



# City of Brockton FY2022 Budget



Last updated 08/25/21



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# FOREWORD

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# 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

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 Preparation Award. The Distinguished Budget Preparation 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

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# **READERS GUIDE**

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# 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](http://www.brockton.ma.us). Under the Finance Office's webpage contains a PDF version of the budget book in addition to an interactive webpage for the public to view all finances contained within this document. The interactive budget can be found here: <https://city-brockton-ma-budget-book.cleargov.com/fy22-budget/2022/award-recognition/government-finance-officers-association-budget-award>.



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# INTRODUCTION

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## MAYOR'S MESSAGE



**ROBERT F. SULLIVAN**  
*Mayor*

*City of Brockton*  
*Office of the Mayor*

**KERRY RICHARDS**  
*Chief of Staff*

*krichards@cobrockton.ma.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 decision 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 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 \$493,412,445. 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 \$43,073,477 from last year's budget<sup>1</sup>.

However, even with these beneficial increases, our revenue forecasting and spending remains conservative. While we are moving forward on several important initiatives as a result of the increased appropriation, 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, departmental charges and fees, and licenses and permits, reflect a continued cautious outlook. Additionally, in FY22 we are forecasting revenue projections that encompass both recreational and medical cannabis fees.

<sup>1</sup> Figures represented reflect the adopted FY22 budget given June 1<sup>st</sup>, 2021

*City of Champions*

CITY HALL: 45 SCHOOL STREET BROCKTON MA 02301



Appropriations continue this approach by focusing on funding public safety initiatives as well as our continued commitment to the education of Brockton students. As a result, this budget remains responsible, and sustainable, but continues to invest in our collective future and ensures that we are building back a better Brockton. We have worked hard to tackle many of the challenges we faced in light of a once in a century pandemic that continues to impact the livelihoods of fellow Brocktonians by continuing to allocate funds to our reserve and stabilization funds. The ensuing pages outline in greater detail a three-year analysis of both revenue and expenditures that will provide a comprehensive overview of the changes in service levels, fees, and taxes.

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

- 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. Projections for state aid, as a result, have increased from \$217,208,746 to \$239,059,218 (10%);
- 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. The proposed budget provides an appropriation of \$54,425,045, or 2% increase in employee benefits;
- Includes our required increase for ongoing retirement costs through the City's contributory retirement program. We have committed our required contribution of \$29,625,585, representing a 4% increase from FY21, 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. For FY22, we appropriated \$54,352,115 to the enterprise funds.

Additionally, this budget supports 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. In collaboration with the Finance Department, we have committed to developing an action plan that will not only align our operations with short-term goals, but a long-term operating plan as it relates to achieving these goals and objectives. These goals include:

- Continuing to build a community that is inclusive and welcoming for all its residents, business owners, and visitors;

*"City of Champions"*

95 SCHOOL STREET, BROCKTON, MA 02301





- 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.

Instituting a long-range financial plan will be accomplished through the development of a program budgeting approach. In partnership with the Finance Department and municipal finance consultant Mark Abrahams, we will be working with departments to further their short-term and long-term strategic programs and goals. Developing these programs and goals to be in alignment with the overall strategic goals of the City will allow us to create a more transparent and detailed budget that affirms to the services needed by each department. This will then allow us to develop a long-range plan that not only provides for the specific financial needs of the department, but to the long-term strategy that is inclusive of the goals I have outlined. Additionally, in consultation with our Information Technology Center (ITC) we will be working to track performance metrics and accomplishments through a performance dashboard that will be provided on the City website for public viewing for FY23. Due to the impacts of COVID-19 on remote learning and work, funding priorities as it related to information technology were shifted to ensure City government continues to function optimally.

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. We are the only community in Plymouth County to have received the distinguished Government Finance Officers Association (GFOA) award in FY21 and I have confidence that our team will be able to achieve this distinguished and highly sought after award once again this year! I again thank for your consideration and for your commitment to our "City of Champions"!

Sincerely,



Robert F. Sullivan  
Mayor  
City of Brockton

*"City of Champions"*

45 SCHOOL STREET, BROCKTON, MA 02301





# STRATEGIC GOALS

## Strategic Goals

Developing both a short-term and long-term financial plan will require a program budgeting approach that examines the goals of the department in relation to the overall strategic goals of the City. Our plan contained below outlines the goals and objectives of all City departments by program; the alignment of that goal to a specific overall strategic goal; designation of a departmental goal as to whether it requires a short-term or long-term strategy to achievement; and finally, whether the goal can be measured. Identifying these major factors will allow us to develop the outline of a program budget that can address the specific needs of the department that is transparent, while providing a fiscally responsible long-range plan that incorporates elements of our overall strategic goals. The mission and strategic goals of the City are as follows:

### 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.

### City of Brockton- Long- and Short-Term Strategic Plan Summary- Fiscal Year 2022

Department	Goal/Objective	Strategic Goal # <sup>(s)</sup> <sup>2</sup>	Long/Short Term Strategy <sup>3</sup>	Status <sup>4</sup>	Measurable <sup>5</sup>
<b>General Government</b>					
Assessor	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 FY2022 guidelines.	1, 2	Short-term strategy	Ongoing	Yes
	Provide an accurate calculation of New Growth due to new construction.	1, 2	Long-term strategy	Ongoing	Yes
	Administer all tax assistance programs pursuant to Massachusetts General Law (MGL) and City Ordinances.	1, 2	Long-term strategy	Ongoing	No

<sup>2</sup> Each departmental goal corresponds to the numbering order of each category. For example, a 1 indicates the goal aligns with strategic goal of diversity & inclusion.

<sup>3</sup> A short-term strategy is achievable over a period of 1-12 months; long-term strategy is 24+ months.

<sup>4</sup> Status of the goal indicates the level of progress to achievement.

<sup>5</sup> The measurement status of the goal is provided to determine whether successful performance metrics can be developed.



Department	Goal/Objective	Strategic Goal #(s)	Long/Short Term Strategy	Status	Measurable
	Continuously enhance data availability, improve customer service, and make all interactions with the Assessors' Department accurate, courteous, and easy.	1, 2	Long-term strategy	Ongoing	Yes
	Implement iasWorld Field Mobile.	3	Short-term strategy	Ongoing	Yes
Auditor	Continue the modernization of Accounts Payable with electronic invoicing and Vendor Self-Service.	2	Long-term strategy	Ongoing	N/A
	Continue to process payroll accurately and efficiently for all employees.	2	Short-term strategy	Ongoing	N/A
	Continue to process purchase orders accurately and efficiently for all vendors.	2	Short-term strategy	Ongoing	Yes
	Maintain the chart of accounts, analyze accounting problems and make corrections, and ensure that proper documentation is maintained in accordance with laws.	2	Long-term strategy	Ongoing	Yes
	Develop the FY2021 Audited Financial Statements.	2	Long-term strategy	Ongoing	Yes
City Clerk	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.	1, 2	Long-term strategy	New	Yes
	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.	2	Long-term strategy	New	Yes

Department	Goal/Objective	Strategic Goal #(s)	Long/Short Term Strategy	Status	Measurable
	Update payment systems, allowing the public to make payments using credit and debit cards.	2	Long-term strategy	New	Yes
	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.	2, 3	Long-term strategy	New	N/A
	Continue the process of digitizing all birth, death, and marriage records on file in the City Clerk's Office.	3	Long-term strategy	New	Yes
City Council	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.	1, 2	Long-term strategy	New	Yes
	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.	1, 2	Long-term strategy	New	N/A
	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.	2, 3	Long-term strategy	New	Yes



Department	Goal/Objective	Strategic Goal #(s)	Long/Short Term Strategy	Status	Measurable
	Realign and hire a dedicated City Council staff.	2	Long-term strategy	New	N/A
	Work with the City Council to better define and develop the role of the legislative council.	2	Short-term strategy	New	N/A
	Improve and upgrade the audiovisual and television capabilities in the City Council chamber.	3	Short-term strategy	New	N/A
Conservation Commission	Help facilitate robust public input regarding the open space needs in Brockton and help complete the City's updated Open Space and Recreation Plan.	1	Short-term strategy	Ongoing	Yes
	Review and update Conservation Commission Filing Information and Regulations.	2	Long-term strategy	Ongoing	Yes
	Review draft of Wetlands Protection Ordinance and submit to City Council.	2	Long-term strategy	Ongoing	N/A
	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.	3	Long-term strategy	Ongoing	Yes
	Implement an outreach plan to recruit potential new Commission members.	1	Long-term strategy	Ongoing	N/A
Elections Commission	Increase U.S. Census response for 2030.	1, 2	Long-term strategy	Ongoing	Yes
	Increase voter registration and voter turnout in upcoming elections.	1, 2	Long-term strategy	Ongoing	Yes
	Conduct fair and efficient elections.	1, 2	Long-term strategy	Ongoing	Yes

Department	Goal/Objective	Strategic Goal #(s)	Long/Short Term Strategy	Status	Measurable
	Continue to work in partnership with Brockton High School to enlist students to work on election days.	1, 2	Short-term strategy	Ongoing	N/A
	Educate registered voters.		Long-term strategy	Ongoing	Yes
Finance	Continue to update and revise the City's FY2022 budget to be compliant with the latest Government Finance Officers Association (GFOA) requirements.	3	Long-term strategy	Ongoing	Yes
	Continue to implement eCivis grant management software.	3	Long-term strategy	Ongoing	Yes
	Develop effective financial policies that will serve to provide a strategic, long-term approach to financial management.	2, 3	Long-term strategy	Ongoing	Yes
	Address Pension Obligation Bond (POB) debt that will serve to shape the long-term finances of the City.	3	Long-term strategy	Ongoing	Yes
	Lead negotiations regarding the upcoming Collective Bargaining Agreements (CBA).	3	Short-term strategy	Ongoing	Yes
Human Resources	Drive workplace engagement, productivity, and employee retention.	1, 2	Long-term strategy	Ongoing	Yes
	Continue Diversity, Equity & Inclusion efforts and training.	1, 2	Long-term strategy	Ongoing	Yes
	Establish a comprehensive onboarding experience for new employees.	2	Long-term strategy	Ongoing	Yes
	Hire additional staff.	N/A	Short-term strategy	Ongoing	Yes
	Implement Performance Appraisal and union contract training.	2	Short-term strategy	Ongoing	Yes
	Improve employee relations by implementing a performance recognition program.	2	Long-term strategy	Ongoing	Yes





Department	Goal/Objective	Strategic Goal #(s)	Long/Short Term Strategy	Status	Measurable
Information Technology Center	Continue the effort to enhance the remote access and remote meeting experience.	2	Short-term strategy	Ongoing	Yes
	Implement a new Permit and Code enforcement software for Public Property, Board of Health, and for business licenses.	3	Long-term strategy	Ongoing	Yes
	Implement a Board of Health webpage for COVID-19 updates.	2	Short-term strategy	Ongoing	Yes
	Provide network enhancements to improve interdepartmental communication and efficiencies.	3	Long-term strategy	Ongoing	Yes
	Upgrade Munis to the latest 2019 version.	3	Short-term strategy	Ongoing	Yes
Law	Improve the City's approach to public records requests to streamline and ensure more effective compliance with the requirements of the law.	3	Long-term strategy	Ongoing	Yes
	Systemize uniform code enforcement across City departments, and expand the use of receivership actions to remedy problem properties.	2	Long-term strategy	Ongoing	Yes
	Conclude collective bargaining negotiations and execute fully integrated three-year contracts with all City unions.	3	Short-term strategy	Ongoing	Yes
	Prioritize continuing education to expand attorney expertise and specialization.	3	Short-term strategy	Ongoing	Yes
	Revise City Zoning Ordinances.	3	Long-term strategy	Ongoing	Yes
License Commission	Provide the business community with the appropriate resources and information regarding licensing for the City of Brockton.	1, 2	Long-term strategy	Ongoing	Yes

Department	Goal/Objective	Strategic Goal #(s)	Long/Short Term Strategy	Status	Measurable
	Educate applicants on how to apply for a license by offering webinars and online training on the process of setting up a business.	1, 2	Long-term strategy	Ongoing	Yes
	Provide online information and packages on how to apply for licenses.	1, 2	Short-term strategy	Ongoing	Yes
	Work with departments to establish best practices and guidelines.	2, 3	Short-term strategy	Ongoing	N/A
	Engage the community regarding licensing rules and regulations.	1, 2	Short-term strategy	Ongoing	Yes
Mayor	Send out Mayor's Champions Update newsletter monthly to keep residents informed and engaged.	2	Short-term strategy	In Progress	Yes
	Improve City's vaccination rate and ensure vaccine equity in distribution.	1, 2	Long-term strategy	In Progress	Yes
	Work with the IT and Building Departments to launch online permitting software.	3	Long-term strategy	New	Yes
	Launch an internship program for Brockton students and youth in City Hall.	2	Long-term strategy	New	Yes
	Implement recommendations of the Mayor's Community Justice Task Force.	1, 2	Long-term strategy	New	Yes
Planning and Economic Development	Complete the Good Samaritan Area Life Science Master Plan and Urban Renewal Plan.	3	Long-term strategy	Ongoing	Yes
	Implement Sycamore Grove redevelopment.	3	Long-term strategy	Ongoing	Yes
	Complete Campello Re-zoning study.	3	Long-term strategy	Ongoing	Yes
	Complete brownfield remediation of Corcoran Building.	3	Long-term strategy	Ongoing	Yes

Department	Goal/Objective	Strategic Goal #(s)	Long/Short Term Strategy	Status	Measurable
	Implement Downtown Transportation and Utility Upgrade Plan and advance to 25% drawings.	3	Long-term strategy	Ongoing	Yes
Procurement	Improve access and sourcing of the most commonly purchased goods and services. Emphasize the use of Statewide contracts, as well as cooperative purchasing groups.	3	Long-term strategy	Ongoing	Yes
	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.	3	Short-term strategy	In Progress	Yes
	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.	2	Short-term strategy	Ongoing	Yes
	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.	1	Long-term strategy	In Progress	Yes
	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.	2	Short-term strategy	In Progress	N/A

Department	Goal/Objective	Strategic Goal #(s)	Long/Short Term Strategy	Status	Measurable
Public Property	Increase efficiency of department operations through the use of technology.	3	Long-term strategy	Ongoing	Yes
	Implement a more advanced permitting system.	2	Long-term strategy	Ongoing	Yes
	Decrease information requests by providing all building department documents online for public accessibility.	2	Long-term strategy	Ongoing	Yes
	Improve the interior environment of city buildings through renovations and enhancements.	2	Long-term strategy	Ongoing	N/A
	Improve code enforcement by evaluating problem areas and focusing resources on rectifiable violations.	2	Long-term strategy	Ongoing	N/A
Treasurer/Tax Collector	Continue to work on upgrades to Payroll processes.	2	Short-term strategy	Ongoing	Yes
	Monitor banks and investment rates to assist in maintaining the City's fiscal stability.	2	Short-term strategy	Ongoing	Yes
	Collection goals of: <ul style="list-style-type: none"> <li>Real and Personal Property taxes (97%).</li> <li>Water/Sewer/Trash bills (75%).</li> <li>Committed Water/Sewer/Trash bills (80%).</li> <li>Motor Vehicle Excise bills (80%).</li> </ul>	2	Short-term strategy	Ongoing	Yes
	Assist in transitioning Accounts Payable (AP) and Payroll vendors to direct deposit.	2	Long-term strategy	Ongoing	Yes
	Continue to save reports electronically to eliminate printed reports.	2	Short-term strategy	Ongoing	Yes
	Commence tax title proceedings at the end of the fiscal year (FY), or the following Spring.	2	Short-term strategy	New	Yes



Department	Goal/Objective	Strategic Goal #(s)	Long/Short Term Strategy	Status	Measurable
<b>Public Safety</b>					
Animal Control	Continue to work towards the funding and construction of a new Animal Control facility.	2	Long-term strategy	Ongoing	N/A
	Secure funding from the Mayor, Chief Financial Officer (CFO), and the City Council to hire an Administrative Assistant I position.	3	Short-term strategy	New	Yes
	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.	3	Short-term strategy	New	Yes
	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.	2	Long-term strategy	Ongoing	Yes
	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.	2	Long-term strategy	New	Yes
Emergency Management Agency	Identify, assess, and prioritize local vulnerabilities to emergencies or disasters and the resources available to mitigate, respond to, or recover from them.	2	Long-term strategy	Ongoing	Yes

Department	Goal/Objective	Strategic Goal #(s)	Long/Short Term Strategy	Status	Measurable
	Provide for the utilization of all available public and private resources to protect against and deal with an emergency or threatening situation.	2	Long-term strategy	Ongoing	Yes
	Provide emergency response plan updates.	2	Long-term strategy	Ongoing	Yes
	Continue to respond to, mitigate, and recover from the COVID-19 Pandemic.	2	Short-term strategy	Ongoing	Yes
	Continue to build and train our Community Emergency Response Team (CERT).	2	Short-term strategy	Ongoing	Yes
Fire	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.	2	Short-term strategy	Ongoing	Yes
	Commission new Rescue Company and staff this apparatus fully with and officer and three firefighters.	2	Short-term strategy	Ongoing	Yes
	Change annual Technical Rescue training to quarterly to increase fire service proficiency.	2	Short-term strategy	Ongoing	N/A
	Develop Special Operations Command Division to oversee and run daily training in special disciplines.	2	Long-term strategy	Ongoing	Yes
	Increase the ability of the Brockton Fire Department Training Division by re-allocating administrative duties to the Chief Executive Officer (CEO).	2	Short-term strategy	Ongoing	Yes



Department	Goal/Objective	Strategic Goal #(s)	Long/Short Term Strategy	Status	Measurable
	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.	2	Short-term strategy	Ongoing	Yes
	Attend a structural collapse program offered by the National Fire Academy.	2	Short-term strategy	Ongoing	N/A
	Increase our stockpile of Personal Protective Equipment (PPE).	2	Long-term strategy	Ongoing	Yes
	Replace aging gas meters in addition to fire ground VHF communication equipment to a UHF repeated function.	3	Short-term strategy	Ongoing	Yes
	Improve ventilation on the apparatus floor, which will reduce the amount of carcinogens that firefighters are exposed to.	3	Long-term strategy	Ongoing	Yes
	Add air conditioning to the mechanics shop to increase worker efficiency.	N/A	Short-term strategy	Ongoing	N/A
	Hire a certified Emergency Vehicle Technician (EVT) to work on all apparatuses to improve efficiency.	3	Short-term strategy	Ongoing	N/A
	Hire a clerk for the Fire Prevention Bureau to assist with clerical work that includes permitting.	2	Short-term strategy	Ongoing	N/A
	Digitize records.	3	Long-term strategy	Ongoing	Yes
	Institute quarterly meeting to keep the entire command staff informed of departmental changes.	2	Short-term strategy	Ongoing	N/A
	Purchase advanced technical rescue equipment for use in the City at industrial and commercial sites for rescue and extraction.	2	Long-term strategy	Ongoing	Yes

Department	Goal/Objective	Strategic Goal #(s)	Long/Short Term Strategy	Status	Measurable
Parking Authority	Update and modernize the PARKS System in the John Adams Parking Garage, in addition to updating the fire suppression and pull stations.	2, 3	Short-term strategy	New	N/A
	Replace the balance of existing coin-operated meters.	2, 3	Short-term strategy	New	Yes
	Upgrade facilities to provide a safe, attractive, and affordable parking in downtown.	1, 2	Long-term strategy	New	N/A
	Expand enforcement to ensure an open parking spot when visiting downtown.	1, 2	Short-term strategy	New	Yes
	Add to vehicle fleet to assist in snow removal efforts during the winter.	2	Short-term strategy	New	Yes
Police	Expand our community policing effort as part of our mission to link citizens with resources.	1, 2	Short-term strategy	Ongoing	Yes
	Re-introduce the neighborhood walking beat and community crime watch.	1, 2	Short-term strategy	Ongoing	Yes
	Actively research and apply to grants that focus on service to the elderly, juvenile, and citizens with behavioral, mental, or physical disabilities.	1, 2	Long-term strategy	Ongoing	Yes
	Implement weekly social media discussions with the Victim Assistance Program Specialist.	1, 2	Short-term strategy	Ongoing	Yes
	Continue pursuing the department's goal of 100% training in Mental Health First and Crisis Intervention.	1, 2	Short-term strategy	Ongoing	Yes
Traffic Commission	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.	2	Short-term strategy	Ongoing	Yes



Department	Goal/Objective	Strategic Goal #(s)	Long/Short Term Strategy	Status	Measurable
	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.	2	Long-term strategy	Ongoing	Yes
	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.	2	Short-term strategy	Ongoing	Yes
	Implement new traffic control measures and continue to improve those that are already in place, such as repairing damaged signs and repainting pavement markings.	2	Short-term strategy	Ongoing	Yes
	Enforce traffic and parking laws and regulations specifically in problem areas and generally city-wide.	2	Short-term strategy	Ongoing	Yes
Weights and Measurers	Inspect new businesses.	2	Long-term strategy	Ongoing	N/A
	Increase the late fee rate for penalties not paid over 30 days.	N/A	Short-term strategy	Ongoing	Yes
	Collect over \$120,000 in annual fees and civil penalties.	N/A	Short-term strategy	In Progress	Yes
	Maintain effectiveness when inspecting businesses.	2	Long-term strategy	Ongoing	N/A
	Create a level playing field in the market for consumers and merchants.	1, 2	Long-term strategy	Ongoing	Yes
<b>Public Works</b>					
DPW- Commissioner	Maintain staff levels for better service.	2	Short-term strategy	Ongoing	Yes
	Ensure that the goals of all the other Divisions are met.	2	Long-term strategy	Ongoing	Yes

Department	Goal/Objective	Strategic Goal #(s)	Long/Short Term Strategy	Status	Measurable
	Improve safety for all workers.	2	Short-term strategy	Ongoing	Yes
	Restructure job titles.	3	Short-term strategy	Requested	N/A
	Repair more streetlights.	2	Long-term strategy	Ongoing	Yes
DPW- Engineering	Move forward with training and enforcing the Stormwater Ordinance.	2	Short-term strategy	Ongoing	Yes
	Improve safety for all workers.	2	Short-term strategy	Ongoing	Yes
	Maintain staffing levels for better service.	2	Short-term strategy	Ongoing	Yes
	Digitize maps/plans.	3	Short-term strategy	Ongoing	Yes
	Restructure job titles.	N/A	Short-term strategy	N/A	N/A
DPW-Highway	Continue to upgrade drain infrastructure.	2	Long-term strategy	Ongoing	Yes
	Continue street and sidewalk reconstruction with Chapter 90 funds.	2	Short-term strategy	Ongoing	Yes
	Improve safety for all workers.	2	Short-term strategy	Ongoing	Yes
	Upgrade all equipment to better serve the city.	3	Long-term strategy	Ongoing	Yes
	Maintain staffing levels for better service.	2	Short-term strategy	Ongoing	Yes
DPW- Maintenance	Maintain staff levels for better service.	2	Short-term strategy	Ongoing	Yes
	Improve safety for all workers.	2	Short-term strategy	Ongoing	Yes
	Upgrade equipment to better serve the City.	3	Long-term strategy	Ongoing	Yes





Department	Goal/Objective	Strategic Goal #(s)	Long/Short Term Strategy	Status	Measurable
	Invest in Vehicle Maintenance Software to track repairs/maintenance of vehicles.	3	Short-term strategy	Requested	Yes
	Provide a vehicle maintenance garage for all DPW vehicles.	3	Short-term strategy	Requested	N/A
<b>Human Services</b>					
Board of Health	Reduce the incidence rate of COVID-19 and increase vaccination efforts.	1, 2	Long-term strategy	New	Yes
	Work to address health disparities and social determinants of health in the City through partnerships with other Health Care Service providers.	1, 2	Long-term strategy	New	Yes
	Improve on the enforcement of all applicable codes and ordinances that pertain to the Board of Health.	2	Long-term strategy	Ongoing	Yes
	Control the spread of COVID-19 by educating the public on local and state regulations regarding the virus.	1, 2	Long-term strategy	Ongoing	Yes
	Investigate, document, and report all communicable diseases to the Massachusetts Department of Public Health (DPH).	2	Long-term strategy	Ongoing	Yes
Cemetery	Explore future expansion possibilities, including but not limited to, Pearl Street.	3	Long-term strategy	Ongoing	Yes
	Improve overall conditions of all City owned cemeteries.	2	Long-term strategy	Ongoing	Yes
	Increase security at the cemeteries through traffic control as well as video and still cameras.	3	Long-term strategy	Ongoing	Yes
	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.	3	Short-term strategy	Ongoing	Yes

Department	Goal/Objective	Strategic Goal #(s)	Long/Short Term Strategy	Status	Measurable
	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.	3	Short-term strategy	Ongoing	Yes
Council on Aging	Commit to providing a welcoming and inclusive place for older adults who wish to remain independent in the community.	1, 2	Long-term strategy	Ongoing	N/A
	Strive to be a leader in program development while building partnerships.	3	Short-term strategy	Ongoing	N/A
	Continue to serve as a focal point for the delivery of services and programs to older adults and their families.	2	Short-term strategy	Ongoing	N/A
	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.	3	Long-term strategy	Ongoing	Yes
	Manage responsibly our most important resources, our employees and our volunteers.	2	Short-term strategy	Ongoing	N/A
Veterans' Services	Establish a "Banner" program, which highlights graduates of Brockton High School and Southeastern Regional entering the Armed Forces.	2	Short-term strategy	Ongoing	N/A
	Designate Brockton as a Purple Heart Community.	2	Long-term strategy	Ongoing	N/A
	Secure funding from the Massachusetts Department of Veterans' Services (DVS) for Ames Cemetery.	2	Long-term strategy	Ongoing	Yes
	Secure partnerships with non-profit agencies to provide food.	2	Long-term strategy	Ongoing	Yes

Department	Goal/Objective	Strategic Goal #(s)	Long/Short Term Strategy	Status	Measurable
	Continue to create partnerships with organizations that will serve Brockton veterans through housing assistance, employment, and health resources.	2	Short-term strategy	Ongoing	Yes
<b>Culture and Recreation</b>					
Library	Attend an Unconscious Bias and Diversity Training.	1, 2	Short-term strategy	Ongoing	Yes
	Identify a training partner that will conduct annual leadership and management training for department heads and customer service training for all staff.	2	Short-term strategy	Ongoing	N/A
	Attend an annual Customer Service for Municipalities workshop conducted through the Massasoit Corporate Education Department.	1, 2	Short-term strategy	Ongoing	N/A
	Participate in annual Active Shooter and Overdose Preparedness training.	2	Short-term strategy	Ongoing	Yes
	Support a Center for Lifelong Learning and Culture that expands civic programming and education for all Brockton residents.	1, 2	Long-term strategy	Ongoing	Yes
	Strengthen partnerships and collaboration at the Brockton Public Library.	2	Short-term strategy	Ongoing	Yes
	Maximize community engagement.	1, 2	Short-term strategy	Ongoing	Yes
	Meet the information needs of a highly diverse city.	1, 2	Long-term strategy	Ongoing	Yes

Department	Goal/Objective	Strategic Goal #(s)	Long/Short Term Strategy	Status	Measurable
<b>Enterprise Funds</b>					
Refuse	Continue to work with Republic Services regarding trash, yard waste and recycling.	2	Short-term strategy	Ongoing	N/A
	Improve safety for all workers.	2	Short-term strategy	Ongoing	Yes
	Upgrade all equipment to better serve the City.	2	Long-term strategy	Ongoing	Yes
	Maintain staffing levels for better service.	2	Short-term strategy	Ongoing	Yes
	Upgrade camera system to track illegal dumpings.	2	Short-term strategy	Ongoing	Yes
Sewer	Continue to upgrade sewer infrastructure.	3	Long-term strategy	Ongoing	Yes
	Improve safety for all workers.	2	Short-term strategy	Ongoing	Yes
	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 AWRP as part of the new NPDES.	3	Short-term strategy	Ongoing	Yes
	Continue I & L and lining of sewer mains.	3	Short-term strategy	Ongoing	Yes
	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.	3	Long-term strategy	Ongoing	Yes
Water	Water Infrastructure: continue to upgrade including the Water Treatment Plant & Stations.	2	Long-term strategy	Ongoing	Yes



Department	Goal/Objective	Strategic Goal #(s)	Long/Short Term Strategy	Status	Measurable
	Improve safety for all workers.	2	Short-term strategy	Ongoing	Yes
	Small Main Program: replace undersized mains with new ductile mains, including small streets that currently have no fire protection.	2	Long-term strategy	Ongoing	Yes
	Large Main Program: replace aged mains with new ductile mains.	2	Long-term strategy	Ongoing	Yes
	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.	2	Long-term strategy	Ongoing	Yes
Parks and Recreation	Identify and establish areas within the park to better meet the growing demands of current popular sports and new leagues.	2	Long-term strategy	Ongoing	Yes
	Continue to update maintenance equipment and increase personnel to increase efficiency of maintenance and overall public safety.	2	Short-term strategy	Ongoing	Yes
	Continue to work with community groups for organized events.	1, 2	Short-term strategy	Ongoing	Yes
	Investigate further grant opportunities to improve parks and playgrounds.	2	Long-term strategy	Ongoing	Yes
	Establish a regular topdressing program for natural fields to improve playability, drainage, and safety of fields.	2	Long-term strategy	Ongoing	Yes
	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).	3	Long-term strategy	Ongoing	Yes
	Continue to address numerous issues pertaining to the aging infrastructure of the Cosgrove Pool.	3	Long-term strategy	Ongoing	Yes

Department	Goal/Objective	Strategic Goal #(s)	Long/Short Term Strategy	Status	Measurable
	Increase golf rounds and services.	2	Short-term strategy	Ongoing	Yes
	Increase personnel and updating equipment.	2	Long-term strategy	Ongoing	Yes
	Improve of playing conditions through agronomic and physical improvements.	2	Long-term strategy	Ongoing	Yes
	Add new forward tees, allowing for high handicap golfers, junior golfers, and women greater utilization and enjoyment of the golf course.	1, 2	Short-term strategy	Ongoing	Yes



# CHIEF FINANCIAL OFFICER OVERVIEW



ROBERT F. SULLIVAN  
*Mayor*

## *City of Brockton* *Finance Department*

TROY B.G. CLARKSON  
*Chief Financial Officer*

*finance@cityofbrockton.ma.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 of revenue restoration, reflecting a strong local economy and restoration of robust activity in our restaurants (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.

The Mayor and I submitted a budget last year that projected and predicted a precipitous decline in revenues due to the pandemic. While some sectors, such as hotel/motel tax, did see a decline in revenue, the ability of the restaurant community to adapt through outdoor dining with the assistance of the Mayor and the License Commission and increased takeout, resulted in better than expected revenues in many areas. As a result, our trending analysis reveals that a reversion to the conservative, cautious approach to revenue projections adopted in previous years is a more appropriate benchmark for evaluating trends.

*"City of Champions"*

45 SCHOOL STREET, BROCKTON, MA 02301





This budget includes a significant increase in educational funding, due to the adoption of the Student Opportunity Act at the state level, resulting in more than \$20M in increased funding for public education in Brockton. Other changes include a requisite increase to fund the City's obligations to the Brockton Retirement Board, and to meet its required share of employee health insurance costs. The City continues to manage a self-funded health insurance program, with rates increasing by a reasonable and manageable 2%.

The City continues to have a very strong debt position, with principal and interest payments well below the recommended 10% of overall spending. In fact, we are taking advantage of both historically low interest rates and upcoming debt retirement to initiate some long-awaited infrastructure investments that will aggressively invest in the future of the City.

This budget does not propose the use any of funds from the American Rescue Plan Act (ARPA), 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 Tiffanilee Clasullo and Paul Umamo, Administrative Assistant Sue Thompson, 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

# **FINANCIAL POLICIES**



## **FINANCIAL POLICIES SUMMARY**

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.



# COMPREHENSIVE FINANCIAL POLICIES

## Comprehensive Financial Management Policies for the City of Brockton

AUGUST 2021

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## **INTRODUCTION**

**The financial policies outlined in this document shall guide the City to ensure its financial health, provide the public with confidence that City officials respect their responsibility for fiscal stewardship, and demonstrate to bond rating agencies that the City has prepared for its future.**

This document is intended to establish a set of financial management policies and not the procedures that identify the specific methods and actions necessary to carry out these policies. Policies are the terms and conditions which guide and direct the City in making financial management decisions. They are not hard and fast rules so that they may recognize extraordinary situations. Financial management policies are made to support strategies. In many instances, administrative procedures are or will be developed as tools to implement these policies.

### **Objectives:**

*The objectives of the Financial Management Policies are as follows:*

1. *To guide the Mayor, City Council, and management staff in evaluating and implementing decisions that have significant impact on the City and support the City's Mission and Values of Diversity & Inclusion, Responsiveness, and Progress.*
2. *To set forth planning and operating principles which require that the cost of government be clearly identified, and that financial risk be minimized.*
3. *To employ balanced and fair fee and user revenue policies that provide funding for required and needed programs and projects.*
4. *To regularly evaluate the City's financial capacity to meet present and future needs.*
5. *To promote credible and sound financial management by providing accurate and timely information on the City's financial condition.*
6. *To ensure that current and future capital needs are addressed in a comprehensive and financially- sound manner.*
7. *To provide financial resources sufficient to meet the City's obligations on all municipal debt and other long-term obligations.*
8. *To maintain internal controls that ensure the legal use of financial resources.*
9. *To promote cooperation and coordination with other governments and the private sector in the financing and delivery of services.*



## A GENERAL BUDGET POLICIES

### 1. Balanced Budget

#### **Background:**

All Massachusetts municipalities are required by state law to prepare balanced annual budgets.

The Government Finance Officers Association (GFOA) notes a true structurally balanced budget is one that supports financial sustainability for multiple years into the future.

#### **Policy:**

The City shall adopt balanced budgets. Expenditures shall be realistically budgeted and estimated revenues shall be conservatively budgeted to allow for unanticipated events. The Mayor shall present said estimates and assumptions behind expenditure and revenue estimates along with the balanced budget.

The City shall strive to use only recurring revenues and not one-time revenues to balance its budget. The City will not use budgetary procedures that balance the budget at the expense of future years, such as postponing or deferring payment of expenses already incurred or accruing future year revenues.

The City shall maintain reserves for emergencies and shall maintain sufficient liquidity to pay bills on time without revenue anticipation borrowing.

#### **References:**

*M.G.L. c.44, §31 Liabilities in Excess of Appropriations*

*Achieving a Structurally Balanced Budget, Government Finance Officers Association Best Practice, February 2012*

#### **Adopted by:**

#### **Date Adopted:**

### 2. Supplemental Annual Reserve Fund

#### **Background:**

A municipality cannot spend money in the absence of an appropriation. City Councils can transfer available funds at any regularly scheduled public meeting and in accordance with any individual ordinance.

#### **Policy:**

The City shall annually recommend an appropriation to an annual Reserve Account for the purpose of supporting any emergency and unforeseen issues that may occur during the current fiscal year.

Reserve account transfers should be used only for unexpected contingencies for which financial need can be justified. In addition, the need for the transfer shall be communicated to the City Council in a timely manner. The Chief Financial Officer shall review the annual Reserve Account appropriation amount at least every five years to determine whether an increase or decrease in appropriation should be recommended.

#### **References:**

*M.G.L. c.40, §5A Cities: Reserve Funds for Extraordinary Expenditures*

#### **Adopted by:**

#### **Date Adopted:**

### 3. Submission of Budget and Budget Message

#### **Background:**

Two important principles of public budgeting are clarity and publicity. The GFOA considers the preparation of the annual budget document of great importance in providing detailed financial information and explaining the key issues that face the community. It is also important to distribute this information to the staff, elected and appointed officials, and the public to give them a greater understanding of the operations, financing, and key issues confronting the community.

#### **Policy:**

The Mayor, with the assistance of the Chief Financial Officer (CFO), is responsible for the preparation of the annual operating budget and capital budget. Each year, the CFO shall prepare and distribute by early December a budget timeline calendar that identifies key dates and steps in the budget development process. The CFO shall submit a preliminary budget to the Mayor by March 1 and the Mayor shall submit the recommended budget to the City Council by mid-May. The submission timeline shall be in compliance with State law.

The Chief Financial Officer, with assistance from the Mayor's staff, shall work toward the development of a budget document that meets the standards of the Government Finance Officers Association

#### **References:**

*M.G.L. c.44, §32 Submission of City Budget to City Council*

*GFOA Annual Budget Awards Program*

#### **Adopted by:**

#### **Date Adopted:**



#### **4. Revenue and Expenditure Forecast**

##### **Background:**

A critical step in maintaining a sound financial plan is the preparation of a multi-year revenue/expenditure forecast. Long-term financial planning, including revenue and expenditure assumptions, is one of the local government financial practices that credit rating agencies evaluate when assessing municipalities for credit quality. The Massachusetts Division of Local Services (DLS) states that a financial forecast, or multi-year revenue and expenditure forecast, allows a municipality to evaluate the impact of various government decisions over time.

A forecast will provide decision-makers with an indication of the long-term fiscal impact of current policies and budget decisions and will allow the Mayor and staff to test various “what-if” scenarios and examine the fiscal impact on future budgets.

##### **Policy:**

Each year the Chief Financial Officer, in consultation with the Mayor and department heads, shall prepare and maintain a five-year Financial Forecast based on current service levels and current funding sources and including the six-year Capital Improvement Program.

The forecast shall be used as a budget tool to enable City officials to review operating needs, identify fiscal challenges and opportunities, and develop long-term budgeting policies as part of an overall strategic plan. The forecast shall be designed to provide an outlook on the implications of changes in revenues and expenditures and allow for analyzing multiple scenarios. The forecast will provide insight into whether the current mix and level of resources are likely to continue to be sufficient to cover current service levels and capital projects.

The Chief Financial Officer, in cooperation with the Mayor and other City departments, will review fiscal assumptions every year when the forecast is updated and will use information that is timely and accurate in preparation of the forecast. The preliminary forecast and the associated assumptions shall be made available to the Mayor no later than January 31, and the Mayor shall submit a final forecast to the City Council with the submission of the fiscal year budget.

##### **References:**

*Revenue and Expenditure Forecasting*, MA DOR Division of Local Services Best Practice.

*Brockton City Ordinance Article IV Division 4 Sec 300 Preparation and submission of capital budget*

*Financial Forecasting in the Budget Preparation Process*, Government Finance Officers Association Best Practice, February 2014.

##### **Adopted by:**

##### **Date Adopted:**

#### **5. Position Control/Vacancies**

##### **Background:**

A large segment of a City's budget is its personnel costs. Failure to accurately monitor the personnel budget can lead to errors in budgeting, over or under-staffing, incorrect grading, and other personnel costs.

##### **Policy:**

The Finance Department shall maintain a personnel system that accurately tracks authorized, filled, and unfilled positions as well as their funding source. Annual budgets shall be prepared that account for all the costs necessary to cover positions that the City intends to have during that budget period.

##### **References:**

*Effective Budgeting of Salaries and Wages*, Government Finance Officers Association Best Practice, 2010

##### **Adopted by:**

##### **Date Adopted:**

#### **6. Personnel Policies and Labor Contracts**

##### **Background:**

Personnel policies and labor contract provisions have a significant impact on the City's finances and should be referred to during forecasting and budgeting processes. The GFOA notes that a finance team should be involved in addressing the short- and long-term implications of any labor proposal under consideration. For definitions of terminology, please see the glossary in Appendix A.

##### **Policy:**

The HR Director will prepare and maintain documents that are publicly available including personnel policies, pay plans, classification plans, memorandums of agreement, collective bargaining agreements, and side letters. Pay plans and pay rates shall be monitored by the Auditing Department to ensure compliance with labor contracts and personnel policies, and accuracy in forecasting and budgeting.

The Chief Financial Officer shall cost out any contract proposals and agreements to understand the short and long-term impact on City finances.



**References:**

*Role of the Finance Officer in Collective Bargaining*, Government Finance Officers Association Best Practice  
*Effective Budgeting of Salaries and Wages*, Government Finance Officers Association Best Practice, 2010  
*Brockton City Ordinance Chapter 2, Part III, Division 2: Employee Classification and Compensation Plan, Benefits, Etc.*  
*Chapter 324 section 5e of the Acts of 1990*

**Adopted by:****Date Adopted:****B. ENTERPRISE FUND POLICIES**

**Background:** Enterprise Funds provide a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods and services. Under enterprise accounting, the revenues and expenditures of the service are segregated into a separate fund with its own financial statements, rather than commingled with revenues and expenditures of all other government activities. Enterprise accounting allows a community to demonstrate to the public the total cost of providing a service. The City has three substantial enterprise funds: Water, Sewer, and Refuse.

**1. Self Sufficiency****Background:****Policy:**

The City shall strive to maintain the substantial enterprise fund operations to be self-sufficient without a General Fund subsidy unless there is a clear policy decision to the contrary. If necessary, the Chief Financial Officer will determine the amount of general fund subsidy to continue the enterprise programs by analyzing revenues and expenditures.

The Mayor may elect to recommend through the proposed operating budget a waiver of the Self Sufficiency policy to provide a subsidy or loan from the General Fund to an enterprise fund to meet other policy goals of the City.

**References:**

*MGL, Chap 44, Sec 53F1/2*

**Adopted by:****Date adopted:****2. Rate Setting Authority****Background:**

Rates and fees for Enterprise Funds may be annually adjusted to a level that provides for self-supporting enterprise operations, including direct and indirect costs and capital costs.

**Policy:**

At least every five years, the CFO shall cause a rate study for the City's substantial enterprise funds to be undertaken to ensure rates are appropriate. Changes in rates and/or the rate structure shall be carefully analyzed prior to recommendation and implementation to ascertain the short- and long-term impact on rate payers and the City budget

For water and sewer services, the Commissioner of Public Works and CFO shall work together to determine whether a rate adjustment is warranted and submit said proposal to the Mayor. The Mayor may submit the change to the City Council for consideration.

For refuse services, the Commissioner of Public Works has the authority to set appropriate rates and fees and, in accordance with City ordinances:

"Prior to March 1 of each year, the commissioner of department of public works and the chief financial officer shall communicate to the city council their opinions of the fee necessary to accomplish the objective of recovering the cost of the trash service."

**References:**

*Brockton City Ordinance, Part II, Chapter 23 Water, Sewer, and Sewage Disposal*  
*Brockton City Ordinance, Part II, Chapter 8, Section 8-9 Trash disposal fee*

**Adopted by:****Date adopted:**

### 3. **Calculation of Indirect Costs**

#### **Background:**

With an enterprise fund, all costs of service delivery--direct, indirect, and capital costs--are identified. Indirect costs include other departmental expenditures to support the enterprise (such as accounting, revenue collection, technology services, administration), debt service if not budgeted as a direct cost, and overhead costs (such as pensions, health, property, and liability insurances).

#### **Policy:**

The CFO will maintain a system to calculate the indirect costs to the General Fund associated with the City's enterprise operations. Enterprise Funds identified in these Section B policies shall reimburse the General Fund fully for these indirect costs.

Periodically, but no less than every three years, the CFO shall cause the indirect cost allocation methodology to be reviewed to affirm its soundness.

#### **References:**

DOR IGR 08-101

*Indirect Cost Allocation Methodology*, Brockton Finance Department

#### **Adopted by:**

#### **Date adopted:**

### 4. **Retained Earnings**

#### **Background:**

Under Enterprise Fund accounting, the City may reserve each operation's generated surplus (referred to as retained earnings, or alternatively, as net assets unrestricted) rather than closing the amount out to the General Fund at year-end. Retained earnings, once certified by the Department of Revenue, may be appropriated through the following June 30. State laws allows retained earnings to be appropriated to:

1. Fund direct costs for the enterprise fund for the current fiscal year.
2. Fund indirect costs; and
3. Reimburse subsidized capital costs for the two immediately prior fiscal years.

#### **Policy:**

For each enterprise fund identified in Section B policies, the City shall strive to generate retained earnings of at least 10 percent of the fund's prior year budget but retained earnings may be significantly higher if major infrastructure improvements are anticipated.

These reserves may be used to fund capital projects and to provide rate stabilization. The City shall strive to use retained earnings for rate stabilization only in the event of a sudden drop in revenues and/or a sudden increase in expenditures.

#### **References:**

*M.G.L. c. 44 §53F½*

Enterprise Funds, MA DOR Division of Local Services Best Practice.

#### **Adopted by:**

#### **Date adopted:**

### 5. **Metering, Collections, and Liens**

#### **Policy:**

A modern and efficient metering system shall be maintained by the Water Division of the Department of Public Works to provide for accurate and efficient consumption and use data.

Billings will occur on a regular scheduled basis at a minimum of twice per year. Collections will be closely monitored to identify and rebill delinquent accounts. Accounts delinquent over one year shall be moved to water/sewer liens and added to the property tax bill.

Sewer bill discounts shall be determined by the Commissioner of Public Works and approved by the Mayor and the City Council in accordance City ordinance. Abatements for water bills shall be prepared and presented by the Water Division of the DPW to the City Treasurer-Collector and City Auditor in accordance with City ordinance.

#### **References:**

*City Ordinances: Chapter 23, Section 23-56, Annual charges for use of public sewer*

*City Ordinances: Chapter 23, Section 23-17, Preparation and presentation of water bills*

#### **Adopted by:**

#### **Date adopted:**



## C. RESERVE FUNDS AND FREE CASH POLICIES

### 1. Overall Reserves Balance

#### **Background:**

Formal written policies that establish guidelines for funding and maintaining reserves can help a community sustain operations during difficult economic periods. Reserves can be used to finance unforeseen or emergency needs, to hold money for specific future purposes, or in limited instances, to serve as a revenue source for the annual budget. Reserve balances and policies can also positively impact a community's credit rating and therefore, the long-term cost to fund major projects. The discussion of reserves, and the attention of credit rating agencies, is generally focused on free cash, stabilization funds, and, sometimes, overlay surplus.

#### **Policy:**

The City shall strive to maintain overall reserves – defined as General Stabilization Fund, Capital Stabilization Fund, any other Special Purpose Stabilization Funds, Supplemental Reserve Fund for Fiscal Stability, Free Cash, and Overlay Surplus at 5 to 10 percent of current year General Fund Budget.

#### **References:**

*Reserve Policies*, Division of Local Services Best Practice, January 2020

#### **Adopted by:**

#### **Date Adopted:**

### 2. Free Cash

#### **Background:**

The Division of Local Service's *Municipal Finance Glossary* defines Free Cash as follows:

“Free Cash (Also Budgetary Fund Balance) – Remaining, unrestricted funds from operations of the previous fiscal year including unexpended free cash from the prior year, actual receipts in excess of revenue estimates shown on the tax recapitulation sheet, and unspent amounts in budget line- items.

Unpaid property taxes and certain deficits reduce the amount that can be certified as free cash.”

A community's Free Cash can be appropriated upon certification by the Director of Accounts, Massachusetts Division of Local Services.

Free Cash provides a financial cushion against events such as a sudden loss of a revenue source, an economic downturn, an emergency or other unanticipated expenditure, non-recurring capital expenditures, and uneven cash flow. Free Cash can serve as a source for funding capital funds or replenish other reserves. GFOA notes it is essential that governments maintain adequate levels of fund balance to mitigate current and future risks (e.g., revenue shortfalls and unanticipated expenditures). DLS recommends that a municipality strive to maintain free cash in an amount equal to 3 to 5 percent of its annual budget.

#### **Policy:**

The City will seek to maintain free cash of 3 to 5% of the current fiscal year's General Fund Budget.

The City will strive to reduce and eventually eliminate the use of free cash as a revenue source for the ensuing year's budget. As much as practicable, the City will limit its use of free cash to funding one-time expenditures (such as capital projects, emergencies, or other unanticipated expenditures) in accordance with best practice.

#### **Reference:**

*Free Cash*, MA DOR Division of Local Services Best Practice.

#### **Adopted by:**

#### **Date Adopted:**

### 3. General Stabilization Fund

#### **Background:**

A stabilization fund allows a city to maintain a reserve to enhance the city's fiscal stability. By State law, it allows a city to set aside monies to be available for future spending purposes, including emergencies or capital expenditures, although it may be appropriated for any lawful purpose.

Under State law, a municipality may establish one or more stabilization funds for different purposes and may appropriate into and from them in any year. Generally, a majority vote of City Council is required to establish, amend the purpose of, or appropriate money into a stabilization fund, and a two-thirds majority is required to appropriate money from a stabilization fund. Any interest generated by a fund must be added to and become a part of the fund.

#### **Policy:**

The City maintains a General Stabilization Fund in accordance with MGL Chapter 40 Section 5B. It will endeavor to maintain a balance of at least 3 percent of the general fund budget but in no case less than 1 percent of the general fund budget.

The City will endeavor to leave the fund balance unspent, except in the event of an emergency or extraordinary or unforeseen events. Withdrawals from the general stabilization fund should only be used to mitigate emergencies or other unanticipated events that cannot be supported by current general fund appropriations.

If it is necessary to draw down from the Fund, the City will phase in the appropriation of revenues such as free cash and/or one-time revenues to restore the fund. Any appropriation from the Stabilization Fund of less than one million should be replaced in the subsequent fiscal year. Amounts appropriated greater than one million shall be phased in



over no more than three years.

**References:**

*M.G.L. c. 40 §5B Stabilization Funds*

*Special Purpose Stabilization Funds, MA DOR Division of Local Services Best Practice.*

**Adopted by:**

**Date Adopted:**

4. **C-4 Supplemental Reserve Fund to Ensure Fiscal Stability**

**Background:**

The City of Brockton has a special reserve fund for extraordinary and unforeseen expenditures called the "Supplemental Reserve Fund to Ensure Fiscal Stability" established by Chapter 324 of the Acts of 1990, section 8.

**Policy:**

In accordance with Chapter 324, section 8, the City shall fund the Supplemental Reserve Fund to Ensure Fiscal Stability and maintain it as required under the following key parameters:

1. For all fiscal years including and after 1996, the amount in the fund shall be equal to 1.5 percent of the gross amount to be raised for the prior fiscal year for the general operating fund as appearing on the City's tax rate recapitulation for such prior year.
2. Transfers or expenditures may be made from the fund of any fiscal year during that fiscal year only and then only by the Mayor with the approval of the City Council.
3. Each transfer or expenditure request by the Mayor shall be accompanied by a written statement detailing the amount and the reason for such transfer or expenditure.

**References:**

*Chapter 324, section 8, An Act Relative to the Financial Conditions in the City of Brockton*

**Adopted by:**

**Date Adopted:**

5. **Capital Stabilization Fund**

**Background:**

Stabilization funds may be created for one or more different purposes. A fund may be created for a broad category of spending purposes, such as any lawful purpose, capital budget purposes or purposes for which the community may borrow money. Stabilization funds may also be created for a specific purpose or project, for example, to acquire a new fire truck or undertake a particular school construction project. Creation of a fund requires a two-thirds vote of the legislative body of the city. The vote must clearly define the purpose(s) of the fund.

**Policy:**

The City will establish a Capital Stabilization Fund and annually appropriate amounts, so that over time, the fund achieves a balance sufficient to cover the City's cash outlay for "pay as you go" capital items. This fund will be used to pay for minor and moderate capital expenditures and thereby preserve debt capacity for major, high dollar purchases or projects.

**References:**

*M.G.L. c. 40 §5B Stabilization Funds*

*Special Purpose Stabilization Funds, MA DOR Division of Local Services Best Practice.*

**Adopted by:**

**Date Adopted:**

6. **Dedication of Marijuana Local Excise Receipts and/or Impact Fees**

**Background:**

Municipalities may (1) impose a local excise on the retail sales of marijuana for adult use and (2) negotiate impact fees or other payments under a community host or other agreement with a marijuana establishment or medical marijuana treatment center in connection with its siting and operation in the municipality. In order to impose a local excise, the City must accept MGL chapter 64N section 3.

By local acceptance option, a municipality may dedicate all or a portion of at least 25% of the local excise or impact fees or other host agreement payments to a general or special purpose stabilization fund established under MGL chapter 40 section 5B.

**Policy:**

The City will dedicate all or a portion of the local excise.

**References:**

*M.G.L. c. 64N §3*

*M.G.L. c. 40 §5B Stabilization Funds*

**Adopted by:**

**Date Adopted:**





## **7. Health Insurance Trust Fund and Other Special Reserve Funds**

### **Background:**

The Commonwealth has authorized by State statute numerous special reserve funds to provide for potential liabilities.

### **Policy:**

The City of Brockton maintains a Health Insurance Trust Fund. This trust fund is restricted to the payment of health insurance claims, insurer fees, and administrative costs in the Human Resources department for benefit management. The City shall maintain a reserve for claims/events that have transpired but have not yet been expended or reported to the health insurance companies for that fiscal year equal to 15 percent of annualized claims.

The City shall consider the benefits of establishing the following reserves to ensure that the City can withstand unanticipated expenditures without stress on the annual budget:

- Unemployment Compensation Fund
- Workers' Compensation Claims Reserve
- Compensated Absences Reserve Fund

### **References:**

*M.G.L. c. 32B CONTRIBUTORY GROUP GENERAL OR BLANKET INSURANCE FOR PERSONS IN THE SERVICE OF COUNTIES, CITIES, TOWNS AND DISTRICTS, AND THEIR DEPENDENTS*

*M.G.L. c. 40 §5E Unemployment Compensation Fund*

*M.G.L. c. 40 §13C Workers' Compensation Claims Reserve Funds*

*M.G.L. c. 40 §13D Reserve Fund for Future Payment of Accrued Liabilities for Compensated Absences*

*Reserve Policies, MA DOR Division of Local Services Best Practice*

### **Adopted by:**

### **Date Adopted:**

## **D. CAPITAL IMPROVEMENT PLANNING AND FINANCING**

### **1. Capital Improvement Planning**

### **Background:**

Planning, budgeting, and financing for the replacement, repair, and acquisition of capital assets is a critical component of any municipality's budget and operation. Prudent planning and funding of capital assets ensures that a municipality can provide quality public services in a financially-sound manner. It is recognized that a balance must be maintained between operating and capital budgets to meet the needs of both to the maximum extent possible. The development of a Capital Improvement Program (CIP) is the mechanism that a municipality uses to identify projects, prioritize funding, and create a long-term financial plan that can be achieved within the limitations of the budget environment.

Long-term capital planning is one of the local government financial practices that credit rating agencies evaluate when assessing municipalities for credit quality. The City Ordinances describe the requirements of the Chief Financial Officer to develop the Capital Improvement Program.

### **Policy:**

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 park 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 appropriate, developmental goals and initiatives.





The CFO may require meetings with any public official for the purpose of considering and discussing any matter 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 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 showing the funding source for each capital improvement request along with the impact on the City's tax each year.

The capital budget submitted to the Mayor for fiscal year (FY21) shall be part of the budget estimates required by law to be furnished annually by the departments in preparation of the annual budget. No appropriation shall be voted for a capital improvement or project requested by a department unless the CFO has reviewed and made a recommendation thereon.

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

At a minimum the following principles will guide the development of the CIP:

- Future operating costs associated with new capital improvement will be projected and included in operating budget forecasts, as appropriate.
- Federal, state, or private grants or loans shall be used to finance only those capital improvements that are consistent with the City's capital improvement plan and priorities, and for which operating, and maintenance costs have been included in operating budget forecasts.
- All assets shall be maintained at a level adequate to protect the City's capital investment and to minimize future maintenance and replacement costs.
- Equipment replacement and building repair needs shall be projected for the next six years and will be updated each year. From this projection, a maintenance and replacement schedule will be developed and followed.
- Capital projects shall be prioritized based upon criteria establish by the City.
- The estimated costs and potential funding sources for each proposed capital project shall be determined before it is submitted to the Mayor and City Council.

#### **References:**

*City Ordinance Article IV, Division 4, Sec 296-300 – Chief Financial Officer*  
*Massachusetts DLS Developing a Capital Improvement Program manual*  
*GFOA Capital Improvement Program handbook*

#### **Adopted by:**

#### **Date Adopted:**



## 2. **Capital Financing and Debt Management**

### **Background:**

The funding of a municipal capital improvement program may come from many different sources. These funding sources can include current revenues, enterprise funds, grant funds, trust funds, user fees, special reserve funds, and borrowing. In Massachusetts, the municipality also can borrow funds that are outside the property tax limitations of Proposition 2 ½ by holding a city-wide vote. Debt management is essential to the overall financial planning of any municipality. Borrowing allows the city to finance projects that the city could not afford to pay from current operating dollars and spreads the cost to citizens who will be benefit in the future from the capital investment.

It is critical to develop policies and guidelines for the issuance, timing, and tax impact of current and future debt. For those projects supported by user fees, it is important to identify the impact on user rates because of debt service costs.

### **Policy:**

The capital improvement program (CIP) shall be prepared and financed in accordance with the following policies:

- Outside Funding – State, federal, or private grant funding shall be pursued and used to finance the capital budget wherever possible.
- General Fund Debt – Projects may be funded by non-exempt debt with a careful review of the timing and impact on the operating budget while also maintaining the City's investment in its capital infrastructure and equipment.
- Enterprise Fund Debt – Projects that may be fully or partly funded by fees charged to the users of the enterprise services.
- Pay as You Go Capital Funding – Some capital projects should be paid from current revenues or one-time sources.
- Debt Exclusion – Projects, based upon cost, urgency of the project, long-term benefit of the project, or other large projects being considered may be funded by a Proposition 2 ½ debt exclusion vote to collect annual revenues sufficient to pay the new debt costs and not impact funds necessary to maintain the annual City and school operating budgets.
- Capital Exclusion – A Proposition 2 ½ capital outlay expenditure exclusion is a mechanism that allows a community to raise the total dollar cost of a capital purchase or capital project through a one-year increase in the tax levy. In this way, the city or town avoids long-term interest costs, if it were to borrow the needed funds.

### **Debt-Financing/Borrowing**

- The term of borrowing for a capital project shall not exceed its estimated useful life
- General Fund Debt Service as % of General Fund Budget – The annual Debt Service requirement should not exceed 10% of the City's general fund annual revenues (excluding exempt debt and enterprise debt).
- The City will attempt to maintain a long-term debt schedule such that at least 50% of its outstanding principal will be paid within 10 years to 15 years.
- As General Fund Non-Proposition 2 ½ Debt Service is paid, the City shall maintain its investment in capital projects by utilizing this pay-off in planning debt service costs for new necessary projects.
- For any capital item funded by debt, cost of borrowing, including estimated principal and interest by fiscal year shall be projected in the Mayor's Capital Improvement Program document.
- The strategy of utilizing "level debt service" versus "level principal and declining interest cost" shall be analyzed before borrowing is authorized.

### **References:**

*M.G.L. c. 40 §5B Stabilization Funds*

*Benchmarking and Measuring Debt Capacity, Government Finance Officers Association*

### **Adopted by:**

### **Date Adopted:**



## **E GRANTS MANAGEMENT POLICIES**

### **Background:**

DLS recommends analyzing the current and future impact of grants on the operating budget, capital improvement program, and debt management.

The Government Finance Officers Association recommends that governments establish processes to promote awareness throughout the government that grants normally come with significant requirements.

### **1. Grant Administration**

#### **Policy:**

The City shall ensure that grants are efficiently and appropriately managed by the respective Boards/Commissions/Committee/Departments who receive the grant. The Mayor shall be notified by departments of all grant applications and shall approve or disapprove applications. Prior to acceptance of a grant award, the City shall consider any specialized requirement(s) that apply to the general operations of the grant, specific compliance rules, monitoring of other parties (e.g., sub-grantees) that may receive resources from the grant, specialized reporting requirements, and any long-term commitments required by the grant, such as the requirement - either as a condition of the grant itself or politically - to financially maintain a program or asset after the expiration of the grant, among other considerations. Effective grant management helps promote the pursuit of grants that are in the City's best interest and assure the timely reimbursements to optimize cash flow, and to guard against year-end account deficits. As a legal contract, every grant agreement must be fulfilled in accordance with its prescribed terms and conditions, as well as applicable federal, state, and local regulations. Failure in this regard exposes the City to legal and financial liabilities and compromises future grant funding.

