

CITY OF NEW BEDFORD



FISCAL YEAR 2018



ADOPTED BUDGET



JONATHAN F. MITCHELL, MAYOR

**City of New Bedford, Massachusetts
Fiscal Year 2018
Adopted Budget**



Mayor Jonathan F. Mitchell

Ari J. Sky, Chief Financial Officer

**Robert W. Ekstrom, City Auditor
Brennan M. Morsette, Assistant City Auditor**

**Sharon M. Thomas, Administrative Manager
Christina E. Mills, Management & Performance Analyst**

New Bedford City Council

Joseph P. Lopes, Ward 6, 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

Linda M. Morad, Councilor at Large

James D. Oliveira, Ward 1

Steven Martins, Ward 2

Hugh Dunn, Ward 3

Dana Rebeiro, Ward 4

Kerry Winterson, Ward 5

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, 2016

Executive Director

FISCAL YEAR 2018 ADOPTED BUDGET

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Executive Summary



CITY OF NEW BEDFORD

JONATHAN F. MITCHELL, MAYOR

September 1, 2017

City Council President Joseph P. Lopes and
Honorable Members of the City Council
133 William Street
New Bedford, Massachusetts 02740

Dear Council President Lopes and Members of the City Council:

The budget for Fiscal Year 2018, adopted by the City Council on June 26, 2017, and enacted on June 30, 2017, 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, 2017, through June 30, 2018.

Overview

Each year, the City faces challenges in developing our annual budget blueprint, and this year was no different. For FY 2018, the principal challenge was the sizable and growing impact of nondiscretionary expenses across a range of categories.

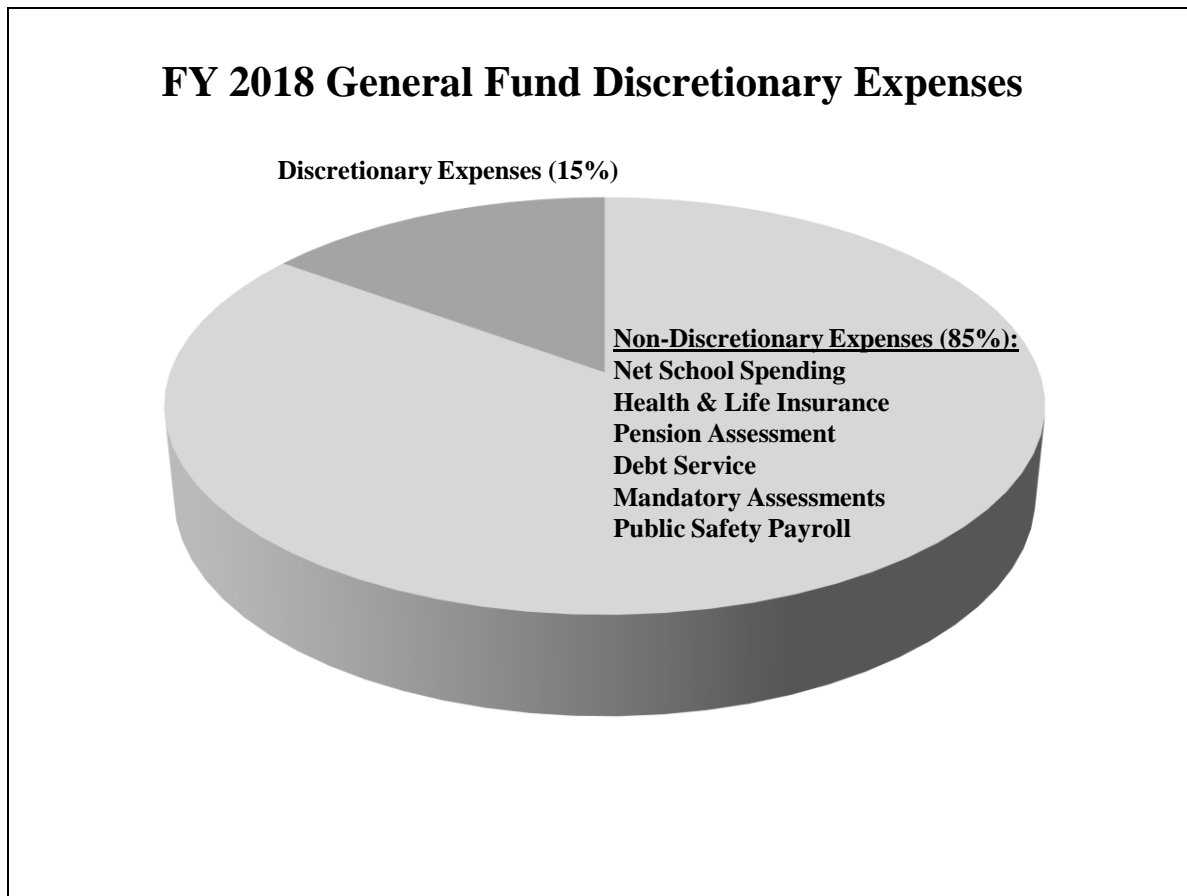
Nearly three-quarters of the FY 2018 budget is predetermined by State mandates or regional agreements, and only a relatively small portion can be considered truly discretionary. For example, about 63% of the city government's General Fund payroll consists of unionized public safety positions that are 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, will account for about 85% of the General Fund's FY 2018 budget.

I have strongly opposed collective bargaining agreements for public safety departments that I believed were inequitable and 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 neither fund the school system foundation budget nor provide its legally-established levels of support for charter schools. Discussions to enable the City to utilize the limited options that are available to municipalities under State law have been ongoing, and will continue during FY 2018.

The focus this year has been to ensure that New Bedford remains on a fiscally-sustainable path which will allow the city government to provide the reliable and effective services that our residents expect. The FY 2018 budget builds upon a sustained record of cost-cutting and operational efficiencies, which resulted in a 12.7% reduction to the General Fund-supported staff complement from FY 2009 through 2016.



Key Drivers

The FY 2018 budget was shaped by several factors that required the City to make difficult choices to ensure that the spending plan adequately funds core operations and meets the needs of the community. Several factors stand out above the rest:

- 1. Employee benefits costs are placing an increasing strain on overall finances.**
Medical claims have increased significantly over the past year, and the City's share of premium costs is projected to increase by \$3.5 million over the FY 2017 budget. In

addition, the City's pension assessment will increase by approximately \$1 million as the City continues to meet its funding obligations to the regional retirement board. It is essential that we bring these costs under control to ensure the continued viability of the City's finances. The adoption of mandatory arbitration provisions for employee health plan design, as provided by State law, would represent significant progress; discussions with the City Council regarding this issue are ongoing.

2. **Charter school obligations continue to divert a growing share of funding away from the public school system.** The growth in the City's obligation toward charter schools is exacerbated by the State's failure to meet its statutory obligation to partially reimburse localities' costs. As a result, the City's net obligation will increase from \$10.5 million in FY 2017 to nearly \$12.3 million in FY 2018.
3. **Baseline revenue growth is insufficient to maintain pace with the costs of doing business.** City departments identified approximately \$2 million in unmet needs, including contractual increases, and the School Department requested an \$8.5 million increase to its budget over FY 2017.

Economic Overview

The New Bedford economy continues to experience a period of modest economic growth. According to the Massachusetts Office of Labor and Workforce Development, employment in the City has shown steady but significant growth, increasing by 1,363 jobs, or 3.1%, since July 2016, and by 4,875 jobs, or 12.1%, since 2012.

Other indicators of economic activity have also improved. Motor vehicle excise tax revenue increased by 21%, and meals tax and room occupancy revenue tax rose by 26%, from 2012 through 2016. Building permit volume is also up, by about 25% 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 2016 totaled \$1.9 million, compared with the historic low of \$0.7 million in 2012. This trend, while welcome, is only sufficient to provide a marginal impact on the City's levy capacity, although recent developments indicate that this growth may begin to accelerate as new projects come on line.

Our priorities in developing the FY 2018 budget were grounded in the knowledge that the impact of an improving economy can be uneven. Many in New Bedford 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 2018 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 benefited from a range of initiatives that we have implemented over the past four years. These reforms have helped restrain spending, ensure accountability and improve transparency throughout the City government. To summarize just a few initiatives:

- The City has reinvented its asset management practices by utilizing automated systems and integrating the data with its performance management program.
- 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.
- Fleet management initiatives and tracking systems have ensured that the City is better prepared to respond to severe winter weather.
- The City's Emergency Medical Service has been revamped to enable the department to better respond to medical calls and manage workload.
- New Bedford's Open Checkbook initiative allows anyone to view departments' use of public funds by posting departments' expenditure activity online using a searchable database.
- Improvements to the City's business processes, such as the migration to biweekly pay for City employees, Voice Over IP telecommunications improvements, and the new Employee Self-Service portal have resulted 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 nearly \$1.3 million reduction in annual energy expenses since FY 2014.

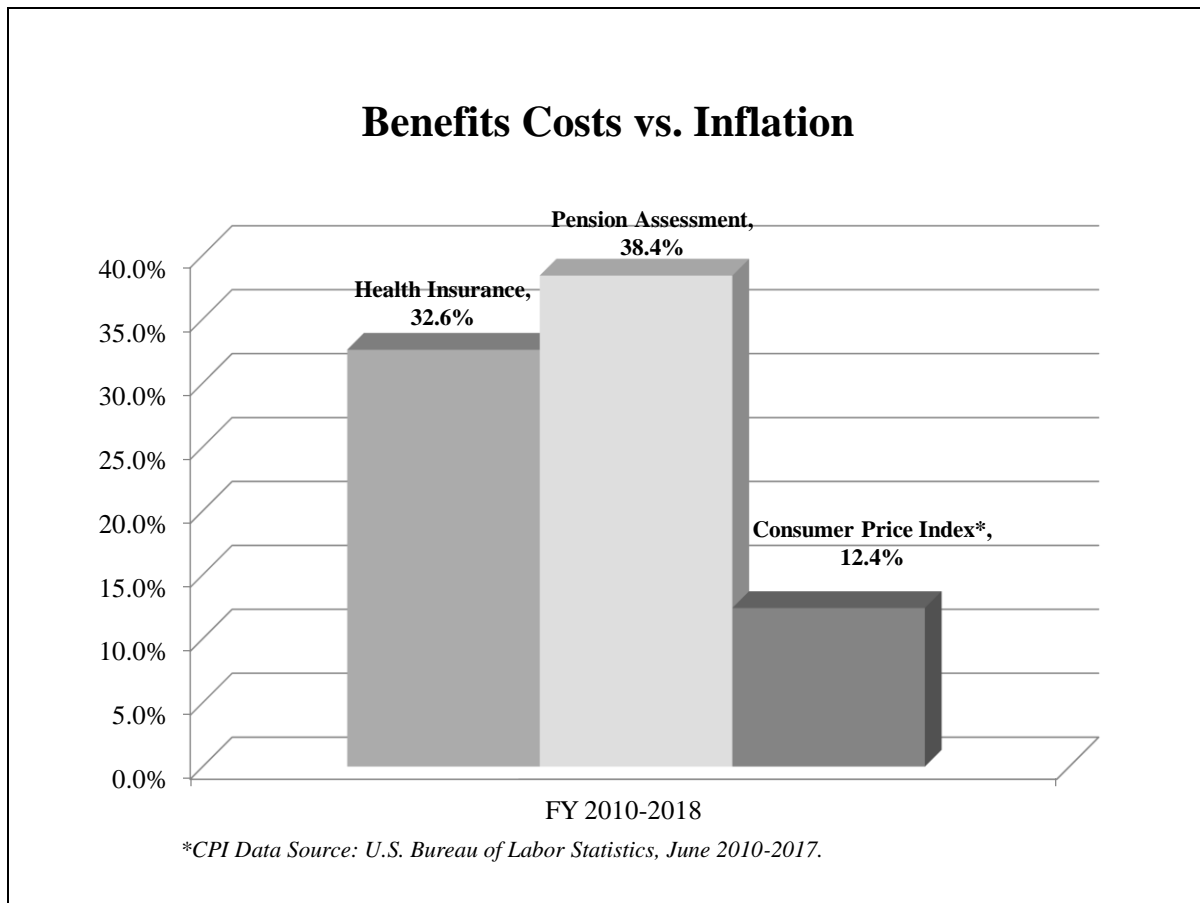
Fiscal Stability

The ongoing drive toward crafting a budget that ensures long-term stability will continue into FY 2018. As a matter of necessity, the City's spending plans have been marked by restraint and operational efficiencies. Over the past eight years, the number of full-time positions supported by the General Fund was reduced by 136, or 12.7%. In the meantime, General Fund expenditures increased by only 3.2% over the same period, when accounting for inflation, demonstrating the impact of nondiscretionary items on the overall budget.

Looking forward, we must continue to guard against potential risks to New Bedford's financial health. The long-term growth in benefits costs is placing an increasing burden on the City's finances, as health care and pension obligations continue to outpace the rate of inflation.

The most urgent consideration involves the City's healthcare program, which has experienced significant increases in claims expenses over the past year and whose budget is projected to increase by 9.8% in FY 2018. Acceptance of Massachusetts General Law, Chapter 32B, Sections 21-23, would allow the City to engage in mandatory health plan redesign; this provision is essential to restraining the impact of employee health care costs on the City's tax levy.

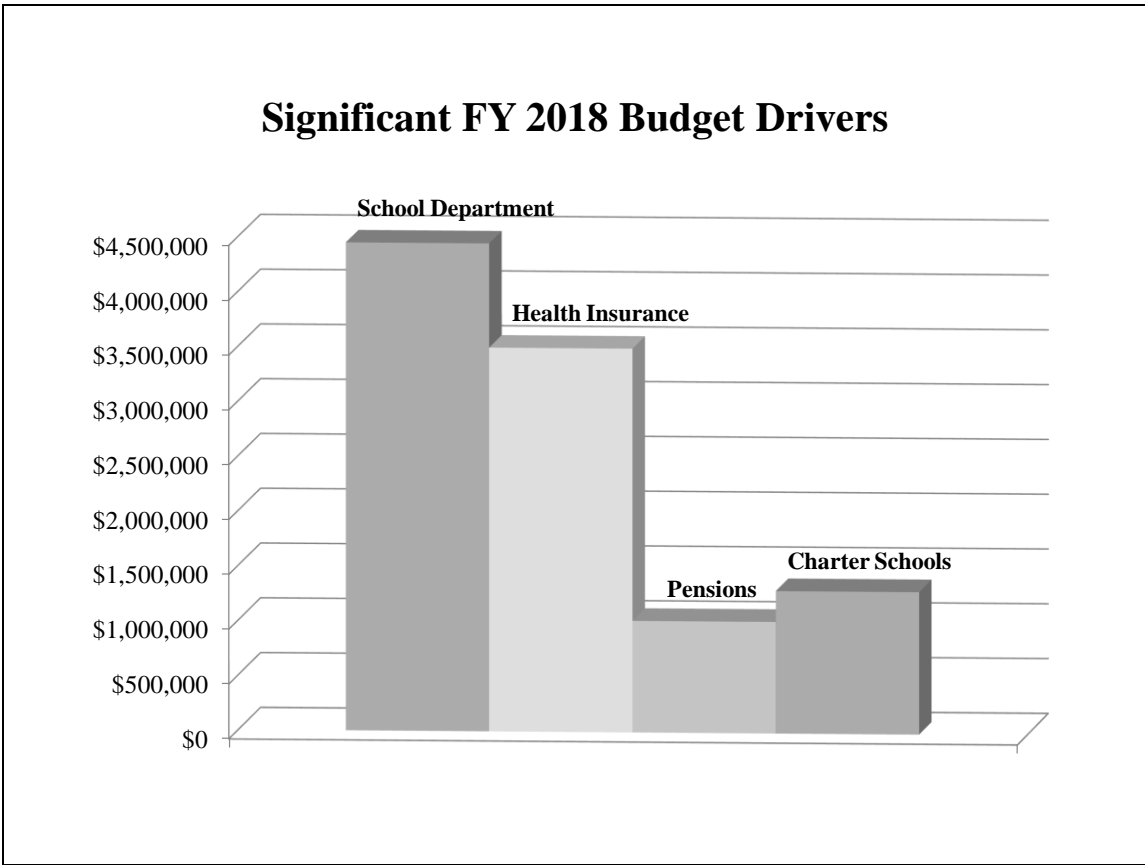
In addition, the City must be prepared for near-term increases in compensation resulting from collective bargaining expenses, as well as the FY 2019 transition of 21 firefighting positions from the Federal SAFER grant to the General Fund.



We must also be prepared for the unexpected. The City 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 will allow us to address episodic needs, such as the AFSCME furlough award, without placing an undue burden on the City's taxpayers. In addition, New Bedford's commitment to positive cash flow and a strong reserve policy were instrumental in our successful efforts to secure the City's AA- bond rating from Standard & Poor's', New Bedford's highest in at least forty years, and which the agency reaffirmed this past Spring. We are continuing to make efforts to ensure that the City is able to utilize the strengthening economy to improve our overall financial position.

FY 2018 Priorities

The constrained nature of the FY 2018 budget necessitated a bottom-line review of every department’s budget. Program expansion proposals were deferred and, after accounting for mandatory assessments and fixed costs, the limited available funding was directed towards core service needs. As a result, funding was included to enhance security and ensure the effectiveness of core services at the City’s libraries and to address the City’s vehicle replacement backlog, with an emphasis on public safety and capital maintenance, as well as long-running shortfalls in departments’ operating accounts in order to ensure that agency budgets accurately reflect the current level of service.



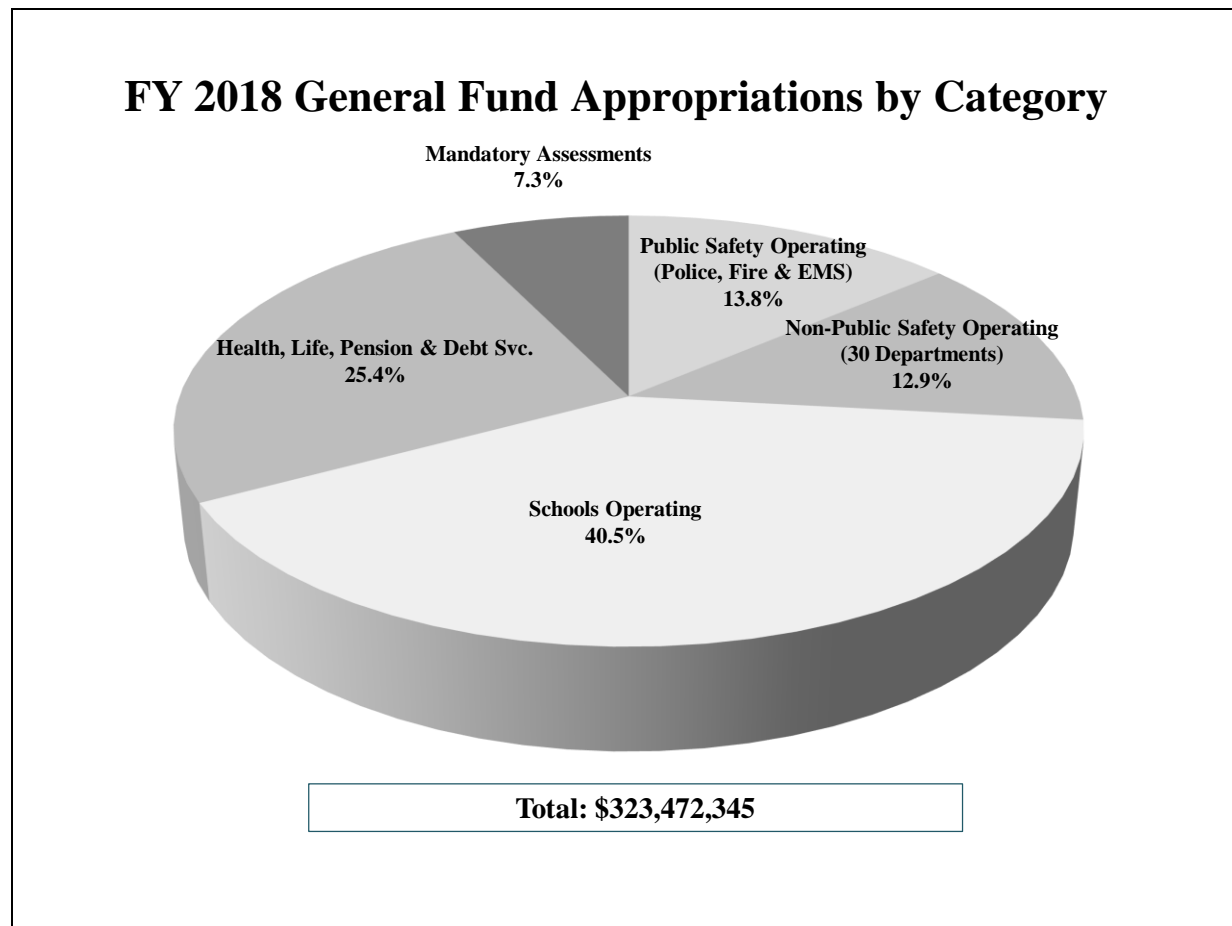
Budget Summary

The FY 2018 budget totals \$360,668,887, of which the General Fund is the largest component at \$323,472,345. The General Fund budget benefits from a \$5.9 million increase in State aid, largely consisting of support for the School Department and Unrestricted General Government Aid. Expenditures were restrained wherever possible in order to target the limited available resources toward core priorities.

The City Council reduced the proposed budget by \$1,291,366 during its budget deliberations. These reductions were unsustainable in a number of cases. Discussions regarding the strategy for implementing the FY 2018 budget will continue over the course of the fiscal year.

The FY 2018 budget is heavily influenced by increases in fixed and mandated costs. Funding for the City's health insurance, life insurance and retirement programs increases by \$4.5 million, or 6.8%, due to increased claims expenses and pension funding requirements. In addition, funding for the School Department increases by \$4.45 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 2017, the net cost of funding charter school payments increased by \$8,081,489, or 327%. This trend will continue in FY 2018, with the City's charter school assessment increasing by another \$1.3 million, while State reimbursements will decline by \$0.4 million. As a result, the City's net obligation will surpass \$12 million, significantly reducing the funding available to address the School Department's myriad needs.



Fixed costs and mandated assessments will account for \$106 million, or 32.8%, of General Fund expenditures in FY 2018, while Net School Spending requirements will account for another \$130,950,000, or 40.5%, meaning that 73% of the General Fund budget has been predetermined by State mandates or regional agreements.

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 2018 budget makes it clear that our work is not finished. The ongoing demands placed upon the General Fund by mandatory assessments and pension and benefits costs pose a continuing challenge to the City's ongoing fiscal sustainability. 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 with the City Council to implement effective, common sense measures to address this issue.

Concluding Thoughts

Over the past several years, the City has instituted a number of reforms and other measures that resulted in material enhancements to the City's operations, better transparency, and improvements to residents' quality of life. Parks improvements such as the Cove Walk provide welcoming green spaces, enhanced recreational opportunities for residents and visitors, and encourage development. The new Taylor Elementary School was completed last year and construction on the new Jacobs Elementary School is currently underway. Cost-effective renovations are planned or underway at several facilities, reversing a decades-long pattern of neglect. Our alternative energy and energy conservation programs are generating significant reductions to the City's utility bills. Crime is down citywide, and our efforts to bring more effective and professional management to the city government have continued to bear fruit.

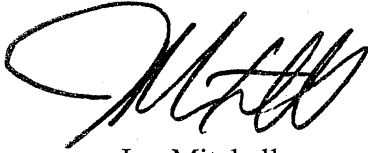
New Bedford's economy is gaining momentum. The City's major businesses have generated a rising tide of job creation, and the Massachusetts Department of Labor reports that the number of employed City residents has grown by 4,875 since 2012. Our continued efforts to promote the City as a business destination are producing results, and the development of the City's industrial port is in full swing.

Improvements to the economy have also begun to have a material impact on property values. The City's overall valuation has reversed its long slide from the Great Recession, leveling out in 2015 and beginning to increase in 2016. That trend has begun to accelerate, as the overall valuation increased by 10.1% from 2014-2017. Current indications are that we can expect additional growth in FY 2018, with property values projected to increase by at least 3% overall.

However, despite these modest improvements, the city government remains constrained, as fixed and mandated costs continue to grow faster than the City's resources can accommodate. The ongoing increases in health care and pensions are, to a great degree, the result of a state-mandated structure which does not provide the City with sufficient ability to address these issues directly. In addition, the State's failure to meet its statutory obligations has placed a large and growing obligation on the City to fund the cost of charter schools. Looking forward, the expiration of the Federal SAFER grant, combined with the potential impact of outstanding collective bargaining discussions, will mean that the General Fund's personnel expenses will increase significantly in FY 2019. 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 continue to be optimistic about New Bedford's prospects going forward, and am confident that we can continue to work together to ensure a safe and secure future for our residents. Thank you for your consideration of the FY 2018 budget. I look forward to our work together as we implement our plan over the coming months.

Sincerely,

A handwritten signature in black ink, appearing to read 'Jon Mitchell', with a large, stylized initial 'J'.

Jon Mitchell

GENERAL FUND

DESCRIPTION	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2017 REVISED	FY 2018 ADOPTED	FY 17-18 CHANGE (%)
REVENUE					
State Aid					
Education					
Chapter 70 School Aid	\$125,128,360	\$132,385,625	\$132,385,625	\$137,925,032	4.2%
School Construction	2,415,527	2,415,573	2,415,573	2,415,573	0.0%
Charter School Reimbursements	1,889,304	2,743,797	2,743,797	2,311,717	-15.7%
<u>School Lunch Programs</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.0%</u>
Subtotal, Education State Aid:	\$129,433,191	\$137,544,995	\$137,544,995	\$142,652,322	3.7%
General Government					
Veterans Benefits	\$2,803,303	\$2,371,872	\$2,371,872	\$2,333,469	-1.6%
Unrestricted General Government Aid	21,206,423	22,118,299	22,118,299	22,980,913	3.9%
Abatements (Elderly)	499,996	499,996	499,996	490,136	-2.0%
State-Owned Land	13,835	13,670	13,670	13,658	-0.1%
Public Libraries	153,131	150,393	150,393	155,328	3.3%
<u>Raised on Recap</u>	<u>(153,131)</u>	<u>(150,393)</u>	<u>(150,393)</u>	<u>(155,328)</u>	<u>3.3%</u>
Subtotal, General Government:	\$24,523,557	\$25,003,837	\$25,003,837	\$25,818,176	3.3%
Total, State Aid:	\$153,956,748	\$162,548,832	\$162,548,832	\$168,470,498	3.6%
Real Estate & Personal Property:					
<u>Real Estate & Personal Property:</u>	<u>\$110,904,560</u>	<u>\$113,293,067</u>	<u>\$112,866,322</u>	<u>\$116,856,698</u>	<u>3.5%</u>
Total, Real Estate & Personal Property:	\$110,904,560	\$113,293,067	\$112,866,322	\$116,856,698	
Local Receipts					
Motor Vehicle Excise	\$7,082,772	\$7,500,000	\$7,545,900	\$8,100,000	8.0%
Other Excise	1,569,079	1,630,000	1,568,900	1,600,000	-1.8%
Penalties & Interest	2,808,528	2,337,407	3,158,500	2,600,000	11.2%
Payments in Lieu of Taxes	266,764	284,000	266,700	304,400	7.2%
Tipping Fees	1,365	45,000	1,300	35,000	-22.2%
Cemeteries	476,095	450,000	476,000	500,000	11.1%
Library	15,231	14,000	15,200	16,200	15.7%
<u>Schools</u>	<u>859,027</u>	<u>700,000</u>	<u>877,600</u>	<u>700,000</u>	<u>0.0%</u>
Subtotal, Local Receipts	\$13,078,861	\$12,960,407	\$13,910,100	\$13,855,600	
Other Departmental Revenue					
Assessors	\$1,305	\$1,400	\$1,300	\$900	-35.7%
Auditors	3,855	2,000	3,900	2,900	45.0%
Elections	1,688	20,000	1,700	1,300	-93.5%
Emergency Medical Services	5,406,228	6,500,000	5,636,200	5,636,000	-13.3%
Facilities & Fleet Management	176,234	161,000	141,400	145,000	-9.9%
Fire	189,951	257,000	185,500	270,000	5.1%
Health Ins. Reimb. (Grants/School)	1,518,227	2,000,000	2,031,800	2,200,000	10.0%
Health	141,366	379,000	178,500	200,000	-47.2%
Mgmt. Information Systems	28,890	30,000	28,900	28,800	-4.0%
Medicaid Reimbursement	2,048,563	2,320,000	2,048,500	2,100,000	-9.5%
Municipal Liens	128,975	145,000	129,000	130,000	-10.3%
Planning Board	13,850	10,000	13,800	10,000	0.0%
Police	271,288	199,000	414,900	258,950	30.1%
Public Infrastructure	39,804	58,580	39,800	58,000	-1.0%
Purchasing	2,952	5,000	2,900	0	-100.0%
Recreation & Parks	58,471	57,958	58,400	10,500	-81.9%
Solicitor	2,323	1,200	0	4,000	233.3%
Traffic	1,103,562	1,215,000	1,103,600	1,475,000	21.4%

GENERAL FUND

DESCRIPTION	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2017 REVISED	FY 2018 ADOPTED	FY 17-18 CHANGE (%)
<u>REVENUE, continued...</u>					
Treasurer	\$659,915	\$125,000	\$679,400	\$468,862	275.1%
Veterans	\$16,617	\$25,000	\$16,600	\$25,000	0.0%
Zoo	442,371	522,389	442,400	510,000	-2.4%
Indirects (Library/Grants)	646,482	1,100,000	987,600	987,600	-10.2%
Subtotal, Other Departmental Revenue	\$12,902,917	\$15,134,527	\$14,146,100	\$14,522,812	-4.0%
<u>Licenses & Permits</u>					
Building	\$1,293,231	\$1,204,750	\$1,293,200	\$1,300,000	7.9%
City Clerk	507,938	515,000	507,900	515,000	0.0%
Engineering	17,370	13,350	17,400	13,000	-2.6%
Health	208,851	80,000	208,900	225,000	181.3%
Licensing	643,341	667,000	643,300	669,000	0.3%
Subtotal, Licenses & Permits:	\$2,670,731	\$2,480,100	\$2,670,700	\$2,722,000	9.8%
<u>Miscellaneous Revenue</u>					
Special Assessments	\$0	\$400	\$0	\$100	-75.0%
County Fines & Forfeitures	207,998	200,000	208,000	208,000	4.0%
Investment Income	103,173	100,000	323,500	325,000	225.0%
Miscellaneous Non Recurring	850,199	800,000	159,400	200,000	-75.0%
Subtotal, Miscellaneous Revenue:	\$1,161,370	\$1,100,400	\$690,900	\$733,100	
Total, Local Receipts:	\$29,813,879	\$31,675,434	\$31,417,800	\$31,833,512	0.5%
<u>Other Financing Sources</u>					
Comm for Citizens w/ Disabilities	\$18,596	\$15,000	\$15,000	\$15,000	0.0%
Cemetery Sale of Lots	53,737	0	0	0	0.0%
Other Available Funds	443,649	0	2,326,708	0	0.0%
Indirects (Enterprise Funds)	3,909,244	4,848,770	4,848,769	6,296,637	29.9%
Free Cash	0	0	700,000	0	100.0%
School Stabilization Fund	0	0	0	0	0.0%
<u>Water Stabilization Fund</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.0%</u>
Total, Other Financing Sources:	\$4,425,226	\$4,863,770	\$7,890,477	\$6,311,637	29.8%
Total Revenue and Other Financing Sources:	\$299,100,413	\$312,381,103	\$314,723,431	\$323,472,345	3.6%

GENERAL FUND

DESCRIPTION	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2017 REVISED	FY 2018 ADOPTED	FY 17-18 CHANGE (%)
EXPENDITURES					
<u>General Government</u>					
Assessors	\$608,151	\$640,011	\$640,011	\$658,364	2.9%
Auditor	363,188	404,711	404,711	423,239	4.6%
Chief Financial Officer	271,652	290,449	290,449	303,631	4.5%
City Clerk	334,119	318,057	318,057	332,561	4.6%
City Council	466,020	517,276	517,276	531,450	2.7%
Clerk of Committees	114,580	122,616	122,616	136,302	11.2%
Elections	378,831	371,827	371,827	335,828	-9.7%
Env. Stewardship	289,873	310,757	310,757	340,635	9.6%
Fac. & Fleet Mgmt.	7,055,909	8,065,345	8,065,345	8,199,221	1.7%
Labor Relations	281,353	326,768	326,768	358,477	9.7%
Licensing	110,695	111,621	111,621	116,392	4.3%
Mayor	598,981	615,217	615,217	525,786	-14.5%
MIS	1,114,032	1,239,019	1,239,019	1,368,743	10.5%
Plng. & Comm. Development	263,059	371,751	371,751	388,700	4.6%
Planning Board	9,858	11,400	11,400	11,400	0.0%
Purchasing	297,052	359,260	359,620	378,583	5.4%
Solicitor	857,522	925,984	925,984	897,403	-3.1%
Treasurer	845,575	884,775	1,654,775	891,606	0.8%
<u>Gen. Govt. Unclassified</u>	<u>8,972,342</u>	<u>9,277,404</u>	<u>9,277,404</u>	<u>8,921,290</u>	<u>-3.8%</u>
Total, General Govt.:	\$23,232,792	\$25,164,247	\$25,934,608	\$25,119,611	-0.2%
<u>Public Safety</u>					
Emergency Medical Services	\$2,730,254	\$3,040,496	\$3,040,496	\$3,223,322	6.0%
Fire	15,683,718	16,379,136	16,390,038	16,579,126	1.2%
<u>Police</u>	<u>24,368,774</u>	<u>25,016,268</u>	<u>25,216,272</u>	<u>24,879,549</u>	<u>-0.5%</u>
Total, Public Safety:	\$42,782,746	\$44,435,900	\$44,646,806	\$44,681,997	0.6%
<u>Highways & Streets</u>					
Public Infrastructure	\$4,289,160	\$4,368,680	\$4,789,741	\$4,657,424	6.6%
Snow Removal	401,852	450,000	450,000	450,000	0.0%
<u>Traffic Commission</u>	<u>393,271</u>	<u>483,029</u>	<u>483,029</u>	<u>508,902</u>	<u>5.4%</u>
Total, Highways & Streets:	\$5,084,283	\$5,301,709	\$5,722,770	\$5,616,326	5.9%
<u>Inspectional Services</u>					
<u>Inspectional Services</u>	<u>\$764,858</u>	<u>\$882,351</u>	<u>\$882,351</u>	<u>\$981,809</u>	<u>11.3%</u>
Total, Inspectional Services:	\$764,858	\$882,351	\$882,351	\$981,809	11.3%
<u>Human Services</u>					
Community Services	\$1,011,232	\$1,031,164	\$1,031,164	\$1,080,074	4.7%
Health	972,317	978,912	978,912	962,998	-1.6%
Comm. For Citizens w/ Disabilities	18,596	15,000	15,000	15,000	0.0%
<u>Veterans</u>	<u>3,188,370</u>	<u>3,294,549</u>	<u>3,294,549</u>	<u>3,238,293</u>	<u>-1.7%</u>
Total, Human Services:	\$5,190,515	\$5,319,625	\$5,319,625	\$5,296,365	-0.4%

GENERAL FUND

DESCRIPTION	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2017 REVISED	FY 2018 ADOPTED	FY 17-18 CHANGE (%)
<u>EXPENDITURES, continued ...</u>					
<u>Culture & Recreation</u>					
Library	\$2,032,511	\$2,266,041	\$2,266,041	\$2,333,886	3.0%
Parks, Recreation & Beaches	392,733	460,026	460,026	450,305	-2.1%
Tourism/Marketing	373,306	424,989	464,989	431,167	1.5%
Zoo	<u>1,345,499</u>	<u>1,519,858</u>	<u>1,519,858</u>	<u>1,584,305</u>	<u>4.2%</u>
Total, Culture & Recreation:	\$4,144,049	\$4,670,914	\$4,710,914	\$4,799,663	2.8%
<u>School</u>					
School Department	<u>\$118,800,000</u>	<u>\$126,500,000</u>	<u>\$127,400,000</u>	<u>\$130,950,000</u>	<u>3.5%</u>
Total, School Department:	\$118,800,000	\$126,500,000	\$127,400,000	\$130,950,000	3.5%
<u>Debt Service</u>					
Principal & Interest	<u>\$10,723,661</u>	<u>\$11,450,200</u>	<u>\$11,450,200</u>	<u>\$11,299,614</u>	<u>-1.3%</u>
Total, Debt Service:	\$10,723,661	\$11,450,200	\$11,450,200	\$11,299,614	-1.3%
<u>Health & Life Insurance</u>					
Health Insurance	\$37,568,625	\$39,500,000	\$39,500,000	\$43,000,000	8.9%
Life Insurance	<u>273,960</u>	<u>275,000</u>	<u>275,000</u>	<u>275,000</u>	<u>0.0%</u>
Total, Health & Life Ins.:	\$37,842,585	\$39,775,000	\$39,775,000	\$43,275,000	8.8%
<u>Assessments</u>					
Greater NB Refuse Mgmt.	\$774,576	\$704,590	\$704,590	\$693,368	-1.6%
Greater NB Regional VocTech	5,431,902	5,514,689	5,514,689	5,394,607	-2.2%
Pension	<u>25,734,949</u>	<u>26,724,377</u>	<u>26,724,377</u>	<u>27,741,711</u>	<u>3.8%</u>
Total, Assessments:	\$31,941,427	\$32,943,656	\$32,943,656	\$33,829,686	2.7%
Total Appropriations:	\$280,506,916	\$296,443,602	298,785,930	\$305,850,071	3.2%
<u>State & County Assessments</u>					
County Tax	\$595,753	\$610,647	\$610,647	\$617,006	1.0%
Ret. Employees Hlth. Insurance	0	0	0	0	0.0%
Mosquito Control Projects	92,273	96,972	96,972	98,215	1.3%
Air Pollution Districts	21,018	21,544	21,544	21,449	-0.4%
Parking Surcharge	330,720	330,720	330,720	299,800	-9.3%
Regional Transit Authority	861,787	840,774	840,774	1,179,064	40.2%
Special Education (Ch. 71B)	49,213	51,181	51,181	103,698	102.6%
School Choice Sending Tuition	558,592	692,230	692,230	723,490	4.5%
Charter School Sending Tuition	<u>11,118,532</u>	<u>13,293,433</u>	<u>13,293,433</u>	<u>14,579,552</u>	<u>9.7%</u>
Total, State & Cty. Assessments:	\$13,624,678	\$15,937,501	\$15,937,501	\$17,622,274	10.6%
Total Appropriations & Other Uses:	\$294,131,594	\$312,381,103	\$314,723,431	\$323,472,345	3.6%
Excess/(Deficit):	(\$4,968,819)	\$0	\$0	\$0	

GENERAL FUND

DESCRIPTION	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2017 REVISED	FY 2018 ADOPTED	FY 17-18 CHANGE (%)
<u>Total Appropriations by Classification</u>					
Salaries and Wages	\$57,252,764	\$60,536,013	\$60,536,013	\$61,064,521	0.9%
Charges and Services	18,769,310	19,911,838	19,962,740	19,741,212	-0.9%
Supplies and Materials	3,197,596	3,214,644	3,214,644	3,264,316	1.5%
Capital Outlay	1,523,119	1,544,251	2,165,677	1,875,722	21.5%
Snow Removal	401,852	450,000	450,000	450,000	0.0%
Education	118,800,000	126,500,000	127,400,000	130,950,000	3.5%
Debt Service	10,723,661	11,450,200	11,450,200	11,299,614	-1.3%
Health & Life Insurance	37,842,585	39,775,000	39,775,000	43,275,000	8.8%
Pension Contributions	25,734,949	26,724,377	26,724,377	27,741,711	3.8%
Voke/Refuse Assessments	6,206,478	6,219,279	6,219,279	6,087,975	-2.1%
<u>Other Financing</u>	<u>54,602</u>	<u>118,000</u>	<u>888,000</u>	<u>100,000</u>	<u>-15.3%</u>
GENERAL FUND APPROPRIATIONS:	\$280,506,916	\$296,443,602	\$298,785,930	\$305,850,071	3.2%

ENTERPRISE FUNDS

DESCRIPTION	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2017 REVISED	FY 2018 ADOPTED	FY 17-18 CHANGE (%)
AIRPORT ENTERPRISE FUND					
Revenue					
Departmental Revenue	\$8,719	\$75,000	\$75,000	\$101,100	34.8%
Airport Revenue	764,599	717,037	717,037	845,200	17.9%
Free Cash	<u>0</u>	<u>0</u>	<u>250,000</u>	<u>0</u>	<u>0.0%</u>
Total Revenue:	\$773,318	\$792,037	\$1,042,037	\$946,300	19.5%
Expenditures					
Personnel Services	\$296,259	\$356,797	\$281,797	\$385,927	8.2%
Purchase of Services	124,810	147,135	247,135	150,335	2.2%
Supplies	17,059	28,919	28,919	28,919	0.0%
Capital Outlay	0	0	150,000	0	0.0%
Debt Service/Other Uses	<u>238,713</u>	<u>259,186</u>	<u>334,186</u>	<u>381,119</u>	<u>47.0%</u>
Total Expenditures:	\$676,841	\$792,037	\$1,042,037	\$946,300	19.5%
Excess/(Deficit):	\$96,477	\$0	\$0	\$0	
ARTS AND CULTURE SPECIAL REVENUE FUND					
Revenue					
Other Excise	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$100,000</u>	<u>100.0%</u>
Total Revenue:	\$0	\$0	\$0	\$100,000	100.0%
Expenditures					
Purchase of Services	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$100,000</u>	<u>100.0%</u>
Total Expenditures:	\$0	\$0	\$0	\$100,000	100.0%
Excess/(Deficit):	\$0	\$0	\$0	\$0	
DOWNTOWN PARKING ENTERPRISE FUND					
Revenue					
Departmental Revenue	\$869,436	\$1,021,900	\$1,021,900	\$906,141	-11.3%
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.0%</u>
Total Revenue:	\$869,436	\$1,021,900	\$1,021,900	\$906,141	-11.3%
Expenditures					
Personnel Services	\$281,668	\$308,548	\$308,548	\$312,643	1.3%
Purchase of Services	133,952	132,702	132,702	131,134	-1.2%
Supplies	7,021	29,500	29,500	105,000	255.9%
Capital Outlay	134,700	202,000	202,000	0	-100.0%
Debt Service/Other Uses	<u>132,371</u>	<u>349,150</u>	<u>349,150</u>	<u>357,364</u>	<u>2.4%</u>
Total Expenditures:	\$689,712	\$1,021,900	\$1,021,900	\$906,141	-11.3%
Excess/(Deficit):	\$179,724	\$0	\$0	\$0	

ENTERPRISE FUNDS

DESCRIPTION	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2017 REVISED	FY 2018 ADOPTED	FY 17-18 CHANGE (%)
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WASTEWATER ENTERPRISE FUND**Revenue**

Special Assessments	\$15,064	\$0	\$0	\$15,000	100.0%
Sewer Liens	462,213	200,000	200,000	175,000	-12.5%
Usage Charges	<u>20,112,752</u>	<u>21,054,190</u>	<u>21,059,190</u>	<u>21,494,118</u>	<u>2.1%</u>
Total Revenue:	\$20,590,029	\$21,254,190	\$21,259,190	\$21,684,118	2.0%

Expenditures

Personnel Services	\$1,382,552	\$1,606,096	\$1,606,096	\$1,654,340	3.0%
Purchase of Services	9,183,971	9,197,300	9,202,300	9,203,950	0.1%
Supplies	468,832	501,500	501,500	514,871	2.7%
Capital Outlay	620,170	1,100,000	1,100,000	1,150,000	4.5%
Debt Service	6,703,579	7,084,399	7,084,399	6,986,513	-1.4%
Indirect Charges	<u>1,606,647</u>	<u>1,764,895</u>	<u>1,764,895</u>	<u>2,174,444</u>	<u>23.2%</u>
Total Expenditures:	\$19,965,751	\$21,254,190	\$21,259,190	\$21,684,118	2.0%

Excess/(Deficit):	\$624,278	\$0	\$0	\$0	
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WATER ENTERPRISE FUND**Revenue**

Departmental Revenue	\$92,429	\$94,048	\$94,048	\$51,500	-45.2%
Free Cash	0	0	2,008,667	0	
Other Financing Uses	0	0	2,000,000	0	
Water Liens	243,076	85,000	85,000	180,000	111.8%
Usage Charges	<u>11,908,632</u>	<u>11,795,863</u>	<u>11,795,863</u>	<u>13,328,483</u>	<u>13.0%</u>
Total Revenue:	\$12,244,137	\$11,974,911	\$15,983,578	\$13,559,983	13.2%

Expenditures

Personnel Services	\$3,118,841	\$3,735,725	\$3,735,725	\$4,022,967	7.7%
Purchase of Services	1,766,138	1,875,100	1,875,100	1,902,259	1.4%
Supplies	1,127,344	1,183,400	1,183,400	1,183,400	0.0%
Capital Outlay	559,083	207,000	2,207,000	316,000	52.7%
Debt Service	2,735,195	2,355,982	4,364,649	2,573,240	9.2%
Indirect Charges	<u>1,991,516</u>	<u>2,617,704</u>	<u>2,617,704</u>	<u>3,562,117</u>	<u>36.1%</u>
Total Expenditures:	\$11,298,117	\$11,974,911	\$15,983,578	\$13,559,983	13.2%

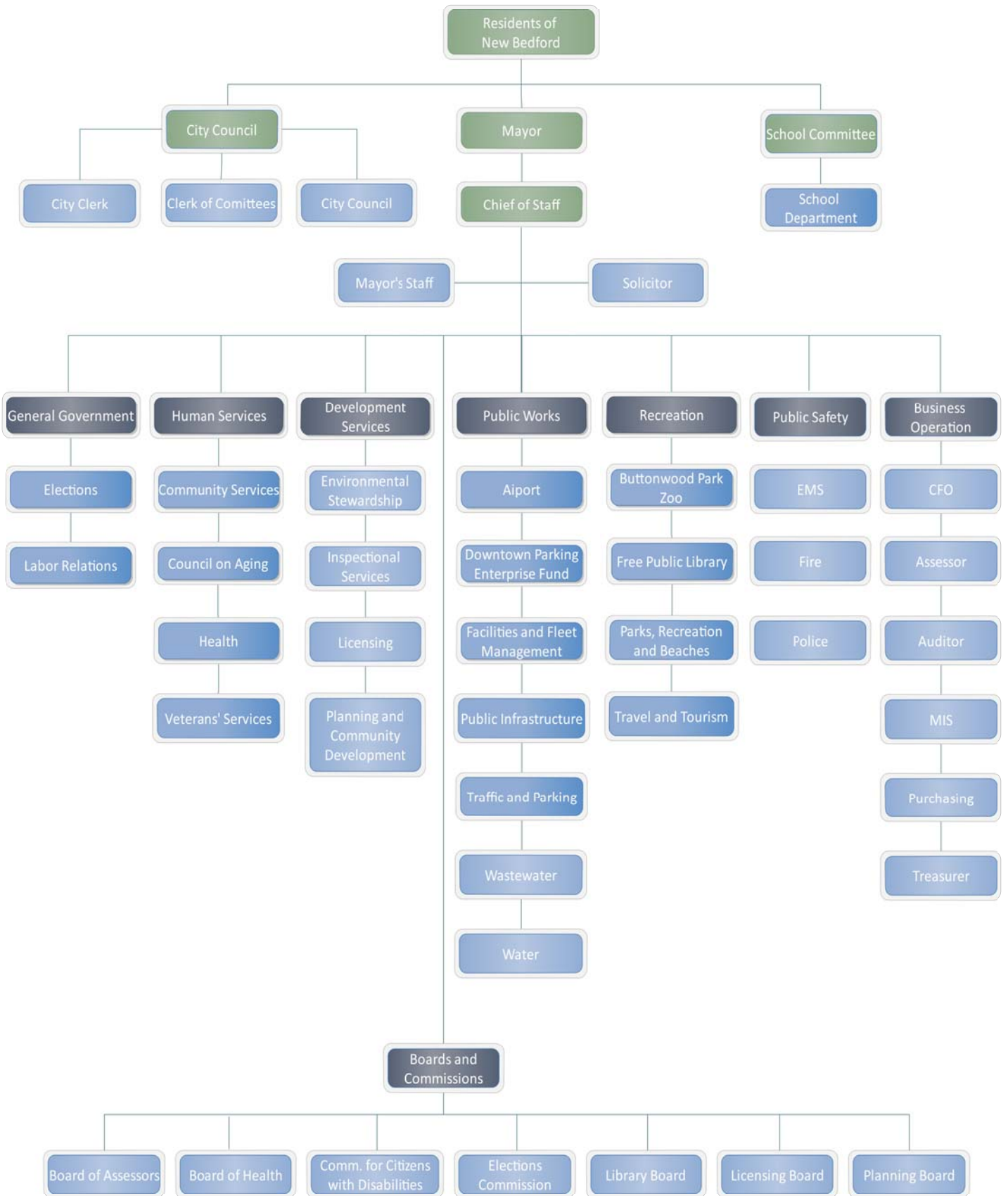
Excess/(Deficit):	\$946,020	\$0	\$0	\$0	
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Full Time Position History

FY 2018 Adopted Budget

DEPARTMENT	FY 2015 BUDGET	FY 2016 BUDGET	FY 2017 BUDGET	FY 2018 ADOPTED
<u>General Government</u>				
Assessors	10	10	11	11
Auditor	8	7	7	7
Chief Financial Officer	3	3	3	3
City Clerk	6	6	6	6
City Council	15	15	15	15
Clerk of Committees	2	2	2	2
Community Services	13	13	13	13
Elections	3	3	3	3
Emergency Medical Services	34	34	38	38
Environmental Stewardship	4	4	4	4
Facilities & Fleet Management	72	70	76	76
Fire	234	228	220	221
Health	22	22	19	20
Inspectional Services	18	16	18	19
Labor Relations	6	6	6	6
Library	26	26	26	28
Licensing	2	2	2	2
Management Information Systems	8	10	10	10
Mayor	7	7	7	7
Planning & Community Development	6	6	7	7
Police	313	310	311	310
Public Infrastructure	72	65	66	66
Purchasing	5	4	5	5
Recreation & Parks	5	5	5	5
Solicitor	8	8	9	9
Tourism & Marketing	2	2	2	2
Traffic Commission	9	9	9	9
Treasurer	13	13	13	13
Veterans	5	5	5	5
<u>Buttonwood Park Zoo</u>	<u>26</u>	<u>26</u>	<u>28</u>	<u>28</u>
Subtotal:	957	937	946	950
<u>Enterprise Funds</u>				
New Bedford Airport	7	6	6	7
Downtown Parking	9	9	9	9
Wastewater	31	30	33	33
<u>Water</u>	<u>81</u>	<u>81</u>	<u>84</u>	<u>83</u>
Subtotal, Enterprise Funds:	128	126	132	132
Total, City Government:	1,085	1,063	1,078	1,082

* The New Bedford School Department's current FTE count for academic year 2017 is 1,871. Going forward, historical data will also be included for the School Department.



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 2017.

