cable	160	0	0	200	0
Total Charges and Services	\$1,123,302	\$1,079,207	\$1,150,407	\$1,151,965	\$1,079,207

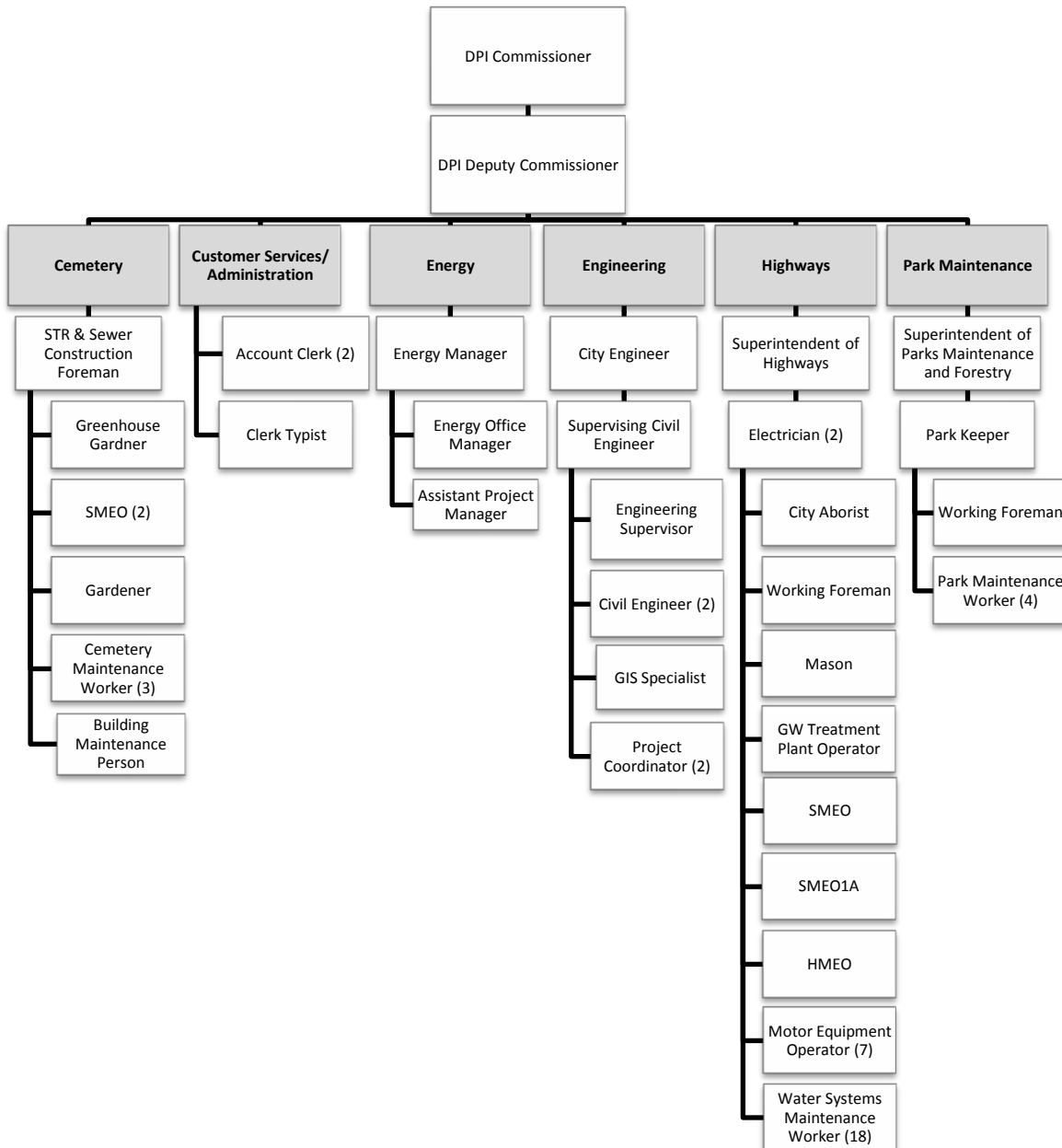
FY 2019 Expenditure Detail

	2017	2018	2018	2018	2019
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Books	\$453	\$0	\$0	\$603	\$0
Freight	0	0	0	21	0
Supplies Computer	1,504	0	0	0	0
Supplies Janitorial	55	0	0	0	0
Supplies Medical	190	0	0	0	0
Police-Not Otherwise Classif	0	0	0	725	0
Supplies Photocopier	7,506	7,500	7,500	5,000	7,500
Supplies Public Safety	82,505	110,390	110,390	120,000	110,390
Supplies Sundry Office	31,308	24,275	24,275	24,275	24,275
Uniforms and Other Clothing	583	1,500	1,500	500	1,500
Total Supplies	\$124,104	\$143,665	\$143,665	\$151,124	\$143,665
Automobiles Purchased	\$317,682	\$200,000	\$200,000	\$113,530	\$200,000
Major Equipment	33,456	0	0	86,453	0
Total Capital Outlay	\$351,138	\$200,000	\$200,000	\$199,983	\$200,000
Other Financing Uses	\$93,000	\$100,000	\$294,000	\$294,000	\$100,000
Total Other Financing	\$93,000	\$100,000	\$294,000	\$294,000	\$100,000
TOTAL EXPENDITURES	\$24,566,431	\$24,879,549	\$25,887,274	\$25,543,237	\$25,738,712

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 right-of-ways 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 2019 Adopted Budget Summary

	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
Expenditures	\$4,573,712	\$4,657,424	\$4,887,064	\$4,881,843	\$4,825,387
Position Distribution					
Full-Time	66	66	66	66	66
Part-Time	0	0	0	0	0

FY 2019 Budget Analysis: The FY 2019 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The supplies and materials and capital outlay budgets also reflect increases for park and playground equipment totaling \$40,000.

FY 2017/2018 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: the ESCO project continues as planned- more than 30 buildings have had energy and lighting improvements and there are now nearly 30 electric vehicle charging stations available for public use.
- New vehicles, plows, and construction equipment have been purchased as part of the city's planned replacement program, ensuring greater operator safety, decreased resident response time, and advancements in snow operations. A private weather company was also procured, which allows the department to better anticipate winter storms and customize more tailored plans for snow event response.
- 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 11,000 potholes were filled.

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 2019 Strategic Goals and Performance Measures

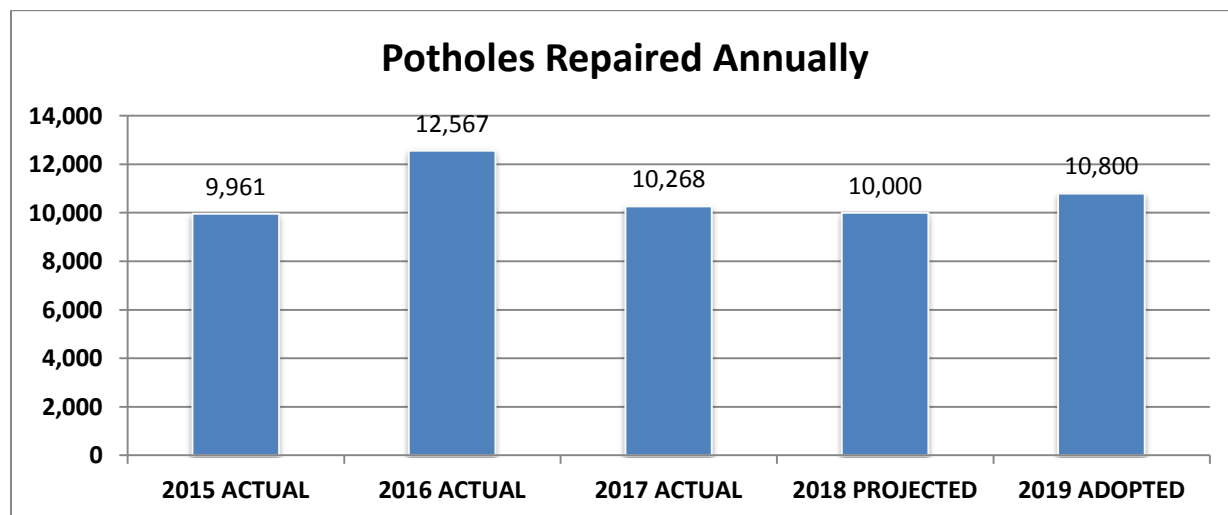
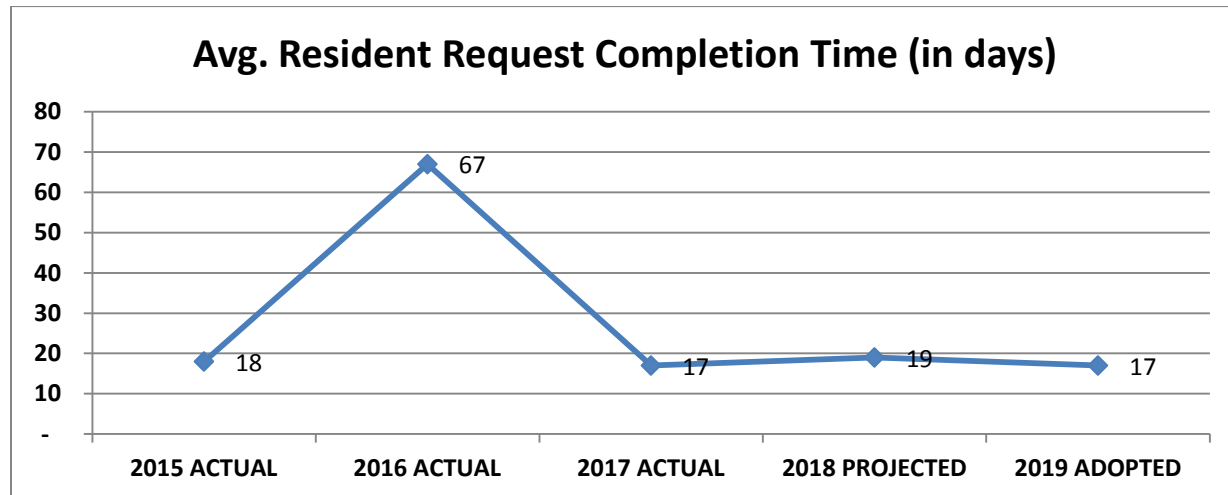
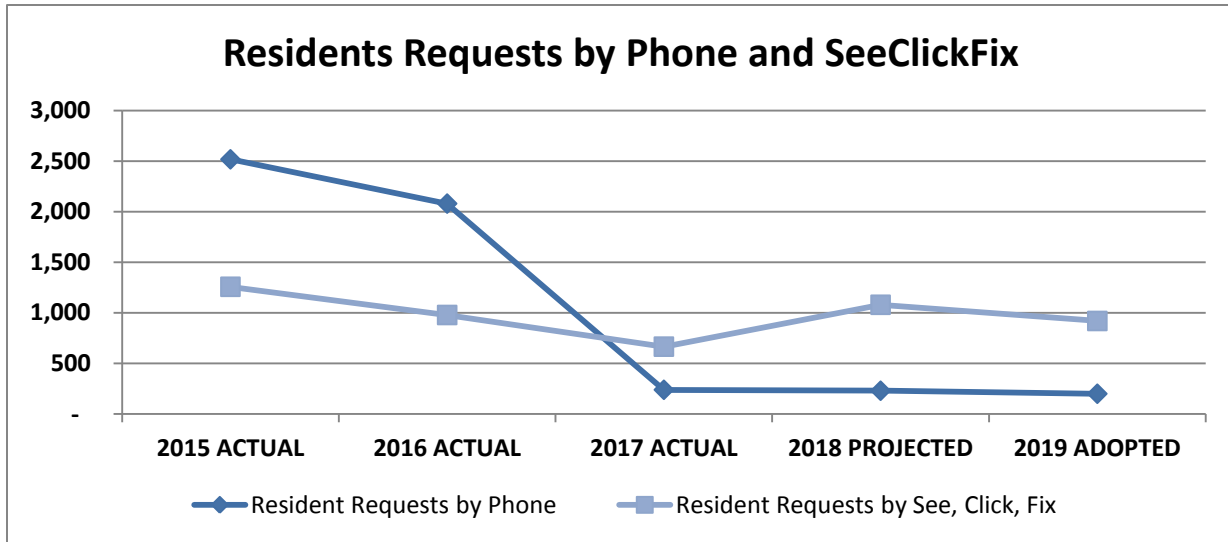
STRATEGIC GOALS		STATUS
1	Make the Department of Public Infrastructure easily accessible to residents of the City of New Bedford and promote a culture of collaboration between the Department and city residents.	Ongoing
2	To efficiently and effectively ensure the design, development and maintenance of 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	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 PROJECTED	2019 ADOPTED
Resident requests received	4,081	3,345	991	1,400	1,200
In person	37	35	32	30	25
By phone	2,519	2,081	239*	230	200
Via See, Click, Fix	1,258	979	666	1,080	920
Email	267	250	35	60	55
Avg. response time (in days)	1	6	1	1	1
Avg. completion time (in days)	18	67	17	19	17

* 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	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 PROJECTED	2019 ADOPTED
Potholes repaired	9,961	12,567	10,268	10,000	10,800
Trees planted	468	874	415	540	200
Trees trimmed	N/A*	N/A*	N/A*	400	450
Snow events in which streets were pre-treated	5	4	2	4	4
Yards of debris removed from public places	245	259	550	650	600
\$ total cost of labor and equipment for special events	\$143,524	\$198,987	\$101,487	\$150,000	\$150,000

* N/A* New metric. Historic data unavailable.



FY 2019 Expenditure Detail

	2017	2018	2018	2018	2019
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$2,454,846	\$2,894,119	\$3,087,508	\$2,665,481	\$2,985,452
Additional Gross	110	0	0	38	0
Longevity	14,650	15,850	15,850	14,550	17,550
Overtime	116,990	87,570	87,570	161,049	100,000
Final Employee Payoffs	31,064	7,500	7,500	16,246	10,000
Sal Wages Temporary	0	0	0	36,744	20,000
Sick Incentive	7,641	7,500	7,500	6,144	7,500
FURLOUGH Settlement	0	0	0	219,571	0
FURLOUGH Interest	0	0	0	885	0
Total Personnel Budget	\$2,625,301	\$3,012,539	\$3,205,928	\$3,120,707	\$3,140,502
Advertising	\$4,949	\$1,000	\$1,000	\$2,000	\$1,000
Cell Phone	13,594	12,000	12,000	11,000	12,000
Computer Data Processing	500	4,500	4,500	8,000	5,000
Consultants	236,723	232,569	237,004	195,000	200,000
Copier Maintenance Agreement	0	500	500	200	500
Dues Subscriptions	2,240	1,500	1,500	1,500	1,500
Electricity	59,294	63,000	63,000	63,000	90,795
Employees Training	15,351	10,376	10,376	13,000	10,000
Engineering Services	71,797	100,000	123,250	90,000	100,000
Hospital And Medical	52,388	50,000	50,000	15,000	40,000
In State Travel	115	0	0	27	0
Internet Lines	0	1,000	1,000	200	700
Lab Testing Services	12,744	5,000	5,000	10,000	7,000
Legal Services	1,995	0	0	0	0
Maintenance Agreements	30,806	50,000	50,000	45,000	45,000
Microfiche Bookbinding	0	1,000	1,000	0	0
Natural Gas	10,725	6,000	6,000	13,000	10,000
Not Otherwise Classified Svc	8,681	50,000	50,000	15,000	20,000
Out Of State Travel	3,945	3,500	3,500	3,500	4,000
Pest Control	0	500	500	0	0
Postage	0	200	200	0	0
Pre Employment Medical	110	0	0	0	0
Printing	735	1,000	1,000	1,000	500
Professional Licenses	1,027	1,500	1,500	1,500	1,500
Public Safety	33,660	7,500	7,500	52,000	40,000
R M Buildings Grounds	45,624	75,000	82,252	156,359	120,000
R M Equipment	69	2,000	2,000	2,000	2,000
R M Flat Tires	464	0	0	0	0
R M Miscellaneous	7,516	15,000	15,000	3,500	4,000
R M Traffic Control Equip	633	4,000	4,000	1,000	1,000

FY 2019 Expenditure Detail

	2017	2018	2018	2018	2019
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
R M Vehicles	\$89,498	\$35,000	\$36,300	\$38,000	\$45,000
Rental Lease Vehicles	47,937	0	0	0	0
Rental-Lease	120,514	96,740	96,740	140,000	100,000
Sullivans Ledge Consent Decree	18,324	15,000	15,000	17,750	15,000
Telephone	207	0	0	100	200
Uniform Cleaning Service	13,110	5,000	5,014	18,000	18,000
Total Charges and Services	\$905,272	\$850,385	\$886,636	\$916,636	\$894,695
Concrete	\$38,703	\$45,000	\$45,000	\$39,000	\$40,000
Lab Testing Equipment	238	0	0	0	0
Sand	991	1,500	1,500	2,000	2,000
Stone	6,544	10,000	10,000	5,000	7,000
Supplies Audio Visual	0	4,000	4,000	100	1,000
Supplies Building Maintenance	35,094	31,000	31,000	67,000	50,000
Supplies Cemetery	74,071	55,000	55,000	98,000	55,000
Freight	496	2,500	2,500	400	1,000
Supplies Computer	6,013	3,500	3,500	400	0
Supplies Electrical Parts	13,132	15,000	15,000	13,000	11,000
Supplies Janitorial	2,058	0	0	200	0
Supplies Lighting	31,956	85,000	85,000	50,000	50,000
Supplies Maintenance	4,312	3,000	3,000	15,000	6,200
Supplies Masonry	12,726	7,500	7,500	10,000	9,000
Supplies Misc Groundskeepng	159,668	71,000	71,000	146,859	158,241
Supplies Other	101,952	105,000	105,000	22,000	60,000
Supplies Painting	26,168	30,000	30,000	36,000	40,000
Supplies Photocopier	1,232	1,000	1,000	1,000	0
Supplies Public Safety	2,211	7,000	7,000	4,000	7,000
Supplies Recreation	0	0	0	0	30,000
Supplies Road Maintenance	38,448	70,000	70,000	62,000	60,000
Supplies SmallTools	1,192	0	0	0	0
Supplies Sundry Office	1,841	3,500	3,500	4,500	4,000
Supplies Traffic	2,790	0	0	0	0
Supplies Water Works	4,183	5,000	5,000	15,000	10,000
Supplies Welding	749	1,000	1,000	9,500	5,000
Supplies Traffic Signals	5,266	18,000	18,000	5,000	15,000
Supplies Vehicle	23,627	0	0	42,000	30,000
Supplies Vehicle - Misc.	39,413	45,000	45,000	60,000	50,000
Uniforms and Other Clothing	3,349	6,000	6,000	2,000	3,000
Vehicle Gas Fuel	37,465	60,000	60,000	25,000	28,749
Vehicle Oil and Other Fluids	2,120	2,000	2,000	3,000	2,000
Vehicle Parts and Accessories	1,664	0	0	0	0

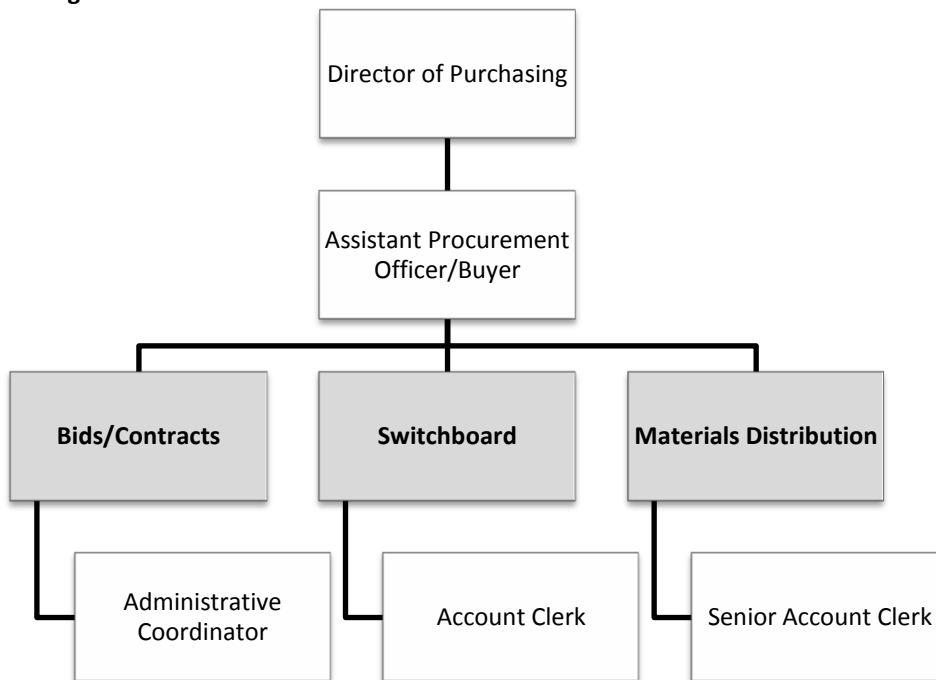
FY 2019 Expenditure Detail

	2017	2018	2018	2018	2019
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Vehicle Supplies Batteries	\$1,552	\$0	\$0	\$0	\$0
Vehicle Supplies Tires Tubes	5,086	7,000	7,000	8,000	0
Total Supplies	\$686,309	\$694,500	\$694,500	\$745,959	\$735,190
Building Structure	\$17,770	\$0	\$0	\$0	\$0
Landscaping	73,902	0	0	0	0
Major Equipment	0	60,000	60,000	64,253	45,000
Minor Equipment Capital	0	40,000	40,000	34,288	0
Parks-Outdoor Furn/Structures	0	0	0	0	10,000
Streets And Sidewalks	30,399	0	0	0	0
Streets And Sidewalks Deprec	4,842	0	0	0	0
Total Capital Outlay	\$126,913	\$100,000	\$100,000	\$98,541	\$55,000
Other Financing Uses	\$229,918	\$0	\$0	\$0	\$0
Total Other Financing	\$229,918	\$0	\$0	\$0	\$0
TOTAL EXPENDITURES	\$4,573,712	\$4,657,424	\$4,887,064	\$4,881,843	\$4,825,387

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 2019 Adopted Budget Summary

	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
Expenditures	\$330,758	\$378,583	\$349,635	\$340,185	\$379,962
Position Distribution					
Full-Time	5	5	5	5	5
Part-Time	0	0	0	0	0

FY 2019 Budget Analysis: The FY 2019 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances.

FY 2017/2018 Accomplishments

- The department continues to see annual increases in the number of RFPs issued as well as increases in the value of contracts in every category and endeavors to execute the procurement process to meet the growing needs of City departments and the Capital Improvement Program.
- The annual process of issuing 1099's continues to get smoother with less complications every year.
- The department instituted a citywide policy on the purchase/over-ordering of printer cartridges and returned over 200 cartridges, resulting in a \$700 refund.

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.

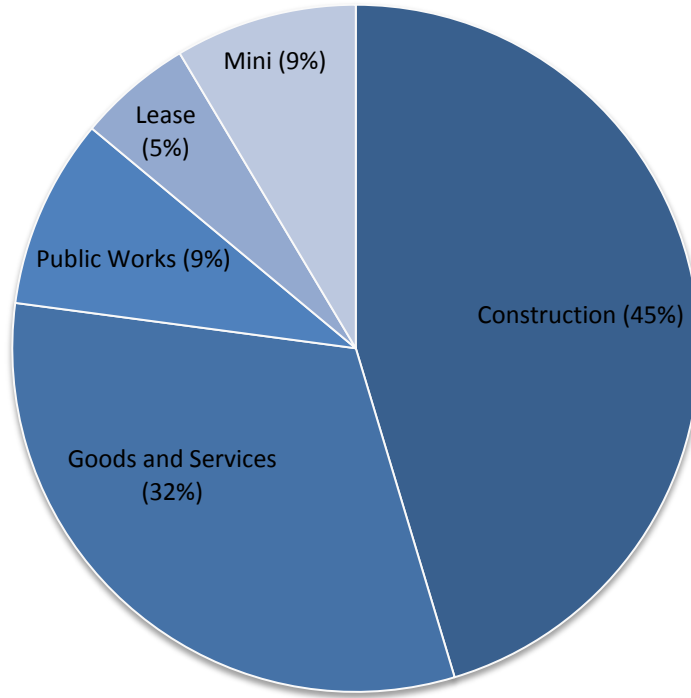
Switchboard: The switchboard operator is responsible for answering the citywide municipal switchboard, directing calls, and processing all municipal external mail. In this role, the switchboard operator also assists with communications functions.

