



City of Brockton FY2023 Budget



Last updated 09/08/22



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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. Morill

Executive Director

CERTIFICATE OF RECOGNITION



The Government Finance Officers Association
of the United States and Canada

presents this

CERTIFICATE OF RECOGNITION FOR BUDGET PREPARATION

to

Finance Department
City of Brockton, Massachusetts



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

Executive Director

Christopher P. Merrill

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 officials, staff, and any other interested parties. The information is presented in a user-friendly format that allows all readers to obtain answers to specific funding questions. The Budget Message should assist the reader with understanding the major aspects of the budget.

Document Organization

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

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

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

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

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

How to Read Financial Data

Most data within this document is presented in fiscal year terms. The City operates on a fiscal year that runs July 1 through June 30. Therefore, 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 Office at (508) 580-7165 or visit the City's website at www.brockton.ma.us. Under the Finance Office's webpage contains a PDF version of the budget book in addition to an interactive webpage for the public to view all finances contained within this document.



INTRODUCTION



MAYOR'S MESSAGE



ROBERT F. SULLIVAN, ESQ.
Mayor

City of Brockton

Office of the Mayor

June 6, 2023

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 Building, Mary Cruise Kennedy Council on Aging building, 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.

"City of Champions"

CITY HALL: 45 SCHOOL STREET BROCKTON MA 02301



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.

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 *\$513,462,292. This total reflects an increase in school aid, and thus the budget presented to you aid represents an increase of \$20,049,847 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 hard to tackle many of the challenges we faced in light of a once in a century pandemic that continues to impact the livelihoods of fellow Brocktonians by continuing to allocated funds to our reserve and stabilization funds. The ensuing pages outline in greater detail a three-year analysis of both revenue and expenditures that will provide a comprehensive overview of the changes in service levels, fees, and taxes.

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

- Maintains my commitment to fully and fairly funding public education in Brockton. 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. Projections for state aid have increased from \$440,859,155 in FY22 to \$460,876,950 in FY23 (4.5%);

- 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. The total appropriation for public safety this year represents a 5.6% increase from FY22 (\$63,366,757) to \$66,908,611 in FY23;
- 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 in 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 into the progress of both critical services to the public as well as the important programs that are 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 worked in consultation 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. The performance dashboard can be found at: <https://brockton.ma.us/city-departments/finance/department-performance/>

In concert with the development of measurable objectives, the City is developing a long-range financial plan that will be inclusive of over ten years of financial data to provide an extensive and comprehensive long-range outlook of the City's finances as we continue to prepare and plan for the future. The preceding section details our approach to developing the model including a detailed overview of forecasting analysis and methodology. Additionally, the financial plan

commits to expanding services both in the general fund and enterprise funds in order to further enhance my strategic goals of creating a diverse, welcoming, and all-inclusive environment; responding to the various needs of our residents and business owners; and progress to the growth and revitalization of our local businesses, educational organizations, and healthcare industry. This plan remains fiscally conservative and achievable to ensure a budget that can sustain the City for the present and for future generations.

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

***Figures represented reflect the adopted FY22 budget on June 9th, 2022**

STRATEGIC GOALS

City of Brockton's Mission Statement

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

City of Brockton's Objectives to achieve the Mission Statement

(1) Diversity & Inclusion

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

(2) Responsiveness

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

(3) Progress

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

CHIEF FINANCIAL OFFICER OVERVIEW



ROBERT F. SULLIVAN
Mayor

City of Brockton Finance Department

TROY B.G. CLARKSON
Chief Financial Officer

finance@cityofbrockton.com
Phone: 508-380-7168

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. This budget continues to meet the City's financial policies and is balanced. We continue to estimate revenues conservatively to ensure the robust generation of free cash and to remain on a very positive financial path. As noted in the revenue section, this budget reflects positive trends in local receipts including a slight increase in license and permit revenue as a result of the influx of building permits for new residential and commercial construction.

As the result of continued conservative projections, excise revenue, departmental fees, fines, other revenue sources remain relatively unchanged. In FY22 we estimated \$440,859,155 in total revenue compared to \$460,876,950 in FY23 (4.5%).

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.

"City of Champions"

45 SCHOOL STREET, BROCKTON, MA 02301



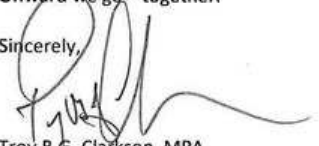
As the Mayor noted in his message, this budget upholds the commitment to public education, public safety, and public works, while ensuring that other critical City services are either maintained or expanded as we continue the restoration of a pre-pandemic approach to service delivery. Our approach to restoration also includes the development of a Long-Range Financial Plan designed to help the City make informed budgetary and operational decisions by anticipating future revenues and expenditures. This plan reflects a conservative approach to forecasting that reflects the City's written financial policies and serve as a tool to achieving the strategic goals outlined by the Mayor.

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.

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 Tiffanilee Ciasullo, Financial Analysts Sarah Butler, Evan LaCasse and Paul Umamo, Administrative Assistant Sue Thompson, Chief of Staff Sydne 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.

Sincerely,


Troy B.G. Clarkson, MPA
Chief Financial Officer

***Figures represent the adopted FY23 budget on June 9th, 2022.**

CITY OF BROCKTON LONG-RANGE FINANCIAL PLAN

The City of Brockton's Long-Range Financial Plan is designed to help the City make informed budgetary and operational decisions by anticipating future revenues and expenditures. The forecasting model presented continues to represent a conservative approach that will provide consistent and appropriate levels of service to our residents. Assumptions presented under the model reflect known conditions in both revenues, based on historical actuals in local receipts, state aid, and available funds, and expenditures relative to the same. Enterprise fund assumptions for both revenues and expenditures also represent historical actuals with conservative estimates in user charges and expenses. The presented plan also provides six-year estimates for Capital Improvement Projects and historical data for our overall debt service. Projections provide estimates for two fiscal years (FY2024-FY2025) to control for intervening variables that impact the accuracy of revenue projections the further the forecasting year. The Department of Revenue recommends a model that does not represent more than five-years of projected data. To remain conservative in our approach, we choose to focus on two projected fiscal years. As a result, the model presented represents a balanced budget, reflects the City's written financial policies, and will serve as a tool to achieving the strategic goals outlined by the Mayor on diversity and inclusion; responsiveness in government; and progress.

Methodology- Revenue

Tax Levy

Forecasting assumptions were developed in consultation with City Assessor to determine new growth estimates from residential, commercial, industrial, and personal property taxes. As a result, we projected a conservative estimate of \$1,750,000 over the next two years. The tax levy formula assumes that real and personal property taxes will increase by 2.5% annually in addition to new growth.

State Aid

Projections for State Aid were developed by analyzing thirteen years of estimated receipts and charges from FY2010-FY2023 and determining the average annual percentage change. Averages ranged from 2-5% depending on the historical data for that category. The year-to-year percentage change for estimated receipts was 2% for FY24-FY25 respectively; and 4% for estimated charges from FY24-FY25.

Local Receipts

Similar methodology was used for determining estimates for local receipts, by examining historical prior year actuals. Analysis of the last five years of actuals provides for conservative increases in revenue for motor vehicle excise, marijuana fees, departmental charges and fees; and other departmental revenue. Local receipts that did not see appreciable increases in collection, projections remained constant for FY24-FY25.

Available Funds

With the institution of the Parking Authority as an enterprise fund, projections remain the same for FY24-FY25. Since Free Cash is not certified until the end of the fiscal year, we provided a conservative projection of \$15,000,000.

Water, Sewer, Refuse, Parks and Recreation, Stormwater, and Parking Authority

Sewer/Water- Analysis of five years of user charge actuals provides a slight increase in revenue projection, but remains relatively conservative.

Refuse/Parks and Recreation- Similar analysis provides user charges to remain the same as FY23 from FY24-FY25.

Stormwater- The institution of the Stormwater Enterprise is expected to provide additional revenue to the City of Brockton with conservative estimates of \$1,000,000 in FY24 and \$1,100,000 in FY25.



Parking Authority- Finally, after examining historical actuals for the Parking Authority Meters, Garage, and Authority Enforcement, we anticipate projection to remain relatively the same, but with slight increases in meter and garage revenue.

Methodology- Expenditures

Projections as it relates to Personal Services assumes increases based on the current union contracts including all of the Enterprise Funds. General fund and enterprise expenses for each program project a slight increase in spending between 2-3%. These increases are based on historical actuals and supporting revenues.

Municipality of Summary of Projected Revenues and Expenditures

	FY2021 Actual	FY2022 Actual	FY2023 Projected	FY2024 Projected	FY2025 Projected
General Fund					
Revenues					
Property Tax Levy	155,093,482	160,629,125	166,144,653	172,581,994	179,541,857
State Aid Cherry Sheet	217,208,746	240,652,957	255,936,167	261,036,162	266,238,157
Estimated Local & Offset Receipts	16,256,200	17,926,200	18,281,200	18,551,200	18,766,200
Available Funds/Other Financing Sources	18,000,602	16,647,023	15,657,000	15,657,000	15,657,000
Total General Fund Revenues	406,559,030	435,855,300	456,019,220	467,826,356	480,203,214
Expenditures					
General Government	17,484,183	16,955,273	22,306,999	22,296,163	22,895,407
Public Safety	53,686,914	59,340,189	64,002,630	65,378,658	66,468,277
Education	181,434,906	212,710,423	222,872,608	225,101,334	227,352,347
Public Works	7,792,273	6,792,106	8,397,788	8,558,555	8,714,321
Health & Human Services	2,454,547	2,644,923	3,197,040	3,274,861	3,346,960
Culture & Recreation	2,796,754	2,610,418	2,808,882	2,867,127	2,895,359
Debt Service	16,054,975	21,337,875	21,742,270	21,974,546	22,416,497
Employee Benefits	81,070,500	62,543,097	73,057,441	83,282,064	87,318,018
State Assessments	23,940,050	26,693,204	30,308,430	31,607,209	32,991,756
Other Amounts Raised	1,616,941	1,674,406	1,734,579	1,739,498	1,744,516
Offset for Enterprise Indirect Costs	4,557,732	4,557,732	4,857,731	4,884,715	4,912,240
Total General Fund Expenditures	392,389,775	417,869,646	455,286,398	470,964,730	481,055,697
Enterprise Funds					
Enterprise Funds: Revenues	58,497,093	54,560,890	55,564,348	56,041,540	57,025,814
Enterprise Funds: Expenditures	55,317,404	52,070,393	52,096,240	55,781,868	56,893,665
GRAND TOTAL - All Funds					
General Fund	406,559,030	435,855,300	456,019,220	467,826,356	480,203,214
Enterprise	58,497,093	54,560,890	55,564,348	56,041,540	57,025,814
① REVENUES Grand Total	465,056,123	490,416,190	511,583,568	523,867,896	537,229,028
General Fund	392,389,775	417,869,646	455,286,398	470,964,730	481,055,697
Enterprise	55,317,404	52,070,393	52,096,240	55,781,868	56,893,665
① EXPENDITURES Grand Total	447,707,179	469,940,039	507,382,638	526,746,599	537,949,363

Summary

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9/8/2022



FINANCIAL POLICIES



FINANCIAL POLICIES SUMMARY

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

The topics of those policies include:

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



COMPREHENSIVE FINANCIAL POLICIES

Comprehensive Financial Management Policies for the City of Brockton

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INTRODUCTION

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

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

Objectives:

The objectives of the Financial Management Policies are as follows:

- . To guide the Mayor, City Council, and management staff in evaluating and implementing decisions that have significant impact on the City and support the City's Mission and Values of Diversity & Inclusion, Responsiveness, and Progress.*
- . To set forth planning and operating principles which require that the cost of government be clearly identified, and that financial 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 financial capacity to meet present and future needs.*
- . To promote credible and sound financial management by providing accurate and timely information on the City's financial condition.*
- . To ensure that current and future capital needs are addressed in a comprehensive and financially- sound manner.*
- . To provide financial resources sufficient 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 financial resources.*
- . To promote cooperation and coordination with other governments and the private sector in the financing 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 Officers Association (GFOA) notes a true structurally balanced budget is one that supports financial sustainability for multiple years into the future.

Policy:

The City shall adopt balanced budgets. Expenditures shall be realistically budgeted and estimated revenues shall be conservatively budgeted to allow for unanticipated events. The Mayor shall present said estimates and assumptions behind expenditure and revenue estimates along with the balanced budget. The City shall strive to use only recurring revenues and not one-time revenues to balance its budget. The City will not use budgetary procedures that balance the budget at the expense of future years, such as postponing or deferring payment of expenses already incurred or accruing future year revenues. The City shall maintain reserves for emergencies and shall maintain sufficient liquidity to pay bills on time without revenue anticipation borrowing.

References:

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

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

Adopted by:

Date Adopted:

. Supplemental Annual Reserve Fund

Background:

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

Policy:

The City shall annually recommend an appropriation to an annual Reserve Account for the purpose of supporting any emergency and unforeseen issues that may occur during the current fiscal year. Reserve account transfers should be used only for unexpected contingencies for which financial need can be justified. In addition, the need for the transfer shall be communicated to the City Council in a timely manner. The Chief Financial Officer shall review the annual Reserve Account appropriation amount at least every five years to determine whether an increase or decrease in appropriation should be recommended.

References:

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

Adopted by:

Date Adopted:

. Submission of Budget and Budget Message

Background:

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

Policy:

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

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

References:

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

GFOA Annual Budget Awards Program

Adopted by:

Date Adopted:



. Revenue and Expenditure Forecast

Background:

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

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

Policy:

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

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

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

References:

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

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

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

Adopted by:

Date Adopted:

. Position Control/Vacancies

Background:

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

Policy:

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

References:

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

Adopted by:

Date Adopted:

. Personnel Policies and Labor Contracts

Background:

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

Policy:

The HR Director will prepare and maintain documents that are publicly available including personnel policies, pay plans, classification plans, memorandums of agreement, collective bargaining agreements, and side letters.



Pay plans and pay rates shall be monitored by the Auditing Department to ensure compliance with labor contracts and personnel policies, and accuracy in forecasting and budgeting.
The Chief Financial Officer shall cost out any contract proposals and agreements to understand the short and long-term impact on City finances.

References:

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

Adopted by:

Date Adopted:

B. ENTERPRISE FUND POLICIES

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

The City has three substantial enterprise funds: Water, Sewer, and Refuse.

. Self Sufficiency

Background:

Policy:

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

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

References:

MGL, Chap 44, Sec 53F/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 five years, the CFO shall cause a rate study for the City's substantial enterprise funds to be undertaken to ensure rates are appropriate. Changes in rates and/or the rate structure shall be carefully analyzed prior to recommendation and implementation to ascertain the short- and long-term impact on rate payers and the City budget

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

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

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

References:

Brockton City Ordinance, Part II, Chapter 23 Water, Sewer, and Sewage Disposal

Brockton City Ordinance, Part II, Chapter 8, Section 8-9 Trash disposal fee

Adopted by:

Date adopted:

. Calculation of Indirect Costs

Background:

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

Policy:

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

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

References:

DOR IGR 08-101

Indirect Cost Allocation Methodology, Brockton Finance Department

Adopted by:

Date adopted:

. Retained Earnings

Background:

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

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

Policy:

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

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

References:

M.G.L. c. 44 §53F½

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

Adopted by:

Date adopted:

. Metering, Collections, and Liens

Policy:

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

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

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



References:

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

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

Adopted by:**Date adopted:**

C. RESERVE FUNDS AND FREE CASH POLICIES

. Overall Reserves Balance

Background:

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

Policy:

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

References:

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

Adopted by:**Date Adopted:**

. Free Cash

Background:

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

"Free Cash (Also Budgetary Fund Balance) – Remaining, unrestricted funds from operations of the previous fiscal year including unexpended free cash from the prior year, actual receipts in excess of revenue estimates shown on the tax recapitulation sheet, and unspent amounts in budget line-items. Unpaid property taxes and certain debts reduce the amount that can be certified as free cash."

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

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

Policy:

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

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

Reference:

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

Adopted by:**Date Adopted:**

. General Stabilization Fund

Background:

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

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



appropriate money from a stabilization fund. Any interest generated by a fund must be added to and become a part of the fund.

Policy:

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

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

If it is necessary to draw down from the Fund, the City will phase in the appropriation of revenues such as free cash and/or one-time revenues to restore the fund. Any appropriation from the Stabilization Fund of less than one million should be replaced in the subsequent fiscal year. Amounts appropriated greater than one million shall be phased in over no more than three years.

References:

M.G.L. c. 40 §5B Stabilization Funds

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

Adopted by:

Date Adopted:

. C-4 Supplemental Reserve Fund to Ensure Fiscal Stability

Background:

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

Policy:

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

- . For all fiscal years including and after 1996, the amount in the fund shall be equal to 1.5 percent of the gross amount to be raised for the prior fiscal year for the general operating fund as appearing on the City's tax rate recapitulation for such prior year.
- . Transfers or expenditures may be made from the fund of any fiscal year during that fiscal year only and then only by the Mayor with the approval of the City Council.
- . 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 specific purpose or project, for example, to acquire a new fire truck or undertake a particular school construction project. Creation of a fund requires a two-thirds vote of the legislative body of the city. The vote must clearly define the purpose(s) of the fund.

Policy:

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

References:

M.G.L. c. 40 §5B Stabilization Funds

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

Adopted by:

Date Adopted:

. 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 benefit management. The City shall maintain a reserve for claims/events that have transpired but have not yet been expended or reported to the health insurance companies for that fiscal year equal to 15 percent of annualized claims.

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

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

References:

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

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

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

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

Reserve Policies, MA DOR Division of Local Services Best Practice

Adopted by:

Date Adopted:

D. CAPITAL IMPROVEMENT PLANNING AND FINANCING

Capital Improvement Planning

Background:

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

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

Policy:

The City of Brockton ordinance Sec. 2-298 states the duty of the Chief Financial Officer (CFO) to plan capital improvements. Department heads, including the school committee, shall not later than August 1 of each year, submit to the CFO, a capital improvement request form, identifying the needs for capital improvements for the next six (6) fiscal years. These requests should be submitted in the order in which they are a priority for each department. All requests should include a project name, product description, estimated cost, funding source if

known, rating factors and the impact that the capital improvement will have on the operating budget (this should include additional annual fees or maintenance costs that are required in the future.) Please provide any plans, studies, or other relative information to support the capital request.

The City of Brockton ordinance Sec. 2-297 defines a capital improvement as any physical public facility, any major improvement to the same, or any item of equipment having a useful life of at least five (5) years and a total cost which exceeds ten thousand dollars (\$10,000.00), to be financed in whole or in part by city funds. The term shall include a group of improvements or projects having the same single purpose and which 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 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 Brockton's ordinance Sec.2-300, regarding preparation and submission of capital budget, states that the CFO shall, not later than January 31 of each year, on the basis of information prepared by the Capital Improvement Committee, prepare and submit to the Mayor and the City Council a capital budget showing in detail for each department, the capital improvements which in its opinion should be undertaken for the next fiscal year and a capital improvement program for each of the six (6) years. A report will be produced showing the funding source for each capital improvement request along with the impact on the City's tax each year.

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

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

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

Additional items that will be reviewed by the committee

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

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

- Future operating costs associated with new capital improvement will be projected and included in operating budget forecasts, as appropriate.
- Federal, state, or private grants or loans shall be used to finance only those capital improvements that are consistent with the City's capital improvement plan and priorities, and for which operating, and maintenance costs have been included in operating budget forecasts.



- All assets shall be maintained at a level adequate to protect the City's capital investment and to minimize future maintenance and replacement costs.
- Equipment replacement and building repair needs shall be projected for the next six years and will be updated each year. From this projection, a maintenance and replacement schedule will be developed and followed.
- Capital projects shall be prioritized based upon criteria established by the City.
- The estimated costs and potential funding sources for each proposed capital project shall be determined before it is submitted to the Mayor and City Council.

References:

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

Adopted by:

Date Adopted:

Capital Financing and Debt Management

Background:

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

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

Policy:

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

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

Debt-Financing/Borrowing

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



- The strategy of utilizing “level debt service” versus “level principal and declining interest cost” shall be analyzed before borrowing is authorized.

References:

M.G.L. c. 40 §5B Stabilization Funds

Benchmarking and Measuring Debt Capacity, Government Finance Officers Association

Adopted by:

Date Adopted:

E. GRANTS MANAGEMENT POLICIES

Background:

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

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

. Grant Administration

Policy:

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

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

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

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

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

Adopted by:

Date Adopted:

. Impact on Operating Budget and Capital Improvement Program

Policy:

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

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

References:

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

Adopted by:

Date Adopted:

F. POLICIES REGARDING ESTABLISHMENT OF FEES



Fees and Charges

Background:

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

The Division of Local Services recommends communities adopt written policies for setting charges and fees. A policy should identify what factors are to be considered when pricing services. It should also state whether the community intends to recover the full cost of providing the service or benefit and under what circumstances a charge or fee is set at less than full recovery. Such a policy and the fee structure should be reviewed periodically to ensure they remain current, and both should be communicated with the public clearly and openly.

Policy:

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

References:

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

Establishing Government Charges and Fees, Government Finance Officers Association Best Practice, February 2014

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

Adopted by:

Date Adopted:

G. USE OF ONE TIME REVENUE

Use of One Time Revenue

Background:

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

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

Policy:

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

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

Adopted by:

Date Adopted:

H. UNFUNDED LIABILITIES

Background:

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

Pensions/Retirement

Background:

The Contributory Retirement System is a defined benefit program that is governed by Massachusetts General Laws, Ch.32 and is regulated by the Public Employee Retirement Administration Commission (PERAC), a state entity responsible for the oversight, guidance, monitoring, and regulation of Massachusetts' 105 public pension systems. Funding for this system covers the costs of employees who are part of the City's retirement system,

which does not include teachers, as their pensions are funded by the State. The City of Brockton maintains its own Retirement System and appropriates funds as voted by the Brockton Retirement Board based upon the funding schedule adopted by the Board and approved by PERAC.

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

“The aggregate amount of bonds or notes which may be issued by the city of Brockton under this act, shall not exceed the amount which the retirement board of the city of Brockton, with the approval of the city's chief financial officer, treasurer, and city council, shall determine to be necessary to be issued to fund the unfunded pension liability of the retirement system of the city of Brockton as of a particular date and to provide for issuance costs and other expenses necessary or incidental thereto. Such determination of the retirement board of the city of Brockton of the unfunded pension liability shall be based upon the report of a nationally recognized independent consulting firm, which shall be acceptable to the Public Employee Retirement Administration Commission, and which may be the consulting actuary generally retained by the retirement board of the city.”

Policy:

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

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

References:

M.G.L. c.32

Chapter 483 of the Acts of 2004

Adopted by:

Date Adopted:

Other Post- Employment Benefits (OPEB)

Background:

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

Policy:

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

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

References:

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

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

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

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

Adopted by:

Date Adopted:

Compensated Absences

Background:



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

Policy:

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

References:

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

Adopted by:

Date Adopted:

I. RISK MANAGEMENT AND FRAUD PREVENTION

Risk Assessment and Monitoring Program

Background:

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

Policy:

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

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

References:

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

Adopted by:

Date Adopted:

Anti-Fraud Policy and Response Program

Background:

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

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

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

- Forgery, alteration, or misappropriation of checks, drafts, promissory notes, or securities
- Unauthorized use, or disposition of funds or property (for example, misuse of City-owned computer hardware, software, data, and other records; use of City-owned equipment, vehicles, or work time for non-City purposes)
- Embezzlement
- Theft
- Falsifying time sheets or payroll records
- Falsifying travel or entertainment expenses and/or utilizing City funds to pay for personal expenses or for personal benefit
- Fictitious reporting of receipt of funds
- Improper revenue recognition
- Improper expense/expenditure recognition
- Overstatement of assets

- Payments in money or other property, including but not limited to such things as jobs for families and friends, use of vacation properties, discounted or free services in exchange for benefits and other things of value, bribes and kickbacks
- Understatement of liabilities

Policy:

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

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

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

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

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

Adopted by:

Date Adopted:

J. INTERNAL CONTROL, ACCOUNTING, AND FINANCIAL REPORTING POLICIES

Internal Control

Background:

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

CONTROL ENVIRONMENT

- . Demonstrates commitment to integrity and ethical values
- . Exercises oversight responsibility
- . Establishes structure, authority, and responsibility
- . Demonstrates commitment to competence
- . Enforces accountability

RISK ASSESSMENT

- . Specifies suitable objectives
- . Identifies and analyzes risk
- . Assesses fraud risk
- . Identifies and analyzes significant 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 deficiencies

Policy:



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

References:

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

Adopted by:

Date Adopted:

Annual Audit

Background:

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

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

However, after this term, the GFOA recommends a full, competitive selection process and a rotation of auditors after each multiyear agreement, provided there is adequate competition among qualified auditors. Contracting with a new audit firm not only brings a fresh perspective, but it also reflects good practice.

Where competition is limited, participation of the current auditor is acceptable, assuming their past performance has been satisfactory and conformed to industry standards. In the event the City chooses to remain with an audit firm, it is advisable to rotate the audit manager on a regular basis.

Policy:

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

References:

MGL Chapter 40, Section 44I Annual Audit

Annual Audits, MA DOR Division of Local Services Best Practice

Adopted by:

Date Adopted:

Comprehensive Annual Financial Report

Background:

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

Policy:

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

Adopted by:

Date Adopted:

Audit Committee



Background:

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

Policy:

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

References:

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

Adopted by:**Date Adopted:**

Monthly Financial Reporting

Background:

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

Policy:

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

References:

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

Adopted by:**Date Adopted:**

Cash Collections

Background:

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

Policy:

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

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

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

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

References:

Revenue Collection, Government Finance Officers Association Best Practice.

Adopted by:**Date Adopted:**

. Reconciling Cash and Receivables

Background:

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

Policy:

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

The City shall reconcile revenues and expenditures for each fiscal year within 75 days of the end of the fiscal year.

References:

Treasurer's Manual 2009 and Collector's Manual 2008: Massachusetts Collectors & Treasurers Association 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 flow forecasting is to determine whether sufficient funds are available to cover current obligations, any surplus can be invested, or if any cash shortfall exists which may require temporary borrowing.

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

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

Policy:

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

References:

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

Adopted by:**Date Adopted:**

. Year-End Closing

Background:

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

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

Policy:

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

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

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

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

Year-End Purchasing

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

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

Year-End Processing

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

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

Adopted by:

Date Adopted:

K. PROCUREMENT AND PURCHASING POLICIES

Procurement and Purchasing Policy

Background:

The Commonwealth of Massachusetts establishes municipal purchasing regulations under MGL:

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

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

Policy:

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

References:

Brockton Procurement Department – Policies and Procedures Manual 2019

MGL Ch. 30B Uniform Procurement Act

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

Adopted by:

Date Adopted:

AX. TREASURER INVESTMENT POLICIES

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

Background:

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

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



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

Policy:

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

References:

[MGL c.44 §54](https://malegislature.gov/Laws/GeneralLaws/PartI/TitleVII/Chapter44/Section54) (<https://malegislature.gov/Laws/GeneralLaws/PartI/TitleVII/Chapter44/Section54>), [MGL c.44 §55](https://malegislature.gov/Laws/GeneralLaws/PartI/TitleVII/Chapter44/Section55) (<https://malegislature.gov/Laws/GeneralLaws/PartI/TitleVII/Chapter44/Section55>), [MGL c.44 §55A](https://malegislature.gov/Laws/GeneralLaws/PartI/TitleVII/Chapter44/Section55A) (<https://malegislature.gov/Laws/GeneralLaws/PartI/TitleVII/Chapter44/Section55A>), [MGL c.44 §55B](https://malegislature.gov/Laws/GeneralLaws/PartI/TitleVII/Chapter44/Section55B) (<https://malegislature.gov/Laws/GeneralLaws/PartI/TitleVII/Chapter44/Section55B>).

Massachusetts Collectors & Treasurers Investment Policy Statement manual

Creating an Investment Policy (<http://www.gfoa.org/creating-investment-policy>), *Government Finance Officers Association Best Practice*, October 2010.

Adopted by:

Date Adopted:

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

Background:

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

Policy:

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

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

References:

Municipal Advisor Disclosure Statement

Adopted by:

Date Adopted:

ALL **ECONOMIC DEVELOPMENT FINANCING POLICIES**

Tax Increment Financing / Tax Increment Exemption Program

Background:

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

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

Policy:

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

References:



APPENDIX A: Municipal Finance Glossary/Acronym List

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

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

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

Debt Exclusion: An action taken by a community through a referendum vote to raise the funds necessary to pay debt service costs for a particular project from the property tax levy, but outside the limits under Proposition 2½. By approving a debt exclusion, a community calculates its annual levy limit under Proposition 2½, then adds the excluded debt service cost. The amount is added to the levy limit for the life of the debt only and may increase the levy above the levy ceiling.

Enterprise Fund: An enterprise fund, authorized by MGL Ch. 44 §53F½, is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an enterprise fund, all costs of service delivery--direct, indirect, and capital costs--are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the "surplus" or net assets unrestricted generated by the operation of the enterprise rather than closing it out to the general fund at year-end. See "Retained Earnings." Services that may be treated as enterprises include, but are not limited to, water, sewer, hospital, and airport services. See DOR IGR 08-101.

Equalized Valuation/EQV: The determination of an estimate of the full and fair cash value (FFCV) of all property in the Commonwealth as of a certain taxable date. EQVs have historically been used as a variable in distributing some state aid accounts and for determining county assessments and other costs. The Commissioner of Revenue, in accordance with MGL Ch. 58 §10C, is charged with the responsibility of biannually determining an equalized valuation for each city and town in the Commonwealth.

Excess Levy Capacity: The difference between the levy limit and the amount of real and personal property taxes actually levied in a given year. Annually, the board of selectmen or city council must be informed of excess levy capacity and their acknowledgment must be submitted to DOR when setting the tax rate.

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

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

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

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

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

Indirect Costs: Costs of a service not reflected in the operating budget of the entity providing the service. An example of an indirect cost of providing water service would be the value of time spent by non-water department employees processing water bills. A determination of these costs is necessary to analyze the total cost of service delivery. The matter of indirect costs arises most often in the context of enterprise funds.

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

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

Local Aid: Revenue allocated by the Commonwealth to cities, towns, and regional school districts. Estimates of local aid are transmitted to cities, towns, and districts annually by the "Cherry Sheets." Most Cherry Sheet aid programs are considered general fund revenues and may be spent for any purpose, subject to appropriation.

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

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

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

Motor Vehicle Excise (MVE): A locally imposed annual tax assessed to owners of motor vehicles registered to an address within the community, in accordance with MGL Chapter 60A. The excise tax rate is set by statute at \$25.00 per \$1000 of vehicle value. Owner registration and billing information is maintained by the State Registry of Motor Vehicles and is made available to a city or town, or to the Deputy Collector who represents it.

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

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

PILOT/ Payment in Lieu of Taxes: An agreement between a municipality and an entity not subject to taxation, such as charitable or educational organizations, in which the organization agrees to make a voluntary payment to the municipality. By law, a city or town must make such a payment to any other community in which it owns land used for public purposes.

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

Recap Sheet/Recap/Tax Rate Recapitulation Sheet: A document submitted by a city or town to the Massachusetts Department of Revenue (DOR) in order to set a property tax rate. The recap sheet shows all estimated revenues and actual appropriations that affect the property tax rate. The recap sheet should be submitted to the DOR by September 1 (in order to issue the first-half semiannual property tax bills before October 1) or by December 1 (in order to issue the third quarterly property tax bills before January 1).

Retained Earnings: An equity account reflecting the accumulated earnings of an enterprise fund that may be used to fund capital improvements, to reimburse the general fund for prior year subsidies, to reduce user charges and to provide for enterprise revenue deficits (operating loss).



Revaluation: The assessors of each community are responsible for developing a reasonable and realistic program to achieve the fair cash valuation of property in accordance with constitutional and statutory requirements. Every three years, assessors must submit property values to the DOR for certification. Assessors must also maintain fair cash values in the years between certifications so that each taxpayer in the community pays his or her share of the cost of local government in proportion to the value of his property.

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

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

Special Revenue Fund: Funds, established by statute only, containing revenues that are earmarked for and restricted to expenditures for specific purposes. Special revenue funds include receipts reserved for appropriation, revolving funds, grants from governmental entities, and gifts from private individuals or organizations.

Stabilization Fund: A fund designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose (MGL Ch. 40 §5B). Communities may establish one or more stabilization funds for different purposes and may appropriate into them in any year an amount not to exceed ten percent of the prior year's tax levy. The total of all stabilization fund balances shall not exceed ten percent of the community's equalized value, and any interest shall be added to and become a part of the funds. A two-thirds vote of town meeting or city council is required to establish, amend the purpose of, or appropriate money into or from the stabilization fund. (See DOR IGR 04-201)

Unassigned Fund Balance: See "Free Cash"

Unrestricted Net Position: See "Retained Earnings"

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

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

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

APPENDIX B: Relevant Sections of City Ordinance

ARTICLE IV. DIVISION 4. - CHIEF FINANCIAL OFFICER

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

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

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

Sec. 2-297. - Capital improvement defined.

As used in this division, a capital improvement shall be any physical public facility, any major improvement to the same, or any item of equipment having a useful life of at least five (5) years and a total cost which exceeds twenty-five thousand dollars (\$25,000.00), to be financed in whole or in part by city funds. The term shall include a group of improvements or projects having the same single purpose and which represents an aggregate expenditure in excess of twenty-five thousand dollars (\$25,000.00), portions of which may be undertaken at intervals over an estimated time period.



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

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

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

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

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

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

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

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

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

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

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

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

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



Sec. 2-126. Positions in classified service.

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

(b) *Definitions:*

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

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

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

Sec. 2-127. Pay plan.

The official pay plan shall consist of the following categories:

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

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

City Ordinance Employees		Annual Salary Schedule - July 1, 2018								
Comp./Grade	7/1/2018	Min.	2	3	4	5	6	7	8	Rate
BOARDS AND COMMISSIONS										
B/C	Chairman, Board of Health PT									\$ 1,250
	Member, Licensing Board PT									
	Member, Board of Health PT									
	Member, Board of Assessors PT (19.5 hours per week)				\$ 26,743	\$ 27,429	\$ 28,115			
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. Mgmt.									\$ 15,950
	Communications Director									
DA/P-4	Human Services Administrator									\$ 80,013
DA/P-5	Diversity and Inclusion Manager	\$ 62,000	\$ 63,860	\$ 65,776	\$ 67,750	\$ 69,783	\$ 71,877	\$ 74,034	\$ 76,256	



DEPARTMENT HEADS

DH1	Dir. Emerg. Mgmt.									\$ 25,000
DH2	Ex. Dir. Dev. & Ind. Comm.	\$ 66,406	\$ 69,625	\$ 72,303	\$ 75,965	\$ 78,461	\$ 80,423	\$ 83,640		
	Superintendent of Wires									
DH3	Ex. Director Parking Authority	\$ 76,423	\$ 79,477	\$ 81,864	\$ 83,503	\$ 86,876	\$ 89,047	\$ 92,609		
	Member, Bd. of Assessors									
DH4	Data Processing Dept. Head	\$ 80,720	\$ 83,613	\$ 86,958	\$ 88,697	\$ 92,281	\$ 94,589	\$ 98,372		
	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	\$ 104,430		
	** If no employment contract									
DH8	Superintendent of Buildings	\$ 101,178	\$ 105,457	\$ 106,313	\$ 108,440	\$ 112,819	\$ 115,640	\$ 120,265		
	Dir. Of Urban Development/City Planner									
DH9	Comm. of Public Works	\$ 115,315	\$ 120,384	\$ 128,574	\$ 131,147	\$ 136,442	\$ 139,853	\$ 145,447		
DH10	City Clerk	\$ 101,627	\$ 103,932	\$ 107,346	\$ 109,493	\$ 113,918	\$ 116,766	\$ 121,437		
DH11	Chief Financial Officer	\$ 137,825	\$ 145,226	\$ 154,478	\$ 157,568	\$ 163,933	\$ 168,031	\$ 174,752		
DH12	Fire Chief	\$ 160,893	\$ 166,798	\$ 174,180	\$ 180,082	\$ 187,464	\$ 191,215	\$ 195,995	\$ 203,834	
DH14	Police Chief									
	Set by employment contract									

ELECTIONS

E-1	Election Wardens /Clerks									\$ 200
E-2	Computer Clerks and Canvassers									\$ 175
E-3	Inspectors and Demonstrators									\$ 150
E-4	Special Police Officer & Constable Working at Polls PT									\$ 14.65

LEGAL

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

MISCELLANEOUS



M1	Clerk - Veteran Council Clerk of Committees Election Commissioners Secretary of Claims Commission PT Secretary of COA Sec. Group Insurance PT or Trust Fund Comm. PT Sec. to License Comm. PT Sec. to Park Commission PT Sec. to Planning Board PT Labor Registration Clerk								\$ 750
M-2	City Clerk Council Clerk Elec. Comm. City Clerk Clerk of Committees, City Clerk Clerk of Finance, Auditor Clerk of Real Estate Comm., Treasurer								\$ 3,250
M-3	Sec. to Board of Appeals (per mtg)								\$ 125
M-4	Payroll Supervisor								\$ 7,500
M-5	Assistant to Payroll Supervisor								\$ 5,000
M-6	*Legislative Counsel Stipend in absence of Asst. City Clerk \$500 per month								\$ 6,000
PART TIME SEASONAL									
PT/S-1	Locker Room Attendant PT Watchman & Swimming Pool Cust. PT Temporary Laborer PT Library Trainee PT	Minimum Wage as Established by Federal Law							
PT/S-2	Recreational Supervisor General PT								\$ 5,680.58
PT/S-3	Junior Clerk & Typist PT								\$ 14.01
PT/S-3a	Parking Garage Attendant PT	\$ 14.01	\$ 14.45	\$ 15.08	\$ 15.61	\$ 16.14			
PT/S-4	Deputy Chief Traffic Supervisor								\$ 14.25
PT/S-5	Deputy Director of Civil Defense PT Graves Registration Clerk								\$ 3,000
PT/S-6	School Physician PT								\$ 3,500
PT/S-7	Director of Civil Defense PT Inspector of Animals PT								\$ 6,750
PT/S-8	Health Officer PT								\$ 6,250
PT/S-9	City Physician PT School Traffic Supervisor Inspector of Animals PT								\$ 8,000 \$ 10.50
PT/S-10	Supervisor of Recreational Athletics							Night	\$ 15.00
								Day	\$ 20.00



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

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

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

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

Sec. 2-129. Adjustment policy.

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

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

. Employees occupying part-time positions in classes assigned to rate ranges shall be eligible for consideration for increases on the same basis as provided for full-time personnel. However, the total employment of such part-time employees must equal thirty (30) weeks at the number of hours established for the work week of the department in which the position appears or the position in order for such employment to be considered as one (1) years' service.

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

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

Sec. 2-130. Transfers and promotions.

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

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

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



Sec. 2-131. New personnel.

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

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

Sec. 2-132. Longevity rates.

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

Length of service (years) Amount

Over 5 but not over 10 \$480.00

Over 10 but not over 15 \$750.00

Over 15 but not over 20 \$950.00

Over 20 \$1,250.00

Over 25 \$1,350.00

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

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

(Code 1965, § 28-8; Ord. No. D351, 11-18-94; Ord. No. D426, 6-26-98; Ord. No. F004, 5-30-01; Ord. No. G021, § 2, 4-28-05; Ord. No. 107, 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-five (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 first Monday in September, Columbus Day, Veterans' Day, Thanksgiving Day, and Christmas Day.



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

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

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

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

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

Sec. 2-135. Sick leave.

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

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

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

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

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

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

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

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

Sec. 2-136. Funeral leave.

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

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

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

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

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

Sec. 2-137. Vacation leave.

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

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

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

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

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

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

(g) Employees who are eligible for vacation under these rules and whose services are terminated by dismissal through no fault or delinquency of their own, or by retirement, or by entrance into the defense forces shall be paid an amount equal to the vacation allowance as earned, and not granted, in the vacation year prior to such dismissal, retirement, or entrance into the defense forces. In addition, payment shall be made for that portion of the vacation allowance earned in the vacation year during which such dismissal, retirement, or entrance into the defense forces occurred up to the time of his separation from the payroll.

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

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

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

Sec. 2-138. Pay for overtime.

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

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

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

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

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

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

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

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

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

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

Sec. 2-139. Group life insurance.

The present provisions as to group life insurance shall continue.

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

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

The city treasurer-collector shall deduct from each payment of salary to any employee of the city, such amount as such employee in a written authorization to such treasurer-collector may specify for purchasing shares of, or making deposits in, or repaying any loan from any credit union in any savings or cooperative bank, trust company, or credit union incorporated in or chartered by the commonwealth. Any such authorization may be withdrawn by the employee by giving at least thirty (30) days' notice in writing of such withdrawal to the city treasurer-collector and by filing a copy with the treasurer of said credit union. The city treasurer-collector shall transmit the amounts so deducted to the treasurer of such credit union or to the appropriate officer of any other such bank or association for the purposes specified by the employee, in compliance with the provisions contained in Chapter 149, Section 178B of the Massachusetts General Laws.

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



Sec. 2-140. Workers' compensation.

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

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

Sec. 2-141. Wage and personnel board.

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

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

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

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

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

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

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

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

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

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

Sec. 2-143. Military leave.

The present provisions as to military leave shall continue.

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

Sec. 2-144. Collective bargaining agreements.

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

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



Sec. 2-145. Civil service laws.

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

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

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

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

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

Secs. 2-147—2-155. Reserved.

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

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

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

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

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

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

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

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

ARTICLE IV. DIVISION 2. - CITY AUDITOR

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

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

- a. The city auditor shall carefully examine all accounts and claims, which shall have been approved, as provided in section 2-249, and if they are just, legally contracted and duly authorized, he shall audit and present the same, properly filed and labelled, with a complete list thereof, to the standing committee on accounts.
- b. The city auditor shall keep, in the city hall, a complete set of books containing itemized statements of the receipts and expenditures of each department, and the condition of all appropriations. In case any appropriation shall be exhausted, he shall give immediate notice of the fact, in writing, to the city council, to the committee having charge of the appropriation and to the committee on accounts. He shall present, each month, to each member of the city council, a printed report of the state of the account of each department and the condition of its appropriation. He shall make such comments upon the state of the account of any department, to the city council, as shall seem to him necessary or proper to be made.

- c. Whenever any money is drawn from the treasury, the city auditor shall present to the mayor a list of the bills to be paid, charged to the several departments to which they belong, and when the mayor has drawn his order therefor, he shall transmit the same, together with the bills, to the city treasurer-collector. The city auditor shall cause all books, papers, vouchers, and documents under his care to be securely deposited in a 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 officer or acting chief procurement officer as defined in Massachusetts General Laws Chapter 30B. The director of procurement shall be appointed by the mayor, subject to confirmation by the city council, for a term of three (3) years.

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

Sec. 2-378. - Same—Duties.

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

- . 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 office all bids and proposals submitted to the city together with any and all other documents required to be kept by Massachusetts General Law Chapter 30B, Massachusetts General Law Chapter 149 and Massachusetts General Law Chapter 7, Section 38½ et seq.

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

APPENDIX C: Relevant Special Acts of the Massachusetts State Legislature

Chapter 324 of the Acts of 1990

AN ACT RELATIVE TO THE FINANCIAL CONDITIONS IN THE CITY OF BROCKTON

Be it enacted, etc., as follows:

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



of the mayor, council, board or commission of the city of Brockton. Any or all bonds or notes issued under authority of this act shall not be subject to the debt limitations of section ten of chapter forty-four of the General Laws but, except as provided for herein, shall otherwise be subject to the provisions of said chapter forty-four.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

SECTION 4. Notwithstanding the provisions of any general or special law, city charter provision, or local ordinance to the contrary, there shall be in the city of Brockton a department of finance which shall be responsible for the overall budgetary and financial administration of the city of Brockton. The department of finance shall be under the charge and control of a chief financial officer who shall be appointed by the mayor for a period of three years. The chief financial officer shall report to and be under the direction of the mayor.

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

The chief financial officer shall not, at any time, assume the duties or responsibilities of the city auditor, the city collector or the city treasurer. Without the prior approval of the city council, the chief financial officer shall not, at any time, assume the duties or responsibilities of any city officer 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.

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

- (a) Coordination, administration and supervision of all financial services and activities together with assistance in all matters related to municipal financial affairs, and;
- (b) Development and maintenance of uniform systems for all financial planning and operations in all departments, including the school department, or boards, commissions or agencies or other units of city government, the operation of which have a financial impact upon the general fund of the city, and;
- (c) Implementation and maintenance of uniform budget guidelines and procedures including direction and assistance in development and preparation of all departmental and other budgets and spending plans, and;
- (d) Monitoring of the expenditure of all funds, including periodic reporting by or to the appropriate body, agency or officer of the status of accounts and including the continuing review of the spending plan for each department or activity of the city, and;
- (e) Review of all proposed contracts and obligations with a term or impact in excess of one year, and;
- (f) Supervision of the allotment of funds on a periodic basis as provided for herein.

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

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

authorization may nonetheless be approved, provided further that the absence of such certification of the chief financial officer is expressly noted in such order or vote.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

SECTION 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 forty-nine of the General Laws, proposition two and one half, so-called, the city of Brockton shall establish a special reserve fund for extraordinary and unforeseen expenditures, which fund shall be designated the "supplemental reserve fund to ensure fiscal stability". Such fund shall be separate and in addition to any amounts appropriated pursuant to the provisions of section five A of chapter forty of the General Laws.

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

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

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

Transfers or expenditures may be made from the special reserve fund of any fiscal year during that fiscal year only and then only by the mayor with the approval of the city council, and provided further that if the finance control board continues in existence at the time of such transfer or expenditure, only with the approval of said board. Each such transfer or expenditure request by the mayor shall be accompanied by a written statement

detailing the amount and the reason for such transfer or expenditure. Except for such transfers or expenditures as hereabove authorized, there shall be no other transfers or expenditures from such fund, nor shall there be any charges against such fund nor reductions in the amount of such fund.

If in any fiscal year subsequent to fiscal year nineteen hundred and ninety-one, the special reserve fund as provided for herein is depleted by transfers or expenditures in excess of fifty percent of the amount certified for that year by the city auditor plus the amount of any penalty adjustment as provided for hereinafter, or if the city incurs net deficits with respect to such fiscal year in excess of fifty percent of the aforementioned amount, the special reserve fund requirement for the succeeding fiscal year shall be increased by one-quarter of one percent of the gross amount to be raised for the year with respect to which the use of the reserve fund or the deficits were incurred as the case may be. Such percentage increase shall be of a permanent nature and be fully effective with respect to the special reserve fund requirements of all succeeding fiscal years, except as provided for hereinafter; provided further, however, that if such penalty adjustment increase shall be made for fiscal years nineteen hundred and ninety-three, nineteen hundred and ninety-four, nineteen hundred and ninety-five, or nineteen hundred and ninety-six, it shall be in addition to the percentage increase in the reserve fund provided for hereinabove. In no event, however, may the special reserve fund requirement for any fiscal year exceed five percent of the gross amount to be raised of the prior fiscal year as appearing on the city's tax rate recapitulation of said prior fiscal year. All amounts required by this act to be raised for each fiscal year shall be certified to the board of assessors by the city auditor prior to the establishment of the tax rate for the then current fiscal year.

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

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

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

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

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

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

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

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

Chapter 483 of the Acts of 2004



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

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

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

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

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

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

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



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

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

Approved January 6, 2005

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

DEMOGRAPHIC AND ECONOMIC SUMMARY



DEMOGRAPHIC AND ECONOMIC SUMMARY

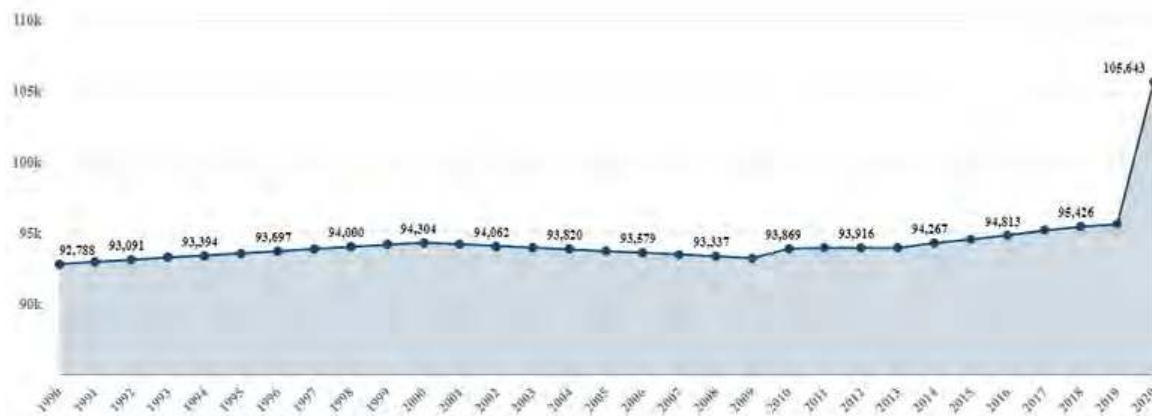
The City of Brockton is a densely developed, diverse urban community, located twenty-five miles south of Boston, covering 21.32 square miles of land with a population of 105,643 (U.S. Census Bureau). Brockton is a Gateway City, one of twenty-six midsize urban centers that anchor regional economies around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



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.