No department (excluding School Department) shall expend grant funds, until a fully executed agreement has been accepted and approved for expenditure by the Mayor and City Council

Further, no grant funds shall be used to supplant an existing expense for the purpose of diverting current funds to another use.

The City Auditor is responsible for consulting with departments on grant budgetary matters, accounting for grants in the general ledger, monitoring grant expenditures more than revenues, and distributing monthly reports of grant revenues and expenditures to departments.

The Boards/Commissions/Committees/Departments are responsible for ensuring consistency with award requirements and tracking the timeliness of reimbursement requests.

#### **Adopted by:**

#### **Date Adopted:**

### **2. Impact on Operating Budget and Capital Improvement Program**

#### **Policy:**

When positions are funded by grants, the current and future impact on the operating budget shall be analyzed. When allowable, the cost for providing benefits, (such as health insurance, retirement contributions and matching Medicare payroll tax), should be included in the grant budget to cover the City's cost for providing those benefits.

When grants are accepted for capital purposes, the City shall include in its capital improvement program any share of costs associated with the grant and project the City's share of debt service in its debt management plan. Any future increase or decrease in operating costs associated with the grant should be identified in the City's revenue /expenditure forecast.

#### **References:**

*Administering Grants Effectively*, Government Finance Officers Association Best Practice, May 2013.

#### **Adopted by:**

#### **Date Adopted:**

## **F. POLICIES REGARDING ESTABLISHMENT OF FEES**

### **1. Fees and Charges**

#### **Background:**

The Government Finance Officers Association recommends that when certain services provided especially benefit a particular group, governments should consider charges and fees on the service recipients. Well- designed charges and fees not only reduce the need for additional revenue sources but promote service efficiency. Regular and consistent review of all fees is necessary to ensure the costs associated with the delivery of specific services have been appropriately identified and that a municipality is collecting reasonable charges.

The Division of Local Services recommends communities adopt written policies for setting charges and fees. A policy should identify what factors are to be considered when pricing services. It should also state whether the community intends to recover the full cost of providing the service or benefit and under what circumstances a charge or fee is set



at less than full recovery. Such a policy and the fee structure should be reviewed periodically to ensure they remain current, and both should be communicated with the public clearly and openly.

**Policy:**

City fees and charges shall be reviewed periodically in relation to the cost of providing the service. The City will compare rates with nearby and comparable communities to determine if the fees established are reasonable. The City may decide against full cost recovery where greater public benefit is demonstrated. Exceptions to full recovery costs include cases where: the fee maximums are established by the General Laws of Massachusetts (MGL) or where a policy decision has been made otherwise.

**References:**

*Costing Municipal Services: Workbook and Case Study, MA DOR Division of Local Services' workbook.*

*Establishing Government Charges and Fees, Government Finance Officers Association Best Practice, February 2014 Division of Local Services - A Guide to Financial Management for City Officials, p. 20-21.*

**Adopted by:**

**Date Adopted:**

## G. **USE OF ONE TIME REVENUE**

### 1. **Use of One Time Revenue**

**Background:**

The Government Finance Officers Association recommends that communities develop guidance on the use of one-time revenues to minimize services disruptions due to the non-recurrence of these sources.

The Division of Local Services states that funding operations with one-time revenues, without identifying future available offsets, effectively postpones difficult decisions necessary to achieve a structurally sound, sustainable spending plan. One-time revenue is usually defined as nonrecurring revenue.

**Policy:**

The City shall strive to use one-time revenues only for the following purposes:

- to appropriate to reserve funds,
- to fund one-time budget or capital costs, and/or
- to address unfunded liabilities.

**Adopted by:**

**Date Adopted:**

## H. **UNFUNDED LIABILITIES**

**Background:**

Defined as “the actuarial calculation of the value of future benefits payable less the net assets of the fund at a given balance date,” unfunded liabilities represent a significant financial obligation for all levels of government across the country. In Massachusetts municipalities, the two primary unfunded liabilities are for Pensions and Other Post-Employment Benefits (OPEB).

### 1. **Pensions/Retirement**

**Background:**

The Contributory Retirement System is a defined benefit program that is governed by Massachusetts General Laws, Ch.32 and is regulated by the Public Employee Retirement Administration Commission (PERAC), a state entity responsible for the oversight, guidance, monitoring, and regulation of Massachusetts' 105 public pension systems. Funding for this system covers the costs of employees who are part of the City's retirement system, which does not include teachers, as their pensions are funded by the State. The City of Brockton maintains its own Retirement System and appropriates funds as voted by the Brockton Retirement Board based upon the funding schedule adopted by the Board and approved by PERAC.

In accordance with special legislation – Chapter 483 of the Acts of 2004 – the City is permitted to issue pension obligation bonds. Section 1 of the Act states in part:

“The aggregate amount of bonds or notes which may be issued by the city of Brockton under this act, shall not exceed the amount which the retirement board of the city of Brockton, with the approval of the city's chief financial officer, treasurer, and city council, shall determine to be necessary to be issued to fund the unfunded pension liability of the retirement system of the city of Brockton as of a particular date and to provide for issuance costs and other expenses necessary or incidental thereto. Such determination of the retirement board of the city of Brockton of the unfunded pension liability shall be

based upon the report of a nationally recognized independent consulting firm, which shall be acceptable to the Public Employee Retirement Administration Commission, and which may be the consulting actuary generally retained by the retirement board of the city."

**Policy:**

In accordance with state law, PERAC regulations, and government accounting standards, the City shall continue to fund this liability in the most fiscally prudent manner, recognizing the fact that the adoption of a funding schedule is, by law, the responsibility of the Brockton Retirement Board. Upon the completion of meeting the City's funding liability according to the adopted funding schedule, a portion of the drop off in the annual pension appropriation shall be utilized to fund the City's OPEB liability.

The City Retirement Board and Chief Financial Officer, working closely with the City Treasurer, City's financial advisor, and bond counsel, may from time to time consider the appropriateness of issuing pension obligation bonds in accordance with the requirements of Chapter 483 of the Acts of 2004 and submit such plan to the Massachusetts Executive Office for Administration and Finance as required under Section 4 of the Act. If such an action is found to be in the best financial interest of the City, then the Mayor shall submit such plan to the City Council.

**References:**

*M.G.L. c.32*

*Chapter 483 of the Acts of 2004*

**Adopted by:**

**Date Adopted:**

## **2. Other Post- Employment Benefits (OPEB)**

**Background:**

OPEB consists primarily of the costs associated with providing health insurance for retirees and their spouses. The Government Accounting Standards Board (GASB) issued Statements No. 43 and No. 45 in 2004 to address the OPEB issue. GASB 43 required the accrual of liabilities of OPEB generally over the working career of plan members rather than the recognition of pay-as-you-go contributions, while GASB 45 required the accrual of the OPEB expense over the same period. The reporting requirements of GASB 43 and 45 include disclosures and schedules providing actuarially determined values related to the funded status of OPEB. This requires that the accrued liabilities be determined by a qualified actuary using acceptable actuarial methods.

**Policy:**

Brockton shall establish an OPEB Liability Trust Fund in accordance with MGL Chapter 32B Section 20. This trust fund will be an irrevocable trust, and its assets can only be used to fund the OPEB liability for retirees.

The Chief Financial Officer will formulate a funding policy for OPEB in conjunction with its retirement funding schedule.

**References:**

*MGL c. 32B, §20 Other Post Employment Trust Fund*

*GASB Statement No. 43, Reporting for Postemployment Benefit Plans Other than Pension Plans, Governmental Accounting Standards Board - April 2004*

*GASB Statement No. 45, Accounting and Financial Reporting by Employers for Postemployment Benefits Other Than Pensions, Governmental Accounting Standards Board, June 2004.*

*GASB Statements 43 and 45 on Other Postemployment Benefits, Governmental Accounting Standards Board.*

**Adopted by:**

**Date Adopted:**

## **3. Compensated Absences**

**Background:**

Another unfunded liability, less frequently monitored by cities and towns, is the cost of accumulating sick leave and vacation buy-backs payable to employees upon retirement. These benefits are typically defined in the labor agreements and personnel policies of municipalities. While it is difficult to precisely forecast the expenditures to be made in any one fiscal year, a state statute can be adopted, and local practices can be established to set aside funds for this liability.

**Policy:**

In accordance with MGL Chapter 40 Section 13D, the City shall establish a reserve fund for the future payment of accrued liabilities for compensated absences due any employee or full-time officer of the City upon termination of employment. The Chief Financial Officer shall annually determine the amount of monies to be deposited to this reserve fund and recommend the appropriation of funds needed.

**References:**

*MGL Ch. 40, Sec.13D Reserve Fund for Future Payment of Accrued Liabilities for Compensated Absences*

**Adopted by:**

**Date Adopted:**



## I. RISK MANAGEMENT AND FRAUD PREVENTION

### 1. Risk Assessment and Monitoring Program

#### **Background:**

In recognition that during daily operations a municipality is constantly exposed to potential impact of property loss, personal injury, and liability, the Government Finance Officers Association recommends that governments develop a comprehensive risk management program that identifies, reduces, and minimizes risk to its property, interests, and employees. Costs and consequences of harmful or damaging incidents arising from those risks should be contained.

#### **Policy:**

The City of Brockton is self-insured, and such program shall be aimed at covering the potential impact of the types of property loss, personal injury, and liability the City is exposed to on a regular basis.

The Law Department, in close collaboration with the Finance and Human Resources Departments, shall develop and maintain a risk management program to protect the City against the financial consequences of accidental loss of property, liability, fraud, and personal injury to the extent possible through effective prevention and loss control policies and practices.

#### **References:**

*Creating a Comprehensive Risk Management Program*, Government Finance Officers Association Best Practice, March 2009.

#### **Adopted by:**

#### **Date Adopted:**

### 2. Anti-Fraud Policy and Response Program

#### **Background:**

A municipality is committed to its duty to ensure effective stewardship of public money and other assets and resources for which it is responsible. It should aim to prevent and deter all forms of fraud that could threaten the security of its assets or its reputation.

Fraud is a violation of trust that is defined as a deception deliberately practiced to secure unfair or unlawful gain. The term includes but is not limited to such acts as deception, bribery, forgery, extortion, theft, embezzlement, misappropriation of money or assets, false representation, the concealment of material facts relating to any of the above, and collusion or conspiracy to commit any or all the above.

Fraud can cover many activities. It may include but is not limited to:

- Forgery, alteration, or misappropriation of checks, drafts, promissory notes, or securities
- Unauthorized use, or disposition of funds or property (for example, misuse of City-owned computer hardware, software, data, and other records; use of City-owned equipment, vehicles, or work time for non-City purposes)
- Embezzlement
- Theft
- Falsifying time sheets or payroll records
- Falsifying travel or entertainment expenses and/or utilizing City funds to pay for personal expenses or for personal benefit
- Fictitious reporting of receipt of funds
- Improper revenue recognition
- Improper expense/expenditure recognition
- Overstatement of assets
- Payments in money or other property, including but not limited to such things as jobs for families and friends, use of vacation properties, discounted or free services in exchange for benefits and other things of value, bribes and kickbacks
- Understatement of liabilities

#### **Policy:**

The City is committed to prevention, detection, investigation, and corrective action relative to fraud. Each department head is responsible for instituting and maintaining a system of internal control to provide reasonable assurance for the prevention and detection of fraud, misappropriations, and other irregularities.

The City recognizes there may only be a suspicion of fraud - thus any concerns should be reported to the City Auditor. If the concern involves the City Auditor, it should be reported to the Chief Financial Officer. The City shall maintain and publicize an anonymous method for reporting violations or potential violations.

All department heads or individuals, upon discovery of any violation or potential violation, must notify the City Auditor (or CFO as applicable). The City Auditor (or CFO) shall inform the Mayor (and the School Superintendent as applicable) unless the concern involves the Mayor or School Superintendent in which case the City Auditor shall inform the CFO. The City Auditor (or CFO) shall commence an investigation within 10 working days.



Upon conclusion of the investigation, if the City Auditor determines that corrective action may be provided for internally within the department, the City Auditor shall work with the appropriate department head to determine and take the steps necessary to correct the violation.

The City Auditor shall also report the results of the investigation to the Mayor (and School Superintendent, as applicable) and Chief Financial Officer. All significant findings will also be reported to the Chairman of the City Council (or Chairman of the School Committee, as applicable). Where there are reasonable grounds to believe that a fraud may have occurred, the Mayor shall pursue appropriate legal remedies for recovery of the assets.

**Adopted by:**

**Date Adopted:**

## **J. INTERNAL CONTROL, ACCOUNTING, AND FINANCIAL REPORTING POLICIES**

### **1. Internal Control**

#### **Background:**

Internal control policies and procedures are designed to assure that public funds are administered and expended in compliance with applicable regulations and laws; that the funds are used for authorized purposes; and that there is an accurate reporting on the use of these public funds. The Committee of Sponsoring Organizations (COSO) representing the American Accounting Association, American Institute of CPAs, Financial Executives International, Institute of Management Accountants and the Institute of Internal Auditors, was formed to establish a framework for organizations to evaluate their internal controls:

#### **CONTROL ENVIRONMENT**

1. Demonstrates commitment to integrity and ethical values
2. Exercises oversight responsibility
3. Establishes structure, authority, and responsibility
4. Demonstrates commitment to competence
5. Enforces accountability

#### **RISK ASSESSMENT**

6. Specifies suitable objectives
7. Identifies and analyzes risk
8. Assesses fraud risk
9. Identifies and analyzes significant change

#### **CONTROL ACTIVITIES**

10. Selects and develops control activities
11. Selects and develops general controls over technology
12. Deploys through policies and procedures

#### **INFORMATION & COMMUNICATION**

13. Uses relevant information
14. Communicates internally
15. Communicates externally

#### **MONITORING**

16. Conducts ongoing and/or separate evaluations
17. Evaluates and communicates deficiencies

#### **Policy:**

The Chief Financial Officer will develop, train, implement, and monitor financial accounting procedures that reflect the internal control framework described by COSO. Such procedures shall be formalized in a manual provided to all City staff. The CFO and their staff will review current and on-going internal procedures with employees and provide both written and verbal guidance to assure compliance with proper internal control.

#### **References:**

*The Committee of Sponsoring Organizations (COSO) representing the American Accounting Association*

**Adopted by:**

**Date Adopted:**

### **2. Annual Audit**

#### **Background:**

The objective of an audit is to obtain independent assurance that a community's year-end financial statements are reliable, accurate, and complete. An audit also helps to ensure that financial checks and balances are in place to protect public assets. Consequently, it can be a powerful tool by which a community can build taxpayer confidence in government operations.

The Government Finance Officers Association (GFOA) recommends that communities engage the same audit firm by entering into multiyear agreements, or a series of one-year contracts, for a term of at least five years. A multiyear agreement allows for greater continuity and enables a new auditor to spread initial start-up costs over multiple years, potentially reducing costs in the initial years.





However, after this term, the GFOA recommends a full, competitive selection process and a rotation of auditors after each multiyear agreement, provided there is adequate competition among qualified auditors. Contracting with a new audit firm not only brings a fresh perspective, but it also reflects good practice. Where competition is limited, participation of the current auditor is acceptable, assuming their past performance has been satisfactory and conformed to industry standards. In the event the City chooses to remain with an audit firm, it is advisable to rotate the audit manager on a regular basis.

**Policy:**

The City will utilize accounting practices that best conform to generally accepted accounting principles (GAAP) as set forth by the Governmental Accounting Standards Board (GASB). The City shall have an independent outside audit performed by a certified public accountant each year. The City shall provide for such an audit by an accountant or a firm of accountants, who have no personal interests, direct or indirect, in the fiscal affairs of the City government or of any of its officers or employees. The City will require that each year, a Management Letter be provided as part of the independent public accounting firm as a companion document to the annual audit. The City will either advertise for auditing services every five to eight years or ensure that there is a regular rotation of audit managers within a particular firm if it elects to stay with a given audit firm. The City will strive to have the annual audit completed by the end of November.

**References:**

*MGL Chapter 40, Section 44I Annual Audit*  
*Annual Audits, MA DOR Division of Local Services Best Practice*

**Adopted by:**

**Date Adopted:**

### **3. Comprehensive Annual Financial Report**

**Background:**

A Comprehensive Annual Financial Report (CAFR) is a set of government financial statements comprising the financial report of the municipality that complies with the accounting requirements promulgated by the General Accounting Standards Board (GASB). GASB provides standards for the content of a CAFR in its annual updated publication *Codification of Government Accounting and Financial Reporting Standards*. A CAFR is compiled by the municipal accounting staff and audited by an external certified public accounting firm utilizing GASB requirements. It is comprised of three sections: Introductory, Financial, and Statistical. It combines the financial information of fund accounting and Enterprise Authorities accounting.

**Policy:**

The City shall work towards the preparation of a Comprehensive Annual Financial Report (CAFR) that meets the criteria established by the GFOA's Certificate of Achievement in Financial Reporting Program. This program encourages the preparation of a comprehensive report that goes beyond the annual audit report and presents information that enhances government transparency and disclosure.

**Adopted by:**

**Date Adopted:**

### **4. Audit Committee**

**Background:**

The following statement is provided by the Government Finance Officers Association concerning the establishment and purpose of an audit committee. *"An audit committee is a practical means for a governing body to provide much needed independent review and oversight of the government's financial reporting processes, internal controls, and independent Auditors. An audit committee also provides a forum separate from management in which Auditors and other interested parties can candidly discuss concerns. By effectively carrying out its functions and responsibilities, an audit committee helps to ensure that management properly develops and adheres to a sound system of internal controls, that procedures are in place to objectively assess management's practices, and that the independent Auditors, through their own review, objectively assess the government's financial reporting practices."*

**Policy:**

Audit recommendations shall be handled expeditiously, and the City shall explore the format, membership, and duties of an audit committee for potential future establishment.

**References:**

*Audit Committees, Government Finance Officers Association Best Practice, October 2008.*

**Adopted by:**

**Date Adopted:**



## 5. Monthly Financial Reporting

### **Background:**

Reporting budget status is a critical practice to assist departments and upper management monitor up-to-date expenditures and revenues. It enables the City to take prompt management action if financial problems are indicated or adjust spending behavior to meet financial challenges.

### **Policy:**

The Chief Financial Officer and City Auditor shall distribute to the Mayor, City Council, and Department Heads monthly budget-to-actual reports. If financial problems are indicated, the Chief Financial Officer will review with the City Auditor and affected departments and recommend any potential corrective action to the Mayor.

### **References:**

City Ordinances Sec. 2-267 Powers and Duties (City Auditor)  
Chapter 324, Acts of 1990

### **Adopted by:**

### **Date Adopted:**

## 6. Cash Collections

### **Background:**

One of a government's functions is to collect taxes and other revenues. The process involves many actors including the Chief Financial Officer, Treasurer/Collector's office, Auditor, legal counsel, Tax Assessor, other departments or agencies, other governments at the state and/or local level, commercial banks, and private collection agencies.

### **Policy:**

The City shall collect all revenue using fair and consistent methods, exercising all powers provided to it under law.

On or before December 1, the City shall commence tax title proceedings against properties that owe property taxes to the City.

The Treasurer/Collector shall establish and maintain reliable record keeping systems and enforce a timely collections process. All amounts committed must be supported with a warrant and a detailed listing of all amounts due. All monies received should be turned over to the Treasurer/Collector's office at least weekly so they may be deposited in the bank in a timely manner.

The Treasurer/Collector shall aggressively pursue the collection of delinquent accounts and with assistance from the Deputy Collector and other City officials pursue collection of outstanding real estate taxes, personal property taxes, excise taxes, and fines. The execution of a systematic and deliberate program to collect taxes owed is intended not only to capture revenue, but also to establish a clear policy that tax delinquents will be aggressively pursued. The Treasurer/Collector shall execute in a timely manner collection remedies such as issuance of demands immediately after bills become past due and initiate tax taking shortly afterwards to increase the rate of collection of municipal monies, thereby assisting in the financial stability of the City.

### **References:**

*Revenue Collection*, Government Finance Officers Association Best Practice.

### **Adopted by:**

### **Date Adopted:**

## 7. Reconciling Cash and Receivables

### **Background:**

Two of the largest assets for a community are cash and receivables. Information pertaining to these is kept by the Treasurer/Collector, and the Auditor. A Treasurer is the custodian of the community's revenues, tax titles, and tax possessions, while a Collector keeps listings of outstanding receivables due to the community, and City Auditor is responsible for maintaining the accounting records. Prompt and frequent reconciliations between these offices are essential to maintain control and ensure checks and balances are in place.

### **Policy:**

Within thirty days after the end of each month, the Treasurer/Collector shall internally reconcile the cashbook to all bank statements and all receivable balances with the receivable control. The results of these activities shall be forwarded to the City Auditor's office and compared to the general ledger records. If differences are determined, the Treasurer/Collector and Auditor shall reconcile the variances (e.g., missing information, errors, and timing differences). The City shall reconcile revenues and expenditures for each fiscal year within 75 days of the end of the fiscal year.

### **References:**

*Treasurer's Manual 2009 and Collector's Manual 2008: Massachusetts Collectors & Treasurers Association*



**Adopted by:**

**Date Adopted:**

## 8. Cash Flow Forecasting and Budgeting

### **Background:**

The purpose of cash flow forecasting is to determine whether sufficient funds are available to cover current obligations, any surplus can be invested, or if any cash shortfall exists which may require temporary borrowing.

The Division of Local Services recommends maintaining a cash flow budget to forecast investment opportunities or borrowing needs. Major revenue sources like property taxes and state aid are generally received in large, lump sums at specific points in the fiscal year and do not necessarily coincide with expense patterns, which often results in cash surpluses or shortfall during certain periods of the year.

The Government Finance Officers Association also recommends cash flow forecasting as a best practice. When used as a cash management guide, it can lead to the optimized use of funds as well as ensure sufficient liquidity.

### **Policy:**

The Treasurer/Collector shall work to develop a cash flow forecast for the upcoming fiscal year after approval of the annual budget and a rolling one-year cash flow throughout the fiscal year.

### **References:**

*Cash Flow Forecast in Treasury Operations*, Government Finance Officers Association Best Practice, February 2011.

**Adopted by:**

**Date Adopted:**

## 9. Year-End Closing

### **Background:**

Year-end closing procedures are important to ensure local officials have accurate financial data in adequate time to make necessary budgetary decisions. The City must properly close its books promptly after the fiscal year ends. Adhering to a timely schedule expedites the year-end closing process.

This policy applies to the responsibilities of all department heads in managing and reporting on their budgets and assets. It further applies to the related year-end compilation, reconciliation, and/or oversight duties of the Chief Financial Officer, the Treasurer, the Budget Director, and the City Auditor. Additionally, it pertains to the year-end budget transfer authority and carry forwards.

### **Policy:**

The City Auditor, by June 1 shall issue a year-end closing memorandum addressing the sufficiency of payroll and ordinary maintenance, year-end purchasing, encumbrances, cash receipts, abatements, bill refunds, and other year-end issues.

On recommendation of the Mayor, the City Council may, by majority vote, transfer between May 1 and July 15:

- Any amount appropriated for the use of any department to another appropriation for the same department by majority vote.
- Any amount to another department by two-thirds vote with the department head's written permission by the department having control of the appropriation from which the transfer is proposed to be made.

No transfer involving the school department shall be made under the previous sentence without the approval of the amount of the transfer by a vote of the school committee.

### *Year-End Purchasing*

By June 1, the City Auditor will email all department heads advising them to submit all available invoices by June 30 and to provide notification of any pending obligations remaining from the fiscal year. With proper documentation, the City Auditor will only encumber funds that have been committed to specific purchases (by purchase orders), services (by service agreements), or projects (by contracts).

Departments may encumber estimated and known costs for goods or services that have been received as of June 30 for which an invoice has not been received. This requires a specific vendor for which the City has a contact and I or a W-9. The use of a miscellaneous vendor will not be permitted.

### *Year-End Processing*

All cash receipts, abatements, bill refunds, requisitions, payrolls, and schedule of bills payable must be processed prior to June 30. Payments of departmental weekly and bi-weekly overtime immediately after June 30 must be submitted to City Auditing consistent with the City Auditor's year-end timetable.

The City Auditor will close the books of accounts by July 15.

**Adopted by:**

**Date Adopted:**

## K. PROCUREMENT AND PURCHASING POLICIES

### 1. Procurement and Purchasing Policy

#### **Background:**

The Commonwealth of Massachusetts establishes municipal purchasing regulations under MGL:

- Chapter 30B (Supplies and Services)
- Chapter 149 (Building Construction)
- Chapter 30, §39M (Non-Building Construction)
- Chapter 7 §§ 44-57 (Design Services for Public Building Projects)

The State Inspector General's office has oversight of public purchasing laws and has published comprehensive guides to purchasing requirements.

#### **Policy:**

The City shall follow the guidance contained in the Inspector General's publications, including, but not limited to "*The Chapter 30B Manual: Procuring Supplies, Services and Real Property*" to comply with state purchasing requirements. To supplement this guidance, the Director of Procurement will maintain a concise manual on purchasing procedures for department heads or others involved in City purchasing or procurement.

#### **References:**

*Brockton Procurement Department – Policies and Procedures Manual 2019*

*MGL Ch. 30B Uniform Procurement Act*

*City Ordinances: Article IV FINANCIAL AFFAIRS, Division 6 Department of Procurement*

#### **Adopted by:**

#### **Date Adopted:**

## AX. TREASURER INVESTMENT POLICIES

### 1. Investment Policies – General Fund, Stabilization Fund, OPEB Trust Fund, Other City Funds

#### **Background:**

A local government's investment policy establishes guidelines and responsibilities in accordance with state law for managing and investing municipal funds.

The Governmental Accounting Standards Board recommends the disclosure of key policies affecting cash deposits and other long-term investments to ensure they are managed prudently or are not subject to extraordinary risks.

When assessing municipalities for credit quality, rating agencies look for investment management policies that address selection of financial institutions for services and transactions, risk assessment, investment objectives, investment maturities and volatility, portfolio diversification, safekeeping and custody, and investment performance reporting, benchmarking, and disclosure.

#### **Policy:**

The Treasurer/Collector is responsible for investing Town funds and will make all decisions regarding the management of Town funds. The Treasurer/Collector shall invest Town funds in a manner that meets daily operating cash flow requirements and conforms to state statutes governing public funds, while adhering to generally accepted diversification, collateralization, and the prudent investment principles of safety, liquidity, and yield. The Treasurer/Collector will comply with the principles described in the Massachusetts Collectors & Treasurers Investment Policy statement and regularly monitor statutory changes governing investments and offer any policy amendments.

#### **References:**

[MGL c.44 §54](https://malegislature.gov/Laws/GeneralLaws/PartI/TitleVII/Chapter44/Section54) (<https://malegislature.gov/Laws/GeneralLaws/PartI/TitleVII/Chapter44/Section54>) [MGL c.44 §55](https://malegislature.gov/Laws/GeneralLaws/PartI/TitleVII/Chapter44/Section55)

(<https://malegislature.gov/Laws/GeneralLaws/PartI/TitleVII/Chapter44/Section55>) [MGL c.44 §55A](https://malegislature.gov/Laws/GeneralLaws/PartI/TitleVII/Chapter44/Section55A)

(<https://malegislature.gov/Laws/GeneralLaws/PartI/TitleVII/Chapter44/Section55A>) [MGL c.44 §55B](https://malegislature.gov/Laws/GeneralLaws/PartI/TitleVII/Chapter44/Section55B)

(<https://malegislature.gov/Laws/GeneralLaws/PartI/TitleVII/Chapter44/Section55B>)

*Massachusetts Collectors & Treasurers Investment Policy Statement manual*

*Creating an Investment Policy* (<http://www.gfoa.org/creating-investment-policy>), *Government Finance Officers*

*Association Best Practice, October 2010.*

#### **Adopted by:**

#### **Date Adopted:**

### 2. Post-Issuance Tax Compliance Procedure for Tax-Exempt Debt Obligations and Other Tax-Benefited Obligations

#### **Background:**

Post-issuance compliance procedures are designed to provide for the effective management of a municipality's post-bond or note issuance compliance program for tax-exempt and other tax-benefit bonds in a manner consistent with state and federal laws applicable to such obligations.



**Policy:**

The Treasurer/Collector shall review post-issuance compliance procedures and the disclosure statement provided by the Financial Advisor at least annually and implement revisions or updates as deemed appropriate, in consultation with bond counsel and/or the Financial Advisor.

The Treasurer/Collector shall be the primary bond compliance officer responsible for each issuance by the City of tax-exempt (or otherwise tax-benefited) bonds, notes, financing leases, or other obligations. All information related to each bond issue and the facilities, equipment, and other assets financed by such issue shall be maintained by or on behalf of the Treasurer/Collector.

**References:**

*Municipal Advisor Disclosure Statement*

**Adopted by:****Date Adopted:**

## ALL **ECONOMIC DEVELOPMENT FINANCING POLICIES**

### 1. **Tax Increment Financing / Tax Increment Exemption Program**

**Background:**

The City has the goal of supporting economic development, housing development, and job creation. The Commonwealth has established various financing tools that allow local governments to support this goal.

The City of Brockton's Tax Increment Financing (TIF) and Tax Increment Exemption (TIE) Program is an incentive program designed to encourage development in Brockton using tools established by the State. This program is administered as the local component for the Commonwealth's Economic Development Incentive Program through the Mayor and City Council.

**Policy:**

There shall be an Economic Assistance Taskforce chaired by the Mayor or their designee and including the Director of Planning and Economic Development, City's Chief Financial Officer, City's Chief Assessor, Director of the Brockton Redevelopment Authority, and Old Colony Planning Council Director of Economic Development. The Taskforce shall be charged with following the procedures in the "Tax Increment Financing (TIF) and Tax Increment Exemption (TIE) Program Guidelines," as amended, to receive, review, and score all applications for TIF and TIE assistance. The Taskforce shall make its recommendations to the City Council in writing.

**References:**

*MGL c 40 s 59*

*MGL c 40Q*

*402 CMR 3.00*

City of Brockton, *Tax Increment Financing (TIF) and Tax Increment Exemption (TIE) Program Guidelines*

**Adopted by:****Date Adopted:**

## **APPENDIX A: Municipal Finance Glossary/Acronym List**

Classification Plans: Schedules that identify employees by job category, job title, and union/non-union status on a typical grade structure.

CBAs: Collective Bargaining Agreements; Documents that incorporate the negotiated changes and represent the total agreement that exists between a municipality and a union.

CMR: The Code of Massachusetts Regulations; Massachusetts state agencies issue regulations, which are compiled in the Code of Massachusetts Regulations (CMR).

Debt Exclusion: An action taken by a 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 2½. By approving a debt exclusion, a community calculates its annual levy limit under Proposition 2½, then adds the excluded debt service cost. The amount is added to the levy limit for the life of the debt only and may increase the levy above the levy ceiling.

Enterprise Fund: An enterprise fund, authorized by MGL Ch. 44 §53F½, is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges



and the portion that is subsidized by the tax levy, if any. With an enterprise fund, all costs of service delivery--direct, indirect, and capital costs--are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the "surplus" or net assets unrestricted generated by the operation of the enterprise rather than closing it out to the general fund at year-end. See "Retained Earnings." Services that may be treated as enterprises include, but are not limited to, water, sewer, hospital, and airport services. See DOR IGR 08-101.

Equalized Valuation/EQV: 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.

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.

Fiscal Year (FY): Since 1974, the Commonwealth and municipalities have operated on a budget cycle that begins July 1 and ends June 30. The designation of the fiscal year is that of the calendar year in which the fiscal year ends. Since 1976, the federal government fiscal year has begun on October 1 and ended September 30.

Free Cash: Remaining, unrestricted funds from operations of the previous fiscal year including unexpended free cash from the previous year, actual receipts in excess of revenue estimates shown on the tax recapitulation sheet, and unspent amounts in budget line-items. Unpaid property taxes and certain deficits reduce the amount that can be certified as free cash. The calculation of free cash is based on the balance sheet as of June 30, which is submitted by the community's auditor, accountant, or comptroller. Free cash is not available for appropriation until certified by the Director of Accounts.

Fund Balance: The difference between assets and liabilities reported in a governmental fund. Sometimes called fund equity.

General Fund: The fund used to account for most financial resources and activities governed by the normal town meeting/city council appropriation process.

GIS: A geographic information system (GIS) is a system to manage and display digital mapping. A GIS stores the shape of individual map features (a street segment, a parcel of land) along with descriptive information (often called feature "attributes"). The system can integrate assessors' property data, water and sewer line networks,

Indirect Costs: 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.

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.

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.

Local Aid: Revenue allocated by the Commonwealth 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 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.

Massachusetts Clean Water Trust (MCWT): The MCWT, in partnership with the Massachusetts Department of Environmental Protection provides financing for sewer projects, septic systems, drinking water projects and a variety of other pollution abatement projects for communities across Massachusetts.

MOAs: Memorandums of Agreement: The documents that represent agreement between a municipality and the various labor unions. They are created when a municipality and the respective union have reached agreement for a contract period about wages and working conditions.



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 \$25.00 per \$1000 of vehicle value. Owner registration and billing information is maintained by the State Registry of Motor Vehicles and is made available to a city or town, or to the Deputy Collector who represents it.

New Growth: The additional tax revenue generated by new construction, renovations, and other increases in the property tax base during a calendar year. It does not include value increases caused by normal market forces or by revaluations. New growth is calculated by multiplying the assessed value associated with new construction, renovations, and other increases by the prior year tax rate. The additional tax revenue is then incorporated into the calculation of the next year's levy limit.

Pay Plan: The wage schedules that specify pay rates, typically on an annual step or merit system, for each union and non-union position.

PILOT/ Payment in Lieu of Taxes: An agreement between a municipality and an entity not subject to taxation, such as charitable or educational organizations, in which the organization 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.

Proposition 2½: A state law enacted in 1980, Proposition 2½ regulates local property tax administration and limits the amount of revenue a city or town may raise from local property taxes each year to fund municipal operations.

Recap Sheet/Recap/Tax Rate Recapitulation Sheet: A document submitted by a city or town to the Massachusetts Department of Revenue (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).

Retained Earnings: 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. Every three years, assessors must submit property values to the DOR for certification. Assessors must also maintain fair cash values in the years between certifications so that each taxpayer in the community pays his or her share of the cost of local government in proportion to the value of his property.

Schedule A: A statement of revenues, expenditures, and other financing sources, uses, changes in fund balance and certain balance sheet account information prepared annually by the accountant or auditor at the end of the fiscal year. This report is based on the fund account numbers and classifications contained in the Uniform Massachusetts Accounting System (UMAS) manual.

Side Letters: Documents that represent a short-term agreement between a municipality and a union.

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 funds, 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 prior year's tax levy. The total of all stabilization fund balances shall not exceed ten percent of the community's equalized value, and any interest shall be added to and become a part of the funds. A two-thirds vote of town meeting or city council is required to establish, amend the purpose of, or appropriate money into or from the stabilization fund. (See DOR IGR 04-201)

Unassigned Fund Balance: See "Free Cash"

Unrestricted Net Position: See "Retained Earnings"

User Charges / Fees: A municipal funding source where payment is collected from the user of a service to help defray the cost of providing the service. Any increases in the fees must satisfy the three tests set forth in the so-called Emerson case. (See Emerson College v. Boston, 391 Mass. 415 [1984])





Many definitions were adapted from the Massachusetts Department of Revenue's Municipal Finance Glossary (May 2008).

For additional definitions, please see: <http://www.mass.gov/dor/docs/dls/publ/misc/dlsmfgl.pdf>  
(<http://www.mass.gov/dor/docs/dls/publ/misc/dlsmfgl.pdf>)

## **APPENDIX B: Relevant Sections of City Ordinance**

### **ARTICLE IV. DIVISION 4. - CHIEF FINANCIAL OFFICER**

#### **Sec. 2-296. - Powers and duties generally.**

In addition to the powers and duties provided for in Chapter 324 of the Acts of 1990, the chief financial officer shall have the powers and duties provided in this division.

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

#### **Sec. 2-297. - Capital improvement defined.**

As used in this division, a capital improvement shall be 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 twenty-five thousand dollars (\$25,000.00), 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 twenty-five thousand dollars (\$25,000.00), 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.

(Ord. No. D328, 7-6-93; Ord. No. K20, 8-31-18)

#### **Sec. 2-298. - Duty of chief financial officer to plan capital improvements.**

It shall be the duty of the chief financial officer to consider and report on the existing and probable future needs of the city for capital improvements, the relationship of such improvements to the future growth and development of the city and to the master plan; the probable cost and the relative urgency of each improvement; its likely effect on the tax rate and on the present level of city services; the capacity of the city to finance the expenditure, given recent and anticipated trends in revenue, expenditures, debt and unfounded liabilities; and the order in which it should be undertaken by the city.

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

#### **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)

#### **Sec. 2-300. - Preparation and submission of capital budget.**

The chief financial officer shall, not later than January 31 of each year, on the basis of any information in his possession, prepare and submit to the mayor and city council a capital budget showing in detail for each department, office or agency the capital improvements which in its opinion should be undertaken in the ensuing year and a capital improvement program for each of the five (5) years next following, together with a statement showing how such improvement should be financed, whether from taxation or from any available funds, grants, gifts or assessments, or by borrowing, and the probable effect of the proposed capital budget and the capital improvement program on the tax rate of the city in each such year. The capital budget so submitted to the mayor for the ensuing year shall be deemed to be a part of the budget estimates required by law to be furnished annually by the several officers and departments of the city and shall be considered and acted upon by him together with such other estimates in the preparation of the annual budget.

No appropriation shall be voted for a capital improvement or project requested by a department, board, or commission unless the chief financial officer shall have reviewed and made a recommendation thereon.

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

### **ARTICLE III. DIVISION 2 - EMPLOYEE CLASSIFICATION AND COMPENSATION PLAN, BENEFITS, ETC.**

#### **Sec. 2-126. Positions in classified service.**

(a) *Titles.* No person shall be appointed, employed, or paid as a city employee in any position subject to the provisions of the pay plan under any title other than those of the classification schedule, or under such title other than that of the position the duties of which are actually performed. The class title shall be the official title for all purposes having to do with the position and shall be used to designate the position in all payrolls, budget estimates and official reports. The provisions of this division shall not apply to positions subject to a collective bargaining agreement under M.G.L. Ch. 150E.

(b) *Definitions:*

(1) Full-time. An employee is considered as occupying a full-time position when he shall have rendered paid services to the city for thirty (30) workweeks at the number of working hours in effect in the department or for the position to which he has been assigned during the preceding calendar year.

(2) Part-time. An employee is considered as occupying a part-time position if the conditions set forth in subsection (a) have not been met.

(Code 1965, §§ 28-1, 28-2; Ord. No. D351, 11-18-94)

#### **Sec. 2-127. Pay plan.**

The official pay plan shall consist of the following categories:

Boards and commissions	B/C
Clerical	C
Department assistants/professionals	DA/P
Department heads	DH
Elections	E
Legal	L
Miscellaneous	M
Part-time/seasonal	PT/S

The minimum step rate and maximum or flat rate salaries or wages to be paid to all employees in any position included in the classification plan are set forth in the schedule attached hereto.

City Ordinance Employees Annual Salary Schedule - July 1, 2018

Comp./Grade	7/1/2018	Min.	2	3	4	5	6	7	8	Rate
BOARDS AND COMMISSIONS										
B/C	Chairman, Board of Health PT Member, Licensing Board PT Member, Board of Health PT Member, Board of Assessors PT (19.5 hours per week)					\$ 26,743	\$ 27,429	\$ 28,115		\$1,250
CLERICAL										
C-1	Junior Clerk & Typist	\$32,676	\$33,438	\$34,214	\$36,294	\$37,124	\$37,838			
DEPARTMENT ASSISTANTS/PROFESSIONALS										
DA/P1	Financial Analyst Asst. City Clerk	\$64,019	\$66,976	\$69,626	\$71,880	\$76,279	\$78,186	\$81,313		
DA/P-2	Asst. Auditor Asst. Treasurer/Collector Budget Director Asst. Director of Human Resources	\$63,887	\$71,329	\$78,766	\$86,583	\$88,271	\$89,994	\$91,795	\$95,467	
DA/P-3	Dep. Director Emerg. Mgmt. Communications Director									\$15,950
DA/P-4	Human Services Administrator									\$80,013
DA/P-5	Diversity and Inclusion Manager	\$62,000	\$63,860	\$65,776	\$67,750	\$69,783	\$71,877	\$74,034	\$76,256	
DEPARTMENT HEADS										
DH1	Dir. Emerg. Mgmt.									\$25,000
DH2	Ex. Dir. Dev. & Ind. Comm. Superintendent of Wires	\$66,406	\$69,625	\$72,303	\$75,965	\$78,461	\$80,423	\$83,640		
DH3	Ex. Director Parking Authority Member, Bd. of Assessors	\$76,423	\$79,477	\$81,864	\$83,503	\$86,876	\$89,047	\$92,609		
DH4	Data Processing Dept. Head Chairman Bd. of Assessors	\$80,720	\$83,613	\$86,958	\$88,697	\$92,281	\$94,589	\$98,372		
DH5	Director of Personnel	\$83,398	\$87,856	\$92,314	\$94,161	\$97,964	\$100,413	\$104,430		
DH6	City Auditor Treasurer Collector	\$94,116	\$98,392	\$101,202	\$103,226	\$107,396	\$110,082	\$114,485		
DH7**	Library Director ** If no employment contract				\$93,229	\$97,964	\$100,413	\$104,430		
DH8	Superintendent of Buildings Dir. Of Urban Development/City Planner	\$101,178	\$105,457	\$106,313	\$108,440	\$112,819	\$115,640	\$120,265		
DH9	Comm. of Public Works	\$115,315	\$120,384	\$128,574	\$131,147	\$136,442	\$139,853	\$145,447		
DH10	City Clerk	\$101,627	\$103,932	\$107,346	\$109,493	\$113,918	\$116,766	\$121,437		
DH11	Chief Financial Officer	\$137,825	\$145,226	\$154,478	\$157,568	\$163,933	\$168,031	\$174,752		
DH12	Fire Chief	\$160,893	\$166,798	\$174,180	\$180,082	\$187,464	\$191,215	\$195,995	\$203,834	
DH14	Police Chief	Set by employment contract								
ELECTIONS										
E-1	Election Wardens /Clerks									\$200



E-2	Computer Clerks and Canvassers								\$ 175
E-3	Inspectors and Demonstrators								\$ 150
E-4	Special Police Officer & Constable Working at Polls PT								\$ 14.65

#### LEGAL

L1	City Solicitor - FT		\$ 131,733	\$ 134,477	\$ 137,222	\$ 139,966	\$ 145,565		
L2	City Solicitor - PT	\$ 77,252	\$ 79,172	\$ 81,162	\$ 83,190	\$ 85,078	\$ 88,481		
L3	Legislative Counsel * Asst. City Solicitor - PT	\$ 53,472	\$ 54,541	\$ 55,631	\$ 56,744	\$ 58,162	\$ 60,489		
L4	Asst. City Solicitor - FT	\$ 80,838	\$ 84,207	\$ 87,716	\$ 91,370	\$ 96,202	\$ 100,051		
L4A	Senior Asst. City Solicitor- FT	\$ 106,169	\$ 111,121	\$ 116,322	\$ 121,789	\$ 129,264	\$ 134,435		

#### MISCELLANEOUS

M1	Clerk - Veteran Council Clerk of Committees Election Commissioners Secretary of Claims Commission PT Secretary of COA Sec. Group Insurance PT or Trust Fund Comm. PT Sec. to License Comm. PT Sec. to Park Commission PT Sec. to Planning Board PT Labor Registration Clerk								\$ 750
M-2	City Clerk Council Clerk Elec. Comm. City Clerk Clerk of Committees, City Clerk Clerk of Finance, Auditor Clerk of Real Estate Comm., Treasurer								\$ 3,250
M-3	Sec. to Board of Appeals (per mtg)								\$ 125
M-4	Payroll Supervisor								\$ 7,500
M-5	Assistant to Payroll Supervisor								\$ 5,000
M-6	*Legislative Counsel Stipend in absence of Asst. City Clerk \$500 per month								\$ 6,000

#### PART TIME SEASONAL

PT/S-1	Locker Room Attendant PT Watchman & Swimming Pool Cust. PT Temporary Laborer PT Library Trainee PT	Minimum Wage as Established by Federal Law							
PT/S-2	Recreational Supervisor General PT								\$ 5,680.58
PT/S-3	Junior Clerk & Typist PT								\$ 14.01
PT/S-3a	Parking Garage Attendant PT	\$ 14.01	\$ 14.45	\$ 15.08	\$ 15.61	\$ 16.14			
PT/S-4	Deputy Chief Traffic Supervisor								\$ 14.25



PT/S-5	Deputy Director of Civil Defense PT Graves Registration Clerk		\$ 3,000
PT/S-6	School Physician PT		\$ 3,500
PT/S-7	Director of Civil Defense PT Inspector of Animals PT		\$ 6,750
PT/S-8	Health Officer PT		\$ 6,250
PT/S-9	City Physician PT School Traffic Supervisor Inspector of Animals PT		\$ 8,000 \$ 10.50
PT/S-10	Supervisor of Recreational Athletics	Night	\$ 15.00
		Day	\$ 20.00

(Ord. No. D142, 4-15-82; Ord. No. D166, 9-29-83; Ord. No. D170, 3-1-84; Ord. No. D171, 4-26-84; Ord. No. D176, 6-1-84; Ord. No. D180, 10-12-84; Ord. No. D190, 6-20-85; Ord. No. D193, 9-26-85; Ord. No. D207, 2-27-86; Ord. No. D208, 2-27-86; Ord. No. D209, 2-27-86; Ord. No. D210, 2-27-86; Ord. No. D211, 3-27-86; Ord. No. D212, 3-27-86; Ord. No. D213, 3-27-86; Ord. No. D214, 3-27-86; Ord. No. D215, 3-27-86; Ord. No. D217, 3-27-86; Ord. No. D219, 7-31-86; Ord. No. D221, 7-31-86; Ord. No. D223, 10-17-86; Ord. No. D224, 10-17-86; Ord. No. D226, 10-17-86; Ord. No. D341, 3-31-94; Ord. No. D351, 11-18-94; Ord. No. D359, 3-6-95; Ord. No. D360, 3-6-95; Ord. No. D361, 3-6-95; Ord. No. D364, 4-21-95; Ord. No. D366, 6-30-95; Ord. No. D377, 9-28-95; Ord. No. D378, 9-28-95; Ord. No. D386, 4-11-96; Ord. No. D390, 7-29-96; Ord. No. D391, 7-29-96; Ord. No. D402, 11-15-96; Ord. No. D416, 3-30-98; Ord. No. D418, 3-24-98; Ord. No. D419, 3-24-98; Ord. No. D420, 4-14-98; Ord. No. D423, 5-14-98; Ord. No. D426, 6-26-98; Ord. No. D435, 3-9-99; Ord. No. D436, 3-9-99; Ord. No. D437, 3-9-99; Ord. No. D441, 7-30-99; Ord. No. D443, 9-2-99; Ord. No. D446, 9-28-99; Ord. No. E006, 5-10-00; Ord. No. E004, 9-26-00; Ord. No. F005, 5-30-01; Ord. No. F002, 6-4-01; Ord. No. F003, 6-4-01; Ord. No. F005, 5-30-01; Ord. No. G007, 8-29-02; Ord. No. G009, §§ 1—3, 12-2-02; Ord. No. G013, §§ 1, 2, 3-29-04; Ord. No. G021, § 1, 4-28-05; Ord. No. G035, 1-8-07; Ord. No. G042, § 1, 8-27-07; Ord. No. G054, 10-27-08; Ord. No. G056, 1-12-09; Ord. No. G60, 2-9-09; Ord. No. H08, 6-28-12; Ord. No. I03, 4-25-13; Ord. No. I06, 5-31-13; Ord. No. I07, 6-25-13; Ord. No. J07, 11-10-14; Ord. No. J08, 5-26-15; Ord. No. K05, 10-21-16; Ord. No. L02, 5-15-20; Ord. No. L03, 5-15-20)

#### **Sec. 2-128. Salary or wage rates above maximum.**

Any salary or wage rate which is above the maximum rate for a class, as established by the pay plan, shall be deemed a personal rate and shall apply only to the incumbent. When such incumbent leaves the employ of the city or is transferred to another position or a new maximum rate higher than the personal rate is established, the personal rate shall disappear. No other employee assigned to, or hired for, such position shall advance beyond the maximum rate of the compensation grade to which the class has been assigned.

(Code 1965, § 28-4; Ord. No. D351, 11-18-94)

#### **Sec. 2-129. Adjustment policy.**

Advancement to the next higher step shall occur upon completion of one (1) years' service and annually thereafter until the maximum rate is reached.

1. Every employee in continuous full-time service of the city in permanent status occupying a position subject to the classification and pay plans shall be eligible for consideration to advance to the next higher step.
2. Employees occupying part-time positions in classes assigned to rate ranges shall be eligible for consideration for increases on the same basis as provided for full-time personnel. However, the total employment of such part-time employees must equal thirty (30) weeks at the number of hours established for the work week of the department in which the position appears or the position in order for such employment to be considered as one (1) years' service.

(3) Special, casual and other part-time personnel, for whose positions there is a single rate, shall not be eligible for step-rate increases.

(Code 1965, § 28-5; Ord. No. D351, 11-18-94)



### **Sec. 2-130. Transfers and promotions.**

(a) When an employee with less than five (5) years' service in one (1) department is promoted to a higher rated position, he shall enter it at the minimum of the class rate range or if his existing rate is higher than the minimum rate of the new class, at the next step above his present rate. He may also receive a one-step rate increase at the time if the department head recommends that qualifications and performance warrant it.

(b) When an employee with at least five (5) full years' service in the same department is promoted to a higher rated position in the department, he shall enter the position at the maximum rate of the new class.

(Code 1965, § 28-6; Ord. No. D312, 3-26-92; Ord. No. D351, 11-18-94)

### **Sec. 2-131. New personnel.**

The hiring rate shall be the minimum rate of the range of the classes for which the new employee is hired except in the case of provisional clerks or unless otherwise authorized by the city council.

(Code 1965, § 28-7; Ord. No. D351, 11-18-94)

### **Sec. 2-132. Longevity rates.**

(a) Every employee in full-time service of the city in permanent status occupying a position subject to the classification and pay plans shall be paid, in addition to the regular compensation received, annual increments determined as follows:

*Length of service (years) Amount*

Over 5 but not over 10 \$480.00

Over 10 but not over 15 \$750.00

Over 15 but not over 20 \$950.00

Over 20 \$1,250.00

Over 25 \$1,350.00

(b) Full-time service as defined in this section may consist of continuous service or total service. If the latter type of service is interrupted because of discharge for cause, the employee shall forfeit all rights to longevity increments acquired previous to his leaving the employ of the city. If total service is interrupted by leave of absence or resignation of the employee, the time he was absent from the payrolls will not be credited as part of total service.

(c) The annual longevity increment shall be paid from the first payroll in December and will be prorated for the year in the case of employees becoming eligible for payments pursuant to the above schedule during the year, employment terminations or death of the employee. In the case of the latter, the amount of longevity compensation due will be paid to the deceased employee's estate. The basis of proration shall be the first day of each calendar month.

(Code 1965, § 28-8; Ord. No. D351, 11-18-94; Ord. No. D426, 6-26-98; Ord. No. F004, 5-30-01; Ord. No. G021, § 2, 4-28-05; Ord. No. I07, 6-25-13)

### **Sec. 2-133. Workweek.**

The workweek for employees occupying positions in classes assigned to the annual salary schedule and the hourly wage schedule shall be forty (40) hours with the following exceptions:

1. The respective department heads may reduce the workweek to not under thirty-five (35) hours for employees whose positions appear on the annual salary schedule when the workload of the department so permits.
2. The workweek for positions in the seasonal recreational programs under the sponsorship of the park and playground departments shall be considered to be forty (40) hours even though the number of hours in any one (1) week may be greater or less than forty (40) due to weather conditions.





#### **Sec. 2-134. Holidays.**

(a) Designated holidays shall be New Year's Day, Martin Luther King Day, President's Day, Patriot's Day, Memorial Day, the Fourth of July, the first Monday in September, Columbus Day, Veterans' Day, Thanksgiving Day, and Christmas Day.

(b) Every employee occupying a full-time position subject to the classification and compensation plans or a seasonal position (classified as part-time who is paid on a weekly basis for a full workweek) shall be entitled to these designated holidays on the following bases:

(1) Every employee who is paid on an hourly basis shall be paid one (1) day's pay at his regular straight-time rate for each holiday designated in subsection (a) above regardless when such holiday falls or is observed. Such payment shall be based on the number of hours regularly worked by the employee on the day on which the designated holiday occurs. This pay will be accumulated and paid as nearly as possible on the first pay day in December.

(2) Every employee who is not paid on an hourly basis shall be granted each designated holiday without loss in pay. If any designated holiday is not observed during an employee's normal workweek, he shall be compensated an additional one-fifth (1/5) of his regular base pay.

(c) Payment under provisions of the preceding subsection (b)(2) shall be made providing that the eligible employee shall have worked on the regularly scheduled workday next preceding, and shall have worked, or have satisfactorily presented himself for work on the regularly scheduled work day next following said holiday, or day following a holiday when said holiday falls on Sunday.

(Code 1965, § 28-10; Ord. No. D351, 11-18-94)

#### **Sec. 2-135. Sick leave.**

(a) Every employee occupying a full-time position as defined in section 2-126(b), subject to the classification and compensation plans, whose sick leave is not otherwise governed by the provisions of a collective bargaining agreement, shall be allowed sick leave with pay for a period of fifteen (15) days during each calendar year; provided, that such leave is caused by sickness or injury, exposure to contagious disease, or on account of a serious illness or death of members of the employee's immediate family.

(b) Unused sick leave granted under the provisions of this section shall accumulate without restriction as to the total of such accumulation, and an employee who retires or resigns from his/her position with the city, or who dies while employed by the city, shall receive a cash payment equivalent to fifty (50) percent of the number of unused accumulated sick leave days in excess of seventy-five (75) days credited to him/her on the date of his/her retirement, resignation or the date of his/her death. In no event shall such payment exceed thirteen thousand eight hundred dollars (\$13,800.00). In the event of an employee's death, payment shall be made to his beneficiary, designated in writing on file with the retirement board, or, in the absence thereof, to his/her estate.

(c) When absence by reason of sickness or injury is for a period of more than two (2) days, the employee may be required to file a certificate of disability, signed by a regularly licensed practicing physician, or by the city physician, before the employee shall be entitled to compensation as herein provided.

(d) Requests for examination by the city physician shall be made by the department head of his own volition or when so requested by the employee.

(e) Every head of a department shall file with the city auditor an affidavit at the end of each fiscal year, signed under the penalties of perjury, setting forth what sick leave he has accumulated during that fiscal year, what, if any, sick leave he has used during that fiscal year, and the then-current balance of all sick leave accumulated subject to the provisions of this section.

(f) In the event an employee who is eligible to receive compensation under the provisions of this section has received financial payments from worker's compensation insurance for the same period of absence, the sum paid by the city for such period of absence shall be the difference between the amount of the employee's

average weekly wage as earned by said employee, and the amount received by the employee from worker's compensation.

(g) In every instance due to absence in accordance with the provision of this section, each employee shall file with the head of his department an employee certificate for payment, to be prepared by the city auditor, before the employee shall be entitled to compensation as herein provided. Each department head shall keep a record of all sick leaves granted to each employee in his department on a standard form to be prescribed.

(h) Employees whose service is terminated shall not be entitled to compensation in lieu of sick leave not taken.

(Code 1965, § 28-11; Ord. No. D239, 8-27-87; Ord. No. D351, 11-18-94; Ord. No. G011, 12-31-03; Ord. No. G042, § 2, 8-27-07; Ord. No. K05, 10-21-16; Ord. No. K22, 8-31-18)

#### **Sec. 2-136. Funeral leave.**

(a) Every employee occupying a full-time position as defined in subsection 2-126(b), and subject to the classification and compensation plans shall be granted leave without loss of pay, a maximum of four (4) calendar days, immediately following the date of death of a member of the employee's immediate family.

(1) In the event that any of the four (4) calendar days referred to in the preceding subsection (a) occurs on an employee's regularly scheduled day or days off, he shall not be entitled to additional days off with pay.

(2) For the purposes of this section, immediate family shall include spouse, child, mother, father, mother or father of the employee's spouse, sister, brother, and it shall not be necessary for such members to live in the same household as the employee.

(3) In the case of other members of the employee's immediate family related to the employee by blood or marriage, one (1) day's funeral leave shall be granted without loss of pay to the employee, and such member of the immediate family need not live in the same household as the employee.

(Code 1965, § 28-11.1; Ord. No. D351, 11-18-94)

#### **Sec. 2-137. Vacation leave.**

(a) Every employee occupying a position subject to the classification and pay plans, shall be granted two (2) weeks' vacation with pay in each calendar year provided he has rendered thirty (30) weeks' full-time service during the twelve (12) months preceding the first day of June in such year.

(b) Every employee occupying a position subject to the classification and pay plans shall be granted one (1) week's vacation with pay in addition to the allowance to which he is entitled under subsection (a) after he has completed three (3) years of full-time service. Every employee shall be granted an additional one (1) weeks' vacation with pay after he has completed five (5) years of full time service. Every employee shall be granted an additional one (1) week's vacation with pay after he has completed ten (10) years of full-time service.

(c) Persons employed on a part-time basis may be granted that proportion of the allowance provided in subsection (a) which their part-time bears to full-time service.

(d) Department heads may grant vacation leave at such times during the calendar year as will best serve the public interest. Preference should be given employees on the basis of years of employment by the city.

(e) Any vacation leave credit not used by the end of the first vacation year after it was credited must be taken or granted in the succeeding year.

(f) Upon the death of an employee who is eligible for vacation under these rules, payment shall be made to the estate of the deceased in an amount equal to the vacation allowance as earned in the vacation year prior to the employee's death but which had not been granted. In addition, payment shall be made for that portion of the vacation allowance earned in the vacation year during which the employee died up to the time of his separation from the payroll.

(g) Employees who are eligible for vacation under these rules and whose services are terminated by dismissal through no fault or delinquency of their own, or by retirement, or by entrance into the defense forces shall be paid an amount equal to the vacation allowance as earned, and not granted, in the vacation year prior to such

dismissal, retirement, or entrance into the defense forces. In addition, payment shall be made for that portion of the vacation allowance earned in the vacation year during which such dismissal, retirement, or entrance into the defense forces occurred up to the time of his separation from the payroll.

(h) Absences on account of sickness in excess of that authorized under the rules therefor or for personal reasons not provided for under sick rules may, at the discretion of the department head, be charged to vacation leave.

(i) An employee shall be granted an additional day of vacation if while on vacation leave a designated holiday occurs which falls on, or is legally observed on Monday, Tuesday, Wednesday, Thursday, or Friday.

(Code 1965, § 28-12; Ord. No. D58, 12-12-77; Ord. No. D351, 11-18-94)

#### **Sec. 2-138. Pay for overtime.**

(a) Overtime shall be paid at the rate of time and one-half to eligible employees for hours worked in excess of eight (8) hours in any given work day or forty (40) hours in any given work week, in accordance with Chapter 149, section 33B of the General Laws.

(b) Overtime shall not be paid to supervisory employees whose duties include the authorization and approval of overtime for subordinates.

(c) Any eligible employee rendering overtime service out of the compensation grade in which he is regularly employed shall receive:

(1) Overtime compensation based on his regular salary or wage rate unless it is lower than the minimum of the grade in which overtime is served, in which case he shall be paid on the basis of the minimum rate of the grade in which service is rendered.

(2) Overtime compensation based on his regular salary or wage unless it is higher than the maximum of the grade in which overtime is rendered, in which case [he] shall be paid on the basis of the maximum rate for the grade in which service is rendered.