FY 2019 Strategic Goals and 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.	New metric in FY 2019

PERFORMANCE MEASURES	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 PROJECTED	2019 ADOPTED
Purchase Orders issued	7,642	7,416	7,776	7,500	7,750
RFPs/IFBs issued	52	60	62	80	88
Contracts issued	204	193	183	200	220
Value of contracts (goods & services)	N/A	\$6,400,000	\$10,100,000	\$18,831,991	\$19,850,000
Value of contracts (Public Works & Building Construction)	N/A	\$6.7M	\$21.5M	\$23,416,237	\$25,700,000
Value of contracts (Mini)	N/A	\$2.8M	\$3.4M	\$2,671,541	\$2,938,641

Contract Types by Percentage of Total Value



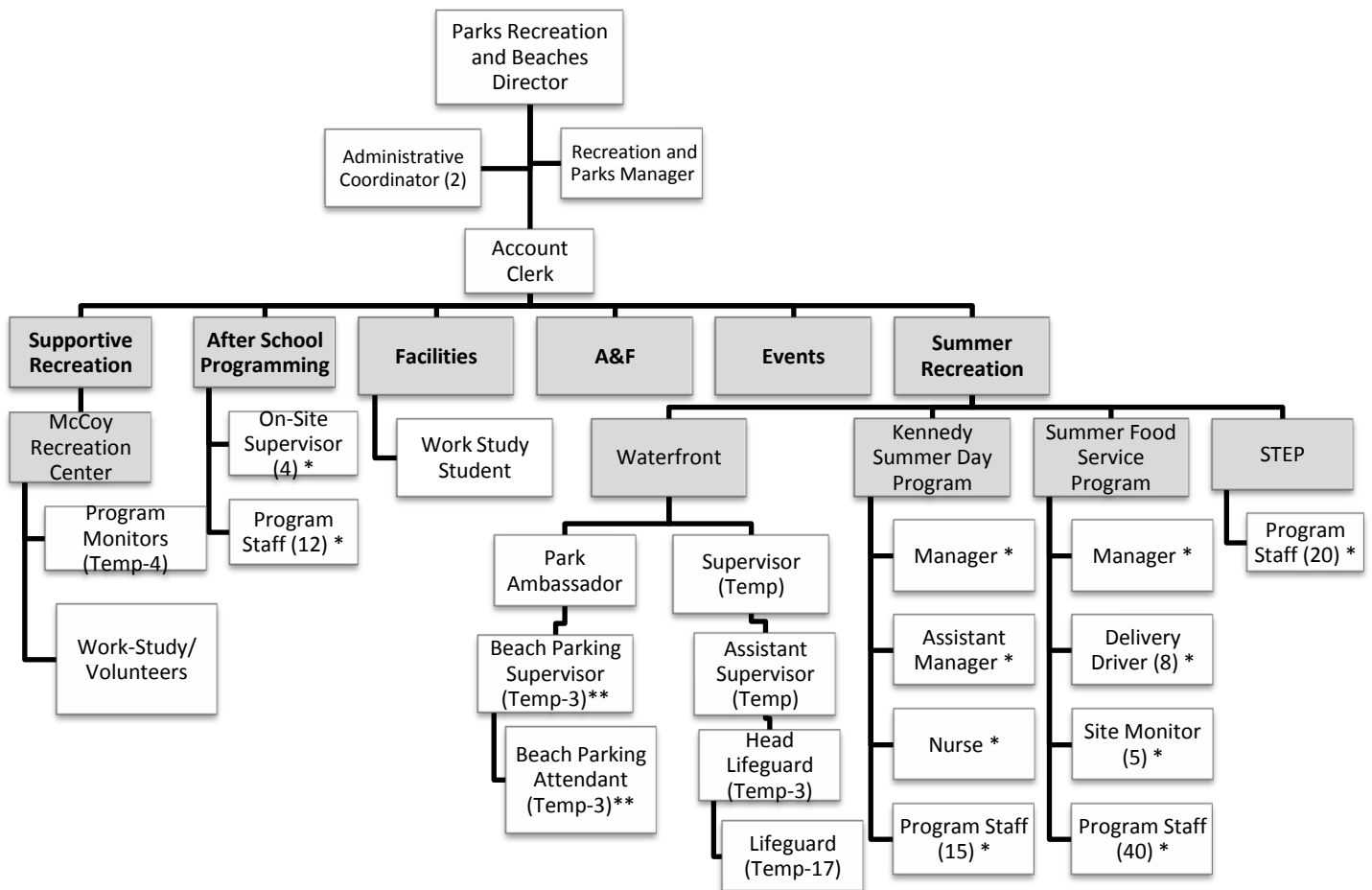
FY 2019 Expenditure Detail

	2017	2018	2018	2018	2019
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$195,906	\$259,089	\$230,141	\$205,119	\$260,383
Longevity	1,750	1,300	1,300	550	550
Final Employee Payoffs	8,722	0	0	0	0
Sick Incentive	211	215	215	700	700
FURLOUGH Settlement	0	0	0	15,992	0
FURLOUGH Interest	0	0	0	62	0
Total Personnel Budget	\$206,589	\$260,604	\$231,656	\$222,423	\$261,633
Advertising	\$230	\$100	\$100	\$95	\$0
Consultants	11,025	0	0	4,113	0
Dues Subscriptions	175	175	175	175	175
Employees Training	2,261	1,000	1,000	1,100	1,350
Hospital And Medical	55	0	0	105	0
In State Travel	693	100	100	220	200
Insurance	175	175	175	175	175
Not Otherwise Classified Svc	0	0	0	350	0
Postage	95,344	100,000	100,000	95,000	100,000
R M Office Equipment	2,512	12,742	12,742	12,742	12,742
Rental Postal Meters	9,556	0	0	0	0
Rental-Lease	1,726	3,337	3,337	3,337	3,337
Total Charges and Services	\$123,752	\$117,629	\$117,629	\$117,412	\$117,979
Supplies Photocopier	\$0	\$100	\$100	\$50	\$50
Supplies Sundry Office	418	250	250	300	300
Total Supplies	\$418	\$350	\$350	\$350	\$350
TOTAL EXPENDITURES	\$330,758	\$378,583	\$349,635	\$340,185	\$379,962

Mission Statement: The Department of Parks Recreation & Beaches is dedicated to planning, implementing, and supervising recreational, educational and cultural activities designed to enhance and improve the quality of life for all city residents. The department promotes the engagement in and constructive use of all open and recreational spaces by the residents of the City of New Bedford and provides safe, well-maintained, and aesthetically pleasing parks, playgrounds, and recreation facilities.

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

FY 2019 Adopted Budget Summary

	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
Expenditures	\$416,489	\$450,305	\$443,305	\$390,497	\$475,926
Position Distribution					
Full-Time	5	5	5	5	5
Part-Time	0	0	0	0	0

FY 2019 Budget Analysis: The FY 2019 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The personnel budget also reflects the mid-year reclassification of a clerk typist to an account clerk.

FY 2017/2018 Accomplishments

- In January 2018, the department launched a new online registration platform at www.nbprb.com. This platform provides the public with 24/7 access to register and pay for programs, review facility rental availability and discover all that the city’s parks and beaches have to offer. Over 700 memberships have been logged since the launch and it is anticipated that the improved access will result in an increase in program participation and revenue.
- Instituted Full STEAM Ahead, a robust STEAM program, into after school programming, giving students the opportunity for hands-on exploration of the sciences which complements the learning done in the classroom. This spring the program expanded to Keith Middle School, bringing after school programs to four New Bedford Public Schools. These programs serve approximately 200 youth daily.
- The department employed 108 New Bedford residents during the summer of 2017, and provided accompanying job coaching and training. The Kennedy Summer Day Program continues to provide a high quality, fun summer experience for over 400 city youth and at risk populations serving. The Play in the Park Summer Food Program served over 88,000 meals to youth throughout the city including children enrolled in summer camps and programs at places such as the Boys and Girls Club, the YWCA, Dennison Memorial and over 40 other nonprofit organizations.
- Established the Fort Taber Revolving Fund, which is supported by park use fees, facility rentals, and parking revenue, to ensure that funds generated at the park are available for park improvements and enhancements. This summer that fund will support a Park Ambassador position, which will be responsible for guiding and informing park patrons and special event organizers regarding programs and facilities.
- The department was awarded nearly \$450,000 in grant funding in FY 2018, which was invested in improvements to city parks and the provision of free or reduced-price programming to city residents and youth. Among the grants awarded was a technical assistance grant from the National Recreation and Park Association to create a Safe Routes to Parks template for the city using Ashley Park as the pilot. The resulting template will be utilized when parks are redesigned and improved in the future.
 - The Parks, Recreation and Beaches team worked closely with Team Noah and the Department of Public Infrastructure to design and build Noah’s Playground, a destination playground on Pope’s Island for children of all abilities, which opened in November 2018.
 - A groundbreaking for the city’s first dog park also took place in the spring of 2018.

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.

Events: The Department serves as the City’s representative on various public/private partnerships including the 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 offerings expanding the opportunities for residents in recreational programming.

FY 2019 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	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 PROJECTED	2019 ADOPTED
Out-of-school-time participants	135	150	175	185	175
% of out-of-school-time programming that is Funded by Grant & Other Resources	100%	100%	100%	100%	100%
Grant Dollars Raised to provide Supportive Recreation Programming	\$24,500	\$36,500	\$30,191	\$53,500	\$50,000

PERFORMANCE MEASURES	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 PROJECTED	2019 ADOPTED
AMRC memberships	N/A**	2,174	2,350	2,450	2,550
Programs offered by the Rec Center*	N/A**	29	35	41	45
Total # of Participants	337	424	368	500	600

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

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

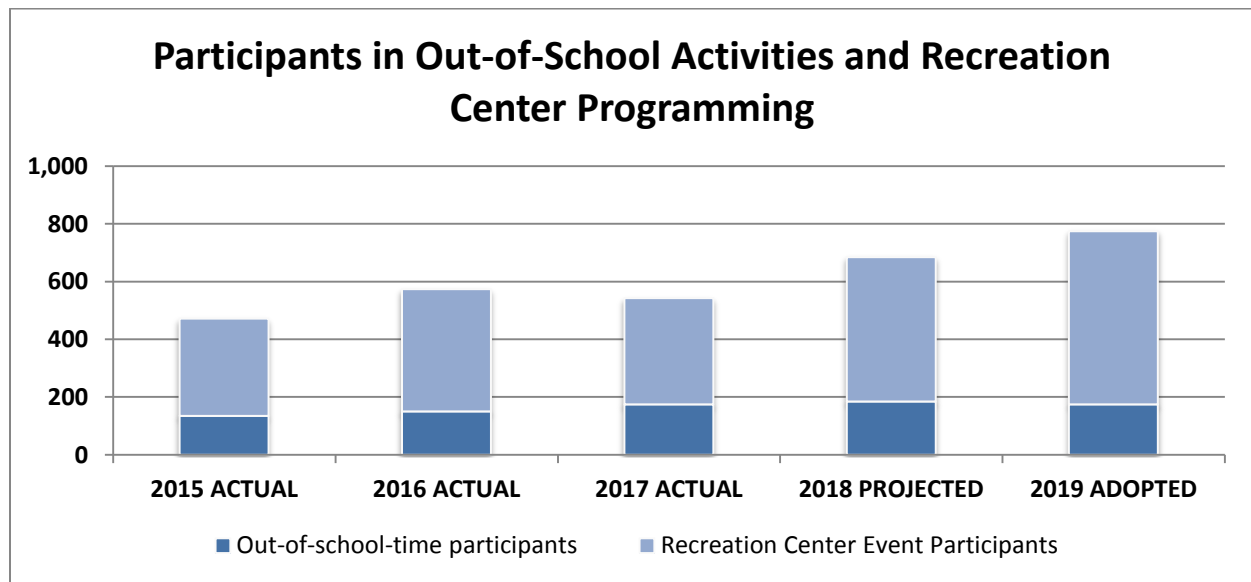
PERFORMANCE MEASURES	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 PROJECTED	2019 ADOPTED
Formal summer programs offered	4	7	11	8	10
Waterfront recreation events	N/A*	26	23	40	40
Recreational public park events	N/A*	23	46	50	50

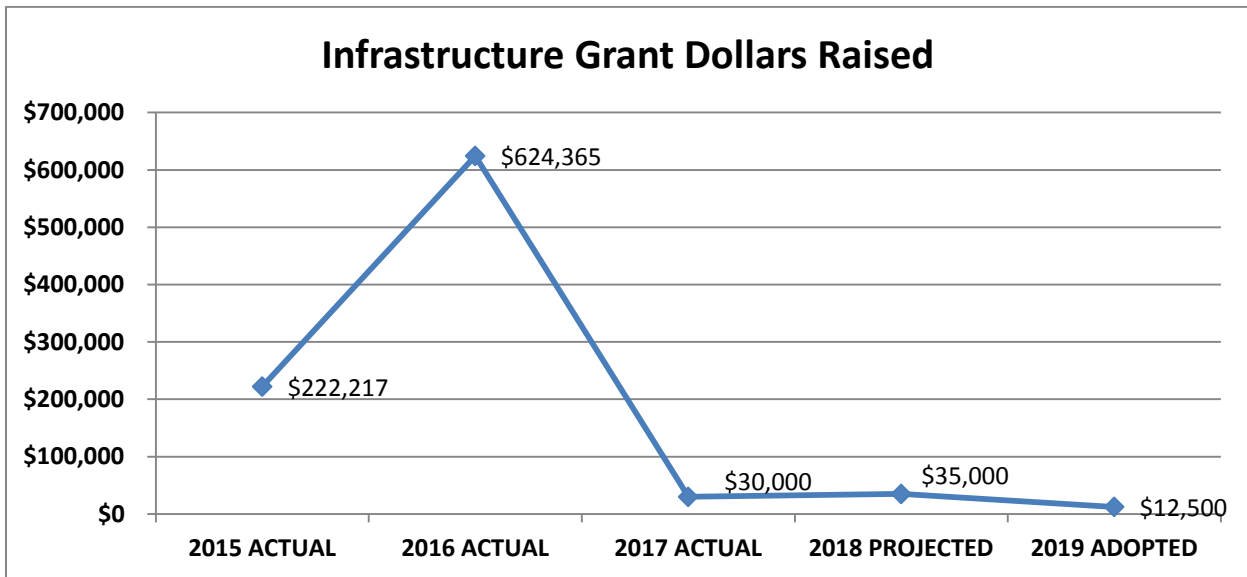
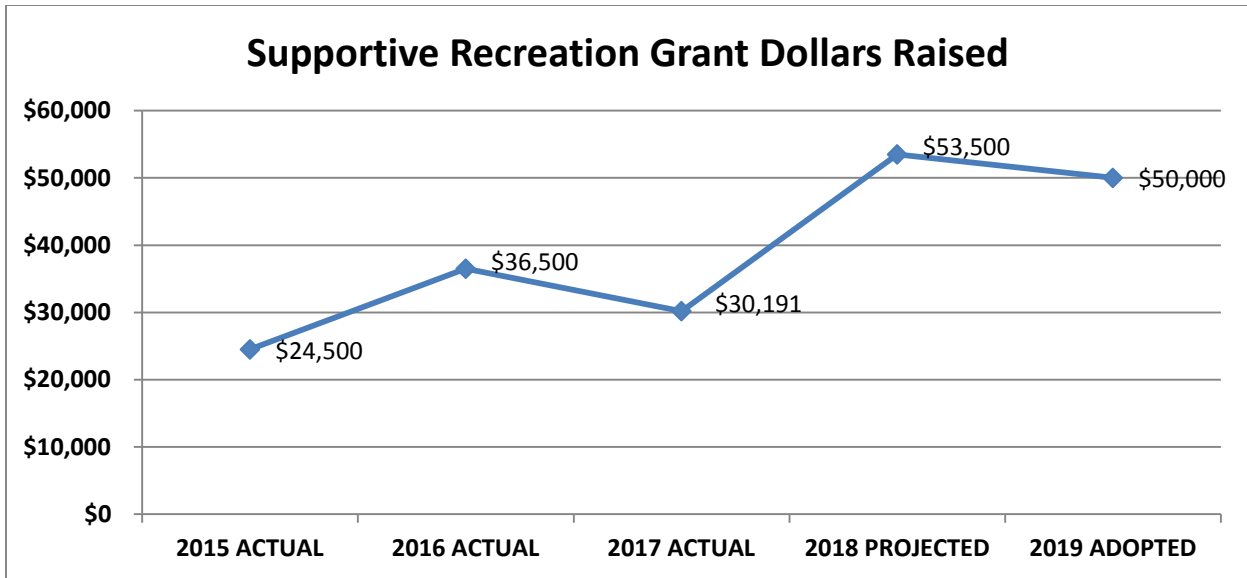
* Data collection and reporting methodology changed in FY 2016. Historic data is inconsistent with the current reporting methodology.

PERFORMANCE MEASURES	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 PROJECTED	2019 ADOPTED
Field permits issued	86	195	228	250	280
Facilities rental contracts processed	N/A*	N/A*	228	340	380
Total Revolving Fund Revenue Generated**	\$46,400	\$60,780	\$59,645	\$157,000	\$185,000
Grant Dollars Raised for Infrastructure	\$222,217	\$624,365	\$30,000	\$35,000	\$12,500

* Data collection and reporting methodology changed in FY 2017. Historic data is inconsistent with the current reporting methodology.

** FY 2018 Projected includes the addition of the Fort Taber Revolving Fund and FY 2019 Proposed assumes the addition of the Dog Park and the Golf Course Revolving Funds which are pending in the Ordinance Committee as of budget publication date.





FY 2019 Expenditure Detail

	2017	2018	2018	2018	2019
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$218,187	\$241,161	\$228,161	\$215,601	\$254,354
Overtime	4,587	0	0	2,295	0
Sal Wages Temporary	160,854	184,674	184,674	143,269	197,102
Sick Incentive	756	500	500	557	500
Total Personnel Budget	\$384,384	\$426,335	\$413,335	\$361,722	\$451,956
Advertising	\$2,062	\$800	\$1,600	\$1,600	\$800
Cell Phone	2,213	3,360	3,360	1,865	3,360
Computer Data Processing	1,383	1,500	1,500	1,500	1,500
Consultants	1,409	1,390	1,390	1,390	1,390
Dues Subscriptions	900	900	1,200	1,200	900
Employees Training	0	200	500	500	200
Hospital And Medical	1,370	1,700	1,700	1,700	1,700
In State Travel	852	550	1,000	1,400	550
Out Of State Travel	502	400	400	300	400
Printing	11,604	6,000	6,950	6,950	6,000
Recording Fees	378	0	0	0	0
Rental-Lease	3,310	4,050	4,050	4,050	4,050
Telephone	541	0	600	600	0
Total Charges and Services	\$26,525	\$20,850	\$24,250	\$23,055	\$20,850
Supplies Photocopier	\$68	\$1,000	\$1,000	\$1,000	\$1,000
Supplies Recreation	4,359	1,500	4,100	4,100	1,500
Supplies Sundry Office	1,152	620	620	620	620
Total Supplies	\$5,580	\$3,120	\$5,720	\$5,720	\$3,120
TOTAL EXPENDITURES	\$416,489	\$450,305	\$443,305	\$390,497	\$475,926

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 2019 Adopted Budget Summary

	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
Expenditures	\$127,398,395	\$130,950,000	\$130,950,000	\$130,950,000	\$137,030,000

FY 2019 Budget Analysis: The FY 2019 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.

FY 2019 Expenditure Detail

DESCRIPTION	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
Salaries and Wages	<u>\$95,069,357</u>	<u>\$99,881,411</u>	<u>\$99,881,411</u>	<u>\$99,881,411</u>	<u>\$102,959,426</u>
Total Personnel Budget	\$95,069,357	\$99,881,411	\$99,881,411	\$99,881,411	\$102,959,426
School General Expense	<u>\$32,329,038</u>	<u>\$31,068,589</u>	<u>\$31,068,589</u>	<u>\$31,068,589</u>	<u>\$34,070,574</u>
Total General Expense	\$32,329,038	\$31,068,589	\$31,068,589	\$31,068,589	\$34,070,574
TOTAL EXPENDITURES	\$127,398,395	\$130,950,000	\$130,950,000	\$130,950,000	\$137,030,000

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 2019 Adopted Budget Summary

	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
Expenditures	\$520,367	\$450,000	\$450,000	\$450,000	\$450,000

FY 2019 Budget Analysis: The FY 2019 budget funds Snow Removal at a level equivalent to historical expenses:

FY 2014:	\$583,304	
FY 2015:	\$1,207,044	
FY 2016:	\$401,852	
FY 2017:	\$520,367	
FY 2018:	<u>\$450,000</u>	(Estimated)*
Average:	\$632,514	

* Excess costs in FY 2018 will be recouped with disaster reimbursements from the Federal Emergency Management Agency.

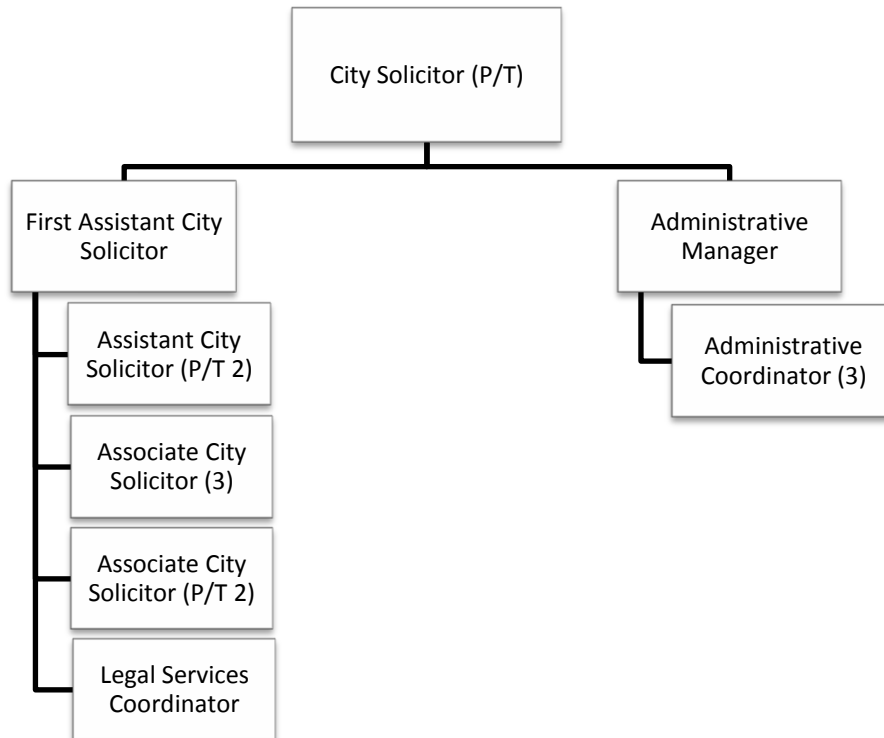
FY 2019 Expenditure Detail

DESCRIPTION	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
<u>Snow Removal</u>	<u>\$520,367</u>	<u>\$450,000</u>	<u>\$450,000</u>	<u>\$450,000</u>	<u>\$450,000</u>
TOTAL EXPENDITURES	\$520,367	\$450,000	\$450,000	\$450,000	\$450,000

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 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 2019 Adopted Budget Summary

	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
Expenditures	\$851,703	\$897,403	\$942,403	\$940,480	\$954,719
Position Distribution					
Full-Time	9	9	9	9	9
Part-Time	6	5	5	5	5

FY 2019 Budget Analysis: The FY 2019 budget includes funding for compensation increases required by the Code of Ordinances. The budget reflects the mid-year conversion of two legal secretaries to administrative coordinators, an increase to capital outlay for a FOIA software system for \$7,500, and reductions to the personnel and court services budgets which were adopted by the City Council during its FY 2019 deliberations.

FY 2017/2018 Accomplishments

- Negotiated and finalized collective bargaining agreements with the fire union, police union, and AFSCME.
- Conducted trainings on the Public Records Law, Open Meeting Law, Conflict of Interest Law, and Robert's Rules of Order for the City's board and commission members.
- Worked with the City Clerk's Office to update the online posting process for public meetings and developed checklists to help city staff comply with the Public Records Law and Open Meeting Law.
- Developed a social media policy and guidance document on electronic communications for city employees.
- Concluded multiparty litigation relating to the Parker Street Waste Site, which was commenced in 2008.

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, four 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.

