

# City of Brockton **FY2023 Budget**



Last updated 05/17/22



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# **FOREWORD**

# **GFOA DISTINGUISHED BUDGET AWARD**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

# Distinguished Budget Presentation Award

PRESENTED TO

City of Brockton Massachusetts

For the Fiscal Year Beginning

July 01, 2021

Christopher P. Morrill

**Executive Director** 

# **CERTIFICATE OF RECOGNITION**



The Government Finance Officers Association - of the United States and Canada

presents this

# CERTIFICATE OF RECOGNITION FOR BUDGET PREPARATION

10

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 Dissinguished Budget Presentation Award. The Distinguished Budget Presentation Award, which is the highest award in governmental budgeting, is presented to those government units whose budgets are judged to adhere to program standards.

Executive Director

Christophe P. Morrill

Date March 09, 2022

# **READERS GUIDE**

# **READER'S GUIDE**

The purpose of this document is to communicate the City's Fiscal Year (FY) 2023 recommended budget in a useful format for citizens, elected of cials, staff, and any other interested parties. The information is presented in a user-friendly format that allows all readers to obtain answers to speciet 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 nd explanations about all appropriated funds, as well as the budget adoption process and timeline. Financial summaries are presented to re ect 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
- Performance Measures
- Accomplishments
- Funded positions
- Fiscal plan

#### **How to Read Financial Data**

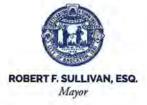
Most data within this document is presented in scal year terms. The City operates on a scal year that runs July 1 through June 30. Therefore, FY2023 is the period from July 1, 2022 through June 30, 2023. All information presented includes: FY2020 and FY2021 actual revenues; FY2022 estimated revenues and FY2023 projected revenues; FY2021 actual expenditures; FY2022 budgeted expenditures; and FY2023 proposed expenditures.

Anyone interested in obtaining additional information concerning the City's budget is encouraged to contact the Finance Of ce at (508) 580-7165 or visit the City's website at www.brockton.ma.us. Under the Finance Of ce's webpage contains a PDF version of the budget book in addition to an interactive webpage for the public to view all nances contained within this document.

# **INTRODUCTION**

# **MAYOR'S MESSAGE**





City of Brockton

Office of the Mayor

June 6, 2022

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

Mr. President and Members of the City Council:

As we turn our attention to fiscal year (FY) 23 there lie many challenges ahead as the COVID-19 pandemic continues, but as a result of the work we do on a daily basis for our residents and business owners, and a shared collaborative approach to problem solving, there is cause for great optimism.

Federal funding provided through American Rescue Plan Act (ARPA) have offered the City a once in a generation opportunity to invest in both our critical infrastructure, city buildings, city greenspace, parks and playgrounds, and the community/faith-based organizations that are the backbone to providing critical services to our constituents. These community organizations persevered through the most difficult of circumstances, and continued to operate whether virtually or in person, to keep the City of Brockton running. The mental, emotional, financial, and physical toll this has taken has been profound. Therefore, I have committed to awarding forty-two grant recipients, through a grant application process, funding that will allow them to continue to do the hard work on behalf of our community. I applaud them for their efforts and the work they do every day on behalf of the residents of the City of Brockton.

Additionally, I have asked and received your support on critical infrastructure upgrades through the ARPA that will support our City Hall, War Memorial, and Mary Cruise Kennedy Council on Aging buildings, critical water and sewer infrastructure upgrades, and updating our parks and playgrounds. Further improvements to infrastructure will also be explored through President Biden's Bipartisan Infrastructure Law (BIL) in the form of competitive grant opportunities and local allocations that will be announced in the coming months.

As we emerge from an historic pandemic and continue to rebuild both community and our infrastructure, this budget does the same. Our approach as such remains unchanged as we offer responsible projections on revenues and spending that will provide critical services to our residents and business owners, support public safety, and educate our leaders of tomorrow. Additionally, the budget I present to you includes additional funding for enhanced professional training of our City employees in order to provide further efficiency in the delivery of critical services.

"City of Champions"

CITY HALL: 45 SCHOOL STREET BROCKTON MA 02301

Therefore, in accordance with the General Laws of the Commonwealth of Massachusetts, Chapter 44, Section 32, I hereby recommend that the City Council adopt the FY23 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 \$515,797,041. This total reflects an increase in school aid and thus, the budget presented to you represents an increase of \$21,956,498 from last year's budget.

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 prudent fiscal manner. The COVID-19 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 available funds, reflect a continued cautious outlook. A slight increase in license and permit revenue is the result of an influx of building permits for new residential and commercial construction throughout the City of Brockton.

Appropriations further this approach by focusing on funding public safety as well as our continued commitment to the education of Brockton students, with a modest increase in net and non-net school spending (4.7%). Additionally, the City has significantly reduced the costs of our unfunded liability for retirement by issuing \$300 million dollars in pension obligation (POB) debt. I thank the tireless work of the dedicated group of professionals who made this happen as this will not only provide significant savings in the operating budget this year, but for future generations.

This budget remains responsible, and sustainable, but continues to invest in our collective future. We have worked diligently 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 equitably fund public education in Brockton. The budgeted amount for the Brockton Public Schools (BPS) represents a consensus number that will allow BPS to adequately address faculty, staff and program offerings;
- Sustains my firm commitment to public safety. This budget continues the 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.
- Provides the issuance of \$300 million in Pension Obligation Bond (POB) debt to offset our unfunded liability. As the result of the issuance, the retirement costs have decreased significantly to \$7,556,157 in FY23, 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 to our infrastructure.
  Additionally, this year we will be converting our Parking Authority into an enterprise fund in
  addition to creating a Stormwater enterprise fund as the result of the institution of the City
  Council's approved stormwater user fee. For FY23, we appropriated \$54,920,091 to the
  enterprise funds.

Additionally, this budget continues to support the strategic goals that I fully outlined last year, while committing to the development of performance measures based on the objectives of respective City Departments. Performance measures are defined as the measurement of outcomes and results, which generate data on the efficiency and effectiveness of programs. This year Departments were tasked with developing a three-year analysis of performance-based outcomes that reflect their objectives for the upcoming fiscal year. These metrics will serve to further transparency as it pertains to critical public services and important programs provided to the community.

The referenced strategic goals include:

- Continuing to build an inclusive and welcoming environment for all its residents, business owners, and visitors;
- Fostering an environment where constituent services and professionalism are the core focus, and creating a setting 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.

This year we will be working collaboratively with our Information Technology Center (ITC) to track performance metrics through dashboard that will be provided on the City website for public viewing in FY23. In concert with the development of measurable objectives, the City will be working on an extensive financial plan that will be inclusive of multiple years of financial data to provide a comprehensive long-range outlook of the City's finances as we continue to prepare and plan for the future of our City.

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. Once again, we have received the distinguished Government Finance Officers Association (GFOA) award for the past two years and I have no doubt 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 and dedicated public service to our "City of Champions."

Sincerely,

Robert F. Sullivan, Esq.

Mayor

City of Brockton

# STRATEGIC GOALS

# **City of Brockton's Mission Statement**

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

# City of Brockton's Objectives to achieve the Mission Statement

#### (1) Diversity & Inclusion

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

#### (2) Responsiveness

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

#### (3) Progress

- (a) The City commits to continuing the revitalization of its downtown, in addition to the development of other areas throughout the City. The focus on economic improvements will allow Brocktonians an opportunity for job security, business expansion, business ownership, and an enhanced quality of life.
- (b) The City strives to deliver reliable technology infrastructure by providing strategic direction on technology decisions, leading initiatives and innovations, and implementing new software platforms that will improve ef ciencies 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.

# **CHIEF FINANCIAL OFFICER OVERVIEW**



City of Brockton

Finance Department

TROY B.G. CLARKSON

Chief Financial Officer

finance@cobmass (phone) \$08-580-7165

June 6, 2022

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) 2023.

As we emerge from the second fiscal year grappling with the impacts of the pandemic, we continue to balance the need to respond to the acute public health and public safety challenges of this uncertain time while continuing our commitment to delivering the highest quality services to our residents, taxpayers, and small business owners. We have delivered on that promise. Last year, for the second year in a row, Brockton received the Distinguished Budget Award from the Government Finance Officers Association (GFOA). The award, proudly displayed as part of this budget document, represents an achievement of which we can all be proud and a continued commitment to transparency and good government.

The FY23 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. We continue to estimate revenues conservatively to ensure the robust generation of free cash and to remain on a very positive financial path.

This budget includes the establishment of two new Enterprise Funds for parking and stormwater that will help streamline the finances of these two important operations within the city.

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 continue the restoration of a pre-pandemic approach to service delivery.

This budget does not propose to use any of the funds from the American Rescue Plan (ARPA) for funding operations, as the Mayor and I continue to believe that the best use of those funds is in an investment in our infrastructure and capital needs. With your concurrence, we have embarked on an historic investment in our city and our regular reports to you will continue.

"City of Champions"

45 SCHOOL STREET, BROCKTON, MA 02301



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 Budget Director Tiffani Ciasullo, Financial Analysts Sarah Butler, Evan LaCasse and Paul Umano, Administrative Assistant Sue Thompson, Chief of Staff Sydné Marrow, 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 for their commitment to excellence in the City of Champions.

Onward we go - together.

Sinterely

Troy B.G. Clarkson, MPA Chief Financial Officer

# **FINANCIAL POLICIES**

# **COMPREHENSIVE FINANCIAL POLICIES**

# Comprehensive Financial Management Policies for the City of Brockton

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## **INTRODUCTION**

The nancial policies outlined in this document shall guide the City to ensure its nancial health, provide the public with con dence that City of cials respect their responsibility for scal stewardship, and demonstrate to bond rating agencies that the City has prepared for its future.

This document is intended to establish a set of nancial management policies and not the procedures that identify the special comethods and actions necessary to carry out these policies. Policies are the terms and conditions which guide and direct the City in making nancial 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:

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

#### A GENERAL BUDGET POLICIES

#### . Balanced Budget

#### **Background:**

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

The Government Finance Of cers Association (GFOA) notes a true structurally balanced budget is one that supports nancial 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 suf cient 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 Of cers Association Best Practice, February 2012

#### Adopted by:

**Date Adopted:** 

## . 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 scal year.

Reserve account transfers should be used only for unexpected contingencies for which nancial need can be justiled. In addition, the need for the transfer shall be communicated to the City Council in a timely manner. The Chief Financial Of cer shall review the annual Reserve Account appropriation amount at least every velyears 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:** 

#### . 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 nancial information and explaining the key issues that face the community. It is also important to distribute this information to the staff, elected and appointed of cials, and the public to give them a greater understanding of the operations, nancing, and key issues confronting the community.

#### Policy:

The Mayor, with the assistance of the Chief Financial Of cer (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 identi es keys 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 Of cer, with assistance from the Mayor's staff, shall work toward the development of a budget document that meets the standards of the Government Finance Of cers Association

# References:

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

GFOA Annual Budget Awards Program

Adopted by:

**Date Adopted:** 

#### . Revenue and Expenditure Forecast

#### **Background:**

A critical step in maintaining a sound nancial plan is the preparation of a multi-year revenue/expenditure forecast. Long-term nancial planning, including revenue and expenditure assumptions, is one of the local government nancial practices that credit rating agencies evaluate when assessing municipalities for credit quality. The Massachusetts Division of Local Services (DLS) states that a nancial 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 scal impact of current policies and budget decisions and will allow the Mayor and staff to test various "what-if" scenarios and examine the scal impact on future budgets.

#### Policy:

Each year the Chief Financial Of cer, in consultation with the Mayor and department heads, shall prepare and maintain a ve-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 of cials to review operating needs, identify scal 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 Of cer, in cooperation with the Mayor and other City departments, will review scal 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 nal forecast to the City Council with the submission of the scal 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 Of cers Association Best
Practice, February 2014.

# Adopted by:

#### **Date Adopted:**

#### . 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-staf ng, incorrect grading, and other personnel costs.

#### Policy:

The Finance Department shall maintain a personnel system that accurately tracks authorized, Iled, and un Iled 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 Of cers Association Best Practice, 2010

#### Adopted by:

#### **Date Adopted:**

# Personnel Policies and Labor Contracts

#### **Background:**

Personnel policies and labor contract provisions have a signic cant impact on the City's nances and should be referred to during forecasting and budgeting processes. The GFOA notes that a nance team should be involved in addressing the short- and long-term implications of any labor proposal under consideration. For de nitions 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, classi cation 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 Of cer shall cost out any contract proposals and agreements to understand the short and long-term impact on City nances.

#### References:

Role of the Finance Of cer in Collective Bargaining, Government Finance Of cers Association Best Practice Effective Budgeting of Salaries and Wages, Government Finance Of cers Association Best Practice, 2010 Brockton City Ordinance Chapter 2, Part III, Division 2: Employee Classi cation and Compensation Plan, Bene ts. 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 nancial 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 nancial 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.

# Self Suf ciency

#### Background:

#### Policy:

The City shall strive to maintain the substantial enterprise fund operations to be self-suf cient without a General Fund subsidy unless there is a clear policy decision to the contrary. If necessary, the Chief Financial Of cer 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 Suf ciency 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:

# 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 ve 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 nancial of cer 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:

#### . 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 identi ed 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 af rm its soundness.

#### References:

**DOR IGR 08-101** 

Indirect Cost Allocation Methodology, Brockton Finance Department

#### Adopted by:

#### Date adopted:

# **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 certi ed by the Department of Revenue, may be appropriated through the following June 30. State laws allows retained earnings to be appropriated to:

- . Fund direct costs for the enterprise fund for the current scal year.
- . Fund indirect costs; and
- . Reimburse subsidized capital costs for the two immediately prior scal years.

#### Policy:

For each enterprise fund identi ed 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 signi cantly 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:

# Metering, Collections, and Liens

## Policy:

A modern and ef cient metering system shall be maintained by the Water Division of the Department of Public Works to provide for accurate and ef cient 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

#### . Overall Reserves Balance

#### **Background:**

Formal written policies that establish guidelines for funding and maintaining reserves can help a community sustain operations during dif cult economic periods. Reserves can be used to nance unforeseen or emergency needs, to hold money for species of 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 – de ned 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:

Free Cash

# **Background:**

The Division of Local Service's Municipal Finance Glossary de nes Free Cash as follows:

"Free Cash (Also Budgetary Fund Balance) – Remaining, unrestricted funds from operations of the previous scal 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 lineitems. Unpaid property taxes and certain de cits reduce the amount that can be certified as free cash."

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

Free Cash provides a nancial 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 ow. 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 scal 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:** 

#### . General Stabilization Fund

#### **Background:**

A stabilization fund allows a city to maintain a reserve to enhance the city's scal 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 scal year. Amounts appropriated greater than one million shall by 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:**

### <u>C-4 Supplemental Reserve Fund to Ensure Fiscal Stability</u>

# 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.

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:

- . For all scal 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 scal year for the general operating fund as appearing on the City's tax rate recapitulation for such prior year.
- . Transfers or expenditures may be made from the fund of any scal year during that scal year only and then only by the Mayor with the approval of the City Council.
- . 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:**

#### . 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 specie copurpose or project, for example, to acquire a new retruck 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 de neithe 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 suf cient 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:**

# 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 MCL 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:** 

#### . 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 bene t 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 scal year equal to 15 percent of annualized claims.

The City shall consider the bene ts 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

# . Capital Improvement Planning

#### **Background:**

Planning, budgeting, and nancing 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 nancially-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 nancial plan that can be achieved within the limitations of the budget environment.

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

#### Policy:

The City of Brockton ordinance Sec. 2-298 states the duty of the Chief Financial Of cer (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) scal 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 de nes 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—ve (5) years and a total cost which exceeds ten thousand dollars (\$10,000.00), to be—nanced 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 represent 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—ve (5 years; bridges, including new and reconstruction which extends useful life by at least—ve (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; re 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 of cial 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, of cers, 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 scall 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 scal 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
- o 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)
- Justi cation 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 nances
  - 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 nance 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 Of cer Massachusetts DLS Developing a Capital Improvement Program manual GFOA Capital Improvement Program handbook

Adopted by: Date Adopted:

#### <u>Capital Financing and Debt Management</u>

#### **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  $\frac{1}{2}$  by holding a city-wide vote. Debt management is essential to the overall nancial planning of any municipality. Borrowing allows the city to nance projects that the city could not afford to pay from current operating dollars and spreads the cost to citizens who will be bene t 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 nanced in accordance with the following policies:

- Outside Funding State, federal, or private grant funding shall be pursued and used to nance 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 bene t 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.

#### <u>Debt-Financing/Borrowing</u>

- 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 scal 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 Of cers 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 Of cers Association recommends that governments establish processes to promote awareness throughout the government that grants normally come with signic cant requirements.

#### **Grant Administration**

# Policy:

The City shall ensure that grants are ef ciently and appropriately managed by the respective Boards/Commissions/Committee/Departments who receive the grant. The Mayor shall be notiled 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, special 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 nancially 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 ow, and to guard against year-end account de cits. As a legal contract, every grant agreement must be full lled 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 nancial 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:**

# . 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 bene ts, (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 bene ts.

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 Of cers Association Best Practice, May 2013.

#### Adopted by:

**Date Adopted:** 

# F. POLICIES REGARDING ESTABLISHMENT OF FEES



#### . Fees and Charges

#### **Background:**

The Government Finance Of cers Association recommends that when certain services provided especially bene t 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 ef ciency. Regular and consistent review of all fees is necessary to ensure the costs associated with the delivery of speci-c 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 bene t 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 bene t 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 Of cers Association Best Practice, February 2014

Division of Local Services - A Guide to Financial Management for City Of cials, p. 20-21.

Adopted by:

**Date Adopted:** 

#### G. USE OF ONE TIME REVENUE

#### . Use of One Time Revenue

#### Background:

The Government Finance Of cers 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 dif cult decisions necessary to achieve a structurally sound, sustainable spending plan. One-time revenue is usually de ned as nonrecurring revenue.

#### Policy:

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

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

# Adopted by:

**Date Adopted:** 

#### H. UNFUNDED LIABILITIES

# Background:

De ned as "the actuarial calculation of the value of future bene ts payable less the net assets of the fund at a given balance date," unfunded liabilities represent a signi cant nancial obligation for all levels of government across the country. In Massachusetts municipalities, the two primary unfunded liabilities are for Pensions and Other Post-Employment Bene ts (OPEB).

## Pensions/Retirement

#### Background:

The Contributory Retirement System is a de ned bene t 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 nancial of cer, 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 rm, 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 scally 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 Of cer, working closely with the City Treasurer, City's nancial 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 Of ce for Administration and Finance as required under Section 4 of the Act. If such an action is found to be in the best nancial interest of the City, then the Mayor shall submit such plan to the City Council.

#### References:

M.C.L. c.32 Chapter 483 of the Acts of 2004

Adopted by:

**Date Adopted:** 

# Other Post- Employment Bene ts (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 quali ed 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 lability for retirees.

The Chief Financial Of cer 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 Bene t Plans Other than Pension Plans, Governmental Accounting Standards Board - April 2004

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

GASB Statements 43 and 45 on Other Postemployment Bene ts, Governmental Accounting Standards Board.

Adopted by:

**Date Adopted:** 

#### . 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 bene ts are typically de ned in the labor agreements and personnel policies of municipalities. While it is dif cult to precisely forecast the expenditures to be made in any one scal 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 of cer of the City upon termination of employment. The Chief Financial Of cer 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**

#### 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 Of cers Association recommends that governments develop a comprehensive risk management program that identies, 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 nancial 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 Of cers Association Best Practice, March 2009.

#### Adopted by:

#### **Date Adopted:**

# 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 de ned 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
- o 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 bene t
- 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 bene ts 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 Of cer. 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 Of cer. All signi cant ndings 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

#### 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 theses 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

- . Demonstrates commitment to integrity and ethical values  $% \left( 1\right) =\left( 1\right) \left( 1\right) \left($
- . Exercises oversight responsibility
- . Establishes structure, authority, and responsibility
- . Demonstrates commitment to competence
- . Enforces accountability

# RISK ASSESSMENT

- . Speci es suitable objectives
- . Identi es and analyzes risk
- . Assesses fraud risk
- . Identi es and analyzes signi cant change

# CONTROL ACTIVITIES

- . Selects and develops control activities
- . Selects and develops general controls over technology
- . Deploys through policies and procedures

#### **INFORMATION & COMMUNICATION**

- . Uses relevant information
- . Communicates internally
- . Communicates externally

#### MONITORING

- . Conducts ongoing and/or separate evaluations
- . Evaluates and communicates de ciencies

#### Policy:



The Chief Financial Of cer will develop, train, implement, and monitor nancial accounting procedures that re ect 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:** 

#### . Annual Audit

#### **Background:**

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

The Government Finance Of cers Association (GFOA) recommends that communities engage the same audit rm by entering into multiyear agreements, or a series of one-year contracts, for a term of at least ve 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 quali ed auditors. Contracting with a new audit rm not only brings a fresh perspective, but it also re ects 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 rm, 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 certi-ed public accountant each year. The City shall provide for such an audit by an accountant or a rm of accountants, who have no personal interests, direct or indirect, in the scal affairs of the City government or of any of its of cers or employees. The City will require that each year, a Management Letter be provided as part of the independent public accounting rm as a companion document to the annual audit. The City will either advertise for auditing services every ve to eight years or ensure that there is a regular rotation of audit managers within a particular rm if it elects to stay with a given audit rm. The City will strive to have the annual audit completed by the end of November.

#### References:

MGL Chapter 40, Section44l Annual Audit Annual Audits, MA DOR Division of Local Services Best Practice

Adopted by: Date Adopted:

#### . Comprehensive Annual Financial Report

#### Background:

A Comprehensive Annual Financial Report (CAFR) is a set of government nancial statements comprising the nancial 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 *Codi cation of Government Accounting and Financial Reporting Standards*. A CAFR is compiled by the municipal accounting staff and audited by an external certiced public accounting rm utilizing GASB requirements. It is comprised of three sections: Introductory, Financial, and Statistical. It combines the nancial 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 Certicate 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:** 

# **Audit Committee**



#### **Background:**

The following statement is provided by the Government Finance Of cers 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 nancial 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 nancial 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 Of cers Association Best Practice, October 2008.

# Adopted by: Date Adopted:

#### 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 nancial problems are indicated or adjust spending behavior to meet nancial challenges.

#### Policy:

The Chief Financial Of cer and City Auditor shall distribute to the Mayor, City Council, and Department Heads monthly budget-to-actual reports. If nancial problems are indicated, the Chief Financial Of cer 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:

# **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 Of cer, Treasurer/Collector's of ce, 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 of ce 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 of cials pursue collection of outstanding real estate taxes, personal property taxes, excise taxes, and nes. 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 nancial stability of the City.

#### References:

Revenue Collection, Government Finance Of cers Association Best Practice.

Adopted by:

**Date Adopted:** 

#### . 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 of ces 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 of ce 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 scal year within 75 days of the end of the scal year.

#### References:

Treasurer's Manual 2009 and Collector's Manual 2008: Massachusetts Collectors & Treasurers Association Reconciling Cash and Receivables, MA DOR Division of Local Services Best Practice February 2016

Adopted by:

**Date Adopted:** 

#### Cash Flow Forecasting and Budgeting

#### **Background:**

The purpose of cash ow 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 ow 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 scall 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 Of cers Association also recommends cash ow 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 suf cient liquidity.

#### Policy:

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

#### References

Cash Flow Forecast in Treasury Operations, Government Finance Of cers Association Best Practice, February 2011.

# Adopted by:

**Date Adopted:** 

# Year-End Closing

# Background:

Year-end closing procedures are important to ensure local of cials have accurate nancial data in adequate time to make necessary budgetary decisions. The City must properly close its books promptly after the scal 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 Of cer, 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 suf ciency 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 noti cation of any pending obligations remaining from the scal year. With proper documentation, the City Auditor will only encumber funds that have been committed to specie 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 special covendor 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**

#### . 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 of ce 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 FNIANCIAL AFFAIRS, Division 6 Department of Procurement

#### Adopted by:

**Date Adopted:** 

#### **AX. TREASURER INVESTMENT POLICIES**

# <u>Investment Policies – General Fund, Stabilization Fund, OPEB Trust Fund, Other City</u> <u>Funds</u>

#### **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 nancial institutions for services and transactions, risk assessment, investment objectives, investment maturities and volatility, portfolio diversi cation, 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 ow requirements and conforms to state statutes governing public funds, while adhering to generally accepted diversi cation, 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/Partl/TitleVII/Chapter44/Section54) MGL c.44 §55 (https://malegislature.gov/Laws/GeneralLaws/Partl/TitleVII/Chapter44/Section55) MGL c.44 §55A (https://malegislature.gov/Laws/GeneralLaws/Partl/TitleVII/Chapter44/Section55A) MGL c.44 §55B (https://malegislature.gov/Laws/GeneralLaws/Partl/TitleVII/Chapter44/Section55B)

Massachusetts Collectors & Treasurers Investment Policy Statement manual <u>Creating an Investment Policy (http://www.gfoa.org/creating-investment-policy)</u>, Government Finance Of cers Association Best Practice, October 2010.

#### Adopted by:

#### **Date Adopted:**

# Post-Issuance Tax Compliance Procedure for Tax-Exempt Debt Obligations and Other Tax-Bene ted 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-bene t 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 of cer responsible for each issuance by the City of tax-exempt (or otherwise tax-bene ted) bonds, notes, nancing leases, or other obligations. All information related to each bond issue and the facilities, equipment, and other assets nanced 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

#### 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 nancing 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 Of cer, 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**

<u>Classi cation Plans</u>: Schedules that identify employees by job category, job title, and union/non-union status on a typical grade structure.

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

 $\underline{CMR}$ : The  $\underline{C}$ ode of  $\underline{M}$ assachusetts  $\underline{R}$ egulations; Massachusetts state agencies issue regulations, which are compiled in the Code of Massachusetts Regulations (CMR).

<u>Debt Exclusion</u>: 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 nancial 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 identi ed. 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.

<u>Excess Levy Capacity</u>: 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.

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

<u>Free Cash</u>: Remaining, unrestricted funds from operations of the previous scal 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 de cits 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.

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

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

<u>GIS</u>: 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,

<u>Indirect Costs</u>: Costs of a service not re ected 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.

<u>Levy</u>: 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.

<u>Levy Limit</u>: A levy limit is one of two types of levy (tax) restrictions imposed by MGL Ch. 59 §21C (Proposition  $2\frac{1}{2}$ ). It states that the real and personal property taxes imposed by a city or town may only grow each year by  $2\frac{1}{2}$  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.

<u>Local Aid</u>: 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.

<u>Local Receipts</u>: 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.

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

<u>MOAs</u>: <u>Memorandums of Agreement</u>; 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.

<u>New Growth</u>: 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.

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

<u>PILOT/ Payment in Lieu of Taxes</u>: 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.

<u>Proposition 2½</u>: 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 rst-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).

<u>Retained Earnings</u>: An equity account re ecting 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 de cits (operating loss).

<u>Revaluation</u>: 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 certication. Assessors must also maintain fair cash values in the years between certications 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.

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

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

<u>Special Revenue Fund</u>: Funds, established by statute only, containing revenues that are earmarked for and restricted to expenditures for speci c 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)

<u>Unassigned Fund Balance</u>: See "Free Cash"

Unrestricted Net Position: See "Retained Earnings"

<u>User Charges / Fees</u>: 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 de nitions were adapted from the Massachusetts Department of Revenue's Municipal Finance Glossary (May 2008).

For additional de nitions, please see: <a href="http://www.mass.gov/dor/docs/dls/publ/misc/dlsmfgl.pdf">http://www.mass.gov/dor/docs/dls/publ/misc/dlsmfgl.pdf</a> (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 nancial of cer shall have the powers and duties provided in this division.

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

## Sec. 2-297. - Capital improvement de ned.

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 ve (5) years and a total cost which exceeds twenty- ve thousand dollars (\$25,000.00), to be nanced 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- ve thousand dollars (\$25,000.00), portions of which may be undertaken at intervals over an estimated time period.

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

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

#### c. 2-298. - Duty of chief nancial of cer to plan capital improvements.

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

rd. No. D328, 7-6-93)

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

- a. Every of cer of the city having charge of any of ce, department or undertaking, including the school committee, shall not later than August 1 of each year, submit to the chief nancial of cer, in such form and detail as the chief nancial of cer 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 nancial of cer 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 nancial of cer shall have from August 1 to December 1 in which to review all requests. The chief nancial of cer may require meetings with any public of cial 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 nancial of cer shall coordinate the capital undertakings of all departments, of cers, and agencies of the city with their cooperation and assistance. The chief nancial of cer shall submit to the mayor and city council his recommendations not later than January 31.

rd. No. D328, 7-6-93)

#### c. 2-300. - Preparation and submission of capital budget.

e chief nancial of cer shall, not later than January 31 of each year, on the basis of any information in his ossession, prepare and submit to the mayor and city council a capital budget showing in detail for each partment, of ce or agency the capital improvements which in its opinion should be undertaken in the suring year and a capital improvement program for each of the ve (5) years next following, together with a statement showing how such improvement should be nanced, 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 ensuring year shall be deemed to be a part of the budget estimates required by law to be furnished annually by the several of cers 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 nancial of cer 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. [1]

Sec. 2-126. Positions in classi ed 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 classication schedule, or under such title other than that of the position the duties of which are actually performed. The class title shall be the of cial title for all purposes having to do with the position and shall be used to designate the position in all payrolls, budget estimates and of cial reports. The provisions of this division shall not apply to positions subject to a collective bargaining agreement under M.C.L. Ch. 150E.
- (b) De nitions:

Part-time/seasonal

- (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 of cial pay plan shall consist of the following categories:

Boards and commissions

Clerical

Department assistants/professionals

DA/P

Department heads

Elections

E

Legal

Miscellaneous

M/C

C

DA/P

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

PT/S

City Ordinance Annual Salary Schedule - July 1, 2018

Employees

Comp./Grade 7/1/2018 Min. 2 3 4 5 6 7 8 Rate

**BOARDS AND COMMISSIONS** 

B/C Chairman, Board of \$1,250

Health PT

Member, Licensing

Board PT

Member, Board of Health

РΤ

Member, Board of \$26,743 \$27,429 \$28,115

Assessors PT

(19.5 hours per week)

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 \$64,019 \$66,976 \$69,626 \$71,880 \$76,279 \$78,186 \$81,313

Asst. City Clerk

DA/P-2 Asst. Auditor \$63,887 \$71,329 \$78,766 \$86,583 \$88,271 \$89,994 \$91,795 \$95,467

Asst. Treasurer/Collector

**Budget Director** 

Asst. Director of Human

Resources

DA/P-3 Dep. Director Emerg. \$15,950

Mgmt.

Communications

Director

DA/P-4 Human Services \$80,013

Administrator

DA/P-5 Diversity and Inclusion \$62,000 \$63,860 \$65,776 \$67,750 \$69,783 \$71,877 \$74,034 \$76,256

Manager

DEPARTMENT HEADS

DH1 Dir. Emerg. Mgmt. \$25,000

DH2 Ex. Dir. Dev. & Ind. \$66,406 \$69,625 \$72,303 \$75,965 \$78,461 \$80,423 \$83,640

Comm.

Superintendent of Wires

DH3 Ex. Director Parking \$76,423 \$79,477 \$81,864 \$83,503 \$86,876 \$89,047 \$92,609

Authority Member, Bd. of Assessors

DH4 Data Processing Dept. \$80,720 \$83,613 \$86,958 \$88,697 \$92,281 \$94,589 \$98,372

Head

Chairman Bd. of Assessors

DH5 Director of Personnel \$83,398 \$87,856 \$92,314 \$94,161 \$97,964 \$100,413 \$

104,430

DH6 City Auditor \$94,116 \$98,392 \$101,202 \$103,226\$107,396\$110,082 \$114,485

Treasurer Collector

DH7\*\* Library Director \$93,229 \$97,964 \$100,413 \$

\*\* If no employment 104,430

contract

DH8 Superintendent of \$101,178 \$ \$106,313 \$ \$112,819 \$115,640 \$120,265

Buildings 105,457 108,440

Dir. Of Urban Development/City

Planner

DH9 Comm. of Public Works \$115,315 \$ \$128,574 \$131,147 \$ \$139,853 \$145,447

120,384 136,442

Mathematical Continue	DH10	City Clerk	\$101,627 \$103,932 \$107,346\$ \$113,918 \$116,766 \$121,437	
154,778	DHII	Chief Financial Officer		
DH14				
DH14	DH12	Fire Chief		
E-1	DH14	Police Chief		
E-1	ELECTIO	DNS		
E-3			SS .	\$200
E-3 Inspectors and Demonstrators Special Police Officer & Special Polic	E-2	Computer Clerks and		\$175
Demonstrators   Special Police Officer & Special Police Pol		Canvassers		
Special Police Officer & Constable Working at Polis PT   Polis PT	E-3			\$150
Polls PT	E-4			\$14.65
City Solicitor - FT		Constable Working at		
12	LEGAL			
Lagislative Counsel	LI	City Solicitor - FT	\$131,733 \$134,477 \$137,222 \$139,966 \$145,565	
Asst. City Solicitor - PT	L2	City Solicitor - PT	\$77,252 \$79,172 \$81,162 \$83,190 \$85,078 \$88,481	
L4	L3		\$53,472 \$54,541 \$55,631 \$56,744 \$58,162 \$60,489	
MISCELLANEUUS  MI Clerk - Veteran Council \$750 Clerk of Committees Election Commissioners Secretary of Claims Commission PT Secretary of Claims Commission PT Secretary of CoA Sec. Group Insurance PT or Trust Fund Comm. PT Sec. to License Comm. PT Sec. to Planning Board PT Labor Registration Clerk  M-2 City Clerk Comm. City Clerk of Comm. City Clerk of Finance, Auditor Clerk of Finance, Auditor Clerk of Finance, Auditor Clerk of Finance, Auditor Clerm mg  M-3 Sec. to Board of Appeals (per mtg) M-4 Payroll Supervisor  M-5 Assistant to Payroll Supervisor  M-6 **Legislative Counsel Stiped in absence of Asst. City Clerk Stiped in absence of	L4		\$80,838 \$84,207 \$87,716 \$91,370 \$96,202 \$100,051	
MI	L4A	•	\$106,169 \$111,121 \$116,322 \$121,789 \$129,264 \$134,435	
MI				
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 Park Commission PT Labor Registration Clerk  M-2 City Clerk Council Clerk Elec. Comm. City Clerk Clerk of Finance, Auditor Clerk of Real Estate Comm, Treasurer  M-3 Sec. to Board of Appeals (per mtg)  M-4 Payroll Supervisor Assistant to Payroll Supervisor M-5 Assistant to Payroll Supervisor M-6 *Legislative Counsel \$6,000  *Supervisor Asst. City Clerk  *Stipend in absence of Asst. City Clerk  *Sec. to Real Estace *Supervisor	MISCEL	LANEOUS		
Clerk Elec. Comm. City   Clerk   Clerk of Committees,   City Clerk   Clerk of Finance, Auditor   Clerk of Real Estate   Comm., Treasurer	М1	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	- -	\$750
M-3       Sec. to Board of Appeals (per mtg)       \$125         M-4       Payroll Supervisor       \$7,500         M-5       Assistant to Payroll \$5,000         Supervisor       \$6,000         M-6       *Legislative Counsel \$6,000         Stipend in absence of Asst. City Clerk       \$6,000	M-2	Clerk Elec. Comm. City Clerk Clerk of Committees, City Clerk Clerk of Finance, Audito Clerk of Real Estate	ur	\$3,250
M-4 Payroll Supervisor \$7,500 M-5 Assistant to Payroll \$5,000 Supervisor  M-6 *Legislative Counsel \$6,000 Stipend in absence of Asst. City Clerk	M-3		\$125	
M-5 Assistant to Payroll \$5,000 Supervisor  M-6 *Legislative Counsel \$6,000 Stipend in absence of Asst. City Clerk				
Supervisor  M-6 *Legislative Counsel \$6,000  Stipend in absence of Asst. City Clerk		· · · · · · · · · · · · · · · · · · ·		
M-6 *Legislative Counsel \$6,000 Stipend in absence of Asst. City Clerk	M-5		\$5,000	
	M-6	*Legislative Counsel Stipend in absence of Asst. City Clerk	\$6,000	

PART TIME SEASONAL

PT/S-1	Locker Room Attendant PT	Minimum Wage as Established by Federal Law		
	Watchman & Swimming			
	Pool Cust. PT			
	Temporary Laborer PT			
	Library Trainee PT			
PT/S-2	Recreational Supervisor			\$
	General PT			5,680.58
PT/S-3	Junior Clerk & Typist PT			\$14.01
PT/S-3a	Parking Garage \$14.0	1 \$14.45 \$15.08 \$15.61 \$16.14		
	Attendant PT			
PT/S-4	Deputy Chief Traffic			\$14.25
	Supervisor			
PT/S-5	Deputy Director of Civil			\$3,000
	Defense PT			
,	Graves Registration Clerk			
PT/S-6	School Physician PT			\$3,500
PT/S-7	Director of Civil Defense			\$ 6,750
	PT			
/	Inspector of Animals PT			
PT/S-8	Health Officer PT			\$ 6,250
PT/S-9	City Physician PT			\$ 8,000
	School Traffic Supervisor			\$10.50
	Inspector of Animals PT			
PT/S-10	Supervisor of	,	Night	\$15.00
	Recreational Athletics			
		[	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. 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. 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. G060, 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.

. Every employee in continuous full-time service of the city in permanent status occupying a position subject to the classication and pay plans shall be eligible for consideration to advance to the next higher step.

- . 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 ve (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 quali cations and performance warrant it.
- (b) When an employee with at least ve (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 classi cation 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 de ned 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 rst 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 rst 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:

- . The respective department heads may reduce the workweek to not under thirty- ve (35) hours for employees whose positions appear on the annual salary schedule when the workload of the department so permits.
- . 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.

(Code 1965, § 28-9; Ord. No. D351, 11-18-94)

#### 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 rst Monday in September, Columbus Day, Veterans' Day, Thanksgiving Day, and Christmas Day.
- (b) Every employee occupying a full-time position subject to the classication and compensation plans or a seasonal position (classical ed 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 rst 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- fth (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 de ned in section 2-126(b), subject to the classication 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 fteen (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 fty (50) percent of the number of unused accumulated sick leave days in excess of seventy- ve (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 bene ciary, designated in writing on le 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 le a certi cate 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 le with the city auditor an af davit at the end of each scal year, signed under the penalties of perjury, setting forth what sick leave he has accumulated during that scal year, what, if any, sick leave he has used during that scal 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 nancial 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 le with the head of his department an employee certi cate 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 de ned in subsection 2-126(b), and subject to the classi cation 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 classic cation 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 rst day of June in such year.
- (b) Every employee occupying a position subject to the classication 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 ve (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 strategies rst 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 in 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 de ned 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 ling 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 of cer of any other such bank or association for the purposes speci ed 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 bene t matters, for all elected of cials, and for all ordinance pay classi cation 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 con rmed 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 certicate 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 certicate 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 con ict 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 con ict 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 ve 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 led 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 reproof 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 of cer or acting chief procurement of cer as de ned in Massachusetts General Laws Chapter 30B. The director of procurement shall be appointed by the mayor, subject to con rmation 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.

- . 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.
- . To assist other department heads in the preparation of invitations for bids and requests for proposals.



. To keep in his of ce 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 REIATIVE 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 nance 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 nance 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 scal stability. Bonds or notes issued under authority of this act for operating purposes may be issued for a term not in excess of ve 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 nance 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 nance control board, and the authorization therefor and issuance thereof shall require no further action by any of cer, 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 nance control board, as established by section three of this act, may authorize disbursements, without further appropriation or any other approval or action by any of cer, 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 nance 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 fty-nine of the General Laws. The nance 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 nance control board consisting of the secretary of administration and nance, 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 nancial stability of the city of Brock ton, 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 nance control board continue in existence after June thirtieth, nineteen hundred and ninety-four.

Until such time as the nance control board shall cease to exist, no appropriation, loan order or transfer shall take effect until approved by the nance 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 nance 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 identied 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 scal

year by the rst day of such scal 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 scal year as it deems appropriate and to amend, as provided for above, such appropriations during that scal 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 nance 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 scal 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- ve 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 xed 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 nance 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 fty-nine of the General Laws and for all municipal nance and other matters.

In each year during which the nance 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 nings.

In order to promote and ensure the scal stability of the city of Brockton, the board, in its discretion, may also require the ling 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 nancial and spending controls; (2) budget guidelines and objectives for the scal years nineteen hundred and ninety-one, and for such other scal years for which the board may remain in existence; (3) a professional and non-professional staf ng 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 scal year in which the nance control board is in existence, the board may require that a status report be led with the board by each department head on a quarterly basis. The board shall have full authority to waive any reporting or ling requirements contained in this section.

The nance control board may prepare such reports of its ndings 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. of cers 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 nance. 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 nance which shall be responsible for the overall budgetary and nancial administration of the city of Brockton. The department of nance shall be under the charge and control of a chief nancial of cer who shall

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

The chief nancial of cer shall be a person especially suited by education, training, and experience to perform the duties of the of ce.

The chief nancial of cer 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 nancial of cer shall not, at any time, assume the duties or responsibilities of any city of cial 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 nancial of cer shall include the following:

- (a) Coordination, administration and supervision of all nancial services and activities together with assistance in all matters related to municipal nancial affairs, and;
- (b) Development and maintenance of uniform systems for all nancial 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 nancial 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 of cer 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 nancial of cer 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 nancial action, including all transfers, all collective bargaining agreements, an ordinance revision or special legislation which may require the expenditure of funds or otherwise nancially 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 nancial of cer shall, if it be the case, submit in writing to the mayor and city council a certication that it is his professional opinion, after an evaluation of all pertinent nancial information reasonably available, that the city's nancial 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 nancial of cer fails to provide a certication as aforementioned within seven days of a request for such certication from the city council or mayor, as the case may be, such nancial action, nancial transfer, appropriation order, collective bargaining agreement, ordinance revisions, special legislation, or borrowing authorization may nonetheless be approved, provided further that the absence of such certication of the chief nancial of cer is expressly noted in such order or vote.

School department budgets, expenditures and other nancial matters requiring action by the city council shall be submitted to the chief nancial of cer 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 of ce 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 of ce 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 nance committee, within a reasonable time period from such request, an oral or written assessment, or both, as the city council or its nance committee may request, of the current and future nancial impact of the cost of any proposed appropriation order, lease or contract arrangement for a term including more than one scal 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 nancial nature as is speci cally requested by a vote of the city council or its nance 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 nancial of cer.

The city council by majority vote may request such assessment, analysis or other nancial 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 certi cation of the chief nancial of cer as provided for in section ve 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 rst of each year, or within ten days after the approval by the city council and the mayor of the annual budget for such scal year, whichever shall occur later, the persons or of cers 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 nancial impact on the general fund of the city, shall submit to the chief nancial of cer 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 ve following allotment periods: July rst through September thirtieth, October rst through December thirty- rst, January rst through the last day of February, March rst through April thirtieth, and May rst through June thirtieth.

Whenever the chief nancial of cer 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 of cer in charge thereof, the mayor, the city solicitor, the chief nancial of cer or the city auditor as appropriate, and to the city clerk who shall forthwith transmit the same to the city council and nance control board, if such board remains in existence at the time. Upon such a determination and notice thereof, the chief nancial of cer shall provide the foregoing of cials 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 nancial of cer les with the mayor and city clerk a certi cate that in his opinion sufficient nancial 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 le a report of such allotment adjustments with the mayor, city council, chief nancial of cer, city auditor and nance 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 fty 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 nance 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 speci cally 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 of cer 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 of cial so approving such payroll including the mayor, chief nancial of cer, 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 scallyear, 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 fty 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 scal year and prior to the rst day of April of that scal 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, ood, drought, re, 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 fty-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 scal stability". Such fund shall be separate and in addition to any amounts appropriated pursuant to the provisions of section ve A of chapter forty of the General Laws.

Commencing with scal year nineteen hundred and ninety-two and for all scal years thereafter, prior to the date when the tax rate is xed, the board of assessors shall include in the amounts to be raised pursuant to section twenty-three of chapter fty-nine of the General Laws for such scal 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 scal 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 scal 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 scal 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 scal 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 scal 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 scal 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 scal year nineteen hundred and ninety-ve shall be an amount equal to one percent of the gross amount to be raised for the prior scal 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 scal year nineteen hundred and ninety-six and each subsequent scal year shall be an amount equal to one and one-half percent of the gross amount to be raised for the prior scal 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 scal year.

Transfers or expenditures may be made from the special reserve fund of any scal year during that scal year only and then only by the mayor with the approval of the city council, and provided further that if the nance 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 scal year subsequent to scal year nineteen hundred and ninety-one, the special reserve fund as provided for herein is depleted by transfers or expenditures in excess of fty percent of the amount certifed for that year by the city auditor plus the amount of any penalty adjustment as provided for hereinafter, or if the city incurs net de cits with respect to such scal year in excess of fty percent of the aforementioned amount, the special reserve fund requirement for the succeeding scal 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 de cits 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 scal years, except as provided for hereinafter; provided further, however, that if such penalty adjustment increase shall be made for scal years nineteen hundred and ninety-three, nineteen hundred and ninety-four, nineteen hundred and ninety- ve, 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 scal year exceed ve percent of the gross amount to be raised of the prior scal year as appearing on the city's tax rate recapitulation of said prior scal year. All amounts required by this act to be raised for each scal year shall be certi ed to the board of assessors by the city auditor prior to the establishment of the tax rate for the then current scal year.

Notwithstanding the foregoing, the mayor, with the approval of the commissioner of revenue, may for any scal year commencing with scal 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 scal year as appearing on the city's tax rate recapitulation of said prior scal year, which percentage decrease shall be of a permanent nature and fully effective with respect to the special reserve fund requirements of all succeeding scal 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 scal year as appearing on the city's tax rate recapitulation of said prior scal 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 nance 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 of cial 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 scal year any sum in excess of such of cial'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 of cial 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 nd claims brought by the city hereunder and to order such relief as the court may nd appropriate to prevent further violations of this section. Any of cial 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 "of cial" 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- ve days or more after the effective date of this act. During the period prior to the initial appointment of a chief nancial of cer, or during any period in which the position of chief nancial of cer is vacant, the mayor or his designee shall perform the duties and responsibilities of the chief nancial of cer with respect to the budget allotment system established by section seven of this act. With respect to scal year nineteen hundred and ninety-one, an allotment schedule must be submitted as 'provided within fteen days of the appointment of a chief nancial of cer, or if no such of cer has been appointed, within fteen 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 nancial of cer, 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 rm, 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 of ce for administration and nance 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 nance 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 nance relating to the bonds and notes and no bonds or notes shall be issued hereunder until the secretary has approved the plan and speci-cally 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) 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  $\S\S$  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,  $\S\S$  28-3.1 and 28-16, and Ord. No. D116, adopted Oct. 17, 1980. A new  $\S$  2-141 has been created in the place of the deleted  $\S$  2-141.

# DEMOGRAPHIC AND ECONOMIC SUMMARY

#### **DEMOGRAPHIC AND ECONOMIC SUMMARY**

The City of Brockton is a densely developed, diverse urban community, located twenty- ve miles south of Boston, covering 21.32 square miles of land with a population of 105,643 (U.S. Census Bureau). Brockton is a Gateway City, one of twenty-six midsize urban centers that anchor regional economies around the state.

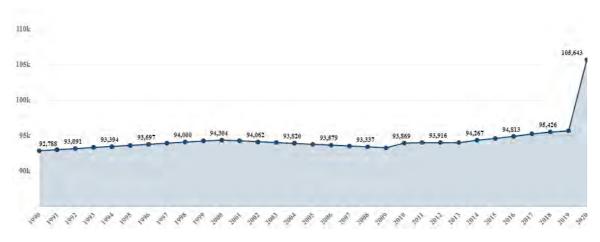
Brockton is a city with a rich history that is today home to a young, professional, and diverse population. During the American Civil War, Brockton was the largest producer and manufacturer of shoes in the country. The emergence of the shoemaking industry, along with the development of the Old Colony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

# **Population Overview**



▲ 10.5% vs. 2019

# **Population Growth**



\* Data Source: 2020 US Census Bureau 🗹

# **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.

Median Income \$64,249

HOUSEHOLD INCOME

\* Data Source: 2020 US Census Bureau 🗹

# **Household Analysis**

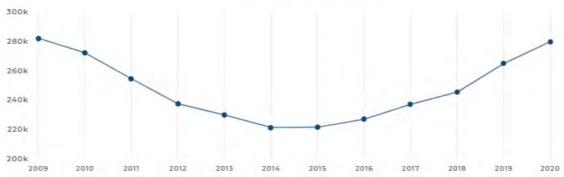
**31,459** 

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.

\* Data Source: 2020 US Census Bureau 🗹

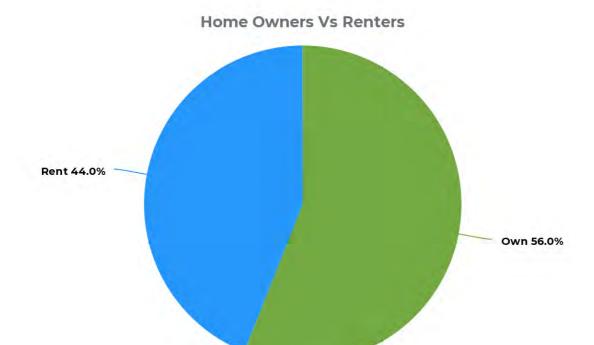
# **Housing Overview**





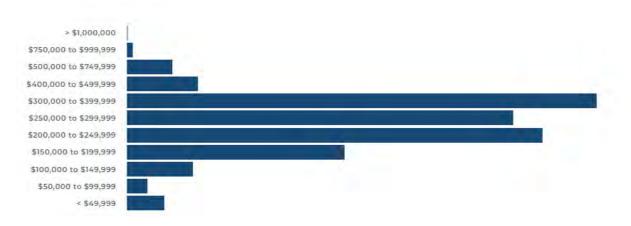
\* Data Source: 2020 US Census Bureau 🗹

## **Home Owners Vs Renters**



\* Data Source: 2020 US Census Bureau 🗹

# **Home Value Distribution**



\* Data Source: 2019 US Census Bureau 🗹, 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 rst 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.

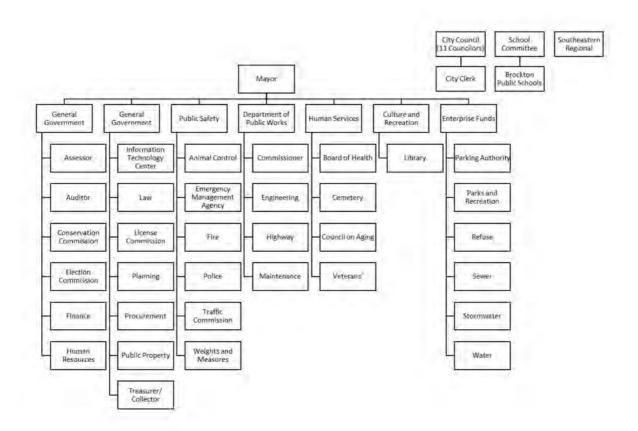
Farms gave way to factories, and Brockton became an epicenter of the shoe and textile industries, earning the name "Shoe City." At the dawn of the 20th century, the city had a population of 40,000; and more than 6,000 people were employed in over 100 separate shoe manufacturing entities.

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 rst 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 ftieth 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 of cial 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

Jack F. Lally

2022 Council President Ward 6 Councilor



Winthrop H. Farwell, Jr. **Councilor-At-Large** 



Rita Mendes **Councilor-At-Large** 



Moises M. Rodrigues **Councilor-At-Large** 



David C. Teixeira **Councilor-At-Large** 



Thomas J. Minichiello Jr. **Ward 1 Councilor** 



Maria T. Tavares
Ward 2 Councilor



Mark D'Agostino
Ward 3 Councilor



Susan Nicastro
Ward 4 Councilor



Jeffery Thompson **Ward 5 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 Kathleen Ehlers- Ward 1 Member

**Cynthia Rivas Mendes** -Ward 2 Member

Jared Homer- Ward 3 Member Tony Rodrigues- Ward 4 Member Judy Sullivan- Ward 5 Member Joyce J. Asack- Ward 6 Member Timothy J. Sullivan- Ward 7 Member



### **DEPARTMENT DIRECTORY**



**Animal Control** 

Tom DeChellis Director 446 Court Street Brockton, MA 02301

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



**Assessor** 

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

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



# **Auditor**

AnnMarie Raymond Interim Auditor 45 School Street Brockton, MA 02301

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



**Board of Health** Dr. Eno Mondesir Executive Health Of cer

60 Crescent Street Brockton, MA 02301

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



# Cemetery/Parks and Recreation

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

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



# **City Clerk/City Council**

Timothy Cruise City Clerk 45 School Street Brockton, MA 02301

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



# **Council on Aging**

Janice Fitzgerald Director 45 School Street Brockton, MA 02301

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



# **Department of Public Works**

Patrick Hill Commissioner 45 School Street Brockton, MA 02301

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



# **Elections Commission**

Cynthia Scrivini Executive Director 45 School Street Brockton, MA 02301

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



# **Emergency Management**

Stephen Hooke Director 156 West Elm Street Brockton, MA 02301

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



### **Finance**

Troy Clarkson Chief Financial Of cer 45 School Street Brockton, MA 02301

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



Fire
Brian Nardelli
Fire Chief
560 West Street
Brockton, MA 02301

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



### **Human Resources**

Sandi Charton Interm Director of Human Resources 45 School Street Brockton, MA 02301

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



# **Information Technology Center**

Edward Medieros Acting Director BHS, 470 Forest Avenue Brockton, MA 02301

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



**Law Department** Megan D. Bridges

City Solicitor
45 School Street
Brockton, MA 02301

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



Library

Paul Engle Director 304 Main Street Brockton, MA 02301

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



Mayor

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

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



**Parking Authority** 

Eric Akesson Executive Director 60 School Street Brockton, MA 02301

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



# Planner/Planning Board/Conservation Commission

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

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



### **Police**

Brenda Perez Acting Police Chief 7 Commercial Street Brockton, MA 02302

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



Procurement
Michael Morris

Chief Procurement Of cer 45 School Street Brockton, MA 02301

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



# **Public Property/War Memorial**

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

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



# **School Department**

Michael Thomas Superintendent 43 Crescent Street Brockton, MA 02301

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



# Southeastern Regional Technical Vocational High School

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

Phone: 508-230-1215



# **Traffic Commission**

Captain Mark Pocaro Commissioner 45 School Street Brockton, MA 02301

Email: traf c@cobma.us Phone: 508-580-7807



# **Treasurer/Tax Collector**

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

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



# **Veterans' Services**

Kelly Young Veterans' Services Of cer 156 West Elm Street (War Memorial Building) Brockton, MA 02301

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



# **Weights and Measurers**

Kevin Croker Sealer 45 School Street Brockton, MA 02301

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

### **COMMUNITY INFORMATION**

### **Playgrounds**

Ash eld 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)

Hillstrom Farm Park (Cary Street)

Salisbury River Plain (Montello Street/White Avenue)

Snow Park (Crescent Street)

Brook eld Playground (Jon Drive)

Salisbury Park (Crescent Street)

### **Community Schools**

Barrett Russell Early Childhood

Angelo Elementary School

Arnone Elementary School

Baker Elementary School

Brook eld Elementary School

Downey Elementary School

Gilmore Elementary School

Manthala George Elementary School

Hancock Elementary School

Kennedy Elementary School

Davis Elementary School

Raymond Elementary School

Ash eld 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.

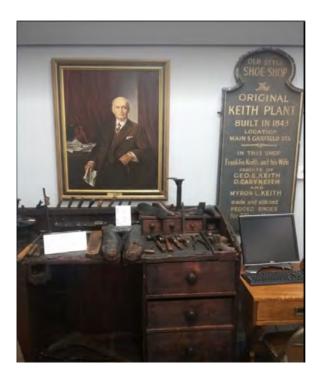
Current exhibits include:

**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 reghting. Thousands of reghting artifacts are preserved within the installation along with a memorial dedicated to the memory of Brockton's own remen who were killed during the Strand Theatre re of 1941.

**The Homestead-** Built in 1767 by Deacon Jeremiah Beal, descendant of Hingham's John Beal, one of the rst 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 rst 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 nest 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 eld 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 rst 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 ber) 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 ghting 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.





# Mayor Robert Sullivan Summer Concert Series

The Summer Concert Series is an annual eightweek concert sponsored by the Of ce of Mayor Robert Sullivan. Each summer, residents can listen to local musical acts like Billy Couto & the After Hours, Los Sugar Kingz, Biz Knight, and more.



### **Greek Food Festival**

The Greek Food Festival, organized by the Annunciation Greek Orthodox Church and sponsored by the Brockton Mayor's Of ce, is an annual celebration of Greek culture, food, and traditions. The Greek community has a long history within the City of Brockton, dating back to the boom of the Shoe Industry. The Greek Food Festival is a cherished event by many in the community.

# ER CHIEF CONTROL OF CO

### PROVA!

PROVA! is a dynamic venue that celebrates Brockton's rich multicultural heritage. The venue offers local food and craft beer, family fun, and diverse arts and entertainment. PROVA! is made up of businesses, local nonprots, city of cials, and volunteers working to transform a vacant lot in the heart of downtown Brockton into a safe, fun, and vibrant outdoor space for building community.



### "Brockton MA City of Champions" App

To spark business recovery and resiliency amid the COVID-19 pandemic, the City of Brockton collaborated with Old Colony Planning Council, using grant funding from the MA Of ce of Business Development to introduce a new mobile app for the "City of Champions." The "Brockton MA - City of Champions" app is the rst technological tool utilized via Mayor Robert Sullivan's "Open For Business Initiative." The app assists Brockton businesses by providing residents and visitors with an accurate business directory right at their ngertips. Companies in the city will have the opportunity to claim their business on the app and upload website information, digital menus, special deals/discounts, and more. There are currently 2,000 businesses listed on the app, many of which are still waiting to be claimed by business owners. Businesses can claim their business by visiting and following six easy steps download on both Apple and android app stores.



Scan this QR code to download the app

### **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 Of ce 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 certicates, 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**

### **FY2023 BUDGET CALENDAR**

**Budget Kickoff Meeting:** 

December 1, 2021 CFO briefs department heads and scal staff on FY23 budget

guidelines.

Electronic Distribution of budget materials to departments:

Position list.

Personal Services sheets. January 3, 2022

FY22 YTD budgets through December 31, 2021.

FY23 budget guidelines.

Deadline for departments to notify the Finance Of ce of any January 18, 2022

changes to Personal Services sheets and position list.

Departments review and update budget materials:

Position list.

Personal Service sheets. FY23 expenditure projections. Mission statement and services.

January 4, 2022 through January 28, 2022

Performance Measures

FY22 accomplishments.

FY23 objectives.

Review FY23 revenue projections.

All supporting documentation must be submitted to the

Finance Department for preliminary review.

January 28, 2022 Deadline for FY23 budgets to be updated in Munis.

Department head meetings with the CFO:

January 31, 2022 through February 14, 2022

Review the status of FY22 budgets and FY23 projected budgets. Review department goals and accomplishments (FY22-FY23).

Review grants and revenue projections.

March 14, 2022 through April 1, 2022

Review budgets with Mayor and prepare budget documents.

Mayor and CFO budget presentations and distribution of budget May 2022

documents to the City Council.

**Budget is submitted:** 

Appropriation Order to the City Clerk- May 17, 2022 May/June 2022

Projected Budget Hearings-June 6-June 8, 2022

City Council Final Vote-June 27, 2022

### **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 FY23 was initiated in December 2021. 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 quantiable where applicable. The emphasis is on further integration of the Mayor's goals in order to continue remement of the budget document. In the FY23 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 in 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 FY23 Budget. The FY23 goal is to submit a budget to the City Council that supports the Mayor's priorities and programmatic and operational needs.

The City Council held a series of public hearings to solicit citizen participation regarding departmental budget requests between June 6, 2022-June 8, 2022. The City Council has the jurisdiction to make reductions, but cannot increase the proposed budget. The annual budget for FY23 becomes effective July 1, 2022.

### **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 classi ed in the following categories:

- . Personal Services
- . Overtime
- . Purchase of Services
- . Goods and Supplies
- . 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 modi ed accrual basis of accounting, which is the basis used by all governmental fund types. Modi ed accrual accounting combines accrual-basis accounting with cashbasis 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 nancial 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 nancial position of the City. The users of nancial statements are often bond rating agencies. The Government Accounting Standards Board (GASB) issues guidance for how GAAP based nancial 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 xed 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 Of cer. 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 — nanced by Special Revenue Funds and Trusts are budgeted as General Fund expenditures and are — nanced 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 certication 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' de cits 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 nance-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 nancial resources measurement focus and the modi ed 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, nes 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 species of purposes. These revenues are accounted for separately from the General Fund for both legal and practical purposes, as the accounts often span multiple—scal years.

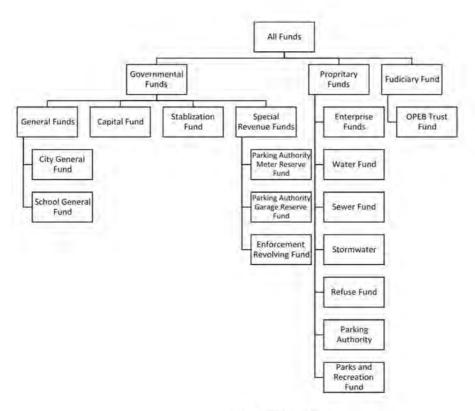
The Capital Projects Fund is used to account for expenditures on the acquisition or construction of major capital facilities as well as items related to the City's Capital Plan.

Proprietary Funds and Fiduciary Funds are accounted for using the ow 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 nancial statements. This fund is nanced 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 nanced or recovered primarily through user charges. These funds account for their own xed assets and long-term liabilities.

Fiduciary Funds are used to account for resources held for the bene t of parties outside the government. The City is the trustee, or duciary, and the government and its citizenry do not bene t 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 six city-wide services: Water, Sewer, Stormwater, Refuse, Parking Authority, 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	1		
Auditor	1		
Board of Health	1		
Cemetery Department	$\sqrt{}$		
City Clerk	$\sqrt{}$		
Conservation Commission	1		
Council on Aging	$\checkmark$		
DPW- Commissioner	$\sqrt{}$		
DPW- Engineering	$\checkmark$		
DPW- Highway	$\sqrt{}$		
DPW- Maintenance	$\checkmark$		
Election Commission	$\sqrt{}$		
Emergency Management Agency	$\checkmark$		
Finance	$\sqrt{}$		
Fire	$\checkmark$		
Human Resources	$\checkmark$		
Information Technology Center	$\checkmark$		
Law Department	$\checkmark$		
Library	$\checkmark$		
License Commission	$\checkmark$		
Mayor	$\checkmark$		
Parking Authority		$\checkmark$	$\checkmark$
Planning and Economic Development	$\checkmark$		
Planning Board	$\checkmark$		
Police	$\checkmark$		$\checkmark$
Procurement	$\checkmark$		
Public Property	$\checkmark$		
Stormwater		$\checkmark$	
Traf c Commission	$\checkmark$		
Treasurer/ Tax Collector	$\checkmark$		
Veteran's Services	$\checkmark$		
War Memorial	$\checkmark$		
Weights and Measures	$\checkmark$		
Water		$\checkmark$	
Sewer		$\checkmark$	
Refuse		$\sqrt{}$	
Parks and Recreation		$\checkmark$	

### **BUDGET APPROPRIATION BY FUND**

FUND TYPEFY2023Non-bonded Capital Projects\$0TOTAL CAPITAL FUND\$0

Direct General Fund \$460,876,950 **TOTAL GENERAL FUND** \$460,876,950

**ENTERPRISE FUNDS** 

 Stormwater
 \$663,340

 Water
 \$21,559,008

 Sewer
 \$20,313,473

 Refuse
 \$8,381,738

 Parks and Recreation
 \$2,798,472

 Parking Authority
 \$1,204,060

TOTAL ENTERPRISE FUND \$54,920,091

FY2023 GRAND TOTAL APPROPRIATION \$515,797,041

### **APPROPRIATION ORDER**

ORDERED: **1.** Move that \$460,876,950 be appropriated for the following general fund departmental expenditures of the City for the scal year ending June 30, 2023, which will be funded through the following sources:

 State Aid
 255,936,167

 Tax Levy
 166,144,852

 Local Receipts
 23,138,931

 Available Funds
 15,657,000

 Total
 460,876,950

### **GENERAL GOVERNMENT**

### Assessor

Personal Services - Other Than Overtime	725,017
Ordinary Maintenance - Services	132,350
Ordinary Maintenance - Goods	8,100

### **Auditor**

Personal Services - Overtime	5,000
Personal Services - Other Than Overtime	894,506
Ordinary Maintenance - Services	282,943
Ordinary Maintenance - Goods	20,250
Out of State Travel	1,500

### **Auditor Mail**

Ordinary Maintenance - Services	173,500
Ordinary Maintenance - Goods	500

### **Auditor Telephone**

Ordinary Maintenance - Services	88.000

### **City Clerk**

Personal Services - Overtime	6,000
Personal Services - Other Than Overtime	468,991
Ordinary Maintenance - Services	71,000
Ordinary Maintenance - Goods	34,275

### **City Council**

Personal Services - Overtime	6,500
Personal Services - Other Than Overtime	621,416
Ordinary Maintenance - Services	106,000
Ordinary Maintenance - Goods	47,200

### **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	469,788
Ordinary Maintenance - Services	96,900
Ordinary Maintenance - Goods	6,800

### **Finance**

Personal Services - Overtime	807
Personal Services - Other Than Overtime	677,812
Ordinary Maintenance - Services	1,253,140
Ordinary Maintenance - Goods	18,599
Out of State Travel	5,000

Human Resources	
Personal Services - Overtime	2,000
Personal Services - Other Than Overtime	421,048
Ordinary Maintenance - Services	252,000
Ordinary Maintenance - Goods	48,500
Human Resources- Employee Bene ts	
Employee Bene ts	60,991,284
Information Technology Center	
Personal Services - Overtime	65,000
Personal Services - Other Than Overtime	1,423,128
Ordinary Maintenance - Services	1,487,000
Ordinary Maintenance - Goods	334,310
Out of State Travel	2,000
Law	
Personal Services - Overtime	1,000
Personal Services - Other Than Overtime	1,100,910
Ordinary Maintenance - Services	446,895
Ordinary Maintenance - Goods	134,374
Law Court Judgements	250,000
Workers Compensation	1,140,183
Property Insurance	1,505,950
Law- License Commission	
Personal Services - Overtime	10,950
Personal Services - Other Than Overtime	94,858
Ordinary Maintenance - Services	1,290
Ordinary Maintenance - Goods	2,625
Mayor	
Personal Services - Overtime	3,000
Personal Services - Other Than Overtime	853,300
Ordinary Maintenance - Services	599,795
Ordinary Maintenance - Goods	63,824
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	3,000
Personal Services - Other Than Overtime	481,925
Ordinary Maintenance - Services	389,800
Ordinary Maintenance - Goods	20,200
Planning Board	
Personal Services - Overtime	5,000
Personal Services- Other Than Overtime	19,500
Ordinary Maintenance - Services	14,275
Ordinary Maintenance - Goods	3,000

**Procurement Department** 

Ordinary Maintenance - Services Ordinary Maintenance - Goods

Personal Services - Other Than Overtime

168,433

525

9,500

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Personal Services - Overtime	108,200
Personal Services - Other Than Overtime	1,881,727
Ordinary Maintenance - Services	660,400
Ordinary Maintenance - Goods	369,867
Public Property Net-School Spending (EX&OM)	150,000
Manning Pool Maintenance	28,200
Public Property Stadium Personal Services- Overtime	10,000
Public Property Stadium Ordinary Maintenance-Services	253,100

### Treasurer/Tax Collector

Personal Services - Overtime	5,000
Personal Services - Other Than Overtime	910,548
Ordinary Maintenance - Services	29,500
Ordinary Maintenance - Goods	30,210
Medicare Tax	4,510,000

### **PUBLIC SAFETY**

### **Animal Control**

Personal Services - Overtime	30,450
Personal Services - Other Than Overtime	676,326
Ordinary Maintenance - Services	41,532
Ordinary Maintenance - Goods	10,313

### **Emergency Management Agency**

Personal Services - Other Than Overtime	95,468
Ordinary Maintenance - Services	10,200
Ordinary Maintenance - Goods	9,085

### Fire

Personal Services - Overtime	408,000
Personal Services - Other Than Overtime	29,124,003
Ordinary Maintenance - Services	1,122,089
Ordinary Maintenance - Goods	468,089
Personal Services -Fire Staf ng Overtime	870,000
Principal and Interest on Long-Term Debt	300,000

### Police

Personal Services - Other Than Overtime	29,999,413
Personal Services - Overtime	1,290,414
Personal Services - Overtime- Safety Initiative	244,600
Personal Services - Overtime - License Enforcement	75,500
Ordinary Maintenance - Services	863,957
Ordinary Maintenance - Goods	466,308

### Traf c Commission

Personal Services - Overtime	50,000
Personal Services - Other Than Overtime	32,000
Ordinary Maintenance - Services	192,296
Ordinary Maintenance - Goods	324.180

### Weights & Measures

Personal Services - Overtime	4,000
Personal Services - Other Than Overtime	178,365
Ordinary Maintenance - Services	13,378
Ordinary Maintenance - Goods	6,845
Out of State Travel	1,800

### **DEPARTMENT OF PUBLIC WORKS**

DPV	N-Com	missioner	

Personal Services - Overtime	5,638
Personal Services - Other Than Overtime	474,855
Ordinary Maintenance - Services	4,875
Ordinary Maintenance - Goods	15,439

### **DPW-Engineering**

Personal Services - Overtime	13,000
Personal Services - Other Than Overtime	292,613
Ordinary Maintenance - Services	19,800
Ordinary Maintenance - Goods	34,860

### **DPW-Highway**

Personal Services - Overtime	300,000
Personal Services - Other Than Overtime	2,103,689
Ordinary Maintenance - Services	3,474,319
Ordinary Maintenance - Goods	1,465,333

### **DPW-Maintenance**

Personal Services - Overtime	20,000
Personal Services - Other Than Overtime	250,854
Ordinary Maintenance - Services	28,026
Ordinary Maintenance - Goods	591.260

### **HUMAN SERVICES**

### **Board of Health**

200100111111111111111111111111111111111	
Personal Services - Overtime	15,000
Personal Services - Other Than Overtime	1,231,480
Ordinary Maintenance - Services	36,550
Ordinary Maintenance - Goods	49,500

### Cemetery

Personal Services - Overtime	150,000
Personal Services - Other Than Overtime	374,881
Ordinary Maintenance - Services	124,180
Ordinary Maintenance - Goods	72,400

### **Council on Aging**

Personal Services - Overtime	840
Personal Services - Other Than Overtime	281,582
Ordinary Maintenance - Services	36,798
Ordinary Maintenance - Goods	18.109

### **Veterans' Council**

Vet Council Goods & Supplies 13,0	,000
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### **Veterans' Services**

Personal Services - Overtime	1,930
Personal Services - Other Than Overtime	233,542
Ordinary Maintenance - Services	7,350
Ordinary Maintenance - Goods	661,250

### **CULTURE AND RECREATION**

Library

Personal Services - Overtime 10,000
Personal Services - Other Than Overtime 2,187,069
Ordinary Maintenance - Services 392,300
Ordinary Maintenance - Goods 425,000

**Debt Service** 

Treasurer's Debt Service 14,543,754
Pension Obligation Bond Debt Service 12,879,589

Retirement

Contributory 7,538,595 Non-Contributory 17,562

### **EDUCATION**

Schools

Net School Spending 206,318,562 Non Net School Spending 12,145,147

**Southeastern Regional School** 

Collaborative Programs 4,408,899

**General Fund Subsidies** 

Park and Recreation General Fund Subsidy 600,000

Amount to be Raised- Overlay 1,406,585

Government Assessments 30,308,430

TOTAL BUDGET 460,876,950

**ORDERED 2.** Moved that \$513,340 be appropriated for the Stormwater enterprise fund that \$150,000 be included in appropriations from the general fund for indirect costs and be allocated to the Stormwater enterprise fund for funding and that \$663,340 be raised as follows:

Total	800.000
Stormwater Fees	800,000

Stormwater

Personal Services- Other Than Overtime 513,340
Direct Costs 513,340
Indirect Costs 150,000
Total 663,340

**ORDERED 3.** Moved that \$19,746,567 be appropriated for the Water enterprise fund that \$1,812,441 be included in appropriations from the general fund for indirect costs and be allocated to the Water enterprise fund for funding and that \$21,559,008 be raised as follows:

Total	21,559,008
Retained Earnings	3,059,008
User Charges	18,500,000

### Water

Personal Services - Overtime	627,825
Personal Services - Other Than Overtime	2,882,694
Purchase of Services	4,171,858
Goods and Supplies	690,799
Debt Service	2,672,591
Other Contracted Services	8,700,800
Direct Costs	19,746,567
Indirect Costs	1,812,441
Total	21,559,008

**ORDERED 4.** Moved that \$18,964,250 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 \$20,313,473 be raised as follows:

User Charges	20,150,000
Retained Earnings	163,473
	20,313,473
Sewer	
Personal Services - Overtime	306,017
Personal Services - Other Than Overtime	1,464,541
Purchase of Services	9,424,119
Goods and Supplies	476,612
Debt Service	7,142,961
Other Contracted Services	150,000
Direct Costs	18,964,250
Indirect Costs	1,349,223
Total	20,313,473

**ORDERED 5**. Moved that \$7,424,370 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 \$8,381,738 be raised as follows:

User Charges	7,870,000
Retained Earnings	511,738
General Fund Subsidy	-
Total	8,381,738

### Refuse

Personal Services - Overtime	127,170
Personal Services - Other Than Overtime	843,495
Purchase of Services	6,363,867
Goods and Supplies	89,838
Direct Costs	7,424,370
Indirect Costs	957,368
Total	8,381,738

**ORDERED 6.** Moved that \$2,359,773 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 \$2,798,472 be raised as follows:

Total	2.798.472
General Fund Subsidy	600,000
Retained Earnings	785,463
User Charges	1,280,000
Other Departmental Revenue	133,009

### **Parks and Recreation**

Personal Services - Overtime	288,415
Personal Services - Other Than Overtime	1,029,872
Purchase of Services	853,788
Goods and Supplies	127,240
Other Contracted Services	60,458
Direct Costs	2,359,773
Indirect Costs	438,699
Total	2,798,472

**ORDERED 7.** Moved that \$1,054,060 be appropriated for the Parking Authority enterprise fund that \$150,000 be included in appropriations from the general fund for indirect costs and be allocated to the Parking Authority enterprise fund for funding and that \$1,204,060 be raised as follows:

1.225.000
250,000
475,000
500,000

### **Parking Authority**

Total	1,204,060
Indirect Costs	150,000
Direct Costs	1,054,060
Snow Removal	45,000
Goods and Supplies	29,700
Purchase of Services	259,750
Personal Services - Other Than Overtime	697,610
Personal Services - Overtime	22,000

## **APPROPRIATION ORDER SUMMARY**

GENERAL GOVERNMENT	FY2021 ACTUAL	FY2022 BUDGETED	FY2023 PROPOSED	% CHANGE
Assessor				
Personal Services - Other Than Overtime	542,891	568,182	725,017	27.6%
Ordinary Maintenance - Services	219,367	132,350	132,350	0.0%
Ordinary Maintenance - Goods	2,529	4,500	8,100	80.0%
TOTAL	764,788	705,032	865,467	22.8%
Auditor				
Personal Services - Overtime	4,536	7,500	5,000	-33.3%
Personal Services - Other Than Overtime	652,710	733,660	894,506	21.9%
Ordinary Maintenance - Services	136,710	352,500	282,943	-19.7%
Ordinary Maintenance - Goods	7,595	16,750	20,250	20.9%
Out of State Travel  TOTAL	- 801,552	2,000 <b>1,112,410</b>	1,500 <b>1,204,199</b>	-25.0% <b>8.3%</b>
	·		, ,	
Auditor Mail	107.076	22 / 222	107.500	22.50/
Ordinary Maintenance - Services	193,836	224,000	173,500	-22.5%
Ordinary Maintenance - Goods  TOTAL	965 <b>194,801</b>	500 <b>224,500</b>	500 <b>174,000</b>	0.0% <b>-22.5%</b>
	.5 .,55.	,	.,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	
Auditor Telephone	70.110	00.000	00.000	1 10/
Ordinary Maintenance - Services  TOTAL	78,119 <b>78,119</b>	89,000 <b>89,000</b>	88,000 <b>88,000</b>	-1.1% <b>-1.1%</b>
	•	,	·	
City Clerk  Personal Services - Overtime	3,274	6,000	6,000	0.0%
Personal Services - Other Than Overtime	3,274	420,039	468,991	11.7%
Ordinary Maintenance - Services	14,344	74,500	71,000	-4.7%
Ordinary Maintenance - Goods	2,826	10,075	34,275	240.2%
TOTAL	340,548	<b>510,614</b>	580,266	13.6%
City Council				
Personal Services - Overtime	5,846	6,500	6,500	0.0%
Personal Services - Other Than Overtime	457,495	613,869	621,416	1.2%
Ordinary Maintenance - Services	75,661	160,322	106,000	-33.9%
Ordinary Maintenance - Goods	7,587	41,385	47,200	14.1%
TOTAL	546,589	822,076	781,116	-5.0%
Conservation Commission				
Personal Services - Overtime	3,930	5,000	5,000	0.0%
Ordinary Maintenance - Services	2,357	31,675	31,675	0.0%
Ordinary Maintenance - Goods	1,424	6,100	6,100	0.0%
TOTAL	7,711	42,775	42,775	0.0%
Election Commission				
Personal Services - Overtime	6,875	5,000	5,000	0.0%
Personal Services - Other Than Overtime	361,873	359,548	469,788	30.7%
Ordinary Maintenance - Services	50,140	69,600	96,900	39.2%
Ordinary Maintenance - Goods  TOTAL	1,448 <b>420,335</b>	6,800 <b>440,948</b>	6,800 <b>578,488</b>	0.0% <b>31.2%</b>
TOTAL	420,335	440,946	570,400	31.2%
Finance				
Personal Services - Overtime	268	807	807	0.0%
Personal Services - Other Than Overtime	408,527	672,240	677,812	0.8%
Ordinary Maintenance - Services	1,016,085	1,133,140	1,253,140	10.6%
Ordinary Maintenance - Goods	10,183	17,150	18,599	8.4%
Out of State Travel	1,475,067	- 1 027 777	5,000 1 <b>055 759</b>	- 7 20/
TOTAL	1,435,064	1,823,337	1,955,358	<b>7.2</b> %

GENERAL GOVERNMENT	FY2021 ACTUAL	FY2022 BUDGETED	FY2023 PROPOSED	% CHANGE
Human Resources				
Personal Services - Overtime	-	1,500	2,000	33.3%
Personal Services - Other Than Overtime	175,096	335,011	421,048	25.7%
Ordinary Maintenance - Services	81,327	218,320	252,000	15.4%
Ordinary Maintenance - Goods	3,321	40,640	48,500	19.3%
Employee Bene ts	49,304,814	53,840,493	60,991,284	13.3%
TOTAL	49,564,558	54,435,964	61,714,832	13.4%
Information Technology Center				
Personal Services - Overtime	33,492	50,379	65,000	29.0%
Personal Services - Other Than Overtime	1,039,751	1,167,243	1,423,128	21.9%
Ordinary Maintenance - Services	1,115,202	1,381,056	1,487,000	7.7%
Ordinary Maintenance - Goods	38,163	312,229	334,310	7.1%
Out of State Travel	-	2,000	2,000	0.0%
TOTAL	2,226,609	2,912,907	3,311,438	13.7%
Law				
Personal Services - Overtime	289	1,000	1,000	0.0%
Personal Services - Other Than Overtime	691,492	945,545	1,100,910	16.4%
Ordinary Maintenance - Services	337,350	446,895	446,895	0.0%
Ordinary Maintenance - Goods	60,681	134,374	134,374	0.0%
Law Court Judgements	2,036,997	250,000	250,000	0.0%
Workers Compensation	1,265,182	1,140,183	1,140,183	0.0%
Property Insurance	1,415,797	1,465,950	1,505,950	2.7%
TOTAL	5,807,787	4,383,947	4,579,312	4.5%
Law- License Commission				
Personal Services - Overtime	249	10,950	10,950	0.0%
Personal Services - Other Than Overtime	84,291	89,958	94,858	5.4%
Ordinary Maintenance - Services	216	1,290	1,290	0.0%
Ordinary Maintenance - Goods	2,947	2,625	2,625	0.0%
TOTAL	<b>87,703</b>	104,823	109,723	<b>4.7%</b>
Mayor				
Personal Services - Overtime	559	3,000	3,000	0.0%
Personal Services - Other Than Overtime	673,827	755,664	853,300	12.9%
Ordinary Maintenance - Services	291,439	391,644	599,795	53.1%
Ordinary Maintenance - Goods	197,055	58,532	63,824	9.0%
40 R Activities	-	11,041	11,041	0.0%
Mayor Cultural Affairs	20,009	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	100,000	0.0%
TOTAL	1,857,889	2,025,931	2,337,010	15.4%
Planning and Economic Development				
Personal Services - Overtime	242	34	3,000	8723.5%
Personal Services - Other Than Overtime	300,756	465,134	481,925	3.6%
Ordinary Maintenance - Services	78,046	379,800	389,800	2.6%
Ordinary Maintenance - Goods	9,779	20,200	20,200	0.0%
TOTAL	388,823	865,168	894,925	3.4%
Planning Board				
Personal Services - Overtime	3,609	5,000	5,000	0.0%
Personal Services - Other Than Overtime	-	-	19,500	-
Ordinary Maintenance - Services	7,360	14,275	14,275	0.0%
Ordinary Maintenance - Goods	7,380 294	3,000	3,000	0.0%
TOTAL	11 <b>,264</b>	22,275	3,000 <b>41,775</b>	87.5%
IOIAL	11,204	22,213	÷1,773	37.370

GENERAL GOVERNMENT Procurement Department	FY2021 ACTUAL	FY2022 BUDGETED	FY2023 PROPOSED	% CHANGE
Personal Services - Other Than Overtime	152,395	190,689	168,433	-11.7%
Ordinary Maintenance - Services	477	525	525	0.0%
Ordinary Maintenance - Goods	8,335	8,400	9,500	13.1%
TOTAL	161,207	199,614	178,458	-10.6%
	,	•	·	
Public Property				
Personal Services - Overtime	126,075	101,413	108,200	6.7%
Personal Services - Other Than Overtime	1,564,388	1,839,830	1,881,727	2.3%
Ordinary Maintenance - Services	311,125	515,032	660,400	28.2%
Ordinary Maintenance - Goods	161,459	342,431	369,867	8.0%
P Prop Net Sch Spending Ex&OM	-	150,000	150,000	0.0%
Manning Pool Maint.	750	20,000	20,000	0.0%
Manning Pool OT	8,200	8,200	8,200	0.0%
P. P. Stadium Personal Services-				
Overtime	-	10,000	10,000	0.0%
P. P. Stadium Ordinary Maintenance-				
Services	-	253,100	253,100	0.0%
War Memorial- Personal Services -				
Overtime	6,378	8,200	-	-100.0%
War Memorial- Ordinary Maintenance -				
Services	44,880	59,235	-	-100.0%
War Memorial- Ordinary Maintenance -				
Goods	19,027	24,430	-	-100.0%
TOTAL	2,242,283	3,331,871	3,461,494	<b>3.9</b> %
Treasurer/Tax Collector		5.000	5.000	0.00/
Personal Services - Overtime	-	5,000	5,000	0.0%
Personal Services - Other Than Overtime	782,511	859,075	910,548	6.0%
Ordinary Maintenance - Services	16,216	33,700	29,500	-12.5%
Ordinary Maintenance - Goods	12,952	25,910	30,210	16.6%
Medicare Tax	3,298,347	3,910,000	4,510,000	15.3%
TOTAL	4,110,025	4,833,685	5,485,258	13.5%
PUBLIC SAFETY				
Animal Control				
Personal Services - Overtime	28,825	44,000	30,450	-30.8%
Personal Services - Other Than Overtime	538,599	630,312	676,326	7.3%
Ordinary Maintenance - Services	31,872	37,299	41,532	11.3%
•	14,106	10,313	10,313	0.0%
Ordinary Maintenance - Goods	·	·	·	5.1%
TOTAL	613,402	721,924	758,621	<b>3.</b> 1%
Emergency Management Agency				
Personal Services - Other Than Overtime	64,117	66,748	95,468	43.0%
Ordinary Maintenance - Services	7,063	9,173	10,200	11.2%
Ordinary Maintenance - Goods	4,478	7,722	9,085	17.7%
TOTAL	75,657	83,643	114,753	<b>37.2</b> %
	,	,	,	
Fire				
Personal Services - Overtime	340,835	1,158,656	408,000	-64.8%
Personal Services - Other Than Overtime	23,196,142	28,733,281	29,124,003	1.4%
Ordinary Maintenance - Services	652,999	893,915	1,122,089	25.5%
Ordinary Maintenance - Goods	1,089,637	417,910	468,089	12.0%
Personal Services -Fire Staf ng Overtime	869,980	870,000	870,000	0.0%
Principal & Interest on Long-Term Debt	•	- -	300,000	0.0%
TOTAL	26,149,593	32,073,763	32,292,181	0.7%
	, -,	, ,	, ,	

PUBLIC SAFETY	FY2021 ACTUAL	FY2022 BUDGETED	FY2023 PROPOSED	% CHANGE
Parking Authority	ACTOAL	DODGETED	FROFOSED	CHANGE
Personal Services - Overtime	17,235	17,477	_	_
Personal Services - Other Than Overtime	529,438	638,477	_	_
Ordinary Maintenance - Services	225,932	271,750	_	_
Ordinary Maintenance - Goods	22,925	43,900	_	_
Capital	144,289	158,000	_	_
Snow Removal	89,285	45,000	_	_
TOTAL	1,029,104	1,174,604	_	_
	.,0_0,10 1	.,,		
Police				
Personal Services - Overtime	652,466	1,290,414	1,290,414	0.0%
Personal Services - Overtime- Impact				
Shift	213,685	244,600	244,600	0.0%
Personal Services - Overtime - License				
Enforcement	28,257	75,500	75,500	0.0%
Personal Services - Other Than Overtime	23,302,039	25,703,356	29,999,413	16.7%
Ordinary Maintenance - Services	713,168	845,047	863,957	2.2%
Ordinary Maintenance - Goods	323,433	446,708	466,308	4.4%
Out of State Travel	818	1,000	-	-100.0%
Capital	52,099	-	-	-
TOTAL	25,285,965	28,606,625	32,940,192	<b>15.1</b> %
Traf c Commission				
Personal Services - Overtime	6,023	30,000	50,000	66.7%
Personal Services - Overtime  Personal Services- Other Than Overtime	6,023	30,000	32,000	-
	- 95,101	152.206	*	- 26.3%
Ordinary Maintenance - Services	95,101 243,876	152,296 323,180	192,296 324,180	0.3%
Ordinary Maintenance - Goods  TOTAL	•	•	·	0.5% <b>18.4%</b>
IOIAL	345,000	505,476	598,476	10.470
Weights & Measures				
Personal Services - Overtime	2,298	2,300	4,000	73.9%
Personal Services - Other Than Overtime	158,618	177,310	178,365	0.6%
Ordinary Maintenance - Services	5,786	12,467	13,378	7.3%
Ordinary Maintenance - Goods	3,824	6,845	6,845	0.0%
Out of State Travel	-	1,800	1,800	0.0%
TOTAL	170,525	200,722	204,388	1.8%
	·	•	,	
DEPARTMENT OF PUBLIC WORKS				
DPW-Commissioner				
Personal Services - Overtime	685	5,638	5,638	0.0%
Personal Services - Other Than Overtime	439,880	516,287	5,636 474,855	-8.0%
Ordinary Maintenance - Services	439,880 12	4,875	4,4,633 4,875	0.0%
Ordinary Maintenance - Goods	3,364	5,439	15,439	183.9%
TOTAL	443,941		500,807	- <b>5.9</b> %
TOTAL	443,941	532,239	500,807	-3.9%
DPW-Engineering				
Personal Services - Overtime	7,505	15,300	13,000	-15.0%
Personal Services - Other Than Overtime	386,256	632,423	292,613	-53.7%
Ordinary Maintenance - Services	6,456	21,483	19,800	-7.8%
Ordinary Maintenance - Goods	10,863	65,860	34,860	-47.1%
TOTAL	411,079	735,066	360,273	-51.0%
	,	,	- 3-,-/3	3
DPW-Highway				
Personal Services - Overtime	210,822	230,686	300,000	30.0%
Personal Services - Other Than Overtime	1,697,824	2,120,545	2,103,689	-0.8%
Ordinary Maintenance - Services	2,009,782	3,592,535	3,474,319	-3.3%
Ordinary Maintenance - Goods	632,630	1,487,294	1,465,333	-1.5%
TOTAL	4,551,058	7,431,060	7,343,341	<b>-1.2</b> %

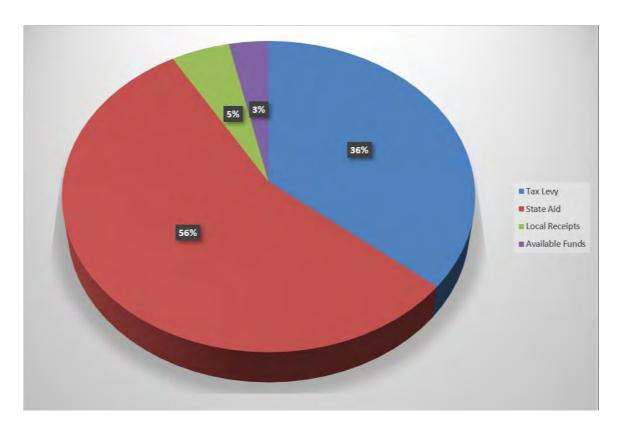
DEPARTMENT OF PUBLIC WORKS	FY2021 ACTUAL	FY2022 BUDGETED	FY2023 PROPOSED	% CHANGE
DPW-Maintenance				
Personal Services - Overtime	14,611	15,544	20,000	28.7%
Personal Services - Other Than Overtime	127,999	247,734	250,854	1.3%
Ordinary Maintenance - Services	11,543	27,026	28,026	3.7%
Ordinary Maintenance - Goods	378,346	583,065	591,260	1.4%
TOTAL	532,498	873,369	890,140	1.9%
HUMAN SERVICES				
Board of Health				
Personal Services - Overtime	9,347	23,315	15,000	-35.7%
Personal Services - Other Than Overtime	892,961	1,088,269	1,231,480	13.2%
Ordinary Maintenance - Services	14,355	36,550	36,550	0.0%
Ordinary Maintenance - Goods	10,279	43,100	49,500	14.8%
TOTAL	926,942	1,191,234	1,332,530	11.9%
Cemetery	00.057	101.006	150,000	<b>/57</b> 0/
Personal Services - Overtime	99,964	101,806	150,000	47.3%
Personal Services - Other Than Overtime	325,701	370,657	374,881	1.1%
Ordinary Maintenance - Services	67,855	114,180	124,180	8.8%
Ordinary Maintenance - Goods  TOTAL	34,019 <b>527,539</b>	67,400 <b>654,043</b>	72,400 <b>721,461</b>	7.4% <b>10.3%</b>
TOTAL	527,539	654,043	721,461	10.5%
Council on Aging				
Personal Services - Overtime	27	840	840	0.0%
Personal Services - Other Than Overtime	111,125	235,764	281,582	19.4%
Ordinary Maintenance - Services	18,451	34,748	36,798	5.9%
Ordinary Maintenance - Goods	2,371	17,109	18,109	5.8%
TOTAL	131,974	288,461	337,329	16.9%
Veterans' Council				
Vet Council Goods & Supplies	1,815	11,000	13,000	18.2%
TOTAL	1,815	11,000	13,000	18.2%
Veterans' Services	1,400	1070	1070	0.00/
Personal Services - Overtime	1,480	1,930	1,930	0.0%
Personal Services - Other Than Overtime	214,235	261,312	233,542	-10.6%
Ordinary Maintenance - Services	2,118 646,760	8,380	7,350	-12.3%
Ordinary Maintenance - Goods <b>TOTAL</b>	864,592	655,370 <b>926,992</b>	661,250 <b>904,072</b>	0.9% <b>-2.5%</b>
CULTURE AND RECREATION				
Library				
Personal Services - Overtime	3,199	18,300	10,000	-45.4%
Personal Services - Other Than Overtime	1,688,518	2,347,495	2,187,069	-6.8%
Ordinary Maintenance - Services	208,249	274,300	392,300	43.0%
Ordinary Maintenance - Goods	396,485	415,700	425,000	2.2%
TOTAL	2,296,451	3,055,795	3,014,369	-1.4%
Treasurer's Debt Service				
Treasurer's Debt Service	12,469,618	13,170,615	14,543,754	10.4%
Pension Obligation Debt Service	-	-	12,879,589	0.00%
TOTAL	12,469,618	13,170,615	27,423,343	108.2%

	FY2021 ACTUAL	FY2022 BUDGETED	FY2023 PROPOSED	% CHANGE
Pension/ Retirement				
Retirement Contributory Retirement Non-Contributory	28,451,613	29,608,033	7,538,595	-74.5% 0.0%
TOTAL	17,562 <b>28,469,175</b>	17,562 <b>29,625,595</b>	17,562 <b>7,556,157</b>	- <b>74.5%</b>
			.,,	
Net & NonNet School Spending				
Net School Spending	165,927,020	198,627,523	206,318,562	3.9%
Non Net School Spending	11,553,365	10,000,000	12,145,147	21.5%
TOTAL	177,480,385	208,627,523	218,463,709	<b>4.7</b> %
EDUCATION				
Collaborative Programs Southeastern				
Regional School	3,954,521	4,082,900	4,408,899	8.0%
TOTAL	3,954,521	4,082,900	4,408,899	8.0%
Canaral Fund Culpsidies				
General Fund Subsidies Energy General Fund Subsidy	7,823	9,693	_	-100.0%
Refuse General Fund Subsidy	840,164	813,563	-	-100.0%
Park and Recreation General Fund				
Subsidy	732,474	584,057	600,000	2.7%
TOTAL	1,580,461	1,407,313	600,000	<b>-57.4</b> %
Reserves & Stabilization Funds				
Supplemental Reserve Fund	150,000	424,481	_	-100.0%
Stabilization Fund	-	12 1, 101		100.070
TOTAL	150,000	424,481	-	-100.0%
TOTAL GENERAL FUND	359,508,950	415,291,319	429,161,935	3.3%
Amount to be Raised- Overlay	2,105,159	1,400,000	1,406,585	0.5%
Government Assessments	23,720,285	26,693,204	30,308,430	13.5%
GRAND TOTAL GENERAL FUND BUDGET	385,334,394	443,384,522	460,876,950	3.9%
FY2021 BUDGET BY CATEGORY				
Overtime	2,711,068	4,381,789	3,739,029	-14.7%
Personal Services Non Overtime	61,881,558	73,785,655	78,749,047	6.7%
Purchase of Services	8,926,041	13,119,873	13,514,629	3.0%
Goods and Supplies Out of State Travel	4,367,780 818	5,744,148 6,800	5,849,405 10,300	1.8% 51.5%
Capital	196,388	158,000	10,300	31.3% -
Debt Service	12,469,618	13,170,615	27,723,343	110.5%
Bene ts	49,304,814	53,840,493	60,991,284	13.3%
Retirement	28,469,175	29,625,595	7,556,157	-74.5%
Medicare	3,298,347	3,910,000	4,510,000	15.3%
School- Direct Appropriations to the Schools	181,434,906	212,710,423	222,872,608	4.8%
Other Expenses	4,717,976	3,006,133	3,046,133	1.3%
Appropriations to Reserves	150,000	424,481	=	-100.0%
General Fund Subsidy	1,580,461	1,407,313	600,000	-57.4%
TOTAL GENERAL FUND	359,508,950	415,291,319	429,161,935	3.3%
Amount to be Raised- Overlay	2,105,159	1,400,000	1,406,585	0.5%
Government Assessments	23,720,285	26,693,204	30,308,430	13.5%
GRAND TOTAL GENERAL FUND BUDGET	385,334,394	443,384,522	460,876,950	3.9%

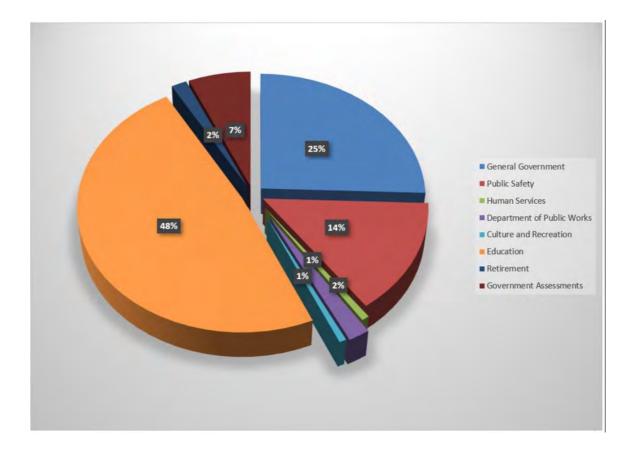
## **FY2023 BALANCED BUDGET SUMMARY**

# FY2023 ESTIMATED REVENUE

REVENUE SOURCES	FY2023
Tax Levy	\$166,144,852
State Aid	\$255,936,167
Local Receipts	\$23,138,931
Available Funds	\$15,657,000
TOTAL	\$460,876,950



EXPENDITURES BY FUNCTION	FY2023
General Government	\$117,813,822
Public Safety	\$66,908,611
Human Services	\$3,308,392
Department of Public Works	\$9,094,561
Culture and Recreation	\$3,014,369
Education	\$222,872,608
Retirement	\$7,556,157
Government Assessments	\$30,308,430
TOTAL	\$460,876,950



# **EXPENDITURES BY CATEGORY**

CATEGORIES	FY2023
Personal Services Overtime	\$3,739,029
Personal Services- Non-Overtime	\$78,749,047
Purchase of Services	\$13,514,629
Goods and Supplies	\$5,849,405
Out of State Travel	\$10,300
Debt Service	\$27,723,343
Bene ts	\$60,991,284
Retirement	\$7,556,157
Medicare	\$4,510,000
Education	\$222,872,608
Other Expenses	\$3,046,133
Appropriation to Reserves	\$0
General Fund Subsidy	\$600,000
TOTAL GENERAL FUND	\$429,161,935
Amount to be Raised	\$1,406,585
Government Assessments	\$30,308,430
TOTAL	\$460,876,950

# **REVENUE**

## **REVENUE SUMMARY**

TAX LEVY	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ESTIMATED	FY2023 PROJECTED
FY Levy Limit	\$143,674,762	\$149,036,480	\$155,093,481	\$160,629,124
Add 2.5%	\$3,591,869	\$3,725,912	\$3,877,337	\$4,015,728
New Growth	\$1,769,849	\$2,331,089	\$1,658,306	\$1,500,000
TOTAL	\$149,036,480	\$155,093,481	\$160,629,124	\$166,144,852
	FY2020	FY2021	FY2022	FY2023
STATE AID	ACTUAL	ACTUAL	ESTIMATED	PROJECTED
Cherry Sheet	\$212,477,073	\$217,208,746	\$240,652,952	\$255,936,167
TOTAL	\$212,477,073	\$217,208,746	\$240,652,952	\$255,936,167
7 - 7 - 7	<b>4</b> ,,	<b>4</b>	<b>4 , ,</b>	4220,000,000
	FY2020	FY2021	FY2022	FY2023
LOCAL RECEIPTS	ACTUAL	ACTUAL	<b>ESTIMATED</b>	PROJECTED
Excise Revenue	\$12,311,846	\$13,475,148	\$11,899,200	\$11,899,200
Departmental Fees	\$1,660,643	\$1,661,245	\$1,870,000	\$1,420,000
Fines	\$425,870	\$447,955	\$150,000	\$150,000
License and Permits	\$3,446,191	\$4,592,094	\$2,837,000	\$3,187,000
Other Revenue Sources	\$4,757,336	\$4,319,038	\$5,759,555	\$6,482,731
TOTAL	\$22,601,886	\$24,495,480	\$22,515,755	\$23,138,931
	FY2020	FY2021	FY2022	FY2023
AVAILABLE FUNDS	ACTUAL	ACTUAL	ESTIMATED	PROJECTED
Ambulance Receipts	\$775,334	\$767,879	\$650,000	\$650,000
Free Cash	\$13,238,627	\$14,372,698	\$14,165,851	\$15,000,000
Weights and Measures	\$18,876	\$8,276	\$18,875	\$7,000
Parking Authority Meters	\$697,433	\$576,876	\$600,000	\$0
Parking Authority Garage	\$471,471	\$654,181	\$376,598	\$0
Parking Authority				
Enforcement	\$535,705	\$560,639	\$250,000	\$0
Stabilization Fund	\$0	\$3,500,000	\$1,000,000	\$0
TOTAL	\$15,737,446	\$20,440,549	\$17,061,324	\$15,657,000
GRAND TOTAL	\$399,852,885	\$417,238,256	\$440,859,155	\$460,876,950

#### **FOUR-YEAR REVENUE ANALYSIS**

<b>REVENUE SOURCES</b>	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ESTIMATED	FY2023 PROJECTED
Tax Revenue	\$161,348,326	\$168,568,629	\$172,528,324	\$178,044,052
Available Funds	\$15,737,446	\$20,440,549	\$17,061,324	\$15,657,000
Fines & Fees	\$2,086,513	\$2,109,200	\$2,020,000	\$1,570,000
License & Permits	\$3,446,191	\$4,592,094	\$2,837,000	\$3,187,000
State Aid	\$212,477,073	\$217,208,746	\$240,652,952	\$255,936,167
Miscellaneous	\$4,757,336	\$4,319,038	\$5,759,555	\$6,482,731
TOTAL	\$399,852,884	\$417,238,256	\$440,859,155	\$460,876,950



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

#### **TAX LEVY**

TAX LEVY	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ESTIMATED	FY2023 PROPOSED
PY Levy Limit	\$143,674,762	\$149,036,480	\$155,093,481	\$160,629,124
Add'l 2.5%	\$3,591,869	\$3,725,912	\$3,877,337	\$4,015,728
New Growth	\$1,769,849	\$2,331,089	\$1,658,306	\$1,500,000
TOTAL	\$149.036.480	\$155.093.481	\$160.629.124	\$166,144,852

#### **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 nal 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  $2\frac{1}{2}$ ). It states that, in any year, the real and personal property taxes imposed may not exceed  $2\frac{1}{2}$  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.

**Levy Limit**: A levy limit is one of two types of levy (tax) restrictions imposed by MGL Ch. 59 §21C (Proposition  $2\frac{1}{2}$ ). It states that the real and personal property taxes imposed by a city or town may only grow each year by  $2\frac{1}{2}$  percent of the prior year's levy limit, plus new growth and any overrides or exclusions. The levy limit can exceed the levy ceiling only if the community passes a capital expenditure exclusion, debt exclusion, or special exclusion.

#### **STATE AID**

CHERRY SHEET Education Receipts	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ESTIMATED	FY2023 PROPOSED
Chapter 70	\$186,500,509	\$189,236,745	\$212,385,531	\$224,060,353
Charter Tuition Assessment Reimbursement	\$2,541,679	\$4,598,037	\$4,120,750	\$7,060,193
Offset Receipts		, , ,		. , .
School Choice Receiving Tuition	\$150,031	\$54,000	\$72,036	\$82,036
TOTAL	\$189,192,219	\$193,888,782	\$216,578,317	\$231,202,582
<b>General Government</b> Unrestricted General				
Governmental Aid	\$22,233,756	\$22,233,756	\$23,011,937	\$23,633,259
Veterans' Bene ts Exempt Veteran, Blind,	\$552,854	\$556,432	\$542,155	\$477,148
Surviving Spouse (VBS) and	<b>*</b> 7 ( 0 0 0 7	h= (0.707	<b>*</b>	<b>47760</b> (0
Elderly State Land	\$346,991 \$232	\$349,191 \$239	\$317,893 \$280	\$376,940 \$280
TOTAL	\$23,133,833	\$23,139,618	\$23,872,265	\$24,487,627
Offset Receipts				
Public Libraries	\$151,021	\$180,346	\$202,370	\$245,958
TOTAL	\$151,021	\$180,346	\$202,370	\$245,958
GRAND TOTAL	\$212,477,073	\$217,208,746	\$240,652,952	\$255,936,167

## **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 of cial noti cation from the Commissioner of Revenue of the upcoming scal 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 re ect 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 speciec reimbursements and distributions such as aid to public libraries, veterans' bene ts, 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 nancial assistance to municipalities, formerly called, "lottery aid."

**Veterans Bene ts:** Reimburses municipalities for a portion of authorized amounts spent for veterans' nancial, medical, and burial bene ts.

**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-prot 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	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ESTIMATED	FY2023 PROPOSED
Motor Vehicle and Boat				
Excise	\$8,601,703	\$9,135,016	\$8,500,000	\$8,500,000
Penalties & Interest	\$1,754,083	\$2,551,202	\$1,950,000	\$1,950,000
Motel Tax	\$696,627	\$451,038	\$375,000	\$375,000
Payment in Lieu	\$74,200	\$73,870	\$74,200	\$74,200
Meals	\$1,185,234	\$1,264,021	\$1,000,000	\$1,000,000
Excise Revenue: TOTAL	\$12,311,846	\$13,475,148	\$11,899,200	\$11,899,200
Sealer of Weights	\$105,382	\$105,873	\$85,000	\$85,000
Fire	\$172,529	\$237,780	\$200,000	\$200,000
Police	\$254,867	\$224,303	\$150,000	\$150,000
Department Charges and				
Fees	\$89,463	\$98,239	\$60,000	\$60,000
Cable Franchise Fee	\$675,000	\$675,000	\$675,000	\$675,000
Cemetery	\$363,401	\$320,050	\$300,000	\$250,000
Stormwater Fees	-	-	\$400,000	\$0
Department Fees TOTAL	\$1,660,643	\$1,661,245	\$1,870,000	\$1,420,000
Parking and Moving				
Violations	\$425,870	\$447,955	\$150,000	\$150,000
Fines: TOTAL	\$425,870	\$447,955	\$150,000	\$150,000
City Clerk	\$525,371	\$562,279	\$400,000	\$400,000
License Commission	\$327,089	\$261,593	\$250,000	\$250,000
Health	\$332,813	\$265,530	\$300,000	\$300,000
Public Property	\$2,150,260	\$3,332,394	\$1,800,000	\$2,150,000
Animal	\$25,093	\$32,744	\$17,000	\$17,000
Department of Public Works	\$85,565	\$137,555	\$70,000	\$70,000
Licenses and Permits:				
TOTAL	\$3,446,191	\$4,592,094	\$2,837,000	\$3,187,000
Investment Income	\$945,118	\$203,488	\$200,000	\$75,000
Medicare Reimbursement	\$7,066	\$400	-	-
Medicaid Reimbursement	\$1,237,867	\$682,648	\$500,000	\$500,000
Commerce Revenue Share	\$83,317	\$40,485	-	-
Other Misc.	\$29,392	\$83,148	\$70,000	\$50,000
Enterprise Reimbursement	\$2,454,575	\$3,308,869	\$4,589,555	\$4,857,731
Marijuana Revenue	-	-	\$400,000	\$1,000,000
Other Revenue Sources:				
TOTAL	\$4,757,336	\$4,319,038	\$5,759,555	\$6,482,731
TOTAL	\$22,601,886	\$24,495,480	\$22,515,755	\$23,138,931

#### **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-prots 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 rst three offenses (paid after the rst), \$25 for the fth 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 nes and enforcement fees collected by the city (includes Police and Fire).

#### LICENSE AND PERMITS

**City Clerk:** The City Clerk's Of ce issues a wide variety of certi ed copies of of cial 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, nes 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 signicant 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	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ESTIMATED	FY2023 PROPOSED
Ambulance Receipts	\$775,334	\$767,879	\$650,000	\$650,000
Free Cash	\$13,238,627	\$14,372,698	\$14,165,851	\$15,000,000
Weights & Measures	\$18,876	\$8,276	\$18,875	\$7,000
Parking Authority Meters	\$697,433	\$576,876	\$600,000	\$0
Parking Authority Garage	\$471,471	\$654,181	\$376,598	\$0
Parking Authority				
Enforcement	\$535,705	\$560,639	\$250,000	\$0
Stabilization Fund	\$0	\$3,500,000	\$1,000,000	\$0
TOTAL	\$15,737,446	\$20,440,549	\$17,061,324	\$15,657,000

## **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 contact 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 scal 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 decits.

#### **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 classi ed in other categories.

# EXPENDITURE SUMMARY BY PROGRAM

## **GENERAL GOVERNMENT PROGRAM EXPENDITURES**

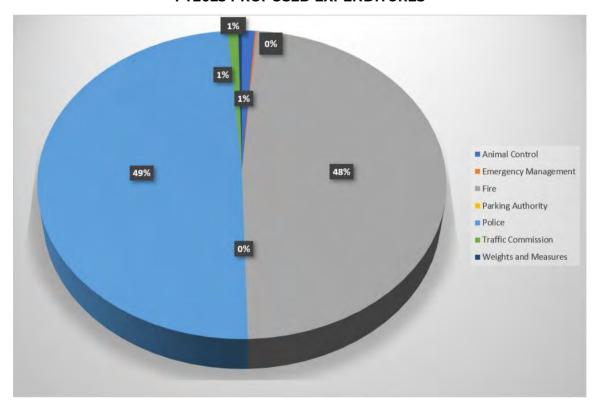
DEPARTMENTS	FY2021 ACTUAL	FY2022 BUDGET	FY2023 PROPOSED
Assessor	\$764,788	\$705,032	\$865,467
Auditor	\$801,552	\$1,112,410	\$1,204,199
Auditor Mail	\$194,801	\$224,500	\$174,000
Auditor Telephone	\$78,119	\$89,000	\$88,000
City Clerk	\$340,548	\$510,614	\$580,266
City Council	\$546,589	\$822,076	\$781,116
Conservation Commission	\$7,711	\$42,775	\$42,775
Elections Commission	\$420,335	\$440,948	\$578,488
Finance	\$1,435,064	\$1,823,337	\$1,955,358
Human Resources	\$49,564,558	\$54,435,964	\$61,714,832
Information Technology	\$2,226,609	\$2,912,907	\$3,311,438
Law	\$5,807,787	\$4,383,947	\$4,579,312
Law-License Commission	\$87,703	\$104,823	\$109,723
Mayor	\$1,857,889	\$2,025,931	\$2,337,010
Planning and Economic Development	\$388,823	\$865,168	\$894,925
Planning Board	\$11,264	\$22,275	\$41,775
Procurement	\$161,207	\$199,614	\$178,458
Public Property	\$2,171,997	\$3,240,006	\$3,461,494
War Memorial*	\$70,286	\$91,865	\$0
Treasurer/ Tax Collector	\$4,110,025	\$4,833,685	\$5,485,258
Debt Service	\$12,469,618	\$13,170,615	\$27,423,343
Pension & Retirement	\$28,469,175	\$29,625,595	\$7,556,157
Net &NonNet School Spending	\$177,480,385	\$208,627,523	\$218,463,709
Education (Southeastern Regional)	\$3,954,521	\$4,082,900	\$4,408,899
Renewable Energy General Fund Subsidy	\$7,823	\$9,693	\$0
Refuse General Fund Subsidy	\$840,164	\$813,563	\$0
Parks and Recreation General Fund			
Subsidy	\$732,474	\$584,057	\$600,000
Reserves & Stabilization	\$150,000	\$424,481	\$0
Amount to be Raised	\$2,105,159	\$1,400,000	\$1,406,585
Government Assessments	\$23,720,285	\$26,693,204	\$30,308,430
TOTAL	\$320,977,259	\$364,318,506	\$378,551,017

<sup>\*</sup> War Memorial statutory categories are merged with the respective categories within the Public Property budget.