(3) Overtime compensation based on his regular salary if the duties performed in the lower grade are essentially a part of the duties of the class to which the employee's position has been allocated.

(d) Overtime as defined in subsection (a) of this section shall only apply to hours actually worked and computations for overtime shall not include any credits for sick leave, funeral leave, vacation leave, holidays or any other authorized or unauthorized leave away from city business. Overtime may be paid on a weekly basis, but hours of overtime work shall not be carried over into another week for the purpose of accumulating such hours.

(1) Overtime shall equally and impartially be distributed among covered employees in each area who ordinarily perform such related work in the normal course of their assigned work.

(2) The city shall keep records in each department of all assigned overtime work.

(Code 1965, § 28-13; Ord. No. D351, 11-18-94)

#### **Sec. 2-139. Group life insurance.**

The present provisions as to group life insurance shall continue.

(Code 1965, § 28-14; Ord. No. D351, 11-18-94)

#### **Sec. 2-139.1. Deductions from employees' salaries; authorization; purposes.**

The city treasurer-collector shall deduct from each payment of salary to any employee of the city, such amount as such employee in a written authorization to such treasurer-collector may specify for purchasing shares of, or making deposits in, or repaying any loan from any credit union in any savings or cooperative bank, trust company, or credit union incorporated in or chartered by the commonwealth. Any such authorization may be withdrawn by the employee by giving at least thirty (30) days' notice in writing of such withdrawal to the city treasurer-collector and by filing a copy with the treasurer of said credit union. The city treasurer-collector shall transmit the amounts so

deducted to the treasurer of such credit union or to the appropriate officer of any other such bank or association for the purposes specified by the employee, in compliance with the provisions contained in Chapter 149, Section 178B of the Massachusetts General Laws.

(Ord. No. D287, 4-13-90; Ord. No. D319, 6-25-92; Ord. No. D351, 11-18-94)

#### **Sec. 2-140. Workers' compensation.**

The present provisions as to worker's compensation shall continue.

(Code 1965, § 28-15; Ord. No. D351, 11-18-94)

#### **Sec. 2-141. Wage and personnel board.**

There is hereby established, in the City of Brockton, a wage and personnel board, the purpose of which shall be to recommend to the city council the level of salary, compensation, and other wages and benefit matters, for all elected officials, and for all ordinance pay classification positions, which are not included in, or covered by, collective bargaining units. The wage and personnel board shall consist of three (3) members, each of whom must be a resident of the City of Brockton, and who shall serve for a term of three (3) years, except that in initial appointments to the Board, there shall be one (1) member appointed for a term of one (1) year, one (1) member appointed for a term of two (2) years, and one (1) member appointed for a term of three (3) years. The members shall be appointed by the mayor, and confirmed by the city council. Not later than November 1 of each odd-numbered year, the board may meet with representatives of the department head's association to discuss its proposed recommendation. The wage and personnel board shall report its written recommendations for the level of salary and other compensation for each position subject to this division, not later than January 31 of each even-numbered year. Said report shall be the result of a majority vote of the wage and personnel board. Upon receipt of the report of recommendations of the wage and personnel board, the city council shall have sixty (60) days in which, by majority vote, to accept, modify, or reject the recommendations contained therein.

(Ord. No. D351, 11-18-94; Ord. No. D390, 7-29-96)

Note(s)—See editor's note at beginning of this Division 2.

#### **Sec. 2-142. Jury duty and other court leave.**

(a) Employees occupying full-time positions who are called for jury duty shall be granted court leave.

(b) If jury fees received by an employee amount to more than his regular rate of compensation, he may retain the excess of such fees and shall turn over the regular rate of compensation together with a court certificate of his service to the city auditor, and shall be deemed to be on leave of absence with pay.

(c) If jury fees amount to be less than the employee's regular rate of compensation, he shall be deemed to be on leave of absence with pay and he shall turn over the fees together with a court certificate of service to the city auditor.

(d) Witness fees and all other fees except jury fees received for services during paid working hours shall be paid to the city.

(e) Court leave with pay shall not be granted when an employee is the defendant or is engaged in personal litigation.

(Code 1965, § 28-17; Ord. No. D351, 11-18-94)

#### **Sec. 2-143. Military leave.**

The present provisions as to military leave shall continue.

(Code 1965, § 28-18; Ord. No. D351, 11-18-94)



#### **Sec. 2-144. Collective bargaining agreements.**

In the event of a conflict between the provisions of this division and any collective bargaining agreement entered into by the city, the provisions of such collective bargaining agreement shall prevail.

(Ord. No. D351, 11-18-94)

#### **Sec. 2-145. Civil service laws.**

Nothing in this division shall be construed so as to conflict with Chapter 31 of the General Laws.

(Code 1965, § 28-20; Ord. No. D351, 11-18-94)

#### **Sec. 2-146. Compensation—School committee members elected by ward.**

The Ward School Committee members shall receive in full for all services rendered compensation at the rate of five thousand dollars (\$5,000.00) per annum. The amendment shall be effective January 1, 2018.

(Ord. No. D427, 7-30-98; Ord. No. K08, 12-19-16)

#### **Secs. 2-147—2-155. Reserved.**

### **CITY ORDINANCES: CHAPTER 23. - WATER, SEWERS, AND SEWAGE DISPOSAL**

#### **Sec. 23-17. - Preparation and presentation of water bills.**

The water division of the department of public works shall prepare bills quarterly for all water rates due and present them with a warrant for the collection of the same to the city treasurer-collector. It shall promptly notify the city auditor and treasurer-collector in writing of all warrants and abatements delivered to the collector.

(Ord. No. D204, 12-30-85; Ord. No. D319, 6-25-92)

#### **Sec. 23-56. - Annual charges for use of public sewer.**

Every person or owner of an estate who enters his building sewer into a public sewer shall pay for the use of such public sewer an annual rental determined upon the basis of water service, and set forth on Schedule B annexed hereto, as the same may be amended from time to time. The quantity used shall be determined by the meter readings taken by the water division of the department of public works. In cases where the commissioner of the department of public works may deem to be equitable, a discount may be made, such discount to be determined by the commissioner and approved by the mayor and city council, and any such person or owner may place at his own expense, a water meter, which shall be approved by the commissioner, to measure the amount of water which does not enter the sewer.

(Ord. No. D395, 10-18-96; Ord. No. D430, 8-27-98)

Editor's note— Schedule B, referenced in this section, is set out at the end of Division 2 of this article.

### **ARTICLE IV. DIVISION 2. - CITY AUDITOR**

**State Law reference**— City auditor generally, G.L. c. 41, §§ 48—54A.

#### **Sec. 2-267. - Powers and duties generally.**

- a. The city auditor shall carefully examine all accounts and claims, which shall have been approved, as provided in section 2-249, and if they are just, legally contracted and duly authorized, he shall audit and present the same, properly filed and labelled, with a complete list thereof, to the standing committee on accounts.
- b. The city auditor shall keep, in the city hall, a complete set of books containing itemized statements of the receipts and expenditures of each department, and the condition of all appropriations. In case any appropriation shall be exhausted, he shall give immediate notice of the fact, in writing, to the city council, to the committee

having charge of the appropriation and to the committee on accounts. He shall present, each month, to each member of the city council, a printed report of the state of the account of each department and the condition of its appropriation. He shall make such comments upon the state of the account of any department, to the city council, as shall seem to him necessary or proper to be made.

- c. Whenever any money is drawn from the treasury, the city auditor shall present to the mayor a list of the bills to be paid, charged to the several departments to which they belong, and when the mayor has drawn his order therefor, he shall transmit the same, together with the bills, to the city treasurer-collector. The city auditor shall cause all books, papers, vouchers, and documents under his care to be securely deposited in a fireproof vault belonging to the city.

(Code 1965, § 5-10; Ord. No. D319, 6-25-92)

## **ARTICLE IV. DIVISION 6. - DEPARTMENT OF PROCUREMENT**

### **Sec. 2-376. - Established.**

There is hereby established a department of procurement.

(Ord. No. E003, 9-26-00)

### **Sec. 2-377. - Director—Appointed, term.**

The director of the department of procurement shall be the chief procurement officer or acting chief procurement officer as defined in Massachusetts General Laws Chapter 30B. The director of procurement shall be appointed by the mayor, subject to confirmation by the city council, for a term of three (3) years.

(Ord. No. E003, 9-26-00)

### **Sec. 2-378. - Same—Duties.**

The director of procurement shall have the following responsibilities, in addition to any other designated by the mayor.

1. To ensure compliance with Massachusetts General Laws Chapter 30B, Massachusetts General Law Chapter 149, Massachusetts General Law Chapter 7, Section 38A½ et seq., and any other general laws, special laws, or ordinances regarding procurement practices.
2. To assist other department heads in the preparation of invitations for bids and requests for proposals.
3. To keep in his office all bids and proposals submitted to the city together with any and all other documents required to be kept by Massachusetts General Law Chapter 30B, Massachusetts General Law Chapter 149 and Massachusetts General Law Chapter 7, Section 38½ et seq.

(Ord. No. E003, 9-26-00)

## **APPENDIX C: Relevant Special Acts of the Massachusetts State Legislature**

### **Chapter 324 of the Acts of 1990**

### **AN ACT RELATIVE TO THE FINANCIAL CONDIDONS IN THE CITY OF BROCKTON**

*Be it enacted, etc., as follows:*

**SECTION 1.** Notwithstanding the provisions of any general or special law, city charter provision, or local ordinance to the contrary, the city of Brockton, acting by and through the city of Brockton finance control board established by section three of this act, is hereby authorized to borrow at one time or from time to time, such sums as the finance control board deems appropriate for maintaining and operating the city while it adjusts the level of its expenses and revenues so as to achieve balanced budgets and fiscal stability. Bonds or notes issued under authority of this act for operating purposes may be issued for a term not in excess of five years and such bonds or notes shall be general obligation bonds or notes backed by the full faith and credit of the city of Brockton; provided, further, that the finance control board shall have full authority to pledge future distributions of state aid for the purpose of retiring bonds or notes issued for operating purposes under authority of this act. No bond or note shall be issued pursuant to the authority provided herein in an amount in excess of an amount, nor for a term longer than such term, as it is approved by the commissioner of revenue. Debt, or any other action with respect thereto, may be authorized under





this section by a majority vote of the members of the finance control board, and the authorization therefor and issuance thereof shall require no further action by any officer, council, board or commission of the city of Brockton. Any or all bonds or notes issued under authority of this act shall not be subject to the debt limitations of section ten of chapter forty-four of the General Laws but, except as provided for herein, shall otherwise be subject to the provisions of said chapter forty-four.

**SECTION 2.** All proceeds of any loan authorized by section one of this act shall be deposited in a separate fund which shall be set up on the books of the city and maintained separate and apart from all other funds and accounts of the city. Such fund shall be called the City of Brockton Finance Control Fund, hereinafter referred to as the fund. The city of Brockton finance control board, as established by section three of this act, may authorize disbursements, without further appropriation or any other approval or action by any officer, council, board or commission of the city of Brockton, from the fund for such operating purposes as the board deems appropriate to maintain and continue city operations. If the finance control board so votes, funds borrowed for operating purposes may be applied, with the approval of the director of accounts, as general revenue for purposes of section twenty-three of chapter fifty-nine of the General Laws. The finance control board may establish such rules and procedures as it deems appropriate relating to disbursements from the fund and the reporting and accounting therefor.

**SECTION 3.** There is hereby established in the city of Brockton a city of Brockton finance control board consisting of the secretary of administration and finance, or his designee; the commissioner of revenue, or his designee; the director of accounts, or his designee; the mayor of the city of Brockton, and the president of the city council. The board is constituted to initiate and assure the implementation of appropriate initiatives to secure the financial stability of the city of Brockton, and shall continue in existence until June thirtieth, nineteen hundred and ninety-one unless the members, after written notice is given to the city council by the board of its intention to vote and consideration is given to the recommendation of the city council should they so choose to offer one, by majority vote shall annually vote to continue the operation of the board from year to year. Notwithstanding the foregoing, in no event shall the finance control board continue in existence after June thirtieth, nineteen hundred and ninety-four.

Until such time as the finance control board shall cease to exist, no appropriation, loan order or transfer shall take effect until approved by the finance control board. In addition to the authority and powers conferred elsewhere in this act, and notwithstanding any general or special law, city charter provision, or local ordinance to the contrary, the finance control board shall independently possess the following powers:

(a) the power, subject to the express delegation thereof by the mayor and by the city council by majority vote, to amend at any time any appropriation, loan order, transfer, or municipal spending authority. The power to amend, pursuant to the authority contained herein, shall include the power to increase or decrease an existing appropriation, loan order, transfer, or spending authority; the power to eliminate an existing appropriation, loan order, transfer or spending authority; and the power to create an appropriation, transfer or spending authority. In exercising its power under this paragraph, the board may act with respect to municipal spending purposes which are not the subject of separately identified appropriations. The powers of the board under this paragraph shall not be subject to the limitations of section thirty-three B of chapter forty-four of the General Laws.

(b) if for any reason there is no annual budget lawfully established for a fiscal year by the first day of such fiscal year, the power, subject to the express delegation thereof by the mayor and by the city council by majority vote, to establish such appropriations for that fiscal year as it deems appropriate and to amend, as provided for above, such appropriations during that fiscal year.

(c) the power, subject to the express delegation thereof by the mayor and by the city council by majority vote, to encumber or impound, at any time, any unexpended or unencumbered appropriation or spending authority of any kind notwithstanding the prior approval of the finance control board of such appropriation or spending authority. To the extent that funds previously encumbered or impounded remain encumbered or impounded at the conclusion of the fiscal year, such amounts shall revert to the general fund.

(d) in addition and without limitation of the aforementioned powers, the independent power, subject to the express delegation thereof by the mayor and by the city council by majority vote, to establish, set, raise or lower any fee, rate or charge, for any service, license, permit or other municipal activity, otherwise within the authority of the city to establish, set, raise or lower; provided further that no such fee, rate or charge shall be established, set, raised or lowered without written notice to the mayor and city council at least forty-five days before the effective date of such action.

(e) the power, to hire, employ and supervise such staff personnel as the board deems appropriate to further the purposes of this act. The compensation of staff personnel hired under authority of this paragraph shall be determined and fixed by the board and be paid by the city of Brockton. All staff personnel hired pursuant to the authority of this paragraph shall be deemed city of Brockton employees, excepting such employees as are formally designated as independent contractors by the board.

Action by the finance control board pursuant to the foregoing provisions shall in all respects constitute valid and lawful action by the city for purposes of chapter forty, forty-one, and forty-four and fifty-nine of the General Laws and for all municipal finance and other matters.

In each year during which the finance control board continues in existence, the mayor shall, at the same time as the annual budget is submitted to the city council, provide to the board a copy of the proposed annual budget together with a supporting revenue and expenditure statement in such detail as the board may prescribe. The board shall review such budgetary information and may issue a report of its findings.

In order to promote and ensure the fiscal stability of the city of Brockton, the board, in its discretion, may also require the filing of a detailed annual work plan by each municipal department which shall be approved by the mayor, setting forth certain actions which will be implemented by every such department through its department head to ensure greater efficiency in the delivery of services to the citizens of Brockton.

Each work plan shall be in such detail as the board may prescribe, and may include but not be limited to the following: (1) a plan for improved financial and spending controls; (2) budget guidelines and objectives for the fiscal years nineteen hundred and ninety-one, and for such other fiscal years for which the board may remain in existence; (3) a professional and non-professional staffing plan; (4) a plan for other proposed savings to be implemented. Any such plan submitted by the school department shall be approved by the school committee.

During the course of each fiscal year in which the finance control board is in existence, the board may require that a status report be filed with the board by each department head on a quarterly basis. The board shall have full authority to waive any reporting or filing requirements contained in this section.

The finance control board may prepare such reports of its findings and reviews as it deems appropriate, and issue such recommendations for further action to the mayor, city council, municipal department heads or agencies of the commonwealth as the board determines appropriate. Members of the board who are employees or officers of the commonwealth or the city of Brockton shall serve without compensation. The board may establish compensation, subject to the aforementioned limitations, for members of the board; provided, however, that no such compensation shall become effective unless and until approved by the commissioner of administration and finance. The board shall have full authority to adopt such rules and procedures as it deems necessary and appropriate to effectuate the purposes of this act.

**SECITON 4.** Notwithstanding the provisions of any general or special law, city charter provision, or local ordinance to the contrary, there shall be in the city of Brockton a department of finance which shall be responsible for the overall budgetary and financial administration of the city of Brockton. The department of finance shall be under the charge and control of a chief financial officer who shall

·be appointed by the mayor for a period of three years. The chief financial officer shall report to and be under the direction of the mayor.

The chief financial officer shall be a person especially suited by education, training, and experience to perform the duties of the office.

The chief financial officer shall not, at any time, assume the duties or responsibilities of the city auditor, the city collector or the city treasurer. Without the prior approval of the city council, the chief financial officer shall not, at any time, assume the duties or responsibilities of any city official whose appointment requires approval by the city council. Such approval by the city council, if granted, may restrict the term or scope of such assumption.

The position of director of budgets and purchasing and the department of budget and purchasing are hereby abolished.

**SECITON 5.** The powers and duties of the chief financial officer shall include the following:

(a) Coordination, administration and supervision of all financial services and activities together with assistance in all matters related to municipal financial affairs, and;

(b) Development and maintenance of uniform systems for all financial planning and operations in all departments, including the school department, or boards, commissions or agencies or other units of city government, the operation of which have a financial impact upon the general fund of the city, and;

(c) Implementation and maintenance of uniform budget guidelines and procedures including direction and assistance in development and preparation of all departmental and other budgets and spending plans, and;

(d) Monitoring of the expenditure of all funds, including periodic reporting by or to the appropriate body, agency or officer of the status of accounts and including the continuing review of the spending plan for each department or activity of the city, and;

(e) Review of all proposed contracts and obligations with a term or impact in excess of one year, and;

(f) Supervision of the allotment of funds on a periodic basis as provided for herein.

All department budgets, the budgets or spending plans for all other activities of the city, requests for supplemental appropriations, and request for transfers of revenues or appropriations must be submitted to the chief financial officer for review, compilation, and recommendation prior to the submission to the mayor or city council, as appropriate.

For each and every proposed appropriation order, and with respect to any proposed city council vote necessary to effectuate a financial action, including all transfers, all collective bargaining agreements, an ordinance revision or special legislation which may require the expenditure of funds or otherwise financially obligate the city for a period in excess of one year, or with respect to a vote to authorize a borrowing pursuant to a provision of law other than sections four, six or six A of chapter forty-four of the General Laws, the chief financial officer shall, if it be the case, submit in writing to the mayor and city council a certification that it is his professional opinion, , after an evaluation of all pertinent financial information reasonably available, that the city's financial resources and revenues are and will continue to be adequate to support such proposed expenditures or obligations without a detrimental impact on the continuous provision of the existing level of municipal services.

If the chief financial officer fails to provide a certification as aforementioned within seven days of a request for such certification from the city council or mayor, as the case may be, such financial action, financial transfer, appropriation order, collective bargaining agreement, ordinance revisions, special legislation, or borrowing authorization may nonetheless be approved, provided further that the absence of such certification of the chief financial officer is expressly noted in such order or vote.

School department budgets, expenditures and other financial matters requiring action by the city council shall be submitted to the chief financial officer for review and comment after they have been acted upon by the school committee.

**SECTION 6.** The city auditor of the city of Brockton shall have such powers and duties as may be vested in his office by general or special law, and in addition thereto, such powers and duties as are provided for herein. To the extent not otherwise inconsistent herewith, the office of the city auditor shall also have such powers and duties as are provided for by local ordinance.

The city auditor shall, in addition to his other duties, provide, upon majority vote and at the written request of either the city council or its finance committee, within a reasonable time period from such request, an oral or written assessment, or both, as the city council or its finance committee may request, of the current and future financial impact of the cost of any proposed appropriation order, lease or contract arrangement for a term including more than one fiscal year, collective bargaining agreement or borrowing authorization, particularly, but not limited to, as such cost item would relate to the continuous provision of the existing level of municipal services. To the extent reasonable, such assessment shall include such analysis or other information of a financial nature as is specifically requested by a vote of the city council or its finance committee. Such assessment and analysis shall be provided by the auditor as his professional opinion and he shall not be obligated to represent the opinion of the mayor or the chief financial officer.

The city council by majority vote may request such assessment, analysis or other financial information, without otherwise limiting its authority to request such, at any time it receives formal or informal notice of: (i) an expenditure which is or may be in excess of an appropriation; (ii) a condition where an allotment is or may be exceeded; (iii) a certification of the chief financial officer as provided for in section five of this act; or (iv) any actions with respect to temporary or permanent indebtedness.

**SECTION 7.** Notwithstanding the provisions of any general or special law, city charter provisions, or local ordinance to the contrary, on or before August first of each year, or within ten days after the approval by the city council and the mayor of the annual budget for such fiscal year, whichever shall occur later, the persons or officers in charge of all city departments, including the superintendent of schools for the school department, or boards, commissions, agencies or other units of city government, the operations of which have a financial impact on the general fund of the city, shall submit to the chief financial officer and the city auditor, with a copy to the city clerk who shall transmit the same to the city council, in such form as the city auditor may prescribe, an allotment schedule of the appropriations for all personnel expenditure categories included in such department's or unit's budget, indicating the amounts to be expended by such department or unit for such purposes during each of the five following allotment periods: July first through September thirtieth, October first through December thirty-first, January first through the last day of February, March first through April thirtieth, and May first through June thirtieth.

Whenever the chief financial officer or the city auditor determines that any department, board, commission, agency or other unit of city government, including the school department, will exhaust or has exhausted its time period allotment and any amounts unexpended in previous periods before the end of such time period, he shall give notice in writing to such effect to the department head or officer in charge thereof, the mayor, the city solicitor, the chief financial officer or the city auditor as appropriate, and to the city clerk who shall forthwith transmit the same to the city council and finance control board, if such board remains in existence at the time. Upon such a determination and notice thereof, the chief financial officer shall provide the foregoing officials additional reports on at least a monthly basis indicating the status of each of such accounts.

The mayor, within ten days after receiving such a notice, shall determine whether to waive such allotment. A determination that such allotment shall be waived shall not become effective unless and until the chief financial officer files with the mayor and city clerk a certificate that in his opinion sufficient financial resources are or will become available to accommodate the amount of the expenditures in excess of allotment within subsequent period allotments to such department or unit of city government.

If the allotment for such period is waived, the department or other unit of city government shall reduce subsequent periods' allotments by the amount necessary to keep its expenditures within its annual budget, and shall file a report of such allotment adjustments with the mayor, city council, chief financial officer, city auditor and finance control board, if such board remains in existence at the time. If the allotment for such period is not waived, the department or other unit of city government shall terminate all personnel expenditures necessary to meet allotment amounts for the remainder of such period, provided, however, that to the extent that personnel expenditures must be reduced pursuant to the foregoing for one or more allotment periods, no provision included herein shall be construed to abridge the rights of the city or its municipal employees including school department employees to negotiate the method of implementing the required reductions, within twenty-one days of the mayor's determination not to waive such allotment, pursuant to a collective bargaining agreement under the provisions of chapter one hundred and fifty E of the General Laws. All actions, notices and decisions provided for in this section shall be transmitted to the city clerk, city council and finance control board, if such board remains in existence at the time, within seven days.

No personnel expenses earned or accrued within any department, board, commission, agency or other unit of city government including the school department shall be charged to or paid from any allotment of a subsequent period without the express written approval of the mayor specifically permitting such a charge or payment, except for subsequently determined retroactive compensation adjustments; provided further that such permission by the mayor shall not be effective if the entire appropriation for such personnel expenditure categories shall be exhausted. No provision contained in this section shall be construed to impair the authority of the city to make expenditures as otherwise provided by law in the case of an emergency involving the health or safety of the people or their property.

Approval of a payroll for the payment of wages, salaries or other personnel expenses which would result in an expenditure in excess of the allotment, except in the case of an emergency involving the health or safety of the people or their property, shall be a violation of this section by the person or officer in charge of the department or other unit of city government including the superintendent of schools and the school committee as well as any other official so approving such payroll including the mayor, chief financial officer, city auditor and city treasurer.

If the continued payment of wages, salaries, or other personnel expenses is not approved in a period where a department or other unit of city government has exhausted the period allotment or allotments as specified above, or in any case, has exhausted its entire appropriation for a fiscal year, the city shall have no obligation to pay such personnel costs or expenses arising after such allotment or appropriation has been exhausted, except in the case of an emergency involving the health and safety of the people or their property.

Notwithstanding the provisions of chapter one hundred and fifty E of the General Laws, every collective bargaining agreement entered into by the city or the school department after the effective date of this act shall be subject to and shall expressly incorporate the provisions of this section.

Where a supplemental appropriation which authorizes and provides for additional personnel expenditures is approved during the course of and with respect to the current fiscal year and prior to the first day of April of that fiscal year, the subsequent period allotments shall be revised and supplemented so as to include the additional personnel expenditures authorized by such supplemental appropriation.

For the purposes of this statute, the word "emergency" shall mean a major disaster, including but not limited to, flood, drought, fire, hurricane, earthquake, storm, or other catastrophe, whether natural or otherwise, which poses an unexpected and immediate threat to the health or safety of persons or property.

**SECITON 8.** Notwithstanding any general or special law, city charter provision, or local ordinance to the contrary, but fully subject to the provisions of section twenty-one C of chapter fifty-nine of the General Laws, proposition two and one half, so-called, the city of Brockton shall establish a special reserve fund for extraordinary and unforeseen expenditures, which fund shall be designated the "supplemental reserve fund to ensure fiscal stability". Such fund shall be separate and in addition to any amounts appropriated pursuant to the provisions of section five A of chapter forty of the General Laws.

Commencing with fiscal year nineteen hundred and ninety-two and for all fiscal years thereafter, prior to the date when the tax rate is fixed, the board of assessors shall include in the amounts to be raised pursuant to section twenty-three of chapter fifty-nine of the General Laws for such fiscal year an amount, the "Supplemental Reserve Fund Sum", as determined under the provisions herein, such amount to be certified to the board of assessors by the city auditor.

The Supplemental Reserve Fund Sum for fiscal year nineteen hundred and ninety-two shall be an amount equal to one-quarter of one percent of the gross amount to be raised for the prior fiscal year for the general operating fund as appearing on the city's tax rate recapitulation for such prior year; the Supplemental Reserve Fund Sum for fiscal year nineteen hundred and ninety-three shall be an amount equal to one-half of one percent of the gross amount to be raised for the prior fiscal year for the general operating fund as appearing on the city's tax rate recapitulation for such prior year; the Supplemental Reserve Fund Sum for fiscal year nineteen hundred and ninety-four shall be an amount equal to three quarters of one percent of the gross amount to be raised for the prior fiscal year for the general operating funds as appearing on the city's tax rate recapitulation for such prior year, the Supplemental Reserve Fund Sum for the fiscal year nineteen hundred and ninety-five shall be an amount equal to one percent of the gross amount to be raised for the prior fiscal year for the general operating fund as appearing on the city's tax rate recapitulation for such prior year, and; the Supplemental Reserve Fund Sum for fiscal year nineteen hundred and ninety-six and each subsequent fiscal year shall be an amount equal to one and one-half percent of the gross amount to be raised for the prior fiscal year for the general operating fund as appearing on the city's tax rate recapitulation for such prior year; provided further that such amounts may be increased by penalty adjustments as provided for herein.

In each year the amount required to be raised for such special reserve fund may be reduced by the amount, if any, remaining in the reserve fund established for the preceding year after all expenditures have been made therefrom as herein authorized, and such remaining amount shall be retained in the special reserve fund provided for the then current fiscal year.

Transfers or expenditures may be made from the special reserve fund of any fiscal year during that fiscal year only and then only by the mayor with the approval of the city council, and provided further that if the finance control board continues in existence at the time of such transfer or expenditure, only with the approval of said board. Each such transfer or expenditure request by the mayor shall be accompanied by a written statement detailing the amount and the reason for such transfer or expenditure. Except for such transfers or expenditures as hereabove authorized, there shall be no other transfers or expenditures from such fund, nor shall there be any charges against such fund nor reductions in the amount of such fund.

If in any fiscal year subsequent to fiscal year nineteen hundred and ninety-one, the special reserve fund as provided for herein is depleted by transfers or expenditures in excess of fifty percent of the amount certified for that year by the city auditor plus the amount of any penalty adjustment as provided for hereinafter, or if the city incurs net deficits with respect to such fiscal year in excess of fifty percent of the aforementioned amount, the special reserve fund requirement for the succeeding fiscal year shall be increased by one-quarter of one percent of the gross amount to be raised for the year with respect to which the use of the reserve fund or the deficits were incurred as the case may be. Such percentage increase shall be of a permanent nature and be fully effective with respect to the special reserve fund requirements of all succeeding fiscal years, except as provided for hereinafter; provided further, however, that if such penalty adjustment increase shall be made for fiscal years nineteen hundred and ninety-three, nineteen hundred and ninety-four, nineteen hundred and ninety-five, or nineteen hundred and ninety-six, it shall be in

addition to the percentage increase in the reserve fund provided for hereinabove. In no event, however, may the special reserve fund requirement for any fiscal year exceed five percent of the gross amount to be raised of the prior fiscal year as appearing on the city's tax rate recapitulation of said prior fiscal year. All amounts required by this act to be raised for each fiscal year shall be certified to the board of assessors by the city auditor prior to the establishment of the tax rate for the then current fiscal year.

Notwithstanding the foregoing, the mayor, with the approval of the commissioner of revenue, may for any fiscal year commencing with fiscal year nineteen hundred and ninety-six reduce the amount otherwise required to be raised for the special reserve fund by one-quarter of one percent of the gross amount to be raised of the prior fiscal year as appearing on the city's tax rate recapitulation of said prior fiscal year, which percentage decrease shall be of a permanent nature and fully effective with respect to the special reserve fund requirements of all succeeding fiscal years; provided that such decrease shall not reduce the fund below one and one-half percent of the gross amount to be raised of the prior fiscal year as appearing on the city's tax rate recapitulation of said prior fiscal year, and provided further that such reduction, if any shall not work to eliminate or modify such subsequent penalty adjustments as may arise under the provisions hereinabove. While the finance control board remains in existence, such board, to the extent it deems it appropriate to effectuate the purposes of this act, may waive in part or in whole the requirement of this section.

**SECTION 9.** No official of the city of Brockton, except in the case of an emergency involving the health and safety of the people or their property, shall knowingly expend or cause to be expended in any fiscal year any sum in excess of such official's departmental or other governmental units appropriation duly made in accordance with law, nor commit the city, nor cause it to be committed, to any obligation for the future payment of money in excess of such appropriation.

Any official who intentionally violates the provisions of this section shall be personally liable to the city for any amounts expended in excess of an appropriation to the extent that the city does not recover such amounts from the person or persons to whom such amounts were paid. The trial court of the commonwealth or a single justice of the supreme judicial court shall have jurisdiction to adjudicate claims brought by the city hereunder and to order such relief as the court may find claims brought by the city hereunder and to order such relief as the court may find appropriate to prevent further violations of this section. Any official who violates the provisions of this section or of section seven above shall be subject to removal for cause.

For the purposes of this statute, the word "official" shall mean a city department head, permanent, temporary, or acting, including the superintendent of schools, and all municipal boards, committees, including the school committee, and commissions which recommend, authorize or approve the expenditure of funds.

**SECTION 10.** The provisions of this act shall be deemed to supersede any charter provision or ordinance which is contrary or inconsistent with the provisions of this act.

**SECTION 11.** This act shall take effect upon its passage except that the provisions of section seven as to allotments shall be in effect only for allotment periods ending forty-five days or more after the effective date of this act. During the period prior to the initial appointment of a chief financial officer, or during any period in which the position of chief financial officer is vacant, the mayor or his designee shall perform the duties and responsibilities of the chief financial officer with respect to the budget allotment system established by section seven of this act. With respect to fiscal year nineteen hundred and ninety-one, an allotment schedule must be submitted as 'provided within fifteen days of the appointment of a chief financial officer, or if no such officer has been appointed, within fifteen days of a written request therefor from the mayor or his designee.

**SECTION 12.** The provisions of this act are severable and if any of its provisions or an application thereof shall be held to be unconstitutional or invalid by a court of competent jurisdiction, the decision of such court shall not affect or impair any of the remaining provisions or other applications thereof.

Emergency Letter: January 2, 1991 @ 4:58 P.M. Approved December 17, 1990.

## **Chapter 483 of the Acts of 2004**

### **AN ACT AUTHORIZING THE CITY OF BROCKTON TO ISSUE PENSION FUNDING BONDS OR NOTES**

*Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:*

**SECTION 1.** The city of Brockton may issue bonds or notes from time to time for the purpose of funding all or a portion of the unfunded pension liability of the retirement system of the city of Brockton. Bonds or notes issued under this act shall be outside the limit of indebtedness prescribed in section 10 of chapter 44 of the General Laws, shall be issued for terms not in excess of 30 years from their date of issue and, except as otherwise provided in this act, shall be subject to the applicable provisions of said chapter 44. The aggregate amount of bonds or notes which may be issued by the city of Brockton under this act, shall not exceed the amount which the retirement board of the city of Brockton, with the approval of the city's chief financial officer, treasurer, and city council, shall determine to be necessary to be issued to fund the unfunded pension liability of the retirement system of the city of Brockton as of a particular date and to provide for issuance costs and other expenses necessary or incidental thereto. Such determination of the retirement





board of the city of Brockton of the unfunded pension liability shall be based upon the report of a nationally recognized independent consulting firm, which shall be acceptable to the Public Employee Retirement Administration Commission, and which may be the consulting actuary generally retained by the retirement board of the city.

**SECTION 2.** The maturities of bonds or notes issued under this act (i) shall be arranged so that for each issue the annual combined payments of principal and interest shall be as nearly equal as practicable, in the opinion of the treasurer and mayor, or in accordance with a schedule providing for a more rapid amortization of the principal, or (ii) shall be arranged so that for each issue the annual combined payments of principal and interest shall be in amounts specifically approved by the secretary for administration and finance.

**SECTION 3.** Proceeds of any bonds or notes issued under this act other than amounts to be applied to issuance costs or other expenses shall be paid by the city of Brockton to the retirement board of the city of Brockton, shall be allocated solely to reduce the unfunded pension liability to which the bonds or notes relate, shall be invested in any investments which are permitted under chapter 32 of the General Laws, and shall otherwise be held and expended by the retirement board of the city of Brockton in accordance with the law.

**SECTION 4.** Before the issue of any bonds or notes under this act the city of Brockton shall submit to the executive office for administration and finance a plan showing the amount of the bonds and notes to be issued, the amount of the unfunded pension liability to be funded with the proceeds of the bonds and notes, the proposed maturity schedule of the bonds and notes, the proposed allocation of, if any, and plan to finance the principal of and interest on the bonds and notes, the present value savings reasonably expected to be achieved as a result of the issue of the bonds or notes, and any other information requested by the secretary for administration and finance relating to the bonds and notes and no bonds or notes shall be issued hereunder until the secretary has approved the plan and specifically approved the maturity schedule of the bonds or notes if required by section 2. In granting the approval, the secretary shall require the establishment of a reserve to be created from a portion not to exceed 60 per cent in any year, of the amount of the annual savings used to calculate the present value savings. Subject to the regulations established by the secretary, the reserve shall be held and controlled by the city and shall be separate from any other reserve or fund of the city allowed or required by statute. The secretary shall establish a method to calculate both the required amount of annual contribution to the reserve and the minimum value to be maintained in the reserve and shall prescribe conditions for expenditure from the reserve, including its use if necessary to prevent or limit any future unfunded actuarial pension liability, and the conditions under which all or a portion of the funds in the reserve may be available for unrestricted purposes in which case such funds or portions thereof shall be transferred to the city treasury. Any funds in the reserve shall be trust funds within the meaning of section 54 of chapter 44 of the General Laws and, expected as otherwise provided in this act, shall be subject to the provisions of said section 54.

**SECTION 5.** If the unfunded pension liability to be funded with the proceeds of an issue of bond or notes issued under this act relates in part to employees of a governmental unit other than the city of Brockton, each such governmental unit shall be responsible for reimbursing the city of Brockton for such proportion of the annual debt service expense paid by the city of Brockton for bonds or notes issued hereunder as is equal to the proportion of the total unfunded pension liability to be funded with the proceeds of the bonds or notes as relates to that governmental unit. Notwithstanding any general or special law to the contrary, the Public Employee Retirement Administration Commission shall increase the annual amount to be certified under section 22 of the General Laws as the amount necessary to be paid by each such governmental unit other than the city of Brockton by each such governmental unit's proportionate share of the annual debt service expense as determined herein. The city of Brockton shall have the same legal rights and authority as the retirement board of the city of Brockton to collect any amount so assessed to any such governmental unit.

**SECTION 6.** Notwithstanding [Chapter 70 \(https://malegislature.gov/legis/laws/mgl/gl-70-toc.htm\)](https://malegislature.gov/legis/laws/mgl/gl-70-toc.htm) of the General Laws or any other general or special law to the contrary, the portion of the annual debt service paid by the city of Brockton for bonds or notes issued under this act applicable to school department personnel who are members of the city's retirement system shall be included in the computation of net school spending for the purposes of said chapter 70 or any other law.

**SECTION 7.** This act shall take effect upon its passage.

Approved January 6, 2005

[1] Editor's note(s)—Ord. No. D351, adopted Nov. 18, 1994, contained provisions deleting §§ 2-127.1 and 2-141 of this division. Prior to deletion, such sections pertained to career incentive pay for firemen and compensation to disabled police and fire department employees, respectively, as derived from the Code of 1965, §§ 28-3.1 and 28-16, and Ord. No. D116, adopted Oct. 17, 1980. A new § 2-141 has been created in the place of the deleted § 2-141.



# **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.

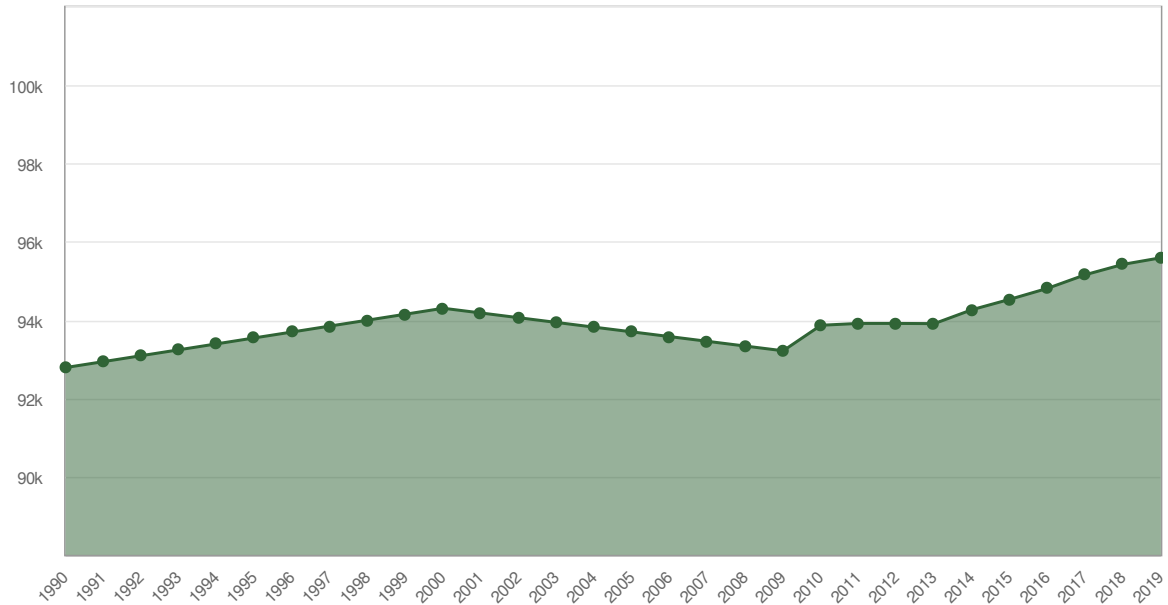
Brockton is a city with a rich history that is today home to a young, professional, and diverse population. During the American Civil War, Brockton was the largest producer and manufacturer of shoes in the country. The emergence of the shoemaking industry, along with the development of the Old Colony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



## Population Overview

TOTAL POPULATION **95,594** → **+.2% vs. 2018**

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



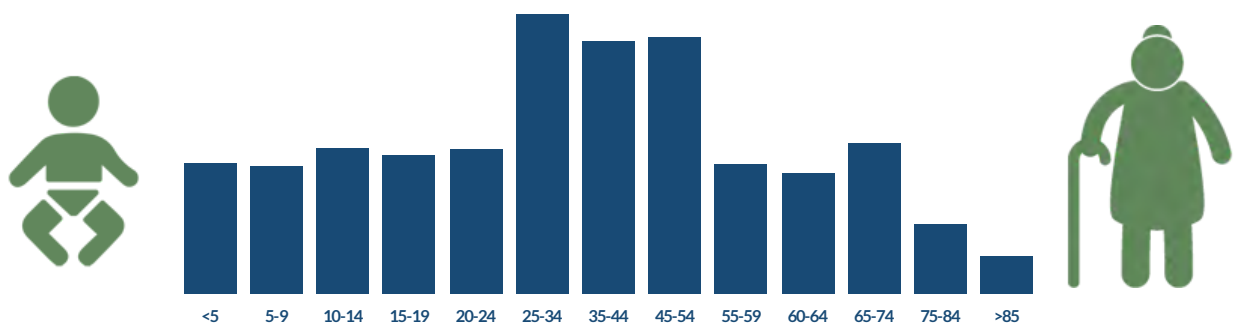
\* Data Source: American Community Survey, 2010 Census, 2000 US Census and 1990 US Census



DAYTIME POPULATION  
**87,468**

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

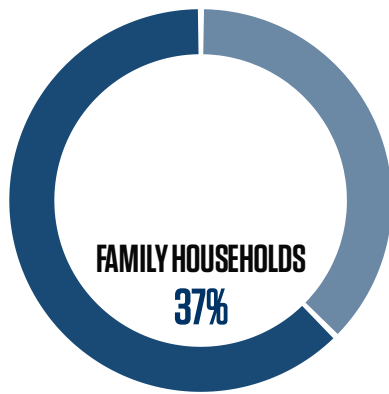


Aging affects the needs and lifestyle choices of residents. Municipalities must adjust and plan services accordingly.

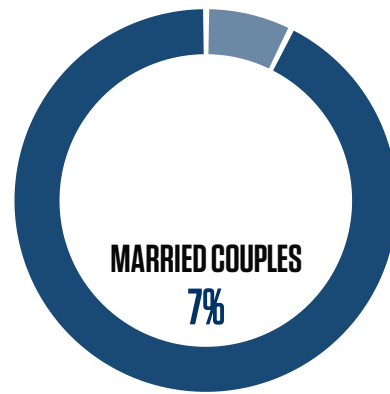
## Household Analysis

**TOTAL HOUSEHOLDS**  
**31,817**

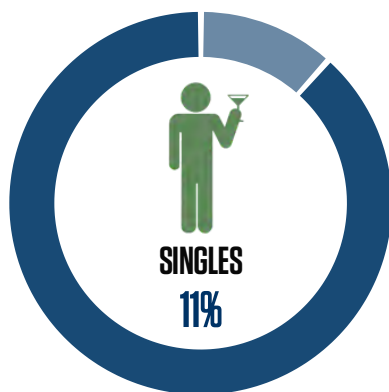
*Municipalities must consider the dynamics of household types to plan for and provide services effectively. Household type also has a general correlation to income levels which affect the municipal tax base.*



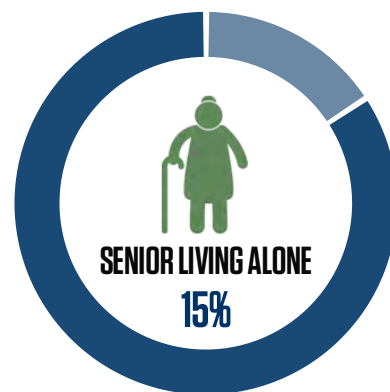
**21% LOWER THAN STATE AVERAGE**



**3% LOWER THAN STATE AVERAGE**



**115% HIGHER THAN STATE AVERAGE**

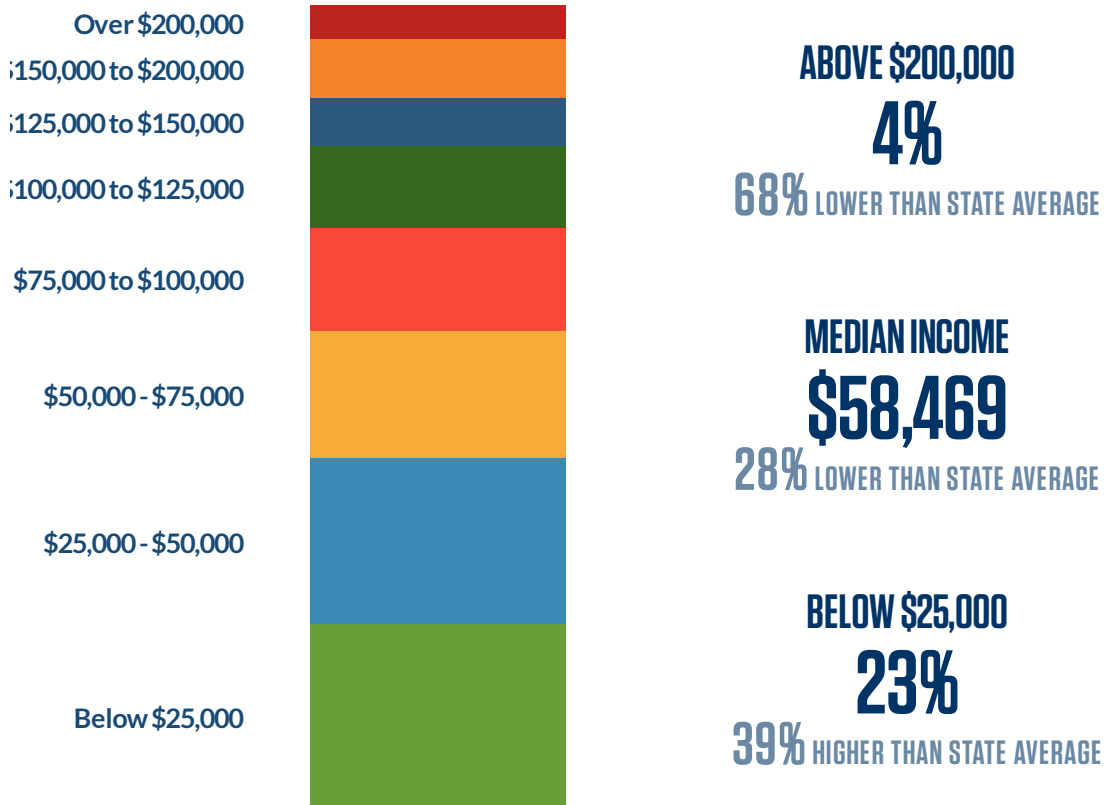


**7% LOWER THAN STATE AVERAGE**

## 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.*

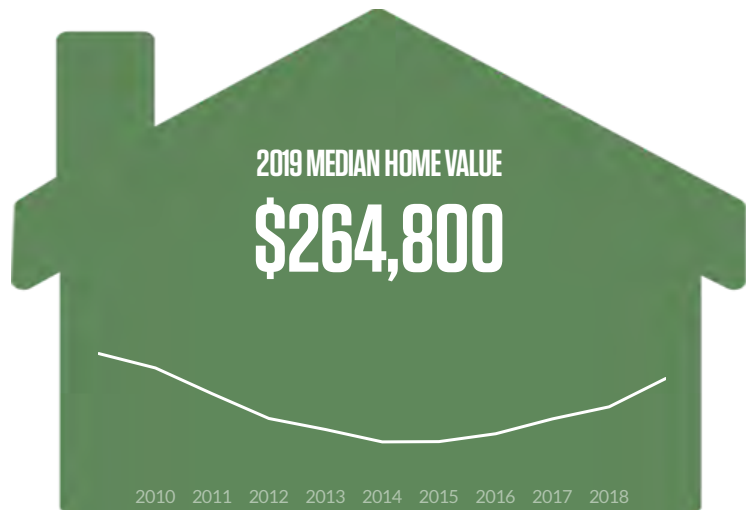
### HOUSEHOLD INCOME



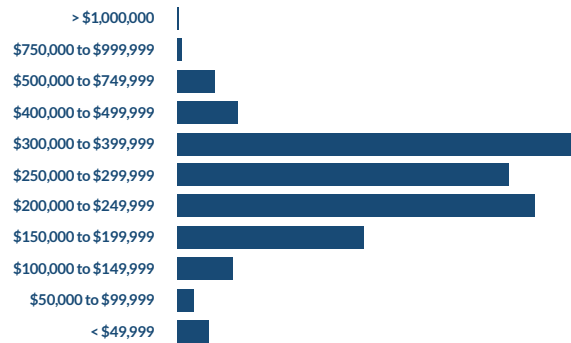
## Housing Overview

### HOME OWNERS VS RENTERS

Brockton State Avg.



### HOME VALUE DISTRIBUTION



\* Data Source: 2019 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.

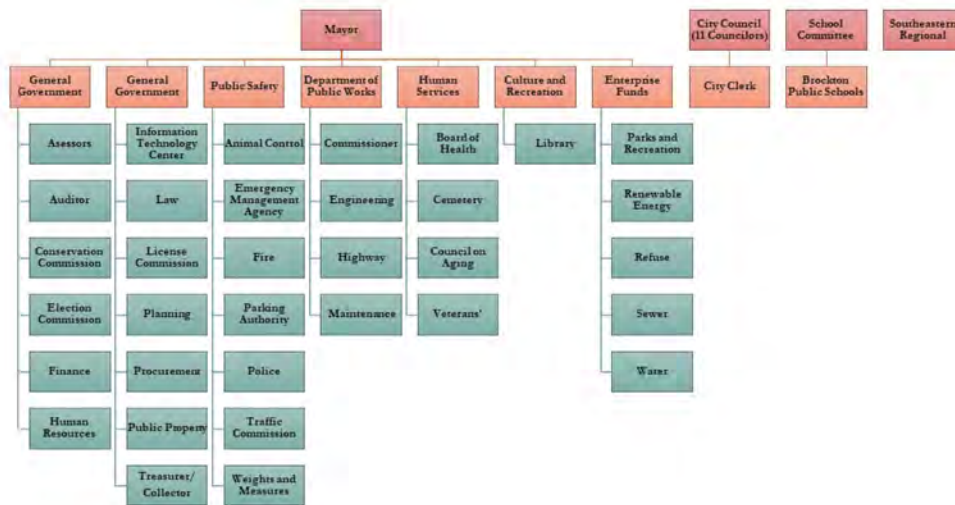
On the state level, Brockton is represented in three districts in the Massachusetts House of Representatives: the Ninth Plymouth, the Tenth Plymouth (which includes West Bridgewater and Precinct 1 of East Bridgewater), and the Eleventh Plymouth (which includes most of Easton). The City is represented 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 Nicastro  
**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](mailto: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](mailto:assessors@cobma.us)  
Phone: 508-580-7194



### Auditor

AnnMarie Raymond  
Interim Auditor  
45 School Street  
Brockton, MA 02301

Email: [auditors@cobma.us](mailto: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](mailto: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](mailto: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](mailto:cityclerk@cobma.us)  
Phone: 508-580-7114



## **Council on Aging**

Janice Fitzgerald  
Director  
45 School Street  
Brockton, MA 02301

Email: [coa@cobma.us](mailto:coa@cobma.us)  
Phone: 508-580-7175



## **Department of Public Works**

Larry Rowley  
Commissioner  
45 School Street  
Brockton, MA 02301

Email: [dpw@cobma.us](mailto:dpw@cobma.us)  
Phone: 508-580-7139



## **Elections Commission**

Cynthia Scrivini  
Executive Director  
45 School Street  
Brockton, MA 02301

Email: [elections@cobma.us](mailto:elections@cobma.us)  
Phone: 508-580-7117



## Emergency Management

Stephen Hooke  
Director  
156 West Elm Street  
Brockton, MA 02301

Email: [bema@cobma.us](mailto:bema@cobma.us)  
Phone: 508-580-7871



## Finance

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

Email: [finance@cobma.us](mailto:finance@cobma.us)  
Phone: 508-580-7165



## Fire

Michael Williams  
Fire Chief  
560 West Street  
Brockton, MA 02301

Email: [fire@cobma.us](mailto:fire@cobma.us)  
Phone: 508-580-2323





## Human Resources

45 School Street  
Brockton, MA 02301

Email: [hr@cobma.us](mailto: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](mailto:itchelpdesk@cobma.us)  
Phone: 508-580-7628



## Law Department

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

Email: [law@cobma.us](mailto:law@cobma.us)  
Phone: 508-580-7110



## Library

Paul Engle  
Director  
304 Main Street  
Brockton, MA 02301

Email: [library@cobma.us](mailto:library@cobma.us)  
Phone: 508-580-7890



## Mayor

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

Email: [mayor@cobma.us](mailto:mayor@cobma.us)  
Phone: 508-580-7123



## Parking Authority

Eric Akesson  
Executive Director  
60 School Street  
Brockton, MA 02301

Email: [parking@cobma.us](mailto: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](mailto:planning@cobma.us)  
Phone: 508-580-7113



## **Police**

Emmanuel Gomes  
Police Chief  
7 Commercial Street  
Brockton, MA 02302

Email: [brocktonpolice@brocktonpolice.com](mailto:brocktonpolice@brocktonpolice.com)  
Phone: 508-941-0200



## **Procurement**

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

Email: [procurement@cobma.us](mailto: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](mailto:building@cobma.us)  
Phone: 508-580-7150



## **School Department**

Michael Thomas  
Superintendent  
43 Crescent Street  
Brockton, MA 02301

Email: [superintendent@bpsma.org](mailto: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](mailto: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](mailto:veterans@cobma.us)  
Phone: 508-580-7850



## **Weights and Measurers**

Kevin Croker  
Sealer  
45 School Street  
Brockton, MA 02301

Email: [sealer@cobma.us](mailto: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
<b>GENERAL GOVERNMENT</b>				
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
<b>GRAND TOTAL</b>	<b>801</b>	<b>798</b>	<b>822</b>	<b>24</b>

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
		Hoist Operator; Heavy Equipment Operator;
DPW- HIGHWAY	3	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 16<sup>th</sup> 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

<b>December 7, 2020</b>	<b>Budget Kickoff Meeting:</b> CFO briefs department heads and fiscal staff on FY22 budget guidelines.
<b>January 4, 2021</b>	<b>Electronic Distribution of budget materials to departments:</b> Position list. Personal Services sheets. FY21 YTD budgets through December 31, 2020. FY22 budget guidelines.
<b>January 15, 2021</b>	<b>Deadline for departments to notify the Finance Office of any changes to Personal Services sheets and position list.</b> <b>Departments review and update budget materials:</b> Position list. Personal Service sheets. FY22 expenditure projections. Mission statement and services. FY21 accomplishments. FY22 goals. Review FY22 revenue projections.
<b>January 4, 2021 through January 22, 2021</b>	All supporting documentation must be submitted to the Finance Department for preliminary review.
<b>January 22, 2021</b>	<b>Deadline for FY22 budgets to be updated in Munis.</b>
<b>February 1, 2021 through February 12, 2021</b>	<b>Department head meetings with the CFO:</b> Review the status of FY21 budgets and FY22 projected budgets. Review department goals and accomplishments (FY21-FY22). Review grants and revenue projections.
<b>April 1, 2021 through April 29, 2021</b>	<b>Review budgets with Mayor and prepare budget documents.</b>
<b>May 2021</b>	<b>Mayor and CFO budget presentations and distribution of budget documents to the City Council.</b>
<b>May/June 2021</b>	<b>Budget is submitted:</b> Appropriation Order to the City Clerk- May 28, 2021 City Council Meeting on Finance- June 1, 2021 Projected Budget Hearings- June 7- June 10, 2021 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.

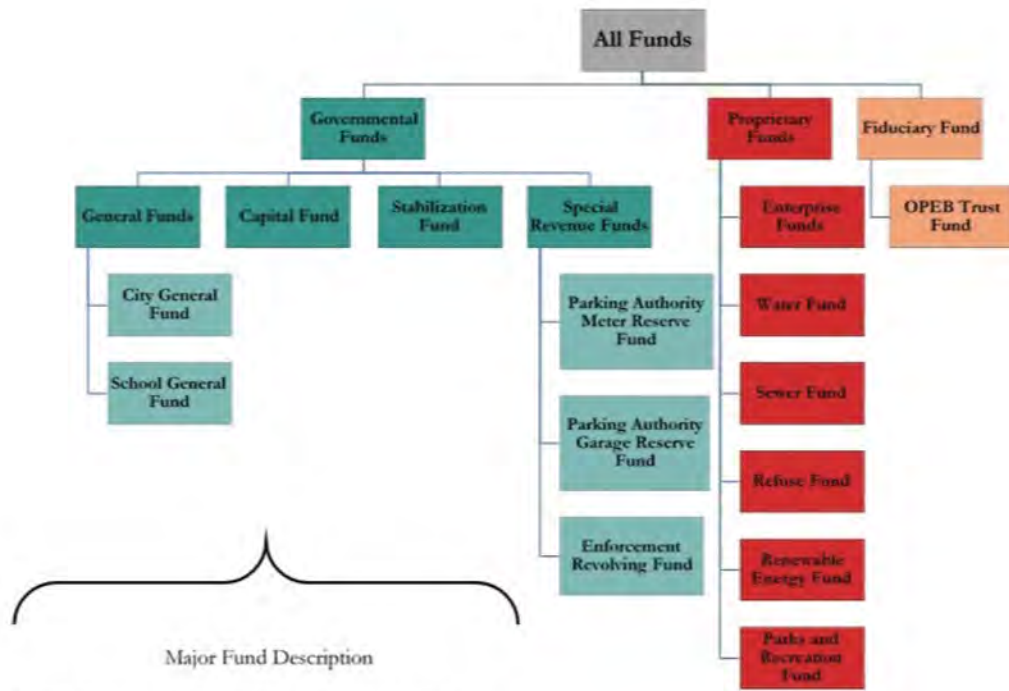
The Capital Projects Fund is used to account for expenditures on the acquisition or construction of major capital facilities as well as items related to the City’s Capital Plan.