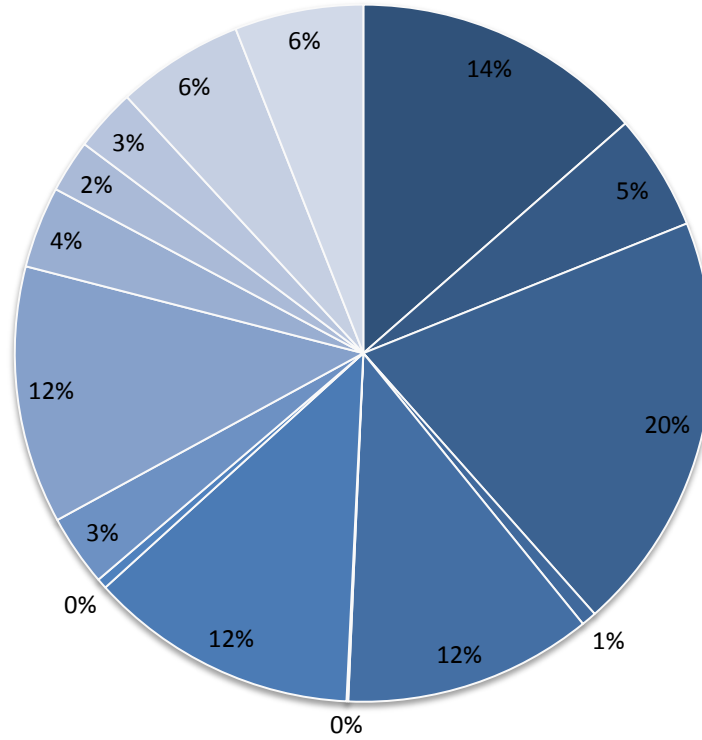
FY 2019 Strategic Goals and Performance Measures

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	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 PROJECTED	2019 ADOPTED
Administrative	N/A*	1,832	1,582	1,705	1,643
Adversarial Proceedings – Administrative	N/A*	741	629	1,104	867
Advice/Formal and Informal	N/A*	1,619	2,279	1,732	2,006
City Public Meetings	N/A*	74	82	40	61
Contracts	N/A*	1,046	1,348	1,388	1,368
Hearing Officer	N/A*	23	9	2	6
Housing Task Force	N/A*	1,456	1,459	1,460	1,459
Insurance cases/Oversight	N/A*	107	56	32	44
Labor Relations	N/A*	414	387	401	394
Litigation	N/A*	1,743	1,396	1,058	1,227
Meetings	N/A*	462	442	527	484
Ordinances/ Regulations/Policies	N/A*	182	285	255	270
Public Records Requests and Subpoenas	N/A*	269	339	395	367
Real Property	N/A*	1,152	688	765	727
Workers Compensation	N/A*	916	697	968	833
Total	N/A*	12,038	11,679	11,832	11,756

PERFORMANCE MEASURES	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 PROJECTED	2019 ADOPTED
Receivership inspections conducted	17	39	45	30	30
Correction orders issued	277	357	286	400	400
Trash tickets issued	2,164	2,453	4,490	4,625	4,800
% of fines collected from trash tickets	42%	35%	46%	40%	40%

Distribution of Staff Time FY 2017 Actual



- Administrative (14%)
- Advice/Formal and Informal (20%)
- Contracts (12%)
- Housing Task Force (12%)
- Labor Relations (3%)
- Meetings (4%)
- Public Records Requests and Subpoenas (3%)
- Workers Compensation (6%)
- Adversarial Proceedings – Administrative (5%)
- City Public Meetings (1%)
- Hearing Officer (0%)
- Insurance cases/Oversight (0%)
- Litigation (12%)
- Ordinances/ Regulations/Policies (2%)
- Real Property (6%)

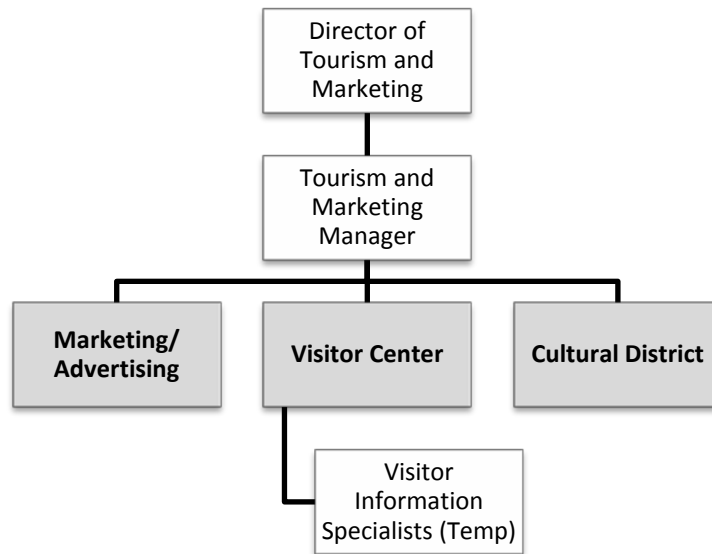
FY 2019 Expenditure Detail

	2017	2018	2018	2018	2019
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$491,574	\$527,564	\$572,564	\$579,751	\$584,142
Longevity	4,100	4,775	4,775	4,775	5,075
Sal Wages PT Permanent	252,274	251,241	251,241	244,718	263,154
Sick Incentive	1,050	1,050	1,050	1,175	1,175
Total Personnel Budget	\$748,998	\$784,630	\$829,630	\$830,419	\$853,546
Advertising	\$490	\$0	\$0	\$0	\$0
Cell Phone	630	1,000	1,000	500	600
Consultants	30,893	0	0	34,652	15,000
Court Services	3,378	28,681	28,681	3,429	9,081
Dues Subscriptions	43,123	47,500	47,500	37,100	40,900
Employees Training	1,749	2,000	2,000	2,000	2,000
Hospital And Medical	548	500	500	500	500
In State Travel	1,287	0	0	1,500	0
Jdgmnt Claims Sttlmnts	8,745	10,000	10,000	10,000	10,000
Out Of State Travel	82	0	0	0	0
Printing	424	3,600	3,600	3,600	3,600
R M Miscellaneous	0	150	150	150	150
R M Office Equipment	0	250	250	250	250
Rental Lease Office Equip	0	5,092	5,092	5,092	5,092
Rental-Lease	4,675	0	0	0	0
Total Charges and Services	\$96,023	\$98,773	\$98,773	\$98,773	\$87,173
Supplies Computer	\$0	\$0	\$0	\$998	\$0
Supplies Photocopier	2,642	2,500	2,500	1,502	2,500
Supplies Sundry Office	4,039	4,000	4,000	4,000	4,000
Total Supplies	\$6,681	\$6,500	\$6,500	\$6,500	\$6,500
Computer Software Capital	\$0	\$7,500	\$7,500	\$4,788	\$7,500
Total Capital Outlay	\$0	\$7,500	\$7,500	\$4,788	\$7,500
TOTAL EXPENDITURES	\$851,703	\$897,403	\$942,403	\$940,480	\$954,719

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 2019 Adopted Budget Summary

	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
Expenditures	\$455,449	\$431,167	\$431,167	\$429,136	\$437,739
Position Distribution					
Full-Time	2	2	2	2	2
Part-Time	0	0	0	0	0

FY 2019 Budget Analysis: The FY 2019 budget includes funding for compensation increases required by the Code of Ordinances.

FY 2017/2018 Accomplishments

- Increased International visibility & FAM visits from travel agents/media from Italy, Scotland, UK, Portugal and Germany, partnering with various attractions promoting the city assets to International visitors.
- Website revisions including creation of LGBT and Wedding pages, redesign of Seaport Cultural District, Neighborhoods, Partner listings and Film web page.
- Increased Department memberships to include Greater Boston Convention & Visitors Bureau increasing our visibility in the surrounding Boston area and Group Travel Family with over 25,000 travel influencers.
- Solicited National Event Food Truck & Craft Beer Festival organizer and was chosen as one of the 16 National Food Truck Festivals, successfully welcoming over 4,500 attendees in July 2017.

- Initiated an RFP for a shared bike system and contracted with Zagster Bike Share Program to include sponsored bike stations at state pier and Fort Taber, launching April 2018.

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 about 50 cultural attractions and 25 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 in 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 2019 Strategic Goals and Performance Measures

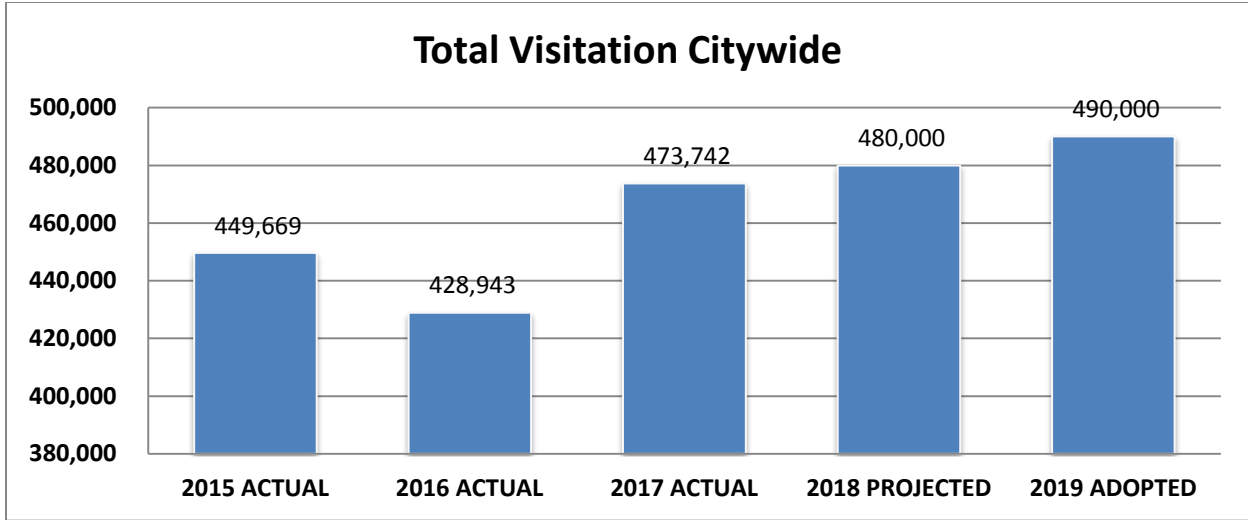
STRATEGIC GOALS		STATUS
1	Collaborate and partner with the newly hired Arts & Culture Strategist to enhance the Seaport Cultural District as a unique tourist destination and a successful model for long-term economic & cultural growth.	Ongoing
2	Broaden and expand upon the city’s current marketing and 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	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 PROJECTED	2019 ADOPTED
SCD partners	65	54	61	60	65
Events/programs held in SCD*	91	165	206	190	200
Total of SCD participants*	62,766	46,200	148,945	55,000	60,000
Online advertising impressions	587,632	17,925,951**	1,623,977	1,500,000	1,750,000
E-newsletter subscribers	1,063	1,178	1,253	1,800	2,000
Website visits	160,689	191,665	188,183	190,000	210,000
Visitor Center guests***	5,715	3,485	3,555	3,650	3,800
% of 1st time visitors to New Bedford^	11%	42%	48%	44%	45%
% of visitors from 50+ miles away^	44%	56%	78%	76%	60%
% of International visitors	3%	6%	4%	5%	6%
Total # of visitations (citywide)	449,669	428,943	473,742	480,000	490,000

* 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 events and participants between 2015 and 2017 is attributed, in part, to better reporting by event organizers.

** Online advertising impressions soared in the second half of FY 2016 as 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.



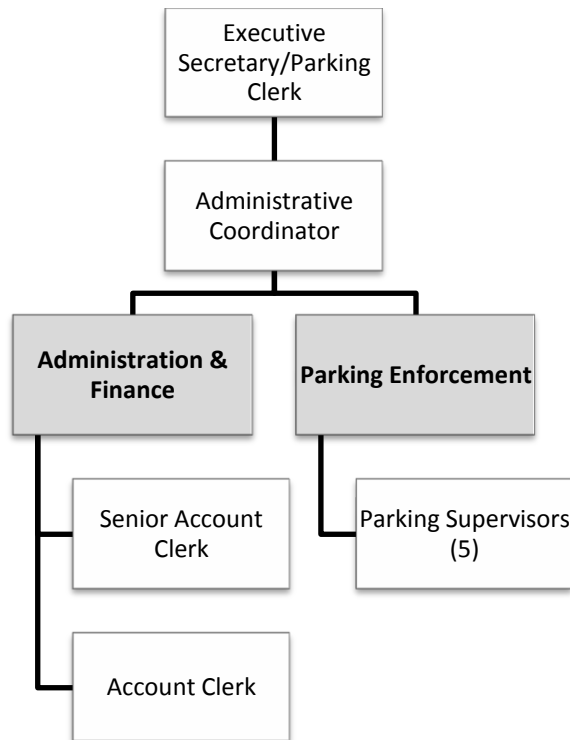
FY 2019 Expenditure Detail

	2017	2018	2018	2018	2019
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$114,401	\$124,386	\$124,386	\$124,386	\$130,958
Sal Wages Temporary	6,356	12,981	12,981	11,850	12,981
Sick Incentive	100	800	800	200	800
Total Personnel Budget	\$120,856	\$138,167	\$138,167	\$136,436	\$144,739
Advertising	\$39,680	\$36,000	\$36,000	\$36,000	\$35,500
Arts and Culture	22,950	23,000	23,000	23,000	23,000
Civic Functions	4,288	5,000	5,000	5,000	5,000
Consultants	40,000	0	0	0	0
Contractual Services	210,000	210,000	210,000	210,000	210,000
Dues Subscriptions	1,936	1,000	1,000	1,000	2,000
Hospital And Medical	150	200	200	200	400
In State Travel	392	500	500	500	1,000
Not Otherwise Classified Svc	575	0	0	0	0
Postage	15	100	100	100	100
Printing	4,730	5,700	5,700	5,700	5,500
Telephone	2,948	3,000	3,000	2,700	2,000
Travel	4,013	5,500	5,500	5,500	5,500
Total Charges and Services	\$331,676	\$290,000	\$290,000	\$289,700	\$290,000
Supplies Food Services	\$734	\$500	\$500	\$500	\$1,000
Supplies Photocopier	34	100	100	100	0
Supplies Sundry Office	2,149	2,400	2,400	2,400	2,000
Total Supplies	\$2,917	\$3,000	\$3,000	\$3,000	\$3,000
TOTAL EXPENDITURES	\$455,449	\$431,167	\$431,167	\$429,136	\$437,739

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 2019 Adopted Budget Summary

	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
Expenditures	\$462,917	\$508,902	\$496,195	\$470,706	\$529,446
Position Distribution					
Full-Time	9	9	9	9	9
Part-Time	0	0	0	0	0

FY 2019 Budget Analysis: The FY 2019 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances.

FY 2017/2018 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 2019 Strategic Goals and 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

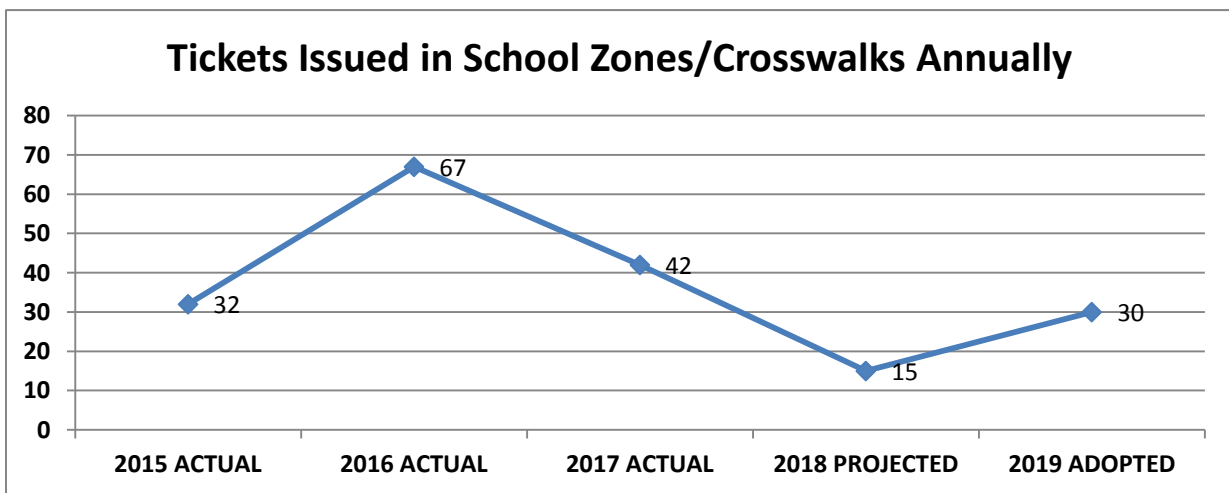
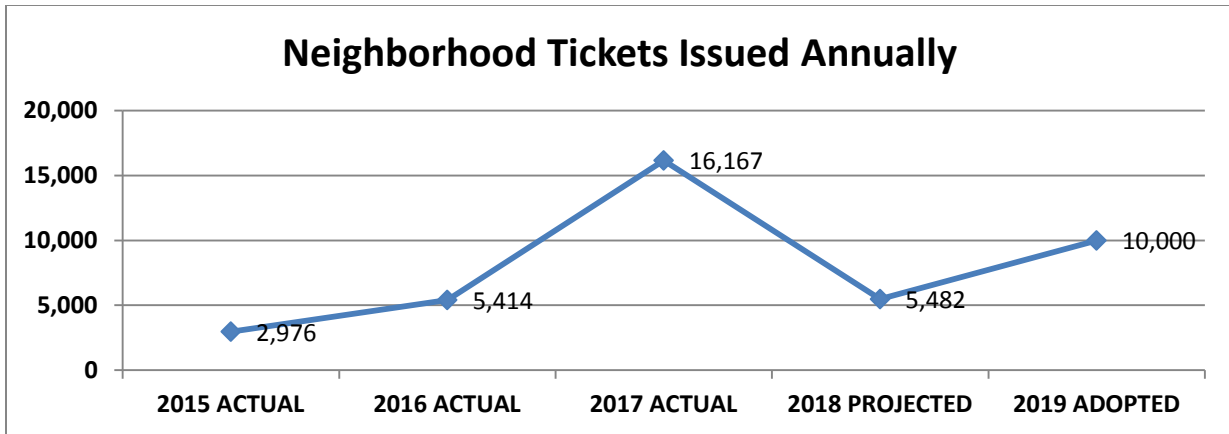
PERFORMANCE MEASURES	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 PROJECTED	2019 ADOPTED
Metered Parking Spaces	214	214	214	214	214
% of functional parking spaces available during the winter	60%	95%	98%	93%	95%
Revenue from meters	\$47,766	\$51,137	\$55,591	\$58,290	\$75,000

PERFORMANCE MEASURES	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 PROJECTED	2019 ADOPTED
Average weekly hours parking supervision are in city neighborhoods (out of 42.5)	16	17	29	24	29
Tickets issued in neighborhoods	2,976*	5,414	16,167*	5,482***	10,000
Tickets issued in school zones/crosswalks	32	67	42**	15***	30

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

** Throughout FY 2017 the Traffic Commission implemented a new 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 of FY 2018, the Traffic and Parking Department’s complement of parking supervisors in the field was reduced by half.



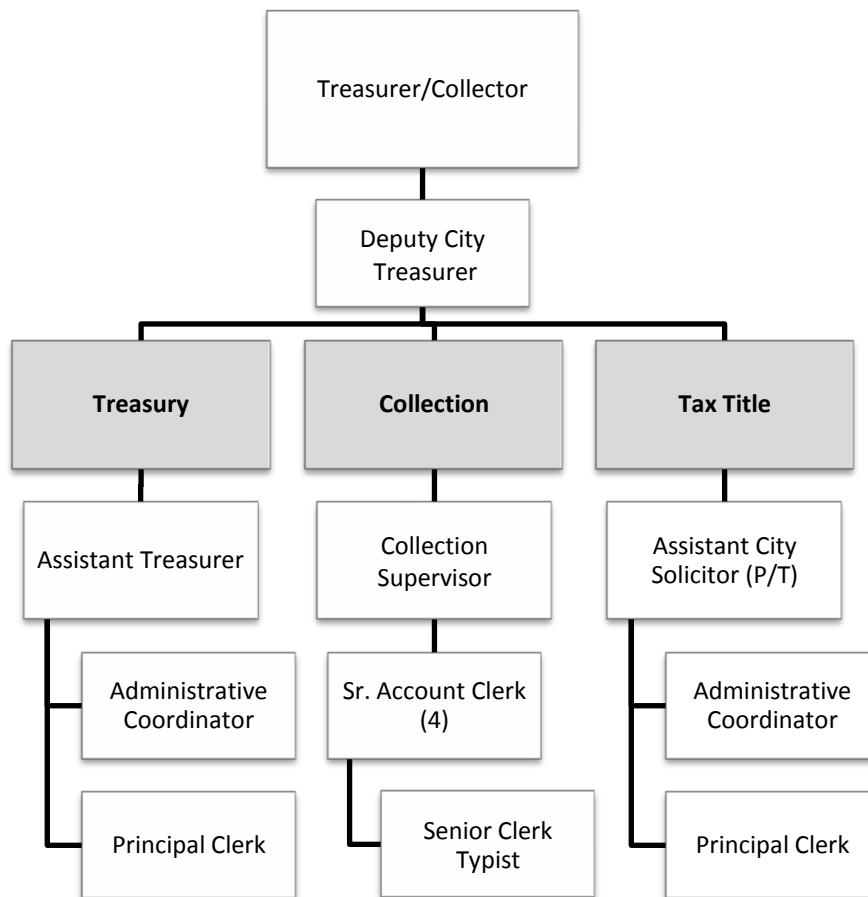
FY 2019 Expenditure Detail

	2017	2018	2018	2018	2019
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$212,752	\$245,837	\$258,130	\$202,670	\$265,553
Additional Gross	5,797	5,797	5,797	5,775	5,775
Longevity	1,043	1,143	1,143	1,042	1,993
Overtime	4,881	5,500	5,500	5,500	5,500
Final Employee Payoffs	972	0	0	1,107	0
Sick Incentive	250	2,040	2,040	0	2,040
FURLOUGH Settlement	0	0	0	52,096	0
FURLOUGH Interest	0	0	0	204	0
Total Personnel Budget	\$225,695	\$260,317	\$272,610	\$268,394	\$280,861
Advertising	\$4,475	\$4,224	\$4,224	\$5,457	\$6,224
Bank Service Charges	889	0	0	1,769	2,000
Computer Data Processing	62,587	90,000	65,000	59,752	76,500
Dues Subscriptions	322	0	0	349	1,000
Employees Training	150	0	0	0	0
Hospital And Medical	920	0	0	1,165	0
Postage	753	0	0	686	1,500
Printing	4,131	200	200	4,515	6,200
R M Miscellaneous	11,475	37,000	37,000	11,652	37,000
Rental-Lease	715	300	300	840	1,300
Telephone	2,084	2,076	2,076	1,342	2,076
Uniform Cleaning Service	3,084	3,885	3,885	3,885	3,885
Total Charges and Services	\$91,585	\$137,685	\$112,685	\$91,412	\$137,685
Freight	\$757	\$0	\$0	\$107	\$0
Supplies Janitorial	0	0	0	717	0
Supplies Meter	2,210	0	0	1,670	0
Supplies Photocopier	512	150	150	335	150
Supplies Sundry Office	1,394	750	750	1,367	750
Supplies Traffic	29,313	35,000	35,000	31,704	35,000
Total Supplies	\$34,186	\$35,900	\$35,900	\$35,900	\$35,900
Minor Equipment Capital	\$86,452	\$0	\$0	\$0	\$0
Streets And Sidewalks	4,554	75,000	30,405	30,405	75,000
Total Capital Outlay	\$91,006	\$75,000	\$30,405	\$30,405	\$75,000
Other Financing Uses	\$20,446	\$0	\$44,595	\$44,595	\$0
Other Financing Uses Total	\$20,446	\$0	\$44,595	\$44,595	\$0
TOTAL EXPENDITURES	\$462,917	\$508,902	\$496,195	\$470,706	\$529,446

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 2019 Adopted Budget Summary

	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
Expenditures	\$1,605,354	\$891,606	\$2,261,717	\$2,259,912	\$932,730
Position Distribution					
Full-Time	13	13	13	13	13
Part-Time	1	1	1	1	1

FY 2019 Budget Analysis: The FY 2019 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. FY 2018 expenditures include mid-year transfers to the City's Stabilization (\$1,132,004) and OPEB Trust Funds (\$150,000). The budget also includes increases to charges and services for advertising and court services totaling, \$5,000.

FY 2017/2018 Accomplishments

- The May 2017 tax lien auction resulted in a \$2,281,000 reduction in the delinquent tax liability attributable to sale proceeds and redemptions.
- The enhanced on-line bill pay system, Invoice Cloud was rolled out in July 2017 for tax and utility payments. New features include pay-by-text, pay-by-phone, auto-pay and paperless billing.
- BayCoast Bank, a long-time partner with the City, designed their state of the art Interactive Teller Machines to accept city payments. City customers are now able to pay their bills at this alternative location when City Hall is closed, including Saturday.
- The Cloud Store will be up and running in March 2018 to accept electronic requests for Municipal Lien Certificates.

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 2019 Strategic Goals and Performance Measures

STRATEGIC GOALS		STATUS
1	Improve remote access for constituents to City Hall services and eliminate barriers to entry by expanding bill pay options.	Ongoing
2	Effectively manage the city's tax title portfolio.	Ongoing

Utility Billing Payments by Type	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 PROJECTED	2019 ADOPTED
City Hall	N/A*	52,949	121,950	118,176	115,000
Online	N/A*	18,351	49,003	57,627	60,000
Off Site	N/A*	617	1,312	1,267	3,000
Lockbox	N/A*	71,530	151,724	147,085	145,000

* N/A* Historic data not available prior to FY 2016 when the City migrated to the Utility Billing module in the Munis ERP environment.