#### **PUBLIC SAFETY PROGRAM EXPENDITURES**

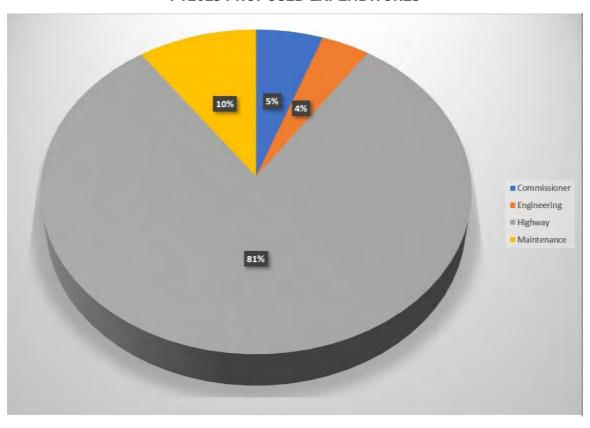
PUBLIC SAFETY	FY2021 ACTUAL	FY2022 BUDGET	FY2023 PROPOSED
Animal Control	\$613,402	\$721,924	\$758,621
Emergency Management	\$75,657	\$83,643	\$114,753
Fire	\$26,149,593	\$32,073,763	\$32,292,181
Parking Authority*	\$1,029,104	\$1,174,604	-
Police	\$25,285,965	\$28,606,625	\$32,940,192
Traf c Commission	\$345,000	\$505,476	\$598,476
Weights and Measures	\$170,525	\$200,722	\$204,388
TOTAL	\$53,669,246	\$63,366,757	\$66,908,611

<sup>\*</sup>Parking Authority became an Enterprise Fund in FY23



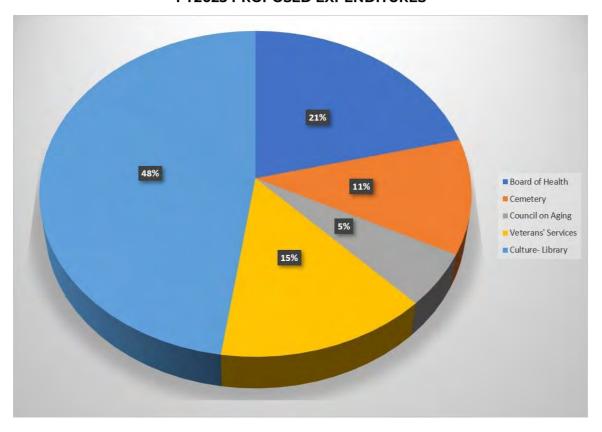
## **DEPARTMENT OF PUBLIC WORKS PROGRAM EXPENDITURES**

DEPARTMENT OF PUBLIC WORKS	<b>FY2021 ACTUAL</b>	<b>FY2022 BUDGET</b>	FY2023 PROPOSED
Commissioner	\$443,941	\$532,239	\$500,807
Engineering	\$411,079	\$735,066	\$360,273
Highway	\$4,551,058	\$7,431,060	\$7,343,341
Maintenance	\$532,498	\$873,369	\$890,140
TOTAL	\$5,938,576	\$9,571,734	\$9,094,561



#### **HUMAN SERVICES & CULTURE PROGRAM EXPENDITURES**

HUMAN SERVICES			FY2023
HOMAN SERVICES	<b>FY2021 ACTUAL</b>	FY2022 BUDGET	PROPOSED
Board of Health	\$926,942	\$1,191,234	\$1,332,530
Cemetery	\$527,539	\$654,043	\$721,461
Council on Aging	\$131,974	\$288,461	\$337,329
Veterans' Services	\$866,407	\$937,992	\$917,072
TOTAL	\$2,452,862	\$3,071,730	\$3,308,392
CULTURE AND RECREATION			FY2023
COLICKE AND RECREATION	FY2021 ACTUAL	FY2022 BUDGET	PROPOSED
Library	\$2,296,451	\$3,055,795	\$3,014,369
TOTAL	\$2,296,451	\$3,055,795	\$3,014,369



# **DEPARTMENTS**

#### **ANIMAL CONTROL**



## 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 nes.

Attend court and public hearings on animal matters.

Attend to emergency complaints after regular operational hours.

## FY22 Accomplishments

Hired an Administrative Assistant (the department had been without a clerical position since the late 1980's).

Acquired new department portable radios.

Established an employee Uniform, Equipment and Appearance standards policy.

Increased the number of licensed dogs by 22% over the previous year.

Finalized updating the city animal ordinances.

Increased enforcement and collection of unpaid animal ordinance nes.

Assisted the school department with the implementation of dog signage on school grounds.

Achieved a less than 2% euthanizia rate.

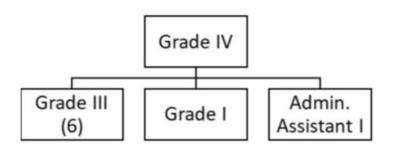
## **OBJECTIVES**

Objective	Status	City Goal
1. Continue to work towards the funding and construction of a new Animal Control facility.	Ongoing FY23	3
2. Continue to work with the Elections Commission to increase the number of licensed dogs. Work with the Information Technology Center (ITC) to update the existing license database to include a photograph, email address, veterinary and microchip information.	Ongoing FY23	2
3. Explore the establishment of Trap, Neuter and Release (TNR) pilot for feral cats. Program bene ts include: Improving the animal's life, reduced calls for service, department budgetary expenses and providing a positive public image.	Ongoing FY23	2
4. Identify and implement computer software speci cally designed for the needs of an Animal Control operation.	New FY23	3
5. Expanding the department's microchip database to include a photograph, email address, and veterinary information. This will assist employees in identifying and reuniting missing or stolen animals with their owners.	New FY23	3

#### **PERFORMANCE MEASURES**

Obj.	Performance Measures	FY21	FY22	FY23
Animals	impounded	<b>Actuals</b> 227	<b>Projected</b> 76	<b>Target</b> 76
Animals	euthanized	4	2	2

## **ORGANIZATIONAL CHART**



## **PERSONAL SERVICES**

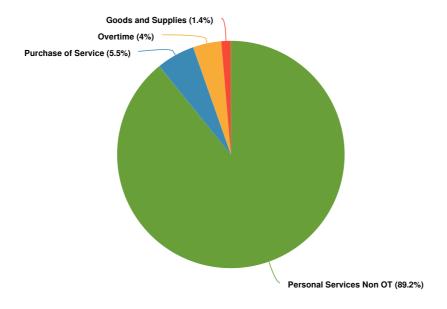
Title	Name	Start Date	Longevity	Salary	Ed. Incent.
Unit B-Grade IV	Thomas DeChellis	09/12/88	1,350	83,270	4,164
Unit B-Grade III	Darren Hand	08/14/00	1,250	70,820	4,249
Unit B-Grade III	Brian Piche	04/10/06	950	70,820	3,541
Unit B-Grade III	Joshua Parker	07/16/16	480	65,058	4,554
Unit B-Grade III	Kelly Peterson	11/26/18		65,058	3,253
Unit B-Grade I	Joseph Bissett	02/22/16	480	44,160	
Unit B-Grade III	Walter Bettuchi	12/02/19		62,176	3,109
Admin. Asst. 1	Colleen Hooke	09/27/21		38,337	383
Unit B-Grade III	Roger Williams	04/05/21		59,295	2,965
		Total	4,510	558,994	26,218

#### Personal Services Summary

FULL TIME	558,994
LONGEVITY	4,510
CLERICAL INCENTIVE	2,500
EDUCATIONAL	26,218
HOLIDAY	1,004
ON CALL	22,578
SHIFT DIFFERENTIAL	27,981
WEEKEND DIFFERENTIAL	12,146
OUT OF GRADE	2,395
COURT	2,000
UNIFORM ALLOW.	16,000
Total	676,326

#### **FINANCIAL OVERVIEW**

**Financial Overview by Statutory Category** 



#### **FINANCIAL OVERVIEW SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
General Fund				
Overtime	\$28,824.91	\$44,000.00	\$30,450.00	-30.8%
Personal Services Non OT	\$538,599.28	\$630,312.39	\$676,326.00	7.3%
Purchase of Service	\$31,872.40	\$37,299.00	\$41,532.00	11.3%
Goods and Supplies	\$14,105.55	\$10,313.00	\$10,313.00	0%
Total General Fund:	\$613,402.14	\$721,924.39	\$758,621.00	5.1%

## **EXPENSE SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Expenditures				
Public Safety				
Animal Control				
Overtime				
OVERTIME	\$28,824.91	\$44,000.00	\$30,450.00	-30.8%
Total Overtime:	\$28,824.91	\$44,000.00	\$30,450.00	-30.8%
Personal Services Non OT				
FULL-TIME SALARIES	\$443,084.56	\$532,269.39	\$558,994.00	5%
CLERICAL INCENTIVE	\$0.00	\$2,500.00	\$2,500.00	0%
LONGEVITY	\$4,100.00	\$4,510.00	\$4,510.00	0%
SHIFT DIFFERENTIAL	\$19,276.67	\$16,192.00	\$27,981.00	72.8%
HOLIDAY	\$698.16	\$1,409.00	\$1,004.00	-28.7%
EDUCATIONAL INCENTIVE	\$19,515.08	\$23,277.00	\$26,218.00	12.6%
WEEKEND DIFFERENTIAL	\$10,063.16	\$8,736.00	\$12,146.00	39%
ON CALL	\$14,210.88	\$20,232.00	\$22,578.00	11.6%
OUT OF GRADE	\$2,017.34	\$2,187.00	\$2,395.00	9.5%
COURT	\$897.62	\$1,000.00	\$2,000.00	100%
SEPARATION COSTS	\$5,235.81	\$0.00	\$0.00	0%
UNIFORM CLOTHING ALLOWANCE	\$19,500.00	\$18,000.00	\$16,000.00	-11.1%
Total Personal Services Non OT:	\$538,599.28	\$630,312.39	\$676,326.00	7.3%
Purchase of Service				
ELECTRICITY	\$5,365.24	\$5,735.00	\$5,735.00	0%
ENERGY (GAS,OIL,DIESEL)	\$2,712.52	\$4,907.00	\$4,907.00	0%
SEWER & WATER CHARGES	\$434.68	\$554.00	\$554.00	0%
BUILDING/GROUNDS REPAIR/MAINT	\$905.29	\$1,738.00	\$1,738.00	0%
VEHICLE REPAIR/MAINTENANCE	\$9,666.96	\$8,276.00	\$10,000.00	20.8%
SECURITY/FIRE CONTROL	\$904.20	\$906.00	\$905.00	-0.1%
VETERINARY SERVICES	\$7,080.05	\$10,187.00	\$10,187.00	0%
ANIMAL DISPOSAL	\$4,803.46	\$4,996.00	\$7,506.00	50.2%
Total Purchase of Service:	\$31,872.40	\$37,299.00	\$41,532.00	11.3%
Goods and Supplies				
OFFICE SUNDRIES/SUPPLIES	\$1,236.59	\$1,237.00	\$1,237.00	0%
JANITORIAL SUPPLIES	\$56.23	\$667.00	\$667.00	0%
TIRES	\$654.88	\$748.00	\$748.00	0%
MEDICAL SUPPLIES/DRUGS	\$2,338.99	\$2,000.00	\$2,000.00	0%
CANINE FOOD & SUPPLIES	\$1,811.72	\$1,827.00	\$1,827.00	0%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$0.00	\$80.00	\$80.00	0%
TUITION & TRAINING	\$100.00	\$1,955.00	\$1,955.00	0%
DEPARTMENT EQUIPMENT	\$7,907.14	\$1,799.00	\$1,799.00	0%
Total Goods and Supplies:	\$14,105.55	\$10,313.00	\$10,313.00	0%
Total Animal Control:	\$613,402.14	\$721,924.39	\$758,621.00	5.1%
Total Public Safety:	\$613,402.14	\$721,924.39	\$758,621.00	5.1%

Name FY2021 Actual FY2022 Budget FY2023 Proposed % Change

Total Expenditures: \$613,402.14 \$721,924.39 \$758,621.00 5.1%

#### **ASSESSOR**



## Mission

The mission of the City of Brockton's Assessors' Of ce is to value real and personal property ef ciently, fairly and accurately, and at full market value, in accordance with Massachusetts General Laws (MGL). The Assessors' of ce 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 Of ce.

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.

## FY22 Accomplishments

Completed the Department of Revenue FY2022 interim year valuation of all Real (25,969 parcels) and Personal Property (1,633 accounts) throughout the City. The total assessed value of \$9,968,596,510 is the highest in the history of the City of Brockton. The Massachusetts Department of Revenue (DOR) applies a rigorous certication when a community revalues its property, requiring that assessments meet strict statistical tests to ensure they accurately recet the market and are applied consistently.

Implemented new growth has resulted in \$1,658,306 in revenue for the City. This entailed reviewing and inspecting properties that had building permits from calendar year 2020, 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 led and recorded at the Plymouth County Registry of Deeds. The corresponding ownership information was updated in the property database.

Received and reviewed 210 Residential and Commercial Abatement applications.

Have maintained an of ce presence throughout the pandemic and responded promptly to all inquiries.

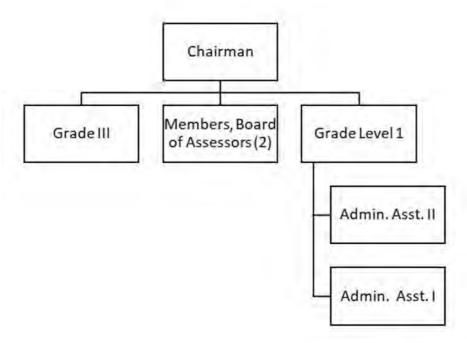
## **OBJECTIVES**

Objective	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 FY23 guidelines.	Ongoing FY23	1,2
2. Provide an accurate calculation of New Growth due to construction and renovations.	Ongoing FY23	1,2
3. Administer all tax assistance program pursuant to Massachusetts General Law (MGL) and City Ordinances.	Ongoing FY23	1,2
4. Continuously enhance data availability, improve customer service, and make all interactions with the Assessors' Department accurate, courteous, and easy.	Ongoing FY23	1,2
5. Implement IasWorld Field Mobile.	Ongoing FY23	3

## **PERFORMANCE MEASURES**

Obi.	Performance Measures	FY21	FY22	FY23
Obj.	Performance Measures	Actuals	Projected	Target
1	Real Estate Parcels Assessed	25,964	25,969	25,980
1	Personal Property Parcels Assessed	1,545	1,633	1,675
1	Real Estate Abatement Applications	311	225	250
3	Tax Assistance Program personal exemptions	874	750	800
3	Motor Vehicle Excise Tax processed	85,372	84,304	84,000
3	Motor Vehicle Excise Abatements	2,926	2,223	2,500

## **ORGANIZATIONAL CHART**



## **PERSONAL SERVICES**

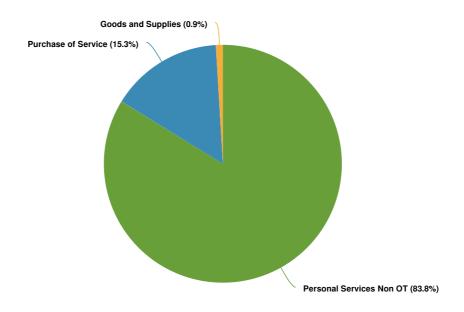
Title	Name	Start Date	Longevity	Salary	Ed. Incent.
Chairman Board of Assessors	John O'Donnell	02/18/14	480	135,456	
Member, Board of Assessors	Christopher Pike	9/28/15	480	113,428	
Member, Board of Assessors	Julie Castor	11/06/18		113,428	
Grade Level 1	Jill Picanzi	06/24/85	1,350	75,194	
Admin Asst. II	Jacqueline Lemus	12/27/16	480	49,912	
Admin Asst. I	Eleanor Casieri	06/18/07	950	51,210	
Grade Level III	Margaret O'Sullivan	06/19/00	1,250	96,204	7,696
		Total	4,990	634,832	7,696

#### **Personal Services Summary**

TOTAL	725,017
HOLIDAY PAY	1,368
SEPARATION COSTS	47,131
EDUCATIONAL INCENTIVE	7,696
ADMIN INCENTIVE	4,000
CLERICAL INCENTIVE	5,000
LONGEVITY	4,990
TEMPORARY/SEASONAL	20,000
FULL TIME	634,832

#### **FINANCIAL OVERVIEW**

**Financial Overview by Statutory Category** 



#### **FINANICAL OVERVIEW SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Expenditures				
General Government				
Assessor				
Personal Services Non OT	\$542,891.37	\$568,181.90	\$725,017.00	27.6%
Purchase of Service	\$219,367.30	\$132,350.00	\$132,350.00	0%
Goods and Supplies	\$2,529.20	\$4,500.00	\$8,100.00	80%
Total Assessor:	\$764,787.87	\$705,031.90	\$865,467.00	22.8%
Total General Government:	\$764,787.87	\$705,031.90	\$865,467.00	22.8%
Total Expenditures:	\$764,787.87	\$705,031.90	\$865,467.00	22.8%

## **EXPENSE SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed
General Fund			
Personal Services Non OT			
FULL-TIME SALARIES	\$519,978.80	\$543,911.90	\$634,832.00
PART-TIME SALARIES	\$0.00	\$0.00	\$20,000.00
CLERICAL INCENTIVE	\$5,000.00	\$5,000.00	\$5,000.00
ADMIN INCENTIVE	\$4,000.00	\$4,000.00	\$4,000.00
LONGEVITY	\$4,310.00	\$4,790.00	\$4,990.00
HOLIDAY	\$2,044.70	\$3,148.00	\$1,368.00
EDUCATIONAL INCENTIVE	\$7,557.87	\$7,332.00	\$7,696.00
SEPARATION COSTS	\$0.00	\$0.00	\$47,131.00
Total Personal Services Non OT:	\$542,891.37	\$568,181.90	\$725,017.00
Purchase of Service			
VEHICLE REPAIR/MAINTENANCE	\$1,323.50	\$250.00	\$250.00
DEPART EQUIP REPAIR/MAINT	\$897.17	\$600.00	\$600.00
REVALUATION	\$159,677.53	\$80,000.00	\$80,000.00
CONSULTANTS	\$55,440.00	\$50,000.00	\$50,000.00
PRINTING	\$2,029.10	\$1,500.00	\$1,500.00
Total Purchase of Service:	\$219,367.30	\$132,350.00	\$132,350.00
Goods and Supplies			
OFFICE SUNDRIES/SUPPLIES	\$1,707.95	\$2,000.00	\$2,000.00
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$75.00	\$684.00	\$1,000.00
TUITION & TRAINING	\$200.00	\$1,780.00	\$5,000.00
REGISTRY OF DEEDS FEES	\$546.25	\$36.00	\$100.00
Total Goods and Supplies:	\$2,529.20	\$4,500.00	\$8,100.00
Total General Fund:	\$764,787.87	\$705,031.90	\$865,467.00

#### **AUDITOR**



## Mission

The mission of the Auditing Department is to protect the duciary interests of the City by providing independent, timely oversight of the City's nances, and to ensure that the nancial 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 nancial and performance audits for the City and the Brockton Public Schools. Examine all accounts, books, and records of the City that reect transactions involving the nancial 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 nancial transactions with Department Heads, Mayor, City Clerk, and City Council. Prepare monthly balance sheets, revenue, and expenditure reports of the City.

Prepare the annual nancial 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 nancial transactions are undertaken in accordance with federal, state, and local

Monitor adherence to all applicable regulations, contracts, and City policies, as well as compliance to Generally Acceptable Accounting Principles (GAAP).

# FY22 Accomplishments

Provided critical Accounts Payable services amidst the COVID-19 pandemic.

Processed over 21,000 purchase orders and invoices.

Continued an ef cient year-end closing time.

Provided incoming and outgoing mail service to City of ces.

Continued an ef cient year-end closing time.

Continued updating to electronic processes, including pay stubs emailed to employees. Working in collaboration with all departments to scan all documents for easy access and

ef ciency.

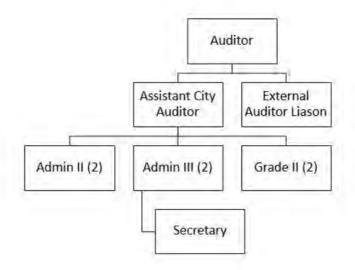
## **OBJECTIVES**

Objective	Status	City Goal
<ol> <li>Publish the FY21 Audited Financial Statement.</li> <li>Develop the FY22 Audited Financial Statement.</li> </ol>	Complete FY23 Ongoing FY23	2
3. Implement changes to the City's collective bargaining agreements and ensure that Munis re ects the terms of the new contracts.	Complete FY23	2
4. Continue the modernization of Accounts Payable with electronic invoicing and Vendor Self-Service. Work with departments to migrate vendors to the new process.	Ongoing FY23	2
5. Continue to process payroll, purchase orders, and mail service accurately and more ef ciently for the entire City.	Ongoing FY23	2
6.Monitor and eliminate fraud; maintain the chart of accounts; analyze accounting problems and make corrections; ensure that proper documentation is maintained in accordance with Massachusetts General Laws.	Ongoing FY23	2
7. Update Grant GL accounts to incorporate the award year.	Ongoing FY23	2

# **PERFORMANCE MEASURES**

Obi.	Performance Measures	FY21	FY22	FY23
Obj.	Performance Measures	Actuals	Projected	Target
5	Purchase Orders/Invoices Processed	21,266	20,584	20,049
5	Vendors Serviced	2,939	2,798	2,688
5	Payroll Warrants Processed	287	288	291
5	Paychecks Produced	131,046	127,261	126,405
5	Employees Serviced	4,450	4,352	4,325
5	Journals Posted	11,833	12,568	12,575
5	General Journal Entry Requests	4,362	4,699	4,747

# **ORGANIZATIONAL CHART**



# **PERSONAL SERVICES**

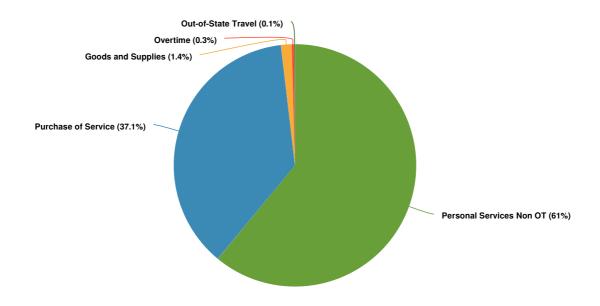
TITLE	NAME	Start Date	Longevity	Salary	Ed Incent.
City Auditor	VACANT			135,456	
Asst. City Auditor	AnnMarie Raymond	04/22/08	750	113,428	
Admin Asst. III	Carin Kenney	03/13/06	950	68,544	
Admin Asst. III	Concetta Costa	12/20/10	750	68,544	
Admin Asst. II	Sharon Heenan	12/20/21		44,490	445
Secretary	Tayla Bennett	12/27/21		46,298	
Grade Level II	VACANT			80,623	5,644
Admin Asst. II	VACANT			47,404	474
Grade Level II	VACANT			64,775	5,182
External Auditor Liaison	PROPOSED			125,567	
Stipends only:					
Clerk of Finance					
Clerk of Accounts		Total	2,450	795,129	11,745

### **Personal Services Summary**

FULL TIME	795,129
PART-TIME	30,000
STIPEND	8,000
ADMIN INCENTIVE	4,000
CLERICAL INCENTIVE	12,500
LONGEVITY	2,450
EDUCATIONAL INCENTIVE	11,745
OUT OF GRADE	4,682
SEPARATION COSTS	25,000
HOLIDAY PAY	1,000
Total	894,506

### **FINANCIAL OVERVIEW**

**Financial Overview by Statutory Category** 



### **FINANCIAL OVERVIEW SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
General Fund				
Overtime	\$4,536.15	\$7,500.00	\$5,000.00	-33.3%
Personal Services Non OT	\$652,709.77	\$733,659.63	\$894,506.00	21.9%
Purchase of Service	\$408,665.54	\$665,500.00	\$544,443.00	-18.2%
Goods and Supplies	\$8,560.43	\$17,250.00	\$20,750.00	20.3%
Out-of-State Travel	\$0.00	\$2,000.00	\$1,500.00	-25%
Total General Fund:	\$1,074,471,89	\$1,425,909,63	\$1,466,199,00	2.8%

# **EXPENSE SUMMARY**

ne	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
oenditures				
eneral Government				
Auditor				
Overtime				
OVERTIME	\$4,536.15	\$7,500.00	\$5,000.00	-33.3%
Total Overtime:	\$4,536.15	\$7,500.00	\$5,000.00	-33.3%
Personal Services Non OT				
FULL-TIME SALARIES	\$603,526.14	\$624,545.23	\$795,129.00	27.3%
PART-TIME SALARIES	\$10,623.13	\$15,000.00	\$30,000.00	100%
STIPEND	\$6,611.66	\$8,000.00	\$8,000.00	0%
CLERICAL INCENTIVE	\$10,000.00	\$12,500.00	\$12,500.00	0%
ADMIN INCENTIVE	\$4,000.00	\$4,000.00	\$4,000.00	0%
LONGEVITY	\$3,600.00	\$4,760.00	\$2,450.00	-48.5%
HOLIDAY	\$1,247.84	\$2,423.00	\$1,000.00	-58.7%
EDUCATIONAL INCENTIVE	\$12,112.72	\$12,749.40	\$11,745.00	-7.9%
OUT OF GRADE	\$988.28	\$4,682.00	\$4,682.00	09
SEPARATION COSTS	\$0.00	\$45,000.00	\$25,000.00	-44.49
Total Personal Services Non OT:	\$652,709.77	\$733,659.63	\$894,506.00	<b>21.9</b> %
Purchase of Service				
DEPART EQUIP REPAIR/MAINT	\$780.47	\$1,500.00	\$1,500.00	0%
DEPARTMENTAL EQUIP RENT/LEASE	\$1,422.22	\$4,500.00	\$4,500.00	0%
AUDITING	\$127,654.36	\$320,000.00	\$249,443.00	-22%
CONSULTANTS	\$5,000.00	\$20,000.00	\$20,000.00	09
ADVERTISING	\$1,068.80	\$5,000.00	\$6,000.00	20%
PRINTING	\$784.59	\$1,500.00	\$1,500.00	09
Total Purchase of Service:	\$136,710.44	\$352,500.00	\$282,943.00	- <b>19.7</b> %
Goods and Supplies				
OFFICE SUNDRIES/SUPPLIES	\$6,657.93	\$4,500.00	\$4,500.00	0%
IN-STATE TRAVEL	\$0.00	\$1,500.00	\$1,500.00	0%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$262.50	\$7,500.00	\$7,500.00	0%
TUITION & TRAINING	\$0.00	\$1,500.00	\$5,000.00	233.3%
DEPARTMENT EQUIPMENT	\$675.00	\$1,750.00	\$1,750.00	09
Total Goods and Supplies:	\$7,595.43	\$16,750.00	\$20,250.00	20.9%
Out-of-State Travel				
OUT OF STATE TRAVEL	\$0.00	\$2,000.00	\$1,500.00	-25%
Total Out-of-State Travel:	\$0.00	\$2,000.00	\$1,500.00	-25%
Total Auditor:	\$801,551.79	\$1,112,409.63	\$1,204,199.00	8.3%
Audit Mail				
Purchase of Service				
DEPART EQUIP REPAIR/MAINTENANC	\$1,036.39	\$4,000.00	\$3,000.00	-25%

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
DEPARTMENTAL EQUIP RENT/LEASE	\$11,418.52	\$8,000.00	\$8,000.00	0%
POSTAGE	\$173,305.18	\$200,000.00	\$150,000.00	-25%
FREIGHT AND DELIVERY SERVICE	\$8,075.71	\$12,000.00	\$12,500.00	4.2%
Total Purchase of Service:	\$193,835.80	\$224,000.00	\$173,500.00	-22.5%
Goods and Supplies				
OFFICE SUNDRIES/SUPPLIES	\$965.00	\$500.00	\$500.00	0%
Total Goods and Supplies:	\$965.00	\$500.00	\$500.00	0%
Total Audit Mail:	\$194,800.80	\$224,500.00	\$174,000.00	-22.5%
Audit Telephone				
Purchase of Service				
OFFICE EQUIP REPAIR/MAINT	\$1,070.17	\$4,000.00	\$3,000.00	-25%
TELEPHONE	\$77,049.13	\$85,000.00	\$85,000.00	0%
Total Purchase of Service:	\$78,119.30	\$89,000.00	\$88,000.00	-1.1%
Total Audit Telephone:	\$78,119.30	\$89,000.00	\$88,000.00	-1.1%
Total General Government:	\$1,074,471.89	\$1,425,909.63	\$1,466,199.00	2.8%
Total Expenditures:	\$1,074,471.89	\$1,425,909.63	\$1,466,199.00	2.8%

#### **BOARD OF HEALTH**



## 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 actives cases of Tuberculosis.

Investigate and document all reported communicable diseases including Hepatitis, Meningitis, and COVID-19.

Promote in uenza 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.

# FY22 Accomplishments

Developed and maintained a higher level of collaboration between the Board of Health, City Departments, and community partners.

Performed health inspections of rental and housing units throughout the City of Brockton. Addressed and met the health care needs of residents.

Developed an organized response to the COVID-19 pandemic through Public Health Interventions.

Worked in collaboration with the Massachusetts Department of Public Health (MassDPH), Mayor's Of ce, and other Local Health Of cials to promote testing, vaccination, case investigation, and contact tracing.

Assisted the Mayor's Of ce during the COVID-19 pandemic to promote health education and disease prevention.

Participated in weekly Quality of Life (QOL) sessions with City departments to address problems related to code violations and enforcement.

Ensured that restaurants and the food service industry adhere to the required sanitary codes.

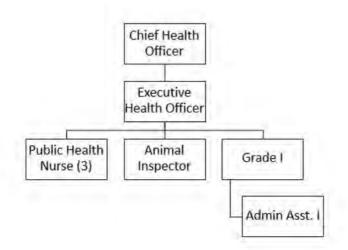
### **OBJECTIVES**

Objective	Status	City Goal
1.Reduce the incidence rate of COVID-19 and increase vaccination efforts among those with preexisting conditions.	Ongoing FY23	2
2. Work to address health disparities and social determinants of health in the City through partnerships with Health Care Service providers.	Ongoing FY23	1,2
3. Improve the enforcement of all applicable codes and ordinances that pertain to the Board of Health.	Ongoing FY23	1,2
4. Design and conduct research on asthma among Brockton residents.	New FY23	2
5. Investigate, document, and report all communicable diseases to the Massachusetts Department of Public Health (DPH).	Ongoing FY23	2
6. Design and conduct research on asthma among Brockton residents.	New FY23	1,2
7. Develop and implement research studies to identify mental health challenges in Brockton.	New FY23	2
8. Investigate, document, and report promptly to the Massachusetts Department of Public Health (MassDPH) all communicable diseases.	Ongoing FY23	2
9. Conduct and implement timely inspections of all restaurants and food venues to maintain ef cient food sanitation.	Ongoing FY23	2

# **PERFORMANCE MEASURES**

Obi	. Performance Measures	FY21	FY22	FY23
Obj	. Performance Measures	Actuals	Projected	Target
2	Service Care Providers collaboration (%)	70%	75%	90%
8	Communicable diseases reported to MassDPH (%)	90%	95%	95%
9	Properties inspected for food sanitation (%)	90%	95%	95%

# **ORGANIZATIONAL CHART**



# **PERSONAL SERVICES**

TITLE	NAME	Start Date	Longevity	Salary	Ed Incent.
Executive Health Of cer	Eno Mondesir	09/01/20		88,752	3,500
Public Health Nurse	Jessica Cabiles	05/24/21		73,520	3,676
	Andrelyn				
Public Health Nurse	Demosthene	12/01/21		73,520	3,676
Public Health Nurse	Gathchina Aliot	12/20/21		73,520	2,941
Admin Asst. I	Janice Santos	02/14/11	750	47,975	480
Animal Inspector	Mary Drake	09/16/19		54,714	1,641
Grade Level I	Amy Badger	08/25/03	950	75,194	
Sanitary Inspector	Robert A. Butler	06/24/85	1,350	74,658	2,240
Sanitary Inspector	Ghaleb Younes	01/12/15	480	74,658	3,733
Sanitary Inspector	Kevin Borges	04/07/14	480	74,658	2,240
Sanitary Inspector	Dennis Smith	02/06/17	480	73,376	2,201
Sanitary Inspector	Patrick O. Lawton	12/29/14	480	74,658	4,479
Ordinance Enforcement					
Of cer	Juanito Fernandes	09/02/14	480	54,714	
Ordinance Enforcement					
Of cer	James Doucette	11/18/19		54,714	
Sanitary Inspector	Vacant			58,113	3,487
Chief Health Of cer	Proposed			143,692	
		Total	1,700	1,170,436	34,294

#### **Personal Services Summary**

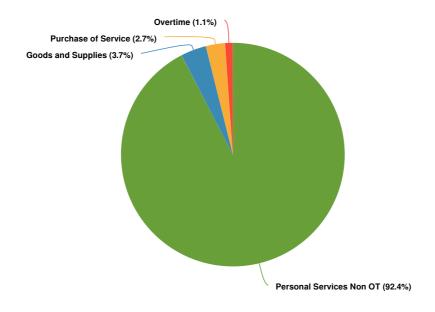
FULL TIME	1,170,436
ELECTED/APPOINTED	8,750
LONGEVITY	1,700
CLERICAL INCENTIVE	2,500
EDUCATIONAL INCENTIVE	34,294
ADMIN INCENTIVE	2,000
STIPEND	3,500
CLOTHING ALLOWANCE	5,400
OUT OF GRADE	2,000
HOLIDAY	900
Total	1,231,480

### Stipend Only (Part-Time)

	Total	8,750
Member, Board of Health	Craig S. Andrade	1,250
Member, Board of Health	George F. Fiske, III	1,250
Health Of cer	Mary T. Brophy	6,250

### **FINANCIAL OVERVIEW**

**Financial Overview by Statutory Category** 



### **FINANCIAL OVERVIEW SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
General Fund				
Overtime	\$9,346.98	\$23,315.00	\$15,000.00	-35.7%
Personal Services Non OT	\$892,960.81	\$1,088,269.40	\$1,231,480.00	13.2%
Purchase of Service	\$14,354.71	\$36,550.00	\$36,550.00	0%
Goods and Supplies	\$10,279.25	\$43,100.00	\$49,500.00	14.8%
Total General Fund:	\$926,941.75	\$1,191,234.40	\$1,332,530.00	11.9%

# **EXPENSE SUMMARY**

e	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
enditures				
uman Services				
Board of Health				
Overtime				
OVERTIME	\$9,346.98	\$23,315.00	\$15,000.00	-35.7%
Total Overtime:	\$9,346.98	\$23,315.00	\$15,000.00	-35.7%
Personal Services Non OT				
FULL-TIME SALARIES	\$842,506.84	\$1,010,856.00	\$1,170,436.00	15.8%
ELECTED/APPOINTED	\$1,250.08	\$8,750.00	\$8,750.00	0%
STIPEND	\$2,948.18	\$3,500.00	\$3,500.00	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	\$4,700.00	\$4,970.00	\$1,700.00	-65.8%
HOLIDAY	\$305.94	\$957.00	\$900.00	-6%
EDUCATIONAL INCENTIVE	\$25,149.77	\$30,328.40	\$34,294.00	13.1%
OUT OF GRADE	\$0.00	\$2,000.00	\$2,000.00	0%
HAZARDOUS DUTY	\$0.00	\$2,608.00	\$0.00	-100%
UNIFORM CLOTHING ALLOWANCE	\$11,600.00	\$18,000.00	\$5,400.00	-70%
TUITION & TRAINING	\$0.00	\$1,800.00	\$0.00	-100%
Total Personal Services Non OT:	\$892,960.81	\$1,088,269.40	\$1,231,480.00	13.2%
Purchase of Service				
DEPART EQUIP REPAIR/MAINT	\$1,181.74	\$1,800.00	\$1,800.00	0%
DEPARTMENTAL EQUIP RENT/LEASE	\$3,065.53	\$3,500.00	\$3,500.00	0%
HAZARDOUS WASTE REMOVAL	\$820.87	\$3,150.00	\$3,150.00	0%
LEGAL	\$845.00	\$3,600.00	\$3,600.00	0%
CONSULTANTS	\$0.00	\$542.40	\$0.00	-100%
OTHER CONTRACT SERVICES	\$2,730.00	\$10,000.00	\$10,000.00	0%
ADVERTISING	\$0.00	\$457.60	\$1,000.00	118.5%
PRINTING	\$2,441.17	\$4,500.00	\$4,500.00	0%
LABORATORY TESTING	\$3,270.40	\$9,000.00	\$9,000.00	0%
Total Purchase of Service:	\$14,354.71	\$36,550.00	\$36,550.00	0%
Goods and Supplies				
COPY MACHINE SUPPLIES	\$808.17	\$2,500.00	\$2,500.00	0%
OFFICE SUNDRIES/SUPPLIES	\$4,162.08	\$5,000.00	\$5,000.00	0%
MEDICAL SUPPLIES/DRUGS	\$2,559.36	\$12,000.00	\$12,000.00	0%
IN-STATE TRAVEL	\$1,658.64	\$16,000.00	\$16,000.00	0%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$1,071.00	\$1,800.00	\$2,500.00	38.9%
TUITION & TRAINING	\$0.00	\$1,800.00	\$5,000.00	177.8%
LICENSE & REGISTRATION	\$0.00	\$0.00	\$2,500.00	N/A
REGISTRY OF DEEDS FEES	\$0.00	\$1,000.00	\$1,000.00	0%
DEPARTMENT EQUIPMENT	\$20.00	\$3,000.00	\$3,000.00	0%
Total Goods and Supplies:	\$10,279.25	\$43,100.00	\$49,500.00	14.8%

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Total Board of Health:	\$926,941.75	\$1,191,234.40	\$1,332,530.00	11.9%
Total Human Services:	\$926,941.75	\$1,191,234.40	\$1,332,530.00	11.9%
Total Expenditures:	\$926,941.75	\$1,191,234.40	\$1,332,530.00	11.9%

#### **CEMETERY DEPARTMENT**



## 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 and 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 ling of deeds for lots.

Perform perpetual care work year round to maintain the cemeteries in neat and orderly condition.

# FY22 Accomplishments

Completed 332 total burials in calendar year 2021

Completed 320 burial at Melrose Cemetery.

Completed 11 burials at Coweeset Cemetery.

Completed 1 burial at Union Cemetery.

Opened the new Central Grove Section

Built an access road for Central Grove Section.

Completed upgrades to the Ames Cemetery

Entered records for the Melrose, and Cowesset, Leach and Thyer Cemeteries and most of the Union Cemetery, into a publicly accessible database.

### **OBJECTIVES**

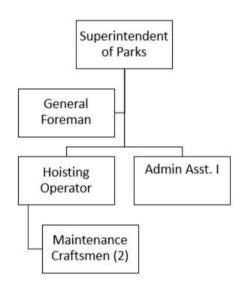
Objective	Status	City Goal
1. Begin expansion projects in two areas identied by engineers as productive areas of expansion.	Ongoing FY23	3
2. Improve overall conditions of City owned cemeteries.	Ongoing FY23	2
3. Upgrade Cemetery equipment, including the purchase of a new backhoe as well as replacing all three lowering devices for ef ciency and safety.	Ongoing FY23	3
4. Acquire new Cemetery software to better serve the public through ease of access to information as well as linking to an updated Geographical Information System (GIS) map.	Ongoing FY23	3
5. Upgrade buildings in the Melrose Cemetery, including the maintenance garage and Tomb.	Ongoing FY23	3

### **PERFORMANCE MEASURES**

OL:	Df	FY21	FY22	FY23
Obj.	. Performance Measures	Actuals	Projected	Target
1	Expansion completion (1-10 scale)*	2	3	4
2	Service calls (%)	70%	75%	85%
3	Equipment upgrades (%)	0%	10%	100%
4	Cemetery software acquired (%)	10%	25%	100%
5	Melrose Cemetery upgrades completed (%)	20%	20%	80%

<sup>\*</sup>Ranking: 1- not completed; 10-fully completed

# **ORGANIZATIONAL CHART**



# **PERSONAL SERVICES**

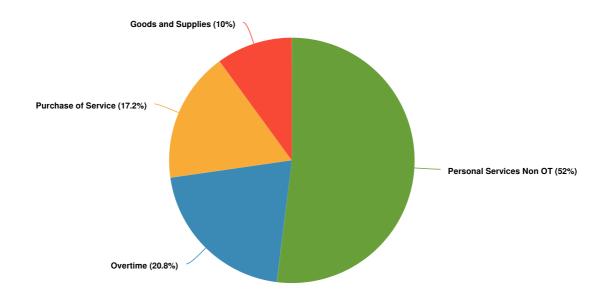
Title	Name	Start Date	Longevity	Salary	Ed Incent.
Superintendent of Parks	Timothy W. Carpenter	08/30/11	375	18,510	1,250
Cemetery General Foreman	Erik Duquette	07/19/99	1,250	68,702	
Hoisting Operator	Erik Ellis	10/07/13	480	56,472	
Cemetery Maintenance					
Craftsman	Brandon Hunnewell	02/05/18		52,624	
Cemetery Maintenance					
Craftsman	John Ferron, II	01/17/17	480	52,624	
Admin Asst. I	Nicole Fiske	12/20/21		38,337	383
		Total	2,585	287,269	1,633

#### **Personal Services Summary**

FULL TIME	287,269
LONGEVITY	2,585
SHIFT DIFFERENTIAL	18,535
EDUCATIONAL INCENTIVE	1,633
OUT OF GRADE	5,800
SEPARATION COSTS	12,000
STIPEND	2,100
CLOTHING ALLOW	6,800
ON CALL	20,611
HOLIDAY	72
CLERICAL INCENTIVE	2,500
CDL STIPEND	6,240
HAZARDOUS DUTY	2,496
Total	368,642

### **FINANCIAL OVERVIEW**

**Financial Overview by Statutory Category** 



### **FINANCIAL OVERVIEW SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
General Fund				
Overtime	\$99,964.06	\$101,806.00	\$150,000.00	47.3%
Personal Services Non OT	\$325,700.80	\$370,657.00	\$374,881.00	1.1%
Purchase of Service	\$67,855.27	\$114,180.00	\$124,180.00	8.8%
Goods and Supplies	\$34,019.33	\$67,400.00	\$72,400.00	7.4%
Total General Fund:	\$527,539.46	\$654,043.00	\$721,461.00	10.3%

# **EXPENSE SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Expenditures				
Human Services				
Cemetery Department				
Overtime				
OVERTIME	\$99,964.06	\$101,806.00	\$150,000.00	47.3%
Total Overtime:	\$99,964.06	\$101,806.00	\$150,000.00	47.3%
Personal Services Non OT				
FULL-TIME SALARIES	\$277,163.97	\$267,901.00	\$287,269.00	7.2%
STIPEND	\$0.00	\$2,100.00	\$2,100.00	0%
CLERICAL INCENTIVE	\$2,500.00	\$2,500.00	\$2,500.00	0%
LONGEVITY	\$2,210.00	\$2,855.00	\$2,585.00	-9.5%
SHIFT DIFFERENTIAL	\$15,195.31	\$17,640.00	\$18,535.00	5.1%
HOLIDAY	\$0.00	\$420.00	\$72.00	-82.9%
EDUCATIONAL INCENTIVE	\$625.00	\$625.00	\$1,633.00	161.3%
ON CALL	\$18,848.76	\$19,500.00	\$20,611.00	5.7%
OUT OF GRADE	\$2,357.76	\$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%
WORKERS COMPENSATION	\$0.00	\$23,380.00	\$0.00	-100%
UNIFORM CLOTHING ALLOWANCE	\$6,800.00	\$7,200.00	\$6,800.00	-5.6%
EMPLOYEE LIC & REGISTRATION	\$0.00	\$0.00	\$6,240.00	N/A
CDL STIPEND	\$0.00	\$6,240.00	\$6,240.00	0%
Total Personal Services Non OT:	\$325,700.80	\$370,657.00	\$374,881.00	1.1%
Purchase of Service				
ELECTRICITY	\$4,179.63	\$5,500.00	\$5,500.00	0%
ENERGY (GAS,OIL,DIESEL)	\$5,239.60	\$15,000.00	\$15,000.00	0%
REAL ESTATE TAX CHARGES	\$342.76	\$300.00	\$300.00	0%
VEHICLE REPAIR/MAINTENANCE	\$5,979.84	\$20,000.00	\$25,000.00	25%
DEPART EQUIP REPAIR/MAINT	\$14,724.93	\$25,000.00	\$25,000.00	0%
SECURITY/FIRE CONTROL	\$1,548.00	\$5,000.00	\$5,000.00	0%
TELEPHONE	\$0.00	\$6,380.00	\$6,380.00	0%
ADVERTISING	\$398.88	\$1,000.00	\$1,000.00	0%
PRINTING	\$441.63	\$1,000.00	\$1,000.00	0%
OTHER SERVICES	\$35,000.00	\$35,000.00	\$40,000.00	14.3%
Total Purchase of Service:	\$67,855.27	\$114,180.00	\$124,180.00	8.8%
Goods and Supplies				
OFFICE SUNDRIES/SUPPLIES	\$1,921.11	\$1,500.00	\$1,500.00	0%
JANITORIAL SUPPLIES	\$755.22	\$1,500.00	\$1,500.00	0%
JANITORIAL SUPPLIES GASOLINE	\$755.22 \$9,994.52	\$1,500.00 \$18,000.00	\$1,500.00 \$18,000.00	0% 0%
GASOLINE	\$9,994.52	\$18,000.00	\$18,000.00	0%
GASOLINE CEMETERY SUPPLIES	\$9,994.52 \$16,820.00	\$18,000.00 \$40,000.00	\$18,000.00 \$45,000.00	0% 12.5%

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Total Cemetery Department:	\$527,539.46	\$654,043.00	\$721,461.00	10.3%
Total Human Services:	\$527,539.46	\$654,043.00	\$721,461.00	10.3%
Total Expenditures:	\$527,539.46	\$654,043.00	\$721,461.00	10.3%

#### CITY CLERK



## Mission

The mission of the Clerk's Of ce 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 certi ed copies of birth, marriage, and death certi cates.

Handle all corrections to any records in custody of the City Registrar.

Process all marriage certi cates 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 certi ed records.

# FY22 Accomplishments

Streamlined and updated processes for renewal of licenses under the City Clerk's of ce. These include garage licenses, Motor Vehicle Repair licenses, and Auto Body Repair licences. Updated and trained staff on the use of Munis.

Updated and worked with staff on streamlining work with the Vital Records Department of the Massachusetts Secretary of State's Of ce.

Worked with staff on continuous improvement of daily customer service processes.

### **OBJECTIVES**

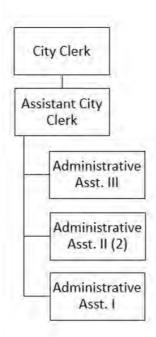
Objective	Status	City Goal
1. Continue to increase the diversity of the of ce team, including outreach to various organizations when employment opportunities arise in the of ce. Particular attention will be paid to multi-lingual applicants.	Ongoing FY23	1,2
2. Work with the Chief Financial Of cer (CFO) and Information Technology Center to expand the online presence of the City Clerk's Of ce, allowing appropriate records to be requested online.	Ongoing FY23	2
3. Update payment systems, allowing the public to make payments using credit and debit cards.	Ongoing FY23	2
4. Work with the Mayor's Of ce 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.	Ongoing FY23	2,3
5. Continue the process of digitizing all birth, death, and marriage records on le in the City Clerk's		_
Of ce.	Ongoing FY23	3

## **PERFORMANCE MEASURES**

Obi	. Performance Measures	FY21	FY22	FY23
Obj	. Performance Measures	Actuals	Projected	Target
5	Business records	557	225	225*
5	Death registrations	1,767	628	628*
5	Birth registrations	2,522	786	786*
5	Legally certi ed copies of Vital Records	12,188	11,889	11,889*

\*Estimates for FY23 are based on FY22 records to date as this information will be known until the scal year begins.

# **ORGANIZATIONAL CHART**



# **PERSONAL SERVICES**

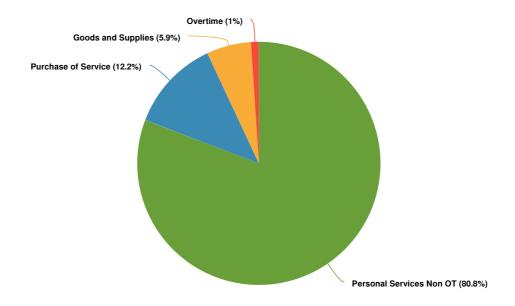
Title	Name	Start Date	Longevity	Salary
City Clerk	Timothy Cruise	10/13/21	950	128,832
Admin. Asst. II	Donna Plouffe	05/07/21		46,298
Admin. Asst. III	Donna Tourinho	11/23/98	1,250	68,544
Admin. Asst. II	Helena Rodrigues	06/02/21		46,298
Assistant City Clerk	Vacant			110,125
Admin. Asst. 1	Vacant			38,337
		Total	2,200	438,434

#### **Personal Services Summary**

Total	468,991
HOLIDAY PAY	907
OUT OF GRADE	8,000
CLERICAL INCENTIVE	10,000
LONGEVITY	2,200
TEMPORARY/SEASONAL	1,200
PART TIME	5,000
STIPEND	3,250
FULL TIME	438,434

### **FINANCIAL OVERVIEW**

### **Financial Overview by Statutory Category**



### **FINANCIAL OVERVIEW SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
General Fund				
Overtime	\$3,273.78	\$6,000.00	\$6,000.00	0%
Personal Services Non OT	\$320,104.04	\$420,038.94	\$468,991.00	11.7%
Purchase of Service	\$14,343.67	\$74,500.00	\$71,000.00	-4.7%
Goods and Supplies	\$2,826.27	\$10,075.00	\$34,275.00	240.2%
Total General Fund:	\$340,547.76	\$510,613.94	\$580,266.00	13.6%

# **EXPENSE SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Expenditures				
General Government				
City Clerk				
Overtime				
OVERTIME	\$3,273.78	\$6,000.00	\$6,000.00	0%
Total Overtime:	\$3,273.78	\$6,000.00	\$6,000.00	0%
Personal Services Non OT				
FULL-TIME SALARIES	\$279,945.79	\$387,758.94	\$438,434.00	13.9%
PART-TIME SALARIES	\$0.00	\$5,000.00	\$5,000.00	0%
TEMPORARY/SEASONAL	\$0.00	\$1,200.00	\$1,200.00	0%
STIPEND	\$3,237.50	\$3,250.00	\$3,250.00	0%
CLERICAL INCENTIVE	\$5,000.00	\$10,000.00	\$10,000.00	0%
LONGEVITY	\$5,300.00	\$2,600.00	\$2,200.00	-15.4%
HOLIDAY	\$467.06	\$2,230.00	\$907.00	-59.3%
OUT OF GRADE	\$0.00	\$8,000.00	\$8,000.00	N/A
SEPARATION COSTS	\$26,153.69	\$0.00	\$0.00	0%
Total Personal Services Non OT:	\$320,104.04	\$420,038.94	\$468,991.00	14.6%
Purchase of Service				
OFFICE EQUIP REPAIR/MAINT	\$1,023.38	\$1,000.00	\$1,500.00	50%
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	\$10,000.00	42.9%
ADVERTISING	\$3,473.60	\$25,000.00	\$25,000.00	0%
COMMUNICATION SERVICES	\$7,625.00	\$8,000.00	\$0.00	-100%
MICROFILMING	\$0.00	\$10,500.00	\$8,000.00	-23.8%
BOOKBINDING	\$1,740.00	\$9,000.00	\$10,000.00	11.1%
PRINTING  Total Purchase of Service:	\$481.69 <b>\$14,343.67</b>	\$5,000.00 <b>\$74,500.00</b>	\$7,500.00 <b>\$71,000.00</b>	50% - <b>4.7%</b>
iotal Pulchase of Service.	\$14,343.0 <i>1</i>	\$74,300.00	\$71,000.00	-4.7 76
Goods and Supplies				
COPY MACHINE SUPPLIES	\$271.20	\$1,700.00	\$2,000.00	17.6%
REFERENCE MATERIALS	\$735.04	\$3,400.00	\$4,000.00	17.6%
OFFICE SUNDRIES/SUPPLIES	\$1,092.48	\$1,200.00	\$1,500.00	25%
IN-STATE TRAVEL	\$0.00	\$1,000.00	\$1,000.00	0%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$470.00	\$500.00	\$4,000.00	700%
BOND INSURANCE	\$0.00	\$275.00	\$275.00	0%
DEPARTMENT EQUIPMENT	\$257.55	\$500.00	\$20,000.00	3,900%
DATA PROCESSING EQUIPMENT	\$0.00 \$2.826.27	\$1,500.00 <b>\$10.075.00</b>	\$1,500.00 <b>\$3,6 275.00</b>	0% <b>240.2%</b>
Total Goods and Supplies:	\$2,826.27	\$10,075.00	\$34,275.00	240.2%
Total City Clerk:	\$340,547.76	\$510,613.94	\$580,266.00	16.1%
Total General Government:	\$340,547.76	\$510,613.94	\$580,266.00	16.1%
Total Expenditures:	\$340,547.76	\$510,613.94	\$580,266.00	16.1%

#### CITY COUNCIL



## 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.

Con rm or deny various Mayoral appointments to municipal government positions. Elect, by a majority of the Council, a City Clerk to hold of ce for three years.

# FY22 Accomplishments

Developed an onboarding process for newly elected City Councilors. Training was held for all new and duly elected City Councilors; for the rst time, councilors received current budget books and instruction on Robert's Rules of Order.

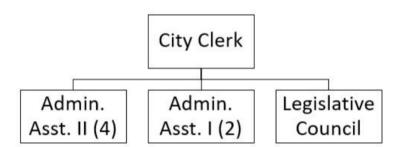
Worked on continuous improvement of audio visual capabilities in the City Council chamber, allowing for better service to the public.

Hired the Legislative Council to the City Council as a City employee and directed by ordinance. Attended Ward meetings held by councilors and will continue outreach for future meetings with community groups.

## **OBJECTIVES**

Objective	Status	City Goal
1. Continue to increase the diversity of the of ce team, including outreach to various organizations when employment opportunities arise in the of ce. Particular attention will be paid to multi-lingual applicants.	Ongoing FY23	1,2
2. Perform outreach into various community, church, and educational groups, explaining the duties and responsibilities of the City Clerk's Of ce in a Plan B form of government.	Ongoing FY23	1,2
3. Develop an onboarding process for newly elected city councilors, explaining processes and 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.	Ongoing FY23	2,3
4. Realign and hire a dedicated City Council staff.	Ongoing FY23	2
5. Improve and upgrade the audiovisual and television capabilities in the City Council chamber.	Ongoing FY23	3

# **ORGANIZATIONAL CHART**



# **PERSONAL SERVICES**

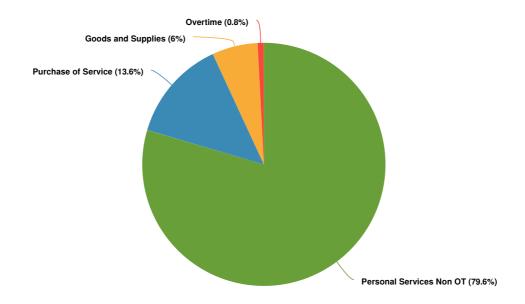
Title	Name	Start Date	Longevity	Salary
Admin. Asst. II	Ana Pacheco	04/21/00	1,250	53,527
Admin. Asst. II	Veronica Cruz	03/22/16	480	53,527
Admin. Asst. II	Diane Peloquin	05/17/21		46,298
Admin. Asst. II	Vacant			42,682
Admin. Asst. I	Vacant			38,337
Admin. Asst. I	Vacant			38,337
Legislative Counsel	Shannon Resnick			79,172
*stipend only				
*Clerk of Committees				
		Total	1,730	351,880

#### **Personal Services Summary**

Total	621,416
DUTY EXPENSES	55,015
OUT OF GRADE	8,000
CLERICAL INCENTIVE	15,000
LONGEVITY	1,730
TEMP/SEASONAL	2,500
ELECTED/APPOINT	181,541
STIPEND	3,250
PART-TIME	2,500
FULL TIME	351,880

### **FINANCIAL OVERVIEW**

### **Financial Overview by Statutory Category**



### **FINANCIAL OVERVIEW SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
General Fund				
Overtime	\$5,846.26	\$6,500.00	\$6,500.00	0%
Personal Services Non OT	\$457,495.22	\$613,868.60	\$621,416.00	1.2%
Purchase of Service	\$75,660.72	\$160,322.00	\$106,000.00	-33.9%
Goods and Supplies	\$7,586.89	\$41,385.00	\$47,200.00	14.1%
Total General Fund:	\$546,589.09	\$822,075.60	\$781,116.00	-5%

# **EXPENSE SUMMARY**

ne e	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
enditures				
eneral Government				
City Council				
Overtime				
OVERTIME	\$5,846.26	\$6,500.00	\$6,500.00	0%
Total Overtime:	\$5,846.26	\$6,500.00	\$6,500.00	0%
Personal Services Non OT				
FULL-TIME SALARIES	\$198,866.28	\$350,633.60	\$351,880.00	0.4%
PART-TIME SALARIES	\$0.00	\$2,500.00	\$2,500.00	0%
TEMPORARY/SEASONAL	\$0.00	\$1,500.00	\$2,500.00	66.7%
ELECTED/APPOINTED	\$170,664.42	\$184,240.00	\$181,541.00	-1.5%
STIPEND	\$3,250.00	\$3,250.00	\$3,250.00	0%
CLERICAL INCENTIVE	\$10,000.00	\$15,000.00	\$15,000.00	0%
LONGEVITY	\$2,200.00	\$1,730.00	\$1,730.00	0%
HOLIDAY	\$276.46	\$0.00	\$0.00	0%
EDUCATIONAL INCENTIVE	\$379.25	\$0.00	\$0.00	0%
OUT OF GRADE	\$0.00	\$0.00	\$8,000.00	N/A
SEPARATION COSTS	\$20,258.81	\$0.00	\$0.00	0%
OFFICIAL DUTY EXPENSES	\$51,600.00	\$55,015.00	\$55,015.00	0%
Total Personal Services Non OT:	\$457,495.22	\$613,868.60	\$621,416.00	1.2%
Purchase of Service  DATA PROCESS EQUIP REP/MAINT	\$0.00	\$1,500.00	\$1,500.00	0%
LEGAL	\$65,559.88	\$126,722.00	\$55,000.00	-56.6%
CONSULTANTS	\$0.00	\$0.00	\$10,000.00	N/A
ADVERTISING	\$7,334.64	\$10,800.00	\$15,000.00	38.9%
BOOKBINDING	\$0.00	\$12,500.00	\$12,500.00	0%
PRINTING	\$759.00	\$1,500.00	\$2,000.00	33.3%
OTHER SERVICES	\$2,007.20	\$7,300.00	\$10,000.00	37%
Total Purchase of Service:	\$75,660.72	\$160,322.00	\$106,000.00	-33.9%
Goods and Supplies				
COPY MACHINE SUPPLIES	\$542.74	\$1,450.00	\$2,000.00	37.9%
REFERENCE MATERIALS	\$5,237.21	\$8,500.00	\$8,500.00	0%
OFFICE SUNDRIES/SUPPLIES	\$805.88	\$860.00	\$1,200.00	39.5%
INAUGURATION SUPPLIES & COSTS	\$0.00	\$7,000.00	\$0.00	-100%
IN STATE TRAVEL	\$0.00	\$0.00	\$1,000.00	N/A
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$0.00	\$375.00	\$1,000.00	166.7%
TUITION & TRAINING	\$0.00	\$0.00	\$10,000.00	N/A
ACHIEV. & ACKNOWLEDGEMENTS	\$0.00	\$12,700.00	\$13,000.00	2.4%
DEPARTMENT EQUIPMENT	\$1,001.06	\$8,500.00	\$8,500.00	0%
DATA PROCESSING EQUIPMENT	\$0.00	\$2,000.00	\$2,000.00	0%
Total Goods and Supplies:	\$7,586.89	\$41,385.00	\$47,200.00	14.1%

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Total General Government:	\$546,589.09	\$822,075.60	\$781,116.00	-5%
Total Expenditures:	\$546,589.09	\$822,075.60	\$781,116.00	-5%

### **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.

Oversee the development of all projects near wetlands and contained within oodplains. Strive to ensure that projects are developed responsibly to prevent ooding, groundwater & waterway pollution, destruction of important wildlife habitat, and the general destruction of wetlands.

Review wetland boundaries, determine the full scope of work, and assess mitigation measures for proposed projects.

Provide technical guidance to owners and builders throughout the permit and construction process.

Administer complex statutes and regulations.

Attend training sessions on new regulations and other informational sessions offered by the Massachusetts Association of Conservation Commissioners (MACC).

# FY22 Accomplishments

Successfully conducted meetings remotely via ZOOM Webinar during the COVID-19 State of Emergency and subsequent extension of the Governor's Executive Order.

Reviewed over 50 applications for compliance with the Wetlands Protection Act & its Regulations.

Helped facilitate public input regarding open space needs in Brockton and helped update the City's Open Space and Recreation Plan.

Implemented outreach plan, including interview segments on Brockton Community Access, to educate Brockton residents about the Conservation Commission.

Collaborated with the Mayor's Of ce to recruit two new members to the Commission.

Commissioner Joyce Voorhis completed MACC Fundamentals for Conservation Commissioners Certication.

## **OBJECTIVES**

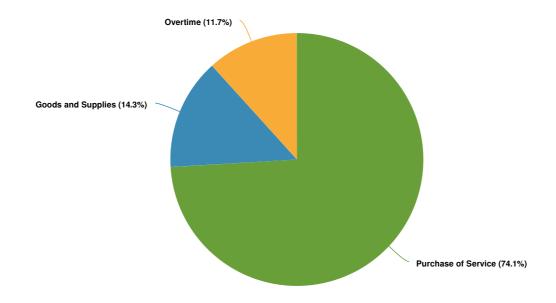
Objective	Status	City Goal
1. Contribute to implementation efforts following the updated of the City's Open Space and Recreation Plan.	Ongoing FY23	1
2. Review and update Conservation Commission Filing Information and Regulations.	Ongoing FY23	2
3. Review draft of Wetlands Protection Ordinance and submit to City Council.	Ongoing FY23	2
4. Continue to improve convenience and ef ciency of Wetlands Protection Act lings by coordinating with other City Boards and Departments in ongoing efforts to introduce an online application submission		
system.	Ongoing FY23	3

# **PERFORMANCE MEASURES**

Obi.	Performance Measures	FY21	FY22	FY23
Obj.		Actuals	Projected	Target
1-4 Staff needed t	to address objectives.	10	10	10

### **FINANCIAL OVERVIEW**

**Finanical Overview by Statutory Category** 



### **FINANCIAL OVERVIEW SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
General Fund				
Overtime	\$3,929.76	\$5,000.00	\$5,000.00	0%
Purchase of Service	\$2,356.97	\$31,675.00	\$31,675.00	0%
Goods and Supplies	\$1,424.44	\$6,100.00	\$6,100.00	0%
Total General Fund:	\$7,711.17	\$42,775.00	\$42,775.00	0%

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Expenditures				
General Government				
Conservation Commission				
Overtime				
OVERTIME	\$3,929.76	\$5,000.00	\$5,000.00	0%
Total Overtime:	\$3,929.76	\$5,000.00	\$5,000.00	0%
Purchase of Service				
DEPART EQUIP REPAIR/MAINT	\$0.00	\$200.00	\$200.00	0%
LEGAL	\$107.00	\$150.00	\$150.00	0%
CONSULTANTS	\$2,249.97	\$30,000.00	\$30,000.00	0%
POSTAGE	\$0.00	\$75.00	\$75.00	0%
ADVERTISING	\$0.00	\$250.00	\$250.00	0%
PRINTING	\$0.00	\$1,000.00	\$1,000.00	0%
Total Purchase of Service:	\$2,356.97	\$31,675.00	\$31,675.00	0%
Goods and Supplies				
COPY MACHINE SUPPLIES	\$106.18	\$300.00	\$300.00	0%
OFFICE SUNDRIES/SUPPLIES	\$184.00	\$200.00	\$200.00	0%
FOOD PURCHASE	\$0.00	\$100.00	\$100.00	0%
TRAFFIC LINES & SIGNS ETC.	\$60.00	\$500.00	\$500.00	0%
IN STATE TRAVEL	\$0.00	\$1,000.00	\$1,000.00	0%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$708.32	\$1,500.00	\$1,500.00	0%
TUITION & TRAINING	\$365.94	\$2,500.00	\$2,500.00	0%
Total Goods and Supplies:	\$1,424.44	\$6,100.00	\$6,100.00	0%
Total Conservation Commission:	\$7,711.17	\$42,775.00	\$42,775.00	0%
Total General Government:	\$7,711.17	\$42,775.00	\$42,775.00	0%
Total Expenditures:	\$7,711.17	\$42,775.00	\$42,775.00	0%

#### **COUNCIL ON AGING**



### 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 nd a sense of purpose.

Provide inspiring programs to build communities and help people live well and age well including programs in education, tness, wellness and technology.

Serve as a link and support for older adults and family members.

## FY22 Accomplishments

Completed Computer Lab update which included furniture and computers.

Hired Assistant Director.

Distributed 50 table fans and 70 window air conditioners through the Cooling Grant Program.

Provided 125 Grab N Go Thanksgiving dinners.

Scheduled over 700 Vaccine appointments.

Distributed 1200 COVID test kits through 2/2022.

Provided over 450 boosters to older adults with our Vaccine Clinics.

Assisted 150 older adults with Medicare Open Enrollment via telephone appointments.

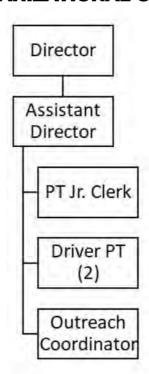
### **OBJECTIVES**

Objective	Status	City Goal
1. Commit to providing a welcoming and inclusive place for older adults who wish to remain independent in the community.	Ongoing FY23	1,2
2. Commit to rebranding the Council on Aging to attract our "younger" older adult population.  Providing a variety of new programming that would focus on health and wellness, lifelong learning, technology, cultural presentations, job seekers, and		
the arts	Ongoing FY23	3
3. Continue to serve as the focal point for delivery of services and programs to older adults and their families.	Ongoing FY23	3
4. Continue to support the City in its effort to combat COVID-19 through offerings of vaccine clinics, test kits and education	Ongoing FY23	3
5. Implement an Intern program. This will strengthen our relationship with Stonehill College and Bridgewater State University.	Ongoing FY23	3

### **PERFORMANCE MEASURES**

Obj.	Performance Measures	FY21 Actuals	FY22 Projected	FY23 Target
1	Number of new members to the Council on Aging (surveyed by age, gender, and ethnicity)	0	79	90
3	Number of outreach services provided including, but not limited to, fuel assistance, SNAP bene ts, housing, Dial-a-BAT, Medicare, MassHealth, and nutrition	1,980	985	2,000
4	Number of COVID-19 vaccine appointments for seniors	5,163	375	500

### **ORGANIZATIONAL CHART**



#### **PERSONAL SERVICES**

Title	Name	Start Date	Longevity	Salary	Ed Incentive
Director	Janice Fitzgerald	02/9/2006	950	96,615	
PT- Jr. Clerk	Ruthie Graham	02/22/19		19,266	
PT- Driver	Theodora Bourassa	02/17/20		15,000	
PT- Driver	Margaret Kearney	02/17/20		15,000	
Asst. Director	Michelle Brace	09/19/11	750	75,638	2,500
Outreach Coordinator	PROPOSED			50,000	
		Total	1,700	271,519	2,500

#### **Personal Services Summary**

FULL TIME 222,253 PART TIME 49,266 ED INCENTIVE 2,500 LONGEVITY 1,700 STIPEND 2,700 HOLIDAY 663 CLERICAL INCENTIVE 2,500 TOTAL 281,582

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

Program Activities

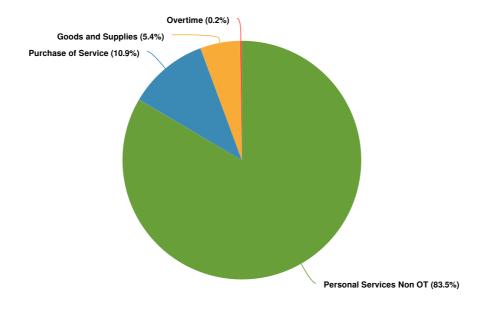
Coordinator Christina Long

(PT) Health Education

Outreach Coordinator Dorothy Slack
(PT) Outreach Worker Vacant

#### **FINANCIAL OVERVIEW**

**Financial Overview by Statutory Category** 



#### **FINANCIAL OVERVIEW SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
General Fund				
Overtime	\$27.01	\$840.00	\$840.00	0%
Personal Services Non OT	\$111,124.95	\$235,763.52	\$281,582.00	19.4%
Purchase of Service	\$18,450.90	\$34,748.00	\$36,798.00	5.9%
Goods and Supplies	\$2,370.79	\$17,109.00	\$18,109.00	5.8%
Total General Fund:	\$131,973.65	\$288,460.52	\$337,329.00	16.9%

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Expenditures				
Human Services				
Council on Aging				
Overtime				
OVERTIME	\$27.01	\$840.00	\$840.00	0%
Total Overtime:	\$27.01	\$840.00	\$840.00	0%
Personal Services Non OT				
FULL-TIME SALARIES	\$90,323.44	\$187,452.12	\$222,253.00	18.6%
PART-TIME SALARIES	\$14,435.40	\$40,200.00	\$49,266.00	22.6%
STIPEND	\$2,700.00	\$2,700.00	\$2,700.00	0%
CLERICAL INCENTIVE	\$0.00	\$2,500.00	\$2,500.00	0%
LONGEVITY	\$750.00	\$1,250.00	\$1,700.00	36%
HOLIDAY	\$621.40	\$1,625.00	\$663.00	-59.2%
EDUCATIONAL INCENTIVE		\$0.00	\$2,500.00	N/A
OUT OF GRADE	\$0.00	\$36.40	\$0.00	-100%
SEPARATION COSTS	\$2,294.71	\$0.00	\$0.00	0%
Total Personal Services Non OT:	\$111,124.95	\$235,763.52	\$281,582.00	19.4%
Purchase of Service				
ENERGY (GAS,OIL,DIESEL)	\$15,007.76	\$18,500.00	\$20,000.00	8.1%
VEHICLE REPAIR/MAINTENANCE	\$0.00	\$4,557.00	\$4,500.00	-1.3%
DEPART EQUIP REPAIR/MAINT	\$765.40	\$2,693.00	\$3,000.00	11.4%
HUMAN SERVICE CONTRACTS	\$921.73	\$4,598.00	\$4,598.00	0%
OTHER CONTRACT SERVICES	\$0.00	\$2,300.00	\$2,600.00	13%
OTHER SERVICES	\$1,756.01	\$2,100.00	\$2,100.00	0%
Total Purchase of Service:	\$18,450.90	\$34,748.00	\$36,798.00	5.9%
Goods and Supplies				
OFFICE SUNDRIES/SUPPLIES	\$597.41	\$4,000.00	\$5,000.00	25%
JANITORIAL SUPPLIES	\$429.59	\$2,750.00	\$2,750.00	0%
HUMANISTIC SUPPLIES AND COSTS	\$1,343.79	\$5,400.00	\$5,400.00	0%
IN-STATE TRAVEL	\$0.00	\$180.00	\$180.00	0%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$0.00	\$4,779.00	\$4,779.00	0%
Total Goods and Supplies:	\$2,370.79	\$17,109.00	\$18,109.00	5.8%
Total Council on Aging:	\$131,973.65	\$288,460.52	\$337,329.00	16.9%
Total Human Services:	\$131,973.65	\$288,460.52	\$337,329.00	16.9%
Total Expenditures:	\$131,973.65	\$288,460.52	\$337,329.00	16.9%

#### **DEPARTMENT OF PUBLIC WORKS 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 of ce for the collection and reporting of data, in addition to auditing of Federal and State emergency funding for natural disasters (hurricane, oods, 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 Bright eld Project, Thatcher Street Land II, 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 Traf c 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 amd 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.

# FY22 Accomplishments

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

Maintained a clear line of communication with other City of cials.

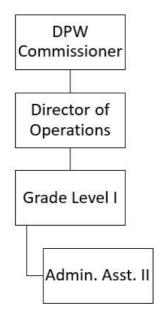
#### **OBJECTIVES**

Objective	Status	City Goal
1. Maintain staff levels for better service.	Ongoing FY23	2
2. Ensure that the goals of all the other Divisions are met.	Ongoing FY23	2
3. Improve safety for all workers.	Ongoing FY23	2
4. Restructure job titles.	Requested FY23	3
5. Establish better coordination with other City departments.	Ongoing FY23	2

### **PERFORMANCE MEASURES**

Obj. Performance Measures	.i Doufoumonos	Dayfaymanaa Maasiyaa	FY21	FY22	FY23
	Measures	Actuals	Projected	Target	
1	Commissioner's Staff		4	4	5
3	Safety training		N/A	Manual Created	3 trainings

### **ORGANIZATIONAL CHART**



### **PERSONAL SERVICES**

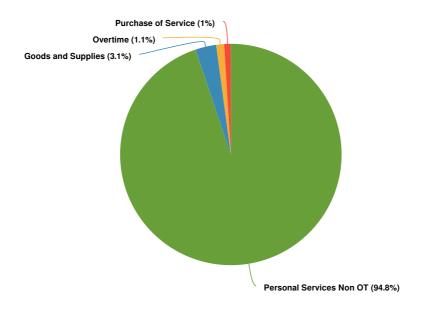
Title	Name	Start Date	Longevity	Salary	Ed Incent.
Commissioner of Public Works	Patrick Hill	02/13/96	1,350	164,440	
Grade Level 1	Alisa Hambly	04/11/90	1,350	75,194	
Admin Asst. II	Miranda Bradsher	02/21/22		44,490	445
Director of Operations	VACANT			121,313	
		Total	2,700	405,437	445

#### **Personal Services Summary**

	., -,000
TOTAL:	474.855
OUT OF GRADE	6,000
STIPEND	4,200
ADMIN INCENTIVE	2,000
HOLIDAY	1,573
EDUCATIONAL	445
LONGEVITY	2,700
CLERICAL INCENTIVE	2,500
PART TIME	50,000
FULL TIME	405,437
E1 11 1 TIV 4E	/ 0 = / 7 =

#### **FINANCIAL OVERVIEW**

**Financial Overview by Statutory Category** 



#### **FINANCIAL OVERVIEW SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
General Fund				
Overtime	\$685.18	\$5,638.00	\$5,638.00	0%
Personal Services Non OT	\$439,879.93	\$516,287.28	\$474,855.00	-8%
Purchase of Service	\$11.53	\$4,875.00	\$4,875.00	0%
Goods and Supplies	\$3,364.35	\$5,439.00	\$15,439.00	183.9%
Total General Fund:	\$443,940.99	\$532,239.28	\$500,807.00	-5.9%

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Expenditures				
Public Works				
DPW Commissioner				
Overtime				
OVERTIME	\$685.18	\$5,638.00	\$5,638.00	0%
Total Overtime:	\$685.18	\$5,638.00	\$5,638.00	0%
Personal Services Non OT				
FULL-TIME SALARIES	\$381,524.24	\$396,037.88	\$405,437.00	2.4%
PART-TIME SALARIES	\$0.00	\$50,000.00	\$50,000.00	0%
STIPEND	\$4,200.00	\$4,200.00	\$4,200.00	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	\$5,200.00	\$5,300.00	\$2,700.00	-49.1%
HOLIDAY	\$995.07	\$2,985.00	\$1,573.00	-47.3%
EDUCATIONAL INCENTIVE	\$529.83	\$564.40	\$445.00	-21.2%
OUT OF GRADE	\$610.19	\$6,700.00	\$6,000.00	-10.4%
SEPARATION COSTS	\$42,320.60	\$46,000.00	\$0.00	-100%
Total Personal Services Non OT:	\$439,879.93	\$516,287.28	\$474,855.00	-8%
Purchase of Service				
DEPART EQUIP REPAIR/MAINT	\$11.53	\$125.00	\$125.00	0%
COMMUNICATION SERVICES	\$0.00	\$4,400.00	\$4,400.00	0%
PRINTING	\$0.00	\$350.00	\$350.00	0%
Total Purchase of Service:	\$11.53	\$4,875.00	\$4,875.00	0%
Goods and Supplies				
OFFICE SUNDRIES/SUPPLIES	\$2,469.57	\$650.00	\$650.00	0%
IN-STATE TRAVEL	\$0.00	\$99.00	\$99.00	0%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$0.00	\$570.00	\$570.00	0%
TUITION & TRAINING	\$0.00	\$0.00	\$10,000.00	N/A
DEPARTMENT EQUIPMENT	\$894.78	\$3,600.00	\$3,600.00	0%
COMMUNICATION EQUIPMENT	\$0.00	\$520.00	\$520.00	0%
Total Goods and Supplies:	\$3,364.35	\$5,439.00	\$15,439.00	183.9%
Total DPW Commissioner:	\$443,940.99	\$532,239.28	\$500,807.00	-5.9%
Total Public Works:	\$443,940.99	\$532,239.28	\$500,807.00	-5.9%
Total Expenditures:	\$443,940.99	\$532,239.28	\$500,807.00	-5.9%

#### **DEPARTMENT OF PUBLIC WORKS ENGINEERING**



### 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' Of ce, 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 con rm title and accuracy of all meters and bounds shown in support of the Assessor's Of ce.

Keep and maintain records of all changes, while keeping the 182 Assessors' Plans up to date, and serve as a liaison between the of ce 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 certi ed copies of plans to the Of ce 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 Of cer, City Solicitor's Of ce, and ZBA.

Implement and enforce the Stormwater Ordinance (MS4).

# FY22 Accomplishments

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

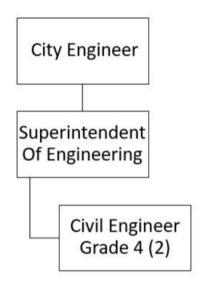
## **OBJECTIVES**

Objective	Status	City Goal
1. Move forward with training and enforcing the Stormwater Ordinance.	Ongoing FY23	2
2. Improve safety for all workers.	Ongoing FY23	2
3. Maintain staf ng levels for better service.	Ongoing FY23	2
4. Digitize maps/plans.	Ongoing FY23	3
5. Restructure job titles.	Requested FY23	N/A

### **PERFORMANCE MEASURES**

Obj.	Doufournous Mossilves	FY21	FY22	FY23
	. Performance Measures	Actuals	Projected	Target
3	Engineering Staff	4	3	6
4	Number of mans digitized	0	2 000	10 000

### **ORGANIZATIONAL CHART**



### **PERSONAL SERVICES**

Title	Name	Start Date	Longevity	Salary	Ed. Incent.
SUPT. OF	Howard B. Newton (25%				
ENGINEERING	SW/75% Eng)	09/14/59	1,500	68,337	
CIVIL ENGINEER -	Peter Kelleher (25% SW/75%				
GRADE (4)	Eng)	07/09/01	938	62,797	
	Mark Peterson (25%				
	SW/75% Eng)	07/08/96	1,013	62,798	
	Chike Odunukwe (50%				
CITY ENGINEER	SW/50% Eng)	12/05/16	240	55,530	1,500
		Total	3,691	249,462	1,500

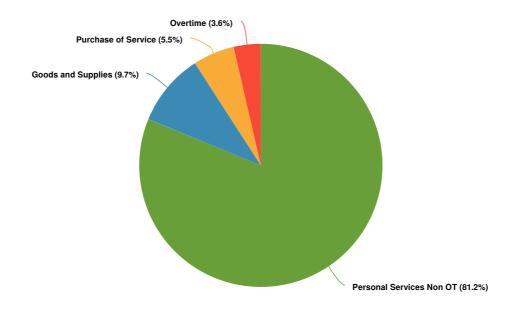
### **Personal Services**

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FULL TIME	249,462
LONGEVITY	3,691
STIPEND	2,700
HOLIDAY	389
ED INCENTIVE	1,500
SEPARATION COSTS	27,500
CLOTHING ALLOW.	3,000
HAZARD PAY	371
OUT OF GRADE	4,000
TOTAL	292,613

#### **FINANCIAL OVERVIEW**

#### **Financial Overview by Statutory Category**



#### **FINANCIAL OVERVIEW SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
General Fund				
Overtime	\$7,504.68	\$15,300.00	\$13,000.00	-15%
Personal Services Non OT	\$386,255.59	\$632,422.64	\$292,613.00	-53.7%
Purchase of Service	\$6,455.75	\$21,483.00	\$19,800.00	-7.8%
Goods and Supplies	\$10,862.82	\$65,860.00	\$34,860.00	-47.1%
Total General Fund:	\$411,078.84	\$735,065.64	\$360,273.00	-51%

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Expenditures				
Public Works				
Engineering				
Overtime				
OVERTIME	\$7,504.68	\$15,300.00	\$13,000.00	-15%
Total Overtime:	\$7,504.68	\$15,300.00	\$13,000.00	-15%
Personal Services Non OT				
FULL-TIME SALARIES	\$373,127.73	\$546,073.24	\$249,462.00	-54.3%
STIPEND	\$5,400.00	\$5,400.00	\$2,700.00	-50%
CLERICAL INCENTIVE	\$0.00	\$2,500.00	\$0.00	-100%
LONGEVITY	\$3,350.00	\$4,430.00	\$3,691.00	-16.7%
HOLIDAY	\$736.39	\$2,221.00	\$389.00	-82.5%
EDUCATIONAL INCENTIVE	\$1,241.47	\$1,057.40	\$1,500.00	41.9%
OUT OF GRADE	\$0.00	\$8,000.00	\$4,000.00	-50%
HAZARDOUS DUTY	\$0.00	\$741.00	\$371.00	-49.9%
SEPARATION COSTS	\$0.00	\$55,000.00	\$27,500.00	-50%
UNIFORM CLOTHING ALLOWANCE	\$2,400.00	\$6,000.00	\$3,000.00	-50%
TUITION & TRAINING	\$0.00	\$1,000.00	\$0.00	-100%
Total Personal Services Non OT:	\$386,255.59	\$632,422.64	\$292,613.00	-53.7%
Purchase of Service				
DEPART EQUIP REPAIR/MAINT	\$63.00	\$900.00	\$900.00	0%
DATA PROCESS EQUIP REP/MAINT	\$90.00	\$400.00	\$400.00	0%
OTHER CONTRACT SERVICES	\$0.00	\$2,183.00	\$5,000.00	129%
ADVERTISING	\$0.00	\$1,000.00	\$1,000.00	0%
COMMUNICATION SERVICES	\$0.00	\$4,500.00	\$0.00	-100%
PRINTING	\$52.75	\$500.00	\$500.00	0%
PAPER STREET PROGRAM	\$6,250.00	\$12,000.00	\$12,000.00	0%
Total Purchase of Service:	\$6,455.75	\$21,483.00	\$19,800.00	<b>-7.8</b> %
Goods and Supplies				
COPY MACHINE SUPPLIES	\$282.80	\$6,000.00	\$6,000.00	0%
OFFICE SUNDRIES/SUPPLIES	\$641.26	\$2,000.00	\$2,000.00	0%
DATA PROCESS SOFTWARE & SUPP	\$254.70	\$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	\$5,000.00	25%
REGISTRY OF DEEDS FEES	\$214.00	\$6,000.00	\$6,000.00	0%
DEPARTMENT EQUIPMENT	\$9,470.06	\$24,000.00	\$0.00	-100%
COMMUNICATION EQUIPMENT	\$0.00	\$8,000.00	\$0.00	-100%
Total Goods and Supplies:	\$10,862.82	\$65,860.00	\$34,860.00	<b>-47.1</b> %
Total Engineering:	\$411,078.84	\$735,065.64	\$360,273.00	-51%
Total Public Works:	\$411,078.84	\$735,065.64	\$360,273.00	-51%
Total Expenditures:	\$411,078.84	\$735,065.64	\$360,273.00	-51%

#### **DEPARTMENT OF PUBLIC WORKS HIGHWAY**



### 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 lling 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.

## FY22 Accomplishments

Street reconstruction.

West Elm Street Bridge reconstruction.

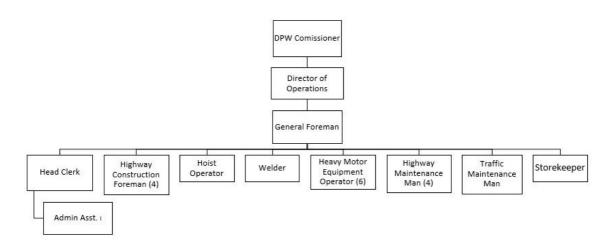
#### **OBJECTIVES**

Objective	Status	City Goal
1. Continue to upgrade drain infrastructure.	Ongoing FY23	2
2. Continue street and sidewalk reconstruction with Chapter 90 funds and winter recovery assistance program.	Ongoing FY23	2
3. Improve safety for all workers	Ongoing FY23	2
4. Upgrade all equipment to better serve the City.	Ongoing FY23	3
5. Maintain staf ng levels for better service.	Ongoing FY23	2

#### **PERFORMANCE MEASURES**

Obj.	i. Performance Measures	FY21	FY22	FY23
	j. Performance Measures	Actuals	Projected	Target
4	Equipment purchases	2	2	3
5	Highway staff	25	26	27

## **ORGANIZATIONAL CHART**



### **PERSONAL SERVICES**

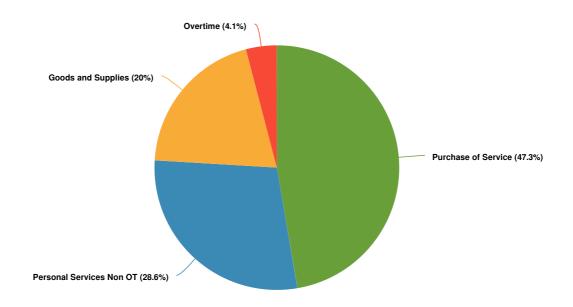
TITLE	NAME	Start Date	Longevity	Salary
HEAD CLERK	Colleen Hayward	2/4/2008	750	54,013
ADMINISTRATIVE ASST. I	Jenna DiMestico	1/11/2021		40,265
GENERAL FOREMAN	Erik Peterson	4/5/1999	1,250	69,638
HIGHWAY CONSTRUCTION FOREMAN	Michael Khoury	5/1/2000	1,250	63,981
	Domenic Martelli	12/6/2004	950	63,981
	Michael Rudnickas	03/24/97	1,350	63,981
	Michael Hayward	12/22/2014	480	63,981
HOIST OPERATOR	Brian Gogan	12/29/2014	480	57,907
	Michael Curtin Jr	1/25/2005	950	58,885
	Kevin Burgess	12/1/2014	480	57,907
	Deladir Mendes	12/14/2016	480	57,907
WELDER	John Lenkauskas	03/24/97	1,350	58,885
STOREKEEPER	Jack Card	5/10/2004	950	60,611
HIGHWAY MAINTENANCE MAN	Bryan Schmidt	2/1/2020		53,102
	Bernard Bryant	11/29/1971	1,350	54,933
	Gabriel Boatwright	1/30/2017	480	54,038
	Joseph Angelo, Jr.	9/8/2009	750	54,933
HEAVY MOTOR EQUIPMENT				
OPERATOR	Ronald Weimert	11/29/76	1,350	56,222
	Vassel Edwards	1/25/2012	750	55,765
	Manuel Hernandez	3/20/2017	480	54,850
	Scott Dubois	5/14/2007	950	56,222
	Chad Cellucci	11/4/2019		54,850
	Zackary Duquette	6/17/2019		54,350
	Rubin Lamore	12/17/2018	480	54,850
TRAFFIC MAINTENANCE MAN HEAVY MOTOR EQUIPMENT	Edward Sylvester	12/28/2020		53,102
OPERATOR	VACANT			51,022
HOIST OPERATOR	VACANT			54,350
		Total	17,310	1,534,531

#### **Personal Services Summary**

FULL TIME	1,425,248
WORKERS COMP	109,283
LONGEVITY	17,310
CLERICAL INCENTIVE	5,000
OVERTIME (Snow)	260,000
SHIFT DIFFERENTIAL	50,000
HOLIDAY	2,000
OUT OF GRADE	6,500
ON CALL	25,000
CDL STIPEND	39,000
HAZARDOUS DUTY	16,848
CLOTHING ALLOW.	42,500
SEPARATION COSTS	105,000
Total	2,103,689

#### **FINANCIAL OVERVIEW**

**Financial Overview by Statutory Category** 



#### **FINANCIAL OVERVIEW SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
General Fund				
Overtime	\$210,821.83	\$230,686.00	\$300,000.00	30%
Personal Services Non OT	\$1,697,823.84	\$2,120,544.70	\$2,103,689.00	-0.8%
Purchase of Service	\$2,009,781.86	\$3,592,535.00	\$3,474,319.00	-3.3%
Goods and Supplies	\$632,630.11	\$1,487,294.00	\$1,465,333.00	-1.5%
Total General Fund:	\$4,551,057.64	\$7,431,059.70	\$7,343,341.00	-1.2%

Public Works   Highway   Overtime   S270,821,83   \$230,886.00   \$330,000.00   30%   Total Overtime   \$270,821,83   \$230,886.00   \$330,000.00   30%   Total Overtime   \$270,821,83   \$230,886.00   \$330,000.00   30%   Total Overtime   \$270,821,83   \$230,886.00   \$330,000.00   30%   Total Overtime   \$246,690.75   \$260,000.00   \$280,000.00   00%   CLERICAL INCENTIVE   \$226,690.75   \$260,000.00   \$280,000.00   00%   CLERICAL INCENTIVE   \$3,000.00   \$5,000.00   \$5,000.00   00%   CLERICAL INCENTIVE   \$3,000.00   \$5,000.00   \$3,000.00   00%   CLERICAL INCENTIVE   \$3,000.00   \$5,000.00   \$5,000.00   00%   CLERICAL INCENTIVE   \$3,000.00   \$5,000.00   50%	Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Highway   Overtime	Expenditures				
Overtime         \$210,821,83         \$230,858,600         \$300,000,00         30%           Total Overtime:         \$210,821,83         \$230,858,00         \$300,000,00         30%           Personal Services Non OT           FULL-TIME SALARIES         \$1,226,473,89         \$1,448,702,70         \$1,425,248,00         -1,6%           SINOW OVERTIME-1         \$226,690,075         \$260,000,00         \$560,000,00         0%           CLERICAL INCENTIVE         \$5000,00         \$5000,00         \$5000,00         0%           SHIFT DIFFERENTIAL         \$325,68316         \$50,000,00         \$50,000,00         0%           SHIFT DIFFERENTIAL         \$332,00         \$20,000,00         \$50,000,00         0%           SHIFT DIFFERENTIAL         \$332,00         \$20,000,00         \$50,000,00         0%           GDUCATIONAL INCENTIVE         \$332,00         \$20,000,00         \$50,000,00         0%           GDUCATIONAL INCENTIVE         \$332,00         \$0.00         \$50,000,00         \$50,000,00         0%           OUT OF GRADE         \$1,45736         \$100,00         \$16,848,00         \$16,848,00         0%           SEPARATION COSTS         \$18,12836         \$100,500,00         \$100,800,00         0%           WORKE	Public Works				
OVERTIME         \$210,821,83         \$230,696,00         \$300,000,00         30%           Total Overtime:         \$210,821,83         \$230,696,00         \$300,000,00         30%           Personal Services Non OT           FULL-TIME SALARIES         \$1,226,473,89         \$1,448,702,70         \$1,425,248,00         -1.6%           SINOW OVERTIME-1         \$254,690,75         \$260,000,00         \$5,000,00         0%           CLERICAL INCENTIVE         \$3,000,00         \$5,000,00         \$5,000,00         0%           LONGEVITY         \$165,700,00         \$17,200,00         \$27,300,00         0.6%           SHIFT DIFFERENTIAL         \$32,683,16         \$50,000,00         \$50,000,00         0%           HOLIDAY         \$0.00         \$20,000,00         \$50,000,00         0%           EDUCATIONAL INCENTIVE         \$132,325,93         \$25,000,00         \$50,000,00         0%           ON CALL         \$233,325,93         \$25,000,00         \$50,000,00         0%           HAZARDOUS DUTY         \$0.00         \$16,848,00         \$650,000,00         0%           SEPARATION COSTS         \$18,1283,6         \$105,000,00         \$105,283,00         0%           GUL STIPEND         \$0.00         \$330,000,00	Highway				
Personal Services Non OT	Overtime				
Personal Services Non OT	OVERTIME	\$210,821.83	\$230,686.00	\$300,000.00	30%
FULL-TIME SALARIES \$1,226,473.89 \$1,448,702.70 \$1,425,248.00 1-1.6% SNOW OVERTIME-1 \$254,690.75 \$260,000.00 \$260,000.00 0% CLERICAL INCENTIVE \$5,000.00 \$5,000.00 \$5,000.00 0% LONGEVITY \$16,570.00 \$17,7200.00 \$17,310.00 0.6% LONGEVITY \$16,570.00 \$17,7200.00 \$17,310.00 0.6% SHIPT DIFFERENTIAL \$32,683.16 \$50,000.00 \$50,000.00 0% HOLDAY \$0.00 \$2,000.00 \$2,000.00 0% ON CALL \$32,525.33 \$25,000.00 \$2,000.00 0% ON CALL \$23,35.593 \$25,000.00 \$2,000.00 0% ON CALL \$23,35.593 \$25,000.00 \$2,000.00 0% ON CALL \$23,35.593 \$25,000.00 \$2,000.00 0% ON CALL \$1,457.36 \$6,500.00 \$6,500.00 0% ON CALL \$1,457.36 \$16,48.00 \$16,48.00 0% SEA,000.00 0% ON CALL \$1,457.36 \$105,000.00 \$16,48.00 0% SEA,000.00 0% ON CALL \$1,457.36 \$105,000.00 \$105,000.00 0% ON CALL \$1,457.36 \$105,000.00 \$305,000.00 0% ON CALL \$1,457.36 \$105,000.00 \$305,000.00 0% ON CALL \$1,457.36 \$105,000.00 \$305,000.00 0% ON CALL \$1,457.36 \$105,000.00 \$105,000.00 0% ON CALL	Total Overtime:	\$210,821.83	\$230,686.00	\$300,000.00	30%
SNOW OVERTIME-1	Personal Services Non OT				
CLERICAL INCENTIVE         \$5,000.00         \$5,000.00         \$6,000.00           LONGEVITY         \$16,570.00         \$17,200.00         \$17,310.00         0.6%           SHIFT DIFFERENTIAL         \$32,683.16         \$50,000.00         \$50,000.00         0%           HOLIDAY         \$0.00         \$2,000.00         \$2,000.00         0%           EDUCATIONAL INCENTIVE         \$132.00         \$0.00         \$6.00         0%           ON CALL         \$23,325.93         \$25,000.00         \$25,000.00         0%           OUT OF GRADE         \$1,457.36         \$6,500.00         \$6,500.00         0%           HAZARDOUS DUTY         \$0.00         \$16,848.00         \$16,848.00         0%           SEPARATION COSTS         \$18128.36         \$105,000.00         \$105,000.00         0%           WORKERS COMPENSATION         \$84.097.28         \$102,794.00         \$105,000.00         0%           CDL STIPEND         \$5.00         \$33,000.00         \$42,500.00         0%           Total Personal Services         \$1,697,823.84         \$2,120,544.70         \$21,03,689.00         -0.8%           Purchase of Service           ELECTRICITY         \$1,334.89         \$8,481.00         \$8,481.00         0% <td>FULL-TIME SALARIES</td> <td>\$1,226,473.89</td> <td>\$1,448,702.70</td> <td>\$1,425,248.00</td> <td>-1.6%</td>	FULL-TIME SALARIES	\$1,226,473.89	\$1,448,702.70	\$1,425,248.00	-1.6%
LONGEVITY	SNOW OVERTIME-1	\$254,690.75	\$260,000.00	\$260,000.00	0%
SHIFT DIFFERENTIAL         \$32,68316         \$50,000.00         \$50,000.00         0%           HOLIDAY         \$0.00         \$2,000.00         \$2,000.00         0%           EDUCATIONAL INCENTIVE         \$132.00         \$0.00         \$0.00         0%           ON CALL         \$23,325.93         \$25,000.00         \$5,500.00         0%           OUT OF GRADE         \$1,457.36         \$6,500.00         \$6,500.00         0%           HAZARDOUS DUTY         \$0.00         \$16,848.00         \$16,848.00         0%           SEPARATION COSTS         \$18,128.36         \$105,000.00         \$105,000.00         0%           WORKERS COMPENSATION         \$84,087.28         \$102,794.00         \$109,283.00         6.3%           UNIFORM CLOTHING ALLOWANCE         \$35,275.11         \$42,500.00         \$42,500.00         0%           TOTAI PERSONAL SERVICES NON OT:         \$1,697,823.84         \$2,120,544.70         \$2,103,689.00         0%           TOTAI PERSONAL SERVICES NON OT:         \$1,697,823.84         \$2,120,544.70         \$2,000,00         0%           TOTAI PERSONAL SERVICES NON OT:         \$1,697,823.84         \$2,120,544.70         \$2,000,00         0%           TOTAI PERSONAL SERVICES NON OT:         \$1,697,823.84 <td>CLERICAL INCENTIVE</td> <td>\$5,000.00</td> <td>\$5,000.00</td> <td>\$5,000.00</td> <td>0%</td>	CLERICAL INCENTIVE	\$5,000.00	\$5,000.00	\$5,000.00	0%
HOLIDAY   \$0.00 \$2,000.00 \$2,000.00 \$0.0	LONGEVITY	\$16,570.00	\$17,200.00	\$17,310.00	0.6%
EDUCATIONAL INCENTIVE	SHIFT DIFFERENTIAL	\$32,683.16	\$50,000.00	\$50,000.00	0%
ON CALL         \$23,325,93         \$25,000.00         \$25,000.00         0%           OUT OF GRADE         \$1,457,36         \$6,500.00         \$6,500.00         0%           HAZARDOUS DUTY         \$0.00         \$16,848.00         \$16,848.00         0%           SERARATION COSTS         \$181,812.36         \$105,000.00         \$105,000.00         0%           WORKERS COMPENSATION         \$84,0872.8         \$102,794.00         \$109,283.00         6.3%           UNIFORM CLOTHING ALLOWANCE         \$35,275.11         \$42,500.00         \$42,500.00         0%           CDL STIPEND         \$0.00         \$59,000.00         \$29,000.00         0%           Purchase of Service           ELECTRICITY         \$1,334.89         \$8,481.00         \$8,481.00         0%           ENERGY (GAS,OIL,DIESEL)         \$16,100.27         \$29,584.00         \$29,647.00         0.2%           SEWER & WATER CHARGES         \$1,419.63         \$1,583.00         \$1,583.00         0%           BUILDING/GROUNDS REPAIR/MAINT         \$13,318.71         \$30,000.00         \$30,000.00         0%           DEPART EQUIP REPAIR/MAINT         \$2,184.15         \$4,000.00         \$4,000.00         0%           DEPART EQUIP RENT/LEASE         \$12,804.50	HOLIDAY	\$0.00	\$2,000.00	\$2,000.00	0%
OUT OF GRADE         \$1,457.36         \$6,500.00         \$6,500.00         0%           HAZARDOUS DUTY         \$0.00         \$16,848.00         \$16,848.00         0%           SEPARATION COSTS         \$18,128.36         \$105,000.00         \$105,000.00         0%           WORKERS COMPENSATION         \$84,087.28         \$102,794.00         \$109,283.00         6.3%           UNIFORM CLOTHING ALLOWANCE         \$35,275.11         \$42,500.00         \$42,500.00         0%           CDL STIPEND         \$0.00         \$39,000.00         \$39,000.00         0%           Purchase of Service         ELECTRICITY         \$1,697,823.84         \$2,120,544.70         \$2,103,689.00         -0.8%           Purchase of Service         ELECTRICITY         \$1,334.89         \$8,481.00         \$8,481.00         0%           ENERGY (GAS,OIL,DIESEL)         \$16,100.27         \$29,584.00         \$29,647.00         0.2%           SEWER & WATER CHARGES         \$1,419.63         \$1,583.00         \$1,583.00         0%           BUILDING/GROUNDS REPAIR/MAINT         \$13,318.71         \$30,000.00         \$30,000.00         0%           VEHICLE REPAIR/MAINT         \$213,020.1         \$50,000.00         \$50,000.00         0%	EDUCATIONAL INCENTIVE	\$132.00	\$0.00	\$0.00	0%
HAZARDOUS DUTY	ON CALL	\$23,325.93	\$25,000.00	\$25,000.00	0%
SEPARATION COSTS         \$18,128,36         \$105,000.00         \$105,000.00         0%           WORKERS COMPENSATION         \$84,087,28         \$102,794.00         \$109,283.00         6.3%           UNIFORM CLOTHING ALLOWANCE         \$35,275,11         \$42,500.00         \$42,500.00         0%           CDL STIPEND         \$0.00         \$39,000.00         \$39,000.00         0%           Purchase of Service         ELECTRICITY         \$1,697,823.84         \$2,120,544.70         \$2,103,689.00         -0.8%           Purchase of Service         ELECTRICITY         \$1,334.89         \$8,481.00         \$8,481.00         0%           ENERGY (GAS,OIL,DIESEL)         \$16,100.27         \$29,584.00         \$29,647.00         0.2%           SEWER & WATER CHARGES         \$1,419.63         \$1,583.00         \$1,583.00         0%           BUILDING/CROUNDS REPAIR/MAINT         \$13,318.71         \$30,000.00         \$30,000.00         0%           VEHICLE REPAIR/MAINT         \$2,184.15         \$4,000.00         \$50,000.00         0%           DEPART EQUIP REPAIR/MAINT         \$2,184.15         \$4,000.00         \$418.00         0%           SECURITY/FIRE CONTROL         \$0.00         \$418.00         \$418.00         0%	OUT OF GRADE	\$1,457.36	\$6,500.00	\$6,500.00	0%
WORKERS COMPENSATION         \$84,087,28         \$102,794,00         \$109,283,00         63%           UNIFORM CLOTHING ALLOWANCE         \$35,275,11         \$42,500,00         \$42,500,00         0%           CDL STIPEND         \$0.00         \$39,000,00         \$39,000,00         0%           Purchase of Service         ELECTRICITY         \$1,697,823.84         \$2,120,544.70         \$2,103,689.00         -0.8%           ENERCY (GAS,OIL,DIESEL)         \$16,100.27         \$29,584.00         \$29,647.00         0.2%           SEWER & WATER CHARGES         \$1,419.63         \$1,583.00         \$1,583.00         0%           BUILDING/GROUNDS REPAIR/MAINT         \$13,318.71         \$30,000.00         \$30,000.00         0%           VEHICLE REPAIR/MAINT         \$31,202.01         \$50,000.00         \$4,000.00         0%           DEPART EQUIP REPAIR/MAINT         \$12,184.15         \$4,000.00         \$4,000.00         0%           SECURITY/FIRE CONTROL         \$0.00         \$418.00         \$418.00         0%           PAVING         \$0.00         \$46,10.00         \$6,410.00         \$6,410.00         \$6,410.00         \$6,410.00         \$6,410.00         \$6,410.00         \$6,410.00         \$6,410.00         \$6,410.00         \$6,410.00         \$6,410	HAZARDOUS DUTY	\$0.00	\$16,848.00	\$16,848.00	0%
UNIFORM CLOTHING ALLOWANCE CDL STIPEND \$0.00 \$39,000.00 \$39,000.00 \$39,000.00  Total Personal Services Non OT: \$1,697,823.84 \$2,120,544.70 \$2,103,689.00 -0.8%  Purchase of Service  ELECTRICITY \$1,334.89 \$8,481.00 \$8,481.00 0% ENERGY (GAS,OIL,DIESEL) \$16,100.27 \$29,584.00 \$2,9647.00 0.2% SEWER & WATER CHARGES \$1,419.63 \$1,583.00 \$1,583.00 0% BUILDING/GROUNDS REPAIR/MAINT \$13,318.71 \$30,000.00 \$50,000.00 0% VEHICLE REPAIR/MAINTANACE \$31,202.01 \$50,000.00 \$50,000.00 0% DEPART EQUIP REPAIR/MAINT \$2,184.15 \$4,000.00 \$418.00 \$418.00 0% SECURITY/FIRE CONTROL \$0.00 \$418.00 \$418.00 0% TREE REPLACEMENT \$8,500.00 \$30,000.00 \$36,400.00 20.8% TREE REPLACEMENT \$8,500.00 \$418.00 \$6,410.00 \$6,410.00 \$6,410.00 \$6,410.00 \$6,410.00 \$6,410.00 \$6,410.00 \$6,410.00 \$6,410.00 \$1,000.00 \$1,	SEPARATION COSTS	\$18,128.36	\$105,000.00	\$105,000.00	0%
CDL STIPEND         \$0.00         \$39,00.00         \$39,00.00         0%           Total Personal Services Non OT:         \$1,697,823.84         \$2,120,544.70         \$2,103,689.00         -0.8%           Purchase of Service           ELECTRICITY         \$1,334.89         \$8,481.00         \$8,481.00         0%           ENERGY (GAS,OIL,DIESEL)         \$16,100.27         \$29,584.00         \$29,647.00         0.2%           SEWER & WATER CHARGES         \$1,419.63         \$1,583.00         \$1,583.00         0%           BUILDING/GROUNDS REPAIR/MAINT         \$13,318.71         \$30,000.00         \$30,000.00         0%           VEHICLE REPAIR/MAINTENANCE         \$31,202.01         \$50,000.00         \$50,000.00         0%           DEPART EQUIP REPAIR/MAINT         \$2,184.15         \$4,000.00         \$4,000.00         0%           DEPARTMENTAL EQUIP RENT/LEASE         \$128,304.50         \$215,000.00         \$418.00         0%           SECURITY/FIRE CONTROL         \$0.00         \$418.00         \$418.00         0%           PAVING         \$0.00         \$300,000.00         \$362,400.00         20.8%           TREE REPLACEMENT         \$8,500.00         \$36,455.00         \$36,455.00         0%           SNOW REMOVAL <td< td=""><td>WORKERS COMPENSATION</td><td>\$84,087.28</td><td>\$102,794.00</td><td>\$109,283.00</td><td>6.3%</td></td<>	WORKERS COMPENSATION	\$84,087.28	\$102,794.00	\$109,283.00	6.3%
Total Personal Services Non OT:         \$1,697,823.84         \$2,120,544.70         \$2,103,689.00         -0.8%           Purchase of Service         ELECTRICITY         \$1,334.89         \$8,481.00         \$8,481.00         0%           ENERGY (GAS,OIL,DIESEL)         \$16,100.27         \$29,584.00         \$29,647.00         0.2%           SEWER & WATER CHARGES         \$1,419.63         \$1,583.00         \$1,583.00         0%           BUILDING/GROUNDS REPAIR/MAINT         \$13,318.71         \$30,000.00         \$30,000.00         0%           VEHICLE REPAIR/MAINTENANCE         \$31,202.01         \$50,000.00         \$50,000.00         0%           DEPART EQUIP REPAIR/MAINT         \$2,184.15         \$4,000.00         \$4,000.00         0%           DEPARTMENTAL EQUIP RENT/LEASE         \$128,304.50         \$215,000.00         \$418.00         0%           SECURITY/FIRE CONTROL         \$0.00         \$418.00         \$418.00         0%           PAVING         \$0.00         \$30,000.00         \$6,410.00         20.8%           TREE REPLACEMENT         \$8,500.00         \$6,410.00         \$6,410.00         36,455.00         0%           SNOW REMOVAL         \$892,066.55         \$1,973,225.56         \$2,050,000.00         3.9%           MEDICAL	UNIFORM CLOTHING ALLOWANCE	\$35,275.11	\$42,500.00	\$42,500.00	0%
Purchase of Service           ELECTRICITY         \$1,334.89         \$8,481.00         \$6,481.00         0%           ENERGY (GAS,OIL,DIESEL)         \$16,100.27         \$29,584.00         \$29,647.00         0.2%           SEWER & WATER CHARGES         \$1,419.63         \$1,583.00         \$1,583.00         0%           BUILDING/GROUNDS REPAIR/MAINT         \$13,318.71         \$30,000.00         \$30,000.00         0%           VEHICLE REPAIR/MAINTENANCE         \$31,202.01         \$50,000.00         \$50,000.00         0%           DEPART EQUIP REPAIR/MAINT         \$2,184.15         \$4,000.00         \$4,000.00         0%           DEPARTMENTAL EQUIP RENT/LEASE         \$128,304.50         \$215,000.00         \$418.00         0%           SECURITY/FIRE CONTROL         \$0.00         \$418.00         \$418.00         0%           PAVING         \$0.00         \$300,000.00         \$362,400.00         20.8%           TREE REPLACEMENT         \$8,500.00         \$6,410.00         \$6,410.00         0%           TREE/STUMP REMOVAL         \$45,924.00         \$36,455.00         \$36,455.00         0%           SNOW REMOVAL         \$892,066.55         \$1,973,225.56         \$2,050,000.00         3,00           MEDICAL         \$70.00	CDL STIPEND	\$0.00	\$39,000.00	\$39,000.00	0%
ELECTRICITY         \$1,334.89         \$8,481.00         \$8,481.00         0%           ENERGY (GAS,OIL,DIESEL)         \$16,100.27         \$29,584.00         \$29,647.00         0.2%           SEWER & WATER CHARGES         \$1,419.63         \$1,583.00         \$1,583.00         0%           BUILDING/GROUNDS REPAIR/MAINT         \$13,318.71         \$30,000.00         \$30,000.00         0%           VEHICLE REPAIR/MAINTENANCE         \$31,202.01         \$50,000.00         \$50,000.00         0%           DEPART EQUIP REPAIR/MAINT         \$2,184.15         \$4,000.00         \$4,000.00         0%           DEPARTMENTAL EQUIP RENT/LEASE         \$128,304.50         \$215,000.00         \$215,000.00         0%           SECURITY/FIRE CONTROL         \$0.00         \$418.00         \$418.00         0%           PAVING         \$0.00         \$300,000.00         \$36,410.00         0%           TREE REPLACEMENT         \$8,500.00         \$6,410.00         \$6,410.00         0%           SNOW REMOVAL         \$45,924.00         \$36,455.00         \$36,455.00         0%           SNOW REMOVAL         \$892,066.55         \$1,973,225.56         \$2,050,000.00         3.9%           MEDICAL         \$70.00         \$1,000.00         \$1,000.00         0%	Total Personal Services Non OT:	\$1,697,823.84	\$2,120,544.70	\$2,103,689.00	-0.8%
ELECTRICITY         \$1,334.89         \$8,481.00         \$8,481.00         0%           ENERGY (GAS,OIL,DIESEL)         \$16,100.27         \$29,584.00         \$29,647.00         0.2%           SEWER & WATER CHARGES         \$1,419.63         \$1,583.00         \$1,583.00         0%           BUILDING/GROUNDS REPAIR/MAINT         \$13,318.71         \$30,000.00         \$30,000.00         0%           VEHICLE REPAIR/MAINTENANCE         \$31,202.01         \$50,000.00         \$50,000.00         0%           DEPART EQUIP REPAIR/MAINT         \$2,184.15         \$4,000.00         \$4,000.00         0%           DEPARTMENTAL EQUIP RENT/LEASE         \$128,304.50         \$215,000.00         \$215,000.00         0%           SECURITY/FIRE CONTROL         \$0.00         \$418.00         \$418.00         0%           PAVING         \$0.00         \$300,000.00         \$36,410.00         0%           TREE REPLACEMENT         \$8,500.00         \$6,410.00         \$6,410.00         0%           SNOW REMOVAL         \$45,924.00         \$36,455.00         \$36,455.00         0%           SNOW REMOVAL         \$892,066.55         \$1,973,225.56         \$2,050,000.00         3.9%           MEDICAL         \$70.00         \$1,000.00         \$1,000.00         0%					
ENERGY (GAS,OIL,DIESEL)         \$16,100.27         \$29,584.00         \$29,647.00         0.2%           SEWER & WATER CHARGES         \$1,419.63         \$1,583.00         \$1,583.00         0%           BUILDING/GROUNDS REPAIR/MAINT         \$13,318.71         \$30,000.00         \$30,000.00         0%           VEHICLE REPAIR/MAINTENANCE         \$31,202.01         \$50,000.00         \$50,000.00         0%           DEPART EQUIP REPAIR/MAINT         \$2,184.15         \$4,000.00         \$4,000.00         0%           DEPARTMENTAL EQUIP RENT/LEASE         \$128,304.50         \$215,000.00         \$215,000.00         0%           SECURITY/FIRE CONTROL         \$0.00         \$418.00         \$418.00         0%           PAVING         \$0.00         \$300,000.00         \$362,400.00         20.8%           TREE REPLACEMENT         \$8,500.00         \$6,410.00         \$6,410.00         0%           TREE/STUMP REMOVAL         \$45,924.00         \$36,455.00         \$36,455.00         0%           SNOW REMOVAL         \$892,066.55         \$1,973,225.56         \$2,050,000.00         3.9%           MEDICAL         \$70.00         \$1,000.00         \$1,000.00         0%           CONSULTANTS         \$0.00         \$77,843.00         \$0.00         -100% </td <td>Purchase of Service</td> <td></td> <td></td> <td></td> <td></td>	Purchase of Service				
SEWER & WATER CHARGES         \$1,419.63         \$1,583.00         \$1,583.00         0%           BUILDING/GROUNDS REPAIR/MAINT         \$13,318.71         \$30,000.00         \$30,000.00         0%           VEHICLE REPAIR/MAINTENANCE         \$31,202.01         \$50,000.00         \$50,000.00         0%           DEPART EQUIP REPAIR/MAINT         \$2,184.15         \$4,000.00         \$4,000.00         0%           DEPARTMENTAL EQUIP RENT/LEASE         \$128,304.50         \$215,000.00         \$215,000.00         0%           SECURITY/FIRE CONTROL         \$0.00         \$418.00         \$418.00         0%           PAVING         \$0.00         \$300,000.00         \$362,400.00         20.8%           TREE REPLACEMENT         \$8,500.00         \$36,410.00         \$6,410.00         0%           TREE/STUMP REMOVAL         \$45,924.00         \$36,455.00         \$36,455.00         0%           SNOW REMOVAL         \$892,066.55         \$1,973,225.56         \$2,050,000.00         3.9%           MEDICAL         \$70.00         \$1,000.00         \$1,000.00         0%           CONSULTANTS         \$0.00         \$77,843.00         \$0.00         -100%           PUBLIC SAFETY         \$29,895.52         \$20,701.00         \$20,701.00         0% <td>ELECTRICITY</td> <td>\$1,334.89</td> <td>\$8,481.00</td> <td>\$8,481.00</td> <td>0%</td>	ELECTRICITY	\$1,334.89	\$8,481.00	\$8,481.00	0%
BUILDING/GROUNDS REPAIR/MAINT         \$13,318.71         \$30,000.00         \$30,000.00         0%           VEHICLE REPAIR/MAINTENANCE         \$31,202.01         \$50,000.00         \$50,000.00         0%           DEPART EQUIP REPAIR/MAINT         \$2,184.15         \$4,000.00         \$4,000.00         0%           DEPARTMENTAL EQUIP RENT/LEASE         \$128,304.50         \$215,000.00         \$215,000.00         0%           SECURITY/FIRE CONTROL         \$0.00         \$418.00         \$418.00         0%           PAVING         \$0.00         \$300,000.00         \$362,400.00         20.8%           TREE REPLACEMENT         \$8,500.00         \$6,410.00         \$6,410.00         0%           TREE/STUMP REMOVAL         \$45,924.00         \$36,455.00         \$36,455.00         0%           SNOW REMOVAL         \$892,066.55         \$1,973,225.56         \$2,050,000.00         3.9%           MEDICAL         \$70.00         \$1,000.00         \$1,000.00         0%           CONSULTANTS         \$0.00         \$77,843.00         \$0.00         -100%           PUBLIC SAFETY         \$29,895.52         \$20,701.00         \$20,701.00         0%           OTHER CONTRACT SERVICES         \$66,182.63         \$84,706.00         \$33,729.00         10.7%	ENERGY (GAS,OIL,DIESEL)	\$16,100.27	\$29,584.00	\$29,647.00	0.2%
VEHICLE REPAIR/MAINTENANCE         \$31,202.01         \$50,000.00         \$50,000.00         0%           DEPART EQUIP REPAIR/MAINT         \$2,184.15         \$4,000.00         \$4,000.00         0%           DEPARTMENTAL EQUIP RENT/LEASE         \$128,304.50         \$215,000.00         \$215,000.00         0%           SECURITY/FIRE CONTROL         \$0.00         \$418.00         \$418.00         0%           PAVING         \$0.00         \$300,000.00         \$362,400.00         20.8%           TREE REPLACEMENT         \$8,500.00         \$6,410.00         \$6,410.00         0%           TREE/STUMP REMOVAL         \$45,924.00         \$36,455.00         \$36,455.00         0%           SNOW REMOVAL         \$892,066.55         \$1,973,225.56         \$2,050,000.00         3.9%           MEDICAL         \$70.00         \$1,000.00         \$1,000.00         0%           CONSULTANTS         \$0.00         \$77,843.00         \$0.00         -100%           PUBLIC SAFETY         \$29,895.52         \$20,701.00         \$20,701.00         0%           OTHER CONTRACT SERVICES         \$66,182.63         \$84,706.00         \$34,500.00         0%           COMMUNICATION SERVICES         \$0.00         \$34,500.00         \$34,500.00         0%      <	SEWER & WATER CHARGES	\$1,419.63	\$1,583.00	\$1,583.00	0%
DEPART EQUIP REPAIR/MAINT         \$2,184.15         \$4,000.00         \$4,000.00         0%           DEPARTMENTAL EQUIP RENT/LEASE         \$128,304.50         \$215,000.00         \$215,000.00         0%           SECURITY/FIRE CONTROL         \$0.00         \$418.00         \$418.00         0%           PAVING         \$0.00         \$300,000.00         \$362,400.00         20.8%           TREE REPLACEMENT         \$8,500.00         \$6,410.00         \$6,410.00         0%           TREE/STUMP REMOVAL         \$45,924.00         \$36,455.00         \$36,455.00         0%           SNOW REMOVAL         \$892,066.55         \$1,973,225.56         \$2,050,000.00         3.9%           MEDICAL         \$70.00         \$1,000.00         \$1,000.00         0%           CONSULTANTS         \$0.00         \$77,843.00         \$0.00         -100%           PUBLIC SAFETY         \$29,895.52         \$20,701.00         \$20,701.00         0%           OTHER CONTRACT SERVICES         \$66,182.63         \$84,706.00         \$93,729.00         10.7%           ADVERTISING         \$2,814.65         \$2,856.00         \$2,856.00         0%           COMMUNICATION SERVICES         \$0.00         \$34,500.00         \$3,918.00         116.9%	BUILDING/GROUNDS REPAIR/MAINT	\$13,318.71	\$30,000.00	\$30,000.00	0%
DEPARTMENTAL EQUIP RENT/LEASE         \$128,304.50         \$215,000.00         \$215,000.00         0%           SECURITY/FIRE CONTROL         \$0.00         \$418.00         \$418.00         0%           PAVING         \$0.00         \$300,000.00         \$362,400.00         20.8%           TREE REPLACEMENT         \$8,500.00         \$6,410.00         \$6,410.00         0%           TREE/STUMP REMOVAL         \$45,924.00         \$36,455.00         \$36,455.00         0%           SNOW REMOVAL         \$892,066.55         \$1,973,225.56         \$2,050,000.00         3.9%           MEDICAL         \$70.00         \$1,000.00         \$1,000.00         0%           CONSULTANTS         \$0.00         \$77,843.00         \$0.00         -100%           PUBLIC SAFETY         \$29,895.52         \$20,701.00         \$20,701.00         0%           OTHER CONTRACT SERVICES         \$66,182.63         \$84,706.00         \$93,729.00         10.7%           ADVERTISING         \$2,814.65         \$2,856.00         \$2,856.00         0%           COMMUNICATION SERVICES         \$0.00         \$34,500.00         \$34,500.00         0%           EXTERMINATING & PEST CONTROL         \$103.00         \$1,200.00         \$3,918.00         116.9%	VEHICLE REPAIR/MAINTENANCE	\$31,202.01	\$50,000.00	\$50,000.00	0%
SECURITY/FIRE CONTROL         \$0.00         \$418.00         \$418.00         0%           PAVING         \$0.00         \$300,000.00         \$362,400.00         20.8%           TREE REPLACEMENT         \$8,500.00         \$6,410.00         \$6,410.00         0%           TREE/STUMP REMOVAL         \$45,924.00         \$36,455.00         \$36,455.00         0%           SNOW REMOVAL         \$892,066.55         \$1,973,225.56         \$2,050,000.00         3.9%           MEDICAL         \$70.00         \$1,000.00         \$1,000.00         0%           CONSULTANTS         \$0.00         \$77,843.00         \$0.00         -100%           PUBLIC SAFETY         \$29,895.52         \$20,701.00         \$20,701.00         0%           OTHER CONTRACT SERVICES         \$66,182.63         \$84,706.00         \$93,729.00         10.7%           ADVERTISING         \$2,814.65         \$2,856.00         \$2,856.00         0%           COMMUNICATION SERVICES         \$0.00         \$34,500.00         \$34,500.00         0%           EXTERMINATING & PEST CONTROL         \$103.00         \$1,200.00         \$3,918.00         116.9%	DEPART EQUIP REPAIR/MAINT	\$2,184.15	\$4,000.00	\$4,000.00	0%
PAVING         \$0.00         \$300,000.00         \$362,400.00         20.8%           TREE REPLACEMENT         \$8,500.00         \$6,410.00         \$6,410.00         0%           TREE/STUMP REMOVAL         \$45,924.00         \$36,455.00         \$36,455.00         0%           SNOW REMOVAL         \$892,066.55         \$1,973,225.56         \$2,050,000.00         3.9%           MEDICAL         \$70.00         \$1,000.00         \$1,000.00         0%           CONSULTANTS         \$0.00         \$77,843.00         \$0.00         -100%           PUBLIC SAFETY         \$29,895.52         \$20,701.00         \$20,701.00         0%           OTHER CONTRACT SERVICES         \$66,182.63         \$84,706.00         \$93,729.00         10.7%           ADVERTISING         \$2,814.65         \$2,856.00         \$2,856.00         0%           COMMUNICATION SERVICES         \$0.00         \$34,500.00         \$1,200.00         0%           EXTERMINATING & PEST CONTROL         \$103.00         \$1,200.00         \$3,918.00         116.9%	DEPARTMENTAL EQUIP RENT/LEASE	\$128,304.50	\$215,000.00	\$215,000.00	0%
TREE REPLACEMENT         \$8,500.00         \$6,410.00         \$6,410.00         0%           TREE/STUMP REMOVAL         \$45,924.00         \$36,455.00         \$36,455.00         0%           SNOW REMOVAL         \$892,066.55         \$1,973,225.56         \$2,050,000.00         3.9%           MEDICAL         \$70.00         \$1,000.00         \$1,000.00         0%           CONSULTANTS         \$0.00         \$77,843.00         \$0.00         -100%           PUBLIC SAFETY         \$29,895.52         \$20,701.00         \$20,701.00         0%           OTHER CONTRACT SERVICES         \$66,182.63         \$84,706.00         \$93,729.00         10.7%           ADVERTISING         \$2,814.65         \$2,856.00         \$2,856.00         0%           COMMUNICATION SERVICES         \$0.00         \$34,500.00         \$34,500.00         0%           EXTERMINATING & PEST CONTROL         \$103.00         \$1,200.00         \$3,918.00         116.9%	SECURITY/FIRE CONTROL	\$0.00	\$418.00	\$418.00	0%
TREE/STUMP REMOVAL         \$45,924.00         \$36,455.00         \$36,455.00         0%           SNOW REMOVAL         \$892,066.55         \$1,973,225.56         \$2,050,000.00         3.9%           MEDICAL         \$70.00         \$1,000.00         \$1,000.00         0%           CONSULTANTS         \$0.00         \$77,843.00         \$0.00         -100%           PUBLIC SAFETY         \$29,895.52         \$20,701.00         \$20,701.00         0%           OTHER CONTRACT SERVICES         \$66,182.63         \$84,706.00         \$93,729.00         10.7%           ADVERTISING         \$2,814.65         \$2,856.00         \$2,856.00         0%           COMMUNICATION SERVICES         \$0.00         \$34,500.00         \$34,500.00         0%           EXTERMINATING & PEST CONTROL         \$103.00         \$1,200.00         \$3,918.00         116.9%	PAVING	\$0.00	\$300,000.00	\$362,400.00	20.8%
SNOW REMOVAL         \$892,066.55         \$1,973,225.56         \$2,050,000.00         3.9%           MEDICAL         \$70.00         \$1,000.00         \$1,000.00         0%           CONSULTANTS         \$0.00         \$77,843.00         \$0.00         -100%           PUBLIC SAFETY         \$29,895.52         \$20,701.00         \$20,701.00         0%           OTHER CONTRACT SERVICES         \$66,182.63         \$84,706.00         \$93,729.00         10.7%           ADVERTISING         \$2,814.65         \$2,856.00         \$2,856.00         0%           COMMUNICATION SERVICES         \$0.00         \$34,500.00         \$34,500.00         0%           EXTERMINATING & PEST CONTROL         \$103.00         \$1,200.00         \$3,918.00         116.9%	TREE REPLACEMENT	\$8,500.00	\$6,410.00	\$6,410.00	0%
MEDICAL         \$70.00         \$1,000.00         \$1,000.00         0%           CONSULTANTS         \$0.00         \$77,843.00         \$0.00         -100%           PUBLIC SAFETY         \$29,895.52         \$20,701.00         \$20,701.00         0%           OTHER CONTRACT SERVICES         \$66,182.63         \$84,706.00         \$93,729.00         10.7%           ADVERTISING         \$2,814.65         \$2,856.00         \$2,856.00         0%           COMMUNICATION SERVICES         \$0.00         \$34,500.00         \$34,500.00         0%           EXTERMINATING & PEST CONTROL         \$103.00         \$1,200.00         \$3,918.00         116.9%           PRINTING         \$0.00         \$1,806.00         \$3,918.00         116.9%	TREE/STUMP REMOVAL	\$45,924.00	\$36,455.00	\$36,455.00	0%
CONSULTANTS         \$0.00         \$77,843.00         \$0.00         -100%           PUBLIC SAFETY         \$29,895.52         \$20,701.00         \$20,701.00         0%           OTHER CONTRACT SERVICES         \$66,182.63         \$84,706.00         \$93,729.00         10.7%           ADVERTISING         \$2,814.65         \$2,856.00         \$2,856.00         0%           COMMUNICATION SERVICES         \$0.00         \$34,500.00         \$34,500.00         0%           EXTERMINATING & PEST CONTROL         \$103.00         \$1,200.00         \$3,918.00         116.9%           PRINTING         \$0.00         \$1,806.00         \$3,918.00         116.9%	SNOW REMOVAL	\$892,066.55	\$1,973,225.56	\$2,050,000.00	3.9%
PUBLIC SAFETY         \$29,895.52         \$20,701.00         \$20,701.00         0%           OTHER CONTRACT SERVICES         \$66,182.63         \$84,706.00         \$93,729.00         10.7%           ADVERTISING         \$2,814.65         \$2,856.00         \$2,856.00         0%           COMMUNICATION SERVICES         \$0.00         \$34,500.00         \$34,500.00         0%           EXTERMINATING & PEST CONTROL         \$103.00         \$1,200.00         \$1,200.00         0%           PRINTING         \$0.00         \$1,806.00         \$3,918.00         116.9%	MEDICAL	\$70.00	\$1,000.00	\$1,000.00	0%
OTHER CONTRACT SERVICES         \$66,182.63         \$84,706.00         \$93,729.00         10.7%           ADVERTISING         \$2,814.65         \$2,856.00         \$2,856.00         0%           COMMUNICATION SERVICES         \$0.00         \$34,500.00         \$34,500.00         0%           EXTERMINATING & PEST CONTROL         \$103.00         \$1,200.00         \$1,200.00         0%           PRINTING         \$0.00         \$1,806.00         \$3,918.00         116.9%	CONSULTANTS	\$0.00	\$77,843.00	\$0.00	-100%
ADVERTISING \$2,814.65 \$2,856.00 \$2,856.00 0%  COMMUNICATION SERVICES \$0.00 \$34,500.00 \$34,500.00 0%  EXTERMINATING & PEST CONTROL \$103.00 \$1,200.00 \$1,200.00 0%  PRINTING \$0.00 \$1,806.00 \$3,918.00 116.9%	PUBLIC SAFETY	\$29,895.52	\$20,701.00	\$20,701.00	0%
COMMUNICATION SERVICES         \$0.00         \$34,500.00         \$34,500.00         0%           EXTERMINATING & PEST CONTROL         \$103.00         \$1,200.00         \$1,200.00         0%           PRINTING         \$0.00         \$1,806.00         \$3,918.00         116.9%	OTHER CONTRACT SERVICES	\$66,182.63	\$84,706.00	\$93,729.00	10.7%
EXTERMINATING & PEST CONTROL         \$103.00         \$1,200.00         \$1,200.00         0%           PRINTING         \$0.00         \$1,806.00         \$3,918.00         116.9%	ADVERTISING	\$2,814.65	\$2,856.00	\$2,856.00	0%
PRINTING \$0.00 \$1,806.00 \$3,918.00 116.9%	COMMUNICATION SERVICES	\$0.00	\$34,500.00	\$34,500.00	0%
	EXTERMINATING & PEST CONTROL	\$103.00	\$1,200.00	\$1,200.00	0%
TRAINING \$0.00 \$3,000.00 \$7,000.00 133.3%	PRINTING	\$0.00	\$1,806.00	\$3,918.00	116.9%
	TRAINING	\$0.00	\$3,000.00	\$7,000.00	133.3%