HOUSEHOLD INCOME

Median Income

\$64,249

* Data Source: 2020 US Census Bureau [🔗](#)

Household Analysis

TOTAL HOUSEHOLDS
31,459

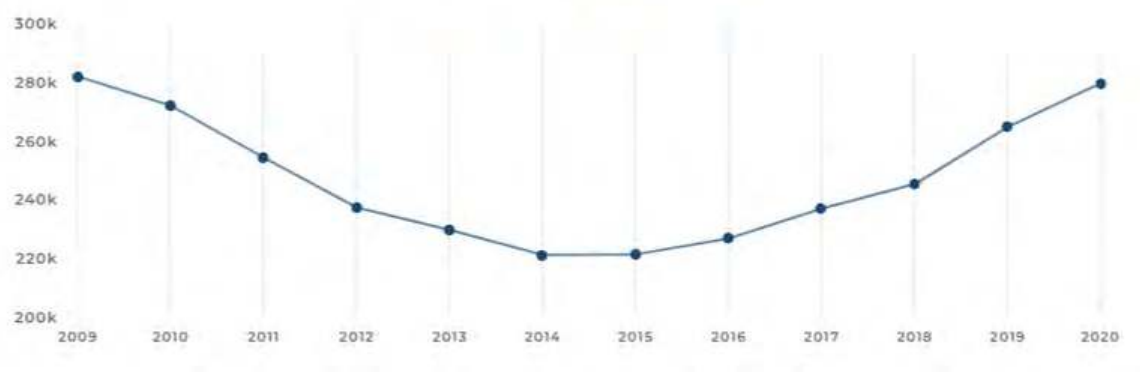
Municipalities must consider the dynamics of household types to plan for and provide services effectively. Household type also has a general correlation to income levels which affect the municipal tax base.

* Data Source: 2020 US Census Bureau

Housing Overview

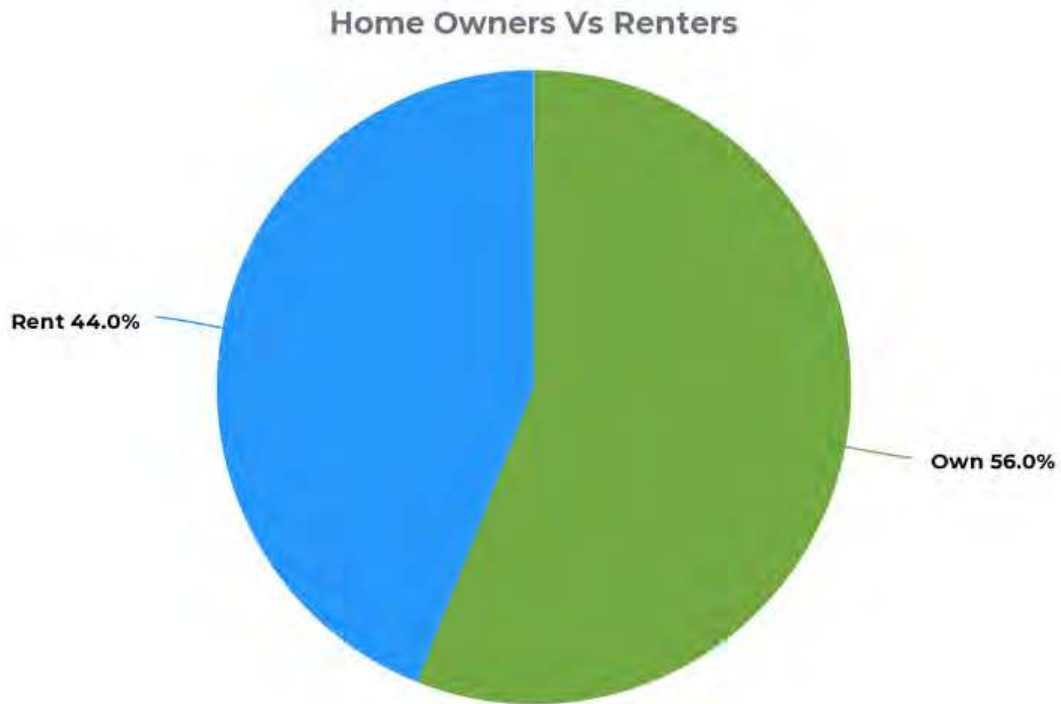


2020 MEDIAN HOME VALUE
\$279,600



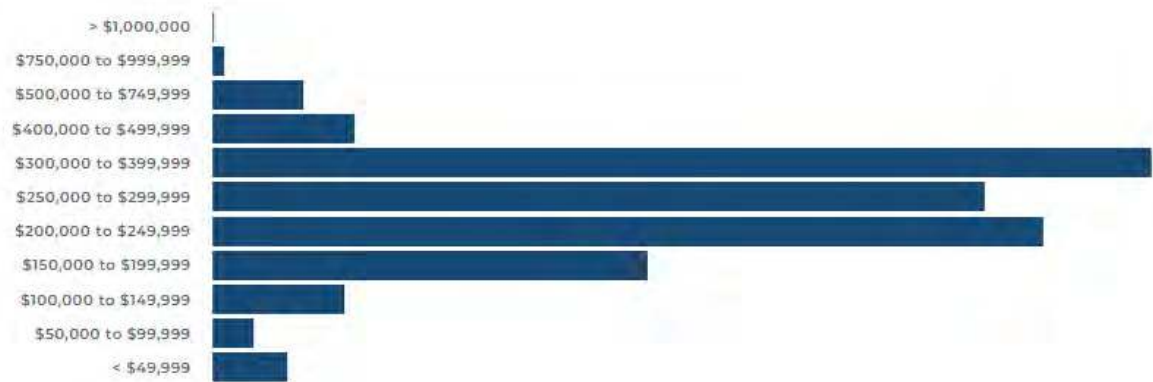
* Data Source: 2020 US Census Bureau

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 first settled in the 17th century and was originally known as North Bridgewater – a geographic area that is today comprised of the communities of Brockton, West Bridgewater, East Bridgewater, and Bridgewater. Brockton became a city in 1881.

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

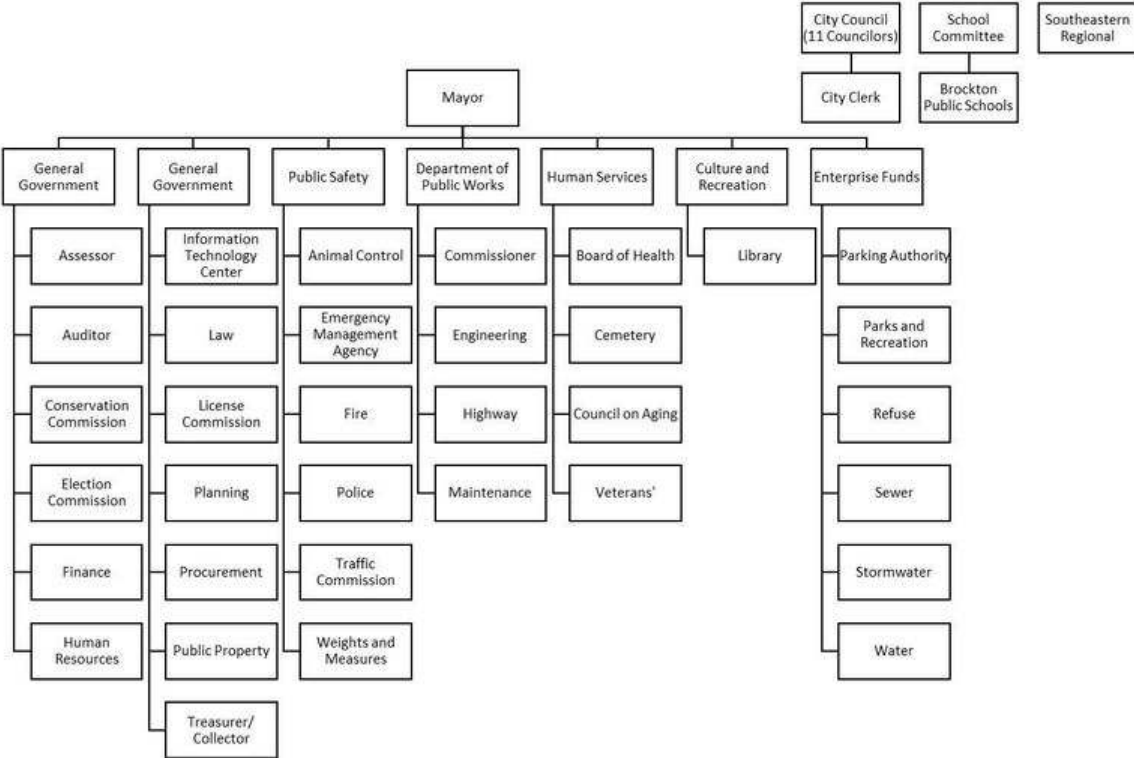
On the state level, Brockton is represented in three districts in the Massachusetts House of Representatives: the Ninth Plymouth, the Tenth Plymouth (which includes West Bridgewater and Precinct 1 of East Bridgewater), and the Eleventh Plymouth (which includes most of Easton). The City is represented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

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

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



CITY OF BROCKTON ORGANIZATIONAL CHART



ELECTED OFFICIALS

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



MAYOR

Robert F. Sullivan
Mayor



CITY COUNCIL

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

Karen Preval
Auditor
45 School Street
Brockton, MA 02301

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



Board of Health

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

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



Cemetery/Parks and Recreation

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

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



City Clerk/City Council

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 Officer
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 Officer
45 School Street
Brockton, MA 02301

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



Public Property/War Memorial

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

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



School Department

Michael Thomas
Superintendent
43 Crescent Street
Brockton, MA 02301

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



Southeastern Regional Technical Vocational High School

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

Phone: 508-230-1215



Traffic Commission

Captain Mark Pocaro
Commissioner
45 School Street
Brockton, MA 02301

Email: [traf c@cobma.us](mailto:traffic@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 Officer
156 West Elm Street (War Memorial Building)
Brockton, MA 02301

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



Weights and Measurers

Kevin Croker
Sealer
45 School Street
Brockton, MA 02301

Email: sealer@cobma.us
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POSITION LIST

FY22/FY23 Funded Position List	FY2021 Staff Positions	FY22 Staff Positions	FY23 Staff Positions	FY2022 to FY2023 Variance
GENERAL GOVERNMENT				
ANIMAL CONTROL	8	9	9	0
ASSESSOR	7	7	7	0
AUDITOR	9	10	9	-1
BOARD OF HEALTH	17	18	18	0
CEMETERY	6	6	6	0
CITY CLERK	6	6	6	0
CITY COUNCIL	7	7	7	0
COUNCIL ON AGING	5	6	5	-1
DPW-ADMINISTRATION	4	4	4	0
DPW- ENGINEERING	7	7	4	-3
DPW- HIGHWAY	25	29	29	0
DPW- MAINTENANCE	2	3	3	0
DPW- REFUSE	11	11	12	1
DPW- SEWER	20	24	25	1
DPW-WATER	40	42	41	-1
ELECTIONS COMMISSION	8	8	8	0
EMERGENCY MANAGEMENT	3	3	3	0
FINANCE	5	6	6	0
FIRE	212	218	219	1
HUMAN RESOURCES	6	6	6	0
INFORMATION TECHNOLOGY	11	11	11	0
LAW DEPARTMENT	10	10	10	0
LIBRARY-FT	27	27	27	0
LIBRARY-PT	15	15	17	2
LAW-LICENSE COMMISSION	6	6	6	0
MAYOR	11	11	11	0
PARKS & RECREATION	12	12	12	0
PARKING AUTHORITY	13	16	17	1
PLANNER & ECONOMIC DEVELOPMENT	4	5	6	1
POLICE	234	232	232	0
PROCUREMENT	3	3	3	0
PUBLIC PROPERTY	24	24	23	-1
TREASURER/COLLECTOR	14	14	14	0
VETERANS SERVICES/COUNCIL	3	3	3	0
WEIGHTS & MEASURES	2	2	2	0
GRAND TOTAL	797	821	821	0

The FY2023 General Fund Budget included staff increases. This is based on the following:

FIRE	1	Administrative Assistant II
	1	Garage Attendant
PLANNER/ECONOMIC DEVELOPMENT	1	Administrative Assistant I
LIBRARY DEPARTMENT (PT)	2	Increase of Assistant Branch Supervisor and Library Assistant Branch position

Similarly, the FY2023 General Fund budget includes a reduction in staff. This is based on the following:

COUNCIL ON AGING	-1	No Administrative Assistant
PUBLIC PROPERTY	-1	A reduction in a Plumber

The FY2023 Enterprise Funds budget includes a reduction staff. This is based on the following:

DPW-WATER	-1	Grade 1
	-3	A reduction is a Grade 3 & 4 Engineer and an Administrative Assistant II

The FY2023 Enterprise Funds budget includes an increase in staff. This is based on the following:

DPW-REFUSE	1	Adding a Financial Analyst
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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
- Brookfield Elementary School
- Downey Elementary School
- Gilmore Elementary School
- Manthala George Elementary School
- Hancock Elementary School
- Kennedy Elementary School
- Davis Elementary School
- Raymond Elementary School
- Ashfield Middle School
- East Middle School
- North Middle School
- Plouffe Academy School
- South Middle School
- West Middle School
- Brockton High School
- Edison Academy School
- Champion High School
- Huntington Therapeutic Day
- Frederick Douglass Academy

Community Pools

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



MUSEUMS AND CULTURAL ATTRACTIONS

Brockton Historical Society Museum

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

Current exhibits include:

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

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

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

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



Brockton Symphony Orchestra

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

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

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



Campanelli Stadium

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



Fuller Craft Museum

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

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

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



Stacy Adams Cultural Arts Building

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



Liberty Tree

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



Milton Art Museum

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

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



Mayor Robert Sullivan Summer Concert Series

The Summer Concert Series is an annual eight-week concert sponsored by the Office 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 Office, 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.



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 nonprofits, city officials, 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 Office of Business Development to introduce a new mobile app for the "City of Champions." The "Brockton MA - City of Champions" app is the first 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 fingertips. 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 claim.mycivicapps.com. The app is available for 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 Office of Mayor Robert F. Sullivan, the Brockton Police Department, Brewster Ambulance, Brockton Area-Multi Services Inc. (BAMSI), the Gandara Center, and the Brockton Area Prevention Collaborative. The CP celebrated 5 years in 2021. The CP was created to help those dealing with Substance Use Disorders (SUD) gain access to treatment with recovery coaches calling to follow up at 72 hours, one week, periodic monthly check ins, and a survey at the 2-year call. In December 2020, CP staff had made over 10,000 follow-up calls.

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

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

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

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



TOP EMPLOYERS

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

Source: Metro South Chamber of Commerce, Book for Business



FINANCIAL SUMMARIES



FY2023 BUDGET CALENDAR

December 1, 2021	Budget Kickoff Meeting: <ul style="list-style-type: none"> ◦ CFO briefs department heads and fiscal staff on FY23 budget guidelines.
January 3, 2022	Electronic Distribution of budget materials to departments: <ul style="list-style-type: none"> ◦ Position list. ◦ Personal Services sheets. ◦ FY22 YTD budgets through December 31, 2021. ◦ FY23 budget guidelines.
January 18, 2022	Deadline for departments to notify the Finance Office of any changes to Personal Services sheets and position list.
January 4, 2022 through January 28, 2022	Departments review and update budget materials: <ul style="list-style-type: none"> ◦ Position list. ◦ Personal Service sheets. ◦ FY23 expenditure projections. ◦ Mission statement and services. ◦ Performance Measures ◦ FY22 accomplishments. ◦ FY23 objectives. ◦ Review FY23 revenue projections. <p>All supporting documentation must be submitted to the Finance Department for preliminary review.</p>
January 28, 2022	Deadline for FY23 budgets to be updated in Munis.
January 31, 2022 through February 14, 2022	Department head meetings with the CFO: <ul style="list-style-type: none"> ◦ 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.
May 2022	Mayor and CFO budget presentations and distribution of budget documents to the City Council.
May/June 2022	Budget is submitted: <ul style="list-style-type: none"> ◦ Appropriation Order to the City Clerk- May 17, 2022 ◦ Projected Budget Hearings- June 6- June 8, 2022 ◦ City Council Final Vote- June 9, 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 quantifiable where applicable. The emphasis is on further integration of the Mayor's goals in order to continue refinement of the budget document. In the 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 to absorb increasing costs due to contractual terms within their budgets and not knowingly under-budget them. Additional supplemental requests for new or expanded services, were submitted and reviewed as part of the 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 classified 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 modified accrual basis of accounting, which is the basis used by all governmental fund types. Modified accrual accounting combines accrual-basis accounting with cash-basis accounting and recognizes revenues when they become available and measurable and recognizes expenditures when liabilities are incurred.

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

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

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



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

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

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

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

FUND DESCRIPTIONS

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

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

GOVERNMENT FUND TYPES

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

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

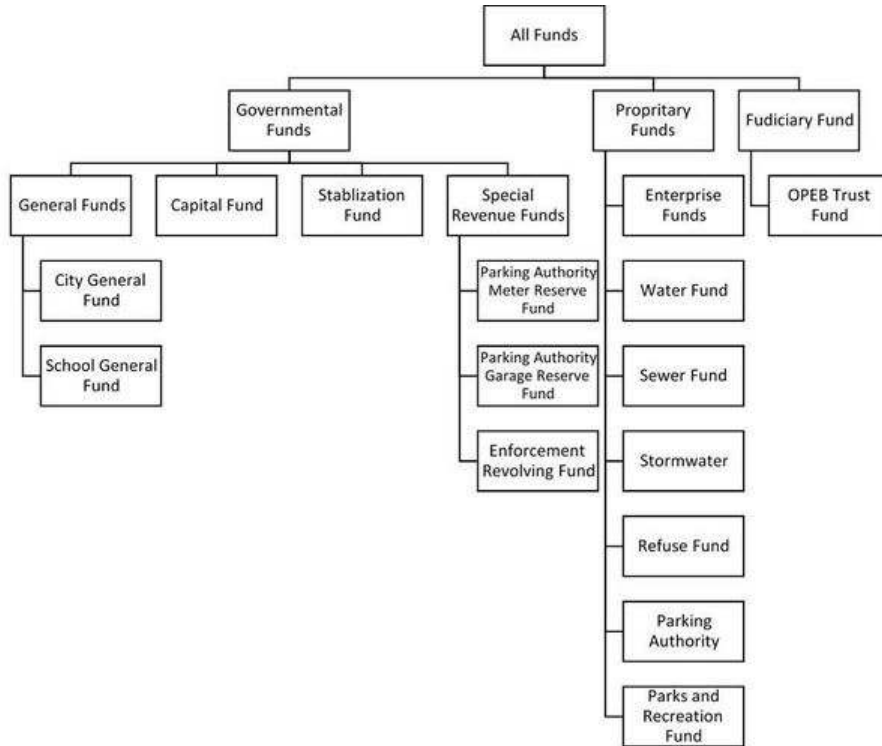
The Capital Projects Fund is used to account for expenditures on the acquisition or construction of major capital facilities as well as items related to the City's Capital Plan.

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

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

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

CITY FUND STRUCTURE



Major Fund Description

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

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

Enterprise Funds-Accounts for 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	√		
Auditor	√		
Board of Health	√		
Cemetery Department	√		
City Clerk	√		
Conservation Commission	√		
Council on Aging	√		
DPW- Commissioner	√		
DPW- Engineering	√		
DPW- Highway	√		
DPW- Maintenance	√		
Election Commission	√		
Emergency Management Agency	√		
Finance	√		
Fire	√		
Human Resources	√		
Information Technology Center	√		
Law Department	√		
Library	√		
License Commission	√		
Mayor	√		
Parking Authority		√	√
Planning and Economic Development	√		
Planning Board	√		
Police	√		√
Procurement	√		
Public Property	√		
Stormwater		√	
Traffic Commission	√		
Treasurer/ Tax Collector	√		
Veteran's Services	√		
War Memorial	√		
Weights and Measures	√		
Water		√	
Sewer		√	
Refuse		√	
Parks and Recreation		√	



BUDGET APPROPRIATION BY FUND

FUND TYPE	FY2023
Non-bonded Capital Projects	\$0
TOTAL CAPITAL FUND	\$0
Direct General Fund	\$460,876,950
TOTAL GENERAL FUND	\$460,168,258
ENTERPRISE FUNDS	
Stormwater	\$663,340
Water	\$20,948,753
Sewer	\$19,297,671
Refuse	\$8,381,738
Parks and Recreation	\$2,798,472
Parking Authority	\$1,204,060
TOTAL ENTERPRISE FUND	\$53,294,034
FY2023 GRAND TOTAL APPROPRIATION	*\$513,462,292

*Figures represent the adopted FY23 budget on June 9th, 2022.



APPROPRIATION ORDER

ORDERED: **1.** Move that \$460,876,950 be appropriated for the following general fund departmental expenditures of the City for the fiscal 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
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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 Benefits	
Employee Benefits	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	346,895
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	214,800
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	
Personal Services - Other Than Overtime	168,433
Ordinary Maintenance - Services	525
Ordinary Maintenance - Goods	9,500



Public Property

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	53,100

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 Staff 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

Traffic 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

DPW-Commissioner

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

Personal Services - Overtime	15,000
Personal Services - Other Than Overtime	1,087,788
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	13,000
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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
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General Fund Subsidies

Park and Recreation General Fund Subsidy	600,000
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Amount to be Raised- Overlay	1,406,585
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Government Assessments	30,308,430
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TOTAL BUDGET	460,168,258
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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:

Stormwater Fees	800,000
Total	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 \$19,136,312 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 \$20,948,753 be raised as follows:

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

Water

Personal Services - Overtime	627,825
Personal Services - Other Than Overtime	2,782,694
Purchase of Services	3,661,603
Goods and Supplies	690,799
Debt Service	2,672,591
Other Contracted Services	8,700,800
Direct Costs	19,136,312
Indirect Costs	1,812,441
Total	20,948,753

ORDERED 4. Moved that \$17,948,448 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 \$19,297,671 be raised as follows:

User Charges	20,150,000
Retained Earnings	163,473
Total	20,313,473

Sewer

Personal Services - Overtime	306,017
Personal Services - Other Than Overtime	1,464,541
Purchase of Services	9,408,317
Goods and Supplies	476,612
Debt Service	7,142,961
Other Contracted Services	150,000
Direct Costs	17,948,448
Indirect Costs	1,349,223
Total	19,297,671

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:

Other Departmental Revenue	133,009
User Charges	1,280,000
Retained Earnings	785,463
General Fund Subsidy	600,000
Total	2,798,472

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:

Parking Authority Meters	500,000
Parking Authority Garage	475,000
Parking Authority Enforcement	250,000
Total	1,225,000

Parking Authority

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

***Figures represent the adopted budget FY23 budget on June 9th, 2022.**

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	-	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 - 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%
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	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	1,435,064	1,823,337	1,955,358	7.2%



	FY2021 ACTUAL	FY2022 BUDGETED	FY2023 PROPOSED	% CHANGE
GENERAL GOVERNMENT				
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 Benefits	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	346,895	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	4,479,312	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	4.7%
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	519,795	53.1%
Ordinary Maintenance - Goods	197,055	58,532	53,824	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	2,247,010	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	214,800	2.6%
Ordinary Maintenance - Goods	9,779	20,200	20,200	0.0%
TOTAL	388,823	865,168	719,925	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	294	3,000	3,000	0.0%
TOTAL	11,264	22,275	41,775	87.5%



	FY2021 ACTUAL	FY2022 BUDGETED	FY2023 PROPOSED	% CHANGE
GENERAL GOVERNMENT				
Procurement Department				
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	53,100	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	3,261,494	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				
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	37.2%
 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%



	FY2021 ACTUAL	FY2022 BUDGETED	FY2023 PROPOSED	% CHANGE
PUBLIC SAFETY				
Parking Authority				
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				
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	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				
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	-1.2%



	FY2021 ACTUAL	FY2022 BUDGETED	FY2023 PROPOSED	% CHANGE
DEPARTMENT OF PUBLIC WORKS				
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	1,087,788	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	1,118,838	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	111,125	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 - 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	-	-	12,879,589	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	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	-74.5%
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	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	-57.4%
Reserves & Stabilization Funds				
Supplemental Reserve Fund	150,000	424,481	-	-100.0%
Stabilization Fund	-	-	-	-100.0%
TOTAL	150,000	424,481	-	-100.0%
TOTAL GENERAL FUND	359,508,950	415,291,319	428,453,243	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	460,168,258	3.9%
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	78,605,355	6.7%
Purchase of Services	8,926,041	13,119,873	12,959,629	3.0%
Goods and Supplies	4,367,780	5,744,148	5,839,405	1.8%
Out of State Travel	818	6,800	10,300	51.5%
Capital	196,388	158,000	-	-
Debt Service	12,469,618	13,170,615	27,723,343	110.5%
Benefits	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	428,453,243	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	460,168,258	3.9%

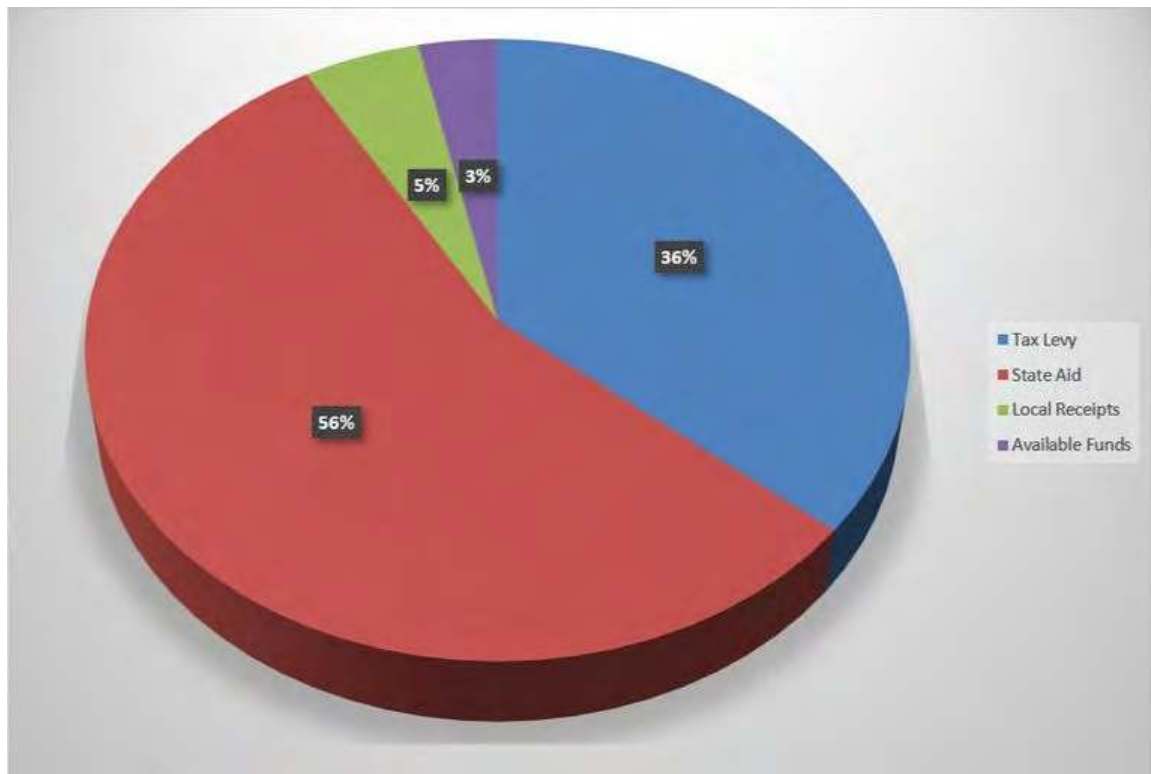
*Figures represent the adopted FY23 budget on June 9th, 2022.



FY2023 BALANCED BUDGET SUMMARY

FY2023 ESTIMATED REVENUE

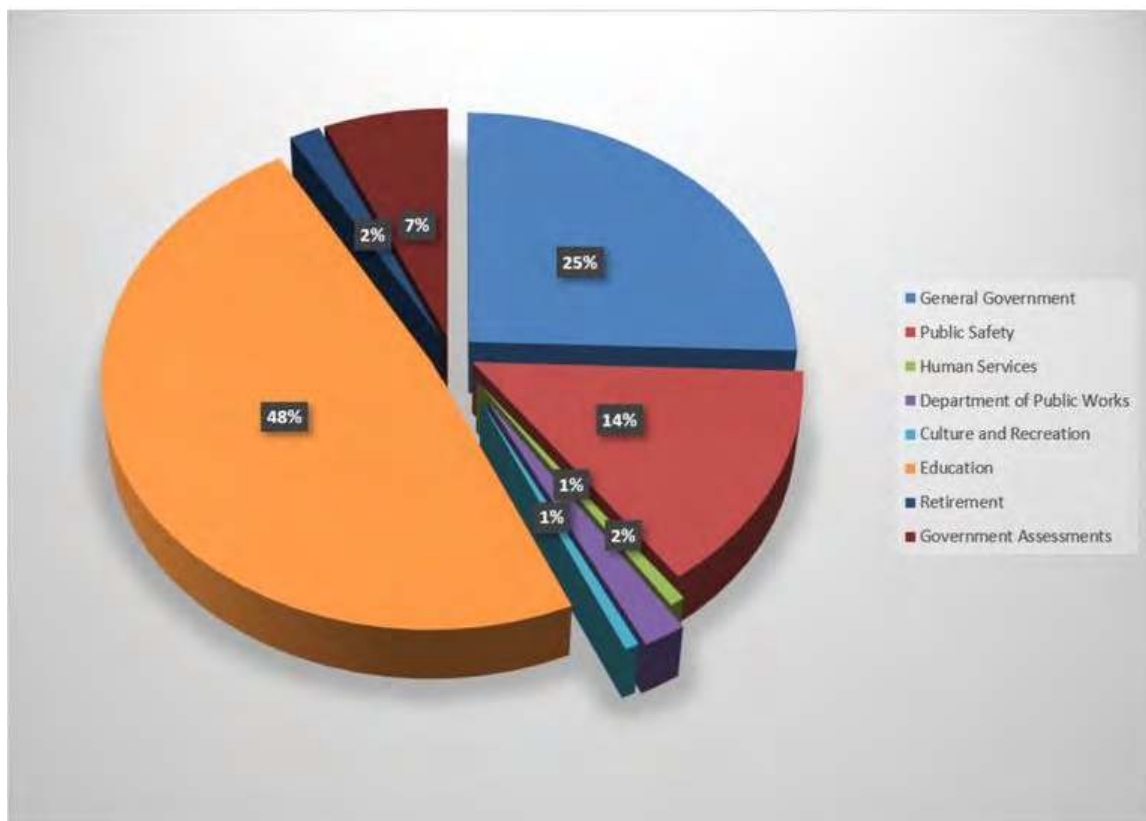
REVENUE SOURCES	FY2023
Tax Levy	\$166,144,852
State Aid	\$255,936,167
Local Receipts	\$23,138,931
Available Funds	\$15,657,000
TOTAL	\$460,876,950



FY2023 PROPOSED EXPENDITURES

EXPENDITURES BY FUNCTION

	FY2023
General Government	\$117,248,822
Public Safety	\$66,908,611
Human Services	\$3,164,700
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	*\$460,168,258



EXPENDITURES BY CATEGORY

CATEGORIES	FY2023
Personal Services Overtime	\$3,739,029
Personal Services- Non-Overtime	\$78,605,355
Purchase of Services	\$12,959,629
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	\$428,453,243
Amount to be Raised	\$1,406,585
Government Assessments	\$30,308,430
TOTAL	*\$460,168,258

***Figures represent the adopted FY23 budget on June 9th, 2022.**



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

STATE AID	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ESTIMATED	FY2023 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

LOCAL RECEIPTS	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ESTIMATED	FY2023 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

AVAILABLE FUNDS	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ESTIMATED	FY2023 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

REVENUE SOURCES	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



***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 final determination is the individual property tax levy for that resident. Collectively, every resident's tax levy determines the total revenue of the municipality's property tax levy.

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

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

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

STATE AID

CHERRY SHEET	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ESTIMATED	FY2023 PROPOSED
Education Receipts				
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
General Government				
Unrestricted General				
Governmental Aid	\$22,233,756	\$22,233,756	\$23,011,937	\$23,633,259
Veterans' Bene ts	\$552,854	\$556,432	\$542,155	\$477,148
Exempt Veteran, Blind, Surviving Spouse (VBS) and Elderly	\$346,991	\$349,191	\$317,893	\$376,940
State Land	\$232	\$239	\$280	\$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 official notification from the Commissioner of Revenue of the upcoming fiscal year's state aid and assessments to cities, towns, and region school districts.

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

EDUCATION RECEIPTS

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

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

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

GENERAL GOVERNMENTAL REIMBURSEMENT DISTRIBUTION

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

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

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

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

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

LOCAL RECEIPTS

LOCAL RECEIPTS	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-pro ts 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 fines and enforcement fees collected by the city (includes Police and Fire).

LICENSE AND PERMITS

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

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

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

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

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

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

OTHER REVENUE SOURCES

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

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

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

AVAILABLE FUNDS

AVAILABLE FUNDS	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 contract for the City's ambulance services. These funds are transferred to support the operations of the Fire Department.

Free Cash

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

Weights and Measures

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

Parking Authority Enforcement

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

Other Revenue

Other miscellaneous revenue not classified in other categories.

EXPENDITURE SUMMARY BY PROGRAM



GENERAL GOVERNMENT PROGRAM EXPENDITURES

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	\$4,479,312
Law-License Commission	\$87,703	\$104,823	\$109,723
Mayor	\$1,857,889	\$2,025,931	\$2,247,010
Planning and Economic Development	\$388,823	\$865,168	\$719,925
Planning Board	\$11,264	\$22,275	\$41,775
Procurement	\$161,207	\$199,614	\$178,458
Public Property	\$2,171,997	\$3,240,006	\$3,261,494
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	**\$377,986,017

* War Memorial statutory categories are merged with the respective categories within the Public Property budget.

**Figures represent the adopted FY23 budget on June 9th, 2022.

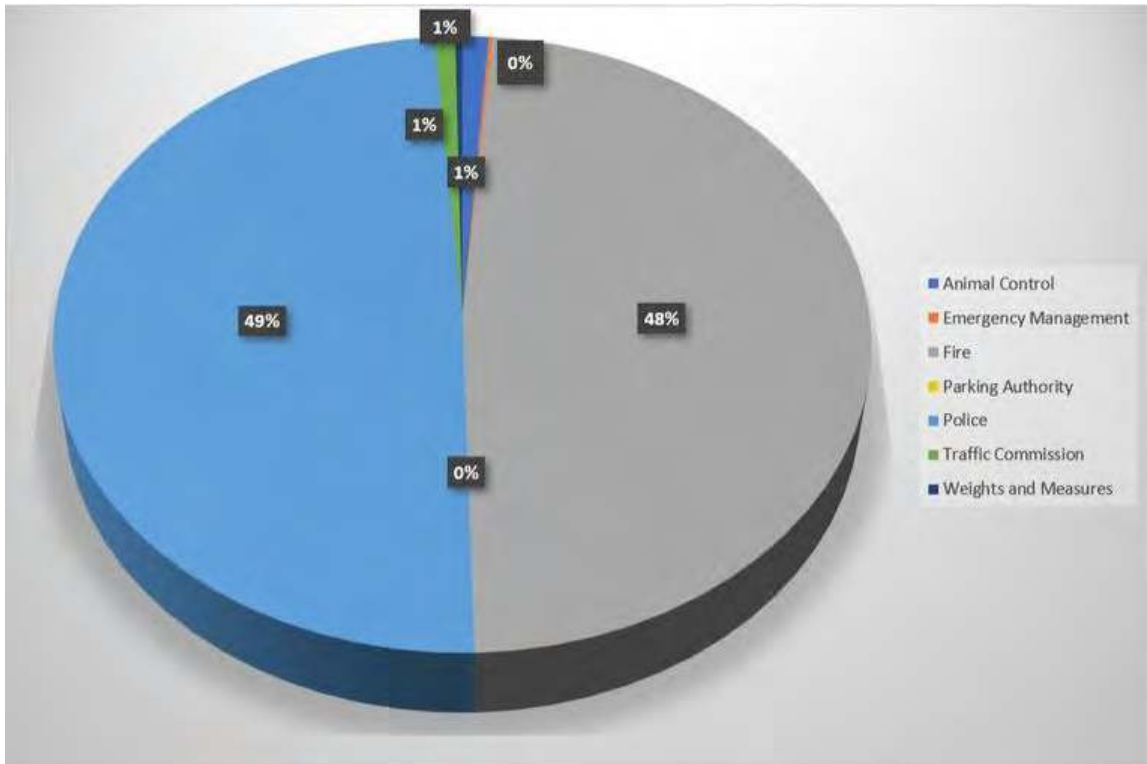


PUBLIC SAFETY PROGRAM EXPENDITURES

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
Traffic 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

*Parking Authority became an Enterprise Fund in FY23

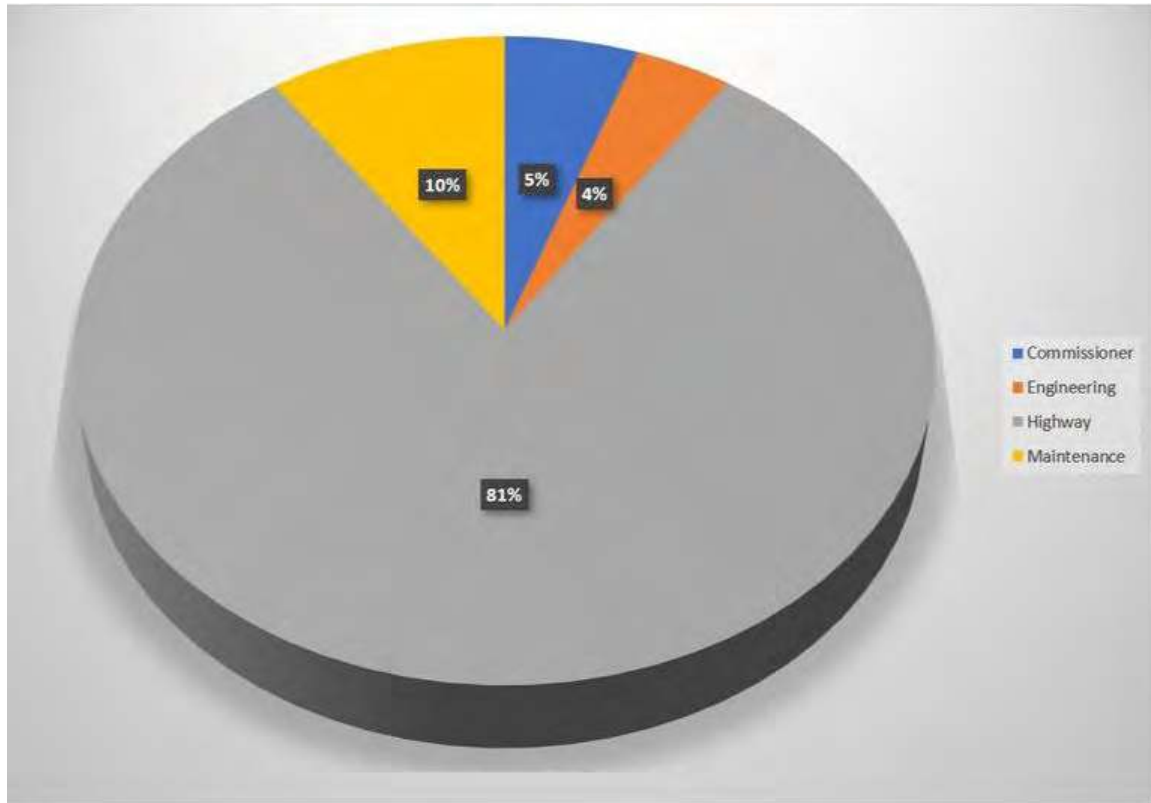
FY2023 PROPOSED EXPENDITURES



DEPARTMENT OF PUBLIC WORKS PROGRAM EXPENDITURES

DEPARTMENT OF PUBLIC WORKS	FY2021 ACTUAL	FY2022 BUDGET	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

FY2023 PROPOSED EXPENDITURES



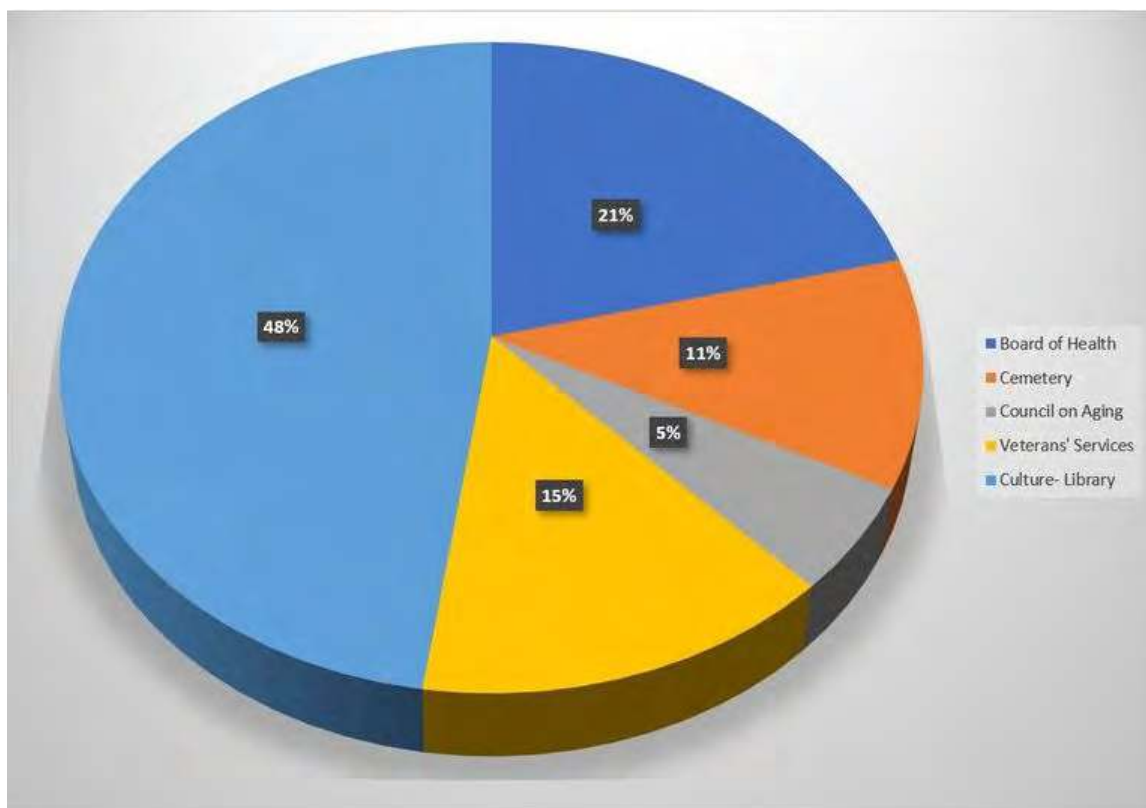
HUMAN SERVICES & CULTURE PROGRAM EXPENDITURES

HUMAN SERVICES	FY2021 ACTUAL	FY2022 BUDGET	FY2023 PROPOSED
Board of Health	\$926,942	\$1,191,234	\$1,188,838
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	*\$3,164,700

CULTURE AND RECREATION	FY2021 ACTUAL	FY2022 BUDGET	FY2023 PROPOSED
Library	\$2,296,451	\$3,055,795	\$3,014,369
TOTAL	\$2,296,451	\$3,055,795	\$3,014,369

*Figures represent the adopted FY23 budget on June 9th, 2022.

FY2023 PROPOSED EXPENDITURES



DEPARTMENTS



ANIMAL CONTROL



Tom DeCheillis
Director

Mission

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

Services

- Attend to all animal complaints.
- Control all animals, primarily dogs.
- Impound loose dogs.
- Care for animals at the Animal Control shelter.
- Re-unite stray, missing, and found animals with owners.
- Re-home unclaimed adoptable animals.
- Clean and maintain the Animal Control facility.
- Perform all departmental clerical functions.
- Respond to domestic and wildlife complaints.
- Aid and transport sick or injured animals for medical attention and euthanasia if necessary.
- Remove and dispose of deceased animals on public property.
- Investigate and prosecute violations of city ordinances and state and federal laws pertaining to animal matters.
- Issue citations and collection of fines.
- Attend court and public hearings on animal matters.
- 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 fines.
- Assisted the school department with the implementation of dog signage on school grounds.
- Achieved a less than 2% euthanasia rate.

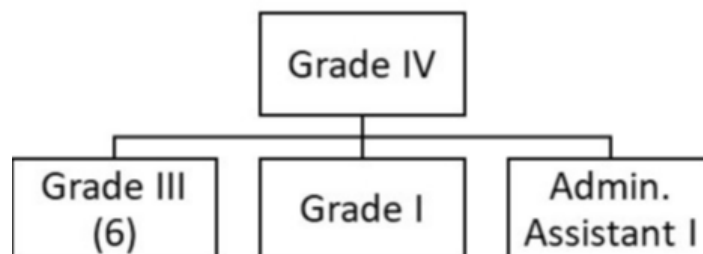
OBJECTIVES

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 benefits 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 specifically 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 Actuals	FY22 Projected	FY23 Target
	Animals impounded	227	76	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

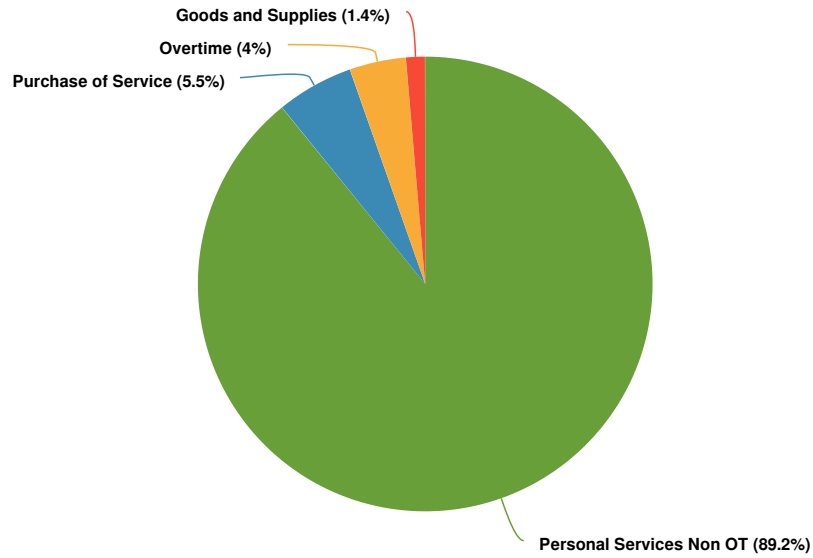
Personal Services Summary

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



John O'Donnell

Chairman- Board of Assessors

Mission

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

Services

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

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 certification when a community revalues its property, requiring that assessments meet strict statistical tests to ensure they accurately reflect the market and are applied consistently.
- Implemented new growth has resulted in \$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 filed 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 office presence throughout the pandemic and responded promptly to all inquiries.

OBJECTIVES

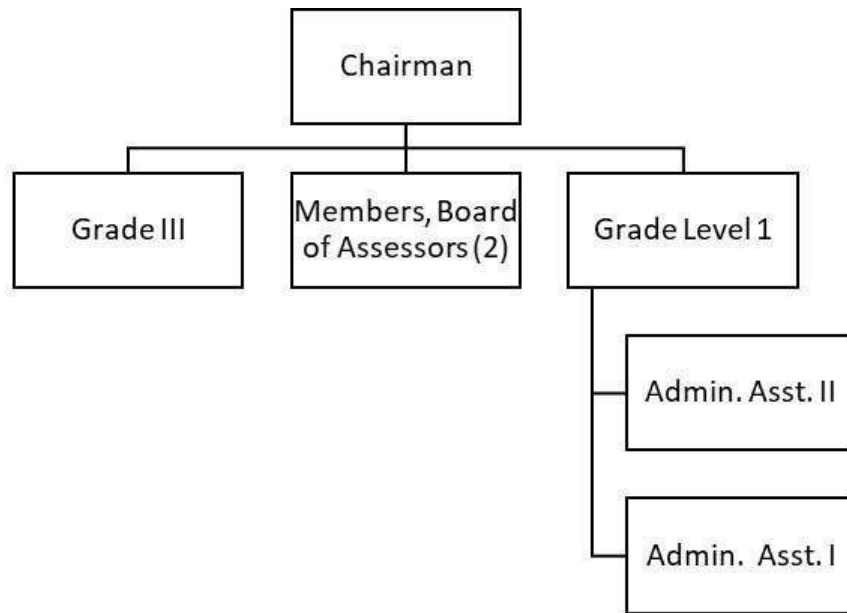
Objective	Status	City Goal
1. Conduct valuations in a timely manner, and provide Full and Fair cash values of all real and personal property that meet or exceed Massachusetts Department of Revenue FY23 guidelines.	Ongoing FY23	1,2
2. Provide an accurate calculation of New Growth due to construction and 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 lasWorld Field Mobile.	Ongoing FY23	3

PERFORMANCE MEASURES

Obj.	Performance Measures	FY21 Actuals	FY22 Projected	FY23 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 I	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

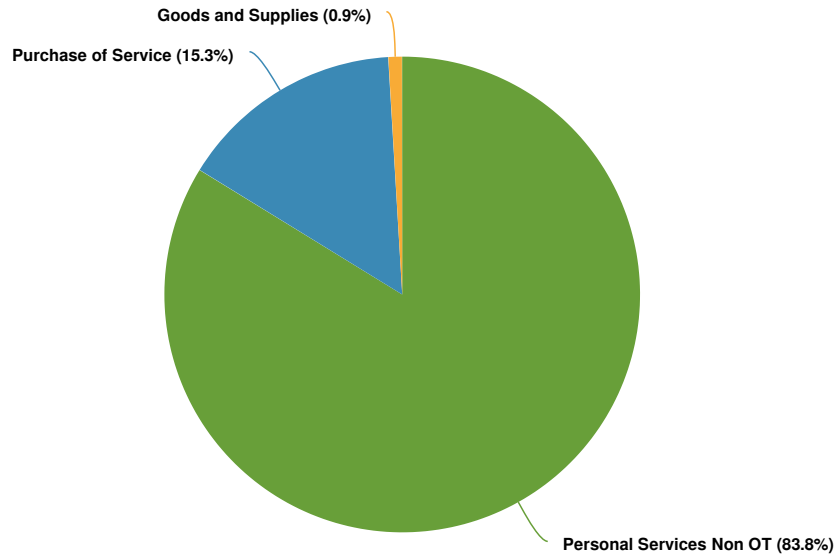
Personal Services Summary

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



FINANCIAL OVERVIEW

Financial Overview by Statutory Category



FINANCIAL 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



Karen Preval
Auditor

Mission

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

Services

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

FY22 Accomplishments

- Provided critical Accounts Payable services amidst the COVID-19 pandemic.
- Processed over 21,000 purchase orders and invoices.
- Continued an efficient year-end closing time.
- Provided incoming and outgoing mail service to City offices.
- Continued an efficient 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 efficiency.

