

CITY OF NEW BEDFORD

Performance Management Program

FY 2022 Annual Report



CITY OF NEW BEDFORD, MASSACHUSETTS
FY22 PERFORMANCE MANAGEMENT ANNUAL REPORT

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City Overview

City of New Bedford, Massachusetts
Fiscal Year 2022
Performance Management Program
Annual Report



Mayor Jonathan F. Mitchell

Michael J. Gagne, Interim Chief Financial Officer

Olivia Francoline Mitchell, Management & Performance Analyst
Sharon M. Thomas, Executive Finance and Operations Specialist

New Bedford City Council

Ian Abreu, Councillor-at-Large, Council President

Shane A. Burgo, Councillor-at-Large

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

Brian K. Gomes, Councilor-at-Large

Linda M. Morad, Councilor-at-Large

William Brad Markey, Ward 1

Maria E. Giesta, Ward 2

Hugh Dunn, Ward 3

Derek Baptiste, Ward 4

Scott J. Lima, Ward 5

Ryan J. Pereira, Ward 6

Special thanks to 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.

City of New Bedford Citywide Strategic Goals



Fiscal Year 2022 provides us with a framework of strategic goals and objectives that serve as a policy guide for the physical and cultural growth of our community – a means of translating our community’s values into actions.

1. Customer Service

Ensure an officewide ethic of civic-minded dedication that delivers residents a satisfying experience with courteous, knowledgeable, professional responses to constituent inquiries.

2. Economic Development

Advance a pro-growth agenda anchored in public private partnerships that help companies create and retain well-paying jobs for residents. Focus will remain on growth of the City’s tax base by pursuing new development opportunities like the Advanced Manufacturing Campus, as well as waterfront infrastructure upgrades, which together are creating a strong foundation for future growth.

3. 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.

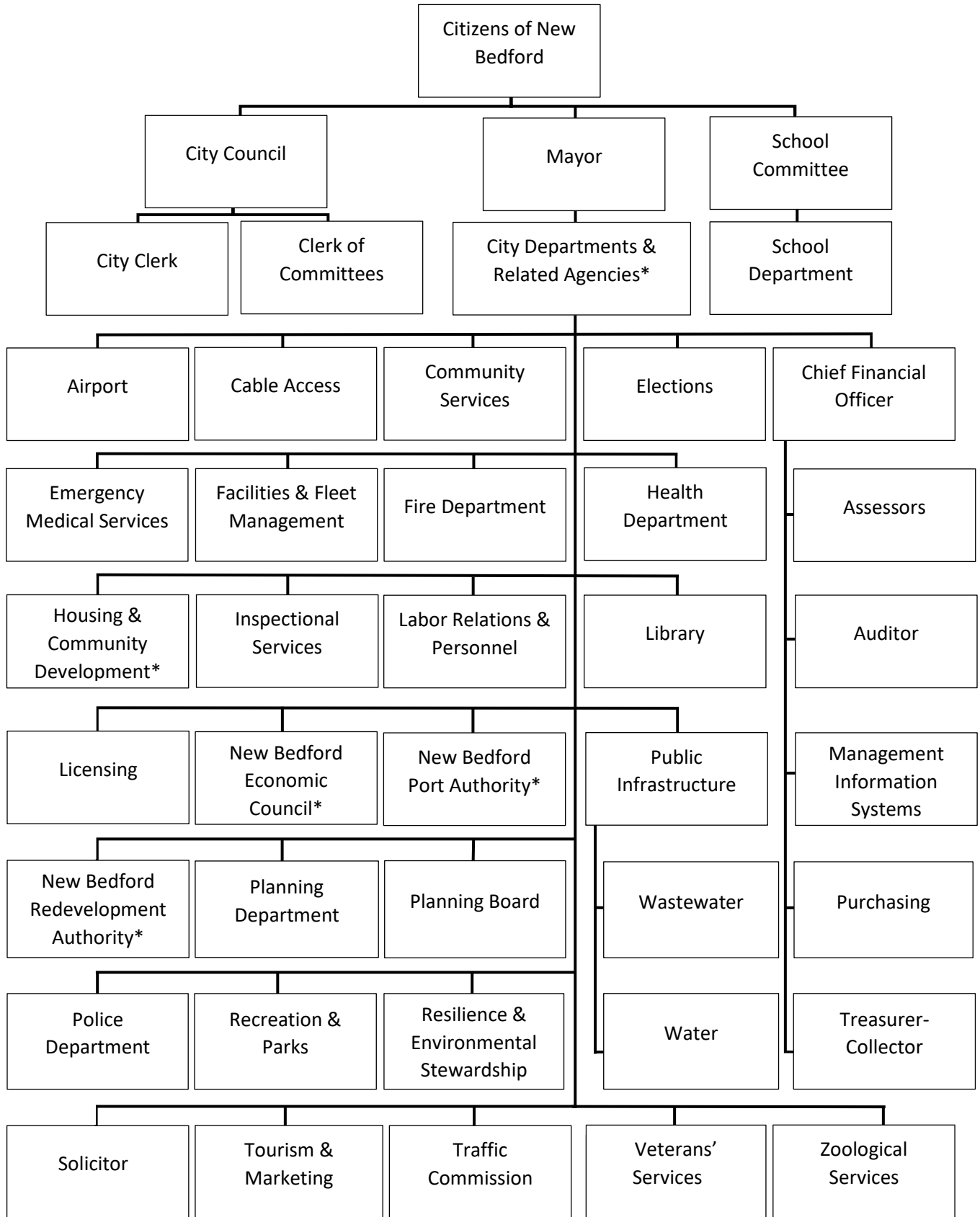
4. Safe Neighborhoods/Safe Streets

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.

5. 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.




Citywide Organizational Chart



* Related agencies presented for organizational purposes.

Community Profile and Demographics

New Bedford at a Glance

General Demographics	Education
Settled: 1640 Incorporated: 1847 Land Area: 20 square miles Water Area: 4.1 square miles Population (2020): 101,079 Persons Per Square Mile: 5,054 Population (2010): 95,072 Percent Growth (from 2010): 6.3% Percent of the State: 14.4% Number of Neighborhoods: 4	Number of Schools in Public School District: 27 Number of Students Served: 12,880 Bachelor's degree or higher: 16.9%
Citywide Economy and Taxes	Poverty
Civilian Labor Force: 47,237 Employed Residents: 44,517 Unemployed Residents: 2,720 Sales Tax: 6.25% Property Tax Rate Per \$1,000 Valuation: \$15.54	New Bedford: 18.6% Poverty by Age <ul style="list-style-type: none"> ▪ Under 18 years: 27.0% ▪ 18 to 64 years: 16.1% ▪ 65 years and over : 15.1%
City Bond Ratings	Public Parks
Standard and Poor's: AA- Moody's: A1	Number of Major Parks: 6 Number of Neighborhood Parks: 15 Conservation and Recreation Area: 2,816.8 acres Acers of Beaches: 26
U.S. Census, 2020 Survey	Infrastructure
Residents <ul style="list-style-type: none"> ▪ Population by Sex <ul style="list-style-type: none"> ▪ Male 48.9% Female: 51.1% ▪ Population by Race <ul style="list-style-type: none"> ▪ White: 62.4% ▪ Black or African American: 6.7% ▪ Hispanic: 21.9% Asian: 1.6% ▪ American Indian/Alaska Native: 0.1% ▪ Native Hawaiian/Pacific Islander: 0.0% ▪ Two or More Races: 9.3% ▪ Age (Estimated) <ul style="list-style-type: none"> ▪ (Under 5): 6.6% ▪ (Under 18): 23.4% ▪ (18-64): 54.9% ▪ (65 and over): 15.1% ▪ Median Age: 36.4 ▪ Median Household Income: \$48,999 Veterans: 3,317 Foreign Born Persons: 19.0%	Miles of Sewer Pipe in the System: 463.29 <ul style="list-style-type: none"> ▪ sGravity Main: 265.34 miles ▪ swGravity Main: 182.97 miles ▪ sPressurized Main: 14.98 miles Miles of City Streets: 281 Miles of Water Distribution Lines: 283.4
Housing	Transportation
Total Housing Units: 44,588 Vacant Housing Units: 2,736 Homeownership Rate: 39.8% Median Gross Rent: \$869	Major Highways <ul style="list-style-type: none"> ▪ Interstate-195 ▪ Route 140 ▪ Route 6 ▪ JFK Highway (Route 18) Public Transit <ul style="list-style-type: none"> ▪ Southeastern Regional Transit Authority ▪ New Bedford Regional Airport ▪ Ferry Service to Martha's Vineyard and Cuttyhunk Island
Internet Use	City Government
Households with Broadband Internet sub.: 79.5%	Form of Government: Mayor-City Council Mayoral Terms: 4 years Council Terms: 2 years Ward Councillors: 6 At-Large Councillors: 5 U.S. House Reps. (MA): 9 Electoral Votes (MA): 11 County: Bristol City Employees (full-time equivalents): 1,136.5 Fire Department Rating Class: 1
	Want to learn more? Check out these links! Website: newbedford-ma.gov  City of New Bedford  @NewBedford_MA  City of New Bedford

General

The City of New Bedford is located in Southern Massachusetts, approximately 56 miles from Boston. It is bordered by Dartmouth on the west, Freetown on the north, Acushnet and Fairhaven on the east and Buzzards Bay on the south. The City has a population of 101,079 (2020 U.S. Census) and occupies a land area of 20 square miles and 4.1 square miles of water area. The City is governed by an elected Mayor and an eleven-member City Council.



Historical Background

Originally incorporated as a town in 1787, New Bedford was settled in 1640 by Plymouth colonist and incorporated as a City in 1847. New Bedford became a City under Chapter 60 of the Acts of 1847 of the Commonwealth of Massachusetts. Since 1939, the City has operated under a Plan B Charter in accordance with MGL Chapter 43, Sections 56 through 63, which provides for a Mayor and City Council elected by voters.

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 attracted immigrants from all over the world including England, Scotland, Ireland, Portugal, and Poland.

Whaling

Around 1780, William Rotch, Jr., a Nantucket Quaker who moved to Bedford Village, now New Bedford, played a pivotal role in the city's historical development of the whaling industry. Rotch was the owner of the first whale oil ship, the *Dartmouth*, to be launched in Bedford Village and was one of the vessels boarded by the Boston Tea Party in 1773. Rotch became the wealthiest man to date to live in New Bedford; the ships he owned transported and sold whale oil and bone both in the United States and abroad. In 1841, Herman Melville shipped out from New Bedford harbor aboard the whale ship, *Acushnet*. His experiences at sea inspired the beloved novel *Moby-Dick*, describing the opulence and courage of the City.

In the 19th century, New Bedford gained worldwide reputation as the greatest whaling port and the richest city per capita in the world. Portuguese and Cape Verdean immigrants formed the backbone of the whaling industry. Nicknamed "The Whaling City", New Bedford continues to earn its living and pride from the sea. The City is also home to the New Bedford Whaling National Historical Park, the only National Park addressing the history of the whaling industry.



Textile Industry

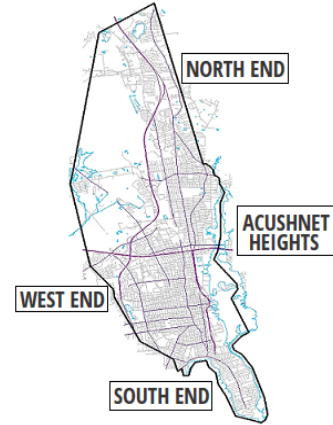
New Bedford's first mill for the manufacture of cotton cloth was opened in 1846. After the turn of the century, New Bedford became one of the largest producers of cotton yarns and textiles in the country and led all centers in quality and quantity output of fine goods. Around 1920, at the height of prosperity, there were twenty-eight cotton establishments, operating seventy mills and employing 41,380 workers. The mills attracted immigrant populations from countries included but not limited to Poland, French Canada and Portugal.

The Underground Railroad and Fedrick Douglass

In the days of anti-slavery tension, the people of New Bedford showed a practical sympathy for fugitive slaves. The town was noted as one of the major "stations" of the "Underground Railroad," which was not a railroad at all, but merely an undercover system, to provide refuge for fugitives. The most famous fugitive to settle in New Bedford was Frederick Douglass, renowned abolitionist orator and leader, who lived here from 1838 to 1841. Abolitionist, Lewis Temple, opened a blacksmithing shop, which primarily serviced the whaling fleet. In 1848, Temple invented the toggle-head harpoon, which revolutionized the whaling industry.

Location and Size

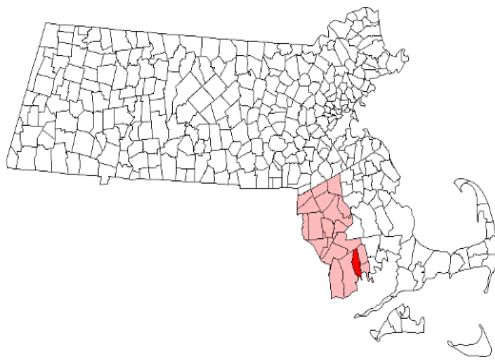
New Bedford, along with Fall River and Taunton, make up the three largest cities in the South Coast region of Massachusetts. New Bedford encompasses 20 square miles of the south coast of Massachusetts’ Bristol County. The City is sectioned into 4 neighborhoods: North End, Acushnet Heights, West End and South End.



Located in southern New England and the heart of the southeastern Massachusetts on the shores of Buzzards Bay, historic City of New Bedford is 58 miles south of Boston, 31 miles east of Providence, Rhode Island, 28 miles west of Cape Cod, and just a ferry or plane ride away from Martha’s Vineyard, Nantucket and Cooper’s Island.

Population and Demographics

New Bedford is the ninth largest city in Massachusetts with a population of 101,079 residents (2020). Between 2010 and 2020, New Bedford’s population increased 6.3% from 95,072 in 2010 to 101,079 in 2020. Since that time, however, the population decreased by 138 residents to a current estimate of 100,941 (July 2022). The City of New Bedford’s population accounts for 17.5% of Bristol County’s 2020 population of 597,200 and 14.4% of the Commonwealth of Massachusetts’ 2020 population of 7,029,917. The City also takes immense pride in its cultural diversity as New Bedford is home to one of the largest Portuguese-American communities in the United States.



Based on American Community Surveys conducted by the United States Census Bureau, over the most recent four-year period 19% of New Bedford’s inhabitants were born in a foreign country and 36.7% speak a language other than English at home. Survey results also indicate that 77.2% of inhabitants aged 25 years or older graduated high school and 16.9% graduated college with a Bachelor’s degree or higher, trailing graduation rates of 91.1% and 44.5%, respectively, across Massachusetts. Per capita income of \$26,788 is also below the national average of \$35,384, while 18.6% of inhabitants live in poverty, about double that of the state as a whole. The table below illustrates the number of residents in New Bedford and median age between 1970 to 2020.

<i>City of New Bedford Population and Median Age Trends</i>						
Year	2020	2010	2000	1990	1980	1970
Residents	101,079	95,072	93,768	99,922	98,478	101,777
Median Age	36.4	36.6	35.9	35.3	33.2	34.6

Governance

New Bedford is governed by an elected Mayor who acts as chief executive officer on a four-year term, and an eleven-member biennially elected city council; one councillor is elected from each of the City’s six voting wards, and five are elected at-large. The Mayor, who serves as CEO of the City also serves as ex-officio chairperson of the School Committee and has general supervision of and control over the City’s boards, commissions, officers, and departments.

Under the City’s charter, the City Council serves as the Legislative branch of the city government, setting the annual 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 37 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. General municipal services provided by the City within its boundaries include: policing, fire protection, disposal of garbage, public education in grades PK-12, including high school vocational-technical education, water and sewer services, parking, street maintenance, parks, recreational and cultural facilities.

Corona Virus (COVID-19)

COVID-19 is a respiratory disease caused by a novel coronavirus SARS-CoV2 which started in Wuhan, China in late 2019 and has since spread worldwide. On March 10, 2020, the Governor of the Commonwealth of Massachusetts declared a state of emergency to support the Commonwealth’s response to the outbreak of the virus. On March 11, 2020 the World Health Organization declared COVID-19 a pandemic. On March 23, 2020, the President declared a national emergency due to the outbreak, which enabled disaster funds to be made available to state to fight the pandemic. The Governor removed the remaining COVID-19 restrictions and the state of emergency in the Commonwealth on June 15, 2021.

In response to the COVID-19 pandemic, federal and state legislation was signed into law that provides various forms of financial assistance and other relief to state and local governments. For example, U.S. Congress enacted the Coronavirus Aid, and Economic Security Act (the “CARES Act”) which includes various forms of financial relief.

In the last two years, the world has seen more than 240 million confirmed cases of COVID-19, and more than 4.9 million deaths. The U.S. has seen more than 45 million cases, including more than 734,000 deaths. New Bedford has seen more than 18,000 cases since the pandemic began, and tragically, lost more than 400 of our citizens, neighbors, family members, and friends. The City urges anyone who is not yet vaccinated to get a shot at a local clinic and help save lives and protect our communities.



Education



Public Schools serving residents of New Bedford are under the authority of independent school districts, but the City works closely with them to provide quality educational opportunities. The City of New Bedford has twenty-five schools serving grades PK-12, educating 12,504 students. School facilities include: nineteen elementary schools, three middle schools, one high school and two alternative high schools (grades 11-12). Vocational education is provided by the Greater New Bedford Regional Vocational Technical School District, which includes New Bedford, Fairhaven and Dartmouth. The City also has two charter schools: Alma del Mar Charter School and Global Learning Charter Public School.

<i>Public School Enrollment by Academic Year</i>							
<i>School Type</i>	<i>2015/16</i>	<i>2016/17</i>	<i>2017/18</i>	<i>2018/19</i>	<i>2019/20</i>	<i>2020/21</i>	<i>2021/22</i>
Preschool	543	475	565	551	481	286	500
Elementary	7,135	7,176	6,969	6,879	6,670	6,334	6,120
Middle School (6-8)	2,809	2,844	2,997	3,104	3,166	3,073	2,885
High School (9-12)	2,194	2,145	2,095	2,311	2,563	2,872	2,999
Total	12,681	12,640	12,626	12,845	12,880	12,565	12,504

Housing

The average city household has 2.4 inhabitants; 60% are renter-occupied with a median monthly rent of \$847, approximately two-thirds of the state’s median rent. Median household income of \$46,321 is 57% of the statewide median of \$81,215. Additionally, there are 44,588 households in the City and housing stock continues to expand through new transit-oriented developments that offer lifestyle alternatives to the City’s traditional single-family neighborhoods and carefully preserved historic homes. The median price to purchase a single-family home is \$239,000 and the median gross rent for an apartment is \$869.

Building Permits

The table to the right illustrates the trend in total number and value of building permits issued for new construction as well as additions and alterations for residential and non-residential public and private projects in the City.

<i>Building Permits Issued</i>		
<i>Fiscal Year</i>	<i>Number of Permits</i>	<i>Value</i>
2022	3,523	\$156,994,431
2021	3,742	\$112,133,793
2020	3,068	\$72,100,844
2019	3,353	\$134,528,719

Income, Labor Force and Unemployment Rate

The following table reflects labor force and unemployment rates from 2016 to 2022. The remaining tables display median family income and per capita income for the City of New Bedford from 1990 to 2020, as compared to the Commonwealth of Massachusetts and United States.

Labor Force and Unemployment Rate				
Year	City of New Bedford		Massachusetts	United States
	Labor Force	Unemployment Rate	Unemployment Rate	Unemployment Rate
2022	48,034	4.8%	3.7%*	3.3%*
2021	47,760	7.8%	5.4%	5.9%
2020	49,036	13.2%**	14.8%**	11.1%**
2019	48,274	5.3%	3.1%	3.8%
2018	47,939	6.1%	3.3%	3.9%
2017	46,916	6.5%	3.7%	4.4%
2016	46,433	6.5%	3.8%	4.7%

*Massachusetts labor force and unemployment rate as of July 1st, 2022.

** Unemployment rate was at an all time high as a result of the COVID-19 pandemic.

Median Family Income					
Year	City of New Bedford	Commonwealth of Massachusetts		United States	
	Annual Income	Annual Income	% Below the State Average	Annual Income	% Below the National Average
2020	\$48,999	\$84,385	42%	\$64,994	25%
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%

Households in New Bedford have a median annual income of \$48,999, which is 25% below the median annual income of the United States and 42% below the Commonwealth's average. There has been an 8.05% growth in annual income since 2010.

Per Capita Income					
Year	City of New Bedford	Commonwealth of Massachusetts		United States	
	Annual Income	Annual Income	% Below the State Average	Annual Income	% Below the National Average
2020	\$26,788	\$44,555	40%	\$35,384	24%
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%

Property Taxation

The City has used multiple tax rates under classifications since fiscal year 1986 when it revalued all real and personal property in the City to full value. Professional updates of the valuation were completed for use most recently in fiscal year 2021. The next professional update of the valuation is scheduled to take place in fiscal year 2025. The following table illustrates the trend in the City's assessed valuations, tax levies and tax rates.

Real Estate and Personal Property Taxation by Fiscal Year						
Fiscal Year	Real Estate Valuation	Personal Property Valuation	Total Assessed Valuation	Tax Levy	Tax Rates	
					Residential	Other**
2022	\$6,993,344,479	\$395,020,130	\$7,388,364,609	\$141,474,557	\$15.54	\$33.51
2021*	\$6,729,007,701	\$361,481,591	\$7,090,489,291	\$134,253,752	\$15.59	\$32.76
2020	\$6,421,543,400	\$251,194,130	\$6,672,737,530	\$129,553,230	\$16.16	\$33.59
2019	\$6,014,074,500	\$242,332,960	\$6,256,407,460	\$125,286,159	\$16.47	\$34.84
2018	\$5,658,944,850	\$229,731,170	\$5,888,676,020	\$119,955,114	\$16.63	\$35.65

* Revaluation year.

** Commercial, industrial and personal property.

Economy

New Bedford has proven resilient and adaptable in an ever-changing economic landscape for mid-sized American cities. 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.

According to The National Marine Fisheries Service – better known as NOAA Fisheries – New Bedford’s seaport ranks as No. 1 in America for the highest valued catch for the 20th consecutive year (115 million pounds valued at 376.6 million (2020)). The City’s dominance remains driven by sea scallop, which accounts for 84% of total value. Home port to more than 500 commercial scallopers and fisherman, the Port of New Bedford is a thriving working waterfront home to dozens of shoreside support businesses and services.



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 2021 sighting a “very strong fiscal management” as a key factor.

Key Employers

Outside of the maritime industry, New Bedford is home to nearly 3,700 businesses that support more than 46,000 jobs in manufacturing, healthcare, service, and emerging sectors such as medical device manufacturing. Together these New Bedford businesses represent a diverse employment base. 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. We continue to be a home for accomplished companies such as Titleist, Joseph Abboud, Ahead Inc., Southcoast Health, and the birthplace of hundreds of smaller businesses and entrepreneurs all in one place. We cultivate innovation, creative thinking, and a dedicated work ethic. The table below illustrates the largest employers in New Bedford, exclusive of federal, state and City employers.

<i>Largest Private Employers – City of New Bedford</i>		
Employer	Product/Function	Number of Employees
South Coast Health Systems	Hospital	1,000 – 2,500
Acushnet Company	Manufacturing	500 - 999
Joseph Abboud*	Manufacturing	250 - 499
Ahead Inc.	Apparel	250 - 499
Bristol County Savings Bank	Bank	250 - 499
Brittany Dyeing & Printing Co.	Printing	250 - 499
Community Health Center	Hospital	250 - 499
Sacred Heart Home	Nursing Home	250 - 499
Sid Wainer & Son Specialty	Specialty Foods	250 – 499
Tremblay Bus Co. LLC	Busing	250 – 499

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

Tourism and Recreation

The City of New Bedford offers a wide variety of recreational facilities including 35 parks and playgrounds, 3.5 miles of beaches, over 4 miles of wooded nature trails, 20 outdoor basketball courts, 19 outdoor tennis courts, an 18-hole municipal golf course, and a 9-acre Zoo at Buttonwood Park. In addition, the City of New Bedford tracks visitation data at the City’s major attraction consisting of museums, ferries, theaters, arts & culture, visitor centers including venues within an adjacent to the New Bedford Whaling National Historic Park. The table illustrated to the right is indicative of the popularity of New Bedford as a tourism destination.

<i>Tourism Visits - City of New Bedford</i>	
Fiscal Year	Number of Visits[^]
2022	424,616
2021	207,573*
2020	420,779**
2019	593,326
2019	586,563

[^] Visitation data is an aggregate of visitor numbers at all City attractions, subject to change as data becomes available.
^{*} Incomplete data due to recording issues.
^{**} Reflects impact of the COVID-19 pandemic.

The Buttonwood Park Zoo, established in 1894, is the 12th oldest zoo in the United States and has been an important part of the SouthCoast community for 127 years. The Zoo features over 240 species, most notably Asian elephants, red pandas, cougars, black bears, eagles, seals, otters, South American primates and numerous waterfowl species. BPZOO is accredited by the Association of Zoos and Aquariums and has been recognized as “one of the finest small zoos in the United States”.

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.

Arts & Culture

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



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



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



Performance Management Program

What is Performance Management?

Performance management is the **ongoing and systematic** means of **monitoring progress** toward goals and ultimately improving results. In order to **improve results**, the data collected and reported upon must be used in decision-making. Incorporating performance data into decision-making can result in **improved customer satisfaction, cost savings, and increased organizational efficiency**. Performance management provides decision makers with data and **evidence** upon which to base policy decisions.

Why is the Program so Important?

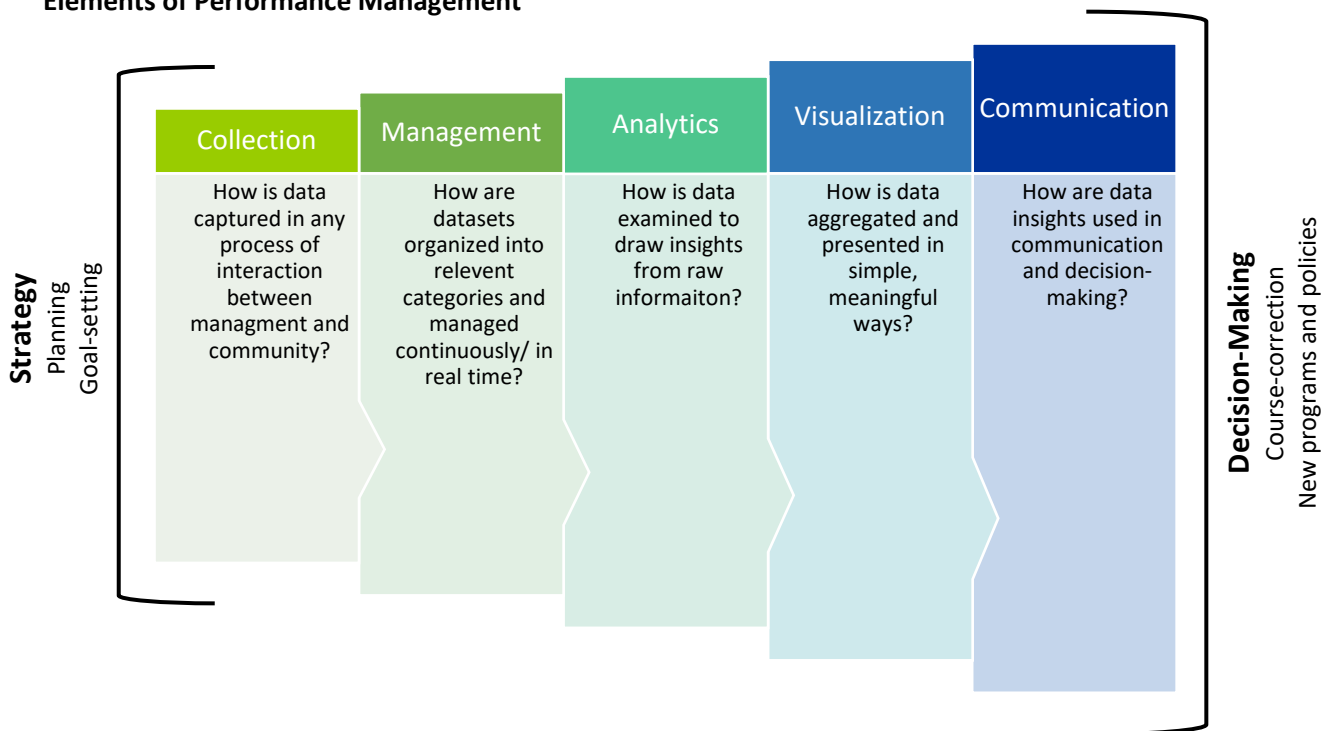
Performance management is made up of a broad range of approaches and practices that governments use for managing operations effectively, budgeting wisely, and prioritizing public programs. These strategies help governments determine the level success or failure arising from operational and policy decision-making and create opportunities to course correct based on that information. Performance management encompasses a range of tools, including tracking and analyzing data, benchmarking against comparable jurisdictions, conducting evaluations, and applying process improvements.

Principles of Performance Management

The National Performance Measurement Advisory Committee has seven principles of Performance Management:

1. A focus on results permeates strategies, processes, organizational culture and decisions.
2. Measures, data, and goals are relevant to the priorities and the well-being of the government and community.
3. Information relating to performance, decision making, and processes are transparent.
4. Goals, programs, activities, and resources are aligned with priorities and intended results.
5. Decision making is driven by timely, reliable, and meaningful data.
6. Performance measurement practices are sustainable over time and through organizational changes.
7. Performance measurement has the ability to transform an organization, its management, and the policy-making process.

Elements of Performance Management



Overview of Performance Management in New Bedford

Since 2013, the City of New Bedford began its efforts to develop and implement a citywide performance management program. For New Bedford, performance management is an ongoing, systematic approach to improving results through evidence based decision making. Beginning fiscal year 2016, the City of New Bedford has presented performance data in the annual budget document.

Mission Statement

Expand the use of performance management, data, goals, and measures in New Bedford management in the short term, while embedding data use and performance management in the culture of municipal governance in a way that ensures its sustainability over the long term.

Goals for the Performance Management Program:

1. Change the Culture of Municipal Management toward Data in a Sustainable Way
2. Data Usage and Process Improvement
3. Savings and Revenue
4. Communication and Collaboration
5. Staffing and Management

City's Performance Management Process

The City utilizes its Statement of Values, community priorities, citywide goals & objectives, and ongoing performance measures to articulate the City's purpose and how it achieves its purpose. City employees are focused on innovation and increasing performance. The City of New Bedford is actively building these elements into every aspect of our work. We are coaching city employees to measure their performance, analyze data, and improve outcomes for the community. By aligning their work with citywide goals & objectives and using data to make decisions, employees are learning new ways to identify and solve problems.¹

What We Produce

In addition to close collaboration with departments on enhancing public service-delivery, the performance management program also distributes performance data through three main data deliverables:

- **Work Plan/Quarterly Report** – Departments update their goals and performance measures before the start of the fiscal year and at times during the fiscal year, when deemed necessary, through the use of an annual work plan. The work plan is then used as a quarterly report to which departments submit their quarterly performance progress.
- **Annual Reports** – The Annual Performance Management Report provides annual performance data for each of the City's departments. The reports includes more than 600 performance measures that demonstrate the effectiveness and efficiency of department major goals and objectives. Additional performance data includes previous fiscal years for comparison.
- **Budget Book** - Each department taking part in the City's performance management program has a dedicated section in the budget book for goals and performance measures. While the annual report includes all goals, objectives and performance measures set throughout the fiscal year, the budget book provides a snapshot of goals and select performance measures that reflect departments' progress. Each measure includes a description, historical actuals, projected and target for the upcoming year.

¹ A full breakdown of Citywide Strategic Goals can be found on page 4.



General Fund

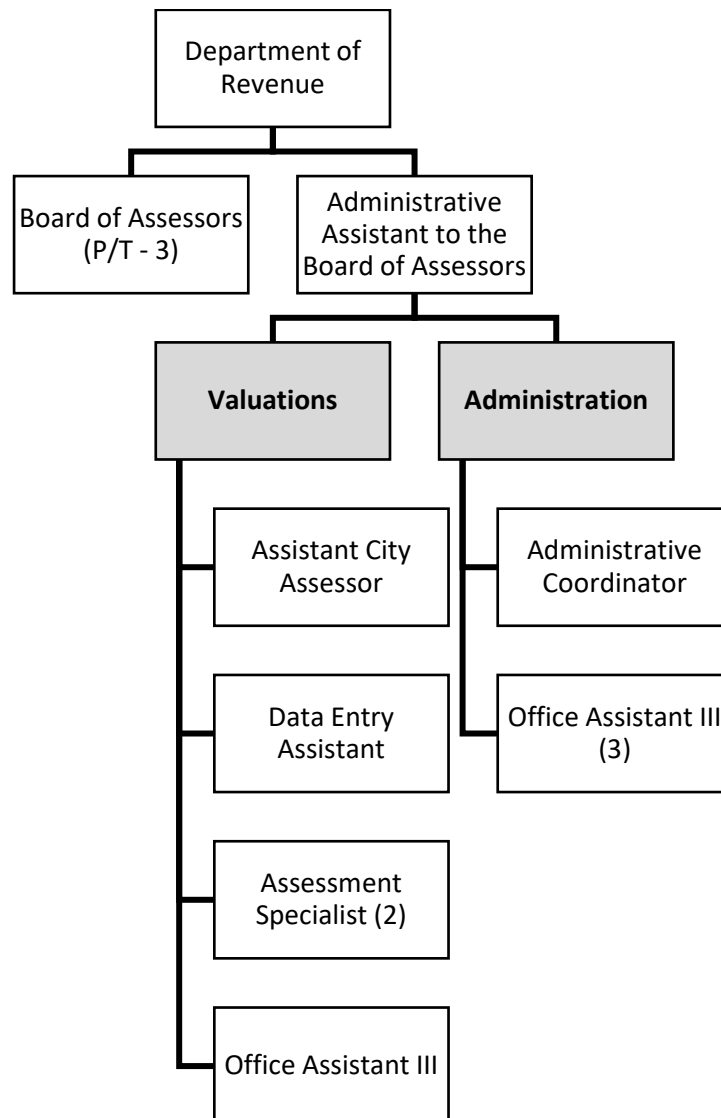
Pamela Davis, Interim Administrative Assistant to the Board of Assessors
133 William Street, Room 109
New Bedford, MA 02746
(508) 979-1440

Description of Services

The Assessor’s Office handles all abatement and exemption requests and addresses Appellate Tax Board filings contesting valuations throughout the year. The office staff and on-the-road inspectors record and research all real property transfers, and inspect approximately 3,000-4,000 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.

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.



Program Descriptions

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

Inspections: The Assessor's Office is required by state law to examine every property in the city at least once every ten years. The Assessor's Office three-member data collection team inspects every property in the City of New Bedford every 10 years, or 3,000–4,000 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.

FY22 Strategic Goal			
FY22 Strategic Goal and Objective		Status	Citywide Strategic Goal(s)
1	Ensure that information required by the Board of Assessors and state Department of Revenue is provided in accordance with established deadlines.	Ongoing	5
	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.	Ongoing	5

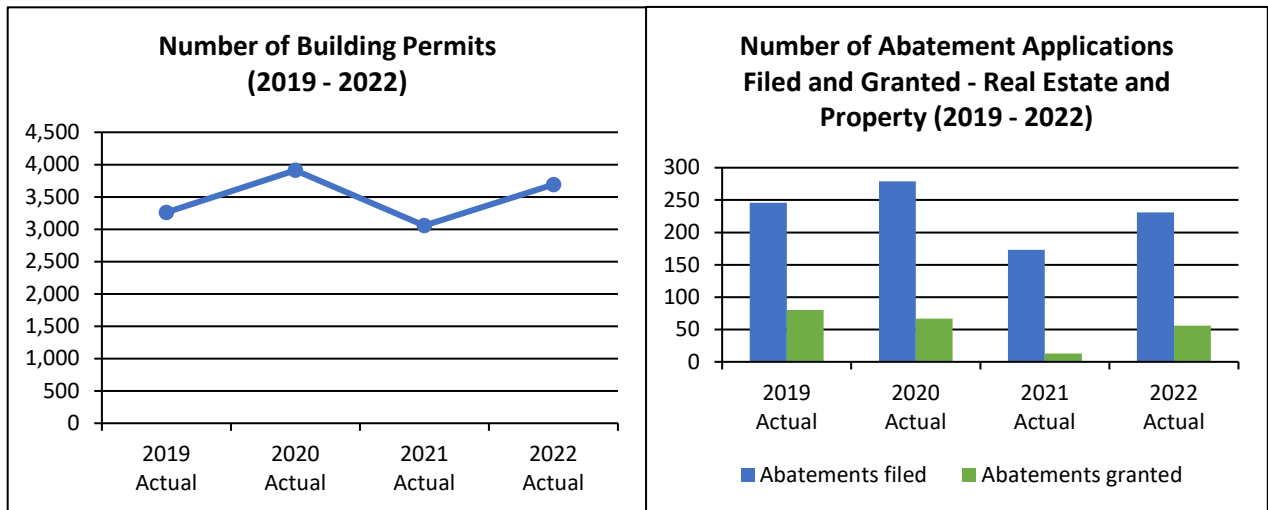
FY22 Annual Deadlines			
PERFORMANCE MEASURE	MANDATED TAXPAYER RETURN DATE	COMPLETION DATE	Total
REAL ESTATE			
Data Collection/Cyclical	Every 10 Years	Every 10 Years	2,775
Data Entry – R.E.	11/30*	11/30*	2,622 per year
Tax Increment Financing/ Special Assessment for Values	11/30*	11/30*	25
Final Values	11/30/2021*	11/30/2021*	26,880 accounts
3ABC – Exempt Property filing	03/01/2022	Review and respond by 05/01/2022	125
Exemption Forms mailed	07/01/2021	08/20/2021	1,200
Income and Expense Forms mailed	01/15/2022	03/15/2022	1,865
PERSONAL PROPERTY			
Data Collection	11/30/2021*	11/30/2021*	200-Existing; 57-New
Data Entry	11/30/2021*	11/30/2021*	300; 57-New accounts
Final Values	11/30/2021*	11/30/2021*	575
Mailing and Forms of List	01/01/2022	01/03/2022	2,047
BOAT EXERCISE TAX			
Declarations – 2BE-1 Form mailing	06/30/2021	08/01/2021	1,300

* Must be completed no later than 11/30/2022 in order for 3rd quarter bills are mailed timely.

