



City of Brockton **FY2022 Budget**



Last updated 05/21/21





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FOREWORD



GFOA DISTINGUISHED BUDGET AWARD



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

**City of Brockton
Massachusetts**

For the Fiscal Year Beginning

July 01, 2020

Christopher P. Morill
Executive Director



CERTIFICATE OF RECOGNITION



The Government Finance Officers Association
of the United States and Canada

presents this

CERTIFICATE OF RECOGNITION FOR BUDGET PREPARATION to

**Finance Department
City of Brockton, Massachusetts**



The Certificate of Recognition for Budget Preparation is presented by the Government Finance Officers Association to those individuals who have been instrumental in their government unit achieving a Distinguished Budget Presentation Award. The Distinguished Budget Presentation Award, which is the highest award in governmental budgeting, is presented to those government units whose budgets are judged to adhere to program standards

Executive Director

Christopher P. Morill

Date: **March 01, 2021**

READERS GUIDE



READER'S GUIDE

The purpose of this document is to communicate the City's Fiscal Year (FY) 2022 recommended budget in a useful format for citizens, elected officials, staff, and any other interested parties. The information is presented in a user-friendly format that allows all readers to obtain answers to specific funding questions. The Budget Message should assist the reader with understanding the major aspects of the budget.

Document Organization

This budget document describes how the City attempts to identify the community's needs for public services and the strategies by which it tries to meet those needs. The document is organized so that the readers can obtain essential information in a quick, accessible, and digestible format. For those who wish to inquire in greater depth, greater detail has been provided.

Readers can find explanations about all appropriated funds, as well as the budget adoption process and timeline. Financial summaries are presented to reflect all sources and uses of funds. The reader can identify where all monies come from and how those dollars are used by each fund. Additionally, information is provided showing the level of fund balance maintained and the annual impact of the budget to those balances.

The Expenditures section contains information about the various funds at the department level, including the budget appropriation for all City departments.

The City Departments section should help you identify by department the following:

- Mission statements
- Goals and objectives
- Accomplishments
- Funded positions
- Fiscal plan

The Capital sections include information on capital projects and their financing methods.

How to Read Financial Data

Most data within this document is presented in fiscal year terms. The City operates on a fiscal year that runs July 1 through June 30. Therefore, FY2022 is the period from July 1, 2021 through June 30, 2022. All information presented includes: FY2019 and FY2020 actual revenues; FY2021 estimated revenues and FY2022 projected revenues; FY2020 actual expenditures; *FY2021 budgeted expenditures; and FY2022 proposed expenditures.

*Please note: The City of Brockton passed a supplemental budget on April 15th, 2021 to provide additional operating and capital funding to City departments. Within the FY2021 budgeted overview sections, contains the amended financials from the supplemental budget.

Anyone interested in obtaining additional information concerning the City's budget is encouraged to contact the Finance Office at (508) 580-7165 or visit the City's website at www.brockton.ma.us.



INTRODUCTION



MAYOR'S MESSAGE



ROBERT F. SULLIVAN
Mayor

City of Brockton *Office of the Mayor*

KERRY RICHARDS
Chief of Staff
kerrichards@cobma.us
508.580.7123

June 1, 2021

Members of the City Council
City of Brockton
City Hall
45 School Street
Brockton, MA 02301

Mr. President and Members of the City Council:

By any standard, this past year has been extremely challenging. The City of Brockton has been through an extraordinary year, losing more than 400 Brocktonians to COVID-19. The City extends its deepest condolences to the friends and families of these lost individuals.

As we prepare for another fiscal year (FY) and prepare for the coming challenges, we can see the beneficial results of the decisions made a year ago in preparing the City to combat the pandemic and safeguard City finances.

A year ago, I presented a budget and noted that it was, "a budget that offers responsible projections on revenues and spending, while keeping the values of service delivery to our residents, educating tomorrow's leaders, and recognition of the contributions of City and School employees at the forefront of my recommendations." As we emerge from an historic pandemic and continue to rebuild both our community and our infrastructure, this budget does the same.

Therefore, in accordance with the General Laws of the Commonwealth of Massachusetts and the Ordinances of the City of Brockton, I hereby recommend that the City Council adopt the FY22 budget for the City in the amounts and form as recommended in the attached budget order. I have recommended total appropriations in the amount of \$493,840,543. With historic increases in school aid through the Student Opportunity Act and restoration of some of last year's necessary pandemic reductions, this budget represents an increase of \$43,501,575 from last year's budget.

However, even with these beneficial increases, our revenue forecasting and proposed spending remains conservative. While we are moving forward on several important initiatives, we are doing so in a fiscal manner that keeps the taxpayers top of mind. The pandemic continues to impact us in many ways, and our projections for revenue, most notably in local receipts including hotel/motel tax, reflects a continued cautious outlook. However, this budget is responsible, sustainable, and continues to invest in our collective future and ensures that we are building back a better Brockton.

Here are some highlights of this budget proposal. This budget:

"City of Champions"

CITY HALL: 45 SCHOOL STREET BROCKTON MA 02301



- Maintains my commitment to fully and fairly funding public education in Brockton. Through the leadership of our legislative delegation, including Senator Michael Brady, Majority Leader Claire Cronin, Representative Gerry Cassidy, and Representative Michelle DuBois, the Student Opportunity Act is beginning to restore funding equity to Brockton. The City's CFO, Troy Clarkson, and I have developed a strong and enduring partnership with Superintendent Mike Thomas and School CFO Aldo Petronio. The budgeted amount for the Brockton Public Schools (BPS) represents a consensus number that will allow BPS to address faculty, staff and program shortages;
- Sustains my firm commitment to public safety. This budget creates a 'cadet program' that will commit significant resources to providing young women and men in Brockton the opportunity to become introduced to law enforcement at an early age and begin their career path with support, experience, and mentorship. This budget also increases staffing in the Fire Department, adding six (6) firefighters and restores staffing levels that were proposed in last year's budget but were not able to be finalized due to pandemic reductions;
- Continues to fully fund our self-funded health insurance program, again offering a "premium holiday" for our employees, providing relief as our local economy continues to recover;
- Includes our required increase for ongoing retirement costs through the City's contributory retirement program; and
- Maintains level service in our municipal departments, our Department of Public Works, and our water, sewer, and refuse utilities, continuing to invest in improvements in our infrastructure.

In addition, this budget continues to support several strategic goals that I outlined in my Inaugural Address and kept the City apprised of through recent updates and regular communication with the citizens of Brockton and the City Council. Those goals include:

- Continuing to build a community that is inclusive and welcoming for all of its residents, business owners, and visitors;
- Fostering an environment where constituent services and professionalism are the focus, and creating an environment where citizens feel welcome to engage and participate in their City government;
- Committing to the revitalization of the City through investment in infrastructure and economic development; and
- Continuing to build partnerships with the business community, educational organizations, and the healthcare industry.

Brockton continues to be a City on the move. I am grateful and humbled to be your Mayor and I look forward to reviewing this City budget with you. I thank you for your consideration and for your commitment to our "City of Champions"!

Sincerely,



Robert F. Sullivan
Mayor
City of Brockton

"City of Champions"

BROCKTON CITY HALL ■ 45 SCHOOL STREET ■ BROCKTON, MASSACHUSETTS 02301
TEL: (508) 580-7123 FAX: (508) 559-7960
mayor@cobma.us



CHIEF FINANCIAL OFFICER OVERVIEW



ROBERT F. SULLIVAN

Mayor

City of Brockton Finance Department

TROY B.G. CLARKSON
Chief Financial Officer

finance@cobma.us
(phone) 508-580-7165

June 1, 2021

Honorable Robert F. Sullivan, Mayor
Honorable Members of the City Council
City of Brockton
45 School Street
Brockton, MA 02301

Mr. Mayor and Councilors:

In accordance with Section 5 of Chapter 324 of the Acts of 1990, I hereby certify that it is my professional opinion, after an evaluation of all pertinent financial information reasonably available, that the financial resources and revenues of the City of Brockton are adequate to support the adoption of the Mayor's proposed budget for Fiscal Year (FY) 2022.

This past year has been like no other. However, our team came together and, despite the challenges of working remotely and the uncertainty of a pandemic, worked seamlessly to produce a budget that demonstrated the Mayor's commitment to transparency and won the Distinguished Budget Award from the Government Finance Officers Association (GFOA). The award, proudly displayed in the foreword of this budget document, represents an achievement of which we can all be proud.

The FY22 budget mirrors that commitment to transparency, and also continues down the path of a responsible, sustainable, and conservative approach to both projecting revenues and recommending spending. This budget meets the City's financial policies and is balanced. As noted in the revenue section, this budget reflects positive trends in revenue restoration, reflecting a strong local economy and restoration of the hospitality industry (including takeout), and continued healthy collection of taxes by Treasurer/Collector Marty Brophy.

As the Mayor noted in his message, this budget upholds the commitment to public education, public safety, and public works, while ensuring that other critical City services are either maintained or expanded as we move toward restoration of a pre-pandemic approach to service delivery.

This budget does not propose to use any of the funds from the American Rescue Plan Act (ARPA) for funding, as the Mayor has determined, with my concurrence, that the best use of those funds is in an investment in our infrastructure and capital needs. We will soon be presenting a plan for the use of those funds.

Once again, the production of this budget has been a team effort. In addition to the senior leadership team of the Mayor, Superintendent and School CFO, we have had a team of tireless and dedicated public servants working countless hours to balance this budget and present this updated, transparent, and informative format to you. We also enjoyed extraordinary cooperation from City departments. Our team of Financial Analysts Tiffani Ciasullo and Paul Umano, Administrative Assistant Sue Thompson,

"City of Champions"

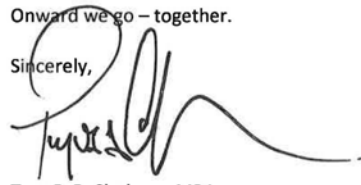
45 SCHOOL STREET, BROCKTON, MA 02301



Chief of Staff Kerry Richards, and our consultant Art Ceurvels, have once again come together to produce a budget that is GFOA award-worthy. I am grateful for their commitment and ask you to join me in thanking them.

Onward we go – together.

Sincerely,



Troy B.G. Clarkson, MPA
Chief Financial Officer

“City of Champions”

45 SCHOOL STREET, BROCKTON, MA 02301



STRATEGIC GOALS

City of Brockton's Mission Statement

The City of Brockton is a welcoming and diverse city with a culturally-vibrant community. The City is committed to efficiency in all areas of its operations and being a leader in effective management among communities across the Commonwealth of Massachusetts. The City will strive to accomplish the outlined goals and build a healthy city for all Brocktonians by maintaining the core values of diversity and inclusion; responsiveness; and progress.

City of Brockton's Objectives to achieve the Mission Statement

(1) Diversity & Inclusion

- (a) The City will continue to build a community that is welcoming for all of its residents, business owners, and visitors.
- (b) The City values and is dedicated to respecting differences, equitable practices, and inclusion in order to create an environment where the community feels welcome and where every citizen has equal access to City services.
- (c) The City commits to engaging in ongoing conversations around social justice that promote inclusion, respect, fairness, and seeks to be an example of acceptance and accountability regarding equity in City Hall.

(2) Responsiveness

- (a) The City will foster an environment where constituent services and professionalism are the focus.
- (b) The City will create an environment where citizens feel welcome to engage and participate in order to express their concerns, ideas, and aspirations.
- (c) The City will create policies that prioritize responsiveness to both City employees' and citizens' thoughts about the conditions of their community and government.

(3) Progress

- (a) The City commits to continuing the revitalization of its downtown, in addition to the development of other areas throughout the City. The focus on economic improvements will allow Brocktonians an opportunity for job security, business expansion, business ownership, and an enhanced quality of life.
- (b) The City strives to deliver reliable technology infrastructure by providing strategic direction on technology decisions, leading initiatives and innovations, and implementing new software platforms that will improve efficiencies throughout the City.
- (c) The City is committed to building partnerships with the business community, educational organizations, and the healthcare industry. These continued partnerships will work on initiatives that support job growth for all Brocktonians.

FINANCIAL POLICIES



FINANCIAL POLICIES

The City of Brockton, led by the Mayor's Office, has engaged The Collins Center at the University of Massachusetts Boston to draft a set of comprehensive financial policies to guide the City toward continued fiscal stability and sustainability.

The topics of those policies include:

- A. General Budget Policies.
- B. Enterprise Fund Policies.
- C. Reserve Funds and Free Cash Policies.
- D. Capital Improvement Planning and Financing.
- E. Grants Management Policies.
- F. Policies Related to the Establishment of Fees.
- G. Use of One-Time Revenue.
- H. Unfunded Liabilities.
- I. Risk Management and Fraud Prevention.
- J. Internal Control, Auditing, and Financial Reporting.
- K. Procurement and Purchasing Policies.
- L. Treasurer Investment Policies.
- M. Economic Development Financing Policies.



DEMOGRAPHIC AND ECONOMIC SUMMARY



DEMOGRAPHIC & ECONOMIC SUMMARY

The City of Brockton is a densely developed, diverse urban community, located twenty-five miles south of Boston, covering 21.32 square miles of land with a population of 95,426 (U.S. Census Bureau). Brockton is a Gateway City, one of twenty-six midsize urban centers that anchor regional economies around the state.

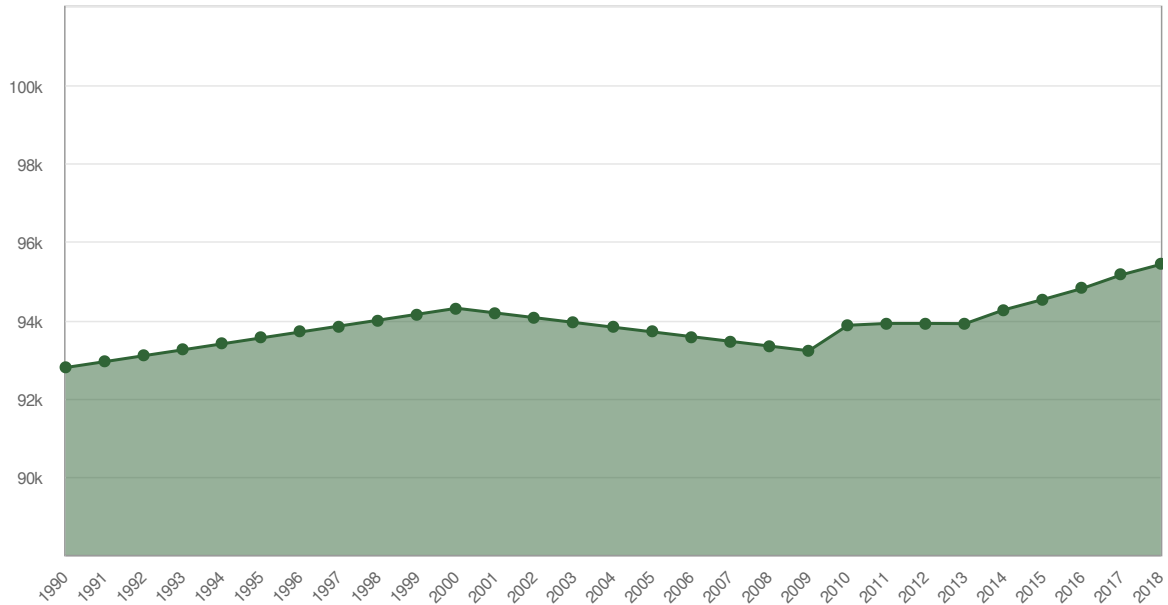
Brockton is a city with a rich history that is today home to a young, professional, and diverse population. During the American Civil War, Brockton was the largest producer and manufacturer of shoes in the country. The emergence of the shoemaking industry, along with the development of the Old Colony Railroad, which ran through the City, led to extensive economic prosperity and population growth.



Population Overview

TOTAL POPULATION **95,426** → **+.3% vs. 2017**

Growth Rank
231 OUT OF **351**
Municipalities in Massachusetts



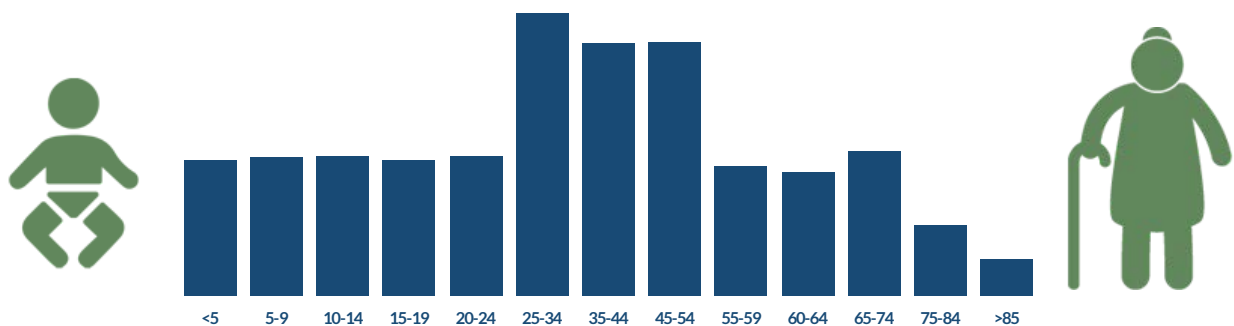
** Data Source: American Community Survey, 2010 Census, 2000 US Census and 1990 US Census*



DAYTIME POPULATION
87,089

Daytime population represents the effect of persons coming into or leaving a community for work, entertainment, shopping, etc. during the typical workday. An increased daytime population puts greater demand on host community services which directly impacts operational costs.

POPULATION BY AGE GROUP

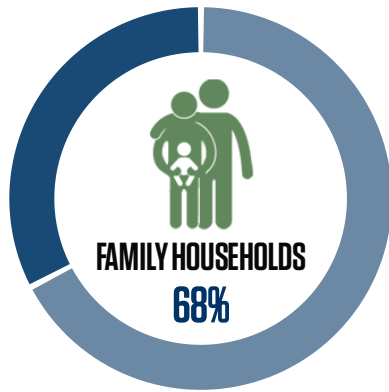


Aging affects the needs and lifestyle choices of residents. Municipalities must adjust and plan services accordingly.

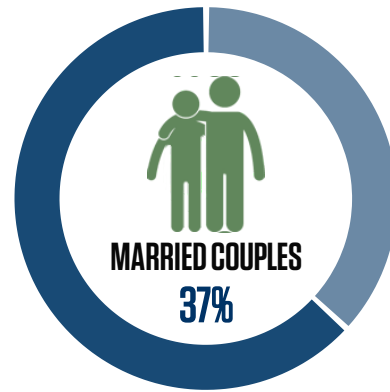
Household Analysis

TOTAL HOUSEHOLDS
32,157

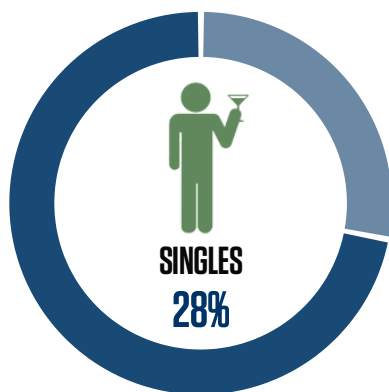
Municipalities must consider the dynamics of household types to plan for and provide services effectively. Household type also has a general correlation to income levels which affect the municipal tax base.



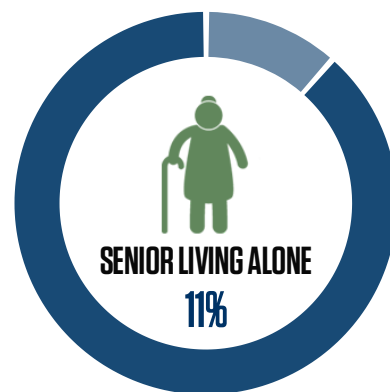
▲ 6% HIGHER THAN STATE AVERAGE



▼ 22% LOWER THAN STATE AVERAGE



▼ 3% LOWER THAN STATE AVERAGE

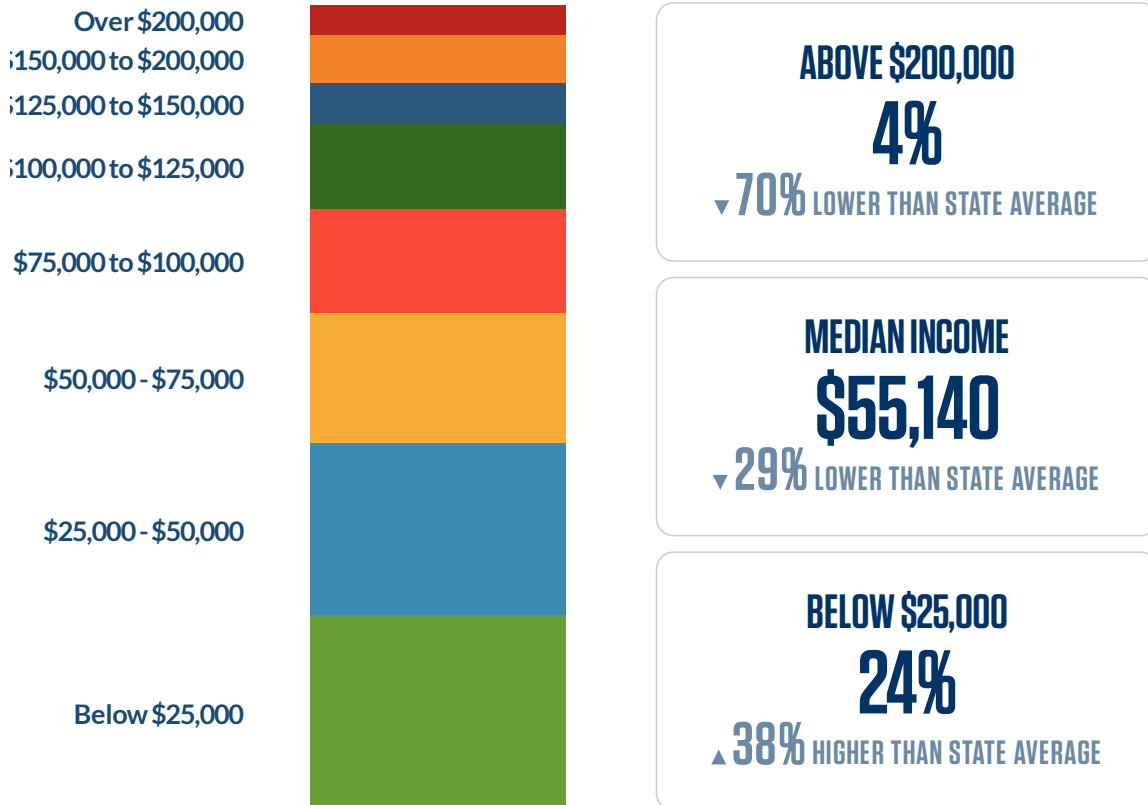


▼ 6% LOWER THAN STATE AVERAGE

Economic Analysis

Household income is a key data point in evaluating a community's wealth and spending power. Pay levels and earnings typically vary by geographic regions and should be looked at in context of the overall cost of living.

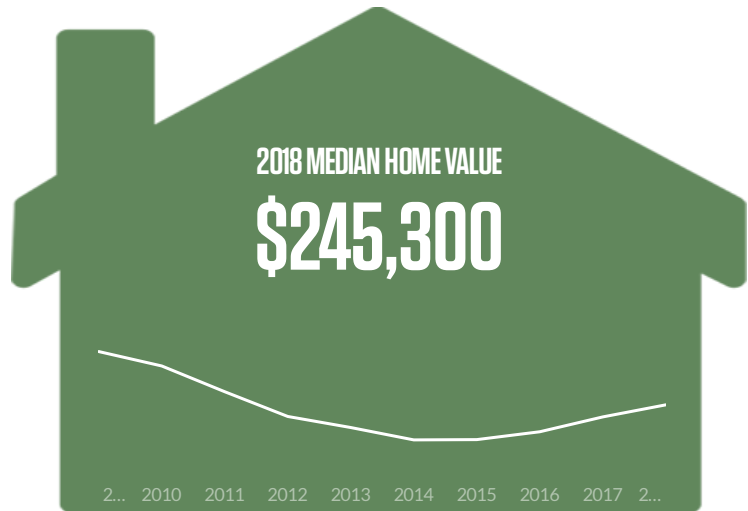
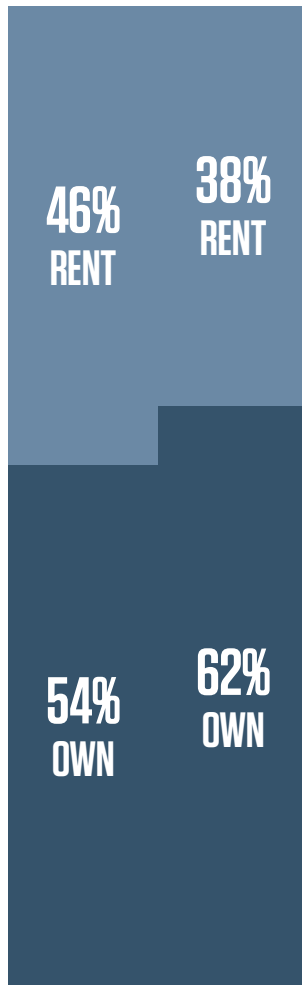
HOUSEHOLD INCOME



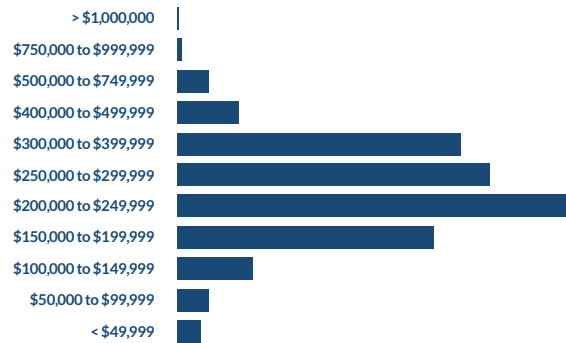
Housing Overview

HOME OWNERS VS RENTERS

Brockton State Avg.



HOME VALUE DISTRIBUTION



* Data Source: 2018 US Census Bureau (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.

CITY OVERVIEW



FORM OF GOVERNMENT

Brockton is located in Plymouth County, Massachusetts and has a Mayor-Council form of government. The City prides itself on its diversity of cultures and customs and is home to approximately 100,000 residents. Present day Brockton was first settled in the 17th century and was originally known as North Bridgewater – a geographic area that is today comprised of the communities of Brockton, West Bridgewater, East Bridgewater, and Bridgewater. Brockton became a city in 1881.

Farms gave way to factories, and Brockton became an epicenter of the shoe and textile industries, earning the name “Shoe City.” At the dawn of the 20th century, the city had a population of 40,000; and more than 6,000 people were employed in over 100 separate shoe manufacturing entities.

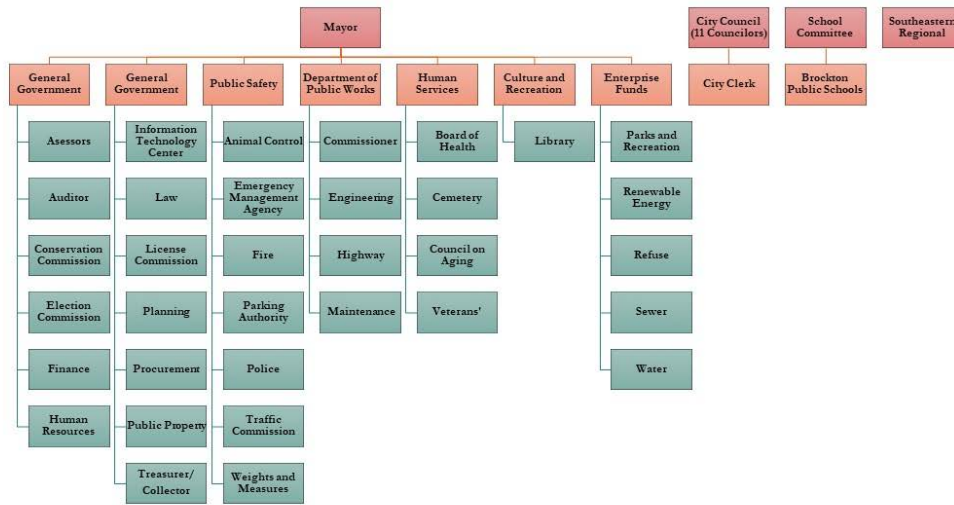
On the state level, Brockton is represented in three districts in the Massachusetts House of Representatives: the Ninth Plymouth, the Tenth Plymouth (which includes West Bridgewater and Precinct 1 of East Bridgewater), and the Eleventh Plymouth (which includes most of Easton). The City is represented in the Massachusetts Senate as a part of the Second Plymouth and Bristol district, which includes Halifax, Hanover, Hanson, Whitman and portions of East Bridgewater and Easton.

Brockton has a city government led by a Mayor and a City Council. The City's first charter may be found in the Acts of 1881, c192. On November 3, 1957, the City adopted the accepted Plan B form of government. The City Council consists of 4 Councilors-at-Large and 7 Ward Councilors, one for every ward in the City. The City elects a mayor for two-year terms. Robert F. Sullivan was sworn in as the City's fiftieth Mayor on January 6, 2020.

The charter for the City of Brockton can be found in Part I, Subpart A of the revised ordinances of the City of Brockton. Additional information can be found in Massachusetts General Law Chapter 43, Sections 1-45, and 55-63, as amended.



CITY OF BROCKTON ORGANIZATIONAL CHART



ELECTED OFFICIALS

The Mayor serves as the chief elected official and CEO of the city. The legislative powers of the City are vested in a city council. One of its members is elected by the Council annually as its President. The City Council is comprised of eleven members: seven are ward councilors elected by the voters of their ward and four are at-large elected by the voters of the whole city.

MAYOR

Robert F. Sullivan
Mayor



CITY COUNCIL

Winthrop H. Farwell, Jr.
2021 Council President
Councilor-At-Large



Tina Cardoso
Councilor-At-Large



Rita Mendes
Councilor-At-Large



Moises M. Rodrigues
Councilor-At-Large



Vacant
Ward 1 Councilor



Thomas J. Monahan
Ward 2 Councilor



Dennis R. Eaniri
Ward 3 Councilor



Susan Nicaastro
Ward 4 Councilor



Jeffery Thompson
Ward 5 Councilor



Jack Lally
Ward 6 Councilor



Shirley Asack
Ward 7 Councilor



SCHOOL COMMITTEE

The School Committee consists of the Mayor, who is the Chairman, and seven members, who are elected by the voters of each ward.

Robert F. Sullivan- Mayor/Chair

Mike Thomas- Superintendent

Thomas Minichiello, Jr- Ward 1 Member

Cynthia Rivas Mendes -Ward 2 Member

Mark S. D'Agostino- Ward 3 Member

Tony Rodrigues- Ward 4 Member

Judy Sullivan- Ward 5 Member

Joyce J. Asack- Ward 6 Member

Timothy J. Sullivan- Ward 7 Member



DEPARTMENT DIRECTORY

Animal Control

Tom DeChellis
Director
446 Court Street
Brockton, MA 02301

Email: animalcontrol@cobma.us
Phone: 508-580-7835



Assessor

John O'Donnell
Chairman- Board of Assessors
45 School Street
Brockton, MA 02301

Email: assessors@cobma.us
Phone: 508-580-7194



Auditor

AnnMarie Raymond
Interim Auditor
45 School Street
Brockton, MA 02301

Email: auditors@cobma.us
Phone: 508-580-7135



Board of Health

Dr. Eno Mondesir
Executive Health Officer
60 Crescent Street
Brockton, MA 02301

Email: health@cobma.us
Phone: 508-580-7175



Cemetery/Parks and Recreation

Timothy Carpenter
Superintendent of Parks
45 Meadow Lane
Brockton, MA 02301

Email: parks@cobma.us
Phone: 508-580-7860



City Clerk/City Council

Anthony Zeoli
City Clerk
45 School Street
Brockton, MA 02301

Email: cityclerk@cobma.us
Phone: 508-580-7114



Council on Aging

Janice Fitzgerald
Director
45 School Street
Brockton, MA 02301

Email: coa@cobma.us
Phone: 508-580-7175



Department of Public Works

Larry Rowley
Commissioner
45 School Street
Brockton, MA 02301

Email: dpw@cobma.us
Phone: 508-580-7139



Elections Commission

Cynthia Scrivini
Executive Director
45 School Street
Brockton, MA 02301

Email: elections@cobma.us
Phone: 508-580-7117



Emergency Management

Stephen Hooke
Director
156 West Elm Street
Brockton, MA 02301

Email: bema@cobma.us
Phone: 508-580-7871



Finance

Troy Clarkson
Chief Financial Officer
45 School Street
Brockton, MA 02301

Email: finance@cobma.us
Phone: 508-580-7165



Fire

Michael Williams
Fire Chief
560 West Street
Brockton, MA 02301

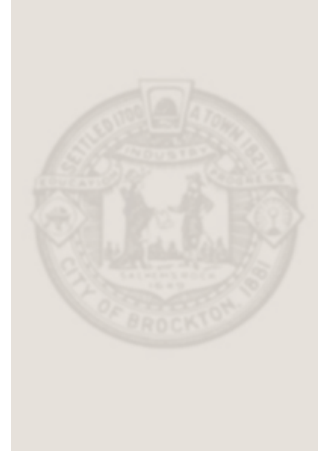
Email: fire@cobma.us
Phone: 508-580-2323



Human Resources

45 School Street
Brockton, MA 02301

Email: hr@cobma.us
Phone: 508-580-7820



Information Technology Center

Bill Santos
Assistant Data Processing Systems Manager
BHS, 470 Forest Avenue
Brockton, MA 02301

Email: itchelpdesk@cobma.us
Phone: 508-580-7628



Law Department

Megan D. Bridges
City Solicitor
45 School Street
Brockton, MA 02301

Email: law@cobma.us
Phone: 508-580-7110



Library

Paul Engle
Director
304 Main Street
Brockton, MA 02301

Email: library@cobma.us
Phone: 508-580-7890



Mayor

Robert F. Sullivan
Mayor
45 School Street
Brockton, MA 02301

Email: mayor@cobma.us
Phone: 508-580-7123



Parking Authority

Eric Akesson
Executive Director
60 School Street
Brockton, MA 02301

Email: parking@cobma.us
Phone: 508-580-7840



Planner/Planning Board/Conservation Commission

Rob May
Director of Planning
45 School Street
Brockton, MA 02301

Email: planning@cobma.us
Phone: 508-580-7113



Police

Emmanuel Gomes
Police Chief
7 Commercial Street
Brockton, MA 02302

Email: brocktonpolice@brocktonpolice.com
Phone: 508-941-0200



Procurement

Michael Morris
Chief Procurement Officer
45 School Street
Brockton, MA 02301

Email: procurement@cobma.us
Phone: 508-580-7191



Public Property/War Memorial

James Plouffe
Superintendent of Buildings
45 School Street
Brockton, MA 02301

Email: building@cobma.us
Phone: 508-580-7150



School Department

Michael Thomas
Superintendent
43 Crescent Street
Brockton, MA 02301

Email: superintendent@bpsma.org
Phone: 508-580-7000



Southeastern Regional Technical Vocational High School

Luis G. Lopes
Superintendent
250 Foundry Street
South Easton, MA 02375

Phone: 508-230-1215



Treasurer/Tax Collector

Martin Brophy
Treasurer/Tax Collector
45 School Street
Brockton, MA 02301

Email: treasurer@cobma.us
Phone: 508-580-7159



Veterans' Services

Dave Farrell
Veterans' Services Officer
156 West Elm Street (War Memorial Building)
Brockton, MA 02301

Email: veterans@cobma.us
Phone: 508-580-7850



Weights and Measurers

Kevin Croker
Sealer
45 School Street
Brockton, MA 02301

Email: sealer@cobma.us
Phone: 508-580-7120



POSITION LIST

FY2021/ FY2022 Funded Position List	FY20 Staff Positions	FY2021 Staff Positions	FY22 Staff Positions	FY2021 to FY2022 Variance
GENERAL GOVERNMENT				
ANIMAL CONTROL	8	8	9	1
ASSESSOR	8	7	7	0
AUDITOR	8	9	10	1
BOARD OF HEALTH	15	17	18	1
CEMETERY	5	6	6	0
CITY CLERK	5	6	6	0
CITY COUNCIL	7	7	7	0
COUNCIL ON AGING	4	5	6	1
DPW- ADMINISTRATION	4	4	4	0
DPW- ENGINEERING	4	7	7	0
DPW- HIGHWAY	26	25	29	4
DPW- MAINTENANCE	2	2	3	1
DPW- REFUSE	11	11	11	0
DPW- SEWER	23	20	24	4
DPW- WATER	43	40	42	2
ELECTIONS COMMISSION	9	9	9	0
EMERGENCY MANAGEMENT AGENCY	3	3	3	0
FINANCE	6	5	6	1
FIRE	212	212	218	6
HUMAN RESOURCES	4	6	6	0
INFORMATION TECHNOLOGY CENTER	11	11	11	0
LAW DEPARTMENT	9	10	10	0
LIBRARY-FT	26	27	27	0
LIBRARY-PT	15	15	15	0
LICENSE COMMISSION	6	6	6	0
MAYOR	12	11	11	0
PARKS & RECREATION	12	12	12	0
PARKING AUTHORITY- FT	17	13	16	3
PLANNER & ECONOMIC DEVELOPMENT	4	4	5	1
POLICE	234	234	232	-2
PROCUREMENT	3	3	3	0
TREASURER/COLLECTOR	14	14	14	0
VETERANS SERVICES/COUNCIL	4	3	3	0
WEIGHTS & MEASURES	2	2	2	0
GRAND TOTAL	801	798	822	24

The FY2022 General Fund budget included staff increases. This is based on the following:

ANIMAL CONTROL	1	Administrative Assistant
AUDITOR	1	Administrative Assistant
BOARD OF HEALTH	1	Sanitary Inspector
COUNCIL ON AGING	1	Assistant Director
DPW- HIGHWAY	3	Hoist Operator; Heavy Equipment Operator; Administrative Assistant III
FINANCE	1	Junior Financial Analyst
FIRE	6	Additional Firefighters
PARKING AUTHORITY	3	Garage Attendant & Lot Maintenance (PT)
DPW- MAINTENANCE	1	Diesel Mechanic
PLANNER/ECONOMIC DEVELOPMENT	1	Senior Planner/Planner III

Similarly, the FY2022 General Fund budget includes a reduction in staff. This is based on the following:

POLICE	-2	Reduction in Patrol Officers
DPW- HIGHWAY	-1	Maintenance Man

The FY2022 Enterprise Funds budget includes additional staff increases. This is based on the following:

DPW- SEWER	4	Working Foreman, Grade 1, Financial Analyst, Administrative Assistant II
DPW- WATER	2	Grade 1 & Financial Analyst



COMMUNITY INFORMATION

Playgrounds

- Ashfield Playground (Coe Road)
- Clifford Avenue Playground (Clifford Avenue)
- Davis School Playground (Plain Street)
- Gilmore Playground (Spring Avenue)
- Hancock Field (Pearl Street)
- Hill Street Playground (Hill Street)
- Huntington Playground (Warren Avenue)
- Kennedy Playground (Ash Street)
- McKinley Park (Winter Street)
- Nelson Playground (Warren Avenue)
- Perrault Playground (Quincy Street)
- Plymouth Street Recreation (Plymouth Street)
- Puffer Playground (Riverside Street)
- Timothy J. Holster Playground (West Chestnut Street)
- Winthrop Playground (North Main Street)

Neighborhood Parks

- City Hall Park Plaza
- Keith Park
- Otis Street Park
- Perkins Park
- Korean/Vietnam Veterans Park
- Charles Tartaglia Park

Community Playgrounds

- Bent Playground (Ash Street)
- Buckley Playground (Clinton Street)
- Downey Playground (Electric Avenue)
- Danny Goodwin Playground (Centre Street)
- Edgar Playground (Dover Street)
- Hilstrom Farm Park (Cary Street)
- North Junior High Playground (Oak Street)
- O'Donnell Playground (Centre Street)
- Parmenter Playground (Prospect Street)
- Raymond Playground (Oak Street)
- Tukis Playground (Melrose Street)
- Walker Playground (May Avenue)
- West Junior High Playground (West Street)

City Wide Parks

- D.W. Field Park and Municipal Golf Course (Oak Street)
- Hilstrom Farm Park (Cary Street)
- Salisbury River Plain (Montello Street/White Avenue)
- Snow Park (Crescent Street)
- Brookfield Playground (Jon Drive)
- Salisbury Park (Crescent Street)



Community Schools

- Barrett Russell Early Childhood
- Angelo Elementary School
- Arnone Elementary School
- Baker Elementary School
- Brookfield Elementary School
- Downey Elementary School
- Gilmore Elementary School
- Manthala George Elementary School
- Hancock Elementary School
- Kennedy Elementary School
- Davis Elementary School
- Raymond Elementary School
- Ashfield Middle School
- East Middle School
- North Middle School
- Plouffe Academy School
- South Middle School
- West Middle School
- Brockton High School
- Edison Academy School
- Champion High School
- Huntington Therapeutic Day
- Frederick Douglass Academy

Community Pools

- Cosgrove Pool (Crescent Street)
- Manning Pool (Forest Avenue)

MUSEUMS AND CULTURAL ATTRACTIONS

Brockton Historical Society Museum

As Brockton was the center of the nation's industrial development, individuals and organizations have come together through the Historical Society to promote the city and region's rich legacy.

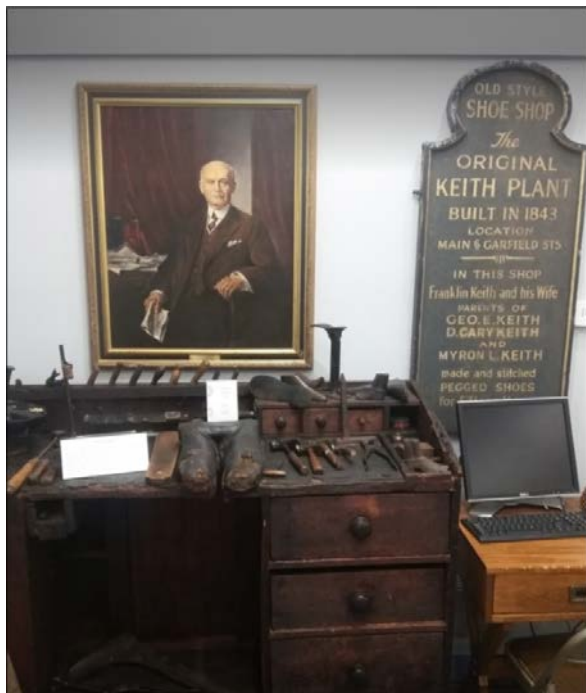
Current exhibits include:

The Edison Exhibit- Features a rare display of early incandescent bulbs, wiring, and equipment developed by Thomas Edison.

The Fire Museum- Constructed to preserve the proud history of firefighting. Thousands of fire-fighting artifacts are preserved within the installation along with a memorial dedicated to the memory of Brockton's own firemen who were killed during the Strand Theatre fire of 1941.

The Homestead- Built in 1767 by Deacon Jeremiah Beal, descendant of Hingham's John Beal, one of the first shoemakers in America. The Homestead was used as a tavern called The Solid Rock Inn and later acquired by the Brockton Historical Society. Features of the exhibit include primitive tools, a cast iron stove, and intricate tin ceilings.

The Shoe Museum- Features *The Rise and Fall of the American Shoe Industry* which traces the evolution of shoemaking from the 16th century to the present. The museum displays a popular exhibit of celebrity footwear including those worn by presidents and first ladies as well as by Ted Williams, Arthur Fiedler, and Rocky Marciano.



Brockton Symphony Orchestra

It is the mission of the Brockton Symphony Orchestra to enhance the cultural landscape of Brockton and surrounding communities by providing quality, locally produced symphonic music. The program began as the "Brockton Orchestral Society" in 1948, born from the desire of local musicians to perform the symphonic repertoire together in their community.

The Brockton Symphony Orchestra is considered one of the finest orchestras in the Greater Boston area, and has been called "one of the region's classical jewels" by the Boston Globe.

For over 70 years, the Brockton Symphony Orchestra has provided live, professional-level symphonic concerts to the greater Brockton community; taught and inspired children about music; and encouraged participation of local musicians and students. The Brockton Symphony actively strives to enhance music education by performing with choruses and orchestras from local schools, and the annual Youth Competition encourages and rewards gifted young instrumentalists.



Campanelli Stadium

Campanelli Stadium is primarily used for baseball and as the home field of the Brockton Rox baseball team of the Futures Collegiate Baseball League summer league. The stadium opened in 2002 and seats 6,000 people. The venue has also been used for medium to large scale concerts and other events. Major music acts such as Jack Johnson, Willie Nelson, Bob Dylan, and The B-52's have all played at Campanelli. Other events, including The Jonas Brothers' Road Dogs Softball Game and the Kevin Faulk Celebrity Softball Game have also been held at the facility. The stadium also hosts small scale events, such as Boy Scout overnights, Brockton High School baseball games, select Boston College Eagles baseball games, and the Baseball Beanpot (Boston College, UMass Amherst, Northeastern, and Harvard).



Fuller Craft Museum

The Fuller Craft Museum was made possible by Myron Fuller who set up a trust fund for an educational art center. Fuller set aside the sum of one million dollars to establish the art museum and cultural center in memory of his family. In 1969, the museum was built and first opened its doors as the new Brockton Art Center-Fuller Memorial. There was no collection, but there were lectures and exhibitions of mostly drawings and paintings. The museum eventually changed its name to The Fuller Museum of Art and began collecting artwork in every medium.

In 2004, the museum changed again to Fuller Craft Museum to focus solely on collecting contemporary craft, which is rooted in the creation of functional objects and dates back roughly to the end of World War II. Makers who work primarily with their hands in materials that are tactile and familiar (wood, metal, glass, ceramics, and fiber) have stretched the boundaries of these functional everyday objects into the conceptual, the personal, the virtuosic, and wildly imaginative studio craft scene.

The Fuller Craft Museum offers expansive opportunities to discover the world of contemporary craft.



Stacy Adams Cultural Arts Building

The Stacy Adams Cultural Arts Building, under the direction of President Arnie Danielson, is a thriving gallery packed with paintings, a children's dance school, and music studios. Brockton Cultural Arts focuses on teaching emerging artists about taking their original work and turning it into marketable products.



Liberty Tree

The Liberty Tree, a large Sycamore tree located on what is presently known as Frederick Douglass Avenue (formerly High Street), was a marker for the City's place on the Underground Railroad, the pre-Civil War system of support for runaway slaves on their journey to freedom. Freedom fighting abolitionists such as Frederick Douglass and William Lloyd Garrison held many meetings under the Liberty Tree, as they discussed the liberation of enslaved black people. The tree was cut down in 2004, but the stump lives on, serving as a meaningful reminder that Brockton has always been a safe place for any race or nationality that decides to call it home.



Milton Art Museum

The Milton Art Museum joins Brockton Arts' downtown presence at 50 Centre Street in the Trinity Financials redevelopment of the Gardner Building into the Lofts. The museum is for small art classes, lectures, and seminars. Pieces from the Milton Art Museum include 270 works by artists that include Andy Warhol, Pablo Picasso, and Pierre-Auguste. The collection opened up to the public in January with the assistance of a \$25,000 grant, Brockton Arts Inc., and the Milton Art Museum board of trustees. Plans for the future of the museum include increased educational and senior programming, in addition to classical and jazz performance scheduled for the Enzo Gallery in the summer of 2021.

***Source: "With a bit of 'kismet,' Milton Art Museum comes back to life in Brockton," (Diti Kohli, March 25, 2021, Boston Globe); Photo credit: David L. Ryan, Boston Globe Staff.**



BROCKTON SERVICES

The Champion Plan (CP) is a Police Assisted Recovery Program, which has served 923 individuals and assisted with 1,524 placements into substance use treatment since its launch in 2016. The program is in partnership with the Office of Mayor Robert F. Sullivan, the Brockton Police Department, Brewster Ambulance, Brockton Area-Multi Services Inc. (BAMSI), the Gandara Center, and the Brockton Area Prevention Collaborative. The CP celebrated 5 years in 2021. The CP was created to help those dealing with Substance Use Disorders (SUD) gain access to treatment with recovery coaches calling to follow up at 72 hours, one week, periodic monthly check ins, and a survey at the 2-year call. In December 2020, CP staff had made over 10,000 follow-up calls.

Recognizing the needs of the participants, CP has grown to include aftercare support, help with referrals to long-term programs, sober housing, and out-patient programs along with applications, IDs, and MassHealth.

Due to COVID-19 restricting outreach, CP has adapted and on Tuesday, Wednesday & Thursday from 9:00 am to noon, has become a drop-in for support. Staff has helped with housing and social security applications, birth certificates, social security cards and referrals to clothing supports.

Brockton After Dark is a free summer program for youth ages 13-20 offering sports and enrichment activities. The program is conducted in partnership with the Brockton Public Schools. Brockton After Dark did not run in 2020 due to COVID-19, but will be opening up again in 2021 and offering a new drama component.

The Mayor's Summer Park Program is a free parks program for kids ages 7-12. It offers enrichment activities and swimming, as well as free breakfast and lunch. The program is conducted in partnership with the Brockton Public Schools. The program did not run in 2020 due to COVID-19, but will be continuing in 2021.

TOP EMPLOYERS

- HarborOne Bank- 770 Oak Street
- Barbour Corporation- 1001 N. Montello Street
- Baypointe Rehabilitation Center- 50 Christy Place
- Brockton Area Transit Authority- 155 Court Street
- Brockton Housing Authority- 45 Goddard Road
- City of Brockton- 45 School Street
- Columbia Gas of MA- 990 Belmont Street
- Concord Foods- 10 Minuteman Way
- Good Samaritan Medical Center- 235 N. Pearl Street
- Massasoit Community College- 1 Massasoit Boulevard
- Brockton Neighborhood Health Center- 63 Main Street
- Old Colony YMCA- 320 Main Street
- Signature Healthcare- 680 Centre Street
- T.F. Kinnealey & Co., Inc.- 1100 Pearl Street
- UPS- 200 Oak Hill Way
- VA Medical Center- 940 Belmont Street
- W.B. Mason Co., Inc.- 59 Centre Street
- Westgate Mall- 200 Westgate Drive

Source: Metro South Chamber of Commerce, Book for Business



FINANCIAL SUMMARIES



FY2022 BUDGET CALENDAR

December 7, 2020	Budget Kickoff Meeting: <ul style="list-style-type: none"> o CFO briefs department heads and fiscal staff on FY22 budget guidelines.
January 4, 2021	Electronic Distribution of budget materials to departments: <ul style="list-style-type: none"> o Position list. o Personal Services sheets. o FY21 YTD budgets through December 31, 2020. o FY22 budget guidelines.
January 15, 2021	Deadline for departments to notify the Finance Office of any changes to Personal Services sheets and position list.
January 4, 2021 through January 22, 2021	Departments review and update budget materials: <ul style="list-style-type: none"> o Position list. o Personal Service sheets. o FY22 expenditure projections. o Mission statement and services. o FY21 accomplishments. o FY22 goals. o Review FY22 revenue projections. <p>All supporting documentation must be submitted to the Finance Department for preliminary review.</p>
January 22, 2021	Deadline for FY22 budgets to be updated in Munis.
February 1, 2021 through February 12, 2021	Department head meetings with the CFO: <ul style="list-style-type: none"> o Review the status of FY21 budgets and FY22 projected budgets. o Review department goals and accomplishments (FY21-FY22). o Review grants and revenue projections.
April 1, 2021 through April 29, 2021	Review budgets with Mayor and prepare budget documents.
May 2021	Mayor and CFO budget presentations and distribution of budget documents to the City Council.
May/June 2021	Budget is submitted: <ul style="list-style-type: none"> o Appropriation Order to the City Clerk- May 28, 2021 o City Council Meeting on Finance- June 1, 2021 o Projected Budget Hearings- June 7- June 10, 2021 o City Council Final Vote- June 28, 2021



BUDGET PROCESS

The preparation of the annual budget for the City is governed by the provisions of Chapter 44 of the Massachusetts General Laws. The budget cycle for FY22 was initiated in December 2020. At that time, the Finance Department in collaboration with the Mayor established general budgetary guidelines and limitations for the coming year.

The budget format is based on a system of services, goals and accomplishments that are quantifiable where applicable. The emphasis is on further integration of the Mayor's goals in order to continue refinement of the budget document. In the FY22 Budget, goals and measures are more comprehensive, and more illustrative of the services and programs provided by City departments.

The Mayor, in his guidelines, asked departments to be mindful of the City's new initiatives and the impacts they would have on the operating budget. In general, the majority of expenditure lines remained either level funded or were reduced. Departments tried to absorb increasing costs due to contractual terms within their budgets and not knowingly under-budget them. Additional supplemental requests for new or expanded services, were submitted and reviewed as part of the FY22 Budget. The FY22 goal is to submit a budget to the City Council that supports the Mayor's priorities and programmatic and operational needs.

The Mayor submitted the FY22 Budget to the City Council on May 28, 2021.

The City Council held a series of public hearings to solicit citizen participation regarding departmental budget requests between June 7, 2021-June 10, 2021. The City Council has the jurisdiction to make reductions, but cannot increase the proposed budget. The City Council adopted the FY21 Budget on June 28, 2021. The annual budget for FY22 becomes effective July 1, 2021.

BASIS OF BUDGETING

BUDGET AMENDMENT PROCESS

During the course of the year, and based on the recommendations by the Mayor, the City Council may, by majority vote, transfer any amount appropriated by a department to another statutory category within the same department. A two-thirds vote of the City Council is required to transfer appropriations from one department to another. In order to increase the total appropriation in any department, a majority vote of the City Council is required.

BASIS OF BUDGETING AND ACCOUNTING

Pursuant to Chapter 44, Section 32 of the Massachusetts General Laws, the City adopts an annual budget for the General Fund and the Water, Sewer, Refuse, Parks and Recreation, and Renewable Energy Enterprise Funds. The level of expenditure may not exceed appropriations for each department or undertaking classified in the following categories:

1. Personal Services
2. Overtime
3. Purchase of Services
4. Goods and Supplies
5. Capital

The day-to-day method of accounting used by the City of Brockton is the Uniform Massachusetts Accounting System (UMAS). This accounting system is prescribed by the Commonwealth of Massachusetts Department of Revenue for local government entities, and the system is intended to demonstrate compliance with state statutes and local decisions (e.g. the budget). This system prescribes the use of the modified accrual basis of accounting, which is the basis used by all governmental fund types. Modified accrual accounting combines accrual-basis accounting with cash-basis accounting and recognizes revenues when they become available and measurable and recognizes expenditures when liabilities are incurred.

The full accrual basis of accounting is used for the City's financial statements, which are produced based on Generally Accepted Accounting Principles (GAAP). The statements report information about the City with a broad overview. These statements use accounting methods most similar to those used by a private-sector business and are typically used to demonstrate the long term financial position of the City. The users of financial statements are often bond rating agencies. The Government Accounting Standards Board (GASB) issues guidance for how GAAP based financial statements should be prepared for government entities. Budgeted revenues are recorded when cash is received, except for real estate and personal property taxes, which are recorded as deferred revenue when levied (budgeted), as opposed to when susceptible to accrual (GAAP). For the budget, encumbrances are treated as expenditures in the year the commitment is made. Also, certain appropriations, known as special articles, do not lapse and are treated as budgetary expenditures in the year they are authorized as opposed to when the liability is actually incurred (GAAP). The depreciation of fixed assets is not recognized as a current expense on a budgetary basis, except when actual maintenance costs are included in departmental budgets.

Revenues for the Parking Authority Fund are recorded within the Parking Authority's Garage and Meters Reserve Fund; however, no expenditures are charged directly to the Parking Authority Reserve Fund. Instead, transfers are made from the Parking Authority Reserve Fund to the General Fund to cover related expenditures.

Proposed expenditure appropriations for all departments and operations of the City, except those of the School Department, are prepared under the direction of the Chief Financial Officer. All budget appropriations, including those of the School Department, are approved by the City Council. The School Department budget is prepared under the direction of the School Committee.



In addition, the Mayor may submit to the City Council supplementary appropriation orders as deemed necessary. The City Council may reduce or reject any item in the budget submitted by the Mayor, but they may not increase or add items to the budget.

The City follows a gross budgeting concept pursuant to which expenditures financed by Special Revenue Funds and Trusts are budgeted as General Fund expenditures and are financed by transfers from these funds to the General, Water, Sewer, Refuse, Parks and Recreation, and Renewable Energy Fund.

The City follows the accounting practices established by the Commonwealth of Massachusetts Department of Revenue, which are called the budgetary basis method of accounting, in the preparation of the annual budget and property tax certification process. The budgetary basis departs from the accounting basis, which is the accounting practice compatible with the Generally Accepted Accounting Principles (GAAP) in the following ways:

- a. Real estate and personal property taxes are recorded as revenue when levied (budgetary), as opposed to when susceptible to accrual (GAAP).
- b. Encumbrances and continuing appropriations are recorded as the equivalent to expenditures (budgetary), as opposed to a reservation of fund balance (GAAP).
- c. Certain activities and transactions are presented as components of the General Fund (budgetary), rather than as separate funds (GAAP).
- d. Amounts raised for the prior years' deficits and available funds from prior years' surpluses are recorded as revenue items (budgetary), but have no effect on revenues (GAAP).

FUND DESCRIPTIONS

The accounts of the City of Brockton are organized and operated on a fund basis. Fund accounting segregates funds according to their intended purpose and is used to aid management in demonstrating compliance with finance-related, legal, and contractual provisions. All the funds can be divided into three categories: Governmental Funds, Proprietary Funds, and Fiduciary Funds. The City of Brockton utilizes all three fund types.

Governmental Funds use the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are “susceptible to accrual” (i.e. both measurable and available). Property taxes are recorded as revenue in the year for which the taxes have been levied, provided they are collected within 60 days after year-end. Investment income is recorded as earned. Other revenues are recorded on a cash basis, because they are generally not measurable until actually received. Expenditures are recorded when the liability is incurred except for (1) interest on general obligation debt, which is recorded when due, and (2) tax abatements, judgments, and claims, which are all recorded as expenditures to the extent that they have been paid or are expected to be paid with expendable available resources.

GOVERNMENT FUND TYPES

The General Fund of a municipal organization serves as the primary reporting mechanism for day to day governmental operations. The General Fund is supported by revenues from real estate and personal property taxes, state aid, excise taxes, investment income, fines and forfeitures, and fees and charges. The departments funded within the General Fund include: General Government, Public Safety, Department of Public Works, Human Services, Culture and Recreation, Education, Retirement, Debt Management, and non-departmental expenses, such as government assessments.

Special Revenue Funds account for revenues that are legally restricted to specific purposes. These revenues are accounted for separately from the General Fund for both legal and practical purposes, as the accounts often span multiple fiscal years.

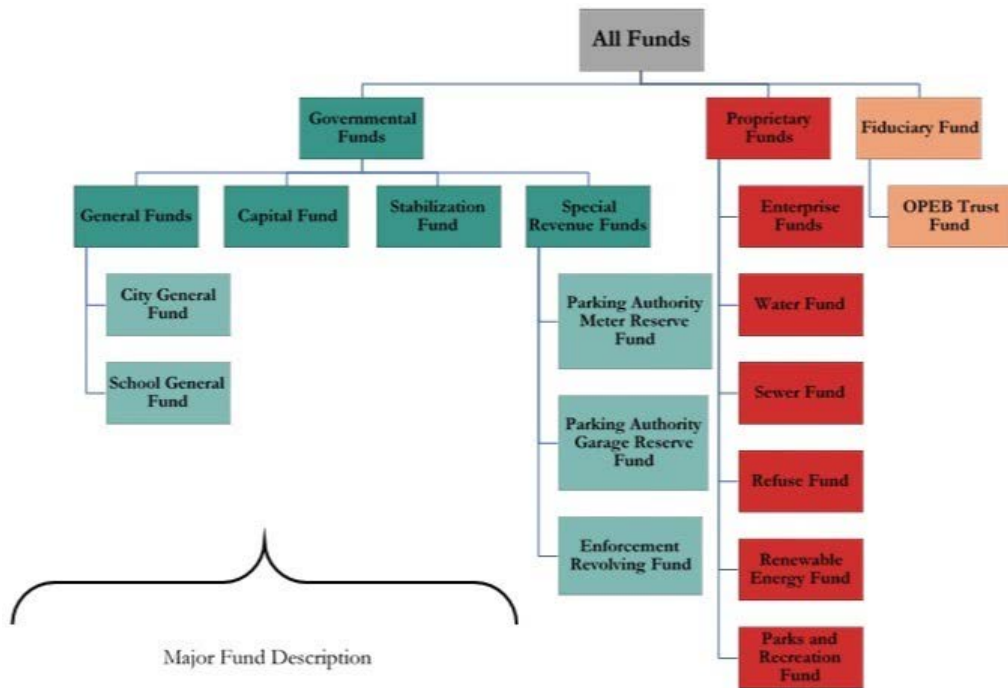
The Capital Projects Fund is used to account for expenditures on the acquisition or construction of major capital facilities as well as items related to the City’s Capital Plan.

Proprietary Funds and Fiduciary Funds are accounted for using the flow of economic resources measurement focus and full accrual basis of accounting. Under this method, revenues are reported when earned and expenses are recorded at the time liabilities are incurred.

Proprietary Funds refer to the City’s “business-type” activities and are used to separate them from Governmental Funds in financial statements. This fund is financed and operating in a manner similar to private business enterprises. The intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. These funds account for their own fixed assets and long-term liabilities.

Fiduciary Funds are used to account for resources held for the benefit of parties outside the government. The City is the trustee, or fiduciary, and the government and its citizenry do not benefit directly from such funds.

CITY FUND STRUCTURE



Major Fund Description

General Fund- The City's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.

Capital Funds- Accounts for financial resources to be used for the acquisition or construction of major capital projects.

Enterprise Funds- Accounts for five city-wide services: Water, Sewer, Refuse, Renewable Energy, and Parks and Recreation.

***Note:** The financial statement includes agency funds for off-duty Police, Fire, and Custodial details.

DEPARTMENT FUND RELATIONSHIP

The following chart shows City departments by fund:

DEPARTMENT	GENERAL FUND	ENTERPRISE FUND	CAPITAL FUNDS
Animal Control	√		
Assessors	√		
Auditor	√		
Board of Health	√		
Cemetery Department	√		
City Clerk	√		
Conservation Commission	√		
Council on Aging	√		
DPW- Commissioner	√		
DPW- Engineering	√		
DPW- Highway	√		
DPW- Maintenance	√		
Election Commission	√		
Emergency Management Agency	√		
Finance	√		
Fire	√		
Human Resources	√		
Information Technology Center	√		
Law Department	√		
Library	√		
License Commission	√		
Mayor	√		
Parking Authority	√		√
Planning and Economic Development	√		
Planning Board	√		
Police	√		√
Procurement	√		
Public Property	√		
Traffic Commission	√		
Treasurer/Tax Collector	√		
Veteran's Services	√		
War Memorial	√		
Weights and Measures	√		
Water		√	
Sewer		√	
Refuse		√	
Parks and Recreation		√	
Renewable Energy		√	



BUDGET APPROPRIATION BY FUND

FUND TYPE	FY2022
Non-bonded Capital Projects	\$0
TOTAL CAPITAL FUND	\$0
Direct General Fund	\$439,407,115
TOTAL GENERAL FUND	\$439,407,115
ENTERPRISE FUNDS	
Parks and Recreation	\$2,542,806
Sewer	\$21,979,054
Water	\$20,153,107
Renewable Energy	\$119,693
Refuse	\$9,638,768
TOTAL ENTERPRISE FUND	\$54,433,428
FY2021 GRAND TOTAL APPROPRIATION	\$493,840,543



APPROPRIATION ORDER

ORDERED: **1.** Move that \$439,407,115 be appropriated for the following general fund departmental expenditures of the City for the fiscal year ending June 30, 2022, which will be funded through the following sources:

State Aid	239,059,218
Tax Levy	160,770,818
Local Receipts	22,515,755
Available Funds	17,061,324
Total	439,407,115

GENERAL GOVERNMENT

Assessor

Personal Services - Other Than Overtime	551,438
Ordinary Maintenance - Services	132,350
Ordinary Maintenance - Goods	4,500

Auditor

Personal Services - Overtime	7,500
Personal Services - Other Than Overtime	709,281
Ordinary Maintenance - Services	407,500
Ordinary Maintenance - Goods	16,750
Out of State Travel	2,000

Auditor Mail

Ordinary Maintenance - Services	149,000
Ordinary Maintenance - Goods	500

Auditor Telephone

Ordinary Maintenance - Services	89,000
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City Clerk

Personal Services - Overtime	6,000
Personal Services - Other Than Overtime	409,119
Ordinary Maintenance - Services	74,500
Ordinary Maintenance - Goods	10,075

City Council

Personal Services - Overtime	6,500
Personal Services - Other Than Overtime	602,948
Ordinary Maintenance - Services	160,322
Ordinary Maintenance - Goods	41,385

Conservation Commission

Personal Services - Overtime	5,000
Ordinary Maintenance - Services	31,675
Ordinary Maintenance - Goods	6,100

Election Commission

Personal Services - Overtime	5,000
Personal Services - Other Than Overtime	364,078
Ordinary Maintenance - Services	69,600
Ordinary Maintenance - Goods	6,800

Finance

Personal Services - Overtime	807
Personal Services - Other Than Overtime	581,079
Ordinary Maintenance - Services	1,133,140
Ordinary Maintenance - Goods	17,150



Human Resources

Personal Services - Overtime	1,500
Personal Services - Other Than Overtime	324,092
Ordinary Maintenance - Services	218,320
Ordinary Maintenance - Goods	40,640

Human Resources- Employee Benefits

Employee Benefits	53,840,493
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Information Technology Center

Personal Services - Overtime	50,379
Personal Services - Other Than Overtime	1,145,288
Ordinary Maintenance - Services	1,381,056
Ordinary Maintenance - Goods	312,229
Out of State Travel	2,000

Law

Personal Services - Overtime	1,000
Personal Services - Other Than Overtime	932,177
Ordinary Maintenance - Services	446,895
Ordinary Maintenance - Goods	134,374
Law Court Judgements	250,000
Workers Compensation	1,140,183
Property Insurance	1,465,950

License Commission

Personal Services - Overtime	10,950
Personal Services - Other Than Overtime	85,089
Ordinary Maintenance - Services	1,290
Ordinary Maintenance - Goods	2,625

Mayor

Personal Services - Overtime	3,000
Personal Services - Other Than Overtime	755,664
Ordinary Maintenance - Services	391,644
Ordinary Maintenance - Goods	48,532
Out of State Travel	10,000
40 R Activities	11,041
Mayor Cultural Affairs	20,850
Mayor Cable Access	675,000
Women's Commission	3,400
Diversity Commission	3,400
Historical Commission	3,400
Youth Task Force	100,000

Planning and Economic Development

Personal Services - Overtime	0
Personal Services - Other Than Overtime	452,221
Ordinary Maintenance - Services	379,800
Ordinary Maintenance - Goods	20,200

Planning Board

Personal Services - Overtime	5,000
Ordinary Maintenance - Services	14,275
Ordinary Maintenance - Goods	3,000

Procurement Department

Personal Services - Other Than Overtime	179,035
Ordinary Maintenance - Services	525
Ordinary Maintenance - Goods	8,400



Public Property

Personal Services - Overtime	100,000
Personal Services - Other Than Overtime	1,781,408
Ordinary Maintenance - Services	515,032
Ordinary Maintenance - Goods	342,431
P Prop Net Sch Spending Ex&OM	150,000
Manning Pool Maintenance	38,200
P. P. Stadium Personal Services- Overtime	10,000
P. P. Stadium Ordinary Maintenance-Services	253,100

War Memorial

Personal Services - Overtime	8,200
Ordinary Maintenance - Services	59,235
Ordinary Maintenance - Goods	24,430

Treasurer/Tax Collector

Personal Services - Overtime	5,000
Personal Services - Other Than Overtime	822,603
Ordinary Maintenance - Services	33,700
Ordinary Maintenance - Goods	25,910
Medicare Tax	3,910,000

PUBLIC SAFETY**Animal Control**

Personal Services - Overtime	29,000
Personal Services - Other Than Overtime	612,188
Ordinary Maintenance - Services	37,299
Ordinary Maintenance - Goods	10,313

Emergency Management Agency

Personal Services - Other Than Overtime	66,748
Ordinary Maintenance - Services	9,173
Ordinary Maintenance - Goods	7,722

Fire

Personal Services - Overtime	358,656
Personal Services - Other Than Overtime	26,610,295
Ordinary Maintenance - Services	893,734
Ordinary Maintenance - Goods	415,610
Personal Services - Fire Staffing Overtime	870,000

Parking Authority

Personal Services - Overtime	17,000
Personal Services - Other Than Overtime	602,850
Ordinary Maintenance - Services	271,750
Ordinary Maintenance - Goods	43,900
Snow Removal	45,000

Police

Personal Services - Other Than Overtime	25,596,198
Personal Services - Overtime	1,290,414
Personal Services - Overtime- Safety Initiative	244,600
Personal Services - Overtime - License Enforcement	75,500
Ordinary Maintenance - Services	845,047
Ordinary Maintenance - Goods	446,708
Out of State Travel	1,000

Traffic Commission

Personal Services - Overtime	30,000
Ordinary Maintenance - Services	152,296
Ordinary Maintenance - Goods	323,180



Weights & Measures

Personal Services - Overtime	2,300
Personal Services - Other Than Overtime	167,664
Ordinary Maintenance - Services	12,467
Ordinary Maintenance - Goods	6,845
Out of State Travel	1,800

DEPARTMENT OF PUBLIC WORKS**DPW-Commissioner**

Personal Services - Overtime	5,638
Personal Services - Other Than Overtime	502,352
Ordinary Maintenance - Services	4,875
Ordinary Maintenance - Goods	5,439

DPW-Engineering

Personal Services - Overtime	15,000
Personal Services - Other Than Overtime	606,296
Ordinary Maintenance - Services	21,483
Ordinary Maintenance - Goods	65,860

DPW-Highway

Personal Services - Overtime	225,000
Personal Services - Other Than Overtime	2,033,185
Ordinary Maintenance - Services	3,592,535
Ordinary Maintenance - Goods	1,487,294

DPW-Maintenance

Personal Services - Overtime	15,161
Personal Services - Other Than Overtime	240,454
Ordinary Maintenance - Services	27,026
Ordinary Maintenance - Goods	583,065

HUMAN SERVICES**Board of Health**

Personal Services - Overtime	22,000
Personal Services - Other Than Overtime	1,023,964
Ordinary Maintenance - Services	36,550
Ordinary Maintenance - Goods	43,100

Cemetery

Personal Services - Overtime	100,000
Personal Services - Other Than Overtime	352,457
Ordinary Maintenance - Services	114,180
Ordinary Maintenance - Goods	67,400

Council on Aging

Personal Services - Overtime	840
Personal Services - Other Than Overtime	223,753
Ordinary Maintenance - Services	34,748
Ordinary Maintenance - Goods	17,109

Veterans' Council

Vet Council Goods & Supplies	11,000
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Veterans' Services

Personal Services - Overtime	1,930
Personal Services - Other Than Overtime	245,928
Ordinary Maintenance - Services	8,380
Ordinary Maintenance - Goods	655,370



CULTURE AND RECREATION

Library

Personal Services - Overtime	3,000
Personal Services - Other Than Overtime	2,147,214
Ordinary Maintenance - Services	274,300
Ordinary Maintenance - Goods	415,700

Debt Service

Debt Service	13,240,615
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Retirement

Contributory	29,608,033
Non-Contributory	17,562

EDUCATION

Schools

Net School Spending	198,627,523
Non Net School Spending	10,000,000

Southeastern Regional School

Collaborative Programs	4,267,900
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General Fund Subsidies

Energy General Fund Subsidy	9,693
Refuse General Fund Subsidy	813,563
Park and Recreation General Fund Subsidy	584,057

Reserves & Stabilization Funds

Supplemental Reserve Fund	424,481
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Amount to be Raised

1,400,000

Government Assessments

26,531,581

TOTAL BUDGET

439,407,115



ORDERED 2. Moved that \$117,870 be appropriated for the Renewable Energy enterprise fund that \$1,823 be included in appropriations from the general fund for indirect costs and be allocated to the Renewable Energy enterprise fund for funding and that \$119,693 be raised as follows:

User Charges	110,000
General Fund Subsidy	9,693
Total	119,693

Renewable Energy

Purchase of Services	117,870
Direct Costs	117,870
Indirect Costs	1,823
Total	119,693

ORDERED 3. Moved that \$18,340,665 be appropriated for the Water enterprise fund that \$1,812,442 be included in appropriations from the general fund for indirect costs and be allocated to the Water enterprise fund for funding and that \$20,153,107 be raised as follows:

User Charges	18,688,098
Retained Earnings	3,010,449
Other Enterprise available funds	-
Total	21,698,547

Water

Personal Services - Overtime	618,000
Personal Services - Other Than Overtime	2,674,779
Purchase of Services	4,879,580
Goods and Supplies	667,921
Debt Service	362,217
Other Contracted Services	9,138,168
Direct Costs	18,340,665
Indirect Costs	1,812,442
Total	20,153,107

ORDERED 4. Moved that \$20,629,831 be appropriated for the Sewer enterprise fund that \$1,349,223 be included in appropriations from the general fund for indirect costs and be allocated to the Sewer enterprise fund for funding and that \$21,979,054 be raised as follows:

User Charges	20,108,618
Retained Earnings	1,870,436
Other Enterprise available funds	-
	21,979,054

Sewer

Personal Services - Overtime	300,000
Personal Services - Other Than Overtime	1,432,937
Purchase of Services	11,088,408
Goods and Supplies	475,312
Debt Service	7,183,174
Other Contracted Services	150,000
Direct Costs	20,629,831
Indirect Costs	1,349,223
Total	21,979,054

ORDERED 5. Moved that \$8,681,400 be appropriated for the Refuse enterprise fund that \$957,368 be included in appropriations from the general fund for indirect costs and be allocated to the Refuse enterprise fund for funding and that \$9,638,768 be raised as follows:

User Charges	8,340,000
Retained Earnings	485,205
General Fund Subsidy	813,563
Total	9,638,768

Personal Services - Overtime	125,000
Personal Services - Other Than Overtime	811,657
Purchase of Services	7,657,567
Goods and Supplies	87,176
Direct Costs	8,681,400
Indirect Costs	957,368
Total	9,638,768

ORDERED 6. Moved that \$2,104,107 be appropriated for the Parks and Recreation enterprise fund that \$438,699 be included in appropriations from the general fund for indirect costs and be allocated to the Parks and Recreation enterprise fund for funding and that \$2,542,806 be raised as follows:

Other Departmental Revenue	120,000
User Charges	1,130,480
Retained Earnings	708,269
General Fund Subsidy	584,057
Total	2,542,806

Personal Services - Overtime	234,000
Personal Services - Other Than Overtime	946,006
Purchase of Services	744,542
Goods and Supplies	116,071
Other Contracted Services	63,488
Direct Costs	2,104,107
Indirect Costs	438,699
Total	2,542,806

APPROPRIATION ORDER SUMMARY

	FY2020 ACTUAL	FY2021 BUDGETED	FY2022 PROPOSED	% CHANGE
GENERAL GOVERNMENT				
Assessor				
Personal Services - Overtime	504	-	-	0.0%
Personal Services - Other Than Overtime	551,983	540,954	551,438	1.9%
Ordinary Maintenance - Services	309,940	248,950	132,350	-46.8%
Ordinary Maintenance - Goods	8,980	6,200	4,500	-27.4%
Capital	-	-	-	0.0%
TOTAL	871,407	796,104	688,288	-13.5%
Auditor				
Personal Services - Overtime	625	9,500	7,500	-21.1%
Personal Services - Other Than Overtime	595,702	667,228	709,281	6.3%
Ordinary Maintenance - Services	350,817	393,302	407,500	3.6%
Ordinary Maintenance - Goods	10,170	16,201	16,750	3.4%
Out of State Travel	-	-	2,000	100.0%
TOTAL	957,314	1,086,231	1,143,031	5.2%
Auditor Mail				
Ordinary Maintenance - Services	128,437	218,000	149,000	-31.7%
Ordinary Maintenance - Goods	817	968	500	-48.3%
TOTAL	129,254	218,968	149,500	-31.7%
Auditor Telephone				
Ordinary Maintenance - Services	74,361	65,800	89,000	35.3%
TOTAL	74,361	65,800	89,000	35.3%
City Clerk				
Personal Services - Overtime	3,157	6,000	6,000	0.0%
Personal Services - Other Than Overtime	301,620	410,514	409,119	-0.3%
Ordinary Maintenance - Services	6,874	74,500	74,500	0.0%
Ordinary Maintenance - Goods	2,115	10,075	10,075	0.0%
TOTAL	313,766	501,089	499,694	-0.3%
City Council				
Personal Services - Overtime	4,316	6,515	6,500	-0.2%
Personal Services - Other Than Overtime	376,750	598,040	602,948	0.8%
Ordinary Maintenance - Services	71,707	160,322	160,322	0.0%
Ordinary Maintenance - Goods	6,488	41,385	41,385	0.0%
TOTAL	459,261	806,262	811,155	0.6%
Conservation Commission				
Personal Services - Overtime	3,528	5,000	5,000	0.0%
Ordinary Maintenance - Services	3,784	31,675	31,675	0.0%
Ordinary Maintenance - Goods	943	5,600	6,100	8.9%
TOTAL	8,255	42,275	42,775	1.2%
Election Commission				
Personal Services - Overtime	2,815	5,000	5,000	0.0%
Personal Services - Other Than Overtime	389,167	360,942	364,078	0.9%
Ordinary Maintenance - Services	72,138	78,580	69,600	-11.4%
Ordinary Maintenance - Goods	2,695	3,560	6,800	91.0%
TOTAL	466,815	448,082	445,478	-0.6%
Finance				
Personal Services - Overtime	-	807	807	0.0%
Personal Services - Other Than Overtime	435,007	530,936	581,079	9.4%
Ordinary Maintenance - Services	1,079,168	1,083,140	1,133,140	4.6%
Ordinary Maintenance - Goods	8,419	17,150	17,150	0.0%
Out of State Travel	-	-	-	0.0%
TOTAL	1,522,594	1,632,033	1,732,176	6.1%



	FY2020 ACTUAL	FY2021 BUDGETED	FY2022 PROPOSED	% CHANGE
Human Resources				
Personal Services - Overtime	-	1,500	1,500	0.0%
Personal Services - Other Than Overtime	170,110	420,315	324,092	-22.9%
Ordinary Maintenance - Services	28,660	218,320	218,320	0.0%
Ordinary Maintenance - Goods	7,548	42,140	40,640	-3.6%
Employee Benefits	51,755,424	52,722,983	53,840,493	2.1%
TOTAL	51,961,741	53,405,258	54,425,045	1.9%
Information Technology Center				
Personal Services - Overtime	56,312	50,000	50,379	0.8%
Personal Services - Other Than Overtime	1,077,998	1,125,475	1,145,288	1.8%
Ordinary Maintenance - Services	720,875	1,183,705	1,381,056	16.7%
Ordinary Maintenance - Goods	141,992	228,796	312,229	36.5%
Out of State Travel	-	2,000	2,000	0.0%
Capital	-	-	-	0.0%
TOTAL	1,997,177	2,589,976	2,890,952	11.6%
Law				
Personal Services - Overtime	292	1,000	1,000	0.0%
Personal Services - Other Than Overtime	703,374	763,834	932,177	22.0%
Ordinary Maintenance - Services	252,366	546,895	446,895	-18.3%
Ordinary Maintenance - Goods	86,037	124,374	134,374	8.0%
Law Court Judgements	3,107,761	2,000,000	250,000	-87.5%
Workers Compensation	890,183	1,265,183	1,140,183	-9.9%
Property Insurance	1,242,907	1,423,250	1,465,950	3.0%
TOTAL	6,282,920	6,124,536	4,370,579	-28.6%
License Commission				
Personal Services - Overtime	2,136	10,950	10,950	0.0%
Personal Services - Other Than Overtime	85,551	85,089	85,089	0.0%
Ordinary Maintenance - Services	39	1,290	1,290	0.0%
Ordinary Maintenance - Goods	4,503	3,300	2,625	-20.5%
TOTAL	92,229	100,629	99,954	-0.7%
Mayor				
Personal Services - Overtime	-	3,000	3,000	0.0%
Personal Services - Other Than Overtime	711,982	677,064	755,664	11.6%
Ordinary Maintenance - Services	47,069	441,644	391,644	-11.3%
Ordinary Maintenance - Goods	155,741	48,532	48,532	0.0%
Out of State Travel	1,434	10,000	10,000	0.0%
40 R Activities	-	11,041	11,041	0.0%
Economic Development Grant	-	-	-	0.0%
Mayor Cultural Affairs	9,608	20,850	20,850	0.0%
Mayor Cable Access	675,000	675,000	675,000	0.0%
Women's Commission	-	3,400	3,400	0.0%
Diversity Commission	-	3,400	3,400	0.0%
Historical Commission	-	3,400	3,400	0.0%
Youth Task Force	-	-	100,000	100.0%
TOTAL	1,600,833	1,897,331	2,025,931	6.8%
Planning and Economic Development				
Personal Services - Overtime	1,335	6,000	-	-100.0%
Personal Services - Other Than Overtime	292,271	323,895	452,221	39.6%
Ordinary Maintenance - Services	124,489	49,800	379,800	662.7%
Ordinary Maintenance - Goods	2,935	20,200	20,200	0.0%
Smart Growth 40R	-	-	-	0.0%
MGL 40Q DIF	259,039	250,000	-	-100.0%
TOTAL	680,069	649,895	852,221	31.1%
Planning Board				
Personal Services - Overtime	2,543	5,000	5,000	0.0%
Ordinary Maintenance - Services	9,085	14,275	14,275	0.0%
Ordinary Maintenance - Goods	491	1,600	3,000	87.5%
TOTAL	12,119	20,875	22,275	6.7%



	FY2020 ACTUAL	FY2021 BUDGETED	FY2022 PROPOSED	% CHANGE
Procurement Department				
Personal Services - Other Than Overtime	157,202	157,689	179,035	13.5%
Ordinary Maintenance - Services	511	525	525	0.0%
Ordinary Maintenance - Goods	5,824	8,400	8,400	0.0%
TOTAL	163,536	166,614	187,960	12.8%
Public Property				
Personal Services - Overtime	89,194	125,000	100,000	-20.0%
Personal Services - Other Than Overtime	1,683,130	1,770,409	1,781,408	0.6%
Ordinary Maintenance - Services	267,755	484,571	515,032	6.3%
Ordinary Maintenance - Goods	132,586	342,110	342,431	0.1%
P Prop Net Sch Spending Ex&OM	60,330	150,000	150,000	0.0%
Manning Pool Maint.	-	30,000	30,000	0.0%
Manning Pool OT	-	8,200	8,200	0.0%
P. P. Stadium Personal Services- Overtime	10,938	-	10,000	100.0%
P. P. Stadium Ordinary Maintenance-Services	49,448	-	253,100	100.0%
TOTAL	2,293,382	2,910,290	3,190,171	9.6%
War Memorial				
Personal Services - Overtime	6,896	8,200	8,200	0.0%
Ordinary Maintenance - Services	31,813	58,035	59,235	2.1%
Ordinary Maintenance - Goods	4,215	19,430	24,430	25.7%
TOTAL	42,924	85,665	91,865	7.2%
Treasurer/Tax Collector				
Personal Services - Overtime	3,220	5,000	5,000	0.0%
Personal Services - Other Than Overtime	787,433	803,220	822,603	2.4%
Ordinary Maintenance - Services	16,713	25,700	33,700	31.1%
Ordinary Maintenance - Goods	18,270	22,210	25,910	16.7%
Medicare Tax	3,291,154	3,605,000	3,910,000	8.5%
TOTAL	4,116,789	4,461,130	4,797,213	7.5%
PUBLIC SAFETY				
Animal Control				
Personal Services - Overtime	26,529	29,000	29,000	0.0%
Personal Services - Other Than Overtime	498,097	562,606	612,188	8.8%
Ordinary Maintenance - Services	60,825	37,259	37,299	0.1%
Ordinary Maintenance - Goods	4,006	15,548	10,313	-33.7%
TOTAL	589,456	644,413	688,800	6.9%
Emergency Management Agency				
Personal Services - Other Than Overtime	41,265	56,180	66,748	18.8%
Ordinary Maintenance - Services	7,013	9,173	9,173	0.0%
Ordinary Maintenance - Goods	5,374	7,722	7,722	0.0%
TOTAL	53,652	73,075	83,643	14.5%
Fire				
Personal Services - Overtime	298,116	358,656	358,656	0.0%
Personal Services - Other Than Overtime	22,792,092	25,229,617	26,610,295	5.5%
Ordinary Maintenance - Services	733,205	660,709	893,734	35.3%
Ordinary Maintenance - Goods	330,411	365,410	415,610	13.7%
Capital	25,713	54,545	-	-100.0%
Personal Services -Fire Staffing Overtime	853,974	670,000	870,000	29.9%
TOTAL	25,033,511	27,338,937	29,148,295	6.6%
Parking Authority				
Personal Services - Overtime	7,187	20,000	17,000	-15.0%
Personal Services - Other Than Overtime	434,583	592,996	602,850	1.7%
Ordinary Maintenance - Services	152,770	169,516	271,750	60.3%
Ordinary Maintenance - Goods	24,559	26,900	43,900	63.2%
Capital	-	143,000	-	-100.0%
Snow Removal	40,403	45,000	45,000	0.0%
TOTAL	659,501	997,412	980,500	-1.7%



	FY2020 ACTUAL	FY2021 BUDGETED	FY2022 PROPOSED	% CHANGE
Police				
Personal Services - Other Than Overtime	23,629,836	24,913,767	25,596,198	2.7%
Personal Services - Overtime	842,556	840,414	1,290,414	53.5%
Personal Services - Overtime- Impact Shift	202,454	244,600	244,600	0.0%
Personal Services - Overtime - License Enforcement	64,375	75,500	75,500	0.0%
Ordinary Maintenance - Services	850,231	851,983	845,047	-0.8%
Ordinary Maintenance - Goods	356,917	389,307	446,708	14.7%
Out of State Travel	941	1,000	1,000	0.0%
Capital	700,000	200,000	-	-100.0%
TOTAL	26,647,309	27,516,571	28,499,467	3.6%
Traffic Commission				
Personal Services - Overtime	11,669	30,000	30,000	0.0%
Ordinary Maintenance - Services	102,125	152,296	152,296	0.0%
Ordinary Maintenance - Goods	318,550	323,180	323,180	0.0%
TOTAL	432,344	505,476	505,476	0.0%
Weights & Measures				
Personal Services - Overtime	2,252	2,300	2,300	0.0%
Personal Services - Other Than Overtime	148,882	164,005	167,664	2.2%
Ordinary Maintenance - Services	8,287	10,389	12,467	20.0%
Ordinary Maintenance - Goods	4,078	6,845	6,845	0.0%
Out of State Travel	-	1,800	1,800	0.0%
TOTAL	163,498	185,339	191,076	3.1%
DEPARTMENT OF PUBLIC WORKS				
DPW-Commissioner				
Personal Services - Overtime	346	5,638	5,638	0.0%
Personal Services - Other Than Overtime	400,868	450,367	502,352	11.5%
Ordinary Maintenance - Services	4,292	475	4,875	926.3%
Ordinary Maintenance - Goods	1,554	5,439	5,439	0.0%
TOTAL	407,060	461,919	518,304	12.2%
DPW-Engineering				
Personal Services - Overtime	7,319	15,000	15,000	0.0%
Personal Services - Other Than Overtime	420,865	590,216	606,296	2.7%
Ordinary Maintenance - Services	9,448	16,983	21,483	26.5%
Ordinary Maintenance - Goods	2,624	65,860	65,860	0.0%
TOTAL	440,257	688,059	708,639	3.0%
DPW-Highway				
Personal Services - Overtime	223,910	225,000	225,000	0.0%
Personal Services - Other Than Overtime	1,629,927	1,872,187	2,033,185	8.6%
Ordinary Maintenance - Services	1,119,619	1,128,035	3,592,535	218.5%
Ordinary Maintenance - Goods	87,960	402,294	1,487,294	269.7%
Capital	358,680	-	-	0.0%
Snow Removal	882,658	2,400,000	-	-100.0%
Street Lighting	986,476	1,025,000	-	-100.0%
TOTAL	5,289,229	7,052,516	7,338,014	4.0%
DPW-Maintenance				
Personal Services - Overtime	14,890	15,161	15,161	0.0%
Personal Services - Other Than Overtime	128,233	158,130	240,454	52.1%
Ordinary Maintenance - Services	17,071	27,026	27,026	0.0%
Ordinary Maintenance - Goods	366,709	568,065	583,065	2.6%
TOTAL	526,902	768,382	865,706	12.7%
HUMAN SERVICES				
Board of Health				
Personal Services - Overtime	8,947	22,000	22,000	0.0%
Personal Services - Other Than Overtime	779,883	962,126	1,023,964	6.4%
Ordinary Maintenance - Services	15,930	36,550	36,550	0.0%
Ordinary Maintenance - Goods	18,727	41,300	43,100	4.4%
TOTAL	823,488	1,061,976	1,125,614	6.0%



	FY2020 ACTUAL	FY2021 BUDGETED	FY2022 PROPOSED	% CHANGE
Cemetery				
Personal Services - Overtime	87,816	100,000	100,000	0.0%
Personal Services - Other Than Overtime	333,723	348,814	352,457	1.0%
Ordinary Maintenance - Services	72,160	110,180	114,180	3.6%
Ordinary Maintenance - Goods	40,327	59,400	67,400	13.5%
Capital	-	-	-	0.0%
TOTAL	534,026	618,394	634,037	2.5%
Council on Aging				
Personal Services - Overtime	-	840	840	0.0%
Personal Services - Other Than Overtime	147,547	161,058	223,753	38.9%
Ordinary Maintenance - Services	19,004	28,878	34,748	20.3%
Ordinary Maintenance - Goods	5,975	7,342	17,109	133.0%
TOTAL	172,527	198,118	276,450	39.5%
Veterans' Council				
Personal Services - Other Than Overtime	-	-	-	0.0%
Vet Council Goods & Supplies	5,964	11,000	11,000	0.0%
TOTAL	5,964	11,000	11,000	0.0%
Veterans' Services				
Personal Services - Overtime	652	1,930	1,930	0.0%
Personal Services - Other Than Overtime	194,892	212,202	245,928	15.9%
Ordinary Maintenance - Services	12,332	4,100	8,380	104.4%
Ordinary Maintenance - Goods	693,076	782,335	655,370	-16.2%
TOTAL	900,952	1,000,567	911,608	-8.9%
CULTURE AND RECREATION				
Library				
Personal Services - Overtime	4,284	3,000	3,000	0.0%
Personal Services - Other Than Overtime	1,808,712	1,851,747	2,147,214	16.0%
Ordinary Maintenance - Services	222,100	257,300	274,300	6.6%
Ordinary Maintenance - Goods	352,611	441,700	415,700	-5.9%
TOTAL	2,387,707	2,553,747	2,840,214	11.2%
Treasurer's Debt Service				
Treasurer's Debt Service	13,510,630	12,983,052	13,240,615	2.0%
TOTAL	13,510,630	12,983,052	13,240,615	2.0%
Pension/ Retirement				
Retirement Contributory	26,354,613	28,451,613	29,608,033	4.1%
Retirement Non-Contributory	16,261	17,562	17,562	0.0%
TOTAL	26,370,874	28,469,175	29,625,595	4.1%
Net & NonNet School Spending				
Net School Spending	168,486,098	165,927,020	198,627,523	19.7%
Non Net School Spending	6,300,000	11,553,365	10,000,000	-13.4%
TOTAL	174,786,098	177,480,385	208,627,523	17.5%
EDUCATION				
Collaborative Programs Southeastern				
Regional School	4,051,342	3,954,521	4,267,900	7.9%
TOTAL	4,051,342	3,954,521	4,267,900	7.9%
General Fund Subsidies				
Energy General Fund Subsidy	2,836	7,823	9,693	23.9%
Refuse General Fund Subsidy	-	840,164	813,563	-3.2%
Park and Recreation General Fund Subsidy	986,866	732,474	584,057	-20.3%
TOTAL	989,702	1,580,461	1,407,313	-11.0%
Reserves & Stabilization Funds				
Supplemental Reserve Fund	147,548	150,000	424,481	183.0%
Stabilization Fund	675,029	-	-	0.0%
TOTAL	822,577	150,000	424,481	183.0%



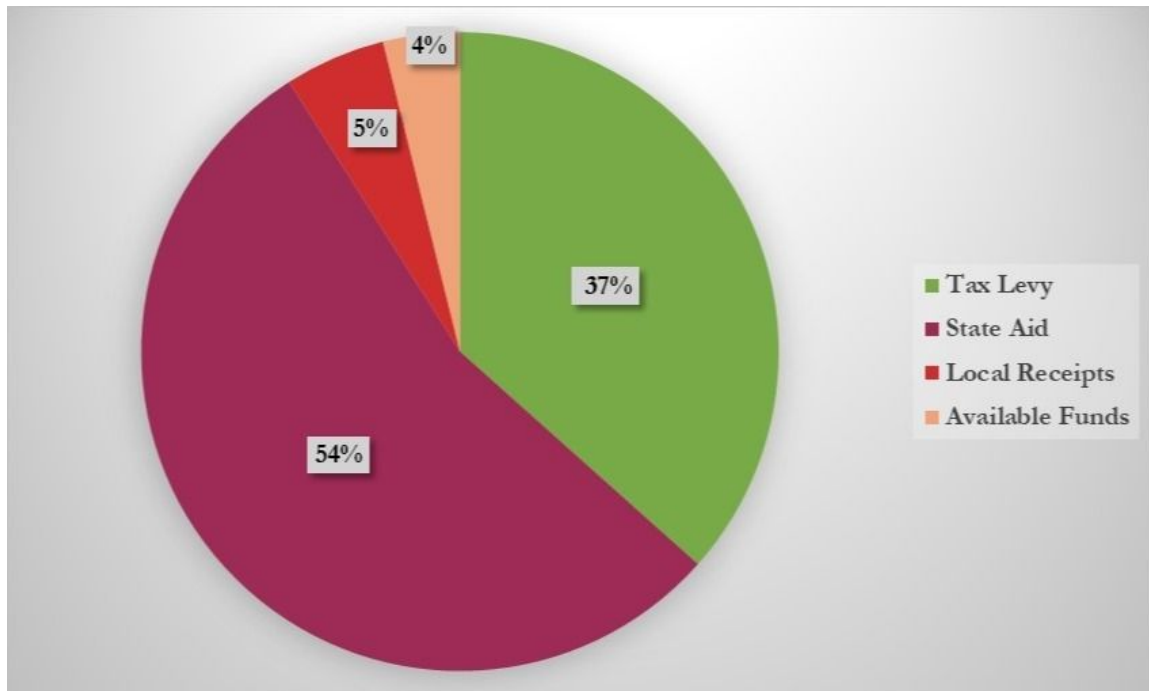
	FY2020 ACTUAL	FY2021 BUDGETED	FY2022 PROPOSED	% CHANGE
TOTAL GENERAL FUND	359,645,352	374,302,538	411,475,534	9.9%
Amount to be Raised	2,319,865	1,110,000	1,400,000	26.1%
Government Assessments	20,804,863	20,057,766	26,531,581	32.3%
GRAND TOTAL GENERAL FUND BUDGET	382,770,080	395,470,304	439,407,115	11.1%
FY2021 BUDGET BY CATEGORY				
Overtime	2,845,086	2,915,711	3,540,075	21.5%
Personal Services Non Overtime	61,708,685	67,361,622	70,727,066	5.0%
Purchase of Services	8,919,167	12,311,771	13,109,693	6.5%
Goods and Supplies	4,206,664	5,517,078	5,731,846	3.9%
Out of State Travel	2,375	14,800	16,800	13.5%
Capital	1,084,393	397,545	-	-100.0%
Debt Service	13,510,630	12,983,052	13,240,615	2.0%
Benefits	51,755,424	52,722,983	53,840,493	2.1%
Retirement	26,370,874	28,469,175	29,625,595	4.1%
Medicare	3,291,154	3,605,000	3,910,000	8.5%
School- Direct Appropriations to the Schools	178,837,440	181,434,906	212,895,423	17.3%
Other Expenses	5,301,181	4,838,433	3,006,133	-37.9%
Appropriations to Reserves	822,577	150,000	424,481	183.0%
General Fund Subsidy	989,702	1,580,461	1,407,313	-11.0%
TOTAL GENERAL FUND	359,645,352	374,302,538	411,475,534	9.9%
Amount to be Raised	2,319,865	1,110,000	1,400,000	26.1%
Government Assessments	20,804,863	20,057,766	26,531,581	32.3%
GRAND TOTAL GENERAL FUND BUDGET	382,770,080	395,470,304	439,407,115	11.1%



FY2022 BALANCED BUDGET SUMMARY

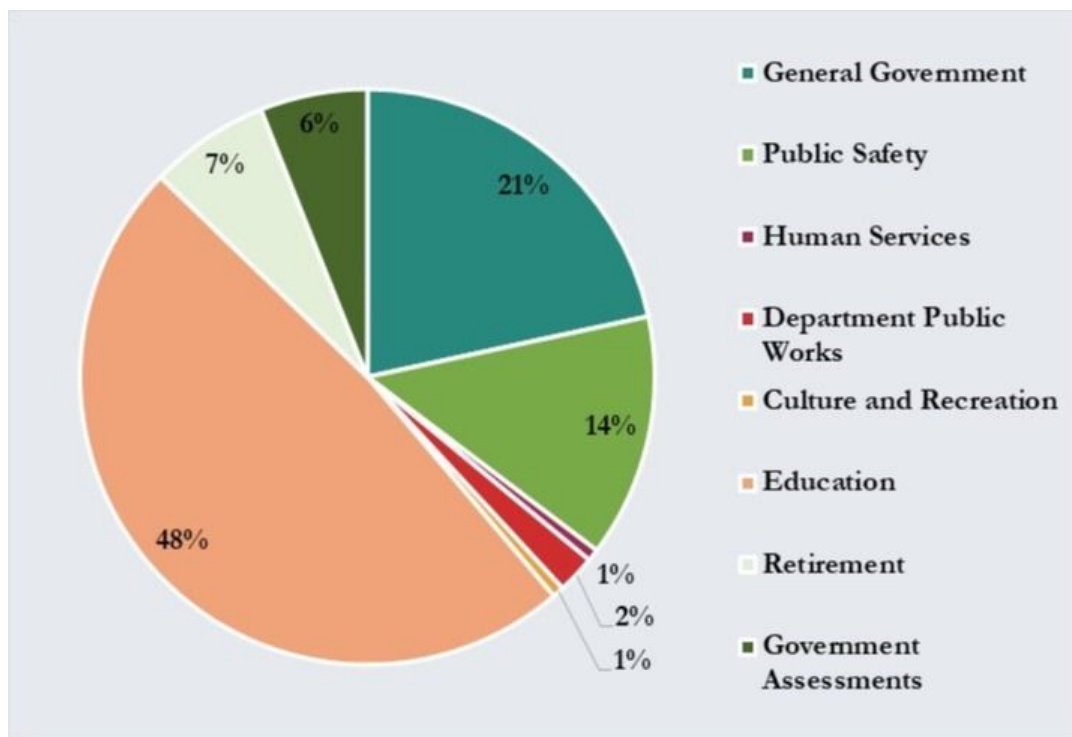
FY2022 ESTIMATED REVENUE

REVENUES SOURCES	FY2022
Tax Levy	\$160,770,818
State Aid	\$239,059,218
Local Receipts	\$22,515,755
Available Funds	\$17,061,324
TOTAL	\$439,407,115



FY2022 PROPOSED EXPENDITURES

EXPENDITURES BY FUNCTION	FY2022
General Government	\$95,027,673
Public Safety	\$60,097,257
Human Services	\$2,958,709
Department of Public Works	\$9,430,663
Culture and Recreation	\$2,840,214
Education	\$212,895,423
Retirement	\$29,625,595
Government Assessments	\$26,531,581
TOTAL	\$439,407,115



EXPENDITURES BY CATEGORY

CATEGORIES	FY2022
Personal Services Overtime	\$3,540,075
Personal Services- Non-Overtime	\$70,727,066
Purchase of Services	\$13,109,693
Goods and Supplies	\$5,731,846
Out of State Travel	\$16,800
Capital	\$0
Debt Service	\$13,240,615
Benefits	\$53,840,493
Retirement	\$29,625,595
Medicare	\$3,910,000
Education	\$212,895,423
Other Expenses	\$3,006,133
Appropriations to Reserves	\$424,481
General Fund Subsidy	\$1,407,313
TOTAL GENERAL FUND	\$411,475,534
Amount to be Raised	\$1,400,000
Government Assessments	\$26,531,581
TOTAL	\$439,407,115

REVENUE



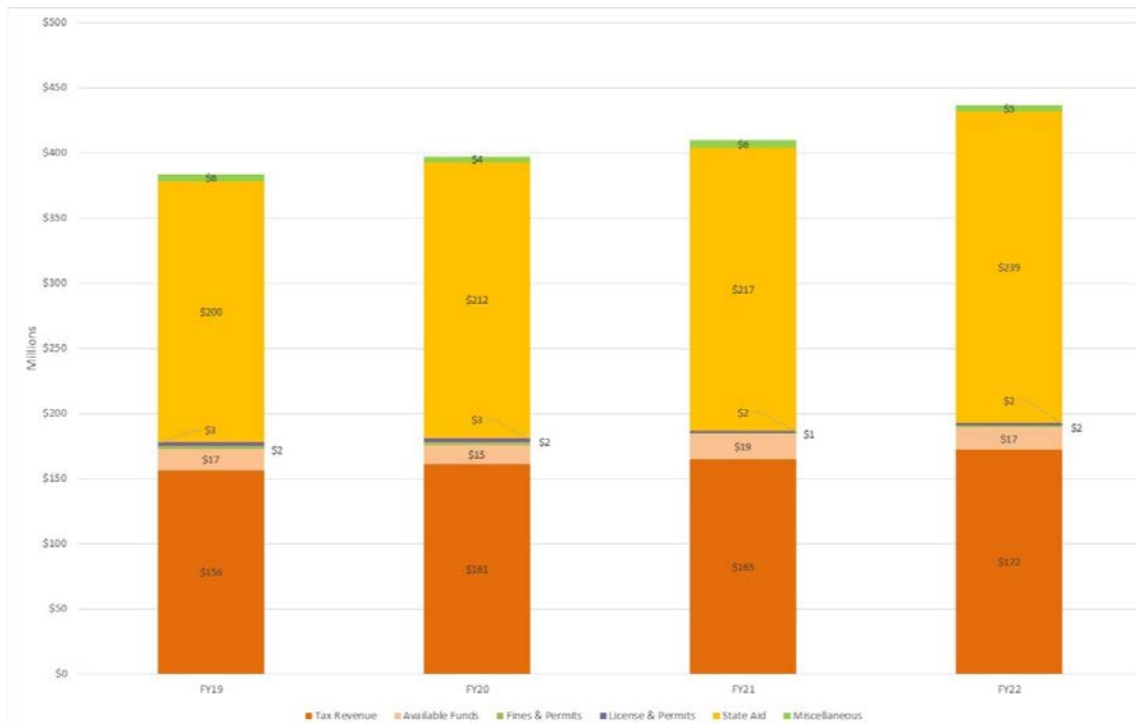
REVENUE SUMMARY

TAX LEVY	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 PROJECTED
FY Levy Limit	\$137,859,951	\$143,674,762	\$149,036,480	\$155,093,481
Add 2.5%	\$3,446,498	\$3,591,869	\$3,725,912	\$3,877,337
New Growth	\$2,368,313	\$1,769,849	\$2,331,089	\$1,800,000
TOTAL	\$143,674,762	\$149,036,480	\$155,093,481	\$160,770,818
STATE AID	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 PROJECTED
Cherry Sheet	\$200,503,468	\$212,477,073	\$217,208,746	\$239,059,218
TOTAL	\$200,503,468	\$212,477,073	\$217,208,746	\$239,059,218
LOCAL RECEIPTS	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 PROJECTED
Excise Revenue	\$13,303,821	\$12,311,846	\$10,249,200	\$11,899,200
Departmental Fees	\$1,595,862	\$1,660,643	\$1,390,000	\$1,870,000
State Reimbursement	\$966,955	\$0	\$0	\$0
Fines	\$605,724	\$425,870	\$110,000	\$150,000
License and Permits	\$3,777,604	\$3,446,191	\$2,837,000	\$2,837,000
Other Revenue Sources	\$5,069,260	\$4,757,336	\$6,024,555	\$5,759,555
TOTAL	\$25,319,226	\$22,601,886	\$20,610,755	\$22,515,755
AVAILABLE FUNDS	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 PROJECTED
Ambulance Receipts	\$400,000	\$775,334	\$500,000	\$650,000
Free Cash	\$16,614,138	\$13,238,627	\$14,372,698	\$14,165,851
Weights and Measures	\$17,000	\$18,876	\$18,875	\$18,875
Parking Authority Meters 18A	\$396,322	\$697,433	\$665,961	\$600,000
Parking Authority Garage 18B	\$439,194	\$471,471	\$316,981	\$376,598
Parking Authority Enforcement	\$0	\$535,705	\$250,000	\$250,000
Stabilization Fund	\$0	\$0	\$3,500,000	\$1,000,000
TOTAL	\$17,866,654	\$15,737,446	\$19,624,515	\$17,061,324
GRAND TOTAL	\$387,364,110	\$399,852,885	\$412,537,497	\$439,407,115



FOUR-YEAR REVENUE ANALYSIS

REVENUE SOURCES	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 PROJECTED
Tax Revenue	\$156,978,583	\$161,348,326	\$165,342,681	\$172,670,018
Available Funds	\$17,866,654	\$15,737,446	\$19,624,515	\$17,061,324
Fines & Permits	\$2,201,586	\$2,086,513	\$1,500,000	\$2,020,000
License & Permits	\$3,777,604	\$3,446,191	\$2,837,000	\$2,837,000
State Aid	\$200,503,468	\$212,477,073	\$217,208,746	\$239,059,218
Miscellaneous	\$6,036,215	\$4,757,336	\$6,024,555	\$5,759,555
TOTAL	\$387,364,110	\$399,852,884	\$412,537,497	\$439,407,115



***This analysis is predicated on an expectation of increased economic growth, funding allotments, and increased development within the City.**

TAX LEVY

TAX LEVY	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 PROJECTED
PY Levy Limit	\$137,859,951	\$143,674,762	\$149,036,480	\$155,093,481
Add'l 2.5%	\$3,346,498	\$3,591,869	\$3,725,912	\$3,877,337
New Growth	\$2,368,313	\$1,769,849	\$2,331,089	\$1,800,000
TOTAL	\$143,674,762	\$149,036,480	\$155,093,481	\$160,770,818

DEFINITIONS

Source: Department of Revenue (DOR)

LEVY

The amount a community raises through the property tax. The levy can be any amount up to the levy limit, which is re-established every year in accordance with Proposition 2½ provisions.