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
<b>TOTAL CAPITAL FUND</b>	<b>\$0</b>
Direct General Fund	\$439,407,115
<b>TOTAL GENERAL FUND</b>	<b>\$439,060,330</b>
<b>ENTERPRISE FUNDS</b>	
Parks and Recreation	\$2,542,806
Sewer	\$21,938,397
Water	\$20,112,451
Renewable Energy	\$119,693
Refuse	\$9,638,768
<b>TOTAL ENTERPRISE FUND</b>	<b>\$54,352,115</b>
<b>*FY2021 GRAND TOTAL APPROPRIATION</b>	<b>\$493,412,445</b>

**\*Figures represent the adopted FY22 budget on June 14th, 2021.**



# 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
<b>Total</b>	<b>439,407,115</b>

## 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	1,063,503
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	28,200
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	13,170,615
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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	4,082,900
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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**

**439,060,330**



**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
<b>Total</b>	<b>119,693</b>

**Renewable Energy**

Purchase of Services	117,870
Direct Costs	<b>117,870</b>
Indirect Costs	1,823
<b>Total</b>	<b>119,693</b>

**ORDERED 3.** Moved that \$18,300,009 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 \$20,112,451 be raised as follows:

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

**Water**

Personal Services - Overtime	618,000
Personal Services - Other Than Overtime	2,634,123
Purchase of Services	4,879,580
Goods and Supplies	667,921
Debt Service	362,217
Other Contracted Services	9,138,168
Direct Costs	<b>18,300,009</b>
Indirect Costs	1,812,442
<b>Total</b>	<b>20,112,451</b>

**ORDERED 4.** Moved that \$20,589,174 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 \$21,938,397 be raised as follows:

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

**Sewer**

Personal Services - Overtime	300,000
Personal Services - Other Than Overtime	1,392,280
Purchase of Services	11,088,408
Goods and Supplies	475,312
Debt Service	7,183,174
Other Contracted Services	150,000
Direct Costs	<b>20,589,174</b>
Indirect Costs	1,349,223
<b>Total</b>	<b>21,938,397</b>

**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
<b>Total</b>	<b>9,638,768</b>

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	<b>8,681,400</b>
Indirect Costs	957,368
<b>Total</b>	<b>9,638,768</b>

**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
<b>Total</b>	<b>2,542,806</b>

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	<b>2,104,107</b>
Indirect Costs	438,699
<b>*Total</b>	<b>2,542,806</b>

**\*Figures represent the adopted FY22 budget on June 14th, 2021.**

## APPROPRIATION ORDER SUMMARY

	FY2020 ACTUAL	FY2021 BUDGETED	FY2022 PROPOSED	% CHANGE
<b>GENERAL GOVERNMENT</b>				
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%
<b>TOTAL</b>	<b>871,407</b>	<b>796,104</b>	<b>688,288</b>	<b>-13.5%</b>
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%
<b>TOTAL</b>	<b>957,314</b>	<b>1,086,231</b>	<b>1,143,031</b>	<b>5.2%</b>
Auditor Mail				
Ordinary Maintenance - Services	128,437	218,000	149,000	-31.7%
Ordinary Maintenance - Goods	817	968	500	-48.3%
<b>TOTAL</b>	<b>129,254</b>	<b>218,968</b>	<b>149,500</b>	<b>-31.7%</b>
Auditor Telephone				
Ordinary Maintenance - Services	74,361	65,800	89,000	35.3%
<b>TOTAL</b>	<b>74,361</b>	<b>65,800</b>	<b>89,000</b>	<b>35.3%</b>
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%
<b>TOTAL</b>	<b>313,766</b>	<b>501,089</b>	<b>499,694</b>	<b>-0.3%</b>
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%
<b>TOTAL</b>	<b>459,261</b>	<b>806,262</b>	<b>811,155</b>	<b>0.6%</b>
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%
<b>TOTAL</b>	<b>8,255</b>	<b>42,275</b>	<b>42,775</b>	<b>1.2%</b>
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%
<b>TOTAL</b>	<b>466,815</b>	<b>448,082</b>	<b>445,478</b>	<b>-0.6%</b>
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%
<b>TOTAL</b>	<b>1,522,594</b>	<b>1,632,033</b>	<b>1,732,176</b>	<b>6.1%</b>



	<b>FY2020 ACTUAL</b>	<b>FY2021 BUDGETED</b>	<b>FY2022 PROPOSED</b>	<b>% CHANGE</b>
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%
<b>TOTAL</b>	<b>51,961,741</b>	<b>53,405,258</b>	<b>54,425,045</b>	<b>1.9%</b>
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	1,063,503	-5.5%
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%
<b>TOTAL</b>	<b>1,997,177</b>	<b>2,589,976</b>	<b>2,809,167</b>	<b>8.5%</b>
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%
<b>TOTAL</b>	<b>6,282,920</b>	<b>6,124,536</b>	<b>4,370,579</b>	<b>-28.6%</b>
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%
<b>TOTAL</b>	<b>92,229</b>	<b>100,629</b>	<b>99,954</b>	<b>-0.7%</b>
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%
<b>TOTAL</b>	<b>1,600,833</b>	<b>1,897,331</b>	<b>2,025,931</b>	<b>6.8%</b>
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%
<b>TOTAL</b>	<b>680,069</b>	<b>649,895</b>	<b>852,221</b>	<b>31.1%</b>
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%
<b>TOTAL</b>	<b>12,119</b>	<b>20,875</b>	<b>22,275</b>	<b>6.7%</b>



	<b>FY2020 ACTUAL</b>	<b>FY2021 BUDGETED</b>	<b>FY2022 PROPOSED</b>	<b>% CHANGE</b>
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%
<b>TOTAL</b>	<b>163,536</b>	<b>166,614</b>	<b>187,960</b>	<b>12.8%</b>
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	20,000	-33.3%
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%
<b>TOTAL</b>	<b>2,293,382</b>	<b>2,910,290</b>	<b>3,180,171</b>	<b>9.3%</b>
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%
<b>TOTAL</b>	<b>42,924</b>	<b>85,665</b>	<b>91,865</b>	<b>7.2%</b>
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%
<b>TOTAL</b>	<b>4,116,789</b>	<b>4,461,130</b>	<b>4,797,213</b>	<b>7.5%</b>
<b>PUBLIC SAFETY</b>				
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%
<b>TOTAL</b>	<b>589,456</b>	<b>644,413</b>	<b>688,800</b>	<b>6.9%</b>
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%
<b>TOTAL</b>	<b>53,652</b>	<b>73,075</b>	<b>83,643</b>	<b>14.5%</b>
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%
<b>TOTAL</b>	<b>25,033,511</b>	<b>27,338,937</b>	<b>29,148,295</b>	<b>6.6%</b>
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%
<b>TOTAL</b>	<b>659,501</b>	<b>997,412</b>	<b>980,500</b>	<b>-1.7%</b>





	<b>FY2020 ACTUAL</b>	<b>FY2021 BUDGETED</b>	<b>FY2022 PROPOSED</b>	<b>% CHANGE</b>
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%
<b>TOTAL</b>	<b>26,647,309</b>	<b>27,516,571</b>	<b>28,499,467</b>	<b>3.6%</b>
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%
<b>TOTAL</b>	<b>432,344</b>	<b>505,476</b>	<b>505,476</b>	<b>0.0%</b>
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%
<b>TOTAL</b>	<b>163,498</b>	<b>185,339</b>	<b>191,076</b>	<b>3.1%</b>
<b>DEPARTMENT OF PUBLIC WORKS</b>				
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%
<b>TOTAL</b>	<b>407,060</b>	<b>461,919</b>	<b>518,304</b>	<b>12.2%</b>
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%
<b>TOTAL</b>	<b>440,257</b>	<b>688,059</b>	<b>708,639</b>	<b>3.0%</b>
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%
<b>TOTAL</b>	<b>5,289,229</b>	<b>7,052,516</b>	<b>7,338,014</b>	<b>4.0%</b>
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%
<b>TOTAL</b>	<b>526,902</b>	<b>768,382</b>	<b>865,706</b>	<b>12.7%</b>
<b>HUMAN SERVICES</b>				
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%
<b>TOTAL</b>	<b>823,488</b>	<b>1,061,976</b>	<b>1,125,614</b>	<b>6.0%</b>



	<b>FY2020 ACTUAL</b>	<b>FY2021 BUDGETED</b>	<b>FY2022 PROPOSED</b>	<b>% CHANGE</b>
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%
<b>TOTAL</b>	<b>534,026</b>	<b>618,394</b>	<b>634,037</b>	<b>2.5%</b>
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%
<b>TOTAL</b>	<b>172,527</b>	<b>198,118</b>	<b>276,450</b>	<b>39.5%</b>
Veterans' Council				
Personal Services - Other Than Overtime	-	-	-	0.0%
Vet Council Goods & Supplies	5,964	11,000	11,000	0.0%
<b>TOTAL</b>	<b>5,964</b>	<b>11,000</b>	<b>11,000</b>	<b>0.0%</b>
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%
<b>TOTAL</b>	<b>900,952</b>	<b>1,000,567</b>	<b>911,608</b>	<b>-8.9%</b>
<b>CULTURE AND RECREATION</b>				
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%
<b>TOTAL</b>	<b>2,387,707</b>	<b>2,553,747</b>	<b>2,840,214</b>	<b>11.2%</b>
<b>Treasurer's Debt Service</b>				
Treasurer's Debt Service	13,510,630	12,983,052	13,170,615	1.4%
<b>TOTAL</b>	<b>13,510,630</b>	<b>12,983,052</b>	<b>13,170,615</b>	<b>1.4%</b>
<b>Pension/ Retirement</b>				
Retirement Contributory	26,354,613	28,451,613	29,608,033	4.1%
Retirement Non-Contributory	16,261	17,562	17,562	0.0%
<b>TOTAL</b>	<b>26,370,874</b>	<b>28,469,175</b>	<b>29,625,595</b>	<b>4.1%</b>
<b>Net &amp; NonNet School Spending</b>				
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%
<b>TOTAL</b>	<b>174,786,098</b>	<b>177,480,385</b>	<b>208,627,523</b>	<b>17.5%</b>
<b>EDUCATION</b>				
Collaborative Programs Southeastern				
Regional School	4,051,342	3,954,521	4,082,900	3.2%
<b>TOTAL</b>	<b>4,051,342</b>	<b>3,954,521</b>	<b>4,082,900</b>	<b>3.2%</b>
<b>General Fund Subsidies</b>				
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%
<b>TOTAL</b>	<b>989,702</b>	<b>1,580,461</b>	<b>1,407,313</b>	<b>-11.0%</b>
<b>Reserves &amp; Stabilization Funds</b>				
Supplemental Reserve Fund	147,548	150,000	424,481	183.0%
Stabilization Fund	675,029	-	-	0.0%
<b>TOTAL</b>	<b>822,577</b>	<b>150,000</b>	<b>424,481</b>	<b>183.0%</b>



	FY2020 ACTUAL	FY2021 BUDGETED	FY2022 PROPOSED	% CHANGE
<b>TOTAL GENERAL FUND</b>	<b>359,645,352</b>	<b>374,302,538</b>	<b>411,128,749</b>	<b>9.9%</b>
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%
<b>GRAND TOTAL GENERAL FUND BUDGET</b>	<b>382,770,080</b>	<b>395,470,304</b>	<b>439,060,330</b>	<b>11.1%</b>

#### FY2021 BUDGET BY CATEGORY

Overtime	2,845,086	2,915,711	3,540,075	13.6%
Personal Services Non Overtime	61,708,685	67,361,622	70,645,281	5.2%
Purchase of Services	8,919,167	12,311,771	13,099,693	6.4%
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	13,170,615	1.4%
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	212,710,423	17.2%
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%
<b>TOTAL GENERAL FUND</b>	<b>359,645,352</b>	<b>374,302,538</b>	<b>411,128,749</b>	<b>9.8%</b>
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%
<b>*GRAND TOTAL GENERAL FUND BUDGET</b>	<b>382,770,080</b>	<b>395,470,304</b>	<b>439,060,330</b>	<b>11.0%</b>

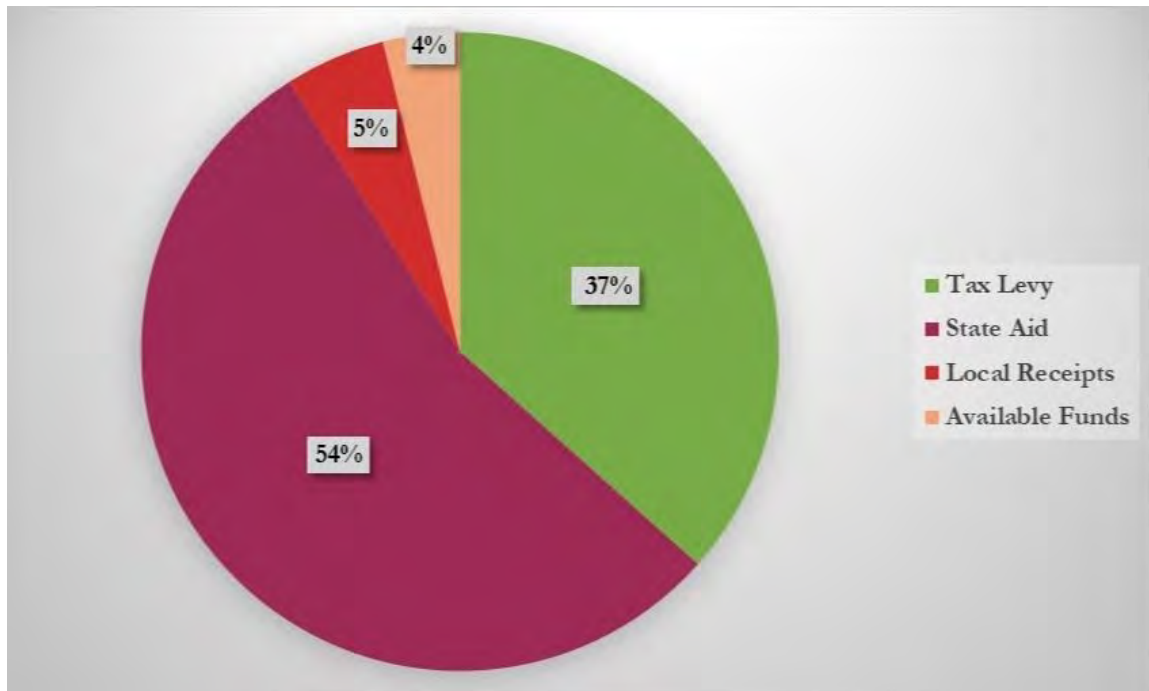
**\*Figures represent the adopted FY22 budget on June 14th, 2021.**



## FY2022 BALANCED BUDGET SUMMARY

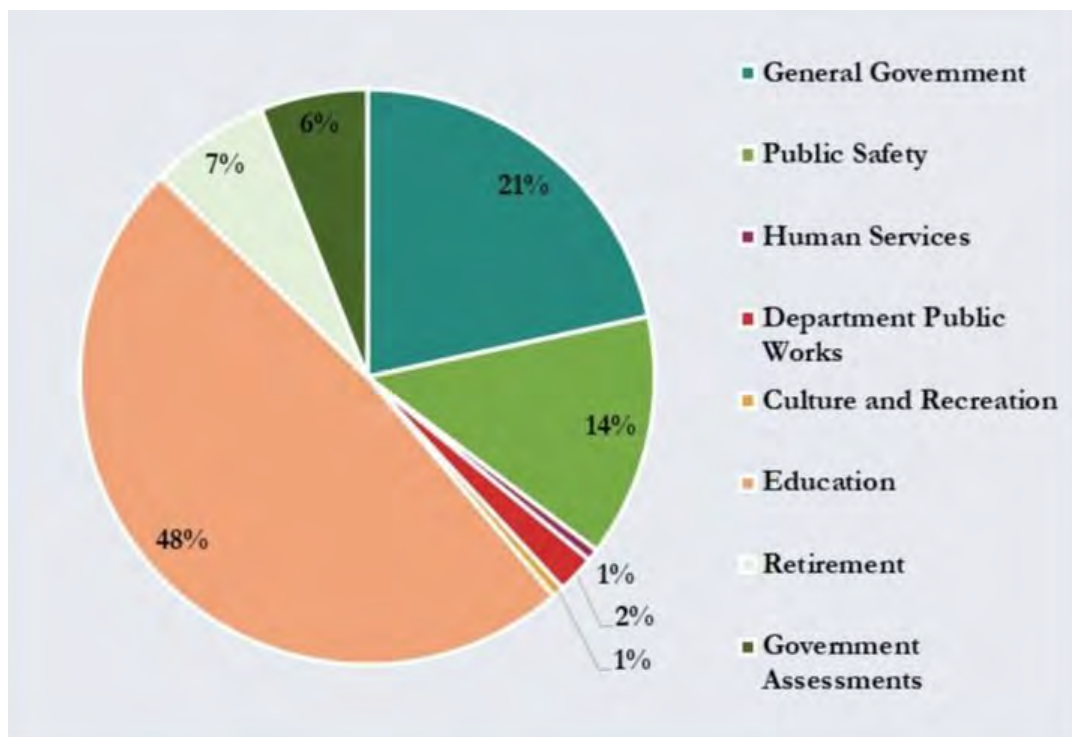
### FY2022 ESTIMATED REVENUE

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



## FY2022 PROPOSED EXPENDITURES

EXPENDITURES BY FUNCTION	FY2022
General Government	\$94,865,887
Public Safety	\$60,097,257
Human Services	\$2,958,709
Department of Public Works	\$9,430,663
Culture and Recreation	\$2,840,214
Education	\$212,710,423
Retirement	\$29,625,595
Government Assessments	\$26,531,581
<b>*TOTAL</b>	<b>\$439,060,330</b>



## EXPENDITURES BY CATEGORY

<b>CATEGORIES</b>	<b>FY2022</b>
Personal Services Overtime	\$3,540,075
Personal Services- Non-Overtime	\$70,645,281
Purchase of Services	\$13,099,693
Goods and Supplies	\$5,731,846
Out of State Travel	\$16,800
Capital	\$0
Debt Service	\$13,170,615
Benefits	\$53,840,493
Retirement	\$29,625,595
Medicare	\$3,910,000
Education	\$212,710,423
Other Expenses	\$3,006,133
Appropriations to Reserves	\$424,481
General Fund Subsidy	\$1,407,313
<b>TOTAL GENERAL FUND</b>	<b>\$411,128,749</b>
Amount to be Raised	\$1,400,000
Government Assessments	\$26,531,581
<b>*TOTAL</b>	<b>\$439,060,330</b>

**\*Figures represent the adopted FY22 budget on June 14th, 2021.**

# REVENUE





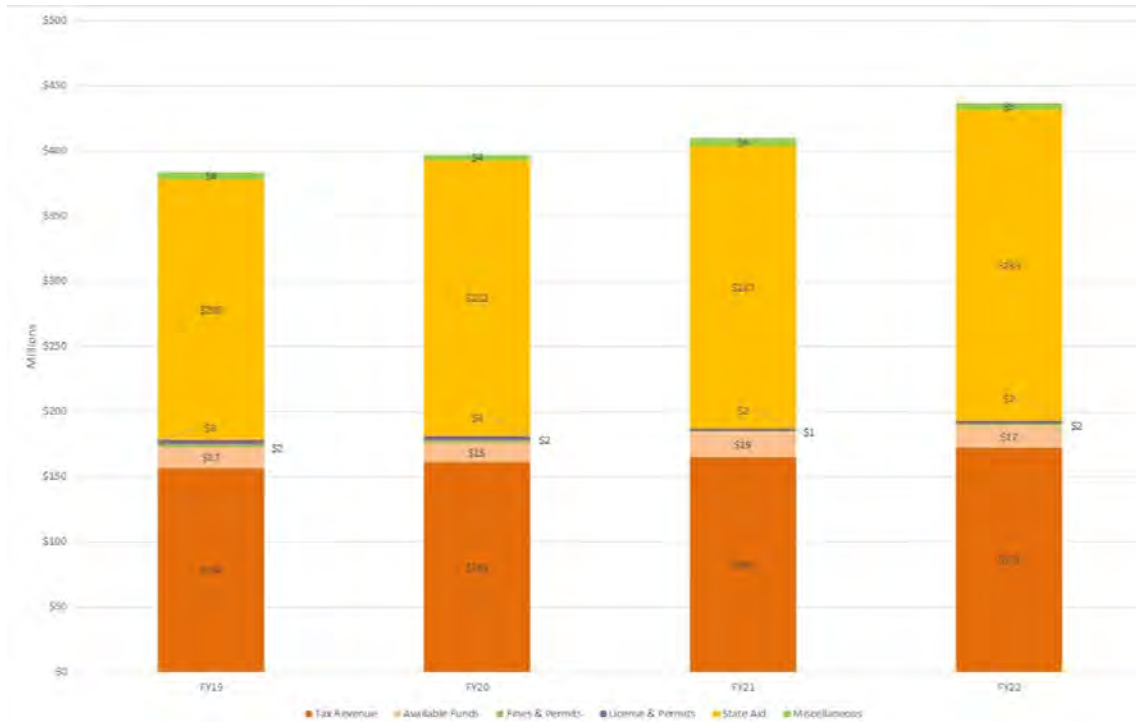
## REVENUE SUMMARY

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 PROJECTED
<b>TAX LEVY</b>				
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
<b>TOTAL</b>	<b>\$143,674,762</b>	<b>\$149,036,480</b>	<b>\$155,093,481</b>	<b>\$160,770,818</b>
	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 PROJECTED
<b>STATE AID</b>				
Cherry Sheet	\$200,503,468	\$212,477,073	\$217,208,746	\$239,059,218
<b>TOTAL</b>	<b>\$200,503,468</b>	<b>\$212,477,073</b>	<b>\$217,208,746</b>	<b>\$239,059,218</b>
	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 PROJECTED
<b>LOCAL RECEIPTS</b>				
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
<b>TOTAL</b>	<b>\$25,319,226</b>	<b>\$22,601,886</b>	<b>\$20,610,755</b>	<b>\$22,515,755</b>
	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 PROJECTED
<b>AVAILABLE FUNDS</b>				
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
<b>TOTAL</b>	<b>\$17,866,654</b>	<b>\$15,737,446</b>	<b>\$19,624,515</b>	<b>\$17,061,324</b>
<b>GRAND TOTAL</b>	<b>\$387,364,110</b>	<b>\$399,852,885</b>	<b>\$412,537,497</b>	<b>\$439,407,115</b>



## 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
<b>TOTAL</b>	<b>\$387,364,110</b>	<b>\$399,852,884</b>	<b>\$412,537,497</b>	<b>\$439,407,115</b>



**\*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
<b>TOTAL</b>	<b>\$143,674,762</b>	<b>\$149,036,480</b>	<b>\$155,093,481</b>	<b>\$160,770,818</b>

## 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

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 PROJECTED
<b>CHERRY SHEET</b>				
<b>Education Receipts</b>				
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
<b>Offset Receipts</b>				
School Choice Receiving Tuition	\$145,620	\$150,031	\$54,000	\$54,000
<b>TOTAL</b>	<b>\$177,887,160</b>	<b>\$189,192,219</b>	<b>\$193,888,782</b>	<b>\$215,006,639</b>
<b>General Government</b>				
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
<b>TOTAL</b>	<b>\$22,468,905</b>	<b>\$23,133,833</b>	<b>\$23,139,618</b>	<b>\$23,872,233</b>
<b>Offset Receipts</b>				
Public Libraries	\$147,403	\$151,021	\$180,346	\$180,346
<b>TOTAL</b>	<b>\$147,403</b>	<b>\$151,021</b>	<b>\$180,346</b>	<b>\$180,346</b>
<b>GRAND TOTAL</b>	<b>\$200,503,468</b>	<b>\$212,477,073</b>	<b>\$217,208,746</b>	<b>\$239,059,218</b>



# 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
<b>Excise Revenue: TOTAL</b>	<b>\$13,303,821</b>	<b>\$12,311,846</b>	<b>\$10,249,200</b>	<b>\$11,899,200</b>
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
<b>Department Fees TOTAL</b>	<b>\$1,595,862</b>	<b>\$1,660,643</b>	<b>\$1,390,000</b>	<b>\$1,870,000</b>
MSBA reimbursement	\$966,955	\$0	\$0	\$0
<b>State: TOTAL</b>	<b>\$966,955</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Parking and Moving Violations	\$492,132	\$425,870	\$100,000	\$150,000
Miscellaneous	\$113,592	\$0	\$10,000	-
<b>Fines: TOTAL</b>	<b>\$605,724</b>	<b>\$425,870</b>	<b>\$110,000</b>	<b>\$150,000</b>
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
<b>Licenses and Permits: TOTAL</b>	<b>\$3,777,604</b>	<b>\$3,446,191</b>	<b>\$2,837,000</b>	<b>\$2,837,000</b>
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
<b>Other Revenue Sources: TOTAL</b>	<b>\$5,069,260</b>	<b>\$4,757,336</b>	<b>\$6,024,555</b>	<b>\$5,759,555</b>
<b>TOTAL</b>	<b>\$25,319,226</b>	<b>\$22,601,886</b>	<b>\$20,610,755</b>	<b>\$22,515,755</b>



# 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
<b>TOTAL</b>	<b>\$17,866,654</b>	<b>\$15,737,446</b>	<b>\$19,624,515</b>	<b>\$17,061,324</b>

## 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	\$2,809,167
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	\$3,180,171
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	\$13,170,615
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	\$4,082,900
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
<b>*TOTAL</b>	<b>\$317,702,697</b>	<b>\$323,794,403</b>	<b>\$363,733,487</b>

**\*Figures represent the adopted FY22 budget on June 14th, 2021.**

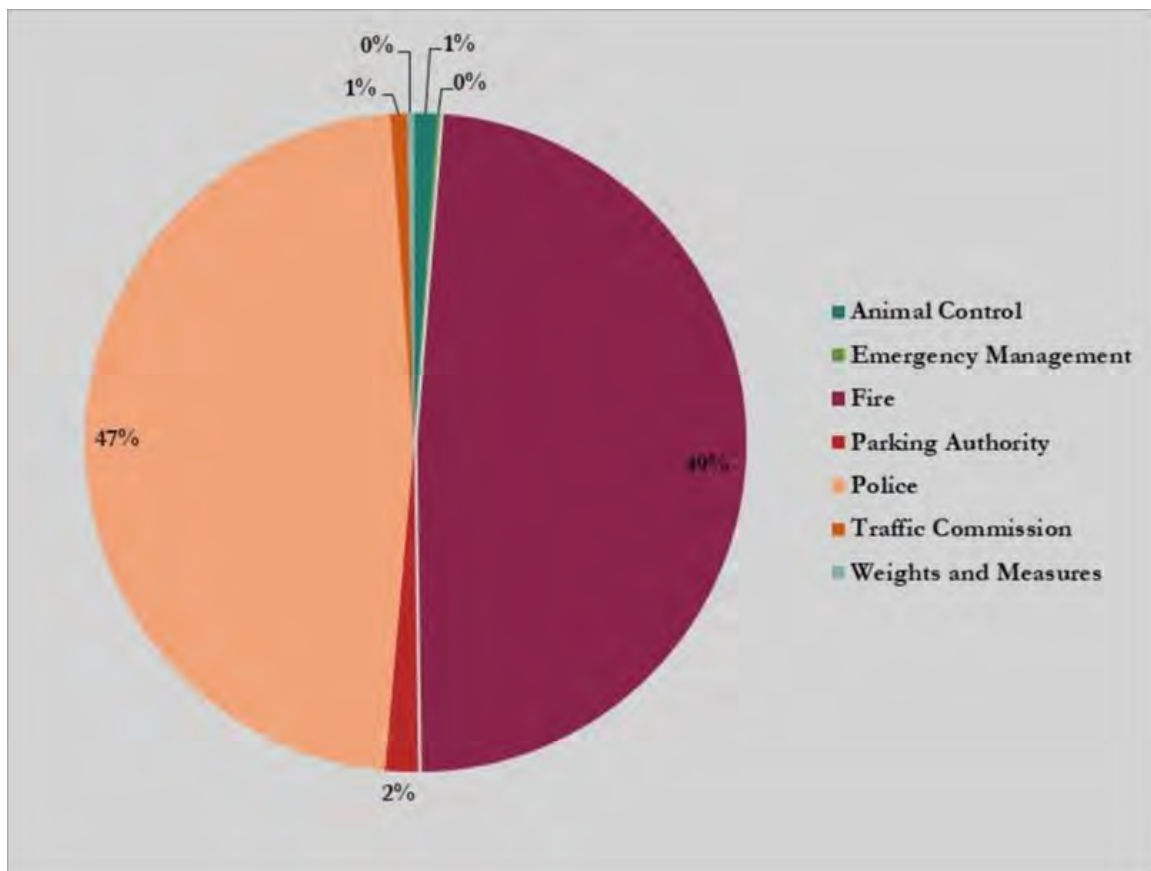


## PUBLIC SAFETY PROGRAM EXPENDITURES

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
<b>*TOTAL</b>	<b>\$53,579,271</b>	<b>\$57,261,223</b>	<b>\$60,097,257</b>

**\*Figures represent the adopted FY22 budget on June 14th, 2021.**

### FY2022 PROPOSED EXPENDITURES

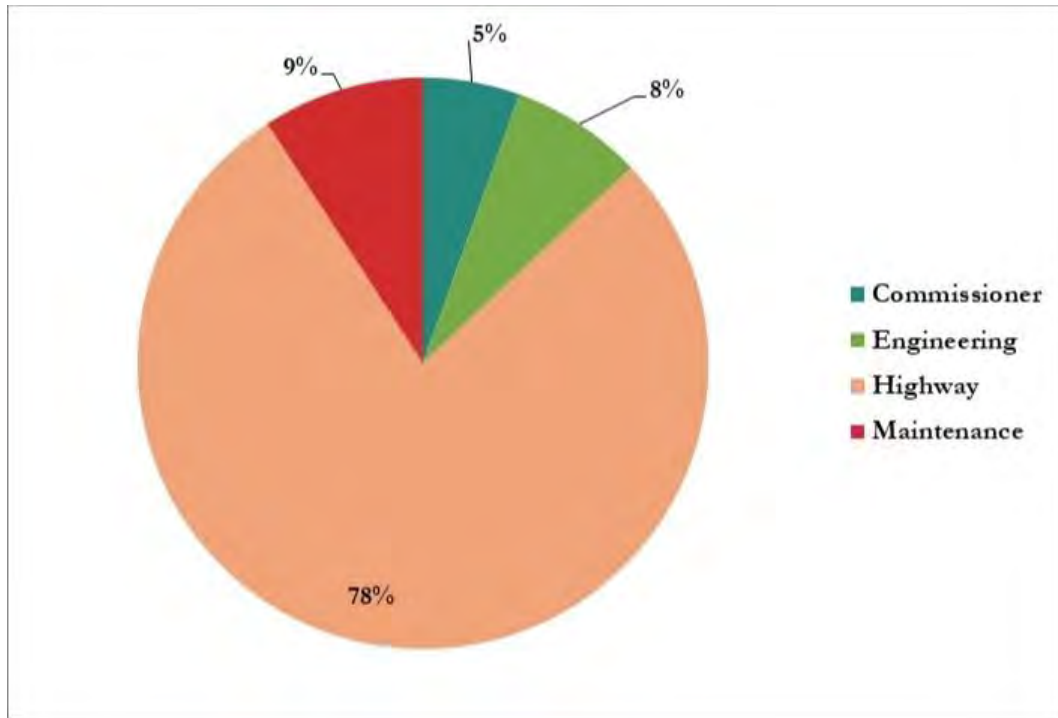


## DEPARTMENT OF PUBLIC WORKS PROGRAM EXPENDITURES

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
<b>TOTAL</b>	<b>\$6,663,449</b>	<b>\$8,970,876</b>	<b>\$9,430,663</b>

\*Figures represent the adopted FY22 budget on June 14th, 2021.

### FY2022 PROPOSED EXPENDITURES



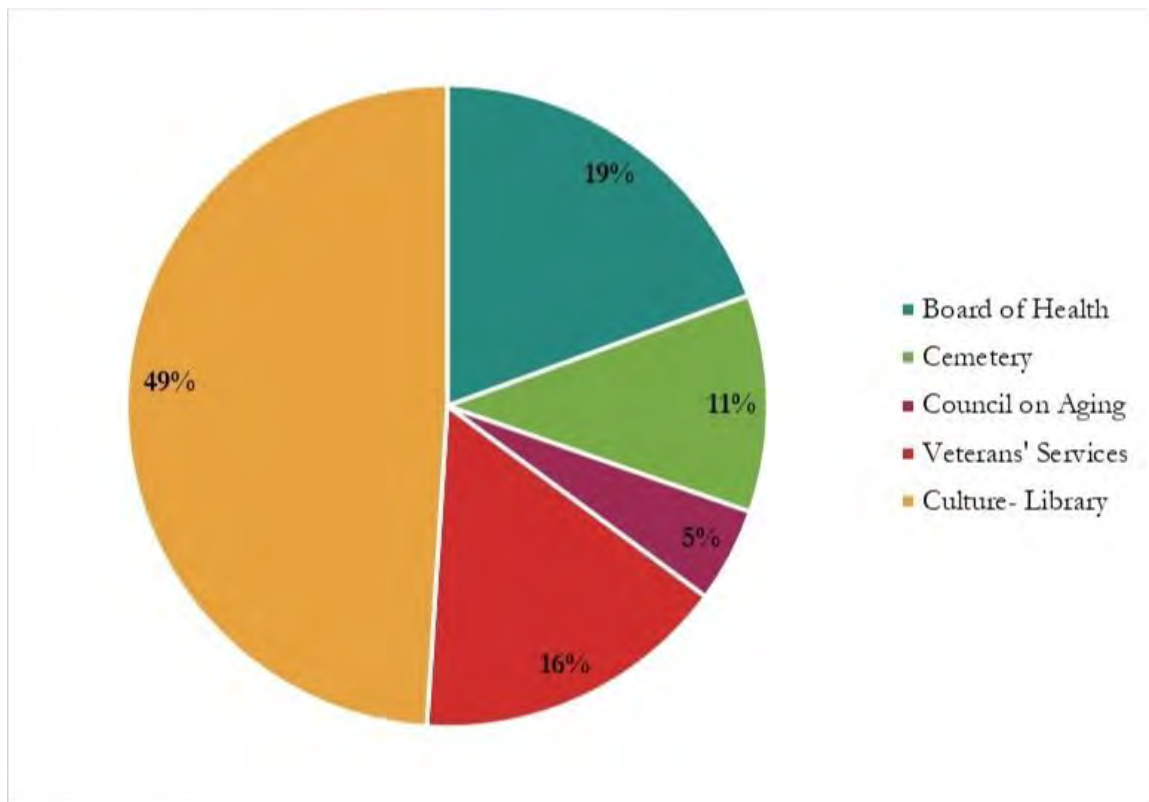
## HUMAN SERVICES & CULTURE PROGRAM EXPENDITURES

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
<b>TOTAL</b>	<b>\$2,436,956</b>	<b>\$2,890,055</b>	<b>\$2,958,709</b>

CULTURE AND RECREATION	FY2020 ACTUAL	FY2021 BUDGETED	FY2022 PROPOSED
Library	\$2,387,707	\$2,553,747	\$2,840,214
<b>TOTAL</b>	<b>\$2,387,707</b>	<b>\$2,553,747</b>	<b>\$2,840,214</b>

\*Figures represent the adopted FY22 budget on June 14th, 2021.

### 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.

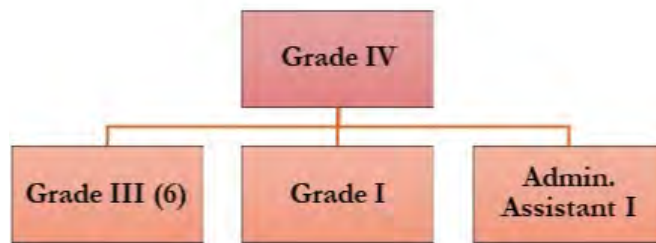
## FY21 Accomplishments

- 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
		<b>Total</b>	<b>4,510</b>	<b>514,145</b>	<b>23,277</b>

### Personal Services

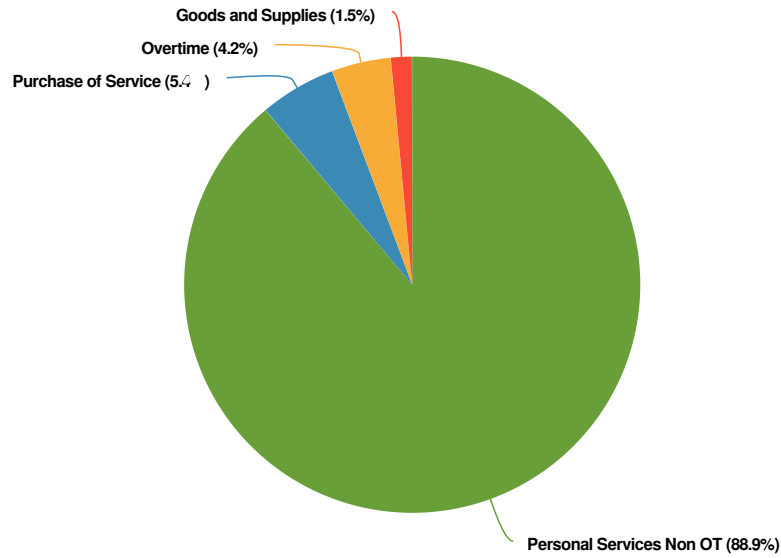
#### Summary

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
<b>Total</b>	<b>612,188</b>



# 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%
<b>Total General Fund:</b>	<b>\$589,456.43</b>	<b>\$644,413.00</b>	<b>\$688,800.00</b>	<b>6.9%</b>



## EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
<b>Expenditures</b>				
<b>Public Safety</b>				
<b>Animal Control</b>				
<b>Overtime</b>				
OVERTIME	\$26,528.82	\$29,000.00	\$29,000.00	0%
<b>Total Overtime:</b>	<b>\$26,528.82</b>	<b>\$29,000.00</b>	<b>\$29,000.00</b>	<b>0%</b>
<b>Personal Services Non OT</b>				
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%
<b>Total Personal Services Non OT:</b>	<b>\$498,096.91</b>	<b>\$562,606.00</b>	<b>\$612,188.00</b>	<b>8.8%</b>
<b>Purchase of Service</b>				
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%
<b>Total Purchase of Service:</b>	<b>\$60,824.58</b>	<b>\$37,259.00</b>	<b>\$37,299.00</b>	<b>0.1%</b>
<b>Goods and Supplies</b>				
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%
DEPARTMENT EQUIPMENT	\$764.64	\$7,934.00	\$1,799.00	-77.3%
<b>Total Goods and Supplies:</b>	<b>\$4,006.12</b>	<b>\$15,548.00</b>	<b>\$10,313.00</b>	<b>-33.7%</b>



Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
<b>Total Animal Control:</b>	<b>\$589,456.43</b>	<b>\$644,413.00</b>	<b>\$688,800.00</b>	<b>6.9%</b>
<b>Total Public Safety:</b>	<b>\$589,456.43</b>	<b>\$644,413.00</b>	<b>\$688,800.00</b>	<b>6.9%</b>
<b>Total Expenditures:</b>	<b>\$589,456.43</b>	<b>\$644,413.00</b>	<b>\$688,800.00</b>	<b>6.9%</b>





## 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.

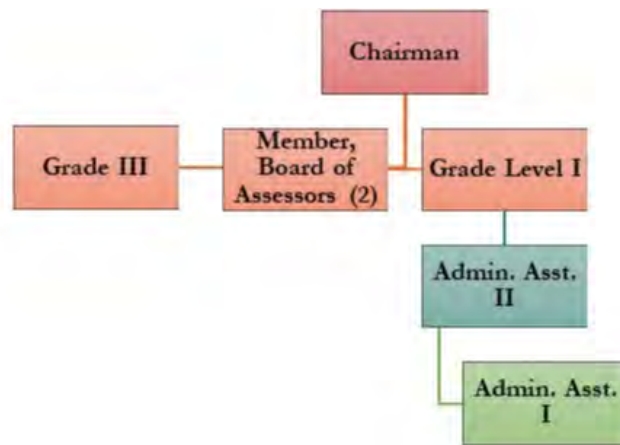
Implemented Seamless Docs.

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
	<b>Total</b>		<b>4,790</b>	<b>527,168</b>	<b>7,332</b>

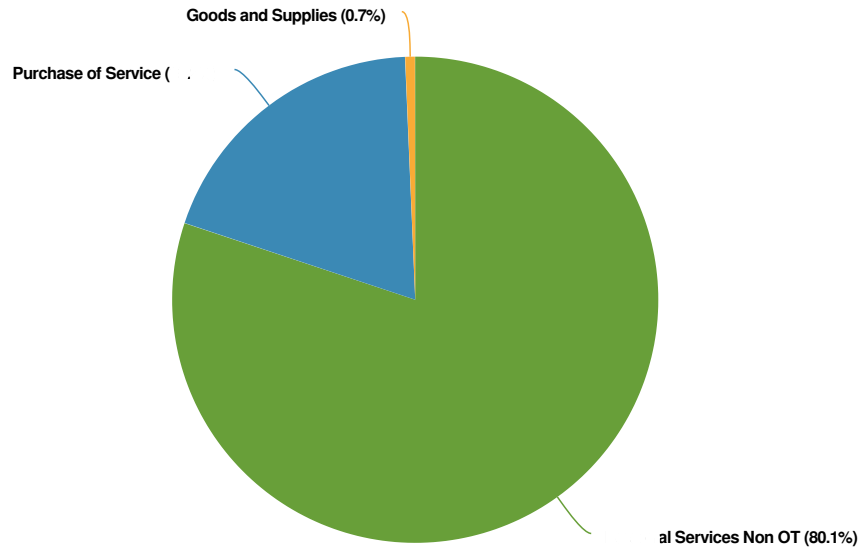
### Personal Services Summary

FULL TIME	527,168
LONGEVITY	4,790
CLERICAL INCENTIVE	5,000
ADMIN INCENTIVE	4,000
EDUCATIONAL INCENTIVE	7,332
HOLIDAY PAY	3,148
<b>Total</b>	<b>551,438</b>



# 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%
<b>Total Assessor:</b>	<b>\$871,406.92</b>	<b>\$796,104.00</b>	<b>\$688,288.00</b>	<b>-13.5%</b>
<b>Total General Government:</b>	<b>\$871,406.92</b>	<b>\$796,104.00</b>	<b>\$688,288.00</b>	<b>-13.5%</b>
<b>Total Expenditures:</b>	<b>\$871,406.92</b>	<b>\$796,104.00</b>	<b>\$688,288.00</b>	<b>-13.5%</b>

## EXPENSE SUMMARY

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



## 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).

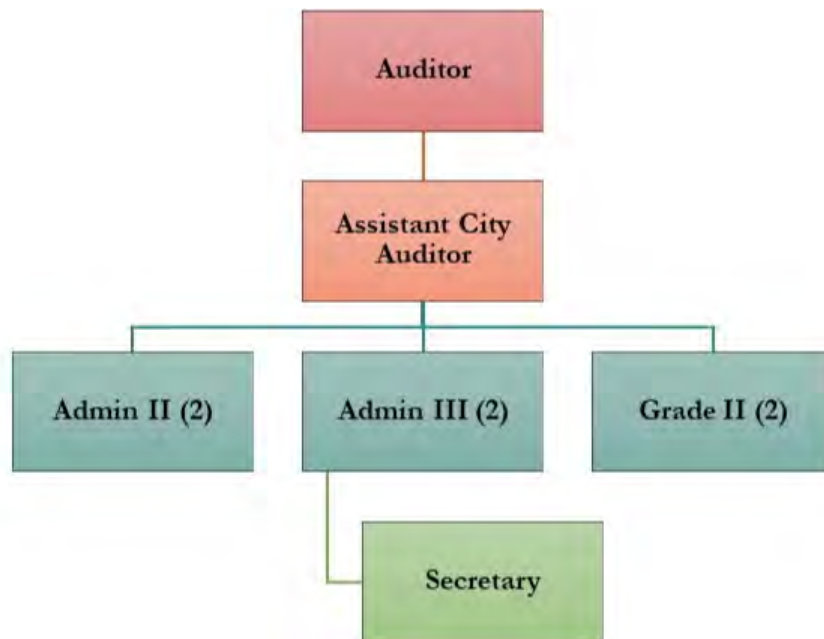
### FY21 Accomplishments

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					
	<b>Total</b>		<b>4,760</b>	<b>620,203</b>	<b>12,713</b>

### Personal Services

#### Summary

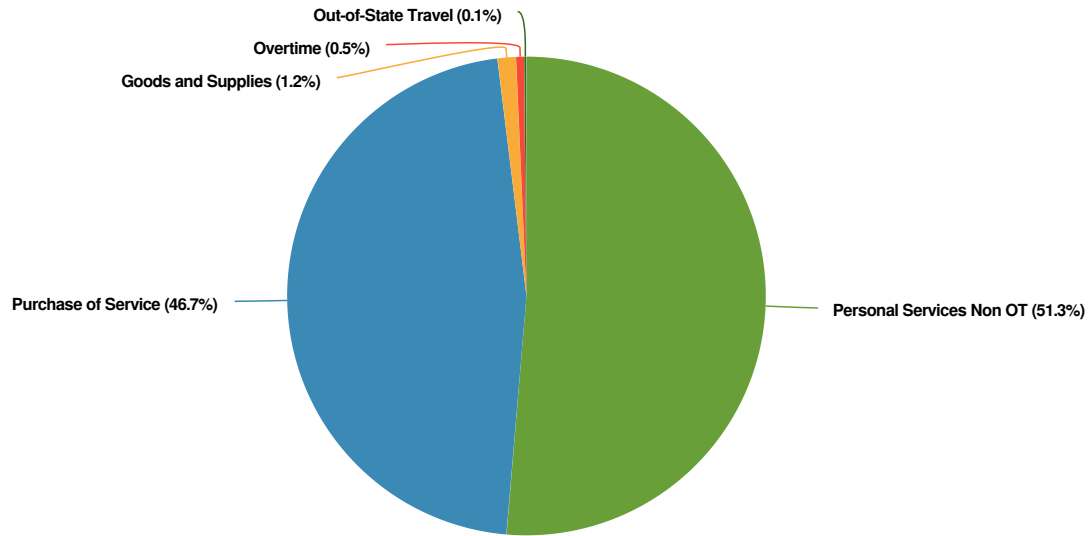
FULL TIME	620,203
PART-TIME	15,000
STIPEND	8,000
ADMIN INCENTIVE	4,000
CLERICAL INCENTIVE	12,500
LONGEVITY	4,760
EDUCATIONAL INCENTIVE	12,713
OUT OF GRADE	4,682
SEPARATION COSTS	25,000
HOLIDAY PAY	2,423
<b>Total</b>	<b>709,281</b>





# 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%
<b>Total General Fund:</b>	<b>\$1,160,929.19</b>	<b>\$1,370,999.00</b>	<b>\$1,381,531.00</b>	<b>0.8%</b>



## EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
<b>Expenditures</b>				
<b>General Government</b>				
<b>Auditor</b>				
<b>Overtime</b>				
OVERTIME	\$625.27	\$9,500.00	\$7,500.00	-21.1%
<b>Total Overtime:</b>	<b>\$625.27</b>	<b>\$9,500.00</b>	<b>\$7,500.00</b>	<b>-21.1%</b>
<b>Personal Services Non OT</b>				
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
<b>Total Personal Services Non OT:</b>	<b>\$595,702.14</b>	<b>\$667,228.00</b>	<b>\$709,281.00</b>	<b>6.3%</b>
<b>Purchase of Service</b>				
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%
<b>Total Purchase of Service:</b>	<b>\$350,816.76</b>	<b>\$393,302.00</b>	<b>\$407,500.00</b>	<b>3.6%</b>
<b>Goods and Supplies</b>				
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%
<b>Total Goods and Supplies:</b>	<b>\$10,170.25</b>	<b>\$15,201.00</b>	<b>\$16,750.00</b>	<b>10.2%</b>
<b>Out-of-State Travel</b>				
OUT OF STATE TRAVEL	\$0.00	\$1,000.00	\$2,000.00	100%
<b>Total Out-of-State Travel:</b>	<b>\$0.00</b>	<b>\$1,000.00</b>	<b>\$2,000.00</b>	<b>100%</b>
<b>Total Auditor:</b>	<b>\$957,314.42</b>	<b>\$1,086,231.00</b>	<b>\$1,143,031.00</b>	<b>5.2%</b>
<b>Audit Mail</b>				
<b>Purchase of Service</b>				



Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
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%
<b>Total Purchase of Service:</b>	<b>\$128,436.61</b>	<b>\$218,000.00</b>	<b>\$149,000.00</b>	<b>-31.7%</b>
<b>Goods and Supplies</b>				
OFFICE SUNDRIES/SUPPLIES	\$816.80	\$968.00	\$500.00	-48.3%
<b>Total Goods and Supplies:</b>	<b>\$816.80</b>	<b>\$968.00</b>	<b>\$500.00</b>	<b>-48.3%</b>
<b>Total Audit Mail:</b>	<b>\$129,253.41</b>	<b>\$218,968.00</b>	<b>\$149,500.00</b>	<b>-31.7%</b>
<b>Audit Telephone</b>				
<b>Purchase of Service</b>				
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%
<b>Total Purchase of Service:</b>	<b>\$74,361.36</b>	<b>\$65,800.00</b>	<b>\$89,000.00</b>	<b>35.3%</b>
<b>Total Audit Telephone:</b>	<b>\$74,361.36</b>	<b>\$65,800.00</b>	<b>\$89,000.00</b>	<b>35.3%</b>
<b>Total General Government:</b>	<b>\$1,160,929.19</b>	<b>\$1,370,999.00</b>	<b>\$1,381,531.00</b>	<b>0.8%</b>
<b>Total Expenditures:</b>	<b>\$1,160,929.19</b>	<b>\$1,370,999.00</b>	<b>\$1,381,531.00</b>	<b>0.8%</b>



# 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.

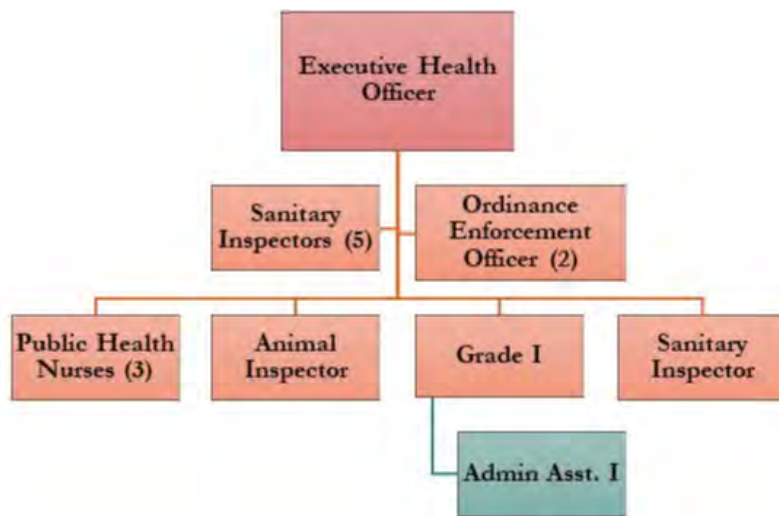
Developed an organized response to the COVID-19 pandemic.

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				
		<b>Total</b>	<b>4,970</b>	<b>946,587</b>	<b>30,292</b>

### 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
<b>Total</b>	<b>1,023,964</b>

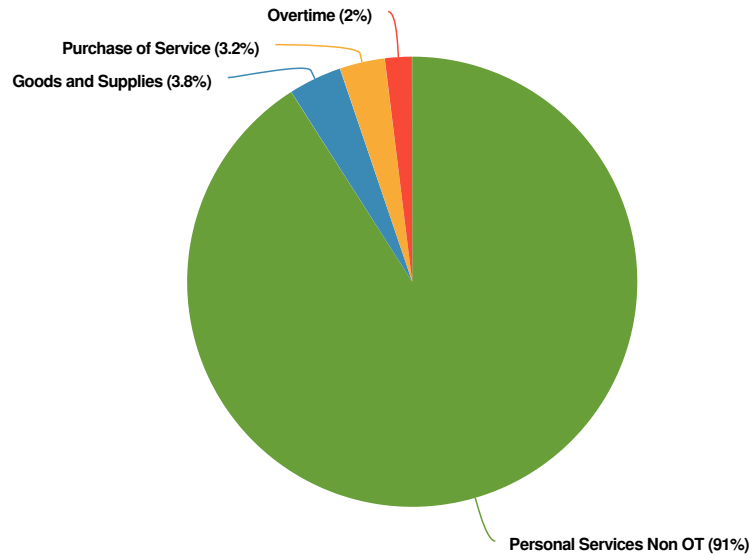
### Stipend Only (Part- Time)

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
<b>Total</b>		<b>8,750</b>



# 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%
<b>Total General Fund:</b>	<b>\$823,487.68</b>	<b>\$1,061,976.00</b>	<b>\$1,125,614.00</b>	<b>6%</b>



## EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
<b>Expenditures</b>				
<b>Human Services</b>				
<b>Board of Health</b>				
<b>Overtime</b>				
OVERTIME	\$8,947.04	\$22,000.00	\$22,000.00	0%
<b>Total Overtime:</b>	<b>\$8,947.04</b>	<b>\$22,000.00</b>	<b>\$22,000.00</b>	<b>0%</b>
<b>Personal Services Non OT</b>				
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
<b>Total Personal Services Non OT:</b>	<b>\$779,883.02</b>	<b>\$962,126.00</b>	<b>\$1,023,964.00</b>	<b>6.4%</b>
<b>Purchase of Service</b>				
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%
<b>Total Purchase of Service:</b>	<b>\$15,930.17</b>	<b>\$36,550.00</b>	<b>\$36,550.00</b>	<b>0%</b>
<b>Goods and Supplies</b>				
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%
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%
<b>Total Goods and Supplies:</b>	<b>\$18,727.45</b>	<b>\$41,300.00</b>	<b>\$43,100.00</b>	<b>4.4%</b>





Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
<b>Total Board of Health:</b>	<b>\$823,487.68</b>	<b>\$1,061,976.00</b>	<b>\$1,125,614.00</b>	<b>6%</b>
<b>Total Human Services:</b>	<b>\$823,487.68</b>	<b>\$1,061,976.00</b>	<b>\$1,125,614.00</b>	<b>6%</b>
<b>Total Expenditures:</b>	<b>\$823,487.68</b>	<b>\$1,061,976.00</b>	<b>\$1,125,614.00</b>	<b>6%</b>



# 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.

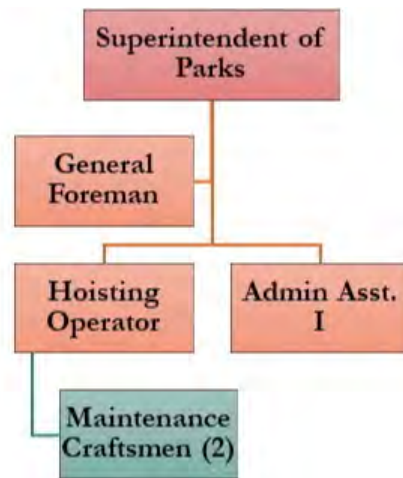
Completed a smaller expansion at Melrose Cemetery for future gave lots.