Real Estate and Personal Property Taxes Payments by Type	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 PROJECTED	2019 ADOPTED
City Hall	N/A*	40,040	36,656	37,783	34,000
Online	N/A*	1,005	1,014	12,061	18,000
Off Site	N/A*	496	507	739	1,000
Lockbox	N/A*	21,905	22,121	26,645	23,000
Tax Service	N/A*	39,180	40,293	41,382	42,000

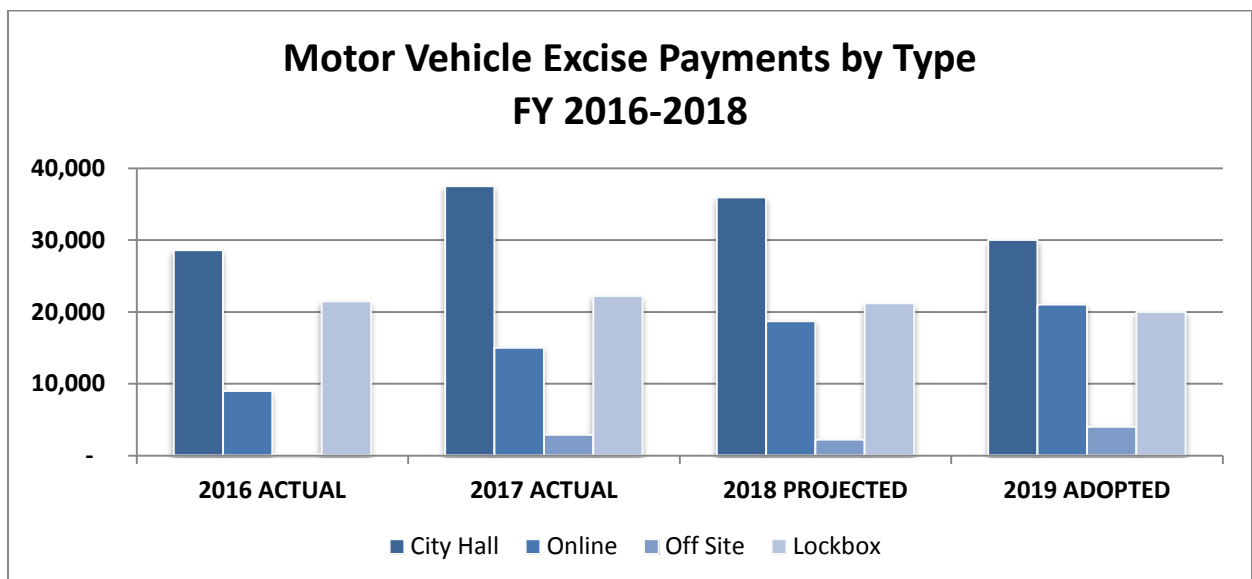
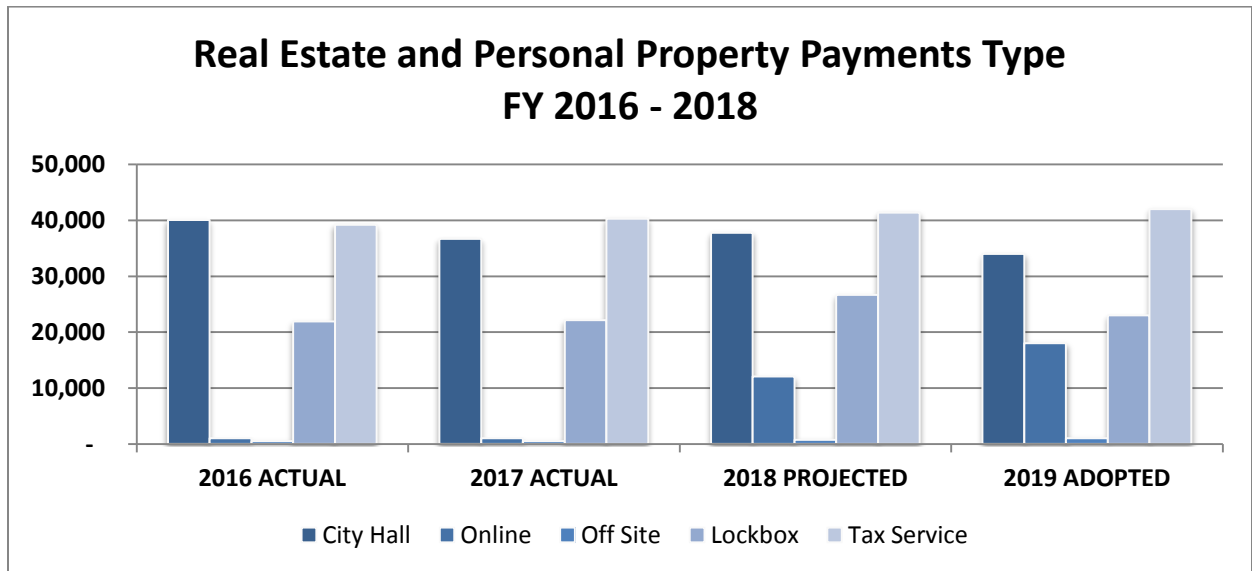
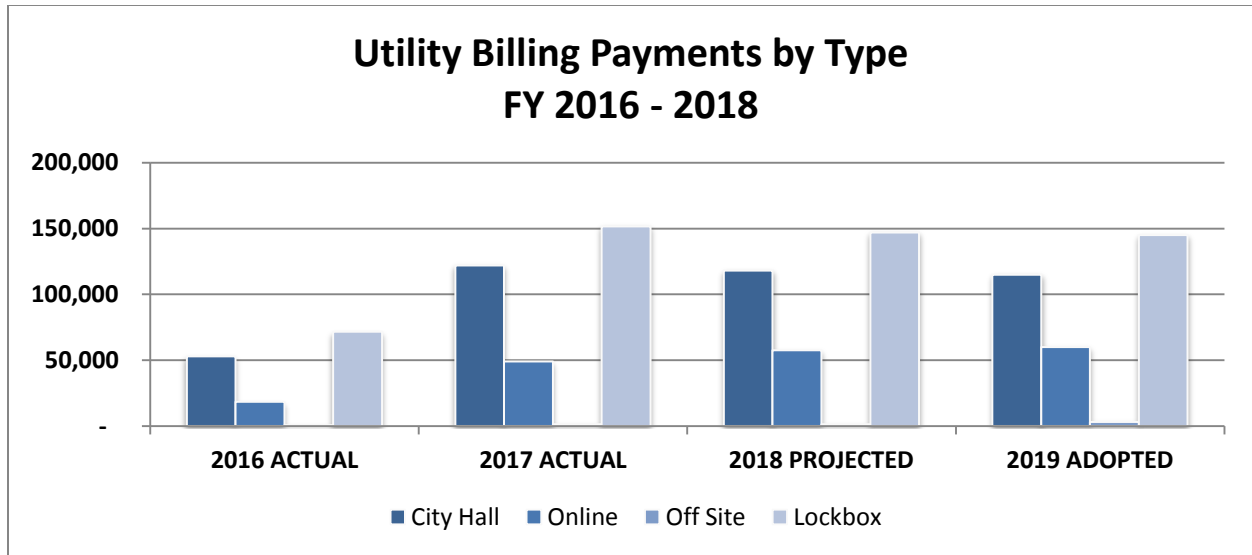
* N/A* Historic data not available prior to FY 2016 when the City migrated to the Real Estate and Personal Property module in the Munis ERP environment.

Motor Vehicle Excise Payments by Type	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 PROJECTED	2019 ADOPTED
City Hall	N/A*	28,584	37,524	35,941	30,000
Online	N/A*	9,001	15,017	18,687	21,000
Off Site	N/A*	197	2,874	2,222	4,000
Lockbox	N/A*	21,459	22,202	21,191	20,000

* N/A* Historic data not available prior to FY 2016 when the City migrated to the Motor Vehicle Excise module in the Munis ERP environment.

PERFORMANCE MEASURES	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 PROJECTED	2019 ADOPTED
Active accounts in tax title	1,275	876	697	600	525
Accounts in tax repayment status	131	302	214	175	145
Properties in foreclosure process	51	272	179	155	140
Properties foreclosed	13	8	1	3	8

* FY 2018 priority is the elimination of land of low value liened properties through the foreclosure process in accordance with MGL, CH 60/Secs 79-80C.



FY 2019 Expenditure Detail

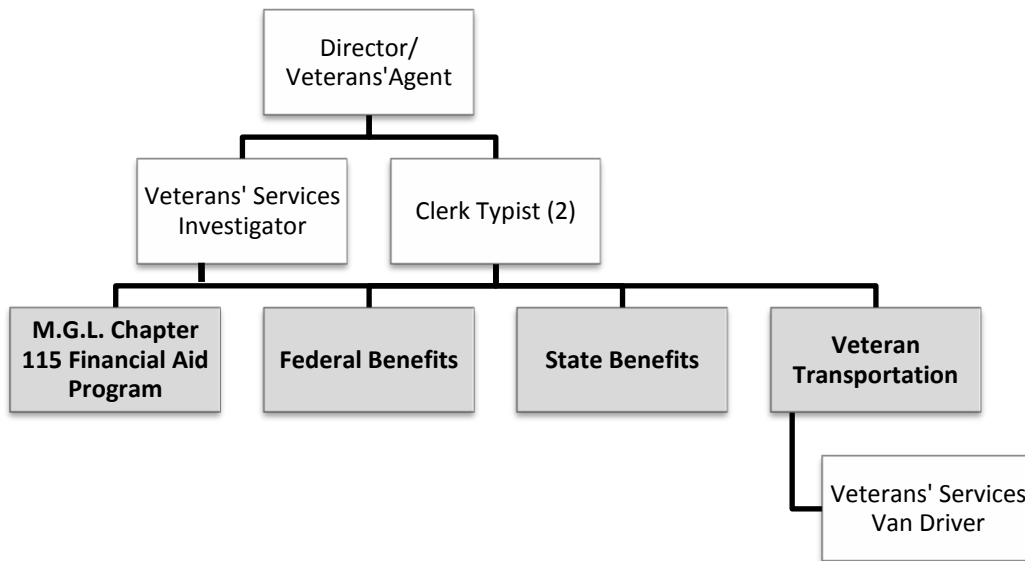
	2017	2018	2018	2018	2019
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$606,689	\$641,295	\$694,402	\$640,500	\$671,542
Longevity	3,050	3,050	3,050	3,725	4,175
Sal Wages Temporary	14,141	15,106	15,106	15,106	18,088
Sal Wages PT Permanent	35,581	37,180	37,180	37,192	38,865
Sick Incentive	2,275	2,275	2,275	2,360	2,360
FURLOUGH Settlement	0	0	0	52,893	0
FURLOUGH Interest	0	0	0	222	0
Total Personnel Budget	\$661,736	\$698,906	\$752,013	\$751,997	\$735,030
Advertising	\$27,067	\$45,000	\$45,000	\$56,860	\$50,000
Bank Service Charges	15,591	16,500	16,500	17,460	19,100
Court Services	30,805	25,000	60,000	48,450	25,000
Dues Subscriptions	1,069	500	500	545	1,145
In State Travel	1,334	1,000	1,000	1,748	1,975
Insurance	1,388	1,500	1,500	1,500	1,405
Lab Testing Services	115	0	0	0	0
Not Otherwise Classified Svc	-225	0	0	0	0
Postage	7,354	7,500	7,500	1,145	1,175
Printing	10,836	10,000	10,000	11,600	12,200
R M Miscellaneous	585	0	0	0	0
Rental-Lease	7,311	6,700	6,700	7,603	6,700
Tax Title Fees	64,737	70,000	70,000	70,000	70,000
Total Charges and Services	\$167,967	\$183,700	\$218,700	\$216,911	\$188,700
Supplies Photocopier	\$1,045	\$1,500	\$1,500	\$1,500	\$1,500
Supplies Sundry Office	4,605	7,500	7,500	7,500	7,500
Total Supplies	\$5,651	\$9,000	\$9,000	\$9,000	\$9,000
Other Financing Uses*	\$770,000	\$0	\$1,282,004	\$1,282,004	\$0
Total Other Financing	\$770,000	\$0	\$1,282,004	\$1,282,004	\$0
TOTAL EXPENDITURES	\$1,605,354	\$891,606	\$2,261,717	\$2,259,912	\$932,730

* FY 2018 expenditures include mid-year transfers to the City's Stabilization (\$1,132,004) and OPEB Trust Funds (\$150,000).

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 2019 Adopted Budget Summary

	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
Expenditures	\$3,071,961	\$3,238,293	\$3,062,832	\$2,907,986	\$2,947,757
Position Distribution					
Full-Time	5	5	5	5	5
Part-Time	0	0	0	0	0

FY 2019 Budget Analysis: The FY 2019 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.

FY 2017/2018 Accomplishments

- From January 2017 to December 2017 the Veterans’ Services department a total of \$2,737,708.42 in Chapter 115 Financial Aid was distributed to eligible Veterans and widows and certified to have no disallowed payments meaning the city will be reimbursed the full 75% allowed.
- The Veterans’ Services department assisted with the distribution of 283 Thanksgiving meals which included 140 stops, to low income Veterans and widows throughout the City of New Bedford in 2017.

Program Descriptions

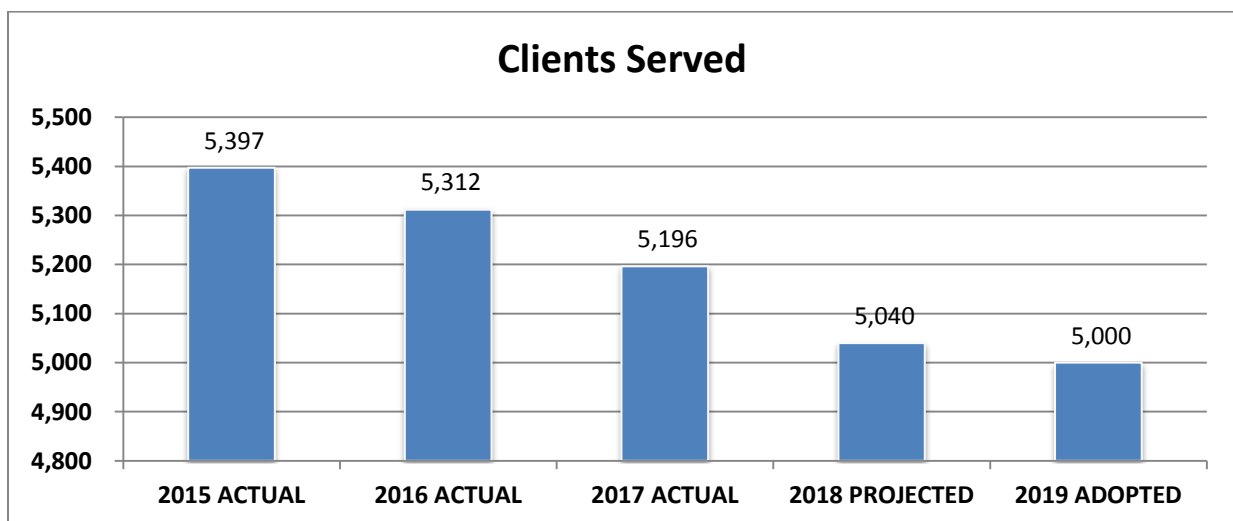
Chapter 115 Financial Aid: The Department of Veterans’ Services is responsible for working with veterans and widows to identify either financial aid eligibility through various city, state and federal sources. The department conducts outreach to increase both the number of veterans and widows receiving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

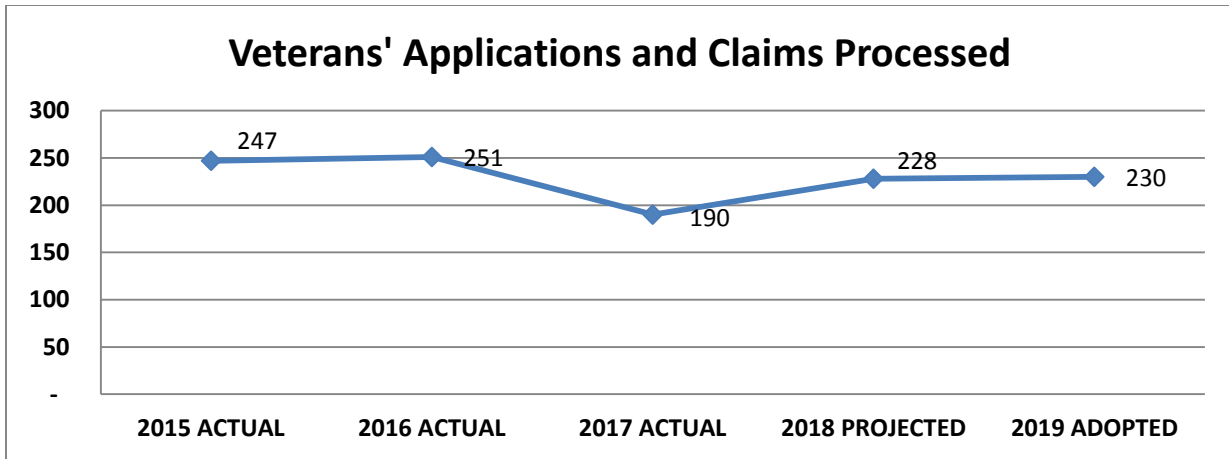
Veteran Parades: The Department of Veterans’ Services is responsible for the coordination of the annual Veteran's Day and Memorial Day Parades, which is hosted to thank the men and women who serve(d) in the United States military as well as honor those who have passed away.

FY 2019 Strategic Goals and Performance Measures

STRATEGIC GOALS		STATUS
1	Ensure that veterans and their families are informed and able to access all of the benefits eligible to them.	Ongoing

PERFORMANCE MEASURES	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 PROJECTED	2019 ADOPTED
Applications and claims processed	247	251	190	228	230
Clients served	5,397	5,312	5,196	5,040	5,000
\$ distributed	\$2.98M	\$2.98M	\$2.8M	\$2.6M	\$2.7M
% recovered from the state	75%	75%	75%	75%	75%





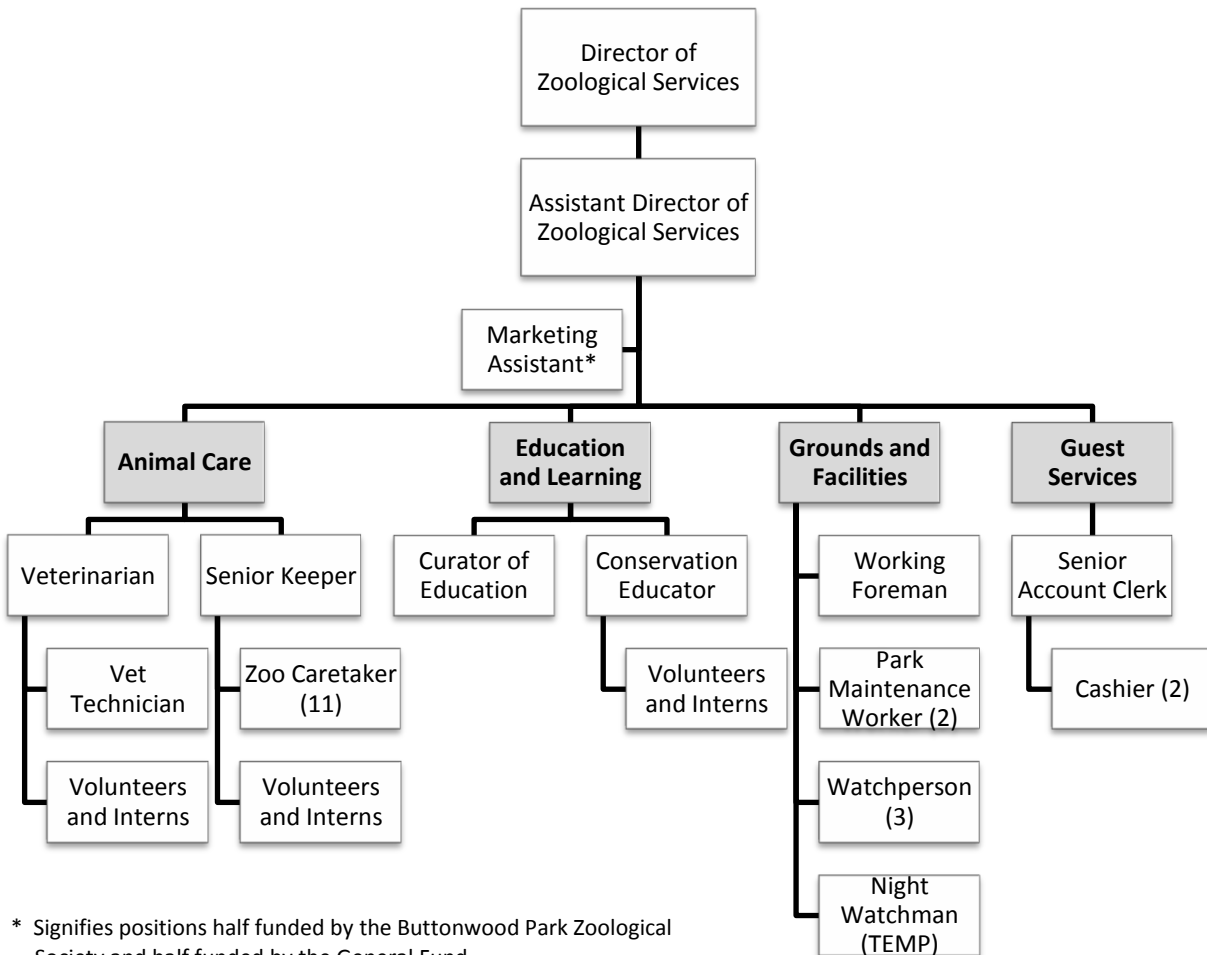
FY 2019 Expenditure Detail

	2017	2018	2018	2018	2019
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$201,371	\$212,043	\$232,313	\$214,913	\$220,307
Longevity	1,100	1,100	1,100	1,100	1,100
Final Employee Payoffs	6,924	0	0	0	0
Sick Incentive	400	2,000	2,000	900	2,000
FURLOUGH Settlement	0	0	0	17,704	0
FURLOUGH Interest	0	0	0	69	0
Total Personnel Budget	\$209,796	\$215,143	\$235,413	\$234,686	\$223,407
Civic Functions	\$7,005	\$9,200	\$9,200	\$9,200	\$9,600
Employees Training	0	600	600	0	300
Hospital And Medical	210	300	300	0	300
Printing	379	450	450	400	450
Rental-Lease	743	600	600	1,900	1,800
Telephone	0	200	200	0	100
Veterans Benefits	2,842,957	3,000,000	2,704,269	2,550,000	2,700,000
Total Charges and Services	\$2,851,294	\$3,011,350	\$2,715,619	\$2,561,500	\$2,712,550
Supplies Cemetery	\$10,222	\$10,500	\$10,500	\$10,500	\$10,500
Supplies Photocopier	316	700	700	700	700
Supplies Sundry Office	333	600	600	600	600
Total Supplies	\$10,871	\$11,800	\$11,800	\$11,800	\$11,800
Computer Equipment	\$0	\$0	\$100,000	\$100,000	\$0
Total Capital Outlay	\$0	\$0	\$100,000	\$100,000	\$0
TOTAL EXPENDITURES	\$3,071,961	\$3,238,293	\$3,062,832	\$2,907,986	\$2,947,757

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 2019 Adopted Budget Summary

	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
Expenditures	\$1,470,771	\$1,584,305	\$1,678,010	\$1,677,413	\$1,583,299
Position Distribution					
Full-Time	28	28	28	28	28
Part-Time	0	0	0	0	0

FY 2019 Budget Analysis: The FY 2019 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The budget also includes increases to charges and services for lab testing and hospital/medical totaling \$5,000, and supplies and materials for perishable and non-perishable animal food totaling \$7,000.

FY 2017/2018 Accomplishments

- Improved the health and maintained optimal animal body conditioning of the Zoo’s animal population through a robust training and enrichment program, the development of a science based nutrition program and animal weighing program, and the performance of approximately 600 veterinary wellness exams.
- Devoted significant staff resources to AZA conservation programs.
- Raised approximately \$30,000 to sponsor a dozen field conservation programs around the globe.
- Continued to expand the Zoo’s botanical collection to include several pollinator gardens with the long-term goal of being recognized as a botanical park.
- Offered dozens of educational programs for children and adults with over 40,000 participants and opened Rainforests, Rivers and Reefs, a renovated building focused on endangered animals from the Americas and oceans of the world, which helped realized a 13% attendance increase from the previous year.

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

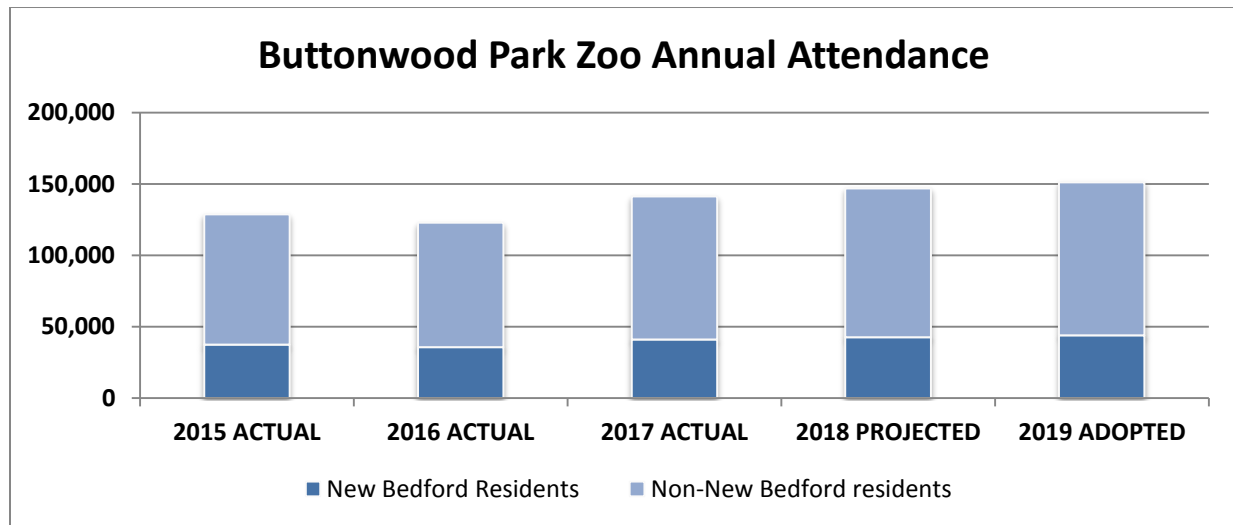
buildings and equipment provide a safe environment for all guests, and develop a regionally recognized botanical program through community collaboration.