The municipal tax authority sets a percentage rate for imposing taxes, called a levy rate, which is then calculated against the assessed value of each homeowner's property ad valorem (literally, "according to value"). The final determination is the individual property tax levy for that resident. Collectively, every resident's tax levy determines the total revenue of the municipality's property tax levy.

Property Tax Levy: Property tax is the tax liability imposed on homeowners for owning real estate. Every municipality assesses property taxes on residents, using the revenue to fund programs and services for the entire community.

Levy Ceiling: A levy ceiling is one of two types of levy (tax) restrictions imposed by MGL Ch. 59 §21C (Proposition 2½). It states that, in any year, the real and personal property taxes imposed may not exceed 2½ percent of the total full and fair cash value of all taxable property. Property taxes levied may exceed this limit only if the community passes a capital exclusion, a debt exclusion, or a special exclusion.

Levy Limit: A levy limit is one of two types of levy (tax) restrictions imposed by MGL Ch. 59 §21C (Proposition 2½). It states that the real and personal property taxes imposed by a city or town may only grow each year by 2½ percent of the prior year's levy limit, plus new growth and any overrides or exclusions. The levy limit can exceed the levy ceiling only if the community passes a capital expenditure exclusion, debt exclusion, or special exclusion.

STATE AID

CHERRY SHEET	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 PROJECTED
Education Receipts				
Chapter 70	\$175,377,972	\$186,500,509	\$189,236,745	\$210,584,142
Charter Tuition Assessment Reimbursement	\$2,363,568	\$2,541,679	\$4,598,037	\$4,368,497
Offset Receipts				
School Choice Receiving Tuition	\$145,620	\$150,031	\$54,000	\$54,000
TOTAL	\$177,887,160	\$189,192,219	\$193,888,782	\$215,006,639
General Government				
Unrestricted General Governmental Aid	\$21,649,227	\$22,233,756	\$22,233,756	\$23,011,937
Veterans' Benefits	\$436,590	\$552,854	\$556,432	\$542,155
Exempt Veteran, Blind, Surviving Spouse (VBS) and Elderly	\$382,885	\$346,991	\$349,191	\$317,893
State Land	\$203	\$232	\$239	\$248
TOTAL	\$22,468,905	\$23,133,833	\$23,139,618	\$23,872,233
Offset Receipts				
Public Libraries	\$147,403	\$151,021	\$180,346	\$180,346
TOTAL	\$147,403	\$151,021	\$180,346	\$180,346
GRAND TOTAL	\$200,503,468	\$212,477,073	\$217,208,746	\$239,059,218

DEFINITIONS

Source: Department of Revenue (DOR)

CHERRY SHEET

Named for the cherry-colored paper on which it was originally printed, the Cherry Sheet is the official notification from the Commissioner of Revenue of the upcoming fiscal year's state aid and assessments to cities, towns, and region school districts.

The purpose of the Cherry Sheet is to ensure that local budgets reflect realistic estimates of the amount of revenue a municipality and regional school district will actually receive from the state during the upcoming year. Cherry Sheet revenue consists of direct school aid, local aid, and specific reimbursements and distributions such as aid to public libraries, veterans' benefits, and a number of school related items.

EDUCATION RECEIPTS

Chapter 70: Chapter 70 refers to the school funding formula created under the Education Reform Act of 1993 by which state aid is distributed to Cities and Towns to help establish educational equity among municipal and regional school districts.

Charter School Tuition Reimbursement: This revenue is intended to partially reimburse districts for the student tuition and the capital facilities tuition component they pay to Commonwealth charter schools.

School Choice Receiving Tuition: To provide funding to receiving districts for accepting pupils from other districts.

GENERAL GOVERNMENTAL REIMBURSEMENT DISTRIBUTION

Unrestricted General Government Aid: Provides general-purpose financial assistance to municipalities, formerly called, "lottery aid."

Veterans Benefits: Reimburses municipalities for a portion of authorized amounts spent for veterans' financial, medical, and burial benefits.

Exemptions: Veterans, Blind Persons, Surviving Spouses, (VBS) and Elderly: Reimburses municipalities for property tax exemptions granted to qualifying veterans, blind persons, surviving spouses and elderly persons.

State Owned Land: Reimburses communities for forgone tax revenues due to certain types of tax-exempt state-owned land.

Public Libraries: Supports a statewide program of supplemental services for libraries of all types (public, school, colleges/universities, special libraries in non-profit organizations and corporations) in order to provide users with materials and information otherwise unavailable locally. Services include interlibrary loan, delivery of materials, continuing education, technical assistance, database access, and bookmobile service.

LOCAL RECEIPTS

LOCAL RECEIPTS	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 PROJECTED
Urban/Other Excise	\$391,692	\$0	\$0	\$0
Motor Vehicle and Boat Excise	\$8,805,172	\$8,601,703	\$8,000,000	\$8,500,000
Penalties & Interest	\$2,075,531	\$1,754,083	\$1,300,000	\$1,950,000
Motel Tax	\$738,252	\$696,627	\$375,000	\$375,000
Payment in Lieu	\$116,525	\$74,200	\$74,200	\$74,200
Meals	\$1,176,649	\$1,185,234	\$500,000	\$1,000,000
Excise Revenue: TOTAL	\$13,303,821	\$12,311,846	\$10,249,200	\$11,899,200
Sealer of Weights	\$100,122	\$105,382	\$85,000	\$85,000
Fire	\$203,820	\$172,529	\$150,000	\$200,000
Police	\$212,263	\$254,867	\$100,000	\$150,000
Department Charges and Fees	\$85,832	\$89,463	\$80,000	\$60,000
Cable Franchise Fee	\$675,000	\$675,000	\$675,000	\$675,000
Cemetery	\$318,825	\$363,401	\$300,000	\$300,000
Stormwater Fees	-	-	-	\$400,000
Department Fees TOTAL	\$1,595,862	\$1,660,643	\$1,390,000	\$1,870,000
MSBA reimbursement	\$966,955	\$0	\$0	\$0
State: TOTAL	\$966,955	\$0	\$0	\$0
Parking and Moving Violations	\$492,132	\$425,870	\$100,000	\$150,000
Miscellaneous	\$113,592	\$0	\$10,000	-
Fines: TOTAL	\$605,724	\$425,870	\$110,000	\$150,000
City Clerk	\$645,057	\$525,371	\$400,000	\$400,000
License Commission	\$345,210	\$327,089	\$250,000	\$250,000
Health	\$370,421	\$332,813	\$300,000	\$300,000
Public Property	\$2,261,967	\$2,150,260	\$1,800,000	\$1,800,000
Animal	\$36,599	\$25,093	\$17,000	\$17,000
Department of Public Works	\$118,350	\$85,565	\$70,000	\$70,000
Licenses and Permits: TOTAL	\$3,777,604	\$3,446,191	\$2,837,000	\$2,837,000
Investment Income	\$1,169,435	\$945,118	\$800,000	\$200,000
Medicare Reimbursement	\$999,132	\$7,066	\$500,000	-
Medicaid Reimbursement	\$9,856	\$1,237,867	\$0	\$500,000
Commerce Revenue Share	\$78,746	\$83,317	\$65,000	-
Other Misc.	\$0	\$29,392	\$70,000	\$70,000
Enterprise Reimbursement	\$2,812,091	\$2,454,575	\$4,589,555	\$4,589,555
Marijuana Revenue	-	-	-	\$400,000
Other Revenue Sources: TOTAL	\$5,069,260	\$4,757,336	\$6,024,555	\$5,759,555
TOTAL	\$25,319,226	\$22,601,886	\$20,610,755	\$22,515,755



DEFINITIONS

Source: Department of Revenue & City of Brockton

Local Receipts

Locally generated revenues, other than real and personal property taxes. Examples include motor vehicle excise, investment income, hotel/motel tax, fees, rentals, and charges. Annual estimates of local receipts are shown on the tax rate recapitulation sheet.

EXCISE REVENUE

Urban Redevelopment Excise: Corporations are exempt from real and personal property taxes, betterments and special assessments. Instead, these 121A entities must make three types of substitute payments: Minimum Statutory Payment - paid to the Commonwealth's Department of Revenue and returned to the general fund of the city or town where the project is located.

Motor Vehicle Excise: The motor vehicle excise tax is collected by the city in which a vehicle is garaged at the time of registration. State law sets the motor vehicle excise tax rate at \$25 per \$1,000 valuation. These monies are based on data provide by the Massachusetts Registry of Motor Vehicle. In FY20 the City sent out approximately 68,000 excise tax bills.

Hotel/Motel Excise: Generally, the state and local room occupancy excise and any applicable local fees is collected by the operator from the occupant and the operator then remits the excise to the Commissioner at the rate prescribed by the applicable provisions of M.G.L. c. 64G.

Meals Tax: The state provides cities the ability to impose .75% meals excise upon local acceptance for local use. The state's portion of the Meals Excise Tax is 6.25%

In Lieu of Tax Payments: The City of Brockton collects payments made by non-profits that are not required to make quarterly tax payments to the City.

DEPARTMENTAL FEES

Sealer of Weights: Weights and Measures inspect scales, meters, scanning equipment and packaged products at supermarkets, variety and department stores. In addition to inspecting weighing and measuring packages at warehouses, packing plants, shipping companies, lumberyards, home improvement outlets and gasoline stations, in accordance with Massachusetts General Laws, Chapter 98.

Fire: The Fire Department charges numerous fees for a variety of services and permits. Fees include responding to calls, copy of reports, inspections, and permits.

Police: The Police Department charges a minimum fee of \$3 for each copy of an accident report. A fee is also applied for false alarms and 911 calls: \$25 for the first three offenses (paid after the first), \$25 for the fifth offense, and \$50 for the sixth offense, \$50 for the seventh offense and \$75 for the eighth offense.

Department Charges and Other Fees: Fees collected include Animal Control, Demolition charges, Rental of Property and Department Charges.

Cable Franchise Fee: The city receives revenue as part of its contract with Comcast to provide cable and internet services for city residents and businesses.

Cemetery Fee and Grave Liners: The Cemetery department collects fees for cemetery openings and burials. Their fees range in price depending on weekday, weekend and/or holiday burials. They also collect fees for grave liners.

Medical Marijuana: Any fees collected relating to dispensaries within the city.

FINES

Various fines and enforcement fees collected by the city (includes Police and Fire).

LICENSE AND PERMITS

City Clerk: The City Clerk's Office issues a wide variety of certified copies of official documents, and charges fees for those services.

License Commission: The License Commission collects fees for renewing liquor licenses and used car dealer licenses.

Health: The Board of Health collects fees collected for permits, fines and inspections.

Public Property: The Public Property department collects fees for building, wiring and plumbing permits. Also, building inspections and construction fees are collected.

Animal: Animal Control collects fees for adopted animals, records requests, disposal fees, citations, impounds, and animals that need to be disposed.

Department of Public Works: The Department of Public Works collects a wide variety of fees including: single and multi-family water connection permits, construction permits, street opening permits and irrigation permits.

OTHER REVENUE SOURCES

Investment Income: The city is allowed to invest its fund in accordance with the general laws of Massachusetts and use the proceeds for all governmental purposes.

Medicare Reimbursement: Medicare, through the Social Security Administration, becomes the primary insurer for pensioned, eligible employees over age 65. For those employees and their spouses, the City reimburses a significant portion of the premium cost for Part B.

Enterprise Reimbursement: The City is reimbursed for its administrative services provided to its enterprise funds.

AVAILABLE FUNDS

AVAILABLE FUNDS	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 PROJECTED
Ambulance Receipts	\$400,000	\$775,334	\$500,000	\$650,000
Free Cash	\$16,614,138	\$13,238,627	\$14,372,698	\$14,165,851
Weights & Measures	\$17,000	\$18,876	\$18,875	\$18,875
Parking Auth Meters 18A	\$396,322	\$697,433	\$665,961	\$600,000
Parking Auth Garage 18B	\$439,194	\$471,471	\$316,981	\$376,598
Parking Authority Enforcement	\$0	\$535,705	\$250,000	\$250,000
Stabilization Fund	\$0	\$0	\$3,500,000	\$1,000,000
TOTAL	\$17,866,654	\$15,737,446	\$19,624,515	\$17,061,324

DEFINITIONS

Source: Department of Revenue & City of Brockton

Ambulance Receipts

Massachusetts General Law chapter 44, section 53E 1/2 authorizes the city to establish revolving funds. The ambulance receipts reserve funds hold funds derived from the City's contract for the City's ambulance services. These funds are transferred to support the operations of the Fire Department.

Free Cash

According to the Massachusetts Department of Revenue, free cash is a revenue source that results from the calculation, as of July 1, of a community's remaining, unrestricted funds from its operations of the previous fiscal year based on the balance sheet as of June 30. It typically includes actual receipts in excess of revenue estimates and unspent amounts in departmental budget line items for the year just ending, plus unexpended free cash from the previous year. Free cash is offset by property tax receivables and certain deficits.

Weights and Measures

The City inspects devices, including gas pumps and retail scale, and collects fees for those services.

Parking Authority Enforcement

The Brockton Parking Authority, created through Chapter 509 of the Acts of 1982, collects revenues for its operation of two parking garages and lots throughout the city. These fees defray those costs.

Other Revenue

Other miscellaneous revenue not classified in other categories.

EXPENDITURE SUMMARY BY PROGRAM



GENERAL GOVERNMENT PROGRAM EXPENDITURES

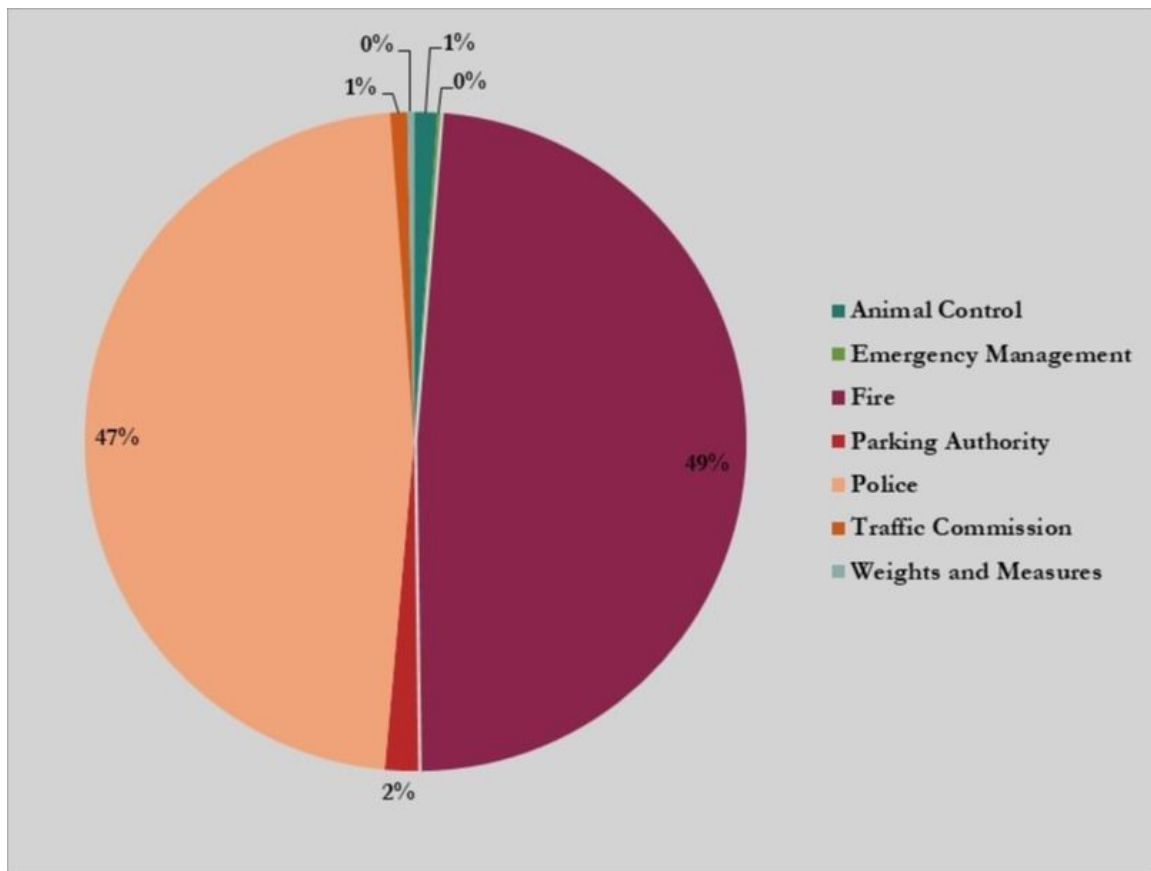
GENERAL GOVERNMENT	FY2020 ACTUAL	FY2021 BUDGETED	FY2022 PROPOSED
Assessor	\$871,407	\$796,104	\$688,288
Auditor	\$957,314	\$1,086,231	\$1,143,031
Auditor Mail	\$129,254	\$218,968	\$149,500
Auditor Telephone	\$74,361	\$65,800	\$89,000
City Clerk	\$313,766	\$501,089	\$499,694
City Council	\$459,261	\$806,262	\$811,155
Conservation Commission	\$8,255	\$42,275	\$42,775
Elections Commission	\$466,815	\$448,082	\$445,478
Finance	\$1,522,594	\$1,632,033	\$1,732,176
Human Resources	\$51,961,741	\$53,405,258	\$54,425,045
Information Technology	\$1,997,177	\$2,589,976	\$2,890,952
Law	\$6,282,920	\$6,124,536	\$4,370,579
License	\$92,229	\$100,629	\$99,954
Mayor	\$1,600,833	\$1,897,331	\$2,025,931
Planning and Economic Development	\$680,069	\$649,895	\$852,221
Planning Board	\$12,119	\$20,875	\$22,275
Procurement	\$163,536	\$166,614	\$187,960
Public Property	\$2,293,382	\$2,910,290	\$3,190,171
War Memorial	\$42,924	\$85,665	\$91,865
Treasurer/ Tax Collector	\$4,116,789	\$4,461,130	\$4,797,213
Debt Service	\$13,510,630	\$12,983,052	\$13,240,615
Pension & Retirement	\$26,370,874	\$28,469,175	\$29,625,595
Net & NonNet School Spending	\$174,786,098	\$177,480,385	\$208,627,523
Education (Southeastern Regional)	\$4,051,342	\$3,954,521	\$4,267,900
Renewable Energy General Fund Subsidy	\$2,836	\$7,823	\$9,693
Refuse General Fund Subsidy	\$0	\$840,164	\$813,563
Parks and Recreation General Fund Subsidy	\$986,866	\$732,474	\$584,057
Reserves & Stabilization	\$822,577	\$150,000	\$424,481
Amount to be Raised	\$2,319,865	\$1,110,000	\$1,400,000
Government Assessments	\$20,804,863	\$20,057,766	\$26,531,581
TOTAL	\$317,702,697	\$323,794,403	\$364,080,272



PUBLIC SAFETY PROGRAM EXPENDITURES

PUBLIC SAFETY	FY2020 ACTUAL	FY2021 BUDGETED	FY2022 PROPOSED
Animal Control	\$589,456	\$644,413	\$688,800
Emergency Management	\$53,652	\$73,075	\$83,643
Fire	\$25,033,511	\$27,338,937	\$29,148,295
Parking Authority	\$659,501	\$997,412	\$980,500
Police	\$26,647,309	\$27,516,571	\$28,499,467
Traffic Commission	\$432,344	\$505,476	\$505,476
Weights and Measures	\$163,498	\$185,339	\$191,076
TOTAL	\$53,579,271	\$57,261,223	\$60,097,257

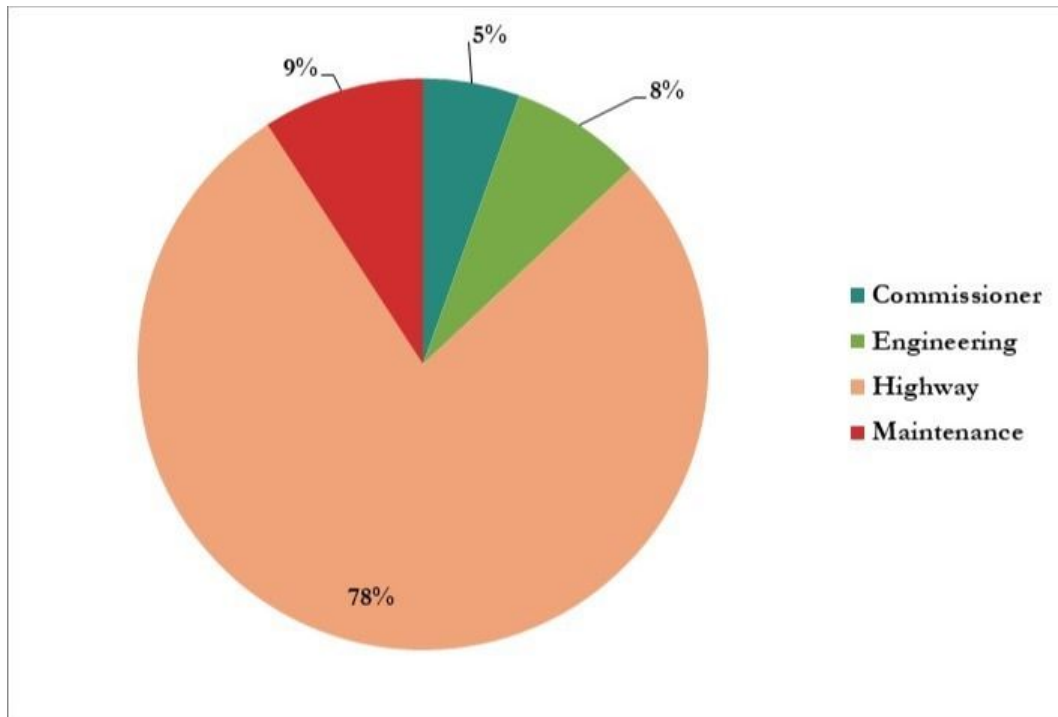
FY2022 PROPOSED EXPENDITURES



DEPARTMENT OF PUBLIC WORKS PROGRAM EXPENDITURES

DEPARTMENT OF PUBLIC WORKS	FY2020 ACTUAL	FY2021 BUDGETED	FY2022 PROPOSED
Commissioner	\$407,060	\$461,919	\$518,304
Engineering	\$440,257	\$688,059	\$708,639
Highway	\$5,289,229	\$7,052,516	\$7,338,014
Maintenance	\$526,902	\$768,382	\$865,706
TOTAL	\$6,663,449	\$8,970,876	\$9,430,663

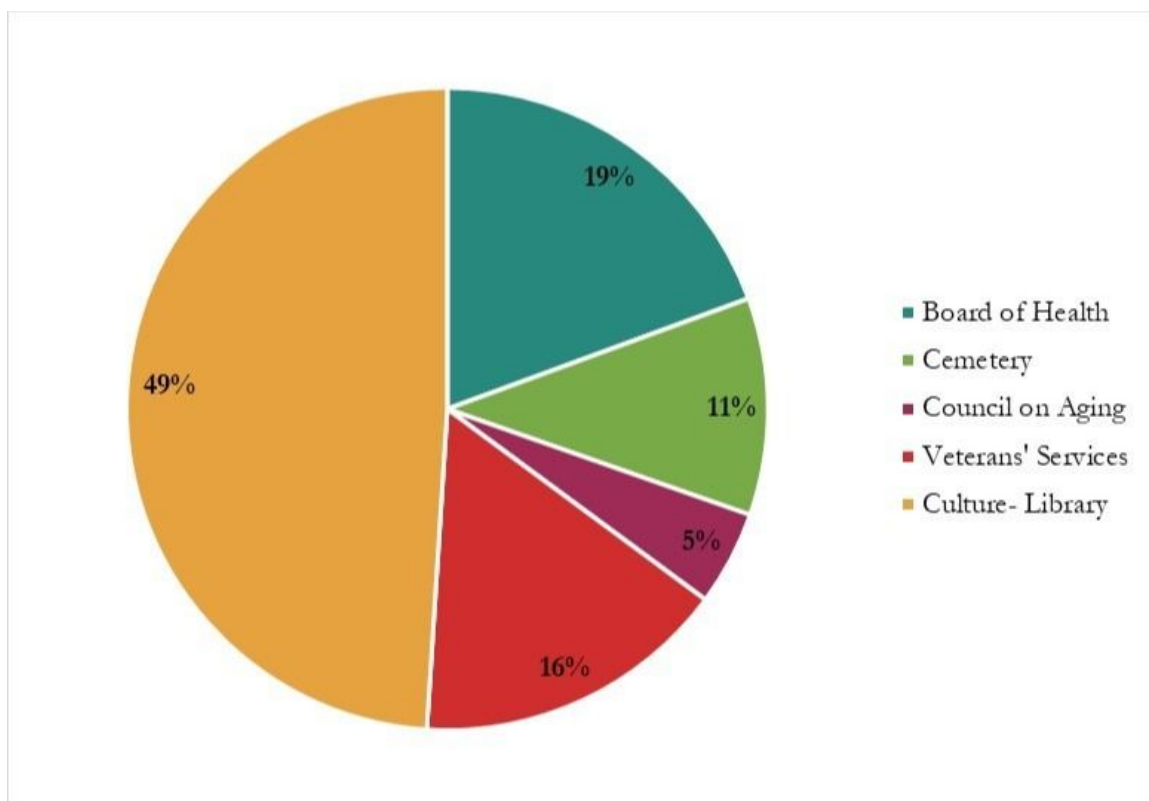
FY2022 PROPOSED EXPENDITURES



HUMAN SERVICES & CULTURE PROGRAM EXPENDITURES

HUMAN SERVICES	FY2020 ACTUAL	FY2021 BUDGETED	FY2022 PROPOSED
Board of Health	\$823,488	\$1,061,976	\$1,125,614
Cemetery	\$534,026	\$618,394	\$634,037
Council on Aging	\$172,527	\$198,118	\$276,450
Veterans' Services	\$906,916	\$1,011,567	\$922,608
TOTAL	\$2,436,956	\$2,890,055	\$2,958,709
CULTURE AND RECREATION	FY2020 ACTUAL	FY2021 BUDGETED	FY2022 PROPOSED
Library	\$2,387,707	\$2,553,747	\$2,840,214
TOTAL	\$2,387,707	\$2,553,747	\$2,840,214

FY2022 PROPOSED EXPENDITURES



DEPARTMENTS



ANIMAL CONTROL



Tom DeCheillis
Director

Mission

Animal Control's primary mission is to protect the safety of animals and people, while ensuring compliance with city, state, and federal regulations and laws governing animals. Our department provides temporary housing and care of animals, and reunites missing pets with their owners.

Services

- Attend to all animal complaints.
- Control all animals, primarily dogs.
- Impound loose dogs.
- Care for animals at the Animal Control shelter.
- Re-unite stray, missing, and found animals with owners.
- Re-home unclaimed adoptable animals.
- Clean and maintain the Animal Control facility.
- Perform all departmental clerical functions.
- Respond to domestic and wildlife complaints.
- Aid and transport sick or injured animals for medical attention and euthanasia, if necessary.
- Remove and dispose of deceased animals on public property.
- Investigate and prosecute violations of city ordinances and state and federal laws pertaining to animal matters.
- Issue citations and collection of fines.
- Attend court and public hearings on animal matters.
- Provide on call staff that respond to after hour emergency complaints.

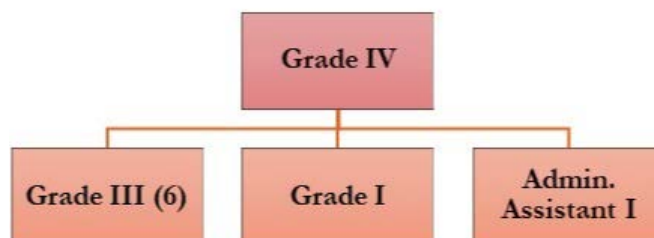
FY21 Accomplishments

- Designed the study for a new Animal Control facility.
- Installed new office computers.
- Installed two security cameras on the property (interior & exterior).
- Acquired four new vehicle laptop computers.
- Reduced animal intakes 26% from the previous year.
- Maintained euthanasia rate remains under the national average of 9.2%.

GOALS

Goal	Status	City Goal
1. Continue to work towards the funding and construction of a new Animal Control facility.	Ongoing FY22	2
2. Secure funding from the Mayor, Chief Financial Officer (CFO), and the City Council to hire an Administrative Assistant I position.	New FY22	3
3. Secure funding from the Mayor, Chief Financial Officer (CFO), and the City Council for the replacement of portable radios. Providing this equipment is critical for officer safety and communication with the Police Department.	New FY22	3
4. Continue to work with the Elections Commission to increase the number of licensed dogs. Animal Control will be working with the Information Technology Center (ITC) to update the existing license database to include a photograph, email address, veterinary, and microchip information.	Ongoing FY22	2
5. Explore the establishment of a Trap, Neuter and Release (TNR) pilot program for feral cats. Program benefits include: Improving the animal's life, providing a positive public image, reduced calls for service, and reduced department budgetary expenses.	New FY22	2

ORGANIZATIONAL CHART



PERSONAL SERVICES

Title	Name	Start Date	Longevity	Salary	Ed. Incent.
Unit B-Grade IV	Thomas DeChellis	09/12/88	1,350	78,720	3,936
Unit B-Grade III	Darren Hand	08/14/00	1,250	63,389	3,803
Unit B-Grade III	Brian Piche	04/10/06	950	66,270	3,314
Unit B-Grade III	Joshua Parker	07/16/16	480	57,626	4,034
Unit B-Grade III	Kelly Peterson	11/26/18		57,626	2,881
Unit B-Grade I	Joseph Bissett	02/22/16	480	39,610	
Unit B-Grade III	Walter Bettuchi	12/02/19		54,745	2,737
Admin. Asst. I	Vacant			32,770	328
Unit B-Grade III	Vacant			63,389	3,169
Total			4,510	514,145	23,277

Personal Services

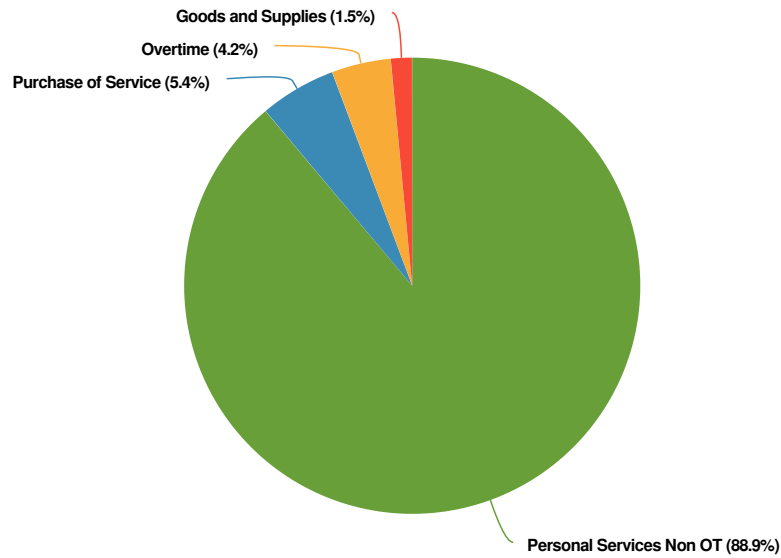
Summary

FULL TIME	514,145
LONGEVITY	4,510
CLERICAL INCENTIVE	2,500
EDUCATIONAL	23,277
HOLIDAY	1,409
ON CALL	20,232
SHIFT DIFFERENTIAL	16,192
WEEKEND DIFFERENTIAL	8,736
OUT OF GRADE	2,187
COURT	1,000
UNIFORM ALLOW.	18,000
Total	612,188



FINANCIAL OVERVIEW

Financial Overview by Statutory Category



FINANCIAL OVERVIEW SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
General Fund				
Overtime	\$26,528.82	\$29,000.00	\$29,000.00	0%
Personal Services Non OT	\$498,096.91	\$562,606.00	\$612,188.00	8.8%
Purchase of Service	\$60,824.58	\$37,259.00	\$37,299.00	0.1%
Goods and Supplies	\$4,006.12	\$15,548.00	\$10,313.00	-33.7%
Total General Fund:	\$589,456.43	\$644,413.00	\$688,800.00	6.9%

EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Expenditures				
Public Safety				
Animal Control				
Overtime				
OVERTIME	\$26,528.82	\$29,000.00	\$29,000.00	0%
Total Overtime:	\$26,528.82	\$29,000.00	\$29,000.00	0%
Personal Services Non OT				
FULL-TIME SALARIES	\$421,639.03	\$457,437.00	\$514,145.00	12.4%
CLERICAL INCENTIVE	\$0.00	\$0.00	\$2,500.00	N/A
LONGEVITY	\$3,800.00	\$4,100.00	\$4,510.00	10%
SHIFT DIFFERENTIAL	\$13,456.52	\$19,592.00	\$16,192.00	-17.4%
HOLIDAY	\$319.30	\$1,409.00	\$1,409.00	0%
EDUCATIONAL INCENTIVE	\$18,676.41	\$23,277.00	\$23,277.00	0%
WEEKEND DIFFERENTIAL	\$9,876.44	\$10,136.00	\$8,736.00	-13.8%
ON CALL	\$13,328.33	\$20,232.00	\$20,232.00	0%
OUT OF GRADE	\$1,701.67	\$2,187.00	\$2,187.00	0%
COURT	\$299.21	\$1,000.00	\$1,000.00	0%
SEPARATION COSTS	\$0.00	\$5,236.00	\$0.00	-100%
UNIFORM CLOTHING ALLOWANCE	\$15,000.00	\$18,000.00	\$18,000.00	0%
Total Personal Services Non OT:	\$498,096.91	\$562,606.00	\$612,188.00	8.8%
Purchase of Service				
ELECTRICITY	\$4,934.19	\$5,735.00	\$5,735.00	0%
ENERGY (GAS,OIL,DIESEL)	\$2,520.94	\$4,907.00	\$4,907.00	0%
SEWER & WATER CHARGES	\$402.97	\$544.00	\$554.00	1.8%
BUILDING/GROUNDS REPAIR/MAINT	\$278.02	\$1,738.00	\$1,738.00	0%
VEHICLE REPAIR/MAINTENANCE	\$7,849.23	\$5,776.00	\$5,776.00	0%
SECURITY/FIRE CONTROL	\$904.20	\$906.00	\$896.00	-1.1%
OTHER CONTRACT SERVICES	\$30,000.00	\$0.00	\$0.00	0%
COMMUNICATION SERVICES	\$3,013.83	\$0.00	\$0.00	0%
VETERINARY SERVICES	\$6,607.93	\$10,147.00	\$10,187.00	0.4%
ANIMAL DISPOSAL	\$4,313.27	\$7,506.00	\$7,506.00	0%
Total Purchase of Service:	\$60,824.58	\$37,259.00	\$37,299.00	0.1%
Goods and Supplies				
OFFICE SUNDRIES/SUPPLIES	\$449.16	\$1,237.00	\$1,237.00	0%
JANITORIAL SUPPLIES	\$593.25	\$667.00	\$667.00	0%
TIRES	\$0.00	\$748.00	\$748.00	0%
MEDICAL SUPPLIES/DRUGS	\$734.27	\$2,215.00	\$2,000.00	-9.7%
CANINE FOOD & SUPPLIES	\$339.80	\$1,827.00	\$1,827.00	0%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$0.00	\$80.00	\$80.00	0%
TUITION & TRAINING	\$1,125.00	\$840.00	\$1,955.00	132.7%



Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
DEPARTMENT EQUIPMENT	\$764.64	\$7,934.00	\$1,799.00	-77.3%
Total Goods and Supplies:	\$4,006.12	\$15,548.00	\$10,313.00	-33.7%
Total Animal Control:	\$589,456.43	\$644,413.00	\$688,800.00	6.9%
Total Public Safety:	\$589,456.43	\$644,413.00	\$688,800.00	6.9%
Total Expenditures:	\$589,456.43	\$644,413.00	\$688,800.00	6.9%

ASSESSOR



John O'Donnell

Chairman- Board of Assessors

Mission

The mission of the City of Brockton's Assessors' Office is to value real and personal property efficiently, fairly and accurately, and at full market value, in accordance with Massachusetts General Laws (MGL). The Assessors' office is responsible for the administration of all laws and regulations regarding property tax assessment. The Assessors' are required by Chapters 59, 60A, 61, 61B, 121 of the Massachusetts General Laws (MGL), and various Acts of Legislature, to perform the appraisal of approximately 27,530 parcels of property. This includes residential, commercial, industrial, utilities and personal property. Additionally, they administer motor vehicle excise taxes, tax exemption programs, and abatement requests. We strive to address all concerns of the public professionally, courteously, and timely.

Services

- Process over 65,000 excise tax, motor vehicle, and boat bills.
- Commit the amount of taxes to be collected including sewer, street and sidewalk betterment, water, sewer, and refuse liens to the Treasurer/Collector's Office.
- Handle requests for abatements and exemptions. The exemptions are for veterans with at least 10% service related disability, income eligible elderly, surviving spouses, blind and hardship cases.
- Review and update City records of all deeds for Brockton looking for ownership and other changes, subdivisions, and mergers.
- Review and inspect all properties for which a building permit has been issued.

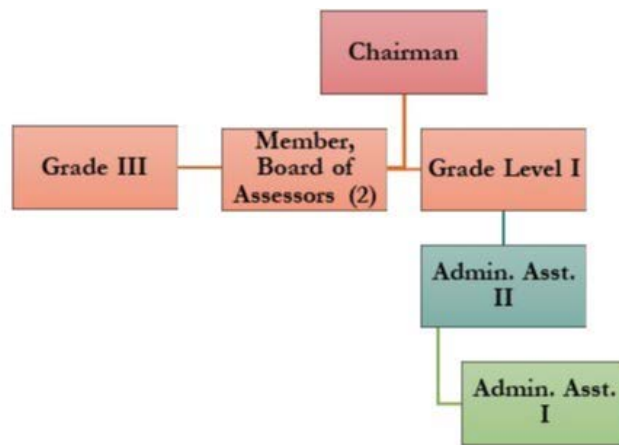
FY21 Accomplishments

- Completed the Department of Revenue FY2021 five-year certification valuation of all Real (25,985 parcels) and Personal Property (1,545 accounts) throughout the City. The total assessed value of \$9,153,271,727 is the highest in the history of the City of Brockton. The Massachusetts Department of Revenue (DOR) applies a rigorous certification when a community revalues its property, requiring that assessments meet strict statistical tests to ensure they accurately reflect the market and are applied consistently.
- Implemented new growth has resulted in \$2,331,089 in revenue for the City. This entailed reviewing and inspecting properties that had building permits from calendar year 2019, including renovations, additions, and/or new construction.
- Reviewed and granted over 810 personal exemptions, tax deferrals, hardship, and tax work-off programs.
- Administered over 68,000 motor vehicle excise tax bills. Reviewed and granted over 5,000 documented excise abatement applications.
- Reviewed and analyzed over 2,000 property deeds that were filed and recorded at the Plymouth County Registry of Deeds. The corresponding ownership information was updated in the property database.
- Received and reviewed 310 Residential and Commercial Abatement applications.
- Implemented Seamless Docs.
- Contracted with Tyler Technologies and Cyclomedia to digitally photograph 25,000 parcels in the City, validate addresses, and gather information on exterior features of existing homes. Correct up-to-date property information is crucial to ensure fair and equitable property values in the revaluation process. The imaging project was completed in June 2020.

Goals

Goal	Status	City Goal
1. Conduct valuations in a timely manner, and provide Full and Fair cash values of all real and personal property that meet or exceed Massachusetts Department of Revenue FY 2022 guidelines.	Ongoing FY22	1,2
2. Provide accurate calculation of New Growth due to new construction and renovations.	Ongoing FY22	1,2
3. Administer all tax assistance programs pursuant to Massachusetts General Law (MGL) and City Ordinances.	Ongoing FY22	1,2
4. Continuously enhance data availability, improve customer service, and make all interactions with the Assessors' Department accurate, courteous, and easy.	Ongoing FY22	1,2
5. Implement iasWorld Field Mobile.	Ongoing FY22	3

ORGANIZATIONAL CHART



PERSONAL SERVICES

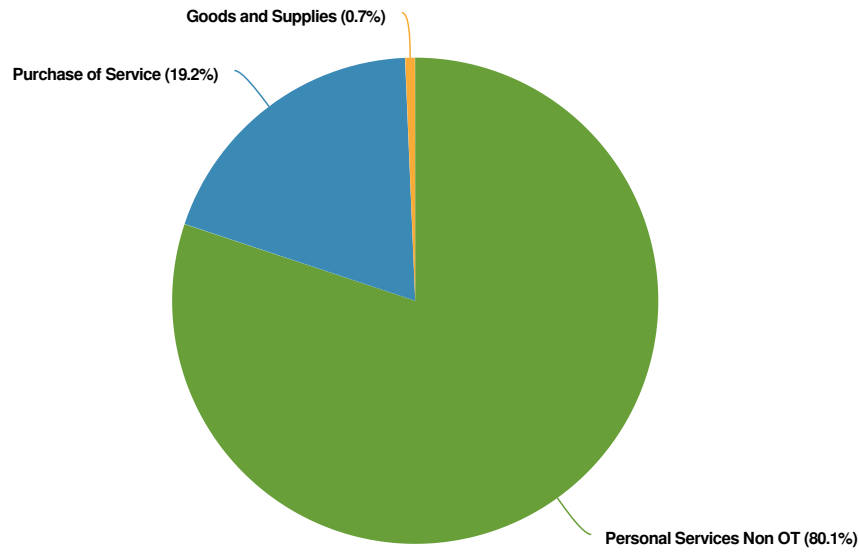
Title	Name	Start Date	Longevity	Salary	Ed. Incent.
Chairman Board of Assessors	John O'Donnell	02/18/14	480	98,372	
Member, Board of Assessors	Christopher Pike	09/28/15	480	92,609	
Member, Board of Assessors	Julie Castor	11/06/18		81,854	
Grade Level I	Jill M. Picanzi	06/24/85	1,350	70,644	
Admin Asst. II	Jacqueline Lemus	12/27/16	480	44,465	
Admin Asst. I	Eleanor Casieri	06/18/07	750	47,570	
Grade Level III	Margaret O'Sullivan	06/19/00	1,250	91,654	7,332
Total			4,790	527,168	7,332

Personal Services Summary	
FULL TIME	527,168
LONGEVITY	4,790
CLERICAL INCENTIVE	5,000
ADMIN INCENTIVE	4,000
EDUCATIONAL INCENTIVE	7,332
HOLIDAY PAY	3,148
Total	551,438



FINANCIAL OVERVIEW

Financial Overview by Statutory Category



FINANCIAL OVERVIEW SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Expenditures				
General Government				
Assessor				
Overtime	\$504.14	\$0.00	\$0.00	0%
Personal Services Non OT	\$551,982.89	\$540,954.00	\$551,438.00	1.9%
Purchase of Service	\$309,940.11	\$248,950.00	\$132,350.00	-46.8%
Goods and Supplies	\$8,979.78	\$6,200.00	\$4,500.00	-27.4%
Total Assessor:	\$871,406.92	\$796,104.00	\$688,288.00	-13.5%
Total General Government:	\$871,406.92	\$796,104.00	\$688,288.00	-13.5%
Total Expenditures:	\$871,406.92	\$796,104.00	\$688,288.00	-13.5%



EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
General Fund				
Overtime				
OVERTIME	\$504.14	\$0.00	\$0.00	0%
Total Overtime:	\$504.14	\$0.00	\$0.00	0%
Personal Services Non OT				
FULL-TIME SALARIES	\$516,998.65	\$519,319.00	\$527,168.00	1.5%
CLERICAL INCENTIVE	\$6,000.00	\$5,000.00	\$5,000.00	0%
ADMIN INCENTIVE	\$3,000.00	\$4,000.00	\$4,000.00	0%
LONGEVITY	\$4,880.00	\$4,310.00	\$4,790.00	11.1%
HOLIDAY	\$0.00	\$993.00	\$3,148.00	217%
EDUCATIONAL INCENTIVE	\$7,191.25	\$7,332.00	\$7,332.00	0%
SEPARATION COSTS	\$13,912.99	\$0.00	\$0.00	0%
Total Personal Services Non OT:	\$551,982.89	\$540,954.00	\$551,438.00	1.9%
Purchase of Service				
VEHICLE REPAIR/MAINTENANCE	\$7,971.00	\$1,750.00	\$250.00	-85.7%
DEPART EQUIP REPAIR/MAINT	\$523.94	\$900.00	\$600.00	-33.3%
REVALUATION	\$151,621.04	\$160,000.00	\$80,000.00	-50%
CONSULTANTS	\$147,700.00	\$83,500.00	\$50,000.00	-40.1%
R.E. APPRAISAL SERVICES	\$0.00	\$1,500.00	\$0.00	-100%
POSTAGE	\$0.00	\$100.00	\$0.00	-100%
COMMUNICATION SERVICES	\$1,272.15	\$0.00	\$0.00	0%
BOOKBINDING	\$0.00	\$100.00	\$0.00	-100%
PRINTING	\$851.98	\$1,100.00	\$1,500.00	36.4%
Total Purchase of Service:	\$309,940.11	\$248,950.00	\$132,350.00	-46.8%
Goods and Supplies				
OFFICE SUNDRIES/SUPPLIES	\$1,691.01	\$1,500.00	\$2,000.00	33.3%
IN-STATE TRAVEL	\$25.52	\$500.00	\$0.00	-100%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$395.00	\$1,000.00	\$1,000.00	0%
TUITION & TRAINING	\$300.00	\$1,200.00	\$1,200.00	0%
REGISTRY OF DEEDS FEES	\$1,577.25	\$2,000.00	\$300.00	-85%
DEPARTMENT EQUIPMENT	\$4,991.00	\$0.00	\$0.00	0%
Total Goods and Supplies:	\$8,979.78	\$6,200.00	\$4,500.00	-27.4%
Total General Fund:	\$871,406.92	\$796,104.00	\$688,288.00	-13.5%



AUDITOR



AnnMarie Raymond
Interim Auditor

Mission

The mission of the Auditing Department is to protect the fiduciary interests of the City by providing independent, timely oversight of the City's finances, and to ensure that the financial transactions are executed legally, efficiently, and effectively in accordance with Massachusetts General Laws (MGL).

Services

- Review and process all payments including payrolls and vendor bills.
- Evaluate the City's system of internal controls and advise City employees, management, and the City Council on ways to improve those controls.
- Perform financial and performance audits for the City and the Brockton Public Schools.
- Examine all accounts, books, and records of the City that reflect transactions involving the financial activities of the City.
- Investigate the legality of the above expenditures, consulting City ordinances, Civil Service regulations, US Treasury regulation, contracts, various laws, and Mayor's directives.
- Check all financial transactions with Department Heads, Mayor, City Clerk, and City Council.
- Prepare monthly balance sheets, revenue, and expenditure reports of the City.
- Prepare the annual financial report containing schedule of receipts, expenditures, balance sheet funds, and cash schedules.
- Ensure annual Internal Revenue Service (IRS) wage and non-employee compensation forms are accurate and complete.
- Assure that all financial transactions are undertaken in accordance with federal, state, and local law.
- Monitor adherence to all applicable regulations, contracts, and City policies, as well as compliance to Generally Acceptable Accounting Principles (GAAP).

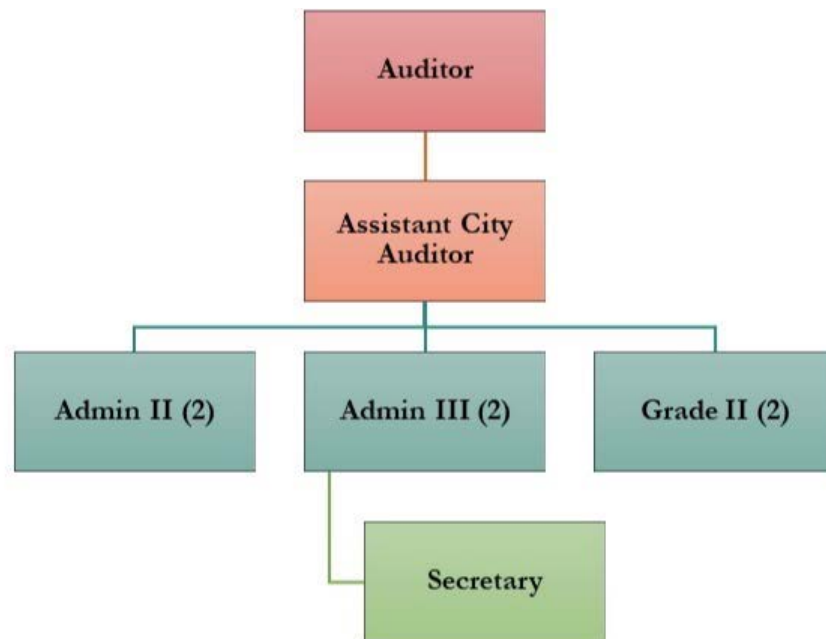
FY21 Accomplishments

- Continued to implement electronic work flow.
- Improved Munis data quality and integrity throughout the City.
- Processed over 21,000 purchase orders and invoices.
- Streamlined Accounts Payable (AP) processes by replacing the Active Card Integration (ACI) payment program with Automated Clearing House (ACH) payments.
- Continued an efficient year-end closing time.
- Provided critical Accounts Payable and Payroll services during the COVID-19 pandemic.
- Supported the COVID-19 reimbursement initiative.
- Conducted Other Post-Employment Benefits (OPEB) Actuarial Valuation Study as of June 30, 2020.
- Provided incoming and outgoing mail service to City offices.

GOALS

Goal	Status	City Goal
1. Continue the modernization of Accounts Payable with electronic invoicing and Vendor Self-Service.	Ongoing FY22	2
2. Continue to process payroll accurately and efficiently for all employees.	Ongoing FY22	2
3. Continue to process purchase orders accurately and efficiently for all vendors.	Ongoing FY22	2
4. Maintain the chart of accounts, analyze accounting problems and make corrections, and ensure that proper documentation is maintained in accordance with laws.	Ongoing FY22	2
5. Develop the FY2021 Audited Financial Statements.	Ongoing FY22	2

ORGANIZATIONAL CHART



PERSONAL SERVICES

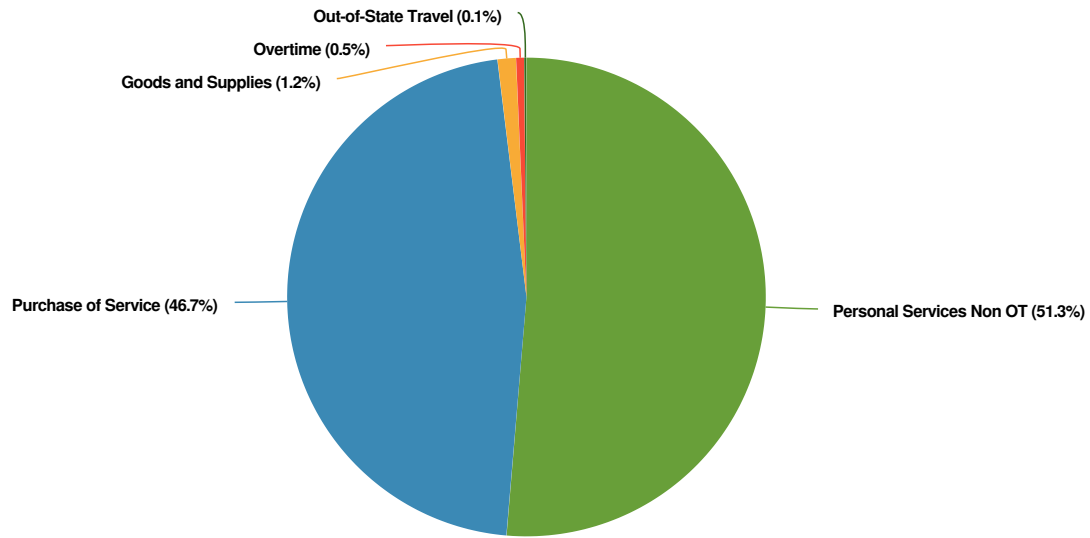
Title	Name	Start Date	Longevity	Salary	Ed Incent.
City Auditor	Vacant			114,485	
Asst. City Auditor	Ann Marie Raymond	04/22/08	750	95,467	
Grade Level II	Robin M. Carbonara	10/07/85	1,350	76,073	5,325
Admin Asst. III	Carin Kenney	03/13/06	950	64,904	
Admin Asst. III	Concetta Costa	12/20/10	750	64,904	
Admin Asst. II	Roger Williams	04/05/21		40,850	409
Secretary	Erin Silva	11/06/17	480	46,597	466
Grade Level II	Andrew Nocon	03/13/17	480	76,073	6,086
Admin Asst. II	Vacant			40,850	409
Stipends only:					
Clerk of Finance					
Clerk of Accounts		Total	4,760	620,203	12,713

Personal Services	
Summary	
FULL TIME	620,203
PART-TIME	15,000
STIPEND	8,000
ADMIN INCENTIVE	4,000
CLERICAL INCENTIVE	12,500
LONGEVITY	4,760
EDUCATIONAL INCENTIVE	12,713
OUT OF GRADE	4,682
SEPARATION COSTS	25,000
HOLIDAY PAY	2,423
Total	709,281



FINANCIAL OVERVIEW

Financial Overview by Statutory Category



FINANCIAL OVERVIEW SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
General Fund				
Overtime	\$625.27	\$9,500.00	\$7,500.00	-21.1%
Personal Services Non OT	\$595,702.14	\$667,228.00	\$709,281.00	6.3%
Purchase of Service	\$553,614.73	\$677,102.00	\$645,500.00	-4.7%
Goods and Supplies	\$10,987.05	\$16,169.00	\$17,250.00	6.7%
Out-of-State Travel	\$0.00	\$1,000.00	\$2,000.00	100%
Total General Fund:	\$1,160,929.19	\$1,370,999.00	\$1,381,531.00	0.8%



EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Expenditures				
General Government				
Auditor				
Overtime				
OVERTIME	\$625.27	\$9,500.00	\$7,500.00	-21.1%
Total Overtime:	\$625.27	\$9,500.00	\$7,500.00	-21.1%
Personal Services Non OT				
FULL-TIME SALARIES	\$548,335.63	\$610,951.00	\$620,203.00	1.5%
PART-TIME SALARIES	\$8,199.49	\$11,700.00	\$15,000.00	28.2%
STIPEND	\$8,646.31	\$9,000.00	\$8,000.00	-11.1%
CLERICAL INCENTIVE	\$10,000.00	\$10,000.00	\$12,500.00	25%
ADMIN INCENTIVE	\$3,000.00	\$4,000.00	\$4,000.00	0%
LONGEVITY	\$3,810.00	\$3,810.00	\$4,760.00	24.9%
HOLIDAY	\$0.00	\$808.00	\$2,423.00	199.9%
EDUCATIONAL INCENTIVE	\$9,999.38	\$12,277.00	\$12,713.00	3.6%
OUT OF GRADE	\$3,711.33	\$4,682.00	\$4,682.00	0%
SEPARATION COSTS	\$0.00	\$0.00	\$25,000.00	N/A
Total Personal Services Non OT:	\$595,702.14	\$667,228.00	\$709,281.00	6.3%
Purchase of Service				
DEPART EQUIP REPAIR/MAINT	\$105.19	\$1,502.00	\$1,500.00	-0.1%
DEPARTMENTAL EQUIP RENT/LEASE	\$0.00	\$5,850.00	\$4,500.00	-23.1%
AUDITING	\$343,709.05	\$375,000.00	\$375,000.00	0%
CONSULTANTS	\$925.00	\$5,000.00	\$20,000.00	300%
ADVERTISING	\$4,063.18	\$5,000.00	\$5,000.00	0%
PRINTING	\$2,014.34	\$950.00	\$1,500.00	57.9%
Total Purchase of Service:	\$350,816.76	\$393,302.00	\$407,500.00	3.6%
Goods and Supplies				
OFFICE SUNDRIES/SUPPLIES	\$4,701.68	\$5,251.00	\$4,500.00	-14.3%
EMPLOYEE APPRECIATION	\$83.45	\$200.00	\$0.00	-100%
IN-STATE TRAVEL	\$809.42	\$1,000.00	\$1,500.00	50%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$3,804.20	\$8,000.00	\$7,500.00	-6.2%
TUITION & TRAINING	\$0.00	\$0.00	\$1,500.00	N/A
DEPARTMENT EQUIPMENT	\$771.50	\$750.00	\$1,750.00	133.3%
Total Goods and Supplies:	\$10,170.25	\$15,201.00	\$16,750.00	10.2%
Out-of-State Travel				
OUT OF STATE TRAVEL	\$0.00	\$1,000.00	\$2,000.00	100%
Total Out-of-State Travel:	\$0.00	\$1,000.00	\$2,000.00	100%
Total Auditor:	\$957,314.42	\$1,086,231.00	\$1,143,031.00	5.2%



Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Audit Mail				
Purchase of Service				
DEPART EQUIP REPAIR/MAINTENANC	\$2,822.60	\$5,000.00	\$4,000.00	-20%
DEPARTMENTAL EQUIP RENT/LEASE	\$6,337.33	\$8,000.00	\$8,000.00	0%
OTHER CONTRACT SERVICES	\$1,720.62	\$0.00	\$0.00	0%
POSTAGE	\$109,582.00	\$195,000.00	\$125,000.00	-35.9%
FREIGHT AND DELIVERY SERVICE	\$7,974.06	\$10,000.00	\$12,000.00	20%
Total Purchase of Service:	\$128,436.61	\$218,000.00	\$149,000.00	-31.7%
Goods and Supplies				
OFFICE SUNDRIES/SUPPLIES	\$816.80	\$968.00	\$500.00	-48.3%
Total Goods and Supplies:	\$816.80	\$968.00	\$500.00	-48.3%
Total Audit Mail:	\$129,253.41	\$218,968.00	\$149,500.00	-31.7%
Audit Telephone				
Purchase of Service				
OFFICE EQUIP REPAIR/MAINT	\$0.00	\$1,300.00	\$4,000.00	207.7%
TELEPHONE	\$74,361.36	\$64,500.00	\$85,000.00	31.8%
Total Purchase of Service:	\$74,361.36	\$65,800.00	\$89,000.00	35.3%
Total Audit Telephone:	\$74,361.36	\$65,800.00	\$89,000.00	35.3%
Total General Government:	\$1,160,929.19	\$1,370,999.00	\$1,381,531.00	0.8%
Total Expenditures:	\$1,160,929.19	\$1,370,999.00	\$1,381,531.00	0.8%



BOARD OF HEALTH



Dr. Eno Mondesir
Executive Health Officer

Mission

The mission of the Board of Health is to enforce the laws of the Commonwealth of Massachusetts and ordinances of the City of Brockton, and to protect the health and well-being of its residents and the general public. The Board of Health will also continue to improve the housing stock within the City through strict enforcement of all applicable codes and ordinances; reduce the hazards of lead paint in the existing housing stock; protect residents against health hazards by continuing inspections with housing and food service establishments; and digitization in order to respond to public health issues. Finally, the Board of Health will promote the latest science-based public health education measures that will lead to positive outcomes and disease prevention.

Services

- Develop and implement evidence based models and health initiative interventions for the purpose of building a healthier city and mitigating adverse health outcomes.
- Inspect and improve plans for various projects in order to ensure compliance with Water Commission regulations.
- Board of Health Public Health Nurses are responsible for the following:
 - Monitor all active cases of Tuberculosis.
 - Investigate and document all reported communicable diseases including Hepatitis, Meningitis, and COVID-19.
 - Promote influenza immunizations.
 - Offer blood pressure medication counseling.
 - Serve as a resource for schools regarding immunization and communicable diseases.
 - Serve as the liaison with the Massachusetts Department of Public Health (DPH).
 - Alert physicians to all new information and changes with regard to vaccines.
 - Participate with other health agencies regarding public health policy.
- Perform systematic health inspections of approximately 150 food and restaurant establishments.
- Work to address health disparities and social determinants of health in the City.
- Work with other City departments with regard to obtaining federal funds from the Environmental Protection Agency (EPA) for the investigation and clean-up of contaminated sites and also on quality of life issues.
- Work with departments to perform code enforcement inspection of problem properties, and document all complaints and violations.

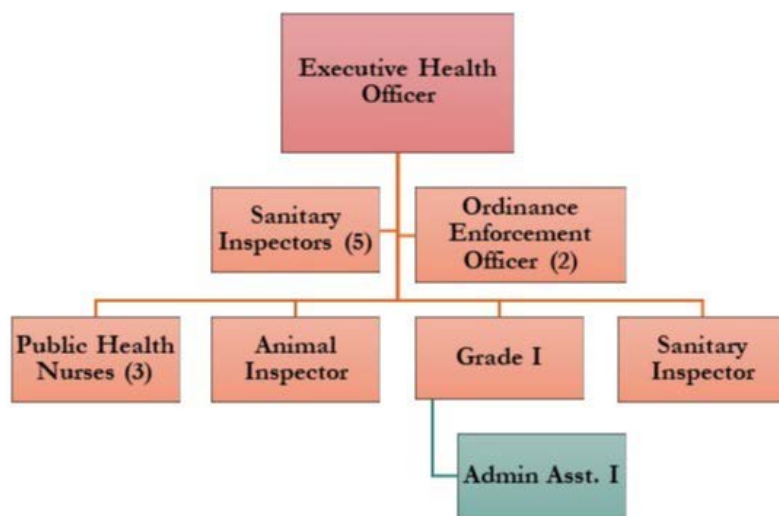
FY21 Accomplishments

- Performed health inspections of rental and housing units throughout the City of Brockton.
- Helped to address and meet the needs of residents.
- Developed an organized response to the COVID-19 pandemic.
- Assisted the Mayor's Office throughout the ongoing COVID-19 pandemic.

GOALS

Goal	Status	City Goal
1. Reduce the incidence rate of COVID-19 and increase vaccination efforts.	New FY22	1,2
2. Work to address health disparities and social determinants of health in the City through partnerships with other Health Care Service providers.	New FY22	1,2
3. Improve on the enforcement of all applicable codes and ordinances that pertain to the Board of Health.	Ongoing FY22	2
4. Control the spread of COVID-19 by educating the public on local and state regulations regarding the virus.	Ongoing FY22	1,2
5. Investigate, document, and report all communicable diseases to the Massachusetts Department of Public Health (DPH).	Ongoing FY22	2

ORGANIZATIONAL CHART



PERSONAL SERVICES

Title	Name	Start Date	Longevity	Salary	Ed Incent.
Executive Health Officer	Eno Mondesir	09/01/20		82,723	827
Sanitary Inspector	Robert A. Butler	06/24/85	1,350	70,108	2,103
Sanitary Inspector	Ghaleb Younes	01/12/15	480	70,108	3,505
Sanitary Inspector	Kevin Borges	04/07/14	480	70,108	2,103
Sanitary Inspector	Dennis Smith	02/06/17		62,397	1,872
Sanitary Inspector	Patrick O. Lawton	12/29/14	480	70,108	4,206
Public Health Nurse	Evelyne Lebrun	04/25/17		69,649	3,482
Public Health Nurse	Andrelyn Demosthene	12/01/20		68,970	3,449
Admin Asst. I	Janice Santos	02/14/11	750	44,335	443
Ordinance Enforcement Officer	Juanito Fernandes	09/02/14	480	47,425	
Ordinance Enforcement Officer	James Doucette	11/18/19		47,425	
Animal Inspector	Mary Drake	09/16/19		45,504	1,365
Grade Level I	Amy Badger	08/25/03	950	70,644	
Public Health Nurse	Vacant			68,970	3,449
Sanitary Inspector	Vacant			58,113	3,487
Public Health Commissioner	Proposed				
		Total	4,970	946,587	30,292

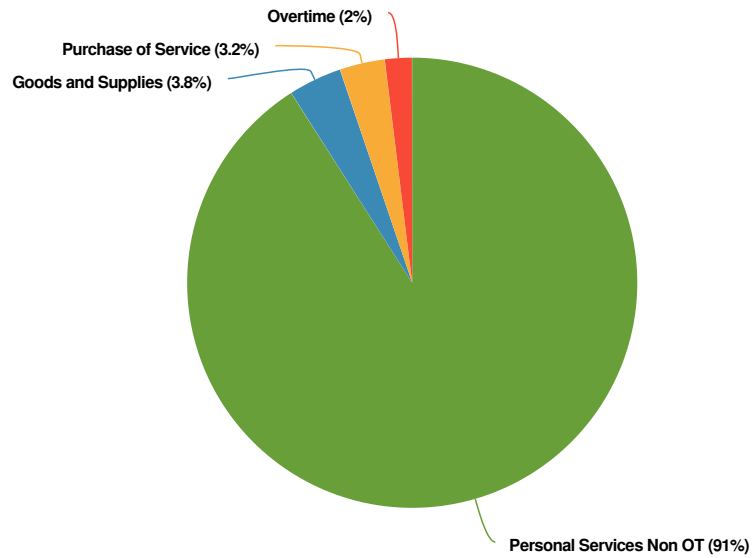
Personal Services Summary	
FULL TIME	946,587
ELECTED/APPOINTED	8,750
LONGEVITY	4,970
CLERICAL INCENTIVE	2,500
EDUCATIONAL INCENTIVE	30,292
ADMIN INCENTIVE	2,000
STIPEND	3,500
CLOTHING ALLOWANCE	18,000
OUT OF GRADE	2,000
HOLIDAY	957
HAZARD PAY	2,608
Total	1,023,964

Stipend Only (Part- Time)		
Health Officer	Mary T. Brophy	6,250
Member, Board of Health	George F. Fiske, III	1,250
Member, Board of Health	Craig S. Andrade	1,250
	Total	8,750



FINANCIAL OVERVIEW

Financial Overview by Statutory Category



FINANCIAL OVERVIEW SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
General Fund				
Overtime	\$8,947.04	\$22,000.00	\$22,000.00	0%
Personal Services Non OT	\$779,883.02	\$962,126.00	\$1,023,964.00	6.4%
Purchase of Service	\$15,930.17	\$36,550.00	\$36,550.00	0%
Goods and Supplies	\$18,727.45	\$41,300.00	\$43,100.00	4.4%
Total General Fund:	\$823,487.68	\$1,061,976.00	\$1,125,614.00	6%



EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Expenditures				
Human Services				
Board of Health				
Overtime				
OVERTIME	\$8,947.04	\$22,000.00	\$22,000.00	0%
Total Overtime:	\$8,947.04	\$22,000.00	\$22,000.00	0%
Personal Services Non OT				
FULL-TIME SALARIES	\$703,237.86	\$889,484.00	\$946,587.00	6.4%
ELECTED/APPOINTED	\$1,250.08	\$8,750.00	\$8,750.00	0%
STIPEND	\$2,490.47	\$3,500.00	\$3,500.00	0%
CLERICAL INCENTIVE	\$3,500.00	\$2,500.00	\$2,500.00	0%
ADMIN INCENTIVE	\$1,000.00	\$2,000.00	\$2,000.00	0%
LONGEVITY	\$4,020.00	\$4,700.00	\$4,970.00	5.7%
HOLIDAY	\$0.00	\$736.00	\$957.00	30%
EDUCATIONAL INCENTIVE	\$21,979.91	\$27,848.00	\$30,292.00	8.8%
ON CALL	\$1,536.76	\$0.00	\$0.00	0%
OUT OF GRADE	\$5.25	\$2,000.00	\$2,000.00	0%
HAZARDOUS DUTY	\$0.00	\$2,608.00	\$2,608.00	0%
SEPARATION COSTS	\$30,962.69	\$0.00	\$0.00	0%
UNIFORM CLOTHING ALLOWANCE	\$9,900.00	\$18,000.00	\$18,000.00	0%
TUITION & TRAINING	\$0.00	\$0.00	\$1,800.00	N/A
Total Personal Services Non OT:	\$779,883.02	\$962,126.00	\$1,023,964.00	6.4%
Purchase of Service				
DEPART EQUIP REPAIR/MAINT	\$1,130.45	\$1,800.00	\$1,800.00	0%
DEPARTMENTAL EQUIP RENT/LEASE	\$3,321.48	\$3,500.00	\$3,500.00	0%
HAZARDOUS WASTE REMOVAL	\$1,559.66	\$3,150.00	\$3,150.00	0%
LEGAL	\$595.00	\$3,600.00	\$3,600.00	0%
OTHER CONTRACT SERVICES	\$3,920.00	\$10,000.00	\$10,000.00	0%
ADVERTISING	\$845.92	\$1,000.00	\$1,000.00	0%
COMMUNICATION SERVICES	\$504.00	\$0.00	\$0.00	0%
PRINTING	\$2,442.86	\$4,500.00	\$4,500.00	0%
LABORATORY TESTING	\$1,610.80	\$9,000.00	\$9,000.00	0%
Total Purchase of Service:	\$15,930.17	\$36,550.00	\$36,550.00	0%
Goods and Supplies				
COPY MACHINE SUPPLIES	\$2,455.99	\$2,500.00	\$2,500.00	0%
OFFICE SUNDRIES/SUPPLIES	\$3,220.18	\$4,500.00	\$5,000.00	11.1%
MEDICAL SUPPLIES/DRUGS	\$6,689.45	\$12,000.00	\$12,000.00	0%
IN-STATE TRAVEL	\$4,324.81	\$16,000.00	\$16,000.00	0%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$1,026.00	\$1,800.00	\$1,800.00	0%
TUITION & TRAINING	\$364.95	\$1,800.00	\$1,800.00	0%



Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
REGISTRY OF DEEDS FEES	\$49.00	\$0.00	\$1,000.00	N/A
DEPARTMENT EQUIPMENT	\$597.07	\$2,700.00	\$3,000.00	11.1%
Total Goods and Supplies:	\$18,727.45	\$41,300.00	\$43,100.00	4.4%
Total Board of Health:	\$823,487.68	\$1,061,976.00	\$1,125,614.00	6%
Total Human Services:	\$823,487.68	\$1,061,976.00	\$1,125,614.00	6%
Total Expenditures:	\$823,487.68	\$1,061,976.00	\$1,125,614.00	6%



CEMETERY DEPARTMENT



Tim Carpenter
Superintendent of Parks

Mission

The City of Brockton's Cemetery Department is responsible for maintaining and manicuring the ten public cemeteries in Brockton including, but not limited to, Melrose, Ashland Street, Coweeset, Leech, Thayer, Thompson, Union, Snell, Old Coweeset and First Parish, and Ames burial grounds.

The mission of the Cemetery Department is to provide memorial of the deceased in a place of beauty and solace, while giving comfort to families and individuals by meeting final needs in coordination with funeral directors with compassion and dignity. The goal of the department is in remembrance of the lives and deeds of the men and women that have preceded us, to maintain permanent records of those whose earthly remains we have been entrusted. This includes maintaining the burial grounds gratuitously for veterans who were once residents of the City of Brockton.

The Cemetery Department seeks preserve and strengthen the grounds and infrastructure, and to share its rich history, artistic treasures, and beautiful landscape with the community. Affordable internment services are provided, while conserving land and protecting the character of its landscape. Finally, the Cemetery Department strives to keep grounds in neat and orderly condition throughout the year to ensure that residents of the City will have the ability to be laid to rest within its boundaries for years to come.

Services

- Provide burial grounds for the residents of Brockton and maintain such grounds in a presentable and respectful order. It is vital that all records be kept in a meticulous nature, as to ensure that future generations will have access to records of their loved ones.
- Work closely with Funeral Directors to schedule and perform burials and provide an online schedule and burial request form to Funeral Directors, which will allow requests for burial to be submitted at all hours.
- Assist residents with accurate maps and locations.
- Guide residents through the process of burials.
- Assist with questions of lot ownership and filing of deeds for lots.
- Perform perpetual care work year round to maintain the cemeteries in neat and orderly condition.

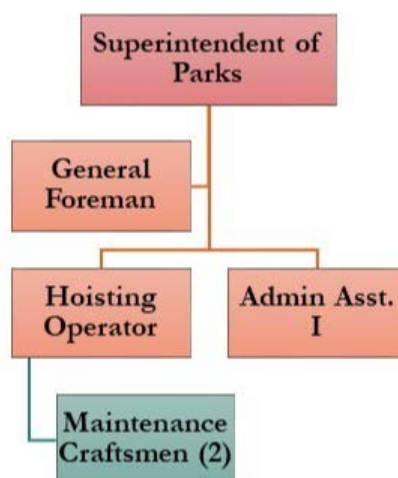
FY21 Accomplishments

- Completed 387 total burials in calendar year 2020, up from 306 in 2019
- Completed 375 burial at Melrose Cemetery.
- Completed 11 burials at Coweeset Cemetery.
- Completed 1 burial at Union Cemetery.
- Completed a 2.65 acre expansion project at Melrose Cemetery that will provide up to four years of double and single burial plots.
- Completed a preliminary investigative engineering study for two future expansion projects at Melrose Cemetery.
- Completed a smaller expansion at Melrose Cemetery for future grave lots.
- Entered records for the Melrose, and Coweeset Cemeteries, as well as half of the records for Union Cemetery into a publicly accessible database.

GOALS

Goal	Status	City Goal
1. Explore future expansion possibilities, including but not limited to, Pearl Street.	Ongoing FY22	3
2. Improve overall conditions of all City owned cemeteries.	Ongoing FY22	2
3. Increase security at the cemeteries through traffic control as well as video and still cameras.	Ongoing FY22	3
4. Acquire new Cemetery software to better serve the public through ease of access to information as well as linking to an updated Geographic Information System (GIS) map.	Ongoing FY22	3
5. Complete data entry process (putting paper records into Cemetery software) for ease of access for staff and the public, in addition to the safety of records.	Ongoing FY22	3

ORGANIZATIONAL CHART



PERSONAL SERVICES

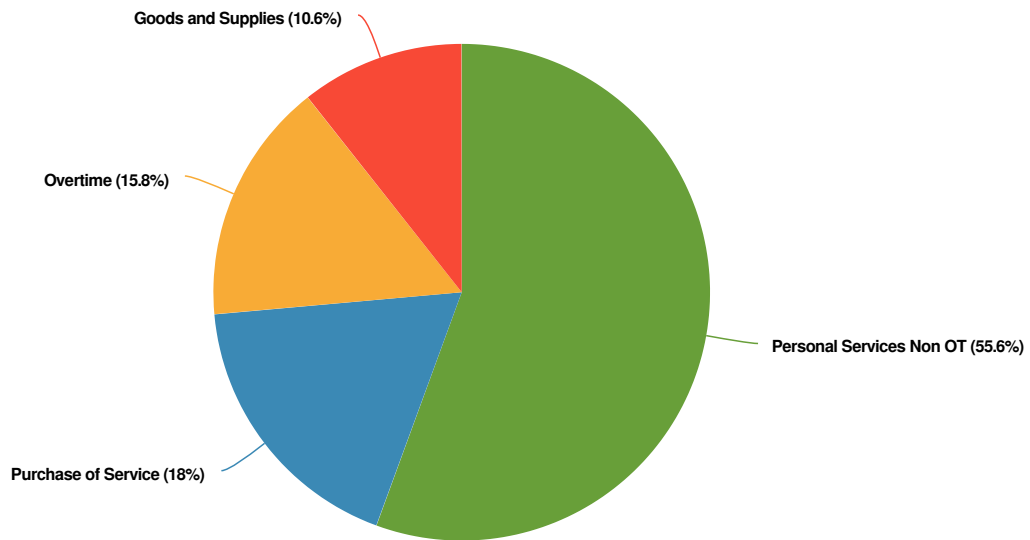
Title	Name	Start Date	Longevity	Salary	Ed Incent.
Superintendent of Parks	Timothy W. Carpenter	08/30/11	375	18,147	181
Cemetery General Foreman	Erik Duquette	07/19/99	1,250	63,502	
Hoisting Operator	Erik Ellis	10/07/13	480	52,707	
Cemetery Maintenance Craftsman	Brandon Hunnewell	02/05/18		47,424	
Cemetery Maintenance Craftsman	John Ferron, II	01/17/17		46,966	
Admin Asst. I	Loreen Hardiman	07/05/11	750	44,335	443
Total			2,855	273,081	625

Personal Services Summary	
FULL TIME	273,081
LONGEVITY	2,855
SHIFT DIFFERENTIAL	17,640
EDUCATIONAL INCENTIVE	625
OUT OF GRADE	5,800
SEPARATION COSTS	12,000
STIPEND	2,100
CLOTHING ALLOW	7,200
ON CALL	19,500
HOLIDAY	420
CLERICAL INCENTIVE	2,500
CDL STIPEND	6,240
HAZARDOUS DUTY	2,496
Total	352,457



FINANCIAL OVERVIEW

Financial Overview by Statutory Category



FINANCIAL OVERVIEW SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
General Fund				
Overtime	\$87,816.48	\$100,000.00	\$100,000.00	0%
Personal Services Non OT	\$333,722.72	\$348,814.00	\$352,457.00	1%
Purchase of Service	\$72,159.98	\$110,180.00	\$114,180.00	3.6%
Goods and Supplies	\$40,326.70	\$59,400.00	\$67,400.00	13.5%
Total General Fund:	\$534,025.88	\$618,394.00	\$634,037.00	2.5%



EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Expenditures				
Human Services				
Cemetery Department				
Overtime				
OVERTIME	\$87,816.48	\$100,000.00	\$100,000.00	0%
Total Overtime:	\$87,816.48	\$100,000.00	\$100,000.00	0%
Personal Services Non OT				
FULL-TIME SALARIES	\$283,870.42	\$270,502.00	\$273,081.00	1%
STIPEND	-\$55.42	\$2,100.00	\$2,100.00	0%
CLERICAL INCENTIVE	\$2,500.00	\$2,500.00	\$2,500.00	0%
LONGEVITY	\$2,210.00	\$2,450.00	\$2,855.00	16.5%
SHIFT DIFFERENTIAL	\$16,085.15	\$17,640.00	\$17,640.00	0%
HOLIDAY	\$0.00	\$210.00	\$420.00	100%
EDUCATIONAL INCENTIVE	\$451.72	\$625.00	\$625.00	0%
ON CALL	\$19,472.50	\$19,051.00	\$19,500.00	2.4%
OUT OF GRADE	\$2,388.35	\$5,800.00	\$5,800.00	0%
HAZARDOUS DUTY	\$0.00	\$2,496.00	\$2,496.00	0%
SEPARATION COSTS	\$0.00	\$12,000.00	\$12,000.00	0%
UNIFORM CLOTHING ALLOWANCE	\$6,800.00	\$7,200.00	\$7,200.00	0%
CDL STIPEND	\$0.00	\$6,240.00	\$6,240.00	0%
Total Personal Services Non OT:	\$333,722.72	\$348,814.00	\$352,457.00	1%
Purchase of Service				
ELECTRICITY	\$4,325.29	\$5,500.00	\$5,500.00	0%
ENERGY (GAS,OIL,DIESEL)	\$5,749.29	\$15,000.00	\$15,000.00	0%
REAL ESTATE TAX CHARGES	\$244.80	\$300.00	\$300.00	0%
VEHICLE REPAIR/MAINTENANCE	\$5,330.37	\$16,000.00	\$20,000.00	25%
DEPART EQUIP REPAIR/MAINT	\$18,892.33	\$25,000.00	\$25,000.00	0%
SECURITY/FIRE CONTROL	\$1,593.00	\$5,000.00	\$5,000.00	0%
TELEPHONE	\$3,571.20	\$6,380.00	\$6,380.00	0%
ADVERTISING	\$1,000.00	\$1,000.00	\$1,000.00	0%
COMMUNICATION SERVICES	\$756.00	\$0.00	\$0.00	0%
PRINTING	\$697.90	\$1,000.00	\$1,000.00	0%
OTHER SERVICES	\$29,999.80	\$35,000.00	\$35,000.00	0%
Total Purchase of Service:	\$72,159.98	\$110,180.00	\$114,180.00	3.6%
Goods and Supplies				
OFFICE SUNDRIES/SUPPLIES	\$116.85	\$2,000.00	\$1,500.00	-25%
JANITORIAL SUPPLIES	\$1,539.71	\$1,000.00	\$1,500.00	50%
GASOLINE	\$8,952.14	\$18,000.00	\$18,000.00	0%
CEMETERY SUPPLIES	\$24,080.00	\$32,000.00	\$40,000.00	25%
LICENSE & REGISTRATION	\$638.00	\$1,400.00	\$1,400.00	0%



Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
DEPARTMENT EQUIPMENT	\$5,000.00	\$5,000.00	\$5,000.00	0%
Total Goods and Supplies:	\$40,326.70	\$59,400.00	\$67,400.00	13.5%
Total Cemetery Department:	\$534,025.88	\$618,394.00	\$634,037.00	2.5%
Total Human Services:	\$534,025.88	\$618,394.00	\$634,037.00	2.5%
Total Expenditures:	\$534,025.88	\$618,394.00	\$634,037.00	2.5%

CITY CLERK



Anthony Zeoli
City Clerk

Mission

The mission of the Clerk's Office is to keep records of all proceedings of the City Council and serve as a custodian of the City seal. The Clerk has custody of all birth, death, and marriage records pertaining to Brockton.

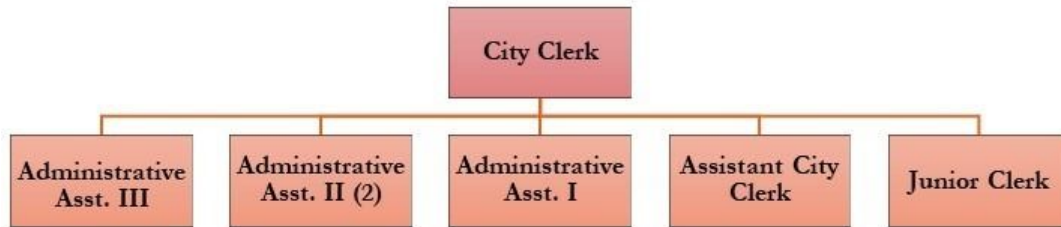
Services

- Issue certified copies of birth, marriage, and death certificates.
- Handle all corrections to any records in custody of the City Registrar.
- Process all marriage certificates applied for in the City of Brockton.
- Process conforming licenses and license renewals through the City Council with issuance or letter of rejection.
- Maintain all City general and zoning ordinances.
- Receive, index, and record notices of meetings.
- Custodian to all City records as provided by law.
- Draft City Council and Zoning Board meeting agendas and publish for distribution at public meetings and on the City website.
- Respond to public's demand for certified records.

GOALS

Goal	Status	City Goal
1. Continue to increase the diversity of the office team, including outreach to various organizations when employment opportunities arise in the office. Particular attention will be paid to multi-lingual applicants.	New FY22	1,2
2. Work with the Chief Financial Officer (CFO) and Information Technology Center (ITC) to expand the online presence of the City Clerk's Office, allowing appropriate records to be requested online.	New FY22	2
3. Update payment systems, allowing the public to make payments using credit and debit cards.	New FY22	2
4. Work with the Mayor's Office and the Building Department to implement a long-range plan to alleviate space and storage needs. An emphasis will be placed on the safety and storage of historical records that are the legal responsibility of the City Clerk.	New FY22	2,3
5. Continue the process of digitizing all birth, death, and marriage records on file in the City Clerk's Office.	New FY22	3

ORGANIZATIONAL CHART



PERSONAL SERVICES

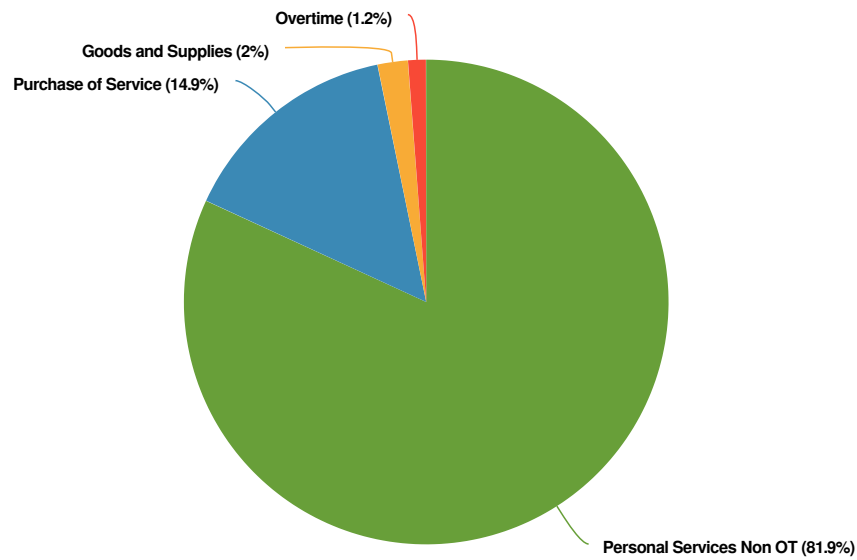
TITLE	NAME	Start Date	Longevity	Salary
City Clerk	Anthony J. Zeoli	01/06/92	1,350	121,437
Assistant City Clerk	Timothy Cruise	04/28/21		71,880
Admin. Asst. II	Donna Tourinho	11/23/98	1,250	49,887
Admin. Asst. III	Vacant			64,904
Admin. Asst. II	Vacant			39,042
Admin. Asst. I	Vacant			37,689
		Total	2,600	384,839

Personal Services	
Summary	
FULL TIME	384,839
STIPEND	3,250
PART TIME	5,000
TEMPORARY/SEASONAL	1,200
LONGEVITY	2,600
CLERICAL INCENTIVE	10,000
HOLIDAY PAY	2,230
Total	409,119



FINANCIAL OVERVIEW

Financial Overview by Statutory Category



FINANCIAL OVERVIEW SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
General Fund				
Overtime	\$3,156.73	\$6,000.00	\$6,000.00	0%
Personal Services Non OT	\$301,619.86	\$410,514.00	\$409,119.00	-0.3%
Purchase of Service	\$6,874.11	\$74,500.00	\$74,500.00	0%
Goods and Supplies	\$2,114.95	\$10,075.00	\$10,075.00	0%
Total General Fund:	\$313,765.65	\$501,089.00	\$499,694.00	-0.3%



EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Expenditures				
General Government				
City Clerk				
Overtime				
OVERTIME	\$3,156.73	\$6,000.00	\$6,000.00	0%
Total Overtime:	\$3,156.73	\$6,000.00	\$6,000.00	0%
Personal Services Non OT				
FULL-TIME SALARIES	\$286,894.86	\$386,647.00	\$384,839.00	-0.5%
PART-TIME SALARIES	\$0.00	\$5,000.00	\$5,000.00	0%
TEMPORARY/SEASONAL	\$0.00	\$1,200.00	\$1,200.00	0%
STIPEND	\$3,275.00	\$3,250.00	\$3,250.00	0%
CLERICAL INCENTIVE	\$7,500.00	\$10,000.00	\$10,000.00	0%
LONGEVITY	\$3,950.00	\$3,950.00	\$2,600.00	-34.2%
HOLIDAY	\$0.00	\$467.00	\$2,230.00	377.5%
Total Personal Services Non OT:	\$301,619.86	\$410,514.00	\$409,119.00	-0.3%
Purchase of Service				
OFFICE EQUIP REPAIR/MAINT	\$1,178.16	\$1,000.00	\$1,000.00	0%
DATA PROCESS EQUIP REP/MAINT	\$0.00	\$3,000.00	\$3,000.00	0%
BUILDING RENT/LEASE	\$0.00	\$4,500.00	\$4,500.00	0%
SECURITY/FIRE CONTROL	\$0.00	\$1,500.00	\$1,500.00	0%
LEGAL	\$0.00	\$7,000.00	\$7,000.00	0%
ADVERTISING	\$0.00	\$25,000.00	\$25,000.00	0%
COMMUNICATION SERVICES	\$1,135.76	\$8,000.00	\$8,000.00	0%
MICROFILMING	\$0.00	\$10,500.00	\$10,500.00	0%
BOOKBINDING	\$0.00	\$9,000.00	\$9,000.00	0%
PRINTING	\$4,560.19	\$5,000.00	\$5,000.00	0%
Total Purchase of Service:	\$6,874.11	\$74,500.00	\$74,500.00	0%
Goods and Supplies				
COPY MACHINE SUPPLIES	\$0.00	\$1,700.00	\$1,700.00	0%
REFERENCE MATERIALS	\$0.00	\$3,400.00	\$3,400.00	0%
OFFICE SUNDRIES/SUPPLIES	\$1,221.61	\$1,200.00	\$1,200.00	0%
IN-STATE TRAVEL	\$0.00	\$1,000.00	\$1,000.00	0%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$360.00	\$500.00	\$500.00	0%
BOND INSURANCE	\$0.00	\$275.00	\$275.00	0%
DEPARTMENT EQUIPMENT	\$473.34	\$500.00	\$500.00	0%
DATA PROCESSING EQUIPMENT	\$60.00	\$1,500.00	\$1,500.00	0%
Total Goods and Supplies:	\$2,114.95	\$10,075.00	\$10,075.00	0%
Total City Clerk:	\$313,765.65	\$501,089.00	\$499,694.00	-0.3%



Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Total General Government:	\$313,765.65	\$501,089.00	\$499,694.00	-0.3%
Total Expenditures:	\$313,765.65	\$501,089.00	\$499,694.00	-0.3%



CITY COUNCIL



Anthony Zeoli
City Clerk

Mission

The mission of the City Council is to enact all legislation for the City of Brockton, ordinances, amendments to ordinances, and rules, according to the City Charter and the Massachusetts General Laws. The Council is charged with the responsibility of the appropriation of the annual city budget.