FY22 Quarterly Performance Measures and Workload Indicators					
PERFORMANCE MEASURE	QUARTER 1^ (7/1-9/30)	QUARTER 2^ (10/1-12/31)	QUARTER 3^ (1/1-3/31)	QUARTER 4^ (4/1-6/30)	TOTAL
Number of Building Permits	N/A	N/A	N/A	N/A	3,694
Number of New Subdivision Plans	N/A	N/A	N/A	N/A	27
Number of New Parcels	N/A	N/A	N/A	N/A	37
WORKLOAD INDICATORS	QUARTER 1^ (7/1-9/30)	QUARTER 2^ (10/1-12/31)	QUARTER 3^ (1/1-3/31)	QUARTER 4^ (4/1-6/30)	TOTAL
REAL ESTATE					
Number of Real Estate Accounts	N/A	N/A	N/A	N/A	24,859
Number of Real Estate Abatement Applications	N/A	N/A	N/A	N/A	199
Number of Real Estate Abatements Granted	N/A	N/A	N/A	N/A	31
Number of Real Estate Exemption Applications filed	N/A	N/A	N/A	N/A	1,125
Number of Real Estate Exemption Granted	N/A	N/A	N/A	N/A	1,111
PERSONAL PROPERTY					
Number of Personal Property Accounts	N/A	N/A	N/A	N/A	2,047
Number of Personal Property Abatement Applications	N/A	N/A	N/A	N/A	32
Number of Personal Property Abatements Granted	N/A	N/A	N/A	N/A	25
Number of Income & Expenses Forms processed	N/A	N/A	N/A	N/A	1,865
Number of Deeds filed	N/A	N/A	N/A	N/A	2,478
Number of CPA Exemption Applications filed	N/A	N/A	N/A	N/A	330
Number of CPA Exemption Granted	N/A	N/A	N/A	N/A	321
Number of Motor Vehicle Exercise Tax-Invoices	N/A	N/A	N/A	N/A	85,795
Number of Motor Vehicle Excise Abatements	N/A	N/A	N/A	N/A	2,157
Number of Permits for Field Review	N/A	N/A	N/A	N/A	3,700
BOAT EXERCISE TAX					
Number of Boat Exercise Tax Invoices	N/A	N/A	N/A	N/A	1,200
Number of Boat Excise Tax Abatements	N/A	N/A	N/A	N/A	150
^ N/A – Data reported annually.					

Annual Performance Measures and Workload Indicators					
PERFORMANCE MEASURE	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL^	2022 ACTUAL	4 YEAR AVERAGE
Number Building Permits	3,261	3,912	3,057	3,694	3,481
Number of New Subdivision Plans	25	25	24	27	25
Total Valuation (\$)	6,256,407,460	6,672,737,530	7,090,489,291	7,388,364,609	6,851,999,723
Levy Capacity (\$)	129,211,894	132,652,613	139,232,805	141,474,557	135,642,967
WORKLOAD INDICATORS	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL^	2022 ACTUAL	4 YEAR AVERAGE
Number of Abatement Applications (Real Estate & Personal Property)	246	279	173	231	235
Number of Abatements granted (Real Estate & Personal Property)	80	67	13	56	51
Number of Income & Expense Forms processed	3,125	25	5	1,865	2,030
Number of Deeds filed	1,816	1,506	2,431	2,478	2,058
Number of Real Estate Exemption Applications filed	1,764	1,764	1,334	1,125	1,497
Number of CPA Exemption Applications filed	1,684	1,684	269	330	992

^ Depressed 2021 Actuals as a result of the COVID-19 pandemic.



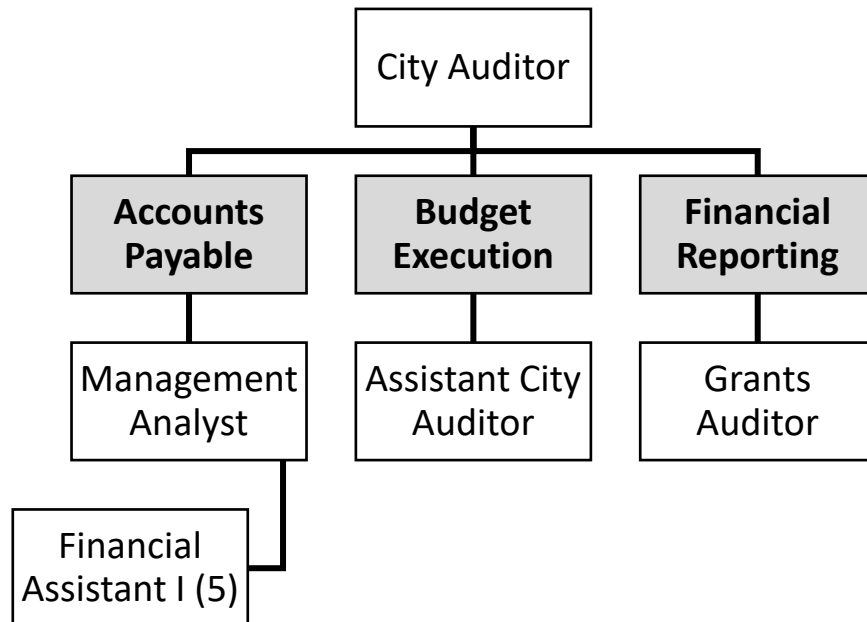
Emily Arpke, City Auditor
 133 William Street, Room 217
 New Bedford, MA 02740
 (508) 979-1530

Description of Services

The City Auditor's Office has three primary functions: (1) auditing of financial transactions, practices, and procedures; (2) execution of annual budgets to ensure expenditures comply with City Council orders and ordinances, grant awards, and other regulatory guidelines; and (3) preparation of internal and external financial reporting, which includes Massachusetts Department of Revenue's Free Cash certification, Tax Recap, Schedule A, and the Comprehensive Annual Financial Report as audited by independent Certified Public Accountants(CPA). Its secondary function is to maintain financial archives, which involves storing, retrieving, and destroying documents.

Mission Statement

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



Program Descriptions

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

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

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

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

FY22 Strategic Goals			
FY 22 Strategic Goals and Objectives		Status	Citywide Strategic Goal(s)
1	Ensure all recorded transactions comply with internal controls, practices, and policy.	Ongoing	5
	Validate 100% of municipal invoices, ensuring quantities were billed at appropriate unit prices for quantities that were performed or received in satisfactory condition.	Initiated	5
	Review department-initiated service transfers and distributed costs and prepare journal entries to record them within 10 business days after month-end.	Ongoing	5
	Calculate quarterly and annual cost allocations and accruals and prepare journal entries to record them within 10 business days after quarter or year-end.	Ongoing	5
2	All municipal and school transactions have budgetary funding, are recorded accurately and timely, are distributed to appropriate funding sources or responsibility centers, and are concisely reported in a timely manner.	Ongoing	5
	Close accounting periods within 10 business days after month-end (30 for period ending June 30). Receive 80% of department reconciliations within 14 days after closing, and 95% within 30 days after closing.	Ongoing	5
	Expand on practices to capture and accurately code at the point of transaction to achieve 10% reduction in required journal entries.	Ongoing	5
	Streamline chart of accounts by eliminating 10% of all funds, 10% of all accounts, and 100% of inactive accounts with balances.	Ongoing	5
3	Reduce reliance on external auditors to adjust records and meet external reporting requirements by developing internal capabilities through staff training and functional realignment.	Ongoing	5
	Manage final year of 2019-2021 audit contract, including maintenance of data request portal.	Ongoing	5
	Extend year-end closing activity to eliminate auditor proposed entries and maintain hours at proposal level.	Ongoing	5
	Assume full content control over Comprehensive Annual Financial Report, and have it released by December 31, 2021.	Ongoing	5
4	Develop data retrieval system that safeguards and preserves records, complies with retention law, and results in retrievable data.	Ongoing	5
	Cycle hard-copy records from office to archives to disposition.	Ongoing	5
	Expand transaction audits to test for documentation scanning in Tyler Communications Module.	Rolled into Goal 1	5
	Maintain data retrieval system to allow immediate access to archived records.	Ongoing	5

FY22 Quarterly Performance Measures					
PERFORMANCE MEASURE	QUARTER 1 (7/1-9/30)	QUARTER 2 (10/1-12/31)	QUARTER 3 (1/1-3/31)	QUARTER 4 (4/1-6/30)	TOTAL
Vendor invoices (Total trans. / Pass percentage(%))	11,429/100	14,064/100	14,507/100	14,431/100	54,431/100
General ledger import uploads (Total trans. / Pass percentage(%))	30/100	13/100	15/100	14/100	92/100
Contracts (Audited/Acceptance percentage (%))	59/99	37/99	33/99	51/99	180/99
Budget transfers approved	134	158	142	231	665
Journal entries/Lines posted	165/5,129	170/4,890	180/4,622	267/5,5463	782/20,104
Average days to close/Percentage of reconciliations on time (%)	21/73	17/76	15/66	24/72	19/72
Personnel requisitions audited/Related positions	66/70	81/81	144/210	89/89	380/450
Grants/With deficits	302/123	302/25	328/25	329/53	329/53
Funds/New funds added	494/10	495/1	496/1	511/1	511/13
General ledger accounts monitored/Active accounts	92,333/ 10,269	92,333/ 10,269	92,841/ 10,299	93,954/ 11,978	92,910/ 10,704
Internal journal entries/ Lines posted	135/1,922	143/2,167	155/2,089	253/3,893	690/10,071
Externally-prepared journal entries*	N/A	87	N/A	N/A	87
Contracted hours (Audit/Total)	330/330	330/330	220/220	220/220	1,100/1,100
Audit data requests provided/ Average response days	66/92	54/97	2/98	0/98	122/96
Free Cash certification*	N/A	N/A	N/A	06/06/2022	06/06/2022
Tax Rate Recap*	N/A	12/28/2021	N/A	N/A	12/28/2021
Schedule A filing*	N/A	N/A	01/20/2022	N/A	01/20/2022
Audit fieldwork comp. * (replaces GPFS iss)	N/A	11/24/21	N/A	N/A	11/24/2021
Offsite inventory (boxed/bound items)	4,322	4,367	4,367	4416	4416
Disposition requests (cubic feet disposed)	0	0	0	0	0

* Occurs annually.

Annual Performance Measures					
PERFORMANCE MEASURE	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL	2022 ACTUAL	4 YEAR AVERAGE
Vendor invoices (Total trans. / Pass percentage(%))	65,910/99.5	61,342/99.4	49,918/99.9	54,431/100	52,900/99.7
General ledger import uploads (Total trans. / Pass percentage(%))	150/100	145/100	93/100	92/100	120/100
Contracts (Audited/Acceptance percentage (%))	432/57	280/79	268/99	180/99	290/84
Budget transfers approved	720	815	782	665	746
Journal entries/Lines posted	964/21,320	1,080/22,308	686/18,141	782/20,104	878/20,468
Average days to close/Percentage of reconciliations on time (%)	18/85	19/62	19/65	19/72	19/71
Personnel requisitions audited/Related positions	288/416	263/409	136/197	380/450	267/368
Grants/With deficits	351/41	1,435/82	346/123	329/53	615/75
Funds/New funds added	639/19	652/13	520/3	511/13	581/12
General ledger accounts monitored/Active accounts	86,240/ 16,102	87,978/ 16,618	90,454/ 13,313	92,910/ 10,704	89,396/ 14,184
Internal journal entries/ Lines posted	964/21,320	1,080/22,308	686/18,141	690/10,071	855/17,960
Externally-prepared journal entries	35	59	72	87	63
Contracted hours (Audit/Total)	N/A*	1,100/1,100	1,065/1,100	1,100/1,100	-
Audit data requests provided/ Average response days	188/145	113/207	152/123	122/96	144/143
Free Cash certification	12/05/2018	03/02/2020	04/22/2021	06/06/2022	-
Tax Rate Recap	12/06/2018	12/17/2019	12/15/2020	12/28/2021	-
Schedule A filing	02/01/2019	01/14/2020	12/30/2021	01/20/2022	-
Audit fieldwork comp. (replaces GPFS iss)	01/25/2019	01/22/2020	01/09/2021	11/24/2021	-
Offsite inventory (boxed/bound items)	4,004	4,120	4,292	4,416	4,208
Disposition requests (cubic feet disposed)	0	0	0	0	0

* Data unavailable.

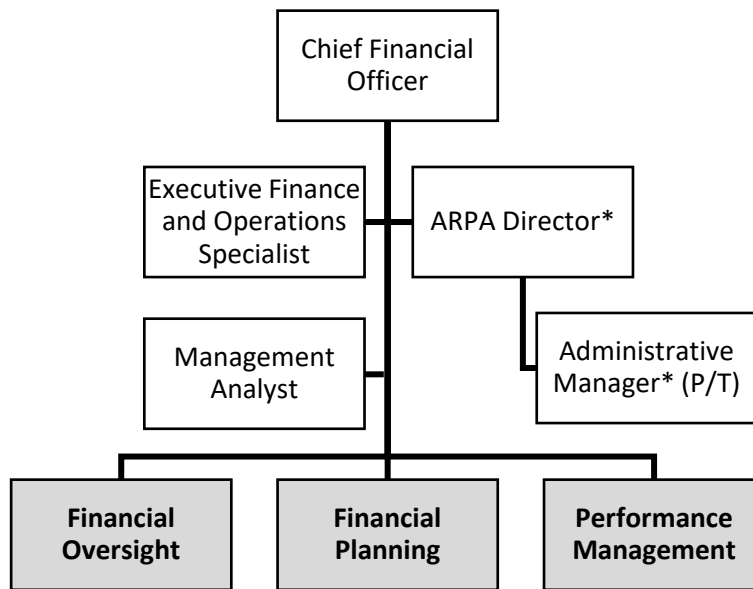
Michael Gagne, Interim Chief Financial Officer
 133 William Street, Room 302
 New Bedford, MA 02740
 (508) 979-1441

Description of Services

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.

Mission Statement

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.



* Position funded through ARPA

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.

Financial 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 Management: 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.

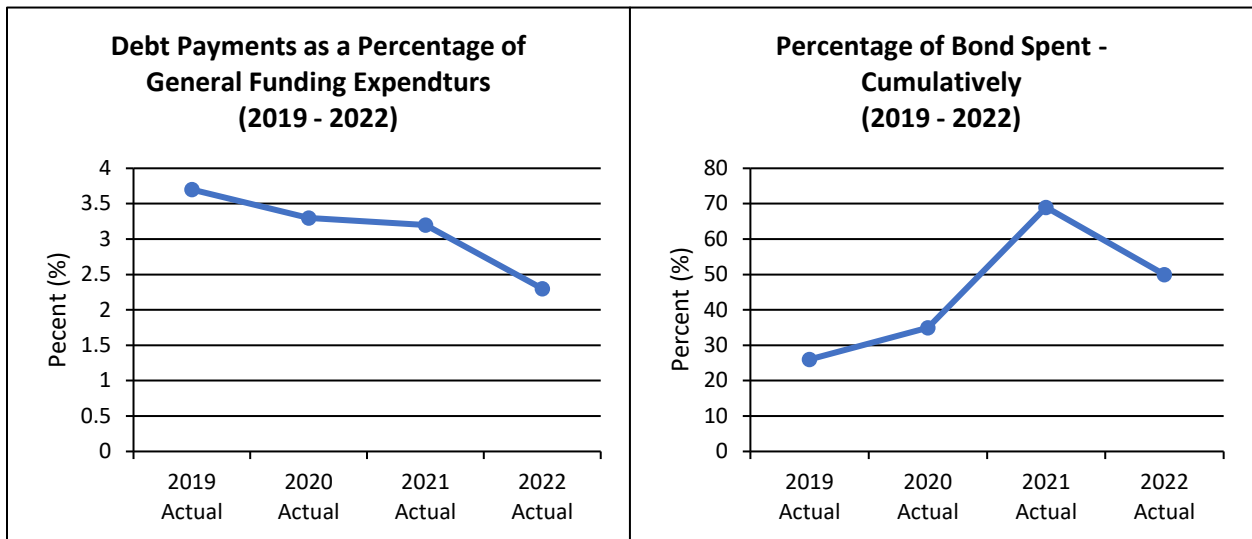
FY22 Strategic Goals			
FY22 Strategic Goals and Objectives		Status	Citywide Strategic Goal(s)
1	Institute the use of financial best practices and ensure the effective administration of municipal resources across all city departments.	Ongoing	2 and 5
	Implement policies that enhance the City's financial standing.	Ongoing	2
	Implement the City's Capital Improvement Plan.	Ongoing	2
	Provide in-house analysis and procedural support to departments.	Ongoing	5
2	Continue to advance the city's efforts to implement a performance management program that enables municipal officials to effectively manage their resources and streamline processes by analyzing data that demonstrates departmental performance.	Ongoing	5
	Work with department heads to refine performance measures that tie directly to quantifiable objectives.	Ongoing	5
	Begin the process of verifying departmental data by conducting random audits of 5 department's raw data sets.	Ongoing	5

FY22 Quarterly Performance Measures					
PERFORMANCE MEASURE	QUARTER 1 (7/1-9/30)	QUARTER 2 (10/1-12/31)	QUARTER 3 (1/1-3/31)	QUARTER 4 (4/1-6/30)	TOTAL
Debt as a percentage of estimated property value (%)	1.3	1.3	1.3	1.3	1.3
Debt as a percentage of per capita income (%)	3.7	3.7	3.7	3.7	3.7
Debt payments as a percentage of General Funding expenditures (%)	2.3	2.3	2.3	2.3	2.3
General obligation credit rating (Moody's/S&P)	A1/AA-	A1/AA-	A1/AA-	A1/AA-	A1/AA-
Capital projects submitted for annual consideration*	0	110	0	0	110
Capital projects approved	0	0	0	15	15
Percentage of bond spent (cumulatively) (%)	48	49	51	52	50
Performance metrics in budget document	305	305	305	305	305
Percentage of objectives with corresponding performance measures (%)	100	100	100	100	100
Departments using performance metrics operationally	16	16	16	16	16

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

Annual Performance Measures					
PERFORMANCE MEASURE	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL	2022 ACTUAL	4 YEAR AVERAGE
Debt as a percentage of estimated property value (%)	1.3	1.1	1.3	1.3	1.3
Debt as a percentage of per capita income (%)	3.7	3.2	3.7	3.7	3.6
Debt payments as a percentage of General Funding expenditures (%)	3.7	3.3	3.2	2.3	3.1
General obligation credit rating (Moody's/S&P)	A1/AA-	A1/AA-	A1/AA-	A1/AA-	A1/AA-
Capital projects submitted for annual consideration*	298	78**	110	110	149
Capital projects approved***	15	7	9	15	12
Percentage of bond spent (cumulatively) (%)	26	35	69	50****	45
Performance metrics in budget document	262	260	298	305	281
Percentage of objective with corresponding performance measures (%)	100	100	100	100	100
Departments using performance metrics operationally	16	16	16	16	16

* Includes Asset Replacement.
 ** Fewer projects submitted by Water and Wastewater in FY 2020.
 *** Number of capital projects are contingent upon the amount of the bond and the types of projects selected.
 **** Hannigan/Jacobs School and 16 capital improvement projects closed out in 2021.



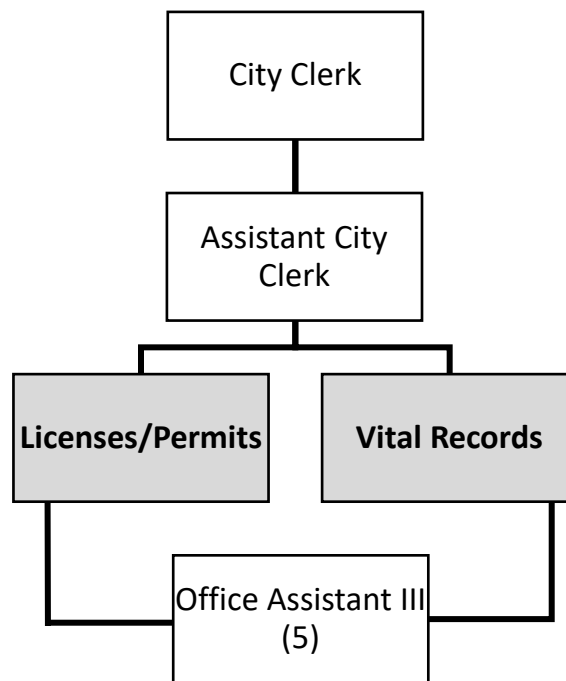
Dennis Farias, City Clerk
 133 William Street, Room 118
 New Bedford, MA 02740
 (508) 979-1450

Description of Services

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.

Mission Statement

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.



Program Descriptions

Licenses/Permits: The City Clerk’s Office is responsible for issuing various permits and all minor licenses. These licenses include those issued for Petroleum Storage, owning Taxi and Livery Services, Operating Vehicles for Hire, Dog Registrations and for Individual/Family Shell fishing. The Office also records Marriage Intentions, registers Subdivision Plans and collects fees for Street Obstructions and Trash/Noise/Tobacco Violations. The Office issues Certified Copies to appropriate members of the public of all licenses, certificates and permits.

Vital Records: The City Clerk’s Office maintains all Vital Records for the City of New Bedford. These include Birth Certificates, Adoption Records, Corrections to Birth Certificates, Deaths Certificates and Marriage Licenses. All licenses and certificates are issued to the public in accordance with all state and local laws.

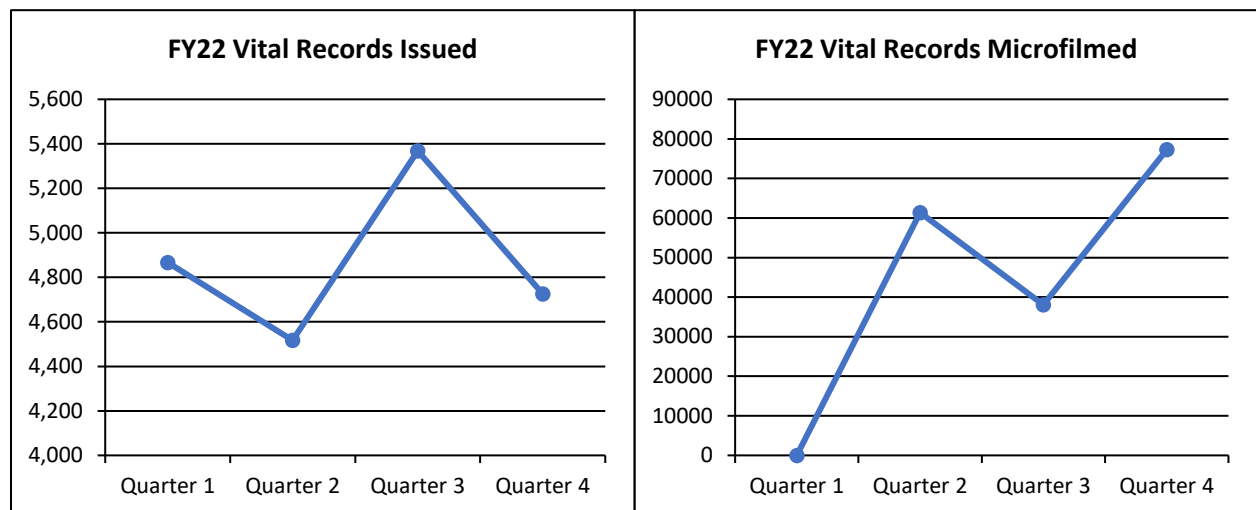
FY22 Strategic Goals			
FY22 Strategic Goals and Objectives		Status	Citywide Strategic Goal(s)
1	Enhance the efficiency and effectiveness of our Vital Records Index searches.	Ongoing	1 and 5
	Maintain the database cataloging the archives of the City Clerk’s and Assessor’s Offices and annually purge any documents beyond their mandated retention schedule.	Ongoing	1 and 5
2	Outsource and improve the efficiency and cost-effectiveness of our large mailings through effective partnerships.	Complete	5
3	Begin microfilming the City’s Vital Records, completing Phase 1 of the overall project, which consists of four phases.	Ongoing	5

FY22 Quarterly Performance Measures					
PERFORMANCE MEASURE	QUARTER 1 (7/1-9/30)	QUARTER 2 (10/1-12/31)	QUARTER 3 (1/1-3/31)	QUARTER 4 (4/1-6/30)	TOTAL
Vital records issued	4,866	4,517	5,368	4,726	19,477
Vital records microfilmed	0	61,356	38,056	77,271	176,683
Marriage applications processed	185	110	116	162	573
Licenses, permits and certificates Processed	506	600	494	640	2,240
Dog licenses issued	226	3,345	1,740	826	6,137
Total revenue generated (\$)	113,217	141,314	140,555	142,520	537,606

Annual Performance Measures					
PERFORMANCE MEASURE	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL	2022 ACTUAL	4 YEAR AVERAGE
Vital records issued	22,844	18,678	17,764	19,477	19,691
Vital records microfilmed	N/A*	N/A*	N/A*	77,271	-
Marriage applications processed	635	509	557	162	466
Licenses, permits and certificates processed	N/A**	2,124	2,215	640	-
Dog licenses issued	N/A**	5,973	6,151	826	-
Total revenue generated (\$)	599,008	511,822	504,941	537,606	538,344

* New Goal. Variables, including age and condition of the records to be microfilmed, significantly affect the number that can be achieved in a given fiscal year.

** Annual data not reported. Fourth quarter information unavailable as a result of the 2019 cyber-attack.



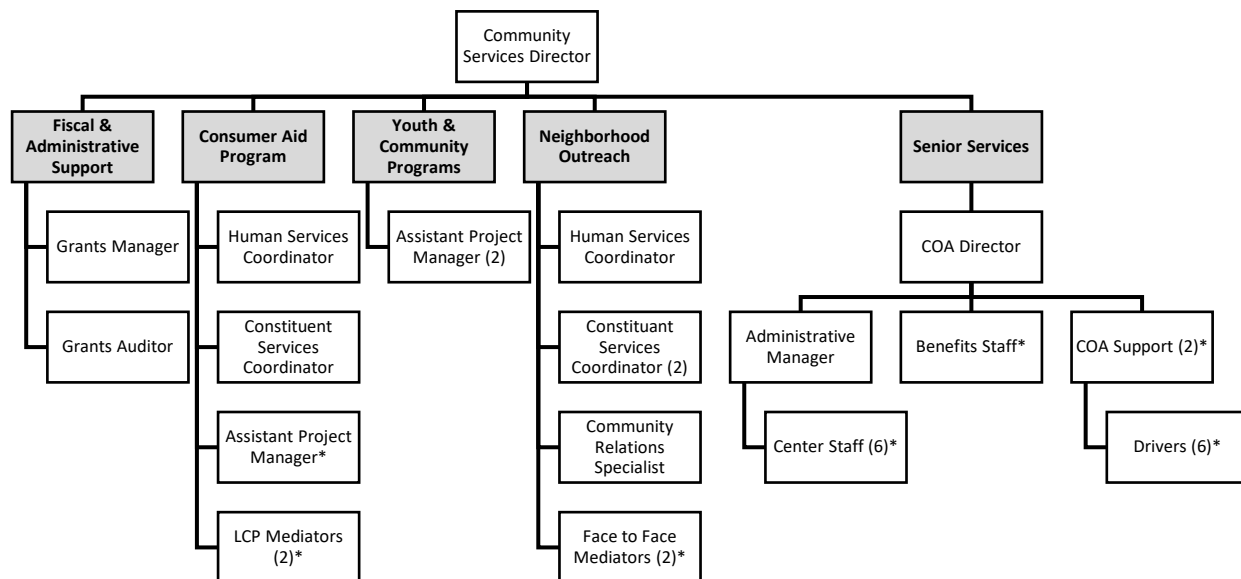
Cynthia Wallquist,
 133 William Street, Room 220
 New Bedford, MA 02740
 (508) 961-3136

Description of Services

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.

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.



* Signifies grant funded position(s).

Program Descriptions

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

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

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

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

Senior Services: The Council on Aging offers educational wellness and socialization programs to seniors at community centers and other locations in the City, including the home. The Council also provides transportation, mental health support, outreach and assistance to New Bedford's senior population. It also offers an Adult Social Day program Monday-Friday to seniors who would otherwise be homebound.

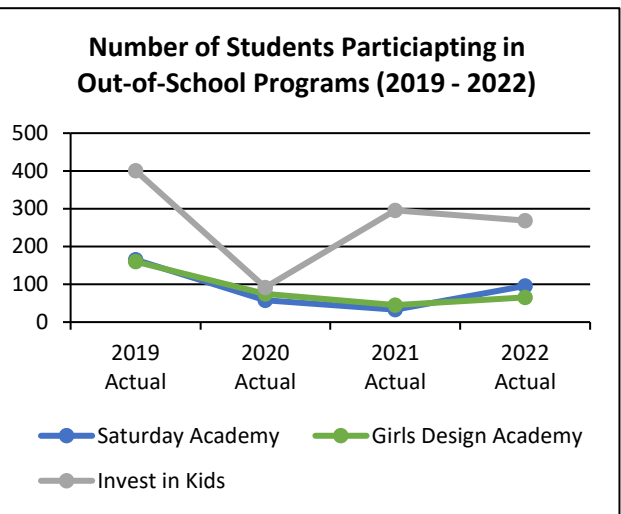
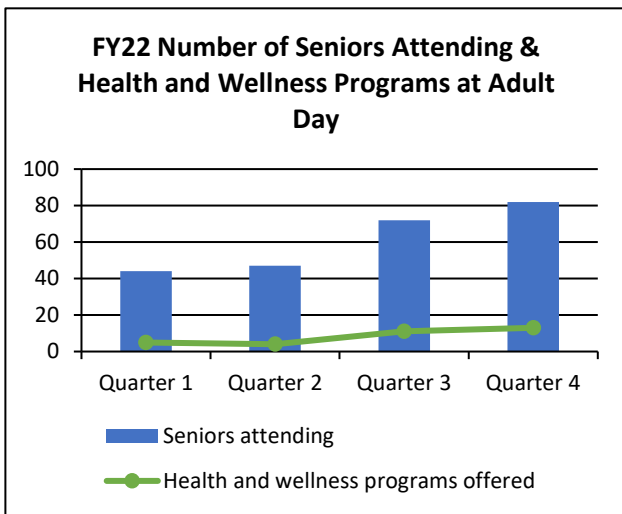
Youth and Community Programs: The Community Services Department administers a variety of programs throughout the city for students and other members of the community. Among these are the Invest-in-Kids program umbrella, which supports positive youth development through innovative quality, extended day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

FY22 Strategic Goals			
FY22 Strategic Goals and Objectives		Status	Citywide Strategic Goal(s)
1	Reduce risk factors and isolation in disabled and elder populations.	Ongoing	5
	Increase access to health and wellness programs at senior center sites by 10%.	Complete	5
	Increase Adult Social Day participants by 10%.	Complete	5
2	Serve New Bedford Public School students by providing safe, secure cultural, educational STEAM-related out-of-school time activities to complement their academic curriculum.	Ongoing	3 and 4
	Maintain/increase current enrollment levels at Invest-in-Kids Programs, including Girls Design Academy and Saturday Academy.	Maintained	3 and 4
3	Expand the reach of the Consumer AID (LCP) program to educate consumers about their rights and reduce the number of consumer cases that result in court filings.	Ongoing	5
	Increase the number of consumer cases resolved by 10%.	Ongoing	5
	Provide 10 consumer education workshops in the LCP region.	Exceeded	5
	Increase the number of court-referred mediations and the percentage of cases settled by 5%.	Exceeded	5
	Increase community mediations by 10% over FY 2021.	Exceeded	5
4	Provide housing stabilization, furnishings, and prevent evictions for New Bedford's vulnerable populations.	Ongoing	5
	Secure \$100,000 in outside funding to maintain and expand the EMHOT and Fresh Start Programs.	Exceeded	5
	Provide EMHOT/Fresh Start Services to 250 referrals in FY 2022.	Exceeded	5
	Collected and redistribute 125 tons of furniture in FY 2022.	Ongoing	5

FY22 Quarterly Performance Measures					
PERFORMANCE MEASURE	QUARTER 1 (7/1-9/30)	QUARTER 2 (10/1-12/31)	QUARTER 3 (1/1-3/31)	QUARTER 4 (4/1-6/30)	TOTAL
Number of health and wellness programs offered at Senior Centers	5	4	0	7	16
Amount of outreach/social services grant funding secured (\$)	10,000	3,000	7,800	0	20,800
Number of health and wellness programs at Adult Social Day	5	4	11	13	33
Number of Seniors attending Adult Social Day	44	47	72	82	245
Number of Saturday Academy participates	20	27	25	24	96
Number of Girls Design Academy participants	0	25	20	20	65
Number of Invest in Kids participants	25	96	50	98	269
Number of students participating in KoolDays/STEAM Summer	35	0	0	0	35
Number of students attending ESOL Shining Lights	0	36	27	20	83
Total number of Consumer Program (LCP) cases resolved	151	176	102	151	580
Total number of Face-to-Face mediation cases	13	98	39	49	199
Percentage of Face-to-Face mediation agreements settled (% average)	11	20	16	25	18
Number of Community mediation	2	5	16	13	36
Amount of grant funding secured for EMHOT & FS (\$)	138,207	9,000	9,006	5,000	161,213
Number of EMHOT referrals	82	85	87	88	154
Number of FS referrals	39	27	47	80	193
Amount of furniture collected (tons)	29	15	11	12	67
Number of clients who received furniture	21	28	35	32	116

Annual Performance Measures					
PERFORMANCE MEASURE	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL	2022 ACTUAL	4 YEAR AVERAGE
Number of health and wellness programs offered at Senior Centers	201	112	17	16	87
Amount of outreach/social services grant funding secured (\$)	120,000	30,000	22,000	20,800	48,200
Number of health and wellness programs at Adult Social Day	N/A*	N/A*	0	33	-
Number of Seniors attending Adult Social Day	N/A*	N/A*	144	245	-
Number of Saturday Academy participants	165	58	33	96	88
Number of Girls Design Academy participants	160	75	45	65	86
Number of Invest in Kids participants	401	92	296	269	265
Number of students attending ESOL Shining Lights	N/A*	N/A*	105	83	-
Total number of Consumer Program (LCP) cases resolved	411	504	593	580	522
Total number of Face-to-Face mediation cases	319	214	21	199	188
Percentage of Face-to-Face mediation agreements settled (% average)	54	24	3	18	25
Number of Community mediation	11	4	10	36	15
Amount of grant funding secured for EMHOT & FS (\$)	114,000	129,100	143,000	161,213	136,828
Number of EMHOT referrals	271	88	134	154	162
Number of FS referrals processed	376	171	130	193	218
Amount of furniture collected (tons)	23	33	65	67	47
Number of clients who received furniture	67	53	81	116	79

* New goal – No historic data available.



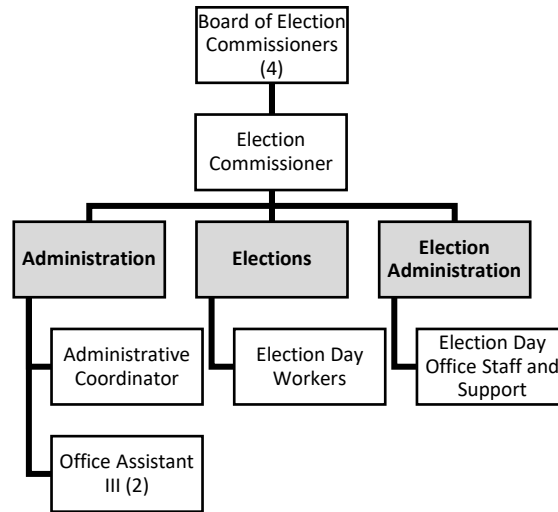
Manuel DeBrito, Election Commissioner
 133 William Street, Room 114
 New Bedford, MA 02740
 (508) 979-1420

Description of Services

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.

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.



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 shell fishing licenses, driver’s 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.

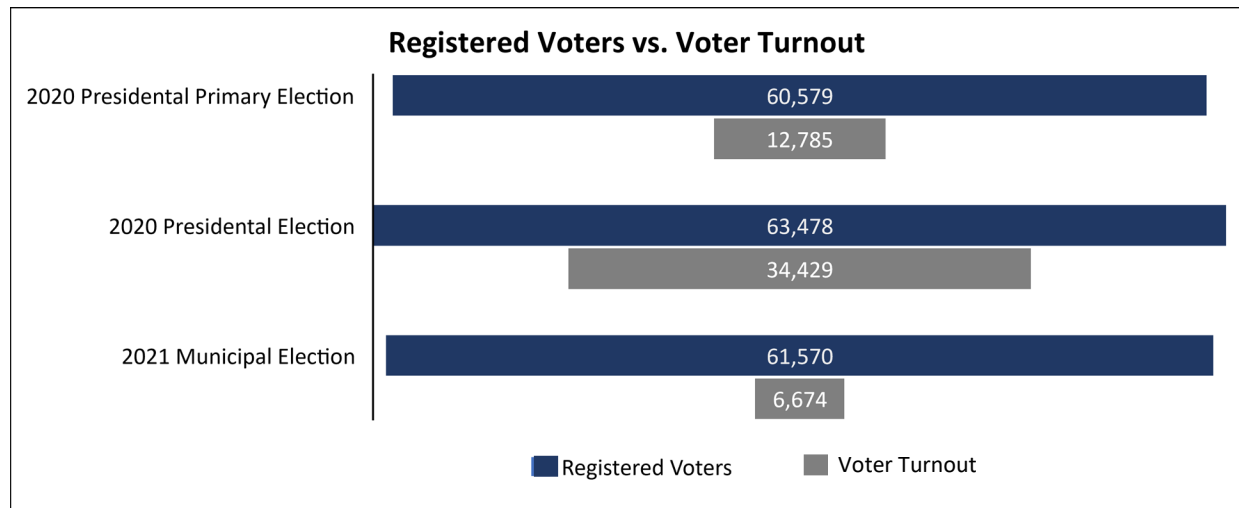
Elections: The primary function of the Board of Elections is to ensure that all processes and procedures relative to the execution of all local, state, and federal elections are administered in accordance with state and federal law. Prior to election day, this requires the Board of Elections to register 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.

FY22 Strategic Goals			
FY22 Strategic Goals and Objectives		Status	Citywide Strategic Goal(s)
1	Ensure community trust by providing fair and equal access to elections.	Ongoing	5
2	Identify and eliminate barriers to voter participation.	Ongoing	3 and 5
	Increase community outreach for Voter Registration including presenting at local high schools and community organizations.	Ongoing	3 and 5
	Increase diversity of advertising platforms (radio, newspaper, city website and social media) to inform voters about registration deadlines and upcoming elections.	Ongoing	5
3	Increase community outreach for Voter Registration.	Ongoing	5
4	Continue to ensure the Elections Department runs as efficiently as possible.	Ongoing	1 and 5

FY22 Performance Measures			
PERFORMANCE MEASURE	2020 PRESIDENTIAL PRIMARY ELECTION	2020 PRESIDENTIAL ELECTION	2021 MUNICIPAL ELECTION
Registered Voters	60,579	63,478	61,570
Voter Turnout	12,785	34,429	6,674
Voter Turnout (%)	21	54.24	10.8
Early Voting Turnout	621	5,289	103
Absentee Turnout	391	1,000	274



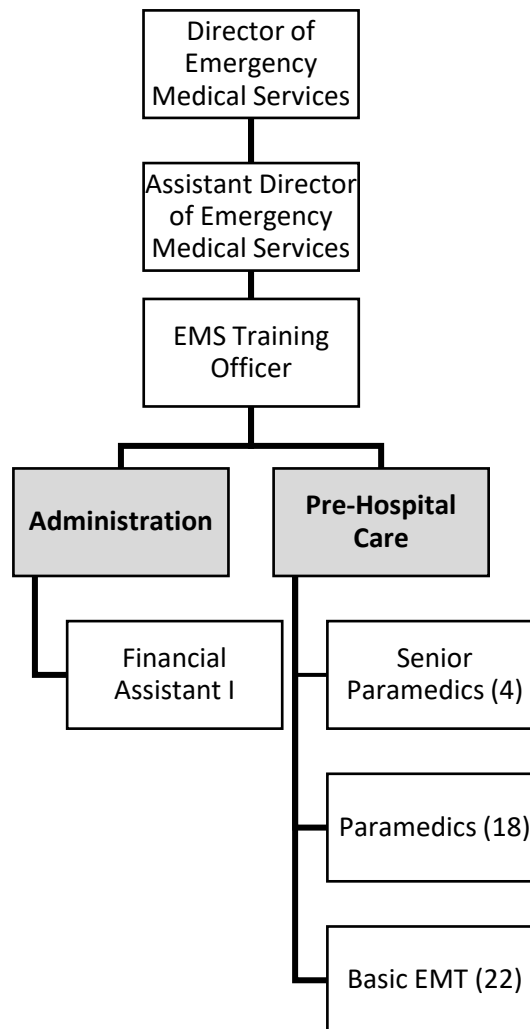
Michael Thomas, Emergency Medical Services Director
 181 Hillman Street
 New Bedford, MA 02740
 (508) 991-6390

Description of Services

The primary function of New Bedford Emergency Medical Services (NBEMS) is to respond to emergency medical calls by the residents of New Bedford. This service is delivered by 22 full-time EMT’s, 18 Paramedics and 4 Senior Paramedics(shift supervisors) who are also licensed at the paramedic level, 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.

