

BROCKTON PARKING AUTHORITY

ANNUAL REPORT

FISCAL 2018

Submitted by
Robert H. Malley
Executive Director
July 15, 2018

Board of Directors

John Merian, Chairman
Robert Pelaggi, Vice Chair
Conrod Boone
Kelly Mallory

Executive Summary

Fiscal 2018 was a challenging year for the Parking Authority, with renewed interest in redevelopment in the downtown, and the continuing effort to construct a new downtown parking garage on Petronelli Way. Some of the highlights follow in this summary.

Parking Study Implementation

We received the final version of the Downtown Parking study from our consultant, Nelson/Nygaard, in February of 2017, and it was accepted by our Board of Directors in March. The study makes several recommendations for improving the operation of the Authority, and includes a timeline for making the changes necessary to accommodate current parking needs and those created by future development. All work on the plan was done with an eye toward coordinating parking efforts with the Downtown Action Strategy, the Urban Revitalization Plan, the ongoing streetscape project, the Transformative Development Initiative, and with the many proposed individual redevelopment projects currently underway.

We have already begun implementing some of the suggested changes which can be accomplished immediately. We have simplified the permitting process, removing formerly required license plate numbers from the applications and permits to allow patrons to bring whatever vehicle they wish to work as long as a permit is purchased. We have begun exploring online purchasing of permits, which will be instituted in conjunction with the installation of pay-by-cell phone options and credit card acceptance.

We met with the Traffic Commission to discuss adding additional on-street parking on some of the downtown streets which are wide enough to accommodate more parking without causing traffic or safety problems. We have reviewed the parking signage in the downtown with the Traffic Commission, and work was completed in May to have that signage accurately reflect the current regulations. We hope that much of this signage will become unnecessary in the future as we install hi-tech meters and move towards a supply and demand pricing system and let the pricing dictate the regulations.

We are working toward the completion of a new downtown parking garage, which will be discussed in a subsequent section of this report.

We have already selected a vendor, Passport, Inc., to institute a pay-by-cell system for paying parking meters. This will enable patrons to park in metered on-street spaces and off-street lots using a cell phone application, and will require integration with our current enforcement technology vendor to make sure that tickets are not issued to patrons using the app in the absence of a permit or parking machine receipt which is visible to the enforcement officer.

We have installed the first 100 hi-tech meters (manufactured by IPS, Inc. to replace the old-style coin operated meters which we previously employed on-street. The meters were installed in late April, and early indications show that despite the higher costs associated with these meters (internet connectivity and per transaction credit card fees), we are realizing a substantial increase in net revenue from these meters. We are in the process of setting up a trial with another manufacturer of hi-tech meters to be installed this summer in order to get a comparison between the meters with regard to functionality and expense.

The complete parking study is available on the city website.

New Garage on Petronelli Way

The state has awarded the city a \$10 million grant to finance the construction of a much-needed 414-space public parking garage on Petronelli Way. In May 2017, the City Council approved a \$2 million bond issue to supply the gap financing for this project which will be overseen by the Brockton Redevelopment Authority, and the garage will be turned over to and run by the Parking Authority upon completion.

This new garage will allow for the construction of the new housing on Petronelli Way and Montello Street, the expansion of W.B. Mason's corporate offices, the anticipated growth of the Neighborhood Health Center, the redevelopment of 93 Centre Street, and other anticipated redevelopment in the area. The project will also build a new road connecting Petronelli Way to Court Street, and make both Petronelli Way and Franklin Street two-way, improving the flow of traffic in the area, and marking the first step in the long-awaited restoration of two-way traffic in the downtown.

Trinity Financial, which was to have built the new garage, is no longer the developer of this project. The Brockton Redevelopment Authority is now the developer, and we have assembled a building committee consisting of Robert Jenkins from the BRA, Rob May from the city's office of Planning and Economic Development, Robert Malley from the Brockton Parking Authority, our OPM (owner's property manager) Pinck, Inc. (Alicia Toney is their project manager), and Janis Mamayek, from ICON Architects. We purchased the plans at 70% completion from Trinity and engaged ICON, the company which had been designing the plans for Trinity to finish the plans. Using Section 149A, we pre-qualified potential construction managers, interviewed the most qualified applicants, and selected Colantonio Corp. as the contractor to build this project. We have been meeting each Friday for the last several months, along with representatives from Kelly Engineering, Simon Engineering, and Trinity Financial to do the pre-construction planning for this project.

A tentative timeline for the tasks required to bring this project to completion is attached in Appendix A.

Since the garage is being built on a site which is currently a surface parking lot, we will have to displace the patrons who currently park there. We have leased the old D'Angelo's lot for a second time, the prior lease having expired, and entered into an agreement with BAT (Brockton Area Transit) to park cars in the garage on Commercial Street during the construction period.

Finances and Revenue

Parking Authority revenues reached a high point in fiscal 2008, and declined steadily through September 2010. Two major factors led to this trend. First, the relocation from the downtown area of businesses and organizations caused a drop in the sales of lot and garage passes, and also affected the transient (daily) garage revenues. Secondly, the end of dedicated parking enforcement downtown in the spring of 2009 led to a chaotic situation in which many motorists parked illegally. Knowing that they were unlikely to be ticketed, they left their vehicles in on-street parking spaces beyond the posted time limits and/or parked in city lots without paying.

Expansions at the Brockton Neighborhood Health Center and W.B. Mason's largely offset the loss of parking lot revenues due to the departure from the downtown of the Enterprise, the IRS, and the Social Security office. However, revenues from the parking garage and meters continued to lag.

Since the implementation of the new parking enforcement program in October 2010, these losses have been reversed. FY 2011 ended with a 6.45 percent increase in revenues year-over-year. In FY 2012, revenues increased a further 6.39 percent.

The first price increase since 1999, a modest \$5.00 increase for all monthly parking permits, was approved by the Parking Authority Board of Directors in January of 2012, and effective on July 1, 2013. This increase, coupled with an increased demand for monthly parking permits in the downtown, resulted in a 12.03% increase in revenues in FY 2013.

The Board voted no increase in the rates for FY2015, FY2016, and FY2017. The increase in demand for parking in the downtown, however, has resulted in an increase in revenue of \$27,008 annually on average, or 3.5% from FY2014 to FY2017 even with no increase in price.

The past nine years have seen a cumulative increase in revenue of 36.88.7%, with a gain in revenues in each of the nine years. The Parking Authority Board of Directors passed a modest price increase in January 2018, effective July 1, 2018, which will ensure a tenth consecutive year of increased revenues to offset the increase in expenses over this time.

In addition, the revolving fund established by City Council to pay for the enforcement program and for capital needs of the Parking Authority had a balance of \$529,786 at the

end of the FY 2018, which will be augmented by an additional \$250,000 from parking enforcement revenues approved by City Council for FY 2019. This will allow the Parking Authority to fund parking enforcement operations, make payments on the garage repair loan to the BRA, and pay for the design and reconstruction of the Montello Lot (some design costs already paid), as well as other needed projects including implementation of the recommendations brought forward from the parking study.

Expenses paid out during Fiscal 2018 were considerably higher than in FY2017 due to two major expenses: a payment of \$283,000 to purchase plans for the new parking garage which were at 70% complete when purchased, and payments totaling roughly \$80,000 associated with the purchase and installation of the new hi-tech parking meters previously mentioned.

Detailed financial information on both revenue and expenses is contained in appendix B.