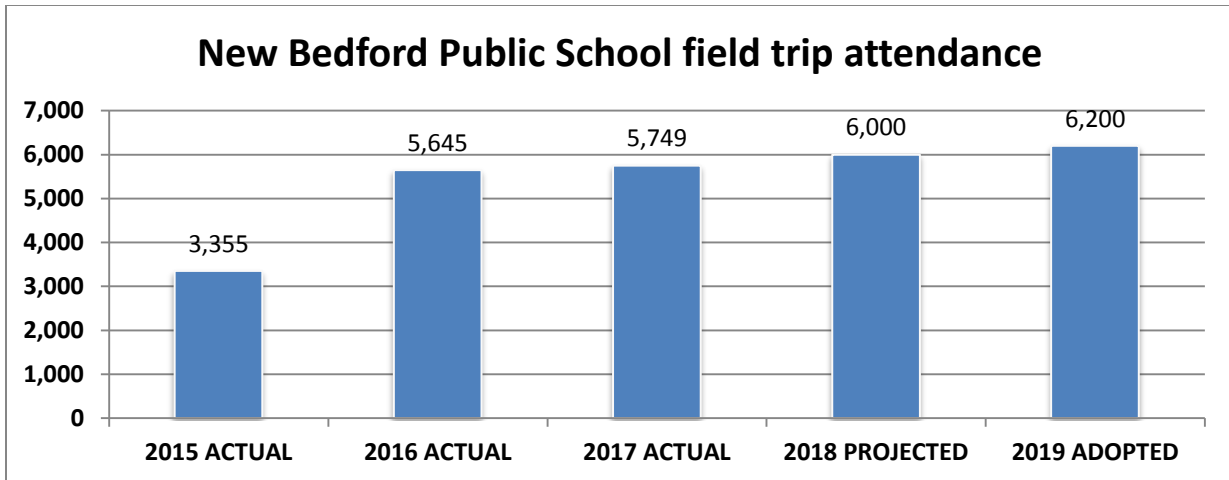
Guest Services: The Zoo works to create an exciting nature experience that connects people of all ages to the natural world and encourages environmental learning through attentive customer service, engaging guest programming, unique special events, and a model green initiatives program. This includes 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 2019 Strategic Goals and Performance Measures

STRATEGIC GOALS		STATUS
1	Meet the zoo’s education goals as outlined in the FY 2014 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 Nature.	Ongoing
2	Expand the zoo’s impact as a community member in the City of New Bedford.	Ongoing

PERFORMANCE MEASURES	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 PROJECTED	2019 ADOPTED
Students in Animal Ambassador programs	3,113	4,451	5,560	6,000	6,350
Students visiting the zoo as part of a general field trip	3,355	5,645	5,749	6,000	6,200
Attendance (New Bedford resident)	37,310	35,614	41,019	42,659	43,939
Attendance (Non-New Bedford resident)	91,347	87,195	100,161	104,167	107,292





FY 2019 Expenditure Detail

	2017	2018	2018	2018	2019
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$1,004,847	\$1,113,859	\$1,207,564	\$1,105,110	\$1,142,104
Additional Gross	30,925	65,832	65,832	28,000	42,500
Longevity	3,408	3,350	3,350	3,300	3,300
Overtime	70,614	38,974	38,974	79,493	38,974
Final Employee Payoffs	11,302	3,797	3,797	2,204	3,797
Sal Wages Temporary	3,692	5,047	5,047	12,334	5,810
Sick Incentive	6,750	6,750	6,750	7,369	7,368
FURLOUGH Settlement	0	0	0	93,106	0
FURLOUGH Interest	0	0	0	360	0
Total Personnel Budget	\$1,131,538	\$1,237,609	\$1,331,314	\$1,331,276	\$1,243,853
Advertising	\$591	\$200	\$200	\$0	\$200
Consultants	15,039	35,578	35,578	35,578	16,828
Dues Subscriptions	8,572	9,000	9,000	10,800	11,000
Hospital And Medical	8,720	4,206	4,206	4,206	8,206
In State Travel	83	0	0	0	0
Lab Testing Services	18,663	15,204	15,204	13,705	16,204
Not Otherwise Classified Svc	267	1,500	1,500	1,000	1,000
Out Of State Travel	12,907	13,000	13,000	12,300	13,000
Pest Control	2,437	3,200	3,200	4,100	4,200
Postage	7,211	1,500	1,500	1,600	1,500
R M Buildings Grounds	4,429	4,500	4,500	4,500	4,500
R M Communication Lines	286	800	800	0	0
R M Equipment	5,442	5,850	5,850	8,850	5,850
R M Miscellaneous	924	1,200	1,200	200	500
R M Office Equipment	0	200	200	0	200
Rental-Lease	4,976	2,800	2,800	2,800	2,800
Telephone	3,402	4,048	4,048	2,948	3,048
Veterenary Costs	3,505	0	0	0	0
Total Charges and Services	\$97,454	\$102,786	\$102,786	\$102,587	\$89,036
Food Items Non Perishable	\$30,697	\$18,000	\$18,000	\$25,000	\$28,000
Food Items Perishable	16,578	18,000	18,000	19,500	20,000
Stone	3,524	4,000	4,000	3,500	3,000
Supplies Building Maintenance	24,270	24,010	24,010	21,000	22,000
Freight	6,539	4,500	4,500	3,700	4,500
Supplies Janitorial	12,593	14,000	14,000	13,000	12,500
Supplies Medical	43,953	35,500	35,500	32,000	35,000
Supplies Misc Groundskeepng	6,287	4,000	4,000	5,200	4,000
Supplies Not Otherwise Class	1,421	2,500	2,500	4,500	2,500
Supplies Other	4,784	5,000	5,000	3,000	4,000

FY 2019 Expenditure Detail

	2017	2018	2018	2018	2019
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Supplies Painting	\$342	\$800	\$800	\$800	\$800
Supplies Photocopier	458	500	500	600	500
Supplies Plumbing	428	2,500	2,500	750	1,500
Supplies SmallTools	566	1,800	1,800	1,800	1,300
Supplies Sundry Office	2,635	3,200	3,200	2,800	3,200
Supplies Vehicle - Misc.	5,701	4,000	4,000	7,200	4,000
Uniforms and Other Clothing	2,831	3,500	3,500	3,200	3,000
Zoo Animal Bedding	11,756	13,000	13,000	10,000	11,000
Zoo Aqua Food	1,291	2,400	2,400	2,800	2,400
Zoo Food Enrichment	3,919	3,000	3,000	2,500	3,000
Zoo Food Fish	10,256	11,000	11,000	12,000	11,000
Zoo Food Hay	19,912	20,000	20,000	20,000	17,000
Zoo Food Live Food	9,186	8,200	8,200	8,200	10,000
Zoo Food Meat	17,238	18,000	18,000	18,000	21,210
Zoo Food Shipping	4,613	5,700	5,700	5,700	8,200
Total Supplies	\$241,779	\$227,110	\$227,110	\$226,750	\$233,610
Minor Equipment Capital	\$0	\$16,800	\$16,800	\$16,800	\$16,800
Total Capital Outlay	\$0	\$16,800	\$16,800	\$16,800	\$16,800
TOTAL EXPENDITURES	\$1,470,771	\$1,584,305	\$1,678,010	\$1,677,413	\$1,583,299

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 2019 Adopted Budget Summary

	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
Expenditures	\$9,629,686	\$8,921,290	\$9,841,878	\$9,841,572	\$10,164,482

FY 2019 Budget Analysis: The FY 2019 budget includes a \$100,000 increase in Charges and Services for the AFSCME compensation and reclassification study, as well as a \$55,000 increase to the Solid Waste Disposal Contract and increases to municipal insurance and FICA Medical.

FY 2019 Expenditure Detail

DESCRIPTION	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
Furlough Settlement	\$0	\$0	\$0	\$37,192	\$0
Furlough Interest	0	0	0	182	0
Pension NonContrib	9,116	17,000	62,588	0	0
<u>Workers Compensation FAE</u>	<u>146,170</u>	<u>180,000</u>	<u>180,000</u>	<u>140,000</u>	<u>180,000</u>
Total Personnel Budget	\$155,286	\$197,000	\$242,588	\$177,374	\$180,000
Audit	\$157,619	\$250,000	\$250,000	\$178,000	\$200,000
Consultants	54,853	50,000	50,000	61,000	100,000
Employee Recognition	3,185	3,500	3,500	3,500	3,500
Employee Training Assistance	179,888	180,000	180,000	180,000	180,000
FAE Charges & Services	67,260	0	0	5,100	0
Fica Medical	2,190,239	2,000,000	2,000,000	2,325,509	2,400,000
Indemnification Pol Fire	321,298	450,000	450,000	443,000	450,000
Investigative Services	350	0	0	0	0
Jdgmnt Claims Sttlmnts	509,294	300,000	300,000	280,000	300,000
Medicare Penalty Surcharge	64,051	80,000	80,000	70,000	70,000
Municipal Insurance	890,364	990,000	990,000	980,000	1,007,460
Not Otherwise Classified Svc	16,969	(800,000)	75,000	18,300	0
So Regional Planning	16,538	16,951	16,951	16,951	17,375
Solid Waste Disposal Contract	4,777,268	4,946,839	4,946,839	4,946,838	4,999,147
Umass Medicare Reimb Chgs	162,535	65,000	65,000	45,000	65,000
Unemployment Security	53,812	180,000	180,000	100,000	180,000
<u>Workers Comp Assmnt Fees</u>	<u>8,877</u>	<u>12,000</u>	<u>12,000</u>	<u>11,000</u>	<u>12,000</u>
Total Charges and Services	\$9,474,400	\$8,724,290	\$9,599,290	\$9,664,198	\$9,984,482
TOTAL EXPENDITURES	\$9,629,686	\$8,921,290	\$9,841,878	\$9,841,572	\$10,164,482

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 2019 Adopted Budget Summary

	2017	2018	2018	2018	2019
Expenditures	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Refuse District	\$704,590	\$693,368	\$693,368	\$693,368	\$713,962
Pension	\$26,724,377	\$27,741,711	\$27,741,711	\$27,741,711	\$28,817,471
Vocational Technical High School	\$5,514,689	\$5,394,607	\$5,394,607	\$5,394,607	\$5,632,744

FY 2019 Budget Analysis: The FY 2019 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 2018 Expenditure Detail

	2017	2018	2018	2018	2019
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Grtr NB Refuse Mgmt Dist	\$704,590	\$693,368	\$693,368	\$693,368	\$713,962
Total	\$704,590	\$693,368	\$693,368	\$693,368	\$713,962
Pension	\$26,724,377	\$27,741,711	\$27,741,711	\$27,741,711	\$28,817,471
Total	\$26,724,377	\$27,741,711	\$27,741,711	\$27,741,711	\$28,817,471
Grtr NB Regional Vocational	\$5,514,689	\$5,394,607	\$5,394,607	\$5,394,607	\$5,632,744
Total	\$5,514,689	\$5,394,607	\$5,394,607	\$5,394,607	\$5,632,744

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 2019 Adopted Budget Summary

Expenditures	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
Health Insurance	\$39,500,000	\$43,000,000	\$43,000,000	\$43,000,000	\$44,000,000
Life Insurance	\$267,304	\$275,000	\$275,000	\$275,000	\$275,000

FY 2019 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 the respective enterprise and grant accounts, which provide funding for assigned employees. FY 2019 expenditures are partially restrained through advanced payment of Medical Claims Trust Fund requirements in FY 2018.

FY 2019 Expenditure Detail

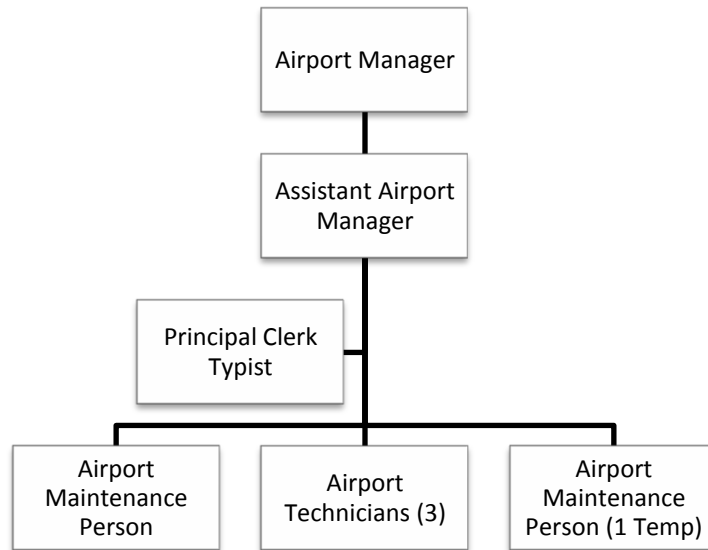
DESCRIPTION	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
Health insurance	\$39,314,088	\$43,000,000	\$43,000,000	\$43,000,000	\$44,000,000
Med Claims Admin Costs	<u>185,912</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	\$39,500,000	\$43,000,000	\$43,000,000	\$43,000,000	\$44,000,000
<u>Life Insurance</u>	<u>\$267,304</u>	<u>\$275,000</u>	<u>\$275,000</u>	<u>\$275,000</u>	<u>\$275,000</u>
Total	\$267,304	\$275,000	\$275,000	\$275,000	\$275,000
TOTAL EXPENDITURES	\$39,767,304	\$43,275,000	\$43,275,000	\$43,275,000	\$44,275,000

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 2019 Adopted Budget Summary

	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
Expenditures	\$1,223,477	\$946,300	\$1,072,848	\$1,025,815	\$979,267
Position Distribution					
Full-Time	7	7	7	7	7
Part-Time	1	1	1	1	1

FY 2019 Budget Analysis: The FY 2019 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The personnel budget reflects the mid-year reclassification of three airport maintenance people to airport technicians. The budget also includes increases to other financing uses for grant matches totaling \$42,500.

FY 2017/2018 Accomplishments

- Worked with tenants to modernize their fuel trucks and farms, to bring them up to current safety standards.
- Earned FAA 139 Air Carrier Certification.
- Earned TSA approval to operate commercial service.
- Awarded an \$8,540,000 grant to rebuild runway 14-32.

Program Descriptions

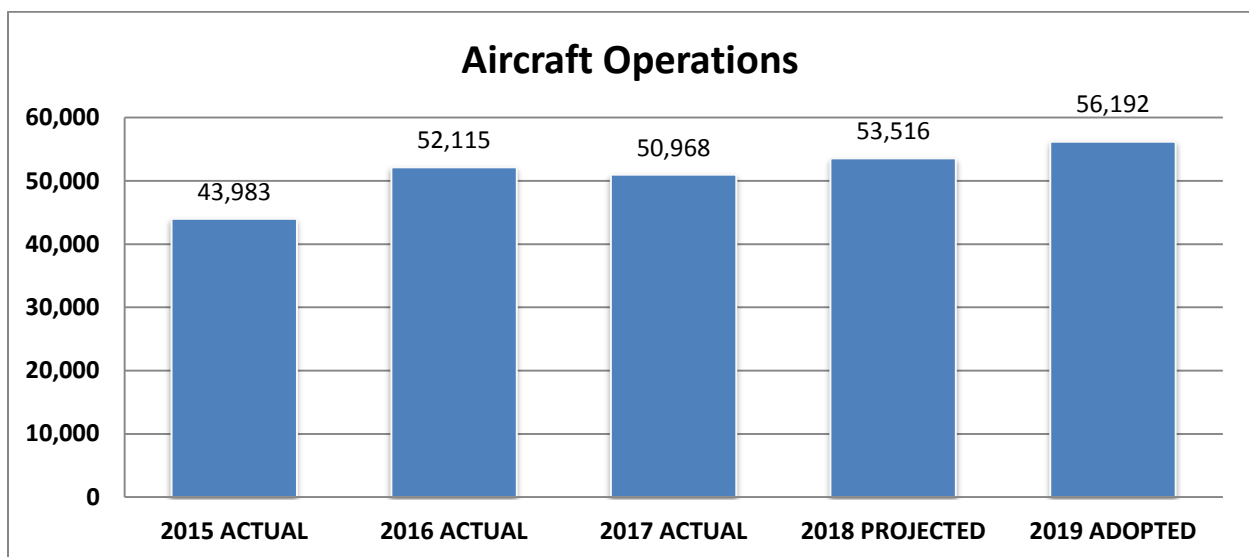
Administration: The administrative office manages and directs the daily operation of the airport and is responsible for effectively planning the airport’s self-sustainable future. The administrative office manages the collection of all revenues, negotiates the future use and development of airport property, 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 2019 Strategic Goals and 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	Launch business plan exercise with review commission.	New Goal
3	Continue to pursue opportunities for infrastructure improvements and expansion.	Ongoing

PERFORMANCE MEASURES	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 PROJECTED	2019 ADOPTED
Aircraft Operations	43,983	52,115	50,968	53,516	56,192
Passenger Enplanements	7,073	7,461	7,003	6,803	8,603
Jet Operations	692	1,103	1,065	1,052	1,199
Airport Improvement Projects	1	5	1	3	2



FY 2019 Expenditure Detail

	2017	2018	2018	2018	2019
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$253,319	\$352,052	\$404,441	\$315,555	\$361,400
Longevity	1,958	2,150	2,150	2,050	1,500
Overtime	10,276	17,000	17,000	12,000	21,000
One Time Payroll Settlement	0	0	0	65,245	0
Final Employee Payoffs	3,425	0	0	1,600	0
Sal Wages Temporary	8,638	13,926	13,926	12,342	14,820
Sick Incentive	400	800	800	1,350	1,350
FURLOUGH Settlement	0	0	0	20,313	0
FURLOUGH Interest	0	0	0	80	0
Total Personnel Budget	\$278,016	\$385,927	\$438,316	\$430,535	\$400,070
Advertising	\$2,882	\$7,500	\$7,500	\$5,000	\$5,000
Appraisal Fees	2,202	2,500	2,500	2,500	0
Audit	3,000	2,025	2,025	2,025	2,025
Bank Service Charges	2,369	3,000	3,000	3,000	4,000
Board Member Stipends	2,500	2,500	2,500	2,500	2,500
Cell Phone	852	1,000	1,000	900	2,000
Computer Data Processing	3,000	3,000	3,000	3,000	3,000
Consultants	11,250	0	0	0	0
Contractual Services	36,698	0	0	0	0
Dues Subscriptions	1,100	1,000	1,000	675	1,000
Electricity	49,566	48,000	48,000	48,000	49,977
Employees Training	25	1,000	1,000	500	1,300
Engineering Services	32,549	0	0	0	0
Hospital And Medical	1,648	500	500	250	500
In State Travel	0	500	500	0	500
Insurance	15,027	16,000	16,000	16,000	16,500
Natural Gas	12,904	20,000	20,000	20,000	22,000
Not Otherwise Classified Svc	2,033	0	0	0	0
Professional Licenses	5,100	5,100	5,100	5,100	0
Public Safety	15,705	1,500	10,500	18,500	7,520
R M Buildings Grounds	16,355	10,000	10,000	4,000	7,000
R M Miscellaneous	1,844	1,080	1,080	380	1,080
R M Office Equipment	0	500	500	0	500
R M Vehicles	19,553	14,500	23,500	26,500	14,500
Rental-Lease	4,319	4,410	4,410	6,910	5,410
Telephone	3,045	2,720	2,720	2,100	1,000
Uniform Cleaning Service	1,429	2,000	2,000	18,500	2,500
Total Charges and Services	\$246,952	\$150,335	\$168,335	\$186,340	\$149,812

FY 2019 Expenditure Detail

	2017	2018	2018	2018	2019
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Newspaper Magazines	\$390	\$400	\$400	\$400	\$400
Supplies Building Maintenance	1,539	3,000	3,000	3,000	2,000
Supplies Janitorial	1,738	1,619	1,619	1,620	1,400
Supplies Lighting	494	2,000	2,000	2,000	1,450
Supplies Medical	167	150	150	550	150
Supplies Misc Groundskeepng	3,981	2,000	2,000	2,000	2,000
Supplies Painting	-111	500	500	500	500
Supplies Pest Control	0	50	50	50	50
Supplies Photocopier	379	750	750	900	900
Supplies Plumbing	108	200	200	200	100
Supplies Public Safety	3,163	1,000	3,000	8,500	3,000
Supplies Sundry Office	3,046	1,500	1,500	1,800	1,669
Supplies Vehicle - Misc.	1,444	3,500	3,500	8,000	3,500
Vehicle Diesel Fuel	4,736	8,000	8,000	9,000	8,000
Vehicle Gas Fuel	2,980	4,000	4,000	3,900	4,000
Vehicle Oil and Other Fluids	689	250	250	250	250
Total Supplies	\$24,745	\$28,919	\$30,919	\$42,670	\$29,369
Building Structure	\$255,119	\$0	\$0	\$0	\$0
Total Capital Outlay	\$255,119	\$0	\$0	\$0	\$0
Transfers To Cap Project Funds	\$0	\$15,000	\$15,000	\$0	\$0
Maturing Principle Lt Debt	42,000	43,812	43,812	40,000	40,000
Interest On Lt Debt	26,113	10,000	10,000	13,963	27,025
Interest On Notes	0	0	0	0	13,050
Other Financing Uses	350,532	312,307	366,466	312,307	319,941
Total Other Financing	\$418,645	\$381,119	\$435,278	\$366,270	\$400,016
TOTAL EXPENDITURES	\$1,223,477	\$946,300	\$1,072,848	\$1,025,815	\$979,267

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 2019 Adopted Budget Summary

	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
Expenditures	N/A*	\$100,000	\$100,000	\$100,000	\$102,000

* Legislation passed in January 2017. Fund established in FY 2018.

FY 2019 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 by the prior year’s average consumer price index as directed by the authorizing legislation.

FY 2019 Expenditure Detail

DESCRIPTION	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
<u>Contractual Services</u>	N/A	<u>\$100,000</u>	<u>\$100,000</u>	<u>\$100,000</u>	<u>\$102,000</u>
Total Charges and Services	N/A	\$100,000	\$100,000	\$100,000	\$102,000

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 2019 Adopted Budget Summary

	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
Expenditures	\$14,993	\$15,000	\$15,000	\$15,000	\$30,996

FY 2019 Budget Analysis: The FY 2019 budget reports the Commission for Citizens with Disabilities as a special revenue fund.

FY 2019 Expenditure Detail

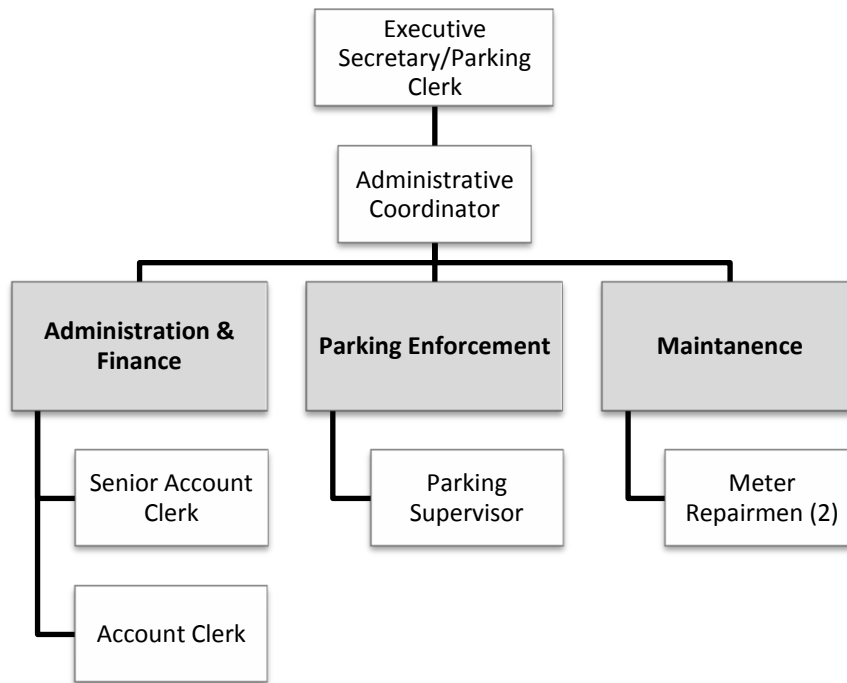
DESCRIPTION	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
Advertising	\$0	\$0	\$0	\$0	\$264
Commission Programming	0	0	0	0	10,000
Consultants	10,400	9,500	9,500	9,500	9,500
Contractual Services	4,000	4,900	4,900	4,900	4,900
Dues Subscriptions	568	600	600	600	600
Postage	0	0	0	0	250
<u>Transportation Services</u>	<u>25</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>482</u>
Total Charges and Services	\$14,993	\$15,000	\$15,000	\$15,000	\$25,996
<u>Minor Equipment</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$5,000</u>
Total Capital Outlay	\$0	\$0	\$0	\$0	\$5,000
TOTAL EXPENDITURES	\$14,993	\$15,000	\$15,000	\$15,000	\$30,996

* FY 2017 and 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 2019 Adopted Budget Summary

	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
Expenditures	\$900,345	\$906,141	\$906,141	\$873,270	\$878,341
Position Distribution					
Full-Time	9	9	9	9	7
Part-Time	0	0	0	0	0

FY 2019 Budget Analysis: The FY 2019 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The personnel budget also reflects the mid-year elimination of two cashier positions as a result of the installation of automated pay stations.

FY 2017/2018 Accomplishments

- Phase 1 of the Elm Street Garage rehabilitation is complete, including: new lighting, security, windows and doors, tiling and resurfacing of the exterior, painting all floor levels and remodeling of the entrance lobby.
- Installed entrance and exit gates and auto-pay units at both the Elm Street and Zeiterion Garages, which enables the enforcement of regular garage rates on nights and weekends.

