

ADOPTED
**ANNUAL
BUDGET**
FISCAL YEAR
2025



Table of Contents

7 FOREWORD

- 8 GFOA Distinguished Budget Award
- 9 Certificate of Recognition

11 READER'S GUIDE

- 12 Reader's Guide

13 INTRODUCTION

- 14 Mayor's Message
- 17 Chief Financial Officer Overview
- 19 Long-Range Financial Plan

21 FINANCIAL POLICIES

- 22 Financial Policies

75 DEMOGRAPHIC AND ECONOMIC SUMMARY

- 76 Demographic And Economic Summary

79 CITY OVERVIEW

- 80 Form of Government
- 81 City of Brockton Organizational Chart
- 82 Elected Officials
- 87 Department Directory
- 94 Position List
- 96 Community Information
- 98 Museums and Cultural Attractions
- 108 Brockton Services
- 109 Top Employers

111 FINANCIAL SUMMARIES

- 112 Budget Calendar
- 113 Budget Process
- 114 Basis of Budgeting
- 116 Fund Descriptions
- 117 City Fund Structure

Table of Contents

118	Department/Fund Relationship
119	Budget Appropriation By Fund
120	Appropriation Order
127	Appropriation Order Summary
134	FY2025 Balanced Budget Summary

137 REVENUE

138	Revenue Summary
139	Four-Year Revenue Trends
140	Tax Levy
141	State Aid
143	Local Receipts
146	Available Funds

147 EXPENDITURE SUMMARY BY PROGRAM

148	General Government Program Expenditures
149	Public Safety Program Expenditures
150	Department of Public Works Program Expenditures
151	Human Services & Culture Program Expenditures

153 DEPARTMENTS

154	Animal Control
161	Assessor
167	Auditor
175	Board of Health
182	Cemetery Department
189	City Clerk
195	City Council
201	Conservation Commission
205	Council on Aging
211	Department of Public Works Commissioner
218	Department of Public Works Engineering
224	Department of Public Works Highway
232	Department of Public Works Maintenance
238	Department of Public Works Refuse
245	Department of Public Works Stormwater
251	Department of Public Works Sewer

Table of Contents

260	Department of Public Works Water
270	Elections Commission
277	Emergency Management Agency
283	Finance
289	Fire
301	Human Resources
310	Information Technology Center
316	Law
323	Law-License Commission
326	Library
338	Mayor
346	Parking Authority
353	Parks and Recreation
362	Planning and Economic Development
368	Planning Board
370	Police
383	Procurement
390	Public Property
400	Treasurer/Tax Collector
408	Treasurer's Debt Service & Pension Obligation Bond
414	Traffic Commission
418	Veterans' Services
424	Education (Southeastern Regional)
425	Retirement
427	Government Assessments

429 DEBT

430	Debt Service
-----	--------------

443 CAPITAL

444	Capital Budget Calendar
445	Capital Policy
448	Capital Flowchart
449	Six-Year Capital Plan
458	Capital Improvement Request Form
459	American Rescue Plan Act (ARPA) Projects



Table of Contents



465 APPENDIX

- 466 Fund Balance
- 474 Appropriation Order Summary
- 481 Indirect Cost Allocation



483 GLOSSARY

- 484 Glossary





Foreword



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Brockton
Massachusetts**

For the Fiscal Year Beginning

July 01, 2023

Christopher P. Morrill

Executive Director



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

presents this

CERTIFICATE OF RECOGNITION FOR BUDGET PREPARATION

to

**Finance Department
City of Brockton, Massachusetts**



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

Executive Director

Christopher P. Morill

Date: **November 1, 2023**





**Reader's
Guide**

Reader's Guide

The purpose of this document is to communicate the City's Fiscal Year (FY) 2025 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.

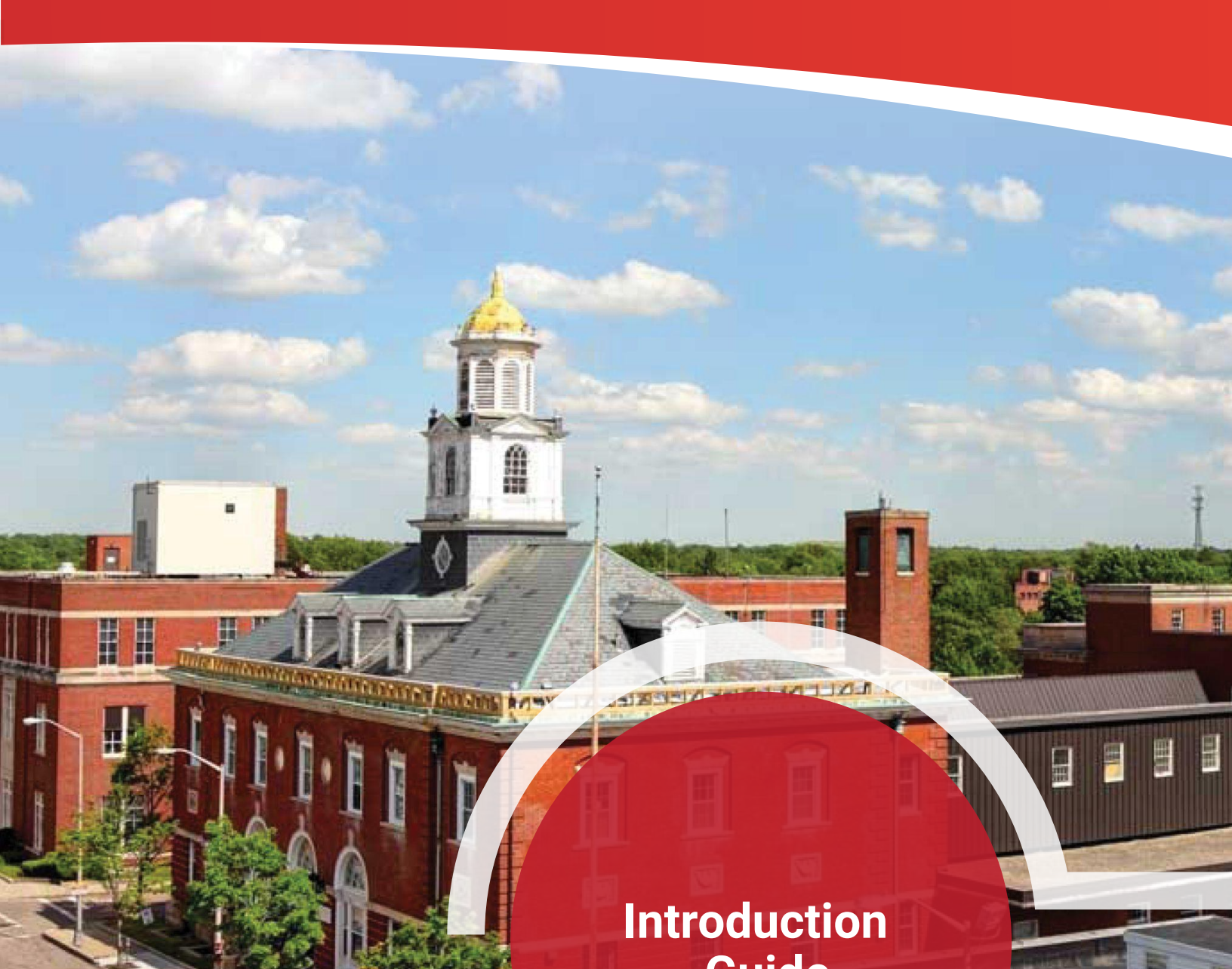
The City Departments section should help you identify by department the following:

- Mission statements
- Goals and objectives
- Performance Measures
- 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, FY2025 is the period from July 1, 2024 through June 30, 2025. All information presented includes: FY2022 and FY2023 actual revenues; FY2024 estimated revenues and FY2025 projected revenues; FY2023 actual expenditures; FY2024 adopted budget; and FY2025 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
Guide**



ROBERT F. SULLIVAN, ESQ.

Mayor

City of Brockton

Office of the Mayor

May 21, 2024

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

Dear City Council President Rodrigues and Members of the City Council:

Brockton has always been a City that underlines the resilience and strength of our residents, and now more than ever, our municipality has modeled itself after the tenacity of our constituency. With continued work on our historic infrastructure projects, new housing projects throughout the City, and creating innovative solutions to unprecedented problems; my administration and our collaborators have created a clear path forward to a brighter future for our great City.

From the millions of American Rescue Plan Act (ARPA) dollars that have been allocated to projects throughout the City, to the influx of transit oriented and high-end housing developments, to the construction of the State-of-the-Art Public Safety Building on Warren Avenue, we have made future-forward thinking a pinnacle component of dedicated service to our community.

My administration has been boots on the ground to work collaboratively with our most vulnerable populations. Our new Director of Immigration Affairs has been working tirelessly to collaborate with local agencies to service our new arrivals, providing access to resources, assisting with work authorization applications, and consulting on best practices to provide our newest constituents with the tools they need to succeed in the City of Champions. Our Director of Social Services has spent hundreds of hours on the streets connecting with our unhoused population, working cross-departmentally to create ethical and compassionate responses to issues that arise as part of the homelessness crisis.

As Mayor, I have advocated and worked alongside community leaders to ensure each resident of our City has the quality of life that they deserve. This year, we will see Signature Healthcare's Brockton Hospital open its doors after a year of extensive renovations following the catastrophic 10-alarm fire that rocked our community in February 2023. In the wake of the Steward Healthcare crisis, I have worked diligently to ensure we continue to keep Good Samaritan Hospital open and that we provide our talented doctors, physician assistants, nurses, and healthcare staff with the tools and resources they need to provide top quality care to our community.

To continue to deliver on our responsibilities to our constituents, we must remain committed to smart financing, strategic allocation of resources, and appropriate administration of funds to ensure our City operates at the highest level possible while improving our financial stability.

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 FY25 budget for the City as recommended in the attached budget order. I have recommended total appropriations in the amount of \$580,274,987. This total reflects an increase of \$26,096,725 over last year's budget.

"City of Champions"

This year has been a year of reflection, learning, and evaluating where we can look more strategically to ensure that our revenue forecasting and spending remains conservative and vigilant. While we move forward on several important initiatives as a means to ameliorate our City, we must continue to identify innovative ways to maintain a budget in good standing.

This budget reflects a commitment to delivering to our community, while taking the necessary accountability and steps to ensure we mitigate any fiscal issues we may encounter. The budget remains responsible and sustainable, and continues to invest in our collective future. Each day brings new and exciting opportunities that seek to improve the lives of our residents and business owners. As we celebrate their accomplishments and continue to prioritize assistance to our residents, we remain committed to ensuring responsible allocation of savings to our reserves and stabilization funds.

The following highlights of this budget are as follows:

- Exemplifies fiscal prudence in all areas of City-wide departmental finance
- Maintains my commitment to the development of additional housing and the renovation of City historical landmarks
- Reflects the significance of maintaining the quality of services extended within our transit-oriented districts

As I have constantly requested during my years in office, I have tasked every department with developing a three-year analysis of performance-based outcomes that reflect their objectives, and those priorities are reflected herein. This important exercise will further enhance the success of the necessary services critical to the growth and development of residents, business owners, non-profits, and community organizations and programs.

While this year has been fraught with challenges to our financial state, I continue to be honored and humbled to be a public servant of this great City. I am grateful for the relationships that we share and the collaboration we have fostered during this administration. With your partnership and your guidance, I maintain that we will persevere and create a fiscally responsible and unified system within the departments entrusted to our care. We are the “City of Champions”, and together we shall honor the moniker that has seen the worst and best of times as we remain vigilant to the responsibilities for which we have been elected to uphold.

Thank you.

Sincerely,



Robert F. Sullivan, Esq.
Mayor
City of Brockton

Strategic Goals

City of Brockton's Mission Statement

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

City of Brockton's Objectives to achieve the Mission Statement

1. Diversity & Inclusion

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

2. Responsiveness

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

3. Progress

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



ROBERT F. SULLIVAN

Mayor

May 21, 2024

City of Brockton

Finance Department

TROY B.G. CLARKSON

Chief Financial Officer

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

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) 2025.

As I share each year, a budget is the most important policy document of a community. It tells a story about what is important to its leaders, and this budget tells that story. The story of this year is a story of austerity and perseverance. It is a story of collaboration and cooperation. As required by law, this is a balanced budget, but is a budget balanced after much work and contemplation by our department heads and budget team. With the ongoing challenges presented by last year's school deficit, we continue to strive to provide services while addressing ongoing fiscal challenges. This budget accomplishes that.

Last year, for the fourth 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 FY25 budget provides level services, with small increases for personnel to fulfill our obligations to collective bargaining agreements and ordinance employees. This budget continues to meet the City's financial policies and is balanced. We continue to estimate revenues conservatively to ensure the generation of free cash and to remain on a positive financial path. As noted in the revenue section, this budget reflects positive trends in local receipts, including increases in excise tax revenue, building permit activity, and new growth. To address the school deficit last year, we increased local receipts by \$10M. Those increased projections continue in this budget estimate, and current trends for this year are well within estimates.

"City of Champions"

45 SCHOOL STREET, BROCKTON, MA 02301



For this budget, we estimate \$517,961,072 in total revenue compared to an adjusted amount of \$502,383,682 in FY23, inclusive of additional amounts raised to address the school deficit. The large increase is once again due primarily to additional increases proposed by the Legislature in Chapter 70 education aid, including more than \$30M in charter school sending tuition.

Revenues to support this budget include using \$7,947,925 in funds from the Chapter 324 reserve, \$3M from the lease of property to construct solar projects, and \$2M from the sale of more than \$6M in existing solar credits. While these one-time sources are not an optimal source of revenue, they were necessary to balance the budget in this most extraordinary of years.

Once again, the production of this budget has been a team effort. In addition to the senior leadership team in the Mayor's office, 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 Evan LaCasse, Financial Analyst Elvira Lopes, Intern Andrew Barbetto, Administrative Assistant Sue Thompson, Chief of Staff Sydne Marrow, Grant Writer Erin Veiga, Grant Writer Jane McNulty 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.

Sincerely,



Troy B.G. Clarkson
Chief Financial Officer

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 the City Assessor to determine new growth estimates from residential, commercial, industrial, and personal property taxes. 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 25% 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.

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.

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.



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:

1. General Budget Policies.
2. Enterprise Fund Policies.
3. Reserve Funds and Free Cash Policies.
4. Capital Improvement Planning and Financing.
5. Grants Management Policies.
6. Policies Related to the Establishment of Fees.
7. Use of One-Time Revenue.
8. Unfunded Liabilities.
9. Risk Management and Fraud Prevention.
10. Internal Control, Auditing, and Financial Reporting.
11. Procurement and Purchasing Policies.
12. Treasurer Investment Policies.
13. Economic Development Financing Policies.

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 note 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 the City may recognize extraordinary situations. Financial management policies are made to support strategies. In many instances, administrative procedures are or will be developed as tools to implement these policies.

Objectives:

The objectives of the Financial Management Policies are as follows:

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

A. General Budget Policies

1. Balanced Budget

Background:

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

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

Policy:

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

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

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

References:

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

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

Adopted by:

Date Adopted:

2. Supplemental Annual Reserve Fund

Background:

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

Policy:

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

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

References:

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

Adopted by:

Date Adopted:

3. Submission of Budget and Budget Message

Background:

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

Policy:

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

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

References:

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

GFOA Annual Budget Awards Program

Adopted by:

Date Adopted:

4. Revenue and Expenditure Forecast

Background:

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

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

Policy:

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

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

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

References:

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

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

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

Adopted by:

Date Adopted:

5. Position Control/Vacancies

Background:

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

Policy:

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

References:

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

Adopted by:

Date Adopted:

6. Personnel Policies and Labor Contracts

Background:

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

Policy:

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

Pay plans and pay rates shall be monitored by the Auditing Department to ensure compliance with labor contracts and personnel policies, and accuracy in forecasting and budgeting.

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

References:

Role of the Finance Officer in Collective Bargaining, Government Finance Officers Association Best Practice

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

Brockton City Ordinance Chapter 2, Part III, Division 2: Employee Classification and Compensation Plan, Benefits, Etc.

Chapter 324 section 5e of the Acts of 1990

Adopted by:

Date Adopted:

B. ENTERPRISE FUND POLICIES

Background:

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

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

1. Self Sufficiency

Background:

Policy:

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

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

References:

MGL, Chap 44, Sec5 3FI/2

Adopted by:

Date adopted:

2. Rate Setting Authority

Background:

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

Policy:

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

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

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

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

References:

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

Brockton City Ordinance, Part II, Chapter 8, Section 8-9 Trash Disposal Fee

Adopted by:

Date adopted:

3. Calculation of Indirect Costs

Background:

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

Policy:

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

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

References:

DOR IGR 08-101

Indirect Cost Allocation Methodology, Brockton Finance Department

Adopted by:

Date adopted:

4. Retained Earnings

Background:

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

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

Policy:

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

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

References:

M.G.L. c. 44 §53F½

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

Adopted by:

Date adopted:

5. Metering, Collections, and Liens

Policy:

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

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

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

References:

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

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

Adopted by:

Date adopted:

C. RESERVE FUNDS AND FREE CASH POLICIES

1. Overall Reserves Balance

Background:

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

Policy:

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

References:

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

Adopted by:

Date Adopted:

2. Free Cash

Background:

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

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

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

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

Policy:

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

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

Reference:

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

Adopted by:

Date Adopted:

3. General Stabilization Fund

Background:

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

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

Policy:

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

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

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

References:

M.G.L. c. 40 §5B Stabilization Funds

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

Adopted by:

Date Adopted:

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

Background:

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

Policy:

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

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

References:

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

Adopted by:

Date Adopted:

5. Capital Stabilization Fund

Background:

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

Policy:

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

References:

M.G.L. c. 40 §5B Stabilization Funds

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

Adopted by:

Date Adopted:

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

Background:

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

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

7. Health Insurance Trust Fund and Other Special Reserve Funds

Background:

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

Policy:

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

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

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

References:

M.G.L. C. 32B Contributory Group General or Blanket Insurance for Persons in the Service of Counties, Cities, Towns and Districts, and their Dependents

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

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

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

Reserve Policies, MA DOR Division of Local Services Best Practice

Adopted by:

Date Adopted:

D. CAPITAL IMPROVEMENT PLANNING AND FINANCING

1. Capital Improvement Planning

Background:

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

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

Policy:

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

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

which represents an aggregate expenditure in excess of ten thousand dollars (\$10,000.00), portions of which may be undertaken at intervals over an estimated time period.

Items to be considered as capital improvements include, but are not limited to, new public buildings, additions, alterations or improvements to existing buildings, including grounds, which extend useful lives by at least five (5) years; bridges, including new and reconstruction which extends useful life by at least five (5) years; land and improvements, including land acquisition, development and major improvements such as grading, landscaping, and fencing of 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 proposed improvements. Department heads will have the opportunity to discuss aspects of submitted project requests during the capital request review period. The capital review period will begin the second week of December through the second week in January.

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

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

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

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

Additional items that will be reviewed by the committee

- Purchase, rental, lease to purchase
- Purpose of capital request
 - Replacement, addition
 - Discretionary
 - Non-Discretionary (required by a budget, contract, or other commitment)
- Justification and useful life
 - Need, expected accomplishment, useful life
 - Explanation of proposed rating factor

- Multi- year plans and programs, phased
- Legal implications/mandated or non-mandated
- Effects on city finances
 - Revenue and expenditure trends, unfunded liabilities
 - Status of current capital projects
 - If the project requires additional funding in future years

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

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

2. Capital Financing and Debt Management

Background:

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

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

Policy:

The capital improvement program (CIP) shall be prepared and financed in accordance with the following policies: o Outside Funding - State, federal, or private grant funding shall be pursued and used to finance the capital budget wherever possible.

- o 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.
- o Enterprise Fund Debt - Projects that may be fully or partly funded by fees charged to the users of the enterprise services.
- o Pay as You Go Capital Funding - Some capital projects should be paid from current revenues or one-time sources.
- o 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.
- o 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

- o The term of borrowing for a capital project shall not exceed its estimated useful life.
- o 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).
- o 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.
- o 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.
- o 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.
- o The strategy of utilizing "level debt service" versus "level principal and declining interest cost" shall be analyzed before borrowing is authorized.

References:

M.G.L. c. 40 §5B Stabilization Funds

Benchmarking and Measuring Debt Capacity, Government Finance Officers Association

Adopted by:

Date Adopted:

E. GRANTS MANAGEMENT POLICIES

Background:

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

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

1. Grant Administration

Policy:

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

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

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

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

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

Adopted by:

Date Adopted:

2. Impact on Operating Budget and Capital Improvement Program

Policy:

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

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

References:

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

Adopted by:

Date Adopted:

F. POLICIES REGARDING ESTABLISHMENT OF FEES

1. Fees and Charges

Background:

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

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

Policy:

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

References:

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

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

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

Adopted by:

Date Adopted:

G. USE OF ONE-TIME REVENUE

1. Use of One Time Revenue

Background:

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

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

Policy:

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

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

Adopted by:

Date Adopted:

H. UNFUNDED LIABILITIES

Background:

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

1. Pensions/Retirement

Background:

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

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

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

Policy:

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

The City Retirement Board and Chief Financial Officer, working closely with the City Treasurer, City’s financial advisor, and bond counsel, may from time to time consider the appropriateness of issuing pension obligation bonds in accordance with the requirements of Chapter 483 of the Acts of 2004 and submit such plan to the Massachusetts Executive Office for Administration and Finance as required under Section 4 of

the Act. If such an action is found to be in the best financial interest of the City, then the Mayor shall submit such plan to the City Council.