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
STREET & DRAIN CLEANING	\$244,854.95	\$239,271.00	\$119,636.00	-50%
RIVER MAINTENANCE CLEANUP	\$0.00	\$23,336.00	\$25,000.00	7.1%
VEGETATION CONTROL PROG	\$7,500.00	\$20,385.00	\$20,385.00	0%
SAND/SALT	\$518,006.40	\$426,774.44	\$350,000.00	-18%
Total Purchase of Service:	\$2,009,781.86	\$3,592,535.00	\$3,474,319.00	-3.3%
Goods and Supplies				
OFFICE SUNDRIES/SUPPLIES	\$2,679.40	\$3,000.00	\$3,191.00	6.4%
DATA PROCESS SOFTWARE & SUPP	\$0.00	\$1,000.00	\$1,000.00	0%
HOLIDAY DECORATIONS	\$9,998.00	\$75,000.00	\$75,000.00	0%
BUILDING SUPPLIES	\$3,135.63	\$20,609.00	\$21,509.00	4.4%
Paving Supplies	\$57,691.69	\$200,000.00	\$200,000.00	0%
TOOLS & HARDWARE SUPPLY	\$23,514.31	\$25,000.00	\$25,000.00	0%
JANITORIAL SUPPLIES	\$3,789.33	\$3,859.00	\$3,859.00	0%
STREET LIGHTING	\$502,624.56	\$1,025,000.00	\$1,025,948.00	0.1%
STREET & DRAIN PROJECTS	\$22,318.43	\$50,000.00	\$26,000.00	-48%
PURCHASE OF CLOTHING	\$3,765.83	\$5,000.00	\$5,000.00	0%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$1,120.00	\$2,500.00	\$2,500.00	0%
LICENSE & REGISTRATION	\$1,992.93	\$2,500.00	\$2,500.00	0%
PROPERTY DAMAGE CLAIMS	\$0.00	\$35,000.00	\$35,000.00	0%
DEPARTMENT EQUIPMENT	\$0.00	\$25,000.00	\$25,000.00	0%
COMMUNICATION EQUIPMENT	\$0.00	\$13,826.00	\$13,826.00	0%
Total Goods and Supplies:	\$632,630.11	\$1,487,294.00	\$1,465,333.00	-1.5%
Total Highway:	\$4,551,057.64	\$7,431,059.70	\$7,343,341.00	-1.2%
Total Public Works:	\$4,551,057.64	\$7,431,059.70	\$7,343,341.00	<b>-1.2</b> %
Total Expenditures:	\$4,551,057.64	\$7,431,059.70	\$7,343,341.00	<b>-1.2</b> %

#### **DEPARTMENT OF PUBLIC WORKS MAINTENANCE**



### 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 speci cations on new equipment so it is fully equipped for public works services.

# FY22 Accomplishments

Maintained all DPW vehicles.

Ensured all equipment was functional and maintained throughout the year.

#### **OBJECTIVES**

Objective	Status	City Goal
1. Maintain staff levels for better service.	Ongoing FY23	2
2. Improve safety for all workers.	Ongoing FY23	2
3. Upgrade equipment to better serve the City.	Ongoing FY23	3
4. Invest in Vehicle Maintenance Software to track repair/maintenance of vehicles.	Requested FY23	3
5. Provide a vehicle maintenance garage for all DPW vehicles.	Requested FY23	3

#### **PERFORMANCE MEASURES**

Obi.	Performance Measures	FY21	FY22	FY23
Obj.	Performance Measures	Actuals	Projected	Target
1 Maintenance Staff		2	2	3

### **ORGANIZATIONAL CHART**

Motor Equipment Repairman (2)

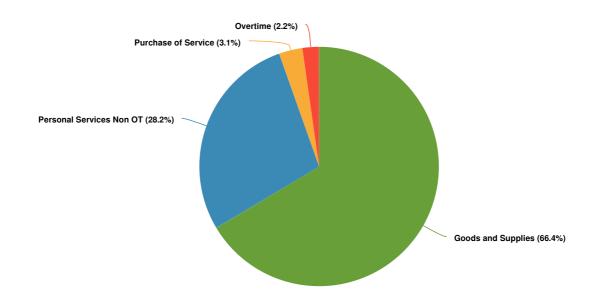
Diesel Mechanic

### **PERSONAL SERVICES**

Title	NAME	Start Date	Longevity	Salary
MOTOR EQUIPMENT REPAIRMAN	Eugene Monahan	05/26/98	1,250	63,981
	Ryan Leblanc	12/13/04	950	63,981
DIESEL MECHANIC	VACANT			80,000
		Total	2,200	207,962
Personal Services Summary				
FULL TIME	207,962			
LONGEVITY	2,200			
CDL STIPEND	3,120			
OUT OF GRADE	600			
HAZARDOUS DUTY	1,872			
CLOTHING ALLOW.	5,100			
SEPARATION COSTS	30,000			
Total	250,854			

#### **FINANCIAL OVERVIEW**

**Financial Overview by Statutory Category** 



#### **FINANCIAL OVERVIEW SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
General Fund				
Overtime	\$14,611.30	\$15,544.00	\$20,000.00	28.7%
Personal Services Non OT	\$127,998.56	\$247,734.00	\$250,854.00	1.3%
Purchase of Service	\$11,542.66	\$27,026.00	\$28,026.00	3.7%
Goods and Supplies	\$378,345.76	\$583,065.00	\$591,260.00	1.4%
Total General Fund:	\$532,498.28	\$873,369.00	\$890,140.00	1.9%

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Expenditures				
Public Works				
Maintenance				
Overtime				
OVERTIME	\$14,611.30	\$15,544.00	\$20,000.00	28.7%
Total Overtime:	\$14,611.30	\$15,544.00	\$20,000.00	28.7%
Personal Services Non OT				
FULL-TIME SALARIES	\$122,398.56	\$204,842.00	\$207,962.00	1.5%
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	\$1,872.00	\$1,872.00	0%
SEPARATION COSTS	\$0.00	\$30,000.00	\$30,000.00	0%
UNIFORM CLOTHING ALLOWANCE	\$3,400.00	\$5,100.00	\$5,100.00	0%
CDL STIPEND	\$0.00	\$3,120.00	\$3,120.00	0%
Total Personal Services Non OT:	\$127,998.56	\$247,734.00	\$250,854.00	1.3%
Purchase of Service				
VEHICLE REPAIR/MAINTENANCE	\$11,542.66	\$22,500.00	\$23,500.00	4.4%
LAUNDRY AND CLEANING	\$0.00	\$4,526.00	\$4,526.00	0%
Total Purchase of Service:	\$11,542.66	\$27,026.00	\$28,026.00	3.7%
Goods and Supplies				
TOOLS & HARDWARE SUPPLY	\$15,271.31	\$17,300.00	\$17,300.00	0%
GASOLINE	\$303,332.37	\$430,765.00	\$380,765.00	-11.6%
TIRES	\$4,213.59	\$15,000.00	\$16,500.00	10%
PARTS/ACCESSORIES/LUBE	\$55,079.69	\$90,000.00	\$96,695.00	7.4%
PROPERTY DAMAGE CLAIMS	\$448.80	\$30,000.00	\$80,000.00	166.7%
Total Goods and Supplies:	\$378,345.76	\$583,065.00	\$591,260.00	1.4%
Total Maintenance:	\$532,498.28	\$873,369.00	\$890,140.00	1.9%
Total Public Works:	\$532,498.28	\$873,369.00	\$890,140.00	1.9%
Total Expenditures:	\$532,498.28	\$873,369.00	\$890,140.00	1.9%

#### **DEPARTMENT OF PUBLIC WORKS REFUSE**



### 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 Of ce 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 Of ce 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.

## FY22 Accomplishments

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

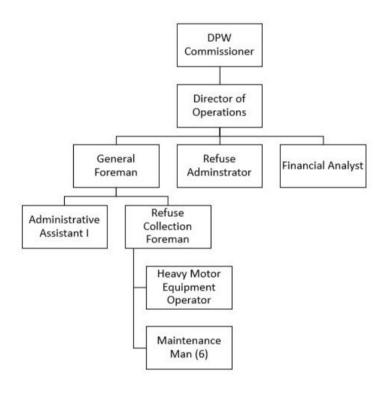
#### **OBJECTIVES**

Objective	Status	City Goal
1. Continue to work with Republic Services regarding trash, yard waste and recycling.	Ongoing FY23	2
2. Improve safety for all workers.	Ongoing FY23	2
3. Upgrade equipment to better serve the City.	Ongoing FY23	2
4. Maintain staf ng levels for better service.	Ongoing FY23	2
5. Upgrade camera system to track illegal dumpings	. Requested FY23	3

### **PERFORMANCE MEASURES**

oh:	Dayfaynana Maasiyaa	FY21	FY22	FY23
Obj.	. Performance Measures	Actuals	Projected	Target
1	Tonnage of Trash	27,988	27,000	26,000
1	Tonnage of Recycling	8,461	8,500	8,700
1	Tonnage of Yard Waste	6,170	6,000	6,000
4	Refuse staff	11	10	11

### **ORGANIZATIONAL CHART**

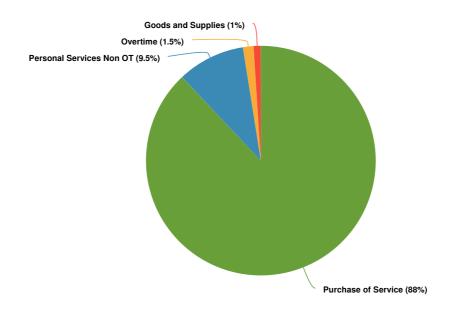


### **PERSONAL SERVICES**

TITLE	NAME	Start Date	Longevity	Salary	Ed Incent.
Refuse Administrator	NAME	Start Date	Longevity	Salary	La meent.
(Grade Level II)	J. Patrick Sullivan	09/25/01	1,250	80,623	6,450
General Foreman	Ernest Bethoney	04/17/01	1,250	69,638	,
Refuse Collection	3		,	,	
Foreman	Scott Mitchell	09/21/15	480	61,984	
Admin Asst. I	Grace Nilsen	07/11/05	950	47,975	
Heavy Motor Equipment	<u>.</u>				
Operator	David Haglof	10/05/15	480	55,266	
Maintenance Man	VACANT			53,102	
Maintenance Man	Milenio Fernandes	11/30/04	950	54,933	
Maintenance Man	Kevin Keets	11/04/19		53,581	
Maintenance Man	Frank Rios	11/02/15	480	48,838	
Maintenance Man	VACANT			53,102	
Maintenance Man	Darrell Martin	11/21/08	750	54,933	
	Evan Lacasse (20%				
	water/20%sewer/				
	20%refuse/20%sw/20%				
Financial Analyst	Finance)	10/28/21		16,309	
5 Part-time Seasonal					
Supervisors 50 Part-time Seasonal					
programs					
programs		Total	6,590	650,284	6,450
Personal Services		. ota.	3,330	050,201	0,-150
Summary					
FULL TIME	566,465				
WORK COMP	83,819				
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	6,450				
ON CALL	19,332				
OUT OF GRADE	4,200				
STIPEND	3,000				
CLOTHING	17,300				
CDL STIPEND	14,040				
SEPARATION COSTS	20,000				
Total	831,757				

#### **FINANCIAL OVERVIEW**

**Financial Overview by Statutory Category** 



### **FINANCIAL OVERVIEW SUMMARY**

#### **REFUSE**

KLI OSL					
	FY2020	FY2021	FY2022	FY2023	%
REVENUE	ACTUAL	ACTUAL	<b>ESTIMATED</b>	PROJECTED	CHANGE
USER CHARGES	\$7,692,379	\$6,304,191	\$8,340,000	\$7,870,000	-5.6%
RETAINED EARNINGS	\$723,334	\$923,076	\$485,205	\$511,738	5.5%
GENERAL FUND SUBSIDY	\$0	\$840,164	\$813,563	\$0	-100.0%
TOTAL	\$8,415,713	\$8,067,431	\$9,638,768	\$8,381,738	-13.0%
		FY2021	FY2022	FY2023	%
REFUSE		ACTUAL	BUDGET	PROPOSED	CHANGE
OVERTIME		\$97,637	\$127,170	\$127,170	0.0%
PERSONAL SERVICES NON-	OVERTIME	\$719,914	\$849,331	\$843,495	-0.7%
PURCHASE OF SERVICES		\$7,225,299	\$7,657,567	\$6,363,867	-16.9%
GOODS AND SUPPLIES		\$31,673	\$87,176	\$89,838	3.1%
EXPENSE REIMBURSEMENT		\$117,204	\$0	\$0	0.0%
DIRECT COSTS		\$8,191,727	\$8,721,244	\$7,424,370	-14.9%
INDIRECT COSTS		\$957,368	\$957,368	\$957,368	0.0%
TOTAL		\$9,149,095	\$9,678,612	\$8,381,738	-13.4%

e	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
enditures				
ublic Works				
Refuse				
Overtime				
OVERTIME	\$97,637.36	\$127,170.00	\$127,170.00	0%
Total Overtime:	\$97,637.36	\$127,170.00	\$127,170.00	0%
Personal Services Non OT				
FULL-TIME SALARIES	\$570,082.64	\$617,692.05	\$566,465.00	-8.3%
PART-TIME SALARIES	\$30,624.75	\$75,000.00	\$75,000.00	0%
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	\$2,500.00	\$2,000.00	\$2,000.00	0%
LONGEVITY	\$5,990.00	\$6,590.00	\$6,590.00	0%
SHIFT DIFFERENTIAL	\$2,983.18	\$2,836.00	\$2,836.00	0%
HOLIDAY	\$0.00	\$2,587.00	\$2,587.00	0%
EDUCATIONAL INCENTIVE	\$5,467.47	\$5,832.00	\$6,450.00	10.6%
ON CALL	\$19,443.05	\$19,332.00	\$19,332.00	0%
OUT OF GRADE	\$2,965.80	\$4,200.00	\$4,200.00	0%
HAZARDOUS DUTY	\$0.00	\$5,638.00	\$5,638.00	0%
SEPARATION COSTS	\$2,053.65	\$20,000.00	\$20,000.00	0%
WORKERS COMPENSATION	\$57,286.95	\$51,784.00	\$83,819.00	61.9%
UNIFORM CLOTHING ALLOWANCE	\$15,016.67	\$15,300.00	\$17,300.00	13.1%
EMPLOYEE LIC & REGISTRATION	\$0.00	\$1,000.00	\$0.00	-100%
CDL STIPEND	\$0.00	\$14,040.00	\$14,040.00	0%
Total Personal Services Non OT:	\$719,914.16	\$849,331.05	\$831,757.00	-2.1%
Purchase of Service				
ELECTRICITY	\$2,837.41	\$6,276.00	\$6,591.00	5%
VEHICLE REPAIR/MAINTENANCE	\$14,725.07	\$18,500.00	\$20,000.00	8.1%
DEPART EQUIP REPAIR/MAINT	\$749.08	\$3,000.00	\$3,000.00	0%
DEPARTMENTAL EQUIP RENT/LEASE	\$0.00	\$7,524.00	\$7,524.00	0%
SECURITY/FIRE CONTROL	\$60.00	\$400.00	\$400.00	0%
TRASH CONTRACT/COLL SERV	\$46,089.38	\$100,625.00	\$105,757.00	5.1%
WASTE REMOVAL	\$7,152,388.03	\$7,495,777.00	\$7,495,777.00	0%
CONSULTANTS	\$0.00	\$3,000.00	\$3,000.00	0%
PUBLIC SAFETY	\$518.34	\$2,000.00	\$2,000.00	0%
TELEPHONE	\$0.00	\$1,000.00	\$1,000.00	0%
ADVERTISING	\$2,600.24	\$4,965.00	\$4,965.00	0%
COMMUNICATION SERVICES	\$3,912.83	\$7,500.00	\$7,500.00	0%
PRINTING	\$1,419.00	\$7,000.00	\$7,000.00	0%
Total Purchase of Service:	\$7,225,299.38	\$7,657,567.00	\$7,664,514.00	0.1%
Goods and Supplies				
OFFICE SUNDRIES/SUPPLIES	\$2,420.26	\$4,000.00	\$5,000.00	25%
RECYCLING SUPPLIES / MATERIALS	\$19,569.11	\$43,890.00	\$43,969.00	

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
GASOLINE	\$0.00	\$15,000.00	\$15,000.00	0%
PURCHASE OF CLOTHING	\$3,665.68	\$2,500.00	\$2,500.00	0%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$200.00	\$500.00	\$500.00	0%
TUITION & TRAINING	\$0.00	\$3,000.00	\$500.00	-83.3%
LICENSE & REGISTRATION	\$0.00	\$500.00	\$1,500.00	200%
DEPARTMENT EQUIPMENT	\$5,497.54	\$16,986.00	\$17,569.00	3.4%
COMMUNICATION EQUIPMENT	\$319.99	\$800.00	\$3,300.00	312.5%
Total Goods and Supplies:	\$31,672.58	\$87,176.00	\$89,838.00	3.1%
Debt Service				
EXP REIMB TRANSFER TO GEN FUND	\$117,204.00	\$0.00	\$0.00	0%
Total Debt Service:	\$117,204.00	\$0.00	\$0.00	0%
Total Refuse:	\$8,191,727.48	\$8,721,244.05	\$8,713,279.00	-0.1%
Total Public Works:	\$8,191,727.48	\$8,721,244.05	\$8,713,279.00	-0.1%
Total Expenditures:	\$8,191,727.48	\$8,721,244.05	\$8,713,279.00	-0.1%

### **DEPARTMENT OF PUBLIC WORKS STORMWATER**



## **PERSONAL SERVICES**

TITLE	NAME	Start Date	Longevity	Salary	Ed. Incent.
	Howard B. Newton (25%				
SUPT. OF ENGINEERING	SW/75% Eng)	09/14/59	500	22,779	
CIVIL ENGINEER - GRADE	Peter Kelleher (25% SW/75%				
(4)	Eng)	07/09/01	313	20,933	
	Mark Peterson (25% SW/75%				
	Eng)	07/08/96	338	20,933	
	Chike Odunukwe (50%				
CITY ENGINEER	SW/50% Eng)	12/05/16	240	55,530	1,500
	Evan Lacasse (20%				
	water/20%sewer/				
	20%refuse/20%sw/20%				
FINANCIAL ANALYST	Finance)	10/28/21		16,309	
Admin Asst. II	Maria Reed (100% SW)	02/25/19		48,105	
GIS TECHNICIAN	Geoffrey Keenan (100% SW)	11/04/13	480	83,730	
CIVIL ENGINEER 3	Vacant (100% SW)			100,000	
CIVIL ENGINEER	PROPOSED (100% SW)			100,000	
		Total	1,871	468,319	1,500

#### **Personal Services**

Su	m	m	2	rv/
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FULL TIME	468,319
LONGEVITY	1,871
STIPEND	2,700
HOLIDAY	389
ED INCENTIVE	1,500
SEPARATION COSTS	27,500
CLOTHING ALLOW.	3,000
CLERICAL INCENTIVE	2,500
HAZARD PAY	371
OUT OF GRADE	4,000
TOTAL	512,150

#### **FINANCIAL OVERVIEW SUMMARY**

#### **STORMWATER**

REVENUE	<b>FY2022 ESTIMATED</b>	<b>FY2023 PROJECTED</b>	% CHANGE
STORMWATER FEES	\$400,000	\$800,000	100.0%
RETAINED EARNINGS	\$0	\$0	-
GENERAL FUND SUBSIDY	\$0	\$0	-
TOTAL	\$400,000	\$800,000	-
STORMWATER		FY2023 PROPOSED	% CHANGE
DEDSONAL SEDVICES NONLOVED	TIME	¢517.740	

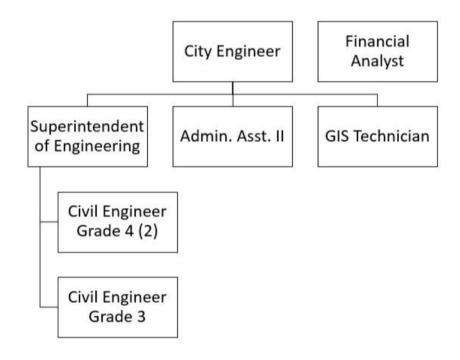
 PERSONAL SERVICES NON-OVERTIME
 \$513,340

 DIRECT COSTS
 \$513,340

 INDIRECT COSTS
 \$150,000

 TOTAL
 \$663,340

### **ORGANIZATIONAL CHART**



# **DEPARTMENT OF PUBLIC WORKS SEWER**



# 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 Coweeset 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 Coweeset 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.

# FY22 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.

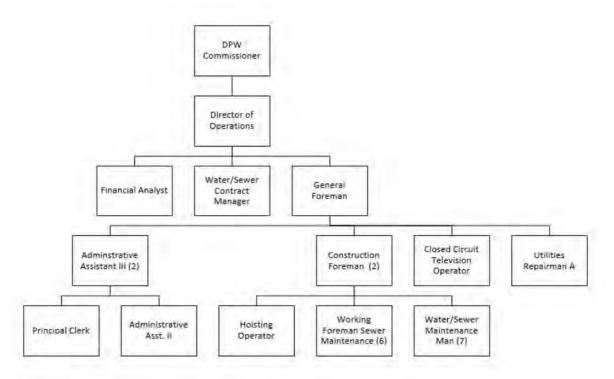
# **OBJECTIVES**

Objective	Status	City Goal
1. Continue to upgrade sewer infrastructure.	Ongoing FY23	3
2. Improve safety for all workers.	Ongoing FY23	2
3. ImplementTN Removal, or modication to allow for compliance with the 3gm/L TN ef uent 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 FY23	3
4. Continue I & I and lining of sewer mains.	Ongoing FY23	3
5. Develop a 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 FY23	3
6. Design and begin construction at AWRF for a future sludge dryer and removal equipment.	New FY23	3

# **PERFORMANCE MEASURES**

Obj.	Performance Measures	FY21	FY22	FY23
Obj.		Actuals	Projected	Target
1,4 Sewer lining (feet)		N/A	15,000	15,000
3 Nitrogen removal (TN)		No limit	5	2

# **ORGANIZATIONAL CHART**



# **PERSONAL SERVICES**

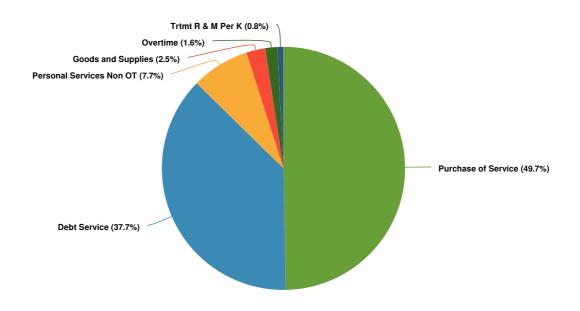
TITLE	NAME	Start Date	Longevity	Salary	Ed Incent.
GENERAL FOREMAN	Timothy Green	04/02/01	1,250	69,118	
CONSTRUCTION FOREMAN	Sean Donahue	09/21/09	750	63,419	
	Richard Gordon	06/20/05	950	63,419	
WORKING FOREMAN-SEWER					
MAINTENANCE	David Supinski	04/23/18		55,661	
	Archibald Johnston Jr.	03/28/06	950	57,138	
	Dana Mallory	12/08/14	480	57,138	
	Jonathan Cronshaw	01/25/21			
HOISTING OPERATOR	Todd Penticost	10/28/13	480	62,442	
	Dery Veiga (50% Water/50%				
Admin. Asst. III	Sewer)	03/06/17	240	31,921	
	Sharon A. Spaulding (50				
	water/50% sewer)	09/15/97	675	34,272	343
ADMIN. ASST. II	Kristy El Saieh	02/11/19		49,912	
	·				
PRINCIPAL CLERK-UTILITIES	VACANT (50% Water/50% Sewer)			23,226	
WATER/SEWER MAINTENANCE				20,220	
MAN	Jamal Andrade	03/10/20		52,520	
	Camden Duquette	01/27/21		52,520	
	Stephen Gogan	05/17/21		52,520	
	Tristan Randolph	10/15/19		52,978	
	Tony Franklin	06/07/21		52,520	
	Derek Obert	07/08/21		52,520	
	Jose Lobo	01/19/21		52,520	
UTILITIES MOTOR EQUIP.					
REPAIRMAN A	John Gill	02/08/16	480	62,338	
WATER/SEWER CONTRACT	David Norton (50% Water/50%				
MANAGER	Sewer)	12/01/03	625	60,601	3636
CLOSED CIRCUIT TELEVISION	551151,	14 0 1, 00	020	00,00.	
OPERATOR	Jonathan Hanson	09/17/15	480	61,838	
or Environ	o oridati di i i i di i di i	03,17,10	100	01,000	
	Evan Lacasse (20% water/20%sewer/				
FINANCIAL ANALYST	20%refuse/20%sw/20% Finance)	10/28/21		16,309	
WORKING FOREMAN-SEWER		,=,		. 2,505	
MAINTENANCE	VACANT			52,520	
	VACANT			52,520	
		Total	7,360	1,241,889	3500
			.,	.,	

# Personal Services Summary

FULLTIME	1,131,415
WORKERS COMP	110,473
LONGEVITY	7,360
CDL STIPEND	30,056
SHIFT DIFF	50,000
HAZARDOUS DUTY	22,984
HOLIDAY PAY	313
ON CALL	20,680
CLOTHING ALLOW	37,400
OUT OF GRADE	16,000
CLERK INC.	8,750
ADMIN STIPEND	1,000
EDUCATIONAL INCENTIVE	3,500
TOTAL PERSONAL SERVICES	1,439,931

# **FINANCIAL OVERVIEW**

**Finanical Overview by Statutory Category** 



# **FINANCIAL OVERVIEW SUMMARY**

SEWE	ΞR
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	FY2020	FY2021	FY2022	FY2023	%
REVENUE SOURCES	ACTUAL	ACTUAL	<b>ESTIMATED</b>	PROJECTED	CHANGE
USER CHARGES	\$18,079,064	\$16,175,908	\$20,108,618	\$20,150,000	0.2%
RETAINED EARNINGS	\$4,341,451	\$632,514	\$1,870,436	\$163,473	-91.3%
OTHER ENTERPRISE AVAILABLE					
FUNDS	\$0	\$1,282,253	\$0	\$0	-
TOTAL	\$22,420,515	\$18,090,675	\$21,979,054	\$20,313,473	<b>-7.6</b> %
		FY2021	FY2022	FY2023	%
SEWER		ACTUAL	BUDGET	PROPOSED	CHANGE
OVERTIME		\$271,782	\$306,017	\$306,017	0.0%
PERSONAL SERVICES NON-OVERTIME		\$1,249,633	\$1,452,931	\$1,464,541	0.8%
PURCHASE OF SERVICES		\$8,986,572	\$11,088,408	\$9,424,119	-15.0%
GOODS AND SUPPLIES		\$190,426	\$475,312	\$476,612	0.3%
DEBT SERVICE		\$6,867,517	\$7,183,174	\$7,142,961	-0.6%
EXPENSE REIMBURSEMENT		\$1,513,850	\$0	\$0	-
OTHER CONTRACTED SERVICES		\$629,576	\$150,000	\$150,000	0.0%
CAPITAL		\$323,093	\$0	\$0	-
DIRECT COSTS		\$20,032,449	\$20,655,842	\$18,964,250	<b>-8.2</b> %
INDIRECT COSTS		\$1,349,223	\$1,349,223	\$1,349,223	0.0%
TOTAL		\$21,381,672	\$22,005,065	\$20,313,473	<b>-7.7</b> %

# **EXPENSE SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Expenditures	1 12021 Actual	1 12022 Budget	112025 11000364	70 Change
Public Works				
Sewer				
Overtime				
OVERTIME	\$271,781.61	\$356,017.00	\$306,017.00	-14%
Total Overtime:	\$271,781.61	\$356,017.00	\$306,017.00	-14%
Personal Services Non OT				
FULL-TIME SALARIES	\$964,954.24	\$970,141.43	\$1,156,025.00	19.2%
CLERICAL INCENTIVE	\$2,500.00	\$7,500.00	\$8,750.00	16.7%
ADMIN INCENTIVE	\$0.00	\$1,000.00	\$1,000.00	0%
LONGEVITY	\$6,070.00	\$7,870.00	\$7,360.00	-6.5%
SHIFT DIFFERENTIAL	\$20,314.73	\$50,000.00	\$50,000.00	0%
HOLIDAY	\$0.00	\$1,170.00	\$313.00	-73.2%
EDUCATIONAL INCENTIVE	\$26.92	\$3,500.00	\$3,500.00	0%
ON CALL	\$20,723.24	\$20,680.00	\$20,680.00	0%
OUT OF GRADE	\$2,234.90	\$16,000.00	\$16,000.00	0%
HAZARDOUS DUTY	\$0.00	\$22,984.00	\$22,984.00	0%
SEPARATION COSTS	\$0.00	\$64,000.00	\$0.00	-100%
WORKERS COMPENSATION	\$204,209.09	\$170,630.00	\$110,473.00	-35.3%
UNIFORM CLOTHING ALLOWANCE	\$28,600.00	\$37,400.00	\$37,400.00	0%
CDL STIPEND	\$0.00	\$30,056.00	\$30,056.00	0%
Total Personal Services Non OT:	\$1,249,633.12	\$1,402,931.43	\$1,464,541.00	4.4%
Purchase of Service				
ELECTRICITY	\$1,018,478.47	\$2,032,446.00	\$2,086,036.00	2.6%
ENERGY (GAS,OIL,DIESEL)	\$20,491.29	\$24,896.00	\$24,896.00	0%
SEWER & WATER CHARGES	\$0.00	\$700.00	\$700.00	0%
BUILDING/GROUNDS REPAIR/MAINT	\$10,630.14	\$18,809.00	\$18,809.00	0%
VEHICLE REPAIR/MAINTENANCE	\$10,084.87	\$62,439.00	\$62,439.00	0%
DEPART EQUIP REPAIR/MAINTENANC	\$5,814.41	\$16,398.00	\$16,398.00	0%
DATA PROCESS EQUIP REP/MAINT	\$4,050.68	\$30,000.00	\$30,000.00	0%
DEPARTMENTAL EQUIP RENT/LEASE	\$1,641.50	\$5,620.00	\$5,620.00	0%
SECURITY/FIRE CONTROL	\$0.00	\$400.00	\$400.00	0%
PROPERTY RELATED SERVICES	\$30,095.90	\$132,000.00	\$150,963.00	14.4%
TREATMENT PLANT REP/MAINT	\$606,219.00	\$300,000.00	\$300,000.00	0%
CONTRACTOR EMERG. REPAIRS	\$16,833.14	\$25,000.00	\$25,000.00	0%
INCINERATOR TRANSPORT DISPOSAL	\$1,950,000.00	\$2,000,000.00	\$2,000,000.00	0%
MEDICAL	\$0.00	\$1,500.00	\$1,500.00	0%
ENGINEERING	\$82,668.26	\$150,000.00	\$200,000.00	33.3%
CONSULTANTS	\$171,516.19	\$300,000.00	\$300,000.00	0%
PUBLIC SAFETY	\$8,626.40	\$24,262.00	\$35,000.00	44.3%
OTHER CONTRACT SERVICES	\$4,549,659.00	\$5,341,395.00	\$3,542,215.00	-33.7%
WASTEWATER/FILTRATION SURCHARG	\$465,802.00	\$465,802.00	\$465,802.00	0%
POSTAGE	\$2,834.84	\$5,000.00	\$5,000.00	0%
TELEPHONE	\$40.00	\$2,000.00	\$2,000.00	0%
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	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
ADVERTISING	\$1,142.28	\$1,600.00	\$3,200.00	100%
COMMUNICATION SERVICES	\$8,275.59	\$15,250.00	\$15,250.00	0%
MICROFILMING	\$0.00	\$400.00	\$400.00	0%
PRINTING	\$368.21	\$3,236.00	\$3,236.00	0%
CONSENT SEP/PLAN	\$0.00	\$129,255.00	\$129,255.00	0%
PROPERTY DAMAGE CLAIMS	\$21,299.99	\$0.00	\$0.00	0%
Total Purchase of Service:	\$8,986,572.16	\$11,088,408.00	\$9,424,119.00	-15%
Goods and Supplies				
COPY MACHINE SUPPLIES	\$69.06	\$200.00	\$700.00	250%
REFERENCE MATERIALS	\$0.00	\$690.00	\$690.00	0%
OFFICE SUNDRIES/SUPPLIES	\$3,860.12	\$4,133.00	\$4,933.00	19.4%
DATA PROCESS SOFTWARE & SUPP	\$650.00	\$2,000.00	\$2,000.00	0%
ELECTRICAL SUPPLIES	\$68.53	\$1,000.00	\$1,000.00	0%
TOOLS & HARDWARE SUPPLY	\$18,173.20	\$33,000.00	\$33,000.00	0%
JANITORIAL SUPPLIES	\$23,691.63	\$15,000.00	\$15,000.00	0%
GASOLINE	\$27,599.16	\$42,000.00	\$42,000.00	0%
TIRES	\$0.00	\$5,000.00	\$5,000.00	0%
PARTS/ACCESSORIES/LUBE	\$16,641.37	\$40,024.00	\$40,024.00	0%
PIPES & FITTINGS	\$45,755.15	\$75,474.00	\$75,474.00	0%
WATER METER PARTS & SUPPLIES	\$9,532.48	\$50,000.00	\$50,000.00	0%
CHEMICALS	\$15,342.24	\$33,216.00	\$35,716.00	7.5%
PURCHASE OF CLOTHING	\$5,641.96	\$10,182.00	\$10,182.00	0%
IN-STATE TRAVEL	\$0.00	\$1,250.00	\$1,250.00	0%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$397.00	\$625.00	\$625.00	0%
TUITION & TRAINING	\$1,630.70	\$4,500.00	\$2,000.00	-55.6%
LICENSE & REGISTRATION	\$122.82	\$600.00	\$600.00	0%
REGISTRY OF DEEDS FEES	\$0.00	\$600.00	\$600.00	0%
PROPERTY DAMAGE CLAIMS	\$0.00	\$100,000.00	\$100,000.00	0%
DEPARTMENT EQUIPMENT	\$21,250.55	\$43,318.00	\$43,318.00	0%
COMMUNICATION EQUIPMENT	\$0.00	\$12,500.00	\$12,500.00	0%
Total Goods and Supplies:	\$190,425.97	\$475,312.00	\$476,612.00	0.3%
Capital Outlay				
PLANT EQUIPMENT	\$73,093.74	\$0.00	\$0.00	0%
Total Capital Outlay:	\$73,093.74	\$0.00	\$0.00	0%
Expense Reimbursement				
SEWER EXPENSE REIMBURSEMENT	\$1,349,223.00	\$0.00	\$0.00	0%
TRANSFERS OUT TO CAPITAL PROJE	\$164,626.78	\$0.00	\$0.00	0%
Total Expense Reimbursement:	\$1,513,849.78	\$0.00	\$0.00	0%
Debt Service				
PRINCIPAL ON LONG-TERM DEBT	\$5,787,498.49	\$6,162,184.00	\$6,191,802.91	0.5%
INTEREST ON LONG-TERM DEBT	\$994,547.39	\$920,646.00	\$812,830.81	-11.7%
INTEREST SHORT TERM NOTES	\$0.00	\$10,000.00	\$10,000.00	0%
ISSUANCE COSTS	\$85,470.95	\$90,343.88	\$128,327.28	42%
Total Debt Service:	\$6,867,516.83	\$7,183,173.88	\$7,142,961.00	-0.6%

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Capital Projects				
CAPITAL PROJECTS	\$249,999.70	\$0.00	\$0.00	0%
Total Capital Projects:	\$249,999.70	\$0.00	\$0.00	0%
Trtmt R & M Per K				
TRTMT PLT REP/MAINT PER K	\$629,576.07	\$150,000.00	\$150,000.00	0%
Total Trtmt R & M Per K:	\$629,576.07	\$150,000.00	\$150,000.00	0%
Total Sewer:	\$20,032,448.98	\$20,655,842.31	\$18,964,250.00	-8.2%
Total Public Works:	\$20,032,448.98	\$20,655,842.31	\$18,964,250.00	-8.2%
Total Expenditures:	\$20,032,448.98	\$20,655,842.31	\$18,964,250.00	-8.2%

# **DEPARTMENT OF PUBLIC WORKS WATER**



# 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 inef cient 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 ow 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 ow tests; and maintain regular ushing 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 ushing 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.

Veri ed Readings.

Back ows (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 de ned 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 ow devices.

Register, permit, and inspect all wells to ensure there are no cross connections with water. Install and inspect hydrants, perform ow tests, and maintain regular ushing and leak detection programs.

Maintain, test, install, and replace meters and remote reading devices.

Perform the annual hydrant ushing 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.

# FY22 Accomplishments

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

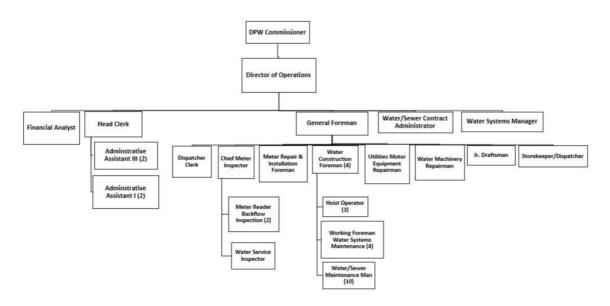
# **OBJECTIVES**

Objective	Status	City Goal
1. Water Infrastructure: continue to upgrade including the Water Treatment Plan & Stations.	Ongoing FY23	2
2. Improve safety for all workers.	Ongoing FY23	2
3. Small Main Program: replace undersized mains with new ductile mains, including small streets that currently have no re protection.	Ongoing FY23	3
4. Large Main Program: replace aged mains with new ductile mains.	Ongoing FY23	2
5. Water Meters and Meter Reading System: continue upkeep on system, meters and reading devices. Initiate a large meter program for testing	Ongoing FV27	2
once a year.	Ongoing FY23	2

# **PERFORMANCE MEASURES**

Obj.	. Performance Measures	FY21	FY22	FY23
	. Performance Measures	Actuals	Projected	Target
4	Large water main replacement (size)	N/A	N/A	15, 24" mains
5	2" water main replacement (feet)	N/A	1,900	2,500

# **ORGANIZATIONAL CHART**



# **PERSONAL SERVICES**

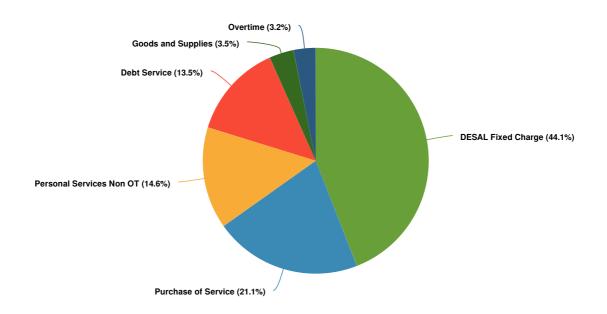
TITLE	NAME	Start Date	Longevity	Salary	Ed Incent.
GENERAL FOREMAN	Bernard Hunnewell, IV	07/01/86	1,350	69,118	
CHIEF METER INSPECTOR	Enrico Tartaglia	01/11/99	1,250	70,137	2,104
METER REPAIR AND INSTALLATION					
FOREMAN	Gregg Martello	05/24/04	950	62,442	
WATER CONSTRUCTION FOREMAN	Christopher Proctor-Cohen	05/24/04	950	63,419	
	Kevin Dimistico	01/12/98	1,250	63,419	
	Archibald Johnston, Sr.	3/30/01	1,250	63,419	
	Nicholas Tempesta	11/14/05	950	63,419	
METER READER/BACKFLOW INSPECTOR	Patrick Thoreson	12/09/08	750	66,644	1,999
	Jeffrey McDermott	11/15/04	950	66,644	1,999
WATER SERVICE INSPECTORS	Herb Peloquin	05/03/08	750	59,108	
	Dery Veiga (50%				
ADMIN ASST. III	Water/50% Sewer)	03/06/17	240	31,921	
	Sharon A. Spaulding (50 water/50% sewer)	09/15/97	675	34,272	343
HEAD CLERK	Anastasios Hatsiopoulos	12/19/16	480	50,746	507
ADMIN ASST. I	Celestina Rodrigues	04/01/19		46,047	
	Evan Lacasse (20% water/20%sewer/				
FINANCIAL ANALYST	Finance)	10/28/21		16,309	
WATER MACHINERY REPAIRMAN	Edward Schmidt	05/06/02	1,250	63,419	
HOIST OPERATOR	Lawrence Covino	08/05/96	1,350	62,442	
	James Kane	07/17/00	1,250	62,442	
	Philip Nadeau	12/12/16	480	60,882	
UTILITIES MOTOR EQUIPMENT					
REPAIRMAN	Terry Penticost	05/10/21		61,256	
WORKING FOREMAN- WATER SYSTEM					
MAINT.	Jason Zine	01/26/15	480	55,661	
	Sean Cashin	11/6/06	950	57,138	
	Carlos Varela Jr	02/02/15	480	55,661	
	Charles Cuocolo Jr.	12/05/16	480	55,661	
DISPATCHER CLERK	Douglas Studenski	09/08/97	1,350	53,373	
WATER/SEWER MAINTENANCE MAN	Walter Tourinho	11/26/07	950	54,309	
	Phillip Bellao	09/15/03	950	54,309	
	Derek Horner	02/11/19		52,978	
	Nicholas Seropian	12/05/17	480	53,520	
	Adam Cummings	09/09/19		52,978	
	Matthew O'Brien	06/30/19		52,520	
	Beau DeBenedictis	03/15/16	480	53,414	
	Adam Wisocky	11/12/19		52,978	
	James Salemi	07/08/19		52,978	
STOREKEEPER/DISPATCHER	William Mann	11/07/05	950	59,501	
WATER SYSTEM MANAGER	Brian Creedon	09/23/96	1,500	104,173	3,000
WATER/SEWER CONTRACT ADMINISTRATOR	David Norton (50% Water/50% Sewer)	12/01/03	625	60,601	3,636
JR. DRAFTSMAN	VACANT			62,442	
HOIST OPERATOR	VACANT			57,242	
WATER/SEWER MAINTENANCE MAN	VACANT VACANT (50% Water/50%			52,520	
PRINCIPAL CLERK-UTILITIES	Sewer)	02/25/19		23,226	
		Total	25,800	2,314,687	13,589

#### **Personal Services Summary**

FULLTIME	2,207,421
WORKERS COMP	107,266
LONGEVITY	25,800
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	13,589
CLERICAL INCENT	7,500
HOLIDAY PAY	711
HAZARDOUS DUTY	33,826
CDL-STIPEND	51,272
Total	2,838,684

# **FINANICAL OVERVIEW**

# **Financial Overview by Statutory Category**



# **FINANCIAL OVERVIEW SUMMARY**

#### WATER

	FY2020	FY2021	FY2022	FY2023	%
REVENUE	ACTUAL	ACTUAL	<b>ESTIMATED</b>	PROJECTED	CHANGE
USER CHARGES	\$18,269,305	\$15,509,098	\$18,688,098	\$18,500,000	-1.0%
RETAINED EARNINGS	\$0	\$3,885,240	\$3,010,449	\$3,059,008	1.6%
OTHER ENTERPRISE AVAILABLE FUNDS	\$954,516	\$1,186,559	\$0	\$0	-
TOTAL	\$19,223,821	\$20,580,897	\$21,698,547	\$21,559,008	-0.6%
		FY2021	FY2022	FY2023	%
WATER		ACTUAL	BUDGET	PROPOSED	CHANGE
OVERTIME		\$561,806	\$627,825	\$627,825	0.0%
PERSONAL SERVICES NON-OVERTIME		\$2,349,287	\$2,783,235	\$2,882,694	3.6%
PURCHASE OF SERVICES		\$2,662,462	\$4,879,580	\$4,171,858	-14.5%
GOODS AND SUPPLIES		\$390,479	\$667,921	\$690,799	3.4%
DEBT SERVICE		\$2,007,725	\$362,217	\$2,672,591	637.8%
CAPITAL PROJECTS FROM R/E		\$697,250	\$0	\$0	-
EXPENSE REIMBURSEMENT		\$2,557,238	\$0	\$0	-
OTHER CONTRACTED SERVICES		\$7,936,105	\$9,138,168	\$8,700,800	-4.8%
DIRECT COSTS		\$19,162,353	\$18,458,946	\$19,746,567	7.0%
INDIRECT COSTS		\$1,812,442	\$1,812,442	\$1,812,441	0.0%
TOTAL		\$20,974,795	\$20,271,388	\$21,559,008	6.4%

# **EXPENSE SUMMARY**

lame	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Expenditures				
Public Works				
Water				
Overtime				
OVERTIME	\$561,806.42	\$727,825.00	\$627,825.00	-13.7%
Total Overtime:	\$561,806.42	\$727,825.00	\$627,825.00	-13.7%
Personal Services Non OT				
FULL-TIME SALARIES	\$2,010,220.26	\$2,150,733.30	\$2,251,430.00	4.7%
STIPEND	\$2,710.49	\$2,700.00	\$2,700.00	0%
CLERICAL INCENTIVE	\$5,000.00	\$10,000.00	\$7,500.00	-25%
ADMIN INCENTIVE	\$0.00	\$1,000.00	\$1,000.00	0%
LONGEVITY	\$23,590.00	\$27,590.00	\$25,800.00	-6.5%
SHIFT DIFFERENTIAL	\$36,512.75	\$75,000.00	\$75,000.00	0%
HOLIDAY	\$0.00	\$2,322.00	\$711.00	-69.4%
EDUCATIONAL INCENTIVE	\$7,174.62	\$10,461.40	\$13,589.00	29.9%
ON CALL	\$36,748.46	\$47,000.00	\$47,000.00	0%
OUT OF GRADE	\$7,377.60	\$18,000.00	\$18,000.00	0%
HAZARDOUS DUTY	\$0.00	\$33,826.00	\$33,826.00	0%
SEPARATION COSTS	\$29,630.91	\$76,800.00	\$176,800.00	130.2%
WORKERS COMPENSATION	\$130,155.22	\$105,730.00	\$107,266.00	1.5%
UNIFORM CLOTHING ALLOWANCE	\$60,166.68	\$70,800.00	\$70,800.00	0%
CDL STIPEND	\$0.00	\$51,272.00	\$51,272.00	0%
Total Personal Services Non OT:	\$2,349,286.99	\$2,683,234.70	\$2,882,694.00	<b>7.4</b> %
Purchase of Service				
ELECTRICITY	\$404,158.04	\$816,425.00	\$881,109.00	7.9%
ENERGY (GAS,OIL,DIESEL)	\$14,369.44	\$50,862.00	\$50,862.00	0%
REAL ESTATE TAX CHARGES	\$90,476.70	\$88,052.00	\$88,052.00	0%
STREET REPAIRS	\$0.00	\$441,846.00	\$206,846.00	-53.2%
BUILDING/GROUNDS REPAIR/MAINT	\$4,034.60	\$29,641.00	\$29,641.00	0%
VEHICLE REPAIR/MAINTENANCE	\$34,725.00	\$48,350.00	\$48,350.00	0%
DEPART EQUIP REPAIR/MAINT	\$265.63	\$8,188.00	\$8,188.00	0%
DATA PROCESS EQUIP REP/MAINT	\$8,930.63	\$25,822.00	\$25,822.00	0%
DEPARTMENTAL EQUIP RENT/LEASE	\$1,075.00	\$4,568.00	\$4,568.00	0%
SECURITY/FIRE CONTROL	\$0.00	\$1,250.00	\$1,250.00	0%
PROPERTY RELATED SERVICES	\$105,322.76	\$120,074.00	\$123,039.00	2.5%
TREATMENT PLANT REP/MAINT	\$0.00	\$370,000.00	\$120,000.00	-67.6%
CONTRACTOR EMERG. REPAIRS	\$0.00	\$93,350.00	\$93,350.00	0%
EPA/DEP MANDATE	\$0.00	\$167,596.00	\$167,596.00	0%
MEDICAL	\$460.00	\$2,000.00	\$2,000.00	0%
ENGINEERING	\$141,020.25	\$222,397.00	\$234,432.00	5.4%
DATA PROCESSING	\$62,372.43	\$144,824.00	\$144,824.00	0%
CONSULTANTS	\$174,329.13	\$203,866.00	\$293,866.00	44.1%
PUBLIC SAFETY	\$48,678.93	\$88,698.00	\$125,155.00	41.1%
OTHER CONTRACT SERVICES	\$1,541,025.00	\$1,855,155.00	\$1,426,292.00	-23.1%

<b>?</b>	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
WATER/FILTRATION SURCHARGES	\$0.00	\$13,400.00	\$13,400.00	0%
POSTAGE	\$1,257.78	\$6,500.00	\$6,500.00	0%
TELEPHONE	\$3,779.20	\$10,090.00	\$10,090.00	0%
ADVERTISING	\$7,729.01	\$8,256.00	\$8,256.00	0%
COMMUNICATION SERVICES	\$15,434.06	\$20,247.00	\$20,247.00	0%
MICROFILMING	\$0.00	\$400.00	\$400.00	0%
LAUNDRY AND CLEANING	\$606.00	\$3,088.00	\$3,088.00	0%
PRINTING	\$912.42	\$9,635.00	\$9,635.00	0%
PROPERTY DAMAGE CLAIMS	\$1,500.00	\$25,000.00	\$25,000.00	0%
Total Purchase of Service:	\$2,662,462.01	\$4,879,580.00	\$4,171,858.00	-14.5%
Goods and Supplies				
COPY MACHINE SUPPLIES	\$0.00	\$600.00	\$1,100.00	83.3%
REFERENCE MATERIALS	\$0.00	\$736.00	\$736.00	0%
OFFICE SUNDRIES/SUPPLIES	\$4,708.93	\$3,248.00	\$3,748.00	15.4%
DATA PROCESS SOFTWARE & SUPP	\$692.17	\$1,975.00	\$1,975.00	0%
TOOLS & HARDWARE SUPPLY	\$42,411.32	\$29,292.00	\$36,792.00	25.6%
JANITORIAL SUPPLIES	\$531.53	\$9,945.00	\$9,945.00	0%
GASOLINE	\$39,276.48	\$82,000.00	\$82,000.00	0%
PARTS/ACCESSORIES/LUBE	\$36,269.29	\$74,531.00	\$75,693.00	1.6%
FOOD PURCHASE	\$0.00	\$500.00	\$500.00	0%
HYDRANTS	\$36,619.23	\$65,606.00	\$67,606.00	3%
PIPES & FITTINGS	\$156,252.85	\$184,669.00	\$195,085.00	5.6%
WATER METER PARTS & SUPPLIES	\$34,850.00	\$104,950.00	\$104,950.00	0%
PURCHASE OF CLOTHING	\$5,671.30	\$5,400.00	\$5,400.00	0%
IN-STATE TRAVEL	\$331.40	\$14,364.00	\$14,364.00	0%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$2,560.00	\$4,000.00	\$4,000.00	0%
TUITION & TRAINING	\$1,446.30	\$2,600.00	\$2,600.00	0%
LICENSE & REGISTRATION	\$890.94	\$1,460.00	\$1,460.00	0%
PROPERTY DAMAGE CLAIMS	\$0.00	\$15,000.00	\$15,000.00	0%
DEPARTMENT EQUIPMENT	\$27,967.45	\$55,845.00	\$56,645.00	1.4%
COMMUNICATION EQUIPMENT	\$0.00	\$11,200.00	\$11,200.00	0%
Total Goods and Supplies:	\$390,479.19	\$667,921.00	\$690,799.00	3.4%
Expense Reimbursement				
WATER EXPENSE REIMBURSEMENT	\$1,842,442.00	\$0.00	\$0.00	0%
TRANSFERS OUT TO CAPITAL PROJE	\$714,796.22	\$0.00	\$0.00	0%
Total Expense Reimbursement:	\$2,557,238.22	\$0.00	<b>\$0.00</b>	0%
Debt Service				
PRINCIPAL ON LONG-TERM DEBT	\$1,630,862.83	\$242,500.00	\$1,864,934.01	669%
INTEREST ON LONG-TERM DEBT	\$350,864.65	\$55,964.07	\$349,408.01	524.3%
INTEREST SHORT TERM NOTES	\$0.00	\$10,000.00	\$400,000.00	3,900%
ISSUANCE COSTS	\$25,997.31	\$53,753.37	\$58,248.93	8.4%
Total Debt Service:	\$2,007,724.79	\$362,217.44	\$2,672,590.95	637.8%
US Filter Contr F&P/R&M				
TREATMENT PLANT REP/MAINT	\$273,535.00	\$0.00	\$0.00	0%

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Total US Filter Contr F&P/R&M:	\$273,535.00	\$0.00	\$0.00	0%
Capital Projects from R/E				
CAPITAL PROJECTS	\$558,250.00	\$0.00	\$0.00	0%
Misc Main Replacement Program	\$139,000.00	\$0.00	\$0.00	0%
Total Capital Projects from R/E:	\$697,250.00	\$0.00	\$0.00	0%
Water Service Variable Fee				
TREATMENT PLANT REP/MAINT	\$290,554.61	\$0.00	\$0.00	0%
Total Water Service Variable Fee:	\$290,554.61	\$0.00	\$0.00	0%
DESAL Fixed Charge				
DESAL Fixed Charge	\$6,664,807.11	\$7,203,773.00	\$8,200,800.00	13.8%
DESAL VARIABLE CHARGE	\$707,208.21	\$1,934,395.00	\$500,000.00	-74.2%
Total DESAL Fixed Charge:	\$7,372,015.32	\$9,138,168.00	\$8,700,800.00	-4.8%
Total Water:	\$19,162,352.55	\$18,458,946.14	\$19,746,566.95	<b>7</b> %
Total Public Works:	\$19,162,352.55	\$18,458,946.14	\$19,746,566.95	<b>7</b> %
Total Expenditures:	\$19,162,352.55	\$18,458,946.14	\$19,746,566.95	<b>7</b> %

# **ELECTIONS COMMISSION**



# 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 staf ng 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 bene ts and residents' forms for students to allow access to local education/trade programs.

# FY22 Accomplishments

Successfully managed four elections.

Coordinated U.S. Census.

Successfully worked with Animal Control on dog licenses.

# **OBJECTIVES**

Objective	Status	City Goal
Prepare voter registration for special voter registration in conjunction with community requests.	Ongoing FY23	1,2
2. Design, print, and mail census forms annually to adhere to Massachusetts General Law.	Ongoing FY23	1,2
3. Provide for the licensure of all dogs in the City and coordinate with Animal Control to optimize services for Brockton residents.	Ongoing FY23	1,2
4. Collect and maintain all local candidates and elected of cials' campaign nance.	Ongoing FY23	1,2
5. Continue to educate registered voters and improve customer service.	Ongoing FY23	1,2

# **PERFORMANCE MEASURES**

Obj.	. Performance Measures	FY21	FY22	FY23
	. Performance Measures	Actuals	Projected	Target
1	Registered voters.	57,482	58,494	59,000
2	Census forms mailed annually.	36,000	37,572	38,000
3	Dog licenses.	2,173	3,200	4,300

# **ORGANIZATIONAL CHART**



# **PERSONAL SERVICES**

Title	Name	Start Date	Longevity	Salary
Executive Director	Cynthia Scrivani	08/27/01	1,250	86,945
Admin Asst. III	Laurita Lemieux	10/26/84	1,350	68,544
Admin Asst. I	Kathleen Farrar	02/16/22		42,192
Admin Asst. II	Nara Lugo	10/10/17	480	53,527
		Total	3,080	251,208

#### **Personal Services Summary**

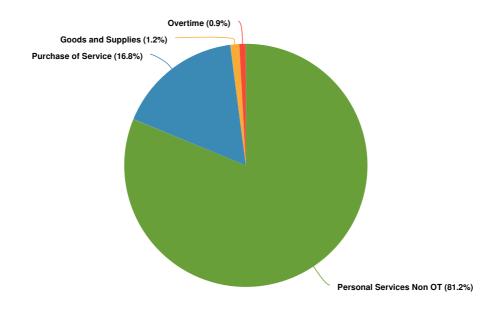
FULL TIME 251,208 TEMPORARY/SEASONAL 3,000 ELECTED/APPOINTED 3,000 ADMIN INCENTIVE 2,000 POLLS 200,000 LONGEVITY 3,080 CLERICAL INCENTIVE 7,500 Total 469,788

### **Stipend Only**

	Total	3,000
Election Commissioner	Tanya Tillman	750
Election Commissioner	Jane Parker	750
Election Commissioner	Joseph Moses, Jr.	750
Election Commissioner	Frederick Mcdermott	750

# **FINANCIAL OVERVIEW**

**Financial Overview by Statutory Category** 



# **FINANCIAL OVERVIEW SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
General Fund				
Overtime	\$6,875.40	\$5,000.00	\$5,000.00	0%
Personal Services Non OT	\$361,872.59	\$359,547.74	\$469,788.00	30.7%
Purchase of Service	\$50,139.90	\$69,600.00	\$96,900.00	39.2%
Goods and Supplies	\$1,447.60	\$6,800.00	\$6,800.00	0%
Total General Fund:	\$420,335.49	\$440,947.74	\$578,488.00	31.2%

# **EXPENSE SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Expenditures				
General Government				
Election Commission				
Overtime				
OVERTIME	\$6,875.40	\$5,000.00	\$5,000.00	0%
Total Overtime:	\$6,875.40	\$5,000.00	\$5,000.00	0%
Personal Services Non OT				
FULL-TIME SALARIES	\$230,292.38	\$251,447.74	\$251,208.00	-0.1%
TEMPORARY/SEASONAL	\$0.00	\$3,000.00	\$3,000.00	0%
ELECTED/APPOINTED	\$2,585.90	\$3,000.00	\$3,000.00	0%
STIPEND	\$3,262.50	\$0.00	\$0.00	0%
POLLS	\$113,931.81	\$90,000.00	\$200,000.00	122.2%
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	\$2,600.00	\$3,080.00	18.5%
Total Personal Services Non OT:	\$361,872.59	\$359,547.74	\$469,788.00	30.7%
Purchase of Service				
DEPART EQUIP REPAIR/MAINT	\$553.98	\$0.00	\$1,500.00	N/A
BUILDING RENT/LEASE	\$1,000.00	\$0.00	\$1,000.00	N/A
CONSULTANTS	\$2,628.32	\$4,000.00	\$4,000.00	0%
ADVERTISING	\$3,678.56	\$1,500.00	\$5,000.00	233.3%
COMMUNICATION SERVICES	\$0.00	\$400.00	\$400.00	0%
PRINTING	\$9,308.41	\$6,000.00	\$10,000.00	66.7%
ELECTION/CENSUS	\$32,970.63	\$57,700.00	\$75,000.00	30%
Total Purchase of Service:	\$50,139.90	\$69,600.00	\$96,900.00	39.2%
Goods and Supplies				
COPY MACHINE SUPPLIES	\$236.59	\$1,500.00	\$1,500.00	0%
OFFICE SUNDRIES/SUPPLIES	\$946.91	\$2,000.00	\$2,000.00	0%
FOOD PURCHASE	\$114.10	\$250.00	\$250.00	0%
IN STATE TRAVEL	\$0.00	\$1,000.00	\$1,000.00	0%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$150.00	\$150.00	\$150.00	0%
DEPARTMENT EQUIPMENT	\$0.00	\$1,900.00	\$1,900.00	0%
Total Goods and Supplies:	\$1,447.60	\$6,800.00	\$6,800.00	0%
Total Election Commission:	\$420,335.49	\$440,947.74	\$578,488.00	31.2%
Total General Government:	\$420,335.49	\$440,947.74	\$578,488.00	31.2%
Total Expenditures:	\$420,335.49	\$440,947.74	\$578,488.00	31.2%

### **EMERGENCY MANAGEMENT AGENCY**



# 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-prots, and businesses.

Ensure the City's ability to rapidly recover from large- and small-scale disasters by assessing and mitigating threats and hazards.

Enhance preparedness.

Ensure an effective response to all emergencies.

Strengthen the capacity of the City to prepare and recover from disasters.

# FY22 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, rst aid, traf c 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 res, brush res, police incidents).

Responded to the October 2021 Nor'easter:

3 simultaneous structure res

Assisted with resident relocation and nancial assistance through the help of the American Red Cross

Several houses with severe structural damage

Coordinated with National Grid to get power restored to the whole city within 5 days.

Emergency Management staff on the road and operating the Emergency Operations Center 24/7 to ensure recovery operations were occurring.

Hosted several virtual CERT recruitment meetings.

Assisted the Mayor's Of ce and coordinated the response for the Covid-19 pandemic.

Assisted the Mayor's of ce and Board of Health with logistical coordination of a Covid-19 vaccine distribution for residents and city workers.

Distributed life-saving Personal Protective Equipment (PPE) to our local rst responders, City agencies, and private sector companies/agencies.

# **OBJECTIVES**

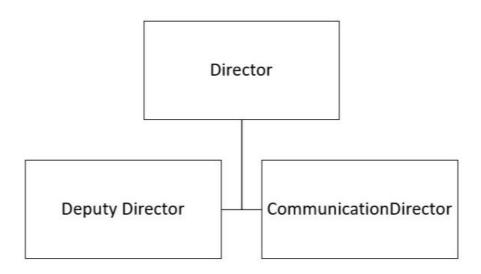
Objective	Status	City Goal
1. Update and maintain equipment necessary to protect the public during emergencies.	Ongoing FY23	1,2
2. Work with our public safety partners to maintain and upgrade our vital communications infrastructure.	Ongoing FY23	1,2
3. Continue to work with the public and community-based groups/organizations/businesses on promoting emergency preparedness in the community.	Ongoing FY23	1,2
4. Updating emergency plans to ensure public safety before and after a disaster	Ongoing FY23	1,2
5. Increase utilization of the Community Emergency Response Team (CERT) at planned and unplanned events.	Ongoing FY23	1,2

# **PERFORMANCE MEASURES**

Oh:	Performance Measures	FY21	FY22	FY23
Obj.	Performance Measures	Actuals	Projected	Target
1	Public safety equipment purchased	1	1	3
2	Rating of communications infrastructure (1-100 scale)*	70%	80%	85%
3	Rating community outreach and preparedness (1-100 scale)*	50%	50%	60%
4	Rating of emergency plan updates (1-100 scale)*	60%	60%	65%
5	Community Emergency Response Team activations & training	8	19	25

<sup>\*</sup>Rating scale: 1% low stability, 100% high stability

# **ORGANIZATIONAL CHART**



# **PERSONAL SERVICES**

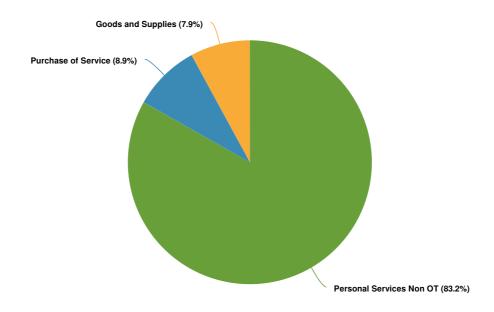
Title	Name	Start Date	Salary
Director	Stephen Hooke Jr.	04/15/14	38,866
Deputy Director	Fred Fontaine	01/06/14	28,301
Communication Director	Anthony Fowler	1/11/21	28,301
		Total	95,468

### **Personal Services Summary**

PART-TIME 95,468 **Total 95,468** 

# **FINANCIAL OVERVIEW**

**Financial Overview by Statutory Category** 



# **FINANCIAL OVERVIEW SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
General Fund				
Personal Services Non OT	\$64,116.98	\$66,748.00	\$95,468.00	43%
Purchase of Service	\$7,062.90	\$9,173.00	\$10,200.00	11.2%
Goods and Supplies	\$4,477.58	\$7,722.00	\$9,085.00	17.7%
Total General Fund:	\$75,657.46	\$83,643.00	\$114,753.00	<b>37.2</b> %

# **EXPENSE SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Expenditures				
Public Safety				
<b>Emergency Management Agency</b>				
Personal Services Non OT				
STIPEND	\$64,116.98	\$66,748.00	\$95,468.00	43%
Total Personal Services Non OT:	\$64,116.98	\$66,748.00	\$95,468.00	43%
Purchase of Service				
VEHICLE REPAIR/MAINTENANCE	\$7,007.40	\$5,000.00	\$5,000.00	0%
DEPART EQUIP REPAIR/MAINT	\$0.00	\$1,900.00	\$3,000.00	57.9%
TELEPHONE	\$0.00	\$2,048.00	\$1,900.00	-7.2%
PRINTING	\$55.50	\$225.00	\$300.00	33.3%
Total Purchase of Service:	\$7,062.90	\$9,173.00	\$10,200.00	11.2%
Goods and Supplies				
OFFICE SUNDRIES/SUPPLIES	\$454.86	\$945.00	\$950.00	0.5%
BUILDING SUPPLIES	\$16.50	\$90.00	\$90.00	0%
FOOD PURCHASE	\$446.25	\$1,260.00	\$1,400.00	11.1%
PURCHASE OF CLOTHING	\$959.97	\$1,300.00	\$1,500.00	15.4%
IN STATE TRAVEL	\$0.00	\$113.00	\$120.00	6.2%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$0.00	\$14.00	\$25.00	78.6%
DEPARTMENT EQUIPMENT	\$2,600.00	\$4,000.00	\$5,000.00	25%
Total Goods and Supplies:	\$4,477.58	\$7,722.00	\$9,085.00	<b>17.7</b> %
Total Emergency Management Agency:	\$75,657.46	\$83,643.00	\$114,753.00	<b>37.2</b> %
Total Public Safety:	\$75,657.46	\$83,643.00	\$114,753.00	<b>37.2</b> %
Total Expenditures:	\$75,657.46	\$83,643.00	\$114,753.00	37.2%

### **FINANCE**



# Mission

The Department of Finance, under the direction of the Chief Financial Of cer (CFO), is responsible for the overall budgetary and nancial 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 nancial services and activities of the City. Develop and maintain uniform systems for all nancial 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 nance affairs.

Collaborate with Human Resources to oversee the health insurance trust.

# FY22 Accomplishments

Developed the City of Brockton's American Rescue Plan Act (ARPA) grant program to assist the nonpro t agencies most impacted by the COVID-19 pandemic.

Achieved the City's second distinguished budget award from the Government Finance Of cers Association (GFOA).

Developed comprehensive nancial policies that will serve to provide a strategic, long-term approach to nancial management.

Issued \$300 million Pension Obiligation Bond (POB) to restructure the City of Brockton's unfunded pension liability in a manner that lessens the impact on the overall operations of government.

Instituted an American Rescue Plan Act (ARPA) Committee consisting of City departments to discuss and plan projects that can be funded under Local Fiscal Recovery Funds.

Hired a project manager to coordinate construction projects under the American Rescue Plan Act (ARPA) Local Fiscal Recovery Funds.

Coordinated with the Mayor's Of ce on receiving a Cyberscurity Awareness grant to train all City staff on cyber threats.

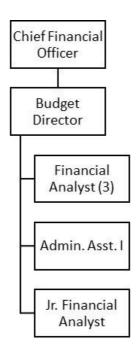
# **OBJECTIVES**

Objective	Status	City Goal
1. Continue to update and revise the City's FY2023 budget to be compliant with the latest Government Finance Of cers Association (GFOA) requirements.	Ongoing FY23	3
2. Implement Munis grant management software.	New FY23	3
3. Develop the City of Brockton's rst comprehensive long-range nancial plan.	New FY23	2,3
4. Research and plan for upcoming grants through the Infrastructure Investment and Jobs Act.	Ongoing FY23	3
5. Develop a comprehensive Capital Improvement Plan (CIP).	Ongoing FY23	3

# **PERFORMANCE MEASURES**

Obi.	Daufaussan as Manasussa	FY21	FY22	FY23
Obj.	Performance Measures	Actuals	Projected	Target
2	Grants processed through the Finance Department.	38	38	38
4	Number of consultants	5	8	10
4	Finance staff	5	6	6

# **ORGANIZATIONAL CHART**



# **PERSONAL SERVICES**

TITLE	NAME	Start Date	Longevity	Salary	Ed. Incentive
Chief Financial Of cer	Troy Clarkson	2/19/2019		187,215	
<b>Budget Director</b>	Tiffani Ciasullo	9/18/2001	1,250	113,428	
Financial Analyst	Sarah Butler	4/5/2021		81,547	
Financial Analyst	Paul Umano	1/23/2017	480	83,994	
	Evan Lacasse (20% water/20%sewer/ 20%refuse/20%sw/20%				
Financial Analyst	Finance)	10/18/2021		16,309	
Admin Asst I	Susan Thompson	11/1/2004	950	47,975	
Admin. Asst. III	Jessica Monteiro	11/13/2017	480	59,138	591
			3,160	589,606	591

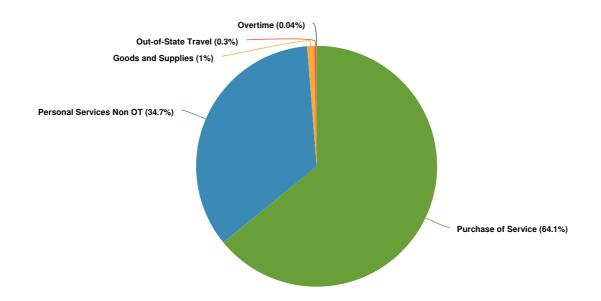
# **Personal Services**

Summary

**FULL TIME** 589,606 PART-TIME 54,600 CLERICAL INCENTIVE 5,000 **EDUCATIONAL INCENTIVE** 591 LONGEVITY 3,160 SEPARATION COSTS 23,000 HOLIDAY PAY 1,855 Total 677,812

# **FINANCIAL OVERVIEW**

# **Financial Overview by Statutory Category**



# **FINANCIAL OVERVIEW SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
General Fund				
Overtime	\$268.47	\$807.00	\$807.00	0%
Personal Services Non OT	\$408,527.13	\$672,239.96	\$677,812.00	0.8%
Purchase of Service	\$1,016,085.27	\$1,133,140.00	\$1,253,140.00	10.6%
Goods and Supplies	\$10,182.71	\$17,150.00	\$18,599.00	8.4%
Out-of-State Travel	\$0.00	\$0.00	\$5,000.00	N/A
Total General Fund:	\$1,435,063,58	\$1.823.336.96	\$1,955,358,00	7.2%

# **EXPENSE SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Expenditures				
General Government				
Finance				
Overtime				
OVERTIME	\$268.47	\$807.00	\$807.00	0%
Total Overtime:	\$268.47	\$807.00	\$807.00	0%
Personal Services Non OT				
FULL-TIME SALARIES	\$391,807.55	\$582,086.96	\$589,606.00	1.3%
PART-TIME SALARIES	\$2,587.50	\$54,600.00	\$54,600.00	0%
STIPEND	\$0.00	\$1,200.00	\$0.00	-100%
CLERICAL INCENTIVE	\$2,500.00	\$2,500.00	\$5,000.00	100%
LONGEVITY	\$1,900.00	\$2,200.00	\$3,160.00	43.6%
HOLIDAY	\$2,589.54	\$5,153.00	\$1,855.00	-64%
EDUCATIONAL INCENTIVE	\$0.00	\$1,500.00	\$591.00	-60.6%
SEPARATION COSTS	\$7,142.54	\$23,000.00	\$23,000.00	0%
Total Personal Services Non OT:	\$408,527.13	\$672,239.96	\$677,812.00	0.8%
Purchase of Service				
ELECTRICITY POWER	\$863,144.23	\$884,040.00	\$984,040.00	11.3%
DEPARTMENTAL EQUIP RENT/LEASE	\$18,586.04	\$4,000.00	\$4,000.00	0%
CONSULTANTS	\$99,446.26	\$200,000.00	\$200,000.00	0%
OTHER CONTRACT SERVICES	\$32,675.00	\$40,000.00	\$60,000.00	50%
ADVERTISING	\$0.00	\$100.00	\$100.00	0%
PRINTING	\$2,233.74	\$5,000.00	\$5,000.00	0%
Total Purchase of Service:	\$1,016,085.27	\$1,133,140.00	\$1,253,140.00	10.6%
Goods and Supplies				
COPY MACHINE SUPPLIES	\$907.24	\$2,489.00	\$2,489.00	0%
OFFICE SUNDRIES/SUPPLIES	\$1,212.44	\$3,710.00	\$3,710.00	0%
IN-STATE TRAVEL	\$0.00	\$2,000.00	\$2,500.00	25%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$5,461.27	\$7,500.00	\$8,500.00	13.3%
DEPARTMENT EQUIPMENT	\$2,601.76	\$1,451.00	\$1,400.00	-3.5%
Total Goods and Supplies:	\$10,182.71	\$17,150.00	\$18,599.00	8.4%
Out-of-State Travel				
OUT OF STATE TRAVEL	\$0.00	\$0.00	\$5,000.00	N/A
Total Out-of-State Travel:	\$0.00	\$0.00	\$5,000.00	N/A
Total Finance:	\$1,435,063.58	\$1,823,336.96	\$1,955,358.00	<b>7.2</b> %
Total General Government:	\$1,435,063.58	\$1,823,336.96	\$1,955,358.00	<b>7.2</b> %
Total Expenditures:	\$1,435,063.58	\$1,823,336.96	\$1,955,358.00	<b>7.2</b> %

### **FIRE**



# Mission

The Fire Department is responsible for extinguishing res, protecting lives and property from re, providing emergency medical services, re investigations, code enforcement, and public safety education with professionally trained and equipped personnel. The Fire Department responds to all re 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 re and alarms.

Extinguish all types of res, 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, con ned space extrication, and trench rescue.

Dispatch and maintain an elaborate network of master boxes and street boxes, which will allow re ghters 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 re investigations, code enforcement, and regular commercial and residential re inspections when needed.

# FY22 Accomplishments

Responded to over 30,000 incidents throughout the year including res, EMS response to the COVID-19 pandemic, MVA's, and technical rescues.

Executed the delivery of three new engine companies that will service Cary Hill, the East Side, and the West Side.

Received an Assistance to Fire ghters Grant (AFG) to purchase a new Heavy Rescue. purchase over two-hundred sets of Personal Protective Equipment (PPE) for structural reghting.

Instituted a grant funded Heavy Rescue vehicle that will allow the Fire Department to consolidate all technical rescue equipment into one vehicle.

Instituted a uniform initiative to increase consistency in uniforms and increase esprit de corps. Instituted a new next of kin program to better notify family members if one of our members is injured or killed in the line of duty.

Increased the stockpile of medical PPE to assist in keeping our residents and members safe during the pandemic.

Instituted new personnel management system that tracks staf ng, details and personnel movement

Reallocated Administrative duties to centralize through the Chief's Of ce.

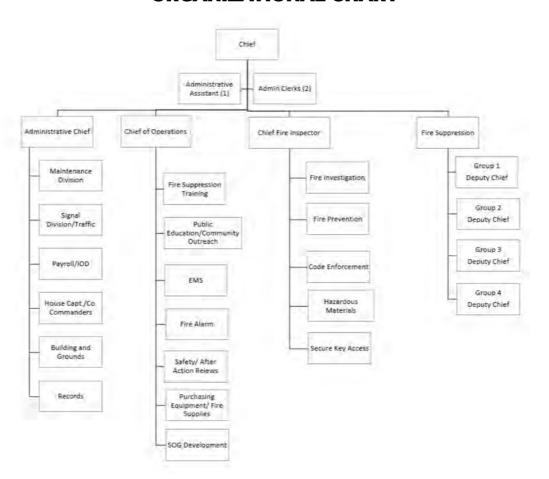
### **OBJECTIVES**

Objective	Status	City Goal
Protection of Brockton Residents  1. Increase the minimum manning for all apparatus to one of ce and three re ghters to align with NFPA 1710 regulations.	Ongoing FY23	2
2. Commission a new Rescue Company and staff fully with an of cer and three re ghters	Ongoing FY23	2
3. Change annual Technical Rescue training to quarterly to increase pro ciency.	Ongoing FY23	2
4. Investigate further grant opportunities to improve Fire Response and incident mitigation.	Ongoing FY23	2
5. Develop a Special Operations Command Division to move Technical Rescue Facets forward.	Ongoing FY23	2
6. Develop a Trainings Division to begin back-to- back basics evolution.	Ongoing FY23	2
7. Host Massachusetts Fire Academy and National Fire Academy classes at the Brockton Fire Department.	Ongoing FY23	2
Protection of Brockton Fire ghters		
8. Attend a Structural Collapse course offered by National Fire Academy.	Ongoing FY23	2
9. Replace aging gas meters for increased reliability.	Ongoing FY23	2
10. Replace RIT equipment on an ongoing basis for reghter safety.	Ongoing FY23	2
11. Replace all aging thermal imaging cameras.	Ongoing FY23	2

# **PERFORMANCE MEASURES**

Oh:	Dayfaymaanaa Maaayyyaa	FY21	FY22	FY23
Obj	. Performance Measures	Actuals	Projected	Target
1, 2	Fire ghter staff & personnel	210	220	236
3	Number of inspections (annually)	2,010	2,100	2,400
4	Reduced response times (minutes)	4.2	4.6	3.8
6	Number of pre- re plans	52	110	150

### **ORGANIZATIONAL CHART**



# **PERSONAL SERVICES**

NIGHT ED. INCEN

					NIGHT	ED. INCEN								
			UNIT A		DIFF (W	W/NIGHT		WEEKEND						GRAND
RANK	LAST	FIRST	PAY	SALARY	HDP)	DIF	HOLIDAY	DIFF	UNIQUE	DEFIB	LONGEVITY	EMT	HAZARDOUS	TOTAL
Chief	Nardelli	Brian		220,838.00	0.00	0.00	0.00	0.00	0.00	0.00	1,350.00	0.00	0.00	222,188.00
Deputy	Albanese	Scott G.		110,507.00	12,625.42	36,939.73	11,664.39	6,452.80	0.00	1,774.52	1,350.00	3,226.60	15,747.25	200,287.71
		Joseph (40												
Deputy	DePasquale	Hrs)	3,116.88	110,507.00	12.625.42	36.939.73	12.247.60	6,452.80	0.00	1,774.52	1,350.00	5,678.40	15,747.25	206,439.60
Deputy	Galligan	Kevin		110,507.00			11,664.39	6,452.80	0.00	1,774.52	1,250.00	5,678.40	15,747.25	202,639.51
Deputy	Marchetti	Jeffrey		110,507.00			11,664.39	6,452.80	0.00	1,774.52	1,250.00	5,678.40	15,747.25	202,639.51
							11.664.39	6,452.80			1,350.00	5,678.40		
Deputy	Marchetti	Joseph		110,507.00			.,		0.00	1,774.52			15,747.25	202,739.51
Deputy	Solomon	Joseph		110,507.00	12,625.42	36,939.73	11,664.39	6,452.80	0.00	1,774.52	1,350.00	3,226.60	15,747.25	200,287.71
		Edward R.												
Deputy	Williams, Jr.	(40 Hrs.)	3,116.88	123,988.00	14,165.63	41,446.09	13,741.73	240.20	0.00	1,991.06	1,350.00	3,620.24	17,668.29	221,328.12
Captain	Byers	Christopher		94,451.00	10,791.03	31,572.61	10,031.44	6,452.80	0.00	1,774.52	1,250.00	3,226.60	13,459.27	173,009.27
Captain	Dwyer	Roger J.		94,451.00	10,791.03	31,572.61	10,031.44	6,452.80	0.00	1,774.52	1,250.00	3,226.60	13,459.27	173,009.27
Captain	Foye	Daniel		94,451.00	10,791.03	31,572.61	10,031.44	6,452.80	0.00	1,774.52	950.00	3,226.60	13,459.27	172,709.27
		Robert (40												
Captain	Henrdigan	Hrs)	2,663.96	94,451.00	10,791.03	21,048.41	9,879.12	6,452.80	0.00	1,774.52	1,250.00	3,226.60	13,459.27	164,996.70
Captain	Kerr	Shawn		94,451.00	10,791.03	31,572.61	10,031.44	6,452.80	0.00	1,774.52	1,250.00	3,226.60	13,459.27	173,009.27
Captain	Lacouture	Timothy		94,451.00	10,791.03	31,572.61	10,031.44	6,452.80	0.00	1,774.52	950.00	3,226.60	13,459.27	172,709.27
Captain	Linscott	Paul		94,451.00	10,791.03	31,572.61	10,031.44	6,452.80	0.00	1,774.52	1,350.00	3,226.60	13,459.27	173,109.27
		Christopher												
Captain	Martin	J.		96,339.00	11,006.73	32,203.72	10,231.99	6,581.90	0.00	1.810.02	1,350.00	3,290.95	13,728.31	176,542.62
	McDonald	John P.		105,973.00			11,255.18	7,240.20	0.00	1,991.06	1,350.00	3,620.24	15,101.15	194,062.37
	McKenna	Michael		94,451.00			10,031.44	6,452.80	0.00	1,774.52	950.00	3,226.60	13,459.27	172,709.27
	McLean	Stephen		94,451.00			10,031.44	6,452.80	0.00	1,774.52	1,350.00	3,226.60	13,459.27	173,109.27
	Monteiro	Stephen	2,663.96		10,791.03		10,031.44	6,452.80	0.00	1,774.52	1,250.00	5,678.40	13,459.27	178,125.03
Captain	Nardelli	Eric		94,451.00	10,791.03	31,572.61	10,031.44	6,452.80	0.00	1,774.52	1,250.00	3,226.60	13,459.27	173,009.27
Captain	Svirtunas	Jeffrey		94,451.00	10,791.03	31,572.61	10,031.44	6,452.80	0.00	1,774.52	1,350.00	3,226.60	13,459.27	173,109.27
Captain	Tilton	Christopher		94,451.00	10,791.03	31,572.61	10,031.44	6,452.80	0.00	1,774.52	1,350.00	5,678.40	13,459.27	175,561.07
		Nicholas (40												
Captain	Tropeano	Hrs)	2,663.96	94,451.00	10,791.03	31,572.61	10,533.01	6,452.80	0.00	1,774.52	1,250.00	3,226.60	13,459.27	176,174.79
Captain	Weeks	Brendan		94,451.00	10,791.03	31,572.61	10,031.44	6,452.80	0.00	1,774.52	1,250.00	3,226.60	13,459.27	173,009.27
Captain	Wyman	Robert		94,451.00	10,791.03	31,572.61	10,031.44	6,452.80	0.00	1,774.52	1,350.00	3,226.60	13,459.27	173,109.27
Lieutenant	: Anastos	Steven		79,370.00	9,068.02	26,531.41	8,497.66	6,452.80	0.00	1,774.52	950.00	3,226.60	11,310.23	147,181.23
Lieutenant	: Angelo	Heather		79,370.00	9,068.02	26,531.41	8,497.66	6,452.80	0.00	1,774.52	1,350.00	3,226.60	11,310.23	147,581.23
Lieutenant	Bassett	William		79,370.00	9,068.02	26,531.41	8,497.66	6,452.80	0.00	1,774.52	1,250.00	3,226.60	11,310.23	147,481.23
Lieutenant	: Campbell	James		79,370.00	9.068.02	26,531.41	8,497.66	6,452.80	0.00	1,774.52	750.00	3,226.60	11,310.23	146,981.23
	: Chisholm	Jesse		79,370.00	9,068.02	26,531.41	8,497.66	6,452.80	0.00	1,774.52	950.00	3.226.60	11,310.23	147,181.23
Lieutenant		Matthew		79,370.00			8,497.66	6,452.80	0.00	1,774.52	1,250.00	3,226.60	11,310.23	147.481.23
							8,497.66		0.00	1.774.52		3,226.60		147,481.23
Lieutenant		Benjamin 		79,370.00				6,452.80		,	1,250.00		11,310.23	
Lieutenant		Brian		79,370.00			8,497.66	6,452.80	0.00	1,774.52	1,250.00	3,226.60	11,310.23	147,481.23
Lieutenant	: DuBeau	James		89,052.00	10,174.19	29,767.86	9,534.25	7,240.20	0.00	1,991.06	1,350.00	3,620.24	12,689.91	165,419.71
Lieutenant	Eonas	George		79,370.00	9,068.02	26,531.41	8,497.66	6,452.80	0.00	1,774.52	1,350.00	3,226.60	11,310.23	147,581.23
Lieutenant	Estrada	Elpidio		79,370.00	9,068.02	26,531.41	8,497.66	6,452.80	0.00	1,774.52	950.00	3,226.60	11,310.23	147,181.23
Lieutenant	Feeney	Michael		79,370.00	9,068.02	26,531.41	8,497.66	6,452.80	0.00	1,774.52	1,350.00	3,226.60	11,310.23	147,581.23
Lieutenant	: Gagne	Richard		79,370.00	9,068.02	13,265.70	7,712.67	6,452.80	0.00	1,774.52	1,250.00	3,226.60	11,310.23	133,430.54
Lieutenant	Gallant	Christopher		79,370.00	9,068.02	26,531.41	8,497.66	6,452.80	0.00	1,774.52	1,250.00	3,226.60	11,310.23	147,481.23
Lieutenant	Giguere	Ronald, Jr.		79,370.00	9,068.02	17,687.60	7,974.33	6,452.80	0.00	1,774.52	1,350.00	3,226.60	11,310.23	138,214.10
		Paul (40												
Lieutenant	Gurney	Hrs.)	2,238.60	79,370.00	9,068.02	17,687.60	8,373.05	6,452.80	0.00	1,774.52	1,250.00	3,226.60	11,310.23	140,751.42
Lieutenant	: Maguire	Eric		79,370.00	9,068.02	26,531.41	8,497.66	6,452.80	0.00	1,774.52	950.00	3,226.60	11,310.23	147,181.23
Lieutenant		Michael		79,370.00			7,974.33	6,452.80	0.00	1,774.52	1,350.00	3,226.60	11,310.23	138,214.10
	: McDonough			79,370.00			8,497.66	6,452.80	0.00	1,774.52	950.00	3,226.60	11,310.23	147,181.23
Lieutenant	_	Michael J.		79,370.00			8,497.66	6,452.80	0.00	1,774.52	480.00	3,226.60	11,310.23	146,711.23
	-													
Lieutenant	-	Christopher		79,370.00			8,497.66	6,452.80	0.00	1,774.52	950.00	3,226.60	11,310.23	147,181.23
Lieutenant		David		79,370.00			8,497.66	6,452.80	0.00	1,774.52	750.00	3,226.60	11,310.23	146,981.23
Lieutenant		Brian		79,370.00			8,497.66	6,452.80	0.00	1,774.52	1,250.00	3,226.60	11,310.23	147,481.23
Lieutenant		Robert J.		79,370.00			8,497.66	6,452.80	0.00	1,774.52	1,250.00	3,226.60	11,310.23	147,481.23
Lieutenant		Jonathan		79,370.00	9,068.02	26,531.41	8,497.66	6,452.80	0.00	1,774.52	1,250.00	3,226.60	11,310.23	147,481.23
Lieutenant	Rubeski	Scott D.		79,370.00	9,068.02	26,531.41	8,497.66	6,452.80	0.00	1,774.52	1,250.00	3,226.60	11,310.23	147,481.23