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/year	119
Avg. Snowfall/year (inches)	32.7
Avg. snowy days/year	14.7

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

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

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

Year	New Bedford Labor Force	New Bedford Unemployment Rate	Massachusetts Unemployment Rate	U.S. Unemployment Rate
2017*	47,298	6.4%	3.6%	4.6%
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%
2012	43,961	12.5%	6.7%	8.1%

* 2017 Figures are based on the MA Department of Labor and Workforce Development 12 month average from August 2016 to July 2017.

Education



The City of New Bedford has twenty seven schools educating approximately 12,640 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

School Type	2012	2013	2014	2015	2016
Preschool	609	575	531	543	475
Elementary	6,621	6,982	7,086	7,135	7,176
Middle	2,772	2,645	2,692	2,809	2,844
High	<u>2,549</u>	<u>2,543</u>	<u>2,256</u>	<u>2,194</u>	<u>2,145</u>
Total	12,551	12,745	12,565	12,681	12,640

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 #1 new growth gateway city in the Commonwealth with more than \$350 million in private investment since 2006.
- 55 businesses have opened or expanded in the downtown since 2007.
- Port cargo activity has increased by 35%.
- Named one of the dozen Distinctive Destinations in the US by the National Trust for Historic Preservation.
- More than 4,000 people have been added to the New Bedford labor force.
- The unemployment rate has been reduced by nearly 50%.
- New business start-ups are up by 8.5%, almost double the statewide rate.
- Wages have increased by nearly 9%.

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.

Largest Private Employers, City of New Bedford		
Name	Product/Function	Number of Employees
St. Luke's Hospital	Hospital	5,000 - 9,999
Southcoast Hospital Radiology	Hospital	1,000 - 4,999
Acushnet Company	Manufacturing	500 - 999
Community Health Center	Hospital	500 - 999
Joseph Abboud	Manufacturing	500 - 999
Market Basket	Supermarket	500 - 999
Ahead Inc.	Apparel	250 - 499
Brittany Dyeing & Printing Co.	Printing	250 - 499
Sacred Heart Home	Nursing Home	250 - 499
Shaw's Supermarket	Supermarket	250 - 499
Sid Wainer & Son Specialty	Specialty Foods	250 - 499
New Bedford Rehab Hospital	Hospital	250 - 499
Standard-Times	Newspaper	250 - 499
Symmetry Medical	Medical	250 - 499
Tremblay Bus Co. LLC	Busing	250 - 499
ABC Disposal Services Inc.	Disposal	100 - 249
Aerovox Corp.	Manufacturing	100 - 249
Allegheny Ludlum Corp.	Steel	100 - 249
America Cable Systems	Cable	100 - 249
American Seafoods International	Seafood	100 - 249
Brandon Woods	Nursing Home	100 - 249
Commercial Drywall and Construction	Construction	100 - 249
Five Star MFG	Manufacturing	100 - 249
Morgan Advanced Ceramics	Medical	100 - 249
Precix Inc.	Manufacturing	100 - 249
Mar-Lees Seafood	Seafood	50 - 99

Tourism and Recreation

The City of New Bedford offers a wide variety of recreational facilities including 33 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 \$10 million expansion of its 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 newly 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 2018 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 2016-2020 Capital Improvement Program on debt service and compliance with the Board of Supervisors’ 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

FY 2018-2022

Description	FY 2018 Adopted	FY 2019 Estimate	FY 2020 Estimate	FY 2021 Estimate	FY 2022 Estimate
Beginning Fund Balance	\$27,429,047	\$27,429,047	\$27,429,047	\$27,429,047	\$27,429,047
Revenue	323,472,345	337,122,159	347,868,202	359,521,896	372,792,258
<u>Expenditures</u>	<u>323,472,345</u>	<u>337,122,159</u>	<u>347,868,202</u>	<u>359,521,896</u>	<u>372,792,258</u>
Ending Fund Balance	\$27,429,047	\$27,429,047	\$27,429,047	\$27,429,047	\$27,429,047

The City of New Bedford’s 2018 Fiscal Year begins on July 1, 2017 and ends on June 30, 2018. The City initiated its budget process in January 2017 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 2018 Proposed Budget document was submitted to the City Council on May 10, 2017, and, after four budget hearings during which the Council interviewed 24 city department heads, the budget was adopted on June 26, 2017.

Date	Event
Winter 2016	Performance Management Initiative – Narrative and Performance Measurement Updates.
January 11, 2017	FY 2018 Budget Kickoff.
January 27, 2017	FY 2018 Performance Management updates due.
February 3, 2017	Completion of FY 2018 base budget entry and FY 2017 projections entry.
February 10, 2017	Revenue Estimates due to CFO’s Office.
February 17, 2017	FY 2018 personnel budget entry, budget transmittals and enhancement requests due to CFO’s Office.
March 6, 2017	Department Budget Meetings Commenced.
March 27, 2017	FY 2018 Budget Outlook Briefing to City Council.
March 31, 2017	FY 2018 Performance Management projections due to CFO’s Office.
April – May 2017	FY 2018 Budget Development.
May 10, 2017	Mayor Presents FY 2018 Budget to City Council.
June 26, 2017	Council Adopts FY 2018 Budget.
July 1, 2017	FY 2018 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 two 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 and the other supports the City’s cultural and tourism assets.

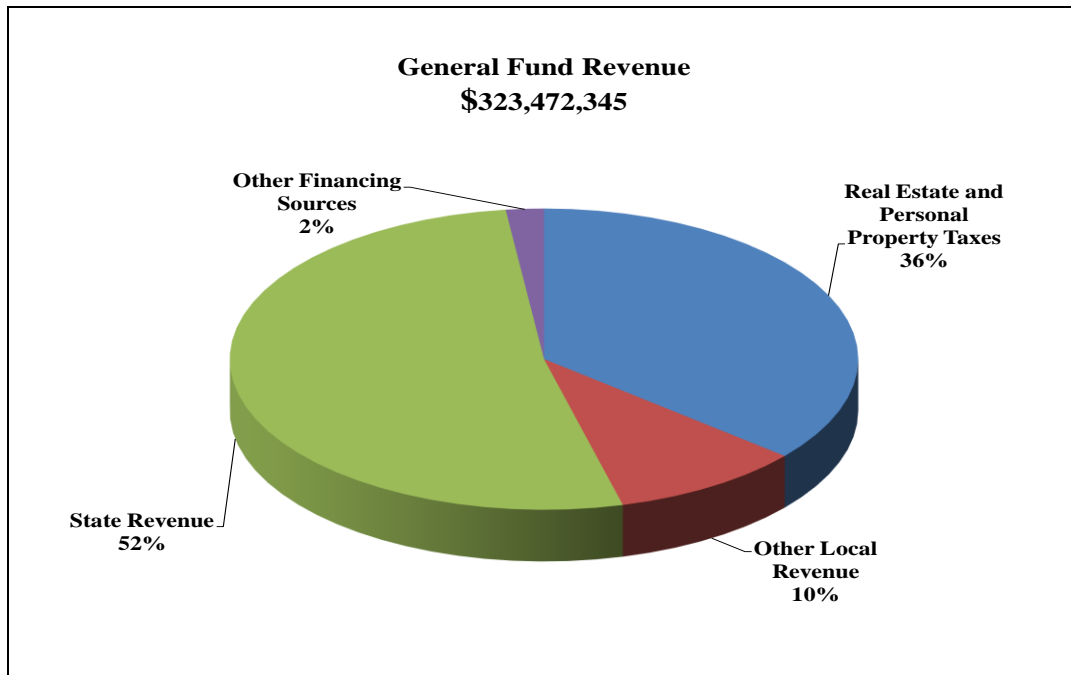
Department	General	Airport	Arts, Culture & Tourism	Downtown Parking	Wastewater	Water
Airport		X				
Assessors	X					
Auditor	X					
Chief Financial Officer	X					
City Clerk	X					
City Council	X					
Community Services	X					
Elections	X					
Emergency Medical Svcs.	X					
Env. Stewardship	X					
Facilities & 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
Purchasing	X					
Recreation & Parks	X					
School Department	X					
Solicitor	X					

Department	General	Airport	Arts, Culture & Tourism	Downtown Parking	Wastewater	Water
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.

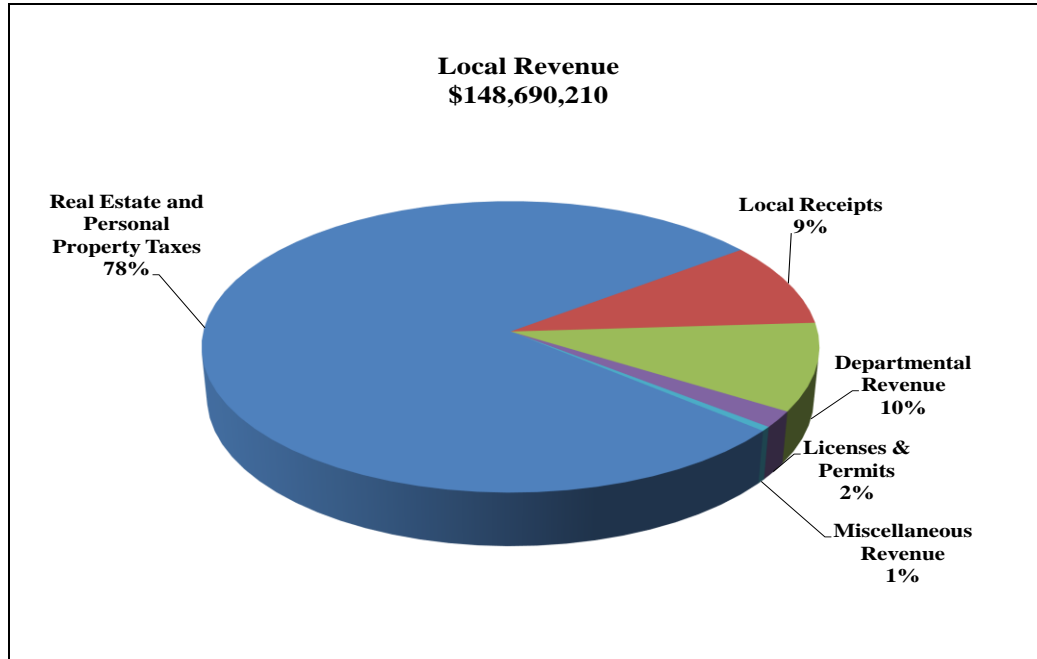
The FY 2018 adopted General Fund budget includes \$323,472,345 in current year revenue, an increase of \$11,091,242 from the FY 2017 budget. The following section provides an overview of General Fund revenue by source category including local revenue, state revenue, federal revenue, and intergovernmental revenue.



DESCRIPTION	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2018 ADOPTED	FY 2017-2018 CHANGE
Local Revenue				
Real Estate & Personal Property Taxes	\$110,904,560	\$113,293,067	\$116,856,698	\$3,563,631
Local Receipts	13,078,861	12,960,407	13,855,600	895,193
Departmental Revenue	12,902,917	15,134,527	14,522,812	(611,715)
Licenses & Permits	2,670,731	2,480,100	2,722,000	241,900
<u>Miscellaneous Revenue</u>	<u>1,161,370</u>	<u>1,100,400</u>	<u>733,100</u>	<u>(367,300)</u>
Subtotal, Local Revenue:	\$140,718,439	\$144,968,501	\$148,690,210	\$3,721,709
State Revenue:				
Education	\$129,433,191	\$137,544,995	\$142,652,322	\$5,107,327
<u>General Government</u>	<u>24,523,557</u>	<u>25,003,837</u>	<u>25,818,176</u>	<u>814,339</u>
Subtotal, State Revenue:	\$153,956,748	\$162,548,832	\$168,470,498	\$5,921,666
Other Financing Sources:	\$4,425,226	\$4,863,770	\$6,311,637	\$1,447,867
General Fund Total:	\$299,100,413	\$312,381,103	\$323,472,345	\$11,091,242

LOCAL REVENUE

The FY 2018 adopted budget includes \$148,690,210 in local revenue, or 46.0% of all General Fund revenue, an increase of \$3,721,709 from the FY 2017 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 2018 adopted budget includes \$116,856,698 in property tax revenue, an increase of \$3,563,631 from the FY 2017 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 2016 ACTUAL	FY 2017 ADOPTED	FY 2018 ADOPTED	FY 2017-18 CHANGE
<u>Real Estate & Personal Property</u>	<u>\$110,904,560</u>	<u>\$113,293,067</u>	<u>\$116,856,698</u>	<u>\$3,563,631</u>
Real Estate & Personal Property:	\$110,904,560	\$113,293,067	\$116,856,698	\$3,563,631

Local Receipts

The FY 2018 budget includes \$13,855,600 in the other local receipts category. Increased motor vehicle sales tax revenue reflects observed and anticipated growth in collections, while estimates for out of district school tuition and other lines in this category have been adjusted to reflect recent trends. Increased penalty and interest revenue includes increases to demand fees on delinquent tax bills which were first approved for FY 2017.

DESCRIPTION	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2018 ADOPTED	FY 2017-18 CHANGE
Motor Vehicle Excise	\$7,082,772	\$7,500,000	\$8,100,000	\$600,000
Other Excise	1,569,079	1,630,000	1,600,000	(30,000)
Penalties & Interest	2,808,528	2,337,407	2,600,000	262,593
Payments in Lieu of Taxes	266,764	284,000	304,400	20,400
Tipping Fees	1,365	45,000	35,000	(10,000)
Cemeteries	476,095	450,000	500,000	50,000
Library	15,231	14,000	16,200	2,200
<u>Schools</u>	<u>859,027</u>	<u>700,000</u>	<u>700,000</u>	<u>0</u>
Local Receipts:	\$13,078,861	\$12,960,407	\$13,855,600	\$895,193

Departmental Revenue

The FY 2018 budget includes \$14,522,812 in departmental revenue. Emergency Medical Services revenue has been adjusted downward to reflect recent activity. In addition, revenue to the Treasurer's Office has been increased to reflect ongoing fee and fine activity.

DESCRIPTION	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2018 ADOPTED	FY 2017-2018 CHANGE
Assessors	\$1,305	\$1,400	\$900	(\$500)
Auditors	3,855	2,000	2,900	900
Elections	1,688	20,000	1,300	(18,700)
Emergency Medical Services	5,406,228	6,500,000	5,636,000	(864,000)
Facilities & Fleet Management	176,234	161,000	145,000	(16,000)
Fire	189,951	257,000	270,000	13,000
Health Insurance Reimbursement	1,518,227	2,000,000	2,200,000	200,000
Health	141,366	379,000	200,000	(179,000)
Management Information Systems	28,890	30,000	28,800	(1,200)
Medicaid Reimbursement	2,048,563	2,320,000	2,100,000	(220,000)
Municipal Liens	128,975	145,000	130,000	(15,000)
Planning & Planning Board	13,850	10,000	10,000	0
Police	271,288	199,000	258,950	59,950
Public Infrastructure	39,804	58,580	58,000	(580)
Purchasing	2,952	5,000	0	(5,000)
Recreation & Parks	58,471	57,958	10,500	(47,458)
Solicitor	2,323	1,200	4,000	2,800
Traffic	1,103,562	1,215,000	1,475,000	260,000
Treasurer	659,915	125,000	468,862	343,862
Veterans	16,617	25,000	25,000	0
Zoo	442,371	522,389	510,000	(12,389)
<u>Indirects (Library/Grants)</u>	<u>646,482</u>	<u>1,100,000</u>	<u>987,600</u>	<u>(112,400)</u>
Departmental Revenue:	\$12,902,917	\$15,134,527	\$14,522,812	(\$611,715)

Licenses & Permits

The licenses and permits category consists of fees collected by departments for licenses and inspections. FY 2018 revenue is reflective of current trends and application volume.

DESCRIPTION	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2018 ADOPTED	FY 2017-18 CHANGE
Building	\$1,293,231	\$1,204,750	\$1,300,000	\$95,250
City Clerk	507,938	515,000	515,000	0
Engineering	17,370	13,350	13,000	(350)
Health	208,851	80,000	225,000	145,000
<u>Licensing</u>	<u>643,341</u>	<u>667,000</u>	<u>669,000</u>	<u>2,000</u>
Licenses & Permits:	\$2,670,731	\$2,480,100	\$2,722,000	\$241,900

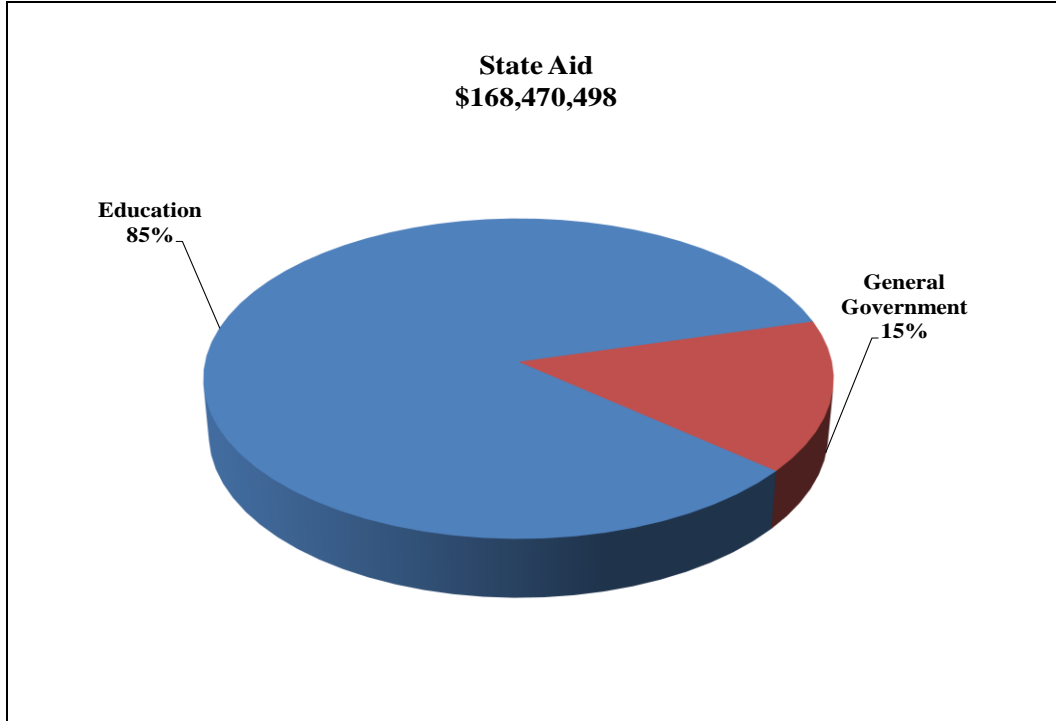
Miscellaneous Revenue

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 2016 ACTUAL	FY 2017 ADOPTED	FY 2018 ADOPTED	FY 2017-18 CHANGE
Special Assessments	\$0	\$400	\$100	(\$300)
County Fines & Forfeitures	207,998	200,000	208,000	8,000
Investment Income	103,173	100,000	325,000	225,000
<u>Miscellaneous Non Recurring</u>	<u>850,199</u>	<u>800,000</u>	<u>200,000</u>	<u>(600,000)</u>
Miscellaneous Revenue:	\$1,161,370	\$1,100,400	\$733,100	(\$367,300)

STATE REVENUE

The City receives a variety of funding from the State, principally consisting of education and general government aid. The FY 2018 adopted budget includes \$168,470,498 in state revenue, which is an increase of \$5,921,666 from the FY 2017 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 2018 revenue increases by \$5,539,407 principally as a result of improved school census data and the State’s budget process.

DESCRIPTION	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2018 ADOPTED	FY 2017-18 CHANGE
Chapter 70 School Aid	\$125,128,360	\$132,385,625	\$137,925,032	\$5,539,407
School Construction	2,415,527	2,415,573	2,415,573	0
<u>Charter School Reimbursements</u>	<u>1,889,304</u>	<u>2,743,797</u>	<u>2,311,717</u>	<u>(432,080)</u>
Education Aid:	\$129,433,191	\$137,544,995	\$142,652,322	\$5,107,327

General Government Aid

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

DESCRIPTION	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2018 ADOPTED	FY 2017-18 CHANGE
Veterans Benefits	\$2,803,303	\$2,371,872	\$2,333,469	\$38,403
Lottery	21,206,423	22,118,299	22,980,913	862,614
Abatements (Elderly)	499,996	499,996	490,136	(9,860)
State-Owned Land	13,835	13,670	13,658	(12)
Public Libraries	153,131	150,393	155,328	4,935
<u>Raised on Recap</u>	<u>(153,131)</u>	<u>(150,393)</u>	<u>(155,328)</u>	<u>(4,935)</u>
General Government Aid:	\$24,523,557	\$25,003,837	\$25,818,176	\$814,339

OTHER FINANCING SOURCES

This category consists principally of transfers from other funds to account for fringe benefit costs and the assignment of handicapped parking ticket revenue to support the Commission for Citizens with Disabilities. Other transfers, such as the mid-year assignment of fund balance to support one-time expenses are also included under this designation. The FY 2018 budget includes revisions to indirect charges to more accurately reflect actual support and to incorporate increased fringe benefit costs.

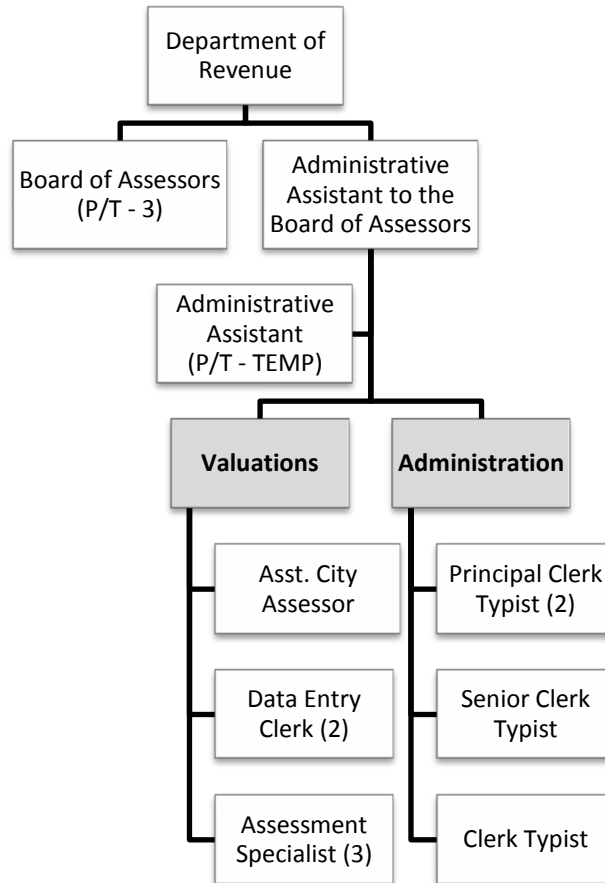
DESCRIPTION	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2018 ADOPTED	FY 2017-18 CHANGE
Comm for Citizens w/ Disabilities	\$18,596	\$15,000	\$15,000	\$0
Transfer from other Funds	53,737	0	0	0
Other Available Funds - Overlay	443,649	0	0	0
Indirects (Enterprise Funds)	3,909,244	4,848,770	6,296,637	1,447,867
<u>Use of Fund Balance</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Other Financing Sources:	\$4,425,226	\$4,863,770	\$6,311,637	\$1,447,867

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 2018 Adopted Budget Summary

	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Expenditures	\$608,151	\$640,011	\$640,011	\$617,007	\$658,364
Position Distribution					
Full-Time	10	11	11	11	11
Part-Time	4	3	3	3	3

FY 2018 Budget Analysis: The FY 2018 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances.

FY 2016/2017 Accomplishments

- Assessment Specialists identified over \$1.98 Million in new growth for FY 2017.
- Clerical Staff processed over 3,000 Applications for Exemptions and CPA Surcharge.
- The FY 2017 Revaluation was completed four weeks earlier than initially projected.
- The City's Tax Classification hearing was held prior to its end of November deadline. As a result, the City received early approval of its 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, per the Department of Revenue, 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 2018 Strategic Goals, Unit Objectives, Performance Measures

Goal 1: Ensure that information required by the Board of Assessors and state Department of Revenue is provided in accordance with established deadlines.	Objective 1: Conduct all required real estate and personal property activities by their mandated deadlines in order to set the annual tax rate before the required deadline.
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PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
Establishment of Annual Tax Rate by 11/30	11/23/2015	11/24/2016	11/28/2016	11/27/2017

PERFORMANCE MEASURES*	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
# of New Growth Properties	1,839	1,800	2,417	2,400
# of Building Permits	2,362	2,200	2,386	2,375
# of New Buildings	19	20	31	22
# of New Plans	26	25	15	18

* FY 2016 data is based on Calendar Year 2014 assessment dates, which is required by the Commonwealth for Valuation reporting.

WORKLOAD INDICATORS	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
# of Abatement Applications	228	200	269*	250
# of Abatements Granted	72	32	60*	50
# of Income & Expenses Forms processed	3,107	3,150	3,137	3,130
# of Deeds filed	1,828	1,700	1,989	2,000
# of Exemption Applications filed	2,292**	1,900	1,850	1,900
# of CPA exemption applications filed	2,285**	1,500	1,308	1,350

* The number of abatement applications as well as the number of abatements grants rose in FY 2017 as a result of the city's tax increase.

** Exemption applications rose in the second half of FY 2016 as a result of the Community Preservation Act surcharge going into effect.

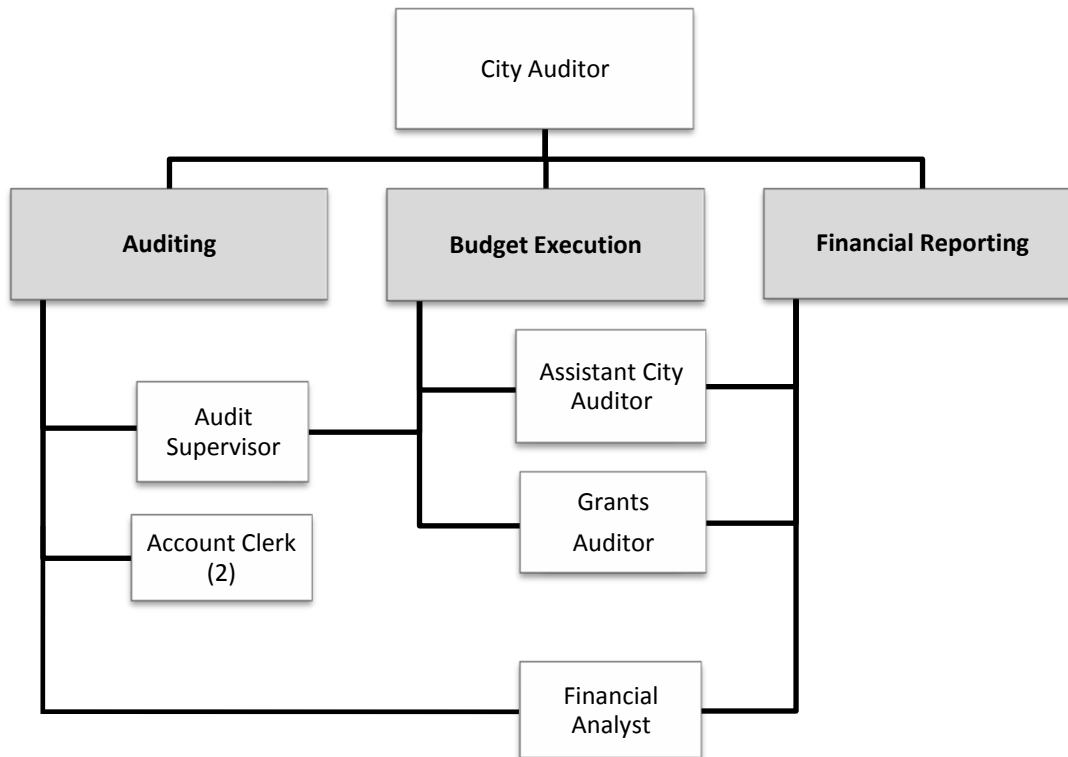
FY 2018 Expenditure Detail

DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Sal Wages Full Time Perm	\$459,602	\$501,996	\$500,146	\$472,775	\$517,796
Longevity	5,700	5,150	5,150	5,150	5,350
Final Employee Payoffs	3,869	0	0	1,966	0
Sal Wages Temporary	20,840	22,292	22,292	22,292	22,292
Sal Wages PT Permanent	76,143	67,896	67,896	67,896	67,896
<u>Sick Incentive</u>	<u>1,191</u>	<u>500</u>	<u>500</u>	<u>1,388</u>	<u>1,400</u>
Total Personnel Budget	\$567,345	\$597,834	\$595,984	\$571,467	\$614,734
Advertising	\$0	\$500	\$500	\$500	\$500
Computer Data Processing	19,050	20,100	20,100	20,000	21,100
Consultants	9,600	9,600	9,600	9,600	9,600
Dues Subscriptions	965	1,000	1,000	1,000	1,000
Employees Training	1,176	1,000	1,000	2,000	1,000
Governmental Meetings	275	600	600	875	600
Hospital And Medical	210	0	0	105	125
In State Travel	323	400	400	700	400
Microfiche Bookbinding	993	1,100	1,100	1,000	1,100
Printing	2,136	2,400	2,400	2,400	2,350
R M Office Equipment	266	250	250	283	300
<u>Rental-Lease</u>	<u>3,452</u>	<u>3,452</u>	<u>3,452</u>	<u>3,452</u>	<u>3,780</u>
Total Charges and Services	\$38,447	\$40,402	\$40,402	\$41,915	\$41,855
Supplies Photocopier	\$1,284	\$975	\$975	\$975	\$975
<u>Supplies Sundry Office</u>	<u>1,076</u>	<u>800</u>	<u>2,650</u>	<u>2,650</u>	<u>800</u>
Total Supplies	\$2,360	\$1,775	\$3,625	\$3,625	\$1,775
TOTAL EXPENDITURES	\$608,151	\$640,011	\$640,011	\$617,007	\$658,364

Mission Statement: The mission of the City Auditor’s Office is to provide an independent and objective review of all transactions affecting the City’s financial reporting and internal financial practices and procedures, for the effective and transparent management of City funds and the timely evaluation of fiscal activities by the City’s external independent auditors.

Department Description: The City Auditor's Office is vested with three principal programs: (1) audits of financial transactions, practices, and procedures, and their accurate recording; (2) monitoring City expenditures for compliance with the adopted budget and applicable laws, ordinances, policies, grant awards, and other regulatory guidelines; and (3) all internal and external financial reporting, which includes MA DOR’s Free Cash certification, Tax Recap, and Schedule A; and coordination of the annual independent CPAs audit. The Auditor's Office is also responsible for the appropriate retention and safeguarding of financial documents.

Department Organizational Chart



FY 2018 Adopted Budget Summary

	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Expenditures	\$363,188	\$404,711	\$404,711	\$377,045	\$423,239
Position Distribution					
Full-Time	7	7	7	7	7
Part-Time	0	0	0	0	0

FY 2018 Budget Analysis: The FY 2018 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances.

FY 2016/2017 Accomplishments

- Internally prepared and defended July 1, 2016 free cash calculations, which resulted in DOR’s certification of \$3.4M and \$2.6M in free cash for the City’s General and combined enterprise funds, respectively.
- Successfully defended \$68.3M in forecasted enterprise fund and local receipts, which resulted in DOR’s certification of a tax levy \$0.4M less than predicated in balancing the 2017 Adopted Budget.
- Reduced the average time to complete each monthly close by 3 days, from 22 days in FY 2016 to 19 days in FY 2017.
- Implemented changes to vendor payments process that shortened the throughput time in processing checks and enhanced controls designed to lower risk of vendor fraud.

Program Descriptions

Auditing: The City Auditor’s Office performs (1) transaction audits of cash receipts received by the Treasurer’s Office; 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, and quarterly/annual cost allocations.

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 preparation and independent audit of the City’s 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.

FY 2018 Strategic Goals, Unit Objectives, Performance Measures

<p>Goal 1: Ensure all processed transactions (i.e., cash receipts, payroll, vendor invoices) comply with internal controls, practices, and policy.</p>	<p>Objective 1: Expand audit program to test increased attributes assuring goods/services were properly procured and received prior to payment, which will increase initial error %.</p>
	<p>Objective 2: Gain assurance within a 5% tolerance that all errors, omissions, and irregularities are detected in a timely manner, and are remanded to departments for remedial action.</p>
	<p>Objective 3: Expand procedure audits to ensure departments are reconciling cash, receivables, payables, and fixed assets regularly.</p>

PERFORMANCE MEASURES	2016 ACTUAL		2017 BUDGET		2017 PROJECTED		2018 ADOPTED	
	Total Trans	Pass %/ # Audit	Total Trans	Pass %/ # Audit	Total Trans	Pass %/ # Audit	Total Trans	Pass %/ # Audit
Daily cash sheet items	345,109	N/A	124,000	98%	124,148	98%	124,000	98%
Pay checks	45,750	99%	62,000	99%	46,000	99%	46,500	99%
Vendor invoices	53,779	98%	55,000	96%	54,450	96%	54,000	97%
AGV audits	396	100%	500	98%	452	98%	500	98%
Monthly bank recs received / audited	N/A*	N/A*	1,440	300	960	192	1,440	240

* New metric in FY 2017.

<p>Goal 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.</p>	<p>Objective 1: Close 6 accounting periods within 18 days following month-end, and 12 accounting periods within 22 days. Receive 80% of departmental reconciliations within 14 days of closing.</p>
	<p>Objective 2: Capture and accurately code at the point of transaction to achieve 10% reduction in required journal entries.</p>
	<p>Objective 3: Streamline chart of accounts by eliminating 5% of all funds, accounts with balances, and active accounts.</p>

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
Budget transfers approved	473	500	530	500
Journal entries / lines posted	749 / 11,775	1,125 / 41,550	800 / 11,000	720 / 10,598
Avg days to close / % reconciliations on time	22 / 74%	19 / 75%	19 / 77%	19 / 80%
Personnel requisitions audited / related positions	246 / 364	140 / 200	107 / 204	140 / 200
Grants under management	459	380	404	380
New funds created / municipal funds managed	35 / 420	20 / 412	20 / 424	20 / 412
GL accts monitored / active accts	79,043 / 8,906	80,000 / 10,800	80,000 / 10,000	72,000 / 9,000

<p>Goal 3: Reduce reliance on external auditors to adjust records and meet external reporting requirements by developing internal capabilities through staff training and functional realignment.</p>	<p>Objective 1: Manage new audit contract for 2016-18 period, including maintenance of data request portal.</p>
	<p>Objective 2: Extend year-end closing procedures sufficiently to eliminate auditor proposed entries.</p>
	<p>Objective 3: Maintain audit engagement hours and timetable at FY 2015 level during potential auditor change.</p>

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
Internal Journal entries / lines posted	749 / 11,775	1,125 / 41,550	800 / 11,000	720 / 10,500
Externally-prepared journal entries	88	100	25	0
Contracted hours (audit / total)	2,396 / 2,532	2,250 / 2,350	2,010 / 2,090	1,675 / 1,695
Audit data reqs provided /Avg resp days	N/A*	N/A*	143 / 120	160 / 45
Free Cash certification	Not done	10/31/2016	12/01/2016	11/22/2017
Tax Rate Recap	12/11/2015	N/A (New)	12/13/2016	12/12/2017
Schedule A filing	3/01/2016	12/31/2016	2/02/2017	1/05/2018
Audit fieldwork comp (replaces GPFS iss)	3/25/2016	12/31/2016	3/31/2017	1/31/2018

* New metric in FY 2018.

<p>Goal 4: Develop data retrieval system that safeguards and preserves records, complies with retention law, and results in retrievable data.</p>	<p>Objective 1: Establish documentation flow system to efficiently cycle hard-copy records from office to archives to disposition.</p>
	<p>Objective 2: Expand transaction audits to test for documentation scanning in Tyler Communications Module.</p>
	<p>Objective 3: Implement storage media that allow labeling, tracking, and access to archived records.</p>

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2016 PROJECTED	2018 ADOPTED
Offsite inventory (boxed/bound items)	4,500	4,300	4,400	4,300
Average retrieval time / success rate	30 Min / 50%	30 MIN / 50%	30 MIN / 50%	30 MIN / 50%
Disposition requests (cu ft disposed)	0 / 0	1 / 200	1 / 200	1 / 200

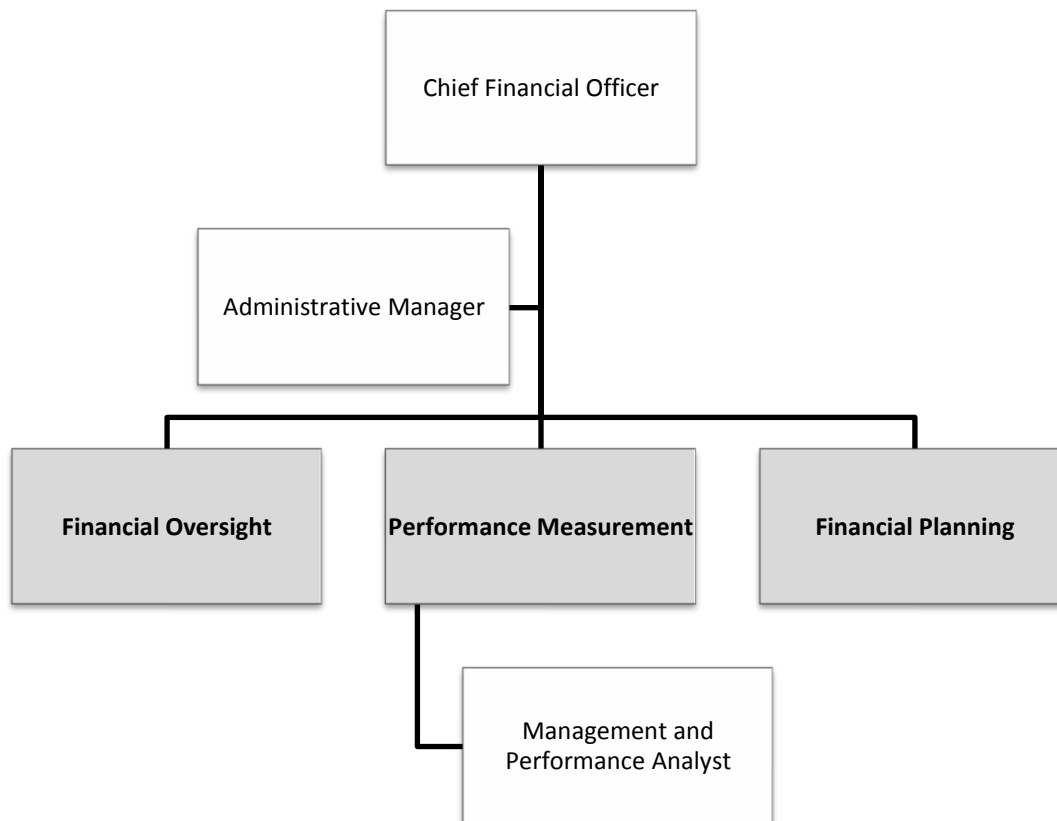
FY 2018 Expenditure Detail

DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Sal Wages Full Time Perm	\$348,859	\$392,186	\$392,186	\$366,780	\$411,414
Longevity	1,200	1,200	1,200	1,200	1,200
Final Employee Payoffs	4,613	0	0	0	0
Sick Incentive	<u>1,766</u>	<u>2,800</u>	<u>2,800</u>	<u>838</u>	<u>2,100</u>
Total Personnel Budget	\$356,438	\$396,186	\$396,186	\$368,818	\$414,714
Advertising	\$569	\$100	\$100	\$150	\$100
Dues Subscriptions	60	60	60	60	225
Employees Training	300	2,675	2,675	2,100	3,000
Hospital And Medical	55	175	175	50	0
In State Travel	120	540	540	540	794
Printing	620	360	360	620	360
Rental Lease Office Equip	0	1,726	1,726	0	0
<u>Rental-Lease</u>	<u>1,726</u>	<u>0</u>	<u>0</u>	<u>2,107</u>	<u>2,057</u>
Total Charges and Services	\$3,450	\$5,636	\$5,636	\$5,627	\$6,536
Supplies Photocopier	\$902	\$575	\$575	\$300	\$575
<u>Supplies Sundry Office</u>	<u>2,398</u>	<u>2,314</u>	<u>2,314</u>	<u>2,300</u>	<u>1,414</u>
Total Supplies	\$3,300	\$2,889	\$2,889	\$2,600	\$1,989
TOTAL EXPENDITURES	\$363,188	\$404,711	\$404,711	\$377,045	\$423,239

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 2018 Adopted Budget Summary

	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Expenditures	\$271,652	\$290,449	\$290,449	\$290,402	\$303,631
Position Distribution					
Full-Time	3	3	3	3	3
Part-Time	0	0	0	0	0

FY 2018 Budget Analysis: The FY 2018 budget includes funding for compensation increases required by the Code of Ordinances. The City Council eliminated funding for the proposed addition of a Management and Performance Analyst, and implemented additional reductions to the department’s non personnel budget.

FY 2016/2017 Accomplishments

- The City’s adopted budget document was awarded a Distinguished Budget Presentation Award by the Government Finance Officers Association. The award was received by only 18 Massachusetts municipalities in 2015 and 1,565 entities nationwide.
- Fulfilled the terms of the Commonwealth Community Compact by completing the design of the City’s Business Continuity Plan and the reconfiguration of its fiber network in order to secure electronic data and ensure the continued provision of essential services in the event of a disaster.
- The Performance Management program completed its fourth year. Select departments began using data to inform their decision making and operations, and the National Resource Network provided executive training to the City’s Management and Performance Analyst in order to facilitate the next phase of the program.

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 2018 Strategic Goals, Unit Objectives, Performance Measures

Goal 1: Institute the use of financial best practices and ensure the effective administration of municipal resources across all city departments.	Objective 1: Implement policies that enhance the City’s financial standing.
	Objective 2: Implement the City’s Capital Improvement Plan.
	Objective 3: Provide in-house analysis and procedural support to departments.

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
Debt as a percentage of Estimated Property Value	1.5%	1.4%	1.3%	1.3%
Debt as a percentage of Per Capita Income	3.9%	3.7%	3.4%	3.5%
Debt Payments as a percentage of General Funding Expenditures	3.8%	4.0%	3.8%	3.7%
General Obligation Credit Rating (Moody's/S&P)	A1/AA-	A1/AA-	A1/AA-	A1/AA-
# of capital projects submitted for annual consideration	235	225	208	190
# of capital projects approved	19	N/A**	20	N/A**
% of bond spent – cumulatively	81%	85%	75%	80%

* Includes Asset Replacement.

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

<p>Goal 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.</p>	<p>Objective 1: Work with department heads to refine performance measures that tie directly to quantifiable objectives.</p>
	<p>Objective 2: Begin the process of verifying departmental data by conducting random audits of 5 departments’ raw data sets.</p>

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
% of objectives with corresponding performance metrics	88%	96%	89%	91%
% of quantifiable objectives	N/A*	N/A*	N/A*	29%
# of departments using performance metrics operationally	N/A*	N/A*	5	10
# of departments receiving raw data audits	N/A*	N/A*	N/A*	5

* New metric in FY 2018. Data unavailable prior to FY 2018.

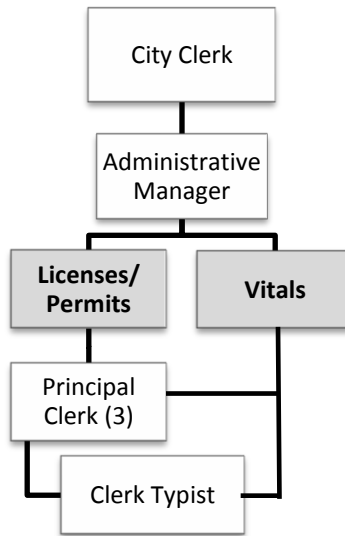
FY 2018 Expenditure Detail

DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Sal Wages Full Time Perm	\$263,884	\$278,673	\$279,523	\$279,782	\$292,855
Longevity	750	850	850	750	850
Sick Incentive	<u>1,050</u>	<u>1,200</u>	<u>1,200</u>	<u>1,000</u>	<u>1,000</u>
Total Personnel Budget	\$265,684	\$280,723	\$281,573	\$281,532	\$294,705
Cell Phone	\$664	\$1,000	\$1,000	\$700	\$0
Dues Subscriptions	859	500	500	800	800
Employees Training	0	0	0	990	900
In State Travel	827	1,000	1,000	135	200
Not Otherwise Classified Svc	0	0	635	635	650
Out Of State Travel	1,255	2,000	2,765	2,771	2,700
Printing	0	200	200	68	200
Rental-Lease	<u>1,726</u>	<u>1,726</u>	<u>1,726</u>	<u>1,726</u>	<u>1,726</u>
Total Charges and Services	\$5,331	\$6,426	\$7,826	\$7,825	\$7,176
Books	\$21	\$300	\$300	\$100	\$100
Supplies Photocopier	239	150	150	150	150
Supplies Sundry Office	<u>208</u>	<u>1,850</u>	<u>350</u>	<u>550</u>	<u>700</u>
Total Supplies	\$468	\$2,300	\$800	\$800	\$950
Computer Equip non Capital	<u>\$169</u>	<u>\$1,000</u>	<u>\$250</u>	<u>\$245</u>	<u>\$800</u>
Total Capital Outlay	\$169	\$1,000	\$250	\$245	\$800
TOTAL EXPENDITURES	\$271,652	\$290,449	\$290,449	\$290,402	\$303,631

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 2018 Adopted Budget Summary

	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Expenditures	\$334,119	\$318,057	\$318,057	\$316,424	\$332,561
Position Distribution					
Full-Time	6	6	6	6	6
Part-Time	0	0	0	0	0

FY 2018 Budget Analysis: The FY 2018 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances.

FY 2016/2017 Accomplishments

- Increased productivity, morale and use of space by installing new work stations for all staff.
- Successfully automated licensing procedure for dogs, resulting in far greater efficiency; benefiting both staff and the public by saving a significant amount of time to process each license.
- Provided significant contributions and input into the creation of a pending City Ordinance governing the issuance of licenses for owners and operators of public vehicles, which will result in increased public safety.
- Began the process of improving the functionality and information provided on the City Clerk’s webpage.
- Continued a more in-depth process of cross-training 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 2018 Strategic Goals, Unit Objectives, Performance Measures

<p>Goal 1: Properly and efficiently maintain all vital records and issue licenses, permits and certificates in a highly professional and courteous manner.</p>	<p>Objective 1: Maintain the database cataloging the archives of the City Clerk’s and Assessor’s Offices and annually purge any documents beyond their mandated retention schedule.</p>
	<p>Objective 2: Implement a fully automated receipt and cash tracking system.</p>

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
# of Vital Records Issued	14,729	14,000	14,113	14,500
# of Marriage Applications Processed	538	500	530	530
# of Licenses, Permits and Certificates Processed	1,628	1,800	1,890	2,000
# of Dog Licenses Issued	5,914	6,000	6,000	6,000
Total Revenue Generated	\$506,508	\$515,000	\$518,000	\$520,000

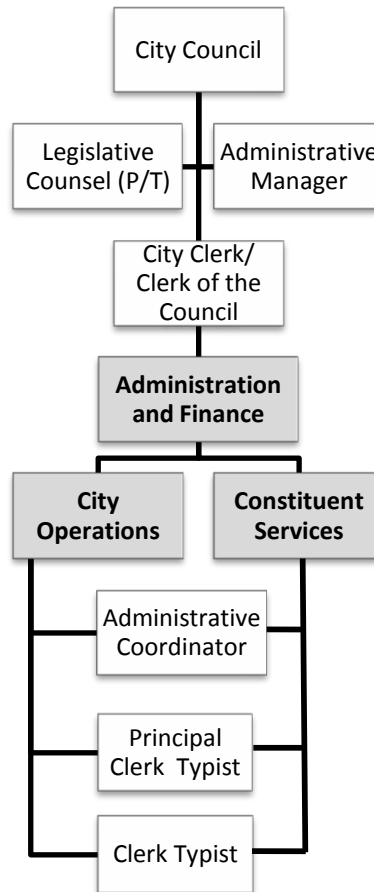
FY 2018 Expenditure Detail

DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Sal Wages Full Time Perm	\$276,343	\$289,728	\$289,728	\$288,299	\$304,332
Longevity	1,850	2,400	2,400	2,400	2,500
Final Employee Payoffs	0	0	0	0	0
Sick Incentive	600	1,000	1,000	796	800
Total Personnel Budget	\$278,793	\$293,128	\$293,128	\$291,495	\$307,632
Consultants	\$0	\$1,000	\$1,000	\$1,000	\$1,000
Dues Subscriptions	488	300	300	500	500
Freight	141	200	200	200	193
Insurance	123	123	123	123	123
Microfiche Bookbinding	2,244	2,500	2,500	2,000	2,000
Postage	667	300	300	400	400
Printing	10,263	12,600	12,600	12,600	12,600
R M Office Equipment	490	300	300	500	500
Rental-Lease	5,006	5,006	5,006	5,006	5,013
Total Charges and Services	\$19,421	\$22,329	\$22,329	\$22,329	\$22,329
Supplies Photocopier	\$1,454	\$250	\$250	\$250	\$500
Supplies Sundry Office	951	2,350	2,350	2,350	2,100
Total Supplies	\$2,405	\$2,600	\$2,600	\$2,600	\$2,600
Other Financing Uses	\$33,500	\$0	\$0	\$0	\$0
Total Other Financing	\$33,500	\$0	\$0	\$0	\$0
TOTAL EXPENDITURES	\$334,119	\$318,057	\$318,057	\$316,424	\$332,561

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 2018 Adopted Budget Summary

	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Expenditures	\$466,020	\$517,276	\$517,276	\$516,965	\$531,450
Position Distribution					
Full-Time	15	15	15	15	15
Part-Time	1	1	1	1	1

FY 2018 Budget Analysis: The FY 2018 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances.

FY 2016/2017 Accomplishments

- Increased productivity, morale and use of space by installing new work stations for all staff.
- Increased the efficiency of scheduling meetings, events and other important dates for Council members and support staff by implementing the use of Google Calendar.
- Initiated 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.