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 2019 Strategic Goals and 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

PERFORMANCE MEASURES	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 PROJECTED	2019 ADOPTED
Garage Capacity (in spaces)	1,373	1,373	1,373	1,373	1,373
Metered Parking Spaces	784	784	879	879	879
Revenue from garages	\$394,770	\$401,373	\$406,929	\$455,000**	\$440,000
Revenue from meters*	\$410,522	\$454,882	\$452,783	\$421,000	\$474,141

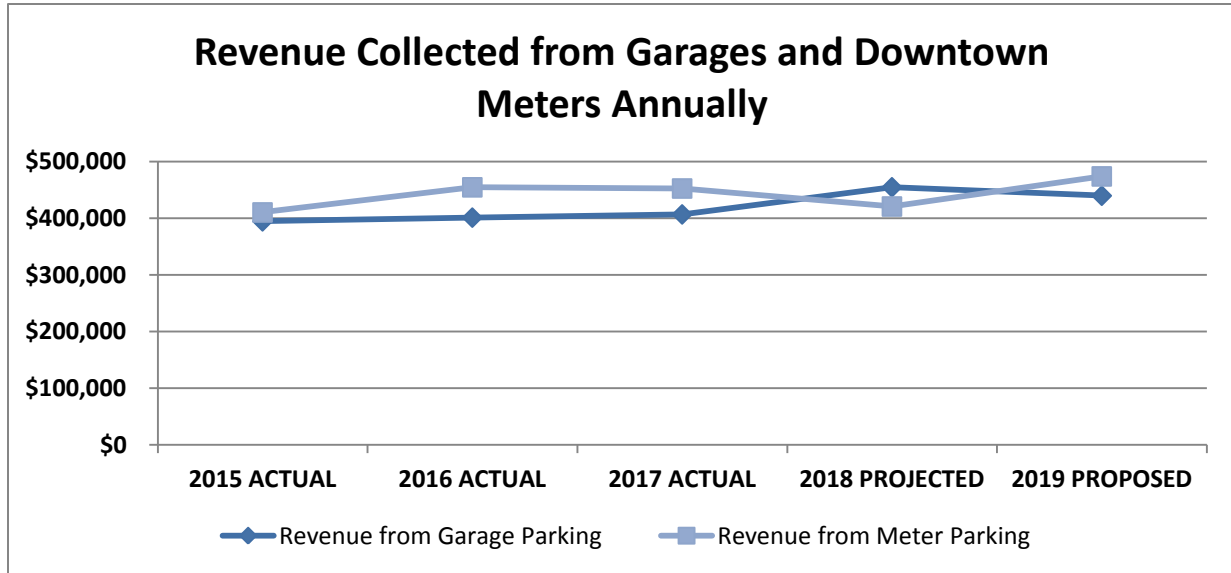
* Meter expansion within the downtown, including Kempton Street, contributed to sustained revenue growth during/after the last quarter of FY 2016. The addition of the Nantucket ferry during the summer months also contributed to increased traffic and parking in the downtown area.

** 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	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 PROJECTED	2019 ADOPTED
Average weekly hours of enforcement (out of 54)	37.5	37.5	40	40	40
Tickets issued*	24,536	32,066	27,198	22,674**	26,000

* 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.



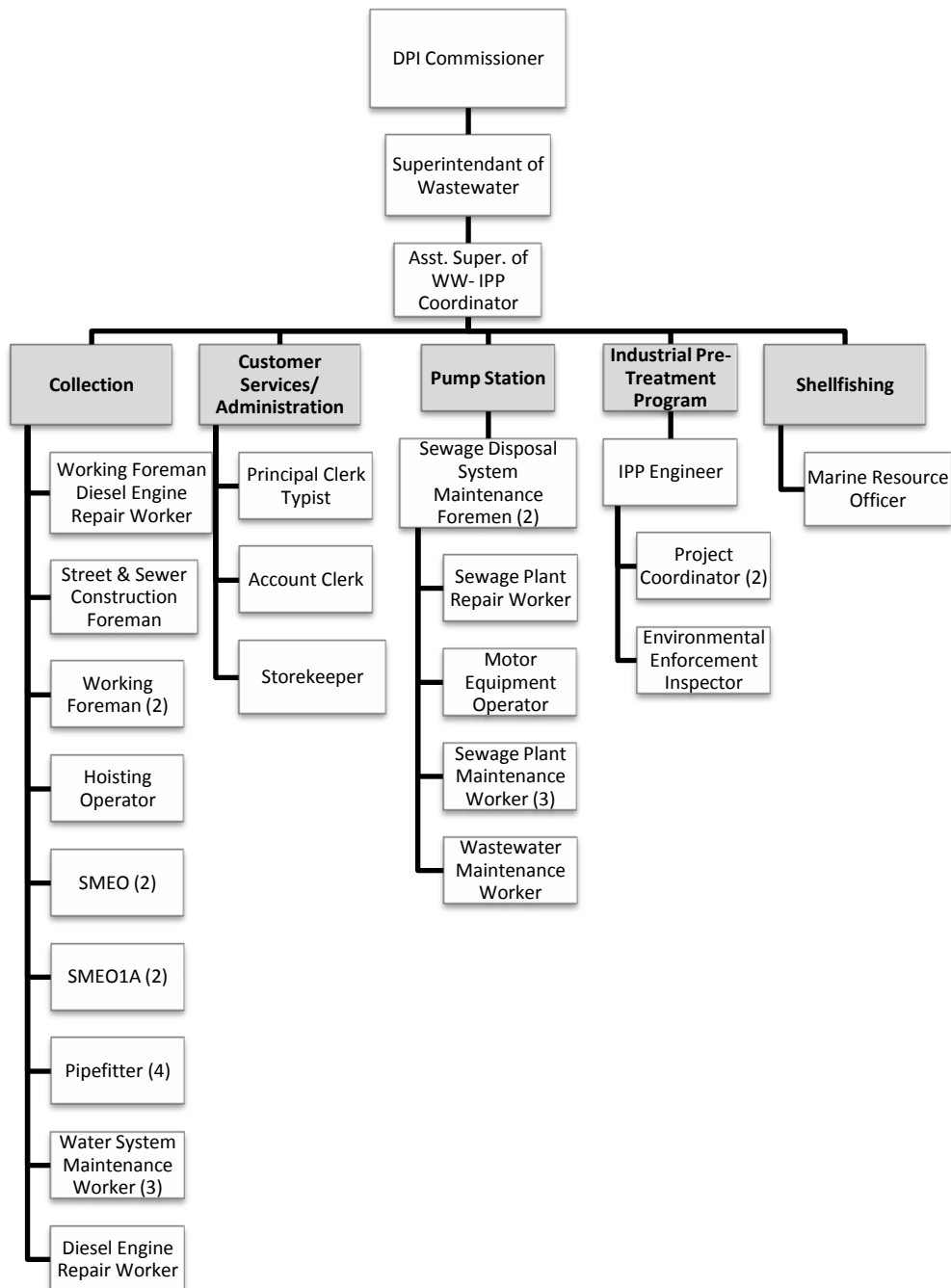
FY 2019 Expenditure Detail

	2017	2018	2018	2018	2019
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$248,924	\$278,441	\$278,441	\$260,521	\$225,346
Longevity	2,408	2,508	2,508	2,408	1,658
Overtime	1,509	4,636	4,636	1,833	4,636
Final Employee Payoffs	0	0	0	4,826	0
Sal Wages Temporary	21,150	24,898	24,898	8,977	0
Sick Incentive	1,167	2,160	2,160	1,207	2,160
Total Personnel Budget	\$275,158	\$312,643	\$312,643	\$279,772	\$233,800
Audit	\$3,000	\$0	\$0	\$0	\$0
Bank Service Charges	33,280	43,000	43,000	18,000	31,000
Electricity	69,551	82,425	82,425	80,822	45,920
Not Otherwise Classified Svc	0	0	0	25,000	0
Public Safety	0	0	0	0	4,000
R M Miscellaneous	8,369	0	0	327	41,505
Rental-Lease	4,073	5,709	5,709	6,985	8,709
Total Charges and Services	\$118,273	\$131,134	\$131,134	\$131,134	\$131,134
Freight	\$390	\$0	\$0	\$384	\$0
Supplies General	0	85,000	85,000	85,000	85,000
Supplies Meter	22,151	20,000	20,000	19,616	20,000
Supplies Sundry Office	122	0	0	0	0
Total Supplies	\$22,663	\$105,000	\$105,000	\$105,000	\$105,000
Minor Equipment Capital	\$201,721	\$0	\$0	\$0	\$0
Total Capital Outlay	\$201,721	\$0	\$0	\$0	\$0
Maturing Principle Lt Debt	\$0	\$62,841	\$62,841	\$62,841	\$198,479
Interest On Notes	57,776	0	0	0	0
Other Financing Uses	224,754	294,523	294,523	294,523	209,928
Total Other Financing	\$282,530	\$357,364	\$357,364	\$357,364	\$408,407
TOTAL EXPENDITURES	\$900,345	\$906,141	\$906,141	\$873,270	\$878,341

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 storm water 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 2019 Adopted Budget Summary

	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
Expenditures	\$20,664,528	\$21,684,118	\$21,801,542	\$21,533,368	\$23,277,200
Position Distribution					
Full-Time	33	33	33	33	36
Part-Time	0	0	0	0	0

FY 2019 Budget Analysis: The FY 2019 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The personnel budget reflects the mid-year conversion of one project coordinator to one working foreman and the addition of two pipefitters and one project coordinator totaling \$104,298. The budget also includes increases to charges and services for consultants, engineering services, WWTP contracts and electricity totaling \$801,909; supplies and materials for meter supplies, and vehicle and routine collection system supplies totaling \$26,129; capital outlay for vehicle leases, WWTP and collection and stormwater systems improvements totaling \$37,978; and other financing uses for new debt and annual indirects totaling \$591,755.

FY 2017/2018 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.
- Initiated the spring sweeping program in 2017, which cleaned over 3,000 miles of roads and removed approximately 1,000 cubic yards of grit from city streets. With three sweepers currently on the road, the department is continuing the sweeping program this year in accordance with the upcoming MS4 permit requirements.
- Installed two permanent generators at pump stations, which provide an emergency power source in outages and continued rehabilitation of pump stations.

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.

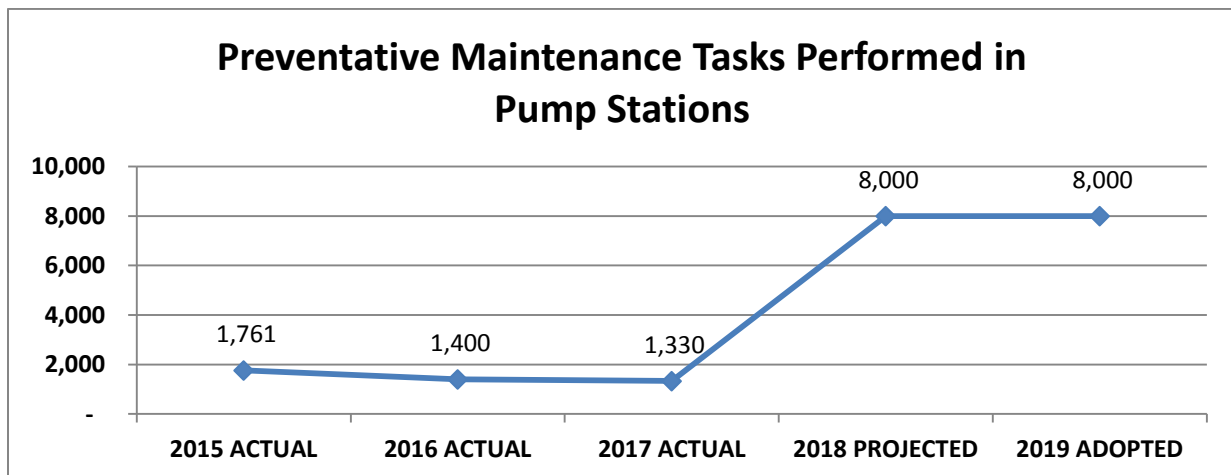
FY 2019 Strategic Goals and Performance Measures

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

PERFORMANCE MEASURES	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 PROJECTED	2019 ADOPTED
Catch basins cleaned (out of 5,607)	1,028	462	247	220	250
Preventative maintenance tasks performed in pump stations	1,761	1,400	1,330	8,000	8,000
Sewer main breaks repaired	34	39	20	20	20
Sewer service blockages corrected	298	256	141	120	130
Pump station alarms responded to	33	50	60	60	40

PERFORMANCE MEASURES	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 PROJECTED	2019 ADOPTED
Active IPP Permits	129	89	354	93	93
IPP inspections performed	68	142	72	60	70
IPP samples collected and analyzed	145	316	73	110	120
New FOG permits activated/ total	N/A*	N/A*	16/589	0/ 382	5/387
FOG inspections	0	233	897	750	750

* Data collection and reporting methodology changed in FY 2017. Historic data is inconsistent with the current reporting methodology.



FY 2019 Expenditure Detail

	2017	2018	2018	2018	2019
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$1,246,372	\$1,519,390	\$1,478,948	\$1,280,000	\$1,643,351
Longevity	4,150	5,550	5,550	4,600	6,900
Overtime	105,618	105,000	105,000	120,000	105,000
Final Employee Payoffs	18,740	20,000	20,000	30,000	30,000
Sick Incentive	3,875	4,400	4,400	3,949	4,400
FURLOUGH Settlement	0	0	0	95,275	0
FURLOUGH Interest	0	0	0	375	0
Total Personnel Budget	\$1,378,754	\$1,654,340	\$1,613,898	\$1,534,199	\$1,789,651
Advertising	\$0	\$1,000	\$1,000	\$1,000	\$1,000
Audit	5,000	4,000	4,000	4,000	5,000
Bank Service Charges	1,909	10,000	10,000	3,000	10,000
Cell Phone	19,088	30,000	30,000	14,000	25,000
Computer Data Processing	1,842	3,000	3,000	1,000	2,000
Consultants	132,707	110,000	110,000	170,000	200,000
Contractual Services	1,571	0	0	0	0
Dues Subscriptions	5,567	3,000	3,000	1,000	3,000
Electricity	1,557,263	1,691,450	1,692,094	1,692,094	1,819,805
Employees Training	6,353	25,000	25,000	25,000	25,000
Engineering Services	6,693,610	6,700,000	6,700,000	6,500,000	7,200,000
Hospital And Medical	55,418	40,000	40,000	20,000	40,000
In State Travel	1,291	1,000	1,000	0	0
Insurance	168,641	165,000	165,000	165,000	175,000
Internet Lines	11,623	0	0	11,000	12,000
Lab Testing Services	26,933	25,000	25,000	38,000	35,000
Legal Services	0	0	0	1,343	0
Maintenance Agreements	67,919	60,000	60,000	50,000	60,000
Med Claims Admin Costs	0	0	0	0	0
Natural Gas	11,117	10,000	10,000	7,000	10,000
Not Otherwise Classified Svc	46,078	30,000	30,000	17,000	20,000
Out Of State Travel	0	7,500	7,500	3,000	6,000
Postage	51,139	70,000	70,000	70,000	60,000
Printing	12,566	10,000	10,000	5,000	10,000
Professional Licenses	2,215	1,500	1,500	1,000	1,500
Public Safety	38,550	10,000	10,000	45,000	43,000
R M Buildings Grounds	84,398	45,000	51,209	110,000	125,554
R M Flat Tires	4,545	5,000	5,000	0	0
R M Miscellaneous	24,649	15,000	15,000	10,000	15,000
R M Vehicles	77,452	65,000	65,000	80,000	80,000
Refuse Service	121	0	0	10,000	6,000
Rental Lease Vehicles	34,791	50,000	50,000	28,002	0

FY 2019 Expenditure Detail

	2017	2018	2018	2018	2019
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Rental-Lease	\$2,607	\$2,500	\$2,500	\$4,500	\$4,000
Telephone	8,084	10,000	10,000	6,000	7,000
Unemployment Security	0	0	0	178	0
Uniform Cleaning Service	3,682	4,000	5,013	25,000	5,000
Total Charges and Services	\$9,158,728	\$9,203,950	\$9,211,816	\$9,118,117	\$10,005,859
Books	\$116	\$500	\$500	\$0	\$0
Concrete	328	4,000	4,000	2,000	2,000
Sand	0	500	500	0	0
Stone	5,450	6,000	6,000	2,000	4,000
Supplies Audio Visual	0	500	500	0	500
Supplies Building Maintenance	44,302	150,000	150,000	130,000	150,000
Supplies Cemetery	355	0	0	0	0
Freight	770	2,000	2,000	1,300	2,000
Supplies Computer	2,618	2,000	2,000	2,000	3,000
Supplies Electrical Parts	5,648	5,000	5,000	2,000	5,000
Supplies Janitorial	0	500	500	500	0
Supplies Lighting	873	1,000	1,000	1,000	1,000
Supplies Maintenance	1,321	2,000	2,000	7,000	4,500
Supplies Masonry	682	2,500	2,500	1,000	1,000
Supplies Meter	0	0	0	0	20,000
Supplies Misc Groundskeepng	2,000	21,871	21,871	10,000	5,000
Supplies Not Otherwise Class	(\$6,526)	0	0	0	0
Supplies Other	36,351	30,000	30,000	15,000	25,000
Supplies Painting	7,395	1,000	1,000	1,000	1,000
Supplies Pest Control	0	500	500	0	0
Supplies Photocopier	0	1,000	1,000	1,000	0
Supplies Plumbing	108	0	0	11	0
Supplies Public Safety	0	4,000	4,000	1,000	2,000
Supplies Road Maintenance	0	1,000	1,000	1,000	1,000
Supplies SmallTools	1,048	0	0	0	0
Supplies Sundry Office	2,220	3,000	3,000	1,000	4,000
Supplies Water Works	105,881	52,000	52,000	60,000	90,000
Supplies Welding	1,328	5,000	5,000	7,000	6,000
Supplies Vehicle - Misc.	97,239	80,000	80,000	100,000	90,000
Uniforms and Other Clothing	3,093	5,000	5,000	5,000	5,000
Vehicle Diesel Fuel	86,275	115,000	115,000	115,000	115,000
Vehicle Gas Fuel	53	0	0	111	0
Vehicle Oil and Other Fluids	3,933	4,000	4,000	4,000	4,000
Vehicle Parts and Accessories	5,978	0	0	0	0
Vehicle Supplies Batteries	1,256	0	0	175	0

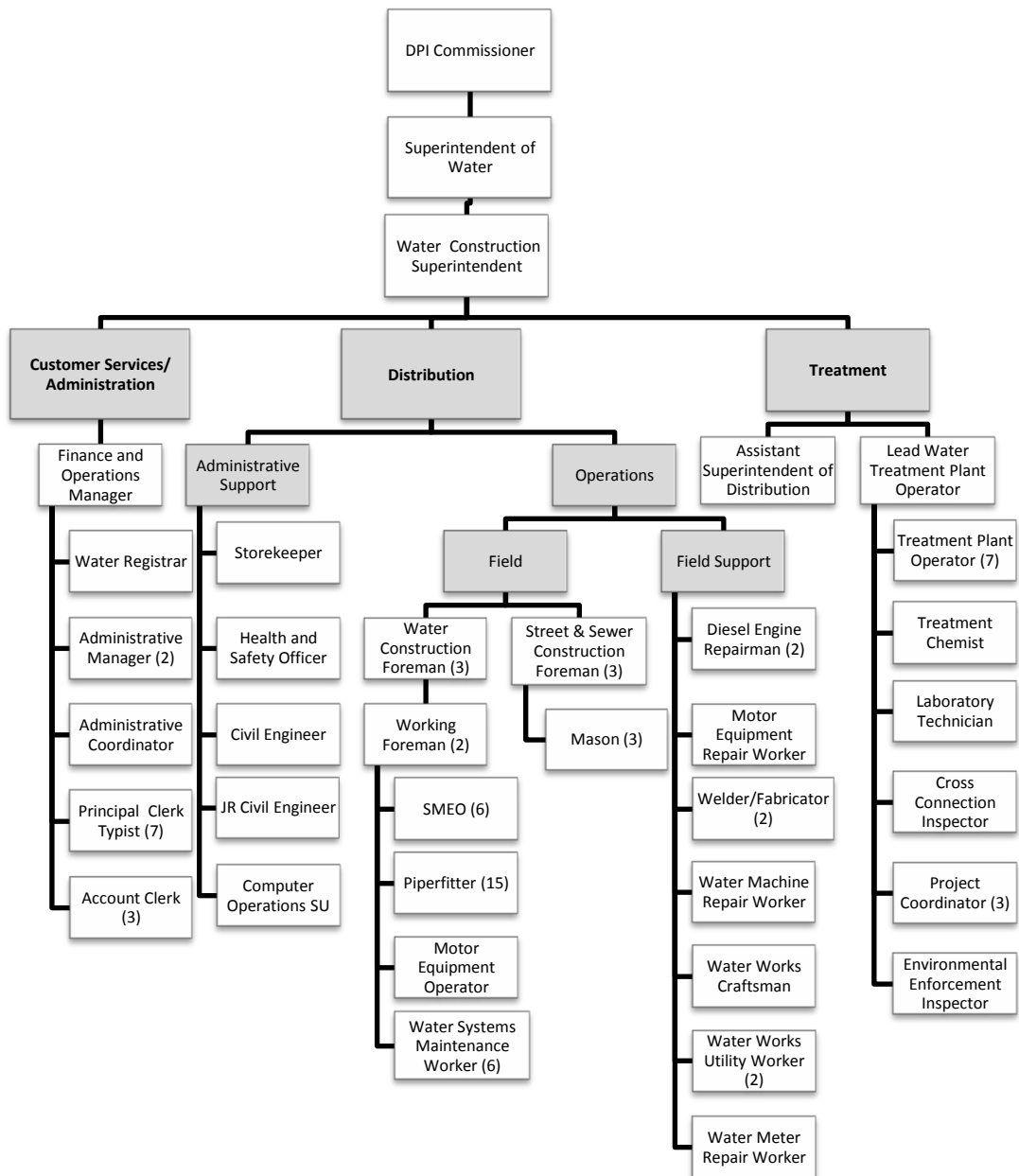
FY 2019 Expenditure Detail

	2017	2018	2018	2018	2019
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Vehicle Supplies Tires Tubes	\$12,623	\$15,000	\$15,000	\$4,500	\$0
Total Supplies	\$422,716	\$514,871	\$514,871	\$474,597	\$541,000
Automobiles Purchased	\$0	\$0	\$0	\$0	\$47,978
Building Structure	300,933	350,000	350,000	500,000	400,000
Infrastructure Items	110,483	460,000	460,000	330,000	500,000
Major Equipment	561,987	240,000	240,000	210,000	140,000
Minor Equipment Capital	24,520	50,000	50,000	0	0
Streets And Sidewalks	91,478	50,000	50,000	80,000	100,000
Total Capital Outlay	\$1,089,402	\$1,150,000	\$1,150,000	\$1,120,000	\$1,187,978
Maturing Principle Lt Debt	\$1,112,000	\$979,000	\$979,000	\$979,000	\$1,013,000
Interest On Lt Debt	227,342	256,142	256,142	256,142	221,000
Debt Administrative Fees	191,717	152,521	152,521	143,269	250,000
Other Financing Uses	7,083,867	7,773,295	7,923,295	7,908,043	8,268,712
Total Other Financing	\$8,614,927	\$9,160,957	\$9,310,957	\$9,286,454	\$9,752,712
TOTAL EXPENDITURES	\$20,664,528	\$21,684,118	\$21,801,542	\$21,533,368	\$23,277,200

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 2019 Adopted Budget Summary

	2017 ACTUAL	2018 BUDGET	2018 REVISED	2018 PROJECTED	2019 ADOPTED
Expenditures	\$14,985,977	\$13,559,984	\$16,705,044	\$15,492,449	\$15,336,628
Position Distribution					
Full-Time	84	83	83	83	87
Part-Time	0	0	0	0	0

FY 2019 Budget Analysis: The FY 2019 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The personnel budget reflects the upgrade of the superintendent of water from an M-14 step four to a step seven, the upgrade of the assistant superintendent of water from an M-12 step two to a step eight, and the addition of one water systems maintenance worker, one project coordinator, one small motor equipment operator and one laboratory technician totaling \$163,158. The budget also reflects increases to charges and services for engineering services, QTP maintenance projects, electricity and watershed property tax totaling \$259,481; supplies and materials for meter supplies, water treatment chemicals, and routine water systems supplies totaling \$140,260; capital outlay for vehicle leases, QTP and distribution system capital improvements totaling \$463,998; and other financing uses for debt and annual indirects totaling \$586,243.

FY 2017/2018 Accomplishments

- Met all state and federal drinking water quality regulations, while maintaining the system, watershed, and pond levels.
- Embarked on three large scale construction projects including a significant upgrade at the Quittacas Water Treatment Plant, the Lead Service Replacement Program, and Phase I of the meter system upgrade.
 - The department is also preparing documents for Phase II of the meter upgrade program and rehabilitation of the High Hill Reservoir.
- DPI completed the renewal of 185 lead services and approximately 800 linear feet of 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 utility billing and collections, 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.