OBJECTIVES

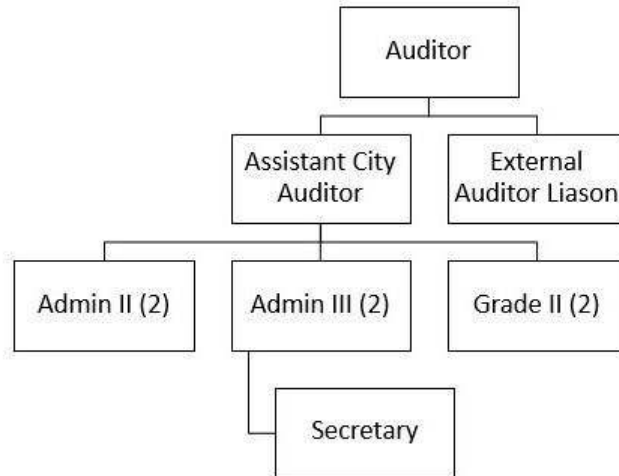
Objective	Status	City Goal
1. Publish the FY21 Audited Financial Statement.	Complete FY23	2
2. Develop the FY22 Audited Financial Statement.	Ongoing FY23	2
3. Implement changes to the City's collective bargaining agreements and ensure that Munis reflects the terms of the new contracts.	Complete FY23	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 efficiently 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

Obj.	Performance Measures	FY21 Actuals	FY22 Projected	FY23 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	

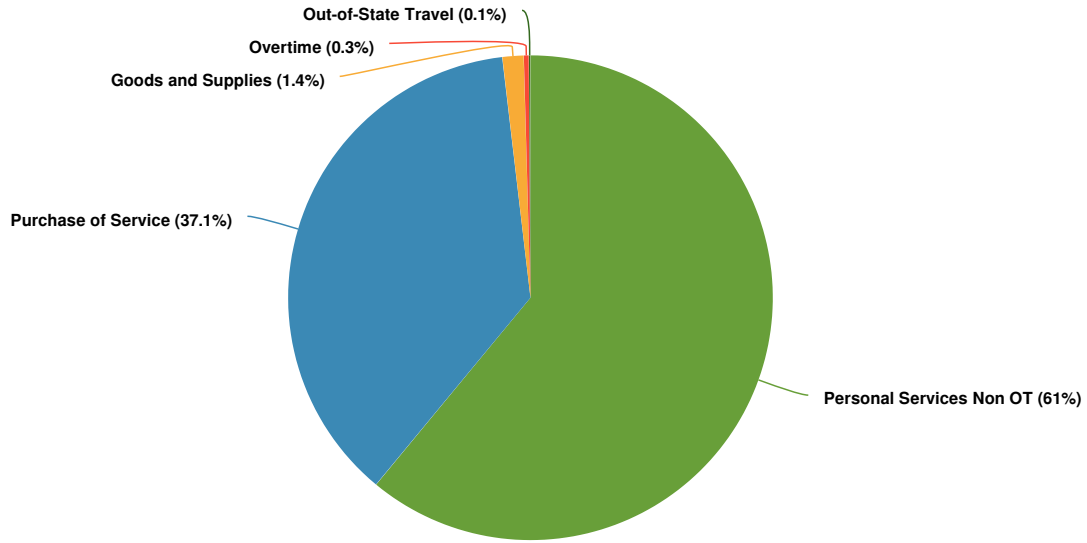
Personal Services Summary

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

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Expenditures				
General 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	0%
SEPARATION COSTS	\$0.00	\$45,000.00	\$25,000.00	-44.4%
Total Personal Services Non OT:	\$652,709.77	\$733,659.63	\$894,506.00	21.9%
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	0%
ADVERTISING	\$1,068.80	\$5,000.00	\$6,000.00	20%
PRINTING	\$784.59	\$1,500.00	\$1,500.00	0%
Total Purchase of Service:	\$136,710.44	\$352,500.00	\$282,943.00	-19.7%
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	0%
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



Dr. Eno Mondesir
Executive Health Officer

Mission

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

Services

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

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 Office, and other Local Health Officials to promote testing, vaccination, case investigation, and contact tracing.
- Assisted the Mayor's Office 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

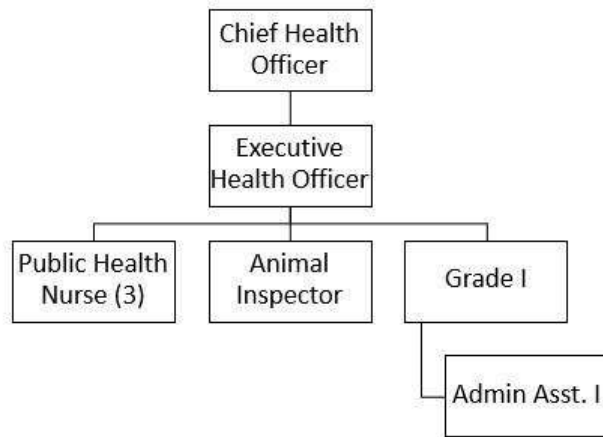
Objective	Status	City Goal
1.Reduce the incidence rate of COVID-19 and increase vaccination efforts among those with pre-existing conditions.	Ongoing FY23	2
2. Work to address health disparities and social determinants of health in the City through partnerships with Health Care Service providers.	Ongoing 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 efficient food sanitation.	Ongoing FY23	2

PERFORMANCE MEASURES

Obj.	Performance Measures	FY21 Actuals	FY22 Projected	FY23 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 Officer	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 Officer	Juanito Fernandes	09/02/14	480	54,714	
Ordinance Enforcement Officer	James Doucette	11/18/19		54,714	
Sanitary Inspector	Vacant			58,113	3,487
Chief Health Officer	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

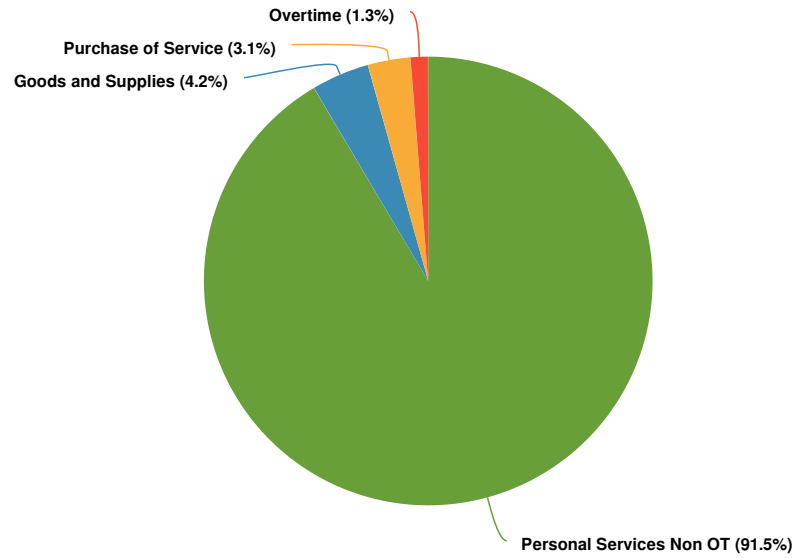
Stipend Only (Part- Time)

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



FINANCIAL OVERVIEW

Financial Overview by Statutory Category



FINANCIAL OVERVIEW SUMMARY

Name	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	\$1,087,788.00	0%
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	\$1,188,838.00	-0.2%



EXPENSE SUMMARY

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Expenditures				
Human 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	\$1,026,744.00	1.6%
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	\$1,087,788.00	0%
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	\$1,188,838.00	-0.2%
Total Human Services:	\$926,941.75	\$1,191,234.40	\$1,188,838.00	-0.2%
Total Expenditures:	\$926,941.75	\$1,191,234.40	\$1,188,838.00	-0.2%



CEMETERY DEPARTMENT



Tim Carpenter

Superintendent of Parks

Mission

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

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

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

Services

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

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 Coweeset, Leach and Thyer Cemeteries and most of the Union Cemetery, into a publicly accessible database.

OBJECTIVES

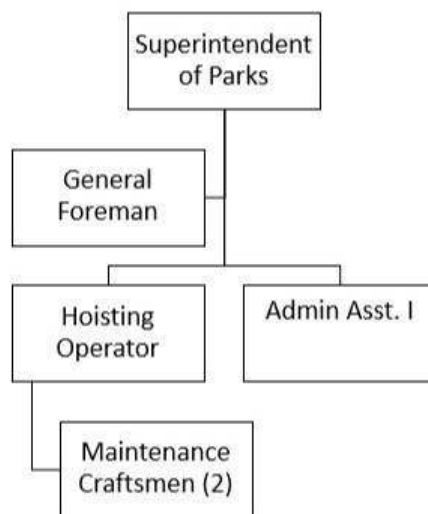
Objective	Status	City Goal
1. Begin expansion projects in two areas identified by engineers as productive areas of expansion.	Ongoing FY23	3
2. Improve overall conditions of City owned cemeteries.	Ongoing FY23	2
3. Upgrade Cemetery equipment, including the purchase of a new backhoe as well as replacing all three lowering devices for efficiency 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

Obj.	Performance Measures	FY21 Actuals	FY22 Projected	FY23 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%

*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

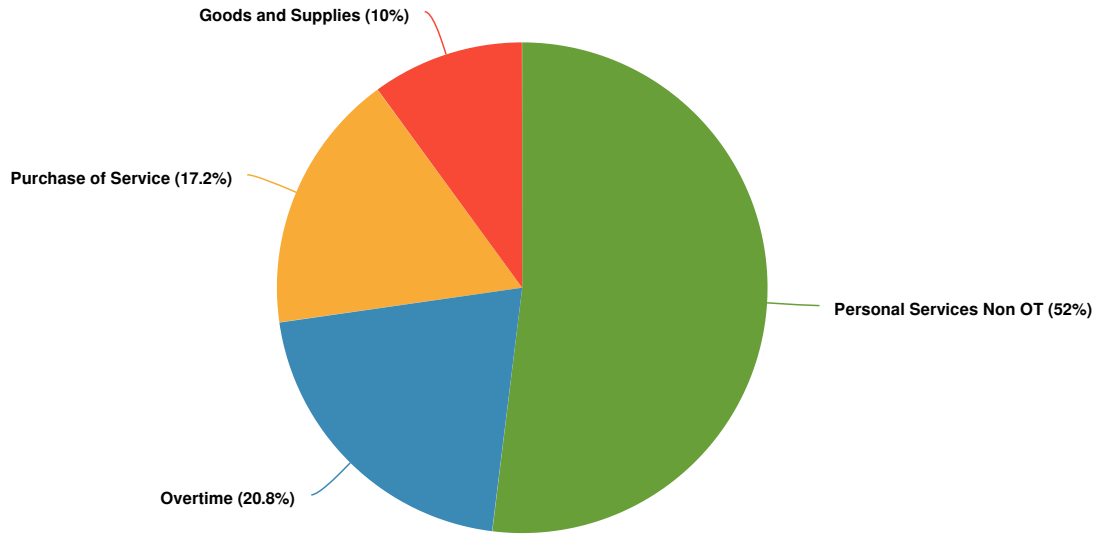
Personal Services Summary

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%
GASOLINE	\$9,994.52	\$18,000.00	\$18,000.00	0%
CEMETERY SUPPLIES	\$16,820.00	\$40,000.00	\$45,000.00	12.5%
LICENSE & REGISTRATION	\$185.00	\$1,400.00	\$1,400.00	0%
DEPARTMENT EQUIPMENT	\$4,343.48	\$5,000.00	\$5,000.00	0%
Total Goods and Supplies:	\$34,019.33	\$67,400.00	\$72,400.00	7.4%



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



Timothy Cruise
City Clerk

Mission

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

Services

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

FY22 Accomplishments

- Streamlined and updated processes for renewal of licenses under the City Clerk's office. These include garage licenses, Motor Vehicle Repair licenses, and Auto Body Repair licenses.
- 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 Office.
- Worked with staff on continuous improvement of daily customer service processes.

OBJECTIVES

Objective	Status	City Goal
1. Continue to increase the diversity of the office team, including outreach to various organizations when employment opportunities arise in the office. Particular attention will be paid to multi-lingual applicants.	Ongoing FY23	1,2
2. Work with the Chief Financial Officer (CFO) and Information Technology Center to expand the online presence of the City Clerk's Office, 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 Office and the Building Department to implement a long-range plan to alleviate space and storage needs. An emphasis will be placed on the safety and storage of historical records that are the legal responsibility of the City Clerk.	Ongoing FY23	2,3
5. Continue the process of digitizing all birth, death, and marriage records online in the City Clerk's Office.	Ongoing FY23	3

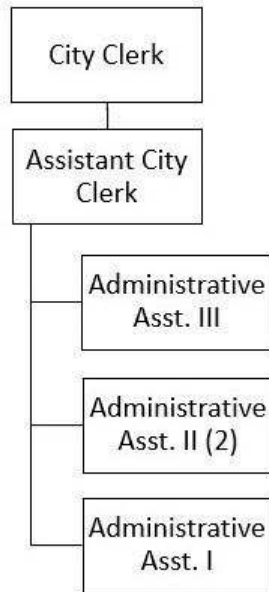
PERFORMANCE MEASURES

Obj.	Performance Measures	FY21 Actuals	FY22 Projected	FY23 Target
5	Business records	557	225	225*
5	Death registrations	1,767	628	628*
5	Birth registrations	2,522	786	786*
5	Legally certified 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 fiscal 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. I	Vacant			38,337
		Total	2,200	438,434

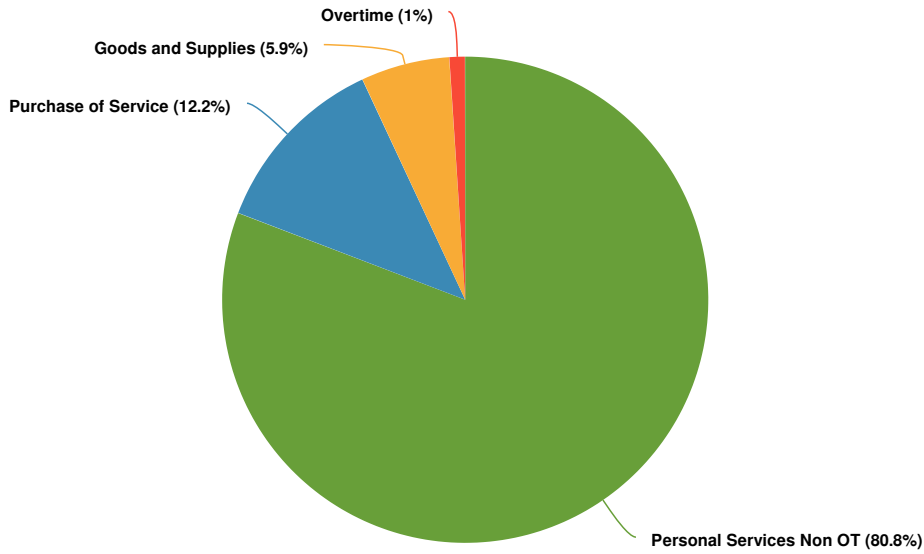
Personal Services Summary

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



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	\$481.69	\$5,000.00	\$7,500.00	50%
Total Purchase of Service:	\$14,343.67	\$74,500.00	\$71,000.00	-4.7%
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	\$1,500.00	\$1,500.00	0%
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



Timothy Cruise
City Clerk

Mission

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

Services

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

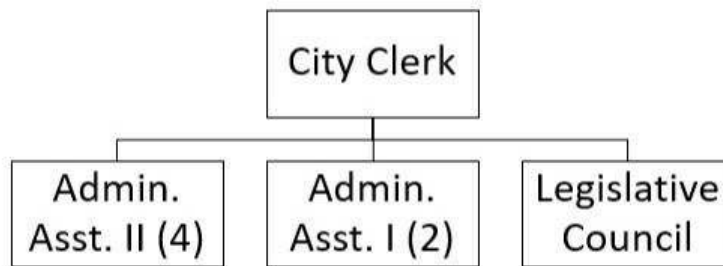
FY22 Accomplishments

- Developed an onboarding process for newly elected City Councilors. Training was held for all new and duly elected City Councilors; for the first 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 office team, including outreach to various organizations when employment opportunities arise in the office. 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 Office 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

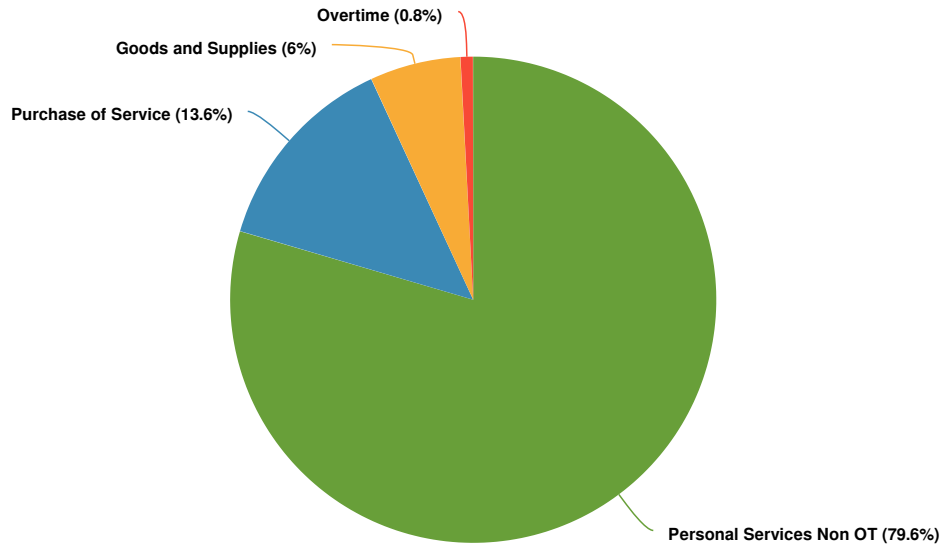
Personal Services Summary

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



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

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



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 floodplains.
- Strive to ensure that projects are developed responsibly to prevent flooding, 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 Office to recruit two new members to the Commission.
- Commissioner Joyce Voorhis completed MACC Fundamentals for Conservation Commissioners Certification.

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 efficiency of Wetlands Protection Act filings by coordinating with other City Boards and Departments in ongoing efforts to introduce an online application submission system.	Ongoing FY23	3

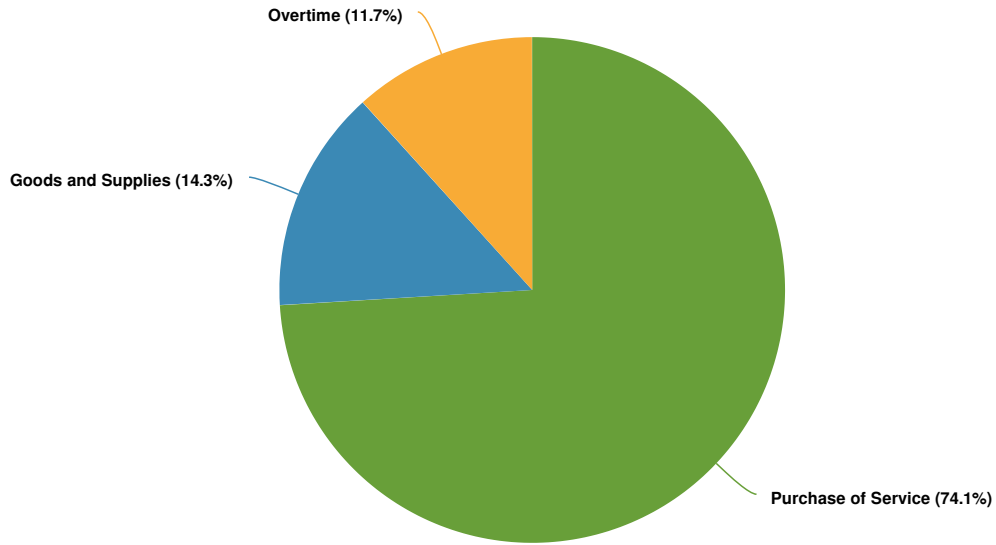
PERFORMANCE MEASURES

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



FINANCIAL OVERVIEW

Financial 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%



EXPENSE SUMMARY

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



Janice Fitzgerald
Director

Mission

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

Services

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

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

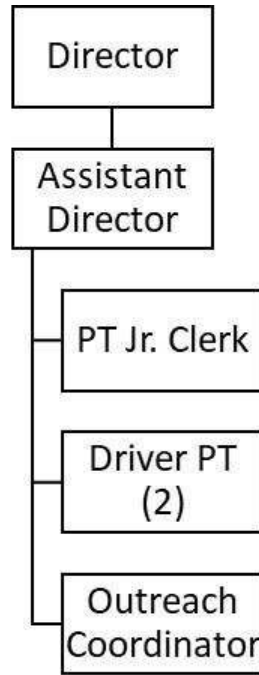
Objective	Status	City Goal
1. Commit to providing a welcoming and inclusive place for older adults who wish to remain independent in the community.	Ongoing FY23	1,2
2. Commit to rebranding the Council on Aging to attract our "younger" older adult population. Providing a variety of new programming that 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 benefits, 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

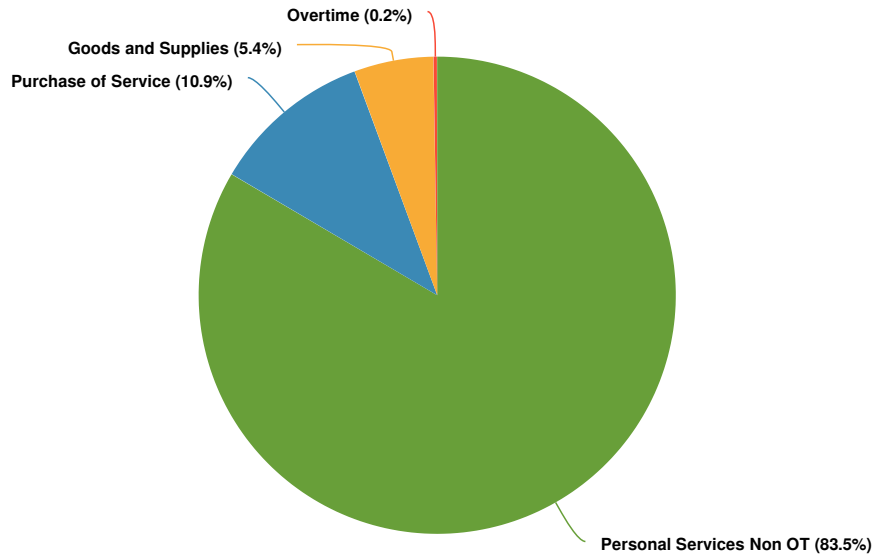
Staff Paid from non- General Fund revenue (EOEA Grant)

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%



EXPENSE SUMMARY

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



Patrick Hill
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 fice for the collection and reporting of data, in addition to auditing of Federal and State emergency funding for natural disasters (hurricane, floods, wind storms, etc.).
- Oversee the contractual compliance and proper collection of residential trash.
- Assist the City with recycling, establishment and implementation of the city's recycling policy, the issuance of grant applications, and special projects for reimbursement.
- Oversee the Bright eld Project, Thatcher Street Land ll, 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 ef ciently.

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 officials.

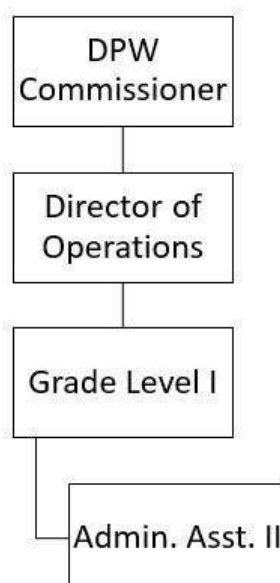
OBJECTIVES

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	FY21 Actuals	FY22 Projected	FY23 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

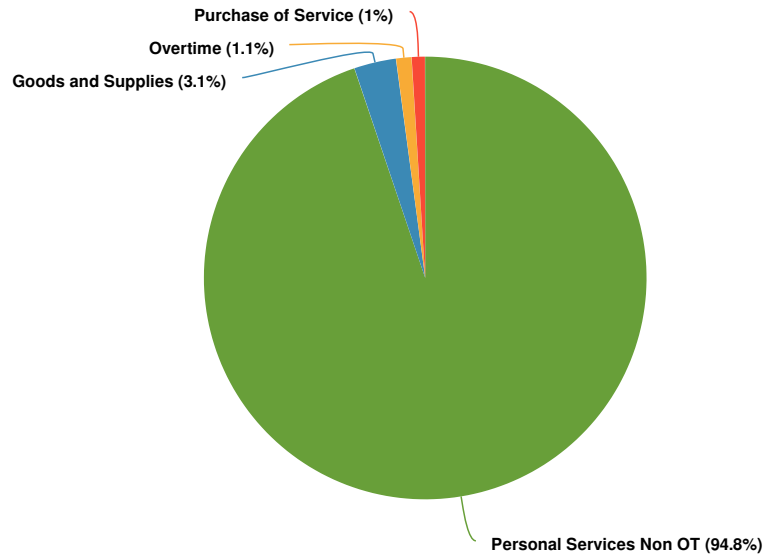
Personal Services Summary

FULL TIME	405,437
PART TIME	50,000
CLERICAL INCENTIVE	2,500
LONGEVITY	2,700
EDUCATIONAL	445
HOLIDAY	1,573
ADMIN INCENTIVE	2,000
STIPEND	4,200
OUT OF GRADE	6,000
TOTAL:	474,855



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%

EXPENSE SUMMARY

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



Patrick Hill
Commissioner

Mission

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

Services

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

FY22 Accomplishments

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



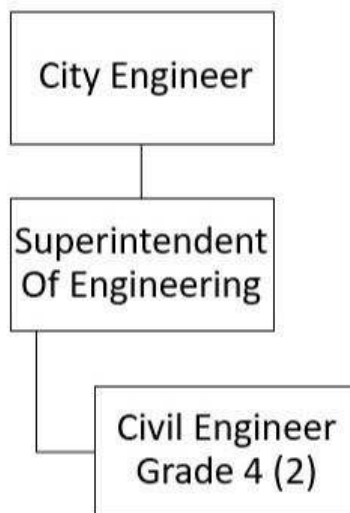
OBJECTIVES

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 staffing 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.	Performance Measures	FY21 Actuals	FY22 Projected	FY23 Target
3	Engineering Staff	4	3	6
4	Number of maps digitized	0	2,000	10,000

ORGANIZATIONAL CHART



PERSONAL SERVICES

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

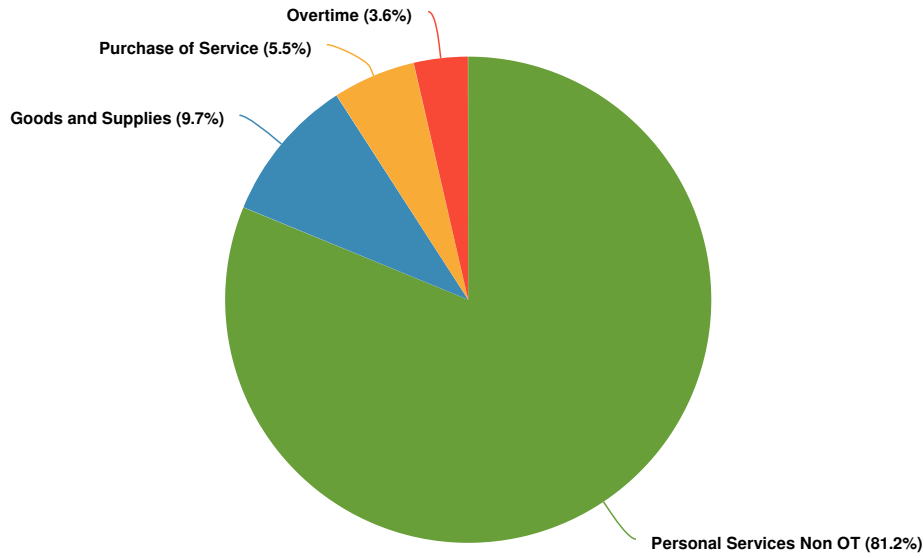
Personal Services Summary

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%



EXPENSE SUMMARY

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	-7.8%
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	-47.1%
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



Patrick Hill
Commissioner

Mission

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

Services

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

FY22 Accomplishments

- Street reconstruction.
- West Elm Street Bridge reconstruction.

OBJECTIVES

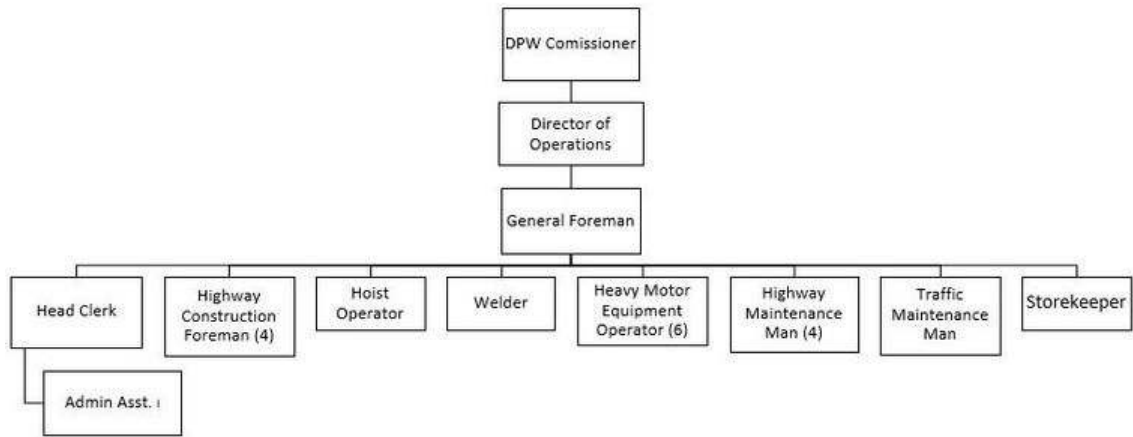
Objective	Status	City Goal
1. Continue to upgrade drain infrastructure.	Ongoing FY23	2
2. Continue street and sidewalk reconstruction with Chapter 90 funds and winter recovery assistance program.	Ongoing FY23	2
3. Improve safety for all workers	Ongoing FY23	2
4. Upgrade all equipment to better serve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



PERFORMANCE MEASURES

Obj.	Performance Measures	FY21 Actuals	FY22 Projected	FY23 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	Edward Sylvester	12/28/2020		53,102
HEAVY MOTOR EQUIPMENT OPERATOR	VACANT			51,022
HOIST OPERATOR	VACANT			54,350
		Total	17,310	1,534,531

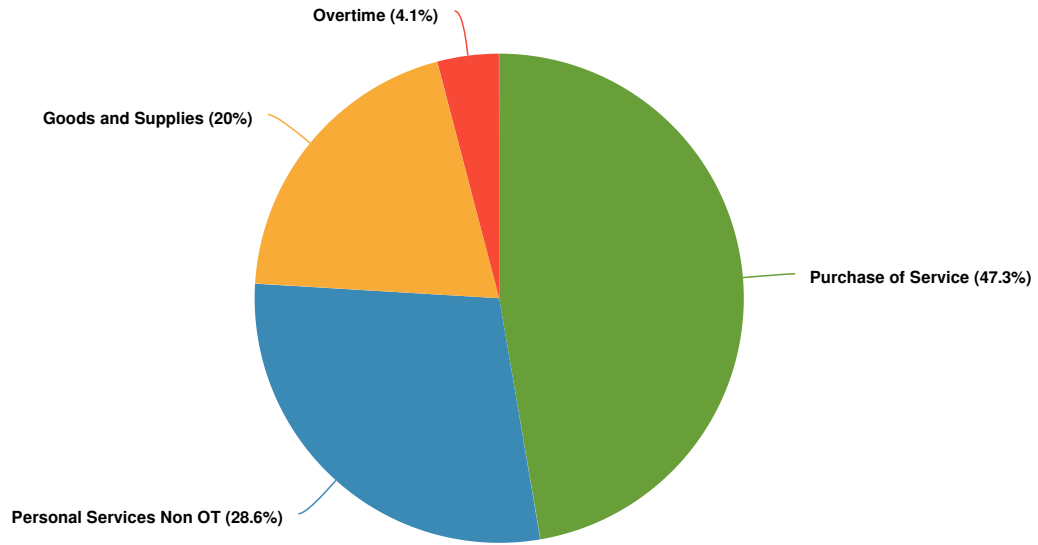
Personal Services Summary

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%



EXPENSE SUMMARY

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Expenditures				
Public Works				
Highway				
Overtime				
OVERTIME	\$210,821.83	\$230,686.00	\$300,000.00	30%
Total Overtime:	\$210,821.83	\$230,686.00	\$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%
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	\$17,200.00	\$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	\$0.00	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	\$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%
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	\$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	\$1,200.00	0%
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	-1.2%
Total Expenditures:	\$4,551,057.64	\$7,431,059.70	\$7,343,341.00	-1.2%



DEPARTMENT OF PUBLIC WORKS MAINTENANCE



Patrick Hill
Commissioner

Mission

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

Services

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

FY22 Accomplishments

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

OBJECTIVES

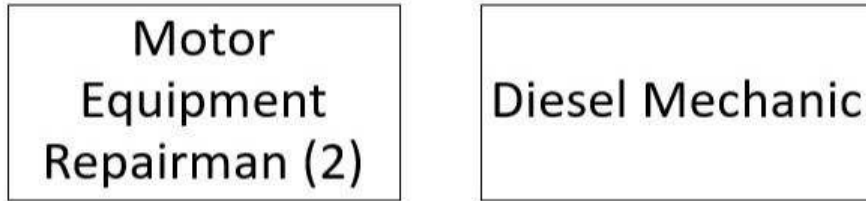
Objective	Status	City Goal
1. Maintain staff levels for better service.	Ongoing FY23	2
2. Improve safety for all workers.	Ongoing FY23	2
3. Upgrade equipment to better serve the City.	Ongoing FY23	3
4. Invest in Vehicle Maintenance Software to track repair/maintenance of vehicles.	Requested FY23	3
5.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

PERFORMANCE MEASURES

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



ORGANIZATIONAL CHART



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

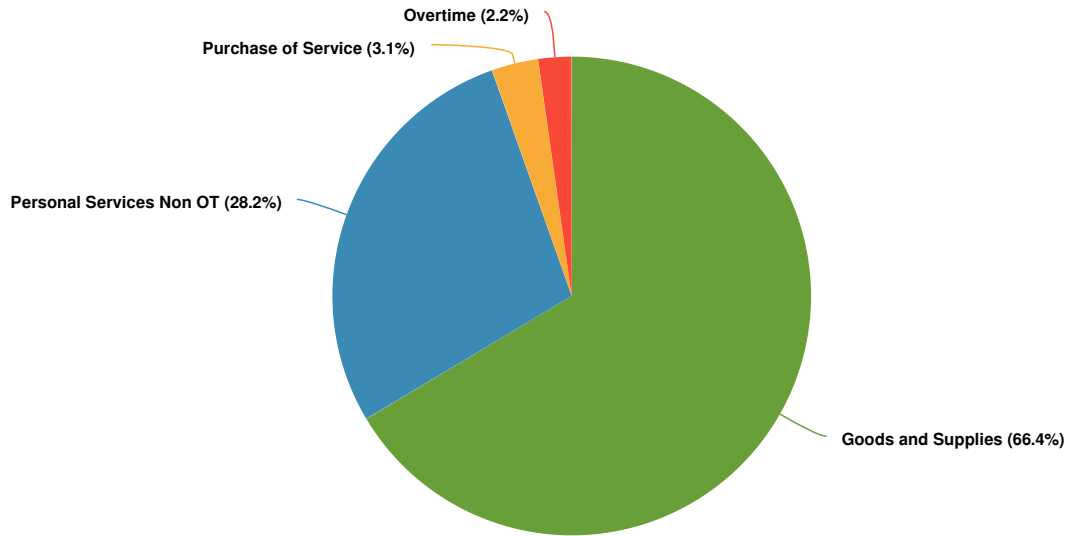
Personal Services Summary

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%



EXPENSE SUMMARY

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



Patrick Hill
Commissioner

Mission

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

Overview

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

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

Services

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

FY22 Accomplishments

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

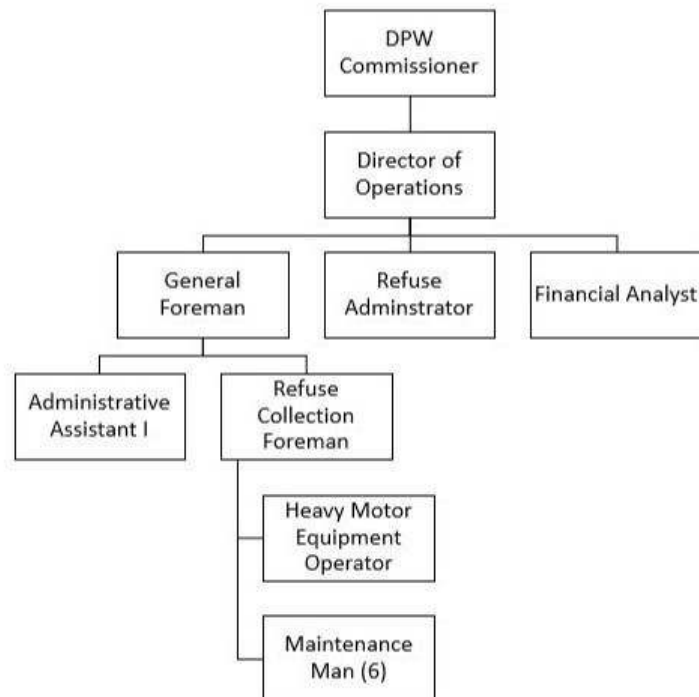
OBJECTIVES

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 staffing levels for better service.	Ongoing FY23	2
5. Upgrade camera system to track illegal dumpings.	Requested FY23	3

PERFORMANCE MEASURES

Obj.	Performance Measures	FY21 Actuals	FY22 Projected	FY23 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



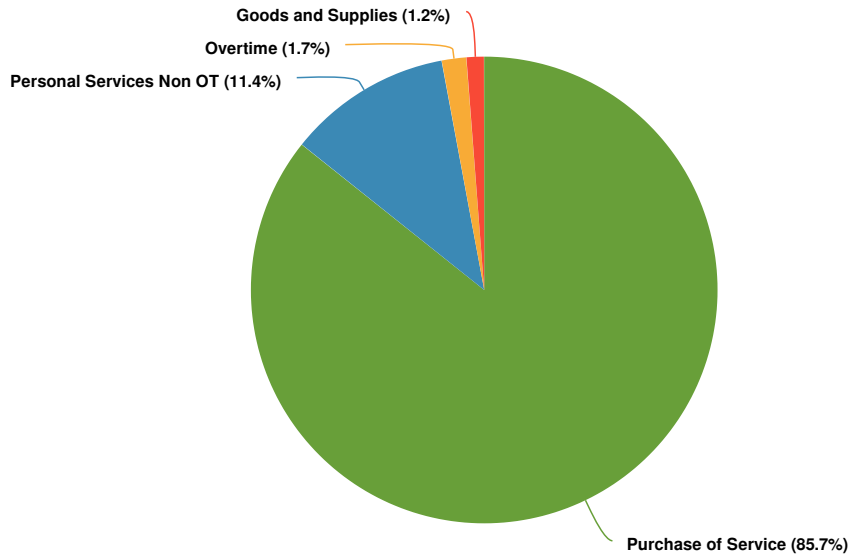
PERSONAL SERVICES

TITLE	NAME	Start Date	Longevity	Salary	Ed Incent.
Refuse Administrator (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 Foreman	Scott Mitchell	09/21/15	480	61,984	
Admin Asst. I	Grace Nilsen	07/11/05	950	47,975	
Heavy Motor Equipment 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% Finance)	10/28/21		16,309	
Financial Analyst					
5 Part-time Seasonal Supervisors					
50 Part-time Seasonal programs					
		Total	6,590	650,284	6,450
Personal Services 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

	FY2020	FY2021	FY2022	FY2023	%
REVENUE	ACTUAL	ACTUAL	ESTIMATED	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%

REFUSE	FY2021	FY2022	FY2023	%
	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%



EXPENSE SUMMARY

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Expenditures				
Public 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	\$578,203.00	-6.4%
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	\$843,495.00	-0.7%
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	\$6,195,130.00	-17.4%
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	\$6,363,867.00	-16.9%
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	0.2%



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	\$7,424,370.00	-14.9%
Total Public Works:	\$8,191,727.48	\$8,721,244.05	\$7,424,370.00	-14.9%
Total Expenditures:	\$8,191,727.48	\$8,721,244.05	\$7,424,370.00	-14.9%



DEPARTMENT OF PUBLIC WORKS STORMWATER



Patrick Hill
Commissioner

PERSONAL SERVICES

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

Personal Services

Summary

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

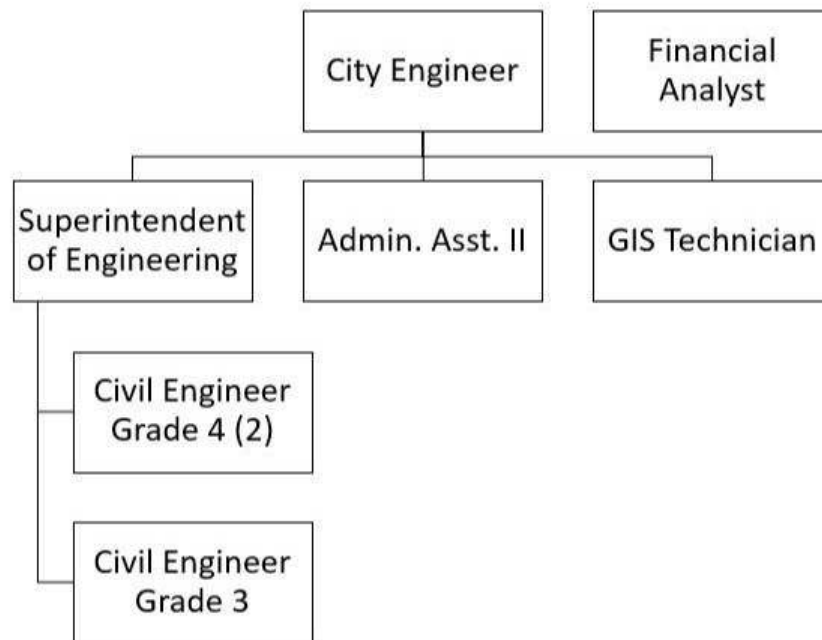
STORMWATER

REVENUE	FY2022 ESTIMATED	FY2023 PROJECTED	% 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
PERSONAL SERVICES NON-OVERTIME	\$513,340	-
DIRECT COSTS	\$513,340	-
INDIRECT COSTS	\$150,000	-
TOTAL	\$663,340	-

ORGANIZATIONAL CHART



DEPARTMENT OF PUBLIC WORKS SEWER



Patrick Hill
Commissioner

Mission

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

Overview

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

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

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

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

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

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

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



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

Sewer Rates (Per 100 Cubic Feet)

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

Services

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

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

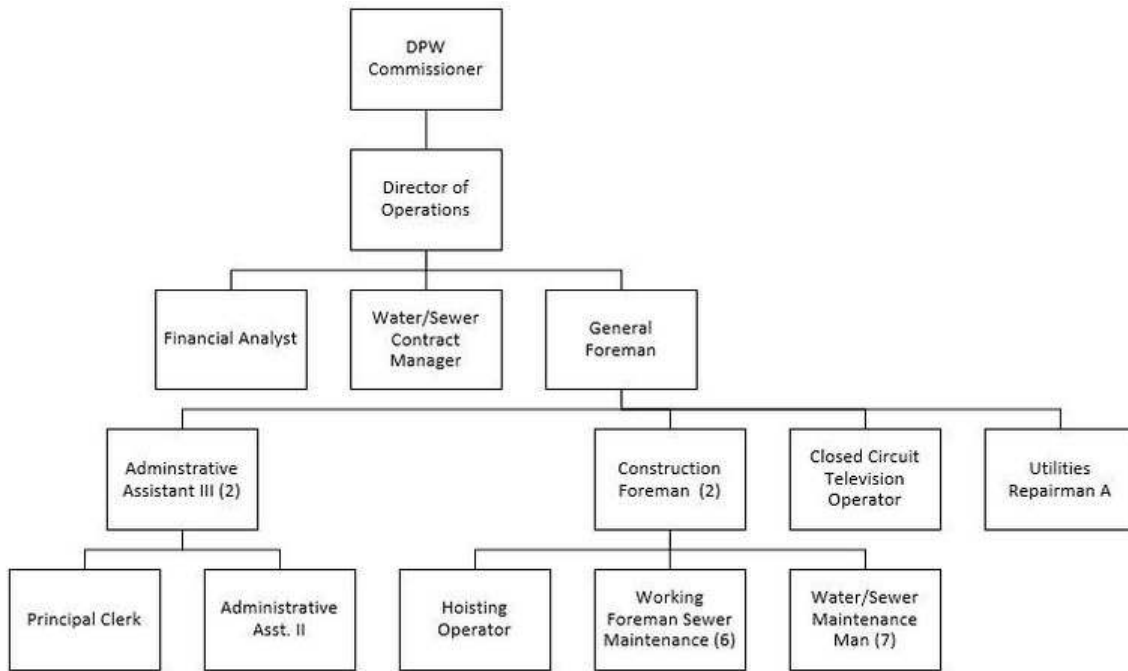
Objective	Status	City Goal
1. Continue to upgrade sewer infrastructure.	Ongoing FY23	3
2. Improve safety for all workers.	Ongoing FY23	2
3. Implement TN Removal, or modification to allow for compliance with the 3gm/L TN effluent limit. This is based on the EPA's plan to place a 3mg/L TN on the AWRF as part of the new NPDES.	Ongoing 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 Actuals	FY22 Projected	FY23 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	
Admin. Asst. III	Dery Veiga (50% Water/50% 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 WATER/SEWER MAINTENANCE MAN	VACANT (50% Water/50% Sewer)			23,226	
	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 MANAGER	David Norton (50% Water/50% Sewer)	12/01/03	625	60,601	3636
CLOSED CIRCUIT TELEVISION OPERATOR	Jonathan Hanson	09/17/15	480	61,838	
	Evan Lacasse (20% water/20%sewer/ 20%refuse/20%sw/20% Finance)	10/28/21		16,309	
WORKING FOREMAN-SEWER MAINTENANCE	VACANT			52,520	
	VACANT			52,520	
		Total	7,360	1,241,889	3500
Personal Services Summary					
FULL TIME	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				

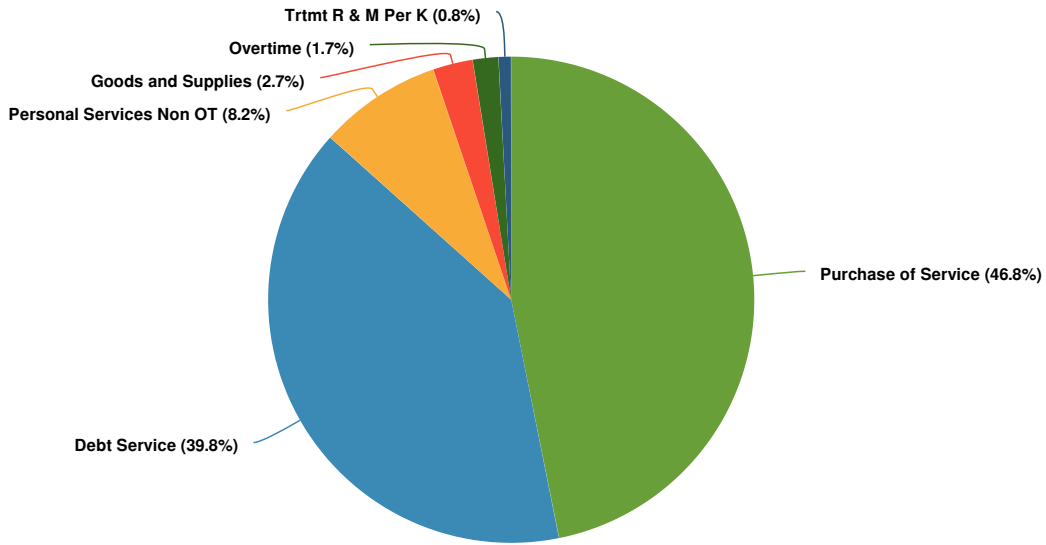


TOTAL PERSONAL SERVICES	1,439,931
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FINANCIAL OVERVIEW

Financial Overview by Statutory Category



FINANCIAL OVERVIEW SUMMARY

SEWER

	FY2020	FY2021	FY2022	FY2023	%
REVENUE SOURCES	ACTUAL	ACTUAL	ESTIMATED	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	-7.6%

	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	-8.2%
INDIRECT COSTS	\$1,349,223	\$1,349,223	\$1,349,223	0.0%
TOTAL	\$21,381,672	\$22,005,065	\$20,313,473	-7.7%



EXPENSE SUMMARY

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Expenditures				
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	\$100,963.00	-23.5%
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	\$0.00	-100%
CONSULTANTS	\$171,516.19	\$300,000.00	\$0.00	-100%
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	\$0.00	-100%
POSTAGE	\$2,834.84	\$5,000.00	\$5,000.00	0%
TELEPHONE	\$40.00	\$2,000.00	\$2,000.00	0%



Name	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	\$8,408,317.00	-24.2%
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	\$17,948,448.00	-13.1%
Total Public Works:	\$20,032,448.98	\$20,655,842.31	\$17,948,448.00	-13.1%
Total Expenditures:	\$20,032,448.98	\$20,655,842.31	\$17,948,448.00	-13.1%



DEPARTMENT OF PUBLIC WORKS WATER



Patrick Hill
Commissioner

Mission

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

Overview

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

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

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

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

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

- Emergency Calls.
- Gates installed/serviced.
- Hydrants repaired/replaced.
- Service leaks repaired.
- Services new & renewed.
- Final readings.