Entered records for the Melrose, and Cowesset 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
	<b>Total</b>		<b>2,855</b>	<b>273,081</b>	<b>625</b>

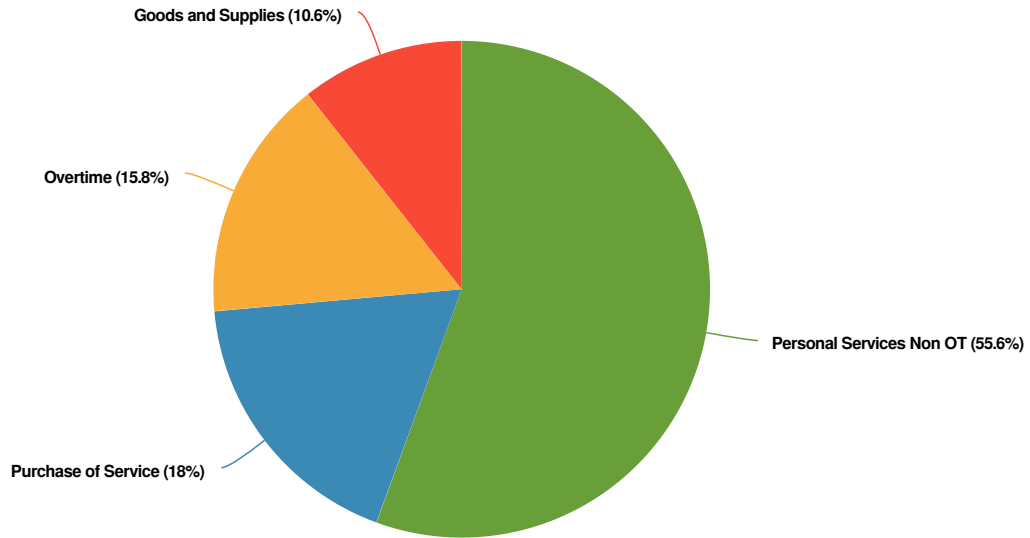
### Personal Services Summary

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
<b>Total</b>	<b>352,457</b>



# 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%
<b>Total General Fund:</b>	<b>\$534,025.88</b>	<b>\$618,394.00</b>	<b>\$634,037.00</b>	<b>2.5%</b>



## EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
<b>Expenditures</b>				
<b>Human Services</b>				
<b>Cemetery Department</b>				
<b>Overtime</b>				
OVERTIME	\$87,816.48	\$100,000.00	\$100,000.00	0%
<b>Total Overtime:</b>	<b>\$87,816.48</b>	<b>\$100,000.00</b>	<b>\$100,000.00</b>	<b>0%</b>
<b>Personal Services Non OT</b>				
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%
<b>Total Personal Services Non OT:</b>	<b>\$333,722.72</b>	<b>\$348,814.00</b>	<b>\$352,457.00</b>	<b>1%</b>
<b>Purchase of Service</b>				
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%
<b>Total Purchase of Service:</b>	<b>\$72,159.98</b>	<b>\$110,180.00</b>	<b>\$114,180.00</b>	<b>3.6%</b>
<b>Goods and Supplies</b>				
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%
DEPARTMENT EQUIPMENT	\$5,000.00	\$5,000.00	\$5,000.00	0%
<b>Total Goods and Supplies:</b>	<b>\$40,326.70</b>	<b>\$59,400.00</b>	<b>\$67,400.00</b>	<b>13.5%</b>



Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
<b>Total Cemetery Department:</b>	<b>\$534,025.88</b>	<b>\$618,394.00</b>	<b>\$634,037.00</b>	<b>2.5%</b>
<b>Total Human Services:</b>	<b>\$534,025.88</b>	<b>\$618,394.00</b>	<b>\$634,037.00</b>	<b>2.5%</b>
<b>Total Expenditures:</b>	<b>\$534,025.88</b>	<b>\$618,394.00</b>	<b>\$634,037.00</b>	<b>2.5%</b>



## 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

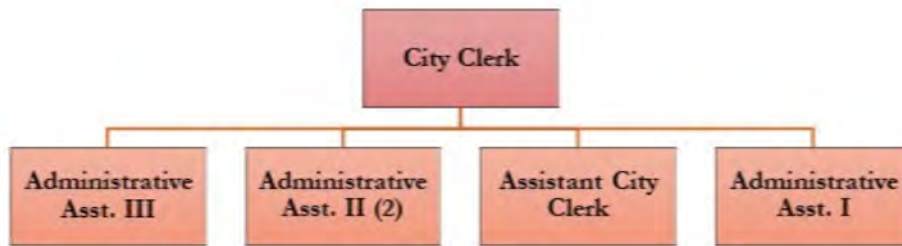
- Issue certified copies of birth, marriage, and death certificates.
- Handle all corrections to any records in custody of the City Registrar.
- Process all marriage certificates applied for in the City of Brockton.
- Process conforming licenses and license renewals through the City Council with issuance 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
		<b>Total</b>	<b>2,600</b>	<b>384,839</b>

### Personal Services

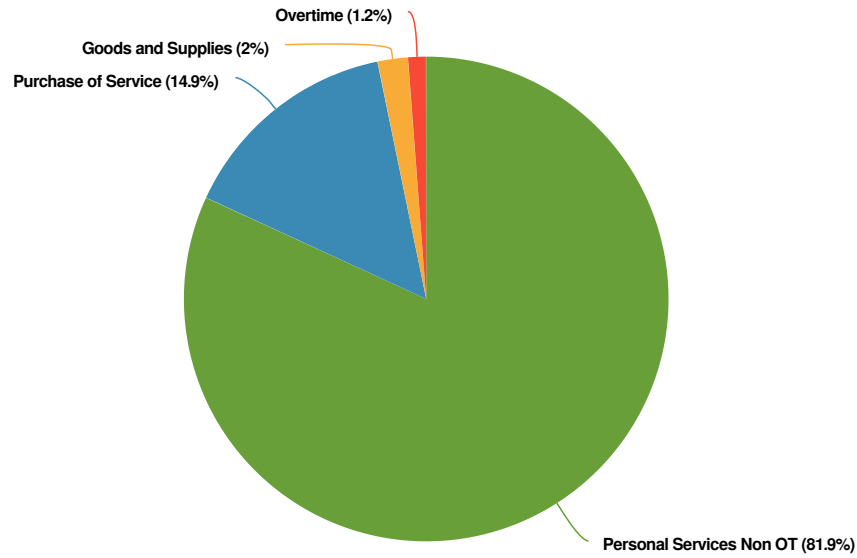
#### Summary

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
<b>Total</b>	<b>409,119</b>



# 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%
<b>Total General Fund:</b>	<b>\$313,765.65</b>	<b>\$501,089.00</b>	<b>\$499,694.00</b>	<b>-0.3%</b>



## EXPENSE SUMMARY

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



## 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.

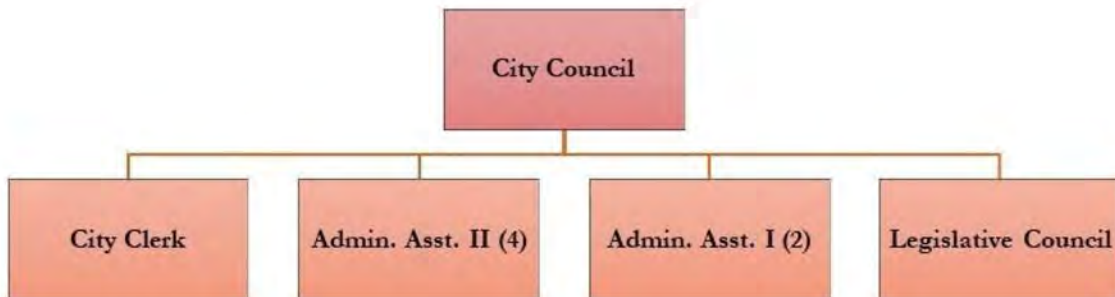
### Services

- 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	
<b>*stipend only</b>					
*Clerk of Committees	Anthony Zeoli				
		<b>Total</b>	<b>1,730</b>	<b>339,713</b>	

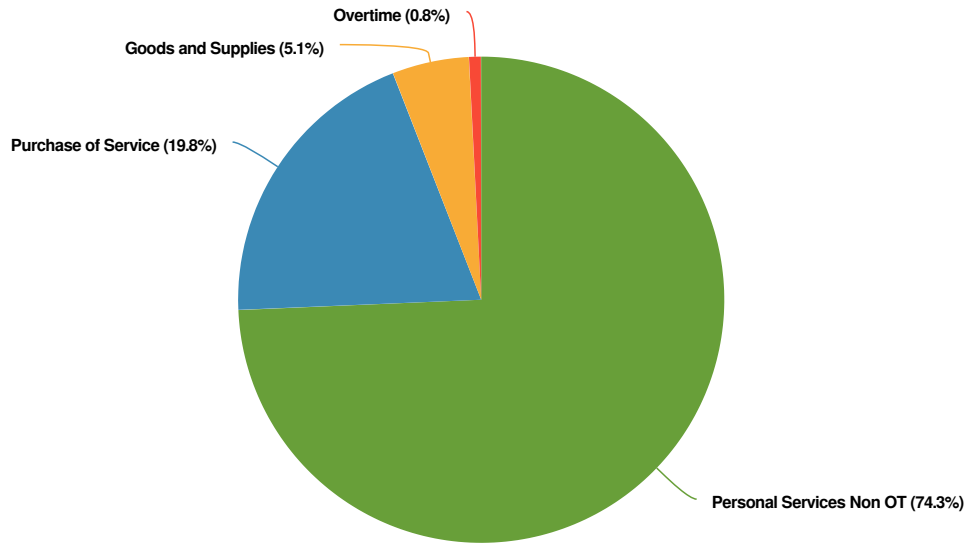
### Personal Services Summary

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
<b>Total</b>	<b>602,948</b>



# 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%
<b>Total General Fund:</b>	<b>\$459,261.22</b>	<b>\$806,262.00</b>	<b>\$811,155.00</b>	<b>0.6%</b>





## EXPENSE SUMMARY

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



# 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.

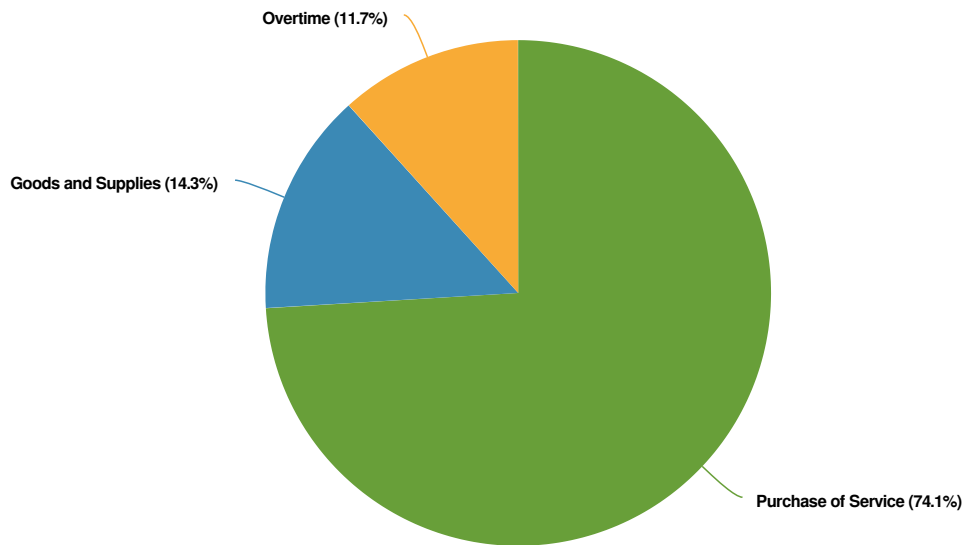
## GOALS

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%
<b>Total General Fund:</b>	<b>\$8,255.45</b>	<b>\$42,275.00</b>	<b>\$42,775.00</b>	<b>1.2%</b>



## EXPENSE SUMMARY

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



## 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.

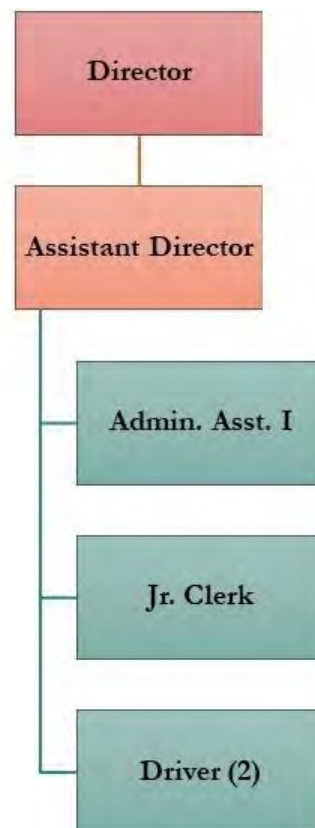
### FY21 Accomplishments

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
		<b>Total</b>	<b>1,250</b>	<b>215,678</b>

### Personal Services Summary

FULL TIME	175,478
PART TIME	40,200
LONGEVITY	1,250
STIPEND	2,700
HOLIDAY	1,625
CLERICAL INCENTIVE	2,500
<b>Total</b>	<b>223,753</b>

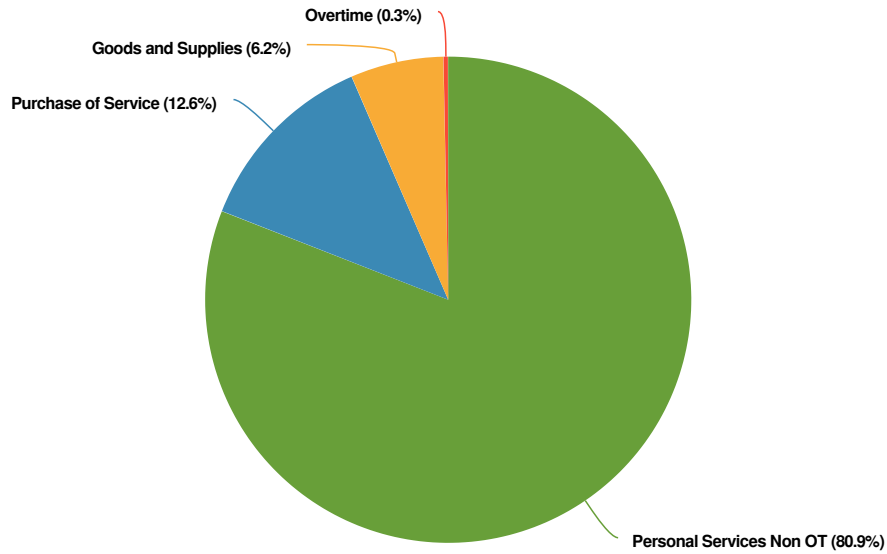
### Staff Paid from non-General Fund revenue (EOEA Grant)

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%
<b>Total General Fund:</b>	<b>\$172,526.75</b>	<b>\$198,118.00</b>	<b>\$276,450.00</b>	<b>39.5%</b>





## EXPENSE SUMMARY

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



# 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

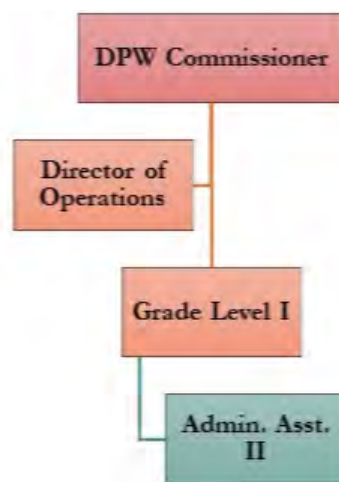
Maintained Chapter 90 requests, payments, and reimbursements for the construction/reconstruction of City streets.

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
	<b>Total</b>		<b>5,300</b>	<b>382,139</b>	<b>528</b>

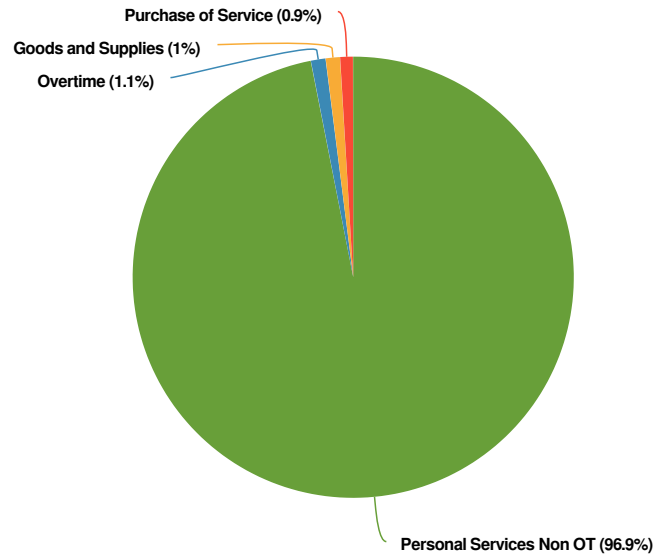
### Personal Services Summary

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
<b>Total</b>	<b>502,352</b>



# 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%
<b>Total General Fund:</b>	<b>\$407,060.27</b>	<b>\$461,919.00</b>	<b>\$518,304.00</b>	<b>12.2%</b>



## EXPENSE SUMMARY

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



# 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

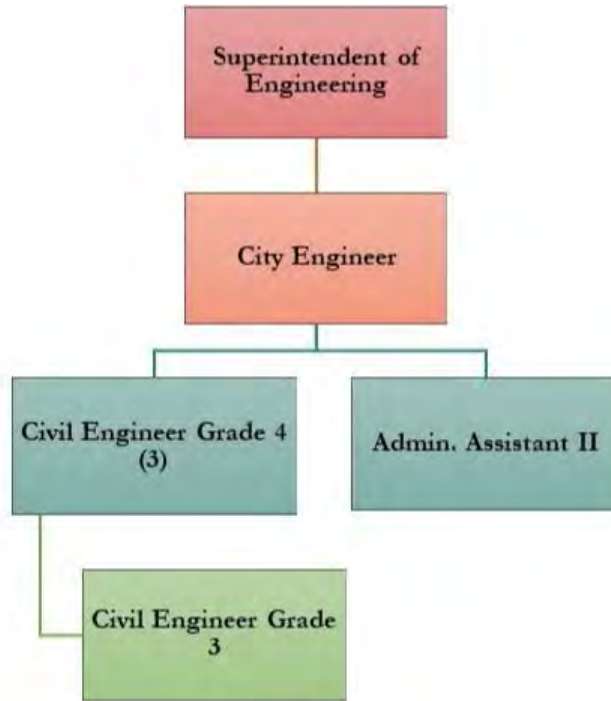
Established the Stormwater Management Ordinance and Fee Schedule.

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	
	<b>Total</b>		<b>4,430</b>	<b>519,983</b>	<b>1,021</b>

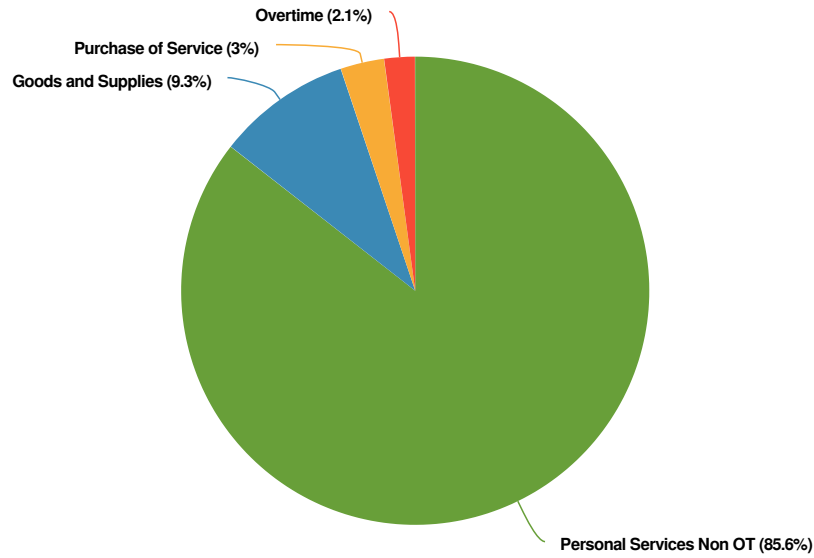
### Personal Services Summary

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
<b>Total</b>	<b>605,296</b>



# 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%
<b>Total General Fund:</b>	<b>\$440,256.97</b>	<b>\$688,059.00</b>	<b>\$708,639.00</b>	<b>3%</b>



## EXPENSE SUMMARY

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



Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
<b>Total Expenditures:</b>	<b>\$440,256.97</b>	<b>\$688,059.00</b>	<b>\$708,639.00</b>	<b>3%</b>



# 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.

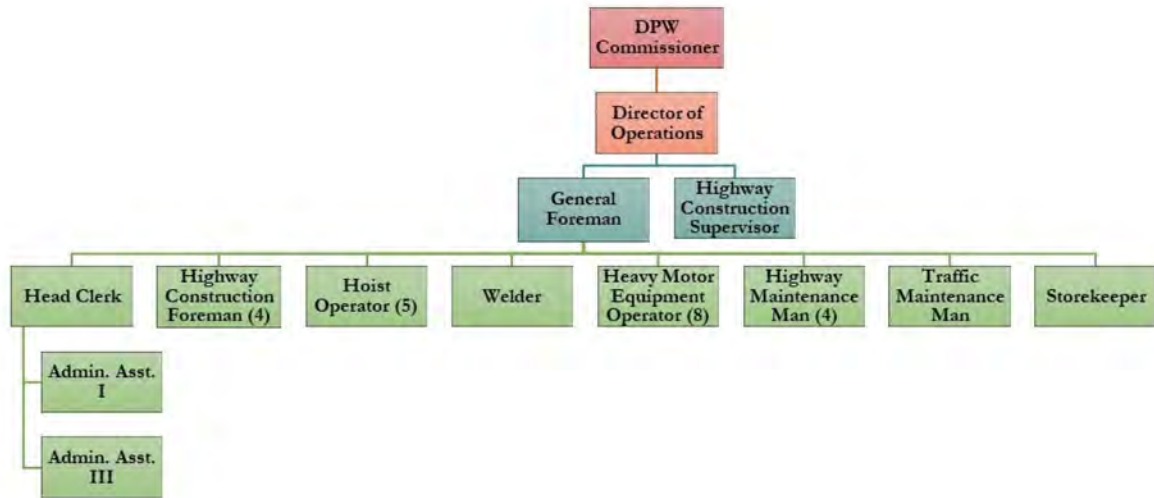
## FY21 Accomplishments

- 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			
		<b>Total</b>	<b>17,200</b>	<b>1,464,137</b>

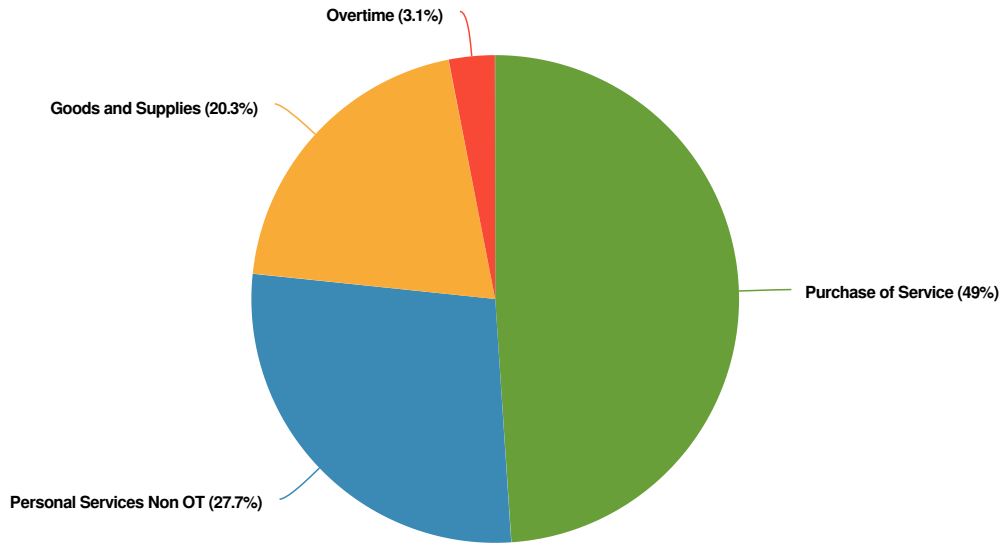
### Personal Services Summary

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
<b>Total</b>	<b>2,033,185</b>



# 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%
<b>Total General Fund:</b>	<b>\$5,289,229.04</b>	<b>\$7,052,516.00</b>	<b>\$7,338,014.00</b>	<b>4%</b>





## EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
<b>Expenditures</b>				
<b>Public Works</b>				
<b>Highway</b>				
<b>Overtime</b>				
OVERTIME	\$223,910.07	\$225,000.00	\$225,000.00	0%
<b>Total Overtime:</b>	<b>\$223,910.07</b>	<b>\$225,000.00</b>	<b>\$225,000.00</b>	<b>0%</b>
<b>Personal Services Non OT</b>				
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%
<b>Total Personal Services Non OT:</b>	<b>\$1,629,926.52</b>	<b>\$1,872,187.00</b>	<b>\$2,033,185.00</b>	<b>8.6%</b>
<b>Purchase of Service</b>				
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
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%



Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
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
<b>Total Purchase of Service:</b>	<b>\$1,119,619.02</b>	<b>\$1,128,035.00</b>	<b>\$3,592,535.00</b>	<b>218.5%</b>
<b>Goods and Supplies</b>				
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%
<b>Total Goods and Supplies:</b>	<b>\$87,959.84</b>	<b>\$402,294.00</b>	<b>\$1,487,294.00</b>	<b>269.7%</b>
<b>Capital Outlay</b>				
CAPITAL PROJECTS	\$358,680.00	\$0.00	\$0.00	0%
<b>Total Capital Outlay:</b>	<b>\$358,680.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>0%</b>
<b>DPW-Highway Snow Removal</b>				
SAND/SALT	\$316,254.67	\$350,000.00	\$0.00	-100%
SNOW REMOVAL	\$566,403.32	\$2,050,000.00	\$0.00	-100%
<b>Total DPW-Highway Snow Removal:</b>	<b>\$882,657.99</b>	<b>\$2,400,000.00</b>	<b>\$0.00</b>	<b>-100%</b>
<b>Street Lighting</b>				
STREET LIGHTING	\$986,475.60	\$1,025,000.00	\$0.00	-100%
<b>Total Street Lighting:</b>	<b>\$986,475.60</b>	<b>\$1,025,000.00</b>	<b>\$0.00</b>	<b>-100%</b>
<b>Total Highway:</b>	<b>\$5,289,229.04</b>	<b>\$7,052,516.00</b>	<b>\$7,338,014.00</b>	<b>4%</b>
<b>Total Public Works:</b>	<b>\$5,289,229.04</b>	<b>\$7,052,516.00</b>	<b>\$7,338,014.00</b>	<b>4%</b>
<b>Total Expenditures:</b>	<b>\$5,289,229.04</b>	<b>\$7,052,516.00</b>	<b>\$7,338,014.00</b>	<b>4%</b>



# 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.

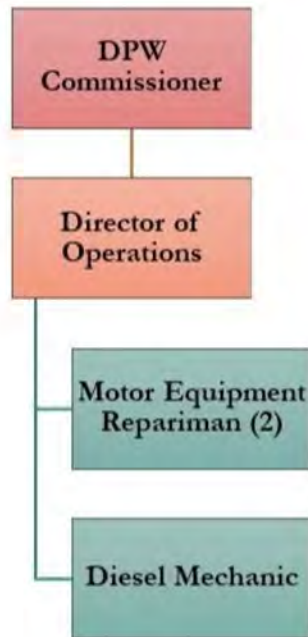
## FY21 Accomplishments

- 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
		<b>Total</b>	<b>2,200</b>	<b>197,562</b>

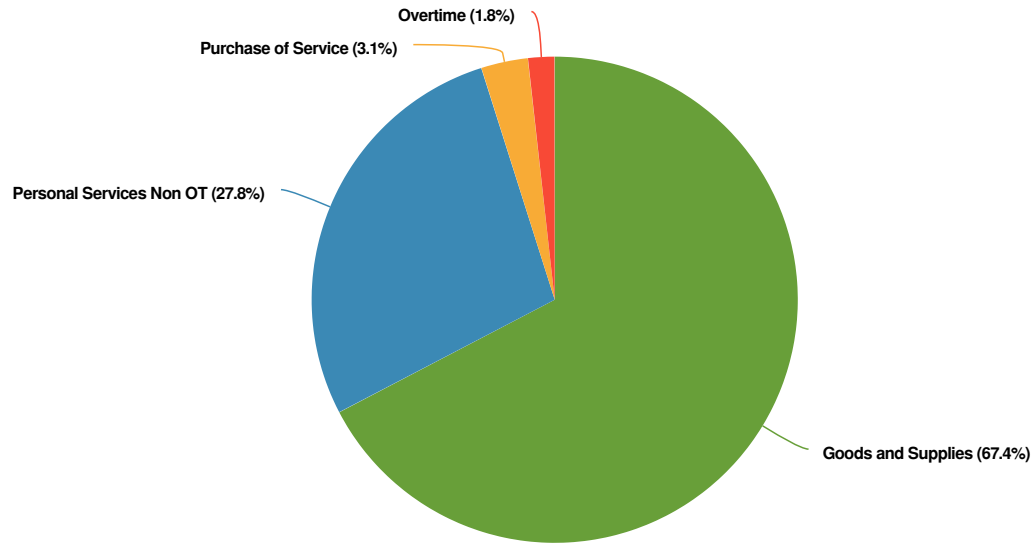
### Personal Services Summary

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
<b>Total</b>	<b>240,454</b>



# 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%
<b>Total General Fund:</b>	<b>\$526,902.36</b>	<b>\$768,382.00</b>	<b>\$865,706.00</b>	<b>12.7%</b>



## EXPENSE SUMMARY

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



# 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

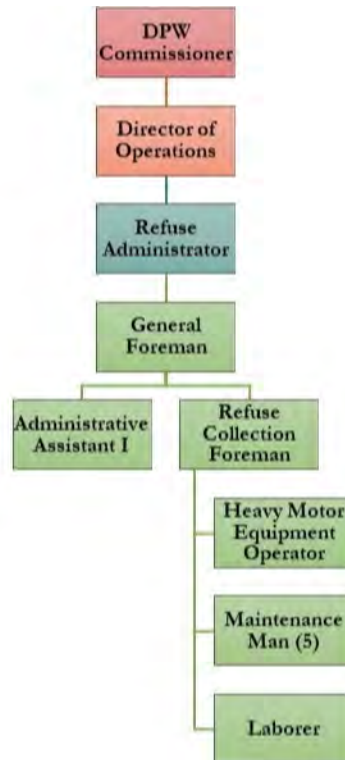
- Continued maintenance of trash, recycling, and yard waste pick-up.



## 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					
<b>Total</b>			<b>6,590</b>	<b>580,018</b>	<b>5,832</b>

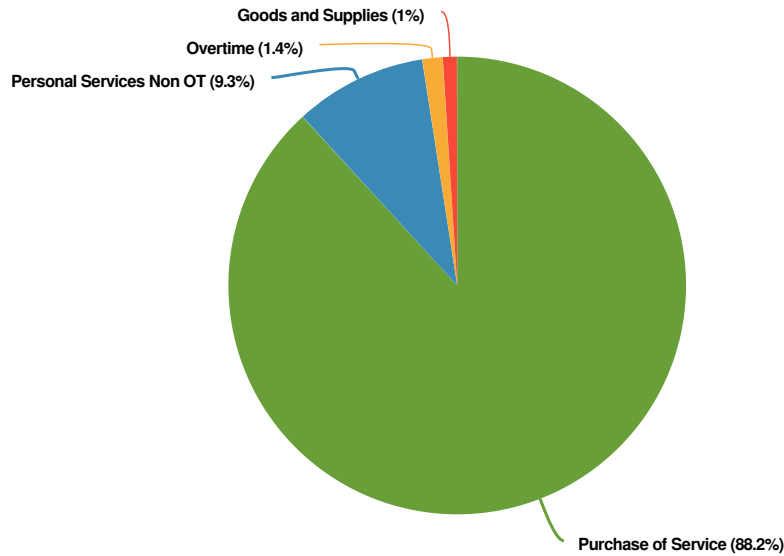
### Personal Services Summary

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
<b>Total</b>	<b>811,657</b>



# FINANCIAL OVERVIEW

## Financial Overview by Statutory Category



## FINANCIAL OVERVIEW SUMMARY

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 PROJECTED	% CHANGE
<b>REVENUE</b>					
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%
<b>TOTAL</b>	<b>\$7,924,425</b>	<b>\$8,415,713</b>	<b>\$9,343,240</b>	<b>\$9,638,768</b>	<b>3.2%</b>
		<b>FY2020 ACTUAL</b>	<b>FY2021 BUDGETED</b>	<b>FY2022 PROPOSED</b>	<b>% CHANGE</b>
<b>REFUSE</b>					
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%
<b>DIRECT COSTS</b>		<b>\$7,938,515</b>	<b>\$8,385,872</b>	<b>\$8,681,400</b>	<b>3.5%</b>
INDIRECT COSTS		\$0	\$957,368	\$957,368	0.0%
<b>TOTAL</b>		<b>\$7,938,515</b>	<b>\$9,343,240</b>	<b>\$9,638,768</b>	<b>3.2%</b>



## EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
<b>Expenditures</b>				
<b>Public Works</b>				
<b>Refuse</b>				
<b>Overtime</b>				
OVERTIME	\$112,107.27	\$100,770.00	\$125,000.00	24%
<b>Total Overtime:</b>	<b>\$112,107.27</b>	<b>\$100,770.00</b>	<b>\$125,000.00</b>	<b>24%</b>
<b>Personal Services Non OT</b>				
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%
<b>Total Personal Services Non OT:</b>	<b>\$848,398.30</b>	<b>\$831,441.00</b>	<b>\$811,657.00</b>	<b>-2.4%</b>
<b>Purchase of Service</b>				
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%
<b>Total Purchase of Service:</b>	<b>\$71,390.26</b>	<b>\$150,578.00</b>	<b>\$7,657,567.00</b>	<b>4,985.4%</b>
<b>Goods and Supplies</b>				
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%



Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
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%
<b>Total Goods and Supplies:</b>	<b>\$40,520.60</b>	<b>\$87,176.00</b>	<b>\$87,176.00</b>	<b>0%</b>
<b>Refuse Enterprise Waste Removal</b>				
WASTE REMOVAL	\$6,261,659.37	\$7,215,907.00	\$0.00	-100%
<b>Total Refuse Enterprise Waste Removal:</b>	<b>\$6,261,659.37</b>	<b>\$7,215,907.00</b>	<b>\$0.00</b>	<b>-100%</b>
<b>Waste Removal R/E</b>				
WASTE REMOVAL	\$604,439.60	\$0.00	\$0.00	0%
<b>Total Waste Removal R/E:</b>	<b>\$604,439.60</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>0%</b>
<b>Total Refuse:</b>	<b>\$7,938,515.40</b>	<b>\$8,385,872.00</b>	<b>\$8,681,400.00</b>	<b>3.5%</b>
<b>Total Public Works:</b>	<b>\$7,938,515.40</b>	<b>\$8,385,872.00</b>	<b>\$8,681,400.00</b>	<b>3.5%</b>
<b>Total Expenditures:</b>	<b>\$7,938,515.40</b>	<b>\$8,385,872.00</b>	<b>\$8,681,400.00</b>	<b>3.5%</b>



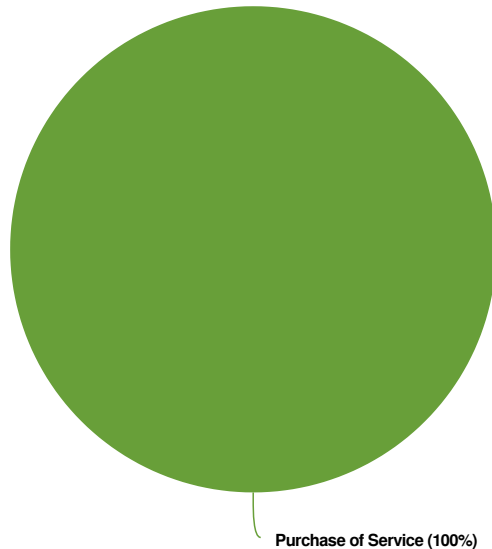
# DEPARTMENT OF PUBLIC WORKS RENEWABLE ENERGY



Larry Rowley  
Commissioner

## FINANCIAL OVERVIEW

### Financial Overview by Statutory Category



## FINANCIAL OVERVIEW SUMMARY

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

## EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
<b>Expenditures</b>				
<b>Public Works</b>				
<b>DPW Commissioner</b>				
<b>Purchase of Service</b>				
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%
<b>Total Purchase of Service:</b>	<b>\$38,191.14</b>	<b>\$116,000.00</b>	<b>\$117,870.00</b>	<b>1.6%</b>
<b>Expense Reimb R/E</b>				
EXP REIMB TRANSFER TO GEN FUND	\$151,495.00	\$0.00	\$0.00	0%
<b>Total Expense Reimb R/E:</b>	<b>\$151,495.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>0%</b>
<b>Expense Reimb to General Fund</b>				
EXP REIMB TRANSFER TO GEN FUND	\$4,710.00	\$0.00	\$0.00	0%
<b>Total Expense Reimb to General Fund:</b>	<b>\$4,710.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>0%</b>
<b>Total DPW Commissioner:</b>	<b>\$194,396.14</b>	<b>\$116,000.00</b>	<b>\$117,870.00</b>	<b>1.6%</b>
<b>Total Public Works:</b>	<b>\$194,396.14</b>	<b>\$116,000.00</b>	<b>\$117,870.00</b>	<b>1.6%</b>
<b>Total Expenditures:</b>	<b>\$194,396.14</b>	<b>\$116,000.00</b>	<b>\$117,870.00</b>	<b>1.6%</b>



# 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.

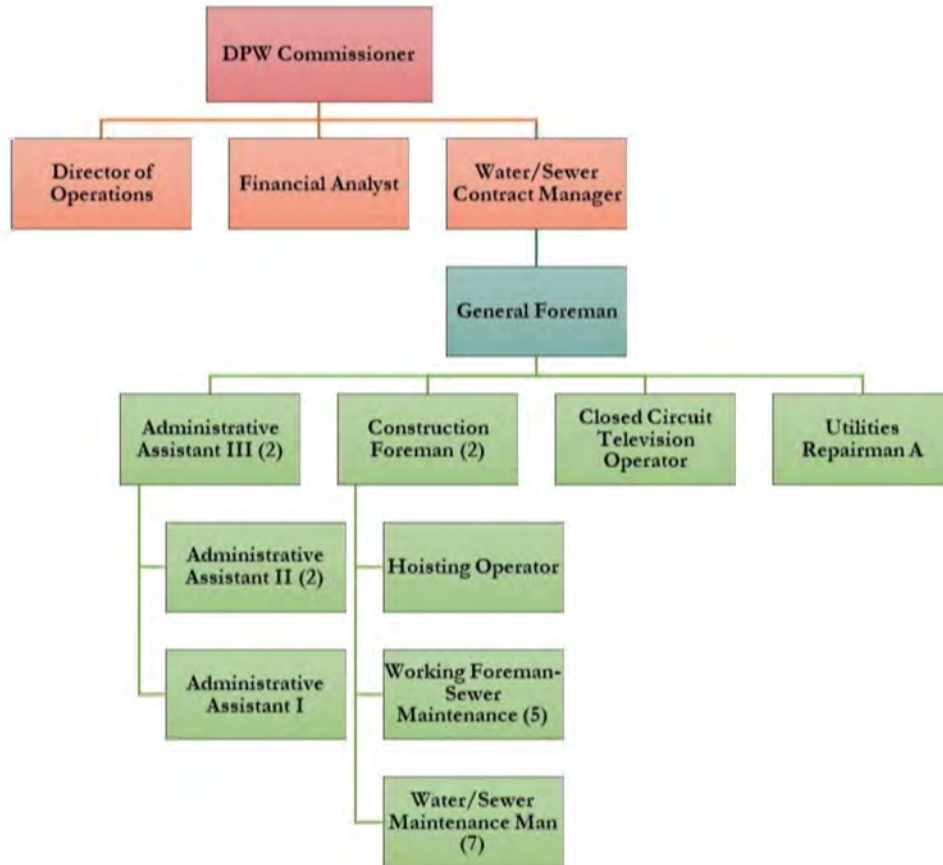
Instituted North Blower replacement upgrade.

## 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



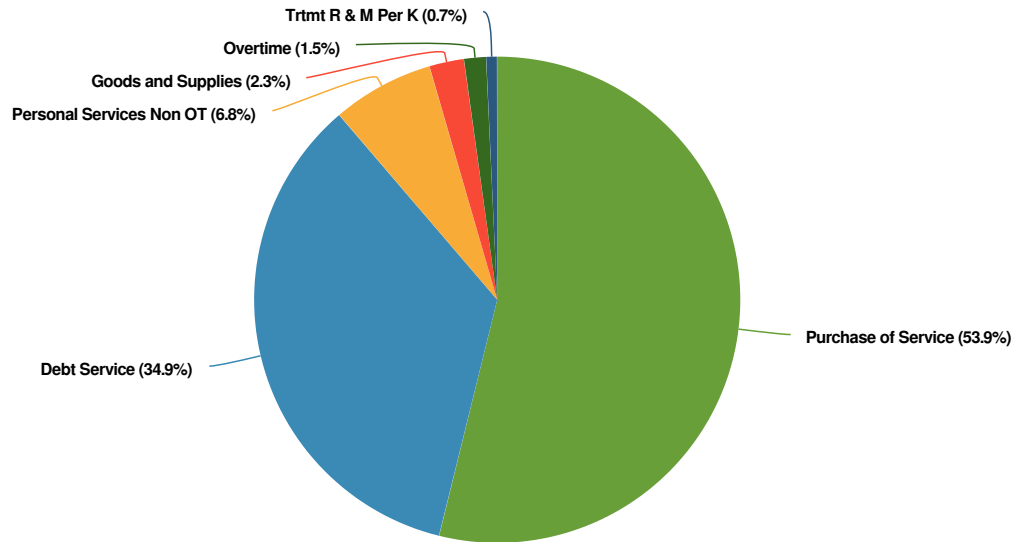
## PERSONAL SERVICES

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)				
GRADE I	Proposed (50% water/50% sewer)			35,322	
ADMIN ASST. I	VACANT (50% water/ 50% sewer)				
WATER/SEWER MAINTENANCE MAN (2)	VACANT				
		<b>Total</b>	<b>7,870</b>	<b>1,067,425</b>	<b>3,500</b>
<b>Personal Services Summary</b>					
FULL TIME	909,490				
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				
<b>Total</b>	<b>1,392,280</b>				



# FINANCIAL OVERVIEW

## Financial Overview by Statutory Category



## FINANCIAL OVERVIEW SUMMARY

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 PROJECTED	% CHANGE
<b>REVENUE SOURCES</b>					
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%
<b>TOTAL</b>	<b>\$17,968,347</b>	<b>\$22,420,515</b>	<b>\$21,799,767</b>	<b>\$21,979,054</b>	<b>0.8%</b>
		FY2020 ACTUAL	FY2021 BUDGETED	FY2022 PROPOSED	% CHANGE
<b>SEWER</b>					
OVERTIME		\$247,764	\$300,000	\$300,000	0.0%
PERSONAL SERVICES NON-OVERTIME		\$1,294,553	\$1,357,759	\$1,392,280	2.5%
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%
<b>DIRECT COSTS</b>		<b>\$21,158,358</b>	<b>\$20,541,072</b>	<b>\$20,589,174</b>	<b>0.2%</b>
INDIRECT COSTS		\$0	\$1,349,223	\$1,349,223	0.0%
<b>TOTAL</b>		<b>\$21,158,358</b>	<b>\$21,890,295</b>	<b>\$21,938,397</b>	<b>0.2%</b>



## EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
<b>Expenditures</b>				
<b>Public Works</b>				
<b>Sewer</b>				
<b>Overtime</b>				
OVERTIME	\$247,764.14	\$300,000.00	\$300,000.00	0%
<b>Total Overtime:</b>	<b>\$247,764.14</b>	<b>\$300,000.00</b>	<b>\$300,000.00</b>	<b>0%</b>
<b>Personal Services Non OT</b>				
FULL-TIME SALARIES	\$997,757.34	\$925,073.00	\$909,490.00	-1.7%
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%
<b>Total Personal Services Non OT:</b>	<b>\$1,294,552.96</b>	<b>\$1,357,759.00</b>	<b>\$1,392,280.00</b>	<b>2.5%</b>
<b>Purchase of Service</b>				
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
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%



Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
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%
<b>Total Purchase of Service:</b>	<b>\$3,858,482.43</b>	<b>\$4,795,211.00</b>	<b>\$11,088,408.00</b>	<b>131.2%</b>
<b>Goods and Supplies</b>				
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%
<b>Total Goods and Supplies:</b>	<b>\$152,548.70</b>	<b>\$375,312.00</b>	<b>\$475,312.00</b>	<b>26.6%</b>
<b>Capital Outlay</b>				
PLANT EQUIPMENT	\$250,000.00	\$0.00	\$0.00	0%
<b>Total Capital Outlay:</b>	<b>\$250,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>0%</b>
<b>Debt Service</b>				
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%
<b>Total Debt Service:</b>	<b>\$2,402,340.39</b>	<b>\$6,918,327.62</b>	<b>\$7,183,174.00</b>	<b>3.8%</b>
<b>Expense Reimbursement</b>				
SEWER EXPENSE REIMBURSEMENT	\$1,550,970.00	\$0.00	\$0.00	0%
<b>Total Expense Reimbursement:</b>	<b>\$1,550,970.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>0%</b>



Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
<b>Debt Service from R/E</b>				
PRINCIPAL ON LONG-TERM DEBT	\$4,341,451.00	\$0.00	\$0.00	0%
<b>Total Debt Service from R/E:</b>	<b>\$4,341,451.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>0%</b>
<b>O.M. Emer Contract Repair</b>				
CONTRACTOR EMERG. REPAIRS	\$0.00	\$211,418.00	\$0.00	-100%
<b>Total O.M. Emer Contract Repair:</b>	<b>\$0.00</b>	<b>\$211,418.00</b>	<b>\$0.00</b>	<b>-100%</b>
<b>Other Contracted Service</b>				
OTHER CONTRACT SERVICES	\$4,494,316.00	\$4,549,659.00	\$0.00	-100%
<b>Total Other Contracted Service:</b>	<b>\$4,494,316.00</b>	<b>\$4,549,659.00</b>	<b>\$0.00</b>	<b>-100%</b>
<b>Veolia-WWWater Filtra Sur</b>				
WASTEWATER/FILTRATION SURCHARG	\$406,092.00	\$465,802.00	\$0.00	-100%
<b>Total Veolia-WWWater Filtra Sur:</b>	<b>\$406,092.00</b>	<b>\$465,802.00</b>	<b>\$0.00</b>	<b>-100%</b>
<b>Veolia-K F. &amp; P. R &amp; M</b>				
TREATMENT PLANT REP/MAINT	\$595,798.00	\$606,219.00	\$0.00	-100%
<b>Total Veolia-K F. &amp; P. R &amp; M:</b>	<b>\$595,798.00</b>	<b>\$606,219.00</b>	<b>\$0.00</b>	<b>-100%</b>
<b>Capital Projects</b>				
CAPITAL PROJECTS	\$645,463.40	\$90,528.00	\$0.00	-100%
<b>Total Capital Projects:</b>	<b>\$645,463.40</b>	<b>\$90,528.00</b>	<b>\$0.00</b>	<b>-100%</b>
<b>Capital Projects from R/E</b>				
VARIOUS SEWER IMPROVE/REPAIRS	\$47,323.27	\$0.00	\$0.00	0%
<b>Total Capital Projects from R/E:</b>	<b>\$47,323.27</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>0%</b>
<b>Trtmt R &amp; M Per K</b>				
TRTMT PLT REP/MAINT PER K	\$871,257.20	\$870,836.00	\$150,000.00	-82.8%
<b>Total Trtmt R &amp; M Per K:</b>	<b>\$871,257.20</b>	<b>\$870,836.00</b>	<b>\$150,000.00</b>	<b>-82.8%</b>
<b>Total Sewer:</b>	<b>\$21,158,359.49</b>	<b>\$20,541,071.62</b>	<b>\$20,589,174.00</b>	<b>0.2%</b>
<b>Total Public Works:</b>	<b>\$21,158,359.49</b>	<b>\$20,541,071.62</b>	<b>\$20,589,174.00</b>	<b>0.2%</b>
<b>Total Expenditures:</b>	<b>\$21,158,359.49</b>	<b>\$20,541,071.62</b>	<b>\$20,589,174.00</b>	<b>0.2%</b>



# 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.

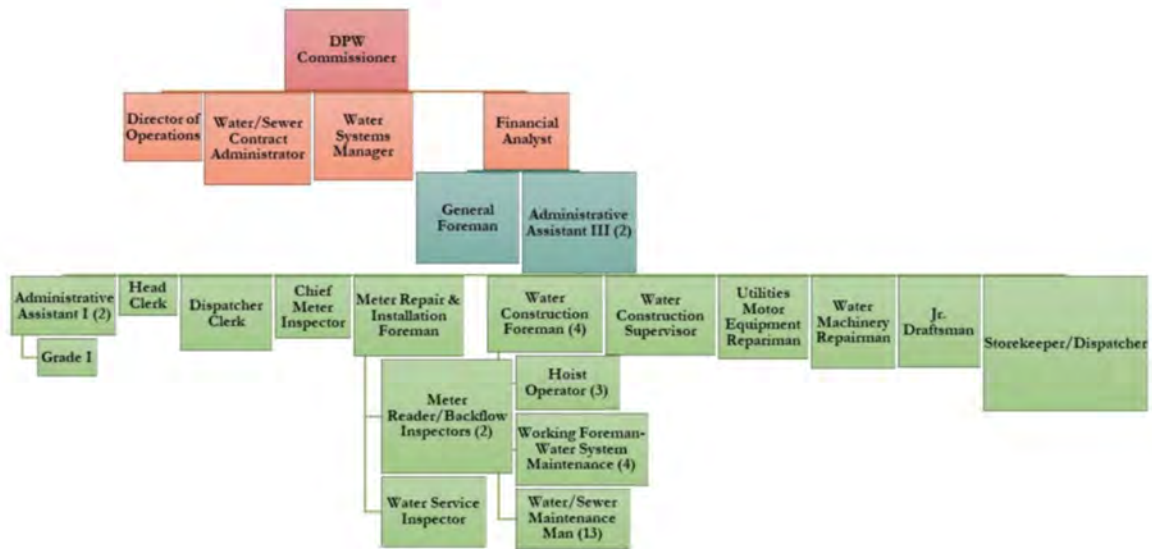
Maintained the water infrastructure to ensure a tight system.

### 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	
	Heather Ferron				
ADMIN ASST. III	(50%Water/50% Sewer)	10/04/04	475	32,452	
	Dery Veiga (50% Water/50% Sewer)	03/06/17		28,925	
ADMIN ASST. III	Anastasios Hatsiopoulos	12/19/16	480	45,777	458
HEAD CLERK	Edward Schmidt	05/06/02	950	58,219	
WATER MACHINERY REPAIRMAN	Lawrence Covino	08/05/96	1,250	57,242	
HOIST OPERATOR	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
	Maria Reed (50% Water/50% Sewer)	02/25/19		20,084	
ADMIN ASST. I	Celestina Rodrigues	04/01/19		40,479	
JR. DRAFTSMAN	Geoffrey Keenan	11/04/13	480	57,242	
FINANCIAL ANALYST	Proposed (50 water/50% sewer)				



TITLE	NAME	Start Date	Longevity	Salary	Ed Incent.
Grade I	Proposed (50 water/50% sewer)			35,322	
ADMIN ASST. I	Vacant (50% water/50% sewer)				
WATER CONSTRUCTION SUPERVISOR	Vacant				
WATER/SEWER MAINTENANCE MAN	Vacant				
WATER/SEWER MAINTENANCE MAN	Vacant				
	<b>Total</b>		<b>27,590</b>	<b>2,065,576</b>	<b>10,425</b>

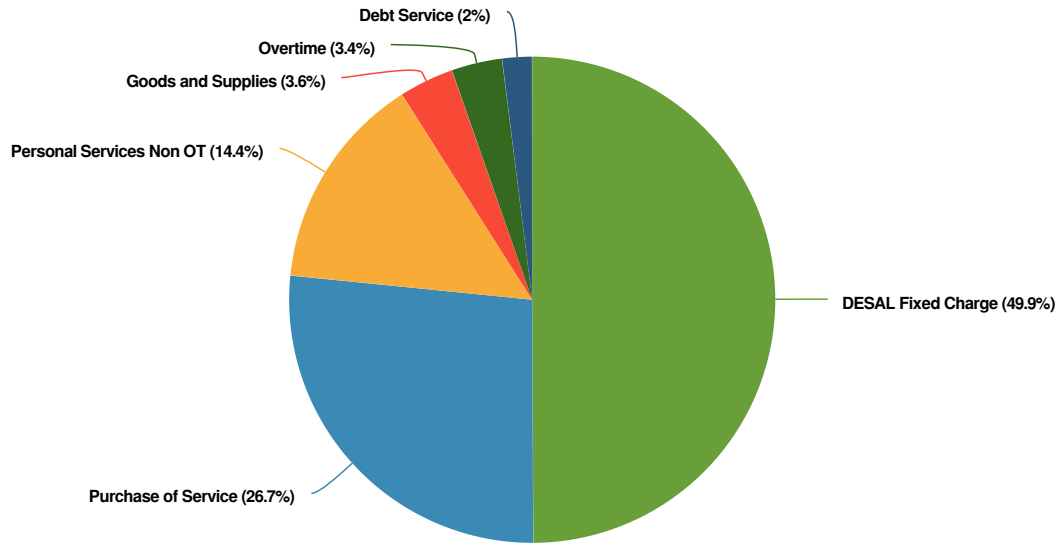
**Personal Services Summary**

FULL TIME	2,001,658
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
<b>Total</b>	<b>2,634,123</b>



# FINANICAL OVERVIEW

## Financial Overview by Statutory Category



## FINANCIAL OVERVIEW SUMMARY

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 PROJECTED	% CHANGE
<b>REVENUE</b>					
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%
<b>TOTAL</b>	<b>\$18,805,906</b>	<b>\$19,223,821</b>	<b>\$23,889,669</b>	<b>\$21,698,547</b>	<b>-9.2%</b>
		<b>FY2020 ACTUAL</b>	<b>FY2021 BUDGETED</b>	<b>FY2022 PROPOSED</b>	<b>% CHANGE</b>
<b>WATER</b>					
OVERTIME		\$531,298	\$618,000	\$618,000	0.0%
PERSONAL SERVICES NON-OVERTIME		\$2,361,592	\$2,669,525	\$2,634,123	-1.3%
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%
<b>DIRECT COSTS</b>		<b>\$16,992,998</b>	<b>\$21,890,681</b>	<b>\$18,300,009</b>	<b>-16.4%</b>
INDIRECT COSTS		\$0	\$1,812,442	\$1,812,442	0.0%
<b>TOTAL</b>		<b>\$16,992,998</b>	<b>\$23,703,123</b>	<b>\$20,112,451</b>	<b>-15.1%</b>



## EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
<b>Expenditures</b>				
<b>Public Works</b>				
<b>Water</b>				
<b>Overtime</b>				
OVERTIME	\$531,298.13	\$618,000.00	\$618,000.00	0%
<b>Total Overtime:</b>	<b>\$531,298.13</b>	<b>\$618,000.00</b>	<b>\$618,000.00</b>	<b>0%</b>
<b>Personal Services Non OT</b>				
FULL-TIME SALARIES	\$1,930,805.71	\$1,941,564.00	\$2,001,658.00	3.1%
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%
<b>Total Personal Services Non OT:</b>	<b>\$2,361,591.50</b>	<b>\$2,669,525.00</b>	<b>\$2,634,123.00</b>	<b>-1.3%</b>
<b>Purchase of Service</b>				
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%
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



Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
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%
<b>Total Purchase of Service:</b>	<b>\$1,627,014.87</b>	<b>\$1,804,896.51</b>	<b>\$4,879,580.00</b>	<b>170.4%</b>
<b>Goods and Supplies</b>				
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%
<b>Total Goods and Supplies:</b>	<b>\$464,509.59</b>	<b>\$597,972.00</b>	<b>\$667,921.00</b>	<b>11.7%</b>
<b>Debt Service</b>				
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%
<b>Total Debt Service:</b>	<b>\$1,921,046.35</b>	<b>\$2,064,488.51</b>	<b>\$362,217.00</b>	<b>-82.5%</b>
<b>Expense Reimbursement</b>				
WATER EXPENSE REIMBURSEMENT	\$700,000.00	\$0.00	\$0.00	0%
<b>Total Expense Reimbursement:</b>	<b>\$700,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>0%</b>
<b>Other Contracted Service</b>				
OTHER CONTRACT SERVICES	\$1,534,696.00	\$1,541,025.00	\$0.00	-100%
<b>Total Other Contracted Service:</b>	<b>\$1,534,696.00</b>	<b>\$1,541,025.00</b>	<b>\$0.00</b>	<b>-100%</b>





Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
<b>EPA/DEP Mandate</b>				
EPA/DEP MANDATE (SAFE WATER)	\$205,342.00	-\$8,476.73	\$0.00	-100%
<b>Total EPA/DEP Mandate:</b>	<b>\$205,342.00</b>	<b>-\$8,476.73</b>	<b>\$0.00</b>	<b>-100%</b>
<b>US Filter Contr F&amp;P/R&amp;M</b>				
TREATMENT PLANT REP/MAINT	\$299,999.96	\$273,535.00	\$0.00	-100%
<b>Total US Filter Contr F&amp;P/R&amp;M:</b>	<b>\$299,999.96</b>	<b>\$273,535.00</b>	<b>\$0.00</b>	<b>-100%</b>
<b>Capital Projects from R/E</b>				
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%
<b>Total Capital Projects from R/E:</b>	<b>\$0.00</b>	<b>\$3,558,250.00</b>	<b>\$0.00</b>	<b>-100%</b>
<b>Water Service Variable Fee</b>				
TREATMENT PLANT REP/MAINT	\$303,791.93	\$295,000.00	\$0.00	-100%
<b>Total Water Service Variable Fee:</b>	<b>\$303,791.93</b>	<b>\$295,000.00</b>	<b>\$0.00</b>	<b>-100%</b>
<b>DESAL Fixed Charge</b>				
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%
<b>Total DESAL Fixed Charge:</b>	<b>\$7,043,707.10</b>	<b>\$8,476,465.00</b>	<b>\$9,138,168.00</b>	<b>7.8%</b>
<b>Total Water:</b>	<b>\$16,992,997.43</b>	<b>\$21,890,680.29</b>	<b>\$18,300,009.00</b>	<b>-16.4%</b>
<b>Total Public Works:</b>	<b>\$16,992,997.43</b>	<b>\$21,890,680.29</b>	<b>\$18,300,009.00</b>	<b>-16.4%</b>
<b>Total Expenditures:</b>	<b>\$16,992,997.43</b>	<b>\$21,890,680.29</b>	<b>\$18,300,009.00</b>	<b>-16.4%</b>



# 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
	<b>Total</b>		<b>2,600</b>	<b>235,978</b>

### 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
<b>Total</b>	<b>364,078</b>

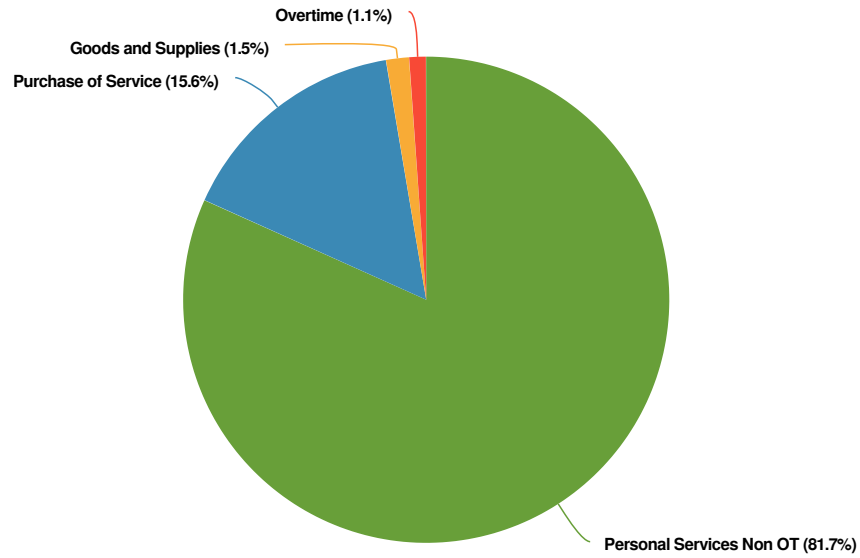
### Stipend Only

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



# 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%
<b>Total General Fund:</b>	<b>\$466,815.48</b>	<b>\$448,082.00</b>	<b>\$445,478.00</b>	<b>-0.6%</b>



## EXPENSE SUMMARY

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



# 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.

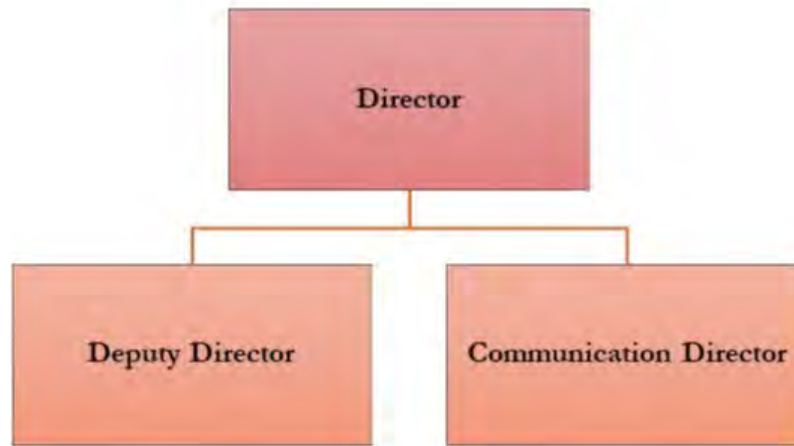
## FY21 Accomplishments

- 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
	<b>Total</b>		<b>66,748</b>

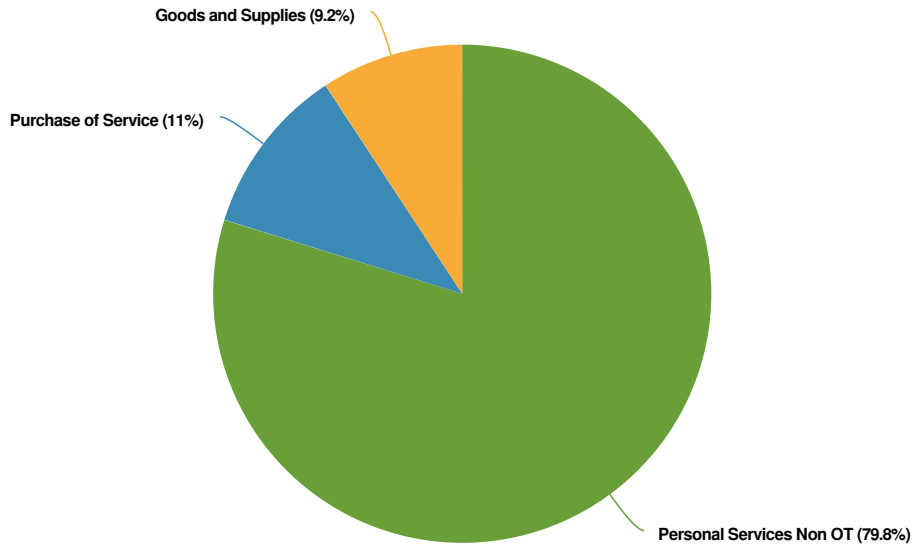
### Personal Services Summary

PART-TIME	66,748
<b>Total</b>	<b>66,748</b>



# 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%
<b>Total General Fund:</b>	<b>\$53,652.19</b>	<b>\$73,075.00</b>	<b>\$83,643.00</b>	<b>14.5%</b>



## EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
<b>Expenditures</b>				
<b>Public Safety</b>				
<b>Emergency Management Agency</b>				
<b>Personal Services Non OT</b>				
STIPEND	\$41,265.00	\$56,180.00	\$66,748.00	18.8%
<b>Total Personal Services Non OT:</b>	<b>\$41,265.00</b>	<b>\$56,180.00</b>	<b>\$66,748.00</b>	<b>18.8%</b>
<b>Purchase of Service</b>				
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%
<b>Total Purchase of Service:</b>	<b>\$7,012.81</b>	<b>\$9,173.00</b>	<b>\$9,173.00</b>	<b>0%</b>
<b>Goods and Supplies</b>				
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%
<b>Total Goods and Supplies:</b>	<b>\$5,374.38</b>	<b>\$7,722.00</b>	<b>\$7,722.00</b>	<b>0%</b>
<b>Total Emergency Management Agency:</b>	<b>\$53,652.19</b>	<b>\$73,075.00</b>	<b>\$83,643.00</b>	<b>14.5%</b>
<b>Total Public Safety:</b>	<b>\$53,652.19</b>	<b>\$73,075.00</b>	<b>\$83,643.00</b>	<b>14.5%</b>
<b>Total Expenditures:</b>	<b>\$53,652.19</b>	<b>\$73,075.00</b>	<b>\$83,643.00</b>	<b>14.5%</b>