References:

M.G.L. c.32

Chapter 483 of the Acts of 2004

Adopted by:

Date Adopted:

2. Other Post-Employment Benefits (OPEB)

Background:

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

Policy:

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

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

References:

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

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

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

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

Adopted by:

Date Adopted:

3. Compensated Absences

Background:

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

Policy:

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

References:

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

Adopted by:

Date Adopted:

I. RISK MANAGEMENT AND FRAUD PREVENTION

1. Risk Assessment and Monitoring Program

Background:

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

Policy:

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

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

References:

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

Adopted by:

Date Adopted:

2. Anti-Fraud Policy and Response Program

Background:

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

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

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

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

Policy:

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

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

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

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

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

Adopted by:

Date Adopted:

J. INTERNAL CONTROL, ACCOUNTING, AND FINANCIAL REPORTING POLICIES

1. Internal Control

Background:

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

CONTROL ENVIRONMENT

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

RISK ASSESSMENT

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

CONTROL ACTIVITIES

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

INFORMATION & COMMUNICATION

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

MONITORING

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

Policy:

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

References:

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

Adopted by:

Date Adopted:

2. Annual Audit

Background:

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

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

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

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

Policy:

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

References:

MGL Chapter 40, Section 441 Annual Audit

Annual Audits, MA DOR Division of Local Services Best Practice

Adopted by:

Date Adopted:

3. Comprehensive Annual Financial Report

Background:

A Comprehensive Annual Financial Report (CAFR) is a set of government financial statements comprising the financial report of the municipality that complies with the accounting requirements promulgated by the General Accounting Standards Board (GASB). GASB provides standards for the content of a CAFR in its annual updated publication Codification of Government Accounting and Financial Reporting Standards. A

CAFR is compiled by the municipal accounting staff and audited by an external certified public accounting firm utilizing GASB requirements. It is comprised of three sections: Introductory, Financial, and Statistical. It combines the financial information of fund accounting and Enterprise Authorities accounting.

Policy:

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

Adopted by:

Date Adopted:

4. Audit Committee

Background:

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

Policy:

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

References:

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

Adopted by:

Date Adopted:

5. Monthly Financial Reporting

Background:

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

Policy:

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

References:

City Ordinances Sec. 2-267 Powers and Duties (City Auditor)

Chapter 324, Acts of 1990

Adopted by:

Date Adopted:

6. Cash Collections

Background:

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

Policy:

The City shall collect all revenue using fair and consistent methods, exercising all powers provided to it under law. On or before December 1, the City shall commence tax title proceedings against properties that owe property taxes to the City.

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

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

References:

Revenue Collection, Government Finance Officers Association Best Practice.

Adopted by:

Date Adopted:

7. Reconciling Cash and Receivables

Background:

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

Policy:

Within thirty days after the end of each month, the Treasurer/Collector shall internally reconcile the cashbook to all bank statements and all receivable balances with the receivable control. The results of these activities shall be forwarded to the City Auditor's office and compared to the general ledger records.

If differences are determined, the Treasurer/Collector and Auditor shall reconcile the variances (e.g., missing information, errors, and timing differences).

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

References:

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

Adopted by:

Date Adopted:

8. Cash Flow Forecasting and Budgeting

Background:

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

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

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

Policy:

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

References:

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

Adopted by:

Date Adopted:

9. Year-End Closing

Background:

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

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

Policy:

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

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

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

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

Year-End Purchasing

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

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

Year-End Processing

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

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

Adopted by:

Date Adopted:

K. PROCUREMENT AND PURCHASING POLICIES

1. Procurement and Purchasing Policy

Background:

The Commonwealth of Massachusetts establishes municipal purchasing regulations under MGL:

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

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

Policy:

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

concise manual on purchasing procedures for department heads or others involved in City purchasing or procurement.

References:

Brockton Procurement Department - Policies and Procedures Manual 2019

MGL Ch. 30B Uniform Procurement Act

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

Adopted by:

Date Adopted:

L. TREASURER INVESTMENT POLICIES

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

Background:

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

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

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

Policy:

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

References:

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

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

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

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

Massachusetts Collectors & Treasurers Investment Policy Statement manual

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

Adopted by:

Date Adopted:

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

Background:

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

Policy:

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

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

References:

Municipal Advisor Disclosure Statement

Adopted by:

Date Adopted:

M. Economic Development Financing Policies

1. Tax Increment Financing / Tax Increment Exemption Program

Background:

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

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

Policy:

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

References:

MGL c 40 s 59

MGL c 40Q

402 CMR 3.00

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

Adopted by:

Date Adopted:

Appendix A: Municipal Finance Glossary/Acronym List

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

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

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

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

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

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

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

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

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

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

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

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

Indirect Costs: Costs of a service not reflected in the operating budget of the entity providing the service. An example of an indirect cost of providing water service would be the value of time spent by non-water department employees

processing water bills. A determination of these costs is necessary to analyze the total cost of service delivery. The matter of indirect costs arises most often in the context of enterprise funds.

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

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

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

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

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

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

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

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

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

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

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

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

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

Revaluation: The assessors of each community are responsible for developing a reasonable and realistic program to achieve the fair cash valuation of property in accordance with constitutional and statutory requirements. Every three years, assessors must submit property values to the DOR for certification. Assessors must also maintain fair

cash values in the years between certifications so that each taxpayer in the community pays his or her share of the cost of local government in proportion to the value of his property.

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

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

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

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

Unassigned Fund Balance: See "Free Cash"

Unrestricted Net Position: See "Retained Earnings"

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

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

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

Appendix B: Relevant Sections of City Ordinance

Article IV. Division 4. - Chief Financial Officer

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

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

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

Sec. 2-297. - Capital improvement defined.

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

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

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

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

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

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

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

1. 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.
2. 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.

1. 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.
2. Definitions:
 - a. 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.
 - b. 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:

Financial Officer, Auditor, Treasurer-Collector, Assistant Auditor, Assistant Treasurer-Collector, Budget Director, Assessors-Chair, Assessor-Member-Full Time	F
Human Resources Director, Assistant Human Resources Director, Diversity and Inclusion Manager	HR
Director of Planning and Economic Development	PL
DPW Commissioner	PW
Director - Parking Authority	PK
Superintendent of Buildings	PR
Elections-Warden, Poll Workers	EL
City Clerk, Assistant City Clerk, Legislative Counsel	CC
Zoning Board Chair, Zoning Board Member	ZB
Planning Board Chair, Planning Board Member	PB
Chief Health Officer	BH
License Commission Chair, License Commission Member	LC
Traffic Commssion Member	TC
B.E.M.A. Director, Deputy Director B.E.M.A., Communications Director B.E.M.A.	EM
Library Director	LB

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, 2021

Category	Position	Min	2	3	4
Financial					
F-1	Financial Officer	\$ 176,468	\$ 181,762	\$ 187,215	\$ 192,831
F-2	Auditor	\$ 127,680	\$ 131,510	\$ 135,456	\$ 139,519
F-3	Treasurer- Collector	\$ 127,680	\$ 131,510	\$ 135,456	\$ 139,519
F-4	Assistant Auditor	\$ 106,917	\$ 110,125	\$ 113,428	\$ 116,831
F-5	Assistant Treasurer-Collector	\$ 106,917	\$ 110,125	\$ 113,428	\$ 116,831
F-6	Budget Director	\$ 106,917	\$ 110,125	\$ 113,428	\$ 116,831
F-7	Assessors-Chair	\$ 127,680	\$ 131,510	\$ 135,456	\$ 139,519
F-8	Assessors-Member – Full Time	\$ 106,917	\$ 110,125	\$ 113,428	\$ 116,831
F-9	Financial Analyst	\$ 79,172	\$ 81,547	\$ 83,994	\$ 86,513
F-11	Grant Writer	\$ 79,172	\$ 81,547	\$ 83,994	\$ 86,513
Human Resources					
HR-1	Human Resource Director	\$ 127,680	\$ 131,510	\$ 135,456	\$ 139,519
HR-2	Assistant Human Resource Director	\$ 106,917	\$ 110,125	\$ 113,428	\$ 116,831
HR-3	Diversity and Inclusion Manager	\$ 98,331	\$ 101,281	\$ 104,319	\$ 107,449
PL-1	Director of Planning and Economic Development	\$ 127,680	\$ 131,510	\$ 135,456	\$ 139,519
Legal					
L-1	Solicitor/Chief Legal Officer	\$ 156,751	\$ 161,454	\$ 166,297	\$ 171,286
L-2	Senior Assistant Solicitor	\$ 137,465	\$ 141,558	\$ 145,805	\$ 150,179
L-4	Assistant Solicitor – Full Time	\$ 106,917	\$ 110,125	\$ 113,428	\$ 116,831
LB-1	Library Director	\$ 106,917	\$ 110,125	\$ 113,428	\$ 116,831
Public Works					
PW-1	DPW Commissioner	\$ 150,486	\$ 155,001	\$ 159,651	\$ 164,440
PK-1	Director – Parking Authority	\$ 106,917	\$ 110,125	\$ 113,428	\$ 116,831
PR-1	Superintendent of Buildings	\$ 134,696	\$ 138,737	\$ 142,899	\$ 147,186
City Clerck/City Council					
CC-1	City Clerk	\$ 125,080	\$ 128,832	\$ 132,697	\$ 136,678
CC-2	Assistant City Clerk	\$ 106,917	\$ 110,125	\$ 113,428	\$ 116,831
CC-3	Legislative Counsel	\$ 79,172	\$ 83,131	\$ 87,287	\$ 91,651
Public Health					
BH-1	Chief Health Officer	\$ 143,692	\$ 148,003	\$ 152,443	\$ 157,016
Emergency Management					
EM-1	B.E.M.A. Director	\$ 35,568	\$ 36,635	\$ 37,734	\$ 38,866
EM-2	Deputy Director, B.E.M.A.	\$ 26,676	\$ 27,476	\$ 28,301	\$ 29,150
EM-3	Communications Director, B.E.M.A.	\$ 26,676	\$ 27,476	\$ 28,301	\$ 29,150

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

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

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

Sec. 2-129. Adjustment policy.

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

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

1. 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.
2. 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.

1. 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

2. 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.
3. 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, 4-2805; 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:

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

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

Sec. 2-134. Holidays.

1. 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.
2. 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:
 - a. 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.
 - b. 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 ($\frac{1}{5}$) of his regular base pay.
3. 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.

1. 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.

2. 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.
3. 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.
4. 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.
5. 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.
6. 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.
7. 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.
8. Employees whose service is terminated shall not be entitled to compensation in lieu of sick leave not taken.

(Code 1965, § 28-11; Ord. No. D239, 8-27-87; Ord. No. D351,11-18-94; Ord. No. C011,12-31-03; Ord. No. G042, § 2, 8-27-07; Ord. No. K05,10-21-16; Ord. No. K22, 8-31-18)

Sec. 2-136. Funeral leave.

1. 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.
 - a. 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.
 - b. 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.
2. 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.

1. 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.

2. 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.
3. 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.
4. 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.
5. 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.
6. 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.
7. 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.
8. 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.
9. 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.

1. 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.
2. Overtime shall not be paid to supervisory employees whose duties include the authorization and approval of overtime for subordinates.
3. Any eligible employee rendering overtime service out of the compensation grade in which he is regularly employed shall receive:
 - a. 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.
 - b. 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.
 - c. 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.
4. 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.

- a. 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.
- b. 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. Croup 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.

- 1. Employees occupying full-time positions who are called for jury duty shall be granted court leave.
- 2. 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.

3. 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.
4. Witness fees and all other fees except jury fees received for services during paid working hours shall be paid to the city.
5. 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, C.L. c. 41, §§ 48-54A.

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

1. 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.
2. 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.
3. Whenever any money is drawn from the treasury, the city auditor shall present to the mayor a list of the bills to be paid, charged to the several departments to which they belong, and when the mayor has drawn his order therefor, he shall transmit the same, together with the bills, to the city treasurer-collector. The city auditor shall cause all books, papers, vouchers, and documents under his care to be securely deposited in a fireproof vault belonging to the city.

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

Article IV. Division 6. - Department Of Procurement

Sec. 2-376. - Established.

There is hereby established a department of procurement.

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

Sec. 2-377. - Director-Appointed, term.

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

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

Sec. 2-378. - Same-Duties.

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

1. To ensure compliance with Massachusetts General Laws Chapter 30B, Massachusetts General Law Chapter 149, Massachusetts General Law Chapter 7, Section 38A½ et seq., and any other general laws, special laws, or ordinances regarding procurement practices.
2. To assist other department heads in the preparation of invitations for bids and requests for proposals.
3. To keep in his office all bids and proposals submitted to the city together with any and all other documents required to be kept by Massachusetts General Law Chapter 30B, Massachusetts General Law Chapter 149 and Massachusetts General Law Chapter 7, Section SB½ 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 officer, council, board or commission of the city of Brockton. Any or all bonds or notes issued under authority of this act shall not be subject to the debt limitations of section ten of chapter forty-four of the General Laws but, except as provided for herein, shall otherwise be subject to the provisions of said chapter forty-four.

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

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

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

- a. the power, subject to the express delegation thereof by the mayor and by the city council by majority vote, to amend at any time any appropriation, loan order, transfer, or municipal spending authority. The power to amend, pursuant to the authority contained herein, shall include the power to increase or decrease an existing appropriation, loan order, transfer, or spending authority; the power to eliminate an existing appropriation, loan order, transfer or spending authority; and the power to create an appropriation, transfer or spending authority. In exercising its power under this paragraph, the board may act with respect to

municipal spending purposes which are not the subject of separately identified appropriations. The powers of the board under this paragraph shall not be subject to the limitations of section thirty-three B of chapter forty-four of the General Laws.

- b. if for any reason there is no annual budget lawfully established for a fiscal year by the first day of such fiscal year, the power, subject to the express delegation thereof by the mayor and by the city council by majority vote, to establish such appropriations for that fiscal year as it deems appropriate and to amend, as provided for above, such appropriations during that fiscal year.
- c. the power, subject to the express delegation thereof by the mayor and by the city council by majority vote, to encumber or impound, at any time, any unexpended or unencumbered appropriation or spending authority of any kind notwithstanding the prior approval of the finance control board of such appropriation or spending authority. To the extent that funds previously encumbered or impounded remain encumbered or impounded at the conclusion of the fiscal year, such amounts shall revert to the general fund.
- d. in addition and without limitation of the aforementioned powers, the independent power, subject to the express delegation thereof by the mayor and by the city council by majority vote, to establish, set, raise or lower any fee, rate or charge, for any service, license, permit or other municipal activity, otherwise within the authority of the city to establish, set, raise or lower; provided further that no such fee, rate or charge shall be established, set, raised or lowered without written notice to the mayor and city council at least forty-five days before the effective date of such action.
- e. the power, to hire, employ and supervise such staff personnel as the board deems appropriate to further the purposes of this act. The compensation of staff personnel hired under authority of this paragraph shall be determined and fixed by the board and be paid by the city of Brockton. All staff personnel hired pursuant to the authority of this paragraph shall be deemed city of Brockton employees, excepting such employees as are formally designated as independent contractors by the board.

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

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

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

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

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

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

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 official whose appointment requires approval by the city council. Such approval by the city council, if granted, may restrict the term or scope of such assumption.

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

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 specifically permitting such a charge or payment, except for subsequently determined retroactive compensation adjustments; provided further that such permission by the mayor shall not be effective if the entire appropriation for such personnel expenditure categories shall be exhausted. No provision contained in this section shall be construed to impair the authority of the city to make expenditures as otherwise provided by law in the case of an emergency involving the health or safety of the people or their property.

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

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

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

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

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

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

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

The Supplemental Reserve Fund Sum for fiscal year nineteen hundred and ninety-two shall be an amount equal to one-quarter of one percent of the gross amount to be raised for the prior fiscal year for the general operating fund as appearing on the city's tax rate recapitulation for such prior year; the Supplemental Reserve Fund Sum for fiscal year nineteen hundred and ninety-three shall be an amount equal to one-half of one percent of the gross amount

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

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

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

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

Notwithstanding the foregoing, the mayor, with the approval of the commissioner of revenue, may for any fiscal year commencing with fiscal year nineteen hundred and ninety-six reduce the amount otherwise required to be raised for the special reserve fund by one-quarter of one percent of the gross amount to be raised of the prior fiscal year as appearing on the city's tax rate recapitulation of said prior fiscal year, which percentage decrease shall be of a permanent nature and fully effective with respect to the special reserve fund requirements of all succeeding fiscal years; provided that such decrease shall not reduce the fund below one and one-half percent of

the gross amount to be raised of the prior fiscal year as appearing on the city's tax rate recapitulation of said prior fiscal year, and provided further that such reduction, if any shall not work to eliminate or modify such subsequent penalty adjustments as may arise under the provisions hereinabove. While the finance control board remains in existence, such board, to the extent it deems it appropriate to effectuate the purposes of this act, may waive in part or in whole the requirement of this section.

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

commit the city, nor cause it to be committed, to any obligation for the future payment of money in excess of such appropriation.

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

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

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

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

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

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

Chapter 483 of the Acts of 2004

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

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

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

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

shall be arranged so that for each issue the annual combined payments of principal and interest shall be in amounts specifically approved by the secretary for administration and finance.

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

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

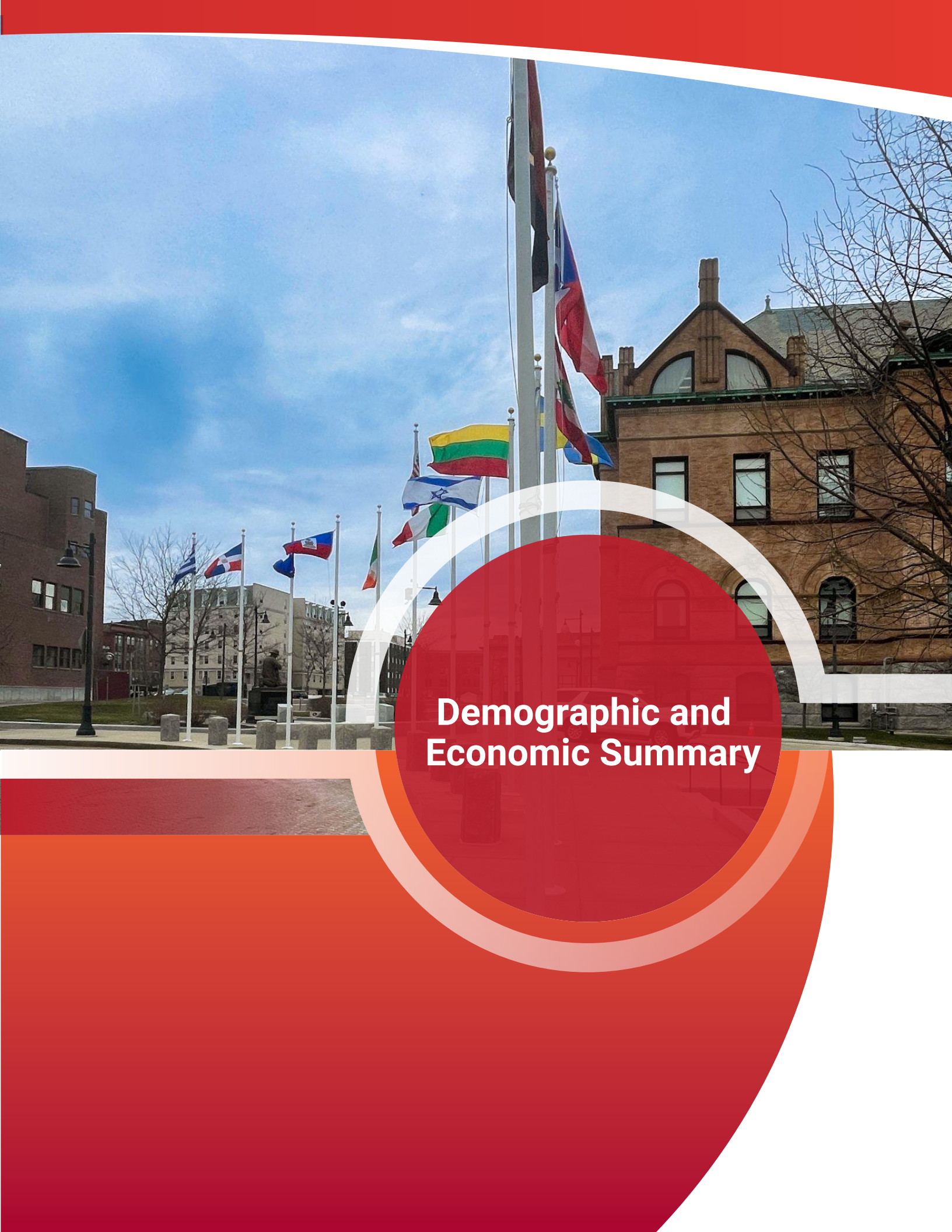
SECTION 5. If the unfunded pension liability to be funded with the proceeds of an issue of bond or notes issued under this act relates in part to employees of a governmental unit other than the city of Brockton, each such governmental unit shall be responsible for reimbursing the city of Brockton for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

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

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

Approved January 6, 2005





Demographic and Economic Summary

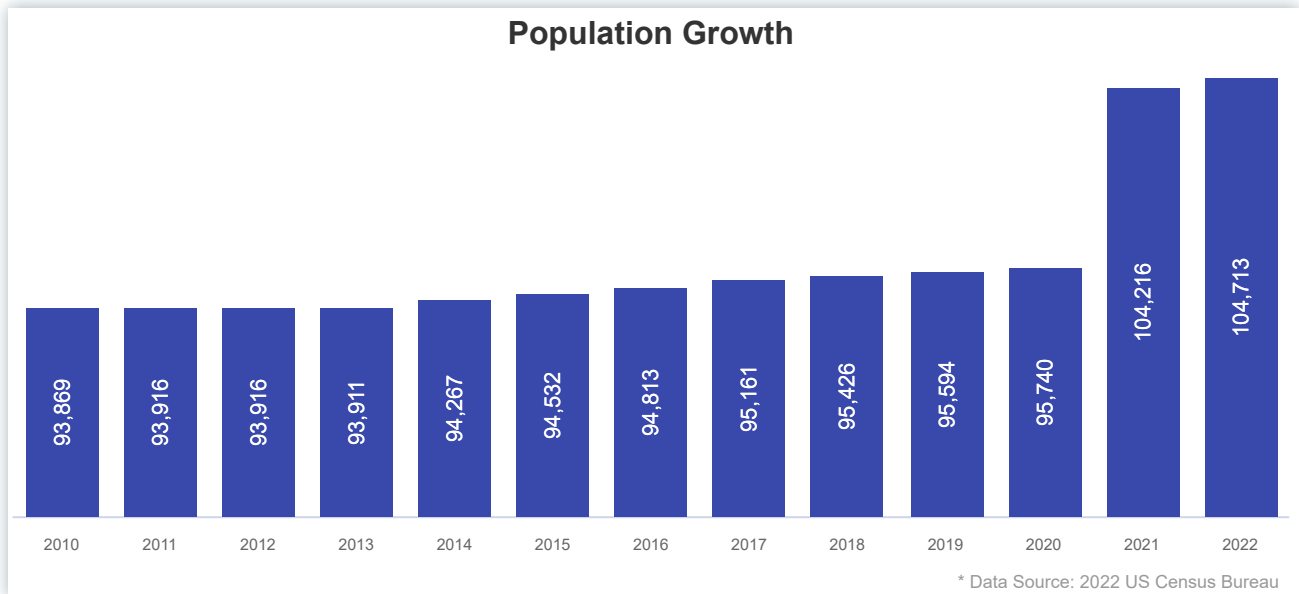
Demographic and Economic Summary

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 104,713 (U.S. Census Bureau). Brockton is a Gateway City, one of twenty-six midsize urban centers that anchor regional economies around the state.