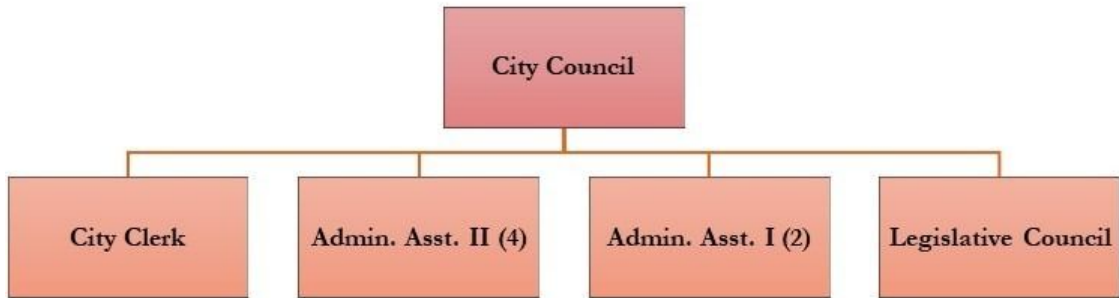
Services

- Review and approve the City's budget.
- Authorize appropriations for City projects, individual departments, and/or improvements.
- Oversee the Finance Committee.
- Oversee the License Committee, which reviews all petitions for licenses, permits, franchises, and makes general recommendations to the Council.
- Oversee the Accounts Committee, which examines all accounts and City payments for services.
- Oversee the Real Estate Committee that considers matters pertaining to the sale or purchase of land by the City.
- Confirm or deny various Mayoral appointments to municipal government positions.
- Elect, by a majority of the Council, a City Clerk to hold office for three years.

GOALS

Goal	Status	City Goal
1. Continue to increase the diversity of the office team, including outreach to various organizations when employment opportunities arise. Particular attention will be paid to multi-lingual applicants.	New FY22	1,2
2. Perform outreach into various community, church, and educational groups, explaining the duties and responsibilities of the City Clerk's Office and the role of City Council in a Plan B form of government.	New FY22	1,2
3. Develop an onboarding process for newly elected city councilors, explaining processes and the basic duties of City departments and contact information for department heads. Included in the onboarding process will be a primer on the city budget and a basic explanation of Roberts Rules of Order.	New FY22	2,3
4. Realign and hire a dedicated City Council staff.	New FY22	2
5. Work with the City Council to better define and develop the role of the legislative council.	New FY22	2
6. Improve and upgrade the audiovisual and television capabilities in the City Council chamber.	New FY22	3

ORGANIZATIONAL CHART



PERSONAL SERVICES

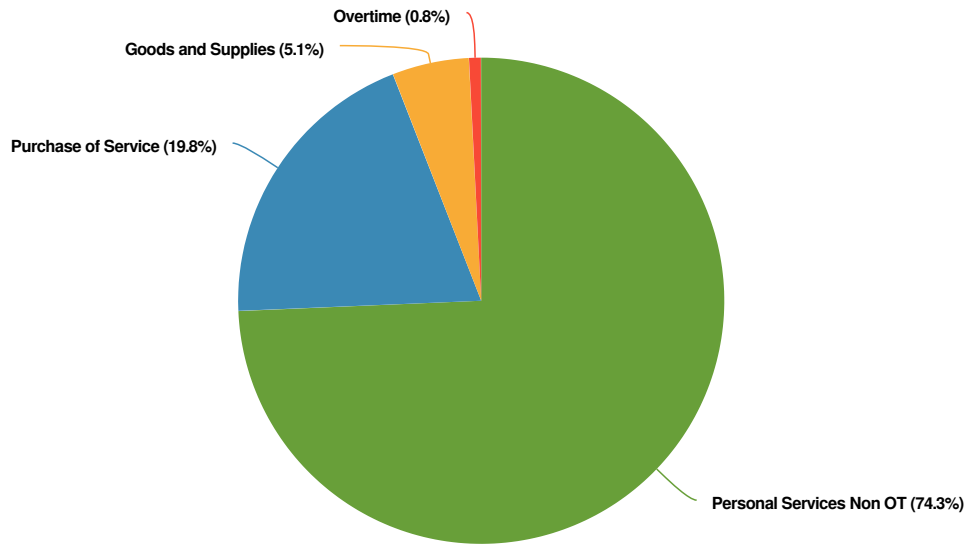
TITLE	NAME	Start Date	Longevity	Salary	Ed Incent.
Admin. Asst. II	Ana Pacheco	04/21/00	1,250	49,887	
Admin. Asst. II	Veronica Cruz	03/22/16	480	49,887	
Admin. Asst. II	Vacant			49,887	
Admin. Asst. II	Vacant			49,887	
Admin. Asst. I	Vacant			37,838	
Admin. Asst. I	Vacant			37,838	
Legislative Counsel				64,489	
*stipend only					
*Clerk of Committees	Anthony Zeoli				
Total			1,730	339,713	

Personal Services Summary	
FULL TIME	339,713
PART-TIME	2,500
STIPEND	3,250
ELECTED/APPOINT	184,240
TEMP/SEASONAL	1,500
LONGEVITY	1,730
CLERICAL INCENTIVE	15,000
DUTY EXPENSES	55,015
Total	602,948



FINANCIAL OVERVIEW

Financial Overview by Statutory Category



FINANCIAL OVERVIEW SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
General Fund				
Overtime	\$4,316.47	\$6,515.00	\$6,500.00	-0.2%
Personal Services Non OT	\$376,749.52	\$598,040.00	\$602,948.00	0.8%
Purchase of Service	\$71,707.13	\$160,322.00	\$160,322.00	0%
Goods and Supplies	\$6,488.10	\$41,385.00	\$41,385.00	0%
Total General Fund:	\$459,261.22	\$806,262.00	\$811,155.00	0.6%



EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Expenditures				
General Government				
City Council				
Overtime				
OVERTIME	\$4,316.47	\$6,515.00	\$6,500.00	-0.2%
Total Overtime:	\$4,316.47	\$6,515.00	\$6,500.00	-0.2%
Personal Services Non OT				
FULL-TIME SALARIES	\$141,692.38	\$339,713.00	\$339,713.00	0%
PART-TIME SALARIES	\$0.00	\$2,510.00	\$2,500.00	-0.4%
TEMPORARY/SEASONAL	\$0.00	\$1,500.00	\$1,500.00	0%
ELECTED/APPOINTED	\$172,383.05	\$183,653.00	\$184,240.00	0.3%
STIPEND	\$3,275.00	\$3,250.00	\$3,250.00	0%
CLERICAL INCENTIVE	\$7,500.00	\$10,000.00	\$15,000.00	50%
LONGEVITY	\$1,900.00	\$1,900.00	\$1,730.00	-8.9%
EDUCATIONAL INCENTIVE	\$472.25	\$499.00	\$0.00	-100%
OFFICIAL DUTY EXPENSES	\$49,526.84	\$55,015.00	\$55,015.00	0%
Total Personal Services Non OT:	\$376,749.52	\$598,040.00	\$602,948.00	0.8%
Purchase of Service				
DATA PROCESS EQUIP REP/MAINT	\$0.00	\$1,500.00	\$1,500.00	0%
LEGAL	\$64,809.87	\$126,722.00	\$126,722.00	0%
ADVERTISING	\$3,976.82	\$10,800.00	\$10,800.00	0%
BOOKBINDING	\$1,963.50	\$12,500.00	\$12,500.00	0%
PRINTING	\$826.09	\$1,500.00	\$1,500.00	0%
OTHER SERVICES	\$130.85	\$7,300.00	\$7,300.00	0%
Total Purchase of Service:	\$71,707.13	\$160,322.00	\$160,322.00	0%
Goods and Supplies				
COPY MACHINE SUPPLIES	\$520.32	\$1,450.00	\$1,450.00	0%
REFERENCE MATERIALS	\$3,129.28	\$8,500.00	\$8,500.00	0%
OFFICE SUNDRIES/SUPPLIES	\$813.86	\$860.00	\$860.00	0%
INAUGURATION SUPPLIES & COSTS	\$1,414.51	\$7,000.00	\$7,000.00	0%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$25.00	\$375.00	\$375.00	0%
ACHIEV. & ACKNOWLEDGEMENTS	\$98.95	\$12,700.00	\$12,700.00	0%
DEPARTMENT EQUIPMENT	\$486.18	\$8,500.00	\$8,500.00	0%
DATA PROCESSING EQUIPMENT	\$0.00	\$2,000.00	\$2,000.00	0%
Total Goods and Supplies:	\$6,488.10	\$41,385.00	\$41,385.00	0%
Total City Council:	\$459,261.22	\$806,262.00	\$811,155.00	0.6%
Total General Government:	\$459,261.22	\$806,262.00	\$811,155.00	0.6%
Total Expenditures:	\$459,261.22	\$806,262.00	\$811,155.00	0.6%



CONSERVATION COMMISSION

Mission

The Brockton Conservation Commission is responsible for administering the Commonwealth's Wetland Protection Act, the Rivers Protection Act, and the Department of Environmental Protection's Stormwater Management Policy.

Services

- Serve the Brockton community through the protection of its natural wetland resources and their critical functional values.
- Strive to ensure that projects are developed in the best way, to ensure the prevention of flooding, ground water, stream pollution, destruction of important wildlife habitat, and the general destruction of wetlands.
- Provide technical guidance to owners and builders through the permit process.
- Administer complex statutes and regulations.
- Review wetland boundaries, determining the full scope of work, and assess mitigation measures.
- Oversee the development of all projects near wetland and contained within flood plains.
- Attend training sessions on new regulations and sessions offered by the Massachusetts Association of Conservation Commissioners (MACC).

FY21 Accomplishments

- Successfully transitioned to conducting meetings remotely via Zoom Webinar during the COVID-19 State of Emergency.
- Voted to create the position of Associate Member, which is a non-voting training position for students and others interested in attending meetings and learning the functions of the Conservation Commission.
- Developed an outreach plan, including a series of interview segments on Brockton Community Access, to educate Brockton residents about the Conservation Commission and to recruit potential new members.
- Joined the North American Urban Wildlife Information Network by partnering with Bridgewater State University on a project to monitor wildlife activity in Brockton's Conservation Areas.

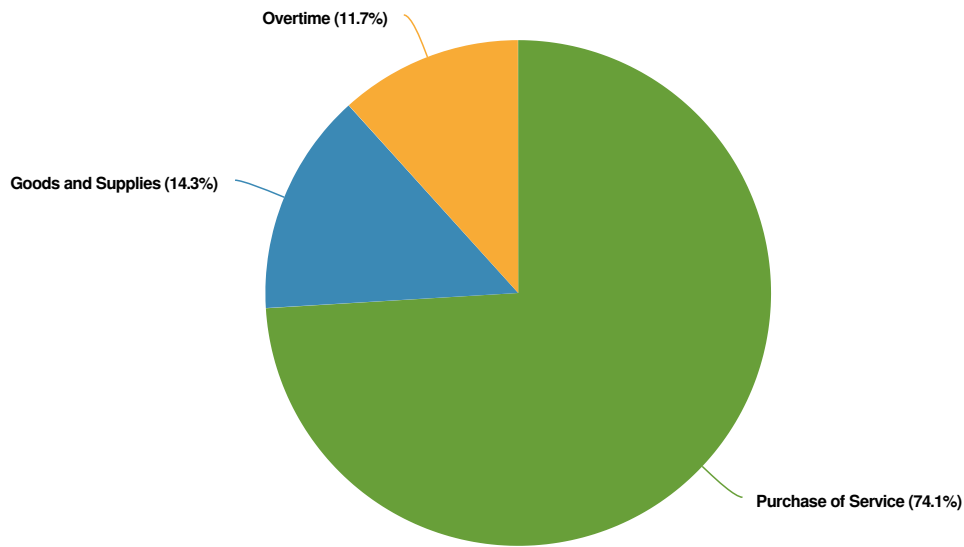
GOALS

Goal	Status	City Goal
1. Help facilitate robust public input regarding the open space needs in Brockton and help complete the City's updated Open Space and Recreation Plan.	Ongoing FY22	1
2. Review and update Conservation Commission Filing Information and Regulations.	Ongoing FY22	2
3. Review draft of Wetlands Protection Ordinance and submit to City Council.	Ongoing FY22	2
4. Continue to improve convenience and efficiency of the Wetlands Protection Act filings by coordinating with other City Boards and Departments in ongoing efforts to introduce an online application submission system.	Ongoing FY22	3
5. Implement an outreach plan to recruit potential new Commission members.	Ongoing FY22	1



FINANCIAL OVERVIEW

Financial Overview by Statutory Category



FINANCIAL OVERVIEW SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
General Fund				
Overtime	\$3,528.13	\$5,000.00	\$5,000.00	0%
Purchase of Service	\$3,784.32	\$31,675.00	\$31,675.00	0%
Goods and Supplies	\$943.00	\$5,600.00	\$6,100.00	8.9%
Total General Fund:	\$8,255.45	\$42,275.00	\$42,775.00	1.2%

EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Expenditures				
General Government				
Conservation Commission				
Overtime				
OVERTIME	\$3,528.13	\$5,000.00	\$5,000.00	0%
Total Overtime:	\$3,528.13	\$5,000.00	\$5,000.00	0%
Purchase of Service				
DEPART EQUIP REPAIR/MAINT	\$171.82	\$200.00	\$200.00	0%
LEGAL	\$0.00	\$150.00	\$150.00	0%
CONSULTANTS	\$3,612.50	\$30,000.00	\$30,000.00	0%
POSTAGE	\$0.00	\$75.00	\$75.00	0%
ADVERTISING	\$0.00	\$250.00	\$250.00	0%
PRINTING	\$0.00	\$1,000.00	\$1,000.00	0%
Total Purchase of Service:	\$3,784.32	\$31,675.00	\$31,675.00	0%
Goods and Supplies				
COPY MACHINE SUPPLIES	\$0.00	\$200.00	\$300.00	50%
OFFICE SUNDRIES/SUPPLIES	\$0.00	\$200.00	\$200.00	0%
FOOD PURCHASE	\$0.00	\$100.00	\$100.00	0%
TRAFFIC LINES & SIGNS ETC.	\$0.00	\$100.00	\$500.00	400%
IN STATE TRAVEL	\$0.00	\$1,000.00	\$1,000.00	0%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$943.00	\$1,500.00	\$1,500.00	0%
TUITION & TRAINING	\$0.00	\$2,500.00	\$2,500.00	0%
Total Goods and Supplies:	\$943.00	\$5,600.00	\$6,100.00	8.9%
Total Conservation Commission:	\$8,255.45	\$42,275.00	\$42,775.00	1.2%
Total General Government:	\$8,255.45	\$42,275.00	\$42,775.00	1.2%
Total Expenditures:	\$8,255.45	\$42,275.00	\$42,775.00	1.2%



COUNCIL ON AGING



Janice Fitzgerald
Director

Mission

The Brockton Council on Aging is mandated to assess the needs of seniors and provide programs that strive to improve their quality of life. Programs offered through its staff and volunteers include information and socialization opportunities to seniors age 60 years and older.

Services

- Provide support services to elders, families, and caregivers in the community. As a local agency, the Council on Aging serves as an advocate for elders, and offers services and activities for older adults.
- Perform outreach services such as fuel and Supplemental Nutrition Assistance Program (SNAP), assist with Medicare and Social Security issues, housing support, and food insecurities.
- Provide well-balanced meals two days a week to seniors and veterans.
- Offer health insurance screening through the SHINE program.
- Provide a welcoming environment where all older adults can regularly engage, enrich, connect, and find a sense of purpose.
- Provide inspiring programs to build communities and help people live well and age well including programs in education, fitness, wellness and technology.
- Serve as a link and support for older adults and family members.

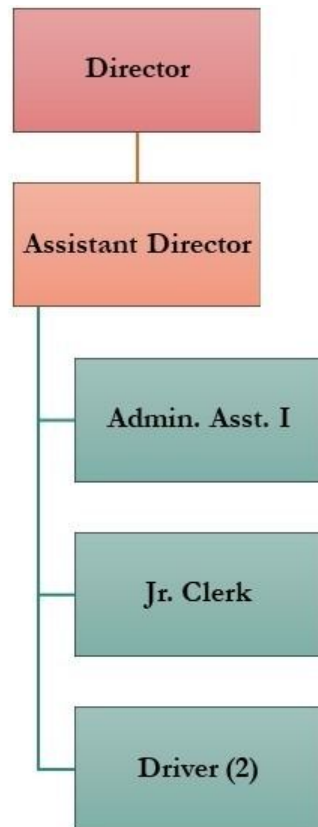
FY21 Accomplishments

- Launched the Lock Box pilot program with 10 identified participants.
- Completed the parking lot expansion project, adding 19 additional parking spaces.
- Increased the monthly Food Commodity Program to 100 qualified seniors and veterans.
- Accepted into the American Association of Retired Persons (AARP) Network of Age-Friendly States and Communities.
- Distributed over 1,800 activity bags to senior housing sites for the most isolated and homebound in December.

GOALS

Goal	Status	City Goal
1. Commit to providing a welcoming and inclusive place for older adults who wish to remain independent in the community.	Ongoing FY22	1, 2
2. Strive to be a leader in program development while building partnerships.	Ongoing FY22	3
3. Continue to serve as a focal point for the delivery of services and programs to older adults and their families.	Ongoing FY22	2
4. Commit to researching ways to expand and update our facility by working with the Chief Financial Officer (CFO) to aid in funding and take the first steps in conducting a feasibility study.	Ongoing FY22	3
5. Manage responsibly our most important resources, our employees and our volunteers.	Ongoing FY22	2

ORGANIZATIONAL CHART



PERSONAL SERVICES

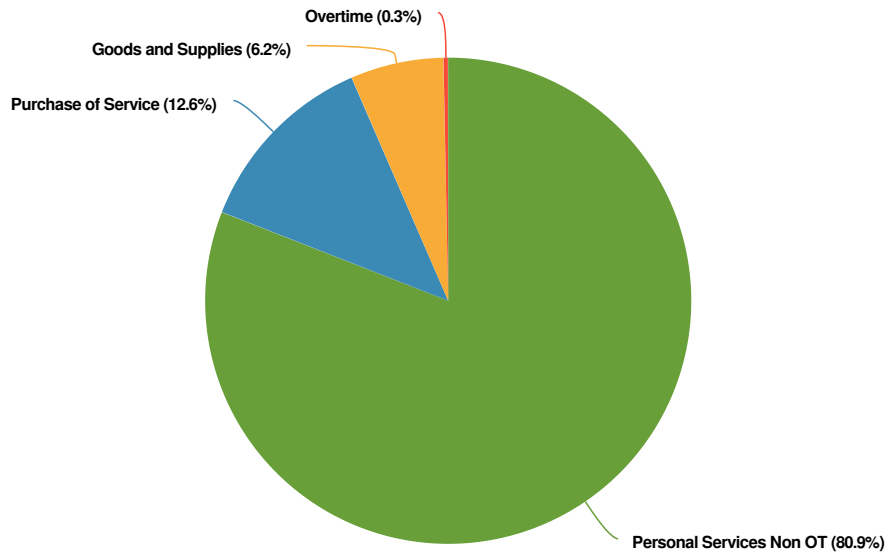
Title	Name	Start Date	Longevity	Salary
Director	Janice Fitzgerald	02/09/06	1,250	80,781
PT- Jr. Clerk	Ruthie Graham	02/22/19		14,200
PT- Driver	Theodora Bourassa	02/17/20		13,000
PT- Driver	Margaret Kearney	02/17/20		13,000
Admin. Asst 1	Christina Long	03/22/21		34,697
Asst. Director	Proposed			60,000
		Total	1,250	215,678

Personal Services Summary	
FULL TIME	175,478
PART TIME	40,200
LONGEVITY	1,250
STIPEND	2,700
HOLIDAY	1,625
CLERICAL INCENTIVE	2,500
Total	223,753

Staff Paid from non-General Fund revenue (EOEA Grant)	
Program Activities Coordinator	Michelle Brace
(PT) Health Education Outreach Coordinator	Dorothy Slack
(PT) Outreach Worker	Vacant

FINANCIAL OVERVIEW

Financial Overview by Statutory Category



FINANCIAL OVERVIEW SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
General Fund				
Overtime	\$0.00	\$840.00	\$840.00	0%
Personal Services Non OT	\$147,547.14	\$161,058.00	\$223,753.00	38.9%
Purchase of Service	\$19,004.49	\$28,878.00	\$34,748.00	20.3%
Goods and Supplies	\$5,975.12	\$7,342.00	\$17,109.00	133%
Total General Fund:	\$172,526.75	\$198,118.00	\$276,450.00	39.5%



EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Expenditures				
Human Services				
Council on Aging				
Overtime				
OVERTIME	\$0.00	\$840.00	\$840.00	0%
Total Overtime:	\$0.00	\$840.00	\$840.00	0%
Personal Services Non OT				
FULL-TIME SALARIES	\$125,448.15	\$125,116.00	\$175,478.00	40.3%
PART-TIME SALARIES	\$15,087.50	\$26,900.00	\$40,200.00	49.4%
STIPEND	\$2,720.61	\$2,700.00	\$2,700.00	0%
CLERICAL INCENTIVE	\$2,500.00	\$2,500.00	\$2,500.00	0%
LONGEVITY	\$1,230.00	\$1,230.00	\$1,250.00	1.6%
HOLIDAY	\$0.00	\$312.00	\$1,625.00	420.8%
OUT OF GRADE	\$560.88	\$0.00	\$0.00	0%
SEPARATION COSTS	\$0.00	\$2,300.00	\$0.00	-100%
Total Personal Services Non OT:	\$147,547.14	\$161,058.00	\$223,753.00	38.9%
Purchase of Service				
ENERGY (GAS,OIL,DIESEL)	\$11,565.14	\$16,800.00	\$18,500.00	10.1%
VEHICLE REPAIR/MAINTENANCE	\$0.00	\$4,500.00	\$4,500.00	0%
DEPART EQUIP REPAIR/MAINT	\$505.62	\$900.00	\$2,750.00	205.6%
HUMAN SERVICE CONTRACTS	\$4,361.12	\$4,598.00	\$4,598.00	0%
OTHER CONTRACT SERVICES	\$0.00	\$0.00	\$2,300.00	N/A
TELEPHONE	\$294.37	\$0.00	\$0.00	0%
OTHER SERVICES	\$2,278.24	\$2,080.00	\$2,100.00	1%
Total Purchase of Service:	\$19,004.49	\$28,878.00	\$34,748.00	20.3%
Goods and Supplies				
OFFICE SUNDRIES/SUPPLIES	\$1,081.79	\$1,463.00	\$4,000.00	173.4%
JANITORIAL SUPPLIES	\$707.96	\$900.00	\$2,750.00	205.6%
HUMANISTIC SUPPLIES AND COSTS	\$3,865.37	\$4,363.00	\$5,400.00	23.8%
IN-STATE TRAVEL	\$0.00	\$180.00	\$180.00	0%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$320.00	\$436.00	\$4,779.00	996.1%
Total Goods and Supplies:	\$5,975.12	\$7,342.00	\$17,109.00	133%
Total Council on Aging:	\$172,526.75	\$198,118.00	\$276,450.00	39.5%
Total Human Services:	\$172,526.75	\$198,118.00	\$276,450.00	39.5%
Total Expenditures:	\$172,526.75	\$198,118.00	\$276,450.00	39.5%



DEPARTMENT OF PUBLIC WORKS COMMISSIONER



Larry Rowley
Commissioner

Mission

The mission Department of Public Works Administrative Division (DPW) is to administer and oversee the personnel and daily operations of all DPW divisions, to ensure the safe, prompt, professional, and courteous completion of all city services. The Commissioner sets all procedures and policies for the efficient operation of all DPW Divisions.

Services

- Review and approve contracts for engineering, design services and construction, and recommends approval to the Mayor.
- Research and recommend improvements, acquisition of equipment, extensions to the water system, and recommend any proposed changes in the rate structure.
- Monitor contracts with Veolia Water, the current vendor that operates the City's Water and Wastewater Treatment Plants, and ensure proper operation and compliance with regulations and directives of the Department of Environmental Protection (DEP), as well as ongoing projects designed by consultants.
- Manage the daily operation of the Department of Public Works (DPW) Utilities Division.
- Provide direction to the DPW Operations Division to ensure the proper response to refuse, snow removal, sanding and salting operations.
- Oversee the Operations Division.
- Work in close coordination with the Engineering Division regarding street openings, making private ways public streets, street surveys, preparation of street reconstruction cost estimates, the Massachusetts Highway Department street reconstruction projects, and maintenance of all DPW records.
- Serve as the contact office for the collection and reporting of data, in addition to auditing of Federal and State emergency funding for natural disasters (hurricane, floods, wind storms, etc.).
- Oversee the contractual compliance and proper collection of residential trash.
- Assist the City with recycling, establishment and implementation of the city's recycling policy, the issuance of grant applications, and special projects for reimbursement.
- Oversee the Brightfield Project, Thatcher Street Landfill, Community Development Block Grant fund for Street Repair, Procurement of Department of Environmental Protection (DEP) grants.
- Oversee the allocation and reconciliation of Chapter 90 and State Revolving Funds awarded to the City. The DPW Administrative Division participates as a member of the Traffic Commission, the Old Colony Planning Council, the City's Tree Warden, and works closely with the Brockton Emergency Management Agency (BEMA) during emergencies.
- Oversee the Pavement Management Program, which inventoried and analyzed 325 miles of public and private roads within the City in 2005. This project has been maintained over the past 16 years and contributed to the ranking, budgeting, and analysis of City streets to repair.
- Oversee the Chapter 90 Program, which is a program that provides grant funding to the City for the restoration, design services, and reconstruction of streets. In addition, the DPW works with the Brockton Redevelopment Authority (BRA), who also performs reconstruction of any street in the City.
- Manage the Streetlight Program. The City purchased 8,070 streetlights from National Grid for \$34,328 in December 2012. They are currently maintained by Dagle Electrical Construction Corp. These lights ensure that operable lights are serviced effectively and efficiently.

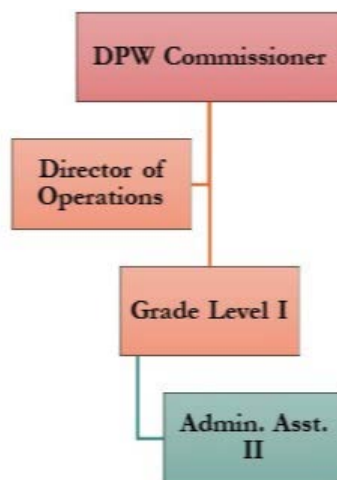
FY21 Accomplishments

- Maintained Chapter 90 requests, payments, and reimbursements for the construction/reconstruction of City streets.
- Maintained a clear line of communication with other City officials.

GOALS

Goal	Status	City Goal
1. Maintain staff levels for better service.	Ongoing FY22	2
2. Ensure that the goals of all the other Divisions are met.	Ongoing FY22	2
3. Improve safety for all workers.	Ongoing FY22	2
4. Restructure job titles.	Requested FY22	3
5. Repair more streetlights.	Ongoing FY22	2

ORGANIZATIONAL CHART



PERSONAL SERVICES

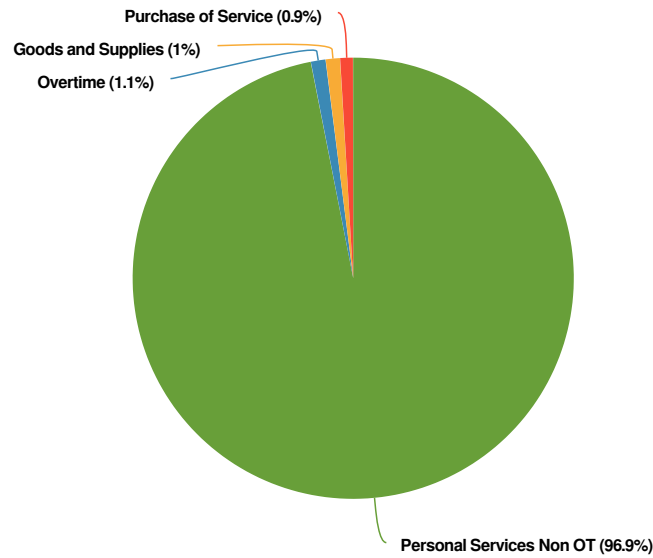
Title	Name	Start Date	Longevity	Salary	Ed Incent.
Commissioner of Public Works	Larry Rowley	02/19/80	1,350	145,447	
Director of Operations	Patrick Hill	02/13/96	1,350	113,271	
Grade Level 1	Alisa Hambly	04/11/90	1,350	70,644	
Admin Asst. II	Sharon A. Spaulding	09/15/97	1,250	52,777	528
Total			5,300	382,139	528

Personal Services Summary	
FULL TIME	382,139
PART TIME	50,000
CLERICAL INCENTIVE	2,500
LONGEVITY	5,300
EDUCATIONAL	528
HOLIDAY	2,985
ADMIN INCENTIVE	2,000
STIPEND	4,200
SEPARATION COST	46,000
OUT OF GRADE	6,700
Total	502,352



FINANCIAL OVERVIEW

Financial Overview by Statutory Category



FINANCIAL OVERVIEW SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
General Fund				
Overtime	\$346.19	\$5,638.00	\$5,638.00	0%
Personal Services Non OT	\$400,868.21	\$450,367.00	\$502,352.00	11.5%
Purchase of Service	\$4,291.90	\$475.00	\$4,875.00	926.3%
Goods and Supplies	\$1,553.97	\$5,439.00	\$5,439.00	0%
Total General Fund:	\$407,060.27	\$461,919.00	\$518,304.00	12.2%



EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Expenditures				
Public Works				
DPW Commissioner				
Overtime				
OVERTIME	\$346.19	\$5,638.00	\$5,638.00	0%
Total Overtime:	\$346.19	\$5,638.00	\$5,638.00	0%
Personal Services Non OT				
FULL-TIME SALARIES	\$385,563.31	\$382,139.00	\$382,139.00	0%
PART-TIME SALARIES	\$0.00	\$0.00	\$50,000.00	N/A
STIPEND	\$3,747.73	\$4,200.00	\$4,200.00	0%
CLERICAL INCENTIVE	\$3,500.00	\$2,500.00	\$2,500.00	0%
ADMIN INCENTIVE	\$1,000.00	\$2,000.00	\$2,000.00	0%
LONGEVITY	\$5,200.00	\$5,200.00	\$5,300.00	1.9%
HOLIDAY	\$0.00	\$1,100.00	\$2,985.00	171.4%
EDUCATIONAL INCENTIVE	\$531.86	\$528.00	\$528.00	0%
OUT OF GRADE	\$1,325.31	\$6,700.00	\$6,700.00	0%
SEPARATION COSTS	\$0.00	\$46,000.00	\$46,000.00	0%
Total Personal Services Non OT:	\$400,868.21	\$450,367.00	\$502,352.00	11.5%
Purchase of Service				
DEPART EQUIP REPAIR/MAINT	\$331.41	\$125.00	\$125.00	0%
COMMUNICATION SERVICES	\$3,960.49	\$0.00	\$4,400.00	N/A
PRINTING	\$0.00	\$350.00	\$350.00	0%
Total Purchase of Service:	\$4,291.90	\$475.00	\$4,875.00	926.3%
Goods and Supplies				
OFFICE SUNDRIES/SUPPLIES	\$591.69	\$650.00	\$650.00	0%
IN-STATE TRAVEL	\$6.50	\$99.00	\$99.00	0%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$411.00	\$570.00	\$570.00	0%
DEPARTMENT EQUIPMENT	\$544.78	\$3,600.00	\$3,600.00	0%
COMMUNICATION EQUIPMENT	\$0.00	\$520.00	\$520.00	0%
Total Goods and Supplies:	\$1,553.97	\$5,439.00	\$5,439.00	0%
Total DPW Commissioner:	\$407,060.27	\$461,919.00	\$518,304.00	12.2%
Total Public Works:	\$407,060.27	\$461,919.00	\$518,304.00	12.2%
Total Expenditures:	\$407,060.27	\$461,919.00	\$518,304.00	12.2%



DEPARTMENT OF PUBLIC WORKS ENGINEERING



Larry Rowley
Commissioner

Mission

The Engineering Division is responsible for maintaining property plans and records, including sewer assessments, sidewalk/curbing betterments, and utility lines, as well as drafting zoning maps and legal property descriptions. Engineering researches all deeds and related materials in support of the Assessors' Office, keeps Assessors' plans up-to-date, and provides deeds and/or legal descriptions for sewer, water, and drainage easements, street layouts, corner takings, abandonment, and City land sales. The Engineering Division also provides estimates for City roadway and drainage projects, in addition to reviewing and approving bills for contracted construction work. A Public Works Construction License and a Street Opening Permit are requirements of working within public rights-of-way, and for installing or repairing City utilities on private property.

Services

- Retrieve and review all deeds from the Plymouth County Registry of Deeds to identify properties and to confirm title and accuracy of all meters and bounds shown in support of the Assessor's Office.
- Keep and maintain records of all changes, while keeping the 182 Assessors' Plans up to date, and serve as a liaison between the office of the Commissioner of Public Works and the Massachusetts Department of Public Works (MassDOT).
- Attend pre-construction conferences and other meetings as needed.
- Work closely with City Councilors on matters which affect various wards and constituents.
- Provide certified copies of plans to the Office of the District Attorney in support of drug case prosecutions, answer all subpoenas, and provide expert testimony when required.
- Provide Resident Engineering Service on all City roadway construction or reconstruction projects and to the Brockton Redevelopment Authority (BRA).
- Review and evaluate development plans, building permits, and technical data and reports for compliance with State and Federal standards, and the ordinances of the City of Brockton, in support of the Planning Board, Zoning Board of Appeals (ZBA), Building Department, and other City agencies.
- Understand and apply the Zoning Ordinance of the City of Brockton, the Subdivision Control Law, the Rivers Act, the Wetlands Protection Act, and the Clean Water Act.
- Advise the public in the preparation of a variety of plans and applications prior to the presentation to City Boards and Commissions.
- Contribute to the development of plans, ordinances, subdivision control rules and regulations, and site review policy. Research, analyze, and evaluate each using recognized principles and practices of the engineering community.
- Provide all data necessary for "Legal Lot Determination" for the Zoning Enforcement Officer, City Solicitor's Office, and ZBA.
- Implement and enforce the Stormwater Ordinance (MS4).

FY21 Accomplishments

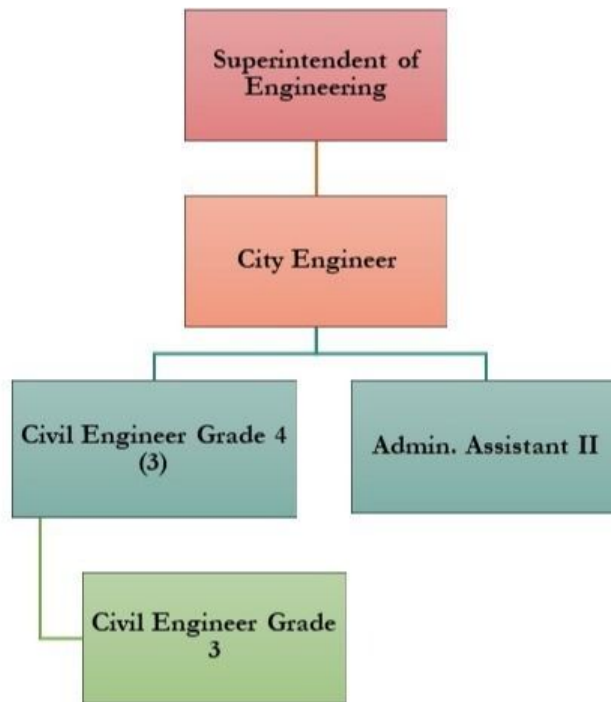
- Established the Stormwater Management Ordinance and Fee Schedule.
- Began hiring process for enforcement of Stormwater Management Ordinance.



GOALS

Goal	Status	City Goal
1. Move forward with training and enforcing the Stormwater Ordinance.	Ongoing FY22	2
2. Improve safety for all workers.	Ongoing FY22	2
3. Maintain staffing levels for better service.	Ongoing FY22	2
4. Digitize maps/plans.	Ongoing FY22	3
5. Restructure job titles.	Requested FY22	N/A

ORGANIZATIONAL CHART



PERSONAL SERVICES

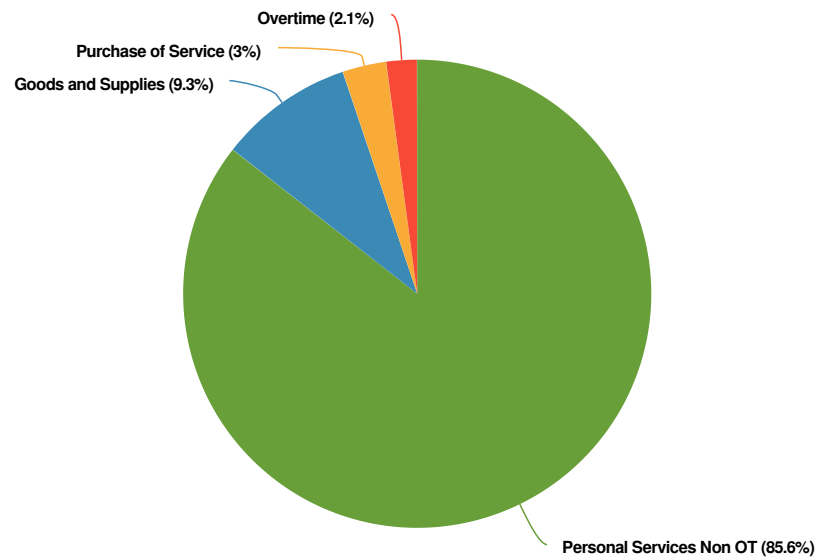
Title	Name	Start Date	Longevity	Salary	Ed. Incent.
SUPT. OF ENGINEERING	Howard B. Newton	09/14/59	1,350	89,329	
CIVIL ENGINEER - GRADE (4)	Peter Kelleher	07/09/01	1,250	79,180	
	Mark Peterson	07/08/96	1,350	79,180	
CITY ENGINEER	Chike Odunukwe	12/05/16	480	102,130	1,021
**Stormwater Ord Staff					
CIVIL ENGINEER - GRADE (4)	Vacant			75,381	
CIVIL ENGINEER - GRADE 3	Vacant			50,318	
Admin Asst. II	Jessica Monteiro	11/13/17		44,465	
Total			4,430	519,983	1,021

Personal Services Summary	
FULL TIME	519,983
LONGEVITY	4,430
STIPEND	5,400
HOLIDAY	2,221
ED INCENTIVE	1,021
SEPARATION COSTS	55,000
CLOTHING ALLOW.	6,000
CLERICAL INCENTIVE	2,500
HAZARD PAY	741
OUT OF GRADE	8,000
Total	605,296



FINANCIAL OVERVIEW

Financial Overview by Statutory Category



FINANCIAL OVERVIEW SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
General Fund				
Overtime	\$7,319.33	\$15,000.00	\$15,000.00	0%
Personal Services Non OT	\$420,865.30	\$590,216.00	\$606,296.00	2.7%
Purchase of Service	\$9,448.19	\$16,983.00	\$21,483.00	26.5%
Goods and Supplies	\$2,624.15	\$65,860.00	\$65,860.00	0%
Total General Fund:	\$440,256.97	\$688,059.00	\$708,639.00	3%



EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Expenditures				
Public Works				
Engineering				
Overtime				
OVERTIME	\$7,319.33	\$15,000.00	\$15,000.00	0%
Total Overtime:	\$7,319.33	\$15,000.00	\$15,000.00	0%
Personal Services Non OT				
FULL-TIME SALARIES	\$378,267.52	\$514,560.00	\$519,983.00	1.1%
STIPEND	\$5,441.75	\$5,400.00	\$5,400.00	0%
CLERICAL INCENTIVE	\$0.00	\$2,500.00	\$2,500.00	0%
LONGEVITY	\$4,700.00	\$3,550.00	\$4,430.00	24.8%
HOLIDAY	\$0.00	\$1,444.00	\$2,221.00	53.8%
EDUCATIONAL INCENTIVE	\$1,029.14	\$1,021.00	\$1,021.00	0%
OUT OF GRADE	\$0.00	\$0.00	\$8,000.00	N/A
HAZARDOUS DUTY	\$0.00	\$741.00	\$741.00	0%
SEPARATION COSTS	\$29,026.89	\$55,000.00	\$55,000.00	0%
UNIFORM CLOTHING ALLOWANCE	\$2,400.00	\$6,000.00	\$6,000.00	0%
TUITION & TRAINING	\$0.00	\$0.00	\$1,000.00	N/A
Total Personal Services Non OT:	\$420,865.30	\$590,216.00	\$606,296.00	2.7%
Purchase of Service				
DEPART EQUIP REPAIR/MAINT	\$35.00	\$900.00	\$900.00	0%
DATA PROCESS EQUIP REP/MAINT	\$0.00	\$400.00	\$400.00	0%
OTHER CONTRACT SERVICES	\$237.91	\$2,183.00	\$2,183.00	0%
ADVERTISING	\$0.00	\$1,000.00	\$1,000.00	0%
COMMUNICATION SERVICES	\$3,775.28	\$0.00	\$4,500.00	N/A
PRINTING	\$0.00	\$500.00	\$500.00	0%
PAPER STREET PROGRAM	\$5,400.00	\$12,000.00	\$12,000.00	0%
Total Purchase of Service:	\$9,448.19	\$16,983.00	\$21,483.00	26.5%
Goods and Supplies				
COPY MACHINE SUPPLIES	\$0.00	\$6,000.00	\$6,000.00	0%
OFFICE SUNDRIES/SUPPLIES	\$319.15	\$2,000.00	\$2,000.00	0%
DATA PROCESS SOFTWARE & SUPP	\$0.00	\$11,000.00	\$11,000.00	0%
IN-STATE TRAVEL	\$0.00	\$4,320.00	\$4,320.00	0%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$0.00	\$540.00	\$540.00	0%
TUITION & TRAINING	\$0.00	\$4,000.00	\$4,000.00	0%
REGISTRY OF DEEDS FEES	\$2,305.00	\$6,000.00	\$6,000.00	0%
DEPARTMENT EQUIPMENT	\$0.00	\$24,000.00	\$24,000.00	0%
COMMUNICATION EQUIPMENT	\$0.00	\$8,000.00	\$8,000.00	0%
Total Goods and Supplies:	\$2,624.15	\$65,860.00	\$65,860.00	0%



Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Total Engineering:	\$440,256.97	\$688,059.00	\$708,639.00	3%
Total Public Works:	\$440,256.97	\$688,059.00	\$708,639.00	3%
Total Expenditures:	\$440,256.97	\$688,059.00	\$708,639.00	3%



DEPARTMENT OF PUBLIC WORKS HIGHWAY



Larry Rowley
Commissioner

Mission

The mission of the Highway Division is to maintain City roadways, including coordinating snow and ice removal, cleaning roadway islands, cleaning catch basins and rivers, and maintaining sidewalks, street signs, streetlamps, and city trees.

Services

- Respond to snow removal, sanding, and salt operations to provide for safe public access to City main and side roads by either the City's vehicles or private contractors.
- Maintain contracts, insurance information, records, and pays invoices for private contractors.
- Maintain roads by filling potholes and trenches.
- Respond to emergency wind and/or rain related incidents through the Operations Division.
- Monitor street sweeping activities of all neighborhoods.
- Clean catch basins and rivers; maintenance of City drains.
- Assist with special projects in conjunction with private utility companies for the safe removal of damaged trees.
- Plant hundreds of new trees throughout the City.
- Maintain City streetlights.

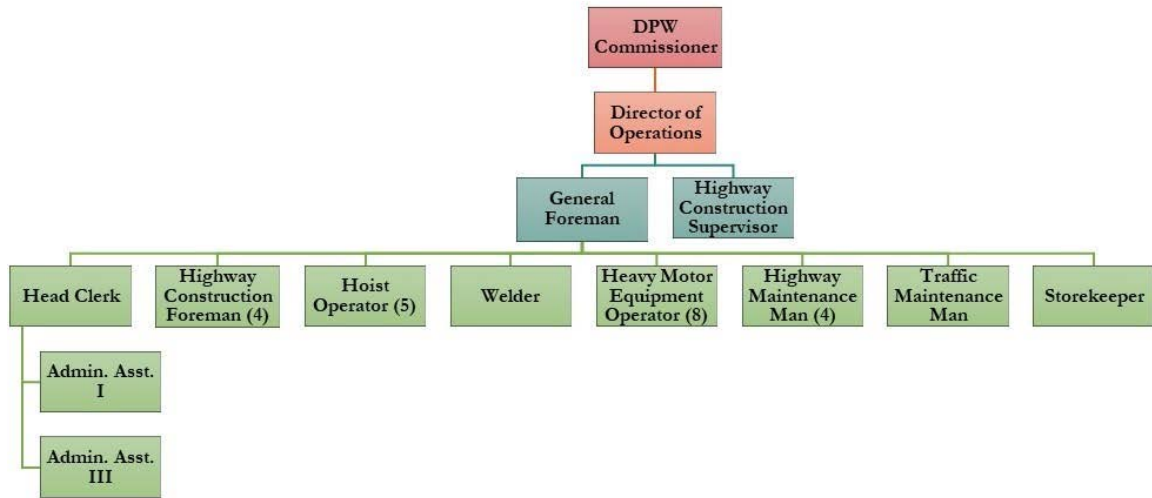
FY21 Accomplishments

- Street reconstruction.
- West Elm Street Bridge reconstruction.

GOALS

Goal	Status	City Goal
1. Continue to upgrade drain infrastructure.	Ongoing FY22	2
2. Continue street and sidewalk reconstruction with Chapter 90 funds.	Ongoing FY22	2
3. Improve safety for all workers.	Ongoing FY22	2
4. Upgrade all equipment to better serve the city.	Ongoing FY22	3
5. Maintain staffing levels for better service.	Ongoing FY22	2

ORGANIZATIONAL CHART



PERSONAL SERVICES

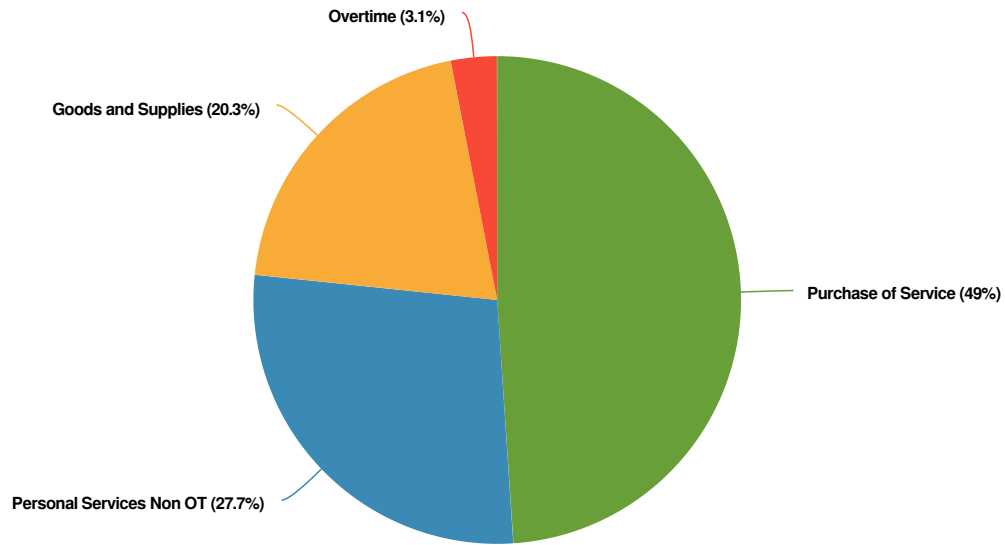
Title	Name	Start Date	Longevity	Salary
HEAD CLERK	Colleen Hayward	02/03/08	750	50,373
ADMINISTRATIVE ASST. I	Jenna DiMestico	01/11/21		34,697
GENERAL FOREMAN	Erik Peterson	04/05/99	1,250	64,438
HIGHWAY CONSTRUCTION FOREMAN	Michael Khoury	05/01/00	1,250	58,781
	Domenic Martelli	12/06/04	950	58,781
	Michael Rudnickas	03/24/97	1,250	58,781
	Michael Hayward	12/22/14	480	58,781
HOIST OPERATOR	Brian Gogan	12/29/14	480	52,707
	William Higley	07/24/06	750	53,685
	Michael Curtin Jr	01/25/05	950	51,563
	Kevin Burgess	12/01/14	480	52,707
	Deladir Mendes	12/14/16	480	52,707
WELDER	John Lenkauskas	03/24/97	1,250	51,563
STOREKEEPER	Jack Card	05/10/04	950	55,411
HIGHWAY MAINTENANCE MAN	Bryan Schmidt	02/01/20		47,902
	Bernard Bryant	11/29/71	1,350	49,733
	Gabriel Boatwright	01/30/17		48,381
	Joseph Angelo, Jr.	09/08/09	750	49,109
HEAVY MOTOR EQUIPMENT OPERATOR	Ronald Weimert	11/29/76	1,350	51,022
	Vassel Edwards	01/25/12	480	50,565
	David Moran	08/16/99	1,250	51,022
	Manuel Hernandez	03/20/17		49,650
	Scott Dubois	05/14/07	750	51,022
	Chad Cellucci	11/04/19		49,650
	Zackary Duquette	06/17/19		49,150
TRAFFIC MAINTENANCE MAN	Edward Sylvester	12/28/20		47,902
ADMINISTRATIVE ASST. III	PROPOSED			64,904
HEAVY MOTOR EQUIPMENT OPERATOR	VACANT			49,150
HIGHWAY CONSTRUCTION SUPERVISOR	VACANT			
		Total	17,200	1,464,137

Personal Services Summary	
FULL TIME	1,361,343
WORKERS COMP	102,794
LONGEVITY	17,200
CLERICAL INCENTIVE	5,000
OVERTIME (SNOW)	260,000
SHIFT DIFFERENTIAL	50,000
HOLIDAY	2,000
OUT OF GRADE	6,500
ON CALL	25,000
CDL STIPEND	39,000
HAZARDOUS DUTY	16,848
CLOTHING ALLOW.	42,500
SEPARATION COSTS	105,000
Total	2,033,185



FINANCIAL OVERVIEW

Financial Overview by Statutory Category



FINANCIAL OVERVIEW SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
General Fund				
Overtime	\$223,910.07	\$225,000.00	\$225,000.00	0%
Personal Services Non OT	\$1,629,926.52	\$1,872,187.00	\$2,033,185.00	8.6%
Purchase of Service	\$1,119,619.02	\$1,128,035.00	\$3,592,535.00	218.5%
Goods and Supplies	\$87,959.84	\$402,294.00	\$1,487,294.00	269.7%
Capital Outlay	\$358,680.00	\$0.00	\$0.00	0%
DPW-Highway Snow Removal	\$882,657.99	\$2,400,000.00	\$0.00	-100%
Street Lighting	\$986,475.60	\$1,025,000.00	\$0.00	-100%
Total General Fund:	\$5,289,229.04	\$7,052,516.00	\$7,338,014.00	4%



EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Expenditures				
Public Works				
Highway				
Overtime				
OVERTIME	\$223,910.07	\$225,000.00	\$225,000.00	0%
Total Overtime:	\$223,910.07	\$225,000.00	\$225,000.00	0%
Personal Services Non OT				
FULL-TIME SALARIES	\$1,261,360.82	\$1,207,113.00	\$1,361,343.00	12.8%
SNOW OVERTIME-1	\$149,123.12	\$260,000.00	\$260,000.00	0%
CLERICAL INCENTIVE	\$5,000.00	\$5,000.00	\$5,000.00	0%
LONGEVITY	\$19,300.00	\$18,550.00	\$17,200.00	-7.3%
SHIFT DIFFERENTIAL	\$34,240.60	\$50,000.00	\$50,000.00	0%
HOLIDAY	\$0.00	\$2,000.00	\$2,000.00	0%
EDUCATIONAL INCENTIVE	\$457.86	\$458.00	\$0.00	-100%
ON CALL	\$22,329.29	\$26,400.00	\$25,000.00	-5.3%
OUT OF GRADE	\$2,263.60	\$6,500.00	\$6,500.00	0%
HAZARDOUS DUTY	\$0.00	\$15,600.00	\$16,848.00	8%
SEPARATION COSTS	\$19,105.35	\$97,000.00	\$105,000.00	8.2%
WORKERS COMPENSATION	\$80,890.62	\$102,066.00	\$102,794.00	0.7%
UNIFORM CLOTHING ALLOWANCE	\$35,841.66	\$42,500.00	\$42,500.00	0%
CDL STIPEND	\$13.60	\$39,000.00	\$39,000.00	0%
Total Personal Services Non OT:	\$1,629,926.52	\$1,872,187.00	\$2,033,185.00	8.6%
Purchase of Service				
ELECTRICITY	\$164,664.93	\$8,481.00	\$8,481.00	0%
ENERGY (GAS,OIL,DIESEL)	\$15,212.53	\$29,584.00	\$29,584.00	0%
SEWER & WATER CHARGES	\$1,083.36	\$1,583.00	\$1,583.00	0%
BUILDING/GROUNDS REPAIR/MAINT	\$26,110.16	\$30,000.00	\$30,000.00	0%
VEHICLE REPAIR/MAINTENANCE	\$10,007.04	\$40,000.00	\$50,000.00	25%
DEPART EQUIP REPAIR/MAINT	\$0.00	\$4,000.00	\$4,000.00	0%
DEPARTMENTAL EQUIP RENT/LEASE	\$123,356.50	\$215,000.00	\$215,000.00	0%
SECURITY/FIRE CONTROL	\$0.00	\$418.00	\$418.00	0%
PAVING	\$393,387.00	\$300,000.00	\$300,000.00	0%
TREE REPLACEMENT	\$7,735.00	\$6,410.00	\$6,410.00	0%
TREE/STUMP REMOVAL	\$42,083.80	\$66,455.00	\$36,455.00	-45.1%
SNOW REMOVAL	\$0.00	\$0.00	\$2,050,000.00	N/A
MEDICAL	\$208.00	\$1,000.00	\$1,000.00	0%
CONSULTANTS	\$6,000.00	\$32,843.00	\$77,843.00	137%
PUBLIC SAFETY	\$5,121.81	\$25,701.00	\$20,701.00	-19.5%
OTHER CONTRACT SERVICES	\$75,234.52	\$79,706.00	\$84,706.00	6.3%
ADVERTISING	\$1,782.88	\$2,856.00	\$2,856.00	0%
COMMUNICATION SERVICES	\$24,003.02	\$0.00	\$34,500.00	N/A



Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
EXTERMINATING & PEST CONTROL	\$1,133.00	\$1,200.00	\$1,200.00	0%
PRINTING	\$2,741.67	\$1,806.00	\$1,806.00	0%
TRAINING	\$218.00	\$3,000.00	\$3,000.00	0%
STREET & DRAIN CLEANING	\$203,745.80	\$239,271.00	\$239,271.00	0%
RIVER MAINTENANCE CLEANUP	\$0.00	\$18,336.00	\$23,336.00	27.3%
VEGETATION CONTROL PROG	\$15,790.00	\$20,385.00	\$20,385.00	0%
SAND/SALT	\$0.00	\$0.00	\$350,000.00	N/A
Total Purchase of Service:	\$1,119,619.02	\$1,128,035.00	\$3,592,535.00	218.5%
Goods and Supplies				
OFFICE SUNDRIES/SUPPLIES	\$1,580.62	\$3,000.00	\$3,000.00	0%
DATA PROCESS SOFTWARE & SUPP	\$0.00	\$1,000.00	\$1,000.00	0%
HOLIDAY DECORATIONS	\$26,998.48	\$30,000.00	\$75,000.00	150%
BUILDING SUPPLIES	\$5,953.88	\$20,609.00	\$20,609.00	0%
Paving Supplies	\$0.00	\$200,000.00	\$200,000.00	0%
TOOLS & HARDWARE SUPPLY	\$18,407.40	\$25,000.00	\$25,000.00	0%
JANITORIAL SUPPLIES	\$3,692.00	\$3,859.00	\$3,859.00	0%
STREET LIGHTING	\$0.00	\$0.00	\$1,025,000.00	N/A
STREET & DRAIN PROJECTS	\$24,701.27	\$50,000.00	\$50,000.00	0%
PURCHASE OF CLOTHING	\$1,501.21	\$5,000.00	\$5,000.00	0%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$1,190.00	\$2,500.00	\$2,500.00	0%
LICENSE & REGISTRATION	\$760.00	\$2,500.00	\$2,500.00	0%
PROPERTY DAMAGE CLAIMS	\$0.00	\$20,000.00	\$35,000.00	75%
DEPARTMENT EQUIPMENT	\$3,174.98	\$25,000.00	\$25,000.00	0%
COMMUNICATION EQUIPMENT	\$0.00	\$13,826.00	\$13,826.00	0%
Total Goods and Supplies:	\$87,959.84	\$402,294.00	\$1,487,294.00	269.7%
Capital Outlay				
CAPITAL PROJECTS	\$358,680.00	\$0.00	\$0.00	0%
Total Capital Outlay:	\$358,680.00	\$0.00	\$0.00	0%
DPW-Highway Snow Removal				
SAND/SALT	\$316,254.67	\$350,000.00	\$0.00	-100%
SNOW REMOVAL	\$566,403.32	\$2,050,000.00	\$0.00	-100%
Total DPW-Highway Snow Removal:	\$882,657.99	\$2,400,000.00	\$0.00	-100%
Street Lighting				
STREET LIGHTING	\$986,475.60	\$1,025,000.00	\$0.00	-100%
Total Street Lighting:	\$986,475.60	\$1,025,000.00	\$0.00	-100%
Total Highway:	\$5,289,229.04	\$7,052,516.00	\$7,338,014.00	4%
Total Public Works:	\$5,289,229.04	\$7,052,516.00	\$7,338,014.00	4%
Total Expenditures:	\$5,289,229.04	\$7,052,516.00	\$7,338,014.00	4%



DEPARTMENT OF PUBLIC WORKS MAINTENANCE



Larry Rowley
Commissioner

Mission

The mission of the Maintenance Division is to ensure that Department of Public Works (DPW) City owned vehicles and equipment are procured, maintained, and run properly and safely.

Services

- Supervise the maintenance of all Department of Public Works (DPW) vehicles.
- Serve as liaison between vendors and the City as it relates to City vehicles.
- Maintain snow and ice removal equipment.
- Procure fuel for City vehicles in the Department of Public Works (DPW), Park Department, Police Department, and other departments as need.
- Perform maintenance on other City vehicles on a case by case basis.
- Review specifications on new equipment so it is fully equipped for public works services.

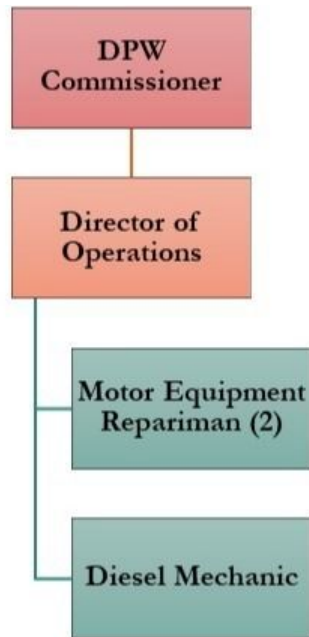
FY21 Accomplishments

- Maintained all DPW vehicles.
- Ensured all equipment was functional and maintained throughout the year.

GOALS

Goal	Status	City Goal
1. Maintain staff levels for better service.	Ongoing FY22	2
2. Improve safety for all workers.	Ongoing FY22	2
3. Upgrade equipment to better serve the City.	Ongoing FY22	3
4. Invest in Vehicle Maintenance Software to track repairs/maintenance of vehicles.	Requested FY22	3
5. Provide a vehicle maintenance garage for all DPW vehicles.	Requested FY22	3

ORGANIZATIONAL CHART



PERSONAL SERVICES

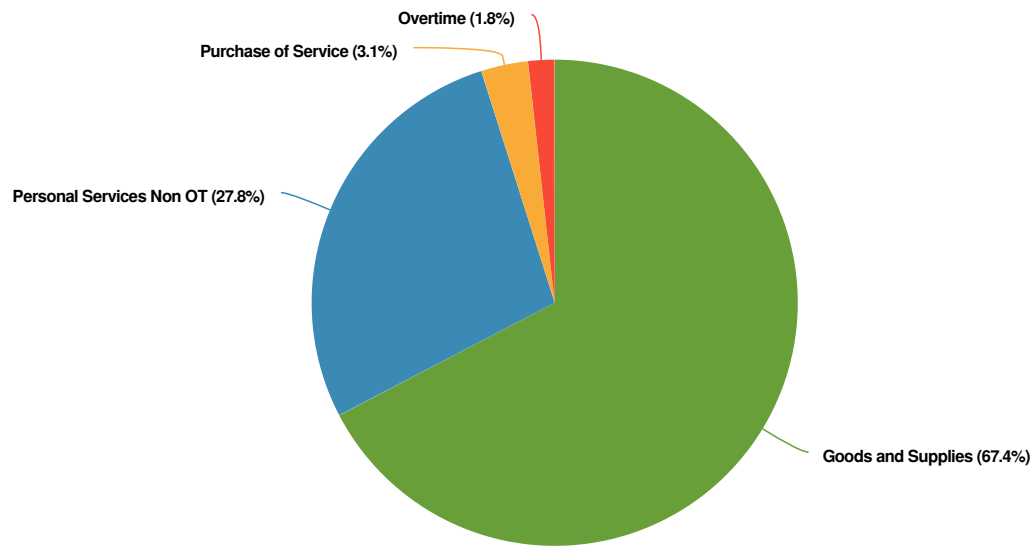
Title	Name	Start Date	Longevity	Salary
MOTOR EQUIPMENT REPAIRMAN	Eugene Monahan	05/26/98	1,250	58,781
	Ryan Leblanc	12/13/04	950	58,781
DIESEL MECHANIC	PROPOSED			80,000
		Total	2,200	197,562

Personal Services Summary	
FULL TIME	197,562
LONGEVITY	2,200
CDL STIPEND	3,120
OUT OF GRADE	600
HAZARDOUS DUTY	1,872
CLOTHING ALLOW.	5,100
SEPARATION COSTS	30,000
Total	240,454



FINANCIAL OVERVIEW

Financial Overview by Statutory Category



FINANCIAL OVERVIEW SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
General Fund				
Overtime	\$14,889.91	\$15,161.00	\$15,161.00	0%
Personal Services Non OT	\$128,233.04	\$158,130.00	\$240,454.00	52.1%
Purchase of Service	\$17,070.64	\$27,026.00	\$27,026.00	0%
Goods and Supplies	\$366,708.77	\$568,065.00	\$583,065.00	2.6%
Total General Fund:	\$526,902.36	\$768,382.00	\$865,706.00	12.7%



EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Expenditures				
Public Works				
Maintenance				
Overtime				
OVERTIME	\$14,889.91	\$15,161.00	\$15,161.00	0%
Total Overtime:	\$14,889.91	\$15,161.00	\$15,161.00	0%
Personal Services Non OT				
FULL-TIME SALARIES	\$122,633.04	\$123,562.00	\$197,562.00	59.9%
LONGEVITY	\$2,200.00	\$2,200.00	\$2,200.00	0%
OUT OF GRADE	\$0.00	\$600.00	\$600.00	0%
HAZARDOUS DUTY	\$0.00	\$1,248.00	\$1,872.00	50%
SEPARATION COSTS	\$0.00	\$24,000.00	\$30,000.00	25%
UNIFORM CLOTHING ALLOWANCE	\$3,400.00	\$3,400.00	\$5,100.00	50%
CDL STIPEND	\$0.00	\$3,120.00	\$3,120.00	0%
Total Personal Services Non OT:	\$128,233.04	\$158,130.00	\$240,454.00	52.1%
Purchase of Service				
VEHICLE REPAIR/MAINTENANCE	\$17,070.64	\$22,500.00	\$22,500.00	0%
LAUNDRY AND CLEANING	\$0.00	\$4,526.00	\$4,526.00	0%
Total Purchase of Service:	\$17,070.64	\$27,026.00	\$27,026.00	0%
Goods and Supplies				
TOOLS & HARDWARE SUPPLY	\$15,293.93	\$17,300.00	\$17,300.00	0%
GASOLINE	\$261,362.10	\$380,765.00	\$380,765.00	0%
TIRES	\$11,617.99	\$15,000.00	\$15,000.00	0%
PARTS/ACCESSORIES/LUBE	\$78,434.75	\$80,000.00	\$90,000.00	12.5%
PROPERTY DAMAGE CLAIMS	\$0.00	\$75,000.00	\$80,000.00	6.7%
Total Goods and Supplies:	\$366,708.77	\$568,065.00	\$583,065.00	2.6%
Total Maintenance:	\$526,902.36	\$768,382.00	\$865,706.00	12.7%
Total Public Works:	\$526,902.36	\$768,382.00	\$865,706.00	12.7%
Total Expenditures:	\$526,902.36	\$768,382.00	\$865,706.00	12.7%



DEPARTMENT OF PUBLIC WORKS REFUSE



Larry Rowley
Commissioner

Mission

The mission of the DPW Refuse Enterprise Fund is to pick up trash, tires, and debris from all roads leading to, from, and within the City of Brockton, City-owned property, and to keep the city clean. This is achieved by working with the refuse collection company, Republic Services. In addition, residents and school children are educated with regard to recycling and enforcing the City's Pay-As-You-Throw trash program and ordinances.

Overview

The Refuse Division works closely with the Board of Health, Building Department, and Mayor's Office to ensure cleanup of vacant lots and remote areas where debris has been illegally dumped or otherwise abandoned.

The Refuse Division answers all calls and complaints from private citizens regarding refuse collections, including investigations and follow-up on those who illegally dump within the City. Finally, Refuse works closely with neighborhood cleanup groups to assist in coordinating trash and other debris collection. This includes Keep Brockton Beautiful Day, which is a yearly effort to clean up the City. The public is regularly educated on site regarding the City's recycling efforts including items which can be recycled and disposal of yard waste.

Services

- Educate residence on proper recycling through council, ward, community meetings, school presentation, social media, workshops, and electronic communication.
- Act as the City's liaison with the refuse collection company, Republic Services.
- Answer calls and investigate all complaints from residents regarding refuse collection.
- Work closely with the Board of Health and Mayor's Office to ensure the cleanup of vacant lots and remote areas where debris has been illegally dumped or otherwise abandoned.
- Investigate all illegal dumping in the City and issues citations.
- Work closely with neighborhood cleaning groups and assists in coordinating efforts around picking up trash.
- Educate the public on the City's single stream recycling program, solid waste, and yard waste guidelines.
- Maintain the City's recycling web page and smartphone application in conjunction with the Information Technology Center.
- Supervise the City's Recycle Depot on Oak Hill Way and hazardous waste day.

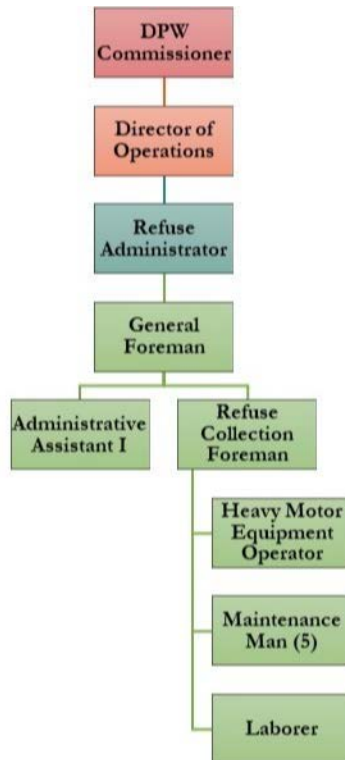
FY21 Accomplishments

- Continued maintenance of trash, recycling, and yard waste pick-up.

GOALS

Goal	Status	City Goal
1. Continue to work with Republic Services regarding trash, yard waste and recycling.	Ongoing FY22	2
2. Improve safety for all workers.	Ongoing FY22	2
3. Upgrade all equipment to better serve the City.	Ongoing FY22	2
4. Maintain staffing levels for better service.	Ongoing FY22	2
5. Upgrade camera system to track illegal dumpings.	Requested FY22	3

ORGANIZATIONAL CHART



PERSONAL SERVICES

Title	Name	Start Date	Longevity	Salary	Ed Incent.
Refuse Administrator	J. Patrick Sullivan	09/25/01	1250	72,904	5,832
General Foreman	Ernest Bethoney	04/17/01	1250	64,438	
Refuse Collection Foreman	Scott Mitchell	09/21/15	480	56,202	
Admin Asst. I	Grace Nilsen	07/11/05	950	44,335	
Heavy Motor Equipment Operator	David Haglof	10/05/15	480	49,650	
Maintenance Man	Rubin Lamore	12/17/18		48,381	
Maintenance Man	Milenio Fernandes	11/30/04	950	49,733	
Maintenance Man	Kevin Keets	11/04/19		47,902	
Maintenance Man	Frank Rios	11/02/15	480	48,838	
Maintenance Man	Jamal Andrade	03/10/20		47,902	
Laborer	Darrell Martin	11/21/08	750	49,733	
5 Part-time Seasonal Supervisors					
50 Part-time Seasonal programs					
			Total	6,590	580,018
					5,832

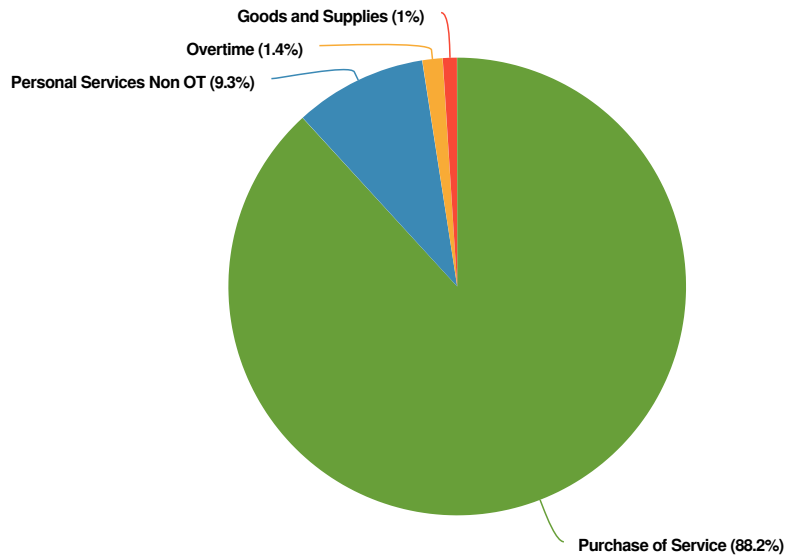
Personal Services Summary

FULL TIME	580,018
WORK COMP	51,784
PART-TIME-SEASONAL PROGRAMS	75,000
ADMIN INCENTIVE	2,000
CLERICAL INCENT	2,500
LONGEVITY	6,590
SHIFT DIFF	2,836
HOLIDAY PAY	2,587
HAZARDOUS DUTY	5,638
ED INCENT	5,832
ON CALL	19,332
OUT OF GRADE	4,200
STIPEND	3,000
CLOTHING	15,300
EMP LIC	1,000
CDL STIPEND	14,040
SEPARATION COSTS	20,000
Total	811,657



FINANCIAL OVERVIEW

Financial Overview by Statutory Category



FINANCIAL OVERVIEW SUMMARY

REVENUE	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 PROJECTED	% CHANGE
USER CHARGES	\$7,924,425	\$7,692,379	\$7,580,000	\$8,340,000	10.0%
RETAINED EARNINGS	\$0	\$723,334	\$923,076	\$485,205	-47.4%
GENERAL FUND SUBSIDY	\$0	\$0	\$840,164	\$813,563	-3.2%
TOTAL	\$7,924,425	\$8,415,713	\$9,343,240	\$9,638,768	3.2%
REFUSE		FY2020 ACTUAL	FY2021 BUDGETED	FY2022 PROPOSED	% CHANGE
OVERTIME		\$112,107	\$100,770	\$125,000	24.0%
PERSONAL SERVICES NON-OVERTIME		\$848,398	\$831,441	\$811,657	-2.4%
PURCHASE OF SERVICES		\$71,390	\$150,578	\$7,657,567	4985.4%
GOODS AND SUPPLIES		\$40,521	\$87,176	\$87,176	0.0%
DEBT SERVICE		\$6,261,659	\$7,215,907	\$0	-100.0%
EXPENSE REIMBURSEMENT		\$0	\$0	\$0	0.0%
OTHER CONTRACT SERVICES		\$604,440	\$0	\$0	0.0%
CAPITAL		\$0	\$0	\$0	0.0%
DIRECT COSTS		\$7,938,515	\$8,385,872	\$8,681,400	3.5%
INDIRECT COSTS		\$0	\$957,368	\$957,368	0.0%
TOTAL		\$7,938,515	\$9,343,240	\$9,638,768	3.2%

EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Expenditures				
Public Works				
Refuse				
Overtime				
OVERTIME	\$112,107.27	\$100,770.00	\$125,000.00	24%
Total Overtime:	\$112,107.27	\$100,770.00	\$125,000.00	24%
Personal Services Non OT				
FULL-TIME SALARIES	\$591,419.87	\$574,705.00	\$580,018.00	0.9%
PART-TIME SALARIES	\$41,174.00	\$100,000.00	\$75,000.00	-25%
STIPEND	\$3,000.00	\$3,000.00	\$3,000.00	0%
CLERICAL INCENTIVE	\$2,500.00	\$2,500.00	\$2,500.00	0%
ADMIN INCENTIVE	\$2,000.00	\$2,000.00	\$2,000.00	0%
LONGEVITY	\$5,300.00	\$6,940.00	\$6,590.00	-5%
SHIFT DIFFERENTIAL	\$2,901.25	\$2,836.00	\$2,836.00	0%
HOLIDAY	\$0.00	\$2,587.00	\$2,587.00	0%
EDUCATIONAL INCENTIVE	\$5,364.29	\$5,579.00	\$5,832.00	4.5%
ON CALL	\$19,591.75	\$19,332.00	\$19,332.00	0%
OUT OF GRADE	\$2,371.24	\$4,200.00	\$4,200.00	0%
HAZARDOUS DUTY	\$0.00	\$5,638.00	\$5,638.00	0%
SEPARATION COSTS	\$0.00	\$20,000.00	\$20,000.00	0%
WORKERS COMPENSATION	\$157,475.90	\$51,784.00	\$51,784.00	0%
UNIFORM CLOTHING ALLOWANCE	\$15,300.00	\$15,300.00	\$15,300.00	0%
EMPLOYEE LIC & REGISTRATION	\$0.00	\$1,000.00	\$1,000.00	0%
CDL STIPEND	\$0.00	\$14,040.00	\$14,040.00	0%
Total Personal Services Non OT:	\$848,398.30	\$831,441.00	\$811,657.00	-2.4%
Purchase of Service				
ELECTRICITY	\$3,340.24	\$6,276.00	\$6,276.00	0%
VEHICLE REPAIR/MAINTENANCE	\$8,078.28	\$18,788.00	\$20,000.00	6.5%
DEPART EQUIP REPAIR/MAINT	\$1,462.89	\$1,500.00	\$1,500.00	0%
DEPARTMENTAL EQUIP RENT/LEASE	\$5,265.73	\$7,524.00	\$7,524.00	0%
SECURITY/FIRE CONTROL	\$1,223.58	\$400.00	\$400.00	0%
TRASH CONTRACT/COLL SERV	\$42,521.41	\$90,625.00	\$100,625.00	11%
WASTE REMOVAL	\$0.00	\$0.00	\$7,495,777.00	N/A
CONSULTANTS	\$0.00	\$3,000.00	\$3,000.00	0%
PUBLIC SAFETY	\$178.51	\$2,000.00	\$2,000.00	0%
TELEPHONE	\$0.00	\$1,000.00	\$1,000.00	0%
ADVERTISING	\$1,904.26	\$4,965.00	\$4,965.00	0%
COMMUNICATION SERVICES	\$7,069.36	\$7,500.00	\$7,500.00	0%
PRINTING	\$346.00	\$7,000.00	\$7,000.00	0%
Total Purchase of Service:	\$71,390.26	\$150,578.00	\$7,657,567.00	4,985.4%



Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Goods and Supplies				
OFFICE SUNDRIES/SUPPLIES	\$5,362.87	\$4,000.00	\$4,000.00	0%
RECYCLING SUPPLIES / MATERIALS	\$18,242.74	\$43,890.00	\$43,890.00	0%
GASOLINE	\$0.00	\$15,000.00	\$15,000.00	0%
PURCHASE OF CLOTHING	\$2,748.94	\$4,500.00	\$2,500.00	-44.4%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$200.00	\$500.00	\$500.00	0%
TUITION & TRAINING	\$0.00	\$500.00	\$500.00	0%
LICENSE & REGISTRATION	\$509.85	\$500.00	\$500.00	0%
DEPARTMENT EQUIPMENT	\$13,456.20	\$14,986.00	\$16,986.00	13.3%
COMMUNICATION EQUIPMENT	\$0.00	\$3,300.00	\$3,300.00	0%
Total Goods and Supplies:	\$40,520.60	\$87,176.00	\$87,176.00	0%
Refuse Enterprise Waste Removal				
WASTE REMOVAL	\$6,261,659.37	\$7,215,907.00	\$0.00	-100%
Total Refuse Enterprise Waste Removal:	\$6,261,659.37	\$7,215,907.00	\$0.00	-100%
Waste Removal R/E				
WASTE REMOVAL	\$604,439.60	\$0.00	\$0.00	0%
Total Waste Removal R/E:	\$604,439.60	\$0.00	\$0.00	0%
Total Refuse:	\$7,938,515.40	\$8,385,872.00	\$8,681,400.00	3.5%
Total Public Works:	\$7,938,515.40	\$8,385,872.00	\$8,681,400.00	3.5%
Total Expenditures:	\$7,938,515.40	\$8,385,872.00	\$8,681,400.00	3.5%



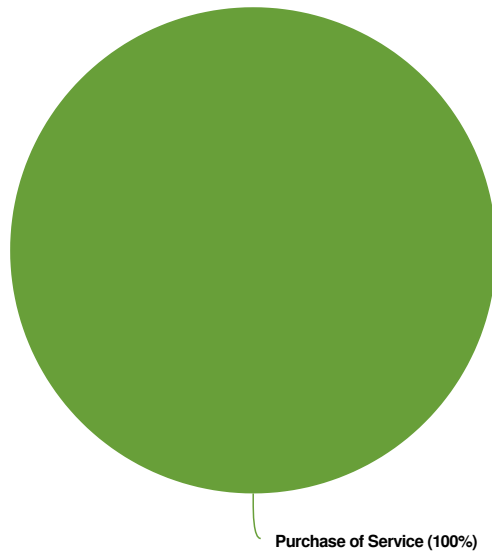
DEPARTMENT OF PUBLIC WORKS RENEWABLE ENERGY



Larry Rowley
Commissioner

FINANCIAL OVERVIEW

Financial Overview by Statutory Category



FINANCIAL OVERVIEW SUMMARY

REVENUE	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 PROJECTED	% CHANGE
USER CHARGES	\$134,921	\$25,594	\$110,000	\$110,000	0.0%
GENERAL FUND SUBSIDY	\$0	\$2,836	\$7,823	\$9,693	23.9%
TOTAL	\$244,368	\$28,431	\$117,823	\$119,693	1.6%
RENEWABLE ENERGY		FY2020 ACTUAL	FY2021 BUDGETED	FY2022 PROPOSED	% CHANGE
PURCHASE OF SERVICES		\$38,191	\$116,000	\$117,870	1.6%
REIMBURSEMENT TO GENERAL FUND		\$156,205	\$0	\$0	0.0%
DIRECT COSTS		\$194,396	\$116,000	\$117,870	1.6%
INDIRECT COSTS		\$0	\$1,823	\$1,823	0.0%
TOTAL		\$194,396	\$117,823	\$119,693	1.6%

EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Expenditures				
Public Works				
DPW Commissioner				
Purchase of Service				
ELECTRICITY	\$2,949.81	\$3,000.00	\$3,000.00	0%
REAL ESTATE TAX CHARGES	\$18,528.59	\$20,000.00	\$20,000.00	0%
CONSULTANTS	\$9,998.54	\$12,000.00	\$12,000.00	0%
OTHER CONTRACT SERVICES	\$0.00	\$15,000.00	\$15,000.00	0%
TELEPHONE	\$1,839.20	\$0.00	\$1,800.00	N/A
OTHER SERVICES	\$4,875.00	\$28,800.00	\$28,870.00	0.2%
OTHER INSURANCES	\$0.00	\$34,000.00	\$34,000.00	0%
LAND LEASE	\$0.00	\$3,200.00	\$3,200.00	0%
Total Purchase of Service:	\$38,191.14	\$116,000.00	\$117,870.00	1.6%
Expense Reimb R/E				
EXP REIMB TRANSFER TO GEN FUND	\$151,495.00	\$0.00	\$0.00	0%
Total Expense Reimb R/E:	\$151,495.00	\$0.00	\$0.00	0%
Expense Reimb to General Fund				
EXP REIMB TRANSFER TO GEN FUND	\$4,710.00	\$0.00	\$0.00	0%
Total Expense Reimb to General Fund:	\$4,710.00	\$0.00	\$0.00	0%
Total DPW Commissioner:	\$194,396.14	\$116,000.00	\$117,870.00	1.6%
Total Public Works:	\$194,396.14	\$116,000.00	\$117,870.00	1.6%
Total Expenditures:	\$194,396.14	\$116,000.00	\$117,870.00	1.6%



DEPARTMENT OF PUBLIC WORKS SEWER



Larry Rowley
Commissioner

Mission

The mission of the Sewer Division, which is an Enterprise funded entity, is to maintain all sewer lines throughout the City of Brockton and perform 24-hour emergency services. The Sewer Division is also responsible for performing preventative maintenance work on all sewer connections and replacing old sewer lines; the installation of new and repairing of existing sewer services; marking out sewer services for all utility companies and contractors; and inspection of new sewer services and mains for additions to houses and/or businesses, to ensure existing sewer services are not disturbed.

Overview

The Sewer Division works in conjunction with Veolia, LLC., contracted by the City of Brockton, on the maintenance, upkeep, and overall operation of the Wastewater Treatment Plant located at 303 Oak Hill Way. The Wastewater Treatment Plant also services the Towns of Abington, Whitman, as and Stonehill College in Easton.

The Sewer Division has two Sewer Pumping Stations located at Beaver Brook and Coweaset Brook. The Sewer Division maintains and repairs over 320 miles of sewer mains and approximately 23,000 active individual sewer services in the City of Brockton. The employees work in conjunction with the Department of Environmental Protection (DEP) to detect E-coli in the drain systems. The Sewer Division also removes brush and trees for the maintenance of the City's sewer easements.

The Sewer Budget consists of 22 full-time employees, including the Water/Sewer Contract Administrator, and operates on a 16-hour basis covered by 3 shifts; the day shift operates from 7:00 AM to 4:00 PM; the evening shift operates from 4:00 PM to 12:00 AM; weekend shift that covers the regular days off, midnight shift and weekends; and any calls/emergencies that are received between the hours of 12:00 AM to 7:00 AM. All employees, except for clerical personnel, work out of 39 Montauk Road.

The Sewer Division works in conjunction with the Operations Division providing personnel, vehicles, and heavy equipment during weather emergencies, as well as providing assistance with sanding and any other duties required by the Highway General Foreman, to ensure the safety of Brockton residents.

The following are some of the services/jobs that have been performed by the Sewer Division:

- Mains repaired.
- Mains tapped.
- Install, repair and/or replace sewer manholes.
- Install cleanouts and check valves.
- Install, repair and/or replace sewer ring and covers.
- Repair broken sewer connections/mains.
- New sewer services installed/inspected.
- Preventive Maintenance performed.
- Mark outs.
- Plug ups.

For the safety and welfare of the City's sewer system, it is imperative that funding continue for O.M. Emergency Contract Repairs as the Sewer Division has been and is continuing to replace mains that were installed dating back to the early 1900's. Funds from this line item also enable the City to maintain the sewer mains. Similarly, on the advisement of CDM Smith, an E.Coli testing performed by the Department of Environmental Protection (DEP) throughout the City. Smoke testing and TV inspection is performed in

various locations with the Sewer Division conducting multiple repairs. Corrective work by the Sewer Division continues to be performed in conjunction with CDM Smith to assist the City in developing and forwarding summaries and work plans to DEP as required.

Sewer Rates (Per 100 Cubic Feet)

USAGE in Cubic Feet	Sewer rate per 100 cubic feet
0 to 1,250	\$2.93
1,251 to 2,500	\$3.91
2,501 to 5,000	\$5.20
5,001 to 10,000	\$6.91
10,001 to 25,000	\$9.22
25,001 to 875,000	\$12.23
Greater than 875,000	\$16.26

Services

- Perform preventative maintenance work on all sewer connections and replacing old sewer lines.
- Install new and repair existing sewer services.
- Market Sewer services for utility companies and contractors.
- Inspect new sewer services and mains for additions to homes and businesses to ensure existing services are not disturbed.
- Work in conjunction with Veolia LLC, contracted for the maintenance, upkeep, and overall operation of the Wastewater Treatment plant.
- Operate two sewer pumping stations located at Beaver Brook and Coweaset Brook.
- Maintain and repairs over 320 miles of sewer mains and approximately 23,000 active individual sewer services in the City of Brockton.
- Work in conjunction with the Department of Environmental Protection (DEP) to detect E-coli in drain systems.

FY21 Accomplishments

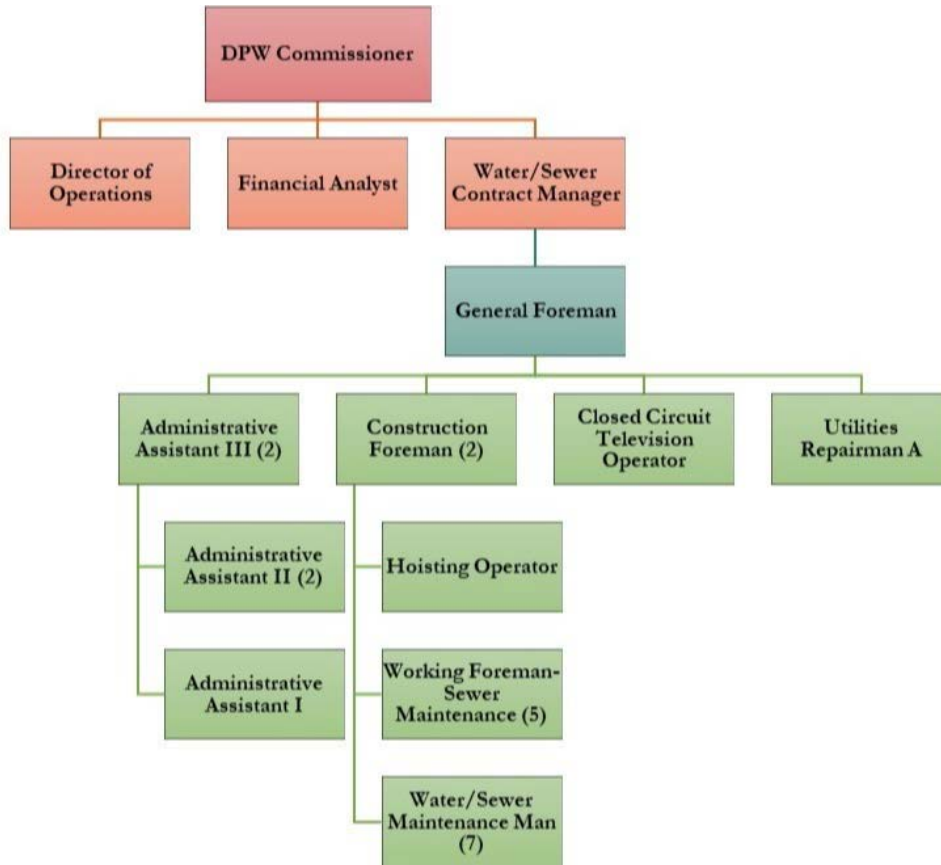
- Continued I & I and/or lining of sewer mains.
- Provided Biological Nutrient Removal (BNR) to enable the Brockton Water Reclamation Facility (AWRF) to comply with its National Pollutant Discharge Elimination System (NPDES) permit requirement.
- Instituted North Blower replacement upgrade.