	Daniel J. (40											
Lieutenant Santry	Hrs) 2,238.60	79,370.00	9,068.02	26,531.41	8,922.53	6,452.80	0.00	1,774.52	750.00	3,226.60	11,310.23	149,644.70
LieutenantSullivan	Kevin	89,052.00	10,174.19	29,767.86	9,534.25	7,240.20	0.00	1,991.06	1,350.00	3,620.24	12,689.91	165,419.71
Lieutenant Westerlund	Christopher	79,370.00	9,068.02	26,531.41	8,497.66	6,452.80	0.00	1,774.52	1,350.00	3,226.60	11,310.23	147,581.23
Lieutenant Wisocky	Andrew	79,370.00	9,068.02	26,531.41	8,497.66	6,452.80	0.00	1,774.52	750.00	3,226.60	11,310.23	146,981.23
	Paul J. (40											
Lieutenant Wisocky	Hrs) 2,238.60	79,370.00	9,068.02	17,687.60	8,373.05	6,452.80	0.00	1,774.52	1,250.00	5,678.40	11,310.23	143,203.22
Fire ghter Ahearn	Michael D.	64,528.00	7,372.32	14,380.06	6,860.53	6,452.80	4,516.96	1,774.52	480.00	0.00	9,195.24	115,560.44
Fire ghter Albanese	Jeffrey	64,528.00	7,372.32	14,380.06	6,860.53	6,452.80	4,516.96	1,774.52	1,250.00	3,226.60	9,195.24	119,557.04
Fire ghter Albanese	Paul	64,528.00	7,372.32	21,570.10	7,286.00	6,452.80	4,516.96	1,774.52	950.00	0.00	9,195.24	123,645.94
	Christopher											
Fire ghter Anderson	J.	64,528.00	7,372.32	21,570.10	7,286.00	6,452.80	4,516.96	1,774.52	480.00	3,226.60	9,195.24	126,402.54
Fire ghter Bamford	Timothy	64,528.00	7,372.32	21,570.10	7,286.00	6,452.80	4,516.96	1,774.52	1,350.00	3,226.60	9,195.24	127,272.54
Fire ghter Barbosa	Jaime	64,528.00	7,372.32	21,570.10	7,286.00	6,452.80	4,516.96	1,774.52	950.00	3,226.60	9,195.24	126,872.54
Fire ghter Barnes	Johnny R.	64,528.00	7,372.32	21,570.10	7,286.00	6,452.80	4,516.96	1,774.52	480.00	3,226.60	9,195.24	126,402.54
Fire ghter Bergeron	Eric	59,291.00	6,774.00	13,213.00	6,338.28	6,452.80	4,150.37	1,774.52	0.00	3,226.60	8,448.97	109,669.53
Fire ghter Bergeron	Matthew R.	60,853.00	6,952.46	20,341.64	6,895.27	6,452.80	4,259.71	1,774.52	0.00	3,226.60	8,671.55	119,427.54
Fire ghter Bowen	Anthony	72,402.00	8,271.93	16,134.79	7,697.68	7,240.20	5,068.14	1,991.06	1,350.00	3,620.24	10,317.29	134,093.31
Fire ghter Brown	Matthew T.	60,853.00	6,952.46	20,341.64	6,895.27	6,452.80	4,259.71	1,774.52	0.00	3,226.60	8,671.55	119,427.54
Fire ghter Bugbee	Christian	64,528.00	7,372.32	21,570.10	7,286.00	6,452.80	4,516.96	1,774.52	750.00	3,226.60	9,195.24	126,672.54
Fire ghter Burrell	Tristan M.	64,528.00	7,372.32	21,570.10	7,286.00	6,452.80	4,516.96	1,774.52	480.00	3,226.60	9,195.24	126,402.54
	Christopher		E 750 70	01.550.10		6 450 00		100/50		7.006.60	0.105.07	105 (00 5 (
Fire ghter Capozzoli	J.	64,528.00	7,372.32	21,570.10	7,286.00	6,452.80	4,516.96	1,774.52	480.00	3,226.60	9,195.24	126,402.54
Fire ghter Carfagna	Shawn	64,528.00	7,372.32	14,380.06	6,860.53	6,452.80	4,516.96	1,774.52	1,250.00	3,226.60	9,195.24	119,557.04
Fire ghter Chartier  Fire ghter Churchill	Myles Edward	60,853.00 64,528.00	6,952.46 7,372.32	20,341.64	6,895.27 7,286.00	6,452.80	4,259.71 4,516.96	1,774.52 1,774.52	0.00	3,226.60 3,226.60	8,671.55	119,427.54 127,272.54
Fire ghter Cloudman	Corey	48,320.00	5,520.56	21,570.10 8,076.08	5,084.88	6,452.80 6,452.80	3,382.40	1,774.52	0.00	3,226.60	9,195.24 6,885.60	88,723.45
Fire ghter Cohen	Jordan	48,320.00	5,520.56	8,076.08	5,084.88	6,452.80	3,382.40	1,774.52	0.00	3,226.60	6,885.60	88,723.45
Fire ghter Coleman	Joseph M.	64,528.00	7,372.32	14,380.06	6,860.53	6,452.80	4,516.96	1,774.52	1,250.00	3,226.60	9,195.24	119,557.04
Fire ghter Colon	Jonathan	64,528.00	7,372.32	21,570.10	7,286.00	6,452.80	4,516.96	1,774.52	480.00	3,226.60	9,195.24	126,402.54
Fire ghter Costa	Ryan E.	64,528.00	7,372.32	21,570.10	7,286.00	6,452.80	4,516.96	1,774.52	480.00	0.00	9,195.24	123,175.94
Fire ghter Cox	Edwin	64,528.00	7,372.32	14,380.06	6,860.53	6,452.80	4,516.96	1,774.52	1,250.00	3,226.60	9,195.24	119,557.04
Fire ghter Curtin	William	64,528.00	7,372.32	14,380.06	6,860.53	6,452.80	4,516.96	1,774.52	750.00	3,226.60	9,195.24	119,057.04
Fire ghter Czaja	Michael	72,402.00	8,271.93	24,202.18	7,286.00	7,240.20	5,068.14	1,991.06	1,350.00	6,081.92	10,317.29	144,210.70
g	Christopher											
Fire ghter D'Alessandr		60,853.00	6,952.46	20,341.64	6,895.27	6,452.80	4,259.71	1,774.52	0.00	3,226.60	8,671.55	119,427.54
Fire ghter Davis	Zachary S.	64,528.00	7,372.32	10,785.05	6,647.80	6,452.80	4,516.96	1,774.52	480.00	0.00	9,195.24	111,752.70
Fire ghter Davis, III	Charles L.	64,528.00	7,372.32	14,380.06	6,860.53	6,452.80	4,516.96	1,774.52	750.00	3,226.60	9,195.24	119,057.04
Fire ghter DeGrace	Anthony	64,528.00	7,372.32	14,380.06	6,860.53	6,452.80	4,516.96	1,774.52	1,350.00	3,226.60	9,195.24	119,657.04
Fire ghter DePina	Carlos	60,853.00	6,952.46	13,561.09	6,494.04	6,452.80	4,259.71	1,774.52	0.00	0.00	8,671.55	109,019.17
Fire ghter Doherty	Ryan	48,320.00	5,520.56	16,152.17	5,562.78	6,452.80	3,382.40	1,774.52	0.00	3,226.60	6,885.60	97,277.43
	Richard P.,											
Fire ghter Donahue	Jr.	64,528.00	7,372.32	14,380.06	6,860.53	6,452.80	4,516.96	1,774.52	1,350.00	3,226.60	9,195.24	119,657.04
Fire ghter Dorn	Akim	48,320.00	5,520.56	10,768.11	5,244.18	6,452.80	3,382.40	1,774.52	0.00	3,226.60	6,885.60	91,574.77
	Katherine											
Fire ghter DuBeau	М.	60,853.00	6,952.46	10,170.82	6,293.43	6,452.80	4,259.71	1,774.52	0.00	3,226.60	8,671.55	108,654.89
	Jordan F.											
Fire ghter Duguay	(40 hrs) 1,820.00	64,528.00	7,372.32	10,785.05	6,980.20	6,452.80	4,516.96	1,774.52	480.00	0.00	9,195.24	113,905.09
Fire ghter Dwyer	Wesley	60,853.00	6,952.46	20,341.64	6,895.27	6,452.80	4,259.71	1,774.52	0.00	5,678.40	8,671.55	121,879.34
Fire ghter Eleyi	Elisha	64,528.00	7,372.32	21,570.10	7,286.00	6,452.80	4,516.96	1,774.52	950.00	0.00	9,195.24	123,645.94
Fire ghter Farmer	Michael	64,528.00	7,372.32	14,380.06	6,860.53	6,452.80	4,516.96	1,774.52	1,250.00	3,226.60	9,195.24	119,557.04
Fire ghter Feeney	Bryan	59,291.00	6,774.00	9,909.75	6,142.81	6,452.80	4,150.37	1,774.52	0.00	0.00	8,448.97	102,944.21
Fire ghter Flaherty	Eric S.	60,853.00	6,952.46	20,341.64	6,895.27	6,452.80	4,259.71	1,774.52	0.00	3,226.60	8,671.55	119,427.54
Fire ghter Flaherty	Matthew	64,528.00	7,372.32 5,520.56	21,570.10	7,286.00	6,452.80	4,516.96 3,382.40	1,774.52 1,774.52	480.00 950.00	3,226.60	9,195.24 6,885.60	126,402.54 98,227.43
Fire ghter Foley Fire ghter Fontes	Ryan Alexander	48,320.00 60,853.00	6,952.46	16,152.17 13,561.09	5,562.78 6,494.04	6,452.80 6,452.80	4,259.71	1,774.52	0.00	3,226.60	6,885.60 8,671.55	109,019.17
Fire ghter Foote	Steven	72,402.00	8,271.93	16,134.79	7,697.68	7,240.20	5,068.14	1,991.06	1,350.00	3,620.24	10,317.29	134,093.31
Fire ghter Ford	Arthur	60,853.00	6,952.46	13,561.09	6,494.04	6,452.80	4,259.71	1,774.52	0.00	0.00	8,671.55	109,019.17
Fire ghter Ford	Robert	64,528.00	7,372.32	21,570.10	7,286.00	6,452.80	4,516.96	1,774.52	950.00	3,226.60	9,195.24	126,872.54
Fire ghter Francis	John	59,291.00	6,774.00	19,819.50	6,729.21	6,452.80	4,150.37	1,774.52	0.00	0.00	8,448.97	113,440.36
Fire ghter Franz	Jake F.	60,853.00	6,952.46	13,561.09	6,494.04	6,452.80	4,150.57	1,774.52	0.00	0.00	8,671.55	109,019.17
Fire ghter Fredericks	Micheal	59,291.00	6,774.00	13,213.00	6,338.28	6,452.80	4,150.37	1,774.52	0.00	3,226.60	8,448.97	109,669.53
Fire ghter Gagne	Ryan	60,853.00	6,952.46	10,170.82	6,293.43	6,452.80	4,259.71	1,774.52	1,250.00	0.00	8,671.55	106,678.29
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Fire ghter Galligan	Sean P.	60,853.00	6,952.46	20,341.64	6,895.27	6,452.80	4,259.71	1,774.52	0.00	3,226.60	8,671.55	119,427.54
Fire ghter Gardner	Paul	64,528.00	7,372.32	14,380.06	6,860.53	6,452.80	4,516.96	1,774.52	1,250.00	3,226.60	9,195.24	119,557.04
Fire ghter Gedgaudas	Mark A.	64,528.00	7,372.32	10,785.05	6,647.80	6,452.80	4,516.96	1,774.52	1,250.00	3,226.60	9,195.24	115,749.30
Fire ghter Gobbi	Raymond	59,291.00	6,774.00	19,819.50	6,729.21	6,452.80	4,150.37	1,774.52	0.00	3,226.60	8,448.97	116,666.96
Fire ghter Goodick	Robert	48,320.00	5,520.56	8,076.08	5,084.88	6,452.80	3,382.40	1,774.52	0.00	3,226.60	6,885.60	88,723.45
Fire ghter Gould	Jason 1,820.00	64,528.00	7,372.32	14,380.06	6,860.53	6,452.80	4,516.96	1,774.52	750.00	5,678.40	9,195.24	123,328.84
Fire ghter Gray	Brian	60,853.00	6,952.46	20,341.64	6,895.27	6,452.80	4,259.71	1,774.52	0.00	5,678.40	8,671.55	121,879.34
Fire ghter Gustin	Christopher	64,528.00	7,372.32	14,380.06	6,860.53	6,452.80	4,516.96	1,774.52	1,350.00	0.00	9,195.24	116,430.44
Fire ghter Hanley	Joseph	64.528.00	7,372.32	14,380.06	6,860.53	6,452.80	4,516.96	1,774.52	1,350.00	3,226.60	9,195.24	119,657.04
Fire other Hayward	Charles	64,528.00	7,372.32	21,570.10	7,286.00	6,452.80	4,516.96	1,774.52	750.00	3,226.60	9,195.24	126,672.54
Fire ghter Heenan	Richard	64,528.00	7,372.32	10,785.05	6,647.80	6,452.80	4,516.96	1,774.52	1,250.00	3,226.60	9,195.24	115,749.30
Fire ghter Hill	Brandon	64,528.00	7,372.32	14,380.06	6,860.53	6,452.80	4,516.96	1,774.52	750.00	0.00	9,195.24	115,830.44
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Fire ghter Hill	William	64,528.00	7,372.32	21,570.10	7,286.00	6,452.80	4,516.96	1,774.52	1,350.00	5,678.40	9,195.24	129,724.34
Fire ghter Hilliard	Gregory	60,853.00	6,952.46	20,341.64	6,895.27	6,452.80	4,259.71	1,774.52	0.00	3,226.60	8,671.55	119,427.54
Fire ghter Hopkins	Robert G.	64,528.00	7,372.32	21,570.10	7,286.00	6,452.80	4,516.96	1,774.52	480.00	3,226.60	9,195.24	126,402.54
Fire ghter Hunt	Joseph	64,528.00	7,372.32	14,380.06	6,860.53	6,452.80	4,516.96	1,774.52	950.00	3,226.60	9,195.24	119,257.04
Fire ghter Hurst	Scott	64,528.00	7,372.32	21,570.10	7,286.00	6,452.80	4,516.96	1,774.52	1,350.00	3,226.60	9,195.24	127,272.54
Fire ghter Jaramillo	Admar	64,528.00	7,372.32	14,380.06	6,860.53	6,452.80	4,516.96	1,774.52	1,250.00	3,226.60	9,195.24	119,557.04
Fire ghter Jones	Paul S.	64,528.00	7,372.32	14,380.06	6,860.53	6,452.80	4,516.96	1,774.52	750.00	3,226.60	9,195.24	119,057.04
Fire ghter Joyner	Richard	59,291.00	6,774.00	13,213.00	6,338.28	6,452.80	4,150.37	1,774.52	0.00	3,226.60	8,448.97	109,669.53
Fire ghter Lacey	Cory	64,528.00	7,372.32	14,380.06	6,860.53	6,452.80	4,516.96	1,774.52	750.00	0.00	9,195.24	115,830.44
Fire ghter Lange	Daniel	60,853.00	6,952.46	20,341.64	6,895.27	6,452.80	4,259.71	1,774.52	0.00	3,226.60	8,671.55	119,427.54
Fire ghter Le	Bruce	64,528.00	7,372.32	14,380.06	6,860.53	6,452.80	4,516.96	1,774.52	1,250.00	0.00	9,195.24	116,330.44
Fire ghter Lee	Edward	64,528.00	7,372.32	21,570.10	7,286.00	6,452.80	4,516.96	1,774.52	1,350.00	3,226.60	9,195.24	127,272.54
Fire ghter Leonard	Erick W.	64,528.00	7,372.32	10,785.05	6,647.80	6,452.80	4,516.96	1,774.52	1,250.00	3,226.60	9,195.24	115,749.30
Fire ghter Lewis	John	64,528.00	7,372.32	10,785.05	6,647.80	6,452.80	4,516.96	1,774.52	1,250.00	3,226.60	9,195.24	115,749.30
Fire ghter Lima	Helio	48,320.00	5,520.56	8,076.08	5,084.88	6,452.80	3,382.40	1,774.52	0.00	3,226.60	6,885.60	88,723.45
	Elvis G. (40											
Fire ghter Lopes	hrs) 1,820.00	60,853.00	6,952.46	13,561.09	6,818.75	6,452.80	4,259.71	1,774.52	0.00	0.00	8,671.55	111,163.87
	Mark (40											
Fire ghter Lopes	Hrs) 1,820.00	64,528.00	7,372.32	21,570.10	7,650.29	6,452.80	4,516.96	1,774.52	950.00	3,226.60	9,195.24	129,056.83
Fire ghter Lupica	Anthony	48,320.00	5,520.56	8,076.08	5,084.88	6,452.80	3,382.40	1,774.52	0.00	3,226.60	6,885.60	88,723.45
Fire ghter Madden	Francis J.	64,528.00	7,372.32	21,570.10	7,286.00	6,452.80	4,516.96	1,774.52	480.00	3,226.60	9,195.24	126,402.54
•	Lee	64,528.00		14,380.06		6,452.80	4,516.96	1,774.52				119,657.04
Fire ghter Malafronte			7,372.32		6,860.53				1,350.00	3,226.60	9,195.24	
Fire ghter Maloney	William	64,528.00	7,372.32	14,380.06	7,286.00	6,452.80	4,516.96	1,774.52	1,350.00	3,226.60	9,195.24	120,082.51
Fire ghter Marchetti	Christian J.	64,528.00	7,372.32	21,570.10	7,286.00	6,452.80	4,516.96	1,774.52	480.00	3,226.60	9,195.24	126,402.54
	Christopher											
Fire ghter Matchem	S.	60,853.00	6,952.46	20,341.64	6,895.27	6,452.80	4,259.71	1,774.52	480.00	3,226.60	8,671.55	119,907.54
Fire ghter Matchem	Donald	64,528.00	7,372.32	21,570.10	7,286.00	6,452.80	4,516.96	1,774.52	1,250.00	3,226.60		127,172.54
Fire ghter McCoy	William										9,195.24	
Fire ghter McKernan		64,528.00	7,372.32	14,380.06	6,860.53	6,452.80	4,516.96	1,774.52	1,250.00	3,226.60	9,195.24	119,557.04
	Joel	64,528.00	7,372.32 7,372.32	14,380.06 21,570.10	6,860.53 7,286.00		4,516.96 4,516.96	1,774.52 1,774.52	1,250.00 1,250.00			
Fire ghter McLaughlin		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,				6,452.80				3,226.60	9,195.24	119,557.04
Fire ghter McLaughlin Fire ghter McLean		64,528.00	7,372.32	21,570.10	7,286.00	6,452.80 6,452.80	4,516.96	1,774.52	1,250.00	3,226.60 3,226.60	9,195.24 9,195.24	119,557.04 127,172.54
	John 1,820.00 Brian E,	64,528.00 64,528.00	7,372.32 7,372.32	21,570.10 2,157.01	7,286.00 6,444.12	6,452.80 6,452.80 6,452.80	4,516.96 4,516.96	1,774.52 1,774.52	1,250.00 1,250.00	3,226.60 3,226.60 3,226.60	9,195.24 9,195.24 9,195.24	119,557.04 127,172.54 108,737.57
Fire ghter McLean	John 1,820.00 Brian E, Patrick J.	64,528.00 64,528.00 64,528.00	7,372.32 7,372.32 7,372.32	21,570.10 2,157.01 21,570.10	7,286.00 6,444.12 7,286.00	6,452.80 6,452.80 6,452.80 6,452.80	4,516.96 4,516.96 4,516.96	1,774.52 1,774.52 1,774.52	1,250.00 1,250.00 480.00	3,226.60 3,226.60 3,226.60 3,226.60	9,195.24 9,195.24 9,195.24 9,195.24	119,557.04 127,172.54 108,737.57 126,402.54
Fire ghter McLean Fire ghter McNamara	John 1,820.00 Brian E, Patrick J. William	64,528.00 64,528.00 64,528.00 60,853.00	7,372.32 7,372.32 7,372.32 6,952.46	21,570.10 2,157.01 21,570.10 20,341.64	7,286.00 6,444.12 7,286.00 6,895.27	6,452.80 6,452.80 6,452.80 6,452.80 6,452.80	4,516.96 4,516.96 4,516.96 4,259.71	1,774.52 1,774.52 1,774.52 1,774.52	1,250.00 1,250.00 480.00 480.00	3,226.60 3,226.60 3,226.60 3,226.60 0.00	9,195.24 9,195.24 9,195.24 9,195.24 8,671.55	119,557.04 127,172.54 108,737.57 126,402.54 116,680.94
Fire ghter McNamara Fire ghter McNamara	John 1,820.00 Brian E, Patrick J. William	64,528.00 64,528.00 64,528.00 60,853.00 60,853.00	7,372.32 7,372.32 7,372.32 6,952.46 6,952.46	21,570.10 2,157.01 21,570.10 20,341.64 20,341.64	7,286.00 6,444.12 7,286.00 6,895.27 6,895.27	6,452.80 6,452.80 6,452.80 6,452.80 6,452.80	4,516.96 4,516.96 4,516.96 4,259.71 4,259.71	1,774.52 1,774.52 1,774.52 1,774.52 1,774.52	1,250.00 1,250.00 480.00 480.00 0.00	3,226.60 3,226.60 3,226.60 3,226.60 0.00	9,195.24 9,195.24 9,195.24 9,195.24 8,671.55	119,557.04 127,172.54 108,737.57 126,402.54 116,680.94 116,200.94
Fire ghter McLean Fire ghter McNamara Fire ghter McNamara Fire ghter McSheffrey	John 1,820.00 Brian E, Patrick J. William Sean	64,528.00 64,528.00 64,528.00 60,853.00 60,853.00 64,528.00	7,372.32 7,372.32 7,372.32 6,952.46 6,952.46 7,372.32	21,570.10 2,157.01 21,570.10 20,341.64 20,341.64 21,570.10	7,286.00 6,444.12 7,286.00 6,895.27 6,895.27 7,286.00	6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80	4,516.96 4,516.96 4,516.96 4,259.71 4,259.71 4,516.96	1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52	1,250.00 1,250.00 480.00 480.00 0.00 750.00	3,226.60 3,226.60 3,226.60 3,226.60 0.00 0.00 3,226.60	9,195.24 9,195.24 9,195.24 9,195.24 8,671.55 8,671.55 9,195.24	119,557.04 127,172.54 108,737.57 126,402.54 116,680.94 116,200.94
Fire ghter McLean Fire ghter McNamara Fire ghter McNamara Fire ghter McSheffrey Fire ghter Medairos	John 1,820.00 Brian E, Patrick J. William Sean John	64,528.00 64,528.00 64,528.00 60,853.00 60,853.00 64,528.00	7,372.32 7,372.32 7,372.32 6,952.46 6,952.46 7,372.32 7,372.32	21,570.10 2,157.01 21,570.10 20,341.64 20,341.64 21,570.10 14,380.06	7,286.00 6,444.12 7,286.00 6,895.27 6,895.27 7,286.00 6,860.53	6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80	4,516.96 4,516.96 4,516.96 4,259.71 4,259.71 4,516.96	1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52	1,250.00 1,250.00 480.00 480.00 0.00 750.00	3,226.60 3,226.60 3,226.60 3,226.60 0.00 0.00 3,226.60 3,226.60	9,195.24 9,195.24 9,195.24 9,195.24 8,671.55 8,671.55 9,195.24 9,195.24	119,557.04 127,172.54 108,737.57 126,402.54 116,680.94 116,200.94 126,672.54 119,057.04
Fire ghter McNamara Fire ghter McNamara Fire ghter McNamara Fire ghter McSheffrey Fire ghter Medairos Fire ghter Miceli	John 1,820.00 Brian E, Patrick J. William Sean John James	64,528.00 64,528.00 64,528.00 60,853.00 60,853.00 64,528.00 64,528.00	7,372.32 7,372.32 7,372.32 6,952.46 6,952.46 7,372.32 7,372.32 7,372.32	21,570.10 2,157.01 21,570.10 20,341.64 20,341.64 21,570.10 14,380.06 10,785.05	7,286.00 6,444.12 7,286.00 6,895.27 6,895.27 7,286.00 6,860.53 6,647.80	6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80	4,516.96 4,516.96 4,516.96 4,259.71 4,259.71 4,516.96 4,516.96	1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52	1,250.00 1,250.00 480.00 480.00 0.00 750.00 1,250.00	3,226.60 3,226.60 3,226.60 3,226.60 0.00 0.00 3,226.60 3,226.60	9,195.24 9,195.24 9,195.24 9,195.24 8,671.55 9,195.24 9,195.24	119,557.04 127,172.54 108,737.57 126,402.54 116,680.94 116,200.94 126,672.54 119,057.04 115,749.30
Fire ghter McNamara Fire ghter McNamara Fire ghter McNamara Fire ghter McSheffrey Fire ghter Medairos Fire ghter Miceli Fire ghter Moffett	John 1,820.00 Brian E, Patrick J. William Sean John James Ryan P.	64,528.00 64,528.00 64,528.00 60,853.00 60,853.00 64,528.00 64,528.00 64,528.00	7,372.32 7,372.32 7,372.32 6,952.46 6,952.46 7,372.32 7,372.32 7,372.32	21,570.10 2,157.01 21,570.10 20,341.64 20,341.64 21,570.10 14,380.06 10,785.05 21,570.10	7,286.00 6,444.12 7,286.00 6,895.27 6,895.27 7,286.00 6,860.53 6,647.80 7,286.00	6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80	4,516.96 4,516.96 4,516.96 4,259.71 4,259.71 4,516.96 4,516.96 4,516.96	1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52	1,250.00 1,250.00 480.00 480.00 0.00 750.00 1,250.00	3,226.60 3,226.60 3,226.60 0.00 0.00 3,226.60 3,226.60 3,226.60	9,195.24 9,195.24 9,195.24 9,195.24 8,671.55 9,195.24 9,195.24 9,195.24	119,557.04 127,172.54 108,737.57 126,402.54 116,680.94 116,200.94 126,672.54 119,057.04 115,749.30
Fire ghter McNamara Fire ghter McNamara Fire ghter McSheffrey Fire ghter Medairos Fire ghter Miceli Fire ghter Moffett Fire ghter Moffett	John 1,820.00 Brian E, Patrick J. William Sean John James Ryan P. Ralph	64,528.00 64,528.00 64,528.00 60,853.00 60,853.00 64,528.00 64,528.00 64,528.00 64,528.00	7,372.32 7,372.32 7,372.32 6,952.46 6,952.46 7,372.32 7,372.32 7,372.32 7,372.32	21,570.10 2,157.01 21,570.10 20,341.64 20,341.64 21,570.10 14,380.06 10,785.05 21,570.10	7,286.00 6,444.12 7,286.00 6,895.27 7,286.00 6,860.53 6,647.80 7,286.00 6,647.80	6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80	4,516.96 4,516.96 4,516.96 4,259.71 4,259.71 4,516.96 4,516.96 4,516.96 4,516.96	1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52	1,250.00 1,250.00 480.00 480.00 0.00 750.00 1,250.00 750.00 1,350.00	3,226.60 3,226.60 3,226.60 0.00 0.00 3,226.60 3,226.60 3,226.60 0.00	9,195.24 9,195.24 9,195.24 9,195.24 8,671.55 9,195.24 9,195.24 9,195.24 9,195.24	119,557.04 127,172.54 108,737.57 126,402.54 116,680.94 116,200.94 126,672.54 119,057.04 115,749.30 123,445.94 112,622.70
Fire ghter McLean Fire ghter McNamara Fire ghter McSheffrey Fire ghter Mcdairos Fire ghter Miceli Fire ghter Moffett Fire ghter Morris Fire ghter Morris	John 1,820.00 Brian E, Patrick J. William Sean John James Ryan P. Ralph Jeffrey	64,528.00 64,528.00 64,528.00 60,853.00 60,853.00 64,528.00 64,528.00 64,528.00 64,528.00 64,528.00	7,372.32 7,372.32 6,952.46 6,952.46 7,372.32 7,372.32 7,372.32 7,372.32 7,372.32	21,570.10 2,157.01 21,570.10 20,341.64 20,341.64 21,570.10 14,380.06 10,785.05 21,570.10 10,785.05 14,380.06	7,286.00 6,444.12 7,286.00 6,895.27 6,895.27 7,286.00 6,860.53 6,647.80 7,286.00 6,647.80	6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80	4,516.96 4,516.96 4,259.71 4,259.71 4,516.96 4,516.96 4,516.96 4,516.96 4,516.96	1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52	1,250.00 1,250.00 480.00 480.00 0.00 750.00 1,250.00 1,350.00 1,350.00	3,226.60 3,226.60 3,226.60 0.00 0.00 3,226.60 3,226.60 0.00 0.00 0.00	9,195.24 9,195.24 9,195.24 9,195.24 8,671.55 8,671.55 9,195.24 9,195.24 9,195.24 9,195.24 9,195.24	119,557.04 127,172.54 108,737.57 126,402.54 116,680.94 116,200.94 126,672.54 119,057.04 115,749.30 123,445.94 112,622.70 120,082.51
Fire ghter McLean Fire ghter McNamara Fire ghter McNamara Fire ghter McSheffrey Fire ghter Mcdairos Fire ghter Miceli Fire ghter Morffett Fire ghter Morris Fire ghter Morrison Fire ghter Murrison Fire ghter Murrison	John 1,820.00 Brian E, Patrick J. William Sean John James Ryan P. Ralph Jeffrey Timothy	64,528.00 64,528.00 64,528.00 60,853.00 60,853.00 64,528.00 64,528.00 64,528.00 64,528.00 64,528.00 64,528.00	7,372.32 7,372.32 6,952.46 6,952.46 7,372.32 7,372.32 7,372.32 7,372.32 7,372.32 7,372.32 7,372.32	21,570,10 2,157,010 21,570,10 20,341,64 20,341,64 21,570,10 14,380,06 10,785,05 21,570,10 10,785,05 14,380,06 21,570,10	7,286.00 6,444.12 7,286.00 6,895.27 6,895.27 7,286.00 6,860.53 6,647.80 7,286.00 7,286.00 7,286.00	6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80	4,516.96 4,516.96 4,259.71 4,259.71 4,516.96 4,516.96 4,516.96 4,516.96 4,516.96 4,516.96	1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52	1,250.00 1,250.00 480.00 480.00 0.00 750.00 1,250.00 750.00 1,350.00 950.00	3,226.60 3,226.60 3,226.60 0.00 0.00 3,226.60 3,226.60 0.00 0.00 0.00 3,226.60	9,195.24 9,195.24 9,195.24 9,195.24 8,671.55 8,671.55 9,195.24 9,195.24 9,195.24 9,195.24 9,195.24 9,195.24	119,557.04 127,172.54 108,737.57 126,402.54 116,680.94 116,200.94 126,672.54 119,057.04 115,749.30 123,445.94 112,622.70 120,082.51 123,645.94
Fire ghter McNamara Fire ghter McNamara Fire ghter McNamara Fire ghter McSheffrey Fire ghter Medairos Fire ghter Miceli Fire ghter Morffett Fire ghter Morris Fire ghter Morris Fire ghter Murphy, Jr. Fire ghter Muzrim Fire ghter Nee	John 1,820.00 Brian E, Patrick J. William Sean John James Ryan P. Ralph Jeffrey Timothy Paul James	64,528.00 64,528.00 64,528.00 60,853.00 64,528.00 64,528.00 64,528.00 64,528.00 64,528.00 64,528.00 64,528.00 64,528.00 64,528.00	7,372.32 7,372.32 6,952.46 6,952.46 7,372.32 7,372.32 7,372.32 7,372.32 7,372.32 7,372.32 7,372.32 7,372.32	21,570,10 2,157,010 20,341,64 20,341,64 21,570,10 14,380,06 10,785,05 21,570,10 10,785,05 14,380,06 21,570,10 21,570,10 14,380,06	7,286.00 6,444.12 7,286.00 6,895.27 7,286.00 6,860.53 6,647.80 7,286.00 7,286.00 7,286.00 7,286.00	6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80	4,516.96 4,516.96 4,259.71 4,259.71 4,516.96 4,516.96 4,516.96 4,516.96 4,516.96 4,516.96 4,516.96 4,516.96	1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52	1,250.00 1,250.00 480.00 0.00 750.00 1,250.00 1,350.00 1,350.00 1,250.00 1,350.00	3,226.60 3,226.60 0,00 0,00 3,226.60 3,226.60 0,00 0,00 3,226.60 0,00 3,226.60 0,00 3,226.60 0,00 3,226.60 3,226.60	9,195,24 9,195,24 9,195,24 8,671,55 8,671,55 9,195,24 9,195,24 9,195,24 9,195,24 9,195,24 9,195,24 9,195,24 9,195,24	119,557.04 127,172.54 108,737.57 126,402.54 116,680.94 116,200.94 126,672.54 119,057.04 115,749.30 123,445.94 112,622.70 120,082.51 123,645.94 127,172.54
Fire ghter McNamara Fire ghter McNamara Fire ghter McNamara Fire ghter McSheffrey Fire ghter Mcdairos Fire ghter Miceli Fire ghter Morris Fire ghter Morris Fire ghter Morris Fire ghter Murphy, Jr. Fire ghter Muzrim Fire ghter Nee Fire ghter Nickerson	John 1,820.00 Brian E, Patrick J. William Sean John James Ryan P. Ralph Jeffrey Timothy Paul James Brian	64,528.00 64,528.00 60,853.00 60,853.00 64,528.00 64,528.00 64,528.00 64,528.00 64,528.00 64,528.00 64,528.00 64,528.00 64,528.00 64,528.00 64,528.00 64,528.00	7,372.32 7,372.32 6,952.46 6,952.46 7,372.32 7,372.32 7,372.32 7,372.32 7,372.32 7,372.32 7,372.32 7,372.32 7,372.32	21,570,10 21,570,10 20,341,64 20,341,64 21,570,10 14,380,06 10,785,05 14,380,06 21,570,10 12,570,10 14,380,06 21,570,10 14,380,06 21,570,10	7,286.00 6,444.12 7,286.00 6,895.27 7,286.00 6,860.53 6,647.80 7,286.00 7,286.00 7,286.00 7,286.00 7,286.00 7,286.00	6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80	4,516.96 4,516.96 4,259.71 4,259.71 4,516.96 4,516.96 4,516.96 4,516.96 4,516.96 4,516.96 4,516.96 4,516.96 4,516.96	1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52	1,250.00 1,250.00 480.00 480.00 750.00 750.00 1,250.00 1,350.00 1,250.00 1,350.00 1,350.00 1,350.00 750.00	3,226.60 3,226.60 0,00 0,00 3,226.60 3,226.60 0,00 0,00 3,226.60 0,00 3,226.60 0,00 3,226.60 3,226.60 5,678.40	9,195,24 9,195,24 9,195,24 8,671,55 8,671,55 9,195,24 9,195,24 9,195,24 9,195,24 9,195,24 9,195,24 9,195,24 9,195,24 9,195,24 9,195,24	119,557.04 127,172.54 108,737.57 126,402.54 116,680.94 116,200.94 126,672.54 119,057.04 115,749.30 123,445.94 112,622.70 120,082.51 123,645.94 127,172.54 120,082.51 129,124.34
Fire ghter McLean Fire ghter McNamara Fire ghter McNamara Fire ghter McSheffrey Fire ghter Mcdairos Fire ghter Miceli Fire ghter Moffett Fire ghter Morrison Fire ghter Murphy, Jr. Fire ghter Muzrim Fire ghter Muzrim Fire ghter Nee Fire ghter Nickerson Fire ghter O'Keefe	John 1,820.00 Brian E, Patrick J. William Sean John James Ryan P. Ralph Jeffrey Timothy Paul James Brian Ryan J.	64,528.00 64,528.00 64,528.00 60,853.00 64,528.00 64,528.00 64,528.00 64,528.00 64,528.00 64,528.00 64,528.00 64,528.00 64,528.00 64,528.00 64,528.00 64,528.00	7,372,32 7,372,32 6,952,46 6,952,46 7,372,32 7,372,32 7,372,32 7,372,32 7,372,32 7,372,32 7,372,32 7,372,32 7,372,32 7,372,32 7,372,32 7,372,32 7,372,32	21,570,10 21,570,10 20,341,64 20,341,64 21,570,10 14,380,06 10,785,05 21,570,10 10,785,05 14,380,06 21,570,10 14,380,06 21,570,10 14,380,06 21,570,10 21,570,10	7,286.00 6,444.12 7,286.00 6,895.27 7,286.00 6,860.53 6,647.80 7,286.00 7,286.00 7,286.00 7,286.00 7,286.00 7,286.00 7,286.00	6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80	4,516.96 4,516.96 4,259.71 4,259.71 4,516.96 4,516.96 4,516.96 4,516.96 4,516.96 4,516.96 4,516.96 4,516.96 4,516.96 4,516.96 4,516.96 4,516.96	1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52	1,250.00 1,250.00 480.00 0.00 750.00 1,250.00 1,350.00 1,350.00 1,350.00 1,350.00 480.00	3,226.60 3,226.60 0,00 0,00 3,226.60 3,226.60 0,00 0,00 3,226.60 0,00 3,226.60 0,00 3,226.60 5,678.40 0,00	9,195.24 9,195.24 9,195.24 9,195.24 8,671.55 9,195.24 9,195.24 9,195.24 9,195.24 9,195.24 9,195.24 9,195.24 9,195.24 9,195.24 9,195.24	119,557.04 127,172.54 108,737.57 126,402.54 116,680.94 116,200.94 126,672.54 119,057.04 115,749.30 123,445.94 112,622.70 120,082.51 123,645.94 127,172.54 120,082.51 129,124.34 123,175.94
Fire ghter McLean Fire ghter McNamara Fire ghter McNamara Fire ghter McSheffrey Fire ghter Mcdairos Fire ghter Moffett Fire ghter Moffett Fire ghter Morris Fire ghter Morris Fire ghter Murphy, Jr. Fire ghter Muzrim Fire ghter Nee Fire ghter Nickerson Fire ghter Nickerson Fire ghter O'Keefe Fire ghter O'Keefe	John 1,820.00 Brian E, Patrick J. William Sean John James Ryan P. Ralph Jeffrey Timothy Paul James Brian Ryan J. Robert J.	64,528.00 64,528.00 64,528.00 60,853.00 64,528.00 64,528.00 64,528.00 64,528.00 64,528.00 64,528.00 64,528.00 64,528.00 64,528.00 64,528.00 64,528.00 64,528.00 64,528.00 64,528.00 64,528.00	7,372,32 7,372,32 6,952,46 6,952,46 7,372,32 7,372,32 7,372,32 7,372,32 7,372,32 7,372,32 7,372,32 7,372,32 7,372,32 7,372,32 7,372,32 7,372,32 7,372,32 7,372,32 7,372,32	21,570,10 21,570,10 20,341,64 20,341,64 21,570,10 14,380,06 10,785,05 21,570,10 10,785,05 14,380,06 21,570,10 21,570,10 14,380,06 21,570,10 21,570,10 21,570,10 21,570,10	7,286.00 6,444.12 7,286.00 6,895.27 7,286.00 6,860.53 6,647.80 7,286.00 7,286.00 7,286.00 7,286.00 7,286.00 7,286.00 7,286.00 7,286.00 7,286.00	6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80	4,516.96 4,516.96 4,259.71 4,259.71 4,516.96 4,516.96 4,516.96 4,516.96 4,516.96 4,516.96 4,516.96 4,516.96 4,516.96 4,516.96 4,516.96 4,516.96 4,516.96	1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52	1,250.00 1,250.00 480.00 0.00 750.00 1,250.00 1,350.00 950.00 1,250.00 1,350.00 1,350.00 480.00 480.00	3,226.60 3,226.60 0,00 0,00 3,226.60 3,226.60 0,00 3,226.60 0,00 3,226.60 0,00 3,226.60 5,678.40 0,00 0,00	9,195.24 9,195.24 9,195.24 9,195.24 8,671.55 9,195.24 9,195.24 9,195.24 9,195.24 9,195.24 9,195.24 9,195.24 9,195.24 9,195.24 9,195.24 9,195.24 9,195.24	119,557.04 127,172.54 108,737.57 126,402.54 116,680.94 116,200.94 126,672.54 119,057.04 115,749.30 123,445.94 112,622.70 120,082.51 123,645.94 127,172.54 120,082.51 129,124.34 123,175.94
Fire ghter McLean Fire ghter McNamara Fire ghter McNamara Fire ghter McSheffrey Fire ghter Mcdairos Fire ghter Miceli Fire ghter Moffett Fire ghter Morris Fire ghter Morris Fire ghter Murphy, Jr. Fire ghter Muzrim Fire ghter Nee Fire ghter Nickerson Fire ghter O'Keefe Fire ghter O'Keefe Fire ghter O'cutt Fire ghter O'cutt	John 1,820.00 Brian E, Patrick J. William Sean John James Ryan P. Ralph Jeffrey Timothy Paul James Brian Ryan J. Robert J. Cameron	64,528,00 64,528,00 60,853,00 60,853,00 64,528,00	7,372,32 7,372,32 6,952,46 6,952,46 7,372,32	21,570,10 21,570,10 20,341,64 20,341,64 21,570,10 14,380,06 10,785,05 21,570,10 10,785,05 14,380,06 21,570,10 14,380,06 21,570,10 21,570,10 21,570,10 21,570,10 21,570,10 8,076,08	7,286.00 6,444.12 7,286.00 6,895.27 7,286.00 6,860.53 6,647.80 7,286.00 7,286.00 7,286.00 7,286.00 7,286.00 7,286.00 7,286.00 7,286.00 7,286.00 7,286.00 7,286.00 5,084.88	6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80	4,516.96 4,259.71 4,259.71 4,516.96 4,516.96 4,516.96 4,516.96 4,516.96 4,516.96 4,516.96 4,516.96 4,516.96 4,516.96 4,516.96 4,516.96 4,516.96 4,516.96 4,516.96 4,516.96	1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52	1,250.00 1,250.00 480.00 0.00 750.00 1,250.00 1,350.00 950.00 1,250.00 1,350.00 480.00 480.00 0.00	3,226.60 3,226.60 0.00 0.00 3,226.60 3,226.60 0.00 3,226.60 0.00 3,226.60 0.00 3,226.60 0.00 5,678.40 0.00 0.00 3,226.60	9,195.24 9,195.24 9,195.24 8,671.55 8,671.55 9,195.24 9,195.24 9,195.24 9,195.24 9,195.24 9,195.24 9,195.24 9,195.24 9,195.24 9,195.24 9,195.24 9,195.24 9,195.24 9,195.24 9,195.24	119,557.04 127,172.54 108,737.57 126,402.54 116,680.94 116,200.94 126,672.54 119,057.04 115,749.30 123,445.94 112,622.70 120,082.51 123,645.94 127,172.54 120,082.51 129,124.34 123,175.94 88,723.45
Fire ghter McLean Fire ghter McNamara Fire ghter McNamara Fire ghter McSheffrey Fire ghter Mcdairos Fire ghter Moffett Fire ghter Morris Fire ghter Morris Fire ghter Murphy, Jr. Fire ghter Murphy, Jr. Fire ghter Murphy Fire ghter Nee Fire ghter Nickerson Fire ghter O'Keefe Fire ghter O'Reilly Fire ghter O'Reilly	Brian E, Patrick J. Viilliam Sean John James Ryan P, Ralph Jeffrey Timothy Paul James Brian Ryan J, Robert J, Cameron Sean	64,528.00 64,528.00 60,853.00 60,853.00 64,528.00 64,528.00 64,528.00 64,528.00 64,528.00 64,528.00 64,528.00 64,528.00 64,528.00 64,528.00 64,528.00 64,528.00 64,528.00 64,528.00 64,528.00 65,528.00 65,528.00 65,528.00 65,528.00 65,528.00 65,528.00 65,528.00 65,528.00 65,528.00 65,528.00 65,528.00 65,528.00 65,528.00 65,528.00 65,528.00 65,528.00	7,372.32 7,372.32 6,952.46 6,952.46 7,372.32 7,372.32 7,372.32 7,372.32 7,372.32 7,372.32 7,372.32 7,372.32 7,372.32 7,372.32 7,372.32 7,372.32 7,372.32 7,372.32 7,372.32	21,570,10 2,157,010 20,341,64 20,341,64 21,570,10 14,380,06 10,785,05 14,380,06 21,570,10 21,570,10 14,380,06 21,570,10	7,286.00 6,444.12 7,286.00 6,895.27 7,286.00 6,860.53 6,647.80 7,286.00 7,286.00 7,286.00 7,286.00 7,286.00 7,286.00 7,286.00 7,286.00 7,286.00 5,084.88 6,142.81	6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80	4,516.96 4,516.96 4,259.71 4,516.96	1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52	1,250.00 1,250.00 480.00 480.00 750.00 750.00 1,250.00 1,350.00 1,250.00 1,350.00 480.00 480.00 0.00	3,226.60 3,226.60 0.00 0.00 3,226.60 3,226.60 0.00 3,226.60 0.00 3,226.60 0.00 3,226.60 0.00 3,226.60 0.00 3,226.60 0.00 3,226.60 0.00 0.00 3,226.60 0.00 0.00	9,195.24 9,195.24 9,195.24 8,671.55 8,671.55 9,195.24	119,557.04 127,172.54 108,737.57 126,402.54 116,680.94 116,200.94 126,672.54 119,057.04 115,749.30 123,445.94 112,622.70 120,082.51 123,645.94 127,172.54 120,082.51 129,124.34 123,175.94 123,175.94 123,175.94 123,175.94
Fire ghter McLean Fire ghter McNamara Fire ghter McNamara Fire ghter McSheffrey Fire ghter Mcdairos Fire ghter Moffett Fire ghter Morris Fire ghter Morris Fire ghter Morris Fire ghter Murphy, Jr. Fire ghter Muzrim Fire ghter Nee Fire ghter Nickerson Fire ghter O'Keefe Fire ghter O'Reilly Fire ghter O'Reilly Fire ghter O'Reilly Fire ghter O'Reilly	Brian E, Patrick J. William Sean John James Ryan P. Ralph Jeffrey Timothy Paul James Brian Ryan J. Robert J. Cameron Sean	64,528,00 64,528,00 60,853,00 60,853,00 64,528,00	7,372,32 7,372,32 6,952,46 6,952,46 7,372,32	21,570,10 2,157,010 20,341,64 20,341,64 21,570,10 14,380,06 10,785,05 14,380,06 21,570,10 21,570,10 21,570,10 21,570,10 21,570,10 21,570,10 21,570,10 21,570,10 21,570,10 8,076,08 9,909,75 21,570,10	7,286.00 6,444.12 7,286.00 6,895.27 7,286.00 6,860.53 6,647.80 7,286.00 7,286.00 7,286.00 7,286.00 7,286.00 7,286.00 7,286.00 7,286.00 7,286.00 7,286.00 7,286.00 7,286.00 7,286.00 7,286.00	6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80	4,516.96 4,516.96 4,259.71 4,259.71 4,516.96	1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52	1,250.00 1,250.00 480.00 480.00 750.00 750.00 1,250.00 1,350.00 1,350.00 1,350.00 480.00 480.00 0,00 480.00 480.00	3,226.60 3,226.60 0,00 3,226.60 3,226.60 3,226.60 0,00 3,226.60 0,00 3,226.60 3,226.60 0,00 3,226.60 0,00 3,226.60 0,00 3,226.60 0,00 3,226.60 0,00 0,00 3,226.60 0,00 0,00 0,00 0,00 0,00 0,00	9,195,24 9,195,24 9,195,24 8,671,55 8,671,55 9,195,24	119,557.04 127,172.54 108,737.57 126,402.54 116,680.94 116,200.94 126,672.54 119,057.04 115,749.30 123,445.94 112,622.70 120,082.51 123,645.94 127,172.54 120,082.51 129,124.34 123,175.94 88,723.45 102,944.21 123,175.94
Fire ghter McLean Fire ghter McNamara Fire ghter McNamara Fire ghter McSheffrey Fire ghter Mcdairos Fire ghter Miceli Fire ghter Moffett Fire ghter Morris Fire ghter Morris Fire ghter Murphy, Jr. Fire ghter Muzrim Fire ghter Nuckerson Fire ghter Nickerson Fire ghter O'Keefe Fire ghter O'Reilly Fire ghter O'Reilly Fire ghter O'Reilly Fire ghter O'Reilly Fire ghter Palie Fire ghter Palie	Brian E, Patrick J. William Sean John James Ryan P. Ralph Jeffrey Timothy Paul James Brian Ryan J. Robert J. Cameron Sean Tyler T. Mitchell	64,528,00 64,528,00 60,853,00 60,853,00 64,528,00 64,528,00 64,528,00 64,528,00 64,528,00 64,528,00 64,528,00 64,528,00 64,528,00 64,528,00 64,528,00 64,528,00 64,528,00 64,528,00 64,528,00 64,528,00 65,528,00 65,528,00 65,528,00 65,528,00 65,528,00 66,528,00 66,528,00 66,528,00 66,528,00 66,528,00 66,528,00 66,528,00 66,528,00 66,528,00 66,528,00 66,528,00	7,372,32 7,372,32 6,952,46 6,952,46 7,372,32	21,570,10 21,570,10 20,341,64 20,341,64 21,570,10 14,380,06 21,570,10 14,380,06 21,570,10 21,570,10 21,570,10 21,570,10 21,570,10 8,076,08 9,909,75 21,570,10 19,819,50	7,286.00 6,444.12 7,286.00 6,895.27 7,286.00 6,860.53 6,647.80 7,286.00 7,286.00 7,286.00 7,286.00 7,286.00 7,286.00 7,286.00 5,084.88 6,142.81 7,286.00 6,142.81 7,286.00	6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80	4,516.96 4,516.96	1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52	1,250.00 1,250.00 480.00 750.00 750.00 1,250.00 1,350.00 1,350.00 1,350.00 480.00 480.00 0.00 480.00 0.00	3,226,60 3,226,60 0,00 3,226,60 3,226,60 0,00 3,226,60 0,00 3,226,60 0,00 3,226,60 0,00 3,226,60 0,00 3,226,60 0,00 3,226,60 0,00 3,226,60 0,00 3,226,60 0,00 3,226,60 0,00 3,226,60 0,00 3,226,60 0,00 3,226,60 0,00 3,226,60	9,195,24 9,195,24 9,195,24 8,671,55 9,195,24 9,195,24 9,195,24 9,195,24 9,195,24 9,195,24 9,195,24 9,195,24 9,195,24 9,195,24 9,195,24 9,195,24 9,195,24 9,195,24 9,195,24 9,195,24 9,195,24 9,195,24 8,448,97	119,557.04 127,172.54 108,737.57 126,402.54 116,680.94 116,200.94 126,672.54 119,057.04 115,749.30 123,445.94 112,622.70 120,082.51 123,645.94 127,172.54 120,082.51 129,124.34 123,175.94 188,723.45 102,944.21 123,175.94 116,666.96
Fire ghter McLean Fire ghter McNamara Fire ghter McNamara Fire ghter McSheffrey Fire ghter Mcdairos Fire ghter Moffett Fire ghter Morris Fire ghter Morris Fire ghter Morris Fire ghter Murphy, Jr. Fire ghter Muzrim Fire ghter Nee Fire ghter Nickerson Fire ghter O'Keefe Fire ghter O'Reilly Fire ghter O'Reilly Fire ghter O'Reilly Fire ghter O'Reilly	Brian E, Patrick J. William Sean John James Ryan P. Ralph Jeffrey Timothy Paul James Brian Ryan J. Robert J. Cameron Sean	64,528,00 64,528,00 60,853,00 60,853,00 64,528,00	7,372,32 7,372,32 6,952,46 6,952,46 7,372,32	21,570,10 2,157,010 20,341,64 20,341,64 21,570,10 14,380,06 10,785,05 14,380,06 21,570,10 21,570,10 21,570,10 21,570,10 21,570,10 21,570,10 21,570,10 21,570,10 21,570,10 8,076,08 9,909,75 21,570,10	7,286.00 6,444.12 7,286.00 6,895.27 7,286.00 6,860.53 6,647.80 7,286.00 7,286.00 7,286.00 7,286.00 7,286.00 7,286.00 7,286.00 7,286.00 7,286.00 7,286.00 7,286.00 7,286.00 7,286.00 7,286.00	6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80 6,452.80	4,516.96 4,516.96 4,259.71 4,259.71 4,516.96	1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52 1,774.52	1,250.00 1,250.00 480.00 480.00 750.00 750.00 1,250.00 1,350.00 1,350.00 1,350.00 480.00 480.00 0,00 480.00 480.00	3,226.60 3,226.60 0,00 3,226.60 3,226.60 3,226.60 0,00 3,226.60 0,00 3,226.60 3,226.60 0,00 3,226.60 0,00 3,226.60 0,00 3,226.60 0,00 3,226.60 0,00 0,00 3,226.60 0,00 0,00 0,00 0,00 0,00 0,00	9,195,24 9,195,24 9,195,24 8,671,55 8,671,55 9,195,24	119,557.04 127,172.54 108,737.57 126,402.54 116,680.94 116,200.94 126,672.54 119,057.04 115,749.30 123,445.94 112,622.70 120,082.51 123,645.94 127,172.54 120,082.51 129,124.34 123,175.94 88,723.45 102,944.21 123,175.94

Fire obtar Dearden	Peter	64,528.00	7,372.32	14,380.06	6,860.53	6 (52 90	4,516.96	1,774.52	1,350.00	3,226.60	9,195.24	119,657.04
Fire ghter Reardon						6,452.80					·	
Fire ghter Reilly	Colin	48,320.00	5,520.56	8,076.08	5,084.88	6,452.80	3,382.40	1,774.52	0.00	3,226.60	6,885.60	88,723.45
Fire ghter Richardson	Aaron	59,291.00	6,774.00	19,819.50	6,729.21	6,452.80	4,150.37	1,774.52	0.00	0.00	8,448.97	113,440.36
Fire ghter Rios	Juan	64,528.00	7,372.32	21,570.10	7,286.00	6,452.80	4,516.96	1,774.52	950.00	3,226.60	9,195.24	126,872.54
Fire ghter Rizzo	Mario	64,528.00	7,372.32	21,570.10	7,286.00	6,452.80	4,516.96	1,774.52	750.00	0.00	9,195.24	123,445.94
Fire ghter Rodenbush	Jonathan P.	64,528.00	7,372.32	21,570.10	7,286.00	6,452.80	4,516.96	1,774.52	480.00	3,226.60	9,195.24	126,402.54
Fire ghter Rodrigues	Julio	59,291.00	6,774.00	9,909.75	6,142.81	6,452.80	4,150.37	1,774.52	0.00	3,226.60	8,448.97	106,170.81
Fire ghter Scully	Cody	48,320.00	5,520.56	8,076.08	5,084.88	6,452.80	3,382.40	1,774.52	0.00	3,226.60	6,885.60	88,723.45
Fire ghter Sloane	Matthew D.	60,853.00	6,952.46	13,561.09	6,494.04	6,452.80	4,259.71	1,774.52	480.00	0.00	8,671.55	109,499.17
Fire ghter Soto-Perez	Victor A.	64,528.00	7,372.32	21,570.10	7,286.00	6,452.80	4,516.96	1,774.52	480.00	0.00	9,195.24	123,175.94
Fire ghter Souto	Alexandre	64,528.00	7,372.32	21,570.10	7,286.00	6,452.80	4,516.96	1,774.52	750.00	3,226.60	9,195.24	126,672.54
Fire ghter Thompson	Joseph R.	64,528.00	7,372.32	21,570.10	7,286.00	6,452.80	4,516.96	1,774.52	480.00	3,226.60	9,195.24	126,402.54
Fire ghter Uzzo	Peter, Jr.	72,402.00	8,271.93	24,202.18	8,175.07	7,240.20	5,068.14	1,991.06	1,350.00	3,620.24	10,317.29	142,638.09
Fire ghter Warner	Matthew R.	64,528.00	7,372.32	21,570.10	7,286.00	6,452.80	4,516.96	1,774.52	480.00	3,226.60	9,195.24	126,402.54
Fire ghter Warren	Alexander	59,291.00	6,774.00	13,213.00	6,338.28	6,452.80	4,150.37	1,774.52	0.00	3,226.60	8,448.97	109,669.53
Fire ghter Watson	Glynn T.	64,528.00	7,372.32	10,785.05	6,647.80	6,452.80	4,516.96	1,774.52	480.00	0.00	9,195.24	111,752.70
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Fire ghter Weathers	Colin	48,320.00	5,520.56	8,076.08	5,084.88	6,452.80	3,382.40	1,774.52	0.00	3,226.60	6,885.60	88,723.45
Fire ghter Weaver	Marquis	59,291.00	6,774.00	19,819.50	6,729.21	6,452.80	4,150.37	1,774.52	0.00	3,226.60	8,448.97	116,666.96
	Eric (40											
Fire ghter Westerlund		64,528.00	7,372.32	14,380.06	7,203.56	6,452.80	4,516.96	1,774.52	950.00	3,226.60	9,195.24	121,420.07
Fire ghter Winn	Brandon	64,528.00	7,372.32	14,380.06	7,286.00	6,452.80	4,516.96	1,774.52	950.00	3,226.60	9,195.24	119,682.51
Fire ghter Woodman, I	III LeRoy J.	64,528.00	7,372.32	14,380.06	7,286.00	6,452.80	4,516.96	1,774.52	1,250.00	3,226.60	9,195.24	119,982.51
Fire ghter Zarrella	Michael	64,528.00	7,372.32	21,570.10	7,286.00	6,452.80	4,516.96	1,774.52	1,350.00	3,226.60	9,195.24	127,272.54
Fire ghter Zine	Edward	64,528.00	7,372.32	14,380.06	7,286.00	6,452.80	4,516.96	1,774.52	1,350.00	3,226.60	9,195.24	120,082.51
Vacant due												
Fire ghter to Retire	To be lled	48,320.00	5,520.56	8,076.08	5,084.88	6,452.80	3,382.40	1,774.52	0.00	3,226.60	6,885.60	88,723.45
Vacant due												
Fire ghter to Retire	To be lled	48,320.00	5,520.56	8,076.08	5,084.88	6,452.80	3,382.40	1,774.52	0.00	3,226.60	6,885.60	88,723.45
Vacant due												
Fire ghter to Retire	To be lled	48,320.00	5,520.56	8,076.08	5,084.88	6,452.80	3,382.40	1,774.52	0.00	3,226.60	6,885.60	88,723.45
Vacant due												
Fire ghter to Retire	To be lled	48,320.00	5,520.56	8,076.08	5,084.88	6,452.80	3,382.40	1,774.52	0.00	3,226.60	6,885.60	88,723.45
Electrician Donovan	James	79,370.00	9,068.02	13,265.70	8,098.30	6,452.80	5,555.90	0.00	950.00	3,226.60	11,310.23	137,297.55
Electrician Stack	Joseph	60,853.00	6,952.46	13,561.09	6,818.75	6,452.80	4,259.71	0.00	0.00	0.00	8,671.55	107,569.35
FAO Chandler	Kerry	64,528.00	7,372.32	10,785.05	6,647.80	6,452.80	4,516.96	0.00	750.00	3,226.60	9,195.24	113,474.78
FAO Daly	Jacqueline	55,414.00	6,331.05	9,261.76	5,768.96	6,452.80	3,878.98	0.00	0.00	3,226.60	7,896.50	98,230.64
FAO Hanrahan	Mark	64,528.00	7,372.32	14,380.06	6,860.53	6,452.80	4,516.96	0.00	480.00	0.00	9,195.24	113,785.92
FAO McKenna	Carolyn	60,853.00	6,952.46	13,561.09	6,494.04	6,452.80	4,259.71	0.00	0.00	0.00	8,671.55	107,244.65
FAO McKenna	Kerry	64,528.00	7,372.32	21,570.10	7,286.00	6,452.80	4,516.96	0.00	1,250.00	3,226.60	9,195.24	125,398.02
FAO Myers	Robert	64,528.00	7,372.32	10,785.05	6,647.80	6,452.80	4,516.96	0.00	950.00	0.00	9,195.24	110,448.18
FAO Noonan	Lawrence	64,528.00	7,372.32	7,190.03	6,435.07	6,452.80	4,516.96	0.00	480.00	0.00	9,195.24	106,170.43
FAO Orcutt	Janet	64,528.00	7,372.32	14,380.06	6,860.53	6,452.80	4,516.96	0.00	750.00	3,226.60	9,195.24	117,282.52
FAO Razza	Beth	64,528.00	7,372.32	10,785.05	6,647.80	6,452.80	4,516.96	0.00	750.00	0.00	9,195.24	110,248.18
FAO Shanks	Darren T.	59,291.00	6,774.00	19,819.50	6,729.21	6,452.80	4,150.37	0.00	0.00	0.00	8,448.97	111,665.84
	Kara A.	59,291.00	6,774.00	13,213.00	6,338.28	6,452.80	4,150.37	0.00	0.00	3,226.60	8,448.97	107,895.01
FAO Zammito	Allyson N.	60,853.00	6,952.46	13,561.09	6,494.04	6,452.80	4,259.71	0.00	0.00	0.00	8,671.55	107,244.65
Master	Stephen (40	0./ /53.00	10 001 00	21.0/2./2	0.000.30	C /F2 25	0.00	0.00	050.00	0.63	17 /50 05	100 071 05
Mechanic Conrad	Hrs.)	94,451.00	10,791.03	21,048.41	9,879.12	6,452.80	0.00	0.00	950.00	0.00	13,459.27	157,031.62
Apparatus	Joseph (40											
Rprmn. McDonald	Hrs.)	64,528.00	7,372.32	14,380.06	7,203.56	6,452.80	4,516.96	0.00	750.00	0.00	9,195.24	114,398.95
Admin III Backoff	Suzanne	68,544.00	0.00	0.00	0.00	0.00	0.00	0.00	1,250.00	0.00	0.00	69,794.00
Admin II Hardiman	Loreen	53,527.00	0.00	535.27	0.00	0.00	0.00	0.00	750.00	0.00	0.00	54,812.27
Admin II Gomes	Melanie	46,298.00	0.00	462.98	0.00	0.00	0.00	0.00	0.00	0.00	0.00	46,760.98
Electrician Vacant	PROPOSED	48,320.00	5,520.56	8,076.08	5,084.88	6,452.80	3,382.40	0.00	0.00	3,226.60	6,885.60	86,948.93

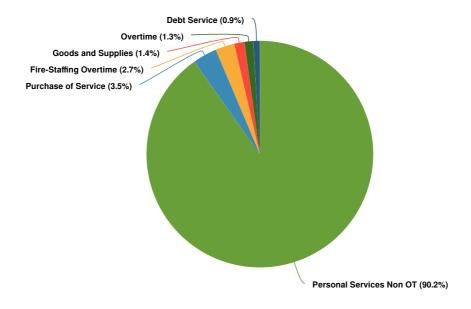
Grand Total

Request for \$

FY2023 31,861.4414,920,796.001,660,234.044,074,557.181,572,860.971,354,516.30661,972.22344,250.14165,490.00577,165.55 2,070,751.43 27,434,455.28

### **FINANCIAL OVERVIEW**

### **FInancial Overview by Statutory Category**



### **FINANCIAL OVERVIEW SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
General Fund				
Overtime	\$340,835.02	\$1,158,656.00	\$408,000.00	-64.8%
Personal Services Non OT	\$23,196,141.89	\$28,733,281.03	\$29,124,003.28	1.4%
Purchase of Service	\$652,998.85	\$893,915.17	\$1,122,089.00	25.5%
Goods and Supplies	\$1,089,636.97	\$417,910.36	\$468,089.00	12%
Fire-Staffing Overtime	\$869,980.05	\$870,000.00	\$870,000.00	0%
Debt Service	\$0.00	\$0.00	\$300,000.00	N/A
Total General Fund:	\$26,149,592.78	\$32,073,762.56	\$32,292,181.28	0.7%

# **EXPENSE SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Expenditures		3••		5
Public Safety				
Fire				
Overtime				
OVERTIME	\$315,835.02	\$1,133,656.00	\$368,000.00	-67.5%
OT-FIRE HAZMATTRAINING	\$25,000.00	\$25,000.00	\$40,000.00	60%
Total Overtime:	\$340,835.02	\$1,158,656.00	\$408,000.00	-64.8%
Personal Services Non OT				
FULL-TIME SALARIES	\$14,255,048.00	\$17,060,845.63	\$13,757,616.00	-19.4%
DISPATCHERS	\$465,639.00	\$639,835.00	\$747,398.00	16.8%
HAZMAT STIPEND	\$8,500.00	\$17,500.00	\$17,500.00	0%
CLERICAL INCENTIVE	\$5,000.00	\$7,500.00	\$7,500.00	0%
PREMIUM PAY	\$432,961.18	\$567,527.00	\$675,904.00	19.1%
LONGEVITY	\$151,410.00	\$163,740.00	\$165,490.00	1.1%
SHIFT DIFFERENTIAL	\$0.00	\$0.00	\$1,660,234.00	N/A
HOLIDAY	\$1,179,108.00	\$1,361,241.00	\$1,572,862.00	15.5%
EDUCATIONAL INCENTIVE	\$2,313,969.59	\$2,778,902.40	\$4,074,541.00	46.6%
WEEKEND DIFFERENTIAL	\$1,216,698.39	\$1,282,261.00	\$1,354,517.00	5.6%
UNIQUE PAY	\$567,108.19	\$623,909.00	\$662,472.00	6.2%
OUT OF GRADE	\$125,068.80	\$129,700.00	\$125,000.00	-3.6%
HAZARDOUS DUTY	\$1,323,891.16	\$2,155,798.00	\$2,070,752.00	-3.9%
SEPARATION COSTS	\$56,340.70	\$428,404.00	\$301,183.28	-29.7%
DEFIBRILLATOR	\$309,020.30	\$331,291.00	\$346,026.00	4.4%
VACATION BUY BACK	\$79,435.19	\$185,122.00	\$254,788.00	37.6%
CITY FIRE DETAILS	\$8,022.96	\$25,000.00	\$30,000.00	20%
UNUSED SICK LEAVE BONUS	\$66,956.52	\$148,409.00	\$193,687.00	30.5%
EMT PAYMENTS	\$393,695.07	\$468,950.00	\$577,166.00	23.1%
SICK LEAVE BUY BACK  Total Personal Services Non OT:	\$238,268.84 <b>\$23,196,141.89</b>	\$357,346.00 <b>\$28,733,281.03</b>	\$529,367.00 <b>\$29,124,003.28</b>	48.1% <b>1.4%</b>
Purchase of Service	******	*******		
ELECTRICITY	\$65,264.16	\$68,754.91	\$78,902.00	14.8%
ENERGY (GAS,OIL,DIESEL)	\$97,913.14	\$138,159.26	\$148,504.00	7.5%
SEWER & WATER CHARGES	\$20,356.53	\$35,865.00	\$36,000.00	0.4%
BUILDING/GROUNDS REPAIR/MAINT	\$73,687.46	\$75,000.00	\$75,000.00	0%
VEHICLE REPAIR/MAINTENANCE	\$148,047.74	\$118,877.00	\$136,709.00	15% 50%
DEPART EQUIP REPAIR/MAINT  DEPARTMENTAL EQUIP RENT/LEASE	\$39,909.34 \$9,567.87	\$25,712.00 \$9,224.00	\$38,568.00 \$10,146.00	10%
AMBULANCE	\$9,367.67	\$1,000.00	\$1,000.00	0%
SECURITY/FIRE CONTROL	\$58,710.49	\$23,293.00	\$200,000.00	758.6%
RENOVATION/SMOKE REM'L	\$1,829.70	\$3,038.00	\$3,038.00	0%
ROOF REPAIR	\$0.00	\$3,038.00	\$170,000.00	13.3%
MEDICAL	\$321.74	\$16,000.00	\$16,000.00	0%
PUBLIC SAFETY	\$0.00	\$525.00	\$525.00	0%
OTHER CONTRACT SERVICES	\$127,620.75	\$165,200.00	\$145,000.00	-12.2%
STILL SOM INVACIOUS	Ψ127,020.73	\$100,200.00	Ψ15,000.00	12.2/0

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
TELEPHONE	\$0.00	\$38,956.00	\$38,521.00	-1.1%
ADVERTISING	\$1.19	\$2,046.00	\$1,911.00	-6.6%
COMMUNICATION SERVICES	\$0.00	\$3,165.00	\$3,165.00	0%
LAUNDRY AND CLEANING	\$2,300.39	\$11,800.00	\$11,800.00	0%
EXTERMINATING & PEST CONTROL	\$1,100.00	\$1,558.00	\$1,558.00	0%
PRINTING	\$6,368.35	\$5,742.00	\$5,742.00	0%
Total Purchase of Service:	\$652,998.85	\$893,915.17	\$1,122,089.00	25.5%
Goods and Supplies				
REFERENCE MATERIALS	\$5,270.50	\$5,395.00	\$5,395.00	0%
OFFICE SUNDRIES/SUPPLIES	\$7,022.91	\$11,060.00	\$8,119.00	-26.6%
TOOLS & HARDWARE SUPPLY	\$18,957.90	\$23,993.00	\$22,792.00	-5%
JANITORIAL SUPPLIES	\$14,055.59	\$15,241.00	\$18,289.00	20%
GASOLINE	\$13,107.17	\$22,224.00	\$26,668.00	20%
PARTS/ACCESSORIES/LUBE	\$92,538.80	\$94,689.56	\$108,289.00	14.4%
PURCHASE OF CLOTHING	\$48,367.00	\$100,000.00	\$100,000.00	0%
FIREFIGHTING SUPPLIES	\$76,211.24	\$62,492.00	\$74,990.00	20%
IN-STATE TRAVEL	\$32.65	\$6,314.00	\$6,314.00	0%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$2,819.00	\$3,146.00	\$18,196.00	478.4%
TUITION & TRAINING	\$32,767.30	\$26,000.00	\$25,000.00	-3.8%
HONOR GUARD UNIFORM/EQUIP	\$3,000.00	\$3,000.00	\$3,000.00	0%
DEPARTMENT EQUIPMENT	\$775,486.91	\$44,355.80	\$51,037.00	15.1%
Total Goods and Supplies:	\$1,089,636.97	\$417,910.36	\$468,089.00	12%
Fire-Staffing Overtime				
OVERTIME	\$869,980.05	\$870,000.00	\$870,000.00	0%
Total Fire-Staffing Overtime:	\$869,980.05	\$870,000.00	\$870,000.00	0%
Debt Service				
PRINCIPAL ON LONG-TERM DEBT	\$0.00	\$0.00	\$150,000.00	N/A
INTEREST ON LONG-TERM DEBT	\$0.00	\$0.00	\$150,000.00	N/A
Total Debt Service:	\$0.00	\$0.00	\$300,000.00	N/A
Total Fire:	\$26,149,592.78	\$32,073,762.56	\$32,292,181.28	0.7%
Total Public Safety:	\$26,149,592.78	\$32,073,762.56	\$32,292,181.28	0.7%
Total Expenditures:	\$26,149,592.78	\$32,073,762.56	\$32,292,181.28	0.7%

#### **HUMAN RESOURCES**



### Mission

The Human Resources Department's mission is to provide respectful and caring Human Resource services and solutions by developing and implementing equitable policies to enhance the recruitment, retention, training, and development of our most valuable resource, the employees of the City. We strive to provide them with a safe and positive workplace with fair compensation and bene ts.

### Services

Administration of Employee Bene ts

Compensation and Classi cation Management

Coordinating, reviewing and approving requests for leaves of absence

Coordination with Massachusetts Human Resource Division regarding Civil Service positions and procedures

Development and Implementation of Policies and Procedures

Diversity and Inclusion Programs

Labor and Employee Relations

Labor and Employment Law Compliance

Leadership Support and Counseling

Manage unemployment claims and compensation

Management of Grievances and Discipline

Overseeing the recruiting process, interviewing, hiring and onboarding of new staff

Personnel Record Keeping

Process promotions, demotions, suspensions, layoffs, and terminations.

Professional Development and Training of Talent

Recruitment, interviewing, hiring and onboarding of Talent

Risk Management and Compliance

Wellness Initiatives

Workers' Safety and Workers' Compensation

# FY22 Accomplishments

#### **Training**

Implemented LGBTQ Training
Implemented Unconscious Bias Training

Implemented Training for New Managers

Provided coaching for staff

Provided EAP trainings

Provide trainings and workshops on computer programs

#### **Technology**

Utilized MUNIs software to run reports on demographics/EEO compliance and other metrics Continued enhancement of the Human Resources website by exploring creation of internal intranet page for employees.

Developed requisition process for hiring new employees.

Expand Employee Self Service and other MUNIs functionalities

#### **Policies**

Continued the design, development, and implementation of policies and procedures.

Develop Code of Conduct

Develop anti-discrimination and anti-harassment policies

Develop employee handbook

Develop ADA policy and procedures

Develop recruiting, interviewing, onboarding and offboarding procedures, including exit interviews

#### Health Bene ts

Conduct Health Bene ts fair for all employees Encourage the utilization of voluntary employee bene ts

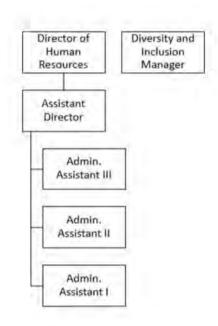
### **OBJECTIVES**

Objective	Status	City Goal
1. Drive workplace engagement, productivity, and employee retention.	Ongoing FY23	1,2
2. Continue Diversity, Equity, & Inclusion efforts and training and implement Employee Resource Groups.	Ongoing FY23	1,2
3. Establish a comprehensive onboarding experience for new employees.	Ongoing FY23	2
4.Provide customer service training.	Ongoing FY23	1
5. Implement Performance Appraisal and union contract.	Ongoing FY23	2
6. Improve employee relations by implementing a performance recognition program.	Ongoing FY23	2

### **PERFORMANCE MEASURES**

OL:	Daufanna Maranna	FY21	FY22	FY23
Obj.	Performance Measures	Actuals	Projected	Target
2	Diversity, Equity, and Inclusion Trainings conducted	2	3	15
4	Customer service training for employees	0	3	12
г	Training for managers and supervisors in conducting effective	0	0	6
5	performance appraisals	U	U	0

# **ORGANIZATIONAL CHART**



### **PERSONAL SERVICES**

Title	Name	Start Date	Longevity	Salary
Director of Human Resources	VACANT			146,495
Admin Asst. II	Omar Albert	11/26/18		46,298
Admin Asst. I	Jacira Rosario	01/10/22		38,337
Admin. Asst. III	Michaela McPhee	01/03/17	480	61,489
Diversity Inclusion Manager	Yulanda Kiner	01/24/22		101,281
Asst. Director	VACANT			106,917
		Total	480	500,817

Omar Albert - 75% Trust/25%

GF

Jacira Rosario-100% Trust

Michaela McPhee- 75% GF 25%

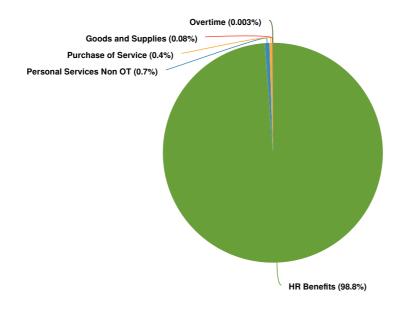
Trust

Director, Assistant Director & Diversity Inclusion Manager 100% GF

Personal Services Summary	General Fund	Health Insurance Trust
FULL TIME	412,385	88,433
PART TIME	3,000	
STIPEND	750	750
CLERICAL INCENTIVE	2,500	5,000
LONGEVITY	360	120
OUT OF GRADE	700	
HOLIDAY PAY	1,353	
TOTAL	421,048	94,303
<b>Grand Total</b>		515,351

### **FINANCIAL OVERVIEW**

**Financial Overview by Statutory Category** 



### **FINANCIAL OVERVIEW SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
General Fund				
Overtime	\$0.00	\$1,500.00	\$2,000.00	33.3%
Personal Services Non OT	\$175,095.57	\$335,011.49	\$421,048.00	25.7%
Purchase of Service	\$81,327.37	\$218,320.00	\$252,000.00	15.4%
Goods and Supplies	\$3,320.86	\$40,640.00	\$48,500.00	19.3%
HR Benefits	\$49,304,813.96	\$53,840,493.00	\$60,991,284.00	13.3%
Total General Fund:	\$49.564.557.76	\$54,435,964,49	\$61.714.832.00	13.4%

# **EXPENSE SUMMARY**

me	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
penditures				
General Government				
Personnel				
Overtime				
OVERTIME	\$0.00	\$1,500.00	\$2,000.00	33.3%
Total Overtime:	\$0.00	\$1,500.00	\$2,000.00	33.3%
Personal Services Non OT				
FULL-TIME SALARIES	\$165,424.41	\$324,119.49	\$412,385.00	27.2%
PART-TIME SALARIES	\$0.00	\$3,000.00	\$3,000.00	0%
STIPEND	\$533.54	\$750.00	\$750.00	0%
CLERICAL INCENTIVE	\$0.00	\$2,500.00	\$2,500.00	0%
LONGEVITY	\$0.00	\$712.00	\$360.00	-49.4%
HOLIDAY	\$401.65	\$2,743.00	\$1,353.00	-50.7%
EDUCATIONAL INCENTIVE	\$0.00	\$487.00	\$0.00	-100%
OUT OF GRADE	\$0.00	\$700.00	\$700.00	0%
SEPARATION COSTS	\$8,735.97	\$0.00	\$0.00	0%
Total Personal Services Non OT:	\$175,095.57	\$335,011.49	\$421,048.00	25.7%
Purchase of Service				
DEPARTMENTAL EQUIP RENT/LEASE	\$2,760.91	\$4,500.00	\$5,000.00	11.1%
CONSULTANTS	\$64,071.20	\$189,820.00	\$190,000.00	0.1%
ADVERTISING	\$10,607.44	\$10,000.00	\$30,000.00	200%
PRINTING	\$1,695.32	\$4,000.00	\$4,000.00	0%
TRAINING	\$500.00	\$5,000.00	\$20,000.00	300%
EMPLOYEE SCREENING	\$1,692.50	\$5,000.00	\$3,000.00	-40%
Total Purchase of Service:	\$81,327.37	\$218,320.00	\$252,000.00	15.4%
Goods and Supplies				
COMMUNICATION SERVICES			\$1,000.00	N/A
COPY MACHINE SUPPLIES	\$438.63	\$5,000.00	\$5,000.00	0%
OFFICE SUNDRIES/SUPPLIES	\$1,434.32	\$6,000.00	\$6,500.00	8.3%
DATA PROCESS SOFTWARE & SUPP	\$0.00	\$19,000.00	\$20,000.00	5.3%
FOOD PURCHASE	\$126.51	\$500.00	\$2,000.00	300%
IN-STATE TRAVEL	\$0.00	\$1,500.00	\$3,000.00	100%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$1,321.40	\$4,140.00	\$5,000.00	20.8%
TUITION & TRAINING	\$0.00	\$0.00	\$1,000.00	N/A
ACHIEV. & ACKNOWLEDGEMENTS	\$0.00	\$4,500.00	\$5,000.00	11.1%
Total Goods and Supplies:	\$3,320.86	\$40,640.00	\$48,500.00	19.3%
Total Personnel:	\$259,743.80	\$595,471.49	\$723,548.00	21.5%
otal General Government:	\$259,743.80	\$595,471.49	\$723,548.00	21.5%

**Pensions and Benefits** 

**HR Benefits** 

**HR Benefits** 

Name		FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
	VACATION BUY-BACK	\$33,586.53	\$35,700.00	\$35,700.00	0%
	UNEMPLOYMENTINSURANCE	\$68,004.26	\$100,000.00	\$100,000.00	0%
	LIFE INSURANCE	\$120,467.12	\$200,000.00	\$200,000.00	0%
	FLEX SPENDING	\$27,100.00	\$37,080.00	\$37,080.00	0%
	HEALTH INSURANCE	\$46,990,808.00	\$50,198,726.00	\$56,897,864.00	13.3%
	DENTAL INSURANCE	\$1,096,570.16	\$1,176,787.00	\$1,176,787.00	0%
	MEDICARE	\$0.00	\$840,000.00	\$0.00	-100%
	CONTRACTUAL UNION COSTS	\$870,028.28	\$1,100,000.00	\$2,385,835.00	116.9%
	EAP/MANDATORY DRUG TESTING	\$26,456.02	\$40,000.00	\$45,818.00	14.5%
	UNUSED SICK LEAVE BONUS	\$53,584.04	\$76,500.00	\$76,500.00	0%
	SICK LEAVE BUY BACK	\$18,209.55	\$35,700.00	\$35,700.00	0%
Т	Total HR Benefits:	\$49,304,813.96	\$53,840,493.00	\$60,991,284.00	13.3%
Tot	al HR Benefits:	\$49,304,813.96	\$53,840,493.00	\$60,991,284.00	13.3%
Total	Pensions and Benefits:	\$49,304,813.96	\$53,840,493.00	\$60,991,284.00	13.3%
Total Ex	xpenditures:	\$49,564,557.76	\$54,435,964.49	\$61,714,832.00	13.4%

#### INFORMATION TECHNOLOGY CENTER



### 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 residents and employees of Brockton. The ITC provides strategic oversight of the City's information technology activities and oversees the architecture and implementation of all operational and business support systems. We are constantly building and maintaining the most innovative and reliable communications network which meets our ever-changing needs.

### Services

#### Maintain:

93 servers; 18 storage devices; 9 telephone systems; 7 voicemail systems; 600 Centrex Phone lines; 1800 service calls per year; 300 software applications; and 21 miles of outdoor ber optic cable.

Public safety camera system.

Network equipment, rewalls, 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.

Train City and school personnel on current applications and personal computers, printers, and peripherals.

Work closely with the Police, Fire, Department of Public Works (DPW), and Brockton Emergency Management Agency (BEMA) to advance technology used in day to day operations, apparatus communications, and radio amplication throughout the City.

# FY22 Accomplishments

Expanded the server backup system to include of ine copies as well as cloud copies, enhancing/expanding our disaster recovery capabilities.

Installed a new physical server for MUNIS nancial software, greatly reducing average report runtime.

Upgraded SAN storage at our main datacenter, increasing VM performance and improving staff experience.

Expanded and upgraded the remote access software for users when working from places other than their of ce.

Telephone system software was upgraded at all City sites.

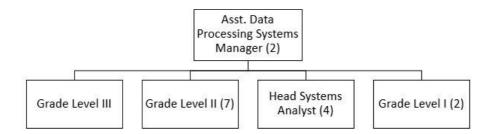
### **OBJECTIVES**

Objective	Status	City Goal
1. Implement new permit and code enforcement software for Board of Health, Planning, Conservation, and Business Licenses.	Ongoing FY23	2
2. Upgrade networking equipment at City Hall and other locations to improve staff ef ciency and public experience.	Ongoing FY23	2,3
3. Upgrade nancial software to the latest version to improve user experience and increase departmental ef ciency.	Ongoing FY23	3
4. Upgrade IT help desk to increase staff ef ciency and solve requests faster.	Ongoing FY23	2,3
5. Upgrade wireless access points at City Hall and other sites to improve the internet experience.	Ongoing FY23	2,3
6. Add new staf ng to replace retired personnel and support increased demand in Public Safety and Library Services.	Ongoing FY23	2

# **PERFORMANCE MEASURES**

Obi.	Performance Measures	FY21	FY22	FY23
Obj.	Performance Measures	Actuals	Projected	Target
2	Number of new switches installed in City buildings.	2	10	10
4	Number of service requests resolved	1,159	2,490	2,750
6	IT staffed added	0	3	3

# **ORGANIZATIONAL CHART**



# **PERSONAL SERVICES**

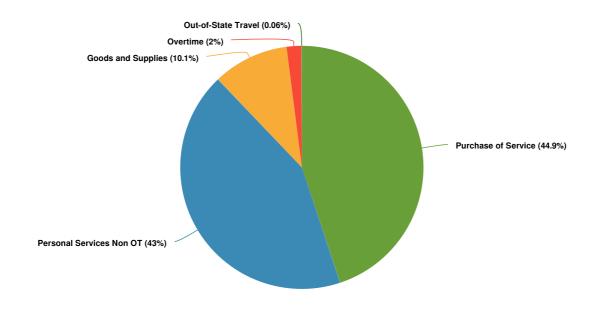
Title	Name	Start Date	Longevity	Salary	Ed Incent.
Asst. D/P Systems Manager	Edward Medieros	01/19/06	950	121,201	9,696
Grade Level III	VACANT			98,859	7,909
Grade Level III	Gilson Timas	09/14/15	480	98,859	7,909
Head Systems Analyst	Frederick Rodriguez	01/09/17	480	96,204	6,734
Head Systems Analyst	Joseph Ciulla	06/07/99	1,250	96,204	7,696
Head Systems Analyst	Joseph Johnson	06/07/99	1,250	96,204	6,734
Head Systems Analyst	Emmanuel Evora	08/10/15	480	96,204	7,696
Grade Level I	Heather Ferron	10/04/04	950	75,194	
Grade Level II	Nicholas Alexiou	06/11/07	950	86,335	5,180
Grade Level II	Jason Uskevich	01/02/18	480	86,335	5,180
Grade Level I	VACANT			57,091	3,425
Grade Level II	PROPOSED			68,556	4113
Grade Level II	PROPOSED			68,556	4113
Grade Level II	PROPOSED			68,556	4113
		Total	7,270	1,214,358	80,500

#### **Personal Services Summary**

Total	1,423,128
ON CALL	75,000
EDUCATIONAL INCENTIVE	80,500
OUT OF GRADE	15,000
LONGEVITY	7,270
STIPEND	3,000
ADMIN INCENTIVE	28,000
FULL TIME	1,214,358

### **FINANCIAL OVERVIEW**

**Financial Overview by Statutory Category** 



### **FINANCIAL OVERVIEW SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
General Fund				
Overtime	\$33,492.14	\$50,379.00	\$65,000.00	29%
Personal Services Non OT	\$1,039,751.17	\$1,167,243.45	\$1,423,128.00	21.9%
Purchase of Service	\$1,115,202.37	\$1,381,056.00	\$1,487,000.00	7.7%
Goods and Supplies	\$38,162.99	\$309,229.00	\$334,310.00	8.1%
Out-of-State Travel	\$0.00	\$5,000.00	\$2,000.00	-60%
Total General Fund:	\$2,226,608,67	\$2,912,907,45	\$3,311,438,00	13.7%

# **EXPENSE SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Expenditures				
General Government				
Information Technology Center				
Overtime				
OVERTIME	\$33,492.14	\$50,379.00	\$65,000.00	29%
Total Overtime:	\$33,492.14	\$50,379.00	\$65,000.00	29%
Personal Services Non OT				
FULL-TIME SALARIES	\$878,273.82	\$940,614.77	\$1,214,358.00	29.1%
STIPEND	\$3,000.00	\$4,700.00	\$3,000.00	-36.2%
ADMIN INCENTIVE	\$20,000.00	\$21,507.63	\$28,000.00	30.2%
LONGEVITY	\$7,560.00	\$8,240.00	\$7,270.00	-11.8%
EDUCATIONAL INCENTIVE	\$58,786.14	\$64,832.00	\$80,500.00	24.2%
ON CALL	\$72,131.21	\$73,500.00	\$75,000.00	2%
OUT OF GRADE	\$0.00	\$0.00	\$15,000.00	N/A
SEPARATION COSTS	\$0.00	\$53,849.05	\$0.00	-100%
Total Personal Services Non OT:	\$1,039,751.17	\$1,167,243.45	\$1,423,128.00	21.9%
Purchase of Service				
VEHICLE REPAIR/MAINTENANCE	\$843.30	\$5,000.00	\$5,500.00	10%
DEPART EQUIP REPAIR/MAINT	\$3,512.46	\$3,443.00	\$4,000.00	16.2%
DATA PROCESS EQUIP REP/MAINT	\$795,739.10	\$962,500.00	\$1,011,000.00	5%
CONSULTANTS	\$18,260.00	\$60,000.00	\$75,000.00	25%
TELEPHONE	\$218,853.11	\$250,000.00	\$262,500.00	5%
COMMUNICATION SERVICES	\$57,908.11	\$75,000.00	\$79,000.00	5.3%
PRINTING	\$0.00	\$113.00	\$0.00	-100%
TRAINING	\$20,086.29	\$25,000.00	\$50,000.00	100%
Total Purchase of Service:	\$1,115,202.37	\$1,381,056.00	\$1,487,000.00	7.7%
Goods and Supplies				
COPY MACHINE SUPPLIES	\$0.00	\$200.00	\$2,500.00	1,150%
REFERENCE MATERIALS	\$0.00	\$300.00	\$500.00	66.7%
OFFICE SUNDRIES/SUPPLIES	\$1,181.01	\$1,519.00	\$2,500.00	64.6%
DATA PROCESS SOFTWARE & SUPP	\$36,981.98	\$305,500.00	\$325,000.00	6.4%
IN-STATE TRAVEL	\$0.00	\$1,350.00	\$1,350.00	0%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$0.00	\$360.00	\$360.00	0%
TUITION & TRAINING	\$0.00	\$0.00	\$2,100.00	N/A
Total Goods and Supplies:	\$38,162.99	\$309,229.00	\$334,310.00	8.1%
Out-of-State Travel				
OUT OF STATE TRAVEL	\$0.00	\$5,000.00	\$2,000.00	-60%
Total Out-of-State Travel:	\$0.00	\$5,000.00	\$2,000.00	-60%
Total Information Technology Center:	\$2,226,608.67	\$2,912,907.45	\$3,311,438.00	13.7%
Total General Government:	\$2,226,608.67	\$2,912,907.45	\$3,311,438.00	13.7%
Total Expenditures:	\$2,226,608.67	\$2,912,907.45	\$3,311,438.00	13.7%

#### LAW



### Mission

The Law Department's mission is to to defend the City of Brockton, provide legal advice, assistance and support in a timely, effective and professional manner to the City's of cers, of cials and employees; 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 of cer. The City Solicitor is responsible for providing legal advice, assistance, and support to all City of cials, 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 of cials 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 Traf c Commission, including budget and purchasing, collection of surcharge fees, constituent inquiries regarding parking and traf c issues, parking ticket appeals and hearings. The paralegal is the appointed Parking Clerk.

# FY22 Accomplishments

Maximized ef ciency, productivity, and support during multiple leadership transitions and personnel changes.

Managed and supported the Human Resources Department.

Facilitated favorable resolutions of various pending litigation brought against the City and by the City.

Provided legal advice, formal legal opinions, participated in contract negotiations, 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.

Successfully completed contract negotiations and the integration of nearly all collective bargaining agreements with City unions.

Facilitated and developed a process for Iming and production to occur within the City; negotiated contracts related to Iming.

Advanced the outsourcing of the administration of workers' compensation claims for both school and city employees.

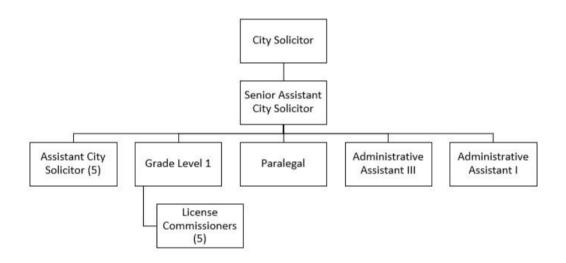
### **OBJECTIVES**

Objective	Status	City Goal
1. Create a frequently asked questions page for the Law Department.	New FY23	3
2. Continue to systemize uniform code enforcement across City departments.	Ongoing FY23	2
3. Collective bargaining negotiations and executing fully integrated three-year contracts with all City unions.	New FY23	3
4. Prioritize continuing education to expand attorney expertise and specialization.	Ongoing FY23	3
5. Revise City Zoning Ordinances.	Ongoing FY23	3
6. Expand Receivership Program in conjunction with the Neighborhood Renewal Division (NRD).	Ongoing FY23	3
7. Develop cost savings report for case evaluation and recovery.	Ongoing FY23	3

# **PERFORMANCE MEASURES**

Oh:	FY21	FY22	FY23	
Ob	. Performance Measures	Actuals	Projected	Target
6	Receivership program expansion in conjunction with Neighborhood	0	7	7
Ь	Renewal Division (NRD).	O	3	,

# **ORGANIZATIONAL CHART**



# **PERSONAL SERVICES**

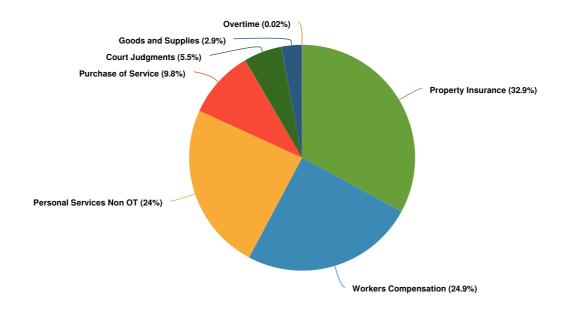
Title	Name	Start Date	Longevity	Salary	Ed Incent.
Full Time City Solicitor	Megan Kravetz	11/21/16	480	166,297	
Senior Assistant City Solicitor	Karen Fisher	07/10/13	480	145,805	
Full Time Assistant City Solicitor	Anthony Donegan, Jr.	08/28/20		113,428	
Full Time Assistant City Solicitor	Aileen C. Bartlett	09/21/15	480	122,673	
Full Time Assistant City Solicitor	Allison Cogliano	11/18/20		113,428	
Full Time Assistant City Solicitor	Gregory Mathieu	08/13/21		110,125	
Full Time Assistant City Solicitor	Erica Pereira	11/01/21		110,125	
Paralegal	Michelle Yaffe	04/24/02	1,250	80,623	5,644
Administrative Assistant III	Synthia Olivier	03/06/17	480	59,138	591
Administrative Assistant I	Vacant			38,337	383
		Total	3,170	1,059,979	6,618

#### **Personal Services Summary**

Total	1,100,910
HOLIDAY	3,393
CLERICAL INCENTIVE	5,000
EDUCATION INCENTIVE	6,618
LONGEVITY	3,170
ADMIN INCENTIVE	2,000
STIPEND	750
PART TIME	20,000
FULL TIME	1,059,979

### **FINANCIAL OVERVIEW**

### **Financial Overview by Statutory Category**



### **FINANCIAL OVERVIEW SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
General Fund				
Overtime	\$289.13	\$1,000.00	\$1,000.00	0%
Personal Services Non OT	\$691,491.55	\$945,545.27	\$1,100,910.00	16.4%
Purchase of Service	\$337,349.84	\$446,895.00	\$446,895.00	0%
Goods and Supplies	\$60,681.07	\$134,374.00	\$134,374.00	0%
Court Judgments	\$2,036,996.88	\$250,000.00	\$250,000.00	0%
Workers Compensation	\$1,265,182.24	\$1,140,183.00	\$1,140,183.00	0%
Property Insurance	\$1,415,796.74	\$1,465,950.00	\$1,505,950.00	2.7%
Total General Fund:	\$5,807,787.45	\$4,383,947.27	\$4,579,312.00	4.5%

# **EXPENSE SUMMARY**

2	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Chang
nditures				
neral Government				
Law				
Overtime				
OVERTIME	\$289.13	\$1,000.00	\$1,000.00	0%
Total Overtime:	\$289.13	\$1,000.00	\$1,000.00	0%
Personal Services Non OT				
FULL-TIME SALARIES	\$628,926.17	\$918,936.87	\$1,059,979.00	15.3%
PART-TIME SALARIES	\$35,715.73	\$0.00	\$20,000.00	N/A
STIPEND	\$750.00	\$750.00	\$750.00	0%
CLERICAL INCENTIVE	\$2,500.00	\$2,500.00	\$5,000.00	100%
ADMIN INCENTIVE	\$4,000.00	\$4,000.00	\$2,000.00	-50%
LONGEVITY	\$3,260.00	\$2,780.00	\$3,170.00	14%
HOLIDAY	\$3,419.93	\$5,938.00	\$3,393.00	-42.9%
EDUCATIONAL INCENTIVE	\$10,647.22	\$10,640.40	\$6,618.00	-37.8%
SEPARATION COSTS	\$2,272.50	\$0.00	\$0.00	0%
Total Personal Services Non OT:	\$691,491.55	\$945,545.27	\$1,100,910.00	16.4%
Purchase of Service				
DEPART EQUIP REPAIR/MAINT	\$0.00	\$608.00	\$608.00	0%
DEPARTMENTAL EQUIP RENT/LEASE	\$2,226.39	\$6,032.00	\$6,032.00	0%
PROPERTY RELATED SERVICES	\$0.00	\$450.00	\$450.00	0%
LEGAL	\$294,055.95	\$283,000.00	\$283,000.00	0%
CONSULTANTS	\$38,557.20	\$86,810.00	\$96,810.00	11.5%
OTHER CONTRACT SERVICES	\$994.30	\$2,523.00	\$2,523.00	0%
EQUITY LAWSUIT	\$0.00	\$20,000.00	\$50,000.00	150%
TELEPHONE	\$0.00	\$2,160.00	\$2,160.00	0%
ADVERTISING	\$1,236.00	\$900.00	\$900.00	0%
PRINTING	\$280.00	\$44,412.00	\$4,412.00	-90.1%
Total Purchase of Service:	\$337,349.84	\$446,895.00	\$446,895.00	0%
Goods and Supplies				
OFFICE SUNDRIES/SUPPLIES	\$12,785.20	\$5,000.00	\$5,000.00	0%
BOOKS/PERIODICALS	\$19,130.80	\$18,464.00	\$18,464.00	0%
IN-STATE TRAVEL	\$331.29	\$2,000.00	\$2,000.00	0%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$6,540.56	\$10,150.00	\$10,150.00	0%
TUITION & TRAINING	\$1,190.00	\$25,000.00	\$25,000.00	0%
OUT OF COURT SETTLEMENTS	\$14,294.99	\$34,500.00	\$34,500.00	0%
REGISTRY OF DEEDS FEES	\$2,190.00	\$2,000.00	\$2,000.00	0%
PROPERTY DAMAGE CLAIMS	\$4,218.23	\$34,400.00	\$34,400.00	0%
DEPARTMENT EQUIPMENT	\$0.00	\$2,860.00	\$2,860.00	0%
Total Goods and Supplies:	\$60,681.07	\$134,374.00	\$134,374.00	0%
Property Insurance				
OTHER INSURANCES	\$1,415,796.74	\$1,465,950.00	\$1,505,950.00	2.7%

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Total Property Insurance:	\$1,415,796.74	\$1,465,950.00	\$1,505,950.00	2.7%
Total Law:	\$2,505,608.33	\$2,993,764.27	\$3,189,129.00	6.5%
Total General Government:	\$2,505,608.33	\$2,993,764.27	\$3,189,129.00	6.5%
Court Judgements				
Court Judgments				
COURT JUDGEMENTS	\$2,036,996.88	\$250,000.00	\$250,000.00	0%
Total Court Judgments:	\$2,036,996.88	\$250,000.00	\$250,000.00	0%
Total Court Judgements:	\$2,036,996.88	\$250,000.00	\$250,000.00	0%
Pensions and Benefits				
Workers Compensation				
Workers Compensation				
WORKERS' COMPENSATION MEDICAL	\$908,216.76	\$865,183.00	\$865,183.00	0%
MEDICAL S 100B	\$356,965.48	\$275,000.00	\$275,000.00	0%
Total Workers Compensation:	\$1,265,182.24	\$1,140,183.00	\$1,140,183.00	0%
Total Workers Compensation:	\$1,265,182.24	\$1,140,183.00	\$1,140,183.00	0%
Total Pensions and Benefits:	\$1,265,182.24	\$1,140,183.00	\$1,140,183.00	0%
Total Expenditures:	\$5,807,787.45	\$4,383,947.27	\$4,579,312.00	4.5%

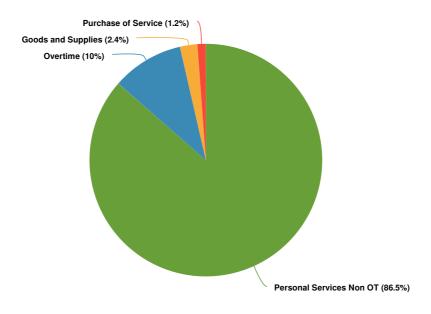
# **LAW-LICENSE COMMISSION**

### **PERSONAL SERVICES**

TITLE	NAME	Start Date	Longevity	Salary	Ed Incent.
Grade Level 1	Silvia Carvalho	09/01/97	1,350	75,194	5,264
		Total	1,350	75,194	5,264
Personal Services Summary					
FULL TIME	75,194				
PART TIME	4,800				
STIPEND	6,250				
LONGEVITY	1,350				
ADMIN INCENTIVE	2,000				
EDUCATIONAL INCENTIVE	5,264				
Total	94,858				
Stipend					
*License Commissioners	John McGarry	10/24/22	1,250		
*License Commissioners	Paul Studenski	9/28/2020	1,250		
*License Commissioners	Jeffery Charnel	8/31/2017	1,250		
*License Commissioners	VACANT		1,250		
*License Commissioners	VACANT		1,250		
		Total	6,250		

### **FINANCIAL OVERVIEW**

**Financial Overview by Statutory Category** 



### **FINANCIAL OVERVIEW SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
General Fund				
Overtime	\$249.20	\$10,950.00	\$10,950.00	0%
Personal Services Non OT	\$84,290.64	\$89,957.53	\$94,858.00	5.4%
Purchase of Service	\$215.98	\$1,290.00	\$1,290.00	0%
Goods and Supplies	\$2,947.25	\$2,625.00	\$2,625.00	0%
Total General Fund:	\$87,703.07	\$104,822.53	\$109,723.00	4.7%

# **EXPENSE SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Expenditures				
General Government				
Law - License Commission				
Overtime				
OVERTIME	\$249.20	\$10,950.00	\$10,950.00	0%
Total Overtime:	\$249.20	\$10,950.00	\$10,950.00	0%
Personal Services Non OT				
FULL-TIME SALARIES	\$70,644.00	\$75,512.53	\$75,194.00	-0.4%
PART-TIME SALARIES	\$0.00	\$0.00	\$4,800.00	N/A
STIPEND	\$5,584.58	\$6,250.00	\$6,250.00	0%
ADMIN INCENTIVE	\$2,000.00	\$2,000.00	\$2,000.00	0%
LONGEVITY	\$1,250.00	\$1,250.00	\$1,350.00	8%
EDUCATIONAL INCENTIVE	\$4,812.06	\$4,945.00	\$5,264.00	6.5%
Total Personal Services Non OT:	\$84,290.64	\$89,957.53	\$94,858.00	5.4%
Purchase of Service				
OFFICE EQUIP REPAIR/MAINT	\$0.00	\$450.00	\$450.00	0%
ADVERTISING	\$0.00	\$190.00	\$190.00	0%
PRINTING	\$215.98	\$650.00	\$650.00	0%
Total Purchase of Service:	\$215.98	\$1,290.00	\$1,290.00	0%
Goods and Supplies				
COPY MACHINE SUPPLIES	\$349.66	\$350.00	\$350.00	0%
REFERENCE MATERIALS	\$788.00	\$500.00	\$500.00	0%
OFFICE SUNDRIES/SUPPLIES	\$566.60	\$700.00	\$700.00	0%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$0.00	\$75.00	\$75.00	0%
DEPARTMENT EQUIPMENT	\$1,242.99	\$1,000.00	\$1,000.00	0%
Total Goods and Supplies:	\$2,947.25	\$2,625.00	\$2,625.00	0%
Total Law - License Commission:	\$87,703.07	\$104,822.53	\$109,723.00	<b>4.7</b> %
Total General Government:	\$87,703.07	\$104,822.53	\$109,723.00	<b>4.7</b> %
Total Expenditures:	\$87,703.07	\$104,822.53	\$109,723.00	<b>4.7</b> %

#### **LIBRARY**



### 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 certication by the Massachusetts Board of Library Commissioners and receives full State-Aid for Public Libraries.

# FY22 Accomplishments

Offered Diversity, Equity, and Inclusion training for the library staff through Massasoit.

Served on a Capital Campaign Committee for the City.

Participated in the Director review process with the Library Board of Trustees, performed a selfevaluation

Oversaw Library Foundation Bookstore renovation and reorganization

Hosted a Digital Commonwealth event "Can I listen to that online? Expanding Access to Oral History of American Music at Yale University Library"

Restored several works of art.

Participated in the Urban Libraries Roundtable, an ad hoc group of Massachusetts urban library directors to monitor COVID and discuss strategies

Provided and attended a Leadership Training course offered by Massasoit.

Worked with The BuzzAround on contests and promotions.

Worked with the City and Public Properties to reassign custodians.

Developed virtual Kids Can Code programming.

Installed glass partitions around all service counters.

Installed protective plexiglass on the leaded glass windows of the historical section of the building

Installed three more storyboards outside of the Main branch.

Met with Champion Transition to establish a plan to paint the exterior of east and west sometime in 2022.

Participated in two meetings between the Mayor and the library staff.

Participated in Virtual State library legislative day.

Participated in regional library legislative virtual breakfasts.

Participated in a virtual ACT-SO event (NAACP).

Virtual Everyone Has a Voice poetry sessions.

Established "Lawn at East" events programming.

Pop-up library at school events, and the Farmer's Market.

Worked with Harvard University Post Doc, Fellow on a study of Brockton Housing.

Recorded numerous PSAs for BCA.

We built up our Library of Things collections to include circulating musical instruments, an outdoor projector, numerous STEM items, and modern technologies.

Hosted live events beginning in May.

Libraries returned to in-person programming and services in May.

Awarded 15 Brockton Cultural Council grants.

Awarded an LSTA grant to expand ESOL services and citizenship collections.

Awarded an LSTA grant to purchase a mobile planetarium.

Worked with a local documentarian.

Worked with the Im crew Iming KCGFH in the west branch.

Numerous City Council appearances.

Purchased a shed for storage at East.

Participated in OCLN Neighbors meetings.

Participated in DEI training offered via the MBLC/MLS.

Established local/regional art in Lingos and throughout the library.

Partnership with Brockton Arts.

Earmarked \$6,000 annually to purchase local/regional art for the library.

Participated in negotiations between the City and SEIU 888.

Reestablished art exhibits in Driscoll.

Compiled and completed the ARIS report to the state: Brockton was certied and will receive full State Aid funding.

Helped establish the Poet Laureate and Student Poet Laureate for the City.

Participated in the Review of the Executive Director of OCLN.

Hosted a second Digital Commonwealth event, "A Living Archives for a Living Memorial: Behind the Scenes at the Kennedy Center Archives."

Brockton Symphony Chamber Concert Series.

Began project to replace the alarms in Main, East, and West.

Established partnership with the Brockton Law Library.

Participated in an MBLC LSTA focus group.

Grab and go crafts for kids and teens.

Virtual and in-person programming for children, teens, and adults.

Virtual and in-person ESL and Citizens.

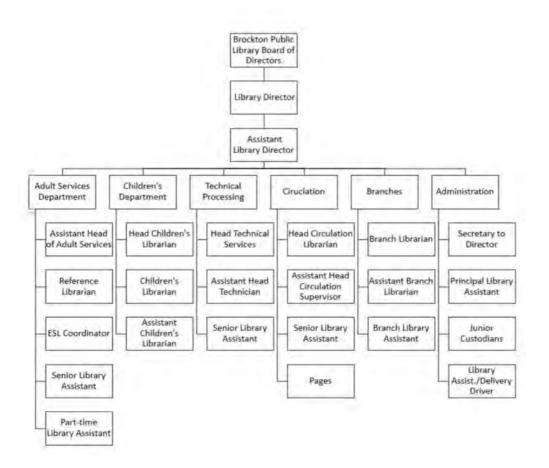
### **OBJECTIVES**

Objective	Status	City Goal
1. Support a center for lifelong learning and culture that expands civic programming and education for all Brockton residents.	Ongoing FY23	1,2
2. Strengthen partnerships and collaborations to more completely integrate the Library into the City's fabric.	Ongoing FY23	1,2
3. Meet the information needs of a highly diverse city (ethnically, education levels, language).	Ongoing FY23	1,2,3
4. Improve the Library's physical and public safety infrastructure.	Ongoing FY23	3
5. Maximize community engagement.	Ongoing FY23	2

# **PERFORMANCE MEASURES**

Obj.	Performance Measures	FY21 Actuals	FY22 Projected	FY23 Target
1	Courses offered to adult, young adult, and juvenile learners, and connects patrons to civic and education programming (Live and virtual).	638	1,287	1,544
1	Number of classes/programming and attendance that relates to adult, young adult, and juvenile learners (Live and virtual).	12,257	26,389	31,667
2	Number of community-based organization partnerships	36	54	65
3	Adult collection assessment	243,664	220,108	264,130
3	Young adult collection assessment	11,852	17,426	20,911
3	Children's collection assessment	28,203	65,113	78,136
4	Funding for improving infrastructure	\$45,000	\$51,000	\$61,200
4	Number of mandatory staff training	5	9	11

### **ORGANIZATIONAL CHART**



# **PERSONAL SERVICES**

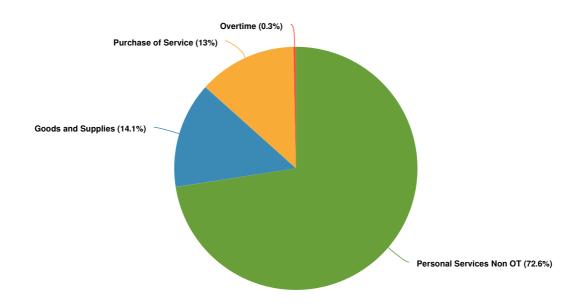
Title	Name	Start Date	Longevity	Salary	Ed Incent.
Library Director	Paul Engle	12/12/2016	580	137,871	
Asst. Library Director	Emily Levine	2/16/2022		69,186	3,000
Administrative Assistant	Tina King	4/17/1993	1,450	53,313	3,199
Circulation Supervisor	Zoe Rath	3/9/2020		53,619	5,362
Head of the Adult Serv Libr'n	Jonathan Stroud	8/30/2004	1,050	65,117	6,512
Branch Librarian	Meagan Perry	11/4/2013	850	58,156	5,816
Head Children's Librarian	Tammy Campbell	2/12/2007	1,050	65,117	6,512
Children's Librarian	Samantha Westgate	12/18/2017	580	47,245	1,890
ESL Literacy Coordinator	Malice Veiga	4/30/2001	1,350	57,641	5,764
Reference Librarian, Adult Serv. Dept	Warren Nelson	1/13/2022		43,924	2,635
Reference Librarian, Adult Serv. Dept	Nicole O'Brien	4/23/2018	580	44,908	4,491
Asst. Head, Adult Serv. Dept.	Thomas Ahearn	1/7/2019		50,681	5,068
Asst. Technical Serv. Supervisor	Patricia Pero	6/16/1970	1,450	53,313	1,066
Asst. Circulation Supervisor	Susan McCormick	11/10/2003	1,050	53,313	1,066
Principal Library Asst. Tech Serv. Dept	Sandra Reed	5/12/1998	1,450	53,313	3,199
Asst. Branch Supervisor	Lorna Fournier	2/9/1999	1,350	53,313	1,066
Senior Library Asst. Tech Serv. Dept.	Jose Goncalves	3/26/1999	1,350	48,316	966
Senior Library Asst. Adult Serv. Dept.	Seth Harriott	2/19/2020		40,027	0
Asst. Children's Room Supervisor	Mira Nunes	4/23/2018	580	48,951	979
Senior Library Asst. Circulation Dept	Kathy Donahue	9/12/2005	1,050	48,316	2,899
Senior Library Asst. Circulation Dept	Laura Vivada	8/16/1994	1,450	48,316	966
Senior Library Asst. Circulation Dept	Ricky Murphy	4/2/2018	580	41,746	0
Jr. Building Custodian	Maria Teixeira	10/23/2017	580	49,379	
Jr. Building Custodian	Anthony Kashgagian	10/25/2017	580	49,379	
Head Technical Serv Libr'n	Kevin Nascimento	1/23/2006	1,050	65,117	6,512
Asst. Branch Supervisor	Carlos Lopez-Rojas	7/27/2015	580	50,293	1,006
Reference Librarian, Adult Serv. Dept	VACANT			43,924	4,392
		Total	20,590	1,493,794	74,366
Part-Time					
TITLE	NAME	Start Date	Longevity	Salary	Ed Incent.
Asst. Branch Supervisor	Shanty Rekha	3/12/2020		33,095	
Asst. Branch Supervisor	Avian Deane	10/30/2018		32,381	
Library Asst-Branch	Alexis Reed	11/13/2017	410	28,756	
Library Asst-Branch	Vicktrina Redrick	11/8/2021		23,050	
Library Asst-Adult Services	Sean Anderson	2/7/2022		23,050	
Library Asst-Circulation	Dagmar Medina	8/26/1997	970	26,932	1,077
Library Asst-Circulation	Jermika Bethune	8/9/2021		23,050	471
Library Asst-Circulation	Amarilis Lopez	7/27/2015	970	25,484	1,019
Library Asst-Circulation	Camille Campbell	2/11/2019		24,648	0
Library Asst-Circulation	David Capone	11/22/2021		23,050	1,383
Library Asst-Circulation	Brittany Cherie	10/30/2018		23,051	1,413
Library Asst/Delivery Driver-					
Circulation	Kevin Boucher	11/22/2021		23,050	
Bi-Lingual Asst-Circulation	Irina Klinkovskaya	7/26/2006	720	28,554	1,713
Children's Page	Cristina Zarate	7/14/2021		9,079	
Circulation Page	Gary Situ	12/1/2021		9,079	
Circulation Clerk F	Pamela Rodrigues Aleman	1/10/2022		13,188	
Circulation Clerk	VACANT			13,188	
		Total	3,070	382,685	7,077

#### **Personal Services Summary**

FULLTIME	1,493,794
PART-TIME	382,685
STIPEND	3,450
LONGEVITY	23,660
SHIFT DIFFERENTIAL	75,000
EDUCATIONAL INCENTIVE	81,443
CLOTHING ALLOWANCE	3,400
HAZARDOUS DUTY	1,248
HOLIDAY PAY	678
SEPARATION COSTS	121,711
Total	2,187,069

## **FINANCIAL OVERVIEW**

**Financial Overview by Statutory Category** 



## **FINANCIAL OVERVIEW SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
General Fund				
Overtime	\$3,198.83	\$18,300.00	\$10,000.00	-45.4%
Personal Services Non OT	\$1,688,518.49	\$2,347,494.89	\$2,187,069.00	-6.8%
Purchase of Service	\$208,248.71	\$274,300.00	\$392,300.00	43%
Goods and Supplies	\$396,485.42	\$415,700.00	\$425,000.00	2.2%
Total General Fund:	\$2,296,451.45	\$3,055,794.89	\$3,014,369.00	-1.4%

# **EXPENSE SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Expenditures	i izozi Actudi	. 12022 Baaget	. 12023 FTOPOSEG	70 Change
Culture and Recreation				
Library				
Overtime				
OVERTIME	\$3,198.83	\$18,300.00	\$10,000.00	-45.4%
Total Overtime:	\$3,198.83	\$18,300.00	\$10,000.00	-45.4%
Personal Services Non OT				
FULL-TIME SALARIES	\$1,304,322.46	\$1,594,593.89	\$1,493,794.00	-6.3%
PART-TIME SALARIES	\$275,676.05	\$374,063.00	\$382,685.00	2.3%
STIPEND	\$3,462.46	\$3,450.00	\$3,450.00	0%
LONGEVITY	\$18,670.00	\$20,720.00	\$23,660.00	14.2%
SHIFT DIFFERENTIAL	\$7,979.18	\$78,000.00	\$75,000.00	-3.8%
HOLIDAY	\$376.78	\$2,061.00	\$678.00	-67.1%
EDUCATIONAL INCENTIVE	\$71,296.28	\$92,159.00	\$81,443.00	-11.6%
OUT OF GRADE	\$0.00	\$1,000.00	\$0.00	-100%
HAZARDOUS DUTY	\$0.00	\$1,248.00	\$1,248.00	0%
SEPARATION COSTS	\$3,335.28	\$176,800.00	\$121,711.00	-31.2%
UNIFORM CLOTHING ALLOWANCE	\$3,400.00	\$3,400.00	\$3,400.00	0%
Total Personal Services Non OT:	\$1,688,518.49	\$2,347,494.89	\$2,187,069.00	-6.8%
Purchase of Service				
ELECTRICITY	\$25,402.36	\$40,000.00	\$60,000.00	50%
ENERGY (GAS,OIL,DIESEL)	\$27,253.82	\$49,000.00	\$60,000.00	22.4%
SEWER & WATER CHARGES	\$4,521.37	\$6,000.00	\$7,000.00	16.7%
BUILDING/GROUNDS REPAIR/MAINT	\$36,652.76	\$51,000.00	\$51,000.00	0%
VEHICLE REPAIR/MAINTENANCE	\$1,802.94	\$2,000.00	\$5,000.00	150%
DEPART EQUIP REPAIR/MAINT	\$4,031.30	\$4,200.00	\$4,200.00	0%
DEPARTMENTAL EQUIP RENT/LEASE	\$11,288.02	\$11,000.00	\$6,000.00	-45.5%
SECURITY/FIRE CONTROL	\$75,338.57	\$51,000.00	\$102,000.00	100%
CONSULTANTS	\$10,332.50	\$4,000.00	\$4,000.00	0%
PUBLIC SAFETY	\$0.00	\$43,000.00	\$80,000.00	86%
COMMUNICATION SERVICES	\$9,294.07	\$10,000.00	\$10,000.00	0%
EXTERMINATING & PEST CONTROL	\$2,081.00	\$1,500.00	\$1,500.00	0%
PRINTING	\$250.00	\$1,600.00	\$1,600.00	0%
Total Purchase of Service:	\$208,248.71	\$274,300.00	\$392,300.00	43%
Goods and Supplies				
OFFICE SUNDRIES/SUPPLIES	\$10,521.70	\$12,000.00	\$12,000.00	0%
DATA PROCESS SOFTWARE & SUPP	\$6,154.29	\$55,300.00	\$55,000.00	-0.5%
BUILDING SUPPLIES	\$2,885.71	\$3,000.00	\$3,000.00	0%
ELECTRICAL SUPPLIES	\$1,290.40	\$2,000.00	\$2,000.00	0%
JANITORIAL SUPPLIES	\$11,051.15	\$10,000.00	\$10,000.00	0%
BOOKS/PERIODICALS	\$344,608.14	\$306,700.00	\$316,000.00	3%
IN-STATE TRAVEL	\$0.00	\$1,000.00	\$1,000.00	0%
TUITION & TRAINING	\$9,004.76	\$24,700.00	\$25,000.00	1.2%

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
DEPARTMENT EQUIPMENT	\$10,969.27	\$1,000.00	\$1,000.00	0%
Total Goods and Supplies:	\$396,485.42	\$415,700.00	\$425,000.00	2.2%
Total Library:	\$2,296,451.45	\$3,055,794.89	\$3,014,369.00	-1.4%
Total Culture and Recreation:	\$2,296,451.45	\$3,055,794.89	\$3,014,369.00	-1.4%
Total Expenditures:	\$2,296,451.45	\$3,055,794.89	\$3,014,369.00	-1.4%

#### **MAYOR**



## Mission

The Mayor's Of ce 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 of cials 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.

# FY22 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 rst annual Juneteenth celebration.

Completed Audits of City Financial Departments in collaboration with the Collins Center. Created an eight 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 ndings and recommendations to the Mayor.

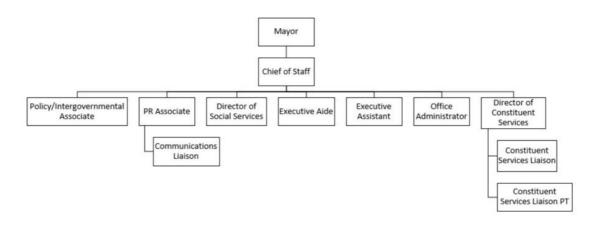
## **OBJECTIVES**

Objective	Status	City Goal
1. Send out Mayor's Champions Update newsletter monthly to keep residents informed and engaged.	Ongoing FY23	2
2. Improve City's vaccination rate and ensure equity in distribution.	Ongoing FY23	1,2
3. Work with the IT and Public Property to launch online permitting software.	Ongoing FY23	3
4. Launch an internship program for Brockton students and youth in City Hall.	Ongoing FY23	2
5. Implement recommendations of the Mayor's Community Justice Task Force.	Ongoing FY23	1,2

# **PERFORMANCE MEASURES**

Obi.	Performance Measures	FY21		FY23	
Obj.	Performance Measures	Actuals	Projected	Target	
1	Number of newsletters	9	12	12	
2	City wide vaccination rate (%)	62.9%	73%	75%	
3	Number of City of Brockton departments oboarded to online permitting software	0	3	3	
4	Number of interns working for City of Brockton departments	5	7	9	
5	Number of recommendations implemented by the Community Justice Task Force	3	2	2	

## **ORGANIZATIONAL CHART**



## **PERSONAL SERVICES**

TITLE	Name	Start Date	Longevity	Salary
Mayor	Robert F. Sullivan	01/06/20	950	174,334
Chief of Staff	Sydne Marrow	08/25/21		110,125
Director of Social Services	Jazmine Bradsher	10/18/21		71,400
Of ce Administrator	Marcelina Varela	03/06/17	480	55,141
Communications Liaison	Jenson Denoyes	02/06/20		41,616
Director of Constituent Services	John Messia	01/06/20		88,077
Executive Aide	Kimsone Chau	05/17/18		49,419
Part-time Constituent Services				
Liaison	Joseph Francois	09/06/16		26,328
Public Relations Associate	Daveson Perez	03/29/21		59,303
Policy/Intergovernmental Associate	Brady Winsten	07/06/21		63,240
Constituent Services Liaison	Joseph DeGrace	01/31/22		45,101
Executive Assistant	Melissa Huston	01/13/22		50,407
		Total	1,430	808,163

Cable Revolving Fund

33,293

#### **Personal Services Summary**

 FULL TIME
 774,870

 PART TIME
 77,000

 LONGEVITY
 1,430

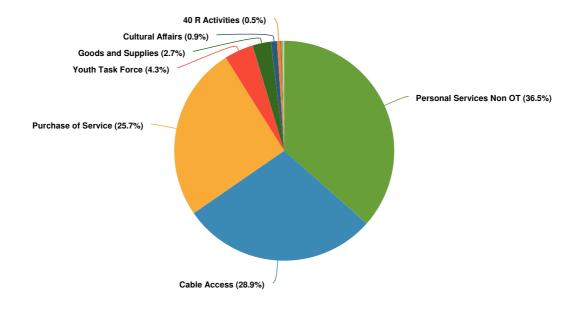
 Total
 886,593

#### Please note:

80% of the Commuications Liasion is paid from the Cable Revolving Fund

## **FINANCIAL OVERVIEW**

## **Financial Overview by Statutory Category**



## **FINANCIAL OVERVIEW SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
General Fund				
Overtime	\$559.08	\$3,000.00	\$3,000.00	0%
Personal Services Non OT	\$673,827.45	\$755,664.00	\$853,300.00	12.9%
Purchase of Service	\$291,438.64	\$391,644.00	\$599,795.00	53.1%
Goods and Supplies	\$197,054.78	\$58,532.00	\$63,824.00	9%
40 R Activities	\$0.00	\$11,041.00	\$11,041.00	0%
Cultural Affairs	\$20,008.86	\$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	\$100,000.00	\$100,000.00	0%
Total General Fund:	\$1,857,888.81	\$2,025,931.00	\$2,337,010.00	15.4%

# **EXPENSE SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Expenditures				
General Government				
Mayor				
Overtime				
OVERTIME	\$559.08	\$3,000.00	\$3,000.00	0%
Total Overtime:	\$559.08	\$3,000.00	\$3,000.00	0%
Personal Services Non OT				
FULL-TIME SALARIES	\$647,234.38	\$735,825.00	\$774,870.00	5.3%
PART-TIME SALARIES	\$25,843.07	\$19,359.00	\$77,000.00	297.7%
LONGEVITY	\$750.00	\$480.00	\$1,430.00	197.9%
Total Personal Services Non OT:	\$673,827.45	\$755,664.00	\$853,300.00	12.9%
Purchase of Service				
TOURISM PROMO	\$49,950.00	\$50,000.00	\$150,000.00	200%
DEPART EQUIP REPAIR/MAINT	\$996.19	\$2,295.00	\$2,295.00	0%
HUMAN SERVICE CONTRACTS	\$115,726.91	\$130,214.00	\$135,000.00	3.7%
CONSULTANTS	\$0.00	\$90,000.00	\$100,000.00	11.1%
OTHER CONTRACT SERVICES	\$99,009.06	\$0.00	\$0.00	0%
ADVERTISING	\$569.21	\$5,000.00	\$80,000.00	1,500%
FREIGHT AND DELIVERY SERVICE	\$38.50	\$325.00	\$0.00	-100%
PRINTING	\$1,523.77	\$2,500.00	\$2,500.00	0%
CONTRACTUAL SERVICES	\$23,625.00	\$102,110.00	\$120,000.00	17.5%
HOLIDAY PARADE	\$0.00	\$9,200.00	\$10,000.00	8.7%
Total Purchase of Service:	\$291,438.64	\$391,644.00	\$599,795.00	53.1%
Goods and Supplies				
COPY MACHINE SUPPLIES	\$511.45	\$1,050.00	\$1,050.00	0%
OFFICE SUNDRIES/SUPPLIES	\$4,570.99	\$6,417.00	\$8,500.00	32.5%
IN-STATE TRAVEL	\$136.19	\$6,118.00	\$7,500.00	22.6%
OUT OF STATE TRAVEL		\$10,000.00	\$10,000.00	0%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$26,665.84	\$32,202.00	\$32,202.00	0%
DEPARTMENT EQUIPMENT	\$164,929.08	\$0.00	\$1,827.00	N/A
OFFICE EQUIPMENT	\$241.23	\$2,745.00	\$2,745.00	0%
Total Goods and Supplies:	\$197,054.78	\$58,532.00	\$63,824.00	9%
40 R Activities				
40 R	\$0.00	\$11,041.00	\$11,041.00	0%
Total 40 R Activities:	\$0.00	\$11,041.00	\$11,041.00	0%
Cultural Affairs				
OTHER CONTRACT SERVICES	\$20,008.86	\$20,850.00	\$20,850.00	0%
Total Cultural Affairs:	\$20,008.86	\$20,850.00	\$20,850.00	0%
Cable Access				
CABLE ACCESS	\$675,000.00	\$675,000.00	\$675,000.00	0%

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Total Cable Access:	\$675,000.00	\$675,000.00	\$675,000.00	0%
Women's Commission				
OFFICE SUNDRIES/SUPPLIES	\$0.00	\$3,400.00	\$3,400.00	0%
Total Women's Commission:	\$0.00	\$3,400.00	\$3,400.00	0%
Diversity Commission				
OFFICE SUNDRIES/SUPPLIES	\$0.00	\$3,400.00	\$3,400.00	0%
Total Diversity Commission:	\$0.00	\$3,400.00	\$3,400.00	0%
Historical Commission				
OFFICE SUNDRIES/SUPPLIES	\$0.00	\$3,400.00	\$3,400.00	0%
Total Historical Commission:	\$0.00	\$3,400.00	\$3,400.00	0%
Youth Task Force				
OTHER CONTRACT SERVICES	\$0.00	\$50,000.00	\$50,000.00	0%
OFFICE SUNDRIES/SUPPLIES	\$0.00	\$50,000.00	\$50,000.00	0%
Total Youth Task Force:	\$0.00	\$100,000.00	\$100,000.00	0%
Total Mayor:	\$1,857,888.81	\$2,025,931.00	\$2,337,010.00	15.4%
Total General Government:	\$1,857,888.81	\$2,025,931.00	\$2,337,010.00	15.4%
Total Expenditures:	\$1,857,888.81	\$2,025,931.00	\$2,337,010.00	15.4%

## **PARKING AUTHORITY**



## Mission

The mission of the Parking Authority is to provide both on and off-street parking for 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 nancial safeguards to protect the revenue of the Parking Authority.