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

Population Overview

TOTAL POPULATION
104,713 **0.50%**
vs.2021



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
\$74,016

* Data Source: 2022 US Census Bureau

Household Analysis

TOTAL HOUSEHOLDS

37,333

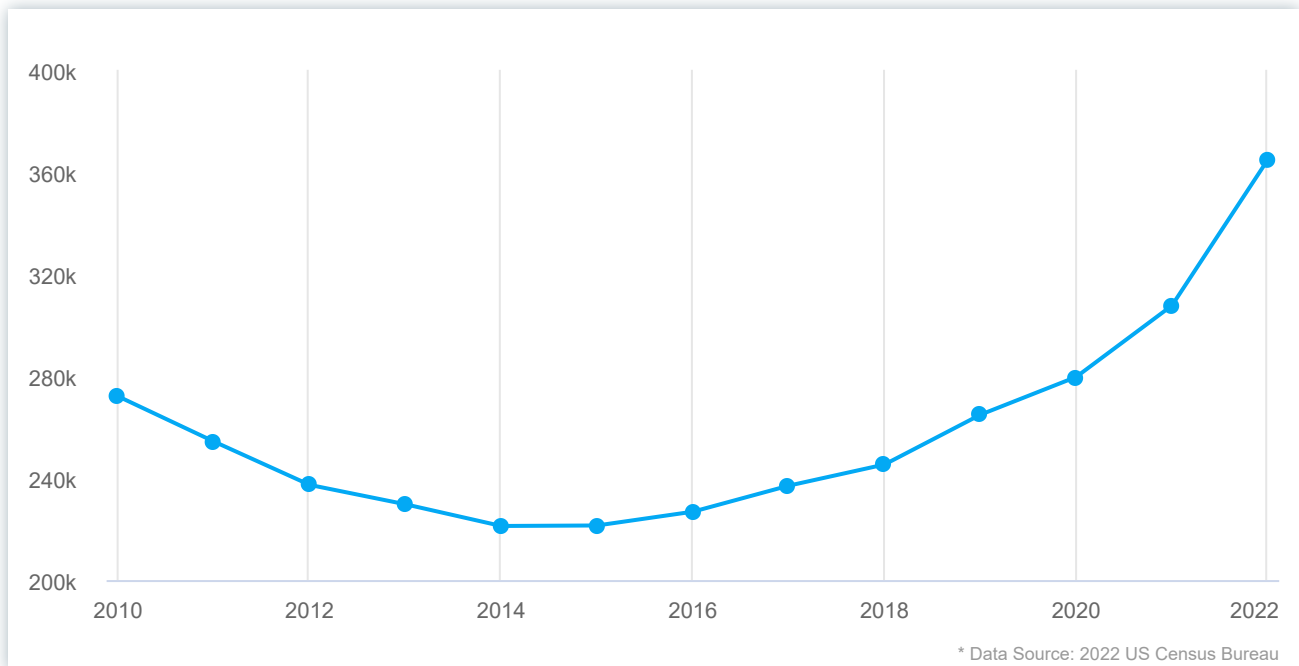
* Data Source: 2022 US Census Bureau

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.

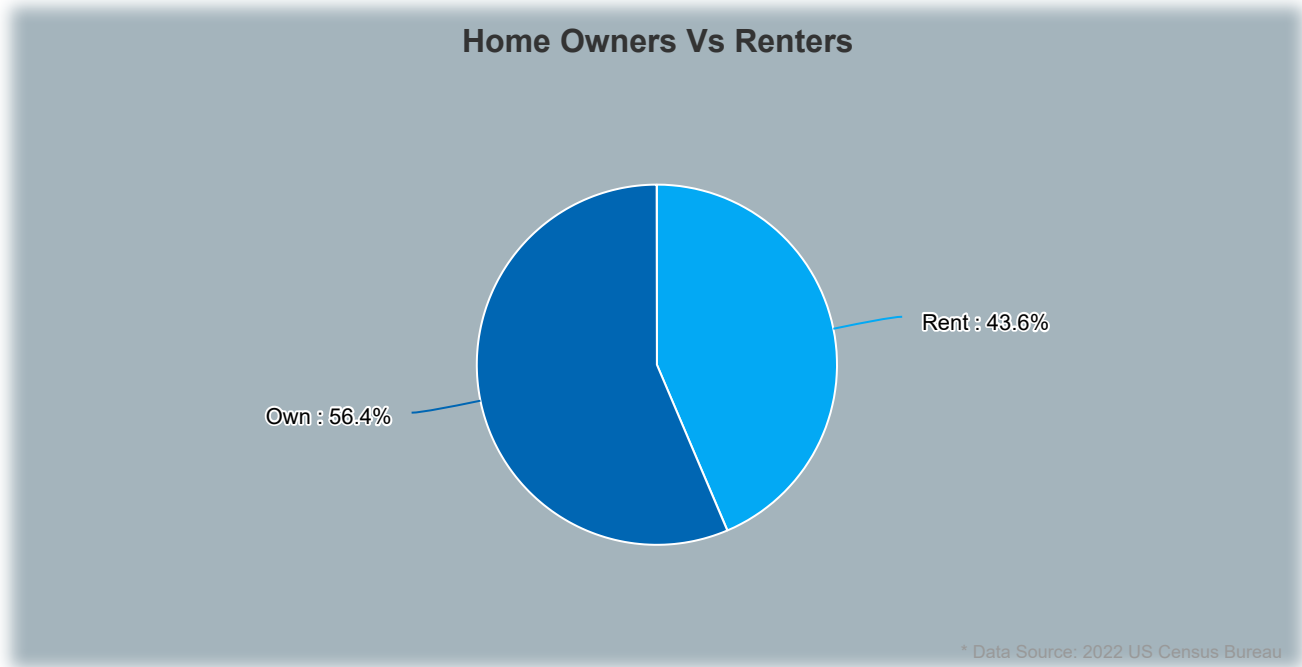
Housing Overview

2022 MEDIAN HOME VALUE

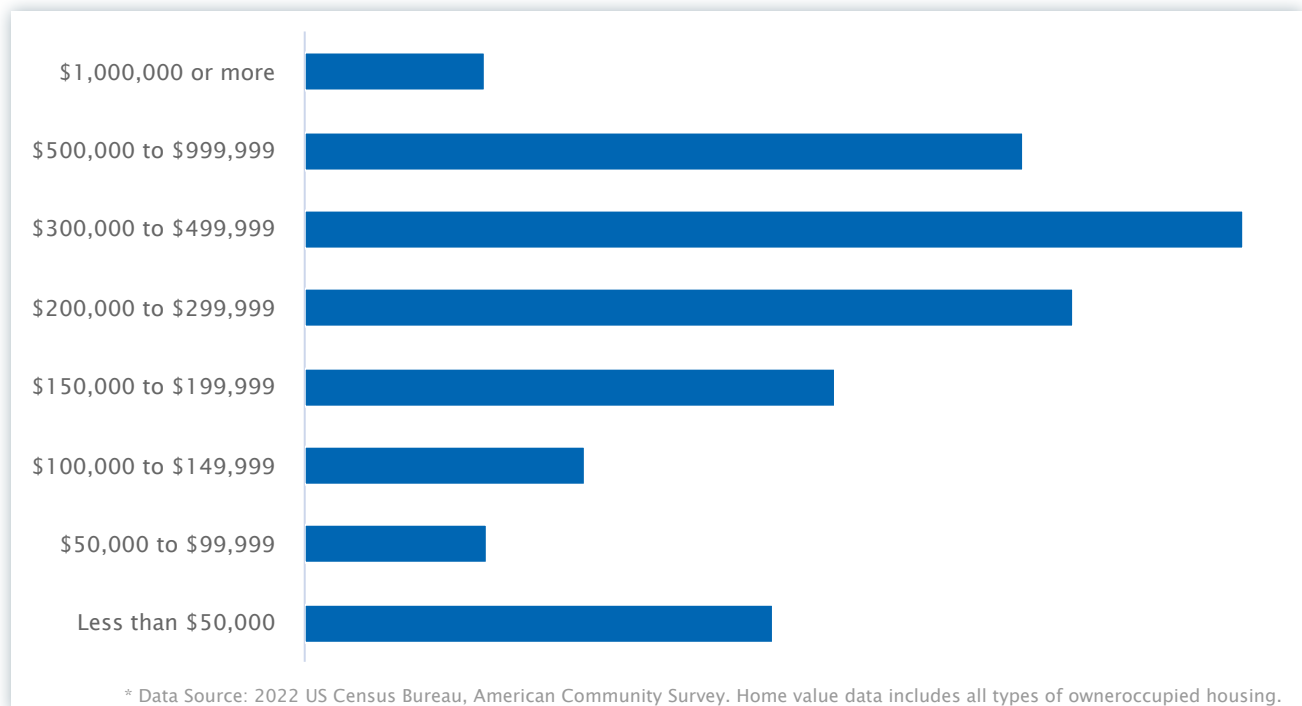
\$364,700

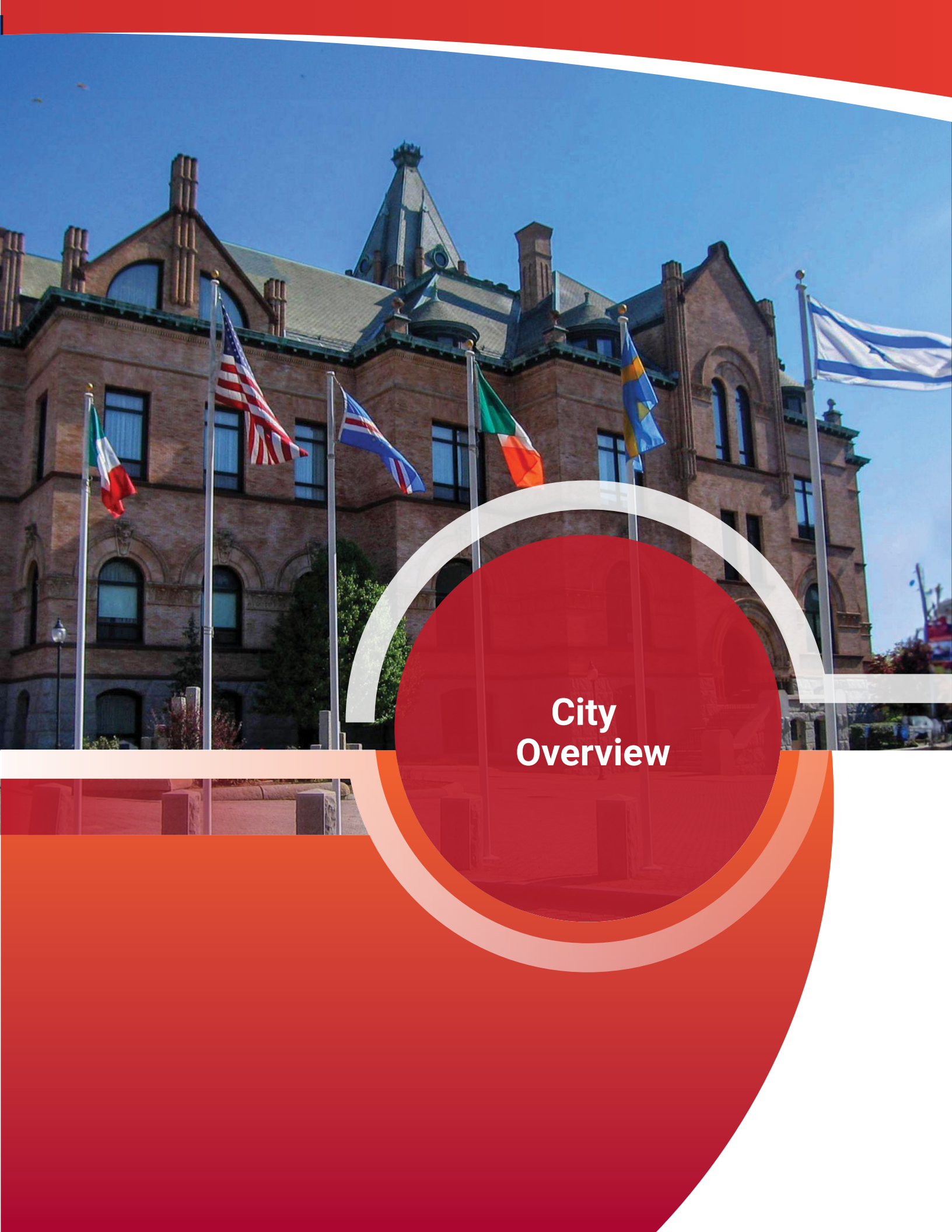


Home Owners Vs Renters



Home Value Distribution





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.

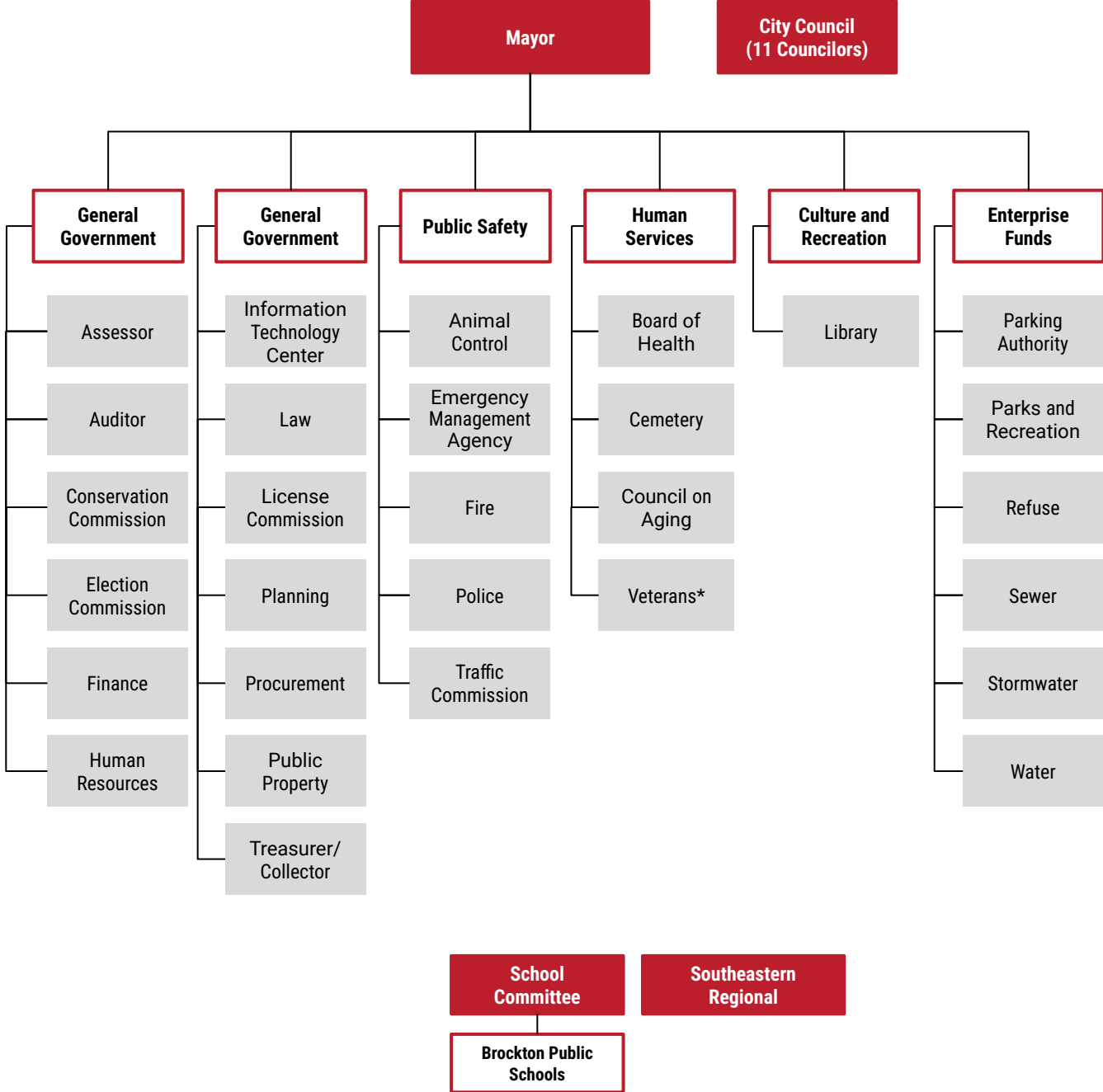
Farms gave way to factories, and Brockton became an epicenter of the shoe and textile industries, earning the name "Shoe City." At the dawn of the 20th century, the city had a population of 40,000; and more than 6,000 people were employed in over 100 separate shoe manufacturing entities.