GOALS

Goal	Status	City Goal
1. Continue to upgrade sewer infrastructure.	Ongoing FY22	3
2. Improve safety for all workers.	Ongoing FY22	2
3. Implement TN Removal, or modification to allow for compliance with the 3gm/L TN effluent limit. This is based on the EPA's plan to place a 3mg/L TN on the AWRF as part of the new NPDES.	Ongoing FY22	3
4. Continue I & I and lining of sewer mains.	Ongoing FY22	3
5. Develop a twelve space building to be used by both the Sewer & Water Divisions for the storage of vehicles and heavy equipment, current building does not provide a secure storage area for the construction vehicles.	Ongoing FY22	3



ORGANIZATIONAL CHART



PERSONAL SERVICES

Title	Name	Start Date	Longevity	Salary	Ed Incent.
GENERAL FOREMAN	Timothy Green	04/02/01	1,250	63,918	
CONSTRUCTION FOREMAN	Sean Donahue	09/21/09	750	58,219	
	Richard Gordon	06/20/05	950	58,219	
WORKING FOREMAN-SEWER MAINTENANCE	VACANT			50,003	
	Archibald Johnston Jr.	03/28/06	950	51,938	
	Michael D'Avolio	05/17/04	950	51,938	
	Dana Mallory	12/08/14	480	51,938	
	VACANT			50,003	
HOISTING OPERATOR	Todd Penticost	10/28/13	480	57,242	
Admin. Asst. III	Heather Ferron (50% Water/50% Sewer)	10/04/04	475	32,452	
Admin. Asst. III	Dery Veiga (50% Water/50% Sewer)	03/06/17		28,925	
WATER/SEWER MAINTENANCE MAN	David Supinski	04/23/18		47,778	
	VACANT			48,214	
	Gregory Doherty	03/25/19		47,778	
	Tristan Randolph	10/15/19		47,778	
	Vacant			49,109	
UTILITIES MOTOR EQUIP. REPAIRMAN A	John Gill	02/08/16	480	56,638	
WATER/SEWER CONTRACT MANAGER	David Norton (50% Water/50% Sewer)	12/01/03	625	58,326	3,500
CLOSED CIRCUIT TELEVISION OPERATOR	Jonathan Hanson	09/17/15	480	57,138	
Admin Asst. II	Maria Reed (50% Water/50% Sewer)	02/25/19		20,084	
	Kristy El Saieh	02/11/19		44,465	
FINANCIAL ANALYST	Proposed (50% water/50% sewer)			40,657	
GRADE I	Proposed (50% water/50% sewer)			35,322	
ADMIN ASST. I	VACANT (50% water/ 50% sewer)				
WATER/SEWER MAINTENANCE MAN	VACANT				
WATER/SEWER MAINTENANCE MAN	VACANT				
		Total	7,870	1,108,082	3,500

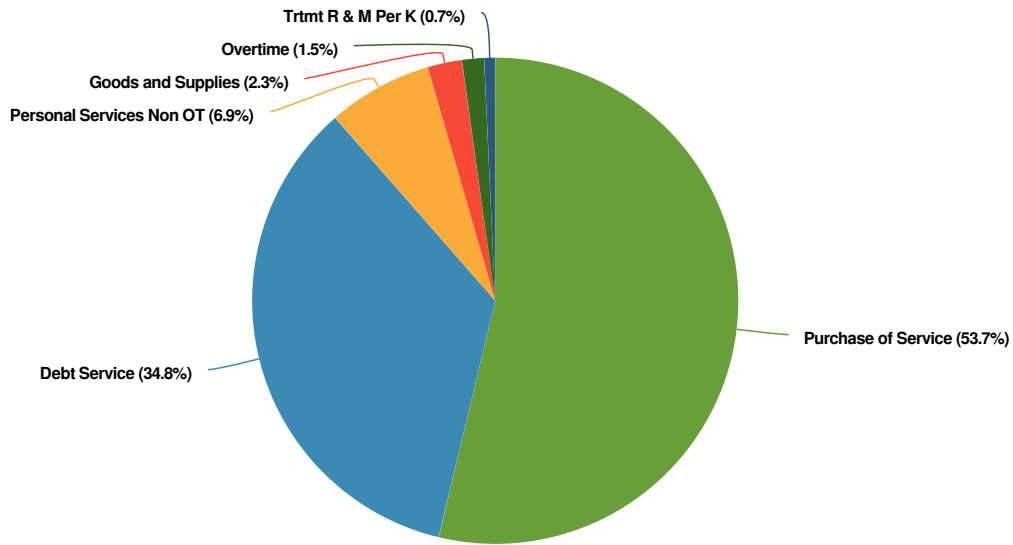
Personal Services Summary

FULL TIME	950,147
WORKERS COMP	220,630
LONGEVITY	7,870
CDL STIPEND	30,056
SHIFT DIFF	50,000
HAZARDOUS DUTY	22,984
HOLIDAY PAY	1,170
SEPARATION COSTS	64,000
ON CALL	20,680
CLOTHING ALLOW	37,400
OUT OF GRADE	16,000
CLERK INC.	7,500
ADMIN STIPEND	1,000
EDUCATIONAL INCENTIVE	3,500
Total	1,432,937



FINANCIAL OVERVIEW

Financial Overview by Statutory Category



FINANCIAL OVERVIEW SUMMARY

REVENUE SOURCES	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 PROJECTED	% CHANGE
USER CHARGES	\$17,968,347	\$18,079,064	\$20,135,000	\$20,108,618	-0.1%
RETAINED EARNINGS	\$0	\$4,341,451	\$632,514	\$1,870,436	195.7%
OTHER ENTERPRISE AVAILABLE FUNDS	\$234,938	\$0	\$1,032,253	\$0	-100.0%
TOTAL	\$17,968,347	\$22,420,515	\$21,799,767	\$21,979,054	0.8%
SEWER		FY2020 ACTUAL	FY2021 BUDGETED	FY2022 PROPOSED	% CHANGE
OVERTIME		\$247,764	\$300,000	\$300,000	0.0%
PERSONAL SERVICES NON-OVERTIME		\$1,294,553	\$1,357,759	\$1,432,937	5.5%
PURCHASE OF SERVICES		\$3,858,482	\$4,795,211	\$11,088,408	131.2%
GOODS AND SUPPLIES		\$152,549	\$375,312	\$475,312	26.6%
DEBT SERVICE		\$6,743,791	\$6,918,328	\$7,183,174	3.8%
EXPENSE REIMBURSEMENT		\$1,550,970	\$0	\$0	0%
OTHER CONTRACTED SERVICES		\$6,367,463	\$6,703,934	\$150,000	-97.8%
CAPITAL		\$942,786	\$90,528	\$0	-100%
DIRECT COSTS		\$21,158,358	\$20,541,072	\$20,629,831	0.4%
INDIRECT COSTS		\$0	\$1,349,223	\$1,349,223	0.0%
TOTAL		\$21,158,358	\$21,890,295	\$21,979,054	0.4%



EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Expenditures				
Public Works				
Sewer				
Overtime				
OVERTIME	\$247,764.14	\$300,000.00	\$300,000.00	0%
Total Overtime:	\$247,764.14	\$300,000.00	\$300,000.00	0%
Personal Services Non OT				
FULL-TIME SALARIES	\$997,757.34	\$925,073.00	\$950,147.00	2.7%
CLERICAL INCENTIVE	\$2,500.00	\$7,500.00	\$7,500.00	0%
ADMIN INCENTIVE	\$0.00	\$1,000.00	\$1,000.00	0%
LONGEVITY	\$6,340.00	\$8,120.00	\$7,870.00	-3.1%
SHIFT DIFFERENTIAL	\$22,801.79	\$50,000.00	\$50,000.00	0%
HOLIDAY	\$0.00	\$9,035.00	\$1,170.00	-87.1%
EDUCATIONAL INCENTIVE	\$53.83	\$3,500.00	\$3,500.00	0%
ON CALL	\$19,175.52	\$20,680.00	\$20,680.00	0%
OUT OF GRADE	\$5,863.72	\$16,000.00	\$16,000.00	0%
HAZARDOUS DUTY	\$0.00	\$22,984.00	\$22,984.00	0%
SEPARATION COSTS	\$31,762.87	\$64,000.00	\$64,000.00	0%
WORKERS COMPENSATION	\$177,585.50	\$162,411.00	\$220,630.00	35.8%
UNIFORM CLOTHING ALLOWANCE	\$30,712.39	\$37,400.00	\$37,400.00	0%
CDL STIPEND	\$0.00	\$30,056.00	\$30,056.00	0%
Total Personal Services Non OT:	\$1,294,552.96	\$1,357,759.00	\$1,432,937.00	5.5%
Purchase of Service				
ELECTRICITY	\$1,668,314.47	\$2,032,446.00	\$2,032,446.00	0%
ENERGY (GAS,OIL,DIESEL)	\$19,461.19	\$24,896.00	\$24,896.00	0%
SEWER & WATER CHARGES	\$0.00	\$700.00	\$700.00	0%
BUILDING/GROUNDS REPAIR/MAINT	\$3,865.87	\$18,809.00	\$18,809.00	0%
VEHICLE REPAIR/MAINTENANCE	\$10,041.72	\$62,439.00	\$62,439.00	0%
DEPART EQUIP REPAIR/MAINTENANC	\$879.06	\$16,398.00	\$16,398.00	0%
DATA PROCESS EQUIP REP/MAINT	\$40,134.95	\$30,000.00	\$30,000.00	0%
DEPARTMENTAL EQUIP RENT/LEASE	\$732.75	\$5,620.00	\$5,620.00	0%
SECURITY/FIRE CONTROL	\$0.00	\$400.00	\$400.00	0%
PROPERTY RELATED SERVICES	\$30,405.71	\$100,000.00	\$132,000.00	32%
TREATMENT PLANT REP/MAINT	\$0.00	\$0.00	\$300,000.00	N/A
CONTRACTOR EMERG. REPAIRS	\$0.00	\$25,000.00	\$25,000.00	0%
INCINERATOR TRANSPORT DISPOSAL	\$1,800,000.00	\$1,950,000.00	\$2,000,000.00	2.6%
MEDICAL	\$325.00	\$1,500.00	\$1,500.00	0%
ENGINEERING	\$35,519.92	\$150,000.00	\$150,000.00	0%
CONSULTANTS	\$190,499.99	\$150,000.00	\$300,000.00	100%
PUBLIC SAFETY	\$36,038.40	\$24,262.00	\$24,262.00	0%
OTHER CONTRACT SERVICES	\$0.00	\$0.00	\$5,341,395.00	N/A



Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
WASTEWATER/FILTRATION SURCHARG	\$0.00	\$0.00	\$465,802.00	N/A
POSTAGE	\$3,643.05	\$5,000.00	\$5,000.00	0%
TELEPHONE	\$502.50	\$2,000.00	\$2,000.00	0%
ADVERTISING	\$1,213.45	\$1,600.00	\$1,600.00	0%
COMMUNICATION SERVICES	\$16,782.47	\$15,250.00	\$15,250.00	0%
MICROFILMING	\$0.00	\$400.00	\$400.00	0%
PRINTING	\$121.93	\$3,236.00	\$3,236.00	0%
Lab	\$0.00	\$100,255.00	\$129,255.00	28.9%
PROPERTY DAMAGE CLAIMS	\$0.00	\$75,000.00	\$0.00	-100%
Total Purchase of Service:	\$3,858,482.43	\$4,795,211.00	\$11,088,408.00	131.2%
Goods and Supplies				
COPY MACHINE SUPPLIES	\$649.21	\$700.00	\$700.00	0%
REFERENCE MATERIALS	\$0.00	\$690.00	\$690.00	0%
OFFICE SUNDRIES/SUPPLIES	\$3,728.00	\$3,633.00	\$3,633.00	0%
DATA PROCESS SOFTWARE & SUPP	\$1,167.09	\$2,000.00	\$2,000.00	0%
ELECTRICAL SUPPLIES	\$0.00	\$1,000.00	\$1,000.00	0%
TOOLS & HARDWARE SUPPLY	\$19,605.03	\$33,000.00	\$33,000.00	0%
JANITORIAL SUPPLIES	\$8,335.23	\$25,000.00	\$15,000.00	-40%
GASOLINE	\$21,854.28	\$42,000.00	\$42,000.00	0%
TIRES	\$0.00	\$5,000.00	\$5,000.00	0%
PARTS/ACCESSORIES/LUBE	\$26,265.99	\$40,024.00	\$40,024.00	0%
PIPES & FITTINGS	\$18,798.60	\$75,474.00	\$75,474.00	0%
WATER METER PARTS & SUPPLIES	\$0.00	\$50,000.00	\$50,000.00	0%
CHEMICALS	\$13,323.70	\$25,716.00	\$35,716.00	38.9%
PURCHASE OF CLOTHING	\$7,036.57	\$10,182.00	\$10,182.00	0%
IN-STATE TRAVEL	\$135.00	\$1,250.00	\$1,250.00	0%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$498.00	\$625.00	\$625.00	0%
TUITION & TRAINING	\$1,160.00	\$2,000.00	\$2,000.00	0%
LICENSE & REGISTRATION	\$467.76	\$600.00	\$600.00	0%
REGISTRY OF DEEDS FEES	\$0.00	\$600.00	\$600.00	0%
PROPERTY DAMAGE CLAIMS	\$0.00	\$0.00	\$100,000.00	N/A
DEPARTMENT EQUIPMENT	\$29,524.24	\$43,318.00	\$43,318.00	0%
COMMUNICATION EQUIPMENT	\$0.00	\$12,500.00	\$12,500.00	0%
Total Goods and Supplies:	\$152,548.70	\$375,312.00	\$475,312.00	26.6%
Capital Outlay				
PLANT EQUIPMENT	\$250,000.00	\$0.00	\$0.00	0%
Total Capital Outlay:	\$250,000.00	\$0.00	\$0.00	0%
Debt Service				
PRINCIPAL ON LONG-TERM DEBT	\$1,209,866.30	\$5,787,498.49	\$6,162,184.00	6.5%
INTEREST ON LONG-TERM DEBT	\$1,115,123.94	\$1,032,183.40	\$920,646.00	-10.8%
INTEREST SHORT TERM NOTES	\$0.00	\$10,000.00	\$10,000.00	0%
ISSUANCE COSTS	\$77,350.15	\$88,645.73	\$90,344.00	1.9%
Total Debt Service:	\$2,402,340.39	\$6,918,327.62	\$7,183,174.00	3.8%
Expense Reimbursement				



Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
SEWER EXPENSE REIMBURSEMENT	\$1,550,970.00	\$0.00	\$0.00	0%
Total Expense Reimbursement:	\$1,550,970.00	\$0.00	\$0.00	0%
Debt Service from R/E				
PRINCIPAL ON LONG-TERM DEBT	\$4,341,451.00	\$0.00	\$0.00	0%
Total Debt Service from R/E:	\$4,341,451.00	\$0.00	\$0.00	0%
O.M. Emer Contract Repair				
CONTRACTOR EMERG. REPAIRS	\$0.00	\$211,418.00	\$0.00	-100%
Total O.M. Emer Contract Repair:	\$0.00	\$211,418.00	\$0.00	-100%
Other Contracted Service				
OTHER CONTRACT SERVICES	\$4,494,316.00	\$4,549,659.00	\$0.00	-100%
Total Other Contracted Service:	\$4,494,316.00	\$4,549,659.00	\$0.00	-100%
Veolia-WWater Filtra Sur				
WASTEWATER/FILTRATION SURCHARG	\$406,092.00	\$465,802.00	\$0.00	-100%
Total Veolia-WWater Filtra Sur:	\$406,092.00	\$465,802.00	\$0.00	-100%
Veolia-K F. & P. R & M				
TREATMENT PLANT REP/MAINT	\$595,798.00	\$606,219.00	\$0.00	-100%
Total Veolia-K F. & P. R & M:	\$595,798.00	\$606,219.00	\$0.00	-100%
Capital Projects				
CAPITAL PROJECTS	\$645,463.40	\$90,528.00	\$0.00	-100%
Total Capital Projects:	\$645,463.40	\$90,528.00	\$0.00	-100%
Capital Projects from R/E				
VARIOUS SEWER IMPROVE/REPAIRS	\$47,323.27	\$0.00	\$0.00	0%
Total Capital Projects from R/E:	\$47,323.27	\$0.00	\$0.00	0%
Trtmt R & M Per K				
TRTMT PLT REP/MAINT PER K	\$871,257.20	\$870,836.00	\$150,000.00	-82.8%
Total Trtmt R & M Per K:	\$871,257.20	\$870,836.00	\$150,000.00	-82.8%
Total Sewer:	\$21,158,359.49	\$20,541,071.62	\$20,629,831.00	0.4%
Total Public Works:	\$21,158,359.49	\$20,541,071.62	\$20,629,831.00	0.4%
Total Expenditures:	\$21,158,359.49	\$20,541,071.62	\$20,629,831.00	0.4%



DEPARTMENT OF PUBLIC WORKS WATER



Larry Rowley
Commissioner

Mission

The mission of the Water Division is to deliver high quality, safe drinking water throughout the City. This mission is to not only maintain all water lines and perform 24-hour emergency service to the residents of Brockton and homes connected to our system, but to regularly update and replace old, undersized, and inefficient mains to improve service, quality, and safety. Regular duties include installing new and reconnected water services, marking out water services for all utility companies and contractors, and inspecting for proper installation of back flow devices where required. Other duties include the registration and permitting of all wells and follow-up inspections to ensure that there are not any cross connections to the water system; install and inspect hydrants; perform flow tests; and maintain regular flushing and leak detection programs. Regular maintenance, testing, installation, and replacement of meters and remote reading devices is conducted regularly throughout the City. Annually, a hydrant flushing program assists in the prevention of corroded water lines. The Water Division working in conjunction with Veolia Water, LLC maintains and monitors existing water sources including the City's main source of water, the Silver Lake Reservoir, and its secondary source of water, the Brockton Reservoir. The Water Division also works with Aquaria, LLC, owner of the desalination plant located in Dighton, ensuring the quality, pressure, and amount of the City's third source of water.

Overview

The Water Division maintains and repairs over 320 miles of water mains; approximately 23,300 active water service accounts; over 3,000 hydrants; and 5,500 valves in the City of Brockton, Towns of Avon, Hanson, Halifax, Pembroke and Whitman. The Water Division also maintains the two twenty-four-inch (24") transmission mains, and one thirty (30") water main, including maintenance on the actual mains and brush cutting of the easements.

There are two pumping stations located in Brockton that maintain the height of the water storage tanks: The Oak Street Pumping Station and the East Ashland Street Pumping Station. There are four water storage tanks in the City: the Twin Tanks, located on South Street in Avon; the Irving Avenue Tank, located on Irving Avenue; and the Cary Hill Tank, located on North Cary Street. The pressure of the pumping stations, levels of the storage tanks, and City water pressure are monitored at Montauk Road.

The Water Budget consists of 40 employees, operates on a 24-hour basis, and is covered by 4 shifts; the day shift operates from 7:00AM to 4:00PM; the evening shift operates from 4:00PM to 12:00 AM; the overnight shift operates from 12:00 AM to 7:00 AM; and the swing shift which covers the regular days off, the 12:00AM-8:00AM; and the weekend shift. Most employees, with the exception of clerical personnel, work out of 39 Montauk Road.

The Water Division works in conjunction with the Operations Division providing personnel, vehicles, and heavy equipment during weather emergencies, as well as providing assistance with sanding and any other duties required by the Operations General Foreman, to ensure public safety.

The following are some of the services/jobs that are provided by the Water Division:

- Emergency Calls.
- Gates installed/serviced.
- Hydrants repaired/replaced.
- Service leaks repaired.
- Services new & renewed.
- Final readings.
- Verified Readings.
- Backflows (surveyed & tested).



- Accounts read for billing.
- Town and sewer only reads.
- Meters installed/removed.
- Main installation.
- Mark outs.
- Trenches repaired.
- Investigation of customer complaints for billing, pressure and leaks.
- Maintenance of public water supply services, reservoirs and grounds.
- Maintenance and repair of motor vehicles and equipment.
- Processing/reading of water and sewer utility invoices.
- Review and issues of water permits.
- Leak detection.

The Water Division has a contract with Veolia Water, LLC for the overall management, operation, and maintenance of the Water Filtration Plant (Silver Lake), the pumping and diversion stations, as well as the Brockton Reservoir Treatment Plant. The City of Brockton also has a twenty-year contract with Inima/Bluestone Energy Services, Inc. (Aquaria Water LLC), to operate and supply desalinated water to the City of Brockton. The City began receiving water from Aquaria beginning in December 2008. The City is presently reviewing the purchase of the Aquaria Water Treatment Plant.

Fee Schedule

The City of Brockton bills each account quarterly. The water rate is based on the size of the meter and the amount of water consumed for the quarter. The rates are defined the tables below:

WATER BLOCK RATES

USAGE in Cubic Feet	Water rate per 100 cubic feet
0 to 1,250	\$4.08
1,251 to 2,500	\$6.20
2,501 to 5,000	\$7.60
5,001 to 10,000	\$8.60
10,001 to 25,000	\$8.40
25,001 to 875,000	\$9.00
Greater than 875,000	\$9.00

MINIMUM WATER USAGE BILLED PER METER SIZE

Meter Size	Water Allowance (Cu Ft)
5/8" & 1/4"	750
1"	1,875
1 1/4" & 1 1/2"	3,750
2"	6,000
4"	12,000
6"	37,500
8"	86,250
10"	142,500
12"	217,500

Services

- Install new and reconnected water services, marking water services for utility companies, and inspection for proper installation of back flow devices.
- Register, permit, and inspect all wells to ensure there are no cross connections with water.
- Install and inspect hydrants, perform flow tests, and maintain regular flushing and leak detection programs.
- Maintain, test, install, and replace meters and remote reading devices.
- Perform the annual hydrant flushing program to prevent corrosion of water lines.
- Maintain and monitor existing water sources including the City's main source of water (Silver Lake) and secondary source of water (Brockton Reservoir).
- Work with Aquaria LLC, owner of the desalination plant located in Dighton, ensuring quality pressure from a third source of water.
- Maintain 320 miles, or 23,000 active water service accounts; 3,000 hydrants; 5,500 valves in Brockton, Avon, Hanson, Halifax, Pembroke, and Whitman.
- Service two pumping stations and maintain the height of the water storage tanks, the Oak Street pumping station, and the East Ashland Street pumping station.
- Maintain four storage tanks located on South Street on Avon, Irving Avenue, and Cary Hill tank.
- Maintain the pressure of the pumping stations and the levels of the storage tanks that are monitored on Montauk Road.

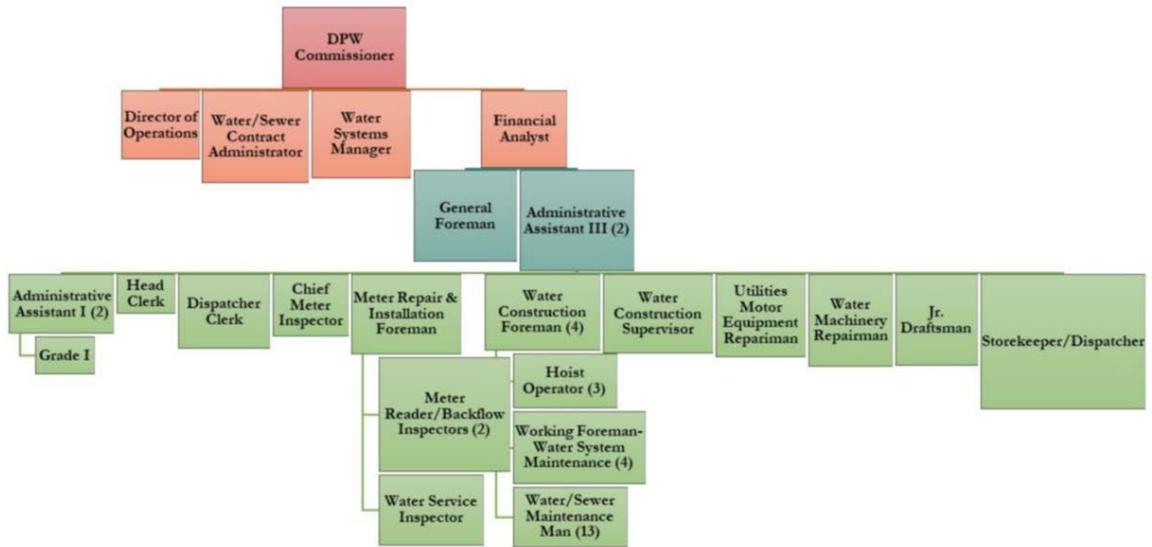
FY21 Accomplishments

- Implemented Silver Lake WTP Clearwell improvements.
- Maintained the water infrastructure to ensure a tight system.

GOALS

Goal	Status	City Goal
1. Water Infrastructure: continue to upgrade including the Water Treatment Plant & Stations.	Ongoing FY22	2
2. Improve safety for all workers.	Ongoing FY22	2
3. Small Main Program: replace undersized mains with new ductile mains, including small streets that currently have no fire protection.	Ongoing FY22	2
4. Large Main Program: replace aged mains with new ductile mains.	Ongoing FY22	2
5. Water Meters and Meter Reading System: continue upkeep on system, meters and reading devices. Initiate a large meter testing program for testing once a year.	Ongoing FY22	2

ORGANIZATIONAL CHART



PERSONAL SERVICES

Title	Name	Start Date	Longevity	Salary	Ed Incent.
GENERAL FOREMAN	Martin F. Feroli	01/20/75	1,350	63,918	
CHIEF METER INSPECTOR	Enrico Tartaglia	01/11/99	1,250	65,587	1,968
METER REPAIR AND INSTALLATION FOREMAN	Gregg Martello	05/11/04	950	57,242	
WATER CONSTRUCTION FOREMAN	Christopher Kilsby	05/24/04	950	58,219	
	Bernard Hunnewell, IV	07/01/86	1,350	58,219	
	Kevin Dimistico	01/12/98	1,250	58,219	
	Archibald Johnston, Sr.	03/30/01	1,250	58,219	
METER READER/BACKFLOW INSPECTOR	Patrick Thoreson	12/09/08	750	53,851	1,616
	Jeffrey McDermott	11/15/04	950	62,094	1,863
WATER SERVICE INSPECTORS	Herb Peloquin	05/03/08	750	54,558	
ADMIN ASST. III	Heather Ferron (50% Water/50% Sewer)	10/04/04	475	32,452	
ADMIN ASST. III	Dery Veiga (50% Water/50% Sewer)	03/06/17		28,925	
HEAD CLERK	Anastasios Hatsiopoulos	12/19/16	480	45,777	458
WATER MACHINERY REPAIRMAN	Edward Schmidt	05/06/02	950	58,219	
HOIST OPERATOR	Lawrence Covino	08/05/96	1,250	57,242	
	James Kane	07/17/00	1,250	57,242	
	William Lauzon	08/23/99	1,250	57,242	
UTILITIES MOTOR EQUIPMENT REPAIRMAN	Vacant			56,638	
WORKING FOREMAN- WATER SYSTEM MAINT.	Jason Zine	01/26/15	480	50,461	
	Sean Cashin	11/6/06	950	51,938	
	Carlos Varela Jr	02/02/15	480	50,461	
	Nicholas Tempesta	11/14/05	950	58,219	
DISPATCHER CLERK	Douglas Studenski	09/08/97	1,250	48,173	
WATER/SEWER MAINTENANCE MAN	Walter Tourinho	11/26/07	750	49,109	
	Phillip Bellao	09/15/03	950	49,109	
	Derek Horner	02/11/19		47,778	
	Adam Peloquin	12/19/16	480	47,778	
	Adam Cummings	09/09/19		47,778	
	Bryce Lapierre	05/11/15	480	48,214	
	Beau DeBenedictis	03/15/16	480	47,778	
	Charles Cuocolo Jr.	12/08/16	480	47,778	
	Adam Wisocky	11/12/19		47,778	
	Philip Nadeau	12/12/16	480	50,003	
	James Salemi	07/08/19		47,902	
STOREKEEPER/DISPATCHER	William Mann	11/07/05	950	53,851	
WATER SYSTEM MANAGER	Brian Creedon	09/23/96	1,350	102,130	1,021
WATER/SEWER CONTRACT ADMINISTRATOR	David Norton (50% Water/50% Sewer)	12/01/03	625	58,326	3,500
ADMIN ASST. I	Maria Reed (50% Water/50% Sewer)	02/25/19		20,084	
	Celestina Rodrigues	04/01/19		40,479	
JR. DRAFTSMAN	Geoffrey Keenan	11/04/13	480	57,242	
FINANCIAL ANALYST	Proposed (50 water/50% sewer)			40,656	
Grade I	Proposed (50 water/50% sewer)			35,322	



TITLE	NAME	Start Date	Longevity	Salary	Ed Incent.
ADMIN ASST. I	Vacant (50% water/50% sewer)				
WATER CONSTRUCTION SUPERVISOR	Vacant				
WATER/SEWER MAINTENANCE MAN	Vacant				
WATER/SEWER MAINTENANCE MAN	Vacant				
Total			27,590	2,106,232	10,425

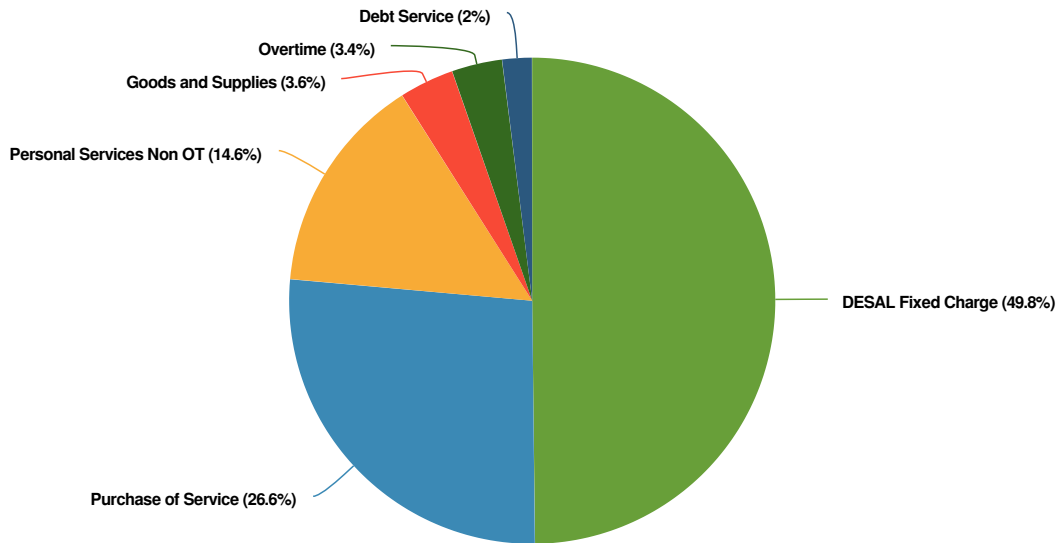
Personal Services Summary

FULL TIME	2,042,314
WORKERS COMP	105,730
LONGEVITY	27,590
SHIFT DIFF	75,000
ON CALL	47,000
OUT OF GRADE	18,000
SEPARATION COSTS	176,800
ADMIN INCENTIVE	1,000
STIPEND	2,700
CLOTHING ALLOW	70,800
ED. INCENTIVE	10,425
CLERICAL INCENT	10,000
HOLIDAY PAY	2,322
HAZARDOUS DUTY	33,826
CDL-STIPEND	51,272
Total	2,674,779



FINANICAL OVERVIEW

Financial Overview by Statutory Category



FINANCIAL OVERVIEW SUMMARY

REVENUE	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 PROJECTED	% CHANGE
USER CHARGES	\$18,805,906	\$18,269,305	\$19,376,120	\$18,688,098	-3.6%
RETAINED EARNINGS	\$0	\$0	\$3,885,240	\$3,010,449	-22.5%
OTHER ENTERPRISE AVAILABLE FUNDS	\$0	\$954,516	\$628,309	\$0	-100.0%
TOTAL	\$18,805,906	\$19,223,821	\$23,889,669	\$21,698,547	-9.2%
WATER		FY2020 ACTUAL	FY2021 BUDGETED	FY2022 PROPOSED	% CHANGE
OVERTIME		\$531,298	\$618,000	\$618,000	0.0%
PERSONAL SERVICES NON-OVERTIME		\$2,361,592	\$2,669,525	\$2,674,779	0.2%
PURCHASE OF SERVICES		\$1,627,015	\$1,804,897	\$4,879,580	170.4%
GOODS AND SUPPLIES		\$464,510	\$597,972	\$667,921	11.7%
DEBT SERVICE		\$1,921,046	\$2,064,489	\$362,217	-82.5%
EXPENSE REIMBURSEMENT		\$700,000	\$0	\$0	0.0%
OTHER CONTRACTED SERVICES		\$9,387,537	\$14,135,798	\$9,138,168	-35.4%
DIRECT COSTS		\$16,992,998	\$21,890,681	\$18,340,665	-16.2%
INDIRECT COSTS		\$0	\$1,812,442	\$1,812,442	0.0%
TOTAL		\$16,992,998	\$23,703,123	\$20,153,107	-15.0%



EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Expenditures				
Public Works				
Water				
Overtime				
OVERTIME	\$531,298.13	\$618,000.00	\$618,000.00	0%
Total Overtime:	\$531,298.13	\$618,000.00	\$618,000.00	0%
Personal Services Non OT				
FULL-TIME SALARIES	\$1,930,805.71	\$1,941,564.00	\$2,042,314.00	5.2%
STIPEND	\$2,720.86	\$2,700.00	\$2,700.00	0%
CLERICAL INCENTIVE	\$5,000.00	\$10,000.00	\$10,000.00	0%
ADMIN INCENTIVE	\$0.00	\$1,000.00	\$1,000.00	0%
LONGEVITY	\$21,450.00	\$25,170.00	\$27,590.00	9.6%
SHIFT DIFFERENTIAL	\$37,970.18	\$75,000.00	\$75,000.00	0%
HOLIDAY	\$0.00	\$393.00	\$2,322.00	490.8%
EDUCATIONAL INCENTIVE	\$7,179.80	\$10,659.00	\$10,425.00	-2.2%
ON CALL	\$35,682.38	\$47,000.00	\$47,000.00	0%
OUT OF GRADE	\$6,168.36	\$18,000.00	\$18,000.00	0%
HAZARDOUS DUTY	\$0.00	\$33,826.00	\$33,826.00	0%
SEPARATION COSTS	\$22,155.82	\$176,800.00	\$176,800.00	0%
WORKERS COMPENSATION	\$235,409.06	\$205,341.00	\$105,730.00	-48.5%
UNIFORM CLOTHING ALLOWANCE	\$57,049.33	\$70,800.00	\$70,800.00	0%
CDL STIPEND	\$0.00	\$51,272.00	\$51,272.00	0%
Total Personal Services Non OT:	\$2,361,591.50	\$2,669,525.00	\$2,674,779.00	0.2%
Purchase of Service				
ELECTRICITY	\$443,403.30	\$816,425.00	\$816,425.00	0%
ENERGY (GAS,OIL,DIESEL)	\$18,184.76	\$50,862.00	\$50,862.00	0%
REAL ESTATE TAX CHARGES	\$73,141.49	\$93,052.00	\$88,052.00	-5.4%
STREET REPAIRS	\$441,846.00	-\$46,000.00	\$441,846.00	-1,060.5%
BUILDING/GROUNDS REPAIR/MAINT	\$6,016.36	\$29,641.00	\$29,641.00	0%
VEHICLE REPAIR/MAINTENANCE	\$22,063.59	\$48,350.00	\$48,350.00	0%
DEPART EQUIP REPAIR/MAINT	\$6,765.78	\$8,188.00	\$8,188.00	0%
DATA PROCESS EQUIP REP/MAINT	\$11,532.03	\$25,822.00	\$25,822.00	0%
DEPARTMENTAL EQUIP RENT/LEASE	\$263.25	\$4,568.00	\$4,568.00	0%
SECURITY/FIRE CONTROL	\$0.00	\$1,250.00	\$1,250.00	0%
PROPERTY RELATED SERVICES	\$91,520.19	\$105,074.00	\$120,074.00	14.3%
TREATMENT PLANT REP/MAINT	\$0.00	\$0.00	\$370,000.00	N/A
CONTRACTOR EMERG. REPAIRS	\$0.00	\$75,000.00	\$93,350.00	24.5%
EPA/DEP MANDATE	\$0.00	\$0.00	\$167,596.00	N/A
MEDICAL	\$199.00	\$2,000.00	\$2,000.00	0%
ENGINEERING	\$170,746.48	\$200,000.00	\$222,397.00	11.2%
DATA PROCESSING	\$30,250.88	\$144,824.00	\$144,824.00	0%



Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
CONSULTANTS	\$201,481.51	\$60,526.51	\$203,866.00	236.8%
PUBLIC SAFETY	\$78,635.32	\$88,698.00	\$88,698.00	0%
OTHER CONTRACT SERVICES	\$0.00	\$0.00	\$1,855,155.00	N/A
WATER/FILTRATION SURCHARGES	\$0.00	\$13,400.00	\$13,400.00	0%
POSTAGE	\$2,318.84	\$6,500.00	\$6,500.00	0%
TELEPHONE	\$4,602.85	\$10,090.00	\$10,090.00	0%
ADVERTISING	\$2,390.95	\$8,256.00	\$8,256.00	0%
COMMUNICATION SERVICES	\$20,751.15	\$20,247.00	\$20,247.00	0%
MICROFILMING	\$0.00	\$400.00	\$400.00	0%
LAUNDRY AND CLEANING	\$779.20	\$3,088.00	\$3,088.00	0%
PRINTING	\$121.94	\$9,635.00	\$9,635.00	0%
PROPERTY DAMAGE CLAIMS	\$0.00	\$25,000.00	\$25,000.00	0%
Total Purchase of Service:	\$1,627,014.87	\$1,804,896.51	\$4,879,580.00	170.4%
Goods and Supplies				
COPY MACHINE SUPPLIES	\$746.72	\$2,100.00	\$1,100.00	-47.6%
REFERENCE MATERIALS	\$0.00	\$736.00	\$736.00	0%
OFFICE SUNDRIES/SUPPLIES	\$1,229.68	\$2,748.00	\$2,748.00	0%
DATA PROCESS SOFTWARE & SUPP	\$246.26	\$1,975.00	\$1,975.00	0%
TOOLS & HARDWARE SUPPLY	\$28,252.48	\$44,292.00	\$29,292.00	-33.9%
JANITORIAL SUPPLIES	\$9,330.61	\$19,946.00	\$9,945.00	-50.1%
GASOLINE	\$33,272.17	\$82,000.00	\$82,000.00	0%
PARTS/ACCESSORIES/LUBE	\$45,598.05	\$74,531.00	\$74,531.00	0%
FOOD PURCHASE	\$0.00	\$500.00	\$500.00	0%
HYDRANTS	\$54,921.08	\$65,606.00	\$65,606.00	0%
PIPES & FITTINGS	\$162,165.34	\$159,669.00	\$184,669.00	15.7%
WATER METER PARTS & SUPPLIES	\$49,622.61	\$35,000.00	\$104,950.00	199.9%
PURCHASE OF CLOTHING	\$11,046.47	\$10,400.00	\$5,400.00	-48.1%
IN-STATE TRAVEL	\$3,621.17	\$13,364.00	\$14,364.00	7.5%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$3,824.00	\$4,000.00	\$4,000.00	0%
TUITION & TRAINING	\$1,397.35	\$2,600.00	\$2,600.00	0%
LICENSE & REGISTRATION	\$919.40	\$1,460.00	\$1,460.00	0%
PROPERTY DAMAGE CLAIMS	\$0.00	\$15,000.00	\$15,000.00	0%
DEPARTMENT EQUIPMENT	\$58,316.20	\$50,845.00	\$55,845.00	9.8%
COMMUNICATION EQUIPMENT	\$0.00	\$11,200.00	\$11,200.00	0%
Total Goods and Supplies:	\$464,509.59	\$597,972.00	\$667,921.00	11.7%
Debt Service				
PRINCIPAL ON LONG-TERM DEBT	\$1,526,185.98	\$1,630,862.82	\$242,500.00	-85.1%
INTEREST ON LONG-TERM DEBT	\$363,953.67	\$350,864.64	\$55,964.00	-84%
INTEREST SHORT TERM NOTES	\$0.00	\$10,000.00	\$10,000.00	0%
ISSUANCE COSTS	\$30,906.70	\$72,761.05	\$53,753.00	-26.1%
Total Debt Service:	\$1,921,046.35	\$2,064,488.51	\$362,217.00	-82.5%
Expense Reimbursement				
WATER EXPENSE REIMBURSEMENT	\$700,000.00	\$0.00	\$0.00	0%
Total Expense Reimbursement:	\$700,000.00	\$0.00	\$0.00	0%



Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Other Contracted Service				
OTHER CONTRACT SERVICES	\$1,534,696.00	\$1,541,025.00	\$0.00	-100%
Total Other Contracted Service:	\$1,534,696.00	\$1,541,025.00	\$0.00	-100%
EPA/DEP Mandate				
EPA/DEP MANDATE (SAFE WATER)	\$205,342.00	-\$8,476.73	\$0.00	-100%
Total EPA/DEP Mandate:	\$205,342.00	-\$8,476.73	\$0.00	-100%
US Filter Contr F&P/R&M				
TREATMENT PLANT REP/MAINT	\$299,999.96	\$273,535.00	\$0.00	-100%
Total US Filter Contr F&P/R&M:	\$299,999.96	\$273,535.00	\$0.00	-100%
Capital Projects from R/E				
CAPITAL PROJECTS	\$0.00	\$558,250.00	\$0.00	-100%
Misc Main Replacement Program	\$0.00	\$2,400,000.00	\$0.00	-100%
VALVES	\$0.00	\$600,000.00	\$0.00	-100%
Total Capital Projects from R/E:	\$0.00	\$3,558,250.00	\$0.00	-100%
Water Service Variable Fee				
TREATMENT PLANT REP/MAINT	\$303,791.93	\$295,000.00	\$0.00	-100%
Total Water Service Variable Fee:	\$303,791.93	\$295,000.00	\$0.00	-100%
DESAL Fixed Charge				
DESAL Fixed Charge	\$6,962,416.00	\$7,101,909.00	\$7,203,773.00	1.4%
DESAL VARIABLE CHARGE	\$81,291.10	\$1,374,556.00	\$1,934,395.00	40.7%
Total DESAL Fixed Charge:	\$7,043,707.10	\$8,476,465.00	\$9,138,168.00	7.8%
Total Water:	\$16,992,997.43	\$21,890,680.29	\$18,340,665.00	-16.2%
Total Public Works:	\$16,992,997.43	\$21,890,680.29	\$18,340,665.00	-16.2%
Total Expenditures:	\$16,992,997.43	\$21,890,680.29	\$18,340,665.00	-16.2%

ELECTIONS COMMISSION



Cynthia Scrivini
Executive Director

Mission

The mission of the Elections Commission is to manage and conduct all municipal, state, and federal elections within the City of Brockton and maintain all election records. The Commission is responsible for voter registration and reporting state and federal election results to the Secretary of State.

Services

- Set up staffing for early voting sites and central tabulation.
- Handle the registration of voters and annual census of Brockton residents.
- Prepare election calendar and submit appropriation election orders.
- Organize instructional sessions for wardens, clerks, and inspectors prior to each preliminary or special election.
- Organize and direct recounts or elections.
- Prepare voter registration calendars for special voter registration sessions in conjunction with community requests; schedule locations and assign an Assistant Commissioner to each session.
- Maintain and regularly update voting lists of approximately 55,000 registered voters; print new lists prior to each election for distribution to state, federal, and local candidates.
- Design, print, and mail census forms annually, process returns for computer entry, adhere to deadlines in law in starting, completion, and returns to School Department and Jury Commissioner; mass inactivate all registered voters who have not returned census as required under Massachusetts General Law (MGL).
- Operate public service counter with cash stations.
- Provide for the licensure of all dogs in the City and coordinate with Animal Control to optimize services including annual mailing to all dog license holders.
- Complete residency forms for veterans to receive benefits and residents' forms for students to allow access to local education/trade programs.

FY21 Accomplishments

- Successfully managed four elections.
- Coordinated U.S. Census.
- Successfully worked with Animal Control on dog licenses.

GOALS

Goal	Status	City Goal
1. Increase U.S. Census response for 2030.	Ongoing FY22	1,2
2. Increase voter registration and voter turnout in upcoming elections.	Ongoing FY22	1,2
3. Conduct fair and efficient elections.	Ongoing FY22	1,2
4. Continue to work in partnership with Brockton High School to enlist students to work on election days.	Ongoing FY22	1,2
5. Educate registered voters.	Ongoing FY22	1,2

ORGANIZATIONAL CHART



PERSONAL SERVICES

Title	Name	Start Date	Longevity	Salary
Executive Director	Cynthia Scrivani	08/27/01	1,250	82,395
Admin Asst. III	Laurita Lemieux	10/26/84	1,350	64,904
Admin Asst. II	Nicole Lainas	05/14/18		46,272
Admin Asst. I	Nara Lugo	10/10/17		42,407
		Total	2,600	235,978

Personal Services Summary

FULL TIME	235,978
TEMPORARY/SEASONAL	3,000
ELECTED/APPOINTED	3,000
ADMIN INCENTIVE	2,000
POLLS	110,000
LONGEVITY	2,600
CLERICAL INCENTIVE	7,500
Total	364,078

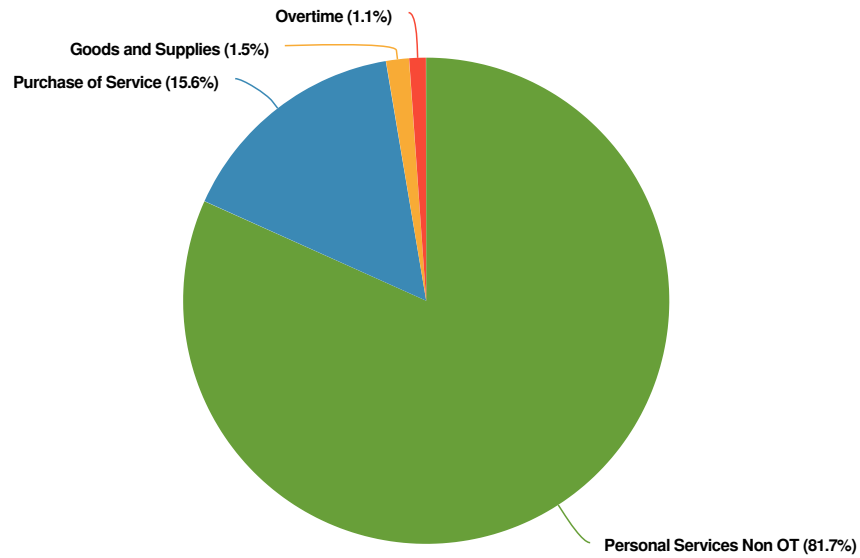
Stipend Only

Election Commissioner	Frederick Mcdermott	650
Election Commissioner	Joseph Moses, Jr.	650
Election Commissioner	Jane Parker	650
Election Commissioner	Tanya Tillman	650
Total		2,600



FINANCIAL OVERVIEW

Financial Overview by Statutory Category



FINANCIAL OVERVIEW SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
General Fund				
Overtime	\$2,815.39	\$5,000.00	\$5,000.00	0%
Personal Services Non OT	\$389,167.30	\$360,942.00	\$364,078.00	0.9%
Purchase of Service	\$72,138.00	\$78,580.00	\$69,600.00	-11.4%
Goods and Supplies	\$2,694.79	\$3,560.00	\$6,800.00	91%
Total General Fund:	\$466,815.48	\$448,082.00	\$445,478.00	-0.6%



EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Expenditures				
General Government				
Election Commission				
Overtime				
OVERTIME	\$2,815.39	\$5,000.00	\$5,000.00	0%
Total Overtime:	\$2,815.39	\$5,000.00	\$5,000.00	0%
Personal Services Non OT				
FULL-TIME SALARIES	\$229,531.95	\$229,892.00	\$235,978.00	2.6%
TEMPORARY/SEASONAL	\$0.00	\$3,000.00	\$3,000.00	0%
ELECTED/APPOINTED	\$80.80	\$3,000.00	\$3,000.00	0%
STIPEND	\$3,275.00	\$3,250.00	\$0.00	-100%
POLLS	\$144,479.55	\$110,000.00	\$110,000.00	0%
CLERICAL INCENTIVE	\$7,500.00	\$7,500.00	\$7,500.00	0%
ADMIN INCENTIVE	\$2,000.00	\$2,000.00	\$2,000.00	0%
LONGEVITY	\$2,300.00	\$2,300.00	\$2,600.00	13%
Total Personal Services Non OT:	\$389,167.30	\$360,942.00	\$364,078.00	0.9%
Purchase of Service				
DEPART EQUIP REPAIR/MAINT	\$919.39	\$1,080.00	\$1,200.00	11.1%
BUILDING RENT/LEASE	\$1,000.00	\$1,000.00	\$1,000.00	0%
CONSULTANTS	\$3,740.49	\$3,000.00	\$4,000.00	33.3%
ADVERTISING	\$2,174.49	\$4,000.00	\$5,000.00	25%
COMMUNICATION SERVICES	\$0.00	\$0.00	\$400.00	N/A
PRINTING	\$5,360.63	\$9,500.00	\$8,000.00	-15.8%
ELECTION/CENSUS	\$58,943.00	\$60,000.00	\$50,000.00	-16.7%
Total Purchase of Service:	\$72,138.00	\$78,580.00	\$69,600.00	-11.4%
Goods and Supplies				
COPY MACHINE SUPPLIES	\$933.06	\$1,260.00	\$1,500.00	19%
OFFICE SUNDRIES/SUPPLIES	\$985.03	\$1,500.00	\$1,000.00	-33.3%
FOOD PURCHASE	\$136.21	\$150.00	\$150.00	0%
IN STATE TRAVEL	\$0.00	\$0.00	\$1,000.00	N/A
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$150.00	\$150.00	\$150.00	0%
DEPARTMENT EQUIPMENT	\$490.49	\$500.00	\$3,000.00	500%
Total Goods and Supplies:	\$2,694.79	\$3,560.00	\$6,800.00	91%
Total Election Commission:	\$466,815.48	\$448,082.00	\$445,478.00	-0.6%
Total General Government:	\$466,815.48	\$448,082.00	\$445,478.00	-0.6%
Total Expenditures:	\$466,815.48	\$448,082.00	\$445,478.00	-0.6%



EMERGENCY MANAGEMENT AGENCY



Stephen Hooke
Director

Mission

The mission of the Brockton Emergency Management Agency (BEMA) is to ensure that the City is prepared to withstand, respond to, and recover from all types of emergencies and disasters, including natural disasters, accidents, deliberate attacks, and technological and infrastructure failures. BEMA's staff is committed to an all hazards approach to emergency management.

Services

- Build and sustain effective partnerships with federal, state, and local government agencies.
- Build and sustain effective partnerships with the private sector: individuals, families, non-profits, and businesses.
- Ensure the City's ability to rapidly recover from large and small disasters by assessing and mitigating threats and hazards.
- Enhance preparedness.
- Ensure an effective response.
- Strengthen the capacity of the City to rebuild and recover from disasters.

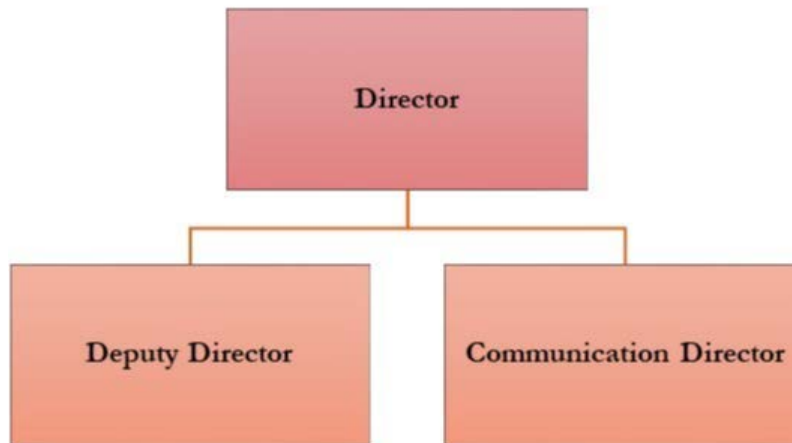
FY21 Accomplishments

- Engaged in Virtual Community Emergency Response Team (CERT) trainings for over 40 members on a variety of topics including: Fire safety, search and rescue, first aid, traffic control, and team organization.
- Distributed preparedness materials and provided preparedness training virtually to residents throughout the year.
- Assisted in several emergencies (i.e.: missing person search, structure fires, brush fires, police incidents).
- Hosted several virtual CERT recruitment meetings.
- Increased storage of emergency food and water reserve.
- Assisted Mayor and coordinated the response for the Covid-19 pandemic.
- Assisted the Mayors office and Board of Health with logistical coordination of a Covid-19 vaccine distribution for residents and city workers.
- Provided logistical Command and Control response for the Brockton civil unrest incidents.
 - Coordinated the movement of state law enforcement assets into the City, in addition to National Guard members, to support the Brockton Police Department.
- Distributed life-saving Personal Protective Equipment (PPE) to our local first responders, City agencies, and private sector companies/agencies.

GOALS

Goal	Status	City Goal
1. Identify, assess, and prioritize local vulnerabilities to emergencies or disasters and the resources available to mitigate, respond to, or recover from them.	Ongoing FY22	2
2. Provide for the utilization of all available public and private resources to protect against and deal with an emergency or threatening situation.	Ongoing FY22	2
3. Provide emergency response plan updates.	Ongoing FY22	2
4. Continue to respond to, mitigate, and recover from the Covid-19 Pandemic.	Ongoing FY22	2
5. Continue to build and train our Community Emergency Response Team (CERT).	Ongoing FY22	2

ORGANIZATIONAL CHART



PERSONAL SERVICES

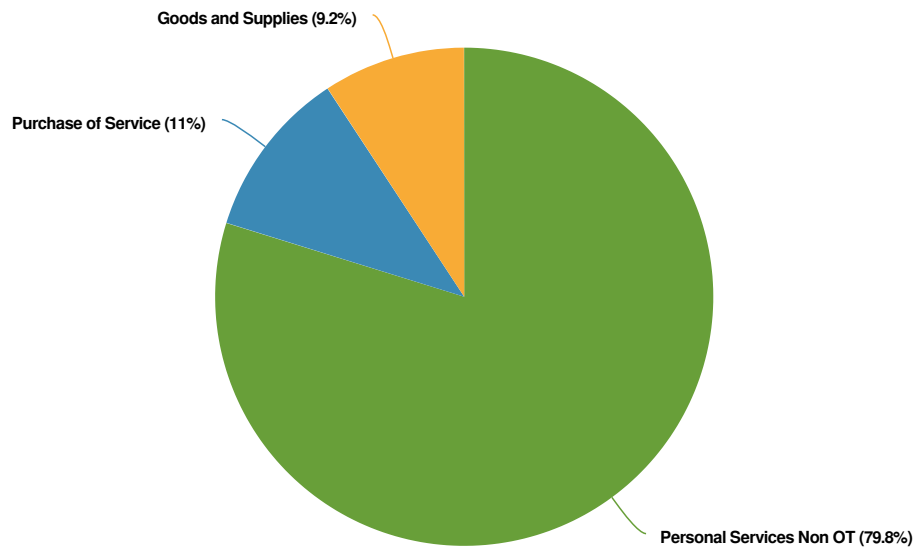
Title	Name	Start Date	Salary
Director	Stephen Hooke Jr.	04/15/14	35,568
Deputy Director	Fred Fontaine	01/06/14	15,590
Communication Director	Anthony Fowler	01/11/21	15,590
Total			66,748

Personal Services Summary	
PART-TIME	66,748
Total	66,748



FINANCIAL OVERVIEW

Financial Overview by Statutory Category



FINANCIAL OVERVIEW SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
General Fund				
Personal Services Non OT	\$41,265.00	\$56,180.00	\$66,748.00	18.8%
Purchase of Service	\$7,012.81	\$9,173.00	\$9,173.00	0%
Goods and Supplies	\$5,374.38	\$7,722.00	\$7,722.00	0%
Total General Fund:	\$53,652.19	\$73,075.00	\$83,643.00	14.5%

EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Expenditures				
Public Safety				
Emergency Management Agency				
Personal Services Non OT				
STIPEND	\$41,265.00	\$56,180.00	\$66,748.00	18.8%
Total Personal Services Non OT:	\$41,265.00	\$56,180.00	\$66,748.00	18.8%
Purchase of Service				
VEHICLE REPAIR/MAINTENANCE	\$2,950.04	\$7,000.00	\$5,000.00	-28.6%
DEPART EQUIP REPAIR/MAINT	\$828.50	\$1,900.00	\$1,900.00	0%
TELEPHONE	\$0.00	\$48.00	\$2,048.00	4,166.7%
COMMUNICATION SERVICES	\$3,180.77	\$0.00	\$0.00	0%
PRINTING	\$53.50	\$225.00	\$225.00	0%
Total Purchase of Service:	\$7,012.81	\$9,173.00	\$9,173.00	0%
Goods and Supplies				
OFFICE SUNDRIES/SUPPLIES	\$246.70	\$945.00	\$945.00	0%
BUILDING SUPPLIES	\$25.00	\$90.00	\$90.00	0%
FOOD PURCHASE	\$462.23	\$1,260.00	\$1,260.00	0%
PURCHASE OF CLOTHING	\$922.86	\$1,300.00	\$1,300.00	0%
IN STATE TRAVEL	\$0.00	\$113.00	\$113.00	0%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$0.00	\$14.00	\$14.00	0%
DEPARTMENT EQUIPMENT	\$3,717.59	\$4,000.00	\$4,000.00	0%
Total Goods and Supplies:	\$5,374.38	\$7,722.00	\$7,722.00	0%
Total Emergency Management Agency:	\$53,652.19	\$73,075.00	\$83,643.00	14.5%
Total Public Safety:	\$53,652.19	\$73,075.00	\$83,643.00	14.5%
Total Expenditures:	\$53,652.19	\$73,075.00	\$83,643.00	14.5%



FINANCE



Troy Clarkson
Chief Financial Officer

Mission

The Department of Finance, under the direction of the Chief Financial Officer (CFO), is responsible for the overall budgetary and financial administration of the City of Brockton. The responsibilities of Finance are outlined in Chapter 324 of the Acts of 1990.

Services

- Coordinate, administer, and supervise all financial services and activities of the City.
- Develop and maintain uniform systems for all financial planning and operations in all departments, including the School Department, boards, commissions, agencies or other units of City government.
- Monitor the expenditure of all funds.
- Review all proposed contracts and obligations with a term of impact in excess of one year.
- Oversee debt and present presentations to allow for successful bond sales.
- Analyze and recommend all capital spending in accordance with City Ordinances.
- Directly participates and advises on labor contract bargaining, including school unions.
- Administer risk management.
- Assist in all matters related to municipal finance affairs.
- Collaborate with Human Resources to oversee the health insurance trust.

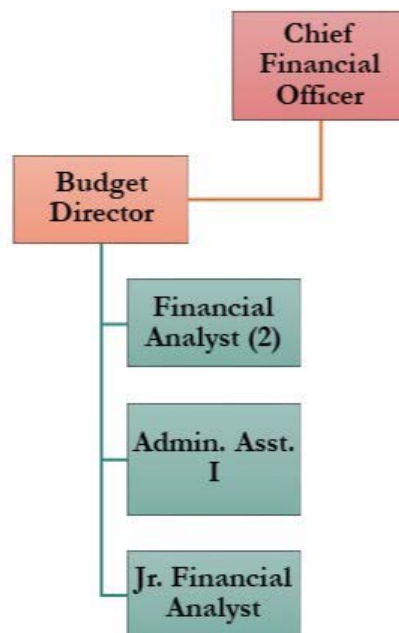
FY21 Accomplishments

- Achieved the City's first distinguished budget award from the Government Finance Officers Association (GFOA).
- Worked with the City Council to secure authorization for a \$98 million Public Safety Complex.
- Instituted ClearGov Budget Book Software to better operationalize finances in a clear and concise nomenclature.
- Coordinated with Ameresco, Public Property, and the Mayor's Office to provide a testing site for COVID-19 with the use of CARES funding.
- Submitted over \$8.5 million in CARES reimbursement to supplement critical services provided during the COVID-19 pandemic.
- Coordinated with the Mayor's Office on U.S. Census mailings and distribution, which resulted in a 61% completion rate, or 20% increase from 2010.
- Drafted and compiled Brockton's first ever six-year Capital Plan.
- Worked with Human Resources to coordinate a premium holiday for Brockton employees.

GOALS

Goal	Status	City Goal
1. Continue to update and revise the City's FY2022 budget to be compliant with the latest Government Finance Officers Association (GFOA) requirements.	Ongoing FY22	3
2. Continue to implement eCivis grant management software.	Ongoing FY22	3
3. Develop effective financial policies that will serve to provide a strategic, long-term approach to financial management.	Ongoing FY22	2,3
4. Address Pension Obligation Bond (POB) debt that will serve to shape the long-term finances of the City.	Ongoing FY22	3
5. Lead negotiations regarding the upcoming Collective Bargaining Agreements (CBA).	Ongoing FY22	3

ORGANIZATIONAL CHART



PERSONAL SERVICES

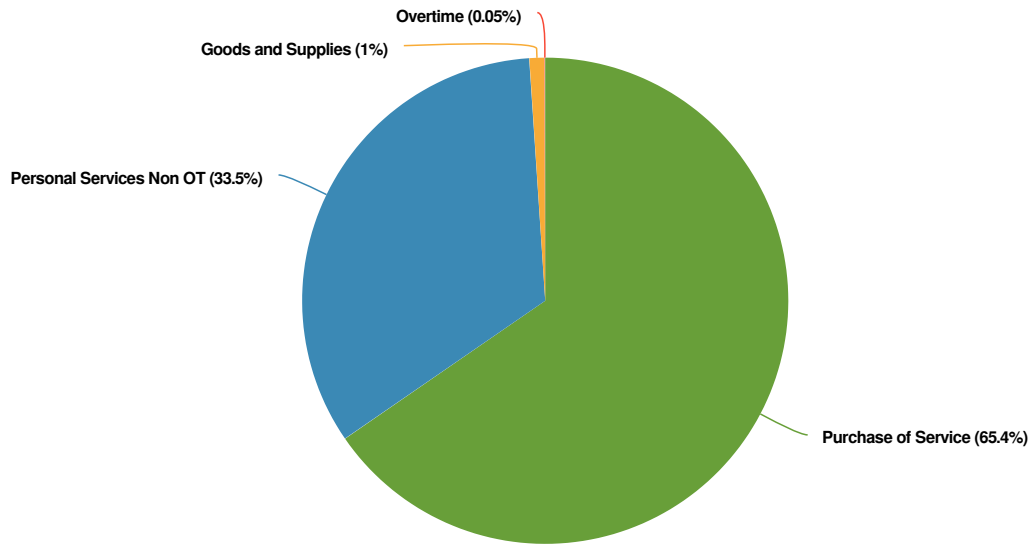
Title	Name	Start Date	Longevity	Salary
Chief Financial Officer	Troy Clarkson	02/19/19		157,568
Budget Director	Vacant			95,467
Financial Analyst	Tiffani Ciasullo	09/18/01	1,250	71,880
Financial Analyst	Paul Umano	01/23/17		76,279
Admin Asst I	Susan Thompson	11/01/04	950	44,335
Jr. Financial Analyst	Vacant			45,397
		Total	2,200	490,926

Personal Services	
Summary	
FULL TIME	490,926
PART-TIME	54,600
STIPEND	2,700
CLERICAL INCENTIVE	2,500
LONGEVITY	2,200
SEPARATION COSTS	23,000
HOLIDAY PAY	5,153
Total	581,079



FINANCIAL OVERVIEW

Financial Overview by Statutory Category



FINANCIAL OVERVIEW SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
General Fund				
Overtime	\$0.00	\$807.00	\$807.00	0%
Personal Services Non OT	\$435,006.98	\$530,936.00	\$581,079.00	9.4%
Purchase of Service	\$1,079,167.94	\$1,083,140.00	\$1,133,140.00	4.6%
Goods and Supplies	\$8,418.85	\$17,150.00	\$17,150.00	0%
Total General Fund:	\$1,522,593.77	\$1,632,033.00	\$1,732,176.00	6.1%



EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Expenditures				
General Government				
Finance				
Overtime				
OVERTIME	\$0.00	\$807.00	\$807.00	0%
Total Overtime:	\$0.00	\$807.00	\$807.00	0%
Personal Services Non OT				
FULL-TIME SALARIES	\$388,891.61	\$450,354.00	\$490,926.00	9%
PART-TIME SALARIES	\$40,313.40	\$51,495.00	\$54,600.00	6%
STIPEND	\$1,401.97	\$0.00	\$2,700.00	N/A
CLERICAL INCENTIVE	\$2,500.00	\$2,500.00	\$2,500.00	0%
LONGEVITY	\$1,900.00	\$1,900.00	\$2,200.00	15.8%
HOLIDAY	\$0.00	\$1,687.00	\$5,153.00	205.5%
SEPARATION COSTS	\$0.00	\$23,000.00	\$23,000.00	0%
Total Personal Services Non OT:	\$435,006.98	\$530,936.00	\$581,079.00	9.4%
Purchase of Service				
ELECTRICITY POWER	\$816,997.62	\$884,040.00	\$884,040.00	0%
DEPARTMENTAL EQUIP RENT/LEASE	\$66,940.26	\$4,000.00	\$4,000.00	0%
CONSULTANTS	\$192,260.45	\$178,500.00	\$200,000.00	12%
OTHER CONTRACT SERVICES	\$0.00	\$11,500.00	\$40,000.00	247.8%
ADVERTISING	\$0.00	\$100.00	\$100.00	0%
PRINTING	\$2,969.61	\$5,000.00	\$5,000.00	0%
Total Purchase of Service:	\$1,079,167.94	\$1,083,140.00	\$1,133,140.00	4.6%
Goods and Supplies				
COPY MACHINE SUPPLIES	\$1,399.92	\$2,489.00	\$2,489.00	0%
OFFICE SUNDRIES/SUPPLIES	\$1,060.00	\$3,710.00	\$3,710.00	0%
IN-STATE TRAVEL	\$698.22	\$2,000.00	\$2,000.00	0%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$3,850.62	\$7,500.00	\$7,500.00	0%
DEPARTMENT EQUIPMENT	\$1,410.09	\$1,451.00	\$1,451.00	0%
Total Goods and Supplies:	\$8,418.85	\$17,150.00	\$17,150.00	0%
Total Finance:	\$1,522,593.77	\$1,632,033.00	\$1,732,176.00	6.1%
Total General Government:	\$1,522,593.77	\$1,632,033.00	\$1,732,176.00	6.1%
Total Expenditures:	\$1,522,593.77	\$1,632,033.00	\$1,732,176.00	6.1%



FIRE



Michael Williams
Fire Chief

Mission

The Fire Department is responsible for extinguishing fires, protecting lives and property from fire, providing emergency medical services, fire investigations, code enforcement, and public safety education with professionally trained and equipped personnel. The Fire Department responds to all fire alarms and emergency medical calls as well as the dispatching of City Contract Ambulances within the City, in addition to requests for assistance outside the City of Brockton within the Mutual Aid System.

Services

- Respond to any and all emergencies.
- Respond to reports of fire and alarms.
- Extinguish all types of fires, including but not limited to, building, car, outside, and commercial.
- Respond and administer Emergency Management Services (EMS) throughout the City of Brockton and direct all EMS activities.
- Respond and develop a command structure to ensure all incidents are met with professionalism and leadership.
- Execute rescue activities at an incident, which include, vehicle extrication, confined space extrication, and trench rescue.
- Dispatch and maintain an elaborate network of master boxes and street boxes, which will allow firefighters to respond with the proper personnel as needed and keep the residents safe.
- Maintain National Fire Protection Association (NFPA), Occupational Safety and Health Administration (OSHA), and Department of Public Health (DPH) training standards.
- Promote the nationally recognized Student Awareness Fire Education (SAFE) program to educate students.
- Conduct professional fire investigations, code enforcement, and regular commercial and residential fire inspections when needed.

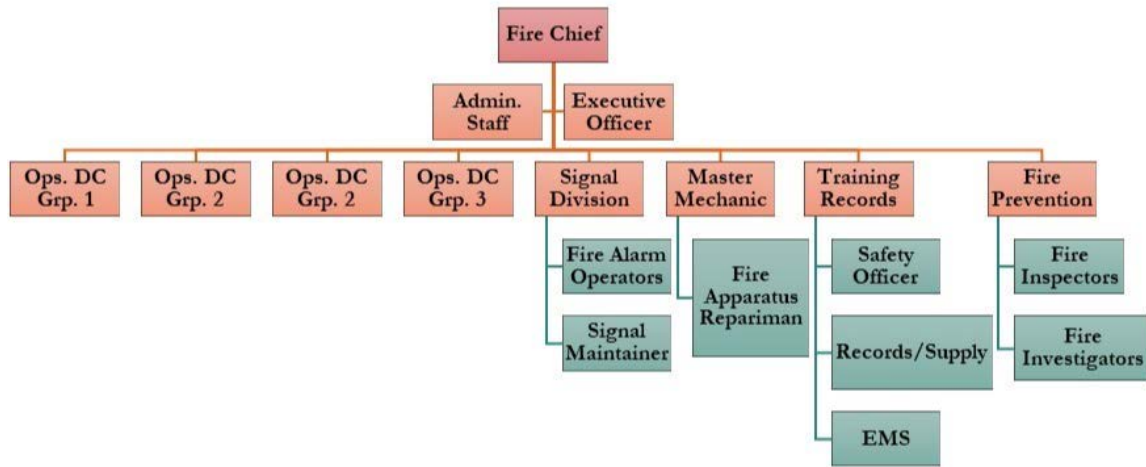
FY21 Accomplishments

- Responded to nearly 30,000 incidents throughout the year including fires, EMS response to the COVID-19 pandemic, MVAs, and technical rescues.
- Executed the delivery of three new Engine Companies that will service Cary Hill, East Side, and the West Side.
- Received an Assistance to Firefighters Grant (AFG) to purchase an engine for West Street Fire Station.
- Received funding to purchase two-hundred sets of Personal Protective Equipment (PPE) for structural firefighting.
- Instituted a grant funded Heavy Rescue vehicle that will allow the Fire Department to consolidate all technical rescue equipment into one vehicle.
- Purchased two-hundred particulate filtering bags for the transport of structural firefighting turnout gear with the purpose of assisting in the reduction harmful carcinogens.
- Purchased particulate filtering hoods that reduce the impacts of combustible material.
- Increased the stockpile of medical PPE to assist in keeping our residents and members safe during the pandemic.
- Began the trial of new software and paging system for the coordination of manpower, details, leave time, and overtime.

GOALS

Goal	Status	City Goal
Protection of Brockton Residents		
1. Increase minimum manning for all apparatus to one officer and three firefighters. This will allow for more efficiency on the fire ground or other associated incidents. Additionally, this will assist the Brockton Fire Department in aligning with NFPA 1710, which advises for a four-person apparatus.	Ongoing FY22	2
2. Commission new Rescue Company and staff this apparatus fully with an officer and three firefighters.	Ongoing FY22	2
3. Change annual Technical Rescue training to quarterly to increase fire service proficiency.	Ongoing FY22	2
4. Develop Special Operations Command Division to oversee and run daily training in special disciplines.	Ongoing FY22	2
5. Increase the ability of the Brockton Fire Department Training Division by re-allocating administrative duties to the Chief Executive Officer (CEO).	Ongoing FY22	2
6. Host the Massachusetts Fire Academy and National Fire Academy classes at the Brockton Fire Department. Both educational institutions will provide a variety of training to further the skill set of Brockton firefighters.	Ongoing FY22	2
Protection of Brockton Firefighters		
7. Attend a structural collapse program offered by the National Fire Academy.	Ongoing FY22	2
8. Increase our stockpile of Personal Protective Equipment (PPE).	Ongoing FY22	2
9. Replace aging gas meters in addition to fire ground VHF communication equipment to a UHF repeated function.	Ongoing FY22	3
Improvement of Fire Department Facilities		
10. Improve ventilation on the apparatus floor, which will reduce the amount of carcinogens that firefighters are exposed to.	Ongoing FY22	3
11. Add air conditioning to the mechanics shop to increase worker efficiency.	Ongoing FY22	
12. Hire a certified Emergency Vehicle Technician (EVT) to work on all apparatuses to improve efficiency.	Ongoing FY22	3
Improve Operational Efficiency		
13. Hire a clerk for the Fire Prevention Bureau to assist with clerical work that includes permitting.	Ongoing FY22	2
14. Digitize records.	Ongoing FY22	3
15. Institute quarterly meeting to keep the entire command staff informed of departmental changes.		2
Rescue Equipment and Training		
16. Purchase advanced technical rescue equipment for use in the City at industrial and commercial sites for rescue and extraction.	Ongoing FY22	2

ORGANIZATIONAL CHART



PERSONAL SERVICES

	RANK	LAST	FIRST	HIRE	STEP	ED INC.	UNIT A PAY	ANNUAL SALARY	SHIFT DIF	ED. INC.	HOLIDAY	WEEKEND DIF	UNIQUE	DEFIB.	LONG.	EMT	HAZARDOUS	GRAND TOTAL
1	Firefighter	Ahearn	Michael D.	12/30/13	6	15		60,807	6,704	10,127	5,595	6,081	4,256	1,672	480	0	6,233	101,955
2	Firefighter	Albanese	Jeffrey	09/11/00	6	30		60,807	6,704	20,253	6,147	6,081	4,256	1,672	1,250	2,432	6,233	115,835
3	Firefighter	Albanese	Paul	06/01/04	6	30		60,807	6,704	20,253	6,147	6,081	4,256	1,672	950	0	6,233	113,103
4	Deputy	Albanese	Scott G.	05/14/97	6	30		104,133	11,481	34,684	9,824	6,081	0	1,672	1,250	2,432	10,674	182,230
5	Firefighter	Anastos	Steven	11/06/06	6	30		60,807	6,704	20,253	6,147	6,081	4,256	1,672	950	2,432	6,233	115,535
6	Firefighter	Anderson	Christopher J.	01/11/16	6	30		60,807	6,704	20,253	6,147	6,081	4,256	1,672	480	2,432	6,233	115,065
7	Lieutenant	Angelo	Heather	02/26/96	6	30		74,792	8,246	24,911	7,159	6,081	0	1,672	1,350	2,432	7,666	134,310
8	Firefighter	Barnford	Timothy	05/06/96	6	30		60,807	6,704	20,253	6,147	6,081	4,256	1,672	1,350	2,432	6,233	115,935
9	Firefighter	Barbosa	Jaime	06/01/04	6	30		60,807	6,704	20,253	6,147	6,081	4,256	1,672	950	2,432	6,233	115,535
10	Firefighter	Barchard	Wayne	04/14/99	6	15		60,807	6,704	10,127	5,595	6,081	4,256	1,672	1,250	2,432	6,233	105,157
11	Firefighter	Barnes	Johnny R.	01/11/16	6	20		60,807	6,704	13,502	5,779	6,081	4,256	1,672	480	0	6,233	105,514
12	Lieutenant	Bassett	William	11/29/99	6	30		74,792	8,246	24,911	7,159	6,081	0	1,672	1,250	2,432	7,666	134,210
13	Firefighter	Bergeron	Eric	12/02/19	3	20		52,218	5,757	11,595	5,779	6,081	3,655	1,672	0	0	5,352	92,110
14	Firefighter	Bergeron	Matthew R.	02/05/18	5	30		57,343	6,322	19,100	5,817	6,081	4,014	1,672	0	2,432	5,878	108,659
15	Firefighter	Bowen	Anthony	05/06/96	29yrs	30		68,225	7,522	22,724	6,897	6,823	4,776	1,876	1,350	2,432	6,993	129,617
16	Firefighter	Brown	Matthew T.	02/05/18	5	30		57,343	6,322	19,100	5,817	6,081	4,014	1,672	0	2,432	5,878	108,659
17	Firefighter	Bugbee	Christian	01/11/12	6	30		60,807	6,704	20,253	6,147	6,081	4,256	1,672	480	2,432	6,233	115,065
18	Firefighter	Burrell	Tristan M.	12/30/13	6	30		60,807	6,704	20,253	6,147	6,081	4,256	1,672	480	2,432	6,233	115,065
19	Captain	Byers	Christopher	04/14/99	6	30		89,003	9,813	29,645	8,450	6,081	0	1,672	1,250	2,432	9,123	157,468
20	Lieutenant	Campbell	James	01/11/12	6	30		74,792	8,246	24,911	7,159	6,081	0	1,672	480	2,432	7,666	133,440
21	Firefighter	Carfagna	Shawn	04/14/99	6	20		60,807	6,704	13,502	5,779	6,081	4,256	1,672	480	2,432	6,233	107,947
22	Firefighter	Capozzoli	Christopher J.	01/11/16	6	30		60,807	6,704	20,253	6,147	6,081	4,256	1,672	1,250	2,432	6,233	115,835
23	FAO	Chandler	Kerry	03/02/09	6	3		60,807	6,704	2,025	5,154	6,081	4,256	0	750	2,432	6,233	94,443
24	Firefighter	Chartier	Myles	04/01/19	4	30		55,871	6,160	18,609	5,678	6,081	3,911	1,672	0	2,432	5,727	106,140
25	Firefighter	Chisholm	Jesse	06/01/04	6	30		60,807	6,704	20,253	6,147	6,081	4,256	1,672	950	2,432	6,233	115,535
26	Firefighter	Churchill	Edward	11/26/95	6	20		60,807	6,704	13,502	5,779	6,081	4,256	1,672	1,350	2,432	6,233	108,817
27	Firefighter	Coleman	Joseph M.	11/28/01	6	20		60,807	6,704	13,502	5,779	6,081	4,256	1,672	1,250	2,432	6,233	108,717
28	Firefighter	Colon	Jonathan	01/11/16	6	30		60,807	6,704	20,253	6,147	6,081	4,256	1,672	480	2,432	6,233	115,065
29	Master Mechanic	Conrad	Stephen	07/08/06	6	15		89,003	9,813	14,822	8,025	6,081	0	0	950	0	9,123	137,817
30	Captain	Cosgrove	Paul S.	01/09/89	29 Years	30		99,861	11,010	33,261	9,481	6,823	0	1,876	1,350	2,729	10,236	176,626
31	Firefighter	Costa	Ryan E.	01/11/16	6	30		60,807	6,704	20,253	6,147	6,081	4,256	1,672	480	0	6,233	112,633
32	Firefighter	Cox	Edwin	04/25/01	6	15		60,807	6,704	10,127	5,595	6,081	4,256	1,672	1,250	2,432	6,233	105,157
33	Lieutenant	Croker	James	05/06/96	6	15		74,792	8,246	12,456	6,481	6,081	0	1,672	1,350	2,432	7,666	121,176
34	Firefighter	Curtin	William	11/8/10	6	30		60,807	6,704	20,253	6,147	6,081	4,256	1,672	750	2,432	6,233	115,335
35	Lieutenant	Czaja	Matthew	04/14/99	6	30		74,792	8,246	24,911	7,159	6,081	0	1,672	1,250	2,432	7,666	134,210
36	Firefighter	Czaja	Michael	05/14/97	6	30		60,807	6,704	20,253	6,147	6,081	4,256	1,672	1,250	4,743	6,233	118,146
37	Firefighter	D'Alessandro	Christopher R.	02/05/18	5	30		57,343	6,322	19,100	5,817	6,081	4,014	1,672	0	2,432	5,878	108,659
38	Firefighter	Davis, III	Charles L.	01/11/12	6	20		60,807	6,704	13,502	5,779	6,081	4,256	1,672	480	2,432	6,233	107,947
39	Firefighter	Davis	Zachary S.	01/11/16	6	30		60,807	6,704	20,253	6,147	6,081	4,256	1,672	480	0	6,233	112,633
40	Firefighter	DeGrace	Anthony	11/12/96	6	20		60,807	6,704	13,502	5,779	6,081	4,256	1,672	1,350	2,432	6,233	108,817
41	Lieutenant	Denny	Benjamin	11/28/01	6	30		74,792	8,246	24,911	7,159	6,081	0	1,672	1,250	2,432	7,666	134,210
42	Captain	DePasquale	Joseph	12/10/97	6	30		89,003	9,813	29,645	8,450	6,081	0	1,672	1,250	4,743	9,123	159,779
43	Firefighter	DePina	Carlos	04/01/19	4	15		55,871	6,160	9,305	5,171	6,081	3,911	1,672	0	0	5,727	93,897
44	Firefighter	Donahue	Richard P, Jr.	11/26/95	6	20		60,807	6,704	13,502	5,779	6,081	4,256	1,672	1,350	2,432	6,233	108,817
45	Lieutenant	Donahue	Steven L.	01/09/89	29yrs	15		83,917	9,252	13,975	7,272	6,081	0	1,876	1,350	2,729	8,601	135,054
46	Electrician	Donovan	James	01/03/05	6	15		60,807	6,704	10,127	5,875	6,081	4,256	1,672	950	2,432	6,233	105,137
47	Lieutenant	Doten	Brian	09/11/00	6	30		74,792	8,246	24,911	7,159	6,081	0	1,672	1,250	2,432	7,666	134,210
48	Lieutenant	DuBeau	James	11/26/95	29yrs	15		83,917	9,252	13,975	7,272	6,823	0	1,876	1,350	2,729	8,601	135,795
49	Firefighter	DuBeau	Katherine M.	02/05/18	5	20		57,343	6,322	12,733	5,471	6,081	4,014	1,672	0	2,432	5,878	101,946
50	Firefighter	Duguay	Jordan F.	01/11/16	6	0	1,820	60,807	6,704	0	5,296	6,081	4,256	1,672	0	0	6,233	92,869
51	Captain	Dwyer	Roger J.	08/28/02	6	30		89,003	9,813	29,645	8,450	6,081	0	1,672	950	2,432	9,123	157,168
52	Firefighter	Dwyer	Wesley	04/01/19	4	30		55,871	6,160	18,609	5,678	6,081	3,911	1,672	0	4,743	5,727	108,451



53	Firefighter	Eleyi	Elisha	05/11/05	6	20		60,807	6,704	13,502	5,779	6,081	4,256	1,672	950	0	6,233	105,984
54	Lieutenant	Eonas	George	12/10/97	6	30		74,792	8,246	24,911	7,159	6,081	0	1,672	1,250	2,432	7,666	134,210
55	Lieutenant	Estrada	Elpidio	05/11/05	6	30		74,792	8,246	24,911	7,159	6,081	0	1,672	950	2,432	7,666	133,910
56	Firefighter	Farmer	Michael	04/14/99	6	20		60,807	6,704	13,502	5,779	6,081	4,256	1,672	1,250	2,432	6,233	108,717
57	Firefighter	Feeney	Bryan	12/02/19	3	15		52,218	5,757	8,696	4,857	6,081	3,655	1,672	0	0	5,352	88,289
58	Lieutenant	Feeney	Michael	05/14/97	6	30		74,792	8,246	24,911	7,159	6,081	0	1,672	1,250	2,432	7,666	134,210
59	Firefighter	Flaherty	Eric S.	02/05/18	5	30		57,343	6,322	19,100	5,817	6,081	4,014	1,672	0	2,432	5,878	108,659
60	Firefighter	Flaherty	Matthew	06/05/12	6	30		60,807	6,704	20,253	6,147	6,081	4,256	1,672	480	2,432	6,233	115,065
61	Firefighter	Footte	Steven	11/26/15	29yrs	15		68,225	7,522	11,362	6,278	6,823	4,776	1,876	1,350	2,729	6,993	117,933
62	Firefighter	Fontes	Alexander	04/01/19	4	30		55,871	6,160	18,609	5,678	6,081	3,911	1,672	0	0	5,727	103,708
63	Firefighter	Ford	Arthur	04/01/19	4	20		55,871	6,160	12,406	5,340	6,081	3,911	1,672	0	0	5,727	97,167
64	Firefighter	Ford	Robert	11/01/04	6	30		60,807	6,704	20,253	6,147	6,081	4,256	1,672	950	2,432	6,233	115,535
65	Captain	Foye	Daniel	05/11/05	6	30		89,003	9,813	29,645	8,450	6,081	0	1,672	950	2,432	9,123	157,168
66	Firefighter	Francis	John	12/02/19	3	20		52,218	5,757	11,595	5,015	6,081	3,655	1,672	0	0	5,352	91,345
67	Firefighter	Franz	Jake F.	02/05/18	5	20		57,343	6,322	12,733	5,471	6,081	4,014	1,672	0	0	5,878	99,514
68	Firefighter	Fredericks	Michael	12/02/19	3	20		52,218	5,757	11,595	5,015	6,081	3,655	1,672	0	0	5,352	91,345
69	Lieutenant	Gagne	Richard	11/28/01	6	15		74,792	8,246	12,456	6,481	6,081	0	1,672	1,250	0	7,666	118,644
70	Firefighter	Gagne	Ryan	04/01/19	4	30		55,871	6,160	18,609	5,678	6,081	3,911	1,672	0	0	5,727	103,708
71	Lieutenant	Gallant	Christopher	04/25/01	6	30		74,792	8,246	24,911	7,159	6,081	0	1,672	1,250	2,432	7,666	134,210
72	Deputy	Galligan	Kevin	11/29/99	6	30		104,133	11,481	34,684	9,824	6,081	0	1,672	1,250	4,743	10,674	184,541
73	Firefighter	Galligan	Sean P.	02/05/18	5	30		57,343	6,322	19,100	6,147	6,081	4,014	1,672	0	2,432	5,878	108,988
74	Firefighter	Gardner	Paul	09/11/00	6	15		60,807	6,704	10,127	5,595	6,081	4,256	1,672	1,250	2,432	6,233	105,157
75	Lieutenant	Gazero	Donald	11/26/95	6	15	2,239	74,792	8,246	12,456	6,805	6,081	0	1,672	1,350	4,743	7,666	126,050
76	Firefighter	Gedgaudas	Mark A.	08/28/02	6	15		60,807	6,704	10,127	5,595	6,081	4,256	1,672	950	2,432	6,233	104,857
77	Lieutenant	Giguere	Ronald, Jr.	11/12/96	6	20		74,792	8,246	16,608	6,707	6,081	0	1,672	1,350	2,432	7,666	125,554
78	Firefighter	Gobbi	Raymond	12/02/19	3	30		52,218	5,757	17,393	5,330	6,081	3,655	1,672	0	0	5,352	97,458
79	Firefighter	Gould	Jason	01/11/12	6	20		60,807	6,704	13,502	5,779	6,081	4,256	1,672	480	4,743	6,233	110,257
80	Firefighter	Gray	Brian	04/01/19	4	30		55,871	6,160	18,609	5,678	6,081	3,911	1,672	0	4,743	5,727	108,451
81	Lieutenant	Gurney	Paul	09/11/00	6	30	2,239	74,792	8,246	24,911	7,517	6,081	0	1,672	1,250	2,432	7,666	136,806
82	Firefighter	Gustin	Christopher	05/14/97	6	15		60,807	6,704	10,127	5,595	6,081	4,256	1,672	1,250	0	6,233	102,725
83	Firefighter	Hanley	Joseph	12/10/97	6	20		60,807	6,704	13,502	5,779	6,081	4,256	1,672	1,250	2,432	6,233	108,717
84	FAO	Hanrahan	Mark	07/05/16	5	15		57,343	6,322	9,550	5,298	6,081	4,014	0	480	0	5,878	94,965
85	Firefighter	Hayward	Charles	11/08/10	6	30		60,807	6,704	20,253	6,147	6,081	4,256	1,672	750	2,432	6,233	115,335
86	Firefighter	Heenan	Richard	08/28/02	6	15		60,807	6,704	10,127	5,595	6,081	4,256	1,672	950	2,432	6,233	104,857
87	Captain	Henrdigan	Robert	11/29/99	6	15		89,003	9,813	14,822	7,643	6,081	0	1,672	1,250	2,432	9,123	141,839
88	Firefighter	Hill	Brandon	11/08/10	6	20		60,807	6,704	13,502	5,779	6,081	4,256	1,672	750	0	6,233	105,784
89	Firefighter	Hill	William	11/26/95	6	30		60,807	6,704	20,253	6,147	6,081	4,256	1,672	1,350	4,743	6,233	118,246
90	Firefighter	Hilliard	Gregory	04/02/19	4	30		55,871	6,160	18,609	5,678	6,081	3,911	1,672	0	2,432	5,727	106,140
91	Firefighter	Hopkins	Robert G.	12/30/13	6	30		60,807	6,704	20,253	6,147	6,081	4,256	1,672	480	2,432	6,233	115,065
92	Firefighter	Hunt	Joseph	11/01/04	6	15		60,807	6,704	10,127	5,595	6,081	4,256	1,672	950	2,432	6,233	104,857
93	Firefighter	Hurst	Scott	11/26/95	6	30		60,807	6,704	20,253	6,147	6,081	4,256	1,672	1,350	2,432	6,233	115,935
94	Firefighter	Jaramillo	Admar	11/28/01	6	10		60,807	6,704	6,751	5,412	6,081	4,256	1,672	1,250	2,432	6,233	101,598
95	Firefighter	Jones	Paul S.	12/04/12	6	20		60,807	6,704	13,502	5,779	6,081	4,256	1,672	480	2,432	6,233	107,947
96	Firefighter	Joyner	Richard	12/2/19	3	20		52,218	5,757	11,595	5,015	6,081	3,655	1,672	0	0	5,352	91,345
97	Captain	Kerr	Shawn	04/14/99	6	30		89,003	9,813	29,645	8,450	6,081	0	1,672	1,250	2,432	9,123	157,468
98	Firefighter	Lacey	Cory	06/05/12	6	30		60,807	6,704	20,253	6,147	6,081	4,256	1,672	750	0	6,233	112,903
99	Captain	Lacouture	Timothy	09/27/06	6	30	2,664	89,003	9,813	29,645	8,872	6,081	0	1,672	950	2,432	9,123	160,255
100	Firefighter	Lange	Daniel	04/01/19	4	15		55,871	6,160	9,305	5,171	6,081	3,911	1,672	0	2,432	5,727	96,329
101	Firefighter	Le	Bruce	04/14/99	6	15		60,807	6,704	10,127	5,595	6,081	4,256	1,672	1,250	0	6,233	102,725
102	Firefighter	Lee	Edward	12/10/97	6	30		60,807	6,704	20,253	6,147	6,081	4,256	1,672	1,250	2,432	6,233	115,835
103	Firefighter	Leonard	Erick W.	11/28/01	6	15		60,807	6,704	10,127	5,595	6,081	4,256	1,672	1,250	2,432	6,233	105,157
104	Firefighter	Lewis	John	4/14/99	6	0		60,807	6,704	0	5,044	6,081	4,256	1,672	1,250	2,432	6,233	94,479
105	Captain	Linscott	Paul	11/26/95	6	15		89,003	9,813	14,822	7,643	6,081	0	1,672	1,350	2,432	9,123	141,939
106	Firefighter	Lopes	Elvis G.	02/05/18	5	15		57,343	6,322	9,550	5,595	6,081	4,014	1,672	0	0	5,878	96,455
107	Firefighter	Lopes	Mark	11/06/06	6	30		60,807	6,704	20,253	6,147	6,081	4,256	1,672	950	2,432	6,233	115,535
108	Firefighter	Madden	Francis J.	01/11/16	6	30		60,807	6,704	20,253	6,147	6,081	4,256	1,672	480	2,432	6,233	115,065
109	Lieutenant	Maguire	Eric	11/01/04	6	30		74,792	8,246	24,911	7,159	6,081	0	1,672	950	2,432	7,666	133,910
110	Lieutenant	Mahoney	Michael	11/12/96	6	15		74,792	8,246	12,456	6,481	6,081	0	1,672	1,350	2,432	7,666	121,176
111	Firefighter	Malafrente	Lee	11/26/95	6	15		60,807	6,704	10,127	5,595	6,081	4,256	1,672	1,350	2,432	6,233	105,257
112	Firefighter	Maloney	Matthew	04/01/19	4	15		55,871	6,160	9,305	5,171	6,081	3,911	1,672	0	0	5,727	93,897
113	Firefighter	Maloney	William	05/06/96	6	20		60,807	6,704	13,502	5,779	6,081	4,256	1,672	1,350	2,432	6,233	108,817
114	Firefighter	Marchetti	Christian J.	12/30/13	6	30		60,807	6,704	20,253	6,147	6,081	4,256	1,672	480	2,432	6,233	115,065
115	Deputy	Marchetti	Jeffrey	11/29/99	6	30	3,117	104,133	11,481	34,684	10,315	6,081	0	1,672	1,250	4,743	10,674	188,149



116	Deputy	Marchetti	Joseph	12/10/97	6	30		104,133	11,481	34,684	9,824	6,081	0	1,672	1,250	4,743	10,674	184,541
117	Captain	Martin	Christopher J.	01/09/89	27yrs	20		90,783	10,009	20,158	8,070	6,202	0	1,706	1,350	2,481	9,305	150,065
118	Firefighter	Matchem	Christopher S.	02/05/18	5	30		57,343	6,322	19,100	5,817	6,081	4,014	1,672	0	2,432	5,878	108,659
119	Firefighter	Matchem	Donald	11/29/99	6	30		60,807	6,704	20,253	6,147	6,081	4,256	1,672	1,250	2,432	6,233	115,835
120	Firefighter	McCoy	William	04/14/99	6	3		60,807	6,704	2,025	5,154	6,081	4,256	1,672	1,250	2,432	6,233	96,615
121	Captain	McDonald	John P.	01/09/89	29yrs	30		99,861	11,010	33,261	9,481	6,823	0	1,876	1,350	2,729	10,236	176,626
122	Apparatus Rprmn.	McDonald	Joseph	12/13/10	6	15		60,807	6,704	10,127	5,595	6,081	4,256	1,672	750	0	6,233	102,225
123	Lieutenant	McDonough	Joseph	07/09/07	6	30		74,792	8,246	24,911	7,159	6,081	0	1,672	750	2,432	7,666	133,710
124	FAO	McKenna	Carolyn	03/18/19	4	30		55,871	6,160	18,609	5,678	6,081	3,911	0	0	0	5,727	102,036
125	FAO	McKenna	Kerry	10/30/02	6	30		60,807	6,704	20,253	6,147	6,081	4,256	0	950	0	6,233	111,431
126	Captain	McKenna	Michael	11/06/06	6	30	2,664	89,003	9,813	29,645	8,872	6,081	0	1,672	950	2,432	9,123	160,255
127	Firefighter	McKernan	Joel	09/01/00	6	20		60,807	6,704	13,502	5,779	6,081	4,256	1,672	1,250	2,432	6,233	108,717
128	Firefighter	McLaughlin	John	04/14/99	6	3	1,820	60,807	6,704	2,025	5,154	6,081	4,256	1,672	1,250	2,432	6,233	98,435
129	Firefighter	McLean	Brian E.	01/11/16	6	30		60,807	6,704	20,253	6,147	6,081	4,256	1,672	480	2,432	6,233	115,065
130	Captain	McLean	Stephen	05/14/97	6	30		89,003	9,813	29,645	8,872	6,081	0	1,672	1,250	2,432	9,123	157,891
131	Firefighter	McNamara	Patrick J.	02/05/18	5	30		57,343	6,322	19,100	5,817	6,081	4,014	1,672	0	0	5,878	106,227
132	Firefighter	McNamara	William	04/01/19	4	30		55,871	6,160	18,609	5,678	6,081	3,911	1,672	0	0	5,727	103,708
133	Firefighter	McSheffrey	Sean	11/08/10	6	30		60,807	6,704	20,253	6,147	6,081	4,256	1,672	750	2,432	6,233	115,335
134	Firefighter	Medeiros	John	01/11/12	6	20		60,807	6,704	13,502	5,779	6,081	4,256	1,672	480	2,432	6,233	107,947
135	Firefighter	Miceli	James	11/28/01	6	3		60,807	6,704	2,025	5,154	6,081	4,256	1,672	1,250	2,432	6,233	96,615
136	Firefighter	Moffett	Ryan P.	06/05/12	6	30		60,807	6,704	20,253	6,147	6,081	4,256	1,672	480	0	6,233	112,633
137	Lieutenant	Monteiro	Stephen	11/29/99	6	15		74,792	8,246	12,456	6,481	6,081	0	1,672	1,250	4,743	7,666	123,387
138	Firefighter	Morris	Ralph	05/14/97	6	20		60,807	6,704	13,502	5,779	6,081	4,256	1,672	1,250	0	6,233	106,284
139	Firefighter	Morrison	Jeffrey	11/12/96	6	30		60,807	6,704	20,253	6,147	6,081	4,256	1,672	1,350	2,432	6,233	115,935
140	Firefighter	Murphy, Jr.	Timothy	11/06/06	6	30		60,807	6,704	20,253	6,147	6,081	4,256	1,672	950	0	6,233	113,103
141	Lieutenant	Murray	Michael J.	12/30/13	6	30		74,792	8,246	24,911	7,159	6,081	0	1,672	480	2,432	7,666	133,440
142	Firefighter	Muzrim	Paul	09/11/00	6	30		60,807	6,704	20,253	6,147	6,081	4,256	1,672	1,250	2,432	6,233	115,835
143	FAO	Myers	Robert	02/27/06	6	3		60,807	6,704	2,025	5,154	6,081	4,256	0	950	0	6,233	92,211
144	Deputy	Nardelli	Brian	11/12/96	6	10		104,133	11,481	11,561	9,610	6,081	0	1,672	1,350	4,743	10,674	161,305
145	Captain	Nardelli	Eric	1/25/01	6	30		89,003	9,813	29,645	8,450	6,081	0	1,672	1,250	2,432	9,123	157,468
146	Firefighter	Nee	James	11/12/96	6	20		60,807	6,704	13,502	5,779	6,081	4,256	1,672	1,350	2,432	6,233	108,817
147	Firefighter	Nickerson	Brian	10/04/10	6	20		60,807	6,704	13,502	5,779	6,081	4,256	1,672	750	4,743	6,233	110,527
148	FAO	Noonan	Lawrence	03/17/14	6	0		60,807	6,704	0	5,044	6,081	4,256	0	480	0	6,233	89,605
149	Firefighter	O'Keefe	Ryan J.	01/11/16	6	30		60,807	6,704	20,253	6,147	6,081	4,256	1,672	480	0	6,233	112,633
150	Lieutenant	O'Reilly	Christopher	06/01/04	6	30	2,239	74,792	8,246	24,911	7,159	6,081	0	1,672	950	2,432	7,666	136,149
151	Firefighter	O'Reilly	Sean	12/02/19	3	15		52,218	5,757	8,696	4,857	6,081	3,655	1,672	0	0	5,352	88,289
152	FAO	Orcutt	Janet	03/02/09	6	20		60,807	6,704	13,502	5,779	6,081	4,256	0	750	2,432	6,233	106,545
153	Firefighter	Orcutt	Robert J.	01/11/16	6	30		60,807	6,704	20,253	6,147	6,081	4,256	1,672	480	0	6,233	112,633
154	Lieutenant	Owen	David	11/08/10	6	30		74,792	8,246	24,911	7,159	6,081	0	1,672	750	2,432	7,666	133,710
155	Firefighter	Palle	Tyler T.	12/30/13	6	30		60,807	6,704	20,253	6,147	6,081	4,256	1,672	480	0	6,233	112,633
156	Firefighter	Papineau	Mitchell	12/02/19	3	30		52,218	5,757	17,393	5,330	6,081	3,655	1,672	0	2,432	5,352	99,891
157	Lieutenant	Piantoni	Brian	11/29/99	6	30		74,792	8,246	24,911	7,159	6,081	0	1,672	1,250	2,432	7,666	134,210
158	FAO	Razza	Beth	10/04/10	6	15		60,807	6,704	10,127	5,595	6,081	4,256	0	750	0	6,233	100,553
159	Firefighter	Razza	John	04/14/99	6	30		60,807	6,704	20,253	6,147	6,081	4,256	1,672	1,250	2,432	6,233	115,835
160	Firefighter	Reardon	Peter	11/12/96	6	20		60,807	6,704	13,502	5,779	6,081	4,256	1,672	1,350	2,432	6,233	108,817
161	Lieutenant	Reiser	Robert J.	08/28/02	6	30	2,239	74,792	8,246	24,911	7,517	6,081	0	1,672	950	2,432	7,666	136,506
162	Firefighter	Richardson	Aaron	12/02/19	3	20		52,218	5,757	11,595	5,015	6,081	3,655	1,672	0	0	5,352	91,345
163	Firefighter	Rios	Juan	05/11/05	6	20		60,807	6,704	13,502	5,779	6,081	4,256	1,672	950	2,432	6,233	108,417
164	Firefighter	Rizzo	Mario	01/11/12	6	20		60,807	6,704	13,502	5,779	6,081	4,256	1,672	480	0	6,233	105,514
165	Firefighter	Rodenbush	Jonathan P.	12/30/13	6	30		60,807	6,704	20,253	6,147	6,081	4,256	1,672	480	2,432	6,233	115,065
166	Firefighter	Rodrick	Jonathan	04/14/99	6	20		60,807	6,704	13,502	5,779	6,081	4,256	1,672	1,250	2,432	6,233	108,717
167	Firefighter	Rodrigues	Julio	12/02/19	3	20		52,218	5,757	11,595	5,015	6,081	3,655	1,672	0	0	5,352	91,345
168	Lieutenant	Rubeski	Scott D.	11/28/01	6	30		74,792	8,246	24,911	7,159	6,081	0	1,672	1,250	2,432	7,666	134,210
169	Firefighter	Santry	Daniel J.	01/11/12	6	30		60,807	6,704	20,253	6,147	6,081	4,256	1,672	480	2,432	6,233	115,065
170	FAO	Shanks	Darren T.	01/06/20	3	30		52,218	5,757	17,393	5,330	6,081	3,655	0	0	0	5,352	95,786
171	Firefighter	Sloane	Matthew D.	02/05/18	5	20		57,343	6,322	12,733	5,471	6,081	4,014	1,672	0	0	5,878	99,514
172	Deputy	Solomon	Joseph	11/26/95	6	30	3,117	104,133	11,481	34,684	10,315	6,081	0	1,672	1,350	2,432	10,674	185,939
173	Firefighter	Soto-Perez	Victor A.	12/30/13	6	30		60,807	6,704	20,253	6,147	6,081	4,256	1,672	480	0	6,233	112,633
174	Firefighter	Souto	Alexandre	11/08/10	6	30		60,807	6,704	20,253	6,147	6,081	4,256	1,672	750	2,432	6,233	115,335
175	Electrician	Stack	Joseph W.	08/29/18	4	15		55,871	6,160	9,305	5,171	6,081	3,911	1,672	0	0	5,727	93,897

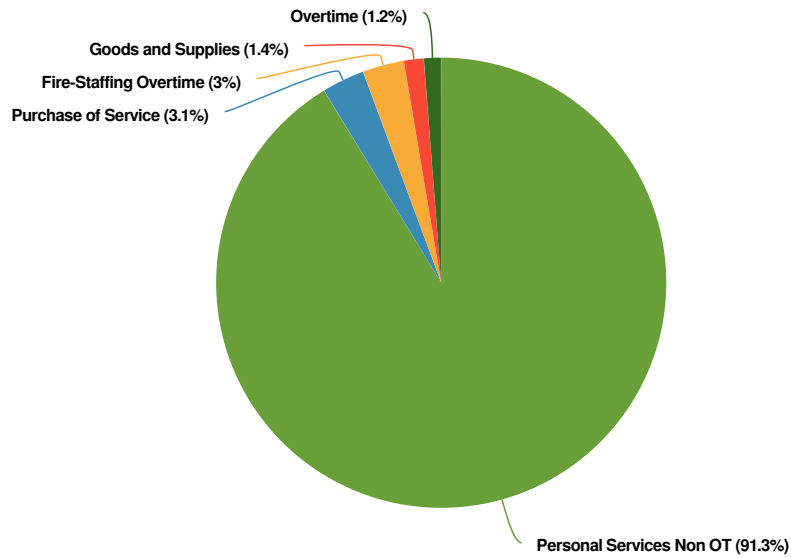


					29														
176	Lieutenant	Sullivan	Kevin	11/26/95	Years	30		83,917	9,252	27,951	8,033	6,081	0	1,876	1,350	2,729	8,601	149,790	
177	Captain	Svirtunas	Jeffrey	12/10/97	6	15		89,003	9,813	14,822	7,643	6,081	0	1,672	1,250	2,432	9,123	141,839	
178	Firefighter	Thompson	Joseph R.	01/11/16	6	30		60,807	6,704	20,253	6,147	6,081	4,256	1,672	480	2,432	6,233	115,065	
179	Captain	Tilton	Christopher	05/14/97	6	15		89,003	9,813	14,822	7,643	6,081	0	1,672	1,250	4,743	9,123	144,150	
180	Captain	Tropeano	Nicholas	11/28/01	6	30	2,664	89,003	9,813	29,645	8,872	6,081	0	1,672	1,250	2,432	9,123	160,555	
181	Firefighter	Uzzo	Peter, Jr.	06/19/87	29yrs	30		68,225	7,522	22,724	6,897	6,823	4,776	1,876	1,350	2,729	6,993	129,914	
182	FAO	Valentine	Kara A.	01/06/20	3	15		52,218	5,757	8,696	4,857	6,081	3,655	0	0	0	5,352	86,617	
183	Firefighter	Warner	Matthew R.	12/30/13	6	30		60,807	6,704	20,253	6,147	6,081	4,256	1,672	480	2,432	6,233	115,065	
184	Firefighter	Warren	Alexander	12/02/19	3	15		52,218	5,757	8,696	4,857	6,081	3,655	1,672	0	2,432	5,352	90,721	
185	Firefighter	Watson	Glynn T.	12/30/13	6	15		60,807	6,704	10,127	5,595	6,081	4,256	1,672	480	0	6,233	101,955	
186	Firefighter	Weaver	Marquis	12/02/19	3	0		52,218	5,757	0	4,384	6,081	3,655	1,672	0	0	5,352	79,119	
187	Lieutenant	Weeks	Brendan	08/28/02	6	30	2,239	74,792	8,246	24,911	7,159	6,081	0	1,672	950	2,432	7,666	136,149	
188	Lieutenant	Westerlund	Christopher	11/12/96	6	30		74,792	8,246	24,911	7,159	6,081	0	1,672	1,350	2,432	7,666	134,310	
189	Firefighter	Westerlund	Eric	07/07/04	6	30	1,820	60,807	6,704	20,253	6,147	6,081	4,256	1,672	950	2,432	6,233	117,355	
190	Deputy	Williams, Jr.	Edward R.	01/09/89	29yrs	30	3,117	116,838	12,881	38,916	11,574	6,823	0	1,876	1,350	2,729	11,976	208,079	
191	Chief	Williams	Michael	11/10/86	6	15		220,838	0	0	0	0	0	0	1,350	0	0	222,188	
192	Firefighter	Winn	Brandon	06/01/04	6	20		60,807	6,704	13,502	5,779	6,081	4,256	1,672	950	2,432	6,233	108,417	
193	Firefighter	Wisocky	Andrew	11/08/10	6	30		60,807	6,704	20,253	6,147	6,081	4,256	1,672	750	2,432	6,233	115,335	
194	Lieutenant	Wisocky	Paul J.	08/28/02	6	30	2,239	74,792	8,246	24,911	7,517	6,081	0	1,672	950	4,743	7,666	138,817	
		Woodman,																	
195	Firefighter	Ill	LeRoy J.	04/14/99	6	15		60,807	6,704	10,127	5,595	6,081	4,256	1,672	1,250	2,432	6,233	105,157	
196	Captain	Wyman	Robert	12/10/97	6	30		89,003	9,813	29,645	8,450	6,081	0	1,672	1,250	2,432	9,123	157,468	
197	FAO	Zammito	Allyson N.	03/05/18	5	15		57,343	6,322	9,550	5,298	6,081	4,014	0	0	0	5,878	94,485	
198	Firefighter	Zarella	Michael	11/12/96	6	30		60,807	6,704	20,253	6,147	6,081	4,256	1,672	1,350	2,432	6,233	115,935	
199	Firefighter	Zine	Edward	11/12/96	6	20		60,807	6,704	13,502	5,779	6,081	4,256	1,672	1,350	2,432	6,233	108,817	
200	Admin III.	Backoff	Suzanne	03/07/01	7	0		64,904	0	0	0	0	0	0	1,250	0	0	66,154	
201	Admin II.	Atton	Maureen	03/17/99	7	0		49,887	0	0	0	0	0	0	1,250	0	0	51,137	
202	Admin III.	Open/Vacant	To be filled	07/01/21	7	0		64,904	0	0	0	0	0	0	0	0	0	64,904	
	Fire Alarm	Vacant Due to Retirement																	
203	Operator	Retirement	To be filled		2	15		45,533	5,020	7,583	3,978	6,081	3,187	0	0	2,432	4,667	78,482	
		Vacant Due to Retirement																	
204	Firefighter	Retirement	To be filled		2	15		45,533	5,020	7,583	3,978	6,081	3,187	1,672	0	2,432	4,667	80,154	
		Vacant Due to Retirement																	
205	Firefighter	Retirement	To be filled		2	15		45,533	5,020	7,583	3,978	6,081	3,187	1,672	0	2,432	4,667	80,154	
		Vacant Due to Retirement																	
206	Firefighter	Retirement	To be filled		2	15		45,533	5,020	7,583	3,978	6,081	3,187	1,672	0	2,432	4,667	80,154	
		Vacant Due to Retirement																	
207	Firefighter	Retirement	To be filled		2	15		45,533	5,020	7,583	3,978	6,081	3,187	1,672	0	2,432	4,667	80,154	
208	Firefighter	Open/Vacant	To be filled	07/01/21	2	15		45,533	5,020	7,583	3,978	6,081	3,187	1,672	0	2,432	4,667	80,154	
209	Firefighter	Open/Vacant	To be filled	07/01/21	2	15		45,533	5,020	7,583	3,978	6,081	3,187	1,672	0	2,432	4,667	80,154	
210	Firefighter	Open/Vacant	To be filled	07/01/21	2	15		45,533	5,020	7,583	3,978	6,081	3,187	1,672	0	2,432	4,667	80,154	
211	Firefighter	Open/Vacant	To be filled	07/01/21	2	15		45,533	5,020	7,583	3,978	6,081	3,187	1,672	0	2,432	4,667	80,154	
212	Firefighter	Open/Vacant	To be filled	07/01/21	2	15		45,533	5,020	7,583	3,978	6,081	3,187	1,672	0	2,432	4,667	80,154	
213	Firefighter	Open/Vacant	To be filled	07/01/21	2	15		45,533	5,020	7,583	3,978	6,081	3,187	1,672	0	2,432	4,667	80,154	
214	Firefighter	Open/Vacant	To be filled	07/01/21	2	15		45,533	5,020	7,583	3,978	6,081	3,187	1,672	0	2,432	4,667	80,154	
		Grand Total FY 2022						36,234	14,115,640	1,512,091	3,578,866	1,311,241	1,282,261	623,909	331,291	163,740	418,950	1,405,798	24,780,022



FINANCIAL OVERVIEW

Financial Overview by Statutory Category



FINANCIAL OVERVIEW SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
General Fund				
Overtime	\$298,116.08	\$358,656.00	\$358,656.00	0%
Personal Services Non OT	\$22,792,091.59	\$25,229,617.00	\$26,610,295.00	5.5%
Purchase of Service	\$733,204.67	\$660,709.00	\$893,734.00	35.3%
Goods and Supplies	\$330,411.10	\$365,410.00	\$415,610.00	13.7%
Fire-Staffing Overtime	\$853,974.43	\$670,000.00	\$870,000.00	29.9%
Capital Outlay	\$25,713.20	\$54,545.45	\$0.00	-100%
Total General Fund:	\$25,033,511.07	\$27,338,937.45	\$29,148,295.00	6.6%



EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Expenditures				
Public Safety				
Fire				
Overtime				
OVERTIME	\$272,600.77	\$333,656.00	\$333,656.00	0%
OT-FIRE HAZMAT TRAINING	\$25,515.31	\$25,000.00	\$25,000.00	0%
Total Overtime:	\$298,116.08	\$358,656.00	\$358,656.00	0%
Personal Services Non OT				
FULL-TIME SALARIES	\$14,097,897.58	\$14,455,048.00	\$13,475,805.00	-6.8%
DISPATCHERS	\$404,562.31	\$689,565.00	\$639,835.00	-7.2%
HAZMAT STIPEND	\$12,750.00	\$17,500.00	\$17,500.00	0%
CLERICAL INCENTIVE	\$5,000.00	\$5,000.00	\$7,500.00	50%
PREMIUM PAY	\$417,643.97	\$567,527.00	\$567,527.00	0%
LONGEVITY	\$148,910.00	\$156,090.00	\$163,740.00	4.9%
SHIFT DIFFERENTIAL	\$0.00	\$0.00	\$1,512,091.00	N/A
HOLIDAY	\$1,163,777.60	\$1,247,190.00	\$1,311,241.00	5.1%
EDUCATIONAL INCENTIVE	\$2,246,637.85	\$3,162,497.00	\$3,578,866.00	13.2%
WEEKEND DIFFERENTIAL	\$1,206,810.42	\$1,235,841.00	\$1,282,261.00	3.8%
UNIQUE PAY	\$551,804.08	\$590,763.00	\$623,909.00	5.6%
OUT OF GRADE	\$81,537.51	\$134,700.00	\$84,700.00	-37.1%
HAZARDOUS DUTY	\$1,310,137.00	\$1,359,213.00	\$1,405,798.00	3.4%
SEPARATION COSTS	\$139,417.36	\$220,796.00	\$428,404.00	94%
DEFIBRILLATOR	\$306,686.64	\$312,898.00	\$331,291.00	5.9%
VACATION BUY BACK	\$69,791.08	\$218,722.00	\$230,122.00	5.2%
CITY FIRE DETAILS	\$1,502.34	\$10,000.00	\$25,000.00	150%
UNUSED SICK LEAVE BONUS	\$61,095.61	\$171,298.00	\$148,409.00	-13.4%
EMT PAYMENTS	\$398,214.72	\$397,999.00	\$418,950.00	5.3%
SICK LEAVE BUY BACK	\$167,915.52	\$276,970.00	\$357,346.00	29%
Total Personal Services Non OT:	\$22,792,091.59	\$25,229,617.00	\$26,610,295.00	5.5%
Purchase of Service				
ELECTRICITY	\$59,304.91	\$63,729.00	\$71,729.00	12.6%
ENERGY (GAS,OIL,DIESEL)	\$106,419.52	\$125,000.00	\$135,004.00	8%
SEWER & WATER CHARGES	\$11,955.09	\$36,000.00	\$36,000.00	0%
BUILDING/GROUNDS REPAIR/MAINT	\$50,269.15	\$75,000.00	\$75,000.00	0%
VEHICLE REPAIR/MAINTENANCE	\$119,517.01	\$118,877.00	\$118,877.00	0%
DEPART EQUIP REPAIR/MAINT	\$50,446.66	\$25,712.00	\$25,712.00	0%
DEPARTMENTAL EQUIP RENT/LEASE	\$9,522.55	\$9,224.00	\$9,224.00	0%
AMBULANCE	\$180.00	\$1,000.00	\$1,000.00	0%
SECURITY/FIRE CONTROL	\$43,679.22	\$43,728.00	\$43,728.00	0%
RENOVATION/SMOKE REM'L	\$810.18	\$3,038.00	\$3,038.00	0%
ROOF REPAIR	\$0.00	\$0.00	\$150,000.00	N/A



Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
MEDICAL	\$10,235.00	\$7,865.00	\$16,000.00	103.4%
PUBLIC SAFETY	\$524.94	\$525.00	\$525.00	0%
OTHER CONTRACT SERVICES	\$221,255.25	\$130,000.00	\$145,200.00	11.7%
TELEPHONE	\$36,255.68	\$0.00	\$38,521.00	N/A
ADVERTISING	\$1,225.00	\$1,911.00	\$1,911.00	0%
COMMUNICATION SERVICES	\$1,739.60	\$0.00	\$3,165.00	N/A
LAUNDRY AND CLEANING	\$3,538.84	\$11,800.00	\$11,800.00	0%
EXTERMINATING & PEST CONTROL	\$850.00	\$1,558.00	\$1,558.00	0%
PRINTING	\$5,476.07	\$5,742.00	\$5,742.00	0%
Total Purchase of Service:	\$733,204.67	\$660,709.00	\$893,734.00	35.3%
Goods and Supplies				
REFERENCE MATERIALS	\$4,466.99	\$5,395.00	\$5,395.00	0%
OFFICE SUNDRIES/SUPPLIES	\$6,670.63	\$7,060.00	\$7,060.00	0%
TOOLS & HARDWARE SUPPLY	\$17,049.97	\$18,993.00	\$18,993.00	0%
JANITORIAL SUPPLIES	\$3,480.21	\$15,241.00	\$15,241.00	0%
GASOLINE	\$12,788.44	\$22,024.00	\$22,224.00	0.9%
PARTS/ACCESSORIES/LUBE	\$72,980.23	\$94,164.00	\$94,164.00	0%
PURCHASE OF CLOTHING	\$52,755.43	\$50,000.00	\$100,000.00	100%
FIREFIGHTING SUPPLIES	\$100,846.55	\$62,492.00	\$62,492.00	0%
IN-STATE TRAVEL	\$1,258.59	\$6,314.00	\$6,314.00	0%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$2,088.00	\$3,196.00	\$3,196.00	0%
TUITION & TRAINING	\$11,758.00	\$35,000.00	\$35,000.00	0%
HONOR GUARD UNIFORM/EQUIP	\$2,370.12	\$3,000.00	\$3,000.00	0%
DEPARTMENT EQUIPMENT	\$41,897.94	\$42,531.00	\$42,531.00	0%
Total Goods and Supplies:	\$330,411.10	\$365,410.00	\$415,610.00	13.7%
Fire-Staffing Overtime				
OVERTIME	\$853,974.43	\$670,000.00	\$870,000.00	29.9%
Total Fire-Staffing Overtime:	\$853,974.43	\$670,000.00	\$870,000.00	29.9%
Capital Outlay				
VEHICLES	\$25,713.20	\$54,545.45	\$0.00	-100%
Total Capital Outlay:	\$25,713.20	\$54,545.45	\$0.00	-100%
Total Fire:	\$25,033,511.07	\$27,338,937.45	\$29,148,295.00	6.6%
Total Public Safety:	\$25,033,511.07	\$27,338,937.45	\$29,148,295.00	6.6%
Total Expenditures:	\$25,033,511.07	\$27,338,937.45	\$29,148,295.00	6.6%



HUMAN RESOURCES

Mission

The mission of the Human Resources Department is to provide effective Human Resource Management by developing and implementing policies, programs, and services that contribute to the attainment of the City's goals, and provide employees a stable work environment with equal opportunity for learning and personal growth. Human Resources continues to support the goals of the City of Brockton by providing services and solutions in an efficient and customer-focused manner, and to promote a work environment that is characterized by fair treatment of staff, open communications, personal accountability, trust, and mutual respect. The department is committed to the fair selection and development of our diverse workforce.