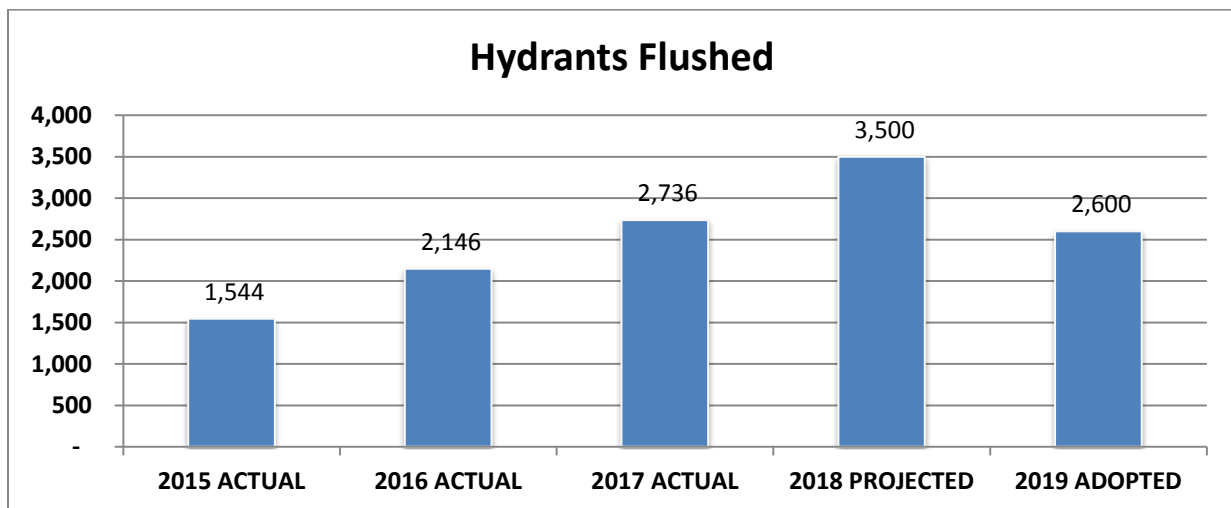
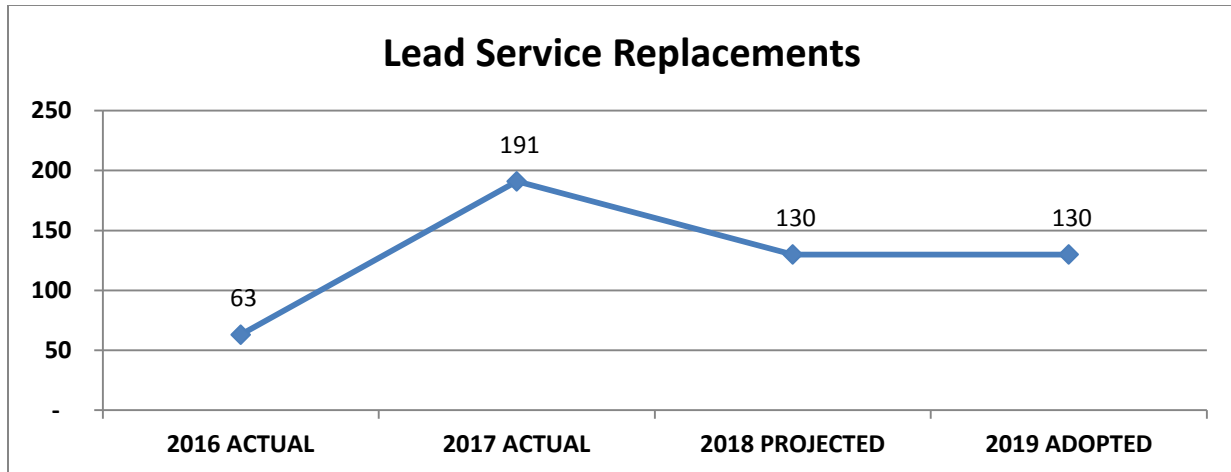
FY 2019 Strategic Goals and Performance Measures

STRATEGIC GOALS		STATUS
1	Ensure residents of New Bedford have access to clean, safe drinking water and fire protection.	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	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 PROJECTED	2019 ADOPTED
Lead services replaced	N/A*	63	191	130	130
Leaks detected & corrected	58	59	74	90	50
Hydrants flushed	1,544	2,146	2,736	3,500	2,600
Paperless bill customers	N/A*	N/A*	93	1,070	1,300
Resident requests received	407	501	271**	246	250
In person	18	24	8	6	5
Phone	387	462	259	235	240
Email	2	15	4	5	5
Avg. resident request response time (in days)	1.7	1.8	1	1	1

* New metric. Historic data unavailable.

** The department attributes the advent of Lucity, a computerized maintenance management system for asset management, with identifying trouble areas before residents have an opportunity to report concerns as the primary reason for the reduction in constituent requests.



FY 2019 Expenditure Detail

	2017	2018	2018	2018	2019
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Sal Wages Full Time Perm	\$3,010,777	\$3,676,315	\$3,585,136	\$3,387,618	\$3,972,069
Additional Gross	11,457	15,000	15,000	12,000	15,000
Longevity	19,350	18,600	18,600	19,750	21,650
Overtime	122,795	180,000	180,000	176,000	180,000
Final Employee Payoffs	46,588	20,000	20,000	41,365	40,000
Sal Wages Temporary	63,793	103,053	103,053	81,000	110,912
Sick Incentive	12,949	10,000	10,000	9,146	10,000
FURLOUGH Settlement	0	0	0	206,066	0
FURLOUGH Interest	0	0	0	809	0
Total Personnel Budget	\$3,287,708	\$4,022,967	\$3,931,789	\$3,933,754	\$4,349,631
Advertising	\$4,607	\$2,000	\$2,000	\$3,000	\$3,000
Audit	5,000	4,500	4,500	4,500	4,500
Bank Service Charges	4,107	9,000	9,000	5,000	6,000
Cell Phone	13,089	17,500	17,500	11,000	12,000
Computer Data Processing	1,456	5,000	5,000	1,000	2,000
Consultants	40,475	90,000	90,000	60,000	70,000
Contractual Services	335	0	0	0	0
Copier Maintenance Agreement	185	1,000	1,000	800	1,000
Dues Subscriptions	969	2,750	2,750	6,000	3,700
Electricity	379,775	577,159	577,159	330,000	630,040
Employees Training	25,044	25,000	25,000	45,000	33,000
Engineering Services	394,192	500,000	950,000	834,489	600,000
Hospital And Medical	22,521	30,000	30,000	25,000	30,000
In State Travel	1,179	350	350	0	0
Internet Lines	4,185	5,000	5,000	6,500	6,000
Lab Testing Services	14,529	5,000	5,000	13,000	15,000
Late Charges Interest	167	0	0	0	0
Maintenance Agreements	32,302	30,000	30,000	35,000	30,000
Natural Gas	49,977	40,000	40,000	75,000	45,000
Not Otherwise Classified Svc	63,621	50,000	50,000	40,000	40,000
Out Of State Travel	2,575	6,500	6,500	3,000	5,000
Pest Control	0	500	500	0	0
Postage	59,650	55,000	55,000	65,000	60,000
Printing	27,559	20,000	20,000	17,000	20,000
Professional Licenses	4,273	3,000	3,000	2,000	3,000
Public Safety	128,157	30,000	30,000	82,000	100,000
R M Buildings Grounds	161,880	47,000	58,448	180,000	150,000
R M Flat Tires	3,192	2,000	2,000	0	0
R M HVAC Equipment	240	0	0	0	0
R M Miscellaneous	19,368	10,000	10,000	3,500	5,000

FY 2019 Expenditure Detail

	2017	2018	2018	2018	2019
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
R M Office Equipment	\$4,135	\$2,500	\$2,500	\$2,000	\$2,500
R M Vehicles	47,968	20,000	20,000	38,000	40,000
Refuse Service	8,560	5,000	5,000	3,000	5,000
Rental Lease Vehicles	116,106	140,000	140,000	88,465	0
Rental-Lease	11,423	10,000	16,600	6,000	10,000
Telephone	12,090	14,000	14,000	10,000	13,000
Television Cable	0	0	0	-10	0
Unemployment Security	3,924	5,000	5,000	4,000	5,000
Uniform Cleaning Service	11,152	12,500	12,720	10,000	12,000
Rock Crushing Services	9,000	15,000	15,000	2,000	15,000
Water Testing Services	176	0	0	0	0
Watershed Property Tax	179,685	110,000	110,000	200,000	185,000
Total Charges and Services	\$1,868,826	\$1,902,259	\$2,370,527	\$2,211,244	\$2,161,740
Books	\$196	\$0	\$0	\$0	\$0
Concrete	8,791	2,500	2,500	2,500	2,500
Food Items Perishable	20	0	0	0	0
Lab Testing Equipment	21,329	15,000	15,000	22,000	20,000
Newspaper Magazines	0	500	500	500	0
Perishables Food Service	239	0	0	0	0
Sand	0	500	500	500	0
Stone	2,365	2,000	2,000	3,000	2,500
Supplies Audio Visual	0	5,000	5,000	500	1,000
Supplies Building Maintenance	70,455	150,000	159,940	110,000	160,000
Freight	2,508	3,000	3,000	1,000	2,000
Supplies Computer	3,277	1,000	1,000	1,000	1,000
Supplies Electrical Parts	11,307	2,000	2,000	7,000	6,000
Supplies Janitorial	3,877	5,000	5,000	3,200	0
Supplies Lighting	6,622	2,500	2,500	4,000	4,000
Supplies Maintenance	3,195	1,000	1,000	9,000	8,000
Supplies Masonry	1,670	0	0	1,500	0
Supplies Medical	88	0	0	0	0
Supplies Meter	5,429	5,000	5,000	44,000	20,000
Supplies Misc Groundskeepng	33,483	3,400	3,400	17,000	10,000
Supplies Other	524,123	60,000	60,000	25,000	40,000
Supplies Painting	3,262	3,000	3,000	2,000	3,000
Supplies Photocopier	5,043	2,500	2,500	1,000	0
Supplies Plumbing	1,490	0	0	0	0
Supplies Public Safety	1,029	5,000	5,000	2,000	3,000
Supplies Road Maintenance	3,766	7,500	7,500	7,000	7,500
Supplies SmallTools	7,027	0	0	0	0

FY 2019 Expenditure Detail

	2017	2018	2018	2018	2019
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Supplies Sundry Office	\$11,623	\$15,500	\$15,500	\$10,000	\$15,500
Supplies Wtr Treatment Chem	0	600,000	600,000	450,000	650,000
Supplies Water Works	186,204	110,000	110,000	175,000	176,159
Supplies Welding	33,104	10,000	10,000	15,000	20,000
Supplies Vehicle - Misc.	60,186	52,000	52,000	52,000	60,000
Uniforms and Other Clothing	7,156	10,000	10,000	4,500	7,000
Vehicle Gas Fuel	58,483	100,000	100,000	100,000	100,000
Vehicle Oil and Other Fluids	4,780	5,000	5,000	3,500	4,500
Vehicle Parts and Accessories	4,163	0	0	0	0
Vehicle Supplies Batteries	519	0	0	0	0
Vehicle Supplies Tires Tubes	2,394	4,500	4,500	7,800	0
Total Supplies	\$1,089,202	\$1,183,400	\$1,193,340	\$1,081,500	\$1,323,659
Automobiles Purchased	\$0	\$0	\$150,000	\$150,000	\$62,490
Building Structure	160,013	50,000	50,000	14,060	100,000
Infrastructure Items	789	70,000	70,000	0	364,238
Landscaping	0	30,000	30,000	0	30,000
Major Equipment	0	0	225,000	225,000	23,270
Minor Equipment Capital	449	91,000	91,000	82,994	0
Streets And Sidewalks	41,192	75,000	75,000	200,000	200,000
Total Capital Outlay	\$202,443	\$316,000	\$691,000	\$672,054	\$779,998
Maturing Principle Lt Debt	\$1,630,399	\$1,830,974	\$1,830,974	\$2,006,149	\$2,060,000
Interest On Lt Debt	714,993	686,685	686,685	712,580	700,000
Debt Administrative Fees	22,271	55,582	55,582	77,495	130,000
Other Financing Uses	6,170,135	3,562,117	5,945,148	4,797,673	3,831,600
Total Other Financing	\$8,537,798	\$6,135,357	\$8,518,388	\$7,593,897	\$6,721,600
TOTAL EXPENDITURES	\$14,985,977	\$13,559,984	\$16,705,044	\$15,492,449	\$15,336,628

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 2018 through 2022, and totals \$93.2 million. Of this amount, \$14.4 million would be allocated for capital asset preservation projects for public safety, road repairs, public use buildings and other government facilities, and approximately \$7.6 million would be allocated for ongoing replacement of capital vehicles and general fleet replenishment. \$42.8 million would be allocated for major renovations and/or replacements at general government facilities, while \$28.5 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, and a summary of the projects that would be addressed in the CIP's later years.

FY 2018 Capital Improvement Bond

The FY 2018 bond, which totals \$5,450,000, consists of the following seven projects:

City Hall Elevator (\$900,000): Initial funding to design a second elevator in City Hall was included in the FY 2017 capital bond. The existing elevator was constructed in 1906, and is well beyond its service life, requiring frequent repairs. Replacement parts are no longer readily available, and the potential exists for a significant breakdown that would eliminate disabled access to City Hall above the first floor.

Core IT Infrastructure Support (\$430,000): This project will replace HVAC equipment utilized to cool the MIS server room. Temperatures in the facility are currently maintained by an array of small units, which are prone to failure, causing great risk to the City's IT and communications infrastructure.

Main Library Repairs (\$775,000): This project will replace windows, doors, and alarm systems at the main library on William Street. The current infrastructure is past its useful life. Additional compact shelving would also be purchased to house reading materials.

West Beach Community Building (\$125,000): This project will be utilized to commence renovations of the community building located at West Beach. Initial work would ensure structural stability and allow for storage.

High School Renovations (\$750,000): This project provides funding for badly needed repairs at New Bedford High School, including renovation of the auditorium and swimming pool locker rooms, both of which have been deteriorating since the construction of the school in the early 1970s. These repairs are ineligible for reimbursement by the Massachusetts School Building Authority.

Buttonwood Park Zoo (\$870,000): This project will continue renovations at the Buttonwood Park Zoo. FY 2018 funding will support the construction of a Zoo Education Center, which would utilize the existing domestic animal barn, and new red panda and Asian aviary habitats, along with better viewing opportunities for visitors to the elephant exhibit, and will be matched nearly dollar-for-dollar by \$840,000 in committed private donations.

Roads & Infrastructure (\$1,600,000): The FY 2018-2022 CIP 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. A proposal to implement repairs at Carter Brooks Elementary School has been submitted as a separate loan authorization, and the City Council approved a loan order to fund land acquisition and design work on the South Public Safety Center in December 2017.

FY 2018-2022 Project Descriptions

The Capital Improvement Program includes 21 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, \$1,250,000): This project would continue renovations begun in FY 2014 to the Hillman Street Complex. Activities would include renovation of Building 9, which serves as an annex office space, repointing of the exterior walls, and replacement of deteriorated brickwork.

Zeiterion Theater Repairs (FY 2022, \$2,000,000): This project serves as a placeholder for the renovation of the 2nd 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.

East & West Beach Improvements (FY 2018 & 2019, \$625,000): This project would renovate the East Beach bathhouse and the community building at West Beach. Bond appropriations would be utilized in combination with CPA funding to ensure structural stability and to allow for storage and possible future retail activity.

Zoo Renovations (FY 2018-2020 & 2022, \$5,075,000): This project would continue renovations at the Buttonwood Park Zoo. FY 2018 funding would support the construction of a Zoo Education Center, which would utilize the existing domestic animal barn, and new red panda and Asian aviary habitats, along with better viewing opportunities for visitors to the elephant exhibit. Future years would provide for improvements to existing exhibits and educational facilities. The City's FY 2018 allocation would be matched by \$840,000 in private donations as part of the continuing effort to mitigate funding needs.

Fleet Maintenance Improvements (FY 2019 & 2020 & 2022, \$3,545,000): This project would provide for the development of an integrated fleet management solution for City vehicles. Initial funding in FY 2019 would provide for design of renovations and expansion to the existing facility at City Yard, with construction anticipated for FY 2020. Funding in FY 2022 serves as a placeholder for a future renovation and/or replacement of the City's secondary facility.

South End Public Safety Center (FY 2018 & 2019, \$15,000,000): 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 new facility would be constructed on a site that would maximize the response capabilities of the public safety personnel who would be deployed from that location. The City Council approved a second appropriation in FY 2018 to fund land acquisition and full design. Funding in FY 2019 serves as a placeholder for construction.

Public Safety Communications System (FY 2019-2022, \$7,000,000): 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.

City Hall Elevator (FY 2018, \$900,000): Initial funding to design a second elevator in City Hall was included in the FY 2017 capital bond. The FY 2018 bond proposes \$900,000 for construction. The existing elevator was constructed in 1906, and is well beyond its service life, requiring frequent repairs.

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 2018-2022, \$1,935,000): This project would provide for renovations to School Department facilities that would not be eligible for reimbursement from the State. Funding in the FY 2018 capital bond will be utilized to renovate locker and auditorium facilities at New Bedford High School.

MSBA Accelerated Repair Projects (FY 2018, 2019, 2021 & 2022, \$6,512,904): This project provides the local share for renovations to Carter Brooks Elementary School in FY 2018, and for planned boiler and roof replacements at Trinity and Parker in FY 2019. Future appropriations would support a planned roof replacement at Carter Brooks and renovations to Campbell Elementary School

MSBA Core Projects (FY 2020-2021, \$20,000,000): This project would provide the local share for a planning study and construction of a future school replacement project.

Capital Vehicle Replacements

The CIP includes a number of 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 2018-2022, \$1,525,798): This project provides for the acquisition and outfitting of six ambulances and three squad vehicles 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 2018, 2021, & 2022 \$2,645,000): 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 seven 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. Decisions regarding the specific apparatus to be replaced in future years will be determined based on operational needs.

Mobile Command Center (FY 2019, \$480,000): 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 2018-2022, \$2,917,795): This project addresses deficiencies identified in the condition of the City's general use fleet, which averages about 15 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 and 2018. 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 would 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 \$220 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 \$253.2 million.

The CIP includes \$14.4 million over the five year planning period for capital asset replacement. In addition, the CIP includes \$8.5 million to fund the local share of renovation projects for City schools. Combined, these allocations would average approximately 1.8% 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 2018-2022 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.

Energy Management Services Contract

The City issued a Request for Qualifications for a comprehensive energy management contract in May 2013. The intention of this program is to identify physical improvements to existing facilities that could be financed by a combination of utility provider rebates and reduced energy costs. The initial stages of the energy project began with conversion of the City's street and traffic lights to LED fixtures in 2014. The City Council approved lease financing for the first phase of facility retrofits in October 2015; Phase 1 consisted of upgrades to HVAC, lighting and building envelope improvements at 19 facilities, which resulted in significant reductions to energy consumption and improvements to the existing infrastructure. Phase 2, which was approved by the City Council during FY 2018 and is currently underway, built upon the initial work by implementing energy management at another 19 facilities and continuing work at New Bedford High School and Parker Elementary School.

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 and school renovation projects will contribute to a projected increase in net outstanding debt from \$73.1 million in FY 2018 to \$100.2 million in FY 2022, and annual net debt service payments would increase by about \$0.7 million through the end of the five-year planning period. Capital lease payments would also 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 3.8% in FY 2018 to 4.4% in FY 2022.
- **Outstanding debt as a percentage of assessed valuation** – The policy target is 3% or less. The projected ratio would increase from 1.4% in FY 2018 to 1.5% in FY 2022.
- **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 2018 to 2.7% in FY 2022.

**FY 2018-2022 Capital Improvement Program
City of New Bedford, Massachusetts**

Description	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2018-2022 Total
<u>General Govt. Renovations & Replacements</u>						
Hillman St. Complex Renovations	\$0	\$500,000	\$0	\$750,000	\$0	\$1,250,000
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
East & West Beach Improvements	125,000	500,000	0	0	0	625,000
Zoo Renovations	870,000	2,150,000	1,450,000	0	605,000	5,075,000
Fleet Maintenance Improvements	260,000	2,610,000	0	0	675,000	3,545,000
Buttonwood Pond Restoration	0	200,000	6,000,000	0	0	6,200,000
South Public Safety Center	2,000,000	13,000,000	0	0	0	15,000,000
Public Safety Communications System	0	1,000,000	1,600,000	1,600,000	2,800,000	7,000,000
<u>City Hall Elevator</u>	<u>900,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>900,000</u>
Subtotal:	\$4,330,000	\$19,960,000	\$9,050,000	\$3,550,000	\$6,080,000	\$42,795,000
<u>School Renovations & Replacements</u>						
Schools Deferred Maintenance	\$750,000	\$400,000	\$550,000	\$75,000	\$160,000	\$1,935,000
MSBA Accelerated Repair Projects ¹	2,485,904	252,000	0	25,000	3,750,000	6,512,904
<u>MSBA Core Projects¹</u>	<u>0</u>	<u>0</u>	<u>200,000</u>	<u>19,800,000</u>	<u>0</u>	<u>20,000,000</u>
Subtotal:	\$3,235,904	\$652,000	\$750,000	\$19,900,000	\$3,910,000	\$28,447,904
<u>Capital Vehicle Replacements</u>						
EMS Vehicles	\$448,798	\$47,000	\$460,000	\$100,000	\$470,000	\$1,525,798
Fire Apparatus	0	665,000	0	1,300,000	680,000	2,645,000
Mobile Command Center	0	480,000	0	0	0	480,000
<u>Fleet Replenishment</u>	<u>517,795</u>	<u>600,000</u>	<u>600,000</u>	<u>600,000</u>	<u>600,000</u>	<u>2,917,795</u>
Subtotal:	\$966,593	\$1,792,000	\$1,060,000	\$2,000,000	\$1,750,000	\$7,568,593
<u>Capital Asset Preservation</u>						
Public Safety	\$0	\$1,240,000	\$1,200,000	\$0	\$750,000	\$3,190,000
Public Facilities	775,000	300,000	850,000	875,000	1,150,000	3,950,000
Government Facilities	430,000	300,000	300,000	300,000	300,000	1,630,000
<u>Roads & Infrastructure</u>	<u>1,600,000</u>	<u>1,000,000</u>	<u>1,000,000</u>	<u>1,000,000</u>	<u>1,000,000</u>	<u>5,600,000</u>
Subtotal:	\$2,205,000	\$2,840,000	\$3,350,000	\$2,175,000	\$3,200,000	\$14,370,000
Grand Total:	\$10,902,497	\$22,894,000	\$16,820,000	\$27,625,000	\$14,940,000	\$93,181,497

Funding Sources	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2018-2022
						Total
General Obligation Debt	\$9,935,904	\$21,102,000	\$14,760,000	\$25,625,000	\$11,690,000	\$83,112,904
Lease Purchase	966,593	1,792,000	1,060,000	2,000,000	1,750,000	7,568,593
Grant Funding	<u>0</u>	<u>0</u>	<u>1,000,000</u>	<u>0</u>	<u>1,500,000</u>	<u>2,500,000</u>
Total	\$10,902,497	\$22,894,000	\$16,820,000	\$27,625,000	\$14,940,000	\$93,181,497

¹Local 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.
ERP	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.
ESCO	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.
GAAP	General Accepted Accounting Principles - Uniform minimum standards and guidelines for financial accounting and reporting that serve to achieve some level of standardization.
GASB	Governmental Accounting Standards Board - The ultimate authoritative accounting and financial reporting standard-setting body for state and local governments.
GFOA	The Government Finance Officers Association (GFOA), founded in 1906, represents public finance officials throughout the United States and Canada.
IBNR	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.
JLMC	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.
MGL	Massachusetts General Laws.
MGMT	MGMT is a term used generally as an abbreviation for the word 'management'.
MRF	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.
MSBA	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.

NBEMS	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.
OPEB	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.
PILOT	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.
PERAC	The Public Employee Retirement Administration oversees and directs the state retirement system and administers benefits for members.
RAN	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.
SAFER	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.
TIF	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.
UMAS	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
ABATEMENT	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.
ACCELERATED NEW GROWTH	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.
ACCOUNTING SYSTEM	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.
ACCRUAL BASIS ACCOUNTING	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.
AD VALOREM	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.
AGENCY FUND	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.
AMORTIZATION	The gradual repayment of an obligation over time and in accordance with a predetermined payment schedule.
APPROPRIATION	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.
ARTS, CULTURE AND TOURISM FUND	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.

TERM	DEFINITION
ASSESSED VALUE	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.
ASSETS	Financial representations of economic resources owned by the city.
AUDIT	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.
AVAILABLE (UNDESIGNATED) FUND BALANCE	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).
BALANCE SHEET	A statement that discloses the assets, liabilities, reserves, and equities of a fund or governmental unit at a specified date.
BALANCED BUDGET	A budget in which receipts are greater than (or equal to) expenditures. A requirement for all Massachusetts cities and Towns.
BOND	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.
BUDGET	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.
BUDGET AMENDMENT	A budget amendment alters the total appropriation for a department or fund and requires approval by an order passed by the City Council.
BUDGET MESSAGE	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.
BUDGET ORDER	The official enactment by the City Council legally authorizing the Mayor to obligate and spend resources.
BUDGET TRANSFER - Intradepartmental Transfer	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.

TERM	DEFINITION
CAPITAL ASSETS	All tangible property used in the operation of government, which is not easily converted into cash, and has an initial useful life 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.
CAPITAL BUDGET	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.
CAPITAL EXPENDITURES	Capital outlay often thousand dollars (\$10,000) or more that has a useful life in excess of one year.
CAPITAL IMPROVEMENT PROGRAM	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.
CASH	Currency, coin, checks and bankers' drafts on hand or on deposit with an official or agent designated as custodian of cash and bank deposits.
CASH BOOK	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.
CHAPTER 70 SCHOOL AID	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.
CHAPTER 90 HIGHWAY FUNDS	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.
CHERRY SHEET	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 www.mass.gov/dls .