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

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

Fee Schedule

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

WATER BLOCK RATES

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

MINIMUM WATER USAGE BILLED PER METER SIZE

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



Services

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

FY22 Accomplishments

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

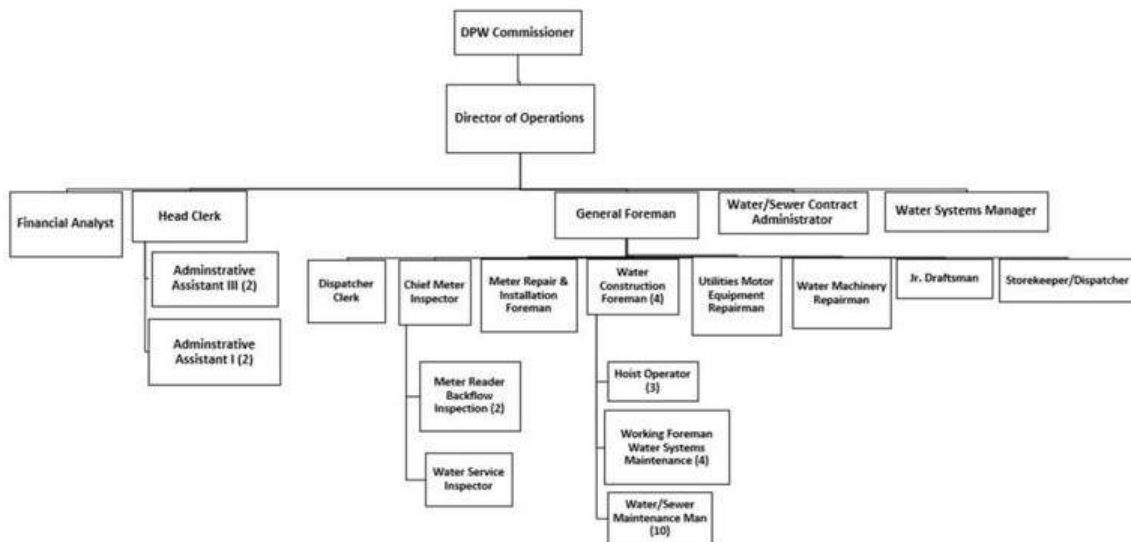
OBJECTIVES

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 once a year.	Ongoing FY23	2

PERFORMANCE MEASURES

Obj.	Performance Measures	FY21 Actuals	FY22 Projected	FY23 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	
ADMIN ASST. III	Dery Veiga (50% 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/ 20%refuse/20%sv/20% Finance)	10/28/21		16,309	
FINANCIAL ANALYST	Edward Schmidt	05/06/02	1,250	63,419	
WATER MACHINERY REPAIRMAN	Lawrence Covino	08/05/96	1,350	62,442	
HOIST OPERATOR	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			52,520	
	VACANT (50% Water/50% Sewer)	02/25/19		23,226	
PRINCIPAL CLERK-UTILITIES					
	Total		25,800	2,314,687	13,589



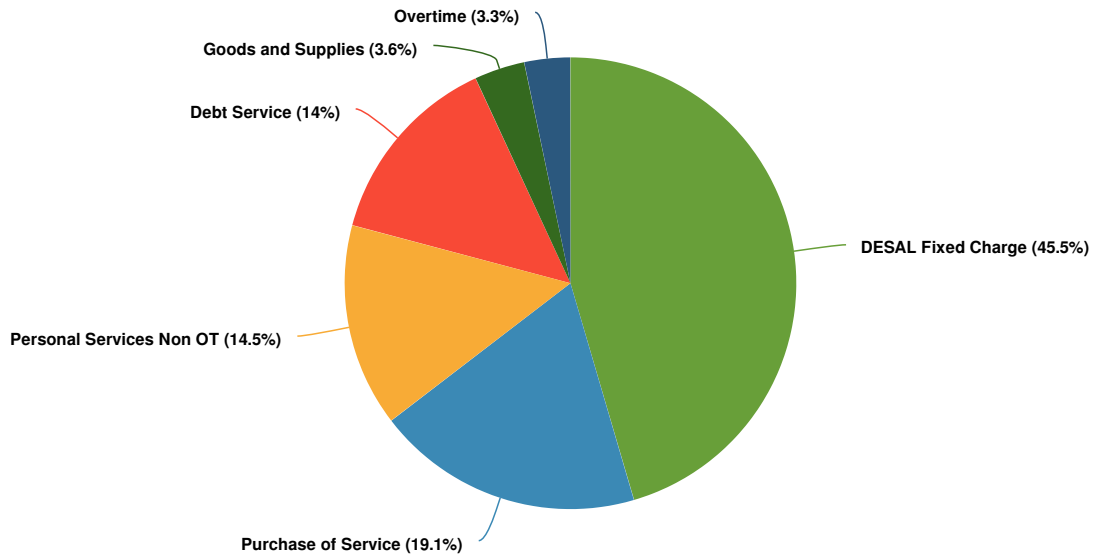
Personal Services Summary

FULL TIME	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 ACTUAL	FY2021 ACTUAL	FY2022 ESTIMATED	FY2023 PROJECTED	% CHANGE
REVENUE					
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 ACTUAL	FY2022 BUDGET	FY2023 PROPOSED	% CHANGE
WATER				
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

Name	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	\$76,800.00	0%
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	\$2,782,694.00	3.7%
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	\$0.00	-100%
TREATMENT PLANT REP/MAINT	\$0.00	\$370,000.00	\$120,000.00	-67.6%
CONTRACTOR EMERG. REPAIRS	\$0.00	\$93,350.00	\$0.00	-100%
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	\$0.00	-100%
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%



Name	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	\$3,661,603.00	-25%
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	\$0.00	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	\$19,136,311.95	3.7%
Total Public Works:	\$19,162,352.55	\$18,458,946.14	\$19,136,311.95	3.7%
Total Expenditures:	\$19,162,352.55	\$18,458,946.14	\$19,136,311.95	3.7%



ELECTIONS COMMISSION



Cynthia Scrivini
Executive Director

Mission

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

Services

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

FY22 Accomplishments

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

OBJECTIVES

Objective	Status	City Goal
1. 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 officials' campaign finance.	Ongoing FY23	1,2
5. Continue to educate registered voters and improve customer service.	Ongoing FY23	1,2

PERFORMANCE MEASURES

Obj.	Performance Measures	FY21 Actuals	FY22 Projected	FY23 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

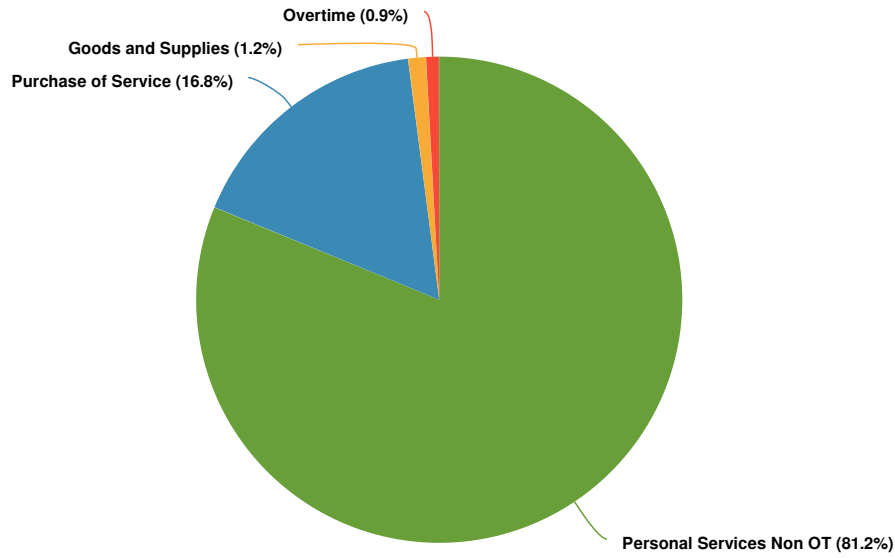
Stipend Only

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



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



Stephen Hooke
Director

Mission

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

Services

- Build and sustain effective partnerships with federal, state, and local government agencies.
- Build and sustain effective partnerships with the private sector: individuals, families, non-profits, and businesses.
- Ensure the City's ability to rapidly recover from large- and small-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, first aid, traffic control, and team organization.
- Distributed preparedness materials and provided preparedness training virtually to residents throughout the year.
- Assisted in several emergencies (i.e.: missing person search, structure fires, brush fires, police incidents).
- Responded to the October 2021 Nor'easter:
 - 3 simultaneous structure fires
 - Assisted with resident relocation and financial 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 Office and coordinated the response for the Covid-19 pandemic.
- Assisted the Mayor's office 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 first responders, City agencies, and private sector companies/agencies.

OBJECTIVES

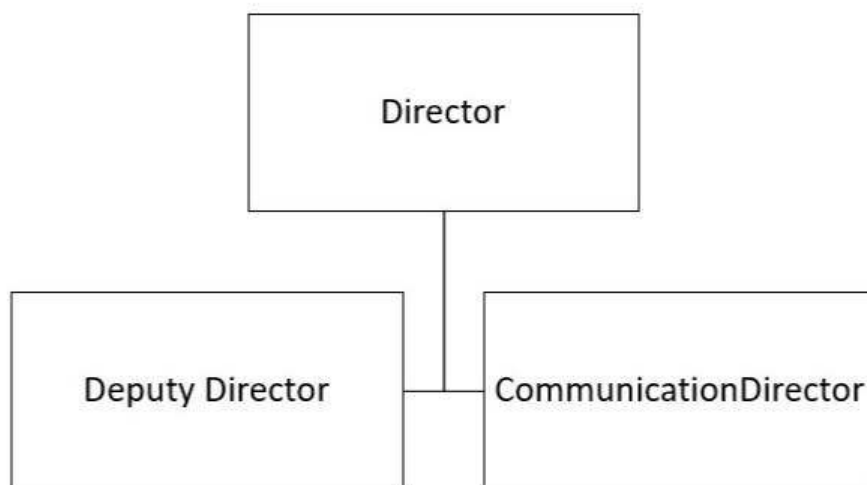
Objective	Status	City Goal
1. Update and maintain equipment necessary to protect the public during emergencies.	Ongoing FY23	1,2
2. Work with our public safety partners to maintain and upgrade our vital communications infrastructure.	Ongoing FY23	1,2
3. Continue to work with the public and community-based 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

Obj.	Performance Measures	FY21 Actuals	FY22 Projected	FY23 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

*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

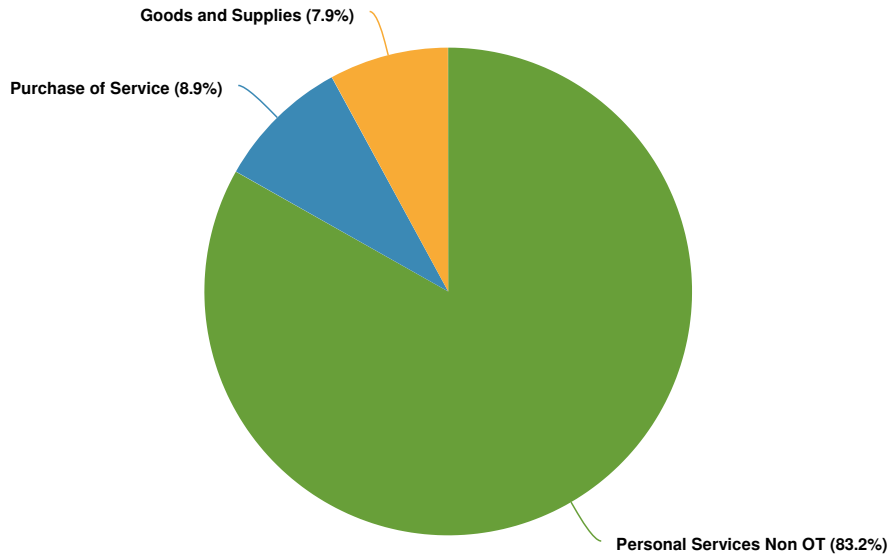
Personal Services Summary

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	37.2%

EXPENSE SUMMARY

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Expenditures				
Public Safety				
Emergency Management Agency				
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	17.7%
Total Emergency Management Agency:	\$75,657.46	\$83,643.00	\$114,753.00	37.2%
Total Public Safety:	\$75,657.46	\$83,643.00	\$114,753.00	37.2%
Total Expenditures:	\$75,657.46	\$83,643.00	\$114,753.00	37.2%



FINANCE



Troy Clarkson
Chief Financial Officer

Mission

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

Services

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

FY22 Accomplishments

- Developed the City of Brockton's American Rescue Plan Act (ARPA) grant program to assist the nonprofit agencies most impacted by the COVID-19 pandemic.
- Achieved the City's second distinguished budget award from the Government Finance Officers Association (GFOA).
- Developed comprehensive financial policies that will serve to provide a strategic, long-term approach to financial management.
- Issued \$300 million Pension Obligation 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 Office on receiving a Cybersecurity Awareness grant to train all City staff on cyber threats.

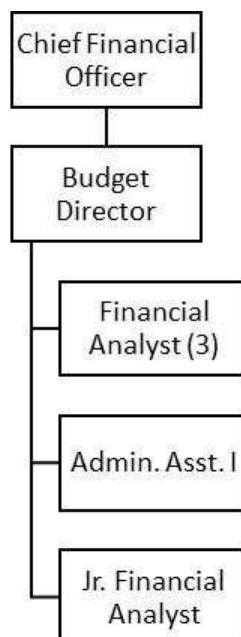
OBJECTIVES

Objective	Status	City Goal
1. Continue to update and revise the City's FY2023 budget to be compliant with the latest Government Finance Officers Association (GFOA) requirements.	Ongoing FY23	3
2. Implement Munis grant management software.	New FY23	3
3. Develop the City of Brockton's first comprehensive long-range financial 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

Obj.	Performance Measures	FY21 Actuals	FY22 Projected	FY23 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 Officer	Troy Clarkson	2/19/2019		187,215	
Budget Director	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% 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

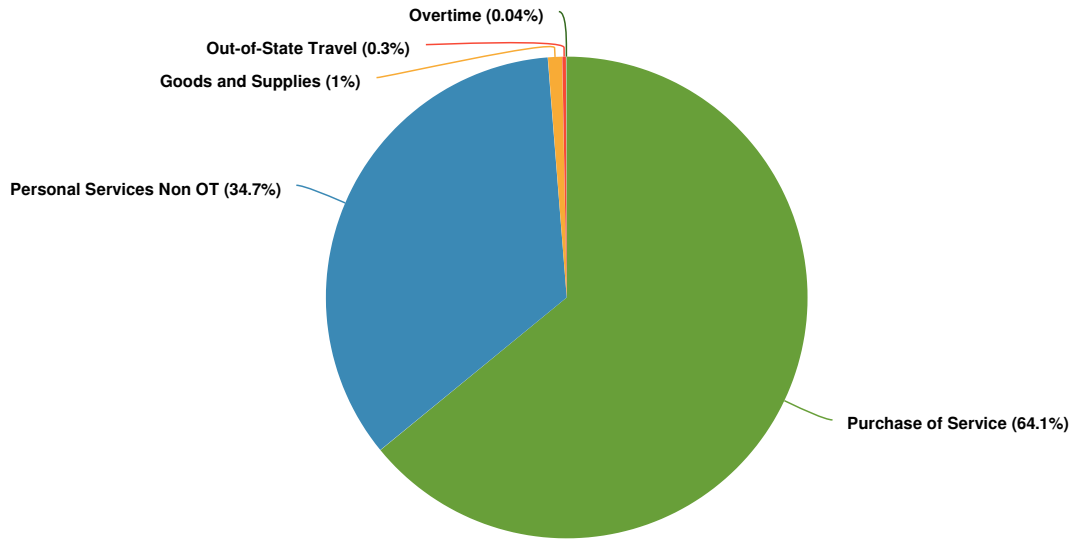
Personal Services Summary

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	7.2%
Total General Government:	\$1,435,063.58	\$1,823,336.96	\$1,955,358.00	7.2%
Total Expenditures:	\$1,435,063.58	\$1,823,336.96	\$1,955,358.00	7.2%



FIRE



Brian F. Nardelli
Fire Chief

Mission

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

Services

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

FY22 Accomplishments

- Responded to over 30,000 incidents throughout the year including fires, 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 Firefighters Grant (AFG) to purchase a new Heavy Rescue.
- purchase over two-hundred sets of Personal Protective Equipment (PPE) for structural firefighting.
- Instituted a grant funded Heavy Rescue vehicle that will allow the Fire Department to consolidate all technical rescue equipment into one vehicle.
- 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 staffing, details and personnel movement.
- Reallocated Administrative duties to centralize through the Chief's Office.

OBJECTIVES

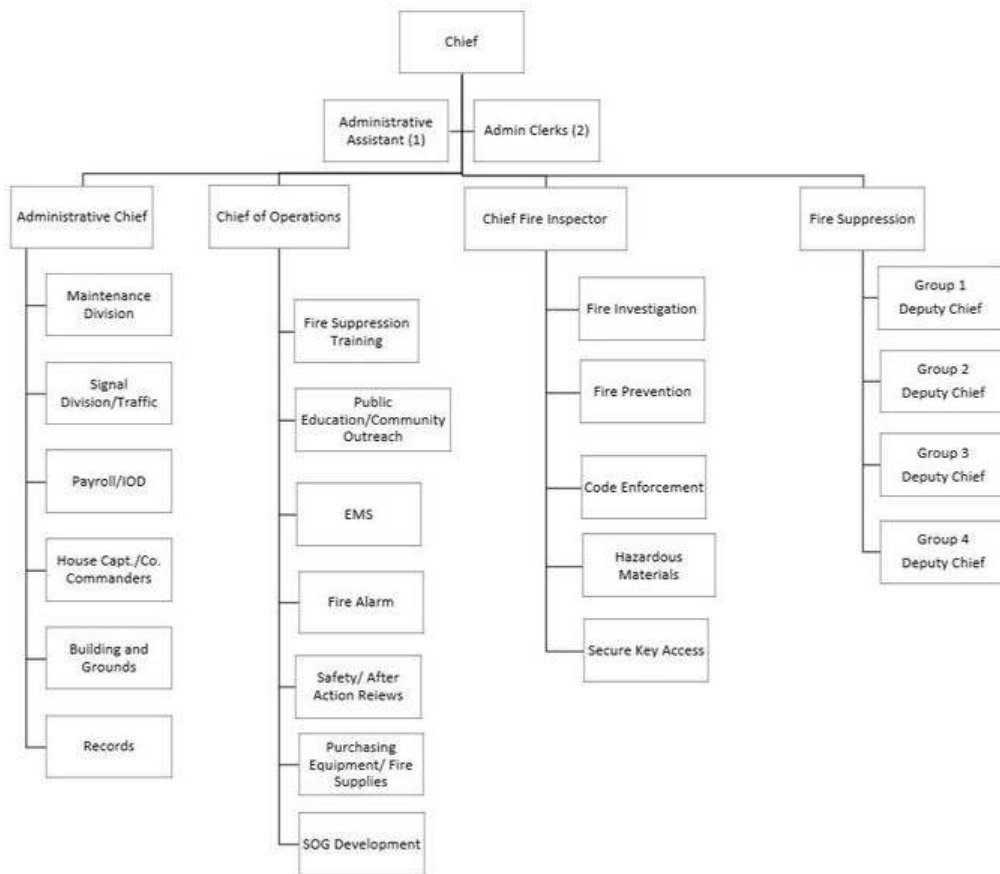
Objective	Status	City Goal
Protection of Brockton Residents		
1. Increase the minimum manning for all apparatus to one of ice and three fire fighters to align with NFPA 1710 regulations.	Ongoing FY23	2
2. Commission a new Rescue Company and staff fully with an officer and three fire fighters	Ongoing FY23	2
3. Change annual Technical Rescue training to quarterly to increase proficiency.	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 fighters		
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 fire fighter safety.	Ongoing FY23	2
11. Replace all aging thermal imaging cameras.	Ongoing FY23	2

PERFORMANCE MEASURES

Obj.	Performance Measures	FY21 Actuals	FY22 Projected	FY23 Target
1, 2	Fire fighter 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-fire plans	52	110	150



ORGANIZATIONAL CHART



PERSONAL SERVICES

RANK	LAST	FIRST	UNIT A	NIGHT			ED. INCEN			WEEKEND			GRAND		
				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	12,625.42	36,939.73	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	12,625.42	36,939.73	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	Joseph			110,507.00	12,625.42	36,939.73	11,664.39	6,452.80	0.00	1,774.52	1,350.00	5,678.40	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
Captain	McDonald	John P.			105,973.00	12,107.42	35,424.12	11,255.18	7,240.20	0.00	1,991.06	1,350.00	3,620.24	15,101.15	194,062.37
Captain	McKenna	Michael			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	McLean	Stephen			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	Monteiro	Stephen	2,663.96	94,451.00	10,791.03	31,572.61	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	Swirtunas	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
Lieutenant	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	Czaja	Matthew			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	Denny	Benjamin			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	Doten	Brian			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	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	Mahoney	Michael			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
Lieutenant	McDonough	Joseph			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	Murray	Michael J.			79,370.00	9,068.02	26,531.41	8,497.66	6,452.80	0.00	1,774.52	480.00	3,226.60	11,310.23	146,711.23
Lieutenant	O'Reilly	Christopher			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	Owen	David			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
Lieutenant	Piantoni	Brian			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	Reiser	Robert J.			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	Rodrick	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
Lieutenant Sullivan	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 Barnford	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												
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	Myles		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 Churchill	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 Cloudman	Corey		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 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
	Christopher												
Fire ghter D'Alessandro 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 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	M.		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	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 Foley	Ryan		48,320.00	5,520.56	16,152.17	5,562.78	6,452.80	3,382.40	1,774.52	950.00	3,226.60	6,885.60	98,227.43
Fire ghter Fontes	Alexander		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 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	4,259.71	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



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 ghter 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
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
Fire ghter Malafronte	Lee		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 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	9,195.24	127,172.54
Fire ghter McCoy	William		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 McKernan	Joel		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	9,195.24	127,172.54
Fire ghter McLaughlin	John	1,820.00	64,528.00	7,372.32	2,157.01	6,444.12	6,452.80	4,516.96	1,774.52	1,250.00	3,226.60	9,195.24	108,737.57
Fire ghter McLean	Brian E.		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 McNamara	Patrick J.		60,853.00	6,952.46	20,341.64	6,895.27	6,452.80	4,259.71	1,774.52	480.00	0.00	8,671.55	116,680.94
Fire ghter McNamara	William		60,853.00	6,952.46	20,341.64	6,895.27	6,452.80	4,259.71	1,774.52	0.00	0.00	8,671.55	116,200.94
Fire ghter McSheffrey	Sean		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 Medeiros	John		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 Miceli	James		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 Moffett	Ryan P.		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 Morris	Ralph		64,528.00	7,372.32	10,785.05	6,647.80	6,452.80	4,516.96	1,774.52	1,350.00	0.00	9,195.24	112,622.70
Fire ghter Morrison	Jeffrey		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 Murphy, Jr.	Timothy		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 Muzrim	Paul		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	9,195.24	127,172.54
Fire ghter Nee	James		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 Nickerson	Brian		64,528.00	7,372.32	21,570.10	7,286.00	6,452.80	4,516.96	1,774.52	750.00	5,678.40	9,195.24	129,124.34
Fire ghter O'Keefe	Ryan J.		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 Orcutt	Robert J.		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 O'Reilly	Cameron		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 O'Reilly	Sean		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 Palie	Tyler T.		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 Papineau	Mitchell		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 Pinto	Devantey		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
Fire ghter Razza	John		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	9,195.24	127,172.54

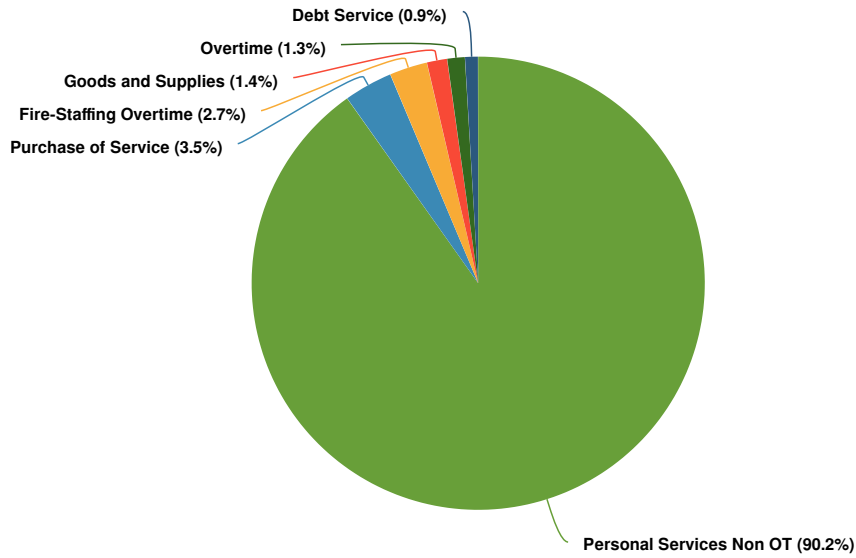


Fire ghter Reardon	Peter		64,528.00	7,372.32	14,380.06	6,860.53	6,452.80	4,516.96	1,774.52	1,350.00	3,226.60	9,195.24	119,657.04
Fire ghter Reilly	Colin		48,320.00	5,520.56	8,076.08	5,084.88	6,452.80	3,382.40	1,774.52	0.00	3,226.60	6,885.60	88,723.45
Fire ghter Richardson	Aaron		59,291.00	6,774.00	19,819.50	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
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	Hrs.)	1,820.00	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, 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
FAO Valentine	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												
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													\$
FY 2023			31,861.44	14,920.79	6,001,660.23	4,044,074.55	7,181,572.86	0.97	1,354,516.30	661,972.22	344,250.14	165,490.00	577,165.55 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				
Public Safety				
Fire				
Overtime				
OVERTIME	\$315,835.02	\$1,133,656.00	\$368,000.00	-67.5%
OT-FIRE HAZMAT TRAINING	\$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	\$238,268.84	\$357,346.00	\$529,367.00	48.1%
Total Personal Services Non OT:	\$23,196,141.89	\$28,733,281.03	\$29,124,003.28	1.4%
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%
DEPART EQUIP REPAIR/MAINT	\$39,909.34	\$25,712.00	\$38,568.00	50%
DEPARTMENTAL EQUIP RENT/LEASE	\$9,567.87	\$9,224.00	\$10,146.00	10%
AMBULANCE	\$0.00	\$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	\$150,000.00	\$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%



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



Sandi Charton

Interim Director of 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 benefits.

Services

- Administration of Employee Benefits
- Compensation and Classification 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 Benefits

- Conduct Health Benefits fair for all employees
- Encourage the utilization of voluntary employee benefits

OBJECTIVES

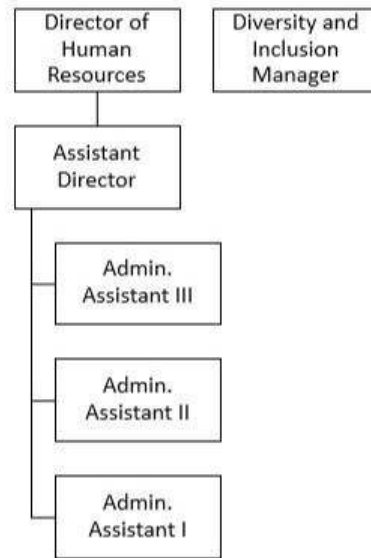
Objective	Status	City Goal
1. Drive workplace engagement, productivity, and employee retention.	Ongoing FY23	1,2
2. Continue Diversity, Equity, & Inclusion efforts and training and implement Employee Resource Groups.	Ongoing FY23	1,2
3. Establish a comprehensive onboarding experience for new employees.	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

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



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

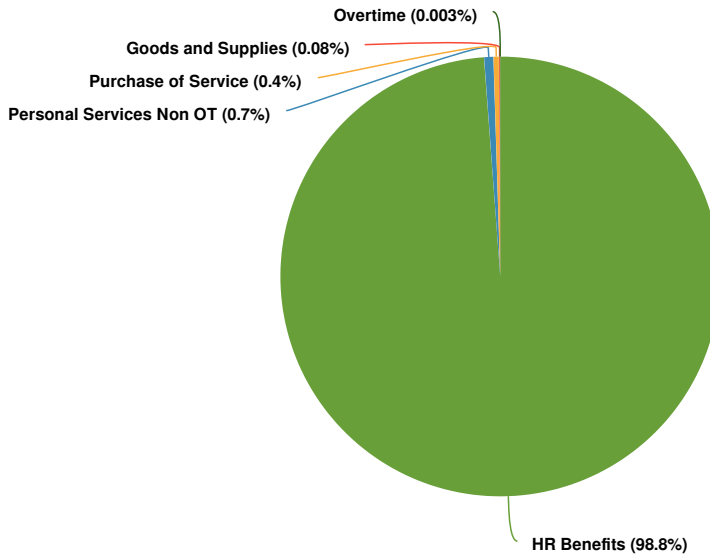
Director, Assistant Director &
Diversity Inclusion Manager
100% GF

		Health Insurance Trust
Personal Services Summary	General Fund	
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
Grand Total		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

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Expenditures				
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%
Total 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%
UNEMPLOYMENT INSURANCE	\$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%
Total HR Benefits:	\$49,304,813.96	\$53,840,493.00	\$60,991,284.00	13.3%
Total 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 Expenditures:	\$49,564,557.76	\$54,435,964.49	\$61,714,832.00	13.4%



INFORMATION TECHNOLOGY CENTER



Edward Medeiros Jr.
Acting Director

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 fiber 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 amplification throughout the City.

FY22 Accomplishments

- Expanded the server backup system to include offline copies as well as cloud copies, enhancing/expanding our disaster recovery capabilities.
- Installed a new physical server for MUNIS financial 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 office.
- Telephone system software was upgraded at all City sites.

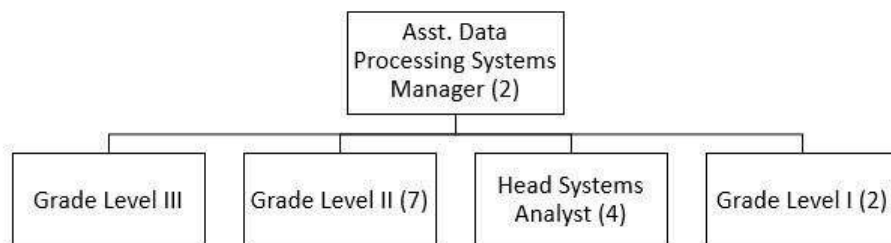
OBJECTIVES

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 efficiency and public experience.	Ongoing FY23	2,3
3. Upgrade financial software to the latest version to improve user experience and increase departmental efficiency.	Ongoing FY23	3
4. Upgrade IT help desk to increase staff efficiency 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 staffing to replace retired personnel and support increased demand in Public Safety and Library Services.	Ongoing FY23	2

PERFORMANCE MEASURES

Obj.	Performance Measures	FY21 Actuals	FY22 Projected	FY23 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

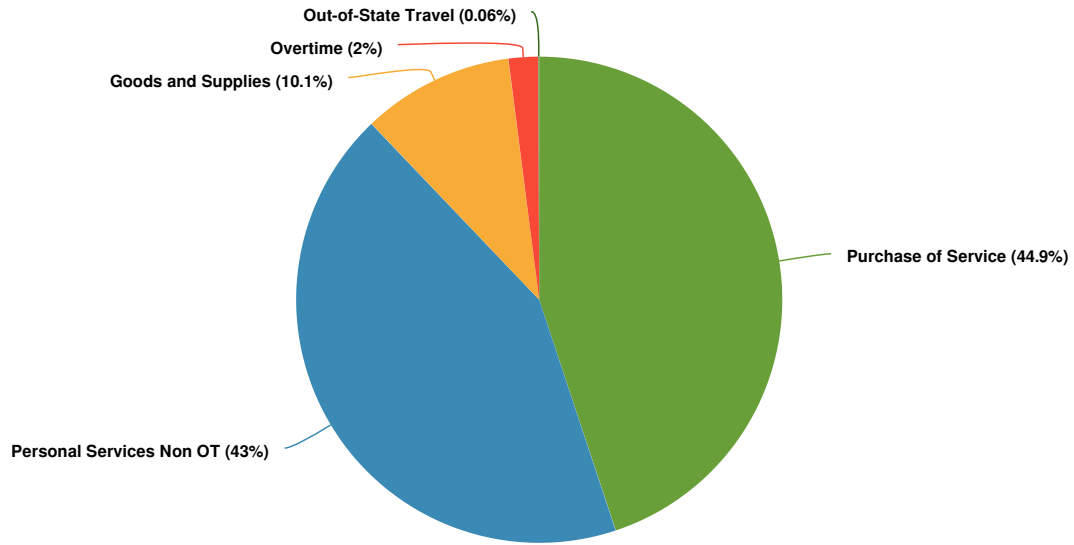
Personal Services Summary

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



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



Megan D. Bridges
City Solicitor

Mission

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

Services

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

FY22 Accomplishments

- Maximized efficiency, 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 filming and production to occur within the City; negotiated contracts related to filming.
- Advanced the outsourcing of the administration of workers' compensation claims for both school and city employees.

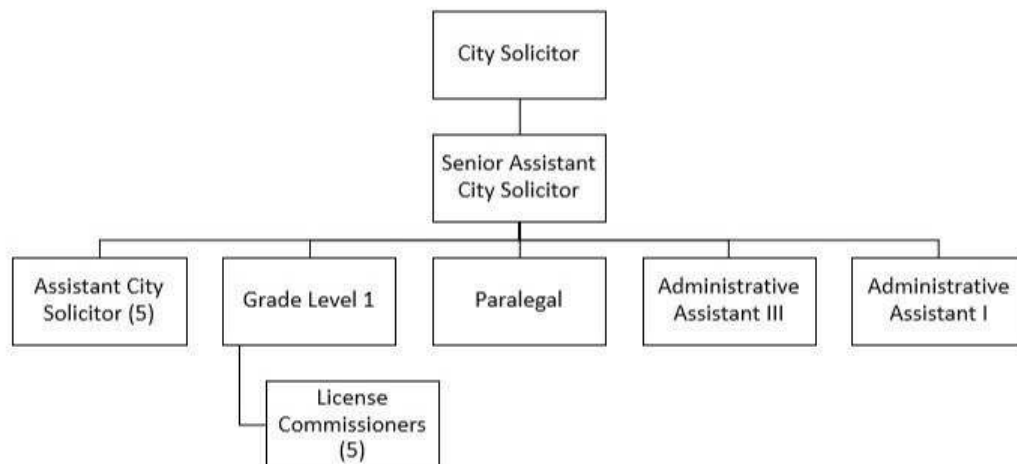
OBJECTIVES

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

Obj.	Performance Measures	FY21 Actuals	FY22 Projected	FY23 Target
6	Receivership program expansion in conjunction with Neighborhood Renewal Division (NRD).	0	3	7

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

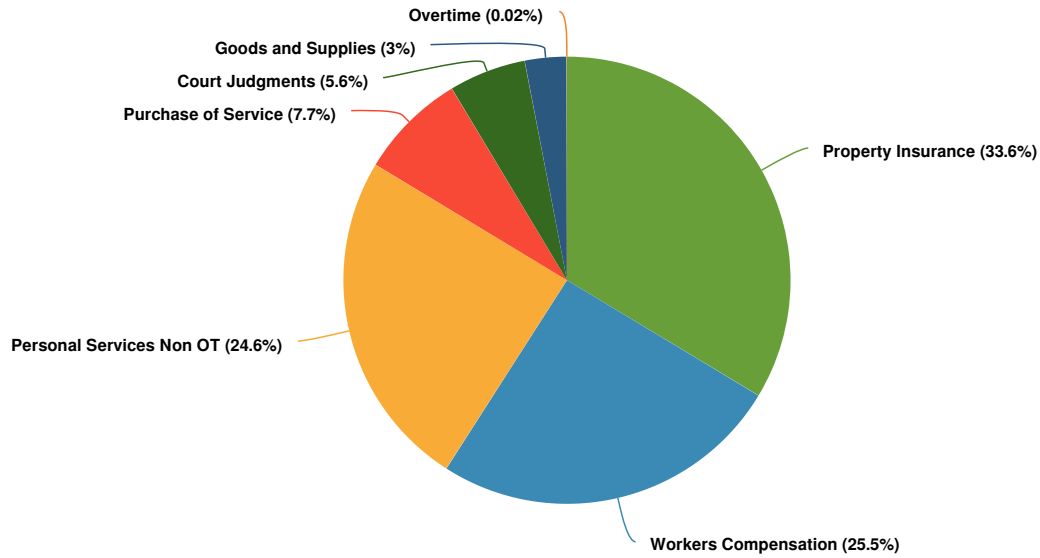
Personal Services Summary

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



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	\$346,895.00	-22.4%
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	\$4,479,312.00	2.2%



EXPENSE SUMMARY

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Expenditures				
General 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	\$258,000.00	-8.8%
CONSULTANTS	\$38,557.20	\$86,810.00	\$71,810.00	-17.3%
OTHER CONTRACT SERVICES	\$994.30	\$2,523.00	\$2,523.00	0%
EQUITY LAWSUIT	\$0.00	\$20,000.00	\$0.00	-100%
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	\$346,895.00	-22.4%
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	\$3,089,129.00	3.2%
Total General Government:	\$2,505,608.33	\$2,993,764.27	\$3,089,129.00	3.2%
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 S100B	\$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	\$4,479,312.00	2.2%



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

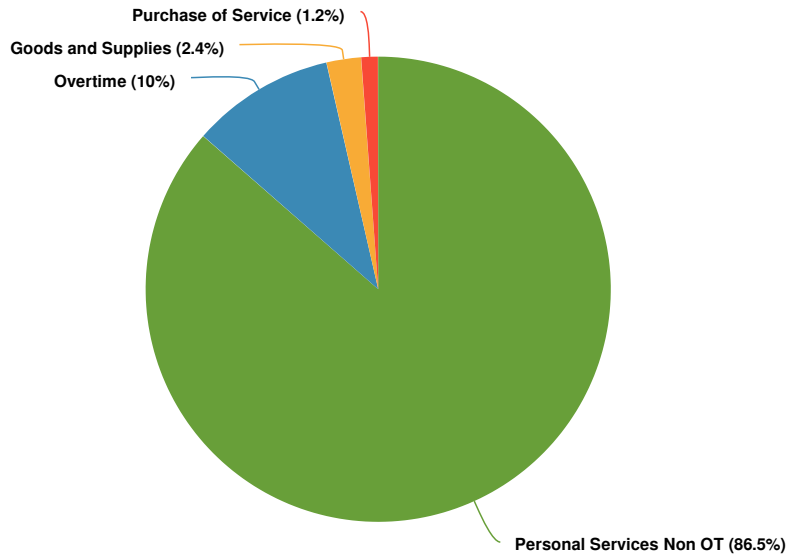
Stipend

*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	4.7%
Total General Government:	\$87,703.07	\$104,822.53	\$109,723.00	4.7%
Total Expenditures:	\$87,703.07	\$104,822.53	\$109,723.00	4.7%



LIBRARY



Paul Engle
Director

Mission

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

Services

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

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 self-evaluation
- 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 film crew filming 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 certified 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

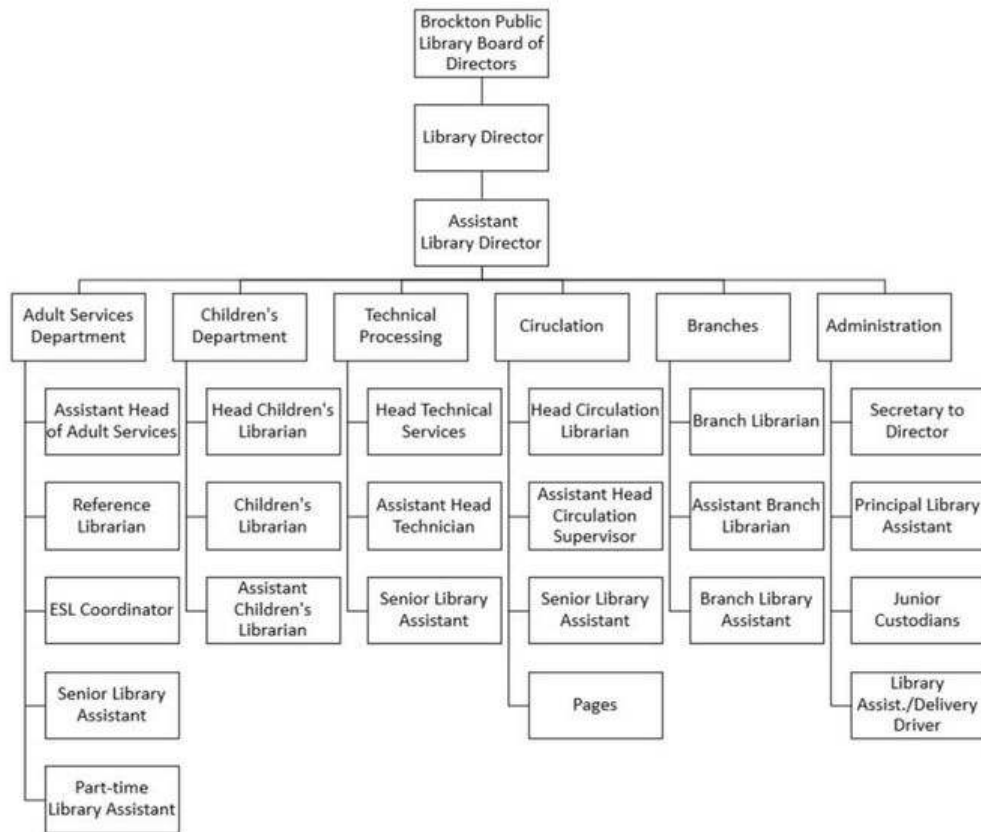
Objective	Status	City Goal
1. Support a center for lifelong learning and culture that expands civic programming and education for all Brockton residents.	Ongoing FY23	1,2
2. Strengthen partnerships and collaborations to more completely integrate the Library into the City's fabric.	Ongoing FY23	1,2
3. 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	Pamela Rodrigues Aleman	1/10/2022		13,188	
Circulation Clerk	VACANT			13,188	
Total			3,070	382,685	7,077

Personal Services Summary

FULL TIME	1,493,794
PART-TIME	382,685
STIPEND	3,450
LONGEVITY	23,660

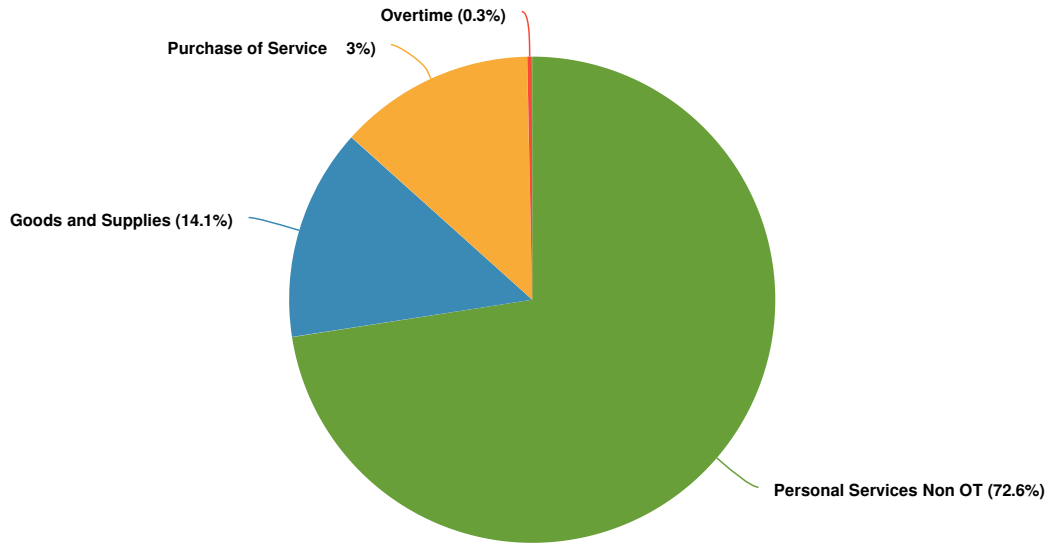


SHIFT DIFFERENTIAL	75,000
EDUCATIONAL INCENTIVE	81,443
CLOTHING ALLOWANCE	3,400
HAZARDOUS DUTY	1,248
HOLIDAY PAY	678
SEPARATION COSTS	121,711
Total	2,187,069



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				
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



Robert F. Sullivan
Mayor

Mission

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

Services

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

FY22 Accomplishments

- Awarded a total of \$2 million in American Rescue Plan Act (ARPA) funds to Brockton focused nonpro t and faith-based organizations.
- Led COVID-19 response, including renovating the Shaws Center to serve as a mass vaccination site in partnership with the Brockton Neighborhood Health Center and partnering with the state on an equity initiative.
- Negotiated development agreements for market rate housing downtown.
- Signed statement of interest to initiate the renovation of Brockton High School.
- Convened multi-department task force to design and construct a new public safety complex which secured approval of a \$98 million bond by the City Council.
- Launched a monthly newsletter from the Mayor to city residents as well as a weekly newsletter to City and School staff to share information and keep constituents updated.
- Distributed over \$350,000 in grants to small businesses impacted by COVID through a program with the Brockton Redevelopment Authority and MassHire.
- Partnered with Boston University and the Harvard Kennedy School on policy projects, including on improving street safety and modernizing payroll processes.
- Hosted the City of Brockton's first annual Juneteenth celebration.
- Completed Audits of City Financial Departments in collaboration with the Collins Center.
- Created an 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 findings and recommendations to the Mayor.