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

Susan Nicastro
Ward 4 Councilor



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

Jean Bradley Derenoncourt
Councilor-At-Large



Moises M. Rodrigues
Councilor-At-Large
Council President



David C. Teixeira
Councilor-At-Large



Thomas Minichiello Jr.
Ward 1 Councilor





Maria T. Tavares
Ward 2 Councilor



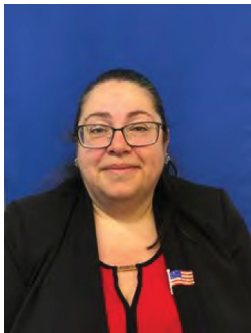
Philip E. Griffin
Ward 3 Councilor



Jeffery Thompson
Ward 5 Councilor



Jack F. Lally
Ward 6 Councilor



Shirley Asack
Ward 7 Councilor

School Committee

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

Robert F. Sullivan	Mayor/Chair
Dr. James Cobbs	Acting Superintendent
Jorge Vega	Ward 1 Member
Claudio Gomes	Ward 2 Member
Ana Oliver	Ward 3 Member
Tony Rodrigues	Ward 4 Member/Vice Chair
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

Irene Giannopoulos
Interim City 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: finance@cobma.us
Phone: 508-580-7165



Fire

Brian Nardelli
Fire Chief
560 West Street
Brockton, MA 02301

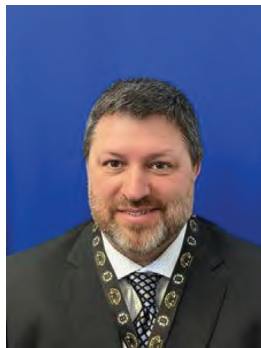
Email: fire@cobma.us
Phone: 508-580-2323



Human Resources

Sandi Charton
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: ithelpdesk@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**

Board/Conservation

Commission

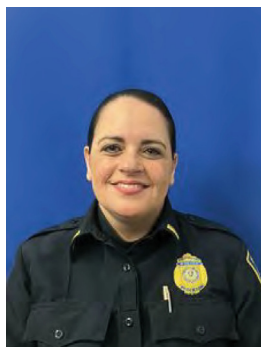
Rob May

Director of Planning

45 School Street
Brockton, MA 02301

Email: planning@cobma.us

Phone: 508-580-7113



Police

Brenda Perez

Police Chief

7 Commercial Street
Brockton, MA 02302

Email: [brocktonpolice@](mailto:brocktonpolice@brocktonpolice.com)

[brocktonpolice.com](mailto:brocktonpolice@brocktonpolice.com)

Phone: 508-941-0200

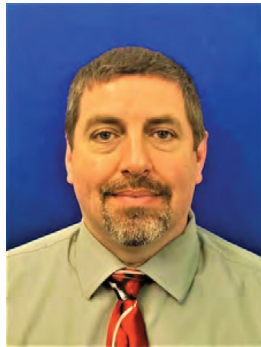


Procurement

Michael Morris
Chief Procurement Officer

45 School Street
Brockton, MA 02301

Email: procurement@cobma.us
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

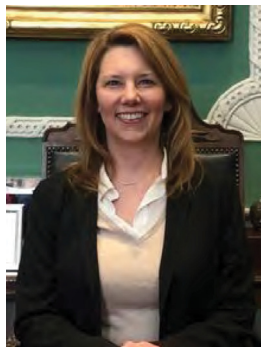


School Department

Dr. James Cobbs
Acting School Superintendent

43 Crescent Street
Brockton, MA 02301

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



**Southeastern Regional
Technical Vocational High
School**

Holly McClanan
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: 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

Position List

FY24/FY25 Funded Position List	FY23 Staff Positions	FY24 Staff Positions	FY25 Staff Positions	FY2024 to FY2025 Variance
GENERAL GOVERNMENT				
ANIMAL CONTROL	9	9	9	0
ASSESSOR	7	7	7	0
AUDITOR	9	10	11	1
BOARD OF HEALTH	18	18	8	-10
CEMETERY	6	6	6	0
CITY CLERK	6	9	8	-1
CITY COUNCIL	7	5	3	-2
COUNCIL ON AGING	5	6	5	-1
DPW-ADMINISTRATION	4	4	4	0
DPW- ENGINEERING	4	4	4	0
DPW- HIGHWAY	29	27	27	0
DPW- MAINTENANCE	3	3	3	0
DPW- REFUSE	12	12	11	-1
DPW- SEWER	25	26	24	-2
DPW-STORMWATER	8	8	1	-7
DPW-WATER	39	40	34	-6
ELECTIONS COMMISSION	8	8	8	0
EMERGENCY MANAGEMENT	3	3	3	0
FINANCE	7	8	9	1
FIRE	214	214	215	1
HUMAN RESOURCES	6	6	6	0
INFORMATION TECHNOLOGY	14	14	12	-2
LAW DEPARTMENT	10	10	10	0
LIBRARY-FT	27	29	26	-3
LIBRARY-PT	17	15	14	-1
LAW-LICENSE COMMISSION	6	6	5	-1
MAYOR	11	12	11	-1
PARKS & RECREATION	12	13	13	0
PARKING AUTHORITY	17	17	16	-1
PLANNER & ECONOMIC DEVELOPMENT	6	6	7	1
POLICE	232	233	235	2
PROCUREMENT	2	2	2	0
PUBLIC PROPERTY	23	23	37	14
TREASURER/COLLECTOR	13	14	14	0
VETERANS SERVICES/COUNCIL	3	4	4	0
WEIGHTS & MEASURES	2	2	0	-2
GRAND TOTAL	824	833	812	-21

The FY2025 General Fund Budget included staff increases.

This is based on the following:

Auditor	Assistant Auditor for School Finance
Finance	Assistant Chief Financial Officer for School
Fire	Fire Fighter
Planner & Economic Development	Additional Planner III
Police	Public Safety Communications Tech
Public Property	Moved Weights & Measures positions, Insepectional Services positions added

Similarly, the FY2025 General Fund budget includes a reduction in staff. This is based on the following:

Board of Health	Reclassified Sanitary Inspectors, & Ordinance Enforcement Officers to Public Property
City Clerk	Unfunded Assistant City Clerk, Admin I, & Admin III positions
City Council	Reduced the number of Administrative Assistant II
Council on Aging	Unfunded PT-Driver positions
Dpw- Highway	Unfunded Construction Supervisor position
Library-Ft	Unfunded Reference Librarian, Branch Supervisor, Assistant Branch Supervisor, Children's Librarian & Assistant-Floater positions
Library-PT	Decreased # of Children's page & Senior Library Asst, positions
Information Technology	Decreased # of Grade Level III
Law License	Decrease # of commissioners
Mayor	Unfunded Office Administrator position
Parking Authority	Unfunded Admin Assistant position
Weights & Measures	Positions were moved to Public Property Department

Community Information

Playgrounds

- Ashfield Playground (Coe Road)
- Clifford Avenue Playground (Clifford Avenue)
- Davis School Playground (Plain Street)
- Gilmore Playground (Spring Avenue)
- Hancock Field (Pearl Street)
- Hill Street Playground (Hill Street)
- Huntington Playground (Warren Avenue)
- Kennedy Playground (Ash Street)
- McKinley Park (Winter Street)
- Mulberry Street Playground (Mulberry 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)
- Brookfield Playground (Jon Drive)
- Salisbury Park (Crescent Street)

Community Schools

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

Community Pools

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

Museums and Cultural Attractions

Brockton Historical Society Museum

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

Current exhibits include:

- **The Edison Exhibit** - Features a rare display of early incandescent bulbs, wiring, and equipment developed by Thomas Edison.
- **The Fire Museum** - Constructed to preserve the proud history of firefighting. Thousands of 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 Industrywide 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 Came and the Kevin Faulk Celebrity Softball Came 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, William Lloyd Garrison, and Lucretia Mott among others, 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.



Mayor Robert Sullivan Summer Concert Series

The Summer Concert Series is an annual eightweek 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.



Creek Food Festival

The Creek 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](https://www.brocktonma.gov/mycivicapps.com). The app is available for download on both Apple and android app stores.



Scan this QR code to download the app

Brockton Public Library COVID Memorial

The Brockton Public Library Covid Memorial is a cooperative project to memorialize the friends and families of the City of Brockton who suffered loss during the pandemic to COVID-19. Designed by the staff of the Brockton Public Library, our community memorial was created with tiles handmade by the citizens of Brockton and has been brought to life by mosaic artist Emily Bhagrava. It currently resides inside the Thomas P. Kennedy Main Branch and will be installed permanently on the main branch front lawn in summer 2023.



Cape Verdean Festival

2022 marked the 28th Annual Cape Verdean Festival in Brockton, an important pastime for the Cape Verdean community in Southeast Massachusetts. The festival is a place for people across the community to come together to celebrate Cape Verdean, Portuguese, and Brazilian culture, food, and music. Community members sell food, fruits, and clothing, as well as promote a variety of local businesses in and around the City of Brockton. This event is organized by the Cape Verdean Association of Brockton.



Hispanic Heritage Parade

The City of Brockton's First Hispanic Heritage Parade, organized by the Latin Women's Association in conjunction with Mayor Robert Sullivan's Office, celebrated Hispanic Heritage Month and proudly demonstrated the various cultures represented in the City of Brockton. Representatives from Columbia, Honduras, Ecuador, Guatemala, Dominican Republic, Mexico, Paraguay, Peru, Puerto Rico, El Salvador, and Venezuela participated in the parade and arranged information booths to display various cultural foods and garb from their respective nations. 2022 marked the first Hispanic Heritage Parade to take place in the City of Brockton.



Brockton Services

The Champion Plan (CP) is a Police Assisted Recovery Program, which has served hundreds of individuals and assisted with hundreds more 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. CP staff has 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.

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**

FY2025 Budget Calendar

November 29, 2023	Budget Kickoff Meeting: <ul style="list-style-type: none"> • CFO briefs department heads and fiscal staff on FY25 budget guidelines.
January 16, 2024	Electronic Distribution of budget materials to departments: <ul style="list-style-type: none"> • Position list. • Personal Services sheets. • FY24 YTD budgets through December 31, 2023. • FY25 budget guidelines.
January 16, 2024 through February 9, 2024	Departments review and update budget materials: <ul style="list-style-type: none"> • Position list. • Personal Service sheets. • FY25 expenditure projections. • Mission statement and services. • Performance Measures • FY24 accomplishments. • FY25 objectives. • Review FY25 revenue projections. <p>All supporting documentation must be submitted to the Finance Department for preliminary review.</p>
February 9, 2024 February 12, 2024 through March 1, 2024	Deadline for FY25 budgets to be updated in Munis. Department head meetings with the CFO: <ul style="list-style-type: none"> • Review the status of FY24 budgets and FY25 projected budgets. • Review department goals and accomplishments (FY24-FY25). • Review grants and revenue projections.
March 4, 2024 through May 21, 2024	Review budgets with Mayor and prepare budget documents.
June 4, 2024	Mayor and CFO budget presentations and distribution of budget documents to the City Council.
June 17, 18, 20 2024	Budget is submitted: <ul style="list-style-type: none"> • Appropriation Order to the City Clerk * • Projected Budget Hearings - June 5 - June 8, 2024 • City Council Final Vote *

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 FY25 was initiated in November 2023. 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 FY25 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 FY25 Budget. The FY25 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 5, 2024-June 8, 2024. The City Council has the jurisdiction to make reductions, but cannot increase the proposed budget. The annual budget for FY25 becomes effective July 1, 2024.

Basis of Budgeting

Budget Amendment Process

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

Basis of Budgeting and Accounting

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

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

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

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

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

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

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

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

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

1. Real estate and personal property taxes are recorded as revenue when levied (budgetary), as opposed to when susceptible to accrual (GAAP).
2. Encumbrances and continuing appropriations are recorded as the equivalent to expenditures (budgetary), as opposed to a reservation of fund balance (GAAP).
3. Certain activities and transactions are presented as components of the General Fund (budgetary), rather than as separate funds (GAAP).
4. 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.

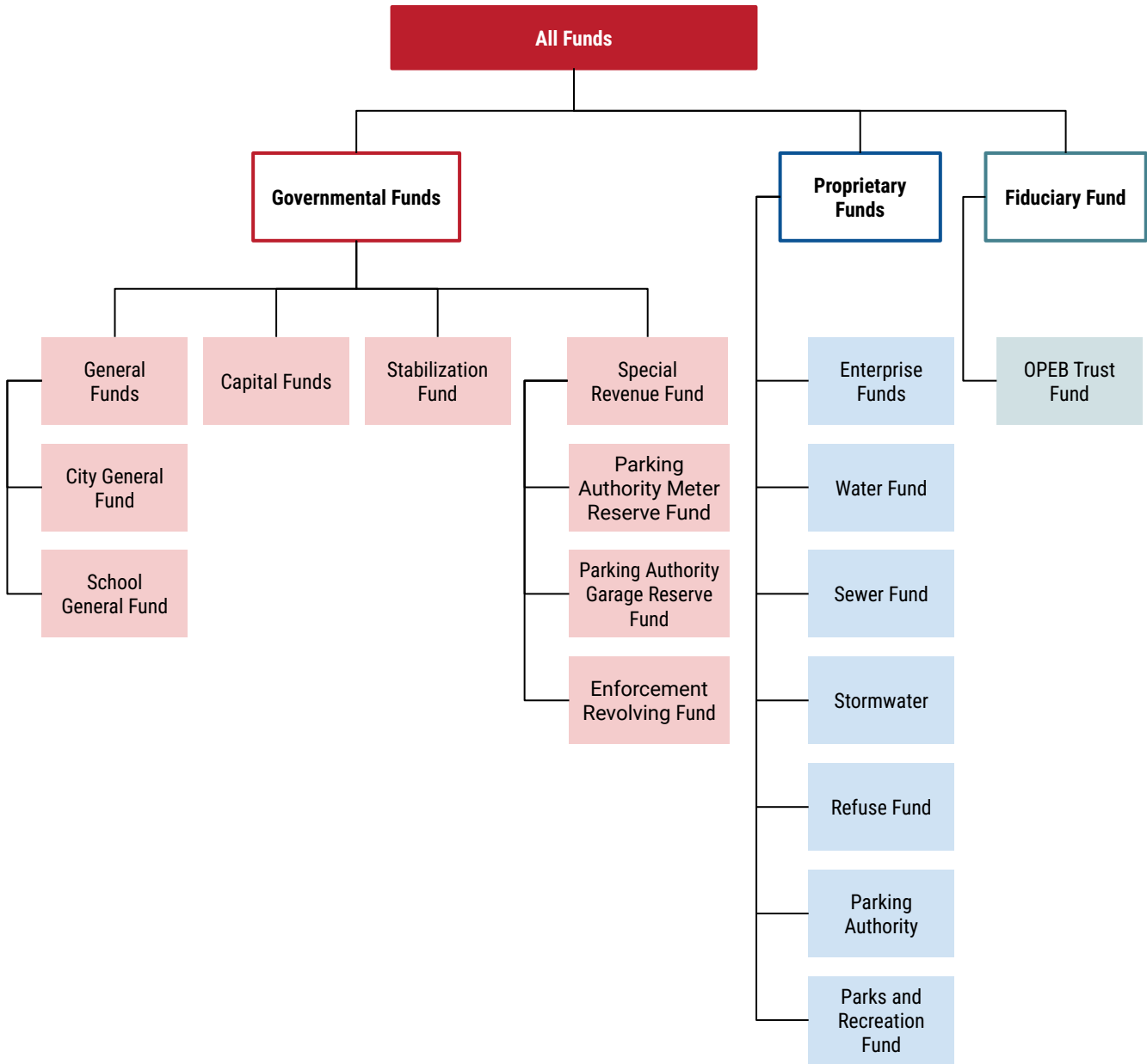
The Capital Projects Fund is used to account for expenditures on the acquisition or construction of major capital facilities as well as items related to the City’s Capital Plan.

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	✓		
Water		✓	
Sewer		✓	
Refuse		✓	
Parksand Recreation		✓	

BUDGET APPROPRIATION BY FUND

FUND TYPE	FY2025*
DIRECT GENERAL FUND	\$ 524,501,797
TOTAL GENERAL FUND	\$ 524,501,797
ENTERPRISE FUNDS	
STORMWATER	\$ 267,193
WATER	\$ 23,266,360
SEWER	\$ 23,261,246
REFUSE	\$ 10,430,875
PARKS AND RECREATION	\$ 2,520,903
PARKING AUTHORITY	\$ 1,620,091
TOTAL ENTERPRISE FUND	\$ 61,366,668
FY2025 GRAND TOTAL APPROPRIATION*	\$ 585,868,465

*Figures represent the adopted FY25 budget on June 24, 2024.

Appropriation Order

ORDERED: 1. Move that \$510,061,072 be appropriated for the following general fund departmental expenditures of the City for the fiscal year ending June 30, 2025, which will be funded through the following sources:

STATE AID	289,710,031
TAX LEVY	179,576,197
LOCAL RECEIPTS	37,817,844
AVAILABLE FUNDS	2,909,075
CHAPTER 324 SUPPLEMENTAL RESERVE	7,947,925
TOTAL	517,961,072

GENERAL GOVERNMENT

ASSESSOR

PERSONAL SERVICES - OVERTIME	15,000
PERSONAL SERVICES - OTHER THAN OVERTIME	617,590
ORDINARY MAINTENANCE - SERVICES	52,150
ORDINARY MAINTENANCE - GOODS	6,000

AUDITOR

PERSONAL SERVICES - OVERTIME	5,000
PERSONAL SERVICES - OTHER THAN OVERTIME	971,637
ORDINARY MAINTENANCE - SERVICES	203,750
ORDINARY MAINTENANCE - GOODS	12,000

AUDITOR MAIL

ORDINARY MAINTENANCE - SERVICES	273,650
---------------------------------	---------

AUDITOR TELEPHONE

ORDINARY MAINTENANCE - SERVICES	76,000
---------------------------------	--------

CITY CLERK

PERSONAL SERVICES - OVERTIME	7,500
PERSONAL SERVICES - OTHER THAN OVERTIME	484,305
ORDINARY MAINTENANCE - SERVICES	23,750
ORDINARY MAINTENANCE - GOODS	12,275

CITY COUNCIL

PERSONAL SERVICES - OVERTIME	9,727
PERSONAL SERVICES - OTHER THAN OVERTIME	608,571
ORDINARY MAINTENANCE - SERVICES	26,000
ORDINARY MAINTENANCE - GOODS	25,250

CONSERVATION COMMISSION

PERSONAL SERVICES - OVERTIME	2,500
PERSONAL SERVICES - OTHER THAN OVERTIME	25,000
ORDINARY MAINTENANCE - SERVICES	1,350
ORDINARY MAINTENANCE - GOODS	3,800

ELECTION COMMISSION

PERSONAL SERVICES - OVERTIME	5,000
PERSONAL SERVICES - OTHER THAN OVERTIME	569,350
ORDINARY MAINTENANCE - SERVICES	88,900
ORDINARY MAINTENANCE - GOODS	4,550

FINANCE

PERSONAL SERVICES - OVERTIME	500
PERSONAL SERVICES - OTHER THAN OVERTIME	1,040,893
ORDINARY MAINTENANCE - SERVICES	210,060
ORDINARY MAINTENANCE - GOODS	15,726
OUT OF STATE TRAVEL	7,500

HUMAN RESOURCES

PERSONAL SERVICES - OVERTIME	1,000
PERSONAL SERVICES - OTHER THAN OVERTIME	359,096
ORDINARY MAINTENANCE - SERVICES	19,000
ORDINARY MAINTENANCE - GOODS	24,000
EMPLOYEE BENEFITS	61,349,687

INFORMATION TECHNOLOGY CENTER

PERSONAL SERVICES - OVERTIME	50,000
PERSONAL SERVICES - OTHER THAN OVERTIME	1,375,820
ORDINARY MAINTENANCE - SERVICES	1,421,320
ORDINARY MAINTENANCE - GOODS	396,349

LAW

PERSONAL SERVICES - OVERTIME	1,000
PERSONAL SERVICES - OTHER THAN OVERTIME	1,139,418
ORDINARY MAINTENANCE - SERVICES	293,900
ORDINARY MAINTENANCE - GOODS	101,864
LAW COURT JUDGEMENTS	1,500,000
WORKERS COMPENSATION	1,240,183
PROPERTY INSURANCE	1,900,000

LAW - LICENSE COMMISSION

PERSONAL SERVICES - OVERTIME	10,950
PERSONAL SERVICES - OTHER THAN OVERTIME	111,934
ORDINARY MAINTENANCE - SERVICES	1,600
ORDINARY MAINTENANCE - GOODS	1,750

MAYOR

PERSONAL SERVICES - OVERTIME	3,000
PERSONAL SERVICES - OTHER THAN OVERTIME	657,542
ORDINARY MAINTENANCE - SERVICES	214,000
ORDINARY MAINTENANCE - GOODS	47,774
40 R ACTIVITIES	11,041
MAYOR CULTURAL AFFAIRS	15,000
MAYOR CABLE ACCESS	675,000
WOMEN'S COMMISSION	1,500
DIVERSITY COMMISSION	1,500
HISTORICAL COMMISSION	1,500
YOUTH TASK FORCE	100,000

PLANNING AND ECONOMIC DEVELOPMENT

PERSONAL SERVICES - OVERTIME	3,246
PERSONAL SERVICES - OTHER THAN OVERTIME	588,208
ORDINARY MAINTENANCE - SERVICES	163,350
ORDINARY MAINTENANCE - GOODS	12,400

PLANNING BOARD

PERSONAL SERVICES - OVERTIME	2,000
PERSONAL SERVICES- OTHER THAN OVERTIME	20,000
ORDINARY MAINTENANCE - SERVICES	3,500
ORDINARY MAINTENANCE - GOODS	1,300

PROCUREMENT DEPARTMENT

PERSONAL SERVICES - OTHER THAN OVERTIME	184,789
ORDINARY MAINTENANCE - SERVICES	525
ORDINARY MAINTENANCE - GOODS	9,450

PUBLIC PROPERTY

PERSONAL SERVICES - OVERTIME	150,000
PERSONAL SERVICES - OTHER THAN OVERTIME	3,210,339
ORDINARY MAINTENANCE - SERVICES	376,350
ORDINARY MAINTENANCE - GOODS	140,600
P. P. STADIUM ORDINARY MAINTENANCE - SERVICES	92,500