Parking Enforcement

In FY 2011, a new downtown parking enforcement program was established under the supervision of the Parking Authority. The Police Department was the supervisory body for parking enforcement until March 2009, when the full-time enforcement officers retired. Parking Control Officers (PCO's), who are part-time city employees, were hired and trained, and in October of 2010, they began enforcing parking regulations downtown using modern hand-held computers to issue citations. The reinstitution of parking enforcement by the Parking Authority has achieved its primary goal of ensuring there is available, free short-term parking for the patrons of businesses and organizations on both Main Street and Legion Parkway, and in the area around City Hall. In addition, the program has a financial benefit to the city. In FY2018, Parking Authority PCO's wrote 12,738 violations totaling \$460,802 in fees and charges. This is in addition to the 3632 citations totaling \$220,277 written by the Police Department.

This puts the total value of citations issued by Parking Authority PCO's at more than \$4.7 million since dedicated downtown enforcement resumed in October, 2010.

After seven years of working part-time and generating this type of income for the city, our PCO's were made full-time employees in January of 2018. We are now operating with 2 full-time employees as opposed to the original staffing of four part-time PCO's.

Details on parking enforcement are included in appendix C.

Facilities

The Montello Lot Project is still in the design stage which will end in the total reconstruction of this lot, and has been put off until after the completion of the new garage. In the interim, we will be using this lot as a staging area for the delivery and storage of the concrete tees (up to sixty feet in length) required to build the garage. This will simplify the trucking of materials to the construction site, cutting down on the traffic disruption associated with the project by allowing for off-hours delivery of the concrete parts.

Other facilities required standard maintenance, linestriping, lawnmowing, refuse removal, replacement of signs, snow removal, etc. A list of properties managed by the Parking Authority is included in Appendix D.

The fire alarm system in the Adams Garage is in need of replacement. In order to replace the system, and bring it up to code, the elevator and its lobbies need to have a fire return system retrofitted. VDA (Van Deusen Associates) was retained to write the specifications for this elevator work, and the job went out to bid in August of 2017. Buckley Elevator was the successful bidder, and has completed the submittals required. The work will be done late this summer into the fall with an anticipated completion by October 30, 2018. Once the elevator is in compliance with the new fire codes, we will be ready to replace the fire alarm system. We will be retaining an outside contractor to write the specifications for this project also.

Leased Properties

Due to the ongoing redevelopment of the downtown, projects including the Trinity Financial Project, the Capstone Project, the expansion of W.B. Mason, the reconstruction of City Hall Plaza, the expansion of the Neighborhood Health Center, the streetscape project and other smaller construction projects, we have faced the challenge of finding suitable parking for downtown employees, residents, visitors and construction personnel.

As a short-term solution to this challenge, we entered into leases for additional parking facilities: the BCA lot on Court Street, and the Porter Building lot on Petronelli Way. We were also able to re-lease the D'Angelo's lot on Montello Street as of July 1, 2017, to help with the anticipated displacement of the patrons currently parking on the Trinity site when garage construction begins.

While these sites are adequate to meet the current demand for downtown parking, the longer term solution to this challenge is to build structured parking, accommodating the all-day employee parking which makes up most of the parking usage in the downtown. The new garage on Petronelli Way is the first step in this process.

Professional Development

Over the past year, Robert Malley, the Executive Director of the Parking Authority, has been a member of the following organizations:

- Boston Parking Group- This group meets quarterly, and brings together parking professionals from many area cities and towns to discuss parking issues and exchange ideas and best practices that members can implement in their communities. It also provides access to an email forum where members can have questions answered, solicit advice, and conduct surveys.
- New England Parking Council- This organization of parking professionals which meets twice a year for networking and professional education. It also offers an annual educational seminar and provides a chance to discuss issues with vendors who do business with parking management entities throughout New England.
- Downtown Brockton Association, Executive Board
- MetroSouth Chamber of Commerce

Other educational events attended include the fall 2017 Massachusetts Downtown Initiative workshop, spring 2018 workshops on parking meter technology, pay-by-phone options, parking enforcement, and space management. In addition, the Executive Director attended convention in Providence in March of 2018 sponsored by the New England Parking Council and the International Parking Institute.

FY 2018 Goals

Since adopting the recommendations of our parking study, most of the short term goals of the Parking Authority have been specifically defined. They include:

- continued replacement of all off-street coin-operated parking meters with high-tech multi-space meters capable of accepting credit card payments
- replacement of all on-street coin-operated parking meters with high-tech single space meters
- a new garage system capable of accepting credit card payments
- integration of pay-by-phone at all meter locations
- more on-line access for consumers
- continued work on the construction of a new downtown garage to accommodate the needs of anticipated development and to enhance the value of existing office and retail space
- continue to increase diversity in employment to make the Parking Authority staff more reflective of the city's population
- implementation of a zoned parking system with appropriate way-finding signage

Other projects not mentioned in the study, but still considered necessary in the next year include resealing and restriping of the B Lot adjacent to City Hall and completion of the elevator and fire alarm projects at the Adams garage.

While all these projects may not be completed during FY2019, we expect to complete many of them, and make substantial progress on most if not all of them.