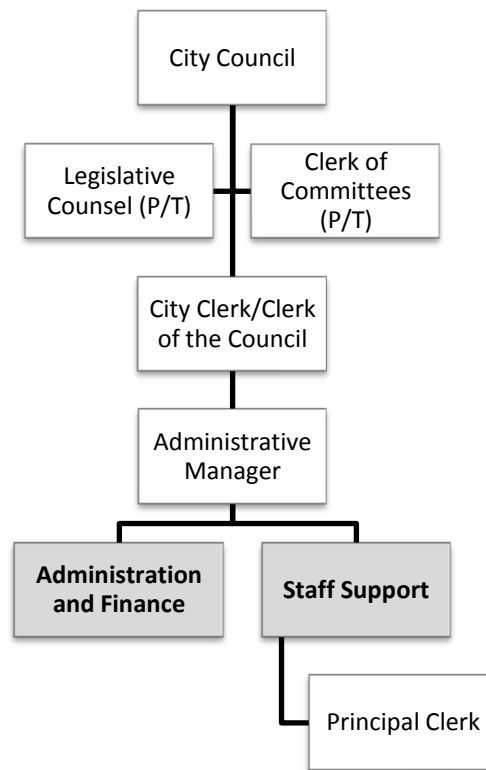
FY 2018 Expenditure Detail

DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Sal Wages Full Time Perm	\$361,456	\$411,213	\$411,213	\$409,862	\$421,579
Additional Gross	3,544	3,530	3,530	3,544	3,530
Longevity	3,050	3,200	3,200	3,200	3,400
Sal Wages PT Permanent	61,468	61,987	61,987	63,338	65,895
Sick Incentive	800	800	800	475	500
Total Personnel Budget	\$430,318	\$480,730	\$480,730	\$480,419	\$494,904
Advertising	\$14,758	\$13,500	\$13,500	\$13,500	\$13,500
In State Travel	0	500	500	500	500
Microfiche Bookbinding	178	390	390	390	304
Out Of State Travel	2,520	4,000	4,000	4,000	4,000
Printing	4,596	3,000	3,000	2,450	3,000
R M Office Equipment	0	150	150	200	150
Recording Fees	375	500	500	1,000	500
Rental-Lease	5,006	5,006	5,006	5,006	5,092
Total Charges and Services	\$27,433	\$27,046	\$27,046	\$27,046	\$27,046
Books	\$3,207	\$2,000	\$2,000	\$2,000	\$2,000
Freight	436	100	100	100	100
Supplies Not Otherwise Class	2,361	5,000	5,000	5,000	5,000
Supplies Photocopier	1,526	400	400	400	400
Supplies Sundry Office	740	2,000	2,000	2,000	2,000
Total Supplies	\$8,269	\$9,500	\$9,500	\$9,500	\$9,500
TOTAL EXPENDITURES	\$466,020	\$517,276	\$517,276	\$516,965	\$531,450

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 2018 Adopted Budget Summary

	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Expenditures	\$114,580	\$122,616	\$122,616	\$127,435	\$136,302
Position Distribution					
Full-Time	2	2	2	2	2
Part-Time	1	1	1	1	1

FY 2018 Budget Analysis: The FY 2018 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances.

FY 2016/2017 Accomplishments

- Increased productivity, morale and use of space by installing new work stations for all staff.
- Increased the efficiency of scheduling meetings, events and other important dates for Council members and support staff by implementing the use of Google Calendar.
- Initiated 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 2018 Expenditure Detail

DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Sal Wages Full Time Perm	\$81,093	\$86,081	\$86,081	\$90,661	\$99,352
Longevity	1,025	1,025	1,025	1,025	1,025
Final Employee Payoffs	0	0	0	1,034	0
Sal Wages PT Permanent	26,404	26,973	26,973	26,973	27,788
<u>Sick Incentive</u>	<u>671</u>	<u>800</u>	<u>800</u>	<u>400</u>	<u>400</u>
Total Personnel Budget	\$109,193	\$114,879	\$114,879	\$120,093	\$128,565
Advertising	\$2,908	\$4,000	\$4,000	\$4,000	\$4,500
Hospital And Medical	0	0	0	105	0
Photocopies	0	500	500	0	0
Printing	102	611	611	611	611
<u>Rental-Lease</u>	<u>1,726</u>	<u>1,726</u>	<u>1,726</u>	<u>1,726</u>	<u>1,726</u>
Total Charges and Services	\$4,736	\$6,837	\$6,837	\$6,442	\$6,837
Supplies Photocopier	\$102	\$100	\$100	\$100	\$100
<u>Supplies Sundry Office</u>	<u>549</u>	<u>800</u>	<u>800</u>	<u>800</u>	<u>800</u>
Total Supplies	\$651	\$900	\$900	\$900	\$900
TOTAL EXPENDITURES	\$114,580	\$122,616	\$122,616	\$127,435	\$136,302

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.

FY 2018 Adopted Budget Summary

	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Expenditures	\$18,596	\$15,000	\$15,000	\$15,000	\$15,000

FY 2018 Budget Analysis: The Commission for Disabilities is funded by the allocation of handicapped parking revenue collected during the prior fiscal year. The FY 2018 budget is reflective of current trends.

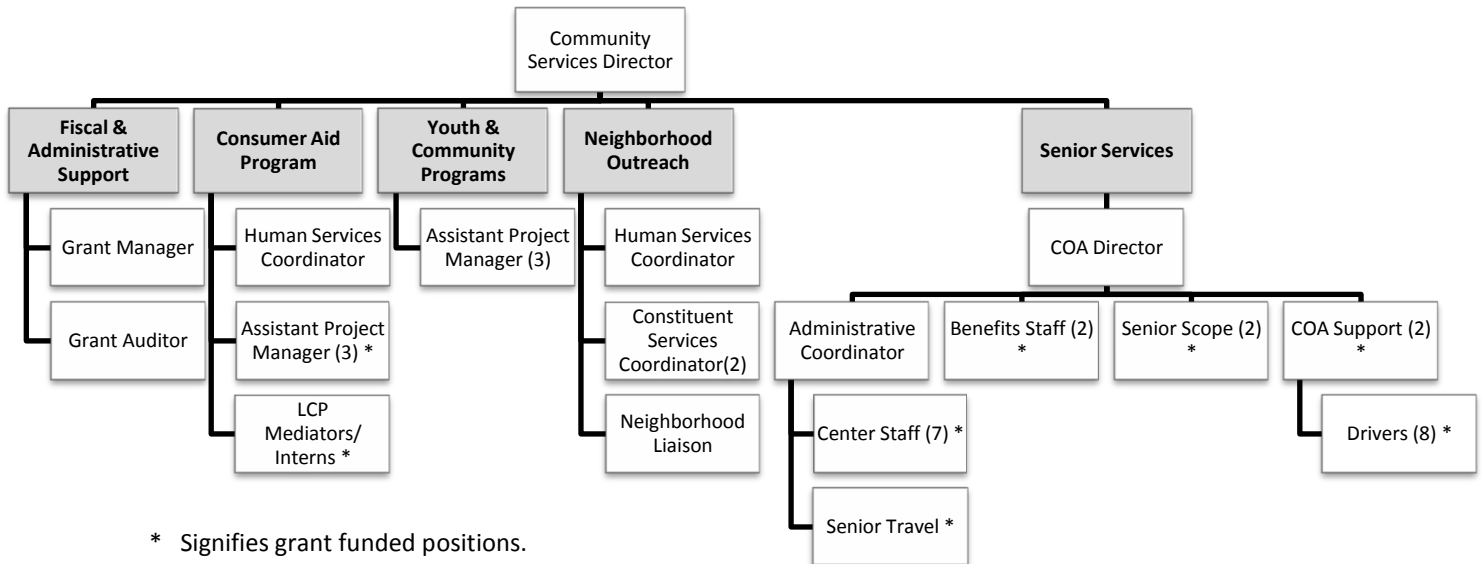
FY 2018 Expenditure Detail

DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Consultants	\$13,300	\$9,500	\$9,500	\$9,500	\$9,500
Contractual Services	4,386	4,900	4,900	4,900	4,900
Dues Subscriptions	537	600	600	600	600
Employees Training	0	0	0	0	0
Public Safety	15	0	0	0	0
Transportation Services	<u>358</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Charges and Services	\$18,596	\$15,000	\$15,000	\$15,000	\$15,000
TOTAL EXPENDITURES	\$18,596	\$15,000	\$15,000	\$15,000	\$15,000

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 2018 Adopted Budget Summary

	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Expenditures	\$1,011,232	\$1,031,164	\$1,031,164	\$1,043,572	\$1,080,074
Position Distribution					
Full-Time	13	13	13	13	13
Part-Time	0	0	0	0	0

FY 2018 Budget Analysis: The FY 2018 budget includes funding for compensation increases required by the Code of Ordinances.

FY 2016/2017 Accomplishments

- The Council on Aging initiated an Adult Social Day Program at Brooklawn Park. The program currently serves 20 and should be fully enrolled at 30 by summer. The Council secured SNAP grant funding from the National Council on Aging to enroll adults 60+ in the Food Stamps program and also partnered with the Commission for Citizens with Disabilities, other city departments and area agencies to work on making New Bedford an Age Friendly City/Livable Community. The Council and Commission for Citizens with Disabilities provided snow removal services for 60 elderly/disabled homeowners.
- The Fresh Start Program received 125 referrals during the first three quarters of FY17 and averages an open caseload of 20 each month. Thanks to a \$100,000 grant from the Executive Office of Elder Affairs, the Council on Aging implemented EMOT – the Elder Mental Health Mobile Outreach Team -- that has assisted 82 seniors through individual and group sessions since July 1, 2016.
- The Consumer Aid Programs worked in cooperation with the Attorney General’s Office to provide 266 mediations that resulted in 160 agreements (July-March) in 5 courts. Through a grant from the National Association for Community Mediation, it has initiated 5 community involved 59 participants to date. The New Bedford Regional Local Consumer Program (LCP) mediated 665 cases in FY16 and conducted 26 multi-lingual consumer education presentations, reaching 1,673 consumers. In FY17, the LCP has mediated 439 cases and held 9 multi-lingual presentations, reaching 357 consumers
- To date, the Department of Community Services has provided “Invest-in-Kids” after-school programs to 422 students, including those enrolled in the new Girls Design Academy, Saturday Academy, miscellaneous “in-house” programs and five programs operated by community-based organizations, such as the Art Museum, Dream Out Loud and YWCA. During the first three quarters of this fiscal year, it has enrolled 125 adults and 30 children the ESOL Shining Lights and Family Literacy programs.
- The Neighborhood & Community Outreach Unit (NCOU) provided support to Neighborhood Groups, including new ones at Bedford Towers, Olympia Towers and Temple Landing. As a team, NCOU staff assisted 5,064 constituents.

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 and consumer education.

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; furniture collection and redistribution; cleaning and mental health counseling. It works in partnership with the Council on Aging’s EMOT (Elder Mental Health Mobile Outreach Team) program.

Neighborhood and Community Outreach: The Neighborhood & Community Outreach Unit (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, and assistance to New Bedford’s senior population.

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 programs are the Invest-in-

Kids program, which supports positive youth development through innovative, high quality, extended day programming as well as summer programming, which provides engaging and integrated work opportunities in science and art and instruction in English Language Arts, science, technology and math. The department also staffed 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 that program in FY18.

FY 2018 Strategic Goals, Unit Objectives, Performance Measures

Goal 1: Reduce risk factors and isolation in disabled and elder populations.	Objective 1: Increase access to health and wellness programs at senior center sites by 10%.
	Objective 2: Increase Adult Social Day participants by 30%.
	Objective 3: Utilize grant funding to implement psycho/social programming to assist seniors in a documented area of need.

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
# Health and Wellness programs offered at Senior Centers	96*	45	60	50
# of Seniors served through health and wellness programs at Senior Centers	15,985*	2,100	5,000	5,000
\$ amount of grant funding secured for outreach and psycho/social services	\$192,000	\$127,000	\$140,000	\$160,000
# of Support and Wellness programs at Hillman Street Support Center	20	35	40	50

* The Council on Aging reports to the Commonwealth of Massachusetts' Executive Office of Elder Affairs, which changed its reporting standards in the second half of FY 2016 to include exercise programs within its health and wellness counts. In addition, due to increased demand, the Council on Aging added exercise classes with large registration numbers.

Goal 2: To serve the families of New Bedford Public School students by providing safe, secure, cultural and educational out-of-school alternatives to compliment students' academic curriculum.	Objective 1: Continue to maintain/ increase current enrollment levels at Invest-in-Kids Programs, including Saturday Academy, Girls Design Academy, and the KoolDays/STEAM programs, despite reduced grant funding.
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PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
# of students participating in Saturday Academy	60	65	67	70
# of students participating in Girls Design Academy	0	40	45	60
# of students participating in Invest in Kids	120	100	110	110
# of students participating in KoolDayS/STEAM Summer	40	60	60	65
# of students participating in KoolDays	20	20	65	65
Grant \$ secured	\$4,125	\$103,125	\$35,668	\$52,500
% of grant \$ awarded from the previous year	412%	250%	99%	34%

<p>Goal 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.</p>	<p>Objective 1: Increase the number of local consumer cases resolved and the percentage of locally generated cases.</p>
	<p>Objective 2: Provide 20 consumer education workshops in the LCP region.</p>
	<p>Objective 3: Increase the number of court referred mediations and the percentage of cases settled by 5%.</p>
	<p>Objective 4: Increase community mediations by 20% over FY 2017.</p>

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
Total # of Consumer Program (LCP) cases resolved	662	625	600	600
% of locally generated cases	13%	14%	14%	15%
Total # of face-to-face mediation cases	357	283	295	320
% of face-to-face mediation agreements settled	66%	70%	70%	70%
# Community mediations	8	10	10	12

<p>Goal 4: Provide housing stabilization, furnishings, and prevent evictions for New Bedford’s vulnerable populations.</p>	<p>Objective 1: Secure \$160,000 in funding to maintain and expand the EMOT and Fresh Start Programs.</p>
	<p>Objective 2: Provide Fresh Start services to 50 of EMOT referrals in FY 2018.</p>
	<p>Objective 3: Provide Fresh Start services to 300 referrals in FY 2018.</p>
	<p>Objective 4: Collect and redistribute 96 tons of furniture in FY 2018.</p>

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
\$ Secured in grant funding (EMOT & FS)	\$64,900	\$135,900	\$158,000	\$160,000
# of referrals processed (EMOT)	12	40	120	160
# of referrals processed (FS)	158	259	300	300
Avg length (in weeks) of client involvement (EMOT)	2.5	6	8	12
Avg length (in hours) of client involvement (FS move)	4	6	6	6
Avg length (in months) of client involvement (FS case)	3	8	10*	12+*
# of tons of furniture collected	25	47	50	50
# of tons of furniture redistributed	21	41	46	46

* Includes Fresh Start work with hoarders.

FY 2018 Expenditure Detail

DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Sal Wages Full Time Perm	\$683,940	\$692,366	\$692,366	\$704,076	\$739,659
Longevity	2,550	3,000	3,000	3,000	3,900
Final Employee Payoffs	13,554	0	0	0	0
Sal Wages Temporary	15,892	20,153	20,153	20,153	20,020
<u>Sick Incentive</u>	<u>750</u>	<u>750</u>	<u>750</u>	<u>1,450</u>	<u>1,600</u>
Total Personnel Budget	\$716,685	\$716,269	\$716,269	\$728,679	\$765,179
Advertising	\$749	\$550	\$550	\$750	\$750
After School Program Contracts	189,127	193,000	193,000	193,000	197,000
Consultants	200	0	0	2,420	0
Contractual Services	9,440	16,000	16,000	11,723	16,000
Dues Subscriptions	175	250	250	250	250
Elderly Nutrition	16,400	16,400	16,400	16,400	16,400
Hospital And Medical	273	200	200	0	200
In State Travel	463	300	300	279	300
Postage	466	550	550	264	550
Printing	71	120	120	161	120
Public Safety	7,277	17,000	17,000	17,000	15,000
R M Miscellaneous	0	402	402	402	402
R M Office Equipment	600	450	450	450	450
Rental Lease Office Equip	0	3,783	3,783	2,415	3,623
Rental-Lease	4,291	0	0	1,337	0
Senior Citizens Program	30,158	34,350	34,350	34,350	34,350
Telephone	3,673	3,800	3,800	3,814	3,760
<u>Transportation Services</u>	<u>10,101</u>	<u>10,000</u>	<u>10,000</u>	<u>12,138</u>	<u>8,000</u>
Total Charges and Services	\$273,466	\$297,155	\$297,155	\$297,153	\$297,155
Food Items Perishable	\$188	\$0	\$0	\$173	\$0
Supplies After School Program	5,816	7,000	7,000	5,655	0
Supplies Community Srv Program	0	0	0	102	8,975
Supplies Comm Srv Prog-Food	0	0	0	774	4,925
Supplies Photocopier	736	600	600	636	600
Supplies Senior Program	1,149	1,975	1,975	1,975	0
Supplies Sundry Office	3,742	3,240	3,240	3,500	3,240
<u>Supplies After School Prg Food</u>	<u>6,450</u>	<u>4,925</u>	<u>4,925</u>	<u>4,925</u>	<u>0</u>
Total Supplies	\$18,081	\$17,740	\$17,740	\$17,740	\$17,740
<u>Other Financing Uses</u>	<u>\$3,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Other Financing	\$3,000	\$0	\$0	\$0	\$0
TOTAL EXPENDITURES	\$1,011,232	\$1,031,164	\$1,031,164	\$1,043,572	\$1,080,074

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 199.

FY 2018 Adopted Budget Summary

	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Expenditures	\$10,031,498	\$11,450,200	\$11,400,200	\$11,338,849	\$11,299,614

FY 2018 Budget Analysis: The FY 2018 budget decreases by \$154,586, which is reflective of the maturation of short term debt for previously-authorized capital projects, implementation of the City's Capital Improvement Program and savings from recent refinancing.

FY 2018 General Fund Debt Service

General Fund	Principal	Interest	Total
<u>General Obligation Bonds</u>			
Series 2010 A	\$0	\$513,250	\$513,250
Series 2010 B	100,000	12,600	112,600
Series 2012 A	170,000	60,988	230,988
Series 2012 B	185,000	156,955	341,955
Series 2013	190,000	69,837	259,837
Series 2014 A	1,390,000	384,450	1,774,450
Series 2014 B	275,000	355,194	630,194
Series 2015	685,000	279,765	964,765
Series 2016 A	605,000	357,588	962,588
Series 2016 B	4,089,000	244,688	4,333,688
<u>Series 2017</u>	<u>265,000</u>	<u>142,695</u>	<u>407,695</u>
Subtotal, G.O. Bonds:	\$7,954,000	\$2,578,010	\$10,532,010
2003 HUD Loan	\$105,000	\$11,100	\$116,100
Bond Anticipation Notes	N/A	\$651,504	\$651,504
Total General Fund Debt Service:	\$8,059,000	\$3,240,614	\$11,299,614

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	\$27,500	\$67,500
Downtown Parking	\$0	\$63,000	\$63,000
Wastewater	\$4,845,609	\$1,576,969	\$6,422,578
Water	\$1,902,989	\$632,805	\$2,535,794

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, 2017.

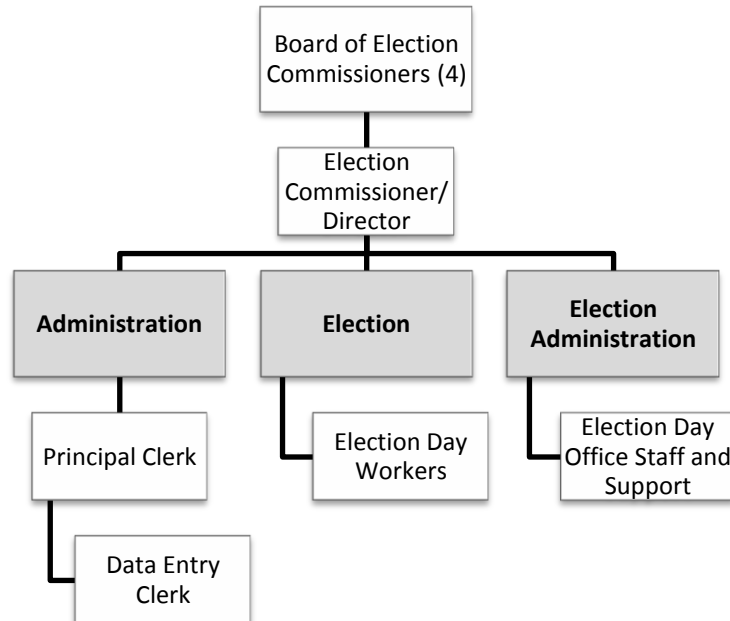
Debt Statement (July 1, 2017)

Description	Amount
1/1/16 Equalized Valuation:	\$5,618,295,200
Debt Limit (5%):	\$280,914,760
Total Outstanding Debt:	146,849,466
Debt Authorized but not yet Issued:	407,974,626
Gross Debt:	554,824,092
Outside Debt Limit:	390,708,336
Net Debt:	\$164,115,756
Remaining Borrowing Capacity:	\$116,799,004

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 2018 Adopted Budget Summary

	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Expenditures	\$378,831	\$371,827	\$371,827	\$371,827	\$335,828
Position Distribution					
Full-Time	3	3	3	3	3
Part-Time	0	0	0	0	0

FY 2018 Budget Analysis: The FY 2018 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. FY 2018 expenditures have been adjusted to account for election costs in the upcoming year.

FY 2016/2017 Accomplishments

- Successfully administered the City's 2016 presidential election process, which included an automated early voting process as well as the supervision of some 375 poll workers, wardens, clerks and inspectors.
- Processed over 2,500 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.

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 2018 Strategic Goals, Unit Objectives, Performance Measures

Goal 1: Ensure community trust by providing fair and equal access to elections.	Objective 1: Identify and eliminate barriers to voter participation.
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PERFORMANCE MEASURES	2016 PRESIDENTIAL PRIMARY	2016 STATE PRIMARY	2016 PRESIDENTIAL ELECTION	2017 MUNICIPAL PRIMARY	2017 MUNICIPAL GENERAL
# of Registered Voters	55,550	56,000	57,500	55,000	55,250
Voter Turnout	16,193/ 29.1%	19%	65%	12%	25%
Early Voting Turnout	N/A*	N/A*	4,422	N/A*	N/A*
Absentee Turnout	468	488	1,126	265	400
# of Poll Works, Wardens, Clerks and Inspectors Hired	207	325	375	205	225
# of Election Day Delays	515	365	1,000+	175	275

* Early voting was not available in the Commonwealth of Massachusetts until the 2016 general election and will only be available for state general elections going forward

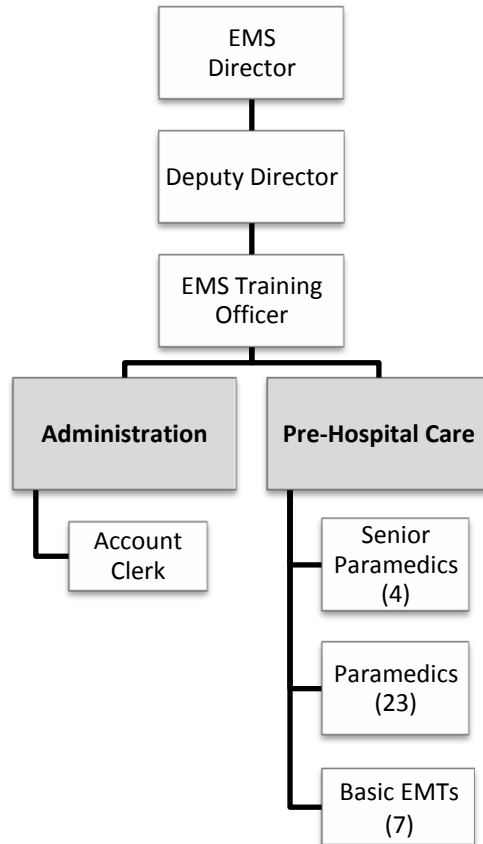
FY 2018 Expenditure Detail

DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Sal Wages Full Time Perm	\$139,585	\$141,520	\$141,520	\$120,301	\$141,094
Longevity	2,350	2,550	2,550	2,550	1,700
Overtime	7,695	12,000	12,000	9,450	8,000
Final Employee Payoffs	0	0	0	21,455	0
Sal Wages Temporary	0	5,061	5,061	7,050	0
Sick Incentive	0	250	250	575	575
<u>Temp Elections Workers</u>	<u>152,973</u>	<u>140,000</u>	<u>140,000</u>	<u>140,000</u>	<u>114,000</u>
Total Personnel Budget	\$302,603	\$301,381	\$301,381	\$301,381	\$265,369
Advertising	\$0	\$0	\$0	\$912	\$0
Board Member Stipends	2,196	2,676	2,676	2,676	2,677
Dues Subscriptions	0	175	175	75	75
Election Ballot Box Moving	28,040	24,000	24,000	24,000	24,000
Hospital And Medical	0	0	0	400	0
Microfiche Bookbinding	0	1,000	1,000	0	0
Postage	226	4,000	4,000	205	4,000
Printing	11,457	8,000	8,000	7,000	8,000
R M Miscellaneous	23,918	17,569	17,569	25,000	18,569
Rental-Lease	4,842	7,826	7,826	5,652	7,926
<u>Telephone</u>	<u>1,780</u>	<u>2,200</u>	<u>2,200</u>	<u>1,526</u>	<u>2,200</u>
Total Charges and Services	\$72,459	\$67,446	\$67,446	\$67,446	\$67,447
Supplies Photocopier	\$831	\$500	\$500	\$500	\$504
<u>Supplies Sundry Office</u>	<u>2,937</u>	<u>2,500</u>	<u>2,500</u>	<u>2,500</u>	<u>2,508</u>
Total Supplies	\$3,768	\$3,000	\$3,000	\$3,000	\$3,012
TOTAL EXPENDITURES	\$378,831	\$371,827	\$371,827	\$371,827	\$335,828

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 2018 Adopted Budget Summary

	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Expenditures	\$2,730,254	\$3,040,496	\$3,040,496	\$3,090,338	\$3,223,322
Position Distribution					
Full-Time	34	38	38	38	38
Part-Time	0	0	0	0	0

FY 2018 Budget Analysis: The FY 2018 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The budget also includes additional lease expenses for 2017 vehicle purchases, totaling \$30,107.

FY 2016/2017 Accomplishments

- Realigned staffing resources to respond to the changing needs of the City of New Bedford by reintroducing Field Supervisors to the compliment and establishing upward mobility within the department for Basic EMTs and Paramedics.
- Updated computer system allowing for all new Motorola rugged laptops and WiFi capability in all ambulances.
- Introduced the latest cardiac monitors, the Zoll X Series, to all ambulances and supervisor trucks, allowing crews to remotely send EKG’s to the receiving cardiac catheterization lab, alerting hospital staff earlier to the arrival of critically ill patients.
- Spearheaded a special project waiver through OEMS/DPH in regards to a new medication-transexemic acid (TXA) which is used for patients who experience serious blunt trauma/internal bleeding after a traumatic event. TXA works with the bloods clotting mechanism to enhance clotting and buys critical time for the patient to get to surgery and have their internal injuries addressed.
- Placed into service two new 2017 Lifeline ambulances and two new 2017 command vehicles.

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 2018 Strategic Goals, Unit Objectives, Performance Measures

Goal 1: Provide sufficient coverage to respond to as many resident calls as possible.	Objective 1: Maintain a full compliment throughout FY 2018.
	Objective 2: Add an Impact Truck to the fleet to rotate through the peak hours of the weekly schedule.

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
Total # of calls per year	18,784	18,000	19,736	19,500
Total # of calls NBEMS responds to	15,812	16,400	16,160	17,200
# of calls responded to by private companies	2,972	1,600	3,576	2,300

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
Total # of BLS calls responded to	2,198	N/A*	3,169	3,300
Total # of ALS1 calls responded to	9,218	N/A*	8,002	8,500
Total # of ALS2 calls responded to	104	N/A*	159	200
Total # of transports by type	11,520	N/A*	11,330	12,000

*New metric in FY 2018. Metrics not estimated in FY 2017.

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
Total revenue	\$5,400,000	\$5,600,000	\$5,100,000	\$5,600,000
Estimated loss of revenue to private companies	\$878,226	\$336,800	\$ 1M	\$ 690,000

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
Departmental Vacancy Rate	17.9	N/A*	5.9	5.9

* New metric in FY 2018. Metric not budgeted for in FY 2017.

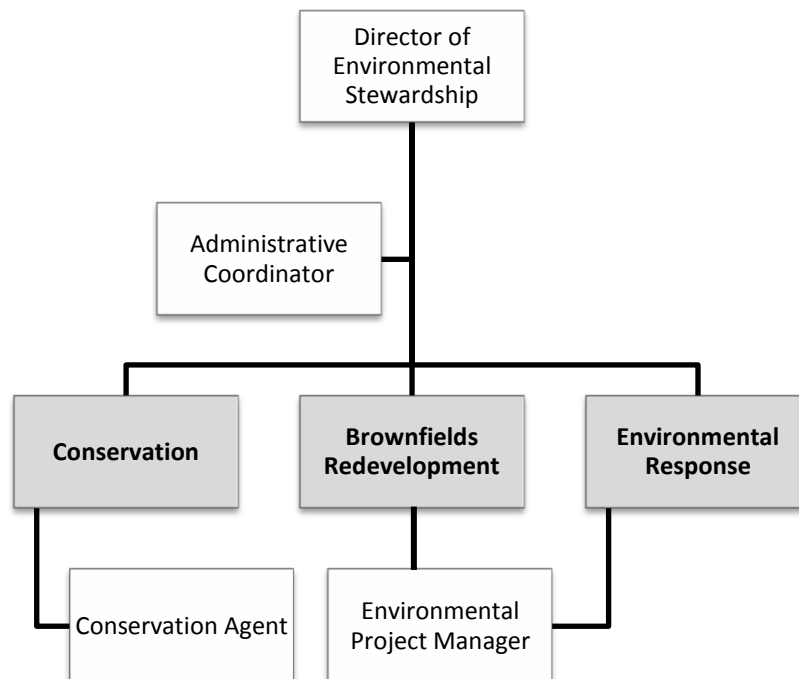
FY 2018 Expenditure Detail

DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Sal Wages Full Time Perm	\$1,695,107	\$1,698,134	\$1,698,134	\$1,697,913	\$1,883,934
Longevity	7,189	6,750	6,750	6,650	7,850
Overtime	321,480	500,319	500,319	518,205	500,319
Final Employee Payoffs	2,769	0	0	15,753	0
One Time Payroll Settlement	0	0	0	150,000	0
Holiday	0	80,475	80,475	0	80,475
Sal Wages Temporary	85,945	140,000	140,000	29,633	105,899
<u>Sick Incentive</u>	<u>3,125</u>	<u>2,900</u>	<u>2,900</u>	<u>3,350</u>	<u>2,900</u>
Total Personnel Budget	\$2,115,616	\$2,428,578	\$2,428,578	\$2,421,504	\$2,581,377
Consultants	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000
Contractual Services	141,244	145,000	145,000	145,000	145,000
Employees Training	375	0	0	170	0
Hospital And Medical	61,375	35,000	35,000	55,000	35,000
Professional Licenses	6,005	5,400	5,400	5,400	5,400
R M Miscellaneous	634	900	900	2,188	900
Rental-Lease	25,354	19,080	19,080	24,461	19,000
<u>Telephone</u>	<u>2,300</u>	<u>3,000</u>	<u>3,000</u>	<u>4,500</u>	<u>3,000</u>
Total Charges and Services	\$253,287	\$224,380	\$224,380	\$252,719	\$224,300
Supplies Medical	\$170,511	\$142,000	\$142,000	\$170,000	\$142,000
Supplies Not Otherwise Class	0	0	0	0	0
Supplies Photocopier	205	500	500	500	500
Supplies Sundry Office	2,474	2,225	2,225	2,802	2,225
Supplies Teaching - Library	1,200	2,600	2,600	2,600	2,600
<u>Uniforms and Other Clothing</u>	<u>13,293</u>	<u>16,100</u>	<u>16,100</u>	<u>16,100</u>	<u>16,100</u>
Total Supplies	\$187,683	\$163,425	\$163,425	\$192,002	\$163,425
Automobiles Purchased	\$173,668	\$174,113	\$174,113	\$174,113	\$204,220
<u>EMS Equipment Capital</u>	<u>0</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>
Total Capital Outlay	\$173,668	\$224,113	\$224,113	\$224,113	\$254,220
TOTAL EXPENDITURES	\$2,730,254	\$3,040,496	\$3,040,496	\$3,090,338	\$3,223,322

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.

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.

Department Organizational Chart



FY 2018 Adopted Budget Summary

	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Expenditures	\$289,873	\$310,757	\$310,757	\$314,963	\$340,635
Position Distribution					
Full-Time	4	4	4	4	4
Part-Time	0	0	0	0	0

FY 2018 Budget Analysis: The FY 2018 budget includes funding for compensation increases required by the Code of Ordinances. The budget also includes funding for Sullivan’s Ledge ground maintenance, totaling \$10,000.

FY 2016/2017 Accomplishments

- Successfully utilized an EPA Brownfield’s Area-Wide Planning grant (\$200,000) in the Payne Cutlery neighborhood to evaluate future use. Final report is due early fall 2017.
- Achieve regulatory closure at the New Bedford High School campus and two residential private properties impacted by the Parker Street Waste Site.
- Procured demolition contractor and prepared PCB cleanup plan to allow for productive reuse of former Polyply facility on Duchaine Boulevard through a Mass Development grant. Demolition to be completed by the end of FY2017 and cleanup to begin summer 2017.
- Completed remedial actions at the Cliftex UST cleanup using a \$400,000 EPA cleanup grant. Regulatory closure report will be completed during the summer of 2017.
- Worked with EPA on the New Bedford Harbor Superfund Site to coordinate after action restoration in a manner that will make the most efficient use of Harbor Trustee funding for River Walk.

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. Brownfield’s 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 2018 Strategic Goals, Unit Objectives, Performance Measures

<p>Goal 1: Redevelop underutilized (brownfield) sites for economic development.</p>	<p>Objective 1: Achieve at least partial regulatory closure at Payne Cutlery, making it available for productive reuse.</p>
	<p>Objective 2: Complete cleanup of former Polyply facility in industrial park and return to productive reuse.</p>
	<p>Objective 3: Continue to utilize \$400,000 City-Wide Assessment Grant to evaluate redevelopment.</p>
<p>Goal 2: Effectively plan and implement management of environmental issues associated with the Parker Street Waste Site.</p>	<p>Objective 1: Complete remedial actions on all City-owned property (excluding the Mechanical Room and the KMS wetlands)</p>
	<p>Objective 2: Reach agreement regarding regulatory closure on the three commercial properties.</p>
	<p>Objective 3: Submit regulatory closure documentation on the one remaining residential property.</p>

Goal 3: Increase the City’s sustainability and resilience relative to climate adaptation.	Objective 1: Identify opportunities for environmental benefits and livability improvements city-wide.
	Objective 2: Identify infrastructure priorities based on risk of potential impact from climate hazards on vulnerable populations and key assets.
	Objective 3: Identify funding mechanisms to achieve Objectives 1 and 2.

ENVIRONMENTAL RESPONSE AND CLEANUP			
Performance Measures	ANTICIPATED COMPLETION DATE	FY 2018 STARTING STATUS	COMPLETION DATE
MassDEP Closure at Cliftex Tank Site	9/30/2017	In progress	TBD
Complete cleanup at former Polyply	9/30/2018	In progress	TBD
MassDEP closure at Acquired Properties (PSWS)	9/30/2017	Started	TBD
MassDEP Closure at Corner Sports (PSWS)	6/30/2018	In progress	TBD
Complete cleanup at church property (PSWS)	9/30/2018	In Planning Stage	TBD

SUSTAINABILITY			
Performance Measures	ANTICIPATED COMPLETION DATE	FY 2018 STARTING STATUS	COMPLETION DATE
Complete initial STAR application	9/30/2017	In progress	TBD
Establish GHG reduction target	9/30/2017	Started	TBD
Complete permitting and design of River Walk Phase I	12/30/2017	In progress	TBD

Workload Indicators	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
# of Public Meetings held*	6	5	6	7
# of Assessment/Clean Up Projects in process	5	10	10	9
# of grant applications submitted	2	1	1	2
# Active Grant Funds Managed	8	8	8	5

*In addition to 24 regularly scheduled Conservation Commission meetings.

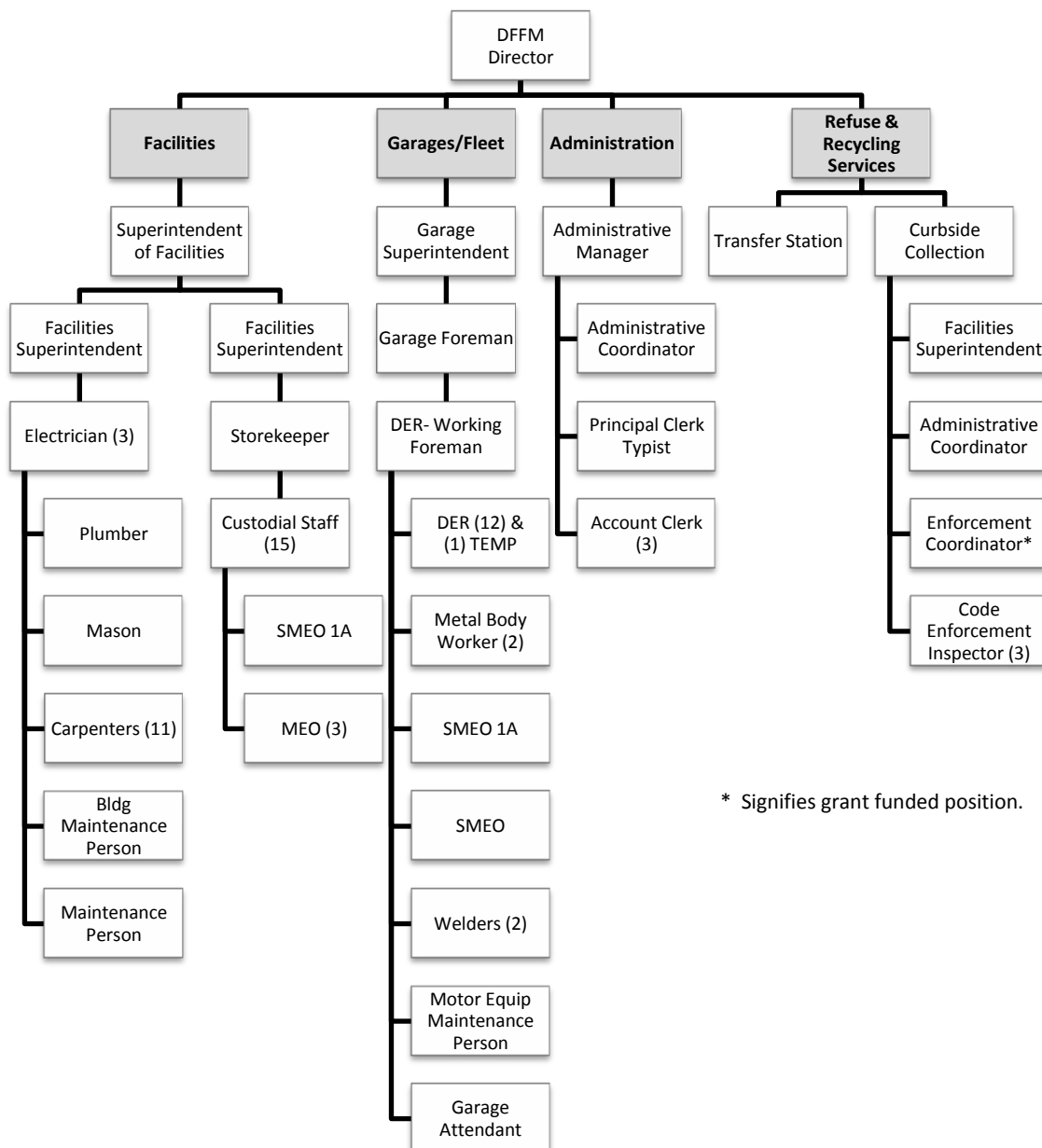
FY 2018 Expenditure Detail

DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Sal Wages Full Time Perm	\$264,372	\$269,481	\$269,481	\$273,537	\$287,961
Longevity	550	550	550	550	550
Sick Incentive	<u>250</u>	<u>300</u>	<u>300</u>	<u>450</u>	<u>300</u>
Total Personnel Budget	\$265,172	\$270,331	\$270,331	\$274,537	\$288,811
Advertising	\$923	\$500	\$500	\$1,053	\$1,500
Dues Subscriptions	175	550	550	0	550
Employees Training	0	750	750	0	750
Engineering Services	7,870	14,000	14,000	15,244	14,000
Hospital And Medical	50	500	500	0	500
Lab Testing Services	6,444	4,500	4,500	4,500	4,500
Not Otherwise Classified Svc	4,910	7,500	7,500	7,500	7,500
Out Of State Travel	0	0	0	19	50
Photocopies	0	50	50	50	50
Printing	0	75	75	75	75
Professional Licenses	225	250	250	345	250
Rental Lease Office Equip	0	1,726	1,726	879	0
Rental-Lease	1,726	0	0	736	1,726
Telephone	<u>1,846</u>	<u>1,500</u>	<u>1,500</u>	<u>1,500</u>	<u>1,848</u>
Total Charges and Services	\$24,169	\$31,901	\$31,901	\$31,901	\$33,299
Supplies Misc Groundskeepng	\$20	\$8,000	\$8,000	\$8,000	\$18,000
Supplies Photocopier	34	100	100	100	100
Supplies Sundry Office	<u>478</u>	<u>425</u>	<u>425</u>	<u>425</u>	<u>425</u>
Total Supplies	\$533	\$8,525	\$8,525	\$8,525	\$18,525
TOTAL EXPENDITURES	\$289,873	\$310,757	\$310,757	\$314,963	\$340,635

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 refuse and recycling services. 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 2018 Adopted Budget Summary

	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Expenditures	\$7,055,909	\$8,065,345	\$8,065,345	\$7,891,289	\$8,199,221
Position Distribution					
Full-Time	70	76	76	76	76
Part-Time	1	1	1	1	0

FY 2018 Budget Analysis: The FY 2018 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The budget also reflects the elimination of a clerk typist, electrician, sanitarian and part-time clerk of the works and the addition of an administrative coordinator, facilities superintendent and code enforcement inspector, saving \$15,562, as well as increases to Capital Outlay for the electric car lease and the annual vehicle replacement programs.

FY 2016/2017 Accomplishments

- DFFM has been responsible for the effective management of capital projects since the inception of the Capital Improvement Plan in FY 2014. A sampling of these projects are: roof surface replacements at Fire Station #5 and the DFFM Administration Building; Buttonwood Zoo Elephant Barn reconfiguration and yard expansion; modernization of the Zeiterion Theater elevator; and a continued effort to organize the City Hall Vaults and 4th Floor document storage areas.
- The department has invested heavily in its internal capacity and conducts most construction and renovation projects in-house instead of hiring private contractors for projects such as: build out of a 2,500 square foot facility to accommodate the TSA passenger and baggage screening area in anticipation of the arrival of airline service to the New Bedford Regional Airport; extensive remodeling of the City Treasurer's Office; reconfiguration of the Main Library restrooms; and demolition work associated with the Zoo's Aquatics Center rehabilitation.
- At the Central Garage, the department is capitalizing on efforts to implement software utilization and training that began in 2015. These initiatives have allowed staff to further enhance their ability to manage the preventative maintenance aspect of the fleet as well as track maintenance events on specific vehicles in real time. The portion of the fleet exceeding the average age has decreased to less than 50%.
- FY 2017 saw DFFM expand its role in public safety. The department successfully incorporated the Health Department's Code Enforcement Division into its ranks. Comprised of four code enforcement inspectors, this group is tasked with providing effective public outreach and enforcement of the City's Solid Waste and Recycling ordinances.
- The Fire Alarm Signal Maintenance division (another Public Safety Program) has seen significant improvements with the availability of additional equipment and a more focused work program.

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 2018 Strategic Goals, Unit Objectives, Performance Measures

Goal 1: Increase the efficiency and effectiveness of the central garage.	Objective 1: Reduce the number of vehicles above the average age of the City fleet by 5% from the budgeted number of the previous year.
	Objective 2: Increase comprehensive preventive maintenance events for all City vehicles.

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
Total Fleet Inventory	487	542	519	536
Average Age of Emergency Vehicles	11	12	12	12
% older than Average Age	58%	43%	38%	38%
Average Age of Operational Vehicles	14	15	15	15
% older than Average Age	53%	56%	48%	48%
# of work orders received	5,173	4,500	5,500	5,000
Number of work orders fulfilled	4,348	N/A*	4,800	4,800
# of vehicles that received preventative maintenance	513	350	340	340

* New metric in FY 2018. Metric not budgeted for in FY 2017.

Goal 2: Improve overall condition and quality of City owned Facilities.	Objective 1: Effectively manage capital construction projects.
	Objective 2: Improve overall condition of the City's facilities & grounds.

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
Total # of projects	37	27	31	31
Total # of projects in design phase	12	6	13	9
Total # of projects in bid phase	6	3	3	7
Total # of projects in construction phase	6	6	5	15
Total # of projects completed	13	12	10	15
Number of work orders received	1,593	1,700	1,200	1,200
Number of work orders fulfilled	1,521	N/A*	1,100	1,100

* New metric in FY 2018. Metric not budgeted for in FY 2017.

<p>Goal 3: Increase public awareness of recycling opportunities through outreach and enforcement of the City’s trash and recycling ordinance.</p>	<p>Objective 1: Reduce the amount of municipal solid waste (MSW) produced by the City of New Bedford by 5%.</p>
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PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
Tonnage of recycled materials	7,698	16,000	13,444	13,602
Tonnage of MSW to Crapo Hill	28,096	29,000	27,128	26,857
Number of violations issued	2,435	N/A*	3,600	3,800

* New metric in FY 2018. Metric not budgeted for in FY 2017.

FY 2018 Expenditure Detail

DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Sal Wages Full Time Perm	\$2,734,797	\$3,175,376	\$3,175,376	\$2,974,585	\$3,341,038
Longevity	17,900	21,150	21,150	18,550	19,750
Overtime	77,174	78,093	78,093	86,898	78,093
Final Employee Payoffs	29,223	0	0	25,300	0
Sal Wages Temporary	84,043	157,025	157,025	85,050	37,201
Sal Wages PT Permanent	0	23,094	23,094	0	0
<u>Sick Incentive</u>	<u>7,644</u>	<u>8,705</u>	<u>8,705</u>	<u>8,837</u>	<u>8,887</u>
Total Personnel Budget	\$2,950,781	\$3,463,443	\$3,463,443	\$3,199,220	\$3,484,969
Advertising	\$875	\$1,000	\$1,000	\$678	\$1,000
Asbestos Lead Removal	11	0	0	431	0
Cell Phone	6,863	8,500	8,500	8,500	8,500
Contractual Services	49,480	270,390	270,390	205,000	270,390
Electricity	1,164,517	1,100,000	1,100,000	1,100,000	1,067,000
Dues and Subscriptions	0	0	0	317	0
Employees Training	4,679	4,000	4,000	7,600	6,025
Engineering Services	1,000	30,000	30,000	14,500	20,000
Hospital And Medical	93,965	67,000	67,000	78,500	67,000
In State Travel	0	0	0	780	0
Jdgmnt Claims Sttlmnts	15,532	0	0	750	0
Late Charges Interest	638	0	0	0	0
Maintenance Agreements	62,752	50,000	50,000	58,800	50,000
Natural Gas	204,816	250,000	250,000	265,000	285,000
Not Otherwise Classified Svc	4,628	1,500	1,500	7,000	1,500
Oil For Heat	94,134	175,000	175,000	83,000	100,000
Out Of State Travel	0	0	0	1,624	0
Pest Control	4,661	3,500	3,500	4,500	3,500
Postage	0	50	50	0	50
Pre Employment Medical	590	350	350	1,182	350
Printing	1,828	1,000	1,000	6,000	1,000
Professional Licenses	454	500	500	938	500
Public Safety	145	0	0	42	500
R M Boiler	11,332	10,000	10,000	700	0
R M Buildings and Grounds	0	0	0	370	0
R M Communication Lines	3,162	1,500	1,500	1,762	1,500
R M Electrical	27	2,000	2,000	0	0
R M Elevator Equipment	15,922	30,000	30,000	23,511	30,000
R M Equipment	2,703	4,000	4,000	184	2,000
R M Flat Tires	1,151	1,700	1,700	1,074	500
R M Glass	202	1,000	1,000	117	1,000
R M HVAC Equipment	157,814	155,000	155,000	112,675	100,000
R M Intercoms Alarms	6,858	10,000	10,000	6,575	10,000
R M Miscellaneous	1,391	3,000	3,000	0	1,000
R M Fences Playgrounds	6,763	0	0	0	0
R M Small Engines	690	0	0	140	200
R M Two_Way Radio	\$9,527	\$8,000	\$8,000	\$2,809	\$4,000

FY 2018 Expenditure Detail

DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
R M Vehicle Transmissions	\$85	\$5,000	\$5,000	\$733	\$2,000
R M Vehicles	110,125	90,000	90,000	231,500	110,000
R M Windows Doors	17,328	20,000	20,000	8,845	15,000
Refuse Service	3189	3000	3000	7000	5000
Rental Lease Const Equip	242	0	0	0	0
Rental Lease Vehicles	50,000	50,000	50,000	50,000	49,300
Rental-Lease	7,463	100,825	100,825	145,000	195,350
<u>Uniform Cleaning Service</u>	<u>13,073</u>	<u>12,000</u>	<u>12,000</u>	<u>12,000</u>	<u>12,000</u>
Total Charges and Services	\$2,130,615	\$2,469,815	\$2,469,815	\$2,450,137	\$2,421,165
Concrete	\$0	\$300	\$300	\$2,196	\$500
Newspaper Magazines	218	200	200	250	250
Parts - Boiler	2,181	2,000	2,000	0	0
Parts - Fence	493	0	0	150	0
Parts - HVAC	37,330	35,000	35,000	25,577	35,000
Parts - Welding	567	1,000	1,000	0	0
Stone	50	0	0	0	0
Supplies Boardup	0	0	0	2,740	0
Supplies Building Maintenance	45,442	54,000	54,000	53,481	54,000
Supplies Carpentry	15,826	20,000	20,000	8,655	20,000
Freight	9,073	10,000	10,000	5,538	10,000
Supplies Doors Windows	38,434	10,000	10,000	28,022	10,000
Supplies Janitorial	76,715	85,000	85,000	73,000	85,000
Supplies Lighting	26,871	10,000	10,000	31,000	30,000
Supplies Masonry	541	2,000	2,000	5,075	2,000
Supplies Misc Groundskeepng	9,606	10,000	10,000	2,130	10,000
Supplies Not Otherwise Class	742	2,000	2,000	805	2,000
Supplies Other	1,528	5,000	5,000	0	0
Supplies Painting	10,206	9,000	9,000	12,000	12,000
Supplies Pest Control	687	500	500	772	1,000
Supplies Photocopier	1,357	1,000	1,000	4,497	5,000
Supplies Plumbing	16,123	20,000	20,000	20,000	20,000
Supplies SmallTools	7,936	10,000	10,000	10,500	10,000
Supplies Sundry Office	5,414	4,750	4,750	7,000	5,000
Supplies Welding	6,425	7,000	7,000	7,500	7,000
Supplies Vehicle	523,006	471,000	471,000	581,000	571,000
Supplies Vehicle - Misc.	171,883	130,000	130,000	156,000	0
Uniforms and Other Clothing	2,876	4,000	4,000	309	4,000
Vehicle Diesel Fuel	129,358	175,000	175,000	155,000	175,000
Vehicle Gas Fuel	346,543	450,000	450,000	413,000	450,000
Vehicle Oil and Other Fluids	22,806	30,000	30,000	21,510	30,000
Vehicle Supplies Batteries	21,034	31,500	31,500	30,233	31,500
<u>Vehicle Supplies Tires Tubes</u>	<u>92,733</u>	<u>61,000</u>	<u>61,000</u>	<u>103,156</u>	<u>82,000</u>
Total Supplies	\$1,624,007	\$1,651,250	\$1,651,250	\$1,761,096	\$1,662,250

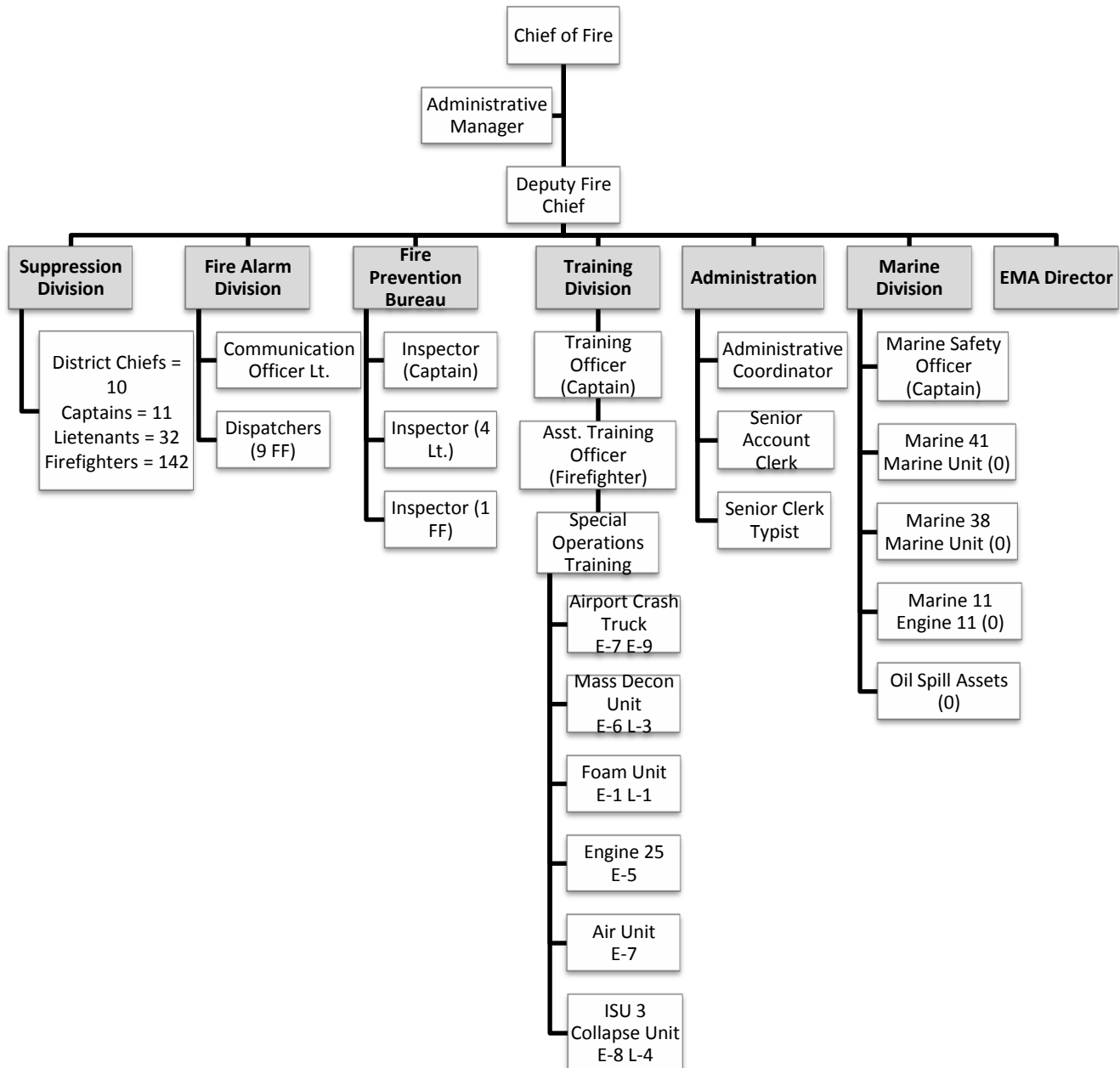
FY 2018 Expenditure Detail

DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Automobiles Purchased	\$270,977	\$333,837	\$333,837	\$384,049	\$483,837
Building Structure	41,744	97,000	97,000	96,788	97,000
Minor Equipment Capital	<u>37,785</u>	<u>50,000</u>	<u>50,000</u>	<u>0</u>	<u>50,000</u>
Total Capital Outlay	\$350,506	\$480,837	\$480,837	\$480,837	\$630,837
TOTAL EXPENDITURES	\$7,055,909	\$8,065,345	\$8,065,345	\$7,891,289	\$8,199,221

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, 14 Captains, 37 Lieutenants, and 153 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 2018 Adopted Budget Summary

	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Expenditures	\$15,683,718	\$16,379,136	\$16,390,038	\$17,023,222	\$16,579,126
Position Distribution					
Full-Time	222	220	220	220	221
Part-Time	0	0	0	0	0

FY 2018 Budget Analysis: The FY 2018 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The budget also includes increases in Salaries and Wages to adequately fund overtime and to absorb the transition of the Emergency Management Director from the Police Department to the Fire Department, totaling \$160,931, Charges and Services to properly fund Hospital/Medical, totaling \$36,000, Supplies and Materials to establish a budget for EMS supplies, totaling \$15,000, and Charges and Services and Supplies and Materials for employee training and vehicles supplies for airport response, totaling \$20,000.