Mission Statement

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.



Program Descriptions

Pre-hospital Care: NBEMS will be operating with a tiered ALS response comprised of 2 Class V, non-transporting SUV's, manned by paramedics who will respond immediately to the critically ill and injured. 5 ALS/ BLS ambulances will also respond to the 911 calls for medical help to transport all patients to the appropriate hospital.

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.

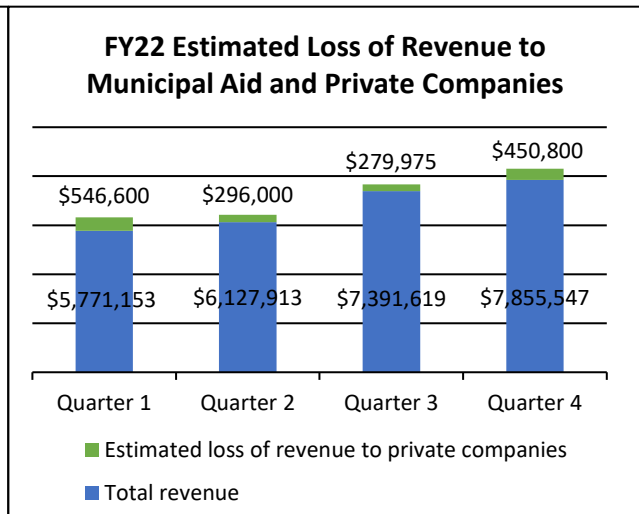
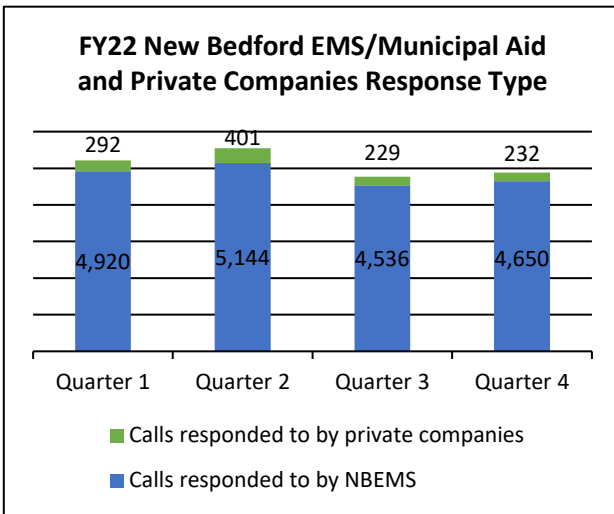
Summer Medical Bicycle Team: The City of New Bedford issues permits for approximately 200 special events per year, of which roughly 70% are held between Memorial Day and Labor Day. The NBEMS Summer Medical Bicycle Team provides on-the-ground medical support to the largest summer events to guarantee faster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

FY22 Strategic Goals			
FY22 Strategic Goals and Objectives		Status	Citywide Strategic Goal(s)
1	Provide sufficient coverage to respond to as many New Bedford resident calls as possible.	Ongoing	4 and 5
	Maintain a full complement throughout FY 2022.	Ongoing	5
	Add an Impact Truck to the fleet to rotate through the peak hours of the weekly schedule.	Ongoing	4 and 5
2	Reduce revenue lost to municipal aid and private companies.	Ongoing	5

FY22 Quarterly Performance Measures					
PERFORMANCE MEASURE	QUARTER 1 (7/1-9/30)	QUARTER 2 (10/1-12/31)	QUARTER 3 (1/1-3/31)	QUARTER 4 (4/1-6/30)	TOTAL
Total number of calls	5,212	5,545	4,765	4,882	20,404
Total number of calls NBEMS responds to	4,920	5,144	4,536	4,650	19,250
Number of calls responded to by private companies	292	401	229	232	1,154
Total number of BLS calls responded to	1,556	1,691	1,524	1,743	6,514
Total number of ALS1 calls responded to	1,720	1,877	1,594	1,447	6,638
Total number of ALS2 calls responded to	38	46	50	33	167
Total number of transports by type	3,314	3,614	3,168	3,223	13,319
Total revenue (\$)	1,591,275	1,608,725	1,587,023	3,068,524	7,855,547
Estimated loss of revenue to private companies (\$)	112,320	154,080	91,600	92,800	450,800
Departmental vacancy rate	6	6	4	4	20

Annual Performance Measures					
PERFORMANCE MEASURE	2019 Actual	2020 Actual	2021 Actual	2022 Actual	4 YEAR AVERAGE
Total number of calls per year	18,841	20,086	19,679	20,404	19,753
Total number of calls NBEMS responds to	17,008	19,097	18,847	19,250	18,551
Number of calls responded to by private companies	1,833	989	702	1,154	1,170
Total number of BLS calls responded to	4,008	4,530	6,028	6,514	5,270
Total number of ALS1 calls responded to	8,136	7,243	6,340	6,638	7,089
Total number of ALS2 calls responded to	150	151	144	167	153
Total number of transports by type	12,294	11,924	12,512	13,319	12,512
Total revenue (\$)	5,771,153	6,127,913	7,391,619	7,855,547	6,786,558
Estimated loss of revenue to private companies (\$)	546,600	296,000	279,975	450,800	393,344
Departmental Vacancy Rate	5	4	9	20	10



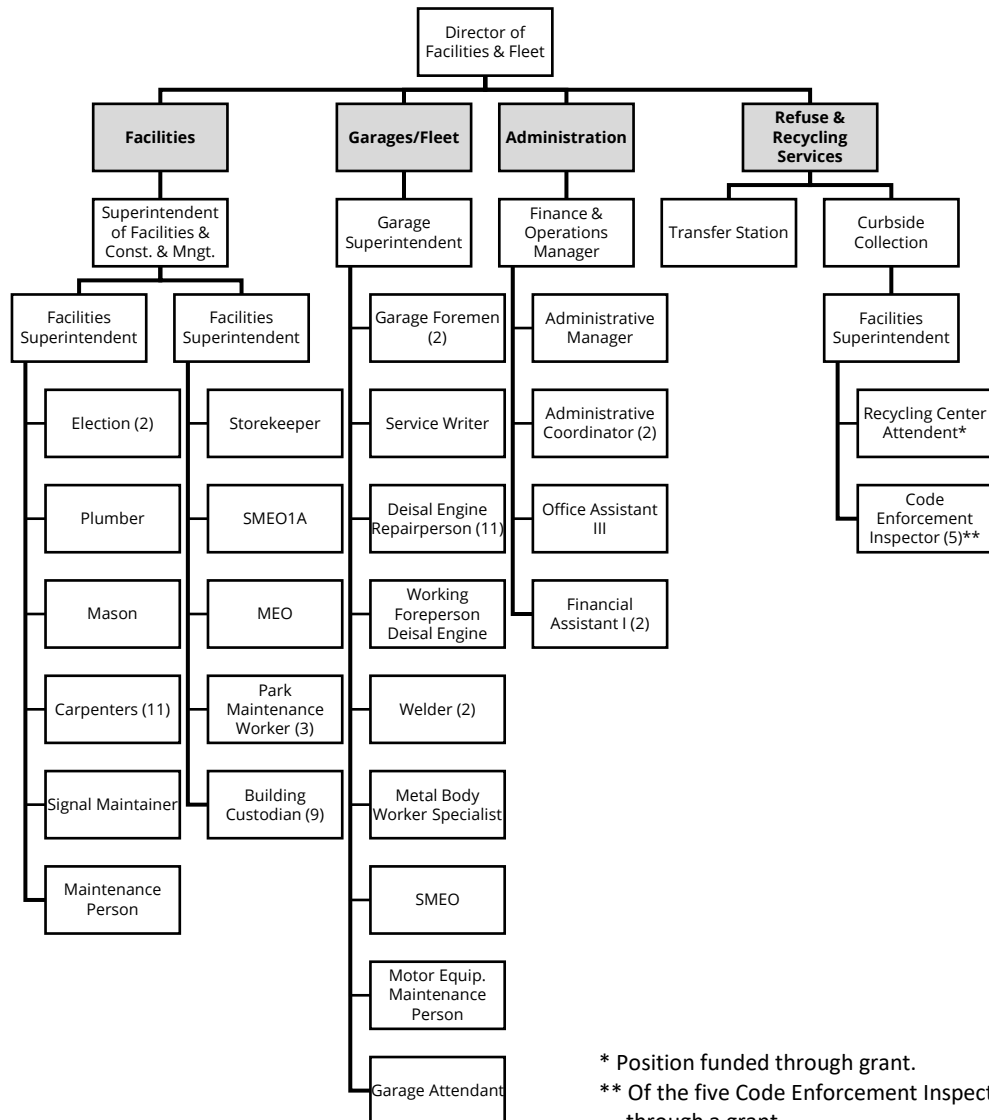
Jennifer Vieira, Acting Director of Facilities & Fleet Management
 294 Liberty Street
 New Bedford, MA 02740
 (508) 979-1520

Description of Services

The Department of Facilities and Fleet Management is comprised of four divisions; Facilities, Fleet, Administration and Code Enforcement. The department's 75 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.

Mission Statement

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.



* Position funded through grant.

** Of the five Code Enforcement Inspectors, one is funded through a grant.

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.

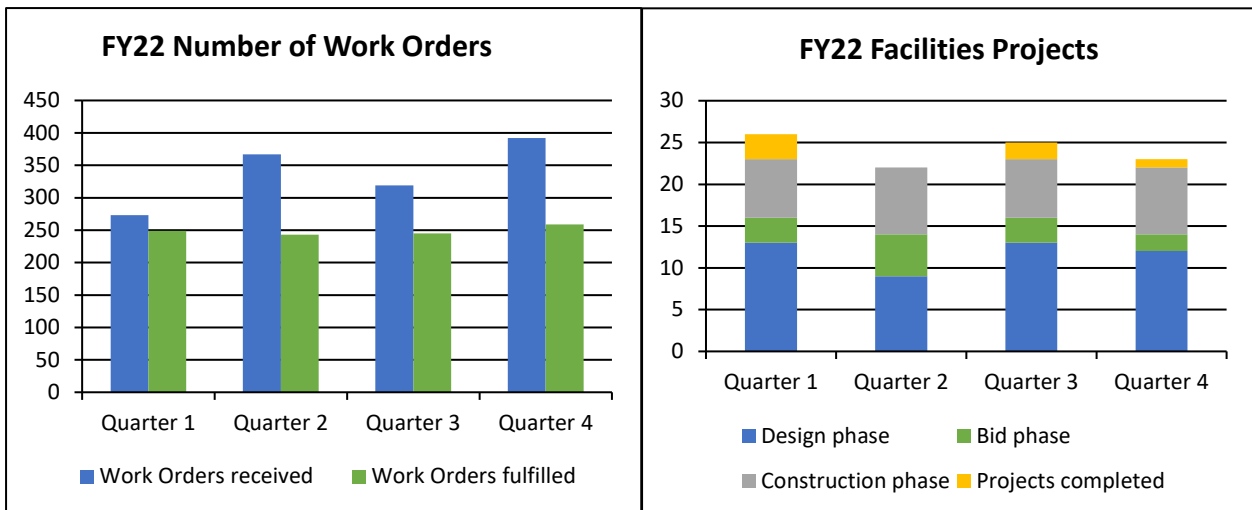
Fleet Management: The Fleet Management division is responsible for the care and maintenance of approximately 600 vehicles of varying types including front end loaders, backhoes, ten wheeled dump trucks, pickup trucks and passenger vehicles as well as all emergency response vehicles for Police, Fire and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

FY22 Strategic Goals			
FY22 Strategic Goals and Objectives		Status	Citywide Strategic Goal(s)
1	Increase the efficiency and effectiveness of the central garage.	Ongoing	5
	Implement the recommendations of Management Partner’s Fleet Management Review and Assessment.	Ongoing	5
	Reduce the number of vehicles above the average age of the City fleet by 5% from the budgeted number of the previous year.	Ongoing	5
2	Improve overall condition and quality of City owned facilities.	Ongoing	2 and 5
	Effectively manage capital construction projects.	Ongoing	2 and 5
	Improve overall condition of the City’s facilities & grounds.	Ongoing	5
3	Work with other relevant departments on operational consolidation and disposition of targeted City-owned buildings.	Ongoing	5
	Continue to relocate city and non-city functions occupying 1204 Purchase and Fire Station 2 to ready them for disposition.	Ongoing	5
4	Increase recycling compliance of through outreach and enforcement of the City’s trash and recycling ordinance.	Ongoing	5
	Reduce the amount of municipal solid waste (MSW) produced by the City of New Bedford by 5%.	Ongoing	5
5	Improve the cleanliness of the city by increasing the effectiveness and efficiency of refuse and litter enforcement.	Ongoing	5
	Decrease amount of staff time spent enforcing habitual violators.	Ongoing	5
	Develop a more detailed data collection and reporting system.	Ongoing	5
	Work with Clean Team to deter illegal dumping.	Ongoing	5
	Work with Clean Team to develop improved processes for bulky item removal and unmaintained property clean-ups (Clean and Lien).	Ongoing	5
	Achieve better cooperation in enforcement efforts from Housing Court magistrates.	Ongoing	5

FY22 Quarterly Performance Measures					
PERFORMANCE MEASURE	QUARTER 1 (7/1-9/30)	QUARTER 2 (10/1-12/31)	QUARTER 3 (1/1-3/31)	QUARTER 4 (4/1-6/30)	TOTAL
Average age of emergency vehicles	12	13	13	13	13
Average age of operational vehicles	18	16	19	19	19
Total number of projects	26	22	25	23	96
Total number of projects in design phase	13	9	13	12	47
Total number of projects in bid phase	3	5	3	2	13
Total number of projects in construction phase	7	8	7	8	30
Total number of projects completed	3	0	2	1	6
Number of work orders received	273	367	319	392	1,351
Number of work orders fulfilled	249	243	245	259	987
Recycled materials collected (tons)	2,354	3,298	2,090	3,418	11,160
Tonnage of MSW to Crapo Hill	6,489	7,781	7,200	6,622	28,092
Number of violations issued	2,813	2,012	2,078	1,787	8,690
Number of Clean and Liens done	2	1	0	2	5
Number of non-authorized bulky items removed	671	455	281	408	1,815
Number of dumping violations issued	9	7	1	0	17
Number of Housing Court Appeals	15	7	4	16	42
Reduced	4	4	4	9	21
Number of Appeals 40U	51	153	47	172	423
Reduced	19	48	16	60	143
Dismissed*	6	17	5	6	34
* Tickets may be reduced in Housing Court, but in the initial appeal process they are found "Not responsible" rather than dismissed.					

Annual Performance Measures					
PERFORMANCE MEASURE	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL	2022 ACTUAL	4 YEAR AVERAGAE
Average age of emergency vehicles	12	12	12	13	12
Average age of operational vehicles	14	14	14	19	15
Total number of projects	114	120	102	96	108
Total number of projects in design phase	42	48	36	47	43
Total number of projects in bid phase	17	15	18	13	16
Total number of projects in construction phase	22	21	19	30	23
Total number of projects completed	33	36	29	6	26
Number of work orders received	1,590	1,417	1,271	1,351	1,407
Number of work orders fulfilled	1,473	27,721	31,643	28,092	28,931
Recycled materials collected (tons)	13,074	11,539	13,130	11,160	12,226
Tonnage of MSW to Crapo Hill	28,267	27,721	31,643	28,092	28,931
Number of violations issued	8,264	9,319	9,354	8,690	8,907
Number of Clean and Liens done	1	2	20	5	7
Number of non-authorized bulky items removed	3,422	3,156	2,439	1,815	3,919
Number of dumping violations issued	22	36	20	17	24



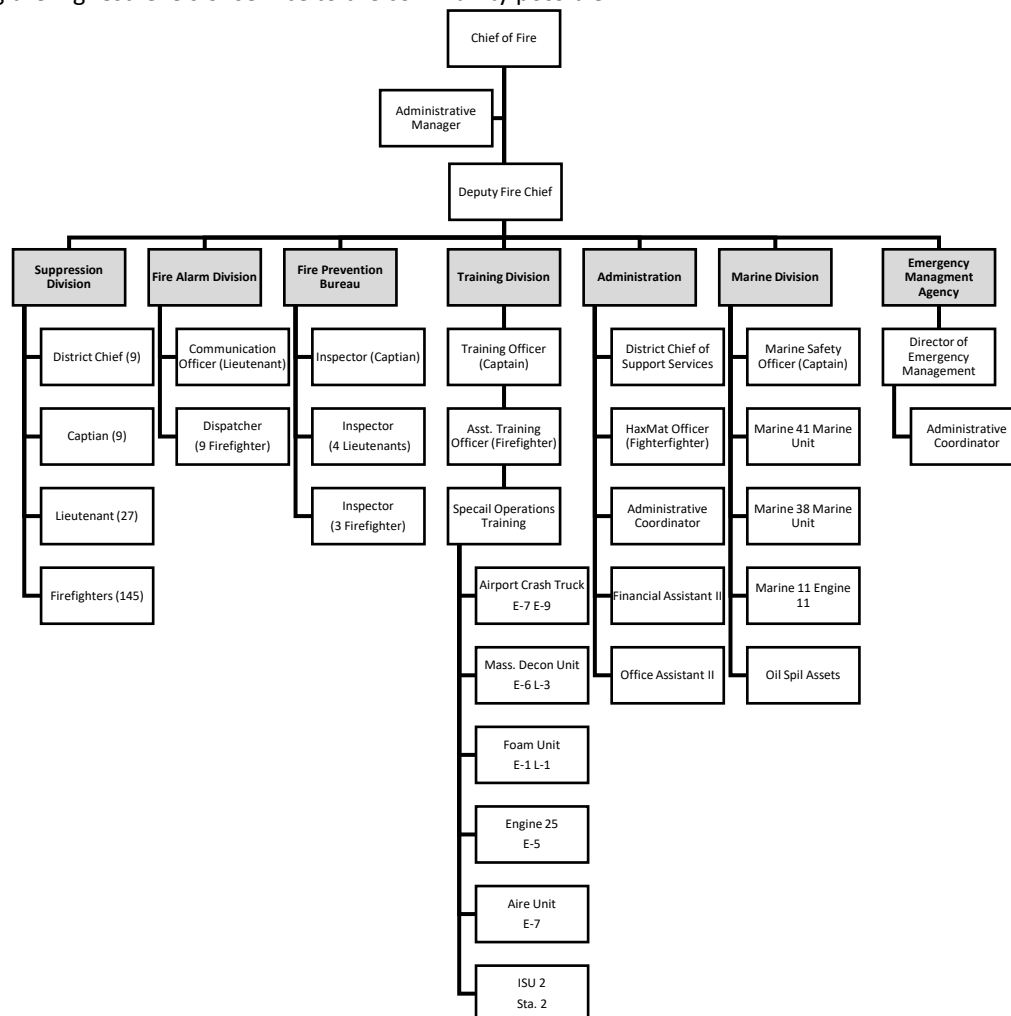
Scott Kruger, Chief of New Bedford Fire
 Main Fire Station
 868 Pleasant Street
 New Bedford, MA 02740
 (508) 991-6124

Description of Services

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 Emergency Management Agency Director, ten District Chiefs, twelve Captains, thirty-two Lieutenants, and one hundred and fifty-nine firefighters across six fire stations, six engine companies, three ladder companies and two NBFD boats. In addition to emergency response and management, the NBFD is responsible for the education and prevention of fire within the community as well as investigations, inspections, and the issuance of all NBFD permits.

Mission Statement

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.



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.

Emergency Management Agency 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 6 engine companies and 3 ladder companies across the city's 6 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 department's marine units, oil spill boom and equipment, and rapid response watercrafts; and the coordination of response efforts to oils spill in New Bedford waters.

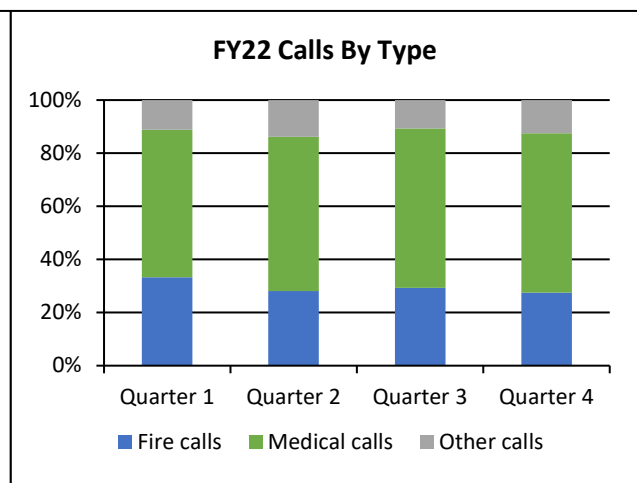
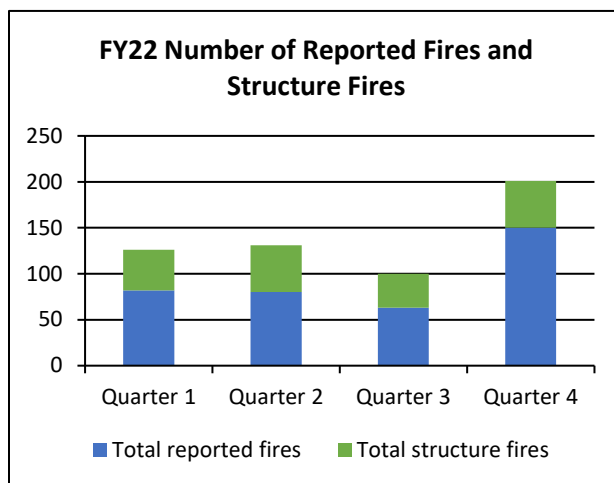
Training Division: The Nbfd consistently works to increase its standardization of best practices and policies to improve effectiveness and follow industry standards. The Training Division is responsible for the coordination and management of all annual department trainings that are mandated by national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

FY22 Strategic Goals			
FY22 Strategic Goals and Objectives		Status	Citywide Strategic Goal(s)
1	Continue to ensure the safety of New Bedford residents and businesses.	Ongoing	1, 4 and 5
	Meet or exceed national response time standards and identify efficiencies in daily and emergency response operations.	Ongoing	1 and 5
	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.	Ongoing	1 and 5
	In 2020, the NFPA revised Standard 1710, which relates to Fire Department response times. While the 6:20 minute arrival time listed in the strategic goals is consistent with the updated NFPA standard, the arrival time for a second due engine company has been reduced to 8:00 minutes.	Ongoing	5
2	Fire Department administration continues to work with the Police Department administration, and Personnel Director to finalize the merging and transition to all civilian dispatchers. It is hopeful this task may be accomplished by July 2022 (FY23).	Ongoing	5
3	The Fire Prevention Fee Schedule has been analyzed and will be updated to reflect current fee levels. There has not been a fee increase since 2016.	Ongoing	2
	Restructure the fee schedule, removing outdated fees while streamlining and adding fees for relevant modern-day services and permitting.	Ongoing	2

FY22 Quarterly Performance Measures					
PERFORMANCE MEASURE	QUARTER 1 (7/1-9/30)	QUARTER 2 (10/1-12/31)	QUARTER 3 (1/1-3/31)	QUARTER 4 (4/1-6/30)	TOTAL
Number of reported fires	82	80	63	150	330
Number of structure fires	44	51	37	51	183
Percentage of commercial and targeted hazard buildings inspected (%)	3.3	8.7	6.6	7.6	6.8 avg.
Number of fire inspections conducted	823	744	555	605	2,727
Percentage of calls processed in <2 minutes (%)	1.5	2.0	2.1	1.2	1.7 avg.
Percentage of incidents in which responders were dispatched within 2 minutes (%)	97	97.2	96.7	96.6	96.9 avg.
Percentage of incidents an Engine Company arrives on scene within 6:20 (National Standard 90%) (%)	80.9	81.0	80.4	83.2	81.4 avg.
Total number of fire calls/Percent of all calls (%)	978/33	874/28	747/29	756/28	3,355/30
Total number of medical calls/Percent of all calls (%)	1,633/56	1,811/58	1,528/60	1,645/60	6,617/58
Total number of other calls/Percent of all calls (%)	328/11	431/14	274/11	344/13	1,377/12
Number of (sworn in) Firefighters	201	200	210	207	205 avg.
Use of Sick Time (Avg. per Capita)	3.7	3.2	5.0	4.6	4.1 avg.
Use of Overtime (Avg. per Capita)	78 hrs. \$3,523	76 hrs. \$3,681	52 hrs. \$2,460	54 hrs. \$2,581	65 avg. \$3,062 avg.
Use of Injured on Duty (Total number hours annually)	6,588	6,123	5,675	4,137	5,631 avg. 22,523 total
Percentage of Overtime expense for unscheduled time off (%)	25.7	26.4	31.4	37.5	27.8

Annual Performance Measures					
PERFORMANCE MEASURE	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL	2022 ACTUAL	4 YEAR AVERAGE
Number of reported fires	456	392	431	330	402
Number of structure fires	199	202	223	183	202
Percentage of commercial and targeted hazard buildings inspected (%)	7.0	4.0	4.0	6.6	5.4
Number of fire inspections conducted	4,044	2,717	301	2,727	2,447
Percentage of calls processed in <2 minutes (%)	1.4*	1.13*	1.02*	1.7	1.3
Percentage of incidents in which responders were dispatched within 2 minutes (%)	99	98	99	96.9	98.2
Percentage of incidents an Engine Company arrives on scene within 6:20 (National Standard 90%) (%)	82.7	82.5	72	81.4	79.7
Total number of fire calls/Average percent of all calls (%)	2,804/21	2,490/24	2,986/30	3,355/30	2,909/26 avg.
Total number of medical calls/Average percent of all calls (%)	10,151/78	7,846/75	5,900/58	6,617/58	7,629/67 avg.
Total number of other calls/Average percent of all calls (%)	117/1	135/1	1,245/13	1,377/12	719/7 avg.
Number of (sworn in) Firefighters	202	208	201	205	204
Use of Sick Time (Avg. per Capita)	2.7	1.5	2.0	4.1	2.6
Use of Overtime (Avg. per Capita)	1,105	1,913	1,225	3,062	1,826
Use of Injured on Duty (Total number hours annually)	15,413	16,886	25,463	22,523	20,071
Percentage of Overtime expense for unscheduled time off (%)	N/A**	N/A**	N/A**	28**	-

* Data has been revised to reflect percentage conversion.
 ** Data collection procedure was revised for FY22. Previous years are no longer reported to reflect procedural change.



Damon Chaplin, Director of Public Health
 1213 Purchase Street
 New Bedford, MA 02740
 (508) 991-6199

Description of Services

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 an Assistant Director and a mix of locally and grant funded staff that provides public health services for the City of New Bedford.

Mission Statement

Improve the quantity and quality of life for all who live, work, and play in the city, particularly our most vulnerable populations, by promoting healthy behaviors among New Bedford youth, elderly and community residents and protecting the City’s natural resources to ensure a safe and healthy environment for future generations to enjoy.



Program Descriptions

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

Environmental Health: The Environmental Health division provides inspections, compliance, and enforcement of Public Health codes, regulations, and ordinances related to food retail/service, housing sanitation, and environmental health in accordance with relevant Public Health codes, Board of Health regulations, and City ordinances and provides consultation and education to citizens, businesses, and federal/state/local governmental agencies (e.g., MDPH, EPA). The Health Department’s eight union sanitarian/code enforcement inspectors and three 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.

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.

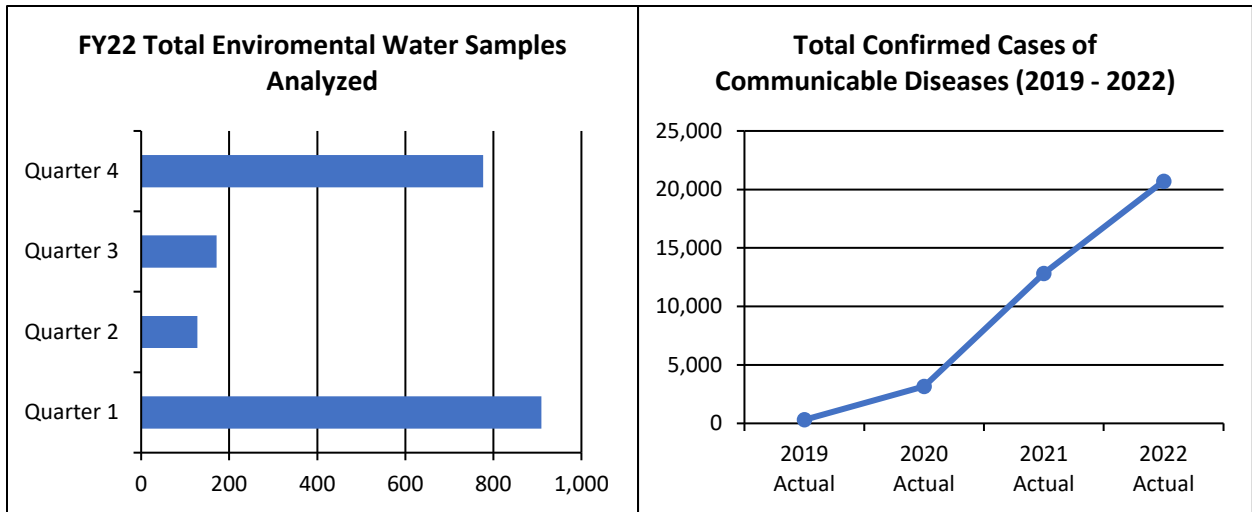
FY22 Strategic Goals			
FY22 Strategic Goals and Objectives		Status	Citywide Strategic Goal(s)
1	Attain Public Health Accreditation Board National Accreditation.	In process	5
	Establish an Accreditation Committee.	Complete	5
	Create Accreditation Working Groups.	Complete	5
	Create Accreditation Strategic Work Plan.	Ongoing	5
2	Reduce the number of opioid related deaths in New Bedford.	Ongoing	4 and 5
	Implement recommendations from the Greater New Bedford Opioid Task Force Strategic Plan.	Ongoing	4 and 5
3	Enhance Health Department data surveillance capabilities.	Ongoing	5
	Create a data collection system and review system recommendations.	In process	5
4	Provide High quality local and regional waterfront lab resources and services.	Ongoing	5
5	Manage and monitor infectious and communicable disease outbreaks and pandemics.	Ongoing	5
6	Ensure compliance with all permitting, rules and regulations for retail tobacco establishments.	Ongoing	2 and 5

FY22 Quarterly Performance Measures					
PERFORMANCE MEASURE	QUARTER 1 (7/1-9/30)	QUARTER 2 (10/1-12/31)	QUARTER 3 (1/1-3/31)	QUARTER 4 (4/1-6/30)	TOTAL
Total Environmental water samples analyzed	909	128	171	777	1,985
Number of trainings completed through FR-CARA	252	223	425*	272*	1,172
Number of Narcan Kits distributed	252	223	425*	272*	1,172
Number of Opioid related deaths	9	11	12	15	47
Total Confirmed Cases of Communicable Diseases	2,667 [2,624 are COVID]	6,859 [6,763 are COVID]	2,454 [2,027 are COVID]	2,454 [2,027 are COVID]	20,707 [20,063 are COVID]
Number of Covid-19 vaccines received/Percentage distributed in 10 days (%)	240 /80	3,070/90	1,700/50	300/15	5,310/60
Percentage of Tobacco Compliance Checks (145 total) (%)	N/A**	N/A**	N/A**	85	85
Number of monetary penalties levied on retail tobacco establishments	N/A**	N/A**	N/A**	16	16
* Individuals only qualify for Narcan Kits through completion of the training program.					
** All compliance checks occur during Quarter 4 of the fiscal year.					

FY22 Performance Measures		
PERFORMANCE MEASURE	ANTICIPATED COMPLETION DATE	COMPLETION DATE
Establish an Accreditation Committee	08/01/2021	01/2022
Create Accreditation Working Groups	10/01/2021	07/2022
Create Accreditation Strategic Work Plan	01/01/2022	Ongoing
Train staff on new MIS program replacing View Permit	12/31/2021	New system not implemented*
Create new license tracking system	03/31/2021	In progress
Work with the New Bedford Planning department to modify and update Board of Health Ward Reports	03/31/2021	In progress
*New OpenGov system to launch November 2022		

Annual Performance Measures					
PERFORMANCE MEASURE	2019 Actual	2020 Actual	2021 Actual	2022 Actual	4 YEAR AVERAGE
Total Environmental water samples analyzed	2,564	2,363	1,717	1,985	2,157
Number of trainings completed through FR-CARA	N/A*	N/A*	522	1,172	-
Number of Narcan Kits distributed	N/A*	N/A*	522	1,172	-
Number of Opioid related deaths	50	45	42	47	46
Total Confirmed Cases of Communicable Diseases	305	3,166	12,809	20,707 (20,063 Covid)	-
Number of Covid-19 vaccines received/Percentage distributed in 10 days	N/A*	N/A*	N/A*	5,310/60	-
Percentage of Tobacco Compliance Checks (145 total) (%)	100	100	100	85	96
Number of monetary penalties levied on retail tobacco establishments	3	19	16	16	14

*New metric – no historic data available.



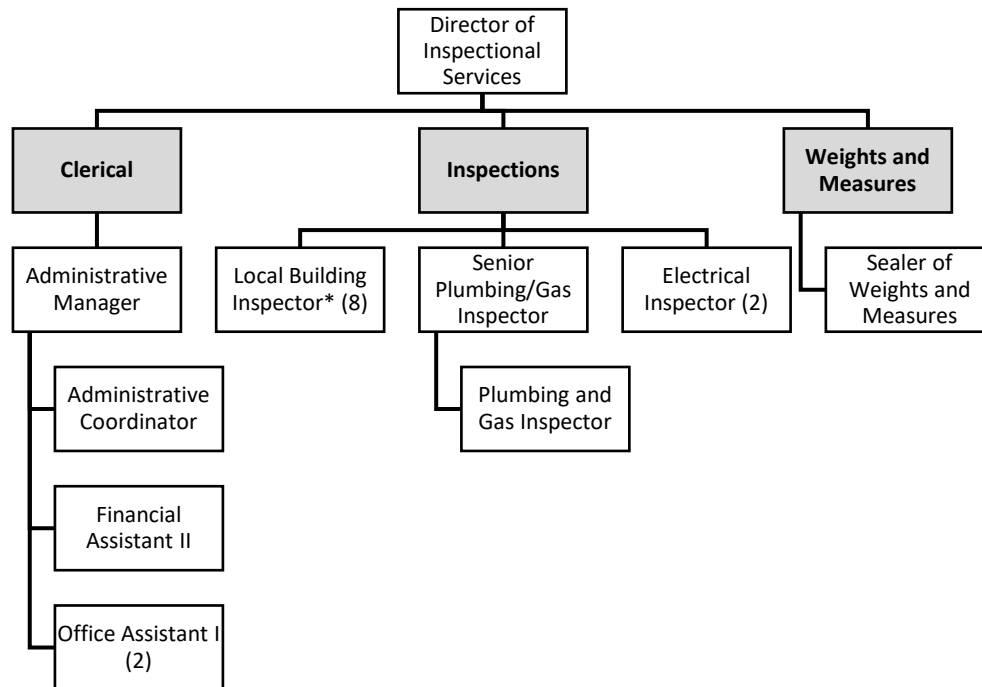
Danny D. Romanowicz, Director of Inspectional Services
 133 William Street, Room 308
 New Bedford, MA 02740
 (508) 979-1540

Description of Services

The Department enforces all provisions of State and local building, plumbing, gas, and electrical codes, and enforces local zoning regulations and ordinances. The Department is led by a Director/Commissioner and is comprised of four (4) divisions: (1) Clerical, (2) Compliance, (3) Inspections and (4) Weights and Measures. Currently, a staff of 16 employees reviews permit applications and issues permits for construction, reconstruction, alteration, repair, demolition, change of use, change of tenant, signs, outdoor cafés, among others; issues certificates of inspection and certificates of occupancy; oversees the maintenance of all buildings and structures; conducts annual or biennial 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; and responds to Massachusetts Public Records Law requests, among other things.

Mission Statement

Promote the health, safety, and welfare of the citizens of the City of New Bedford (“City”) by enforcing State and 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 of 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, have them tested, adjusted, sealed or condemned by the Sealer of Weights and Measures in accordance with the provisions of per Massachusetts General Laws, Chapter 98, Section 41.



* Includes two positions funded through the Vacant Building Revolving Fund

Program Descriptions

Administration: The Clerical Division, comprised of five (5) staff members, is responsible for issuing all permits, Certificates of Inspection and Certificates of Occupancy; maintaining accurate records of all processed permits and certificates; and meeting the Department's daily operational needs by coordinating with other municipal departments, as appropriate. The staff also facilitates scheduling requests and responds to all constituent matters including all written correspondence between the Department, residents, and business owners.

Compliance: The Compliance Division, comprised of the Director of Inspectional Services, a Local Building Inspector, and the Administrative Manager, assists the public with all zoning and permitting matters, including researching and responding to all zoning, building, and subdivision-related questions. In addition, this division is responsible for the preparation of letters needed for matters involving the Zoning Board of Appeals, the Planning Board and the City Council.

Inspections: The Inspections Division, comprised of six (6) Local Building Inspectors, two (2) Electrical Inspectors, and one (1) Plumbing/Gas Inspector, conducts inspections for all permits and certificates of inspection; researches codes; reviews plans; approves/rejects permits; and responds to questions and/or complaints taken by telephone, by electronic mail, or in person at the office, the latter of which are then recorded as "Special Investigations."

Weights and Measures: The Weights and Measures Division, comprised of one (1) Sealer of Weights and Measures ("Sealer"), 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 in accordance with the provisions of Massachusetts General Laws Chapter 98, Section 41.