APPENDIX A

Petronelli Garage Timeline

APPENDIX B

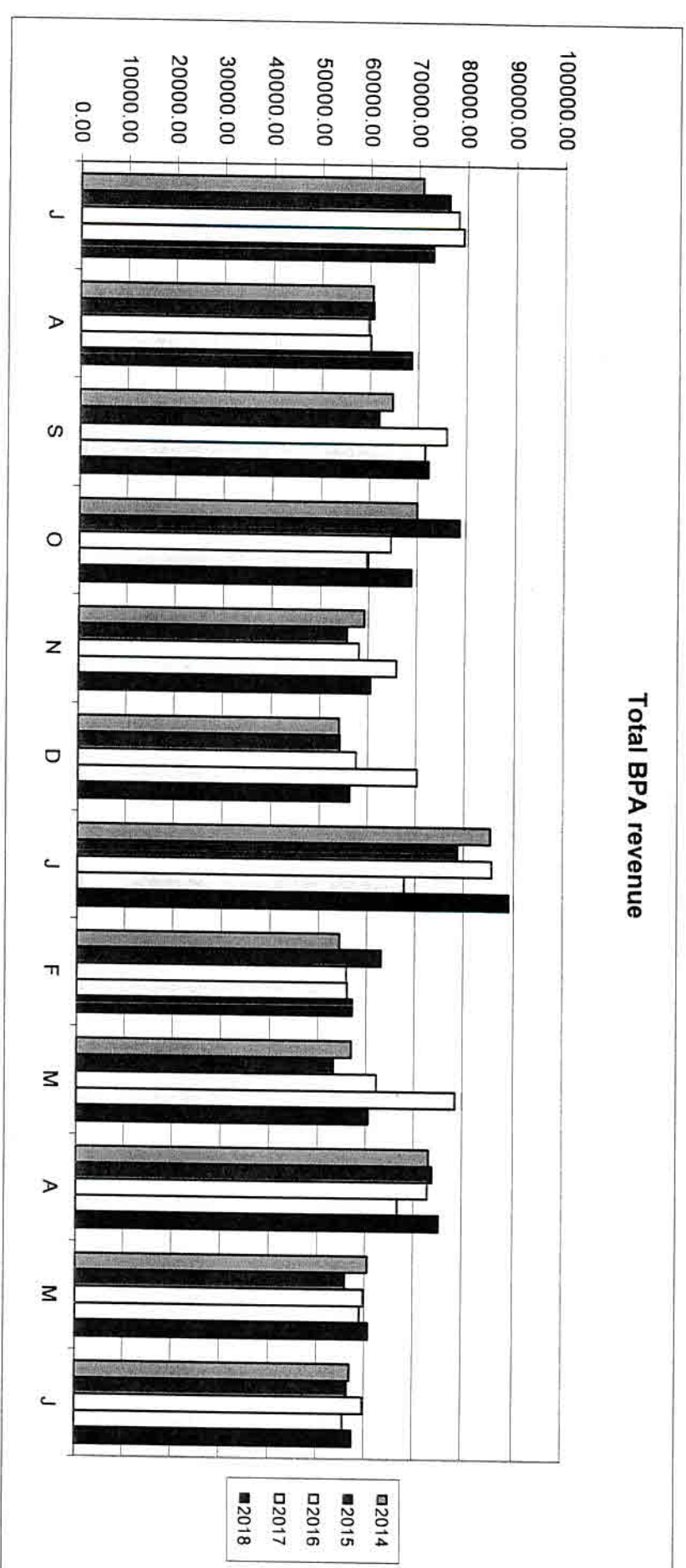
FINANCIAL DATA

PART 1- REVENUES

Total BPA Revenue

	J	A	S	O	N	D	J	F	M	A	M	J	Ytd
2014	70885.46	60554.59	64696.11	69930.66	59133.44	53989.13	85073.44	54296.29	56934.49	73121.30	60514.12	56914.74	766043.77
2015	76298.47	60714.78	61931.16	78715.55	55551.05	54128.34	78701.36	62985.80	53230.71	73810.65	55796.58	56358.19	768222.64
2016	78157.66	59596.08	75887.71	64510.30	58028.82	57560.78	85355.58	55742.18	62183.41	72859.85	59653.56	59585.51	789121.44
2017	79261.75	60115.06	71496.85	59617.56	65906.91	70291.15	67700.11	56004.34	78508.93	66650.48	58949.96	55548.22	790051.32
2018	73074.64	68625.47	72227.82	68836.83	60503.70	56265.72	88964.34	57122.91	60498.23	75165.70	60684.63	57444.17	799414.16
yoy 16-17	1104.09	518.98	-4390.86	-4892.74	7878.09	12730.37	-17655.47	262.16	16325.52	-6209.37	-703.60	-4037.29	929.88
yoy 17-18	-6187.11	8510.41	730.97	9219.27	-5403.21	-14025.43	21264.23	1118.57	-18010.70	8515.22	1734.67	1895.95	9362.84

Total BPA revenue



Parking Garage Revenues
FY 18

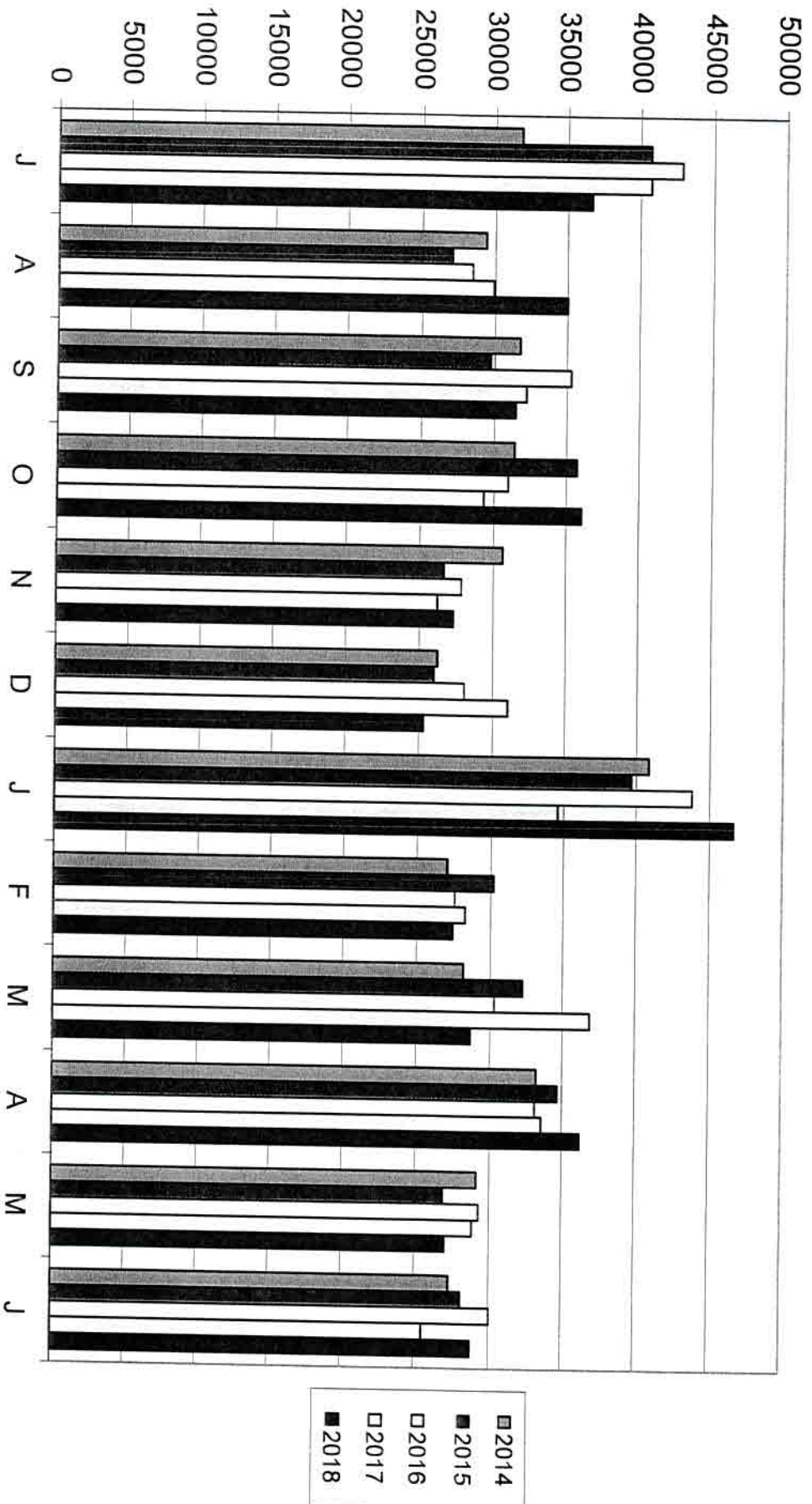
	J	A	S	Transient		D	J	F	M	A	M	J	ytd
				O	N								
2014	8038	9580	11104	12567	11492	9500	12043	10853	12063	11551	12700	11225	132716
2015	10014	9240	11676	11846	9846	9470	9780	12156	15371	11632	10078	11467	132576
2016	10062	9466	10120	13321	10611	11057	12399	9758	13184	10012	12162	13068	135220
2017	9366	10824	10106	12406	9832	8890	10777	9012	11905	10408	12747	10284	126557
2018	8890	10294	9959	11898	11518	8842	11508	9078	12006	10036	11598	10568	126195

	J	A	S	Monthly Permit		D	J	F	M	A	M	J	ytd
				O	N								
2014	23780	19770	20660	18840	19160	16740	28785	16080	16020	21660	16375	15925	233795
2015	30690	17710	18040	23855	16725	16555	29870	18040	16845	23035	16695	16510	244570
2016	32770	18915	25160	17635	17125	16915	31365	17675	17070	23095	17090	16955	251770
2017	31350	19060	22090	16875	16400	22155	23820	19155	24965	23165	16030	15280	250345
2018	27775	24710	21505	24135	15655	16480	35115	18220	16565	26170	15275	18125	259730