FY 2016/2017 Accomplishments

- Ladder 3 and the New Bedford Fire Department boat were placed in service.
- Engines have been ordered to replace Engine 5 and Engine 9.
- The City commissioned an architect to identify a site and begin the design stages of a state-of-the-art public safety facility in the south end that will accommodate NBFD, NBPD and EMS.
- In preparation for the expansion of the New Bedford Regional Airport, NBFD began trainings at Logan Airport for large scale Aircraft Rescue and Fire Fighting and disaster preparedness.

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 2018 Strategic Goals, Unit Objectives, Performance Measures

Goal 1: Continue to ensure the safety of New Bedford residents and businesses.	Objective 1: Meet or exceed national response time standards and identify efficiencies in daily and emergency response operations.
	Objective 2: Meet the national arrival time standard of 6:20 from the time the emergency call is received to the moment the first apparatus arrives at the event.

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
Total # of reported fires	440	N/A*	415	400
Total # of structure fires	208	N/A*	200	195

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
% of commercial and targeted hazard buildings inspected	96%	100%	100%	100%
# of Fire inspections conducted	3,708	4,000	4,000	4,000

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
% of calls processed in <2 minutes	95.4%	95%	95%	95%
% of incidents in which responders were dispatched within 2 minutes	98.9%	95%	95%	95%
% of incidents an Engine Company arrives on scene within 6:20 (National Standard 90%)	86% < 6:59	86%	86%	86%

* New metric in FY 2018. Metric not proposed in FY 2017.

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
Total # of fire calls	4,632	N/A	4,300	3,700
% of all calls	28%		27%	25%
Total # of medical calls	11,832	N/A	11,400	11,000
% of all calls	71%		72%	74%
Total # of other calls	205	N/A	210	220
% of all calls	1%		1%	1%

* New metric in FY 2018. Metric not proposed in FY 2017.

<p>Goal 2: Continue to foster a culture of responsibility throughout the New Bedford Fire Department by continuing to provide a safe, healthy and efficient working environment that effectively manages the department’s resources.</p>	<p>Objective 1: Maintain or reduce the use of sick-time, over-time and injured-on-duty long-term disability.</p>
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PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
# of Firefighters	215	216	216	216
Use of Sick Time (Avg. per Capita)	9 DAYS	7 DAYS	7 DAYS	7 DAYS
Use of Overtime (Avg. per Capita)	\$5,029	\$3,000	\$4,000	\$4,000
Use of Injured on Duty (Total # Hours Annually)	25,121	16,000	16,000	16,000
% of Overtime budget for unscheduled time off*	89%	90%	90%	90%

* Total overtime budget includes scheduled overtime for trainings; meetings; waterfront events; minimum manning for major structure fires; etc. This metric includes the percentage of the overtime budget spent specifically on use of sick/personnel/vacation.

FY 2018 Expenditure Detail

DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Sal Wages Full Time Perm	\$11,836,922	\$12,930,635	\$12,930,635	\$12,805,507	\$13,026,370
Additional Gross	49,091	68,000	68,000	29,543	68,000
Longevity	87,800	104,350	104,350	100,750	101,400
Overtime	1,067,941	500,000	500,000	1,191,953	600,000
Educational Credit	848,845	958,993	958,993	958,993	941,505
Final Employee Payoffs	143,307	0	0	105,114	0
Holiday	675,989	760,310	760,310	690,310	735,596
Sick Incentive	18,875	24,000	24,000	18,200	24,000
<u>Uniform Allowance</u>	<u>160,588</u>	<u>195,000</u>	<u>195,000</u>	<u>195,000</u>	<u>195,000</u>
Total Personnel Budget	\$14,889,357	\$15,541,288	\$15,541,288	\$16,095,370	\$15,691,871
Cell Phone	\$9,930	\$11,000	\$11,000	\$11,000	\$13,000
Fire Prev-Cell Phone & Data	4,819	0	5,000	5,000	0
Court Services	275	2,000	2,000	2,000	2,000
Dues Subscriptions	1,924	1,700	1,700	1,700	2,700
Employees Training	10,131	22,500	22,500	11,500	37,500
Fire Prev-Employee Train	140	0	500	0	0
Hospital And Medical	188,617	124,000	124,000	227,000	160,000
Insurance	0	2,200	2,200	0	0
Not Otherwise Classified Svc	12,391	5,000	5,000	1,000	5,000
Out Of State Travel	295	500	500	500	500
Photograph Charges	0	500	500	0	500
Printing	88	500	500	825	550
Professional Licenses	0	300	300	0	0
Public Safety	475	3,082	3,082	3,082	3,000
R M Miscellaneous	7,441	4,700	4,700	4,700	5,000
R M Office Equipment	21,892	22,000	22,000	25,300	24,700
R M Vehicles Fire	5,171	13,000	13,000	7,500	13,000
Refuse Service	1,190	800	800	400	800
Rental-Lease	3,647	4,000	4,000	3,000	7,924
<u>Telephone</u>	<u>0</u>	<u>500</u>	<u>500</u>	<u>0</u>	<u>0</u>
Total Charges and Services	\$268,424	\$218,282	\$223,782	\$304,507	\$276,174
Books	\$459	\$600	\$600	\$0	\$600
Fire Prev - Books	199	0	0	0	0
Supplies Building Maintenance	8,749	0	0	0	0
Freight	41	0	0	30	0
Fire Prev-Supplies Fire Fight	2,215	0	0	0	0
Supplies Janitorial	1,353	500	500	135	500
Supplies Medical	442	2,000	2,000	2,000	17,000
Supplies Not Otherwise Class	1,146	4,000	4,000	3,000	4,200
Fire Prev-Supp Not Other Class	96	0	0	5	0
Supplies Painting	0	500	500	100	500
Supplies Photocopier	1,493	1,000	1,000	1,100	1,500
Supplies Public Safety	3,803	4,000	4,000	15,300	4,375
Supplies SmallTools	\$132	\$2,000	\$2,000	\$750	\$2,000

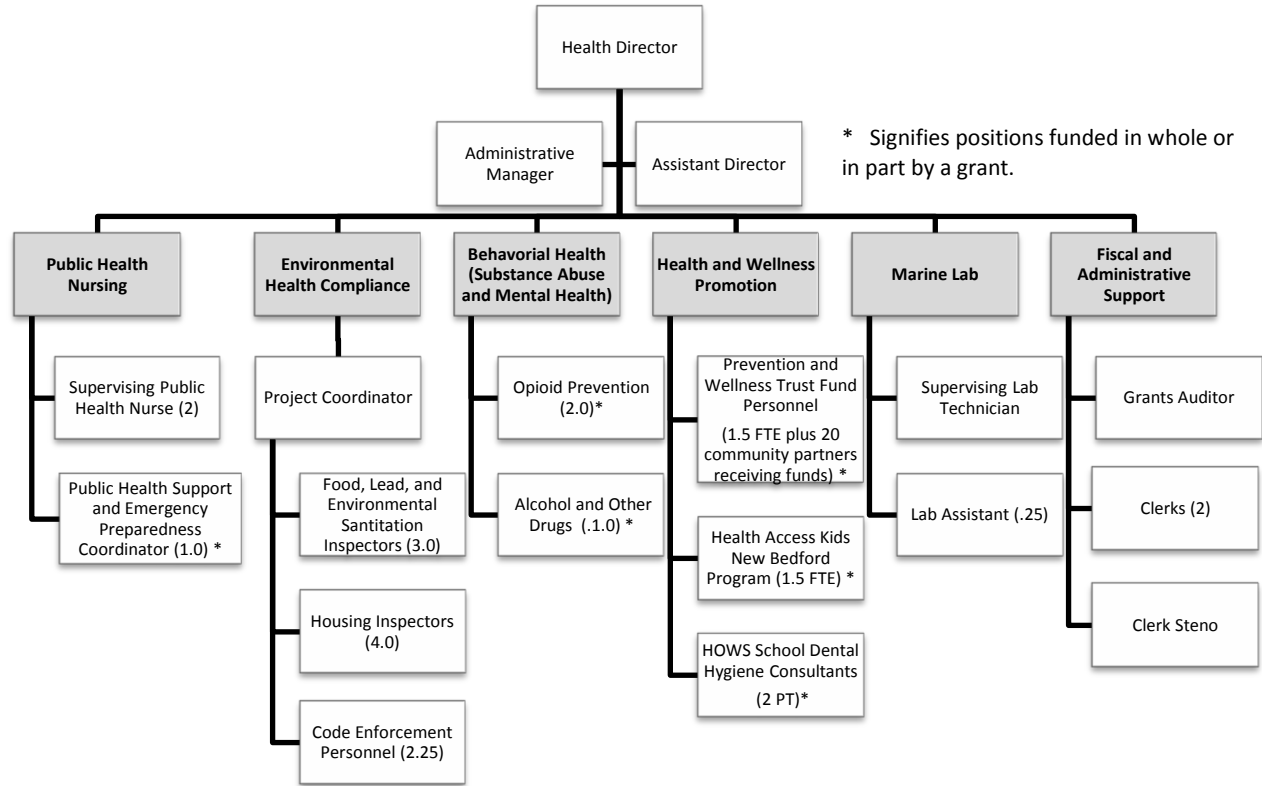
FY 2018 Expenditure Detail

DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Supplies Sundry Office	\$6,525	\$7,000	\$7,000	\$5,000	\$7,725
Supplies Vehicle - Fire	1,956	4,000	4,000	2,500	9,450
Supplies Vehicle - Misc.	17,842	5,400	5,400	13,462	5,400
<u>Uniforms and Other Clothing</u>	<u>19,278</u>	<u>32,500</u>	<u>32,500</u>	<u>20,000</u>	<u>32,500</u>
Total Supplies	\$65,729	\$63,500	\$63,500	\$63,382	\$85,750
Computer Equip non Capital	\$1,000	\$1,000	\$1,000	\$963	\$1,000
Fire Equipment Capital	450,803	455,066	460,468	459,000	524,330
<u>Office Equip Furn Non Capital</u>	<u>302</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Capital Outlay	\$452,105	\$456,066	\$461,468	\$459,963	\$525,330
<u>Other Financing Uses</u>	<u>\$8,102</u>	<u>\$100,000</u>	<u>\$100,000</u>	<u>\$100,000</u>	<u>\$0</u>
Total Other Financing	\$8,102	\$100,000	\$100,000	\$100,000	\$0
TOTAL EXPENDITURES	\$15,683,718	\$16,379,136	\$16,390,038	\$17,023,222	\$16,579,126

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 2018 Adopted Budget Summary

	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Expenditures	\$972,317	\$978,912	\$978,912	\$882,614	\$962,998
Position Distribution					
Full-Time	22	19	20	20	20
Part-Time	0	1	1	1	1

FY 2018 Budget Analysis: The FY 2018 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The personnel budget also reflects the mid-year conversion of a senior project manager to a sanitarian and the addition of a code enforcement inspector, totaling \$23,002. The City Council implemented cuts to the department’s personnel line totaling \$35,876.

FY 2016/2017 Accomplishments

- Continued to strengthen food safety and minimal housing compliance activities and data collection.
- Obtained a full time code enforcement inspector to work on tobacco compliance.
- The Dental Program continued services to New Bedford Public School students serving 2,510 students administering 3,137 preventative services including fluoride varnish and sealants. The importance of this service is to properly educate the children on proper oral hygiene to prevent further decay as well as follow services for children with dental issue.
- The Nursing staff continued to educate the public on prevention services related to mosquito borne illness involved in mosquito surveillance as well as 108 prevention services delivered.
- Two Sanitarians became State certified Minimum Housing Trainers.

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 2018 Strategic Goals, Unit Objectives, Performance Measures

<p>Goal 1: Improve the department’s Food Safety Program by increasing compliance with the U.S. Food and Drug Administration (FDA) Voluntary Food Safety Standards for all retail food establishments in New Bedford.</p>	<p>Objective 1: Meet at least four of the nine FDA Voluntary Food Safety Standards in accordance with federal requirements.</p>
	<p>Objective 2: Complete performance audits for at least two of the nine FDA Voluntary Food Safety Standards in accordance with federal requirements.</p>
	<p>Objective 3: Conduct retail food establishment inspections according to FDA Voluntary Food Safety Standards for all permanent and temporary food retail establishments in New Bedford.</p>

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
# of FDA grants awarded to address the FDA Voluntary Food Safety Standards	2	2	2	2
# of FDA Voluntary Food Safety Standards met	2	4	4	4
# of Performance audits conducted for FDA Voluntary Food Safety Standards	0	2	2	2
# of Retail food establishment inspections conducted in accordance with FDA Voluntary Food Safety Standards	900	>1,100	>1,100	>900
# of Food Inspection staff receiving training in aspects of the FDA Voluntary Food Safety Standards	4	4	4	4

<p>Goal 2: Improve the delivery of health promotion and disease prevention services for New Bedford residents.</p>	<p>Objective 1: Continue preventive oral health (dental) services (screenings, sealants, varnish) for New Bedford public school students.</p>
	<p>Objective 2: Continue surveillance, immunization, and case management for communicable diseases such as influenza and tuberculosis.</p>
	<p>Objective 3: Continue and expand surveillance and prevention services related to mosquito-borne illnesses such as West Nile Virus (WNV), Eastern Equine Encephalitis (EEE), and the Zika virus.</p>

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
# of students receiving preventive dental services	2,182	≥1,400	2,510	≥1,500
# of preventive dental services administered and % of students referred to a permanent dental “home”*	2,820/(35%)	≥1,400 (37%)	3,137 /(36%)	≥2,000 (30%)
# of cases of communicable disease addressed via surveillance, immunization, and case management	250	250	250	200
# of mosquito-related surveillance and prevention services delivered	108	110	114	30

* The percentage of students referred to a dental home should decrease each year as more students are found a dental home.

<p>Goal 3: Expand the scope of services aimed at curbing substance use/misuse among residents</p>	<p>Objective 1: Increase tobacco and synthetic drug retail inspections and outreach/education efforts for the purpose of identifying establishments not in compliance and increasing compliance with relevant city ordinances and regulations</p>
	<p>Objective 2: Increase local and regional prevention efforts to promote awareness of drug and opioid-related consequences and increase utilization of drug and opioid-related services including education and surveillance</p>

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
% of retail tobacco establishments receiving compliance checks and outreach/education related to tobacco and synthetic drugs	100%	100%	100%	100%
% of retail tobacco establishments found in compliance with tobacco and synthetic drug regulations	80%	80%	80%	80%
# of drug and opioid-related outreach and education events hosted by the city	4	0*	0*	10
# of New Bedford Opioid Prevention Task Force meetings and events attended	1	12	14	10

* The grant that finances opioid-related outreach and education was dedicated to consultants and trainings in FY 2017 per orders of the state granting authority. Outreach events will resume in FY 2018.

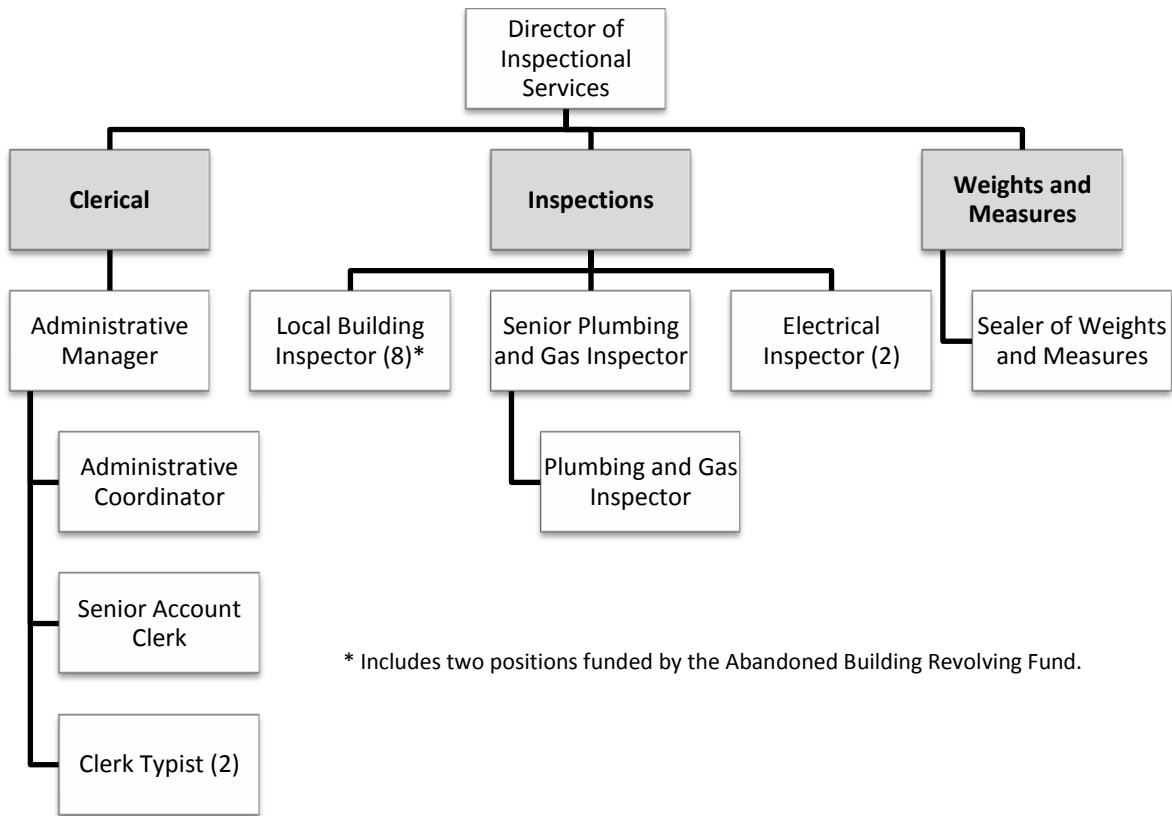
FY 2018 Expenditure Detail

DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Sal Wages Full Time Perm	\$857,135	\$839,940	\$839,940	\$744,642	\$829,076
Longevity	6,500	5,950	5,950	6,800	5,700
Overtime	4,084	0	0	1,125	0
Final Employee Payoffs	5,513	0	0	12,274	0
Sal Wages PT Permanent	0	14,831	14,831	7,415	14,831
<u>Sick Incentive</u>	<u>4,077</u>	<u>7,200</u>	<u>7,200</u>	<u>2,122</u>	<u>2,400</u>
Total Personnel Budget	\$877,308	\$867,921	\$867,921	\$774,378	\$852,007
Advertising	\$0	\$0	\$0	\$600	\$0
Board Member Stipends	149	700	700	446	700
Cell Phone	3,503	2,000	2,000	3,200	2,000
Consultants	54,834	48,986	48,986	48,986	48,986
Contractual Services	390	0	0	0	0
Court Services	1,704	2,500	2,500	1,500	2,500
Dues Subscriptions	250	150	150	310	150
Employees Training	2,442	4,230	4,230	3,178	4,230
Hospital And Medical	155	600	600	545	600
In State Travel	1,164	800	800	700	800
Lab Testing Services	180	1,000	1,000	866	1,000
Postage	30	200	200	154	200
Printing	3,667	2,500	2,500	2,313	2,500
Professional Licenses	0	200	200	0	0
R M Miscellaneous	568	500	500	500	500
R M Office Equipment	764	300	300	300	300
<u>Telephone</u>	<u>666</u>	<u>500</u>	<u>500</u>	<u>501</u>	<u>700</u>
Total Charges and Services	\$70,465	\$65,166	\$65,166	\$64,098	\$65,166
Books	\$303	\$300	\$300	\$153	\$300
Freight	275	200	200	700	200
Supplies Medical	12,910	17,490	22,490	23,000	22,490
Supplies Not Otherwise Class	457	0	0	0	0
Supplies Photocopier	2,045	2,000	2,000	1,050	2,000
Supplies Sundry Office	3,016	5,400	5,400	4,000	5,300
<u>Supplies Teaching - Library</u>	<u>703</u>	<u>200</u>	<u>200</u>	<u>0</u>	<u>300</u>
Total Supplies	\$19,709	\$25,590	\$30,590	\$28,903	\$30,590
Computer Equip non Capital	\$0	\$10,000	\$10,000	\$5,000	\$5,000
Computer Software Non Cptl	0	1,500	1,500	1,500	1,500
<u>Minor Equipment Capital</u>	<u>4,835</u>	<u>8,735</u>	<u>3,735</u>	<u>8,735</u>	<u>8,735</u>
Total Capital Outlay	\$4,835	\$20,235	\$15,235	\$15,235	\$15,235
TOTAL EXPENDITURES	\$972,317	\$978,912	\$978,912	\$882,614	\$962,998

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 2018 Adopted Budget Summary

	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Expenditures	\$764,858	\$882,351	\$882,351	\$866,887	\$981,809
Position Distribution					
Full-Time	18	16	16	16	17
Part-Time	0	0	0	0	0

FY 2018 Budget Analysis: The FY 2018 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The personnel budget also reflects: the conversion of a part-time tax title examiner, previously funded by the temporary line, to a full time clerk typist, totaling \$7,850; and two building inspectors funded by the Abandoned Building Revolving Fund. The budget also reflects an increase to Charges and Services for permit consultant services.

FY 2016/2017 Accomplishments

- Reached the goal set of over 3,000 Building Permits received and processed.
- Interviewed and hired another Wire Inspector, which resulted in the Department’s inspection time from 1.5 weeks to approximately 4 days .
- Increased Certificate of Inspections from 1,201 in FY16 to 1,301 YTD for FY 17 while maintaining a better tracking system with the focus on multi-family dwellings and businesses inspections.
- Processed over 6,000 total permits resulting in the collection of over \$1.2 million in revenue for FY 2016.

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 2018 Strategic Goals, Unit Objectives, Performance Measures

<p>Goal 1: Improve the efficiency of the Inspectional Services staff by transitioning the department to full integration of View Permit capabilities.</p>	<p>Objective 1: Reduce the number of paper applications received and increase the number of applications received electronically by 10% through the implementation of online permitting.</p>
	<p>Objective 2: Work with the MIS Department to resolve technical barriers to View Permit mobile integration and submit 10% of Inspectors Reports from the field.</p>

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
Total # of Applications Received	6,036	4,396	6,225	6,300
% Received Electronically	15%	23%	35%	45%
Average Days to Process Applications	30	30	30	20*
% of Certificates of Inspections being managed via View Permit or Lucy	0%	0%	0%	100%
# of Certificates of Inspections Issued	1,204	1,254	1,400	1,500
% of Inspector Reports submitted from the field	25%	0%	0%	10%
% of Applications Issued	95%	96%	95%	95%
Total # of Permits Issued	5,734	N/A**	5,914	5,985
Total Revenue Generated	\$1,293,229	N/A**	\$1,111,716	\$1,300,000

* Proposed metric is contingent upon fulfillment of enhancement request.

** New metric in FY 2018. FY 2017 Proposed metrics not included in the FY 2017 budget document.

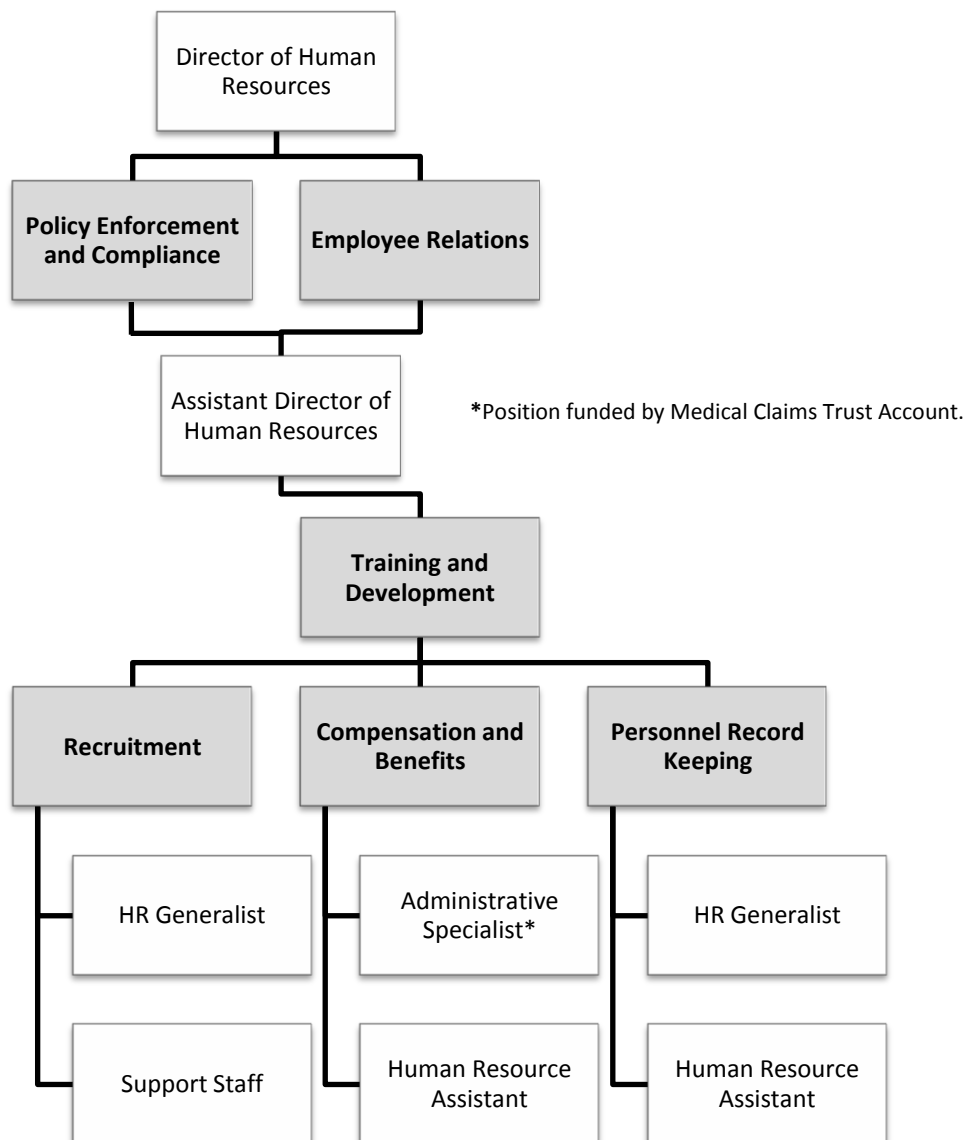
FY 2018 Expenditure Detail

DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Sal Wages Full Time Perm	\$708,311	\$826,329	\$826,329	\$808,295	\$905,197
Longevity	4,350	4,950	4,950	4,950	5,050
Final Employee Payoffs	1,600	0	0	2,858	0
Sal Wages Temporary	12,447	15,910	15,910	16,225	0
<u>Sick Incentive</u>	<u>2,650</u>	<u>2,650</u>	<u>2,650</u>	<u>2,147</u>	<u>2,650</u>
Total Personnel Budget	\$729,357	\$849,839	\$849,839	\$834,475	\$912,897
Advertising	\$1,774	\$0	\$0	\$0	\$0
Cell Phone	4,167	4,200	4,200	4,305	4,704
Contractual Services	4,408	1,500	1,500	0	37,400
Court Services	222	450	450	203	300
Dues Subscriptions	1,605	1,200	1,200	1,440	1,200
Employees Training	0	0	0	3,695	1,806
Hospital And Medical	2,023	1,250	1,250	1,398	1,250
In State Travel	3,081	1,500	1,500	480	0
Printing	3,486	3,500	3,500	3,600	3,500
Professional Licenses	260	400	400	0	400
R M Miscellaneous	180	500	500	480	250
R M Office Equipment	300	500	500	0	250
Rental Lease Office Equip	0	6,732	6,732	4,715	7,072
<u>Rental-Lease</u>	<u>6,732</u>	<u>600</u>	<u>600</u>	<u>2,016</u>	<u>600</u>
Total Charges and Services	\$28,237	\$22,332	\$22,332	\$22,332	\$58,732
Books	\$2,062	\$2,000	\$2,000	\$1,950	\$2,000
Supplies Not Otherwise Class	18	680	680	729	680
Supplies Photocopier	3,112	2,000	2,000	1,992	2,000
<u>Supplies Sundry Office</u>	<u>2,073</u>	<u>5,500</u>	<u>5,500</u>	<u>5,409</u>	<u>5,500</u>
Total Supplies	\$7,264	\$10,180	\$10,180	\$10,080	\$10,180
TOTAL EXPENDITURES	\$764,858	\$882,351	\$882,351	\$866,887	\$981,809

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 2018 Adopted Budget Summary

	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Expenditures	\$281,353	\$326,768	\$326,768	\$324,091	\$358,477
Position Distribution					
Full-Time	6	6	6	6	6
Part-Time	0	0	0	0	0

FY 2018 Budget Analysis: The FY 2018 budget includes funding for compensation increases required by the Code of Ordinances. The City Council eliminated funding for the department’s proposed staff addition, totaling \$60,433.

FY 2016/2017 Accomplishments

- Conducted a successful Request for Proposal process for a voluntary life insurance benefit company which provided employees with a guarantee issue on the voluntary benefits offered to active employees through an open enrollment process.
- As a follow-up to customer service training provided to City managers, created and implemented a customer service policy to ensure that patrons and colleagues are provided with quality customer service.
- Facilitated trainings with Outlook EAP, Community Services and Police Department on stress management and reasonable accommodations as they comply with ADA laws and active training shooter preparation.
- Successfully executed employee wellness programs that consisted of walking programs, nutritional education, health screenings, the execution of the Benefit & Wellness Fair and started work with Blue Cross Blue Shield on a municipal health collaborative. The programs resulted in 10% - 15% employee participation.
- Successfully implemented a Unit C reclassification compensation plan.

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 2018 Strategic Goals, Unit Objectives, Performance Measures

<p>Goal 1: Expand and create employee wellness programs to encourage participation and to educate and assist employees on constructive ways to be healthy and productive.</p>	<p>Objective 1: Increase by 10% citywide employee participation in health and wellness programs.</p>
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PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
Wellness Education	162	N/A*	290	319
City Steps Challenge	292 (2)	N/A*	146 (1)	160 (1)
Fall Benefit & Wellness Fair	100	N/A*	125	137
Health Assessment	89	N/A*	100	110
Healthy Eating Workshop	90	N/A*	100	110
Hydration Challenge	N/A*	N/A*	75	82
Smoking Cessation	N/A*	N/A*	8	9
Total # of participants	652	N/A*	779	927
Growth Percentage	N/A*	N/A*	19.5%	19%

* New metrics not measured in FY 2016.

<p>Goal 2: Build a stronger, more productive and more resilient workforce and minimize vacancies enterprise wide by creating a Recruitment, Training & Retention Division to usher new employees through the employment process and facilitate the mentorship needed to succeed in their position and the City.</p>	<p>Objective 1: Conduct regular, ongoing management and leadership trainings for all department heads and supervisors of employees.</p>
	<p>Objective 2: Conduct orientations for all new employees and ensure their continued department training by their direct supervisors throughout their probationary period.</p>
	<p>Objective 3: Develop succession planning protocols for all departments.</p>

AFSCME				
PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
Total # of Vacant Positions	78	N/A*	81	80
Total # of Vacant Positions in Grades 1 – 6	26	N/A*	26	25
Total # of Vacant Positions in Grades 7 – 12	52	N/A*	37	55
Total # of Positions filled	69	N/A*	73	72
Avg. Position Vacancy (in months)	2	N/A*	2	2

* New metric not measured in FY 2016.

UNIT C				
PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
Total # of Vacant Positions	27	N/A*	26	10
Total # of Vacant Positions in M-01 - M - 11	22	N/A*	23	7
Total # of Vacant Positions in M-12 - M - 22	5	N/A*	3	3
Total # of Positions filled	26	N/A*	23	6
Avg. Position Vacancy (in months)	4	N/A*	4	3

* New metric not measured in FY 2016.

REASONS FOR VACANT POSITIONS 2016			
GROUP/BU	# RESIGNED	# TRANSFER	OTHER*
AFSCME	42	0	36
Unit C	16	0	11

*Includes retired, terminated, deceased, layoff and new position.

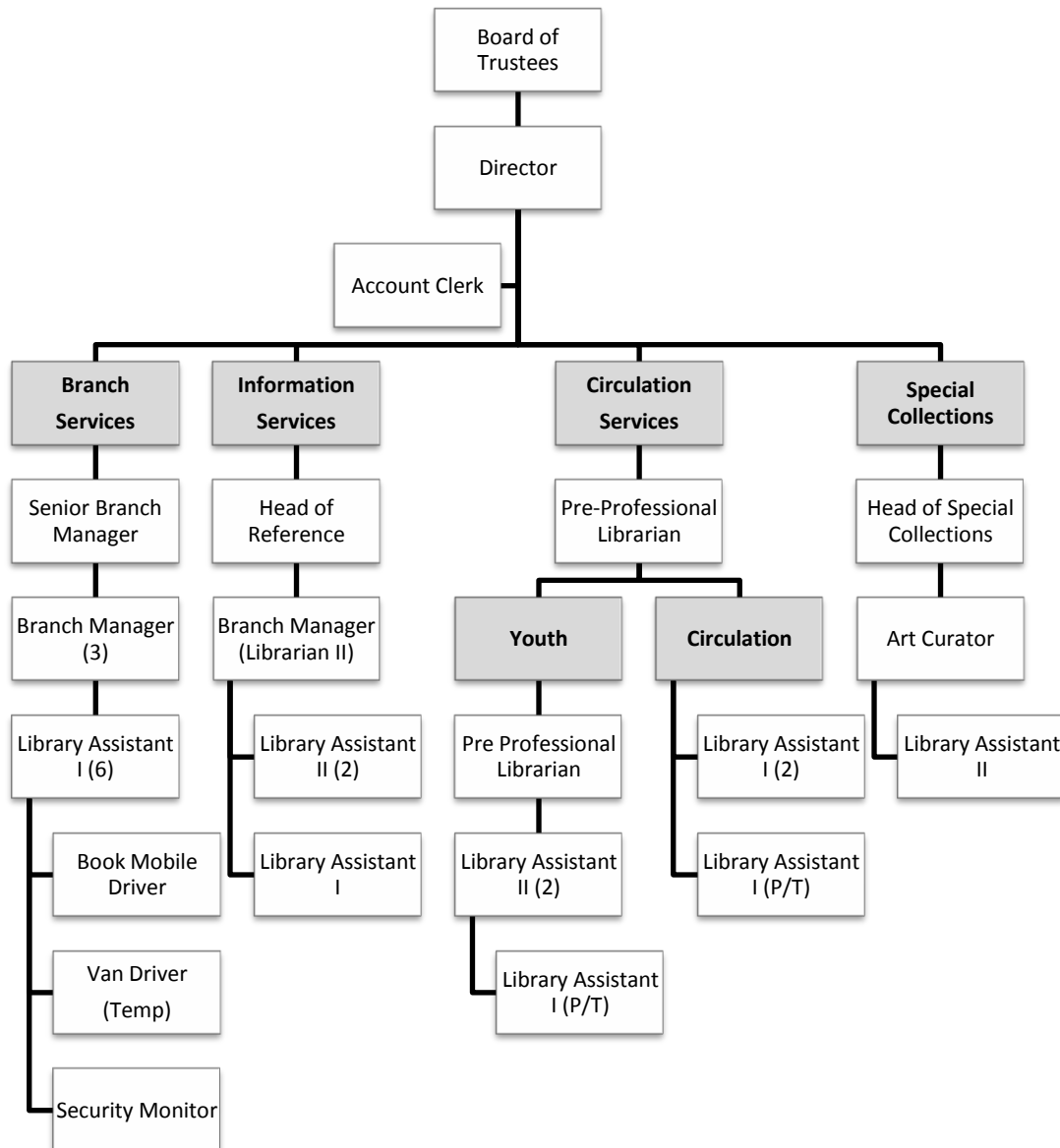
FY 2018 Expenditure Detail

DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Sal Wages Full Time Perm	\$271,837	\$315,707	\$315,707	\$313,255	\$347,412
Longevity	1,750	2,300	2,300	2,300	2,300
Sick Incentive	<u>1,113</u>	<u>2,100</u>	<u>2,100</u>	<u>1,900</u>	<u>1,900</u>
Total Personnel Budget	\$274,700	\$320,107	\$320,107	\$317,455	\$351,612
Advertising	\$0	\$300	\$300	\$333	\$150
Dues Subscriptions	275	300	300	275	300
Governmental Meetings	894	500	500	389	650
Hospital And Medical	239	250	250	0	110
In State Travel	395	550	550	723	550
Out Of State Travel	0	0	0	209	300
Printing	1,429	1,340	1,340	1,291	1,180
Rental-Lease	<u>1,826</u>	<u>1,826</u>	<u>1,826</u>	<u>1,826</u>	<u>2,030</u>
Total Charges and Services	\$5,059	\$5,066	\$5,066	\$5,046	\$5,270
Food Items Perishable	\$569	\$500	\$500	\$500	\$200
Supplies Photocopier	391	450	450	470	500
Supplies Sundry Office	<u>635</u>	<u>645</u>	<u>645</u>	<u>620</u>	<u>895</u>
Total Supplies	\$1,595	\$1,595	\$1,595	\$1,590	\$1,595
TOTAL EXPENDITURES	\$281,353	\$326,768	\$326,768	\$324,091	\$358,477

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 2018 Adopted Budget Summary

	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Expenditures	\$2,032,511	\$2,266,041	\$2,266,041	\$2,218,067	\$2,333,886
Position Distribution					
Full-Time	26	26	26	26	28
Part-Time	2	2	2	2	2

FY 2018 Budget Analysis: The FY 2018 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The personnel budget also reflects the addition of a pre-professional youth services librarian, security monitor and temporary van driver, totaling \$76,441. The City Council implemented cuts to the department's personnel budget equal to the department's proposed vacancy savings, \$14,943.

FY 2016/2017 Accomplishments

- Video security system upgraded at the Main Library and installed at all branch locations.
- Pre-Professional Librarian position re-established in the organizational chart and a Portuguese speaking librarian was hired for the Casa da Saudade Branch Library.
- Wilks Branch library improvements on the interior and exterior of the building, including grounds; Main Library interior improvements with new rugs, furnishings and development of digital learning area.
- Selection by Urban Libraries Council to be one of 35 nationwide to participate in National Book Foundation and Housing and Urban Development initiative.
- Library Strategic Plan for the Library was developed for FY 2018 - FY 2022.

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 also 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 as well as collections on Chinese culture and Jewish history. Programs include story time for children, book clubs, writers' group, and other activities. In addition, the bookmobile provides library service to New Bedford 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 in addition to 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 over 2.2 million 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 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 2018 Strategic Goals, Unit Objectives, Performance Measures

Goal 1: Increase services to underserved populations by developing dynamic outreach and engagement programming.	Objective 1: Work in collaboration with the Urban Library Council and Housing Development Authority to engage 1,000 children and families in literacy activities.
	Objective 2: Expand non-traditional library programming attendance by 30%.
	Objective 3: Promote the library as a resource for Portuguese and Spanish speakers by expanding participation in language specific programs by 30%.

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
# of participants in special programs	N/A*	N/A*	1,000	1,000
# of programs conducted in English/# of participants	135 : 733	180 : 975	200 : 1,000	200 : 1,300
# of programs conducted in Spanish/# of participants	N/A*	N/A*	12 : 25	15 : 35
# of programs conducted in Portuguese/# of participants	N/A*	N/A*	12 : 25	15 : 30
# of Bookmobile evening stops	N/A*	12	18	12

* New metric for FY 2018. Data not previously collected.

Goal 2: Provide free and open access to information and technology to all of New Bedford's residents.	Objective 1: Increase access to the internet and digital resources with upgraded hardware, high-speed bandwidth and technology supporting accessibility.
	Objective 2: Offer programs on digital and computer literacy training programs.
	Objective 3: Make available downloadable eBooks, audio and video to meet demand for digital content.
	Objective 4: Purchase physical materials in a variety of topics and language to encourage usage and lifelong learning.

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
# of internet users system wide	38,156	40,000	40,000	45,000
# of hours of internet service provided	29,672	25,000	25,000	30,000
# of users utilizing online resources	N/A*	N/A*	N/A*	75
# of technology assistance programs/# of participants	N/A*	12 : 120	20 : 36	24 : 48
# of eBooks downloaded	8,895	10,000	10,000	12,000
# of audio books downloaded	4,069	4,500	4,500	5,000
# of physical items circulated	248,629	257,000	257,000	260,000
# of Spanish and Portuguese items circulated	5,673	4,950	6,000	7,500

* New metric for FY 2018. Data not previously collected.

<p>Goal 3: Establish the library as the leading community center for youth and families to read, play and learn together.</p>	<p>Objective 1: Support early literacy and school readiness by partnering with schools and existing early childhood organizations in literacy initiatives.</p>
	<p>Objective 2: Create interactive spaces and programs to allow for discovery, stimulate imagination and creativity for children, young adults and their families.</p>
	<p>Objective 3: Provide programming for young children and their parents/caregivers focusing on early literacy practices.</p>

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
# of events library staff participated in	N/A*	N/A*	N/A*	10
# of class field trips hosted	24	28	30	30
# of Bookmobile school visits	140	144	150	150
# of story times/# of participants	141 : 951	124 : 868	100 : 1,200	125 : 1,500
# of teen programs/# of participants	165 : 1,266	57 : 240	50 : 100	100 : 200
# of special programs	40	50	80	100
# of Summer Reading participants	505	398	400	450

* New metric for FY 2018. Data not previously collected.

FY 2018 Expenditure Detail

DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Sal Wages Full Time Perm	\$1,115,687	\$1,221,568	\$1,201,568	\$1,130,422	\$1,289,401
Additional Gross	17	0	0	0	0
Longevity	8,500	9,725	9,725	7,875	9,225
Overtime	5,766	0	0	2,925	0
Final Employee Payoffs	41,309	0	0	3,836	0
Sal Wages Temporary	87,476	142,266	142,266	149,794	113,457
Sal Wages PT Permanent	38,456	36,166	36,166	35,315	46,919
<u>Sick Incentive</u>	<u>4,163</u>	<u>4,163</u>	<u>4,163</u>	<u>5,411</u>	<u>5,411</u>
Total Personnel Budget	\$1,301,373	\$1,413,888	\$1,393,888	\$1,335,578	\$1,464,413
Advertising	\$909	\$500	\$500	\$0	\$0
Computer Data Processing	62,073	55,000	55,000	62,155	62,505
Dues Subscriptions	6,353	5,625	5,625	2,847	1,100
Electricity	70,733	90,000	90,000	85,078	83,400
Hospital And Medical	900	500	500	685	500
Insurance	25,117	32,771	32,771	29,034	31,000
Internet Lines	3,877	3,500	3,500	3,500	4,076
Late Charges Interest	44	0	0	50	0
Maintenance Agreements	389	0	0	12,825	16,000
Misc Indirect Charges	415,921	500,000	500,000	500,000	500,000
Natural Gas	11,719	11,909	11,909	9,500	9,424
Not Otherwise Classified Svc	3,459	0	0	0	0
Oil For Heat	4,157	15,000	15,000	6,890	5,000
Public Safety	8,514	21,000	21,000	21,515	10,000
R M Intercoms Alarms	98	0	0	0	0
Rental-Lease	1,000	20,348	20,348	32,582	44,268
<u>Telephone</u>	<u>683</u>	<u>500</u>	<u>500</u>	<u>503</u>	<u>500</u>
Total Charges and Services	\$615,947	\$756,653	\$756,653	\$767,164	\$767,773
Books	\$53,908	\$58,000	\$58,000	\$57,183	\$60,000
Media Resources	0	2,500	2,500	2,723	2,500
Newspaper Magazines	24,907	19,000	19,000	19,441	19,000
Supplies Audio Visual	3,317	2,500	2,500	2,094	0
Supplies-Library Audio	0	0	0	0	2,500
Supplies-Library Video	0	0	0	0	3,000
Supplies Building Maintenance	0	0	0	748	1,200
Supplies Library	900	1,000	1,000	1,550	1,000
Supplies Lighting	0	0	0	688	0
Supplies Photocopier	77	1,000	1,000	54	0
Supplies Sundry Office	3,878	3,300	3,300	2,132	4,300
Supplies Teaching - Library	\$7,327	\$7,000	\$7,000	\$7,688	\$7,000
Vehicle Diesel Fuel	\$0	\$1,200	\$1,200	\$844	\$900
<u>Vehicle Gas Fuel</u>	<u>1,186</u>	<u>0</u>	<u>0</u>	<u>180</u>	<u>300</u>
Total Supplies	\$95,500	\$95,500	\$95,500	\$95,324	\$101,700

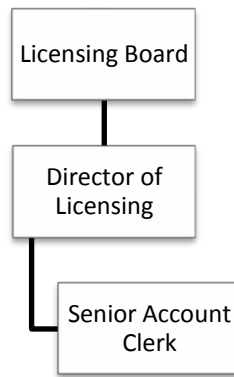
FY 2018 Expenditure Detail

DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Computer Equipment Capital	\$9,691	\$0	\$10,000	\$7,456	\$0
Minor Equipment Capital	0	0	0	3,739	0
Office Equip Furn Capital	0	0	10,000	8,805	0
Total Capital Outlay	\$9,691	\$0	\$20,000	\$20,000	\$0
<u>Other Financing Uses</u>	<u>\$10,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Other Financing	\$10,000	\$0	\$0	\$0	\$0
TOTAL EXPENDITURES	\$2,032,511	\$2,266,041	\$2,266,041	\$2,218,067	\$2,333,886

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, lead 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 2018 Adopted Budget Summary

	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Expenditures	\$110,695	\$111,621	\$111,621	\$111,011	\$116,392
Position Distribution					
Full-Time	2	2	2	2	2
Part-Time	0	0	0	0	0

FY 2018 Budget Analysis: The FY 2018 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The personnel budget also reflects the reclassification of the Clerk Typist to a Senior Account Clerk, totaling \$1,602.

FY 2016/2017 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).
- Fully implemented ABCC mandated ePlace Electronic Filing System, which now requires all liquor license holders to file all renewals, amendments, and request for transfers electronically.
- Assisted or submitted on behalf of a licensee over 22 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 2018 Strategic Goals, Unit Objectives, Performance Measures

Goal 1: Provide technical and administrative support to the City of New Bedford’s Licensing Board.	Objective 1: Work to ensure that all liquor licenses are active or made active within twelve months of inactivity.
	Objective 2: Continue to update online licensing via the State Alcoholic Beverage Control Commission’s ePLACE web portal.
	Objective 3: Digitize the department’s street listing/location cards which track every license issued by location; as well as continuing to update office techniques to certain office functions.