Services

- Oversee the recruiting process, interviewing, and hiring of new staff.
- Administer health and life insurance benefits for all active and retired City and school department employees.
- Monitor employees and retiree payroll deductions, depositing deductions, monthly reports, and monthly payment of bills to insurance carriers.
- Keeps personnel records.
- Process all labor service applications submitted for employment for positions within the labor service job classification.
- Coordinate and review the processing of all paperwork for new hires, promotions, demotions, suspensions, layoffs, or leave of absences.
- Manage unemployment claims and compensation.
- Institutes Employee Relations and Contract Negotiations.

FY21 Accomplishments

Training

- Implemented Unconscious Bias in the Workplace Training and De-escalation Training.

Technology

- Implemented a Family and Medical Leave Act (FMLA) Manager online tracking system.
- Continued enhancement of the Human Resources website by placing all City policies, union contracts, forms, and processes online.

Policies

- Continued the design, development, and implementation of policies and procedures.
- Implemented comprehensive background checks.

Health Benefits

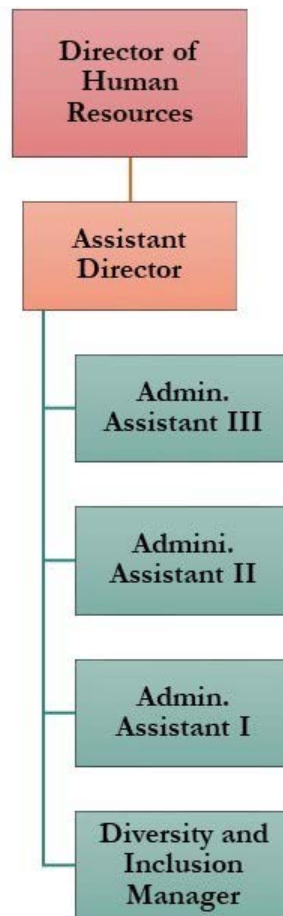
- Instituted a premium holiday for most benefit eligible individuals.



Goals

Goal	Status	City Goal
1. Drive workplace engagement, productivity, and employee retention.	Ongoing FY22	1,2
2. Continue Diversity, Equity & Inclusion efforts and training.	Ongoing FY22	1,2
3. Establish a comprehensive onboarding experience for new employees.	Ongoing FY22	2
4. Hire additional staff.	Ongoing FY22	N/A
5. Implement Performance Appraisal and union contract training.	Ongoing FY22	2
6. Improve employee relations by implementing a performance recognition program.	Ongoing FY22	2

ORGANIZATIONAL CHART



PERSONAL SERVICES

Title	Name	Start Date	Longevity	Salary	Ed Incent.
Director of Human Resources	Vacant			104,430	
Admin Asst. I	Omar Albert	11/26/18		34,697	
Admin Asst. III	Nicole Casarez	07/01/06	950	64,904	649
Admin. Asst. II	Michaela McPhee	01/03/17		50,969	
Asst. Director	Vacant			71,329	
Diversity Inclusion Manager	Vacant			62,000	
*Stipend only					
Total			950	388,329	649

Omar Albert - 100% Trust

Nicole Casarez- 25% Trust 75% GF

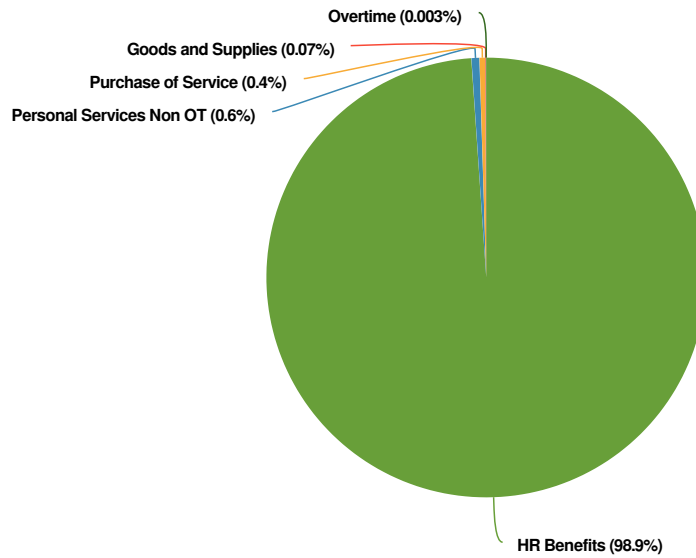
Michaela McPhee- 75% Trust 25%
GF

Personal Services Summary	General Fund	Health Insurance Trust
FULL TIME	313,200	89,150
PART TIME	3,000	
STIPEND	750	750
CLERICAL INCENTIVE	2,500	5,000
LONGEVITY	712	237
EDUCATION INCENTIVE	487	162
OUT OF GRADE	700	
HOLIDAY PAY	2,743	
Total	324,092	95,299
Grand Total		419,391



FINANCIAL OVERVIEW

Financial Overview by Statutory Category



FINANCIAL OVERVIEW SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
General Fund				
Overtime	\$0.00	\$1,500.00	\$1,500.00	0%
Personal Services Non OT	\$170,110.38	\$420,315.00	\$324,092.00	-22.9%
Purchase of Service	\$28,659.92	\$218,320.00	\$218,320.00	0%
Goods and Supplies	\$7,547.58	\$42,140.00	\$40,640.00	-3.6%
HR Benefits	\$51,755,423.54	\$52,722,982.74	\$53,840,493.00	2.1%
Total General Fund:	\$51,961,741.42	\$53,405,257.74	\$54,425,045.00	1.9%



EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Expenditures				
General Government				
Personnel				
Overtime				
OVERTIME	\$0.00	\$1,500.00	\$1,500.00	0%
Total Overtime:	\$0.00	\$1,500.00	\$1,500.00	0%
Personal Services Non OT				
FULL-TIME SALARIES	\$170,110.38	\$266,297.00	\$313,200.00	17.6%
PART-TIME SALARIES	\$0.00	\$0.00	\$3,000.00	N/A
STIPEND	\$0.00	\$750.00	\$750.00	0%
CLERICAL INCENTIVE	\$0.00	\$1,250.00	\$2,500.00	100%
LONGEVITY	\$0.00	\$188.00	\$712.00	278.7%
HOLIDAY	\$0.00	\$968.00	\$2,743.00	183.4%
EDUCATIONAL INCENTIVE	\$0.00	\$162.00	\$487.00	200.6%
OUT OF GRADE	\$0.00	\$700.00	\$700.00	0%
SEPARATION COSTS	\$0.00	\$150,000.00	\$0.00	-100%
Total Personal Services Non OT:	\$170,110.38	\$420,315.00	\$324,092.00	-22.9%
Purchase of Service				
DEPARTMENTAL EQUIP RENT/LEASE	\$3,461.42	\$4,500.00	\$4,500.00	0%
CONSULTANTS	\$19,635.00	\$179,720.00	\$189,820.00	5.6%
ADVERTISING	\$4,848.00	\$20,100.00	\$10,000.00	-50.2%
PRINTING	\$715.50	\$4,000.00	\$4,000.00	0%
TRAINING	\$0.00	\$5,000.00	\$5,000.00	0%
EMPLOYEE SCREENING	\$0.00	\$5,000.00	\$5,000.00	0%
Total Purchase of Service:	\$28,659.92	\$218,320.00	\$218,320.00	0%
Goods and Supplies				
COMMUNICATION SERVICES	\$1,183.08	\$0.00	\$0.00	0%
COPY MACHINE SUPPLIES	\$383.83	\$5,000.00	\$5,000.00	0%
OFFICE SUNDRIES/SUPPLIES	\$2,176.38	\$6,000.00	\$6,000.00	0%
DATA PROCESS SOFTWARE & SUPP	\$0.00	\$19,000.00	\$19,000.00	0%
FOOD PURCHASE	\$34.16	\$500.00	\$500.00	0%
IN-STATE TRAVEL	\$220.98	\$2,000.00	\$1,500.00	-25%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$3,549.15	\$4,140.00	\$4,140.00	0%
TUITION & TRAINING	\$0.00	\$1,000.00	\$0.00	-100%
ACHIEV. & ACKNOWLEDGEMENTS	\$0.00	\$4,500.00	\$4,500.00	0%
Total Goods and Supplies:	\$7,547.58	\$42,140.00	\$40,640.00	-3.6%
Total Personnel:	\$206,317.88	\$682,275.00	\$584,552.00	-14.3%
Total General Government:	\$206,317.88	\$682,275.00	\$584,552.00	-14.3%



Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Pensions and Benefits				
HR Benefits				
HR Benefits				
VACATION BUY-BACK	\$24,075.93	\$35,700.00	\$35,700.00	0%
UNEMPLOYMENT INSURANCE	\$104,968.38	\$100,000.00	\$100,000.00	0%
LIFE INSURANCE	\$138,698.40	\$200,000.00	\$200,000.00	0%
FLEX SPENDING	\$11,366.25	\$25,000.00	\$37,080.00	48.3%
HEALTH INSURANCE	\$49,344,322.39	\$49,975,337.80	\$51,038,726.00	2.1%
DENTAL INSURANCE	\$1,140,764.59	\$1,139,744.94	\$1,176,787.00	3.3%
CONTRACTUAL UNION COSTS	\$890,384.09	\$1,100,000.00	\$1,100,000.00	0%
EAP/MANDATORY DRUG TESTING	\$26,629.04	\$35,000.00	\$40,000.00	14.3%
UNUSED SICK LEAVE BONUS	\$52,634.39	\$76,500.00	\$76,500.00	0%
SICK LEAVE BUY BACK	\$21,580.08	\$35,700.00	\$35,700.00	0%
Total HR Benefits:	\$51,755,423.54	\$52,722,982.74	\$53,840,493.00	2.1%
Total HR Benefits:	\$51,755,423.54	\$52,722,982.74	\$53,840,493.00	2.1%
Total Pensions and Benefits:	\$51,755,423.54	\$52,722,982.74	\$53,840,493.00	2.1%
Total Expenditures:	\$51,961,741.42	\$53,405,257.74	\$54,425,045.00	1.9%



INFORMATION TECHNOLOGY CENTER



Bill Santos

Assistant Data Processing Systems Manager

Mission

The mission of the Information Technology Center (ITC) is to streamline the business processes of the City through the use of technology, while improving efficiency and delivering services for citizens and employees of Brockton. ITC provides strategic oversight of the City's information technology activities and oversees the architecture and implementation of all operational and business support systems.

The ITC explores and develops new products, systems, and automated solutions, which will move the City into the 21st Century. The goal is to build and maintain the most innovative and reliable communications network which meets citizens and employees changing needs.

Services

- Maintain:
 - 93 servers; 18 storage devices; 9 telephone systems; 7 voicemail systems; 600 Centrex Phone lines; 1,800 service calls per year; 300 software applications; and 21 miles of outdoor fiber optic.
 - Public safety camera system.
 - Network equipment, firewalls, and data/application storage systems.
 - City email, calendar, and storage system software; city website; city cell phones.
 - Financial and geographical information management system software.
 - Police and Fire department management and reporting system software.
 - Computer Aided Dispatch (Police and Fire) software.
 - GPS devices for City and Contractor Vehicle Monitoring.
 - Cemetery plot management system software.
 - SeeClickFix.
- Train City and school personnel on current applications and personal computers, printers, and peripherals.
- Work closely with Police, Fire, the Department of Public Works (DPW), and Brockton Emergency Management (BEMA) to advance technology used in day to day operations, apparatus communications, and radio amplification throughout the City.

FY21 Accomplishments

- Developed a Board of Health (BOH) web page for COVID-19 information and updates.
- Installed a new server backup appliance in addition to a redundant copy off site.
- Upgraded Police IT Room UPS to handle more servers and network equipment.
- Installed cameras internally at the Police Department to add better footage inside.
- Installed a key fob system at the Brockton Police Department (BPD) to improve employee access and accountability.
- Installed Munis Financial Software Server.
- Upgraded City Wi-Fi and replaced 30% of hardware.
- Upgraded Internet Connections at City Hall and the Information Technology Center (ITC) for increased remote access and video conferencing as a result of COVID-19.
- Added Network Equipment including Wi-Fi to the Shaw's Center COVID-19 testing site.
- Added Audio Visual (A/V) capability to the GAR room for meetings.
- Conducted PC installation and software configuration for the implementation of Employee Self Service (ESS) for DPW at the Montauk and Highway locations.
- Installed a new sign printer and accessories at the Highway Division.
- Installed a server for Granite Net database and Microsoft SQL.
- Installed and configured cameras for the Refuse Division.

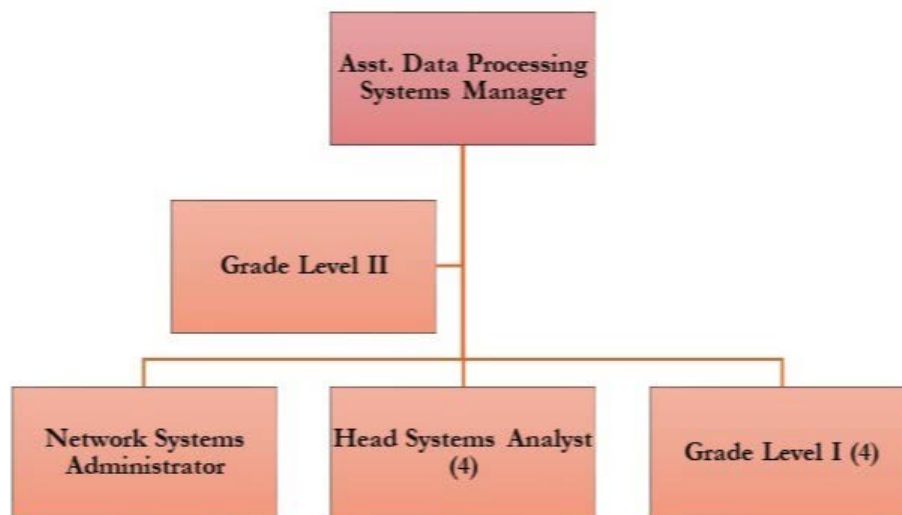


- Added UPS to the Department of Public Works (DPW) Water Division for a new phone system.
- Modernized 30+ Laptops for the Fire Department to be compatible with eLearning. Additionally, the main training lab PC's were upgraded to Windows 10.
- Deployed Mobile Dispatch Equipment.
- Procured, built, and deployed new IT equipment for Public Safety dispatch, this includes: three new fire engines, one Platoon Deputy for Fire, two new K9 cruisers, two new Traffic Cruisers, and three new Police Cruisers.
- Administered a Windows 10 Security Update.
- Upgraded Public Safety equipment to Windows 10. Major locations that were completed include the primary offices at the Police Station, Fire Alarm, Dispatch, Prevention, and Station #1.
- Worked with all departments to provide technology. ITC helped to provide as close to 100% uptime as possible in all our sites, in addition to educating personnel how to work remotely. ITC Worked with the Mayor's office, First responders from BEMA, Fire, BPD and the City's financial team to continuously support their technology needs.

GOALS

Goal	Status	City Goal
1. Continue the effort to enhance the remote access and remote meeting experience.	Ongoing FY22	2
2. Implement a new Permit and Code enforcement software for Public Property, Board of Health, and for business licenses.	Ongoing FY22	3
3. Implement a Board of Health webpage for COVID-19 updates.	Ongoing FY22	2
4. Provide network enhancements to improve interdepartmental communication and efficiencies.	Ongoing FY22	3
5. Upgrade Munis to the latest 2019 version.	Ongoing FY22	3

ORGANIZATIONAL CHART



PERSONAL SERVICES

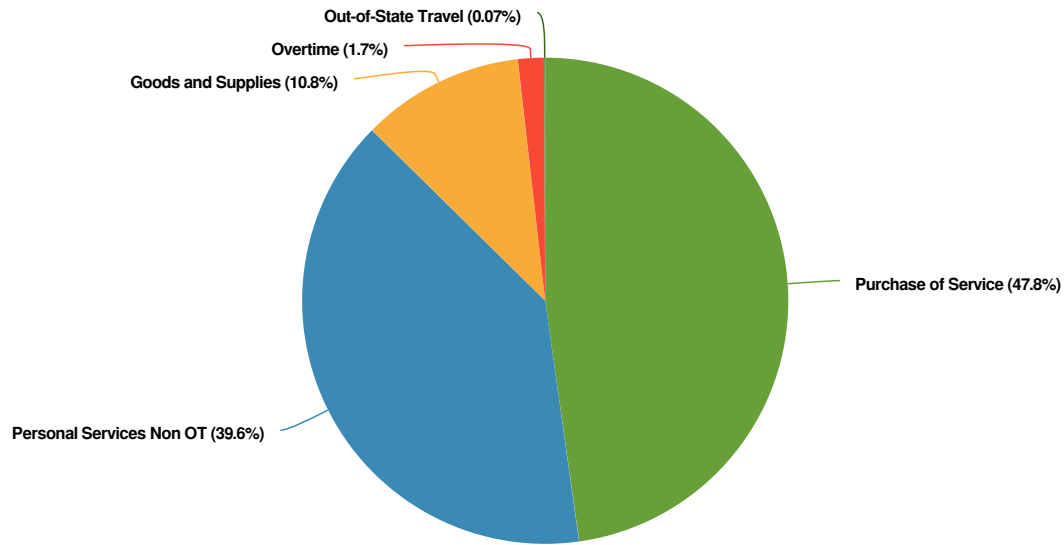
Title	Name	Start Date	Longevity	Salary	Ed Incent.
Asst. D/P Systems Manager	William Santos	06/01/99	1,250	116,651	8,166
Grade Level II	Edward Medieros	01/19/06	950	94,309	7,545
Network/Systems Admin	Gilson Timas	09/14/15	480	94,309	7,545
Head Systems Analyst	Frederick Rodriguez	01/09/17	480	91,654	6,416
Head Systems Analyst	Joseph Ciulla	06/07/99	1,250	91,654	7,332
Head Systems Analyst	Joseph Johnson	06/07/99	1,250	91,654	6,416
Head Systems Analyst	Emmanuel Evora	08/10/15	480	91,654	7,332
Grade Level I	Roberta Mann	05/18/89	1,350	70,644	
Grade Level I	Nicholas Alexiou	06/11/07	750	78,229	4,694
Grade Level I	Jason Uskevich	01/02/18		74,673	4,480
Grade Level I	Vacant			81,785	4,907
Total			8,240	977,216	64,832

Personal Services Summary	
FULL TIME	977,216
ADMIN STIPEND	22,000
STIPEND	3,000
LONGEVITY	8,240
EDUCATIONAL INCENTIVE	64,832
ON CALL	70,000
Total	1,145,288



FINANCIAL OVERVIEW

Financial Overview by Statutory Category



FINANCIAL OVERVIEW SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
General Fund				
Overtime	\$56,311.62	\$50,000.00	\$50,379.00	0.8%
Personal Services Non OT	\$1,077,998.12	\$1,125,475.00	\$1,145,288.00	1.8%
Purchase of Service	\$720,875.01	\$1,183,704.58	\$1,381,056.00	16.7%
Goods and Supplies	\$141,992.26	\$228,796.25	\$312,229.00	36.5%
Out-of-State Travel	\$0.00	\$2,000.00	\$2,000.00	0%
Total General Fund:	\$1,997,177.01	\$2,589,975.83	\$2,890,952.00	11.6%



EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Expenditures				
General Government				
Information Technology Center				
Overtime				
OVERTIME	\$56,311.62	\$50,000.00	\$50,379.00	0.8%
Total Overtime:	\$56,311.62	\$50,000.00	\$50,379.00	0.8%
Personal Services Non OT				
FULL-TIME SALARIES	\$910,596.80	\$963,895.00	\$977,216.00	1.4%
STIPEND	\$2,999.88	\$3,000.00	\$3,000.00	0%
CLERICAL INCENTIVE	\$5,000.00	\$0.00	\$0.00	0%
ADMIN INCENTIVE	\$16,500.00	\$22,000.00	\$22,000.00	0%
LONGEVITY	\$7,350.00	\$7,560.00	\$8,240.00	9%
EDUCATIONAL INCENTIVE	\$56,368.93	\$59,020.00	\$64,832.00	9.8%
ON CALL	\$67,027.19	\$70,000.00	\$70,000.00	0%
SEPARATION COSTS	\$12,155.32	\$0.00	\$0.00	0%
Total Personal Services Non OT:	\$1,077,998.12	\$1,125,475.00	\$1,145,288.00	1.8%
Purchase of Service				
VEHICLE REPAIR/MAINTENANCE	\$3,445.95	\$843.30	\$5,000.00	492.9%
DEPART EQUIP REPAIR/MAINT	\$1,250.80	\$3,546.29	\$3,443.00	-2.9%
DATA PROCESS EQUIP REP/MAINT	\$610,797.30	\$821,934.99	\$962,500.00	17.1%
CONSULTANTS	\$6,350.00	\$50,000.00	\$60,000.00	20%
TELEPHONE	\$41,228.02	\$210,000.00	\$250,000.00	19%
COMMUNICATION SERVICES	\$33,035.65	\$71,630.00	\$75,000.00	4.7%
PRINTING	\$0.00	\$0.00	\$113.00	N/A
TRAINING	\$24,767.29	\$25,750.00	\$25,000.00	-2.9%
Total Purchase of Service:	\$720,875.01	\$1,183,704.58	\$1,381,056.00	16.7%
Goods and Supplies				
COPY MACHINE SUPPLIES	\$0.00	\$206.00	\$200.00	-2.9%
REFERENCE MATERIALS	\$0.00	\$309.00	\$300.00	-2.9%
OFFICE SUNDRIES/SUPPLIES	\$1,261.06	\$1,519.25	\$1,519.00	0%
DATA PROCESS SOFTWARE & SUPP	\$140,684.14	\$225,000.00	\$308,500.00	37.1%
IN-STATE TRAVEL	\$47.06	\$1,391.00	\$1,350.00	-2.9%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$0.00	\$371.00	\$360.00	-3%
Total Goods and Supplies:	\$141,992.26	\$228,796.25	\$312,229.00	36.5%
Out-of-State Travel				
OUT OF STATE TRAVEL	\$0.00	\$2,000.00	\$2,000.00	0%
Total Out-of-State Travel:	\$0.00	\$2,000.00	\$2,000.00	0%
Total Information Technology Center:	\$1,997,177.01	\$2,589,975.83	\$2,890,952.00	11.6%



Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Total General Government:	\$1,997,177.01	\$2,589,975.83	\$2,890,952.00	11.6%
Total Expenditures:	\$1,997,177.01	\$2,589,975.83	\$2,890,952.00	11.6%



LAW



Megan D. Bridges
City Solicitor

Mission

The Law Department's mission is to provide legal advice, assistance and support in a timely, effective and professional manner; to defend the City of Brockton, its officers, officials and employees in claims and litigation; to represent the City in litigation which it initiates; to draft contracts, leases, deeds and other legal instruments as necessary; to provide legal opinions when requested; and to represent the City's interests in labor disputes.

The Law Department is under the direction of the City Solicitor, who is the City's chief legal officer. The City Solicitor is responsible for providing legal advice, assistance, and support to all City officials, boards, committees, commissions, department heads, and employees in the lawful performance of their duties for the effective and orderly operation of local government. The City Solicitor represents the City of Brockton as a municipal corporation and does not provide legal assistance or advice to private citizens.

Services

- Responsible for providing representation and advice on behalf of the City and to City officials in the following areas, including but not limited to, zoning issues; environmental issues; employment law; civil rights; civil service; contract actions; Appellate Tax Board cases; real estate issues; workers' compensation; prosecution of building and health code violations; housing court matters; personnel issues; and personal injury and property damage claims.
- Oversee labor negotiations, grievance and arbitration proceedings, and civil service hearings.
- Draft ordinances and other legal documents; numerous verbal and written opinions are rendered to the Mayor and Department Heads.
- Responsible for administrative and clerical duties associated with the Traffic Commission, including budget and purchasing, collection of surcharge fees, constituent inquiries regarding parking and traffic issues, parking ticket appeals and hearings. The paralegal is the appointed Parking Clerk.

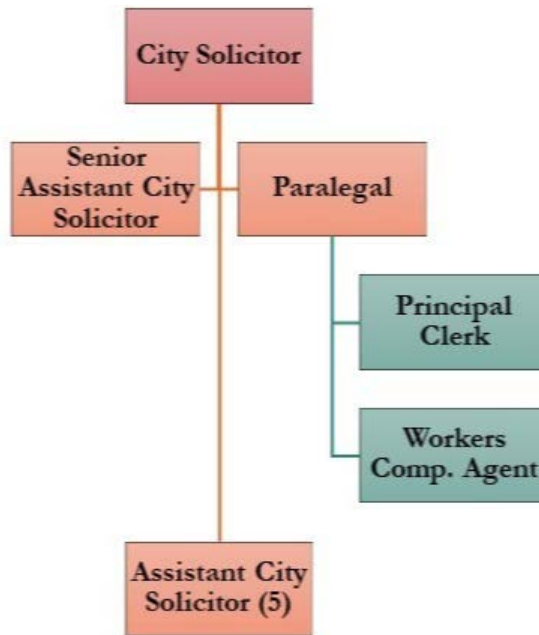
FY21 Accomplishments

- Maximized efficiency, productivity, and support during multiple leadership transitions and personnel changes.
- Facilitated favorable resolutions of various pending litigation brought against the City and by the City.
- Provided legal advice, formal legal opinions, participated in contract negotiation, drafted and reviewed ordinances, special acts, and orders; assisted departments with public records compliance, attended meetings of the City Council, and various boards and commissions.
- Implemented case management software to systemize the organization and tracking of cases and matters handled by the department.
- Completed the integration of nearly all collective bargaining agreements with City unions.

GOALS

Goal	Status	City Goal
1. Improve the City's approach to public records requests to streamline and ensure more effective compliance with the requirements of the law.	Ongoing FY22	3
2. Systemize uniform code enforcement across City departments, and expand the use of receivership actions to remedy problem properties.	Ongoing FY22	2
3. Conclude collective bargaining negotiations and execute fully integrated three-year contracts with all City unions.	Ongoing FY22	3
4. Prioritize continuing education to expand attorney expertise and specialization.	Ongoing FY22	3
5. Revise City Zoning Ordinances.	Ongoing FY22	3

ORGANIZATIONAL CHART



PERSONAL SERVICES

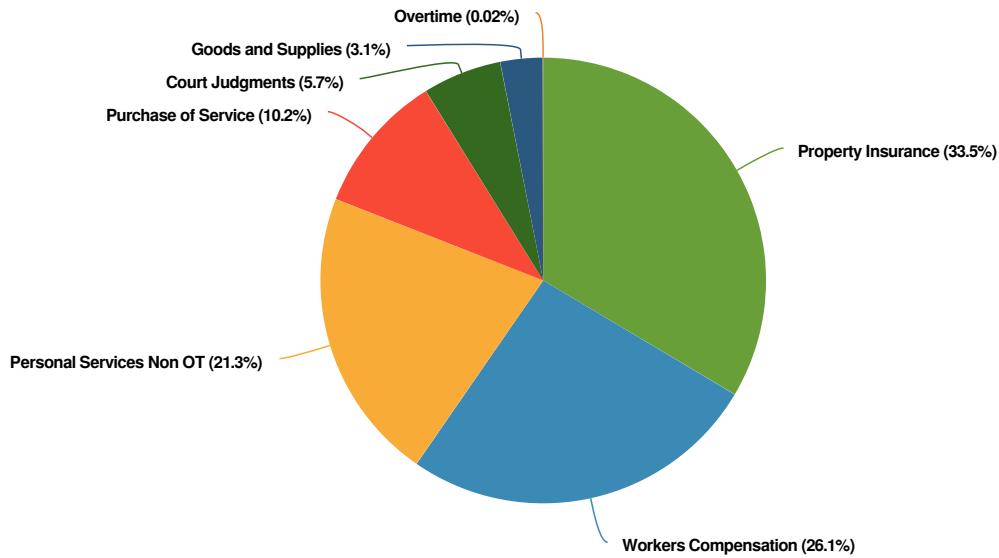
Title	Name	Start Date	Longevity	Salary	Ed Incent.
Full Time City Solicitor	Megan Kravetz	11/21/16		139,966	
Senior Assistant City Solicitor	Karen Fisher	07/10/13	480	134,435	
Full Time Assistant City Solicitor	Anthony Donegan, Jr.	08/28/20		84,207	
Full Time Assistant City Solicitor	Aileen C. Bartlett	09/21/15	480	100,051	
Full Time Assistant City Solicitor	Allison Cogliano	11/18/20		84,207	
Full Time Assistant City Solicitor	PROPOSED			80,838	
Full Time Assistant City Solicitor	PROPOSED			80,838	
Paralegal	Mary Milligan	01/01/82	1,350	82,739	4,964
Workers Comp. Agent	Michelle Yaffe	04/24/02	950	74,272	5,199
Principal Clerk	Synthia Olivier	03/06/17		44,052	441
Total			2,780	905,605	10,604

Personal Services Summary	
FULL TIME	905,605
STIPEND	750
ADMIN INCENTIVE	4,000
LONGEVITY	2,780
EDUCATION INCENTIVE	10,604
CLERICAL INCENTIVE	2,500
HOLIDAY	5,938
Total	932,177



FINANCIAL OVERVIEW

Financial Overview by Statutory Category



FINANCIAL OVERVIEW SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
General Fund				
Overtime	\$291.88	\$1,000.00	\$1,000.00	0%
Personal Services Non OT	\$703,373.59	\$763,834.00	\$932,177.00	22%
Purchase of Service	\$252,366.31	\$546,895.00	\$446,895.00	-18.3%
Goods and Supplies	\$86,037.34	\$124,374.00	\$134,374.00	8%
Court Judgments	\$3,107,761.18	\$2,000,000.00	\$250,000.00	-87.5%
Workers Compensation	\$890,182.54	\$1,265,183.00	\$1,140,183.00	-9.9%
Property Insurance	\$1,242,907.08	\$1,423,250.00	\$1,465,950.00	3%
Total General Fund:	\$6,282,919.92	\$6,124,536.00	\$4,370,579.00	-28.6%



EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Expenditures				
General Government				
Law				
Overtime				
OVERTIME	\$291.88	\$1,000.00	\$1,000.00	0%
Total Overtime:	\$291.88	\$1,000.00	\$1,000.00	0%
Personal Services Non OT				
FULL-TIME SALARIES	\$563,944.61	\$633,348.00	\$905,605.00	43%
PART-TIME SALARIES	\$73,867.23	\$108,013.00	\$0.00	-100%
STIPEND	\$750.10	\$750.00	\$750.00	0%
CLERICAL INCENTIVE	\$2,500.00	\$2,500.00	\$2,500.00	0%
ADMIN INCENTIVE	\$4,000.00	\$4,000.00	\$4,000.00	0%
LONGEVITY	\$3,530.00	\$2,780.00	\$2,780.00	0%
HOLIDAY	\$0.00	\$1,852.00	\$5,938.00	220.6%
EDUCATIONAL INCENTIVE	\$10,832.36	\$10,591.00	\$10,604.00	0.1%
SEPARATION COSTS	\$43,949.29	\$0.00	\$0.00	0%
Total Personal Services Non OT:	\$703,373.59	\$763,834.00	\$932,177.00	22%
Purchase of Service				
DEPART EQUIP REPAIR/MAINT	\$0.00	\$608.00	\$608.00	0%
DEPARTMENTAL EQUIP RENT/LEASE	\$2,122.03	\$6,032.00	\$6,032.00	0%
PROPERTY RELATED SERVICES	\$0.00	\$450.00	\$450.00	0%
LEGAL	\$205,187.83	\$283,000.00	\$283,000.00	0%
CONSULTANTS	\$41,796.41	\$96,810.00	\$96,810.00	0%
OTHER CONTRACT SERVICES	\$1,885.12	\$2,523.00	\$2,523.00	0%
EQUITY LAWSUIT	-\$220.00	\$50,000.00	\$50,000.00	0%
40 U DISPUTES	\$0.00	\$100,000.00	\$0.00	-100%
TELEPHONE	\$1,067.95	\$2,160.00	\$2,160.00	0%
ADVERTISING	\$226.97	\$900.00	\$900.00	0%
PRINTING	\$300.00	\$4,412.00	\$4,412.00	0%
Total Purchase of Service:	\$252,366.31	\$546,895.00	\$446,895.00	-18.3%
Goods and Supplies				
OFFICE SUNDRIES/SUPPLIES	\$1,795.04	\$15,000.00	\$5,000.00	-66.7%
BOOKS/PERIODICALS	\$18,427.98	\$18,464.00	\$18,464.00	0%
IN-STATE TRAVEL	\$77.21	\$2,000.00	\$2,000.00	0%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$4,999.40	\$10,150.00	\$10,150.00	0%
TUITION & TRAINING	\$0.00	\$15,000.00	\$25,000.00	66.7%
OUT OF COURT SETTLEMENTS	\$49,490.00	\$34,500.00	\$34,500.00	0%
REGISTRY OF DEEDS FEES	\$155.00	\$2,000.00	\$2,000.00	0%
PROPERTY DAMAGE CLAIMS	\$11,092.71	\$24,400.00	\$34,400.00	41%
DEPARTMENT EQUIPMENT	\$0.00	\$2,860.00	\$2,860.00	0%



Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Total Goods and Supplies:	\$86,037.34	\$124,374.00	\$134,374.00	8%
Property Insurance				
OTHER INSURANCES	\$1,242,907.08	\$1,423,250.00	\$1,465,950.00	3%
Total Property Insurance:	\$1,242,907.08	\$1,423,250.00	\$1,465,950.00	3%
Total Law:	\$2,284,976.20	\$2,859,353.00	\$2,980,396.00	4.2%
Total General Government:	\$2,284,976.20	\$2,859,353.00	\$2,980,396.00	4.2%
Court Judgements				
Court Judgments				
COURT JUDGEMENTS	\$3,107,761.18	\$2,000,000.00	\$250,000.00	-87.5%
Total Court Judgments:	\$3,107,761.18	\$2,000,000.00	\$250,000.00	-87.5%
Total Court Judgements:	\$3,107,761.18	\$2,000,000.00	\$250,000.00	-87.5%
Pensions and Benefits				
Workers Compensation				
Workers Compensation				
WORKERS' COMPENSATION MEDICAL	\$835,333.23	\$884,183.00	\$865,183.00	-2.1%
MEDICAL S100B	\$54,849.31	\$381,000.00	\$275,000.00	-27.8%
Total Workers Compensation:	\$890,182.54	\$1,265,183.00	\$1,140,183.00	-9.9%
Total Workers Compensation:	\$890,182.54	\$1,265,183.00	\$1,140,183.00	-9.9%
Total Pensions and Benefits:	\$890,182.54	\$1,265,183.00	\$1,140,183.00	-9.9%
Total Expenditures:	\$6,282,919.92	\$6,124,536.00	\$4,370,579.00	-28.6%



LIBRARY



Paul Engle
Director

Mission

The Brockton Public Library is a free, open, and essential resource that fosters literacy, stimulates imagination, and provides access to technology and information that promotes lifelong learning to strengthen our community.

Services

- Provide library services, events, and programming are provided free of charge.
- Operate three branches; Main, East, and West, which are open a total of 90 hours a week.
- Center for early childhood, teen, and adult continuing education.
- Provide nearly 500,000 items in our library in multiple formats, including but not limited to, hard copy and electronic titles.
- Share resources between libraries in Massachusetts.
- Offer printing, copying, faxing, and scanning services to the public at a minimal charge.
- Provide open internet access and access to many online databases.
- Allow the community access to a variety of spaces for events, programs, civic engagement, and information sharing.
- Offer a wide range of programming including SOL, STEM, Fine Arts, Humanities, and Maker Space.
- Work in partnership with many local, regional, and state organizations to offer programs such as tax preparation, college preparation, and career counseling.
- Maintain certification by the Massachusetts Board of Library Commissioners and receives full State-Aid for Public Libraries.

FY21 Accomplishments

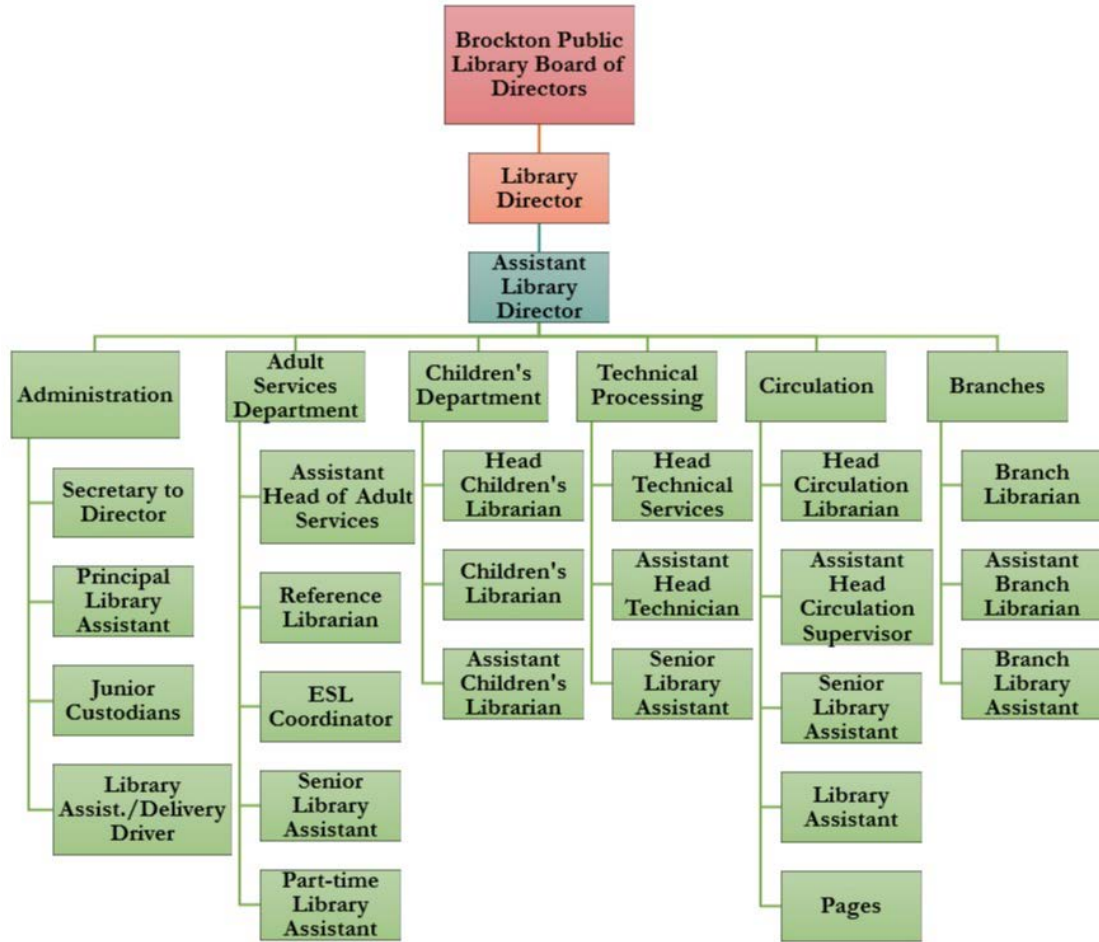
- Awarded two grants: one from the Barbara Lee Foundation, and another from Mass Humanities, to have a twelve-month celebration of the centennial anniversary of woman's suffrage.
 - A planning committee consisting of library staff, trustees, and volunteers was assembled.
 - A year's worth of in person events were devised.
 - In March, all in person events were moved to virtual.
 - Interpretive signage was purchased and installed at the Main Library.
- Completed the sign naming of the Main Branch library to the Thomas P. Kennedy Main Branch.
- Commissioned a portrait of Brockton resident, Library Trustee, and Olympian, John Thomas by the Library Foundation.
- Continued the implementation of the Poetry series *Everyone Has a Voice* began its fifth year and in March it moved to a virtual environment. The program became a partnership between regional poets, Brockton Cable Access (BCA), and the library. Eight episodes of original content were published on BCA's YouTube channel.
- Organized four legislative breakfasts as part of the Old Colony Library Network Legislative Committee.
- Migrated all programming from in person to online including:
 - Summer reading.
 - Children's events.
 - Teen and adult programming.
 - English as a Second Language (ESL) and citizenship classes.
- Migrated circulation services from in person to contactless (curbside pickup) services.
- Migrated all reference services from in person to contactless services.
- Participated in eCivis trainings.

- Participated in public speaking engagements: First Lutheran Church, Several Public Service Announcements for BCA, "Our Brockton," hosted by Mayor Robert F. Sullivan.
- Served as a panelist for program at the New England Music Library Association annual meeting (virtual).
- Began the third annual Brockton Symphony Orchestra Chamber Concert Series in person and ended as a virtual series. Concerts were recorded throughout the summer and are currently being aired on BCA.
- Participated in the annual ArtSmart Competition that was held virtually in partnership with Buzzaround and the Brockton High School (BHS) Art Department.
- Completed the annual ActSo Competition, a STEM competition in partnership with the Brockton Area National Association for the Advancement of Colored People (NAACP).
- Organized Books for Brockton, a program where the Library Foundation purchased books from a local bookstore (Paperback Junction), the Library placed bookplates in the titles, and the Brockton Area NAACP distributed the titles to Brockton families through a drive-up lunch program at the Brockton Public Schools.
- Attended numerous webinars, virtual seminars, and programming.
- Authored a safe re-opening plan.
- Published a 5-year strategic plan that was filed with the Massachusetts Board of Library Commissioners (MBLC).
- Authored a short-term plan to train the staff in diversity and unconscious bias, leadership, and customer service.
- Worked with the Mayor and CFO to establish an FY21 budget.
- Completed the annual ARIS report for MBLC.
- Initiated a laptop lending program for seniors, in partnership with the Council on Aging and BHS.
- Created numerous STEM and craft kits for children and teens.

GOALS

Goal	Status	City Goal
1. Attend an Unconscious Bias and Diversity Training.	Ongoing FY22	1,2
2. Identify a training partner that will conduct annual leadership and management training for department heads and customer service training for all staff.	Ongoing FY22	2
3. Attend an annual Customer Service for Municipalities workshop conducted through the Massasoit Corporate Education Department.	Ongoing FY22	1,2
4. Participate in annual Active Shooter and Overdose Preparedness training.	Ongoing FY22	2
5. Support a Center for Lifelong Learning and Culture that expands civic programming and education for all Brockton residents.	Ongoing FY22	1,2
6. Strengthen partnerships and collaboration at the Brockton Public Library.	Ongoing FY22	2
7. Maximize community engagement.	Ongoing FY22	1,2
8. Meet the information needs of a highly diverse city.	Ongoing FY22	1,2

ORGANIZATIONAL CHART



PERSONAL SERVICES

Full-Time

Title	Name	Start Date	Longevity	Salary	Ed Incent.
Library Director	Paul Engle	12/12/16	480	104,430	
Asst. Library Director	Keith Choquette	09/08/98	1,250	74,155	7,416
Secretary to the Library Director	Tina King	04/17/93	1,350	57,272	3,436
Circulation Supervisor	Zoe Rath	03/09/20		48,761	4,876
Head of the Adult Serv Libr'n	Kelly Gates	11/05/18		63,684	6,368
Branch Librarian	Meagan Perry	11/04/13	480	52,439	3,146
Head Children's Librarian	Tammy Campbell	02/12/07	750	63,684	6,368
Children's Librarian	Samantha Westgate	12/18/17		43,920	1,757
ESL Literacy Coordinator	Malice Veiga	04/30/01	1,250	56,373	5,637
Reference Librarian, Adult Serv. Dept.	Kevin Nascimento	01/23/06	950	56,373	3,382
Reference Librarian, Adult Serv. Dept.	Jonathan Stroud	08/30/04	950	52,439	5,244
Reference Librarian, Adult Serv. Dept.	Thomas Ahearn	01/07/19		46,205	4,621
Asst. Head, Adult Serv. Dept.	Vacant			58,097	5,810
Asst. Technical Serv. Supervisor	Patricia Pero	06/16/70	1,350	52,140	1,043
Asst. Circulation Supervisor	Lorna Fournier	02/28/11	1,250	52,140	1,043
Principal Library Asst. Tech Serv. Dept.	Sandra Reed	05/12/98	1,250	52,140	3,128
Asst. Branch Librarian	Vacant			52,140	3,128
FT-Senior Library Asst. Tech Serv. Dept.	Jose Goncalves	03/26/99	1,250	47,253	945
FT-Senior Library Asst. Adult Serv. Dept.	Vacant			37,463	749
Asst. Children's Room Supervisor	Susan McCormick	11/10/03	950	52,140	1,043
FT- Senior Library Asst. Circulation Dept.	Kathy Donahue	09/12/05	950	47,253	2,835
FT- Senior Library Asst. Circulation Dept.	Laura Vivada	05/16/00	1,350	47,253	945
FT- Senior Library Asst. Circulation Dept.	Mira Nunes	04/23/18		40,827	1,633
Jr. Building Custodian	Maria Teixeira	10/23/17		46,010	
Jr. Building Custodian	Anthony Kashgagian	10/25/17		46,010	
Head Technical Serv Libr'n	Jennifer Belcher	03/30/04	950	63,684	6,368
Asst. Branch Supervisor	Carlos Lopez-Rojas	07/27/15	480	45,028	901
Total			17,240	1,459,313	81,823

Part-Time

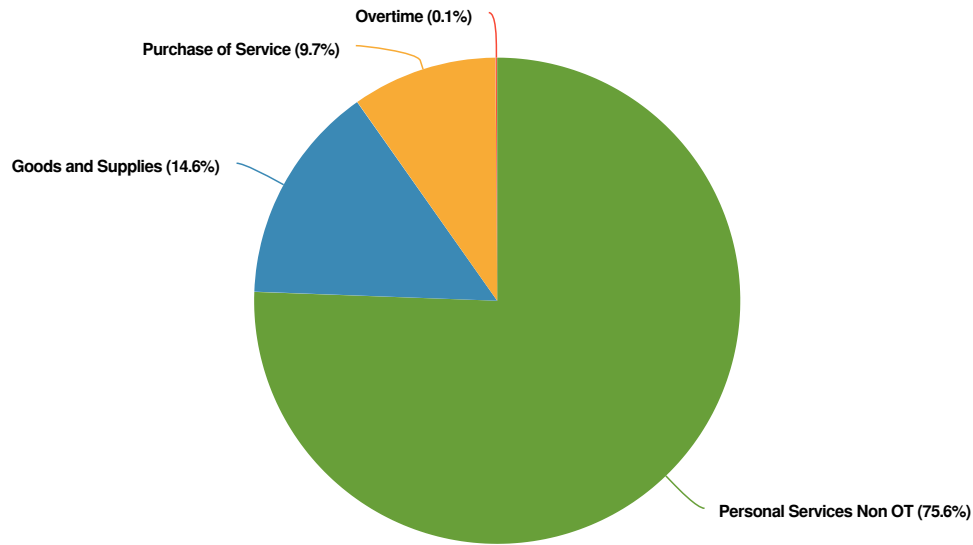
TITLE	NAME	Start Date	Longevity	Salary	Ed Incent.
Asst. Branch Supervisor	Anne Neagle	05/13/02	620	41,547	4,155
Library Asst-Branch	Shanty Rekha	11/16/20		22,544	
Library Asst-Adult Services	Nicole O'Brien	04/23/18		24,104	1,446
Library Asst-Circulation	Dagmar Medina	08/26/97	810	27,925	1,117
Library Asst-Circulation	Tracey Null	11/15/17	310	23,560	
Library Asst-Circulation	Amarilis Lopez	07/27/15	810	23,560	942
Library Asst-Circulation	Camille Campbell	02/11/19		23,560	
Library Asst-Circulation	Vacant			22,544	
Library Asst-Circulation	Alexis Reed	01/13/17	310	23,560	
Library Asst/Delivery Driver-Circulation	Ricky Murphy	04/02/18		23,560	
Bi-Lingual Asst-Circulation	Irina Klinkovskaya	07/26/06	620	27,925	1,676
Children's Page	Brittany Cherie	10/30/18		8,393	
Circulation Page	Avian Deane	10/30/18		8,393	
Circulation Clerk	Seth Harriott	02/19/20		12,888	
Total			3,480	314,063	9,336

Personal Services Summary	
FULL TIME	1,459,313
PART-TIME	314,063
STIPEND	3,450
LONGEVITY	20,720
SHIFT DIFF	75,000
EDUCATIONAL INCENTIVE	91,159
CLOTH ALLOW	3,400
HAZARDOUS DUTY	1,248
HOLIDAY PAY	2,061
SEPARATION COSTS	176,800
Total	2,147,214



FINANCIAL OVERVIEW

Financial Overview by Statutory Category



FINANCIAL OVERVIEW SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
General Fund				
Overtime	\$4,284.22	\$3,000.00	\$3,000.00	0%
Personal Services Non OT	\$1,808,711.71	\$1,851,747.00	\$2,147,214.00	16%
Purchase of Service	\$222,099.93	\$257,300.00	\$274,300.00	6.6%
Goods and Supplies	\$352,611.31	\$441,700.00	\$415,700.00	-5.9%
Total General Fund:	\$2,387,707.17	\$2,553,747.00	\$2,840,214.00	11.2%



EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Expenditures				
Culture and Recreation				
Library				
Overtime				
OVERTIME	\$4,284.22	\$3,000.00	\$3,000.00	0%
Total Overtime:	\$4,284.22	\$3,000.00	\$3,000.00	0%
Personal Services Non OT				
FULL-TIME SALARIES	\$1,330,095.51	\$1,366,010.00	\$1,459,313.00	6.8%
PART-TIME SALARIES	\$303,566.27	\$305,649.00	\$314,063.00	2.8%
STIPEND	\$3,477.75	\$3,450.00	\$3,450.00	0%
LONGEVITY	\$21,150.00	\$21,970.00	\$20,720.00	-5.7%
SHIFT DIFFERENTIAL	\$33,582.92	\$75,000.00	\$75,000.00	0%
HOLIDAY	\$0.00	\$386.00	\$2,061.00	433.9%
EDUCATIONAL INCENTIVE	\$70,671.87	\$74,634.00	\$91,159.00	22.1%
HAZARDOUS DUTY	\$0.00	\$1,248.00	\$1,248.00	0%
SEPARATION COSTS	\$35,618.27	\$0.00	\$176,800.00	N/A
WORKERS COMPENSATION	\$7,149.12	\$0.00	\$0.00	0%
UNIFORM CLOTHING ALLOWANCE	\$3,400.00	\$3,400.00	\$3,400.00	0%
Total Personal Services Non OT:	\$1,808,711.71	\$1,851,747.00	\$2,147,214.00	16%
Purchase of Service				
ELECTRICITY	\$28,426.58	\$50,000.00	\$50,000.00	0%
ENERGY (GAS,OIL,DIESEL)	\$24,911.14	\$40,000.00	\$47,000.00	17.5%
SEWER & WATER CHARGES	\$5,548.31	\$7,000.00	\$7,000.00	0%
BUILDING/GROUNDS REPAIR/MAINT	\$44,910.51	\$38,300.00	\$51,000.00	33.2%
VEHICLE REPAIR/MAINTENANCE	\$965.65	\$5,000.00	\$5,000.00	0%
DEPART EQUIP REPAIR/MAINT	\$2,654.48	\$4,200.00	\$4,200.00	0%
DEPARTMENTAL EQUIP RENT/LEASE	\$10,873.32	\$12,000.00	\$6,000.00	-50%
SECURITY/FIRE CONTROL	\$45,850.72	\$66,000.00	\$51,000.00	-22.7%
CONSULTANTS	\$5,748.60	\$6,700.00	\$0.00	-100%
PUBLIC SAFETY	\$36,804.48	\$14,000.00	\$40,000.00	185.7%
COMMUNICATION SERVICES	\$12,297.17	\$10,000.00	\$10,000.00	0%
EXTERMINATING & PEST CONTROL	\$1,304.00	\$2,500.00	\$1,500.00	-40%
PRINTING	\$1,804.97	\$1,600.00	\$1,600.00	0%
Total Purchase of Service:	\$222,099.93	\$257,300.00	\$274,300.00	6.6%
Goods and Supplies				
OFFICE SUNDRIES/SUPPLIES	\$7,987.10	\$12,000.00	\$12,000.00	0%
DATA PROCESS SOFTWARE & SUPP	\$54,313.43	\$37,500.00	\$55,000.00	46.7%
BUILDING SUPPLIES	\$3,419.31	\$3,000.00	\$3,000.00	0%
ELECTRICAL SUPPLIES	\$1,391.56	\$2,000.00	\$2,000.00	0%
JANITORIAL SUPPLIES	\$9,788.68	\$11,000.00	\$10,000.00	-9.1%



Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
BOOKS/PERIODICALS	\$268,113.97	\$351,700.00	\$306,700.00	-12.8%
IN-STATE TRAVEL	\$407.15	\$0.00	\$1,000.00	N/A
TUITION & TRAINING	\$5,975.13	\$10,000.00	\$25,000.00	150%
PETTY CASH	\$300.00	\$0.00	\$0.00	0%
DEPARTMENT EQUIPMENT	\$914.98	\$14,500.00	\$1,000.00	-93.1%
Total Goods and Supplies:	\$352,611.31	\$441,700.00	\$415,700.00	-5.9%
Total Library:	\$2,387,707.17	\$2,553,747.00	\$2,840,214.00	11.2%
Total Culture and Recreation:	\$2,387,707.17	\$2,553,747.00	\$2,840,214.00	11.2%
Total Expenditures:	\$2,387,707.17	\$2,553,747.00	\$2,840,214.00	11.2%

LICENSE COMMISSION

Mission

The License Commission is required to operate in accordance with Massachusetts General Law (MGL), Chapters 138 and 140, as well as with the regulations of the Alcoholic Beverages Control Commission (ABCC), and applicable City of Brockton zoning ordinances and rules and regulations. The Commission holds hearings on violations brought against licensed establishments by local and state police.

Services

- Responsible for the issuance, regulation and collection of fees for over 700 licenses including licenses to:
 - Sell Alcoholic Beverages.
 - Common Victual.
 - Inn holder.
 - New and Used Car Dealers.
 - Motor Vehicle Junk Dealers.
 - Lodging House.
 - Automatic Amusement Device.
 - Entertainment Licenses.
 - Special One-day Permits for the sale of alcoholic beverages.
- Coordinate activities with other departments such as the Board of Health, Public Property, Fire, Police and Wiring Inspector.
- Communicate with the Alcoholic Beverages Control Commission (ABCC), the state agency which regulates the liquor industry.

FY21 Accomplishments

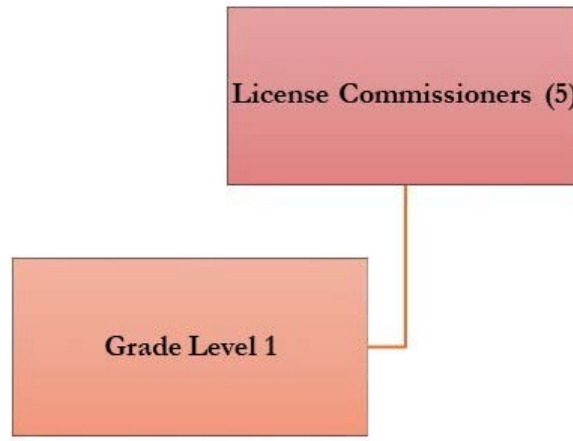
- Provided a 50% discount on liquor licenses for Brockton businesses.
- Worked with the Metro South Chamber of Commerce on advising and partnering with Brockton businesses.
- Provided informational webinars to small businesses, which issued guidance on available assistance during the COVID-19 pandemic.

GOALS

Goal	Status	City Goal
1. Provide the business community with the appropriate resources and information regarding licensing for the City of Brockton.	Ongoing FY22	1,2
2. Educate applicants on how to apply for a license by offering webinars and online training on the process of setting up a business.	Ongoing FY22	1,2
3. Provide online information and packages on how to apply for licenses.	Ongoing FY22	1,2
4. Work with departments to establish best practices and guidelines.	Ongoing FY22	2,3
5. Engage the community regarding licensing rules and regulations.	Ongoing FY22	1,2



ORGANIZATIONAL CHART



PERSONAL SERVICES

Title	Name	Start Date	Longevity	Salary	Ed Incent.
Grade Level 1	Silvia Carvalho	09/1/97	1,250	70,644	4,945
		Total	1,250	70,644	4,945

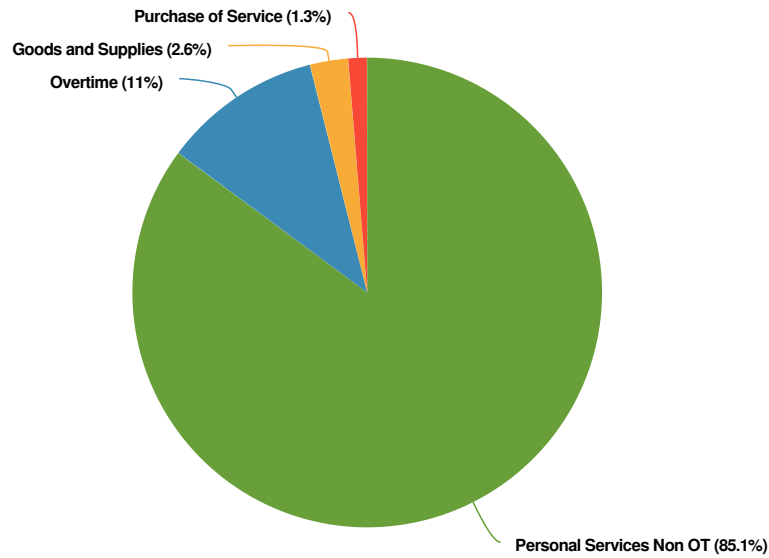
Personal Services Summary	
FULL TIME	70,644
APPOINTED/ELECTED *	6,250
LONGEVITY	1,250
ADMIN INCENTIVE	2,000
EDUCATIONAL INCENTIVE	4,945
Total	85,089

Stipends			
*License Commissioners	David Teixeira	06/25/18	1,250
*License Commissioners	Eugene Marrow, Jr	01/17/19	1,250
*License Commissioners	Henry Tartaglia	03/14/14	1,250
*License Commissioners	Paul Studenski	09/28/20	1,250
*License Commissioners	Jeffrey Charnel	08/31/17	1,250
Total			6,250



FINANCIAL OVERVIEW

Financial Overview by Statutory Category



FINANCIAL OVERVIEW SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
General Fund				
Overtime	\$2,136.47	\$10,950.00	\$10,950.00	0%
Personal Services Non OT	\$85,550.96	\$85,089.00	\$85,089.00	0%
Purchase of Service	\$39.25	\$1,290.00	\$1,290.00	0%
Goods and Supplies	\$4,502.70	\$3,300.00	\$2,625.00	-20.5%
Total General Fund:	\$92,229.38	\$100,629.00	\$99,954.00	-0.7%



EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Expenditures				
General Government				
License Commission				
Overtime				
OVERTIME	\$2,136.47	\$10,950.00	\$10,950.00	0%
Total Overtime:	\$2,136.47	\$10,950.00	\$10,950.00	0%
Personal Services Non OT				
FULL-TIME SALARIES	\$71,081.65	\$70,644.00	\$70,644.00	0%
STIPEND	\$6,236.07	\$6,250.00	\$6,250.00	0%
CLERICAL INCENTIVE	\$1,000.00	\$0.00	\$0.00	0%
ADMIN INCENTIVE	\$1,000.00	\$2,000.00	\$2,000.00	0%
LONGEVITY	\$1,250.00	\$1,250.00	\$1,250.00	0%
EDUCATIONAL INCENTIVE	\$4,983.24	\$4,945.00	\$4,945.00	0%
Total Personal Services Non OT:	\$85,550.96	\$85,089.00	\$85,089.00	0%
Purchase of Service				
OFFICE EQUIP REPAIR/MAINT	\$0.00	\$450.00	\$450.00	0%
ADVERTISING	\$0.00	\$190.00	\$190.00	0%
PRINTING	\$39.25	\$650.00	\$650.00	0%
Total Purchase of Service:	\$39.25	\$1,290.00	\$1,290.00	0%
Goods and Supplies				
COPY MACHINE SUPPLIES	\$344.00	\$350.00	\$350.00	0%
REFERENCE MATERIALS	\$0.00	\$500.00	\$500.00	0%
OFFICE SUNDRIES/SUPPLIES	\$580.74	\$700.00	\$700.00	0%
IN-STATE TRAVEL	\$0.00	\$100.00	\$0.00	-100%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$174.26	\$150.00	\$75.00	-50%
DEPARTMENT EQUIPMENT	\$3,403.70	\$1,500.00	\$1,000.00	-33.3%
Total Goods and Supplies:	\$4,502.70	\$3,300.00	\$2,625.00	-20.5%
Total License Commission:	\$92,229.38	\$100,629.00	\$99,954.00	-0.7%
Total General Government:	\$92,229.38	\$100,629.00	\$99,954.00	-0.7%
Total Expenditures:	\$92,229.38	\$100,629.00	\$99,954.00	-0.7%



MAYOR



Robert F. Sullivan
Mayor

Mission

The Mayor's Office is dedicated to delivering high quality, efficient civic services to the residents and business owners of Brockton. The Mayor's staff is responsible for the implementation of City policies, which includes sharing administrative information directly to departments.

Services

- Collaborate with citizens, community organizations, and businesses to provide information to residents on City services and to quickly address community issues and concerns.
- Coordinate key community outreach engagement events and community recognition events.
- Use social media as an outlet to communicate with the Greater Brockton community in multiple languages.
- Interface with City departments and elected officials at the local, state, and federal level to help complaint resolution in a timely and efficient manner.
- Collaborate with community partners, public and private, to ensure projects that enhance the lives of the residents in Brockton.
- Provide information during community crisis situations.
- Partner with Plymouth County Sheriff's Department to offer re-entry to justice involved individuals.

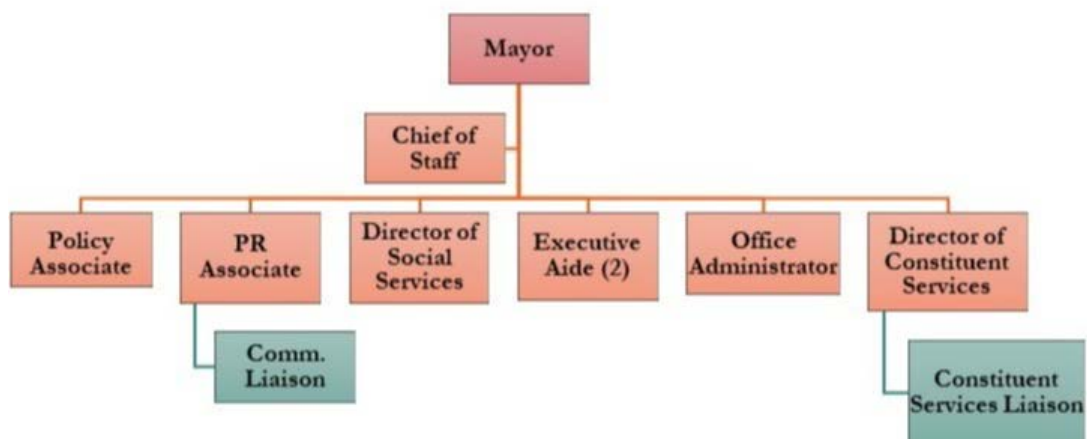
FY21 Accomplishments

- Led COVID-19 response, including renovating the Shaws Center to serve as a mass vaccination site in partnership with the Brockton Neighborhood Health Center and partnering with the state on an equity initiative.
- Negotiated development agreements for market rate housing downtown.
- Signed statement of interest to initiate the renovation of Brockton High School.
- Convened multi-department task force to design and construct a new public safety complex which secured approval of a \$98 million bond by the City Council.
- Launched a monthly newsletter from the Mayor to city residents as well as a weekly newsletter to City and School staff to share information and keep constituents updated.
- Distributed over \$350,000 in grants to small businesses impacted by COVID through a program with the Brockton Redevelopment Authority and MassHire.
- Partnered with Boston University and the Harvard Kennedy School on policy projects, including on improving street safety and modernizing payroll processes.
- Hosted the City of Brockton's first annual Juneteenth celebration.
- Completed Audits of City Financial Departments in collaboration with the Collins Center.
- Created an 8 member volunteer Community Justice Task Force based on the adoption of the Obama Foundation/My Brother's Keeper pledge to address systemic inequality in the City of Brockton. This Task Force held numerous community meetings and presented findings and recommendations to the Mayor.

GOALS

Goal	Status	City Goal
1. Send out Mayor's Champions Update newsletter monthly to keep residents informed and engaged.	In Progress FY22	2
2. Improve City's vaccination rate and ensure vaccine equity in distribution.	In Progress FY22	1,2
3. Work with the IT and Building Departments to launch online permitting software.	New FY22	3
4. Launch an internship program for Brockton students and youth in City Hall.	New FY22	2
5. Implement recommendations of the Mayor's Community Justice Task Force.	New FY22	1,2

ORGANIZATIONAL CHART



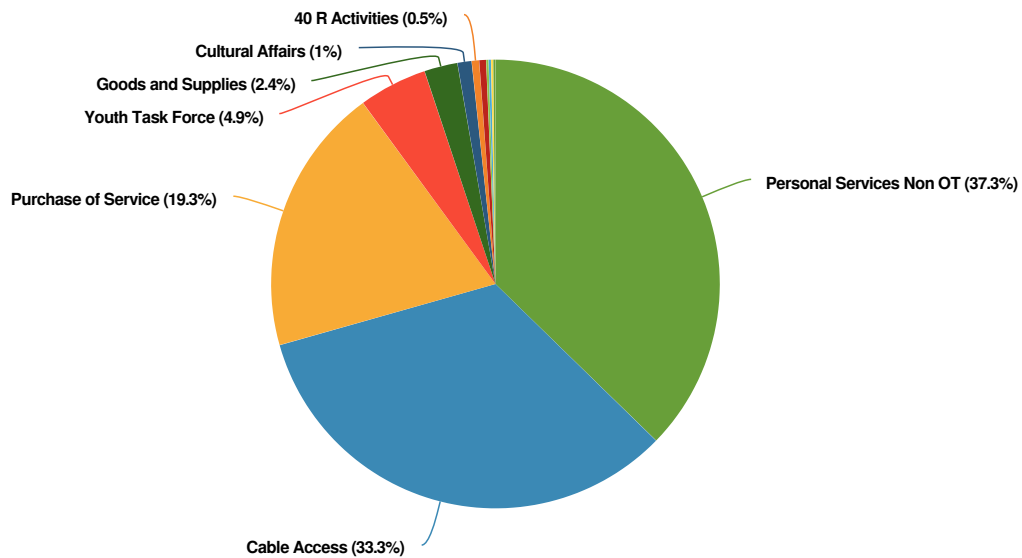
PERSONAL SERVICES

Title	Name	Start Date	Longevity	Salary
Mayor	Robert F. Sullivan	01/06/20		156,273
Chief of Staff	Kerry Richards	01/06/20		97,376
Director of Social Services	Koren Cappiello	01/04/10	480	96,615
Office Administrator	Marcelina DaLuz	03/06/17		54,060
Communications Liaison	Jenson Denoyes	02/06/20		40,800
Director of Constituent Services	John Messia	01/06/20		66,300
Executive Aide	Kimsone Chau	05/17/18		48,450
Part-time Constituent Services Liason	Joseph Francois	09/06/16		19,359
Public Relations Associate	Daveson Perez	03/29/21		58,140
Policy/Intergovernmental Associate	VACANT			58,650
Constituent Services Liaison	VACANT			43,350
Executive Aide	VACANT			48,450
Total			480	787,824

Personal Services Summary		Cable Revolving
FULL TIME	735,825	32,640
PART TIME	19,359	
LONGEVITY	480	
Total	755,664	
Please note: 80% of the Director of Communications is paid from the Cable Revolving Fund		

FINANCIAL OVERVIEW

Financial Overview by Statutory Category



FINANCIAL OVERVIEW SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
General Fund				
Overtime	\$0.00	\$3,000.00	\$3,000.00	0%
Personal Services Non OT	\$711,981.52	\$677,064.00	\$755,664.00	11.6%
Purchase of Service	\$168,326.24	\$441,644.00	\$391,644.00	-11.3%
Goods and Supplies	\$34,483.55	\$48,532.00	\$48,532.00	0%
Out-of-State Travel	\$1,433.75	\$10,000.00	\$10,000.00	0%
40 R Activities	\$0.00	\$11,041.00	\$11,041.00	0%
Cultural Affairs	\$9,608.08	\$20,850.00	\$20,850.00	0%
Cable Access	\$675,000.00	\$675,000.00	\$675,000.00	0%
Women's Commission	\$0.00	\$3,400.00	\$3,400.00	0%
Diversity Commission	\$0.00	\$3,400.00	\$3,400.00	0%
Historical Commission	\$0.00	\$3,400.00	\$3,400.00	0%
Youth Task Force	\$0.00	\$0.00	\$100,000.00	N/A
Total General Fund:	\$1,600,833.14	\$1,897,331.00	\$2,025,931.00	6.8%



EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Expenditures				
General Government				
Mayor				
Overtime				
OVERTIME	\$0.00	\$3,000.00	\$3,000.00	0%
Total Overtime:	\$0.00	\$3,000.00	\$3,000.00	0%
Personal Services Non OT				
FULL-TIME SALARIES	\$613,232.23	\$651,001.00	\$735,825.00	13%
PART-TIME SALARIES	\$21,778.89	\$25,583.00	\$19,359.00	-24.3%
CLERICAL INCENTIVE	\$1,000.00	\$0.00	\$0.00	0%
ADMIN INCENTIVE	\$500.00	\$0.00	\$0.00	0%
LONGEVITY	\$960.00	\$480.00	\$480.00	0%
EDUCATIONAL INCENTIVE	\$2,962.44	\$0.00	\$0.00	0%
SEPARATION COSTS	\$71,547.96	\$0.00	\$0.00	0%
Total Personal Services Non OT:	\$711,981.52	\$677,064.00	\$755,664.00	11.6%
Purchase of Service				
TOURISM PROMO	\$15,014.15	\$50,000.00	\$50,000.00	0%
DEPART EQUIP REPAIR/MAINT	\$1,684.83	\$2,295.00	\$2,295.00	0%
HUMAN SERVICE CONTRACTS	\$121,256.98	\$130,214.00	\$130,214.00	0%
CONSULTANTS	-\$1,750.00	\$90,000.00	\$90,000.00	0%
OTHER CONTRACT SERVICES	\$0.00	\$100,000.00	\$0.00	-100%
ADVERTISING	\$250.00	\$5,000.00	\$5,000.00	0%
COMMUNICATION SERVICES	\$6,880.49	\$0.00	\$0.00	0%
FREIGHT AND DELIVERY SERVICE	\$146.84	\$325.00	\$325.00	0%
PRINTING	\$2,392.95	\$2,500.00	\$2,500.00	0%
CONTRACTUAL SERVICES	\$13,250.00	\$52,110.00	\$102,110.00	96%
HOLIDAY PARADE	\$9,200.00	\$9,200.00	\$9,200.00	0%
Total Purchase of Service:	\$168,326.24	\$441,644.00	\$391,644.00	-11.3%
Goods and Supplies				
COPY MACHINE SUPPLIES	\$39.25	\$1,050.00	\$1,050.00	0%
OFFICE SUNDRIES/SUPPLIES	\$4,036.93	\$4,590.00	\$4,590.00	0%
IN-STATE TRAVEL	\$624.88	\$6,118.00	\$6,118.00	0%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$26,738.11	\$32,202.00	\$32,202.00	0%
DEPARTMENT EQUIPMENT	\$1,075.60	\$1,827.00	\$1,827.00	0%
OFFICE EQUIPMENT	\$1,968.78	\$2,745.00	\$2,745.00	0%
Total Goods and Supplies:	\$34,483.55	\$48,532.00	\$48,532.00	0%
Out-of-State Travel				
OUT OF STATE TRAVEL	\$1,433.75	\$10,000.00	\$10,000.00	0%
Total Out-of-State Travel:	\$1,433.75	\$10,000.00	\$10,000.00	0%



Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
40 R Activities				
40R SMART GROWTH	\$0.00	\$11,041.00	\$11,041.00	0%
Total 40 R Activities:	\$0.00	\$11,041.00	\$11,041.00	0%
Cultural Affairs				
OTHER CONTRACT SERVICES	\$9,608.08	\$20,850.00	\$20,850.00	0%
Total Cultural Affairs:	\$9,608.08	\$20,850.00	\$20,850.00	0%
Cable Access				
CABLE ACCESS	\$675,000.00	\$675,000.00	\$675,000.00	0%
Total Cable Access:	\$675,000.00	\$675,000.00	\$675,000.00	0%
Women's Commission				
OFFICE SUNDRIES/SUPPLIES	\$0.00	\$3,400.00	\$3,400.00	0%
Total Women's Commission:	\$0.00	\$3,400.00	\$3,400.00	0%
Diversity Commission				
OFFICE SUNDRIES/SUPPLIES	\$0.00	\$3,400.00	\$3,400.00	0%
Total Diversity Commission:	\$0.00	\$3,400.00	\$3,400.00	0%
Historical Commission				
OFFICE SUNDRIES/SUPPLIES	\$0.00	\$3,400.00	\$3,400.00	0%
Total Historical Commission:	\$0.00	\$3,400.00	\$3,400.00	0%
Youth Task Force				
OTHER CONTRACT SERVICES	\$0.00	\$0.00	\$50,000.00	N/A
OFFICE SUNDRIES/SUPPLIES	\$0.00	\$0.00	\$50,000.00	N/A
Total Youth Task Force:	\$0.00	\$0.00	\$100,000.00	N/A
Total Mayor:	\$1,600,833.14	\$1,897,331.00	\$2,025,931.00	6.8%
Total General Government:	\$1,600,833.14	\$1,897,331.00	\$2,025,931.00	6.8%
Total Expenditures:	\$1,600,833.14	\$1,897,331.00	\$2,025,931.00	6.8%



PARKING AUTHORITY



Eric Akesson
Executive Director

Mission

The mission of the Parking Authority is to provide both on and off-street parking to individuals who are working and visiting Downtown Brockton. The Parking Authority also assists in the economic development and revitalization of downtown Brockton.

Services

- Provide and maintain the highest level of service at our parking facilities for the public.
- Work with the downtown community to ensure that parking policies appropriately address the needs of the area.
- Plan and develop new parking facilities in order to meet the demand for parking.
- Develop and implement financial safeguards to protect the revenue of the Parking Authority.
- Rehabilitate Parking Authority lots through upgrades, surface overlay, seal coating, and re-stripping.
- Continue to review and maintain the structural integrity and utility of City garages.

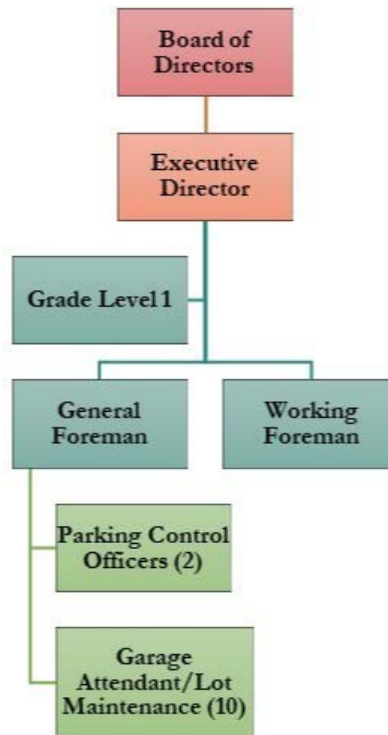
FY21 Accomplishments

- Completed a new, 415 space, parking facility, dedicated to Mayor Bill Carpenter. The Carpenter garage was built in conjunction with the Brockton Redevelopment Authority, the City's planning department, contractors, and subcontractors. The new facility will provide the parking resources necessary for continued redevelopment in the northern end of the downtown.
- Added a Google Maps element to the Passport pay-by phone app, adding the convenience of paying for parking using a cell phone. This initiative, now available in most of the on and off-street paid parking locations in the downtown, has resulted in ten percent of all meter payments.

GOALS

Goal	Status	City Goal
1. Update and modernize the PARKS System in the John Adams Parking Garage, in addition to updating the fire suppression and pull stations.	New FY22	2,3
2. Replace the balance of existing coin-operated meters.	New FY22	2,3
3. Upgrade facilities to provide a safe, attractive, and affordable parking in downtown.	New FY22	1,2
4. Expand enforcement to ensure an open parking spot when visiting downtown.	New FY22	1,2
5. Add to vehicle fleet to assist in snow removal efforts during the winter.	New FY22	2

ORGANIZATIONAL CHART



PERSONAL SERVICES

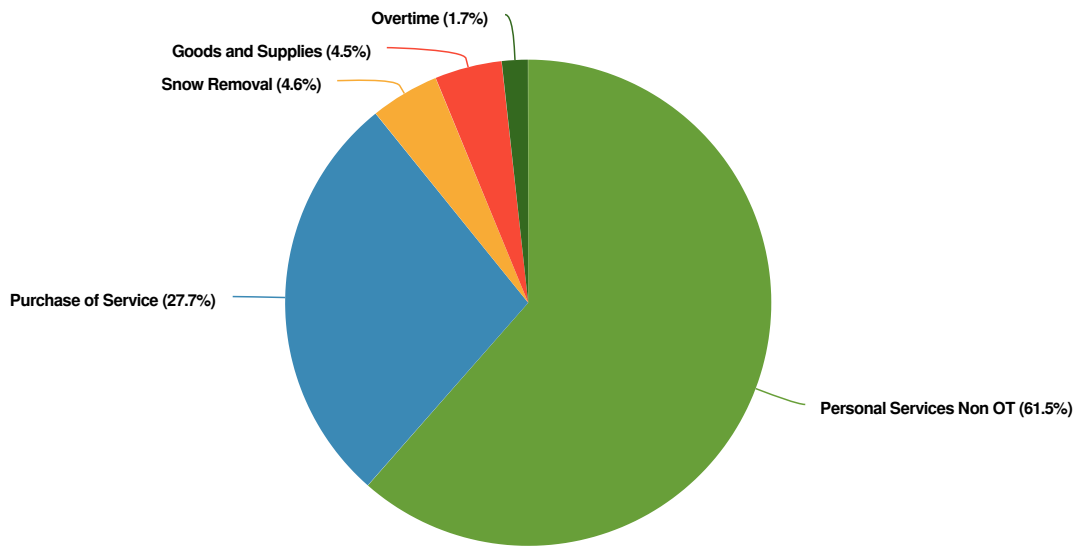
Title	Name	Start Date	Longevity	Salary	Ed Incent.
Executive Director	Eric Akesson	04/12/21	480	79,477	
General Foreman	Salvatore Spartichino	03/08/16	480	62,338	
Working Foreman	Louisdor Gay, Jr.	09/06/16		50,086	
Grade Level 1	Polixeny Tsitsopoulos	06/16/14	480	70,644	5,652
Parking Control Officer	Paul Sullivan Jr	11/06/13	480	44,658	
Parking Control Officer	Thomas Williams	10/06/10	480	45,094	
Garage Attendant	Nicholas Seropian	07/28/15		38,749	
Garage Attendant	Matthew O'Brien	11/26/18		38,749	
PART-TIME					
Garage Attendant	Jonathan Miranda	01/12/21		15,929	
Garage Attendant	Philip Sabater	03/17/04		17,633	
Garage Attendant	Jamal Andrade	04/09/19		16,498	
Garage Attendant	Frantzy Faustin	09/09/15		17,633	
Garage Attendant	Joseph Collins	01/21/20		15,929	
Garage Attendant	Freddy Calderon	03/02/20		16,498	
Lot Maintenance	Vacant			16,498	
Lot Maintenance	Vacant			15,929	
Total			2400	513,986	5,652

Personal Services		
Summary	General Fund	Revolving Fund
FULL TIME	340,043	90,000
PART-TIME	132,547	
LONGEVITY	1,440	960
ADMIN INCENTIVE	2,000	
ED INCENTIVE	5,652	
HAZARD PAY	4,936	
CLOTHING ALLOWANCE	6,800	
ON CALL	18,514	
HOLIDAY PAY	918	
Total	512,850	



FINANCIAL OVERVIEW

Financial Overview by Statutory Category



FINANCIAL OVERVIEW SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
General Fund				
Overtime	\$7,186.91	\$20,000.00	\$17,000.00	-15%
Personal Services Non OT	\$434,583.14	\$592,996.00	\$602,850.00	1.7%
Purchase of Service	\$152,769.66	\$169,515.50	\$271,750.00	60.3%
Goods and Supplies	\$24,559.23	\$26,900.00	\$43,900.00	63.2%
Capital Outlay	\$0.00	\$143,000.00	\$0.00	-100%
Snow Removal	\$40,402.50	\$45,000.00	\$45,000.00	0%
Total General Fund:	\$659,501.44	\$997,411.50	\$980,500.00	-1.7%

EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Expenditures				
Public Safety				
Parking Authority				
Overtime				
OVERTIME	\$7,186.91	\$18,000.00	\$15,000.00	-16.7%
Parking Enforcement OT	\$0.00	\$2,000.00	\$2,000.00	0%
Total Overtime:	\$7,186.91	\$20,000.00	\$17,000.00	-15%
Personal Services Non OT				
FULL-TIME SALARIES	\$307,232.39	\$337,966.00	\$340,043.00	0.6%
FT Parking Enforcement	\$0.00	\$90,000.00	\$90,000.00	0%
PART-TIME SALARIES	\$113,347.65	\$112,766.60	\$132,547.00	17.5%
CLERICAL INCENTIVE	\$1,000.00	\$0.00	\$0.00	0%
ADMIN INCENTIVE	\$1,000.00	\$2,000.00	\$2,000.00	0%
LONGEVITY	\$1,230.00	\$960.00	\$1,440.00	50%
HOLIDAY	\$0.00	\$356.00	\$918.00	157.9%
EDUCATIONAL INCENTIVE	\$5,673.10	\$5,652.00	\$5,652.00	0%
ON CALL	\$0.00	\$0.00	\$18,514.00	N/A
HAZARDOUS DUTY	\$0.00	\$4,936.00	\$4,936.00	0%
SEPARATION COSTS	\$0.00	\$31,559.40	\$0.00	-100%
UNIFORM CLOTHING ALLOWANCE	\$5,100.00	\$6,800.00	\$6,800.00	0%
Total Personal Services Non OT:	\$434,583.14	\$592,996.00	\$602,850.00	1.7%
Purchase of Service				
ELECTRICITY	\$46,623.23	\$75,000.00	\$75,000.00	0%
REAL ESTATE TAX CHARGES	\$486.31	\$3,000.00	\$4,000.00	33.3%
BUILDING/GROUNDS REPAIR/MAINT	\$8,061.29	\$21,500.00	\$25,000.00	16.3%
VEHICLE REPAIR/MAINTENANCE	\$1,484.88	\$2,000.00	\$2,000.00	0%
DEPART EQUIP REPAIR/MAINT	\$0.00	\$1,500.00	\$500.00	-66.7%
BUILDING RENT/LEASE	\$52,356.00	\$33,000.00	\$33,000.00	0%
SECURITY/FIRE CONTROL	\$29,801.25	\$2,500.00	\$5,000.00	100%
WASTE REMOVAL	\$1,821.95	\$3,000.00	\$3,000.00	0%
BANKING SERVICES	\$7,137.72	\$11,000.00	\$11,000.00	0%
CONSULTANTS	\$0.00	\$5,000.00	\$15,000.00	200%
Enforcement- Consultants	\$0.00	\$15,000.00	\$0.00	-100%
PUBLIC SAFETY	\$0.00	\$85,000.00	\$90,000.00	5.9%
OTHER CONTRACT SERVICES	\$0.00	-\$96,234.50	\$0.00	-100%
TELEPHONE	\$0.00	\$1,500.00	\$1,500.00	0%
ADVERTISING	\$1,051.81	\$1,000.00	\$1,000.00	0%
COMMUNICATION SERVICES	\$504.00	\$500.00	\$500.00	0%
EXTERMINATING & PEST CONTROL	\$0.00	\$250.00	\$250.00	0%
PRINTING	\$3,441.22	\$5,000.00	\$5,000.00	0%
Total Purchase of Service:	\$152,769.66	\$169,515.50	\$271,750.00	60.3%



Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Goods and Supplies				
ENFORCEMENT EQUIPMENT	\$0.00	\$0.00	\$7,000.00	N/A
COPY MACHINE SUPPLIES	\$226.80	\$250.00	\$250.00	0%
OFFICE SUNDRIES/SUPPLIES	\$1,596.10	\$1,950.00	\$1,950.00	0%
Supplies	\$0.00	\$0.00	\$10,000.00	N/A
DATA PROCESS SOFTWARE & SUPP	\$295.02	\$300.00	\$300.00	0%
BUILDING SUPPLIES	\$8,532.80	\$5,500.00	\$5,500.00	0%
ELECTRICAL SUPPLIES	\$0.00	\$2,000.00	\$2,000.00	0%
PLUMBING SUPPLIES	\$145.13	\$250.00	\$250.00	0%
HEATING/AIR CONDITION SUPPLIES	\$0.00	\$100.00	\$100.00	0%
TOOLS & HARDWARE SUPPLY	\$6,922.61	\$7,000.00	\$7,000.00	0%
JANITORIAL SUPPLIES	\$300.00	\$400.00	\$400.00	0%
LANDSCAPING	\$281.21	\$2,000.00	\$2,000.00	0%
TIRES	\$0.00	\$500.00	\$500.00	0%
PARTS/ACCESSORIES/LUBE	\$926.96	\$1,000.00	\$1,000.00	0%
PURCHASE OF CLOTHING	\$1,305.83	\$2,000.00	\$2,000.00	0%
METER PARTS	\$654.17	\$2,000.00	\$2,000.00	0%
IN STATE TRAVEL	\$0.00	\$250.00	\$250.00	0%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$625.00	\$900.00	\$900.00	0%
DEPARTMENT EQUIPMENT	\$2,747.60	\$500.00	\$500.00	0%
Total Goods and Supplies:	\$24,559.23	\$26,900.00	\$43,900.00	63.2%
Capital Outlay				
Cap Proj Enforcement	\$0.00	\$143,000.00	\$0.00	-100%
Total Capital Outlay:	\$0.00	\$143,000.00	\$0.00	-100%
Snow Removal				
SNOW REMOVAL	\$40,402.50	\$45,000.00	\$45,000.00	0%
Total Snow Removal:	\$40,402.50	\$45,000.00	\$45,000.00	0%
Total Parking Authority:	\$659,501.44	\$997,411.50	\$980,500.00	-1.7%
Total Public Safety:	\$659,501.44	\$997,411.50	\$980,500.00	-1.7%
Total Expenditures:	\$659,501.44	\$997,411.50	\$980,500.00	-1.7%



PARKS AND RECREATION



Tim Carpenter
Superintendent of Parks

Mission

Parks and Recreation oversees the City of Brockton Parks Department, which maintains approximately 1,130 acres of recreational and open space. This includes baseball fields, soccer fields, basketball courts, several memorials, two municipal pools, as well as D.W. Field Park and the D.W. Field Golf Course.