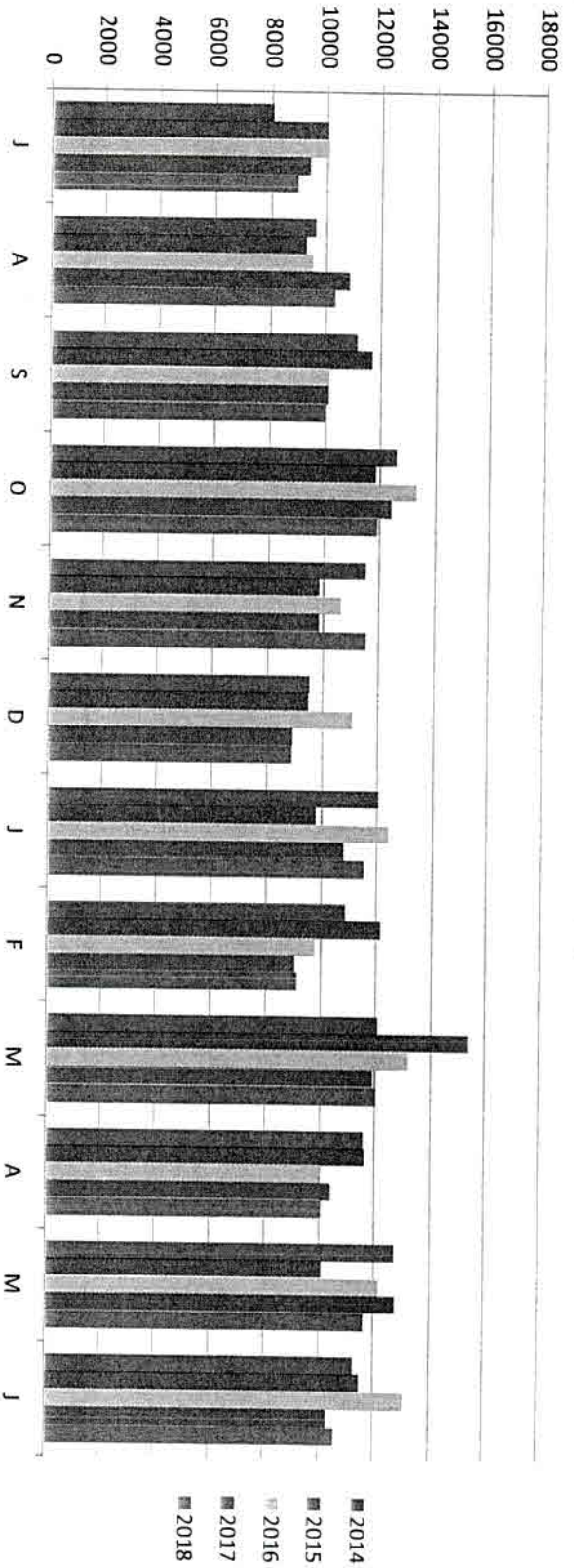
	J	A	S	Total		D	J	F	M	A	M	J	ytd
				O	N								
2014	31818	29350	31764	31407	30652	26240	40828	26933	28083	33211	29075	27150	366511
2015	40704	26950	29716	35701	26571	26025	39650	30196	32216	34667	26773	27977	377146
2016	42832	28381	35280	30956	27736	27972	43764	27433	30254	33107	29252	30023	386990
2017	40716	29884	32196	29281	26232	31045	34597	28167	36870	33573	28777	25564	376902
2018	36665	35004	31464	36033	27173	25322	46623	27298	28571	36206	26873	28693	385925

	J	A	S	garage passes sold		D	J	F	M	A	M	J	ytd
				O	N								
2014	463	510	509	518	517	521	525	471	480	490	490	490	5984
2015	490	491	495	501	507	499	520	516	512	512	520	521	6084
2016	514	518	521	533	518	535	524	526	523	526	527	525	6290
2017	523	525	514	512	512	529	530	530	542	585	557	556	6415
2018	545	543	561	566	573	574	583	576	576	574	573	573	6817