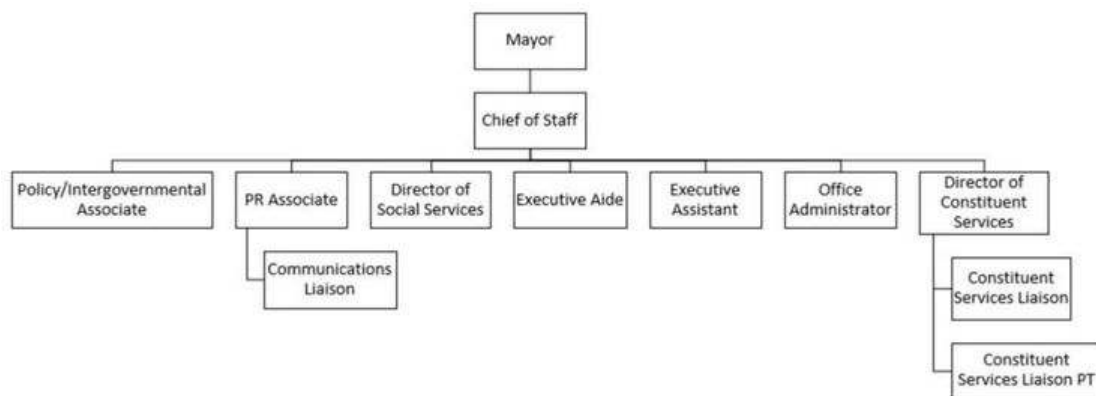
OBJECTIVES

Objective	Status	City Goal
1. Promote tourism in the City of Brockton to further City-wide development and enhancement.	Ongoing FY23	2,3
2. Continue to advertise to promote ongoing development in the City of Brockton.	Ongoing FY23	2,3
3. Enhance Community Cultural Initiatives.	Ongoing FY23	1,2
4. Acquisition of Massasoit Community College Conference Center from DCAM for public benefit.	Ongoing FY23	3
5. Send out Mayor's Champions Update newsletter monthly to keep residents informed and engaged.	Ongoing FY23	2
6. Improve City's vaccination rate and ensure equity in distribution.	Ongoing FY23	1,2
7. Work with the IT and Public Property to launch online permitting software.	Ongoing FY23	3
8. Launch an internship program for Brockton students and youth in City Hall.	Ongoing FY23	2
9. Implement recommendations of the Mayor's Community Justice Task Force.	Ongoing FY23	1,2

PERFORMANCE MEASURES

Obj.	Performance Measures	FY21 Actuals	FY22 Projected	FY23 Target
1	Number of tourism initiatives	3	4	4
2	Number of development projects completed	3	4	9
5	Number of newsletters	9	12	12
6	City wide vaccination rate (%)	62.9%	73%	75%
7	Number of City of Brockton departments onboarded to online permitting software	0	3	3
8	Number of interns working for City of Brockton departments	5	7	9
9	Number of recommendations implemented by the Community Justice Task Force	3	2	4

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
Office 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

Personal Services Summary		Cable Revolving Fund
FULL TIME	774,870	33,293
PART TIME	77,000	
LONGEVITY	1,430	
Total	886,593	

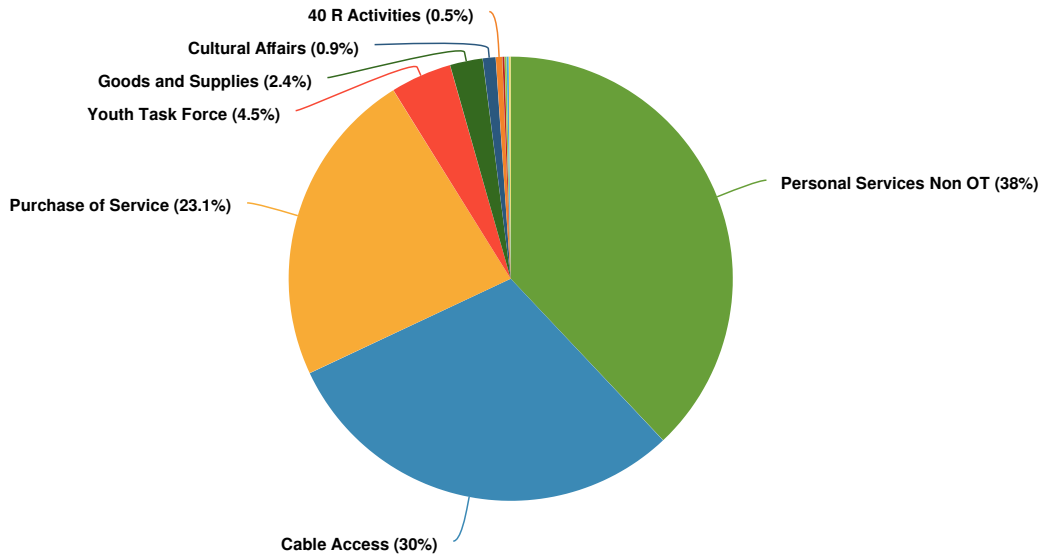
Please note:

80% of the Communications Liaison
is paid from the Cable Revolving
Fund



FINANCIAL OVERVIEW

Financial Overview by Statutory Category



FINANCIAL OVERVIEW SUMMARY

Name	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	\$519,795.00	32.7%
Goods and Supplies	\$197,054.78	\$58,532.00	\$53,824.00	-8%
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	\$2,247,010.00	10.9%



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	\$110,000.00	120%
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	\$80,000.00	-11.1%
OTHER CONTRACT SERVICES	\$99,009.06	\$0.00	\$0.00	0%
ADVERTISING	\$569.21	\$5,000.00	\$60,000.00	1,100%
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	\$519,795.00	32.7%
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	\$2,500.00	-59.1%
OUT OF STATE TRAVEL		\$10,000.00	\$9,000.00	-10%
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$26,665.84	\$32,202.00	\$28,202.00	-12.4%
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	\$53,824.00	-8%
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	\$2,247,010.00	10.9%
Total General Government:	\$1,857,888.81	\$2,025,931.00	\$2,247,010.00	10.9%
Total Expenditures:	\$1,857,888.81	\$2,025,931.00	\$2,247,010.00	10.9%



PARKING AUTHORITY



Eric Akesson
Executive Director

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 financial safeguards to protect the revenue of the Parking Authority.
- Rehabilitate Parking Authority lots through upgrades, surface overlay, seal coating, and re-striping.
- 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 offices to coordinate parking in relation to several ongoing construction projects throughout the downtown area.
- Expanded the enforcement of the parking control officers (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

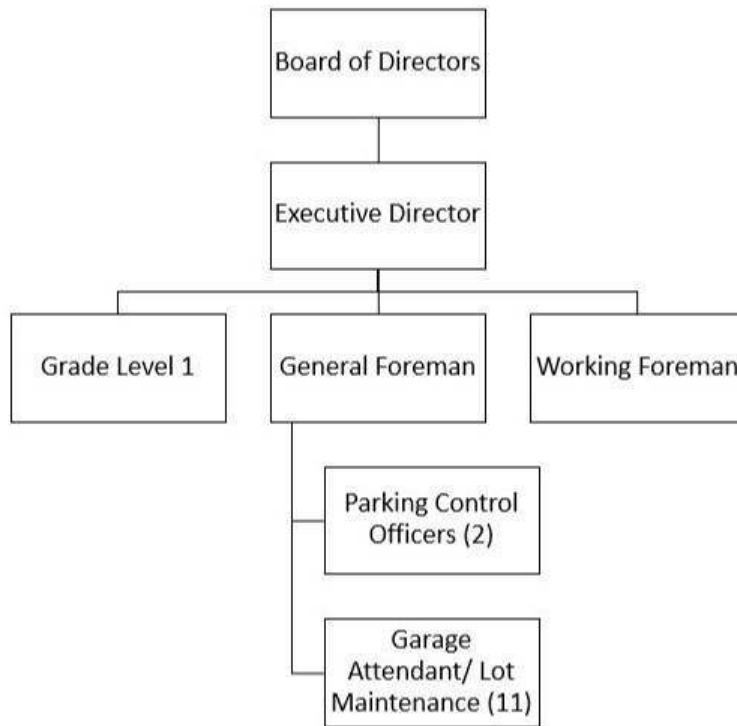
Objective	Status	City Goal
1. Update and modernize the PARKS System in the Adams Parking Garage, in addition to updating the re suppression and pull stations.	Ongoing FY23	3
2. Update the license plate reader system in the Carpenter Garage to create a more user-friendly transaction for customers.	New FY23	3
3. Upgrade facilities to provide safe, attractive, and affordable parking in downtown.	Ongoing FY23	1,2
4. Add a vehicle fleet 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

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



ORGANIZATIONAL CHART



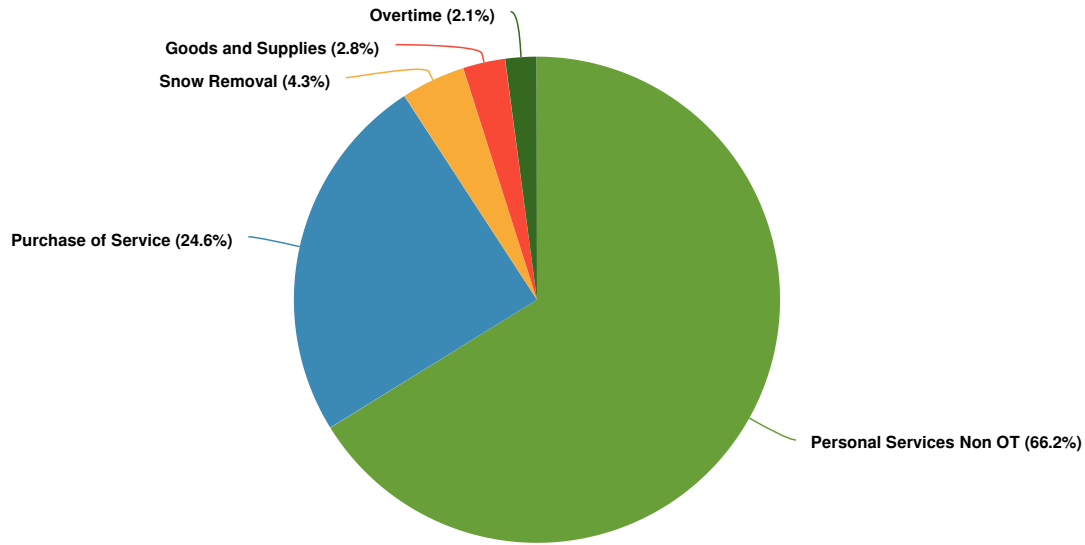
PERSONAL SERVICES

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 Officer	Paul Sullivan Jr	11/06/13	480	49,254	
Parking Control Officer	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	\$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

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Expenditures				
Public 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				
ENFORCEMENT EQUIPMENT		\$7,000.00	\$0.00	-100%
COPY MACHINE SUPPLIES	\$227.57	\$250.00	\$350.00	40%
OFFICE SUNDRIES/SUPPLIES	\$3,367.12	\$1,950.00	\$1,950.00	0%



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



Tim Carpenter
Superintendent of Parks

Mission

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

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

Overview

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

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

Parks

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

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

D.W. Field Golf Course

D.W. Field Golf Course is the largest single contributor to the Parks Department Enterprise Fund, and is critical to the operation of the Parks Department. The Department strives to increase the revenues generated by providing outstanding conditions, value, and customer service. Recent hiring and a continued investment by the City, has provided resources that have positively contributed to the improvement in conditions at parks and playgrounds. Increased patronage at the golf course in

particular has led to increased revenues, while holding fees relatively constant. The Parks Commission has established in the last three years a resident rate, providing further value to the residents of Brockton.

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

Manning and Cosgrove Pools

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

Services

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

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 field 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 futsal court and three new volleyball courts. We also removed much of the fencing to make the area more and accessible.

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 five 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 difficulty 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 find the appropriate tee during shotgun starts.

D.W. Field Park

- As part of the Mass Trail Grant we installed five 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 efficiency 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 firms 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 fields 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%

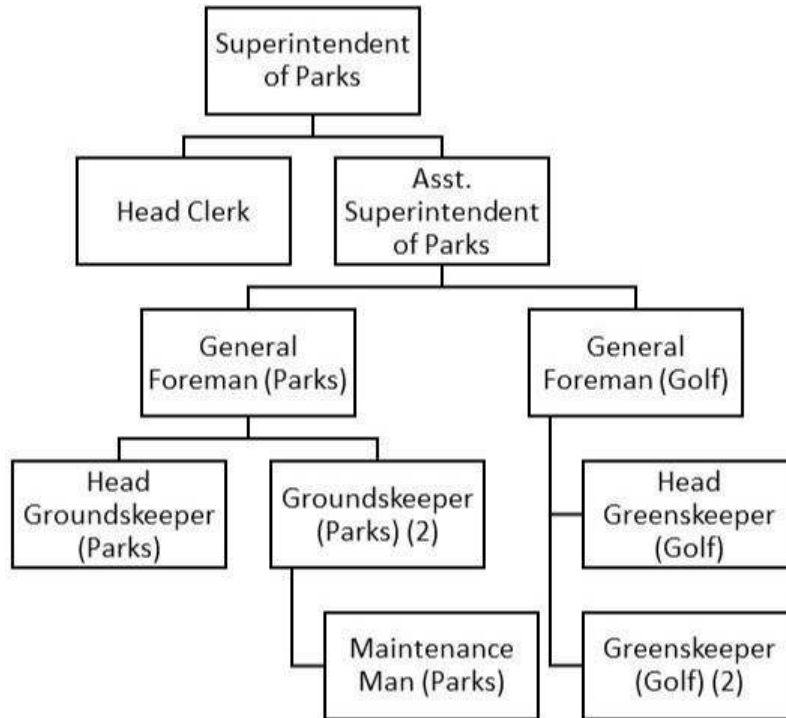
*Rating scale: 1%= low stability, 100%= high stability

**Rating scale: 1%= low satisfaction, 100%= high satisfaction

***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

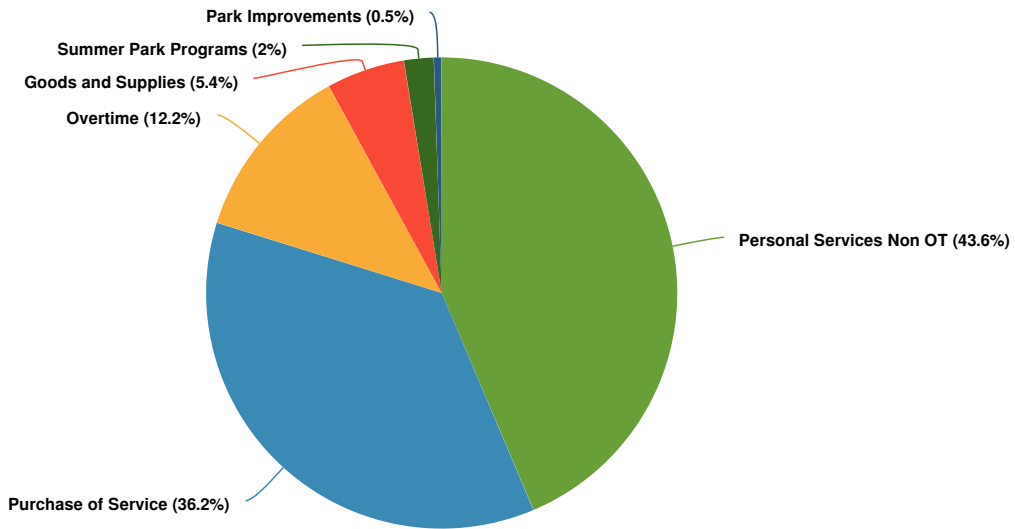
Personal Services Summary

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



FINANCIAL OVERVIEW

Financial Overview by Statutory Category



FINANCIAL OVERVIEW SUMMARY

PARKS AND RECREATION

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ESTIMATED	FY2023 PROJECTED	% CHANGE
REVENUE					
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 ACTUAL	FY2022 BUDGET	FY2023 PROPOSED	% CHANGE
PARKS AND RECREATION				
OVERTIME	\$206,221	\$240,215	\$288,415	20.1%
PERSONAL SERVICES NON-OVERTIME	\$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%
OTHER CONTRACTED SERVICES	\$63,066	\$63,488	\$60,458	-4.8%
DIRECT COSTS	\$1,949,589	\$2,159,452	\$2,359,773	9.3%
INDIRECT COSTS	\$438,699	\$438,699	\$438,699	0.0%
TOTAL	\$2,388,288	\$2,598,151	\$2,798,472	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	14.7%
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



Rob May
Director of Planning

Mission

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

Services

- Interact with the public on a wide variety of topics: from business development to Brown field 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 Lovell Brook (Good Samaritan Area) Master Plan.
- Closed out US EPA Brown field Assessment Grant.
- Secured a \$250,000 US EPA Brown field 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 Thatcher 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.

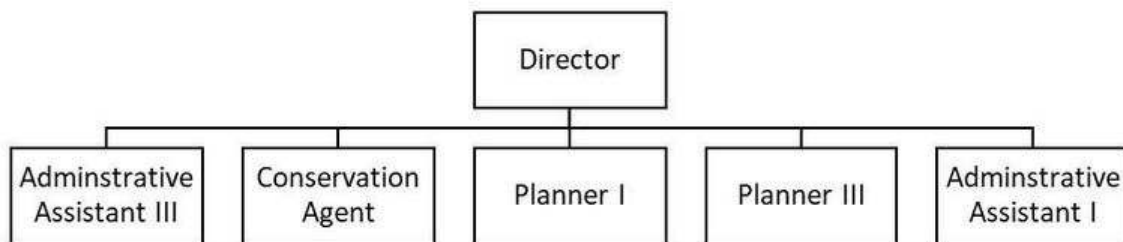
OBJECTIVES

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 field 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

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

ORGANIZATIONAL CHART



PERSONAL SERVICES

TITLE	NAME	Start Date	Longevity	Salary	Ed. Incent.
Director of Economic Development & 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

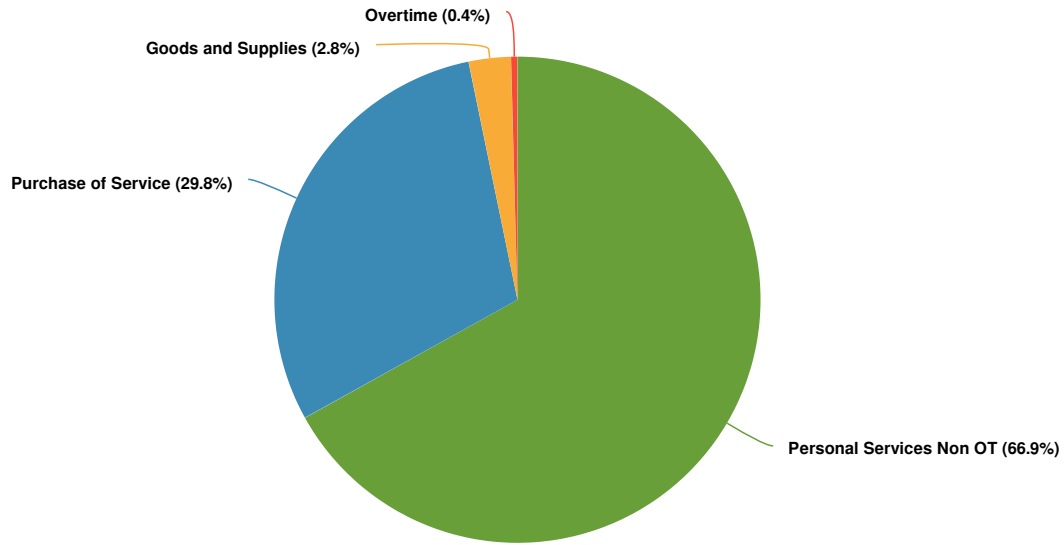
Personal Services Summary

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	\$214,800.00	-43.4%
Goods and Supplies	\$9,779.12	\$20,200.00	\$20,200.00	0%
Total General Fund:	\$388,823.18	\$865,167.64	\$719,925.00	-16.8%



EXPENSE SUMMARY

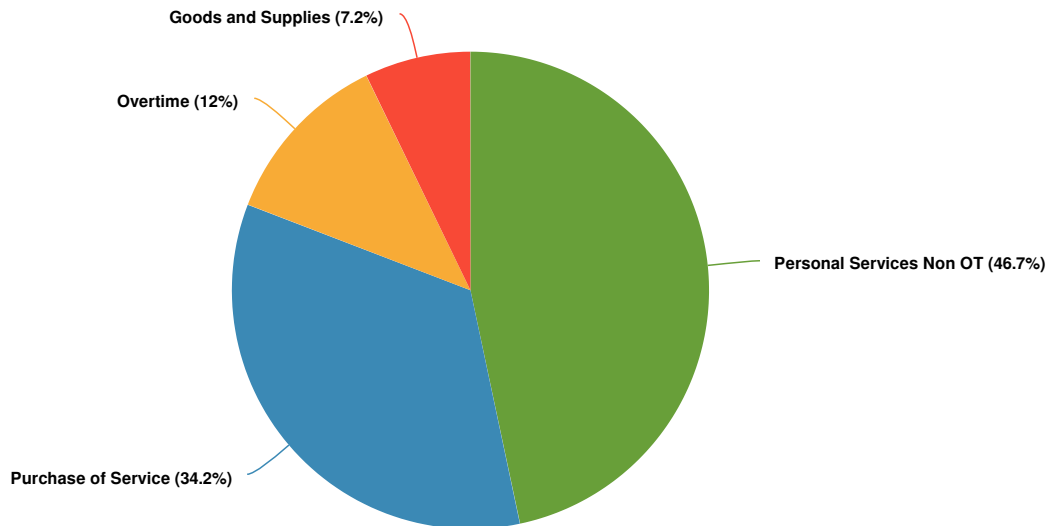
Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Expenditures				
General Government				
Planning and Economic Development				
Overtime				
OVERTIME	\$242.02	\$34.00	\$3,000.00	8,723.5%
Total Overtime:	\$242.02	\$34.00	\$3,000.00	8,723.5%
Personal Services Non OT				
FULL-TIME SALARIES	\$288,725.06	\$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	\$125,000.00	-58.3%
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	\$214,800.00	-43.4%
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	\$719,925.00	-16.8%
Total General Government:	\$388,823.18	\$865,167.64	\$719,925.00	-16.8%
Total Expenditures:	\$388,823.18	\$865,167.64	\$719,925.00	-16.8%



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	87.5%



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	87.5%
Total General Government:	\$11,263.67	\$22,275.00	\$41,775.00	87.5%
Total Expenditures:	\$11,263.67	\$22,275.00	\$41,775.00	87.5%



POLICE



Brenda Perez
Police Chief

Mission

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

Services

- Protect the public against crimes of violence
- Control civic disorders.
- Protect 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.
 - Traffic enforcement.
 - Crime prevention.
 - Motorcycle and bicycle patrols.
 - Safety grants.
 - Firearms licensing.
 - Sex offender registration.
- Provide community services:
 - Community outreach.
 - Court prosecution.
 - Crime prevention.
 - Child identification programs.
 - Child safety seat installation.
 - School programs safety training.
 - School Resource Officers.
 - 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 officers 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 five 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 field 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 officers 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 Office for Victims of Crime grant, the BPD's civilian Victim Specialist and sworn Victim Liaison Officer 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 certified technicians, for a total of seven.

Youth Outreach

- Utilized Shannon and SSYI grants to directly serve over 400 youth.
- School Resource Officers 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 finding 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 officers, 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 officers both individually and with group debriefings after traumatic incidents.

Supplemented Patrol Force

- Added 6 officers to the BPD to ease short-staffing.
- 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 reflect 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

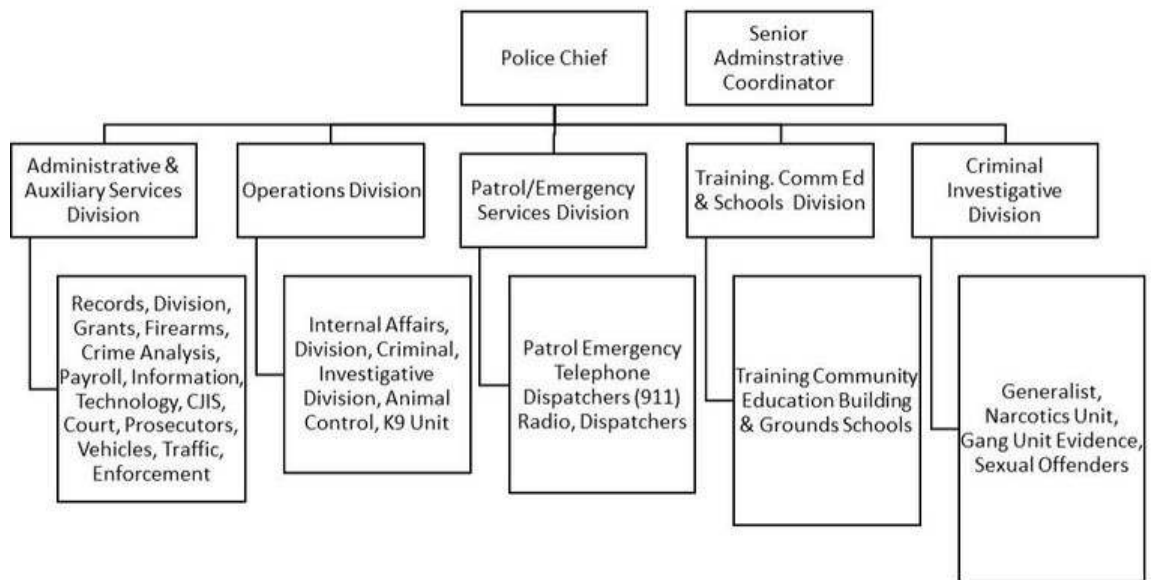
Objective	Status	City Goal
Personnel		
1. Increase sworn force to better serve residents, more efficiently respond to calls for service, and reduce overtime needed to meet shift staffing requirements.	Ongoing FY23	1,2
2. Continue recruitment of minority candidates to ensure the Department reflects the population of Brockton.	Ongoing FY23	1,2
3. Continue to expand the Peer Support Team to assist officers when needed.	Ongoing FY23	1,2
Operations		
4. Continue to streamline systems and digitize records for more efficient work and faster service to residents and staff.	Ongoing FY23	3
5. Continue to purchase Taser non-lethal defense weapons for every sworn officer.	Ongoing FY23	2
6. Continue to purchase interoperable digital radios to replace remaining analog units.	Ongoing FY23	3
7. Purchase Unmanned Aircraft Systems (drones) to 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 officers to better serve citizens with mental or behavioral issues	Ongoing FY23	1,2
9. Expand the Cadet Program to six young adults aged 18-24 from the City of Brockton who are interested in pursuing a career in law enforcement.	Ongoing FY23	1,2
10. Partner with the Boys and Girls Club of Metro South to enhance the Junior Cadet Program for Brockton youth ages 12-15.	Ongoing FY23	1,2



PERFORMANCE MEASURES

Obj.	Performance Measures	FY21	FY22	FY23
		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	CLOTH.	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, Christopher	30%	CAPT 30%, 2-29D	175,881	1,250	0	10,147	0	17,588	21,985	23,304	0	1,925	0	0	15,875	267,955
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, Steven	30%	CAPT 30%, 2-29D	175,881	1,350	0	10,147	0	17,588	21,985	23,304	0	1,925	0	0	15,153	267,333
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	30%	LT 30%, 2	124,636	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%, 2-28D	143,497	1,350	0	8,279	0	14,350	17,937	19,013	0	1,925	0	0	6,168	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, William	30%	LT 30%, 2-24D	133,984	950	0	7,730	0	13,398	16,748	17,753	0	1,925	0	0	6,047	198,535
Vardaro, Frank F.	30%	LT, 30%, 2-29N	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
SERGEANTS (25)																
Amaral, Kevin	30%	SGT, 30%, 3	104,734	950	0	9,480	0	10,473	13,092	13,877	0	1,925	0	0	4,727	159,258
Besarick, Scott	15%	SGT, 15%, 3-24D	99,598	1,250	0	5,746	0	9,960	12,450	13,197	0	1,925	0	0	4,495	148,620
Carpenter, William	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
Cruikshank, 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	126,325	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	126,325	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, Christopher	30%	SGT, 30%, 3-28N	112,170	1,350	13,460	10,595	0	11,217	14,021	14,863	0	1,925	0	0	4,821	184,422
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	HAZARD	CLOTH.	DEFIB	STIPEND	CLRCL	BUY BACK	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	0	186,195
Sullivan, Jason F	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	0	185,571
SUB-TOTAL		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
SUPERVISORS															

LIEUTENANT

FUNDED BY

SCHOOL

DEPARTMENT

Jones, Kevin	30% LT 30%, 2-27D	133,984	1,250	0	7,730	0	13,398	16,748	17,753	0	1,925	0	0	6,047	198,835
<i>Paid by School Dept</i>		133,984	1,250	0	7,730	0	13,398	16,748	17,753	0	1,925	0	0	6,047	198,835
BALANCE PAID BY		0	0	0	0	0	0	0	0	0	0	0	0	0	0
BPD															
TOTAL															
SUPERVISORS		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

PATROL OFFICERS

(160)

Abdelnour, Edward D	10% PTL, 10%, 28D	82,005	1,250	0	7,423	0	8,201	10,251	10,866	0	1,925	0	0	0	121,919
Almeida, George	30% PTL, 30%, 27N	85,860	1,350	8,586	8,053	0	8,586	10,733	11,376	0	1,925	0	0	3,799	140,268
Alves, Kessy	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
Alves, Luis	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
Alves, Wilson	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
Anderson-Pierce, Nychole	30% PTL, 30%, 6	84,177	750	1,052	4,856	0	8,418	10,522	11,153	0	1,925	0	0	0	122,854
Anderson, Darwin	30% PTL, 30%, 29N	94,445	1,350	9,445	5,449	0	9,445	11,806	12,514	0	1,925	0	0	8,525	154,902
Andrade, Adilson	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
Asack, Michael	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
Atwood, Robert	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
Bell, Ernest S	30% PTL, 30%, 28D	96,915	1,350	0	8,772	0	9,692	12,114	12,841	0	1,925	0	0	7,574	151,183
Benvie, Daniel	20% PTL, 20%, 4	68,509	0	6,851	6,426	0	6,851	8,564	9,077	0	1,925	0	0	0	108,203
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 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, 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 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
EMPLOYEE	ED%	STEP	BASE	LONG.	NIGHT	HOL.	EDUC.	WKEND	FIREARM	HAZARD	CLOTH.	DEFIB	STIPEND	CLRCL	BUY BACK	TOTAL
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
Deiullis, 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
Delaney, Thomas	0%	PTL, 0%, 5	61,470	0	6,147	5,766	0	6,147	7,684	8,145	0	1,925	0	0	0	97,283
Depina, Lucinio	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
Depina, Manual	0%	PTL, 0%, 5	61,470	0	6,147	5,766	0	6,147	7,684	8,145	0	1,925	0	0	0	97,283
Devin, Caroline (LOA)	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
Devine, William	30%	PTL, 30%, 6	84,177	1,250	8,418	7,895	0	8,418	10,522	11,153	0	1,925	0	0	3,799	137,557
Donahue, Brian	30%	PTL, 30%, 6	84,177	1,250	8,418	7,895	0	8,418	10,522	11,153	0	1,925	0	0	3,799	137,557
Donahue, Timothy R	30%	PTL, 30%, 28D	96,915	1,250	0	8,772	0	9,692	12,114	12,841	0	1,925	0	0	3,787	147,296
Donato, James	6%	PTL, 6%, 5	65,159	0	6,516	6,112	0	6,516	8,145	8,634	0	1,925	0	0	0	103,006
Donohue, Patrick S	30%	PTL, 30%, 29D	101,531	1,350	0	5,858	0	10,153	12,691	13,453	0	1,925	0	0	0	146,961
Duhamel, Mark	20%	PTL, 20%, 6	77,702	480	7,770	7,288	0	7,770	9,713	10,296	0	1,925	0	0	3,507	126,451
Edmond, Nathalie	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
Egan, Kenneth	30%	PTL, 30%, 6	84,177	480	0	7,619	0	8,418	10,522	11,153	0	1,925	0	0	3,507	127,801
Farrell, Matthew	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
Ferebee, Lindsey	20%	PTL, 20%, 6	77,702	750	7,770	7,288	0	7,770	9,713	10,296	0	1,925	0	0	0	123,214
Fernandes, Vandal	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
Fils, Anthony	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
Fonseca, Drew	0%	PTL, 0%, 5	61,470	0	6,147	5,766	0	6,147	7,684	8,145	0	1,925	0	0	0	97,283
Fonseca, Sandy	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
Fontes, Elisa	30%	PTL, 30%, 6	84,177	750	0	7,619	0	8,418	10,522	11,153	0	1,925	0	0	0	124,564
Ford, Jason	30%	PTL, 30%, 24D	90,489	950	0	8,190	0	9,049	11,311	11,990	0	1,925	0	0	3,714	137,618
Fortes, Alcides	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
Fratius, Michael	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
Giardini, Anthony	20%	PTL, 20%, 6	77,702	950	0	4,483	0	7,770	9,713	10,296	0	1,925	0	0	0	112,838
Gobbi, Joseph	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
Gomes, Michael	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
Graf, Leonard	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
Grayson, Robert	0%	PTL, 0%, 6	64,752	750	0	5,861	0	6,475	8,094	8,580	0	1,925	0	0	0	96,437
Hill, Christopher	30%	PTL, 30%, 24D	90,489	1,350	0	5,221	0	9,049	11,311	11,990	0	1,925	0	0	3,714	135,048
Hill, Julie	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
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
Lopez, Francisco	20%	PTL, 20%, 6	77,702	1,250	7,770	7,288	0	7,770	9,713	10,296	0	1,925	0	0	3,507	127,221
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	64,752	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	84,177	950	1,052	4,856	0	8,418	10,522	11,153	0	1,925	0	0	0	123,054
MacMillan, Donald H Jr	30%	PTL, 30%, 24D	90,489	1,350	0	5,221	0	9,049	11,311	11,990	0	1,925	0	0	0	131,334
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	HAZARD	CLOTH.	DEFIB	STIPEND	CLRCL	BUY BACK	TOTAL
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
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
Monteiro, Jason	15%	PTL, 15%, 3	60,617	0	6,062	5,686	0	6,062	7,577	8,032	0	1,925	0	0	0	95,960
Monteiro, Jodi	10%	PTL, 10%, 6	71,227	0	7,123	6,681	0	7,123	8,903	9,438	0	1,925	0	0	0	112,419
Monteiro, Tony	15%	PTL, 15%, 27N	75,953	1,350	7,595	7,124	0	7,595	9,494	10,064	0	1,925	0	0	0	121,100
Montrond, David	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
Moreno, Jorge	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
Murphy, Matthew	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
Newcomb, Edward	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
Norman, Michael	30%	PTL, 30%, 6	84,177	1,250	8,418	7,895	0	8,418	10,522	11,153	0	1,925	0	0	3,799	137,557
Nunes, Domingos	0%	PTL, 0%, 6	64,752	750	6,475	6,073	0	6,475	8,094	8,580	0	1,925	0	0	0	103,124
O'Brien-Hilliard, Kristen	30%	PTL, 30%, 27D	92,299	1,350	0	8,354	0	9,230	11,537	12,230	0	1,925	0	0	3,713	140,638
O'Donnell, Shannon	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
Otero, Miguel	0%	PTL, 0%, 5	61,470	0	6,147	5,766	0	6,147	7,684	8,145	0	1,925	0	0	0	97,283
Otis, Robert	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
Parker, James	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
Parrett, Raymond L	15%	PTL, 15%, 29D	89,816	1,350	1,123	5,182	0	8,982	11,227	11,901	0	1,925	0	0	0	131,505
Paul, Nazaire	30%	PTL, 30%, 27N	85,660	1,350	8,566	8,034	0	8,566	10,708	11,350	0	1,925	0	0	3,799	139,958
Pedro, Lucas	30%	PTL, 30%, 6	84,177	750	8,418	7,895	0	8,418	10,522	11,153	0	1,925	0	0	0	133,258
Pereira, Edmar	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
Pereira, Michael	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
Perez, Christopher D	30%	PTL, 30%, 6	84,177	1,350	8,418	4,856	0	8,418	10,522	11,153	0	1,925	0	0	0	130,819
Perry, David	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
Pierce, Steven H	0%	PTL, 0%, 29N	72,650	1,350	7,265	6,814	0	7,265	9,081	9,626	0	1,925	0	0	0	115,977
Pina, Stephen T	0%	PTL, 0%, 27N	66,046	1,350	6,605	6,195	0	6,605	8,256	8,751	0	1,925	0	0	0	105,732
Plonquet, Vero	20%	PTL, 20%, 4	68,509	0	6,851	6,426	0	6,851	8,564	9,077	0	1,925	0	0	0	108,203
Polynice, Jennifer	30%	PTL, 30%, 6	84,177	950	0	7,619	0	8,418	10,522	11,153	0	1,925	0	0	0	124,764
Quirk, Ryan	30%	PTL, 30%, 6	84,177	480	8,418	7,895	0	8,418	10,522	11,153	0	1,925	0	0	3,799	136,787
Randolph, Antonio L	30%	PTL, 30%, 29D	101,531	1,350	0	5,858	0	10,153	12,691	13,453	0	1,925	0	0	0	146,961
Remy, Pierre	10%	PTL, 10%, 6	71,227	0	7,123	6,681	0	7,123	8,903	9,438	0	1,925	0	0	0	112,419
Robinson, Sylverson 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	15%	PTL, 15%, 28D	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, 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	CLOTH.	DEFIB	STIPEND	CLRCL	BUY BACK	TOTAL
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
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	0	0	4,153	0	4,588	5,735	6,079	0	1,925	0	0	0	68,363
Vacant #6 (Benvie)	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 #7 (Costello)	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 #8 (Gaucher)	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 #9 (Reardon)	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 #10 (Saquet)	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 #11 (Gazzerro)	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 #12 (R.Andrade)	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
TOTAL PATROL		11,968,979	103,130	617,273	1,033,997	0	1,196,898	1,496,122	1,585,890	0	308,000	0	0	170,023	18,480,312
TOTAL POLICE OFFICERS		17,691,116	154,410	840,805	1,485,873	0	1,747,028	2,183,785	2,314,812	0	392,700	0	0	395,087	27,205,615

**CIVILIAN
PERSONNEL**

**EMERGENCY
TELEPHONE
DISPATCHERS (B-
II): 15**

Bosch, Christine	5%	STEP 7	57,430	1,350	0	3,024	2,872	1,941	0	0	2,000	0	300	0	0	68,916
Burke, Jessica	5%	STEP 7	57,430	750	8,404	3,024	2,872	1,941	0	0	2,000	0	0	0	0	76,420
Celia, Robert	5%	STEP 7	57,430	1,350	0	3,024	2,872	1,941	0	0	2,000	0	0	0	0	68,616
Ciampa, Katherine	5%	STEP 4	50,575	0	7,401	2,663	2,529	1,941	0	0	2,000	0	0	0	0	67,109
Gomes, Orlanda	7%	STEP 7	57,430	480	8,404	3,024	4,020	1,941	0	0	2,000	0	300	0	0	77,599
Jean-Pierre, Nicole	6%	STEP 7	57,430	1,250	0	3,024	3,446	1,941	0	0	2,000	0	300	0	0	69,391
Jordan, Darrelyn	7%	STEP 7	57,430	1,350	0	3,024	4,020	1,941	0	0	2,000	0	0	0	0	69,765
Kearne, Diane	5%	STEP 7	57,430	1,250	8,404	3,024	2,872	1,941	0	0	2,000	0	0	0	0	76,920
Leite, Melanie	8%	STEP 7	57,430	0	8,404	3,024	4,594	1,941	0	0	2,000	0	300	0	0	77,693
MacMillan, Caroline	5%	STEP 7	57,430	750	8,404	3,024	2,872	1,941	0	0	2,000	0	0	0	0	76,420
Moran, Sharon	5%	STEP 7	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%	STEP 7	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%	STEP 7	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%	STEP 1	43,720	0	6,398	2,302	2,186	1,941	0	0	2,000	0	0	0	0	58,547
Vacant #2 (Bell)	5%	STEP 1	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	43,550	47,102	29,120	0	0	30,000	0	1,500	0	0	1,077,355
<i>Paid by PSAP Grant</i>	—		300,000	0	0	0	0	0	0	0	0	0	0	0	0	300,000
TOTAL ETD			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
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**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
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**CRIME ANALYST (A-
II)**

Thompson, Hillary	9%	OLD STEP 6*	91,654	480	0	0	8,249	0	0	0	0	0	0	2,000	0	102,383
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**DIRECTOR OF
COMMUNICATIONS
AND COMMUNITY
OUTREACH (1124)**

EMPLOYEE	ED%	STEP	BASE	LONG.	NIGHT	HOL.	EDUC.	WKEND	FIREARM	HAZARD	CLOTH.	DEFIB	STIPEND	CLRCL	BUY BACK	TOTAL
Duarte, Darren		STEP 4	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
Lauriano, Katherine (AA-II)	0%	STEP 8	53,527	480	0	0	0	0	0	0	0	0	0	2,500	0	56,507
Moodie-Bryant, Janet (AA-II)	0%	OLD STEP 9*	54,013	1,250	0	0	0	0	0	0	0	0	1,500	2,500	0	59,263
Roberson, Stephanie (AA-II)	1%	OLD STEP 9*	54,013	1,250	0	0	540	0	0	0	0	0	1,500	2,500	0	59,803
Pires, Elizabete (AA- II)	0%	STEP 7	51,720	480	0	0	0	0	0	0	0	0	0	2,500	0	54,700

CADETS: 5

Depina, Menildo	0%		29,120	0	0	0	0	0	0	0	0	0	0	0	0	29,120
Dragonetti, Jon	0%		29,120	0	0	0	0	0	0	0	0	0	0	0	0	29,120
Monteiro, Maldine	0%		29,120	0	0	0	0	0	0	0	0	0	0	0	0	29,120
Norton, Matthew	0%		29,120	0	0	0	0	0	0	0	0	0	0	0	0	29,120
Reidy, Matthew	0%		29,120	0	0	0	0	0	0	0	0	0	0	0	0	29,120
TOTAL OTHERS	—		765,833	5,370	0	0	25,494	0	0	0	0	0	7,200	18,500	0	822,397

**CIVILIAN
POSITIONS
FUNDED BY OTHER
MEANS
VICTIM
SPECIALIST: 1**

MacMillan, Caity	30%		40,040	0	0	0	0	0	0	0	0	0	0	0	0	40,040
<i>Paid by CDBG</i>			40,040	0	0	0	0	0	0	0	0	0	0	0	0	40,040
BALANCE PAID BY BPD			0	0	0	0	0	0	0	0	0	0	0	0	0	0

TOTAL CIVILIAN 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
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DEPARTMENT TOTALS (FOR 52 WEEKS)			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
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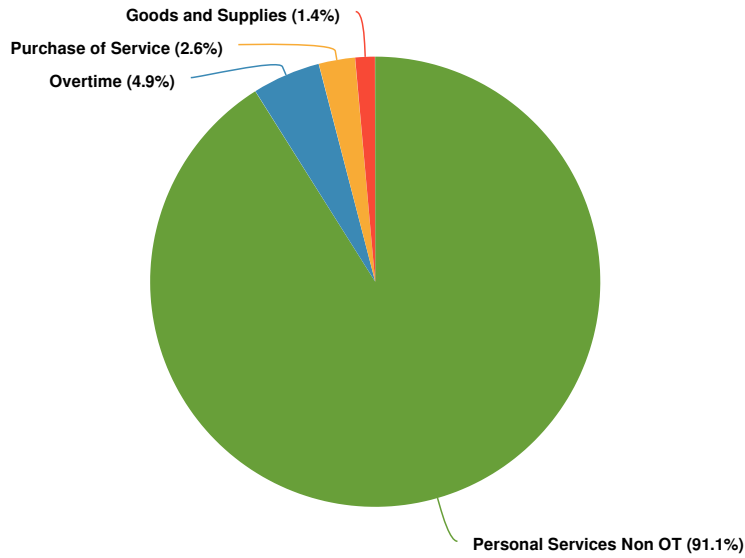
<i>Day 365 (x.00385)</i>			73,089	0	3,574	0	279	6,838	8,408	8,912	0	0	0	0	0	101,100
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DEPARTMENT TOTALS (FOR FY23)			19,057,213	171,260	931,806	1,529,423	72,875	1,782,986	2,192,192	2,323,724	30,000	392,700	8,700	18,500	395,087	28,906,466
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FINANCIAL 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				
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	\$1,136,970.01	\$1,674,436.00	\$2,323,724.00	38.8%
SEPARATION COSTS	\$351,093.86	\$533,392.03	\$687,740.00	28.9%
DEFIBRILLATOR	\$361,783.65	\$379,225.00	\$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%
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%
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%
Total Out-of-State Travel:	\$818.32	\$1,000.00	\$0.00	-100%
Capital Outlay				
VEHICLES	\$52,098.80	\$0.00	\$0.00	0%
Total Capital Outlay:	\$52,098.80	\$0.00	\$0.00	0%
Total Police:	\$25,285,964.80	\$28,606,625.12	\$32,940,192.00	15.1%
Total Public Safety:	\$25,285,964.80	\$28,606,625.12	\$32,940,192.00	15.1%
Total Expenditures:	\$25,285,964.80	\$28,606,625.12	\$32,940,192.00	15.1%



PROCUREMENT



Michael Morris
Chief Procurement Officer

Mission

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

Services

- Protect the integrity of the overall bidding process.
- Operate and maintain a centralized procurement operation, with the appropriate level of management 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, fire hydrants, crushed run gravel, etc.).
- LSP RFP for the Corcoran Building.
- RFQ for Contractor Pre-Qualification 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 Office 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.
- Office Supply, and Paper contracts.
- Lockbox Processing Services.
- Organized FY2022 Contracts (July 1, 2021 to Present). During the first 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 fiscally 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 Office (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

Obj.	Performance Measures	FY21 Actuals	FY22 Projected	FY23 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

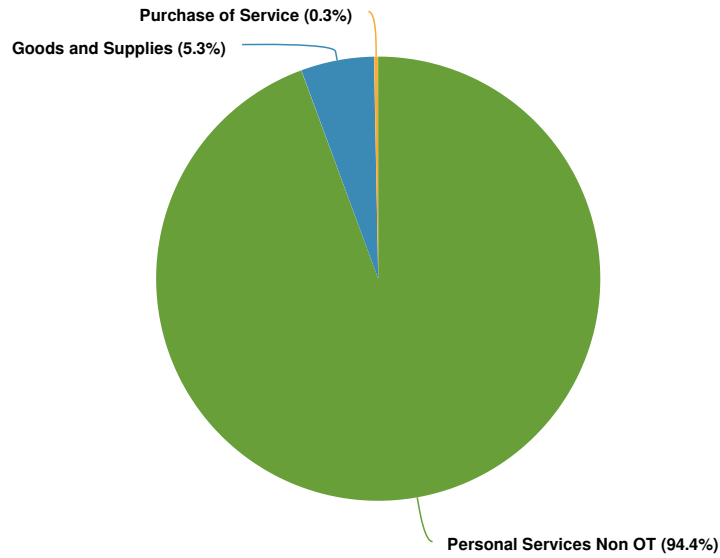
Personal Services Summary

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



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



James Plouffe

Superintendent of Buildings

Mission

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

Facility Management

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

Custodial Services

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

Permitting/Inspections

- To enforce the minimum requirements of the Massachusetts State Building Code and related codes and city ordinances, to safeguard the public health, safety and general welfare of the inhabitants of Brockton through permitting and inspection of buildings and structures. This is 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 officer, for the quality of life of Brockton residents.

Services

Facility Management

- Repair damage to all city buildings.
- Perform facility improvements using current construction techniques.
- Perform department relocation services.
- Conduct electrical, plumbing, and HVAC upgrades.
- Assist other departments 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 offices on a regular schedule.
- Organize on-site events such as official speaking engagements.
- Set up rooms for outside use.
- Respond to alarm calls at all municipal buildings.
- Perform snow clearing.

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

Permitting/Inspections

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

Code Enforcement

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

FY22 Accomplishments

- Contracted with outside vendor to convert office paperwork into digital files, freeing up valuable space.
- Reorganized Building Department due to expanded space when files 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 with a vendor to install new state of the art stadium lighting and other energy efficient upgrades at Campanelli Stadium
- Moved various offices within City Hall to make the space more efficient.
- Enacted new reporting procedures for incident and code enforcement responses.
- Worked with the Mayor's office to upgrade an office 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 office 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 first floor 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 Office for the renovation into a Code Enforcement bullpen.



- Installed new flooring in the Mayor's front office
- 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 Office, and Brockton Emergency Management Agency (BEMA).