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
Liquor Licenses	185	185	188	189
On-Premises (Active)	150	150	150	150
On-Premises (Inactive)	15	17	12	6
Off-Premises (Active)	35	35	38	39
Off-Premises (Inactive)	1	0	0	0

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

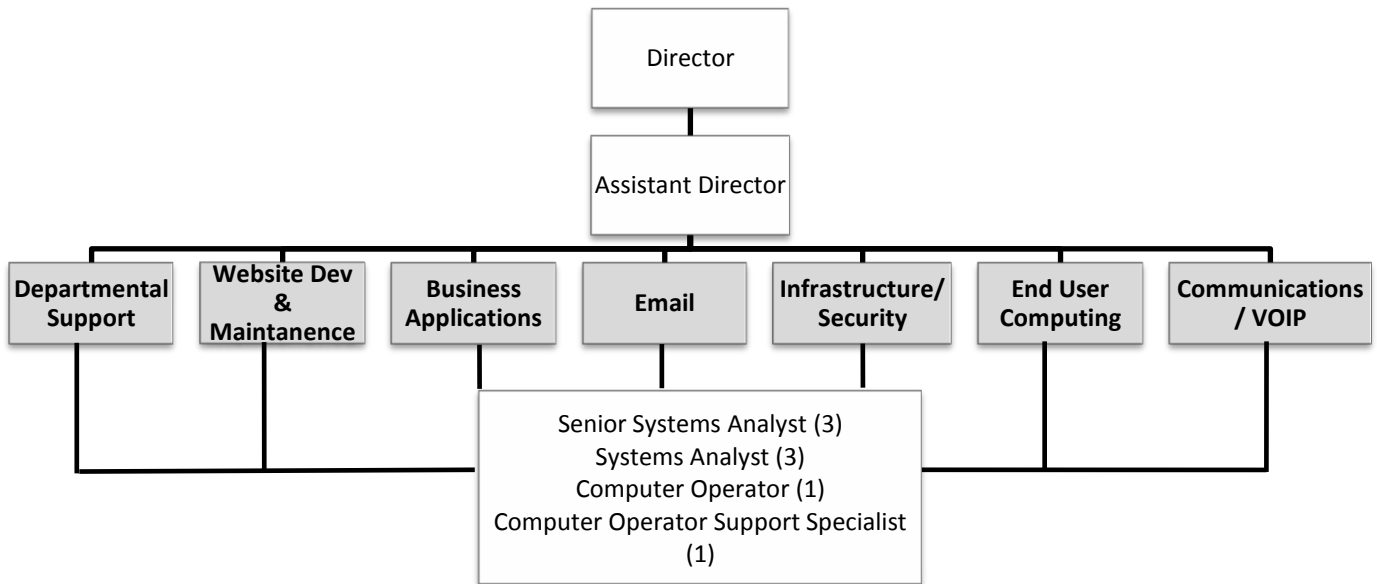
FY 2018 Expenditure Detail

DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Sal Wages Full Time Perm	\$96,984	\$98,379	\$98,379	\$97,792	\$103,150
Longevity	1,200	1,200	1,200	1,200	1,200
Sick Incentive	<u>800</u>	<u>800</u>	<u>800</u>	<u>400</u>	<u>800</u>
Total Personnel Budget	\$98,984	\$100,379	\$100,379	\$99,392	\$105,150
Board Member Stipends	\$8,716	\$8,716	\$8,716	\$8,716	\$8,716
Dues Subscriptions	841	490	490	513	513
In State Travel	184	0	0	283	0
Printing	630	886	886	957	863
R M Office Equipment	<u>199</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Charges and Services	\$10,570	\$10,092	\$10,092	\$10,469	\$10,092
Supplies Photocopier	\$331	\$400	\$400	\$400	\$500
Supplies Sundry Office	<u>810</u>	<u>750</u>	<u>750</u>	<u>750</u>	<u>650</u>
Total Supplies	\$1,140	\$1,150	\$1,150	\$1,150	\$1,150
TOTAL EXPENDITURES	\$110,695	\$111,621	\$111,621	\$111,011	\$116,392

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 2018 Adopted Budget Summary

	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Expenditures	\$1,114,032	\$1,239,019	\$1,239,019	\$1,223,663	\$1,368,743
Position Distribution					
Full-Time	10	10	10	10	10
Part-Time	0	0	0	0	0

FY 2018 Budget Analysis: The FY 2018 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The budget also reflects an increase to Charges and Services for required subscription fees for the City’s Microsoft Client Access Licenses, totaling \$125,000. The City Council implemented cuts to the department’s personnel budget in the amount of \$19,845.

FY 2016/2017 Accomplishments

- Continued to assist departments in streamlining their operations by implementing business applications including: the Jabber Communications system which enhances productivity by unifying presence, instant messaging, video, voice, voice messaging, screen sharing and conference capabilities all from the user's desktop; and the Enterprise Resource Planning (ERP) module Human Resource Employee Self Service.
- Upgraded business applications to their latest versions: ERP; CMMS; View Permit; Envision ware Public Computer and Reservation Station Management System; ePolicy Orchestrator Security Management System; SQL Database Server; and Windows Server Operating Systems.
- Replaced 47 end user workstations; installed 10 new mobile devices and refurbished 25 donated workstations throughout the Library's public computing areas.
- In collaboration with the Office of the Chief Financial Officer completed the design phase of a comprehensive Business Continuity and Disaster Recovery Plan that ensures the continuation of essential services in the event of a major disruption.
- Launched the Pubic Infrastructure's lead pipe locations online database and the Library's 1792-1871 index of newspaper articles database.

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 2018 Strategic Goals, Unit Objectives, Performance Measures

<p>Goal 1: Work with municipal departments to fully implement use of all purchased business applications/modules.</p>	<p>Objective 1: Successfully integrate currently owned Munis Fixed Assets, Employee Self Serve and Applicant Tracking modules as well as the City's Computerized Maintenance Management System.</p>
	<p>Objective 2: Work with the Departments of Health, City Clerk, Fire, Environmental Stewardship and Planning to operationalize use of View Permit from the field and across departments in a unified and consistent way.</p>

2016 ACTUAL				
Business Application	Date Executed	Estimated Time to Complete	Status	Anticipated Completion Date
Munis Real Estate	1/10/2014	18 MTHS	COMPLETED	7/1/2015
Munis Excise	3/9/2015	9 MTHS	COMPLETED	12/1/2015
Munis Utility Billing	9/15/2014	16 MTHS	COMPLETED	1/13/16
CMMS – Service Request/WO - DFFM	4/1/2016	3 MTHS	COMPLETED	7/1/2016
CMMS – Preventive Maintenance - DFFM	5/1/2016	3 MTHS	COMPLETED	8/1/2016
CMMS –Fleet Management - DFFM	6/1/2016	4 MTHS	COMPLETED	10/1/2016
CMMS – Inventory - DFFM	8/1/2016	2 MTHS	COMPLETED	10/1/2016

2017 BUDGET 2018 PROPOSED				
Business Application	Date Executed	Estimated Time to Complete	Status	Anticipated Completion Date
Munis – Fixed Assets	5/1/2017	2 MTHS	ACTIVE	7/30/2017
CMMS – Service Request/WO - Airport	7/1/2017	3 MTHS	PENDING	10/1/2017
CMMS – Preventive Maintenance - Fire	7/1/2017	2 MTHS	PENDING	9/1/2017
CMMS –Fleet Management - Fire	7/1/2017	2 MTHS	PENDING	9/1/2017
CMMS – Inventory - Fire	7/1/2017	2 MTHS	PENDING	9/1/2017
CMMS – Code Enforcement	1/1/2017	4 MTHS	COMPLETED	5/1/2017
View Permit – Health – Tobacco License	8/1/2017	2 MTHS	PENDING	10/1/2017
View Permit – Health - Tanning License	1/15/2017	2 MTHS	COMPLETED	3/1/2017

<p>Goal 2: Design and Implement a Business Continuity Plan to reduce vulnerability and ensure the continuation of essential city services in the event of a catastrophic disaster.</p>	<p>Objective 1: Initiate backups of all electronic data that is currently not being backed up.</p>
	<p>Objective 2: Convert all non electronic data to an electronic format.</p>
	<p>Objective 3: Implement Phase I of the Fiber Ring Design, establishing the 1st redundant fiber ring around the downtown area.</p>

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
# of new backups initiated	N/A*	300	50	100
# of data areas converted to electronic format	N/A*	75	20	30
# of City offices connected to a redundant fiber network	N/A*	N/A*	N/A*	26

* New metric in FY 2018. Data not available for previous years.

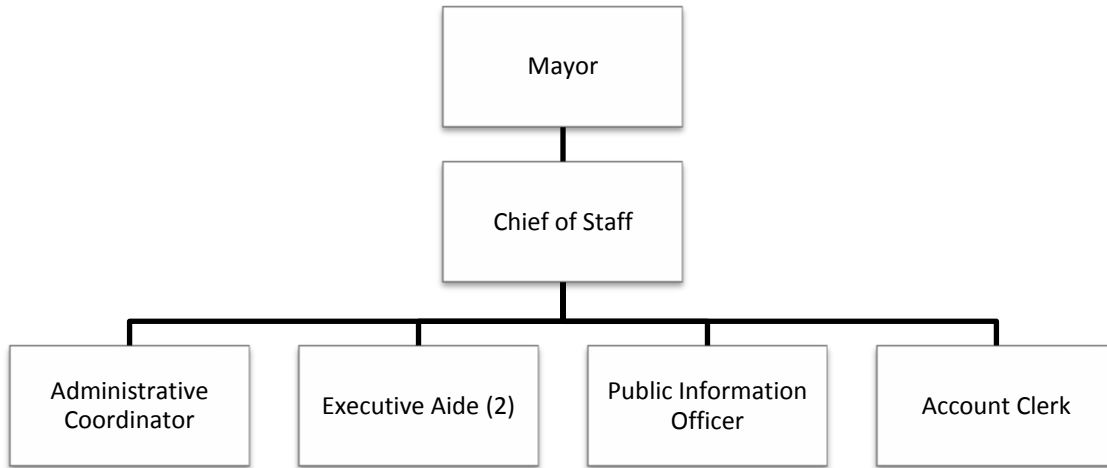
FY 2018 Expenditure Detail

DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Sal Wages Full Time Perm	\$527,128	\$623,765	\$613,765	\$588,950	\$629,429
Longevity	3,600	3,050	3,050	2,400	2,400
Final Employee Payoffs	15,247	0	0	11,684	0
Sick Incentive	<u>3,084</u>	<u>3,525</u>	<u>3,525</u>	<u>1,950</u>	<u>3,235</u>
Total Personnel Budget	\$549,059	\$630,340	\$620,340	\$604,984	\$635,064
Computer Data Processing	\$84,627	\$0	\$0	\$0	\$0
Consultants	0	0	10,000	10,000	0
Dues Subscriptions	485	485	485	485	760
Employees Training	5,408	4,400	4,400	4,400	4,000
Hospital And Medical	210	0	0	0	0
In State Travel	459	0	0	423	700
Internet Lines	8,495	14,322	14,322	14,322	12,540
Software Maintenance Agreement	0	367,177	367,177	366,754	481,103
Hardware Maintenance Agreement	0	56,331	56,331	56,331	70,676
R M Communication Lines	2,669	6,000	6,000	6,000	6,000
R M Miscellaneous	271,806	0	0	0	0
R M Office Equipment	14,513	8,000	8,000	8,000	7,000
Rental-Lease	5,006	5,006	5,006	5,006	5,092
Telephone	<u>110,340</u>	<u>86,218</u>	<u>86,218</u>	<u>86,218</u>	<u>86,218</u>
Total Charges and Services	\$504,017	\$547,939	\$557,939	\$557,939	\$674,089
Supplies Photocopier	\$4,834	\$3,090	\$3,090	\$4,000	\$4,000
Supplies SmallTools	8	250	250	250	0
Supplies Sundry Office	<u>6,137</u>	<u>7,400</u>	<u>7,400</u>	<u>6,490</u>	<u>5,590</u>
Total Supplies	\$10,980	\$10,740	\$10,740	\$10,740	\$9,590
Computer Equipment Capital	<u>\$49,976</u>	<u>\$50,000</u>	<u>\$50,000</u>	<u>\$50,000</u>	<u>\$50,000</u>
Total Capital Outlay	\$49,976	\$50,000	\$50,000	\$50,000	\$50,000
TOTAL EXPENDITURES	\$1,114,032	\$1,239,019	\$1,239,019	\$1,223,663	\$1,368,743

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 2018 Adopted Budget Summary

	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Expenditures	\$598,981	\$615,217	\$615,217	\$611,904	\$525,786
Position Distribution					
Full-Time	7	7	7	7	7
Part-Time	0	0	0	0	0

FY 2018 Budget Analysis: The FY 2018 budget includes funding for compensation increases required by the Code of Ordinances. The City Council eliminated \$75,000 from the department’s personnel budget and implemented additional reductions to the department’s non-personnel budget totaling \$20,507.

FY 2016/2017 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. Drops in unemployment rates have been particularly pronounced. According to the U.S. Department of Labor Bureau of Labor Statistics, the New Bedford area achieved the largest unemployment rate decline among all 387 metropolitan areas in the U.S. over the past year. 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. A recent state review found that 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 2016 four-year adjusted cohort graduation rate has now increased to 70.9%--the highest in the 10 years that the state has officially documented graduation rates for all districts. The rate is now about 10 percentage points higher than it was just five years ago in 2010. And with the construction of two new elementary schools nearing completion, and a range of other school renovations slated for the coming year, 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 the most recent city-wide crime data which document a 10% reduction in the total number of crimes from 2015 to 2016.
- 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 2018 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.

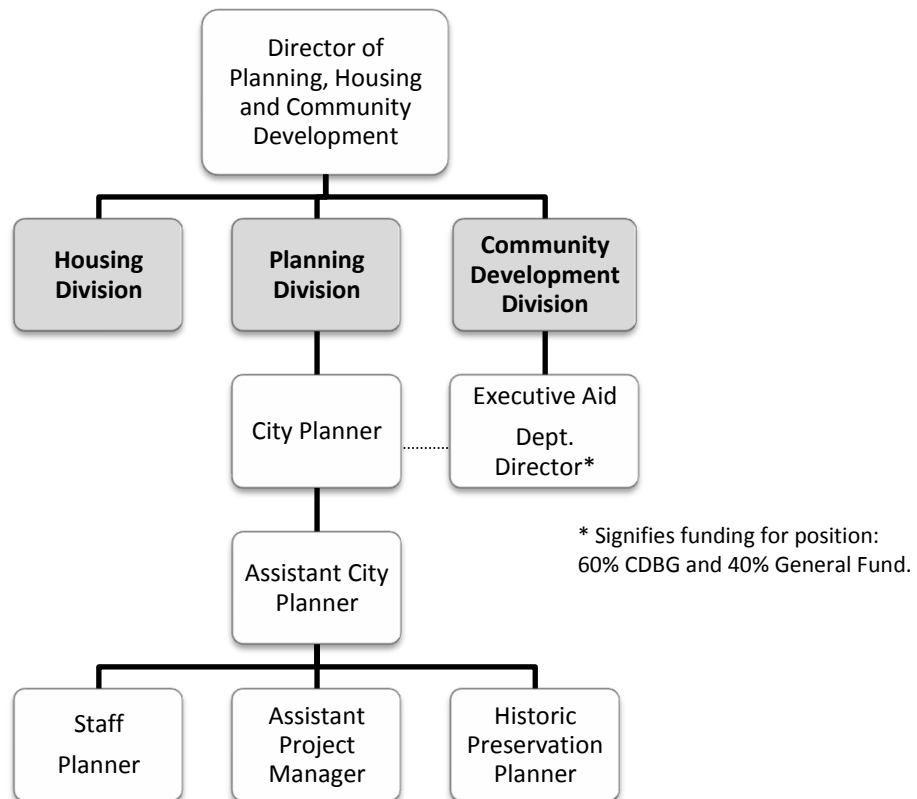
FY 2018 Expenditure Detail

DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Sal Wages Full Time Perm	\$511,327	\$524,585	\$524,585	\$524,585	\$455,936
Longevity	0	0	0	0	450
Final Employee Payoffs	0	0	0	1,696	0
Sal Wages Temporary	6,822	8,000	8,000	3,716	8,000
Sick Incentive	<u>738</u>	<u>1,150</u>	<u>1,150</u>	<u>425</u>	<u>425</u>
Total Personnel Budget	\$518,887	\$533,735	\$533,735	\$530,422	\$464,811
Advertising	\$745	\$1,500	\$1,500	\$100	\$1,500
Arts and Culture	17,671	20,000	20,000	20,000	0
Dues Subscriptions	735	750	750	739	750
Employees Training	0	250	250	50	250
EVS OCF	10,452	10,000	10,000	10,000	10,000
In State Travel	1,876	1,000	1,000	2,000	1,500
Mass Municipal Association	16,063	16,000	16,000	16,000	16,000
Out Of State Travel	6,797	2,500	2,500	2,500	2,000
Postage	63	400	400	60	400
Printing	1,384	1,950	1,950	1,950	1,950
Rental Lease Office Equip	6,732	6,732	6,732	6,532	6,732
Rental-Lease	211	0	0	200	300
Telephone	3,692	7,500	7,500	7,200	5,693
<u>U S Conference Of Mayors</u>	<u>7,869</u>	<u>7,000</u>	<u>7,000</u>	<u>8,251</u>	<u>8,000</u>
Total Charges and Services	\$74,290	\$75,582	\$75,582	\$75,582	\$55,075
Newspaper Magazines	\$897	\$200	\$200	\$800	\$400
Supplies Photocopier	239	200	200	190	200
<u>Supplies Sundry Office</u>	<u>4,668</u>	<u>5,500</u>	<u>5,500</u>	<u>4,910</u>	<u>5,300</u>
Total Supplies	\$5,804	\$5,900	\$5,900	\$5,900	\$5,900
TOTAL EXPENDITURES	\$598,981	\$615,217	\$615,217	\$611,904	\$525,786

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 2018 Adopted Budget Summary

	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Expenditures	\$263,059	\$371,751	\$371,751	\$282,676	\$388,700
Position Distribution					
Full-Time	6	7	7	7	7
Part-Time	0	0	0	0	0

FY 2018 Budget Analysis: The FY 2018 budget includes funding for compensation increases required by the Code of Ordinances. The City Council implemented cuts to the department’s personnel budget, totaling \$40,000.

FY 2016/2017 Accomplishments

- Collaborated with MassDevelopment to implement the Transformative District Designation (TDI) in the downtown business district. Assisted with design guidelines for the place making initiative along Purchase Street. Assisted in the development of design guidelines and application package for the MassWorks granted awarded for the Union Street Streetscape initiative.
- Completed several neighborhood and park improvement projects including the development of a pocket park at Phillips Avenue, infrastructure improvements to assist with pedestrian walkability along Acushnet Avenue by reconstructing strategic crosswalks, planting of trees and enhancing lighting. Continued coordination of the “Love the Ave” Initiative at the International Market Place that includes a placemaking planning process for Acushnet Ave. marketplace area; including the restoration of the Phillips Avenue lot, mural paintings, and public art displays.
- Drafted the Complete Streets Policy which resulted in acceptance by the State to implement policies to consistently plan, design, construct and maintain streets so that they accommodate the full breadth of potential, anticipated users including, but not limited to, pedestrians, users of wheelchairs and assisted mobility devices, bicyclists, motorists, emergency vehicles, transit, freight and commercial vehicles.
- Development of a comprehensive Guide to Permitting that creates a streamlined and fully transparent permitting process to foster communication between permitting boards, commissions and developers. The Guide provides a framework to standardize forms and applications to assist developers to expedite the city’s permitting process.
- Implemented and provided support to the Community Preservation Committee and coordinated trainings and began the development of board actions. Coordinated board meetings and trainings and initiated the development of the CPA comprehensive plan and the application process. Provided ongoing strategic technical and administrative guidance and support to the Planning Board, Zoning Board of Appeals, and the Historic Commission.

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 2018 Strategic Goals, Unit Objectives, Performance Measures

<p>Goal 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.”</p>	<p>Objective 1: Develop plans, assessments, and/or studies in FY 2017 that support overall city planning efforts including the development of neighborhood plans and other macro planning efforts.</p>
	<p>Objective 2: Undertake those short-term actions identified as being the responsibility of the Planning Office/Board within the master plan’s “Work Plan.”</p>

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
# of plans initiated and/or completed	2	4	4	4
# of public meetings held/outreach efforts made to ensure the public’s voice.	10	6	7	6
# of participants serving as stakeholders throughout process.	310	90	90	50

<p>Goal 2: Proactively amend and revise the <i>New Bedford Comprehensive Zoning Code</i> so as to reflect the city’s master plan.</p>	<p>Objective 1: Adopt new hybrid form-based ordinance language for the downtown, Goulart Square and Acushnet Avenue International Marketplace providing enforceable design standards in these key commercial districts in support of preservation and restoration of the respective neighborhoods’ character and fabric.</p>
	<p>Objective 2: Adopt a revised and enforceable sign ordinance.</p>
	<p>Objective 3: Identify additional ordinance revisions necessary to bring the code in line with the city’s master plan.</p>

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
# of ordinance revisions originating with the Planning Division.	7*	4	4	4
# of public meetings held/outreach efforts made to ensure the public’s voice.	10	6	6	4

*Ordinance revision process began in FY 2015 and it is anticipated to be complete in FY 2017.

<p>Goal 3: Encourage community revitalization and promote economic opportunity for all segments of the population.</p>	<p>Objective 1: To educate, stimulate and shepherd rehab, revitalization and economic development initiatives in a way that benefits all segments of the population.</p>
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PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
# of neighborhood association and/or community meetings addressing planning and development projects attended by planning staff.	70	10	10	10

Goal 4: Expertly provide both administrative and technical assistance in support of the work of city boards and commissions.	Objective 1: To ensure consistency through reliable plan review and inspection processes that is fast and easy.
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PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
Average # of days from submission of application to filing of board decision.	46	45	45	45

Goal 5: Highlight New Bedford’s unique cultural assets to residents and visitors, generating pride & economic activity.	Objective 1: To develop and conduct informational and public awareness programs and workshops relating to historic preservation initiatives and the importance of preserving, protecting and enhancing New Bedford’s heritage, cultural resources and physical landscape.
	Objective 2: To activate and manage the Community Preservation Act Committee and its activities.

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
# of public meetings/workshops on historic preservation and/or cultural assets	7	3	3	3
# of Community Preservation Committee meetings held	2	4	4	2

FY 2018 Expenditure Detail

DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Sal Wages Full Time Perm	\$253,005	\$339,983	\$339,983	\$251,870	\$355,468
Longevity	185	635	635	635	635
Final Employee Payoffs	5,478	0	0	0	0
<u>Sick Incentive</u>	<u>756</u>	<u>1,650</u>	<u>1,650</u>	<u>788</u>	<u>1,707</u>
Total Personnel Budget	\$259,425	\$342,268	\$342,268	\$253,293	\$357,810
Advertising	\$661	\$0	\$0	\$200	\$0
Consultants	0	25,000	25,000	25,000	25,000
Dues Subscriptions	689	1,100	1,100	1,100	1,100
Employees Training	175	0	0	0	0
Hospital And Medical	0	90	90	90	90
Printing	230	1,317	1,317	1,017	1,317
<u>Rental-Lease</u>	<u>1,726</u>	<u>1,726</u>	<u>1,726</u>	<u>1,726</u>	<u>3,133</u>
Total Charges and Services	\$3,481	\$29,233	\$29,233	\$29,133	\$30,640
Supplies Photocopier	\$0	\$250	\$250	\$95	\$250
<u>Supplies Sundry Office</u>	<u>153</u>	<u>0</u>	<u>0</u>	<u>155</u>	<u>0</u>
Total Supplies	\$153	\$250	\$250	\$250	\$250
TOTAL EXPENDITURES	\$263,059	\$371,751	\$371,751	\$282,676	\$388,700

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 2018 Adopted Budget Summary

	2016	2017	2017	2017	2018
	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Expenditures	\$9,858	\$11,400	\$11,400	\$11,400	\$11,400

FY 2018 Budget Analysis: The FY 2018 budget includes funding to reflect current and projected expenditures.

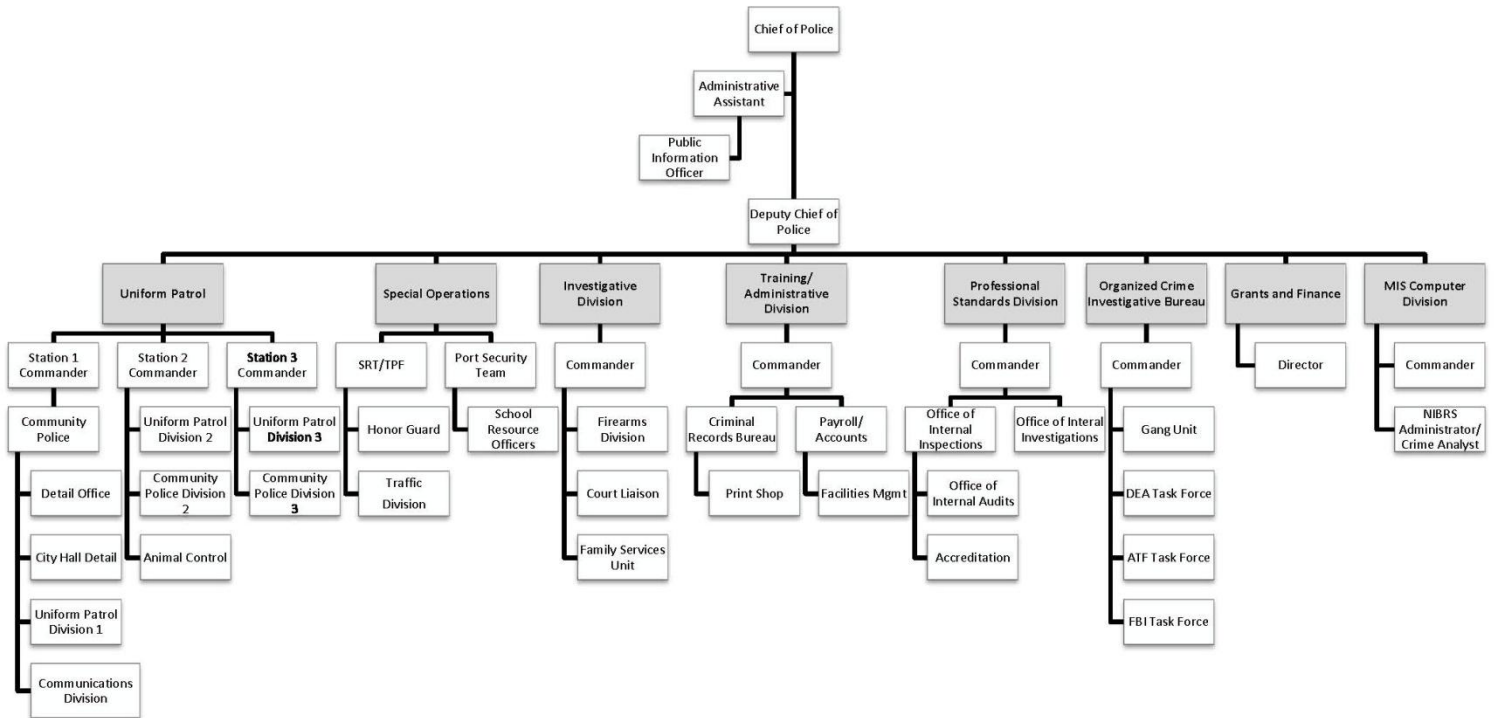
FY 2018 Expenditure Detail

	2016	2017	2017	2017	2018
<u>DESCRIPTION</u>	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Advertising	\$7,898	\$7,000	\$7,000	\$7,000	\$7,000
Board Member Stipends	1,020	2,400	2,400	2,400	2,400
<u>Contractual Services</u>	<u>940</u>	<u>2,000</u>	<u>2,000</u>	<u>2,000</u>	<u>2,000</u>
Total Charges and Services	\$9,858	\$11,400	\$11,400	\$11,400	\$11,400
TOTAL EXPENDITURES	\$9,858	\$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 2018 Adopted Budget Summary

	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Expenditures	\$24,368,774	\$25,016,268	\$25,216,268	\$24,551,778	\$24,879,549
Position Distribution					
Full-Time	310	311	311	311	310
Part-Time	0	0	0	0	0

FY 2018 Budget Analysis: The FY 2018 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The personnel budget also reflects the transfer of the Emergency Management Director to the Fire Department, reducing personnel expenditures by \$60,931. The budget also includes increases to Capital Outlay and Other Financing Uses for the replacement of four vehicles and the matching funds for the COPS grant, totaling \$200,000.

FY 2016/2017 Accomplishments

- As part of a continued community engagement effort:
 - 75 officers participated in the first annual Shop with a Cop program where they shopped, wrapped presents, and shared lunch with dozens of local children during the holiday season.
 - High Five Fridays as well as bus ride alongs were introduced to the schools and community;
 - The NBPB brought back the Citizens' Police Academy, which ran in fall 2016 and will run again in spring 2017.
- The NBPB established an opioid multi-disciplinary task force as well as a Community Crisis Intervention Team (CCIT), a collaborative effort that brings law enforcement and community agencies together with the common goals of safety, understanding, care, and services for people experiencing a crisis in their lives. The team is an avenue for community partnership and collaboration with specially trained members working together to resolve crisis related situations that affect the community at large.
- Seven new police officers were sworn into the department.
- The CompStat model was introduced to the Department which includes bi weekly meetings with district commanders and a strategic planning consultant was contracted for a five year term.
- Department Intelligence Officer was initiated

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 **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 2018 Strategic Goals, Unit Objectives, Performance Measures

<p>Goal 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.</p>	<p>Objective 1: Implement the principles of Community Policing into the New Bedford Police Department by aligning organizational management, structure, personnel, and information systems to support community partnerships and proactive problem solving.</p>
	<p>Objective 2: Employ the SARA (Scanning, Analysis, Response, Assessment) Model throughout the organization.</p>

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
# of cases utilizing the SARA Model and Community Policing efforts to address crime or quality of life issues	N/A*	400	396	425
# of Directed Patrols	1,878	1,900	1,890	1,905
# of Community Meetings	50	100	95	150

* SARA model wasn't employed in the NBPD until FY 2017.

Goal 2: Incorporate into the daily operations of the New Bedford Police Department a culture of goal oriented, data driven and information sharing performance.	Objective 1: Identify a consultant to conduct a Strategic Planning Process in FY 2018 that will establish a five-year plan for the organization.
	Objective 2: Conduct regular, biweekly CompStat meetings with Division Commanders.
	Objective 3: Expand New Bedford's safety net by facilitating monthly intelligence meetings with local, regional, state and federal partners to exchange and gather information on impact players.

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
# of crime incidents identified and strategic plans of action implemented as a result of CompStat meetings	N/A*	80	78	85
# of impact players identified as a result of monthly intel meetings	N/A*	144	130	150
# of bi-weekly CompStat Meetings held	N/A*	26	26	26
# of regional law enforcement (police/non-police) partners who attend 50% of monthly intel meetings	N/A*	8	10	12

* CompStat and intelligence meetings were not introduced to the department until FY 2017.

Goal 3: Continue to maintain peace and order through enforcement of all applicable laws and ordinances.	Objective 1: Gather accurate and timely crime intelligence, establish patterns and use data to drive Hot Spot deployment to targeted areas.
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PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
Total # of reported calls	76,744	77,500	77,000	77,200
# of citations issued	6,966	7,349	7,500	7,600
# of arrests made	3,755	3,604	3,800	3,850
# of accidents reported	3,403	3,427	3,390	3,387
# of Field Interview Reports	363	400	390	475
# of Traffic Stops	6,055	7,000	6,900	7,200

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
Murder and nonnegligent manslaughter	3	5	2	2
Rape	45	50	47	43
Robbery	263	275	269	261
Aggravated Assault	717	750	726	720
Burglary	762	779	776	771
Larceny-Theft	2,358	2,401	2,372	2,369
Motor Vehicle Theft	300	306	302	301
Arson	21	26	22	23

Goal 4: Reduce the rate of long term, systemic crime in the City of New Bedford.	Objective 1: Establish a prevention task force to reduce opioid misuse and addiction and decrease opioid overdose deaths.
	Objective 2: Increase collaboration with existing support groups within the community aimed at increased awareness and education to prevent domestic violence.

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
Average age of victim(s) of overdose	34	30	32	33
# of uses of Narcan	176	300	295	403
# of drug overdoses	493	406	502	510
# of drug related deaths	27	21	23	22
# of team outreach visits	216	260	250	262
# of referrals for service	122	150	136	150
# prevention education presentations	N/A*	50	26	60

* Prevention education presentations were new in FY 2017.

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
# of domestic violence calls reported	2,879	3,200	2,901	2,895
# of domestic violence calls assisted by night advocates	204	210	220	225
# of restraining orders issued	108	150	126	132
# of serial batterers identified	102	110	109	116
# of referrals for service or programs	137	150	140	155

FY 2018 Expenditure Detail

DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Sal Wages Full Time Perm	\$19,074,900	\$19,941,534	\$19,941,534	\$19,190,151	\$19,719,338
Longevity	324,350	325,050	325,050	325,833	322,666
Overtime	1,334,392	1,112,000	1,112,000	1,261,993	1,112,001
Overtime Court Time	581,060	663,272	663,272	512,457	663,271
Educational Credit	3,525	3,525	3,525	3,525	4,225
Final Employee Payoffs	236,849	0	0	169,651	0
Holiday	1,086,365	1,121,895	1,121,895	1,082,742	1,115,056
Sal Wages Temporary	27,232	29,120	29,120	26,690	29,120
Sick Incentive	30,260	31,000	31,000	28,797	31,000
Uniform Allowance	251,750	266,000	266,000	266,000	260,000
<u>Details</u>	<u>0</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>
Total Personnel Budget	\$22,950,683	\$23,593,396	\$23,593,396	\$22,967,839	\$23,356,677
Advertising	\$1,030	\$200	\$200	\$0	\$200
Animal Boarding	27,773	42,000	42,000	24,680	42,000
Animal Cremation	10,617	10,700	10,700	10,195	10,700
Cell Phone	446	1,000	1,000	734	1,000
Consultants	0	75,000	75,000	75,000	0
Contractual Services	1,010	0	0	0	0
Court Services	829	4,219	4,219	5,897	4,219
Dues Subscriptions	19,945	12,500	12,500	12,900	12,500
Employees Training	17,498	18,900	18,900	33,028	18,900
Hospital And Medical	269,469	295,000	295,000	356,654	295,000
In State Travel	647	0	0	0	0
Insurance	0	0	0	0	0
Internet Lines	6,088	6,000	6,000	6,136	6,000
Maintenance Agreements	1,838	0	0	0	0
Misc Indirect Charges	8,439	28,500	28,500	3,640	28,500
Out Of State Travel	0	500	500	338	500
Pest Control	241	324	324	324	324
Postage	131	100	100	68	100
Printing	47	400	400	0	350
Public Safety	263,591	270,000	270,000	268,716	269,000
R M Communication Lines	1,372	0	0	0	0
R M Miscellaneous	670	15,000	15,000	3,436	14,700
R M Office Equipment	5,228	3,000	3,000	1,880	3,000
Rental-Lease	342,654	368,114	368,114	346,027	368,114
Telephone	5,312	6,000	6,000	5,281	4,100
<u>Television Cable</u>	<u>304</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Charges and Services	\$985,180	\$1,157,457	\$1,157,457	\$1,154,932	\$1,079,207
Books	\$240	\$0	\$0	\$0	\$0
Freight	18	0	0	0	0
Supplies Computer	0	0	0	0	0
Supplies Janitorial	0	0	0	0	0
Supplies Medical	1,781	0	0	0	0
Supplies Painting	15	0	0	0	0
Supplies Photocopier	\$7,874	\$8,000	\$8,000	\$7,146	\$7,500

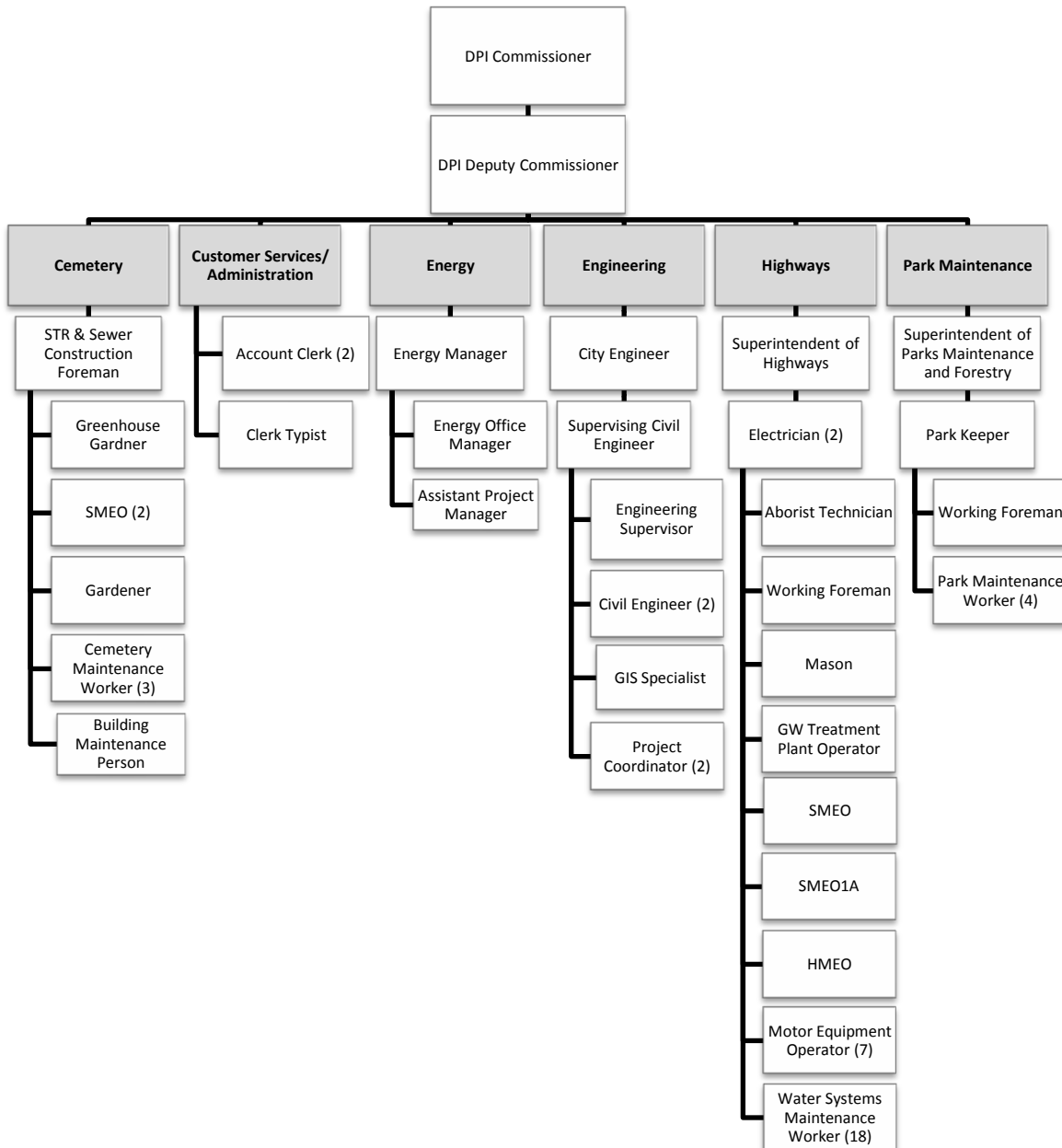
FY 2018 Expenditure Detail

DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Supplies Public Safety	\$103,398	\$110,915	\$110,915	\$76,107	\$110,390
Supplies Sundry Office	19,198	25,000	25,000	25,316	24,275
Uniforms and Other Clothing	370	1,500	1,500	439	1,500
Total Supplies	\$132,894	\$145,415	\$145,415	\$109,007	\$143,665
<u>Automobiles Purchased</u>	<u>\$300,018</u>	<u>\$120,000</u>	<u>\$320,000</u>	<u>\$320,000</u>	<u>\$200,000</u>
Total Capital Outlay	\$300,018	\$120,000	\$320,000	\$320,000	\$200,000
<u>Other Financing Uses</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$100,000</u>
Total Other Financing	\$0	\$0	\$0	\$0	\$100,000
TOTAL EXPENDITURES	\$24,368,774	\$25,016,268	\$25,216,268	\$24,551,778	\$24,879,549

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 2018 Adopted Budget Summary

	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Expenditures	\$4,289,160	\$4,368,680	\$4,789,741	\$4,618,842	\$4,657,424
Position Distribution					
Full-Time	65	66	66	66	66
Part-Time	0	0	0	0	0

FY 2018 Budget Analysis: The FY 2018 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The personnel budget also reflects the conversion of an electrician to a building maintenance position and three motor equipment operators to water systems maintenance workers, reducing expenditures by \$32,792. In addition, the budget includes increases to Charges and Services for sharps disposal as well as employee training, engineering services, and rental/lease, totaling \$100,000; and Capital Outlay for equipment leases, totaling \$20,000.

FY 2016/2017 Accomplishments

- The forestry division planted 75% more trees in FY 2017 than initially projected (874).
- The Department continued to ensure the safety of motorists and pedestrians along New Bedford streets by:
 - Repainting 50 miles of yellow double lines and crack-sealing 80 miles of city streets;
 - Repairing 12,567 potholes;
 - Completed reconstruction of Maxfield Street, Bessey Street and Tacoma Street, including sidewalks, drainage, driveway openings, trees, curbing and repaving of roadway.
 - Microsurfaced New Plainville Road, from Tarkiln Hill Rd to the Dartmouth town line.
- DPI is committed to the continued open space improvements of the City of New Bedford, including:
 - The CoveWalk: a 5,550 foot paved, lit pathway atop the hurricane barrier on the western side of the peninsula, overlooking Clark's Cove, opened to the public in spring 2017. It is a mirror of the HarborWalk, which was opened to the public in 2015.
 - The Saulnier Bike Path extension was completed along West Rodney French Blvd. This extension is a new off-road multi-use path complete with new granite curb, hot mix asphalt path, ADA compliant curb ramps, on-street parking, trees and grass area.
 - Tom Lopes Park and the Fishermen's Memorial at Tonneson Park were reconstructed, complete with bronze statues, brick walkways, lighting, flowers, trees and an irrigation system.
- The engineering division worked in coordination with MassDOT on two major projects this year:
 - The new salt shed located on Mt. Pleasant St, north of Kings Highway; and
 - The "NB" topiary on the hillside of Rte 18 near the Rte 6 overpass/ Fairhaven Bridge ramp.

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 2018 Strategic Goals, Unit Objectives, Performance Measures

Goal 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.	Objective 1: Provide the residents of New Bedford with multiple reporting mechanisms from which to contact DPI and to respond to 90% of residential requests within 5 business days.
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PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
# of resident requests received	3,345	4,195	942	1,190
# in person	35	45	36	40
# by phone	2,081	2,600	250	400
# via See, Click, Fix	979	1,300	620	700
# email	250	250	36	50
Avg. response time (in days)	6*	1	1	1
Avg. completion time (in days)	67*	7	18	15

* Metrics for both average response time and average completion time are skewed due to reallocation of resources in the second half of FY 2016.

Goal 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.	Objective 1: Repair and maintain all surface problems on public rights of way.
	Objective 2: Replace historic and regular street lights within 24 hours of notice.
	Objective 3: Design, plan and implement planting effort of trees, shrubs and flowerbeds in designated areas of the city. Continue with goal of 500 trees planted per year.

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
# of potholes repaired	12,567	2,871	9,500	3,000
#/% of historic and regular street lights replaced/repared within 24 hours	469/100%	188/100%	400/100%	350/100%
# of trees planted	874	500	500	500
# of trees trimmed	N/A*	N/A*	300	300

* Data unavailable. New metric in FY 2018.

Goal 3: Modernize the city's snow removal capabilities and identify ways to more efficiently ensure the safety of New Bedford residents.	Objective 1: Pre-treat the city's public rights-of-way in advance of all significant winter weather events to minimize the response time post event.
	Objective 2: Plow and treat public-rights-of-way in a timely manner.

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
# of plowable snow events	4	5	3	3
# of events in which streets were pre-treated	4	5	3	3
Tons of salt used	N/A*	N/A*	5,029	4,500
Gallons of magnesium chloride used	N/A*	N/A*	19,765	15,000

* Data unavailable. New metric in FY 2018.

Goal 4: Maintain city parks and green spaces.	Objective 1: Design and implement a park maintenance program that includes winter seasonal repairs and maintenance of all parks and common areas as it applies to equipment and grounds.
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PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
# of yards of debris removed	259	225	500	500
# of clean and liens performed	N/A*	N/A*	N/A*	10
# of common areas cleaned	N/A*	N/A*	N/A*	30

* Data unavailable. New metric in FY 2018.

<p>Goal 5: To provide Special Event services to the community in the most cost effective way possible.</p>	<p>Objective 1: Provide labor and equipment to all events that request city services.</p>
	<p>Objective 2: Quantify the cost to the city per event for equipment and labor and recover 5%.</p>

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
# of events	230	200	200	200
\$ total cost of labor and equipment	\$198,987	\$225,000	\$170,000	\$170,000
\$ fees and revenue collected	\$5,689	\$5,000	\$5,000	\$8,500
% of costs recovered	2.85%	2.22%	2.94%	5.00%

FY 2018 Expenditure Detail

DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Sal Wages Full Time Perm	\$2,597,777	\$2,766,351	\$2,566,351	\$2,455,554	\$2,894,119
Additional Gross	90	0	0	30	0
Longevity	15,250	16,400	16,400	14,650	15,850
Overtime	129,812	87,570	87,570	115,646	87,570
Final Employee Payoffs	16,553	7,500	7,500	20,873	7,500
Sal Wages Temporary	49,302	0	0	0	0
Sick Incentive	8,892	7,500	7,500	7,641	7,500
Total Personnel Budget	\$2,817,676	\$2,885,321	\$2,685,321	\$2,614,394	\$3,012,539
Accounting Services	\$88	\$0	\$0	\$0	\$0
Advertising	1,177	1,000	1,000	381	1,000
Bank Service Charges	1,550	0	0	0	0
Cell Phone	13,873	10,000	10,000	13,400	12,000
Computer Data Processing	1,500	6,600	6,600	2,000	4,500
Consultants	63,943	232,569	235,722	240,000	232,569
Copier Maintenance Agreement	0	500	500	0	500
Dues Subscriptions	830	1,500	1,500	2,215	1,500
Electricity	76,545	51,395	51,395	60,000	63,000
Employees Training	10,182	10,000	20,000	13,800	10,376
Engineering Services	80,170	50,000	90,000	90,000	100,000
Hospital And Medical	98,882	50,000	60,000	55,000	50,000
In State Travel	0	0	0	200	0
Internet Lines	498	1,000	1,000	0	1,000
Investigative Services	300	0	0	0	0
Jdgmnt Claims Sttlmnts	750	0	0	0	0
Lab Testing Services	9,967	5,000	15,000	11,413	5,000
Late Charges Interest	4	0	0	0	0
Legal Services	0	0	0	1,995	0
Maintenance Agreements	21,689	54,400	54,400	50,000	50,000
Microfiche Bookbinding	0	1,000	1,000	0	1,000
Natural Gas	8,920	8,500	8,500	10,000	6,000
Not Otherwise Classified Svc	10,324	0	0	8,625	50,000
Out Of State Travel	4,100	3,500	3,500	2,500	3,500
Pest Control	0	500	500	0	500
Postage	0	200	200	0	200
Pre Employment Medical	55	0	0	55	0
Printing	1,208	500	500	1,170	1,000
Professional Licenses	390	500	500	1,000	1,500
Public Safety	23,886	7,500	57,500	32,000	7,500
R M Buildings Grounds	32,379	75,000	75,000	45,000	75,000
R M Equipment	\$555	\$2,000	\$2,000	\$500	\$2,000
R M Flat Tires	\$466	\$1,000	\$1,000	\$464	\$0
R M Miscellaneous	7,191	20,000	20,000	10,000	15,000
R M Traffic Control Equip	720	5,000	5,000	500	4,000
R M Vehicles	40,974	35,000	75,000	106,950	35,000
Rental Lease Vehicles	\$47,937	\$0	\$48,908	\$47,937	\$0

FY 2018 Expenditure Detail

DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Rental-Lease	\$27,894	\$36,695	\$76,695	\$105,591	\$96,740
Snow Removal	27606	0	0	0	0
Sullivans Ledge Consent Decree	15,000	15,000	15,000	17,750	15,000
Telephone	131	0	0	160	0
<u>Uniform Cleaning Service</u>	<u>11,601</u>	<u>5,000</u>	<u>5,000</u>	<u>12,305</u>	<u>5,000</u>
Total Charges and Services	\$643,286	\$690,859	\$942,920	\$942,910	\$850,385
Concrete	\$40,575	\$50,000	\$50,000	\$39,000	\$45,000
Lab Testing Equipment	0	500	500	0	0
Newspaper Magazines	0	300	300	0	0
Sand	1,374	1,500	1,500	1,000	1,500
Stone	6,330	12,000	12,000	7,500	10,000
Supplies Audio Visual	1,100	9,500	9,500	1,000	4,000
Supplies Building Maintenance	14,824	30,000	30,000	25,000	31,000
Supplies Cemetery	51,665	35,000	35,000	80,000	55,000
Food Items Perishable	140	0	0	0	0
Freight	1,637	2,500	2,500	500	2,500
Supplies Computer	3,594	2,500	2,500	3,546	3,500
Supplies Electrical Parts	13,135	15,000	15,000	23,000	15,000
Supplies Janitorial	57	700	700	2,100	0
Supplies Lighting	90,797	75,000	75,000	35,000	85,000
Supplies Maintenance	7,591	13,000	13,000	4,100	3,000
Supplies Masonry	6,212	7,500	7,500	10,000	7,500
Supplies Misc Groundskeepng	72,862	62,500	62,500	150,000	71,000
Supplies Other	111,759	105,000	105,000	104,000	105,000
Supplies Painting	34,087	30,000	30,000	23,000	30,000
Supplies Pest Control	17	300	300	0	0
Supplies Photocopier	804	1,000	1,000	1,500	1,000
Supplies Plumbing	0	200	200	0	0
Supplies Public Safety	2,673	8,000	8,000	3,790	7,000
Supplies Road Maintenance	54,051	70,000	70,000	39,000	70,000
Supplies SmallTools	6,957	5,000	5,000	1,192	0
Supplies Sundry Office	4,134	3,500	3,500	3,000	3,500
Supplies Water Works	7,036	15,000	15,000	5,000	5,000
Supplies Welding	13,707	1,000	1,000	1,000	1,000
Supplies Traffic Signals	20,030	18,000	18,000	7,000	18,000
Supplies Vehicle	50,689	0	0	23,628	0
Supplies Vehicle - Misc.	57,693	40,000	40,000	42,000	45,000
Uniforms and Other Clothing	4,834	4,000	4,000	5,313	6,000
Vehicle Gas Fuel	30,454	60,000	60,000	39,000	60,000
Vehicle Oil and Other Fluids	1,762	1,000	1,000	3,469	2,000
Vehicle Parts and Accessories	7,723	3,000	3,000	1,700	0
Vehicle Supplies Batteries	286	2,000	2,000	1,700	0
<u>Vehicle Supplies Tires Tubes</u>	<u>11,094</u>	<u>10,000</u>	<u>10,000</u>	<u>6,500</u>	<u>7,000</u>
Total Supplies	\$731,685	\$694,500	\$694,500	\$693,537	\$694,500

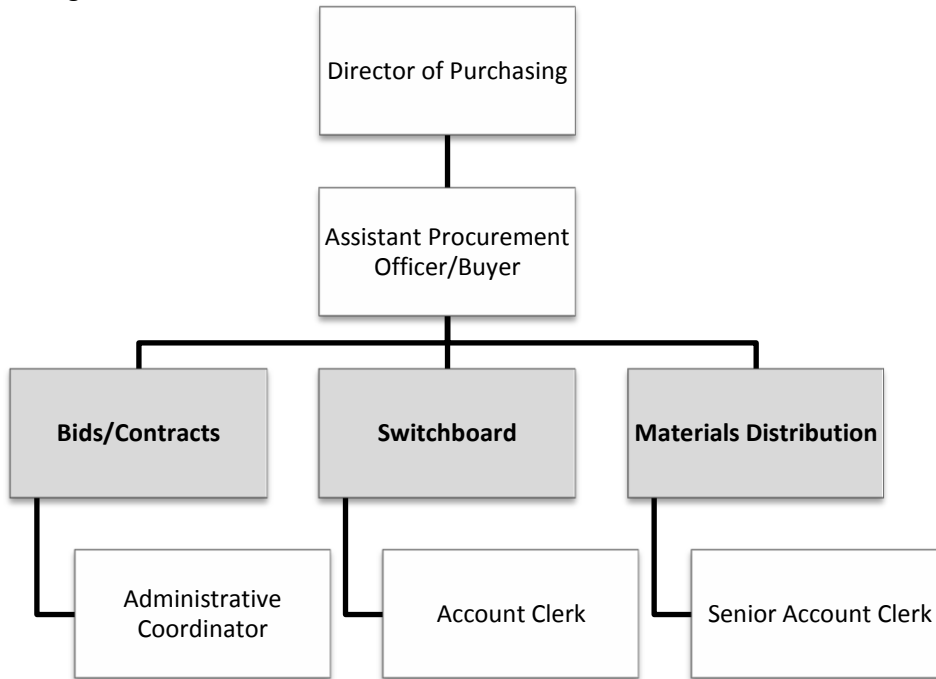
FY 2018 Expenditure Detail

DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Building Structure	\$44,905	\$80,000	\$80,000	\$16,001	\$0
Computer Equipment Capital	1,795	0	0	0	0
Landscaping	21,520	0	269,000	100,000	0
Major Equipment	3,438	0	0	0	60,000
Minor Equipment Capital	16,855	0	0	0	40,000
<u>Streets And Sidewalks</u>	<u>8,000</u>	<u>0</u>	<u>100,000</u>	<u>234,000</u>	<u>0</u>
Total Capital Outlay	\$96,513	\$80,000	\$449,000	\$350,001	\$100,000
<u>Other Financing Uses</u>	<u>\$0</u>	<u>\$18,000</u>	<u>\$18,000</u>	<u>\$18,000</u>	<u>\$0</u>
Total Other Financing	\$0	\$18,000	\$18,000	\$18,000	\$0
TOTAL EXPENDITURES	\$4,289,160	\$4,368,680	\$4,789,741	\$4,618,842	\$4,657,424

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 2018 Adopted Budget Summary

	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Expenditures	\$297,052	\$359,260	\$359,260	\$342,702	\$378,583
Position Distribution					
Full-Time	4	5	5	5	5
Part-Time	0	0	0	0	0

FY 2018 Budget Analysis: The FY 2018 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances.