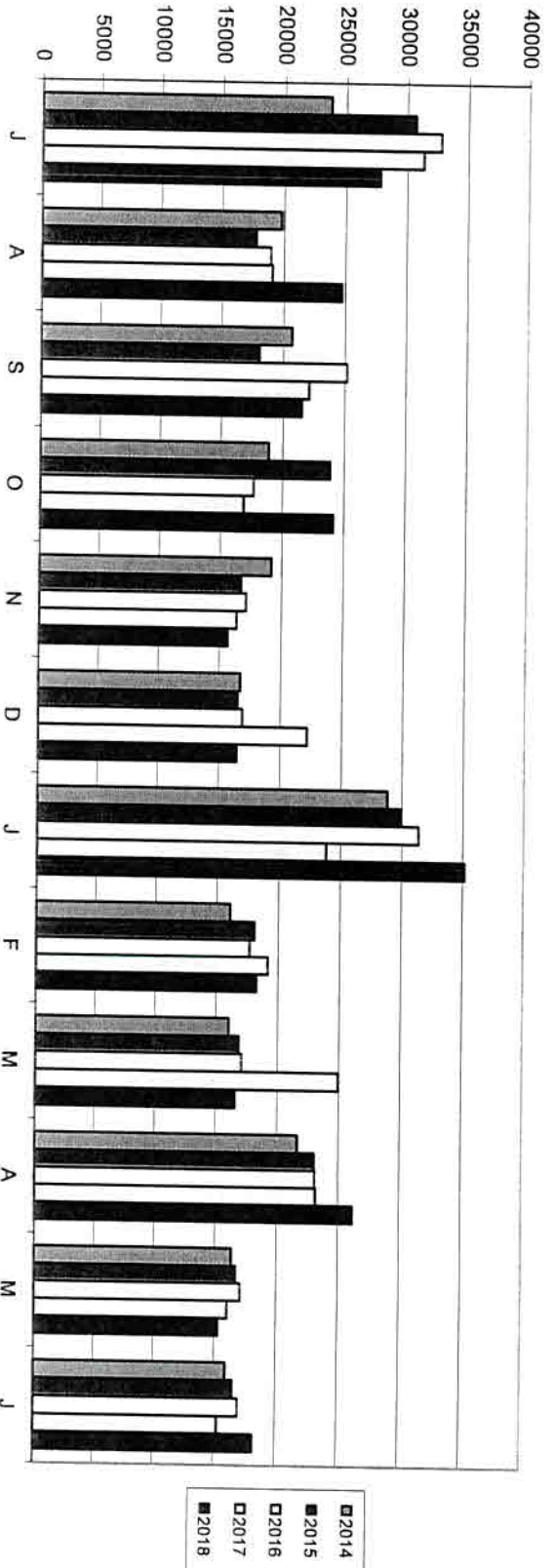
total garage revenue



transient revenue



monthly permit revenue

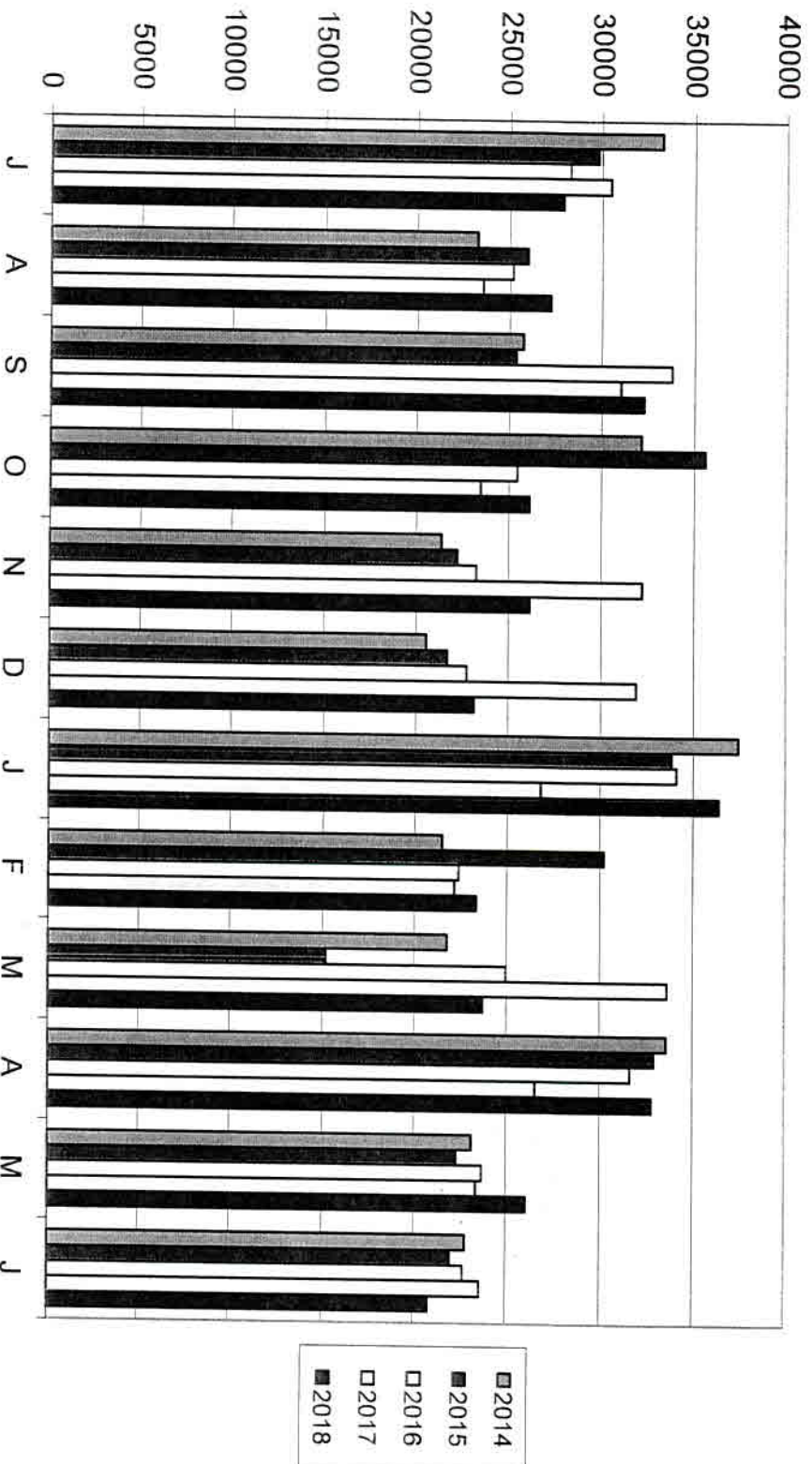


2014
2015
2016
2017
2018

	J	A	S	O	N	D	J	F	M	A	M	J	Ytd
2014	33245	23245	25745	32130	21360	20540	37437	21465	21751	33602	23115	22805	316440
2015	29795	25975	25360	35575	22200	21675	33835	30200	15175	32925	22285	21955	316955
2016	28240	25155	33795	25440	23240	22755	34105	22375	24955	31605	23660	22680	318005
2017	30470	23535	31040	23450	32200	31890	26820	22135	33630	26590	23355	23565	328680
2018	27850	27180	32265	26125	26185	23145	36380	23327	23695	32770	26095	20785	325802

total lot revenue

total lot revenue



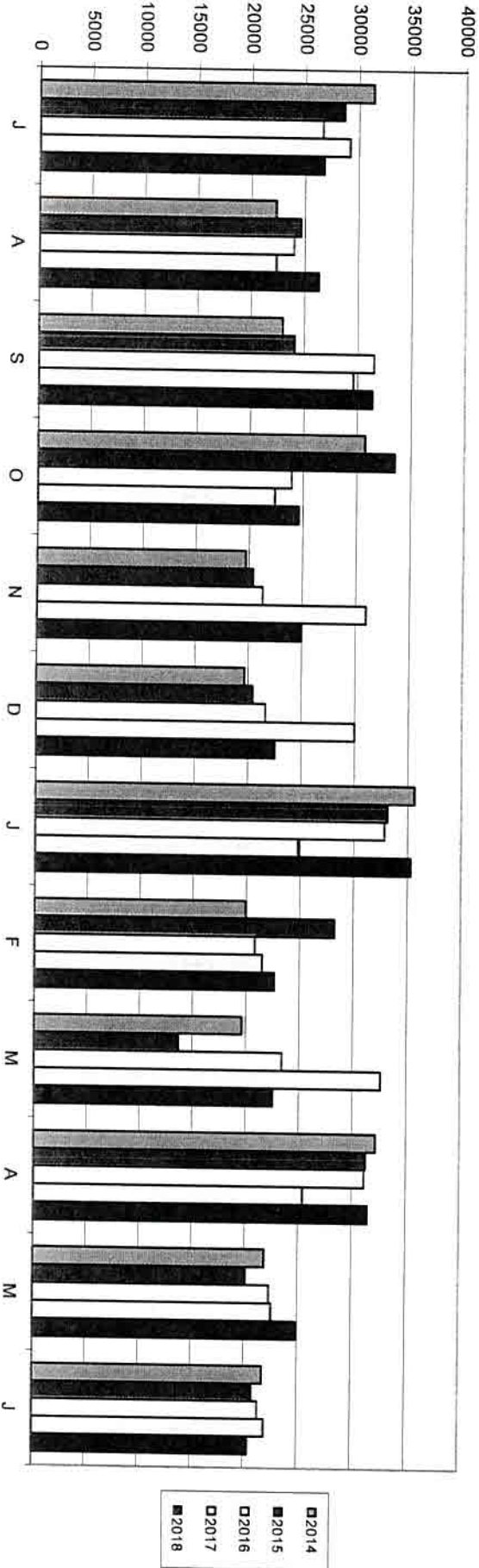
monthly lot permit revenue

	J	A	S	O	N	D	J	F	M	A	M	J	ytd
2014	31355	22320	22950	30750	19700	19655	35637	19960	19636	32187	21880	21750	297780
2015	28640	24615	24070	33540	20375	20425	33130	28235	13705	31265	20105	20725	298830
2016	26625	23980	31515	23910	21280	21640	32860	20770	23395	31120	22330	21310	300735
2017	29160	22330	29600	22375	30980	29990	24810	21500	32625	25395	22550	21960	313275
2018	26745	26305	31390	24615	24955	22515	35285	22630	22535	31460	24815	20370	313620

monthly lot permits

	J	A	S	O	N	D	J	F	M	A	M	J	ytd
2014	800	756	773	760	768	770	771	793	805	811	823	826	9456
2015	814	812	808	839	829	793	774	760	797	781	776	793	9576
2016	751	782	816	828	809	846	840	827	841	843	831	822	9836
2017	839	851	706	705	809	808	808	808	840	858	864	808	9704
2018	770	824	838	835	851	856	863	863	844	863	847	864	10118