The mission of Parks and Recreation is to strive for excellence in City parks, to improve the quality of life in the community, and to preserve and strengthen assets, grounds, and infrastructure, maintaining a rich history and beautiful landscapes within the City of Brockton. Ensuring safe and clean recreational spaces provides opportunities for relaxation, learning, socialization, and to promote personal growth, through dedicated leadership, environmentally sustainable practices, and the responsible use of available resources.

Overview

The Parks Department is responsible for maintaining all City owned recreation facilities, D.W. Field Park, the adjacent golf course, more than forty baseball fields, soccer fields, basketball courts, several Veterans' Memorials, and smaller parks throughout the community. Other responsibilities include maintaining special use areas such as the Asiaf Recreation Area, Cosgrove Municipal Pool, Manning Pool, and the Eldon B. Keith Field. Permits are required for use of parks and fields. The season for use is April 1 - November 30, annually.

The City of Brockton Parks Department is governed by the Park Commission. They oversee and maintain approximately 1,130 acres of recreational and open space. This includes, but is not limited to, baseball fields, soccer fields, basketball courts, several memorials, two municipal pools as well D.W. Field Park, and including the D.W. Field Golf Course.

Parks

The Parks Department is responsible for the care and maintenance of thirty-two City parks and properties as well as the D.W. Field Golf Course. This care and maintenance typically includes mowing and trim work, infield preparation, grooming and lining, general maintenance of equipment, or swings, climbing equipment, backboards and hoops, goals and nets, fence repairs, leaf clean up, and debris removal.

The Parks Department staff is deployed by the General Foreman under the direction of the Superintendent. Daily records of scheduled maintenance are kept and remain the best tool for indicating the maintenance needs of the parks and golf course. Immediate safety concerns are addressed in a timely manner. Any and all calls received by the Parks Department Office with regard to safety issues or maintenance requests are relayed to the Superintendent, who then plans and coordinates to address those specific concerns.

D.W. Field Golf Course

D.W. Field Golf Course is the largest single contributor to the Parks Department Enterprise Fund, and is critical to the operation of the Parks Department. The Department strives to increase the revenues generated by providing outstanding conditions, value, and customer service. Recent hiring and a continued investment by the City, has provided resources that have positively contributed to the improvement in conditions at parks and playgrounds. Increased patronage at the golf course in particular has led to increased revenues, while holding fees relatively constant. The Parks Commission has established in the last three years a resident rate, providing further value to the residents of Brockton.

The Parks Department utilizes contractors for the operation of the Pro-Shop and the Lunchroom Bar and Concession. The operator of the Pro-Shop holds the Golf Management Services Contract. They are paid a percentage of the revenues generated by greens fees, cart rentals, and permits. The vendor operating the lunchroom is charged a monthly rent during the operating season, per contract.

Manning and Cosgrove Pools

The Parks Department works in conjunction with the employees of the Public Property Department for all pool maintenance operations including, but not limited to, preseason set up, in season daily maintenance and chemical checks, and end of season shut down of both pools. The Cosgrove Pool is owned by the City of Brockton and does not charge the public for use of the pool. The Manning Pool is owned by the Massachusetts's Department of Conservation & Recreation (DCR) and is currently managed by the Park Department, which charges the public for daily use. Revenue is then provided to the City's General Fund.

Services

- Develop and manage accessible park facilities supporting a broad range of leisure and outdoor activities.
- Effectively plan for the future needs of Brockton residents.
- Continually strive to improve existing facilities, while seeking opportunities for future development.
- Create and maintain partnerships with other departments and the community to improve the quality of life for all residents.
- Manage and promote quality golf facilities and programs at good value to participants of various ages and skill levels.

FY21 Accomplishments

PARC Grant

- Received the PARC Grant for work at O'Donnell Playground from Massachusetts Department of Energy and Environmental Affairs (EEA). This grant is a two-year project. Year one of the grant includes the design, which is being provided by Beals and Thomas.

Danny Goodwin Playground (East Middle School)

- Secured \$75,000 from State Representative Michelle Dubois for the installation of play equipment at Danny Goodwin Playground.

Hancock/Holster Playgrounds

- Secured \$100,000 from State Representatives Claire Cronin and Representative Gerry Cassidy for improvement to both of these parks. The majority of the funding will go to Holster Playground.

Perkins Park, Buckley Playground, Cosgrove Pool

- Secured \$25,000 from State Representative Gerry Cassidy for improvements to these three properties. Initial plans include a fence around the statue at Perkins Park; new signage at Buckley Playground; and new lifeguard chairs at the Cosgrove Pool.

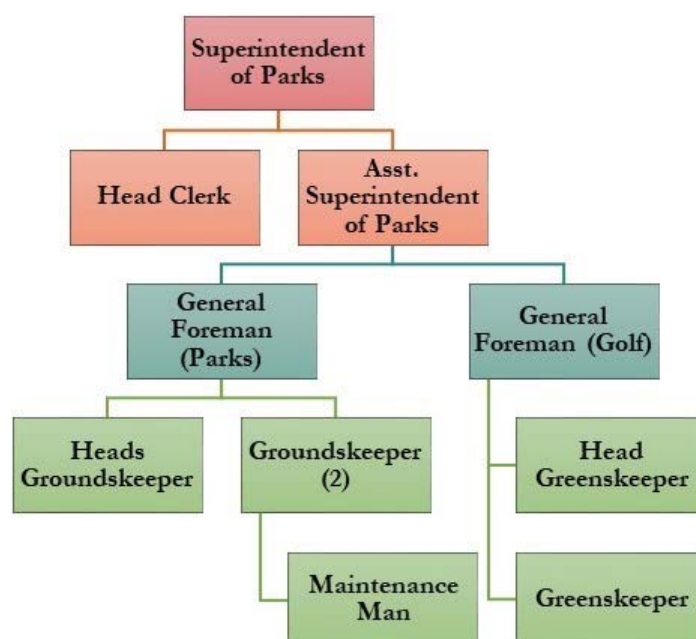
Ellis Brett Pond Dam

- Worked with Fuss and O'Neil Engineering Firm to bring Ellis Brett Pond Dam up to current code as set forth by the Office of Dam Safety. This project is estimated to be costly, but this dam does offer a chance to control downstream flooding through the downtown area.

GOALS

Goal	Status	City Goal
Parks and Pools		
1. Identify and establish areas within the park to better meet the growing demands of current popular sports and new leagues.	Ongoing FY22	2
2. Continue to update maintenance equipment and increase personnel to increase efficiency of maintenance and overall public safety.	Ongoing FY22	2
3. Continue to work with community groups for organized events.	Ongoing FY22	1,2
4. Investigate further grant opportunities to improve parks and playgrounds.	Ongoing FY22	2
5. Establish a regular topdressing program for natural fields to improve playability, drainage, and safety of fields.	Ongoing FY22	2
6. Continue to address deficiencies of six dams in D.W. Field Park by working with outside engineering firms and the Department of Conservation and Recreation (DCR).	Ongoing FY22	3
7. Continue to address numerous issues pertaining to the aging infrastructure of the Cosgrove Pool.	Ongoing FY22	3
Golf		
1. Increase golf rounds and services.	Ongoing FY22	2
2. Increase personnel and updating equipment.	Ongoing FY22	2
3. Improve of playing conditions through agronomic and physical improvements.	Ongoing FY22	2
4. Add new forward tees, allowing for high handicap golfers, junior golfers, and women greater utilization and enjoyment of the golf course.	Ongoing FY22	1,2

ORGANIZATIONAL CHART



PERSONAL SERVICES

Title	Name	Start Date	Longevity	Salary	Ed Incent.
Superintendent of Parks	Timothy W. Carpenter	08/30/11	375	90,734	907
Asst. Super. of Parks/Super. Of Golf	Kurt Calderwood	05/27/14	480	91,654	6,416
General Foreman (Parks)	Russell Munies	01/07/68	1,350	63,502	
General Foreman (Golf)	Michael Saleeba	10/26/15	480	62,338	
Head Groundskeeper(Parks)	David Spillane	08/28/00	1,250	57,845	
Head Greenskeeper (Golf)	John Colitti	04/23/90	1,350	57,845	
Groundskeeper (Parks)	Anthony Salemi	08/24/15	480	48,922	
Groundskeeper (Parks)	Mark Tironati	07/22/04	950	48,922	
Greenskeeper (Golf)	Michael Bunar	07/01/05	950	48,069	
Maintenance Man (Parks)	Kenneth Elias	08/16/04	950	48,755	
Head Clerk	Rene Brown	05/03/93	1,350	50,373	504
Greenskeeper (Golf)	Vacant			47,154	
Total			9,965	716,113	7,827

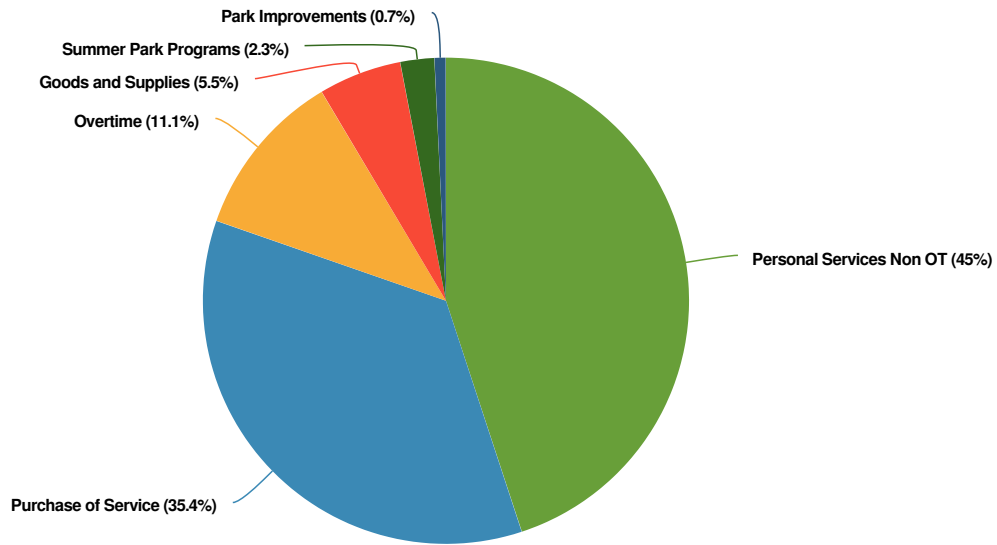
Personal Services Summary

FULL TIME	716,113
EDUCATIONAL INCENTIVE	7,827
TEMPORARY SEASONAL	38,880
LONGEVITY	9,965
CLERICAL INCENTIVE	2,500
SHIFT DIFFERENTIAL	34,809
OUT OF GRADE	8,000
SEPARATION COSTS	49,760
STIPEND	7,100
ADMIN INCENTIVE	2,000
CLOTHING ALLOW	17,000
EMPLOYEE LIC & REG	1,400
HOLIDAY	420
CDL STIPEND	6,240
ON CALL	37,752
HAZARDOUS DUTY	6,240
Total	946,006



FINANCIAL OVERVIEW

Financial Overview by Statutory Category



FINANCIAL OVERVIEW SUMMARY

REVENUE	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 PROJECTED	% CHANGE
OTHER DEPARTMENTAL REVENUE	\$0	\$0	\$139,600	\$120,000	-14.0%
USER CHARGES	\$1,085,716	\$1,122,490	\$990,000	\$1,130,480	14.2%
RETAINED EARNINGS	\$280,766	\$434,067	\$516,641	\$708,269	37.1%
GENERAL FUND SUBSIDY	\$1,012,210	\$986,866	\$732,474	\$584,057	-20.3%
TOTAL	\$2,378,692	\$2,543,423	\$2,378,715	\$2,542,806	6.9%
PARKS AND RECREATION		FY2020 ACTUAL	FY2021 BUDGETED	FY2022 PROPOSED	% CHANGE
OVERTIME		\$148,437	\$174,655	\$234,000	34.0%
PERSONAL SERVICES NON-OVERTIME		\$813,653	\$878,205	\$946,006	7.7%
PURCHASE OF SERVICES		\$182,049	\$245,319	\$744,542	203.5%
GOODS AND SUPPLIES		\$89,278	\$127,265	\$116,071	-8.8%
OTHER CONTRACTED SERVICES		\$508,285	\$747,071	\$63,488	-91.5%
CAPITAL		\$99,972	\$0	\$0	0.0%
DIRECT COSTS		\$1,841,674	\$2,172,515	\$2,104,107	-3.1%
INDIRECT COSTS		\$0	\$438,699	\$438,699	0.0%
TOTAL		\$1,841,674	\$2,611,214	\$2,542,806	-2.6%



EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Expenditures				
Culture and Recreation				
Park and Rec Commission				
Overtime				
OVERTIME	\$148,436.72	\$174,655.00	\$200,000.00	14.5%
POOL OT-	\$0.00	\$0.00	\$34,000.00	N/A
Total Overtime:	\$148,436.72	\$174,655.00	\$234,000.00	34%
Personal Services Non OT				
FULL-TIME SALARIES	\$649,050.18	\$619,932.00	\$716,113.00	15.5%
TEMPORARY/SEASONAL	\$3,384.00	\$20,400.00	\$38,880.00	90.6%
STIPEND	\$3,650.34	\$7,100.00	\$7,100.00	0%
CLERICAL INCENTIVE	\$2,500.00	\$2,500.00	\$2,500.00	0%
ADMIN INCENTIVE	\$2,000.00	\$0.00	\$2,000.00	N/A
LONGEVITY	\$8,330.00	\$10,300.00	\$9,965.00	-3.3%
SHIFT DIFFERENTIAL	\$35,867.15	\$34,809.00	\$34,809.00	0%
HOLIDAY	\$0.00	\$210.00	\$420.00	100%
EDUCATIONAL INCENTIVE	\$6,787.42	\$7,827.00	\$7,827.00	0%
ON CALL	\$37,853.81	\$37,565.00	\$37,752.00	0.5%
OUT OF GRADE	\$402.56	\$8,000.00	\$8,000.00	0%
HAZARDOUS DUTY	\$0.00	\$6,240.00	\$6,240.00	0%
SEPARATION COSTS	\$0.00	\$49,760.00	\$49,760.00	0%
WORKERS COMPENSATION	\$51,927.88	\$48,922.00	\$0.00	-100%
UNIFORM CLOTHING ALLOWANCE	\$11,900.00	\$17,000.00	\$17,000.00	0%
EMPLOYEE LIC & REGISTRATION	\$0.00	\$1,400.00	\$1,400.00	0%
CDL STIPEND	\$0.00	\$6,240.00	\$6,240.00	0%
Total Personal Services Non OT:	\$813,653.34	\$878,205.00	\$946,006.00	7.7%
Purchase of Service				
ELECTRICITY	\$38,528.70	\$47,800.00	\$50,000.00	4.6%
ENERGY (GAS,OIL,DIESEL)	\$12,447.59	\$15,000.00	\$15,034.00	0.2%
SEWER & WATER CHARGES	\$17,891.64	\$18,000.00	\$32,149.00	78.6%
BUILDING/GROUNDS REPAIR/MAINT	\$13,010.34	\$18,660.00	\$15,000.00	-19.6%
VEHICLE REPAIR/MAINTENANCE	\$6,469.84	\$20,000.00	\$20,000.00	0%
DEPART EQUIP REPAIR/MAINT	\$17,601.86	\$18,000.00	\$18,000.00	0%
DEPARTMENTAL EQUIP RENT/LEASE	\$750.00	\$900.00	\$900.00	0%
SECURITY/FIRE CONTROL	\$1,397.55	\$2,000.00	\$2,000.00	0%
CUSTODIAL SERVICES	\$1,364.00	\$7,560.00	\$7,560.00	0%
PROPERTY RELATED SERVICES	\$30,967.21	\$23,000.00	\$20,000.00	-13%
BANKING SERVICES	\$25,711.83	\$37,000.00	\$47,000.00	27%
CONSULTANTS	\$7,143.35	\$20,000.00	\$20,000.00	0%
PUBLIC SAFETY	\$296.67	\$300.00	\$300.00	0%
OTHER CONTRACT SERVICES	\$0.00	\$0.00	\$332,500.00	N/A



Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
TELEPHONE	\$4,230.49	\$10,099.00	\$10,099.00	0%
ADVERTISING	\$108.07	\$3,500.00	\$3,500.00	0%
COMMUNICATION SERVICES	\$4,054.40	\$3,000.00	\$3,000.00	0%
POOL MAINTENANCE	\$0.00	\$0.00	\$75,000.00	N/A
POOL OPERATIONS	\$0.00	\$0.00	\$72,000.00	N/A
PRINTING	\$75.92	\$500.00	\$500.00	0%
Total Purchase of Service:	\$182,049.46	\$245,319.00	\$744,542.00	203.5%
Goods and Supplies				
COPY MACHINE SUPPLIES	\$393.14	\$500.00	\$500.00	0%
OFFICE SUNDRIES/SUPPLIES	\$900.81	\$1,200.00	\$1,200.00	0%
BUILDING SUPPLIES	\$996.24	\$1,000.00	\$1,000.00	0%
ELECTRICAL SUPPLIES	\$795.27	\$800.00	\$800.00	0%
PLUMBING SUPPLIES	\$200.00	\$200.00	\$200.00	0%
TOOLS & HARDWARE SUPPLY	\$749.59	\$750.00	\$750.00	0%
POOLS & PLAYGROUND SUPPLIES	\$2,328.01	\$3,500.00	\$3,500.00	0%
JANITORIAL SUPPLIES	\$4,336.67	\$4,700.00	\$4,700.00	0%
LANDSCAPING	\$7,499.19	\$7,500.00	\$7,500.00	0%
GASOLINE	\$24,662.58	\$37,200.00	\$37,200.00	0%
TIRES	\$804.95	\$2,000.00	\$2,000.00	0%
PARTS/ACCESSORIES/LUBE	\$15,199.91	\$15,221.00	\$15,221.00	0%
FOOD PURCHASE	\$0.00	\$200.00	\$200.00	0%
CHEMICALS	\$8,240.85	\$21,194.24	\$10,000.00	-52.8%
TRAFFIC LINES & SIGNS ETC.	\$188.40	\$400.00	\$400.00	0%
RECREATIONAL SUPPLIES	\$629.11	\$800.00	\$800.00	0%
GOLF CART SUPPLIES/PARTS	\$10,512.89	\$14,000.00	\$14,000.00	0%
PONDS & FISHERY	\$0.00	\$100.00	\$100.00	0%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$1,075.00	\$1,000.00	\$1,000.00	0%
LICENSE & REGISTRATION	\$1,578.06	\$3,000.00	\$3,000.00	0%
DEPARTMENT EQUIPMENT	\$8,187.48	\$12,000.00	\$12,000.00	0%
Total Goods and Supplies:	\$89,278.15	\$127,265.24	\$116,071.00	-8.8%
Capital R/E				
CAPITAL -GOLF CARTS R/E	\$99,972.00	\$0.00	\$0.00	0%
Total Capital R/E:	\$99,972.00	\$0.00	\$0.00	0%
Transfers Out				
EXP REIMB TRANSFER TO GEN FUND	\$47,400.00	\$0.00	\$0.00	0%
Total Transfers Out:	\$47,400.00	\$0.00	\$0.00	0%
Park Improvements				
Park Playground Improvements	\$25,699.14	\$15,720.00	\$15,720.00	0%
Total Park Improvements:	\$25,699.14	\$15,720.00	\$15,720.00	0%
Golf Pro Contract Services				
OTHER CONTRACT SERVICES	\$49,946.58	\$332,500.00	\$0.00	-100%
Total Golf Pro Contract Services:	\$49,946.58	\$332,500.00	\$0.00	-100%



Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Pool Maint				
POOL OT-	\$35,746.76	\$34,000.00	\$0.00	-100%
POOL MAINTENANCE	\$66,673.86	\$119,581.00	\$0.00	-100%
POOL OPERATIONS	\$45,690.48	\$128,305.00	\$0.00	-100%
Total Pool Maint:	\$148,111.10	\$281,886.00	\$0.00	-100%
Golf Course Improvement from R/E				
GOLF CRSE IMPR from R/E	\$62,116.87	\$69,197.00	\$0.00	-100%
Total Golf Course Improvement from R/E:	\$62,116.87	\$69,197.00	\$0.00	-100%
Golf Pro from R/E				
GOLF PRO R/E	\$131,506.32	\$0.00	\$0.00	0%
Total Golf Pro from R/E:	\$131,506.32	\$0.00	\$0.00	0%
Summer Park Programs				
SUMMER PLAYGRD IMPROVEMENTS	\$43,504.69	\$47,768.00	\$47,768.00	0%
Total Summer Park Programs:	\$43,504.69	\$47,768.00	\$47,768.00	0%
Total Park and Rec Commission:	\$1,841,674.37	\$2,172,515.24	\$2,104,107.00	-3.1%
Total Culture and Recreation:	\$1,841,674.37	\$2,172,515.24	\$2,104,107.00	-3.1%
Total Expenditures:	\$1,841,674.37	\$2,172,515.24	\$2,104,107.00	-3.1%



PLANNING AND ECONOMIC DEVELOPMENT



Rob May

Director of Planning

Mission

The Planning Department is responsible for all aspects of planning and development activities for the City, including assisting the Mayor and City Council with public policy and analysis.

Services

- Interact with the public on a wide variety of topics: from business development to Brownfield redevelopment.
- Oversee and implement phases of the Brockton 2025 strategy, which calls for a City-wide master plan, twelve corridor, and district plans across the city.
- Manage the City-wide comprehensive plan implementation.
- Manage the Action Strategy, revitalization plan, and DIF implementation downtown.
- Support revitalization of the Campello Business District and Southern Main Street Corridor.
- Endeavor to secure grant funding.
- Continue district planning with the work being conducted at the Montello Commuter Rail Station and the Division of Capital Asset Management and Maintenance (DCAMM) property at Crescent and Quincy.
- Attend meetings and support the Site Plan Review Technical Review Committee, Open Space and Recreational Plan Implementation Committee, and Historical Commission.
- Support the Conservation Commission, Technical Review Board, and Planning Board.

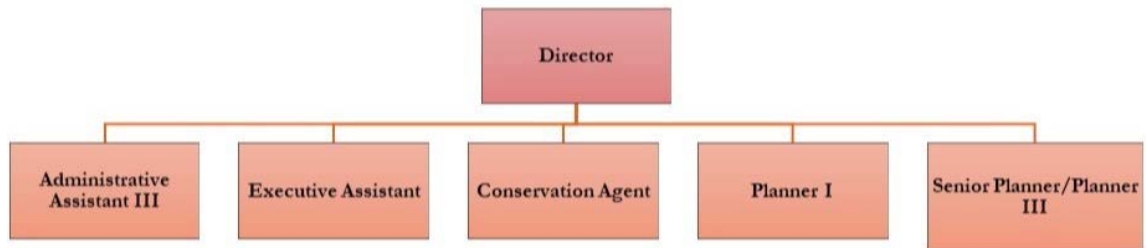
FY21 Accomplishments

- Completed the Trout Brook Urban Renewal Plan.
- Continued implementation of US Environmental Protection (EPA) Brownfield Area Assessment Grant; Conducted 1 ESA Phase I Report; 7 ESA Phase II Reports; 3 Geophysical Surveys; and 3 Hazardous Building Material Surveys.
- Secured a \$250,000 MassDevelopment Brownfield grant for remediating 308 Montello Street (Corcoran Building).
- Secured a \$2.6 million dollar MassWorks Grant to rebuild Garfield Street.
- Subdivided Catalytic Development Site I into four buildable lots.
- Supported the Brockton Redevelopment Authority's (BRA) implementation of the Downtown Urban Renewal Plan, including negotiating Exclusive Negotiating Agreements with three developers, and drafting five Land Disposition Agreements.
- Observed the completion of 47 West Elm Street, continued construction of 121 and 226 Main Street, and completed plan review for Trinity Phase II.
- Completed feasibility study for Public Safety Complex.

GOALS

Goal	Status	City Goal
1. Complete the Good Samaritan Area Life Science Master Plan and Urban Renewal Plan.	Ongoing FY22	3
2. Implement Sycamore Grove redevelopment.	Ongoing FY22	3
3. Complete Campello Rezoning study.	Ongoing FY22	3
4. Complete brownfield remediation of Corcoran Building.	Ongoing FY22	3
5. Implement Downtown Transportation and Utility Upgrade Plan and advance to 25% drawings.	Ongoing FY22	3

ORGANIZATIONAL CHART



PERSONAL SERVICES

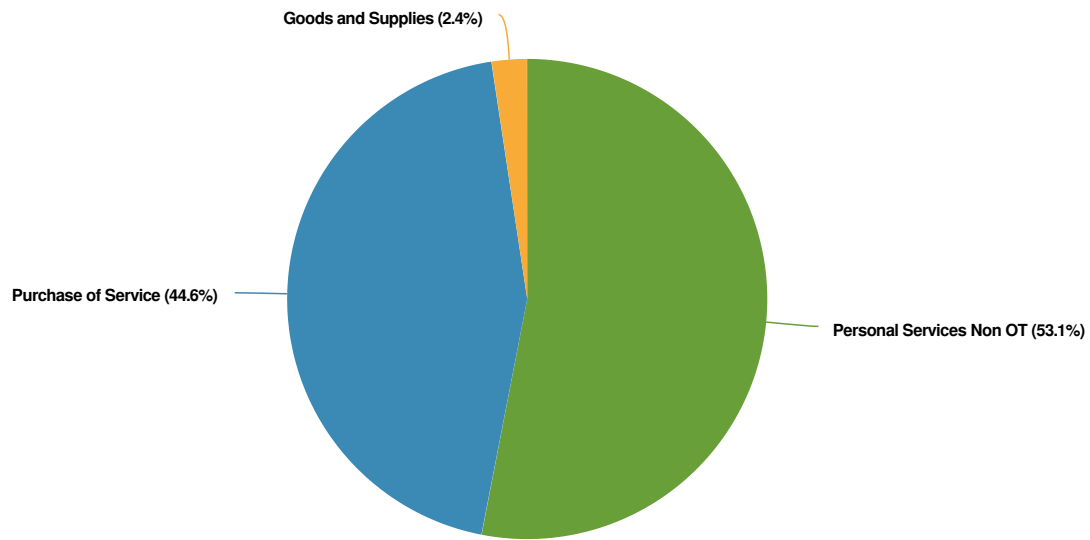
Title	Name	Start Date	Longevity	Salary	Ed. Incent.
Director of Planning & Economic Development	William (Rob) May	08/04/14	480	120,265	
Administrative Asst. III	Pamela S. Gurley	07/27/92	1,350	64,904	649
Conservation Agent	Megan Shave	03/05/18		69,649	4,179
Planner I	Raisa Saniat	11/02/20		55,000	2,750
Senior Planner/Planner III	PROPOSED			80,000	
Total			1,830	389,818	7,578

Personal Services Summary	
FULL TIME	389,818
PART TIME	10,000
LONGEVITY	1,830
CLERICAL INCENTIVE	2,500
EDUCATION INCENTIVE	11,884
CLOTHING ALLOWANCE	4,800
SEPARATION COSTS	30,000
HOLIDAY PAY	1,389
Total	452,221



FINANCIAL OVERVIEW

Financial Overview by Statutory Category



FINANCIAL OVERVIEW SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
General Fund				
Overtime	\$1,334.72	\$6,000.00	\$0.00	-100%
Personal Services Non OT	\$292,271.30	\$323,895.00	\$452,221.00	39.6%
Purchase of Service	\$124,488.63	\$49,800.00	\$379,800.00	662.7%
Goods and Supplies	\$2,935.24	\$20,200.00	\$20,200.00	0%
MGL 40Q DIF	\$259,039.00	\$250,000.00	\$0.00	-100%
Total General Fund:	\$680,068.89	\$649,895.00	\$852,221.00	31.1%

EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Expenditures				
General Government				
Planning and Economic Development				
Overtime				
OVERTIME	\$1,334.72	\$6,000.00	\$0.00	-100%
Total Overtime:	\$1,334.72	\$6,000.00	\$0.00	-100%
Personal Services Non OT				
FULL-TIME SALARIES	\$270,455.07	\$306,788.00	\$389,818.00	27.1%
PART-TIME SALARIES	\$0.00	\$0.00	\$10,000.00	N/A
CLERICAL INCENTIVE	\$2,500.00	\$2,500.00	\$2,500.00	0%
LONGEVITY	\$2,310.00	\$1,830.00	\$1,830.00	0%
HOLIDAY	\$0.00	\$463.00	\$1,389.00	200%
EDUCATIONAL INCENTIVE	\$5,985.91	\$7,514.00	\$11,884.00	58.2%
SEPARATION COSTS	\$9,820.32	\$0.00	\$30,000.00	N/A
UNIFORM CLOTHING ALLOWANCE	\$1,200.00	\$4,800.00	\$4,800.00	0%
Total Personal Services Non OT:	\$292,271.30	\$323,895.00	\$452,221.00	39.6%
Purchase of Service				
BUILDING/GROUNDS REPAIR/MAINT	\$0.00	\$1,500.00	\$1,500.00	0%
VEHICLE REPAIR/MAINTENANCE	\$0.00	\$500.00	\$500.00	0%
DEPART EQUIP REPAIR/MAINTENANC	\$2,799.41	\$1,500.00	\$1,500.00	0%
CONSULTANTS	\$18,581.25	\$45,000.00	\$75,000.00	66.7%
OTHER CONTRACT SERVICES	\$100,000.00	\$0.00	\$0.00	0%
DOWNTOWN DIF	\$0.00	\$0.00	\$300,000.00	N/A
POSTAGE	\$0.00	\$100.00	\$100.00	0%
ADVERTISING	\$0.00	\$600.00	\$600.00	0%
COMMUNICATION SERVICES	\$2,638.97	\$0.00	\$0.00	0%
PRINTING	\$469.00	\$600.00	\$600.00	0%
Total Purchase of Service:	\$124,488.63	\$49,800.00	\$379,800.00	662.7%
Goods and Supplies				
COPY MACHINE SUPPLIES	\$129.72	\$200.00	\$300.00	50%
OFFICE SUNDRIES/SUPPLIES	\$0.00	\$400.00	\$400.00	0%
FOOD PURCHASE	\$523.27	\$1,100.00	\$1,000.00	-9.1%
IN-STATE TRAVEL	\$810.25	\$3,000.00	\$3,000.00	0%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$1,472.00	\$3,500.00	\$3,500.00	0%
TUITION & TRAINING	\$0.00	\$2,000.00	\$2,000.00	0%
DEPARTMENT EQUIPMENT	\$0.00	\$10,000.00	\$10,000.00	0%
Total Goods and Supplies:	\$2,935.24	\$20,200.00	\$20,200.00	0%
MGL 40Q DIF				
MGL 40Q DIF Services	\$259,039.00	\$250,000.00	\$0.00	-100%



Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Total MGL 40Q DIF:	\$259,039.00	\$250,000.00	\$0.00	-100%
Total Planning and Economic Development:	\$680,068.89	\$649,895.00	\$852,221.00	31.1%
Total General Government:	\$680,068.89	\$649,895.00	\$852,221.00	31.1%
Total Expenditures:	\$680,068.89	\$649,895.00	\$852,221.00	31.1%

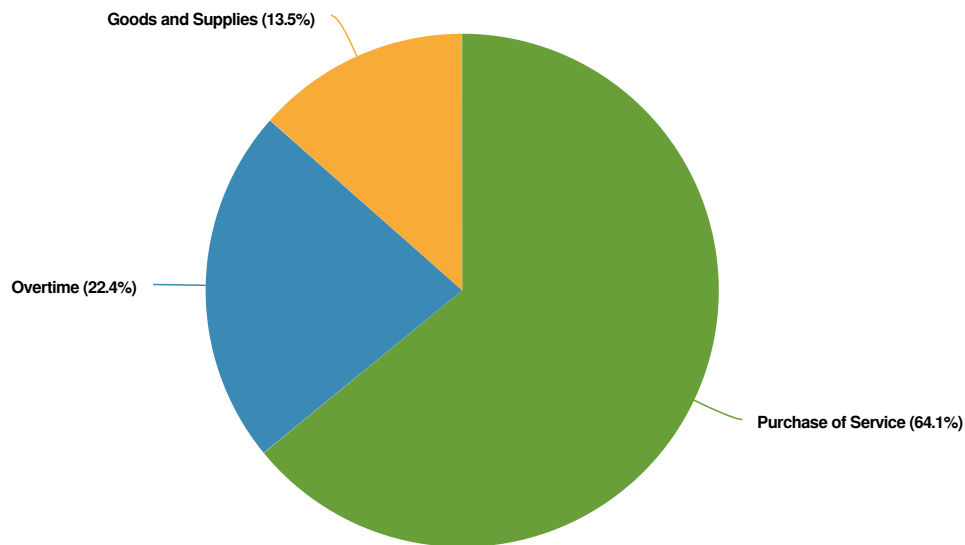
PLANNING BOARD



Rob May
Director of Planning

FINANCIAL OVERVIEW

Financial Overview by Statutory Category



FINANCIAL OVERVIEW SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
General Fund				
Overtime	\$2,542.98	\$5,000.00	\$5,000.00	0%
Purchase of Service	\$9,085.31	\$14,275.00	\$14,275.00	0%
Goods and Supplies	\$491.02	\$1,600.00	\$3,000.00	87.5%
Total General Fund:	\$12,119.31	\$20,875.00	\$22,275.00	6.7%

EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Expenditures				
General Government				
Planning Board				
Overtime				
OVERTIME	\$2,542.98	\$5,000.00	\$5,000.00	0%
Total Overtime:	\$2,542.98	\$5,000.00	\$5,000.00	0%
Purchase of Service				
DEPART EQUIP REPAIR/MAINT	\$225.00	\$225.00	\$225.00	0%
LEGAL	\$0.00	\$350.00	\$350.00	0%
CONSULTANTS	\$2,237.50	\$4,550.00	\$4,550.00	0%
POSTAGE	\$0.00	\$150.00	\$150.00	0%
ADVERTISING	\$3,583.34	\$5,000.00	\$5,000.00	0%
PRINTING	\$3,039.47	\$4,000.00	\$4,000.00	0%
Total Purchase of Service:	\$9,085.31	\$14,275.00	\$14,275.00	0%
Goods and Supplies				
COPY MACHINE SUPPLIES	\$0.00	\$100.00	\$200.00	100%
OFFICE SUNDRIES/SUPPLIES	\$156.02	\$300.00	\$300.00	0%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$335.00	\$1,200.00	\$2,500.00	108.3%
Total Goods and Supplies:	\$491.02	\$1,600.00	\$3,000.00	87.5%
Total Planning Board:	\$12,119.31	\$20,875.00	\$22,275.00	6.7%
Total General Government:	\$12,119.31	\$20,875.00	\$22,275.00	6.7%
Total Expenditures:	\$12,119.31	\$20,875.00	\$22,275.00	6.7%



POLICE



Emmanuel Gomes
Police Chief

Mission

The mission of the Brockton Police Department (BPD) is to assist the residents and visitors to the City of Brockton in the protection of life and property, to provide services, and promote a safe environment. The Police Department will continue the development and implementation of a city wide community policing plan.

Services

- Protect the public against crimes of violence.
- Control civic disorders.
- Protect private and public property, as well as public safety.
- Maintain a uniformed staff by the use of the following specialized divisions: Operations Bureau; Administrative Bureau; Auxiliary Services Bureau.
- Provide community services: children identification programs; community outreach; court prosecution; crime prevention; social media through Twitter and Facebook; child safety seat installation; school programs safety training; and school resource officer.
- Maintain Patrol Division: emergency response; traffic enforcement; crime prevention; motorcycle and bike patrols; safety Bureau grants; firearms licensing.
- Provide investigative services, drug investigations, liquor investigations, agent for local licensing authority.

FY21 Accomplishments

COVID-19

- Provided uninterrupted service over the past year, maintaining its full staff, responding to all calls, and working every day to protect the citizens of Brockton.

LinkUp Brockton Project

- Instituted a Bureau of Justice Assistance Strategies for Policing Innovation grant, designed to enhance Brockton Police Department community policing efforts to get officer out of the cruiser and into the community. Focus areas include: Outreach for Substance use disorder; and targeted hardening in areas most prone to firearms violence.
- Provided outreach to 555 citizens at risk.
- Engaged 273 business owners about target hardening.
- Funded new streetlights in the downtown area.

Victim Assistance Program

- Created a Victim Assistance Program consisting of a civilian Victim Specialist and a sworn Victim Liaison Officer, to guide victims of violent crime through the criminal justice system and link them to the services and resources they need.

Car Seat Program

- Partnered with Brockton Police, Copeland Toyota, and the Toyota Motor Corporation's Buckle Up for Life Program. Under the program the Police Department has expanded its long-standing car seat program to provide families in need with child safety seats that could save lives, while continuing the standing Wednesday inspection and installation appointments with the department's four multilingual certified technicians.

Youth Outreach

- Utilized Shannon and SSYI youth violence prevention grants to provide resources to at-risk youth.
- Conducted almost 3,000 community deployments through the assistance of the Safe Corners Street Outreach Team. These services provided safety planning, mentorship, food, and basic needs to youth, while referring them to the services they needed.
- Instituted safe spaces for youth through the Boys and Girls Club and Brockton Christian Mentoring Initiative to allow students to conduct remote learning with reliable internet, interact positive role models, and engage in enrichment activities.
- Worked with Kidz Konnect and Boys and Girls Club to provide COVID-friendly versions of their Summer Leaders program and summer camp, respectively. All partners collaborated to ensure the City's at-risk youth weren't alone and had the services they needed.

Law Enforcement Mental Health Awareness

- Implemented a Law Enforcement Mental Health and Wellness Program grant in partnership with Brockton School Police and the Massasoit Community College Police to form a peer support team for officers in stressful times. There are 11 officers on the team.

Supplemented Patrol Force

- Added two new K9 Unit teams giving the department a total of four K9 teams.
- Added 12 new recruits to the BPD patrol to help ease short-staffing.

Recruitment

- Recruited candidates who speak the dominant languages in the community in an ongoing effort to diversify the Police Department that will properly reflect the Brockton community and enhance communication, trust, and effectiveness.

Payroll

- Implemented a new payroll system has been implemented. This is a system that interfaces with Munis, reducing duplicative work while simplifying payroll entries, reports, and auditing.

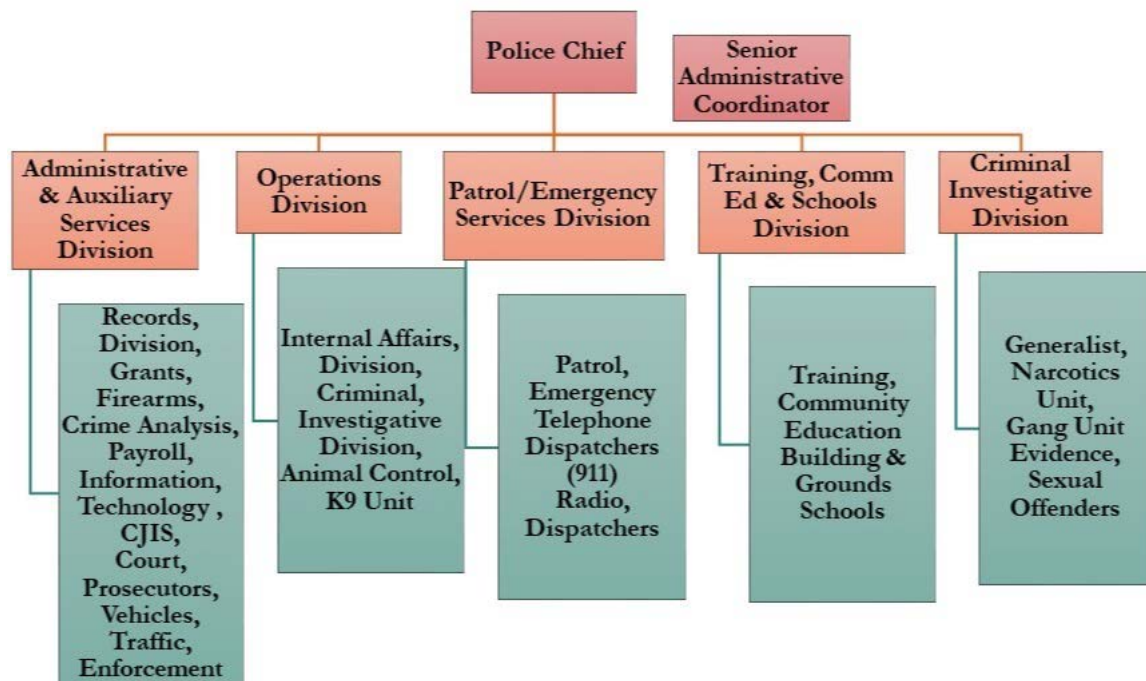
Capital Improvements

- Implemented capital improvements, such as replacing the station's roof (a project that was years in the making) and expanding the fleet.
- Upgraded the departments' vehicle fleet, including the purchase of motorcycles.

GOALS

Goal	Status	City Goal
1. Expand our community policing effort as part of our mission to link citizens with resources.	Ongoing FY22	1,2
2. Re-introduce the neighborhood walking beat and community crime watch.	Ongoing FY22	1,2
3. Actively research and apply to grants that focus on service to the elderly, juvenile, and citizens with behavioral, mental, or physical disabilities.	Ongoing FY22	1,2
4. Implement weekly social media discussions with the Victim Assistance Program Specialist.	Ongoing FY22	1,2
5. Continue pursuing the department's goal of 100% training in Mental Health First and Crisis Intervention.	Ongoing FY22	1,2

ORGANIZATIONAL CHART



PERSONAL SERVICES

EMPLOYEE	STEP	ED%	BASE	LONG.	NIGHT	HOL	EDUC.	WKEND	FIREARM	HAZARD	CLOTH.	DEFIB	STIPEND	CLRCL	BUY BACK	TOTAL
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POLICE OFFICERS

CHIEF (1)

Gomes, Emanuel	N/A	N/A	220,838	1,350	0	0	0	0	0	0	0	0	0	0	11507	233,685
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CAPTAINS (6)

Hallisey, John	2-29D	30%	127,490	1,350	0	13,737	38,247	12,749	14,661	11,793	0	1,925	0	0	11507	233,459
Hallisey, William	2	30%	105,700	1,250	13,741	11,803	31,710	10,570	12,156	9,777	0	1,925	0	0	4770	203,401
LaFrance, Christopher	2-28D	30%	121,695	1,250	0	8,353	36,509	12,170	13,995	11,257	0	1,925	0	0	10984	218,137
McNulty, Arthur	2	20%	105,700	950	12,684	10,895	21,140	10,570	12,156	9,777	0	1,925	0	0	0	185,797
Porcaro, Mark	2-24D	30%	113,627	1,250	0	7,799	34,088	11,363	13,067	10,510	0	1,925	0	0	5128	198,758
Williamson, Steven	2-27D	30%	115,899	1,350	0	7,955	34,770	11,590	13,328	10,721	0	1,925	0	0	5230	202,768

LIEUTENANT (14): 13

+ 1 funded by school

dept

Baroud, James	2	30%	90,344	950	11,745	10,088	27,103	9,034	10,390	8,357	0	1,925	0	0	0	169,936
Barry, William	2-29D	30%	108,969	1,350	14,166	12,168	32,691	10,897	12,531	10,080	0	1,925	0	0	9835	214,612
Bervie, Brian	2-29N	30%	101,365	1,350	13,177	11,319	30,410	10,137	11,657	9,376	0	1,925	0	0	8733	199,448
Bonanca, Paul	2-27D	30%	99,063	1,350	0	6,800	29,719	9,906	11,392	9,163	0	1,925	0	0	4383	173,701
Dickinson, David	2	30%	90,344	1,250	11,745	10,088	27,103	9,034	10,390	8,357	0	1,925	0	0	0	170,236
Farrell, David	2	30%	90,344	750	11,745	6,201	27,103	9,034	10,390	8,357	0	1,925	0	0	4077	169,926
Jones, Kevin	2	30%	90,344	1,250	11,745	10,088	27,103	9,034	10,390	8,357	0	1,925	0	0	0	170,236
Vacant	2-29D	20%	108,969	1,350	0	10,838	21,794	10,897	12,531	10,080	0	1,925	0	0	0	178,384
Maker, Bryan	2-29D	30%	108,969	1,350	0	7,480	32,691	10,897	12,531	10,080	0	1,925	0	0	7376	193,299
Mills, Donald	2-29D	30%	108,969	1,350	0	11,742	32,691	10,897	12,531	10,080	0	1,925	0	0	9835	200,019
Perez, Brenda	2-24D	30%	97,120	1,250	0	6,666	29,136	9,712	11,169	8,984	0	1,925	0	0	4383	170,345
Schlieman, William	2	30%	90,344	950	0	6,201	27,103	9,034	10,390	8,357	0	1,925	0	0	2039	156,343
Zeidman, Bruce	2-29D	30%	108,969	1,350	0	11,742	32,691	10,897	12,531	10,080	0	1,925	0	0	0	190,184

SERGEANTS (25)

Amaral, Kevin	3	30%	75,918	950	0	8,180	22,775	7,592	8,731	7,022	0	1,925	0	0	3426	136,519
Bervie, Brian Jr	3	30%	75,918	750	0	8,180	22,775	7,592	8,731	7,022	0	1,925	0	0	0	132,893
Bervie, Patrick	3	30%	75,918	480	9,869	8,477	22,775	7,592	8,731	7,022	0	1,925	0	0	0	142,790
Besarick, Scott	3-24D	15%	81,612	1,250	0	4,955	12,242	8,161	9,385	7,549	0	1,925	0	0	0	127,080
Carpenter, William	3	30%	75,918	950	9,869	8,477	22,775	7,592	8,731	7,022	0	1,925	0	0	3426	146,686
Cruikshank, Edward	3	30%	75,918	1,250	9,869	5,211	22,775	7,592	8,731	7,022	0	1,925	0	0	3426	143,720
David, Stanley	3-28D	30%	87,405	1,250	0	9,418	26,222	8,741	10,052	8,085	0	1,925	0	0	3757	156,853
Dennehy, Michael	3-28D	30%	87,405	1,350	0	9,418	26,222	8,741	10,052	8,085	0	1,925	0	0	3757	156,953
Diliddo, Robert	3-29N	30%	85,180	1,350	11,073	9,511	25,554	8,518	9,796	7,879	0	1,925	0	0	7688	168,475
Ellis, Kenneth	3	15%	75,918	750	8,731	7,499	11,388	7,592	8,731	7,022	0	1,925	0	0	0	129,555
Graham, Matthew	3	30%	75,918	950	9,869	8,477	22,775	7,592	8,731	7,022	0	1,925	0	0	3289	146,549
Green, Christopher	3	30%	75,918	950	9,869	8,477	22,775	7,592	8,731	7,022	0	1,925	0	0	0	143,260
Kalp, Andrew	3-24D	20%	81,612	1,250	0	8,117	16,322	8,161	9,385	7,549	0	1,925	0	0	3683	138,005
Khoury, George	3-29D	30%	91,568	1,350	0	9,867	27,470	9,157	10,530	8,470	0	1,925	0	0	8265	168,602
Livingston, Michael	3	30%	75,918	950	9,869	8,477	22,775	7,592	8,731	7,022	0	1,925	0	0	0	143,260



Lobo, Jose	3	30%	75,918	1,250	9,869	8,477	22,775	7,592	8,731	7,022	0	1,925	0	0	0	143,560
Lofstrom, Kenneth	3-29D	30%	91,568	1,350	0	9,867	27,470	9,157	10,530	8,470	0	1,925	0	0	8265	168,602
McDermott, Christopher	3	30%	75,918	1,350	9,869	8,477	22,775	7,592	8,731	7,022	0	1,925	0	0	3426	147,086
Perez, Victor	3	30%	75,918	750	9,869	8,477	22,775	7,592	8,731	7,022	0	1,925	0	0	0	143,060
Rees, Adam	3	0%	75,918	950	7,592	6,521	0	7,592	8,731	7,022	0	1,925	0	0	0	116,250
Scanlon, Michael	3-24D	20%	81,612	1,250	0	5,171	16,322	8,161	9,385	7,549	0	1,925	0	0	3426	134,802
Skinner, Michael	3	30%	75,918	1,250	9,869	8,477	22,775	7,592	8,731	7,022	0	1,925	0	0	0	143,560
Stafford, William	3	30%	75,918	750	9,869	8,477	22,775	7,592	8,731	7,022	0	1,925	0	0	0	143,060
Stanton, Timothy	3-29D	30%	91,568	1,350	0	9,867	27,470	9,157	10,530	8,470	0	1,925	0	0	3944	164,282
Sullivan, Jason F	2	20%	72,880	1,350	8,746	7,512	14,576	7,288	8,381	6,741	0	1,925	0	0	0	129,399
SUB-TOTAL SUPERVISORS			4,196,242	51,980	245,451	386,028	1,101,139	397,540	457,171	367,725	0	84,700	0	0	159,564	7,447,541

LIEUTENANT

FUNDED BY

SCHOOL

DEPARTMENT

Vardaro, Frank F.	2-29D	30%	108,969	1,250	0	7,480	32,691	10,897	12,531	10,080	0	1,925	0	0	0	185,822
Paid by School/Dept			108,969	1,250	0	7,480	32,691	10,897	12,531	10,080	0	1,925	0	0	0	185,822
BALANCE PAID BY BPD			0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL SUPERVISORS			4,196,242	51,980	245,451	386,028	1,101,139	397,540	457,171	367,725	0	84,700	0	0	159,564	7,447,541

OFFICERS (160)

Abdelnour, Edward D	6	10%	61,017	1,250	6,712	3,544	6,102	6,102	7,017	5,644	0	1,925	0	0	0	99,312
Almeida, George	6	30%	61,017	1,350	7,932	4,188	18,305	6,102	7,017	5,644	0	1,925	0	0	2804	116,284
Alves, Luis	4	20%	53,798	0	6,456	3,409	10,760	5,380	6,187	4,976	0	1,925	0	0	0	92,890
Anderson, Darwin	29N	30%	68,460	1,350	8,900	4,699	20,538	6,846	7,873	6,333	0	1,925	0	0	0	126,923
Anderson-Pierce, Nychole	6	30%	61,017	750	1,058	4,188	18,305	6,102	7,017	5,644	0	1,925	0	0	0	106,006
Asack, Michael	5	30%	57,925	480	7,530	3,976	17,378	5,793	6,661	5,358	0	1,925	0	0	0	107,026
Atwood, Robert	5	20%	57,925	480	6,951	3,670	11,585	5,793	6,661	5,358	0	1,925	0	0	0	100,348
Bell, Ernest S	24D	30%	65,592	1,250	0	4,502	19,678	6,559	7,543	6,067	0	1,925	0	0	2691	115,807
Bervie, Daniel	3	20%	49,670	0	5,960	3,147	9,934	4,967	5,712	4,594	0	1,925	0	0	0	85,910
Besarick, Sean	6	15%	61,017	1,250	0	3,705	9,153	6,102	7,017	5,644	0	1,925	0	0	0	95,812
Bunker, Michael	6	30%	61,017	950	7,932	4,188	18,305	6,102	7,017	5,644	0	1,925	0	0	2804	115,884
Burke, Eric	6	0%	61,017	950	0	3,222	0	6,102	7,017	5,644	0	1,925	0	0	0	85,876
Burrell, Alexander	6	15%	61,017	480	7,017	3,705	9,153	6,102	7,017	5,644	0	1,925	0	0	0	102,059
Cabral, Wilson	3	15%	49,670	0	5,712	3,016	7,451	4,967	5,712	4,594	0	1,925	0	0	0	83,047
Callahan, Isaiah	6	0%	61,017	480	0	3,222	0	6,102	7,017	5,644	0	1,925	0	0	0	85,406
Cantone, Shane	29D	30%	73,596	1,250	0	5,052	22,079	7,360	8,464	6,808	0	1,925	0	0	6039	132,571
Carde, Samuel	29D	30%	73,596	1,350	0	5,052	22,079	7,360	8,464	6,808	0	1,925	0	0	6039	132,671
Cesarini, Michael J	24D	30%	65,592	1,350	0	4,502	19,678	6,559	7,543	6,067	0	1,925	0	0	0	113,216
Cirino, Santiago	6	30%	61,017	1,250	0	4,188	18,305	6,102	7,017	5,644	0	1,925	0	0	2503	107,951
Clark, Eric J	29D	20%	73,596	1,350	0	4,663	14,719	7,360	8,464	6,808	0	1,925	0	0	6039	124,923
Cole, Hermer E	29N	20%	68,460	1,250	8,215	4,338	13,692	6,846	7,873	6,333	0	1,925	0	0	6291	125,223
Colon, Richard	6	15%	61,017	750	0	3,705	9,153	6,102	7,017	5,644	0	1,925	0	0	0	95,312
Congdon, Jacqueline	24D	30%	65,592	1,350	0	4,502	19,678	6,559	7,543	6,067	0	1,925	0	0	2691	115,907
Correia, Jonathan	6	15%	61,017	480	7,017	3,705	9,153	6,102	7,017	5,644	0	1,925	0	0	0	102,059
Costello, Jeffrey C	29D	30%	73,596	1,350	0	5,052	22,079	7,360	8,464	6,808	0	1,925	0	0	0	126,632
Coulanges, Franck	6	15%	61,017	480	7,017	3,705	9,153	6,102	7,017	5,644	0	1,925	0	0	0	102,059
Cronshaw, James	6	15%	61,017	750	7,017	3,705	9,153	6,102	7,017	5,644	0	1,925	0	0	2791	105,120
Cummings, Erin M	24D	30%	65,592	1,350	0	4,502	19,678	6,559	7,543	6,067	0	1,925	0	0	2691	115,907



Cummings, Joseph L	29D	20%	73,596	1,350	0	4,663	14,719	7,360	8,464	6,808	0	1,925	0	0	6039	124,923
Cunningham, Ronald	6	20%	61,017	480	0	3,866	12,203	6,102	7,017	5,644	0	1,925	0	0	0	98,254
Czarnowski, Francis J	28D	0%	70,250	1,250	0	3,709	0	7,025	8,079	6,498	0	1,925	0	0	0	98,736
Dagraca, Olegario	3	15%	49,670	0	5,712	3,016	7,451	4,967	5,712	4,594	0	1,925	0	0	0	83,047
Darosa, Denzil	5	0%	57,925	0	5,793	3,058	0	5,793	6,661	5,358	0	1,925	0	0	0	86,513
DaSilva, Kathy	29D	20%	73,596	1,250	0	4,663	14,719	7,360	8,464	6,808	0	1,925	0	0	2882	121,666
Deandrade, Diana	5	0%	57,925	0	5,793	3,058	0	5,793	6,661	5,358	0	1,925	0	0	0	86,513
DeJulius, Christopher	6	30%	61,017	480	0	4,188	18,305	6,102	7,017	5,644	0	1,925	0	0	0	104,678
Delaney, Thomas	4	0%	53,798	0	5,380	2,841	0	5,380	6,187	4,976	0	1,925	0	0	0	80,486
Delvalle, Ruben	6	15%	61,017	750	0	3,705	9,153	6,102	7,017	5,644	0	1,925	0	0	0	95,312
Depina, Lucinio	6	15%	61,017	480	7,017	3,705	9,153	6,102	7,017	5,644	0	1,925	0	0	0	102,059
Depina, Manual	5	0%	57,925	0	5,793	3,058	0	5,793	6,661	5,358	0	1,925	0	0	0	86,513
Devin, Caroline	5	30%	57,925	480	0	3,976	17,378	5,793	6,661	5,358	0	1,925	0	0	0	99,495
Devine, William	6	30%	61,017	1,250	7,932	4,188	18,305	6,102	7,017	5,644	0	1,925	0	0	2804	116,184
Donahue, Brian	6	20%	61,017	1,250	7,322	3,866	12,203	6,102	7,017	5,644	0	1,925	0	0	2804	109,150
Donahue, Timothy R	24D	30%	65,592	1,250	0	4,502	19,678	6,559	7,543	6,067	0	1,925	0	0	2691	115,807
Donato, James	4	6%	53,798	0	5,703	3,011	3,228	5,380	6,187	4,976	0	1,925	0	0	0	84,207
Donohue, Patrick S	29D	30%	73,596	1,250	0	5,052	22,079	7,360	8,464	6,808	0	1,925	0	0	6039	132,571
Duhamel, Mark	5	20%	57,925	480	6,951	3,670	11,585	5,793	6,661	5,358	0	1,925	0	0	0	100,348
Edmond, Nathalie	5	30%	57,925	0	7,530	3,976	17,378	5,793	6,661	5,358	0	1,925	0	0	0	106,546
Egan, Kenneth	6	20%	61,017	480	0	3,866	12,203	6,102	7,017	5,644	0	1,925	0	0	0	98,254
Farrell, Matthew	5	0%	57,925	480	5,793	3,058	0	5,793	6,661	5,358	0	1,925	0	0	0	86,993
Ferebee, Lindsey	6	0%	61,017	750	6,102	3,222	0	6,102	7,017	5,644	0	1,925	0	0	0	91,778
Fils, Anthony	5	20%	57,925	0	6,951	3,670	11,585	5,793	6,661	5,358	0	1,925	0	0	0	99,868
Fonseca, Drew	5	0%	57,925	0	5,793	3,058	0	5,793	6,661	5,358	0	1,925	0	0	0	86,513
Fonseca, Sandy	4	15%	53,798	0	0	3,267	8,070	5,380	6,187	4,976	0	1,925	0	0	0	83,602
Fontes, Elisa	6	30%	61,017	750	0	4,188	18,305	6,102	7,017	5,644	0	1,925	0	0	0	104,948
Ford, Jason	6	30%	61,017	950	0	4,188	18,305	6,102	7,017	5,644	0	1,925	0	0	2503	107,651
Fortes, Alcides	6	0%	61,017	950	6,102	3,222	0	6,102	7,017	5,644	0	1,925	0	0	0	91,978
Fratius, Michael	5	6%	57,925	0	6,140	3,242	3,476	5,793	6,661	5,358	0	1,925	0	0	0	90,519
Gaucher, Richard J	29N	30%	68,460	1,350	8,900	4,699	20,538	6,846	7,873	6,333	0	1,925	0	0	0	126,923
Gazero, Alfred J	29D	0%	73,596	1,350	0	3,886	0	7,360	8,464	6,808	0	1,925	0	0	6039	109,426
Giardini, Anthony	6	20%	61,017	750	0	3,866	12,203	6,102	7,017	5,644	0	1,925	0	0	0	98,524
Graf, Leonard	5	20%	57,925	0	6,951	3,670	11,585	5,793	6,661	5,358	0	1,925	0	0	0	99,868
Grayson, Robert	6	0%	61,017	750	0	3,222	0	6,102	7,017	5,644	0	1,925	0	0	0	85,676
Healy, William F	29N	30%	68,460	1,350	8,900	4,699	20,538	6,846	7,873	6,333	0	1,925	0	0	0	126,923
Hill, Christopher	24D	30%	65,592	1,350	0	4,502	19,678	6,559	7,543	6,067	0	1,925	0	0	2691	115,907
Hill, Julie	6	30%	61,017	950	7,932	4,188	18,305	6,102	7,017	5,644	0	1,925	0	0	0	113,080
Horan, Andrew	5	0%	57,925	480	5,793	3,058	0	5,793	6,661	5,358	0	1,925	0	0	0	86,993
Hyland, Thomas	6	15%	61,017	1,250	7,017	3,705	9,153	6,102	7,017	5,644	0	1,925	0	0	0	102,829
Jarrett, Charles	6	30%	61,017	950	7,932	4,188	18,305	6,102	7,017	5,644	0	1,925	0	0	0	113,080
Jenkins, Shawn	4	20%	53,798	0	6,456	3,409	10,760	5,380	6,187	4,976	0	1,925	0	0	0	92,890
Joseph, Evans	6	30%	61,017	480	7,932	4,188	18,305	6,102	7,017	5,644	0	1,925	0	0	0	112,610
Keating, Thomas E	29N	30%	68,460	1,350	8,900	4,699	20,538	6,846	7,873	6,333	0	1,925	0	0	6347	133,271
Kerr, Christopher P	6	15%	61,017	1,250	7,017	3,705	9,153	6,102	7,017	5,644	0	1,925	0	0	0	102,829
Kirby, Brian P	6	15%	61,017	1,250	7,017	3,705	9,153	6,102	7,017	5,644	0	1,925	0	0	2791	105,620
Landry, Scott	6	15%	61,017	1,250	0	3,705	9,153	6,102	7,017	5,644	0	1,925	0	0	0	95,812
Leary, John E	6	0%	61,017	1,250	6,102	3,222	0	6,102	7,017	5,644	0	1,925	0	0	2754	95,032
Lee, Jamal	6	10%	61,017	750	6,712	3,544	6,102	6,102	7,017	5,644	0	1,925	0	0	0	98,812
Leedberg, Nancy M	24D	30%	65,592	0	1,137	4,502	19,678	6,559	7,543	6,067	0	1,925	0	0	0	113,003
Leonard, Daniel R	29N	15%	68,460	1,350	7,873	4,157	10,269	6,846	7,873	6,333	0	1,925	0	0	6263	121,348
Lopes, Salissa	5	10%	57,925	0	6,372	3,364	5,793	5,793	6,661	5,358	0	1,925	0	0	0	93,190
Lopez, Francisco	6	20%	61,017	1,250	7,322	3,866	12,203	6,102	7,017	5,644	0	1,925	0	0	2804	109,150
Louis, Denzayah	2	0%	45,539	0	0	2,404	0	4,554	5,237	4,212	0	1,925	0	0	0	63,872



Louis, Enid	6	30%	6,017	1,250	0	4,188	18,305	6,102	7,017	5,644	0	1,925	0	0	0	105,448
Luu, David	6	0%	6,017	480	6,102	3,222	0	6,102	7,017	5,644	0	1,925	0	0	0	91,508
Macintosh, Daniel	6	30%	6,017	950	1,058	4,188	18,305	6,102	7,017	5,644	0	1,925	0	0	0	106,206
MacMillan, Donald H Jr	24D	30%	65,592	1,250	0	4,502	19,678	6,559	7,543	6,067	0	1,925	0	0	0	113,116
Maurath, Joshua	6	0%	6,017	480	0	3,222	0	6,102	7,017	5,644	0	1,925	0	0	0	85,406
Mercurio, Gary R Jr	6	30%	6,017	1,250	0	4,188	18,305	6,102	7,017	5,644	0	1,925	0	0	0	105,448
Micicche, Michael	5	15%	57,925	0	6,661	3,517	8,689	5,793	6,661	5,358	0	1,925	0	0	0	96,529
Miller, Dana	6	30%	6,017	750	0	4,188	18,305	6,102	7,017	5,644	0	1,925	0	0	2503	107,451
Minnock, Michael	6	10%	6,017	750	0	3,544	6,102	6,102	7,017	5,644	0	1,925	0	0	0	92,100
Miranda, Joe	6	15%	6,017	480	7,017	3,705	9,153	6,102	7,017	5,644	0	1,925	0	0	0	102,059
Monteiro, Tony	6	15%	6,017	1,350	7,017	3,705	9,153	6,102	7,017	5,644	0	1,925	0	0	0	102,929
Montrond, David	5	20%	57,925	480	6,951	3,670	11,585	5,793	6,661	5,358	0	1,925	0	0	0	100,348
Morency, Shannon	5	30%	57,925	480	7,530	3,976	17,378	5,793	6,661	5,358	0	1,925	0	0	0	107,026
Moreno, Jorge	6	0%	6,017	950	0	3,222	0	6,102	7,017	5,644	0	1,925	0	0	0	85,876
Murphy, Matthew	6	20%	6,017	480	0	3,866	12,203	6,102	7,017	5,644	0	1,925	0	0	0	98,254
Newcomb, Edward	5	15%	57,925	480	6,661	3,517	8,689	5,793	6,661	5,358	0	1,925	0	0	0	97,009
Norman, Michael	6	30%	6,017	1,250	7,932	4,188	18,305	6,102	7,017	5,644	0	1,925	0	0	0	113,380
Nunes, Domingos	6	0%	6,017	750	6,102	3,222	0	6,102	7,017	5,644	0	1,925	0	0	0	91,778
O'Brien-Hilliard, Kristen	24D	30%	65,592	1,350	0	4,502	19,678	6,559	7,543	6,067	0	1,925	0	0	2691	115,907
Otero, Miguel	5	0%	57,925	0	5,793	3,058	0	5,793	6,661	5,358	0	1,925	0	0	0	86,513
Otis, Robert	2	0%	45,539	0	0	2,404	0	4,554	5,237	4,212	0	1,925	0	0	0	63,872
Parker, James	6	15%	6,017	480	0	3,705	9,153	6,102	7,017	5,644	0	1,925	0	0	0	95,042
Parrett, Raymond L	27D	10%	66,904	1,350	981	3,886	6,690	6,690	7,694	6,189	0	1,925	0	0	0	102,309
Paul, Nazaire	6	20%	6,017	1,350	7,322	3,866	12,203	6,102	7,017	5,644	0	1,925	0	0	2804	109,250
Pedro, Lucas	6	20%	6,017	750	7,322	3,866	12,203	6,102	7,017	5,644	0	1,925	0	0	0	105,846
Pereira, Edmar	3	0%	49,670	0	4,967	2,623	0	4,967	5,712	4,594	0	1,925	0	0	0	74,458
Perez, Christopher D	6	20%	6,017	1,250	7,322	3,866	12,203	6,102	7,017	5,644	0	1,925	0	0	0	106,346
Pierce Jr., Steven B.	6	30%	6,017	950	7,932	4,188	18,305	6,102	7,017	5,644	0	1,925	0	0	0	113,080
Pierce, Steven H	29N	0%	68,460	1,350	6,846	3,615	0	6,846	7,873	6,333	0	1,925	0	0	0	103,247
Pina, Stephen T	6	0%	6,017	1,350	0	3,222	0	6,102	7,017	5,644	0	1,925	0	0	0	86,276
Plonquet, Vero	3	15%	49,670	0	5,712	3,016	7,451	4,967	5,712	4,594	0	1,925	0	0	0	83,047
Polynice, Jennifer	6	30%	6,017	750	0	4,188	18,305	6,102	7,017	5,644	0	1,925	0	0	0	104,948
Quirk, Ryan	6	30%	6,017	480	7,932	4,188	18,305	6,102	7,017	5,644	0	1,925	0	0	0	112,610
Randolph, Antonio L	29D	30%	73,596	1,350	0	5,052	22,079	7,360	8,464	6,808	0	1,925	0	0	5764	132,396
Reardon, Mark	29D	20%	73,596	1,350	0	4,663	14,719	7,360	8,464	6,808	0	1,925	0	0	0	118,884
Remy, Pierre	4	10%	53,798	0	5,918	3,125	5,380	5,380	6,187	4,976	0	1,925	0	0	0	86,688
Robinson, Sylverson H	6	15%	6,017	1,250	7,017	3,705	9,153	6,102	7,017	5,644	0	1,925	0	0	0	102,829
Robinson, Thomas L	24D	15%	65,592	1,250	0	3,983	9,839	6,559	7,543	6,067	0	1,925	0	0	0	102,758
Rodrigues, Jose G.	5	20%	57,925	0	6,951	3,670	11,585	5,793	6,661	5,358	0	1,925	0	0	0	99,868
Rodrigues, Jose M.	6	15%	6,017	480	0	3,705	9,153	6,102	7,017	5,644	0	1,925	0	0	0	95,042
Royster, Callie H Jr	29D	15%	73,596	1,350	0	4,469	11,039	7,360	8,464	6,808	0	1,925	0	0	0	115,010
Salamone, Andrea	6	20%	6,017	1,250	7,322	3,866	12,203	6,102	7,017	5,644	0	1,925	0	0	0	106,346
Salamone, Derek	6	30%	6,017	1,250	0	4,188	18,305	6,102	7,017	5,644	0	1,925	0	0	2503	107,951
Santos, David F	24D	20%	65,592	1,350	0	4,156	13,118	6,559	7,543	6,067	0	1,925	0	0	2691	109,002
Saquet, Robert J	6	20%	6,017	1,250	7,322	3,866	12,203	6,102	7,017	5,644	0	1,925	0	0	0	106,346
Schaaf, Michael G	24D	15%	65,592	1,250	0	3,983	9,839	6,559	7,543	6,067	0	1,925	0	0	2691	105,449
Scibetta, Stephen C	6	6%	6,017	1,250	0	3,415	3,661	6,102	7,017	5,644	0	1,925	0	0	0	90,031
Scully, Derek	6	15%	6,017	480	7,017	3,705	9,153	6,102	7,017	5,644	0	1,925	0	0	0	102,059
Sernedo, Ivandro	4	15%	53,798	0	6,187	3,267	8,070	5,380	6,187	4,976	0	1,925	0	0	0	89,789
Sequeira, Marcos	3	15%	49,670	0	5,712	3,016	7,451	4,967	5,712	4,594	0	1,925	0	0	0	83,047
Slattery, Sean	6	20%	6,017	750	0	3,866	12,203	6,102	7,017	5,644	0	1,925	0	0	0	98,524



Sonnal, Jerry	3	0%	49,670	0	4,967	2,623	0	4,967	5,712	4,594	0	1,925	0	0	0	74,458
Spillane, Peter F	6	20%	61,017	1,250	0	3,866	12,203	6,102	7,017	5,644	0	1,925	0	0	0	99,024
Sturdevant, John P	29D	20%	73,596	1,350	0	4,663	14,719	7,360	8,464	6,808	0	1,925	0	0	6039	124,923
Tejeda, Franklin	4	3%	53,798	0	5,541	2,926	1,614	5,380	6,187	4,976	0	1,925	0	0	0	82,347
Vargas, Efrain	24D	15%	65,592	1,250	0	3,983	9,839	6,559	7,543	6,067	0	1,925	0	0	0	102,758
Vazquez, Carmen L	24D	20%	65,592	1,350	0	4,156	13,118	6,559	7,543	6,067	0	1,925	0	0	0	106,311
Vazquez-Browne, Minerva	24D	30%	65,592	1,250	0	4,502	19,678	6,559	7,543	6,067	0	1,925	0	0	0	113,116
Velez, Kenniel	2	0%	45,539	0	0	2,404	0	4,554	5,237	4,212	0	1,925	0	0	0	63,872
Vellios, William	6	30%	61,017	480	7,932	4,188	18,305	6,102	7,017	5,644	0	1,925	0	0	2804	115,414
Willis, William	6	30%	61,017	1,250	7,932	4,188	18,305	6,102	7,017	5,644	0	1,925	0	0	2829	116,209
Vacant #1 (Bartorelli)	1	0%	43,263	0	0	2,284	0	4,326	4,975	4,002	0	1,925	0	0	0	60,776
Vacant #2 (J. Johnson)	1	0%	43,263	0	0	2,284	0	4,326	4,975	4,002	0	1,925	0	0	0	60,776
Vacant #3 (Celia)	1	0%	43,263	0	0	2,284	0	4,326	4,975	4,002	0	1,925	0	0	0	60,776
Vacant #4 (Hilliard)	1	0%	43,263	0	0	2,284	0	4,326	4,975	4,002	0	1,925	0	0	0	60,776
Vacant #5 (Baez)	1	0%	43,263	0	0	2,284	0	4,326	4,975	4,002	0	1,925	0	0	0	60,776
Vacant #6 (Leary)	1	0%	43,263	0	0	2,284	0	4,326	4,975	4,002	0	1,925	0	0	0	60,776
Vacant #7 (Shanks)	1	0%	43,263	0	0	2,284	0	4,326	4,975	4,002	0	1,925	0	0	0	60,776
Vacant #8 (Dupont)	1	0%	43,263	0	0	2,284	0	4,326	4,975	4,002	0	1,925	0	0	0	60,776
Vacant #9 (Cavaco)	1	0%	43,263	0	0	2,284	0	4,326	4,975	4,002	0	1,925	0	0	0	60,776
Vacant #10 (Linehan)	1	0%	43,263	0	0	2,284	0	4,326	4,975	4,002	0	1,925	0	0	0	60,776
Vacant #11 (Johnson)	1	0%	43,263	0	0	2,284	0	4,326	4,975	4,002	0	1,925	0	0	0	60,776
Vacant #12 (Crowley)	1	0%	43,263	0	0	2,284	0	4,326	4,975	4,002	0	1,925	0	0	0	60,776
Vacant #13 (Cesarini)	1	0%	43,263	0	0	2,284	0	4,326	4,975	4,002	0	1,925	0	0	0	60,776
Vacant #14 (Damiano)	1	0%	43,263	0	0	2,284	0	4,326	4,975	4,002	0	1,925	0	0	0	60,776
Vacant #15 (Delehoy)	1	0%	43,263	0	0	2,284	0	4,326	4,975	4,002	0	1,925	0	0	0	60,776
Vacant #16 (Cassiani)	1	0%	43,263	0	0	2,284	0	4,326	4,975	4,002	0	1,925	0	0	0	60,776
Vacant #17 (Louis)	1	0%	43,263	0	0	2,284	0	4,326	4,975	4,002	0	1,925	0	0	0	60,776
SUB-TOTAL POLICE OFFICERS			9,153,045	111,710	540,472	565,739	1,561,712	915,304	1,052,600	846,657	0	292,600	0	0	132149	15,171,989

PATROL OFFICERS

FUNDED BY OTHER

MEANS:

VICTIM LIAISON

OFFICER: 1

Devin, Caroline	5	30%	57,925	480	0	3,976	17,378	5,793	6,661	5,358	0	1,925	0	0	0	99,495
<i>Paid by CDBG</i>			25,000	0	0	0	0	0	0	0	0	0	0	0	0	25,000
BALANCE PAID BY BPD			32,925	480	0	3,976	17,378	5,793	6,661	5,358	0	1,925	0	0	0	74,495
TOTAL PATROL OFFICERS			9,185,970	112,190	540,472	569,715	1,579,090	921,097	1,059,262	852,015	0	294,525	0	0	132149	15,246,485

CIVILIAN

PERSONNEL

CLERICAL: 6

Dubeau, Giselle (AA-II)	7	1%	49,887	950	0	0	499	0	0	0	0	0	1,500	2,500	0	55,336
Lauriano, Katherine (AA-II)	6	0%	48,080	0	0	0	0	0	0	0	0	0	1,500	2,500	0	52,080
Moodie-Bryant, Janet (HC)	7*	0%	50,373	1,250	0	0	0	0	0	0	0	0	1,500	2,500	0	55,623



Roberson, Stephanie (HC)	7*	1%	50,373	950	0	0	504	0	0	0	0	0	1,500	2,500	0	55,827
Thibeault, Michele (A-II)	7	0%	76,073	1,250	0	0	0	0	0	0	0	0	0	2,000	0	79,323
Pires, Elizabete (AA-II)	5	0%	46,272	0	0	0	0	0	0	0	0	0	1,500	2,500	0	50,272
TOTAL CLERICAL			321,058	4,400	0	0	1,003	0	0	0	0	0	7,500	14,500	0	348,461

EMERGENCY

TELEPHONE

DISPATCHERS (B-II):

15

Bell, Robin	7	5%	52,555	1,250	7,691	2,767	2,628	1,941	0	0	2,000	0	0	0	0	70,832
Bosch, Christine	7	5%	52,555	1,350	0	2,767	2,628	1,941	0	0	2,000	0	300	0	0	63,541
Burke, Jessica	7	5%	52,555	750	7,691	2,767	2,628	1,941	0	0	2,000	0	0	0	0	70,332
Cela, Robert	7	5%	52,555	1,350	0	2,767	2,628	1,941	0	0	2,000	0	0	0	0	63,241
Clampa, Katherine	3	5%	43,415	0	6,353	2,286	2,171	1,941	0	0	2,000	0	0	0	0	58,166
Gomes, Orlanda	7	7%	52,555	0	7,691	2,767	3,679	1,941	0	0	2,000	0	300	0	0	70,933
Jean-Pierre, Nicole	7	6%	52,555	1,250	0	2,767	3,153	1,941	0	0	2,000	0	300	0	0	63,967
Jordan, Darrelyn	7	7%	52,555	1,350	0	2,767	3,679	1,941	0	0	2,000	0	0	0	0	64,292
Keane, Diane	7	5%	52,555	950	7,691	2,767	2,628	1,941	0	0	2,000	0	0	0	0	70,532
Leite, Melanie	6	8%	50,270	0	7,356	2,647	4,022	1,941	0	0	2,000	0	300	0	0	68,536
MacMillan, Caroline	7	5%	52,555	750	7,691	2,767	2,628	1,941	0	0	2,000	0	0	0	0	70,332
Moran, Sharon	7	5%	52,555	950	7,691	2,767	2,628	1,941	0	0	2,000	0	0	0	0	70,532
Vellios, Patrick F	7	5%	52,555	1,250	7,691	2,767	2,628	1,941	0	0	2,000	0	0	0	0	70,832
Vilne, Jenny	7	7%	52,555	750	7,691	2,767	3,679	1,941	0	0	2,000	0	300	0	0	71,683
Vacant #1 (Pereira)	1	5%	38,845	0	5,684	2,045	1,942	1,941	0	0	2,000	0	0	0	0	52,458
SUB-TOTAL ETD	—		763,190	11,950	80,918	40,182	43,346	29,120	0	0	30,000	0	1,500	0	0	1,000,206
<i>Paid by PSAP Grant</i>	—		300,000	0	0	0	0	0	0	0	0	0	0	0	0	300,000
TOTAL ETD			463,190	11,950	80,918	40,182	43,346	29,120	0	0	30,000	0	1,500	0	0	700,206

OTHERS

GRANT

COORDINATOR (A-

II)

St. James, Michelle	6	9%	72,904	0	0	0	6,561	0	0	0	0	0	0	2,000	0	81,465
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CRIME ANALYST (A-

II)

Thompson, Hillary	OLD6	9%	91,654	480	0	0	8,249	0	0	0	0	0	0	2,000	0	102,383
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DIRECTOR OF

COMMUNICATIONS

AND COMMUNITY

OUTREACH (1124)

Duarte, Darren	4	1%	102,130	480	0	0	1,021	0	0	0	0	0	4,200	0	0	107,831
TOTAL OTHERS			266,688	960	0	0	15,832	0	0	0	0	0	4,200	4,000	0	291,680

CIVILIAN

POSITIONS FUNDED

BY OTHER MEANS

VICTIM SPECIALIST:

1

Whitaker, Rebecca	YR2	30%	40,040	0	0	0	0	0	0	0	0	0	0	0	0	40,040
<i>Paid by CDBG</i>			40,040	0	0	0	0	0	0	0	0	0	0	0	0	40,040
BALANCE PAID BY BPD			0	0	0	0	0	0	0	0	0	0	0	0	0	0

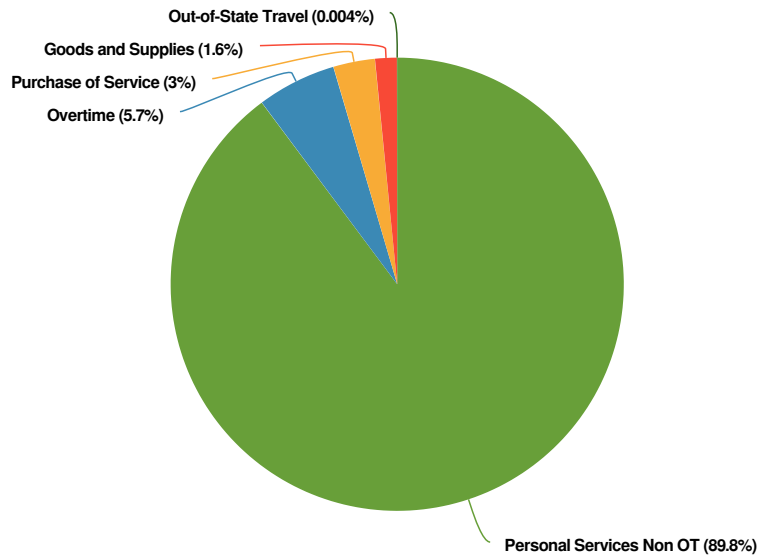


DEPARTMENT														
TOTALS (FOR 52 WEEKS)	14,433,148	181,480	866,841	995,925	2,740,409	1,347,757	1,516,433	1,219,740	30,000	379,225	13,200	18,500	291,713	24,034,372
Day 365 (x.00385)	55,568	0	3,337	0	10,551	5,189	5,838	4,696	0	0	0	0	0	85,179
DEPARTMENT														
TOTALS (FOR FY22)	14,488,716	181,480	870,179	995,925	2,750,960	1,352,946	1,522,271	1,224,436	30,000	379,225	13,200	18,500	291,713	24,119,550



FINANCIAL OVERVIEW

Financial Overview by Statutory Category



FINANCIAL OVERVIEW SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
General Fund				
Overtime	\$1,109,384.47	\$1,160,514.00	\$1,610,514.00	38.8%
Personal Services Non OT	\$23,629,835.59	\$24,913,767.00	\$25,596,198.00	2.7%
Purchase of Service	\$850,231.19	\$851,983.00	\$845,047.00	-0.8%
Goods and Supplies	\$356,916.61	\$389,307.00	\$446,708.00	14.7%
Out-of-State Travel	\$941.40	\$1,000.00	\$1,000.00	0%
Capital Outlay	\$700,000.00	\$200,000.00	\$0.00	-100%
Total General Fund:	\$26,647,309.26	\$27,516,571.00	\$28,499,467.00	3.6%



EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Expenditures				
Public Safety				
Police				
Overtime				
OT-MAYOR'S SAFETY INITIATIVE	\$202,453.53	\$244,600.00	\$244,600.00	0%
OT-LICENSE ENFORCEMENT	\$64,375.40	\$75,500.00	\$75,500.00	0%
OVERTIME	\$842,555.54	\$840,414.00	\$1,290,414.00	53.5%
Total Overtime:	\$1,109,384.47	\$1,160,514.00	\$1,610,514.00	38.8%
Personal Services Non OT				
FULL-TIME SALARIES	\$13,642,001.67	\$14,183,508.71	\$14,638,716.00	3.2%
STIPEND	\$8,277.39	\$13,200.00	\$13,200.00	0%
POLLS	\$136,403.73	\$95,000.00	\$115,000.00	21.1%
CLERICAL INCENTIVE	\$14,500.00	\$15,500.00	\$18,500.00	19.4%
ADMIN INCENTIVE	\$4,000.00	\$6,000.00	\$0.00	-100%
LONGEVITY	\$173,620.00	\$180,080.00	\$181,480.00	0.8%
SHIFT DIFFERENTIAL	\$798,702.90	\$818,667.00	\$870,179.00	6.3%
HOLIDAY	\$892,827.86	\$980,540.00	\$995,925.00	1.6%
EDUCATIONAL INCENTIVE	\$2,535,694.27	\$2,648,123.00	\$2,750,960.00	3.9%
WEEKEND DIFFERENTIAL	\$1,260,700.71	\$1,343,160.00	\$1,352,946.00	0.7%
UNIQUE PAY	\$4,191.12	\$0.00	\$0.00	0%
FIREARMS	\$1,424,857.21	\$1,511,146.00	\$1,522,271.00	0.7%
OUT OF GRADE	\$17,466.52	\$24,500.00	\$24,500.00	0%
COURT	\$409,934.55	\$638,576.00	\$638,576.00	0%
HAZARDOUS DUTY	\$1,146,090.72	\$1,215,487.00	\$1,224,436.00	0.7%
SEPARATION COSTS	\$316,881.91	\$359,381.00	\$419,976.00	16.9%
DEFIBRILLATOR	\$353,980.30	\$381,150.00	\$379,225.00	-0.5%
WORKERS COMPENSATION	\$44,818.73	\$48,000.00	\$0.00	-100%
UNUSED SICK LEAVE BONUS	\$122,310.19	\$128,595.00	\$128,595.00	0%
UNIFORM CLOTHING ALLOWANCE	\$27,500.00	\$30,000.00	\$30,000.00	0%
SICK LEAVE BUY BACK	\$295,075.81	\$293,153.29	\$291,713.00	-0.5%
Total Personal Services Non OT:	\$23,629,835.59	\$24,913,767.00	\$25,596,198.00	2.7%
Purchase of Service				
ELECTRICITY	\$6,066.83	\$21,045.00	\$22,045.00	4.8%
ENERGY (GAS,OIL,DIESEL)	\$19,793.82	\$20,700.00	\$31,000.00	49.8%
SEWER & WATER CHARGES	\$7,428.09	\$8,955.00	\$8,955.00	0%
BUILDING/GROUNDS REPAIR/MAINT	\$28,183.34	\$32,299.00	\$32,299.00	0%
VEHICLE REPAIR/MAINTENANCE	\$261,520.51	\$250,000.00	\$250,000.00	0%
DEPART EQUIP REPAIR/MAINT	\$41,450.28	\$85,982.00	\$85,982.00	0%
DATA PROCESS EQUIP REP/MAINT	\$134,721.49	\$102,578.00	\$102,578.00	0%
DEPARTMENTAL EQUIP RENT/LEASE	\$130,742.67	\$100,982.00	\$100,982.00	0%
SECURITY/FIRE CONTROL	\$1,579.09	\$1,634.00	\$1,634.00	0%



Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
CUSTODIAL SERVICES	\$55,623.80	\$58,298.00	\$49,298.00	-15.4%
LEGAL	\$0.00	\$90.00	\$90.00	0%
MEDICAL	\$1,710.00	\$16,194.00	\$14,894.00	-8%
PUBLIC SAFETY	\$0.00	\$692.00	\$692.00	0%
OTHER CONTRACT SERVICES	\$117,032.14	\$132,702.25	\$128,810.00	-2.9%
TELEPHONE	\$30,204.87	\$3,047.75	\$0.00	-100%
ADVERTISING	\$836.96	\$791.00	\$791.00	0%
EXTERMINATING & PEST CONTROL	\$815.00	\$876.00	\$876.00	0%
PRINTING	\$9,896.00	\$9,896.00	\$9,896.00	0%
VETERINARY SERVICES	\$2,626.30	\$4,996.00	\$4,000.00	-19.9%
TOWING & IMPOUNDS	\$0.00	\$225.00	\$225.00	0%
Total Purchase of Service:	\$850,231.19	\$851,983.00	\$845,047.00	-0.8%
Goods and Supplies				
COPY MACHINE SUPPLIES	\$21,661.04	\$20,967.00	\$20,967.00	0%
REFERENCE MATERIALS	\$927.92	\$1,169.00	\$1,169.00	0%
OFFICE SUNDRIES/SUPPLIES	\$5,585.72	\$5,712.00	\$5,712.00	0%
DATA PROCESS SOFTWARE & SUPP	\$22,654.47	\$25,732.00	\$25,732.00	0%
BUILDING SUPPLIES	\$370.17	\$403.00	\$403.00	0%
ELECTRICAL SUPPLIES	\$828.29	\$989.00	\$989.00	0%
TOOLS & HARDWARE SUPPLY	\$99.94	\$225.00	\$225.00	0%
JANITORIAL SUPPLIES	\$0.00	\$265.00	\$765.00	188.7%
TIRES	\$20,992.00	\$20,992.00	\$20,992.00	0%
PARTS/ACCESSORIES/LUBE	\$181.36	\$495.00	\$495.00	0%
FOOD PURCHASE	\$3,316.86	\$8,395.00	\$8,395.00	0%
MEDICAL SUPPLIES/DRUGS	\$350.00	\$0.00	\$350.00	N/A
PURCHASE OF CLOTHING	\$24,929.94	\$25,400.00	\$65,400.00	157.5%
POLICE SUPPLIES	\$43,192.52	\$45,000.00	\$45,000.00	0%
CANINE FOOD & SUPPLIES	\$2,311.52	\$2,899.00	\$4,800.00	65.6%
IN-STATE TRAVEL	\$400.00	\$779.00	\$779.00	0%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$2,115.00	\$3,089.00	\$2,739.00	-11.3%
TUITION & TRAINING	\$39,910.00	\$53,000.00	\$53,000.00	0%
PETTY CASH	\$1,000.00	\$0.00	\$0.00	0%
SUPPRESSION OF CRIME	\$15,000.00	\$25,994.00	\$25,994.00	0%
DEPARTMENT EQUIPMENT	\$117,218.80	\$112,812.00	\$127,812.00	13.3%
DATA PROCESSING EQUIPMENT	\$33,871.06	\$34,990.00	\$34,990.00	0%
Total Goods and Supplies:	\$356,916.61	\$389,307.00	\$446,708.00	14.7%
Out-of-State Travel				
OUT OF STATE TRAVEL	\$941.40	\$1,000.00	\$1,000.00	0%
Total Out-of-State Travel:	\$941.40	\$1,000.00	\$1,000.00	0%
Capital Outlay				
CAPITAL PROJECTS	\$300,000.00	\$0.00	\$0.00	0%
VEHICLES	\$400,000.00	\$200,000.00	\$0.00	-100%
Total Capital Outlay:	\$700,000.00	\$200,000.00	\$0.00	-100%
Total Police:	\$26,647,309.26	\$27,516,571.00	\$28,499,467.00	3.6%



Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Total Public Safety:	\$26,647,309.26	\$27,516,571.00	\$28,499,467.00	3.6%
Total Expenditures:	\$26,647,309.26	\$27,516,571.00	\$28,499,467.00	3.6%



PROCUREMENT



Michael Morris
Chief Procurement Officer

Mission

The mission of Procurement is to promote free and open competition, prevent favoritism, and protect the integrity of the overall bidding process. This is accomplished by the enforcement of Massachusetts General Laws (MGL) and local ordinances for the City of Brockton, including the School Department.

Services

- Protect the integrity of the overall bidding process.
- Operate and maintain a centralized procurement operation, with the appropriate level of management controls.
- Continue to be conscious of the volatility of prices, and procure goods and services of the best quality, and at the most responsive and responsible cost.
- Assure legal and regulatory practices are used for all City procurements.
- Manage and resolve common bid problems.
- Develop and implement processes and procedures to manage multi-year contracts and leases.
- Promote an atmosphere of free and open competition, while preventing favoritism.
- Assist in all matters related to municipal procurement affairs.

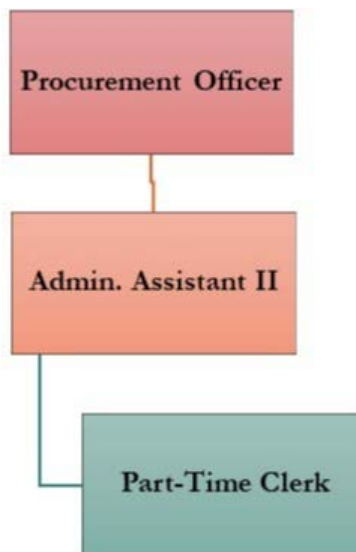
FY21 Accomplishments

- Assisted with contracts regarding emergencies (ex. Fires, Vehicle Accidents, etc.).
- Demolished 26 School Street.
- Procured COVID-19 cleaning services and supplies.
- Procured janitorial services at the Brockton Police Department.
- Assisted in the implementation of a feasibility study for new Animal Control building.
- Designed the study for the Little Red School House.
- Attended diversity Training Classes.
- Procured Department of Public Works (DPW) Highway supplies (road salt, fire hydrants, crushed run gravel, etc.).
- Procured three Harley-Davidson police motorcycles.
- Provided design services for Public Safety Building.
- Bid the project for a new street off of Petronelli Way.
- Worked in conjunction with the Police Dept. on Department of Justice (DOJ) Shannon Grant agreements.
- Assisted with the renovations to O'Donnell Playground.
- Procured COVID-19 PCR and Antigen Test Kits.
- Assisted with the annual maintenance agreement for Assessors' database software.
- Assisted with DPW twin 24" Water Transmission Mains.
- Assisted with DPW North End Blower Replacement and the West Elm Street Bridge Replacement.
- Assisted with Council on Aging Parking Lot Expansion project.
- Procured new iPads and voting booths for the Elections Commission.
- Assisted with Board of Health with purchase of an ultra-low freezer for Covid-19 vaccine storage.
- Assisted with a new roof on the Brockton Police Department.
- Organized FY2021 Contracts (July 1, 2020 to Present). During the first two quarters of FY2021, the Procurement Department put together and processed over 110 contracts.

GOALS

Goal	Status	City Goal
1. Improve access and sourcing of the most commonly purchased goods and services. Emphasize the use of Statewide contracts, as well as cooperative purchasing groups.	Ongoing FY22	3
2. Increase the use of electronic procurement. This can be accomplished by use of an e-Procurement platform that can satisfy all the department's digital needs.	In Progress FY22	3
3. Ensure that City departments are following proper procedures in purchasing goods and services. This can be accomplished by updated charts and other resources on the City's website, as well as attending State offered classes and seminars.	Ongoing FY22	2
4. Encourage more Minority and Women Vendors and Contractors (MBE/WBE) to conduct business with the City. Direct MBE/WBE businesses to the local State Diversity Office (SDO). Similarly, direct disadvantaged businesses to the appropriate City department for solicitation of their goods and/or services.	In Progress FY22	1
5. Maintain open lines of communication with the Mayor, vendors, City Councilors, and Department Heads, in order to provide fiscally responsible advice and service. Weekly virtual weekly meetings have been vital to increasing the sharing of information.	In Progress FY22	2

ORGANIZATIONAL CHART



PERSONAL SERVICES

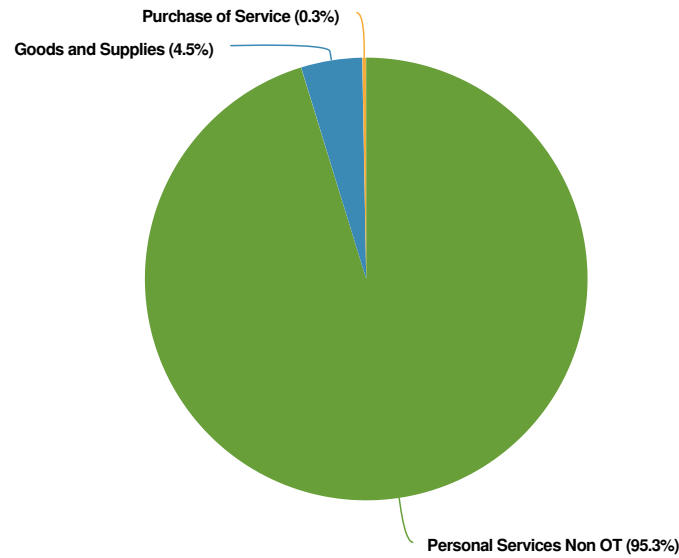
Title	Name	Start Date	Longevity	Salary	Ed Incent.
DIRECTOR OF PROCUREMENT	Michael Morris	02/20/96	1,350	108,881	1,089
ADMIN ASST. II	Donette McManus	04/08/19		40,850	409
Total			1,350	149,731	1,497

Personal Services Summary	
FULL TIME	149,731
PART TIME	20,000
LONGEVITY	1,350
EDUCATIONAL INCENTIVE	1,497
STIPEND	2,700
HOLIDAY	1,257
CLERICAL INCENTIVE	2,500
Total	179,035



FINANCIAL OVERVIEW

Financial Overview by Statutory Category



FINANCIAL OVERVIEW SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
General Fund				
Personal Services Non OT	\$157,201.55	\$157,689.00	\$179,035.00	13.5%
Purchase of Service	\$511.15	\$525.00	\$525.00	0%
Goods and Supplies	\$5,823.50	\$8,400.00	\$8,400.00	0%
Total General Fund:	\$163,536.20	\$166,614.00	\$187,960.00	12.8%

EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Expenditures				
General Government				
Procurement				
Personal Services Non OT				
FULL-TIME SALARIES	\$109,718.79	\$142,817.00	\$149,731.00	4.8%
PART-TIME SALARIES	\$0.00	\$1,800.00	\$20,000.00	1,011.1%
TEMPORARY/SEASONAL	\$21,224.00	\$4,414.00	\$0.00	-100%
STIPEND	\$2,720.61	\$2,700.00	\$2,700.00	0%
CLERICAL INCENTIVE	\$0.00	\$2,500.00	\$2,500.00	0%
LONGEVITY	\$1,250.00	\$1,250.00	\$1,350.00	8%
HOLIDAY	\$0.00	\$419.00	\$1,257.00	200%
EDUCATIONAL INCENTIVE	\$1,097.26	\$1,789.00	\$1,497.00	-16.3%
SEPARATION COSTS	\$4,027.40	\$0.00	\$0.00	0%
WORKERS COMPENSATION	\$17,163.49	\$0.00	\$0.00	0%
Total Personal Services Non OT:	\$157,201.55	\$157,689.00	\$179,035.00	13.5%
Purchase of Service				
OFFICE EQUIP REPAIR/MAINT	\$218.40	\$350.00	\$350.00	0%
PRINTING	\$292.75	\$175.00	\$175.00	0%
Total Purchase of Service:	\$511.15	\$525.00	\$525.00	0%
Goods and Supplies				
OFFICE SUNDRIES/SUPPLIES	\$357.20	\$200.00	\$200.00	0%
IN STATE TRAVEL	\$61.30	\$1,000.00	\$1,000.00	0%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$5,405.00	\$7,000.00	\$7,000.00	0%
DEPARTMENT EQUIPMENT	\$0.00	\$200.00	\$200.00	0%
Total Goods and Supplies:	\$5,823.50	\$8,400.00	\$8,400.00	0%
Total Procurement:	\$163,536.20	\$166,614.00	\$187,960.00	12.8%
Total General Government:	\$163,536.20	\$166,614.00	\$187,960.00	12.8%
Total Expenditures:	\$163,536.20	\$166,614.00	\$187,960.00	12.8%



PUBLIC PROPERTY



James Plouffe
Superintendent of Buildings

Mission

The Public Property Department, also known as the Building Department, consists of four important divisions that serve vital functions within the City of Brockton: Facility management, custodial services, permitting/inspections, and code enforcement. Each division has its own unique mission, but is tied together through common threads.