FY22 Strategic Goals			
FY22 Strategic Goals and Objectives		Status	Citywide Strategic Goal(s)
1	Improve the visual landscape of the City.	Ongoing	5
	Continue to enforce the City’s sign ordinance.	Ongoing	5
	Implement the newly approved Outdoor Café Ordinance.	Complete	5
	Work with Housing and Community Development to remove blight by identifying key properties for selective demolition.	Ongoing	5
	Finalize and implement new ordinance governing clothing donation boxes.	Ongoing	5
	Issue nuisance violations for egregious unmaintained property violations.	Ongoing	5
2	Improve the safety and attractiveness of the city’s buildings through enforcement of state and City codes and standards.	Ongoing	5
	Work with the Licensing Board to implement a new CI protocol for licensed establishments to ensure better compliance.	Ongoing	5
3	Foster an environment that invites building and development across the City of New Bedford by processing building, gas, electrical and plumbing applications for residential and commercial projects in a timely and efficient manner.	Ongoing	1 and 5
	Improve the efficiency of the permit issuing process.	Ongoing	1 and 5
	Continue ongoing efforts to digitize the department’s application and inspection processes.	Ongoing	1 and 5
	Ensure the widespread use of written (preferably email) communication between inspectors and customers to minimize misinterpretation of directives and the perception of arbitrariness and inconsistency.	Ongoing	1 and 5
4	Work with MIS to procure and implement a new “cloud-based” software package/operational platform to replace the City’s existing outdated online permitting/property tracking software program (ViewPermit/ViewInspect) which is no longer supported by its original software provider.	Ongoing	5

FY22 Quarterly Performance Measures					
PERFORMANCE MEASURE	QUARTER 1 (7/1-9/30)	QUARTER 2 (10/1-12/31)	QUARTER 3 (1/1-3/31)	QUARTER 4 (4/1-6/30)	TOTAL
Building Permits	987	845	714	1,040	3,586
Plumbing Permits	167	146	140	159	612
Gas Permits	141	166	148	155	610
Electrical Permits	359	375	385	376	1,495
Mechanical Sheet Metal Permits	23	23	22	19	87
Total number of permits issued	1,677	1,555	1,409	1,749	6,390
Certificates of Inspection	360	410	395	426	1,591
Total revenue generated (\$)	297,835	361,924	282,625	350,225	1,292,609
Number of Outdoor Café Licenses Issued	28	0	0	13	41
Number of nuisance violations issued	8	1	0	31	40
Number of nuisance violations paid in full	4	1	0	0	5
Number of nuisance violations appealed	4	0	0	13	17
Percent of nuisance violations reduced or rescinded on appeal (%)	0	0	0	0	0
Number/Percentage of applications submitted electronically (%)	1,203/ 69	1,199/ 75	1,125/ 77	1,333/ 76	4,860/ 74 avg.

Annual Performance Measures					
PERFORMANCE MEASURE	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL	2022 ACTUAL	4 YEAR AVERAGE
Building Permits	3,510	3,070	3,742	3,586	3,477
Plumbing Permits	871	798	704	612	746
Gas Permits	867	635	696	610	702
Electrical Permits	1,629	1,600	1,611	1,495	1,584
Mechanical Sheet Metal Permits	113	89	121	87	103
Total number of permits processed	6,990	6,192	6,874	6,390	6,612
Certificates of Inspection	1,774	1,294*	791*	1,591	1,363
Total Revenue Generated (\$)	1,341,353	1,221,443	1,344,631	1,292,609	1,300,009
Number of Outdoor Café Licenses issued	N/A**	31	36	41	-
Number of nuisance violations issued	N/A**	85	26	40	-
Number of nuisance violations paid in full	N/A**	8	4	5	-
Number of nuisance violations appealed	N/A**	44	8	17	-
Percent of nuisance violations reduced or rescinded on appeal (%)	N/A**	0	0	0	-
Number/Parentage of applications submitted Electronically (%)	N/A/45	N/A/54	5,288/76	4,860/74	-

* Residential and multi-family biennial inspections were suspended in early 2020 due to COVID-19 which explains the shortfall.

** New metric – Not historic data available.

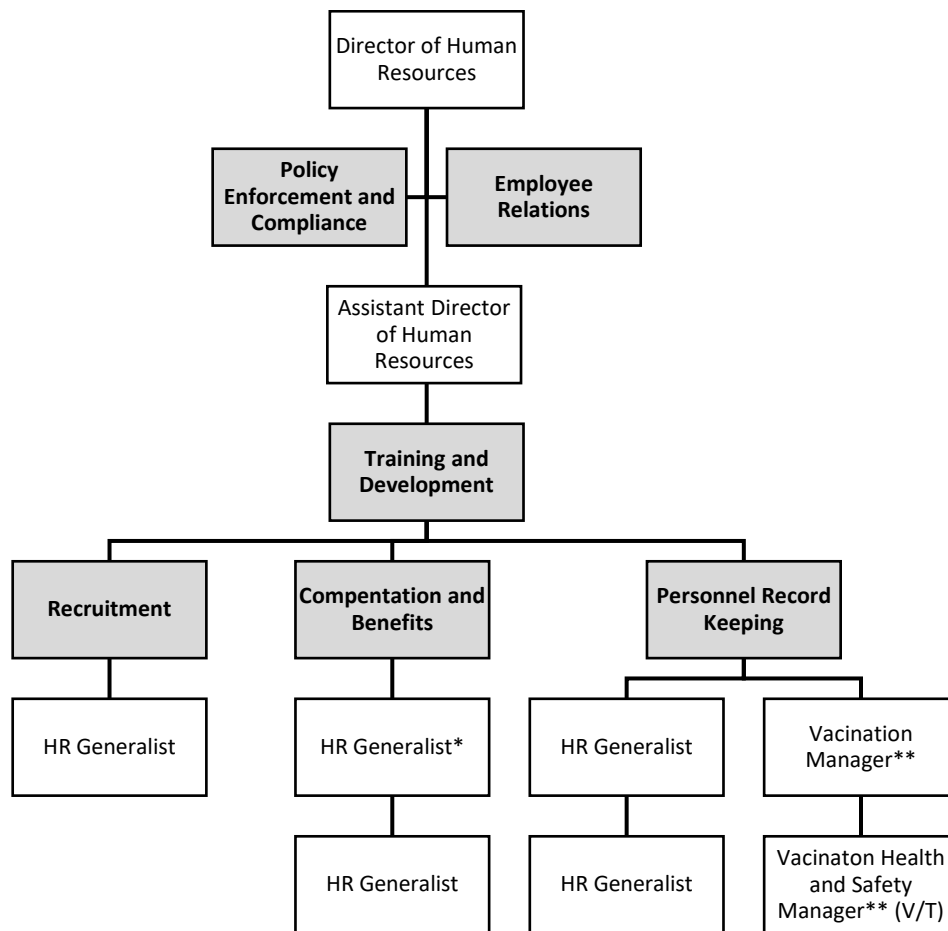
Judith A. Keating, Director of Human Resources
 133 William Street , Room 212
 New Bedford, MA 02740
 (508) 979-1444

Description of Services

The Labor Relations and 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.

Mission Statement

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.



* Position 75% funded through Medical Claims Trust

** Position funded through ARPA

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, wellbeing, 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.

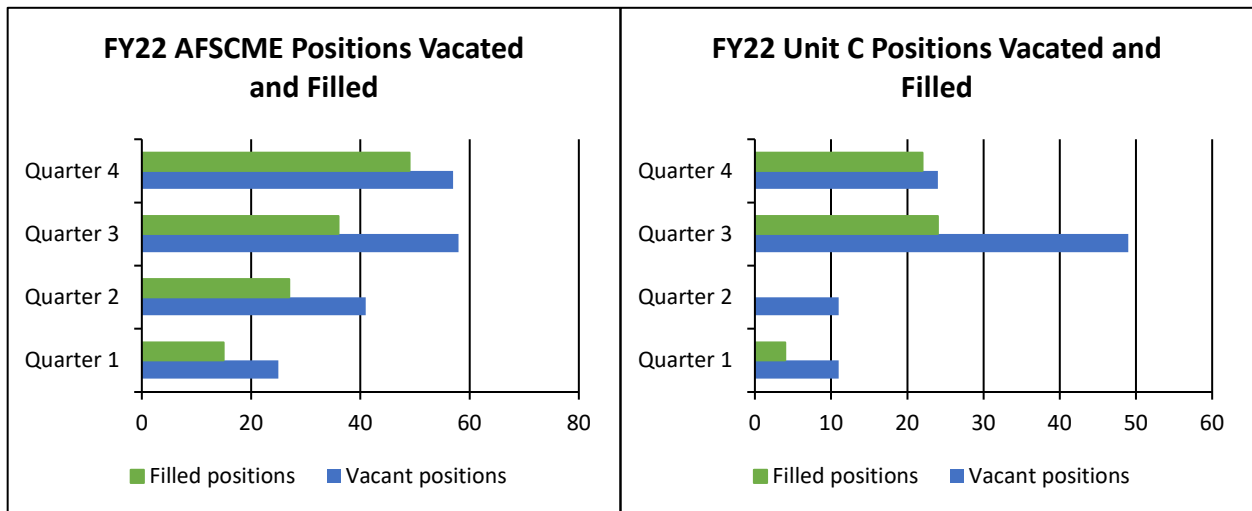
FY22 Strategic Goals			
FY22 Strategic Goals and Objectives		Status	Citywide Strategic Goal(s)
1	Recruit, hire and retain talented professionals.	Ongoing	5
2	Promote employee wellness programs to encourage participation and to educate and assist employees on constructive ways to be healthy and productive.	Ongoing	1 and 5
	Increase by 15% citywide employee participation in health and wellness programs.	Ongoing	5
3	Build a stronger, more productive and more resilient workforce and minimize vacancies enterprise wide by creating a Recruitment, Training & Retention Division to usher new employees through the employment process and facilitate mentorship needed to succeed in their position and the City.	Ongoing	5
	Conduct regular, ongoing management and leadership trainings for all department heads and supervisors of employees.	Ongoing	5
	Conduct orientations for all new employees and ensure their continued department training by their direct supervisors throughout their probationary period.	Ongoing	5
	Develop succession planning protocols for all departments.	Ongoing	5

FY22 Quarterly Performance Measures					
PERFORMANCE MEASURE	QUARTER 1 (7/1-9/30)	QUARTER 2 (10/1-12/31)	QUARTER 3 (1/1-3/31)	QUARTER 4 (4/1-6/30)	TOTAL
Wellness Education	0	110	0	0	110
City Steps Challenge	149	176	0	186	511
Fall Benefit and Wellness Fair	0	0	0	0	0
Health Assessment	0	0	0	138	138
Healthy Eating Workshop	0	0	0	0	0
Total number of participants	149	286	0	324	759
AFSCME					
Total number of vacant positions	25	41	58	57	57*
Total number of vacant positions in Grades 1–6	17	27	31	22	22*
Total number of vacant positions in Grades 7–12	8	14	27	35	35*
Total number of positions filled	15	27	36	49	127
Average position vacancy (months)	7	6	4	3	5
UNIT C					
Total number of vacant positions	11	11	49	24	24*
Total number of vacant positions in M-01 - M-11	8	8	27	17	17*
Total number of vacant positions in M-12 - M-22	3	3	22	7	7*
Total number of positions filled	4	0	24	22	50
Average position vacancy (months)	4	5	4	3	4

* Total not additive, reflects year-end final.

Annual Performance Measures					
PERFORMANCE MEASURE	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL	2022 ACTUAL	4 YEAR AVERAGE
Wellness Education	489	99*	417	110	279
City Steps Challenge	152	185*	457	511	326
Fall Benefit and Wellness Fair	81	98	0	0	45
Health Assessment	0	87	0	138	56
Healthy Eating Workshop	65	0*	0	0	16
Total number of participants	787	469*	874	759	722
AFSCME					
Year-end number of vacant positions**	45	44	49	57	49
Year-end number of vacant positions in Grades 1–6**	12	24	30	22	22
Year -end number of vacant positions in Grades 7 – 12**	33	20	19	35	27
Total number of positions filled	89	68	71	127	89
Average position vacancy (months)	3	3	6	5	4.25
UNIT C					
Year-end number of vacant positions**	12	10	27	24	18
Year-end number of vacant positions in M-01 - M-11**	8	7	19	17	13
Year-end number of vacant positions in M-12 - M-22**	3	3	8	7	5
Total number of positions filled	41	29	27	50	29
Average position vacancy (months)	5	4	10	4	6

* Depressed as a result of the COVID-19 pandemic.
 ** Historic data revised (2019, 2020 and 2021) for reporting purposes.



Olivia Melo, Library Director
 Main Library
 613 Pleasant Street
 New Bedford, MA 02740
 (508) 991-6275

Description of Services

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 the Director and eleven professional level Librarians; Senior Branch Manager with oversight of three Branch Managers; Head of Reference Librarian oversees the Information, Adult and Children’s Services Librarians; Head of Special Collections Librarian has oversight of archival material, and the Art Curator manages the Art. Support staff includes 15 full-time Library Assistants, 2 part-time Library Assistants and Van Driver.

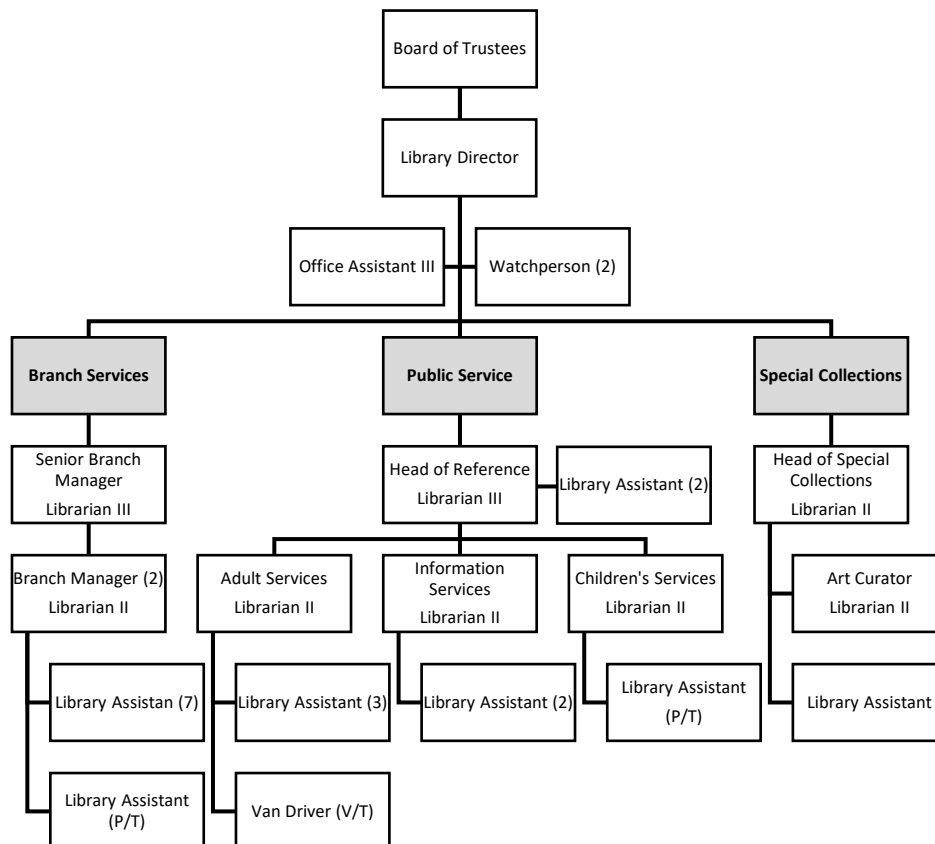
Mission Statement

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.

Vision: To be New Bedford’s primary place to go for materials, information and educational support for all ages, learn about each other in a safe and welcoming environment, preserve local history, art and special collections for increased access and build an engaged and connected community.

Strategic Priorities:

1. Stimulate imagination and discovery
2. Provide free and open access to information and technology
3. Build greater partnerships and community engagement
4. Focus on youth and families to support early literacy and student achievement
5. Literacy and reading



Program Descriptions

Branch Services: The New Bedford Free Public Library has a main library and four branches located throughout the city. Branches are staffed by professional librarians who assist patrons in accessing the library's collections and work with patrons to access information online, develop instructional programming for all ages, provide resources to meet their local community's educational and recreational needs, and more. Two of the branches strive to meet the cultural needs of the community by providing programming for adults and children that encourage literacy and education with special collections in Portuguese and Spanish. One of the branches has a collection on Chinese culture and another has a Jewish history collection. Programs include story time for children, teen programs, book clubs, writers' group, technology assistance for all ages and other activities. In addition, the bookmobile provides outreach service to residents and students throughout the community, particularly in areas where a branch is not located.

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

Special Collections: The Special Collections division preserves documents and makes available to the public historic collections for research, exhibition and educational use. These holdings include an archival collection of original documents, manuscripts, journals, photographs, cartographic materials, sound recordings, newspapers, etc.; some 800 volumes of rare printed books; a comprehensive genealogical collection of over 8,000 volumes; Cape Verdean church records; privately published genealogies of most of the major 19th century New Bedford families; Southeastern Massachusetts city and town histories; an art collection of close to 200 paintings and sculptures; an estimated 2,000 prints and drawings; and a small but growing collection of historic objects.

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

FY22 Strategic Goals			
	FY22 Strategic Goals and Objectives	Status	Citywide Strategic Goal(s)
1	Increase services to underserved populations by developing dynamic outreach and engagement programming.	Ongoing	1 and 5
	Work in collaboration with community partners to engage 1,000 children and families in literacy activities.	Ongoing	5
	Expand non-traditional library programming attendance by 35%.	Ongoing	5
	Promote the library as a resource for Portuguese and Spanish speakers by expanding participation in language specific programs by 30%.	Ongoing	1 and 5
2	Provide free and open access to information and technology to all of New Bedford's residents.	Ongoing	1 and 5
	Increase access to the internet and digital resources with upgraded hardware, high-speed bandwidth and technology supporting accessibility.	Ongoing	1 and 5
	Offer programs on digital and computer literacy training programs.	Ongoing	5
	Make available downloadable eBooks, audio and video to meet demand for digital content.	Ongoing	5
3	Purchase physical materials in a variety of topics and language to encourage usage and lifelong learning.	Ongoing	5
	Establish the library as the leading community center for youth and families to read, play and learn together.	Ongoing	3 and 5
	Support early literacy and school readiness by partnering with schools and existing early childhood organizations in literacy initiatives.	Ongoing	3
	Create interactive spaces and programs to allow for discovery, stimulate imagination and creativity for children, young adults and their families.	Ongoing	5
	Provide programming for young children and their parents/caregivers focusing on early literacy practices.	Ongoing	5

FY22 Quarterly Performance Measures					
PERFORMANCE MEASURE	QUARTER 1 (7/1-9/30)	QUARTER 2 (10/1-12/31)	QUARTER 3 (1/1-3/31)	QUARTER 4 (4/1-6/30)	TOTAL
Number of participants at outreach programs	1,041	0	0	0	1,041
Number of programs conducted in English/Number of participants	36/27	20/67	83/517	115/729	254/1,340
Number of programs conducted in Spanish/Number of participants	0/0	0/0	3/6	3/0	6/6
Number of programs conducted in Portuguese/Number of participants	0/0*	0/0*	0/0*	0/0*	0/0*
Number of Bookmobile stops/ Number of participants	32/142	41/118	20/85	22/110	115/455
Number of internet users system wide	2,622	2,464	2,585	2,757	10,428
Number of hours of internet service provided	1,335	1,300	1,395	1,645	5,675
Number of users utilizing online resources	4,600	4,687	1,813	2,187	13,287
Number of mobile app usage	1,867	2,023	2,028	1,867	7,785
Number of eBooks downloaded	8,048	6,980	7,309	7,378	29,715
Number of audio books downloaded	4,875	5,090	5,243	5,783	20,991
Number of physical items circulated	47,375	39,084	37,795	41,126	165,380
Number of Spanish and Portuguese items circulated	1,509	1,810	1,731	1,779	6,829
Number of outreach events participated in	0	0	0	5	5
Number of class field trips hosted/Number of students	9/103	4/50	6/55	8/123	27/331
Number of story time programs/ Number of participants	12/36	10/24	20/39	28/88	70/187
Number of school age programs/Number of participants	6/65	5/28	30/421	30/452	71/966
Number of teen programs/Number of participants	3/9	5/15	6/21	7/29	21/174
Number of Summer Reading programs/Number of participants	15/137	N/A	N/A	N/A	15/137

* Programs in Portuguese are not offered due to lack of attendance.

Annual Performance Measures					
PERFORMANCE MEASURE	2019 ACTUAL	2020 ACTUAL [^]	2021 ACTUAL ^{^^}	2022 ACTUAL	4 YEAR AVERAGE
Number of participants at outreach programs	1,933	684	1,966	1,041	1,406
Number of programs conducted in English/Number of participants	431/3,595	260/1,621	0/0	254/1,340	236/1,639
Number of programs conducted in Spanish/Number of participants	32/99	0/0*	0/0*	6/6	10/26
Number of programs conducted in Portuguese/Number of participants	79/434	13/83	0/0*	0/0*	23/129
Number of Bookmobile stops / Number of participants	N/A**	338/9,295	27/4	115/455	-
Number of internet users systemwide	31,657	19,969	2,021	10,428	16,019
Number of hours of internet service provided	22,267	13,535	613	5,675	10,523
Number of users utilizing online resources	5,147	59,697	9,740	13,287	21,968
Number of mobile app usage	N/A**	6,270	9,460	7,785	-
Number of eBooks downloaded	19,660	29,531	31,983	29,715	27,722
Number of audio books downloaded	11,174	16,926	17,475	20,991	16,642
Number of physical items circulated	321,953	171,071	104,366	165,380	190,693
Number of Spanish and Portuguese items circulated	8,578	8,005	5,715	6,829	7,282
Number of outreach events participated in	47	55	38	5	36
Number of class field trips hosted /Number of students	64/1,546	52/810	0	27/331	36/672
Number of story time programs/Number of participants	N/A**	137/812	40***	70/187	-
Number of school age programs/Number of participants	154/1,719	80/2,079	N/A	71/966	-
Number of teen programs/Number of participants	109/550	53/444	0	21/174	46/292
Number of Summer Reading programs/Number of participants	44/606	35/527	18/155	15/137	28/356
[^] FY 2020 metrics based on open access months of July 2019 – mid-March 2020 and remote access mid-March to June 2020. FY 2021 metrics based on remote access July 2020 – June 2021 with limited public access at two branch locations. ^{^^} Depressed data as a result of the COVID-19 pandemic. * Programs in Spanish and Portuguese are not offered due to lack of attendance. ** New metric – no historic data available. *** Story time programs are based on virtual presentation.					

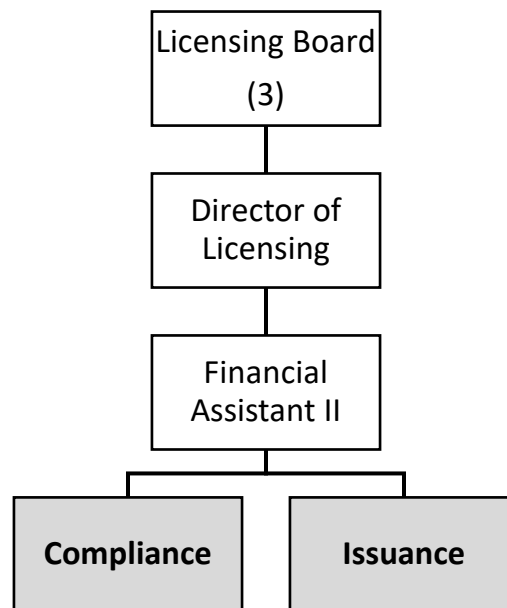
Nicholas Nanopoulos, Director of Licensing
 133 William Street, Room 206
 New Bedford, MA 02740
 (508) 979-1457

Description of Services

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

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.



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.

FY22 Strategic Goals			
FY22 Strategic Goals and Objectives		Status	Citywide Strategic Goal(s)
1	Provide technical and administrative support to the City of New Bedford's Licensing Board.	Ongoing	5
	Work to ensure that all liquor licenses are active or made active within twelve months of inactivity.	Ongoing	5
	Digitize the department's street listing/location cards which track every license issued by location: as well as continuing to update office techniques to certain office function.	Ongoing	5
2	Enforce non-renewal of licenses across all license types to ensure compliance with the City's Code of Ordinances.	Ongoing	2 and 5
	Collaborate with the City Treasurer's Office to ensure non-renewal of licenses for all licensees in default of their taxes.	Ongoing	2 and 5
	Collaborate with the Inspectional Services Department and the Fire Department to ensure non-renewal of business licenses for all licensees with expired Certificates of Inspection and 304 certificates.	Ongoing	5
3	Help to enforce compliance of the city litter ordinances through the licensing process.	Ongoing	5
4	Send letter to all licensees, highlighting their obligations regarding trash and litter, and enclose NBClean Brochure.	September mailing	5
5	Work with relevant departments to develop new licensing regime for recreational marijuana facilities	Ongoing	2 and 5

FY22 Quarterly Performance Measures					
PERFORMANCE MEASURE	QUARTER 1 (7/1-9/30)	QUARTER 2 (10/1-12/31)	QUARTER 3 (1/1-3/31)	QUARTER 4 (4/1-6/30)	TOTAL
Liquor Licenses	N/A	N/A	N/A	187	187
On-Premises (Active)	N/A	N/A	N/A	125	125
On-Premises (Inactive)	N/A	N/A	N/A	21	21
Off-Premises (Active)	N/A	N/A	N/A	39	39
Off-Premises (Inactive)	N/A	N/A	N/A	2	22
N/A – Data reported annually					

Annual Performance Measures					
PERFORMANCE MEASURE	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL	2022 ACTUAL	4 YEAR AVERAGE
Liquor Licenses	183	187	184	187	185
On-Premises (Active)	136	134	106	125	125
On-Premises (Inactive)	9	12	37	21	20
Off-Premises (Active)	38	41	40	39	40
Off-Premises (Inactive)	0	0	1	22	6

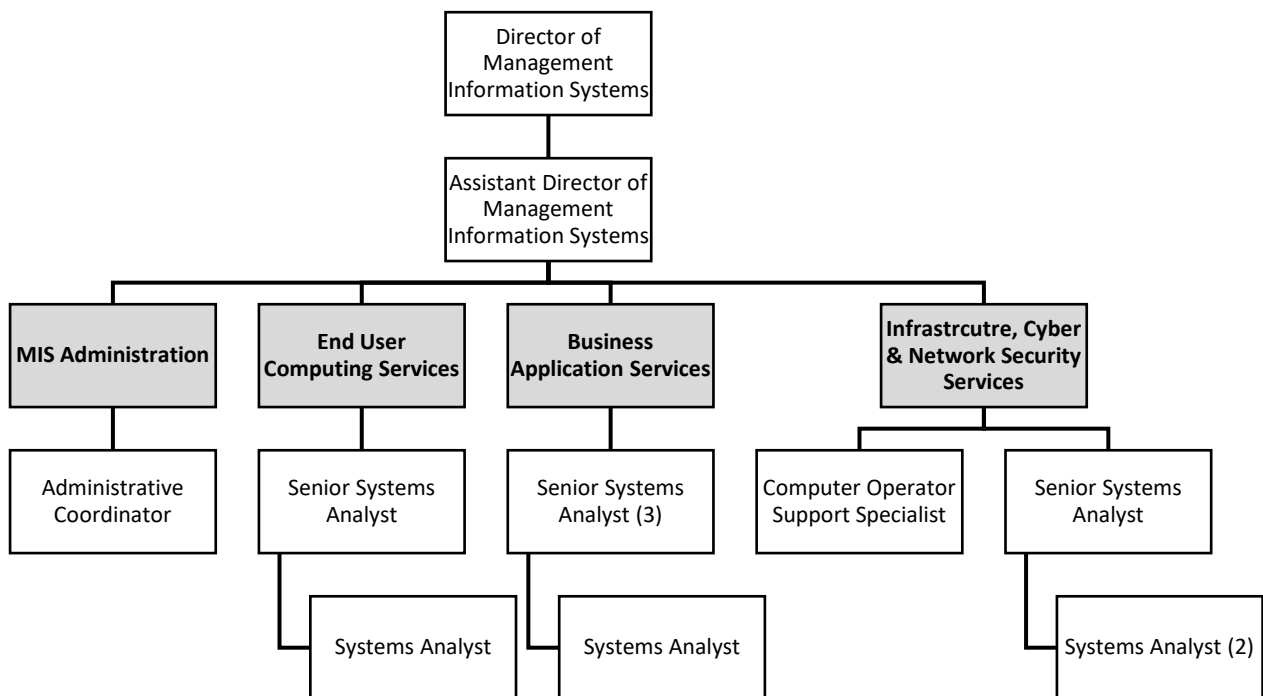
John Costa, Director of Management Information Systems
 133 William Street
 New Bedford, MA 02740
 (508) 991-6245

Description of Services

The City of New Bedford’s Management Information Systems (MIS) Department supports all core business needs through the development, use, and support of new technologies and information systems; identifies emerging technologies and trends to improve employee productivity and reduce operating costs; provides ongoing evaluation, recommendation, acquisition, installation, training and support for all computer-related needs and software used by the City. The primary responsibilities incorporate providing and maintaining the city’s complex data and communications network infrastructures, online services and presence, cloud environments, enterprise applications; and in ensuring the security of the City’s information and data processes.

Mission Statement

Management Information Systems 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.



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.

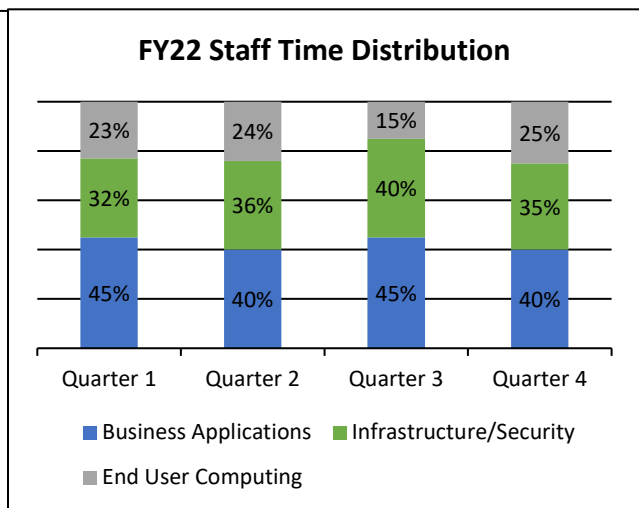
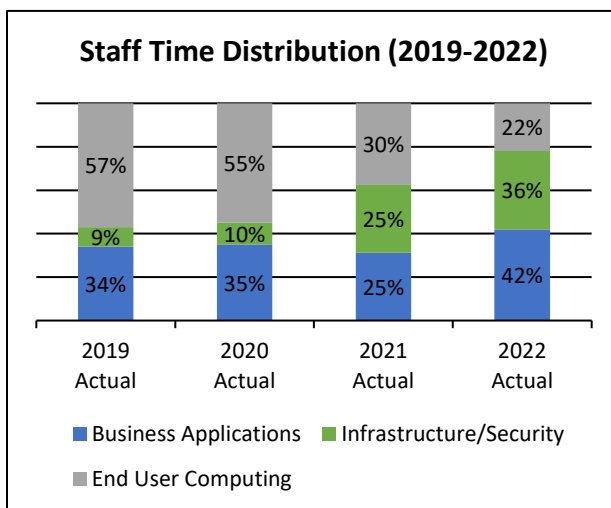
Infrastructure/Security: The city’s technological and virtual infrastructure and its security are maintained by the MIS Department, which includes the city’s firewall, network storage array, network upgrades, and the installation of the city’s wide area network and wireless capability.

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.

FY22 Strategic Goals			
FY22 Strategic Goals		Status	Citywide Strategic Goal(s)
1	Effectively implement and maintain the city's business applications and provide appropriate training and integration assistance to city departments.	Ongoing	5
2	Continue to provide timely end user support.	Ongoing	5
3	Provide management and oversight of the city's computer/technology replacement program.	Ongoing	5

FY22 Quarterly Performance Measures					
PERFORMANCE MEASURE	QUARTER 1 (7/1-9/30)	QUARTER 2 (10/1-12/31)	QUARTER 3 (1/1-3/31)	QUARTER 4 (4/1-6/30)	TOTAL
PROGRAM					
Business Applications	45%	40%	45%	40%	42%
Infrastructure/Security	32%	36%	40%	35%	36%
End User Computing	23%	24%	15%	25%	22%
REPLACEMENT PROGRAM					
New Computers	32	40	15	40	127
Refurbished Computers	0	0	0	0	0
Tough-books	0	0	0	0	0
Tablets	0	0	0	15	15
Printers	4	2	0	0	6
Scanners	7	7	0	0	14
AGE OF PC INVENTORY					
Number of Computers	984	990	990	990	990
Average Age (year)	2019	2019	2019	2019	2019

Annual Performance Measures					
PERFORMANCE MEASURE	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL	2022 ACTUAL	4 YEAR AVERAGE
PROGRAM					
Business Applications	34%	35%	25%	42%	34%
Infrastructure/Security	9%	10%	25%	36%	20%
End User Computing	57%	55%	30%	22%	41%
REPLACEMENT PROGRAM					
New Computers/Laptops	145	125	90	127	122
Refurbished Computers	30	30	0	0	15
Tough-books	10	10	20	0	10
Tablets	4	0	0	15	5
Printers	0	0	0	6	2
Scanners	145	125	90	14	94
AGE OF PC INVENTORY					
Number of Computers	782	851	851	990	869
Average Age (year)	2013	2016	2016	2019	2016



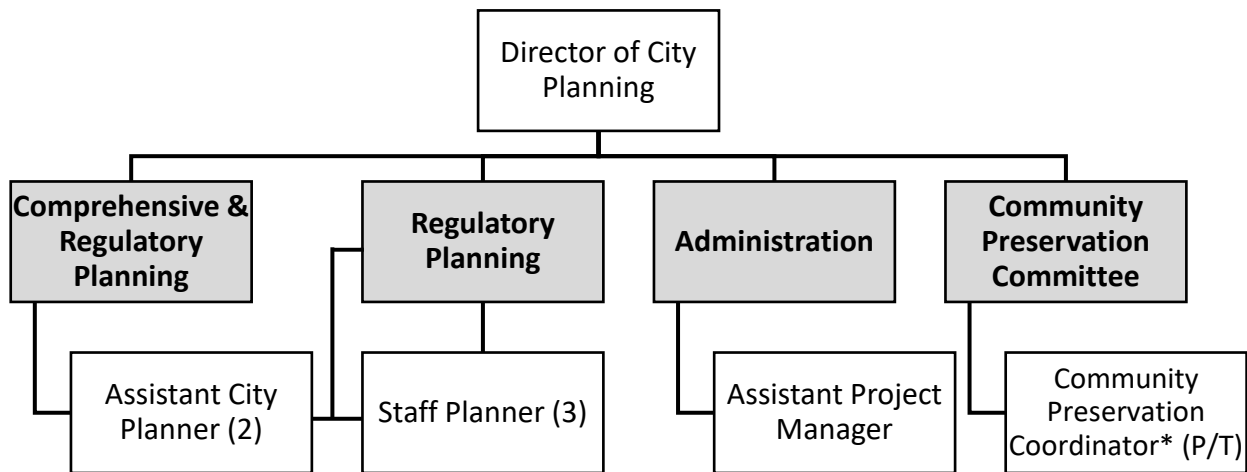
Jennifer Carloni, Director of City Planning
 133 William Street, Room 303
 New Bedford, MA 02740
 (508) 979-1488

Description of Services

The Planning Department generates a broad community vision through comprehensive and neighborhood planning initiatives; excellent design in our built environment through regulatory tools and development review; promotes a high-quality public realm that enhances civic life; and strives to create strong and vibrant neighborhoods through strategic investments and policies. The Department seeks funding for a wide range of planning initiatives in support of historic preservation, sustainability, smart growth, placemaking, infrastructure improvements and economic development. The Department also provides staff support to the Planning Board, Historical Commission, Zoning Board of Appeals (ZBA), the New Bedford Redevelopment Authority, the Community Preservation Committee, the City Council, and other city departments, boards and commissions as needed.

Mission Statement

The Department of City Planning is responsible for providing sound and unbiased planning practices and works to shape the future of New Bedford and ensure a high quality of life for city residents and a vibrant, attractive urban environment for businesses, workers and visitors.



*Position funded through CPA Budget.

Program Descriptions

Comprehensive Planning: DCP staff is tasked to manage and engage in several comprehensive planning studies, including the coordination of staff and project partners on the South Coast Rail project to locate two MBTA train platforms in the City. Other comprehensive plans and outreach include those related to multi-modal mobility, including ongoing planning for the blue lane; studies for potential development projects including waterfront redevelopment planning, golf course redevelopment planning, and brownfields planning; development of new policies, applications, and zoning ordinances; grant-writing for programs, projects and plans; and collaboration with various committees on collaborative interdepartmental initiatives.

Site Activation: DCP staff provides design, bid and build project management to City beautification projects including public art projects, lighting installations, signage projects and festival and event coordination.

Permitting Boards: The DCP is responsible for staff support to three (3) permitting boards: The Planning Board, the Zoning Board of Appeals, and the Historical Commission. Recognizing that the City's permitting process has historically been a lengthy one with unnecessary delays and increased expenses, DCP engages in continuous improvement for efficient and accessible permitting processes, including participation in permitting task force activities, creation of simple and up to date applications, flowcharts and guides, and expedited permitting practices.

Ordinance Revisions: In alignment with the strategic goal to "proactively amend and revise the *New Bedford Comprehensive Zoning Code* so as to reflect the city's master plan", the DCP is reviewing and revising six (6) sections of the zoning code for future adoption. These include revisions to the sign code, waterfront mixed use zoning to enable the waterfront urban renewal plan, modernization and additions to the table of uses, revision of site plan review procedures, the creation of two new 40C historic districts and form-based code character districts, as well as frequent changes initiated through City Council and Ordinance committee.

Planning Board Support: The Planning Board's role is to provide review and approval of 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 two Staff Planners provide technical assistance to the Planning Board.

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

Historic Preservation & Historical Commission Support: 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. The Historic Preservation Planner staffs the Historic Commission.

Fiscal Oversight Boards

Community Preservation Act (Community Preservation Committee) Support: Through the CPA act (MGL Ch. 44B) passed in 2000, the City of New Bedford allocates \$1.5M in leveraged funds each year to eligible projects seeking to restore and protect historic, recreational, and housing assets in the City for the public benefit. The Community Preservation Coordinator provides direct technical assistance to the CPA Board, develops meeting agendas and minutes, coordinates CPA plan development and coordinates the CPA application process.