FY 2016/2017 Accomplishments

- Digitized the contract tracking process for City Departments.
- Continued cross-training employees within the Purchasing Department to ensure complete coverage of all functions.
- Developed efficiency within the Purchasing Department by electronically recording all vendors that request a bid.
- Established an Amazon Business account to reduce the annual cost of office supplies.

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 2018 Strategic Goals, Unit Objectives, Performance Measures

Goal 1: Reduce the inventory of office supplies in the stock room.	Objective 1: Reduce by 5% the annual cost of office supplies enterprise-wide by limiting supply orders to items currently in stock or on the approved supply list.
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PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
Annual cost of Office Supplies*	\$100,530	\$150,000	\$140,000	\$150,00
Annual savings as a result of diversified vendors	N/A**	N/A**	N/A**	\$12,000

* These figures do not include toner.

** New metric in FY 2018. Data unavailable prior to FY 2018.

Goal 2: Meet the demands of the Capital Improvement Program by continuing to effectively execute the procurement process.	Objective 1: Unify the contract process by working with the New Bedford School Department to incorporate School Department contracts into Munis.
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WORKLOAD INDICATORS	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
# of Purchase Orders issued	7,416	7,300	8,932	10,000
# of RFPs/IFBs issued	60	56	70	62
# of contracts issued	193	175	288	292
Value of contracts (goods & services)	\$6.4M	\$5M	\$12.2M*	\$5.5M
Value of contracts (Public Works & Building Construction)	\$6.7M	\$6.5M	\$6.6M	\$6.5M
Value of contracts (Mini)	\$2.8M	\$2M**	\$3.4M	\$3M

* This includes \$6M for new contract for sludge removal.

** New Acting Purchasing Agent in place in FY 2017. Budgeted number not verified.

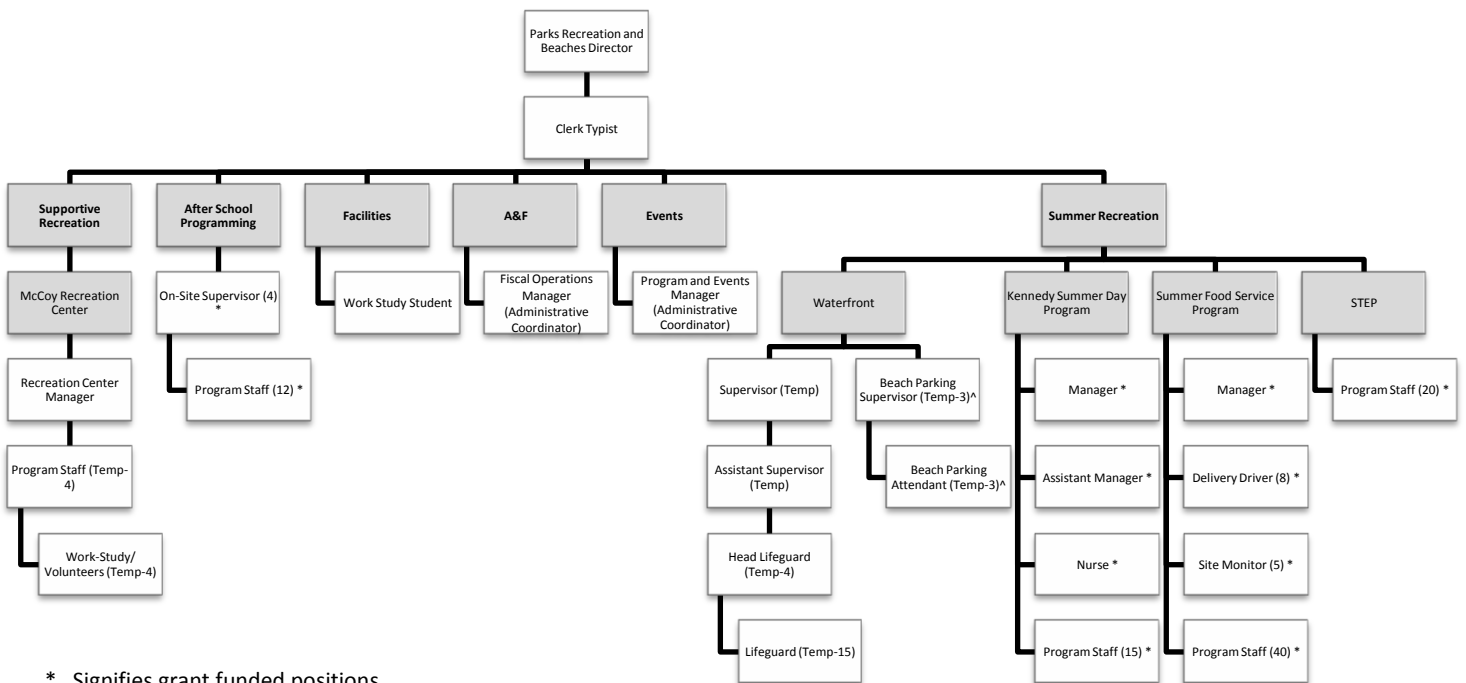
FY 2018 Expenditure Detail

DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Sal Wages Full Time Perm	\$190,208	\$239,279	\$239,279	\$198,996	\$259,089
Longevity	1,300	1,750	1,750	1,750	1,300
Final Employee Payoffs	0	0	0	8,722	0
Sick Incentive	<u>329</u>	<u>900</u>	<u>900</u>	<u>211</u>	<u>215</u>
Total Personnel Budget	\$191,837	\$241,929	\$241,929	\$209,679	\$260,604
Advertising	\$0	\$100	\$100	\$230	\$100
Consultants	0	0	0	16,800	0
Dues Subscriptions	175	175	175	175	175
Employees Training	0	1,000	1,000	1,885	1,000
Hospital And Medical	0	0	0	55	0
In State Travel	0	100	100	885	100
Insurance	175	175	175	175	175
Not Otherwise Classified Svc	1,500	0	0	0	0
Postage	96,626	100,000	100,000	98,000	100,000
R M Communication Lines	500	0	0	0	0
R M Office Equipment	3,286	12,501	12,501	0	12,742
Rental Postal Meters	903	1,204	1,204	12,742	0
Rental-Lease	<u>1,726</u>	<u>1,726</u>	<u>1,726</u>	<u>1,726</u>	<u>3,337</u>
Total Charges and Services	\$104,891	\$116,981	\$116,981	\$132,673	\$117,629
Supplies Photocopier	\$0	\$150	\$150	\$100	\$100
Supplies Sundry Office	<u>324</u>	<u>200</u>	<u>200</u>	<u>250</u>	<u>250</u>
Total Supplies	\$324	\$350	\$350	\$350	\$350
TOTAL EXPENDITURES	\$297,052	\$359,260	\$359,260	\$342,702	\$378,583

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.
- ^ Signifies positions funded by the Fort Taber Revolving Fund.

FY 2018 Adopted Budget Summary

	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Expenditures	\$392,733	\$460,026	\$460,026	\$448,996	\$450,305
Position Distribution					
Full-Time	5	5	5	5	5
Part-Time	0	0	0	0	0

FY 2018 Budget Analysis: The FY 2018 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The personnel budget also reflects an increase to the hourly wages of assistant waterfront supervisors, head life guards and life guards, and shifts the funding allocation for beach parking staff from the General Fund to the new Fort Taber Revolving Fund, reducing expenditures by \$9,721.

FY 2016/2017 Accomplishments

- Made science accessible and interactive for New Bedford students and families by piloting a Wildlife Explorer's after school program at the Hayden-McFadden Elementary School, in partnership with the National Recreation and Park Association, Environmental Protection Agency, Cornell Univ. and others; and offering the Building to Teach boatbuilding program at the McCoy Recreation Center, in partnership with the Community Boating Center
- Increased training for part-time temporary and seasonal staff (including the staff of the after school programs, McCoy Recreation Center, Kennedy Summer Day Program, Play in the Park Summer Food Service Program and seasonal lifeguards.) Staff received monthly training to improve membership services, record keeping and safety for staff and visitors. PRB administrative staff attended several professional development conferences to learn about best practices and ensure continued improvement of services to the community.
- Developed a policy and fee schedule for issuing field permits to ensure adequate availability of park land. Park use fees are in place for exclusive use of park land with a four tier system being phased in over three years. The response from the public has been positive, with new events scheduled and other organizers looking to move their events to New Bedford.

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), and the Kennedy Summer Day Program at Fort Taber. 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 2018 Strategic Goals, Unit Objectives, Performance Measures

Goal 1: Expand accessibility of formal recreation opportunities in the City of New Bedford.	Objective 1: Increase the amount of supportive recreation programming in the areas of fitness, arts, self improvement and other enrichment activities by 5%.
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PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
# of participants (Age 1 - 19)	2,382	2,430	1,937	2,035
# of participants (Age 20 - 35)	527	440	518	543
# of participants (Age 36 - 55)	337	250	228	240
# of participants (Age 55>)	181	150	64	67
Total # of participants	3,427	3,270	2,747	2,885
# of Supportive Recreation Programs	124	70	68	72

* New participant counting method in FY 2017.

Goal 2: Continue to provide safe, professional summer programming city-wide.	Objective 1: Increase by 5% the participation of New Bedford youth and families in summer programming.
	Objective 2: Increase the number of recreational events (waterfront and inland) offered to city residents throughout the summer by 2%.

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
# of formal summer programs offered	7	6	14	15
# of meals served	92,588	97,000	94,092	95,900
# of participants	15,000	17,000	738*	775

* New participant counting method in FY 2017.

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
# of seasonal staff employed	81	80	95	95
# of days of waterfront recreation events	6	6	8	9
# of recreational (not waterfront) events	7	6	14	15

Goal 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.	Objective 1: Establish a revolving fund and develop a sustainable revenue stream to manage and maintain the City’s parks and beaches.
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PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
# of field permits issued	132	60	200	325 *
# of facilities rental contracts processed	705	750	340	330
Revenue generated from permits and rentals	\$31,622	\$29,600	\$37,860	\$22,250**
Beach parking revenue generated	\$25,948	\$28,500	\$ 45,500	\$43,000

* New processing procedures in place spring 2017.

**Buttonwood Community Center will be closed for renovatins for 6 months.

FY 2018 Expenditure Detail

DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Sal Wages Full Time Perm	\$180,374	\$235,681	\$235,681	\$220,683	\$241,161
Overtime	1,987	0	0	4,587	0
Final Employee Payoffs	3,568	0	0	0	0
Sal Wages Temporary	158,389	200,875	200,875	185,000	184,674
Sick Incentive	<u>281</u>	<u>500</u>	<u>500</u>	<u>756</u>	<u>500</u>
Total Personnel Budget	\$344,600	\$437,056	\$437,056	\$411,026	\$426,335
Advertising	\$510	\$0	\$0	\$1,732	\$800
Cell Phone	0	0	0	2,830	3,360
Computer Data Processing	0	1,500	1,500	1,383	1,500
Consultants	3,267	0	0	3,350	1,390
Contractual Services	21,895	3,600	3,600	0	0
Dues Subscriptions	800	1,450	1,450	1,400	900
Employees Training	130	250	250	133	200
Hospital And Medical	4,550	1,500	1,500	2,200	1,700
In State Travel	821	950	950	600	550
Out Of State Travel	0	0	0	350	400
Printing	6,602	6,000	6,000	9,350	6,000
R M Miscellaneous	236	0	0	0	0
Rental-Lease	2,340	4,050	4,050	3,972	4,050
Telephone	<u>864</u>	<u>550</u>	<u>550</u>	<u>550</u>	<u>0</u>
Total Charges and Services	\$42,014	\$19,850	\$19,850	\$27,850	\$20,850
Supplies Photocopier	\$778	\$1,000	\$1,000	\$0	\$1,000
Supplies Recreation	3,833	1,500	1,500	9,342	1,500
Supplies Sundry Office	<u>1,509</u>	<u>620</u>	<u>620</u>	<u>778</u>	<u>620</u>
Total Supplies	\$6,119	\$3,120	\$3,120	\$10,120	\$3,120
TOTAL EXPENDITURES	\$392,733	\$460,026	\$460,026	\$448,996	\$450,305

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 2018 Adopted Budget Summary

	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Expenditures	\$118,800,000	\$126,500,000	\$127,400,000	\$127,400,000	\$130,950,000

FY 2018 Budget Analysis: The FY 2018 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 2018 Expenditure Detail

DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Salaries and Wages	<u>\$89,861,623</u>	<u>\$96,910,914</u>	<u>\$97,188,483</u>	<u>\$97,188,483</u>	<u>\$99,881,411</u>
Total Personnel Budget	\$89,861,623	\$96,910,914	\$97,188,483	\$97,188,483	\$99,881,411
School General Expense	<u>\$28,938,377</u>	<u>\$29,589,086</u>	<u>\$30,211,517</u>	<u>\$30,211,517</u>	<u>\$31,068,589</u>
Total General Expense	\$28,938,377	\$29,589,086	\$30,211,517	\$30,211,517	\$31,068,589
TOTAL EXPENDITURES	\$118,800,000	\$126,500,000	\$127,400,000	\$127,400,000	\$130,950,000

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 2018 Adopted Budget Summary

	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Expenditures	\$401,852	\$450,000	\$450,000	\$520,368	\$450,000

FY 2018 Budget Analysis: The FY 2018 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:	<u>\$520,368</u> (Estimated)
Average:	\$678,142

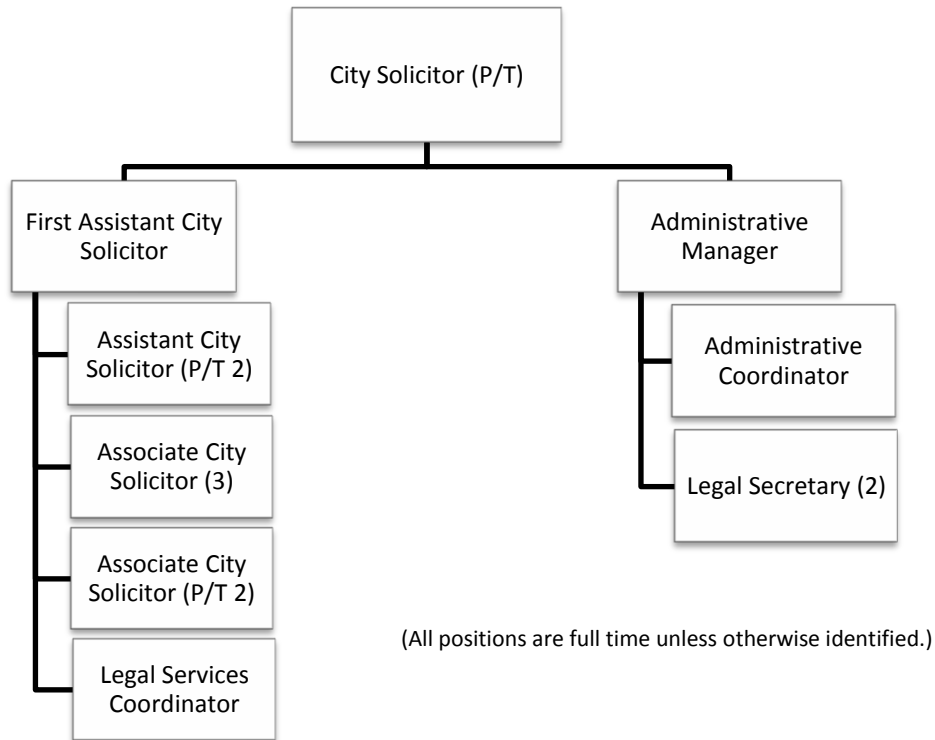
FY 2018 Expenditure Detail

DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
<u>Snow Removal</u>	<u>\$401,852</u>	<u>\$450,000</u>	<u>\$450,000</u>	<u>\$523,086</u>	<u>\$450,000</u>
TOTAL EXPENDITURES	\$401,852	\$450,000	\$450,000	\$520,368	\$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 2018 Adopted Budget Summary

	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Expenditures	\$857,522	\$925,984	\$925,984	\$872,825	\$897,403
Position Distribution					
Full-Time	8	9	9	9	9
Part-Time	6	5	5	5	5

FY 2018 Budget Analysis: The FY 2018 budget includes funding for compensation increases required by the Code of Ordinances. The budget also includes an increase to Capital Outlay for the FOIA Direct software/program. The City Council eliminated \$37,107 from the department's personnel budget and implemented a \$36,250 cut to the department's non personnel budget.

FY 2016/2017 Accomplishments

- Recovered \$920,000 in environmental response costs from defendants in litigation relating to the Parker Street Waste Site.
- Drafted storm water regulations and recreational vehicle ordinance.
- Completed property acquisitions necessary for construction of new elementary school in the South End of New Bedford and for Phase II of Route 18 project.
- Executed a collective bargaining agreement with AFSCME Local 851, Unit B (Emergency Medical Technicians), effective July 1, 2016 through June 30, 2018.
- Housing Task Force implemented new procedures under G.L. c. 40U to adjudicate municipal fines and to attach unpaid fines to property tax bills and increased annual revenue in vacant building revolving fund to \$352,500 in FY16 from \$246,000 in FY 2015.

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 2018 Strategic Goals, Unit Objectives, Performance Measures

Goal 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.	Objective 1: Refine mechanism for recording and reporting on the time spent by the Solicitor's Office assisting particular city departments and working on particular types of matters.
	Objective 2: Refine mechanism for attorneys in Solicitor's Office to record their time by client, city department and type of matter.

PERFORMANCE MEASURES	2016 ACTUAL		2017 BUDGET		2017 PROJECTED		2018 ADOPTED	
	# of Hours	% of Solicitor's Office Time	# of Hours	% of Solicitor's Office Time	# of Hours	% of Solicitor's Office Time	# of Hours	% of Solicitor's Office Time
Administrative	1,832	15%	1,820	15%	1,672	15%	1,752	13%
Adversarial Proceedings – Administrative	741	6%	863	7%	658	6%	699	7%
Advice/Formal and Informal	1,619	13%	1,481	12%	2,299	20%	1,959	16%
City Public Meetings	74	1%	73	0%	32	1%	53	1%
Contracts	1,046	9%	934	7%	1,268	11%	1,157	10%
Hearing Officer	23	0%	35	0%	2	1%	13	1%
Housing Task Force	1,456	12%	1,365	11%	1,405	12%	1,430	12%
Insurance cases/Oversight	107	1%	112	0%	75	1%	91	1%
Labor Relations	414	3%	248	2%	393	3%	403	3%
Litigation	1,743	14%	2,021	16%	1,264	11%	1,504	13%
Meetings	462	4%	348	2%	433	1%	447	4%
Ordinances/Regulations/Policies	182	2%	168	1%	340	3%	261	2%
Public Records Requests and Subpoenas	269	2%	224	1%	476	4%	372	3%
Real Property	1,152	10%	1,279	10%	446	4%	799	7%
Workers Compensation	916	8%	957	8%	833	7%	875	7%

Goal 2: Increase data available to the public about claims handled by the Solicitor's Office.	Objective 1: Refine the mechanism for gathering information about and reporting on the number and types of claims brought against the city and handled by the Solicitor's Office.
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PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
# of claims and sent to insurance companies	97	132	46	71
# of insurance claims that remain open	30	71	22	26
# of claims filed against the City and handled in-house	49	68	82	65
# of claims against the City handled In-House that remain open	59	111	42	50
# of cases (other than those covered by insurance) that are given to outside counsel	3	1	2	2
# of Lawsuits filed against the City and handled In-House	36	33	40	38
# of Lawsuits filed against the City and handled In-House that remain open	58	100	57	57
# of Lawsuits filed against the City and handled by insurance	9	10	10	9
# of Lawsuits filed against the City and handled by insurance that remain open	19	32	19	19
# of Workers Compensation cases filed (City)	130	147	66	98
# of workers compensation cases filed (School Department)	204	224	120	162
# of Workers Compensation cases (City) that remain open	905	2,022	938	921
# of Worker Compensation cases (School Dept.) that remain open	1,304	2,423	1,360	1,332
Amount of debt owed to the City and collected by the Solicitor's Office	\$103,691	\$166,770	\$82,142	\$92,916

Goal 3: Increase data available to the public about the work performed by the Mayor's Task Force on Neighborhood Quality.	Objective 1: Refine the mechanism to record and report on the activities and effectiveness of the Mayor's Housing Task Force.
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PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
# of calls for assistance received and addressed	254	275	280	300
# of walk-in requests for assistance received and addressed	72	50	60	75
# of website requests for assistance received and addressed	98	50	60	60
# of email requests for assistance received and addressed	1,352	700	600	700
# of sweeps conducted	28	30	25	30
# of buildings added to abandoned building fund	89	75	75	75
Amount of revenue added to abandoned building fund	\$352,500	\$280,000	\$350,000	\$365,000
# of receivership inspections conducted	39	30	30	35
# of correction orders issued	357	250	210	250
# of trash tickets issued	2,453	1,500	1,500	2,000
% of fines collected from trash tickets	35%	35%	30%	40%
# of Twitter followers	358	400	400	500

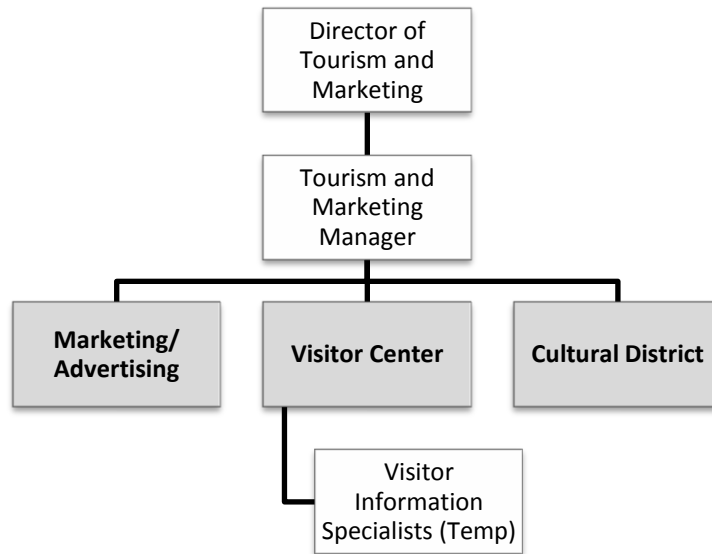
FY 2018 Expenditure Detail

DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Sal Wages Full Time Perm	\$462,207	\$529,328	\$529,328	\$491,692	\$527,564
Longevity	3,950	4,100	4,100	4,100	4,775
Sal Wages PT Permanent	254,468	249,016	249,016	234,460	251,241
Sick Incentive	<u>2,017</u>	<u>2,017</u>	<u>2,017</u>	<u>1,050</u>	<u>1,050</u>
Total Personnel Budget	\$722,642	\$784,461	\$784,461	\$731,302	\$784,630
Advertising	\$255	\$0	\$0	\$490	\$0
Cell Phone	783	1,000	1,000	800	1,000
Consultants	31,529	39,000	39,000	41,650	0
Court Services	5,507	28,681	28,681	5,645	28,681
Dues Subscriptions	39,352	45,000	45,000	47,000	47,500
Employees Training	400	2,000	2,000	1,075	2,000
Hospital And Medical	0	300	300	1,000	500
In State Travel	2,207	0	0	2,000	0
Jdgmnt Claims Sttlmnts	40,695	10,000	10,000	30,000	10,000
Out Of State Travel	0	0	0	82	0
Printing	3,464	3,600	3,600	3,600	3,600
R M Miscellaneous	17	150	150	150	150
R M Office Equipment	0	250	250	250	250
Rental Lease Office Equip	0	0	0	0	5,092
<u>Rental-Lease</u>	<u>5,006</u>	<u>5,042</u>	<u>5,042</u>	<u>1,281</u>	<u>0</u>
Total Charges and Services	\$129,216	\$135,023	\$135,023	\$135,023	\$98,773
Supplies Photocopier	\$1,893	\$1,400	\$1,400	\$2,500	\$2,500
<u>Supplies Sundry Office</u>	<u>3,770</u>	<u>5,100</u>	<u>5,100</u>	<u>4,000</u>	<u>4,000</u>
Total Supplies	\$5,663	\$6,500	\$6,500	\$6,500	\$6,500
<u>Computer Software Capital</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$7,500</u>
Total Capital Outlay	\$0	\$0	\$0	\$0	\$7,500
TOTAL EXPENDITURES	\$857,522	\$925,984	\$925,984	\$872,825	\$897,403

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 2018 Adopted Budget Summary

	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Expenditures	\$373,306	\$424,989	\$464,989	\$459,063	\$431,167
Position Distribution					
Full-Time	2	2	2	2	2
Part-Time	0	0	0	0	0

FY 2018 Budget Analysis: The FY 2018 budget includes funding for compensation increases required by the Code of Ordinances.

FY 2016/2017 Accomplishments

- Increased cultural programming in the cultural district, expanded partnership, increased overall visitation by 14%, initiated partnerships and cross promotion with regional cultural districts. Expanded Hospitality training sessions citywide with new topics and speakers.
- Developed new brochure rack advertising program at the visitor center for non city businesses to increase revenue generating opportunities and installed new digital survey equipment to collect visitor data, phone charging stations, free wifi and Nat'l Park educational movie viewing area.
- Developed an integrated web/video promotional campaign with multiple city departments and re-launch the smart phone app with new app developer.

- Increased partnerships/memberships/advertising - Destination Marketing Association International, Plymouth 400 Inc, New England Tourism Center Canada, LGBT and wedding website pages.
- Completed Rte 18 and downtown banners, new program with sponsorship from local businesses and cultural institutions. Added new marketing brochures, beaches/harborwalk and fire museum.

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 49 cultural attractions and 29 creative economy businesses (including 11 Galleries, 29 restaurants, and 13 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 10 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 Labor Day. The Waterfront Visitor Center welcomes over 4,000 people per year from as far away as Germany, England, China and Japan.

FY 2018 Strategic Goals, Unit Objectives, Performance Measures

<p>Goal 1: Maintain the Seaport Cultural District as a unique tourist destination and a successful model for long-term business & cultural growth.</p>	<p>Objective 1: Facilitate programming to engage residents in local cultural development including public art programming that increases the presence of local artists and provides a platform to showcase, sell and perform in the district.</p>
	<p>Objective 2: Develop a brand through a robust online presence (web address and social media presence) and print marketing materials.</p>

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
# of cultural partners within the cultural district	47	50	49	54
# of partners outside of the cultural district	8	30	10	12
# of events/programs held	165	95	169	125
Total of participants (Estimated)	46,200	15,000	68,292*	50,000*
# of website hits	1,515	3,500	2,533	3,000
# of Facebook “likes”	2,816	2,700	3,200	3,400
# of print marketing materials distributed	15,000	15,000**	4,500	2,000

* Total number of participants is an estimate based on events held in the district.

** FY 2017 grant not available for print marketing materials.

<p>Goal 2: Expand the reach of the city’s current marketing and advertising efforts to showcase the City of New Bedford as a viable tourist destination for domestic and international business and recreational travel (specifically towards Japan, China, UK, Germany & Canada).</p>	<p>Objective 1: Develop awareness and use of Destination New Bedford’s online presence via the website, online advertising, social media, e-news campaign and mobile marketing.</p>
	<p>Objective 2: Develop awareness of the city's assets as a viable destination amongst national and international tour operators, press/media and small meetings/conference market.</p>

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
# of online advertisement impressions	17,925,951	600,000	1,613,977*	800,000
Total # of Facebook “likes”	2,816	2,700	3,200	3,400
# of smart phone applications downloaded	994	800-1,200	994**	500**
Total # of e-newsletter subscribers	1,178	2,000	1,299	1,400
# of trade shows and conferences attended	5	6	6	5
# of print advertisement circulation	4,112,850	350,000	553,432***	300,000
# of website visits	191,665	200,000	200,000	225,000
# of leads acquired nationally and internationally	156	115	180	125
Total # of visitations	N/A^	N/A^	427,507	445,000

* Online advertising impressions increased in the second half of FY 2017 as a result of the Expedia, Boston Globe and Budget Travel unpaid editorial.

** FY18 re-launch of smart phone app with new developer, previous developer out of business

*** Print advertisement circulation increased in the second half of FY 2017 as a result of articles featuring the City of New Bedford in Yankee Magazine & Luxury Travel Guide.

^ New metric in FY 2018.

<p>Goal 3: Improve patrons’ experience at the New Bedford Visitor Center by using demographic information and staff training to tailor hospitality services to the needs of consumers.</p>	<p>Objective 1: Increase current tourism base and use analytics to identify opportunities for expansion and efficient ways to generate revenue.</p>
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PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
# of Visitor Center guests	3,485	6,000	3,506	3,800
# of Evaluation surveys completed	108	600	170	300
% of 1st time visitors to New Bedford survey	42%	16%	48%	48%
% of visitors from 50+ miles away survey	56%	46%	45%	46%
% of International visitors survey	6%	4%	4%	5%
# of revenue generating opportunities executed	N/A*	N/A*	2	4

* New metric in FY 2018.

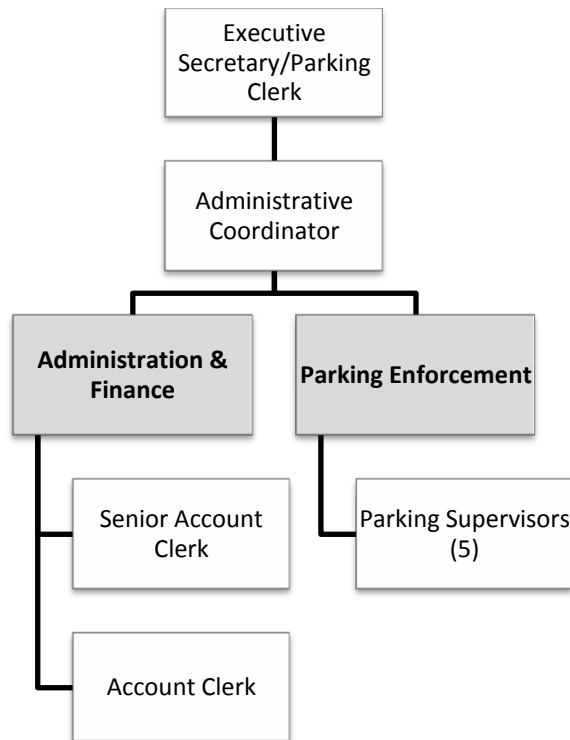
FY 2018 Expenditure Detail

DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Sal Wages Full Time Perm	\$93,850	\$118,208	\$118,208	\$118,208	\$124,386
Sal Wages Temporary	6,308	12,981	12,981	7,755	12,981
Sick Incentive	<u>0</u>	<u>800</u>	<u>800</u>	<u>100</u>	<u>800</u>
Total Personnel Budget	\$100,158	\$131,989	\$131,989	\$126,063	\$138,167
Advertising	\$36,473	\$36,000	\$36,000	\$35,600	\$36,000
Arts and Culture	18,000	23,000	23,000	22,950	23,000
Civic Functions	6,705	5,000	5,000	5,000	5,000
Consultants	0	0	40,000	40,000	0
Contractual Services	195,000	210,000	210,000	210,000	210,000
Dues Subscriptions	1,571	1,000	1,000	1,000	1,000
Hospital And Medical	420	200	200	200	200
In State Travel	108	200	200	400	500
Not Otherwise Classified Svc	1,600	0	0	500	0
Postage	11	100	100	50	100
Printing	5,223	6,000	6,000	6,000	5,700
Rental-Lease	200	0	0	0	0
Telephone	2,573	3,000	3,000	2,800	3,000
<u>Travel</u>	<u>2,323</u>	<u>5,500</u>	<u>5,500</u>	<u>5,500</u>	<u>5,500</u>
Total Charges and Services	\$270,207	\$290,000	\$330,000	\$330,000	\$290,000
Supplies Food Services	\$267	\$100	\$100	\$500	\$500
Supplies Photocopier	68	100	100	100	100
<u>Supplies Sundry Office</u>	<u>2,605</u>	<u>2,800</u>	<u>2,800</u>	<u>2,400</u>	<u>2,400</u>
Total Supplies	\$2,941	\$3,000	\$3,000	\$3,000	\$3,000
TOTAL EXPENDITURES	\$373,306	\$424,989	\$464,989	\$459,063	\$431,167

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 2018 Adopted Budget Summary

	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Expenditures	\$393,271	\$483,029	\$483,029	\$481,919	\$508,902
Position Distribution					
Full-Time	9	9	9	9	9
Part-Time	0	0	0	0	0

FY 2018 Budget Analysis: The FY 2018 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The personnel budget also reflects an increase to the hours of parking supervisors from 37.5 to 40 per week, totaling \$10,035.

FY 2016/2017 Accomplishments

- Parking meters in the north end were upgraded to enable users to pay by cash or phone and for smartphone users to pay by a downloadable app called MobileNOW. The app notifies users of the location of their vehicles; alerts them to the expiration of their meter; and enables users to extend the length of time on their meter from the mobile device.
- Effectively enforced the parking laws of the Commonwealth of Massachusetts within residential areas to ensure all vehicles are cleared from parking on sidewalks and within 20' of corners, for the safety of all pedestrians and drivers.

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 2018 Strategic Goals, Unit Objectives, Performance Measures

Goal 1: Improve the efficiency, ease and accessibility of metered parking in the north end of the city.	Objective 1: Ensure functional use and access to parking meters by clearing and maintaining space around parking meters during and after winter weather events.
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PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
Total Revenue collected by north end meters	\$51,137	\$65,000	\$55,000	\$70,000
% of functional parking spaces available during the winter	95%	75%	88%	75%

<p>Goal 2: Maintain the safety of pedestrians and drivers in New Bedford’s neighborhoods and downtown.</p>	<p>Objective 1: Improve the line of vision for drivers at city intersections by enforcing current parking laws and restricting parking within 20 feet of a sidewalk or crosswalk in New Bedford neighborhoods.</p>
	<p>Objective 2: Improve the safety of students by increasing parking enforcement in school zones during the academic year, by coordinating regular visits with the New Bedford Police Department to New Bedford schools.</p>
	<p>Objective 3: Coordinate with the Department of Public Infrastructure to address residents’ concerns and reports submitted to the City regarding street signage.</p>

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
# of hours of parking supervision in city neighborhoods	510*	2,300	2,300	4,000
# of tickets issued in neighborhoods	5,414	10,000	11,000	17,000
# of tickets issued in school zones/crosswalks	67	300	78	200
# of traffic signs reported	468	400	400	400
Avg. response time	1 HR	1 HR	1 HR	40 MINS

* From July to February of FY 2016, the Traffic and Parking Department employed only half of their budgeted parking supervisors, who were predominantly assigned outside the neighborhoods in higher traffic areas.

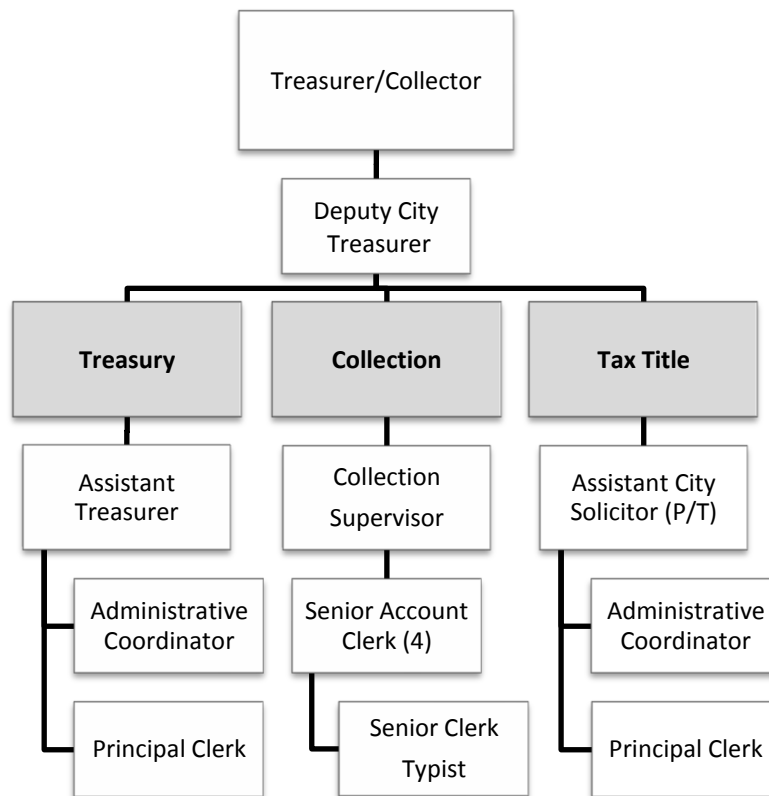
FY 2018 Expenditure Detail

DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Sal Wages Full Time Perm	\$187,341	\$220,064	\$220,064	\$220,064	\$245,837
Additional Gross	5,820	5,797	5,797	5,797	5,797
Longevity	1,043	1,043	1,043	1,043	1,143
Overtime	2,557	5,500	5,500	5,500	5,500
Final Employee Payoffs	0	0	0	680	0
<u>Sick Incentive</u>	<u>651</u>	<u>2,040</u>	<u>2,040</u>	<u>250</u>	<u>2,040</u>
Total Personnel Budget	\$197,411	\$234,444	\$234,444	\$233,334	\$260,317
Advertising	\$2,997	\$5,300	\$5,300	\$5,300	\$4,224
Bank Service Charges	0	0	0	800	0
Computer Data Processing	61,925	90,000	90,000	73,000	90,000
Dues Subscriptions	302	0	0	323	0
Employees Training	300	0	0	0	0
Hospital And Medical	1,065	0	0	1,000	0
Postage	936	0	0	860	0
Printing	0	200	200	4,329	200
R M Miscellaneous	5,213	0	0	9,000	37,000
Rental-Lease	180	300	300	600	300
Telephone	2,816	1,000	1,000	2,076	2,076
<u>Uniform Cleaning Service</u>	<u>2,801</u>	<u>3,885</u>	<u>3,885</u>	<u>3,397</u>	<u>3,885</u>
Total Charges and Services	\$78,535	\$100,685	\$100,685	\$100,685	\$137,685
Freight	\$325	\$0	\$0	\$423	\$0
Supplies Meter	5,086	0	0	522	0
Supplies Photocopier	375	150	150	205	150
Supplies Sundry Office	1,835	750	750	750	750
<u>Supplies Traffic</u>	<u>26,970</u>	<u>35,000</u>	<u>35,000</u>	<u>34,000</u>	<u>35,000</u>
Total Supplies	\$34,591	\$35,900	\$35,900	\$35,900	\$35,900
Minor Equipment Capital	\$57,728	\$87,000	\$87,000	\$87,000	\$0
<u>Streets And Sidewalks</u>	<u>25,006</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>	<u>75,000</u>
Total Capital Outlay	\$82,735	\$112,000	\$112,000	\$112,000	\$75,000
TOTAL EXPENDITURES	\$393,271	\$483,029	\$483,029	\$481,919	\$508,902

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 2018 Adopted Budget Summary

	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Expenditures	\$845,575	\$884,775	\$1,654,775	\$1,636,786	\$891,606
Position Distribution					
Full-Time	13	13	13	13	13
Part-Time	1	1	1	1	1

FY 2018 Budget Analysis: The FY 2018 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. FY 2017 expenditures include mid-year transfers to the City's Stabilization (\$500,000) and OPEB Trust Funds (\$270,000).

FY 2016/2017 Accomplishments

- The Treasurer’s Office renovation was completed this year and customers and staff are exposed to a more professional and secure atmosphere in which to conduct business with the City.
- The \$14,430,000 debt refunding in August 2016, of 2008 and 2010 general obligation bonds resulted in over \$1,500,000 in interest savings over the life of the debt service.
- The Treasurer’s Office partnered with Kelley and Ryan, a municipal collections service, for the printing, collection and reporting of motor vehicle excise receivables.
- The voluntary E-Payable program began in mid-FY 2016. The electronic remittance program (Mastercard) resulted in a reduction of check processing costs and paper stock for the City while vendors benefitted by quicker access to funds, secure payments and electronic remittance. In the first 15 months, over \$4.7 million in electronic vendor payments were processed and the City realized over \$50,000 in revenue.
- A successful tax lien sale in May 2016 reduced the City’s delinquent tax liability by over \$4,000,000. Annual tax lien sales will be conducted as a tool to manage the City’s tax title portfolio.

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 2018 Strategic Goals, Unit Objectives, Performance Measures

Goal 1: Increase the city’s collection rate of accounts receivable billing.	Objective 1: Introduce and implement a formal citywide billing and collection policy.
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PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
# of Departmental Receivables turned over to Collector after 91 days	19	50*	100*	20
Dollar value of Accounts Receivable turned over to Collector after 91 days	\$22,031	\$50,000*	\$135,200*	\$25,000

* FY 2017 effort to address outstanding invoices and correct the long held practice of general fund departments billing other general fund departments accounts for the spike in FY 2017 Projections.

Goal 2: Effectively manage tax title portfolio.	Objective 1: Foreclose on land of low value in accordance with Massachusetts General Law.
	Objective 2: Increase the number of accounts in tax repayment status.

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
# of active accounts in tax title	876	1,044	700	900
# of accounts in tax repayment status	302	219	240	250
# of properties in foreclosure process	272	234	225	190
# of properties foreclosed	8	1	2	125*

* 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.

Goal 3: Improve remote access for constituents to City Hall services and eliminate barriers to entry by expanding bill pay options.	Objective 1: Continue to explore and expand bill pay methods with an emphasis on partnering with off-site businesses to accept city payments.
	Objective 2: Provide a real-time environment for on-line bill pay allowing customers to pay delinquent bills off-site.

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
# of off-site bill pay methods	5	5	5	5
Ratio of transactions/collections paid at City Hall	N/A*	N/A*	34% : 45%	31% : 42%
Ratio of transactions/collections paid at off-site bill pay centers	N/A*	N/A*	.04% : .04%	.04% : .04%
Ratio of transactions/collections received by tax services	N/A*	N/A*	10.6% : 18%	11.6% : 19%
Ratio of transactions/collections online	N/A*	N/A*	12% : 4.6%	14% : 6.6%
Ratio of transactions/collections paid by mail (Lockbox)	N/A*	N/A*	43% : 32%	43% : 32%

* New metric in FY 2018.

Goal 4: Continue to strengthen the City's financial reporting in the Munis Environment.	Objective 1: Implement the MUNIS Cash Management module to improve reporting and reconciliation.
	Objective 2: Establish a 45-day cash reconciliation period with the auditing staff.

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
Reconciliation period (in days)	N/A*	45	45	45

* New metric in FY 2017.

FY 2018 Expenditure Detail

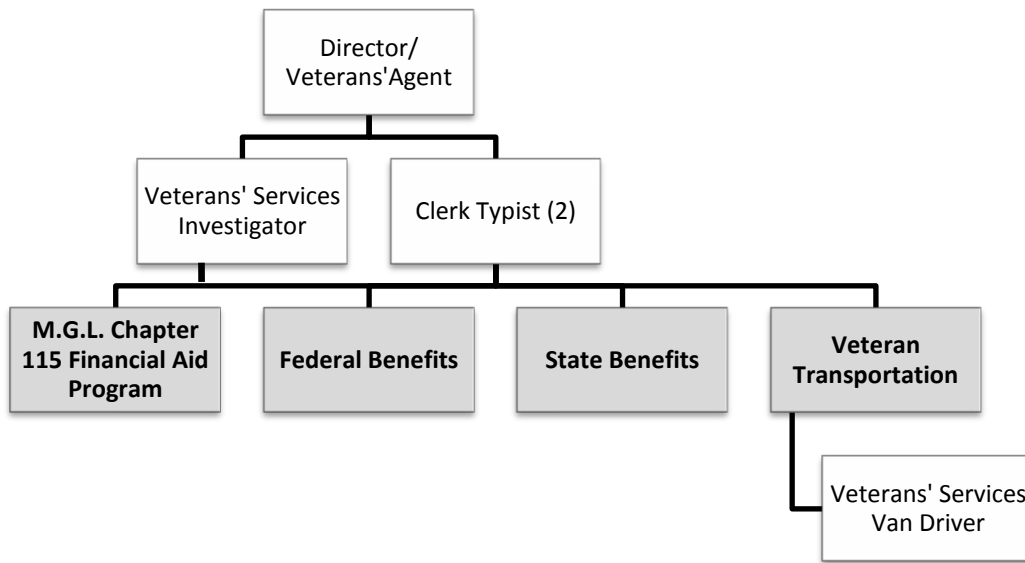
DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Sal Wages Full Time Perm	\$585,063	\$607,636	\$607,636	\$602,474	\$641,295
Longevity	3,050	3,275	3,275	3,050	3,050
Final Employee Payoffs	1,225	0	0	0	0
Sal Wages Temporary	19,370	15,151	15,151	14,237	15,106
Sal Wages PT Permanent	13,756	37,747	37,747	35,581	37,180
Sick Incentive	<u>1,833</u>	<u>500</u>	<u>500</u>	<u>2,275</u>	<u>2,275</u>
Total Personnel Budget	\$624,297	\$664,309	\$664,309	\$657,617	\$698,906
Advertising	\$56,855	\$25,000	\$25,000	\$46,570	\$45,000
Bank Service Charges	6,583	20,520	20,520	20,520	16,500
Cash Over/Short	4,458	0	0	0	0
Court Services	27,652	30,000	30,000	25,000	25,000
Dues Subscriptions	190	500	500	530	500
Hospital And Medical	1,937	0	0	0	0
In State Travel	840	500	500	1,354	1,000
Insurance	1,388	1,750	1,750	1,390	1,500
Interest-Late Charges	533	0	0	0	0
Lab Testing Services	50	0	0	115	0
Not Otherwise Classified Svc	344	0	0	0	0
Postage	39,004	35,000	35,000	7,000	7,500
Printing	17,638	8,000	8,000	15,000	10,000
R M Miscellaneous	315	0	0	590	0
Rental-Lease	6,228	6,196	6,196	7,100	6,700
Tax Title Fees	<u>52,000</u>	<u>87,250</u>	<u>87,250</u>	<u>75,000</u>	<u>70,000</u>
Total Charges and Services	\$216,017	\$214,716	\$214,716	\$200,169	\$183,700
Supplies Photocopier	\$1,429	\$750	\$750	\$1,500	\$1,500
Supplies Sundry Office	<u>3,833</u>	<u>5,000</u>	<u>5,000</u>	<u>7,500</u>	<u>7,500</u>
Total Supplies	\$5,261	\$5,750	\$5,750	\$9,000	\$9,000
Other Financing Uses *	<u>\$0</u>	<u>\$0</u>	<u>\$770,000</u>	<u>\$770,000</u>	<u>\$0</u>
Total Other Financing	\$0	\$0	\$770,000	\$770,000	\$0
TOTAL EXPENDITURES	\$845,575	\$884,775	\$1,654,775	\$1,636,786	\$891,606

*FY 2017 expenditures include mid-year transfers to the City's Stabilization (\$500,000) and OPEB Trust Funds (\$270,000).

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 2018 Adopted Budget Summary

	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Expenditures	\$3,188,370	\$3,294,549	\$3,294,549	\$3,127,017	\$3,238,293
Position Distribution					
Full-Time	5	5	5	5	5
Part-Time	0	0	0	0	0

FY 2018 Budget Analysis: The FY 2018 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.

FY 2016/2017 Accomplishments

- The Director of Veterans’ Services was named Veteran Service Officer of the Year by the Commonwealth of Massachusetts Department of Veterans’ Services.
- The Veterans’ Services Department successfully replaced an outgoing clerk with a new clerk with no interruptions or delays to the services provided to the Veterans and widows of the city.
- From January 2016 through December 2016 a total of \$2,915,090 in Chapter 115 Veterans Services financial aid was distributed to eligible Veterans and widows and certified by the state to have no disallowed payments, meaning the city will be reimbursed the maximum of 75%.