TREASURER/TAX COLLECTOR

PERSONAL SERVICES - OVERTIME	3,000
PERSONAL SERVICES - OTHER THAN OVERTIME	998,288
ORDINARY MAINTENANCE - SERVICES	26,000
ORDINARY MAINTENANCE - GOODS	24,980
MEDICARE TAX	4,136,253

PUBLIC SAFETY

ANIMAL CONTROL

PERSONAL SERVICES - OVERTIME	25,882
PERSONAL SERVICES - OTHER THAN OVERTIME	757,385
ORDINARY MAINTENANCE - SERVICES	36,836
ORDINARY MAINTENANCE - GOODS	11,095

EMERGENCY MANAGEMENT AGENCY

PERSONAL SERVICES - OTHER THAN OVERTIME	104,377
ORDINARY MAINTENANCE - SERVICES	6,300
ORDINARY MAINTENANCE - GOODS	5,045

FIRE

PERSONAL SERVICES - OVERTIME	408,000
PERSONAL SERVICES - OTHER THAN OVERTIME	34,065,773
ORDINARY MAINTENANCE - SERVICES	883,697
ORDINARY MAINTENANCE - GOODS	513,080
PERSONAL SERVICES - FIRE STAFFING OVERTIME	870,000
PRINCIPAL AND INTEREST ON LONG-TERM DEBT	299,750

POLICE

PERSONAL SERVICES - OVERTIME	1,800,841
PERSONAL SERVICES - OTHER THAN OVERTIME	31,305,589
ORDINARY MAINTENANCE - SERVICES	855,459
ORDINARY MAINTENANCE - GOODS	488,167
OUT OF STATE TRAVEL	3,000

TRAFFIC COMMISSION

PERSONAL SERVICES - OVERTIME	50,000
PERSONAL SERVICES - OTHER THAN OVERTIME	8,000
ORDINARY MAINTENANCE - SERVICES	129,822
ORDINARY MAINTENANCE - GOODS	318,000

DEPARTMENT OF PUBLIC WORKS

DPW-COMMISSIONER

PERSONAL SERVICES - OVERTIME	2,000
PERSONAL SERVICES - OTHER THAN OVERTIME	503,440
ORDINARY MAINTENANCE - SERVICES	1,550
ORDINARY MAINTENANCE - GOODS	5,244

DPW-ENGINEERING

PERSONAL SERVICES - OVERTIME	10,000
PERSONAL SERVICES - OTHER THAN OVERTIME	408,125
ORDINARY MAINTENANCE - SERVICES	12,600
ORDINARY MAINTENANCE - GOODS	30,537

DPW-HIGHWAY

PERSONAL SERVICES - OVERTIME	307,356
PERSONAL SERVICES - OTHER THAN OVERTIME	2,257,835
ORDINARY MAINTENANCE - SERVICES	3,094,748
ORDINARY MAINTENANCE - GOODS	1,027,691

DPW-MAINTENANCE

PERSONAL SERVICES - OVERTIME	20,000
PERSONAL SERVICES - OTHER THAN OVERTIME	261,284
ORDINARY MAINTENANCE - SERVICES	20,000
ORDINARY MAINTENANCE - GOODS	509,260

HUMAN SERVICES

BOARD OF HEALTH

PERSONAL SERVICES - OTHER THAN OVERTIME	722,629
ORDINARY MAINTENANCE - SERVICES	24,900
ORDINARY MAINTENANCE - GOODS	28,000

CEMETERY

PERSONAL SERVICES - OVERTIME	100,000
PERSONAL SERVICES - OTHER THAN OVERTIME	402,635
ORDINARY MAINTENANCE - SERVICES	94,800
ORDINARY MAINTENANCE - GOODS	66,000

COUNCIL ON AGING

PERSONAL SERVICES - OVERTIME	854
PERSONAL SERVICES - OTHER THAN OVERTIME	321,622
ORDINARY MAINTENANCE - SERVICES	11,600
ORDINARY MAINTENANCE - GOODS	16,200

VETERANS' COUNCIL

VET COUNCIL GOODS & SUPPLIES	16,000
------------------------------	--------

VETERANS' SERVICES

PERSONAL SERVICES - OVERTIME	5,500
PERSONAL SERVICES - OTHER THAN OVERTIME	311,042
ORDINARY MAINTENANCE - SERVICES	13,400
ORDINARY MAINTENANCE - GOODS	620,000

CULTURE AND RECREATION

LIBRARY

PERSONAL SERVICES - OVERTIME	26,000
PERSONAL SERVICES - OTHER THAN OVERTIME	2,130,951
ORDINARY MAINTENANCE - SERVICES	288,450
ORDINARY MAINTENANCE - GOODS	422,000

TREASURER'S DEBT SERVICE

TREASURER'S DEBT SERVICE	20,291,370
PENSION OBLIGATION BOND DEBT SERVICE	17,876,755

PENSION/RETIREMENT

CONTRIBUTORY	14,819,329
NON-CONTRIBUTORY	17,562

EDUCATION

SCHOOLS

NET SCHOOL SPENDING	226,787,808
NON NET SCHOOL SPENDING	11,000,000

SOUTHEASTERN REGIONAL SCHOOL

COLLABORATIVE PROGRAMS	5,299,614
------------------------	-----------

GENERAL FUND SUBSIDIES

PARK AND RECREATION GENERAL FUND SUBSIDY	600,000
--	---------

TOTAL GENERAL FUND 472,311,879

AMOUNT TO BE RAISED- OVERLAY	500,000
GOVERNMENT ASSESSMENTS	36,853,027

TOTAL BUDGET* 509,664,906

ORDERED 2. Moved that \$242,193 be appropriated for the Stormwater enterprise fund that 25,000 be included in appropriations from the general fund for indirect costs and be allocated to the Stormwater enterprise fund for funding and that 267,193 be raised as follows:

USER CHARGES	300,000
TOTAL	300,000

STORMWATER

PERSONAL SERVICES- OTHER THAN OVERTIME	110,193
GOODS AND SUPPLIES	132,000
DIRECT COSTS	242,193
INDIRECT COSTS	25,000
TOTAL*	267,193

ORDERED 3. Moved that \$21,816,360 be appropriated for the Water enterprise fund that 2,000,000 be included in appropriations from the general fund for indirect costs and be allocated to the Water enterprise fund for funding and that 23,816,360 be raised as follows:

USER CHARGES	21,200,000
RETAINED EARNINGS	2,606,668
TOTAL	23,806,668

WATER

PERSONAL SERVICES - OVERTIME	641,140
PERSONAL SERVICES - OTHER THAN OVERTIME	2,816,879
PURCHASE OF SERVICES	5,397,636
GOODS AND SUPPLIES	960,900
DEBT SERVICE	2,549,805
OTHER CONTRACTED SERVICES	8,900,000
DIRECT COSTS	21,266,360
INDIRECT COSTS	2,000,000
TOTAL*	23,266,360

ORDERED 4. Moved that \$21,761,246 be appropriated for the Sewer enterprise fund that 1,500,000 be included in appropriations from the general fund for indirect costs and be allocated to the Sewer enterprise fund for funding and that 23,383,221 be raised as follows:

USER CHARGES	23,383,221
TOTAL	23,383,221

SEWER

PERSONAL SERVICES - OVERTIME	320,500
PERSONAL SERVICES - OTHER THAN OVERTIME	1,735,773
PURCHASE OF SERVICES	11,874,574
GOODS AND SUPPLIES	524,172
DEBT SERVICE	7,306,227
DIRECT COSTS	21,761,246
INDIRECT COSTS	1,500,000
TOTAL*	23,261,246

ORDERED 5. Moved that \$9,430,875 be appropriated for the Refuse enterprise fund that \$1,000,000 be included in appropriations from the general fund for indirect costs and be allocated to the Refuse enterprise fund for funding and that \$10,430,875 be raised as follows:

USER CHARGES	10,136,236
RETAINED EARNINGS	294,639
TOTAL	10,430,875

REFUSE

PERSONAL SERVICES - OVERTIME	156,578
PERSONAL SERVICES - OTHER THAN OVERTIME	1,053,887
PURCHASE OF SERVICES	8,100,160
GOODS AND SUPPLIES	120,250
DIRECT COSTS	9,430,875
INDIRECT COSTS	1,000,000
TOTAL	10,430,875

ORDERED 6. Moved that \$2,120,903 be appropriated for the Parks and Recreation enterprise fund that \$400,000 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 \$2,520,903 be raised as follows:

DEPARTMENTAL REVENUE	1,700,000
RETAINED EARNINGS	510,967
GENERAL FUND SUBSIDY	600,000
TOTAL	2,810,967

PARKS AND RECREATION

PERSONAL SERVICES - OVERTIME	300,000
PERSONAL SERVICES - OTHER THAN OVERTIME	1,136,848
PURCHASE OF SERVICES	579,605
GOODS AND SUPPLIES	86,950
OTHER CONTRACTED SERVICES	17,500
DIRECT COSTS	2,120,903
INDIRECT COSTS	400,000
TOTAL	2,520,903

ORDERED 7. Moved that \$1,120,091 be appropriated for the Parking Authority enterprise fund that \$500,000 be included in appropriations from the general fund for indirect costs and be allocated to the Parking Authority enterprise fund for funding and that \$1,620,091 be raised as follows:

DEPARTMENTAL REVENUE	1,621,000
TOTAL	1,621,000

PARKING AUTHORITY

PERSONAL SERVICES - OVERTIME	22,000
PERSONAL SERVICES - OTHER THAN OVERTIME	736,841
PURCHASE OF SERVICES	319,900
GOODS AND SUPPLIES	41,350
DIRECT COSTS	1,120,091
INDIRECT COSTS	500,000
TOTAL	1,620,091

*Figures represent the adopted FY25 budget on June 24, 2024.

Appropriation Order Summary

GENERAL GOVERNMENT	FY2023 Actual	FY2024 Adopted	FY2025 Proposed	% Change
ASSESSOR				
PERSONAL SERVICES - OVERTIME	-	27	15,000	54765%
PERSONAL SERVICES - OTHER THAN OVERTIME	614,487	679,264	617,590	-9%
ORDINARY MAINTENANCE - SERVICES	101,526	132,950	52,150	-61%
ORDINARY MAINTENANCE - GOODS	6,417	9,100	6,000	-34%
TOTAL	722,430	821,341	690,740	-16%
AUDITOR				
PERSONAL SERVICES - OVERTIME	6,655	10,687	5,000	-53%
PERSONAL SERVICES - OTHER THAN OVERTIME	575,530	796,084	971,637	22%
ORDINARY MAINTENANCE - SERVICES	345,262	333,200	203,750	-39%
ORDINARY MAINTENANCE - GOODS	14,666	12,750	12,000	-6%
TOTAL	942,114	1,152,721	1,192,387	3%
AUDITOR MAIL				
ORDINARY MAINTENANCE - SERVICES	277,014	249,900	273,650	10%
ORDINARY MAINTENANCE - GOODS	-	500	-	-100%
TOTAL	277,014	250,400	273,650	9%
AUDITOR TELEPHONE				
ORDINARY MAINTENANCE - SERVICES	78,046	89,000	76,000	-15%
TOTAL	78,046	89,000	76,000	-15%
CITY CLERK				
PERSONAL SERVICES - OVERTIME	4,692	11,331	7,500	-34%
PERSONAL SERVICES - OTHER THAN OVERTIME	297,366	377,790	484,305	28%
ORDINARY MAINTENANCE - SERVICES	13,250	68,000	23,750	-65%
ORDINARY MAINTENANCE - GOODS	18,679	21,775	12,275	-44%
TOTAL	333,987	478,896	527,830	10%
CITY COUNCIL				
PERSONAL SERVICES - OVERTIME	2,777	9,727	9,727	0%
PERSONAL SERVICES - OTHER THAN OVERTIME	492,748	703,380	608,571	-13%
ORDINARY MAINTENANCE - SERVICES	9,137	86,000	26,000	-70%
ORDINARY MAINTENANCE - GOODS	8,862	68,500	25,250	-63%
TOTAL	513,524	867,607	669,548	-23%
CONSERVATION COMMISSION				
PERSONAL SERVICES - OVERTIME	1,972	5,000	2,500	-50%
PERSONAL SERVICES - OTHER THAN OVERTIME	-	25,000	25,000	0
ORDINARY MAINTENANCE - SERVICES	17,970	61,675	1,350	-98%
ORDINARY MAINTENANCE - GOODS	2,907	6,100	3,800	-38%
TOTAL	22,849	97,775	32,650	-67%

Appropriation Order Summary

GENERAL GOVERNMENT	FY2023 Actual	FY2024 Adopted	FY2025 Proposed	% Change
ELECTION COMMISSION				
PERSONAL SERVICES - OVERTIME	3,424	6,341	5,000	-21%
PERSONAL SERVICES - OTHER THAN OVERTIME	413,819	583,155	569,350	-2%
ORDINARY MAINTENANCE - SERVICES	71,032	95,900	88,900	-7%
ORDINARY MAINTENANCE - GOODS	5,606	7,781	4,550	-42%
TOTAL	493,881	693,177	667,800	-4%
FINANCE				
PERSONAL SERVICES - OVERTIME	-	500	500	0%
PERSONAL SERVICES - OTHER THAN OVERTIME	609,779	830,790	1,040,893	25%
ORDINARY MAINTENANCE - SERVICES	1,416,417	1,270,950	210,060	-83%
ORDINARY MAINTENANCE - GOODS	12,891	18,215	15,726	-14%
OUT OF STATE TRAVEL	6,250	15,000	7,500	-50%
TOTAL	2,045,337	2,135,455	1,274,679	-40%
HUMAN RESOURCES				
PERSONAL SERVICES - OVERTIME	-	2,083	1,000	-52%
PERSONAL SERVICES - OTHER THAN OVERTIME	322,877	425,803	359,096	-16%
ORDINARY MAINTENANCE - SERVICES	47,695	217,000	19,000	-91%
ORDINARY MAINTENANCE - GOODS	29,767	47,500	24,000	-49%
EMPLOYEE BENEFITS	59,384,017	60,030,348	61,349,687	2%
TOTAL	59,784,356	60,722,734	61,752,783	2%
INFORMATION TECHNOLOGY CENTER				
PERSONAL SERVICES - OVERTIME	49,793	68,872	50,000	-27%
PERSONAL SERVICES - OTHER THAN OVERTIME	1,080,181	1,437,944	1,375,820	-4%
ORDINARY MAINTENANCE - SERVICES	1,434,645	1,571,820	1,421,320	-10%
ORDINARY MAINTENANCE - GOODS	397,441	345,610	396,349	15%
OUT OF STATE TRAVEL	2,000	5,000	-	-100%
TOTAL	2,964,059	3,429,246	3,243,489	-5%
LAW				
PERSONAL SERVICES - OVERTIME	987	1,545	1,000	-35%
PERSONAL SERVICES - OTHER THAN OVERTIME	1,031,082	1,139,077	1,139,418	0%
ORDINARY MAINTENANCE - SERVICES	415,668	791,214	293,900	-63%
ORDINARY MAINTENANCE - GOODS	126,111	134,514	101,864	-24%
LAW COURT JUDGEMENTS	1,337,413	1,884,625	1,500,000	-20%
WORKERS COMPENSATION	1,140,182	1,540,183	1,240,183	-19%
PROPERTY INSURANCE	1,505,950	1,865,000	1,900,000	2%
TOTAL	5,557,393	7,356,158	6,176,365	-16%
LAW- LICENSE COMMISSION				
PERSONAL SERVICES - OVERTIME	3,979	11,111	10,950	-1%
PERSONAL SERVICES - OTHER THAN OVERTIME	84,529	111,104	111,934	1%
ORDINARY MAINTENANCE - SERVICES	274	1,600	1,600	0%
ORDINARY MAINTENANCE - GOODS	822	8,000	1,750	-78%
TOTAL	89,603	131,815	126,234	-4%

Appropriation Order Summary

GENERAL GOVERNMENT	FY2023 Actual	FY2024 Adopted	FY2025 Proposed	% Change
MAYOR				
PERSONAL SERVICES - OVERTIME	(22,199)	3,000	3,000	0%
PERSONAL SERVICES - OTHER THAN OVERTIME	755,358	895,597	657,542	-27%
ORDINARY MAINTENANCE - SERVICES	252,608	349,795	214,000	-39%
ORDINARY MAINTENANCE - GOODS	50,246	62,324	47,774	-23%
40 R ACTIVITIES	-	11,041	11,041	0%
MAYOR CULTURAL AFFAIRS	9,413	20,850	15,000	-28%
MAYOR CABLE ACCESS	675,000	675,000	675,000	0%
WOMEN'S COMMISSION	1,914	3,400	1,500	-56%
DIVERSITY COMMISSION	2,066	3,400	1,500	-56%
HISTORICAL COMMISSION	-	3,400	1,500	-56%
YOUTH TASK FORCE	71,938	100,000	100,000	0%
TOTAL	1,796,345	2,127,807	1,727,857	-19%
PLANNING AND ECONOMIC DEVELOPMENT				
PERSONAL SERVICES - OVERTIME	2,982	3,246	3,246	0%
PERSONAL SERVICES - OTHER THAN OVERTIME	428,604	505,886	588,208	16%
ORDINARY MAINTENANCE - SERVICES	153,635	341,550	163,350	-52%
ORDINARY MAINTENANCE - GOODS	16,797	20,453	12,400	-39%
TOTAL	602,019	871,135	767,204	-12%
PLANNING BOARD				
PERSONAL SERVICES - OVERTIME	871	5,000	2,000	-60%
PERSONAL SERVICES - OTHER THAN OVERTIME	17,600	19,500	20,000	3%
ORDINARY MAINTENANCE - SERVICES	8,176	14,275	3,500	-75%
ORDINARY MAINTENANCE - GOODS	495	3,000	1,300	-57%
TOTAL	27,142	41,775	26,800	-36%
PROCUREMENT DEPARTMENT				
PERSONAL SERVICES - OTHER THAN OVERTIME	168,439	202,242	184,789	-9%
ORDINARY MAINTENANCE - SERVICES	292	525	525	0%
ORDINARY MAINTENANCE - GOODS	7,737	10,700	9,450	-12%
TOTAL	176,468	213,467	194,764	-9%
PUBLIC PROPERTY				
PERSONAL SERVICES - OVERTIME	107,886	172,311	150,000	-13%
PERSONAL SERVICES - OTHER THAN OVERTIME	1,709,666	2,733,265	3,210,339	17%
ORDINARY MAINTENANCE - SERVICES	540,534	895,428	376,350	-58%
ORDINARY MAINTENANCE - GOODS	178,992	395,356	140,600	-64%
P. P. STADIUM PERSONAL SERVICES- OVERTIME	8,797	10,000	-	-100%
P. P. STADIUM ORDINARY MAINTENANCE- SERVICES	104,816	95,000	92,500	-3%
TOTAL	2,650,691	4,301,360	3,969,789	-8%

Appropriation Order Summary

GENERAL GOVERNMENT	FY2023 Actual	FY2024 Adopted	FY2025 Proposed	% Change
TREASURER/TAX COLLECTOR				
PERSONAL SERVICES - OVERTIME	3,036	5,359	3,000	-44%
PERSONAL SERVICES - OTHER THAN OVERTIME	876,091	1,015,094	998,288	-2%
ORDINARY MAINTENANCE - SERVICES	14,133	39,500	26,000	-34%
ORDINARY MAINTENANCE - GOODS	16,766	50,210	24,980	-50%
MEDICARE TAX	4,243,935	4,160,000	4,136,253	-1%
TOTAL	5,153,961	5,270,163	5,188,521	-2%
PUBLIC SAFETY				
ANIMAL CONTROL				
PERSONAL SERVICES - OVERTIME	28,969	32,466	25,882	-20%
PERSONAL SERVICES - OTHER THAN OVERTIME	649,179	723,041	757,385	5%
ORDINARY MAINTENANCE - SERVICES	35,377	52,630	36,836	-30%
ORDINARY MAINTENANCE - GOODS	8,484	13,029	11,095	-15%
TOTAL	722,010	821,166	831,198	1%
EMERGENCY MANAGEMENT AGENCY				
PERSONAL SERVICES - OTHER THAN OVERTIME	91,304	101,547	104,377	3%
ORDINARY MAINTENANCE - SERVICES	5,923	10,200	6,300	-38%
ORDINARY MAINTENANCE - GOODS	6,120	9,085	5,045	-44%
TOTAL	103,348	120,832	115,722	-4%
FIRE				
PERSONAL SERVICES - OVERTIME	769,078	1,160,713	408,000	-65%
PERSONAL SERVICES - OTHER THAN OVERTIME	27,312,824	28,695,603	34,065,773	19%
ORDINARY MAINTENANCE - SERVICES	939,516	1,229,404	883,697	-28%
ORDINARY MAINTENANCE - GOODS	465,114	546,090	513,080	-6%
PERSONAL SERVICES - FIRE STAFFING OVERTIME	868,281	870,000	870,000	0%
PRINCIPAL & INTEREST ON LONG-TERM DEBT	300,000	303,125	299,750	-1%
TOTAL	30,654,813	32,804,934	37,040,300	13%
POLICE				
PERSONAL SERVICES - OVERTIME	975,045	1,900,841	1,800,841	-5%
PERSONAL SERVICES - OTHER THAN OVERTIME	27,049,271	28,296,947	31,305,589	11%
ORDINARY MAINTENANCE - SERVICES	679,336	883,355	855,459	-3%
ORDINARY MAINTENANCE - GOODS	357,321	518,029	488,167	-6%
OUT OF STATE TRAVEL	12	5,000	3,000	-40%
TOTAL	29,060,985	31,604,173	34,453,056	9%
TRAFFIC COMMISSION				
PERSONAL SERVICES - OVERTIME	39,174	50,000	50,000	0%
PERSONAL SERVICES - OTHER THAN OVERTIME	11,200	10,000	8,000	-20%
ORDINARY MAINTENANCE - SERVICES	143,975	192,296	129,822	-32%
ORDINARY MAINTENANCE - GOODS	301,680	323,180	318,000	-2%
TOTAL	496,029	575,476	505,822	-12%