TERM	DEFINITION
CLASSIFICATION OF REAL PROPERTY	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.
CLASSIFICATION OF THE TAX RATE	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.
COLLECTIVE BARGAINING	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.
COMMISSION FOR CITIZENS WITH DISABILITIES FUND	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.
COMMUNITY PRESERVATION FUND	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.
COMPENSATED ABSENCES	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.
COMPENSATING BALANCE AGREEMENT	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.
DEBT	An obligation resulting from the borrowing of money or from the purchase of goods and services.
DEBT AUTHORIZATION	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.
DEBT POLICY	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.
DEFERRED REVENUE	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.
DEFICIT	The excess of expenditures over revenues during an accounting period. Also refers to the excess of the liabilities of a fund over its assets.

TERM	DEFINITION
DEPARTMENT	A major unit of organization in the City of New Bedford responsible for the provision of a specific package of services.
DEPOSITS IN TRANSIT	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.
DEPRECIATION	(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.
DESIGNATED UNRESERVED FUND BALANCE	A limitation on the use of all or part of the expendable balance in a governmental fund.
ENCUMBRANCE	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.
ENTERPRISE FUND	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.
ESTIMATED RECEIPTS	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.
EXEMPTION	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.
EXPENDITURE	An outlay of money made by municipalities to provide the programs and services within their approved budget.

TERM	DEFINITION
FAIR MARKET VALUE	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.
FIDUCIARY FUNDS	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.
FISCAL YEAR (FY)	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.
FIXED ASSETS	Long-lived, tangible assets such as buildings, equipment and land obtained or controlled as a result of past transactions or circumstances.
FIXED COSTS	Costs that are legally or contractually mandated such as retirement, FICA/Social Security, insurance, debt service costs or interest on loans.
FOUNDATION BUDGET	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.
FREE CASH	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.
FULL-TIME POSITION	A position which qualifies for full County benefits, usually required to work over 30 hours per week.
FUND	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.
FUND ACCOUNTING	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.
FUND BALANCE	The difference between assets and liabilities reported in a governmental fund. Also known as fund equity.

TERM	DEFINITION
GENERAL FUND	The fund used to account for most financial resources and activities governed by the normal town meeting/city council appropriation process.
GENERAL FUND SUBSIDY	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.
GENERAL LEDGER	The accountant's record of original entry, which is instrumental in forming a paper trail of all government financial activity.
GENERAL OBLIGATION BONDS	Bonds issued by a municipality for purposes allowed by statute that are backed by the full faith and credit of its taxing authority.
GOAL	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.
GOVERNMENTAL FUNDS	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.
GRANT	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.
HOTEL/MOTEL EXCISE	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.
INDIRECT COST	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.
INTEREST	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.
INTERFUND TRANSFER	An amount transferred from one fund to another as expenditure to one fund and revenue to the other fund.
INTERGOVERNMENTAL REVENUE	Revenue from other governments in the form of entitlements, grants, shared-revenues or payments in lieu of taxes.
INTERNAL SERVICE FUND	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.

TERM	DEFINITION
INVESTMENTS	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.
LEASE-PURCHASE AGREEMENTS	Contractual agreements that are termed leases, but that in substance are purchase contracts.
LEVY	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.
LIABILITIES	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.
LIEN	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.
LINE-ITEM BUDGET	A budget that separates spending into categories, or greater detail, such as supplies, equipment, maintenance, or salaries, as opposed to a program budget.
LOCAL OPTION MEAL TAX	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.
LOCAL RECEIPTS	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.
LONG-TERM DEBT	Community borrowing, or outstanding balance at any given time, involving loans with a maturity date of 12 months or more.
MAJOR FUND	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 governments officials believe that fund is particularly important to financial statement users.
MISSION	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.
MODIFIED ACCRUAL BASIS	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.

TERM	DEFINITION
NET SCHOOL SPENDING	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).
NEW GROWTH	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.
OBJECTIVE	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.
OPERATING BUDGET	A plan of proposed expenditures for personnel, supplies, and other expenses for the coming fiscal year.
OPERATING COSTS	Operating costs 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.
ORDINANCE	A formal legislative enactment by the governing body of a County. It is not in conflict with any higher form 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.
OVERLAY	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.
OVERLAY DEFICIT	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.
OVERLAY SURPLUS	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.

TERM	DEFINITION
OVERRIDE	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.
PART-TIME	Part-time employees work less than 30 hours per week and are not entitled to full-time employee benefits.
PENSION (AND OTHER EMPLOYEE BENEFIT) TRUST FUNDS	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.
PERFORMANCE MEASURES	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.
PERMANENT FUNDS	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.
PERSONAL PROPERTY	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.
PERSONNEL COSTS	The cost of salaries, wages and related employment benefits.
PROFESSIONAL SERVICES	Expenditures incurred by the county to obtain the services of recognized licensed professionals such as doctors, lawyers, engineers, certified public accountants, and consultants.
PROFORMA RECAP SHEET	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.
PROGRAM	A combination of activities to accomplish an end.
PROPERTY TAX	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.
PROPOSITION 2½	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.
PURCHASED SERVICES	The cost of services that are provided by a vendor.
REAL PROPERTY	Land, buildings and the rights and benefits inherent in owning them.
RECEIPTS	Money collected by and within the control of a community from any source and for any purpose.
RECEIVABLES	An expectation of payment of an amount certain accruing to the benefit of a city or town.
RECONCILIATION OF CASH	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 a balance sheet as a prerequisite to certifying a community's free cash.

TERM	DEFINITION
RECONCILIATION OF RECEIVABLES	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.
REQUISITION	Form used by the requesting department when ordering products and services from external vendors. This document generates a Purchase Order.
RESERVE	(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.
RESIDENTIAL FACTOR	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.
RETAINED EARNINGS	An equity account reflecting the accumulated earnings of an enterprise or internal service fund.
REVALUATION	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.
REVENUE	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.
REVOLVING FUND	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.
SELF-INSURANCE	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.

TERM	DEFINITION
SHORT-TERM DEBT	Outstanding balance, at any given time, on amounts borrowed with a maturity date of 12 months or less.
SINGLE AUDIT ACT	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.
STABILIZATION FUND	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.
TAX	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.
TAX RATE	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.
TAX RATE RECAPITULATION SHEET (RECAP SHEET)	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).
TAX TITLE (OR TAX TAKING)	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.
TEMPORARY POSITION	A temporary position is filled for a specified period of time, is not permanent in nature, and does not qualify for regular County benefits.
TRUST FUND	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.

TERM	DEFINITION
UNDESIGNATED FUND BALANCE	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.
UNFUNDED MANDATE	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.
UNFUNDED OPEB LIABILITY	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.
UNFUNDED PENSION LIABILITY	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.
UNRESERVED FUND BALANCE (SURPLUS REVENUE ACCOUNT)	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.
USER CHARGES/FEES	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 2017 ACTUAL	FY 2018 PROJECTED	FY 2019 PROJECTED
BEGINNING FUND BALANCE:	\$80,590,632	\$78,207,104	\$78,693,221
<u>REVENUE</u>			
Real Estate & Personal Property	\$111,158,506	\$120,016,340	\$124,215,025
Local Receipts	\$15,682,360	\$12,393,917	\$13,981,696
Departmental Revenue	\$18,308,872	\$14,228,404	\$15,984,814
Licenses & Permits	\$2,653,606	\$3,155,969	\$3,553,100
Miscellaneous Revenue	\$3,885,185	\$1,860,693	\$970,100
Education	\$134,801,198	\$140,340,605	\$146,408,339
General Government	53,860,003	53,898,603	54,168,096
Other Financing Sources	7,252,013	9,875,701	8,389,581
<u>User Charges</u>	<u>33,200,519</u>	<u>35,193,581</u>	<u>38,295,328</u>
Total Revenue:	\$380,802,262	\$390,963,813	\$405,966,079
<u>EXPENDITURES</u>			
Personnel	\$186,960,681	\$194,276,344	\$200,370,130
Operating	139,401,908	143,101,680	151,784,153
Capital Outlay	9,719,984	5,851,436	5,336,554
Other Charges	31,961,719	29,488,263	29,110,913
<u>State & County Assessments</u>	<u>15,141,498</u>	<u>17,759,974</u>	<u>19,017,603</u>
Total Expenditures:	\$383,185,790	\$390,477,697	\$405,619,353
ENDING FUND BALANCE:	\$78,207,104	\$78,693,221	\$79,039,947

GENERAL FUND			
CATEGORY	FY 2017 ACTUAL	FY 2018 PROJECTED	FY 2019 PROJECTED
BEGINNING FUND BALANCE:	\$27,910,040	\$27,978,085	\$27,334,829
<u>REVENUE</u>			
Real Estate & Personal Property	\$111,158,506	\$120,016,340	\$124,215,025
Local Receipts	15,682,360	12,293,917	13,848,700
Departmental Revenue	15,790,498	13,046,388	14,846,462
Licenses & Permits	2,653,606	3,155,969	3,553,100
Miscellaneous Revenue	504,876	733,100	808,100
Education	134,801,198	140,340,605	146,408,339
General Government	53,860,003	53,898,603	54,168,096
<u>Other Financing Sources</u>	<u>5,824,972</u>	<u>8,931,411</u>	<u>7,486,025</u>
Total Revenue:	\$340,276,019	\$352,416,333	\$365,333,847
<u>EXPENDITURES</u>			
Personnel	\$181,449,310	\$188,051,663	\$193,518,135
Operating	126,975,404	129,843,455	137,208,584
Capital	4,012,679	4,396,511	3,363,579
Other Charges	12,629,083	13,007,986	11,879,220
<u>State & County Assessments</u>	<u>15,141,498</u>	<u>17,759,974</u>	<u>19,017,603</u>
Total Expenditures:	\$340,207,974	\$353,059,589	\$364,987,121
ENDING FUND BALANCE:	\$27,978,085	\$27,334,829	\$27,681,555

AIRPORT ENTERPRISE FUND			
CATEGORY	FY 2017 ACTUAL	FY 2018 PROJECTED	FY 2019 PROJECTED
BEGINNING FUND BALANCE:	\$30,270,943	\$29,677,625	\$29,740,596
<u>REVENUE</u>			
Departmental Revenue	\$842,110	\$73,516	\$75,711
<u>Miscellaneous</u>	<u>1,427,041</u>	<u>944,290</u>	<u>903,556</u>
Total Revenue:	\$2,269,151	\$1,017,806	\$979,267
<u>EXPENDITURES</u>			
Personnel	\$297,411	\$429,238	\$400,070
Operating	339,170	215,765	179,181
Capital Outlay	1,849,243	0	0
<u>Other Charges</u>	<u>376,645</u>	<u>309,832</u>	<u>400,016</u>
Total Expenditures:	\$2,862,469	\$954,835	\$979,267
ENDING FUND BALANCE:	\$29,677,625	\$29,740,596	\$29,740,596

ARTS AND CULTURE SPECIAL REVENUE FUND

CATEGORY	FY 2017 ACTUAL	FY 2018 PROJECTED	FY 2019 PROJECTED
BEGINNING FUND BALANCE:	\$0	\$0	\$0
<u>REVENUE</u>			
Other Excise	<u>\$0</u>	<u>\$100,000</u>	<u>\$102,000</u>
Total Revenue:	\$0	\$100,000	\$102,000
<u>EXPENDITURES</u>			
Personnel	\$0	\$0	\$0
Operating	0	100,000	102,000
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>
Total Expenditures:	\$0	\$100,000	\$102,000
ENDING FUND BALANCE:	\$0	\$0	\$0

COMMISSION FOR CITIZENS WITH DISABILITIES SPECIAL REVENUE FUND

CATEGORY	FY 2017 ACTUAL	FY 2018 PROJECTED	FY 2019 PROJECTED
BEGINNING FUND BALANCE:	\$0	\$0	\$0
<u>REVENUE</u>			
HP Parking Fines	<u>\$0</u>	<u>\$0</u>	<u>\$30,996</u>
Total Revenue:	\$0	\$0	\$30,996
<u>EXPENDITURES</u>			
Operating	0	0	25,996
Capital Outlay	<u>0</u>	<u>0</u>	<u>5,000</u>
Total Expenditures:	\$0	\$0	\$30,996
ENDING FUND BALANCE:	\$0	\$0	\$0

DOWNTOWN PARKING ENTERPRISE FUND			
CATEGORY	FY 2017 ACTUAL	FY 2018 PROJECTED	FY 2019 PROJECTED
BEGINNING FUND BALANCE:	(\$1,472,786)	(\$1,442,033)	(\$1,285,130)
<u>REVENUE</u>			
Departmental Revenue	\$859,712	\$885,712	\$906,141
<u>Miscellaneous</u>	<u>6,819</u>	<u>0</u>	<u>0</u>
Total Revenue:	\$866,531	\$885,712	\$906,141
<u>EXPENDITURES</u>			
Personnel	\$310,274	\$279,219	\$312,643
Operating	141,951	168,952	236,134
Capital Outlay	95,496	0	0
<u>Other Charges</u>	<u>288,057</u>	<u>280,638</u>	<u>357,364</u>
Total Expenditures:	\$835,778	\$728,809	\$906,141
ENDING FUND BALANCE:	(\$1,442,033)	(\$1,285,130)	(\$1,285,130)

WASTEWATER ENTERPRISE FUND			
CATEGORY	FY 2017 ACTUAL	FY 2018 PROJECTED	FY 2019 PROJECTED
BEGINNING FUND BALANCE:	\$6,674,948	\$7,951,829	\$9,701,343
<u>REVENUE</u>			
Departmental Revenue	\$499,316	\$196,438	\$130,000
Miscellaneous Revenue	313,503	119,894	12,000
User Charges	21,120,721	21,885,368	23,135,200
<u>Other Financing Sources</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Revenue:	\$21,933,540	\$22,201,700	\$23,277,200
<u>EXPENDITURES</u>			
Personnel	\$1,378,754	\$1,580,449	\$1,789,651
Operating	9,573,578	9,570,351	10,546,859
Capital Outlay	1,089,401	1,137,821	1,187,977
<u>Other Charges</u>	<u>8,614,926</u>	<u>8,163,565</u>	<u>9,752,713</u>
Total Expenditures:	\$20,656,659	\$20,452,186	\$23,277,200
ENDING FUND BALANCE:	\$7,951,829	\$9,701,343	\$9,701,343

WATER ENTERPRISE FUND			
CATEGORY	FY 2017 ACTUAL	FY 2018 PROJECTED	FY 2019 PROJECTED
BEGINNING FUND BALANCE:	\$17,207,487	\$14,041,598	\$13,201,582
<u>REVENUE</u>			
Departmental Revenue	\$317,236	\$26,350	\$26,500
Miscellaneous Revenue	3,059,987	1,007,699	150,000
<u>User Charges</u>	<u>12,079,798</u>	<u>13,308,213</u>	<u>15,160,128</u>
Total Revenue:	\$15,457,021	\$14,342,262	\$15,336,628
<u>EXPENDITURES</u>			
Personnel	\$3,524,932	\$3,935,775	\$4,349,631
Operating	2,371,805	3,203,157	3,485,399
Capital Outlay	2,673,165	317,104	779,998
<u>Other Charges</u>	<u>10,053,008</u>	<u>7,726,242</u>	<u>6,721,600</u>
Total Expenditures:	\$18,622,910	\$15,182,278	\$15,336,628
ENDING FUND BALANCE:	\$14,041,598	\$13,201,582	\$13,201,582

Policy Title: Debt Issuance and Management	Effective Date: November 27, 2013
---------------------------------------------------	------------------------------------------

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.

a. 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.

b. 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.

c. 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.

d. 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.

e. 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.

Policy Title: Fund Balance Management	Effective Date: November 27, 2013
----------------------------------------------	------------------------------------------

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.

Policy Title: Investment of City Funds	Effective Date: November 3, 2014
-----------------------------------------------	-----------------------------------------

Introduction

1. 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.

Policy Title: Other Post Employment Benefits Trust Fund	Effective Date: November 22, 2016
----------------------------------------------------------------	------------------------------------------

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 25, 2018

ORDERED: That to provide for the payment of current expenses of the CITY for the fiscal year beginning July 1, 2018 and ending June 30, 2019, 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	\$671,029
Charges & Services	42,755
Supplies & Materials	1,775
Capital Outlay	0

Total	\$715,559
--------------	------------------

AUDITOR

Salaries & Wages	\$433,972
Charges & Services	6,676
Supplies & Materials	1,848
Capital Outlay	0

Total	\$442,496
--------------	------------------

CHIEF FINANCIAL OFFICER

Salaries & Wages	\$304,554
Charges & Services	7,677
Supplies & Materials	950
Capital Outlay	800

Total	\$313,981
--------------	------------------

CITY CLERK

Salaries & Wages	\$320,526
Charges & Services	22,329
Supplies & Materials	2,600
Capital Outlay	0

Total	\$345,455
--------------	------------------

CITY COUNCIL

Salaries & Wages	\$509,078
Charges & Services	27,046
Supplies & Materials	9,500
Capital Outlay	0

Total	\$545,624
--------------	------------------

CLERK OF COMMITTEES

Salaries & Wages	\$134,625
Charges & Services	6,766
Supplies & Materials	900
Capital Outlay	0

Total	\$142,291
--------------	------------------

COMMUNITY SERVICES

Salaries & Wages	\$795,750
Charges & Services	295,755
Supplies & Materials	19,140
Capital Outlay	0
Other Financing Uses	0

Total	\$1,110,645
--------------	--------------------

DEBT

Other Charges	\$11,779,220
---------------	--------------

Total	\$11,779,220
--------------	---------------------

ELECTIONS

Salaries & Wages	\$295,308
Charges & Services	87,817
Supplies & Materials	3,008
Capital Outlay	0

Total	\$386,133
--------------	------------------

EMERGENCY MEDICAL SERVICES

Salaries & Wages	\$2,549,911
Charges & Services	224,300
Supplies & Materials	163,425
Capital Outlay	368,524

Total	\$3,306,160
--------------	--------------------

ENVIRONMENTAL STEWARDSHIP

Salaries & Wages	\$302,882
Charges & Services	32,891
Supplies & Materials	18,525
Capital Outlay	0

Total	\$354,298
--------------	------------------

FACILITIES & FLEET MANAGEMENT

Salaries & Wages	\$3,538,261
Charges & Services	2,611,652
Supplies & Materials	1,617,250
Capital Outlay	707,837

Total	\$8,475,000
--------------	--------------------

FIRE

Salaries & Wages	\$17,039,570
Charges & Services	278,590
Supplies & Materials	137,525
Capital Outlay	566,600
Other Financing Uses	0

Total	\$18,022,285
--------------	---------------------

HEALTH

Salaries & Wages	\$962,955
Charges & Services	137,098
Supplies & Materials	30,590
Capital Outlay	15,235

Total	\$1,145,878
--------------	--------------------

INSPECTIONAL SERVICES

Salaries & Wages	\$941,114
Charges & Services	58,732
Supplies & Materials	10,180
Capital Outlay	0

Total	\$1,010,026
--------------	--------------------

LABOR RELATIONS

Salaries & Wages	\$374,037
Charges & Services	5,270
Supplies & Materials	1,595
Capital Outlay	0

Total	\$380,902
--------------	------------------

LIBRARY

Salaries & Wages	\$1,548,879
Charges & Services	767,773
Supplies & Materials	101,700
Capital Outlay	0

Total	\$2,418,352
--------------	--------------------

LICENSING

Salaries & Wages	\$109,445
Charges & Services	11,692
Supplies & Materials	1,150
Capital Outlay	0

Total	\$122,287
--------------	------------------

MANAGEMENT INFORMATION**SYSTEMS**

Salaries & Wages	\$677,896
Charges & Services	798,364
Supplies & Materials	9,590
Capital Outlay	50,000

Total	\$1,535,850
--------------	--------------------

MAYOR

Salaries & Wages	\$556,940
Charges & Services	74,882
Supplies & Materials	5,824
Capital Outlay	0

Total	\$637,646
--------------	------------------

PLANNING & COMMUNITY DEVELOPMENT

Salaries & Wages	\$413,031
Charges & Services	30,640
Supplies & Materials	250
Capital Outlay	0

Total	\$443,921
--------------	------------------

PLANNING BOARD

Salaries & Wages	\$0
Charges & Services	11,400
Supplies & Materials	0
Capital Outlay	0

Total	\$11,400
--------------	-----------------

POLICE

Salaries & Wages	\$24,215,840
Charges & Services	1,079,207
Supplies & Materials	143,665
Capital Outlay	200,000
Other Financing	100,000
Total	\$25,738,712

PUBLIC INFRASTRUCTURE

Salaries & Wages	\$3,140,502
Charges & Services	894,695
Supplies & Materials	735,190
Capital Outlay	55,000
Other Financing	0
Total	\$4,825,387

PURCHASING

Salaries & Wages	\$261,633
Charges & Services	117,979
Supplies & Materials	350
Capital Outlay	0
Total	\$379,962

RECREATION AND PARKS

Salaries & Wages	\$451,956
Charges & Services	20,850
Supplies & Materials	3,120
Capital Outlay	0
Total	\$475,926

SCHOOL

Salaries & Wages	\$102,959,426
General Expenses	\$34,070,574
Total	\$137,030,000

SNOW REMOVAL

Salaries & Wages	\$0
Charges & Services	450,000
Total	\$450,000

SOLICITOR

Salaries & Wages	\$853,546
Charges & Services	87,173
Supplies & Materials	6,500
Capital Outlay	7,500
Total	\$954,719

TOURISM / MARKETING

Salaries & Wages	\$144,739
Charges & Services	290,000
Supplies & Materials	3,000
Capital Outlay	0
Total	\$437,739

TRAFFIC COMMISSION

Salaries & Wages	\$280,861
Charges & Services	137,685
Supplies & Materials	35,900
Capital Outlay	75,000
Total	\$529,446

TREASURER

Salaries & Wages	\$735,030
Charges & Services	188,700
Supplies & Materials	9,000
Capital Outlay	0
Total	\$932,730

VETERANS

Salaries & Wages	\$223,407
Charges & Services	2,712,550
Supplies & Materials	11,800
Capital Outlay	0
Total	\$2,947,757

ZOO

Salaries & Wages	\$1,243,853
Charges & Services	89,036
Supplies & Materials	233,610
Capital Outlay	16,800
Total	\$1,583,299

GENERAL GOVERNMENT UNCLASSIFIED

Charges & Services	\$10,164,482
Total	\$10,164,482

GTR NB REFUSE MGMT DISTRICT

Charges & Services	\$713,962
Total	\$713,962

GTR NB REGIONAL VOC TECH HS

Charges & Services	\$5,632,744
Total	\$5,632,744

PENSION CONTRIBUTION

Charges & Services	\$28,817,471
Total	\$28,817,471

HEALTH INSURANCE

Charges & Services	\$44,000,000
Total	\$44,000,000

LIFE INSURANCE

Charges & Services	\$275,000
Total	\$275,000

TOTAL OPERATING BUDGET FROM ORDINARY REVENUE	\$319,534,745
---------------------------------------------------------	----------------------



CITY OF NEW BEDFORD

CITY COUNCIL

June 25, 2018

ORDERED: That in order to provide for the payment of current expenses of the City for the fiscal year beginning July 1, 2018, and ending June 30, 2019, 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	\$400,070
Charges & Services	\$149,812
Supplies & Materials	\$29,369
Debt Service/Other Uses	\$400,016
Total	\$979,267
Estimated Income from Operations	\$979,267
Difference to be Raised by Taxation	\$0



CITY OF NEW BEDFORD

CITY COUNCIL

June 25, 2018

ORDERED: That in order to provide for the payment of current expenses of the City for the fiscal year beginning July 1, 2018, and ending June 30, 2019, 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	\$102,000
Difference to be Raised by Taxation	\$0



CITY OF NEW BEDFORD

CITY COUNCIL

June 25, 2018

ORDERED: That in order to provide for the payment of current expenses of the City for the fiscal year beginning July 1, 2018 and ending June 30, 2019, the sum of THIRTY THOUSAND NINE HUNDRED NINETY SIX DOLLARS (\$30,996) 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.....	\$25,996
CAPITAL OUTLAY.....	\$5,000



CITY OF NEW BEDFORD

CITY COUNCIL

June 25, 2018

ORDERED: That in order to provide for the payment of current expenses of the City for the fiscal year beginning July 1, 2018 and ending June 30, 2019, 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	\$233,800
Charges & Services	\$131,134
Supplies & Materials	\$105,000
Capital Outlay	\$0
Debt Service/Other Uses	\$408,407
Total	\$878,341
Estimated Income from Operations	\$878,341
Difference to be Raised by Taxation	\$0



CITY OF NEW BEDFORD

CITY COUNCIL

June 25, 2018

ORDERED: That in order to provide for the payment of current expenses of the City for the fiscal year beginning July 1, 2018 and ending June 30, 2019, 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	\$1,789,651
Charges & Services	\$10,005,859
Supplies & Materials	\$541,000
Capital Outlay	\$1,187,977
Debt Service/Other Charges	\$9,752,713
Total	\$23,277,200
Estimated Income from Operations	\$23,277,200
Difference to be Raised by Taxation	\$0



CITY OF NEW BEDFORD

CITY COUNCIL

June 25, 2018

ORDERED: That in order to provide for the payment of current expenses of the City for the fiscal year beginning July 1, 2018 and ending June 30, 2019, 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	\$4,349,631
Charges & Services	\$2,161,740
Supplies & Materials	\$1,323,659
Capital Outlay	\$779,998
Debt Service/Other Uses	\$6,721,600
Total	\$15,336,628
Estimated Income from Operations	\$15,336,628
Difference to be Raised by Taxation	\$0