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 2018 Strategic Goals, Unit Objectives, Performance Measures

<p>Goal 1: Ensure that veterans and their families are informed and able to access all of the benefits eligible to them.</p>	<p>Objective 1: Work with clients to submit appropriate applications for Chapter 115, Social Security, SSI, SSDI, VA Compensation, VA Pension, Widow's Pension and Dependency Indemnity Compensation (DIC), as they are eligible.</p>
	<p>Objective 2: Increase the department’s capacity to provide rides to all veterans and their families by 5%.</p>

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
# of applications and claims processed	251	310	219	235
# of clients served	5,312	5,760	5,172	5,100
\$ distributed	\$2.98M	\$3.05M	\$2.8M	\$2.75M
% recovered from the state	75%	75%	75%	75%
# of requests for rides	1,163	1,600	910	1,600
# of rides provided	984	1,400	850	1,400

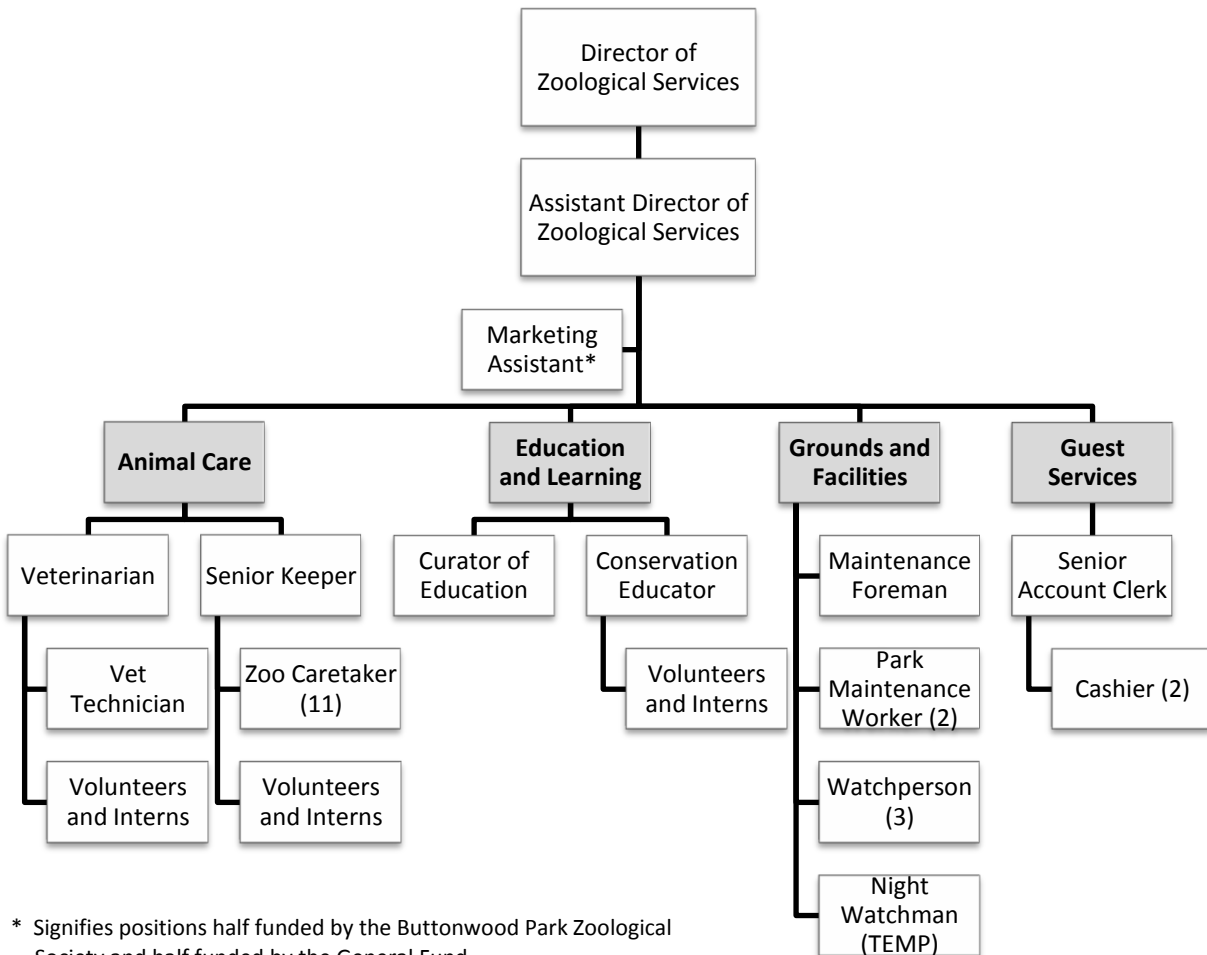
FY 2018 Expenditure Detail

DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Sal Wages Full Time Perm	\$216,657	\$217,949	\$217,949	\$196,500	\$212,043
Longevity	1,450	1,450	1,450	1,100	1,100
Final Employee Payoffs	0	0	0	6,924	0
Sick Incentive	950	2,000	2,000	400	2,000
Total Personnel Budget	\$219,057	\$221,399	\$221,399	\$204,924	\$215,143
Civic Functions	\$6,843	\$9,200	\$9,200	\$9,200	\$9,200
Employees Training	0	600	600	0	600
Hospital And Medical	0	300	300	250	300
Printing	72	450	450	450	450
Rental-Lease	539	600	600	593	600
Telephone	0	200	200	0	200
Veterans Benefits	<u>\$2,950,686</u>	<u>\$3,050,000</u>	<u>\$3,050,000</u>	<u>\$2,900,000</u>	<u>\$3,000,000</u>
Total Charges and Services	\$2,958,140	\$3,061,350	\$3,061,350	\$2,910,493	\$3,011,350
Supplies Cemetery	\$10,323	\$10,500	\$10,500	\$10,500	\$10,500
Supplies Photocopier	318	700	700	500	700
Supplies Sundry Office	<u>532</u>	<u>600</u>	<u>600</u>	<u>600</u>	<u>600</u>
Total Supplies	\$11,173	\$11,800	\$11,800	\$11,600	\$11,800
TOTAL EXPENDITURES	\$3,188,370	\$3,294,549	\$3,294,549	\$3,127,017	\$3,238,293

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 2018 Adopted Budget Summary

	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Expenditures	\$1,345,499	\$1,519,858	\$1,519,858	\$1,433,993	\$1,584,305
Position Distribution					
Full-Time	26	28	28	28	28
Part-Time	1	0	0	0	0

FY 2018 Budget Analysis: The FY 2018 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The personnel budget also reflects the conversion of the Curator of Aquatics to a Maintenance Foreman for a savings of \$25,956. Additional funding was also included for a zoo privatization study and acquisition of an ultrasound machine.

FY 2016/2017 Accomplishments

- Improved the health of the Zoo’s animal population through a robust training and enrichment program.
- Raised a record amount of funds for wildlife conservation (\$35,000 since fundraising began.)
- Expanded the volume of education programs offered and the number of guests impacted by these programs, including 26,886 participants in the first three quarters of FY 2017 alone.
- The Zoo continues to upgrade its physical appearance and overall guest experience by developing a dedicated horticulture program and through the capital improvement of the elephant habitat, Wildlife Education Center, admissions, hospital and gardens.
- Attendance at the Zoo rose by 5%.

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 2018 Strategic Goals, Unit Objectives, Performance Measures

<p>Goal 1: Identify opportunities to streamline and make more efficient internal processes and data collection capabilities to evaluate and improve animal care and advance the zoo’s evolving mission of becoming a conservation organization.</p>	<p>Objective 1: Expand training and enrichment programs for animals by 20%.</p>
	<p>Objective 2: Develop a target weight and body score for zoo’s collection of mammals, birds, and reptiles.</p>
	<p>Objective 3: Increase the Zoo's conservation and research programs by 25% by devoting addition staff hours and raising additional conservation funds.</p>

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
# of staff hours dedicated to animal training and enrichment	N/A*	N/A*	N/A*	3,500
# of enrichment offerings to collection	22,650	19,500	23,500	24,000
% of animal population achieving ideal weight or body score	N/A*	N/A*	N/A*	65%
# of publications from zoo staff	9	3	8	8
# of staff hours devoted to AZA conservation programs	1,473	800	1,200	1,250
Moneys raised for zoo supported conservation programs	\$21,655	\$18,000	23,000	25,000

* New metric in FY 2018.

Goal 2: Meet the zoo’s education goals as outlined in the FY14 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.	Objective 1: Expand the Animal Ambassador program by 50% over FY 2017 Budget.
	Objective 2: Increase the number of students visiting the zoo as part of education programs and general field trips by 15%.
	Objective 3: Facilitate a volunteer program made up of interns, event volunteers, and education explainers to assist in delivering the zoo’s conservation education messages.

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
# of students involved in learning during formal Animal Ambassador programs	4,451	3,000	5,000	5,500
# of guests involved in informal animal ambassador programs	13,584	9,000	15,000	16,500
# of outreach and community events performed as part of Animal Ambassadors Program	59	35	40	42
# of total students involved in education programs on zoo campus	2,654	3,500	3,200	3,500
# of students visiting the zoo as part of a general field trip	5,645	6,000	7,000	7,000
# of volunteer hours logged for zoo events	2,433	3,500	2,100	2,000
# of intern hours logged as part of formal animal internship program	10,129	8,500	12,000	12,500

Goal 3: Expand the zoo’s impact as a community member in the City of New Bedford	Objective 1: Increase patronage by New Bedford residents by 10% or more.
	Objective 2: Expand the number of monthly animal encounters for patrons by 4%.
	Objective 3: Expand the Zoo’s membership programming by 5%.

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
Attendance (New Bedford residents)	38,452	50,000	40,000	45,000
Paid attendance (New Bedford residents)	17,990	20,000	17,000	20,000
# of monthly animal encounters performed at the zoo	2,246	2,200	2,250	2,300
# of Zoo memberships annually	N/A*	N/A*	N/A*	2,500
# of community residents represented under Zoo memberships	N/A*	N/A*	N/A*	10,000
Membership Renewal Percentage	N/A*	N/A*	N/A*	50%

* New metric in FY 2018.

FY 2018 Expenditure Detail

DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Sal Wages Full Time Perm	\$923,194	\$1,095,643	\$1,065,643	\$1,001,502	\$1,113,859
Additional Gross	27,360	37,128	37,128	34,000	65,832
Longevity	3,300	3,400	3,400	3,400	3,350
Overtime	33,053	38,974	38,974	55,000	38,974
Final Employee Payoffs	11,384	10,547	10,547	1,250	3,797
Sal Wages Temporary	16,748	5,046	5,046	5,046	5,047
<u>Sick Incentive</u>	<u>7,759</u>	<u>12,225</u>	<u>12,225</u>	<u>6,750</u>	<u>6,750</u>
Total Personnel Budget	\$1,022,799	\$1,202,962	\$1,172,962	\$1,106,948	\$1,237,609
Advertising	\$561	\$800	\$800	\$591	\$200
Consultants	41,454	25,428	55,428	25,000	35,578
Dues Subscriptions	7,963	9,000	9,000	8,892	9,000
Hospital And Medical	7,465	4,206	4,206	5,306	4,206
In State Travel	237	0	0	83	0
Lab Testing Services	10,658	15,204	15,204	18,704	15,204
Not Otherwise Classified Svc	2,065	1,500	1,500	1,718	1,500
Out Of State Travel	17,739	14,000	14,000	13,000	13,000
Pest Control	3,457	3,200	3,200	3,200	3,200
Postage	975	800	800	2,347	1,500
Public Safety	0	200	200	200	0
R M Buildings Grounds	10,712	3,000	3,000	6,200	4,500
R M Communication Lines	653	1,600	1,600	800	800
R M Equipment	1,593	0	0	8,000	5,850
R M Miscellaneous	916	1,200	1,200	1,200	1,200
R M Office Equipment	897	1,110	1,110	1,110	200
Rental-Lease	3,371	1,600	1,600	4,563	2,800
Telephone	3,227	4,048	4,048	4,048	4,048
<u>Veterenary Costs</u>	<u>1,015</u>	<u>0</u>	<u>0</u>	<u>3,505</u>	<u>0</u>
Total Charges and Services	\$114,957	\$86,896	\$116,896	\$108,467	\$102,786
Food Items Non Perishable	\$21,206	\$20,000	\$20,000	\$31,728	\$18,000
Food Items Perishable	13,815	16,500	16,500	15,000	18,000
Stone	2,825	4,000	4,000	3,000	4,000
Supplies Building Maintenance	28,491	30,000	30,000	6,000	24,010
Freight	2,370	4,500	4,500	4,500	4,500
Supplies Janitorial	11,807	12,000	12,000	11,200	14,000
Supplies Medical	18,688	28,000	28,000	41,000	35,500
Supplies Misc Groundskeepng	5,220	4,000	4,000	5,600	4,000
Supplies Not Otherwise Class	2,898	5,000	5,000	1,500	2,500
Supplies Other	7,943	8,000	8,000	6,000	5,000
Supplies Painting	417	800	800	700	800
Supplies Photocopier	341	500	500	500	500
Supplies Plumbing	628	4,000	4,000	1,000	2,500
Supplies SmallTools	1,633	1,800	1,800	1,500	1,800
Supplies Sundry Office	4,087	3,200	3,200	3,500	3,200
Supplies Vehicle - Misc.	\$6,672	\$6,500	\$6,500	\$6,500	\$4,000

FY 2018 Expenditure Detail

DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Uniforms and Other Clothing	\$2,788	\$3,500	\$3,500	\$3,000	\$3,500
Zoo Animal Bedding	12895	13000	13000	13000	13000
Zoo Aqua Food	316	1,000	1,000	1,450	2,400
Zoo Food Enrichment	3,438	3,000	3,000	3,000	3,000
Zoo Food Fish	8,521	11,000	11,000	11,600	11,000
Zoo Food Hay	26,398	20,000	20,000	18,000	20,000
Zoo Food Live Food	5,609	7,000	7,000	8,200	8,200
Zoo Food Meat	16,071	18,000	18,000	17,000	18,000
Zoo Food Shipping	<u>2,669</u>	<u>4,700</u>	<u>4,700</u>	<u>4,100</u>	<u>5,700</u>
Total Supplies	\$207,744	\$230,000	\$230,000	\$218,578	\$227,110
<u>Minor Equipment Capital</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$16,800</u>
Total Capital Outlay	\$0	\$0	\$0	\$0	\$16,800
TOTAL EXPENDITURES	\$1,345,499	\$1,519,858	\$1,519,858	\$1,433,993	\$1,584,305

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 2018 Adopted Budget Summary

	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Expenditures	\$8,972,342	\$9,277,404	\$9,277,404	\$9,504,226	\$8,921,290

FY 2018 Budget Analysis: The FY 2018 budget includes a \$150,000 increase in Charges and Services for settlements, claims and judgments, and \$50,000 for a citywide operational planning study. The City Council implemented an \$800,000 cut to the General Government Unclassified charges and services budget.

FY 2018 Expenditure Detail

DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Pension NonContrib	\$16,347	\$15,500	\$15,500	\$17,000	\$17,000
<u>Workers Compensation FAE</u>	<u>188,183</u>	<u>180,000</u>	<u>180,000</u>	<u>150,000</u>	<u>180,000</u>
Total Personnel Budget	\$204,530	\$195,500	\$195,500	\$167,000	\$197,000
Audit	\$233,637	\$250,000	\$250,000	\$235,000	\$250,000
Consultants	106,387	0	0	60,000	50,000
Employee Recognition	3,425	3,500	3,500	2,100	3,500
Employee Training Assistance	178,490	180,000	180,000	180,000	180,000
FAE Charges & Services	79,939	0	0	70,000	0
Fica Medical	1,993,024	1,958,000	1,958,000	2,000,000	2,000,000
Indemnification Pol Fire	428,255	450,000	450,000	370,000	450,000
Investigative Services	8,550	0	0	350	0
Jdgmnt Claims Sttlmnts	197,365	150,000	150,000	420,000	300,000
Medicare Penalty Surcharge	64,580	80,000	80,000	80,000	80,000
Municipal Insurance	778,792	970,000	970,000	920,000	990,000
Not Otherwise Classified Svc	0	0	0	16,969	(800,000)
So Regional Planning	16,135	16,135	16,135	16,538	16,951
Solid Waste Disposal Contract	4,570,371	4,777,269	4,777,269	4,777,269	4,946,839
Umass Medicare Reimb Chgs	57,661	65,000	65,000	97,000	65,000
Unemployment Security	43,336	170,000	170,000	80,000	180,000
<u>Workers Comp Assmnt Fees</u>	<u>7,866</u>	<u>12,000</u>	<u>12,000</u>	<u>12,000</u>	<u>12,000</u>
Total Charges and Services	\$8,767,812	\$9,081,904	\$9,081,904	\$9,337,226	\$8,724,290
TOTAL EXPENDITURES	\$8,972,342	\$9,277,404	\$9,277,404	\$9,504,226	\$8,921,290

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 2018 Adopted Budget Summary

	2016	2017	2017	2017	2018
Expenditures	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Refuse District	\$774,576	\$704,590	\$704,590	\$704,590	\$693,368
Retirement System	\$25,734,949	\$26,724,377	\$26,724,377	\$26,724,377	\$27,741,711
Vocational Technical High School	\$5,431,902	\$5,514,689	\$5,514,689	\$5,514,689	\$5,394,607

FY 2018 Budget Analysis: The FY 2018 budget reflects reductions to the refuse district assessment resulting from the City’s recycling program, 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

DESCRIPTION	2016	2017	2017	2017	2018
	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Grtr NB Refuse Mgmt Dist	\$774,576	\$704,590	\$704,590	\$704,590	\$693,368
Total	\$774,576	\$704,590	\$704,590	\$704,590	\$693,368
<u>Retirement System</u>	<u>\$25,734,949</u>	<u>\$26,724,377</u>	<u>\$26,724,377</u>	<u>\$26,724,377</u>	<u>\$27,741,711</u>
Total	\$25,734,949	\$26,724,377	\$26,724,377	\$26,724,377	\$27,741,711
<u>Grtr NB Regional Vocational</u>	<u>\$5,431,902</u>	<u>\$5,514,689</u>	<u>\$5,514,689</u>	<u>\$5,514,689</u>	<u>\$5,394,607</u>
Total	\$5,431,902	\$5,514,689	\$5,514,689	\$5,514,689	\$5,394,607

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 2018 Adopted Budget Summary

Expenditures	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Health Insurance	\$37,568,625	\$39,500,000	\$39,500,000	\$39,500,000	\$43,000,000
Life Insurance	\$273,960	\$275,000	\$275,000	\$275,000	\$275,000

FY 2018 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 2018 Expenditure Detail

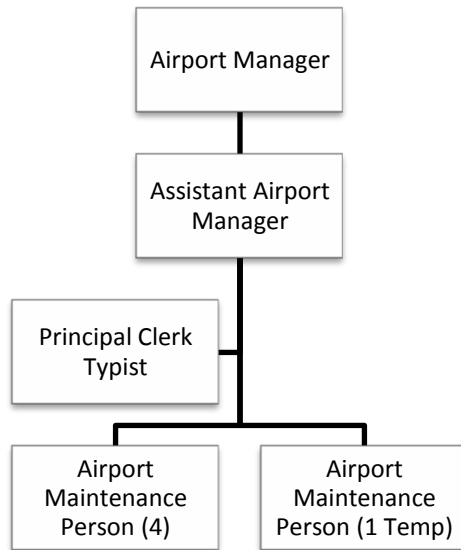
DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Health insurance	\$37,302,990	\$39,500,000	\$39,500,000	\$39,500,000	\$43,000,000
Med Claims Admin Costs	<u>265,634</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	\$37,568,625	\$39,500,000	\$39,500,000	\$39,500,000	\$43,000,000
<u>Life Insurance</u>	<u>\$273,960</u>	<u>\$275,000</u>	<u>\$275,000</u>	<u>\$275,000</u>	<u>\$275,000</u>
Total	\$273,960	\$275,000	\$275,000	\$275,000	\$275,000
TOTAL EXPENDITURES	\$37,842,585	\$39,775,000	\$39,775,000	\$39,775,000	\$43,275,000

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 four 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 2018 Adopted Budget Summary

	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Expenditures	\$676,841	\$792,037	\$1,042,037	\$1,141,160	\$946,300
Position Distribution					
Full-Time	6	6	6	7	7
Part-Time	0	0	0	0	0

FY 2018 Budget Analysis: The FY 2018 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The personnel budget also reflects the mid-year reassignment of a temporary airport maintenance position to full time. Additional funding was also included in Capital Outlay and Other Financing for the local match for FAA and MA DOT funded materials and equipment. The City Council eliminated \$50,000 from the department’s non personnel budget.

FY 2016/2017 Accomplishments

- Completed the final year of a \$4.6 Million full reconstruction of Taxiway A, (the parallel taxiway to the newly reconstructed primary runway), which includes pavement, lighting and signage.
- Construction has begun on a corporate aircraft hangar for the storage of a newly based corporate jet.
- Secured a new rental car concession for moving trucks which will help increase revenue.
- Recorded an 8.4% increase in aircraft operations; significant increases in corporate jet operations; and a 9.5% increase in Passenger Enplanements, all of which represent increased aviation demand within the region.
- Construction of a TSA checkpoint in the terminal.

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 2018 Strategic Goals, Unit Objectives, Performance Measures

<p>Goal 1: Establish the Airport as an economic engine and a responsible neighbor in the City of New Bedford by building business relationships; modernizing airport infrastructure; and capitalizing on available resources to ensure self sustainability.</p>	<p>Objective 1: Transition the airport from a General Aviation airport to a FAA Part 139 Commercial Service airport and update the rules and regulations to meet FAA and TSA safety and security requirements.</p>
	<p>Objective 2: Work with the FAA to resurface the Airport’s secondary runway 15/32 and corresponding taxiway ‘B’.</p>
	<p>Objective 3: Attract new tenants and businesses to the airport.</p>

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
# of Aircraft Operations	52,115	50,000	62,017	65,000
# of Passenger Enplanements	7,461	7,500	7,500	10,000
# of Jet Operations	924	1,000	1,100	1,200
# of Airport Improvement Projects	5	5	2	3
# of Lease Revenue Agreements	21	21	22	23

FY 2018 Expenditure Detail

DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Sal Wages Full Time Perm	\$268,496	\$321,875	\$258,875	\$253,659	\$352,052
Longevity	2,050	2,050	2,050	1,959	2,150
Overtime	9,617	17,000	9,000	9,000	17,000
Final Employee Payoffs	2,133	0	0	2,595	0
Sal Wages Temporary	13,001	14,910	10,910	9,106	13,926
<u>Sick Incentive</u>	<u>963</u>	<u>962</u>	<u>962</u>	<u>400</u>	<u>800</u>
Total Personnel Budget	\$296,259	\$356,797	\$281,797	\$276,719	\$385,927
Advertising	\$1,368	\$10,000	\$10,000	\$2,000	\$7,500
Appraisal Fees	0	2,500	2,500	2,202	2,500
Audit	0	2,025	2,025	2,025	2,025
Bank Service Charges	2,643	3,000	3,000	3,000	3,000
Board Member Stipends	2,500	2,500	2,500	2,500	2,500
Cell Phone	1,237	1,500	1,500	1,000	1,000
Computer Data Processing	3,000	3,000	3,000	3,000	3,000
Consultants	0	0	62,549	11,600	0
Contractual Services	0	0	24,000	33,500	0
Dues Subscriptions	2,036	2,000	2,000	1,600	1,000
Electricity	44,961	46,800	46,800	45,800	48,000
Employees Training	0	1,000	1,000	825	1,000
Engineering Services	0	0	0	32,549	0
Hospital And Medical	441	500	500	500	500
In State Travel	778	1,000	1,000	250	500
Insurance	15,517	16,000	16,000	16,000	16,000
Legal Services	3,538	0	0	0	0
Natural Gas	10,545	20,000	20,000	16,000	20,000
Not Otherwise Classified Svc	619	0	0	1,683	0
Pest Control	0	100	100	50	0
Printing	681	100	100	0	0
Professional Licenses	5,100	5,100	5,100	5,100	5,100
Public Safety	1,590	1,500	1,500	15,000	1,500
R M Buildings Grounds	13,285	10,000	10,000	20,000	10,000
R M Miscellaneous	1,589	1,080	1,080	3,000	1,080
R M Office Equipment	695	1,000	1,000	500	500
R M Vehicles	5,190	10,000	23,452	21,000	14,500
Rental-Lease	3,178	2,310	2,310	2,310	4,410
Snow Removal	164	0	0	0	0
Telephone	2,799	2,720	2,720	2,720	2,720
<u>Uniform Cleaning Service</u>	<u>1,356</u>	<u>1,400</u>	<u>1,400</u>	<u>1,400</u>	<u>2,000</u>
Total Charges and Services	\$124,810	\$147,135	\$247,135	\$247,114	\$150,335
Newspaper Magazines	\$343	\$350	\$350	\$390	\$400
Supplies Building Maintenance	734	3,500	3,500	2,000	3,000
Supplies Janitorial	955	1,000	1,000	1,700	1,619
Supplies Lighting	296	3,000	3,000	500	2,000
Supplies Medical	180	150	150	135	150

FY 2018 Expenditure Detail

DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Supplies Misc Groundskeepng	\$645	\$1,369	\$1,369	\$3,095	\$2,000
Supplies Painting	182	250	250	0	500
Supplies Pest Control	13	100	100	0	50
Supplies Photocopier	174	750	750	700	750
Supplies Plumbing	72	200	200	200	200
Supplies Public Safety	2,603	1,000	1,000	2,500	1,000
Supplies Sundry Office	3,049	1,000	1,000	2,720	1,500
Supplies Vehicle - Misc.	2,750	3,500	3,500	3,000	3,500
Vehicle Diesel Fuel	2,966	9,000	9,000	6,000	8,000
Vehicle Gas Fuel	2,096	3,500	3,500	3,500	4,000
<u>Vehicle Oil and Other Fluids</u>	<u>0</u>	<u>250</u>	<u>250</u>	<u>700</u>	<u>250</u>
Total Supplies	\$17,059	\$28,919	\$28,919	\$27,140	\$28,919
<u>Building Structure</u>	<u>\$0</u>	<u>\$0</u>	<u>\$150,000</u>	<u>\$256,000</u>	<u>\$0</u>
Total Capital Outlay	\$0	\$0	\$150,000	\$256,000	\$0
Transfers To Cap Project Funds	\$0	\$15,000	\$15,000	\$15,000	\$15,000
Maturing Principle Lt Debt	35,000	43,812	43,812	43,812	43,812
Interest On Lt Debt	18,813	10,000	10,000	10,000	10,000
<u>Other Financing Uses</u>	<u>184,900</u>	<u>190,374</u>	<u>265,374</u>	<u>265,374</u>	<u>312,307</u>
Total Other Financing	\$238,713	\$259,186	\$334,186	\$334,186	\$381,119
TOTAL EXPENDITURES	\$676,841	\$792,037	\$1,042,037	\$1,141,160	\$946,300

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 2018 Adopted Budget Summary

	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Expenditures	N/A*	N/A*	N/A*	N/A*	\$100,000

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

FY 2018 Budget Analysis: The FY 2018 budget includes initial funding for the Art, Culture and Tourism Special Revenue Fund. Annual expenditures are initially capped at \$100,000 and will be adjusted for inflation in subsequent years, as directed by the authorizing legislation.

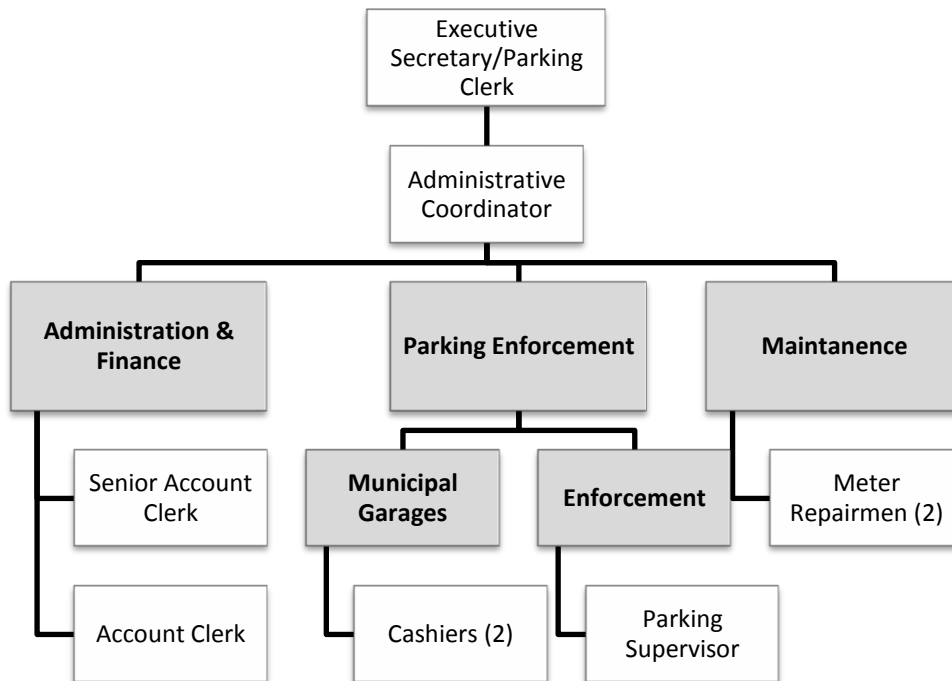
FY 2018 Expenditure Detail

DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
<u>Contractual Services</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>100,000</u>
Total Charges and Services	\$0	\$0	\$0	\$0	\$100,000

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 2018 Adopted Budget Summary

	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Expenditures	\$689,712	\$1,021,900	\$1,021,900	\$925,458	\$906,141
Position Distribution					
Full-Time	9	9	9	9	9
Part-Time	0	0	0	0	0

FY 2018 Budget Analysis: The FY 2018 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The personnel budget also reflects an increase to the parking supervisor from 37.5 to 40 hours per week, totaling \$1,907. The budget also reflects the completion of payments for the new parking meters and the subsequent reallocation of funds from Capital Outlay to Supplies and Materials for downtown maintenance.

FY 2016/2017 Accomplishments

- Parking meters in the downtown were upgraded to enable users to pay by cash or phone and for smartphone users to pay by a downloadable app called MobileNOW. The app notifies users of the location of their vehicles; alerts them to the expiration of their meter; and enables users to extend the length of time on their meter from the mobile device.
- Phase 1 of the Elm Street Garage rehabilitation project is underway. The first phase of the project is scheduled for completion in the fall of 2017.
- Security upgrades at the Traffic Commission Office and both the Elm Street and Zeiterion garage booths provide the department direct access to the New Bedford Police Department for immediate contact in the event of an emergency.

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 2018 Strategic Goals, Unit Objectives, Performance Measures

Goal 1: Improve the efficiency, ease and accessibility of paying for metered parking and the two parking garages in the downtown.	Objective 1: Accept credit cards in the Traffic/Parking Clerk’s Office.
	Objective 2: Accept credit cards in the Elm Street Garage Lobby machine for monthly pass holders.
	Objective 3: Measure the efficiency of the new MobileNow app for parking meters.

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
% of revenue collected in credit cards by downtown meters	11.5%	15%	13%	20%
Total Revenue collected by downtown meters	\$454,882	\$496,520	\$470,000	\$500,400

Transaction Type	2016 ACTUAL			2017 BUDGET			2017 PROJECTED			2018 ADOPTED		
	% of the Whole	% Using Credit	% Using Cash	% of the Whole	% Using Credit	% Using Cash	% of the Whole	% Using Credit	% Using Cash	% of the Whole	% Using Credit	% Using Cash
Face to Face – Office	100%	0%*	100%	100%	0%*	100%	100%	0%*	100%	90%	10%	90%
Via Lobby Machine – Monthly Pass Holders	N/A*	N/A*	N/A*	N/A*	N/A*	N/A*	N/A*	N/A*	N/A*	10%	10%	0%

* Availability of credit card use in the Traffic Commission Office and use of lobby machines for monthly pass holders not available prior to FY 2018.

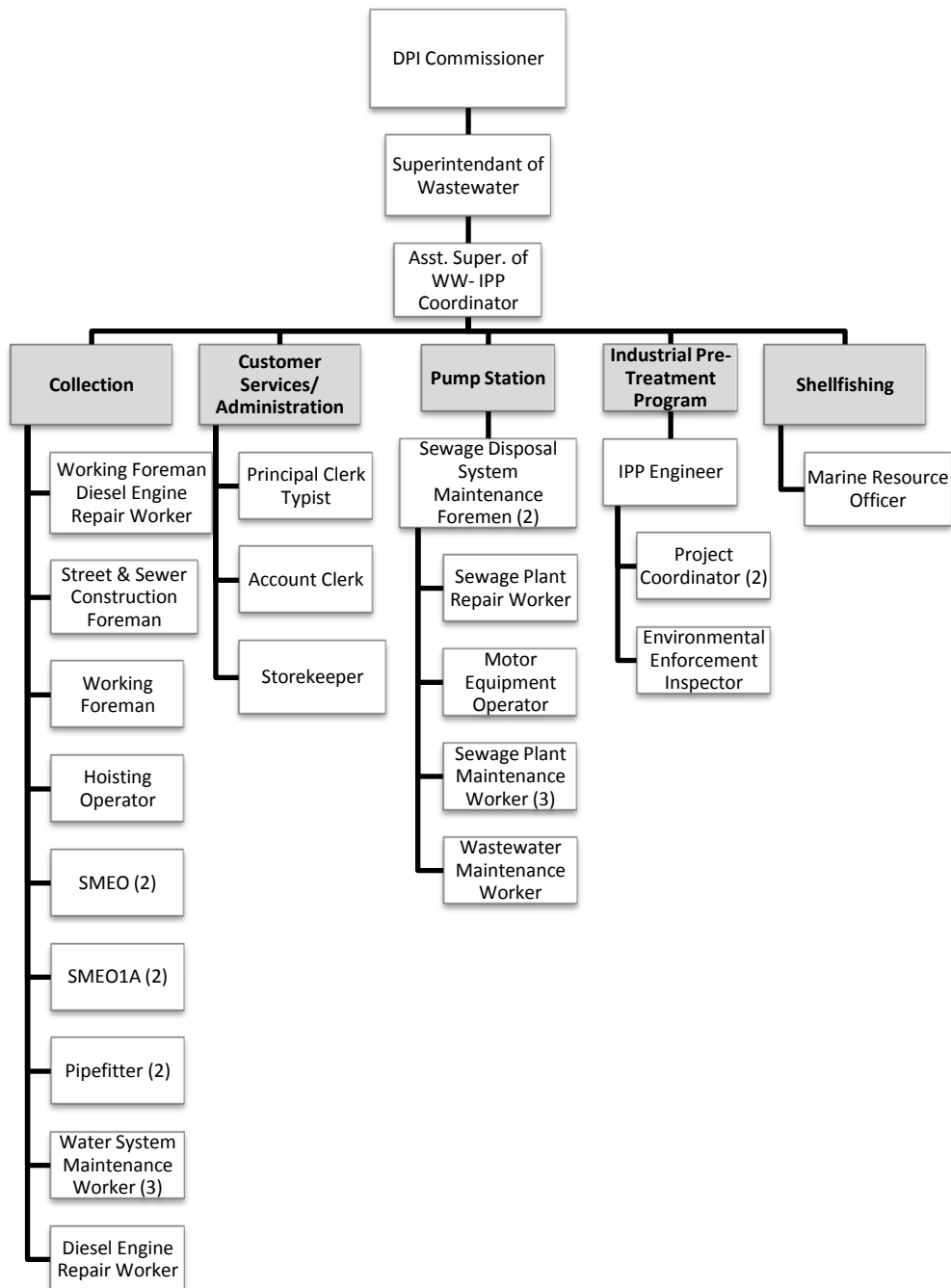
FY 2018 Expenditure Detail

DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Sal Wages Full Time Perm	\$251,021	\$273,596	\$273,596	\$249,263	\$278,441
Longevity	3,058	3,258	3,258	2,407	2,508
Overtime	744	4,636	4,636	1,000	4,636
Final Employee Payoffs	5,309	0	0	0	0
Sal Wages Temporary	20,633	24,898	24,898	18,533	24,898
<u>Sick Incentive</u>	<u>903</u>	<u>2,160</u>	<u>2,160</u>	<u>1,168</u>	<u>2,160</u>
Total Personnel Budget	\$281,668	\$308,548	\$308,548	\$272,371	\$312,643
Bank Service Charges	\$45,017	\$43,000	\$43,000	\$37,000	\$43,000
Electricity	83,232	82,000	82,000	82,000	82,425
R M Miscellaneous	5,703	0	0	6,000	0
<u>Rental-Lease</u>	<u>0</u>	<u>7,702</u>	<u>7,702</u>	<u>7,702</u>	<u>5,709</u>
Total Charges and Services	\$133,952	\$132,702	\$132,702	\$132,702	\$131,134
Freight	\$248	\$0	\$0	\$0	\$0
Supplies General	0	0	0	0	85,000
<u>Supplies Meter</u>	<u>6,773</u>	<u>29,500</u>	<u>29,500</u>	<u>15,000</u>	<u>20,000</u>
Total Supplies	\$7,021	\$29,500	\$29,500	\$15,000	\$105,000
Major Equipment Depreciation	\$134,700	\$0	\$0	\$0	\$0
<u>Minor Equipment Capital</u>	<u>0</u>	<u>202,000</u>	<u>202,000</u>	<u>201,721</u>	<u>0</u>
Total Capital Outlay	\$134,700	\$202,000	\$202,000	\$201,721	\$0
Maturing Principle Lt Debt	\$0	\$60,000	\$60,000	\$62,841	\$62,841
Interest On Lt Debt	0	0	0	0	0
<u>Other Financing Uses</u>	<u>132,370</u>	<u>289,150</u>	<u>289,150</u>	<u>240,823</u>	<u>294,523</u>
Total Other Financing	\$132,370	\$349,150	\$349,150	\$303,664	\$357,364
TOTAL EXPENDITURES	\$689,712	\$1,021,900	\$1,021,900	\$925,458	\$906,141

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 pump 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 2018 Adopted Budget Summary

	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Expenditures	\$19,965,751	\$21,254,190	\$21,259,402	\$20,959,899	\$21,684,118
Position Distribution					
Full-Time	31	33	33	33	33
Part-Time	0	0	0	0	0

FY 2018 Budget Analysis: The FY 2018 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The personnel budget also reflects the conversion of two motor equipment operators to two water systems maintenance workers, saving \$18,748. Charge backs to the General Fund have been adjusted to reflect actual support.

FY 2016/2017 Accomplishments

- The Wastewater Division continued its Computerized Maintenance Management System (CMMS) implementation, which enables the division to be more efficient with repairs and preventative maintenance and saves staff time preparing annual compliance reports to the EPA and other agencies.
- The Coggeshall Street Utility Project to enhance drainage and collection in this low lying area by separating the combined sewer outfalls, was completed in the spring of 2017.
- The Division was successfully awarded funding through the MassDEP SRF program for several major Wastewater projects including:
 - MS4 permit compliance and reporting;
 - Collection system and investigation program;
 - Pumping station improvements; and
 - Continuation of our Long Term CSO and Integrated Capital Planning.
- The Wastewater Division has executed the design phase to improve the Merrimac and Front Street pumping stations, and is in the planning phase to meet the requirements of the upcoming 2017 Massachusetts MS4 Permit.
- The Industrial Pretreatment and Fats, Oils, and Grease enforcement team has recruited and trained a new project coordinator, further helping to ensure the city's compliance with regulations and assist residents and customers with public outreach efforts.

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 2018 Strategic Goals, Unit Objectives, Performance Measures

<p>Goal 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.</p>	<p>Objective 1: Continue to implement a Computerized Maintenance Management System that captures the data required in the EPA-issued Administrative Order.</p>
	<p>Objective 2: Perform all inspections, preventative maintenance, monitoring and cleaning of the city's 29 pumping stations, sewer and storm water collection systems.</p>

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
# of catch basins cleaned (out of 5,607)	462	1,340	250	250
# of linear miles of sewer or storm drain pipe filmed (out of 479)	Film=10.33 SL R.A.T.= 10.66	6.62	7	7
# of linear miles of sewer or storm drain pipe rodded or jetted (out of 479)	Jet=30.08 Rod=1.44	Jet=28.41 Rod=1.42	Jet=27 Rod=1.40	Jet=28 Rod=1.45
# of combined sewer overflows inspected (out of 74)	1,446	1,230	1,500	1,400
# of preventative maintenance tasks performed in pump stations	1400	1,400	1,200	1,300

<p>Goal 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.</p>	<p>Objective 1: To inspect all 111 categorical, significant and non-significant users (as well as the 24 dentists that discharge to the city's collection system) to ensure compliance with the federal Industrial Pre-Treatment Program.</p>
	<p>Objective 2: Institute and administer the EPA-mandated Fats, Oil and Grease (FOG) program ensuring proper disposal to minimize collection system maintenance.</p>

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
# of active IPP Permits	89	110	95	110
# of IPP inspections performed	142	90	55*	80
# of IPP samples collected and analyzed	316	120	95	110
# of FOG permits	573	450	460	470
# of FOG inspections	233	450	640	650

* This metric is lower than anticipated due to resources being allocated to FOG inspections, which became a higher priority for EPA compliance. Note the higher measures for FOG inspections.

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
# of sewer main breaks repaired	39	25	20	25
# of sewer service blockages corrected	256	250	100*	110
# of sanitary sewer overflows corrected	2	0	10	5
# of pump station alarms responded to	50	25	40	30
# of manholes repaired (out of 7,742)	6	5	5	5

* This metric measures resident requests to roto-roooter blocked drains. DPI has limited the days this service is offered due to reallocation of resources.

FY 2018 Expenditure Detail

DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Sal Wages Full Time Perm	\$1,240,706	\$1,479,046	\$1,479,046	\$1,350,000	\$1,519,390
Longevity	6,250	7,750	7,750	4,150	5,550
Overtime	75,354	105,000	105,000	100,000	105,000
Final Employee Payoffs	55,897	10,000	10,000	20,000	20,000
Sick Incentive	4,345	4,300	4,300	3,875	4,400
Total Personnel Budget	\$1,382,552	\$1,606,096	\$1,606,096	\$1,478,025	\$1,654,340
Advertising	\$0	\$0	\$0	\$0	\$1,000
Audit	0	2,000	2,000	4,000	4,000
Bank Service Charges	7,285	20,000	20,000	10,000	10,000
Cell Phone	27,345	30,000	30,000	30,000	30,000
Computer Data Processing	500	3,000	3,000	2,000	3,000
Consultants	101,227	70,000	70,000	110,000	110,000
Contractual Services	10,795	5,000	5,000	0	0
Dues Subscriptions	1,681	2,500	2,500	4,691	3,000
Electricity	1,960,988	1,850,000	1,855,192	1,500,000	1,691,450
Employees Training	19,482	25,000	25,000	15,000	25,000
Engineering Services	6,452,542	6,620,000	6,620,000	6,620,000	6,700,000
Hospital And Medical	62,673	31,000	31,000	70,328	40,000
In State Travel	357	600	600	2,214	1,000
Insurance	163,678	165,000	165,000	165,000	165,000
Internet Lines	0	0	0	10,000	0
Lab Testing Services	26,299	25,000	25,000	27,975	25,000
Late Charges Interest	39	0	0	0	0
Maintenance Agreements	25,790	26,000	26,000	99,249	60,000
Natural Gas	9,914	15,000	15,020	10,541	10,000
Not Otherwise Classified Svc	36,461	25,000	25,000	49,293	30,000
Out Of State Travel	494	7,500	7,500	0	7,500
Postage	67,386	75,000	75,000	75,000	70,000
Printing	3,661	5,000	5,000	14,589	10,000
Professional Licenses	920	1,000	1,000	3,523	1,500
Public Safety	3,053	10,000	10,000	19,023	10,000
R M Buildings Grounds	50,374	40,000	40,000	46,035	45,000
R M Flat Tires	7,157	5,000	5,000	7,792	5,000
R M Miscellaneous	36,064	15,000	15,000	12,943	15,000
R M Vehicles	42,346	55,000	55,000	69,744	65,000
Recording Fees	75	100	100	0	0
Refuse Service	0	0	0	0	0
Rental Lease Const Equip	0	100	100	0	0
Rental Lease Vehicles	50,000	50,000	50,000	80,028	50,000
Rental-Lease	\$3,799	\$2,500	\$2,500	\$2,052	\$2,500
Telephone	7,636	10,000	10,000	6,392	10,000
Unemployment Security	0	1,000	1,000	0	0
Uniform Cleaning Service	3,950	5,000	5,000	1,944	4,000
Total Charges and Services	\$9,183,970	\$9,197,300	\$9,202,512	\$9,069,355	\$9,203,950

FY 2018 Expenditure Detail

DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Books	\$0	\$500	\$500	\$300	\$500
Concrete	4,046	5,000	5,000	3,000	4,000
Sand	0	500	500	0	500
Stone	0	5,000	5,000	7,000	6,000
Supplies Audio Visual	0	500	500	0	500
Supplies Building Maintenance	20,267	150,000	150,000	120,000	150,000
Freight	1,012	2,000	2,000	715	2,000
Supplies Computer	4,656	2,000	2,000	1,026	2,000
Supplies Electrical Parts	25,449	5,000	5,000	6,000	5,000
Supplies Janitorial	202	500	500	0	500
Supplies Lighting	2,011	1,000	1,000	1,067	1,000
Supplies Maintenance	508	3,500	3,500	629	2,000
Supplies Masonry	0	3,000	3,000	1,169	2,500
Supplies Misc Groundskeepng	2,930	0	0	4,000	21,871
Supplies Not Otherwise Class	91	0	0	1,000	0
Supplies Other	146,618	30,000	30,000	55,000	30,000
Supplies Painting	2,410	2,000	2,000	3,000	1,000
Supplies Pest Control	0	500	500	0	500
Supplies Photocopier	258	1,000	1,000	0	1,000
Supplies Plumbing	22	500	500	185	0
Supplies Public Safety	2,047	4,000	4,000	0	4,000
Supplies Road Maintenance	5,435	1,000	1,000	0	1,000
Supplies SmallTools	736	4,000	4,000	1,048	0
Supplies Sundry Office	498	3,000	3,000	2,606	3,000
Supplies Water Works	10,036	52,000	52,000	60,737	52,000
Supplies Welding	2,953	5,000	5,000	1,079	5,000
Supplies Vehicle - Misc.	101,742	75,000	75,000	90,000	80,000
Uniforms and Other Clothing	5,098	5,000	5,000	5,193	5,000
Vehicle Diesel Fuel	81,202	125,000	125,000	75,773	115,000
Vehicle Gas Fuel	0	0	0	0	0
Vehicle Oil and Other Fluids	4,055	4,000	4,000	4,415	4,000
Vehicle Parts and Accessories	31,688	0	0	9,970	0
Vehicle Supplies Batteries	2,097	1,000	1,000	2,153	0
<u>Vehicle Supplies Tires Tubes</u>	<u>10,769</u>	<u>10,000</u>	<u>10,000</u>	<u>20,963</u>	<u>15,000</u>
Total Supplies	\$468,833	\$501,500	\$501,500	\$478,026	\$514,871
Building Structure	\$10,226	\$250,000	\$250,000	\$250,000	\$350,000
Infrastructure Items	199,006	500,000	500,000	0	460,000
Landscaping	47,534	0	0	0	0
Major Equipment	82,728	300,000	300,000	758,522	240,000
Minor Equipment Capital	148,141	0	0	0	50,000
Minor Equipment Non Capital	0	50,000	50,000	0	0
<u>Streets And Sidewalks</u>	<u>132,536</u>	<u>0</u>	<u>0</u>	<u>91,478</u>	<u>50,000</u>
Total Capital Outlay	\$620,170	\$1,100,000	\$1,100,000	\$1,100,000	\$1,150,000

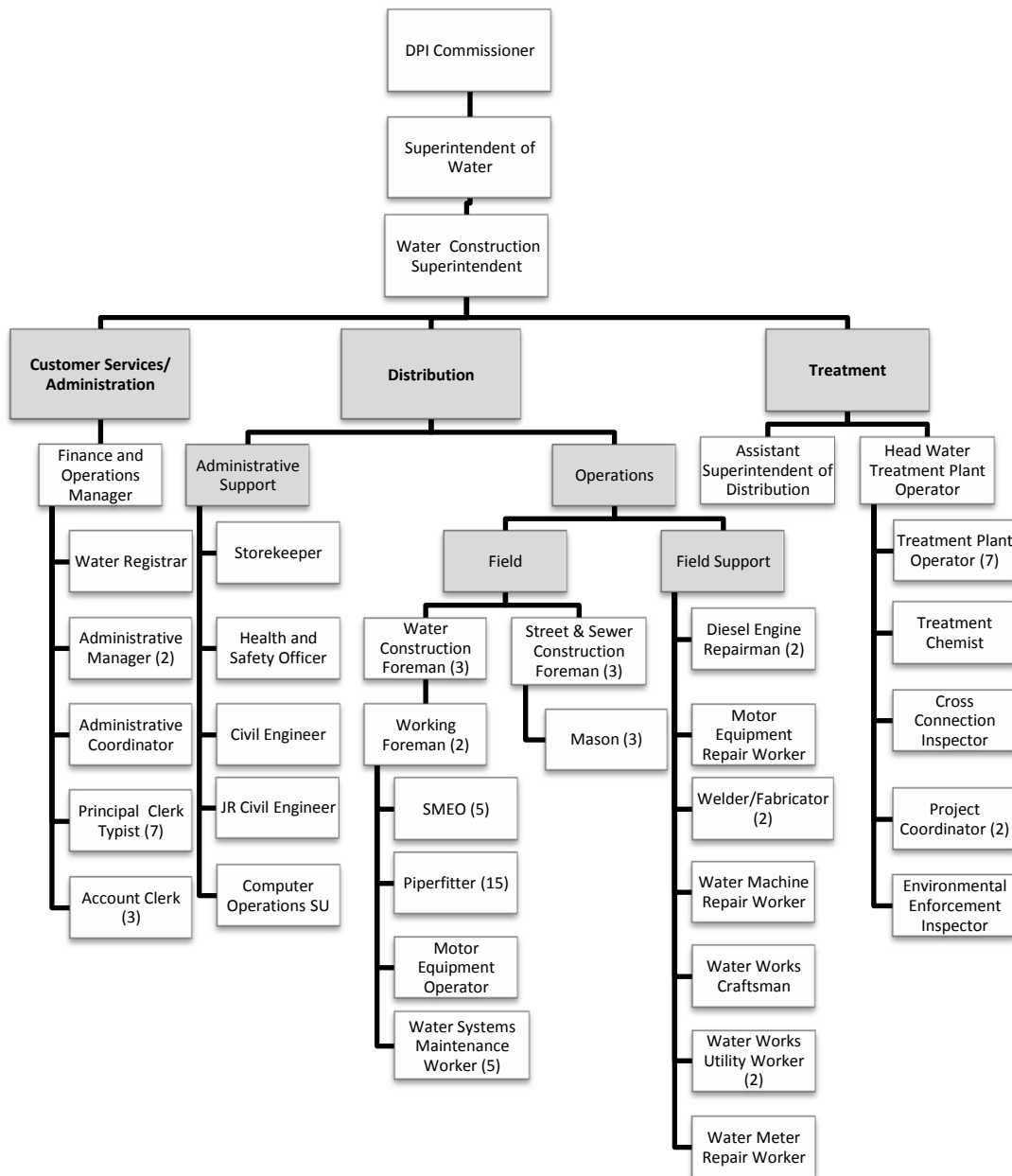
FY 2018 Expenditure Detail

	2016	2017	2017	2017	2018
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Maturing Principle Lt Debt	\$1,063,300	\$1,132,000	\$1,132,000	\$1,117,000	\$979,000
Interest On Lt Debt	297,007	311,868	311,868	281,568	256,142
Debt Administrative Fees	145,999	148,244	148,244	191,717	152,521
Other Financing Uses	<u>6,803,920</u>	<u>7,257,182</u>	<u>7,257,182</u>	<u>7,244,206</u>	<u>7,773,295</u>
Total Other Financing	\$8,310,226	\$8,849,294	\$8,849,294	\$8,834,492	\$9,160,957
TOTAL EXPENDITURES	\$19,965,751	\$21,254,190	\$21,259,402	\$20,959,899	\$21,684,118

Mission Statement: The mission of the Water Enterprise Fund is to provide the residential, commercial and industrial customers of New Bedford with access to clean, safe drinking water via a well-maintained, reliable distribution system.