monthly lot revenue

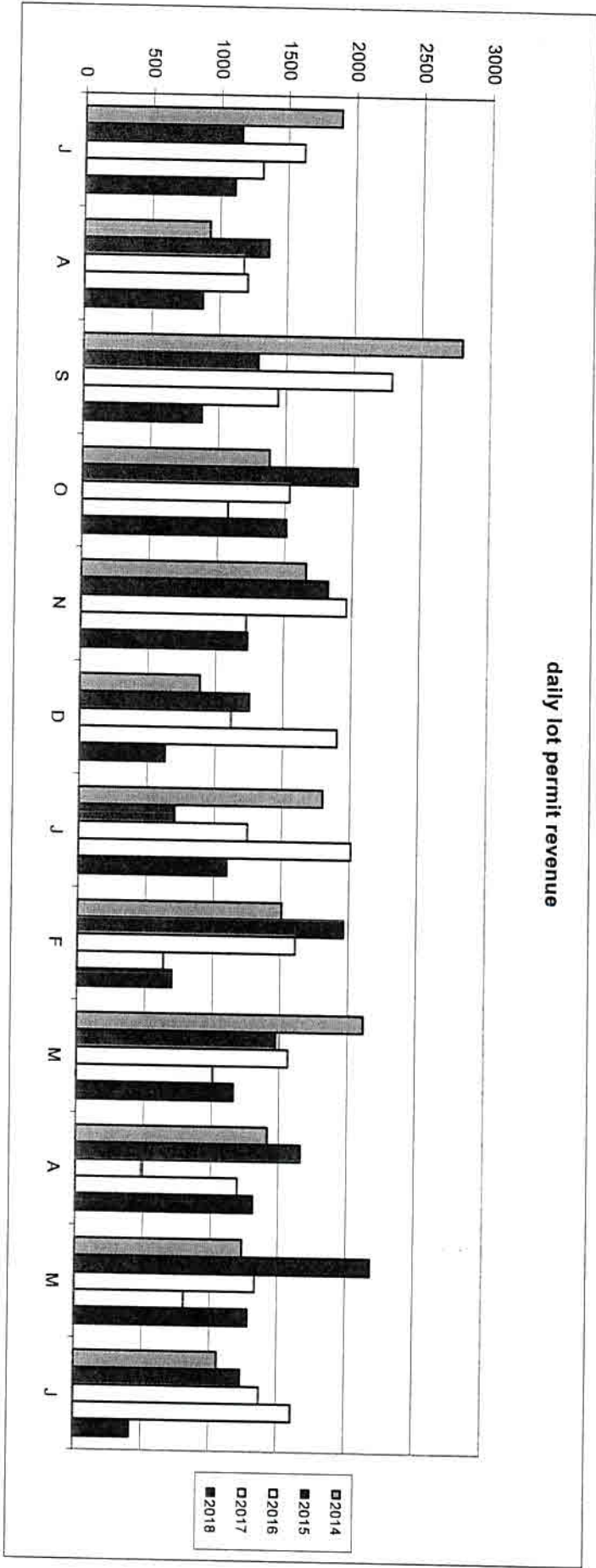


daily lot permit revenue

	J	A	S	O	N	D	J	F	M	A	M	J	yt'd
2014	1890	925	2795	1380	1660	885	1800	1505	2115	1415	1235	1055	18660
2015	1155	1360	1290	2035	1825	1250	705	1965	1470	1660	2180	1230	18125
2016	1615	1175	2280	1530	1960	1115	1245	1605	1560	485	1330	1370	17270
2017	1310	1205	1440	1075	1220	1900	2010	635	1005	1195	805	1605	15405
2018	1105	875	875	1510	1230	630	1095	697	1160	1310	1280	415	12182

	J	A	S	O	N	D	J	F	M	A	M	J	yt'd
2014	378	185	559	276	332	177	360	301	423	285	247	211	3734
2015	231	272	258	407	365	250	141	393	294	332	436	246	3625
2016	323	235	456	306	392	223	249	321	312	97	262	274	3450
2017	262	241	288	288	244	380	402	127	201	239	161	335	3168
2018	221	175	175	302	246	126	219	134	232	262	256	83	2431