## 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

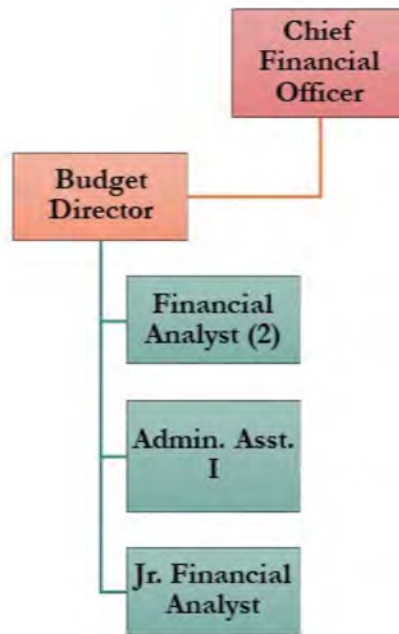
- Achieved the City's first distinguished budget award from the Government Finance Officers Association (GFOA).
- Worked with the City Council to secure authorization for a \$98 million Public Safety Complex.
- Instituted ClearGov Budget Book Software to better operationalize finances in a clear and 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
		<b>Total</b>	<b>2,200</b>	<b>490,926</b>

### Personal Services

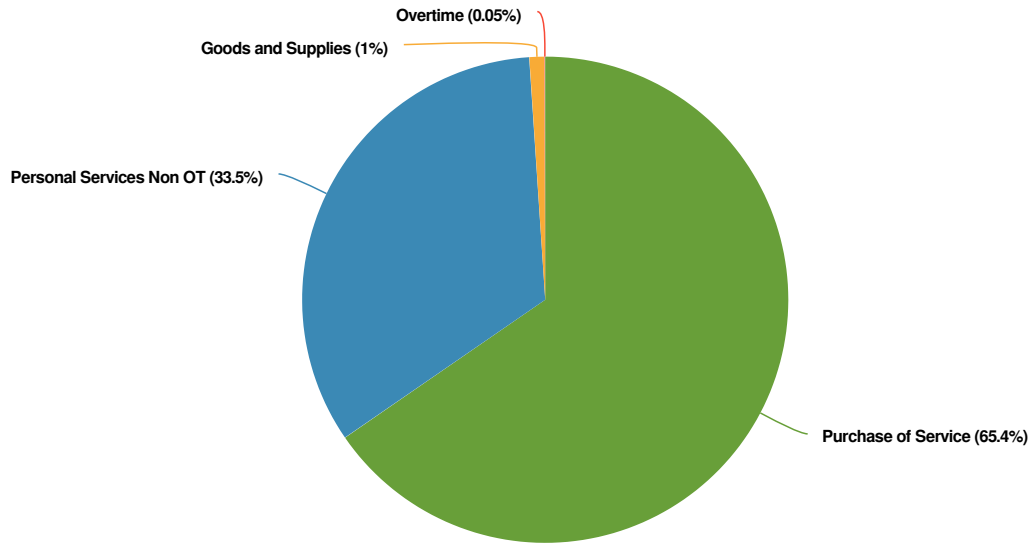
#### Summary

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
<b>Total</b>	<b>581,079</b>



# 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%
<b>Total General Fund:</b>	<b>\$1,522,593.77</b>	<b>\$1,632,033.00</b>	<b>\$1,732,176.00</b>	<b>6.1%</b>



## EXPENSE SUMMARY

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





## 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.

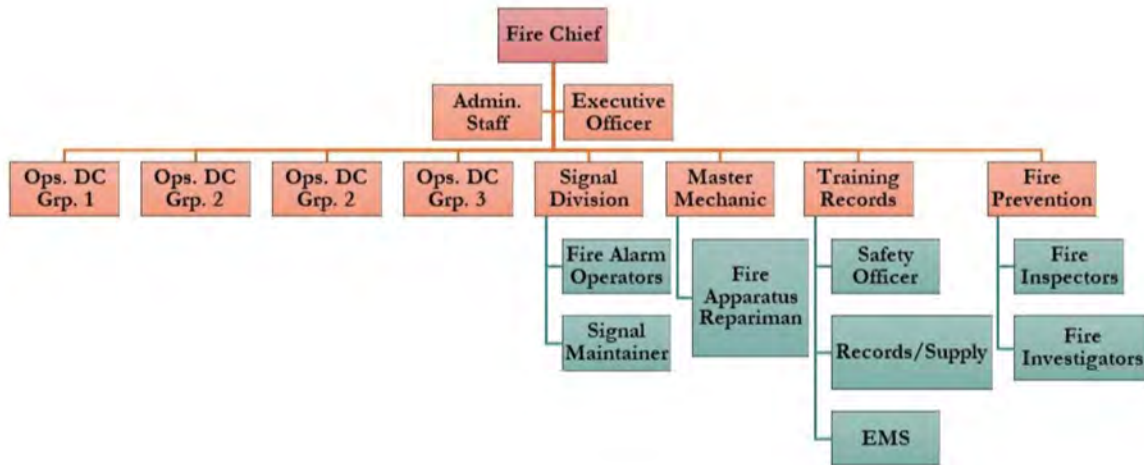
### FY21 Accomplishments

- 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
<b>Protection of Brockton Residents</b>			
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
<b>Protection of Brockton Firefighters</b>			
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
<b>Improvement of Fire Department Facilities</b>			
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	N/A
12.	Hire a certified Emergency Vehicle Technician (EVT) to work on all apparatuses to improve efficiency.	Ongoing FY22	3
<b>Improve Operational Efficiency</b>			
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
<b>Rescue Equipment and Training</b>			
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

						ED	UNIT A	ANNUAL	SHIFT	ED.		WEEKEND						GRAND
	RANK	LAST	FIRST	HIRE	STEP	INC.	PAY	SALARY	DIF	INC.	HOLIDAY	DIF	UNIQUE	DEFIB.	LONG.	EMT	HAZARDOUS	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
		Christopher																
6	Firefighter	Anderson	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
		Christopher																
22	Firefighter	Capozzoli	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
		Master																
29	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
					29													
30	Captain	Cosgrove	Paul S.	01/09/89	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
		Christopher																
37	Firefighter	D'Alessandro	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
		Richard P.																
44	Firefighter	Donahue	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
		Katherine																
49	Firefighter	DuBeau	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	Foote	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	Gazzerro	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



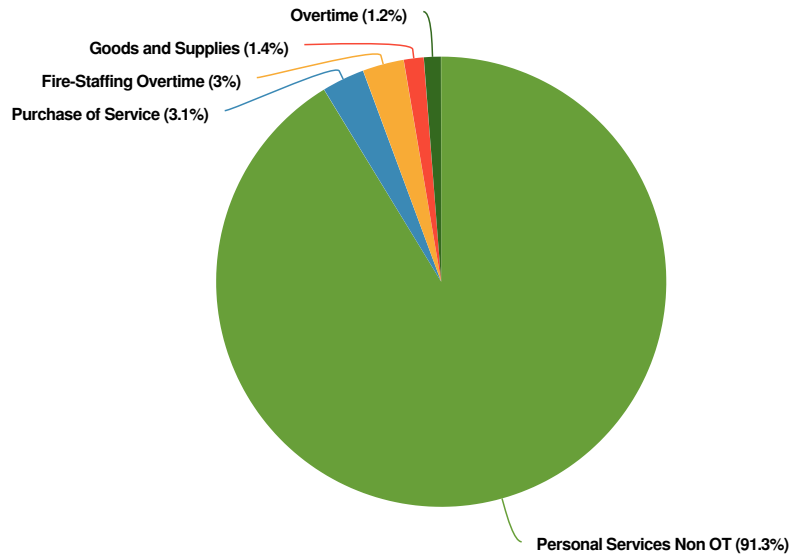
116	Deputy	Marchetti	Joseph	12/10/97	6	30		104,133	11,481	34,684	9,824	6,081	0	1,672	1,250	4,743	10,674	184,541
Christopher																		
117	Captain	Martin	J.	01/09/89	27yrs	20		90,783	10,009	20,158	8,070	6,202	0	1,706	1,350	2,481	9,305	150,065
Christopher																		
118	Firefighter	Matchem	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
Apparatus																		
122	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



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	III	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	
Vacant Due																			
Fire Alarm to																			
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																			
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																			
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																			
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																			
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%
<b>Total General Fund:</b>	<b>\$25,033,511.07</b>	<b>\$27,338,937.45</b>	<b>\$29,148,295.00</b>	<b>6.6%</b>





## EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
<b>Expenditures</b>				
<b>Public Safety</b>				
<b>Fire</b>				
<b>Overtime</b>				
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%
<b>Total Overtime:</b>	<b>\$298,116.08</b>	<b>\$358,656.00</b>	<b>\$358,656.00</b>	<b>0%</b>
<b>Personal Services Non OT</b>				
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%
<b>Total Personal Services Non OT:</b>	<b>\$22,792,091.59</b>	<b>\$25,229,617.00</b>	<b>\$26,610,295.00</b>	<b>5.5%</b>
<b>Purchase of Service</b>				
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
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%



Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
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%
<b>Total Purchase of Service:</b>	<b>\$733,204.67</b>	<b>\$660,709.00</b>	<b>\$893,734.00</b>	<b>35.3%</b>
<b>Goods and Supplies</b>				
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%
<b>Total Goods and Supplies:</b>	<b>\$330,411.10</b>	<b>\$365,410.00</b>	<b>\$415,610.00</b>	<b>13.7%</b>
<b>Fire-Staffing Overtime</b>				
OVERTIME	\$853,974.43	\$670,000.00	\$870,000.00	29.9%
<b>Total Fire-Staffing Overtime:</b>	<b>\$853,974.43</b>	<b>\$670,000.00</b>	<b>\$870,000.00</b>	<b>29.9%</b>
<b>Capital Outlay</b>				
VEHICLES	\$25,713.20	\$54,545.45	\$0.00	-100%
<b>Total Capital Outlay:</b>	<b>\$25,713.20</b>	<b>\$54,545.45</b>	<b>\$0.00</b>	<b>-100%</b>
<b>Total Fire:</b>	<b>\$25,033,511.07</b>	<b>\$27,338,937.45</b>	<b>\$29,148,295.00</b>	<b>6.6%</b>
<b>Total Public Safety:</b>	<b>\$25,033,511.07</b>	<b>\$27,338,937.45</b>	<b>\$29,148,295.00</b>	<b>6.6%</b>
<b>Total Expenditures:</b>	<b>\$25,033,511.07</b>	<b>\$27,338,937.45</b>	<b>\$29,148,295.00</b>	<b>6.6%</b>



# 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.

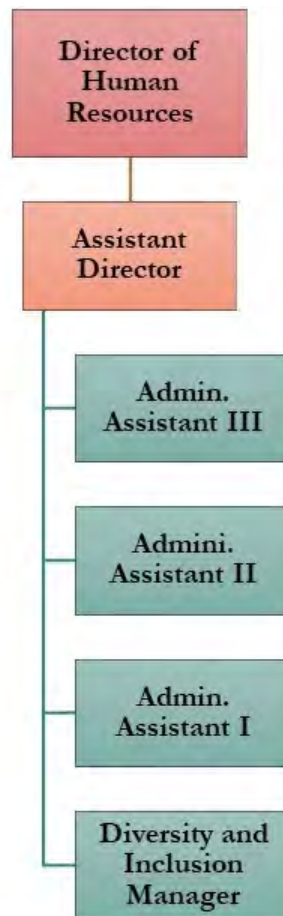
### Health Benefits

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					
		<b>Total</b>	<b>950</b>	<b>388,329</b>	<b>649</b>

Omar Albert - 100% Trust

Nicole Casarez- 25% Trust 75% GF

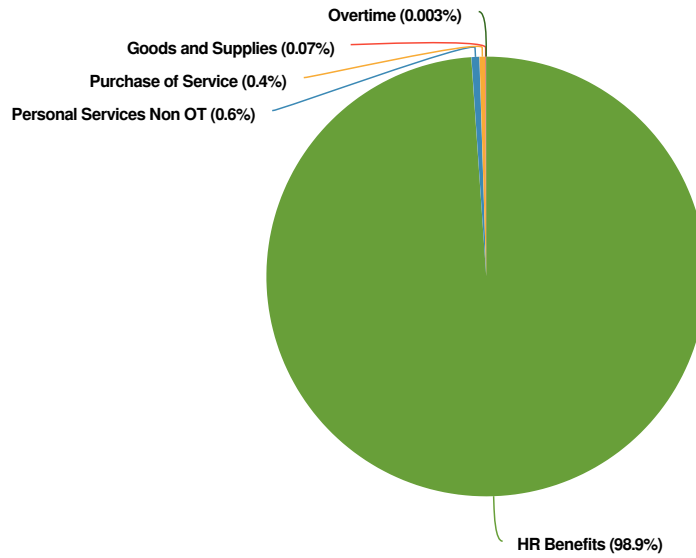
Michaela McPhee- 75% Trust 25%  
GF

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	
<b>Total</b>	<b>324,092</b>	<b>95,299</b>
<b>Grand Total</b>		<b>419,391</b>



# 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%
<b>Total General Fund:</b>	<b>\$51,961,741.42</b>	<b>\$53,405,257.74</b>	<b>\$54,425,045.00</b>	<b>1.9%</b>



## EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
<b>Expenditures</b>				
<b>General Government</b>				
<b>Personnel</b>				
<b>Overtime</b>				
OVERTIME	\$0.00	\$1,500.00	\$1,500.00	0%
<b>Total Overtime:</b>	<b>\$0.00</b>	<b>\$1,500.00</b>	<b>\$1,500.00</b>	<b>0%</b>
<b>Personal Services Non OT</b>				
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%
<b>Total Personal Services Non OT:</b>	<b>\$170,110.38</b>	<b>\$420,315.00</b>	<b>\$324,092.00</b>	<b>-22.9%</b>
<b>Purchase of Service</b>				
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%
<b>Total Purchase of Service:</b>	<b>\$28,659.92</b>	<b>\$218,320.00</b>	<b>\$218,320.00</b>	<b>0%</b>
<b>Goods and Supplies</b>				
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%
<b>Total Goods and Supplies:</b>	<b>\$7,547.58</b>	<b>\$42,140.00</b>	<b>\$40,640.00</b>	<b>-3.6%</b>
<b>Total Personnel:</b>	<b>\$206,317.88</b>	<b>\$682,275.00</b>	<b>\$584,552.00</b>	<b>-14.3%</b>
<b>Total General Government:</b>	<b>\$206,317.88</b>	<b>\$682,275.00</b>	<b>\$584,552.00</b>	<b>-14.3%</b>
<b>Pensions and Benefits</b>				
<b>HR Benefits</b>				



Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
<b>HR Benefits</b>				
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%
<b>Total HR Benefits:</b>	<b>\$51,755,423.54</b>	<b>\$52,722,982.74</b>	<b>\$53,840,493.00</b>	<b>2.1%</b>
<b>Total HR Benefits:</b>	<b>\$51,755,423.54</b>	<b>\$52,722,982.74</b>	<b>\$53,840,493.00</b>	<b>2.1%</b>
<b>Total Pensions and Benefits:</b>	<b>\$51,755,423.54</b>	<b>\$52,722,982.74</b>	<b>\$53,840,493.00</b>	<b>2.1%</b>
<b>Total Expenditures:</b>	<b>\$51,961,741.42</b>	<b>\$53,405,257.74</b>	<b>\$54,425,045.00</b>	<b>1.9%</b>





# 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 21<sup>st</sup> 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.

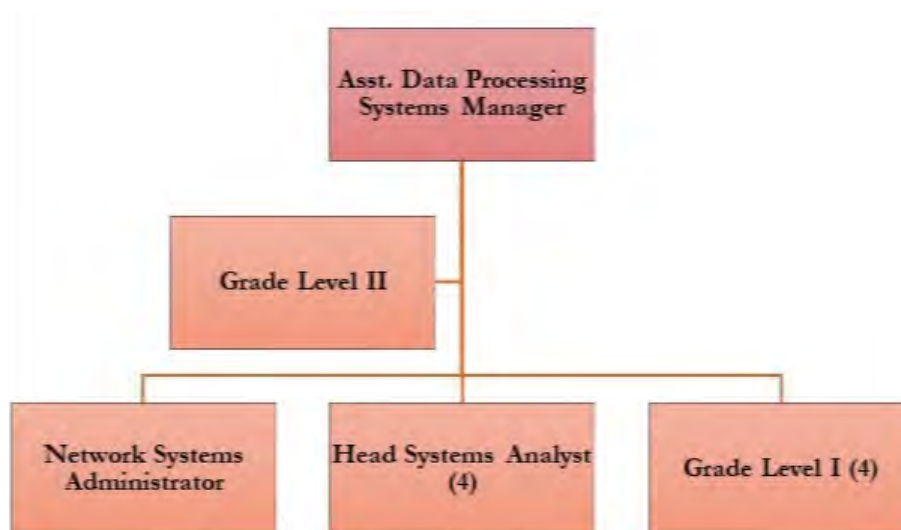
Upgraded Public Safety equipment to Windows 10. Major locations that were completed include the primary offices at the Police Station, Fire Alarm, Dispatch, Prevention, and Station #1.

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				4,907
<b>Total</b>			<b>8,240</b>	<b>977,216</b>	<b>64,832</b>

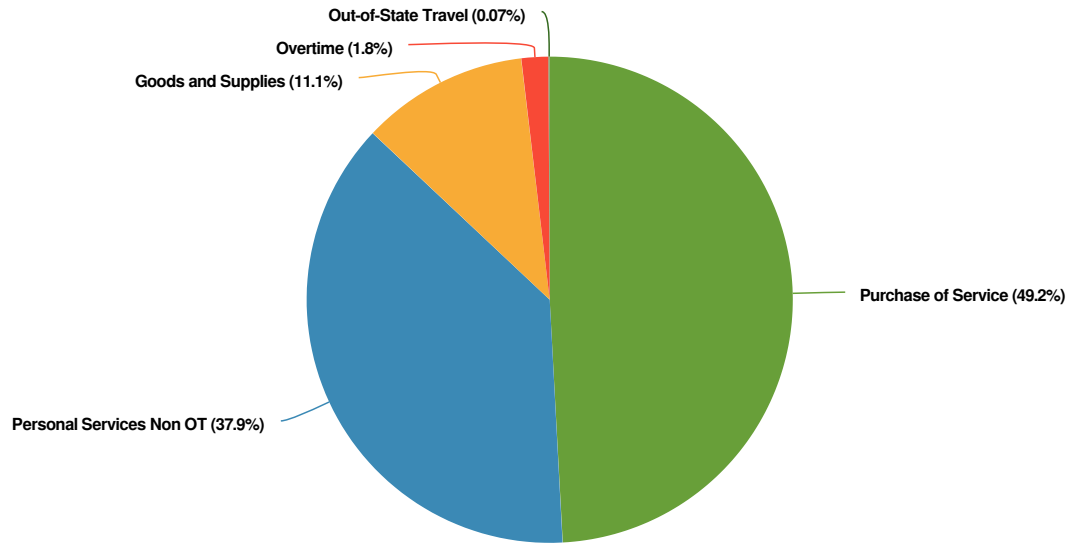
### Personal Services Summary

FULL TIME	895,431
ADMIN STIPEND	22,000
STIPEND	3,000
LONGEVITY	8,240
EDUCATIONAL INCENTIVE	64,832
ON CALL	70,000
<b>Total</b>	<b>1,063,503</b>



# 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	\$1,063,503.00	-5.5%
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%
<b>Total General Fund:</b>	<b>\$1,997,177.01</b>	<b>\$2,589,975.83</b>	<b>\$2,809,167.00</b>	<b>8.5%</b>



## EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
<b>Expenditures</b>				
<b>General Government</b>				
<b>Information Technology Center</b>				
<b>Overtime</b>				
OVERTIME	\$56,311.62	\$50,000.00	\$50,379.00	0.8%
<b>Total Overtime:</b>	<b>\$56,311.62</b>	<b>\$50,000.00</b>	<b>\$50,379.00</b>	<b>0.8%</b>
<b>Personal Services Non OT</b>				
FULL-TIME SALARIES	\$910,596.80	\$963,895.00	\$895,431.00	-7.1%
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%
<b>Total Personal Services Non OT:</b>	<b>\$1,077,998.12</b>	<b>\$1,125,475.00</b>	<b>\$1,063,503.00</b>	<b>-5.5%</b>
<b>Purchase of Service</b>				
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%
<b>Total Purchase of Service:</b>	<b>\$720,875.01</b>	<b>\$1,183,704.58</b>	<b>\$1,381,056.00</b>	<b>16.7%</b>
<b>Goods and Supplies</b>				
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%
<b>Total Goods and Supplies:</b>	<b>\$141,992.26</b>	<b>\$228,796.25</b>	<b>\$312,229.00</b>	<b>36.5%</b>
<b>Out-of-State Travel</b>				
OUT OF STATE TRAVEL	\$0.00	\$2,000.00	\$2,000.00	0%
<b>Total Out-of-State Travel:</b>	<b>\$0.00</b>	<b>\$2,000.00</b>	<b>\$2,000.00</b>	<b>0%</b>
<b>Total Information Technology Center:</b>	<b>\$1,997,177.01</b>	<b>\$2,589,975.83</b>	<b>\$2,809,167.00</b>	<b>8.5%</b>
<b>Total General Government:</b>	<b>\$1,997,177.01</b>	<b>\$2,589,975.83</b>	<b>\$2,809,167.00</b>	<b>8.5%</b>
<b>Total Expenditures:</b>	<b>\$1,997,177.01</b>	<b>\$2,589,975.83</b>	<b>\$2,809,167.00</b>	<b>8.5%</b>



## 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.

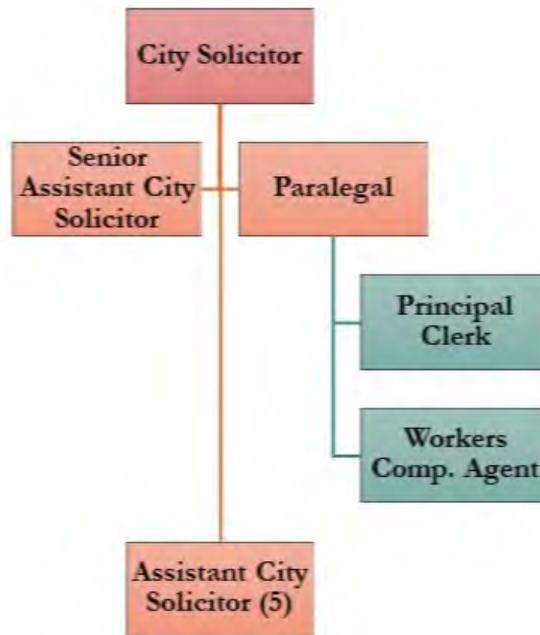
Implemented case management software to systemize the organization and tracking of cases and matters handled by the department.

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
	<b>Total</b>		<b>2,780</b>	<b>905,605</b>	<b>10,604</b>

### Personal Services Summary

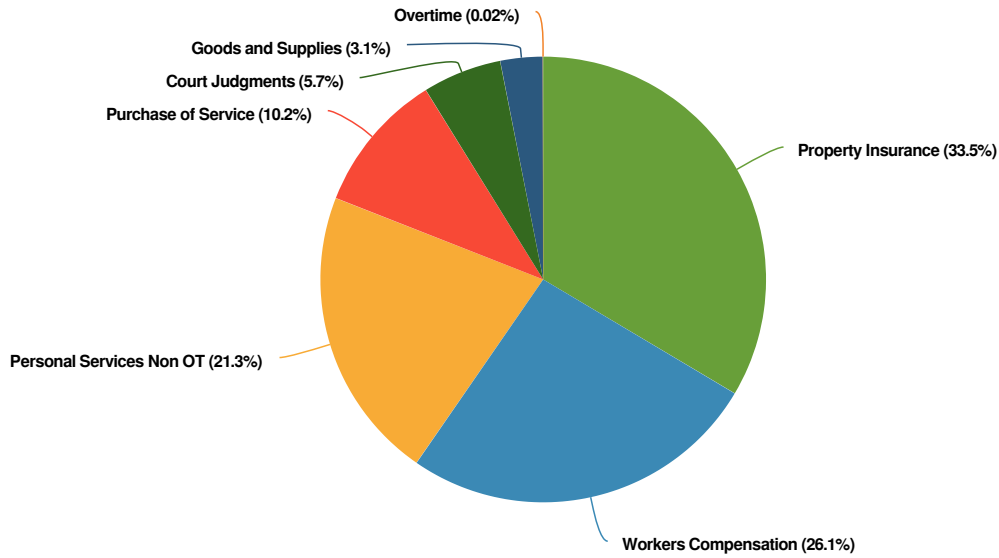
FULL TIME	905,605
STIPEND	750
ADMIN INCENTIVE	4,000
LONGEVITY	2,780
EDUCATION INCENTIVE	10,604
CLERICAL INCENTIVE	2,500
HOLIDAY	5,938
<b>Total</b>	<b>932,177</b>





# 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%
<b>Total General Fund:</b>	<b>\$6,282,919.92</b>	<b>\$6,124,536.00</b>	<b>\$4,370,579.00</b>	<b>-28.6%</b>



## EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
<b>Expenditures</b>				
<b>General Government</b>				
<b>Law</b>				
<b>Overtime</b>				
OVERTIME	\$291.88	\$1,000.00	\$1,000.00	0%
<b>Total Overtime:</b>	<b>\$291.88</b>	<b>\$1,000.00</b>	<b>\$1,000.00</b>	<b>0%</b>
<b>Personal Services Non OT</b>				
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%
<b>Total Personal Services Non OT:</b>	<b>\$703,373.59</b>	<b>\$763,834.00</b>	<b>\$932,177.00</b>	<b>22%</b>
<b>Purchase of Service</b>				
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%
<b>Total Purchase of Service:</b>	<b>\$252,366.31</b>	<b>\$546,895.00</b>	<b>\$446,895.00</b>	<b>-18.3%</b>
<b>Goods and Supplies</b>				
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%
<b>Total Goods and Supplies:</b>	<b>\$86,037.34</b>	<b>\$124,374.00</b>	<b>\$134,374.00</b>	<b>8%</b>
<b>Property Insurance</b>				



Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
OTHER INSURANCES	\$1,242,907.08	\$1,423,250.00	\$1,465,950.00	3%
<b>Total Property Insurance:</b>	<b>\$1,242,907.08</b>	<b>\$1,423,250.00</b>	<b>\$1,465,950.00</b>	<b>3%</b>
<b>Total Law:</b>	<b>\$2,284,976.20</b>	<b>\$2,859,353.00</b>	<b>\$2,980,396.00</b>	<b>4.2%</b>
<b>Total General Government:</b>	<b>\$2,284,976.20</b>	<b>\$2,859,353.00</b>	<b>\$2,980,396.00</b>	<b>4.2%</b>
<b>Court Judgements</b>				
<b>Court Judgments</b>				
COURT JUDGEMENTS	\$3,107,761.18	\$2,000,000.00	\$250,000.00	-87.5%
<b>Total Court Judgments:</b>	<b>\$3,107,761.18</b>	<b>\$2,000,000.00</b>	<b>\$250,000.00</b>	<b>-87.5%</b>
<b>Total Court Judgements:</b>	<b>\$3,107,761.18</b>	<b>\$2,000,000.00</b>	<b>\$250,000.00</b>	<b>-87.5%</b>
<b>Pensions and Benefits</b>				
<b>Workers Compensation</b>				
<b>Workers Compensation</b>				
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%
<b>Total Workers Compensation:</b>	<b>\$890,182.54</b>	<b>\$1,265,183.00</b>	<b>\$1,140,183.00</b>	<b>-9.9%</b>
<b>Total Workers Compensation:</b>	<b>\$890,182.54</b>	<b>\$1,265,183.00</b>	<b>\$1,140,183.00</b>	<b>-9.9%</b>
<b>Total Pensions and Benefits:</b>	<b>\$890,182.54</b>	<b>\$1,265,183.00</b>	<b>\$1,140,183.00</b>	<b>-9.9%</b>
<b>Total Expenditures:</b>	<b>\$6,282,919.92</b>	<b>\$6,124,536.00</b>	<b>\$4,370,579.00</b>	<b>-28.6%</b>



# 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.

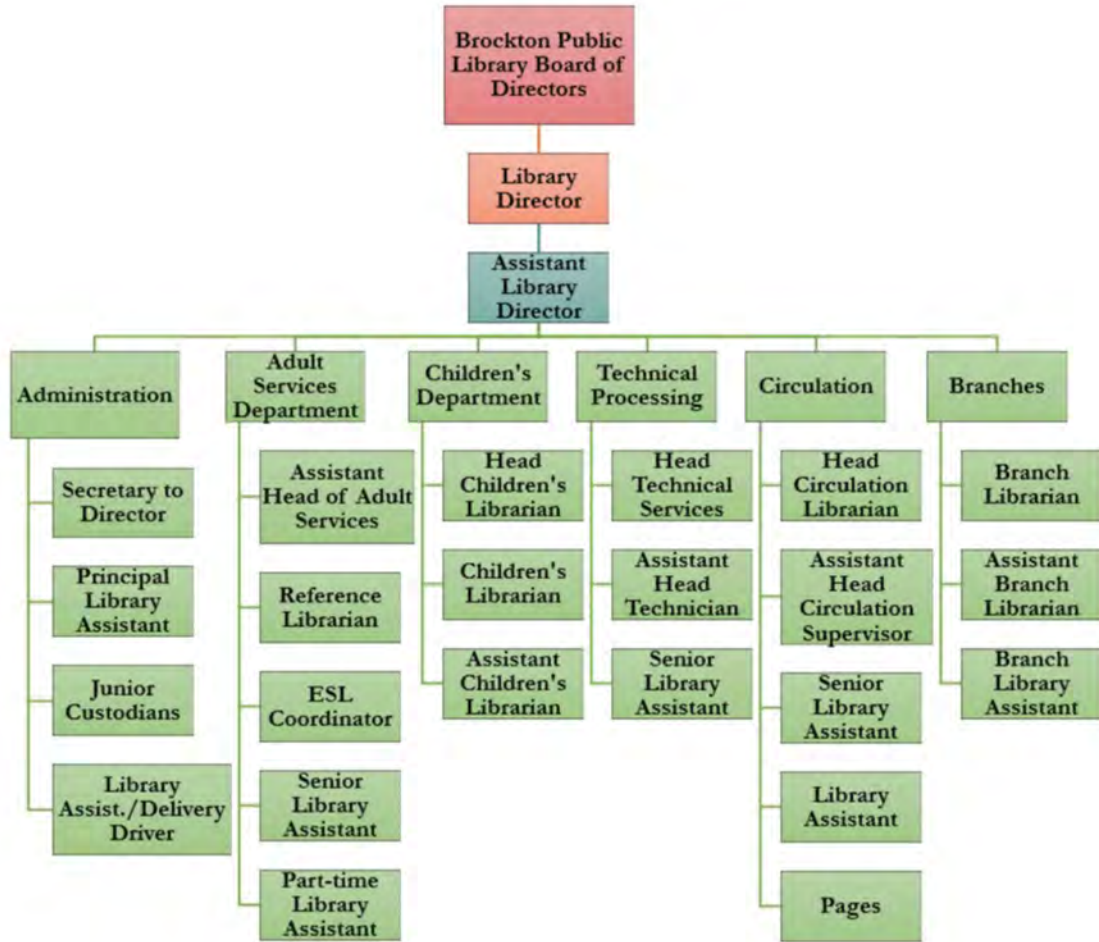
Initiated a laptop lending program for seniors, in partnership with the Council on Aging and BHS.

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



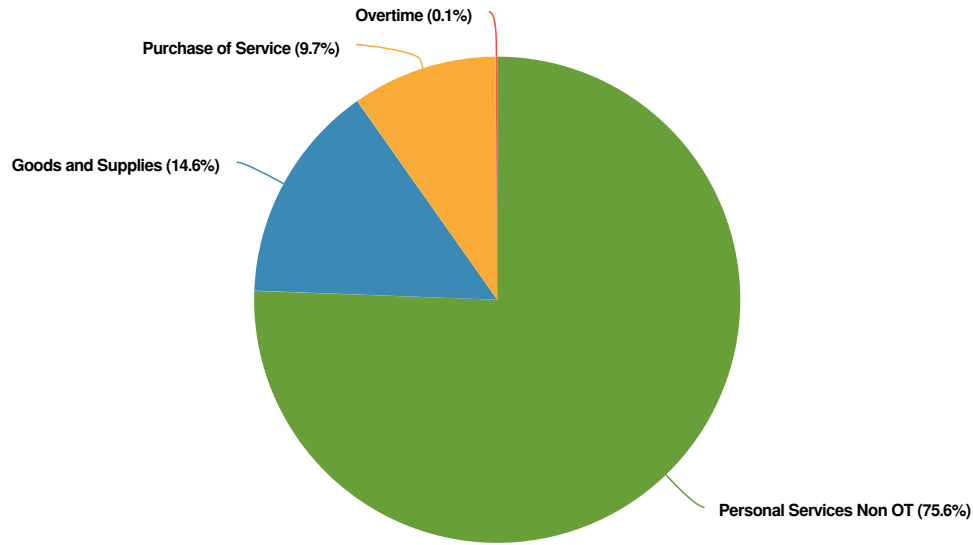
## PERSONAL SERVICES

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%
<b>Total General Fund:</b>	<b>\$2,387,707.17</b>	<b>\$2,553,747.00</b>	<b>\$2,840,214.00</b>	<b>11.2%</b>





## EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
<b>Expenditures</b>				
<b>Culture and Recreation</b>				
<b>Library</b>				
<b>Overtime</b>				
OVERTIME	\$4,284.22	\$3,000.00	\$3,000.00	0%
<b>Total Overtime:</b>	<b>\$4,284.22</b>	<b>\$3,000.00</b>	<b>\$3,000.00</b>	<b>0%</b>
<b>Personal Services Non OT</b>				
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%
<b>Total Personal Services Non OT:</b>	<b>\$1,808,711.71</b>	<b>\$1,851,747.00</b>	<b>\$2,147,214.00</b>	<b>16%</b>
<b>Purchase of Service</b>				
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%
<b>Total Purchase of Service:</b>	<b>\$222,099.93</b>	<b>\$257,300.00</b>	<b>\$274,300.00</b>	<b>6.6%</b>
<b>Goods and Supplies</b>				
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%
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%



Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
PETTY CASH	\$300.00	\$0.00	\$0.00	0%
DEPARTMENT EQUIPMENT	\$914.98	\$14,500.00	\$1,000.00	-93.1%
<b>Total Goods and Supplies:</b>	<b>\$352,611.31</b>	<b>\$441,700.00</b>	<b>\$415,700.00</b>	<b>-5.9%</b>
 <b>Total Library:</b>	 <b>\$2,387,707.17</b>	 <b>\$2,553,747.00</b>	 <b>\$2,840,214.00</b>	 <b>11.2%</b>
 <b>Total Culture and Recreation:</b>	 <b>\$2,387,707.17</b>	 <b>\$2,553,747.00</b>	 <b>\$2,840,214.00</b>	 <b>11.2%</b>
 <b>Total Expenditures:</b>	 <b>\$2,387,707.17</b>	 <b>\$2,553,747.00</b>	 <b>\$2,840,214.00</b>	 <b>11.2%</b>



# 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.

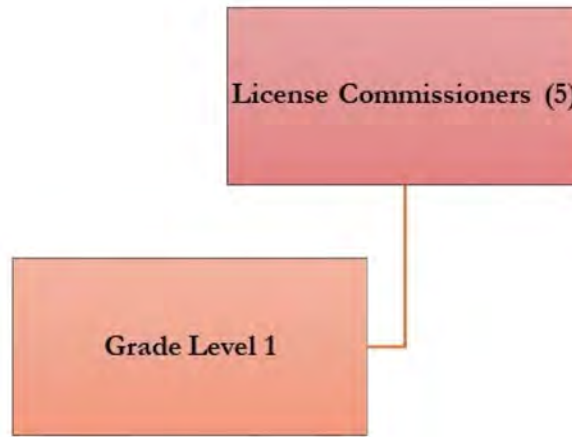
Worked with the Metro South Chamber of Commerce on advising and partnering with Brockton businesses.

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
		<b>Total</b>	<b>1,250</b>	<b>70,644</b>	<b>4,945</b>

### Personal Services Summary

FULL TIME	70,644
APPOINTED/ELECTED *	6,250
LONGEVITY	1,250
ADMIN INCENTIVE	2,000
EDUCATIONAL INCENTIVE	4,945
<b>Total</b>	<b>85,089</b>

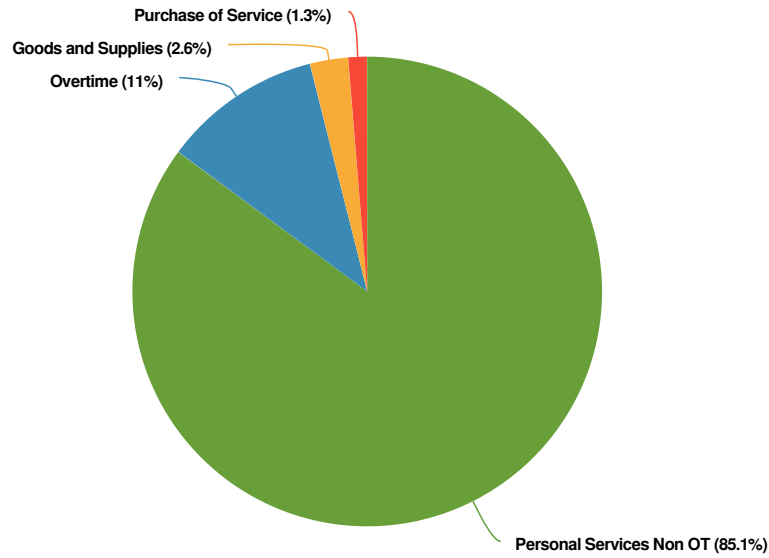
### Stipends

*License Commissioners	David Teixiera	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
		<b>Total</b>	<b>6,250</b>



# 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%
<b>Total General Fund:</b>	<b>\$92,229.38</b>	<b>\$100,629.00</b>	<b>\$99,954.00</b>	<b>-0.7%</b>



## EXPENSE SUMMARY

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



## 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

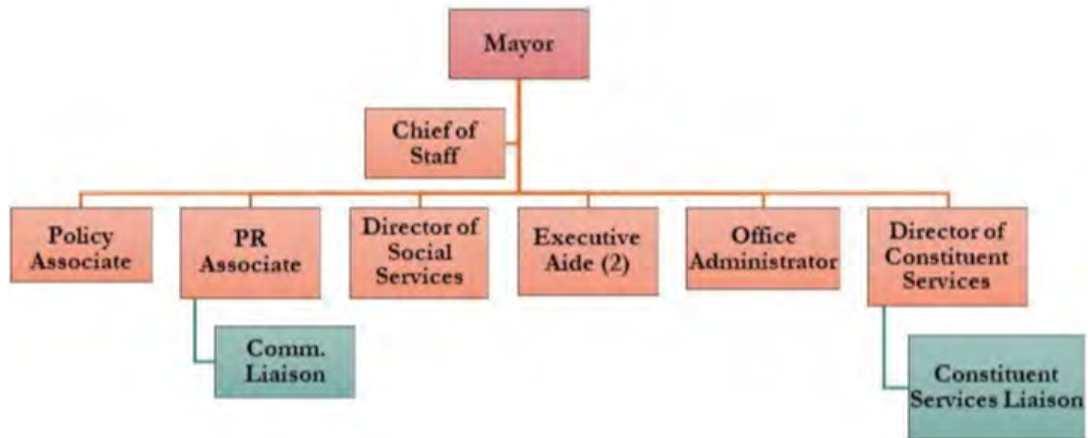
- Led COVID-19 response, including renovating the Shaws Center to serve as a mass vaccination site in partnership with the Brockton Neighborhood Health Center and partnering with the state on an equity initiative.
- Negotiated development agreements for market rate housing downtown.
- Signed statement 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 Liaison	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
		<b>Total</b>	<b>480</b>	<b>787,824</b>

### Personal Services Summary

FULL TIME	735,825
PART TIME	19,359
LONGEVITY	480
<b>Total</b>	<b>755,664</b>

### Cable Revolving

32,640

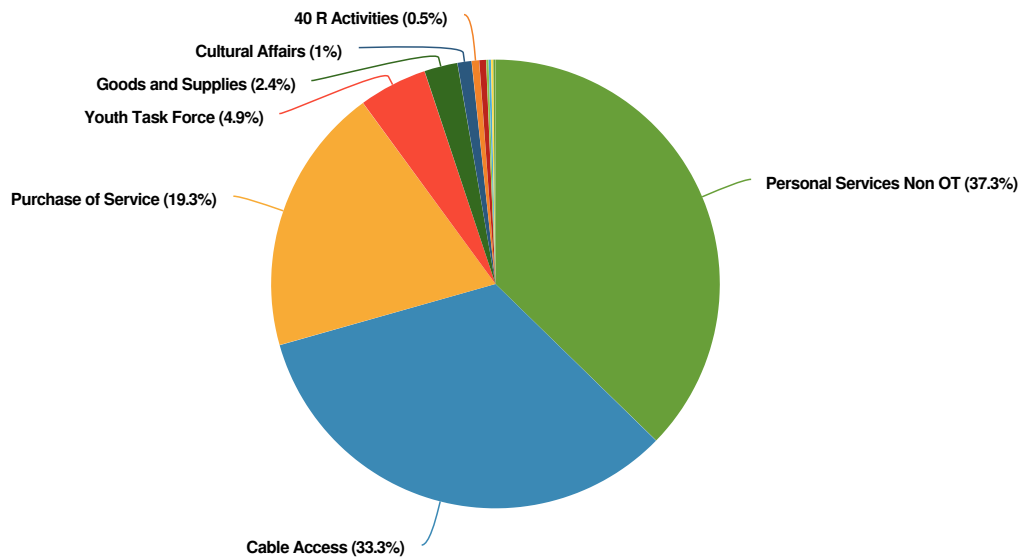
### Please note:

80% of the Communications Liaison  
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
<b>Total General Fund:</b>	<b>\$1,600,833.14</b>	<b>\$1,897,331.00</b>	<b>\$2,025,931.00</b>	<b>6.8%</b>



## EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
<b>Expenditures</b>				
<b>General Government</b>				
<b>Mayor</b>				
<b>Overtime</b>				
OVERTIME	\$0.00	\$3,000.00	\$3,000.00	0%
<b>Total Overtime:</b>	<b>\$0.00</b>	<b>\$3,000.00</b>	<b>\$3,000.00</b>	<b>0%</b>
<b>Personal Services Non OT</b>				
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%
<b>Total Personal Services Non OT:</b>	<b>\$711,981.52</b>	<b>\$677,064.00</b>	<b>\$755,664.00</b>	<b>11.6%</b>
<b>Purchase of Service</b>				
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%
<b>Total Purchase of Service:</b>	<b>\$168,326.24</b>	<b>\$441,644.00</b>	<b>\$391,644.00</b>	<b>-11.3%</b>
<b>Goods and Supplies</b>				
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%
<b>Total Goods and Supplies:</b>	<b>\$34,483.55</b>	<b>\$48,532.00</b>	<b>\$48,532.00</b>	<b>0%</b>
<b>Out-of-State Travel</b>				
OUT OF STATE TRAVEL	\$1,433.75	\$10,000.00	\$10,000.00	0%
<b>Total Out-of-State Travel:</b>	<b>\$1,433.75</b>	<b>\$10,000.00</b>	<b>\$10,000.00</b>	<b>0%</b>
<b>40 R Activities</b>				
40R SMART GROWTH	\$0.00	\$11,041.00	\$11,041.00	0%



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



# 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

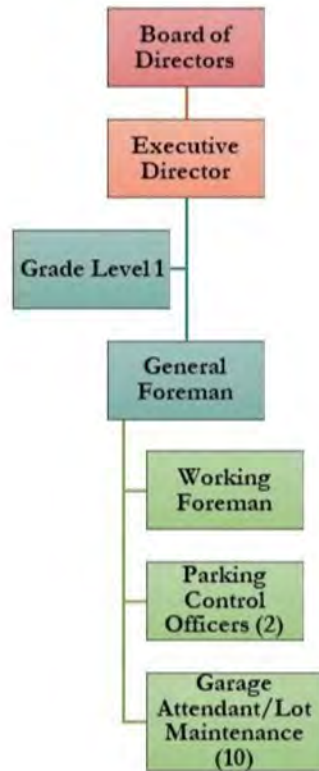
Completed a new, 415 space, parking facility, dedicated to Mayor Bill Carpenter. The Carpenter garage was built in conjunction with the Brockton Redevelopment Authority, the City's planning department, contractors, and subcontractors. The new facility will provide the parking resources necessary for 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.	<b>New FY22</b>	<b>2,3</b>
2. Replace the balance of existing coin-operated meters.	<b>New FY22</b>	<b>2,3</b>
3. Upgrade facilities to provide a safe, attractive, and affordable parking in downtown.	<b>New FY22</b>	<b>1,2</b>
4. Expand enforcement to ensure an open parking spot when visiting downtown.	<b>New FY22</b>	<b>1,2</b>
5. Add to vehicle fleet to assist in snow removal efforts during the winter.	<b>New FY22</b>	<b>2</b>

## 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	
<b>PART-TIME</b>					
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	
<b>Total</b>			<b>2400</b>	<b>513,986</b>	<b>5,652</b>

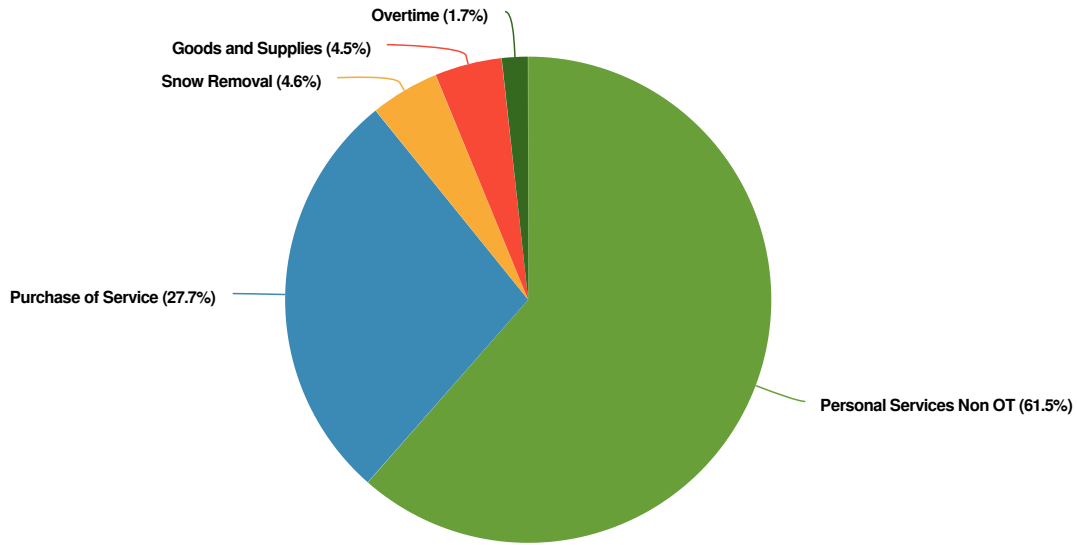
<b>Personal Services</b>		
<b>Summary</b>	<b>General Fund</b>	<b>Revolving Fund</b>
FULL TIME	340,043	90,000
PART-TIME	132,547	
LONGEVITY	1,440	960
ADMIN INCENTIVE	2,000	
ED INCENTIVE	5,652	
HAZARD PAY	4,936	
CLOTHING ALLOWANCE	6,800	
ON CALL	18,514	
HOLIDAY PAY	918	
<b>Total</b>	<b>512,850</b>	





# 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%
<b>Total General Fund:</b>	<b>\$659,501.44</b>	<b>\$997,411.50</b>	<b>\$980,500.00</b>	<b>-1.7%</b>



## EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
<b>Expenditures</b>				
<b>Public Safety</b>				
<b>Parking Authority</b>				
<b>Overtime</b>				
OVERTIME	\$7,186.91	\$18,000.00	\$15,000.00	-16.7%
Parking Enforcement OT	\$0.00	\$2,000.00	\$2,000.00	0%
<b>Total Overtime:</b>	<b>\$7,186.91</b>	<b>\$20,000.00</b>	<b>\$17,000.00</b>	<b>-15%</b>
<b>Personal Services Non OT</b>				
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%
<b>Total Personal Services Non OT:</b>	<b>\$434,583.14</b>	<b>\$592,996.00</b>	<b>\$602,850.00</b>	<b>1.7%</b>
<b>Purchase of Service</b>				
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%
<b>Total Purchase of Service:</b>	<b>\$152,769.66</b>	<b>\$169,515.50</b>	<b>\$271,750.00</b>	<b>60.3%</b>
<b>Goods and Supplies</b>				
ENFORCEMENT EQUIPMENT	\$0.00	\$0.00	\$7,000.00	N/A



Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
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%
<b>Total Goods and Supplies:</b>	<b>\$24,559.23</b>	<b>\$26,900.00</b>	<b>\$43,900.00</b>	<b>63.2%</b>
<b>Capital Outlay</b>				
Cap Proj Enforcement	\$0.00	\$143,000.00	\$0.00	-100%
<b>Total Capital Outlay:</b>	<b>\$0.00</b>	<b>\$143,000.00</b>	<b>\$0.00</b>	<b>-100%</b>
<b>Snow Removal</b>				
SNOW REMOVAL	\$40,402.50	\$45,000.00	\$45,000.00	0%
<b>Total Snow Removal:</b>	<b>\$40,402.50</b>	<b>\$45,000.00</b>	<b>\$45,000.00</b>	<b>0%</b>
<b>Total Parking Authority:</b>	<b>\$659,501.44</b>	<b>\$997,411.50</b>	<b>\$980,500.00</b>	<b>-1.7%</b>
<b>Total Public Safety:</b>	<b>\$659,501.44</b>	<b>\$997,411.50</b>	<b>\$980,500.00</b>	<b>-1.7%</b>
<b>Total Expenditures:</b>	<b>\$659,501.44</b>	<b>\$997,411.50</b>	<b>\$980,500.00</b>	<b>-1.7%</b>



# 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**

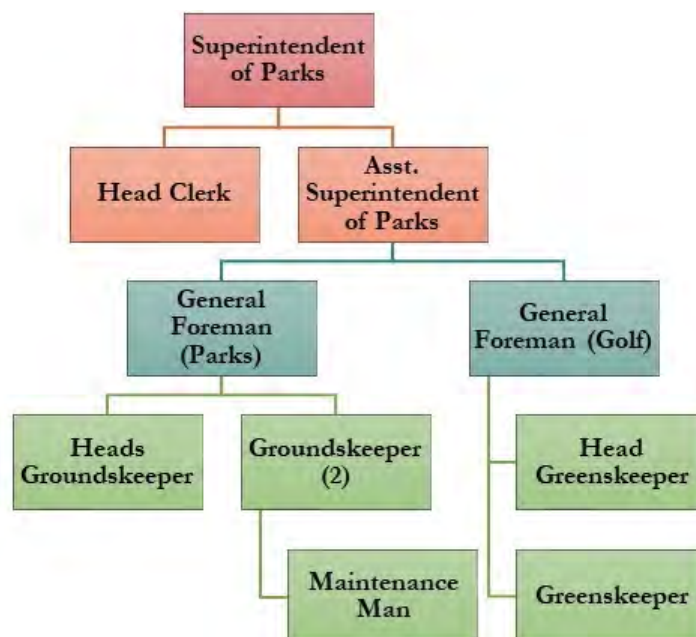
Worked with Fuss and O'Neil Engineering Firm to bring Ellis Brett Pond Dam up to current code as set forth by the Office of Dam Safety. This project is estimated to be costly, but this dam does offer a chance to control downstream flooding through the downtown area.



## GOALS

Goal	Status	City Goal
<b>Parks and Pools</b>		
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
<b>Golf</b>		
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

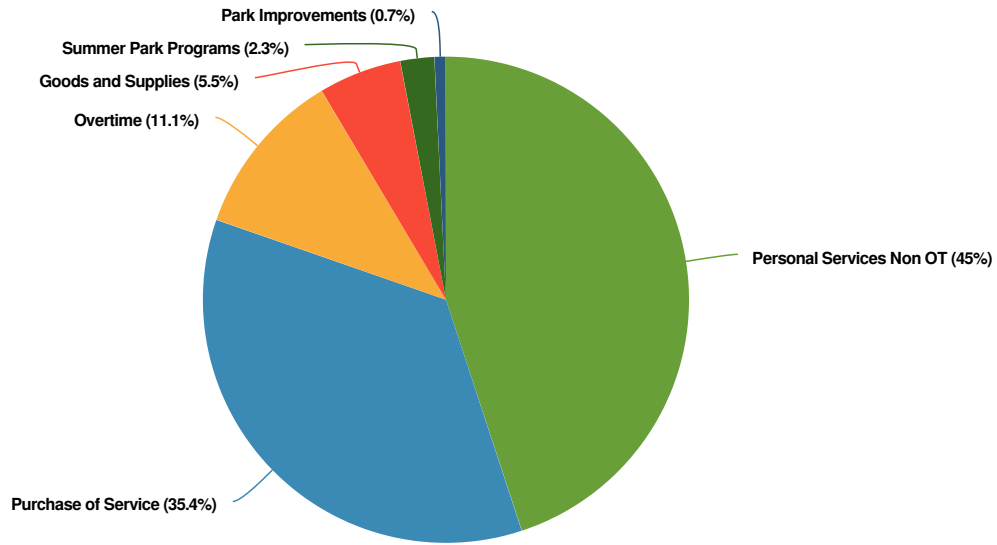
### Personal Services Summary

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
<b>Total</b>	<b>946,006</b>



# FINANCIAL OVERVIEW

## Financial Overview by Statutory Category



## FINANCIAL OVERVIEW SUMMARY

	FY2019	FY2020	FY2021	FY2022	%
REVENUE	ACTUAL	ACTUAL	ESTIMATED	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%
<b>TOTAL</b>	<b>\$2,378,692</b>	<b>\$2,543,423</b>	<b>\$2,378,715</b>	<b>\$2,542,806</b>	<b>6.9%</b>

	FY2020	FY2021	FY2022	%
PARKS AND RECREATION	ACTUAL	BUDGETED	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%
<b>DIRECT COSTS</b>	<b>\$1,841,674</b>	<b>\$2,172,515</b>	<b>\$2,104,107</b>	<b>-3.1%</b>
INDIRECT COSTS	\$0	\$438,699	\$438,699	0.0%
<b>TOTAL</b>	<b>\$1,841,674</b>	<b>\$2,611,214</b>	<b>\$2,542,806</b>	<b>-2.6%</b>





## EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
<b>Expenditures</b>				
<b>Culture and Recreation</b>				
<b>Park and Rec Commission</b>				
<b>Overtime</b>				
OVERTIME	\$148,436.72	\$174,655.00	\$200,000.00	14.5%
POOL OT-	\$0.00	\$0.00	\$34,000.00	N/A
<b>Total Overtime:</b>	<b>\$148,436.72</b>	<b>\$174,655.00</b>	<b>\$234,000.00</b>	<b>34%</b>
<b>Personal Services Non OT</b>				
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%
<b>Total Personal Services Non OT:</b>	<b>\$813,653.34</b>	<b>\$878,205.00</b>	<b>\$946,006.00</b>	<b>7.7%</b>
<b>Purchase of Service</b>				
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
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%



Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
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%
<b>Total Purchase of Service:</b>	<b>\$182,049.46</b>	<b>\$245,319.00</b>	<b>\$744,542.00</b>	<b>203.5%</b>
<b>Goods and Supplies</b>				
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%
JANITORAL 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%
<b>Total Goods and Supplies:</b>	<b>\$89,278.15</b>	<b>\$127,265.24</b>	<b>\$116,071.00</b>	<b>-8.8%</b>
<b>Capital R/E</b>				
CAPITAL -GOLF CARTS R/E	\$99,972.00	\$0.00	\$0.00	0%
<b>Total Capital R/E:</b>	<b>\$99,972.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>0%</b>
<b>Transfers Out</b>				
EXP REIMB TRANSFER TO GEN FUND	\$47,400.00	\$0.00	\$0.00	0%
<b>Total Transfers Out:</b>	<b>\$47,400.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>0%</b>
<b>Park Improvements</b>				
Park Playground Improvements	\$25,699.14	\$15,720.00	\$15,720.00	0%
<b>Total Park Improvements:</b>	<b>\$25,699.14</b>	<b>\$15,720.00</b>	<b>\$15,720.00</b>	<b>0%</b>
<b>Golf Pro Contract Services</b>				
OTHER CONTRACT SERVICES	\$49,946.58	\$332,500.00	\$0.00	-100%
<b>Total Golf Pro Contract Services:</b>	<b>\$49,946.58</b>	<b>\$332,500.00</b>	<b>\$0.00</b>	<b>-100%</b>
<b>Pool Maint</b>				
POOL OT-	\$35,746.76	\$34,000.00	\$0.00	-100%
POOL MAINTENANCE	\$66,673.86	\$119,581.00	\$0.00	-100%



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



# 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	
		<b>Total</b>	<b>1,830</b>	<b>389,818</b>	<b>7,578</b>

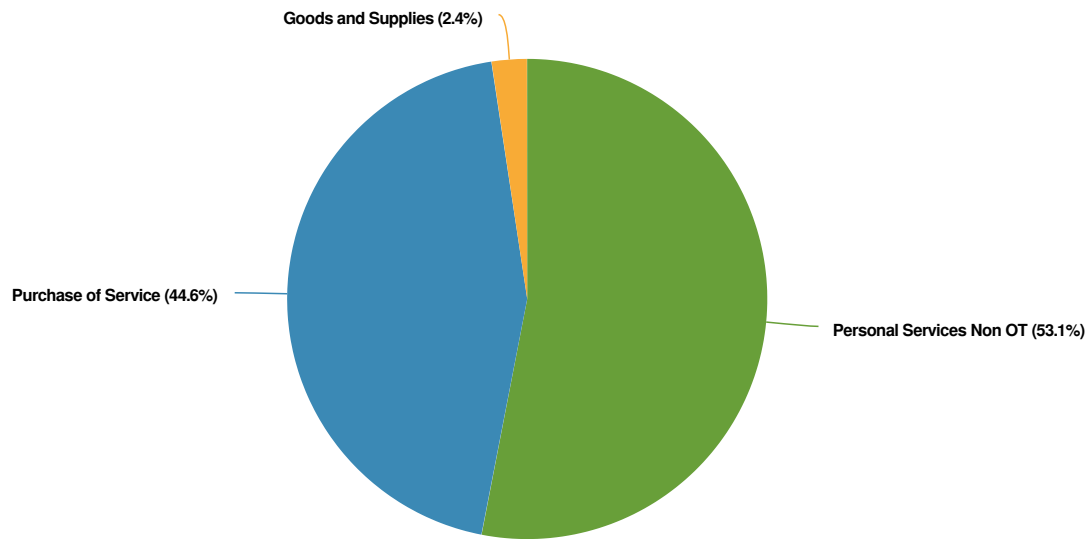
### Personal Services Summary

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
<b>Total</b>	<b>452,221</b>



# 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%
<b>Total General Fund:</b>	<b>\$680,068.89</b>	<b>\$649,895.00</b>	<b>\$852,221.00</b>	<b>31.1%</b>



## EXPENSE SUMMARY

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





Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
<b>Total General Government:</b>	<b>\$680,068.89</b>	<b>\$649,895.00</b>	<b>\$852,221.00</b>	<b>31.1%</b>
<b>Total Expenditures:</b>	<b>\$680,068.89</b>	<b>\$649,895.00</b>	<b>\$852,221.00</b>	<b>31.1%</b>



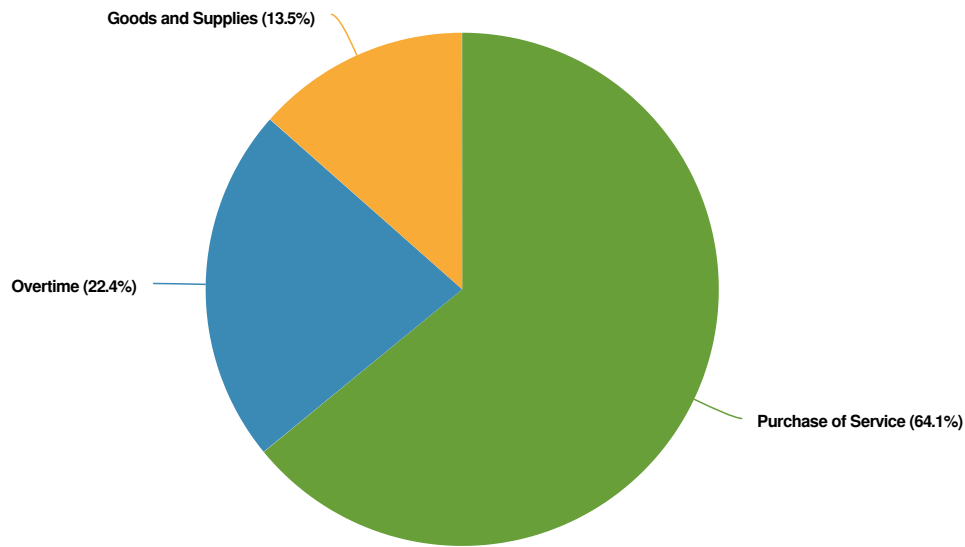
## PLANNING BOARD



**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%
<b>Total General Fund:</b>	<b>\$12,119.31</b>	<b>\$20,875.00</b>	<b>\$22,275.00</b>	<b>6.7%</b>

## EXPENSE SUMMARY

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



# 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**

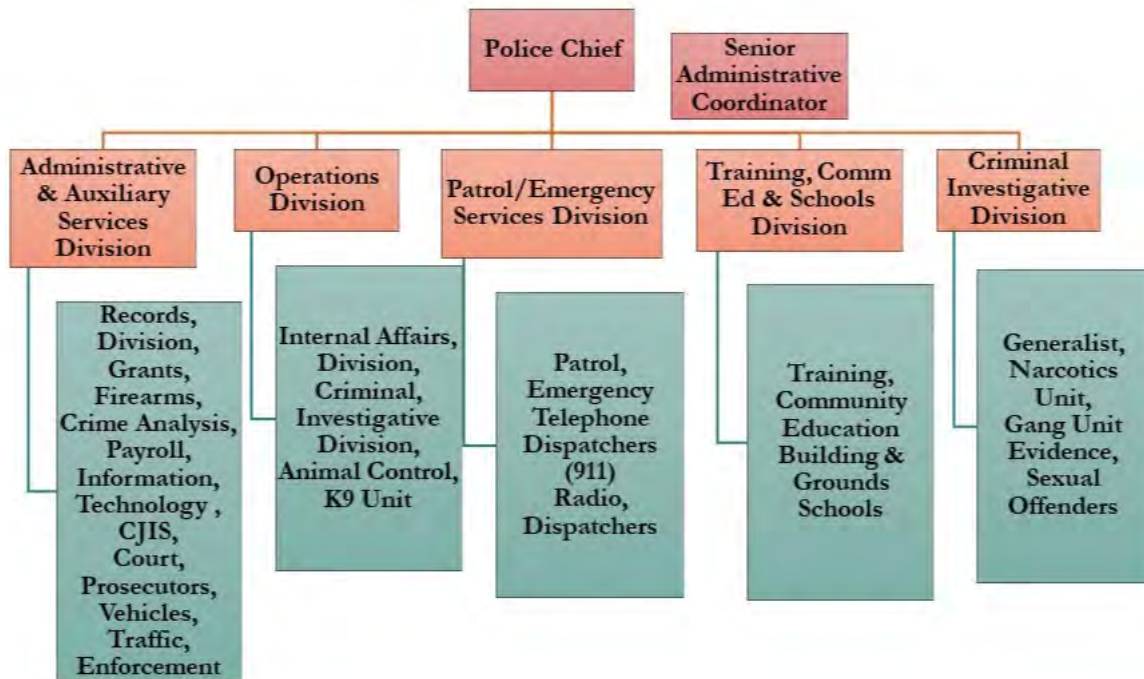
Implemented capital improvements, such as replacing the station's roof (a project that was years in the making) and expanding the fleet.