Rehabilitate Parking Authority lots through upgrades, surface overlay, seal coating, and restriping.

Continue to review and maintain the structural integrity and utility of city garages.

# FY22 Accomplishments

Replaced doors on all downtown parking meters for additional security after a rash of break-ins during the year.

Worked closely with The Brockton Redevelopment Authority and the City Planning and Development of ces to coordinate parking in relation to several ongoing construction projects throughout the downtown area.

Expanded the enforcement of the parking control of cers (PCOs) to include ticketing in the Montello and Campello areas of Main Street on a periodic basis.

Updated the electrical system in the Adams garage to provide better lighting in the stairwell areas and create a safer environment for garage patrons.

Added surveillance cameras and upgraded the server in the Adams Garage to improve security at the facility.

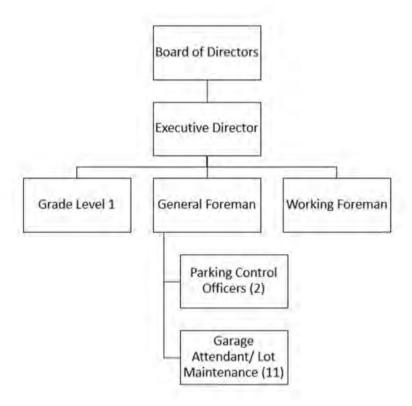
# **OBJECTIVES**

Objective	Status	City Goal
<ol> <li>Update and modernize the PARKS System in the Adams Parking Garage, in addition to updating the re suppression and pull stations.</li> </ol>	Ongoing FY23	3
2. Update the license plate reader system in the Carpenter Garage to create a more user-friendly transaction for customers.	New FY23	3
3. Upgrade facilities to provide safe, attractive, and affordable parking in downtown.	Ongoing FY23	1,2
4. Add a vehicle eet to assist in snow removal efforts during the winter.	Ongoing FY23	2
5. Replace the balance of coin-operated meters.	Ongoing FY23	2,3

# **PERFORMANCE MEASURES**

Oh:	Deufermen Meeringe	FY21	FY22	FY23
Obj.	Performance Measures	Actuals	Projected	Target
2	Number of ticket errors (%).	10%	10%	2%
7	Attainment through the replacement of signage, painting of facilities, line	100%	100%	100%
3	painting of metered spots, and addition os surveillance cameras (%).	100%	100%	100%
5	Meters replaced (%).	0%	40%	100%

# **ORGANIZATIONAL CHART**



# **PERSONAL SERVICES**

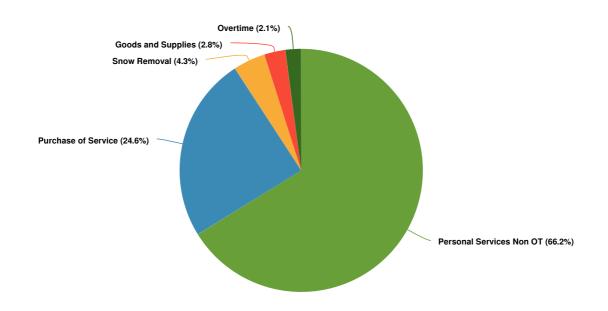
TITLE	NAME	Start Date	Longevity	Salary	Ed Incent.
Executive Director	Eric Akesson	06/12/17	480	113,428	
General Foreman	Salvatore Spartichino	03/08/16	480	67,538	
Working Foreman	Louisdor Gay, Jr.	09/06/16		55,494	
Grade Level 1	Polixeny Tsitsopoulos	06/16/14	480	75,194	6,016
Parking Control Of cer	Paul Sullivan Jr	11/06/13	480	49,254	
Parking Control Of cer	Thomas Williams	10/06/10	480	49,254	
Garage Attendant	Jonathan Miranda	01/12/21		42,387	
Garage Attendant	Freddy Calderon	03/02/20		42,387	
PART-TIME					
Garage Attendant	Philip Sabater	03/17/04		19,155	
Garage Attendant	Frantzy Faustin	09/09/15		19,155	
Garage Attendant	Joseph Collins	01/21/20		18,587	
Garage Attendant	Giovanni Andrade	09/09/21		17,450	
Garage Attendant	Fabrice Joseph	01/31/22		18,587	
Garage Attendant	Vacant			18,018	
Garage Attendant	Vacant			16,873	
Lot Maintenance	Vacant			16,873	
Lot Maintenance	Vacant			16,873	
			2400	656,507	6,016

## **Personal Services Summary**

•	
FULL TIME	494,936
PART-TIME	161,571
LONGEVITY	2,400
ADMIN INCENTIVE	2,000
ED INCENTIVE	6,016
HAZARD PAY	4,936
CLOTHING ALLOWANCE	6,800
ON CALL	18,514
HOLIDAY PAY	437
Total	697,610

## **FINANCIAL OVERVIEW**

## **Financial Overview by Statutory Category**



## **FINANCIAL OVERVIEW SUMMARY**

#### **PARKING AUTHORITY**

	FY2020	FY2021	FY2022	FY2023	%
REVENUE	ACTUAL	ACTUAL	ESTIMATED	PROJECTED	CHANGE
PARKING AUTHORITY METERS	\$697,433	\$576,876	\$600,000	\$500,000	-16.7%
PARKING AUTHORITY GARAGE	\$471,471	\$654,181	\$376,598	\$475,000	26.1%
PARKING AUTHORITY					
ENFORCEMENT	\$535,705	\$560,639	\$250,000	\$250,000	0.0%
RETAINED EARNINGS	\$0	\$0	\$0	\$0	-
GENERAL FUND SUBSIDY	\$0	\$0	\$0	\$0	-
TOTAL	\$1,704,609	\$1,791,696	\$1,226,598	\$1,225,000	-0.1%
		FY2021	FY2022	FY2023	%
PARKING AUTHORITY		ACTUAL	BUDGET	PROPOSED	CHANGE
OVERTIME		\$17,235	\$17,477	\$22,000	25.9%
PERSONAL SERVICES NON-OVERTIME	Ξ	\$529,438	\$638,477	\$697,610	9.3%
PURCHASE OF SERVICES		\$225,932	\$271,750	\$259,750	-4.4%
GOODS AND SUPPLIES		\$22,925	\$43,900	\$29,700	-32.3%
CAPITAL		\$144,289	\$158,000	\$0	-100.0%
SNOW REMOVAL		\$89,285	\$45,000	\$45,000	0.0%
DIRECT COSTS		\$1,029,104	\$1,174,604	\$1,054,060	-10.3%
INDIRECT COSTS		\$0	\$0	\$150,000	-
TOTAL		\$1,029,104	\$1,174,604	\$1,204,060	2.5%

# **EXPENSE SUMMARY**

ne	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
enditures				
ublic Safety				
Parking Authority				
Overtime				
OVERTIME	\$16,944.21	\$15,477.00	\$22,000.00	42.1%
Parking Enforcement OT	\$290.76	\$2,000.00	\$0.00	-100%
Total Overtime:	\$17,234.97	\$17,477.00	\$22,000.00	25.9%
Personal Services Non OT				
FULL-TIME SALARIES	\$293,841.77	\$366,797.03	\$494,936.00	34.9%
FT Parking Enforcement	\$89,841.92	\$90,000.00	\$0.00	-100%
PART-TIME SALARIES	\$81,712.68	\$141,419.50	\$161,571.00	14.2%
ADMIN INCENTIVE	\$2,000.00	\$2,000.00	\$2,000.00	0%
LONGEVITY	\$960.00	\$1,440.00	\$2,400.00	66.7%
HOLIDAY	\$293.93	\$918.00	\$437.00	-52.4%
EDUCATIONAL INCENTIVE	\$5,694.83	\$5,652.00	\$6,016.00	6.4%
ON CALL	\$16,733.88	\$18,514.00	\$18,514.00	0%
HAZARDOUS DUTY	\$0.00	\$4,936.00	\$4,936.00	0%
SEPARATION COSTS	\$31,559.40	\$0.00	\$0.00	0%
UNIFORM CLOTHING ALLOWANCE	\$6,800.00	\$6,800.00	\$6,800.00	0%
Total Personal Services Non OT:	\$529,438.41	\$638,476.53	\$697,610.00	9.3%
Purchase of Service				
ELECTRICITY	\$58,425.47	\$75,000.00	\$80,000.00	6.7%
REAL ESTATE TAX CHARGES	\$3,749.41	\$4,000.00	\$500.00	-87.5%
BUILDING/GROUNDS REPAIR/MAINT	\$18,545.97	\$25,000.00	\$30,000.00	20%
VEHICLE REPAIR/MAINTENANCE	\$5,638.74	\$2,000.00	\$2,000.00	0%
DEPART EQUIP REPAIR/MAINT	\$1,339.94	\$500.00	\$1,000.00	100%
BUILDING RENT/LEASE	\$32,940.00	\$33,000.00	\$33,000.00	0%
SECURITY/FIRE CONTROL	\$1,966.00	\$5,000.00	\$2,500.00	-50%
WASTE REMOVAL	\$3,612.94	\$3,000.00	\$3,000.00	0%
BANKING SERVICES	\$236.28	\$11,000.00	\$11,000.00	0%
CONSULTANTS	\$0.00	\$15,000.00	\$5,000.00	-66.7%
Enforcement- Consultants	\$7,785.96	\$0.00	\$0.00	0%
PUBLIC SAFETY	\$86,632.75	\$90,000.00	\$85,000.00	-5.6%
TELEPHONE	\$0.00	\$1,500.00	\$0.00	-100%
ADVERTISING	\$0.00	\$1,000.00	\$1,000.00	0%
COMMUNICATION SERVICES	\$126.00	\$500.00	\$500.00	0%
EXTERMINATING & PEST CONTROL	\$0.00	\$250.00	\$250.00	0%
PRINTING	\$4,932.34	\$5,000.00	\$5,000.00	0%
Total Purchase of Service:	\$225,931.80	\$271,750.00	\$259,750.00	-4.4%
Goods and Supplies				
• •		\$7,000.00	\$0.00	-100%
ENFORCEMENT EQUIPMENT			JU.U()	
ENFORCEMENT EQUIPMENT  COPY MACHINE SUPPLIES	\$227.57	\$250.00	\$350.00	40%

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Supplies	\$0.00	\$10,000.00	\$0.00	-100%
DATA PROCESS SOFTWARE & SUPP	\$231.14	\$300.00	\$400.00	33.3%
BUILDING SUPPLIES	\$7,591.19	\$5,500.00	\$8,000.00	45.5%
ELECTRICAL SUPPLIES	\$0.00	\$2,000.00	\$2,000.00	0%
PLUMBING SUPPLIES	\$0.00	\$250.00	\$250.00	0%
HEATING/AIR CONDITION SUPPLIES	\$0.00	\$100.00	\$100.00	0%
TOOLS & HARDWARE SUPPLY	\$6,267.40	\$7,000.00	\$7,000.00	0%
JANITORIAL SUPPLIES	\$392.15	\$400.00	\$500.00	25%
LANDSCAPING	\$1,990.06	\$2,000.00	\$2,000.00	0%
TIRES	\$0.00	\$500.00	\$500.00	0%
PARTS/ACCESSORIES/LUBE	\$983.30	\$1,000.00	\$1,000.00	0%
PURCHASE OF CLOTHING	\$1,450.09	\$2,000.00	\$2,000.00	0%
METER PARTS	\$0.00	\$2,000.00	\$2,000.00	0%
IN STATE TRAVEL	\$0.00	\$250.00	\$250.00	0%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$425.00	\$900.00	\$900.00	0%
DEPARTMENT EQUIPMENT	\$0.00	\$500.00	\$500.00	0%
Total Goods and Supplies:	\$22,925.02	\$43,900.00	\$29,700.00	-32.3%
Capital Outlay				
Cap Proj Enforcement	\$144,288.70	\$158,000.00	\$0.00	-100%
Total Capital Outlay:	\$144,288.70	\$158,000.00	\$0.00	-100%
Snow Removal				
SNOW REMOVAL	\$89,285.00	\$45,000.00	\$45,000.00	0%
Total Snow Removal:	\$89,285.00	\$45,000.00	\$45,000.00	0%
Total Parking Authority:	\$1,029,103.90	\$1,174,603.53	\$1,054,060.00	-10.3%
Total Public Safety:	\$1,029,103.90	\$1,174,603.53	\$1,054,060.00	-10.3%
Total Expenditures:	\$1,029,103.90	\$1,174,603.53	\$1,054,060.00	-10.3%

## **PARKS AND RECREATION**



## 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 elds, soccer elds, 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 elds, soccer elds, 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 elds. 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 elds, soccer elds, 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, in eld 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 Of ce with regard to safety issues or maintenance requests are relayed to the Superintendent, who then plans and coordinates to address those species 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.

# FY22 Accomplishments

#### **PARC Grant**

Completed all the work as part of the PARC Grant at O'Donnells Playground, including building of a natural grass soccer eld with irrigation, planting of 15 new shade trees, conversion of outdated play area to off street parking, installation of new swings and two new pieces of climbing equipment.

#### **Bent Playground**

Secured \$100,000 via State Appropriation for the removal of 8 old tennis courts in poor condition and repaved the area with a new futsol court and three new volleyball courts. We also removed much of the fencing to make the area more and accessable.

#### D.W. Field Golf Course 2021 Golf Season

Despite the challenges of Covid, D.W. Field Golf Course had an exceedingly good 2021 golf season grossing over \$1.3M, the second best year on record.

#### **D.W. Field Golf Course Improvements**

In an effort to make the golf course more accessible to golfers of all abilities, we added ve new forward tees as well as rebuilt two back tee boxes.

Improved fairway drainage by adding a drain line across the 2nd and 3rd fairways that should allow for golf cart usage after rain events.

Removed an old drainline down the 18th leaving an open stream. This not only adds to the dif culty of the 18th and 1st holes but also allows for wetland grasses and plants to beautify the area and wetland animals to prosper.

Installed tee signs on all tees to show golfers the layout of the hole as well as make it easier for tournament golfers to 

nd the appropriate tee during shotgun starts.

#### D.W. Field Park

As part of the Mass Trail Grant we installed ve extra large message boards in various locations in the Park. As part of this program we also had all of the roads and trails in the Park surveyed by GPS and a large map has been completed for display in the message boards.

## **OBJECTIVES**

Objective	Status	City Goal
Parks and Pools Operations  1. Update maintenance equipment to increase ef ciency and overall public safety	Ongoing FY23	2
2. Identify and establish areas within the park system to better meet the growing demands of current popular sports, new leagues and exercise demands.	Ongoing FY23	2
3. Ensure the stability of six dams at D.W. Field Park by working with outside engineering rms and the Department of Conservation and Recreation (DCR).	Ongoing FY23	1,2
4. Maintain the aging infrastructure of the Cosgrove Pool.	Ongoing FY23	3
5. Continue to work with community groups for organized events.	Ongoing FY23	2
6. Implement a scheduled and regular fertilization program at high use elds to increase plant health and minimize damage from regular use.	Ongoing FY23	2
Golf Administration 7. Commit to increasing golf personnel at D.W. Field Golf Course.	Ongoing FY23	3
Golf Operations  8. Provide the latest playing equipment for golf members with newer technology to minimize down time and repair.	Ongoing FY23	2
9. Improve the playing conditions through agronomic and physical improvements.	Ongoing FY23	2
10. Increase golf rounds and services for patrons.	Ongoing FY23	2

# **PERFORMANCE MEASURES**

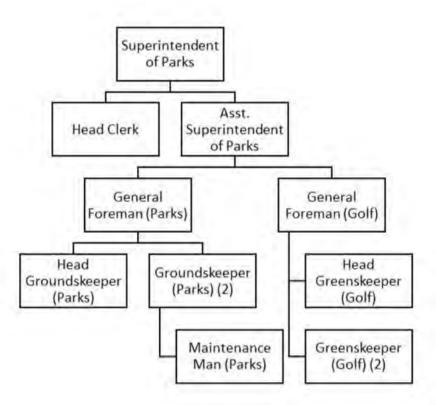
Obj.	Performance Measures	FY21 Actuals	FY22 Projected	FY23 Target
1	Maintenance equipment purchased	2	3	4
3	Rating of dam stability (1-100 scale)*	80%	80%	80%
4	Funding allocated to pool infrastructure	\$0	\$0	\$4,300,000 (ARPA)
7	Number of golf personnel at D.W. Field Park	4	5	5
8	Rating of level of satisfaction among golfers (1-100 scale)**	85%	90%	100%
9	Percent of customers rated the condition of the parks as good to excellent***.	70%	75%	100%

<sup>\*</sup>Rating scale: 1%= low stability, 100%= high stability

<sup>\*\*</sup>Rating scale: 1%= low satisfaction, 100%= high satisfaction

<sup>\*\*\*</sup>Condition: 1-100% scale

# **ORGANIZATIONAL CHART**



# **PERSONAL SERVICES**

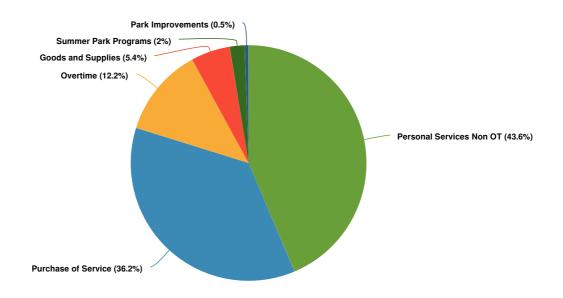
TITLE	NAME	Start Date	Salary	Ed Incent.
Superintendent of Parks	Timothy W. Carpenter	8/30/11	92,549	1,250
Asst. Superintendent of Parks/Super.				
Of Golf	Kurt Calderwood	05/27/14	96,529	6,757
General Foreman (Parks)	Russell Munies	01/07/68	68,702	
General Foreman (Golf)	Michael Saleeba	10/26/15	67,538	
Head Groundskeeper(Parks)	David Spillane	08/28/00	63,045	
Head Greenskeeper (Golf)	John Colitti	04/23/90	63,045	
Groundskeeper (Parks)	Anthony Salemi	08/24/15	54,122	
Groundskeeper (Parks)	Mark Tironati	07/22/04	54,122	
Greenskeeper (Golf)	Michael Bunar	07/01/05	53,269	
Maintenance Man (Parks)	Kenneth Elias	08/16/04	53,955	
Head Clerk	Rene Brown	05/03/93	54,013	540
Greenskeeper (Golf)	VACANT		52,354	
		Total	773,243	8,547

## **Personal Services Summary**

Total	1,015,057
HAZARDOUS DUTY	6,240
ON CALL	40,872
CDL STIPEND	6,240
HOLIDAY	356
CLOTHING ALLOW	17,000
ADMIN INCENTIVE	2,000
STIPEND	7,100
SEPARATION COSTS	49,760
OUT OF GRADE	8,000
SHIFT DIFFERENTIAL	44,354
CLERICAL INCENTIVE	2,500
LONGEVITY	9,965
TEMPORARY SEASONAL	38,880
EDUCATIONAL INCENTIVE	8,547
FULL TIME	773,243

## **FINANCIAL OVERVIEW**

#### **Financial Overview by Statutory Category**



## **FINANCIAL OVERVIEW SUMMARY**

OTHER CONTRACTED SERVICES

**DIRECT COSTS** 

**TOTAL** 

INDIRECT COSTS

PARKS AND RECREATION					
	FY2020	FY2021	FY2022	FY2023	%
REVENUE	ACTUAL	ACTUAL	<b>ESTIMATED</b>	PROJECTED	CHANGE
OTHER DEPARTMENTAL					
REVENUE	\$228,045	\$341,389	\$120,000	\$133,009	10.8%
USER CHARGES	\$1,122,490	\$1,746,073	\$1,130,480	\$1,280,000	13.2%
RETAINED EARNINGS	\$434,067	\$516,641	\$708,269	\$785,463	10.9%
GENERAL FUND SUBSIDY	\$986,866	\$732,474	\$584,057	\$600,000	2.7%
TOTAL	\$2,771,468	\$3,336,577	\$2,542,806	\$2,798,472	10.1%
		FY2021	FY2022	FY2023	%
PARKS AND RECREATION		ACTUAL	BUDGET	PROPOSED	CHANGE
OVERTIME		\$206,221	\$240,215	\$288,415	20.1%
PERSONAL SERVICES NON-OV	ERTIME	\$810,546	\$995,136	\$1,029,872	3.5%
PURCHASE OF SERVICES		\$766,817	\$744,542	\$853,788	14.7%
GOODS AND SUPPLIES		\$102,940	\$116,071	\$127,240	9.6%

\$63,066

\$1,949,589

\$438,699

\$2,388,288

\$63,488

\$2,159,452

\$438,699

\$2,598,151

\$60,458

\$2,359,773

\$438,699

\$2,798,472

-4.8%

9.3%

0.0%

**7.7**%

# **EXPENSE SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Expenditures				
Culture and Recreation				
Park and Rec Commission				
Overtime				
OVERTIME	\$168,263.44	\$206,215.00	\$243,415.00	18%
POOL OT-	\$37,957.12	\$34,000.00	\$45,000.00	32.4%
Total Overtime:	\$206,220.56	\$240,215.00	\$288,415.00	20.1%
Personal Services Non OT				
FULL-TIME SALARIES	\$649,335.32	\$765,206.84	\$788,058.00	3%
TEMPORARY/SEASONAL	\$0.00	\$38,880.00	\$38,880.00	0%
STIPEND	\$6,250.00	\$7,100.00	\$7,100.00	0%
CLERICAL INCENTIVE	\$2,500.00	\$2,500.00	\$2,500.00	0%
ADMIN INCENTIVE	\$2,500.00	\$2,000.00	\$2,000.00	0%
LONGEVITY	\$8,640.00	\$9,965.00	\$9,965.00	0%
SHIFT DIFFERENTIAL	\$32,581.05	\$34,809.00	\$44,354.00	27.4%
HOLIDAY	\$0.00	\$420.00	\$356.00	-15.2%
EDUCATIONAL INCENTIVE	\$6,789.68	\$7,863.40	\$8,547.00	8.7%
ON CALL	\$37,719.29	\$37,752.00	\$40,872.00	8.3%
OUT OF GRADE	\$903.04	\$8,000.00	\$8,000.00	0%
HAZARDOUS DUTY	\$0.00	\$6,240.00	\$6,240.00	0%
SEPARATION COSTS	\$24,578.00	\$49,760.00	\$49,760.00	0%
WORKERS COMPENSATION	\$25,999.40	\$0.00	\$0.00	0%
UNIFORM CLOTHING ALLOWANCE	\$12,750.00	\$17,000.00	\$17,000.00	0%
EMPLOYEE LIC & REGISTRATION	\$0.00	\$1,400.00	\$0.00	-100%
CDL STIPEND	\$0.00	\$6,240.00	\$6,240.00	0%
Total Personal Services Non OT:	\$810,545.78	\$995,136.24	\$1,029,872.00	3.5%
Purchase of Service				
ELECTRICITY	\$41,678.96	\$50,000.00	\$55,000.00	10%
ENERGY (GAS,OIL,DIESEL)	\$11,797.35	\$15,034.00	\$18,034.00	20%
SEWER & WATER CHARGES	\$9,089.47	\$32,149.00	\$32,149.00	0%
BUILDING/GROUNDS REPAIR/MAINT	\$14,970.76	\$20,000.00	\$15,000.00	-25%
VEHICLE REPAIR/MAINTENANCE	\$18,520.57	\$20,000.00	\$20,000.00	0%
DEPART EQUIP REPAIR/MAINT	\$16,114.43	\$18,000.00	\$20,000.00	11.1%
DEPARTMENTAL EQUIP RENT/LEASE	\$867.19	\$900.00	\$5,900.00	555.6%
SECURITY/FIRE CONTROL	\$1,936.84	\$2,000.00	\$2,000.00	0%
CUSTODIAL SERVICES	\$5,330.00	\$7,560.00	\$7,560.00	0%
PROPERTY RELATED SERVICES	\$28,276.72	\$50,000.00	\$20,000.00	-60%
BANKING SERVICES	\$33,468.37	\$47,000.00	\$38,246.00	-18.6%
CONSULTANTS	\$17,486.14	\$5,000.00	\$20,000.00	300%
PUBLIC SAFETY	\$271.01	\$300.00	\$300.00	0%
OTHER CONTRACT SERVICES	\$310,546.10	\$332,500.00	\$332,500.00	0%
TELEPHONE	\$3,225.95	\$10,099.00	\$10,099.00	0%
ADVERTISING	\$3,142.84	\$3,500.00	\$3,500.00	0%
COMMUNICATION SERVICES	\$585.00	\$3,000.00	\$3,000.00	0%

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
POOL MAINTENANCE	\$89,191.37	\$75,000.00	\$75,000.00	0%
GOLF COURSE IMP R/E	\$65,616.34	\$0.00	\$70,000.00	N/A
POOL OPERATIONS	\$94,201.71	\$52,000.00	\$105,000.00	101.9%
PRINTING	\$500.00	\$500.00	\$500.00	0%
Total Purchase of Service:	\$766,817.12	\$744,542.00	\$853,788.00	<b>14.7</b> %
Park Improvements				
Park Playground Improvements	\$15,307.25	\$15,720.00	\$12,690.00	-19.3%
Total Park Improvements:	\$15,307.25	\$15,720.00	\$12,690.00	-19.3%
Goods and Supplies				
COPY MACHINE SUPPLIES	\$500.00	\$500.00	\$500.00	0%
OFFICE SUNDRIES/SUPPLIES	\$1,199.23	\$1,200.00	\$1,200.00	0%
BUILDING SUPPLIES	\$996.99	\$1,000.00	\$1,000.00	0%
ELECTRICAL SUPPLIES	\$796.61	\$800.00	\$800.00	0%
PLUMBING SUPPLIES	\$183.68	\$200.00	\$200.00	0%
TOOLS & HARDWARE SUPPLY	\$724.99	\$750.00	\$750.00	0%
POOLS & PLAYGROUND SUPPLIES	\$3,509.34	\$3,500.00	\$3,500.00	0%
JANITORAL SUPPLIES	\$4,588.71	\$4,700.00	\$4,700.00	0%
LANDSCAPING	\$8,477.44	\$7,500.00	\$7,500.00	0%
GASOLINE	\$23,483.72	\$37,200.00	\$50,000.00	34.4%
TIRES	\$1,254.22	\$2,000.00	\$2,000.00	0%
PARTS/ACCESSORIES/LUBE	\$14,931.87	\$15,221.00	\$15,221.00	0%
FOOD PURCHASE	\$20.88	\$200.00	\$200.00	0%
CHEMICALS	\$19,336.24	\$10,000.00	\$10,000.00	0%
TRAFFIC LINES & SIGNS ETC.	\$399.90	\$400.00	\$400.00	0%
RECREATIONAL SUPPLIES	\$486.63	\$800.00	\$800.00	0%
GOLF CART SUPPLIES/PARTS	\$8,338.00	\$14,000.00	\$14,000.00	0%
PONDS & FISHERY	\$0.00	\$100.00	\$100.00	0%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$507.00	\$1,000.00	\$1,000.00	0%
LICENSE & REGISTRATION	\$1,072.06	\$3,000.00	\$4,400.00	46.7%
DEPARTMENT EQUIPMENT	\$12,132.41	\$12,000.00	\$8,969.00	-25.3%
Total Goods and Supplies:	\$102,939.92	\$116,071.00	\$127,240.00	9.6%
Summer Park Programs				
SUMMER PLAYGRD IMPROVEMENTS	\$47,758.80	\$47,768.00	\$47,768.00	0%
Total Summer Park Programs:	\$47,758.80	\$47,768.00	\$47,768.00	0%
Total Park and Rec Commission:	\$1,949,589.43	\$2,159,452.24	\$2,359,773.00	9.3%
Total Culture and Recreation:	\$1,949,589.43	\$2,159,452.24	\$2,359,773.00	9.3%
Total Expenditures:	\$1,949,589.43	\$2,159,452.24	\$2,359,773.00	9.3%

## PLANNING AND ECONOMIC DEVELOPMENT



## 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 Brown eld redevelopment.

Oversee and implement phases of the Brockton 2025 strategy, which calls for a City-wide master plan, twelve corridors, 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 Campello Commuter Rail Station.

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.

# FY22 Accomplishments

Completed the Lovellt Brook (Good Samaritan Area) Master Plan.

Closed out US EPA Brown eld Assessment Grant.

Secured a \$250,000 US EPA Brown eld clean up grant for remediating 308 Montello Street (Corcoran Building).

Secured a \$150,000 MassDevelopment Site Readiness Grant to prepare a strategy to implement Trout Brook Urban Renewal Plan.

Secured a \$250,000 Massachusetts Housing Choice Grant to make pedestrian improvements on Tatcher Street to support redevelopment of the old convent property.

Secured a \$226,000 dollar MassWorks Grant to prepare engineering documents for the rebuild of Franklin Street.

Supported the Brockton Redevelopment Authority's (BRA) implementation of the Downtown Urban Renewal Plan and Trout Brook Urban Renewal Plan.

Prepared Amendment to the Downtown Urban Renewal Plan to expand acquisition sites and increase the number of development projects.

Completed design development for the new Public Safety Complex.

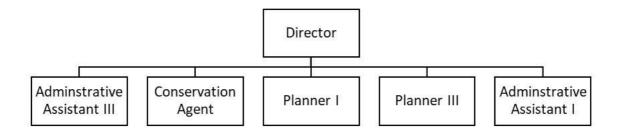
## **OBJECTIVES**

Objective	Status	City Goal
1. Complete Lovett Brook (Good Sam Area) Urban Renewal Plan.	Ongoing FY23	3
2. Implement Sycamore Grove redevelopment.	Ongoing FY23	3
3. Complete Campello Rezoning study.	Ongoing FY23	3
4. Complete brown eld remediation of Corcoran Building.	Ongoing FY23	2
5. Implement the Downtown Transportation and Utility Upgrade Plan and advance to 25% drawings.	Ongoing FY23	3

# **PERFORMANCE MEASURES**

Obi.	Performance Measures	FY21	FY22	FY23
Obj.		Actuals	Projected	Target
1-5 Staff needed t	o address objectives.	10	10	10

# **ORGANIZATIONAL CHART**



# **PERSONAL SERVICES**

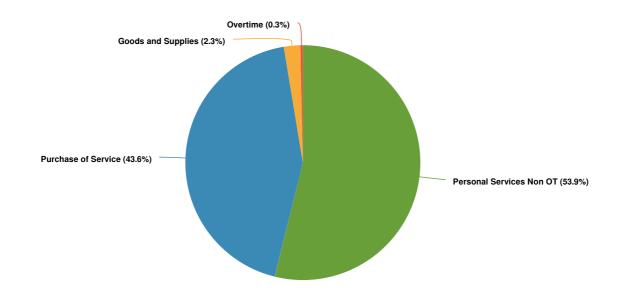
TITLE	NAME	Start Date	Longevity	Salary	Ed. Incent.
Director of Economic Development &	x				
Planning	William (Rob) May	08/04/14	480	135,456	
Administrative Asst. III	Pamela S. Gurley	7/27/92	1,350	68,544	685
Conservation Agent	Megan Shave	03/05/18		74,199	4,452
Planner III	John Fay Jr.	11/01/21		79,931	4,796
Planner I	Evan Sears	02/28/22		59,550	2,978
Administrative Asst. I	VACANT			38,337	383
		Total	1,830	417,680	12,911

## **Personal Services Summary**

FULL TIME	417,680
PART TIME	10,000
LONGEVITY	1,830
CLERICAL INCENTIVE	5,000
EDUCATION INCENTIVE	13,294
CLOTHING ALLOWANCE	3,600
SEPARATION COSTS	30,000
HOLIDAY PAY	521
Total	481,925

## **FINANCIAL OVERVIEW**

**Financial Overview by Statutory Category** 



## **FINANCIAL OVERVIEW SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
General Fund				
Overtime	\$242.02	\$34.00	\$3,000.00	8,723.5%
Personal Services Non OT	\$300,756.33	\$465,133.64	\$481,925.00	3.6%
Purchase of Service	\$78,045.71	\$379,800.00	\$389,800.00	2.6%
Goods and Supplies	\$9,779.12	\$20,200.00	\$20,200.00	0%
Total General Fund:	\$388,823.18	\$865,167.64	\$894,925.00	3.4%

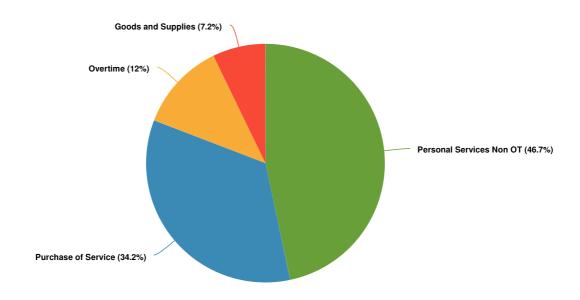
# **EXPENSE SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Expenditures				
General Government				
Planning and Economic Development				
Overtime				
OVERTIME	\$242.02	\$34.00	\$3,000.00	8,723.5%
Total Overtime:	\$242.02	\$34.00	\$3,000.00	8,723.5%
Personal Services Non OT				
FULL-TIME SALARIES	\$288,725.06	\$402,694.24	\$417,680.00	3.7%
PART-TIME SALARIES	\$0.00	\$10,000.00	\$10,000.00	0%
CLERICAL INCENTIVE	\$2,500.00	\$2,500.00	\$5,000.00	100%
LONGEVITY	\$1,830.00	\$1,830.00	\$1,830.00	0%
HOLIDAY	\$907.33	\$1,389.00	\$521.00	-62.5%
EDUCATIONAL INCENTIVE	\$4,793.94	\$11,920.40	\$13,294.00	11.5%
SEPARATION COSTS	\$0.00	\$30,000.00	\$30,000.00	0%
UNIFORM CLOTHING ALLOWANCE	\$2,000.00	\$4,800.00	\$3,600.00	-25%
Total Personal Services Non OT:	\$300,756.33	\$465,133.64	\$481,925.00	3.6%
Purchase of Service				
BUILDING/GROUNDS REPAIR/MAINT	\$0.00	\$1,500.00	\$1,500.00	0%
VEHICLE REPAIR/MAINTENANCE	\$185.45	\$500.00	\$500.00	0%
DEPART EQUIP REPAIR/MAINTENANC	\$0.00	\$1,500.00	\$1,500.00	0%
CONSULTANTS	\$0.00	\$65,000.00	\$75,000.00	15.4%
OTHER CONTRACT SERVICES	\$0.00	\$10,000.00	\$10,000.00	0%
DOWNTOWN DIF	\$77,860.26	\$300,000.00	\$300,000.00	0%
POSTAGE	\$0.00	\$100.00	\$100.00	0%
ADVERTISING	\$0.00	\$600.00	\$600.00	0%
PRINTING	\$0.00	\$600.00	\$600.00	0%
Total Purchase of Service:	\$78,045.71	\$379,800.00	\$389,800.00	2.6%
Goods and Supplies				
COPY MACHINE SUPPLIES	\$176.20	\$300.00	\$300.00	0%
OFFICE SUNDRIES/SUPPLIES	\$272.73	\$800.00	\$400.00	-50%
FOOD PURCHASE	\$0.00	\$600.00	\$1,000.00	66.7%
IN-STATE TRAVEL	\$0.00	\$3,000.00	\$3,000.00	0%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$99.95	\$3,500.00	\$3,500.00	0%
TUITION & TRAINING	\$0.00	\$2,000.00	\$2,000.00	0%
DEPARTMENT EQUIPMENT	\$9,230.24	\$10,000.00	\$10,000.00	0%
Total Goods and Supplies:	\$9,779.12	\$20,200.00	\$20,200.00	0%
Total Planning and Economic Development:	\$388,823.18	\$865,167.64	\$894,925.00	3.4%
Total General Government:	\$388,823.18	\$865,167.64	\$894,925.00	3.4%
Total Expenditures:	\$388,823.18	\$865,167.64	\$894,925.00	3.4%

# **PLANNING BOARD**

## **FINANCIAL OVERVIEW**

**Financial Overview by Statutory Category** 



# **FINANCIAL OVERVIEW SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
General Fund				
Overtime	\$3,609.23	\$5,000.00	\$5,000.00	0%
Personal Services Non OT	\$0.00	\$0.00	\$19,500.00	N/A
Purchase of Service	\$7,360.10	\$14,275.00	\$14,275.00	0%
Goods and Supplies	\$294.34	\$3,000.00	\$3,000.00	0%
Total General Fund:	\$11,263.67	\$22,275.00	\$41,775.00	<b>87.5</b> %

# **EXPENSE SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Expenditures				
General Government				
Planning Board				
Overtime				
OVERTIME	\$3,609.23	\$5,000.00	\$5,000.00	0%
Total Overtime:	\$3,609.23	\$5,000.00	\$5,000.00	0%
Personal Services Non OT				
STIPEND	\$0.00	\$0.00	\$19,500.00	N/A
Total Personal Services Non OT:	\$0.00	\$0.00	\$19,500.00	N/A
Purchase of Service				
DEPART EQUIP REPAIR/MAINT	\$0.00	\$225.00	\$225.00	0%
LEGAL	\$212.00	\$350.00	\$350.00	0%
CONSULTANTS	\$1,205.00	\$4,550.00	\$4,550.00	0%
POSTAGE	\$0.00	\$150.00	\$150.00	0%
ADVERTISING	\$5,187.14	\$5,000.00	\$5,000.00	0%
PRINTING	\$755.96	\$4,000.00	\$4,000.00	0%
Total Purchase of Service:	\$7,360.10	\$14,275.00	\$14,275.00	0%
Goods and Supplies				
COPY MACHINE SUPPLIES	\$0.00	\$700.00	\$200.00	-71.4%
OFFICE SUNDRIES/SUPPLIES	\$194.34	\$300.00	\$300.00	0%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$100.00	\$2,000.00	\$2,500.00	25%
Total Goods and Supplies:	\$294.34	\$3,000.00	\$3,000.00	0%
Total Planning Board:	\$11,263.67	\$22,275.00	\$41,775.00	<b>87.5</b> %
Total General Government:	\$11,263.67	\$22,275.00	\$41,775.00	<b>87.5</b> %
Total Expenditures:	\$11,263.67	\$22,275.00	\$41,775.00	<b>87.5</b> %

#### **POLICE**



## 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 citywide community policing plan.

## Services

Protect the public against crimes of violence

Control civic disorders.

Protect public safety.

Protect private and public property.

Maintain a uniformed staff by the use of the following specialized divisions:

Operations Bureau.

Administrative Bureau.

Auxiliary Services Bureau.

Maintain Patrol Division

Emergency Response.

Traf c enforcement.

Crime prevention.

Motorcycle and bicycle patrols.

Safety grants.

Firearms licensing.

Sex offender registration.

Provide community services:

Community outreach.

Court prosecution.

Crime prevention.

Child identi cation programs.

Child safety seat installation.

School programs safety training.

School Resource Of cers.

Social media via Twitter and Facebook.

Provide investigative services

Drug investigations.

Liquor investigations.

Agent for the liquor licensing authority.

# FY22 Accomplishments

#### Covid 19

Provided uninterrupted service over the past year, responding to all calls and working to protect the citizens of Brockton.

Used a Coronavirus Emergency Supplemental Spending Program grant to keep the police station disinfected and safe for of cers and the public.

#### **Cadet and Junior Cadet Program**



With assistance from the city and its Community Development Block Grant program, created the Cadet and Junior Cadet Programs to encourage Brockton youth and emerging adults to pursue a career in law enforcement here in their city.

#### **Cadet Program**

Hired ve cadets who are training and working in all divisions of the Brockton Police Department

#### **Junior Cadet Program**

Held two week-long sessions for 35 middle-school aged Brockton youth in which they learned about law, different roles of law enforcement, report writing, evidence collection, impairment, CPR, and water safety. They also took eld trips to the State Police Marine unit and took in either a Red Sox or a Revolution game.

#### **LinkUp Brockton**

Continued its Strategies for Policing Innovation grant-funded LinkUp Brockton project, a community policing effort geared to reduce violent crime and Substance Use Disorder in Brockton by getting of cers out of the cruiser and into the community to work with business owners on target hardening and link citizens at risk for SUD to needed services.

#### **Victim Assistance Program**

Funded by an Of ce for Victims of Crime grant, the BPD's civilian Victim Specialist and sworn Victim Liaison Of cer guided victims of violent crime through the criminal justice system and linked them to the services and resources they need.

Marked National Crime Victims' Rights Week with community outreach and a series of informational videos on Facebook.

Partnered with Curry College on a research grant to determine options for a Language Access Plan to be implemented at the BPD.

#### **Car Seat Program**

Partnered with Copeland Toyota and the Toyota Motor Corporation's Buckle Up for Life Program, the Department distributed and installed over 150 car seats for families in need.

Continued Wednesday evening appointments.

Added two more certi ed technicians, for a total of seven.

#### **Youth Outreach**

Utilized Shannon and SSYI grants to directly serve over 400 youth.

School Resource Of cers conducted home visits to help parents get services for their kids. Shannon partner Safe Corners Street Outreach conducted 2,620 community deployments. With partners Boys and Girls Club, Brockton Christian Mentoring Initiative, Old Colony YMCA Safe Corners and Kidz Konnect, and MassHire, provided employment, in-person summer and after-school programs, mentorship, and trauma-informed case management, which included safety planning, food and basic needs provision, and service referral. partners collaborated to ensure the city's at-risk youth weren't alone and had the services they needed.

Held two sessions of the Brockton Police Youth Academy.

#### **Project Lifesaver**

Using funding from a Bureau of Justice Assistance Grant, the BPD reinstituted the Project Lifesaver program to provide locative technology to assist nding individuals with dementia or developmental disabilities who have gone missing.

Routine battery replacement in the locative bracelets will be used as check-ins with caregivers to link them to needed services.

#### **Critical Incident Stress Management**

The COPS Law Enforcement Mental Health and Wellness grant-funded Peer Support Team expanded to over twenty of cers, all of whom underwent extensive training.

Established partnership with regional programs Southeastern Massachusetts Law Enforcement Council's (SEMLEC) Critical Incident Stress Management Unit and Metropolitan Law Enforcement Council Peer Unit.

Supported of cers both individually and with group debrie ngs after traumatic incidents.

#### **Supplemented Patrol Force**

Added 6 of cers to the BPD to ease short-staf ng. Added a drug detection K9 and a comfort dog.

#### Recruitment



Recruited candidates who speak the dominant languages in the community in an ongoing effort to diversify the BPD to properly re ect the Brockton community and enhance communication, trust, and effectiveness.

#### **Record Keeping**

Scanned all personnel records for retired staff.

#### **Capital Improvements**

Used \$250,000 in State 911 Support and Incentive grant funding to install a new dispatch radio system.

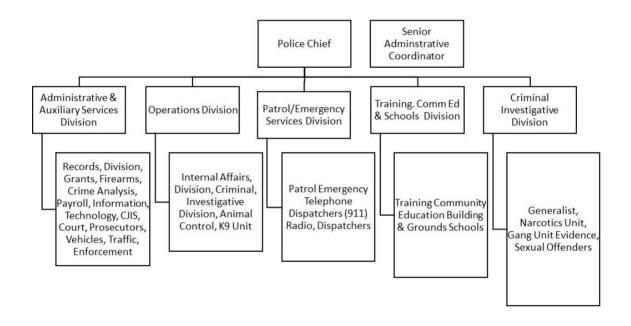
## **OBJECTIVES**

	Objective	Status	City Goal
	Personnel  1. Increase sworn force to better serve residents, more ef ciently respond to calls for service, and reduce overtime needed to meet shift staf ng requirements.	Ongoing FY23	1,2
	2. Continue recruitment of minority candidates to ensure the Department re ects the population of Brockton.	Ongoing FY23	1,2
	3. Continue to expand the Peer Support Team to assist of cers when needed.	Ongoing FY23	1,2
	Operations  4. Continue to streamline systems and digitize records for more ef cient work and faster service to		
	idents and staff.	Ongoing FY23	3
	5. Continue to purchase Taser non-lethal defense weapons for every sworn of cer.	Ongoing FY23	2
	<ul><li>6. Continue to purchase interoperable digital radios to replace remaining analog units.</li><li>7. Purchase Unmanned Aircraft Systems (drones) to</li></ul>	Ongoing FY23	3
	assist with search and rescue, or active shooter situations	New FY23	3
	Community		
	8. Increase co-response shifts with a team of licensed clinicians and Crisis Intervention Team trained of cers to better serve citizens with mental or behavioral		
9. E age inte 10. I	issues 9. Expand the Cadet Program to six young adults	Ongoing FY23	1,2
	ged 18-24 from the City of Brockton who are	Ongoing FY23	1,2
	Brockton youth ages 12-15.	Ongoing FY23	1,2

## **PERFORMANCE MEASURES**

Obi.	Performance Measures	FY21	FY22	FY23
Obj.	Performance Measures	Actuals	Projected	Target
1	Police recruits added	13	6	12
2	Percentage of sworn force minority representation	38%	40%	42%
3	Number of Peer Support Team Members	2	20	25
5	Taser non-lethal weapons purchased	8	3	125
6	Of cers equipped with interoperable digital radios	14	4	33
7	Unmanned Aircraft Systems acquired	0	0	2
8	Number of monthly clinician co-response shifts	0	6	10
9	Number of Brockton Police Cadets	0	5	6
10	Weeks of operation for the Junior Cadet Program	0	2	3

## **ORGANIZATIONAL CHART**



# **PERSONAL SERVICES**

EMPLOYEE	ED% STEP	BASE	LONG.	NIGHT	HOL.	EDUC.	WKEND	FIREARM	HAZARD	сьотн.	DEFIB	STIPEND	CLRCL	BUY BACK	TOTAL
POLICE															
OFFICERS															
CHIEF (1)															
Vacant	N/A	220,838	1,350	0	0	0	0	0	0	0	0	0	0	0	222,188
CAPTAINS (6)															
Hallisey, John	30% CAPT 30%, 2-29D	175,881	1,350	0	15,919	0	17,588	21,985	23,304	0	1,925	0	0	15,875	273,828
Hallisey, William	30% CAPT 30%, 2	145,821	1,250	14,582	13,677	0	14,582	18,228	19,321	0	1,925	0	0	6.581	235,967
LaFrance,			1,250	0	10,147	0	17,588	21,985	23,304	0	1,925	0	0	15,875	267,955
Christopher	30% CAPT 30%, 2-29D	175,881	1,230	O	10,147	O	17,500	21,303	25,504	O	1,525	O	Ü	15,675	207,555
McNulty, Arthur	30% CAPT 30%, 2	145,821	950	14,582	13,677	0	14,582	18,228	19,321	0	1,925	0	0	6,581	235,667
Porcaro, Mark	30% CAPT 30%, 2-27D	159,851	1,250	0	9,222	0	15,985	19,981	21,180	0	1,925	0	0	7,075	236,470
Williamson,			1,350	0	10,147	0	17,588	21,985	23,304	0	1,925	0	0	15,153	267,333
Steven	30% CAPT 30%, 2-29D	175,881	1,000		10,117	Ü	17,500	21,500	20,00 1		1,525	Ü	Ü	10,100	207,000
LIEUTENANT (14)	:														
13 + 1 funded by school dept															
Baroud, James	30% LT, 30%, 2-28N	133,486	950	13,349	12,520	0	13,349	16,686	17,687	0	1,925	0	0	0	209,951
Barry, William	30% LT, 30%, 2-29D	150,330	1,350	0	13,607	0	15,033	18,791	19,919	0	1,925	0	0	13,569	234,524
Benvie, Brian Jr			750	12,464	11,690	0	12,464	15,580	16,514	0	1,925	0	0	0	196,022
Benvie, Patrick	30% LT 30%, 2	124,636	480	12,464	11,690	0	12,464	15,580	16,514	0	1,925	0	0	0	195,752
Bonanca, Paul	30% LT 30%, 2	124,636		0		0			19,013	0		0	0	6,168	
	30% LT 30%, 2-28D	143,497	1,350		8,279		14,350	17,937			1,925				212,519
Dickinson, David	30% LT 30%, 2-24D	133,984	1,250	0	12,127	0	13,398	16,748	17,753	0	1,925	0	0	0	197,186
Farrell, David	30% LT 30%, 2	124,636	750	12,464	7,191	0	12,464	15,580	16,514	0	1,925	0	0	5,625	197,148
Maker, Bryan	30% LT, 30%, 2-29D	150,330	1,350	0	8,673	0	15,033	18,791	19,919	0	1,925	0	0	10,177	226,198
Mills, Donald	30% LT, 30%, 2-29D	150,330	1,350	0	13,607	0	15,033	18,791	19,919	0	1,925	0	0	13,569	234,524
Perez, Brenda	30% LT 30%, 2-27D	136,664	1,250	0	7,884	0	13,666	17,083	18,108	0	1,925	0	0	0	196,581
Schlieman,	700/ 17700/ 2 2/5	177.00 (	950	0	7,730	0	13,398	16,748	17,753	0	1,925	0	0	6,047	198,535
William	30% LT 30%, 2-24D	133,984	1050	17.00 /	17.116		17.00 /	17 / 00	10 500		1.005	0	0	10.000	272 072
Vardaro, Frank F.	, , , ,	139,840	1,250	13,984	13,116	0	13,984	17,480	18,529	0	1,925	0	0	12,622	232,730
Zeidman, Bruce	30% LT, 30%, 2-29D	150,330	1,350	0	13,607	0	15,033	18,791	19,919	0	1,925	0	0	0	220,955

CEDCEANTS (OF)															
SERGEANTS (25)	700/ 557 700/ 7	10 / 57 /	050	0	0.700	_	10 /77	17.000	17 077	0	1,925	0	0	/ 727	150.050
Amaral, Kevin Besarick, Scott	30% SGT, 30%, 3	104,734	950	0	9,480	0	10,473 9,960	13,092	13,877	0	1,925	0	0	4,727	159,258 148,620
	15% SGT, 15%, 3-24D	99,598	1,250		5,746			12,450	13,197	0	1,925	0	0	4,495 4,727	
Carpenter, William Cruickshank,	30% SGT, 30%, 3	104,734	950	10,473	9,824	0	10,473	13,092	13,877	U	1,525	O	Ü	4,727	170,075
Edward	30% SGT, 30%, 3	104,734	1,250	0	6,042	0	10,473	13,092	13,877	0	1,925	0	0	4,727	156,121
David, Stanley	30% SGT, 30%, 3-29D		1,250	0	11,434	0	12,633	15,791	16,738	0	1,925	0	0	10,884	196,979
Delvalle, Ruben	30% SGT, 30%, 3	104,734	750	10,473	9,824	0	10,473	13,092	13,877	0	1,925	0	0	0	165,148
Dennehy, Michael	30% SGT, 30%, 3-29D		1,350	0	11,434	0	12,633	15,791	16,738	0	1,925	0	0	0	186,195
Diliddo, Robert	30% SGT, 30%, 3-29N	117,512	1,350	11,751	11,022	0	11,751	14,689	15,570	0	1,925	0	0	10,607	196,178
Ellis, Kenneth	30% SGT, 30%, 3	104,734	750	0	9,480	0	10,473	13,092	13,877	0	1,925	0	0	0	154,331
Graham, Matthew	30% SGT, 30%, 3	104,734	950	10,473	9,824	0	10,473	13,092	13,877	0	1,925	0	0	4,727	170,075
Kalp, Andrew	20% SGT, 20%, 3-24D	103,929	1,250	0	9,407	0	10,393	12,991	13,771	0	1,925	0	0	4,691	158,357
Khoury, George	30% SGT, 30%, 3-29D	126,325	1,350	0	11,434	0	12,633	15,791	16,738	0	1,925	0	0	11,402	197,597
Livingston, Michael	30% SGT, 30%, 3	104,734	950	0	6,042	0	10,473	13,092	13,877	0	1,925	0	0	4,727	155,821
Lobo, Jose	30% SGT, 30%, 3	104,734	1,250	10,473	9,824	0	10,473	13,092	13,877	0	1,925	0	0	0	165,648
Lofstrom, Kenneth	30% SGT, 30%, 3-29D	126,325	1,350	0	11,434	0	12,633	15,791	16,738	0	1,925	0	0	11,402	197,597
McDermott,			1,350	13,460	10,595	0	11,217	14,021	14,863	0	1,925	0	0	4,821	184,422
Christopher	30% SGT, 30%, 3-28N	112,170	1,330	13,460	10,595	U	11,217	14,021	14,000	U	1,923	U	U	4,021	104,422
Perez, Victor	30% SGT, 30%, 3	104,734	750	10,473	9,824	0	10,473	13,092	13,877	0	1,925	0	0	0	165,148
Pierce Jr., Steven B.	30% SGT, 30%, 3	104,734	950	10,473	9,824	0	10,473	13,092	13,877	0	1,925	0	0	0	165,348
Rees, Adam	15% SGT, 15%, 3	92,650	950	0	8,386	0	9,265	11,581	12,276	0	1,925	0	0	0	137,033
Scanlon, Michael	30% SGT, 30%, 3	104,734	1,250	0	6,042	0	10,473	13,092	13,877	0	1,925	0	0	4,363	155,757
Schaaf, Michael G	15% SGT, 15%, 2	88,942	1,250	8,894	8,342	0	8,894	11,118	11,785	0	1,925	0	0	3,847	144,997
Skinner, Michael	30% SGT, 30%, 3	104,734	1,250	10,473	9,824	0	10,473	13,092	13,877	0	1,925	0	0	0	165,648
Stafford, William	30% SGT, 30%, 3	104,734	750	10,473	9,824	0	10,473	13,092	13,877	0	1,925	0	0	0	165,148
EMPLOYEE	ED% STEP	BASE	LONG.	NIGHT	HOL.	EDUC.	WKEND	FIREARM	HAZARDO	CLOTH	. DEFIB S	TIPEND	CLRCL		TOTAL
Stanton, Timothy	30% SGT, 30%, 3-29D	126,325	1,350	0	11,434	0	12,633	15,791	16,738	0	1,925	0	0	<b>BACK</b> 0	186,195
Sullivan, Jason F	30% SGT, 30%, 3-29N					0						0		0	185,571
	30% 301,30%,3-291	117,512	1,350	11,751	11,022	U	11,751	14,689	15,570	0	1,925	U	0	U	103,371
SUB-TOTAL SUPERVISORS	30% 301,30%,3-291	5,722,137	51,280	223,532		0	11,751 550,130	14,689 687,662	728,922	0	84,700	0	0		8,725,303
SUB-TOTAL	30% 301, 30%, 3-291														
SUB-TOTAL	3U% 3U1, 3U%, 3-29N														
SUB-TOTAL SUPERVISORS	3U% 3U1, 3U%, 3-29N														
SUB-TOTAL SUPERVISORS	3U% 3U1, 3U%, 3-29N														
SUB-TOTAL SUPERVISORS  LIEUTENANT FUNDED BY SCHOOL DEPARTMENT		5,722,137	51,280	223,532	451,876	0	550,130	687,662	728,922	0	84,700	0	0	225,064	8,725,303
SUB-TOTAL SUPERVISORS  LIEUTENANT FUNDED BY SCHOOL DEPARTMENT Jones, Kevin	30% LT 30%, 2-27D	5,722,137	51,280	223,532	451,876 7,730	0	550,130	687,662	728,922 17,753	0	84,700	0	0	225,064	8,725,303 198,835
SUB-TOTAL SUPERVISORS  LIEUTENANT FUNDED BY SCHOOL DEPARTMENT Jones, Kevin Paid by School Dep	30% LT 30%, 2-27D	5,722,137	51,280	223,532	451,876	0	550,130	687,662	728,922	0	84,700	0	0	225,064	8,725,303
SUB-TOTAL SUPERVISORS  LIEUTENANT FUNDED BY SCHOOL DEPARTMENT Jones, Kevin Paid by School Department BALANCE PAID BY	30% LT 30%, 2-27D	5,722,137	51,280	223,532	451,876 7,730	0	550,130	687,662	728,922 17,753	0	84,700	0	0	225,064	8,725,303 198,835
SUB-TOTAL SUPERVISORS  LIEUTENANT FUNDED BY SCHOOL DEPARTMENT Jones, Kevin Paid by School Dep	30% LT 30%, 2-27D	5,722,137 133,984 133,984	1,250 1,250	223,532 0 0	451,876 7,730 7,730	0 0	13,398 13,398	687,662 16,748 16,748	728,922 17,753 17,753	0 0	1,925 1,925	0 0	0 0	225,064 6,047 6,047	8,725,303 198,835 198,835
SUB-TOTAL SUPERVISORS  LIEUTENANT FUNDED BY SCHOOL DEPARTMENT Jones, Kevin Paid by School Dep. BALANCE PAID BY BPD	30% LT 30%, 2-27D	5,722,137 133,984 133,984	1,250 1,250 0	223,532 0 0	451,876 7,730 7,730 0	0 0	13,398 13,398	687,662 16,748 16,748	728,922 17,753 17,753	0 0	1,925 1,925	0 0	0 0	225,064 6,047 6,047 0	8,725,303 198,835 198,835
SUB-TOTAL SUPERVISORS  LIEUTENANT FUNDED BY SCHOOL DEPARTMENT Jones, Kevin Paid by School Dep. BALANCE PAID BY BPD TOTAL	30% LT 30%, 2-27D	5,722,137 133,984 133,984 0	1,250 1,250 0	223,532 0 0	451,876 7,730 7,730 0	0 0 0	550,130 13,398 13,398 0	16,748 16,748 0	728,922 17,753 17,753 0	0 0 0 0	84,700 1,925 1,925 0	0 0	0 0 0	225,064 6,047 6,047 0	8,725,303 196,835 198,835 0
SUB-TOTAL SUPERVISORS  LIEUTENANT FUNDED BY SCHOOL DEPARTMENT Jones, Kevin Paid by School Dep. BALANCE PAID BY BPD TOTAL	30% LT 30%, 2-27D ot	5,722,137 133,984 133,984 0	1,250 1,250 0	223,532 0 0	451,876 7,730 7,730 0	0 0 0	550,130 13,398 13,398 0	16,748 16,748 0	728,922 17,753 17,753 0	0 0 0 0	84,700 1,925 1,925 0	0 0	0 0 0	225,064 6,047 6,047 0	8,725,303 196,835 198,835 0
SUB-TOTAL SUPERVISORS  LIEUTENANT FUNDED BY SCHOOL DEPARTMENT Jones, Kevin Paid by School Dep BALANCE PAID BY BPD TOTAL SUPERVISORS	30% LT 30%, 2-27D ot	5,722,137 133,984 133,984 0	1,250 1,250 0	223,532 0 0	451,876 7,730 7,730 0	0 0 0	550,130 13,398 13,398 0	16,748 16,748 0	728,922 17,753 17,753 0	0 0 0 0	84,700 1,925 1,925 0	0 0	0 0 0	225,064 6,047 6,047 0	8,725,303 196,835 198,835 0
SUB-TOTAL SUPERVISORS  LIEUTENANT FUNDED BY SCHOOL DEPARTMENT Jones, Kevin Paid by School Dep BALANCE PAID BY BPD TOTAL SUPERVISORS  PATROL OFFICERS (160) Abdelnour, Edward	30% LT 30%, 2-27D ot	5,722,137  133,984  133,984  0  5,722,137	1,250 1,250 0	223,532 0 0	451,876 7,730 7,730 0	0 0 0	550,130 13,398 13,398 0	16,748 16,748 0	728,922 17,753 17,753 0	0 0 0 0	84,700 1,925 1,925 0	0 0	0 0 0	225,064 6,047 6,047 0	8,725,303 196,835 198,835 0
SUB-TOTAL SUPERVISORS  LIEUTENANT FUNDED BY SCHOOL DEPARTMENT Jones, Kevin Paid by School Dep BALANCE PAID BY BPD TOTAL SUPERVISORS  PATROL OFFICERS (160) Abdelnour, Edward D	30% LT 30%, 2-27D of	5,722,137 133,984 133,984 0 5,722,137	1,250 1,250 0 51,280	223,532 0 0 0 223,532	7,730 7,730 0 451,876	0 0 0 0	13,398 13,398 0 550,130	687,662 16,748 16,748 0 687,662	728,922 17,753 17,753 0 728,922	0 0 0 0	1,925 1,925 0 84,700	0 0 0 0	0 0 0	225,064 6,047 6,047 0 225,064	8,725,303 198,835 198,835 0 8,725,303
SUB-TOTAL SUPERVISORS  LIEUTENANT FUNDED BY SCHOOL DEPARTMENT Jones, Kevin Paid by School Dep. BALANCE PAID BY BPD TOTAL SUPERVISORS  PATROL OFFICERS (160) Abdelnour, Edward D Almeida, George	30% LT 30%, 2-27D of	5,722,137 133,984 133,984 0 5,722,137 82,005 85,860	1,250 1,250 0 51,280	223,532 0 0 0 223,532 0 8,586	7,730 7,730 0 451,876 7,423 8,053	0 0 0 0 0 0 0 0	13,398 13,398 0 550,130 8,201 8,586	687,662 16,748 16,748 0 687,662 10,251 10,733	728,922 17,753 17,753 0 728,922 10,866 11,376		1,925 1,925 0 84,700	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0		225,064 6,047 6,047 0 225,064	8,725,303 198,835 198,835 0 8,725,303
SUB-TOTAL SUPERVISORS  LIEUTENANT FUNDED BY SCHOOL DEPARTMENT Jones, Kevin Paid by School Dep BALANCE PAID BY BPD TOTAL SUPERVISORS  PATROL OFFICERS (160) Abdelnour, Edward D Almeida, George Alves, Kessy	30% LT 30%, 2-27D out  5  10% PTL, 10%, 28D 30% PTL, 30%, 27N 30% PTL, 30%, 3	5,722,137  133,984  0  5,722,137  82,005  85,860  68,523	1,250 1,250 0 51,280 1,250 1,250	223,532 0 0 0 223,532 0 8,586 6,852	7,730 7,730 0 451,876 7,423 8,053 6,427	0 0 0 0 0 0 0 0 0 0	13,398 13,398 0 550,130 8,201 8,586 6,852	687,662 16,748 16,748 0 687,662 10,251 10,733 8,565	728,922 17,753 17,753 0 728,922 10,866 11,376 9,079		1,925 1,925 0 84,700 1,925 1,925 1,925			225,064 6,047 6,047 0 225,064 0 3,799 0	8,725,303 198,835 198,835 0 8,725,303 121,919 140,268 108,224
SUB-TOTAL SUPERVISORS  LIEUTENANT FUNDED BY SCHOOL DEPARTMENT Jones, Kevin Paid by School Dep BALANCE PAID BY BPD TOTAL SUPERVISORS  PATROL OFFICERS (160) Abdelnour, Edward D Almeida, George Alves, Kessy Alves, Luis	30% LT 30%, 2-27D of	5,722,137  133,984  0  5,722,137  82,005  85,860  68,523  73,765	1,250 1,250 0 51,280 1,250 1,350 0	223,532 0 0 0 223,532 0 8,586 6,852 7,377	7,730 7,730 0 451,876 7,423 8,053 6,427 6,919		13,398 13,398 0 550,130 8,201 8,586 6,852 7,377	16,748 16,748 0 687,662 10,251 10,733 8,565 9,221	728,922 17,753 17,753 0 728,922 10,866 11,376 9,079 9,774	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	1,925 1,925 0 84,700 1,925 1,925 1,925 1,925			225,064 6,047 0 225,064 0 3,799 0	8,725,303 198,835 198,835 0 8,725,303 121,919 140,268 108,224 116,356
SUB-TOTAL SUPERVISORS  LIEUTENANT FUNDED BY SCHOOL DEPARTMENT Jones, Kevin Paid by School Dep BALANCE PAID BY BPD TOTAL SUPERVISORS  PATROL OFFICERS (160) Abdelnour, Edward D Almeida, George Alves, Kessy Alves, Luis Alves, Wilson	30% LT 30%, 2-27D out  5  10% PTL, 10%, 28D 30% PTL, 30%, 27N 30% PTL, 30%, 3	5,722,137  133,984  0  5,722,137  82,005  85,860  68,523	1,250 1,250 0 51,280 1,250 1,250	223,532 0 0 0 223,532 0 8,586 6,852	7,730 7,730 0 451,876 7,423 8,053 6,427	0 0 0 0 0 0 0 0 0 0	13,398 13,398 0 550,130 8,201 8,586 6,852	687,662 16,748 16,748 0 687,662 10,251 10,733 8,565	728,922 17,753 17,753 0 728,922 10,866 11,376 9,079		1,925 1,925 0 84,700 1,925 1,925 1,925			225,064 6,047 6,047 0 225,064 0 3,799 0	8,725,303 198,835 198,835 0 8,725,303 121,919 140,268 108,224
SUB-TOTAL SUPERVISORS  LIEUTENANT FUNDED BY SCHOOL DEPARTMENT Jones, Kevin Paid by School Dep BALANCE PAID BY BPD TOTAL SUPERVISORS  PATROL OFFICERS (160) Abdelnour, Edward D Almeida, George Alves, Kessy Alves, Luis Alves, Wilson Anderson-Pierce,	30% LT 30%, 2-27D of 10% PTL, 10%, 28D 30% PTL, 30%, 27N 30% PTL, 30%, 3 20% PTL, 20%, 5 20% PTL, 20%, 3	5,722,137  133,984  133,984  0  5,722,137  82,005  85,860  68,523  73,765  63,252	1,250 1,250 0 51,280 1,250 1,350 0	223,532 0 0 0 223,532 0 8,586 6,852 7,377	7,730 7,730 0 451,876 7,423 8,053 6,427 6,919		13,398 13,398 0 550,130 8,201 8,586 6,852 7,377	16,748 16,748 0 687,662 10,251 10,733 8,565 9,221	728,922 17,753 17,753 0 728,922 10,866 11,376 9,079 9,774	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	1,925 1,925 0 84,700 1,925 1,925 1,925 1,925			225,064 6,047 0 225,064 0 3,799 0	8,725,303 198,835 198,835 0 8,725,303 121,919 140,268 108,224 116,356
SUB-TOTAL SUPERVISORS  LIEUTENANT FUNDED BY SCHOOL DEPARTMENT Jones, Kevin Paid by School Dep BALANCE PAID BY BPD TOTAL SUPERVISORS  PATROL OFFICERS (160) Abdelnour, Edward D Almeida, George Alves, Kessy Alves, Luis Alves, Wilson	30% LT 30%, 2-27D of  10% PTL, 10%, 28D 30% PTL, 30%, 27N 30% PTL, 30%, 3 20% PTL, 20%, 5 20% PTL, 20%, 3 30% PTL, 30%, 6	5,722,137  133,984  133,984  0  5,722,137  82,005 85,860 68,523 73,765 63,252  84,177	1,250 1,250 0 51,280 1,250 0 1,350 0 0	223,532 0 0 0 223,532 0 8,586 6,852 7,377 6,325	7,730 7,730 0 451,876 7,423 8,053 6,427 6,919 5,933		13,398 13,398 0 550,130 8,201 8,586 6,852 7,377 6,325	16,748 16,748 0 687,662 10,251 10,733 8,565 9,221 7,907	728,922  17,753  0  728,922  10,866  11,376  9,079  9,774  8,381		1,925 1,925 0 84,700 1,925 1,925 1,925 1,925 1,925			225,064 6,047 6,047 0 225,064 0 3,799 0 0	8,725,303 196,835 198,835 0 8,725,303 121,919 140,268 108,224 116,356 100,048
SUB-TOTAL SUPERVISORS  LIEUTENANT FUNDED BY SCHOOL DEPARTMENT Jones, Kevin Paid by School Dep BALANCE PAID BY BPD TOTAL SUPERVISORS  PATROL OFFICERS (160) Abdelnour, Edward D Almeida, George Alves, Kessy Alves, Luis Alves, Wilson Anderson-Pierce, Nychole	30% LT 30%, 2-27D of 10% PTL, 10%, 28D 30% PTL, 30%, 27N 30% PTL, 30%, 3 20% PTL, 20%, 5 20% PTL, 20%, 3	5,722,137  133,984  133,984  0  5,722,137  82,005  85,860  68,523  73,765  63,252	1,250 1,250 0 51,280 1,250 0 0 0 0	223,532 0 0 0 223,532 0 8,586 6,852 7,377 6,325 1,052	7,730 7,730 0 451,876 7,423 8,053 6,427 6,919 5,933 4,856		13,398 13,398 0 550,130 8,201 8,586 6,852 7,377 6,325 8,418	16,748 16,748 0 687,662 10,251 10,733 8,565 9,221 7,907 10,522	728,922 17,753 17,753 0 728,922 10,866 11,376 9,079 9,774 8,381 11,153		1,925 1,925 0 84,700 1,925 1,925 1,925 1,925 1,925			225,064 6,047 0 225,064 0 3,799 0 0	8,725,303 198,835 198,835 0 8,725,303 121,919 140,268 108,224 116,356 100,048 122,854
SUB-TOTAL SUPERVISORS  LIEUTENANT FUNDED BY SCHOOL DEPARTMENT Jones, Kevin Paid by School Dep. BALANCE PAID BY BPD TOTAL SUPERVISORS  PATROL OFFICERS (160) Abdelnour, Edward D Almeida, George Alves, Kessy Alves, Luis Alves, Wilson Anderson-Pierce, Nychole Anderson, Darvin	30% LT 30%, 2-27D of 10% PTL, 10%, 28D 30% PTL, 30%, 27N 30% PTL, 30%, 3 20% PTL, 20%, 5 20% PTL, 20%, 3 30% PTL, 30%, 6 30% PTL, 30%, 29N	5,722,137  133,984  133,984  0  5,722,137  82,005  85,860  68,523  73,765  63,252  84,177  94,445	1,250 1,250 0 51,280 1,250 0 0,0 0 750	223,532 0 0 0 223,532 0 8,586 6,852 7,377 6,325 1,052 9,445	7,730 7,730 0 451,876 7,423 8,053 6,427 6,919 5,933 4,856 5,449		13,398 13,398 0 550,130 8,201 8,586 6,852 7,377 6,325 8,418 9,445	16,748 16,748 0 687,662 10,251 10,733 8,565 9,221 7,907 10,522 11,806	728,922 17,753 17,753 0 728,922 10,866 11,376 9,079 9,774 8,381 11,153 12,514		1,925 1,925 0 84,700 1,925 1,925 1,925 1,925 1,925 1,925			225,064  6,047 6,047 0  225,064  0 3,799 0 0 0 0 8,525	8,725,303 198,835 198,835 0 8,725,303 121,919 140,268 108,224 116,356 100,048 122,854 154,902
SUB-TOTAL SUPERVISORS  LIEUTENANT FUNDED BY SCHOOL DEPARTMENT Jones, Kevin Paid by School Dep BALANCE PAID BY BPD TOTAL SUPERVISORS  PATROL OFFICERS (160) Abdelnour, Edward D Almeida, George Alves, Kessy Alves, Luis Alves, Wilson Anderson-Pierce, Nychole Anderson, Darvin Andrade, Adilson	30% LT 30%, 2-27D of 10% PTL, 10%, 28D 30% PTL, 30%, 27N 30% PTL, 20%, 5 20% PTL, 20%, 5 30% PTL, 30%, 6 30% PTL, 30%, 29N 30% PTL, 30%, 3	5,722,137  133,984  133,984  0  5,722,137  82,005  85,860  68,523  73,765  63,252  84,177  94,445  68,523	1,250 1,250 0 51,280 1,250 0 0 0 0 750 1,350 0	223,532 0 0 0 223,532 0 8,586 6,852 7,377 6,325 1,052 9,445 6,852	7,730 7,730 0 451,876 7,423 8,053 6,427 6,919 5,933 4,856 5,449 6,427		13,398 13,398 0 550,130 8,201 8,586 6,852 7,377 6,325 8,418 9,445 6,852	16,748 16,748 0 687,662 10,251 10,733 8,565 9,221 7,907 10,522 11,806 8,565	728,922  17,753  0  728,922  10,866  11,376  9,079  9,774  8,381  11,153  12,514  9,079		1,925 1,925 0 84,700 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925			225,064  6,047  6,047  0  225,064  0  3,799  0  0  0  8,525  0	8,725,303  198,835  198,835  0  8,725,303  121,919  140,268 108,224 116,356 100,048 122,854 154,902 108,224
SUB-TOTAL SUPERVISORS  LIEUTENANT FUNDED BY SCHOOL DEPARTMENT Jones, Kevin Paid by School Dep BALANCE PAID BY BPD TOTAL SUPERVISORS  PATROL OFFICERS (160) Abdelnour, Edward D Almeida, George Alves, Kessy Alves, Luis Alves, Wilson Anderson-Pierce, Nychole Anderson, Darvin Andrade, Adilson Asack, Michael	30% LT 30%, 2-27D or  10% PTL, 10%, 28D 30% PTL, 30%, 3 20% PTL, 20%, 5 20% PTL, 20%, 3 30% PTL, 30%, 6 30% PTL, 30%, 29N 30% PTL, 30%, 3 30% PTL, 30%, 6	5,722,137  133,984  133,984  0  5,722,137  82,005  85,860  68,523  73,765  63,252  84,177  94,445  68,523  84,177	1,250 1,250 0 51,280 0 1,250 0 0 0 750 0,350 0	223,532 0 0 0 223,532 0 8,586 6,852 7,377 6,325 1,052 9,445 6,852 0	7,730 7,730 0 451,876 7,423 8,053 6,427 6,919 5,933 4,856 5,449 6,427 7,619		13,398 13,398 0 550,130 8,201 8,586 6,852 7,377 6,325 8,418 9,445 6,852 8,418	16,748 16,748 0 687,662 10,251 10,733 8,565 9,221 7,907 10,522 11,806 8,565 10,522	728,922  17,753  17,753  0  728,922  10,866  11,376  9,079  9,774  8,381  11,153  12,514  9,079  11,153		1,925 1,925 0 84,700 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925			225,064 6,047 6,047 0 225,064 0 3,799 0 0 0 0 8,525 0	8,725,303  198,835 198,835 0  8,725,303  121,919 140,268 108,224 116,356 100,048 122,854 154,902 108,224 124,294
SUB-TOTAL SUPERVISORS  LIEUTENANT FUNDED BY SCHOOL DEPARTMENT Jones, Kevin Paid by School Dep BALANCE PAID BY BPD TOTAL SUPERVISORS  PATROL OFFICERS (160) Abdelnour, Edward D Almeida, George Alves, Kessy Alves, Luis Alves, Wilson Anderson-Pierce, Nychole Anderson, Darvin Andrade, Adilson Asack, Michael Atwood, Robert	30% LT 30%, 2-27D of 10% PTL, 10%, 28D 30% PTL, 30%, 27N 30% PTL, 20%, 5 20% PTL, 20%, 5 30% PTL, 30%, 6 30% PTL, 30%, 29N 30% PTL, 30%, 6 20% PTL, 20%, 6	5,722,137  133,984  133,984  0  5,722,137  82,005  85,860  68,523  73,765  63,252  84,177  94,445  68,523  84,177  77,702	1,250 1,250 0 51,280 0 1,250 0 0 0 750 1,350 0 0 480 480	223,532 0 0 223,532 0 8,586 6,852 7,377 6,325 1,052 9,445 6,852 0 7,770	7,730 7,730 0 451,876 7,423 8,053 6,427 6,919 5,933 4,856 5,449 6,427 7,619 7,288		550,130 13,398 13,398 0 550,130 8,201 8,586 6,852 7,377 6,325 8,418 9,445 6,852 8,418 9,445 6,852 8,418	16,748 16,748 0 687,662 10,251 10,733 8,565 9,221 7,907 10,522 11,806 8,565 10,522 9,713	728,922  17,753  17,753  0  728,922  10,866  11,376  9,079  9,774  8,381  11,153  12,514  9,079  11,153  10,296		1,925 1,925 0 84,700 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925			225,064  6,047 0  225,064  0  3,799 0 0 0 8,525 0 0 0	8,725,303  198,835  198,835  0  8,725,303  121,919  140,268 108,224 116,356 100,048 122,854 154,902 109,224 124,294 124,294

Besarick, Sean	15% PTL, 15%, 28D	85,732	1,250	0	4,946	0	8,573	10,717	11,359	0	1,925	0	0	0	124,502
Bunker, Michael	30% PTL, 30%, 6	84,177	950	8,418	7,895	0	8,418	10,522	11,153	0	1,925	0	0	3,799	137,257
Burke, Eric	0% PTL, 0%, 6	64,752	950	0	5,861	0	6,475	8,094	8,580	0	1,925	0	0	0	96,637
Burrell, Alexander	15% PTL, 15%, 6	74,464	480	7,446	6,984	0	7,446	9,308	9,866	0	1,925	0	0	0	117,921
Cabral, Wilson	15% PTL, 15%, 4	65,654	0	6,565	6,158	0	6,565	8,207	8,699	0	1,925	0	0	0	103,774
Callahan, Isaiah	0% PTL, 0%, 6	64,752	480	0	5,861	0	6,475	8,094	8,580	0	1,925	0	0	0	96,167
Cantone, Shane	30% PTL, 30%, 29D	101,531	1,250	0	5,858	0	10,153	12,691	13,453	0	1,925	0	0	8,331	155,192
Carde, Samuel	30% PTL, 30%, 29D	101,531	1,350	0	9,190	0	10,153	12,691	13,453	0	1,925	0	0	8,331	158,624
Cesarini, Michael J	30% PTL. 30%, 28D	96,915	1,350	0	5,591	0	9,692	12,114	12,841	0	1,925	0	0	0	140,428
Cirino, Santiago	30% PTL. 30%, 24D	90,489	1,250	0	8,190	0	9,049	11,311	11,990	0	1,925	0	0	3,454	137,658
Clark, Eric J	30% PTL, 30%, 29D	101,531	1,350	0	9,190	0	10,153	12,691	13,453	0	1,925	0	0	8,331	158,624
Cole, Hermer E	20% PTL, 20%, 29N	87,180	1,350	8,718	8,177	0	8,718	10,898	11,551	0	1,925	0	0	7,869	146,386
Colon, Richard	15% PTL, 15%, 6	74,464	750	0	6,740	0	7,446	9,308	9,866	0	1,925	0	0	0	110,500
Congdon,															
Jacqueline	30% PTL. 30%, 27D	92,299	1,350	0	5,325	0	9,230	11,537	12,230	0	1,925	0	0	3,713	137,609
Correia, Jonathan	15% PTL, 15%, 6	74,464	480	7,446	6,984	0	7,446	9,308	9,866	0	1,925	0	0	0	117,921
Coulanges, Franck	20% PTL, 20%, 6	77,702	480	0	7,033	0	7,770	9,713	10,296	0	1,925	0	0	0	114,918
Cronshaw, James	20% PTL, 20%, 6	77,702	950	7,770	7,288	0	7,770	9,713	10,296	0	1,925	0	0	3,507	126,921
Cummings, Erin M	30% PTL 30% 27D	92,299	1,350	0	5,325	0	9,230	11,537	12,230	0	1,925	0	0	3,713	137,609
Cummings, Joseph	30% FTE. 30%, 27D	32,233	1,000	Ü	0,020	Ŭ	3,200	11,557	12,250	Ü	1,020	Ü	Ü	5,715	157,003
L	20% PTL, 20%, 29D	93,721	1,350	0	5,407	0	9,372	11,715	12,418	0	1,925	0	0	7,690	143,598
Cunningham,	2070 FTC, 2070, 235	33,721													
Ronald	20% PTL, 20%, 6	77,702	480	0	7,033	0	7,770	9,713	10,296	0	1,925	0	0	0	114,918
Czarnowski, Francis	2070 1 12, 2070, 0	77,702													
J	0% PTL, 0%, 29D	78,101	1,350	0	7,069	0	7,810	9,763	10,348	0	1,925	0	0	0	116,366
Dagraca, Olegario	15% PTL, 15%, 4	65,654	0	6,565	6,158	0	6,565	8,207	8,699	0	1,925	0	0	0	103,774
Darosa, Denzil	30% PTL, 30%, 5	79,912	0	7,991	7,495	0	7,991	9,989	10,588	0	1,925	0	0	0	125,892
DaSilva, Kathy	30% PTL, 30%, 29D	101,531	1,250	0	5,858	0	10,153	12,691	13,453	0	1,925	0	0	8,331	155,192
Babiira, nacing	30% FTC, 30%, 230	101,331	1,200	Ū	0,000		10,100	12,051	10, 100		1,525	Ü	ŭ	BUY	100,132
EMPLOYEE	ED% STEP	BASE	LONG.	NIGHT	HOL.	EDUC.	WKEND	FIREARM	HAZARD	ССОТН	. DEFIB	STIPENE	CLRCL	BACK	TOTAL
Deserviced Diseas															
Deandrade, Diana	20% PTL 20% 5	73.765	0	7,377	6,919	0	7,377	9,221	9,774	0	1,925	0	0	0	116,356
Deandrade, Diana  Deiuliis, Christopher	20% PTL, 20%, 5	73,765 84 177	0 480	7,377 0	6,919 7.619		7,377 8.418	9,221	9,774		1,925 1.925				116,356
Deiuliis, Christopher	30% PTL, 30%, 6	84,177	480	0	7,619	0	8,418	10,522	11,153	0	1,925	0	0	0	124,294
Deiuliis, Christopher Delaney, Thomas	30% PTL, 30%, 6 0% PTL, 0%, 5	84,177 61,470	480 0	0 6,147	7,619 5,766	0	8,418 6,147	10,522 7,684	11,153 8,145	0	1,925 1,925	0	0	0	124,294 97,283
Deiuliis, Christopher Delaney, Thomas Depina, Lucinio	30% PTL, 30%, 6 0% PTL, 0%, 5 15% PTL, 15%, 6	84,177 61,470 74,464	480 0 480	0 6,147 0	7,619 5,766 6,740	0 0	8,418 6,147 7,446	10,522 7,684 9,308	11,153 8,145 9,866	0 0	1,925 1,925 1,925	0 0 0	0 0 0	0 0	124,294 97,283 110,230
Deiuliis, Christopher Delaney, Thomas Depina, Lucinio Depina, Manual	30% PTL, 30%, 6 0% PTL, 0%, 5 15% PTL, 15%, 6 0% PTL, 0%, 5	84,177 61,470 74,464 61,470	480 0 480 0	0 6,147 0 6,147	7,619 5,766 6,740 5,766	0 0 0	8,418 6,147 7,446 6,147	10,522 7,684 9,308 7,684	11,153 8,145 9,866 8,145	0 0 0	1,925 1,925 1,925 1,925	0 0 0	0 0 0	0 0 0	124,294 97,283 110,230 97,283
Deiuliis, Christopher Delaney, Thomas Depina, Lucinio Depina, Manual Devin, Caroline (LOA	30% PTL, 30%, 6 0% PTL, 0%, 5 15% PTL, 15%, 6 0% PTL, 0%, 5 ) 30% PTL, 30%, 6	84,177 61,470 74,464 61,470 84,177	480 0 480 0 480	0 6,147 0 6,147 8,418	7,619 5,766 6,740 5,766 7,895	0 0 0	8,418 6,147 7,446 6,147 8,418	10,522 7,684 9,308 7,684 10,522	11,153 8,145 9,866 8,145 11,153	0 0 0	1,925 1,925 1,925 1,925 1,925	0 0 0 0	0 0 0 0	0 0 0	124,294 97,283 110,230 97,283 132,988
Deiuliis, Christopher Delaney, Thomas Depina, Lucinio Depina, Manual Devin, Caroline (LOA Devine, William	30% PTL, 30%, 6 0% PTL, 0%, 5 15% PTL, 15%, 6 0% PTL, 0%, 5 30% PTL, 30%, 6 30% PTL, 30%, 6	84,177 61,470 74,464 61,470 84,177	480 0 480 0 480 1,250	0 6,147 0 6,147 8,418 8,418	7,619 5,766 6,740 5,766 7,895 7,895	0 0 0 0 0	8,418 6,147 7,446 6,147 8,418 8,418	10,522 7,684 9,308 7,684 10,522 10,522	11,153 8,145 9,866 8,145 11,153	0 0 0 0 0	1,925 1,925 1,925 1,925 1,925 1,925	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0 0 3,799	124,294 97,283 110,230 97,283 132,988 137,557
Deiuliis, Christopher Delaney, Thomas Depina, Lucinio Depina, Manual Devin, Caroline (LOA Devine, William Donahue, Brian	30% PTL, 30%, 6 0% PTL, 0%, 5 15% PTL, 15%, 6 0% PTL, 0%, 5 ) 30% PTL, 30%, 6 30% PTL, 30%, 6	84,177 61,470 74,464 61,470 84,177 84,177	480 0 480 0 480 1,250	0 6,147 0 6,147 8,418 8,418	7,619 5,766 6,740 5,766 7,895 7,895	0 0 0 0 0 0	8,418 6,147 7,446 6,147 8,418 8,418	10,522 7,684 9,308 7,684 10,522 10,522	11,153 8,145 9,866 8,145 11,153 11,153	0 0 0 0 0 0	1,925 1,925 1,925 1,925 1,925 1,925 1,925	0 0 0 0 0 0 0 0	0 0 0 0 0 0 0	0 0 0 0 0 0 0 3,799	124,294 97,283 110,230 97,283 132,988 137,557
Deiuliis, Christopher Delaney, Thomas Depina, Lucinio Depina, Manual Devin, Caroline (LOA Devine, William Donahue, Brian Donahue, Timothy F	30% PTL, 30%, 6 0% PTL, 0%, 5 15% PTL, 15%, 6 0% PTL, 0%, 5 ) 30% PTL, 30%, 6 30% PTL, 30%, 6	84,177 61,470 74,464 61,470 84,177	480 0 480 0 480 1,250 1,250	0 6,147 0 6,147 8,418 8,418 0	7,619 5,766 6,740 5,766 7,895 7,895 7,895 8,772	0 0 0 0 0 0 0 0	8,418 6,147 7,446 6,147 8,418 8,418 9,692	10,522 7,684 9,308 7,684 10,522 10,522 10,522 12,114	11,153 8,145 9,866 8,145 11,153 11,153 12,841	0 0 0 0 0 0 0 0	1,925 1,925 1,925 1,925 1,925 1,925 1,925	0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 3,799 3,799	124,294 97,283 110,230 97,283 132,988 137,557 137,557
Deiuliis, Christopher Delaney, Thomas Depina, Lucinio Depina, Manual Devin, Caroline (LOA Devine, William Donahue, Brian Donahue, Timothy F	30% PTL, 30%, 6 0% PTL, 0%, 5 15% PTL, 15%, 6 0% PTL, 0%, 5 ) 30% PTL, 30%, 6 30% PTL, 30%, 6	84,177 61,470 74,464 61,470 84,177 84,177	480 0 480 0 480 1,250 1,250 0	0 6,147 0 6,147 8,418 8,418 8,418 0 6,516	7,619 5,766 6,740 5,766 7,895 7,895 7,895 8,772 6,112		8,418 6,147 7,446 6,147 8,418 8,418 9,692 6,516	10,522 7,684 9,308 7,684 10,522 10,522 10,522 12,114 8,145	11,153 8,145 9,866 8,145 11,153 11,153 12,841 8,634		1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925			0 0 0 0 0 0 3,799 3,799	124,294 97,283 110,230 97,283 132,988 137,557 147,296 103,006
Deiuliis, Christopher Delaney, Thomas Depina, Lucinio Depina, Manual Devin, Caroline (LOA Devine, William Donahue, Brian Donahue, Timothy F	30% PTL, 30%, 6 0% PTL, 0%, 5 15% PTL, 15%, 6 0% PTL, 0%, 5 30% PTL, 30%, 6 30% PTL, 30%, 6 30% PTL 30%, 6	84,177 61,470 74,464 61,470 84,177 84,177 96,915	480 0 480 0 480 1,250 1,250	0 6,147 0 6,147 8,418 8,418 0	7,619 5,766 6,740 5,766 7,895 7,895 7,895 8,772	0 0 0 0 0 0 0 0	8,418 6,147 7,446 6,147 8,418 8,418 9,692	10,522 7,684 9,308 7,684 10,522 10,522 10,522 12,114	11,153 8,145 9,866 8,145 11,153 11,153 12,841	0 0 0 0 0 0 0 0	1,925 1,925 1,925 1,925 1,925 1,925 1,925	0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 3,799 3,799 3,787 0	124,294 97,283 110,230 97,283 132,988 137,557 137,557
Deiuliis, Christopher Delaney, Thomas Depina, Lucinio Depina, Manual Devin, Caroline (LOA Devine, William Donahue, Brian Donahue, Timothy F	30% PTL, 30%, 6 0% PTL, 0%, 5 15% PTL, 15%, 6 0% PTL, 0%, 5 ) 30% PTL, 30%, 6 30% PTL, 30%, 6 30% PTL, 30%, 6 R 30% PTL, 30%, 28D 6% PTL, 6%, 5	84,177 61,470 74,464 61,470 84,177 84,177 96,915 65,159	480 0 480 0 480 1,250 1,250 0	0 6,147 0 6,147 8,418 8,418 8,418 0 6,516	7,619 5,766 6,740 5,766 7,895 7,895 7,895 8,772 6,112		8,418 6,147 7,446 6,147 8,418 8,418 9,692 6,516	10,522 7,684 9,308 7,684 10,522 10,522 10,522 12,114 8,145	11,153 8,145 9,866 8,145 11,153 11,153 12,841 8,634		1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925			0 0 0 0 0 0 3,799 3,799	124,294 97,283 110,230 97,283 132,988 137,557 147,296 103,006
Deiuliis, Christopher Delaney, Thomas Depina, Lucinio Depina, Manual Devin, Caroline (LOA Devine, William Donahue, Brian Donahue, Timothy F Donato, James	30% PTL, 30%, 6 0% PTL, 0%, 5 15% PTL, 15%, 6 0% PTL, 30%, 6 30% PTL, 30%, 6 30% PTL, 30%, 6 30% PTL, 30%, 28D 6% PTL, 6%, 5 30% PTL, 30%, 29D	84,177 61,470 74,464 61,470 84,177 84,177 96,915 65,159 101,531	480 0 480 0 480 1,250 1,250 0 1,350	0 6,147 0 6,147 8,418 8,418 0 6,516	7,619 5,766 6,740 5,766 7,895 7,895 8,772 6,112 5,858		8,418 6,147 7,446 6,147 8,418 8,418 9,692 6,516 10,153	10,522 7,684 9,308 7,684 10,522 10,522 10,522 12,114 8,145 12,691	11,153 8,145 9,866 8,145 11,153 11,153 12,841 8,634 13,453		1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925			0 0 0 0 0 0 3,799 3,799 3,787 0	124,294 97,283 110,230 97,283 132,988 137,557 147,296 103,006 146,961
Deiuliis, Christopher Delaney, Thomas Depina, Lucinio Depina, Manual Devin, Caroline (LOA Devine, William Donahue, Brian Donahue, Timothy F Donato, James Donohue, Patrick S Duhamel, Mark	30% PTL, 30%, 6 0% PTL, 0%, 5 15% PTL, 15%, 6 0% PTL, 30%, 6 30% PTL, 30%, 6 30% PTL, 30%, 6 8 30% PTL, 30%, 28D 6% PTL, 6%, 5 30% PTL, 30%, 29D 20% PTL, 20%, 6	84,177 61,470 74,464 61,470 84,177 84,177 96,915 65,159 101,531 77,702	480 0 480 0 480 1,250 1,250 0 1,350 480	0 6,147 0 6,147 8,418 8,418 0 6,516 0 7,770	7,619 5,766 6,740 5,766 7,895 7,895 8,772 6,112 5,858 7,288		8,418 6,147 7,446 6,147 8,418 8,418 8,418 9,692 6,516 10,153 7,770	10,522 7,684 9,308 7,684 10,522 10,522 10,522 12,114 8,145 12,691 9,713	11,153 8,145 9,866 8,145 11,153 11,153 12,841 8,634 13,453 10,296		1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925			0 0 0 0 0 3,799 3,799 3,787 0 0	124,294 97,283 110,230 97,283 132,988 137,557 147,296 103,006 146,961 126,451
Deiuliis, Christopher Delaney, Thomas Depina, Lucinio Depina, Manual Devin, Caroline (LOA Devine, William Donahue, Brian Donahue, Timothy F Donato, James Donohue, Patrick S Duhamel, Mark Edmond, Nathalie	30% PTL, 30%, 6 0% PTL, 0%, 5 15% PTL, 15%, 6 0% PTL, 30%, 6 30% PTL, 30%, 6 30% PTL, 30%, 28D 6% PTL, 30%, 29D 20% PTL, 30%, 29D 20% PTL, 20%, 6 30% PTL, 30%, 5	84,177 61,470 74,464 61,470 84,177 84,177 96,915 65,159 101,531 77,702 79,912	480 0 480 0 480 1,250 1,250 0 1,350 480 0	0 6,147 0 6,147 8,418 8,418 0 6,516 0 7,7770	7,619 5,766 6,740 5,766 7,895 7,895 8,772 6,112 5,858 7,288 7,233		8,418 6,147 7,446 6,147 8,418 8,418 9,692 6,516 10,153 7,770 7,991	10,522 7,684 9,308 7,684 10,522 10,522 12,114 8,145 12,691 9,713 9,989	11,153 8,145 9,866 8,145 11,153 11,153 12,841 8,634 13,453 10,296 10,588		1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925			0 0 0 0 0 3,799 3,787 0 0 3,507	124,294 97,283 110,230 97,283 132,988 137,557 147,296 103,006 146,961 126,451 117,639
Deiuliis, Christopher Delaney, Thomas Depina, Lucinio Depina, Manual Devin, Caroline (LOA Devine, William Donahue, Brian Donahue, Timothy F Donato, James Donohue, Patrick S Duhamel, Mark Edmond, Nathalie Egan, Kenneth	30% PTL, 30%, 6 0% PTL, 0%, 5 15% PTL, 15%, 6 0% PTL, 0%, 5 ) 30% PTL, 30%, 6 30% PTL, 30%, 6 30% PTL, 30%, 28D 6% PTL, 6%, 5 30% PTL, 30%, 29D 20% PTL, 20%, 6 30% PTL, 30%, 5 30% PTL, 30%, 5	84,177 61,470 74,464 61,470 84,177 84,177 96,915 65,159 101,531 77,702 79,912 84,177	480 0 480 0 480 1,250 1,250 0 1,350 480 0	0 6,147 0 6,147 8,418 8,418 0 6,516 0 7,770 0	7,619 5,766 6,740 5,766 7,895 7,895 8,772 6,112 5,858 7,288 7,233 7,619		8,418 6,147 7,446 6,147 8,418 8,418 8,418 9,692 6,516 10,153 7,770 7,991 8,418	10,522 7,684 9,308 7,684 10,522 10,522 10,522 12,114 8,145 12,691 9,713 9,989 10,522	11,153 8,145 9,866 8,145 11,153 11,153 12,841 8,634 13,453 10,296 10,588 11,153		1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925			0 0 0 0 0 3,799 3,787 0 0 3,507	124,294 97,283 110,230 97,283 132,988 137,557 147,296 103,006 146,961 126,451 117,639 127,801
Deiuliis, Christopher Delaney, Thomas Depina, Lucinio Depina, Manual Devin, Caroline (LOA Devine, William Donahue, Brian Donahue, Timothy F Donato, James Donohue, Patrick S Duhamel, Mark Edmond, Nathalie Egan, Kenneth Farrell, Matthew	30% PTL, 30%, 6 0% PTL, 0%, 5 15% PTL, 15%, 6 0% PTL, 30%, 6 30% PTL, 30%, 6 30% PTL, 30%, 28D 6% PTL, 6%, 5 30% PTL, 30%, 29D 20% PTL, 20%, 6 30% PTL, 30%, 5 30% PTL, 30%, 5	84,177 61,470 74,464 61,470 84,177 84,177 96,915 65,159 101,531 77,702 79,912 84,177 64,752	480 0 480 0 480 1,250 1,250 0 1,350 480 0 480	0 6,147 0 6,147 8,418 8,418 0 6,516 0 7,770 0	7,619 5,766 6,740 5,766 7,895 7,895 8,772 6,112 5,858 7,288 7,288 7,233 7,619 5,861		8,418 6,147 7,446 6,147 8,418 8,418 9,692 6,516 10,153 7,770 7,991 8,418 6,475	10,522 7,684 9,308 7,684 10,522 10,522 12,114 8,145 12,691 9,713 9,989 10,522 8,094	11,153 8,145 9,866 8,145 11,153 11,153 12,841 8,634 13,453 10,296 10,588 11,153 8,580		1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925			0 0 0 0 0 3,799 3,787 0 0 3,507 0	124,294 97,283 110,230 97,283 132,988 137,557 147,296 103,006 146,961 126,451 117,639 127,801 96,167
Deiuliis, Christopher Delaney, Thomas Depina, Lucinio Depina, Manual Devin, Caroline (LOA Devine, William Donahue, Brian Donahue, Timothy F Donato, James Donohue, Patrick S Duhamel, Mark Edmond, Nathalie Egan, Kenneth Farrell, Matthew Ferebee, Lindsey	30% PTL, 30%, 6 0% PTL, 0%, 5 15% PTL, 15%, 6 0% PTL, 30%, 6 30% PTL, 30%, 6 30% PTL, 30%, 28D 6% PTL, 30%, 29D 20% PTL, 20%, 6 30% PTL, 30%, 5 30% PTL, 30%, 5 30% PTL, 30%, 6 00% PTL, 0%, 6 00% PTL, 0%, 6	84,177 61,470 74,464 61,470 84,177 84,177 96,915 65,159 101,531 77,702 79,912 84,177 64,752 77,702	480 0 480 0 480 1,250 1,250 0 1,350 480 0 480 480 750	0 6,147 0 6,147 8,418 8,418 0 6,516 0 7,770 0 0	7,619 5,766 6,740 5,766 7,895 7,895 8,772 6,112 5,858 7,233 7,619 5,861 7,288		8,418 6,147 7,446 6,147 8,418 8,418 9,692 6,516 10,153 7,770 7,991 8,418 6,475 7,770	10,522 7,684 9,308 7,684 10,522 10,522 12,114 8,145 12,691 9,713 9,989 10,522 8,094 9,713	11,153 8,145 9,866 8,145 11,153 11,153 12,841 8,634 13,453 10,296 10,588 11,153 8,580 10,296		1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925			0 0 0 0 0 3,799 3,787 0 0 3,507 0 3,507	124,294 97,283 110,230 97,283 132,988 137,557 147,296 103,006 146,961 126,451 117,639 127,801 96,167 123,214
Deiuliis, Christopher Delaney, Thomas Depina, Lucinio Depina, Manual Devin, Caroline (LOA Devine, William Donahue, Brian Donahue, Timothy F Donato, James Donohue, Patrick S Duhamel, Mark Edmond, Nathalie Egan, Kenneth Farrell, Matthew Ferebee, Lindsey Fernandes, Vandaly	30% PTL, 30%, 6 0% PTL, 0%, 5 15% PTL, 15%, 6 0% PTL, 30%, 6 30% PTL, 30%, 6 30% PTL, 30%, 28D 6% PTL, 30%, 28D 6% PTL, 6%, 5 30% PTL, 30%, 29D 20% PTL, 20%, 6 30% PTL, 30%, 5 30% PTL, 30%, 5 30% PTL, 30%, 6 0% PTL, 0%, 6 20% PTL, 0%, 6	84,177 61,470 74,464 61,470 84,177 84,177 96,915 65,159 101,531 77,702 79,912 84,177 64,752 77,702 48,326	480 0 480 0 480 1,250 1,250 0 1,350 480 0 480 480 750 0	0 6,147 0 6,147 8,418 8,418 0 6,516 0 7,770 0 0 0 7,770 4,833	7,619 5,766 6,740 5,766 7,895 7,895 8,772 6,112 5,858 7,233 7,619 5,861 7,288 4,533		8,418 6,147 7,446 6,147 8,418 8,418 9,692 6,516 10,153 7,770 7,991 8,418 6,475 7,770 4,833	10,522 7,684 9,308 7,684 10,522 10,522 12,114 8,145 12,691 9,713 9,989 10,522 8,094 9,713 6,041	11,153 8,145 9,866 8,145 11,153 11,153 12,841 8,634 13,453 10,296 10,588 11,153 8,580 10,296 6,403		1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925			0 0 0 0 0 3,799 3,787 0 0 3,507 0 3,507	124,294 97,283 110,230 97,283 132,988 137,557 147,296 103,006 146,961 126,451 117,639 127,801 96,167 123,214 76,893
Deiuliis, Christopher Delaney, Thomas Depina, Lucinio Depina, Manual Devin, Caroline (LOA Devine, William Donahue, Brian Donahue, Timothy F Donato, James Donohue, Patrick S Duhamel, Mark Edmond, Nathalie Egan, Kenneth Farrell, Matthew Ferebee, Lindsey Fernandes, Vandaly Fils, Anthony	30% PTL, 30%, 6 0% PTL, 0%, 5 15% PTL, 15%, 6 0% PTL, 30%, 6 30% PTL, 30%, 6 30% PTL, 30%, 28D 6% PTL, 30%, 28D 20% PTL, 30%, 5 30% PTL, 30%, 5 30% PTL, 30%, 6 0% PTL, 30%, 6 0% PTL, 0%, 6 20% PTL, 0%, 6 20% PTL, 0%, 6 30% PTL, 30%, 6	84,177 61,470 74,464 61,470 84,177 84,177 96,915 65,159 101,531 77,702 79,912 84,177 64,752 77,702 48,326 79,912	480 0 480 0 480 1,250 1,250 0 1,350 480 0 480 750 0	0 6,147 0 6,147 8,418 8,418 0 6,516 0 7,770 0 0 7,770 4,833 7,991	7,619 5,766 6,740 5,766 7,895 8,772 6,112 5,858 7,288 7,288 4,533 7,619 5,861 7,288 4,533 7,495		8,418 6,147 7,446 6,147 8,418 8,418 9,692 6,516 10,153 7,770 7,991 8,418 6,475 7,770 4,833 7,991	10,522 7,684 9,308 7,684 10,522 10,522 12,114 8,145 12,691 9,713 9,989 10,522 8,094 9,713 6,041 9,989	11,153 8,145 9,866 8,145 11,153 11,153 12,841 8,634 13,453 10,296 10,588 11,153 8,580 10,296 6,403 10,588		1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925			0 0 0 0 3,799 3,787 0 0 3,507 0 0 0	124,294 97,283 110,230 97,283 132,988 137,557 147,296 103,006 146,961 126,451 117,639 127,801 96,167 123,214 76,893 125,892
Deiuliis, Christopher Delaney, Thomas Depina, Lucinio Depina, Manual Devin, Caroline (LOA Devine, William Donahue, Brian Donahue, Timothy F Donato, James Donohue, Patrick S Duhamel, Mark Edmond, Nathalie Egan, Kenneth Farrell, Matthew Ferebee, Lindsey Fernandes, Vandaly Fils, Anthony Fonseca, Drew	30% PTL, 30%, 6 0% PTL, 0%, 5 15% PTL, 15%, 6 0% PTL, 30%, 6 30% PTL, 30%, 6 30% PTL, 30%, 28D 6% PTL, 30%, 28D 6% PTL, 20%, 6 30% PTL, 30%, 5 30% PTL, 30%, 5 30% PTL, 30%, 6 0% PTL, 0%, 5	84,177 61,470 74,464 61,470 84,177 84,177 96,915 65,159 101,531 77,702 79,912 84,177 64,752 77,702 48,326 79,912 61,470	480 0 480 0 480 1,250 1,250 0 1,350 480 0 480 750 0 0	0 6,147 0 6,147 8,418 8,418 0 6,516 0 7,770 0 0 7,770 4,833 7,991 6,147	7,619 5,766 6,740 5,766 7,895 7,895 8,772 6,112 5,858 7,288 7,233 7,619 5,861 7,288 4,533 7,495 5,766		8,418 6,147 7,446 6,147 8,418 8,418 9,692 6,516 10,153 7,770 7,991 8,418 6,475 7,770 4,833 7,991 6,147	10,522 7,684 9,308 7,684 10,522 10,522 10,522 12,114 8,145 12,691 9,713 9,989 10,522 8,094 9,713 6,041 9,989 7,684	11,153 8,145 9,866 8,145 11,153 11,153 12,841 8,634 13,453 10,296 10,588 11,153 8,580 10,296 6,403 10,588 8,145		1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925			0 0 0 0 3,799 3,787 0 0 3,507 0 0 0	124,294 97,283 110,230 97,283 132,988 137,557 147,296 103,006 146,961 126,451 117,639 127,801 96,167 123,214 76,893 125,892 97,283
Deiuliis, Christopher Delaney, Thomas Depina, Lucinio Depina, Manual Devin, Caroline (LOA Devine, William Donahue, Brian Donahue, Timothy F Donato, James Donohue, Patrick S Duhamel, Mark Edmond, Nathalie Egan, Kenneth Farrell, Matthew Ferebee, Lindsey Fernandes, Vandaly Fils, Anthony Fonseca, Drew Fonseca, Sandy	30% PTL, 30%, 6 0% PTL, 0%, 5 15% PTL, 15%, 6 0% PTL, 30%, 6 30% PTL, 30%, 6 30% PTL, 30%, 28D 6% PTL, 6%, 5 30% PTL, 30%, 29D 20% PTL, 20%, 6 30% PTL, 30%, 5 30% PTL, 30%, 5 30% PTL, 30%, 5 30% PTL, 30%, 6 0% PTL, 0%, 6 0% PTL, 0%, 6 0% PTL, 0%, 6 0% PTL, 0%, 5 30% PTL, 30%, 5 0% PTL, 30%, 5 0% PTL, 30%, 5	84,177 61,470 74,464 61,470 84,177 84,177 96,915 65,159 101,531 77,702 79,912 84,177 64,752 77,702 48,326 79,912 61,470 79,912	480 0 480 0 480 1,250 1,250 0 1,350 480 0 480 750 0 0	0 6,147 0 6,147 8,418 8,418 0 6,516 0 7,770 0 0 7,770 4,833 7,991 6,147	7,619 5,766 6,740 5,766 7,895 7,895 8,772 6,112 5,858 7,233 7,619 5,861 7,288 4,533 7,495 5,766 7,495		8,418 6,147 7,446 6,147 8,418 8,418 9,692 6,516 10,153 7,770 7,991 8,418 6,475 7,770 4,833 7,991 6,147 7,991	10,522 7,684 9,308 7,684 10,522 10,522 12,114 8,145 12,691 9,713 9,989 10,522 8,094 9,713 6,041 9,989 7,684 9,989	11,153 8,145 9,866 8,145 11,153 11,153 12,841 8,634 13,453 10,296 10,588 11,153 8,580 10,296 6,403 10,588 8,145		1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925			0 0 0 0 0 3,799 3,787 0 0 3,507 0 0 0 0	124,294 97,283 110,230 97,283 132,988 137,557 147,296 103,006 146,961 126,451 117,639 127,801 96,167 123,214 76,893 125,892
Deiuliis, Christopher Delaney, Thomas Depina, Lucinio Depina, Manual Devin, Caroline (LOA Devine, William Donahue, Brian Donahue, Timothy F Donato, James Donohue, Patrick S Duhamel, Mark Edmond, Nathalie Egan, Kenneth Farrell, Matthew Ferebee, Lindsey Fernandes, Vandaly Fils, Anthony Fonseca, Drew Fonseca, Sandy Fontes, Elisa	30% PTL, 30%, 6 0% PTL, 0%, 5 15% PTL, 15%, 6 0% PTL, 30%, 6 30% PTL, 30%, 6 30% PTL, 30%, 28D 6% PTL, 30%, 29D 20% PTL, 20%, 6 30% PTL, 30%, 5 30% PTL, 30%, 5 30% PTL, 30%, 5 30% PTL, 30%, 5 0% PTL, 0%, 6 20% PTL, 0%, 6 0% PTL, 0%, 6 0% PTL, 0%, 5 30% PTL, 30%, 5 0% PTL, 30%, 5 30% PTL, 30%, 5 30% PTL, 30%, 5	84,177 61,470 74,464 61,470 84,177 84,177 96,915 65,159 101,531 77,702 79,912 84,177 64,752 77,702 48,326 79,912 61,470 79,912 84,177	480 0 480 0 480 1,250 1,250 0 1,350 480 0 480 480 750 0 0	0 6,147 0 6,147 8,418 8,418 0 6,516 0 7,770 0 0 7,770 4,833 7,991 6,147 7,991 0	7,619 5,766 6,740 5,766 7,895 7,895 8,772 6,112 5,858 7,233 7,619 5,861 7,288 4,533 7,495 5,766 7,495 7,619		8,418 6,147 7,446 6,147 8,418 8,418 9,692 6,516 10,153 7,770 7,991 8,418 6,475 7,770 4,833 7,991 6,147 7,991 8,418	10,522 7,684 9,308 7,684 10,522 10,522 12,114 8,145 12,691 9,713 9,989 10,522 8,094 9,713 6,041 9,989 7,684 9,989	11,153 8,145 9,866 8,145 11,153 11,153 12,841 8,634 13,453 10,296 10,588 11,153 8,580 10,296 6,403 10,588 8,145 10,588		1,925 1,925			0 0 0 0 0 3,799 3,787 0 0 3,507 0 0 0 0 0	124,294 97,283 110,230 97,283 132,988 137,557 147,296 103,006 146,961 126,451 117,639 127,801 96,167 123,214 76,893 125,892 97,283 125,892 124,564
Deiuliis, Christopher Delaney, Thomas Depina, Lucinio Depina, Manual Devin, Caroline (LOA Devine, William Donahue, Brian Donahue, Timothy F Donato, James Donohue, Patrick S Duhamel, Mark Edmond, Nathalie Egan, Kenneth Farrell, Matthew Ferebee, Lindsey Fernandes, Vandaly Fils, Anthony Fonseca, Drew Fonseca, Sandy Fontes, Elisa Ford, Jason	30% PTL, 30%, 6 0% PTL, 0%, 5 15% PTL, 15%, 6 0% PTL, 30%, 6 30% PTL, 30%, 6 30% PTL, 30%, 28D 6% PTL, 30%, 28D 6% PTL, 30%, 29D 20% PTL, 20%, 6 30% PTL, 30%, 5 30% PTL, 30%, 6 0% PTL, 0%, 6 20% PTL, 0%, 6 0% PTL, 0%, 5 30% PTL, 30%, 6	84,177 61,470 74,464 61,470 84,177 84,177 96,915 65,159 101,531 77,702 79,912 84,177 64,752 77,702 48,326 79,912 61,470 79,912 84,177 90,489	480 0 480 0 480 1,250 1,250 0 1,350 480 0 480 480 750 0 0 0 0 0 750 950	0 6,147 0 6,147 8,418 8,418 0 6,516 0 7,770 0 0 7,770 4,833 7,991 6,147 7,991 0	7,619 5,766 6,740 7,895 7,895 8,772 6,112 5,858 7,288 4,533 7,619 5,861 7,288 4,533 7,495 5,766 7,495 8,190		8,418 6,147 7,446 6,147 8,418 8,418 9,692 6,516 10,153 7,770 7,991 8,418 6,475 7,770 4,833 7,991 6,147 7,991 8,418 9,049	10,522 7,684 9,308 7,684 10,522 10,522 12,114 8,145 12,691 9,713 9,989 10,522 8,094 9,713 6,041 9,989 7,684 9,989 10,522 11,311	11,153 8,145 9,866 8,145 11,153 11,153 12,841 8,634 13,453 10,296 10,588 11,153 8,580 10,296 6,403 10,588 8,145 10,588 11,153		1,925 1,925			0 0 0 0 3,799 3,787 0 0 3,507 0 0 0 0 0	124,294 97,283 110,230 97,283 132,988 137,557 147,296 103,006 146,961 126,451 117,639 127,801 96,167 123,214 76,893 125,892 97,283 125,892 124,564 137,618
Deiuliis, Christopher Delaney, Thomas Depina, Lucinio Depina, Manual Devin, Caroline (LOA Devine, William Donahue, Brian Donahue, Timothy F Donato, James Donohue, Patrick S Duhamel, Mark Edmond, Nathalie Egan, Kenneth Farrell, Matthew Ferebee, Lindsey Fernandes, Vandaly Fils, Anthony Fonseca, Drew Fonseca, Sandy Fontes, Elisa Ford, Jason Fortes, Alcides	30% PTL, 30%, 6 0% PTL, 0%, 5 15% PTL, 15%, 6 0% PTL, 30%, 6 30% PTL, 30%, 6 30% PTL, 30%, 28D 6% PTL, 30%, 29D 20% PTL, 20%, 6 30% PTL, 30%, 5 30% PTL, 30%, 5 30% PTL, 30%, 5 30% PTL, 30%, 6 0% PTL, 0%, 6 20% PTL, 0%, 6 30% PTL, 0%, 5 30% PTL, 30%, 6 30% PTL, 30%, 6 30% PTL, 30%, 6 30% PTL, 30%, 6 30% PTL, 30%, 5	84,177 61,470 74,464 61,470 84,177 84,177 96,915 65,159 101,531 77,702 79,912 84,177 64,752 77,702 48,326 79,912 61,470 79,912 84,177 90,489 68,637 79,912	480 0 480 0 480 1,250 1,250 0 1,350 480 0 480 750 0 0 0 0 750 950 1,250	0 6,147 0 6,147 8,418 8,418 0 6,516 0 7,770 0 0 7,770 4,833 7,991 6,147 7,991 0	7,619 5,766 6,740 5,766 7,895 8,772 6,112 5,858 7,288 4,533 7,619 5,861 7,288 4,533 7,495 5,766 7,495 7,619 8,190 6,438		8,418 6,147 7,446 6,147 8,418 8,418 9,692 6,516 10,153 7,770 7,991 8,418 6,475 7,770 4,833 7,991 6,147 7,991 8,418 9,049	10,522 7,684 9,308 7,684 10,522 10,522 12,114 8,145 12,691 9,713 9,989 10,522 8,094 9,713 6,041 9,989 7,684 9,989 10,522 11,311 8,580	11,153 8,145 9,866 8,145 11,153 11,153 12,841 8,634 13,453 10,296 10,588 11,153 8,580 10,296 6,403 10,588 8,145 10,588 11,153		1,925 1,925			0 0 0 0 3,799 3,787 0 0 3,507 0 0 0 0 0 0 0	124,294 97,283 110,230 97,283 132,988 137,557 147,296 103,006 146,961 126,451 117,639 127,801 96,167 123,214 76,893 125,892 97,283 125,892 124,564 137,618
Deiuliis, Christopher Delaney, Thomas Depina, Lucinio Depina, Manual Devin, Caroline (LOA Devine, William Donahue, Brian Donahue, Timothy F Donato, James Donohue, Patrick S Duhamel, Mark Edmond, Nathalie Egan, Kenneth Farrell, Matthew Ferebee, Lindsey Fernandes, Vandaly Fils, Anthony Fonseca, Drew Fonseca, Sandy Fontes, Elisa Ford, Jason Fortes, Alcides Fratus, Michael Giardini, Anthony	30% PTL, 30%, 6 0% PTL, 0%, 5 15% PTL, 15%, 6 0% PTL, 30%, 6 30% PTL, 30%, 6 30% PTL, 30%, 28D 6% PTL, 30%, 29D 20% PTL, 20%, 6 30% PTL, 30%, 5 30% PTL, 30%, 5 30% PTL, 30%, 5 30% PTL, 30%, 6 0% PTL, 0%, 6 20% PTL, 0%, 6 0% PTL, 0%, 6 30% PTL, 30%, 5 30% PTL, 30%, 6 30% PTL, 30%, 6 30% PTL, 30%, 5	84,177 61,470 74,464 61,470 84,177 84,177 96,915 65,159 101,531 77,702 79,912 84,177 64,752 77,702 48,326 79,912 61,470 79,912 84,177 90,489 68,637 79,912 77,702	480 0 480 1,250 1,250 0 1,350 480 0 480 750 0 0 0 750 950 1,250 0	0 6,147 0 6,147 8,418 8,418 0 6,516 0 7,770 0 0 7,770 4,833 7,991 0 0 6,864 7,991 0	7,619 5,766 6,740 5,766 7,895 8,772 6,112 5,858 7,233 7,619 5,766 7,495 7,619 8,190 6,438 7,495 4,433		8,418 6,147 7,446 6,147 8,418 8,418 8,418 9,692 6,516 10,153 7,770 4,833 7,991 6,147 7,991 8,418 9,049 6,864 7,790 7,790	10,522 7,684 9,308 7,684 10,522 10,522 10,522 12,114 8,145 12,691 9,713 9,989 10,522 8,094 9,713 6,041 9,989 10,522 11,311 8,580 9,989 9,713	11,153 8,145 9,866 8,145 11,153 11,153 12,841 8,634 13,453 10,296 6,403 10,588 8,145 10,588 11,153 11,990 9,094 10,588 11,0588		1,925 1,925			0 0 0 0 3,799 3,787 0 0 3,507 0 0 0 0 0 0 3,714 0	124,294 97,283 110,230 97,283 132,988 137,557 147,296 103,006 146,961 126,451 117,639 127,801 96,167 123,214 76,893 125,892 97,283 125,892 124,564 137,618 109,651 125,892 112,838
Deiuliis, Christopher Delaney, Thomas Depina, Lucinio Depina, Manual Devin, Caroline (LOA Devine, William Donahue, Brian Donahue, Timothy F Donato, James Donohue, Patrick S Duhamel, Mark Edmond, Nathalie Egan, Kenneth Farrell, Matthew Ferebee, Lindsey Fernandes, Vandaly Fils, Anthony Fonseca, Drew Fonseca, Sandy Fontes, Elisa Ford, Jason Fortes, Alcides Fratus, Michael Giardini, Anthony Gobbi, Joseph	30% PTL, 30%, 6 0% PTL, 0%, 5 15% PTL, 15%, 6 0% PTL, 30%, 6 30% PTL, 30%, 6 30% PTL, 30%, 28D 6% PTL, 30%, 29D 20% PTL, 20%, 6 30% PTL, 30%, 5	84,177 61,470 74,464 61,470 84,177 84,177 96,915 65,159 101,531 77,702 79,912 84,177 64,752 77,702 48,326 79,912 61,470 79,912 84,177 90,489 68,637 79,912 77,702 63,252	480 0 480 0 480 1,250 1,250 0 1,350 480 0 480 480 750 0 0 0 0 750 950 1,250 0	0 6,147 0 6,147 8,418 8,418 0 6,516 0 7,770 0 0 7,770 4,833 7,991 0 0 6,864 7,991 0 6,325	7,619 5,766 6,740 7,895 7,895 8,772 6,112 5,858 7,233 7,619 5,861 7,288 4,533 7,495 5,766 7,619 8,190 6,438 7,495 4,483 5,933 5,933		8,418 6,147 7,446 6,147 8,418 8,418 9,692 6,516 10,153 7,770 7,991 8,418 6,475 7,770 4,833 7,991 6,147 7,991 8,418 9,049 6,864 7,991 7,770 6,325	10,522 7,684 9,308 7,684 10,522 10,522 12,114 8,145 12,691 9,713 9,989 10,522 8,094 9,713 6,041 9,989 10,522 11,311 8,580 9,989 9,713 7,907	11,153 8,145 9,866 8,145 11,153 11,153 12,841 8,634 13,453 10,296 10,588 11,153 8,580 10,296 6,403 10,588 11,153 11,990 9,094 10,588 10,296 8,381		1,925 1,925			0 0 0 0 3,799 3,787 0 0 3,507 0 0 0 0 0 0 0 0 0 0	124,294 97,283 110,230 97,283 132,988 137,557 147,296 103,006 146,961 126,451 117,639 127,801 96,167 123,214 76,893 125,892 97,283 125,892 124,564 137,618 109,651 125,892 112,838 100,048
Deiuliis, Christopher Delaney, Thomas Depina, Lucinio Depina, Manual Devin, Caroline (LOA Devine, William Donahue, Brian Donahue, Timothy F Donato, James Donohue, Patrick S Duhamel, Mark Edmond, Nathalie Egan, Kenneth Farrell, Matthew Ferebee, Lindsey Fernandes, Vandaly Fils, Anthony Fonseca, Drew Fonseca, Sandy Fontes, Elisa Ford, Jason Fortes, Alcides Fratus, Michael Giardini, Anthony Gobbi, Joseph Gomes, Michael	30% PTL, 30%, 6 0% PTL, 0%, 5 15% PTL, 15%, 6 0% PTL, 30%, 6 30% PTL, 30%, 6 30% PTL, 30%, 28D 6% PTL, 30%, 29D 20% PTL, 20%, 6 30% PTL, 30%, 5 30% PTL, 30%, 6 30% PTL, 30%, 5 20% PTL, 20%, 6 20% PTL, 20%, 6 20% PTL, 20%, 6	84,177 61,470 74,464 61,470 84,177 84,177 96,915 65,159 101,531 77,702 79,912 84,177 64,752 77,702 48,326 79,912 61,470 79,912 84,177 90,489 68,637 79,912 77,702 63,252 63,252 68,523	480 0 480 0 480 1,250 1,250 0 1,350 480 480 480 750 0 0 0 0 750 950 0 950 0	0 6,147 0 6,147 8,418 8,418 0 6,516 0 7,770 0 0 7,770 4,833 7,991 6,147 7,991 0 6,864 7,991 0 6,852	7,619 5,766 6,740 7,895 7,895 8,772 6,112 5,858 7,288 4,533 7,619 5,861 7,495 5,766 7,619 8,190 6,438 7,495 4,483 5,933 6,427		8,418 6,147 7,446 6,147 8,418 8,418 9,692 6,516 10,153 7,770 7,991 8,418 6,475 7,770 4,833 7,991 6,147 7,991 8,418 9,049 6,864 7,991 7,770 6,325 6,852	10,522 7,684 9,308 7,684 10,522 10,522 12,114 8,145 12,691 9,713 9,989 10,522 8,094 9,713 6,041 9,989 10,522 11,311 8,580 9,989 9,713 7,907 8,565	11,153 8,145 9,866 8,145 11,153 11,153 12,841 8,634 13,453 10,296 10,588 11,153 8,580 10,296 6,403 10,588 8,145 10,588 11,153 11,990 9,094 10,588 10,296 8,381 9,079		1,925 1,925			0 0 0 0 3,799 3,787 0 0 3,507 0 0 0 0 0 0 3,714 0 0	124,294 97,283 110,230 97,283 132,988 137,557 147,296 103,006 146,961 126,451 117,639 127,801 96,167 123,214 76,893 125,892 97,283 125,892 124,564 137,618 109,651 125,892 112,838 100,048 100,048
Deiuliis, Christopher Delaney, Thomas Depina, Lucinio Depina, Manual Devin, Caroline (LOA Devine, William Donahue, Brian Donahue, Timothy F Donato, James Donohue, Patrick S Duhamel, Mark Edmond, Nathalie Egan, Kenneth Farrell, Matthew Ferebee, Lindsey Fernandes, Vandaly Fils, Anthony Fonseca, Drew Fonseca, Sandy Fontes, Elisa Ford, Jason Fortes, Alcides Fratus, Michael Giardini, Anthony Gobbi, Joseph Gomes, Michael Graf, Leonard	30% PTL, 30%, 6 0% PTL, 0%, 5 15% PTL, 15%, 6 0% PTL, 30%, 6 30% PTL, 30%, 6 30% PTL, 30%, 28D 6% PTL, 30%, 29D 20% PTL, 20%, 6 30% PTL, 30%, 5 30% PTL, 30%, 6 30% PTL, 30%, 5 20% PTL, 20%, 6 20% PTL, 20%, 6 20% PTL, 20%, 6 20% PTL, 20%, 3 30% PTL, 30%, 3	84,177 61,470 74,464 61,470 84,177 84,177 96,915 65,159 101,531 77,702 84,177 64,752 77,702 48,326 79,912 61,470 79,912 84,177 90,489 68,637 79,912 77,702 63,252 68,523 73,765	480 0 480 0 480 1,250 1,250 0 1,350 480 0 480 750 0 0 750 950 1,250 0 950 0 0 0	0 6,147 0 6,147 8,418 8,418 0 6,516 0 7,770 0 0 7,770 4,833 7,991 0 0 6,864 7,991 0 6,325 6,852 7,377	7,619 5,766 6,740 7,895 7,895 8,772 6,112 5,858 7,288 4,533 7,619 5,766 7,495 7,619 8,190 6,438 7,495 4,483 5,933 6,427 6,919		8,418 6,147 7,446 6,147 8,418 8,418 9,692 6,516 10,153 7,770 7,991 8,418 6,475 7,770 4,833 7,991 6,147 7,991 8,418 9,049 6,864 7,991 7,770 6,325 6,852 7,377	10,522 7,684 9,308 7,684 10,522 10,522 12,114 8,145 12,691 9,713 9,989 10,522 8,094 9,713 6,041 9,989 10,522 11,311 8,580 9,989 9,713 7,907 8,565 9,221	11,153 8,145 9,866 8,145 11,153 11,153 12,841 8,634 13,453 10,296 10,588 11,153 8,580 10,296 6,403 10,588 8,145 10,588 11,153 11,990 9,094 10,588 10,296 8,381 9,079 9,077		1,925 1,925			0 0 0 0 3,799 3,787 0 0 3,507 0 0 0 0 0 0 0 0 0 0	124,294 97,283 110,230 97,283 132,988 137,557 147,296 103,006 146,961 126,451 117,639 127,801 96,167 123,214 76,893 125,892 97,283 125,892 124,564 137,618 109,651 125,892 112,838 100,048 108,224 116,356
Deiuliis, Christopher Delaney, Thomas Depina, Lucinio Depina, Manual Devin, Caroline (LOA Devine, William Donahue, Brian Donahue, Timothy F Donato, James Donohue, Patrick S Duhamel, Mark Edmond, Nathalie Egan, Kenneth Farrell, Matthew Ferebee, Lindsey Fernandes, Vandaly Fils, Anthony Fonseca, Drew Fonseca, Sandy Fontes, Elisa Ford, Jason Fortes, Alcides Fratus, Michael Giardini, Anthony Gobbi, Joseph Gomes, Michael Graf, Leonard Grayson, Robert	30% PTL, 30%, 6 0% PTL, 0%, 5 15% PTL, 15%, 6 0% PTL, 30%, 6 30% PTL, 30%, 6 30% PTL, 30%, 28D 6% PTL, 30%, 29D 20% PTL, 20%, 6 30% PTL, 30%, 5 30% PTL, 30%, 5 30% PTL, 30%, 5 30% PTL, 30%, 5 30% PTL, 30%, 6 0% PTL, 0%, 6 20% PTL, 0%, 6 20% PTL, 0%, 6 30% PTL, 30%, 5 30% PTL, 30%, 5 30% PTL, 30%, 5 0% PTL, 30%, 5 20% PTL, 30%, 5 30% PTL, 30%, 5 20% PTL, 20%, 6 20% PTL, 20%, 6 20% PTL, 20%, 5 20% PTL, 20%, 5 20% PTL, 20%, 5	84,177 61,470 74,464 61,470 84,177 84,177 96,915 65,159 101,531 77,702 79,912 84,177 64,752 77,702 48,326 79,912 61,470 79,912 84,177 90,489 68,637 79,912 77,702 63,252 68,523 73,765 64,752	480 0 480 0 480 1,250 1,250 0 1,350 480 0 480 750 0 0 750 950 0 950 0 0 750	0 6,147 0 6,147 8,418 8,418 0 6,516 0 7,770 0 0 7,770 4,833 7,991 0 0 6,864 7,991 0 6,325 6,852 7,377	7,619 5,766 6,740 7,895 7,895 8,772 6,112 5,858 7,288 4,533 7,495 5,766 7,495 4,483 5,933 6,427 6,919 5,861		8,418 6,147 7,446 6,147 8,418 8,418 8,418 9,692 6,516 10,153 7,770 4,833 7,991 6,147 7,991 8,418 9,049 6,864 7,991 7,770 6,325 6,852 7,377 6,475	10,522 7,684 9,308 7,684 10,522 10,522 12,114 8,145 12,691 9,713 9,989 10,522 8,094 9,713 6,041 9,989 10,522 11,311 8,580 9,989 9,713 7,907 8,565 9,221 8,094	11,153 8,145 9,866 8,145 11,153 11,153 12,841 8,634 13,453 10,296 10,588 11,153 8,580 10,296 6,403 10,588 11,153 11,990 9,094 10,588 10,296 8,381 9,079 9,774 8,580		1,925 1,925			0 0 0 0 3,799 3,787 0 0 3,507 0 0 0 0 0 3,714 0 0 0	124,294 97,283 110,230 97,283 132,988 137,557 147,296 103,006 146,961 126,451 117,639 127,801 96,167 123,214 76,893 125,892 124,564 137,618 109,651 125,892 112,892 11
Deiuliis, Christopher Delaney, Thomas Depina, Lucinio Depina, Manual Devin, Caroline (LOA Devine, William Donahue, Brian Donahue, Timothy F Donato, James Donohue, Patrick S Duhamel, Mark Edmond, Nathalie Egan, Kenneth Farrell, Matthew Ferebee, Lindsey Fernandes, Vandaly Fils, Anthony Fonseca, Drew Fonseca, Sandy Fontes, Elisa Ford, Jason Fortes, Alcides Fratus, Michael Giardini, Anthony Gobbi, Joseph Gomes, Michael Graf, Leonard	30% PTL, 30%, 6 0% PTL, 0%, 5 15% PTL, 15%, 6 0% PTL, 30%, 6 30% PTL, 30%, 6 30% PTL, 30%, 28D 6% PTL, 30%, 29D 20% PTL, 20%, 6 30% PTL, 30%, 5 30% PTL, 30%, 6 30% PTL, 30%, 5 20% PTL, 20%, 6 20% PTL, 20%, 6 20% PTL, 20%, 6 20% PTL, 20%, 3 30% PTL, 30%, 3	84,177 61,470 74,464 61,470 84,177 84,177 96,915 65,159 101,531 77,702 84,177 64,752 77,702 48,326 79,912 61,470 79,912 84,177 90,489 68,637 79,912 77,702 63,252 68,523 73,765	480 0 480 0 480 1,250 1,250 0 1,350 480 0 480 750 0 0 750 950 1,250 0 950 0 0 0	0 6,147 0 6,147 8,418 8,418 0 6,516 0 7,770 0 0 7,770 4,833 7,991 0 0 6,864 7,991 0 6,325 6,852 7,377	7,619 5,766 6,740 7,895 7,895 8,772 6,112 5,858 7,288 4,533 7,619 5,766 7,495 7,619 8,190 6,438 7,495 4,483 5,933 6,427 6,919		8,418 6,147 7,446 6,147 8,418 8,418 9,692 6,516 10,153 7,770 7,991 8,418 6,475 7,770 4,833 7,991 6,147 7,991 8,418 9,049 6,864 7,991 7,770 6,325 6,852 7,377	10,522 7,684 9,308 7,684 10,522 10,522 12,114 8,145 12,691 9,713 9,989 10,522 8,094 9,713 6,041 9,989 10,522 11,311 8,580 9,989 9,713 7,907 8,565 9,221	11,153 8,145 9,866 8,145 11,153 11,153 12,841 8,634 13,453 10,296 10,588 11,153 8,580 10,296 6,403 10,588 8,145 10,588 11,153 11,990 9,094 10,588 10,296 8,381 9,079 9,077		1,925 1,925			0 0 0 0 3,799 3,787 0 0 3,507 0 0 0 0 0 0 0 0 0 0	124,294 97,283 110,230 97,283 132,988 137,557 147,296 103,006 146,961 126,451 117,639 127,801 96,167 123,214 76,893 125,892 97,283 125,892 124,564 137,618 109,651 125,892 112,838 100,048 108,224 116,356