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

FY22 Strategic Goals			
FY22 Strategic Goals and Objectives	Status	Citywide Strategic Goal(s)	
Proactively undertake broad planning activities in support of adopted strategies and tasks articulated in the city’s master plan, “New Bedford 2020” and to undertake activities in support of the strategies and tasks stated in the Regeneration Committee’s report “Uniting in Pursuit of Growth and Opportunity.”	Ongoing	2 and 5	
1	Initiate an updated Master Plan; identify funding, seek broad community input, ensure transparency, and commence drafting.	2022-2023	5
	Develop plans, assessments, and/or studies in FY 2022 that support overall city planning efforts including the development of neighborhood plans and other macro planning efforts.	Ongoing	5
	Undertake those short-term actions identified as being the responsibility of the Planning Office/Board within the master plan’s “Work Plan.”	Ongoing	5
	Integrate placemaking design into specific projects and area plans: Riverwalk (including AVX and Sawyer St. sites), South Rodney French Innovation Corridor, Purchase and Union Innovation District, Quest Center District, Urban Renewal areas, State Pier, East and West Beach, West Rodney French extension.	Ongoing	2 and 5
	Spearhead master planning effort for City-wide Mobility Plan, in order to develop prioritization and phasing strategy for new bicycle/pedestrian projects.	Ongoing	2 and 5
Proactively amend and revise the New Bedford Comprehensive Zoning Code so as to reflect the city’s master plan.	Ongoing	2 and 5	
2	Adopt new hybrid form-based ordinance language for the Downtown, Acushnet Avenue International Marketplace and surrounding proposed commuter rail stations providing enforceable design standards in these key commercial districts in support of preservation and restoration of the respective neighborhoods’ character and fabric.	2022-2023	2 and 5
	Identify ordinance revisions necessary to bring the code in line with the city’s master plan.	Ongoing	5
	Initiate site plan review procedures.	2022	5
	Develop a comprehensive Table of Uses.	2022-2023	5
Encourage community revitalization and promote economic opportunity for all segments of the population.	Ongoing	2	
3	Educate, stimulate and shepherd rehab, revitalization and economic development initiatives in a way that benefits all segments of the population through community outreach and public education, including the maintenance of topic-based webpages.	Ongoing	2
4	Expertly provide both administrative and technical assistance in support of the work of city boards and commissions.	Ongoing	1 and 5
	To ensure thorough and reliable plan review and inspection processes in an expedited administrative process whenever possible.	Ongoing	1 and 5
5	Highlight New Bedford’s unique cultural assets to residents and visitors, generating pride & economic activity.	Ongoing	2 and 5
	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.	Ongoing	5
	Activate and manage the Community Preservation Committee and its activities.	Ongoing	5
	Cultivate an ethic of excellence in public realm design and provide technical guidance to ensure high design standards are prioritized in City projects	Ongoing	2 and 5
	Achieve 40C Historic District designations for Mechanics Lane and Seventh Street	2021	5

FY22 Quarterly Performance Measures					
PERFORMANCE MEASURE	QUARTER 1 (7/1-9/30)	QUARTER 2 (10/1-12/31)	QUARTER 3 (1/1-3/31)	QUARTER 4 (4/1-6/30)	TOTAL
Number of plans initiated and/or completed	1	3	0	0	4
Number of public meetings held/outreach efforts made to ensure the public’s voice	13	14	14	15	56
Number of participants serving as stakeholders throughout process	59	83	156	113	417
Number of ordinance revisions originating with/ reviewed by the Department of City Planning	1	3	1	2	7
Number of neighborhood association and/or community meetings addressing planning and development projects attended by planning staff	13	12	16	17	58
Average number of days from submission of application to filing of board decision	41	49	43	40	43
Number of permit applications processed*	36	48	28	50	162
Number of permits issued*	28	30	27	30	115
Number of projects managed**	30	28	1	2	61
Value of grants applied for (\$)	0	50,000	25,000	675,000	750,000
Value of Grants Awarded (\$)	0	75,000	25,000	50,000	150,000
* Includes permits for all three permitting boards (planning, ZBA, Historical).					
** Includes comprehensive planning studies, SPA projects, and Site activation projects (planning, design, and construction projections).					

Annual Performance Measures					
PERFORMANCE MEASURE	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL	2022 ACTUAL	4 YEAR AVERAGE
Number of plans initiated and/or completed	4	4	11	4	6
Number of public meetings held/outreach efforts made to ensure the public’s voice	3	9	6	56	19
Number of participants serving as stakeholders throughout process	15	42	92	417	142
Number of ordinance revisions originating with/ reviewed by the Department of City Planning	1	2	3	7	3
Number of neighborhood association and/or community meetings addressing planning and development projects attended by planning staff	178	46	75	58	89
Average number of days from submission of application to filing of board decision	60	60	45	43	52
Number of permit applications processed	60	N/A**	85	162	-
Number of permits issued	N/A*	N/A**	87	115	-
Number of projects managed	N/A*	N/A**	15	61	-
Value of grants applied for (\$)	N/A*	N/A**	514,619	750,000	-
Value of grants awarded (\$)	N/A*	N/A**	466,619	150,000	-
* New metric – data unavailable.					
** Data unavailable.					

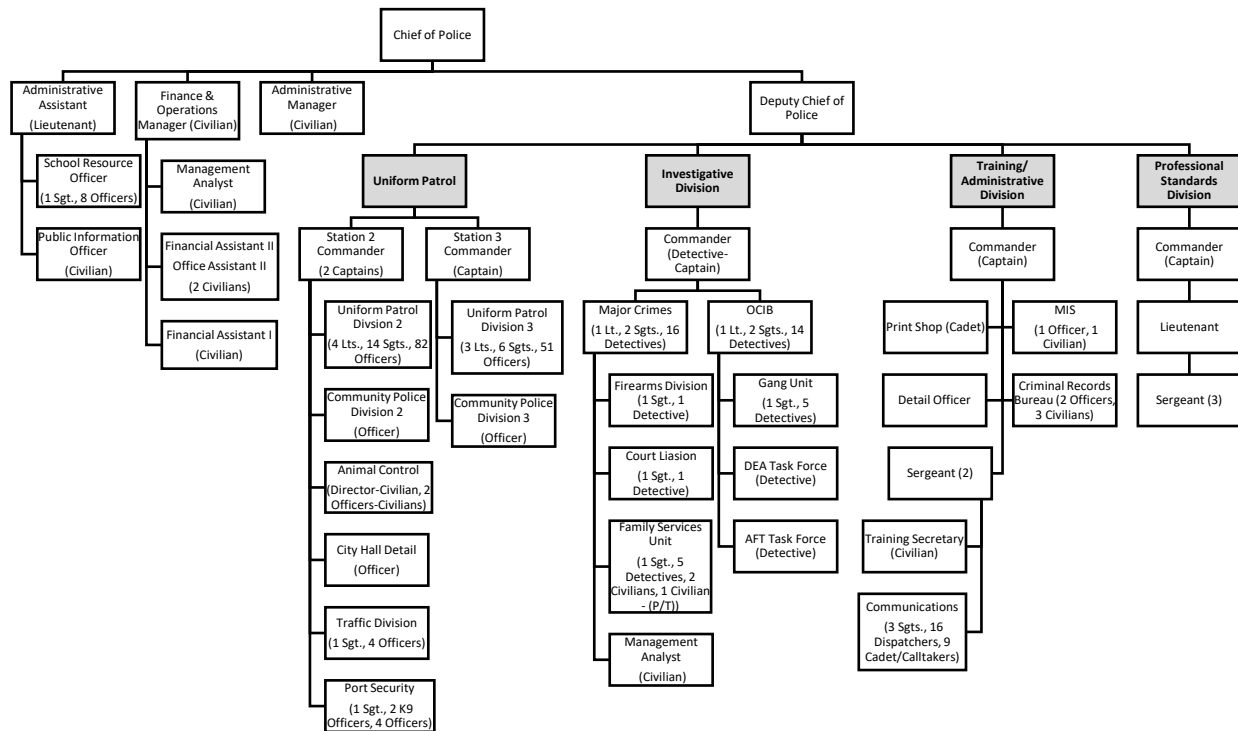
Paul Oliveira, Chief of Police
 Headquarters
 871 Rockdale Avenue
 New Bedford, MA 02740
 (508) 991-6300

Description of Services

The New Bedford Police Department(NBPD) 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.

Mission Statement

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.



Program Descriptions

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

FY22 Strategic Goals			
	Strategic Goals and Objectives	Status	Citywide Strategic Goal(s)
1	Change the perception of safety and reduce fear of crime in the City of New Bedford by developing collaborative relationships based on trust and respect with the community.	Ongoing	1, 4 and 5
	Continue to implement the principals 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.	Ongoing	1, 4, and 5
	Utilize the SARA (Scanning, Analysis, Response, Assessment) Model throughout the organization.	Ongoing	4 and 5
2	Incorporate into the daily operations of the New Bedford Police Department a culture of goal oriented, data driven and information sharing performance.	Ongoing	4 and 5
	Continue to implement the recommendations outlined in the Police Department's strategic planning exercise, including securing necessary funding for a renovated Evidence Room.	Ongoing	5
	Conduct regular, biweekly CompStat meetings with Division Commanders.	Ongoing	4 and 5
	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.	Ongoing	4 and 4
3	Continue to maintain peace and order through enforcement of all applicable laws and ordinances.	Ongoing	4 and 5
	Enforce the Problem Properties Ordinance and assess the cost of police action upon the problem property owner after 4 valid complaints within the preceding 12 months.	Ongoing	4 and 5
	Gather accurate and timely crime intelligence, establish patterns, and use data to drive Hot Spot deployment to targeted areas.	Ongoing	4 and 5
	Integrate the use of data and the employment of strategies and resources based on real-time data at the Commander level through daily crime reports so resources can be deployed on a consistent basis.	Ongoing	4 and 5
4	Reduce the rate of long term, systemic crime in the City of New Bedford.	Ongoing	4 and 5
	Implement phase 3 of the department's camera installation program, which includes an additional 44 cameras strategically installed in and around potential hot spot areas, as identified by crime data.	Ongoing	4 and 5
	Increase collaboration with existing support groups within the community aimed at increase awareness and education to prevent domestic violence.	Ongoing	4 and 5
5	Prepare the Department for certification from the Massachusetts Police Accreditation Commission (MPAC) by September 2022 and full accreditation by FY 2025.	New	5
	Execute and complete the self-assessment phase of the application process, including: reviewing and rewriting department policies, procedures, and regulations; completing waivers, compliance logs and related documentation; and organizing all department directives to fit the MPAC accreditation standards used in the certification process.	New	5
	Execute and complete the pre-assessment phase of the application process, including: arrange for mock assessment; verify with the Commission that the Department is ready for assessment; and recruit assessors.	New	5
	Begin onsite assessment by March 2022.	New	5

FY22 Quarterly Performance Measures					
PERFORMANCE MEASURE	QUARTER 1 (7/1-9/30)	QUARTER 2 (10/1-12/31)	QUARTER 3 (1/1-3/31)	QUARTER 4 (4/1-6/30)	TOTAL
Number of cases utilizing the SARA Model and Community Policing efforts to address crime or quality of life issues	69	75	41	130	315
Number of Directed Patrols	1,292	1,409	548	1,893	5,142
Number of Community Meetings	7	4	7	10	28
Number of crime incidents identified, and strategic plans of action implemented as a result of CompStat meetings	7	3	3	10	28
Number of impact players identified as a result of monthly intel meetings	0	0	0	0	0
Number of bi-weekly CompStat Meetings held	3	3	3	3	12
Number of regional law enforcement (police/non-police) partners who attend 50% of monthly intel meetings	0	0	0	0	0
Total number of reported calls	22,303	20,027	17,651	20,869	80,850
Number of citations issued	672	651	455	1,065	2,843
Number of arrests made	879	652	598	662	2,791
Number of accidents reported	1,361	1,008	899	912	4,180
Number of Field Interview Reports	76	36	38	47	197
Number of Traffic Stops	991	801	775	923	3,490
Number of Problem Property cost assessments	0	1	0	0	1
Murder and nonnegligent manslaughter (09A)	2	0	1	2	5
Rape (11A)	8	9	9	11	37
Robbery (120)	21	28	17	25	91
Aggravated Assault (13A)	123	91	79	121	414
Burglary (220)	51	67	46	61	225
Larceny-Theft (23A-H)	373	294	292	348	1,307
Motor Vehicle Theft (240)	55	55	45	69	222
Arson (200)	3	1	5	1	10
Average age of overdose victim(s)	42	42	39	39	41
Number of uses of Narcan	150	103	100	136	489
Number of drug overdoses	180	115	107	163	565
Number of drug related deaths	9	6	14	13	42
Number of team outreach visits	439	361	549	338	1,687
Number of referrals for service	237	126	193	93	549
Number of prevention education presentations	80	73	88	67	308
Number of violent crimes cleared through camera evidence	15	8	25	5	49
Number of domestic violence calls reported	996	878	860	944	3,678
Number of domestic violence calls assisted by night advocates	79	41	40	39	199
Number of restraining orders issued	32	32	28	27	119
Number of serial batterers identified	0	0	6	1	7
Number of referrals for service or programs	583	482	712	625	2,402

Annual Performance Measures					
PERFORMANCE MEASURE	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL	2022 ACTUAL	4 YEAR AVERAGE
Number of cases utilizing the SARA Model and Community Policing efforts to address crime or quality of life issues	8,467*	5,719*	512*	315	-
Number of Directed Patrols	7,258	10,330	7,686	5,142	7,604
Number of Community Meetings	98	54	8	28	47
Number of crime incidents identified, and strategic plans of action implemented as a result of CompStat meetings	61	45	44	28	45
Number of impact players identified as a result of monthly intel meetings	91	148	0**	0**	60
Number of bi-weekly CompStat Meetings held	24	25	20	12	20
Number of regional law enforcement (police/non-police) partners who attend 50% of monthly intel meetings	50	55	0**	0**	26
Total number of reported calls	90,212	84,068	80,336	80,850	83,867
Number of citations issued	7,435	5,604	3,824	2,843	4,927
Number of arrests made	3,910	3,504	2,955	2,791	3,290
Number of accidents reported	4,510	3,260	3,381	4,180	3,833
Number of Field Interview Reports	656	532	620	197	501
Number of Traffic Stops	9,322	7,970	5,533	3,490	6,579
Number of Problem Property cost assessments	N/A***	N/A***	N/A***	1	-
Murder and nonnegligent manslaughter (09A)	3	2	6	5	4
Rape (11A)	62	50	34	37	46
Robbery (120)	174	159	82	91	127
Aggravated Assault (13A)	434	383	379	414	403
Burglary (220)	478	346	271	225	330
Larceny-Theft (23A-H)	1,544	1,531	1,162	1,307	1,386
Motor Vehicle Theft (240)	169	177	173	222	185
Arson (200)	15	9	9	10	11
Average age of overdose victim(s)	39	39	44	41	41
Number of uses of Narcan	547	412	444	489	473
Number of drug overdoses	528	452	538	565	521
Number of drug related deaths	45	44	37	42	42
Number of team outreach visits	1,113	678	1,732	1,687	1,303
Number of referrals for service	26	305	475	549	339
Number of prevention education presentations	28	12	354	308	176
Number of violent crimes cleared through camera evidence	N/A***	N/A***	N/A***	49	-
Number of domestic violence calls reported	4,141	3,625	3,893	3,678	3,834
Number of domestic violence calls assisted by night advocates	192	618	352	199	340
Number of restraining orders issued	174	112	289	119	174
Number of serial batterers identified	9	7	2	7	6
Number of referrals for service or programs	133	1,064	2,277	2,402	1,469
* Beginning in FY21, the department made a change in data collection methodology which resulted in more accurate data being collected for SARA Model and Community Policing efforts.					
** Due to the on-going COVID-19 pandemic, we were unable to hold monthly intel meetings. These meetings will resume in FY23.					
*** New metric. Not historic data available.					

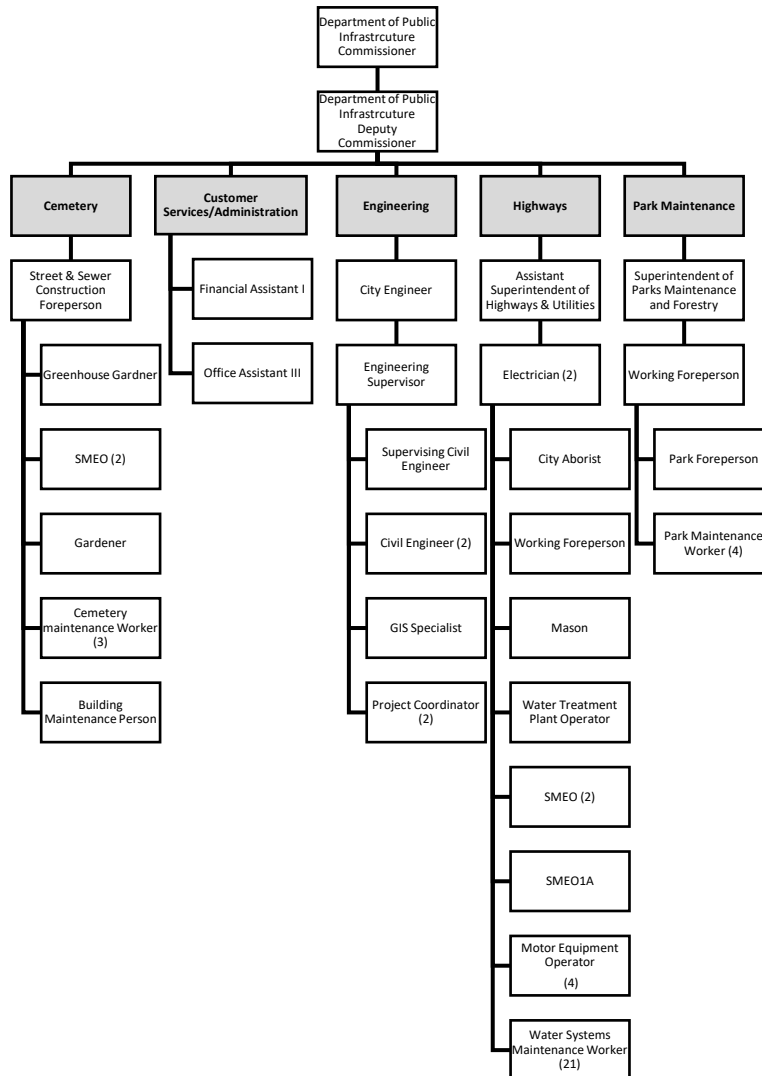
Jamie Ponte, Commissioner of Public Infrastructure
 1105 Shawmut Avenue
 New Bedford, MA 02746
 (508) 979-1550

Description of Services

The many components of the Department of Public Infrastructure(DPI) 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.

Mission Statement

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.



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 and construction oversight, collaborating with all city departments for any construction or redesign scope of work, review of all additions, new builds and subdivision plans being proposed. Engineering issues utility and sidewalk/driveway permits as well as signoff for all proposed work to be conducted within City Layout by private contractors and utility companies. DPI's construction/engineering division has an in-house survey team to aid the various road reconstruction and other municipal department's projects. Engineering division is responsible for the Real Estate records with updating Assessors maps, ownership logs and legal addresses. The IT & Asset Management division oversees our GIS mapping and performance workflow management programs.

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.

FY22 Strategic Goals			
	FY22 Strategic Goals and Objectives	Status	Citywide Strategic Goal(s)
1	Make the Department of Public Infrastructure easily accessible to residents of the City of New Bedford and promote a culture of collaboration between the Department and city residents.	Ongoing	1 and 5
	Provide residents of New Bedford with multiple reporting mechanisms from which to contact DPI and to respond to 90% of residential request within 5 business days.	Ongoing	1 and 5
2	To efficiently and effectively ensure the design, development and maintenance of the City of New Bedford's public infrastructure and beautification of city streets and their abutting green space.	Ongoing	5
	Repair and maintain all surface problems on public rights of way.	Ongoing	5
	Replace historic and regular street lights within 24 hours of notice.	Ongoing	5
	Design, plan and implement planting effort of trees, shrubs and flowerbeds in designated areas of the city. Continue with the goal of 200 trees planted per year.	Achieved and Exceeded	5
	Execute ongoing replacement of cobra head lamps with historic street lamps in strategic locations.	Ongoing	5
	Paint rusted cobra head lamps black (* only if Sheriff's crews can help).	Ongoing	5
	Continue to make and install historic street signs in strategic locations.	Ongoing	5
	Develop and follow an annual maintenance plan and schedule for JFK Boulevard (Route 18).	Ongoing	5
	Continue to improve select roadway medians to enhance vehicular and pedestrian safety (JFK Boulevard, West Rodney French, Rockdale Ave. south, Kempton St., Riverside Landing).	Ongoing	5
Develop a and execute a weed control plan for critical, high visibility areas.	Ongoing	5	
3	Modernize the city's snow removal capabilities and identify ways to more efficiently ensure the safety of New Bedford residents.	Ongoing	5
	Pre-treat the city's public rights-of-way in advance of all significant winter weather events to minimize the response time post event.	Ongoing	5
	Plow and treat public rights-of-way in a timely manner.	Ongoing	5
4	Maintain city parks and green spaces.	Ongoing	5
	In collaboration with the Parks, Recreation and Beaches Department, 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.	Ongoing	5
5	To provide Special Event services to the community in the most cost effective way possible.	Ongoing	2 and 5
	Provide labor and equipment to all events that request city services.	Ongoing	5
	Quantify the cost to the city per event for equipment and labor and recover 5%.	Ongoing	5
6	Continue to uphold the requirements of the City's MS4 Permit requirements and support the implementation of green infrastructure and Low Impact Development in projects	Ongoing	5
7	Support the Water and Wastewater divisions in the design, construction, management and implementation of capital infrastructure projects and operations and maintenance needs	Ongoing	2 and 5
8	Integrate best practices and technology for tracking, management and operations of the City's infrastructure assets	Ongoing	5

FY22 Quarterly Performance Measures					
PERFORMANCE MEASURE	QUARTER 1 (7/1-9/30)	QUARTER 2 (10/1-12/31)	QUARTER 3 (1/1-3/31)	QUARTER 4 (4/1-6/30)	TOTAL
Resident requests received	247	206	221	234	908
In person	3	0	4	5	12
By phone	72	60	66	67	265
Via See, Click, Fix	172	146	151	162	631
Email	0	0	0	0	0
Average response time (days)	1	1	1	1	1
Average completion time (days)	19	16	17	16	17
Potholes repaired	349	523	1,381	413	2,666
Trees planted	31	109	140	163	443
Trees trimmed	27	10	23	20	80
Trees Removed/Replaced	15 /0	100/10	31/29	11/21	157/60
Snow events in which streets were pre-treated	0	2	0	0	2
Yards of debris removed from public places	56	41	38	51	186
Total cost of labor and equipment for special events (\$)	39,870	13,281	24,122	33,958	111,232
Linear feet of bluestone repaired/replaced	0	18	0	0	18
Linear feet of Belgian pavers repaired/replaced*	75	0	0	0	75
Number of cobra head lamps replaced by historic street lamps	12	10	0	0	22
Number of Cobra lamps painted	28	10	0	35	73
Road mileage swept—annual Clean Sweep	0	1,080	0	763	1,843
Road mileage swept—weekly and biweekly main road sweeps	2,150	1,954	2,108	2,012	8,224
Number of maintenance events for JFK Blvd/Route 18	7	9	5	10	31
Number of weed prevention and control events citywide	3	3	2	6	14
Debris tonnage collected from sweeping	412	1,088	678	609	2,787
Green space acreage maintained (cemeteries and parks)	510	510	510	510	510
Number of green spaces beautified with flowers	1	1	159	160	321
Number of permits reviewed and approved	428	428	309	298	1,463
Average time to review and approve permits (minutes)	15	15	15	15	15
Number of special projects completed	1	1	0	1	3
ROADS (linear feet)					
Newly paved with Ch. 90 funds	0	1,500	0*	0	1,500
Newly paved with TIP funds	0	0	0*	0	0
Newly paved with CIP funds	850	0	0*	2,360	3,210
Road fully paved in conjunction with Eversource projects	0	2,900	0*	0	2,900
Newly paved with CDBG funds	0	0	0*	0	0
Fully paved within the City's operating budget	5,100	1,200	0*	0	6,300
Number of road medians improved	1	0	0*	0	1

* Roads: Quarter 3 = no work due to winter months.

Annual Performance Measures					
PERFORMANCE MEASURE	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL	2022 ACTUAL	4 YEAR AVERAGE
Resident requests received	806	723	702	908	785
In person	31	20	0	12	16
By phone	199	243	275	265	246
Via See, Click, Fix	562	460	427	631	520
Email	14	0	0	0	4
Average response time (in days)	4	1	1	1	2
Average completion time (in days)	72	18	18	17	31
Potholes repaired	10,142	6,064	4,961	2,666	5,958
Trees planted	678	168	262	443	388
Trees trimmed	218	197	206	80	175
Trees Removed/Replaced	N/A	N/A	N/A	167	-
Snow events in which streets were pre-treated	3	9	16	2	8
Yards of debris removed from public places	173	180	176	186	179
Total cost of labor and equipment for special events (\$)	67,256	46,041	8,194	111,232	58,181
Bluestone repaired/replaced (linear ft.)	448	220	315	18	250
Belgian pavers repaired/replaced (linear ft.)	0	0	0	75	19
Number of cobra head lamps replaced by historic street lamps	13	2	10	22	12
Number of Cobra lamps painted	10	189	46	73	80
Road mileage swept—annual Clean Sweep	1,817	1,367	1,967	1,843	1,749
Road mileage swept—weekly and biweekly main road sweeps	7,745	5,075	7,660	8,224	7,176
Number of maintenance events for JFK Blvd/Route 18	7	17	25	31	20
Number of weed prevention and control events citywide	3	18	8	14	11
Debris tonnage collected from sweeping	3,088	2,226	2,472	2,787	2,643
Green space acreage maintained (cemeteries and parks)	165*	510**	510***	510	424
Number of green spaces beautified with flowers	120	180	276	321	224
Number of permits reviewed and approved	1,169	1,116	1,020	1,463	1,192
Average time to review and approve permits (minutes)	15	120****	15	15	41
Number of special projects completed	0	4	0	3	2
ROADS (linear feet)					
Newly paved with Ch. 90 funds	5,673	6,950	2,500	1,500	4,156
Newly paved with TIP funds	2,090	11,160	4,200	0	4,363
Newly paved with CIP funds	8,722	5,715	6,330	3,210	5,994
Road fully paved in conjunction with Eversource projects	6,600	11,185	0	2,900	5,171
Newly paved with CDBG funds	854	0	0	0	214
Fully paved within the City's operating budget	537	800	5,750	6,300	3,347
Number of road medians improved	11	8	0	1	5
* Green space acreage maintained for exclusively cemeteries.					
** Beginning FY20, parks were added to the department's green space acreage maintained.					
*** FY21 figure revised as a result of a reporting error.					
**** Average time to review and approve permits increased as a result of the COVID-19 pandemic. Offices were closed to the public beginning Quarter 3 and permits needed to be dropped off for review/approval because in-person services could not be provided.					

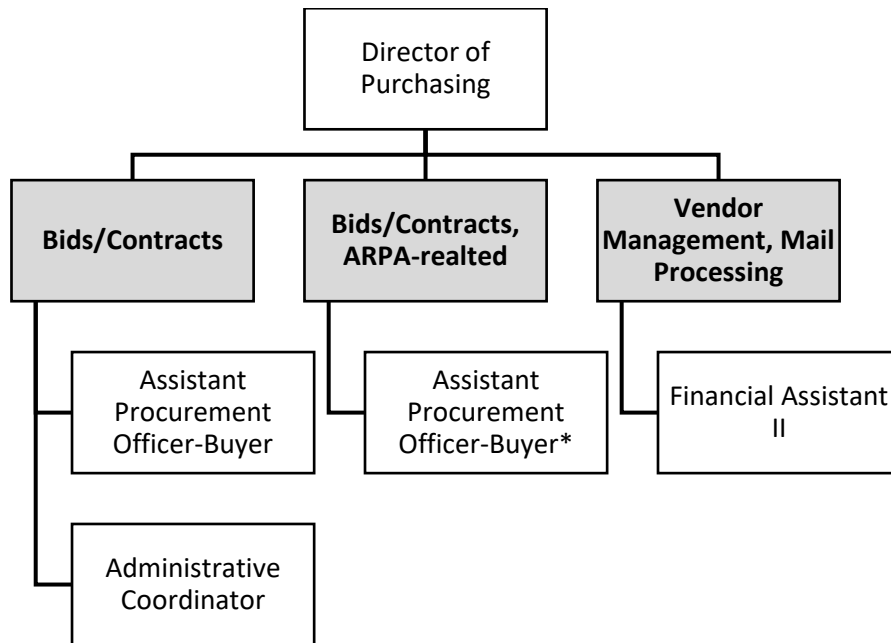
Molly Gilfeather, Director of Purchasing
 133 William Street, Room 208
 New Bedford, MA 02740
 (508) 979-1432

Description of Services

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.

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.



* Position funded through ARPA

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.

FY22 Strategic Goals			
FY22 Strategic Goals and Objectives		Status	Citywide Strategic Goal(s)
1	Meet the demands of the Capital Improvement Program by continuing to effectively execute the procurement process.	Ongoing	2 and 5
2	Provide phone operator support services, answering all incoming calls for the City, and process all outgoing City mail. The Department is seeking communication alternatives to provide the public alternate means of contact.	Ongoing	1 and 5
3	Promote environmental stewardship by preparing and implementing sustainable procurement policies.	Ongoing	1 and 5
	Procure vendor and bid management software which will allow for more process transparency and ease of access for vendors to bid on the City's available projects.	Ongoing	1 and 5
	Provide a paperless, electronic alternative to current bid submission practices.	Ongoing	1 and 5
	Procure electronic signature software which will allow vendors and City officials to sign contracts and documents without the use of paper.	Achieved	1 and 5
	Utilize electronic file sharing to eliminate two of the three paper copies of contracts the City currently keeps, drastically reducing paper waste and creating supply savings.	Achieved	5

FY22 Quarterly Performance Measures					
PERFORMANCE MEASURE	QUARTER 1 (7/1-9/30)	QUARTER 2 (10/1-12/31)	QUARTER 3 (1/1-3/31)	QUARTER 4 (4/1-6/30)	TOTAL
Purchase Orders issued	3,856	2,047	1,932	1,808	9,643
RFPs/IFBs issued	16	15	14	16	61
Contracts issued	26	23	25	75	149
Value of contracts (goods & services) (\$)	3,126,698	2,910,692	1,481,153	7,302,198	14,820,741
Value of contracts (Public Works & Building Construction) (\$)	619,951	1,041,532	802,693	11,694,279	14,158,455
Value of contracts (Mini) (\$)	0	0	0	0	0
Number of switchboard calls fielded	840	900	830	810	3,380
Pieces of mail processed	35,928	40,316	22,599	40,188	139,031
Number of paper pages not printed	13,640	10,496	4,200	18,312	46,648

Annual Performance Measures					
PERFORMANCE MEASURE	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL	2022 ACTUAL	4 YEAR AVERAGE
Purchase Orders issued*	8,229	8,328	5,752	9,643	7,988
RFPs/IFBs issued	72	48	53	61	59
Contracts issued	232	156**	108	149	186
Value of contracts (goods & services) (\$)**	21M	14M	13.3M	14.8M	15.8M
Value of contracts (Public Works & Building Construction) (\$)	13.3M	15.8M	10.3M	14.1M	13.4M
Value of contracts (Mini) (\$)	278,886	508,448	20,000	\$0	4.1M
Number of switchboard calls fielded	N/A****	7,000	6,900	3,380	4,320
Pieces of mail processed	170,184	158,058	138,639	139,031	151,478

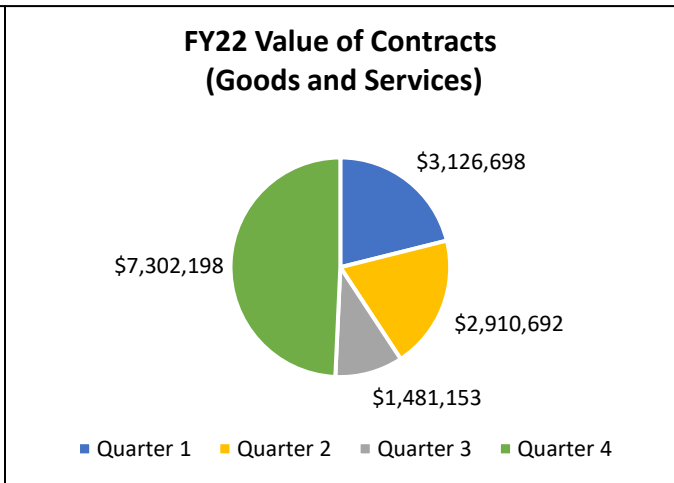
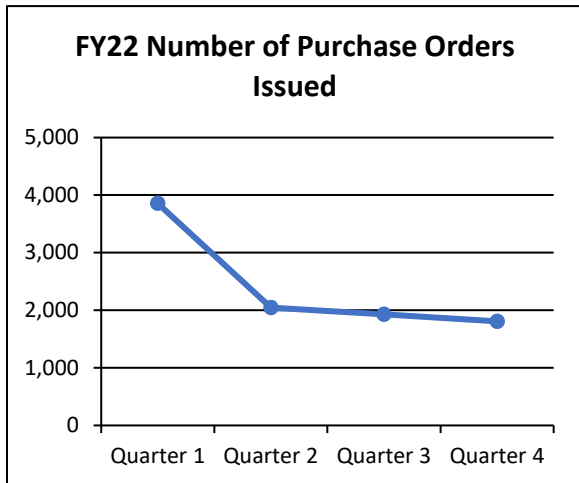
* Beginning in FY21, Purchasing increased the threshold for opening a purchasing order from \$5,000 to \$10,000 (in compliance with MGL Chapter 30B), which decreased the overall number of purchase orders opened as many invoices can now be paid without one. However, starting in FY22, a few departments began opening purchase orders for any purchase amount, which has now increased the volume.

** Beginning mid-FY20, Purchasing no longer required departments to issue “mini” contracts for services under \$50,000, in compliance with MGL Chapter 30B. The department previously required these contracts for many services regardless of amount, which accounts for the decrease in overall contracts issued.

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

****New Metric. No historic data available.

^ Anticipating increase in volume of RFPs, IFBs, and contracts issued starting in FY23 due to ARPA funds.



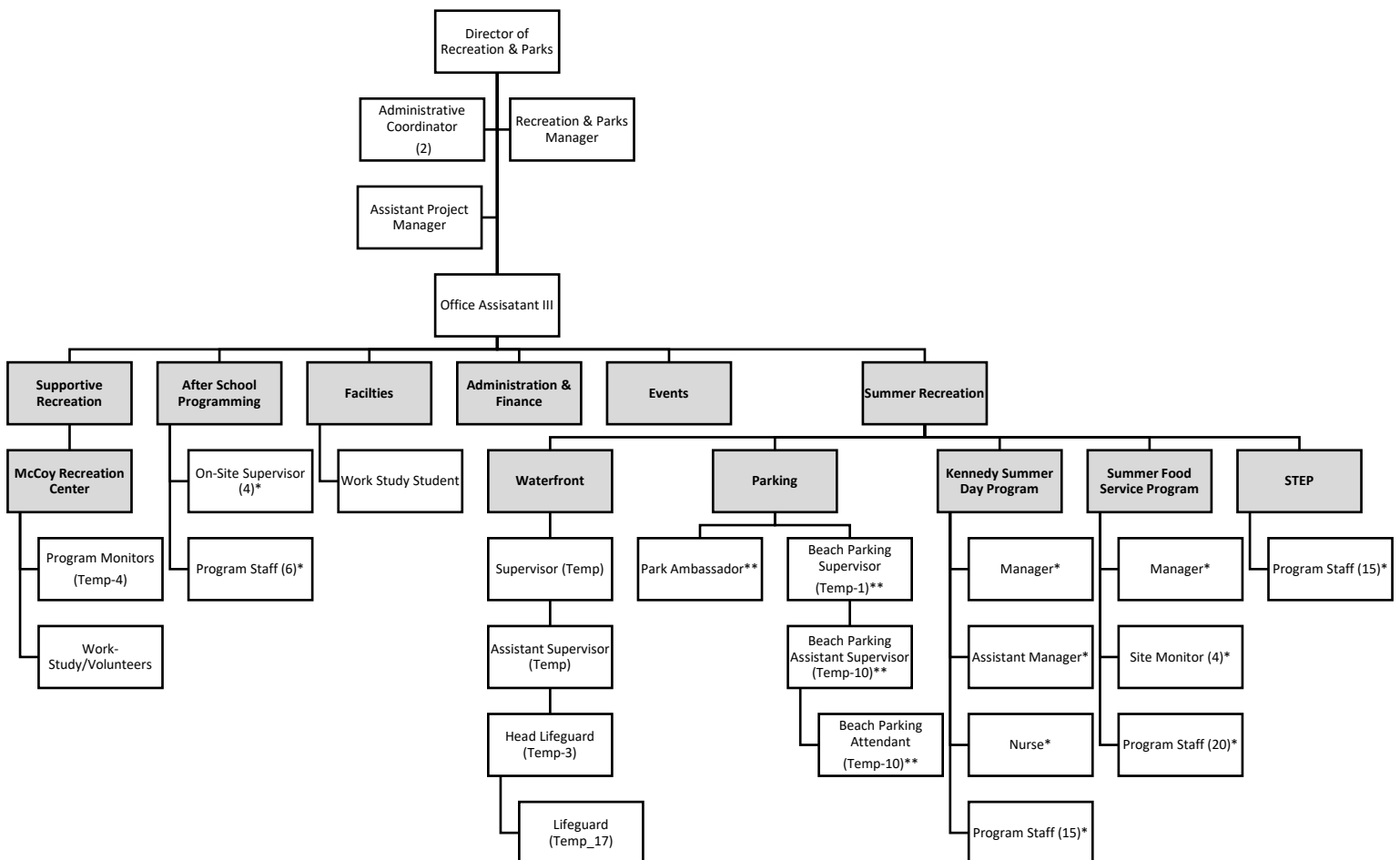
Mary S. Rapoza, Director of Recreation & Beaches
 181 Hillman St., Building 3
 New Bedford, MA 02740
 (508) 961-3015

Description of Services

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.

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.



* Signifies grant funded positions.

** Staff funded through the Fort Taber Revolving Fund

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, Groundwork South Coast, Greater New Bedford Youth Alliance, 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 in conjunction with other City departments, 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 Eats Program, the Seasonal Training and Employment Program (STEP), the Kennedy Summer Day Program at Fort Taber, Youth United and other fitness and recreational programs. The Department is also responsible for the management of 3.5 miles of beaches, 22 beach staff, beach parking and seasonal concessions.

Supportive Recreation: The Department of Parks Recreation & Beaches offers a variety of programming in the community for residents of all ages and economic means including out of school time programming at locations throughout the City 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.