Appropriation Order Summary

GENERAL GOVERNMENT	FY2023 Actual	FY2024 Adopted	FY2025 Proposed	% Change
WEIGHTS & MEASURES				
PERSONAL SERVICES - OVERTIME	3,998	4,235	-	-100%
PERSONAL SERVICES - OTHER THAN OVERTIME	176,150	198,568	-	-100%
ORDINARY MAINTENANCE - SERVICES	9,717	15,639	-	-100%
ORDINARY MAINTENANCE - GOODS	4,496	6,846	-	-100%
OUT OF STATE TRAVEL	-	1,800	-	-100%
TOTAL	194,361	227,087	-	-100%
DEPARTMENT OF PUBLIC WORKS				
DPW-COMMISSIONER				
PERSONAL SERVICES - OVERTIME	457	5,689	2,000	-65%
PERSONAL SERVICES - OTHER THAN OVERTIME	411,187	519,132	503,440	-3%
ORDINARY MAINTENANCE - SERVICES	572	4,950	1,550	-69%
ORDINARY MAINTENANCE - GOODS	1,929	15,664	5,244	-67%
TOTAL	414,145	545,435	512,234	-6%
DPW-ENGINEERING				
PERSONAL SERVICES - OVERTIME	16,053	13,194	10,000	-24%
PERSONAL SERVICES - OTHER THAN OVERTIME	269,304	333,401	408,125	22%
ORDINARY MAINTENANCE - SERVICES	12,703	26,100	12,600	-52%
ORDINARY MAINTENANCE - GOODS	21,566	52,397	30,537	-42%
TOTAL	319,627	425,092	461,262	9%
DPW-HIGHWAY				
PERSONAL SERVICES - OVERTIME	292,860	307,356	307,356	0%
PERSONAL SERVICES - OTHER THAN OVERTIME	1,854,158	2,092,261	2,257,835	8%
ORDINARY MAINTENANCE - SERVICES	894,906	2,185,007	3,094,748	42%
ORDINARY MAINTENANCE - GOODS	913,641	1,208,135	1,027,691	-15%
TOTAL	3,955,566	5,792,759	6,687,630	15%
DPW-MAINTENANCE				
PERSONAL SERVICES - OVERTIME	19,947	20,000	20,000	0%
PERSONAL SERVICES - OTHER THAN OVERTIME	139,277	236,570	261,284	10%
ORDINARY MAINTENANCE - SERVICES	13,573	29,526	20,000	-32%
ORDINARY MAINTENANCE - GOODS	457,071	456,260	509,260	12%
TOTAL	629,868	742,356	810,544	9%
HUMAN SERVICES				
BOARD OF HEALTH				
PERSONAL SERVICES - OVERTIME	15,318	6,651	-	-100%
PERSONAL SERVICES - OTHER THAN OVERTIME	953,414	587,742	722,629	23%
ORDINARY MAINTENANCE - SERVICES	19,186	39,750	24,900	-37%
ORDINARY MAINTENANCE - GOODS	17,660	49,500	28,000	-43%
TOTAL	1,005,577	683,642	775,529	13%

Appropriation Order Summary

GENERAL GOVERNMENT	FY2023 Actual	FY2024 Adopted	FY2025 Proposed	% Change
CEMETERY				
PERSONAL SERVICES - OVERTIME	96,481	100,087	100,000	0%
PERSONAL SERVICES - OTHER THAN OVERTIME	349,399	393,974	402,635	2%
ORDINARY MAINTENANCE - SERVICES	104,798	154,766	94,800	-39%
ORDINARY MAINTENANCE - GOODS	50,057	84,400	66,000	-22%
TOTAL	600,736	733,227	663,435	-10%
COUNCIL ON AGING				
PERSONAL SERVICES - OVERTIME	237	854	854	0%
PERSONAL SERVICES - OTHER THAN OVERTIME	269,786	391,126	321,622	-18%
ORDINARY MAINTENANCE - SERVICES	6,609	17,200	11,600	-33%
ORDINARY MAINTENANCE - GOODS	12,667	26,750	16,200	-39%
TOTAL	289,298	435,929	350,276	-20%
VETERANS' COUNCIL				
VET COUNCIL GOODS & SUPPLIES	12,858	16,000	16,000	0%
TOTAL	12,858	16,000	16,000	0%
VETERANS' SERVICES				
PERSONAL SERVICES - OVERTIME	2,086	5,625	5,500	-2%
PERSONAL SERVICES - OTHER THAN OVERTIME	181,624	288,720	311,042	8%
ORDINARY MAINTENANCE - SERVICES	6,921	15,400	13,400	-13%
ORDINARY MAINTENANCE - GOODS	541,511	672,500	620,000	-8%
TOTAL	732,142	982,246	949,942	-3%
CULTURE AND RECREATION				
LIBRARY				
PERSONAL SERVICES - OVERTIME	16,002	26,000	26,000	0%
PERSONAL SERVICES - OTHER THAN OVERTIME	1,874,469	2,536,315	2,130,951	-16%
ORDINARY MAINTENANCE - SERVICES	338,788	432,300	288,450	-33%
ORDINARY MAINTENANCE - GOODS	399,712	432,000	422,000	-2%
TOTAL	2,628,970	3,426,615	2,867,401	-16%
TREASURER'S DEBT SERVICE				
TREASURER'S DEBT SERVICE	13,368,275	20,091,579	20,291,370	1%
PENSION OBLIGATION DEBT SERVICE	12,879,589	15,376,144	17,876,755	16%
TOTAL	26,247,864	35,467,723	38,168,125	8%
PENSION/ RETIREMENT				
RETIREMENT CONTRIBUTORY	7,538,595	14,718,019	14,819,329	1%
RETIREMENT NON-CONTRIBUTORY	16,887	17,562	17,562	0%
TOTAL	7,555,482	14,735,581	14,836,891	1%
NET & NONNET SCHOOL SPENDING				
NET SCHOOL SPENDING	206,318,562	219,868,010	226,787,808	3%
NON NET SCHOOL SPENDING	12,879,589	11,245,147	11,000,000	-2%
TOTAL	219,198,151	231,113,157	237,787,808	3%

Appropriation Order Summary

GENERAL GOVERNMENT	FY2023 Actual	FY2024 Adopted	FY2025 Proposed	% Change
EDUCATION				
COLLABORATIVE PROGRAMS SOUTHEASTERN REGIONAL SCHOOL	4,408,899	4,798,398	5,299,614	10%
TOTAL	4,408,899	4,798,398	5,299,614	10%
GENERAL FUND SUBSIDIES				
PARK AND RECREATION GENERAL FUND SUBSIDY			600,000	0%
TOTAL	-	-	600,000	0%
TOTAL GENERAL FUND	413,461,947	457,103,862	472,311,879	3%
AMOUNT TO BE RAISED- OVERLAY	-	200,000	500,000	150%
GOVERNMENT ASSESSMENTS	30,908,649	33,978,473	36,853,027	8%
GRAND TOTAL GENERAL FUND BUDGET	444,370,596	491,282,335	509,664,906	4%

BUDGET BY CATEGORY

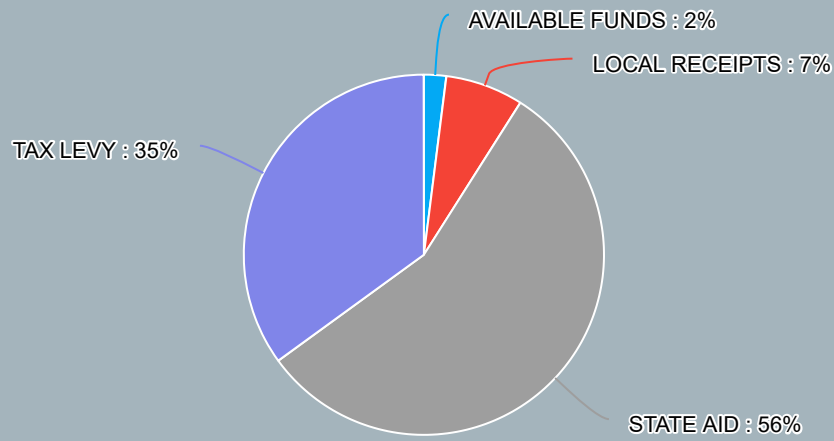
OVERTIME	3,319,639	4,829,850	3,895,856	-19%
PERSONAL SERVICES NON OVERTIME	71,070,703	77,885,922	86,523,467	11%
PURCHASE OF SERVICES	9,202,423	12,707,496	9,745,858	-23%
GOODS AND SUPPLIES	4,539,027	5,755,653	5,017,887	-13%
OUT OF STATE TRAVEL	8,262	26,800	10,500	-61%
DEBT SERVICE	26,547,864	35,770,848	38,467,875	8%
BENEFITS	59,384,017	60,030,348	61,349,687	2%
RETIREMENT	7,555,482	14,735,581	14,836,891	1%
MEDICARE	4,243,935	4,160,000	4,136,253	-1%
SCHOOL- DIRECT APPROPRIATIONS TO THE SCHOOLS	223,607,050	235,911,555	243,087,422	3%
OTHER EXPENSES	3,983,545	5,289,808	4,640,183	-12%
GENERAL FUND SUBSIDY	-	-	600,000	0%
TOTAL GENERAL FUND	413,461,947	457,103,862	472,311,879	3%
AMOUNT TO BE RAISED- OVERLAY	-	200,000	500,000	150%
GOVERNMENT ASSESSMENTS	30,908,649	33,978,473	36,853,027	8%
GRAND TOTAL GENERAL FUND BUDGET*	444,370,596	491,282,335	* 509,664,906	4%

*Figures represent the adopted FY25 budget on June 24, 2024.

FY2025 Balanced Budget Summary

FY2025 Estimated Revenue

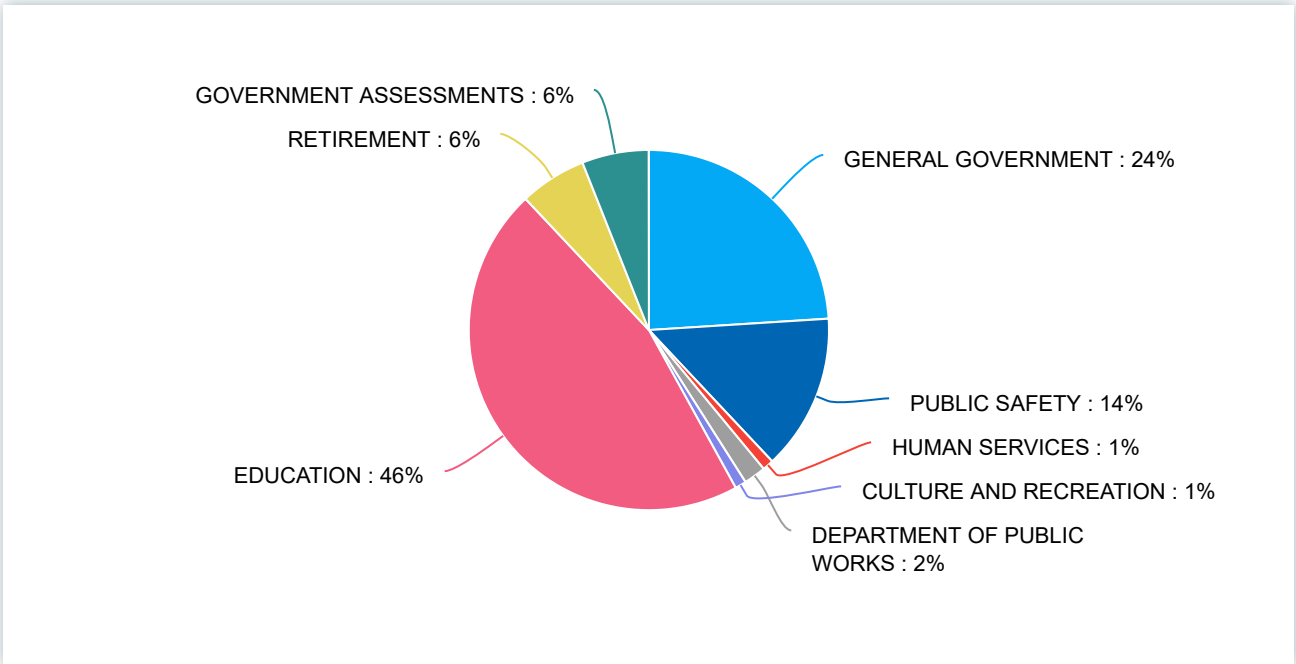
Revenue Sources	FY2025	
AVAILABLE FUNDS	\$	10,857,000
LOCAL RECEIPTS	\$	37,817,844
STATE AID	\$	289,710,031
TAX LEVY	\$	179,576,197
TOTAL	\$	517,961,072



FY2025 Proposed Expenditures

EXPENDITURES BY FUNCTION	FY2025*
GENERAL GOVERNMENT	\$ 127,247,215
PUBLIC SAFETY	\$ 72,946,098
HUMAN SERVICES	\$ 2,755,182
DEPARTMENT OF PUBLIC WORKS	\$ 8,471,670
CULTURE AND RECREATION	\$ 2,867,401
EDUCATION	\$ 243,087,422
RETIREMENT	\$ 29,673,782
GOVERNMENT ASSESSMENTS	\$ 36,853,027
TOTAL	\$ 523,901,797

*Figures represent the adopted FY25 budget on June 24, 2024.



Expenditures By Category

Categories	FY2025*
Personal Services Overtime	\$ 3,895,856
Personal Services- Non-Overtime	\$ 86,523,467
Purchase of Services	\$ 9,745,858
Goods and Supplies	\$ 5,017,887
Out of State Travel	\$ 10,500
Debt Service	\$ 38,467,875
Benefits	\$ 61,349,687
Retirement	\$ 14,836,891
Medicare	\$ 4,136,253
Education	\$ 243,087,422
Other Expenses	\$ 4,640,183
General Fund Subsidy	-
Total General Fund	\$ 471,711,879
Amount to be Raised	\$ 500,000
Government Assessments	\$ 36,853,027
Total	\$ 509,064,906 *

*Figures represent the adopted FY25 budget on June 24, 2024.



Revenue

Revenue Summary

TAX LEVY	FY2022 Actual	FY2023 Actual	FY2024 Estimated	FY2025 Proposed
LEVY LIMIT	\$ 155,093,482	\$ 160,629,125	\$ 166,849,147	\$ 173,245,070
ADD 2.5%	\$ 3,877,337	\$ 4,015,728	\$ 4,171,229	\$ 4,331,127
NEW GROWTH	\$ 1,658,306	\$ 2,204,294	\$ 1,750,000	\$ 2,000,000
TOTAL	\$ 160,629,125	\$ 166,849,147	\$ 172,770,376	\$ 179,576,197

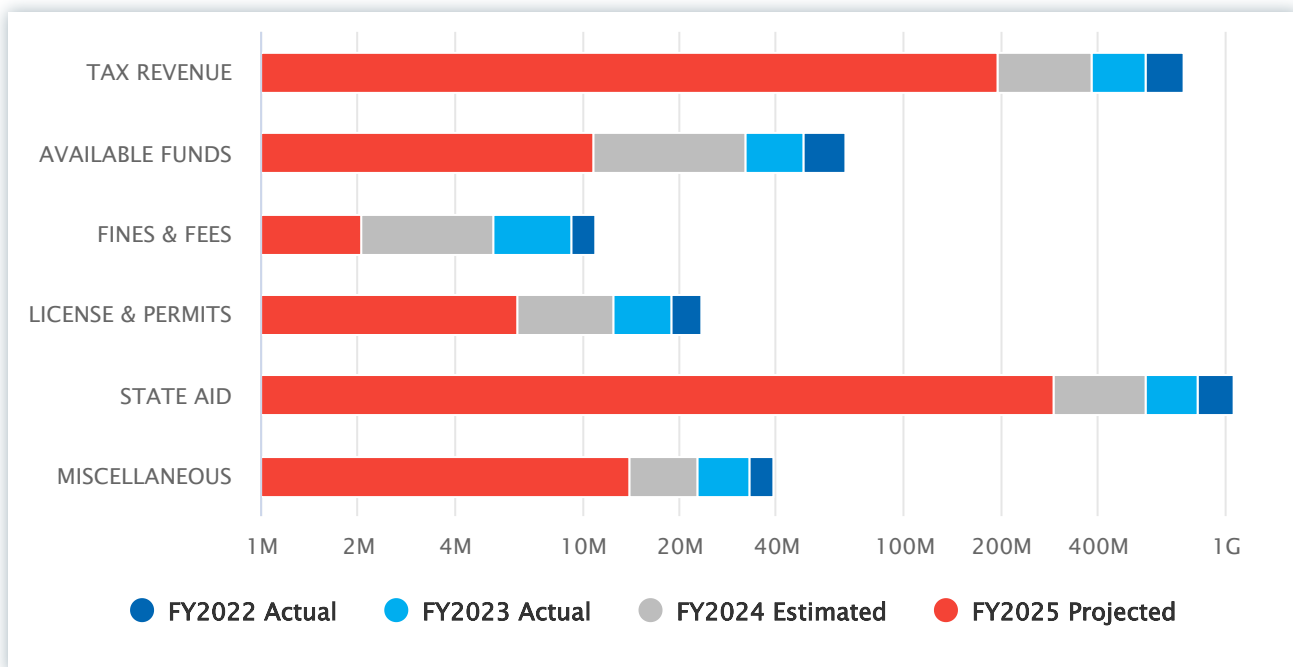
STATE AID	FY2022 Actual	FY2023 Actual	FY2024 Estimated	FY2025 Proposed
CHERRY SHEET	\$ 240,652,952	\$ 256,604,133	\$ 274,755,077	\$ 289,710,031
TOTAL	\$ 240,652,952	\$ 256,604,133	\$ 274,755,077	\$ 289,710,031

LOCAL RECEIPTS	FY2022 Actual	FY2023 Actual	FY2024 Estimated	FY2025 Proposed
EXCISE REVENUE	\$ 13,360,804	\$ 14,927,539	\$ 15,502,844	\$ 15,502,844
DEPARTMENTAL FEES	\$ 1,673,583	\$ 3,775,673	\$ 3,100,000	\$ 1,900,000
FINES	\$ 3,780	\$ 159,046	\$ 140,000	\$ 140,000
LICENSE AND PERMITS	\$ 4,561,366	\$ 6,317,259	\$ 6,250,000	\$ 6,250,000
OTHER REVENUE SOURCES	\$ 6,149,678	\$ 10,331,847	\$ 8,600,000	\$ 14,025,000
TOTAL	\$ 25,749,211	\$ 35,511,363	\$ 33,592,844	\$ 37,817,844

AVAILABLE FUNDS	FY2022 Actual	FY2023 Actual	FY2024 Estimated	FY2025 Proposed
AMBULANCE RECEIPTS	\$ 890,360	\$ 685,097	\$ 650,000	\$ 650,000
FREE CASH	\$ 14,165,851	\$ 15,000,000	\$ 19,000,000	\$ 952,075
WEIGHTSAND MEASURES	\$ 8,800	\$ 18,250	\$ 7,000	\$ 7,000
PUBLIC LIBRARIES	\$ -	\$ -	\$ 308,385	\$ -
OPIOID FUNDS	\$ -	\$ -	\$ -	\$ -
ADMINISTRATIVE GRANT FUNDING	\$ -	\$ -	\$ 300,000	\$ 300,000
PARKING AUTHORITY METERS 18A	\$ 439,148	\$ 24,210	\$ -	\$ -
PARKING AUTHORITY GARAGE 18B	\$ 667,514	\$ 494,568	\$ -	\$ -
PARKING AUTHORITY ENFORCEMENT	\$ 536,627	\$ -	\$ -	\$ -
CHAPTER 324 RESERVE FUND	\$ -	\$ -	\$ -	\$ 7,947,925
STABILIZATION FUND	\$ 1,000,000	\$ -	\$ 1,000,000	\$ 1,000,000
TOTAL	\$ 17,708,300	\$ 16,222,125	\$ 21,265,385	\$ 10,857,000
GRAND TOTAL	\$ 444,739,588	\$ 475,186,769	\$ 502,383,682	\$ 517,961,072