Horan, Andrew	20% PTL, 20%, 6	77,702	480	7,770	7,288	0	7,770	9,713	10,296	0	1,925	0	0	0	122,944
Hyland, Thomas	6% PTL, 6%, 6	68,637	1,250	6,864	6,438	0	6,864	8,580	9,094	0	1,925	0	0	0	109,651
Jarrett, Charles	30% PTL, 30%, 6	84,177	950	8,418	7,895	0	8,418	10,522	11,153	0	1,925	0	0	0	133,458
Jenkins, Shawn	20% PTL, 20%, 5	73,765	0	7,377	6,919	0	7,377	9,221	9,774	0	1,925	0	0	0	116,356
Joseph, Evans	30% PTL, 30%, 6	84,177	480	8,418	7,895	0	8,418	10,522	11,153	0	1,925	0	0	0	132,988
Keating, Thomas E	30% PTL, 30%, 29N	94,445	1,350	9,445	8,858	0	9,445	11,806	12,514	0	1,925	0	0	0	149,787
Kerr, Christopher P	15% PTL, 15%, 6	74,464	1,250	7,446	6,984	0	7,446	9,308	9,866	0	1,925	0	0	0	118,691
Kirby, Brian P	15% PTL, 15%, 29N	83,548	1,350	8,355	7,836	0	8,355	10,444	11,070	0	1,925	0	0	5,656	138,539
Landry, Scott	15% PTL, 15%, 6	74,464	1,250	0	6,740	0	7,446	9,308	9,866	0	1,925	0	0	0	111,000
Leary, John E	0% PTL, 0%, 6	64,752	1,350	6,475	6,073	0	6,475	8,094	8,580	0	1,925	0	0	2,923	106,647
Lee, Jamal	10% PTL, 10%, 6	71,227	750	7,123	6,681	0	7,123	8,903	9,438	0	1,925	0	0	0	113,169
Leedberg, Nancy M	30% PTL 30%, 27D	92,299	1,350	1,154	5,325	0	9,230	11,537	12,230	0	1,925	0	0	0	135,050
Leonard, Daniel R	15% PTL, 15%, 29N	83,548	1,350	8,355	7,836	0	8,355	10,444	11,070	0	1,925	0	0	7,541	140,424
Lingo, Adrian	0% PTL, 0%, 2	48,326	0	4,833	4,533	0	4,833	6,041	6,403	0	1,925	0	0	0	76,893
Lopes, Salissa	30% PTL, 30%, 5	79,912	0	0	7,233	0	7,991	9,989	10,588	0	1,925	0	0	0	117,639
			1,250	7,770	7,288	0		9,713	10,296	0	1,925	0	0	3,507	127,221
Lopez, Francisco	20% PTL, 20%, 6	77,702					7,770								
Louis, Denzayah	20% PTL, 20%, 3	63,252	0	6,325	5,933	0	6,325	7,907	8,381	0	1,925	0	0	0	100,048
Louis, Enid	30% PTL 30%, 24D	90,489	1,250	0	5,221	0	9,049	11,311	11,990	0	1,925	0	0	0	131,234
Luu, David	0% PTL, 0%, 6	64752	480	0	5,861	0	6,475	8,094	8,580	0	1,925	0	0	0	96,167
Macintosh, Daniel	30% PTL, 30%, 6	84177	950	1,052	4,856	0	8,418	10,522	11,153	0	1,925	0	0	0	123,054
MacMillan, Donald I			1,350	0	5,221	0	9,049	11,311	11,990	0	1,925	0	0	0	131,334
Jr	30% PTL. 30%, 24D	90489													
Maurath, Joshua	0% PTL, 0%, 6	64,752	480	0	5,861	0	6,475	8,094	8,580	0	1,925	0	0	0	96,167
Mcsween, Tsiane	30% PTL, 30%, 3	68,523	0	6,852	6,427	0	6,852	8,565	9,079	0	1,925	0	0	0	108,224
Mercurio, Gary R Jr	30% PTL 30%, 24D	90,489	1,250	0	5,221	0	9,049	11,311	11,990	0	1,925	0	0	0	131,234
Micciche, Michael	20% PTL, 20%, 5	73,765	0	7,377	6,919	0	7,377	9,221	9,774	0	1,925	0	0	0	116,356
Miller, Dana	30% PTL, 30%, 6	84,177	750	8,418	7,895	0	8,418	10,522	11,153	0	1,925	0	0	3,454	136,712
EMPLOYEE	ED% STEP	BASE	LONG.	NIGHT	HOL.	EDUC.	WKEND	FIREARM	<b>ΗΔΖΔΡ</b> Ω	сготн	DEFIR	STIPENI	CLRCL	BUY	TOTAL
														BACK	
Minnock, Michael	10% PTL, 10%, 6	71,227	950	0	6,447	0	7,123	8,903	9,438	0	1,925	0	0	0	106,013
		,==-					.,	0,505	3,430	•	,,,,,,	Ŭ			
Miranda, Joe	30% PTL, 30%, 6	84,177	480	0	7,619	0	8,418	10,522	11,153	0	1,925	0	0	0	124,294
Miranda, Joe Monteiro, Jason			480 0		7,619 5,686										124,294 95,960
	30% PTL, 30%, 6	84,177		0		0	8,418	10,522	11,153	0	1,925	0	0	0	
Monteiro, Jason	30% PTL, 30%, 6 15% PTL, 15%, 3	84,177 60,617	0	0 6,062	5,686	0	8,418 6,062	10,522 7,577	11,153 8,032	0	1,925 1,925	0	0	0	95,960
Monteiro, Jason Monteiro, Jodi	30% PTL, 30%, 6 15% PTL, 15%, 3 10% PTL, 10%, 6	84,177 60,617 71,227	0	0 6,062 7,123	5,686 6,681	0 0 0	8,418 6,062 7,123	10,522 7,577 8,903	11,153 8,032 9,438	0 0	1,925 1,925 1,925	0 0 0	0 0 0	0 0 0	95,960 112,419
Monteiro, Jason Monteiro, Jodi Monteiro, Tony	30% PTL, 30%, 6 15% PTL, 15%, 3 10% PTL, 10%, 6 15% PTL, 15%, 27N	84,177 60,617 71,227 75,953	0 0 1,350	0 6,062 7,123 7,595	5,686 6,681 7,124	0 0 0	8,418 6,062 7,123 7,595	10,522 7,577 8,903 9,494	11,153 8,032 9,438 10,064	0 0 0	1,925 1,925 1,925 1,925	0 0	0 0 0	0 0 0	95,960 112,419 121,100
Monteiro, Jason Monteiro, Jodi Monteiro, Tony Montrond, David	30% PTL, 30%, 6 15% PTL, 15%, 3 10% PTL, 10%, 6 15% PTL, 15%, 27N 30% PTL, 30%, 6	84,177 60,617 71,227 75,953 84,177	0 0 1,350 480	0 6,062 7,123 7,595 0	5,686 6,681 7,124 7,619	0 0 0 0	8,418 6,062 7,123 7,595 8,418	7,577 8,903 9,494 10,522	11,153 8,032 9,438 10,064 11,153	0 0 0	1,925 1,925 1,925 1,925 1,925	0 0 0	0 0 0 0	0 0 0 0	95,960 112,419 121,100 124,294
Monteiro, Jason Monteiro, Jodi Monteiro, Tony Montrond, David Moreno, Jorge	30% PTL, 30%, 6 15% PTL, 15%, 3 10% PTL, 10%, 6 15% PTL, 15%, 27N 30% PTL, 30%, 6 0% PTL, 0%, 6 20% PTL, 20%, 6	84,177 60,617 71,227 75,953 84,177 64,752	0 0 1,350 480 950	0 6,062 7,123 7,595 0	5,686 6,681 7,124 7,619 5,861	0 0 0 0 0	8,418 6,062 7,123 7,595 8,418 6,475	10,522 7,577 8,903 9,494 10,522 8,094	11,153 8,032 9,438 10,064 11,153 8,580	0 0 0 0 0	1,925 1,925 1,925 1,925 1,925 1,925	0 0 0 0	0 0 0 0 0	0 0 0 0 0	95,960 112,419 121,100 124,294 96,637
Monteiro, Jason Monteiro, Jodi Monteiro, Tony Montrond, David Moreno, Jorge Murphy, Matthew	30% PTL, 30%, 6 15% PTL, 15%, 3 10% PTL, 10%, 6 15% PTL, 15%, 27N 30% PTL, 30%, 6 0% PTL, 0%, 6 20% PTL, 20%, 6	84,177 60,617 71,227 75,953 84,177 64,752 77,702	0 0 1,350 480 950 480	0 6,062 7,123 7,595 0 0	5,686 6,681 7,124 7,619 5,861 7,033	0 0 0 0 0 0 0	8,418 6,062 7,123 7,595 8,418 6,475 7,770	10,522 7,577 8,903 9,494 10,522 8,094 9,713	11,153 8,032 9,438 10,064 11,153 8,580 10,296	0 0 0 0 0 0	1,925 1,925 1,925 1,925 1,925 1,925	0 0 0 0 0 0	0 0 0 0 0 0	0 0 0 0 0 0	95,960 112,419 121,100 124,294 96,637 114,918
Monteiro, Jason Monteiro, Jodi Monteiro, Tony Montrond, David Moreno, Jorge Murphy, Matthew Newcomb, Edward	30% PTL, 30%, 6 15% PTL, 15%, 3 10% PTL, 10%, 6 15% PTL, 15%, 27N 30% PTL, 30%, 6 0% PTL, 0%, 6 20% PTL, 20%, 6 15% PTL, 15%, 6	84,177 60,617 71,227 75,953 84,177 64,752 77,702 74,464	0 0 1,350 480 950 480	0 6,062 7,123 7,595 0 0 0	5,686 6,681 7,124 7,619 5,861 7,033 6,984	0 0 0 0 0 0 0 0 0	8,418 6,062 7,123 7,595 8,418 6,475 7,770 7,446	10,522 7,577 8,903 9,494 10,522 8,094 9,713 9,308	11,153 8,032 9,438 10,064 11,153 8,580 10,296 9,866	0 0 0 0 0 0 0 0	1,925 1,925 1,925 1,925 1,925 1,925 1,925	0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0	0 0 0 0 0	95,960 112,419 121,100 124,294 96,637 114,918 117,921
Monteiro, Jason Monteiro, Jodi Monteiro, Tony Montrond, David Moreno, Jorge Murphy, Matthew Newcomb, Edward Norman, Michael	30% PTL, 30%, 6 15% PTL, 15%, 3 10% PTL, 10%, 6 15% PTL, 15%, 27N 30% PTL, 30%, 6 0% PTL, 0%, 6 20% PTL, 20%, 6 15% PTL, 15%, 6 30% PTL, 30%, 6	84,177 60,617 71,227 75,953 84,177 64,752 77,702 74,464 84,177	0 0 1,350 480 950 480 480 1,250	0 6,062 7,123 7,595 0 0 0 7,446 8,418 6,475	5,686 6,681 7,124 7,619 5,861 7,033 6,984 7,895 6,073		8,418 6,062 7,123 7,595 8,418 6,475 7,770 7,446 8,418 6,475	10,522 7,577 8,903 9,494 10,522 8,094 9,713 9,308 10,522 8,094	11,153 8,032 9,438 10,064 11,153 8,580 10,296 9,866 11,153 8,580		1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925			0 0 0 0 0 0 0 0 0 0 3,799	95,960 112,419 121,100 124,294 96,637 114,918 117,921 137,557
Monteiro, Jason Monteiro, Jodi Monteiro, Tony Montrond, David Moreno, Jorge Murphy, Matthew Newcomb, Edward Norman, Michael Nunes, Domingos	30% PTL, 30%, 6 15% PTL, 15%, 3 10% PTL, 10%, 6 15% PTL, 15%, 27N 30% PTL, 30%, 6 0% PTL, 0%, 6 20% PTL, 20%, 6 15% PTL, 15%, 6 30% PTL, 30%, 6	84,177 60,617 71,227 75,953 84,177 64,752 77,702 74,464 84,177	0 0 1,350 480 950 480 480 1,250	0 6,062 7,123 7,595 0 0 0 7,446 8,418	5,686 6,681 7,124 7,619 5,861 7,033 6,984 7,895		8,418 6,062 7,123 7,595 8,418 6,475 7,770 7,446 8,418	10,522 7,577 8,903 9,494 10,522 8,094 9,713 9,308 10,522	11,153 8,032 9,438 10,064 11,153 8,580 10,296 9,866 11,153	0 0 0 0 0 0 0 0 0	1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925			0 0 0 0 0 0 0 0	95,960 112,419 121,100 124,294 96,637 114,918 117,921 137,557
Monteiro, Jason Monteiro, Jodi Monteiro, Tony Montrond, David Moreno, Jorge Murphy, Matthew Newcomb, Edward Norman, Michael Nunes, Domingos O'Brien-Hilliard,	30% PTL, 30%, 6 15% PTL, 15%, 3 10% PTL, 10%, 6 15% PTL, 15%, 27N 30% PTL, 30%, 6 0% PTL, 20%, 6 15% PTL, 15%, 6 30% PTL, 30%, 6 0% PTL, 30%, 6	84,177 60,617 71,227 75,953 84,177 64,752 77,702 74,464 84,177 64,752	0 0 1,350 480 950 480 480 1,250	0 6,062 7,123 7,595 0 0 0 7,446 8,418 6,475	5,686 6,681 7,124 7,619 5,861 7,033 6,984 7,895 6,073		8,418 6,062 7,123 7,595 8,418 6,475 7,770 7,446 8,418 6,475	10,522 7,577 8,903 9,494 10,522 8,094 9,713 9,308 10,522 8,094	11,153 8,032 9,438 10,064 11,153 8,580 10,296 9,866 11,153 8,580		1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925			0 0 0 0 0 0 0 0 0 0 3,799	95,960 112,419 121,100 124,294 96,637 114,918 117,921 137,557
Monteiro, Jason Monteiro, Jodi Monteiro, Tony Montrond, David Moreno, Jorge Murphy, Matthew Newcomb, Edward Norman, Michael Nunes, Domingos O'Brien-Hilliard, Kristen	30% PTL, 30%, 6 15% PTL, 15%, 3 10% PTL, 10%, 6 15% PTL, 15%, 27N 30% PTL, 30%, 6 0% PTL, 20%, 6 15% PTL, 15%, 6 30% PTL, 30%, 6 0% PTL, 30%, 6	84,177 60,617 71,227 75,953 84,177 64,752 77,702 74,464 84,177 64,752	0 0 1,350 480 950 480 480 1,250 750	0 6,062 7,123 7,595 0 0 0 7,446 8,418 6,475	5,686 6,681 7,124 7,619 5,861 7,033 6,984 7,895 6,073 8,354		8,418 6,062 7,123 7,595 8,418 6,475 7,770 7,446 8,418 6,475 9,230	10,522 7,577 8,903 9,494 10,522 8,094 9,713 9,308 10,522 8,094 11,537	11,153 8,032 9,438 10,064 11,153 8,580 10,296 9,866 11,153 8,580		1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925			0 0 0 0 0 0 0 0 0 3,799 0	95,960 112,419 121,100 124,294 96,637 114,918 117,921 137,557 103,124 140,638
Monteiro, Jason Monteiro, Jodi Monteiro, Tony Montrond, David Moreno, Jorge Murphy, Matthew Newcomb, Edward Norman, Michael Nunes, Domingos O'Brien-Hilliard, Kristen	30% PTL, 30%, 6 15% PTL, 15%, 3 10% PTL, 10%, 6 15% PTL, 15%, 27N 30% PTL, 30%, 6 0% PTL, 0%, 6 20% PTL, 20%, 6 15% PTL, 15%, 6 30% PTL, 30%, 6 0% PTL, 30%, 6 0% PTL, 30%, 6 0% PTL, 30%, 27D 1 30% PTL, 30%, 6 0% PTL, 30%, 5	84,177 60,617 71,227 75,953 84,177 64,752 77,702 74,464 84,177 64,752 92,299 84,177 61,470	0 0 1,350 480 950 480 480 1,250 750 1,350	0 6,062 7,123 7,595 0 0 0 7,446 8,418 6,475 0	5,686 6,681 7,124 7,619 5,861 7,033 6,984 7,895 6,073 8,354 7,895		8,418 6,062 7,123 7,595 8,418 6,475 7,770 7,446 8,418 6,475 9,230 8,418	10,522 7,577 8,903 9,494 10,522 8,094 9,713 9,308 10,522 8,094 11,537	11,153 8,032 9,438 10,064 11,153 8,580 10,296 9,866 11,153 8,580 12,230		1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925			0 0 0 0 0 0 0 0 0 0 3,799 0	95,960 112,419 121,100 124,294 96,637 114,918 117,921 137,557 103,124 140,638
Monteiro, Jason Monteiro, Jodi Monteiro, Tony Montrond, David Moreno, Jorge Murphy, Matthew Newcomb, Edward Norman, Michael Nunes, Domingos O'Brien-Hilliard, Kristen O'Donnell, Shannon Otero, Miguel	30% PTL, 30%, 6 15% PTL, 15%, 3 10% PTL, 10%, 6 15% PTL, 15%, 27N 30% PTL, 30%, 6 0% PTL, 0%, 6 20% PTL, 20%, 6 15% PTL, 15%, 6 30% PTL, 30%, 6 0% PTL, 30%, 6 0% PTL, 30%, 27D 1 30% PTL, 30%, 6 0% PTL, 30%, 5 0% PTL, 0%, 5	84,177 60,617 71,227 75,953 84,177 64,752 77,702 74,464 84,177 64,752 92,299 84,177 61,470 52,710	0 0 1,350 480 950 480 480 1,250 750 1,350 480	0 6,062 7,123 7,595 0 0 0 7,446 8,418 6,475 0 8,418 6,147	5,686 6,681 7,124 7,619 5,861 7,033 6,984 7,895 6,073 8,354 7,895 5,766		8,418 6,062 7,123 7,595 8,418 6,475 7,770 7,446 8,418 6,475 9,230 8,418 6,147	10,522 7,577 8,903 9,494 10,522 8,094 9,713 9,308 10,522 8,094 11,537 10,522 7,684 6,589	11,153 8,032 9,438 10,064 11,153 8,580 10,296 9,866 11,153 8,580 12,230 11,153 8,145 6,984		1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925			0 0 0 0 0 0 0 0 0 3,799 0 3,713	95,960 112,419 121,100 124,294 96,637 114,918 117,921 137,557 103,124 140,638 132,988 97,283
Monteiro, Jason Monteiro, Jodi Monteiro, Tony Montrond, David Moreno, Jorge Murphy, Matthew Newcomb, Edward Norman, Michael Nunes, Domingos O'Brien-Hilliard, Kristen O'Donnell, Shannol Otero, Miguel Otis, Robert Parker, James	30% PTL, 30%, 6 15% PTL, 15%, 3 10% PTL, 10%, 6 15% PTL, 15%, 27N 30% PTL, 30%, 6 0% PTL, 20%, 6 15% PTL, 15%, 6 30% PTL, 30%, 6 0% PTL, 30%, 27D 1 30% PTL, 30%, 6 0% PTL, 0%, 5 0% PTL, 0%, 5 0% PTL, 0%, 3 15% PTL, 15%, 6	84,177 60,617 71,227 75,953 84,177 64,752 77,702 74,464 84,177 64,752 92,299 84,177 61,470 52,710 74,464	0 0 1,350 480 950 480 480 1,250 750 1,350 480 0 0	0 6,062 7,123 7,595 0 0 7,446 8,418 6,475 0 8,418 6,147 5,271	5,686 6,681 7,124 7,619 5,861 7,033 6,984 7,895 6,073 8,354 7,895 5,766 4,944 6,740		8,418 6,062 7,123 7,595 8,418 6,475 7,770 7,446 8,418 6,475 9,230 8,418 6,147 5,271 7,446	10,522 7,577 8,903 9,494 10,522 8,094 9,713 9,308 10,522 8,094 11,537 10,522 7,684 6,589 9,308	11,153 8,032 9,438 10,064 11,153 8,580 10,296 9,866 11,153 8,580 12,230 11,153 8,145 6,984 9,866		1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925			0 0 0 0 0 0 0 0 3,799 0 3,713	95,960 112,419 121,100 124,294 96,637 114,918 117,921 137,557 103,124 140,638 132,988 97,283 83,694 110,500
Monteiro, Jason Monteiro, Jodi Monteiro, Tony Montrond, David Moreno, Jorge Murphy, Matthew Newcomb, Edward Norman, Michael Nunes, Domingos O'Brien-Hilliard, Kristen O'Donnell, Shannor Otero, Miguel Otis, Robert Parker, James Parrett, Raymond	30% PTL, 30%, 6 15% PTL, 15%, 3 10% PTL, 10%, 6 15% PTL, 15%, 27N 30% PTL, 30%, 6 0% PTL, 20%, 6 15% PTL, 15%, 6 30% PTL, 30%, 6 0% PTL, 30%, 6 0% PTL, 30%, 27D 1 30% PTL, 30%, 6 0% PTL, 0%, 5 0% PTL, 0%, 3 15% PTL, 15%, 6 - 15% PTL, 15%, 29D	84,177 60,617 71,227 75,953 84,177 64,752 77,702 74,464 84,177 64,752 92,299 84,177 61,470 52,710 74,464 89,816	0 0 1,350 480 950 480 1,250 750 1,350 0 0 750 1,350	0 6,062 7,123 7,595 0 0 7,446 8,418 6,475 0 8,418 6,147 5,271 0	5,686 6,681 7,124 7,619 5,861 7,033 6,984 7,895 6,073 8,354 7,895 5,766 4,944 6,740 5,182		8,418 6,062 7,123 7,595 8,418 6,475 7,770 7,446 8,418 6,475 9,230 8,418 6,147 5,271 7,446 8,982	10,522 7,577 8,903 9,494 10,522 8,094 9,713 9,308 10,522 8,094 11,537 10,522 7,684 6,589 9,308 11,227	11,153 8,032 9,438 10,064 11,153 8,580 10,296 9,866 11,153 8,580 12,230 11,153 8,145 6,984 9,866 11,901		1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925			0 0 0 0 0 0 0 0 3,799 0 3,713	95,960 112,419 121,100 124,294 96,637 114,918 117,921 137,557 103,124 140,638 132,988 97,283 83,694 110,500 131,505
Monteiro, Jason Monteiro, Jodi Monteiro, Tony Montrond, David Moreno, Jorge Murphy, Matthew Newcomb, Edward Norman, Michael Nunes, Domingos O'Brien-Hilliard, Kristen O'Donnell, Shannor Otero, Miguel Otis, Robert Parker, James Paul, Nazaire	30% PTL, 30%, 6 15% PTL, 15%, 3 10% PTL, 10%, 6 15% PTL, 15%, 27N 30% PTL, 30%, 6 0% PTL, 20%, 6 15% PTL, 15%, 6 30% PTL, 30%, 6 0% PTL, 30%, 6 0% PTL, 30%, 6 0% PTL, 30%, 5 0% PTL, 30%, 5 0% PTL, 5%, 5 0% PTL, 5%, 6 30% PTL, 30%, 5 0% PTL, 5%, 6 30% PTL, 30%, 5 0% PTL, 30%, 27D 30% PTL, 30%, 27D 30% PTL, 30%, 27D 30% PTL, 30%, 27D 30% PTL, 30%, 27D	84,177 60,617 71,227 75,953 84,177 64,752 77,702 74,464 84,177 64,752 92,299 84,177 61,470 52,710 74,464 89,816 85,660	0 0 1,350 480 950 480 1,250 750 1,350 0 0 750 1,350	0 6,062 7,123 7,595 0 0 7,446 8,418 6,475 0 8,418 6,147 5,271 0 1,123 8,566	5,686 6,681 7,124 7,619 5,861 7,033 6,984 7,895 6,073 8,354 7,895 5,766 4,944 6,740 5,182 8,034		8,418 6,062 7,123 7,595 8,418 6,475 7,770 7,446 8,418 6,475 9,230 8,418 6,147 5,271 7,446 8,982 8,566	10,522 7,577 8,903 9,494 10,522 8,094 9,713 9,308 10,522 8,094 11,537 10,522 7,684 6,589 9,308 11,227 10,708	11,153 8,032 9,438 10,064 11,153 8,580 10,296 9,866 11,153 8,580 12,230 11,153 8,145 6,984 9,866 11,901 11,350		1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925			0 0 0 0 0 0 0 0 0 3,799 0 3,713 0 0 0 0	95,960 112,419 121,100 124,294 96,637 114,918 117,921 137,557 103,124 140,638 132,988 97,283 83,694 110,500 131,505 139,958
Monteiro, Jason Monteiro, Jodi Monteiro, Tony Montrond, David Moreno, Jorge Murphy, Matthew Newcomb, Edward Norman, Michael Nunes, Domingos O'Brien-Hilliard, Kristen O'Donnell, Shannor Otero, Miguel Otis, Robert Parker, James Parrett, Raymond I Paul, Nazaire Pedro, Lucas	30% PTL, 30%, 6 15% PTL, 15%, 3 10% PTL, 15%, 3 10% PTL, 10%, 6 15% PTL, 15%, 27N 30% PTL, 30%, 6 0% PTL, 20%, 6 15% PTL, 15%, 6 30% PTL, 30%, 6 0% PTL, 0%, 6 30% PTL, 30%, 6 0% PTL, 0%, 5 0% PTL, 0%, 3 15% PTL, 15%, 6 - 15% PTL, 15%, 29D 30% PTL, 30%, 67 30% PTL, 30%, 27N 30% PTL, 30%, 6	84,177 60,617 71,227 75,953 84,177 64,752 77,702 74,464 84,177 64,752 92,299 84,177 61,470 52,710 74,464 89,816 85,660 84,177	0 0 1,350 480 950 480 1,250 750 1,350 0 0 750 1,350 1,350 750	0 6,062 7,123 7,595 0 0 7,446 8,418 6,475 0 8,418 6,147 5,271 0 1,123 8,566 8,418	5,686 6,681 7,124 7,619 5,861 7,033 6,984 7,895 6,073 8,354 7,895 5,766 4,944 6,740 5,182 8,034 7,895		8,418 6,062 7,123 7,595 8,418 6,475 7,770 7,446 8,418 6,475 9,230 8,418 6,147 5,271 7,446 8,982 8,566 8,418	10,522 7,577 8,903 9,494 10,522 8,094 9,713 9,308 10,522 8,094 11,537 10,522 7,684 6,589 9,308 11,227 10,708 10,522	11,153 8,032 9,438 10,064 11,153 8,580 10,296 9,866 11,153 8,145 6,984 9,866 11,901 11,350 11,153		1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925			0 0 0 0 0 0 0 0 3,799 0 3,713 0 0 0 0 0	95,960 112,419 121,100 124,294 96,637 114,918 117,921 137,557 103,124 140,638 97,283 83,694 110,500 131,505 139,958 133,258
Monteiro, Jason Monteiro, Jodi Monteiro, Tony Montrond, David Moreno, Jorge Murphy, Matthew Newcomb, Edward Norman, Michael Nunes, Domingos O'Brien-Hilliard, Kristen O'Donnell, Shannon Otero, Miguel Otis, Robert Parker, James Parrett, Raymond I Paul, Nazaire Pedro, Lucas Pereira, Edmar	30% PTL, 30%, 6 15% PTL, 15%, 3 10% PTL, 10%, 6 15% PTL, 15%, 27N 30% PTL, 30%, 6 0% PTL, 20%, 6 15% PTL, 15%, 6 30% PTL, 30%, 6 0% PTL, 30%, 6 0% PTL, 30%, 27D 1 30% PTL, 30%, 6 0% PTL, 0%, 5 0% PTL, 0%, 5 0% PTL, 15%, 6 - 15% PTL, 15%, 6 - 15% PTL, 15%, 6 - 15% PTL, 15%, 29D 30% PTL, 30%, 27N 30% PTL, 30%, 27N 30% PTL, 30%, 6	84,177 60,617 71,227 75,953 84,177 64,752 77,702 74,464 84,177 61,470 52,710 74,464 89,816 85,660 84,177 57,091	0 0 1,350 480 950 480 1,250 750 1,350 0 0 750 1,350 1,350 1,350	0 6,062 7,123 7,595 0 0 7,446 8,418 6,475 0 8,418 6,147 5,271 0 1,123 8,566 8,418 5,709	5,686 6,681 7,124 7,619 5,861 7,033 6,984 7,895 6,073 8,354 7,895 5,766 4,944 6,740 5,182 8,034 7,895 5,355		8,418 6,062 7,123 7,595 8,418 6,475 7,770 7,446 8,418 6,475 9,230 8,418 6,147 5,271 7,446 8,982 8,566 8,418 5,709	10,522 7,577 8,903 9,494 10,522 8,094 9,713 9,308 10,522 7,684 6,589 9,308 11,227 10,708 10,522 7,136	11,153 8,032 9,438 10,064 11,153 8,580 10,296 9,866 11,153 8,580 12,230 11,153 8,145 6,984 9,866 11,901 11,350 11,153 7,565		1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925			0 0 0 0 0 0 0 0 3,799 0 0 3,713	95,960 112,419 121,100 124,294 96,637 114,918 117,921 137,557 103,124 140,638 132,988 97,283 83,694 110,500 131,505 139,958 133,258 90,490
Monteiro, Jason Monteiro, Jodi Monteiro, Tony Montrond, David Moreno, Jorge Murphy, Matthew Newcomb, Edward Norman, Michael Nunes, Domingos O'Brien-Hilliard, Kristen O'Donnell, Shannor Otero, Miguel Otis, Robert Parker, James Parrett, Raymond I Paul, Nazaire Pedro, Lucas Pereira, Edmar Pereira, Michael	30% PTL, 30%, 6 15% PTL, 15%, 3 10% PTL, 10%, 6 15% PTL, 15%, 27N 30% PTL, 30%, 6 0% PTL, 20%, 6 15% PTL, 15%, 6 30% PTL, 30%, 6 0% PTL, 30%, 27D 1 30% PTL, 30%, 27D 1 30% PTL, 30%, 6 0% PTL, 0%, 5 0% PTL, 0%, 5 0% PTL, 0%, 5 0% PTL, 15%, 6 - 15% PTL, 15%, 6 - 15% PTL, 15%, 29D 30% PTL, 30%, 27N 30% PTL, 30%, 6 0% PTL, 30%, 6 0% PTL, 30%, 6	84,177 60,617 71,227 75,953 84,177 64,752 77,702 74,464 84,177 61,470 52,710 74,464 89,816 85,660 84,177 57,091 48,326	0 0 1,350 480 950 480 1,250 750 1,350 0 0 750 1,350 750 0 0	0 6,062 7,123 7,595 0 0 7,446 8,418 6,475 0 8,418 6,147 5,271 0 1,123 8,566 8,418 5,709 4,833	5,686 6,681 7,124 7,619 5,861 7,033 6,984 7,895 6,073 8,354 7,895 5,766 4,944 6,740 5,182 8,034 7,895 5,355 4,533		8,418 6,062 7,123 7,595 8,418 6,475 7,770 7,446 8,418 6,475 9,230 8,418 6,147 5,271 7,446 8,982 8,566 8,418 5,709 4,833	10,522 7,577 8,903 9,494 10,522 8,094 9,713 9,308 10,522 7,684 6,589 9,308 11,227 10,708 10,522 7,136 6,041	11,153 8,032 9,438 10,064 11,153 8,580 10,296 9,866 11,153 8,580 12,230 11,153 8,145 6,984 9,866 11,901 11,350 11,153 7,565 6,403		1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925			0 0 0 0 0 0 0 0 3,799 0 0 0 3,799 0 0	95,960 112,419 121,100 124,294 96,637 114,918 117,921 137,557 103,124 140,638 132,988 97,283 83,694 110,500 131,505 139,958 133,258 90,490 76,893
Monteiro, Jason Monteiro, Jodi Monteiro, Tony Montrond, David Moreno, Jorge Murphy, Matthew Newcomb, Edward Norman, Michael Nunes, Domingos O'Brien-Hilliard, Kristen O'Donnell, Shannor Otero, Miguel Otis, Robert Parker, James Parrett, Raymond I Paul, Nazaire Pedro, Lucas Pereira, Edmar Pereira, Michael Perez, Christopher	30% PTL, 30%, 6 15% PTL, 15%, 3 10% PTL, 10%, 6 15% PTL, 15%, 27N 30% PTL, 30%, 6 0% PTL, 20%, 6 15% PTL, 15%, 6 30% PTL, 30%, 6 0% PTL, 30%, 6 0% PTL, 30%, 6 0% PTL, 30%, 6 0% PTL, 5%, 6 15% PTL, 15%, 6 30% PTL, 30%, 27D 30% PTL, 30%, 27D 30% PTL, 30%, 6 0% PTL, 0%, 3 15% PTL, 15%, 6 15% PTL, 15%, 6 15% PTL, 15%, 6 15% PTL, 15%, 29D 30% PTL, 30%, 27N 30% PTL, 30%, 6 0% PTL, 30%, 6	84,177 60,617 71,227 75,953 84,177 64,752 77,702 74,464 84,177 61,470 52,710 74,464 89,816 85,660 84,177 57,091 48,326 84,177	0 0 1,350 480 950 480 1,250 750 1,350 0 0 750 1,350 750 0 0	0 6,062 7,123 7,595 0 0 7,446 8,418 6,475 0 8,418 6,147 5,271 0 1,123 8,566 8,418 5,709 4,833 8,418	5,686 6,681 7,124 7,619 5,861 7,033 6,984 7,895 6,073 8,354 7,895 5,766 4,944 6,740 5,182 8,034 7,895 5,355 4,533 4,856		8,418 6,062 7,123 7,595 8,418 6,475 7,770 7,446 8,418 6,475 9,230 8,418 6,147 5,271 7,446 8,982 8,566 8,418 5,709 4,833 8,418	10,522 7,577 8,903 9,494 10,522 8,094 9,713 9,308 10,522 8,094 11,537 10,522 7,684 6,589 9,308 11,227 10,708 10,522 7,136 6,041 10,522	11,153 8,032 9,438 10,064 11,153 8,580 10,296 9,866 11,153 8,580 12,230 11,153 8,145 6,984 9,866 11,901 11,350 11,153 7,565 6,403 11,153		1,925 1,925			0 0 0 0 0 0 0 0 3,799 0 0 0 3,799 0 0	95,960 112,419 121,100 124,294 96,637 114,918 117,921 137,557 103,124 140,638 132,988 97,283 83,694 110,500 131,505 139,958 133,258 90,490 76,893 130,819
Monteiro, Jason Monteiro, Jodi Monteiro, Tony Montrond, David Moreno, Jorge Murphy, Matthew Newcomb, Edward Norman, Michael Nunes, Domingos O'Brien-Hilliard, Kristen O'Donnell, Shannor Otero, Miguel Otis, Robert Parker, James Parrett, Raymond I Paul, Nazaire Pedro, Lucas Pereira, Edmar Pereira, Michael Perez, Christopher Perry, David	30% PTL, 30%, 6 15% PTL, 15%, 3 10% PTL, 10%, 6 15% PTL, 15%, 27N 30% PTL, 30%, 6 0% PTL, 20%, 6 15% PTL, 15%, 6 30% PTL, 30%, 6 0% PTL, 30%, 6 0% PTL, 30%, 6 0% PTL, 30%, 6 0% PTL, 50%, 5 0% PTL, 50%, 5 0% PTL, 50%, 5 0% PTL, 50%, 6 0% PTL, 50%, 6 0% PTL, 50%, 6 0% PTL, 50%, 27N 30% PTL, 30%, 6 0% PTL, 30%, 6	84,177 60,617 71,227 75,953 84,177 64,752 77,702 74,464 84,177 61,470 52,710 74,464 89,816 85,660 84,177 57,091 48,326 84,177 52,710	0 0 1,350 480 950 480 1,250 750 1,350 0 0 750 1,350 750 0 0 1,350	0 6,062 7,123 7,595 0 0 7,446 8,418 6,475 0 8,418 6,147 5,271 0 1,123 8,566 8,418 5,709 4,833 8,418 5,271	5,686 6,681 7,124 7,619 5,861 7,033 6,984 7,895 6,073 8,354 7,895 5,766 4,944 6,740 5,182 8,034 7,895 5,355 4,533 4,856 4,944		8,418 6,062 7,123 7,595 8,418 6,475 7,770 7,446 8,418 6,475 9,230 8,418 6,147 5,271 7,446 8,982 8,566 8,418 5,709 4,833 8,418 5,271	10,522 7,577 8,903 9,494 10,522 8,094 9,713 9,308 10,522 8,094 11,537 10,522 7,684 6,589 9,308 11,227 10,708 10,522 7,136 6,041 10,522 6,589	11,153 8,032 9,438 10,064 11,153 8,580 10,296 9,866 11,153 8,580 12,230 11,153 8,145 6,984 9,866 11,901 11,350 11,153 7,565 6,403 11,153 6,984		1,925 1,925			0 0 0 0 0 0 0 0 3,799 0 0 0 3,799 0 0 0	95,960 112,419 121,100 124,294 96,637 114,918 117,921 137,557 103,124 140,638 97,283 83,694 110,500 131,505 139,958 133,258 90,490 76,893 130,819 83,694
Monteiro, Jason Monteiro, Jodi Monteiro, Tony Montrond, David Moreno, Jorge Murphy, Matthew Newcomb, Edward Norman, Michael Nunes, Domingos O'Brien-Hilliard, Kristen O'Donnell, Shannor Otero, Miguel Otis, Robert Parker, James Parrett, Raymond I Paul, Nazaire Pedro, Lucas Pereira, Edmar Pereira, Michael Perez, Christopher Perry, David Pierce, Steven H	30% PTL, 30%, 6 15% PTL, 15%, 3 10% PTL, 15%, 3 10% PTL, 10%, 6 15% PTL, 15%, 27N 30% PTL, 30%, 6 0% PTL, 20%, 6 15% PTL, 15%, 6 30% PTL, 30%, 6 0% PTL, 0%, 6 30% PTL, 30%, 6 0% PTL, 0%, 5 0% PTL, 0%, 3 15% PTL, 15%, 6 - 15% PTL, 15%, 29D 30% PTL, 30%, 6 0% PTL, 30%, 6	84,177 60,617 71,227 75,953 84,177 64,752 77,702 74,464 84,177 64,752 92,299 84,177 61,470 52,710 74,464 89,816 85,660 84,177 57,091 48,326 84,177 52,710 72,650	0 0 1,350 480 950 480 1,250 750 1,350 0 0 750 1,350 750 0 0 1,350 0	0 6,062 7,123 7,595 0 0 7,446 8,418 6,475 0 8,418 6,147 5,271 0 1,123 8,566 8,418 5,709 4,833 8,418 5,271 7,265	5,686 6,681 7,124 7,619 5,861 7,033 6,984 7,895 6,073 8,354 7,895 5,766 4,944 6,740 5,182 8,034 7,895 5,355 4,533 4,856 4,944 6,814		8,418 6,062 7,123 7,595 8,418 6,475 7,770 7,446 8,418 6,475 9,230 8,418 6,147 5,271 7,446 8,982 8,566 8,418 5,709 4,833 8,418 5,271 7,265	10,522 7,577 8,903 9,494 10,522 8,094 9,713 9,308 10,522 8,094 11,537 10,522 7,684 6,589 9,308 11,227 10,708 10,522 7,136 6,041 10,522 6,589 9,081	11,153 8,032 9,438 10,064 11,153 8,580 10,296 9,866 11,153 8,145 6,984 9,866 11,901 11,350 11,153 7,565 6,403 11,153 6,984 9,626		1,925 1,925			0 0 0 0 0 0 0 0 3,799 0 0 0 0 3,799 0 0	95,960 112,419 121,100 124,294 96,637 114,918 117,921 137,557 103,124 140,638 97,283 83,694 110,500 131,505 139,958 133,258 90,490 76,893 130,819 83,694 115,977
Monteiro, Jason Monteiro, Jodi Monteiro, Tony Montrond, David Moreno, Jorge Murphy, Matthew Newcomb, Edward Norman, Michael Nunes, Domingos O'Brien-Hilliard, Kristen O'Donnell, Shannor Otero, Miguel Otis, Robert Parker, James Parrett, Raymond I Paul, Nazaire Pedro, Lucas Pereira, Edmar Pereira, Michael Perez, Christopher Perry, David Pierce, Steven H Pina, Stephen T	30% PTL, 30%, 6 15% PTL, 15%, 3 10% PTL, 10%, 6 15% PTL, 15%, 27N 30% PTL, 30%, 6 0% PTL, 20%, 6 15% PTL, 15%, 6 30% PTL, 30%, 6 0% PTL, 30%, 27D 1 30% PTL, 30%, 6 0% PTL, 0%, 5 0% PTL, 0%, 5 0% PTL, 0%, 5 0% PTL, 15%, 6 - 15% PTL, 15%, 6 - 15% PTL, 15%, 6 - 15% PTL, 15%, 29D 30% PTL, 30%, 27N 30% PTL, 30%, 6 0% PTL, 0%, 2 0% PTL, 0%, 4 0% PTL, 0%, 2 D 30% PTL, 30%, 6 0% PTL, 0%, 3 0% PTL, 0%, 3	84,177 60,617 71,227 75,953 84,177 64,752 77,702 74,464 84,177 61,470 52,710 74,464 89,816 85,660 84,177 57,091 48,326 84,177 52,710 72,650 66,046	0 0 1,350 480 950 480 1,250 750 1,350 0 0 750 1,350 0 0 1,350 0 1,350	0 6,062 7,123 7,595 0 0 7,446 8,418 6,475 0 8,418 6,147 5,271 0 1,123 8,566 8,418 5,709 4,833 8,418 5,271 7,265 6,605	5,686 6,681 7,124 7,619 5,861 7,033 6,984 7,895 6,073 8,354 7,895 5,766 4,944 6,740 5,182 8,034 7,895 5,355 4,533 4,856 4,944 6,814 6,195		8,418 6,062 7,123 7,595 8,418 6,475 7,770 7,446 8,418 6,475 9,230 8,418 6,147 5,271 7,446 8,982 8,566 8,418 5,709 4,833 8,418 5,271 7,265 6,605	10,522 7,577 8,903 9,494 10,522 8,094 9,713 9,308 10,522 7,684 6,589 9,308 11,227 10,708 10,522 7,136 6,041 10,522 6,589 9,081 8,256	11,153 8,032 9,438 10,064 11,153 8,580 10,296 9,866 11,153 8,580 12,230 11,153 8,145 6,984 9,866 11,901 11,350 11,153 7,565 6,403 11,153 6,984 9,626 8,751		1,925 1,925			0 0 0 0 0 0 0 0 3,799 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	95,960 112,419 121,100 124,294 96,637 114,918 117,921 137,557 103,124 140,638 132,988 97,283 83,694 110,500 131,505 139,958 133,258 90,490 76,893 130,819 83,694 115,977 105,732
Monteiro, Jason Monteiro, Jodi Monteiro, Tony Montrond, David Moreno, Jorge Murphy, Matthew Newcomb, Edward Norman, Michael Nunes, Domingos O'Brien-Hilliard, Kristen O'Donnell, Shannor Otero, Miguel Otis, Robert Parker, James Parrett, Raymond I Paul, Nazaire Pedro, Lucas Pereira, Edmar Pereira, Michael Perez, Christopher Perry, David Pierce, Steven H Pina, Stephen T Plonquet, Vero	30% PTL, 30%, 6 15% PTL, 15%, 3 10% PTL, 15%, 3 10% PTL, 10%, 6 15% PTL, 15%, 27N 30% PTL, 30%, 6 0% PTL, 20%, 6 15% PTL, 15%, 6 30% PTL, 30%, 6 0% PTL, 0%, 6 30% PTL, 30%, 6 0% PTL, 0%, 5 0% PTL, 0%, 3 15% PTL, 15%, 6 - 15% PTL, 15%, 29D 30% PTL, 30%, 6 0% PTL, 30%, 6	84,177 60,617 71,227 75,953 84,177 64,752 77,702 74,464 84,177 64,752 92,299 84,177 61,470 52,710 74,464 89,816 85,660 84,177 57,091 48,326 84,177 52,710 72,650	0 0 1,350 480 950 480 1,250 750 1,350 0 0 1,350 0 1,350 0 1,350 0 1,350 0	0 6,062 7,123 7,595 0 0 7,446 8,418 6,475 0 8,418 6,147 5,271 0 1,123 8,566 8,418 5,709 4,833 8,418 5,271 7,265 6,605 6,851	5,686 6,681 7,124 7,619 5,861 7,033 6,984 7,895 6,073 8,354 7,895 5,766 4,944 6,740 5,182 8,034 7,895 5,355 4,533 4,856 4,944 6,814 6,814 6,195 6,426		8,418 6,062 7,123 7,595 8,418 6,475 7,770 7,446 8,418 6,475 9,230 8,418 6,147 5,271 7,446 8,982 8,566 8,418 5,709 4,833 8,418 5,271 7,265 6,605 6,851	10,522 7,577 8,903 9,494 10,522 8,094 9,713 9,308 10,522 7,684 6,589 9,308 11,227 10,708 10,522 7,136 6,041 10,522 6,589 9,081 8,256 8,564	11,153 8,032 9,438 10,064 11,153 8,580 10,296 9,866 11,153 8,145 6,984 9,866 11,901 11,350 11,153 7,565 6,403 11,153 6,984 9,626 8,751 9,077		1,925 1,925			0 0 0 0 0 0 0 0 3,799 0 0 0 0 3,799 0 0 0 0	95,960 112,419 121,100 124,294 96,637 114,918 117,921 137,557 103,124 140,638 132,988 97,283 83,694 110,500 131,505 139,958 133,258 90,490 76,893 130,819 83,694 115,977 105,732 108,203
Monteiro, Jason Monteiro, Jodi Monteiro, Tony Montrond, David Moreno, Jorge Murphy, Matthew Newcomb, Edward Norman, Michael Nunes, Domingos O'Brien-Hilliard, Kristen O'Donnell, Shannor Otero, Miguel Otis, Robert Parker, James Parrett, Raymond I Paul, Nazaire Pedro, Lucas Pereira, Edmar Pereira, Michael Perez, Christopher Perry, David Pierce, Steven H Pina, Stephen T	30% PTL, 30%, 6 15% PTL, 15%, 3 10% PTL, 10%, 6 15% PTL, 15%, 27N 30% PTL, 30%, 6 0% PTL, 20%, 6 15% PTL, 15%, 6 30% PTL, 30%, 6 0% PTL, 30%, 27D 1 30% PTL, 30%, 6 0% PTL, 0%, 5 0% PTL, 0%, 5 0% PTL, 0%, 5 0% PTL, 15%, 6 - 15% PTL, 15%, 6 - 15% PTL, 15%, 6 - 15% PTL, 15%, 29D 30% PTL, 30%, 27N 30% PTL, 30%, 6 0% PTL, 0%, 2 0% PTL, 0%, 4 0% PTL, 0%, 2 D 30% PTL, 30%, 6 0% PTL, 0%, 3 0% PTL, 0%, 3	84,177 60,617 71,227 75,953 84,177 64,752 77,702 74,464 84,177 61,470 52,710 74,464 89,816 85,660 84,177 57,091 48,326 84,177 52,710 72,650 66,046	0 0 1,350 480 950 480 1,250 750 1,350 0 0 1,350 0 0 1,350 0 0 1,350 0 1,350 0 0 1,350	0 6,062 7,123 7,595 0 0 7,446 8,418 6,475 0 8,418 6,147 5,271 0 1,123 8,566 8,418 5,709 4,833 8,418 5,271 7,265 6,605 6,851 0	5,686 6,681 7,124 7,619 5,861 7,033 6,984 7,895 6,073 8,354 7,895 5,766 4,944 6,740 5,182 8,034 7,895 5,355 4,533 4,856 4,944 6,814 6,195 6,426 7,619		8,418 6,062 7,123 7,595 8,418 6,475 7,770 7,446 8,418 6,475 9,230 8,418 6,147 5,271 7,446 8,982 8,566 8,418 5,709 4,833 8,418 5,271 7,265 6,605 6,851 8,418	10,522 7,577 8,903 9,494 10,522 8,094 9,713 9,308 10,522 8,094 11,537 10,522 7,684 6,589 9,308 11,227 10,708 10,522 7,136 6,041 10,522 6,589 9,081 8,256 8,564 10,522	11,153 8,032 9,438 10,064 11,153 8,580 10,296 9,866 11,153 8,580 12,230 11,153 8,145 6,984 9,866 11,901 11,350 11,153 7,565 6,403 11,153 6,984 9,626 8,751 9,627 11,153		1,925 1,925			0 0 0 0 0 0 0 0 3,799 0 0 0 0 3,799 0 0 0 0	95,960 112,419 121,100 124,294 96,637 114,918 117,921 137,557 103,124 140,638 132,988 97,283 83,694 110,500 131,505 139,958 133,258 90,490 76,893 130,819 83,694 115,977 105,732 108,203 124,764
Monteiro, Jason Monteiro, Jodi Monteiro, Tony Montrond, David Moreno, Jorge Murphy, Matthew Newcomb, Edward Norman, Michael Nunes, Domingos O'Brien-Hilliard, Kristen O'Donnell, Shannor Otero, Miguel Otis, Robert Parker, James Parrett, Raymond I Paul, Nazaire Pedro, Lucas Pereira, Edmar Pereira, Michael Perez, Christopher Perry, David Pierce, Steven H Pina, Stephen T Plonquet, Vero	30% PTL, 30%, 6 15% PTL, 15%, 3 10% PTL, 10%, 6 15% PTL, 15%, 27N 30% PTL, 30%, 6 0% PTL, 20%, 6 15% PTL, 15%, 6 30% PTL, 30%, 6 0% PTL, 30%, 27D 1 30% PTL, 30%, 6 0% PTL, 0%, 5 0% PTL, 0%, 3 15% PTL, 15%, 6 - 15% PTL, 15%, 6 - 15% PTL, 15%, 29D 30% PTL, 30%, 27N 30% PTL, 30%, 6 0% PTL, 0%, 2 D 30% PTL, 30%, 6 0% PTL, 0%, 2 D 30% PTL, 30%, 6 0% PTL, 0%, 2 D 30% PTL, 30%, 6 0% PTL, 0%, 2 D 30% PTL, 30%, 6 0% PTL, 0%, 3 0% PTL, 0%, 27N 20% PTL, 0%, 27N 20% PTL, 0%, 27N	84,177 60,617 71,227 75,953 84,177 64,752 77,702 74,464 84,177 61,470 52,710 74,464 89,816 85,660 84,177 57,091 48,326 84,177 52,710 72,650 66,046 68,509	0 0 1,350 480 950 480 1,250 750 1,350 0 0 1,350 0 1,350 0 1,350 0 1,350 0	0 6,062 7,123 7,595 0 0 7,446 8,418 6,475 0 8,418 6,147 5,271 0 1,123 8,566 8,418 5,709 4,833 8,418 5,271 7,265 6,605 6,851	5,686 6,681 7,124 7,619 5,861 7,033 6,984 7,895 6,073 8,354 7,895 5,766 4,944 6,740 5,182 8,034 7,895 5,355 4,533 4,856 4,944 6,814 6,814 6,195 6,426		8,418 6,062 7,123 7,595 8,418 6,475 7,770 7,446 8,418 6,475 9,230 8,418 6,147 5,271 7,446 8,982 8,566 8,418 5,709 4,833 8,418 5,271 7,265 6,605 6,851	10,522 7,577 8,903 9,494 10,522 8,094 9,713 9,308 10,522 7,684 6,589 9,308 11,227 10,708 10,522 7,136 6,041 10,522 6,589 9,081 8,256 8,564	11,153 8,032 9,438 10,064 11,153 8,580 10,296 9,866 11,153 8,145 6,984 9,866 11,901 11,350 11,153 7,565 6,403 11,153 6,984 9,626 8,751 9,077		1,925 1,925			0 0 0 0 0 0 0 0 3,799 0 0 0 0 3,799 0 0 0 0	95,960 112,419 121,100 124,294 96,637 114,918 117,921 137,557 103,124 140,638 132,988 97,283 83,694 110,500 131,505 139,958 133,258 90,490 76,893 130,819 83,694 115,977 105,732 108,203
Monteiro, Jason Monteiro, Jodi Monteiro, Tony Montrond, David Moreno, Jorge Murphy, Matthew Newcomb, Edward Norman, Michael Nunes, Domingos O'Brien-Hilliard, Kristen O'Donnell, Shannor Otero, Miguel Otis, Robert Parker, James Parrett, Raymond I Paul, Nazaire Pedro, Lucas Pereira, Edmar Pereira, Michael Perez, Christopher Perry, David Pierce, Steven H Pina, Stephen T Plonquet, Vero Polynice, Jennifer Quirk, Ryan	30% PTL, 30%, 6 15% PTL, 15%, 3 10% PTL, 15%, 27N 30% PTL, 30%, 6 0% PTL, 20%, 6 15% PTL, 15%, 6 30% PTL, 30%, 6 0% PTL, 5%, 6 15% PTL, 15%, 6 30% PTL, 30%, 6 0% PTL, 0%, 3 15% PTL, 15%, 6 - 15% PTL, 15%, 6 - 15% PTL, 15%, 29D 30% PTL, 30%, 27N 30% PTL, 30%, 6 0% PTL, 30%, 6 0% PTL, 0%, 2 D 30% PTL, 30%, 6 0% PTL, 0%, 3 0% PTL, 30%, 6 0% PTL, 0%, 2 D 30% PTL, 30%, 6 0% PTL, 0%, 2 D 30% PTL, 30%, 6 0% PTL, 0%, 2 D 30% PTL, 30%, 6 0% PTL, 0%, 29N 0% PTL, 0%, 27N 20% PTL, 20%, 4 30% PTL, 20%, 4	84,177 60,617 71,227 75,953 84,177 64,752 77,702 74,464 84,177 61,470 52,710 74,464 89,816 85,660 84,177 57,091 48,326 84,177 52,710 72,650 66,046 68,509 84,177	0 0 1,350 480 950 480 1,250 750 1,350 0 0 1,350 0 0 1,350 0 0 1,350 0 1,350 0 0 1,350	0 6,062 7,123 7,595 0 0 7,446 8,418 6,475 0 8,418 6,147 5,271 0 1,123 8,566 8,418 5,709 4,833 8,418 5,271 7,265 6,605 6,851 0	5,686 6,681 7,124 7,619 5,861 7,033 6,984 7,895 6,073 8,354 7,895 5,766 4,944 6,740 5,182 8,034 7,895 5,355 4,533 4,856 4,944 6,814 6,195 6,426 7,619		8,418 6,062 7,123 7,595 8,418 6,475 7,770 7,446 8,418 6,475 9,230 8,418 6,147 5,271 7,446 8,982 8,566 8,418 5,709 4,833 8,418 5,271 7,265 6,605 6,851 8,418	10,522 7,577 8,903 9,494 10,522 8,094 9,713 9,308 10,522 8,094 11,537 10,522 7,684 6,589 9,308 11,227 10,708 10,522 7,136 6,041 10,522 6,589 9,081 8,256 8,564 10,522	11,153 8,032 9,438 10,064 11,153 8,580 10,296 9,866 11,153 8,580 12,230 11,153 8,145 6,984 9,866 11,901 11,350 11,153 7,565 6,403 11,153 6,984 9,626 8,751 9,627 11,153		1,925 1,925			0 0 0 0 0 0 0 0 3,799 0 0 0 0 3,799 0 0 0 0	95,960 112,419 121,100 124,294 96,637 114,918 117,921 137,557 103,124 140,638 132,988 97,283 83,694 110,500 131,505 139,958 133,258 90,490 76,893 130,819 83,694 115,977 105,732 108,203 124,764
Monteiro, Jason Monteiro, Jodi Monteiro, Tony Montrond, David Moreno, Jorge Murphy, Matthew Newcomb, Edward Norman, Michael Nunes, Domingos O'Brien-Hilliard, Kristen O'Donnell, Shannor Otero, Miguel Otis, Robert Parker, James Parrett, Raymond I Paul, Nazaire Pedro, Lucas Pereira, Edmar Pereira, Michael Perez, Christopher Perry, David Pierce, Steven H Pina, Stephen T Plonquet, Vero Polynice, Jennifer Quirk, Ryan	30% PTL, 30%, 6 15% PTL, 15%, 3 10% PTL, 15%, 27N 30% PTL, 30%, 6 0% PTL, 20%, 6 15% PTL, 15%, 6 30% PTL, 30%, 6 0% PTL, 50%, 6 0% PTL, 50%, 6 0% PTL, 50%, 6 0% PTL, 50%, 6 0% PTL, 30%, 27N 30% PTL, 30%, 6 0% PTL, 30%, 6	84,177 60,617 71,227 75,953 84,177 64,752 77,702 74,464 84,177 61,470 52,710 74,464 89,816 85,660 84,177 57,091 48,326 84,177 52,710 72,650 66,046 68,509 84,177 84,177	0 0 1,350 480 950 480 1,250 750 1,350 0 0 1,350 0 0 1,350 0 1,350 0 1,350 0 0 1,350	0 6,062 7,123 7,595 0 0 7,446 8,418 6,475 0 8,418 6,147 5,271 0 1,123 8,566 8,418 5,709 4,833 8,418 5,271 7,265 6,605 6,851 0 8,418	5,686 6,681 7,124 7,619 5,861 7,033 6,984 7,895 6,073 8,354 7,895 5,766 4,944 6,740 5,182 8,034 7,895 5,355 4,533 4,856 4,944 6,814 6,195 6,426 7,619 7,895		8,418 6,062 7,123 7,595 8,418 6,475 7,770 7,446 8,418 6,475 9,230 8,418 6,147 5,271 7,446 8,982 8,566 8,418 5,709 4,833 8,418 5,271 7,265 6,605 6,851 8,418 8,418	10,522 7,577 8,903 9,494 10,522 8,094 9,713 9,308 10,522 8,094 11,537 10,522 7,684 6,589 9,308 11,227 10,708 10,522 7,136 6,041 10,522 6,589 9,081 8,256 8,564 10,522 10,522	11,153 8,032 9,438 10,064 11,153 8,580 10,296 9,866 11,153 8,580 12,230 11,153 8,145 6,984 9,866 11,901 11,350 11,153 7,565 6,403 11,153 6,984 9,626 8,751 9,077 11,153 11,153		1,925 1,925			0 0 0 0 0 0 0 0 0 3,799 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	95,960 112,419 121,100 124,294 96,637 114,918 117,921 137,557 103,124 140,638 132,988 97,283 83,694 110,500 131,505 139,958 133,258 90,490 76,893 130,819 83,694 115,977 105,732 108,203 124,764 136,787

Dobinson Sylverson															
Robinson, Sylversor H	15% PTL, 15%, 6	74,464	1,250	7,446	6,984	0	7,446	9,308	9,866	0	1,925	0	0	0	118,691
Robinson, Thomas L		85,732	1,350	0	7,760	0	8,573	10,717	11,359	0	1,925	0	0	0	127.416
Rodrigues, Jose G.	30% PTL, 30%, 5	79,912	0	7,991	7,495	0	7,991	9,989	10,588	0	1,925	0	0	0	125,892
Rodrigues, Jose M.	15% PTL, 15%, 6	74,464	480	0	6,740	0	7,446	9,308	9,866	0	1,925	0	0	0	110,230
Royster, Callie H. Jr	15% PTL, 15%, 29D	89,816	1,350	0	8,129	0	8,982	11,227	11,901	0	1,925	0	0	0	133,330
Salamone, Andrea	30% PTL, 30%, 6	84,177	1,250	8,418	7,895	0	8,418	10,522	11,153	0	1,925	0	0	0	133,758
Salamone, Derek	30% PTL, 30%, 6	84,177	1,250	0	4,856	0	8,418	10,522	11,153	0	1,925	0	0	3,454	125,756
Santos, David F	30% PTL, 30%, 27N	85,860	1,350	8,586	4,953	0	8,586	10,733	11,376	0	1,925	0	0	3,799	137,168
Schifone, Nicholas	0% PTL, 0%, 2	48,326	0	4,833	4,533	0	4,833	6,041	6,403	0	1,925	0	0	0	76,893
Scibetta, Stephen C	6% PTL, 6%, 6	68,637	1,250	0	6,213	0	6,864	8,580	9,094	0	1,925	0	0	0	102,562
Scully, Derek	20% PTL, 20%, 6	77,702	480	0	7,033	0	7,770	9,713	10,296	0	1,925	0	0	0	114,918
Semedo, Ivandro	20% PTL, 20%, 5	73,765	0	7,377	6,919	0	7,377	9,221	9,774	0	1,925	0	0	0	116,356
Sequeira, Marcos	6% PTL, 6%, 4	60,516	0	6,052	5,676	0	6,052	7,565	8,018	0	1,925	0	0	0	95,803
Silva, Delcio	0% PTL, 0%, 2	48,326	0	4,833	4,533	0	4,833	6,041	6,403	0	1,925	0	0	0	76,893
Slattery, Sean	20% PTL, 20%, 6	77,702	750	0	7,033	0	7,770	9,713	10,296	0	1,925	0	0	0	115,188
Sonnal, Jerry	0% PTL, 0%, 4	57,091	0	5,709	5,355	0	5,709	7,136	7,565	0	1,925	0	0	0	90,490
Sousa, Antonio	0% PTL, 0%, 2	48,326	0	4,833	4,533	0	4,833	6,041	6,403	0	1,925	0	0	0	76,893
Spillane, Peter F	20% PTL, 20%, 6	77,702	1,250	0	7,033	0	7,770	9,713	10,296	0	1,925	0	0	0	115,688
Sturdevant, John P	30% PTL, 30%, 29D	101,531	1,350	0	9,190	0	10,153	12,691	13,453	0	1,925	0	0	8331	158,624
Tejeda, Franklin	3% PTL, 3%, 5	63,315	0	6,332	5,939	0	6,332	7,914	8,389	0	1,925	0	0	0	100,145
Vargas, Efrain	30% PTL 30%, 27D	92,299	1,250	0	8,354	0	9,230	11,537	12,230	0	1,925	0	0	0	136,825
Vazquez-Browne,			1250	0	7.500	0	0.757	10 / /1	11.000		1005		0		10 / 105
Minerva	20% PTL, 20%, 24D	83,528	1,250	0	7,560	0	8,353	10,441	11,067	0	1,925	0	0	0	124,125
Velez, Kenniel	0% PTL, 0%, 3	52,710	0	5,271	4,944	0	5,271	6,589	6,984	0	1,925	0	0	0	83,694
Vellios, William	30% PTL, 30%, 6	84,177	480	0	4,856	0	8,418	10,522	11,153	0	1,925	0	0	3454	124,986
Willis, William	30% PTL, 30%, 6	84,177	1,350	8,418	7,895	0	8,418	10,522	11,153	0	1,925	0	0	0	133,858
Vacant #1 (Louis)	0% PTL, 0%, 1	45,882	0	0	4,153	0	4,588	5,735	6,079	0	1,925	0	0	0	68,363
EMPLOYEE	ED% STEP	BASE	LONG.	NIGHT	HOL.	EDUC.	WKEND	FIREARM	HAZARD	СLОТН	. DEFIB :	STIPENI	D CLRCL	BUY	TOTAL
)/t #2 (Ub.)	00/ PTI 00/ I	<b>45.000</b>	0	0	/ 157	0	/ 500	E 1775	6.070	0	1005	0	0	BACK	60.767
Vacant #2 (Healy)	0% PTL, 0%, 1	45,882	0	0	4,153	0	4,588	5,735	6,079	0	1,925	0	0	0	68,363
Vacant #3 (LeGrice)	0% PTL, 0%, 1	45,882	0	0	4,153	0	4,588	5,735	6,079	0	1,925	0	0	0	68,363
) /+ #/ (C)	00/ DTI 00/ 1			0		0	/ 500	C 077	C 070	0	1.005	0	0	0	CO 7C7
Vacant #4 (Green)	0% PTL, 0%, 1	45,882	0	0	4,153	0	4,588	5,735	6,079	0	1,925	0	0	0	68,363
Vacant #5 (Vazquez	0% PTL, 0%, 1	45,882 45,882	0	0	4,153 4,153	0	4,588	5,735	6,079	0	1,925	0	0	0	68,363
Vacant #5 (Vazquez Vacant #6 (Benvie)	0% PTL,0%,1	45,882 45,882 45,882	0 0 0	0	4,153 4,153 4,153	0	4,588 4,588	5,735 5,735	6,079 6,079	0	1,925 1,925	0	0	0	68,363 68,363
Vacant #5 (Vazquez Vacant #6 (Benvie) Vacant #7 (Costello)	0% PTL, 0%, 1 0% PTL, 0%, 1 0% PTL, 0%, 1	45,882 45,882 45,882 45,882	0 0 0	0 0	4,153 4,153 4,153 4,153	0 0	4,588 4,588 4,588	5,735 5,735 5,735	6,079 6,079 6,079	0 0	1,925 1,925 1,925	0 0 0	0 0 0	0 0 0	68,363 68,363 68,363
Vacant #5 (Vazquez Vacant #6 (Benvie) Vacant #7 (Costello) Vacant #8 (Gaucher	0% PTL, 0%, 1 0% PTL, 0%, 1 0% PTL, 0%, 1	45,882 45,882 45,882 45,882 45,882	0 0 0 0	0 0 0	4,153 4,153 4,153 4,153 4,153	0 0 0	4,588 4,588 4,588 4,588	5,735 5,735 5,735 5,735	6,079 6,079 6,079 6,079	0 0 0	1,925 1,925 1,925 1,925	0 0 0	0 0	0 0 0	68,363 68,363 68,363 68,363
Vacant #5 (Vazquez Vacant #6 (Benvie) Vacant #7 (Costello) Vacant #8 (Gaucher Vacant #9 (Reardon	0% PTL, 0%, 1 0% PTL, 0%, 1 0% PTL, 0%, 1 0 0% PTL, 0%, 1	45,882 45,882 45,882 45,882 45,882	0 0 0 0 0	0 0 0	4,153 4,153 4,153 4,153 4,153 4,153	0 0 0	4,588 4,588 4,588 4,588 4,588	5,735 5,735 5,735 5,735 5,735	6,079 6,079 6,079 6,079 6,079	0 0 0	1,925 1,925 1,925 1,925 1,925	0 0 0 0	0 0 0 0	0 0 0 0	68,363 68,363 68,363 68,363
Vacant #5 (Vazquez Vacant #6 (Benvie) Vacant #7 (Costello) Vacant #8 (Gaucher Vacant #9 (Reardon Vacant #10 (Saquet)	0% PTL, 0%, 1 0% PTL, 0%, 1 0% PTL, 0%, 1 ) 0% PTL, 0%, 1 0% PTL, 0%, 1	45,882 45,882 45,882 45,882 45,882 45,882	0 0 0 0 0 0 0	0 0 0 0 0	4,153 4,153 4,153 4,153 4,153 4,153 4,153	0 0 0 0 0	4,588 4,588 4,588 4,588 4,588 4,588	5,735 5,735 5,735 5,735 5,735 5,735	6,079 6,079 6,079 6,079 6,079	0 0 0 0 0	1,925 1,925 1,925 1,925 1,925 1,925	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	68,363 68,363 68,363 68,363 68,363
Vacant #5 (Vazquez Vacant #6 (Benvie) Vacant #7 (Costello) Vacant #8 (Gaucher Vacant #9 (Reardon Vacant #10 (Saquet) Vacant #11 (Gazerro)	0% PTL, 0%, 1 0% PTL, 0%, 1 0% PTL, 0%, 1 ) 0% PTL, 0%, 1 0% PTL, 0%, 1	45,882 45,882 45,882 45,882 45,882	0 0 0 0 0	0 0 0	4,153 4,153 4,153 4,153 4,153 4,153	0 0 0	4,588 4,588 4,588 4,588 4,588	5,735 5,735 5,735 5,735 5,735	6,079 6,079 6,079 6,079 6,079	0 0 0	1,925 1,925 1,925 1,925 1,925	0 0 0 0	0 0 0 0	0 0 0 0	68,363 68,363 68,363 68,363
Vacant #5 (Vazquez Vacant #6 (Benvie) Vacant #7 (Costello) Vacant #8 (Gaucher Vacant #9 (Reardon Vacant #10 (Saquet) Vacant #11 (Gazerro) Vacant #12	0% PTL, 0%, 1 0% PTL, 0%, 1	45,882 45,882 45,882 45,882 45,882 45,882 45,882	0 0 0 0 0 0 0	0 0 0 0 0	4,153 4,153 4,153 4,153 4,153 4,153 4,153	0 0 0 0 0	4,588 4,588 4,588 4,588 4,588 4,588	5,735 5,735 5,735 5,735 5,735 5,735	6,079 6,079 6,079 6,079 6,079	0 0 0 0 0	1,925 1,925 1,925 1,925 1,925 1,925	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	68,363 68,363 68,363 68,363 68,363
Vacant #5 (Vazquez Vacant #6 (Benvie) Vacant #7 (Costello) Vacant #8 (Gaucher Vacant #9 (Reardon Vacant #10 (Saquet) Vacant #11 (Gazerro)	0% PTL, 0%, 1 0% PTL, 0%, 1 0% PTL, 0%, 1 ) 0% PTL, 0%, 1 0% PTL, 0%, 1 0% PTL, 0%, 1	45,882 45,882 45,882 45,882 45,882 45,882			4,153 4,153 4,153 4,153 4,153 4,153 4,153 4,153	0 0 0 0 0 0	4,588 4,588 4,588 4,588 4,588 4,588 4,588	5,735 5,735 5,735 5,735 5,735 5,735 5,735	6,079 6,079 6,079 6,079 6,079 6,079 6,079	0 0 0 0 0 0	1,925 1,925 1,925 1,925 1,925 1,925 1,925	0 0 0 0 0 0	0 0 0 0 0	0 0 0 0 0 0 0	68,363 68,363 68,363 68,363 68,363 68,363
Vacant #5 (Vazquez Vacant #6 (Benvie) Vacant #7 (Costello) Vacant #8 (Gaucher Vacant #9 (Reardon Vacant #10 (Saquet) Vacant #11 (Gazerro) Vacant #12 (R.Andrade)	0% PTL, 0%, 1 0% PTL, 0%, 1	45,882 45,882 45,882 45,882 45,882 45,882 45,882			4,153 4,153 4,153 4,153 4,153 4,153 4,153 4,153	0 0 0 0 0 0	4,588 4,588 4,588 4,588 4,588 4,588 4,588	5,735 5,735 5,735 5,735 5,735 5,735 5,735	6,079 6,079 6,079 6,079 6,079 6,079 6,079	0 0 0 0 0 0 0	1,925 1,925 1,925 1,925 1,925 1,925 1,925	0 0 0 0 0 0 0	0 0 0 0 0 0 0	0 0 0 0 0 0 0	68,363 68,363 68,363 68,363 68,363 68,363 68,363
Vacant #5 (Vazquez Vacant #6 (Benvie) Vacant #7 (Costello) Vacant #8 (Gaucher Vacant #9 (Reardon Vacant #10 (Saquet) Vacant #11 (Gazerro) Vacant #12 (R.Andrade)	0% PTL, 0%, 1 0% PTL, 0%, 1	45,882 45,882 45,882 45,882 45,882 45,882 45,882 11,968,979	0 0 0 0 0 0 0	0 0 0 0 0 0 0	4,153 4,153 4,153 4,153 4,153 4,153 4,153 4,153 1,033,997		4,588 4,588 4,588 4,588 4,588 4,588 4,588 1,196,898	5,735 5,735 5,735 5,735 5,735 5,735 5,735 5,735	6,079 6,079 6,079 6,079 6,079 6,079 6,079		1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 308,000			0 0 0 0 0 0 0	68,363 68,363 68,363 68,363 68,363 68,363 68,363
Vacant #5 (Vazquez) Vacant #6 (Benvie) Vacant #7 (Costello) Vacant #8 (Gaucher Vacant #9 (Reardon Vacant #10 (Saquet) Vacant #11 (Gazerro) Vacant #12 (R.Andrade) TOTAL PATROL	0% PTL, 0%, 1 0% PTL, 0%, 1	45,882 45,882 45,882 45,882 45,882 45,882 45,882 11,968,979	0 0 0 0 0 0 0	0 0 0 0 0 0 0	4,153 4,153 4,153 4,153 4,153 4,153 4,153 4,153		4,588 4,588 4,588 4,588 4,588 4,588 4,588 1,196,898	5,735 5,735 5,735 5,735 5,735 5,735 5,735	6,079 6,079 6,079 6,079 6,079 6,079 6,079	0 0 0 0 0 0 0	1,925 1,925 1,925 1,925 1,925 1,925 1,925	0 0 0 0 0 0 0	0 0 0 0 0 0 0	0 0 0 0 0 0 0	68,363 68,363 68,363 68,363 68,363 68,363 68,363
Vacant #5 (Vazquez) Vacant #6 (Benvie) Vacant #7 (Costello) Vacant #8 (Gaucher Vacant #9 (Reardon Vacant #10 (Saquet) Vacant #11 (Gazerro) Vacant #12 (R.Andrade) TOTAL PATROL	0% PTL, 0%, 1 0% PTL, 0%, 1	45,882 45,882 45,882 45,882 45,882 45,882 45,882 11,968,979	0 0 0 0 0 0 0	0 0 0 0 0 0 0	4,153 4,153 4,153 4,153 4,153 4,153 4,153 4,153 1,033,997		4,588 4,588 4,588 4,588 4,588 4,588 4,588 1,196,898	5,735 5,735 5,735 5,735 5,735 5,735 5,735 5,735	6,079 6,079 6,079 6,079 6,079 6,079 6,079		1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 308,000			0 0 0 0 0 0 0	68,363 68,363 68,363 68,363 68,363 68,363 68,363
Vacant #5 (Vazquez) Vacant #6 (Benvie) Vacant #7 (Costello) Vacant #8 (Gaucher Vacant #9 (Reardon Vacant #10 (Saquet) Vacant #11 (Gazerro) Vacant #12 (R.Andrade) TOTAL PATROL	0% PTL, 0%, 1 0% PTL, 0%, 1	45,882 45,882 45,882 45,882 45,882 45,882 45,882 11,968,979	0 0 0 0 0 0 0	0 0 0 0 0 0 0	4,153 4,153 4,153 4,153 4,153 4,153 4,153 4,153 1,033,997		4,588 4,588 4,588 4,588 4,588 4,588 4,588 1,196,898	5,735 5,735 5,735 5,735 5,735 5,735 5,735 5,735	6,079 6,079 6,079 6,079 6,079 6,079 6,079		1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 308,000			0 0 0 0 0 0 0	68,363 68,363 68,363 68,363 68,363 68,363 68,363
Vacant #5 (Vazquez) Vacant #6 (Benvie) Vacant #7 (Costello) Vacant #8 (Gaucher Vacant #9 (Reardon Vacant #10 (Saquet) Vacant #11 (Gazerro) Vacant #12 (R.Andrade) TOTAL PATROL  TOTAL POLICE OFFICERS	0% PTL, 0%, 1 0% PTL, 0%, 1	45,882 45,882 45,882 45,882 45,882 45,882 45,882 11,968,979	0 0 0 0 0 0 0	0 0 0 0 0 0 0	4,153 4,153 4,153 4,153 4,153 4,153 4,153 4,153 1,033,997		4,588 4,588 4,588 4,588 4,588 4,588 4,588 1,196,898	5,735 5,735 5,735 5,735 5,735 5,735 5,735 5,735	6,079 6,079 6,079 6,079 6,079 6,079 6,079		1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 308,000			0 0 0 0 0 0 0	68,363 68,363 68,363 68,363 68,363 68,363 68,363
Vacant #5 (Vazquezi Vacant #6 (Benvie) Vacant #7 (Costello) Vacant #8 (Gaucher Vacant #9 (Reardon Vacant #10 (Saquet) Vacant #11 (Gazerro) Vacant #12 (R.Andrade) TOTAL PATROL TOTAL POLICE OFFICERS	0% PTL, 0%, 1 0% PTL, 0%, 1	45,882 45,882 45,882 45,882 45,882 45,882 45,882 11,968,979	0 0 0 0 0 0 0	0 0 0 0 0 0 0	4,153 4,153 4,153 4,153 4,153 4,153 4,153 4,153 1,033,997		4,588 4,588 4,588 4,588 4,588 4,588 4,588 1,196,898	5,735 5,735 5,735 5,735 5,735 5,735 5,735 5,735	6,079 6,079 6,079 6,079 6,079 6,079 6,079		1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 308,000			0 0 0 0 0 0 0	68,363 68,363 68,363 68,363 68,363 68,363 68,363
Vacant #5 (Vazquezi Vacant #6 (Benvie) Vacant #7 (Costello) Vacant #8 (Gaucher Vacant #10 (Saquet) Vacant #11 (Gazerro) Vacant #12 (R.Andrade) TOTAL PATROL TOTAL POLICE OFFICERS	0% PTL, 0%, 1 0% PTL, 0%, 1	45,882 45,882 45,882 45,882 45,882 45,882 45,882 11,968,979	0 0 0 0 0 0 0	0 0 0 0 0 0 0	4,153 4,153 4,153 4,153 4,153 4,153 4,153 4,153 1,033,997		4,588 4,588 4,588 4,588 4,588 4,588 4,588 1,196,898	5,735 5,735 5,735 5,735 5,735 5,735 5,735 5,735	6,079 6,079 6,079 6,079 6,079 6,079 6,079		1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 308,000			0 0 0 0 0 0 0	68,363 68,363 68,363 68,363 68,363 68,363 68,363
Vacant #5 (Vazquezi Vacant #6 (Benvie) Vacant #7 (Costello) Vacant #8 (Gaucher Vacant #9 (Reardon Vacant #10 (Saquet) Vacant #11 (Gazerro) Vacant #12 (R.Andrade) TOTAL PATROL  TOTAL POLICE OFFICERS  CIVILIAN PERSONNEL  EMERGENCY	0% PTL, 0%, 1 0% PTL, 0%, 1	45,882 45,882 45,882 45,882 45,882 45,882 45,882 11,968,979	0 0 0 0 0 0 0	0 0 0 0 0 0 0	4,153 4,153 4,153 4,153 4,153 4,153 4,153 4,153 1,033,997		4,588 4,588 4,588 4,588 4,588 4,588 4,588 1,196,898	5,735 5,735 5,735 5,735 5,735 5,735 5,735 5,735	6,079 6,079 6,079 6,079 6,079 6,079 6,079		1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 308,000			0 0 0 0 0 0 0	68,363 68,363 68,363 68,363 68,363 68,363 68,363
Vacant #5 (Vazquezi Vacant #6 (Benvie) Vacant #7 (Costello) Vacant #8 (Gaucher Vacant #9 (Reardon Vacant #10 (Saquet) Vacant #11 (Gazerro) Vacant #12 (R.Andrade) TOTAL PATROL  TOTAL POLICE OFFICERS  CIVILIAN PERSONNEL  EMERGENCY TELEPHONE	0% PTL, 0%, 1 0% PTL, 0%, 1	45,882 45,882 45,882 45,882 45,882 45,882 45,882 11,968,979	0 0 0 0 0 0 0	0 0 0 0 0 0 0	4,153 4,153 4,153 4,153 4,153 4,153 4,153 4,153 1,033,997		4,588 4,588 4,588 4,588 4,588 4,588 4,588 1,196,898	5,735 5,735 5,735 5,735 5,735 5,735 5,735 5,735	6,079 6,079 6,079 6,079 6,079 6,079 6,079		1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 308,000			0 0 0 0 0 0 0	68,363 68,363 68,363 68,363 68,363 68,363 68,363
Vacant #5 (Vazquezi Vacant #6 (Benvie) Vacant #7 (Costello) Vacant #8 (Gaucher Vacant #9 (Reardon Vacant #10 (Saquet) Vacant #11 (Gazerro) Vacant #12 (R.Andrade) TOTAL PATROL  TOTAL POLICE OFFICERS  CIVILIAN PERSONNEL  EMERGENCY TELEPHONE DISPATCHERS (B-	0% PTL, 0%, 1 0% PTL, 0%, 1	45,882 45,882 45,882 45,882 45,882 45,882 45,882 11,968,979	0 0 0 0 0 0 0	0 0 0 0 0 0 0	4,153 4,153 4,153 4,153 4,153 4,153 4,153 4,153 1,033,997		4,588 4,588 4,588 4,588 4,588 4,588 4,588 1,196,898	5,735 5,735 5,735 5,735 5,735 5,735 5,735 5,735	6,079 6,079 6,079 6,079 6,079 6,079 6,079		1,925 1,925 1,925 1,925 1,925 1,925 1,925 1,925 308,000			0 0 0 0 0 0 0	68,363 68,363 68,363 68,363 68,363 68,363 68,363
Vacant #5 (Vazquezi Vacant #6 (Benvie) Vacant #7 (Costello) Vacant #8 (Gaucher Vacant #9 (Reardon Vacant #10 (Saquet) Vacant #11 (Gazerro) Vacant #12 (R.Andrade) TOTAL PATROL  TOTAL POLICE OFFICERS  CIVILIAN PERSONNEL  EMERGENCY TELEPHONE DISPATCHERS (B-II): 15	0% PTL, 0%, 1	45,882 45,882 45,882 45,882 45,882 45,882 11,968,979	0 0 0 0 0 0 0 103,130	0 0 0 0 0 0 617,273	4,153 4,153 4,153 4,153 4,153 4,153 4,153 1,033,997		4,588 4,588 4,588 4,588 4,588 4,588 1,196,898	5,735 5,735 5,735 5,735 5,735 5,735 1,496,122	6,079 6,079 6,079 6,079 6,079 6,079 1,585,890		1,925 1,925 1,925 1,925 1,925 1,925 1,925 308,000			0 0 0 0 0 0 0 170,023	68,363 68,363 68,363 68,363 68,363 68,363 18,480,312 27,205,615
Vacant #5 (Vazquezi Vacant #6 (Benvie) Vacant #7 (Costello) Vacant #8 (Gaucher Vacant #9 (Reardon Vacant #10 (Saquet) Vacant #11 (Gazerro) Vacant #12 (R.Andrade) TOTAL PATROL  TOTAL POLICE OFFICERS  CIVILIAN PERSONNEL  EMERGENCY TELEPHONE DISPATCHERS (B-II): 15 Bosch, Christine	0% PTL, 0%, 1	45,882 45,882 45,882 45,882 45,882 45,882 11,968,979 17,691,116	0 0 0 0 0 0 0 103,130	0 0 0 0 0 0 617,273 840,805	4,153 4,153 4,153 4,153 4,153 4,153 4,153 1,033,997 51,485,873	0 0 0 0 0 0	4,588 4,588 4,588 4,588 4,588 4,588 1,196,898 1,747,028	5,735 5,735 5,735 5,735 5,735 5,735 5,735 1,496,122 2,183,785	6,079 6,079 6,079 6,079 6,079 6,079 1,585,890 2,314,812	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	1,925 1,925 1,925 1,925 1,925 1,925 308,000 392,700	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0		0 0 0 0 0 0 0 170,023 395,087	68,363 68,363 68,363 68,363 68,363 68,363 18,480,312 27,205,615
Vacant #5 (Vazquezi Vacant #6 (Benvie) Vacant #7 (Costello) Vacant #8 (Gaucher Vacant #9 (Reardon Vacant #10 (Saquet) Vacant #11 (Gazerro) Vacant #12 (R.Andrade) TOTAL PATROL  TOTAL PATROL  TOTAL POLICE OFFICERS  CIVILIAN PERSONNEL  EMERGENCY TELEPHONE DISPATCHERS (B- II): 15 Bosch, Christine Burke, Jessica	97 PTL, 0%, 1 97 PTL, 0%, 1 98 PTL, 0%, 1 99 PTL, 0%, 1 90 PTL, 0%, 1 97 PTL, 0%, 1 97 PTL, 0%, 1 98 PTL, 0%, 1 98 PTL, 0%, 1 98 PTL, 0%, 1 98 PTL, 0%, 1	45,882 45,882 45,882 45,882 45,882 45,882 11,968,979 17,691,116	0 0 0 0 0 0 0 103,130 154,410	0 0 0 0 0 0 617,273 840,805	4,153 4,153 4,153 4,153 4,153 4,153 4,153 1,033,997 51,485,873	0 0 0 0 0 0 0	4,588 4,588 4,588 4,588 4,588 4,588 1,196,898 1,747,028	5,735 5,735 5,735 5,735 5,735 5,735 1,496,122 2,183,785	6,079 6,079 6,079 6,079 6,079 6,079 1,585,890	0 0 0 0 0 0 0	1,925 1,925 1,925 1,925 1,925 1,925 308,000 392,700	0 0 0 0 0 0 0		0 0 0 0 0 0 0 170,023 395,087	68,363 68,363 68,363 68,363 68,363 68,363 27,205,615
Vacant #5 (Vazquezi Vacant #6 (Benvie) Vacant #7 (Costello) Vacant #8 (Gaucher Vacant #9 (Reardon Vacant #10 (Saquet) Vacant #11 (Gazerro) Vacant #12 (R.Andrade) TOTAL PATROL  TOTAL POLICE OFFICERS  CIVILIAN PERSONNEL  EMERGENCY TELEPHONE DISPATCHERS (B- II): 15 Bosch, Christine Burke, Jessica Celia, Robert	97 PTL, 0%, 1 97 PTL, 0%, 1 98 PTL, 0%, 1 99 PTL, 0%, 1 90 PTL, 0%, 1 97 PTL, 0%, 1 97 PTL, 0%, 1 98	45,882 45,882 45,882 45,882 45,882 45,882 11,968,979 17,691,116	0 0 0 0 0 0 0 103,130 154,410	0 0 0 0 0 0 0 617,273 840,805	4,153 4,153 4,153 4,153 4,153 4,153 4,153 1,033,997 51,485,873 3,024 3,024 3,024	0 0 0 0 0 0 0 0	4,588 4,588 4,588 4,588 4,588 4,588 1,196,898 1,747,028	5,735 5,735 5,735 5,735 5,735 5,735 5,735 1,496,122 2,183,785	6,079 6,079 6,079 6,079 6,079 6,079 1,585,890 2,314,812	0 0 0 0 0 0 0	1,925 1,925 1,925 1,925 1,925 1,925 308,000 392,700	0 0 0 0 0 0 0		0 0 0 0 0 0 170,023 395,087	68,363 68,363 68,363 68,363 68,363 68,363 13,480,312 27,205,615
Vacant #5 (Vazquezi Vacant #6 (Benvie) Vacant #7 (Costello) Vacant #8 (Gaucher Vacant #9 (Reardon Vacant #10 (Saquet) Vacant #11 (Gazerro) Vacant #12 (R.Andrade) TOTAL PATROL  TOTAL PATROL  TOTAL POLICE OFFICERS  CIVILIAN PERSONNEL  EMERGENCY TELEPHONE DISPATCHERS (B-II): 15 Bosch, Christine Burke, Jessica Celia, Robert Ciampa, Katherine	97 PTL, 0%, 1 97 PTL, 0%, 1 98 PTL, 0%, 1 99 PTL, 0%, 1 90 PTL, 0%, 1 97 PTL, 0%, 1 97 PTL, 0%, 1 98	45,882 45,882 45,882 45,882 45,882 45,882 11,968,979 17,691,116	0 0 0 0 0 0 0 103,130 154,410	0 0 0 0 0 0 0 617,273 840,805	4,153 4,153 4,153 4,153 4,153 4,153 4,153 1,033,997 51,485,873 3,024 3,024 3,024 2,663	0 0 0 0 0 0 0 0	4,588 4,588 4,588 4,588 4,588 4,588 1,196,898 1,747,028	5,735 5,735 5,735 5,735 5,735 5,735 1,496,122 2,183,785	6,079 6,079 6,079 6,079 6,079 6,079 1,585,890 2,314,812	0 0 0 0 0 0 0	1,925 1,925 1,925 1,925 1,925 1,925 308,000 392,700	0 0 0 0 0 0 0		0 0 0 0 0 0 170,023 395,087	68,363 68,363 68,363 68,363 68,363 68,363 18,480,312 27,205,615 68,916 76,420 68,616 67,109
Vacant #5 (Vazquezi, Vacant #6 (Benvie) Vacant #7 (Costello) Vacant #8 (Gaucher Vacant #9 (Reardon Vacant #10 (Saquet) Vacant #11 (Gazerro) Vacant #12 (R.Andrade) TOTAL PATROL  TOTAL POLICE OFFICERS  CIVILIAN PERSONNEL  EMERGENCY TELEPHONE DISPATCHERS (B-II): 15 Bosch, Christine Burke, Jessica Celia, Robert Ciampa, Katherine Gomes, Orlanda Jean-Pierre, Nicole	97 PTL, 0%, 1 97 PTL, 0%, 1 98 PTL, 0%, 1 99 PTL, 0%, 1 90 PTL, 0%, 1 97 PTL, 0%, 1 97 PTL, 0%, 1 98	45,882 45,882 45,882 45,882 45,882 45,882 11,968,979 17,691,116 57,430 57,430 57,430 57,430 57,430 57,430	0 0 0 0 0 0 0 103,130 154,410	0 0 0 0 0 0 0 617,273 840,805	4,153 4,153 4,153 4,153 4,153 4,153 4,153 1,033,997 51,485,873 3,024 3,024 3,024 2,663 3,024	0 0 0 0 0 0 0 0 0	4,588 4,588 4,588 4,588 4,588 4,588 1,196,898 1,747,028	5,735 5,735 5,735 5,735 5,735 5,735 1,496,122 2,183,785	6,079 6,079 6,079 6,079 6,079 6,079 1,585,890 2,314,812	0 0 0 0 0 0 0 0	1,925 1,925 1,925 1,925 1,925 1,925 308,000 392,700	0 0 0 0 0 0 0 0		0 0 0 0 0 0 170,023 395,087	68,363 68,363 68,363 68,363 68,363 18,480,312 27,205,615 68,916 76,420 68,616 67,109 77,599
Vacant #5 (Vazquezi Vacant #6 (Benvie) Vacant #7 (Costello) Vacant #8 (Gaucher Vacant #9 (Reardon Vacant #10 (Saquet) Vacant #11 (Gazerro) Vacant #12 (R.Andrade) TOTAL PATROL  TOTAL PATROL  TOTAL POLICE OFFICERS  CIVILIAN PERSONNEL  EMERGENCY TELEPHONE DISPATCHERS (B-II): 15 Bosch, Christine Burke, Jessica Celia, Robert Ciampa, Katherine Gomes, Orlanda	97 PTL, 0%, 1 97 PTL, 0%, 1 98 PTL, 0%, 1 99 PTL, 0%, 1 90	45,882 45,882 45,882 45,882 45,882 45,882 11,968,979 17,691,116 57,430 57,430 57,430 57,430 57,430 57,430 57,430	0 0 0 0 0 0 0 0 103,130 154,410	0 0 0 0 0 0 0 617,273 840,805	4,153 4,153 4,153 4,153 4,153 4,153 4,153 1,033,997 51,485,873 3,024 3,024 2,663 3,024 3,024 3,024	0 0 0 0 0 0 0 0 0	4,588 4,588 4,588 4,588 4,588 1,196,898 1,747,028  1,941 1,941 1,941 1,941 1,941 1,941	5,735 5,735 5,735 5,735 5,735 5,735 1,496,122 2,183,785	6,079 6,079 6,079 6,079 6,079 1,585,890 2,314,812	0 0 0 0 0 0 0 0	1,925 1,925 1,925 1,925 1,925 1,925 308,000 392,700	0 0 0 0 0 0 0 0		0 0 0 0 0 0 170,023 395,087	68,363 68,363 68,363 68,363 68,363 18,480,312 27,205,615 68,916 76,420 68,616 67,109 77,599 69,391