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
<b>POLICE OFFICERS</b>																
<b>CHIEF (1)</b>																
Gomes, Emanuel	N/A	N/A	220,838	1,350	0	0	0	0	0	0	0	0	0	0	11507	233,685
<b>CAPTAINS (6)</b>																
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
<b>LIEUTENANT (14): 13</b>																
<b>+ 1 funded by school</b>																
<b>dept</b>																
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
<b>SERGEANTS (25)</b>																
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
<b>SUB-TOTAL SUPERVISORS</b>			<b>4,196,242</b>	<b>51,980</b>	<b>245,451</b>	<b>386,028</b>	<b>1,101,139</b>	<b>397,540</b>	<b>457,171</b>	<b>367,725</b>	<b>0</b>	<b>84,700</b>	<b>0</b>	<b>0</b>	<b>159,564</b>	<b>7,447,541</b>

#### 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
<i>Paid by School/Dept</i>			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
<b>TOTAL SUPERVISORS</b>			<b>4,196,242</b>	<b>51,980</b>	<b>245,451</b>	<b>386,028</b>	<b>1,101,139</b>	<b>397,540</b>	<b>457,171</b>	<b>367,725</b>	<b>0</b>	<b>84,700</b>	<b>0</b>	<b>0</b>	<b>159,564</b>	<b>7,447,541</b>

#### 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
Deiullis, 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
Fratu, 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, Salisa	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
Semedo, 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
<b>TOTAL CLERICAL</b>			<b>321,058</b>	<b>4,400</b>	<b>0</b>	<b>0</b>	<b>1,003</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,500</b>	<b>14,500</b>	<b>0</b>	<b>348,461</b>

#### 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
Celia, 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
Vilma, 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
<b>TOTAL ETD</b>			<b>463,190</b>	<b>11,950</b>	<b>80,918</b>	<b>40,182</b>	<b>43,346</b>	<b>29,120</b>	<b>0</b>	<b>0</b>	<b>30,000</b>	<b>0</b>	<b>1,500</b>	<b>0</b>	<b>0</b>	<b>700,206</b>

#### 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
<b>TOTAL OTHERS</b>			<b>266,688</b>	<b>960</b>	<b>0</b>	<b>0</b>	<b>15,832</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,200</b>	<b>4,000</b>	<b>0</b>	<b>291,680</b>

#### 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

<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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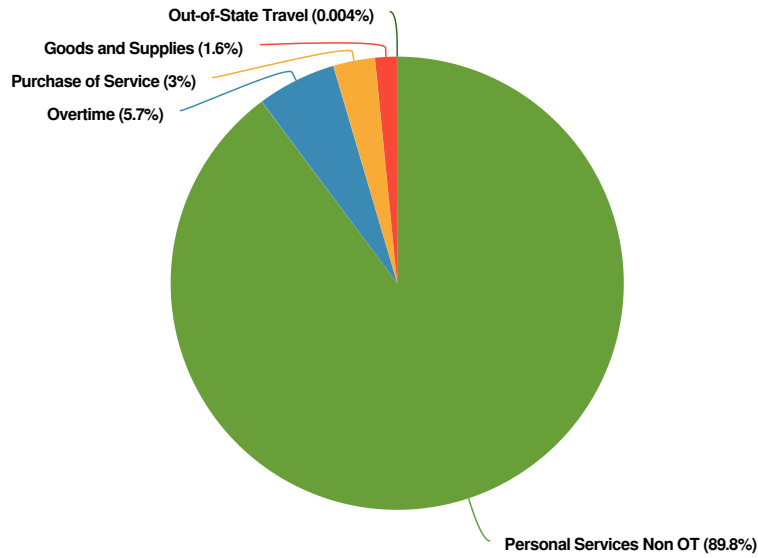


DEPARTMENT														
TOTALS (FOR 52 WEEKS)	14,433,148	181,480	866,841	995,925	2,740,409	1,347,757	1,516,433	1,219,740	30,000	379,225	13,200	18,500	291,713	24,034,372
Day 365 (x.00385)	55,568	0	3,337	0	10,551	5,189	5,838	4,696	0	0	0	0	0	85,179
DEPARTMENT														
TOTALS (FOR FY22)	14,488,716	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%
<b>Total General Fund:</b>	<b>\$26,647,309.26</b>	<b>\$27,516,571.00</b>	<b>\$28,499,467.00</b>	<b>3.6%</b>



## EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
<b>Expenditures</b>				
<b>Public Safety</b>				
<b>Police</b>				
<b>Overtime</b>				
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%
<b>Total Overtime:</b>	<b>\$1,109,384.47</b>	<b>\$1,160,514.00</b>	<b>\$1,610,514.00</b>	<b>38.8%</b>
<b>Personal Services Non OT</b>				
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%
<b>Total Personal Services Non OT:</b>	<b>\$23,629,835.59</b>	<b>\$24,913,767.00</b>	<b>\$25,596,198.00</b>	<b>2.7%</b>
<b>Purchase of Service</b>				
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%
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%



Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
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%
<b>Total Purchase of Service:</b>	<b>\$850,231.19</b>	<b>\$851,983.00</b>	<b>\$845,047.00</b>	<b>-0.8%</b>
<b>Goods and Supplies</b>				
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%
<b>Total Goods and Supplies:</b>	<b>\$356,916.61</b>	<b>\$389,307.00</b>	<b>\$446,708.00</b>	<b>14.7%</b>
<b>Out-of-State Travel</b>				
OUT OF STATE TRAVEL	\$941.40	\$1,000.00	\$1,000.00	0%
<b>Total Out-of-State Travel:</b>	<b>\$941.40</b>	<b>\$1,000.00</b>	<b>\$1,000.00</b>	<b>0%</b>
<b>Capital Outlay</b>				
CAPITAL PROJECTS	\$300,000.00	\$0.00	\$0.00	0%
VEHICLES	\$400,000.00	\$200,000.00	\$0.00	-100%
<b>Total Capital Outlay:</b>	<b>\$700,000.00</b>	<b>\$200,000.00</b>	<b>\$0.00</b>	<b>-100%</b>
<b>Total Police:</b>	<b>\$26,647,309.26</b>	<b>\$27,516,571.00</b>	<b>\$28,499,467.00</b>	<b>3.6%</b>
<b>Total Public Safety:</b>	<b>\$26,647,309.26</b>	<b>\$27,516,571.00</b>	<b>\$28,499,467.00</b>	<b>3.6%</b>
<b>Total Expenditures:</b>	<b>\$26,647,309.26</b>	<b>\$27,516,571.00</b>	<b>\$28,499,467.00</b>	<b>3.6%</b>





# 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
	<b>Total</b>		<b>1,350</b>	<b>149,731</b>	<b>1,497</b>

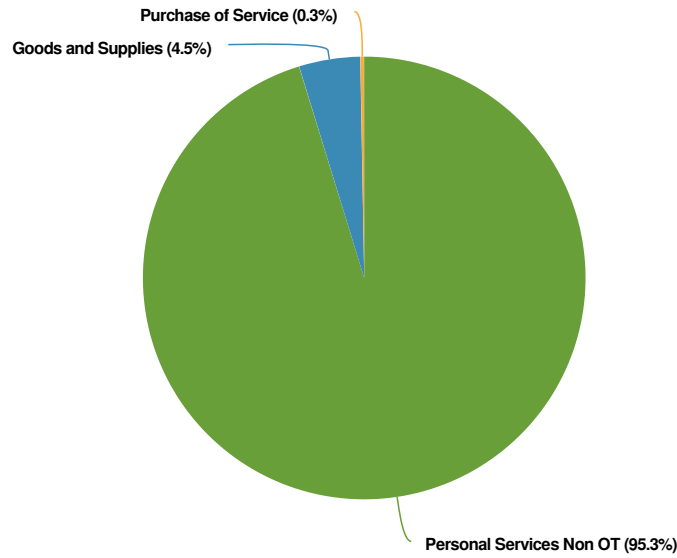
### Personal Services Summary

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
<b>Total</b>	<b>179,035</b>



# 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%
<b>Total General Fund:</b>	<b>\$163,536.20</b>	<b>\$166,614.00</b>	<b>\$187,960.00</b>	<b>12.8%</b>

## EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
<b>Expenditures</b>				
<b>General Government</b>				
<b>Procurement</b>				
<b>Personal Services Non OT</b>				
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%
<b>Total Personal Services Non OT:</b>	<b>\$157,201.55</b>	<b>\$157,689.00</b>	<b>\$179,035.00</b>	<b>13.5%</b>
<b>Purchase of Service</b>				
OFFICE EQUIP REPAIR/MAINT	\$218.40	\$350.00	\$350.00	0%
PRINTING	\$292.75	\$175.00	\$175.00	0%
<b>Total Purchase of Service:</b>	<b>\$511.15</b>	<b>\$525.00</b>	<b>\$525.00</b>	<b>0%</b>
<b>Goods and Supplies</b>				
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%
<b>Total Goods and Supplies:</b>	<b>\$5,823.50</b>	<b>\$8,400.00</b>	<b>\$8,400.00</b>	<b>0%</b>
<b>Total Procurement:</b>	<b>\$163,536.20</b>	<b>\$166,614.00</b>	<b>\$187,960.00</b>	<b>12.8%</b>
<b>Total General Government:</b>	<b>\$163,536.20</b>	<b>\$166,614.00</b>	<b>\$187,960.00</b>	<b>12.8%</b>
<b>Total Expenditures:</b>	<b>\$163,536.20</b>	<b>\$166,614.00</b>	<b>\$187,960.00</b>	<b>12.8%</b>



# 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.

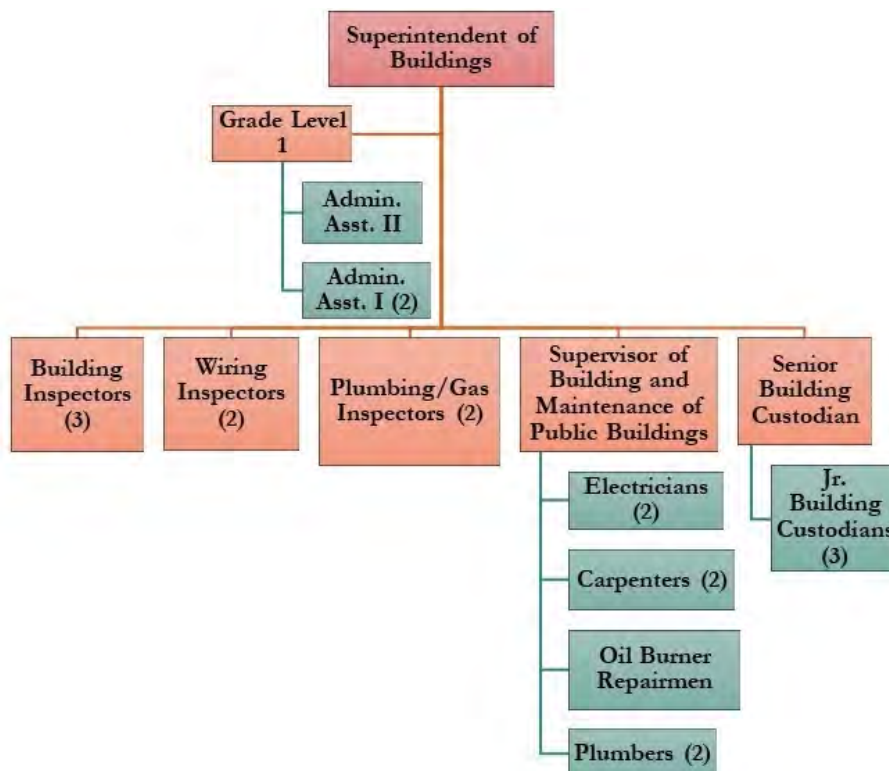
## **FY21 Accomplishments**

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	
	<b>Total</b>		<b>13,470</b>	<b>1,591,509</b>	<b>16,297</b>

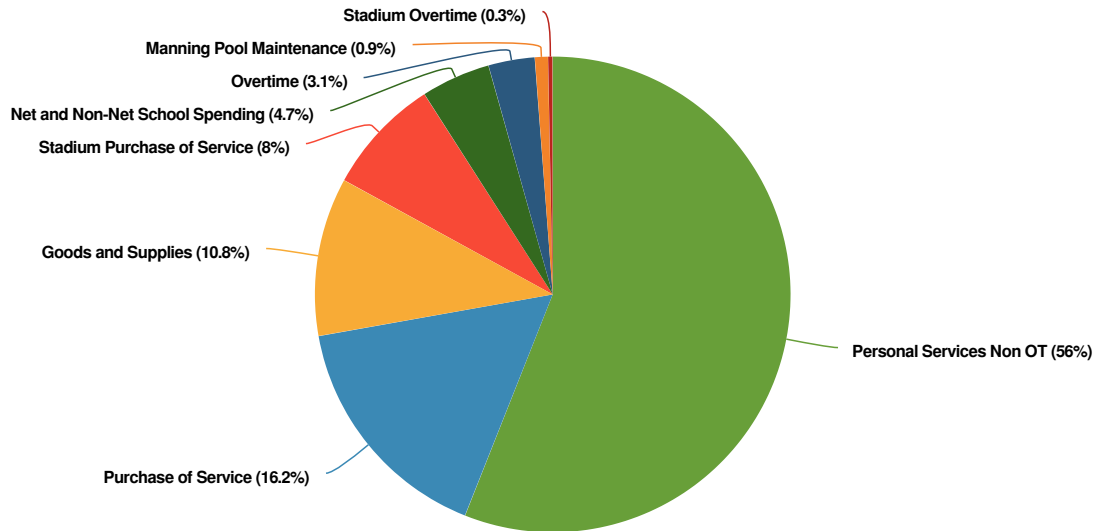
### Personal Services Summary

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
<b>Total</b>	<b>1,781,408</b>



# 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	\$28,200.00	-26.2%
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
<b>Total General Fund:</b>	<b>\$2,293,381.73</b>	<b>\$2,910,289.95</b>	<b>\$3,180,171.00</b>	<b>9.3%</b>



## EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
<b>Expenditures</b>				
<b>General Government</b>				
<b>Public Property</b>				
<b>Overtime</b>				
OVERTIME	\$89,193.90	\$125,000.00	\$100,000.00	-20%
<b>Total Overtime:</b>	<b>\$89,193.90</b>	<b>\$125,000.00</b>	<b>\$100,000.00</b>	<b>-20%</b>
<b>Personal Services Non OT</b>				
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
<b>Total Personal Services Non OT:</b>	<b>\$1,683,130.24</b>	<b>\$1,770,409.00</b>	<b>\$1,781,408.00</b>	<b>0.6%</b>
<b>Purchase of Service</b>				
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%
EXTERMINATING & PEST CONTROL	\$1,050.00	\$799.00	\$799.00	0%
PRINTING	\$0.00	\$1,585.00	\$1,585.00	0%
<b>Total Purchase of Service:</b>	<b>\$267,755.03</b>	<b>\$484,570.95</b>	<b>\$515,032.00</b>	<b>6.3%</b>



Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
<b>Goods and Supplies</b>				
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%
<b>Total Goods and Supplies:</b>	<b>\$132,586.06</b>	<b>\$342,110.00</b>	<b>\$342,431.00</b>	<b>0.1%</b>
<b>Net and Non-Net School Spending</b>				
NET SCHOOL SPENDING EXTRA OM	\$60,330.06	\$150,000.00	\$150,000.00	0%
<b>Total Net and Non-Net School Spending:</b>	<b>\$60,330.06</b>	<b>\$150,000.00</b>	<b>\$150,000.00</b>	<b>0%</b>
<b>Manning Pool Maintenance</b>				
OVERTIME	\$0.00	\$8,200.00	\$8,200.00	0%
POOL MAINTENANCE OPENING	\$0.00	\$30,000.00	\$20,000.00	-33.3%
<b>Total Manning Pool Maintenance:</b>	<b>\$0.00</b>	<b>\$38,200.00</b>	<b>\$28,200.00</b>	<b>-26.2%</b>
<b>Stadium Overtime</b>				
OVERTIME	\$10,938.18	\$0.00	\$10,000.00	N/A
<b>Total Stadium Overtime:</b>	<b>\$10,938.18</b>	<b>\$0.00</b>	<b>\$10,000.00</b>	<b>N/A</b>
<b>Stadium Purchase of Service</b>				
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
<b>Total Stadium Purchase of Service:</b>	<b>\$49,448.26</b>	<b>\$0.00</b>	<b>\$253,100.00</b>	<b>N/A</b>
<b>Total Public Property:</b>	<b>\$2,293,381.73</b>	<b>\$2,910,289.95</b>	<b>\$3,180,171.00</b>	<b>9.3%</b>
<b>Total General Government:</b>	<b>\$2,293,381.73</b>	<b>\$2,910,289.95</b>	<b>\$3,180,171.00</b>	<b>9.3%</b>
<b>Total Expenditures:</b>	<b>\$2,293,381.73</b>	<b>\$2,910,289.95</b>	<b>\$3,180,171.00</b>	<b>9.3%</b>



# WAR MEMORIAL



**James Plouffe**  
*Superintendent of Buildings*



## Mission

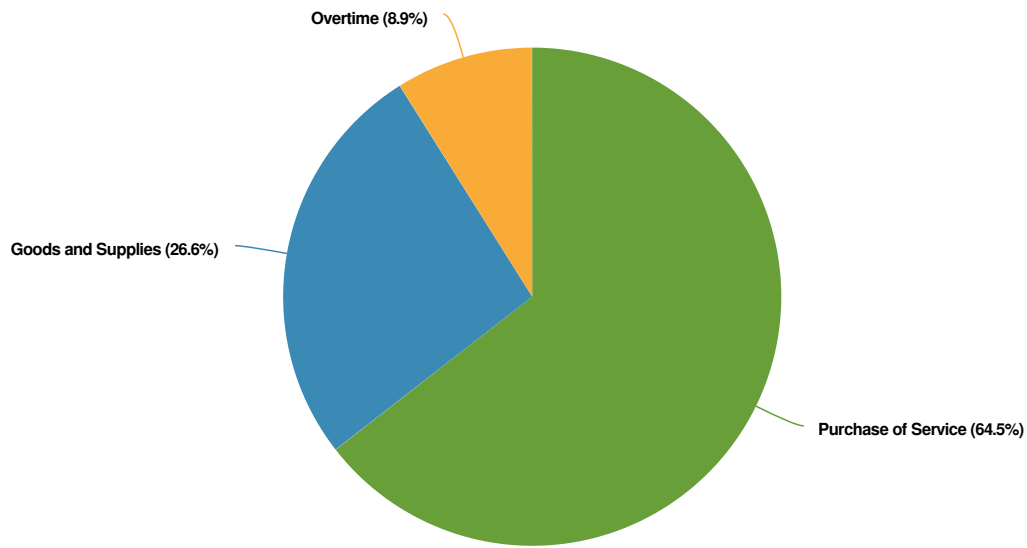
Provide accommodations (auditorium, banquet hall, and kitchen) for Veterans and civic meetings for the betterment of the City.

## 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%
<b>Total General Fund:</b>	<b>\$42,923.93</b>	<b>\$85,665.00</b>	<b>\$91,865.00</b>	<b>7.2%</b>



## EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
<b>Expenditures</b>				
<b>General Government</b>				
<b>War Memorial</b>				
<b>Overtime</b>				
P PROP WAR MEMORIAL - OVERTIME	\$6,895.99	\$8,200.00	\$8,200.00	0%
<b>Total Overtime:</b>	<b>\$6,895.99</b>	<b>\$8,200.00</b>	<b>\$8,200.00</b>	<b>0%</b>
<b>Purchase of Service</b>				
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%
<b>Total Purchase of Service:</b>	<b>\$31,812.78</b>	<b>\$58,035.00</b>	<b>\$59,235.00</b>	<b>2.1%</b>
<b>Goods and Supplies</b>				
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%
<b>Total Goods and Supplies:</b>	<b>\$4,215.16</b>	<b>\$19,430.00</b>	<b>\$24,430.00</b>	<b>25.7%</b>
<b>Total War Memorial:</b>	<b>\$42,923.93</b>	<b>\$85,665.00</b>	<b>\$91,865.00</b>	<b>7.2%</b>
<b>Total General Government:</b>	<b>\$42,923.93</b>	<b>\$85,665.00</b>	<b>\$91,865.00</b>	<b>7.2%</b>
<b>Total Expenditures:</b>	<b>\$42,923.93</b>	<b>\$85,665.00</b>	<b>\$91,865.00</b>	<b>7.2%</b>



## 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.

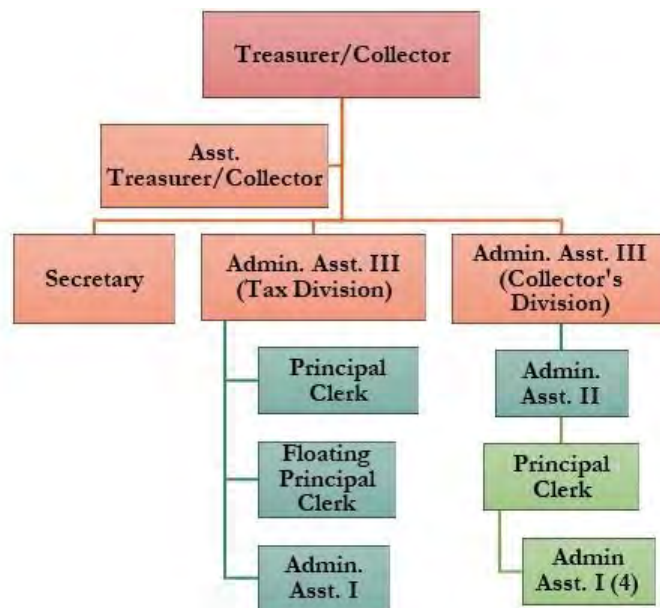
Collected 86% of FY 2019 Committed Utility bills.

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:	Ongoing FY22	2
Real and Personal Property taxes (97%).		
Water/Sewer/Trash bills (75%).		
Committed Water/Sewer/Trash bills (80%).		
Motor Vehicle Excise bills (80%).		
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
6. Commence tax title proceedings at the end of the fiscal year (FY), or the following Spring.	New FY22	2

## ORGANIZATIONAL CHART



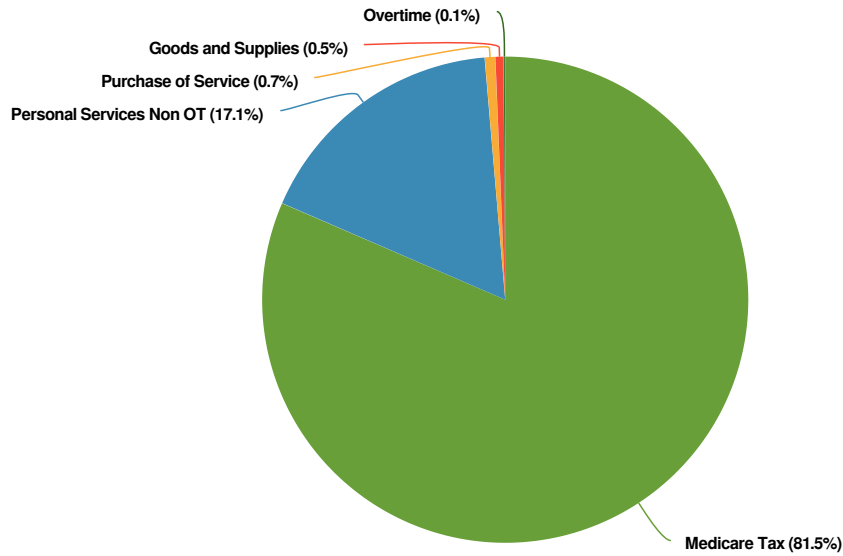
## PERSONAL SERVICES

Title	Name	Start Date	Longevity	Salary	Ed Incent.
<b>COLLECTOR DIVISION</b>					
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	
<b>TAX DIVISION</b>					
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	
	<b>Total</b>		<b>7,440</b>	<b>773,726</b>	<b>1,015</b>
<b>Personal Services Summary</b>					
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				
<b>Total</b>	<b>822,603</b>				



# 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%
<b>Total General Fund:</b>	<b>\$4,116,788.78</b>	<b>\$4,461,130.00</b>	<b>\$4,797,213.00</b>	<b>7.5%</b>



## EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
<b>Expenditures</b>				
<b>General Government</b>				
<b>Treasurer-Collector</b>				
<b>Overtime</b>				
OVERTIME	\$3,219.55	\$5,000.00	\$5,000.00	0%
<b>Total Overtime:</b>	<b>\$3,219.55</b>	<b>\$5,000.00</b>	<b>\$5,000.00</b>	<b>0%</b>
<b>Personal Services Non OT</b>				
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%
<b>Total Personal Services Non OT:</b>	<b>\$787,433.02</b>	<b>\$803,220.00</b>	<b>\$822,603.00</b>	<b>2.4%</b>
<b>Purchase of Service</b>				
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%
<b>Total Purchase of Service:</b>	<b>\$16,712.74</b>	<b>\$25,700.00</b>	<b>\$33,700.00</b>	<b>31.1%</b>
<b>Goods and Supplies</b>				
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%
<b>Total Goods and Supplies:</b>	<b>\$18,269.80</b>	<b>\$22,210.00</b>	<b>\$25,910.00</b>	<b>16.7%</b>
<b>Medicare Tax</b>				
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%



Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
<b>Total Medicare Tax:</b>	<b>\$3,291,153.67</b>	<b>\$3,605,000.00</b>	<b>\$3,910,000.00</b>	<b>8.5%</b>
<b>Total Treasurer-Collector:</b>	<b>\$4,116,788.78</b>	<b>\$4,461,130.00</b>	<b>\$4,797,213.00</b>	<b>7.5%</b>
<b>Total General Government:</b>	<b>\$4,116,788.78</b>	<b>\$4,461,130.00</b>	<b>\$4,797,213.00</b>	<b>7.5%</b>
<b>Total Expenditures:</b>	<b>\$4,116,788.78</b>	<b>\$4,461,130.00</b>	<b>\$4,797,213.00</b>	<b>7.5%</b>



# 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	\$13,170,615.00	1.4%
<b>Total General Fund:</b>	<b>\$13,510,629.97</b>	<b>\$12,983,052.00</b>	<b>\$13,170,615.00</b>	<b>1.4%</b>

## DEBT SERVICE EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
<b>Expenditures</b>				
<b>Debt Service</b>				
<b>Treasurer's Debt Servic</b>				
<b>Debt Service</b>				
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	\$307,259.00	-17.7%
ISSUANCE COSTS	\$5,000.00	\$75,000.00	\$75,000.00	0%
REPAYMENT OF TEMP LOANS	\$31,000.00	\$0.00	\$0.00	0%
<b>Total Debt Service:</b>	<b>\$13,510,629.97</b>	<b>\$12,983,052.00</b>	<b>\$13,170,615.00</b>	<b>1.4%</b>
<b>Total Treasurer's Debt Servic:</b>	<b>\$13,510,629.97</b>	<b>\$12,983,052.00</b>	<b>\$13,170,615.00</b>	<b>1.4%</b>
<b>Total Debt Service:</b>	<b>\$13,510,629.97</b>	<b>\$12,983,052.00</b>	<b>\$13,170,615.00</b>	<b>1.4%</b>
<b>Total Expenditures:</b>	<b>\$13,510,629.97</b>	<b>\$12,983,052.00</b>	<b>\$13,170,615.00</b>	<b>1.4%</b>



# 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

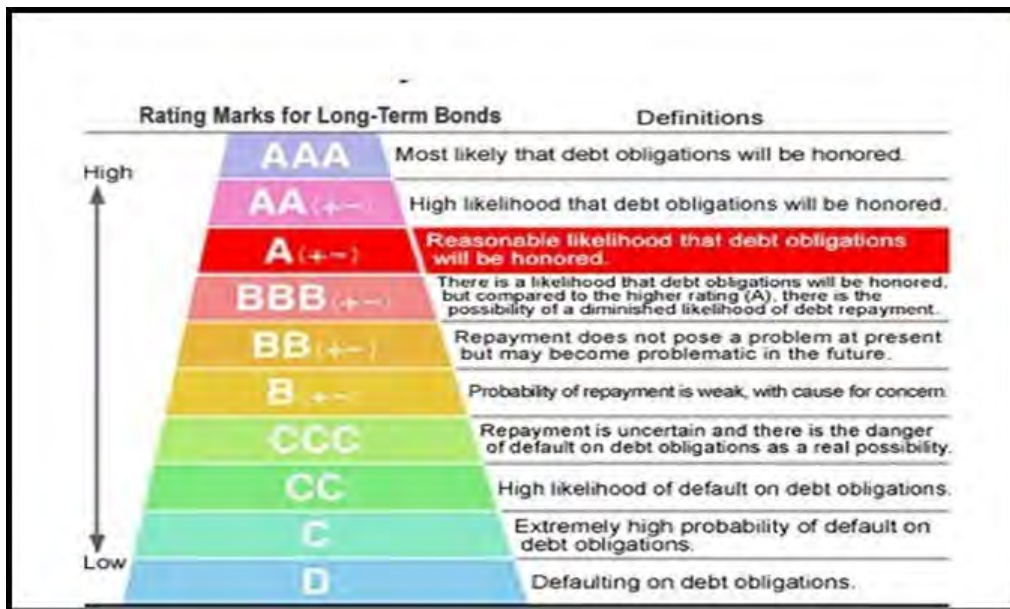
The aggregate level of the City's outstanding debt obligation is limited by state law. The statutory debt limit is established at 5% of the City's total equalized valuation (EQV). This figure represents the full and fair cash value of all taxable real and personal property as of January 21st 2021. The 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.

## DEBT & OPERATION OF GOVERNMENT

The City continues to have a strong debt position, with principal and interest payments well below the recommended 10% of overall spending. In fact, we are taking advantage of both historically low interest rates and upcoming debt retirement to initiate some long-awaited infrastructure investments that will aggressively invest in the future of the City.



# 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.

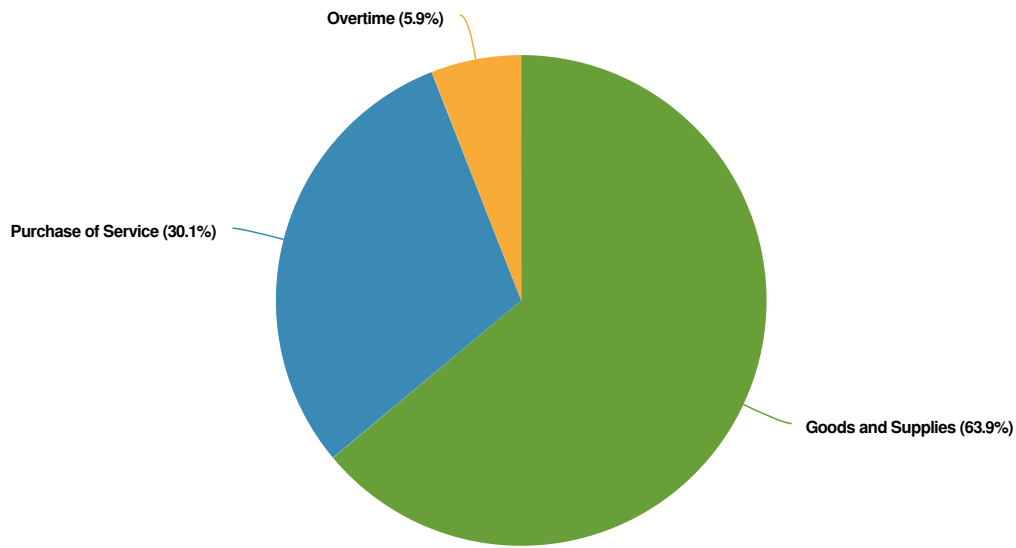
Continued to improve traffic control measures, such as putting up new or repairing current signs, and conducting pavement line painting.

## 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 (OCPD) 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%
<b>Total General Fund:</b>	<b>\$432,343.62</b>	<b>\$505,476.00</b>	<b>\$505,476.00</b>	<b>0%</b>

## EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
<b>Expenditures</b>				
<b>Public Safety</b>				
<b>Traffic Commission</b>				
<b>Overtime</b>				
OVERTIME	\$11,669.02	\$30,000.00	\$30,000.00	0%
<b>Total Overtime:</b>	<b>\$11,669.02</b>	<b>\$30,000.00</b>	<b>\$30,000.00</b>	<b>0%</b>
<b>Purchase of Service</b>				
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%
<b>Total Purchase of Service:</b>	<b>\$102,124.86</b>	<b>\$152,296.00</b>	<b>\$152,296.00</b>	<b>0%</b>
<b>Goods and Supplies</b>				
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%
<b>Total Goods and Supplies:</b>	<b>\$318,549.74</b>	<b>\$323,180.00</b>	<b>\$323,180.00</b>	<b>0%</b>
<b>Total Traffic Commission:</b>	<b>\$432,343.62</b>	<b>\$505,476.00</b>	<b>\$505,476.00</b>	<b>0%</b>
<b>Total Public Safety:</b>	<b>\$432,343.62</b>	<b>\$505,476.00</b>	<b>\$505,476.00</b>	<b>0%</b>
<b>Total Expenditures:</b>	<b>\$432,343.62</b>	<b>\$505,476.00</b>	<b>\$505,476.00</b>	<b>0%</b>



# 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	
	<b>Total</b>		<b>2,000</b>	<b>204,686</b>	<b>947</b>

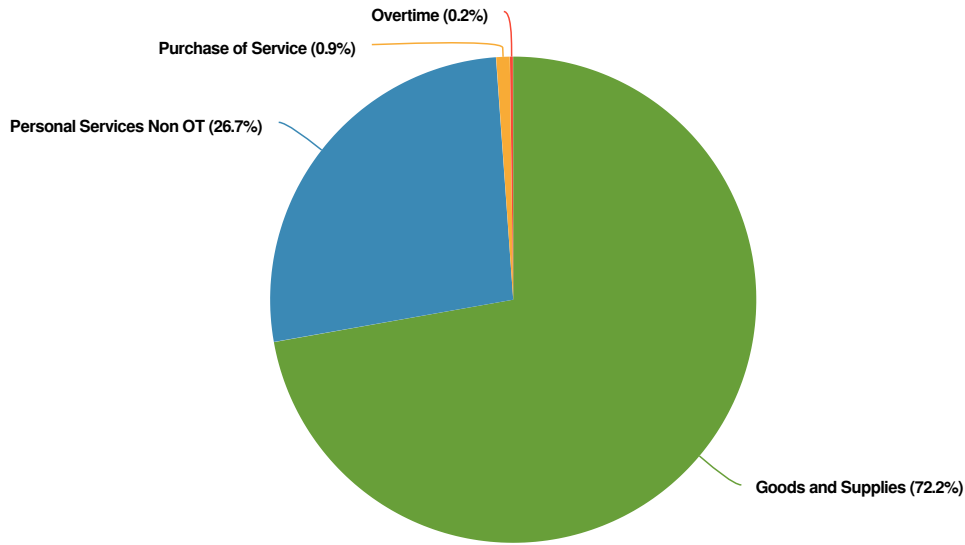
### Personal Services Summary

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
<b>TOTAL</b>	<b>245,928</b>



# 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%
<b>Total General Fund:</b>	<b>\$906,915.74</b>	<b>\$1,011,567.00</b>	<b>\$922,608.00</b>	<b>-8.8%</b>





## EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
<b>Expenditures</b>				
<b>Human Services</b>				
<b>Veteran's Council</b>				
<b>Goods and Supplies</b>				
HUMANISTIC SUPPLIES AND COSTS	\$5,963.59	\$11,000.00	\$11,000.00	0%
<b>Total Goods and Supplies:</b>	<b>\$5,963.59</b>	<b>\$11,000.00</b>	<b>\$11,000.00</b>	<b>0%</b>
<b>Total Veteran's Council:</b>	<b>\$5,963.59</b>	<b>\$11,000.00</b>	<b>\$11,000.00</b>	<b>0%</b>
<b>Veterans' Services</b>				
<b>Overtime</b>				
OVERTIME	\$652.46	\$1,930.00	\$1,930.00	0%
<b>Total Overtime:</b>	<b>\$652.46</b>	<b>\$1,930.00</b>	<b>\$1,930.00</b>	<b>0%</b>
<b>Personal Services Non OT</b>				
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
<b>Total Personal Services Non OT:</b>	<b>\$194,892.27</b>	<b>\$212,202.00</b>	<b>\$245,928.00</b>	<b>15.9%</b>
<b>Purchase of Service</b>				
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%
<b>Total Purchase of Service:</b>	<b>\$12,717.74</b>	<b>\$4,100.00</b>	<b>\$8,380.00</b>	<b>104.4%</b>
<b>Goods and Supplies</b>				
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%
<b>Total Goods and Supplies:</b>	<b>\$692,689.68</b>	<b>\$782,335.00</b>	<b>\$655,370.00</b>	<b>-16.2%</b>
<b>Total Veterans' Services:</b>	<b>\$900,952.15</b>	<b>\$1,000,567.00</b>	<b>\$911,608.00</b>	<b>-8.9%</b>
<b>Total Human Services:</b>	<b>\$906,915.74</b>	<b>\$1,011,567.00</b>	<b>\$922,608.00</b>	<b>-8.8%</b>



Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
<b>Total Expenditures:</b>	<b>\$906,915.74</b>	<b>\$1,011,567.00</b>	<b>\$922,608.00</b>	<b>-8.8%</b>



# 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.

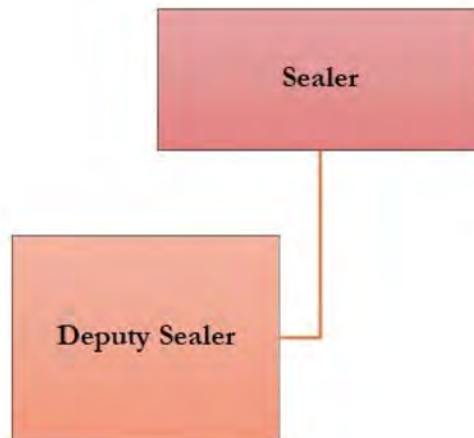
## FY21 Accomplishments

- 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
	<b>Total</b>		<b>1730</b>	<b>151,230</b>	<b>10,704</b>

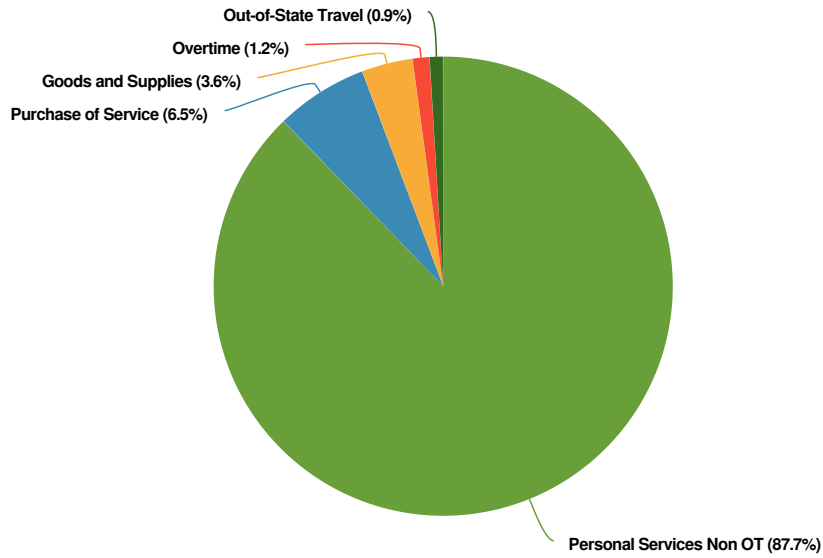
### Personal Services Summary

FULL TIME	151,230
LONGEVITY	1,730
EDUCATION INCENTIVE	10,704
ADMIN. INCENTIVE	4,000
<b>Total</b>	<b>167,664</b>



# 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%
<b>Total General Fund:</b>	<b>\$163,498.04</b>	<b>\$185,339.00</b>	<b>\$191,076.00</b>	<b>3.1%</b>



## EXPENSE SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
<b>Expenditures</b>				
<b>Public Safety</b>				
<b>Weights &amp; Measures</b>				
<b>Overtime</b>				
OVERTIME	\$2,251.59	\$2,300.00	\$2,300.00	0%
<b>Total Overtime:</b>	<b>\$2,251.59</b>	<b>\$2,300.00</b>	<b>\$2,300.00</b>	<b>0%</b>
<b>Personal Services Non OT</b>				
FULL-TIME SALARIES	\$135,788.96	\$148,061.00	\$151,230.00	21%
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%
<b>Total Personal Services Non OT:</b>	<b>\$148,882.13</b>	<b>\$164,005.00</b>	<b>\$167,664.00</b>	<b>2.2%</b>
<b>Purchase of Service</b>				
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%
<b>Total Purchase of Service:</b>	<b>\$8,286.77</b>	<b>\$10,389.00</b>	<b>\$12,467.00</b>	<b>20%</b>
<b>Goods and Supplies</b>				
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%
<b>Total Goods and Supplies:</b>	<b>\$4,077.55</b>	<b>\$6,845.00</b>	<b>\$6,845.00</b>	<b>0%</b>
<b>Out-of-State Travel</b>				
OUT OF STATE TRAVEL	\$0.00	\$1,800.00	\$1,800.00	0%
<b>Total Out-of-State Travel:</b>	<b>\$0.00</b>	<b>\$1,800.00</b>	<b>\$1,800.00</b>	<b>0%</b>
<b>Total Weights &amp; Measures:</b>	<b>\$163,498.04</b>	<b>\$185,339.00</b>	<b>\$191,076.00</b>	<b>3.1%</b>
<b>Total Public Safety:</b>	<b>\$163,498.04</b>	<b>\$185,339.00</b>	<b>\$191,076.00</b>	<b>3.1%</b>
<b>Total Expenditures:</b>	<b>\$163,498.04</b>	<b>\$185,339.00</b>	<b>\$191,076.00</b>	<b>3.1%</b>



# EDUCATION

## FINANCIAL OVERVIEW SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
<b>General Fund</b>				
<b>Net and Non-Net School Spending</b>				
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%
<b>Total Net and Non-Net School Spending:</b>	<b>\$174,786,098.00</b>	<b>\$177,480,385.00</b>	<b>\$208,627,523.00</b>	<b>17.5%</b>
<b>School Southeastern</b>				
Collaborative Programs	\$4,051,342.00	\$3,954,521.00	\$4,082,900.00	3.2%
<b>Total School Southeastern:</b>	<b>\$4,051,342.00</b>	<b>\$3,954,521.00</b>	<b>\$4,082,900.00</b>	<b>3.2%</b>
<b>Total General Fund:</b>	<b>\$178,837,440.00</b>	<b>\$181,434,906.00</b>	<b>\$212,710,423.00</b>	<b>17.2%</b>





# RETIREMENT

## FINANCIAL OVERVIEW SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
<b>General Fund</b>				
<b>Retirement</b>				
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%
<b>Total Retirement:</b>	<b>\$26,370,874.18</b>	<b>\$28,469,175.00</b>	<b>\$29,625,595.00</b>	<b>4.1%</b>
<b>Total General Fund:</b>	<b>\$26,370,874.18</b>	<b>\$28,469,175.00</b>	<b>\$29,625,595.00</b>	<b>4.1%</b>



# GOVERNMENT ASSESSMENTS

## FINANCIAL OVERVIEW SUMMARY

Name	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	% Change
<b>General Fund</b>				
<b>County</b>				
County Tax	\$151,676.43	\$155,468.00	\$166,519.00	7.1%
<b>Total County:</b>	<b>\$151,676.43</b>	<b>\$155,468.00</b>	<b>\$166,519.00</b>	<b>7.1%</b>
<b>State</b>				
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%
<b>Total State:</b>	<b>\$20,653,187.00</b>	<b>\$19,902,298.00</b>	<b>\$26,365,062.00</b>	<b>32.5%</b>
<b>Total General Fund:</b>	<b>\$20,804,863.43</b>	<b>\$20,057,766.00</b>	<b>\$26,531,581.00</b>	<b>32.3%</b>



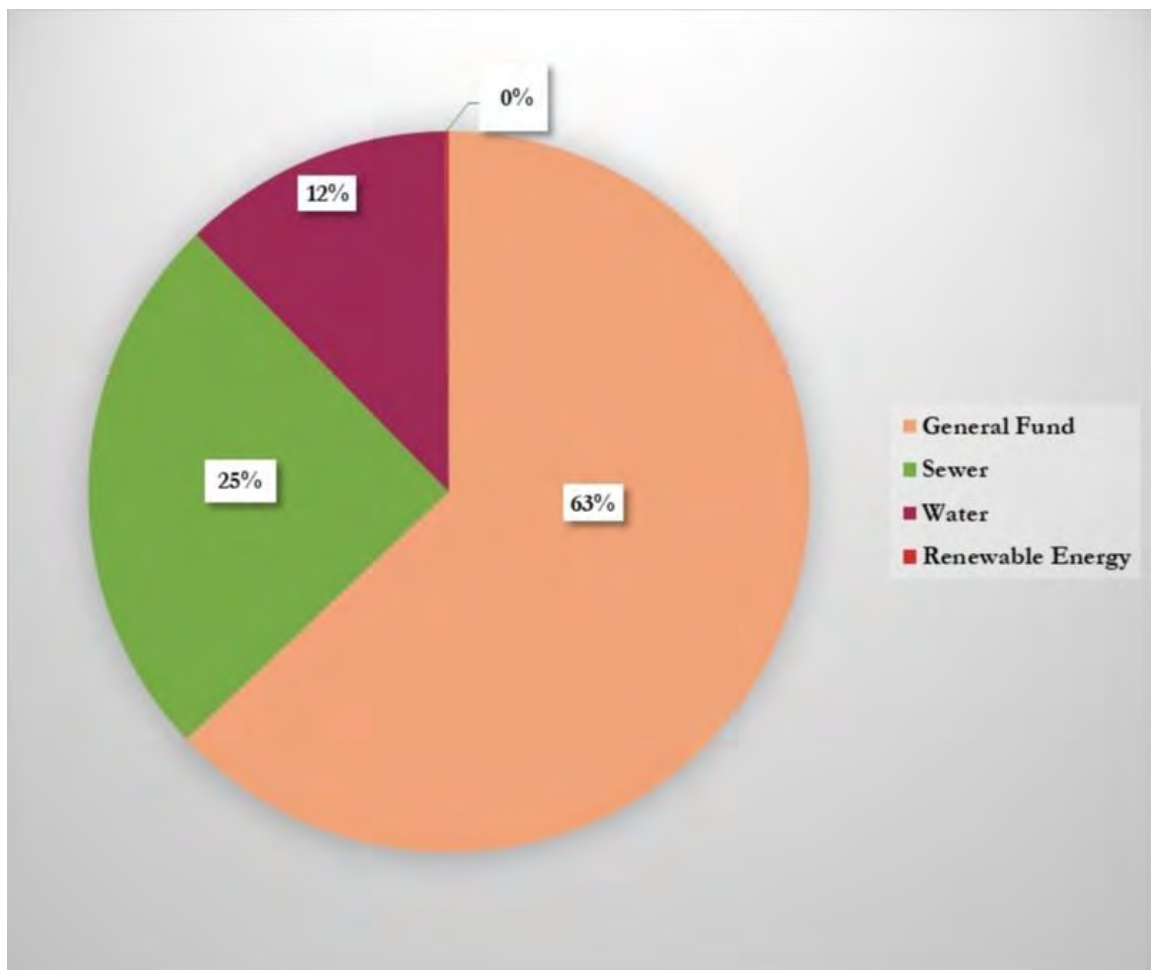
# DEBT



## DEBT SERVICE

### PROJECTED DEBT SERVICE FY2022-FY2040

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



## GENERAL FUND EXISTING DEBT PAYMENTS FY2022-FY2039

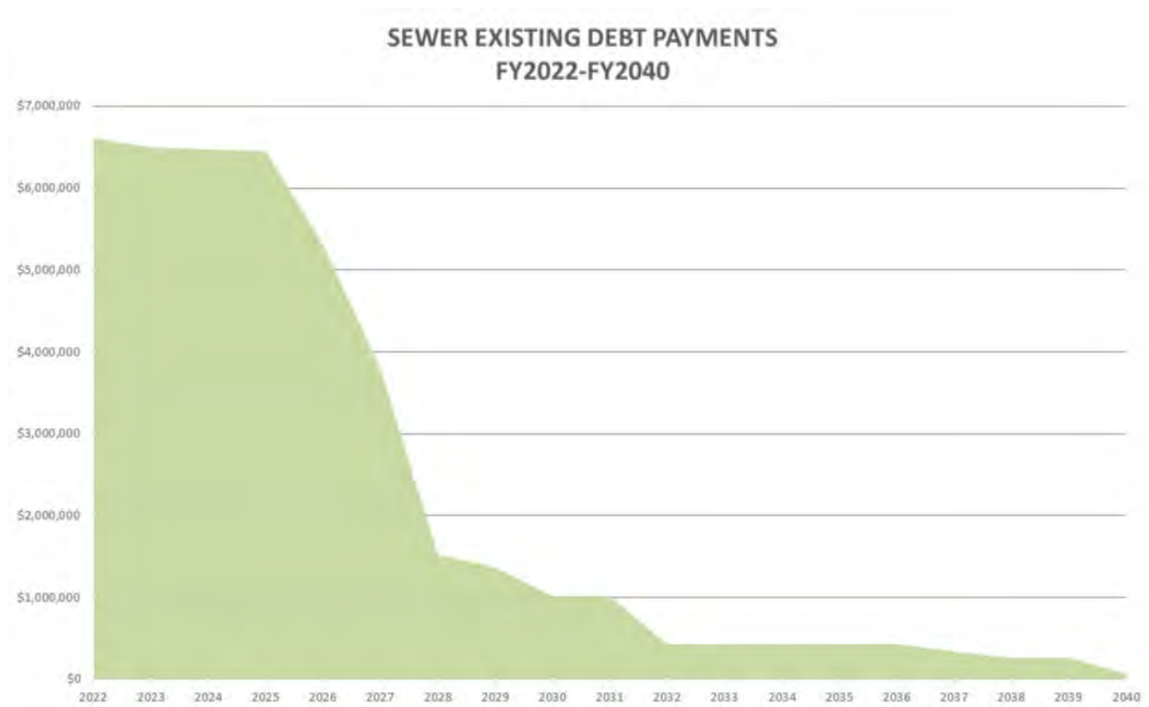
FISCAL YEAR	GENERAL FUND DEBT	CHANGE IN DEBT
2022	\$12,260,686	
2023	\$12,799,709	\$539,023
2024	\$13,152,204	\$352,495
2025	\$13,725,010	\$572,806
2026	\$14,327,254	\$602,244
2027	\$14,908,535	\$581,281
2028	\$15,583,532	\$674,997
2029	\$1,951,546	-\$13,631,986
2030	\$1,904,946	-\$46,600
2031	\$1,878,315	-\$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.**



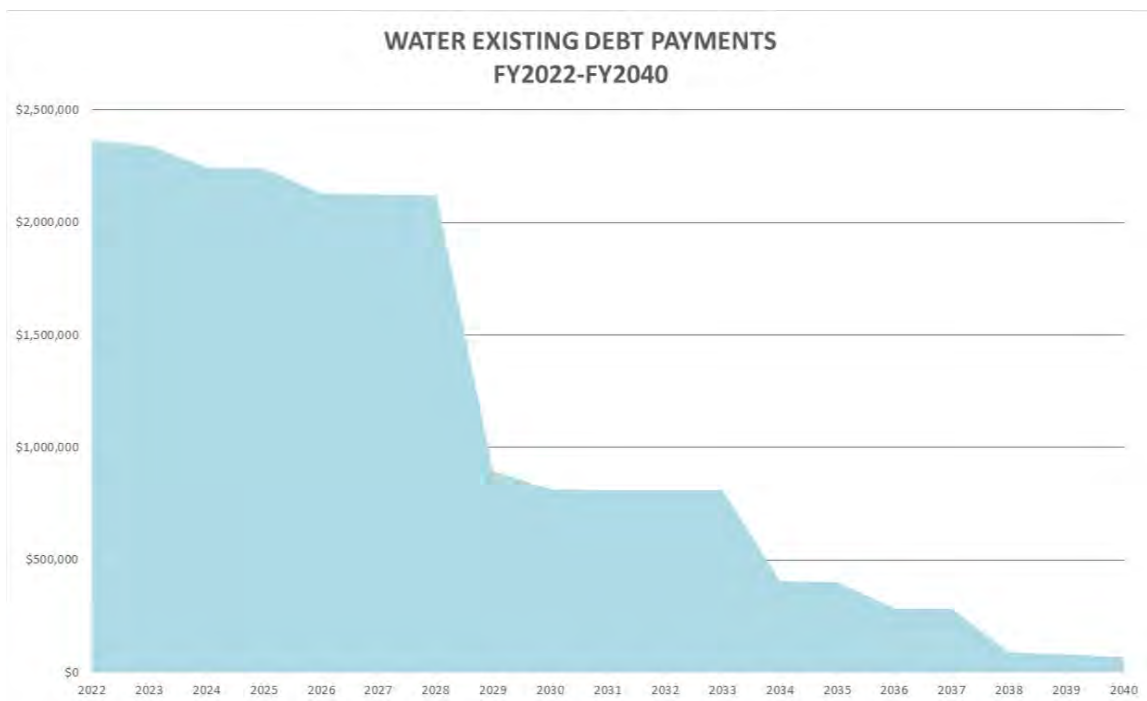
## SEWER EXISTING DEBT PAYMENTS FY2022-FY2040

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
<b>TOTAL</b>	<b>\$28,494,939</b>	<b>\$128,750</b>	<b>\$81,613,347</b>	<b>\$43,195,881</b>	<b>\$21,318,651</b>	<b>\$300,000</b>	<b>\$175,051,564</b>





# 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	1,816,946.50	8,211,946.50
						1,843,963.75	1,843,963.75
					6,395,000.00	3,460,912.25	9,855,912.25
SOLAR BRIGHTFIELD (\$1,800,000)	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) (\$8,279,000)	05/12/11	3.00% - 5.00%	03/01/31	09/01/21 03/01/22		68,578.75	68,578.75
					315,000.00	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
					125,000.00	1,875.00	126,875.00
					125,000.00	3,750.00	128,750.00
SCHOOL BUILDING REMODELING (I) (\$8,838,000)	08/14/14	3.00% - 4.00%	06/30/35	09/15/21 02/15/22	345,000.00	82,975.00	427,975.00
						76,075.00	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	31,093.75
						5,593.75	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
					105,000.00	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
					20,000.00	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
					100,000.00	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
					15,000.00	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
					25,000.00	1,975.00	26,975.00
					25,000.00	3,950.00	28,950.00
BOX TRUCK (ISQ) (\$75,000)	06/22/18	3.00% - 4.00%	06/01/26	12/01/21 06/01/22		850.00	850.00
					10,000.00	850.00	10,850.00
					10,000.00	1,700.00	11,700.00

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**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) (\$4000,000)	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) (\$266,529)	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 2,382.50	31,350.13 2,382.50
				* REIMBURSED BY WATER ENTERPRISE FUND	28,971.00	4,741.63	33,712.63
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
<b>TOTALS</b>					<b>8,440,188.00</b>	<b>4,348,188.21</b>	<b>12,788,356.21</b>

**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 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 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 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 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
<b>TOTALS</b>					<b>6,162,183.68</b>	<b>920,646.04</b>	<b>7,082,829.61</b>

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

<b>SEWER</b>		
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	7,468.41
(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**

<b>SEWER</b>		
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>
<b>SEWER TOTALS</b>		<u><u>65,343.88</u></u>
<b>POTENTIAL NEW ISSUES - ISSUANCE COSTS</b>		
<b>SEWER</b>		
ISSUANCE COSTS		25,000.00
<b>TOTAL SEWER ISSUANCE COSTS</b>		<u><u>90,343.88</u></u>
<b>POTENTIAL NEW ISSUES - INTEREST SHORT TERM NOTES</b>		
<b>SEWER</b>		
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)	11/28/02	3.00% - 5.26%	07/15/22	07/15/22 01/15/22	88,478.40	4,423.82 2,211.86	92,902.32 2,211.86
					<u>88,478.40</u>	<u>6,635.68</u>	<u>95,114.28</u>
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	64,673.09 55,892.53	932,628.87 55,892.53
					<u>868,055.78</u>	<u>120,465.62</u>	<u>988,521.40</u>
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	14,245.98 12,330.89	205,754.88 12,330.89
					<u>191,508.90</u>	<u>26,576.87</u>	<u>218,085.77</u>
WATER TREATMENT PLANT (MCWT # 05-22-A SERIES 15)	08/21/10	2.00%	07/15/27	07/15/22 01/15/22	10,052.00	747.73 647.21	10,799.73 647.21
					<u>10,052.00</u>	<u>1,394.94</u>	<u>11,446.94</u>
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	13,547.24 12,546.98	113,573.89 12,546.98
					<u>100,026.65</u>	<u>26,094.22</u>	<u>126,120.86</u>
WATER TREATMENT PLANT (MCWT # 05-22-B SERIES 15)	05/22/13	2.00%	01/15/33	07/15/22 01/15/22		6,827.59 6,827.59	6,827.59 57,239.59
					<u>50,412.00</u>	<u>13,655.18</u>	<u>64,067.18</u>
BOOSTER STATION (MCWT # 10-01A SERIES 17)	05/22/13	2.00%	01/15/33	07/15/22 01/15/22		8,634.56 8,634.56	8,634.56 72,388.23
					<u>83,753.67</u>	<u>17,269.12</u>	<u>101,022.79</u>
WATER TREATMENT PLANT (MCWT # 12-28 SERIES 18)	01/07/15	2.00%	01/15/35	07/15/22 01/15/22		14,222.22 14,222.22	14,222.22 102,228.22
					<u>88,006.00</u>	<u>28,444.44</u>	<u>116,450.44</u>
DWP-12-26-A (MCWT # 12-26-A SERIES 20)	04/13/17	2.00%	01/15/37	07/15/22 01/15/22		715.84 715.84	715.84 4,504.70
					<u>3,788.86</u>	<u>1,431.68</u>	<u>5,220.54</u>
DWP-15-06 (MCWT # 15-06 SERIES 20)	04/13/17	2.00%	01/15/37	07/15/22 01/15/22		24,897.03 24,897.03	24,897.03 158,681.02
					<u>131,783.99</u>	<u>49,794.06</u>	<u>181,578.05</u>
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	13,327.45 12,626.00	83,472.45 12,626.00
					<u>70,145.00</u>	<u>25,953.45</u>	<u>96,098.45</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
DWP-17-05 (MCWT # 17-05 SERIES 23)	June 2021	2.00%		07/15/22		2,138.89	2,138.89
				01/15/22	20,225.00	5,000.00	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		12,757.18	12,757.18
				01/15/22	149,109.84	29,821.99	178,931.83
					149,109.84	42,579.17	191,689.01
				TOTALS	1,835,348.09	367,433.82	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		8,350.00	8,350.00
				08/01/22	110,000.00	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	87,000.00	8,056.53	95,056.53
				03/01/22		18,250.00	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	16,529.00	2,440.91	18,969.91
				03/01/22		5,775.00	5,775.00
					16,529.00	8,215.91	24,744.91
WATER MAINS (OSQ) (\$343,871)	June 2021	Estimated		12/01/21	28,971.00	2,379.13	31,350.13
				08/01/22		2,362.50	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**

<b>WATER</b>		
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
(MWPAT # 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**

<b>WATER</b>			
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>	
<b>WATER TOTALS</b>			<u><u>28,753.37</u></u>

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

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



# **CAPITAL**



## **FY2022 CAPITAL BUDGET CALENDAR**

<b>December 10, 2020</b>	<b>All departments will receive a copy of the FY21 capital improvement summary for updates.</b>
<b>December 17, 2020</b>	<b>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.</b> <b>Capital Improvement Project Summary</b> 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.
<b>December 21, 2020 through December 31, 2020</b>	
<b>January 4, 2021</b>	<b>Capital Committees' summary report and discussion with the CFO.</b>
<b>January 12, 2021</b>	<b>CFO's presentation of Capital Improvement Plan to the Mayor.</b>

## 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

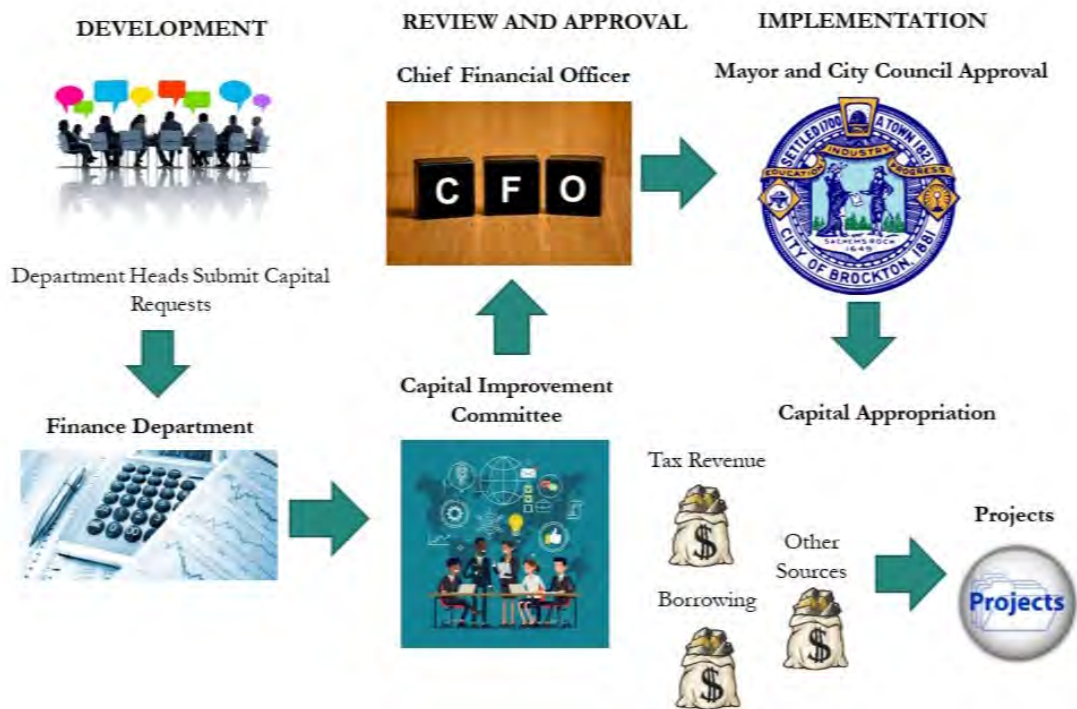
Treasurer

Procurement

School

Planning

## CAPITAL FLOWCHART



## Project Funding and Future Operating Impacts

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). Additionally, on the ensuing pages, the specific nonrecurring capital expenditures described will have a minimal impact on the long-term operating budget as in lieu of the need to provide revenue replacement, American Rescue Plan Act funding and CARES reimbursements will sufficient fund these future projects. This is the result of the City of Brockton's conservative budgeting strategy and reserve funds in stabilization.