FY22 Strategic Goals			
Strategic Goals and Objectives		Status	Citywide Strategic Goal(s)
1	Expand outdoor recreational and open space opportunities for all New Bedford residents.	Ongoing	5
	Implement multi-modal plan for the City with other City departments.	Ongoing	5
	Enhance and maintain the conditions of sports, recreational, and multi-use facilities for city residents.	Ongoing	5
	Improve and enhance the public's access to the waterfront.	Ongoing	5
	Assess and continue to address barriers to public participation and use of open space and recreational facilities.	Ongoing	5
2	Restore, maintain, and enhance the unique historical and cultural characteristics in New Bedford's open spaces.	Ongoing	5
	Preserve, restore, and maintain cultural and historical assets in city parks and open spaces.	Ongoing	5
	Celebrate, educate, and acknowledge historical and cultural assets in parks and open spaces.	Ongoing	5
3	Enhance and protect natural resources throughout New Bedford.	Ongoing	5
	Implement green infrastructure implementation strategy.	Ongoing	5
	Restore threatened and degraded natural resources in New Bedford.	Ongoing	5
	Expand environmental education programs in parks.	Ongoing	5
	Protect and create native habitats and natural wildlife refuges within the City.	Ongoing	5
4	Initiate implementation and funding mechanisms to support open space & recreation needs.	Ongoing	5
	Identify funding opportunities through the implementation of user fees, grants, sponsorships, etc.	Ongoing	5
	Identify opportunities for public/private collaborations to support implementation of OSRP.	Ongoing	5

FY22 Quarterly Performance Measures					
PERFORMANCE MEASURE	QUARTER 1 (7/1-9/30)	QUARTER 2 (10/1-12/31)	QUARTER 3 (1/1-3/31)	QUARTER 4 (4/1-6/30)	TOTAL
Number of out-of-school-time programs	4	3	4	4	15
Percentage of out-of-school-time programming that is grant funded (%)	75	100	90	90	89
Number of out-of-school time participants	1,368	36	67	61	1,532
Length of program waiting list	0	0	0	0	0
Grant dollars raised to provide supportive recreation programming (\$)	77,355	0	0	0	77,355
Number of AMRC memberships	349	327	372	189	1,237
Number of programs offered by the Rec Center	30	38	22	13	103
Number of participants	349	399	201	134	1,083
Average program size	15	20	10	11	14
Fees collected (\$)	17,606	4,274	8,341	10,394	40,615
Average hours per week the Rec Center is available for programming (hours)	4	Opened on 11/08/21 for 27	27	32	23
Average number of hours per week the Rec Center is in use (hours)	4	27	27	32	23
Peak time of Day	N/A	3pm-6pm	3pm-6pm	3pm-6pm	3pm-6pm
Off-peak time of Day	N/A	8am-3pm	8am-3pm	8am-3pm	8am-3pm
Peak time of Year	N/A	Winter	Winter	Winter	Winter
Off-peak time of Year	N/A	Summer	Summer	Summer	Summer
Number of formal summer programs offered	16	N/A	N/A	N/A	16
Number of meals served	48,850	0	0	0	48,850
Number of seasonal staff employed	101	N/A	N/A	0	101
Number of waterfront recreation events	3	N/A	N/A	3	6
Number of recreational public park events	11	4	5	6	26
Number of seasonal beach passes issued	6,578	N/A	0	4,353	10,931
Number of daily beach passes issued	850	N/A	0	710	1,560
Beach parking revenue collected (\$)	35,136	N/A	0	56,937	92,073
Number of field permits issued	40	11	26	25	102
Number of facilities rental contracts processed	22	41	48	98	209
Total revenue generated (\$)	6,125	9,120	13,143	11,555	39,943
Grant Dollars Raised for Infrastructure (\$)	375,903	10,000	0	277,788	653,691

Annual Performance Measures					
PERFORMANCE MEASURE	2019 ACTUAL	2020 ACTUAL [^]	2021 ACTUAL	2022 ACTUAL	4 YEAR AVERAGE
Number of out-of-school-time programs	10	4	22	15	13
Percentage of out-of-school-time programming that is grant funded (%)	96	96	88	89	91
Number of out-of-school time participants	604	153+*	2,697	1,532	1,661
Length of program waiting list	N/A****	0	6	0	53
Grant dollars raised to provide supportive recreation programming (\$)	443,439	430,739	365,456	77,355	329,247
Number of AMRC memberships***	1,656	1,136	560**	1,237	1,147
Number of programs offered by the Rec Center	59	36	17**	103	53
Number of participants	639	320	378**	1,083	605
Average program size	N/A*	7	19**	14	13
Fees collected (\$)	27,033	12,600	20,265	40,615	25,128
Average hours per week the Rec Center is available for programming (hours)	76	57	3	23	40
Average number of hours per week the Rec Center is in use (hours)	36	26	3	23	22
Peak time of Year	Winter	Fall	N/A	Winter	Winter
Off-peak time of Year	Summer	Spring	N/A	Summer	Summer
Number of formal summer programs offered	23	15	10	16	16
Number of meals served	95,470	252,683	54,766	48,850	112,942
Number of seasonal staff employed	257	212	166	101	184
Number of waterfront recreation events	21	19	0	6	12
Number of recreational public park events	62	85	5	26	45
Number of seasonal beach passes issued	3,433	4,271	6,907	10,931	6,386
Number of daily beach passes issued	7,653	5,567	1,568	1,560	4,087
Beach parking revenue collected (\$)	73,365	83,857	59,707	92,073	77,372
Number of field permits issued	131	100	72	102	101
Number of facilities rental contracts processed	244	161	7	209	155
Total revenue generated (\$)	183,875	60,190	17,654	39,943	75,415
Grant Dollars Raised for Infrastructure (\$)	1,763,403	505,000	583,250	653,691	252,905
[^] Depressed figures as a result of the COVID-19 pandemic. * The true number cannot be captured due to the nature of virtual programming in Q3 and Q4 of 2020 and Q1 and Q2 of 2021. Q4 2020 and Q1 and Q2 2021 data based on Cable Access views of PRB curriculum on YouTube. ** FY21 Quarters 1 – 3 impacted by COVID-19 restrictions. *** Figures 2019 & 2020 include duplicate and expired memberships as a result of a faulty software. 2021 Actual includes active members only. **** New metric – no historic data available.					

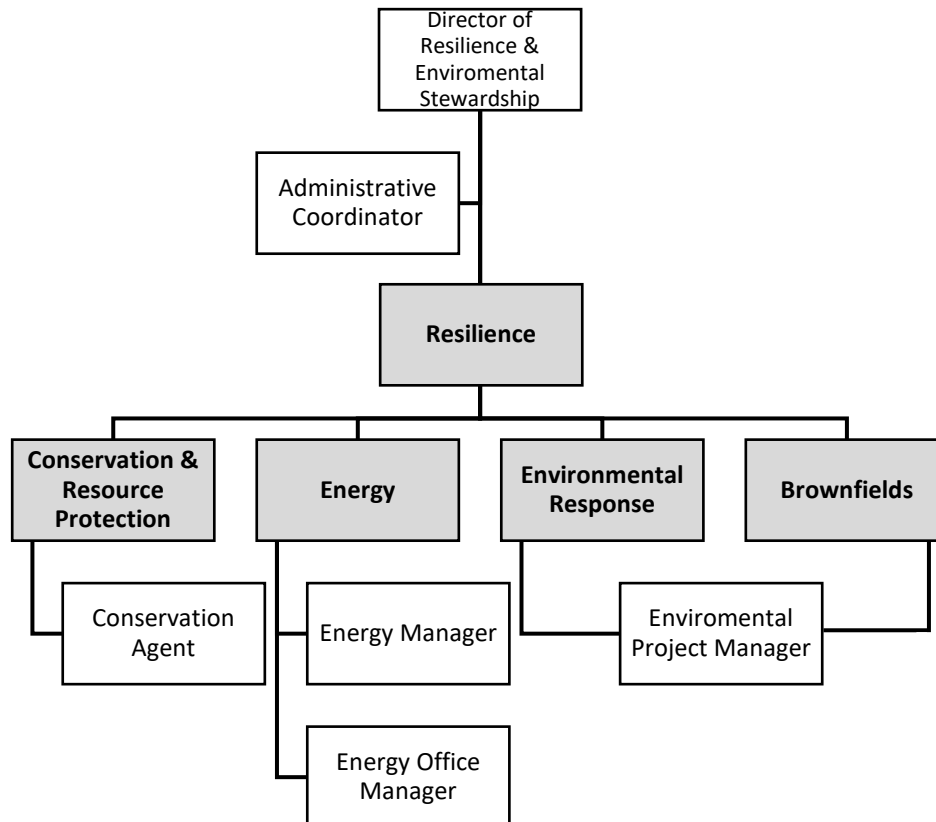
Michele Paul, Director of Resilience & Environmental Stewardship
 133 William Street, Room 304
 New Bedford, MA 02740
 (508) 991-6188

Description of Services

The Department of Resilience and 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 contaminated properties, facilitate resource protection and restoration, and promote private redevelopment in a manner that enhances the health and safety of the community, realizes Environmental Justice, and supports economic development. The Department of Resilience and Environmental Stewardship’s Energy Office works closely with the Department of Facilities and Fleet Management to maximize use of renewable energy to reduce costs and greenhouse gas emissions throughout the City from vehicles and buildings. The Department of Resilience and Environmental Stewardship also works across departments to implement climate mitigation and adaptation efforts: identifying potential vulnerabilities and developing strategies to support the community in the face of a changing climate.

Mission Statement

The Department of Resilience and Environmental Stewardship is dedicated to the protection and restoration of New Bedford’s environment as it relates to the health, safety, and wellness of city residents, viability of its wildlife habitats, and economic sustainability. The Department of Resilience and Environmental Stewardship partners with all City departments to mitigate and/or adapt to the challenges and opportunities presented by climate change and to maximize our resilience and potential to thrive.



Program Descriptions

Conservation and Resource Protection: The Conservation Commission and its Agent work to provide assurance and protection for natural resources in New Bedford the Massachusetts Wetlands Protection Act and the City's Wetland Ordinance. The Conservation Agent provides technical assistance and support to the New Bedford Conservation Commission and the regulated community. The Conservation Agent collaborates with the Departments of Parks, Recreation and Beaches and Public Infrastructure on watershed management planning and protection initiatives.

Energy: The Energy Office works internally with DFFM to develop and manage energy budgets and maximize efficiency. The Energy Office is also developing a transportation plan to systematically increase the City's electric vehicle fleet. The Energy office manages the City's municipal solar program and works with homeowners and businesses on energy efficiency programs.

Resilience: The Department of Resilience and 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.

Environmental Response: The Department of Resilience and 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 and support city efforts to maintain or regain compliance.

Brownfield's Programming: Brownfields are parcels that are underutilized due to the presence or perceived presence of contamination from past uses. We actively participate in the EPA's Brownfield's program to conserve undeveloped land and reuse underutilized land, by managing or eliminating public and environmental risks, for its highest and best use. Programming currently includes assessment, cleanup, environmental workforce training, and redevelopment funding.

FY22 Strategic Goals			
Strategic Goals and Objectives		Status	Citywide Strategic Goal(s)
1	Redevelop underutilized (brownfield) sites for economic development and community benefit.	Ongoing	2 and 5
2	Maintain compliance and achieve closure at Parker Street Waste Site.	Ongoing	5
3	Grant Management	Ongoing	5
	Close out Brownfields assessment and cleanup grants.	Ongoing	5
	Manage additional grants in FY22 Grant Management table below.	Ongoing	5
4	Increase the City's sustainability and resilience relative to climate adaptation.	Ongoing	5
	Identify funding opportunities to implement NB Resilient action items.	Ongoing	5
	Create/implement Watershed Management Plans for non-drinking water sources.	Ongoing	5
5	Continue to make progress on River Walk.	Ongoing	5
6	Collaborate with MassHire to implement the Workforce Development Grant Program.	Ongoing	5
7	Continue to pursue clean energy initiatives in both the municipal and private sections.	Ongoing	5

Goals 1 & 2: Environmental Assessment and Cleanup			
PERFORMANCE MEASURES	ANTICIPATED COMPLETION DATE	FY22 STARTING STATUS	COMPLETION DATE
Permanent Solution at Polyply	12/31/21	Planning with DF Pray	TBD
Temporary Solution at NBHS Mechanical Room	09/30/21	Decommission summer 21	12/31/21
Permanent Solution at Chumacks	09/30/21	Confirmatory sampling pending	07/15/21
Advocate for city with EPA and MassDEP regarding AVX's cleanup of city-owned site	12/31/23	Remedial work in year 1 of 2+	TBD

Goal 3: FY22 Grant Management							
PERFORMANCE MEASURES			QUARTER 1 (7/1-9/30)	QUARTER 2 (10/1-12/31)	QUARTER 3 (1/1-3/31)	QUARTER 4 (4/1-6/30)	TOTAL
Grant Award Site	FY Award	Funding Awarded (\$)	Grant Spent (\$)				
Riverwalk	11	2,908,340	0	0	0	0	0
Polyply Site - MassDev	20	100,000	0	0	0	0	0
Polyply Site - EPA	18	200,000	542	812	0	0	1,354
City-Wide Assess - EPA	16	400,000	12,606	Closed	Closed	Closed	12,606
Harbor Outreach - EPA	20	200,000	0	0	0	0	0
Workforce Training - EPA	20	200,000	5,700	13,600	36,000	0	55,300
RLF - EPA	21	800,000	0	0	0	0	0

Goal 4: Resilience Initiatives		
PERFORMANCE MEASURES	Anticipated	FY22 Status - Quarter 4
Opportunities to demonstrate NB leadership to outside orgs	Present New Bedford's efforts to four groups outside the city	Participation in two New England Municipal Sustainability Network and Env. Business Council presentations. NB Received SEBANE Solar Leadership Award. Trustees upcoming State of the Coast report to feature New Bedford.
Complete All-Hazard Mitigation Plan/ CEMP w/Emerg. Mgmt.	MEMA grant secured, add'l pending – anticipate completion FY22	Additional funding pending
Watershed Protection Plan	Obtain funding for Buttonwood Brook Watershed Management Plan and conduct public outreach	Partnering with Buzzards Bay Coalition and Dartmouth on SNEP Grant – Conducted public outreach for area G.I. projects
Resilience Initiative Implementation	Obtain funding for Buttonwood Dam Resilience Improvements	Applied for MVP Grant for Green Infrastructure on Kempton – Buttonwood Dam pending BRIC grant after All Hazard Mitigation Plan approved

Goal 5: River Walk		
PERFORMANCE MEASURES	Anticipated	FY22 Status- Quarter 4
Reuse Planning AVX/Sawyer Street	Complete reuse plans for both sites	In progress
Permitting/Planning	Identify all permits and develop permitting strategy through MA Gateway Cities program	Receiving Technical Assistance through Gateway Cities Parks Program – in progress

Goal 6: EPA Brownfield Workforce Training			
Performance Measures	Participants (target 40)	Graduates (target 35)	Placements (target 25)
Grant Deliverables	40	40	3

Goal 7: Clean Energy Initiatives		
PERFORMANCE MEASURES	Anticipated	FY22 Status – Quarter 4
Quittacas Battery and Fuel Cell Micro-Grid Evaluation	Complete fatal flaw analysis and develop next steps	Conclusion is No-Go at this time
Complete 100% Electric Transportation Plan	Complete departmental vetting	RFP in progress
Determine South Coast Energy Partnership Group status	Complete renew or rebid evaluation and complete action on decision	In progress
Green House Gas Reduction	Complete comparison with baseline and project to net zero by 2050	Update and path to zero in progress

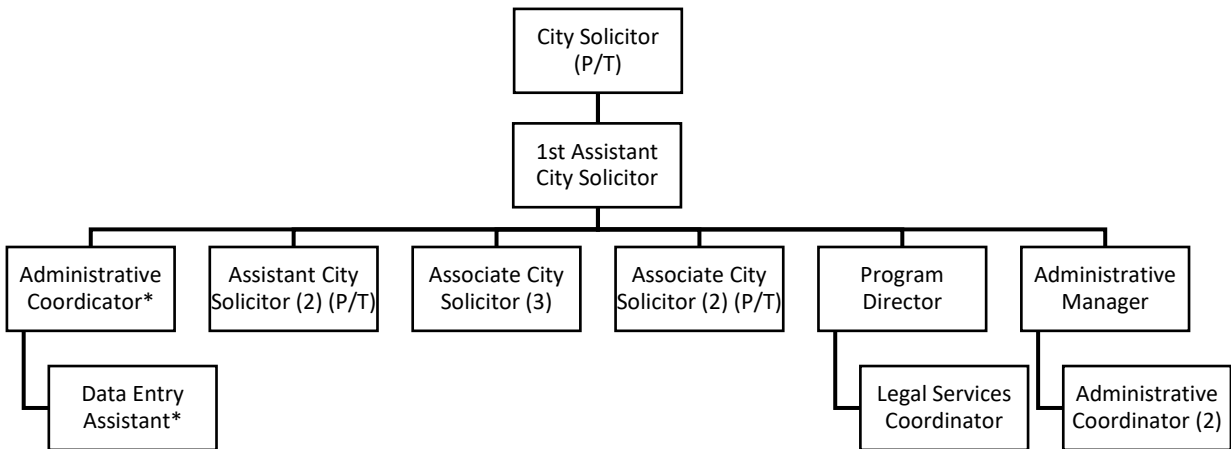
Eric Jaikes, City Solicitor
133 William Street, Room 203
New Bedford, MA 02740
(508) 979-1460

Description of Services

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.

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.



* Position funded through Vacant Building Revolving Fund

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.

FY22 Strategic Goals			
Strategic Goals and Objectives		Status	Citywide Strategic Goal(s)
1	Increase data available to the public regarding the work performed by the Solicitor's Office and ensure that work is distributed efficiently and equitably among attorneys in Solicitor's Office.	Ongoing	5
	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.	Ongoing	5
	Refine mechanism for attorneys in Solicitor's Office to record their time by client, city department and type of matter.	Ongoing	5
2	Increase data available to the public about the work performed by the Mayor's Task Force on Neighborhood Quality.	Ongoing	1 and 5
	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.	Ongoing	5

FY22 Quarterly Performance Measures					
PERFORMANCE MEASURE	QUARTER 1 (7/1-9/30)	QUARTER 2 (10/1-12/31)	QUARTER 3 (1/1-3/31)	QUARTER 4 (4/1-6/30)	TOTAL
Number of claims sent to insurance companies	16	15	15	17	66
Number of insurance claims that remain open	47	61	65	82	32
Number of claims filed against the City and handled in-house	15	11	11	15	56
Number of claims against the City handled In-House that remain open	70	80	77	92	92
Number of cases (other than those covered by insurance) that are given to outside counsel	1	0	0	1	2
Number of Lawsuits filed against the City and handled In-House	9	4	5	5	23
Number of Lawsuits filed against the City and handled In-House that remain open	92	96	101	107	107
Number of Lawsuits filed against the City and handled by insurance	6	2	3	2	13
Number of Lawsuits filed against the City and handled by insurance that remain open	46	48	49	51	51
Number of Workers Compensation cases filed (City)	12	10	18	15	56
Number of workers compensation cases filed (School Department)	59	69	77	59	265
Number of Workers Compensation cases (City) that remain open	42	49	56	61	61
Number of Worker Compensation cases (School Dept.) that remain open	86	124	123	105	105
Amount of debt collected by the Solicitor's Office (\$)	62,937 (68%)	21,470 (89%)	10,415 (97%)	6,570 (90%)	100,714 (75%)

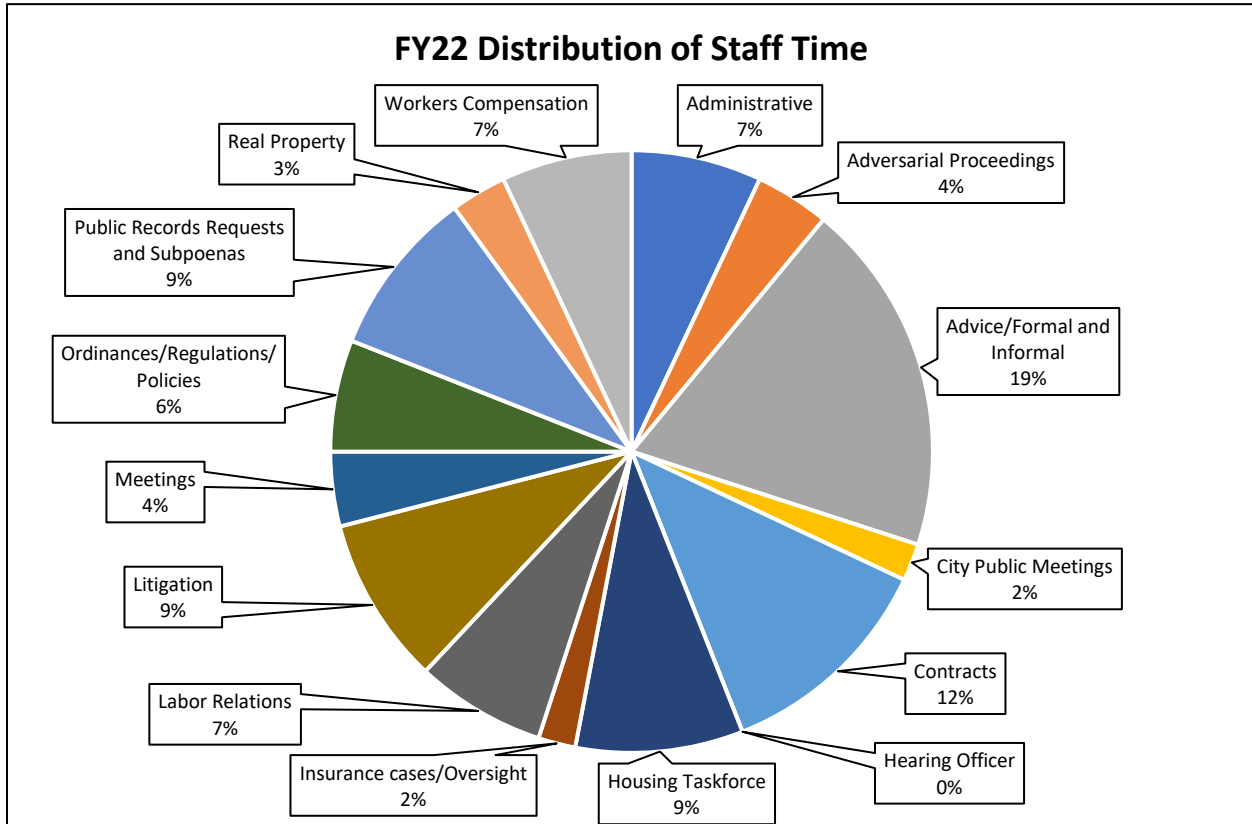
FY22 Quarterly Performance Measures										
PERFORMANCE MEASURE	QUARTER 1 (7/1-9/30)		QUARTER 2 (10/1-12/31)		QUARTER 3 (1/1-3/31)		QUARTER 4 (4/1-6/30)		TOTAL	
	# of Hrs.	% of Time	# of Hrs.	% of Time	# of Hrs.	% of Time	# of Hrs.	% of Time	# of Hrs.	% of Time
Administrative	219	7	329	10	103	6	120	5	771	7
Adversarial Proceedings – Administrative	166	5	169	5	42	25	45	2	422	4
Advice/Formal and Informal	597	19	646	20	256	15	377	18	1,876	19
City Public Meetings	47	1	56	2	52	3	82	4	237	2
Contracts	342	11	468	14	164	9	185	8	1,158	12
Hearing Officer	9	0	8	0	5	0	3	0	25	0
Housing Taskforce	243	8	257	8	259	15	218	10	977	9
Insurance cases/Oversight	60	2	61	2	60	3	76	3	257	2
Labor Relations	248	8	248	8	86	5	140	6	722	7
Litigation	451	14	173	5	113	6	163	7	900	9
Meetings	72	2	73	2	159	9	116	5	420	4
Ordinances/Regulations/Policies	242	8	209	6	60	3	154	7	665	6
Public Records Requests and Subpoenas	249	8	249	8	133	8	339	1	970	9
Real Property	75	2	100	3	80	5	91	4	346	3
Workers Compensation	205	6	254	8	186	11	145	6	789	7
Total	3,224	100	3,298	100	1,758	100	2,254	100	10,534	100

Annual Performance Measures					
PERFORMANCE MEASURE	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL	2022 ACTUAL	4 YEAR AVERAGE
Number of claims sent to insurance companies	103	80	50	66	75
Number of insurance claims that remain open	19	30	40	32	30
Number of claims filed against the City and handled in-house	47	42	44	56	47
Number of claims against the City handled In-House that remain open	24	54	67	92	59
Number of cases (other than those covered by insurance) that are given to outside counsel	1	1	1	2	1.25
Number of Lawsuits filed against the City and handled In-House	28	18	37	23	27
Number of Lawsuits filed against the City and handled In-House that remain open	48	59	91	107	76
Number of Lawsuits filed against the City and handled by insurance	18	9	12	13	13
Number of Lawsuits filed against the City and handled by insurance that remain open	30	31	41	51	38
Number of Workers Compensation cases filed (City)	25	70	80	56	58
Number of workers compensation cases filed (School Department)	103	172	132	265	168
Number of Workers Compensation cases (City) that remain open	956	128	78	61	306
Number of Worker Compensation cases (School Dept.) that remain open	1,357	215	89	105	442
Amount of debt collected by the Solicitor's Office (\$)	168,975	108,271	138,143	100,714	129,025

Annual Performance Measures					
PERFORMANCE MEASURE	2019 ACTUAL	2020 ACTUAL^	2021 ACTUAL^	2022 ACTUAL	4 YEAR AVERAGE
	Number of Hrs.	Number of Hrs.	Number of Hrs.	Number of Hrs.	Number of Hrs.
Administrative	1,298	982	1,130	771	1,045
Adversarial Proceedings – Administrative	711	417	673	422	556
Advice/Formal and Informal	2,211	1,228	3,132	1,876	2,112
City Public Meetings	38	10	256*	237	135
Contracts	414	418	1,579	1,158	892
Hearing Officer	7	35	21	25	22
Housing Taskforce	1,509	1,344	1,031	977	1,215
Insurance cases/Oversight	100	66	308	257	183
Labor Relations	333	323	931*	722	577
Litigation	1,644	593	905	899	1,010
Meetings	449	176	385	420	358
Ordinances/Regulations/Policies	304	40	1,030*	665	510
Public Records Requests and Subpoenas	264	172	875	970	570
Real Property	744	182	965	346	559
Workers Compensation	722	0	800	789	578
Total	10,752	5,986	14,022	10,534	10,323

* The significant increase in City Public Meetings, Labor Relations, and Ordinances/Regulations/Policies are a result of the COVID-19 pandemic.

^ The ransomware attack experienced by the City in July 2019 affected the ability of the attorneys in the Solicitor’s Office to record their time. As a result, the hours recorded for FY20 are not fully accurate. The Covid-19 pandemic in 2020-21 also affected the ability of attorneys to record their time.



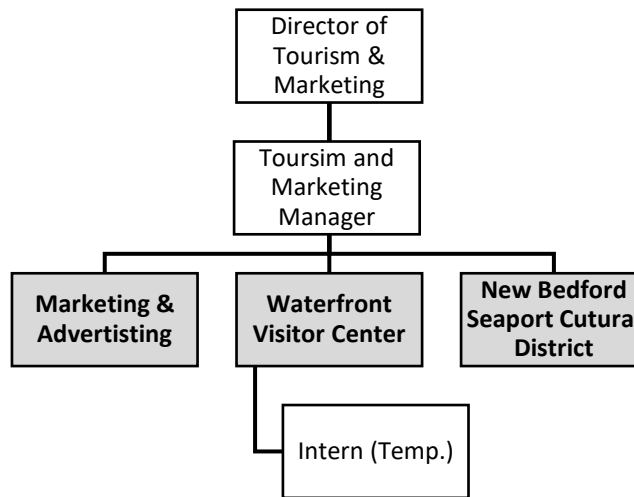
Ashley Payne, Director of Tourism & Marketing
 133 William Street, Room 119
 New Bedford, MA 02740
 (508) 979-1745

Description of Services

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.

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.



Program Descriptions

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

New Bedford Seaport Cultural District: The New Bedford Seaport Cultural District is a 20-block area in New Bedford’s downtown which contains about 50 cultural attractions and 25 creative economy businesses (including Galleries, restaurants, and retail shops). The District advances collaboration between the City, arts and culture stakeholders, residents, and businesses to improve economic activity and the quality of life of those living in and visiting the City of New Bedford. Outside of the designated boundary, the district has various partner businesses that cosponsor programming within the district.

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

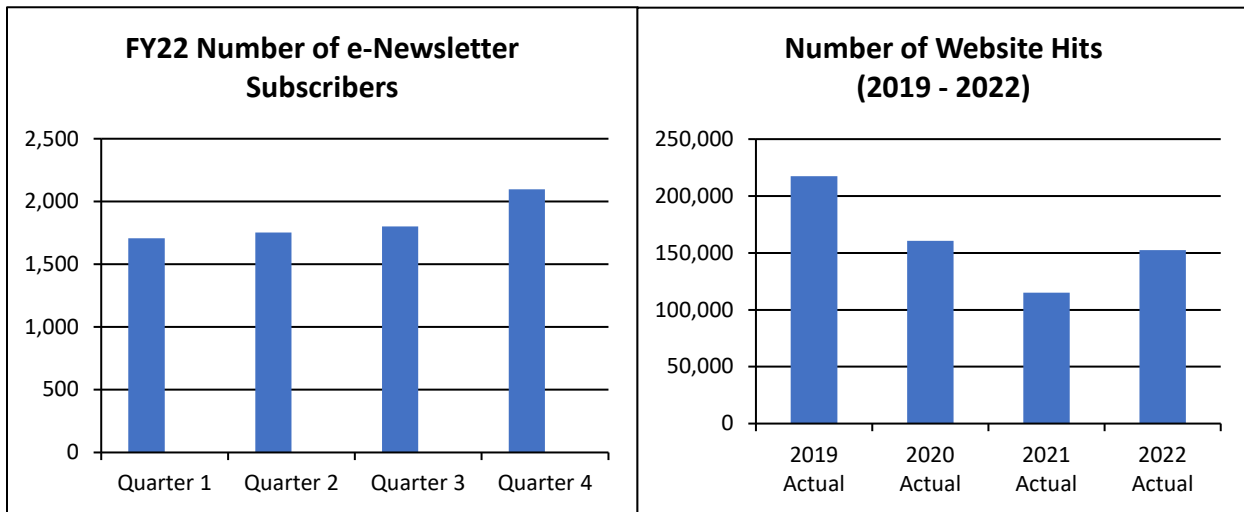
FY22 Strategic Goals			
Strategic Goals and Objectives		Status	Citywide Strategic Goal(s)
1	Collaborate and partner with the Arts & Culture Strategist to enhance the Seaport Cultural District as a unique tourist destination and a successful model for long-term economic & cultural growth.	Ongoing	2 and 5
	Facilitate programming to engage residents and stakeholders in local cultural development; strengthen the creative economy; increase public art; and create a platform for local creatives to showcase, sell and perform in the district.	Ongoing	2 and 5
	Increase visitation to the district through an expanded online presence (web and social media), print marketing materials, wayfinding, local, regional and national advertising.	Ongoing	5
2	Broaden and expand upon the city’s current marketing and advertising initiatives positioning the City of New Bedford as a leading tourist destination for domestic/international business and leisure travel.	Ongoing	2 and 5
	Refresh and promote Destination New Bedford’s online presence including website, social media, and targeted newsletters.	Ongoing	5
	Increase communications with tour operators, press/media, meeting/event planners and niche market segments through tradeshow representation and acquiring membership to industry associations.	Ongoing	5
	Begin a strategic planning exercise to support the expansion of tourism in New Bedford. The plan will help set Greater New Bedford forward and aid recovery as we transition of the pandemic.	Ongoing	5
3	Develop a new way of providing full scale hospitality services to improve the authentic visitor experience as the Waterfront Visitors Center will no longer be available.	Ongoing	2 and 5
	Increase visitation and completion of tourist surveys that identify opportunities for target marketing and overall visitor satisfaction.	Ongoing	5
	Identify and increase revenue generating opportunities that enhance the visitor experience.	Ongoing	5

FY22 Quarterly Performance Measures					
PERFORMANCE MEASURE	QUARTER 1 (7/1-9/30)	QUARTER 2 (10/1-12/31)	QUARTER 3 (1/1-3/31)	QUARTER 4 (4/1-6/30)	TOTAL
Number of events/programs held	11	4	0	6	21
Number of website hits	50,272	37,065	25,190	39,971	152,498
Number of Facebook Reaches	23,637	41,600	18,824	13,933	97,994
Number of Facebook “likes”	N/A	N/A	6,073	6,219	6,219
Number of e-newsletter subscribers	1,708	1,753	1,800	2,096	2,096
Number of trade shows and conferences attended	0	0	0	1	1
Number of website visits	50,272	37,065	25,190	39,971	152,498
Number of visitations*	-	163,710	-	260,906	424,616

* Total visitations are reported twice a fiscal year.

Annual Performance Measures					
PERFORMANCE MEASURE	2019 ACTUAL	2020 ACTUAL [^]	2021 ACTUAL	2022 ACTUAL	4 YEAR AVERAGE
Number of events/programs held	246	213	42	21	131
Number of website hits	217,360	160,548	115,038	152,498	161,361
Number of Facebook Reaches	N/A*	10,430	28,802	97,994	-
Number of Facebook “likes”	20,175	5,735	20,659	6,219	13,197
Number of e-newsletter subscribers	1,639	1,791	1,753	2,096	1,820
Number of trade shows and conferences attended	3	1	0**	1	1
Number of website visits	142,607	77,488	41,921	152,498	103,629
Number of visitations	411,373	420,779	N/A*	424,616	-

* Unavailable as a result of the COVID-19 pandemic.
 ** Data reflects the vacancy of the Director of Tourism.
[^] Data reflects the impact of the COVID-19 pandemic and the closure of in-person events



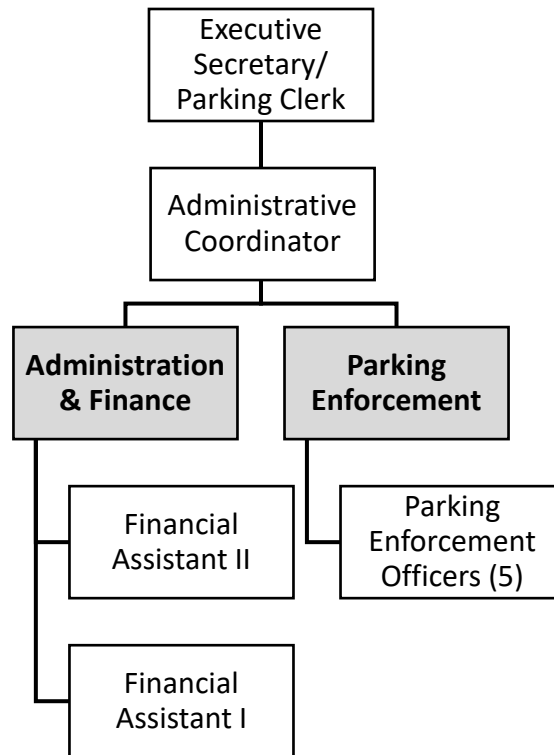
Laurie Alfonso, Executive Secretary Traffic Commission & Parking Clerk
 51 Elm Street
 New Bedford, MA 02740
 (508) 979-1766

Description of Services

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.

Mission Statement

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.



Program Descriptions

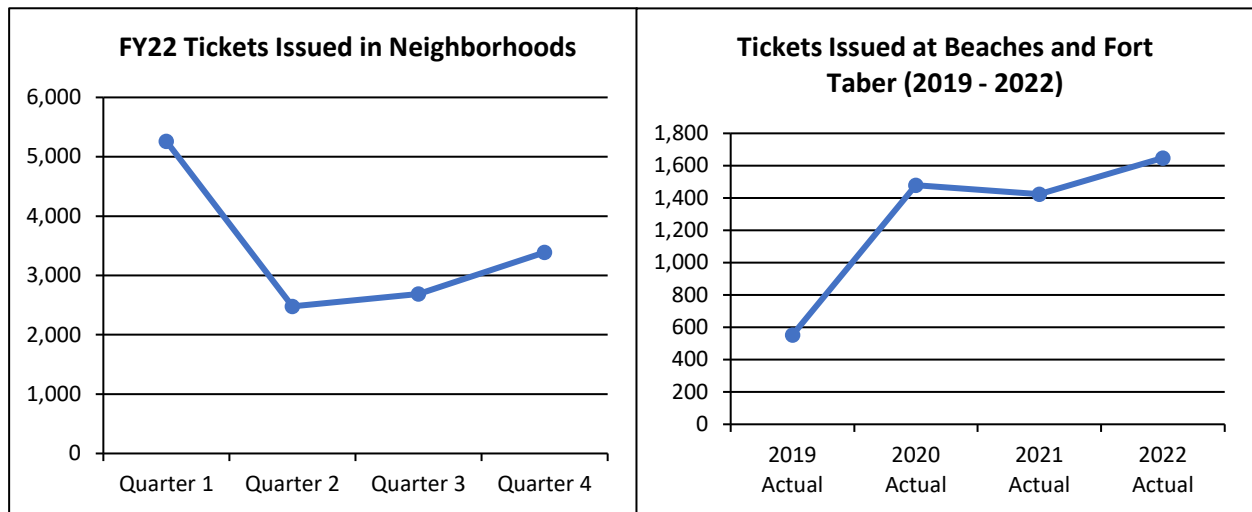
Administration and Finance: The Administration and Finance division is responsible for the administration of the parking enforcement operations and the collection of fees, parking assignments, constituent services, Registry Expert, and the departments finances including accounts payable, accounts receivable,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

FY22 Strategic Goals			
Strategic Goals and Objectives		Status	Citywide Strategic Goal(s)
1	Improve the efficiency, ease and accessibility of metered parking in the north end of the city.	Ongoing	1 and 5
	Ensure functional use and access to parking meters by clearing and maintaining space around parking meters during and after winter weather events.	Ongoing	1 and 5
2	Maintain the safety of pedestrians and drivers in New Bedford’s neighborhoods.	Ongoing	4
	Improve the line of vision for drivers at city intersections by enforcing current parking laws and restricting parking within 20 feet of a corner or crosswalk in New Bedford neighborhoods.	Ongoing	4
	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.	Ongoing	4
	Coordinate with the Department of Public Infrastructure to address residents’ concerns and reports submitted to the City regarding street signage.	Ongoing	4
	Enforce policy prohibiting parking on sidewalks.	Ongoing	4
3	Provide robust seasonal parking enforcement at beaches and parks.	Ongoing	4
	Maintain an active beach enforcement presence during the summer, including weekends.	Ongoing	4
	Utilize authority granted by the Board of Park Commissioners to actively enforce parking regulations in parks.	Ongoing	4
4	Reduce the number of tickets issued citywide.	Ongoing	4
	Encourage use of the new app, HAH Parking, which enables drivers to purchase daily and seasonal beach passes.	Ongoing	4
	Enforce the City’s newly revised parking policy.	Ongoing	4

FY22 Quarterly Performance Measures					
PERFORMANCE MEASURE	QUARTER 1 (7/1-9/30)	QUARTER 2 (10/1-12/31)	QUARTER 3 (1/1-3/31)	QUARTER 4 (4/1-6/30)	TOTAL
Metered parking spaces	214	214	214	214	214
Percentage of functional parking spaces available during the winter (%)	N/A	100	94	N/A	97
Revenue from meters (\$)	8,514	7,027	6,544	6,472	28,557
Number of tickets issues for parking 20 feet from a corner or crosswalk	968	579	416	410	2373
Number of tickets issued for parking on a sidewalk	224	148	98	86	556
Number of signs repaired or replaced reported to the Traffic Commission	97	83	52	82	232
Average length of time to repair reported signage that was identified as a safety concern (minutes)	64	53	54	87	65
Average weekly hours parking supervision are in city neighborhoods (out of 42.5)	37	13	12	19	20
Tickets issued in neighborhoods	5,260	2,479	2,688	3,390	10,427
Tickets issued in school zones/crosswalks	8	6	10	0	24
Tickets issued at beaches and Fort Taber	1,121	9	0	518	1,648
Tickets issued at parks	38	0	1	53	98

Annual Performance Measures					
PERFORMANCE MEASURE	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL	2022 ACTUAL	4 YEAR AVERAGE
Metered parking spaces	214	244	244	214	229
Percentage of functional parking spaces available during the winter (%)	100	N/A	100	97	-
Revenue from meters (\$)	47,042	34,902	32,240	28,557	35,685
Number of tickets issues for parking 20 feet from a corner or crosswalk	846	1,423	2,508	2,373	1,788
Number of tickets issued for parking on a sidewalk	652	740	670	556	655
Number of signs repaired or replaced reported to the Traffic Commission	395	368	303	232	325
Average length of time to repair reported signage that was identified as a safety concern (minutes)	45	50	45	65	51
Average weekly hours parking supervision are in city neighborhoods (out of 42.5)	11	10	11	20	13
Tickets issued in neighborhoods	9,201	8,990	13,797	10,427	10,604
Tickets issued in school zones/crosswalks	73	62	220	24	95
Tickets issued at beaches and Fort Taber	552	1,479	1,423	1,648	1,276
Tickets issued at parks	0	4	38	98	35



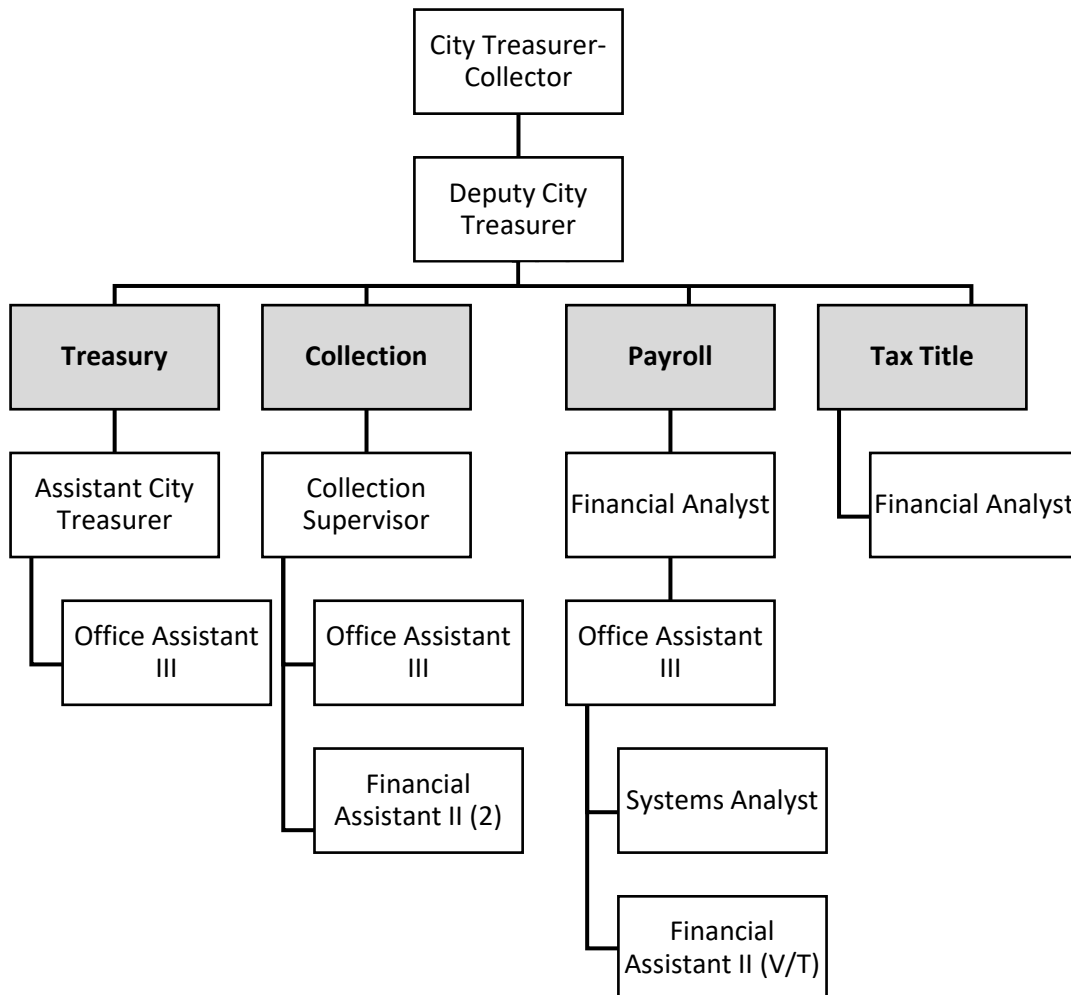
R. Renee Fernandes, City Treasurer-Collector
 133 William Street, Rooms 101-104
 New Bedford, MA 02740
 (508) 979-1430

Description of Services

The Treasurer-Collector’s office is comprised of four divisions – Tax Title, Treasury, Collection and Payroll. The department has a combined staff of 13, responsible for addressing constituent questions and requests; collecting payments; recording daily departmental receipts; collecting utility payments for third-party vendors; managing tax title and bankruptcy; payment of all funds initiated by the city; debt service; research and preparation of municipal lien certificates; computation and payment of federal and state tax liabilities, collection of delinquent City accounts and processing and distributing payroll in a timely and accurate manner – providing reports, earnings information and other data on a regular basis.