Facility Management

- To maintain, construct, and repair safe and code compliant structures for all municipal purposes through licensed tradespeople.

Custodial Services

- To maintain, clean and sanitize, for use of city employees and the public, City Hall, the Council on Aging, the War Memorial, and three public libraries through the use of professional custodians.

Permitting/Inspections

- To enforce the minimum requirements of the Massachusetts State Building Code and related codes and city ordinances, to safeguard the public health, safety and general welfare of the inhabitants of Brockton through permitting and inspection of buildings and structures. This is typically conducted through state certified and licensed inspectors.

Code Enforcement

- To enforce all laws, regulations and ordinances, within the authority of a building inspector, wiring inspector, plumbing/gas inspector and zoning enforcement officer, for the quality of life of Brockton residents.

Services

Facility Management

- Repair damage to all city buildings.
- Perform facility improvements using current construction techniques.
- Perform department relocation services.
- Conduct electrical, plumbing, and HVAC upgrades.
- Assist other departments in moving large items.
- Assist permitting and inspections with board-up services as required for private buildings.

Custodial Services

- Clean all facilities on a daily basis.
- Sanitize offices on a regular schedule.
- Organize on-site events such as official speaking engagements.
- Set up rooms for outside use.
- Respond to alarm calls at all municipal buildings.
- Perform snow clearing.



- Maintain outside grounds at buildings within their control.
- Responsible for maintaining City Hall, the Senior Center, War Memorial, and all three branches of the public library.

Permitting/Inspections

- Enforce the Massachusetts State Building Code, National Electric Code, State Plumbing and Gas Code, Architectural Access Code, and other related state laws and regulations.
- Enforce zoning regulations.
- Issue building, wiring, plumbing, and HVAC permits for all residential and commercial construction in the City.
- Inspect structural strength, means of egress facilities, stability, sanitation, adequate light and ventilation, energy conservation, and safety to life and property from fire and other hazards.
- Provide safety to firefighters and emergency responders during emergency operations.
- Conduct all wiring, plumbing, HVAC, and building inspections for new and existing structures during construction.
- Act as Clerk and administrative arm of the Zoning Board of Appeals.

Code Enforcement

- Enforce the Massachusetts State Building Code and other applicable codes for existing structures.
- Enforce the National Electrical Code for existing structures.
- Enforce the Plumbing and Fuel Gas Code for existing structures.
- Enforce the City of Brockton Zoning Ordinances.
- Prosecute offenders in court.
- Issues citations and fines.
- Remove dangerous buildings.

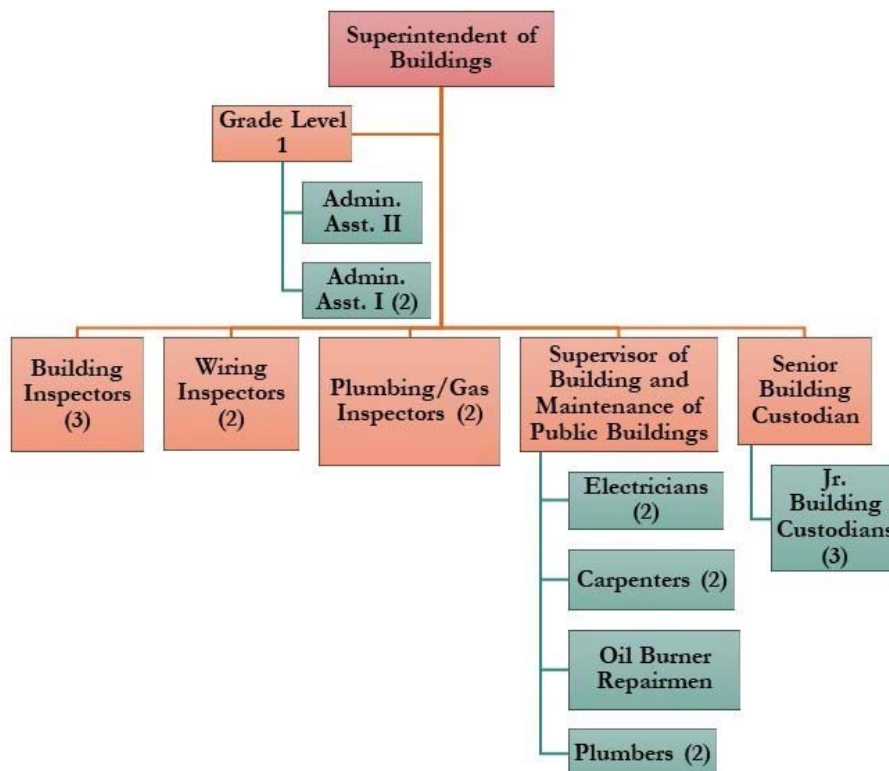
FY21 Accomplishments

- Purchased air purifiers and air cleaners for use in city buildings due to COVID-19.
- Installed barriers in many offices to protect employees during COVID-19.
- Purchased hand sanitizer machines and stock for use by employees and the public during COVID-19.
- Introduced a new visitor management system for City Hall called LobbyGuard for contact tracing and accounting for visitors in the building in the event of an emergency.
- Hired a new junior custodian and building inspector.
- Worked with an outside consultant on a space planning study for office relocation within City Hall.
- Worked with an outside consultant, Animal Control Director, and Director of Planning, on the Animal Control Study for a new Animal Control Facility.
- Procured and set up a facility for the Brockton Neighborhood Health Center in trailers for COVID-19 testing.
- Worked with contractors to outfit the Shaw's Center as a COVID-19 testing facility.
- Installed a new alarm, access, and camera system in the Shaw's COVID-19 testing center.
- Expanded the current card access system to all employees during the COVID-19 lockdown, in partnership with Human Resources.
- Engaged a legal expert to give a class on Zoning Board of Appeals (ZBA) issues.
- Worked with the Mayor's Office, City Solicitor's Office, and the Zoning Board of Appeals to revise ZBA procedures.
- Demolished a large dangerous building at 26 School Street.
- Engaged a surveyor for the War Memorial building to combine multiple lots into one property.
- Enacted facility management software for all work orders.
- Ordered a Board of Survey on a number of derelict and dangerous buildings.
- Purchased new shirts for the public property staff as a show of professionalism.
- Purchased over 20 heat sensing/mask checking units for use in numerous City buildings.

GOALS

Goal	Status	City Goal
1. Increase efficiency of department operations through the use of technology.	Ongoing FY22	3
2. Implement a more advanced permitting system.	Ongoing FY22	2
3. Decrease information requests by providing all building department documents online for public accessibility.	Ongoing FY22	2
4. Improve the interior environment of city buildings through renovations and enhancements.	Ongoing FY22	2
5. Improve code enforcement by evaluating problem areas and focusing resources on rectifiable violations.	Ongoing FY22	2

ORGANIZATIONAL CHART



PERSONAL SERVICES

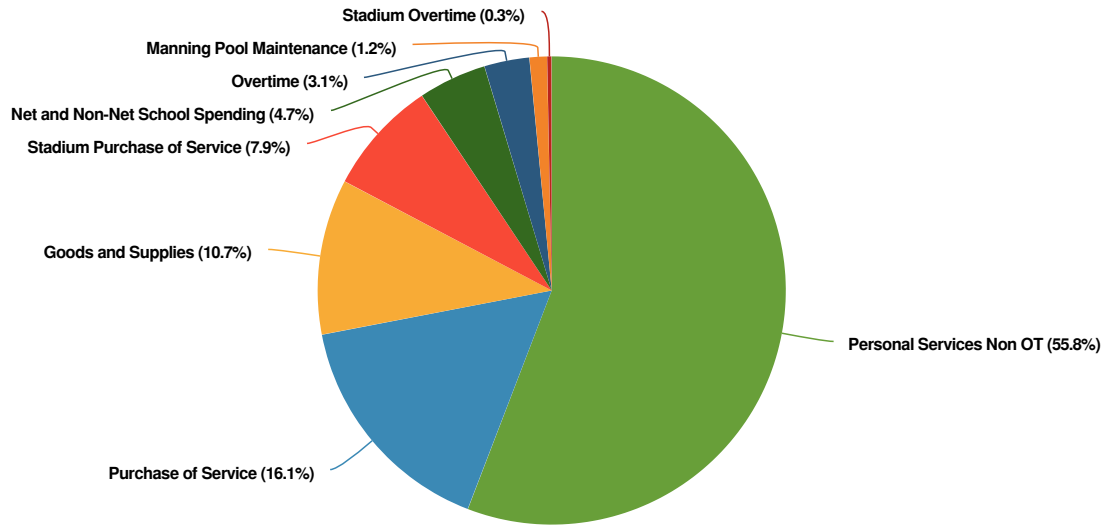
Title	Name	Start Date	Longevity	Salary	Ed Incent.
Superintendent of Buildings	James Plouffe	05/14/01	1,250	120,265	
Local Building Inspector	George Depina	05/08/17		68,970	
Local Building Inspector	Frank Gazerro	02/05/07	750	71,691	2,151
Local Building Inspector	Mussie Gizaw	06/03/13	480	70,331	3,517
Inspector of Plumbing and Gas	Alfred Ryan, Jr.	10/15/18		69,649	2,089
Inspector of Plumbing and Gas	Mark Bowie	11/24/03	950	71,691	2,151
Inspector of Wires	Christopher Sheehan	09/03/96	1,350	71,691	2,151
Inspector of Wires	Reneeleona Dozier	08/20/19		68,690	
Grade Level 1	April Sferrazza	02/20/84	1,350	70,644	4,239
Admin Asst. II	Kristine Brophy	05/03/04	950	49,887	
Admin Asst. I	Monica Fragoso	02/18/20		38,552	
Admin Asst. I	Elizabeth LaCombe	12/27/16	480	42,407	
Jr. Building Custodian	Matilio Fernandes	01/16/18		44,179	
Jr. Building Custodian	Vacant			43,368	
Jr. Building Custodian	Hugo Amado	09/11/18		44,179	
Senior Building Custodian	Brian Matta	07/22/02	950	55,099	
Carpenter	Derek Harkins	04/27/15	480	68,910	
Carpenter	David Derouen	07/19/99	1,250	72,259	
Electrician	James Burgess	01/02/07	750	74,360	
Electrician	Adriano Alves	03/23/20		68,970	
Oil Burner Repairman	Earl Nocon	04/13/15	480	73,070	
Plumber	PROPOSED			71,718	
Plumber	Daniel Healy	01/31/11	750	73,715	
Supervisor of Building and Maintenance of Public Buildings	Paul Hardiman	11/09/98	1,250	87,214	
Total			13,470	1,591,509	16,297

Personal Services Summary	
FULL TIME	1,519,250
WORKERS COMP	72,259
PART TIME	5,000
STIPEND	1,500
ADMIN INCENTIVE	2,000
CLERICAL INCENTIVE	7,500
LONGEVITY	13,470
EDUCATION INCENTIVE	18,358
ON CALL	42,000
HOLIDAY PAY	1,179
HAZARDOUS DUTY	4,992
CLOTHING ALLOW	32,300
SEPARATION COST	35,000
OUT OF GRADE	13,000
SHIFT DIFFERENTIAL	10,000
TUITION & TRAINING	3,600
Total	1,781,408



FINANCIAL OVERVIEW

Financial Overview by Statutory Category



FINANCIAL OVERVIEW SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
General Fund				
Overtime	\$89,193.90	\$125,000.00	\$100,000.00	-20%
Personal Services Non OT	\$1,683,130.24	\$1,770,409.00	\$1,781,408.00	0.6%
Purchase of Service	\$267,755.03	\$484,570.95	\$515,032.00	6.3%
Goods and Supplies	\$132,586.06	\$342,110.00	\$342,431.00	0.1%
Net and Non-Net School Spending	\$60,330.06	\$150,000.00	\$150,000.00	0%
Manning Pool Maintenance	\$0.00	\$38,200.00	\$38,200.00	0%
Stadium Overtime	\$10,938.18	\$0.00	\$10,000.00	N/A
Stadium Purchase of Service	\$49,448.26	\$0.00	\$253,100.00	N/A
Total General Fund:	\$2,293,381.73	\$2,910,289.95	\$3,190,171.00	9.6%



EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Expenditures				
General Government				
Public Property				
Overtime				
OVERTIME	\$89,193.90	\$125,000.00	\$100,000.00	-20%
Total Overtime:	\$89,193.90	\$125,000.00	\$100,000.00	-20%
Personal Services Non OT				
FULL-TIME SALARIES	\$1,468,603.70	\$1,513,582.00	\$1,519,250.00	0.4%
PART-TIME SALARIES	\$16,945.23	\$5,602.00	\$5,000.00	-10.7%
STIPEND	\$0.00	\$1,500.00	\$1,500.00	0%
CLERICAL INCENTIVE	\$9,500.00	\$7,500.00	\$7,500.00	0%
ADMIN INCENTIVE	\$0.00	\$2,000.00	\$2,000.00	0%
LONGEVITY	\$13,090.00	\$13,850.00	\$13,470.00	-2.7%
SHIFT DIFFERENTIAL	\$6,447.99	\$10,000.00	\$10,000.00	0%
HOLIDAY	\$0.00	\$0.00	\$1,179.00	N/A
EDUCATIONAL INCENTIVE	\$18,918.72	\$21,924.00	\$18,358.00	-16.3%
ON CALL	\$25,070.52	\$42,000.00	\$42,000.00	0%
OUT OF GRADE	\$11,444.21	\$13,000.00	\$13,000.00	0%
HAZARDOUS DUTY	\$0.00	\$4,992.00	\$4,992.00	0%
SEPARATION COSTS	\$63,383.13	\$35,000.00	\$35,000.00	0%
WORKERS COMPENSATION	\$24,076.74	\$72,259.00	\$72,259.00	0%
UNIFORM CLOTHING ALLOWANCE	\$25,650.00	\$27,200.00	\$32,300.00	18.8%
TUITION & TRAINING	\$0.00	\$0.00	\$3,600.00	N/A
Total Personal Services Non OT:	\$1,683,130.24	\$1,770,409.00	\$1,781,408.00	0.6%
Purchase of Service				
ELECTRICITY	\$20,324.58	\$35,000.00	\$45,000.00	28.6%
ENERGY (GAS,OIL,DIESEL)	\$25,830.37	\$45,000.00	\$45,000.00	0%
SEWER & WATER CHARGES	\$0.00	\$7,200.00	\$7,200.00	0%
BUILDING/GROUNDS REPAIR/MAINT	\$58,764.10	\$103,713.95	\$103,614.00	-0.1%
VEHICLE REPAIR/MAINTENANCE	\$7,151.08	\$17,846.00	\$17,846.00	0%
DEPART EQUIP REPAIR/MAINT	\$0.00	\$1,350.00	\$1,350.00	0%
SECURITY/FIRE CONTROL	\$3,826.26	\$28,023.00	\$18,023.00	-35.7%
ELEVATOR REPAIR SERVICE	\$3,308.00	\$18,885.00	\$18,885.00	0%
DEMOLITION	\$58,619.64	\$120,000.00	\$125,000.00	4.2%
ROOF REPAIR	\$0.00	\$9,000.00	\$9,000.00	0%
LEGAL	\$0.00	\$0.00	\$10,000.00	N/A
ENGINEERING	\$0.00	\$9,670.00	\$10,000.00	3.4%
OTHER CONTRACT SERVICES	\$52,514.91	\$68,330.00	\$68,330.00	0%
ADVERTISING	\$15,771.21	\$13,669.00	\$15,000.00	9.7%
COMMUNICATION SERVICES	\$16,266.93	\$0.00	\$13,900.00	N/A
LAUNDRY AND CLEANING	\$4,327.95	\$4,500.00	\$4,500.00	0%



Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
EXTERMINATING & PEST CONTROL	\$1,050.00	\$799.00	\$799.00	0%
PRINTING	\$0.00	\$1,585.00	\$1,585.00	0%
Total Purchase of Service:	\$267,755.03	\$484,570.95	\$515,032.00	6.3%
Goods and Supplies				
COPY MACHINE SUPPLIES	\$2,119.42	\$2,250.00	\$2,250.00	0%
OFFICE SUNDRIES/SUPPLIES	\$2,671.97	\$13,877.00	\$8,877.00	-36%
DATA PROCESS SOFTWARE & SUPP	\$0.00	\$19,500.00	\$22,500.00	15.4%
BUILDING SUPPLIES	\$42,587.36	\$46,947.00	\$48,947.00	4.3%
ELECTRICAL SUPPLIES	\$18,887.51	\$36,178.00	\$36,178.00	0%
PLUMBING SUPPLIES	\$27,950.66	\$30,005.00	\$30,005.00	0%
HEATING/AIR CONDITION SUPPLIES	\$11,686.40	\$55,081.00	\$55,081.00	0%
TOOLS & HARDWARE SUPPLY	\$1,659.45	\$2,173.00	\$2,173.00	0%
JANITORIAL SUPPLIES	\$8,290.56	\$7,879.00	\$7,879.00	0%
PARTS/ACCESSORIES/LUBE	\$985.91	\$1,811.00	\$1,811.00	0%
PURCHASE OF CLOTHING	\$0.00	\$5,000.00	\$5,000.00	0%
IN-STATE TRAVEL	\$11,213.62	\$20,000.00	\$20,000.00	0%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$2,334.58	\$3,582.00	\$3,582.00	0%
TUITION & TRAINING	\$1,523.95	\$3,600.00	\$3,600.00	0%
LICENSE & REGISTRATION	\$432.00	\$4,050.00	\$4,050.00	0%
PETTY CASH	\$175.20	\$0.00	\$321.00	N/A
DEPARTMENT EQUIPMENT	\$67.47	\$90,177.00	\$90,177.00	0%
Total Goods and Supplies:	\$132,586.06	\$342,110.00	\$342,431.00	0.1%
Net and Non-Net School Spending				
NET SCHOOL SPENDING EXTRA OM	\$60,330.06	\$150,000.00	\$150,000.00	0%
Total Net and Non-Net School Spending:	\$60,330.06	\$150,000.00	\$150,000.00	0%
Manning Pool Maintenance				
OVERTIME	\$0.00	\$8,200.00	\$8,200.00	0%
POOL MAINTENANCE OPENING	\$0.00	\$30,000.00	\$30,000.00	0%
Total Manning Pool Maintenance:	\$0.00	\$38,200.00	\$38,200.00	0%
Stadium Overtime				
OVERTIME	\$10,938.18	\$0.00	\$10,000.00	N/A
Total Stadium Overtime:	\$10,938.18	\$0.00	\$10,000.00	N/A
Stadium Purchase of Service				
BUILDING/GROUNDS REPAIR/MAINT	\$49,448.26	\$0.00	\$125,000.00	N/A
OTHER CONTRACT SERVICES	\$0.00	\$0.00	\$120,000.00	N/A
ELEVATOR REPAIR SERVICE	\$0.00	\$0.00	\$8,100.00	N/A
Total Stadium Purchase of Service:	\$49,448.26	\$0.00	\$253,100.00	N/A
Total Public Property:	\$2,293,381.73	\$2,910,289.95	\$3,190,171.00	9.6%
Total General Government:	\$2,293,381.73	\$2,910,289.95	\$3,190,171.00	9.6%
Total Expenditures:	\$2,293,381.73	\$2,910,289.95	\$3,190,171.00	9.6%



WAR MEMORIAL



James Plouffe
Superintendent of Buildings



Mission

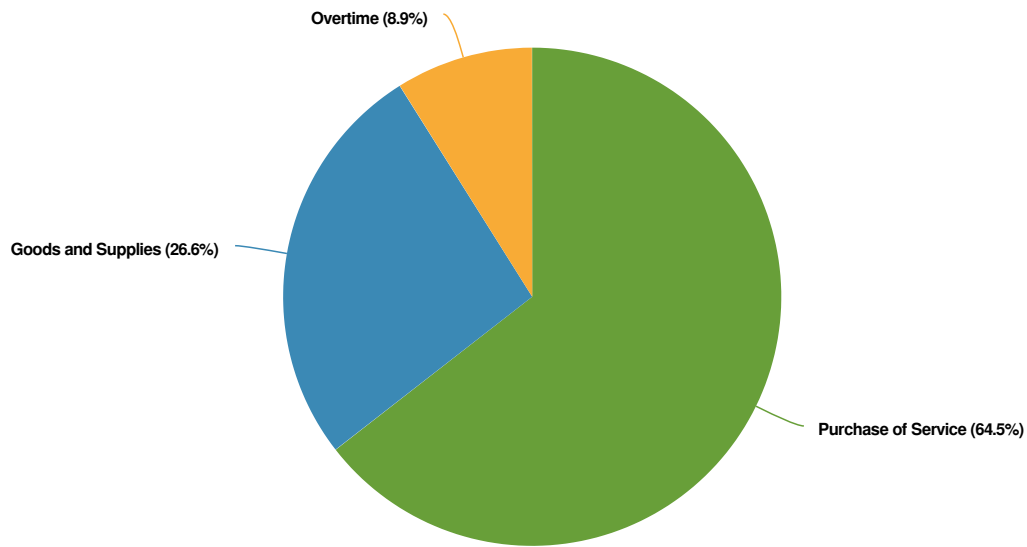
Provide accommodations (auditorium, banquet hall, and kitchen) for Veterans and civic meetings for the betterment of the City.

Services

- Maintain memorial services, historical rooms and libraries, Veterans Affairs Office, and Brockton Emergency Management Agency (BEMA).

FINANCIAL OVERVIEW

Financial Overview by Statutory Category



FINANCIAL OVERVIEW SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
General Fund				
Overtime	\$6,895.99	\$8,200.00	\$8,200.00	0%
Purchase of Service	\$31,812.78	\$58,035.00	\$59,235.00	2.1%
Goods and Supplies	\$4,215.16	\$19,430.00	\$24,430.00	25.7%
Total General Fund:	\$42,923.93	\$85,665.00	\$91,865.00	7.2%

EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Expenditures				
General Government				
War Memorial				
Overtime				
P PROP WAR MEMORIAL - OVERTIME	\$6,895.99	\$8,200.00	\$8,200.00	0%
Total Overtime:	\$6,895.99	\$8,200.00	\$8,200.00	0%
Purchase of Service				
ELECTRICITY	\$9,982.89	\$12,000.00	\$12,000.00	0%
ENERGY (GAS,OIL,DIESEL)	\$14,770.49	\$19,800.00	\$19,800.00	0%
SEWER & WATER CHARGES	\$0.00	\$1,980.00	\$1,980.00	0%
SECURITY/FIRE CONTROL	\$5,209.40	\$8,100.00	\$8,100.00	0%
ELEVATOR REPAIR SERVICE	\$1,850.00	\$8,100.00	\$8,300.00	2.5%
OTHER CONTRACT SERVICES	\$0.00	\$7,740.00	\$8,740.00	12.9%
EXTERMINATING & PEST CONTROL	\$0.00	\$315.00	\$315.00	0%
Total Purchase of Service:	\$31,812.78	\$58,035.00	\$59,235.00	2.1%
Goods and Supplies				
BUILDING SUPPLIES	\$2,674.97	\$16,482.00	\$21,482.00	30.3%
PLUMBING SUPPLIES	\$1,142.11	\$1,529.00	\$1,529.00	0%
JANITORIAL SUPPLIES	\$398.08	\$1,419.00	\$1,419.00	0%
Total Goods and Supplies:	\$4,215.16	\$19,430.00	\$24,430.00	25.7%
Total War Memorial:	\$42,923.93	\$85,665.00	\$91,865.00	7.2%
Total General Government:	\$42,923.93	\$85,665.00	\$91,865.00	7.2%
Total Expenditures:	\$42,923.93	\$85,665.00	\$91,865.00	7.2%



TREASURER/TAX COLLECTOR



Martin Brophy
Treasurer/Tax Collector

Treasurer's Office

Mission

The Treasurer's Department serves as the City's cash manager, maintaining custody of all municipal funds and possessing responsibility for the deposit, investment, and disbursement of all of these funds.

Services

- Receive and deposit all monies collected from City departments.
- Responsible for accurate accounting and investment, per Massachusetts General Law (MGL).
- Distribute these funds via Accounts Payable and Payroll according to the direction of the City Auditor.
- Maintain a daily cashbook, which includes all daily receipts and disbursements.
- Obtain services that maximize earnings while minimizing costs through developing and maintaining relationships with various financial institutions.
- Maintain accurate fund balances through monthly reconciliation of all bank accounts.
- Act as a custodian for all other funds, such as trust, community grants, various pension, and enterprise funds.
- Work with taxpayers to find solutions to delinquent accounts and manages the City's Tax Takings in an accurate and timely manner.
- Supervise the foreclosure process with outside counsel through Land Court.
- Issue all authorized debt for both short and long-term borrowing based on City Council order.

FY21 Accomplishments

- Worked with Hilltop Securities to update City's financial statement.
- Successfully coordinated \$5,332,871 in Bond Anticipation Notice (BAN) borrowing.
- Collected over \$1 million in tax title principal and interest payments.

Tax Collector's Office

Mission

The Tax Collector is responsible for collecting and accounting for millions in annual tax and user fee revenue.

Services

- Mail and collect all Real Estate Taxes, Personal Property, and Boat Excise bills created by the Assessor's Office, and committed to the Collector through a warrant.
- Mail and collect all Utility (Water/Sewer/Refuse) bills created by the Department of Public Works and committed to the Collector.
- Mail and collect Motor Vehicle Excise bills based on information received by the Assessor's Office from the Registry of Motor Vehicles and committed to the Collector through a warrant.
- Appoint a Deputy Collector to assist in the collection of delinquent Motor Vehicle excise and Personal Property tax.

- Produce Municipal Lien Certificates (MLC) upon request. This is a legal document stating what is owed on the property.
- Perform Tax Taking procedures for properties that owe delinquent Real Estate Taxes, recording an Instrument of Taking at the Registry of Deeds, and transferring the accounts to the Treasurer's Office for collection.

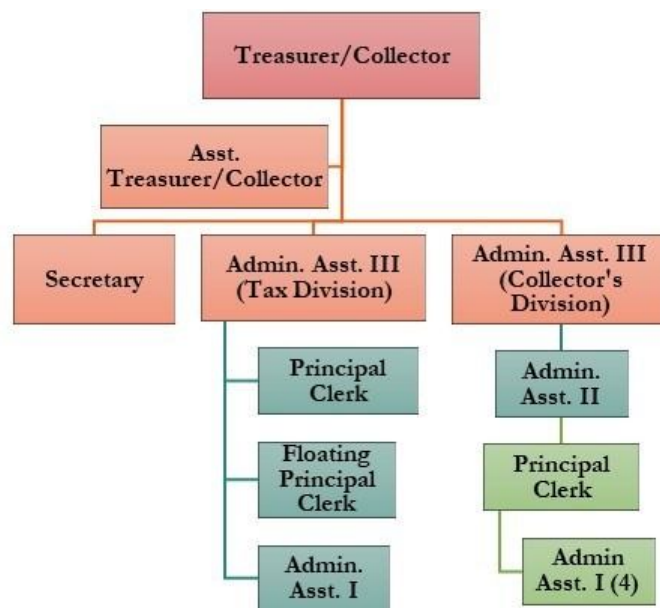
FY21 Accomplishments

- Received over \$200 million in payments.
- Issued over 3,000 Municipal Lien Certificates.
- Collected 97% of FY 2020 Real and Personal Property taxes.
- Collected 76% of FY 2020 Utility bills.
- Collected 86% of FY 2019 Committed Utility bills.
- Collected 83% of FY 2020 Motor Vehicle Excise taxes.

GOALS

Goal	Status	City Goal
1. Continue to work on upgrades to Payroll processes.	Ongoing FY22	2
2. Monitor banks and investment rates to assist in maintaining the City's fiscal stability.	Ongoing FY22	2
3. Collection goals of: <ul style="list-style-type: none"> ◦ Real and Personal Property taxes (97%). ◦ Water/Sewer/Trash bills (75%). ◦ Committed Water/Sewer/Trash bills (80%). ◦ Motor Vehicle Excise bills (80%). 	Ongoing FY22	2
4. Assist in transitioning Accounts Payable (AP) and Payroll vendors to direct deposit.	Ongoing FY22	2
5. Continue to save reports electronically to eliminate printed reports.	Ongoing FY22	2

ORGANIZATIONAL CHART



PERSONAL SERVICES

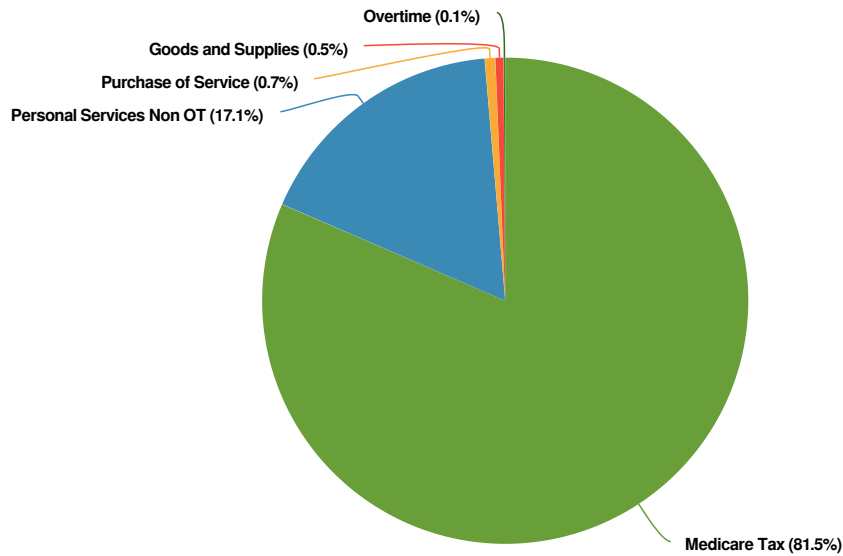
Title	Name	Start Date	Longevity	Salary	Ed Incent.
COLLECTOR DIVISION					
City Treasurer/Collector	Martin S. Brophy	12/17/01	1,250	114,485	
Admin Asst. III	Kelly Turner	12/01/10	750	64,904	649
Admin. Asst. II	Kelly Monteiro	04/01/13	480	49,887	
Principal Clerk	Donna Anderson	02/12/01	1,250	47,570	
Admin Asst. I	Melanie Gomes	08/05/19		36,625	366
Admin Asst. I	Crystal Marques	10/15/18		42,407	
Admin Asst. I	Vacant			34,697	
Admin Asst. I	Vacant			34,697	
TAX DIVISION					
Assistant Treasurer/Collector	Bethany Couture	02/28/11	750	95,467	
Secretary	Suzanne Martin	08/28/08	750	52,777	
Admin Asst. III	Ellen Farrell	02/28/00	1,250	64,904	
Floating Principal Clerk	Kathleen Derenberger	03/04/13	480	47,570	
Principal Clerk	Dawn Gallagher	12/16/13	480	45,329	
Admin Asst. I	Samantha Silva	08/21/17		42,407	
Total			7,440	773,726	1,015

Personal Services Summary	
FULL TIME	773,726
STIPEND	4,000
LONGEVITY	7,440
CLERICAL INCENTIVE	30,000
OUT OF GRADE	4,000
ED INCENTIVE	1,015
HOLIDAY PAY	2,422
Total	822,603



FINANCIAL OVERVIEW

Financial Overview by Statutory Category



FINANCIAL OVERVIEW SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
General Fund				
Overtime	\$3,219.55	\$5,000.00	\$5,000.00	0%
Personal Services Non OT	\$787,433.02	\$803,220.00	\$822,603.00	2.4%
Purchase of Service	\$16,712.74	\$25,700.00	\$33,700.00	31.1%
Goods and Supplies	\$18,269.80	\$22,210.00	\$25,910.00	16.7%
Medicare Tax	\$3,291,153.67	\$3,605,000.00	\$3,910,000.00	8.5%
Total General Fund:	\$4,116,788.78	\$4,461,130.00	\$4,797,213.00	7.5%

EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Expenditures				
General Government				
Treasurer-Collector				
Overtime				
OVERTIME	\$3,219.55	\$5,000.00	\$5,000.00	0%
Total Overtime:	\$3,219.55	\$5,000.00	\$5,000.00	0%
Personal Services Non OT				
FULL-TIME SALARIES	\$745,074.27	\$745,491.00	\$773,726.00	3.8%
STIPEND	\$3,187.50	\$4,000.00	\$4,000.00	0%
CLERICAL INCENTIVE	\$27,500.00	\$27,500.00	\$30,000.00	9.1%
LONGEVITY	\$7,250.00	\$7,820.00	\$7,440.00	-4.9%
HOLIDAY	\$0.00	\$807.00	\$2,422.00	200.1%
EDUCATIONAL INCENTIVE	\$755.72	\$851.00	\$1,015.00	19.3%
OUT OF GRADE	\$3,665.53	\$4,000.00	\$4,000.00	0%
SEPARATION COSTS	\$0.00	\$12,751.00	\$0.00	-100%
Total Personal Services Non OT:	\$787,433.02	\$803,220.00	\$822,603.00	2.4%
Purchase of Service				
BUILDING/GROUNDS REPAIR/MAINT	\$0.00	\$500.00	\$500.00	0%
DEPART EQUIP REPAIR/MAINT	\$483.00	\$2,700.00	\$2,700.00	0%
DEPARTMENTAL EQUIP RENT/LEASE	\$2,086.93	\$3,500.00	\$3,500.00	0%
SECURITY/FIRE CONTROL	\$0.00	\$4,500.00	\$4,500.00	0%
BANKING SERVICES	\$152.00	\$2,000.00	\$5,000.00	150%
LEGAL	\$11,748.11	\$0.00	\$0.00	0%
TELEPHONE	\$567.88	\$0.00	\$0.00	0%
ADVERTISING	\$690.82	\$5,000.00	\$10,000.00	100%
PRINTING	\$984.00	\$7,500.00	\$7,500.00	0%
Total Purchase of Service:	\$16,712.74	\$25,700.00	\$33,700.00	31.1%
Goods and Supplies				
COPY MACHINE SUPPLIES	\$0.00	\$500.00	\$500.00	0%
REFERENCE MATERIALS	\$0.00	\$250.00	\$250.00	0%
OFFICE SUNDRIES/SUPPLIES	\$11,543.02	\$12,000.00	\$14,500.00	20.8%
IN-STATE TRAVEL	\$608.91	\$300.00	\$300.00	0%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$165.00	\$860.00	\$860.00	0%
TUITION & TRAINING	\$190.00	\$1,000.00	\$1,000.00	0%
BOND INSURANCE	\$4,300.50	\$3,800.00	\$3,800.00	0%
PETTY CASH	\$0.00	\$0.00	\$1,200.00	N/A
REGISTRY OF DEEDS FEES	\$608.00	\$0.00	\$0.00	0%
DEPARTMENT EQUIPMENT	\$854.37	\$3,500.00	\$3,500.00	0%
Total Goods and Supplies:	\$18,269.80	\$22,210.00	\$25,910.00	16.7%



Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Medicare Tax				
MEDICARE TAX	\$3,291,153.67	\$3,600,000.00	\$3,900,000.00	8.3%
QUARTERLY WITHHOLDING ADJ	\$0.00	\$5,000.00	\$10,000.00	100%
Total Medicare Tax:	\$3,291,153.67	\$3,605,000.00	\$3,910,000.00	8.5%
Total Treasurer-Collector:	\$4,116,788.78	\$4,461,130.00	\$4,797,213.00	7.5%
Total General Government:	\$4,116,788.78	\$4,461,130.00	\$4,797,213.00	7.5%
Total Expenditures:	\$4,116,788.78	\$4,461,130.00	\$4,797,213.00	7.5%

TREASURER'S DEBT SERVICE

FINANCIAL OVERVIEW SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
General Fund				
Debt Service	\$13,510,629.97	\$12,983,052.00	\$13,240,615.00	2%
Total General Fund:	\$13,510,629.97	\$12,983,052.00	\$13,240,615.00	2%

DEBT SERVICE EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Expenditures				
Debt Service				
Treasurer's Debt Servic				
Debt Service				
PRINCIPAL ON LONG-TERM DEBT	\$8,375,000.00	\$7,794,000.00	\$8,440,198.00	8.3%
INTEREST ON LONG-TERM DEBT	\$5,035,125.73	\$4,740,756.00	\$4,348,158.00	-8.3%
INTEREST SHORT TERM NOTES	\$64,504.24	\$373,296.00	\$377,259.00	1.1%
ISSUANCE COSTS	\$5,000.00	\$75,000.00	\$75,000.00	0%
REPAYMENT OF TEMP LOANS	\$31,000.00	\$0.00	\$0.00	0%
Total Debt Service:	\$13,510,629.97	\$12,983,052.00	\$13,240,615.00	2%
Total Treasurer's Debt Servic:	\$13,510,629.97	\$12,983,052.00	\$13,240,615.00	2%
Total Debt Service:	\$13,510,629.97	\$12,983,052.00	\$13,240,615.00	2%
Total Expenditures:	\$13,510,629.97	\$12,983,052.00	\$13,240,615.00	2%

DEFINITIONS

PRINCIPAL ON LONG TERM DEBT

This allotment covers the cost of principle payments on the City's existing bonded debt with the exception of Enterprise debt service, which is included in their respective budgets.

INTEREST

The interest the City pays is determined primarily by market conditions, such as the City's credit rating, the maturity schedule of the issue, and the supply of bonds at the time of the issue.

Debt service appropriations provide for the payment of principle and interest costs for long- and short-term bonds issued by the City.

Typically, larger projects, such as the construction of buildings, are bonded for twenty years or more, while the financing for other projects and equipment is retired within five or ten years. The City's goal is to finance capital projects for the shortest possible term over the useful life of the project or equipment in accordance with the terms outlined in Massachusetts General Laws. This ensures that our debt burden will remain manageable.

STATUTORY DEBT LIMIT

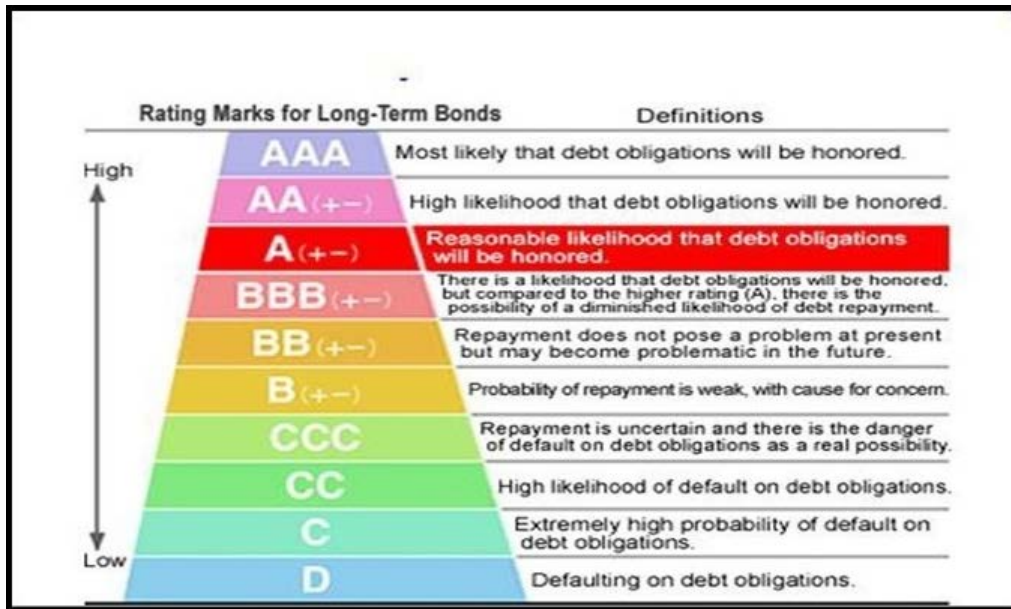
The aggregate level of the City's outstanding debt obligation is limited by state law. The statutory debt limit is established at 5% of the City's total equalized valuation (EQV). This figure represents the full and fair cash value of all taxable real and personal property as of January 21st 2021. The EQV is determined every other year by the Massachusetts Department of Revenue. The City's current valuation is \$8,866,861,300, which makes the current debt limit at \$443,317,065.

Brockton's total issued and outstanding long-term debt principal, both inside and outside the debt limit as of June 30, 2020, is \$164,002,047, which is significantly higher.

BOND RATING

The stable outlook reflects Standard and Poor's Global Ratings' (S&P) opinion of Brockton's growing tax base, strong reserve levels, and recent trend of positive operations.

S&P Global Ratings' has assigned it's 'AA-term rating and its AA-' underlying rating to the City of Brockton. At the same time, the SP-1+' short term rating for Brockton's 2018 bond anticipation notes (BANs) reflects our view that Brockton maintains strong capacity to pay principal and interest when notes come due. The City maintains what we view as a low market risk profile because it has strong legal authority to issue long-term debt to take out notes and is a frequent issuer that regularly provides disclosure to market participants.



The long-term rating on bonds supported by the Commonwealth of Massachusetts qualified bond program moves in tandem with the long-term General Obligation (GO) rating on the Commonwealth. The outlook on the program rating is stable.

Brockton has experienced significant growth in its tax base, which has translated to a recent history of strong performance and maintenance of strong reserves.

The rating reflects the opinion of S&P Global of the City:

- Adequate economy, with access to a broad and diverse metropolitan statistical area.
- Adequate management, with standard financial policies and practices.
- Adequate budgetary flexibility, with an available fund balance in fiscal 2018 of 14.4% of operating expenditures, as well as limited capacity to raise revenues due to consistent and ongoing political resistance.

TRAFFIC COMMISSION

Mission

The Brockton Traffic Commission is the body that is responsible for any and all traffic control measures. Traffic control measures are actions such as traffic lights and signals, signs, pavement markings, and other related regulations. Through the implementation, use, and enforcement of such traffic control measures, the Brockton Traffic Commission seeks to promote safer roadways.

Services

- Hold monthly Traffic Commission meetings and encourage public participation.
- Hold monthly Traffic Commission Subcommittee meetings in order to investigate and follow up on the items and issues that are raised during the monthly Traffic Commission meetings.
- Implement new traffic control measures (for example, the Traffic Commission approves a new street sign or pavement marking).
- Monitor and maintain current traffic control measures (for example, the Traffic Commission receives a report of a missing or damaged sign and takes corrective action to repair or replace it through the help of its newly-hired Traffic Maintenance Man).
- Enforce Massachusetts General Laws (MGL) and Brockton City Ordinances as they relate to traffic control, through the use of the Brockton Police Department's Traffic Unit and other department personnel.
- Partner with other agencies, such as the Massachusetts State Police, in order to address traffic concerns.
- Restrict parking on certain streets within the City when public safety and convenience is concerned.
- Issue resident parking permits for restricted parking.
- Administer, process, and determine parking ticket payment and appeals.

FY21 Accomplishments

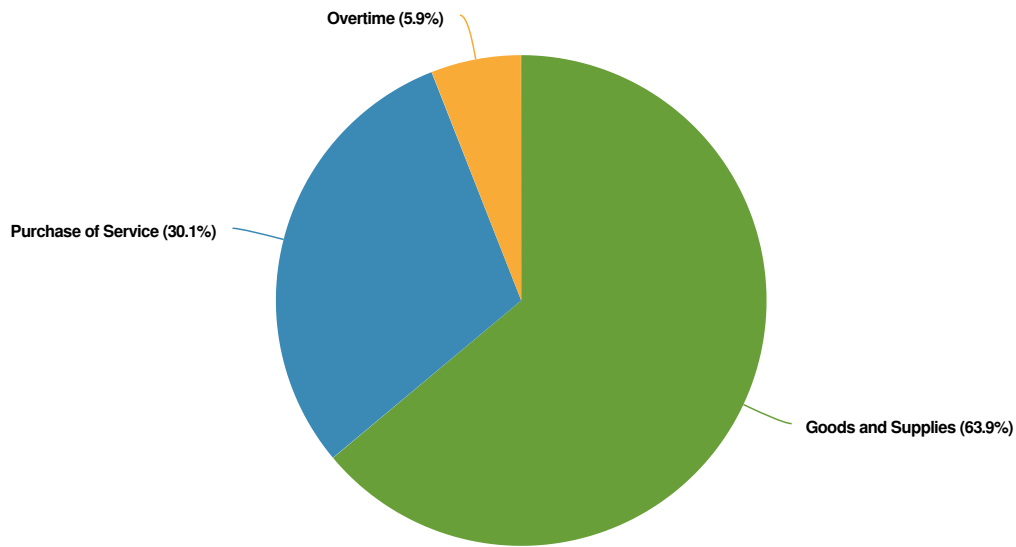
- Hired a new Traffic Maintenance Man to handle the work orders for signs and guardrails.
- Increased enforcement in problem areas.
- Continued to improve traffic control measures, such as putting up new or repairing current signs, and conducting pavement line painting.

GOALS

Goal	Status	City Goal
1. Promote traffic and pedestrian safety in our city. The Traffic Commission will seek to do this through close working partnerships with the Mayor's Office, the City Council, City Departments, and the citizens of Brockton.	Ongoing FY22	2
2. Work with Harvard University's Kennedy School of Government as they partner with Brockton this year to help find better traffic and pedestrian safety solutions for our city.	Ongoing FY22	2
3. Work with the Old Colony Planning Council (OCPC) and our privately-contracted traffic engineering firm to conduct studies to provide guidance and direction to the Commission on traffic control measures and issues.	Ongoing FY22	2
4. Implement new traffic control measures and continue to improve those that are already in place, such as repairing damaged signs and repainting pavement markings.	Ongoing FY22	2
5. Enforce traffic and parking laws and regulations specifically in problem areas and generally city-wide.	Ongoing FY22	2

FINANCIAL OVERVIEW

Financial Overview by Statutory Category



FINANCIAL OVERVIEW SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
General Fund				
Overtime	\$11,669.02	\$30,000.00	\$30,000.00	0%
Purchase of Service	\$102,124.86	\$152,296.00	\$152,296.00	0%
Goods and Supplies	\$318,549.74	\$323,180.00	\$323,180.00	0%
Total General Fund:	\$432,343.62	\$505,476.00	\$505,476.00	0%

EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Expenditures				
Public Safety				
Traffic Commission				
Overtime				
OVERTIME	\$11,669.02	\$30,000.00	\$30,000.00	0%
Total Overtime:	\$11,669.02	\$30,000.00	\$30,000.00	0%
Purchase of Service				
VEHICLE REPAIR/MAINTENANCE	\$36.98	\$451.00	\$451.00	0%
DEPART EQUIP REPAIR/MAINT	\$0.00	\$810.00	\$810.00	0%
DEPARTMENTAL EQUIP RENT/LEASE	\$0.00	\$450.00	\$450.00	0%
ENGINEERING	\$13,592.50	\$10,000.00	\$10,000.00	0%
PUBLIC SAFETY	\$78,992.79	\$123,357.00	\$123,357.00	0%
ADVERTISING	\$4,842.64	\$5,406.00	\$5,406.00	0%
PRINTING	\$4,659.95	\$11,822.00	\$11,822.00	0%
Total Purchase of Service:	\$102,124.86	\$152,296.00	\$152,296.00	0%
Goods and Supplies				
OFFICE SUNDRIES/SUPPLIES	\$2,142.74	\$5,000.00	\$5,000.00	0%
TRAFFIC LINES & SIGNS ETC.	\$216,708.40	\$300,000.00	\$300,000.00	0%
GUARDRAILS	\$14,820.00	\$18,000.00	\$18,000.00	0%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$0.00	\$180.00	\$180.00	0%
OUT OF COURT SETTLEMENTS	\$84,878.60	\$0.00	\$0.00	0%
Total Goods and Supplies:	\$318,549.74	\$323,180.00	\$323,180.00	0%
Total Traffic Commission:	\$432,343.62	\$505,476.00	\$505,476.00	0%
Total Public Safety:	\$432,343.62	\$505,476.00	\$505,476.00	0%
Total Expenditures:	\$432,343.62	\$505,476.00	\$505,476.00	0%



VETERANS' SERVICES



Dave Farrell
Veterans' Services Officer

Mission

The mission of Veterans' Services is to assist veterans and their dependents in obtaining all federal and state benefits.

Services

- Provide VA Compensation and Pensions under the direction of the VA regional office. Compensation refers to disability associated with military service, whereas pension is entitlement to income, based on physical disability outside military service.
- Provide education benefits associated with post 9/11 service include: free tuition in all state community colleges and other colleges and universities.
- Provide Social Security and Supplemental Social Security.
- Provide Supplemental Income and SNAP benefits.
- Assist with Veterans' outreach and supportive services, which include Hud/Vash and Section 8 vouchers.
- Print 'Veteran' on driver's license.
- Provide a uniform program of financial and medical assistance for indigent veterans and their dependents under Chapter 115 of Massachusetts General Laws (MGL, Ch. 115). Qualifying veterans and their dependents receive necessary financial assistance for food, shelter, clothing, housing supplies, and medical care. Eligible dependents of deceased veterans are provided with the same benefits as they would were the veteran still living.
- Assist with burials in state veterans' cemeteries in Agawam, Winchendon, or Bourne National Cemetery; obtain burial grave markers and headstones as well as covered expenses for indigent Veterans and surviving spouses.
- Provide veterans' license plates. Certain disabled veterans and Prisoners of War (POWs) are eligible for a waiver of fees for personal motor vehicles.

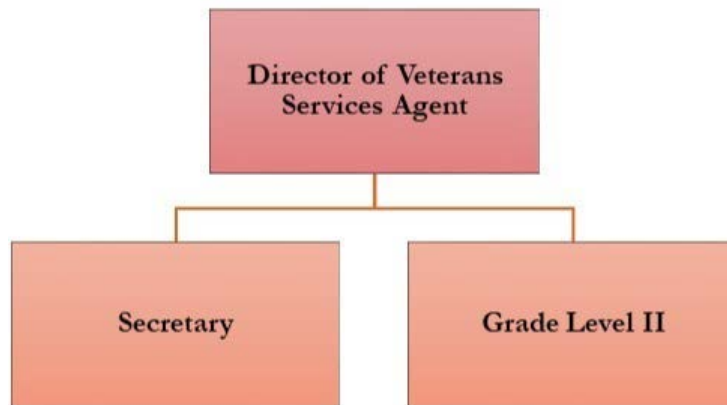
FY21 Accomplishments

- Placed flags at various memorial sites in the City.
- Returned every phone call from citizens requesting information.

GOALS

Goal	Status	City Goal
1. Establish a "Banner" program, which highlights graduates of Brockton High School and Southeastern Regional entering the Armed Forces.	Ongoing FY22	2
2. Designate Brockton as a Purple Heart Community.	Ongoing FY22	2
3. Secure funding from the Massachusetts Department of Veterans' Services (DVS) for Ames Cemetery.	Ongoing FY22	2
4. Secure partnerships with non-profit agencies to provide food.	Ongoing FY22	2
5. Continue to create partnerships with organizations that will serve Brockton veterans through housing assistance, employment, and health resources.	Ongoing FY22	2

ORGANIZATIONAL CHART



PERSONAL SERVICES

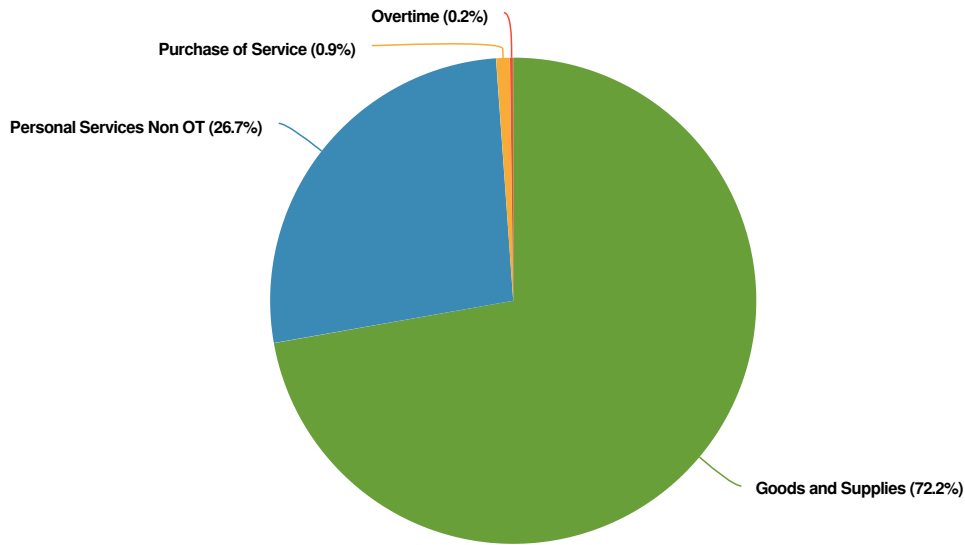
Title	Name	Start Date	Longevity	Salary	Ed Incent.
Director of Veterans Service/Agent	David Farrell	08/21/00	1,250	94,721	947
Secretary	Lauren Johnston Conrad	01/28/08	750	52,777	
Grade Level 2	Cecile Gomes	04/08/19		57,188	
Total			2,000	204,686	947

Personal Services Summary	
FULL TIME	204,686
STIPEND	2,700
EDUCATIONAL INCENTIVE	947
CLERICAL INCENTIVE	2,500
HOLIDAY	1,095
LONGEVITY	2,000
ADMINISTRATIVE INCENTIVE	2,000
SEPARATION COSTS	30,000
TOTAL	245,928



FINANCIAL OVERVIEW

Financial Overview by Statutory Category



FINANCIAL OVERVIEW SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
General Fund				
Overtime	\$652.46	\$1,930.00	\$1,930.00	0%
Personal Services Non OT	\$194,892.27	\$212,202.00	\$245,928.00	15.9%
Purchase of Service	\$12,717.74	\$4,100.00	\$8,380.00	104.4%
Goods and Supplies	\$698,653.27	\$793,335.00	\$666,370.00	-16%
Total General Fund:	\$906,915.74	\$1,011,567.00	\$922,608.00	-8.8%



EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Expenditures				
Human Services				
Veteran's Council				
Goods and Supplies				
HUMANISTIC SUPPLIES AND COSTS	\$5,963.59	\$11,000.00	\$11,000.00	0%
Total Goods and Supplies:	\$5,963.59	\$11,000.00	\$11,000.00	0%
Total Veteran's Council:	\$5,963.59	\$11,000.00	\$11,000.00	0%
Veterans' Services				
Overtime				
OVERTIME	\$652.46	\$1,930.00	\$1,930.00	0%
Total Overtime:	\$652.46	\$1,930.00	\$1,930.00	0%
Personal Services Non OT				
FULL-TIME SALARIES	\$170,524.99	\$201,690.00	\$204,686.00	1.5%
PART-TIME SALARIES	\$14,929.93	\$0.00	\$0.00	0%
STIPEND	\$2,729.50	\$2,700.00	\$2,700.00	0%
CLERICAL INCENTIVE	\$3,500.00	\$3,000.00	\$2,500.00	-16.7%
ADMIN INCENTIVE	\$250.00	\$1,500.00	\$2,000.00	33.3%
LONGEVITY	\$2,000.00	\$2,000.00	\$2,000.00	0%
HOLIDAY	\$0.00	\$365.00	\$1,095.00	200%
EDUCATIONAL INCENTIVE	\$957.85	\$947.00	\$947.00	0%
SEPARATION COSTS	\$0.00	\$0.00	\$30,000.00	N/A
Total Personal Services Non OT:	\$194,892.27	\$212,202.00	\$245,928.00	15.9%
Purchase of Service				
DEPARTMENTAL EQUIP RENT/LEASE	\$0.00	\$1,500.00	\$1,650.00	10%
AMBULANCE	\$0.00	\$0.00	\$400.00	N/A
ADVERTISING	\$0.00	\$700.00	\$700.00	0%
COMMUNICATION SERVICES	\$1,139.65	\$0.00	\$630.00	N/A
OTHER SERVICES	\$11,578.09	\$1,900.00	\$5,000.00	163.2%
Total Purchase of Service:	\$12,717.74	\$4,100.00	\$8,380.00	104.4%
Goods and Supplies				
OFFICE SUNDRIES/SUPPLIES	\$4,049.27	\$1,815.00	\$1,850.00	1.9%
IN-STATE TRAVEL	\$351.93	\$1,200.00	\$1,200.00	0%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$580.60	\$720.00	\$720.00	0%
VETERANS GRAVE CARE	\$1,435.40	\$500.00	\$1,600.00	220%
VETERANS MEDICAL ATTENTION	\$8,310.00	\$38,500.00	\$35,000.00	-9.1%
MEDICINES	\$3,171.83	\$14,600.00	\$15,000.00	2.7%
VETERANS CASH BENEFITS	\$674,790.65	\$725,000.00	\$600,000.00	-17.2%
Total Goods and Supplies:	\$692,689.68	\$782,335.00	\$655,370.00	-16.2%



Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Total Veterans' Services:	\$900,952.15	\$1,000,567.00	\$911,608.00	-8.9%
Total Human Services:	\$906,915.74	\$1,011,567.00	\$922,608.00	-8.8%
Total Expenditures:	\$906,915.74	\$1,011,567.00	\$922,608.00	-8.8%



WEIGHTS AND MEASURES



Kevin Croker
Sealer

Mission

The mission of the Weights and Measures is to perform annual testing, adjusting, sealing, rejecting, or condemning, all commercial weighing and measuring devices used in the marketplace. These devices include scales ranging from pharmacy analytical scales, jewelers' scales, supermarket and deli scales, and scales up to and including, 200,000-pound vehicles. Gasoline meters in all Brockton gas stations are inspected for proper octane levels in all gasoline grades. Vehicle tank meters that deliver home heating fuel, taxicab meters, water dispensing machines, reverse vending machine (bottle and can returns), leather measuring machines, and other weights and measures devices, are used in calculating charges to consumers or businesses.

Services

- Conduct inspections and testing that are non-device specific and include net weight compliance in the marketplace.
- Select and test any pre-packed commodity with a stated net weight declaration label to ensure that there is an accurate statement of weight or measure listed.
- Conduct inspections at retail stores that determines the cost to consumers by scanning items that are required to meet the required 98% accuracy, and is subject to inspection every thirty days until compliance is attained.
- Perform pricing inspections at any store that sells ten or more grocery items.

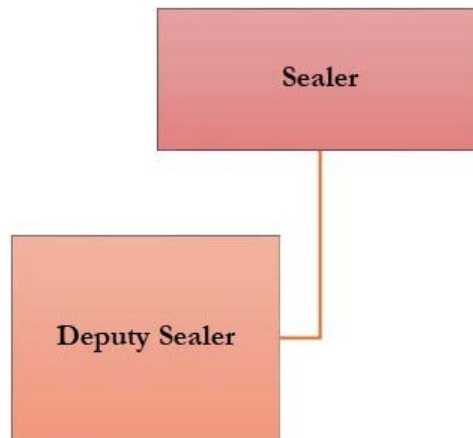
FY21 Accomplishments

- Inspected over 1,000 businesses.
- Implemented safety protocols when inspecting businesses that protected both employees and customers during COVID-19.
- Collected approximately \$120,000 in annual fees and civil penalties.

GOALS

Goal	Status	City Goal
1. Inspect new businesses.	Ongoing FY22	2
2. Increase the late fee rate for penalties not paid over 30 days.	In Progress FY22	N/A
3. Collect over \$120,000 in annual fees and civil penalties.	Ongoing FY22	N/A
4. Maintain effectiveness when inspecting businesses.	Ongoing FY22	2
5. Create a level playing field in the market for consumers and merchants.	Ongoing FY22	1,2

ORGANIZATIONAL CHART



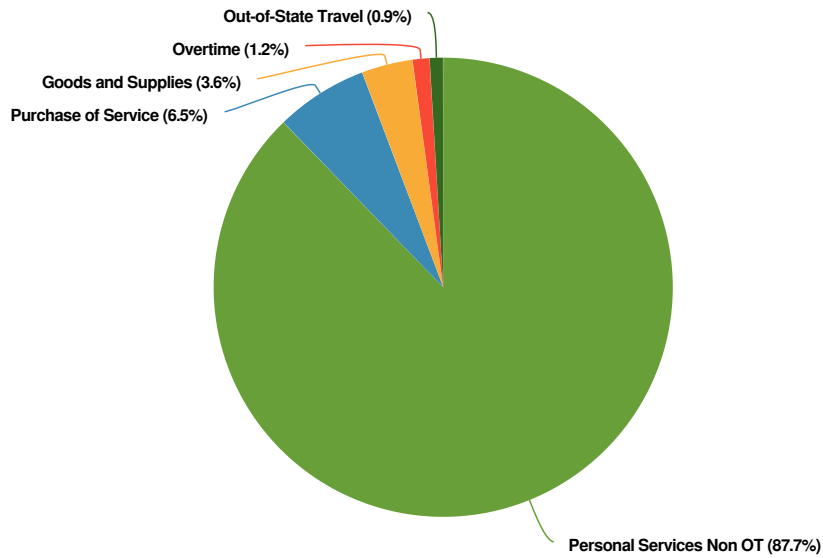
PERSONAL SERVICES

Title	Name	Start Date	Longevity	Salary	Ed Incent.
Sealer of Weights & Measures	Kevin Croker	09/04/01	1250	81,496	6,520
Deputy Sealer	Corey Quinlan	02/07/15	480	69,734	4,184
		Total	1730	151,230	10,704

Personal Services Summary	
FULL TIME	151,230
LONGEVITY	1,730
EDUCATION INCENTIVE	10,704
ADMIN. INCENTIVE	4,000
Total	167,664

FINANCIAL OVERVIEW

Financial Overview by Statutory Category



FINANCIAL OVERVIEW SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
General Fund				
Overtime	\$2,251.59	\$2,300.00	\$2,300.00	0%
Personal Services Non OT	\$148,882.13	\$164,005.00	\$167,664.00	2.2%
Purchase of Service	\$8,286.77	\$10,389.00	\$12,467.00	20%
Goods and Supplies	\$4,077.55	\$6,845.00	\$6,845.00	0%
Out-of-State Travel	\$0.00	\$1,800.00	\$1,800.00	0%
Total General Fund:	\$163,498.04	\$185,339.00	\$191,076.00	3.1%

EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
Expenditures				
Public Safety				
Weights & Measures				
Overtime				
OVERTIME	\$2,251.59	\$2,300.00	\$2,300.00	0%
Total Overtime:	\$2,251.59	\$2,300.00	\$2,300.00	0%
Personal Services Non OT				
FULL-TIME SALARIES	\$135,788.96	\$148,061.00	\$151,230.00	2.1%
CLERICAL INCENTIVE	\$2,000.00	\$0.00	\$0.00	0%
ADMIN INCENTIVE	\$2,000.00	\$4,000.00	\$4,000.00	0%
LONGEVITY	\$950.00	\$1,430.00	\$1,730.00	21%
EDUCATIONAL INCENTIVE	\$8,143.17	\$10,514.00	\$10,704.00	1.8%
Total Personal Services Non OT:	\$148,882.13	\$164,005.00	\$167,664.00	2.2%
Purchase of Service				
ELECTRICITY	\$240.00	\$240.00	\$240.00	0%
ENERGY (GAS,OIL,DIESEL)	\$2,125.92	\$3,500.00	\$3,500.00	0%
SEWER & WATER CHARGES	\$0.00	\$300.00	\$300.00	0%
VEHICLE REPAIR/MAINTENANCE	\$2,935.14	\$3,022.00	\$5,000.00	65.5%
POSTAGE	\$19.00	\$149.00	\$149.00	0%
ADVERTISING	\$277.22	\$300.00	\$400.00	33.3%
COMMUNICATION SERVICES	\$2,207.64	\$0.00	\$0.00	0%
PRINTING	\$443.05	\$900.00	\$900.00	0%
LABORATORY TESTING	\$38.80	\$1,978.00	\$1,978.00	0%
Total Purchase of Service:	\$8,286.77	\$10,389.00	\$12,467.00	20%
Goods and Supplies				
OFFICE SUNDRIES/SUPPLIES	\$482.30	\$540.00	\$540.00	0%
PURCHASE OF CLOTHING	\$0.00	\$252.00	\$252.00	0%
IN-STATE TRAVEL	\$0.00	\$149.00	\$149.00	0%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$600.00	\$774.00	\$774.00	0%
DEPARTMENT EQUIPMENT	\$2,995.25	\$5,130.00	\$5,130.00	0%
Total Goods and Supplies:	\$4,077.55	\$6,845.00	\$6,845.00	0%
Out-of-State Travel				
OUT OF STATE TRAVEL	\$0.00	\$1,800.00	\$1,800.00	0%
Total Out-of-State Travel:	\$0.00	\$1,800.00	\$1,800.00	0%
Total Weights & Measures:	\$163,498.04	\$185,339.00	\$191,076.00	3.1%
Total Public Safety:	\$163,498.04	\$185,339.00	\$191,076.00	3.1%
Total Expenditures:	\$163,498.04	\$185,339.00	\$191,076.00	3.1%



EDUCATION

FINANCIAL OVERVIEW SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
General Fund				
Net and Non-Net School Spending				
Net School Spending Budget	\$168,486,098.00	\$165,927,020.00	\$198,627,523.00	19.7%
Non Net School Budget	\$6,300,000.00	\$11,553,365.00	\$10,000,000.00	-13.4%
Total Net and Non-Net School Spending:	\$174,786,098.00	\$177,480,385.00	\$208,627,523.00	17.5%
School Southeastern				
Collaborative Programs	\$4,051,342.00	\$3,954,521.00	\$4,267,900.00	7.9%
Total School Southeastern:	\$4,051,342.00	\$3,954,521.00	\$4,267,900.00	7.9%
Total General Fund:	\$178,837,440.00	\$181,434,906.00	\$212,895,423.00	17.3%

RETIREMENT

FINANCIAL OVERVIEW SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
General Fund				
Retirement				
CONTRIBUTORY PENSIONS	\$26,354,613.00	\$28,451,613.00	\$29,608,033.00	4.1%
NONCONTRIBUTORY PENSIONS	\$16,261.18	\$17,562.00	\$17,562.00	0%
Total Retirement:	\$26,370,874.18	\$28,469,175.00	\$29,625,595.00	4.1%
Total General Fund:	\$26,370,874.18	\$28,469,175.00	\$29,625,595.00	4.1%



GOVERNMENT ASSESSMENTS

FINANCIAL OVERVIEW SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
General Fund				
County				
County Tax	\$151,676.43	\$155,468.00	\$166,519.00	7.1%
Total County:	\$151,676.43	\$155,468.00	\$166,519.00	7.1%
State				
Special Education	\$79,673.00	\$78,742.00	\$90,018.00	14.3%
Mosquito Control Projects	\$121,166.00	\$127,233.00	\$134,872.00	6%
Air Pollution Control District	\$23,756.00	\$24,166.00	\$24,926.00	3.1%
Old Colony Planning Council	\$36,173.00	\$36,642.00	\$37,389.00	2%
RMV Non Renewal Surcharge	\$254,100.00	\$235,200.00	\$235,200.00	0%
Regional Transit Authorities	\$2,487,091.00	\$2,547,363.00	\$2,624,231.00	3%
Charter School Sending Tuition	\$15,940,783.00	\$15,164,830.00	\$21,448,650.00	41.4%
School Choice Tuition	\$1,710,445.00	\$1,688,122.00	\$1,769,776.00	4.8%
Total State:	\$20,653,187.00	\$19,902,298.00	\$26,365,062.00	32.5%
Total General Fund:	\$20,804,863.43	\$20,057,766.00	\$26,531,581.00	32.3%



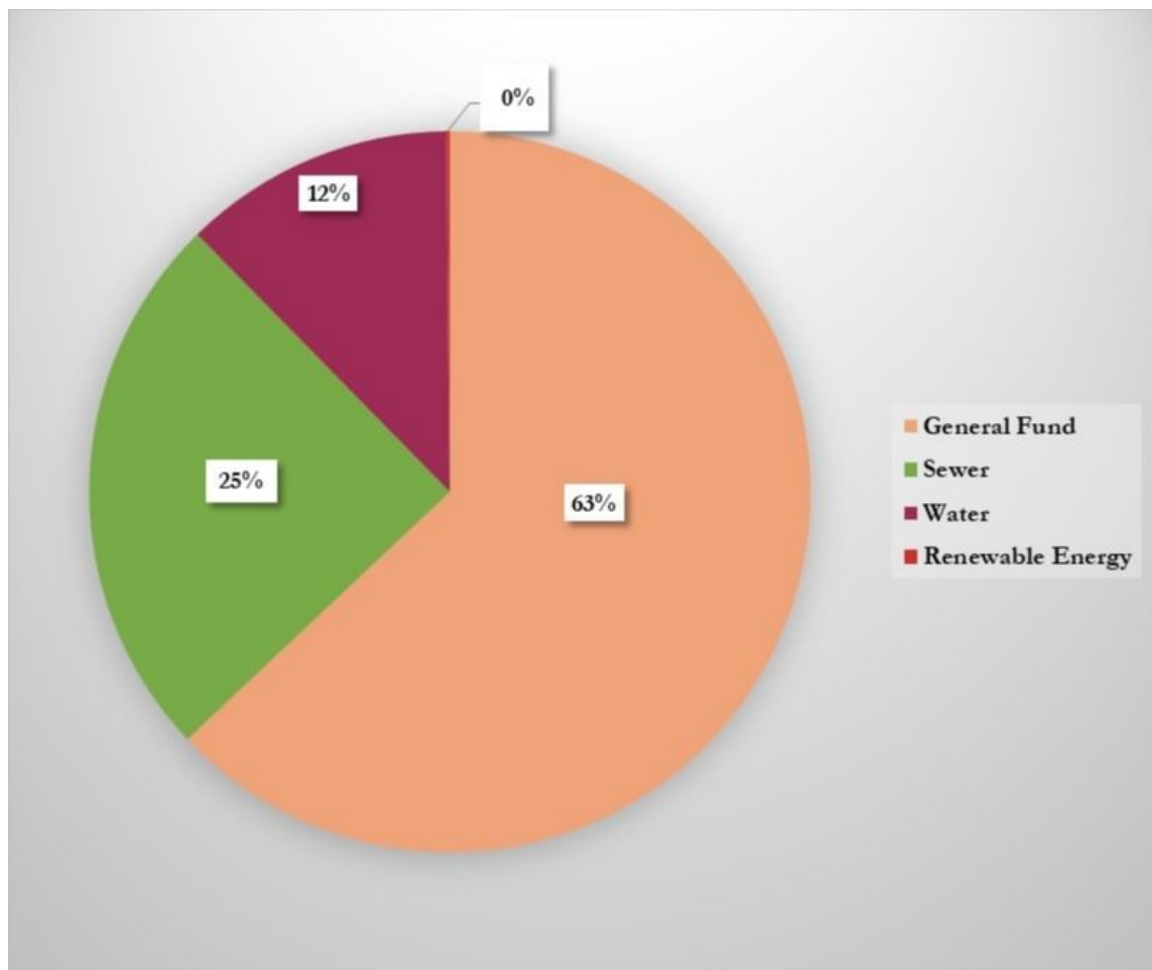
DEBT



DEBT SERVICE

PROJECTED DEBT SERVICE FY2022-FY2040

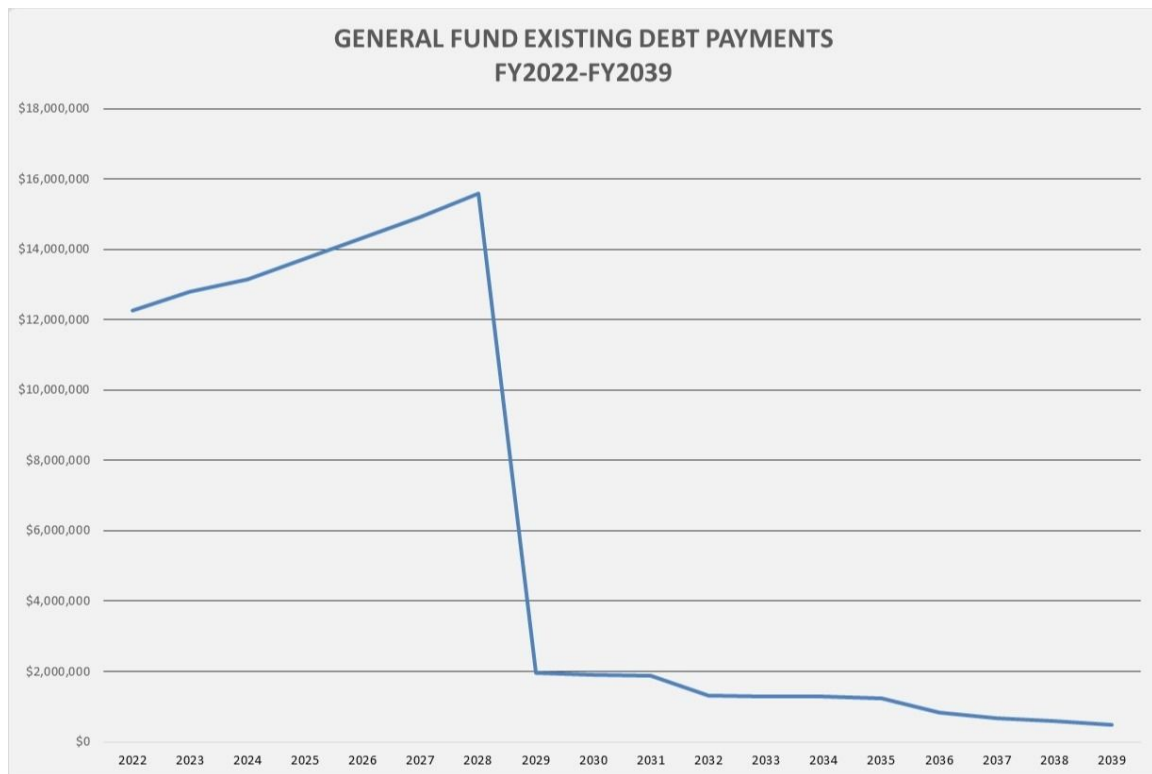
General Fund	\$110,237,037
Sewer	\$43,195,881
Water	\$21,318,651
Renewable Energy	\$300,000
TOTAL	\$175,051,569



GENERAL FUND EXISTING DEBT PAYMENTS FY2022-FY2039

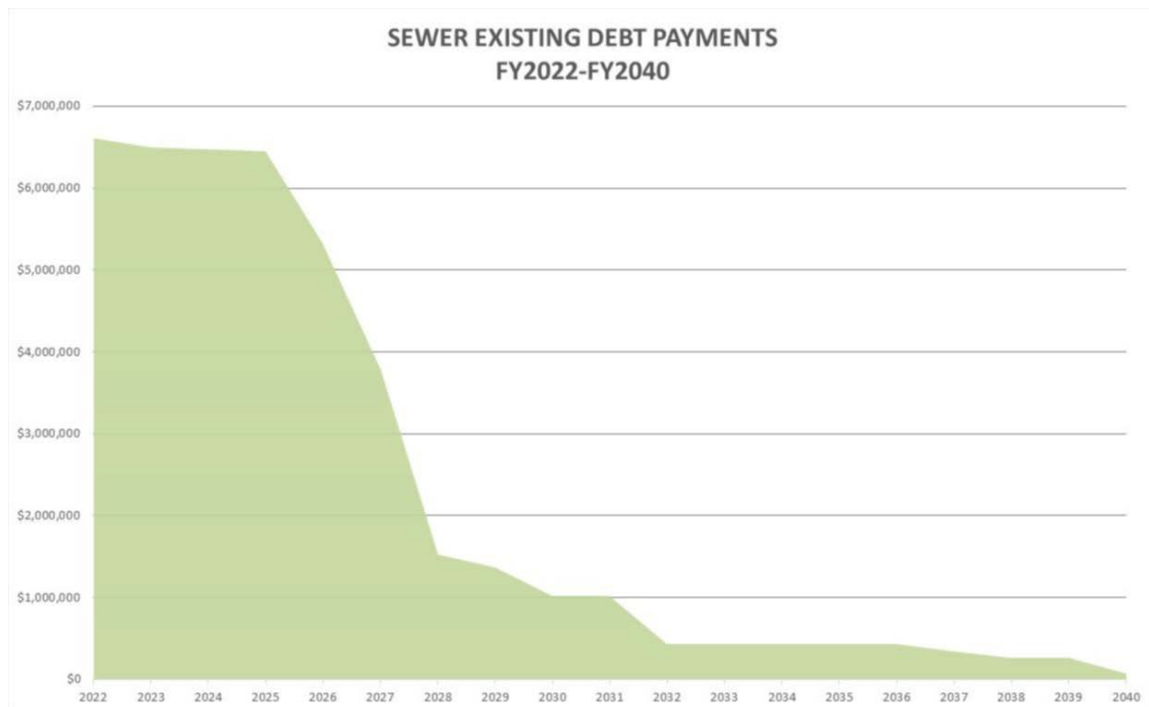
FISCAL YEAR	GENERAL FUND DEBT	CHANGE IN DEBT
2022	\$12,260,686	
2023	\$12,799,709	\$539,023
2024	\$13,152,204	\$352,495
2025	\$13,725,010	\$572,806
2026	\$14,327,254	\$602,244
2027	\$14,908,535	\$581,281
2028	\$15,583,532	\$674,997
2029	\$1,951,546	-\$13,631,986
2030	\$1,904,946	-\$46,600
2031	\$1,878,315	-\$26,631
2032	\$1,329,978	-\$548,338
2033	\$1,301,486	-\$28,491
2034	\$1,277,973	-\$23,514
2035	\$1,228,160	-\$49,813
2036	\$846,583	-\$381,578
2037	\$666,255	-\$180,328
2038	\$601,930	-\$64,325
2039	\$492,935	

***General Fund debt includes General Fund Marciano Stadium Pension Obligation Bond.**



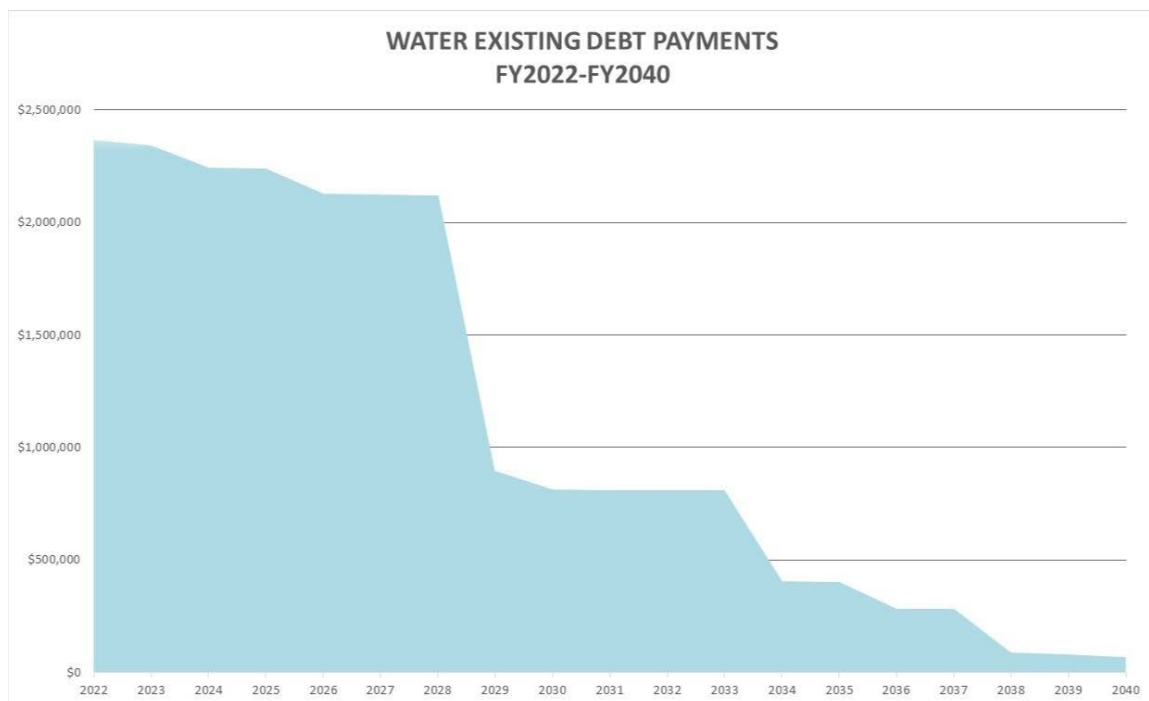
SEWER EXISTING DEBT PAYMENTS FY2022-FY2040

FISCAL YEAR	SEWER	CHANGE IN DEBT
2022	\$6,612,692	
2023	\$6,499,975	\$112,717
2024	\$6,477,711	\$22,264
2025	\$6,454,063	\$23,648
2026	\$5,327,980	\$1,126,083
2027	\$3,781,744	\$1,546,236
2028	\$1,530,168	\$2,251,576
2029	\$1,367,631	\$162,537
2030	\$1,020,338	\$347,292
2031	\$1,019,301	\$1,037
2032	\$435,168	\$584,133
2033	\$434,162	\$1,006
2034	\$433,168	\$994
2035	\$432,185	\$983
2036	\$431,213	\$971
2037	\$341,062	\$90,152
2038	\$261,401	\$79,661
2039	\$260,169	\$1,232
2040	\$75,750	



WATER EXISTING DEBT PAYMENTS FY2022-FY2040

FISCAL YEAR	WATER	CHANGE IN DEBT
2022	\$2,364,498	
2023	\$2,342,587	\$21,911
2024	\$2,244,650	\$97,937
2025	\$2,237,424	\$7,226
2026	\$2,129,220	\$108,204
2027	\$2,124,037	\$5,183
2028	\$2,118,871	\$5,166
2029	\$895,679	\$1,223,193
2030	\$812,635	\$83,044
2031	\$811,687	\$948
2032	\$810,761	\$926
2033	\$809,936	\$825
2034	\$405,087	\$404,849
2035	\$403,736	\$1,351
2036	\$283,479	\$120,257
2037	\$281,945	\$1,534
2038	\$89,176	\$192,769
2039	\$82,398	\$6,778
2040	\$70,845	



DEBT SERVICE PROJECTED FOR FY2022

FISCAL YEAR	GENERAL FUND	MARCIANO STADIUM	PENSION OBLIGATION BOND (POB)	SEWER	WATER	RENEWABLE ENERGY	TOTAL DEBT
2022	\$2,276,023	\$128,750	\$9,855,912	\$6,612,692	\$2,364,498	\$100,000	\$21,337,875
2023	\$2,384,923		\$10,414,786	\$6,499,975	\$2,342,587	\$100,000	\$21,742,270
2024	\$2,155,885		\$10,996,319	\$6,477,711	\$2,244,650	\$100,000	\$21,974,564
2025	\$2,118,829		\$11,606,181	\$6,454,063	\$2,237,424		\$22,416,497
2026	\$2,087,479		\$12,239,775	\$5,327,980	\$2,129,220		\$21,784,454
2027	\$2,006,303		\$12,902,232	\$3,781,744	\$2,124,037		\$20,814,316
2028	\$1,985,390		\$13,598,142	\$1,530,168	\$2,118,871		\$19,232,571
2029	\$1,951,546			\$1,367,631	\$895,679		\$4,214,856
2030	\$1,904,946			\$1,020,338	\$812,635		\$3,737,919
2031	\$1,878,315			\$1,019,301	\$811,687		\$3,709,303
2032	\$1,329,978			\$435,168	\$810,761		\$2,575,906
2033	\$1,301,486			\$434,162	\$809,936		\$2,545,584
2034	\$1,277,973			\$433,168	\$405,087		\$2,116,227
2035	\$1,228,160			\$432,185	\$403,736		\$2,064,081
2036	\$846,583			\$431,213	\$283,479		\$1,561,275
2037	\$666,255			\$341,062	\$281,945		\$1,289,262
2038	\$601,930			\$261,401	\$89,176		\$952,507
2039	\$492,935			\$260,169	\$82,398		\$835,502
2040				\$75,750	\$70,845		\$146,595
TOTAL	\$28,494,939	\$128,750	\$81,613,347	\$43,195,881	\$21,318,651	\$300,000	\$175,051,564

FY2022 PROJECTED DEBT SERVICE

CITY OF BROCKTON SUMMARY OF GENERAL DEBT SERVICE

FISCAL YEAR 2022

GENERAL DEBT SERVICE PURPOSE	ISSUE DATE	INTEREST RATE	MATURITY DATE	PAYMENT DATES	PRINCIPAL	INTEREST	TOTAL DEBT
PENSION OBLIGATION BOND (O) (\$101,515,000)	11/23/05	4.76% - 5.41%	08/01/27	08/01/21 02/01/22	6,395,000.00	1,816,948.50 1,643,963.75	8,211,948.50 1,643,963.75
					6,395,000.00	3,460,912.25	9,855,912.25
SOLAR BRIGHTFIELD (\$1,600,000)	02/22/08		12/15/23	12/15/21	100,000.00		100,000.00
					100,000.00	0.00	100,000.00
SCHOOL CONSTRUCTION (ISQ) (\$6,279,000)	05/12/11	3.00% - 5.00%	03/01/31	09/01/21 03/01/22		68,578.75 68,578.75	68,578.75 383,578.75
					315,000.00	137,157.50	452,157.50
MARCIANO STADIUM (I) (\$1,200,000)	11/03/11	2.00% - 5.00%	06/15/22	12/15/21 06/15/22		1,875.00 1,875.00	1,875.00 126,875.00
					125,000.00	3,750.00	128,750.00
SCHOOL BUILDING REMODELING (I) (\$6,838,000)	08/14/14	3.00% - 4.00%	06/30/35	08/15/21 02/15/22	345,000.00	82,975.00 76,075.00	427,975.00 76,075.00
					345,000.00	159,050.00	504,050.00
LAND ACQUISITION (I) (\$500,000)	08/14/14	3.00% - 4.00%	06/30/35	08/15/21 02/15/22	25,000.00	6,093.75 5,593.75	31,093.75 5,593.75
					25,000.00	11,687.50	36,687.50
AVON LAND ACQUISITION (OSQ) (\$2,265,000)	11/19/15	3.00% - 5.00%	06/01/25	12/01/21 06/01/22		4,550.00 4,550.00	4,550.00 109,550.00
					105,000.00	9,100.00	114,100.00
* REIMBURSED BY WATER ENTERPRISE FUND							
BB RUSSELL SCHOOL REPAIRS (OSQ) (\$300,000)	06/22/18	3.00% - 4.00%	06/01/34	12/01/21 06/01/22		4,237.50 4,237.50	4,237.50 24,237.50
					20,000.00	8,475.00	28,475.00
FIRE LADDER TRUCK (ISQ) (\$1,057,000)	06/22/18	3.00% - 4.00%	06/01/31	12/01/21 06/01/22		14,275.00 14,275.00	14,275.00 114,275.00
					100,000.00	28,550.00	128,550.00
VOTING MACHINES (ISQ) (\$185,000)	06/22/18	3.00% - 4.00%	06/01/34	12/01/21 06/01/22		2,500.00 2,500.00	2,500.00 17,500.00
					15,000.00	5,000.00	20,000.00
SANDER TRUCK (ISQ) (\$180,000)	06/22/18	3.00% - 4.00%	06/01/26	12/01/21 06/01/22		1,975.00 1,975.00	1,975.00 26,975.00
					25,000.00	3,950.00	28,950.00
BOX TRUCK (ISQ) (\$78,000)	06/22/18	3.00% - 4.00%	06/01/26	12/01/21 06/01/22		850.00 850.00	850.00 10,850.00
					10,000.00	1,700.00	11,700.00

CITY OF BROCKTON
SUMMARY OF GENERAL DEBT SERVICE
FISCAL YEAR 2022

GENERAL DEBT SERVICE PURPOSE	ISSUE DATE	INTEREST RATE	MATURITY DATE	PAYMENT DATES	PRINCIPAL	INTEREST	TOTAL DEBT
ENERGY CONSERVATION (ISQ) (\$2,365,000)	06/22/18	3.00% - 4.00%	06/01/34	12/01/21 06/01/22		35,565.63	35,565.63
					105,000.00	35,565.63	140,565.63
					105,000.00	71,131.26	176,131.26
PARKING GARAGE (ISQ) (\$400,000)	06/22/18	3.25% - 3.375%	06/01/38	12/01/21 06/01/22		6,687.50	6,687.50
						6,687.50	6,687.50
					0.00	13,375.00	13,375.00
TAXABLE PARKING GARAGE (ISQ) (\$1,600,000)	06/22/18	3.40% - 4.00%	06/01/34	12/01/21 06/01/22		24,950.00	24,950.00
					100,000.00	24,950.00	124,950.00
					100,000.00	49,900.00	149,900.00
TAXABLE PARKING GARAGE (ISQ) (\$4,400,000)	06/20/19	3.00% - 5.00%	09/01/38	09/01/21 03/01/22	5,000.00	74,595.00	79,595.00
						74,470.00	74,470.00
					5,000.00	149,065.00	154,065.00
TAXABLE GARAGE STREET IMP (ISQ) (\$25,000)	06/20/19	5.00%	09/01/23	09/01/21 03/01/22	5,000.00	375.00	5,375.00
						250.00	250.00
					5,000.00	625.00	5,625.00
TAXABLE GARAGE TRAFFIC IMP (ISQ) (\$25,000)	06/20/19	5.00%	09/01/23	09/01/21 03/01/22	5,000.00	375.00	5,375.00
						250.00	250.00
					5,000.00	625.00	5,625.00
WATER (OSQ) (\$817,000)	06/20/19	5.00%	09/01/28	09/01/21 03/01/22	85,000.00	16,125.00	101,125.00
						14,000.00	14,000.00
					85,000.00	30,125.00	115,125.00
					* REIMBURSED BY WATER ENTERPRISE FUND		
WATER MAINS (OSQ) (\$296,529)	06/20/19	3.00% - 5.00%	09/01/38	09/01/21 03/01/22	15,000.00	5,400.00	20,400.00
						5,025.00	5,025.00
					15,000.00	10,425.00	25,425.00
					* REIMBURSED BY WATER ENTERPRISE FUND		
STREET LIGHTING (ISQ) (\$1,000,000)	06/20/19	3.00% - 5.00%	09/01/36	09/01/21 03/01/22	55,000.00	18,425.00	73,425.00
						17,050.00	17,050.00
					55,000.00	35,475.00	90,475.00
ELEVATOR (ISQ) (\$335,000)	06/20/19	3.00% - 5.00%	09/01/38	09/01/21 03/01/22	20,000.00	6,100.00	26,100.00
						5,600.00	5,600.00
					20,000.00	11,700.00	31,700.00
ELEVATOR (ISQ) (\$100,000)	06/20/19	3.00% - 5.00%	09/01/38	09/01/21 03/01/22	5,000.00	1,825.00	6,825.00
						1,700.00	1,700.00
					5,000.00	3,525.00	8,525.00
FACILITIES MASTER PLAN (ISQ) (\$91,471)	06/20/19	5.00%	09/01/21	09/01/21 03/01/22	30,000.00	750.00	30,750.00
						0.00	0.00
					30,000.00	750.00	30,750.00

**CITY OF BROCKTON
SUMMARY OF GENERAL DEBT SERVICE**

FISCAL YEAR 2022

GENERAL DEBT SERVICE PURPOSE	ISSUE DATE	INTEREST RATE	MATURITY DATE	PAYMENT DATES	PRINCIPAL	INTEREST	TOTAL DEBT
GARAGE (ISQ) (\$550,000)	06/20/19	3.00% - 5.00%	09/01/38	09/01/21 03/01/22	5,000.00	10,425.00 10,300.00	15,425.00 10,300.00
					5,000.00	20,725.00	25,725.00
BRROKFIELD SCHOOL REPAIRS (ISQ) (\$750,000)	06/20/19	3.00% - 5.00%	09/01/38	09/01/21 03/01/22	40,000.00	13,775.00 12,775.00	53,775.00 12,775.00
					40,000.00	26,550.00	66,550.00
ASHFIELD SCHOOL REPAIRS (ISQ) (\$500,000)	06/20/19	3.00% - 5.00%	09/01/38	09/01/21 03/01/22	25,000.00	9,125.00 8,500.00	34,125.00 8,500.00
					25,000.00	17,625.00	42,625.00
GILMORE SCHOOL REPAIRS (ISQ) (\$750,000)	06/20/19	3.00% - 5.00%	09/01/38	09/01/21 03/01/22	40,000.00	13,775.00 12,775.00	53,775.00 12,775.00
					40,000.00	26,550.00	66,550.00
WATER MAINS (OSQ) (\$343,971)	June 2021	Estimated		12/01/21 06/01/22	28,971.00	2,379.13 2,362.50	31,350.13 2,362.50
					28,971.00	4,741.63	33,712.63
					* REIMBURSED BY WATER ENTERPRISE FUND		
VARIOUS (\$3,336,227)	June 2021	Estimated		12/01/21 06/01/22	291,227.00	23,075.57 22,837.50	314,302.57 22,837.50
					291,227.00	45,913.07	337,140.07
TOTALS					8,440,198.00	4,348,158.21	12,788,356.21

**CITY OF BROCKTON
TREASURERS DEBT
FISCAL YEAR 2022**

INTEREST - SHORT TERM NOTES

POTENTIAL R.A.N. NORMAL BORROWING (FOR 1 MONTH)

<u>PRINCIPAL</u>	<u>INTEREST RATE</u>	<u>INTEREST DUE</u>
\$ 9,000,000.00	2.00%	\$ 15,000.00

POTENTIAL R.A.N. PENSION FUND BORROWING (FOR 6 MONTHS)

<u>PRINCIPAL</u>	<u>INTEREST RATE</u>	<u>INTEREST DUE</u>
\$ 30,000,000.00	2.00%	\$ 93,500.00

POTENTIAL INTEREST -REVENUE ANTICIPATION NOTES \$ 108,500.00

POTENTIAL B.A.N.