Department Description: It is the responsibility of the Water Enterprise Fund to manage and operate the city's water treatment plant which is capable of treating 45 million gallons of water daily, along with the High Hill Reservoir and Hathaway Road elevated storage tank and two high pressure pumping stations. In addition, the department is responsible for the maintenance of all water mains, services, hydrants and gate valves throughout the system.

Department Organizational Chart



FY 2018 Adopted Budget Summary

	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Expenditures	\$11,298,117	\$11,974,911	\$15,983,578	\$15,880,435	\$13,559,984
Position Distribution					
Full-Time	81	81	81	84	83
Part-Time	0	0	0	0	0

FY 2018 Budget Analysis: The FY 2018 budget includes funding for compensation increases required by collective bargaining agreements and the Code of Ordinances. The personnel budget also reflects the conversion of one mason to one diesel engine repairman, two motor equipment operators to two water systems maintenance works; and one full time pipefitter to one temporary welder; as well as the reclassification of two account clerks to principal clerk typists, saving \$18,777. The budget also includes an increase to Capital Outlay for the various pieces of equipment, totaling \$109,000. Chargebacks to the General Fund have been adjusted to reflect actual support.

FY 2016/2017 Accomplishments

- The Water Division of the Department of Public Infrastructure takes all necessary steps to ensure the City's water distribution system delivers top quality water to its residents and surrounding towns in compliance with the Clean Water Act:
 - The Division was successfully awarded funding through the MassDEP SRF program and initiated the design phase of the electrical and chemical feed upgrades at the Quittacas Water Treatment Plant, the upgrades at the High Hill Reservoir, the Lead Service Replacement Program, and the meter upgrade program.
 - The Division awarded the AMI Radio Meter Reading System contract.
 - To date, 70 gate valves have been exercised; 1,784 hydrants have been flushed; 8 main breaks have been repaired; and 15 linear feet of water main replaced.
 - By fiscal year end, approximately 2,500 analytical tests will have been performed to ensure safe and clean drinking water.
 - Several 30" to 36" diameter water transmission main valves have been replaced, and approximately 150 lead services have been removed from the system.

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 repair, replacement and maintenance of water mains, services, curb stops, gate valves and hydrants. This effort also includes a hydrant flushing program and a gate valve program, snow removal and associated vehicle and equipment maintenance.

Water Treatment Division: The Water Treatment Division is responsible for pumping water from the five-pond complex into the treatment facility, where chemicals are added, filtration is performed, and laboratory tests are completed to ensure safe potable drinking water to the distribution system. Water is again sampled throughout

the system to comply with all DEP/EPA regulations. This effort includes the strict monitoring of chemical feed pumps, wet well levels, reservoir levels, and pressure levels and maintaining pond levels by the monitoring of all dams. In addition, this division is responsible for the maintenance of all associated apparatus.

FY 2018 Strategic Goals, Unit Objectives, Performance Measures

Goal 1: 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.	Objective 1: Provide residents with multiple reporting mechanisms from which to contact the Water Division.
	Objective 2: Continue to improve and reduce response time to resident request by responding to 90% of requests within 5 business days.

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
# of resident requests received	501	428	276	320
# in person	24	24	8	10
# by phone	462	374	260	300
# by email	15	30	8	10
# via See, Click, Fix	0	0	0	0
Avg. resident request response time (in days)	1.8	1.7	1	1
# of billing requests received	13,190	14,277	16,000	15,000

Goal 2: Ensure residents of New Bedford have access to clean, safe drinking water.	Objective 1: Perform leak detection, exercise gate valves, and hydrant flushing throughout the system.
	Objective 2: Perform water quality assurance through analytical sampling and water main repair and replacements.

PERFORMANCE MEASURES	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
# of leaks detected & corrected	59	54	86	80*
# of gate valves exercised (out of 6,000)	263**	97	95	95
# of hydrants flushed (out of 2,600)	2,146	1,384***	2,350	2,200
# of analytical tests performed (out of 16,000)	16,000	15,797	16,000	16,000

* FY 2017 Projected and FY 2018 Proposed are higher as a result of increasing need.

** Gate valve estimates for FY 2017 and 2018 are lower than previous years as a result of the reassignment of the crew responsible for this duty.

*** Hydrant flushing annual metrics have increased steadily in previous fiscal years. FY 2017 initial budget projections were based on historical lower data.

FY 2018 Expenditure Detail

DESCRIPTION	2016 ACTUAL	2017 BUDGET	2017 REVISED	2017 PROJECTED	2018 ADOPTED
Sal Wages Full Time Perm	\$2,807,601	\$3,470,425	\$3,470,425	\$3,350,000	\$3,676,315
Additional Gross	14,406	15,000	15,000	15,000	15,000
Longevity	20,050	20,300	20,300	19,350	18,600
Overtime	201,513	150,000	150,000	150,000	180,000
Final Employee Payoffs	45,284	20,000	20,000	20,000	20,000
Sal Wages Temporary	19,016	50,000	50,000	50,000	103,053
Sick Incentive	<u>10,972</u>	<u>10,000</u>	<u>10,000</u>	<u>12,949</u>	<u>10,000</u>
Total Personnel Budget	\$3,118,841	\$3,735,725	\$3,735,725	\$3,617,299	\$4,022,967
Advertising	\$5,119	\$2,000	\$2,000	\$1,800	\$2,000
Audit	0	4,500	4,500	4,500	4,500
Bank Service Charges	5,743	10,000	10,000	2,927	9,000
Cell Phone	18,241	17,500	17,500	17,500	17,500
Computer Data Processing	500	10,000	10,000	1,000	5,000
Consultants	119,712	90,000	90,000	55,000	90,000
Contractual Services	43,550	0	0	0	0
Copier Maintenance Agreement	0	1,600	1,600	400	1,000
Dues Subscriptions	6,208	2,750	2,750	600	2,750
Electricity	409,631	550,000	550,000	550,000	577,159
Employees Training	22,155	15,000	15,000	23,000	25,000
Engineering Services	259,306	550,000	550,000	365,489	500,000
Hospital And Medical	73,413	25,000	25,000	21,000	30,000
In State Travel	1,372	500	500	0	350
Internet Lines	9,173	7,500	7,500	5,000	5,000
Lab Testing Services	19,090	5,000	5,000	25,000	5,000
Late Charges Interest	58	0	0	167	0
Legal Services	275	0	0	0	0
Maintenance Agreements	28,190	25,000	25,000	35,000	30,000
Natural Gas	38,676	45,000	45,000	30,000	40,000
Not Otherwise Classified Svc	61,783	50,000	50,000	45,000	50,000
Out Of State Travel	2,429	6,500	6,500	4,000	6,500
Pest Control	2,150	500	500	0	500
Postage	53,052	55,000	55,000	56,507	55,000
Printing	22,301	6,000	6,000	20,000	20,000
Professional Licenses	3,059	1,500	1,500	6,000	3,000
Public Safety	16,561	20,000	20,000	100,000	30,000
R M Buildings Grounds	34,433	35,000	35,000	190,000	47,000
R M Communication Lines	650	0	0	0	0
R M Flat Tires	1,260	1,000	1,000	3,400	2,000
R M HVAC Equipment	1,600	2,000	2,000	240	0
R M Miscellaneous	31,504	10,000	10,000	22,000	10,000
R M Office Equipment	\$0	\$2,000	\$2,000	\$4,500	\$2,500
R M Vehicles	52,348	15,000	15,000	15,000	20,000
Recording Fees	0	250	250	0	0
Refuse Service	1,339	0	0	7,500	5,000
Rental Lease Vehicles	\$139,360	\$140,000	\$140,000	\$140,000	\$140,000

FY 2018 Expenditure Detail

	2016	2017	2017	2017	2018
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Rental-Lease	\$7,444	\$10,000	\$10,000	\$5,000	\$10,000
Telephone	12,291	14,000	14,000	11,152	14,000
Unemployment Security	11,700	5,000	5,000	9	5,000
Uniform Cleaning Service	11,397	15,000	15,000	10,000	12,500
Rock Crushing Services	14,000	15,000	15,000	13,000	15,000
Water Testing Services	215	0	0	300	0
Water/Sewer	55,271	0	0	0	0
<u>Watershed Property Tax</u>	<u>169,578</u>	<u>110,000</u>	<u>110,000</u>	<u>110,000</u>	<u>110,000</u>
Total Charges and Services	\$1,766,138	\$1,875,100	\$1,875,100	\$1,901,992	\$1,902,259
Books	\$198	\$0	\$0	\$196	\$0
Concrete	1,767	2,000	2,000	2,500	2,500
Food Items Perishable	520	500	500	0	0
Lab Testing Equipment	3,150	15,000	15,000	16,695	15,000
Newspaper Magazines	0	600	600	0	500
Perishables Food Service	135	0	0	300	0
Sand	0	1,000	1,000	0	500
Stone	582	2,000	2,000	2,500	2,000
Supplies Audio Visual	4,847	5,000	5,000	3,000	5,000
Supplies Building Maintenance	43,194	150,000	150,000	130,000	150,000
Freight	649	3,000	3,000	2,400	3,000
Supplies Computer	2,774	1,000	1,000	2,010	1,000
Supplies Doors Windows	15	0	0	0	0
Supplies Electrical Parts	2,138	2,000	2,000	8,000	2,000
Supplies Janitorial	2,395	5,000	5,000	5,500	5,000
Supplies Lighting	3,769	2,500	2,500	2,500	2,500
Supplies Maintenance	3,155	500	500	1,100	1,000
Supplies Masonry	912	0	0	544	0
Supplies Medical	0	300	300	88	0
Supplies Meter	665	4,000	4,000	5,000	5,000
Supplies Misc Groundskeepng	2,453	1,000	1,000	2,122	3,400
Supplies Other	689,325	660,000	660,000	660,000	60,000
Supplies Painting	1,614	3,000	3,000	2,500	3,000
Supplies Pest Control	6	0	0	0	0
Supplies Photocopier	4,363	2,500	2,500	6,000	2,500
Supplies Plumbing	\$198	\$1,000	\$1,000	\$2,554	\$0
Supplies Public Safety	\$1,402	\$5,000	\$5,000	\$2,500	\$5,000
Supplies Road Maintenance	17,929	10,000	10,000	5,000	7,500
Supplies SmallTools	5,354	10,000	10,000	6,598	0
Supplies Sundry Office	8,855	15,000	15,000	12,000	15,500
Supplies Wtr Treatment Chem	0	0	0	0	600,000
Supplies Water Works	183,563	100,000	100,000	130,000	110,000
Supplies Welding	18,244	5,000	5,000	25,000	10,000
Supplies Vehicle - Misc.	38,294	35,000	35,000	50,000	52,000
Uniforms and Other Clothing	5,920	8,500	8,500	10,522	10,000
Vehicle Diesel Fuel	\$55	\$0	\$0	\$0	\$0

FY 2018 Expenditure Detail

	2016	2017	2017	2017	2018
DESCRIPTION	ACTUAL	BUDGET	REVISED	PROJECTED	ADOPTED
Vehicle Gas Fuel	\$61,505	\$120,000	\$120,000	\$60,000	\$100,000
Vehicle Oil and Other Fluids	2891	4000	4000	6000	5000
Vehicle Parts and Accessories	5087	4000	4000	5000	0
Vehicle Supplies Batteries	1,090	1,000	1,000	519	0
Vehicle Supplies Tires Tubes	8,329	4,000	4,000	4,500	4,500
Total Supplies	\$1,127,344	\$1,183,400	\$1,183,400	\$1,173,149	\$1,183,400
Automobiles Purchased	\$10,000	\$20,000	\$20,000	\$0	\$0
Building Structure	209,945	25,000	25,000	164,000	50,000
Computer Equipment Capital	0	6,000	6,000	0	0
Infrastructure Items	0	50,000	2,050,000	2,000,000	70,000
Landscaping	0	30,000	30,000	0	30,000
Major Equipment	256,096	10,000	10,000	0	0
Major Equipment Depreciation	0	0	0	0	0
Minor Equipment Capital	0	5,000	5,000	449	91,000
Office Equip Furn Non Capital	19,257	1,000	1,000	0	0
Streets And Sidewalks	63,786	60,000	60,000	41,191	75,000
Total Capital Outlay	\$559,083	\$207,000	\$2,207,000	\$2,205,641	\$316,000
Maturing Principle Lt Debt	\$1,944,668	\$1,625,399	\$1,625,399	\$1,625,399	\$1,830,974
Interest On Lt Debt	766,435	708,312	708,312	708,312	686,685
Debt Administrative Fees	24,091	22,271	22,271	22,271	55,582
Other Financing Uses	1,991,516	2,617,704	4,626,371	4,626,371	3,562,117
Total Other Financing	\$4,726,710	\$4,973,686	\$6,982,353	\$6,982,353	\$6,135,357
TOTAL EXPENDITURES	\$11,298,117	\$11,974,911	\$15,983,578	\$15,880,435	\$13,559,984

Capital Improvement Program

Background: The Massachusetts Department of Revenue, credit agencies and the Government Accounting Standards Board recommend that localities develop a capital improvement program (CIP) to coordinate community planning, financial capacity and physical development requirements. A complete CIP facilitates coordination between capital needs and a locality's operating budgets, enhances a community's credit rating, and provides for 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 an extended look at facility improvement and renovation needs, as well as capital vehicle requirements recommended for appropriation by the City Council. 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. The FY 2017-2021 edition is the second year of the biennial planning cycle, with departments providing full updates to prior requests, along with new project submissions when necessary.

As a planning tool, the CIP ensures that capital improvements are coordinated and well-timed to maximize the City's financial resources. Typically, 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.

Summary

The Capital Improvement Program covers General Fund-supported projects from FY 2017 through 2021, and totals \$54.4 million. Of this amount, \$10.6 million would be allocated for capital asset preservation projects for public safety and public use buildings in addition to other government facilities, and approximately \$8.4 million would be allocated for ongoing replacement of capital vehicles and general fleet replenishment. \$25.2 million would be allocated for major renovations and/or replacements at general government facilities, while \$10.2 million would be allocated for school projects.

Project Descriptions

The Capital Improvement Program includes 20 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 2017-2021, \$2,500,000): This project would continue renovations begun in FY 2014 to the Hillman Street Complex. Activities would include repointing of the exterior walls, replacement of deteriorated brickwork, interior renovations and continued window replacement.

Nemasket Street Remediation & Final Use (FY 2017-2019, \$4,749,000): This project would provide for the completion of remediation activities and the development of a final use for the Nemasket Street lots and acquired residential properties located adjacent to Keith Middle School. Financing would be provided by a combination of settlement proceeds and debt financing. A proposal to appropriate funding for this project will be submitted once the various legal settlements have been resolved.

Zeiterion Theater Repairs (FY 2021, \$2,000,000): This project would provide for the renovation of the 2nd floor of the Zeiterion Theater. Funding in FY 2021 is intended to serve as a placeholder; efforts will be made to obtain outside funding for the project.

Zoo Renovations (FY 2017-2021, \$4,319,000): This project would continue renovations at the Buttonwood Park Zoo. FY 2017 funding would support the construction of a dedicated Animal Ambassador building to provide housing for the Zoo's environmental education programs. Funding would also be assigned to renovations of the education center into a multi-use classroom. Future years would provide for improvements to existing exhibits and educational facilities. The City's FY 2017 allocation would be matched by \$350,000 in private donations as part of the continuing effort to mitigate funding needs.

Fleet Maintenance Improvements (FY 2017 & 2019, \$2,690,000): This project would provide for the development of an integrated fleet management solution for City vehicles. Initial funding in FY 2017 would replace the fueling station at the City Yard; the existing tanks are obsolete and must be removed in 2017. Future funding in FY 2019 serves as a placeholder for additional renovations and capacity improvements.

Quest Center Improvements (FY 2017, \$543,000): This project will provide for the replacement of the roof at the Quest Center, located at 1213 Purchase Street. The existing roof has failed and is allowing infiltration into the building, necessitating its immediate replacement.

East Beach Bathhouse (FY 2018, \$500,000): This project would provide for replacement of the existing, nonfunctioning facility at East Beach. The scope would include complete replacement of the restrooms and the addition of a concession stand and lifeguard station.

South End Public Safety Center (FY 2018, \$7,000,000): Initial funding for 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. Funding in FY 2018 serves as a placeholder for construction.

City Hall Elevator (FY 2017-2018, \$890,000): This project would provide for the design and construction of a second elevator in City Hall. The existing elevator was constructed in 1906, and is well beyond its service life. The FY 2017 bond would include \$140,000 for design, with construction anticipated the following year.

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.

NBHS Auditorium Repairs (FY 2018, \$200,000): This project would provide for renovations to the performance lighting system for the New Bedford High School auditorium, which is beginning to fail. Funding would replace the dimming rack and control stations, would replace existing fixtures with LED lighting, and implement repairs to the performance spaces. Originally proposed for FY 2017, the City Council deferred funding for this project.

MSBA Accelerated Repair/Deferred Maintenance (FY 2017-2021, \$9,748,394): This project would provide the local share for renovations to the Parker School in FY 2017. Funding planned for FY 2018-2021 would serve as placeholders for the local match on MSBA-eligible projects, as well as funding for deferred maintenance on School Department facilities.

MSBA Core Projects (FY 2021, \$300,000): This project would provide the local share for a planning study on 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 2017, 2018, 2020 & 2021, \$1,617,026): This project provides for the acquisition and outfitting of eight ambulances for Emergency Medical Services over the course of the planning period. The City instituted a policy beginning in 2013 of acquiring replacement vehicles through a series of capital leases, which in turn provides sufficient flexibility to finance ongoing replacements.

Fire Apparatus (FY 2017, 2019, & 2021 \$3,358,468): 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 eight years in service. Acquisition of the replacement vehicles will involve a series of capital leases, providing sufficient flexibility to finance ongoing replacements. The City approved the purchase of two replacement pumpers in FY 2017. Decisions regarding the specific apparatus to be replaced in future years will be determined based on operational needs.

Mobile Command Center (FY 2018, \$330,000): 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.

Emergency Support Vehicle (FY 2017, \$60,130): This project replaces the Police Department's emergency support vehicle, which was initially purchased in 1996. The vehicle is equipped with a number of specialty items requiring significant customization, and would be financed utilizing a capital lease.

Fleet Replenishment (FY 2016-2021, \$3,000,000): This project addresses deficiencies identified in the condition of the City's general use fleet, which averages about 20 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 a subsequent appropriation of \$614,894 in FY 2017. Future allocations will provide for the continued replacement of 10-15 vehicles per year, to ensure that the snow removal and general use fleets are kept in a state of good repair. Financing would be accomplished through the use of 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 \$101.2 million in deferred maintenance 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 2015, the City's outside auditor estimated the City's physical inventory at \$248.4 million.

The CIP includes \$10.6 million over the five year planning period for capital asset replacement. In addition, the CIP includes \$9.7 million to fund the local share of renovation projects for City schools. Combined, these allocations would average approximately 2.7% 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 2017-2021 CIP includes an ongoing infrastructure program intended to 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 **School Renovations & Replacements-MSBA Accelerated Repair** category.

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 consists of upgrades to HVAC, lighting and building envelope improvements at 19 facilities, which are resulting in significant reductions to energy consumption and improvements to the existing infrastructure. Phase 2 is currently under development, and staff is working toward a timetable which will involve the submission of financing for the City Council's consideration during FY 2018.

FY 2017 Capital Improvement Bond: The initial version of the CIP included a critical needs bond, which addressed urgent needs that were identified during the course of the CNA process. However, decades of deferred maintenance cannot be addressed in a single year. The FY 2015 and 2016 CIP processes maintained the capital program's focus by continuing work on existing projects and targeting elements of the City's infrastructure in need of immediate repair and/or renovation. The FY 2017 bond, which totals \$4,283,000, is itemized on the accompanying table.

The FY 2017-2021 Capital Improvement Program includes dedicated funding for the repair of roads and related infrastructure. \$800,000 in financing would be utilized in conjunction with an annual allocation of \$200,000 from the City's annual Community Development Block Grant allocation to provide a \$1,000,000 annual allocation, which will in turn supplement State and Federal funding. This portion of the bond will be directed toward capital-eligible roadwork and sidewalk repair, as determined by the Department of Public Infrastructure's pavement management program.

Due to their grant-reimbursement structure, the annual capital bond does not include authorization for MSBA or other state-funded capital projects. In FY 2017, the City approved a loan authorization for renovations to the Parker Elementary School. A proposal to appropriate funding for the remediation activities and the development of a final use for the Nemasket Street lots will be submitted as a separate loan authorization.

Project Category/Name	Amount
Public Safety	
Fire Station #2 Roof Replacement	\$191,000
Fire Museum Roof & Windows	<u>148,000</u>
Subtotal Public Safety:	\$339,000
Public Facilities	
Buttonwood Park Zoo Animal Ambassador Building	\$546,000
Buttonwood Park Athletic Field Lighting	110,000
Lawler Library HVAC Replacement	120,000
<u>Brooklawn Senior Center Roof Replacement</u>	<u>65,000</u>
Subtotal Public Facilities:	\$841,000
Government Facilities	
City Hall Elevator Design	\$140,000
City Hall Building Access	185,000
Hillman Street Interior Renovations	500,000
Quest Center Roof Replacement	543,000
Shawmut Avenue Truck Shed	225,000
<u>City Yard Fueling Station</u>	<u>540,000</u>
Subtotal Government Facilities:	\$2,133,000
Roads & Infrastructure:	\$800,000
Capital Improvement Bond Total:	\$4,113,000

Project Financing: The CIP is funded by a combination of general obligation debt for facilities projects, lease purchasing for capital vehicle purchases, and settlement proceeds for the Nemasket Street remediation project. 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 Hannigan Elementary School project will contribute to a projected increase in net outstanding debt from \$73.7 million in FY 2017 to \$86.4 million in FY 2021, and annual debt service payments would increase by about \$1.4 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 addition 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, 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 3.4% in FY 2017 to 3.8% in FY 2021.
- **Outstanding debt as a percentage of assessed valuation** – The policy target is 3% or less. The projected ratio would hold steady at 1.3% through FY 2021.
- **Annual debt service as a percentage of the General Fund operating budget** – The policy target is 10% or less. The projected ratio would hold decline from 3.8% in FY 2017 to 3.6% in FY 2021.

**FY 2017-2021 Capital Improvement Program
City of New Bedford, Massachusetts**

Description	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2017-2021 Total
<u>General Govt. Renovations & Replacements</u>						
Hillman St. Complex Renovations	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
Nemasket Street Remediation	1,893,000	1,936,000	920,000	0	0	4,749,000
Zeiterion Theatre Repairs	0	0	0	0	2,000,000	2,000,000
Zoo Renovations	546,000	450,000	900,000	1,450,000	973,000	4,319,000
Fleet Maintenance Improvements	540,000	0	2,150,000	0	0	2,690,000
Quest Center Improvements	543,000	0	0	0	0	543,000
East Beach Bathhouse	0	500,000	0	0	0	500,000
South Public Safety Center	0	7,000,000	0	0	0	7,000,000
<u>City Hall Elevator</u>	<u>140,000</u>	<u>750,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>890,000</u>
Subtotal:	\$4,162,000	\$11,136,000	\$4,470,000	\$1,950,000	\$3,473,000	\$25,191,000
<u>School Renovations & Replacements</u>						
NBHS Auditorium Repairs	\$0	\$200,000	\$0	\$0	\$0	\$200,000
MSBA Accelerated Repair/Deferred Maint.	4,948,394	1,200,000	1,200,000	1,200,000	1,200,000	9,748,394
<u>MSBA Core Projects</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>300,000</u>	<u>300,000</u>
Subtotal:	\$4,948,394	\$1,400,000	\$1,200,000	\$1,200,000	\$1,500,000	\$10,248,394
<u>Capital Vehicle Replacements</u>						
EMS Vehicles	\$487,026	\$360,000	\$0	\$380,000	\$390,000	\$1,617,026
Fire Apparatus	1,272,468	0	661,000	0	1,425,000	3,358,468
Mobile Command Center	0	330,000	0	0	0	330,000
Emergency Support Vehicle	60,130	0	0	0	0	60,130
<u>Fleet Replenishment</u>	<u>600,000</u>	<u>600,000</u>	<u>600,000</u>	<u>600,000</u>	<u>600,000</u>	<u>3,000,000</u>
Subtotal:	\$2,419,624	\$1,290,000	\$1,261,000	\$980,000	\$2,415,000	\$8,365,624
<u>Capital Asset Preservation</u>						
Public Safety	\$339,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,539,000
Public Facilities	295,000	470,000	300,000	300,000	300,000	1,665,000
Government Facilities	410,000	500,000	500,000	500,000	500,000	2,410,000
<u>Roads & Infrastructure</u>	<u>1,000,000</u>	<u>1,000,000</u>	<u>1,000,000</u>	<u>1,000,000</u>	<u>1,000,000</u>	<u>5,000,000</u>
Subtotal:	\$2,044,000	\$2,270,000	\$2,100,000	\$2,100,000	\$2,100,000	\$10,614,000
Grand Total:	\$13,574,018	\$16,096,000	\$9,031,000	\$6,230,000	\$9,488,000	\$54,419,018

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

Funding Sources	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2017-2021 Total
General Obligation Debt	\$9,354,394	\$14,606,000	\$7,570,000	\$5,050,000	\$6,873,000	\$43,453,394
Lease Purchase	2,419,624	1,290,000	1,261,000	980,000	2,415,000	8,365,624
CBDG (Roads & Infrastructure)	200,000	200,000	200,000	200,000	200,000	1,000,000
Cash Funding	<u>1,600,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,600,000</u>
Total	\$13,574,018	\$16,096,000	\$9,031,000	\$6,230,000	\$9,488,000	\$54,419,018

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.
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.

TERM	DEFINITION
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.
CAPITAL ASSETS	All tangible property used in the operation of government, which is not easily converted into cash, and has an initial useful live extending beyond a single financial reporting period. Capital assets include land and land improvements; infrastructure such as roads, bridges, water and sewer lines; easements; buildings and building improvements; vehicles, machinery and equipment. Communities typically define capital assets in terms of a minimum useful life and a minimum initial cost.

TERM	DEFINITION
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 .
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, §51) to property owners.

TERM	DEFINITION
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.
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.
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.

TERM	DEFINITION
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.
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.

TERM	DEFINITION
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.
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.

TERM	DEFINITION
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.
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.

TERM	DEFINITION
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.
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 cost are proprietary (Enterprise) fund expenses that directly relate to the fund's primary service activities. For example: salaries and wages, expendable supplies, and contractual services.

TERM	DEFINITION
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.
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.

TERM	DEFINITION
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 as balance sheet as a prerequisite to certifying a community's free cash.
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.

TERM	DEFINITION
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.
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).

TERM	DEFINITION
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.
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 2016 ACTUAL	FY 2017 PROJECTED	FY 2018 PROJECTED
BEGINNING FUND BALANCE:	\$77,981,516	\$80,590,632	\$81,639,538
<u>REVENUE</u>			
Real Estate & Personal Property	\$106,305,255	\$115,041,949	\$116,856,698
Local Receipts	\$16,335,303	\$12,869,507	\$13,955,600
Departmental Revenue	\$16,006,767	\$17,528,673	\$15,756,553
Licenses & Permits	\$2,576,211	\$2,670,700	\$2,722,000
Miscellaneous Revenue	\$1,609,004	\$642,862	\$928,100
Education	\$127,747,000	\$134,801,198	\$140,340,605
General Government	46,903,101	47,372,132	48,793,296
Other Financing Sources	5,080,427	6,043,829	7,156,837
<u>User Charges</u>	<u>32,558,296</u>	<u>34,006,482</u>	<u>34,822,601</u>
Total Revenue:	\$355,121,364	\$370,977,332	\$381,332,290
<u>EXPENDITURES</u>			
Personnel	\$173,022,518	\$180,084,936	\$188,129,983
Operating	132,362,276	138,476,229	142,682,935
Capital Outlay	8,834,508	5,838,781	5,278,318
Other Charges	24,668,268	30,386,983	27,002,667
<u>State & County Assessments</u>	<u>13,624,678</u>	<u>15,141,497</u>	<u>17,622,274</u>
Total Expenditures:	\$352,512,248	\$369,928,426	\$380,716,177
Ending Fund Balance:	\$80,590,632	\$81,639,538	\$82,255,650

GENERAL FUND

CATEGORY	FY 2016 ACTUAL	FY 2017 PROJECTED	FY 2018 PROJECTED
BEGINNING FUND BALANCE:	\$23,241,046	\$27,910,040	\$27,929,047
<u>REVENUE</u>			
Real Estate & Personal Property	\$106,305,255	\$115,041,949	\$116,856,698
Local Receipts	16,335,303	12,869,507	13,855,600
Departmental Revenue	12,422,024	13,620,199	14,522,812
Licenses & Permits	2,576,211	2,670,700	2,722,000
Miscellaneous Revenue	1,370,582	406,089	733,100
Education	127,747,000	134,801,198	140,340,605
General Government	46,903,101	47,372,132	48,793,296
<u>Other Financing Sources</u>	<u>5,071,708</u>	<u>5,273,781</u>	<u>6,311,637</u>
Total Revenue:	\$318,731,184	\$332,055,555	\$344,135,748
<u>EXPENDITURES</u>			
Personnel	\$166,703,063	\$174,865,299	\$181,754,106
Operating	119,659,668	125,548,360	129,363,067
Capital	3,296,488	4,090,097	3,812,318
Other Charges	10,778,293	12,391,295	11,427,752
<u>State & County Assessments</u>	<u>13,624,678</u>	<u>15,141,497</u>	<u>17,622,274</u>
Total Expenditures:	\$314,062,190	\$332,036,548	\$343,979,517
Ending Fund Balance:	\$27,910,040	\$27,929,047	\$28,085,278

AIRPORT ENTERPRISE FUND

CATEGORY	FY 2016 ACTUAL	FY 2017 PROJECTED	FY 2018 PROJECTED
BEGINNING FUND BALANCE:	\$32,236,312	\$30,270,942	\$29,887,046
<u>REVENUE</u>			
Departmental Revenue	\$778,644	\$69,533	\$101,100
Miscellaneous	8,719	770,048	845,200
Total Revenue:	\$787,363	\$839,581	\$946,300
<u>EXPENDITURES</u>			
Personnel	\$313,069	\$278,016	\$385,927
Operating	141,869	271,697	179,254
Capital Outlay	2,094,082	255,119	0
Other Charges	<u>203,713</u>	<u>418,645</u>	<u>381,119</u>
Total Expenditures:	\$2,752,733	\$1,223,477	\$946,300
Ending Fund Balance:	\$30,270,942	\$29,887,046	\$29,887,046

ARTS AND CULTURE SPECIAL REVENUE FUND

CATEGORY	FY 2016 ACTUAL	FY 2017 PROJECTED	FY 2018 PROJECTED
BEGINNING FUND BALANCE:	\$0	\$0	\$0
<u>REVENUE</u>			
Other Excise	<u>\$0</u>	<u>\$0</u>	<u>\$100,000</u>
Total Revenue:	\$0	\$0	\$100,000
<u>EXPENDITURES</u>			
Personnel	\$0	\$0	\$0
Operating	0	0	100,000
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>
Total Expenditures:	\$0	\$0	\$100,000
Ending Fund Balance:	\$0	\$0	\$0

DOWNTOWN PARKING ENTERPRISE FUND

CATEGORY	FY 2016 ACTUAL	FY 2017 PROJECTED	FY 2018 PROJECTED
BEGINNING FUND BALANCE:	(\$1,635,353)	(\$1,472,785)	(\$1,506,599)
<u>REVENUE</u>			
<u>Departmental Revenue</u>	<u>\$869,436</u>	<u>\$866,531</u>	<u>\$906,141</u>
Total Revenue:	\$869,436	\$866,531	\$906,141
<u>EXPENDITURES</u>			
Personnel	\$329,387	\$275,158	\$312,643
Operating	140,973	137,936	236,134
Capital Outlay	95,496	201,721	0
<u>Other Charges</u>	<u>141,012</u>	<u>285,530</u>	<u>357,364</u>
Total Expenditures:	\$706,868	\$900,345	\$906,141
Ending Fund Balance:	(\$1,472,785)	(\$1,506,599)	(\$1,506,599)

WASTEWATER ENTERPRISE FUND

CATEGORY	FY 2016 ACTUAL	FY 2017 PROJECTED	FY 2018 PROJECTED
BEGINNING FUND BALANCE:	\$7,356,863	\$6,674,948	\$7,835,463
<u>REVENUE</u>			
Departmental Revenue	\$534,007	\$697,831	\$175,000
Miscellaneous Revenue	146,107	97,963	15,000
User Charges	20,030,371	21,036,773	21,494,118
<u>Other Financing Sources</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Revenue:	\$20,710,485	\$21,832,567	\$21,684,118
<u>EXPENDITURES</u>			
Personnel	\$1,382,552	\$1,378,754	\$1,654,340
Operating	9,656,550	9,588,971	9,718,821
Capital Outlay	620,170	1,089,401	1,150,000
<u>Other Charges</u>	<u>9,733,128</u>	<u>8,614,926</u>	<u>8,701,075</u>
Total Expenditures:	\$21,392,400	\$20,672,052	\$21,224,236
Ending Fund Balance:	\$6,674,948	\$7,835,463	\$8,295,345

WATER ENTERPRISE FUND

CATEGORY	FY 2016 ACTUAL	FY 2017 PROJECTED	FY 2018 PROJECTED
BEGINNING FUND BALANCE:	\$16,782,648	\$17,207,487	\$17,494,580
<u>REVENUE</u>			
Departmental Revenue	\$1,402,656	\$2,274,579	\$51,500
Miscellaneous Revenue	92,315	138,809	180,000
<u>User Charges</u>	<u>12,527,925</u>	<u>12,969,709</u>	<u>13,328,483</u>
Total Revenue:	\$14,022,896	\$15,383,097	\$13,559,983
<u>EXPENDITURES</u>			
Personnel	\$4,294,447	\$3,287,709	\$4,022,967
Operating	2,763,216	2,929,265	3,085,659
Capital Outlay	2,728,272	202,443	316,000
<u>Other Charges</u>	<u>3,812,122</u>	<u>8,676,587</u>	<u>6,135,357</u>
Total Expenditures:	\$13,598,057	\$15,096,004	\$13,559,983
Ending Fund Balance:	\$17,207,487	\$17,494,580	\$17,494,580

Policy Title: Debt Issuance and Management	Effective Date: November 27, 2013
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1. Introduction

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

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

2. Financing Purposes

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

While the "pay as you go" means of using current revenues to pay for capital projects is often considered the preferred means of financing because it avoids interest payments, it may not be entirely practical, given the size and timing of projects to meet the City's ongoing needs. However, the inclusion of a robust cash component in capital projects will be pursued whenever possible, provided fund balance and reserve policies are not compromised.

All debt will be issued and managed in accordance with Chapter 44 of the Massachusetts General Laws.

The primary borrowing purposes are summarized below:

a. Long-Term Capital Improvements

The City will prepare a multi-year Capital Improvements Program (CIP) working with individual departments and agencies and prioritize these projects based on a Capital Needs Assessment. The CIP will include projections for the upcoming fiscal years and will be updated at least biennially, or sooner if there are significant changes to the scope and/or cost of projects. Future operations and maintenance costs associated with capital improvement projects will be developed and identified as part of the project submission.

Since the aggregate cost of desired capital projects generally exceeds available funds, the capital planning process prioritizes projects and identifies the funding needs. The City will initially rely on internally-generated funds and/or grants and contributions from other governmental agencies to finance its capital needs. Debt will be issued for a capital project only when it is an appropriate means to achieve a fair allocation of costs between current and future beneficiaries

and if a secure revenue source is identified to repay the debt. Debt service is limited to that portion of a project that is not reimbursable by state, federal or local grants.

The Financial Team, working with City departments within the context of the CIP and the City's Five-Year Financial Outlook, oversees and coordinates the timing, processing, and marketing of the City's borrowing and capital funding activities. Close coordination of capital planning and debt planning will ensure that the maximum benefit is achieved with the limited capital funds. The debt management process will determine the availability of funds which can be raised through debt based upon the debt capacity/affordability analysis.

The City will endeavor to enter the financial markets no more than twice each year, and will analyze market conditions prior to debt issuance to determine the most advantageous terms. Debt financing schedules will be constructed to repay debt within a period not to exceed the expected useful life of the asset, and will attempt to repay debt using a level principal repayment structure.

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
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1. Purpose

The City of New Bedford recognizes the significance of maintaining an appropriate level of fund balance as one component of sound financial management and, therefore, establishes this policy for management of the City's fund balances. An adequate fund balance level is an essential element in both short and long-term financial planning and serves to mitigate the impact of future risks, sustain operations during economic downturns, and enhance the City's creditworthiness, credit rating, and flexibility. Through the maintenance of adequate levels of fund balance, the City can help stabilize funding for operations and realize cost savings in issuing debt.

2. Scope

This policy establishes the level of fund balance required for the City's General Fund and the various components of the City's fund balance management program. In addition, the policy sets forth the levels deemed appropriate for City operations and protocols for the use and maintenance of the established levels.

3. Fund Balance Definitions

Fund balance is defined as the difference between assets and liabilities as reported in governmental funds. The Government Accounting Standards Board (GASB) prescribes four categories of fund balance: non-spendable, restricted, committed, assigned and unassigned. This policy focuses on the use of unassigned fund balance, which is defined as the portion of unrestricted fund balance that has not been committed or assigned to other uses and is therefore available to spend in future periods.

4. Unassigned Fund Balance

The City's unassigned fund balance functions as a reserve which ensures the continuity of services. The City of New Bedford is committed to maintaining prudent levels of reserves to mitigate against unforeseen events and diminished revenues during economic downturns. In addition to the unassigned fund balance, the City maintains a Stabilization Fund (within the General Fund, included in the assigned/committed portion) which may be utilized to protect against a reduction of service levels and to manage temporary revenue shortfalls and unanticipated one-time expenditures. The desirable level of funding for the Stabilization Fund is between two (2%) and six (6%) of the General Fund operating budget.

5. Free Cash

Free Cash is defined as the City's remaining unrestricted funds available from operations in previous fiscal years, as certified by the Massachusetts Department of Revenue. In addition to a robust Stabilization Fund, the City endeavors to maintain an ample Free Cash balance to provide sufficient financial flexibility and stability on an ongoing basis. Consequently, the City is committed to utilizing a conservative approach in building its annual budget. The desirable available balance for free cash is no less than one (1%) of the General Fund operating budget in any given year.

Policy Title: Investment of City Funds	Effective Date: November 3, 2014
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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
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I. INTRODUCTION

The purpose of this policy is to establish guidelines for the management of the impact of the City's Other Post Employment Benefits (OPEB) liability on the overall budget and credit rating, within the context of the City's long-term obligations to its retirees. The Other Post-Employment Benefits (OPEB) Liability Trust Fund was initially established in 2015, with the acceptance of Chapter 32B, Section 20, of the Massachusetts General Laws, which requires the segregation of funds to address the City's actuarial liability.

The custodian of the OPEB Trust Fund is the City Treasurer. The City of New Bedford utilizes the State Retiree Benefits Trust Fund to invest funds that are designated for addressing the City's OPEB liability. Transfers into, and withdrawals from, the OPEB Trust Fund require an appropriation by the City Council, upon recommendation by the Mayor.

II. FUNDING SOURCES

The OPEB Trust Fund may be supported by transfers from multiple funding sources, potentially including taxation, enterprise fund revenue and/or Free Cash. At minimum, the City will seek to designate an amount equivalent to at least 10% of certified General Fund Free Cash for deposit into the OPEB Trust Fund on an annual basis. In addition, funding will be designated from the individual enterprise funds to offset the funds' overall share of assigned liabilities as determined by the most recent actuarial study. All interest proceeds generated by the accumulated deposits shall accrue to the Trust Fund.

III. MANAGEMENT OF OPEB LIABILITY TRUST FUND

The City's management team, working with union representatives and health care providers, will continue to make every effort to manage the OPEB liability by identifying revisions to benefit delivery and cost assignment that will reduce out year costs. Management of the Trust Fund is subject to the following parameters:

- A. Current retiree health obligations will be funded on a pay-as-you-go basis.
- B. Withdrawals under any circumstances will not occur unless the Trust Fund balance is sufficient to maintain at minimum a two year reserve for the City's share of retiree claims costs.
- C. The City may only draw upon the Trust Fund to offset the impact of unexpected increases in retiree benefit costs once the reserve benchmark has been attained, and only if such increases will stabilize annual expenditures.
- D. The City will evaluate, adopt and implement policies and strategies to limit future OPEB liabilities as legislatively allowed and appropriate.
- E. The City may, as available funds provide, opt to set aside more than the amount required to achieve and maintain the benchmark reserve.



CITY OF NEW BEDFORD

CITY COUNCIL

June 26, 2017

ORDERED: That to provide for the payment of current expenses of the CITY for the fiscal year beginning July 1, 2017 and ending June 30, 2018, 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	\$614,734
Charges & Services	41,855
Supplies & Materials	1,775
Capital Outlay	0
Total	\$658,364

AUDITOR

Salaries & Wages	\$414,714
Charges & Services	6,536
Supplies & Materials	1,989
Capital Outlay	0
Total	\$423,239

CHIEF FINANCIAL OFFICER

Salaries & Wages	\$294,705
Charges & Services	7,176
Supplies & Materials	950
Capital Outlay	800
Total	\$303,631

CITY CLERK

Salaries & Wages	\$307,632
Charges & Services	22,329
Supplies & Materials	2,600
Capital Outlay	0
Total	\$332,561

CITY COUNCIL

Salaries & Wages	\$494,904
Charges & Services	27,046
Supplies & Materials	9,500
Capital Outlay	0
Total	\$531,450

CLERK OF COMMITTEES

Salaries & Wages	\$128,565
Charges & Services	6,837
Supplies & Materials	900
Capital Outlay	0
Total	\$136,302

COMM FOR CITIZENS w/ DISABILITIES

Salaries & Wages	\$0
Charges & Services	15,000
Supplies & Materials	0
Capital Outlay	0
Total	\$15,000

COMMUNITY SERVICES

Salaries & Wages	\$765,179
Charges & Services	297,155
Supplies & Materials	17,740
Capital Outlay	0
Other Financing Uses	0
Total	\$1,080,074

DEBT

Other Charges	\$11,299,614
Total	\$11,299,614

ELECTIONS

Salaries & Wages	\$265,369
Charges & Services	67,447
Supplies & Materials	3,012
Capital Outlay	0
Total	\$335,828

EMERGENCY MEDICAL SERVICES

Salaries & Wages	\$2,581,377
Charges & Services	224,300
Supplies & Materials	163,425
Capital Outlay	254,220
Total	\$3,223,322

ENVIRONMENTAL STEWARDSHIP

Salaries & Wages	\$288,811
Charges & Services	33,299
Supplies & Materials	18,525
Capital Outlay	0
Total	\$340,635

FACILITIES & FLEET MANAGEMENT

Salaries & Wages	\$3,484,969
Charges & Services	2,421,165
Supplies & Materials	1,662,250
Capital Outlay	630,837
Total	\$8,199,221

<u>FIRE</u>	
Salaries & Wages	\$15,691,872
Charges & Services	276,174
Supplies & Materials	85,750
Capital Outlay	525,330
Other Financing Uses	0
Total	\$16,579,126

<u>HEALTH</u>	
Salaries & Wages	\$852,007
Charges & Services	65,166
Supplies & Materials	30,590
Capital Outlay	15,235
Total	\$962,998

<u>INSPECTIONAL SERVICES</u>	
Salaries & Wages	\$912,897
Charges & Services	58,732
Supplies & Materials	10,180
Capital Outlay	0
Total	\$981,809

<u>LABOR RELATIONS</u>	
Salaries & Wages	\$351,612
Charges & Services	5,270
Supplies & Materials	1,595
Capital Outlay	0
Total	\$358,477

<u>LIBRARY</u>	
Salaries & Wages	\$1,464,413
Charges & Services	767,773
Supplies & Materials	101,700
Capital Outlay	0
Total	\$2,333,886

<u>LICENSING</u>	
Salaries & Wages	\$105,150
Charges & Services	10,092
Supplies & Materials	1,150
Capital Outlay	0
Total	\$116,392

<u>MANAGEMENT INFORMATION SYSTEM</u>	
Salaries & Wages	\$635,064
Charges & Services	674,089
Supplies & Materials	9,590
Capital Outlay	50,000
Total	\$1,368,743

<u>MAYOR</u>	
Salaries & Wages	\$464,811
Charges & Services	55,075
Supplies & Materials	5,900
Capital Outlay	0
Total	\$525,786

PLANNING & COMMUNITY DEVELOPMENT

Salaries & Wages	\$357,810
Charges & Services	30,640
Supplies & Materials	250
Capital Outlay	0

Total	\$388,700
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PLANNING BOARD

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

Total	\$11,400
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POLICE

Salaries & Wages	\$23,356,677
Charges & Services	1,079,207
Supplies & Materials	143,665
Capital Outlay	200,000
Other Financing	100,000

Total	\$24,879,549
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PUBLIC INFRASTRUCTURE

Salaries & Wages	\$3,012,539
Charges & Services	850,385
Supplies & Materials	694,500
Capital Outlay	100,000
Other Financing	0

Total	\$4,657,424
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PURCHASING

Salaries & Wages	\$260,604
Charges & Services	117,629
Supplies & Materials	350
Capital Outlay	0

Total	\$378,583
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RECREATIONS AND PARKS

Salaries & Wages	\$426,335
Charges & Services	20,850
Supplies & Materials	3,120
Capital Outlay	0

Total	\$450,305
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SCHOOL

Salaries & Wages	\$99,881,411
General Expenses	31,068,589

Total	\$130,950,000
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SNOW REMOVAL

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

Total	\$450,000
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SOLICITOR

Salaries & Wages	\$784,630
Charges & Services	98,773
Supplies & Materials	6,500
Capital Outlay	7,500

Total	\$897,403
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TOURISM / MARKETING

Salaries & Wages	\$138,167
Charges & Services	290,000
Supplies & Materials	3,000
Capital Outlay	0

Total	\$431,167
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TRAFFIC COMMISSION

Salaries & Wages	\$260,317
Charges & Services	137,685
Supplies & Materials	35,900
Capital Outlay	75,000

Total	\$508,902
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TREASURER

Salaries & Wages	\$698,906
Charges & Services	183,700
Supplies & Materials	9,000
Capital Outlay	0

Total	\$891,606
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VETERANS

Salaries & Wages	\$215,143
Charges & Services	3,011,350
Supplies & Materials	11,800
Capital Outlay	0

Total	\$3,238,293
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ZOO

Salaries & Wages	\$1,237,609
Charges & Services	102,786
Supplies & Materials	227,110
Capital Outlay	16,800

Total	\$1,584,305
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GENERAL GOVERNMENT UNCLASSIFIED

Charges & Services	\$8,921,290
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Total	\$8,921,290
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GTR NB REFUSE MGMT DISTRICT

Charges & Services	\$693,368
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Total	\$693,368
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GTR NB REGIONAL VOC TECH HS

Charges & Services	\$5,394,607
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Total	\$5,394,607
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PENSION CONTRIBUTION

Charges & Services	\$27,741,711
Total	\$27,741,711

HEALTH INSURANCE

Charges & Services	\$43,000,000
Total	\$43,000,000

LIFE INSURANCE

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

TOTAL OPERATING BUDGET FROM ORDINARY REVENUE	\$305,850,071
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CITY OF NEW BEDFORD

CITY COUNCIL

June 26, 2017

ORDERED: That in order to provide for the payment of current expenses of the City for the fiscal year beginning July 1, 2017, and ending June 30, 2018, 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	\$385,927
Charges & Services	\$150,335
Supplies & Materials	\$28,919
Debt Service/Other Uses	\$381,119
Total	\$946,300
Estimated Income from Operations	\$946,300
Difference to be Raised by Taxation	\$0



CITY OF NEW BEDFORD

CITY COUNCIL

June 26, 2017

ORDERED: That in order to provide for the payment of current expenses of the City for the fiscal year beginning July 1, 2017, and ending June 30, 2018, 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	\$100,000
Difference to be Raised by Taxation	\$0



CITY OF NEW BEDFORD

CITY COUNCIL

June 26, 2017

ORDERED: That in order to provide for the payment of current expenses of the City for the fiscal year beginning July 1, 2017 and ending June 30, 2018, the sum of FIFTEEN THOUSAND DOLLARS (\$15,000) now standing to the credit of the account of CCDA- TRAFFIC HANDICAP PARKING be and the same is hereby transferred and appropriated as follows:

Commission for Citizens with Disabilities

CHARGES AND SERVICES.....\$15,000



CITY OF NEW BEDFORD

CITY COUNCIL

June 26, 2017

ORDERED: That in order to provide for the payment of current expenses of the City for the fiscal year beginning July 1, 2017 and ending June 30, 2018, 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	\$312,643
Charges & Services	\$131,134
Supplies & Materials	\$105,000
Capital Outlay	\$0
Debt Service/Other Uses	\$357,364
Total	\$906,141
Estimated Income from Operations	\$906,141
Difference to be Raised by Taxation	\$0



CITY OF NEW BEDFORD

CITY COUNCIL

June 26, 2017

ORDERED: That in order to provide for the payment of current expenses of the City for the fiscal year beginning July 1, 2017 and ending June 30, 2018, 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	\$1,654,340
Charges & Services	\$9,203,950
Supplies & Materials	\$514,871
Capital Outlay	\$1,150,000
Debt Service/Other Charges	\$9,160,957
Total	\$21,684,118
Estimated Income from Operations	\$21,684,118
Difference to be Raised by Taxation	\$0



CITY OF NEW BEDFORD

CITY COUNCIL

June 26, 2017

ORDERED: That in order to provide for the payment of current expenses of the City for the fiscal year beginning July 1, 2017 and ending June 30, 2018, 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	\$4,022,967
Charges & Services	\$1,902,259
Supplies & Materials	\$1,183,400
Capital Outlay	\$316,000
Debt Service/Other Uses	\$6,135,357
Total	\$13,559,983
Estimated Income from Operations	\$13,559,983
Difference to be Raised by Taxation	\$0