Leite, Melanie

STEP7

57,430 0 8,404 3,024 4,594 1,941 0

0 2,000 0

300 O

0

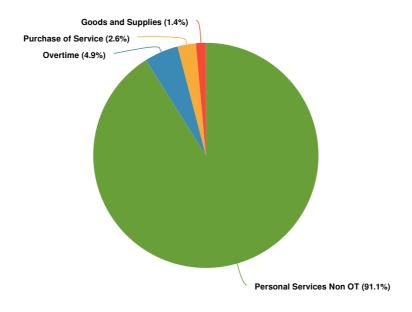
77,693

MacMillan, Caroline	5%	STEP7	57,430	750	8,404	3,024	2,872	1,941	0	0	2,000	0	0	0	0	76,420
Moran, Sharon	5%	STEP7	57,430	950	8,404	3,024	2,872	1,941	0	0	2,000	0	0	0	0	76,620
Vellios, Patrick F	5%	STEP7	57,430	1,250	8,404	3,024	2,872	1,941	0	0	2,000	0	0	0	0	76,920
Vilme, Jenny	7%	STEP7	57,430	750	8,404	3,024	4,020	1,941	0	0	2,000	0	300	0	0	77,869
Vacant #1 (Pereira)	5%	STEP1	43,720	0	6,398	2,302	2,186	1,941	0	0	2,000	Ō	0	0	0	58,547
Vacant #2 (Bell)	5%	STEP1	43,720	0	6,398	2,302	2,186	1,941	0	0	2,000	0	0	0	0	58,547
SUB-TOTAL ETD	_		827,175	11,480	87,428		47,102	29,120	0	0	30,000	0	1,500	0	0	1,077,355
Paid by PSAP Grant	-		300,000	0	0	0	0	0	0	0	0	0	0	0	0	300,000
TOTALETD			527,175	11,480	87,428	43,550	47,102	29,120	0	0	30,000	0	1,500	0	0	777,355
OTHERS (9)																
SENIOR																
ADMINISTRATIVE COORDINATOR (A-																
II)																
Casarez, Nicole	8%	AA-II STEP 7	80,623	950	0	0	6,450	0	0	0	0	0	0	2,000	0	90,023
GRANT																
COORDINATOR (A-																
II)																
St. James, Michelle	9%	AA-II STEP 7	80,623	0	0	0	7,256	0	0	0	0	0	0	2,000	0	89,879
CRIME ANALYST (A-	•															
Thompson, Hillary	9%	OLDSTEP6*	91,654	480	0	0	8,249	0	0	0	0	0	0	2,000	0	102,383
DIRECTOR OF																
COMMUNICATIONS	;															
AND COMMUNITY																
OUTREACH (1124)																
EMPLOYEE	ED%	STEP	BASE	LONG.	NIGHT	HOL	EDUC.	WKEND	FIREARM	HAZAR	DCLOTH.	DEFIB	STIPENE	CLRCL	BUY BACK	TOTAL
Duarte, Darren		STEP4	104,173	480	0	0	2,500	0	0	0	0	0	4,200	0	0	111,353
CLERICAL: 5																
Hejduk, Adara (AA-II)	1%	STEP 2	49,887	0	0	0	499	0	0	0	0	0	0	2,500	0	52,886
	1%	STEP2	49,887 53,527	0	0	0	499 0	0	0	0	0	0	0	2,500 2,500	0	52,886 56,507
Hejduk, Adara (AA-II) Lauriano, Katherine																
Hejduk, Adara (AA-II) Lauriano, Katherine (AA-II) Moodie-Bryant,	0%	STEP8 OLDSTEP9*	53,527 54,013	480 1,250	0	0	0	0	0	0	0	0	0	2,500	0	56,507 59,263
Hejduk, Adara (AA-II) Lauriano, Katherine (AA-II) Moodie-Bryant, Janet (AA-II)	0% 0%	STEP8	53,527	480					0	0		0	0	2,500	0	56,507
Hejduk, Adara (AA-II) Lauriano, Katherine (AA-II) Moodie-Bryant, Janet (AA-II) Roberson, Stephanie	0%	STEP8 OLDSTEP9*	53,527 54,013	480 1,250	0	0	0	0	0	0	0	0	0	2,500	0	56,507 59,263
Hejduk, Adara (AA-II) Lauriano, Katherine (AA-II) Moodie-Bryant, Janet (AA-II) Roberson, Stephanie (AA-II) Pires, Elizabete (AA-II)	0% 0% 1%	STEP8 OLDSTEP9*	53,527 54,013 54,013	480 1,250 1,250	0	0 0	0 0 540	0 0	0 0	0	0 0	0 0	0 1,500 1,500	2,500 2,500 2,500	0 0	56,507 59,263 59,803
Hejduk, Adara (AA-II) Lauriano, Katherine (AA-II) Moodie-Bryant, Janet (AA-II) Roberson, Stephanie (AA-II) Pires, Elizabete (AA-II)	0% 0% 1% 0%	STEP8 OLDSTEP9*	53,527 54,013 54,013 51,720	1,250 1,250 480	0 0	0 0	0 0 540	0 0	0 0	0 0	0 0	0 0	0 1,500 1,500 0	2,500 2,500 2,500 2,500	0 0	56,507 59,263 59,803 54,700
Hejduk, Adara (AA-II) Lauriano, Katherine (AA-II) Moodie-Bryant, Janet (AA-II) Roberson, Stephanie (AA-II) Pires, Elizabete (AA-II)	0% 0% 1%	STEP8 OLDSTEP9*	53,527 54,013 54,013	480 1,250 1,250	0	0 0	0 0 540	0 0	0 0	0	0 0	0 0	0 1,500 1,500	2,500 2,500 2,500	0 0	56,507 59,263 59,803
Hejduk, Adara (AA-II) Lauriano, Katherine (AA-II) Moodie-Bryant, Janet (AA-II) Roberson, Stephanie (AA-II) Pires, Elizabete (AA-II)  CADETS: 5 Depina, Menildo	0%	STEP8 OLDSTEP9*	53,527 54,013 54,013 51,720	480 1,250 1,250 480	0 0 0	0 0 0	0 0 540 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 1,500 1,500 0	2,500 2,500 2,500 2,500	0 0 0	56,507 59,263 59,803 54,700
Hejduk, Adara (AA-II) Lauriano, Katherine (AA-II) Moodie-Bryant, Janet (AA-II) Roberson, Stephanie (AA-II) Pires, Elizabete (AA-II)  CADETS: 5 Depina, Menildo Dragonetti, Jon	0% 0% 1% 0% 0% 0%	STEP8 OLDSTEP9*	53,527 54,013 54,013 51,720 29,120 29,120	480 1,250 1,250 480	0 0 0	0 0 0	0 0 540 0	0 0 0	0 0 0 0 0 0	0 0 0	0 0 0	0 0 0	0 1,500 1,500 0	2,500 2,500 2,500 2,500	0 0 0	56,507 59,263 59,803 54,700 29,120 29,120
Hejduk, Adara (AA-II) Lauriano, Katherine (AA-II) Moodie-Bryant, Janet (AA-II) Roberson, Stephanie (AA-II) Pires, Elizabete (AA-II)  CADETS: 5 Depina, Menildo Dragonetti, Jon Monteiro, Maldine	0% 0% 0% 0% 0% 0%	STEP8 OLDSTEP9*	53,527 54,013 54,013 51,720 29,120 29,120 29,120	480 1,250 1,250 480 0 0	0 0 0 0 0 0 0 0	0 0 0 0 0 0 0	0 0 540 0 0	0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0	0 0 0 0 0 0	0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0	0 1,500 1,500 0	2,500 2,500 2,500 2,500	0 0 0 0 0 0	59,263 59,803 54,700 29,120 29,120
Hejduk, Adara (AA-II) Lauriano, Katherine (AA-II) Moodie-Bryant, Janet (AA-II) Roberson, Stephanie (AA-II) Pires, Elizabete (AA-II)  CADETS: 5 Depina, Menildo Dragonetti, Jon Monteiro, Maldine Norton, Matthew	0% 0% 1% 0% 0% 0% 0% 0%	STEP8 OLDSTEP9*	53,527 54,013 54,013 51,720 29,120 29,120 29,120	480 1,250 1,250 480 0 0			0 0 540 0 0 0					0 0 0 0	0 1,500 0 0 0	2,500 2,500 2,500 2,500 0 0		59,263 59,803 54,700 29,120 29,120 29,120 29,120
Hejduk, Adara (AA-II) Lauriano, Katherine (AA-II) Moodie-Bryant, Janet (AA-II) Roberson, Stephanie (AA-II) Pires, Elizabete (AA-II)  CADETS: 5 Depina, Menildo Dragonetti, Jon Monteiro, Maldine Norton, Matthew Reidy, Matthew  TOTAL OTHERS  CIVILIAN POSITIONS FUNDED BY OTHER MEANS	0% 0% 0% 0% 0% 0% 0% 0% 0%	STEP8 OLDSTEP9*	53,527 54,013 54,013 51,720 29,120 29,120 29,120 29,120	480 1,250 1,250 480 0 0 0			0 0 540 0 0 0						0 1,500 0 0 0 0	2,500 2,500 2,500 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0	56,507 59,263 59,803 54,700 29,120 29,120 29,120 29,120
Hejduk, Adara (AA-II) Lauriano, Katherine (AA-II) Moodie-Bryant, Janet (AA-II) Roberson, Stephanie (AA-II) Pires, Elizabete (AA-II)  CADETS: 5 Depina, Menildo Dragonetti, Jon Monteiro, Maldine Norton, Matthew Reidy, Matthew  TOTAL OTHERS  CIVILIAN POSITIONS FUNDED BY OTHER	0% 0% 0% 0% 0% 0% 0% 0% 0%	STEP8 OLDSTEP9*	53,527 54,013 54,013 51,720 29,120 29,120 29,120 29,120	480 1,250 1,250 480 0 0 0			0 0 540 0 0 0						0 1,500 0 0 0 0	2,500 2,500 2,500 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0	56,507 59,263 59,803 54,700 29,120 29,120 29,120 29,120
Hejduk, Adara (AA-II) Lauriano, Katherine (AA-II) Moodie-Bryant, Janet (AA-II) Roberson, Stephanie (AA-II) Pires, Elizabete (AA-II)  CADETS: 5 Depina, Menildo Dragonetti, Jon Monteiro, Maldine Norton, Matthew Reidy, Matthew  TOTAL OTHERS  CIVILIAN POSITIONS FUNDED BY OTHER MEANS VICTIM	0% 0% 0% 0% 0% 0% 0% 0% 0%	STEP8 OLDSTEP9*	53,527 54,013 54,013 51,720 29,120 29,120 29,120 29,120	480 1,250 1,250 480 0 0 0			0 0 540 0 0 0						0 1,500 0 0 0 0	2,500 2,500 2,500 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0	56,507 59,263 59,803 54,700 29,120 29,120 29,120 29,120
Hejduk, Adara (AA-II) Lauriano, Katherine (AA-II) Moodie-Bryant, Janet (AA-II) Roberson, Stephanie (AA-II) Pires, Elizabete (AA-II)  CADETS: 5 Depina, Menildo Dragonetti, Jon Monteiro, Maldine Norton, Matthew Reidy, Matthew  TOTALOTHERS  CIVILIAN POSITIONS FUNDED BY OTHER MEANS VICTIM SPECIALIST: 1	0% 0% 0% 0% 0% 0% 0% 0% 0%	STEP8 OLDSTEP9*	53,527 54,013 54,013 51,720 29,120 29,120 29,120 29,120 765,833	480 1,250 1,250 480 0 0 0 0 0 5,370			0 0 540 0 0 0 0 0						0 1,500 0 0 0 0 0 7,200	2,500 2,500 2,500 0 0 0 0		56,507 59,263 59,803 54,700 29,120 29,120 29,120 29,120 822,397
Hejduk, Adara (AA-II) Lauriano, Katherine (AA-II) Moodie-Bryant, Janet (AA-II) Roberson, Stephanie (AA-II) Pires, Elizabete (AA-II)  CADETS: 5 Depina, Menildo Dragonetti, Jon Monteiro, Maldine Norton, Matthew Reidy, Matthew  TOTAL OTHERS  CIVILIAN POSITIONS FUNDED BY OTHER MEANS VICTIM SPECIALIST: 1 MacMillan, Caity	0% 0% 0% 0% 0% 0% 0% 0% 0%	STEP8 OLDSTEP9*	53,527 54,013 54,013 51,720 29,120 29,120 29,120 765,833	480 1,250 1,250 480 0 0 0 0 5,370			0 0 540 0 0 0 0 0 0 25,494						0 1,500 0 0 0 0 0 7,200	2,500 2,500 2,500 0 0 0 0 0 18,500		56,507 59,263 59,803 54,700 29,120 29,120 29,120 822,397

TOTALS (FOR FY23)	19,057,213	171,260	931,606	1,020,420	14,015	1,702,900	2,192,192	2,323,724	30,000	332,700	0,700	10,500	333,007	20,500,400
DEPARTMENT	19,057,213	171 260	971 906	1 529 423	72 975	1702006	2102102	2 727 72/	30,000	392 700	8 700	18 500	395 087	28,906,466
Day 365 (x.00385)	73,089	0	3,574	0	279	6,838	8,408	8,912	0	0	0	0	0	101,100
WEEKS)														
TOTALS (FOR 52	18,984,124	171,260	928,232	1,529,423	72,596	1,776,148	2,183,785	2,314,812	30,000	392,700	8,700	18,500	395,087	28,805,366
DEPARTMENT														
PERSONNEL	1,293,008	16,850	87,428	43,550	72,596	29,120	0	0	30,000	0	8,700	18,500	0	1,599,752
TOTAL CIVILIAN	1207.000	16.050	05.420	47.550	F2 F06	20.120			70.000		0.500	30.500		1 500 550

### **FINANCIAL OVERVIEW**

**Financial Overview by Statutory Category** 



### **FINANCIAL OVERVIEW SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
General Fund				
Overtime	\$894,407.81	\$1,610,514.00	\$1,610,514.00	0%
Personal Services Non OT	\$23,302,039.12	\$25,703,356.12	\$29,999,413.00	16.7%
Purchase of Service	\$713,167.83	\$845,047.00	\$863,957.00	2.2%
Goods and Supplies	\$323,432.92	\$446,708.00	\$466,308.00	4.4%
Out-of-State Travel	\$818.32	\$1,000.00	\$0.00	-100%
Capital Outlay	\$52,098.80	\$0.00	\$0.00	0%
Total General Fund:	\$25,285,964.80	\$28,606,625.12	\$32,940,192.00	15.1%

# **EXPENSE SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Expenditures		<b>3</b> 34		3-
Public Safety				
Police				
Overtime				
OT-MAYOR'S SAFETY INITIATIVE	\$213,685.09	\$244,600.00	\$244,600.00	0%
OT-LICENSE ENFORCEMENT	\$28,257.00	\$75,500.00	\$75,500.00	0%
OVERTIME	\$652,465.72	\$1,290,414.00	\$1,290,414.00	0%
Total Overtime:	\$894,407.81	\$1,610,514.00	\$1,610,514.00	0%
Personal Services Non OT				
FULL-TIME SALARIES	\$13,580,699.02	\$14,669,005.66	\$18,557,213.00	26.5%
STIPEND	\$8,643.84	\$13,200.00	\$8,700.00	-34.1%
POLLS	\$95,000.00	\$115,000.00	\$115,000.00	0%
CLERICAL INCENTIVE	\$12,500.00	\$18,500.00	\$18,500.00	0%
SIGNING BONUS	\$0.00	\$2,800.00	\$0.00	-100%
ADMIN INCENTIVE	\$6,000.00	\$4,500.00	\$0.00	-100%
LONGEVITY	\$171,480.00	\$181,480.00	\$171,260.00	-5.6%
SHIFT DIFFERENTIAL	\$795,823.30	\$870,179.00	\$931,806.00	7.1%
HOLIDAY	\$901,107.03	\$995,925.00	\$1,529,423.00	53.6%
EDUCATIONAL INCENTIVE	\$2,533,088.95	\$2,187,996.40	\$71,411.00	-96.7%
WEEKEND DIFFERENTIAL	\$1,242,190.34	\$1,352,946.00	\$1,782,986.00	31.8%
FIREARMS	\$1,413,514.30	\$1,522,271.00	\$2,192,192.00	44%
OUT OF GRADE	\$14,698.83	\$24,500.00	\$24,500.00	0%
COURT	\$177,684.81	\$638,576.00	\$638,576.00	0%
HAZARDOUS DUTY  SEPARATION COSTS	\$1,136,970.01	\$1,674,436.00	\$2,323,724.00	38.8% 28.9%
DEFIBRILLATOR	\$351,093.86 \$361,783.65	\$533,392.03 \$379,225.00	\$687,740.00 \$392,700.00	3.6%
WORKERS COMPENSATION	\$47,006.33	\$65,000.00	\$0.00	-100%
UNUSED SICK LEAVE BONUS	\$125,601.56	\$128,595.00	\$128,595.00	0%
UNIFORM CLOTHING ALLOWANCE	\$34,000.00	\$30,000.00	\$30,000.00	0%
SICK LEAVE BUY BACK	\$293,153.29	\$295,829.03	\$395,087.00	33.6%
Total Personal Services Non OT:	\$23,302,039.12	\$25,703,356.12	\$29,999,413.00	16.7%
Purchase of Service				
ELECTRICITY	\$12,774.45	\$18,045.00	\$22,045.00	22.2%
ENERGY (GAS,OIL,DIESEL)	\$12,054.68	\$31,000.00	\$31,000.00	0%
SEWER & WATER CHARGES	\$6,274.57	\$14,455.00	\$8,955.00	-38%
BUILDING/GROUNDS REPAIR/MAINT	\$26,920.43	\$32,299.00	\$32,299.00	0%
VEHICLE REPAIR/MAINTENANCE	\$218,203.90	\$250,000.00	\$250,000.00	0%
DEPART EQUIP REPAIR/MAINT	\$82,358.07	\$80,482.00	\$85,982.00	6.8%
DATA PROCESS EQUIP REP/MAINT	\$80,656.97	\$102,578.00	\$102,578.00	0%
DEPARTMENTAL EQUIP RENT/LEASE	\$66,557.08	\$100,982.00	\$100,982.00	0%
SECURITY/FIRE CONTROL	\$1,634.00	\$1,634.00	\$1,634.00	0%
CUSTODIAL SERVICES	\$51,922.85	\$49,298.00	\$60,298.00	22.3%
LEGAL	\$0.00	\$90.00	\$0.00	-100%
MEDICAL	\$15,954.00	\$18,894.00	\$14,894.00	-21.2%

Name		FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
	PUBLIC SAFETY	\$360.00	\$692.00	\$692.00	0%
	OTHER CONTRACT SERVICES	\$118,916.73	\$128,810.00	\$128,810.00	0%
	TELEPHONE	\$3,047.75	\$0.00	\$0.00	0%
	ADVERTISING	\$641.28	\$791.00	\$791.00	0%
	EXTERMINATING & PEST CONTROL	\$812.00	\$876.00	\$876.00	0%
	PRINTING	\$9,091.00	\$9,896.00	\$9,896.00	0%
	VETERINARY SERVICES	\$4,988.07	\$4,000.00	\$12,000.00	200%
	TOWING & IMPOUNDS	\$0.00	\$225.00	\$225.00	0%
٦	Total Purchase of Service:	\$713,167.83	\$845,047.00	\$863,957.00	2.2%
(	Goods and Supplies				
	COPY MACHINE SUPPLIES	\$26,486.34	\$30,967.00	\$25,967.00	-16.1%
	REFERENCE MATERIALS	\$1,085.61	\$1,169.00	\$1,169.00	0%
	OFFICE SUNDRIES/SUPPLIES	\$5,355.30	\$10,712.00	\$5,712.00	-46.7%
	DATA PROCESS SOFTWARE & SUPP	\$17,210.90	\$25,732.00	\$25,732.00	0%
	BUILDING SUPPLIES	\$226.31	\$403.00	\$403.00	0%
	ELECTRICAL SUPPLIES	\$989.00	\$989.00	\$989.00	0%
	TOOLS & HARDWARE SUPPLY	\$0.00	\$225.00	\$225.00	0%
	JANITORIAL SUPPLIES	\$0.00	\$765.00	\$765.00	0%
	TIRES	\$20,481.68	\$20,992.00	\$20,992.00	0%
	PARTS/ACCESSORIES/LUBE	\$54.15	\$495.00	\$495.00	0%
	FOOD PURCHASE	\$3,157.06	\$8,395.00	\$13,395.00	59.6%
	MEDICAL SUPPLIES/DRUGS	\$0.00	\$350.00	\$350.00	0%
	PURCHASE OF CLOTHING	\$25,400.00	\$50,400.00	\$65,400.00	29.8%
	POLICE SUPPLIES	\$50,907.72	\$45,000.00	\$45,000.00	0%
	CANINE FOOD & SUPPLIES	\$3,012.22	\$4,800.00	\$14,400.00	200%
	IN-STATE TRAVEL	\$302.38	\$779.00	\$779.00	0%
	REG/MEMBERSHIPS/SUBSCRIPTIONS	\$3,089.00	\$2,739.00	\$2,739.00	0%
	TUITION & TRAINING	\$45,904.00	\$52,795.00	\$53,000.00	0.4%
	LICENSE & REGISTRATION	\$0.00	\$205.00	\$0.00	-100%
	SUPPRESSION OF CRIME	\$7,500.00	\$25,994.00	\$25,994.00	0%
	DEPARTMENT EQUIPMENT	\$107,192.81	\$127,812.00	\$127,812.00	0%
	DATA PROCESSING EQUIPMENT	\$5,078.44	\$34,990.00	\$34,990.00	0%
٦	Total Goods and Supplies:	\$323,432.92	\$446,708.00	\$466,308.00	4.4%
(	Out-of-State Travel				
	OUT OF STATE TRAVEL	\$818.32	\$1,000.00	\$0.00	-100%
7	Total Out-of-State Travel:	\$818.32	\$1,000.00	\$0.00	-100%
(	Capital Outlay				
	VEHICLES	\$52,098.80	\$0.00	\$0.00	0%
٦	Total Capital Outlay:	\$52,098.80	\$0.00	\$0.00	0%
Tot	tal Police:	\$25,285,964.80	\$28,606,625.12	\$32,940,192.00	15.1%
	Public Safety:	\$25,285,964.80	\$28,606,625.12	\$32,940,192.00	15.1%
Total E	xpenditures:	\$25,285,964.80	\$28,606,625.12	\$32,940,192.00	15.1%

#### **PROCUREMENT**



## 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 control.

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.

# FY22 Accomplishments

Roof Replacement at the Silver Lake Water Treatment Facility.

Procured COVID-19 cleaning services and supplies.

Sycamore Grove Deck project.

Procured Department of Public Works (DPW) Highway supplies (road salt, re hydrants, crushed run gravel, etc.).

LSP RFP for the Corcoran Building.

RFQ for Contractor Pre-Quali cation for the New Public Safety Building.

Bid the project for a new street off of Petronelli Way.

RFP for Worker's Comp. Claims Administration Services (Third Party Administration).

Assisted with a new roof on the Brockton Police Department.

Solicited proposals for the sale of a portion of Keith Field (West Elm St.).

Working with the DPW on various water main improvements.

Structural Shoring project at Fire Station #1.

Roof Replacement at Fire Station #6.

Provided support to the Mayor's Of ce to work with healthcare professionals to offer vaccine clinics and COVID 19 Testing.

Worked in conjunction with the Police Department to supply a variety of 911 Operator courses.

Procured Snow Plowing & Snow Removal Services for Municipal parking Lots.

Of ce Supply, and Paper contracts.

Lockbox Processing Services.

Organized FY2022 Contracts (July 1, 2021 to Present). During the rst two quarters of FY2022, the Procurement Department put together and processed over 96 contracts.

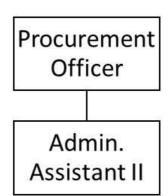
### **OBJECTIVES**

Objective	Status	City Goal
1. Maintain open lines of communication with the Mayor, vendors, City Councilors, and Department Heads, in order to provide scally responsible advice and service. Virtual meetings have been vital to increasing the sharing of information.	Ongoing FY23	1
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.	Ongoing FY23	2
3. 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 Of ce (SDO). Lend assistance to the diversity & Inclusion Manager to increase these relationships.	Ongoing FY23	2
4. 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 FY23	2
5. Ensure that City departments are following proper procedures in purchasing goods and services. This can be accomplished by updating charts and other resources on the City's website, as well as attending state-offered classes and seminars.	Ongoing FY23	3

# **PERFORMANCE MEASURES**

Oh:	Doufournes Mossures	FY21	FY22	FY23
Obj.	Performance Measures	Actuals	Projected	Target
2	Use of electronic procurement (%)	75%	80%	100%
3	Diversity encouragement (%)	50%	80%	80%
4	Sourcing of goods and services (%)	40%	50%	60%
5	Protocols, Procedures & Training	80%	90%	100%

# **ORGANIZATIONAL CHART**



# **PERSONAL SERVICES**

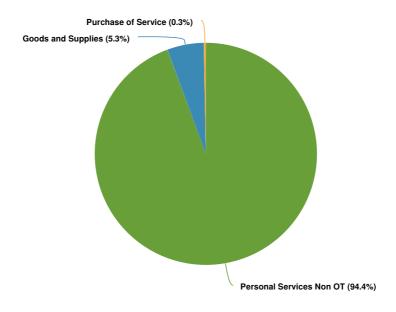
TITLE	NAME	Start Date	Longevity	Salary	Ed Incent.
DIRECTOR OF PROCUREMENT	Michael Morris	2/20/1996	1,350	111,059	3,000
ADMIN ASST. II	Donette McManus	4/8/2019		46,928	469
		Total	1,350	157,987	3,469

### **Personal Services Summary**

Total	168,433
CLERICAL INCENTIVE	2,500
HOLIDAY	427
STIPEND	2,700
EDUCATIONAL INCENTIVE	3,469
LONGEVITY	1,350
FULL TIME	157,987

## **FINANCIAL OVERVIEW**

**Financial Overview by Statutory Category** 



### **FINANCIAL OVERVIEW SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
General Fund				
Personal Services Non OT	\$152,395.00	\$190,689.11	\$168,433.00	-11.7%
Purchase of Service	\$477.15	\$525.00	\$525.00	0%
Goods and Supplies	\$8,334.50	\$8,400.00	\$9,500.00	13.1%
Total General Fund:	\$161,206.65	\$199,614.11	\$178,458.00	-10.6%

# **EXPENSE SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Expenditures				
General Government				
Procurement				
Personal Services Non OT				
FULL-TIME SALARIES	\$141,923.66	\$161,348.71	\$157,987.00	-2.1%
PART-TIME SALARIES	\$0.00	\$20,000.00	\$0.00	-100%
TEMPORARY/SEASONAL	\$4,312.00	\$0.00	\$0.00	0%
STIPEND	\$2,700.00	\$2,700.00	\$2,700.00	0%
CLERICAL INCENTIVE	\$0.00	\$2,500.00	\$2,500.00	0%
LONGEVITY	\$1,250.00	\$1,350.00	\$1,350.00	0%
HOLIDAY	\$837.54	\$1,257.00	\$427.00	-66%
EDUCATIONAL INCENTIVE	\$1,371.80	\$1,533.40	\$3,469.00	126.2%
Total Personal Services Non OT:	\$152,395.00	\$190,689.11	\$168,433.00	-11.7%
Purchase of Service				
OFFICE EQUIP REPAIR/MAINT	\$329.95	\$350.00	\$350.00	0%
PRINTING	\$147.20	\$175.00	\$175.00	0%
Total Purchase of Service:	\$477.15	\$525.00	\$525.00	0%
Goods and Supplies				
OFFICE SUNDRIES/SUPPLIES	\$320.62	\$400.00	\$300.00	-25%
IN STATE TRAVEL	\$0.00	\$500.00	\$1,000.00	100%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$6,485.00	\$7,000.00	\$7,000.00	0%
TUITION & TRAINING	\$0.00	\$0.00	\$1,000.00	N/A
DEPARTMENT EQUIPMENT	\$1,528.88	\$500.00	\$200.00	-60%
Total Goods and Supplies:	\$8,334.50	\$8,400.00	\$9,500.00	13.1%
Total Procurement:	\$161,206.65	\$199,614.11	\$178,458.00	-10.6%
Total General Government:	\$161,206.65	\$199,614.11	\$178,458.00	-10.6%
Total Expenditures:	\$161,206.65	\$199,614.11	\$178,458.00	-10.6%

### **PUBLIC PROPERTY**



## 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 conducted through state certified and licensed inspectors.

#### **Code Enforcement**

To enforce all laws, regulations and ordinances, under the authority of a building inspector, wiring inspector, plumbing/gas inspector and zoning enforcement of cer, 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 with 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 of ces on a regular schedule.

Organize on-site events such as of cial 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 re and other hazards. Provide safety to re ghters 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 nes.

Remove dangerous buildings.

# FY22 Accomplishments

Contracted with outside vendor to convert of ce paperwork into digital les, freeing up valuable space.

Reorganized Building Department due to expanded space when les were removed.

Renovated the inspectors bullpen area to allow for new desks and more room for the inspectors.

Upgraded the keycard entry system to City Hall and added a keycard entry to the Shaw's Center

Completed the Shaw's Center Renovations and prepared the facility for the Vaccine Clinic Worked with Brockton Neighborhood Health Center to provide trailers for COVID testing.

Worked a vendor to install new state of the art stadium lighting and other energy ef cient upgrades at Campanelli Stadium

Moved various of ces within City Hall to make the space more ef cient.

Enacted new reporting procedures for incident and code enforcement responses.

Worked with the Mayor's of ce to upgrade an of ce for a police sub-station.

Worked with a vendor to install new security cameras at City Hall

Installed light blocking blinds in the City Council Chambers to block glare.

Decorated City Hall to be festive for the holidays

Fixed accident damage and renovated an of ce for the Board of Health at the Shaw's Center.

Worked with Citizenserve to build new permitting software

Repaired major roof leaks after major storm damage at City Hall

Began the process of uploading all department documents to the website for easy access by the public

Contracted with an outside vendor for a sound system for the amphitheater and sit oor of City Hall

Began planning for the incorporation of the Planning Department into the Building Department space and the eventual renovation of the current Planning Of ce for the renovation into a Code Enforcement bullpen.

Installed new ooring in the Mayor's front of ce

Issued 3,308 building permits in calendar year 2021, with an estimated worth of over \$82 million in construction costs, bringing in over \$1.8 million in permit fees.

Issued 2,094 wiring permits in calendar year 2021, bringing in just over \$500,000 in permit fees. Issued 780 gas permits and 755 plumbing permits in calendar year 2021, bringing in just over \$250,000 in permit fees.

### **WAR MEMORIAL**



# 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 Of ce, and Brockton Emergency Management Agency (BEMA).

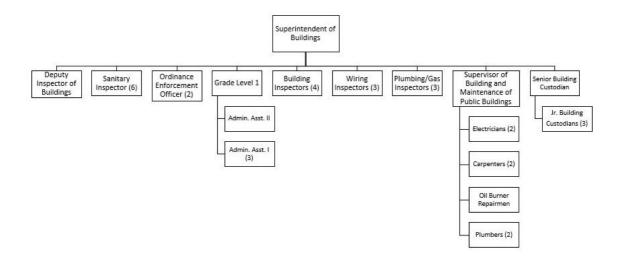
### **OBJECTIVES**

Objective	Status	City Goal
1. Increase ef ency of department operations through the use of technology.	Ongoing FY23	3
2. Implement a more advanced permitting system	Ongoing FY23	2
3. Decrease information requests by providing all building department documents online for public accessibility	Ongoing FY23	2
4. Improve the interior environment of City buildings through renovations and enhancements.	Ongoing FY23	2
5. Improve code enforcement by evaluating problem areas and focusing resources on rectiable violations.	Ongoing FY23	2

## **PERFORMANCE MEASURES**

Obi.	Performance Measures	FY21	FY22	FY23
Obj.	Performance Measures	Actuals	Projected	Target
2,3	Building permits	3,264	2,483	2,483
2,3	Building fees collected (\$)	\$2,395,150	\$1,545,038	\$1,545,038
2,3	Electrical permits	1,746	1,830	1,830
2,3	Electrical fees collected (\$)	\$447,394	\$421,243	\$421,243
2,3	Gas permits	821	602	602
2,3	Gas fees collected (\$)	\$87,871	\$71,370	\$71,370
2,3	Plumbing permits	702	664	664
2,3	Plumbing fees collected (\$)	\$108,865	\$149,404	\$149,404
2,3	Sheet metal permits	99	84	84
2,3	Sheet metal fees collected (\$)	\$45,445	\$105,020	\$105,020

## **ORGANIZATIONAL CHART**



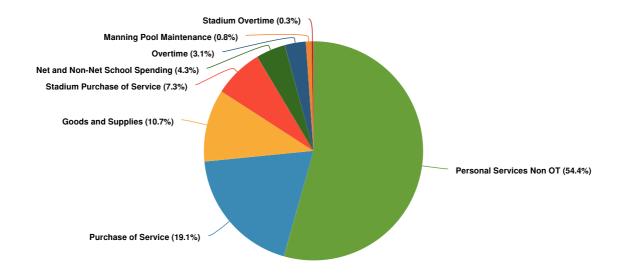
# **PERSONAL SERVICES**

TITLE	NAME	Start Date	Longevity	Salary	Ed Incent.
Superintendent of Buildings	James Plouffe	05/14/01	1,250	138,737	
Local Building Inspector	George Depina	05/08/17	480	73,520	
Local Building Inspector	Frank Gazerro	02/05/07	950	76,241	2,287
Local Building Inspector	Mussie Gizaw	06/03/13	480	75,560	3,778
Inspector of Plumbing and Gas	Alfred Ryan, Jr.	10/15/18		74,199	2,226
Inspector of Plumbing and Gas	Mark Bowie	11/24/03	950	76,241	2,287
Inspector of Wires	Christopher Sheehan	09/03/96	1,350	76,241	2,287
Inspector of Wires	Edwin Lewando	08/23/21		73,520	2,206
Grade Level 1	April Sferrazza	02/20/84	1,350	75,194	4,512
Admin Asst. II	Kristine Brophy	05/03/04	950	53,527	
Admin Asst. I	Monica Fragoso	02/18/20		42,192	
Admin Asst. I	Lisa Berry	10/18/21		38,337	
Jr. Building Custodian	Matilio Fernandes	01/16/18		50,170	
Jr. Building Custodian	Daniel Martin	09/07/21		47,528	
Jr. Building Custodian	Hugo Amado	09/11/18		50,170	
Senior Building Custodian	Brian Matta	07/22/02	1,250	56,971	
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	950	74,360	
Electrician	Adriano Alves	03/23/20		69,680	
Oil Burner Repairman	Earl Nocon	04/13/15	480	73,070	
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	
Deputy Inspector of Buildings	PROPOSED			106,900	
Local Building Inspector (100% Vac &					
Aban.)	PROPOSED			73,520	3,676
Admin. Asst. I (100% Vacant & Aban.)	PROPOSED			38,337	383
		Total	14,170	1,816,313	25,465

Personal Services Summary FULL TIME WORKERS COMP PART TIME STIPEND ADMIN INCENTIVE CLERICAL INCENTIVE LONGEVITY EDUCATION INCENTIVE ON CALL HOLIDAY PAY HAZARDOUS DUTY CLOTHING ALLOW	1,632,197 72,259 5,000 1,500 2,000 8,750 14,170 21,405 42,000 1,000 9,360 44,200	Vacant and Abandoned Blg. Fund 111,857 4,059
CLOTHING ALLOW  OUT OF GRADE	44,200 13,000	
SHIFT DIFFERENTIAL	12,000	
Total	1,990,698	

### **FINANCIAL OVERVIEW**

### **Financial Overview by Statutory Category**



### **FINANCIAL OVERVIEW SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
General Fund				
Overtime	\$132,453.13	\$109,613.00	\$108,200.00	-1.3%
Personal Services Non OT	\$1,564,387.90	\$1,839,829.99	\$1,881,727.00	2.3%
Purchase of Service	\$356,005.39	\$574,267.00	\$660,400.00	15%
Goods and Supplies	\$180,486.44	\$366,861.00	\$369,867.00	0.8%
Net and Non-Net School Spending	\$0.00	\$150,000.00	\$150,000.00	0%
Manning Pool Maintenance	\$8,950.00	\$28,200.00	\$28,200.00	0%
Stadium Overtime	\$0.00	\$10,000.00	\$10,000.00	0%
Stadium Purchase of Service	\$0.00	\$253,100.00	\$253,100.00	0%
Total General Fund:	\$2,242,282.86	\$3,331,870.99	\$3,461,494.00	3.9%

# **EXPENSE SUMMARY**

		<b>_</b>		
Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Expenditures				
General Government				
Public Property				
Overtime		1		
OVERTIME	\$126,074.73	\$101,413.00	\$108,200.00	6.7%
Total Overtime:	\$126,074.73	\$101,413.00	\$108,200.00	<b>6.7</b> %
Personal Services Non OT				
FULL-TIME SALARIES	\$1,386,300.30	\$1,577,671.99	\$1,632,197.00	3.5%
PART-TIME SALARIES	\$4,203.04	\$5,000.00	\$5,000.00	0%
STIPEND	\$0.00	\$1,500.00	\$1,500.00	0%
CLERICAL INCENTIVE	\$7,500.00	\$7,500.00	\$8,750.00	16.7%
ADMIN INCENTIVE	\$2,000.00	\$2,000.00	\$2,000.00	0%
LONGEVITY	\$12,320.00	\$13,470.00	\$14,170.00	5.2%
SHIFT DIFFERENTIAL	\$3,284.35	\$9,537.44	\$12,000.00	25.8%
HOLIDAY	\$462.56	\$1,641.56	\$1,000.00	-39.1%
EDUCATIONAL INCENTIVE	\$17,778.28	\$18,358.00	\$21,405.00	16.6%
ON CALL	\$34,818.53	\$42,000.00	\$42,000.00	0%
OUT OF GRADE	\$4,184.99	\$13,000.00	\$13,000.00	0%
HAZARDOUS DUTY	\$0.00	\$4,992.00	\$9,360.00	87.5%
SEPARATION COSTS	\$8,804.24	\$35,000.00	\$0.00	-100%
WORKERS COMPENSATION	\$56,931.61	\$72,259.00	\$72,259.00	0%
UNUSED SICK LEAVE BONUS	\$0.00	\$1,398.00	\$2,886.00	106.4%
UNIFORM CLOTHING ALLOWANCE	\$25,800.00	\$30,902.00	\$44,200.00	43%
TUITION & TRAINING	\$0.00	\$3,600.00	\$0.00	-100%
Total Personal Services Non OT:	\$1,564,387.90	\$1,839,829.99	\$1,881,727.00	2.3%
Purchase of Service				
ELECTRICITY	\$35,495.90	\$55,001.00	\$57,000.00	3.6%
ENERGY (GAS,OIL,DIESEL)	\$21,412.08	\$55,000.00	\$64,800.00	17.8%
SEWER & WATER CHARGES	\$7,213.96	\$7,214.00	\$9,180.00	27.3%
BUILDING/GROUNDS REPAIR/MAINT	\$51,127.32	\$83,614.00	\$125,000.00	49.5%
VEHICLE REPAIR/MAINTENANCE	\$8,133.90	\$14,831.00	\$17,846.00	20.3%
DEPART EQUIP REPAIR/MAINT	\$1,260.80	\$4,350.00	\$1,350.00	-69%
SECURITY/FIRE CONTROL	\$12,851.36	\$46,023.00	\$58,100.00	26.2%
ELEVATOR REPAIR SERVICE	\$15,991.84	\$9,885.00	\$27,185.00	175%
DEMOLITION	\$88,813.00	\$36,000.00	\$125,000.00	247.2%
ROOF REPAIR	\$6,624.00	\$9,000.00	\$9,000.00	0%
LEGAL	\$0.00	\$5,000.00	\$10,000.00	100%
ENGINEERING	\$24,237.77	\$8,000.00	\$25,000.00	212.5%
OTHER CONTRACT SERVICES	\$16,668.11	\$156,330.00	\$108,740.00	-30.4%
ADVERTISING	\$15,913.48	\$15,000.00	\$15,000.00	0%
COMMUNICATION SERVICES	\$0.00	\$900.00	\$0.00	-100%
LAUNDRY AND CLEANING	\$4,481.78	\$6,500.00	\$4,500.00	-30.8%
EXTERMINATING & PEST CONTROL	\$900.00	\$799.00	\$1,114.00	39.4%
PRINTING	\$0.00	\$1,585.00	\$1,585.00	0%
		•		

e	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Chan
Total Purchase of Service:	\$311,125.30	\$515,032.00	\$660,400.00	28.2
Goods and Supplies				
COPY MACHINE SUPPLIES	\$4,119.49	\$5,250.00	\$5,250.00	C
OFFICE SUNDRIES/SUPPLIES	\$3,090.09	\$8,877.00	\$8,877.00	C
DATA PROCESS SOFTWARE & SUPP	\$13,031.38	\$19,500.00	\$22,500.00	15.4
BUILDING SUPPLIES	\$40,240.79	\$48,947.00	\$70,429.00	43.9
ELECTRICAL SUPPLIES	\$9,773.32	\$36,178.00	\$36,178.00	(
PLUMBING SUPPLIES	\$31,284.18	\$30,005.00	\$31,534.00	5.
HEATING/AIR CONDITION SUPPLIES	\$33,676.86	\$50,081.00	\$55,081.00	10
TOOLS & HARDWARE SUPPLY	\$118.86	\$7,173.00	\$2,500.00	-65.
JANITORIAL SUPPLIES	\$10,872.03	\$10,879.00	\$9,298.00	-14.
PARTS/ACCESSORIES/LUBE	\$1,749.66	\$4,811.00	\$1,811.00	-62.4
PURCHASE OF CLOTHING	\$44.25	\$5,000.00	\$5,000.00	(
IN-STATE TRAVEL	\$7,334.07	\$14,000.00	\$20,000.00	42.9
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$1,296.83	\$3,582.00	\$3,582.00	
TUITION & TRAINING	\$953.00	\$3,600.00	\$3,600.00	(
LICENSE & REGISTRATION	\$100.00	\$4,050.00	\$4,050.00	(
PETTY CASH	\$0.00	\$321.00	\$0.00	-100
DEPARTMENT EQUIPMENT	\$3,774.41	\$90,177.00	\$90,177.00	-100
DEPARTMENT EQUIPMENT	\$5,774.41			
Net and Non-Net School Spending  NET SCHOOL SPENDING EXTRA OM	<b>\$161,459.22</b> \$0.00	\$342,431.00 \$150,000.00	\$369,867.00 \$150,000.00	
Net and Non-Net School Spending				(
Net and Non-Net School Spending  NET SCHOOL SPENDING EXTRA OM	\$0.00	\$150,000.00	\$150,000.00	(
Net and Non-Net School Spending  NET SCHOOL SPENDING EXTRA OM  Total Net and Non-Net School Spending:	\$0.00	\$150,000.00	\$150,000.00	(
Net and Non-Net School Spending  NET SCHOOL SPENDING EXTRA OM  Total Net and Non-Net School Spending:  Manning Pool Maintenance	\$0.00 <b>\$0.00</b>	\$150,000.00 <b>\$150,000.00</b>	\$150,000.00 <b>\$150,000.00</b>	
Net and Non-Net School Spending  NET SCHOOL SPENDING EXTRA OM  Total Net and Non-Net School Spending:  Manning Pool Maintenance  OVERTIME	\$0.00 <b>\$0.00</b> \$8,200.00	\$150,000.00 <b>\$150,000.00</b> \$8,200.00	\$150,000.00 <b>\$150,000.00</b> \$8,200.00	
Net and Non-Net School Spending  NET SCHOOL SPENDING EXTRA OM  Total Net and Non-Net School Spending:  Manning Pool Maintenance  OVERTIME  POOL MAINTENANCE OPENING	\$0.00 <b>\$0.00</b> \$8,200.00 \$750.00	\$150,000.00 <b>\$150,000.00</b> \$8,200.00 \$20,000.00	\$150,000.00 <b>\$150,000.00</b> \$8,200.00 \$20,000.00	
Net and Non-Net School Spending  NET SCHOOL SPENDING EXTRA OM  Total Net and Non-Net School Spending:  Manning Pool Maintenance  OVERTIME  POOL MAINTENANCE OPENING  Total Manning Pool Maintenance:	\$0.00 <b>\$0.00</b> \$8,200.00 \$750.00	\$150,000.00 <b>\$150,000.00</b> \$8,200.00 \$20,000.00	\$150,000.00 <b>\$150,000.00</b> \$8,200.00 \$20,000.00	
Net and Non-Net School Spending  NET SCHOOL SPENDING EXTRA OM  Total Net and Non-Net School Spending:  Manning Pool Maintenance  OVERTIME  POOL MAINTENANCE OPENING  Total Manning Pool Maintenance:  Stadium Overtime	\$0.00 <b>\$0.00</b> \$8,200.00 \$750.00 <b>\$8,950.00</b>	\$150,000.00 <b>\$150,000.00</b> \$8,200.00 \$20,000.00 <b>\$28,200.00</b>	\$150,000.00 \$150,000.00 \$8,200.00 \$20,000.00 \$28,200.00	
Net and Non-Net School Spending  NET SCHOOL SPENDING EXTRA OM  Total Net and Non-Net School Spending:  Manning Pool Maintenance  OVERTIME  POOL MAINTENANCE OPENING  Total Manning Pool Maintenance:  Stadium Overtime  OVERTIME	\$0.00 \$0.00 \$8,200.00 \$750.00 \$8,950.00	\$150,000.00 \$150,000.00 \$8,200.00 \$20,000.00 \$28,200.00	\$150,000.00 \$150,000.00 \$8,200.00 \$20,000.00 \$28,200.00	
Net and Non-Net School Spending  NET SCHOOL SPENDING EXTRA OM  Total Net and Non-Net School Spending:  Manning Pool Maintenance  OVERTIME  POOL MAINTENANCE OPENING  Total Manning Pool Maintenance:  Stadium Overtime  OVERTIME  Total Stadium Overtime:	\$0.00 \$0.00 \$8,200.00 \$750.00 \$8,950.00	\$150,000.00 \$150,000.00 \$8,200.00 \$20,000.00 \$28,200.00	\$150,000.00 \$150,000.00 \$8,200.00 \$20,000.00 \$28,200.00	
Net and Non-Net School Spending  NET SCHOOL SPENDING EXTRA OM  Total Net and Non-Net School Spending:  Manning Pool Maintenance  OVERTIME  POOL MAINTENANCE OPENING  Total Manning Pool Maintenance:  Stadium Overtime  OVERTIME  Total Stadium Overtime:	\$0.00 \$0.00 \$8,200.00 \$750.00 \$8,950.00 \$0.00	\$150,000.00 \$150,000.00 \$8,200.00 \$20,000.00 \$28,200.00 \$10,000.00	\$150,000.00 \$150,000.00 \$8,200.00 \$20,000.00 \$28,200.00 \$10,000.00	8.8
Net and Non-Net School Spending  NET SCHOOL SPENDING EXTRA OM  Total Net and Non-Net School Spending:  Manning Pool Maintenance  OVERTIME  POOL MAINTENANCE OPENING  Total Manning Pool Maintenance:  Stadium Overtime  OVERTIME  Total Stadium Overtime:  Stadium Purchase of Service  BUILDING/GROUNDS REPAIR/MAINT	\$0.00 \$0.00 \$8,200.00 \$750.00 \$8,950.00 \$0.00	\$150,000.00 \$150,000.00 \$8,200.00 \$20,000.00 \$28,200.00 \$10,000.00 \$10,000.00	\$150,000.00 \$150,000.00 \$8,200.00 \$20,000.00 \$28,200.00 \$10,000.00 \$10,000.00	8. -55.
Net and Non-Net School Spending  NET SCHOOL SPENDING EXTRA OM  Total Net and Non-Net School Spending:  Manning Pool Maintenance  OVERTIME  POOL MAINTENANCE OPENING  Total Manning Pool Maintenance:  Stadium Overtime  OVERTIME  Total Stadium Overtime:  Stadium Purchase of Service  BUILDING/GROUNDS REPAIR/MAINT  ELEVATOR REPAIR SERVICE	\$0.00 \$0.00 \$8,200.00 \$750.00 \$8,950.00 \$0.00 \$0.00	\$150,000.00 \$150,000.00 \$8,200.00 \$20,000.00 \$28,200.00 \$10,000.00 \$115,000.00 \$18,100.00	\$150,000.00 \$150,000.00 \$8,200.00 \$20,000.00 \$28,200.00 \$10,000.00 \$10,000.00	8. -55.
Net and Non-Net School Spending  NET SCHOOL SPENDING EXTRA OM  Total Net and Non-Net School Spending:  Manning Pool Maintenance  OVERTIME  POOL MAINTENANCE OPENING  Total Manning Pool Maintenance:  Stadium Overtime  OVERTIME  Total Stadium Overtime:  Stadium Purchase of Service  BUILDING/GROUNDS REPAIR/MAINT  ELEVATOR REPAIR SERVICE  BUILDING SUPPLIES	\$0.00 \$0.00 \$8,200.00 \$750.00 \$8,950.00 \$0.00 \$0.00 \$0.00	\$150,000.00 \$150,000.00 \$8,200.00 \$20,000.00 \$28,200.00 \$10,000.00 \$10,000.00 \$115,000.00 \$18,100.00 \$120,000.00	\$150,000.00 \$150,000.00 \$8,200.00 \$20,000.00 \$28,200.00 \$10,000.00 \$10,000.00 \$125,000.00 \$8,100.00 \$120,000.00	8. -55.
Net and Non-Net School Spending  NET SCHOOL SPENDING EXTRA OM  Total Net and Non-Net School Spending:  Manning Pool Maintenance  OVERTIME  POOL MAINTENANCE OPENING  Total Manning Pool Maintenance:  Stadium Overtime  OVERTIME  Total Stadium Overtime:  Stadium Purchase of Service  BUILDING/GROUNDS REPAIR/MAINT  ELEVATOR REPAIR SERVICE  BUILDING SUPPLIES  Total Stadium Purchase of Service:	\$0.00 \$0.00 \$8,200.00 \$750.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00	\$150,000.00 \$150,000.00 \$8,200.00 \$20,000.00 \$28,200.00 \$10,000.00 \$115,000.00 \$120,000.00 \$253,100.00	\$150,000.00 \$150,000.00 \$8,200.00 \$20,000.00 \$28,200.00 \$10,000.00 \$10,000.00 \$8,100.00 \$120,000.00 \$253,100.00	8. -55.
Net and Non-Net School Spending  NET SCHOOL SPENDING EXTRA OM  Total Net and Non-Net School Spending:  Manning Pool Maintenance  OVERTIME  POOL MAINTENANCE OPENING  Total Manning Pool Maintenance:  Stadium Overtime  OVERTIME  Total Stadium Overtime:  Stadium Purchase of Service  BUILDING/GROUNDS REPAIR/MAINT  ELEVATOR REPAIR SERVICE  BUILDING SUPPLIES  Total Stadium Purchase of Service:  Total Public Property:	\$0.00 \$0.00 \$8,200.00 \$750.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00	\$150,000.00 \$150,000.00 \$8,200.00 \$20,000.00 \$28,200.00 \$10,000.00 \$115,000.00 \$120,000.00 \$253,100.00	\$150,000.00 \$150,000.00 \$8,200.00 \$20,000.00 \$28,200.00 \$10,000.00 \$10,000.00 \$8,100.00 \$120,000.00 \$253,100.00	8. -55.
Net and Non-Net School Spending  NET SCHOOL SPENDING EXTRA OM  Total Net and Non-Net School Spending:  Manning Pool Maintenance  OVERTIME  POOL MAINTENANCE OPENING  Total Manning Pool Maintenance:  Stadium Overtime  OVERTIME  Total Stadium Overtime:  Stadium Purchase of Service  BUILDING/GROUNDS REPAIR/MAINT  ELEVATOR REPAIR SERVICE  BUILDING SUPPLIES  Total Stadium Purchase of Service:  Total Public Property:	\$0.00 \$0.00 \$8,200.00 \$750.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00	\$150,000.00 \$150,000.00 \$8,200.00 \$20,000.00 \$28,200.00 \$10,000.00 \$115,000.00 \$120,000.00 \$253,100.00	\$150,000.00 \$150,000.00 \$8,200.00 \$20,000.00 \$28,200.00 \$10,000.00 \$10,000.00 \$8,100.00 \$120,000.00 \$253,100.00	(

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
ELECTRICITY	\$16,347.57	\$12,000.00	\$0.00	-100%
ENERGY (GAS,OIL,DIESEL)	\$11,951.73	\$19,800.00	\$0.00	-100%
SEWER & WATER CHARGES	\$1,360.00	\$1,980.00	\$0.00	-100%
SECURITY/FIRE CONTROL	\$6,340.70	\$8,100.00	\$0.00	-100%
ELEVATOR REPAIR SERVICE	\$3,145.00	\$8,300.00	\$0.00	-100%
OTHER CONTRACT SERVICES	\$5,485.09	\$8,740.00	\$0.00	-100%
EXTERMINATING & PEST CONTROL	\$250.00	\$315.00	\$0.00	-100%
Total Purchase of Service:	\$44,880.09	\$59,235.00	\$0.00	-100%
Goods and Supplies				
BUILDING SUPPLIES	\$16,102.70	\$16,482.00	\$0.00	-100%
PLUMBING SUPPLIES	\$1,527.55	\$1,529.00	\$0.00	-100%
JANITORIAL SUPPLIES	\$1,396.97	\$6,419.00	\$0.00	-100%
Total Goods and Supplies:	\$19,027.22	\$24,430.00	\$0.00	-100%
Total War Memorial:	\$70,285.71	\$91,865.00	\$0.00	-100%
Total General Government:	\$2,242,282.86	\$3,331,870.99	\$3,461,494.00	3.9%
Total Expenditures:	\$2,242,282.86	\$3,331,870.99	\$3,461,494.00	3.9%

## 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 an 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 nancial 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 nd 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.

# FY22 Accomplishments

Worked with Hilltop Securities to update City's nancial statement.

Helped maintain the City's AA-/Stable rating with S&P and AI stable rating with Moody's. Successfully coordinated \$301,835,000 Pension Obligation Bond, \$6,800,000 General Obligation Bond and \$16,493,833 in Bond Anticipation Notice (BAN) borrowings.

Collected over \$1.4 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 Of ce, 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 Of ce 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 Certi cates (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 Of ce for collection.

# FY22 Accomplishments

Receipted over \$216 million in payments.
Issued over 3,600 Municipal Lien Certicates.
Collected 97% of FY 2021 Real and Personal Property taxes.
Collected 79% of FY 2021 Utility bills.
Collected 90% of FY 2020 Committed Utility bills.
Collected 82% of FY 2021 Motor Vehicle Excise taxes.

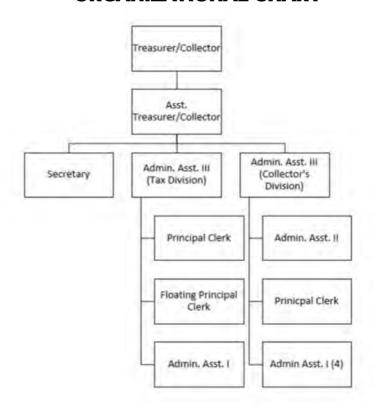
### **OBJECTIVES**

Objective	Status	City Goal
1. Continue to work on upgrades to payroll processes.	Ongoing FY23	2
2. Monitor banks and investment rates to assist in maintaining the City's scal stability.	Ongoing FY23	2
3. Collection goals of:  Real and Personal Property taxes  Water/Sewer/Trash bills  Committed Water/Sewer/Trash bills  Motor Vehicle Excise bills	Ongoing FY23	2
4. Assist in transitioning Accounts Payable (AP) and Payroll vendors to direct deposit.	Ongoing FY23	2
5. Continue to save reports electronically to eliminate printed reports.	Ongoing FY23	2
6. Commence tax title proceedings at the end of the scal year (FY), or following Spring.	Ongoing FY23	2

### **PERFORMANCE MEASURES**

Dorformance Massures	FY21	FY22	FY23
Performance Measures	Actuals	Projected	Target
Real and Personal Property taxes collected (%)	97%	97%	97%
Water/Sewer/Trash bills collected (%)	79%	75%	75%
Committed Water/Sewer/Trash bills collected (%)	90%	90%	90%
Motor Vehicle Excise bills collected (%)	82%	82%	82%
	Committed Water/Sewer/Trash bills collected (%)	Real and Personal Property taxes collected (%) Water/Sewer/Trash bills collected (%) Committed Water/Sewer/Trash bills collected (%) 90%	Performance MeasuresActualsProjectedReal and Personal Property taxes collected (%)97%97%Water/Sewer/Trash bills collected (%)79%75%Committed Water/Sewer/Trash bills collected (%)90%90%

## **ORGANIZATIONAL CHART**



# **PERSONAL SERVICES**

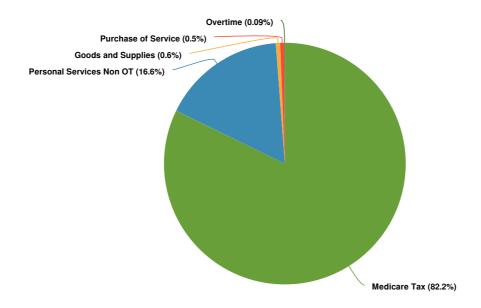
TITLE	NAME	Start Date	Longevity	Salary	Ed Incent.
<b>COLLECTOR DIVISION</b>					
City Treasurer/Collector	Martin S. Brophy	12/17/01	1,250	135,456	
Admin Asst. III	Kelly Turner	12/01/10	750	68,544	685
Admin. Asst. II	Kelly Monteiro	04/01/13	480	53,527	
Principal Clerk	Donna Anderson	02/12/01	1,250	51,210	
Admin Asst. I	Vacant	08/05/19		42,192	422
Admin Asst. I	Crystal Marques	10/15/18		47,975	
Admin Asst. I	Franchesa Blanc	07/13/21		38,337	
Admin Asst. I	Pamela Grande	08/16/21		38,337	
TAX DIVISION					
Assistant Treasurer/Collector	Bethany Couture	02/28/11	750	113,428	
Secretary	Suzanne Martin	08/28/08	750	56,417	
Admin Asst. III	Ellen Farrell	02/28/00	1,250	68,544	
Floating Principal Clerk	Kathleen Derenberger	03/04/13	480	51,210	
Principal Clerk	Dawn Gallagher	12/16/13	480	49,412	
Admin Asst. I	Samantha Gomes	08/21/17	480	47,975	
		Total	7,920	862,564	1,107

#### **Personal Services Summary**

FULL TIME	862,564
STIPEND	4,000
LONGEVITY	7,920
CLERICAL INCENTIVE	30,000
OUT OF GRADE	4,000
ED INCENTIVE	1,107
HOLIDAY PAY	957
Total	910,548

### **FINANCIAL OVERVIEW**

### **Financial Overview by Statutory Category**



### **FINANCIAL OVERVIEW SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
General Fund				
Overtime	\$0.00	\$5,000.00	\$5,000.00	0%
Personal Services Non OT	\$782,510.75	\$859,075.48	\$910,548.00	6%
Purchase of Service	\$16,215.90	\$33,700.00	\$29,500.00	-12.5%
Goods and Supplies	\$12,951.78	\$25,910.00	\$30,210.00	16.6%
Medicare Tax	\$3,298,346.84	\$3,910,000.00	\$4,510,000.00	15.3%
Total General Fund:	\$4,110,025,27	\$4.833.685.48	\$5,485,258,00	13.5%

# **EXPENSE SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Expenditures				
General Government				
Treasurer-Collector				
Overtime				
OVERTIME	\$0.00	\$5,000.00	\$5,000.00	0%
Total Overtime:	\$0.00	\$5,000.00	\$5,000.00	0%
Personal Services Non OT				
FULL-TIME SALARIES	\$724,836.51	\$810,125.68	\$862,564.00	6.5%
STIPEND	\$3,350.00	\$4,000.00	\$4,000.00	0%
CLERICAL INCENTIVE	\$27,500.00	\$30,000.00	\$30,000.00	0%
LONGEVITY	\$7,820.00	\$7,440.00	\$7,920.00	6.5%
HOLIDAY	\$1,615.02	\$2,422.00	\$957.00	-60.5%
EDUCATIONAL INCENTIVE	\$884.95	\$1,087.80	\$1,107.00	1.8%
OUT OF GRADE	\$3,753.40	\$4,000.00	\$4,000.00	0%
SEPARATION COSTS	\$12,750.87	\$0.00	\$0.00	0%
Total Personal Services Non OT:	\$782,510.75	\$859,075.48	\$910,548.00	6%
Purchase of Service				
DEPART EQUIP REPAIR/MAINT	\$1,340.54	\$2,700.00	\$2,000.00	-25.9%
DEPARTMENTAL EQUIP RENT/LEASE	\$1,264.92	\$3,500.00	\$4,500.00	28.6%
SECURITY/FIRE CONTROL	\$977.28	\$4,850.00	\$4,500.00	-7.2%
BANKING SERVICES	\$8,545.50	\$5,000.00	\$1,000.00	-80%
LEGAL	\$0.00	\$150.00	\$0.00	-100%
ADVERTISING	\$608.20	\$10,000.00	\$10,000.00	0%
PRINTING	\$3,479.46	\$7,500.00	\$7,500.00	0%
Total Purchase of Service:	\$16,215.90	\$33,700.00	\$29,500.00	-12.5%
Goods and Supplies				
COPY MACHINE SUPPLIES	\$0.00	\$500.00	\$500.00	0%
REFERENCE MATERIALS	\$0.00	\$250.00	\$250.00	0%
OFFICE SUNDRIES/SUPPLIES	\$8,072.08	\$14,500.00	\$14,500.00	0%
IN-STATE TRAVEL	\$29.33	\$300.00	\$600.00	100%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$280.00	\$1,060.00	\$860.00	-18.9%
TUITION & TRAINING	\$80.00	\$800.00	\$5,000.00	525%
BOND INSURANCE	\$2,075.00	\$3,800.00	\$3,800.00	0%
PETTY CASH	\$0.00	\$1,200.00	\$1,200.00	0%
DEPARTMENT EQUIPMENT	\$2,415.37	\$3,500.00	\$3,500.00	0%
Total Goods and Supplies:	\$12,951.78	\$25,910.00	\$30,210.00	16.6%
Medicare Tax				
MEDICARE TAX	\$3,293,376.21	\$3,900,000.00	\$4,500,000.00	15.4%
QUARTERLY WITHHOLDING ADJ	\$4,970.63	\$10,000.00	\$10,000.00	0%
Total Medicare Tax:	\$3,298,346.84	\$3,910,000.00	\$4,510,000.00	15.3%
Total Treasurer-Collector:	\$4,110,025.27	\$4,833,685.48	\$5,485,258.00	13.5%
Total General Government:	\$4,110,025.27	\$4,833,685.48	\$5,485,258.00	13.5%

Name FY2021 Actual FY2022 Budget FY2023 Proposed % Change

Total Expenditures: \$4,110,025.27 \$4,833,685.48 \$5,485,258.00 13.5%

### TREASURER'S DEBT SERVICE & PENSION OBLIGATION BOND

## **FINANCIAL OVERVIEW SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
General Fund				
Debt Service	\$12,469,618.28	\$13,170,615.21	\$14,543,754.01	1.4%
Total General Fund:	\$12,469,618.28	\$13,170,615.21	\$14,543,754.01	1.4%

## **DEBT SERVICE EXPENSE SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Expenditures				
Debt Service				
Treasurer's Debt Service				
Debt Service				
PRINCIPAL ON LONG-TERM DEBT	\$7,710,000.00	\$8,440,198.00	\$9,527,000.00	8.3%
INTEREST ON LONG-TERM DEBT	\$4,709,255.76	\$4,348,158.21	\$4,114,030.01	-8.3%
INTEREST SHORT TERM NOTES	\$47,862.52	\$307,259.00	\$827,724.00	-17.7%
ISSUANCE COSTS	\$2,500.00	\$75,000.00	\$75,000.00	0%
Total Debt Service:	\$12,469,618.28	\$13,170,615.21	\$14,543,754.01	1.4%
Total Treasurer's Debt Service:	\$12,469,618.28	\$13,170,615.21	\$14,543,754.01	1.4%
Total Debt Service:	\$12,469,618.28	\$13,170,615.21	\$14,543,754.01	1.4%
Total Expenditures:	\$12,469,618,28	\$13,170,615.21	\$14,543,754.01	1.4%

### **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 principal 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 nancing for other projects and equipment is retired within ve or ten years. The City's goal is to nance 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

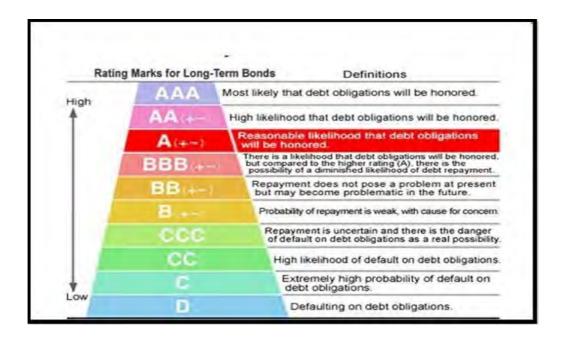
The aggregate level of the City's outstanding debt obligation is limited by state law. The statutory debt limit is established at 5% of the City's total equalized valuation (EQV). This gure represents the full and fair cash value of all taxable real and personal property as of January 21st 2021. The 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, 2021, is \$164,002,047, which is signicantly higher.

#### **BOND RATING**

The stable outlook re ects 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) re ects 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 pro le 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 quali ed 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 signi cant growth in its tax base, which has translated to a recent history of strong performance and maintenance of strong reserves.

The rating re ects the option of S&P Global of the City:

Adequate economy, with access to a broad and diverse metropolitan statistical area.

Adequate management, with standard nancial policies and practices.

Adequate budgetary exibility, with an available fund balance in scal 2018 fo 14.4% of operating expenditures, as well as limited capacity to raise revenues due to consistent and ongoing political resistance.

#### **DEBT & OPERATION OF GOVERNMENT**

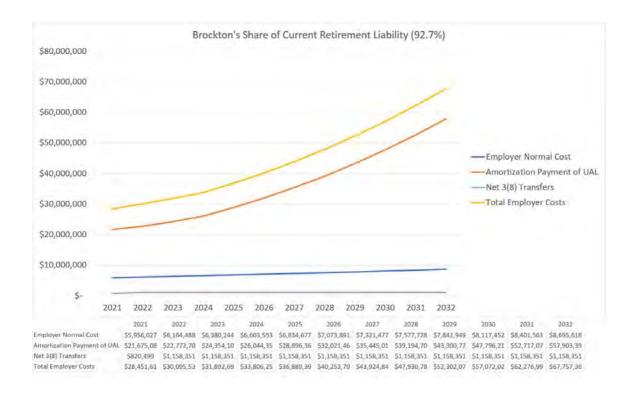
The City continues to have a strong debt position, with principal and interest payments well below the recommended 10% of overall spending. In fact, we are taking advantage of both historically low interest rates and upcoming debt retirement to initiate some long-awaited infrastructure investments that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

#### **PENSION OBLIGATION BOND- PLAN OF FINANCE**

#### **Demonstrating the Need**

Chapter 483 of the Acts of 2004 (the "Act") authorizes the City to issue the Bonds "... for the purpose of funding all or a portion of the unfunded pension liability of the retirement system of the city of Brockton..." The City's Unfunded Actuarial Accrued Liability ("UAAL") as of January 1, 2020, was approximately \$282.9 million, assuming an investment return rate of 7.75%. For purposes of the POB analysis, the liabilities assumed an investment return rate assumption of 6.75%, resulting in a UAAL as of January 1, 2020 of \$360,910,805. Re ecting the strong known investment return from January 1, 2020 through July 31, 2021, we computed a UAAL as of June 30, 2021 of approximately \$350,000,000. The City of Brockton Retirement Board, an entity legally distinct from the City, has responsibility for the management of the City's retirement system, including the adoption of a funding schedule for addressing this unfunded liability.

The Retirement Board adopted an ascending funding schedule that would fully address the retirement system's unfunded liability by the scal year ending 2032, assuming no signicant changes in current hiring trends, moderate payroll growth and existing mortality assumptions. Payments to be made under the existing funding schedule increase from approximately \$24 million in scal year 2022, to well over \$60 million in scal 2032. The escalating impact of this obligation would result in more than doubling the annual payment from the City to the Retirement Board, crippling the City's ability to adequately fund other primary obligations, including public safety and education.



### **Issuance of Pension Obligation Bond**

To more actively manage this long-term obligation, especially its impact on annual operating budgets, the City issued a Pension Obligation Bond (POB) of \$300 million to pay back its unfunded liability. While not the full unfunded liability, the City borrowed the amount attributed to its obligation and chose an amount that reduces the risk that the system will be fully funded. If more than fully funded, appropriations are not reduced, and therefore surplus assets bene t all other contributing employers in addition to the City. In this manner, the City funded the bulk of its unfunded pension liability, structuring the repayment of the Bonds so that annual debt service payments—t within the City's existing debt repayment structure. The City will enjoy signicant budgetary savings by swapping a level debt service amortization schedule on the Bonds, commencing in 2028, for its current ascending funding schedule. The Bonds will fully amortize by the end of—scal year 2036. This model debt issuance will result in nearly \$90 million in estimated savings. This is four years longer than the current UAAL funding schedule, but four years shorter than is otherwise permitted by state law. The total interest cost (TIC) of the POB for the life of the bond is 2.62%. True interest cost (TIC) is de ned as the rate of interest necessary to discount the amounts payable on respective principal and interest payment dates to the purchase price received for the new issue of bonds.

#### **Financial Policies**

The issuance of pension obligation debt is also consistent with the Financial Policies of the City of Brockton. A local governments investment policy establishes guidelines and responsibilities in accordance with state law for managing and investing municipal funds. When assessing municipalities for credit quality, rating agencies look for investment management policies that address selection of nancial institutions for services and transactions, risk assessment, investment objectives, investment maturities and volatility, and investment performance reporting. Thus, the Treasurer/Collector of the City of Brockton shall invest funds in a manner that meets daily operating cash ow requirements and conforms to state statutes governing public funds, while adhering to prudent investment principals. Our model has addressed both the risks associated with the issuance of pension obligation debt and provided a strategy that has not impacted our overall credit ratings. Our ratings with S&P (AA-) and Moody's (AI) have remained the same during the issuance process.

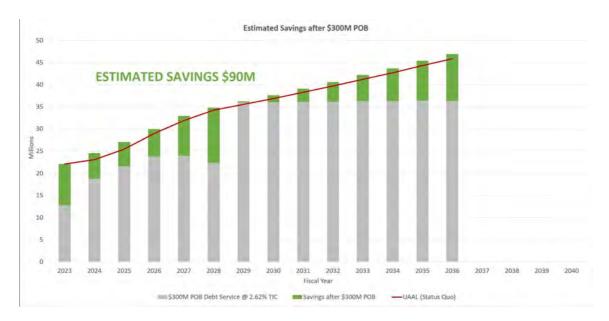
#### **Risk Mitigation Strategies**

Similarly, the issuance of pension bonds is not free from risk. The invested assets of the City's retirement system, including proceeds of the Bonds, are subject to changes in market values, both positive and negative. As such, it is possible that the City's return on pension system assets can be less than the system's assumed rate of return. It is also possible that the rate of return on plan assets can be less than debt service payable on the Bonds. Other factors to be considered in evaluating a pension issue include the potential for increases in unfunded liability through the adoption of different actuarial assumptions by the actuarial community (such as revised investment return and mortality assumptions), the expansion of the City's workforce and overall payroll growth over time.

To address risk, the Bonds are structured so that annual debt service payments will be less than the amounts otherwise scheduled to be paid under the City's current funding schedule, resulting in annual budgetary savings when compared to its existing funding obligation. It is important to emphasize that the repayment of debt service on the Bonds represents a redirection of funds presently applied to amortize the City's unfunded pension liability. This budgetary savings can be available to reduce an unanticipated increase in the unfunded liability.

The City has taken an additional step to mitigate risk by authorizing the establishment of a pension obligation stabilization fund dedicated to managing the City's unfunded pension liability and maintaining as near to a fully funded ratio as possible despite adverse market and/or actuarial assumption changes. The City's current budget includes funds to make its scal year 2023 UAAL amortization payment to the Retirement Board. With the issuance of the Bonds, a portion of which will fund the City's obligation to provide for its scal year 2022 UAAL amortization payment, the City transferred \$20 million of the funds budgeted to make its scal year 2022 UAAL payment to the CRF. These funds would be managed by the City's nance of cials and applied, if necessary, to address signi cant funding shortfalls. Funds in the CRF are not pledged to the payment of the Bonds, or any other general obligation debt of the City.

In addition to the initial deposit of funds in the CRF as described above, the City has added a pension stabilization fund from a portion of budgetary savings realized in each year through the issuance of the Bonds. The City's plan is to contribute up to \$5 million of the anticipated budgetary savings each year, until the balance in the fund reaches \$40 million. Thereafter, the City plans to maintain the lesser of \$40 million or ten percent of the outstanding balance of the Bonds. Thereafter, so long as the balance in the stabilization fund remains, any annual savings would be available to the City for any lawful purpose.



#### TRAFFIC COMMISSION



#### Mission

The Brockton Traf c Commission is the body that is responsible for most of the traf c control measures in our city. Traf c control measures are items such as traf c lights and signals, signs, pavement markings, as well as related regulations. Through the implementation, use, and enforcement of such traf c control measures, the Brockton Traf c Commission seeks to promote safer roadways.

#### Services

Hold monthly Traf c Commission Meetings and encourage public participation.

Hold Special Meetings to address involved or complex topics.

Hold monthly Traf c Commission Subcommittee Reviews in order to investigate and follow up the items and issues raised during Traf c Commission meetings.

Implement new traf c control measures (for example, the Traf c Commission approves a new street sign or pavement marking).

Monitor and maintain current traf c control measures (for example, the Traf c Commission receives a report of a missing or damaged sign and takes corrective action to repair or replace it through the Traf c Maintenance Man).

Enforce Massachusetts General Laws (MGL) and Brockton City Ordinances as they relate to traf c control, through the use of the Brockton Police Department's Traf c Unit and other department personnel.

Partner with local and state agencies in order to address traf c concerns (for example, the Old Colony Planning Council and MassDOT).

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.

#### FY22 Accomplishments

Continued repairing and replacing signs throughout the city through the efforts of the Traf c Maintenance Man.

Increased enforcement in problem areas.

Continued to improve traf c control measures, such as maintaining and replacing traf c signals and pavement line painting and conducting pavement line painting.

Purchased four new digital speed feedback signs and mounted them in problem locations. Assisted with road closures and traf c plans for movie Iming.

#### **OBJECTIVES**

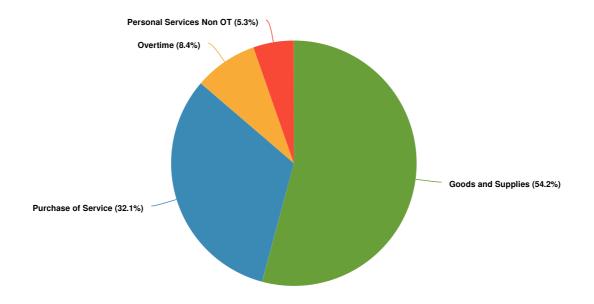
Objective	Status	City Goal
1. Promote traf c and pedestrian safety in our city. The Traf c Commission will seek to do this through close working partnerships with the Mayor's Of ce, the City Council, City Departments, and the citizens of Brockton.	Ongoing FY23	2
2. Purchase new and solar-powered digital speed feedback signs and other equipment to be installed at problem locations throughout Brockton.	Ongoing FY23	2
3. Work with the Old Colony Planning Council (OCPC) and our privately-contracted traf c engineering rm to conduct studies to provide guidance and direction to the Commission on traf c control measures and issues.	Ongoing FY23	2
4. Implement new traf c control measures and continue to improve those that are already in place, such as repairing damaged signs and repainting pavement markings.	Ongoing FY23	2
5. Enforce traf c and parking laws and regulations speci cally in problem areas and generally city-wide.	Ongoing FY23	2

#### **PERFORMANCE MEASURES**

<b>0</b> 1-3	Dowforman Managemen	FY21	FY22	FY23
Obj	. Performance Measures	Actuals	Projected	Target
2	Solar power signs purchased	0	6	6
5	Traf c citations issued	5.745	3.083	3.600

#### **FINANCIAL OVERVIEW**

**Financial Overview by Statutory Category** 



#### **FINANCIAL OVERVIEW SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
General Fund				
Overtime	\$6,023.35	\$30,000.00	\$50,000.00	66.7%
Personal Services Non OT	\$0.00	\$0.00	\$32,000.00	N/A
Purchase of Service	\$95,100.95	\$152,296.00	\$192,296.00	26.3%
Goods and Supplies	\$243,875.81	\$323,180.00	\$324,180.00	0.3%
Total General Fund:	\$345,000.11	\$505,476.00	\$598,476.00	18.4%

# **EXPENSE SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Expenditures				
Public Safety				
Traffic Commission				
Overtime				
OVERTIME	\$6,023.35	\$30,000.00	\$50,000.00	66.7%
Total Overtime:	\$6,023.35	\$30,000.00	\$50,000.00	66.7%
Personal Services Non OT				
PART-TIME SALARIES	\$0.00	\$0.00	\$32,000.00	N/A
Total Personal Services Non OT:	\$0.00	\$0.00	\$32,000.00	N/A
Purchase of Service				
VEHICLE REPAIR/MAINTENANCE	\$0.00	\$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	\$11,226.50	\$10,000.00	\$50,000.00	400%
PUBLIC SAFETY	\$77,890.03	\$123,357.00	\$123,357.00	0%
ADVERTISING	\$5,624.42	\$5,406.00	\$5,406.00	0%
PRINTING	\$360.00	\$11,822.00	\$11,822.00	0%
Total Purchase of Service:	\$95,100.95	\$152,296.00	\$192,296.00	26.3%
Goods and Supplies				
OFFICE SUNDRIES/SUPPLIES	\$3,229.16	\$5,000.00	\$5,000.00	0%
TRAFFIC LINES & SIGNS ETC.	\$233,746.65	\$300,000.00	\$300,000.00	0%
GUARDRAILS	\$6,900.00	\$18,000.00	\$18,000.00	0%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$0.00	\$180.00	\$180.00	0%
TUITION & TRAINING	\$0.00	\$0.00	\$1,000.00	N/A
Total Goods and Supplies:	\$243,875.81	\$323,180.00	\$324,180.00	0.3%
Total Traffic Commission:	\$345,000.11	\$505,476.00	\$598,476.00	18.4%
Total Public Safety:	\$345,000.11	\$505,476.00	\$598,476.00	18.4%
Total Expenditures:	\$345,000.11	\$505,476.00	\$598,476.00	18.4%

#### **VETERANS' SERVICES**



#### Mission

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

#### Services

Provide VA Compensation and Pensions under the direction of the VA regional of ce. Compensation refers to disability associated with military service, whereas pension is entitlement to income, based on physical disability outside military service.

Provide information on education bene ts associated with post 9/11 service include: free tuition in all state community colleges and other colleges and universities.

Assist with Veterans' outreach and supportive services, which include Hud/Vash and Section 8 vouchers.

Provide a uniform program of nancial 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 nancial assistance for food, shelter, clothing, housing supplies, and medical care. Eligible dependents of deceased veterans are provided with the same bene to 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.

# FY22 Accomplishments

Placed ags at various memorial sites in the City.

Began putting up identifying markers on all Veterans graves.

Returned every phone call from citizens requesting information.

Brockton is now a Purple Heart Community.

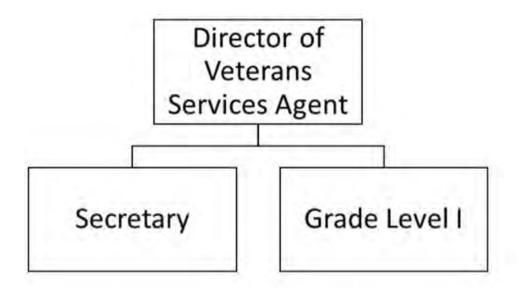
#### **OBJECTIVES**

Objective	Status	City Goal
1. Continue Banner program which highlights graduates of Brockton High School, Southeastern Regional and Cardinal Spellman High School entering the armed forces, as well as highlights Purple Heart recipients who live within the City.	Ongoing FY23	2
2. Secure funding from the Massachusetts Department of Veterans' Services (DVS) for Ames Cemetery	Ongoing FY23	2
3. Complete putting up and replacing Veteran's grave markers.	Ongoing FY23	2
4. Secure partnerships with nonpro tagencies to provide food.	Ongoing FY23	2
5. Continue to create partnerships with organizations that will serve Brockton Veterans through housing assistance, employment, and health resources.	Ongoing FY23	2
6. Increase participation in the Veterans' Property Tax work off program	Ongoing FY23	2

#### **PERFORMANCE MEASURES**

Oh:	Performance Measures	FY21	FY22	FY23
Obj		Actuals	Projected	Target
1	Number of banners	0	22	20
3	Grave markers replaced	150	500	4,000
6	Property Tax work off participants	2	2	6

#### **ORGANIZATIONAL CHART**



#### **PERSONAL SERVICES**

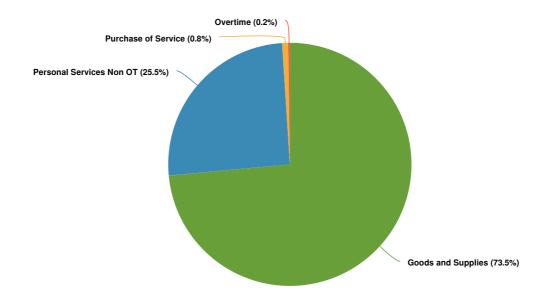
Title	Name	Start Date	Longevity	Salary	Ed Incent.
Director of Veterans					
Service/Agent	Kelly Young	05/09/22		96,615	3,000
Secretary	Lauren Johnston Conrad	01/28/08	750	56,417	
Grade Level I	Cecile Gomes	04/08/19		68,465	
		Total	750	221,497	3,000

#### **Personal Services Summary**

TOTAL	233,542
ADMINISTRATIVE INCENTIVE	2,000
LONGEVITY	750
HOLIDAY	1,095
CLERICAL INCENTIVE	2,500
EDUCATIONAL INCENTIVE	3,000
STIPEND	2,700
FULL TIME	221,497

#### **FINANCIAL OVERVIEW**

#### **Financial Overview by Statutory Category**



#### **FINANCIAL OVERVIEW SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
General Fund				
Overtime	\$1,480.22	\$1,930.00	\$1,930.00	0%
Personal Services Non OT	\$214,234.97	\$261,312.37	\$233,542.00	-10.6%
Purchase of Service	\$2,117.62	\$8,380.00	\$7,350.00	-12.3%
Goods and Supplies	\$648,574.15	\$666,370.00	\$674,250.00	1.2%
Total General Fund:	\$866,406.96	\$937,992.37	\$917,072.00	-2.2%

#### **EXPENSE SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Expenditures				
Human Services				
Veteran's Council				
Goods and Supplies				
HUMANISTIC SUPPLIES AND COSTS	\$1,814.55	\$11,000.00	\$13,000.00	18.2%
Total Goods and Supplies:	\$1,814.55	\$11,000.00	\$13,000.00	18.2%
Total Veteran's Council:	\$1,814.55	\$11,000.00	\$13,000.00	18.2%
Veterans' Services				
Overtime				
OVERTIME	\$1,480.22	\$1,930.00	\$1,930.00	0%
Total Overtime:	\$1,480.22	\$1,930.00	\$1,930.00	0%
Personal Services Non OT				
FULL-TIME SALARIES	\$203,221.40	\$212,835.47	\$221,497.00	4.1%
PART-TIME SALARIES	\$0.00	\$4,389.00	\$0.00	-100%
STIPEND	\$2,701.31	\$2,700.00	\$2,700.00	0%
CLERICAL INCENTIVE	\$3,000.00	\$2,500.00	\$2,500.00	0%
SIGNING BONUS	\$0.00	\$2,800.00	\$0.00	-100%
ADMIN INCENTIVE	\$2,000.00	\$2,000.00	\$2,000.00	0%
LONGEVITY	\$2,000.00	\$2,000.00	\$750.00	-62.5%
HOLIDAY	\$364.31	\$1,095.00	\$1,095.00	0%
EDUCATIONAL INCENTIVE	\$947.95	\$992.90	\$3,000.00	202.1%
SEPARATION COSTS	\$0.00	\$30,000.00	\$0.00	-100%
Total Personal Services Non OT:	\$214,234.97	\$261,312.37	\$233,542.00	-10.6%
Purchase of Service				
DEPARTMENTAL EQUIP RENT/LEASE	\$391.57	\$1,650.00	\$1,650.00	0%
AMBULANCE	\$0.00	\$400.00	\$400.00	0%
COMMUNICATION SERVICES	\$0.00	\$190.00	\$0.00	-100%
OTHER SERVICES	\$1,726.05	\$6,140.00	\$5,300.00	-13.7%
Total Purchase of Service:	\$2,117.62	\$8,380.00	\$7,350.00	-12.3%
Goods and Supplies				
OFFICE SUNDRIES/SUPPLIES	\$2,387.19	\$1,850.00	\$1,850.00	0%
IN-STATE TRAVEL	\$53.01	\$1,200.00	\$1,200.00	0%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$314.28	\$1,125.00	\$1,200.00	6.7%
VETERANS GRAVE CARE	\$142.26	\$4,200.00	\$10,000.00	138.1%
VETERANS MEDICAL ATTENTION	\$0.00	\$31,995.00	\$32,000.00	0%
MEDICINES	\$0.00	\$15,000.00	\$15,000.00	0%
VETERANS CASH BENEFITS	\$643,862.86	\$600,000.00	\$600,000.00	0%
Total Goods and Supplies:	\$646,759.60	\$655,370.00	\$661,250.00	0.9%
Total Veterans' Services:	\$864,592.41	\$926,992.37	\$904,072.00	-2.5%
Total Human Services:	\$866,406.96	\$937,992.37	\$917,072.00	-2.2%
Total Expenditures:	\$866,406.96	\$937,992.37	\$917,072.00	-2.2%

#### **WEIGHTS AND MEASURES**



#### 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 species 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.

#### FY22 Accomplishments

Inspected over 1,000 businesses.

Implemented safety protocols when inspecting businesses that protected both employees and customers during COVID-19.

Collected approximately \$110,000 in annual fees and civil penalties.

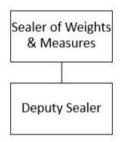
#### **OBJECTIVES**

Objective	Status	City Goal
1. Inspect new businesses.	Ongoing FY23	2
2. Increase the late fee for penalties not paid over 30 days.	In Progress FY23	N/A
3. Collect over \$120,000 in annual fees and civil penalties	Ongoing FY23	N/A
4. Maintain effectiveness when inspecting businesses.	Ongoing FY23	2
5. Create a level playing eld in the market for consumers and merchants.	Ongoing FY23	2
6. Create a level playing eld in the market for consumers and merchants.	Ongoing FY23	1,2

#### **PERFORMANCE MEASURES**

Obj.	Obi. Performance Measures		FY22	FY23
Obj.	Performance Measures	Actuals	Projected	Target
4 Number of scales se	ealed	500	1,000	1,000

#### **ORGANIZATIONAL CHART**

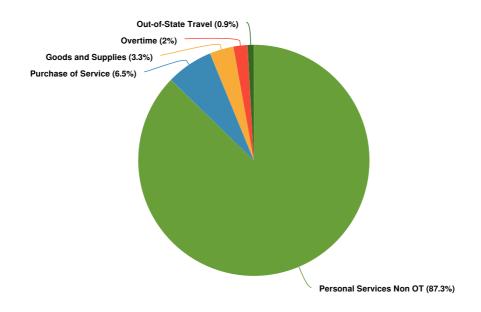


#### **PERSONAL SERVICES**

Title	Name	Start Date	Longevity	Salary	Ed Incent.
Sealer of Weights & Measures	Kevin Croker	09/04/01	1,250	86,046	6,884
Deputy Sealer	Corey Quinlan	02/07/15	480	75,194	4,512
		Total	1,730	161,240	11,395
<b>Personal Services Summary</b>					
FULL TIME	161,240				
LONGEVITY	1,730				
EDUCATION INCENTIVE	11,395				
ADMIN. INCENTIVE	4,000				
Total	178,365				

#### **FINANCIAL OVERVIEW**

**Financial Overview by Statutory Category** 



#### **FINANCIAL OVERVIEW SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
General Fund				
Overtime	\$2,297.83	\$2,300.00	\$4,000.00	73.9%
Personal Services Non OT	\$158,617.58	\$177,309.89	\$178,365.00	0.6%
Purchase of Service	\$5,785.55	\$12,467.00	\$13,378.00	7.3%
Goods and Supplies	\$3,823.91	\$6,845.00	\$6,845.00	0%
Out-of-State Travel	\$0.00	\$1,800.00	\$1,800.00	0%
Total General Fund:	\$170,524.87	\$200,721.89	\$204,388.00	1.8%

#### **EXPENSE SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Expenditures				
Public Safety				
Weights & Measures				
Overtime				
OVERTIME	\$2,297.83	\$2,300.00	\$4,000.00	73.9%
Total Overtime:	\$2,297.83	\$2,300.00	\$4,000.00	<b>73.9</b> %
Personal Services Non OT				
FULL-TIME SALARIES	\$144,527.85	\$160,875.89	\$161,240.00	0.2%
ADMIN INCENTIVE	\$4,000.00	\$4,000.00	\$4,000.00	0%
LONGEVITY	\$1,430.00	\$1,730.00	\$1,730.00	0%
EDUCATIONAL INCENTIVE	\$8,659.73	\$10,704.00	\$11,395.00	6.5%
Total Personal Services Non OT:	\$158,617.58	\$177,309.89	\$178,365.00	0.6%
Purchase of Service				
ELECTRICITY	\$240.00	\$240.00	\$300.00	25%
ENERGY (GAS,OIL,DIESEL)	\$1,628.65	\$3,500.00	\$4,500.00	28.6%
SEWER & WATER CHARGES	\$0.00	\$300.00	\$300.00	0%
VEHICLE REPAIR/MAINTENANCE	\$2,950.95	\$5,000.00	\$5,000.00	0%
POSTAGE	\$0.00	\$149.00	\$0.00	-100%
ADVERTISING	\$277.22	\$400.00	\$400.00	0%
PRINTING	\$688.73	\$900.00	\$900.00	0%
LABORATORY TESTING	\$0.00	\$1,978.00	\$1,978.00	0%
Total Purchase of Service:	\$5,785.55	\$12,467.00	\$13,378.00	<b>7.3</b> %
Goods and Supplies				
OFFICE SUNDRIES/SUPPLIES	\$70.46	\$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	\$120.00	\$774.00	\$774.00	0%
DEPARTMENT EQUIPMENT	\$3,633.45	\$5,130.00	\$5,130.00	0%
Total Goods and Supplies:	\$3,823.91	\$6,845.00	\$6,845.00	0%
Out-of-State Travel				
OUT OF STATE TRAVEL	\$0.00	\$1,800.00	\$1,800.00	0%
Total Out-of-State Travel:	\$0.00	\$1,800.00	\$1,800.00	0%
Total Weights & Measures:	\$170,524.87	\$200,721.89	\$204,388.00	1.8%
Total Public Safety:	\$170,524.87	\$200,721.89	\$204,388.00	1.8%
Total Expenditures:	\$170,524.87	\$200,721.89	\$204,388.00	1.8%

# **EDUCATION (SOUTHEASTERN REGIONAL)**

#### **FINANCIAL OVERVIEW SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
General Fund				
Net and Non-Net School Spending				
Net School Spending Budget	\$165,927,020.00	\$198,627,523.00	\$206,318,562.00	3.9%
Non Net School Budget	\$11,553,365.00	\$10,000,000.00	\$12,145,147.00	21.5%
Total Net and Non-Net School Spending:	\$177,480,385.00	\$208,627,523.00	\$218,463,709.00	<b>4.7</b> %
School Southeastern				
Collaborative Programs	\$3,954,521.00	\$4,082,900.00	\$4,408,899.00	8%
Total School Southeastern:	\$3,954,521.00	\$4,082,900.00	\$4,408,899.00	8%
Total General Fund:	\$181,434,906.00	\$212,710,423.00	\$222,872,608.00	4.8%

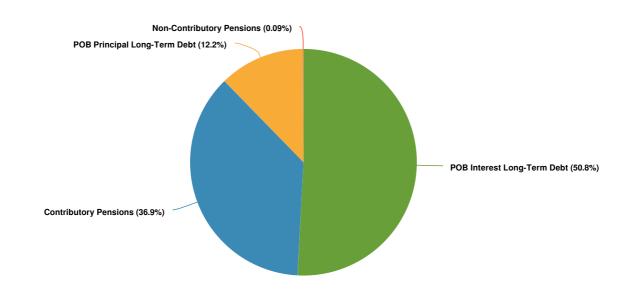
#### **RETIREMENT**

#### **FINANCIAL OVERVIEW SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
General Fund				
POB PRINC LONG TERM DEBT	\$0.00	\$0.00	\$2,490,000.00	N/A
POB INT ON LONGTERM DEBT	\$0.00	\$0.00	\$10,389,589.29	N/A
CONTRIBUTORY PENSIONS	\$28,451,613.00	\$29,608,033.00	\$7,538,595.00	4.1%
NONCONTRIBUTORY PENSIONS	\$17,562.00	\$17,562.00	\$17,562.00	0%
Total General Fund:	\$28,469,175.00	\$29,625,595.00	\$20,435,746.29	4.1%

#### **RETIREMENT EXPENSE SUMMARY**

**Budgeted Expenditures by Expense Type** 



Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Expense Objects				
POB Principal Long-Term Debt				
Pensions and Benefits				
POB PRINC LONG TERM DEBT	\$0.00	\$0.00	\$2,490,000.00	N/A
Total Pensions and Benefits:	\$0.00	\$0.00	\$2,490,000.00	N/A
Total POB Principal Long-Term Debt:	\$0.00	\$0.00	\$2,490,000.00	N/A
POB Interest Long-Term Debt				
Pensions and Benefits				
POB INT ON LONGTERM DEBT	\$0.00	\$0.00	\$10,389,589.29	N/A
Total Pensions and Benefits:	\$0.00	\$0.00	\$10,389,589.29	N/A
Total POB Interest Long-Term Debt:	\$0.00	\$0.00	\$10,389,589.29	N/A

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Contributory Pensions				
Pensions and Benefits				
CONTRIBUTORY PENSIONS	\$28,451,613.00	\$29,608,033.00	\$7,538,595.00	-74.5%
<b>Total Pensions and Benefits:</b>	\$28,451,613.00	\$29,608,033.00	\$7,538,595.00	- <b>74.5</b> %
Total Contributory Pensions:	\$28,451,613.00	\$29,608,033.00	\$7,538,595.00	-74.5%
Non-Contributory Pensions				
Pensions and Benefits				
NONCONTRIBUTORY PENSIONS	\$17,562.00	\$17,562.00	\$17,562.00	0%
Total Pensions and Benefits:	\$17,562.00	\$17,562.00	\$17,562.00	0%
Total Non-Contributory Pensions:	\$17,562.00	\$17,562.00	\$17,562.00	0%
Total Expense Objects:	\$28,469,175.00	\$29,625,595.00	\$20,435,746.29	-31%

#### **GOVERNMENT ASSESSMENTS**

#### **FINANCIAL OVERVIEW SUMMARY**

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
General Fund				
County				
County Tax	\$155,468.34	\$166,519.00	\$170,682.00	2.5%
Total County:	\$155,468.34	\$166,519.00	\$170,682.00	2.5%
State				
Special Education	\$88,177.00	\$90,018.00	\$113,201.00	25.8%
Mosquito Control Projects	\$127,209.00	\$134,872.00	\$134,901.00	0%
Air Pollution Control District	\$24,166.00	\$24,926.00	\$26,997.00	8.3%
Old Colony Planning Council	\$36,642.00	\$37,389.00	\$41,068.00	9.8%
RMV Non Renewal Surcharge	\$235,200.00	\$235,200.00	\$251,400.00	6.9%
Regional Transit Authorities	\$2,547,363.00	\$2,624,231.00	\$2,677,137.00	2%
Charter School Sending Tuition	\$18,765,459.00	\$21,448,650.00	\$25,248,578.00	17.7%
School Choice Tuition	\$1,740,601.00	\$1,769,776.00	\$1,644,466.00	-7.1%
Total State:	\$23,564,817.00	\$26,365,062.00	\$30,137,748.00	14.3%
Total General Fund:	\$23,720,285.34	\$26,531,581.00	\$30,308,430.00	14.2%

# **DEBT**

#### **DEBT SERVICE**

# PROJECTED DEBT SERVICE FY2023-FY2040

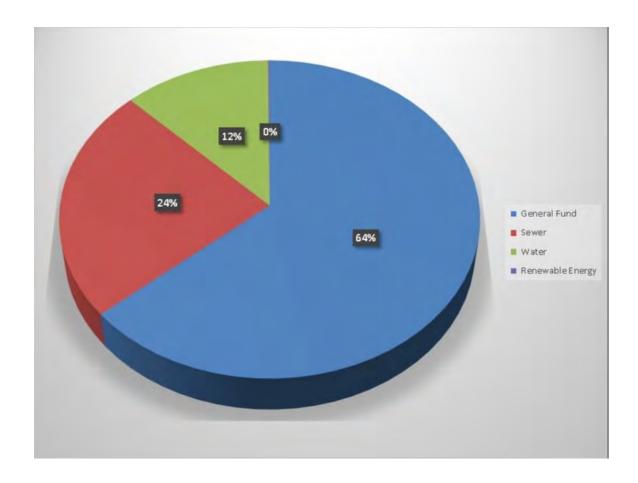
 General Fund
 \$97,976,351

 Sewer
 \$36,583,189

 Water
 \$18,954,153

 Renewable Energy
 \$200,000

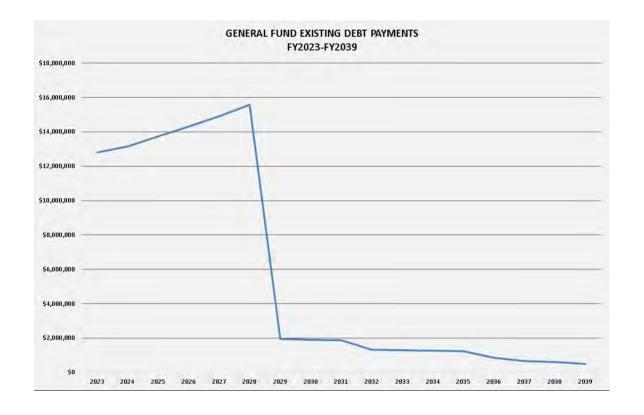
 TOTAL
 \$153,713,693



# GENERAL FUND EXISTING DEBT PAYMENTS FY2023-FY2039

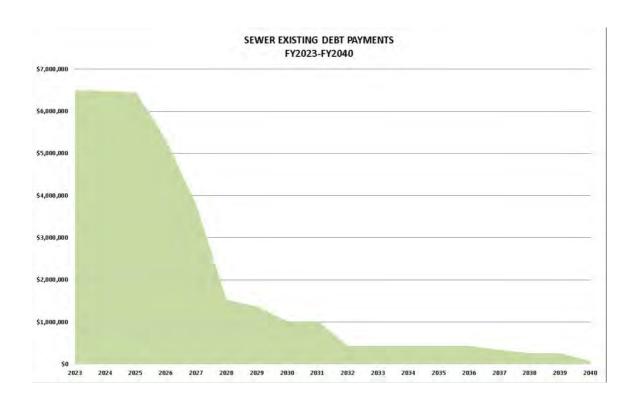
#### FISCAL YEAR GENERAL FUND DEBT CHANGE IN DEBT

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	



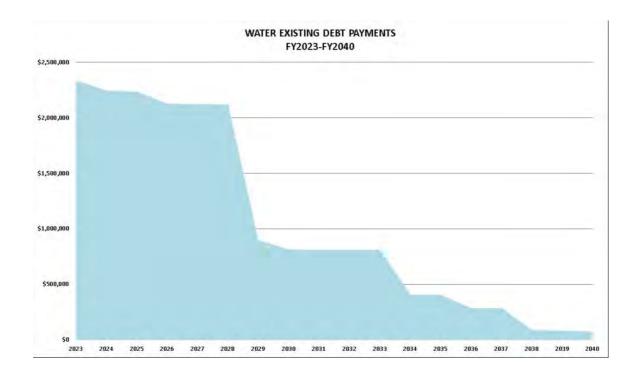
# SEWER EXISTING DEBT PAYMENTS FY2023-FY2040

FISCAL YEAR	SEWER	CHANGE IN DEBT
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 FY2023-FY2040

FISCAL YEAR	WATER	CHANGE IN DEBT
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**

				RENEWABLE	
FISCAL YEAR	GENERAL FUND	SEWER	WATER	ENERGY	TOTAL DEBT
2023	\$2,384,923	\$6,499,975	\$2,342,587	\$100,000	\$21,742,270
2024	\$2,155,885	\$6,477,711	\$2,244,650	\$100,000	\$21,974,564
2025	\$2,118,829	\$6,454,063	\$2,237,424		\$22,416,497
2026	\$2,087,479	\$5,327,980	\$2,129,220		\$21,784,454
2027	\$2,006,303	\$3,781,744	\$2,124,037		\$20,814,316
2028	\$1,985,390	\$1,530,168	\$2,118,871		\$19,232,571
2029	\$1,951,546	\$1,367,631	\$895,679		\$4,214,856
2030	\$1,904,946	\$1,020,338	\$812,635		\$3,737,919
2031	\$1,878,315	\$1,019,301	\$811,687		\$3,709,303
2032	\$1,329,978	\$435,168	\$810,761		\$2,575,906
2033	\$1,301,486	\$434,162	\$809,936		\$2,545,584
2034	\$1,277,973	\$433,168	\$405,087		\$2,116,227
2035	\$1,228,160	\$432,185	\$403,736		\$2,064,081
2036	\$846,583	\$431,213	\$283,479		\$1,561,275
2037	\$666,255	\$341,062	\$281,945		\$1,289,262
2038	\$601,930	\$261,401	\$89,176		\$952,507
2039	\$492,935	\$260,169	\$82,398		\$835,502
2040		\$75,750	\$70,845		\$146,595
TOTAL	\$26,218,916	\$36,583,189	\$18,954,153	\$200,000	\$153,713,689

# FY2023 PROJECTED DEBT SERVICE

#### CITY OF BROCKTON SUMMARY OF GENERAL DEBT SERVICE

#### FISCAL YEAR 2023

GENERAL		FISCAL	TEAR 2023				
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	08/01/22 02/01/23	7,325,000.00	1,643,963.75 1,445,822.50	8,968,963.75 1,445,822.50
					7,325,000.00	3,089,786.25	10,414,786.25
SOLAR BRIGHTFIELD	02/22/08		12/15/23	12/15/22	100,000.00		100,000.00
(\$1,600,000)					100,000.00	0.00	100,000.00
SCHOOL BUILDING REMODELING (1)	08/14/14	2 200/ 4 200/	00/00/05				
(\$6,838,000)	00/14/14	3.00% - 4.00%	06/30/35	08/15/22 02/15/23	340,000.00	76,075.00 70,975.00	416,075.00 70,975.00
				02.70.20	340,000.00	147,050.00	487,050.00
LAND ACQUISITION (I)	08/14/14	3.00% - 4.00%	06/30/35	08/15/22	25,000.00	5,593.75	30,593.75
(\$500,000)				02/15/23		5,218.75	5,218.75
				3	25,000.00	10,812.50	35,812.50
AVON LAND ACQUISITION (OSQ)	11/19/15	3.00% - 5.00%	06/01/25	12/01/22		3,500.00	3,500.00
(\$2,265,000)	* REIMBUR	SED BY WATER I	ENTERPISE	06/01/23 FUND	100,000.00	3,500.00 7,000.00	103,500.00
				10112	100,000.00	7,000.00	107,000.00
BB RUSSELL SCHOOL REPAIRS (OSQ)	06/22/18	2 000/ 4 000/	00/04/04	10/01/00			
(\$300,000)	00/22/18	3.00% - 4.00%	06/01/34	12/01/22 06/01/23	20,000.00	3,937.50 3,937.50	3,937.50 23,937.50
					20,000.00	7,875.00	27,875.00
FIRE LADDER TRUCK (ISQ)	06/22/18	3.00% - 4.00%	06/01/31	12/01/22		12,775.00	12,775.00
(\$1,057,000)				06/01/23	80,000.00	12,775.00	92,775.00
					80,000.00	25,550.00	105,550.00
VOTING MACHINES (ISQ)	06/22/18	3.00% - 4.00%	06/01/34	12/01/22		2,275.00	2,275.00
(\$185,000)				06/01/23	15,000.00 15,000.00	2,275.00 4.550.00	17,275.00
				-	10,000.00	4,000.00	19,550.00
SANDER TRUCK (ISQ)	06/22/49	2.000/ 4.000/	00/04/00	10/01/00			
(\$180,000)	06/22/18	3.00% - 4.00%	06/01/26	12/01/22 06/01/23	20,000.00	1,600.00	1,600.00 21,600.00
,,				00/01/20	20,000.00	3,200.00	23,200.00
BOX TRUCK (ISQ)	06/22/18	3.00% - 4.00%	06/01/26	12/01/22		700.00	700.00
(\$78,000)				06/01/23	10,000.00	700.00	10,700.00
				-	10,000.00	1,400.00	11,400.00
ENERGY CONSERVATION (ISQ)	06/22/18	3.00% - 4.00%	06/01/34	12/01/22		33,990.63	33,990.63
(\$2,365,000)				06/01/23	110,000.00	33,990.63	143,990.63
				-	110,000.00	67,981.26	177,981.26
DADVING CARACE (ICC)	00/00:10						
PARKING GARAGE (ISQ) (\$4000,000)	06/22/18	3.25% -3.375%	06/01/38	12/01/22 06/01/23		6,687.50 6,687.50	6,687.50
,				-	0.00	13,375.00	6,687.50 13,375.00
				_			

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# CITY OF BROCKTON SUMMARY OF GENERAL DEBT SERVICE FISCAL YEAR 2023

32.46.50		FISCAL	YEAR 2023				
GENERAL DEBT SERVICE PURPOSE	DATE	INTEREST RATE	MATURITY DATE	PAYMENT DATES	PRINCIPAL	INTEREST	TOTAL DEBT
TAXABLE PARKING GARAGE (ISQ) (\$1,800,000)	06/22/18	3.40% - 4.00%	05/01/34	12/01/22 06/01/23	100,000.00	22,950.00 22,950.00 45,900.00	22,950.00 122,950.00 145,900.00
TAXABLE PARKING GARAGE (ISQ) (\$4,400,000)	06/20/19	3.00% - 5,00%	09/01/38	09/01/22 03/01/23	190,000.00	74,470,00 69,720.00 144,190.00	264,470.00 69,720.00 334,190.00
TAXABLE GARAGE STREET IMP (ISQ)	06/20/19	5.00%	09/01/23	09/01/22	5,000.00	250.00	5,250.00
(\$25,000)	50/25/10	5.50 70	55/6/1/25	03/01/23	5,000.00	125.00 375.00	125.00 5,375.00
TAXABLE GARAGE TRAFFIC IMP (ISQ) (\$25,000)	06/20/19	5,00%	09/01/23	09/01/22 03/01/23	5,000.00	250.00 125.00	5,250.00 125.00
					5,000.00	375.00	5,375.00
WATER (OSQ) (\$817,000)	06/20/19	5.00%	09/01/28	09/01/22 03/01/23	80,000.00	14,000.00 12,000.00	94,000.00 12,000.00
	REIMBUR	SED BY WATER	ENTERPISE	FUND	80,000.00	26,000.00	106,000.00
WATER MAINS (OSQ) (\$296,529)	06/20/19	3.00% - 5.00%	09/01/38	09/01/22 03/01/23	15,000.00	5,025.00 4,650.00	20,025.00 4,650.00
	* REIMBUR	SED BY WATER	ENTERPISE	FUND	15,000.00	9,675.00	24,675.00
STREET LIGHTING (ISQ) (\$1,000,000)	06/20/19	3.00% - 5.00%	09/01/36	09/01/22 03/01/23	55,000.00	17,050.00 15,675.00	72,050.00 15,675.00
					55,000.00	32,725.00	87,725.00
ELEVATOR (ISQ) (\$335,000)	06/20/19	3,00% - 5,00%	09/01/38	09/01/22 03/01/23	20,000.00	5,600.00 5,100.00	25,600.00 5,100.00
					20,000.00	10,700.00	30,700.00
ELEVATOR (ISQ) (\$100,000)	06/20/19	3.00% - 5.00%	09/01/38	09/01/22 03/01/23	5,000.00	1,700.00 1,575.00	6,700.00 1,575.00
					5,000.00	3,275.00	8,275.00
GARAGE (ISQ) (\$550,000)	06/20/19	3.00% - 5,00%	09/01/38	09/01/22 03/01/23	20,000.00	10,300.00 9,800.00	30,300.00 9,800.00
				-	20,000.00	20,100.00	40,100.00
BRROKFIELD SCHOOL REPAIRS (ISQ) (\$750,000)	06/20/19	3.00% - 5.00%	09/01/38	09/01/22 03/01/23	40,000.00	12,775.00 11,775.00	52,775.00 11,775.00
					40,000.00	24,550.00	64,550.00
ASHFIELD SCHOOL REPAIRS (ISQ) (\$500,000)	06/20/19	3.00% - 5.00%	09/01/38	09/01/22 03/01/23	25,000.00	8,500.00 7,875.00	33,500.00 7,875.00
				-	25,000.00	16,375.00	41,375.00

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#### CITY OF BROCKTON SUMMARY OF GENERAL DEBT SERVICE FISCAL YEAR 2023

		FISCAL	YEAR 2023				
GENERAL DEBT SERVICE PURPOSE	DATE	INTEREST RATE	MATURITY DATE	PAYMENT DATES	PRINCIPAL	INTEREST	TOTAL DEBT
GILMORE SCHOOL REPAIRS (ISQ) (\$750,000)	06/20/19	3.00% - 5.00%	09/01/38	09/01/22 03/01/23	40,000.00 40,000.00	12,775.00 11,775.00 24,550.00	52,775,00 11,775,00 64,550.00
WATER MAINS (OSQ) (\$311,000)	06/17/21	2.00% - 5.00%	09/01/35	09/01/22 03/01/23	25,000.00	5,425.00 4,800.00 10,225.00	30,425,00 4,800.00 35,225,00
	KEIMBON	SED BI WATER	ENTERPISE	FUND	25,000.00	10,220.00	33,223.00
REFUNDING - 2011 SCHOOL ( ISO ) (\$3,225,000)	06/17/21	3.00% - 5.00%	09/01/30	09/01/22 03/01/23	265,000.00	69,350.00 62,725.00	334,350.00 62,725.00
					265,000.00	132,075.00	397,075.00
STREET LIGHTING (ISQ) (\$993,789)	06/17/21	2.00% - 5.00%	09/01/35	09/01/22 03/01/23	70,000.00	17,475.00 15,725.00	87,475.00 15,725.00
10-1-100					70,000,00	33,200.00	103,200.00
CEMETERY (ISQ) (\$650,000)	06/17/21	2.00% - 5.00%	09/01/35	09/01/22 03/01/23	45,000.00	11,675.00 10,550.00	56,675.00 10,550.00
(4000,000)					45,000.00	22,225.00	67,225.00
FIRE PUMPERS ( ISO ) (\$1,260,000)	06/17/21	2.00% - 5.00%	09/01/34	09/01/22 03/01/23	90,000.00	22,950,00 20,700.00 43,650.00	112,950.00 20,700.00 133,650.00
EQUIPMENT (ISQ) (\$360,211)	06/17/21	5.00%	09/01/25	09/01/22 03/01/23	75,000.00 75,000.00	7,125.00 5,250.00 12,375.00	82,125,00 5,250.00 87,375.00
PENSION OBLIGATION BOND (O) (\$301,835,000)	11/19/21	0.485%-3.038%	11/01/35	08/01/22 02/01/23	2,490,000.00	6,810,928.39 3,578,660.90 10,389,589.29	9,300,928.39 3,578,660.90 12,879,589.29
				-W 6000			
	P	OTENTIAL NEW I	SSUES FOR	FY 2023			
LAND ACQUISITION (\$3,347,000)	June 2022			11/15/22 05/15/23	172,000.00 172,000.00	50,205.00 50,205.00 100,410.00	50,205.00 222,205.00 272,410.00
HUNTINGTON SCHOOL ROOF (\$750,000)	June 2022			11/15/22 05/15/23	40,000.00	11,250.00 11,250.00	11,250.00 51,250.00
(47.55,000)				our toreu	40,000.00	22,500.00	62,500.00
				TOTALS	12,017,000.00	14.503.619.30	26,520,619.30
						. 1,000,010,00	20,220,010.00

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#### CITY OF BROCKTON TREASURERS DEBT FISCAL YEAR 2023

#### INTEREST - SHORT TERM NOTES

	PRINCIPAL	INTEREST RATE	DUE
	\$ 9,000,000.00	1.50%	\$ 11,250.00
POTENTIAL	INTEREST -REVENUE ANTICIPA	ATION NOTES	\$ 11,250.00
POTENTIAL B.A.N.		INTEREST	INTEREST
	PRINCIPAL	RATE	DUE
SCHOOL REPAIRS	\$ 2,018,600.00	3.00%	\$ 60,558.00
PUBLIC SAFETY	\$ 20,000,000.00	3.00%	\$ 600,000.00
T CAPITAL	\$ 300,000.00	3.00%	\$ 9,000.00
WATER PROJECTS	\$ 1,126,233.00	3.00%	\$ 33,787.00
POTENTIAL	INTEREST -BOND ANTICIPATIO	ON NOTES	\$ 703,345.00
INTEREST ON ABATEMENTS Per attached	IGR		\$ 25,000.00
	TOTAL INTEREST ON SHORT TE	ERM NOTES	\$ 739,595.00
	ISSUANCE COSTS		
POTENTIAL BORROWINGS			\$ 75,000.00