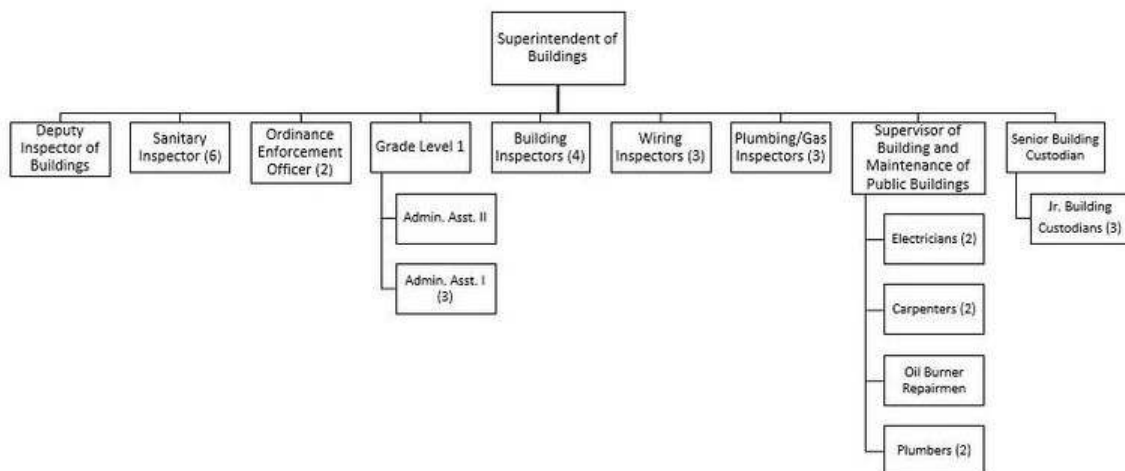
OBJECTIVES

Objective	Status	City Goal
1. Increase efficiency 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 rectifiable violations.	Ongoing FY23	2

PERFORMANCE MEASURES

Obj.	Performance Measures	FY21 Actuals	FY22 Projected	FY23 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

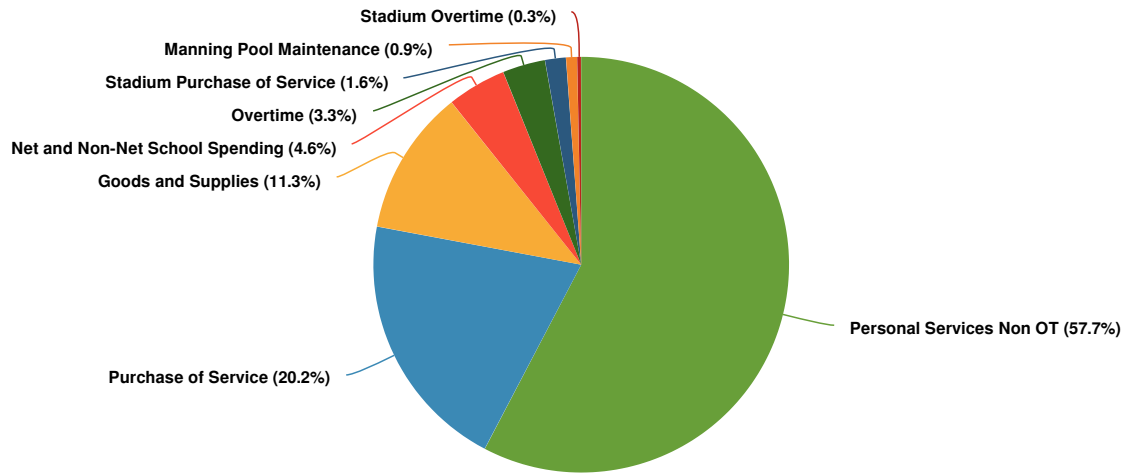
FULL TIME	1,632,197	111,857
WORKERS COMP	72,259	
PART TIME	5,000	
STIPEND	1,500	
ADMIN INCENTIVE	2,000	
CLERICAL INCENTIVE	8,750	
LONGEVITY	14,170	
EDUCATION INCENTIVE	21,405	4,059
ON CALL	42,000	
HOLIDAY PAY	1,000	
HAZARDOUS DUTY	9,360	
CLOTHING ALLOW	44,200	
OUT OF GRADE	13,000	
SHIFT DIFFERENTIAL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

Vacant and
Abandoned
Blg. Fund



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	\$53,100.00	-79%
Total General Fund:	\$2,242,282.86	\$3,331,870.99	\$3,261,494.00	-2.1%



EXPENSE SUMMARY

Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
Expenditures				
General Government				
Public Property				
Overtime				
OVERTIME	\$126,074.73	\$101,413.00	\$108,200.00	6.7%
Total Overtime:	\$126,074.73	\$101,413.00	\$108,200.00	6.7%
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%



Name	FY2021 Actual	FY2022 Budget	FY2023 Proposed	% Change
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	0%
OFFICE SUNDRIES/SUPPLIES	\$3,090.09	\$8,877.00	\$8,877.00	0%
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	0%
PLUMBING SUPPLIES	\$31,284.18	\$30,005.00	\$31,534.00	5.1%
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	-65.1%
JANITORIAL SUPPLIES	\$10,872.03	\$10,879.00	\$9,298.00	-14.5%
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	0%
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	0%
TUITION & TRAINING	\$953.00	\$3,600.00	\$3,600.00	0%
LICENSE & REGISTRATION	\$100.00	\$4,050.00	\$4,050.00	0%
PETTY CASH	\$0.00	\$321.00	\$0.00	-100%
DEPARTMENT EQUIPMENT	\$3,774.41	\$90,177.00	\$90,177.00	0%
Total Goods and Supplies:	\$161,459.22	\$342,431.00	\$369,867.00	8%
Net and Non-Net School Spending				
NET SCHOOL SPENDING EXTRA OM	\$0.00	\$150,000.00	\$150,000.00	0%
Total Net and Non-Net School Spending:	\$0.00	\$150,000.00	\$150,000.00	0%
Manning Pool Maintenance				
OVERTIME	\$8,200.00	\$8,200.00	\$8,200.00	0%
POOL MAINTENANCE OPENING	\$750.00	\$20,000.00	\$20,000.00	0%
Total Manning Pool Maintenance:	\$8,950.00	\$28,200.00	\$28,200.00	0%
Stadium Overtime				
OVERTIME	\$0.00	\$10,000.00	\$10,000.00	0%
Total Stadium Overtime:	\$0.00	\$10,000.00	\$10,000.00	0%
Stadium Purchase of Service				
BUILDING/GROUNDS REPAIR/MAINT	\$0.00	\$115,000.00	\$25,000.00	-78.3%
ELEVATOR REPAIR SERVICE	\$0.00	\$18,100.00	\$8,100.00	-55.2%
BUILDING SUPPLIES	\$0.00	\$120,000.00	\$20,000.00	-83.3%
Total Stadium Purchase of Service:	\$0.00	\$253,100.00	\$53,100.00	-79%
Total Public Property:	\$2,171,997.15	\$3,240,005.99	\$3,261,494.00	0.7%
War Memorial				
Overtime				
P PROP WAR MEMORIAL - OVERTIME	\$6,378.40	\$8,200.00	\$0.00	-100%
Total Overtime:	\$6,378.40	\$8,200.00	\$0.00	-100%
Purchase of Service				



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	\$3,261,494.00	-2.1%
Total Expenditures:	\$2,242,282.86	\$3,331,870.99	\$3,261,494.00	-2.1%



TREASURER/TAX COLLECTOR



Martin Brophy
Treasurer/Tax Collector

Treasurer's Office

Mission

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

Services

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

FY22 Accomplishments

- Worked with Hilltop Securities to update City's financial statement.
- Helped maintain the City's AA-/Stable rating with S&P and A1 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 Office, and committed to the Collector through a warrant.
- Mail and collect all Utility (Water/Sewer/Refuse) bills created by the Department of Public Works and committed to the Collector.
- Mail and collect Motor Vehicle Excise bills based on information received by the Assessor's Office from the Registry of Motor Vehicles and committed to the Collector through a warrant.

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

FY22 Accomplishments

- Receipted over \$216 million in payments.
- Issued over 3,600 Municipal Lien Certificates.
- 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

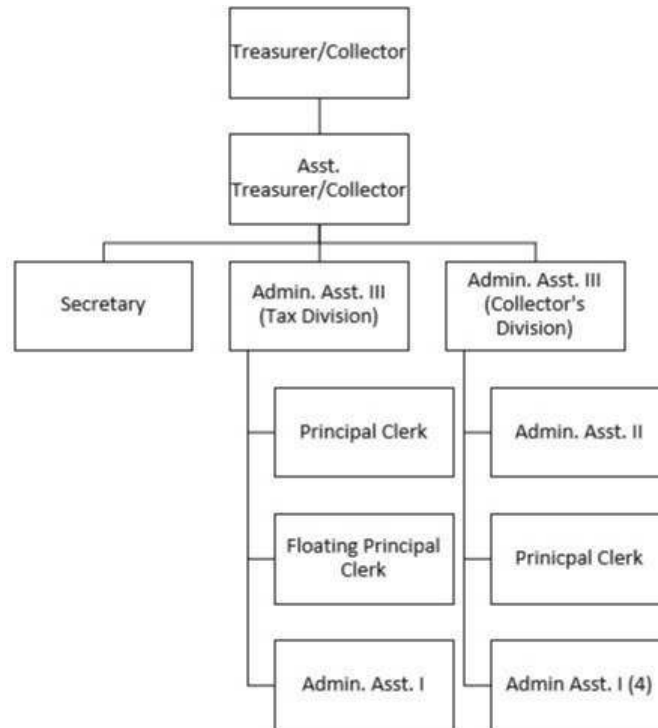
Objective	Status	City Goal
1. Continue to work on upgrades to payroll processes.	Ongoing FY23	2
2. Monitor banks and investment rates to assist in maintaining the City's fiscal stability.	Ongoing FY23	2
3. Collection goals of: <ul style="list-style-type: none"> ◦ Real and Personal Property taxes ◦ Water/Sewer/Trash 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 fiscal year (FY), or following Spring.	Ongoing FY23	2

PERFORMANCE MEASURES

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



ORGANIZATIONAL CHART



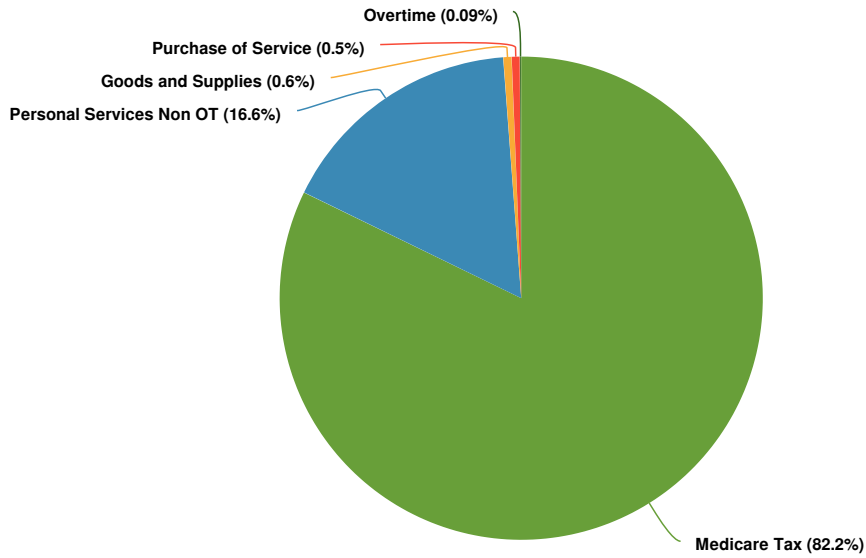
PERSONAL SERVICES

TITLE	NAME	Start Date	Longevity	Salary	Ed Incent.
COLLECTOR DIVISION					
City Treasurer/Collector	Martin S. Brophy	12/17/01	1,250	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	Franchesha 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 financing for other projects and equipment is retired within five or ten years. The City's goal is to finance capital projects for the shortest possible term over the useful life of the project or equipment in accordance with the terms outlined in Massachusetts General Laws. This ensures that our debt burden will remain manageable.

STATUTORY DEBT LIMIT

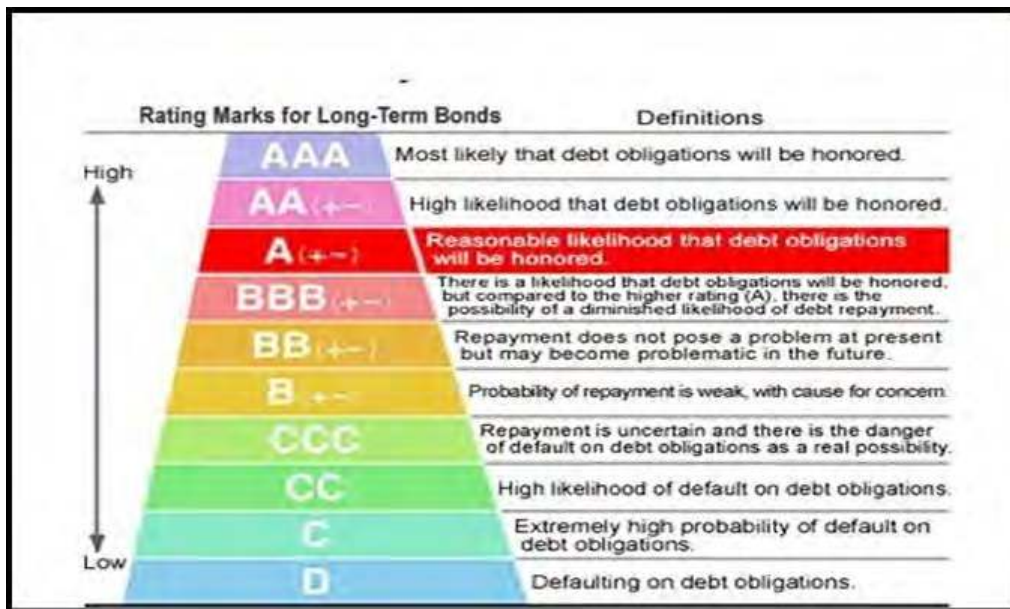
The aggregate level of the City's outstanding debt obligation is limited by state law. The statutory debt limit is established at 5% of the City's total equalized valuation (EQV). This figure represents the full and fair cash value of all taxable real and personal property as of January 21st 2021. The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

Brockton's total issued and outstanding long-term debt principal, both inside and outside the debt limit as of June 30, 2021, is \$164,002,047, which is significantly higher.

BOND RATING

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

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



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

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

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

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

DEBT & OPERATION OF GOVERNMENT

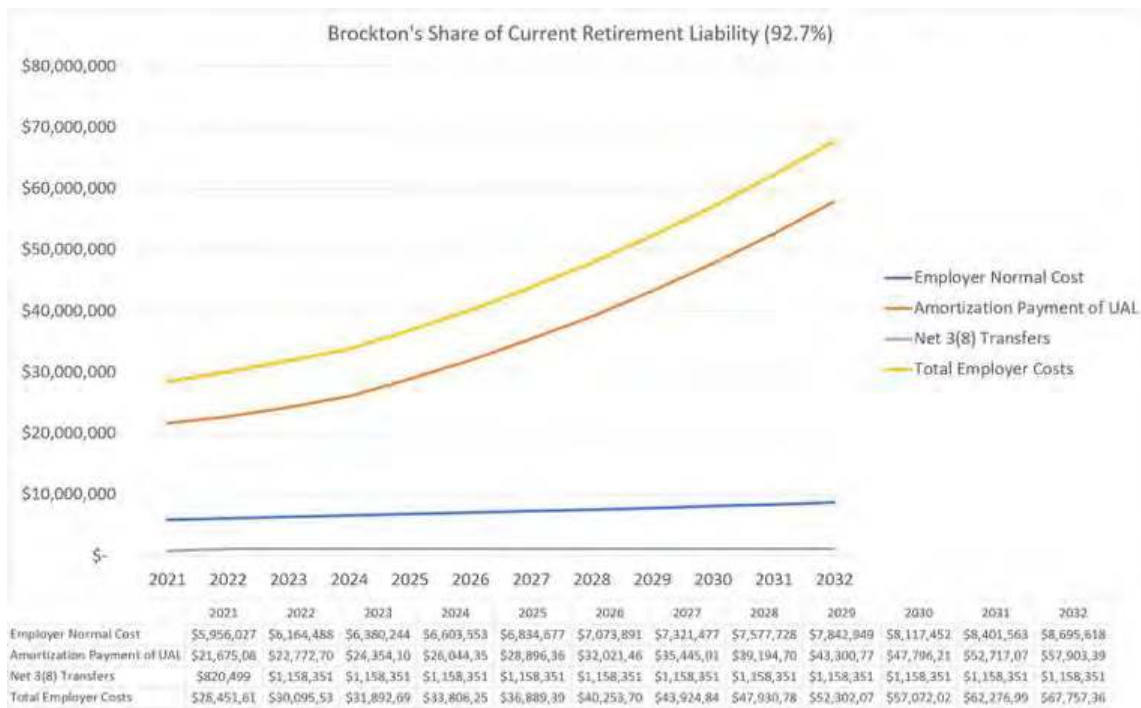
The City continues to have a strong debt position, with principal and interest payments well below the recommended 10% of overall spending. In fact, we are taking advantage of both historically low interest rates and upcoming debt retirement to initiate some long-awaited infrastructure investments that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

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. Reflecting 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 fiscal year ending 2032, assuming no significant 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 fiscal year 2022, to well over \$60 million in fiscal 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 benefit 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 fit within the City's existing debt repayment structure. The City will enjoy significant 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 fiscal 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 defined 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 government's 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 financial 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 flow 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 (A1) have remained the same during the issuance process.

Risk Mitigation Strategies

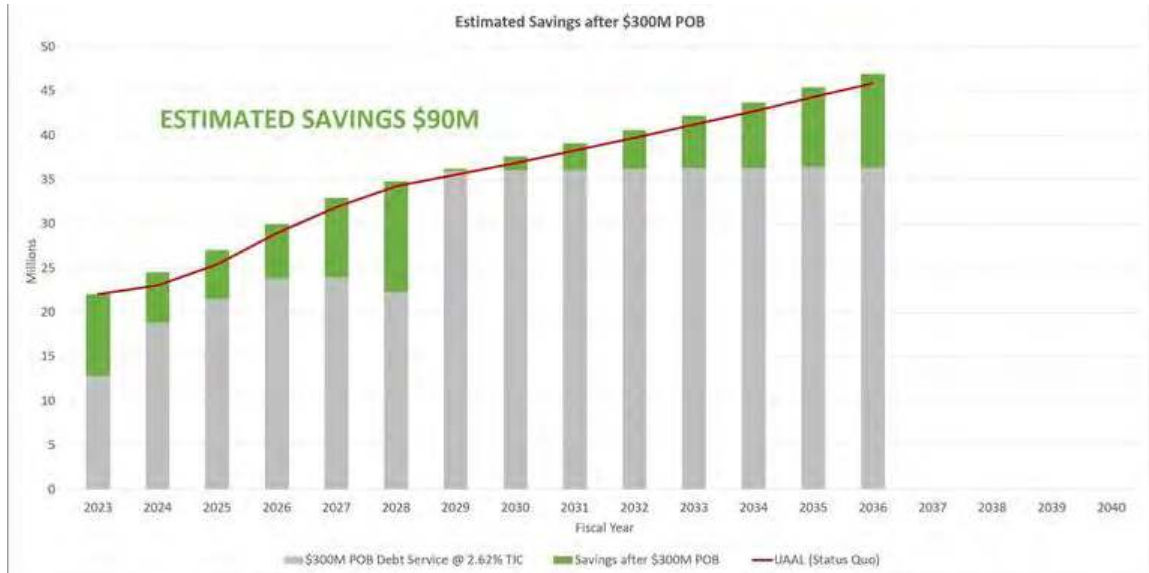
Similarly, the issuance of pension bonds is not free from risk. The invested assets of the City's retirement system, including proceeds of the Bonds, are subject to changes in market values, both positive and negative. As such, it is possible that the City's return on pension system assets can be less 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 fiscal 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 fiscal year 2022 UAAL amortization payment, the City transferred \$20 million of the funds budgeted to make its fiscal year 2022 UAAL payment to the CRF. These funds would be managed by the City's finance officials and applied, if necessary, to address significant 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



Captain Mark Porcaro
Commissioner

Mission

The Brockton Traffic Commission is the body that is responsible for most of the traffic control measures in our city. Traffic control measures are items such as traffic lights and signals, signs, pavement markings, as well as related regulations. Through the implementation, use, and enforcement of such traffic control measures, the Brockton Traffic Commission seeks to promote safer roadways.

Services

- Hold monthly Traffic Commission Meetings and encourage public participation.
- Hold Special Meetings to address involved or complex topics.
- Hold monthly Traffic Commission Subcommittee Reviews in order to investigate and follow up the items and issues raised during Traffic Commission meetings.
- Implement new traffic control measures (for example, the Traffic Commission approves a new street sign or pavement marking).
- Monitor and maintain current traffic control measures (for example, the Traffic Commission receives a report of a missing or damaged sign and takes corrective action to repair or replace it through the Traffic Maintenance Man).
- Enforce Massachusetts General Laws (MGL) and Brockton City Ordinances as they relate to traffic control, through the use of the Brockton Police Department's Traffic Unit and other department personnel.
- Partner with local and state agencies in order to address traffic 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 Traffic Maintenance Man.
- Increased enforcement in problem areas.
- Continued to improve traffic control measures, such as maintaining and replacing traffic 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 traffic plans for movie filming.

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 firm 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

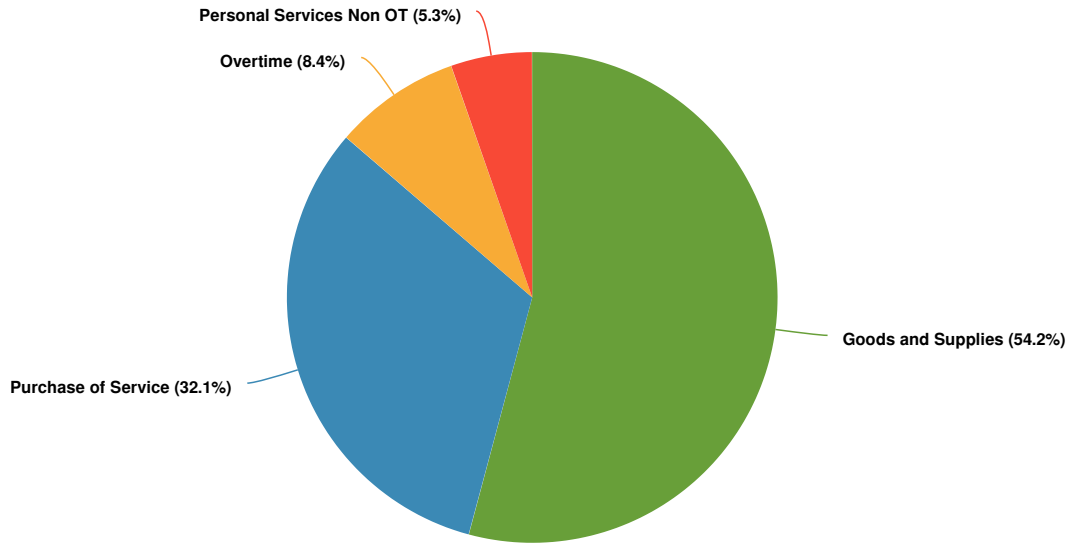
PERFORMANCE MEASURES

Obj.	Performance Measures	FY21 Actuals	FY22 Projected	FY23 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



Kelly Young

Veterans' Services Officer

Mission

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

Services

- Provide VA Compensation and Pensions under the direction of the VA regional office. Compensation refers to disability associated with military service, whereas pension is entitlement to income, based on physical disability outside military service.
- Provide information on education benefits 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 financial and medical assistance for indigent veterans and their dependents under Chapter 115 of Massachusetts General Laws (MGL, Ch. 115). Qualifying veterans and their dependents receive necessary financial assistance for food, shelter, clothing, housing supplies, and medical care. Eligible dependents of deceased veterans are provided with the same benefits as they would were the veteran still living.
- Assist with burials in state veterans' cemeteries in Agawam, Winchendon, or Bourne National Cemetery; obtain burial grave markers and headstones as well as covered expenses for indigent Veterans and surviving spouses.

FY22 Accomplishments

- Placed flags 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

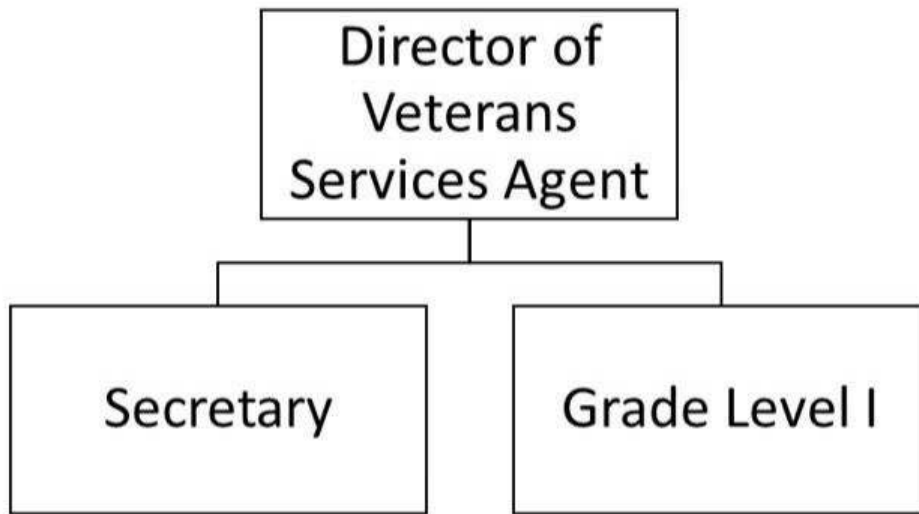
Objective	Status	City Goal
1. Continue Banner program which highlights graduates of Brockton High School, Southeastern Regional and Cardinal Spellman High School entering the armed forces, as well as highlights Purple Heart recipients who live within the City.	Ongoing FY23	2
2. Secure funding from the 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 t agencies 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

Obj.	Performance Measures	FY21 Actuals	FY22 Projected	FY23 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



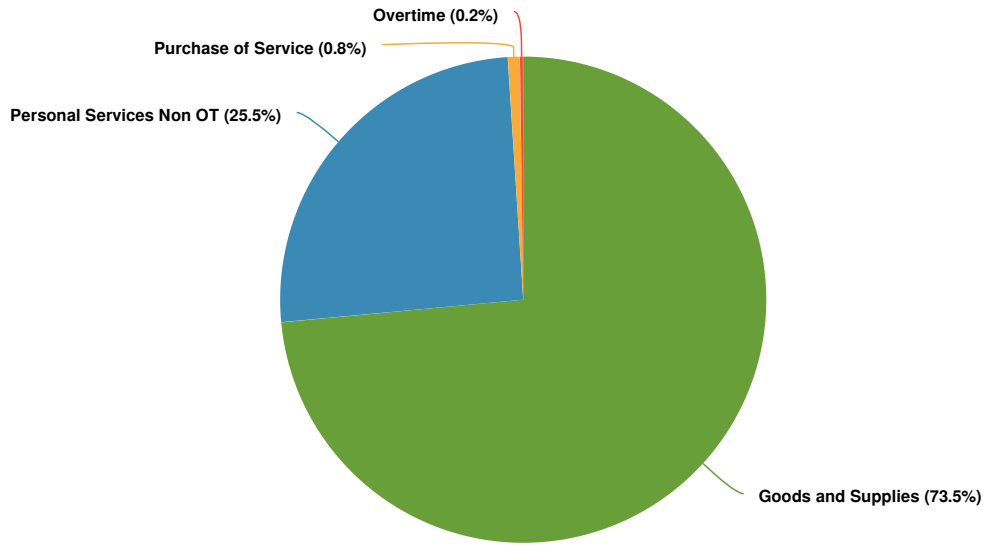
PERSONAL SERVICES

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					
FULL TIME	221,497				
STIPEND	2,700				
EDUCATIONAL INCENTIVE	3,000				
CLERICAL INCENTIVE	2,500				
HOLIDAY	1,095				
LONGEVITY	750				
ADMINISTRATIVE INCENTIVE	2,000				
TOTAL	233,542				



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



Kevin Croker
Sealer

Mission

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

Services

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

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.

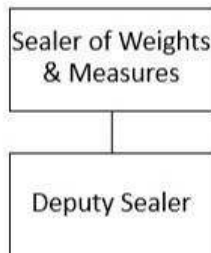
OBJECTIVES

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 field in the market for consumers and merchants.	Ongoing FY23	2
6. Create a level playing field in the market for consumers and merchants.	Ongoing FY23	1,2

PERFORMANCE MEASURES

Obj.	Performance Measures	FY21 Actuals	FY22 Projected	FY23 Target
4	Number of scales sealed	500	1,000	1,000

ORGANIZATIONAL CHART



PERSONAL SERVICES

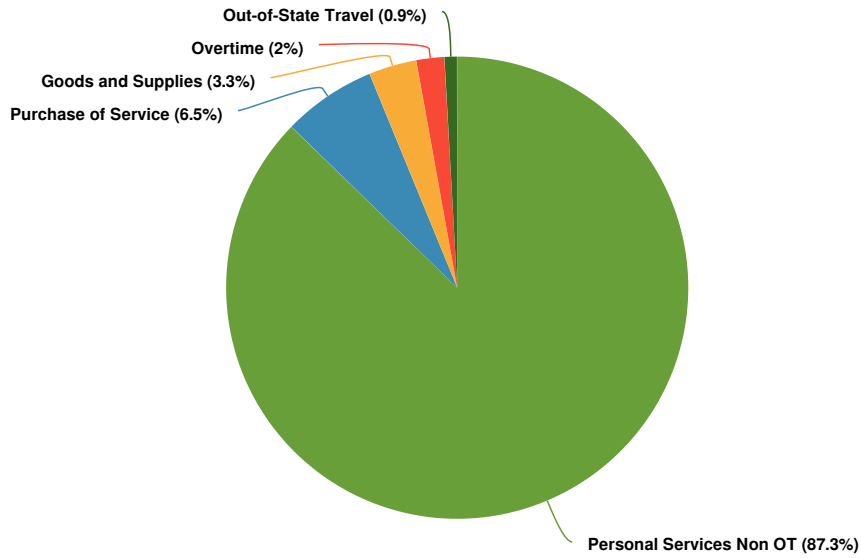
Title	Name	Start Date	Longevity	Salary	Ed Incent.
Sealer of Weights & Measures	Kevin Croker	09/04/01	1,250	86,046	6,884
Deputy Sealer	Corey Quinlan	02/07/15	480	75,194	4,512
		Total	1,730	161,240	11,395

Personal Services Summary	
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	73.9%
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	7.3%
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	4.7%
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%



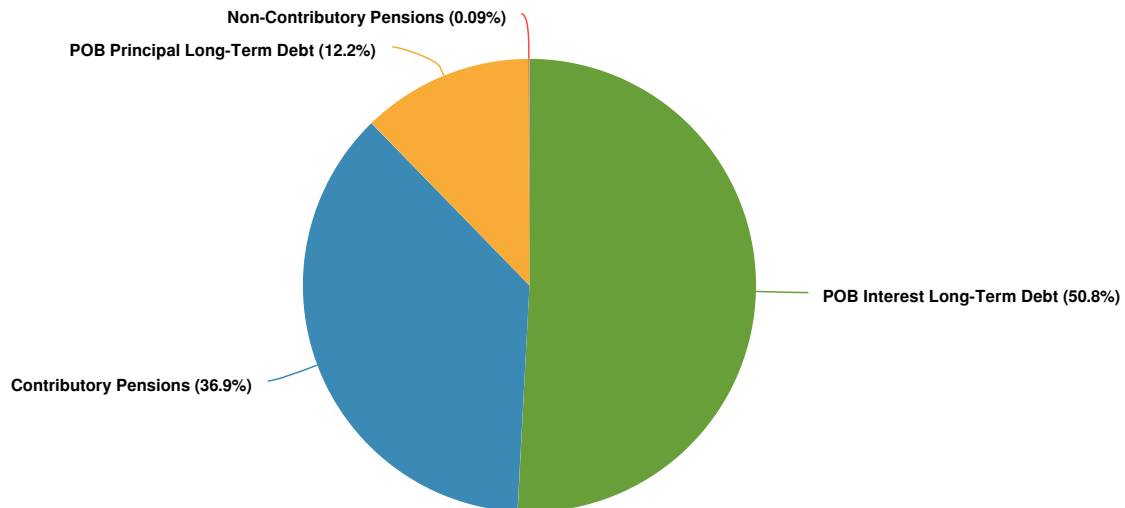
RETIREMENT

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%
Total Pensions and Benefits:	\$28,451,613.00	\$29,608,033.00	\$7,538,595.00	-74.5%
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%



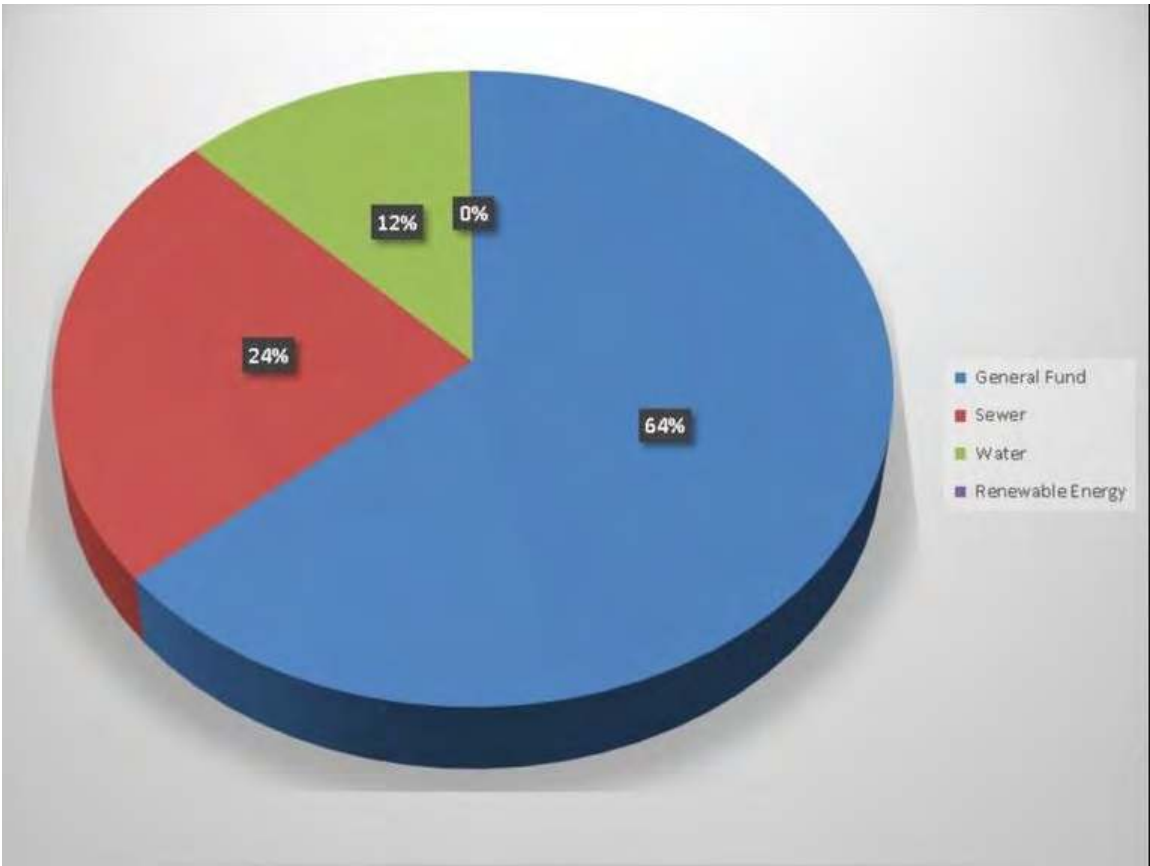
DEBT



DEBT SERVICE

PROJECTED DEBT SERVICE FY2023-FY2040

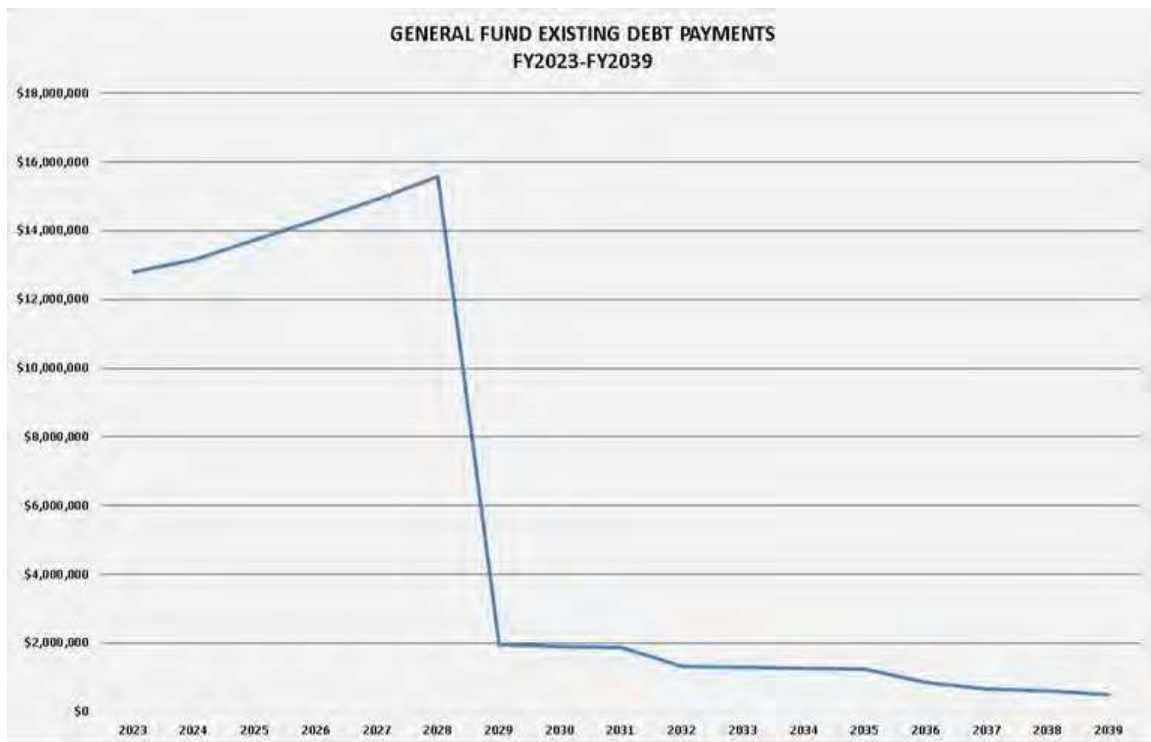
General Fund	\$97,976,351
Sewer	\$36,583,189
Water	\$18,954,153
Renewable Energy	\$200,000
TOTAL	\$153,713,693



GENERAL FUND EXISTING DEBT PAYMENTS FY2023-FY2039

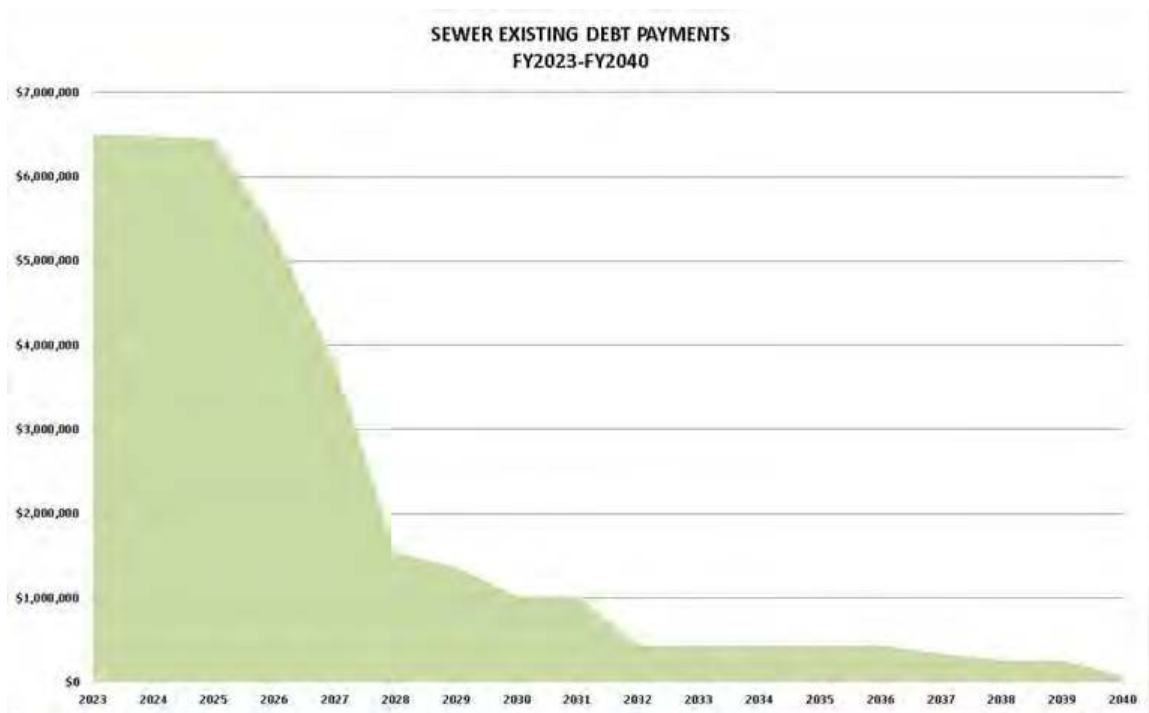
FISCAL YEAR GENERAL FUND DEBT CHANGE IN DEBT

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	



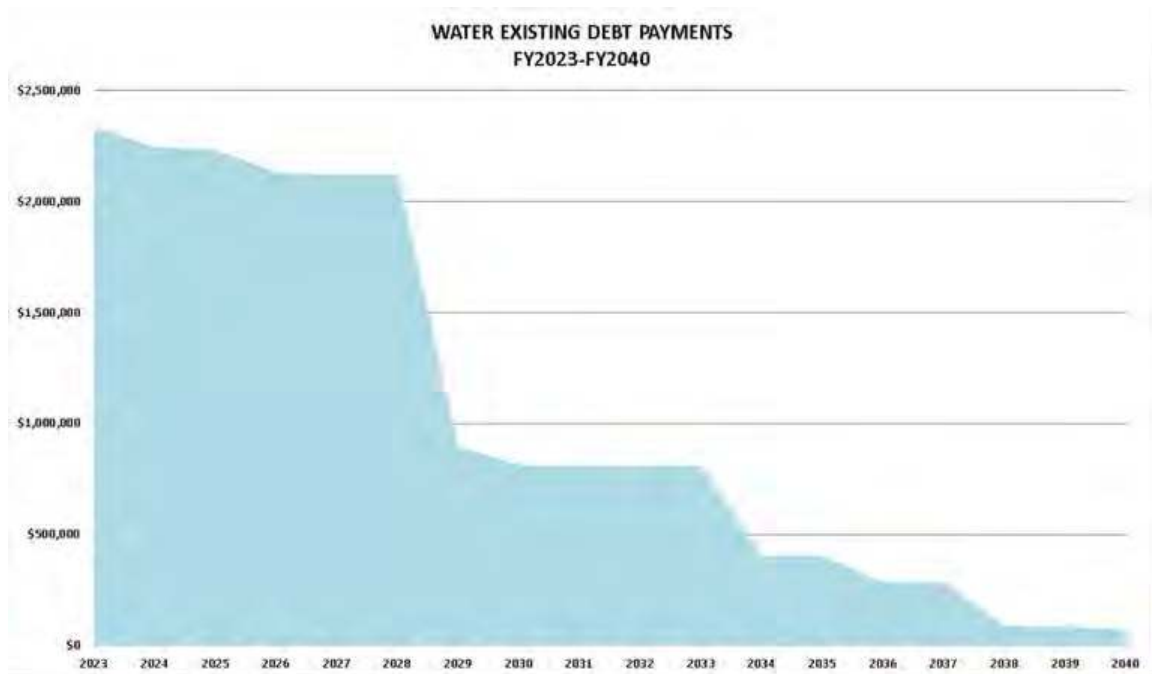
SEWER EXISTING DEBT PAYMENTS FY2023-FY2040

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 FY2023

FISCAL YEAR	GENERAL FUND	SEWER	WATER	RENEWABLE 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 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	8,968,963.75
						1,445,822.50	1,445,822.50
					7,325,000.00	3,089,786.25	10,414,786.25
SOLAR BRIGHTFIELD (\$1,600,000)	02/22/08		12/15/23	12/15/22	100,000.00		100,000.00
					100,000.00	0.00	100,000.00
SCHOOL BUILDING REMODELING (I) (\$6,838,000)	08/14/14	3.00% - 4.00%	06/30/35	08/15/22 02/15/23	340,000.00	76,075.00	416,075.00
						70,975.00	70,975.00
					340,000.00	147,050.00	487,050.00
LAND ACQUISITION (I) (\$500,000)	08/14/14	3.00% - 4.00%	06/30/35	08/15/22 02/15/23	25,000.00	5,593.75	30,593.75
						5,218.75	5,218.75
					25,000.00	10,812.50	35,812.50
AVON LAND ACQUISITION (OSQ) (\$2,265,000)	11/19/15	3.00% - 5.00%	06/01/25	12/01/22 06/01/23		3,500.00	3,500.00
					100,000.00	3,500.00	103,500.00
					100,000.00	7,000.00	107,000.00
					* REIMBURSED BY WATER ENTERPRISE FUND		
BB RUSSELL SCHOOL REPAIRS (OSQ) (\$300,000)	06/22/18	3.00% - 4.00%	06/01/34	12/01/22 06/01/23		3,937.50	3,937.50
					20,000.00	3,937.50	23,937.50
					20,000.00	7,875.00	27,875.00
FIRE LADDER TRUCK (ISQ) (\$1,057,000)	06/22/18	3.00% - 4.00%	06/01/31	12/01/22 06/01/23		12,775.00	12,775.00
					80,000.00	12,775.00	92,775.00
					80,000.00	25,550.00	105,550.00
VOTING MACHINES (ISQ) (\$185,000)	06/22/18	3.00% - 4.00%	06/01/34	12/01/22 06/01/23		2,275.00	2,275.00
					15,000.00	2,275.00	17,275.00
					15,000.00	4,550.00	19,550.00
SANDER TRUCK (ISQ) (\$180,000)	06/22/18	3.00% - 4.00%	06/01/26	12/01/22 06/01/23		1,600.00	1,600.00
					20,000.00	1,600.00	21,600.00
					20,000.00	3,200.00	23,200.00
BOX TRUCK (ISQ) (\$78,000)	06/22/18	3.00% - 4.00%	06/01/26	12/01/22 06/01/23		700.00	700.00
					10,000.00	700.00	10,700.00
					10,000.00	1,400.00	11,400.00
ENERGY CONSERVATION (ISQ) (\$2,365,000)	06/22/18	3.00% - 4.00%	06/01/34	12/01/22 06/01/23		33,990.63	33,990.63
					110,000.00	33,990.63	143,990.63
					110,000.00	67,981.26	177,981.26
PARKING GARAGE (ISQ) (\$400,000)	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	6,687.50
					0.00	13,375.00	13,375.00

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CITY OF BROCKTON
SUMMARY OF GENERAL DEBT SERVICE
FISCAL YEAR 2023

GENERAL DEBT SERVICE PURPOSE	ISSUE DATE	INTEREST RATE	MATURITY DATE	PAYMENT DATES	PRINCIPAL	INTEREST	TOTAL DEBT
TAXABLE PARKING GARAGE (ISQ) (\$1,600,000)	06/22/18	3.40% - 4.00%	06/01/34	12/01/22 06/01/23		22,950.00	22,950.00
					100,000.00	22,950.00	122,950.00
					100,000.00	45,900.00	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	264,470.00
						69,720.00	69,720.00
					190,000.00	144,190.00	334,190.00
TAXABLE GARAGE STREET IMP (ISQ) (\$25,000)	06/20/19	5.00%	09/01/23	09/01/22 03/01/23	5,000.00	250.00	5,250.00
						125.00	125.00
					5,000.00	375.00	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	5,250.00
						125.00	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	94,000.00
						12,000.00	12,000.00
					80,000.00	26,000.00	106,000.00
					* REIMBURSED BY WATER ENTERPRISE FUND		
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	20,025.00
						4,650.00	4,650.00
					15,000.00	9,675.00	24,675.00
					* REIMBURSED BY WATER ENTERPRISE FUND		
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	72,050.00
						15,675.00	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	25,600.00
						5,100.00	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	6,700.00
						1,575.00	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	30,300.00
						9,800.00	9,800.00
					20,000.00	20,100.00	40,100.00
BROOKFIELD 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	52,775.00
						11,775.00	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	33,500.00
						7,875.00	7,875.00
					25,000.00	16,375.00	41,375.00



CITY OF BROCKTON
SUMMARY OF GENERAL DEBT SERVICE
FISCAL YEAR 2023

GENERAL DEBT SERVICE PURPOSE	ISSUE 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 11,775.00 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 4,800.00 25,000.00	5,425.00 4,800.00 10,225.00	30,425.00 4,800.00 35,225.00
* REIMBURSED BY WATER ENTERPRISE FUND							
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 62,725.00 265,000.00	69,350.00 62,725.00 132,075.00	334,350.00 62,725.00 397,075.00
STREET LIGHTING (ISQ) (\$993,789)	06/17/21	2.00% - 5.00%	09/01/35	09/01/22 03/01/23	70,000.00 15,725.00 70,000.00	17,475.00 15,725.00 33,200.00	87,475.00 15,725.00 103,200.00
CEMETERY (ISQ) (\$650,000)	06/17/21	2.00% - 5.00%	09/01/35	09/01/22 03/01/23	45,000.00 10,550.00 45,000.00	11,675.00 10,550.00 22,225.00	56,675.00 10,550.00 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 20,700.00 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 5,250.00 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 3,578,660.90 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
POTENTIAL NEW ISSUES 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 40,000.00	11,250.00 11,250.00 22,500.00	11,250.00 51,250.00 62,500.00
TOTALS					12,017,000.00	14,503,619.30	26,520,619.30



CITY OF BROCKTON
TREASURERS DEBT
FISCAL YEAR 2023

INTEREST - SHORT TERM NOTES

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

<u>PRINCIPAL</u>	<u>INTEREST RATE</u>	<u>INTEREST DUE</u>
\$ 9,000,000.00	1.50%	\$ 11,250.00

POTENTIAL INTEREST -REVENUE ANTICIPATION NOTES \$ 11,250.00

POTENTIAL B.A.N.