Mission Statement

To serve, in accordance with Massachusetts General Law, as custodian of all city assets and to maintain the public trust by ensuring that all funds in the care and custody of the office, not designated for immediate distribution, are invested at the highest possible rate of return reasonably available taking into consideration the objectives of safety, liquidity and yield and to provide friendly, efficient service to every customer doing business with the City of New Bedford.



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.

Payroll: The Payroll Division is responsible for the timely and accurate payment of wages to all city employees, creating efficiencies to all payroll processes, maintaining accurate employee records and providing timely employee training.

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.

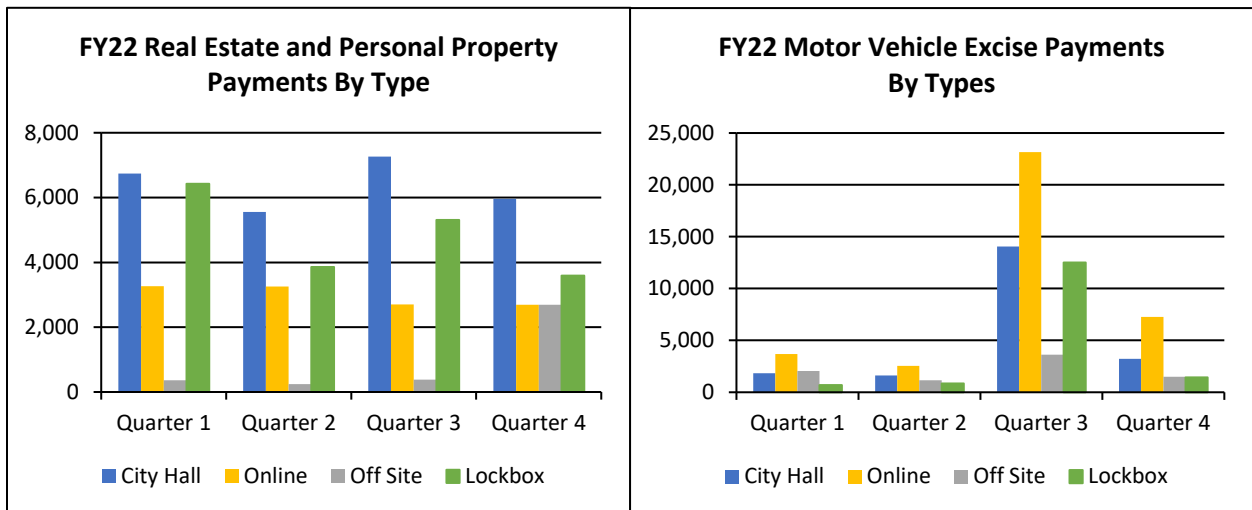
Treasury: The Treasurer maintains custody of all municipal funds, including operating funds, stabilizations, trusts, enterprise, and investment funds and all other funds not specifically allocated to other agencies by general law or special act and maintains control and custody of all city debt.

FY22 Strategic Goals			
Strategic Goals and Objectives		Status	Citywide Strategic Goal(s)
1	Improve remote access for constituents to City Hall services and eliminate barriers to entry by expanding bill pay options.	Ongoing	1 and 5
	Continue to explore and expand bill pay methods with emphasis on partnering with off-site businesses to accept city payments.	Ongoing	1 and 5
	Provide a real-time environment for online bill pay allowing customers to pay delinquent bill off-site.	Ongoing	1 and 5
2	Effectively manage the city's tax title portfolio.	Ongoing	2 and 5
	Foreclose on land of low value in accordance with Massachusetts General Law.	Ongoing	2
	Increase the number of accounts in tax repayment status.	Ongoing	2 and 5
3	Effectively reduce the city’s tax title portfolio in terms of dollars.	Ongoing	2 and 5
4	Build, manage and operate an accurate and efficient payroll system.	Ongoing	5

FY22 Quarterly Performance Measures					
PERFORMANCE MEASURE	QUARTER 1 (7/1-9/30)	QUARTER 2 (10/1-12/31)	QUARTER 3 (1/1-3/31)	QUARTER 4 (4/1-6/30)	TOTAL
Active accounts in tax title	836	1,117	977	909	909
Accounts in tax repayment status	87	64	59	56	56
Properties in foreclosure process	120	118	115	115	115
Properties foreclosed	0	0	0	0	0
Tax Title Inventory Value (\$)	13M	15M	15M	15M	15M
Onboard employees to CPR	48	27	62*	47	184
Personnel Actions Activated	0	27	41	0	68
Reduce manual checks issued	37	41	35	35	148
Reduce # of accrual corrections	215	253	599	460	1,527
UTILITY BILLINGS PAYMENTS BY TYPE					
City Hall	19,559	22,076	19,878	21,205	8,2718
Online	29,695	30,773	30,417	32,608	123,493
Off Site	712	664	581	637	2,594
Lockbox	28,605	27,841	27,805	27,693	111,944
REAL ESTATE AND PERSONAL PROPERTY TAXES PAYMENTS BY TYPE					
City Hall	6,745	5,557	7,269	5,958	25,529
Online	3,267	3,257	2,707	2,692	11,923
Off Site	365	244	378	2,692	3,679
Lockbox	6,424	3,858	5,307	3,594	19,183
Tax Service	9,987	9,987	11,309	11,395	42,678
MOTOR VEHICLE EXCISE PAYMENTS BY TYPE					
City Hall	1,848	1,622	14,064	3,239	20,773
Online	3,701	2,556	23,170	7,281	36,408
Off Site	2,047	1,157	3,630	1,505	8,339
Lockbox	698	836	12,523	1,421	15,478
* Quarter 3 increase is a result of onboarding firefighters and police officers.					

Annual Performance Measures					
PERFORMANCE MEASURE	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL	2022 ACTUAL	4 YEAR AVERAGE
Active accounts in tax title	646	803	907	909	816
Accounts in tax repayment status	150	82	65	56	88
Properties in foreclosure process	136	128	120	115	125
Properties foreclosed	0	1	0	0	0.25
Tax Title Inventory Value (\$)	11.3M	11M	13.3M	15.1M	12.7M
Onboard employees to CPR/ depts	N/A*	N/A*	195/22	184/28	-
Personnel Actions Activated	N/A*	N/A*	877	68	-
Reduce manual checks issued	N/A*	N/A*	42	148	-
Reduce # of accrual corrections	N/A*	N/A*	241	1,527	-
UTILITY BILLINGS PAYMENTS BY TYPE					
City Hall	69,884	67,517	66,063	82,718	71,546
Online	55,709	69,829	104,175	123,493	88,302
Off Site	2,072	1,876	3,179	2,594	2,430
Lockbox	102,711	100,568	108,519	111,944	105,936
REAL ESTATE AND PERSONAL PROPERTY TAXES PAYMENTS BY TYPE					
City Hall	33,683	28,679	23,773	25,529	27,916
Online	5,966	8,805	8,010	11,923	8,676
Off Site	832	949	1,571	3,679	1,758
Lockbox	20,003	20,883	23,731	19,183	20,950
Tax Service	38,750	39,516	46,012	42,678	41,739
MOTOR VEHICLE EXCISE PAYMENTS BY TYPE					
City Hall	51,662	23,061	26,759	20,773	30,564
Online	12,795	35,082	42,675	36,408	31,740
Off Site	509	3,152	2,610	8,339	3,652
Lockbox	17,279	15,715	17,807	15,478	16,570

* New division as of FY21 – no historic data available.



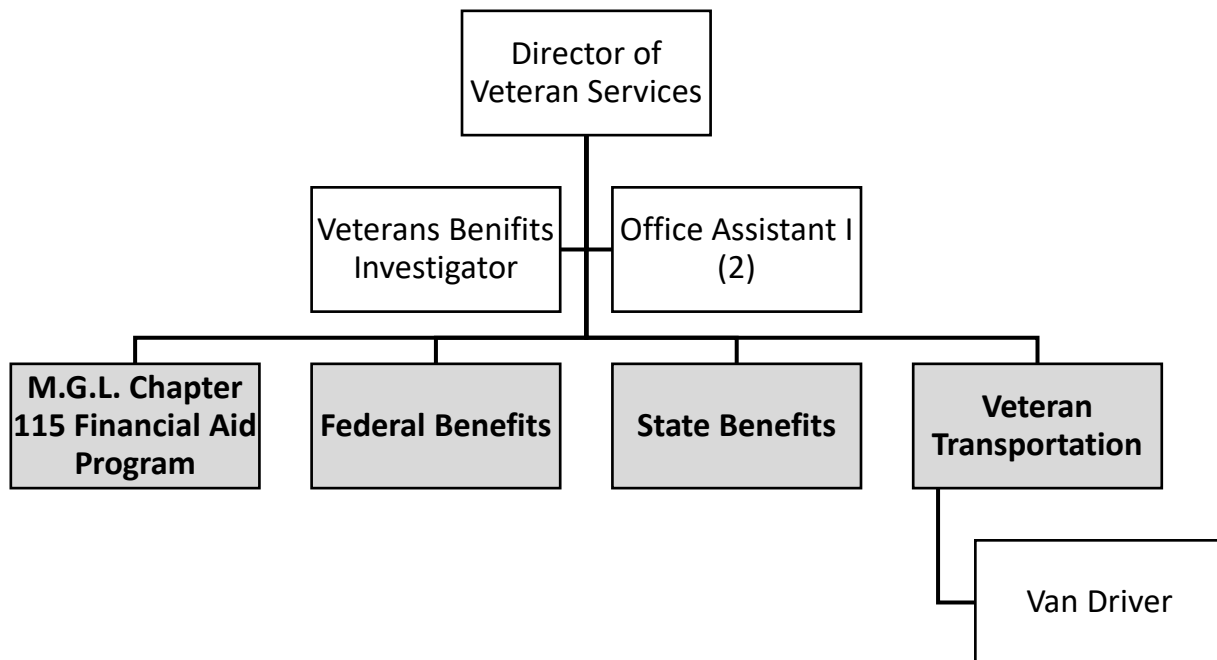
Christopher G. Gomes, Director of Veteran Services
 181 Hillman Street, Building #3
 New Bedford, MA 02740
 (508) 991-6184

Description of Services

The Department of Veteran Services(DVS) 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.

Mission Statement

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.



Program Descriptions

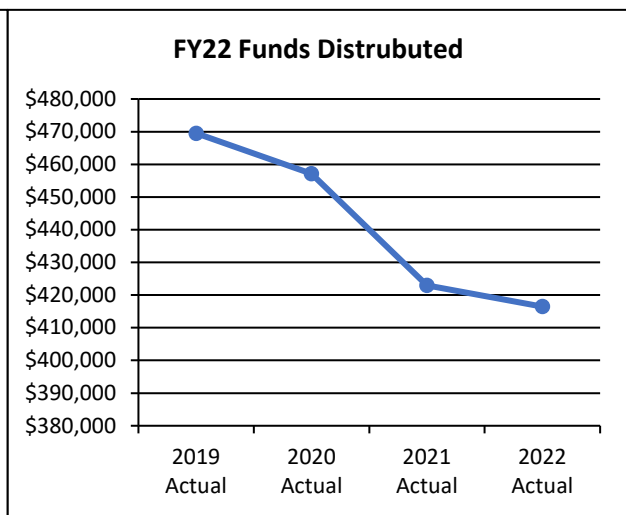
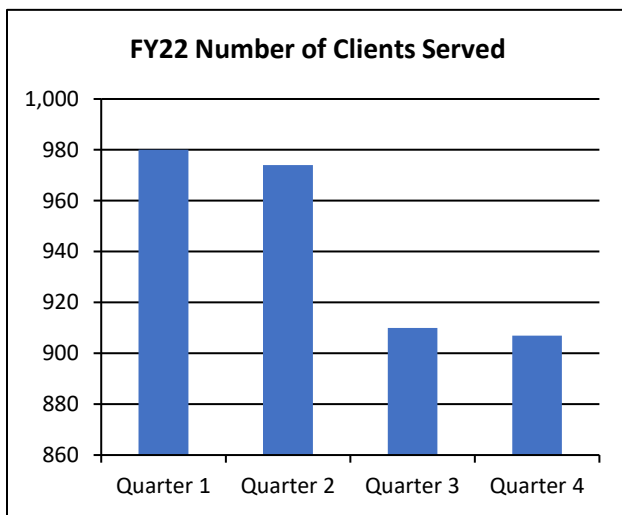
Chapter 115 Financial Aid: The Department of Veteran Services is responsible for working with veterans and widows to identify either financial aid eligibility through various city, state and federal sources. The department conducts outreach to increase both the number of veterans and widows receiving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

Veteran Parades: The Department of Veteran 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.

FY22 Strategic Goals				
Strategic Goals and Objectives			Status	Citywide Strategic Goal(s)
1	Ensure that veterans and their families are informed and able to access all the benefits eligible to them.		Ongoing	1 and 5
	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.		Ongoing	5
	Increase the department’s capacity to provide rides to all veterans and their families by ensuring requests are followed through and are not “No Shows”.		Ongoing	1 and 5

FY22 Quarterly Performance Measures					
PERFORMANCE MEASURE	QUARTER 1 (7/1-9/30)	QUARTER 2 (10/1-12/31)	QUARTER 3 (1/1-3/31)	QUARTER 4 (4/1-6/30)	TOTAL
Number of applications and claims processed	26	42	33	29	130
Number of clients served	980	974	910	907	3,771
Funds distributed (\$)	469,541	457,135	422,927	416,454	1.77M
Percentage recovered from the State	75	75	75	75	75
Number of requests for rides	93	61	133	115	402
Number of rides provided	90	56	126	113	385

Annual Performance Measures					
PERFORMANCE MEASURE	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL	2022 ACTUAL	4 YEAR AVERAGE
Number of applications and claims processed	256	228	130	130	186
Number of clients served	4,889	4,751	4,733	3,771	4,536
Funds distributed (\$)	2.39M	2.27M	1.79M	1.77M	2.06M
Percentage recovered from the State	75	75	75	75	75
Number of requests for rides	1,332	1,167	410	402	828
Number of rides provided	1,227	850	N/A	385	-



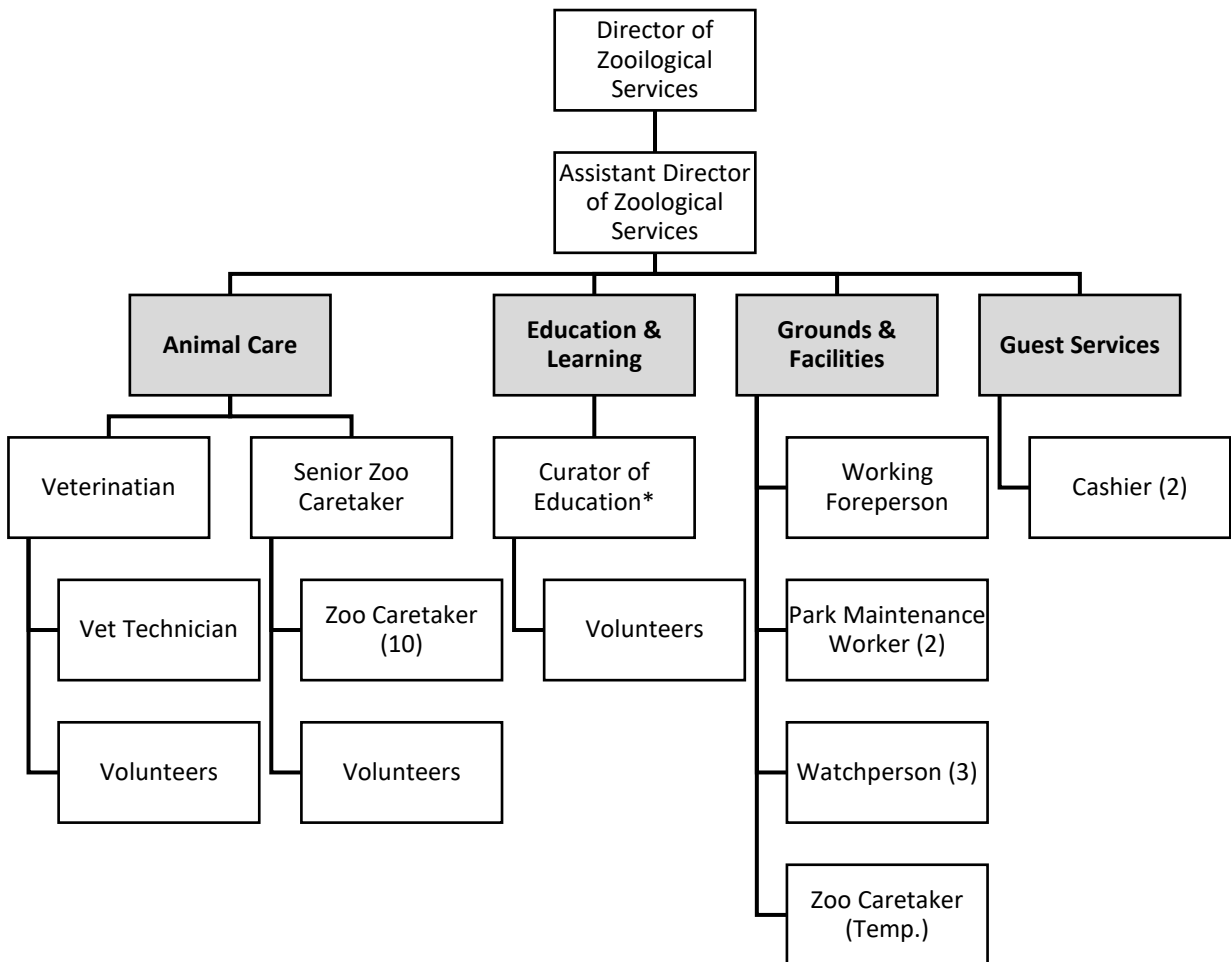
Shara Rapoza, Acting Director of Zoological Services
 Buttonwood Park Zoo
 425 Hawthorn Street
 New Bedford, MA 02740
 (508) 991-6178

Description of Services

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 1,200 animals and 30 exhibits, including elephants, red pandas, monkeys, 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 and veterinary 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.

Mission Statement

For 127 years, the mission of the Buttonwood Park Zoo has been to create experiences for exploring and enjoying the natural world.



* Position funded through Buttonwood Park Zoological Society

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 well-being of all of the animals in zoo's care. Additionally, as part of its mission focus of protecting threatened and endangered species on a global level, the Zoo is actively supporting and/or involved in multiple conservation projects involving elephants in SE Asia, red pandas in Nepal, primates in South America, jaguars in Central America, waterbirds in northern Asia, sea turtles in the southern US, and local projects in New England focused on frogs and pollinating insects. Zoo staff is also very involved in conservation education and animal sustainability programs of the Association of Zoos and Aquariums.

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 after-hours programming for other youth groups and families along with week-long school vacation 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.

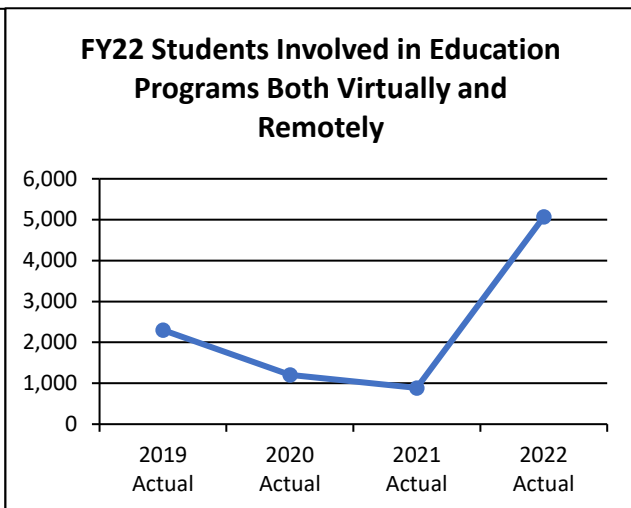
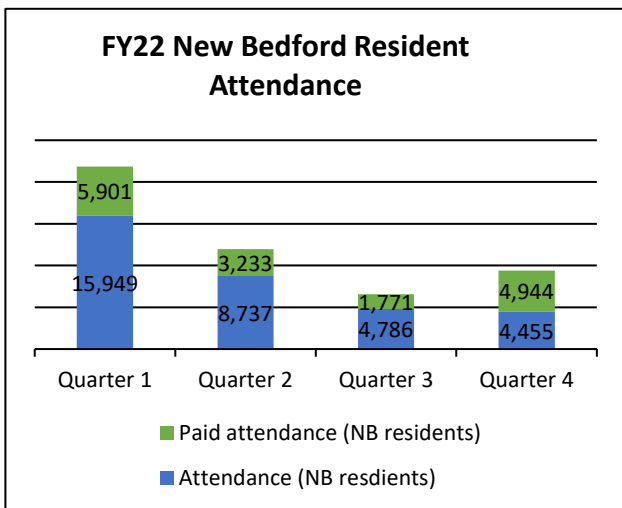
Guest Services: The Zoo works to create an exciting nature experience that connects people of all ages to the natural world and encourages environmental learning through attentive customer service, engaging guest programming, unique special events, and a model green initiatives program. This includes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

FY22 Strategic Goals			
Strategic Goals and Objectives		Status	Citywide Strategic Goal(s)
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 mission as a conservation organization.	Ongoing	5
	Consistent with AZA standards, strive to perform at least annual welfare assessments on species and specimens in the Zoo.	Ongoing	5
	Substantiate the effectiveness of the Zoo’s wellness program through the tracking and expansion of the number of veterinary wellness exams and procedures performed at the Zoo.	Ongoing	5
	Increase the Zoo’s conservation and research programs impact by devoting additional staff hours and raising additional conservation funds.	Ongoing	5
2	Meet the Zoo’s education goals as outlined in its strategic education planning document in the areas of guest engagement and interaction, conservation education programming, and volunteer and internship development.	Ongoing	3 and 5
	Expand the Animal Ambassador program impact in the community.	Ongoing	3
	Increase the number of students visiting the Zoo as part of education programs and general field trips both in-person and remotely.	Ongoing	3
	Facilitate a volunteer program made up of interns, event volunteers, and education explainers to assist in delivering the Zoo’s conservation education message.	Ongoing	5
3	Expand the Zoo’s impact as a community member in the City of New Bedford.	Ongoing	1, 2, 3 and 5
	Increase patronage by New Bedford residents	Ongoing	2 and 3
	Expand the number of monthly animal encounters for guests	Ongoing	1 and 5
	Expand the Zoo’s membership program and renewals	Ongoing	1 and 5

FY22 Quarterly Performance Measures					
PERFORMANCE MEASURE	QUARTER 1 (7/1-9/30)	QUARTER 2 (10/1-12/31)	QUARTER 3 (1/1-3/31)	QUARTER 4 (4/1-6/30)	TOTAL
Number animal welfare assessments conducted by staff	84	67	37	44	232
Number of veterinary wellness exams and procedures performed	261	225	237	209	932
Number of staff hours devoted to AZA conservation programs	280	310	280	319	1,189
Monies raised for zoo supported conservation programs (\$)	9,939	3,542	2,947	4,048	20,476
Number of students involved in learning during formal Animal Ambassador programs both virtually and remotely	2,302 (321 virtual)	1,202	887	5,067	9,458
Number of guests involved in informal animal ambassador programs both virtually and in-person	5,967	9,262	3,409	13,191	31,829
Number of total students involved in education programs both virtually and remotely	970	785	504	4,125	6,384
Number of students visiting the zoo as part of a general field trip	787	180	30	5,000	5,997
Number of volunteer hours logged for zoo events	0	2,100	0	850	2,950
Number of intern hours logged as part of formal animal internship program	6,556	4,848	4,406	4,000	19,810
Attendance (New Bedford residents)	15,949	8,737	4,786	4,455	33,927
Paid attendance (New Bedford residents)	5,901	3,233	1,771	4,944	15,849
Number of monthly animal encounters performed at the zoo	July – 346 Aug. – 342 Sept. - 310	Oct. – 267 Nov. – 226 Dec. - 173	Jan. – 90 Feb. – 117 Mar. - 72	April - 148 May – 249 June - 357	2,697
Number of paid Zoo memberships annually	980	1,036	722	1,289	4,027
Number of memberships for New Bedford community residents	272	246	175	377	1,070
Membership renewal percentage (%)	47	62	53	42	51

Annual Performance Measures					
PERFORMANCE MEASURE	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL	2022 ACTUAL	4 YEAR AVERAGE
Number animal welfare assessments conducted by staff [^]	N/A	N/A	N/A	232	-
Number of veterinary wellness exams and procedures performed [^]	N/A	N/A	N/A	932	-
Number of staff hours devoted to AZA conservation programs	1,465	1,720	1,390	1,189	1,441
Monies raised for zoo supported conservation programs (\$)	23,101	21,765	4,612*	20,476	17,489
Number of students involved in learning during formal Animal Ambassador programs both virtually and in-person	6,850	4,603*	3,171*	9,458	6,021
Number of guests involved in informal animal ambassador programs both virtually and remotely	19,609	42,775	23,075	31,829	29,322
Number of total students involved in education programs both virtually and remotely	4,498	1,668*	3,364*	6,384	3,979
Number of students visiting the zoo as part of a general field trip	6,861	2,217*	526*	5,997	3,900
Number of volunteer hours logged for zoo events	1,822	2,274	2,406	2,950	2,363
Number of intern hours logged as part of formal animal internship program	9,948	5,101*	9,440*	19,810	11,075
Attendance (New Bedford residents)	42,470	30,163*	36,771	33,927	35,833
Paid attendance (New Bedford residents)	15,714	11,159	13,576	15,849	14,074
Number of monthly animal encounters performed at the zoo	921	1,901	2,992	2,697	2,128
Number of paid Zoo memberships annually	3,293	2,249*	3,010	4,027	3,145
Number of memberships for New Bedford community residents	3,352	1,474	1,842	1,070	1,935
Membership renewal percentage	49	47	45	51	48

* Depressed as a result of the COVID-19 pandemic.
[^] New metric – no historic data available.





Enterprise Funds

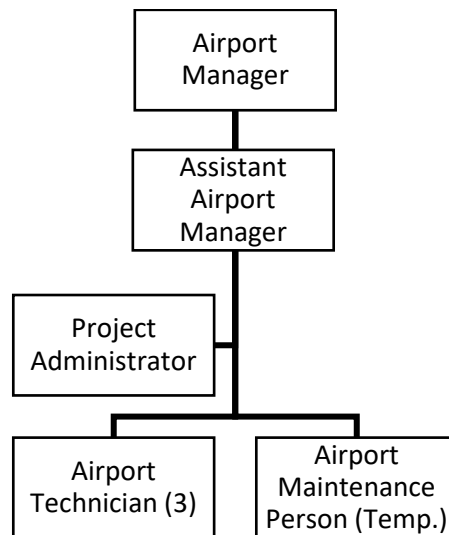
Scot Servis, Airport Manager
 1569 Airport Road
 New Bedford, MA 02746
 (508) 991-6161

Description of Services

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

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.



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.

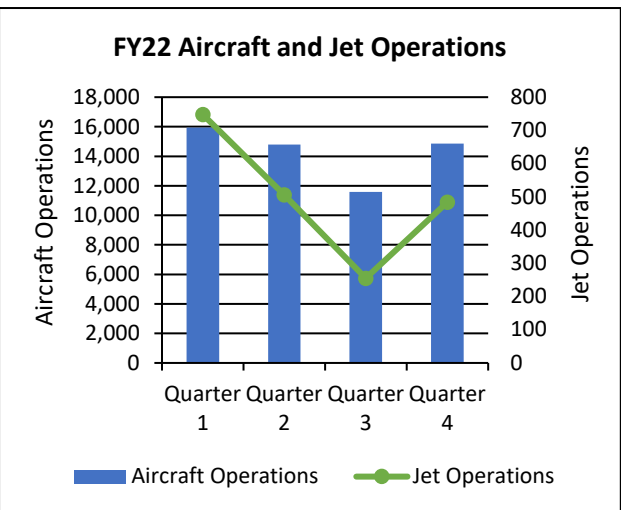
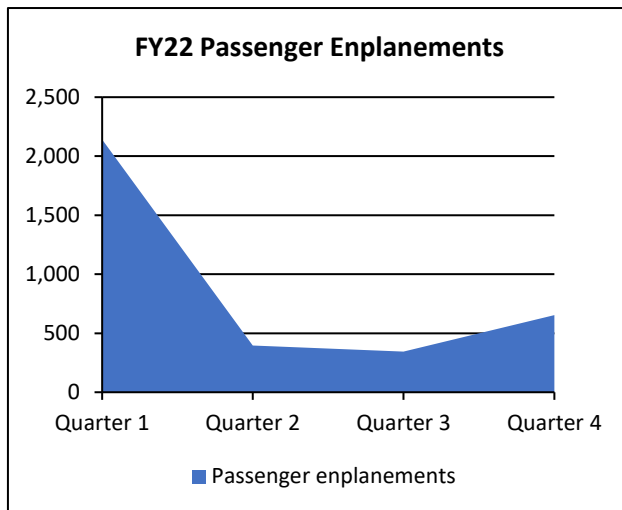
FY22 Strategic Goals			
FY22 Strategic Goals	Status	Citywide Strategic Goal(s)	
1	Establish the Airport as an economic engine and responsible neighbor in the City by building business relationships, modernizing airport infrastructure, and capitalizing on available resources to ensure self-sustainability.	Ongoing	2
2	Complete airside infrastructure improvements.	2022/2023	5
3	Pursue opportunities for infrastructure improvements and expansion.	Ongoing	5
4	Look for ways to improve street-side infrastructure, curb appeal.	Ongoing	5
5	Work to attract more airline service to the New Bedford Regional Airport.	Ongoing	2

FY22 Quarterly Performance Measures					
PERFORMANCE MEASURE	QUARTER 1 (7/1-9/30)	QUARTER 2 (10/1-12/31)	QUARTER 3 (1/1-3/31)	QUARTER 4 (4/1-6/30)	TOTAL
Airport operations	15,942	14,788	11,586	14,855	57,171
Passenger enplanements	2,141	395	345	653	3,534
Jet operations	748	506	255	484	1,993
Airport improvement projects	20	4	7	7	7
Number of lease revenue agreements	21	21	21	21	21

Annual Performance Measures					
PERFORMANCE MEASURE	2019 ACTUAL	2020 ACTUAL [^]	2021 ACTUAL	2022 ACTUAL	4 YEAR AVERAGE
Airport operations	53,204	49,990	59,597	57,171	54,991
Passenger enplanements	6,518	2,860*	4,058*	3,534*	4,243
Jet operations	1,361	1,270	1,593	1,993	1,554
Airport improvement projects	7	5	4	7	6
Number of lease revenue agreements	22	22	19	21	21

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

[^] Depressed as a result of the COVID-19 Pandemic.



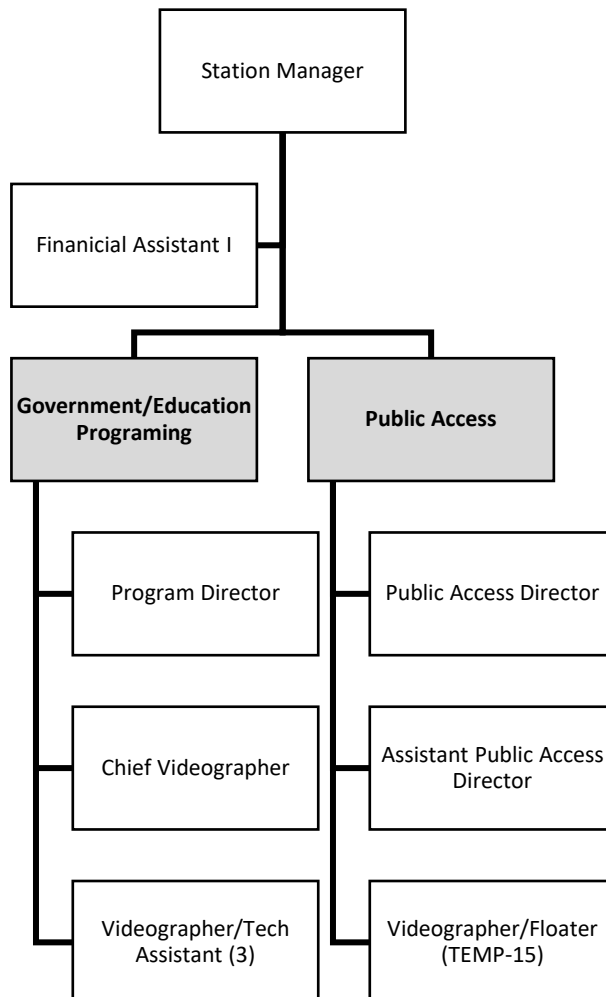
James Marshall, Station Manager
 918 South Rodney French Boulevard
 New Bedford, MA 02744
 (508) 979-1775

Description of Services

The Cable Access fund is mostly supported by a 5% franchise fee on cable system customers. Formerly a special revenue fund, the Cable Access Enterprise Fund has been established for FY 2020 to comply with state reporting requirements. New Bedford Cable Network (NBCN) consists of three channels: Channel 9 for education programming, Channel 18 for government programming, and channel 95 for public access programming. Resources are devoted to maximizing programming and making programs accessible not only to New Bedford residents, but to residents across Greater New Bedford. Programs that impact the region are shared with neighboring community access stations. NBCN’s work is supported through strong administrative, financial and communication coordination with city departments and the public.