Four-Year Revenue Analysis

REVENUE SOURCES	FY2022 Actual	FY2023 Actual	FY2024 Estimated	FY2025 Projected
TAX REVENUE	\$ 173,989,929	\$ 181,776,686	\$ 188,273,220	\$ 195,079,041
AVAILABLE FUNDS	\$ 17,708,300	\$ 16,222,125	\$ 21,265,385	\$ 10,857,000
FINES & FEES	\$ 1,677,363	\$ 3,934,719	\$ 3,240,000	\$ 2,040,000
LICENSE & PERMITS	\$ 4,561,366	\$ 6,317,259	\$ 6,250,000	\$ 6,250,000
STATE AID	\$ 240,652,952	\$ 256,604,133	\$ 274,755,077	\$ 289,710,031
MISCELLANEOUS	\$ 6,149,678	\$ 10,331,847	\$ 8,600,000	\$ 14,025,000
TOTAL	\$ 444,739,588	\$ 475,186,769	\$ 502,383,682	\$ 517,961,072



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

Tax Levy

TAX LEVY	FY2022 Actual	FY2023 Actual	FY2024 Estimated	FY2025 Proposed
LEVY LIMIT	\$ 155,093,482	\$ 160,629,125	\$ 166,849,147	\$ 173,245,070
ADD'L 2.5%	\$ 3,877,337	\$ 4,015,728	\$ 4,171,229	\$ 4,331,127
NEW GROWTH	\$ 1,658,306	\$ 2,204,294	\$ 1,750,000	\$ 2,000,000
TOTAL	\$ 160,629,125	\$ 166,849,147	\$ 172,770,376	\$ 179,576,197

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	FY2022 Actual	FY2023 Actual	FY2024 Estimated	FY2025 Proposed
EDUCATION RECEIPTS				
CHAPTER 70	\$ 212,385,531	\$ 224,060,353	\$ 241,067,581	\$ 256,217,656
CHARTER TUITION ASSESSMENT REIMBURSEMENT	\$ 4,120,750	\$ 7,082,080	\$ 7,848,118	\$ 6,646,960
OFFSET RECEIPTS				
SCHOOL CHOICE RECEIVING TUITION	\$ 72,036	\$ 68,679	\$ 71,529	\$ 61,000
TOTAL	\$ 216,578,317	\$ 231,211,112	\$ 248,987,228	\$ 262,925,616
GENERAL GOVERNMENT				
UNRESTRICTED GENERAL GOVERNMENTAL AID	\$ 23,011,937	\$ 24,254,582	\$ 24,739,674	\$ 25,781,650
VETERANS' BENEFITS	\$ 542,155	\$ 477,148	\$ 378,120	\$ 362,639
EXEMPT VETERAN, BLIND, SURVIVING SPOUSE (VBS) AND ELDERLY	\$ 317,893	\$ 376,940	\$ 341,233	\$ 331,710
STATE LAND	\$ 280	\$ 360	\$ 437	\$ 2,585
TOTAL	\$ 23,872,265	\$ 25,109,030	\$ 25,459,464	\$ 26,478,584
OFFSET RECEIPTS				
PUBLIC LIBRARIES	\$ 202,370	\$ 283,991	\$ 308,385	\$ 305,831
TOTAL	\$ 202,370	\$ 283,991	\$ 308,385	\$ 305,831
GRAND TOTAL	\$ 240,652,952	\$ 256,604,133	\$ 274,755,077	\$ 289,710,031

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	FY2022 Actual	FY2023 Actual	FY2024 Estimated	FY2025 Proposed
MOTOR VEHICLE EXCISE	\$ 9,098,873	\$ 9,119,335	\$ 10,000,000	\$ 10,000,000
MEALS	\$ 1,402,345	\$ 1,513,860	\$ 1,500,000	\$ 1,500,000
ROOM	\$ 631,827	\$ 749,283	\$ 600,000	\$ 600,000
OTHER	\$ -	\$ 56,774	\$ 55,844	\$ 55,844
CANNABIS	\$ -	\$ 1,533,900	\$ 1,500,000	\$ 1,500,000
PENALTIES AND INTEREST	\$ 2,153,559	\$ 1,852,988	\$ 1,750,000	\$ 1,750,000
PAYMENTS IN LIEU	\$ 74,200	\$ 101,400	\$ 97,000	\$ 97,000
EXCISE REVENUE: TOTAL	\$ 13,360,804	\$ 14,927,539	\$ 15,502,844	\$ 15,502,844
FEES	\$ 625,943	\$ 721,776	\$ 600,000	\$ 600,000
CANNIBIS IMPACT FEE	\$ -	\$ 1,328,411	\$ 1,200,000	\$ -
DEPARTMENTAL CEMETERIES	\$ 372,640	\$ 365,574	\$ 300,000	\$ 300,000
OTHER DEPARTMENTAL REVENUE	\$ 675,000	\$ 1,359,912	\$ 1,000,000	\$ 1,000,000
DEPARTMENT FEES TOTAL	\$ 1,673,583	\$ 3,775,673	\$ 3,100,000	\$ 1,900,000
FINES AND FORFEITS	\$ 3,780	\$ 159,046	\$ 140,000	\$ 140,000
FINES: TOTAL	\$ 3,780	\$ 159,046	\$ 140,000	\$ 140,000
BUILDING PERMITS	\$ 3,099,272	\$ 4,798,162	\$ 4,750,000	\$ 4,750,000
OTHER LICENSES AND PERMITS	\$ 1,462,094	\$ 1,519,097	\$ 1,500,000	\$ 1,500,000
LICENSES AND PERMITS: TOTAL	\$ 4,561,366	\$ 6,317,259	\$ 6,250,000	\$ 6,250,000
INVESTMENT INCOME	\$ 114,666	\$ 2,854,517	\$ 2,850,000	\$ 2,850,000
MEDICAID REIMBURSEMENT	\$ 1,165,446	\$ 944,707	\$ 750,000	\$ 750,000
MISCELLANEOUS RECURRING	\$ 161,613	\$ 271,222	\$ -	\$ -
MISCELLANEOUS NON-RECURRING	\$ 1,402,483	\$ 1,445,419	\$ -	\$ -
ENTERPRISE REIMBURSEMENT	\$ 3,305,470	\$ 4,815,983	\$ 5,000,000	\$ 5,425,000
SALE OF ASSETS	\$ -	\$ -	\$ -	\$ -
SALE OF SOLAR CREDITS	\$ -	\$ -	\$ -	\$ 2,000,000
SOLAR REVENUE	\$ -	\$ -	\$ -	\$ 3,000,000
OTHER REVENUE SOURCES: TOTAL	\$ 6,149,678	\$ 10,331,847	\$ 8,600,000	\$ 14,025,000
TOTAL	\$ 25,749,211	\$ 35,511,363	\$ 33,592,844	\$ 37,817,844

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.C.L. c. 64G.

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

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

Departmental Fees

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

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

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

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

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

Cemetery Fee and Crave 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	FY2022 Actual	FY2023 Actual	FY2024 Estimated	FY2025 Adopted
AMBULANCE RECEIPTS	\$ 890,360	\$ 685,097	\$ 650,000	\$ 650,000
FREE CASH	\$ 14,165,851	\$ 15,000,000	\$ 19,000,000	\$ 952,075
WEIGHTS & MEASURES	\$ 8,800	\$ 18,250	\$ 7,000	\$ 7,000
PUBLIC LIBRARIES	\$ -	\$ -	\$ 308,385	\$ -
OPIOID FUNDS	\$ -	\$ -	\$ -	\$ -
ADMINISTRATIVE GRANT FUNDING	\$ -	\$ -	\$ 300,000	\$ 300,000
PARKING AUTH METERS 18A	\$ 439,148	\$ 24,210	\$ -	\$ -
PARKING AUTH GARAGE 18B	\$ 667,514	\$ 494,568	\$ -	\$ -
PARKING AUTHORITY ENFORCEMENT	\$ 536,627	\$ -	\$ -	\$ -
CHAPTER 324 RESERVE FUND	\$ -	\$ -	\$ -	\$ 7,947,925
STABILIZATION FUND	\$ 1,000,000	\$ -	\$ 1,000,000	\$ 1,000,000
TOTAL	\$ 17,708,300	\$ 16,222,125	\$ 21,265,385	\$ 10,857,000

Definitions

Source: Department of Revenue & City of Brockton

Ambulance Receipts

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

Free Cash

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

Weights and Measures

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

Parking Authority Enforcement

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

Other Revenue

Other miscellaneous revenue not classified in other categories.



Expenditure Summary by Program



General Government Program Expenditures

DEPARTMENTS	FY2023 Actual	FY2024 Adopted	*FY2025 Adopted
ASSESSOR	\$ 722,430	\$ 821,341	\$ 690,740
AUDITOR	\$ 942,114	\$ 1,152,721	\$ 1,192,387
AUDITOR MAIL	\$ 277,014	\$ 250,400	\$ 273,650
AUDITOR TELEPHONE	\$ 78,046	\$ 89,000	\$ 76,000
CITY CLERK	\$ 333,987	\$ 478,896	\$ 527,830
CITY COUNCIL	\$ 513,524	\$ 867,607	\$ 669,548
CONSERVATION COMMISSION	\$ 22,849	\$ 97,775	\$ 32,650
ELECTIONS COMMISSION	\$ 493,881	\$ 693,177	\$ 667,800
FINANCE	\$ 2,045,337	\$ 2,135,455	\$ 1,274,679
HUMAN RESOURCES	\$ 59,784,356	\$ 60,722,734	\$ 61,752,783
INFORMATION TECHNOLOGY	\$ 2,964,059	\$ 3,429,246	\$ 3,243,489
LAW	\$ 5,557,393	\$ 7,356,158	\$ 6,176,365
LAW-LICENSE COMMISSION	\$ 89,603	\$ 131,815	\$ 126,234
MAYOR	\$ 1,796,345	\$ 2,127,807	\$ 1,727,857
PLANNING AND ECONOMIC DEVELOPMENT	\$ 602,019	\$ 871,135	\$ 767,204
PLANNING BOARD	\$ 27,142	\$ 41,775	\$ 26,800
PROCUREMENT	\$ 176,468	\$ 213,467	\$ 194,764
PUBLIC PROPERTY	\$ 2,650,691	\$ 4,301,360	\$ 3,969,789
TREASURER/TAX COLLECTOR	\$ 5,153,961	\$ 5,270,163	\$ 5,188,521
DEBT SERVICE	\$ 26,247,864	\$ 35,467,723	\$ 38,168,125
PENSION & RETIREMENT	\$ 7,555,482	\$ 14,735,581	\$ 14,836,891
NET &NONNET SCHOOL SPENDING	\$ 219,198,151	\$ 231,113,157	\$ 237,787,808
EDUCATION (SOUTHEASTERN REGIONAL)	\$ 4,408,899	\$ 4,798,398	\$ 5,299,614
AMOUNT TO BE RAISED	\$ -	\$ 200,000	\$ 500,000
GOVERNMENT ASSESSMENTS	\$ 30,908,649	\$ 33,978,473	\$ 36,853,027
TOTAL	\$ 372,550,263	\$ 411,345,365	\$ 422,024,555

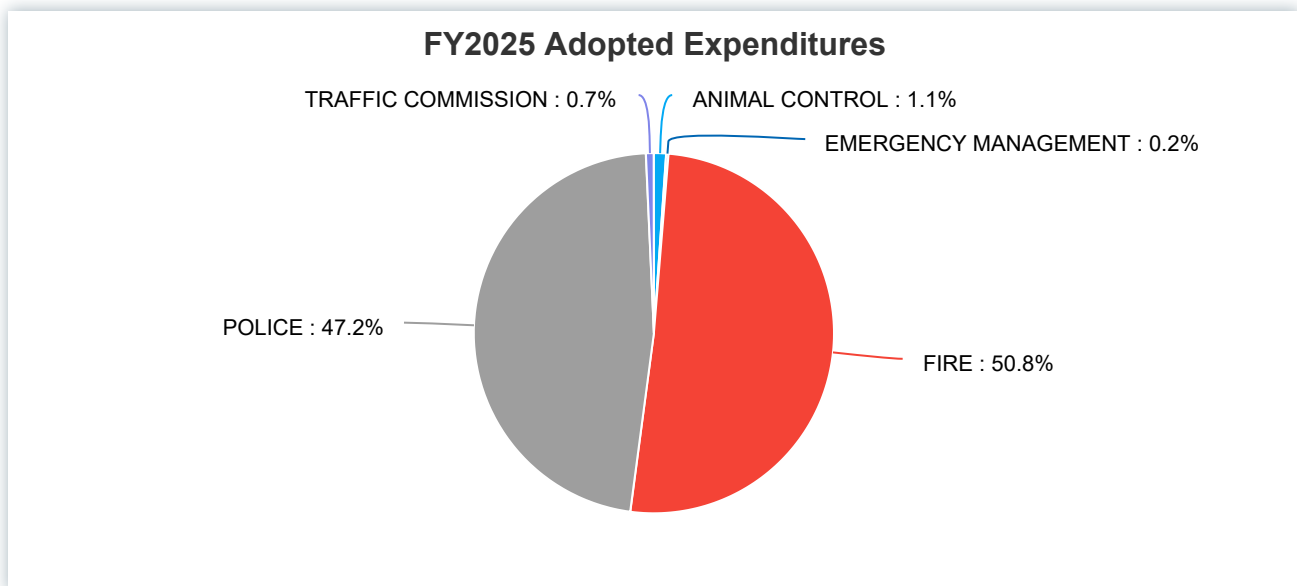
*Figures represent the adopted FY25 budget on June 24, 2024.

Public Safety Program Expenditures

PUBLIC SAFETY	FY2023 Actual	FY2024 Adopted	*FY2025 Adopted
ANIMAL CONTROL	\$ 722,010	\$ 821,166	\$ 831,198
EMERGENCY MANAGEMENT	\$ 103,348	\$ 120,832	\$ 115,722
FIRE	\$ 30,654,813	\$ 32,804,934	\$ 37,040,300
POLICE	\$ 29,060,985	\$ 31,604,173	\$ 34,453,056
TRAFFIC COMMISSION	\$ 496,029	\$ 575,476	\$ 505,822
WEIGHTS AND MEASURES	\$ 194,361	\$ 227,087	\$ -
TOTAL	\$ 61,231,546	\$ 66,153,668	\$ 72,946,098

*Parking Authority transitioned to an Enterprise Fund in FY24.

*Figures represent the adopted FY25 budget on June 24, 2024.

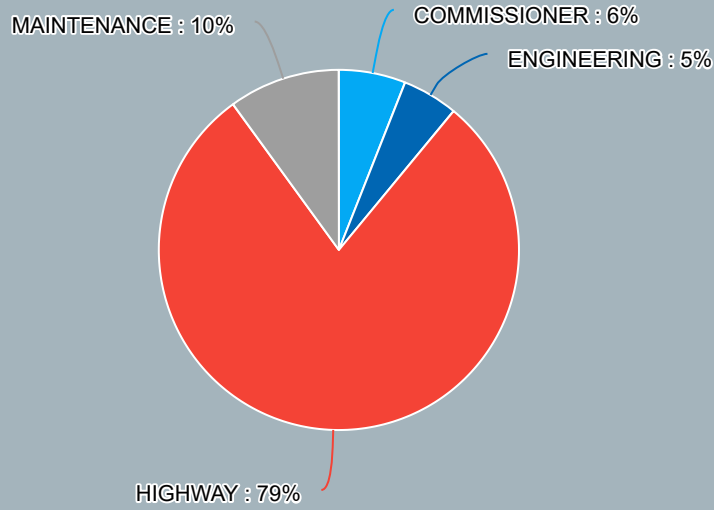


Department of Public Works Program Expenditures

DEPARTMENT OF PUBLIC WORKS	FY2023 Actual	FY2024 Adopted	*FY2025 Adopted
COMMISSIONER	\$ 414,145	\$ 545,435	\$ 512,234
ENGINEERING	\$ 319,627	\$ 425,092	\$ 461,262
HIGHWAY	\$ 3,955,566	\$ 5,792,759	\$ 6,687,630
MAINTENANCE	\$ 629,868	\$ 742,356	\$ 810,544
TOTAL	\$ 5,319,206	\$ 7,505,643	\$ 8,471,670

*Figures represent the adopted FY25 budget on June 24, 2024.

FY2025 Adopted Expenditures



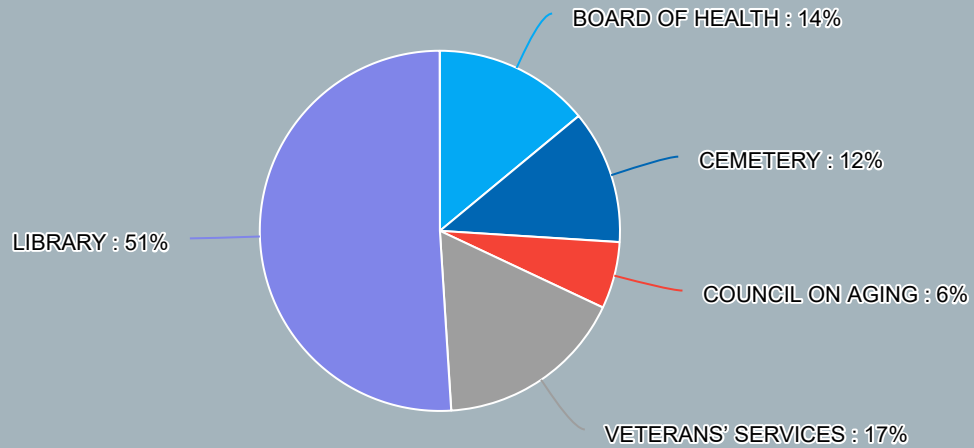
Human Services & Culture Program Expenditures

HUMAN SERVICES	FY2023 Actual	FY2024 Adopted	*FY2025 Adopted
BOARD OF HEALTH	\$ 1,005,577	\$ 683,642	\$ 775,529
CEMETERY	\$ 600,736	\$ 733,227	\$ 663,435
COUNCIL ON AGING	\$ 289,298	\$ 435,929	\$ 350,276
VETERANS' SERVICES	\$ 745,000	\$ 998,246	\$ 965,942
TOTAL	\$ 2,640,611	\$ 2,851,044	\$ 2,755,182

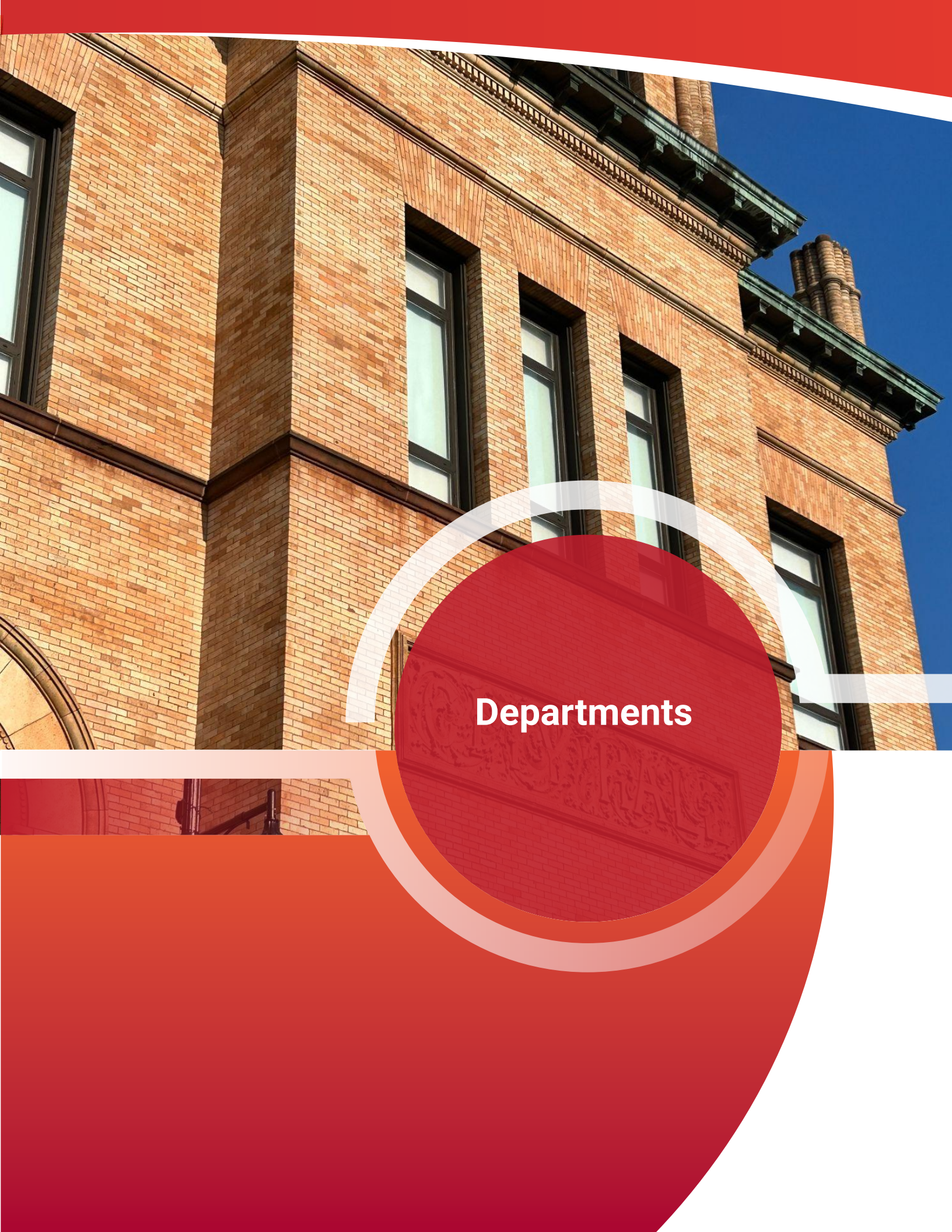
CULTURE AND RECREATION	FY2023 Actual	FY2024 Adopted	*FY2025 Adopted
LIBRARY	\$ 2,628,970	\$ 3,426,615	\$ 2,867,401
TOTAL	\$ 2,628,970	\$ 3,426,615	\$ 2,867,401

*Figures represent the adopted FY25 budget on June 24, 2024.