# SIX-YEAR CAPITAL PLAN

CAPITAL EXPENDITURE & PROGRAM DESCRIPTION	FY22	FY23	FY24	FY25	FY26	FY27	TOTAL
<b>ANIMAL CONTROL</b>							
Replacement of animal control building (construction)							
Feasibility study was completed.	\$1,200,000	\$7,300,000					
<b>ANIMAL CONTROL TOTAL</b>	<b>\$1,200,000</b>	<b>\$7,300,000</b>					<b>\$8,500,000</b>
<b>POLICE</b>							
Purchase of 4 vehicles.	\$200,000	\$200,000	\$200,000	\$250,000	\$250,000	\$250,000	\$1,350,000
Electrical and drainage repairs at Police Headquarters.	\$80,000						\$80,000
Portable Radios (40K grant-14 radios).	\$365,000						\$365,000
IT Infrastructure.	\$105,000						\$105,000
Purchase of 2 motorcycles to maintain police motorcycle fleet.	\$52,000		\$26,000		\$26,000		\$104,000
<b>Police Total</b>	<b>\$802,000</b>	<b>\$200,000</b>	<b>\$226,000</b>	<b>\$250,000</b>	<b>\$276,000</b>	<b>\$250,000</b>	<b>\$2,004,000</b>
<b>FIRE</b>							
<b>Fire Station 1</b>							
Historic restoration of Fire Station 1.		\$15,000					\$15,000
Apparatus floors.	\$500,000						
Window replacement.	\$125,000						\$125,000
Repair walls and ceilings.					\$75,000		\$75,000
Replace Kitchen.					\$40,000		\$40,000
Mansard Roof replacement.		\$350,000					\$350,000
Replace parking lot.				\$70,000			\$70,000
Repoint and seal exterior brick.			\$200,000				\$200,000
Remove and replace 4 bay storage garages.						\$250,000	\$250,000
<b>Fire Station 1 Total</b>	<b>\$625,000</b>	<b>\$365,000</b>	<b>\$200,000</b>	<b>\$70,000</b>	<b>\$115,000</b>	<b>\$250,000</b>	<b>\$1,125,000</b>
<b>Fire Station 2</b>							
Exterior renovations.				\$200,000			\$200,000
Window replacements.		\$125,000					\$125,000
Repair and repaint bunk and locker room.			\$100,000				\$100,000
Upgrade Electrical System.	\$75,000						\$75,000
Replace Ladder Company 2.				\$1,200,000			\$1,200,000
Repoint and seal exterior bricks.		\$200,000					\$200,000
Replace side parking lot.		\$30,000					\$30,000
Roof Replacement at Fire station 2 & 7.	\$30,000	\$800,000					\$830,000
<b>Fire Station 2 total repairs</b>	<b>\$105,000</b>	<b>\$1,155,000</b>	<b>\$100,000</b>	<b>\$1,400,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$2,760,000</b>
<b>Fire Station 3</b>							
<b>Former Howard School site- feasibility study</b>		\$120,000					
Window replacement.				\$125,000			\$125,000
<b>Fire Station 4</b>							
Generator upgrade.		\$60,000					\$60,000
<b>Fire Station 6</b>							
Repainting interior rooms and apparatus floor.	\$35,000						\$35,000
<b>Fire Station 7</b>							
Repainting interior rooms.	\$35,000						\$35,000
Roof Replacement at Fire station 4 & 6.	\$20,000	\$800,000					\$820,000
Modernization and interior renovation to Fire station 2 & 3.	\$30,000						\$30,000
<b>Fire Headquarters</b>							
Remove and replace deteriorated parking lot at Fire Headquarters.	\$40,000						\$40,000
<b>Fire Equipment and Vehicles</b>							



CAPITAL EXPENDITURE & PROGRAM DESCRIPTION	FY22	FY23	FY24	FY25	FY26	FY27	TOTAL
Aerial Ladder (AFG grant in process)	\$400,000	\$800,000					\$1,200,000
Replace Signal Division Bucket truck- revolving	\$125,000						\$125,000
New Engine Company to replace Engine at Station 1 (Squad A).	\$600,000						\$600,000
Back upshift Command Vehicle.	\$45,000						\$45,000
Radios.	\$30,000						\$30,000
Mechanicals Vehicle.	\$65,000		\$80,000				\$145,000
New Turnout Gear for all Fire Department employees- operating funding source.	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$600,000
Air Conditioning in the Apparatus Repair Shop.	\$100,000						\$100,000
Gear lockers for Station 2,3,4,6,7.	\$88,000						\$88,000
Fireground Simulcast Repeater on Campello Repeater.	\$52,000						\$52,000
Fireground Duel Sow Repeater at the Brockton Hospitals.	\$40,000						\$40,000
Replacement of Fire Station 2.				\$10,000,000			\$10,000,000
Replacement of Fire Station 3.						\$10,000,000	\$10,000,000
<b>Fire Total</b>	<b>\$2,535,000</b>	<b>\$3,280,000</b>	<b>\$480,000</b>	<b>\$11,695,000</b>	<b>\$215,000</b>	<b>\$10,350,000</b>	<b>\$28,055,000</b>
<b>Council on Aging Total</b>							
Planning and feasibility study for Council on Aging building expansion.	\$20,000						\$20,000
Expansion and improvements to existing building and grounds.		\$2,500,000					\$2,500,000
<b>COUNCIL ON AGING TOTAL</b>	<b>\$20,000</b>	<b>\$2,500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$2,520,000</b>
<b>CEMETERY</b>							
<b>Cemetery Equipment</b>							
Mower replacement.	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$72,000
Replace Utility Truck.	\$50,000						\$50,000
Repair tomb at Melrose cemetery.	\$25,000						\$25,000
Replace backhoe.		\$125,000					\$125,000
Replace small utility vehicle.		\$30,000					\$30,000
Replacement plan for 2013 dump trucks.				\$80,000		\$85,000	\$165,000
Equipment purchase skid steer.						\$65,000	\$65,000
<b>Cemetery Equipment Total</b>	<b>\$87,000</b>	<b>\$167,000</b>	<b>\$12,000</b>	<b>\$92,000</b>	<b>\$12,000</b>	<b>\$162,000</b>	<b>\$532,000</b>
<b>Cemetery Improvements</b>							
Heating upgrade at Melrose maintenance garage.	\$35,000						\$35,000
Melrose Expansion- Pearl St. -Phase 4.		\$650,000					\$650,000
Feasibility study for future expansion at Melrose- Phase 5.				\$200,000			\$200,000
Road repair at Melrose cemetery.			\$100,000				\$100,000
<b>Cemetery Improvements</b>	<b>\$35,000</b>	<b>\$650,000</b>	<b>\$100,000</b>	<b>\$200,000</b>			<b>\$985,000</b>
<b>CEMETERY TOTAL</b>	<b>\$122,000</b>	<b>\$817,000</b>	<b>\$112,000</b>	<b>\$292,000</b>	<b>\$12,000</b>	<b>\$162,000</b>	<b>\$1,517,000</b>
<b>PARKS AND RECREATION</b>							
<b>Parks and Recreation Equipment</b>							
Mini Excavator (allow staff to do tee and drainage work in-house).	\$75,000						\$75,000
Dump Tip Trailer.	\$10,000						\$10,000
Fairway mower.			\$85,000		\$85,000		\$170,000
Sand Pro/ Bunker Rake (replacing 2001).				\$35,000			\$35,000
Additional turf sprayer.					\$40,000		\$40,000
Two utility carts 1988 & 2000.		\$16,000					\$16,000
Mower replacement.	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$72,000
Triplex mover (1988) replacement.	\$45,000						\$45,000
Replacement of 2001 & 2003 dump trucks.		\$80,000	\$85,000				\$165,000
<b>Parks and Recreation Equipment Total</b>	<b>\$142,000</b>	<b>\$108,000</b>	<b>\$182,000</b>	<b>\$47,000</b>	<b>\$137,000</b>	<b>\$12,000</b>	<b>\$628,000</b>
<b>DW Field and Golf Course improvements</b>							
Replacement of Golf Carts.	\$64,000	\$30,000		\$30,000	\$30,000	\$30,000	\$184,000



CAPITAL EXPENDITURE & PROGRAM DESCRIPTION	FY22	FY23	FY24	FY25	FY26	FY27	TOTAL
Golf tee additions & repair of existing and new drainage.	\$30,000	\$30,000	\$30,000				\$90,000
Painting of D.W. Field golf course clubhouse (possible Sheriff Program).	\$20,000						\$20,000
D.W.Field road paving & gate project.	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000		\$1,000,000
D.W.Field Golf Course Pump house upgrades.		\$100,000					\$100,000
D.W.Field golf course paving projects @ DW Field Golf Course and Maintenance Facility (Phase 2).				\$250,000	\$50,000		\$300,000
<b>DW Field and Golf Course Improvements Total</b>	<b>\$314,000</b>	<b>\$360,000</b>	<b>\$230,000</b>	<b>\$480,000</b>	<b>\$280,000</b>	<b>\$30,000</b>	<b>\$1,694,000</b>
Cosgrove Pool feasibility and engineering study for upgrades.	\$100,000						\$100,000
Ellis Brett Dam repairs (EPA).	\$250,000						\$250,000
Installation of new above gas and diesel tanks.	\$100,000				\$100,000		\$200,000
Updating play equipment for various parks and playgrounds (ADA compliant).	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000		\$250,000
<b>PARK AND RECREATION TOTAL</b>	<b>\$956,000</b>	<b>\$518,000</b>	<b>\$462,000</b>	<b>\$577,000</b>	<b>\$567,000</b>	<b>\$42,000</b>	<b>\$3,122,000</b>
<b>PARKING AUTHORITY</b>							
Replacement of mechanical meters.			\$80,000				\$80,000
Ford Van.	\$35,000						\$35,000
Adams Garage Maintenance and Fire Pull Box System.	\$82,000						\$82,000
Improvements to Montello lot.			\$250,000				\$250,000
Construction of 3rd garage (Frederick Douglass Ave).					\$27,000,000		\$27,000,000
<b>PARKING AUTHORITY TOTAL</b>	<b>\$117,000</b>	<b>\$ -</b>	<b>\$330,000</b>	<b>\$ -</b>	<b>\$27,000,000</b>	<b>\$ -</b>	<b>\$27,447,000</b>
<b>PLANNING</b>							
City Hall plaza - Main Street expansion (FY25).				\$300,000			\$300,000
Site acquisition and construction of new landscaped plaza at Frederick Douglass Plaza.		\$30,000	\$1,000,000				\$1,030,000
Restore 2 way traffic, sidewalks, and utilities Upgrade (design and construction).	\$5,075,000	\$35,000,000					\$40,075,000
Planning and development/ design (CXS property).		\$2,000,000					\$2,000,000
Sycamore Grove - converting BAT bus terminal into public entertainment(construction) - Design is complete.	\$1,500,000						\$1,500,000
<b>PLANNING TOTAL</b>	<b>\$6,575,000</b>	<b>\$37,030,000</b>	<b>\$1,000,000</b>	<b>\$300,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$44,905,000</b>
<b>WATER</b>							
<b>DPW Water</b>							
Water Tanks Rehabilitation.	\$3,700,000						\$3,700,000
Battle Street Campus.	\$120,000	\$10,000,000	\$75,000,000				\$85,120,000
New Construction truck.	\$125,000						\$125,000
Phase 2-Water Transmission Main Valve Replacement.	\$2,000,000						\$2,000,000
New Water Mains.	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000		\$25,000,000
North Main St. & North Montello St. Water Main Replacement.		\$6,000,000					\$6,000,000
Tow Truck or New Mechanics Truck.	\$250,000						\$250,000
<b>WATER TOTAL</b>	<b>\$11,195,000</b>	<b>\$21,000,000</b>	<b>\$80,000,000</b>	<b>\$5,000,000</b>	<b>\$5,000,000</b>	<b>\$ -</b>	<b>\$122,195,000</b>
<b>Silver Lake Water Treatment Plant</b>							
Rebuild Flocculation Basins.	\$525,000						\$525,000
PLC Upgrades.	\$238,000						\$238,000
Rehab/Rebuild of Sludge Drying Beds.	\$51,000	\$54,000	\$57,000	\$60,000			\$222,000
Pipe & Wall Coatings.	\$93,000						\$93,000
Replacement of Hach Turbimeters w/LoviBond Units.	\$65,000						\$65,000
Avon WTP Heater Replacement.	\$19,500						\$19,500
Replacement of High Lift Pumps.			\$275,000	\$275,000			\$550,000
Filter Carbon Replacement (Materials, Removal & Installation).		\$210,000					\$210,000
Raw Main Influent Pump Check Valves.		\$100,000					\$100,000
<b>Total Silver Lake Treatment Plant</b>	<b>\$991,500</b>	<b>\$364,000</b>	<b>\$332,000</b>	<b>\$335,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$2,022,500</b>



CAPITAL EXPENDITURE & PROGRAM DESCRIPTION	FY22	FY23	FY24	FY25	FY26	FY27	TOTAL
<b>WATER TOTAL</b>	<b>\$12,186,500</b>	<b>\$21,364,000</b>	<b>\$80,332,000</b>	<b>\$5,335,000</b>	<b>\$5,000,000</b>	<b>\$ -</b>	<b>\$124,217,500</b>
							\$ -
<b>Sewer Treatment Plant</b>							\$ -
Sludge Dryer Installation.	\$3,000,000						\$3,000,000
UV Disinfection System Upgrades.	\$594,000						\$594,000
Secondary Clarifier Rehab Structural Repairs.	\$300,000	\$300,000					\$600,000
2A & 2B 1500 KVA transformer replacement.	\$110,000						\$110,000
AD Filters Controls Upgrades.	\$100,000						\$100,000
Beeve Brook Pump Upgrades.	\$66,000						\$66,000
Bio-solids Management Project.	\$20,000,000						\$20,000,000
Raw Main Influent Pump Check Valves.	\$88,000						\$88,000
AWRF Discharge Beds.	\$2,500,000	\$2,500,000					\$5,000,000
<b>Total Silver Lake Treatment Plant</b>	<b>\$23,758,000</b>	<b>\$2,800,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$26,558,000</b>
<b>Sewer Equipment</b>							
SSES & Sewer System Rehab - Phase 2			\$3,000,000				\$3,000,000
Cashman Road Sewer.					\$4,000,000		\$4,000,000
New Dump Truck (10 wheeler).	\$185,000						\$185,000
2019 Sewer Rehabilitation (Hovendon Ave).		\$1,633,000	\$1,633,000	\$1,634,000			\$4,900,000
Paving and Street repair.	\$200,000						\$200,000
<b>Total Sewer Equipment</b>	<b>\$385,000</b>	<b>\$1,633,000</b>	<b>\$4,633,000</b>	<b>\$1,634,000</b>	<b>\$4,000,000</b>	<b>\$ -</b>	<b>\$12,285,000</b>
<b>SEWER TOTAL</b>	<b>\$24,143,000</b>	<b>\$4,433,000</b>	<b>\$4,633,000</b>	<b>\$1,634,000</b>	<b>\$4,000,000</b>	<b>\$ -</b>	<b>\$38,843,000</b>
<b>HIGHWAY</b>							
Street Reconstruction (Chapter 90).	\$2,024,478	\$2,024,478	\$2,024,478	\$2,024,478	\$2,024,478	\$2,024,478	\$12,146,868
Sweeper- Elgin.	\$230,000						\$230,000
New Salt Dome (Battles Ground).	\$500,000	\$500,000					\$1,000,000
Backhoe.	\$120,000	\$130,000	\$130,000	\$130,000			\$510,000
Three Salt Trucks.	\$130,000						\$130,000
Four Trackless Sidewalk Plows.	\$130,000	\$130,000	\$130,000	\$130,000			\$520,000
Bucket Truck for Streetlights.	\$100,000	\$100,000					\$200,000
Mechanic Truck.	\$50,000						\$50,000
Vac Truck.	\$650,000						\$650,000
<b>HIGHWAY TOTAL</b>	<b>\$3,934,478</b>	<b>\$2,884,478</b>	<b>\$2,284,478</b>	<b>\$2,284,478</b>	<b>\$2,024,478</b>	<b>\$2,024,478</b>	<b>\$15,436,868</b>
<b>REFUSE</b>							
New Packer.	\$275,000						\$275,000
<b>REFUSE TOTAL</b>	<b>\$275,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$275,000</b>
<b>ENGINEERING</b>							
One Truck.	\$30,000						\$30,000
2 New vehicles.	\$30,000	\$30,000					\$60,000
<b>ENGINEERING TOTAL</b>	<b>\$60,000</b>	<b>\$30,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$90,000</b>
<b>SCHOOLS</b>							
Dump Truck- sanding.	\$130,000						
Brockton High School renovations.	\$500,000	\$500,000	\$70,000,000				\$71,000,000
Classrooms.	\$1,000,000						
IT upgrades (1M done with cares act funds).	\$2,000,000						
School buildings elevator repairs.		\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000
School building roofs and exterior facade repairs.			\$3,000,000				\$3,000,000
Athletic scoreboard replacement.		\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
School Bucket Truck.	\$85,000						\$85,000
School Warehouse.	\$2,500,000						\$2,500,000
School buses (possible FY21 fund)	\$5,000,000	\$7,000,000					\$12,000,000
Asbestos removal	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,200,000
Brick re-pointing.	\$100,000	\$100,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
Heating and HVAC.	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$600,000
Buildings sprinkler.		\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,750,000
Huntington School Roof replacement (3M).	\$3,000,000						\$3,000,000
Maintenance Vehicle replacements.	\$413,000						\$413,000
Police vehicles (4 SUVs).	\$200,000						\$200,000



CAPITAL EXPENDITURE & PROGRAM DESCRIPTION	FY22	FY23	FY24	FY25	FY26	FY27	TOTAL
North Middle School repairs.	\$300,000	\$4,000,000					\$4,300,000
Building generators.	\$1,475,000	\$3,000,000	\$2,325,000				\$6,800,000
Building intercom systems.	\$1,035,000						\$1,035,000
School building / Keith Center.		\$4,000,000					\$4,000,000
Marciano Field Turf Replacement.			\$800,000				\$800,000
<b>SCHOOL TOTAL</b>	<b>\$18,038,000</b>	<b>\$19,600,000</b>	<b>\$77,325,000</b>	<b>\$1,200,000</b>	<b>\$1,200,000</b>	<b>\$1,200,000</b>	<b>\$115,433,000</b>
<b>PUBLIC PROPERTY</b>							\$ -
Building Records Digitization.	\$175,000						\$175,000
Comprehensive Evaluation for water proofing and roofing repairs (Design).	\$130,000						\$130,000
Water proofing, roofing repairs, interior leak repairs City Hall.	\$2,000,000						\$2,000,000
Little Red Schoolhouse exterior historic restoration.	\$850,000						\$850,000
Safety turnout gear for building inspectors.	\$35,000						\$35,000
Ceiling and lighting upgrades on the first floor.	\$50,000						\$50,000
Comprehensive evaluation for restoration of City Hall.	\$60,000						\$60,000
Fire Alarm Building re-pointing.		\$250,000					\$250,000
Main Library roof replacement and HVAC humidity.	\$30,000	\$800,000					\$830,000
Shaw's Center carpet replacement.	\$50,000						\$50,000
Vehicles (2) for staff.	\$60,000	\$50,000					\$110,000
War Memorial design and installation of air conditioning unit.	\$15,000	\$150,000					\$165,000
<b>PUBLIC PROPERTY TOTAL</b>	<b>\$3,455,000</b>	<b>\$1,250,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$4,705,000</b>
<b>Information Technology</b>							\$ -
City Server Room Upgrades.	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$480,000
Digitization.	\$250,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$750,000
Fiber upgrades.			\$500,000	\$500,000			
Public safety cameras using fiber and wireless technologies.	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$1,050,000
Fiber and wireless network.	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$900,000
GIS Expansion (FY21).		\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
City Hall Plaza (Cameras).	\$100,000						
Software (city-wide.)	\$250,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$750,000
<b>INFORMATION TECHNOLOGY TOTAL</b>	<b>\$1,005,000</b>	<b>\$705,000</b>	<b>\$1,205,000</b>	<b>\$1,205,000</b>	<b>\$705,000</b>	<b>\$705,000</b>	<b>\$5,530,000</b>
<b>LIBRARY</b>							
Maker Space and ESL expansion: Expand the designated ESL room and build a new Maker Space. This work will be done inside the Thomas P. Kennedy Main Branch. Architect McKinnell, McKinnell & Taylor have been hired to do a review and provide a work plan.	\$90,000						\$90,000
Furniture replacement public carpets at the Thomas P Kennedy Main Branch.	\$150,000						\$150,000
Security camera install at Main, East and West: Install security cameras at all three branch locations.	\$9,000						\$9,000
Center for continuing education: With Trustee approval, identify a location for the BrPL to build a downtown center for continuing education. This would entail selecting a property, purchasing a property, designing a facility and building the facility.	\$1,000,000	\$1,000,000					\$2,000,000
Renovate the top floor of the main library to build a center for entrepreneurship.	\$800,000						\$800,000
Use the area currently occupied by the Maker Space to build a beat box, e-media studio for patrons to create original digital content (e.g. YouTube videos, recorded music, blogs).	\$90,000						\$90,000
Purchase all new hardware, software, servers, switches, and hubs for all three branches.	\$200,000						\$200,000
Design and build a new lobby to the TPK Main Branch, White Ave entrance.	\$100,000						\$100,000



CAPITAL EXPENDITURE & PROGRAM DESCRIPTION	FY22	FY23	FY24	FY25	FY26	FY27	TOTAL
Design and build more modern service desks.	\$150,000						\$150,000
Install solar panels.	\$500,000						\$500,000
Build a new bookstore and a cafe, where the existing bookstore is located.	\$250,000						\$250,000
Renovation of West: renovate existing building completely, or do a tear down and design and build a new library building that has a library on the ground level and either residential or commercial units on higher floors.	\$2,000,000						\$2,000,000
Renovation of East: repair and repaint exterior of East, build community garden.	\$30,000						\$30,000
<b>LIBRARY TOTAL</b>	<b>\$5,369,000</b>						<b>\$5,369,000</b>
<b>GRANT TOTAL</b>	<b>\$80,792,978</b>	<b>\$101,911,478</b>	<b>\$168,389,478</b>	<b>\$24,772,478</b>	<b>\$40,999,478</b>	<b>\$14,733,478</b>	<b>\$427,969,368</b>





# CAPITAL IMPROVEMENT REQUEST FORM

As part of the capital planning process, departments are required to provide a request form outlining the impact on the current operating budget. Currently, there are 128 capital projects with funding implications for FY22 in our six-year capital plan. However, these projects will have minimal impact on the current operating budget as a result of American Rescue Plan Act (ARPA) funding provided to the City of Brockton. We anticipate a wide range of selected capital projects will be funded both from a short-term budgeting perspective and over the next few fiscal years. The form below is an example of the planning conducted by the City to mitigate any future impacts to our overall operating budget. In FY23 we anticipate on providing a fully developed capital plan that will be presented to the City Council.

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

PROJECT NAME: SYCAMORE GROVE

DEPARTMENT/ DEPARTMENT HEAD: PLANNING/ROB MAY

PRIORITY 3

FY21 PROJECT DESCRIPTION	RATING FACTORS (CHECK ALL THAT APPLY)	
Converting former BAT bus terminal into public entertainment/fest grounds. Supports our Downtown Action Strategy and the restaurants along Main Street.	Critical/ Health/ Safety	<input type="checkbox"/>
	Legally Mandated	<input type="checkbox"/>
	Function of Government	<input checked="" type="checkbox"/>

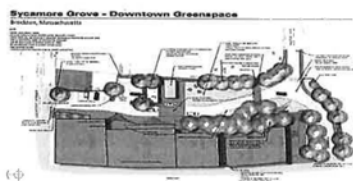
### IMPACT ON OPERATING BUDGET (INCLUDES ADDITIONAL ANNUAL FEES)

Revenue from licensing agreements may provide some revenue to City.

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			\$1,600,000			\$1,600,000 TOTAL

### FY21-FY26 FUNDING

### PROJECT VISUAL STATUS OF PRIOR YEAR PROJECTS (FY20)



Conceptual plan complete. Construction plans are at 80%

# 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.

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

The ensuing schedule provides (1) beginning fund balances for FY18, FY19, FY20; (2) changes in fund balance (increases or decreases) for FY18, FY19, FY20; (3) ending fund balances for FY18, FY19, FY20. The balance sheets presented provide information based on the appropriated governmental fund. However, please note that the City of Brockton does not yet have completed audited financial statements for FY21 and FY22, through the adopted budget. Audited financial statements for FY21 will be completed the Fall of 2021. The City of Brockton will not have the balance sheet for FY22 until the conclusion of the fiscal year and does not conduct any analyses as it relates to the balance sheet in future fiscal years.



**CITY OF BROCKTON, MASSACHUSETTS  
BALANCE SHEET - GOVERNMENTAL FUNDS  
JUNE 30, 2020 (1)**

	General	Other Governmental	Total Governmental Funds
<b>ASSETS</b>			
Cash and Investments	\$ 92,679,431	\$ 38,509,667	\$ 131,189,098
Receivables, Net:			
Property Taxes (Net of \$987,133 Allowance)	11,185,033	-	11,185,033
Motor Vehicle Excise (Net of \$1,104,281 Allowance)	2,410,211	-	2,410,211
Tax Liens	4,429,988	-	4,429,988
Intergovernmental	478,341	6,950,264	7,428,605
Departmental and Other	176,223	805,573	981,796
Total Receivable	18,679,796	7,755,837	26,435,633
Due from Other Funds	2,975,590	-	2,975,590
Tax Possessions	1,645,602	-	1,645,602
Deposits with Health Claims Agent	6,776,400	-	6,776,400
<b>TOTAL ASSETS</b>	<b>\$ 122,756,819</b>	<b>\$ 46,265,504</b>	<b>\$ 169,022,323</b>
<b>LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES</b>			
<b>LIABILITIES</b>			
Warrants and Accounts Payable	\$ 9,933,199	3,209,818	\$ 13,143,017
Accrued Liabilities			-
Payroll and Related Withholdings	15,458,302	1,530,479	16,988,781
Court Judgements	1,750,000	-	1,750,000
Health Claims Payable	3,572,259	-	3,572,259
Due to Other Funds	-	2,975,590	2,975,590
Bond Anticipation Notes Payable	-	4,715,900	4,715,900
<b>TOTAL LIABILITIES</b>	<b>\$ 30,713,760</b>	<b>\$ 12,431,787</b>	<b>\$ 43,145,547</b>
<b>DEFERRED INFLOWS OF REVENUES</b>	18,591,503	2,975,791	21,567,294
<b>FUND BALANCES:</b>			
Nonspendable	-	8,133,202	8,133,202
Restricted	25,988,195	26,817,905	52,806,100
Committed	14,372,698	2,544,387	16,917,085
Assigned	6,112,580	-	6,112,580
Unassigned	26,978,083	(6,637,568)	20,340,515
<b>TOTAL FUND BALANCES</b>	<b>73,451,556</b>	<b>30,857,926</b>	<b>104,309,482</b>
<b>TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES</b>	<b>\$ 122,756,819</b>	<b>\$ 46,265,504</b>	<b>\$ 169,022,323</b>

(1) Extracted from draft audited financial statements of the City, preliminary and subject to revision and change.

**CITY OF BROCKTON, MASSACHUSETTS  
STATEMENT OF REVENUES, EXPENDITURES AND  
CHANGES IN FUND BALANCES - GOVERNMENTAL FUNDS  
YEAR ENDED JUNE 30, 2020 (1)**

	General Fund	Other Governmental	Total Governmental Funds
<b>Revenues:</b>			
Real and Personal Property Taxes, Net	\$ 146,314,123	\$ -	\$ 146,314,123
Motor Vehicle and Other Excise	10,705,764	-	10,705,764
Penalties and Interest on Taxes	1,754,083	-	1,754,083
Payments in Lieu of Taxes	74,200	-	74,200
User Charges and Other Revenue	1,140,321	1,513,467	2,653,788
Fees	1,968,953	6,653,422	8,622,375
Licenses and Permits	3,457,803	-	3,457,803
Intergovernmental	215,853,142	45,925,184	261,778,326
Intergovernmental (MTRS On Behalf of Contribution)	49,772,697	-	49,772,697
Fines	442,146	256,425	698,571
Investment Income	1,208,195	750,901	1,959,096
Contributions	-	693,902	693,902
Total Revenues	432,691,427	55,793,301	488,484,728
<b>Expenditures:</b>			
Current:			
General Government	14,804,309	945,818	15,550,127
Public Safety	52,787,198	4,750,599	57,537,797
Education	182,794,064	37,563,872	220,357,936
Public Works	6,148,514	425,465	6,573,979
Economic Development	400,936	1,577,984	1,978,920
Human Services	2,435,148	556,431	2,991,579
Culture and Recreation	2,660,176	618,114	3,278,290
State and County Assessments	20,804,863	-	20,804,863
Pension Pension and Fringe Benefits	77,511,360	-	77,511,360
Pension (MTRS On Behalf of Payment)	49,772,697	-	49,772,697
Court Judgments	1,857,761	-	1,857,761
Capital Outlay	1,400,888	10,813,870	12,214,758
Debt Service	12,908,329	155,417	13,063,746
Total Expenditures	426,086,243	57,407,570	483,493,813
Excess (deficiency) of Revenues Over Expenditures (CHANGES IN FUND BALANCE)	6,605,184	(1,614,269)	4,990,915
<b>Other Financing Sources (Uses):</b>			
Transfers in	3,962,130	150,000	4,112,130
Transfers Out	(4,612,570)	(1,507,558)	(6,120,128)
Premiums from Issuance of Bonds and Notes Payable	-	10,666	10,666
Total Other Financing Sources (Uses)	(650,440)	(1,346,892)	(1,997,332)
Changes in Fund Balance	5,954,744	(2,961,161)	2,993,583
Fund Equity, at Beginning of Year, as restated (BEGINNING FUND BALANCE)	67,496,812	33,819,087	101,315,899
Fund Equity, at End of Year (ENDING FUND BALANCE)	\$ 73,451,556	\$ 30,857,926	\$ 104,309,482

(1) Extracted from draft audited financial statements of the City, preliminary and subject to revision and change.

**CITY OF BROCKTON, MASSACHUSETTS  
BALANCE SHEET — GOVERNMENTAL FUNDS  
JUNE 30, 2019**

	General	Other Governmental	Total
<b>ASSETS</b>			
Cash and Investments	\$ 76,364,890	\$ 32,211,812	\$ 108,576,702
Receivables, Net:			
Property Taxes (Net of \$900,690 Allowance)	8,237,589	-	8,237,589
Motor Vehicle Excise (Net of \$1,314,899 Allowance)	1,966,655	-	1,966,655
Tax Liens	5,204,478	-	5,204,478
Intergovernmental	15,903,565	10,255,969	26,159,534
Departmental and Other	113,325	724,144	837,469
Total Receivables	31,425,612	10,980,113	42,405,725
Tax Possessions	1,628,660	-	1,628,660
Deposits with Health Claims Agent	7,067,400	-	7,067,400
Total Assets	<u>\$ 116,486,562</u>	<u>\$ 43,191,925</u>	<u>\$ 159,678,487</u>
<b>LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES</b>			
<b>LIABILITIES</b>			
Warrants and Accounts Payable	\$ 11,243,622	\$ 5,407,130	\$ 16,650,752
Accrued Liabilities:			
Tax Abatement Refunds	104,650	-	104,650
Payroll and Related Withholdings	14,550,714	1,426,808	15,977,522
Court Judgements	3,000,000	-	3,000,000
Health Claims Payable	2,701,000	-	2,701,000
Bond Anticipation Notes Payable	-	2,538,900	2,538,900
Total Liabilities	31,599,986	9,372,838	40,972,824
<b>DEFERRED INFLOWS OF RESOURCES</b>			
Unavailable Revenue	17,389,764	-	17,389,764
<b>FUND BALANCES</b>			
Nonspendable	-	7,824,816	7,824,816
Restricted	23,995,486	25,987,818	49,983,304
Committed	14,000,472	2,378,624	16,379,096
Assigned	5,620,082	-	5,620,082
Unassigned	23,880,772	(2,372,171)	21,508,601
Total Fund Balances	<u>67,496,812</u>	<u>33,819,087</u>	<u>101,315,899</u>
Total Liabilities Fund Balances	<u>\$ 116,486,562</u>	<u>\$ 43,191,925</u>	<u>\$ 159,678,487</u>

SOURCE: Extracted from audited financial statements of the City.



**CITY OF BROCKTON, MASSACHUSETTS  
STATEMENT OF REVENUES, EXPENDITURES, AND  
CHANGES IN FUND BALANCE — GOVERNMENTAL FUNDS  
YEAR ENDED JUNE 30, 2019**

	General	Other Governmental	Total
<b>Revenues:</b>			
Real and Personal Property Taxes, Net	\$ 141,981,417	\$ -	\$ 141,981,417
Motor Vehicle and Other Excise	11,111,765	-	11,111,765
Penalties and Interest on Taxes	2,075,501	-	2,075,501
Payments in Lieu of Taxes	116,525	-	116,525
User Charges and Other Revenue	1,468,971	1,750,902	3,219,873
Fees	1,468,881	7,412,829	8,881,710
Licenses and Permits	3,777,604	-	3,777,604
Intergovernmental	205,966,609	52,024,470	257,991,079
Intergovernmental (MTRS On Behalf of Contribution)	39,598,398	-	39,598,398
Fines	278,071	568,664	846,735
Investment Income	1,445,243	785,848	2,231,091
Contributions	-	699,017	699,017
<b>Total Revenues</b>	<b>409,288,985</b>	<b>63,241,730</b>	<b>472,530,715</b>
<b>Expenditures:</b>			
<b>Current:</b>			
General Government	14,526,029	850,136	15,376,165
Public Safety	52,497,214	3,294,007	55,791,221
Education	182,971,584	40,095,103	223,066,687
Public Works	7,336,076	574,182	7,910,258
Economic Development	6,607,672	1,710,987	8,318,659
Human Services	2,489,667	454,998	2,944,665
Culture and Recreation	2,834,297	558,764	3,393,061
State and County Assessments	18,426,736	-	18,426,736
Pension and Fringe Benefits	80,006,402	-	80,006,402
Pension (MTRS On Behalf of Payment)	39,598,398	-	39,598,398
Court Judgments	3,243,968	-	3,243,968
Capital Outlay	889,337	15,837,046	16,726,383
Debt Service	12,184,474	179,575	12,364,049
<b>Total Expenditures</b>	<b>423,611,854</b>	<b>63,554,798</b>	<b>487,166,652</b>
<b>Excess of Revenues Over Expenditures (CHANGES IN FUND BALANCE)</b>	<b>(14,322,869)</b>	<b>(313,068)</b>	<b>(14,635,937)</b>
<b>Other Financing Sources (Uses):</b>			
Operating Transfers In	2,721,808	111,232	2,833,040
Operating Transfers Out	(4,585,994)	(1,690,830)	(6,276,824)
Proceeds from Issuance of Bonds and Notes Payable	-	8,526,471	8,526,471
Premiums from Issuance of Bonds and Notes Payable	-	376,729	376,729
<b>Total Other Financing Sources (Uses)</b>	<b>(1,864,186)</b>	<b>7,323,602</b>	<b>5,459,416</b>
<b>Excess of Revenues and Other Financing Sources Over Expenditures and Other Financing Uses</b>	<b>(16,187,055)</b>	<b>7,010,534</b>	<b>(9,176,521)</b>
<b>Fund Balance - Beginning Fund Balance</b>	<b>83,683,867</b>	<b>26,808,553</b>	<b>110,492,420</b>
<b>Fund Balance - Ending Fund Balance</b>	<b>\$ 67,496,812</b>	<b>\$ 33,819,087</b>	<b>\$ 101,315,899</b>

See accompanying Notes to Basic Financial Statements.

(25)



**CITY OF BROCKTON, MASSACHUSETTS  
BALANCE SHEET — GOVERNMENTAL FUNDS  
JUNE 30, 2018**

	General	Other Governmental	Total
<b>ASSETS</b>			
Cash and Investments	\$ 91,789,244	\$ 28,464,869	\$ 120,254,113
Receivables, Net:			
Property Taxes (Net of \$786,990 Allowance)	8,219,424	-	8,219,424
Motor Vehicle Excise (Net of \$1,269,056 Allowance)	1,829,653	-	1,829,653
Tax Liens	3,460,834	-	3,460,834
Intergovernmental	1,408,277	7,648,208	9,056,485
Departmental and Other	56,025	1,215,534	1,271,559
Total Receivables	14,974,213	8,863,742	23,837,955
Note Receivable	6,160,505	-	6,160,505
Long-Term Intergovernmental Receivable	966,955	-	966,955
Tax Possessions	2,013,613	-	2,013,613
Deposits with Health Claims Agent	7,118,200	-	7,118,200
Total Assets	<u>\$ 123,022,730</u>	<u>\$ 37,328,611</u>	<u>\$ 160,351,341</u>
<b>LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES</b>			
<b>LIABILITIES</b>			
Warrants and Accounts Payable	\$ 5,639,087	\$ 2,759,352	\$ 8,398,439
Accrued Liabilities:			
Tax Abatement Refunds	155,609	-	155,609
Payroll and Related Withholdings	14,043,643	1,572,806	15,616,449
Health Claims Payable	2,775,000	-	2,775,000
Bond Anticipation Notes Payable	-	6,187,900	6,187,900
Total Liabilities	22,613,339	10,520,058	33,133,397
<b>DEFERRED INFLOWS OF RESOURCES</b>			
Unavailable Revenue	16,725,524	-	16,725,524
<b>FUND BALANCES</b>			
Nonspendable	6,160,505	7,354,275	13,514,780
Restricted	26,728,865	23,049,670	49,778,535
Committed	16,614,138	2,243,399	18,857,537
Assigned	8,507,022	-	8,507,022
Unassigned	25,673,337	(5,838,791)	19,834,546
Total Fund Balances	83,683,867	26,808,553	110,492,420
Total Liabilities Fund Balances	<u>\$ 123,022,730</u>	<u>\$ 37,328,611</u>	<u>\$ 160,351,341</u>

SOURCE: Extracted from audited financial statements of the City.



**CITY OF BROCKTON, MASSACHUSETTS  
STATEMENT OF REVENUES, EXPENDITURES, AND  
CHANGES IN FUND BALANCE — GOVERNMENTAL FUNDS  
YEAR ENDED JUNE 30, 2018**

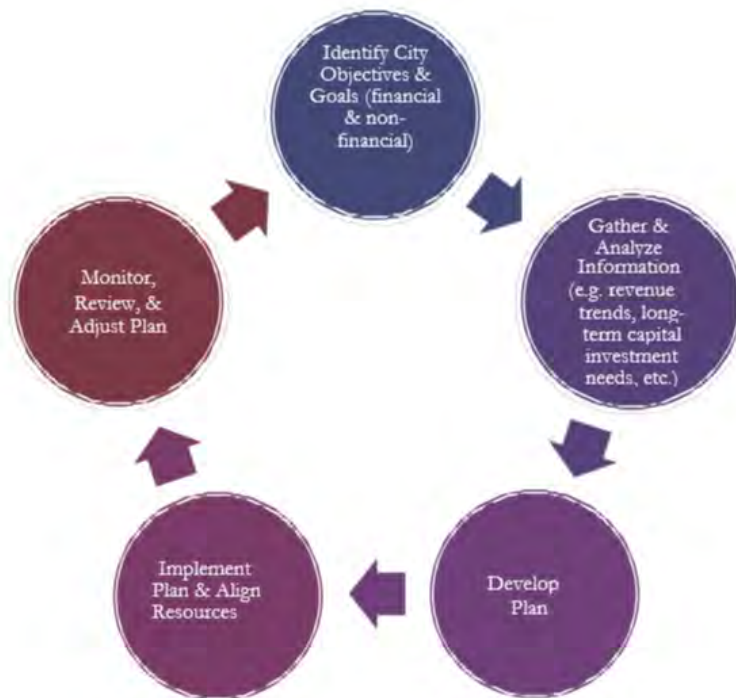
	General	Other Governmental	Total
<b>Revenues:</b>			
Real and Personal Property Taxes, Net	\$ 136,189,836	\$ -	\$ 136,189,836
Motor Vehicle and Other Excise	11,521,431	-	11,521,431
Penalties and Interest on Taxes	1,943,675	-	1,943,675
Payments in Lieu of Taxes	162,764	-	162,764
User Charges and Other Revenue	1,525,804	1,842,435	3,368,239
Fees	2,003,354	7,133,375	9,136,729
Licenses and Permits	3,513,222	-	3,513,222
Intergovernmental	198,440,180	43,116,467	241,556,647
Intergovernmental (MTRS On Behalf of Contribution)	42,473,146	-	42,473,146
Fines	226,495	562,013	788,508
Investment Income	551,356	659,520	1,210,876
Contributions	-	664,765	664,765
<b>Total Revenues</b>	<b>398,551,263</b>	<b>53,978,575</b>	<b>452,529,838</b>
<b>Expenditures:</b>			
<b>Current:</b>			
General Government	15,047,020	3,801,329	18,848,349
Public Safety	51,063,242	2,034,130	53,097,372
Education	175,050,927	38,205,085	213,256,012
Public Works	8,107,485	471,816	8,579,301
Human Services	2,478,062	456,997	2,935,059
Culture and Recreation	2,298,800	142,829	2,441,629
State and County Assessments	15,374,078	-	15,374,078
Pension and Fringe Benefits	71,640,827	-	71,640,827
Pension (MTRS On Behalf of Payment)	42,473,146	-	42,473,146
Court Judgments	164,687	-	164,687
Capital Outlay	793,883	7,432,184	8,226,067
Debt Service	11,208,901	177,185	11,386,086
<b>Total Expenditures</b>	<b>395,701,058</b>	<b>52,721,555</b>	<b>448,422,613</b>
<b>Excess of Revenues Over Expenditures (CHANGES IN FUND BALANCE)</b>	<b>2,850,205</b>	<b>1,257,020</b>	<b>4,107,225</b>
<b>Other Financing Sources (Uses):</b>			
Operating Transfers In	3,731,701	407,679	4,139,380
Operating Transfers Out	(3,266,841)	(2,279,019)	(5,545,860)
Proceeds from Issuance of Bonds and Notes Payable	-	6,485,000	6,485,000
Premiums from Issuance of Bonds and Notes Payable	-	95,884	95,884
<b>Total Other Financing Sources (Uses)</b>	<b>464,860</b>	<b>4,709,544</b>	<b>5,174,404</b>
<b>Excess of Revenues and Other Financing Sources Over Expenditures and Other Financing Uses</b>	<b>3,315,065</b>	<b>5,966,564</b>	<b>9,281,629</b>
<b>Fund Balance - Beginning Fund Balance</b>	<b>80,368,802</b>	<b>20,841,989</b>	<b>101,210,791</b>
<b>Fund Balance - Ending Fund Balance</b>	<b>\$ 83,683,867</b>	<b>\$ 26,808,553</b>	<b>\$ 110,492,420</b>

SOURCE: Extracted from audited financial statements of the City.

## 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:

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



## APPROPRIATION SUMMARY

	FY2020 ACTUAL	FY2021 BUDGETED	FY2022 PROPOSED	% CHANGE
<b>GENERAL GOVERNMENT</b>				
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%
<b>TOTAL</b>	<b>871,407</b>	<b>796,104</b>	<b>688,288</b>	<b>-13.5%</b>
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%
<b>TOTAL</b>	<b>957,314</b>	<b>1,086,231</b>	<b>1,143,031</b>	<b>5.2%</b>
Auditor Mail				
Ordinary Maintenance - Services	128,437	218,000	149,000	-31.7%
Ordinary Maintenance - Goods	817	968	500	-48.3%
<b>TOTAL</b>	<b>129,254</b>	<b>218,968</b>	<b>149,500</b>	<b>-31.7%</b>
Auditor Telephone				
Ordinary Maintenance - Services	74,361	65,800	89,000	35.3%
<b>TOTAL</b>	<b>74,361</b>	<b>65,800</b>	<b>89,000</b>	<b>35.3%</b>
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%
<b>TOTAL</b>	<b>313,766</b>	<b>501,089</b>	<b>499,694</b>	<b>-0.3%</b>
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%
<b>TOTAL</b>	<b>459,261</b>	<b>806,262</b>	<b>811,155</b>	<b>0.6%</b>
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%
<b>TOTAL</b>	<b>8,255</b>	<b>42,275</b>	<b>42,775</b>	<b>1.2%</b>
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%
<b>TOTAL</b>	<b>466,815</b>	<b>448,082</b>	<b>445,478</b>	<b>-0.6%</b>
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%
<b>TOTAL</b>	<b>1,522,594</b>	<b>1,632,033</b>	<b>1,732,176</b>	<b>6.1%</b>



	<b>FY2020 ACTUAL</b>	<b>FY2021 BUDGETED</b>	<b>FY2022 PROPOSED</b>	<b>% CHANGE</b>
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%
<b>TOTAL</b>	<b>51,961,741</b>	<b>53,405,258</b>	<b>54,425,045</b>	<b>1.9%</b>
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%
<b>TOTAL</b>	<b>1,997,177</b>	<b>2,589,976</b>	<b>2,890,952</b>	<b>11.6%</b>
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%
<b>TOTAL</b>	<b>6,282,920</b>	<b>6,124,536</b>	<b>4,370,579</b>	<b>-28.6%</b>
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%
<b>TOTAL</b>	<b>92,229</b>	<b>100,629</b>	<b>99,954</b>	<b>-0.7%</b>
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%
<b>TOTAL</b>	<b>1,600,833</b>	<b>1,897,331</b>	<b>2,025,931</b>	<b>6.8%</b>
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%
<b>TOTAL</b>	<b>680,069</b>	<b>649,895</b>	<b>852,221</b>	<b>31.1%</b>
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%
<b>TOTAL</b>	<b>12,119</b>	<b>20,875</b>	<b>22,275</b>	<b>6.7%</b>



	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%
<b>TOTAL</b>	<b>163,536</b>	<b>166,614</b>	<b>187,960</b>	<b>12.8%</b>
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%
<b>TOTAL</b>	<b>2,293,382</b>	<b>2,910,290</b>	<b>3,190,171</b>	<b>9.6%</b>
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%
<b>TOTAL</b>	<b>42,924</b>	<b>85,665</b>	<b>91,865</b>	<b>7.2%</b>
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%
<b>TOTAL</b>	<b>4,116,789</b>	<b>4,461,130</b>	<b>4,797,213</b>	<b>7.5%</b>
<b>PUBLIC SAFETY</b>				
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%
<b>TOTAL</b>	<b>589,456</b>	<b>644,413</b>	<b>688,800</b>	<b>6.9%</b>
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%
<b>TOTAL</b>	<b>53,652</b>	<b>73,075</b>	<b>83,643</b>	<b>14.5%</b>
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%
<b>TOTAL</b>	<b>25,033,511</b>	<b>27,338,937</b>	<b>29,148,295</b>	<b>6.6%</b>
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%
<b>TOTAL</b>	<b>659,501</b>	<b>997,412</b>	<b>980,500</b>	<b>-1.7%</b>



	<b>FY2020 ACTUAL</b>	<b>FY2021 BUDGETED</b>	<b>FY2022 PROPOSED</b>	<b>% CHANGE</b>
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%
<b>TOTAL</b>	<b>26,647,309</b>	<b>27,516,571</b>	<b>28,499,467</b>	<b>3.6%</b>
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%
<b>TOTAL</b>	<b>432,344</b>	<b>505,476</b>	<b>505,476</b>	<b>0.0%</b>
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%
<b>TOTAL</b>	<b>163,498</b>	<b>185,339</b>	<b>191,076</b>	<b>3.1%</b>
<b>DEPARTMENT OF PUBLIC WORKS</b>				
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%
<b>TOTAL</b>	<b>407,060</b>	<b>461,919</b>	<b>518,304</b>	<b>12.2%</b>
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%
<b>TOTAL</b>	<b>440,257</b>	<b>688,059</b>	<b>708,639</b>	<b>3.0%</b>
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%
<b>TOTAL</b>	<b>5,289,229</b>	<b>7,052,516</b>	<b>7,338,014</b>	<b>4.0%</b>
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%
<b>TOTAL</b>	<b>526,902</b>	<b>768,382</b>	<b>865,706</b>	<b>12.7%</b>
<b>HUMAN SERVICES</b>				
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%
<b>TOTAL</b>	<b>823,488</b>	<b>1,061,976</b>	<b>1,125,614</b>	<b>6.0%</b>



	<b>FY2020 ACTUAL</b>	<b>FY2021 BUDGETED</b>	<b>FY2022 PROPOSED</b>	<b>% CHANGE</b>
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%
<b>TOTAL</b>	<b>534,026</b>	<b>618,394</b>	<b>634,037</b>	<b>2.5%</b>
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%
<b>TOTAL</b>	<b>172,527</b>	<b>198,118</b>	<b>276,450</b>	<b>39.5%</b>
Veterans' Council				
Personal Services - Other Than Overtime	-	-	-	0.0%
Vet Council Goods & Supplies	5,964	11,000	11,000	0.0%
<b>TOTAL</b>	<b>5,964</b>	<b>11,000</b>	<b>11,000</b>	<b>0.0%</b>
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%
<b>TOTAL</b>	<b>900,952</b>	<b>1,000,567</b>	<b>911,608</b>	<b>-8.9%</b>
<b>CULTURE AND RECREATION</b>				
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%
<b>TOTAL</b>	<b>2,387,707</b>	<b>2,553,747</b>	<b>2,840,214</b>	<b>11.2%</b>
<b>Treasurer's Debt Service</b>				
Treasurer's Debt Service	13,510,630	12,983,052	13,240,615	2.0%
<b>TOTAL</b>	<b>13,510,630</b>	<b>12,983,052</b>	<b>13,240,615</b>	<b>2.0%</b>
<b>Pension/ Retirement</b>				
Retirement Contributory	26,354,613	28,451,613	29,608,033	4.1%
Retirement Non-Contributory	16,261	17,562	17,562	0.0%
<b>TOTAL</b>	<b>26,370,874</b>	<b>28,469,175</b>	<b>29,625,595</b>	<b>4.1%</b>
<b>Net &amp; NonNet School Spending</b>				
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%
<b>TOTAL</b>	<b>174,786,098</b>	<b>177,480,385</b>	<b>208,627,523</b>	<b>17.5%</b>
<b>EDUCATION</b>				
Collaborative Programs Southeastern				
Regional School	4,051,342	3,954,521	4,267,900	7.9%
<b>TOTAL</b>	<b>4,051,342</b>	<b>3,954,521</b>	<b>4,267,900</b>	<b>7.9%</b>
<b>General Fund Subsidies</b>				
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%
<b>TOTAL</b>	<b>989,702</b>	<b>1,580,461</b>	<b>1,407,313</b>	<b>-11.0%</b>
<b>Reserves &amp; Stabilization Funds</b>				
Supplemental Reserve Fund	147,548	150,000	424,481	183.0%
Stabilization Fund	675,029	-	-	0.0%
<b>TOTAL</b>	<b>822,577</b>	<b>150,000</b>	<b>424,481</b>	<b>183.0%</b>





	FY2020 ACTUAL	FY2021 BUDGETED	FY2022 PROPOSED	% CHANGE
<b>TOTAL GENERAL FUND</b>	<b>359,645,352</b>	<b>374,302,538</b>	<b>411,475,534</b>	<b>9.9%</b>
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%
<b>GRAND TOTAL GENERAL FUND BUDGET</b>	<b>382,770,080</b>	<b>395,470,304</b>	<b>439,407,115</b>	<b>11.1%</b>

#### 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%
<b>TOTAL GENERAL FUND</b>	<b>359,645,352</b>	<b>374,302,538</b>	<b>411,475,534</b>	<b>9.9%</b>
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**\*Figures represent the adopted FY22 budget on June 14th, 2021.**





## INDIRECT COST ALLOCATION

### CITY OF BROCKTON FY22 INDIRECT COST ALLOCATION

DEPARTMENT	TOTALS	DPW- RENEWABLE ENERGY	PARKS AND RECREATION	DPW- REFUSE ENTERPRISE	DPW-SEWER ENTERPRISE	DPW-WATER ENTERPRISE
		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
<b>Total Claimable Costs</b>	<b>\$65,396,015</b>	<b>\$1,823</b>	<b>\$438,699</b>	<b>\$957,368</b>	<b>\$1,349,223</b>	<b>\$1,812,442</b>

\*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.

**Balanced Budget:** The City of Brockton shall adopt a balanced budget in which expenditures shall be realistically budgeted and estimated revenues shall be conservatively budgeted to allow for unanticipated events. The Mayor shall present said estimates and assumptions behind expenditure and revenue estimates



along with the balanced budget (See Financial Policies for full explication).

**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](http://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 treasures 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.