	<u>PRINCIPAL</u>	<u>INTEREST RATE</u>	<u>INTEREST DUE</u>
SCHOOL REPAIRS	\$ 2,018,600.00	3.00%	\$ 60,558.00
PUBLIC SAFETY	\$ 20,000,000.00	3.00%	\$ 600,000.00
IT CAPITAL	\$ 300,000.00	3.00%	\$ 9,000.00
WATER PROJECTS	\$ 1,126,233.00	3.00%	\$ 33,787.00

POTENTIAL INTEREST -BOND ANTICIPATION NOTES \$ 703,345.00

INTEREST ON ABATEMENTS

Per attached IGR \$ 25,000.00

TOTAL INTEREST ON SHORT TERM NOTES \$ 739,595.00

ISSUANCE COSTS

POTENTIAL BORROWINGS \$ 75,000.00



**CITY OF BROCKTON
SUMMARY OF SEWER DEBT SERVICE
FISCAL YEAR 2023**

SEWER DEBT SERVICE PURPOSE	ISSUE DATE	INTEREST RATE	MATURITY DATE	PAYMENT DATES	PRINCIPAL	INTEREST	TOTAL DEBT
PH I WWTP & PH III REHAB (O) (MCWT # 03-32 SERIES 10)	11/23/04	2.50% - 5.25%	08/01/24	07/15/22 01/15/23	1,065,000.00	52,735.49 50,985.54	1,117,735.49 50,985.54
					<u>1,065,000.00</u>	<u>103,721.03</u>	<u>1,168,721.03</u>
PH II WWTP & PH V REHAB (O) (MCWT # 04-30 SERIES 11)	11/16/05	2.00%	07/15/25	07/15/22 01/15/23	1,440,769.00	59,400.78 44,993.09	1,500,169.78 44,993.09
					<u>1,440,769.00</u>	<u>104,393.87</u>	<u>1,545,162.87</u>
PH III WWTP & PH IV REHAB (O) (MCWT # 05-29 SERIES 12)	12/14/06	2.00%	07/15/26	07/15/22 01/15/23	1,912,972.97	99,592.10 80,462.37	2,012,565.07 80,462.37
					<u>1,912,972.97</u>	<u>180,054.47</u>	<u>2,093,027.44</u>
PH VI SEWER REHAB (MCWT # 06-35 SERIES 13)	12/18/07	2.00%	07/15/27	07/15/22 01/15/23	144,668.00	9,130.47 7,683.79	153,798.47 7,683.79
					<u>144,668.00</u>	<u>16,814.26</u>	<u>161,482.26</u>
PH VII SEWER REHAB (MCWT # 07-35 SERIES 14)	03/18/09	2.00%	07/15/28	07/15/22 01/15/23	119,524.00	8,891.19 7,695.95	128,415.19 7,695.95
					<u>119,524.00</u>	<u>16,587.14</u>	<u>136,111.14</u>
PHASE III WWTP WT # 03-32-A SERIES 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
					<u>184,528.00</u>	<u>25,608.06</u>	<u>210,136.06</u>
RESTRUCTURING CW-05-29 (MCWT # 05-29-A SERIES 14)	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
					<u>143,936.00</u>	<u>13,547.70</u>	<u>157,483.70</u>
PHASE IV WWTP (MCWT # 08-35 SERIES 15)	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
					<u>492,042.73</u>	<u>91,145.63</u>	<u>583,188.36</u>
WATER METERS (MCWT # 10-01) (50% WATER/50% SEWER)	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
					<u>102,201.05</u>	<u>24,071.94</u>	<u>126,272.99</u>
CWP-14-30 (MCWT # 14-30 SERIES 19)	02/11/16	2.00%	02/11/36	07/15/22 01/15/23		10,666.96 10,666.96	10,666.96 10,666.96
					<u>66,006.79</u>	<u>21,333.92</u>	<u>87,340.71</u>
CWP-15-22 (MCWT # 15-22 SERIES 20)	04/13/17	2.00%	01/15/37	07/15/22 01/15/23		9,964.41 9,964.41	9,964.41 9,964.41
					<u>56,901.26</u>	<u>19,928.82</u>	<u>76,830.08</u>

**CITY OF BROCKTON
SUMMARY OF SEWER DEBT SERVICE
FISCAL YEAR 2023**

SEWER DEBT SERVICE PURPOSE	ISSUE DATE	INTEREST RATE	MATURITY DATE	PAYMENT DATES	PRINCIPAL	INTEREST	TOTAL DEBT
CWP-16-29 (MCWT # 16-29 SERIES 21)	09/12/18	2.00%	07/15/38	07/15/22 01/15/23	117,811.11	23,878.42 22,702.30	141,489.53 22,702.30
					<u>117,811.11</u>	<u>46,580.72</u>	<u>164,191.83</u>
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
					<u>55,000.00</u>	<u>19,250.00</u>	<u>74,250.00</u>
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
					<u>20,000.00</u>	<u>7,000.00</u>	<u>27,000.00</u>
CW-18-42 (MCWT # 18-42 SERIES 23)	05/11/21	2.00%	01/15/41	07/15/22 01/15/23	270,642.00	51,421.98 51,421.98	51,421.98 322,063.98
					<u>270,642.00</u>	<u>102,843.96</u>	<u>373,485.96</u>
CW-18-42-A (MCWT # 18-42-A SERIES 24)	Fall 2022	1.50%		07/15/22 01/15/23			0.00
					<u>0.00</u>	<u>4,695.00</u>	<u>4,695.00</u>
CW-18-42-A (MCWT # 18-42-A SERIES 24)	Fall 2022	1.50%		07/15/22 01/15/23			0.00
					<u>0.00</u>	<u>8,490.93</u>	<u>8,490.93</u>
CW-18-42-A (MCWT # 18-42-A SERIES 24)	Fall 2022	1.50%		07/15/22 01/15/23			0.00
					<u>0.00</u>	<u>1,248.45</u>	<u>1,248.45</u>
CW-18-42-A (MCWT # 18-42-A SERIES 24)	Fall 2022	1.50%		07/15/22 01/15/23			0.00
					<u>0.00</u>	<u>4,578.98</u>	<u>4,578.98</u>
CW-18-42-A (MCWT # 18-42-A SERIES 24)	Fall 2022	1.50%		07/15/22 01/15/23			0.00
					<u>0.00</u>	<u>935.93</u>	<u>935.93</u>
TOTALS					<u>6,191,802.91</u>	<u>812,830.81</u>	<u>7,004,633.72</u>

**CITY OF BROCKTON
SUMMARY OF DEBT SERVICE - ISSUANCE COSTS**

FISCAL YEAR 2023

SEWER		
ADMINISTRATIVE FEES	08/01/22	2,467.50
PH I WWTP & PH III REHAB	02/01/23	1,668.75
(MCWT #03-32 SERIES 10)		<u>4,136.25</u>
ADMINISTRATIVE FEES	08/01/22	4,455.06
PH II WWTP & PH V REHAB	02/01/23	3,374.48
(MCWT # 04-30 SERIES 11)		<u>7,829.54</u>
ADMINISTRATIVE FEES	08/01/22	7,469.41
PH III WWTP & PH IV REHAB (O)	02/01/23	6,034.68
(MCWT # 05-29 SERIES 12)		<u>13,504.09</u>
ADMINISTRATIVE FEES	08/01/22	684.79
PH VI SEWER REHAB	02/01/23	576.28
(MCWT # 06-35 SERIES 13)		<u>1,261.07</u>
ADMINISTRATIVE FEES	08/01/22	666.84
PH VII SEWER REHAB	02/01/23	577.20
(MCWT # 07-35 SERIES 14)		<u>1,244.04</u>
ADMINISTRATIVE FEES	08/01/22	1,029.50
PHASE III WWTP	02/01/23	891.10
(MCWT # 03-32-A SERIES 14)		<u>1,920.60</u>
ADMINISTRATIVE FEES	08/01/22	562.01
RESTRUCTURING CW-05-29	02/01/23	454.06
(MCWT # 05-29-A SERIES 14)		<u>1,016.07</u>
ADMINISTRATIVE FEES	08/01/22	3,602.48
PHASE IV WWTP	02/01/23	3,233.44
(MCWT # 08-35 SERIES 15)		<u>6,835.92</u>
ADMINISTRATIVE FEES	08/01/22	941.03
WATER METERS	02/01/23	864.37
(MCWT # 10-01)		<u>1,805.40</u>
(50% WATER/50% SEWER)		
ADMINISTRATIVE FEES	08/01/22	800.02
SEWER REHAB	02/01/23	800.02
(MCWT # 14-30 SERIES 19)		<u>1,600.04</u>
ADMINISTRATIVE FEES	08/01/22	747.33
(MCWT # 15-22 SERIES 20)	02/01/23	747.33
		<u>1,494.66</u>
ADMINISTRATIVE FEES	08/01/22	1,790.88
(MCWT # 16-29 SERIES 21)	02/01/23	1,702.67
		<u>3,493.55</u>



**CITY OF BROCKTON
SUMMARY OF DEBT SERVICE - ISSUANCE COSTS**

FISCAL YEAR 2023

SEWER		
ADMINISTRATIVE FEES (MCWT # 16-27 SERIES 22)	08/01/22	742.50
	02/01/23	701.25
		<u>1,443.75</u>
ADMINISTRATIVE FEES (MCWT # 16-28 SERIES 22)	08/01/22	270.00
	02/01/23	255.00
		<u>525.00</u>
ADMINISTRATIVE FEES (MCWT # 18-42)	08/01/22	3,856.65
	02/01/23	3,856.65
		<u>7,713.30</u>
ADMINISTRATIVE FEES (MCWT # 18-42-A)	08/01/22	
	02/01/23	4,695.00
		<u>4,695.00</u>
ADMINISTRATIVE FEES (MCWT # 19-34)	08/01/22	
	02/01/23	8,490.23
		<u>8,490.23</u>
ADMINISTRATIVE FEES (MCWT # 19-34-A)	08/01/22	
	02/01/23	1,248.45
		<u>1,248.45</u>
ADMINISTRATIVE FEES (MCWT # 20-17)	08/01/22	
	02/01/23	4,578.98
		<u>4,578.98</u>
ADMINISTRATIVE FEES (MCWT # 20-17-A)	08/01/22	
	02/01/23	953.93
		<u>953.93</u>
ORIGINATION FEES (MCWT # 18-42-A)	08/01/22	5,164.50
		<u>5,164.50</u>
ORIGINATION FEES (MCWT # 19-34)	08/01/22	12,453.36
		<u>12,453.36</u>
ORIGINATION FEES (MCWT # 19-34-A)	08/01/22	1,831.05
		<u>1,831.05</u>
ORIGINATION FEES (MCWT # 20-17)	08/01/22	6,715.83
		<u>6,715.83</u>
ORIGINATION FEES (MCWT # 20-17-A)	08/01/22	1,372.67
		<u>1,372.67</u>
SEWER TOTALS		<u>103,327.28</u>



CITY OF BROCKTON
SUMMARY OF DEBT SERVICE - ISSUANCE COSTS

FISCAL YEAR 2023

POTENTIAL NEW ISSUES - ISSUANCE COSTS
SEWER

ISSUANCE COSTS	25,000.00
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TOTAL SEWER ISSUANCE COSTS	<u>128,327.28</u>
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POTENTIAL NEW ISSUES - INTEREST SHORT TERM NOTES
SEWER

INTEREST INTERIM LOANS	<u>10,000.00</u>
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CITY OF BROCKTON
SUMMARY OF WATER DEBT SERVICE
FISCAL YEAR 2023

Wyle

WATER DEBT SERVICE PURPOSE	ISSUE DATE	INTEREST RATE	MATURITY DATE	PAYMENT DATES	PRINCIPAL	INTEREST	TOTAL DEBT
LONGWOOD, BROOKSIDE, CRESCENT STREETS (O) (MCWT #01-07 SERIES 8)	11/26/02	3.00% - 5.25%	07/15/22	07/15/22	88,478.40	2,211.96	90,690.36
						0.00	
					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	941,484.71
						47,036.61	47,036.61
					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	207,708.88
						10,377.11	10,377.11
					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 01/15/23	10,255.00	647.21	10,902.21
						544.66	544.66
					10,255.00	1,191.87	11,446.87
WATER METERS (MW PAT # 10-01) (50% WATER/50% SEWER)	05/30/12	2.00%	07/15/32	07/15/22 01/15/23	102,201.05	12,546.98	114,748.02
						11,524.97	11,524.97
					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		7,997.02	7,997.02
					65,138.89	7,997.02	73,135.91
					65,138.89	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		13,342.16	13,342.16
					89,919.00	13,342.16	103,261.16
					89,919.00	26,684.32	116,603.32
DWP-12-26-A (MCWT # 12-26-A SERIES 20)	04/13/17	2.00%	01/15/37	07/15/22 01/15/23		677.95	677.95
					3,871.25	677.95	4,549.20
					3,871.25	1,355.90	5,227.15
DWP-15-06 (MCWT # 15-06 SERIES 20)	04/13/17	2.00%	01/15/37	07/15/22 01/15/23		23,579.19	23,579.19
					134,648.80	23,579.19	158,227.99
					134,648.80	47,158.38	181,807.18
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	75,087.06
						10,615.28	10,615.28
					63,833.45	21,868.89	85,702.34



CITY OF BROCKTON
SUMMARY OF WATER DEBT SERVICE
FISCAL YEAR 2023

WATER DEBT SERVICE PURPOSE	ISSUE 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		4,750.00	4,750.00
				01/15/23	25,000.00	4,750.00	29,750.00
					25,000.00	9,500.00	34,500.00
DWP-18-11 (MCWT # 18-11 SERIES 23)	05/11/21	2.00%	01/15/41	07/15/22		28,330.89	28,330.89
				01/15/23	149,110.00	28,330.89	177,440.89
					149,110.00	56,661.78	205,771.78
DWP-20-24	Fall 2022	1.50%		07/15/22			0.00
				01/15/23		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

CITY OF BROCKTON
SUMMARY OF WATER DEBT SERVICE
FISCAL YEAR 2023

CURRENT DEBT PAID BY GENERAL FUND REIMBURSED THROUGH WATER ENTERPRISE FUND							
AVON LAND ACQUISITION (O) (\$2,265,000)	11/19/15	3.00% - 5.00%	06/01/25	12/01/22 06/01/23		3,500.00	3,500.00
					100,000.00	3,500.00	103,500.00
					100,000.00	7,000.00	107,000.00
WATER (OSQ) (\$817,000)	06/20/19	5.00%	09/01/28	09/01/22 03/01/23	80,000.00	14,000.00	94,000.00
						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	20,025.00
						4,650.00	4,650.00
					15,000.00	9,675.00	24,675.00
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	30,425.00
						4,800.00	4,800.00
					25,000.00	10,225.00	35,225.00
TOTAL REIMBURSEMENTS DUE TO GENERAL FUND					220,000.00	52,900.00	272,900.00

**CITY OF BROCKTON
SUMMARY OF DEBT SERVICE - ISSUANCE COSTS**

FISCAL YEAR 2023

WATER

ADMINISTRATIVE FEES	08/01/22	66.36
LONGWOOD, BROOKSIDE, CRES		
(MCWT #01-07 SERIES 8)		<u>66.36</u>
ADMINISTRATIVE FEES	08/01/22	4,191.94
WATER TREATMENT PLANT	02/01/23	3,527.75
(MCWT # 05-22 SERIES 13)		<u>7,719.69</u>
ADMINISTRATIVE FEES	08/01/22	924.82
WATER MAINS - PLEASANT ST	02/01/23	778.28
(MCWT # 07-01 SERIES 13)		<u>1,703.10</u>
ADMINISTRATIVE FEES	08/01/22	48.54
WATER TREATMENT PLANT	02/01/23	40.85
(MCWT # 05-22-A SERIES 15)		<u>89.39</u>
ADMINISTRATIVE FEES	08/01/22	941.03
WATER METERS	02/01/23	864.37
(MWPAT # 10-01)		<u>1,805.40</u>
(50% WATER/50% SEWER)		
ADMINISTRATIVE FEES	08/01/22	474.26
WATER TREATMENT PLANT	02/01/23	474.26
(MCWT # 05-22-B)		<u>948.52</u>
ADMINISTRATIVE FEES	08/01/22	599.78
BOOSTER STATION	02/01/23	599.78
(MCWT # 10-01A)		<u>1,199.56</u>
ADMINISTRATIVE FEES	08/01/22	1,000.66
POOL 16 - 2014 SWAP	02/01/23	1,000.66
(MCWT # 12-26)		<u>2,001.32</u>
ADMINISTRATIVE FEES	08/01/22	50.85
(MCWT # 12-26-A)	02/01/23	50.85
		<u>101.70</u>
ADMINISTRATIVE FEES	08/01/22	1,768.44
(MCWT # 15-06)	02/01/23	1,768.44
		<u>3,536.88</u>
ADMINISTRATIVE FEES	08/01/22	844.02
(MCWT # 17-10)	02/01/23	796.15
		<u>1,640.17</u>
ADMINISTRATIVE FEES	08/01/22	356.25
(MCWT # 17-05)	02/01/23	356.25
		<u>712.50</u>



**CITY OF BROCKTON
SUMMARY OF DEBT SERVICE - ISSUANCE COSTS**

FISCAL YEAR 2023

WATER

ADMINISTRATIVE FEES	08/01/22	2,124.82
(MCWT # 18-11)	02/01/23	2,124.82
		<u>4,249.64</u>
ADMINISTRATIVE FEES	08/01/22	
(MCWT # 20-24)	02/01/23	884.97
		<u>884.97</u>
ORIGINATION FEES	08/01/22	6,589.73
(MCWT # 20-24)		<u>6,589.73</u>

WATER TOTALS		<u><u>33,248.93</u></u>
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POTENTIAL NEW ISSUES - ISSUANCE COSTS

WATER

ISSUANCE COSTS	25,000.00
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TOTAL WATER ISSUANCE COSTS	<u><u>58,248.93</u></u>
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POTENTIAL NEW ISSUES - ^PINTEREST SHORT TERM NOTES [☆]

WATER

WATER PROJECTS - \$1,126,233	3.00%	40,000.00
WATER MAINS - \$12,000,000	3.00%	360,000.00
		<u><u>400,000.00</u></u>



CAPITAL



FY2023 CAPITAL BUDGET CALENDAR

December 10, 2022	All departments will receive a copy of the FY21 capital improvement summary for updates.
December 17, 2022	Deadline for updating capital improvement summary list and forwarding a copy to the Finance Office. FY22 capital needs should be prioritized with (I) being the highest.
December 21, 2022 through December 31, 2022	Capital Improvement Project Summary <ul style="list-style-type: none">◦ Capital projects will be summarized by the Finance Office and distributed to all capital committee members.◦ Capital Committee meetings will be scheduled to discuss the City's capital needs.◦ Department head will present and discuss proposed FY22 capital projects with the Capital Committee.
January 4, 2023	Capital Committees' summary report and discussion with the CFO.
January 12, 2023	CFO's presentation of Capital Improvement Plan to the Mayor.



CAPITAL POLICY

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

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

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

Capital Improvement Budget Policy

11/27/2019

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

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

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

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

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

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

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

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

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

Additional items that will be reviewed by the committee

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

Suggested Capital Committee member representation (9):

Finance

Mayor's office

Public Safety

Information Technology

Department of Public Works

Treasurer

Procurement

School

Planning

CAPITAL FLOWCHART



Project Funding and Future Operating Impacts

Our capital plan is proposed to be funded through a variety of sources, including receipt reserve funds for fire and rescue vehicles, bonded funds taking advantage of significant retiring debt in our general fund and enterprise funds, funds from the American Rescue Plan Act (ARPA), and grant opportunities through the Bipartisan Infrastructure Law (BIL). Additionally, on the ensuing pages, the specific nonrecurring capital expenditures described will have a minimal impact on the long-term operating budget as in lieu of the need to provide revenue replacement, American Rescue Plan Act funding and CARES reimbursements will sufficient fund these future projects. This is the result of the City of Brockton's conservative budgeting strategy and reserve funds in stabilization.

SIX-YEAR CAPITAL PLAN

DEPARTMENT	PROJECT DESCRIPTIONS	FY23	FY24	FY25	FY26	FY27	FY28	TOTAL
General Government								
CITY CLERK	New carpeting in Clerk and Assistant Clerk's office	\$ 15,000						\$ 15,000
CITY CLERK	New flooring in Main office and middle office	\$ 15,000						\$ 15,000
CITY CLERK	New windows	\$ 6,000						\$ 6,000
CITY CLERK	New security camera and software	\$ 5,000						\$ 5,000
CITY CLERK	Locking and file cabinets	\$ 5,000						\$ 5,000
CITY CLERK	Lockers in Committee Room	\$ 2,000						\$ 2,000
CITY CLERK	Repair and replace Mayoral and City Council Paintings; and photographs	\$ 10,000						\$ 10,000
CITY CLERK	New printer/scanner/copier machine	\$ 15,000						\$ 15,000
CITY CLERK	Microphone locked charging center in Council Committee Room	\$ 10,000						\$ 10,000
	TOTAL CITY CLERK	\$ 83,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 83,000
INFORMATION TECHNOLOGY CENTER								
	FB Records Software Upgrade	\$ 600,000						\$ 600,000
	Fiber optic system upgrade	\$ 400,000						\$ 400,000
	FD/PD Dispatching Software Upgrade	\$ 1,000,000						\$ 1,000,000
	Citywide GIS Project	\$ 100,000	\$ 100,000	\$ 100,000				\$ 300,000
	Document scanning and archiving (city wide)	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 300,000
	Public safety cameras	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 600,000
	City Wi-Fi and Networking Upgrades	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 600,000
							\$	\$
	TOTAL INFORMATION TECHNOLOGY CENTER	\$ 2,350,000	\$ 350,000	\$ 350,000	\$ 250,000	\$ 250,000	250,000	3,800,000
PLANNING AND ECONOMIC DEVELOPMENT								
	City Hall plaza - Main Street expansion		\$ 2,650,000					\$ 2,650,000
	Federick Douglass Garage- Site AC Implementation		\$ 20,000,000		\$ -			\$ 20,000,000
	Downtown Transportation and Utility Plan Implementation	\$ 5,075,000						\$ 5,075,000
	Lovett Brook Infrastructure Planning		\$ 3,000,000					\$ 3,000,000
	Trout Brook Infrastructure		\$ 2,000,000					\$ 2,000,000
	Restore 2 way traffic, sidewalk, and utilities upgrade (design and construction)	\$ 5,075,000	\$ 35,000,000					\$ 40,075,000



DEPARTMENT	PROJECT DESCRIPTIONS	FY23	FY24	FY25	FY26	FY27	FY28	TOTAL
	TOTAL PLANNING AND ECONOMIC DEVELOPMENT	\$ 10,150,000	\$ 62,650,000	\$ -	\$ -	\$ -	\$ -	\$ 72,800,000
PUBLIC PROPERTY	Building Records Digitization	\$ 175,000						\$ 175,000
PUBLIC PROPERTY	Little Red Schoolhouse exterior historic restoration	\$ 850,000						\$ 850,000
PUBLIC PROPERTY	Safety turnout gear for building inspectors	\$ 35,000						\$ 35,000
					\$			
PUBLIC PROPERTY	City Hall Envelope			\$ 125,000	4,000,000			\$ 4,125,000
PUBLIC PROPERTY	Vehicles (2) for staff	\$ 60,000	\$ 50,000					\$ 110,000
					\$			
	TOTAL PUBLIC PROPERTY	\$ 1,120,000	\$ 50,000	\$ 125,000	4,000,000	\$ -	\$ -	\$ 5,295,000
Public Safety								
ANIMAL CONTROL	Replacement of animal control building (construction)	\$ 8,500,000						\$ 8,500,000
	TOTAL ANIMAL CONTROL	\$ 8,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,500,000
FIRE								
Fire Station 1	Historic restoration of Fire Station 1	\$ 15,000						\$ 15,000
Fire Station 1	Window replacement	\$ 125,000						\$ 125,000
Fire Station 1	Repair walls and ceilings				\$ 75,000			\$ 75,000
Fire Station 1	Replace Kitchen				\$ 40,000			\$ 40,000
Fire Station 1	Mansard Roof replacement	\$ 350,000	\$ -	\$ -	\$ -			\$ 350,000
Fire Station 1	Replace parking lot			\$ 70,000				\$ 70,000
Fire Station 1	Repoint and seal exterior brick		\$ 200,000					\$ 200,000
Fire Station 1	Remove and replace 4 bay storage garages					\$ 250,000		\$ 250,000
Fire Station 2	Replace bathrooms for station 2 & 7					\$ 120,000		\$ 120,000
						\$		\$
Fire Station 2	Replacement of Fire Station 2					10,000,000		10,000,000
Fire Station 2	Window replacements		\$ 160,000					\$ 160,000
Fire Station 2	Repoint and seal exterior Bricks			\$ 200,000				\$ 200,000
Fire Station 2	Generator upgrade	\$ 60,000						\$ 60,000
Fire Station 2	Replace kitchen Station 2					\$ 75,000		\$ 75,000
Fire Station 2	Exterior renovations			\$ 200,000				\$ 200,000
Fire Station 2	Repair and repaint bunk and locker room		\$ 100,000					\$ 100,000
Fire Station 2	Upgrade Electrical System	\$ 75,000						\$ 75,000
Fire Station 2	Replace Ladder Company 2			\$ 1,200,000				\$ 1,200,000
Fire Station 2	Replace side parking lot	\$ 30,000						\$ 30,000
Fire Station 3	Window replacement				\$ 150,000			\$ 150,000
						\$		\$
Fire Station 3	Replacement of Fire Station 3					10,000,000		10,000,000
Fire Station 4	Replace bathrooms for Station 4,6					\$ 120,000		\$ 120,000
Fire Station 4	Replace Roof at Station 4						\$ 300,000	\$ 300,000
Fire Station 4	Generator upgrade	\$ 60,000	\$ 90,000					\$ 150,000
Fire Station 4	Repaint interior				\$ 75,000			\$ 75,000
Fire Station 4	Replace kitchen station 4					\$ 75,000		\$ 75,000
Fire Station 6	Replace generator				\$ 60,000			\$ 60,000
Fire Station 6	Repainting interior rooms and apparatus room	\$ 35,000						\$ 35,000
Fire Station 7	Repainting interior rooms	\$ 35,000		\$ 50,000				\$ 85,000
Fire Station 7	Replace generator station 7					\$ 60,000		\$ 60,000
Fire Station 7	Roof Replacement at Fire station 7						\$ 200,000	\$ 200,000
Fire Station 7	Resurface parking lot at Station 7						\$ 200,000	\$ 200,000
Fire Station 7	Replace kitchen station 7						\$ 60,000	\$ 60,000
Fire Headquarters	Remove and replace deteriorated parking lot at Fire Headquarters	\$ 40,000						\$ 40,000
Fire Headquarters	Fire Chief of ce transition						\$ 100,000	\$ 100,000
Fire Alarm Center	Fire Alarm Building repointing	\$ 250,000						\$ 250,000



DEPARTMENT	PROJECT DESCRIPTIONS	FY23	FY24	FY25	FY26	FY27	FY28	TOTAL
Fire Equipment and Vehicles	New Turnout Gear for all Fire Department employees	\$ 400,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000		\$ 800,000
Fire Equipment and Vehicles	Replace Signal Division Bucket truck	\$ 150,000						\$ 150,000
Fire Equipment and Vehicles	Mechanics Vehicle		\$ 85,000					\$ 85,000
Fire Equipment and Vehicles	Replace second mechanics service truck			\$ 85,000				\$ 85,000
Fire Equipment and Vehicles	Replace car 61 with a Ford Explorer				\$ 65,000			\$ 65,000
Fire Equipment and Vehicles	Fire Chief of ce transition						\$ 100,000	\$ 100,000
Fire Equipment and Vehicles	Aerial Ladder	\$ 1,200,000						\$ 1,200,000
Fire Equipment and Vehicles	New Engine Company at Station 1 (Squad A)	\$ 600,000						\$ 600,000
Fire Equipment and Vehicles	Radios	\$ 30,000						\$ 30,000
Fire Equipment and Vehicles	Backup Command Vehicle	\$ 80,000						\$ 80,000
Fire Equipment and Vehicles	Replace SUV vehicle- Fire Chief		\$ 85,000					\$ 85,000
Fire Equipment and Vehicles	Replace Ford Explorer Car 62			\$ 65,000				\$ 65,000
Fire Equipment and Vehicles	Gear lockers for Station 3,6,7				\$ 70,000			\$ 70,000
Fire Equipment and Vehicles	Air Conditioning in the Apparatus Repair Shop	\$ 100,000						\$ 100,000
Fire Equipment and Vehicles	Fireground Duel Sow Repeater at Brockton Hospital	\$ 40,000						\$ 40,000
Fire Equipment and Vehicles	Replace vehicle training division			\$ 65,000				\$ 65,000
Fire Equipment and Vehicles	Gear lockers for Station 2,4		\$ 150,000					\$ 150,000
Fire Equipment and Vehicles	Channel 2 Simulcast Repeater and Antenna	\$ 65,000						\$ 65,000
Fire Equipment and Vehicles	Campello Highrise							
Fire Equipment and Vehicles	Replace Car 58 with Ford Explorer				\$ 65,000			\$ 65,000
Fire Equipment and Vehicles	Technical rescue/active shooter PPE	\$ 120,000						\$ 120,000
						\$	\$	\$
	TOTAL FIRE	\$ 3,860,000	\$ 970,000	\$ 2,035,000	\$ 700,000	10,800,000	10,960,000	29,325,000
	John Adams Garage computer system							
PARKING AUTHORITY	upgrade	\$ 75,000						\$ 75,000
PARKING AUTHORITY	John Adams Garage re supression system	\$ 35,000						\$ 35,000
PARKING AUTHORITY	John Adams Garage re pull stations	\$ 20,000						\$ 20,000
PARKING AUTHORITY	John Adams Garage lighting upgrade	\$ 30,000						\$ 30,000
	Bill Carpenter Garage License Place Reader							
PARKING AUTHORITY	System upgrade	\$ 100,000						\$ 100,000
PARKING AUTHORITY	Modem and Meter Upgrades	\$ 126,000						\$ 126,000
PARKING AUTHORITY	Pick-up truck purchase	\$ 55,000						\$ 55,000
PARKING AUTHORITY	Updated signage	\$ 25,000						\$ 25,000
PARKING AUTHORITY	Improvements to Montello lot		\$ 250,000					\$ 250,000
	Construction of 3rd garage (Frederick				\$			\$
PARKING AUTHORITY	Douglass Ave)				27,000,000			27,000,000
					\$			\$
	TOTAL PARKING AUTHORITY	\$ 466,000	\$ 250,000	\$ -	27,000,000	\$ -	\$ -	27,716,000
POLICE	Purchase of Police vehicles	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,500,000



DEPARTMENT	PROJECT DESCRIPTIONS	FY23	FY24	FY25	FY26	FY27	FY28	TOTAL
POLICE	P25 Compliant Interoperable Digital Radios	\$ 182,400	\$ 182,400					\$ 364,800
POLICE	Police Motorcycles	\$ 26,000		\$ 26,000		\$ 26,000		\$ 78,000
POLICE	Electrical System Overhaul Project	\$ 80,000						\$ 80,000
	TOTAL POLICE	\$ 538,400	\$ 432,400	\$ 276,000	\$ 250,000	\$ 276,000	\$ 250,000	\$ 2,022,800

Department of Public
Works/Enterprise
Funds

ENGINEERING	One Truck	\$ 30,000						\$ 30,000
ENGINEERING	2 New vehicles	\$ 60,000						\$ 60,000
ENGINEERING	Cartegraph Software	\$ 200,000						\$ 200,000
	TOTAL ENGINEERING	\$ 290,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 290,000

HIGHWAY	Street Reconstruction (Chapter 90)	\$ 4,048,956	\$ 2,024,478	\$ 2,024,478	\$ 2,024,478	\$ 2,024,478		\$ 12,146,868
HIGHWAY	Sweeper- Elgin	\$ 267,000						\$ 267,000
HIGHWAY	New Salt Dome	\$ 1,000,000						\$ 1,000,000
HIGHWAY	Three Trackless Sidewalk Plows	\$ 180,000	\$ 180,000	\$ 180,000				\$ 540,000
HIGHWAY	Mechanic Truck	\$ 61,000						\$ 61,000
HIGHWAY	Vac Truck	\$ 650,000						\$ 650,000
HIGHWAY	One ton dump trucks (2)	\$ 152,000						\$ 152,000
						\$		
	TOTAL HIGHWAY	\$ 6,358,956	\$ 2,204,478	\$ 2,204,478	\$ 2,024,478	2,024,478	\$ -	\$ 14,816,868

REFUSE	New Packer	\$ 287,000						\$ 287,000
	TOTAL REFUSE	\$ 287,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 287,000

SEWER	Infrared Roof Moisture	\$ 424,000						\$ 424,000
SEWER	Bypass at Coweesset PS	\$ 49,000						\$ 49,000
SEWER	Main Wet Well Gates	\$ 110,000						\$ 110,000
SEWER	Beaver Brook Pump #2	\$ 85,272						\$ 85,272
			\$					\$
SEWER	Sewer System Rehab	\$ 2,800,000	13,200,000					16,000,000
SEWER	Water Tanks Rehabilitation	\$ 8,000,000						\$ 8,000,000
SEWER	Raw Main In uent Pump Check Valves	\$ 88,000						\$ 88,000
SEWER	Centrifuge Bowl Assembly - 26HC Units	\$ 320,000						\$ 320,000
SEWER	AWRF Ef uent Beds	\$ 5,000,000						\$ 5,000,000
SEWER	Construction Truck	\$ 75,000						\$ 75,000
	Cashman Road Sewer (design 2023)							
SEWER	(construction 2024)	\$ 400,000	\$ 6,600,000					\$ 7,000,000
SEWER	New dump truck (10 wheeler)	\$ 185,000						\$ 185,000
SEWER	Paving and street repair	\$ 200,000						\$ 200,000
SEWER	AD Filters Controls Upgrades	\$ 100,000						\$ 100,000
	Electric Transformers Rehab, Repairs &							
SEWER	Degassing	\$ 175,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000		\$ 275,000
			\$					
	TOTAL SEWER	\$ 18,011,272	19,825,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	\$ 37,911,272

WATER	Main Breaker Replacement	\$ 45,000						\$ 45,000
WATER	VFD Replacement	\$ 43,470						\$ 43,470
WATER	Street Light Post Replacement	\$ 55,000						\$ 55,000
WATER	Portable Generator	\$ 38,000						\$ 38,000
WATER	Pressure Relief Valve Replacement	\$ 19,500						\$ 19,500
WATER	Crit Crossover Valve	\$ 22,000						\$ 22,000
WATER	Crit Removal Classi er System	\$ 195,800						\$ 195,800
WATER	Sludge Storage Tank Clean Outs	\$ 33,000						\$ 33,000
WATER	Water Tanks Rehabilitation	\$ 8,000,000						\$ 8,000,000
								\$
WATER	DPW Facility	\$ 15,000,000						15,000,000



DEPARTMENT	PROJECT DESCRIPTIONS	FY23	FY24	FY25	FY26	FY27	FY28	TOTAL
						\$		\$
WATER	Water Mains	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	5,000,000		25,000,000
WATER	Backhoe (2)	\$ 274,000						\$ 274,000
WATER	Construction Truck	\$ 125,000						\$ 125,000
WATER	Mechanics Truck	\$ 61,000						\$ 61,000
WATER	Rebuild Flocculation Basins	\$ 525,000						\$ 525,000
WATER	Rehab/Rebuild of Sludge Drying Beds	\$ 105,000	\$ 57,000	\$ 60,000				\$ 222,000
WATER	Pipe & Wall Coatings	\$ 93,000						\$ 93,000
WATER	Tanks	\$ 100,000						\$ 100,000
	Filter Carbon Replacement (Materials, Removal & Installation)	\$ 210,000						\$ 210,000
WATER	New Construction truck	\$ 125,000						\$ 125,000
WATER	Mechanics Truck	\$ 250,000						\$ 250,000
					\$	\$		\$
	TOTAL WATER	\$ 30,319,770	\$ 5,057,000	\$ 5,060,000	5,000,000	5,000,000	\$ -	50,436,770
PARKS AND RECREATION								
	Mini Excavator	\$ 78,000						\$ 78,000
PARKS AND RECREATION								
	Triplex mower replacement	\$ 45,000						\$ 45,000
PARKS AND RECREATION								
	Pickup Trucks (2)	\$ 110,000						\$ 110,000
PARKS AND RECREATION								
	Replacement of Golf Carts	\$ 108,000		\$ 30,000	\$ 30,000	\$ 30,000		\$ 198,000
PARKS AND RECREATION								
	Dump Tip Trailer	\$ 10,000						\$ 10,000
PARKS AND RECREATION								
	Sand Pro/ Bunker Rake (replacing 2001)			\$ 35,000				\$ 35,000
PARKS AND RECREATION								
	Additional turf sprayer				\$ 40,000			\$ 40,000
PARKS AND RECREATION								
	Replacement of 2001 & 2003 dump trucks	\$ 80,000	\$ 85,000					\$ 165,000
PARKS AND RECREATION								
	Golf tee additions & repair of existing and new drainage	\$ 60,000	\$ 30,000					\$ 90,000
PARKS AND RECREATION								
	Painting of D.W. Field golf course clubhouse	\$ 20,000						\$ 20,000
PARKS AND RECREATION								
	D.W.Field road paving & gate project	\$ 400,000	\$ 200,000	\$ 200,000	\$ 200,000			\$ 1,000,000
PARKS AND RECREATION								
	D.W.Field Golf Course Pump house upgrades	\$ 100,000	\$ -					\$ 100,000
	D.W.Field golf course paving projects @ DW							
PARKS AND RECREATION								
	Field Golf Course and Maintenance Facility (phase 2)			\$ 250,000	\$ 50,000			\$ 300,000
PARKS AND RECREATION								
	Ellis Brett Dam repairs	\$ 250,000						\$ 250,000
PARKS AND RECREATION								
	Installation of new above gas and diesel tanks	\$ 100,000			\$ 100,000	\$ -		\$ 200,000
PARKS AND RECREATION								
	Mower replacement	\$ 36,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000		\$ 84,000
PARKS AND RECREATION								
	Fairway mower	\$ 95,000	\$ 85,000		\$ 85,000			\$ 265,000
PARKS AND RECREATION								
	Mower replacement (2)	\$ 36,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000		\$ 84,000
PARKS AND RECREATION								
	Two utility carts 1988 & 2000	\$ 16,000						\$ 16,000
	TOTAL PARKS AND RECREATION	\$ 1,544,000	\$ 424,000	\$ 539,000	\$ 529,000	\$ 54,000	\$ -	\$ 3,090,000
Human Services								
CEMETERY								
	Mower replacement	\$ 24,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000		\$ 72,000



DEPARTMENT	PROJECT DESCRIPTIONS	FY23	FY24	FY25	FY26	FY27	FY28	TOTAL
CEMETERY	Purchase Utility Truck	\$ 55,000						\$ 55,000
CEMETERY	Repair tomb at Melrose cemetery	\$ 75,000						\$ 75,000
CEMETERY	Replace backhoe	\$ 125,000						\$ 125,000
	Additional Two-Bay Garage at Melrose Cemetery							
CEMETERY	Cemetery	\$ 155,000						\$ 155,000
CEMETERY	Replacement plan for 2013 dump trucks			\$ 80,000		\$ 85,000		\$ 165,000
CEMETERY	Equipment purchase skid steer					\$ 65,000		\$ 65,000
	Heating upgrade at Melrose maintenance garage							
CEMETERY		\$ 35,000						\$ 35,000
CEMETERY	Melrose Expansion- Pearl St. phase 4	\$ 650,000						\$ 650,000
	Feasibility study for future expansion at Melrose- phase 5							
CEMETERY				\$ 200,000				\$ 200,000
CEMETERY	Road repair at Melrose cemetery		\$ 100,000					\$ 100,000
CEMETERY	Purchase small utility vehicle	\$ 35,000						\$ 35,000
	TOTAL CEMETERY	\$ 1,154,000	\$ 112,000	\$ 292,000	\$ 12,000	\$ 162,000	\$ -	\$ 1,732,000

Culture and Recreation

	Roof for Thomas P. Kennedy Main Branch Library							
LIBRARY	Library	\$ 1,000,000						\$ 1,000,000
	Purchase all new hardware, software, servers, switches, and hubs for all three branches	\$ 200,000						\$ 200,000
	Design and build a new lobby to the TPK Main Branch, White Ave entrance	\$ 100,000						\$ 100,000
LIBRARY	Design and build modern service desks	\$ 150,000						\$ 150,000
	Renovation of East: repair and repaint exterior of East Branch Library, build community garden	\$ 30,000						\$ 30,000
	Center for continuing education: With Trustee approval, identify a location for the BrPL to build a downtown center for continuing education. This would entail selecting a property, purchasing a property, designing a facility and building the facility.	\$ 2,000,000						\$ 2,000,000
	Renovate top floor of Main Library to build a center for entrepreneurship	\$ 800,000						\$ 800,000
	Furniture and carpet replacement at TPK Main Branch	\$ 150,000						\$ 150,000
	Use the area currently occupied by the Maker Space to build a beat box, e-media studio for patrons to create original digital content (e.g. YouTube videos, recorded music, blogs)	\$ 90,000						\$ 90,000
	Renovation of West: renovate existing building completely, or do a tear down and design and build a new library building that has a library on the ground level and either residential or commercial units on higher floors	\$ 2,000,000						\$ 2,000,000
LIBRARY	TOTAL LIBRARY	\$ 6,520,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,520,000

Brockton Public Schools

	Dump Truck	\$ 130,000						\$ 130,000
			\$					\$
SCHOOL	Brockton High School	\$ 1,000,000	70,000,000	\$ -	\$ -	\$ -		71,000,000
SCHOOL	School buildings elevator repairs	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000		\$ 1,500,000
	School building roofs and exterior façade repairs		\$ 3,000,000	\$ -	\$ -	\$ -		\$ 3,000,000



DEPARTMENT	PROJECT DESCRIPTIONS	FY23	FY24	FY25	FY26	FY27	FY28	TOTAL
SCHOOL	Athletic scoreboard replacement	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000		\$ 250,000
SCHOOL	School Bucket Truck	\$ 85,000						\$ 85,000
SCHOOL	School Warehouse	\$ 2,500,000						\$ 2,500,000
SCHOOL	School buses	\$ 1,600,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000		\$ 7,600,000
SCHOOL	Asbestos removal	\$ 400,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000		\$ 1,200,000
SCHOOL	Brick repointing	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000		\$ 1,000,000
SCHOOL	Heating and HVAC	\$ 200,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000		\$ 600,000
SCHOOL	buildings sprinkler	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000		\$ 1,750,000
SCHOOL	Maintenance Vehicle replacements	\$ 413,000						\$ 413,000
SCHOOL	Police vehicles (4 SUV's)	\$ 200,000						\$ 200,000
SCHOOL	North Middle School repairs	\$ 4,300,000	\$ -	\$ -	\$ -	\$ -		\$ 4,300,000
SCHOOL	Building generators	\$ 4,475,000	\$ 2,325,000					\$ 6,800,000
SCHOOL	Building intercom systems	\$ 1,035,000						\$ 1,035,000
SCHOOL	School building / Keith Center	\$ 4,000,000						\$ 4,000,000
SCHOOL	Marciano Field Turf Replacement		\$ 800,000					\$ 800,000
			\$		\$	\$		\$
	TOTAL SCHOOLS	\$ 21,238,000	78,825,000	\$ 2,700,000	2,700,000	2,700,000	\$ -	108,163,000
			\$		\$	\$	\$	\$
	GRAND TOTAL	\$ 112,790,398	171,149,878	\$ 13,606,478	42,490,478	21,291,478	11,460,000	372,788,710



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 over 100 capital projects with funding implications for FY23 in our six-year capital plan. However, these projects will have minimal impact on the current operating budget as a result of American Rescue Plan Act (ARPA) funding provided to the City of Brockton. We anticipate a wide range of selected capital projects will be funded both from a short-term budgeting perspective and over the next few fiscal years. The form below is an example of the planning conducted by the City to mitigate any future impacts to our overall operating budget. In FY23 we anticipate on providing a fully developed capital plan that will be presented to the City Council.

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

PROJECT NAME: SYCAMORE GROVE

DEPARTMENT/ DEPARTMENT HEAD: PLANNING/ROB MAY

PRIORITY 3


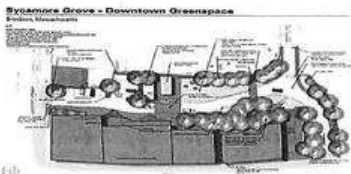
FY21 PROJECT DESCRIPTION	RATING FACTORS (CHECK ALL THAT APPLY)	
Converting former BAT bus terminal into public entertainment/fest grounds. Supports our Downtown Action Strategy and the restaurants along Main Street.	Critical/ Health/ Safety	<input type="checkbox"/>
	Legally Mandated	<input type="checkbox"/>
	Function of Government	<input checked="" type="checkbox"/>

IMPACT ON OPERATING BUDGET (INCLUDES ADDITIONAL ANNUAL FEES)

Revenue from licensing agreements may provide some revenue to City.

6-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	FY26
SRF Loans						
Property Taxes						
Department Revenue						
Bond Proceeds						
Chapter 90						
Available Funds						
Grants						
GRAND TOTAL			\$1,600,000			\$1,600,000 TOTAL

FY21-FY26 FUNDING

PROJECT VISUAL	STATUS OF PRIOR YEAR PROJECTS (FY20)
 	Conceptual plan complete. Construction plans are at 80%



APPENDIX



FUND BALANCE

FUND BALANCE REPORTING

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

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

The ensuing schedule provides (1) beginning fund balances for FY18, FY19, FY20, and FY21; (2) changes in fund balance (increases or decreases) for FY18, FY19, FY20, FY21; (3) ending fund balances for FY18, FY19, FY20, FY21. The balance sheets presented provide information based on the appropriated governmental fund. However, please note that the City of Brockton does not yet have completed audited financial statements for FY21 and FY22, through the adopted budget. Audited financial statements for FY22 will be completed the Fall of 2022. The City of Brockton will not have the balance sheet for FY23 until the conclusion of the fiscal year and does not conduct any analyses as it relates to the balance sheet in future fiscal years.



**CITY OF BROCKTON, MASSACHUSETTS
BALANCE SHEET — GOVERNMENTAL FUNDS
JUNE 30, 2021**

	General	Public Safety Complex	COVID Fund	ARPA Fund	Other Governmental	Total
ASSETS						
Cash and Investments	\$ 92,694,015	\$ 10,578,950	\$ -	\$ 17,295,387	\$ 39,271,338	\$ 159,838,700
Receivables, Net:						
Property Taxes (Net of \$1,098,437 Allowance)	10,862,503	-	-	-	-	10,862,503
Motor Vehicle Excise (Net of \$1,104,281 Allowance)	2,330,758	-	-	-	-	2,330,758
Tax Liens	4,567,032	-	-	-	-	4,567,032
Intergovernmental	7,675,303	-	7,208,932	-	6,084,626	20,968,861
Departmental and Other	735,780	-	-	-	748,045	1,483,825
Total Receivables	26,171,378	-	7,208,932	-	6,832,671	40,210,979
Due from Other Funds	9,109,430	-	-	-	-	9,109,430
Tax Possessions	1,644,429	-	-	-	-	1,644,429
Deposits with Health Claims Agent	7,574,800	-	-	-	-	7,574,800
Total Assets	\$ 137,194,050	\$ 10,578,950	\$ 7,208,932	\$ 17,295,387	\$ 46,104,009	\$ 218,379,338
LIABILITIES, DEFERRED INFLOWS OF RESOURCES, AND FUND BALANCES						
LIABILITIES						
Warrants and Accounts Payable	\$ 12,220,618	\$ 208,752	\$ 605,308	\$ -	\$ 3,269,087	\$ 16,303,765
Accrued Liabilities:						
Tax Abatement Refunds	4,600	-	-	-	-	4,600
Payroll and Related Withholdings	17,459,538	-	-	-	1,856,650	19,316,188
Health Claims Payable	3,501,007	-	-	-	-	3,501,007
Other Liabilities	-	-	-	-	452,514	452,514
Due to Other Funds	-	-	9,109,430	-	-	9,109,430
Unearned Revenue	-	-	-	17,295,387	-	17,295,387
Bond Anticipation Notes Payable	-	12,100,000	-	-	3,267,600	15,367,600
Total Liabilities	33,185,763	12,308,752	9,714,738	17,295,387	5,526,251	81,350,501
DEFERRED INFLOWS OF RESOURCES						
Unavailable Revenue	18,229,413	-	4,822,248	-	-	23,051,661
FUND BALANCES						
Nonspendable	-	-	-	-	9,814,418	9,814,418
Restricted	24,556,577	-	-	-	27,468,940	52,025,517
Committed	14,165,851	-	-	-	3,694,254	17,860,105
Assigned	12,310,859	-	-	-	-	12,310,859
Unassigned	34,745,587	(1,729,802)	(7,330,054)	-	(3,719,454)	21,966,277
Total Fund Balances	85,778,874	(1,729,802)	(7,330,054)	-	37,258,158	113,977,176
Total Liabilities, Deferred Inflows of Sources, and Fund Balances	\$ 137,194,050	\$ 10,578,950	\$ 7,208,932	\$ 17,295,387	\$ 46,104,009	\$ 218,379,338

See accompanying Notes to Basic Financial Statements.