Mission Statement

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



Program Descriptions

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

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

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

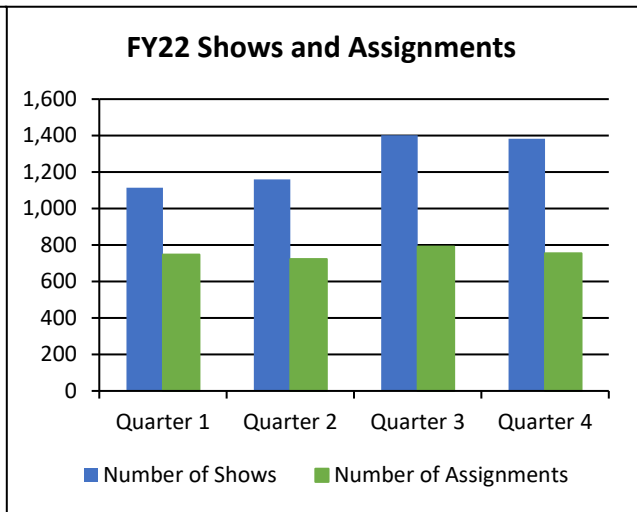
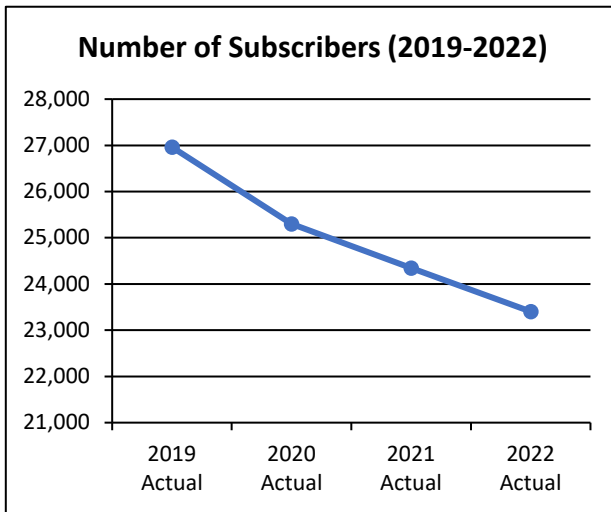
FY22 Strategic Goals			
	FY22 Strategic Goals	Status	Citywide Strategic Goal(s)
1	Continue ongoing discussions with Comcast for contract renewal. Contract expired in November of 2019.	Complete	2
2	Continue to prepare for implementation of FCC ruling regarding Cable Television Act which based in the fall of 2019, affecting in-kind contributions.	Ongoing	5
3	Continue to increase social media presence on various platforms.	Ongoing	5
4	Increase coverage on various boards and committees including: Retirement Board, GNBVT School Committee, and Board of Trustees at local charter schools.	Ongoing	1 and 5
5	Provide content to consumers applicable to their changes needs as the country emerges from the COVID-19 pandemic.	Ongoing	1

FY22 Quarterly Performance Measures					
PERFORMANCE MEASURE	QUARTER 1 (7/1-9/30)	QUARTER 2 (10/1-12/31)	QUARTER 3 (1/1-3/31)	QUARTER 4 (4/1-6/30)	TOTAL
Subscribers [^]	N/A	N/A	N/A	22,433	22,433
Number of shows	327	367	347	333	1,374
Number of assignments	197	246	223	265	931
Number of eligible broadcasts uploads on YouTube/Facebook/Twitter	138	161	170	134	603
Number of classes offered	0	3	4	2	9
Number of community producers trained	0	6	7	7	20

[^] N/A – Subscriber data is released by the state annually for the previous calendar year in May of the following year.

Annual Performance Measures					
PERFORMANCE MEASURE	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL	2022 ACTUAL	4 YEAR AVERAGE
Subscribers	26,961	25,301	24,345	23,404	25,003
Number of shows	1,115	1,160	1,402	1,382	1,265
Number of assignments	747	723	792	754	754
Number of eligible broadcasts uploads on YouTube/Facebook/Twitter*	545	695	663	634	634
Number of classes offered	9	14	60	9	23
Number of community producers trained	58	25	42	20	36

* All original content is also available on demand through the City's website.



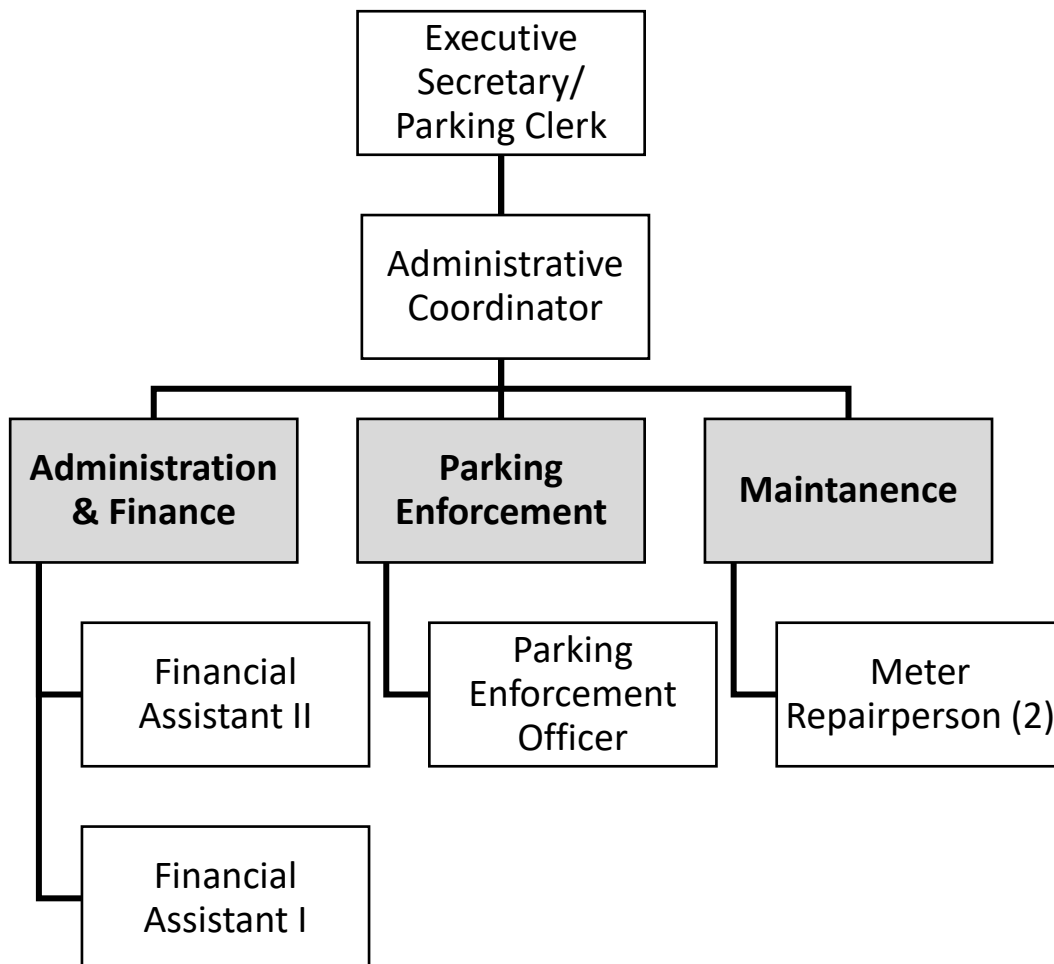
Laurie Alfonso, Executive Secretary to Traffic Commission & Parking Clerk
 51 Elm Street
 New Bedford, MA 02740
 (508) 979-1766

Description of Services

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.

Mission Statement

Maintain New Bedford’s two self-supported municipal garages and provide a clean and safe parking environment for downtown employees and consumers alike.



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.

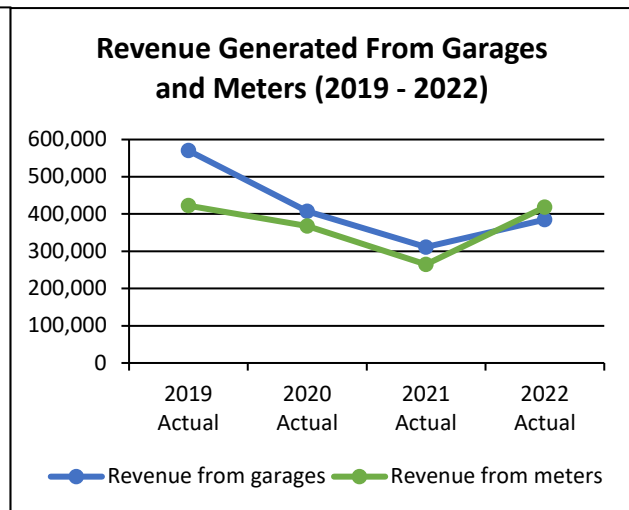
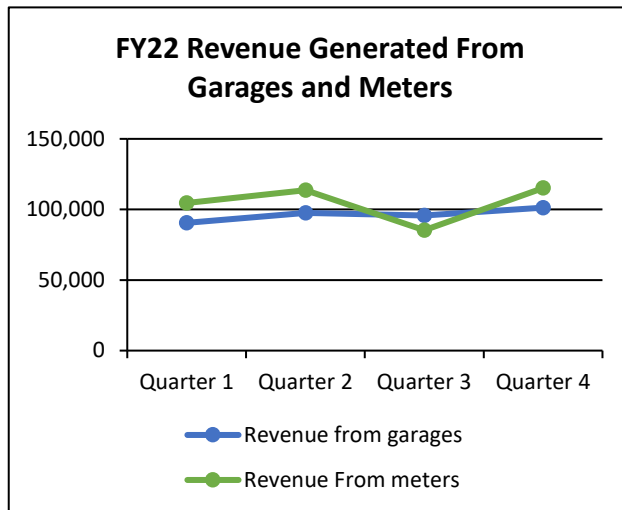
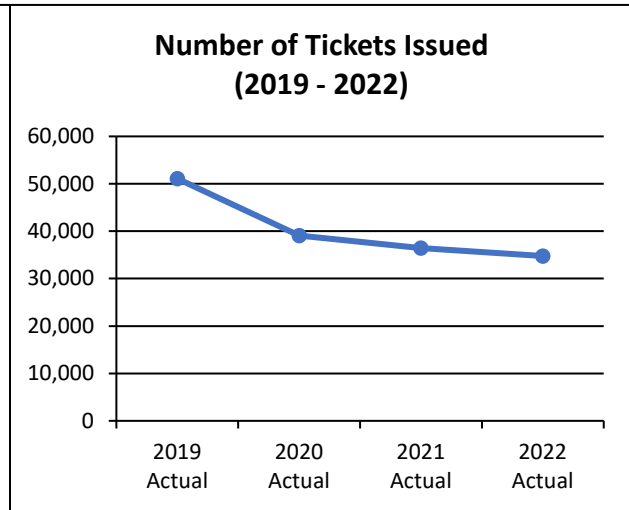
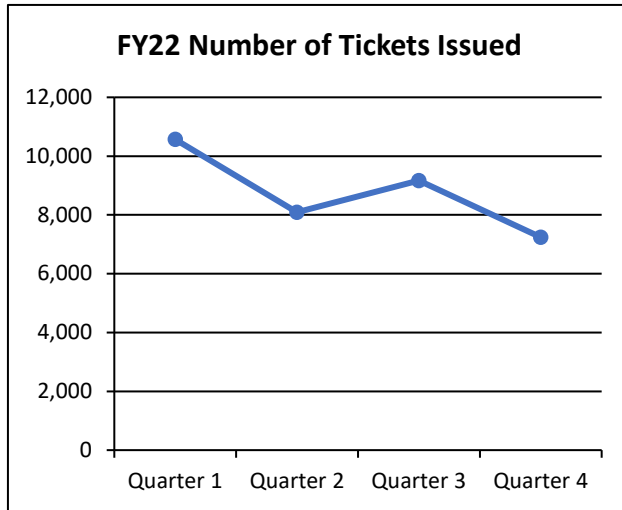
Parking Enforcement: The Downtown Parking Enterprise Fund parking supervisor is responsible for the day-to-day maintenance of the municipal garages, enforcement of the City's parking policies within the garages and monitoring the two-hour parking on the ground floor of the Elm Street Garage.

FY22 Strategic Goals			
FY22 Strategic Goals and Objectives		Status	Citywide Strategic Goal(s)
1	Provide residents and visitors to the City of New Bedford with safe, accessible, and easy off-street parking options in the city's downtown.	Ongoing	4 and 5
	Accept credit cards in the Traffic/Parking Clerk's Office.	Ongoing	5
	Accept credit cards in the Elm Street Garage Lobby machines for monthly pass holders.	Ongoing	5
	Measure the efficiency of the new Passport Parking app for parking meters and evaluate the need to re-install credit card capacity in the downtown meters.	Ongoing	5
2	Ensure the availability and accessibility of on-street, metered parking by effectively enforcing the parking policies of the City of New Bedford.	Ongoing	5
	Implement the recommendations from the parking study.	Ongoing	5
3	Reduce the number of tickets issued in the downtown.	Ongoing	4 and 5
	Enforce the City's newly revised parking policy.	Ongoing	4 and 5

FY22 Quarterly Performance Measures					
PERFORMANCE MEASURE	QUARTER 1 (7/1-9/30)	QUARTER 2 (10/1-12/31)	QUARTER 3 (1/1-3/31)	QUARTER 4 (4/1-6/30)	TOTAL
Garage capacity (in spaces)	1,373	1,373	1,373	1,373	1,373
Metered parking spaces	879	879	879	879	879
Revenue from garages (\$)	90,502	97,561	95,769	101,269	385,101
Revenue from meters (\$)	104,617	113,743	85,285	115,114	418,760
Average weekly hours of enforcement (out of 54)	46	44	49	49	47
Tickets issued*	10,568	8,097	9,171	7,241	34,767
Revenue generated from tickets (\$)*	213,792	240,670	176,500	233,949	882,911
* Revenue from tickets issued in downtown is collected as General Fund revenue along with all other traffic tickets issued citywide.					

Annual Performance Measures					
PERFORMANCE MEASURE	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL	2022 ACTUAL	AVERAGE
Garage capacity (in spaces)	1,373	1,373	1,373	1,373	1,373
Metered parking spaces	879	879	879	879	879
Revenue from garages (\$)	570,153	406,872	311,353	385,101	418,370
Revenue from meters (\$)	422,288	367,876	264,630	418,760	368,389
Average weekly hours of enforcement (out of 54)	40	40	40	47	42
Tickets issued*	51,089	39,073	36,444	34,767	40,343
Revenue generated from tickets (\$)*	976,680	760,644	840,000	882,911	865,059

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



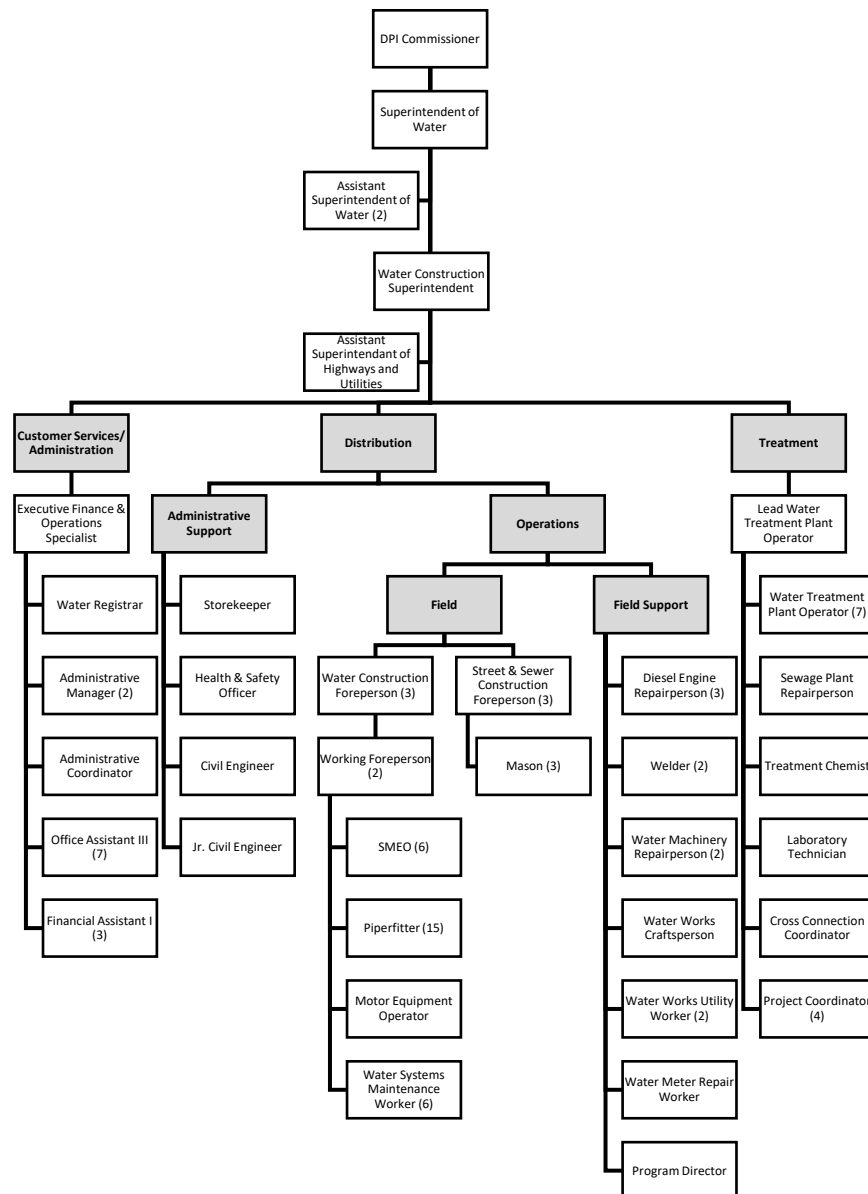
Jamie Ponte, Commissioner of Public Infrastructure
 1105 Shawmut Avenue
 New Bedford, MA 02746
 (508) 979-1550

Description of Services

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

Mission Statement

Provide the customers of New Bedford safe and clean drinking water with sufficient fire protection via a well maintained and efficient treatment and distribution system.



Program Descriptions

Customer Service and Administration Division: Customer Service and Administration is responsible for all utility billing and collections, recording of main installations, main extensions and service connections, the accounts payable of the annual budget and special revenue funds, and the overall management of the department.

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

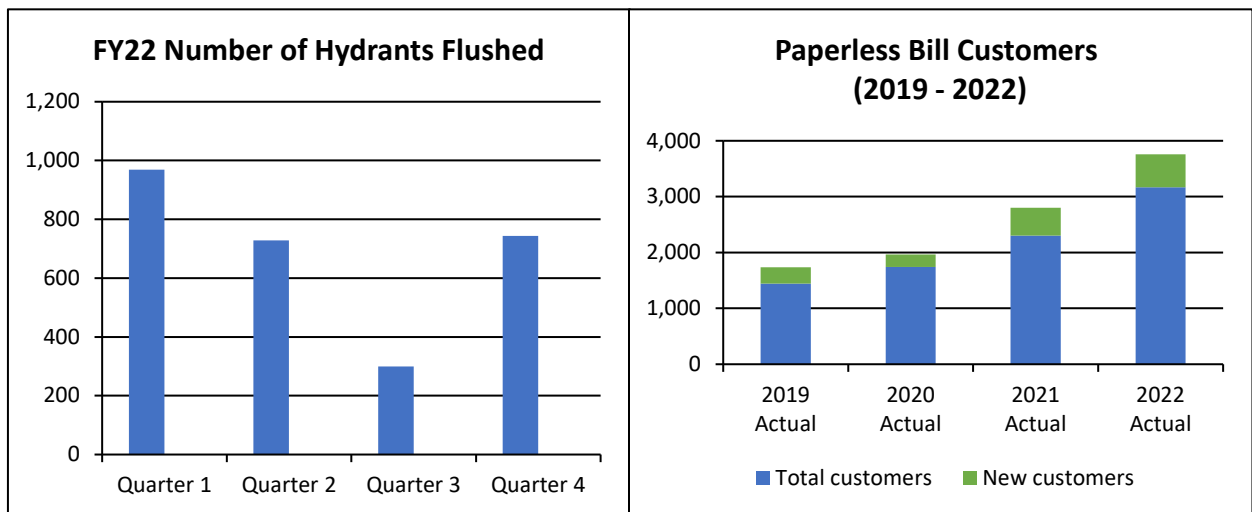
Water Distribution Division: The Water Distribution Division is responsible for the operation and maintenance of the city's water distribution system including the operation and maintenance of water mains, hydrants, gate valves, water services and meters. Maintenance includes emergency response to water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

Water Treatment Division: The Water Treatment Division is responsible for maintaining the watershed to provide clean source water prior to pumping from the ponds to the treatment facility. The treatment facility treats the surface water source with a conventional treatment process with the addition of fluoride. The treatment plant laboratory is certified and performs daily routine sampling and analysis of the water quality parameters in the treatment plant and the distribution system to ensure compliance with all state and federal regulations. Operations and Maintenance at the treatment plant includes routine sampling and monitoring of water quality parameters, preventive maintenance of treatment equipment and structures, management of pond and tank levels, as well as operation and maintenance of reservoir, tanks and pump stations.

FY22 Strategic Goals			
Strategic Goals and Objectives		Status	Citywide Strategic Goal(s)
1	Ensure residents of New Bedford have access to clean, safe drinking water and fire protection.	Ongoing	5
	Perform leak detection, exercise gate valves, and hydrate flushing throughout the system.	Ongoing	5
	Perform water quality assurance through analytical sampling and water main repair and replacements.	Ongoing	5
2	Make the Water Division easily accessible to residents of the City of New Bedford and promote a culture of collaboration between the Water Division and city residents.	Ongoing	1 and 5
	Provide residents with multiple reporting mechanisms from which to contact the Water Division.	Ongoing	5
	Continue to improve and reduce response time to resident request by responding to 90% of requests within 5 business days.	Ongoing	1
3	Ensure a well-maintained and efficient treatment and distribution system.	Ongoing	5
4	Create a city-wide water conservation campaign and tracking system.	Ongoing	5
5	Adopt an action plan to ensure the continued protection of New Bedford's water supply	Ongoing	5
6	Launch an educational program on the value of water conservation and protecting our source.	Ongoing	5
7	Develop a Watershed Management Plan	Ongoing	5

FY22 Quarterly Performance Measures					
PERFORMANCE MEASURE	QUARTER 1 (7/1-9/30)	QUARTER 2 (10/1-12/31)	QUARTER 3 (1/1-3/31)	QUARTER 4 (4/1-6/30)	TOTAL
Number of water main break repairs	3	3	14	4	24
Lead services replaced	7	7	10	9	33
Leaks detected and corrected	6	4	5	6	21
Hydrants flushed	969	728	300	744	2741
Gate valves exercised	33	67	138	39	277
Paperless bill customers/new	New 391/ Total 2,580	New 174/ Total 2,754	New 230/ Total 2,984	New 185/ Total 3,169	New 589/ Total 3,169
Resident requests received	67	74	71	70	282
In person	0	0	0	0	0
Phone	67	74	71	70	282
Email	0	0	0	0	0
Average resident request response time (in days)	1	1	1	1	1

Annual Performance Measures					
PERFORMANCE MEASURE	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL	2022 ACTUAL	4 YEAR AVERAGE
Number of water main break repairs	13	11	11	24	15
Lead services replaced	102	93	38	33	67
Leaks detected and corrected	39	23	12	21	24
Hydrants flushed	3,686	4,552	4,533	2,741	3,878
Gate valves exercised	428	400	440	277	386
Paperless bill customers/new	New 290/ Total 1,443	New 225/ Total 1,740	New 498/ Total 2,301	New 589/ Total 3,169	New 401/ Total 2,163
Resident requests received	264	295	272	282	278
In person	12	14	0	0	7
Phone	252	281	272	282	272
Email	0	0	0	0	0
Average resident request response time (in days)	4	1	1	1	2





Special Revenue Fund

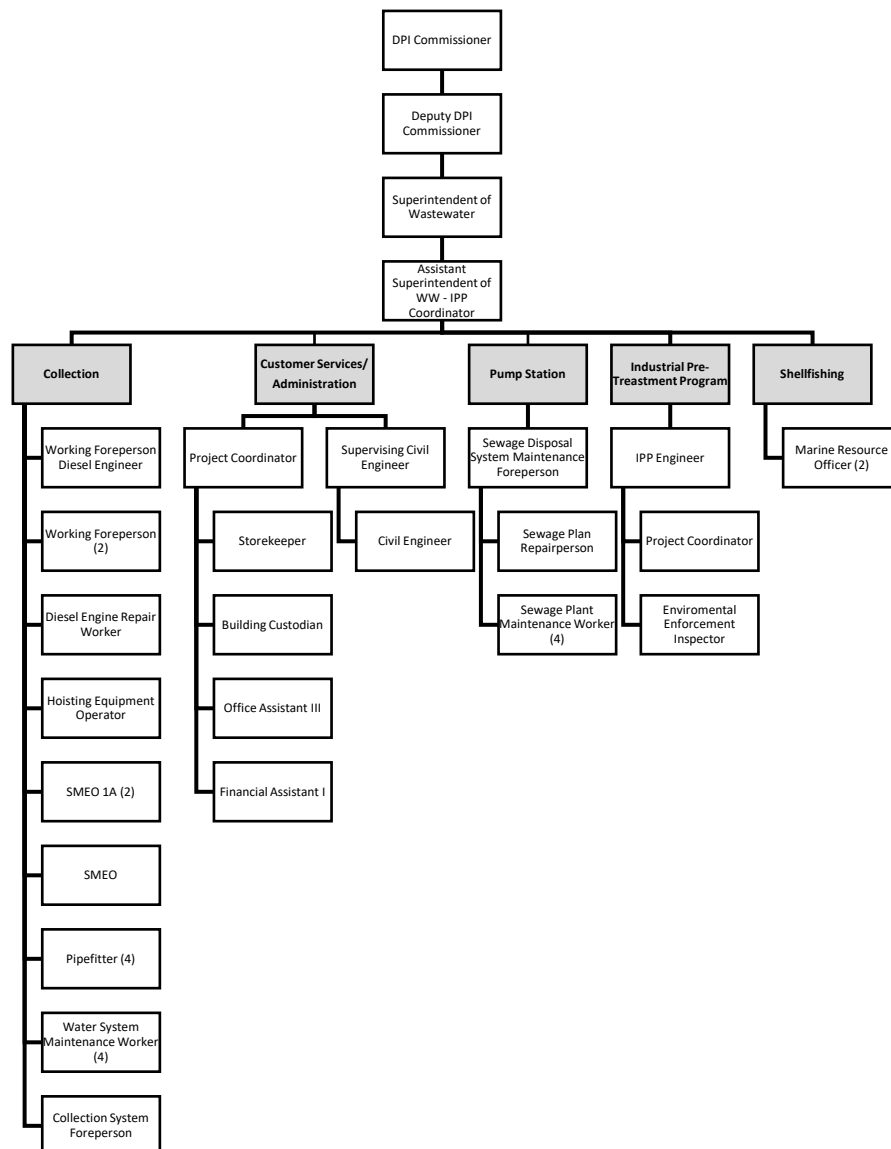
Jamie Ponte, Commissioner of Public Infrastructure
 1105 Shawmut Avenue
 New Bedford, MA 02746
 (508) 979-1550

Description of Services

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

Mission Statement

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.



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.

Industrial Pre-Treatment Division: This Division is responsible for facilitating the cities Industrial Pretreatment Program as well as the Fats, Oil, And Grease Program. This consists of permitting, sampling, inspecting, enforcement and record keeping ensuring regulatory compliance. The IPP division is also tasked with public outreach and educating the residents of the city in all aspects of water and wastewater environmental stewardship.

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. In November of 2020, the operation and maintenance of the 29 pump stations have been subcontracted to Veolia, under the renewed Wastewater Treatment Plant contract.

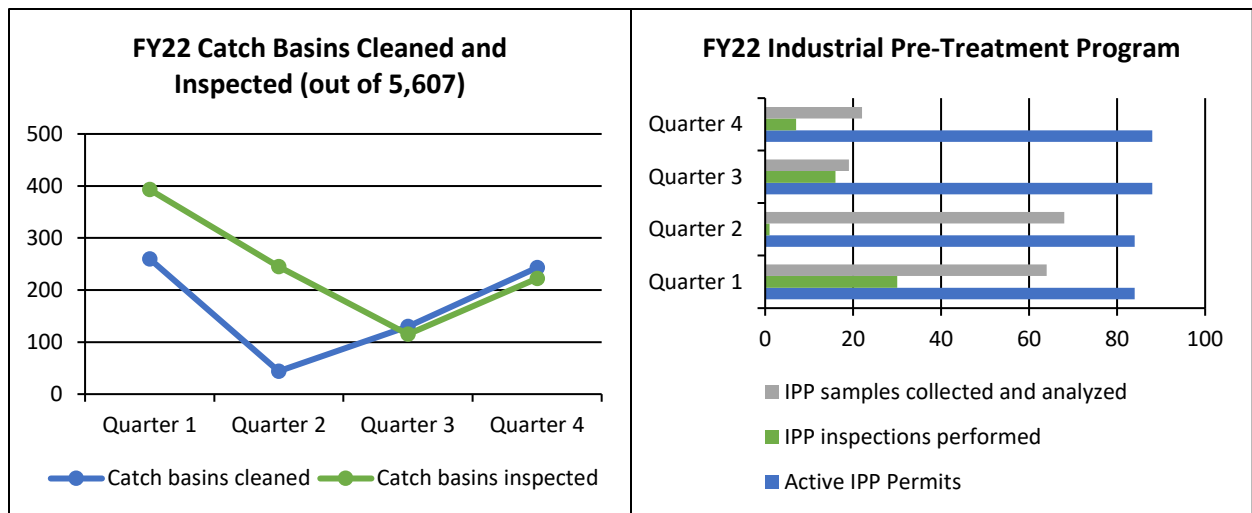
Shellfishing: The Shellfishing division is responsible for assuring that shellfish taken from New Bedford waters are safe for human consumption. The division is also responsible for maintaining records related to shellfishing and shellfish and bed closure and openings. Ensuring a continued shellfish conservation program, enforcement of shellfish regulations, and continued public outreach is all an integral part of this division.

FY22 Strategic Goals			
Strategic Goals and Objectives	Status	Citywide Strategic Goal(s)	
1	Achieve the requirements of comprehensive documentation identified in the EPA-issued Administrative Order for the operations and maintenance of the city's wastewater collection system, pumping stations and Wastewater Treatment Plant.	Ongoing	5
	Continue to implement a Computerized Maintenance Management System that captures the data required in the EPA-issued Administrative Order.	Ongoing	5
	Develop standardized maintenance plans for all pump stations.	Ongoing	5
	Perform all inspections, preventative maintenance, monitoring and cleaning of the city's 29 pumping stations, sewer and storm water collection systems.	Ongoing	5
2	Ensure compliance of federally mandated disposal regulations of hazardous discharge by commercial and industrial users to enable the City to comply with the provisions of the Clean Water Act and associated federal and state regulations and to provide for the public health and welfare by regulating the quality of wastewater discharged into the sewer system.	Ongoing	2 and 5
	To inspect all 11 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.	Ongoing	2 and 5
	Institute and administer the EPA-mandated Fats, Oil and Grease (FOG) program ensuring proper disposal to minimize collection system maintenance.	Ongoing	2
3	Participate in Resilience Planning to ensure long-term sustainability of wastewater and storm water systems.	Ongoing	5
	Explore use of green infrastructure for stormwater management.	Ongoing	5
	Continue to improve pump stations and other wastewater infrastructure to reduce possibility of system failures.	Ongoing	5
4	Continued reduction of CSO discharges (5-million-gallon reduction per year) IIDDE, Wet / Dry Sampling, CSO to Drain Projects	Ongoing	5
5	Integrate green infrastructure into all projects (assists in stormwater management) *	Ongoing	5
6	Purchase and install real time flow monitoring devices throughout the collections system.	Ongoing	5
7	Continue yearly rain barrel program (green infrastructure)	Ongoing	5
8	Create 5 Year Plan for wastewater division	Ongoing	5
9	Pump Station Continuous Improvement – Pumps, Generators, SCADA Systems	Ongoing	5
10	Hurricane Dike Station improvements (gate actuators, pumps)	Ongoing	5

FY22 Quarterly Performance Measures					
PERFORMANCE MEASURE	QUARTER 1 (7/1-9/30)	QUARTER 2 (10/1-12/31)	QUARTER 3 (1/1-3/31)	QUARTER 4 (4/1-6/30)	TOTAL
Catch basins cleaned (out of 5,607)	260	44	130	243	677
Catch basins inspected	393	245	115	222	975
Preventative maintenance tasks performed in pump stations	2,945	2,939	2,281	2,959	11,124
Sewer main breaks repaired	2	2	1	5	10
Sewer service blockages corrected	0	0	0	0	0
Camera truck footage	15,459	6,564	5,982	11,221	39,226
Vactor truck footage	48,210	49,465	57,170	61,025	215,870
Active IPP permits	84	84	88	88	88
IPP inspections performed	30	1	16	7	54
IPP samples collected and analyzed	64	68	19	22	173
New FOG permits activated/ total	8/382	4/376	0/369	3/356	15/356
FOG inspections	37	125	195	149	506

Annual Performance Measures					
PERFORMANCE MEASURE	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL	2022 ACTUAL	4 YEAR AVERAGE
Catch basins cleaned (out of 5,607)	323	326	828	677	539
Catch basins Inspected	N/A*	632	1,182	975	-
Preventative maintenance tasks performed in pump stations	9,034	8,578	10,928	11,124	9,916
Sewer main breaks repaired	9	3	1	10	6
Sewer service blockages corrected	100	92	0	0	48
Camera truck footage	N/A*	N/A*	237,677	39,226	-
Vactor truck footage	N/A*	N/A*	50,599	215,870	-
Active IPP permits	89	89	80	88	87
IPP inspections performed	68	60	115	54	74
IPP samples collected and analyzed	101	99	115	173	122
New FOG permits activated/ total	0	2	45	15	16
FOG inspections	441	570	412	506	482

* New performance measure. No historic data.





Appendix

Mayor's Office**Neil Mello**, Chief of Staff**Christina Connelly**, Chief Operating Officer**Janet Barbosa**, Director of Special Projects & Programs**Silvia DaSilva**, Director of Constituent Services**Mike Lawrence**, Public Information Officer**Melissa Sears**, Special Assistant**Airport****Scot Servis**, Airport Manager**Michael Crane**, Asst. Airport Manager**Joan Jones**, Project Administrator**Assessors****Pamela Davis**, Interim Admin. Asst. to Board of Assessors**Kendra Parker**, Admin. Coordinator**Judy Serdahl**, Asst. City Assessor**Auditor****Emily Arpke**, City Auditor**Brennan Morsette**, Asst. City Auditor**Geraldine Calheta**, Management Analyst**Ana DeBarros**, Grants Auditor**Cable Access****Jim Marshall**, Station Manager**Chief Financial Officer****Michael Gagne**, Interim CFO**Olivia Francoline Mitchell**, Management Analyst**Elise Rapoza**, ARPA Director**Sharon Thomas**, Executive Finance & Operations Specialist**City Clerk****Dennis Farias**, City Clerk**Stephanie Macomber**, Asst. City Clerk**City Council Office****Susan Henriques**, Asst. City Council Clerk**Clerk of Committees****Donna Britto**, Asst. Clerk of Committees**Community Services****Cynthia Wallquist**, Director**Mali Lim**, Coordinator for Community Education & Local Consumer Program**Marcelina Pina-Christian**, Coordinator for Neighborhood & Community Outreach**Council on Aging (Division of Community Services)****Deb Lee**, Director of Council on Aging**Pamela Amaral-Lema**, Admin. Manager**Department of Facilities and Fleet Management****Jennifer Vieira**, Acting Director of Facilities & Fleet Management**Carlos Araujo**, Garage Superintendent**Sonia Arruda-Magrath**, Finance & Operations Manager**George Ostler**, Facilities Superintendent (Code Enforcement)**Nick Pereira**, Superintendent of Facilities, Construction & Maintenance**James Sylvania**, Facilities Superintendent (Custodial)**Department of Public Infrastructure****Jamie Ponte**, Commissioner**Donna Amado**, Admin. Manager**Justin Chicca**, Deputy Commissioner**James Costa**, Wastewater Superintendent**Rebecca Gomes**, Executive Finance & Operations Specialist**Justin Ohlson**, Park Maintenance & Forestry Superintendent**Danny Perry**, Water Construction Superintendent**Shawn Syde**, City Engineer**Elections****Manuel Debrito**, Election Commissioner**Emanuel Dias**, Passport Facility Manager**Emergency Medical Services****Michael Thomas**, Director**David Zander**, Asst Director**Fire Department****Scott Kruger**, Chief**Brian Medeiros**, Deputy Chief**Michael Dandurand**, District Chief Support Services**Kurt Houghton**, Captain of Fire Prevention**Amy Poitras**, Admin. Manager

Emergency Management (Division of Fire)

Brian Nobrega, Director
Craig Tjersland, Admin Manager

Health Department

Damon Chaplin, Director
Kristine Cunningham, Admin. Manager
Stephanie Sloan, Asst. Director

Inspectional Services

Danny Romanowicz, Director

Labor Relations and Personnel

Judith Keating, Director
Sandy Urel, HR Generalist

Library

Olivia Melo, Director
Kristin Cardoso, Branch Manager
Joseph Fernandes, Public Services Manager
Denise Plaskon, Branch Manager
Karen Tolman, Branch Manager

Licensing

Nicholas Nanopoulos, Director
Honorina White, Financial Asst.

Management Information Systems

John Costa, Director
Jonathan Nunes, Asst. Director

Mayor’s Task Force

Lindsay Carter-Monteiro, Admin. Asst

New Bedford Port Authority

Blair Bailey, General Counsel
George Krikorian, Director of Finance

Planning

Jennifer Carloni, City Planner
Anne Louro, Deputy Director
Michael McCarthy, Deputy Director

Police

Paul Oliveira, Chief
Adelino Sousa, Deputy Chief
Scott Carola, Lieutenant/Public Information Officer
Holly Huntoon, Media Relations Specialist
Kathleen Nemer, Admin. Manager

Purchasing

Molly Gilfeather, Director
Rebecca Kanter, Asst. Procurement Officer

Recreation and Parks

Mary Rapoza, Director
Bernadette Barreira, Fiscal Operations & Facilities Manager
Kelley Peterson, Recreation Center & Program Manager

Resilience and Environmental Stewardship

Michele Paul, Director
Courtney Cohen, Environmental Project Manager
Chancery Perks, Conservation Agent

Solicitors

Eric Jaikes, City Solicitor
Elizabeth McNamara, Asst. City Solicitor
Lisa Presby, Program Director & Workers Compensation Agent

Tourism and Marketing

Ashley Payne, Director
Amy DesRosiers, Marketing Manager

Traffic Commission

Laurie Alfonso, Executive Secretary
Krystin Abreu, Admin Coordinator

Treasurer-Collector

Renee Fernandes, Treasurer-Collector
Mark Fuller, Asst Treasurer
Debra Machado, Collection Supervisor
Sherie Pinzino, Financial Analyst/Tax Title

Veterans’ Services

Christopher Gomes, Director
Ana DaRocha, Veterans Services Investigator

Zoological Services

Gary Lunsford, Director
Shara Rapoza, Asst. Director

John E. Flor
 133 William Street, Room 309A
 New Bedford, MA 02740
 (508) 979-1550

Description of Services

The Neighborhood Task Force was created by Mayor Jon F. Mitchell in his first months in office. The task force pools the resources of several city departments to conduct targeted and coordinated code enforcement. Members of the Building, Police, Department of Public Infrastructure, Health and Fire departments regularly meet to conduct full neighborhood sweeps and to investigate individual property complaints.

FY22 Quarterly Performance Measures					
PERFORMANCE MEASURE	QUARTER 1 (7/1-9/30)	QUARTER 2 (10/1-12/31)	QUARTER 3 (1/1-3/31)	QUARTER 4 (4/1-6/30)	TOTAL
Number of calls for assistance received and addressed	205	182	148	161	696
Number of walk-in requests for assistance received and addressed	183	191	153	143	670
Number of website requests for assistance received and addressed	75	88	112	59	334
Number of email requests for assistance received and addressed	178	204	171	241	794
Number of sweeps conducted	3	1	1	1	6
Number of building added to abandon building fund	1	4	10	6	21
Amount of revenue added to abandoned building fund (\$)	6,500	51,500	25,500	3,500	87,000
Number of receivership inspections conducted	0	0	0	0	0
Number of correction orders issued	N/A	N/A	N/A	N/A	N/A
Percentage of fines collected from trash tickets (%)	2,490	1,742	1,359	1,248	6,839
Number of Twitter followers	651	551	657	657	657