	<u>PRINCIPAL</u>	<u>INTEREST RATE</u>	<u>INTEREST DUE</u>
SCHOOL REPAIRS	\$ 1,100,000.00	2.00%	\$ 22,000.00
SCHOOL ROOF	\$ 750,000.00	2.00%	\$ 15,000.00
CEMETERY	\$ 300,000.00	2.00%	\$ 6,000.00
ENERGY CONSERVATION	\$ 150,000.00	2.00%	\$ 3,000.00
IT CAPITAL	\$ 355,000.00	2.00%	\$ 7,100.00
WATER PROJECTS	\$ 1,127,000.00	2.00%	\$ 22,540.00

POTENTIAL INTEREST -BOND ANTICIPATION NOTES \$ 75,640.00

INTEREST ON ABATEMENTS

Per attached IGR

\$ 25,000.00

TOTAL INTEREST ON SHORT TERM NOTES

\$ 209,140.00

ISSUANCE COSTS

POTENTIAL BORROWINGS

\$ 75,000.00



**CITY OF BROCKTON
SUMMARY OF SEWER DEBT SERVICE
FISCAL YEAR 2022**

SEWER DEBT SERVICE PURPOSE	ISSUE DATE	INTEREST RATE	MATURITY DATE	PAYMENT DATES	PRINCIPAL	INTEREST	TOTAL DEBT
PH I WWTP & PH III REHAB (O) (MCWT #03-32 SERIES 10)	11/23/04	2.50% - 5.25%	08/01/24	07/15/22 01/15/22	1,025,000.00 <u>1,025,000.00</u>	83,926.81 73,550.50 <u>157,477.31</u>	1,108,926.81 73,550.50 <u>1,182,477.31</u>
PH II WWTP & PH V REHAB (O) (MCWT # 04-30 SERIES 11)	11/16/05	2.00%	07/15/25	07/15/22 01/15/22	1,412,239.00 <u>1,412,239.00</u>	73,523.17 59,400.78 <u>132,923.95</u>	1,485,762.17 59,400.78 <u>1,545,162.95</u>
PH III WWTP & PH IV REHAB (O) (MCWT # 05-29 SERIES 12)	12/14/06	2.00%	07/15/26	07/15/22 01/15/22	1,875,092.12 <u>1,875,092.12</u>	118,343.02 99,592.10 <u>217,935.12</u>	1,993,435.14 99,592.10 <u>2,093,027.24</u>
PH VI SEWER REHAB (MCWT # 06-35 SERIES 13)	12/18/07	2.00%	07/15/27	07/15/22 01/15/22	141,803.00 <u>141,803.00</u>	10,548.50 9,130.47 <u>19,678.97</u>	152,351.50 9,130.47 <u>161,481.97</u>
PH VII SEWER REHAB (MCWT # 07-35 SERIES 14)	03/18/09	2.00%	07/15/28	07/15/22 01/15/22	117,158.00 <u>117,158.00</u>	10,062.77 8,891.19 <u>18,953.96</u>	127,220.77 8,891.19 <u>136,111.96</u>
PHASE III WWTP (MCWT # 03-32-A SERIES 14)	03/18/09	2.00%	07/15/28	07/15/22 01/15/22	180,874.00 <u>180,874.00</u>	15,535.41 13,726.67 <u>29,262.08</u>	196,409.41 13,726.67 <u>210,136.08</u>
RESTRUCTURING CW-05-29 (MCWT # 05-29-A SERIES 14)	03/18/09	2.00%	07/15/26	07/15/22 01/15/22	141,086.00 <u>141,086.00</u>	8,904.39 7,493.53 <u>16,397.92</u>	149,990.39 7,493.53 <u>157,483.92</u>
PHASE IV WWTP (MCWT # 08-35 SERIES 15)	06/21/10	2.00%	07/15/30	07/15/22 01/15/22	482,308.00 <u>482,308.00</u>	52,856.11 48,033.03 <u>100,889.14</u>	535,164.11 48,033.03 <u>583,197.14</u>
REFUNDING 2002 SEWER (I) (\$997,750)	11/03/11	2.00% - 5.00%	06/15/22	12/15/21 06/15/22	<u>95,000.00</u> <u>95,000.00</u>	1,425.00 1,425.00 <u>2,850.00</u>	1,425.00 96,425.00 <u>97,850.00</u>
WATER METERS (MCWT # 10-01) (50% WATER/50% SEWER)	05/30/12	2.00%	07/15/32	07/15/22 01/15/22	100,026.65 <u>100,026.65</u>	13,547.24 12,546.98 <u>26,094.22</u>	113,573.89 12,546.98 <u>126,120.86</u>
CWP-14-30 (MCWT # 14-30 SERIES 19)	02/11/16	2.00%	02/11/36	07/15/22 01/15/22	<u>64,603.07</u> <u>64,603.07</u>	11,312.99 11,312.99 <u>22,625.98</u>	11,312.99 75,916.06 <u>87,229.05</u>

**CITY OF BROCKTON
SUMMARY OF SEWER DEBT SERVICE
FISCAL YEAR 2022**

SEWER DEBT SERVICE PURPOSE	ISSUE DATE	INTEREST RATE	MATURITY DATE	PAYMENT DATES	PRINCIPAL	INTEREST	TOTAL DEBT
CWP-15-22 (MCWT # 15-22 SERIES 20)	04/13/17	2.00%	01/15/37	07/15/22 01/15/22	55,690.74 55,690.74	10,521.32 10,521.32 21,042.64	10,521.32 66,212.06 76,733.38
CWP-16-29 (MCWT # 16-29 SERIES 21)	09/12/18	2.00%	07/15/38	07/15/22 01/15/22	125,660.00 125,660.00	27,323.64 26,067.04 53,390.68	152,983.64 26,067.04 179,050.68
CW-16-27 (MCWT # 16-27 SERIES 22)	10/24/19	2.00%	07/15/39	07/15/22 01/15/22	55,000.00 55,000.00	10,450.00 9,900.00 20,350.00	65,450.00 9,900.00 75,350.00
CW-16-28 (MCWT # 16-28 SERIES 22)	10/24/19	2.00%	07/15/39	07/15/22 01/15/22	20,000.00 20,000.00	3,800.00 3,600.00 7,400.00	23,800.00 3,600.00 27,400.00
CW-18-42 (MCWT # 18-42 SERIES 23)	June 2021	2.00%		07/15/22 01/15/22	270,643.00 270,643.00	19,245.66 54,128.41 73,374.07	19,245.66 324,771.41 344,017.07
TOTALS					6,162,183.58	920,646.04	7,082,829.61

CITY OF BROCKTON
SUMMARY OF DEBT SERVICE - ISSUANCE COSTS
FISCAL YEAR 2022

SEWER		
ADMINISTRATIVE FEES	08/01/21	3,236.25
PH I WWTP & PH III REHAB	02/01/22	2,467.50
(MCWT #03-32 SERIES 10)		<u>5,703.75</u>
ADMINISTRATIVE FEES	08/01/21	5,514.24
PH II WWTP & PH V REHAB	02/01/22	4,455.06
(MCWT # 04-30 SERIES 11)		<u>9,969.30</u>
ADMINISTRATIVE FEES	08/01/21	8,875.73
PH III WWTP & PH IV REHAB (O)	02/01/22	7,469.41
(MCWT # 05-29 SERIES 12)		<u>16,345.14</u>
ADMINISTRATIVE FEES	08/01/21	791.14
PH VI SEWER REHAB	02/01/22	684.79
(MCWT # 06-35 SERIES 13)		<u>1,475.93</u>
ADMINISTRATIVE FEES	08/01/21	754.71
PH VII SEWER REHAB	02/01/22	666.84
(MCWT # 07-35 SERIES 14)		<u>1,421.55</u>
ADMINISTRATIVE FEES	08/01/21	1,165.16
PHASE III WWTP	02/01/22	1,029.50
(MCWT # 03-32-A SERIES 14)		<u>2,194.66</u>
ADMINISTRATIVE FEES	08/01/21	667.83
RESTRUCTURING CW-05-29	02/01/22	562.01
(MCWT # 05-29-A SERIES 14)		<u>1,229.84</u>
ADMINISTRATIVE FEES	08/01/21	3,964.21
PHASE IV WWTP	02/01/22	3,602.48
(MCWT # 08-35 SERIES 15)		<u>7,566.69</u>
ADMINISTRATIVE FEES	08/01/21	1,016.05
WATER METERS	02/01/22	941.03
(MCWT # 10-01)		<u>1,957.07</u>
(50% WATER/50% SEWER)		
ADMINISTRATIVE FEES	08/01/21	848.47
SEWER REHAB	02/01/22	848.47
(MCWT # 14-30 SERIES 19)		<u>1,696.94</u>
ADMINISTRATIVE FEES	08/01/21	789.10
(MCWT # 15-22 SERIES 20)	02/01/22	789.10
		<u>1,578.20</u>



CITY OF BROCKTON
SUMMARY OF DEBT SERVICE - ISSUANCE COSTS
FISCAL YEAR 2022

SEWER		
ADMINISTRATIVE FEES	08/01/21	2,049.27
(MCWT # 16-29 SERIES 21)	02/01/22	1,955.03
		<u>4,004.30</u>
ADMINISTRATIVE FEES	08/01/21	783.75
(MCWT # 16-27 SERIES 22)	02/01/22	742.50
		<u>1,526.25</u>
ADMINISTRATIVE FEES	08/01/21	285.00
(MCWT # 16-28 SERIES 22)	02/01/22	270.00
		<u>555.00</u>
ADMINISTRATIVE FEES	08/01/21	4,059.63
(MCWT # 18-42)	02/01/22	4,059.63
		<u>8,119.26</u>
SEWER TOTALS		<u><u>65,343.88</u></u>
POTENTIAL NEW ISSUES - ISSUANCE COSTS		
SEWER		
ISSUANCE COSTS		25,000.00
TOTAL SEWER ISSUANCE COSTS		<u><u>90,343.88</u></u>
POTENTIAL NEW ISSUES - INTEREST SHORT TERM NOTES		
SEWER		
INTEREST INTERIM LOANS		<u><u>10,000.00</u></u>



**CITY OF BROCKTON
SUMMARY OF WATER DEBT SERVICE
FISCAL YEAR 2022**

WATER DEBT SERVICE PURPOSE	ISSUE DATE	INTEREST RATE	MATURITY DATE	PAYMENT DATES	PRINCIPAL	INTEREST	TOTAL DEBT
LONGWOOD, BROOKSIDE, CRESCENT STREETS (O) (MCWT #01-07 SERIES 8)	11/26/02	3.00% - 5.25%	07/15/22	07/15/22 01/15/22	88,478.40 88,478.40	4,423.92 2,211.96 6,635.88	92,902.32 2,211.96 95,114.28
WATER TREATMENT PLANT (MCWT # 05-22 SERIES 13)	12/18/07	2.00%	07/15/27	07/15/22 01/15/22	868,055.78 868,055.78	64,573.09 55,892.53 120,465.62	932,628.87 55,892.53 988,521.40
WATER MAINS - PLEASANT ST (MCWT # 07-01 SERIES 13)	12/18/07	2.00%	07/15/27	07/15/22 01/15/22	191,508.90 191,508.90	14,245.98 12,330.89 26,576.87	205,754.88 12,330.89 218,085.77
WATER TREATMENT PLANT (MCWT # 05-22-A SERIES 15)	06/21/10	2.00%	07/15/27	07/15/22 01/15/22	10,052.00 10,052.00	747.73 647.21 1,394.94	10,799.73 647.21 11,446.94
WATER METERS (MWPAT # 10-01) (50% WATER/50% SEWER)	05/30/12	2.00%	07/15/32	07/15/22 01/15/22	100,026.65 100,026.65	13,547.24 12,546.98 26,094.22	113,573.89 12,546.98 126,120.86
WATER TREATMENT PLANT (MCWT # 05-22-B SERIES 15)	05/22/13	2.00%	01/15/33	07/15/22 01/15/22	50,412.00 50,412.00	6,827.59 6,827.59 13,655.18	6,827.59 6,827.59 64,067.18
BOOSTER STATION (MCWT # 10-01A SERIES 17)	05/22/13	2.00%	01/15/33	07/15/22 01/15/22	63,753.67 63,753.67	8,634.56 8,634.56 17,269.12	8,634.56 72,388.23 81,022.79
WATER TREATMENT PLANT (MCWT # 12-26 SERIES 18)	01/07/15	2.00%	01/15/35	07/15/22 01/15/22	88,006.00 88,006.00	14,222.22 14,222.22 28,444.44	14,222.22 102,228.22 116,450.44
DWP-12-26-A (MCWT # 12-26-A SERIES 20)	04/13/17	2.00%	01/15/37	07/15/22 01/15/22	3,788.86 3,788.86	715.84 715.84 1,431.68	715.84 4,504.70 5,220.54
DWP-15-06 (MCWT # 15-06 SERIES 20)	04/13/17	2.00%	01/15/37	07/15/22 01/15/22	131,783.99 131,783.99	24,897.03 24,897.03 49,794.06	24,897.03 156,681.02 181,575.05
DWP-17-10 (MCWT # 17-10 SERIES 22)	10/24/19	2.00%	07/15/39	07/15/22 01/15/22	70,145.00 70,145.00	13,327.45 12,626.00 25,953.45	83,472.45 12,626.00 96,098.45

**CITY OF BROCKTON
SUMMARY OF WATER DEBT SERVICE**

FISCAL YEAR 2022

WATER DEBT SERVICE PURPOSE	ISSUE DATE	INTEREST RATE	MATURITY DATE	PAYMENT DATES	PRINCIPAL	INTEREST	TOTAL DEBT
DWP-17-05 (MCWT # 17-05 SERIES 23)	June 2021	2.00%		07/15/22 01/15/22		2,138.89 5,000.00	2,138.89 25,225.00
					20,225.00	7,138.89	27,363.89
DWP-18-11 (MCWT # 18-11 SERIES 23)	June 2021	2.00%		07/15/22 01/15/22		12,757.18 29,821.99	12,757.18 178,931.83
					149,109.84	42,579.17	191,689.01
TOTALS					1,835,346.09	367,433.52	2,202,779.60

CURRENT DEBT PAID BY GENERAL FUND REIMBURSED THROUGH WATER ENTERPRISE FUND

AVON LAND ACQUISITION (O) (\$2,265,000)	11/19/15	3.00% - 5.00%	06/01/25	12/01/21 06/01/22		8,350.00 8,350.00	8,350.00 118,350.00
					110,000.00	16,700.00	126,700.00
WATER (OSQ) (\$817,000)	06/20/19	5.00%	09/01/28	09/01/21 03/01/22	87,000.00	8,056.53 18,250.00	95,056.53 18,250.00
					87,000.00	26,306.53	113,306.53
WATER MAINS (OSQ) (\$296,529)	06/20/19	3.00% - 5.00%	09/01/38	09/01/21 03/01/22	16,529.00	2,440.91 5,775.00	18,969.91 5,775.00
					16,529.00	8,215.91	24,744.91
WATER MAINS (OSQ) (\$343,971)	June 2021	Estimated		12/01/21 06/01/22	28,971.00	2,379.13 2,362.50	31,350.13 2,362.50
					28,971.00	4,741.63	33,712.63
TOTAL REIMBURSEMENTS DUE TO GENERAL FUND					242,500.00	55,964.07	298,464.07



CITY OF BROCKTON
SUMMARY OF DEBT SERVICE - ISSUANCE COSTS
FISCAL YEAR 2022

WATER		
ADMINISTRATIVE FEES	08/01/21	132.72
LONGWOOD, BROOKSIDE, CRES	02/01/22	66.36
(MCWT #01-07 SERIES 8)		<u>199.08</u>
ADMINISTRATIVE FEES	08/01/21	4,842.98
WATER TREATMENT PLANT	02/01/22	4,191.94
(MCWT # 05-22 SERIES 13)		<u>9,034.92</u>
ADMINISTRATIVE FEES	08/01/21	1,068.45
WATER MAINS - PLEASANT ST	02/01/22	924.82
(MCWT # 07-01 SERIES 13)		<u>1,993.27</u>
ADMINISTRATIVE FEES	08/01/21	56.08
WATER TREATMENT PLANT	02/01/22	48.54
(MCWT # 05-22-A SERIES 15)		<u>104.62</u>
ADMINISTRATIVE FEES	08/01/21	1,016.05
WATER METERS	02/01/22	941.03
(MW PAT # 10-01)		<u>1,957.07</u>
(50% WATER/50% SEWER)		
ADMINISTRATIVE FEES	08/01/21	512.07
WATER TREATMENT PLANT	02/01/22	512.07
(MCWT # 05-22-B)		<u>1,024.14</u>
ADMINISTRATIVE FEES	08/01/21	647.59
BOOSTER STATION	02/01/22	647.59
(MCWT # 10-01A)		<u>1,295.18</u>
ADMINISTRATIVE FEES	08/01/21	1,066.67
POOL 16 - 2014 SWAP	02/01/22	1,066.67
(MCWT # 12-26)		<u>2,133.34</u>
ADMINISTRATIVE FEES	08/01/21	53.69
(MCWT # 12-26-A)	02/01/22	53.69
		<u>107.38</u>
ADMINISTRATIVE FEES	08/01/21	1,867.28
(MCWT # 15-06)	02/01/22	1,867.28
		<u>3,734.56</u>
ADMINISTRATIVE FEES	08/01/21	999.56
(MCWT # 17-10)	02/01/22	946.95
		<u>1,946.51</u>



CITY OF BROCKTON
SUMMARY OF DEBT SERVICE - ISSUANCE COSTS
FISCAL YEAR 2022

WATER			
ADMINISTRATIVE FEES (MCWT # 17-05)	08/01/21	375.00	
	02/01/22	375.00	
		<u>750.00</u>	
ADMINISTRATIVE FEES (MCWT # 18-11)	08/01/21	2,236.65	
	02/01/22	2,236.65	
		<u>4,473.30</u>	
WATER TOTALS			<u><u>28,753.37</u></u>

POTENTIAL NEW ISSUES - ISSUANCE COSTS	
WATER	
ISSUANCE COSTS	25,000.00
TOTAL WATER ISSUANCE COSTS	<u><u>53,753.37</u></u>

POTENTIAL NEW ISSUES - INTEREST SHORT TERM NOTES	
WATER	
INTEREST INTERIM LOANS	<u><u>10,000.00</u></u>



CAPITAL



FY2022 CAPITAL BUDGET CALENDAR

December 10, 2020	All departments will receive a copy of the FY21 capital improvement summary for updates.
December 17, 2020	Deadline for updating capital improvement summary list and forwarding a copy to the Finance Office. FY22 capital needs should be prioritized with (1) being the highest.
December 21, 2020 through December 31, 2020	Capital Improvement Project Summary <ul style="list-style-type: none"> ◦ Capital projects will be summarized by the Finance Office and distributed to all capital committee members. ◦ Capital Committee meetings will be scheduled to discuss the City's capital needs. ◦ Department head will present and discuss proposed FY22 capital projects with the Capital Committee.
January 4, 2021	Capital Committees' summary report and discussion with the CFO.
January 12, 2021	CFO's presentation of Capital Improvement Plan to the Mayor.

CAPITAL POLICY

Sec. 2-299. - Annual statements of projected capital improvements; coordination of capital planning.

- (a) Every officer of the city having charge of any office, department or undertaking, including the school committee, shall not later than August 1 of each year, submit to the chief financial officer, in such form and detail as the chief financial officer may require, a statement of its needs for capital improvements or the six (6) years next following. Such statements shall set for the several capital improvements in the order in which they should be undertaken by the city and the estimated cost of each such improvement, and shall be accompanied by any plans, studies and other information relative thereto. The chief financial officer shall review each request and prepare a summary showing the relationship and effect each project will have on the city's services, revenues, expenses, and if appropriate, developmental goals.
- (b) The chief financial officer shall have from August 1 to December 1 in which to review all requests. The chief financial officer may require meetings with any public official for the purpose of considering and discussing any matters relating to such proposed public improvements; it being the intention of this section that the chief financial officer shall coordinate the capital undertakings of all departments, officers and agencies of the city with their cooperation and assistance. The chief financial officer shall submit to the mayor and city council his recommendations not later than January 31.

(Ord. No. D328, 7-6-93)

Capital Improvement Budget Policy

11/27/2019

The City of Brockton ordinance Sec. 2-298 states the duty of the Chief Financial Officer (CFO) to plan capital improvements. Department heads, including the school committee, shall not later than August 1 of each year, submit to the CFO, a capital improvement request form, identifying the needs for capital improvements for the next six (6) fiscal years. These requests should be submitted in the order in which they are a priority for each department. All requests should include a project name, product description, estimated cost, funding source if known, rating factors and the impact that the capital improvement will have on the operating budget (this should include additional annual fees or maintenance costs that are required in the future.) Please provide any plans, studies or other relative information to support the capital request.

The City of Brockton ordinance Sec. 2-297 defines a capital improvement as any physical public facility, any major improvement to the same, or any item of equipment having a useful life of at least five (5) years and a total cost which exceeds ten thousand dollars (\$10,000.00), to be financed in whole or in part by city funds. The term shall include a group of improvements or projects having the same single purpose and which represents an aggregate expenditure in excess of ten thousand dollars (\$10,000.00), portions of which may be undertaken at intervals over an estimated time period.

Items to be considered as capital improvements include, but are not limited to, new public buildings, additions, alterations or improvements to existing buildings, including grounds, which extend useful lives by at least five (5) years; bridges, including new and reconstruction which extends useful life by at least five (5) years; land and improvements, including land acquisition, development and major improvements such as grading, landscaping, and fencing of parks and playgrounds; sanitary sewers and storm drains; streets; water mains; fire engines; public works equipment and other major equipment items and tangible assets.

All capital requests will be reviewed by the CFO through December 1st of each year. A summary report will be prepared showing the relationship and effect each project will have on the city's services, revenues, expenses, and if appropriate, developmental goals and initiatives.

The CFO may require meetings with any public official for the purpose of considering and discussing any matters related to such proposed public improvements; it being the intention of this section that the CFO shall coordinate the capital undertakings of all departments, officers and agencies of the city with their cooperation and assistance.

The Mayor will select a capital improvement committee, consisting of 9 members, for the purpose of considering and discussing all matters related to all proposed improvements. Department heads will have the opportunity to discuss all aspects of submitted project requests during the capital request review period. The capital review period will begin the second week of December through the second week in January.

The City of the Brockton's ordinance Sec.2-300, regarding preparation and submission of capital budget, states that the CFO shall, not later than January 31 of each year, on the basis of information prepared by the Capital Improvement Committee, prepare and submit to the Mayor and the City Council a capital budget showing in detail for each department, the capital improvements which in its opinion should be undertaken for the next fiscal year and a capital improvement program for each of the six (6) years. A report will be produced

The Capital Improvement Committee will rank and review each department's proposal based on a list of rating factors:

- Critical/ essential to public health and safety
- Fundamental functions of government
- Administratively required functions/ maintain running of a business
- Improves the quality of life to the public

Additional items that will be reviewed by the committee

- Purchase, rental, lease to purchase
- Purpose of capital request
 - Replacement, addition
 - Discretionary
 - Non-Discretionary (required by a budget, contract or other commitment)
- Justification and useful life
 - Need , expected accomplishment, useful life
 - Explanation of proposed rating factor
 - Multi- year plans and programs, phased
- Legal implications/ mandated or non- mandated
- Effects on city finances
 - Revenue and expenditure trends, unfunded liabilities
 - Status of current capital projects
 - If the project requires additional funding in future years

Suggested Capital Committee member representation (9):

Finance

Mayor's office

Public Safety

Information Technology

Department of Public Works

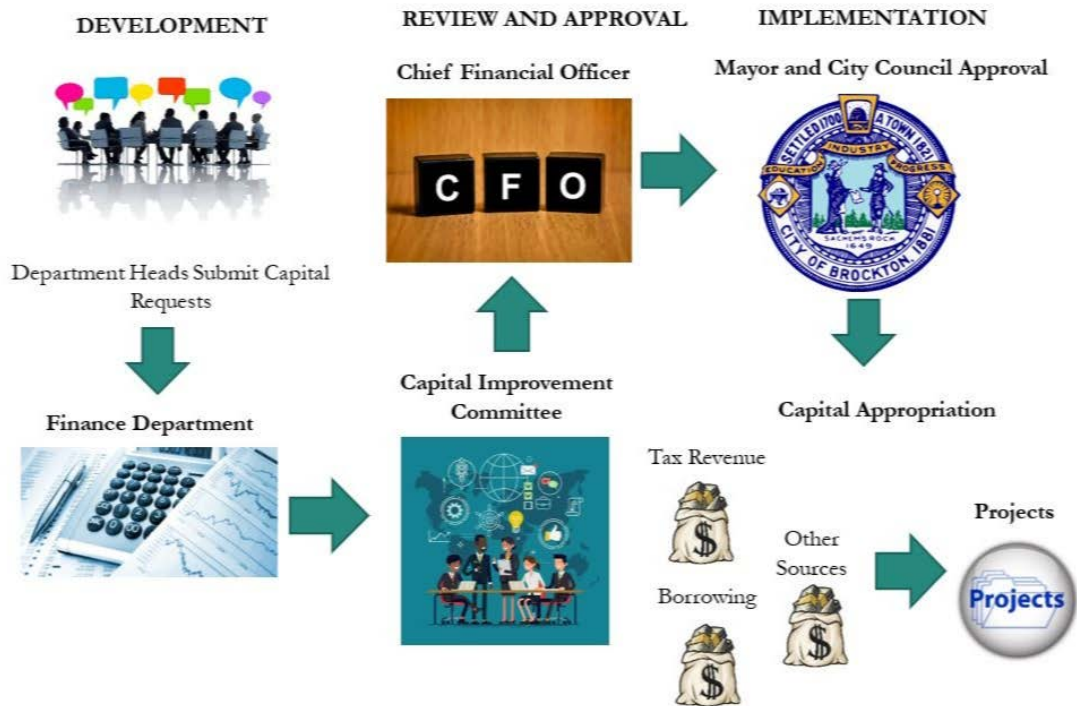
Treasurer

Procurement

School

Planning

CAPITAL FLOWCHART



Our capital plan is proposed to be funded through a variety of sources, including receipt reserve funds for fire and rescue vehicles, bonded funds taking advantage of significant retiring debt in our general fund and enterprise funds, additional available CARES funds from the federal government, and upcoming funds from the American Rescue Plan Act (ARPA).

SIX-YEAR CAPITAL PLAN

Departments	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	TOTAL
Fire	\$880,000	\$2,480,000	\$480,000	\$11,695,000	\$215,000	\$10,350,000	\$26,100,000
Police	\$862,000	\$200,000	\$226,000	\$250,000	\$276,000	\$250,000	\$2,064,000
Council on Aging	\$200,000	\$20,000	\$2,500,000	\$0	\$0	\$0	\$2,720,000
Cemetery	\$87,000	\$202,000	\$662,000	\$192,000	\$212,000	\$162,000	\$1,517,000
Parks	\$711,000	\$367,000	\$488,000	\$712,000	\$377,000	\$467,000	\$3,122,000
Parking Authority	\$215,000	\$210,000	\$250,000	\$0	\$27,000,000	\$0	\$27,675,000
Planning & Economic Development	\$12,300,000	\$82,000,000	\$36,600,000	\$30,000	\$1,000,000	\$300,000	\$132,230,000
DPW- Water	\$7,716,000	\$35,106,000	\$11,025,000	\$5,025,000	\$5,025,000	\$5,025,000	\$68,922,000
DPW- Sewer	\$4,884,000	\$27,272,000	\$5,482,000	\$2,269,000	\$4,025,000	\$25,000	\$43,957,000
DPW- Highway	\$2,954,478	\$3,764,478	\$2,384,478	\$2,284,478	\$2,024,478	\$2,024,478	\$15,436,868
DPW- Refuse	\$0	\$275,000	\$0	\$0	\$0	\$0	\$275,000
DPW-Engineering	\$60,000	\$30,000	\$0	\$0	\$0	\$0	\$90,000
Public Property	\$308,000	\$4,668,000	\$8,000	\$8,000	\$8,000	\$8,000	\$5,008,000
School	\$7,908,000	\$13,550,000	\$78,825,000	\$2,700,000	\$2,700,000	\$2,700,000	\$108,383,000
Information Technology	\$1,005,000	\$605,000	\$605,000	\$605,000	\$605,000	\$605,000	\$4,030,000
Library	\$6,399,000	\$0	\$0	\$0	\$0	\$0	\$6,399,000
Parks and Recreation	\$711,000	\$367,000	\$488,000	\$712,000	\$377,000	\$467,000	\$3,122,000
Grand Total	\$47,200,478	\$171,116,478	\$140,023,478	\$26,482,478	\$43,844,478	\$22,383,478	\$451,050,868



CAPITAL IMPROVEMENT REQUEST FORM

Capital Improvement Request Form (Ordinance 2-297-300)

PROJECT NAME: _____

DEPARTMENT/ DEPARTMENT HEAD _____

PRIORITY ☐

FY21 PROJECT DESCRIPTION				RATING FACTORS (CHECK ALL THAT APPLY)			
				Critical/ Health/ Safety		<input type="checkbox"/>	
				Legally Mandated		<input type="checkbox"/>	
				Function of Government		<input checked="" type="checkbox"/>	
IMPACT ON OPERATING BUDGET (INCLUDES ADDITIONAL ANNUAL FEES)							
6-YEAR APPROPRIATION PLAN							
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	FY26	
SRF Loans							
Property Taxes							
Department Revenue							
Bond Proceeds							
Chapter 90							
Available Funds							
Grants							
GRAND TOTAL							TOTAL
FY21-FY26 FUNDING							
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS			



APPENDIX



FUND BALANCE

FUND BALANCE REPORTING

Fund Balance refers to the difference between assets and liabilities. The Government Accounting Standards Board (GASB) established the five different classifications summarized below. The City is required to report these classifications in its annual Financial Statement.

NON-SPENDABLE	Cannot be spent (legally restricted or in un-spendable form).
RESTRICTED	External constraints (law, creditor, grantor, bond covenant).
COMMITTED	Can only be used for a specific purpose pursuant to constraints imposed by City Council.
ASSIGNED	Can be used for a specific purpose, but is not restricted or committed.
UNASSIGNED	Available to spend, unrestricted.

CITY OF BROCKTON, MASSACHUSETTS								
Combined Balance Sheet - All Fund Types and Account Groups as of June 30, 2020 (Unaudited)								
	Governmental Fund Types			Proprietary Fund Types		Fiduciary Fund Types	Account Groups	Totals
	General	Special Revenue	Capital Projects	Enterprise	Internal Services	Trust and Agency	Long-term Debt	(Memorandum Only)
ASSETS								
Cash and cash equivalents	67,545,626.39	26,728,061.73	3,278,610.33	18,355,952.63	19,700,195.42	18,124,716.83		153,733,163.33
Investments								0.00
Receivables:								
Personal property taxes	2,488,210.07							2,488,210.07
Real estate taxes	9,683,957.57							9,683,957.57
Deferred taxes								0.00
Allowance for abatements and exemptions	(2,319,865.02)							(2,319,865.02)
Special assessments								0.00
Tax liens	4,429,934.86							4,429,934.86
Tax foreclosures	1,645,601.73							1,645,601.73
Motor vehicle excise	3,497,406.68							3,497,406.68
Other excises	17,085.00							17,085.00
User fees		597,432.10		11,884,192.48				12,481,624.58
Utility liens added to taxes	52.80	208,141.14		2,321,130.23				2,529,324.17
Departmental	176,222.32					475,561.20		651,783.52
Other receivables	6,160,504.80							6,160,504.80
Due from other governments	478,340.84	5,179,512.81	6,184,482.06					11,842,335.71
Due to/from other funds								0.00
Working deposit								0.00
Prepays								0.00
Inventory								0.00
Fixed assets, net of accumulated depreciation								0.00
Amounts to be provided - payment of bonds							164,002,046.63	164,002,046.63
Amounts to be provided - vacation/sick leave								0.00
Total Assets	93,803,078.04	32,713,147.78	9,463,092.39	32,561,275.34	19,700,195.42	18,600,278.03	164,002,046.63	370,843,113.63
LIABILITIES AND FUND EQUITY								
Liabilities:								
Accounts payable								0.00
Warrants payable	6,462,228.76	2,074,316.79	2,025,586.15	3,537,443.31	3,470,969.65	141,841.45		17,712,386.11
Accrued payroll and withholdings	14,971,345.08	1,527,448.73		186,210.83	2,787.79	3,030.76		16,690,823.19
Accrued claims payable								0.00
IBNR					3,572,259.00			3,572,259.00
Other liabilities	484,168.61							484,168.61
Agency Funds payable						753,834.05		753,834.05
Agency Funds payable deficit						(273,248.10)		(273,248.10)



	Governmental Fund Types			Proprietary Fund Types		Fiduciary Fund Types	Account Groups	Totals
	General	Special Revenue	Capital Projects	Enterprise	Internal Services	Trust and Agency	Long-term Debt	(Memorandum Only)
Deferred revenue:								
Real and personal property taxes	14,672,338.39							14,672,338.39
Deferred taxes								0.00
Prepaid taxes/fees								0.00
Special assessments								0.00
Tax liens								0.00
Tax foreclosures								0.00
Motor vehicle excise	3,514,491.68							3,514,491.68
Other excises								0.00
User fees								0.00
Utility liens added to taxes								0.00
Departmental	176,222.32	805,573.24	5.00	14,205,322.71		475,561.18		15,662,684.45
Deposits receivable								0.00
Other receivables								0.00
Due from other governments								0.00
Due to/from other funds								0.00
Bonds payable			15,289,341.00				164,002,046.63	179,291,387.63
Notes payable								0.00
Vacation and sick leave liability								0.00
Total Liabilities	40,280,794.84	4,407,338.76	17,314,932.15	17,928,976.85	7,046,016.44	1,101,019.34	164,002,046.63	252,081,125.01
Fund Equity:								
Reserved for encumbrances	7,862,580.42	1,851,841.58	28,031.14	2,515,914.20				12,258,367.34
Reserved for next year's expenditures	14,372,698.00			5,957,471.00				20,330,169.00
Reserved for continuing appropriations								0.00
Reserved for petty cash								0.00
Reserved for appropriation deficit								0.00
Reserved for snow and ice deficit								0.00
Reserved for COVID-19 deficit								0.00
Reserved for debt service								0.00
Reserved for long-term note receivable	6,160,504.80							6,160,504.80
Reserved for working deposit								0.00
Reserved fund balance	6,557,616.00	28,990,142.30	1,203,573.25		12,654,178.98	17,499,258.69		66,904,769.22
Deficits		(2,536,174.86)	(9,083,444.15)					(11,619,619.01)
Undesignated fund balance	18,568,883.98							18,568,883.98
Unreserved retained earnings				6,158,913.29				6,158,913.29
Investment in capital assets								0.00
Total Fund Equity	53,522,283.20	28,305,809.02	(7,851,839.76)	14,632,298.49	12,654,178.98	17,499,258.69	0.00	118,761,988.62
Total Liabilities and Fund Equity	93,803,078.04	32,713,147.78	9,463,092.39	32,561,275.34	19,700,195.42	18,600,278.03	164,002,046.63	370,843,113.63
PROOF BALANCE SHEET IS IN BALANCE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
PROOF FUND BALANCE DETAIL AGREES TO THE BALANCE SHEET	0.00	0.00	0.00	0.00	0.00	0.00		
PROOF RECEIVABLES DETAIL AGREES TO THE BALANCE SHEET		0.00	0.00	0.00	0.00	0.00		

MASSACHUSETTS DEPARTMENT OF REVENUE
DIVISION OF LOCAL SERVICES

Brockton
CITY

Schedule A Part 11

Reconciliation of Fund Equity (Retained Earnings) for the Fiscal Year End June 30, 2020

Schedule A Part 11 - Reconciliation of Fund Equity (Retained Earnings) for the Fiscal Year End June 30, 2020

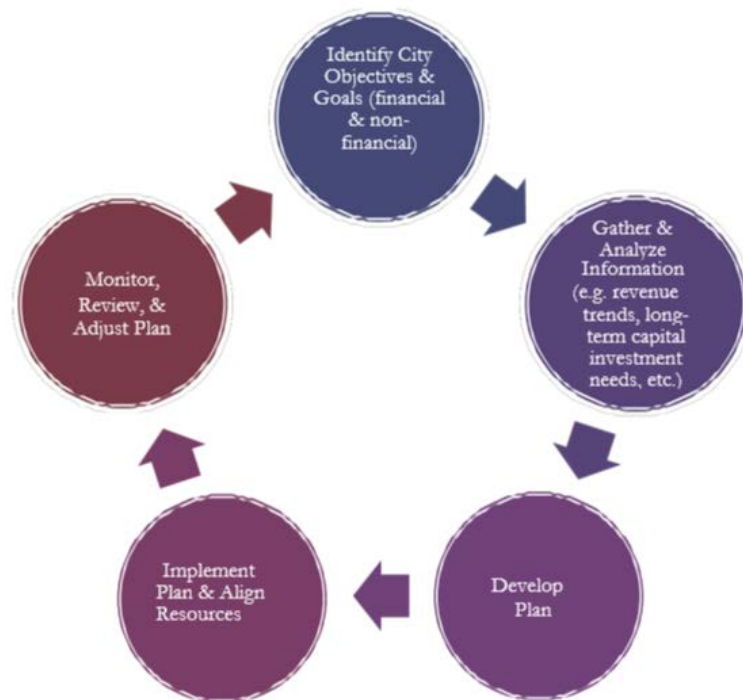
	Item Description	General	Special Revenue	Capital Projects	Enterprise	Trust	Total
1	Total Revenue	382,551,003	55,946,900	77,240	44,965,149	59,175,190	542,715,482
2	Total Expenditures	332,312,128	51,018,830	11,812,657	46,223,442	56,280,370	497,647,427
3	TOTAL EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES (LINE 1 - LINE 2)	50,238,875	4,928,070	-11,735,417	-1,258,293	2,894,820	45,068,055
4	Transfers From Other Funds	3,962,129	1,614,713	150,000	1,944,218	4,385,930	12,056,990
5	Other Financing Sources		10,666	2,996,000	222,683		3,229,349
6	Transfers To Other Funds	5,314,731	4,016,546	60,237	2,454,575	210,901	12,056,990
7	Other Financing Uses	50,539,936					50,539,936
8	TOTAL OTHER FINANCING SOURCES (USES) SUM OF LINES 4 AND 5 MINUS LINES 6 AND 7	-51,892,538	-2,391,167	3,085,763	-287,674	4,175,029	-47,310,587
9	TOTAL EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES AND OTHER FINANCING SOURCES (USES) (SUM OF LINES 3 AND 8)	-1,653,663	2,536,903	-8,649,654	-1,545,967	7,069,849	-2,242,532
10	Fund Equity (Retained Earnings) Beginning of Year	55,175,949	25,768,907	797,814	16,178,263	23,083,588	121,004,521
11	Other Adjustments						
12	TOTAL FUND EQUITY (RETAINED EARNINGS) END OF YEAR (SUM OF LINES 9 THROUGH 11)	53,522,286	28,305,810	-7,851,840	14,632,296	30,153,437	118,761,989



LONG-TERM FINANCIAL PLANS

The City's long-term financial plan is prepared annually and is monitored throughout the year. The plan is intended to serve as a tool to ensure the continued financial viability of the City. The plans time frame considers the following:

ECONOMIC ENVIRONMENT	New growth, construction and development activity, and employment.
DEBT & RESERVE POLICIES	Impact of future debt issuances on policies and ratios.
AFFORDABILITY ANALYSIS	Debt ratios, debt coverage analysis, impact on levy capacity, Free Cash analysis, and rapidity of debt retirement.
FINANCIAL PROJECTIONS	Analysis of revenue and expense trends including, State Aid analysis and insurance costs.
STAKEHOLDERS	Impact of decisions on taxpayers and other stakeholders.



APPROPRIATION SUMMARY

	FY2020 ACTUAL	FY2021 BUDGETED	FY2022 PROPOSED	% CHANGE
GENERAL GOVERNMENT				
Assessor				
Personal Services - Overtime	504	-	-	0.0%
Personal Services - Other Than Overtime	551,983	540,954	551,438	1.9%
Ordinary Maintenance - Services	309,940	248,950	132,350	-46.8%
Ordinary Maintenance - Goods	8,980	6,200	4,500	-27.4%
Capital	-	-	-	0.0%
TOTAL	871,407	796,104	688,288	-13.5%
Auditor				
Personal Services - Overtime	625	9,500	7,500	-21.1%
Personal Services - Other Than Overtime	595,702	667,228	709,281	6.3%
Ordinary Maintenance - Services	350,817	393,302	407,500	3.6%
Ordinary Maintenance - Goods	10,170	16,201	16,750	3.4%
Out of State Travel	-	-	2,000	100.0%
TOTAL	957,314	1,086,231	1,143,031	5.2%
Auditor Mail				
Ordinary Maintenance - Services	128,437	218,000	149,000	-31.7%
Ordinary Maintenance - Goods	817	968	500	-48.3%
TOTAL	129,254	218,968	149,500	-31.7%
Auditor Telephone				
Ordinary Maintenance - Services	74,361	65,800	89,000	35.3%
TOTAL	74,361	65,800	89,000	35.3%
City Clerk				
Personal Services - Overtime	3,157	6,000	6,000	0.0%
Personal Services - Other Than Overtime	301,620	410,514	409,119	-0.3%
Ordinary Maintenance - Services	6,874	74,500	74,500	0.0%
Ordinary Maintenance - Goods	2,115	10,075	10,075	0.0%
TOTAL	313,766	501,089	499,694	-0.3%
City Council				
Personal Services - Overtime	4,316	6,515	6,500	-0.2%
Personal Services - Other Than Overtime	376,750	598,040	602,948	0.8%
Ordinary Maintenance - Services	71,707	160,322	160,322	0.0%
Ordinary Maintenance - Goods	6,488	41,385	41,385	0.0%
TOTAL	459,261	806,262	811,155	0.6%
Conservation Commission				
Personal Services - Overtime	3,528	5,000	5,000	0.0%
Ordinary Maintenance - Services	3,784	31,675	31,675	0.0%
Ordinary Maintenance - Goods	943	5,600	6,100	8.9%
TOTAL	8,255	42,275	42,775	1.2%
Election Commission				
Personal Services - Overtime	2,815	5,000	5,000	0.0%
Personal Services - Other Than Overtime	389,167	360,942	364,078	0.9%
Ordinary Maintenance - Services	72,138	78,580	69,600	-11.4%
Ordinary Maintenance - Goods	2,695	3,560	6,800	91.0%
TOTAL	466,815	448,082	445,478	-0.6%
Finance				
Personal Services - Overtime	-	807	807	0.0%
Personal Services - Other Than Overtime	435,007	530,936	581,079	9.4%
Ordinary Maintenance - Services	1,079,168	1,083,140	1,133,140	4.6%
Ordinary Maintenance - Goods	8,419	17,150	17,150	0.0%
Out of State Travel	-	-	-	0.0%
TOTAL	1,522,594	1,632,033	1,732,176	6.1%



	FY2020 ACTUAL	FY2021 BUDGETED	FY2022 PROPOSED	% CHANGE
Human Resources				
Personal Services - Overtime	-	1,500	1,500	0.0%
Personal Services - Other Than Overtime	170,110	420,315	324,092	-22.9%
Ordinary Maintenance - Services	28,660	218,320	218,320	0.0%
Ordinary Maintenance - Goods	7,548	42,140	40,640	-3.6%
Employee Benefits	51,755,424	52,722,983	53,840,493	2.1%
TOTAL	51,961,741	53,405,258	54,425,045	1.9%
Information Technology Center				
Personal Services - Overtime	56,312	50,000	50,379	0.8%
Personal Services - Other Than Overtime	1,077,998	1,125,475	1,145,288	1.8%
Ordinary Maintenance - Services	720,875	1,183,705	1,381,056	16.7%
Ordinary Maintenance - Goods	141,992	228,796	312,229	36.5%
Out of State Travel	-	2,000	2,000	0.0%
Capital	-	-	-	0.0%
TOTAL	1,997,177	2,589,976	2,890,952	11.6%
Law				
Personal Services - Overtime	292	1,000	1,000	0.0%
Personal Services - Other Than Overtime	703,374	763,834	932,177	22.0%
Ordinary Maintenance - Services	252,366	546,895	446,895	-18.3%
Ordinary Maintenance - Goods	86,037	124,374	134,374	8.0%
Law Court Judgements	3,107,761	2,000,000	250,000	-87.5%
Workers Compensation	890,183	1,265,183	1,140,183	-9.9%
Property Insurance	1,242,907	1,423,250	1,465,950	3.0%
TOTAL	6,282,920	6,124,536	4,370,579	-28.6%
License Commission				
Personal Services - Overtime	2,136	10,950	10,950	0.0%
Personal Services - Other Than Overtime	85,551	85,089	85,089	0.0%
Ordinary Maintenance - Services	39	1,290	1,290	0.0%
Ordinary Maintenance - Goods	4,503	3,300	2,625	-20.5%
TOTAL	92,229	100,629	99,954	-0.7%
Mayor				
Personal Services - Overtime	-	3,000	3,000	0.0%
Personal Services - Other Than Overtime	711,982	677,064	755,664	11.6%
Ordinary Maintenance - Services	47,069	441,644	391,644	-11.3%
Ordinary Maintenance - Goods	155,741	48,532	48,532	0.0%
Out of State Travel	1,434	10,000	10,000	0.0%
40 R Activities	-	11,041	11,041	0.0%
Economic Development Grant	-	-	-	0.0%
Mayor Cultural Affairs	9,608	20,850	20,850	0.0%
Mayor Cable Access	675,000	675,000	675,000	0.0%
Women's Commission	-	3,400	3,400	0.0%
Diversity Commission	-	3,400	3,400	0.0%
Historical Commission	-	3,400	3,400	0.0%
Youth Task Force	-	-	100,000	100.0%
TOTAL	1,600,833	1,897,331	2,025,931	6.8%
Planning and Economic Development				
Personal Services - Overtime	1,335	6,000	-	-100.0%
Personal Services - Other Than Overtime	292,271	323,895	452,221	39.6%
Ordinary Maintenance - Services	124,489	49,800	379,800	662.7%
Ordinary Maintenance - Goods	2,935	20,200	20,200	0.0%
Smart Growth 40R	-	-	-	0.0%
MGL 40Q DIF	259,039	250,000	-	-100.0%
TOTAL	680,069	649,895	852,221	31.1%
Planning Board				
Personal Services - Overtime	2,543	5,000	5,000	0.0%
Ordinary Maintenance - Services	9,085	14,275	14,275	0.0%
Ordinary Maintenance - Goods	491	1,600	3,000	87.5%
TOTAL	12,119	20,875	22,275	6.7%



	FY2020 ACTUAL	FY2021 BUDGETED	FY2022 PROPOSED	% CHANGE
Procurement Department				
Personal Services - Other Than Overtime	157,202	157,689	179,035	13.5%
Ordinary Maintenance - Services	511	525	525	0.0%
Ordinary Maintenance - Goods	5,824	8,400	8,400	0.0%
TOTAL	163,536	166,614	187,960	12.8%
Public Property				
Personal Services - Overtime	89,194	125,000	100,000	-20.0%
Personal Services - Other Than Overtime	1,683,130	1,770,409	1,781,408	0.6%
Ordinary Maintenance - Services	267,755	484,571	515,032	6.3%
Ordinary Maintenance - Goods	132,586	342,110	342,431	0.1%
P Prop Net Sch Spending Ex&OM	60,330	150,000	150,000	0.0%
Manning Pool Maint.	-	30,000	30,000	0.0%
Manning Pool OT	-	8,200	8,200	0.0%
P. P. Stadium Personal Services- Overtime	10,938	-	10,000	100.0%
P. P. Stadium Ordinary Maintenance-Services	49,448	-	253,100	100.0%
TOTAL	2,293,382	2,910,290	3,190,171	9.6%
War Memorial				
Personal Services - Overtime	6,896	8,200	8,200	0.0%
Ordinary Maintenance - Services	31,813	58,035	59,235	2.1%
Ordinary Maintenance - Goods	4,215	19,430	24,430	25.7%
TOTAL	42,924	85,665	91,865	7.2%
Treasurer/Tax Collector				
Personal Services - Overtime	3,220	5,000	5,000	0.0%
Personal Services - Other Than Overtime	787,433	803,220	822,603	2.4%
Ordinary Maintenance - Services	16,713	25,700	33,700	31.1%
Ordinary Maintenance - Goods	18,270	22,210	25,910	16.7%
Medicare Tax	3,291,154	3,605,000	3,910,000	8.5%
TOTAL	4,116,789	4,461,130	4,797,213	7.5%
PUBLIC SAFETY				
Animal Control				
Personal Services - Overtime	26,529	29,000	29,000	0.0%
Personal Services - Other Than Overtime	498,097	562,606	612,188	8.8%
Ordinary Maintenance - Services	60,825	37,259	37,299	0.1%
Ordinary Maintenance - Goods	4,006	15,548	10,313	-33.7%
TOTAL	589,456	644,413	688,800	6.9%
Emergency Management Agency				
Personal Services - Other Than Overtime	41,265	56,180	66,748	18.8%
Ordinary Maintenance - Services	7,013	9,173	9,173	0.0%
Ordinary Maintenance - Goods	5,374	7,722	7,722	0.0%
TOTAL	53,652	73,075	83,643	14.5%
Fire				
Personal Services - Overtime	298,116	358,656	358,656	0.0%
Personal Services - Other Than Overtime	22,792,092	25,229,617	26,610,295	5.5%
Ordinary Maintenance - Services	733,205	660,709	893,734	35.3%
Ordinary Maintenance - Goods	330,411	365,410	415,610	13.7%
Capital	25,713	54,545	-	-100.0%
Personal Services -Fire Staffing Overtime	853,974	670,000	870,000	29.9%
TOTAL	25,033,511	27,338,937	29,148,295	6.6%
Parking Authority				
Personal Services - Overtime	7,187	20,000	17,000	-15.0%
Personal Services - Other Than Overtime	434,583	592,996	602,850	1.7%
Ordinary Maintenance - Services	152,770	169,516	271,750	60.3%
Ordinary Maintenance - Goods	24,559	26,900	43,900	63.2%
Capital	-	143,000	-	-100.0%
Snow Removal	40,403	45,000	45,000	0.0%
TOTAL	659,501	997,412	980,500	-1.7%



	FY2020 ACTUAL	FY2021 BUDGETED	FY2022 PROPOSED	% CHANGE
Police				
Personal Services - Other Than Overtime	23,629,836	24,913,767	25,596,198	2.7%
Personal Services - Overtime	842,556	840,414	1,290,414	53.5%
Personal Services - Overtime- Impact Shift	202,454	244,600	244,600	0.0%
Personal Services - Overtime - License Enforcement	64,375	75,500	75,500	0.0%
Ordinary Maintenance - Services	850,231	851,983	845,047	-0.8%
Ordinary Maintenance - Goods	356,917	389,307	446,708	14.7%
Out of State Travel	941	1,000	1,000	0.0%
Capital	700,000	200,000	-	-100.0%
TOTAL	26,647,309	27,516,571	28,499,467	3.6%
Traffic Commission				
Personal Services - Overtime	11,669	30,000	30,000	0.0%
Ordinary Maintenance - Services	102,125	152,296	152,296	0.0%
Ordinary Maintenance - Goods	318,550	323,180	323,180	0.0%
TOTAL	432,344	505,476	505,476	0.0%
Weights & Measures				
Personal Services - Overtime	2,252	2,300	2,300	0.0%
Personal Services - Other Than Overtime	148,882	164,005	167,664	2.2%
Ordinary Maintenance - Services	8,287	10,389	12,467	20.0%
Ordinary Maintenance - Goods	4,078	6,845	6,845	0.0%
Out of State Travel	-	1,800	1,800	0.0%
TOTAL	163,498	185,339	191,076	3.1%
DEPARTMENT OF PUBLIC WORKS				
DPW-Commissioner				
Personal Services - Overtime	346	5,638	5,638	0.0%
Personal Services - Other Than Overtime	400,868	450,367	502,352	11.5%
Ordinary Maintenance - Services	4,292	475	4,875	926.3%
Ordinary Maintenance - Goods	1,554	5,439	5,439	0.0%
TOTAL	407,060	461,919	518,304	12.2%
DPW-Engineering				
Personal Services - Overtime	7,319	15,000	15,000	0.0%
Personal Services - Other Than Overtime	420,865	590,216	606,296	2.7%
Ordinary Maintenance - Services	9,448	16,983	21,483	26.5%
Ordinary Maintenance - Goods	2,624	65,860	65,860	0.0%
TOTAL	440,257	688,059	708,639	3.0%
DPW-Highway				
Personal Services - Overtime	223,910	225,000	225,000	0.0%
Personal Services - Other Than Overtime	1,629,927	1,872,187	2,033,185	8.6%
Ordinary Maintenance - Services	1,119,619	1,128,035	3,592,535	218.5%
Ordinary Maintenance - Goods	87,960	402,294	1,487,294	269.7%
Capital	358,680	-	-	0.0%
Snow Removal	882,658	2,400,000	-	-100.0%
Street Lighting	986,476	1,025,000	-	-100.0%
TOTAL	5,289,229	7,052,516	7,338,014	4.0%
DPW-Maintenance				
Personal Services - Overtime	14,890	15,161	15,161	0.0%
Personal Services - Other Than Overtime	128,233	158,130	240,454	52.1%
Ordinary Maintenance - Services	17,071	27,026	27,026	0.0%
Ordinary Maintenance - Goods	366,709	568,065	583,065	2.6%
TOTAL	526,902	768,382	865,706	12.7%
HUMAN SERVICES				
Board of Health				
Personal Services - Overtime	8,947	22,000	22,000	0.0%
Personal Services - Other Than Overtime	779,883	962,126	1,023,964	6.4%
Ordinary Maintenance - Services	15,930	36,550	36,550	0.0%
Ordinary Maintenance - Goods	18,727	41,300	43,100	4.4%
TOTAL	823,488	1,061,976	1,125,614	6.0%



	FY2020 ACTUAL	FY2021 BUDGETED	FY2022 PROPOSED	% CHANGE
Cemetery				
Personal Services - Overtime	87,816	100,000	100,000	0.0%
Personal Services - Other Than Overtime	333,723	348,814	352,457	1.0%
Ordinary Maintenance - Services	72,160	110,180	114,180	3.6%
Ordinary Maintenance - Goods	40,327	59,400	67,400	13.5%
Capital	-	-	-	0.0%
TOTAL	534,026	618,394	634,037	2.5%
Council on Aging				
Personal Services - Overtime	-	840	840	0.0%
Personal Services - Other Than Overtime	147,547	161,058	223,753	38.9%
Ordinary Maintenance - Services	19,004	28,878	34,748	20.3%
Ordinary Maintenance - Goods	5,975	7,342	17,109	133.0%
TOTAL	172,527	198,118	276,450	39.5%
Veterans' Council				
Personal Services - Other Than Overtime	-	-	-	0.0%
Vet Council Goods & Supplies	5,964	11,000	11,000	0.0%
TOTAL	5,964	11,000	11,000	0.0%
Veterans' Services				
Personal Services - Overtime	652	1,930	1,930	0.0%
Personal Services - Other Than Overtime	194,892	212,202	245,928	15.9%
Ordinary Maintenance - Services	12,332	4,100	8,380	104.4%
Ordinary Maintenance - Goods	693,076	782,335	655,370	-16.2%
TOTAL	900,952	1,000,567	911,608	-8.9%
CULTURE AND RECREATION				
Library				
Personal Services - Overtime	4,284	3,000	3,000	0.0%
Personal Services - Other Than Overtime	1,808,712	1,851,747	2,147,214	16.0%
Ordinary Maintenance - Services	222,100	257,300	274,300	6.6%
Ordinary Maintenance - Goods	352,611	441,700	415,700	-5.9%
TOTAL	2,387,707	2,553,747	2,840,214	11.2%
Treasurer's Debt Service				
Treasurer's Debt Service	13,510,630	12,983,052	13,240,615	2.0%
TOTAL	13,510,630	12,983,052	13,240,615	2.0%
Pension/ Retirement				
Retirement Contributory	26,354,613	28,451,613	29,608,033	4.1%
Retirement Non-Contributory	16,261	17,562	17,562	0.0%
TOTAL	26,370,874	28,469,175	29,625,595	4.1%
Net & NonNet School Spending				
Net School Spending	168,486,098	165,927,020	198,627,523	19.7%
Non Net School Spending	6,300,000	11,553,365	10,000,000	-13.4%
TOTAL	174,786,098	177,480,385	208,627,523	17.5%
EDUCATION				
Collaborative Programs Southeastern				
Regional School	4,051,342	3,954,521	4,267,900	7.9%
TOTAL	4,051,342	3,954,521	4,267,900	7.9%
General Fund Subsidies				
Energy General Fund Subsidy	2,836	7,823	9,693	23.9%
Refuse General Fund Subsidy	-	840,164	813,563	-3.2%
Park and Recreation General Fund Subsidy	986,866	732,474	584,057	-20.3%
TOTAL	989,702	1,580,461	1,407,313	-11.0%
Reserves & Stabilization Funds				
Supplemental Reserve Fund	147,548	150,000	424,481	183.0%
Stabilization Fund	675,029	-	-	0.0%
TOTAL	822,577	150,000	424,481	183.0%



	FY2020 ACTUAL	FY2021 BUDGETED	FY2022 PROPOSED	% CHANGE
TOTAL GENERAL FUND	359,645,352	374,302,538	411,475,534	9.9%
Amount to be Raised	2,319,865	1,110,000	1,400,000	26.1%
Government Assessments	20,804,863	20,057,766	26,531,581	32.3%
GRAND TOTAL GENERAL FUND BUDGET	382,770,080	395,470,304	439,407,115	11.1%
FY2021 BUDGET BY CATEGORY				
Overtime	2,845,086	2,915,711	3,540,075	21.5%
Personal Services Non Overtime	61,708,685	67,361,622	70,727,066	5.0%
Purchase of Services	8,919,167	12,311,771	13,109,693	6.5%
Goods and Supplies	4,206,664	5,517,078	5,731,846	3.9%
Out of State Travel	2,375	14,800	16,800	13.5%
Capital	1,084,393	397,545	-	-100.0%
Debt Service	13,510,630	12,983,052	13,240,615	2.0%
Benefits	51,755,424	52,722,983	53,840,493	2.1%
Retirement	26,370,874	28,469,175	29,625,595	4.1%
Medicare	3,291,154	3,605,000	3,910,000	8.5%
School- Direct Appropriations to the Schools	178,837,440	181,434,906	212,895,423	17.3%
Other Expenses	5,301,181	4,838,433	3,006,133	-37.9%
Appropriations to Reserves	822,577	150,000	424,481	183.0%
General Fund Subsidy	989,702	1,580,461	1,407,313	-11.0%
TOTAL GENERAL FUND	359,645,352	374,302,538	411,475,534	9.9%
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GRAND TOTAL GENERAL FUND BUDGET	382,770,080	395,470,304	439,407,115	11.1%



INDIRECT COST ALLOCATION

CITY OF BROCKTON FY22 INDIRECT COST ALLOCATION

DEPARTMENT	TOTALS	DPW-RENEWABLE ENERGY ENTERPRISE	PARKS AND RECREATION	DPW- REFUSE ENTERPRISE	DPW-SEWER ENTERPRISE	DPW-WATER ENTERPRISE
121-Mayor	\$926,751	\$129	\$14,402	\$12,358	\$46,332	\$75,503
133-Finance	\$798,451	\$262	\$10,929	\$6,763	\$57,582	\$88,563
135-Auditor	\$939,078	\$110	\$75,847	\$7,304	\$33,663	\$329,374
138-Procurement	\$139,301	-	\$17,889	\$3,545	\$7,047	\$19,581
147-Treasurer/ Collector	\$3,303,840	\$639	\$81,577	\$32,124	\$147,827	\$375,747
151-Law	\$2,896,745	\$384	\$16,008	\$503,395	\$577,832	\$294,219
152-Human Resources	\$50,426,109	-	\$137,587	\$371,862	\$388,625	\$484,775
155-Information Technology	\$1,939,140	-	\$38,255	\$12,295	\$24,590	\$43,592
161-City Clerk	\$911,375	\$299	\$12,474	\$7,720	\$65,726	\$101,088
192-Public Property	\$3,115,225	-	\$33,730	-	-	-
Total Actual Costs	\$65,396,015	\$1,823	\$438,699	\$957,368	\$1,349,223	\$1,812,442
Total Claimable Costs	\$65,396,015	\$1,823	\$438,699	\$957,368	\$1,349,223	\$1,812,442

*Source: eCivis Incorporated



GLOSSARY



GLOSSARY

Abatement: A reduction or elimination of a real or personal property tax, motor vehicle excise, a fee, charge, or special assessment imposed by a governmental unit. Granted only on application of the person seeking the abatement and only by the committing governmental unit.

Accounting System: The total structure of records and procedures that identify record, classify, and report information on the financial position and operations of a governmental unit or any of its funds, account groups, and organizational components.

Accrued Interest: The amount of interest that has accumulated on the debt since the date of the last interest payment, and on the sale of a bond, the amount accrued up to but not including the date of delivery (settlement date). (See Interest)

Adopted Budget: The version of the budget document that has been approved by a vote of City Council.

Additional Assistance: This state aid program provides unrestricted, general fund revenue to a certain number of communities through the Cherry Sheet. Additional Assistance evolved from the old resolution aid formula of the 1980s, but following state budget cuts, it was level funded beginning in FY92 and the subsequently reduced.

Amortization: The gradual repayment of an obligation over time and in accordance with a predetermined payment schedule.

Appellate Tax Bond (ATB): Appointed by the governor, the ATB has jurisdiction to decide appeals from local decisions relating to property taxes, motor vehicle excises, state owned land (SOL) valuations, exemption eligibility, property classification, and equalized valuations.

Appropriation: A legal authorization from the community's legislative body to expend money and incur obligations for specific public purposes. An appropriation is usually limited in amount and as to the time period within which it may be expended.

Arbitrage: As applied to municipal debt, the investment of tax-exempt bonds or note proceeds in higher yielding, taxable securities. Section 103 of the Internal Revenue Service (IRS) Code restricts this practice and requires (beyond certain limits) that earnings be rebated (paid) to the IRS.

Assessed Valuation: A value assigned to real estate or other property by a government as the basis for levying taxes.

Audit: An examination of a community's financial systems, procedures, and data by a certified public accountant (independent auditor), and a report on the fairness of financial statements and on local compliance with statutes and regulations. The audit serves as a valuable management tool in evaluating the fiscal performance of a community.

Audit Management Letter: An independent auditor's written communication to government officials, separate from the community's audit. It generally identifies areas of deficiency, if any, and presents recommendations for improvements in accounting procedures, internal controls, and other matters.

Audit Report: Prepared by an independent auditor, an audit report includes: (a) a statement of the scope of the audit; (b) explanatory comments as to application of auditing procedures; (c) findings and opinions. It is almost always accompanied by a management letter which contains supplementary comments and recommendations.

Available Funds: Balances in the various fund types that represent non-recurring revenue sources. As a matter of sound practice, they are frequently appropriated to meet unforeseen expenses, for capital expenditures or other one-time costs.

Balance Sheet: A statement that discloses the assets, liabilities, reserves and equities of a fund or governmental unit at a specified date.



Betterments (Special Assessments): Whenever a specific area of a community receives benefit from a public improvement (e.g., water, sewer, sidewalk, etc.), special property taxes may be assessed to reimburse the governmental entity for all or part of the costs it incurred. Each parcel receiving benefit from the improvement is assessed for its proportionate share of the cost of such improvements. The proportionate share may be paid in full or the property owner may request that the assessors apportion the betterment over 20 years. Over the life of the betterment, one year's apportionment along with one year's committed interest computed from October 1 to October 1 is added to the tax bill until the betterment has been paid.

Boat Excise: In accordance with MGL Chapter 60B, this is an amount levied on boats and ships in lieu of personal property tax for the privilege of using the Commonwealth's waterways. Assessed annually as of July 1, the excise is paid to the community where the boat or ship is usually moored or docked.

Bond: A means to raise money through the issuance of debt. A bond issuer/borrower promises in writing to repay a specified sum of money, alternately referred to as face value, par value or bond principal, to the buyer of the bond on a specified future date (maturity date), together with periodic interest at a specified rate. The term of a bond is always greater than one year. (See Note)

Bond Anticipation Notice (BAN): Short-term debt instrument used to generate cash for initial project costs and with expectation that debt will be replaced later by permanent bonding. Typically issued for a term of less than one year, BANs may be re-issued for up to five years, provided principal repayment begins after two years (MGL Ch.44§17). Principal payments on school related BANs may be deferred up to seven years (increased in 2002 from five years) if the community has an approved project on the Massachusetts School Building Authority (MSBA) priority list. BANs are full faith and credit obligations.

Bond Authorization: The action of town meeting or a city council authorizing the executive branch to raise money through the sale of bonds in a specific amount and for a specific purpose. Once authorized, issuance is by the treasurer upon the signature of the Mayor or Selectmen. (See Bond Issue)

Bond Counsel: An attorney or law firm engaged to review and submit an opinion on the legal aspects of a municipal bond or note issue.

Bond Issue: The actual sale of the entire, or a portion, of the bond amount authorized by a town meeting or city council.

Bond Premium: The difference between the market price of a bond and its face value (when the market price is higher). A premium will occur when the bond's stated interest rate is set higher than the true cost (the market rate). Additions to the levy limit for a Proposition 2 1/2 debt exclusion are restricted to the true cost incurred to finance the excluded project. Premiums received at the time of sale must be offset against the stated interest cost in computing debt exclusion. If receipt of the premium and the payment of interest at maturity of an excluded debt occur in different fiscal years, reservation of the premium for future year's debt service is required at the end of the fiscal year when the premium was received (See DOR Bulletin 2003-20B).

Bond Rating (Municipal): A credit rating assigned to a municipality to help investors assess the future ability, legal obligation, and willingness of the municipality (bond issuer) to make timely debt service payments. Stated otherwise, a rating helps prospective investors determine the level of risk associated with a given fixed-income investment. Rating agencies, such as Moody's and Standard and Poors, use rating systems, which designate a letter or combination of letters and numerals where AAA is the highest rating and C1 is a very low rating.

Bond and Interest Record (Bond Register): The permanent and complete record maintained by a treasurer for each bond issue. It shows the amount of interest and principal coming due each date and all other pertinent information concerning the bond issue.

Bonds Authorized and Unissued: Balance of a bond authorization not yet sold. Upon completion or abandonment of a project, any remaining balance of authorized and unissued bonds may not be used for other purposes, but must be rescinded by the community's legislative body to be removed from community's books.

Budget: A plan for allocating resources to support particular services, purposes and functions over a specified period of time. (See Performance Budget, Program Budget)



Budget Calendar: The schedule of key dates or milestones which a government follows in the preparation and adoption of the budget.

Budget Message: A statement that, among other things, offers context by summarizing the main points of a budget, explains priorities, describes underlying policies that drive funding decisions, and otherwise justifies the expenditure plan and provides a vision for the future.

Budget Unit: A board or department to which the municipality's legislative body appropriates funds.

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

Capital Budget: An appropriation or spending plan that uses borrowing or direct outlay for capital or fixed asset improvements. Among other information, a capital budget should identify the method of financing each recommended expenditure, i.e., tax levy or rates, and identify those items that were not recommended. (See Capital Assets, Fixed Assets)

Capital Improvements Program: A blueprint for planning a community's capital expenditures that comprises an annual capital budget and a five-year capital program. It coordinates community planning, fiscal capacity and physical development. While all of the community's needs should be identified in the program, there is a set of criteria that prioritizes the expenditures.

Capital Outlay Expenditure Exclusion: A temporary increase in the tax levy to fund a capital project or make a capital acquisition. Exclusions require two-thirds vote of selectmen or city council (sometimes with the Mayor's approval) and a majority vote in a community-wide referendum. The exclusion is added to the tax levy only during the year in which the project is being funded and may increase the tax levy above the levy ceiling.

Cash: Currency, coin, checks, postal and express money orders and bankers' drafts on hand or on deposit with an official or agent designated as custodian of cash and bank deposits.

Cash Management: The process of monitoring the ebb and flow of money in an out of municipal accounts to ensure cash availability to pay bills and to facilitate decisions on the need for short- term borrowing and investment of idle cash.

Cemetery Perpetual Care: Funds donated by individuals for the care of gravesites. According to MGL Ch. 114§25, funds from this account must be invested and spent as directed by perpetual care agreements. If no agreements exist, the interest (but not principal) may be used as directed by the cemetery commissioners for the purpose of maintaining cemeteries.

Certification: Verification of authenticity. Can refer to the action of a bank, trust company, or DOR's Bureau of Accounts (BOA) in the issuance of State House Notes, to confirm the genuineness of the municipal signatures and seal on bond issues. The certifying agency may also supervise the printing of bonds and otherwise safeguard their preparation against fraud, counterfeiting, or over-issue. Also refers to the certification by the Bureau of Local Assessment (BLA) that a community's assessed values represent full and fair cash value (FFCV) (See Triennial Revaluation).

Certificate of Deposit (CD): A bank deposit evidenced by a negotiable or non-negotiable instrument, which provides on its face that the amount of such deposit plus a specified interest payable to a bearer or to any specified person on a certain specified date, at the expiration of a certain specified time, or upon notice in writing.

Chapter 70 School Aid: Chapter 70 refers to the school funding formula created under the Education Reform Act of 1993 by which state aid is distributed through the Cherry Sheet to help establish educational equity among municipal and regional school districts.

Cherry Sheet: Named for the cherry colored paper in which they were originally printed, the Cherry Sheet is the official notification to cities, towns and regional school districts of the next fiscal year's state aid and assessments. The aid is in the form of distributions, which provide funds based on formulas and reimbursements that provide funds for costs incurred during a prior period for certain programs or services. Links to the Cherry Sheets are located on the DLS website at www.mass.gov/dls (See Cherry Sheet Assessments, Estimated Receipts)

Cherry Sheet Assessments: Estimates of annual charges to cover the cost of certain state and county programs.

Cherry Sheet Offset Items: Local aid that may be spent in the without appropriation in the budget, but which must be spent for specific municipal and regional school district programs. Current offset items include racial equality grants, school lunch grants, and public library grants (See Offset Receipts).

Classification of Real Property: Assessors are required to classify all real property according to use into one of four classes: residential, open space, commercial, and industrial. Having classified its real properties, local officials are permitted to determine locally, within limitations established by statute and the Commissioner of Revenue, what percentage of the tax burden is to be borne by each class of real property and by personal property owners.

Classification of the Tax Rate: Each year the selectmen or city council vote whether to exercise certain tax rate options. Those options include choosing a residential factor (MGL Ch. 40§56), and determining whether to offer an open space discount, a residential exemption (Ch. 59§5C), and/or a small commercial exemption (Ch. 59§5I) to property owners.

Collective Bargaining: The process of negotiating workers' wages, hours, benefits, working conditions, etc., between an employer and some or all of its employees, who are represented by a recognized labor union regarding wages, hours and working conditions.

Community Preservation Act: Enacted as MGL Ch. 44B in 2000, CPA permits cities and towns accepting its provisions to establish a restricted fund from which monies can be appropriated only for a) the acquisition, creation and preservation of open space; b) the acquisition, preservation and support of community housing; and e) the rehabilitation and restoration of open space, land for recreational use and community housing that is acquired or created using monies from the fund. Acceptance requires town meeting or city council approval or a citizen petition, together with referendum approval by majority vote. The local program is funded by a local surcharge up to 3 percent on real property tax bills and matching dollars from the registry of deeds (See DOR IGR 00-209 as amended by IGR 01-207 and IGR 02-208).

Community Preservation Fund: A special revenue fund established pursuant to MGL Ch. 44B to receive all monies collected to support a community preservation program, including but not limited to, tax surcharge receipts, proceeds from borrowings, funds received from the Commonwealth, and proceeds from the sale of certain real estate.

Compensated Absences: Time off, with pay, made available to employees for vacation leave, sick leave, and similar benefits. For financial reporting purposes, compensated absences are strictly limited to leave that is attributable to services already rendered, and is not contingent on a specific event (such as illness) that is outside the control of the employer and employee.

Compensated Balance Agreement: An alternative to the payment of direct fees for banking services. In this case, a bank specifies a minimum balance that the municipality must maintain in non-interest bearing accounts. The bank can then lend this money (subject to a reserve requirement) and earn interest, which will at least cover the cost of services provided to the municipality. Compensating balance agreements are permitted under MGL Ch.44§53F and must be approved annually by town meeting or city council.

Conservation Fund: A city or town may appropriate money to a conservation fund. This money may be expended by the conservation commission for lawful conservation purposes as described in MGL Ch. 40§8C. The money may also be expended by the conservation commission for damages arising from an eminent domain taking provided that the taking was approved by a two-thirds vote of the city council or town meeting.

Consumer Price Index: The statistical measure of changes, if any, in the overall price level of consumer goods and services. The index is often called the "cost-of-living index."

Cost-Benefit Analysis: A decision-making tool that allows a comparison of options based on the level of benefit derived and the cost to achieve the benefit from different alternatives.

Cyclical Inspection Program: Involves completing an interior and exterior inspection of all property over a multi-year period, not exceeding nine years.

Data collection: Process of inspecting real and personal property and recording its attributes, quality, and condition.

Debt Authorization: Formal approval by a two-thirds vote of town meeting or city council to incur debt, in accordance with procedures stated in MGL Ch. 44§§1, 2, 3, 4a, 6-15.

Debt Burden: The amount of debt carried by an issuer usually expressed as a measure of value (i.e., debt as a percentage of assessed value, debt per capita, etc.). Sometimes debt burden refers to debt service costs as a percentage of the total annual budget.

Debt Exclusion: An action taken by the community through a referendum vote to raise the funds necessary to pay debt service costs for a particular project from the property tax levy, but outside the limits under Proposition 2 1/2. By approving the debt exclusion, a community calculates its annual levy limit for the life of the debt only and may increase the levy above the levy ceiling.

Debt Limit: The maximum amount of debt that a municipality may authorize for qualified purposes under state law.

Debt Service: The repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue.

Debt Statement: Reference to a report, which local treasurers are required to file with the DOR, showing authorized and issued debt retired and interest paid by the community during the prior fiscal year, as well as authorized but unissued debt at year-end. Also known as the "Statement of Indebtedness."

Deficit: The excess of expenditures over revenues during an accounting period. Also refers to the excess of the liabilities of a fund over its assets.

Depreciation: An accounting method of allocating the cost of a tangible or physical asset over its useful life or life expectancy. Depreciating assets helps companies earn revenue from an asset, while expensing a portion of its cost each year the asset is in use.

Encumbrance: A reservation of funds to cover obligations arising from purchase orders, contracts, or salary commitments that are chargeable to, but not yet paid from, a specific appropriation account.

Enterprise Fund: An enterprise fund, authorized by MGL Ch. 44§53F 1/2, is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an enterprise fund, all costs of service delivery--direct, indirect, and capital costs—are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the "surplus" or net assets unrestricted generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Services that may be treated as enterprises include, but are not limited to, water, sewer, hospital, and airport services.

Equalized Valuations (EQVs): The determination of an estimate of the full and fair cash value (FFCV) of all property in the Commonwealth as of a certain taxable date. EQVs have historically been used as a variable in distributing some state aid accounts and for determining county assessments and other costs. The Commissioner of Revenue, in accordance with MGL Ch. 58§10C, is charged with the responsibility of biannually determining an equalized valuation for each city and town in the Commonwealth.

Estimated Receipts: A term that typically refers to anticipated local revenues listed on page three of the Tax Recapitulation Sheet. Projections of local revenue are often based on the previous year's receipts and representing funding sources necessary to support a community's annual budget (See Local Receipts).

Excess and Deficiency: Also called the "surplus revenue" account, this is the amount by which cash, accounts receivable, and other assets exceed a regional school district's liabilities and reserves as certified by the Director of Accounts. The calculation is based on a year-end balance sheet, which is submitted to DOR by the district's auditor, accountant, or comptroller as of June 30. The regional school committee must apply certified amounts exceeding five percent of the district's prior year operating and capital costs to reduce the assessment on member cities and towns. Important: E&D is not available for appropriation until certified from the Director of Accounts.

Excess Levy Capacity: The difference between the levy limit and the amount of real and personal property taxes actually levied in a given year. Annually, the board of selectmen or city council must be informed of excess levy capacity and their acknowledgment must be submitted to DOR when setting the tax rate.

Exemption: A discharge, established by statute, from the obligation to pay all or a portion of a property tax. The exemption is available to particular categories of property or persons upon the timely submission and approval of an application to the assessors. Properties exempt from taxation include hospitals, schools, houses of worship, and cultural institutions. Persons who may qualify for exemptions include disabled veterans, blind individuals, surviving spouses, and seniors.

Expenditure: An outlay of money made by municipalities to provide the programs and services within their approved budget.

Fiduciary Funds: Repository of money held by a municipality in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and other funds. These include pension (and other employee benefit) trust funds, investment trust funds, private-purpose trust funds, and agency funds.

Financial Advisor: An individual or institution that assists municipalities in the issuance of tax-exempt bonds and notes. The public finance department of a commercial bank or non-bank advisor provides this service.

Financial Statement: A presentation of the assets and liabilities of a community as part of a particular date and most often prepared after the close of the fiscal year.

Fiscal Year (FY): Since 1974, the Commonwealth and municipalities have operated on a budget cycle that begins on July 1 and ends June 30. The designation of the fiscal year is that of the calendar year in which the fiscal year has begun on October 1 and ended September 30.

Fixed Assets: Long-lived, assets such as buildings, equipment and land obtained or controlled as a result of past transactions or circumstances.

Fixed Costs: Costs that are legally or contractually mandated such as retirement, FICA/Social Security, insurance, debt service costs or interest on loans.

Float: The difference between the bank balance for a local government's account and its book balance at the end of the day. The primary factor creating float is clearing time on checks and deposits. Delays in receiving deposit and withdrawal information also influence float.

Foundation Budget: The spending target imposed by the Education Reform Act of 1993 for each school district as the level necessary to provide an adequate education for all students.

Free Cash (Also Budgetary Fund Balance): Remaining, unrestricted funds from operations of the previous fiscal year including unexpended free cash from the previous year, actual receipts in excess of revenue estimates shown on the tax recapitulation sheet, and unspent amounts in the budget line-items. Unpaid property taxes and certain deficits reduce the amount that can be certified as free cash. The calculation of free cash is based on the balance sheet as of June 30, which is submitted by the community's auditor, accountant, or comptroller. Important: free cash is not available for appropriation until certified by the Director of Accounts (See Available Funds).

Full and Fair Cash Value (FFCV): Fair cash value has been identified by the Massachusetts Supreme Judicial Court as “fair market value, which is the price an owner is willing, but not under compensation to sell, ought to receive from one willing, but not under compulsion, to buy. It means the highest price that a normal purchaser not under peculiar compulsion will pay at a time, and cannot exceed the sum that the owner, after reasonable effort, could obtain for his property. A valuation limited to what the property is worth to the purchaser is not market value. The fair cash value is the value the property would have on January first of any taxable year in the hands of any owner, including the present owner” (Boston Gas Co. v. Assessors of Boston, 334 Mass. 549, 566 (1956)).

Full Faith and Credit Obligations: A pledge of the general taxing powers for the payment of governmental obligations. Bonds carrying such pledges are usually referred to as general obligation or full faith and credit bonds.

Fund: An accounting entity with a self-balancing set of accounts that are segregated for the purpose of carrying on identified activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations.

Fund Accounting: Organizing financial records into multiple, segregated locations for money. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, revenues, and expenditures) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the general fund and enterprise funds. Communities whose accounting records are organized according to the Uniform Municipal Accounting System (UMAS) use multiple funds.

Fund Balance: The difference between assets and liabilities reported in a governmental fund. Also known as fund equity.

GASB 34: A major pronouncement of the Governmental Accounting Standards Board that establishes new criteria on the form and content of governmental financial statements. GASB 34 requires a report on overall financial health, not just on individual funds. It requires more complete information on the cost of delivering value estimates on public infrastructure assets, such as bridges, road, sewers, etc. It also requires the presentation of a narrative statement the government's financial performance, trends and prospects for the future.

GASB 45: This is another Governmental Accounting Standards Board major pronouncement that each public entity account for and report other postemployment benefits in its accounting statements. Through actuarial analysis, municipalities must identify the true costs of the OPEB earned by employees over their estimated years of actual service.

General Fund: The fund used to account for most financial resources and activities governed by the normal appropriation process.

General Obligation Bonds: Bonds issued by a municipality for purposes allowed by statute that are backed by the full faith and credit of its taxing authority.

Governing Body: A board, committee, commission, or other executive or policymaking body of a municipality or school district.

Government Finance Officers Association (GFOA): A nationwide association of public finance professionals.

Governmental Funds: Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, capital projects funds, debt service funds, and permanent funds.

Hotel/Motel Excise: A local option since 1985 that allows a community to assess a tax on short-term room occupancy. The community may levy up to 4% of the charge for stays less than 90 days at hotels, motels, and lodging houses. The convention center legislation imposed an additional 2.75% charge in Boston, Cambridge, Springfield, and Worcester.

Indirect Cost: Costs of a service not reflected in the operating budget of the entity providing the service. An example of an indirect cost of providing water service would be the value of time spent by non-water department employees processing water bills. A determination of these costs is necessary to analyze the total cost of service delivery. The matter of indirect costs arises most often in the context of enterprise funds.

Interest: Compensation paid or to be paid for the use of money, including amounts payable at periodic intervals or discounted at the time a loan is made. In the case of municipal bonds, interest payments accrue on a day-to-day basis, but are paid every six months.

Interest Rate: The interest payable, expressed as a percentage of the principal available for use during a specified period of time. It is always expressed in annual terms.

Investments: Securities and real estate held for the production of income in the form of interest, dividends, rentals or lease payments. The term does not include fixed assets used in governmental operations.

Judgement: An amount to be paid or collected by a governmental unit as a result of a court decision, including condemnation award in payment for private property taken for public use.

Law Enforcement Trust Fund: A revolving fund established to account for a portion of the proceeds from the sale of property seized from illegal drug-related activities. Funds may be expended to defray certain qualified law enforcement costs as outlined in MGL Ch. 94C§47. Funds from this account may be expended by the police chief without further appropriation.

Levy: The amount a community raises through the property tax. The levy can be any amount up to the levy limit, which is re-established every year in accordance with Proposition 2 1/2 provisions.

Levy Ceiling: A levy ceiling is one of two types of levy (tax) restrictions imposed by MGL Ch. 59§21C (Proposition 2 1/2). It states that, in any year, the real and personal property taxes imposed may not exceed 2 1/2 percent of the total full and fair cash value of all taxable property. Property taxes levied may exceed this limit only if the community passes a capital exclusion, a debt exclusion, or a special exclusion (See Levy Limit).

Levy Limit: A levy limit is one of two types of levy (tax) restrictions imposed by MGL Ch. 59§21C (Proposition 2 1/2). It states that real and personal property taxes imposed by a city or town may only grow each year by 2 1/2 percent of the prior year's levy limit, plus new growth and overrides or exclusions. The levy limit can exceed the levy ceiling only if the community passes a capital expenditure exclusion, debt exclusion, or special exclusion (See Levy Ceiling).

Line Item Budget: A budget that separates spending into categories, or greater detail, such as supplies, equipment, maintenance, or salaries, as opposed to a program budget.

Local Aid: Revenue allocated by the Commonwealth to cities, towns, and regional school districts. Estimates of local aid are transmitted to cities, towns, and regional school districts. Estimates of local aid are transmitted to cities, towns, and districts annually by the "Cherry Sheets." Most Cherry Sheet aid programs are considered general fund revenues and may be spent for any purpose subject to appropriation.

Local Appropriating Authority: In a town, the town meeting has the power to appropriate funds, including the authorization of debt. In a City, the City Council has the power upon the recommendation of the Mayor.

Local Receipts: Locally generated revenues, other than real and personal property taxes. Examples include motor vehicle excise, investment income, hotel/motel tax, fees, rentals, and charges. Annual estimates of local receipts are shown on the tax recapitulation sheet (See Estimated Receipts).

Lock Box Service: A service typically offered by a financial institution for a fee to receive, process, and deposit payments made to municipalities for property taxes, motor vehicle excise, boat excise, and/or utility payments. At the end of each processing day the community receives payment information on the disk or other medium, which can be automatically posted to the collectors' cash receipts software. Printed reports are also provided.

Long-term debt: Community borrowing, or outstanding balance at any given time, involving loans with a maturity date of 12 months or more (See Permanent Debt).



Major fund: Funds whose revenues, expenditures/expenses, assets, or liabilities are at least 10% of the total for their fund category (governmental or enterprise) and 5% of the aggregate of all governmental and enterprise funds in total.

Maturity Date: The date that the principal of a bond becomes due and payable in full.

Massachusetts School Building Authority (MSBA): Administers the state program that reimburses cities, towns, and regional school districts varying percentages of their school construction costs depending on the wealth of the community or district, and the category of reimbursement. Projects that received their first reimbursement prior to July 26, 2004 will continue to get annual state payments to offset the related annual debt service. Thereafter, cities, towns, and regional school districts, will receive a lump sum amount representing the state's share of eligible project costs (See DOR IGR06-101).

Minimum Required Local Contribution: The minimum that a city or town must appropriate from property taxes and other local revenues for the support of schools (Education Reform Act of 1993).

Modified Accrual Basis of Accounting: A method of accounting that recognizes revenues in the accounting period in which they become available and measurable.

Motor Vehicle Excise (MVE): A locally imposed annual tax assessed to owners of motor vehicles registered to an address within the community in accordance with MGL Chapter 60A. The excise tax rate is set by statute at \$25 per \$1,000 of vehicle value. Owner registration and billing information is maintained by the State Registry of Motor Vehicles and is made available to city or town, or to the Deputy Collector who represents it.

Municipal(s): (As used in the bond trade) "Municipal" refers to any state or subordinate governmental unit. "Municipals" (i.e., municipal bonds) include not only the bonds of all political subdivisions, such as cities, towns, school districts, special districts, counties but also bonds of the state and agencies of the state.

Municipal Revenue Growth Factor (MRGF): An estimate of the percentage change in the municipality's revenue growth for a fiscal year. It represents the combined percentage increase in the following revenue components: automatic 2 1/2 percent increase in the following revenue components: automatic 2 1/2 percent increase in the levy limit, estimated new growth, the change in selected unrestricted local receipts (Educational Reform Act of 1993).

Net School Spending (NSS): School budget and municipal budget amounts attributable to education, excluding long-term debt service, student transportation, school lunches and certain other specified school expenditures. A community's NSS funding must equal or exceed the NSS Requirement established annually by the Department of Education (DOE) (See Education Reform Act of 1993).

New Growth: The additional tax revenue generated by new construction, renovations and other increases in the property tax base during a calendar year. It does not include value increases caused by normal market forces or by revaluations. New growth is calculated by multiplying the assessed value associated with new construction, etc. that occurred between January and December 2005 (or July 2005 and June 2006 for accelerated new growth communities). In the fall of 2006, when new growth is being determined to set to the FY07 levy limit, the FY06 tax rate is used in the calculation.

Note: A short-term loan, typically with a maturity date of a year or less.

Objects of Expenditures: A classification of expenditures that is used for coding any department disbursement, such as "personal services," "expenses," or "capital outlay."

Official Statement: A document prepared for potential investors that contains information about a prospective bond or note issue and the issuer. The official statement is typically published with the notice of sale. It is sometimes called an offering circular or prospectus.

Offset Receipts: A local option that allows receipts of a particular department be earmarked for the use of the department and appropriated to offset its annual operating budget. If accepted, MGL Ch.44

Other Postemployment Benefits (OPEB): Employees of state and local governments may be compensated in a variety of forms in exchange for their services. In addition to a salary, many employees earn benefits over their years of service that will not be received until after their employment with the government ends. The most common type of postemployment benefits is a pension. Postemployment benefits other than pensions generally take the form of health insurance and dental, vision, prescription, or other healthcare benefits provided to eligible retirees, including in some cases their beneficiaries. They may also include some type of life insurance. As a group, these are referred to as OPEB (See GASB 45).

Operating Budget: A plan of proposed expenditures for personnel, supplies, and other expenses for the coming fiscal year.

Other Amounts to Raised (Tax Recapitulation Sheet): Amounts not appropriated, but raised through taxation. Generally, these are locally generated expenditures (e.g., overlay, teacher pay deferral, deficits) as well as state, county and other special district charges. Because they must be funded in the annual budget, special consideration should be given to them when finalizing the budget recommendations to the city council or town meeting.

Overlapping Debt: A community's proportionate share of the debt incurred by an overlapping government entity, such as a regional school district, regional transit authority, etc.

Overlay (Overlay Reserve or Allowance for Abatements and Exemptions): An account established annually to fund anticipated property tax abatements, exemptions and uncollected taxes in that year. The overlay reserve need not be funded by the normal appropriation process, but rather is raised on the tax recapitulation sheet.

Overlay Deficit: A deficit that occurs when the amount of overlay raised in a given year is insufficient to cover abatements, statutory exemptions, and uncollected taxes for that year. Overlay deficits must be provided for in the next fiscal year.

Overlay Surplus: Any balance in the overlay account of a given year in excess of the amount remaining to be collected or abated can be transferred into this account. Within ten days of a written request by the chief executive officer of a city or town, the assessor must provide a certification of the excess amount of overlay available to transfer, if any. Overlay surplus may be appropriated for any lawful purpose. At the end of each fiscal year, unused overlay surplus is "closed" to surplus revenue; in other words, it becomes a part of free cash.

Override: A vote by the community at an election to permanently increase the levy limit. An override vote may increase the levy limit no higher than the levy ceiling. The override question on the election ballot must state a purpose for the override and the dollar amount.

Override Capacity: The difference between a community's levy ceiling and its levy limit. It is the maximum amount by which a community may override its levy limit.

Payment in Lieu of Taxes: An agreement between the municipality and an entity not subject to taxation, such as charitable or educational organizations, in which the payer agrees to make a voluntary payment to the municipality. By law, a city or town must make such a payment to any other community in which it owns land used for public purposes.

Performance Budget: A budget that stresses output both in terms of economy and efficiency.

Permanent Debt: Borrowing by a community typically involving a debt service amortization period of greater than one year (See Long-Term Debt).

Permanent Funds: A fiduciary fund type used to report resources that are legally restricted to the extent that only earnings, and not principal, may be used for purposes that support the reporting government's programs, that is, for the benefit of the government for its citizenry. An example is a cemetery perpetual care fund.

Personal Property: Movable items not permanently affixed to, or part of the real estate. It is assessed separately from real estate to certain businesses, public utilities, and owners of homes that are not their primary residences.



Personnel Costs: The cost of salaries, wages and related employment benefits.

Preliminary Tax: The tax bill for the first two quarters of the fiscal year sent, no later than July 1, by the communities on a quarterly billing cycle. The tax due on a preliminary tax bill can be no greater than the amount due in the last two quarters of the previous fiscal year.

Principal: The face amount of a bond, exclusive of accrued interest.

Private-Purpose Trust Funds: A fiduciary trust fund type used to report all trust agreements, other than those properly reported in pension trust funds or investment trust funds, under which principal and income benefits individuals, private organizations, or other governments. An example is a scholarship fund.

Program: A combination of activities to accomplish an end.

Program Budget: A budget that relates expenditures to the programs they fund. The emphasis of a program budget is on output.

Proposition 2 1/2: A state law enacted in 1980, Proposition 2 1/2 regulates local property tax administration and limits the amount of revenue a city or town may raise from local property taxes each year to fund municipal operations.

Proprietary Funds: Funds that account for government's business-type activities (e.g., activities that receive a significant portion of their funding through user charges). The fund types included in proprietary funds are the enterprise funds and internal service fund.

Purchase Order: An official document or form authorizing the purchase of products and services.

Purchased Services: The cost of services that are provided by a vendor.

Raise and Appropriate: A phrase used to identify a funding source for an expenditure or expenditures, which refers to money generated by the tax levy or other local receipt.

Real and Appropriate: A phrase used to identify a funding source for an expenditure or expenditures, which refers to money generated by the tax levy or other local receipt.

Real Property: Land, buildings and the rights and benefits inherent in owning them.

Receipts Reserved for Appropriation: Proceeds that are earmarked by law and placed in separate accounts for appropriation for particular purposes. For example, parking meters and the regulation of parking and other traffic activities.

Refunding of Debt: Transaction where one bond issue is redeemed and replaced by a new bond issue under conditions generally more favorable to the issuer.

Reserve Fund: An amount set aside annually within the budget of a city (not to exceed 3 percent of the tax levy for the preceding year) or town (not to exceed 5% of the tax levy for the preceding year) to provide a funding source for "extraordinary or unforeseen" expenditures. In a town, the finance committee can authorize transfers from this fund for "extraordinary or unforeseen" expenditures. Other uses of the fund require budgetary transfers by town meeting. In a city, transfers from this fund may be voted by the city council upon recommendation of the Mayor.

Retained Earnings (Net Assets Unrestricted): An equity account reflecting the accumulated earnings of an enterprise fund that may be used to fund capital improvements, to reimburse the general fund for prior year subsidies, to reduce user charges, and to provide for enterprise revenue deficits (operating loss).

Revaluation: The assessors of each community are responsible for developing a reasonable and realistic program to achieve the fair cash valuation of property in accordance with constitutional and statutory requirements. The nature and extent of that program will depend on the assessors' analysis and consideration of many factors, including, but not limited to, the status of the existing valuation system, the results of an in-depth sales ratio study, and the accuracy of existing property record information.

Revenue Anticipation Note (RAN): A short-term loan issued to be paid off by revenues, such as tax collections and state aid. RANs are full faith and credit obligations.

Revenue Bond: A bond payable from and secured solely by specific revenues and thereby not a full faith and credit obligation.

Revenues: All monies received by a governmental unit from any source.

Revolving Fund: Allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service. For departmental revolving funds, MGL Ch. 44§53E1/2 stipulates that each fund must be reauthorized each year at an annual town meeting or by city council action, and that a limit on the total amount that may be spent from each fund must be established at that time. The aggregate of all revolving funds may not exceed ten percent of the amount raised by taxation by the city or town in the most recent fiscal year, and no more than one percent of the amount raised by taxation by the city or town in the most recent fiscal year, and no more than once percent of the amount raised by taxation may be administered by a single fund. Wages or salaries for full-time employees may be paid from the revolving fund only if the fund is also charged for all associated fringe benefits.

Sale of Cemetery Lots Fund: A fund established to account for proceeds of the sale of cemetery lots. The proceeds may only be appropriated to pay for the cost of the land, its care and improvement or the enlargement of the cemetery under the provisions of MGL Ch. 114§15.

Sale of Real Estate Fund: A fund established to account for the proceeds of the sale of municipal real estate other than proceeds acquired through tax title foreclosure.

Short-Term Debt: Outstanding balance, at any given time, on amounts borrowed with a maturity date of 12 months or less (See Note).

Sick Leave Buyback: A community's obligation, under collective bargaining agreements or personnel board policies, to compensate retiring employees for the value of all, or a percentage of, sick time earned, but not used.

Special Revenue Fund: Funds, established by statute only, containing revenues that are earmarked for and restricted to expenditures for specific purposes. Special revenue funds include receipts reserved for appropriation, revolving fund grants, grants from governmental entities, and gifts from private individuals or organizations.

Stabilization Fund: A fund designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose (MGL Ch.40§5B). Communities may establish one or more stabilization funds for different purposes and may appropriate into them in any year an amount not to exceed ten percent of the community's equalized value, and any interest shall be added to and become part of the funds. A two-thirds vote of a town meeting or city council is required to establish, amend the purpose of, or appropriate money into or from the stabilization fund (See DOR IGR04-201).

Surcharge: An additional sum added to a particular, already existing charge such as a tax, a fee, a fine or penalty.

Surety Bond: A performance bond that protects the municipality against any financial loss arising from a breach of public trust by an employee who collects money on behalf of the community.

Surplus Revenue: The amount by which cash, accounts receivable, and other assets exceed liabilities and reserves.

Tax Rate: The amount of property tax stated in terms of a unit of the municipal tax base; for example, \$14.80 per \$1,000 of assessed valuation of taxable real and personal property.

Tax Rate Recapitulation Sheet: A document submitted by a city or town to the DOR in order to set a property tax rate. The recap sheet shows all estimated revenues and actual appropriations that affect the property tax rate. The recap sheet should be submitted to the DOR by September 1 (in order to issue the first-half semiannual property tax bills before October 1) or by December 1 (in order to issue the third quarterly property tax bills before January 1).



Tax Title (or Title Taking): A collection procedure that secures a city or town's lien on real property and protects the municipalities right to payment of overdue property taxes. Otherwise, the lien expires if five years elapse from the January 1 assessment date and the property has been transferred to another owner. If the amount remains outstanding on the property after issuing a demand for overdue property taxes and after publishing a notice of tax taking, the collector may take the property for the city or town. After properly recording the instrument of taking, the collector transfers responsibility for collecting the overdue amounts to the treasurer. After six months, the treasurer may initiate foreclosure proceedings.

Tax Title Foreclosure: The procedure initiated by a city or town treasurer in Land Court or through land of low value to obtain legal title to real property already in tax title and on which property taxes are overdue. The treasurer must wait at least six months from the date of a tax taking to initiate Land Court foreclosure proceedings (MGL Ch. 60§65).

Temporary Debt: Borrowing by a community in the form of notes and for a term of one year or less (See Short-Term Debt).

Triennial Certification: The Commissioner of Revenue, through the Bureau of Local Assessment, is required to review local assessed values every three years and to certify that they represent full and fair cash value (FFCV). Refer to MGL Ch. 40§56 and Ch. 59§2A(c).

Trust Fund: In general, a fund for money donated or transferred to a municipality with specific instructions on its use. As custodian of trust funds, the treasurer invests and expends such funds as stipulated by trust agreements, as directed by the commissioners of trust funds or by the community's legislative body. Both principal and interest may be used if the trust is established as an expendable trust. For nonexpendable trust funds, only interest (not principal) may be expended as directed.

Uncollected Funds: Recently deposited checks included in an account's balance but drawn on other banks and not yet credited by the Federal Reserve Bank or local clearinghouse to the bank cashing the checks. (These funds may not be loaned or used as part of the bank's reserves, and they are not available for disbursement.)

Undesignated Fund Balance: Monies in the various government funds as of the end of the fiscal year that are neither encumbered nor reserved, and are therefore available for expenditure once certified as part of free cash.

Unfunded OPEB Liability: This is the difference between the value assigned to the benefits (other than retirement) already earned by a municipality's employees and the assets the local government will have on hand to meet these obligations. While there is no requirement in Massachusetts to fund this liability, GASB 45 requires that the dollar value of the unfunded OPEB liability is determined every two years (See GASB 45; OPEB).

Unfunded Pension Liability: Unfunded pension liability is the difference between the value assigned to the retirement benefits already earned by a municipality's employees and the assets the local retirement system will have on hand to meet these obligations. The dollar value of the unfunded pension liability is predetermined every three years and is driven by assumptions about interest rates at which the retirement system's assets will grow and the rate of future costs of living increases to pensioners.

Uniform Municipal Accounting System (UMAS): UMAS succeeds the so-called Statutory System (STAT) and is regarded as the professional standard for municipal accounting in Massachusetts. As a uniform system for local governments, it conforms to Generally Accepted Accounting Principles (GAAP), offers increased consistency in reporting and record keeping, as well as enhanced comparability of data among cities and towns.

Unreserved Fund Balance (Surplus Revenue Account): The amount by which cash, accounts receivable, and other assets exceed liabilities and restricted reserves. It is akin to a "stockholders' equity" account on a corporate balance sheet. It is not, however, available for appropriation in full because a portion of the assets listed as "accounts receivable" may be taxes receivable and uncollected. (See Free Cash)

Valuation (100 Percent): The legal requirement that a community's assessed value on property must reflect its market, or full and fair cash value.



Warrant: An authorization for action. For example, a town meeting warrant establishes the matters that may be acted on by that town meeting. A treasury warrant authorizes the treasurer to pay specific bills. The Assessors' warrant authorizes the tax collector to collect taxes in the amount and from the persons listed, respectively.

Waterways Improvement Fund: An account into which fifty percent of boat excise tax and mooring fees imposed under MGL Chapter 91§10A receipts are deposited. Use of these proceeds is limited to certain waterway expenses as outlined in MGL Ch.40 §5G.

Zero Based Budget: A budget building technique where each department begins at zero and adds the cost of essential programs up to an established funding limit. Each year the process begins again at zero prompting close scrutiny and prioritization of costs annually.