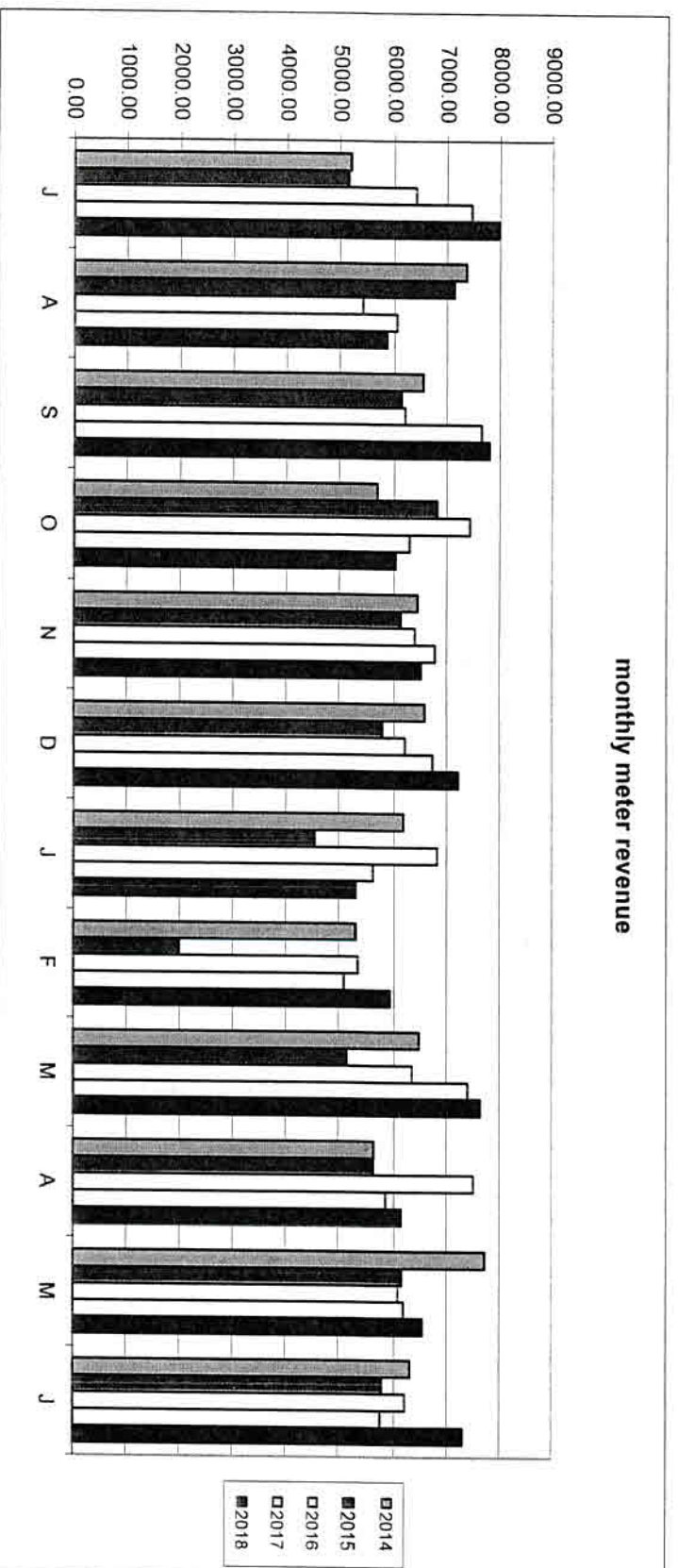
daily lot permit revenue



monthly meter revenue

	J	A	S	O	N	D	J	F	M	A	M	J	ytd
2014	5189.46	7364.59	6547.11	5678.66	6446.44	6579.13	6178.44	5293.29	6480.49	5613.30	7719.12	6304.74	75394.77
2015	5154.47	7129.78	6135.16	6809.55	6130.05	5773.34	4541.36	1984.80	5154.71	5608.65	6148.58	5761.19	66331.64
2016	6415.66	5400.08	6202.71	7434.30	6397.82	6208.78	6816.58	5329.18	6344.41	7502.85	6071.56	6202.51	76326.44
2017	7460.75	6041.06	7650.85	6296.56	6774.91	6731.15	5598.11	5102.34	7398.93	5837.48	6182.96	5734.22	76809.32
2018	7959.64	5851.47	7798.82	6018.83	6510.70	7208.72	5291.34	5917.91	7632.23	6134.70	6536.63	7296.17	80157.16

monthly meter revenue



passcard administrative fees

	J	A	S	O	N	D	J	F	M	A	M	J	YTD
2014	58.00	20.00	65.00	140.00	100.00	45.00	45.00	15.00	45.00	110.00	30.00	75.00	748.00
2015	70.00	85.00	140.00	45.00	75.00	80.00	90.00	25.00	90.00	15.00	5.00	80.00	800.00
2016	75.00	75.00	25.00	85.00	70.00	50.00	90.00	30.00	45.00	65.00	85.00	95.00	790.00
2017	20.00	75.00	30.00	15.00	115.00	40.00	105.00	20.00	15.00	70.00	55.00	60.00	620.00
2018	20.00	15.00	105.00	70.00	55.00	10.00	85.00	5.00	15.00	40.00	25.00	75.00	520.00

lost permit fees

	J	A	S	O	N	D	J	F	M	A	M	J	YTD
2014	0.00	0.00	0.00	0.00	0.00	10.00	10.00	15.00	0.00	10.00	0.00	5.00	50.00
2015	0.00	0.00	5.00	10.00	0.00	0.00	10.00	5.00	20.00	20.00	10.00	10.00	90.00
2016	20.00	10.00	10.00	20.00	10.00	0.00	5.00	0.00	10.00	5.00	10.00	10.00	110.00
2017	20.00	5.00	5.00	0.00	10.00	10.00	5.00	5.00	20.00	5.00	5.00	50.00	140.00
2018	5.00	0.00	20.00	15.00	5.00	5.00	10.00	0.00	10.00	15.00	5.00	20.00	110.00

bat fees

	J	A	S	O	N	D	J	F	M	A	M	J	YTD
2014	575.00	575.00	575.00	575.00	575.00	575.00	575.00	575.00	575.00	575.00	575.00	575.00	6900.00
2015	575.00	575.00	575.00	575.00	575.00	575.00	575.00	575.00	575.00	575.00	575.00	575.00	6900.00
2016	575.00	575.00	575.00	575.00	575.00	575.00	575.00	575.00	575.00	575.00	575.00	575.00	6900.00
2017	575.00	575.00	575.00	575.00	575.00	575.00	575.00	575.00	575.00	575.00	575.00	575.00	6900.00
2018	575.00	575.00	575.00	575.00	575.00	575.00	575.00	575.00	575.00	0.00	1150.00	575.00	6900.00

total fee revenue

	J	A	S	O	N	D	J	F	M	A	M	J	YTD
2014	633.00	595.00	640.00	715.00	675.00	630.00	630.00	605.00	620.00	695.00	605.00	655.00	7698.00
2015	645.00	660.00	720.00	630.00	650.00	655.00	675.00	605.00	685.00	610.00	590.00	665.00	7790.00
2016	670.00	660.00	610.00	680.00	655.00	625.00	670.00	605.00	630.00	645.00	670.00	680.00	7800.00
2017	615.00	655.00	610.00	590.00	700.00	625.00	685.00	600.00	610.00	650.00	635.00	685.00	7660.00
2018	600.00	590.00	700.00	660.00	635.00	590.00	670.00	580.00	600.00	55.00	1180.00	670.00	7530.00

year to date comparison-fy17 to fy18

	fy17	fy18	var	% +/-
Garage				
Transient	\$126,557.00	\$126,195.00	-\$362.00	-0.29%
Monthly	\$250,345.00	\$259,730.00	\$9,385.00	3.75%
Total	\$376,902.00	\$385,925.00	\$9,023.00	2.39%
Lots				
Daily	\$15,405.00	\$12,182.00	-\$3,223.00	-20.92%
Monthly	\$313,275.00	\$313,620.00	\$345.00	0.11%
Total	\$328,680.00	\$325,802.00	-\$2,878.00	-0.88%
Meters				
Total	\$76,809.32	\$80,157.16	\$3,347.84	4.36%
Fees				
Total	\$7,660.00	\$7,530.00	-\$130.00	-1.70%
Total				
Total	\$790,051.32	\$799,414.16	\$9,362.84	1.19%

Expenses FY 2018

Personnel Services-OT

Overtime	\$7,568.00
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Balance

Personnel Services

Full Time	\$229,825.20
Part Time	\$123,199.09
Stipend	\$2,232.56
Clerical Incentive	\$2,300.00
Longevity	\$1,230.00
Ed Incentive	\$436.72
Signing Bonus	\$8,000.00
Holiday	\$561.39
Clothing Allowance	\$1,700.00
Separation Costs	\$17,003.05

total	\$386,488.01
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OM Services

Electricity	\$36,921.39
Water/Sewer	\$295.10
Building and Grounds	\$13,254.12
Vehicle Repair and Maint	\$4,002.83
Dept. Equip & Rep/Maint	\$0.00
Office Equip & Rep/Maint	\$0.00
Building Rent?lease	\$39,200.00
Dept Equip Rent/Lease	\$0.00
Security/Fire	\$1,033.00
Trash Removal	\$1,096.00
Legal	\$0.00
Engineering Services	\$0.00
Consulting	\$9,000.00
Telephone	\$0.00
Advertising	\$235.67
Communication	\$378.00
Cleaning	\$0.00
Extermin & Pest Control	\$0.00
Printing	\$1,662.30

total	\$107,078.41
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Snow Removal

Snow Removal	\$54,789.00
total	\$54,789.00

OM Goods

Copy Machine Supplies	\$0.00
Office Sundries	\$980.48
Data Processing Supplies	\$104.48
Building Supplies	\$5,895.80
Electrical Supplies	\$180.88
Plumbing Supplies	\$50.00
Heat/Air Supplies	\$0.00
Tools and Hardware	\$5,991.85
Janitorial Supplies	\$95.29
Landscaping	\$16.16
Gasoline	\$0.00
Tires	\$0.00
Parts/Accessories	\$2,170.35
Purchase Clothing	\$774.14
Meter Parts	\$0.00
In-State Travel	\$246.57
Magazines and Subscriptions	\$715.00
Dept Equip-Furniture	\$0.00
total	\$17,221.00