#### CITY OF BROCKTON SUMMARY OF SEWER DEBT SERVICE

#### FISCAL YEAR 2023

ISSUE DATE	INTEREST RATE	MATURITY DATE	PAYMENT DATES	PRINCIPAL	INTEREST	TOTAL DEBT
11/23/04	2.50% - 5.25%	08/01/24	07/15/22	1,065,000.00	52,735.49 50.985.54	1,117,735.49 50,985.54
			10	1,065,000.00	103,721,03	1,168,721.03
11/16/05	2.00%	07/15/25	07/15/22 01/15/23	1,440,769.00	59,400,78 44,993.09	1,500,169,78 44,993.09
				1,440,769.00	104,393.87	1,545,162.87
12/14/06	2,00%	07/15/26	07/15/22 01/15/23	1,912,972.97	99,592.10 80,462.37	2,012,565.07 80,462.37
			-	1,912,972,97	180,054.47	2,093,027.44
12/18/07	2.00%	07/15/27	07/15/22	144,668.00	9,130.47 7,683.79	153,798.47 7,683.79
			=	144,668.00	16,814.26	161,482.26
03/18/09	2.00%	07/15/28	07/15/22	119,524,00	8,891.19 7,695.95	128,415.19 7,695.95
			5777745	119,524.00	16,587.14	136,111.14
03/18/09	2.00%	07/15/28	07/15/22 01/15/23	184,528,00	13,726,67 11,881,39	198,254.67 11,881.39
			-	184,528.00	25,608.06	210,136.08
03/18/09	2.00%	07/15/26	07/15/22 01/15/23	143,936.00	7,493.53 6,054.17	151,429.53 6,054.17
			-	143,936.00	13,547.70	157,483.70
06/21/10	2.00%	07/15/30	07/15/22 01/15/23	492,042.73	48,033.03 43,112.60	540,075.76 43,112.60
			-	492,042.73	91,145.63	583,188.36
05/30/12	2.00%	07/15/32	07/15/22 01/15/23	102,201.05	12,546.98 11,524.97	114,748.02 11,524.97
				102,201.05	24,071.94	126,272.99
02/11/16	2.00%	02/11/36	07/15/22 01/15/23	66.006.79	10,666,96 10,666,96	10,666.96 76,673.75
			=	66,006.79	21,333.92	87,340.71
04/13/17	2.00%	01/15/37	07/15/22		9,964,41	9,964.41
			01/15/23	56,901.25	9,964.41	66,865.67
	11/23/04 11/16/05 12/14/06 12/18/07 03/18/09 03/18/09 06/21/10 05/30/12	DATE         RATE           11/23/04         2.50% - 5.25%           11/16/05         2.00%           12/14/06         2.00%           12/18/07         2.00%           03/18/08         2.00%           03/18/09         2.00%           06/21/10         2.00%           05/30/12         2.00%           02/11/16         2.00%	DATE         RATE         DATE           11/23/04         2.50% - 5.25%         08/01/24           11/18/05         2.00%         07/15/25           12/14/06         2.00%         07/15/26           12/18/07         2.00%         07/15/27           03/18/09         2.00%         07/15/28           03/18/09         2.00%         07/15/28           06/21/10         2.00%         07/15/30           05/30/12         2.00%         07/15/32           02/11/16         2.00%         02/11/36	DATE         RATE         DATE         DATES           11/23/04         2.50% - 5.25%         08/01/24         07/15/22 D1/15/23           11/18/05         2.00%         07/15/25         07/15/22 O1/15/23 O1/15/23           12/14/06         2.00%         07/15/26 O7/15/22 O1/15/23 O1/15/23           12/18/07         2.00%         07/15/27 O7/15/22 O1/15/23 O1/15/24 O1/15/24 O1/15/24 O1/15/24 O1/15/24 O1/15/24 O1/15/24 O1/	DATE         RATE         DATE         DATES         PRINCIPAL           11/23/04         2.50% - 5.25%         08/01/24         07/15/22 07/15/22 1,065,000.00         1,065,000.00           11/18/05         2.00%         07/15/25 07/15/23 01/15/23 1,440,769.00         1,440,769.00           12/14/06         2.00%         07/15/26 07/15/22 01/15/23 1,912,972.97         1,912,972.97           12/18/07         2.00%         07/15/27 07/15/22 01/15/23 144,668.00         144,668.00 144,668.00           03/18/09         2.00%         07/15/28 07/15/22 01/15/23 119,524.00         119,524.00 119,524.00           03/18/09         2.00%         07/15/28 07/15/22 01/15/23 184,528.00 143,936.00         143,936.00           03/18/09         2.00%         07/15/28 07/15/22 01/15/23 143,936.00         143,936.00           08/21/10         2.00%         07/15/30 07/15/22 01/15/23 102,201.05 102	DATE         RATE         DATE         DATES         PRINCIPAL         INTEREST           11/23/04         2.50% - 5.25%         08/01/24         07/15/22 01/15/23 01/15/

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# CITY OF BROCKTON SUMMARY OF SEWER DEBT SERVICE

		FIS	CAL YEAR 20	23			
SEWER DEBT SERVICE PURPOSE	DATE	INTEREST RATE	MATURITY DATE	PAYMENT DATES	PRINCIPAL	INTEREST	TOTAL DEBT
1 7000000	LO YUSH				Santa Carlo Carlo	ST et sTuri	Management
CWP-16-29 (MCWT # 16-29 SERIES 21)	09/12/18	2.00%	07/15/38	07/15/22	117,611,11	23,878.42	141,489.53
X-15-16-17-17-17-17-17-17-17-17-17-17-17-17-17-				Daniel .	117,611.11	46,580.72	164,191.83
CW-16-27 (MCWT # 16-27 SERIES 22)	10/24/19	2.00%	07/15/39	07/15/22 01/15/23	55,000.00	9,900.00 9,350.00	64,900.00 9,350.00
A share and the street					55,000.00	19,250.00	74,250.00
CW-16-28 (MCWT # 16-28 SERIES 22)	10/24/19	2,00%	07/15/39	07/15/22 01/15/23	20,000.00	3,600.00 3,400.00	23,600.00 3,400.00
***************************************					20,000.00	7,000.00	27,000.00
CW-18-42	05/11/21	2.00%	01/15/41	07/15/22		51,421.98	51,421.98
(MCWT # 18-42 SERIES 23)	abi i ilej	2,2010	01170	01/15/23	270,642.00	51,421,98	322,063.98
					270,642.00	102,843.96	373,485,96
CW-18-42-A	Fall 2022	1.50%		07/15/22			0.00
MCWT # 18-42-A SERIES 24)				01/15/23	0.00	4,695.00 4,695.00	4,695.00 4,695.00
CW-18-42-A	Fall 2022	1.50%		07/15/22			0.00
WT # 18-42-A SERIES 24)	1 411 444	11.5474		01/15/23		8,490.93	8,490.93
					0.00	8,490.93	8,490,93
CW-18-42-A	Fall 2022	1.50%		07/15/22			0.00
MCVVT # 18-42-A SERIES 24)				01/15/23		1,248.45	1,248,45
					0.00	1,248.45	1,248.45
CW-18-42-A	Fall 2022	1,50%		07/15/22			0.00
MCWT # 18-42-A SERIES 24)				01/15/23		4,578.98	4,578.98
				-	0.00	4,578.98	4,578.98
CW-18-42-A	Fall 2022	1.50%		07/15/22			0.00
MCWT # 18-42-A SERIES 24)				01/15/23	0.00	935.93	935.93
				0.0	0.00	935.93	935.93
				TOTALS	6,191,802.91	812,830.81	7,004,633.72
				-			

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#### CITY OF BROCKTON SUMMARY OF DEBT SERVICE - ISSUANCE COSTS

#### FISCAL YEAR 2023

SEWER		
ADMINISTRATIVE FEES PH I WWTP & PH III REHAB	08/01/22	2,467.50
(MCWT #03-32 SERIES 10)	02/01/23	1,668.75 4,136.25
ADMINISTRATIVE FEES	08/01/22	4,455.06
PH II WWTP & PH V REHAB (MCWT # 04-30 SERIES 11)	02/01/23	3,374.48 7,829.54
ADMINISTRATIVE FEES	08/01/22	7,469,41
PH III WWTP & PH IV REHAB (O) (MCWT # 05-29 SERIES 12)	02/01/23	6,034.68 13,504.09
ADMINISTRATIVE FEES	08/01/22	684.79
PH VI SEWER REHAB (MCWT # 06-35 SERIES 13)	02/01/23	576.28 1,261.07
ADMINISTRATIVE FEES	08/01/22	666.84
PH VII SEWER REHAB (MCWT # 07-35 SERIES 14)	02/01/23	577.20 1,244.04
ADMINISTRATIVE FEES	08/01/22	1,029.50
PHASE III WWTP (MCWT # 03-32-A SERIES 14)	02/01/23	891.10 1,920.60
ADMINISTRATIVE FEES	08/01/22	562.01
RESTRUCTURING CW-05-29 (MCWT # 05-29-A SERIES 14)	02/01/23	454.06 1,016.07
ADMINISTRATIVE FEES	08/01/22	3,602.48
PHASE IV WWTP (MCWT # 08-35 SERIES 15)	02/01/23	3,233.44 6,835.92
ADMINISTRATIVE FEES	08/01/22	941.03
WATER METERS (MCWT # 10-01)	02/01/23	864.37 1,805.40
(50% WATER/50% SEWER)		
ADMINISTRATIVE FEES SEWER REHAB	08/01/22 02/01/23	800.02 800.02
(MCWT # 14-30 SERIES 19)		1,600.04
ADMINISTRATIVE FEES (MCWT # 15-22 SERIES 20)	08/01/22 02/01/23	747.33 747.33
in the second col	=	1,494.66
ADMINISTRATIVE FEES (MCWT # 16-29 SERIES 21)	08/01/22 02/01/23	1,790.88 1,702.67
(NICVI # 10-23 SERIES 21)	02/01/25	3.493.55

# CITY OF BROCKTON SUMMARY OF DEBT SERVICE - ISSUANCE COSTS

#### FISCAL YEAR 2023

SEWER		
ADMINISTRATIVE FEES (MCWT # 16-27 SERIES 22)	08/01/22 02/01/23	742.50 701.25 1.443.75
ADMINISTRATIVE FEES	08/01/22	270.00
(MCWT # 16-28 SERIES 22)	02/01/23	255.00 525.00
ADMINISTRATIVE FEES (MCWT # 18-42)	08/01/22 02/01/23	3,856.65 3,856.65 7,713.30
ADMINISTRATIVE FEES	08/01/22	
(MCWT # 18-42-A)	02/01/23	4,695.00 4,695.00
ADMINISTRATIVE FEES	08/01/22	
(MCWT # 19-34)	02/01/23	8,490.23 8,490.23
ADMINISTRATIVE FEES	08/01/22	
(MCWT # 19-34-A)	02/01/23	1,248.45 1,248.45
ADMINISTRATIVE FEES (MCWT # 20-17)	08/01/22 02/01/23	4,578,98
		4,578.98
ADMINISTRATIVE FEES (MCWT # 20-17-A)	08/01/22 02/01/23	953.93 953.93
ORIGINATION FEES (MCWT # 18-42-A)	08/01/22	5,164.50 5,164.50
ORIGINATION FEES (MCWT # 19-34)	08/01/22	12,453.36 12,453.36
ORIGINATION FEES (MCWT # 19-34-A)	08/01/22	1,831.05 1,831.05
ORIGINATION FEES (MCWT # 20-17)	08/01/22	6,715.83 6,715.83
ORIGINATION FEES (MCWT # 20-17-A)	08/01/22	1,372.67 1,372.67
SEWER TOTALS		103,327.28

# CITY OF BROCKTON SUMMARY OF DEBT SERVICE - ISSUANCE COSTS

#### FISCAL YEAR 2023

POTENTIAL NEW ISSUES - ISSUANCE COSTS SEWER ISSUANCE COSTS

25,000.00

TOTAL SEWER ISSUANCE COSTS

128,327.28

POTENTIAL NEW ISSUES - INTEREST SHORT TERM NOTES

SEWER INTEREST INTERIM LOANS

10,000.00

#### CITY OF BROCKTON SUMMARY OF WATER DEBT SERVICE

# Walter

#### FISCAL YEAR 2023

WATER			The second				
PURPOSE	DATE	RATE	MATURITY DATE	PAYMENT DATES	PRINCIPAL	INTELEST	DEBT
NGWOOD, BROOKSIDE. CRESCENT STREETS (O)	11/26/02	3.00% - 5.25%	07/15/22	07/15/22	88,478.40	2,211.96	90,690.36
(MCWT #01-07 SERIES 8)					88,478.40	2,211.96	90,690.36
WATER TREATMENT PLANT (MCWT # 05-22 SERIES 13)	12/18/07	2.00%	07/15/27	07/15/22 01/15/23	885,592.18	55,892.53 47,036.61	941,484.71 47,036.61
(WOTT WOO DE SENIES 15)				91110000	885,592,18	102,929.14	988,521.32
WATER MAINS - PLEASANT ST (MCWT # 07-01 SERIES 13)	12/18/07	2,00%	07/15/27	07/15/22 01/15/23	195,377.99	12,330.89 10,377.11	207,708.88
3,000,000,000,000,000,000				2,000	195,377.99	22,708.00	218,085.99
WATER TREATMENT PLANT (MCWT # 05-22-A SERIES 15)	06/21/10	2.00%	07/15/27	07/15/22	10,255.00	647.21	10,902.21
(MGVV) # 05-22-A SERIES (5)				01/15/23	10,255.00	544.66 1,191.87	544.66 11,446.87
(MWPAT # 10-01)	05/30/12	2.00%	07/15/32	07/15/22 01/15/23	102,201.05	12,546.98 11,524.97	114,748,02 11,524.97
(50% WATER/50% SEWER)					102,201.05	24,071.94	126,272.99
WATER TREATMENT PLANT (MCWT#05-22-B SERIES 15)	05/22/13	2,00%	01/15/33	07/15/22 01/15/23	51,508.00	6,323.47 6,323.47	6,323.47 57,831,47
					51,508.00	12,646.94	64,154.94
BOOSTER STATION (MCWT # 10-01A SERIES 17)	05/22/13	2.00%	01/15/33	07/15/22 01/15/23	65,138.89	7,997.02 7,997.02	7,997.02 73,135.91
Auto Value and designation (1)				A.V.147.04	65,138.69	15,994.04	81,132.93
WATER TREATMENT PLANT (MCWT # 12-26 SERIES 18)	01/07/15	2.00%	01/15/35	07/15/22 01/15/23	89,919.00	13,342.16 13,342.16	13,342.16
(MOTT # 12-20 SERIES TO)				01/13/23	89,919,00	26,684:32	103,261.16 116,603.32
DWP-12-26-A (MCWT # 12-26-A SERIES 20)	04/13/17	2.00%	01/15/37	07/15/22	2 674 25	677.95	677,95
(MOVI # 12-20-A SERIES 20)			01/15/23		3,871.25 3,871.25	677,95 1,355.90	4,549,20 5,227.15
DWP-15-06	04/13/17	2.00%	01/15/37	07/15/22	144.14	23,579.19	23,579,19
(MCWT # 15-06 SERIES 20)				01/15/23	134,648.80 134,648.80	23,579.19 47,158.38	158,227.99 181,807.18
				-	ded.	I shade	Larry
DWP-17-10 (MCWT # 17-10 SERIES 22)	10/24/19	2.00%	07/15/39	07/15/22 01/15/23	63,833.45	11,253.61 10,615.28	75,087.06 10,615.28
					63,833.45	21,868.89	85,702.34

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# CITY OF BROCKTON SUMMARY OF WATER DEBT SERVICE

### FISCAL YEAR 2023

	WATER		1.10	DAL I LAN EU	-0			
_	DEBT SERVICE PURPOSE	DATE	INTEREST RATE	MATURITY DATE	PAYMENT DATES	PRINCIPAL	INTEREST	TOTAL DEBT
	DWP-17-05 (MCWT # 17-05 SERIES 23)	05/11/21	2,00%	01/15/41	07/15/22 01/15/23	25,000.00 25,000.00	4,750.00 4,750.00 9,500.00	4,750.00 29,750.00 34,500.00
	DWP-18-11 (MCWT # 18-11 SERIES 23)	05/11/21	2.00%	01/15/41	07/15/22 01/15/23	149,110.00 149,110.00	28,330.89 28,330.89 56,661.78	28,330.89 177,440.89 205,771.78
	DWP-20-24	Fall 2022	1.50%		07/15/22 01/15/23	0,00	4,424.85 4,424.85	0.00 4,424.85 4,424.85
					TOTALS	1,864,934.01	349,408.01	2,214,342.02

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### CITY OF BROCKTON SUMMARY OF WATER DEBT SERVICE

### FISCAL YEAR 2023

LAND ACQUISITION (O)	11/19/15	3.00% - 5.00%	06/01/25	12/01/22		3,500.00	3,500.00
(\$2,285,000)				06/01/23	100,000.00	3,500.00	103,500.00
					100,000.00	7,000.00	107,000.00
WATER (OSQ)	06/20/19	5.00%	09/01/28	09/01/22	80,000.00	14,000.00	94,000.00
(\$817,000)				03/01/23		12,000.00	12,000.00
				-	80,000.00	26,000.00	106,000.00
WATER MAINS (OSQ) (\$296,529)	06/20/19	3.00% - 5.00%	09/01/38	09/01/22 03/01/23	15,000.00	5,025.00 4.650.00	20,025.00
(9260,020)				=	15,000.00	9,675.00	24,675.00
WATER MAINS (OSQ)	06/17/21	2.00% - 5.00%	09/01/35	09/01/22	25,000.00	5,425.00	30,425.00
(\$311,000)	00/1/12/	2.00% - 5.00%	09/01/30	03/01/23	25,000.00	4,800.00	4,800.00
(\$011,000)				=	25,000.00	10,225.00	35,225.00
	TOTAL BEI	ABURSEMENTS D	UE TO OFM	end eine	220,000.00	52,900.00	272,900.00

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## CITY OF BROCKTON SUMMARY OF DEBT SERVICE - ISSUANCE COSTS

### FISCAL YEAR 2023

WATER		
ADMINISTRATIVE FEES LONGWOOD, BROOKSIDE, CRES	08/01/22	66.36
(MCWT #01-07 SERIES 8)	=	66.36
ADMINISTRATIVE FEES	08/01/22	4,191.94
WATER TREATMENT PLANT	02/01/23	3,527.75
(MCWT # 05-22 SERIES 13)	-	7,719.69
ADMINISTRATIVE FEES	08/01/22	924.82
WATER MAINS - PLEASANT ST	02/01/23	778.28
(MCWT # 07-01 SERIES 13)	-	1,703.10
ADMINISTRATIVE FEES	08/01/22	48.54
WATER TREATMENT PLANT	02/01/23	40.85
(MCWT # 05-22-A SERIES 15)	_	89.39
ADMINISTRATIVE FEES	08/01/22	941.03
WATER METERS	02/01/23	864.37
(MWPAT # 10-01)		1,805.40
(50% WATER/50% SEWER)		
ADMINISTRATIVE FEES	08/01/22	474.26
WATER TREATMENT PLANT	02/01/23	474.26
(MCWT # 05-22-B)		948.52
ADMINISTRATIVE FEES	08/01/22	599.78
BOOSTER STATION	02/01/23	599.78
(MCWT # 10-01A)	_	1,199.56
ADMINISTRATIVE FEES	08/01/22	1,000.66
POOL 16 - 2014 SWAP	02/01/23	1,000.66
(MCWT # 12-26)		2,001.32
ADMINISTRATIVE FEES	08/01/22	50.85
(MCWT # 12-26-A)	02/01/23	50.85
	_	101.70
ADMINISTRATIVE FEES	08/01/22	1,768.44
(MCWT # 15-06)	02/01/23	1,768,44
		3,536,88
ADMINISTRATIVE FEES	08/01/22	844.02
(MCWT # 17-10)	02/01/23	796.15
		1,640.17
ADMINISTRATIVE FEES	08/01/22	356.25
(MCWT # 17-05)	02/01/23	356.25
		712.50

### CITY OF BROCKTON SUMMARY OF DEBT SERVICE - ISSUANCE COSTS

### FISCAL YEAR 2023

100160		
ADMINISTRATIVE FEES (MCWT # 18-11)	08/01/22 02/01/23	2,124.82 2,124.82
	4	4,249.64
ADMINISTRATIVE FEES	08/01/22	
(MCWT # 20-24)	02/01/23	884.97 884.97
		307.07
ORIGINATION FEES (MCWT # 20-24)	08/01/22	6,589.73 6,589.73
(10077) # 20-24)		0,000.70
WATER TOTALS		33,248.93
POTENTIAL NEW ISSUI	ES - ISSUANCE COST	S
	ES - ISSUANCE COST	<b>S</b> 25,000.00
WATER	ES - ISSUANCE COST	
WATER ISSUANCE COSTS	i i	25,000.00 58,248.93
WATER ISSUANCE COSTS  TOTAL WATER ISSUANCE COSTS	i i	25,000.00 58,248.93
WATER ISSUANCE COSTS  TOTAL WATER ISSUANCE COSTS  POTENTIAL NEW ISSUES - INT	i i	25,000.00 58,248.93
WATER ISSUANCE COSTS  TOTAL WATER ISSUANCE COSTS  POTENTIAL NEW ISSUES - INT WATER	EREST SHORT TERM	25,000.00 58,248.93

# **CAPITAL**

### **FY2022 CAPITAL BUDGET CALENDAR**

All departments will receive a copy of the FY21 capital December 10, 2021

improvement summary for updates.

Deadline for updating capital improvement summary list and forwarding a copy to the Finance Of ce. FY22 capital December 17, 2021

needs should be prioritized with (1) being the highest.

**Capital Improvement Project Summary** 

December 21, 2021 through December 31,

2021

Capital projects will be summarized by the Finance Of ce and distributed to all capital committee members. Capital Committee meetings will be scheduled to discuss

the City's capital needs.

Department head will present and discuss proposed FY22

capital projects with the Capital Committee.

January 4, 2022

Capital Committees' summary report and discussion with

the CFO.

January 12, 2022

CFO's presentation of Capital Improvement Plan to the

Mayor.

### **CAPITAL POLICY**

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

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

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

### Capital Improvement Budget Policy

### 11/27/2019

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

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

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

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

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

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

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

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

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

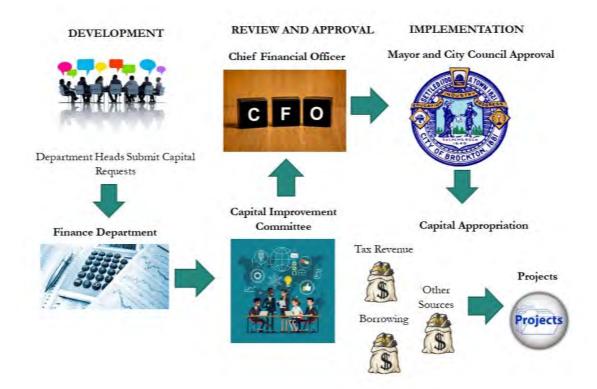
### Additional items that will be reviewed by the committee

- · Purchase, rental, lease to purchase
- · Purpose of capital request
  - o Replacement, addition
  - o Discretionary
    - Non-Discretionary (required by a budget, contract or other commitment)
- · Justification and useful life
  - o Need, expected accomplishment, useful life
  - o Explanation of proposed rating factor
    - o Multi- year plans and programs, phased
- · Legal implications/ mandated or non- mandated
- · Effects on city finances
  - o Revenue and expenditure trends, unfunded liabilities
  - Status of current capital projects
    - o 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 re and rescue vehicles, bonded funds taking advantage of signi cant 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 speci c 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 suf cient fund these future projects. This is the result of the City of Brockton's conservative budgeting strategy and reserve funds in stabilization.

## **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 scal 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 I	mprov	/emen	t Reque	st Forn	1 (Ordinan	ce 2-297-3	00)
PROJECT NAM	E:SY	CAMORE G	ROVE				
DEPARTMENT	/ DEPARTM	IENT HEAD	PLANN	NING/ROB	MAY		
_		DITT TILLED		VIII OF TOO	WALL STREET		
IMORIT	3	B					
V 4 54	r Y Z I PROJ	ECT DESCR	IPTION		KATING	G FACTORS (C	CHECK ALL THAT APPLY)
Converting former BAT bus terminal intentertainment/fest grounds. Supports our Downto Strategy and the restaurants along Main Street.					Critical/ Hea	dated	x
					Function of C	sovernment	
5 13 14 1	IMPAC	LON OPER	ating Budgi	ET (INCLU	DES ADDITION	IAI ANNITIA	rere)
22, 110/0 2 1						NAL ANNUAL	FEES)
Revenue from licer	sing agree	ments may	provide some	revenue to	City.		
	1 - 10		6-YEAR AI	PPROPRIAT	ION PLAN		S. LINE WELL
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
	19 6 26	117		FY26 Fun	DING	Charles of	
1,150,11	Project V	ISUAL		7 7	STATUS OF I	PRIOR YEAR I	Projects (Fy20)
PROJECT VISUAL  STATUS OF PRIOR YEAR PROJECTS (Fy20)  Conceptual plan complete. Construction plans are at 80%							
Fyzamara Grove - F			State of the state				

## **APPENDIX**

### **FUND BALANCE**

#### **FUND BALANCE REPORTING**

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

**NON-** Cannot be spent (legally restricted or in un-spendable

**SPENDABLE** form).

**RESTRICTED** External constraints (law, creditor, grantor, bond covenant).

**COMMITTED** Can only be used for a speci c purpose pursuant to

constraints imposed by City Council.

**ASSIGNED** Can be used for a speciec purpose, but is not restricted or

committed.

**UNASSIGNED** 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 nancial statements for FY21 and FY22, through the adopted budget. Audited nancial 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 scal year and does not conduct any analyses as it relates to the balance sheet in future scal years.

### CITY OF BROCKTON, MASSACHUSETTS BALANCE SHEET - GOVERNMENTAL FUNDS JUNE 30, 2020 (1)

	General	G	Other Sovernmental	C	Total Sovernmental Funds
16.7	065 746 m. 1	100	4833550	6	VII. 200 VII. 1
\$	92,679,431	\$	38,509,667	\$	131,189,098
					11,185,033
					2,410,211
	4,429,988		0.1.350		4,429,988
	478,341		6,950,264		7,428,605
	176,223		805,573	1	981,796
	18,679,796		7,755,837		26,435,633
	2,975,590		3		2,975,590
	1,645,602				1,645,602
	6,776,400				6,776,400
\$	122,756,819	\$	46,265,504	\$	169,022,323
S	9,933,199		3,209,818	\$	13,143,017
	2000				34,700,000
	15,458,302		1.530.479		16,988,781
	A Company of the Company		-		1,750,000
			-		3,572,259
	115.000		2.975.590		2,975,590
					4,715,900
\$	30,713,760	\$	12,431,787	\$	43,145,547
	18,591,503		2,975,791		21,567,294
			8,133,202		8,133,202
	25,988,195		26,817,905		52,806,100
	14,372,698		2,544,387		16,917,085
	A Second Second				6,112,580
			(6,637.568)		20,340,515
	73,451,556		30,857,926	П	104,309,482
S	122,756,819	\$	46,265,504	\$	169,022,323
	\$	\$ 92,679,431  11,185,033 2,410,211 4,429,988 478,341 176,223 18,679,796 2,975,590 1,645,602 6,776,400 \$ 122,756,819  \$ 9,933,199  15,458,302 1,750,000 3,572,259  \$ 30,713,760  18,591,503  25,988,195 14,372,698 6,112,580 26,978,083 73,451,556	\$ 92,679,431 \$ 11,185,033 2,410,211 4,429,988 478,341 176,223 18,679,796 2,975,590 1,645,602 6,776,400 \$ 122,756,819 \$ \$ 9,933,199  15,458,302 1,750,000 3,572,259 \$ 30,713,760 \$ \$ 30,713,760 \$ \$ 18,591,503	General         Governmental           \$ 92,679,431         \$ 38,509,667           11,185,033         2,410,211           4,429,988         478,341         6,950,264           176,223         805,573           18,679,796         7,755,837           2,975,590         1,645,602         -           6,776,400         \$ 46,265,504           \$ 122,756,819         \$ 46,265,504           \$ 9,933,199         3,209,818           15,458,302         1,530,479           1,750,000         3,572,259           2,975,590         4,715,900           \$ 30,713,760         \$ 12,431,787           18,591,503         2,975,791           8,133,202         25,988,195           14,372,698         2,544,387           6,112,580         26,978,083           73,451,556         30,857,926	General         Governmental           \$ 92,679,431         \$ 38,509,667         \$           11,185,033         2,410,211         -           4,429,988         478,341         6,950,264           176,223         805,573           18,679,796         7,755,837           2,975,590         1,645,602           6,776,400         -           \$ 122,756,819         \$ 46,265,504           \$ 15,458,302         1,530,479           1,750,000         3,572,259           2,975,590         4,715,900           \$ 30,713,760         \$ 12,431,787           18,591,503         2,975,791           8,133,202           25,988,195         26,817,905           14,372,698         2,544,387           6,112,580         26,978,083         (6,637,568)           73,451,556         30,857,926

<sup>(1)</sup> 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	_G	Other overnmental_		Total Governmental Funds
Revenues:							
	sonal Property Taxes, Net	\$	146,314,123	\$	8	\$	146,314,123
	and Other Excise		10,705,764		5		10,705,764
Penalties and	Interest on Taxes		1,754,083		5		1,754,083
Payments in L	ieu of Taxes		74,200		1 2		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		Literature Service		3,457,803
Intergovernme	ental		215,853,142		45,925,184		261,778,326
Intergovernme	ental (MTRS On Behalf of Contribution)		49,772,697				49,772,697
Fines	Control of the Contro		442,146		256,425		698,571
Investment Inc	come		1,208,195		750,901		1,959,096
Contributions			16		693,902		693,902
Total Reven	ues		432,691,427		55,793,301		488,484,728
Expenditures:							
Current:							
General Gove	rnment		14,604,309		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 Dev	velopment		400,936		1,577,984		1,978,920
Human Service	7 T T E S S S S S S S S S S S S S S S S S		2,435,148		556,431		2,991,579
Culture and R	ecreation		2,660,176		618,114		3,278,290
	inty Assessments		20,804,863		*		20,804,863
	ion and Fringe Benefits		77,511,360		0		77,511,360
	S On Behalf of Payment)		49,772,697				49,772,697
Court Judgme			1,857,761		- 5		1,857,761
Capital Outlay	110		1,400,888		10,813,870		12,214,758
Debt Service			12,908,329		155,417		13,063,746
Total Expendit	hires		426,086,243		57,407,570	_	483,493,813
Total Experior	ures	-	420,000,243	_	37,407,370		403,433,013
Excess (deficience	cy) of Revenues						
Over Expendit	tures (CHANGES IN FUND BALANCE)		6,605,184		(1,614,269)		4,990,915
Other Financing	Sources (Uses):						
Transfers in			3,962,130		150,000		4,112,130
Transfers Out			(4,612,570)		(1,507,558)		(6,120,128)
Premiums from	n Issuance of Bonds and Notes Payable				10,666		10,666
Total Other Fir	nancing Sources (Uses)		(650,440)	=	(1,346,892)		(1,997,332)
Changes in Fu	and Balance		5,954,744		(2,961,161)		2,993,583
	of Year, as restated (BEGINNING FUND BALA	NCE	67,496,812		33,819,087		101,315,899
Fund Equity, at End of Year	(ENDING FUND BALANCE)	S	73,451,556	\$	30,857,926	5	104.309,482

<sup>(1)</sup> 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	G	Other overnmental		Total
ASSETS				O'TOTTHINGTHE .		
Cash and Investments	S	76.364.890	S	32,211,812	S	108.576.702
Receivables, Net:		7 (625 (615		See June 1		0501070035
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	\$	116,486,562	\$	43,191,925	\$	159,678,487
LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES						
LIABILITIES	1.9	- Tempera		3 THE 18 A		
Warrants and Accounts Payable	\$	11,243,622	\$	5,407,130	5	16,650,752
Accrued Liabilities:		200.000				
Tax Abatement Refunds		104,650		2.22.20		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		2,701,000
Bond Anticipation Notes Payable	_	-	_	2,538,900	_	2,538,900
Total Liabilities		31,599,986		9,372,838		40,972,824
DEFERRED INFLOWS OF RESOURCES		400000				
Unavailable Revenue	_	17,389,764	_	-	_	17,389,764
FUND BALANCES						
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	_	67,496,812		33,819,087		101,315,899
Total Liabilities Fund Balances	\$	116,486,562	\$	43,191,925	3	159,678,487

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	0	Other Sovernmental		Total
Revenues:	-				1	Control teat
Real and Personal Property Taxes, Net	S	141,981,417	8		S	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		40.00		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		3448011		39,598,398
Fines		278.071		568,664		846.735
Investment Income		1,445,243		785.848		2,231,091
Contributions		1,770,270		699,017		699,017
Total Revenues	_	409,288,985	_	63,241,730	-	472.530,715
rotal Revenues		409,200,905		63,241,730		4/2,030,710
Expenditures:						
Current:		2.075.357				
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
Total Expenditures		423,611,854		63,554,798		487,166,652
Excess of Revenues Over Expenditures (CHANGES IN FUND BALANCE)		(14,322,869)	Œ	(313,068)		(14,635,937)
		1		1000000		-
Other Financing Sources (Uses):						
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		, i.e.		376,729		376,729
Total Other Financing Sources (Uses)	_	(1.864,186)		7,323,602		5,459,416
Excess of Revenues and Other Financing						
Sources Over Expenditures and Other Financing Uses		(16,187,055)		7,010,534		(9,176,521)
Fund Balance - Beginning Fund Balance		83,683,867		26,808,553	4	110,492,420
Fund Balance - Ending Fund Balance	\$	67,496,812	s	33,819,087	\$	101,315,899

See accompanying Notes to Basic Financial Statements.

(25)

#### CITY OF BROCKTON, MASSACHUSETTS BALANCE SHEET — GOVERNMENTAL FUNDS JUNE 30, 2018

		General	G	Other		Total
ASSETS			_			10.0
Cash and Investments	5	91,789,244	\$	28,464,869	5	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		24		7,118,200
Total Assets	5	123,022,730	\$	37,328,611	5	160,351.341
LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES						
LIABILITIES						
Warrants and Accounts Payable	5	5,639,087	5	2,759,352	5	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		W W 2		2,775,000
Bond Anticipation Notes Payable				6,187,900		6,187,900
Total Liabilities		22,613,339		10,520,058	Œ	33,133,397
DEFERRED INFLOWS OF RESOURCES						
Unavailable Revenue	_	16,725,524	_	- 51	_	16,725,524
FUND BALANCES						
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	\$	123,022,730	5	37,328,611	5	160,351,341

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

45.54		General	G	Other overnmental		Total
Revenues:		TANDESTEE.			76	Surgia dal
Real and Personal Property Taxes, Net	5	136,189,836	2	51	\$	136,189,836
Motor Vehicle and Other Excise		11,521,431		71		11,521,431
Penalties and Interest on Taxes		1,943,675		1.0		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
Total Revenues		398,551,263		53,978,575		452,529,838
Expenditures:						
Current:						
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		142,020		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
Total Expenditures	_	395,701,058	_	52,721,555	-	448,422,613
Total Experiorures	_	335,701,030	_	52,721,555	_	440,422,013
Excess of Revenues Over Expenditures (CHANGES IN FUND BALANCE	E)	2,850,205	_	1,257,020	-	4,107,225
Other Financing Sources (Uses):						
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
Total Other Financing Sources (Uses)	Ξ	464,860		4,709,544	Ξ	5,174,404
Excess of Revenues and Other Financing						
Sources Over Expenditures and Other Financing Uses		3,315,065		5,966,564		9,281,629
Fund Balance - Beginning Fund Balance		80,368,802		20,841,989		101,210,791
Fund Balance - Ending Fund Balance	\$	83,683,867	\$	26,808,553	\$	110,492,420

SOURCE: Extracted from audited financial statements of the City.

### **LONG-TERM FINANCIAL PLANS**

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

**ECONOMIC** New growth, construction and development activity, and **ENVIRONMENT** employment.

**DEBT & RESERVE** Impact of future debt issuances on policies and ratios.

**POLICIES** 

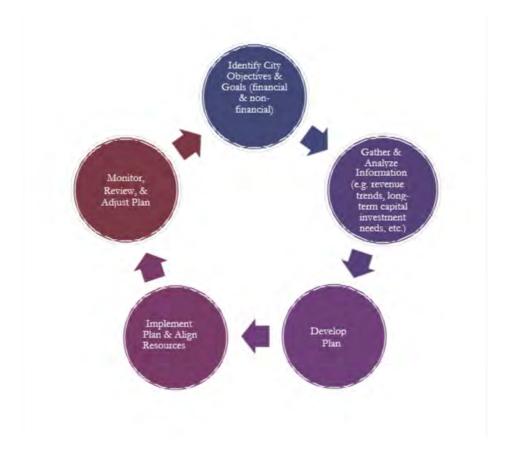
AFFORDABILITY Debt ratios, debt coverage analysis, impact on levy capacity,

**ANALYSIS** Free Cash analysis, and rapidity of debt retirement.

**FINANCIAL** Analysis of revenue and expense trends including, State Aid

**PROJECTIONS** analysis and insurance costs.

**STAKEHOLDERS** Impact of decisions on taxpayers and other stakeholders.



## **APPROPRIATION SUMMARY**

Personal Services - Other Than Overtime   S42,891   568,182   725,017   27.6   70.0	GENERAL GOVERNMENT	FY2021 ACTUAL	FY2022 BUDGETED	FY2023 PROPOSED	% CHANGE
Ordinary Maintenance - Services         219,367         132,350         0.0%           Ordinary Maintenance - Goods         2,529         4,500         8100         800/6           TOTAL         764,788         705,032         865,467         22,88           Auditor         Formal Services - Overtime         4,536         7,500         5,000         -33,3%           Personal Services - Other Than Overtime         652,710         733,660         89,4943         -19,7%           Ordinary Maintenance - Services         136,710         352,500         28,9494         -19,7%           Ordinary Maintenance - Goods         7,595         16,750         20,200         20,000           Out of State Travel         -         2,000         150,00         -25,0%           TOTAL         80,552         1,112,410         1,204,199         8,3%           Auditor Mail         Crity Clark           Ordinary Maintenance - Services         193,836         224,000         175,500         -22,5%           Ordinary Maintenance - Services         78,119         89,000         88,000         -11%           TOTAL         78,119         89,000         88,000         -11%           City Clerk         Certimage	Assessor				
Ordinary Maintenance - Services         219,367         132,350         0.0%           Ordinary Maintenance - Goods         2,529         4,500         8100         800%           TOTAL         764,788         705,032         865,467         22.88           Auditor         Personal Services - Overtime         4,536         7,500         5,000         -33,3%           Personal Services - Other Than Overtime         136,710         332,600         894,504         21,9%           Ordinary Maintenance - Services         136,710         352,500         282,943         -19,7%           Ordinary Maintenance - Goods         7,595         16,750         20,290         20,9%           Out of State Travel         -         2,000         1500         -25,0%           TOTAL         801,552         1,112,410         1,204,199         8,3%           Auditor Mail         Ordinary Maintenance - Services         193,836         224,000         175,500         -22,5%           Auditor Telephone         Ordinary Maintenance - Services         78,119         89,000         88,000         1,1%           Ordinary Maintenance - Services         78,119         89,000         88,000         1,1%           Ordinary Maintenance - Ser	Personal Services - Other Than Overtime	542,891	568,182	725,017	27.6%
Cordinary Maintenance - Goods	Ordinary Maintenance - Services	219,367	•		0.0%
TOTAL	3	•	4,500	8,100	80.0%
Personal Services - Overtime	•	•	•	•	
Personal Services - Other Than Overtime	Auditor				
Ordinary Maintenance - Services         136,710         352,500         282,943         -19.7%           Ordinary Maintenance - Goods         7,595         16,750         20,250         20,9%           Out of State Travel         -         2,000         1,500         -25,0%           TOTAL         801,552         1,112,410         1,204,199         8.3%           Auditor Mail         Ordinary Maintenance - Services         193,836         224,000         173,500         -22,5%           Ordinary Maintenance - Goods         965         500         500         0.0%           TOTAL         194,801         224,500         174,000         -22,5%           Auditor Telephone         Ordinary Maintenance - Services         78,119         89,000         88,000         -1,1%           TOTAL         78,119         89,000         88,000         -1,1%           City Clerk         Personal Services - Overtime         3,274         6,000         6,000         0.0%           Personal Services - Overtime         3,274         6,000         6,000         0.0%           Ordinary Maintenance - Services         14,344         74,500         71,000         -4,7%           Ordinary Maintenance - Services <t< td=""><td>Personal Services - Overtime</td><td>4,536</td><td>7,500</td><td>5,000</td><td>-33.3%</td></t<>	Personal Services - Overtime	4,536	7,500	5,000	-33.3%
Ordinary Maintenance - Goods         7,595         16,750         20,250         20,9%           Out of State Travel         -         2,000         1,500         -25,9%           TOTAL         801,552         1,112,410         1,204,199         8,3%           Auditor Mail         Ordinary Maintenance - Services         193,836         224,000         173,500         -22,5%           Ordinary Maintenance - Goods         965         500         500         0,0%           TOTAL         194,801         224,500         174,000         -22,5%           Cordinary Maintenance - Services         78,119         89,000         88,000         -1,1%           TOTAL         78,119         89,000         88,000         -1,1%           TOTAL         78,119         89,000         88,000         -1,1%           City Clerk         Personal Services - Overtime         3,274         6,000         6,000         0,0%           Personal Services - Other Than Overtime         320,104         420,039         468,991         11.7%           Ordinary Maintenance - Goods         2,826         10,075         34,275         240,2%           TOTAL         340,548         510,614         580,266 <t< td=""><td>Personal Services - Other Than Overtime</td><td>652,710</td><td>733,660</td><td>894,506</td><td>21.9%</td></t<>	Personal Services - Other Than Overtime	652,710	733,660	894,506	21.9%
Out of State Travel         -         2,000         1,500         -25,0%           TOTAL         801,552         1,112,410         1,204,199         8.3%           Auditor Mail         Urdinary Maintenance - Services         193,836         224,000         173,500         -22.5%           Cordinary Maintenance - Goods         965         500         500         0.0%           TOTAL         194,801         224,500         174,000         -22.5%           Auditor Telephone         Crival Maintenance - Services         78,119         89,000         88,000         -1.1%           TOTAL         78,119         89,000         88,000         -1.1%           TOTAL         78,119         89,000         88,000         -1.1%           City Clerk         Personal Services - Overtime         3,274         6,000         6,000         0,0%           Personal Services - Other Than Overtime         32,0104         420,039         468,991         11.7%           Ordinary Maintenance - Services         14,344         74,500         71,000         -4,7%           City Council         Personal Services - Overtime         5,846         6,500         6,500         0,0% <t< td=""><td>Ordinary Maintenance - Services</td><td>136,710</td><td>352,500</td><td>282,943</td><td>-19.7%</td></t<>	Ordinary Maintenance - Services	136,710	352,500	282,943	-19.7%
TOTAL         801,552         1,112,410         1,204,199         8.3%           Auditor Mail         Crdinary Maintenance - Services         193,836         224,000         173,500         -22.5%           Ordinary Maintenance - Goods         965         500         500         0.0%           TOTAL         194,801         224,500         174,000         -22.5%           Auditor Telephone         Ordinary Maintenance - Services         78,119         89,000         88,000         -1.1%           TOTAL         78,119         89,000         88,000         -1.1%           City Clerk         Personal Services - Overtime         3,274         6,000         6,000         0.0%           Personal Services - Other Than Overtime         34,44         74,500         71,000         -4,7%           Ordinary Maintenance - Goods         2,826         10,075         34,275         240,2%           TOTAL         340,548         510,614         580,266         13,6%           City Council         Personal Services - Overtime         5,846         6,500         6,500         0.0%           Personal Services - Overtime         457,495         613,669         62,416         12%           Personal	Ordinary Maintenance - Goods	7,595	16,750	20,250	20.9%
Auditor Mail Ordinary Maintenance - Services Ordinary Maintenance - Goods Ordinary Maintenance - Services Auditor Telephone Ordinary Maintenance - Services Ordinary Maintenance - Goods Ordinary Maintenance - Services Ordinary Maintenance - Services Ordinar	Out of State Travel	-	2,000	1,500	-25.0%
Ordinary Maintenance - Services         193,836         224,000         173,500         -22.5%           Ordinary Maintenance - Goods         965         500         500         0.0%           TOTAL         194,801         224,500         174,000         -22.5%           Auditor Telephone         Ordinary Maintenance - Services         78,119         89,000         88,000         -1.1%           TOTAL         78,119         89,000         88,000         -1.1%           City Clerk         Personal Services - Overtime         3.274         6,000         6,000         0.0%           Personal Services - Other Than Overtime         320,104         420,039         468,991         11.7%           Ordinary Maintenance - Services         14,344         74,500         71,000         -4,7%           Ordinary Maintenance - Goods         2,826         10,075         34,275         240,2%           TOTAL         340,548         510,614         580,266         13.6%           Dersonal Services - Overtime         5,846         6,500         6,500         0.0%           Personal Services - Other Than Overtime         457,495         613,869         621,416         12.2%           TOTAL	TOTAL	801,552	1,112,410	1,204,199	8.3%
Ordinary Maintenance - Goods         965         500         500         0.0%           TOTAL         194,801         224,500         174,000         -22.5%           Auditor Telephone         Ordinary Maintenance - Services         78,119         89,000         88,000         -1.1%           TOTAL         78,119         89,000         88,000         -1.1%           TOTAL         78,119         89,000         88,000         -1.1%           City Clerk           Personal Services - Overtime         320,104         420,039         468,991         11.7%           Ordinary Maintenance - Services         14,344         74,500         71,000         -4.7%           Ordinary Maintenance - Goods         2,826         10,075         34,275         240,28           TOTAL         5,846         6,500         6,500         0.0%           Personal Services - Overtime         45,661         160,322         166,000         -33,99           Condinary Maintenance - Services         7,587         41,385         47,200         11,31%           TOTAL         5,00	Auditor Mail				
TOTAL	Ordinary Maintenance - Services	193,836	224,000	173,500	-22.5%
Auditor Telephone Ordinary Maintenance - Services 78,119 89,000 88,000 -1.1%  TOTAL 76,119 89,000 88,000 -1.1%  City Clerk Personal Services - Overtime 3,274 6,000 6,000 0.0% Personal Services - Other Than Overtime 320,104 420,039 468,991 11.7% Ordinary Maintenance - Services 14,344 74,500 71,000 -4.7% Ordinary Maintenance - Goods 2,826 10,075 34,275 240,2% TOTAL 340,548 510,614 580,266 13.6%  City Council Personal Services - Overtime 457,495 613,869 621,416 1.2% Ordinary Maintenance - Services 75,661 160,322 106,000 -33,9% Ordinary Maintenance - Services 75,661 160,322 106,000 -33,9% Ordinary Maintenance - Goods 7,587 41,385 47,200 14,1% TOTAL 546,589 82,076 781,116 5.0%  Conservation Commission Personal Services - Overtime 3,930 5,000 5,000 0.0% Ordinary Maintenance - Services 2,357 31,675 31,675 0.0% Ordinary Maintenance - Goods 1,424 6,100 6,100 0.0% TOTAL 7,711 42,775 42,775 0.0%  Election Commission  Personal Services - Overtime 6,875 5,000 5,000 0.0% TOTAL 7,711 42,775 42,775 0.0%  Election Commission  Personal Services - Overtime 361,873 359,548 469,788 30,7% Ordinary Maintenance - Services 50,140 6,9600 96,900 0.0% TOTAL 420,335 440,948 578,488 31,2%  Finance  Personal Services - Overtime 268 807 807 0.0% TOTAL 420,335 440,948 578,488 31,2%  Finance  Personal Services - Overtime 408,527 672,240 677,812 0.8% Ordinary Maintenance - Services 1,016,085 1,133,140 1,253,140 10.6% Ordinary Maintenance - Goods 10,183 17,150 18,59 8,48% Out of State Travel 5,000	Ordinary Maintenance - Goods	965	500	500	0.0%
Ordinary Maintenance - Services         78,119         89,000         88,000         -1.1%           TOTAL         78,119         89,000         88,000         -1.1%           City Clerk         City Clerk           Personal Services - Overtime         3,274         6,000         6,000         0.0%           Personal Services - Other Than Overtime         320,104         420,039         468,991         11.7%           Ordinary Maintenance - Services         14,344         74,500         71,000         4.7%           Ordinary Maintenance - Goods         2,826         10,075         34,275         240,2%           TOTAL         340,548         510,614         580,266         13.6%           City Council           Personal Services - Overtime         5,846         6,500         6,500         0.0%           Personal Services - Overtime         457,495         613,869         621,416         1.2%           Ordinary Maintenance - Services         75,661         160,322         106,000         -33.9%           Ordinary Maintenance - Services         2,357         41,385         47,200         14.1%           Conservation Commission           Personal Services - Overtime	TOTAL	194,801	224,500	174,000	-22.5%
TOTAL         78,119         89,000         88,000         -1.1%           City Clerk         Fersonal Services - Overtime         3,274         6,000         6,000         0.0%           Personal Services - Other Than Overtime         320,104         420,039         468,991         11.7%           Ordinary Maintenance - Services         14,344         74,500         71,000         -4,7%           Ordinary Maintenance - Goods         2,826         10,075         34,275         240,2%           TOTAL         340,548         510,614         580,266         13,6%           City Council         -         -         6,500         6,500         6,500         6,500         6,500         0.0%           Personal Services - Overtime         457,495         613,869         621,416         1.2%         0.0%					
City Clerk Personal Services - Overtime	3	·	· ·	,	
Personal Services - Overtime         3,274         6,000         6,000         0.0%           Personal Services - Other Than Overtime         320,104         420,039         468,991         11,7%           Ordinary Maintenance - Services         14,344         74,500         71,000         -4,7%           Ordinary Maintenance - Goods         2,826         10,075         34,275         240,2%           TOTAL         340,548         510,614         580,266         13.6%           City Council           Personal Services - Overtime         5,846         6,500         6,500         0.0%           Personal Services - Other Than Overtime         457,495         613,869         621,416         1,2%           Ordinary Maintenance - Services         75,661         160,322         106,000         -33.9%           Ordinary Maintenance - Goods         7,587         41,385         47,200         14,1%           Conservation Commission           Personal Services - Overtime         3,930         5,000         5,000         0.0%           Ordinary Maintenance - Services         2,357         31,675         31,675         0.0%           TOTAL         7,711         42,775         42,775         0.0%	TOTAL	78,119	89,000	88,000	-1.1%
Personal Services - Other Than Overtime         320,104         420,039         468,991         11.7%           Ordinary Maintenance - Services         14,344         74,500         71,000         -4.7%           Ordinary Maintenance - Goods         2,826         10,075         34,275         240.2%           TOTAL         340,548         510,614         580,266         13.6%           City Council           Personal Services - Overtime         457,495         613,869         621,416         1.2%           Ordinary Maintenance - Services         75,661         160,322         106,000         -33.9%           Ordinary Maintenance - Goods         7,587         41,385         47,200         14.1%           TOTAL         546,589         822,076         781,116         -5.0%           Conservation Commission           Personal Services - Overtime         3,930         5,000         5,000         0,0%           Ordinary Maintenance - Services         2,357         31,675         31,675         0,0%           Ordinary Maintenance - Goods         1,424         6,100         6,100         0,0%           Election Commission         86,875         5,000         5,000         5,0%           Perso					
Ordinary Maintenance - Services         14,344         74,500         71,000         -4.7%           Ordinary Maintenance - Goods         2,826         10,075         34,275         240.2%           TOTAL         340,548         510,614         580,266         13.6%           City Council         Fersonal Services - Overtime         5,846         6,500         6,500         0.0%           Personal Services - Other Than Overtime         457,495         613,869         621,416         1.2%           Ordinary Maintenance - Services         75,661         160,322         106,000         -33,9%           Ordinary Maintenance - Goods         7,587         41,385         47,200         14,1%           TOTAL         546,589         82,076         781,116         -5.0%           Conservation Commission         5,000         5,000         0.0%           Personal Services - Overtime         3,930         5,000         5,000         0.0%           Ordinary Maintenance - Services         2,357         31,675         31,675         0.0%           Election Commission         7,711         42,775         42,775         0.0%           Personal Services - Overtime         6,875         5,000         5,000         0.0% </td <td></td> <td>•</td> <td>•</td> <td>•</td> <td></td>		•	•	•	
Ordinary Maintenance - Goods         2,826         10,075         34,275         240.2%           TOTAL         340,548         510,614         580,266         13.6%           City Council         Personal Services - Overtime         5,846         6,500         6,500         0.0%           Personal Services - Other Than Overtime         457,495         613,869         621,416         1.2%           Ordinary Maintenance - Services         75,661         160,322         106,000         -33.9%           Ordinary Maintenance - Goods         7,587         41,385         47,200         14.1%           TOTAL         546,589         822,076         781,116         -5.0%           Conservation Commission         Personal Services - Overtime         3,930         5,000         5,000         0.0%           Ordinary Maintenance - Goods         1,424         6,100         6,100         0.0%           TOTAL         7,711         42,775         42,775         0.0%           Election Commission         8         5,000         5,000         5,000         0.0%           Personal Services - Overtime         6,875         5,000         5,000         0.0%           Personal Services - Other Than Overtime         36,873 </td <td></td> <td></td> <td>· ·</td> <td>•</td> <td></td>			· ·	•	
TOTAL         340,548         510,614         580,266         13.6%           City Council         Fersonal Services - Overtime         5,846         6,500         6,500         0.0%           Personal Services - Other Than Overtime         457,495         613,869         621,416         1.2%           Ordinary Maintenance - Services         75,661         160,322         106,000         -33,9%           Ordinary Maintenance - Goods         7,587         41,385         47,200         14,1%           TOTAL         546,589         822,076         781,116         -5.0%           Conservation Commission           Personal Services - Overtime         3,930         5,000         5,000         0.0%           Ordinary Maintenance - Services         2,357         31,675         31,675         0.0%           Ordinary Maintenance - Goods         1,424         6,100         6,100         0.0%           Election Commission         Personal Services - Overtime         6,875         5,000         5,000         0.0%           Personal Services - Overtime         36,873         359,548         469,788         30.7%           Ordinary Maintenance - Services         50,140         69,600         96,800         39.2%	•	•		,	
City Council           Personal Services - Overtime         5,846         6,500         6,500         0.0%           Personal Services - Other Than Overtime         457,495         613,869         621,416         1.2%           Ordinary Maintenance - Services         75,661         160,322         106,000         -33,9%           Ordinary Maintenance - Goods         7,587         41,385         47,200         14,1%           TOTAL         546,589         822,076         781,116         -5.0%           Conservation Commission		·	•	•	
Personal Services - Overtime         5,846         6,500         6,500         0.0%           Personal Services - Other Than Overtime         457,495         613,869         621,416         1.2%           Ordinary Maintenance - Services         75,661         160,322         106,000         -33.9%           Ordinary Maintenance - Goods         7,587         41,385         47,200         14.1%           TOTAL         546,589         822,076         781,116         -5.0%           Conservation Commission	TOTAL	340,548	510,614	580,266	13.6%
Personal Services - Other Than Overtime         457,495         613,869         621,416         1.2%           Ordinary Maintenance - Services         75,661         160,322         106,000         -33,9%           Ordinary Maintenance - Goods         7,587         41,385         47,200         14,1%           TOTAL         546,589         822,076         781,116         -5.0%           Conservation Commission           Personal Services - Overtime         3,930         5,000         5,000         0.0%           Ordinary Maintenance - Services         2,357         31,675         31,675         0.0%           Ordinary Maintenance - Goods         1,424         6,100         6,100         0.0%           TOTAL         7,711         42,775         42,775         0.0%           Personal Services - Overtime         6,875         5,000         5,000         0.0%           Personal Services - Other Than Overtime         361,873         359,548         469,788         30,7%           Ordinary Maintenance - Goods         1,448         6,800         6,800         0,800           TOTAL         420,335         440,948         578,488         31,2%           Finance         268         807         807	3				
Ordinary Maintenance - Services         75,661         160,322         106,000         -33.9%           Ordinary Maintenance - Goods         7,587         41,385         47,200         14.1%           TOTAL         546,589         822,076         781,116         -5.0%           Conservation Commission         Personal Services - Overtime         3,930         5,000         5,000         0.0%           Ordinary Maintenance - Services         2,357         31,675         31,675         0.0%           Ordinary Maintenance - Goods         1,424         6,100         6,100         0.0%           TOTAL         7,711         42,775         42,775         0.0%           Personal Services - Overtime         6,875         5,000         5,000         0.0%           Personal Services - Other Than Overtime         361,873         359,548         469,788         30.7%           Ordinary Maintenance - Services         50,140         69,600         96,900         39.2%           Ordinary Maintenance - Goods         1,448         6,800         6,800         0.0%           Finance         Personal Services - Overtime         268         807         807         0.0%           Personal Services - Other Than Overtime         408,527		•	·	•	
Ordinary Maintenance - Goods         7,587         41,385         47,200         14.1%           TOTAL         546,589         822,076         781,116         -5.0%           Conservation Commission         -         -         -         -5.0%           Personal Services - Overtime         3,930         5,000         5,000         0.0%           Ordinary Maintenance - Services         2,357         31,675         31,675         0.0%           Ordinary Maintenance - Goods         1,424         6,100         6,100         0.0%           TOTAL         7,711         42,775         42,775         0.0%           Election Commission         -         -         -         5,000         5,000         0.0%           Personal Services - Overtime         6,875         5,000         5,000         0.0%           Personal Services - Other Than Overtime         361,873         359,548         469,788         30.7%           Ordinary Maintenance - Services         50,140         69,600         96,900         39.2%           Ordinary Maintenance - Goods         1,448         6,800         6,800         0.0%           Personal Services - Overtime         268         807         807         0.0%		•	,	,	
TOTAL         546,589         822,076         781,116         -5.0%           Conservation Commission		•	•	•	
Conservation Commission           Personal Services - Overtime         3,930         5,000         5,000         0.0%           Ordinary Maintenance - Services         2,357         31,675         31,675         0.0%           Ordinary Maintenance - Goods         1,424         6,100         6,100         0.0%           TOTAL         7,711         42,775         42,775         0.0%           Election Commission         0.0% <td>-</td> <td></td> <td></td> <td>,</td> <td></td>	-			,	
Personal Services - Overtime         3,930         5,000         5,000         0.0%           Ordinary Maintenance - Services         2,357         31,675         31,675         0.0%           Ordinary Maintenance - Goods         1,424         6,100         6,100         0.0%           TOTAL         7,711         42,775         42,775         0.0%           Election Commission         Personal Services - Overtime         6,875         5,000         5,000         0.0%           Personal Services - Other Than Overtime         361,873         359,548         469,788         30.7%           Ordinary Maintenance - Services         50,140         69,600         96,900         39.2%           Ordinary Maintenance - Goods         1,448         6,800         6,800         0.0%           TOTAL         420,335         440,948         578,488         31.2%           Finance         Personal Services - Overtime         268         807         807         0.0%           Personal Services - Other Than Overtime         408,527         672,240         677,812         0.8%           Ordinary Maintenance - Services         1,016,085         1,133,140         1,253,140         10.6%           Ordinary Maintenance - Goods <td< td=""><td>TOTAL</td><td>546,589</td><td>822,076</td><td>781,116</td><td>-5.0%</td></td<>	TOTAL	546,589	822,076	781,116	-5.0%
Ordinary Maintenance - Services         2,357         31,675         31,675         0.0%           Ordinary Maintenance - Goods         1,424         6,100         6,100         0.0%           TOTAL         7,711         42,775         42,775         0.0%           Election Commission         Personal Services - Overtime         6,875         5,000         5,000         0.0%           Personal Services - Other Than Overtime         361,873         359,548         469,788         30.7%           Ordinary Maintenance - Services         50,140         69,600         96,900         39.2%           Ordinary Maintenance - Goods         1,448         6,800         6,800         0.0%           TOTAL         420,335         440,948         578,488         31.2%           Finance         Personal Services - Overtime         268         807         807         0.0%           Personal Services - Other Than Overtime         408,527         672,240         677,812         0.8%           Ordinary Maintenance - Services         1,016,085         1,133,140         1,253,140         10.6%           Ordinary Maintenance - Goods         10,183         17,150         18,599         8.4%           Out of State Travel         -         -		7.070	F 000	F 000	0.00/
Ordinary Maintenance - Goods         1,424         6,100         6,100         0.0%           TOTAL         7,711         42,775         42,775         0.0%           Election Commission         Personal Services - Overtime         6,875         5,000         5,000         0.0%           Personal Services - Other Than Overtime         361,873         359,548         469,788         30.7%           Ordinary Maintenance - Services         50,140         69,600         96,900         39.2%           Ordinary Maintenance - Goods         1,448         6,800         6,800         0.0%           TOTAL         420,335         440,948         578,488         31.2%           Finance         Personal Services - Overtime         268         807         807         0.0%           Personal Services - Other Than Overtime         408,527         672,240         677,812         0.8%           Ordinary Maintenance - Services         1,016,085         1,133,140         1,253,140         10.6%           Ordinary Maintenance - Goods         10,183         17,150         18,599         8.4%           Out of State Travel         -         -         5,000         -				•	
TOTAL         7,711         42,775         42,775         0.0%           Election Commission         Fersonal Services - Overtime         6,875         5,000         5,000         0.0%           Personal Services - Other Than Overtime         361,873         359,548         469,788         30.7%           Ordinary Maintenance - Services         50,140         69,600         96,900         39.2%           Ordinary Maintenance - Goods         1,448         6,800         6,800         0.0%           TOTAL         420,335         440,948         578,488         31.2%           Finance         Personal Services - Overtime         268         807         807         0.0%           Personal Services - Other Than Overtime         408,527         672,240         677,812         0.8%           Ordinary Maintenance - Services         1,016,085         1,133,140         1,253,140         10.6%           Ordinary Maintenance - Goods         10,183         17,150         18,599         8.4%           Out of State Travel         -         -         5,000         -		•	•	•	
Personal Services - Overtime         6,875         5,000         5,000         0.0%           Personal Services - Other Than Overtime         361,873         359,548         469,788         30.7%           Ordinary Maintenance - Services         50,140         69,600         96,900         39.2%           Ordinary Maintenance - Goods         1,448         6,800         6,800         0.0%           TOTAL         420,335         440,948         578,488         31.2%           Finance         Personal Services - Overtime         268         807         807         0.0%           Personal Services - Other Than Overtime         408,527         672,240         677,812         0.8%           Ordinary Maintenance - Services         1,016,085         1,133,140         1,253,140         10.6%           Ordinary Maintenance - Goods         10,183         17,150         18,599         8.4%           Out of State Travel         -         -         5,000         -	•				
Personal Services - Overtime         6,875         5,000         5,000         0.0%           Personal Services - Other Than Overtime         361,873         359,548         469,788         30.7%           Ordinary Maintenance - Services         50,140         69,600         96,900         39.2%           Ordinary Maintenance - Goods         1,448         6,800         6,800         0.0%           TOTAL         420,335         440,948         578,488         31.2%           Finance         Personal Services - Overtime         268         807         807         0.0%           Personal Services - Other Than Overtime         408,527         672,240         677,812         0.8%           Ordinary Maintenance - Services         1,016,085         1,133,140         1,253,140         10.6%           Ordinary Maintenance - Goods         10,183         17,150         18,599         8.4%           Out of State Travel         -         -         5,000         -	Election Commission				
Personal Services - Other Than Overtime         361,873         359,548         469,788         30.7%           Ordinary Maintenance - Services         50,140         69,600         96,900         39.2%           Ordinary Maintenance - Goods         1,448         6,800         6,800         0.0%           TOTAL         420,335         440,948         578,488         31.2%           Finance         Personal Services - Overtime         268         807         807         0.0%           Personal Services - Other Than Overtime         408,527         672,240         677,812         0.8%           Ordinary Maintenance - Services         1,016,085         1,133,140         1,253,140         10.6%           Ordinary Maintenance - Goods         10,183         17,150         18,599         8.4%           Out of State Travel         -         -         5,000         -		6.875	5,000	5,000	0.0%
Ordinary Maintenance - Services         50,140         69,600         96,900         39.2%           Ordinary Maintenance - Goods         1,448         6,800         6,800         0.0%           TOTAL         420,335         440,948         578,488         31.2%           Finance         Personal Services - Overtime         268         807         807         0.0%           Personal Services - Other Than Overtime         408,527         672,240         677,812         0.8%           Ordinary Maintenance - Services         1,016,085         1,133,140         1,253,140         10.6%           Ordinary Maintenance - Goods         10,183         17,150         18,599         8.4%           Out of State Travel         -         -         5,000         -					
Ordinary Maintenance - Goods         1,448         6,800         6,800         0.0%           TOTAL         420,335         440,948         578,488         31.2%           Finance         Personal Services - Overtime         268         807         807         0.0%           Personal Services - Other Than Overtime         408,527         672,240         677,812         0.8%           Ordinary Maintenance - Services         1,016,085         1,133,140         1,253,140         10.6%           Ordinary Maintenance - Goods         10,183         17,150         18,599         8.4%           Out of State Travel         -         -         5,000         -		•		·	
Finance         420,335         440,948         578,488         31.2%           Personal Services - Overtime         268         807         807         0.0%           Personal Services - Other Than Overtime         408,527         672,240         677,812         0.8%           Ordinary Maintenance - Services         1,016,085         1,133,140         1,253,140         10.6%           Ordinary Maintenance - Goods         10,183         17,150         18,599         8.4%           Out of State Travel         -         -         5,000         -	•				
Personal Services - Overtime         268         807         807         0.0%           Personal Services - Other Than Overtime         408,527         672,240         677,812         0.8%           Ordinary Maintenance - Services         1,016,085         1,133,140         1,253,140         10.6%           Ordinary Maintenance - Goods         10,183         17,150         18,599         8.4%           Out of State Travel         -         -         5,000         -	-	,	•		
Personal Services - Other Than Overtime         408,527         672,240         677,812         0.8%           Ordinary Maintenance - Services         1,016,085         1,133,140         1,253,140         10.6%           Ordinary Maintenance - Goods         10,183         17,150         18,599         8.4%           Out of State Travel         -         -         5,000         -	Finance				
Ordinary Maintenance - Services         1,016,085         1,133,140         1,253,140         10.6%           Ordinary Maintenance - Goods         10,183         17,150         18,599         8.4%           Out of State Travel         -         -         5,000         -	Personal Services - Overtime	268	807	807	0.0%
Ordinary Maintenance - Goods         10,183         17,150         18,599         8.4%           Out of State Travel         -         -         5,000         -	Personal Services - Other Than Overtime	408,527	672,240	677,812	0.8%
Out of State Travel - 5,000 -	Ordinary Maintenance - Services	1,016,085	1,133,140	1,253,140	10.6%
· · · · · · · · · · · · · · · · · · ·	Ordinary Maintenance - Goods	10,183	17,150	18,599	8.4%
TOTAL 1,435,064 1,823,337 1,955,358 7.2%	Out of State Travel	-	-	5,000	-
	TOTAL	1,435,064	1,823,337	1,955,358	<b>7.2</b> %

GENERAL GOVERNMENT	FY2021 ACTUAL	FY2022 BUDGETED	FY2023 PROPOSED	% CHANGE
Human Resources				
Personal Services - Overtime	-	1,500	2,000	33.3%
Personal Services - Other Than Overtime	175,096	335,011	421,048	25.7%
Ordinary Maintenance - Services	81,327	218,320	252,000	15.4%
Ordinary Maintenance - Goods	3,321	40,640	48,500	19.3%
Employee Bene ts	49,304,814	53,840,493	60,991,284	13.3%
TOTAL	49,564,558	54,435,964	61,714,832	13.4%
Information Technology Center				
Personal Services - Overtime	33,492	50,379	65,000	29.0%
Personal Services - Other Than Overtime	1,039,751	1,167,243	1,423,128	21.9%
Ordinary Maintenance - Services	1,115,202	1,381,056	1,487,000	7.7%
Ordinary Maintenance - Goods	38,163	312,229	334,310	7.1%
Out of State Travel	-	2,000	2,000	0.0%
TOTAL	2,226,609	2,912,907	3,311,438	13.7%
Law				
Personal Services - Overtime	289	1,000	1,000	0.0%
Personal Services - Other Than Overtime	691,492	945,545	1,100,910	16.4%
Ordinary Maintenance - Services	337,350	446,895	446,895	0.0%
Ordinary Maintenance - Goods	60,681	134,374	134,374	0.0%
Law Court Judgements	2,036,997	250,000	250,000	0.0%
Workers Compensation	1,265,182	1,140,183	1,140,183	0.0%
Property Insurance	1,415,797	1,465,950	1,505,950	2.7%
TOTAL	5,807,787	4,383,947	4,579,312	4.5%
Law- License Commission				
Personal Services - Overtime	249	10,950	10,950	0.0%
Personal Services - Other Than Overtime	84,291	89,958	94,858	5.4%
Ordinary Maintenance - Services	216	1,290	1,290	0.0%
Ordinary Maintenance - Goods	2,947	2,625	2,625	0.0%
TOTAL	87,703	104,823	109,723	<b>4.7</b> %
Mayor				
Personal Services - Overtime	559	3,000	3,000	0.0%
Personal Services - Other Than Overtime	673,827	755,664	853,300	12.9%
Ordinary Maintenance - Services	291,439	391,644	599,795	53.1%
Ordinary Maintenance - Goods	197,055	58,532	63,824	9.0%
40 R Activities	-	11,041	11,041	0.0%
Mayor Cultural Affairs	20,009	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 TOTAL	1,857,889	100,000 <b>2,025,931</b>	100,000 <b>2,337,010</b>	0.0% <b>15.4%</b>
Planning and Fastratic Development				
Planning and Economic Development	2/2	7 /	7.000	0007.50/
Personal Services - Overtime	242	34	3,000	8723.5%
Personal Services - Other Than Overtime	300,756	465,134	481,925	3.6%
Ordinary Maintenance - Services	78,046	379,800	389,800	2.6%
Ordinary Maintenance - Goods  TOTAL	9,779 <b>388,823</b>	20,200 <b>865,168</b>	20,200 <b>894,925</b>	0.0% <b>3.4%</b>
	•	•		
Planning Board	7.600	5.000	F 000	0.007
Personal Services - Overtime	3,609	5,000	5,000	0.0%
Personal Services- Other Than Overtime	-	-	19,500	-
Ordinary Maintenance - Services	7,360	14,275	14,275	0.0%
Ordinary Maintenance - Goods	294	3,000	3,000	0.0%
TOTAL	11,264	22,275	41,775	87.5%



GENERAL GOVERNMENT Procurement Department	FY2021 ACTUAL	FY2022 BUDGETED	FY2023 PROPOSED	% CHANGE
Personal Services - Other Than Overtime	152,395	190,689	168,433	-11.7%
Ordinary Maintenance - Services	477	525	525	0.0%
Ordinary Maintenance - Goods	8,335	8,400	9,500	13.1%
TOTAL	161,207	199,614	178,458	-10.6%
Public Property				
Personal Services - Overtime	126,075	101,413	108,200	6.7%
Personal Services - Other Than Overtime	1,564,388	1,839,830	1,881,727	2.3%
Ordinary Maintenance - Services	311,125	515,032	660,400	28.2%
Ordinary Maintenance - Goods	161,459	342,431	369,867	8.0%
P Prop Net Sch Spending Ex&OM	-	150,000	150,000	0.0%
Manning Pool Maint.	750	20,000	20,000	0.0%
Manning Pool OT P. P. Stadium Personal Services-	8,200	8,200	8,200	0.0%
Overtime P. P. Stadium Ordinary Maintenance-	-	10,000	10,000	0.0%
Services	-	253,100	253,100	0.0%
War Memorial- Personal Services -			·	
Overtime	6,378	8,200	-	-100.0%
War Memorial- Ordinary Maintenance -	4 4 000	50.075		100.00/
Services War Memorial- Ordinary Maintenance -	44,880	59,235	-	-100.0%
Goods	19,027	24,430	-	-100.0%
TOTAL	2,242,283	3,331,871	3,461,494	3.9%
Treasurer/Tax Collector				
Personal Services - Overtime	-	5,000	5,000	0.0%
Personal Services - Other Than Overtime	782,511	859,075	910,548	6.0%
Ordinary Maintenance - Services	16,216	33,700	29,500	-12.5%
Ordinary Maintenance - Goods	12,952	25,910	30,210	16.6%
Medicare Tax	3,298,347	3,910,000	4,510,000	15.3%
TOTAL	4,110,025	4,833,685	5,485,258	13.5%
PUBLIC SAFETY				
Animal Control				
Personal Services - Overtime	28,825	44,000	30,450	-30.8%
Personal Services - Other Than Overtime	538,599	630,312	676,326	7.3%
Ordinary Maintenance - Services	31,872	37,299	41,532	11.3%
Ordinary Maintenance - Goods	14,106	10,313	10,313	0.0%
TOTAL	613,402	721,924	758,621	5.1%
Emergency Management Agency	6 ( 117	66.77.0	05 (60	(7.00/
Personal Services - Other Than Overtime	64,117	66,748	95,468	43.0%
Ordinary Maintenance - Services	7,063	9,173	10,200	11.2%
Ordinary Maintenance - Goods	4,478	7,722	9,085	17.7%
TOTAL	75,657	83,643	114,753	<b>37.2</b> %
Fire				
Personal Services - Overtime	340,835	1,158,656	408,000	-64.8%
Personal Services - Other Than Overtime	23,196,142	28,733,281	29,124,003	1.4%
Ordinary Maintenance - Services	652,999	893,915	1,122,089	25.5%
Ordinary Maintenance - Goods	1,089,637	417,910	468,089	12.0%
Personal Services -Fire Staf ng Overtime	869,980	870,000	870,000	0.0%
Principal & Interest on Long-Term Debt		-	300,000	0.0%
TOTAL	26,149,593	32,073,763	32,292,181	0.7%

PUBLIC SAFETY Parking Authority	FY2021 ACTUAL	FY2022 BUDGETED	FY2023 PROPOSED	% CHANGE
Personal Services - Overtime	17,235	17,477	_	_
Personal Services - Other Than Overtime	529,438	638,477	_	_
Ordinary Maintenance - Services	225,932	271,750	_	_
Ordinary Maintenance - Goods	22,925	43,900	-	_
Capital	144,289	158,000	-	-
Snow Removal	89,285	45,000	-	-
TOTAL	1,029,104	1,174,604	-	-
Police	652 / 66	1200 (1)	1200 (1)	0.00/
Personal Services - Overtime Personal Services - Overtime- Impact	652,466	1,290,414	1,290,414	0.0%
Shift Personal Services - Overtime - License	213,685	244,600	244,600	0.0%
Enforcement	28,257	75,500	75,500	0.0%
Personal Services - Other Than Overtime	23,302,039	25,703,356	29,999,413	16.7%
Ordinary Maintenance - Services	713,168	845,047	863,957	2.2%
Ordinary Maintenance - Goods	323,433	446,708	466,308	4.4%
Out of State Travel	818	1,000	-	-100.0%
Capital	52,099	-	72.0 ( 0.102	-
TOTAL	25,285,965	28,606,625	32,940,192	15.1%
Traf c Commission Personal Services - Overtime	6,023	30,000	50,000	66.7%
Personal Services- Other Than Overtime	-	-	32,000	-
Ordinary Maintenance - Services	95,101	152,296	192,296	26.3%
Ordinary Maintenance - Goods	243,876	323,180	324,180	0.3%
TOTAL	345,000	505,476	598,476	18.4%
Weights & Measures				
Personal Services - Overtime	2,298	2,300	4,000	73.9%
Personal Services - Other Than Overtime	158,618	177,310	178,365	0.6%
Ordinary Maintenance - Services	5,786	12,467	13,378	7.3%
Ordinary Maintenance - Goods	3,824	6,845	6,845	0.0%
Out of State Travel	-	1,800	1,800	0.0%
TOTAL	170,525	200,722	204,388	1.8%
DEPARTMENT OF PUBLIC WORKS				
DPW-Commissioner				
Personal Services - Overtime	685	5,638	5,638	0.0%
Personal Services - Other Than Overtime	439,880	516,287	474,855	-8.0%
Ordinary Maintenance - Services	12	4,875	4,875	0.0%
Ordinary Maintenance - Goods	3,364	5,439	15,439	183.9%
TOTAL	443,941	532,239	500,807	-5.9%
DPW-Engineering				
Personal Services - Overtime	7,505	15,300	13,000	-15.0%
Personal Services - Other Than Overtime	386,256	632,423	292,613	-53.7%
Ordinary Maintenance - Services	6,456	21,483	19,800	-7.8%
Ordinary Maintenance - Goods	10,863	65,860	34,860	-47.1%
TOTAL	411,079	735,066	360,273	-51.0%
DPW-Highway	210 922	270.600	700 000	ZO 00/
Personal Services - Overtime Personal Services - Other Than Overtime	210,822 1,697,824	230,686 2,120,545	300,000 2,103,689	30.0% -0.8%
Ordinary Maintenance - Services	2,009,782	2,120,545 3,592,535	2,103,689 3,474,319	-0.8% -3.3%
Ordinary Maintenance - Services Ordinary Maintenance - Goods	2,009,782 632,630	3,592,535 1,487,294	3,474,319 1,465,333	-3.5% -1.5%
TOTAL	<b>4,551,058</b>	7,431,060	<b>7,343,341</b>	-1.5% - <b>1.2%</b>

Personal Services - Overtime 14,611 15,544 20,000 28,7% Personal Services - Other Than Overtime 127,999 247,734 250,854 13/3 (Ordinary Maintenance - Services 11,543 27,026 28,026 3.7% Ordinary Maintenance - Goods 378,346 583,065 591,260 1.4% TOTAL 532,498 873,369 890,140 1.9% Personal Services - Overtime 93,47 23,315 15,000 -35,7% Personal Services - Overtime 892,961 1,088,269 12,31,480 13.2% Ordinary Maintenance - Services 14,555 36,550 36,550 0.0% Ordinary Maintenance - Services 14,555 36,550 36,550 0.0% Ordinary Maintenance - Goods 10,279 43,100 49,500 1.48% TOTAL 926,942 1,191,234 1,332,530 11.9% Personal Services - Overtime 99,964 101,806 150,000 447,3% 11,41,800 13,41,800	<b>DEPARTMENT OF PUBLIC WORKS</b> DPW-Maintenance	FY2021 ACTUAL	FY2022 BUDGETED	FY2023 PROPOSED	% CHANGE	
Ordinary Maintenance - Services         11,543         27,026         28,026         3.7%           Ordinary Maintenance - Goods         378,346         873,369         890,140         1.9%           TOTAL         532,498         873,369         890,140         1.9%           HUMAN SERVICES           Board of Health         Personal Services - Overtime         9,347         23,315         15,000         -35,7%           Personal Services - Other Than Overtime         892,961         1,088,269         1,231,480         13,2%           Ordinary Maintenance - Services         14,355         36,550         36,550         0.0%           Ordinary Maintenance - Goods         10,279         43,100         49,390         14,8%           Personal Services - Other Than Overtime         99,964         101,806         150,000         47,3%           Personal Services - Other Than Overtime         325,701         370,657         374,881         1,1%           Ordinary Maintenance - Goods         34,019         67,400         72,400         7,4%           TOTAL         27         840         840         0.0%           Personal Services - Other Than Overtime         111,25         235,764         281,592         19,4%		14,611	15,544	20,000	28.7%	
Ordinary Maintenance - Goods         378,346         583,065         591,260         1.4%           TOTAL         532,498         873,369         890,140         1.9%           HUMAN SERVICES         Board of Health           Personal Services - Overtime         9,347         23,315         15,000         -35,7%           Personal Services - Other Than Overtime         892,961         1,088,269         1,231,480         132,7%           Ordinary Maintenance - Services         14,355         36,550         36,550         0.0%           Ordinary Maintenance - Goods         10,279         43,100         49,500         14,8%           TOTAL         926,942         191,1234         1,332,530         11,9%           Cemetery         Personal Services - Overtime         99,964         101,806         150,000         47,3%           Personal Services - Overtime         99,964         101,806         150,000         47,3%           Personal Services - Overtime         227,013         67,400         72,400         7,4%           TOTAL         527,539         654,043         721,461         10,3%           Council on Aging         Personal Services - Overtime         27         840	Personal Services - Other Than Overtime	127,999	247,734	250,854	1.3%	
HUMAN SERVICES	Ordinary Maintenance - Services	11,543	27,026	28,026	3.7%	
Board of Health   Personal Services - Overtime   9,3,47   23,315   15,000   -35,7%   Personal Services - Other Than Overtime   892,961   1,088,269   1,231,480   13,2%   Ordinary Maintenance - Services   14,355   36,550   36,550   0,0%   0	Ordinary Maintenance - Goods	378,346	583,065	591,260	1.4%	
Board of Health	TOTAL	532,498	873,369	890,140	1.9%	
Personal Services - Overtime   9,347   23,315   15,000   35,7%     Personal Services - Other Than Overtime   892,961   1,088,269   1,231,480   0.0%     Ordinary Maintenance - Goods   10,279   43,100   49,500   14,8%     TOTAL   926,942   1,191,234   1,332,530   11,9%     Cemetery     Personal Services - Overtime   99,964   101,806   150,000   47,3%     Personal Services - Other Than Overtime   325,701   370,657   374,881   1,1%     Ordinary Maintenance - Services   67,855   114,180   124,180   8.8%     TOTAL   527,539   654,043   721,461   10,3%     Council on Aging     Personal Services - Overtime   27   840   840   0.0%     Personal Services - Overtime   27   840   840   0.0%     Personal Services - Other Than Overtime   111,125   235,764   281,582   19,4%     Ordinary Maintenance - Services   184,451   34,748   36,798   5.9%     Ordinary Maintenance - Goods   2,371   17,109   18,109   5.8%     TOTAL   131,974   288,461   337,329   16,9%    Veterans' Council     Vet Council Goods & Supplies   1,815   11,000   13,000   18,2%     Veterans' Services - Overtime   1,480   1,930   1,930   0.0%     Personal Services - Other Than Overtime   214,235   261,312   233,542   -10.6%     Ordinary Maintenance - Services   2,118   8,380   7,350   1,23%     Ordinary Maintenance - Services   2,118   8,380   7,350   1,23%     Ordinary Maintenance - Services   2,118   8,380   7,350   1,23%     Ordinary Maintenance - Services   2,118   8,380   7,350   2,25%     CULTURE AND RECREATION     Library     Personal Services - Other Than Overtime   1,688,518   2,347,495   2,187,069   -6,8%     Ordinary Maintenance - Services   208,249   274,300   392,300   43,0%     Ordinary Maintenance - Services   208,249   274,300   392,300   2,2%     Ordinary Maintenance - Services   208,249   274,300   392,300   2,2%     Ordinary	HUMAN SERVICES					
Personal Services - Other Than Overtime   892,961   1,088,269   1,231,480   13.2%   Ordinary Maintenance - Services   14,355   36,550   36,550   0.0%   48,80   10,279   43,100   49,500   14.8%   10,100   10,200   14.8%   10,100   10,200   14.8%   10,100   10,200   14.8%   10,100   10,200   14.8%   10,100   10,200   10,200   14.8%   10,100   150,000   10,200	Board of Health					
Ordinary Maintenance - Services         14,355         36,550         36,550         0.0%           Ordinary Maintenance - Goods         10,279         43,100         49,500         14,8%           TOTAL         926,942         1,191,234         1,332,530         11,8%           TOTAL         926,942         1,191,234         1,332,530         11,8%           Cemetery         Personal Services - Overtime         99,964         101,806         150,000         47.3%           Personal Services - Other Than Overtime         325,701         370,657         374,881         11%           Ordinary Maintenance - Goods         34,019         67,400         72,400         7.4%           TOTAL         527,539         654,043         721,461         10.3%           Council on Aging         Personal Services - Overtime         27         840         840         0.0%           Personal Services - Other Than Overtime         111,125         235,764         281,582         19.4%           Ordinary Maintenance - Services         18,451         34,748         36,798         5.9%           Ordinary Maintenance - Goods         2,371         17,109         18,109         18.2%           Veterans' Council         1,815         11,000						
Ordinary Maintenance - Goods         10,279         43,100         49,500         14.8%           TOTAL         926,942         1,191,234         1,332,530         11.9%           Cemetery         Personal Services - Overtime         99,964         101,806         150,000         47.3%           Personal Services - Other Than Overtime         325,701         370,657         374,881         1.1%           Ordinary Maintenance - Services         67,855         114,180         124,180         8.8%           Ordinary Maintenance - Goods         34,019         67,400         72,400         7.4%           TOTAL         527,539         654,043         721,461         10.3%           Council on Aging         Personal Services - Overtime         27         840         840         0.0%           Personal Services - Other Than Overtime         111,25         235,764         281,582         19.4%           Ordinary Maintenance - Services         1,815         11,000         13,000         18.2%           TOTAL         1,815         11,000         13,000         18.2%           Veterans' Services - Overtime         1,480         1,930         1,930         1,000           Personal Services - Other Than Overtime         1,		,				
Cernetery						
Cemetery	-	•	,	•		
Personal Services - Overtime         99,964         101,806         150,000         47.3%           Personal Services - Other Than Overtime         325,701         370,657         374,881         1.1%           Ordinary Maintenance - Services         67,855         114,180         124,180         72,400         7,4%           TOTAL         527,539         654,043         721,461         10.3%           Council on Aging         Personal Services - Overtime         27         840         840         0.0%           Personal Services - Overtime         27         840         840         0.0%           Personal Services - Overtime         111,125         235,764         281,582         19.4%           Ordinary Maintenance - Services         18,451         34,748         36,798         5.9%           TOTAL         131,974         288,461         337,329         16.9%           Veterans' Council         Veterans' Council         Veterans' Council           Vet Council Goods & Supplies         1,815         11,000         13,000         18.2%           TOTAL         1,880         1,930         1,930         1,930         1.930         1.930         1.930         1.930         1.930         1.930		<b>,</b>	.,	,,,		
Personal Services - Other Than Overtime Ordinary Maintenance - Services         67,855         114,180         124,180         8.8%           Ordinary Maintenance - Services         67,855         114,180         124,180         8.8%           Ordinary Maintenance - Goods         34,019         67,400         72,400         7.4%           TOTAL         527,539         654,043         721,461         10.3%           Council on Aging         Personal Services - Overtime         27         840         840         0.0%           Personal Services - Other Than Overtime         111,125         235,764         281,582         19.4%           Ordinary Maintenance - Services         18,451         34,748         36,798         5.9%           Ordinary Maintenance - Goods         2,371         17,109         18,109         5.8%           TOTAL         131,974         288,461         337,329         16.9%           Veterans' Council         Veterans' Services         Veterans' Services           Personal Services - Overtime         1,480         1,930         19.30         0.0%           Personal Services - Overtime         1,480         1,930         19.35         0.0%           Personal Services - Overtime         3,199	•					
Ordinary Maintenance - Services         67,855         114,180         124,180         8.8%           Ordinary Maintenance - Goods         34,019         67,400         72,400         7.4%           TOTAL         527,539         654,043         721,461         10.3%           Council on Aging         Personal Services - Overtime         27         840         840         0.0%           Personal Services - Overtime         111,125         235,764         281,582         19.4%           Ordinary Maintenance - Services         18,451         34,748         36,798         5.5%           Ordinary Maintenance - Goods         2,371         17,109         18,109         5.8%           TOTAL         131,974         288,461         337,329         16.9%           Veterans' Council         Veterans' Council           Vet Council Goods & Supplies         1,815         11,000         13,000         18.2%           TOTAL         1,815         11,000         13,000         18.2%           Veterans' Services         2         1,815         11,000         13,000         18.2%           Veterans' Services         2         2,135         261,312         233,542         -10.6%						
Ordinary Maintenance - Goods         34,019         67,400         72,400         7.4%           TOTAL         527,539         654,043         721,461         10.3%           Council on Aging         Personal Services - Overtime         27         840         840         0.0%           Personal Services - Other Than Overtime         111,125         235,764         281,582         19.4%           Ordinary Maintenance - Services         18,451         34,748         36,798         5.9%           Ordinary Maintenance - Goods         2,371         17,109         18,109         5.8%           TOTAL         131,974         288,461         337,329         16.9%           Veterans' Council           Vet Council Goods & Supplies         1,815         11,000         13,000         18.2%           TOTAL         1,815         11,000         13,000         18.2%           Veterans' Services           Personal Services - Overtime         1,480         1,930         1,930         0.0%           Personal Services - Other Than Overtime         214,235         261,312         233,542         -10.6%           Ordinary Maintenance - Goods         646,760         655,370         661,250		•	·	•		
TOTAL         527,539         654,043         721,461         10.3%           Council on Aging Personal Services - Overtime Personal Services - Other Than Overtime Ordinary Maintenance - Services         27         840         840         0.0%           Personal Services - Other Than Overtime Ordinary Maintenance - Services         18,451         34,748         36,798         5.9%           Ordinary Maintenance - Goods         2,371         17,109         18,109         5.8%           TOTAL         131,974         288,461         337,329         16.9%           Veterans' Council Vet Council Goods & Supplies         1,815         11,000         13,000         18.2%           TOTAL         1,815         11,000         13,000         18.2%           Veterans' Services         Personal Services - Overtime         1,480         1,930         1,930         0.0%           Personal Services - Other Than Overtime         214,235         261,312         233,542         -10.6%           Ordinary Maintenance - Services         2,118         8,380         7,350         -12.3%           Ordinary Maintenance - Goods         646,760         655,370         661,250         0.9%           TOTAL         864,592         926,992         904,072         -2.5% <td co<="" td=""><td>5</td><td>,</td><td>•</td><td></td><td></td></td>	<td>5</td> <td>,</td> <td>•</td> <td></td> <td></td>	5	,	•		
Council on Aging Personal Services - Overtime Personal Services - Other Than Overtime Personal Services - Ocods Personal Services Personal Services Personal Services Personal Services - Other Than Overtime 1,688,518 2,347,495 2,187,069 2,87 2,187,069 2,87 3,00 2,87 3,00 3,00 3,00 3,00 3,00 3,00 3,00 3,0	3		·	•		
Personal Services - Overtime         27         840         840         0.0%           Personal Services - Other Than Overtime         111,125         235,764         281,582         19.4%           Ordinary Maintenance - Services         18,451         34,748         36,798         5.9%           Ordinary Maintenance - Goods         2,371         17,109         18,109         5.8%           TOTAL         131,974         288,461         337,329         16.9%           Veterans' Council         Veterans' Council Goods & Supplies         1,815         11,000         13,000         18.2%           TOTAL         1,815         11,000         13,000         18.2%           Veterans' Services         Personal Services - Overtime         1,480         1,930         1,930         0.0%           Personal Services - Other Than Overtime         214,235         261,312         233,542         -10.6%           Ordinary Maintenance - Services         2,118         8,380         7,350         -12.3%           Ordinary Maintenance - Goods         646,760         655,370         661,250         0.9%           CULTURE AND RECREATION         Library           Personal Services - Overtime         3,199         1	TOTAL	527,539	654,043	721,461	10.5%	
Personal Services - Other Than Overtime         111,125         235,764         281,582         19,4%           Ordinary Maintenance - Services         18,451         34,748         36,798         5.9%           Ordinary Maintenance - Goods         2,371         17,109         18,109         5.8%           TOTAL         131,974         288,461         337,329         16.9%           Veterans' Council         Veterans' Council Goods & Supplies         1,815         11,000         13,000         18.2%           TOTAL         1,815         11,000         13,000         18.2%           Veterans' Services         Personal Services - Overtime         1,480         1,930         1,930         0.0%           Personal Services - Other Than Overtime         214,235         261,312         233,542         -10.6%           Ordinary Maintenance - Services         2,118         8,380         7,350         -12.3%           Ordinary Maintenance - Goods         646,760         655,370         661,250         0.9%           TOTAL         Library           Personal Services - Overtime         3,199         18,300         10,000         -45,4%           Personal Services - Other Than Overtime         1,688,518						
Ordinary Maintenance - Services         18,451         34,748         36,798         5.9%           Ordinary Maintenance - Goods         2,371         17,109         18,109         5.8%           TOTAL         131,974         288,461         337,329         16.9%           Veterans' Council         Veterans' Council Goods & Supplies         1,815         11,000         13,000         18.2%           TOTAL         1,815         11,000         13,000         18.2%           Veterans' Services         Personal Services - Overtime         1,480         1,930         1,930         0.0%           Personal Services - Other Than Overtime         214,235         261,312         233,542         -10.6%           Ordinary Maintenance - Services         2,118         8,380         7,350         -12.3%           Ordinary Maintenance - Goods         646,760         655,370         661,250         0.9%           TOTAL         Library           Personal Services - Overtime         3,199         18,300         10,000         -45.4%           Personal Services - Other Than Overtime         1,688,518         2,347,495         2,187,069         -6.8%           Ordinary Maintenance - Services         208,249						
Ordinary Maintenance - Goods         2,371         17,109         18,109         5.8%           TOTAL         131,974         288,461         337,329         16.9%           Veterans' Council         Veterans' Council Goods & Supplies         1,815         11,000         13,000         18.2%           TOTAL         1,815         11,000         13,000         18.2%           Veterans' Services           Personal Services - Overtime         1,480         1,930         1,930         0.0%           Personal Services - Other Than Overtime         214,235         261,312         233,542         -10.6%           Ordinary Maintenance - Services         2,118         8,380         7,350         -12.3%           Ordinary Maintenance - Goods         646,760         655,370         661,250         0.9%           TOTAL         864,592         926,992         904,072         -2.5%           CULTURE AND RECREATION           Library           Personal Services - Overtime         3,199         18,300         10,000         -45.4%           Personal Services - Other Than Overtime         1,688,518         2,347,495         2,187,069         -6.8%           Ordinary Maintenance - Services		•	,	·		
TOTAL         131,974         288,461         337,329         16.9%           Veterans' Council         Vet Council Goods & Supplies         1,815         11,000         13,000         18.2%           TOTAL         1,815         11,000         13,000         18.2%           Veterans' Services         Personal Services - Overtime         1,480         1,930         1,930         0.0%           Personal Services - Other Than Overtime         214,235         261,312         233,542         -10.6%           Ordinary Maintenance - Services         2,118         8,380         7,350         -12.3%           Ordinary Maintenance - Goods         646,760         655,370         661,250         0.9%           TOTAL         864,592         926,992         904,072         -2.5%           CULTURE AND RECREATION         Library           Personal Services - Overtime         3,199         18,300         10,000         -45.4%           Personal Services - Other Than Overtime         1,688,518         2,347,495         2,187,069         -6.8%           Ordinary Maintenance - Services         208,249         274,300         392,300         43.0%           Ordinary Maintenance - Goods         396,485         415,700         425,000	•					
Veterans' Council         Vet Council Goods & Supplies       1,815       11,000       13,000       18.2%         TOTAL       1,815       11,000       13,000       18.2%         Veterans' Services         Personal Services - Overtime       1,480       1,930       1,930       0.0%         Personal Services - Other Than Overtime       214,235       261,312       233,542       -10.6%         Ordinary Maintenance - Services       2,118       8,380       7,350       -12.3%         COLTURE AND RECREATION         Library         Personal Services - Overtime       3,199       18,300       10,000       -45.4%         Personal Services - Other Than Overtime       1,688,518       2,347,495       2,187,069       -6.8%         Ordinary Maintenance - Services       208,249       274,300       392,300       43.0%         Ordinary Maintenance - Goods       396,485       415,700       425,000       2.2%         TOTAL       2,296,451       3,055,795       3,014,369       -1.4%         Treasurer's Debt Service       12,469,618       13,170,615       14,543,754       10.4%         Pension Obligation Debt Service       -       12,8		·	·	·		
Vet Council Goods & Supplies         1,815         11,000         13,000         18.2%           TOTAL         1,815         11,000         13,000         18.2%           Veterans' Services         Veterans' Services           Personal Services - Overtime         1,480         1,930         1,930         0.0%           Personal Services - Other Than Overtime         214,235         261,312         233,542         -10.6%           Ordinary Maintenance - Services         2,118         8,380         7,350         -12.3%           Ordinary Maintenance - Goods         646,760         655,370         661,250         0.9%           TOTAL         864,592         926,992         904,072         -2.5%           CULTURE AND RECREATION         Library           Personal Services - Overtime         3,199         18,300         10,000         -45,4%           Personal Services - Other Than Overtime         1,688,518         2,347,495         2,187,069         -6.8%           Ordinary Maintenance - Services         208,249         274,300         392,300         43.0%           Ordinary Maintenance - Goods         396,485         415,700         425,000         2.2%           TOTAL         2,296,451	IOIAL	131,974	288,461	337,329	16.9%	
TOTAL         1,815         11,000         13,000         18.2%           Veterans' Services         Veterans' Services - Overtime         1,480         1,930         1,930         0.0%           Personal Services - Other Than Overtime         214,235         261,312         233,542         -10.6%           Ordinary Maintenance - Services         2,118         8,380         7,350         -12.3%           Ordinary Maintenance - Goods         646,760         655,370         661,250         0.9%           TOTAL         864,592         926,992         904,072         -2.5%           CULTURE AND RECREATION						
Veterans' Services         Personal Services - Overtime       1,480       1,930       1,930       0.0%         Personal Services - Other Than Overtime       214,235       261,312       233,542       -10.6%         Ordinary Maintenance - Services       2,118       8,380       7,350       -12.3%         Ordinary Maintenance - Goods       646,760       655,370       661,250       0.9%         TOTAL       864,592       926,992       904,072       -2.5%         CULTURE AND RECREATION         Library         Personal Services - Overtime       3,199       18,300       10,000       -45.4%         Personal Services - Other Than Overtime       1,688,518       2,347,495       2,187,069       -6.8%         Ordinary Maintenance - Services       208,249       274,300       392,300       43.0%         Ordinary Maintenance - Goods       396,485       415,700       425,000       2.2%         TOTAL       2,296,451       3,055,795       3,014,369       -1.4%         Treasurer's Debt Service         Treasurer's Debt Service       12,469,618       13,170,615       14,543,754       10.4%         Pension Obligation Debt Service       -       -       12,879,58		•	•	•		
Personal Services - Overtime         1,480         1,930         1,930         0.0%           Personal Services - Other Than Overtime         214,235         261,312         233,542         -10.6%           Ordinary Maintenance - Services         2,118         8,380         7,350         -12.3%           Ordinary Maintenance - Goods         646,760         655,370         661,250         0.9%           TOTAL         864,592         926,992         904,072         -2.5%           CULTURE AND RECREATION           Library           Personal Services - Overtime         3,199         18,300         10,000         -45.4%           Personal Services - Other Than Overtime         1,688,518         2,347,495         2,187,069         -6.8%           Ordinary Maintenance - Services         208,249         274,300         392,300         43.0%           Ordinary Maintenance - Goods         396,485         415,700         425,000         2.2%           TOTAL         2,296,451         3,055,795         3,014,369         -1.4%           Treasurer's Debt Service         12,469,618         13,170,615         14,543,754         10.4%           Pension Obligation Debt Service         -         -         12,879,589         0.00%	TOTAL	1,815	11,000	13,000	18.2%	
Personal Services - Other Than Overtime         214,235         261,312         233,542         -10.6%           Ordinary Maintenance - Services         2,118         8,380         7,350         -12.3%           Ordinary Maintenance - Goods         646,760         655,370         661,250         0.9%           TOTAL         864,592         926,992         904,072         -2.5%           CULTURE AND RECREATION           Library           Personal Services - Overtime         3,199         18,300         10,000         -45.4%           Personal Services - Other Than Overtime         1,688,518         2,347,495         2,187,069         -6.8%           Ordinary Maintenance - Services         208,249         274,300         392,300         43.0%           Ordinary Maintenance - Goods         396,485         415,700         425,000         2.2%           TOTAL         2,296,451         3,055,795         3,014,369         -1.4%           Treasurer's Debt Service         12,469,618         13,170,615         14,543,754         10.4%           Pension Obligation Debt Service         -         -         12,879,589         0.00%						
Ordinary Maintenance - Services         2,118         8,380         7,350         -12.3%           Ordinary Maintenance - Goods         646,760         655,370         661,250         0.9%           TOTAL         864,592         926,992         904,072         -2.5%           CULTURE AND RECREATION           Library           Personal Services - Overtime         3,199         18,300         10,000         -45.4%           Personal Services - Other Than Overtime         1,688,518         2,347,495         2,187,069         -6.8%           Ordinary Maintenance - Services         208,249         274,300         392,300         43.0%           Ordinary Maintenance - Goods         396,485         415,700         425,000         2.2%           TOTAL         2,296,451         3,055,795         3,014,369         -1.4%           Treasurer's Debt Service         12,469,618         13,170,615         14,543,754         10.4%           Pension Obligation Debt Service         -         -         12,879,589         0.00%		·				
Ordinary Maintenance - Goods         646,760         655,370         661,250         0.9%           TOTAL         864,592         926,992         904,072         -2.5%           CULTURE AND RECREATION           Library           Personal Services - Overtime         3,199         18,300         10,000         -45.4%           Personal Services - Other Than Overtime         1,688,518         2,347,495         2,187,069         -6.8%           Ordinary Maintenance - Services         208,249         274,300         392,300         43.0%           Ordinary Maintenance - Goods         396,485         415,700         425,000         2.2%           TOTAL         2,296,451         3,055,795         3,014,369         -1.4%           Treasurer's Debt Service         12,469,618         13,170,615         14,543,754         10.4%           Pension Obligation Debt Service         -         -         12,879,589         0.00%						
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Library         Personal Services - Overtime       3,199       18,300       10,000       -45.4%         Personal Services - Other Than Overtime       1,688,518       2,347,495       2,187,069       -6.8%         Ordinary Maintenance - Services       208,249       274,300       392,300       43.0%         Ordinary Maintenance - Goods       396,485       415,700       425,000       2.2%         TOTAL       2,296,451       3,055,795       3,014,369       -1.4%         Treasurer's Debt Service       12,469,618       13,170,615       14,543,754       10.4%         Pension Obligation Debt Service       -       -       12,879,589       0.00%	•	,		*		
Personal Services - Overtime         3,199         18,300         10,000         -45.4%           Personal Services - Other Than Overtime         1,688,518         2,347,495         2,187,069         -6.8%           Ordinary Maintenance - Services         208,249         274,300         392,300         43.0%           Ordinary Maintenance - Goods         396,485         415,700         425,000         2.2%           TOTAL         2,296,451         3,055,795         3,014,369         -1.4%           Treasurer's Debt Service         12,469,618         13,170,615         14,543,754         10.4%           Pension Obligation Debt Service         -         -         12,879,589         0.00%	CULTURE AND RECREATION					
Personal Services - Overtime         3,199         18,300         10,000         -45.4%           Personal Services - Other Than Overtime         1,688,518         2,347,495         2,187,069         -6.8%           Ordinary Maintenance - Services         208,249         274,300         392,300         43.0%           Ordinary Maintenance - Goods         396,485         415,700         425,000         2.2%           TOTAL         2,296,451         3,055,795         3,014,369         -1.4%           Treasurer's Debt Service         12,469,618         13,170,615         14,543,754         10.4%           Pension Obligation Debt Service         -         -         12,879,589         0.00%	Library					
Personal Services - Other Than Overtime         1,688,518         2,347,495         2,187,069         -6.8%           Ordinary Maintenance - Services         208,249         274,300         392,300         43.0%           Ordinary Maintenance - Goods         396,485         415,700         425,000         2.2%           TOTAL         2,296,451         3,055,795         3,014,369         -1.4%           Treasurer's Debt Service         12,469,618         13,170,615         14,543,754         10.4%           Pension Obligation Debt Service         -         -         12,879,589         0.00%	-	3 199	18 300	10 000	-45 4%	
Ordinary Maintenance - Services         208,249         274,300         392,300         43.0%           Ordinary Maintenance - Goods         396,485         415,700         425,000         2.2%           TOTAL         2,296,451         3,055,795         3,014,369         -1.4%           Treasurer's Debt Service         12,469,618         13,170,615         14,543,754         10.4%           Pension Obligation Debt Service         -         -         12,879,589         0.00%		,		·		
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TOTAL         2,296,451         3,055,795         3,014,369         -1.4%           Treasurer's Debt Service         12,469,618         13,170,615         14,543,754         10.4%           Pension Obligation Debt Service         -         -         12,879,589         0.00%				•		
Treasurer's Debt Service         12,469,618         13,170,615         14,543,754         10.4%           Pension Obligation Debt Service         -         -         12,879,589         0.00%						
Treasurer's Debt Service         12,469,618         13,170,615         14,543,754         10.4%           Pension Obligation Debt Service         -         -         12,879,589         0.00%	Treasurer's Deht Service					
Pension Obligation Debt Service - 12,879,589 0.00%		12,469 618	13 170 615	14.543 754	10.4%	
		-	-			
	<u> </u>	12,469,618	13,170,615			

	EV0007 4 071141	FY2022	FY2023	~ ~ ~ ~ ~ ~ ~ ~ ~ ~ ~ ~ ~ ~ ~ ~ ~ ~ ~ ~
Pension/ Retirement	FY2021 ACTUAL	BUDGETED	PROPOSED	% CHANGE
Retirement Contributory	28,451,613	29,608,033	7,538,595	-74.5%
Retirement Non-Contributory	17,562	17,562	17,562	0.0%
TOTAL	28,469,175	29,625,595	7,556,157	<b>-74.5</b> %
Net & NonNet School Spending				
Net School Spending	165,927,020	198,627,523	206,318,562	3.9%
Non Net School Spending	11,553,365	10,000,000	12,145,147	21.5%
TOTAL	177,480,385	208,627,523	218,463,709	4.7%
EDUCATION				
Collaborative Programs Southeastern				
Regional School	3,954,521	4,082,900	4,408,899	8.0%
TOTAL	3,954,521	4,082,900	4,408,899	8.0%
General Fund Subsidies				
Energy General Fund Subsidy	7,823	9,693	-	-100.0%
Refuse General Fund Subsidy Park and Recreation General Fund	840,164	813,563	-	-100.0%
Subsidy	732,474	584,057	600,000	2.7%
TOTAL	1,580,461	1,407,313	600,000	<b>-57.4</b> %
Reserves & Stabilization Funds				
Supplemental Reserve Fund Stabilization Fund	150,000	424,481	-	-100.0%
TOTAL	150,000	424,481	_	-100.0%
IOIAL	150,000	72-1,-101		100.070
TOTAL GENERAL FUND	359,508,950	415,291,319	429,161,935	3.3%
Amount to be Raised- Overlay	2,105,159	1,400,000	1,406,585	0.5%
Government Assessments	23,720,285	26,693,204	30,308,430	13.5%
GRAND TOTAL GENERAL FUND BUDGET	385,334,394	443,384,522	460,876,950	3.9%
EVOCATECORY				
FY2021 BUDGET BY CATEGORY  Overtime	2,711,068	4,381,789	3,739,029	-14.7%
Personal Services Non Overtime	61,881,558	73,785,655	78,749,047	6.7%
Purchase of Services	8,926,041	13,119,873	13,514,629	3.0%
Goods and Supplies	4,367,780	5,744,148	5,849,405	1.8%
Out of State Travel	818	6,800	10,300	51.5%
Capital  Debt Service	196,388 12,469,618	158,000 13,170,615	- 27,723,343	- 110.5%
Bene ts	49,304,814	53,840,493	60,991,284	13.3%
Retirement	28,469,175	29,625,595	7,556,157	-74.5%
Medicare	3,298,347	3,910,000	4,510,000	15.3%
School- Direct Appropriations to the				
Schools	181,434,906	212,710,423	222,872,608	4.8%
Other Expenses Appropriations to Reserves	4,717,976 150,000	3,006,133 424,481	3,046,133 -	1.3% -100.0%
General Fund Subsidy	1,580,461	1,407,313	600,000	-57.4%
TOTAL GENERAL FUND	359,508,950	415,291,319	429,161,935	3.3%
Amount to be Raised- Overlay	2,105,159	1,400,000	1,406,585	0.5%
Government Assessments	23,720,285	26,693,204	30,308,430	13.5%
GRAND TOTAL GENERAL FUND BUDGET	385,334,394	443,384,522	460,876,950	<b>3.9</b> %

### **INDIRECT COST ALLOCATION**

## CITY OF BROCKTON FY23 INDIRECT COST ALLOCATION

DEPARTMENT	TOTALS	PARKS AND RECREATION	DPW- REFUSE ENTERPRISE	DPW-SEWER ENTERPRISE	DPW-WATER ENTERPRISE
121-Mayor	\$926,751	\$14,402	\$12,358	\$46,332	\$75,503
133-Finance	\$798,451	\$10,929	\$6,763	\$57,582	\$88,563
135-Auditor	\$939,078	\$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	\$81,577	\$32,124	\$147,827	\$375,747
151-Law	\$2,896,745	\$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	\$12,474	\$7,720	\$65,726	\$101,087
192-Public Property	\$3,115,225	\$33,730	-	-	-
Total Actual Costs  Total Claimable	\$65,396,015	\$438,699	\$957,368	\$1,349,223	\$1,812,441
Costs	\$65,396,015	\$438,699	\$957,368	\$1,349,223	\$1,812,441

<sup>\*</sup>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 nancial 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 nd 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 eligibly, property classication, and equalized valuations.

**Appropriation:** A legal authorization from the community's legislative body to expend money and incur obligations for species 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 nancial systems, procedures, and data by a certied public accountant (independent auditor), and a report on the fairness of nancial statements and on local compliance with statutes and regulations. The audit serves as a valuable management tool in evaluating the scal performance of a community.

**Audit Management Letter:** An independent auditor's written communication to government of cials, separate from the community's audit. It generally identies areas of deciency, 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) ndings 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 specied date.

**Betterments (Special Assessments):** Whenever a special carea of a community receives bene at 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 bene at 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 specied sum of money, alternately referred to as face value, par value or bond principal, to the buyer of the bond on a specied future date (maturity date), together with periodic interest at a specied 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 ve 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 ve 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 species amount and for a species 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 rm 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 nance 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 scal years, reservation of the premium for future year's debt service is required at the end of the scal 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 xed-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 specied 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 justi es 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 live extending beyond a single nancial 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 de ne 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 xed asset improvements. Among other information, a capital budget should identify the method of nancing 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 ve-year capital program. It coordinates community planning, scal capacity and physical development. While all of the community's needs should be identied 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 of cial or agent designated as custodian of cash and bank deposits.

**Cash Management:** The process of monitoring the ebb and ow 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.

**Certi cation:** Veri cation 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 con rm 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 certication by the Bureau of Local Assessment (BLA) that a community's assessed values represent full and fair cash value (FFCV) (See Triennial Revaluation).

**Certi cate 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 speci ed interest payable to a bearer or to any speci ed person on a certain speci ed date, at the expiration of a certain speci ed 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 of cial notication to cities, towns and regional school districts of the next scal year's state aid and assessments. The aid is in the form of distributions, which provide funds based on formulas and reimbursements that provide funds for costs incurred during a prior period for certain programs or services. Links to the Cherry Sheets are located on the DLS website at www.mass.gov/dls (See Cherry Sheet Assessments, Estimated Receipts)

**Cherry Sheet Assessments:** Estimates of annual charges to cover the cost of certain state and county programs.

**Cherry Sheet Offset Items:** Local aid that may be spent in the without appropriation in the budget, but which must be spent for species municipal and regional school district programs. Current offset items include racial equality grants, school lunch grants, and public library grants (See Offset Receipts).

**Classi cation 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 classi ed its real properties, local of cials 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.

**Classi cation 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, bene ts, 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 bene ts. For nancial reporting purposes, compensated absences are strictly limited to leave that is attributable to services already rendered, and is not contingent on a speci c 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 species 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-Bene t Analysis:** A decision-making tool that allows a comparison of options based on the level of bene t derived and the cost to achieve the bene t 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 quali ed 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 le with the DOR, showing authorized and issued debt retired and interest paid by the community during the prior scal year, as well as authorized but unissued debt at year-end. Also known as the "Statement of Indebtedness."

**De cit:** 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 specied appropriation account.

**Enterprise Fund:** An enterprise fund, authorized by MGL Ch. 44§53F 1/2, is a separate accounting and nancial 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 identied. 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 De ciency:** 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 certi-ed 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 certi-ed amounts exceeding - ve 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 certi-ed 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 bene t) 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 nance 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 scal 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 scal year is that of the calendar year in which the scal 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—oat is clearing time on checks and deposits. Delays in receiving deposit and withdrawal information also in—uence—oat.

**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 scal 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 lineitems. Unpaid property taxes and certain decits 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 identied 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 rst 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 identied activities or attaining certain objectives in accordance with specie regulations, restrictions, or limitations.

**Fund Accounting:** Organizing nancial records into multiple, segregated locations for money. A fund is a distinct entity within the municipal government in which nancial resources and activity (assets, liabilities, fund balances, revenues, and expenditures) are accounted for independently in accordance with species 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 nancial statements. GASB 34 requires a report on overall nancial 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 nancial 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 bene ts 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 nancial 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 Of cers Association (GFOA):** A nationwide association of public nance professionals.

**Governmental Funds:** Funds generally used to account for tax-supported activities. There are ve 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, Spring eld, and Worcester.

**Indirect Cost:** Costs of a service not re ected 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 specied 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 xed 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 quali ed 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 nancial 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 recieved their—rst 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).

**Modi ed 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 scal 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 fo 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 specied 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 classi cation of expenditures that is used for coding any department disbursement, such as "personal services," "expenses," or "capital outlay."

**Of cial Statement:** A document prepared for potential investors that contains information about a prospective bond or note issue and the issuer. The of cial 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 Bene ts (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 bene ts over their years of service that will not be received until after their employment with the government ends. The most common type of postemployment bene ts is a pension. Postemployment bene ts other than pensions generally take the form of health insurance and dental, vision, prescription, or other healthcare bene ts provided to eligible retirees, including in some cases their bene ciaries. They may also include some type of life insurance. As a group, these are referred ti as OPEB (See GASB 45).

**Operating Budget:** A plan of proposed expenditures for personnel, supplies, and other expenses for the coming scal 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, de cits) 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 nalizing 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 De cit:** A de cit that occurs when the amount of overlay raised in a given year is insuf cient to cover abatements, statutory exemptions, and uncollected taxes for that year. Overlay de cits must be provided for in the next scal 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 of cer of a city or town, the assessor must provide a certication 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 scal 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 ef ciency.

**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 duciary 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 bene tof the government for its citizenry. An example is a cemetery perpetual care fund.

**Personal Property:** Movable items not permanently af xed 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 bene ts.

**Preliminary Tax:** The tax bill for the scal 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 scal year.

**Principal:** The face amount of a bond, exclusive of accrued interest.

**Private-Purpose Trust Funds:** A duciary 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 bene ts 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 signicant 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 of cial 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 bene ts 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 traf c 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 nance 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 re ecting 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 de cits (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 speciec 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 speciency 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 recentes callyear, and no more than one percent of the amount raised by taxation by the city or town in the most recentes callyear, 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 benets.

**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 special containing 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 ne or penalty.

**Surety Bond:** A performance bond that protects the municipality against any nancial 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 rst-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 ve years elapse from the January I 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 Certi cation:** 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 speciec 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 scal year that are neither encumbered nor reserved, and are therefore available for expenditure once certied as part of free cash.

**Unfunded OPEB Liability:** This is the difference between the value assigned to the bene ts (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 bene ts 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 re ect 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 species 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 fty 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.