(23)



**CITY OF BROCKTON, MASSACHUSETTS
STATEMENT OF REVENUES, EXPENDITURES, AND
CHANGES IN FUND BALANCE — GOVERNMENTAL FUNDS
YEAR ENDED JUNE 30, 2021**

	General	Public Safety Complex	COVID Fund	ARPA Fund	Other Governmental	Total
Revenues:						
Real and Personal Property Taxes, Net	\$ 154,355,112	\$ -	\$ -	\$ -	\$ -	\$ 154,355,112
Motor Vehicle and Other Excise	10,979,164	-	-	-	-	10,979,164
Penalties and Interest on Taxes	2,551,202	-	-	-	-	2,551,202
Payments in Lieu of Taxes	73,870	-	-	-	-	73,870
User Charges and Other Revenue	1,307,969	-	-	-	4,616,710	5,924,679
Fees	1,997,265	-	-	-	3,305,433	5,302,698
Licenses and Permits	4,602,887	-	-	-	-	4,602,887
Intergovernmental	217,546,716	-	13,629,110	-	52,025,049	283,200,875
Intergovernmental (MTRS On Behalf of Contribution)	56,811,472	-	-	-	-	56,811,472
Fines	455,047	-	-	-	250,440	705,486
Investment Income	549,407	-	-	-	2,073,280	2,622,687
Contributions	-	-	-	-	1,345,522	1,345,522
Total Revenues	451,230,113	-	13,629,110	-	63,616,443	528,475,666
Expenditures:						
Current:						
General Government	14,924,972	-	1,396,870	-	1,207,004	17,528,846
Public Safety	52,747,757	-	6,200,822	-	7,027,271	65,975,850
Education	184,568,198	-	9,688,628	-	42,560,781	236,817,607
Public Works	5,957,027	-	17,049	-	343,989	6,318,065
Economic Development	423,760	-	-	-	3,525,124	3,948,884
Human Services	2,454,547	-	69	-	1,106,181	3,560,797
Culture and Recreation	2,395,834	-	46,249	-	156,916	2,600,000
State and County Assessments	23,720,285	-	-	-	-	23,720,285
Pension and Fringe Benefits	80,723,923	-	-	-	-	80,723,923
Pension (MTRS On Behalf of Payment)	56,811,472	-	-	-	-	56,811,472
Court Judgments	286,997	-	-	-	-	286,997
Capital Outlay	631,981	1,729,802	-	-	7,139,712	9,501,495
Debt Service	12,428,580	-	-	-	192,470	12,621,050
Total Expenditures	438,075,013	1,729,802	17,349,887	-	63,263,448	520,418,250
Excess of Revenues Over Expenditures (CHANGES IN FUND BALANCE)	13,155,100	(1,729,802)	(3,720,777)	-	352,995	8,057,416
Other Financing Sources (Uses):						
Operating Transfers In	3,857,877	-	-	-	2,425,837	6,083,514
Operating Transfers Out	(4,019,616)	-	-	-	(2,747,985)	(6,767,601)
Proceeds from Issuance of Bonds and Notes Payable	-	-	-	-	2,997,789	2,997,789
Proceeds from Refunding Bonds (Current)	3,225,000	-	-	-	-	3,225,000
Premiums from Issuance of Bonds and Notes Payable	-	-	-	-	631,226	631,226
Premiums from Issuance of Refunding Bonds (Current)	593,944	-	-	-	-	593,944
Debt Service - Principal - Current Refunding	(3,710,000)	-	-	-	-	(3,710,000)
Total Other Financing Sources (Uses)	(252,795)	-	-	-	3,306,667	3,053,872
Excess of Revenues and Other Financing Sources Over Expenditures and Other Financing Uses Fund	12,902,305	(1,729,802)	(3,720,777)	-	3,659,662	11,111,288
Balance - Beginning of Year (BEGINNING FUND BALANCE)	72,876,569	-	(3,809,177)	-	33,598,406	102,665,888
Fund Balance - End of Year (ENDING FUND BALANCE)	\$ 85,778,874	\$ (1,729,802)	\$ (7,330,054)	\$ -	\$ 37,258,158	\$ 113,977,176

See accompanying Notes to Basic Financial Statements.

(25)



**CITY OF BROCKTON, MASSACHUSETTS
BALANCE SHEET - GOVERNMENTAL FUNDS
JUNE 30, 2020 (1)**

	General	Other Governmental	Total Governmental Funds
ASSETS			
Cash and Investments	\$ 92,679,431	\$ 38,509,667	\$ 131,189,098
Receivables, Net:			
Property Taxes (Net of \$987,133 Allowance)	11,185,033	-	11,185,033
Motor Vehicle Excise (Net of \$1,104,281 Allowance)	2,410,211	-	2,410,211
Tax Liens	4,429,988	-	4,429,988
Intergovernmental	478,341	6,950,264	7,428,605
Departmental and Other	176,223	805,573	981,796
Total Receivable	<u>18,679,796</u>	<u>7,755,837</u>	<u>26,435,633</u>
Due from Other Funds	2,975,590	-	2,975,590
Tax Possessions	1,645,602	-	1,645,602
Deposits with Health Claims Agent	6,776,400	-	6,776,400
TOTAL ASSETS	<u>\$ 122,756,819</u>	<u>\$ 46,265,504</u>	<u>\$ 169,022,323</u>
LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES			
LIABILITIES			
Warrants and Accounts Payable	\$ 9,933,199	3,209,818	\$ 13,143,017
Accrued Liabilities			
Payroll and Related Withholdings	15,458,302	1,530,479	16,988,781
Court Judgements	1,750,000	-	1,750,000
Health Claims Payable	3,572,259	-	3,572,259
Due to Other Funds	-	2,975,590	2,975,590
Bond Anticipation Notes Payable	-	4,715,900	4,715,900
TOTAL LIABILITIES	<u>\$ 30,713,760</u>	<u>\$ 12,431,787</u>	<u>\$ 43,145,547</u>
DEFERRED INFLOWS OF REVENUES	18,591,503	2,975,791	21,567,294
FUND BALANCES:			
Nonspendable	-	8,133,202	8,133,202
Restricted	25,988,195	26,817,905	52,806,100
Committed	14,372,698	2,544,387	16,917,085
Assigned	6,112,580	-	6,112,580
Unassigned	26,978,083	(6,637,568)	20,340,515
TOTAL FUND BALANCES	<u>73,451,556</u>	<u>30,857,926</u>	<u>104,309,482</u>
TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES	<u>\$ 122,756,819</u>	<u>\$ 46,265,504</u>	<u>\$ 169,022,323</u>

(1) Extracted from draft audited financial statements of the City, preliminary and subject to revision and change.

CITY OF BROCKTON, MASSACHUSETTS
STATEMENT OF REVENUES, EXPENDITURES AND
CHANGES IN FUND BALANCES - GOVERNMENTAL FUNDS
YEAR ENDED JUNE 30, 2020 (1)

	General Fund	Other Governmental	Total Governmental Funds
Revenues:			
Real and Personal Property Taxes, Net	\$ 146,314,123	\$ -	\$ 146,314,123
Motor Vehicle and Other Excise	10,705,764	-	10,705,764
Penalties and Interest on Taxes	1,754,083	-	1,754,083
Payments in Lieu of Taxes	74,200	-	74,200
User Charges and Other Revenue	1,140,321	1,513,467	2,653,788
Fees	1,968,953	6,653,422	8,622,375
Licenses and Permits	3,457,803	-	3,457,803
Intergovernmental	215,853,142	45,925,184	261,778,326
Intergovernmental (MTRS On Behalf of Contribution)	49,772,697	-	49,772,697
Fines	442,146	256,425	698,571
Investment Income	1,208,195	750,901	1,959,096
Contributions	-	693,902	693,902
Total Revenues	432,691,427	55,793,301	488,484,728
Expenditures:			
Current:			
General Government	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 Development	400,936	1,577,984	1,978,920
Human Services	2,435,148	556,431	2,991,579
Culture and Recreation	2,660,176	618,114	3,278,290
State and County Assessments	20,804,863	-	20,804,863
Pension Pension and Fringe Benefits	77,511,360	-	77,511,360
Pension (MTRS On Behalf of Payment)	49,772,697	-	49,772,697
Court Judgments	1,857,761	-	1,857,761
Capital Outlay	1,400,888	10,813,870	12,214,758
Debt Service	12,908,329	155,417	13,063,746
Total Expenditures	426,086,243	57,407,570	483,493,813
Excess (deficiency) of Revenues Over Expenditures (CHANGES IN FUND BALANCE)	6,605,184	(1,614,269)	4,990,915
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 Issuance of Bonds and Notes Payable	-	10,666	10,666
Total Other Financing Sources (Uses)	(650,440)	(1,346,892)	(1,997,332)
Changes in Fund Balance	5,954,744	(2,961,161)	2,993,583
Fund Equity, at Beginning of Year, as restated (BEGINNING FUND BALANCE)	67,496,812	33,819,087	101,315,899
Fund Equity, at End of Year (ENDING FUND BALANCE)	\$ 73,451,556	\$ 30,857,926	\$ 104,309,482

(1) Extracted from draft audited financial statements of the City, preliminary and subject to revision and change.



**CITY OF BROCKTON, MASSACHUSETTS
BALANCE SHEET — GOVERNMENTAL FUNDS
JUNE 30, 2019**

	General	Other Governmental	Total
ASSETS			
Cash and Investments	\$ 76,364,890	\$ 32,211,812	\$ 108,576,702
Receivables, Net:			
Property Taxes (Net of \$900,690 Allowance)	8,237,589	-	8,237,589
Motor Vehicle Excise (Net of \$1,314,899 Allowance)	1,966,855	-	1,966,855
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			
Warrants and Accounts Payable	\$ 11,243,622	\$ 5,407,130	\$ 16,650,752
Accrued Liabilities:			
Tax Abatement Refunds	104,650	-	104,650
Payroll and Related Withholdings	14,550,714	1,426,808	15,977,522
Court Judgements	3,000,000	-	3,000,000
Health Claims Payable	2,701,000	-	2,701,000
Bond Anticipation Notes Payable	-	2,538,900	2,538,900
Total Liabilities	31,599,986	9,372,838	40,972,824
DEFERRED INFLOWS OF RESOURCES			
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	\$ 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	Other Governmental	Total
Revenues:			
Real and Personal Property Taxes, Net	\$ 141,981,417	\$ -	\$ 141,981,417
Motor Vehicle and Other Excise	11,111,765	-	11,111,765
Penalties and Interest on Taxes	2,075,501	-	2,075,501
Payments in Lieu of Taxes	116,525	-	116,525
User Charges and Other Revenue	1,468,971	1,750,902	3,219,873
Fees	1,468,881	7,412,829	8,881,710
Licenses and Permits	3,777,604	-	3,777,604
Intergovernmental	205,966,609	52,024,470	257,991,079
Intergovernmental (MTRS On Behalf of Contribution)	39,598,398	-	39,598,398
Fines	278,071	568,664	846,735
Investment Income	1,445,243	785,848	2,231,091
Contributions	-	699,017	699,017
Total Revenues	409,288,985	63,241,730	472,530,715
Expenditures:			
Current:			
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)	(313,068)	(14,635,937)
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	-	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	110,492,420
Fund Balance - Ending Fund Balance	\$ 67,496,812	\$ 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	Other Governmental	Total
ASSETS			
Cash and Investments	\$ 91,789,244	\$ 28,464,869	\$ 120,254,113
Receivables, Net:			
Property Taxes (Net of \$786,990 Allowance)	8,219,424	-	8,219,424
Motor Vehicle Excise (Net of \$1,269,056 Allowance)	1,829,653	-	1,829,653
Tax Liens	3,460,834	-	3,460,834
Intergovernmental	1,408,277	7,648,208	9,056,485
Departmental and Other	56,025	1,215,534	1,271,559
Total Receivables	14,974,213	8,863,742	23,837,955
Note Receivable	6,160,505	-	6,160,505
Long-Term Intergovernmental Receivable	966,955	-	966,955
Tax Possessions	2,013,613	-	2,013,613
Deposits with Health Claims Agent	7,118,200	-	7,118,200
Total Assets	\$ 123,022,730	\$ 37,328,611	\$ 160,351,341
LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES			
LIABILITIES			
Warrants and Accounts Payable	\$ 5,639,087	\$ 2,759,352	\$ 8,398,439
Accrued Liabilities:			
Tax Abatement Refunds	155,609	-	155,609
Payroll and Related Withholdings	14,043,643	1,572,806	15,616,449
Health Claims Payable	2,775,000	-	2,775,000
Bond Anticipation Notes Payable	-	6,187,900	6,187,900
Total Liabilities	22,613,339	10,520,058	33,133,397
DEFERRED INFLOWS OF RESOURCES			
Unavailable Revenue	16,725,524	-	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	\$ 37,328,611	\$ 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**

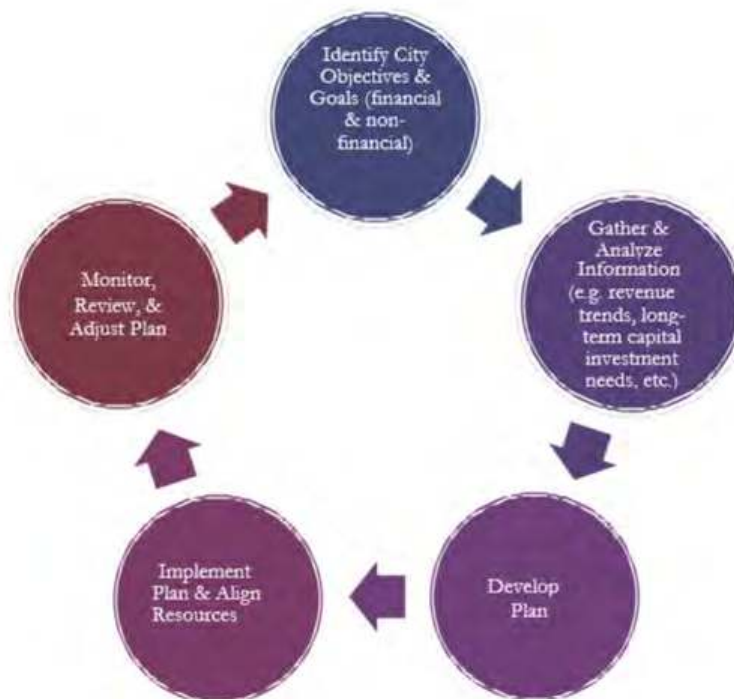
	General	Other Governmental	Total
Revenues:			
Real and Personal Property Taxes, Net	\$ 136,189,836	\$ —	\$ 136,189,836
Motor Vehicle and Other Excise	11,521,431	—	11,521,431
Penalties and Interest on Taxes	1,943,675	—	1,943,675
Payments in Lieu of Taxes	162,764	—	162,764
User Charges and Other Revenue	1,525,804	1,842,435	3,368,239
Fees	2,003,354	7,133,375	9,136,729
Licenses and Permits	3,513,222	—	3,513,222
Intergovernmental	198,440,180	43,116,467	241,556,647
Intergovernmental (MTRS On Behalf of Contribution)	42,473,146	—	42,473,146
Fines	226,495	562,013	788,508
Investment Income	551,356	659,520	1,210,876
Contributions	—	664,765	664,765
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	—	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
Excess of Revenues Over Expenditures (CHANGES IN FUND BALANCE)	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)	464,860	4,709,544	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 financial plan is prepared annually and is monitored throughout the year. The plan is intended to serve as a tool to ensure the continued financial viability of the City. The plan's time frame considers the following:

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



APPROPRIATION SUMMARY

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	-	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 - 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%
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	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	1,435,064	1,823,337	1,955,358	7.2%



	FY2021 ACTUAL	FY2022 BUDGETED	FY2023 PROPOSED	% CHANGE
GENERAL GOVERNMENT				
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 Benefits	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	4.7%
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	294	3,000	3,000	0.0%
TOTAL	11,264	22,275	41,775	87.5%



	FY2021 ACTUAL	FY2022 BUDGETED	FY2023 PROPOSED	% CHANGE
GENERAL GOVERNMENT				
Procurement Department				
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	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				
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	37.2%
 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%



	FY2021 ACTUAL	FY2022 BUDGETED	FY2023 PROPOSED	% CHANGE
PUBLIC SAFETY				
Parking Authority				
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				
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	15.1%
Traffic 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				
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	-1.2%



	FY2021 ACTUAL	FY2022 BUDGETED	FY2023 PROPOSED	% CHANGE
DEPARTMENT OF PUBLIC WORKS				
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				
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	111,125	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 - 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	-	-	12,879,589	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	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	-74.5%
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	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	-57.4%
Reserves & Stabilization Funds				
Supplemental Reserve Fund	150,000	424,481	-	-100.0%
Stabilization Fund	-	-	-	-100.0%
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%
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	196,388	158,000	-	-
Debt Service	12,469,618	13,170,615	27,723,343	110.5%
Benefits	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%



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	\$65,396,015	\$438,699	\$957,368	\$1,349,223	\$1,812,441
Total Claimable Costs	\$65,396,015	\$438,699	\$957,368	\$1,349,223	\$1,812,441

***Source: eCivis Incorporated**



GLOSSARY



GLOSSARY

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

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

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

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

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

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

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

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

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

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

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

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

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

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



Balanced Budget: The City of Brockton shall adopt a balanced budget in which expenditures shall be realistically budgeted and estimated revenues shall be conservatively budgeted to allow for unanticipated events. The Mayor shall present said estimates and assumptions behind expenditure and revenue estimates along with the balanced budget (See Financial Policies for full explication).

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Capital Budget: An appropriation or spending plan that uses borrowing or direct outlay for capital or fixed asset improvements. Among other information, a capital budget should identify the method of financing each recommended expenditure, i.e., tax levy or rates, and identify those items that were not recommended. (See Capital Assets, Fixed Assets)

Capital Improvements Program: A blueprint for planning a community's capital expenditures that comprises an annual capital budget and a five-year capital program. It coordinates community planning, fiscal capacity and physical development. While all of the community's needs should be identified in the program, there is a set of criteria that prioritizes the expenditures.

Capital Outlay Expenditure Exclusion: A temporary increase in the tax levy to fund a capital project or make a capital acquisition. Exclusions require two-thirds vote of selectmen or city council (sometimes with the Mayor's approval) and a majority vote in a community-wide referendum. The exclusion is added to the tax levy only during the year in which the project is being funded and may increase the tax levy above the levy ceiling.

Cash: Currency, coin, checks, postal and express money orders and bankers' drafts on hand or on deposit with an official or agent designated as custodian of cash and bank deposits.

Cash Management: The process of monitoring the ebb and flow of money in an out of municipal accounts to ensure cash availability to pay bills and to facilitate decisions on the need for short-term borrowing and investment of idle cash.

Cemetery Perpetual Care: Funds donated by individuals for the care of gravesites. According to MGL Ch. 114§25, funds from this account must be invested and spent as directed by perpetual care agreements. If no agreements exist, the interest (but not principal) may be used as directed by the cemetery commissioners for the purpose of maintaining cemeteries.

Certification: Verification of authenticity. Can refer to the action of a bank, trust company, or DOR's Bureau of Accounts (BOA) in the issuance of State House Notes, to confirm the genuineness of the municipal signatures and seal on bond issues. The certifying agency may also supervise the printing of

bonds and otherwise safeguard their preparation against fraud, counterfeiting, or over-issue. Also refers to the certification by the Bureau of Local Assessment (BLA) that a community's assessed values represent full and fair cash value (FFCV) (See Triennial Revaluation).

Certificate of Deposit (CD): A bank deposit evidenced by a negotiable or non-negotiable instrument, which provides on its face that the amount of such deposit plus a specified interest payable to a bearer or to any specified person on a certain specified date, at the expiration of a certain specified time, or upon notice in writing.

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

Cherry Sheet: Named for the cherry colored paper in which they were originally printed, the Cherry Sheet is the official notification to cities, towns and regional school districts of the next fiscal year's state aid and assessments. The aid is in the form of distributions, which provide funds based on formulas and reimbursements that provide funds for costs incurred during a prior period for certain programs or services. Links to the Cherry Sheets are located on the DLS website at www.mass.gov/dls (See Cherry Sheet Assessments, Estimated Receipts)

Cherry Sheet Assessments: Estimates of annual charges to cover the cost of certain state and county programs.

Cherry Sheet Offset Items: Local aid that may be spent in the without appropriation in the budget, but which must be spent for specific municipal and regional school district programs. Current offset items include racial equality grants, school lunch grants, and public library grants (See Offset Receipts).

Classification of Real Property: Assessors are required to classify all real property according to use into one of four classes: residential, open space, commercial, and industrial. Having classified its real properties, local officials are permitted to determine locally, within limitations established by statute and the Commissioner of Revenue, what percentage of the tax burden is to be borne by each class of real property and by personal property owners.

Classification of the Tax Rate: Each year the selectmen or city council vote whether to exercise certain tax rate options. Those options include choosing a residential factor (MGL Ch. 40§56), and determining whether to offer an open space discount, a residential exemption (Ch. 59§5C), and/or a small commercial exemption (Ch. 59§5I) to property owners.

Collective Bargaining: The process of negotiating workers' wages, hours, benefits, working conditions, etc., between an employer and some or all of its employees, who are represented by a recognized labor union regarding wages, hours and working conditions.

Community Preservation Act: Enacted as MGL Ch. 44B in 2000, CPA permits cities and towns accepting its provisions to establish a restricted fund from which monies can be appropriated only for a) the acquisition, creation and preservation of open space; b) the acquisition, preservation and support of community housing; and e) the rehabilitation and restoration of open space, land for recreational use and community housing that is acquired or created using monies from the fund. Acceptance requires town meeting or city council approval or a citizen petition, together with referendum approval by majority vote. The local program is funded by a local surcharge up to 3 percent on real property tax bills and matching dollars from the registry of deeds (See DOR IGR 00-209 as amended by IGR 01-207 and IGR 02-208).

Community Preservation Fund: A special revenue fund established pursuant to MGL Ch. 44B to receive all monies collected to support a community preservation program, including but not limited to, tax surcharge receipts, proceeds from borrowings, funds received from the Commonwealth, and proceeds from the sale of certain real estate.

Compensated Absences: Time off, with pay, made available to employees for vacation leave, sick leave, and similar benefits. For financial reporting purposes, compensated absences are strictly limited to leave that is attributable to services already rendered, and is not contingent on a specific event (such as illness) that is outside the control of the employer and employee.



Compensated Balance Agreement: An alternative to the payment of direct fees for banking services. In this case, a bank specifies a minimum balance that the municipality must maintain in non-interest bearing accounts. The bank can then lend this money (subject to a reserve requirement) and earn interest, which will at least cover the cost of services provided to the municipality. Compensating balance agreements are permitted under MGL Ch.44§53F and must be approved annually by town meeting or city council.

Conservation Fund: A city or town may appropriate money to a conservation fund. This money may be expended by the conservation commission for lawful conservation purposes as described in MGL Ch. 40§8C. The money may also be expended by the conservation commission for damages arising from an eminent domain taking provided that the taking was approved by a two-thirds vote of the city council or town meeting.

Consumer Price Index: The statistical measure of changes, if any, in the overall price level of consumer goods and services. The index is often called the "cost-of-living index."

Cost-Benefit Analysis: A decision-making tool that allows a comparison of options based on the level of benefit derived and the cost to achieve the benefit from different alternatives.

Cyclical Inspection Program: Involves completing an interior and exterior inspection of all property over a multi-year period, not exceeding nine years.

Data collection: Process of inspecting real and personal property and recording its attributes, quality, and condition.

Debt Authorization: Formal approval by a two-thirds vote of town meeting or city council to incur debt, in accordance with procedures stated in MGL Ch. 44§§1, 2, 3, 4a, 6-15.

Debt Burden: The amount of debt carried by an issuer usually expressed as a measure of value (i.e., debt as a percentage of assessed value, debt per capita, etc.). Sometimes debt burden refers to debt service costs as a percentage of the total annual budget.

Debt Exclusion: An action taken by the community through a referendum vote to raise the funds necessary to pay debt service costs for a particular project from the property tax levy, but outside the limits under Proposition 2 1/2. By approving the debt exclusion, a community calculates its annual levy limit for the life of the debt only and may increase the levy above the levy ceiling.

Debt Limit: The maximum amount of debt that a municipality may authorize for qualified purposes under state law.

Debt Service: The repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue.

Debt Statement: Reference to a report, which local treasures are required to file with the DOR, showing authorized and issued debt retired and interest paid by the community during the prior fiscal year, as well as authorized but unissued debt at year-end. Also known as the "Statement of Indebtedness."

Deficit: The excess of expenditures over revenues during an accounting period. Also refers to the excess of the liabilities of a fund over its assets.

Depreciation: An accounting method of allocating the cost of a tangible or physical asset over its useful life or life expectancy. Depreciating assets helps companies earn revenue from an asset, while expensing a portion of its cost each year the asset is in use.

Encumbrance: A reservation of funds to cover obligations arising from purchase orders, contracts, or salary commitments that are chargeable to, but not yet paid from, a specific appropriation account.

Enterprise Fund: An enterprise fund, authorized by MGL Ch. 44§53F 1/2, is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service



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

Equalized Valuations (EQVs): The determination of an estimate of the full and fair cash value (FFCV) of all property in the Commonwealth as of a certain taxable date. EQVs have historically been used as a variable in distributing some state aid accounts and for determining county assessments and other costs. The Commissioner of Revenue, in accordance with MGL Ch. 58§10C, is charged with the responsibility of biannually determining an equalized valuation for each city and town in the Commonwealth.

Estimated Receipts: A term that typically refers to anticipated local revenues listed on page three of the Tax Recapitulation Sheet. Projections of local revenue are often based on the previous year's receipts and representing funding sources necessary to support a community's annual budget (See Local Receipts).

Excess and Deficiency: Also called the "surplus revenue" account, this is the amount by which cash, accounts receivable, and other assets exceed a regional school district's liabilities and reserves as certified by the Director of Accounts. The calculation is based on a year-end balance sheet, which is submitted to DOR by the district's auditor, accountant, or comptroller as of June 30. The regional school committee must apply certified amounts exceeding five percent of the district's prior year operating and capital costs to reduce the assessment on member cities and towns. Important: E&D is not available for appropriation until certified from the Director of Accounts.

Excess Levy Capacity: The difference between the levy limit and the amount of real and personal property taxes actually levied in a given year. Annually, the board of selectmen or city council must be informed of excess levy capacity and their acknowledgment must be submitted to DOR when setting the tax rate.

Exemption: A discharge, established by statute, from the obligation to pay all or a portion of a property tax. The exemption is available to particular categories of property or persons upon the timely submission and approval of an application to the assessors. Properties exempt from taxation include hospitals, schools, houses of worship, and cultural institutions. Persons who may qualify for exemptions include disabled veterans, blind individuals, surviving spouses, and seniors.

Expenditure: An outlay of money made by municipalities to provide the programs and services within their approved budget.

Fiduciary Funds: Repository of money held by a municipality in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and other funds. These include pension (and other employee benefit) trust funds, investment trust funds, private-purpose trust funds, and agency funds.

Financial Advisor: An individual or institution that assists municipalities in the issuance of tax-exempt bonds and notes. The public finance department of a commercial bank or non-bank advisor provides this service.

Financial Statement: A presentation of the assets and liabilities of a community as part of a particular date and most often prepared after the close of the fiscal year.

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

Fixed Assets: Long-lived, assets such as buildings, equipment and land obtained or controlled as a result of past transactions or circumstances.



Fixed Costs: Costs that are legally or contractually mandated such as retirement, FICA/Social Security, insurance, debt service costs or interest on loans.

Float: The difference between the bank balance for a local government's account and its book balance at the end of the day. The primary factor creating float is clearing time on checks and deposits. Delays in receiving deposit and withdrawal information also influence float.

Foundation Budget: The spending target imposed by the Education Reform Act of 1993 for each school district as the level necessary to provide an adequate education for all students.

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

Full and Fair Cash Value (FFCV): Fair cash value has been identified by the Massachusetts Supreme Judicial Court as "fair market value, which is the price an owner is willing, but not under compulsion to sell, ought to receive from one willing, but not under compulsion, to buy. It means the highest price that a normal purchaser not under peculiar compulsion will pay at a time, and cannot exceed the sum that the owner, after reasonable effort, could obtain for his property. A valuation limited to what the property is worth to the purchaser is not market value. The fair cash value is the value the property would have on January first of any taxable year in the hands of any owner, including the present owner" (Boston Gas Co. v. Assessors of Boston, 334 Mass. 549, 566 (1956)).

Full Faith and Credit Obligations: A pledge of the general taxing powers for the payment of governmental obligations. Bonds carrying such pledges are usually referred to as general obligation or full faith and credit bonds.

Fund: An accounting entity with a self-balancing set of accounts that are segregated for the purpose of carrying on identified activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations.

Fund Accounting: Organizing financial records into multiple, segregated locations for money. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, revenues, and expenditures) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the general fund and enterprise funds. Communities whose accounting records are organized according to the Uniform Municipal Accounting System (UMAS) use multiple funds.

Fund Balance: The difference between assets and liabilities reported in a governmental fund. Also known as fund equity.

GASB 34: A major pronouncement of the Governmental Accounting Standards Board that establishes new criteria on the form and content of governmental financial statements. GASB 34 requires a report on overall financial health, not just on individual funds. It requires more complete information on the cost of delivering value estimates on public infrastructure assets, such as bridges, road, sewers, etc. It also requires the presentation of a narrative statement the government's financial performance, trends and prospects for the future.

GASB 45: This is another Governmental Accounting Standards Board major pronouncement that each public entity account for and report other postemployment benefits in its accounting statements. Through actuarial analysis, municipalities must identify the true costs of the OPEB earned by employees over their estimated years of actual service.

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



General Obligation Bonds: Bonds issued by a municipality for purposes allowed by statute that are backed by the full faith and credit of its taxing authority.

Governing Body: A board, committee, commission, or other executive or policymaking body of a municipality or school district.

Government Finance Officers Association (GFOA): A nationwide association of public finance professionals.

Governmental Funds: Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, capital projects funds, debt service funds, and permanent funds.

Hotel/Motel Excise: A local option since 1985 that allows a community to assess a tax on short-term room occupancy. The community may levy up to 4% of the charge for stays less than 90 days at hotels, motels, and lodging houses. The convention center legislation imposed an additional 2.75% charge in Boston, Cambridge, Springfield, and Worcester.

Indirect Cost: Costs of a service not reflected in the operating budget of the entity providing the service. An example of an indirect cost of providing water service would be the value of time spent by non-water department employees processing water bills. A determination of these costs is necessary to analyze the total cost of service delivery. The matter of indirect costs arises most often in the context of enterprise funds.

Interest: Compensation paid or to be paid for the use of money, including amounts payable at periodic intervals or discounted at the time a loan is made. In the case of municipal bonds, interest payments accrue on a day-to-day basis, but are paid every six months.

Interest Rate: The interest payable, expressed as a percentage of the principal available for use during a specified period of time. It is always expressed in annual terms.

Investments: Securities and real estate held for the production of income in the form of interest, dividends, rentals or lease payments. The term does not include fixed assets used in governmental operations.

Judgement: An amount to be paid or collected by a governmental unit as a result of a court decision, including condemnation award in payment for private property taken for public use.

Law Enforcement Trust Fund: A revolving fund established to account for a portion of the proceeds from the sale of property seized from illegal drug-related activities. Funds may be expended to defray certain qualified law enforcement costs as outlined in MGL Ch. 94C§47. Funds from this account may be expended by the police chief without further appropriation.

Levy: The amount a community raises through the property tax. The levy can be any amount up to the levy limit, which is re-established every year in accordance with Proposition 2 1/2 provisions.

Levy Ceiling: A levy ceiling is one of two types of levy (tax) restrictions imposed by MGL Ch. 59§21C (Proposition 2 1/2). It states that, in any year, the real and personal property taxes imposed may not exceed 2 1/2 percent of the total full and fair cash value of all taxable property. Property taxes levied may exceed this limit only if the community passes a capital exclusion, a debt exclusion, or a special exclusion (See Levy Limit).

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

Line Item Budget: A budget that separates spending into categories, or greater detail, such as supplies, equipment, maintenance, or salaries, as opposed to a program budget.



Local Aid: Revenue allocated by the Commonwealth to cities, towns, and regional school districts. Estimates of local aid are transmitted to cities, towns, and regional school districts. Estimates of local aid are transmitted to cities, towns, and districts annually by the "Cherry Sheets." Most Cherry Sheet aid programs are considered general fund revenues and may be spent for any purpose subject to appropriation.

Local Appropriating Authority: In a town, the town meeting has the power to appropriate funds, including the authorization of debt. In a City, the City Council has the power upon the recommendation of the Mayor.

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

Lock Box Service: A service typically offered by a financial institution for a fee to receive, process, and deposit payments made to municipalities for property taxes, motor vehicle excise, boat excise, and/or utility payments. At the end of each processing day the community receives payment information on the disk or other medium, which can be automatically posted to the collectors' cash receipts software. Printed reports are also provided.

Long-term debt: Community borrowing, or outstanding balance at any given time, involving loans with a maturity date of 12 months or more (See Permanent Debt).

Major fund: Funds whose revenues, expenditures/expenses, assets, or liabilities are at least 10% of the total for their fund category (governmental or enterprise) and 5% of the aggregate of all governmental and enterprise funds in total.

Maturity Date: The date that the principal of a bond becomes due and payable in full.

Massachusetts School Building Authority (MSBA): Administers the state program that reimburses cities, towns, and regional school districts varying percentages of their school construction costs depending on the wealth of the community or district, and the category of reimbursement. Projects that received their first reimbursement prior to July 26, 2004 will continue to get annual state payments to offset the related annual debt service. Thereafter, cities, towns, and regional school districts, will receive a lump sum amount representing the state's share of eligible project costs (See DOR IGR06-101).

Minimum Required Local Contribution: The minimum that a city or town must appropriate from property taxes and other local revenues for the support of schools (Education Reform Act of 1993).

Modified Accrual Basis of Accounting: A method of accounting that recognizes revenues in the accounting period in which they become available and measurable.

Motor Vehicle Excise (MVE): A locally imposed annual tax assessed to owners of motor vehicles registered to an address within the community in accordance with MGL Chapter 60A. The excise tax rate is set by statute at \$25 per \$1,000 of vehicle value. Owner registration and billing information is maintained by the State Registry of Motor Vehicles and is made available to city or town, or to the Deputy Collector who represents it.

Municipal(s): (As used in the bond trade) "Municipal" refers to any state or subordinate governmental unit. "Municipals" (i.e., municipal bonds) include not only the bonds of all political subdivisions, such as cities, towns, school districts, special districts, counties but also bonds of the state and agencies of the state.

Municipal Revenue Growth Factor (MRGF): An estimate of the percentage change in the municipality's revenue growth for a fiscal year. It represents the combined percentage increase in the following revenue components: automatic 2 1/2 percent increase in the following revenue components: automatic 2 1/2 percent increase in the levy limit, estimated new growth, the change in selected unrestricted local receipts (Educational Reform Act of 1993).



Net School Spending (NSS): School budget and municipal budget amounts attributable to education, excluding long-term debt service, student transportation, school lunches and certain other specified school expenditures. A community's NSS funding must equal or exceed the NSS Requirement established annually by the Department of Education (DOE) (See Education Reform Act of 1993).

New Growth: The additional tax revenue generated by new construction, renovations and other increases in the property tax base during a calendar year. It does not include value increases caused by normal market forces or by revaluations. New growth is calculated by multiplying the assessed value associated with new construction, etc. that occurred between January and December 2005 (or July 2005 and June 2006 for accelerated new growth communities). In the fall of 2006, when new growth is being determined to set to the FY07 levy limit, the FY06 tax rate is used in the calculation.

Note: A short-term loan, typically with a maturity date of a year or less.

Objects of Expenditures: A classification of expenditures that is used for coding any department disbursement, such as "personal services," "expenses," or "capital outlay."

Official Statement: A document prepared for potential investors that contains information about a prospective bond or note issue and the issuer. The official statement is typically published with the notice of sale. It is sometimes called an offering circular or prospectus.

Offset Receipts: A local option that allows receipts of a particular department be earmarked for the use of the department and appropriated to offset its annual operating budget. If accepted, MGL Ch.44

Other Postemployment Benefits (OPEB): Employees of state and local governments may be compensated in a variety of forms in exchange for their services. In addition to a salary, many employees earn benefits over their years of service that will not be received until after their employment with the government ends. The most common type of postemployment benefit is a pension. Postemployment benefits other than pensions generally take the form of health insurance and dental, vision, prescription, or other healthcare benefits provided to eligible retirees, including in some cases their beneficiaries. They may also include some type of life insurance. As a group, these are referred to as OPEB (See GASB 45).

Operating Budget: A plan of proposed expenditures for personnel, supplies, and other expenses for the coming fiscal year.

Other Amounts to Raised (Tax Recapitulation Sheet): Amounts not appropriated, but raised through taxation. Generally, these are locally generated expenditures (e.g., overlay, teacher pay deferral, deficits) as well as state, county and other special district charges. Because they must be funded in the annual budget, special consideration should be given to them when finalizing the budget recommendations to the city council or town meeting.

Overlapping Debt: A community's proportionate share of the debt incurred by an overlapping government entity, such as a regional school district, regional transit authority, etc.

Overlay (Overlay Reserve or Allowance for Abatements and Exemptions): An account established annually to fund anticipated property tax abatements, exemptions and uncollected taxes in that year. The overlay reserve need not be funded by the normal appropriation process, but rather is raised on the tax recapitulation sheet.

Overlay Deficit: A deficit that occurs when the amount of overlay raised in a given year is insufficient to cover abatements, statutory exemptions, and uncollected taxes for that year. Overlay deficits must be provided for in the next fiscal year.

Overlay Surplus: Any balance in the overlay account of a given year in excess of the amount remaining to be collected or abated can be transferred into this account. Within ten days of a written request by the chief executive officer of a city or town, the assessor must provide a certification of the excess amount of overlay available to transfer, if any. Overlay surplus may be appropriated for any lawful purpose. At the end of each fiscal year, unused overlay surplus is "closed" to surplus revenue; in other words, it becomes a part of free cash.

Override: A vote by the community at an election to permanently increase the levy limit. An override vote may increase the levy limit no higher than the levy ceiling. The override question on the election ballot must state a purpose for the override and the dollar amount.

Override Capacity: The difference between a community's levy ceiling and its levy limit. It is the maximum amount by which a community may override its levy limit.

Payment in Lieu of Taxes: An agreement between the municipality and an entity not subject to taxation, such as charitable or educational organizations, in which the payer agrees to make a voluntary payment to the municipality. By law, a city or town must make such a payment to any other community in which it owns land used for public purposes.

Performance Budget: A budget that stresses output both in terms of economy and efficiency.

Permanent Debt: Borrowing by a community typically involving a debt service amortization period of greater than one year (See Long-Term Debt).

Permanent Funds: A fiduciary fund type used to report resources that are legally restricted to the extent that only earnings, and not principal, may be used for purposes that support the reporting government's programs, that is, for the benefit of the government for its citizenry. An example is a cemetery perpetual care fund.

Personal Property: Movable items not permanently affixed to, or part of the real estate. It is assessed separately from real estate to certain businesses, public utilities, and owners of homes that are not their primary residences.

Personnel Costs: The cost of salaries, wages and related employment benefits.

Preliminary Tax: The tax bill for the first two quarters of the fiscal year sent, no later than July 1, by the communities on a quarterly billing cycle. The tax due on a preliminary tax bill can be no greater than the amount due in the last two quarters of the previous fiscal year.

Principal: The face amount of a bond, exclusive of accrued interest.

Private-Purpose Trust Funds: A fiduciary trust fund type used to report all trust agreements, other than those properly reported in pension trust funds or investment trust funds, under which principal and income benefits individuals, private organizations, or other governments. An example is a scholarship fund.

Program: A combination of activities to accomplish an end.

Program Budget: A budget that relates expenditures to the programs they fund. The emphasis of a program budget is on output.

Proposition 2 1/2: A state law enacted in 1980, Proposition 2 1/2 regulates local property tax administration and limits the amount of revenue a city or town may raise from local property taxes each year to fund municipal operations.

Proprietary Funds: Funds that account for government's business-type activities (e.g., activities that receive a significant portion of their funding through user charges). The fund types included in proprietary funds are the enterprise funds and internal service fund.

Purchase Order: An official document or form authorizing the purchase of products and services.

Purchased Services: The cost of services that are provided by a vendor.

Raise and Appropriate: A phrase used to identify a funding source for an expenditure or expenditures, which refers to money generated by the tax levy or other local receipt.

Real and Appropriate: A phrase used to identify a funding source for an expenditure or expenditures, which refers to money generated by the tax levy or other local receipt.



Real Property: Land, buildings and the rights and benefits inherent in owning them.

Receipts Reserved for Appropriation: Proceeds that are earmarked by law and placed in separate accounts for appropriation for particular purposes. For example, parking meters and the regulation of parking and other traffic activities.

Refunding of Debt: Transaction where one bond issue is redeemed and replaced by a new bond issue under conditions generally more favorable to the issuer.

Reserve Fund: An amount set aside annually within the budget of a city (not to exceed 3 percent of the tax levy for the preceding year) or town (not to exceed 5% of the tax levy for the preceding year) to provide a funding source for “extraordinary or unforeseen” expenditures. In a town, the finance committee can authorize transfers from this fund for “extraordinary or unforeseen” expenditures. Other uses of the fund require budgetary transfers by town meeting. In a city, transfers from this fund may be voted by the city council upon recommendation of the Mayor.

Retained Earnings (Net Assets Unrestricted): An equity account reflecting the accumulated earnings of an enterprise fund that may be used to fund capital improvements, to reimburse the general fund for prior year subsidies, to reduce user charges, and to provide for enterprise revenue deficits (operating loss).

Revaluation: The assessors of each community are responsible for developing a reasonable and realistic program to achieve the fair cash valuation of property in accordance with constitutional and statutory requirements. The nature and extent of that program will depend on the assessors' analysis and consideration of many factors, including, but not limited to, the status of the existing valuation system, the results of an in-depth sales ratio study, and the accuracy of existing property record information.

Revenue Anticipation Note (RAN): A short-term loan issued to be paid off by revenues, such as tax collections and state aid. RANs are full faith and credit obligations.

Revenue Bond: A bond payable from and secured solely by specific revenues and thereby not a full faith and credit obligation.

Revenues: All monies received by a governmental unit from any source.

Revolving Fund: Allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service. For departmental revolving funds, MGL Ch. 44§53E1/2 stipulates that each fund must be reauthorized each year at an annual town meeting or by city council action, and that a limit on the total amount that may be spent from each fund must be established at that time. The aggregate of all revolving funds may not exceed ten percent of the amount raised by taxation by the city or town in the most recent fiscal year, and no more than one percent of the amount raised by taxation by the city or town in the most recent fiscal year, and no more than once percent of the amount raised by taxation may be administered by a single fund. Wages or salaries for full-time employees may be paid from the revolving fund only if the fund is also charged for all associated fringe benefits.

Sale of Cemetery Lots Fund: A fund established to account for proceeds of the sale of cemetery lots. The proceeds may only be appropriated to pay for the cost of the land, its care and improvement or the enlargement of the cemetery under the provisions of MGL Ch. 114§15.

Sale of Real Estate Fund: A fund established to account for the proceeds of the sale of municipal real estate other than proceeds acquired through tax title foreclosure.

Short-Term Debt: Outstanding balance, at any given time, on amounts borrowed with a maturity date of 12 months or less (See Note).

Sick Leave Buyback: A community's obligation, under collective bargaining agreements or personnel board policies, to compensate retiring employees for the value of all, or a percentage of, sick time earned, but not used.



Special Revenue Fund: Funds, established by statute only, containing revenues that are earmarked for and restricted to expenditures for specific purposes. Special revenue funds include receipts reserved for appropriation, revolving fund grants, grants from governmental entities, and gifts from private individuals or organizations.

Stabilization Fund: A fund designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose (MGL Ch.40§5B). Communities may establish one or more stabilization funds for different purposes and may appropriate into them in any year an amount not to exceed ten percent of the community's equalized value, and any interest shall be added to and become part of the funds. A two-thirds vote of a town meeting or city council is required to establish, amend the purpose of, or appropriate money into or from the stabilization fund (See DOR IGR04-201).

Surcharge: An additional sum added to a particular, already existing charge such as a tax, a fee, a fine or penalty.

Surety Bond: A performance bond that protects the municipality against any financial loss arising from a breach of public trust by an employee who collects money on behalf of the community.

Surplus Revenue: The amount by which cash, accounts receivable, and other assets exceed liabilities and reserves.

Tax Rate: The amount of property tax stated in terms of a unit of the municipal tax base; for example, \$14.80 per \$1,000 of assessed valuation of taxable real and personal property.

Tax Rate Recapitulation Sheet: A document submitted by a city or town to the DOR in order to set a property tax rate. The recap sheet shows all estimated revenues and actual appropriations that affect the property tax rate. The recap sheet should be submitted to the DOR by September 1 (in order to issue the first-half semiannual property tax bills before October 1) or by December 1 (in order to issue the third quarterly property tax bills before January 1).

Tax Title (or Title Taking): A collection procedure that secures a city or town's lien on real property and protects the municipalities right to payment of overdue property taxes. Otherwise, the lien expires if five years elapse from the January 1 assessment date and the property has been transferred to another owner. If the amount remains outstanding on the property after issuing a demand for overdue property taxes and after publishing a notice of tax taking, the collector may take the property for the city or town. After properly recording the instrument of taking, the collector transfers responsibility for collecting the overdue amounts to the treasurer. After six months, the treasurer may initiate foreclosure proceedings.

Tax Title Foreclosure: The procedure initiated by a city or town treasurer in Land Court or through land of low value to obtain legal title to real property already in tax title and on which property taxes are overdue. The treasurer must wait at least six months from the date of a tax taking to initiate Land Court foreclosure proceedings (MGL Ch. 60§65).

Temporary Debt: Borrowing by a community in the form of notes and for a term of one year or less (See Short-Term Debt).

Triennial Certification: The Commissioner of Revenue, through the Bureau of Local Assessment, is required to review local assessed values every three years and to certify that they represent full and fair cash value (FFCV). Refer to MGL Ch. 40§56 and Ch. 59§2A(c).

Trust Fund: In general, a fund for money donated or transferred to a municipality with specific instructions on its use. As custodian of trust funds, the treasurer invests and expends such funds as stipulated by trust agreements, as directed by the commissioners of trust funds or by the community's legislative body. Both principal and interest may be used if the trust is established as an expendable trust. For nonexpendable trust funds, only interest (not principal) may be expended as directed.

Uncollected Funds: Recently deposited checks included in an account's balance but drawn on other banks and not yet credited by the Federal Reserve Bank or local clearinghouse to the bank cashing the checks. (These funds may not be loaned or used as part of the bank's reserves, and they are not



available for disbursement.)

Undesignated Fund Balance: Monies in the various government funds as of the end of the fiscal year that are neither encumbered nor reserved, and are therefore available for expenditure once certified as part of free cash.

Unfunded OPEB Liability: This is the difference between the value assigned to the benefits (other than retirement) already earned by a municipality's employees and the assets the local government will have on hand to meet these obligations. While there is no requirement in Massachusetts to fund this liability, GASB 45 requires that the dollar value of the unfunded OPEB liability is determined every two years (See GASB 45; OPEB).

Unfunded Pension Liability: Unfunded pension liability is the difference between the value assigned to the retirement benefits already earned by a municipality's employees and the assets the local retirement system will have on hand to meet these obligations. The dollar value of the unfunded pension liability is predetermined every three years and is driven by assumptions about interest rates at which the retirement system's assets will grow and the rate of future costs of living increases to pensioners.

Uniform Municipal Accounting System (UMAS): UMAS succeeds the so-called Statutory System (STAT) and is regarded as the professional standard for municipal accounting in Massachusetts. As a uniform system for local governments, it conforms to Generally Accepted Accounting Principles (GAAP), offers increased consistency in reporting and record keeping, as well as enhanced comparability of data among cities and towns.

Unreserved Fund Balance (Surplus Revenue Account): The amount by which cash, accounts receivable, and other assets exceed liabilities and restricted reserves. It is akin to a "stockholders' equity" account on a corporate balance sheet. It is not, however, available for appropriation in full because a portion of the assets listed as "accounts receivable" may be taxes receivable and uncollected. (See Free Cash)

Valuation (100 Percent): The legal requirement that a community's assessed value on property must reflect its market, or full and fair cash value.

Warrant: An authorization for action. For example, a town meeting warrant establishes the matters that may be acted on by that town meeting. A treasury warrant authorizes the treasurer to pay specific bills. The Assessors' warrant authorizes the tax collector to collect taxes in the amount and from the persons listed, respectively.

Waterways Improvement Fund: An account into which fifty percent of boat excise tax and mooring fees imposed under MGL Chapter 91§10A receipts are deposited. Use of these proceeds is limited to certain waterway expenses as outlined in MGL Ch.40 §5G.

Zero Based Budget: A budget building technique where each department begins at zero and adds the cost of essential programs up to an established funding limit. Each year the process begins again at zero prompting close scrutiny and prioritization of costs annually.