Capital Outlay

Capital Outlay-Garage	\$0.00
Capital Outlay-Lots	\$0.00

Balance

	\$0.00
Exp Reim Gen Fund	\$120,264.00

Total	\$120,264.00
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Total Line Item Expenses	\$693,408.42
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ENFORCEMENT

payroll f/t	\$44,408.00
payroll p/t	\$18,651.31
payroll - overtime	\$516.84
payroll - workers comp	\$0.00
expenses-revolving fund	\$10,149.49
capital projects	\$385,046.52
consultants	\$0.00
signing bonus	\$1,600.00
Total Expenses from Revolving Fund	\$460,372.16

APPENDIX B

FINANCIAL DATA

PART 2-EXPENSES

APPENDIX C

ENFORCEMENT DATA

STATE OF MASSACHUSETTS
CITY OF BROCKTON (006) - PARKING VIOLATION TICKET
ENTRY Log Report (All States) BROH
07/01/2017..06/30/2018

VIOLATION SUMMARY									
CODE	COUNT	FINE	PAID	VOID	MARK	CHALK	DESCRIPTION		
01	5516	110280.00	66%	6%	16%	0%	METER VIOLATION		
02	93	1840.00	58%	10%	10%	0%	IMPROPER USE OF SPACE		
03	105	1575.00	68%	2%	17%	0%	PARKING OVER 1 FOOT FROM CURB		
04	4	100.00	75%	25%	0%	0%	LESS THAN 10 FOOT WIDE LANE		
05	135	6750.00	67%	5%	15%	0%	WITHIN 10 FEET OF A HYDRANT		
06	91	1800.00	69%	5%	14%	0%	PARKING IN THE WRONG DIRECTION		
09	12	275.00	66%	8%	8%	0%	OBSTRUCTING A CROSSWALK		
10	33	825.00	66%	9%	15%	0%	OBSTRUCTING A SIDEWALK		
11	24	480.00	79%	8%	8%	0%	OBSTRUCTING A DRIVEWAY		
12	9	900.00	55%	0%	33%	0%	PARKING WITHIN A BUS STOP		
13	13	195.00	53%	7%	23%	0%	PARKING WITHIN A TAXI STAND		
14	3169	79200.00	66%	8%	14%	0%	PARKING IN A RESTRICTED AREA		
15	2	40.00	100%	0%	0%	0%	WITHIN 20 FEET OF AN INTERSECTING WAY		
16	2982	44730.00	71%	4%	14%	0%	OVERTIME PARKING		
18	1	0.00	100%	0%	0%	0%	PARKING IN FIRST FIRE DISTRICT DURING RESTRICTED		
20	456	68250.00	39%	27%	17%	0%	HANDICAP PARKING AREA		
21	16	2400.00	37%	25%	6%	0%	OBSTRUCTING HANDICAP RAMP		
25	29	2900.00	62%	20%	6%	0%	PARKING WITHIN FIRE LANE		
30	1	50.00	100%	0%	0%	0%	LITTERING		
W01	47	0.00	100%	0%	0%	0%	WARNING		
Violations:	12738	322590.00	67%	7%	15%	0%			
Tickets:	12643								

STATE OF MASSACHUSETTS
CITY OF BROCKTON (006) - PARKING VIOLATION TICKET
ENTRY Log Report (All States) BROH
07/01/2017...06/30/2018

COLLECTION SUMMARY							
	COUNT	FINE	PENALTY	NOTICE	RMV	OTHER	TOTAL
Due	3,286 26%	87,288.00	14,430.00	29,412.50	39,070.00	150.00	170,350.50
Paid	8,443 67%	198,667.00	18,515.00	15,782.50	20,590.00	237.50	253,792.00
Void	914 7%	36,635.00	25.00	0.00	0.00	0.00	36,660.00
Total	12,643	322,590.00	32,970.00	45,195.00	59,660.00	387.50	460,802.50

STATE OF MASSACHUSETTS
CITY OF BROCKTON (006) - PARKING VIOLATION TICKET
ENTRY Log Report (All States) KRA
07/01/2017...06/30/2018

VIOLATION SUMMARY									
CODE	COUNT	FINE	PAID	VOID	MARK	CHALK	DESCRIPTION		
01	2	40.00	0%	50%	50%	0%	METER VIOLATION		
02	52	1040.00	76%	0%	17%	0%	IMPROPER USE OF SPACE		
03	19	285.00	68%	5%	26%	0%	PARKING OVER 1 FOOT FROM CURB		
04	12	300.00	66%	8%	25%	0%	LESS THAN 10 FOOT WIDE LANE		
05	49	2450.00	59%	4%	26%	0%	WITHIN 10 FEET OF A HYDRANT		
06	188	3765.00	67%	3%	23%	0%	PARKING IN THE WRONG DIRECTION		
07	27	675.00	59%	3%	18%	0%	PARKING WITHIN AN INTERSECTION		
08	46	1150.00	69%	4%	15%	0%	ALL NIGHT PARKING BAN		
09	32	800.00	87%	3%	9%	0%	OBSTRUCTING A CROSSWALK		
10	237	5925.00	73%	1%	19%	0%	OBSTRUCTING A SIDEWALK		
11	40	800.00	67%	0%	32%	0%	OBSTRUCTING A DRIVEWAY		
12	3	300.00	33%	33%	33%	0%	PARKING WITHIN A BUS STOP		
14	434	10825.00	66%	5%	22%	0%	PARKING IN A RESTRICTED AREA		
15	51	1020.00	66%	0%	11%	0%	WITHIN 20 FEET OF AN INTERSECTING WAY		
16	8	120.00	75%	0%	25%	0%	OVERTIME PARKING		
17	2152	107575.00	62%	7%	25%	0%	PARKING IN A RESTRICTED AREA DURING A WINTER BAN		
20	74	11100.00	43%	25%	24%	0%	HANDICAP PARKING AREA		
21	4	600.00	75%	0%	25%	0%	OBSTRUCTING HANDICAP RAMP		
25	198	19800.00	55%	9%	28%	0%	PARKING WITHIN FIRE LANE		
28	1	25.00	0%	0%	0%	0%	OTHER		
30	2	100.00	50%	50%	0%	0%	LITTERING		
V01	1	10.00	0%	100%	0%	0%	BLANK CAUSE		
Violations:	3632	168705.00	64%	7%	24%	0%			
Tickets:	3420								

STATE OF MASSACHUSETTS
CITY OF BROCKTON (006) - PARKING VIOLATION TICKET
ENTRY Log Report (All States) KRA
07/01/2017...06/30/2018

COLLECTION SUMMARY							
	COUNT	FINE	PENALTY	NOTICE	RMV	OTHER	TOTAL
Due	1,012 30%	50,319.00	4,950.00	12,685.00	16,840.00	0.00	84,794.00
Paid	2,179 64%	104,371.00	5,575.00	4,815.00	6,260.00	62.50	121,083.50
Void	229 7%	14,015.00	140.00	105.00	140.00	0.00	14,400.00
Total	3,420	168,705.00	10,665.00	17,605.00	23,240.00	62.50	220,277.50

APPENDIX D-

PROPERTIES UNDER
MANAGEMENT

	Spaces	total
	Lots	
\1	Montello	77
\2	Telephone/School Dept	89
\4	White Ave	24
\5	Warren Ave	72
\6	Belmont/Main	49
\7	Marketplace	49
3	Lincoln	153
31	Merian's	23
32	Stadelman	85
33	L St	14
34	Frederick Douglas Ave	13
35	Warren/High	26
36	Paddy Lane	19
37	Clinton Ave	15
D	Petronelli/Franklin	82
E	Franklin	36
H	Trinity	185
r	West RR Ave	26
F	D'Angelo's	43
C	Porter Lot	68
G	BCA	43
	Adams Garage	442
		1633