FY2025 Adopted Expenditures







Departments

Animal Control

Tom DeChellis
Director



Mission

The Animal Control Department's primary mission is to protect the safety and wellbeing of animals and people. Educate and promote responsible pet ownership. Ensure compliance with city, state, and federal laws governing animals. Providing temporary housing and care, reuniting missing pets with their owners and rehoming unclaimed animals.

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.

FY24 Accomplishments

- Updated Animal Control Ordinances.
- Established a partnership between the Animal Rescue League of Boston and Brockton Animal Control for the trapping, neutering and release (TNR) of community feral cats.
- Installed new insulation in the kennel building.
- Increased collections of outstanding fines.
- Participated in the Mass Animal Fund Program, which allows the City to spay, neuter and rabies vaccinate all dogs and cats adopted from the shelter at no cost to the community.

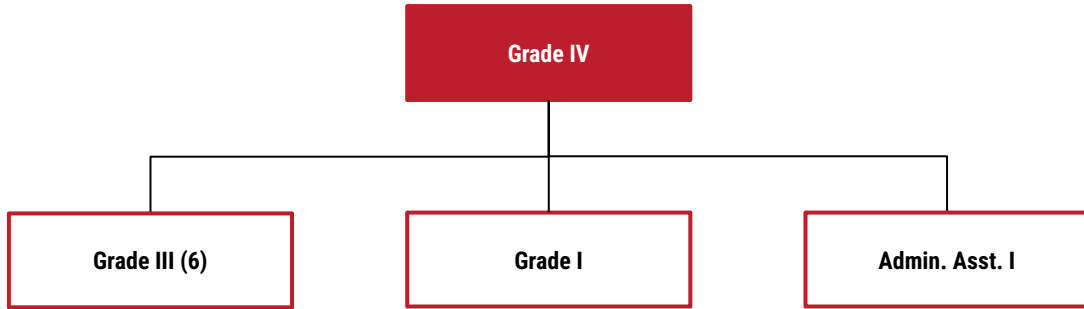
Objectives

Objective	Status	City Goal
1. Continue to work towards the funding and construction of a new Animal Control facility.	Ongoing FY25	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 FY25	2
3. Identify and implement computer software specifically designed for the needs of an Animal Control operation.	Ongoing FY25	3
4. 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.	Ongoing FY25	3

Performance Measures

Obj.	Performance Measures	FY23 Actuals	FY24 Actuals	FY25 Target
	Animals impounded	227	298	264
	Animals euthanized	4	11	9 (3.4%)

Organizational Chart



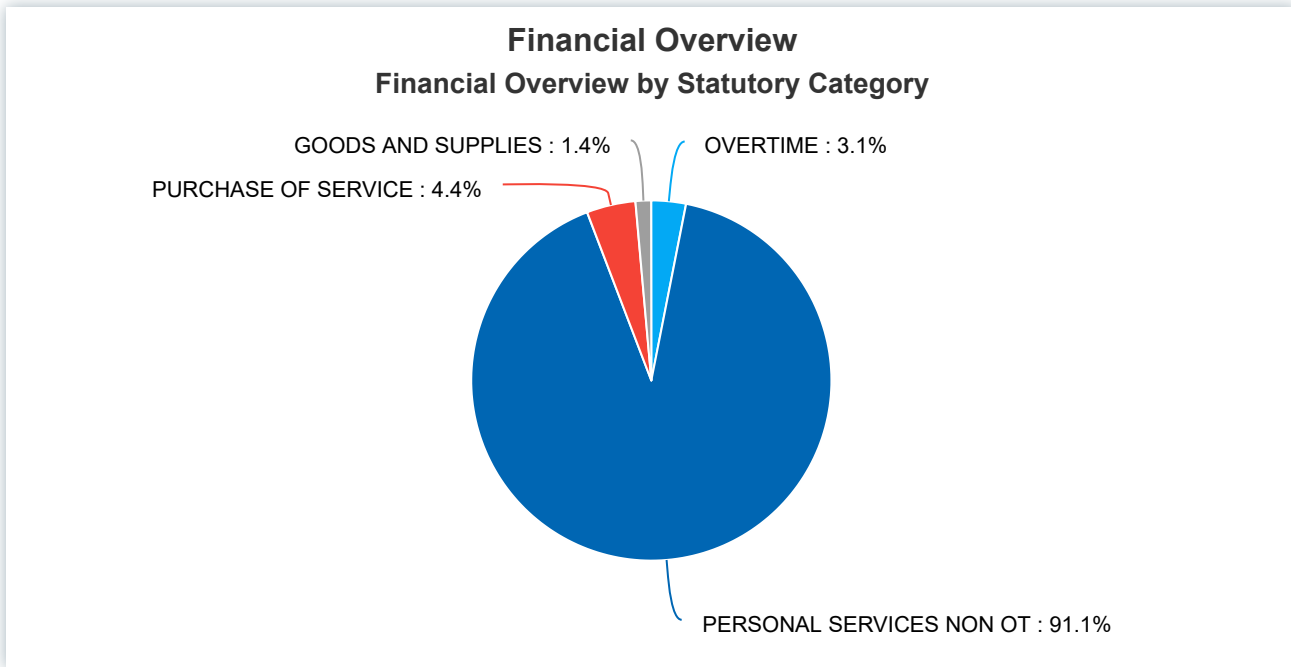
Personal Services

Title	Name	Start Date	Longevity	Salary	Ed. Incent.
Unit B-Grade IV	Thomas DeChellis	9/12/1988	1,350	90,128	5,408
Unit B-Grade III	Darren Hand	8/14/2000	1,250	76,652	5,366
Unit B-Grade III	Brian Piche	4/10/2006	950	76,652	4,600
Unit B-Grade III	Joshua Parker	7/16/2016	480	74,420	5,954
Unit B-Grade III	Kelly Peterson	11/26/2018	480	74,420	4,466
Unit B-Grade I	Joseph Bissett	2/22/2016	480	47,797	
Unit B-Grade III	Walter Bettuchi	12/2/2019	480	71,392	4,284
Admin. Assistant I	Matthew Murray	4/22/2024		42,311	
Unit B-Grade III	Roger Williams	4/5/2021		65,336	3,921
Total			5,470	619,108	33,999

Personal Services Summary

CLERICAL INCENTIVE	2,500
COURT	1,200
EDUCATIONAL INCENTIVE	33,999
FULL-TIME SALARIES	619,108
HOLIDAY	2,202
LONGEVITY	5,470
ON CALL	28,860
OUT OF GRADE	1,000
SHIFT DIFFERENTIAL	34,900
UNIFORM CLOTHING ALLOWANCE	16,000
WEEKEND DIFFERENTIAL	12,146
Total	757,385

DEPARTMENT: Animal Control



Financial Overview Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
GENERAL FUND				
OVERTIME	\$ 28,969.45	\$ 32,466.01	\$ 25,882.00	(20.3%)
PERSONAL SERVICES NON OT	649,179.21	723,040.89	757,385.00	4.7%
PURCHASE OF SERVICE	35,377.05	52,630.00	36,836.00	(30.0%)
GOODS AND SUPPLIES	8,484.09	13,029.00	11,095.00	(14.8%)
TOTAL GENERAL FUND:	\$ 722,009.80	\$ 821,165.90	\$ 831,198.00	1.2%

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
EXPENDITURES				
PUBLIC SAFETY				
ANIMAL CONTROL				
OVERTIME				
OVERTIME	\$ 28,969.45	\$ 32,466.01	\$ 25,882.00	(20.3%)
TOTAL OVERTIME:	\$ 28,969.45	\$ 32,466.01	\$ 25,882.00	(20.3%)
PERSONAL SERVICES NON OT				
FULL-TIME SALARIES	\$ 541,656.76	\$ 595,468.89	\$ 619,108.00	4.0%
CLERICAL INCENTIVE	2,500.00	2,500.00	2,500.00	-%
LONGEVITY	4,510.00	4,990.00	5,470.00	9.6%
SHIFT DIFFERENTIAL	26,311.43	31,927.00	34,900.00	9.3%
HOLIDAY	-	2,096.00	2,202.00	5.1%
EDUCATIONAL INCENTIVE	24,205.55	26,871.00	33,999.00	26.5%
WEEKEND DIFFERENTIAL	10,878.15	12,146.00	12,146.00	-%
ON CALL	21,960.76	26,647.00	28,860.00	8.3%
OUT OF GRADE	954.37	2,395.00	1,000.00	(58.2%)
COURT	202.19	2,000.00	1,200.00	(40.0%)
UNIFORM CLOTHING ALLOWANCE	16,000.00	16,000.00	16,000.00	-%
TOTAL PERSONAL SERVICES NON OT:	\$ 649,179.21	\$ 723,040.89	\$ 757,385.00	4.7%
PURCHASE OF SERVICE				
ELECTRICITY	\$ 6,270.09	\$ 8,890.00	\$ -	(100.0%)
ENERGY (GAS-OIL-DIESEL)	1,963.46	6,307.00	4,730.00	(25.0%)
SEWER & WATER CHARGES	431.51	554.00	554.00	-%
BUILDING/GROUNDS REPAIR/MAINT	1,031.38	1,738.00	1,390.00	(20.0%)
VEHICLE REPAIR/MAINTENANCE	9,206.68	12,197.00	10,367.00	(15.0%)
SECURITY/FIRE CONTROL	904.20	905.00	905.00	-%
VETERINARY SERVICES	10,480.43	13,890.00	13,890.00	-%
ANIMAL DISPOSAL	5,089.30	8,149.00	5,000.00	(38.6%)
TOTAL PURCHASE OF SERVICE:	\$ 35,377.05	\$ 52,630.00	\$ 36,836.00	(30.0%)
GOODS AND SUPPLIES				
OFFICE SUNDRIES/SUPPLIES	\$ 1,877.48	\$ 2,474.00	\$ 2,474.00	-%
JANITORIAL SUPPLIES	\$ 521.33	\$ 667.00	\$ 667.00	-%
TIRES	541.46	1,235.00	864.00	(30.0%)
MEDICAL SUPPLIES/DRUGS	2,669.44	2,992.00	2,992.00	-%
CANINE FOOD & SUPPLIES	753.17	1,827.00	1,552.00	(15.1%)
REG/MEMBERSHIPS/SUBSCRIPTIONS	80.00	80.00	80.00	-%
TUITION & TRAINING	1,616.00	1,955.00	1,466.00	(25.0%)
DEPARTMENT EQUIPMENT	425.21	1,799.00	1,000.00	(44.4%)
TOTAL GOODS AND SUPPLIES:	\$ 8,484.09	\$ 13,029.00	\$ 11,095.00	(14.8%)
TOTAL ANIMAL CONTROL:	\$ 722,009.80	\$ 821,165.90	\$ 831,198.00	1.2%
TOTAL PUBLIC SAFETY:	\$ 722,009.80	\$ 821,165.90	\$ 831,198.00	1.2%

DEPARTMENT: Animal Control

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
TOTAL EXPENDITURES:	\$ 722,009.80	\$ 821,165.90	\$ 831,198.00	1.2%

DEPARTMENT: Assessor

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 27,566 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 80,000 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.

FY24 Accomplishments

- Completed the Department of Revenue FY2024 interim year valuation of all Real (25,990 parcels) and Personal Property (1,576 accounts) throughout the City. The total assessed value of \$12,601,493,444 is the highest in the history of the City of Brockton. The Massachusetts Department of Revenue (DOR) applies a rigorous certification when a community revalues its property, requiring that assessments meet strict statistical tests to ensure they accurately reflect the market and are applied consistently.
- Implemented new growth has resulted in 2,224,694 in revenue for the City. This entailed reviewing and inspecting properties that had building permits from calendar year 2022, including renovations, additions, and/or new construction.
- Reviewed and granted over 750 personal exemptions, tax deferrals, hardship, and tax work-off programs.
- Administered over 71,000 motor vehicle excise tax bills. Reviewed and granted over 460 documented excise abatement applications.
- Reviewed and analyzed over 1,580 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 426 Residential and Commercial Abatement applications.
- Maintained an office presence throughout the pandemic and responded promptly to all inquiries.

DEPARTMENT: Assessor

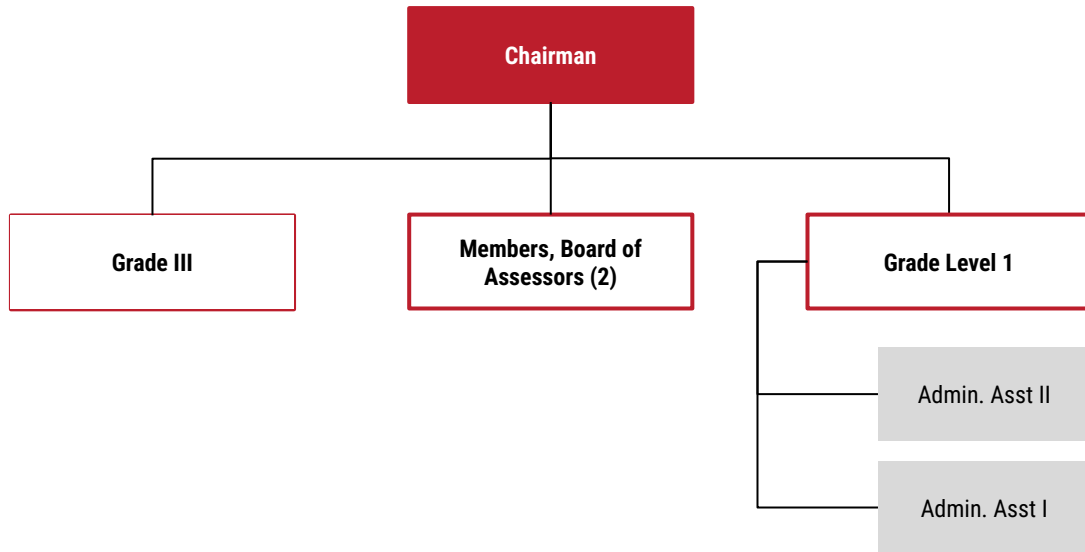
Objectives

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 FY25 guidelines.	Ongoing FY25	1,2
2. Provide an accurate calculation of New Growth due to construction and renovations.	Ongoing FY25	1,2
3. Administer all tax assistance program pursuant to Massachusetts General Law (MGL) and City Ordinances.	Ongoing FY25	1,2
4. Continuously enhance data availability, improve customer service, and make all interactions with the Assessors' Department accurate, courteous, and easy.	Ongoing FY25	1,2
5. Full valuation of all commercial properties for FY25 and FY26	Ongoing FY25	3

Performance Measures

Obj.	Performance Measures	FY22 Actuals	FY23 Actuals	FY24 Projected	FY25 Target
1	Real Estate Parcels Assessed	26,085	25,974	25,990	26,000
1	Personal Property Parcels Assessed	1,545	1,607	1,576	1,600
1	Real Estate Abatement Applications	225	155	426	200
3	Tax Assistance Program Personal Exemptions	750	785	750	780
3	Motor Vehicle Excise Tax Processed	83,674	82,025	80,000	80,000
3	Motor Vehicle Excise Tax Abatements	1,120	1,165	750	800

Organizational Chart



DEPARTMENT: Assessor

Personal Services

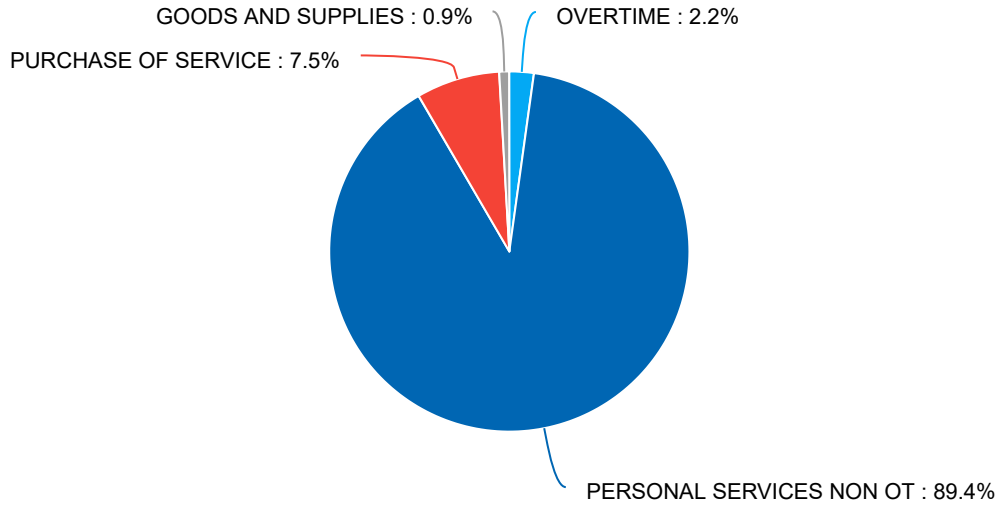
Title	Name	Start Date	Longevity	Salary	Ed. Incent.
Chairman Board of Assessors	John O'Donnell	2/18/2014	750	146,495	
Member, Board of Assessors	Christopher Pike	9/28/2015	480	122,673	
Member, Board of Assessors	Vacant			106,917	
Grade Level I	Jacqueline Lemus	12/27/2016	480	75,481	
Admin. Asst. II	Franchesca Rodriguez	7/3/2023		52,228	
Grade Level III	Anthony Paul	11/7/2022		76,146	6,092
Admin. Asst. I	Vacant				
Total			1,710	579,940	6,092

Personal Services Summary

ADMIN INCENTIVE	4,000
CLERICAL INCENTIVE	5,000
EDUCATIONAL INCENTIVE	7,092
FULL-TIME SALARIES	579,940
HOLIDAY	1,368
LONGEVITY	2,190
PART-TIME SALARIES	18,000
Total	617,590

DEPARTMENT: Assessor

Financial Overview Financial Overview by Statutory Category



Financial Overview Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
GENERAL FUND				
OVERTIME	\$ -	\$ 27.34	\$ 15,000.00	54764.7%
PERSONAL SERVICES NON OT	614,486.97	679,263.73	617,590.00	(9.1%)
PURCHASE OF SERVICE	101,525.77	132,950.00	52,150.00	(60.8%)
GOODS AND SUPPLIES	6,417.46	9,100.00	6,000.00	(34.1%)
TOTAL GENERAL FUND:	\$ 722,430.20	\$ 821,341.07	\$ 690,740.00	(15.9%)

DEPARTMENT: Assessor

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
EXPENDITURES				
GENERAL GOVERNMENT				
ASSESSOR				
OVERTIME				
OVERTIME	\$ -	\$ 27.34	\$ 15,000.00	54764.7%
TOTAL OVERTIME:	\$ -	\$ 27.34	\$ 15,000.00	54764.7%
PERSONAL SERVICES NON OT				
FULL-TIME SALARIES	\$ 595,467.91	\$ 626,525.73	\$ 579,940.00	(7.4%)
PART-TIME SALARIES	-	30,000.00	18,000.00	(40.0%)
CLERICAL INCENTIVE	5,000.00	5,000.00	5,000.00	-%
ADMIN INCENTIVE	3,000.00	4,000.00	4,000.00	-%
LONGEVITY	4,990.00	3,140.00	2,190.00	(30.3%)
HOLIDAY	-	1,368.00	1,368.00	-%
EDUCATIONAL INCENTIVE	6,029.06	9,230.00	7,092.00	(23.2%)
TOTAL PERSONAL SERVICES NON OT:	\$ 614,486.97	\$ 679,263.73	\$ 617,590.00	(9.1%)
PURCHASE OF SERVICE				
VEHICLE REPAIR/MAINTENANCE	\$ 48.52	\$ 250.00	\$ 150.00	(40.0%)
DEPART EQUIP REPAIR/MAINT	1,001.18	1,200.00	1,000.00	(16.7%)
REVALUATION	25,210.00	50,000.00	50,000.00	-%
CONSULTANTS	74,100.00	80,000.00	-	(100.0%)
PRINTING	1,166.07	1,500.00	1,000.00	(33.3%)
TOTAL PURCHASE OF SERVICE:	\$ 101,525.77	\$ 132,950.00	\$ 52,150.00	(60.8%)
GOODS AND SUPPLIES				
OFFICE SUNDRIES/SUPPLIES	\$ 3,073.15	\$ 3,000.00	\$ 2,750.00	(8.3%)
REG/MEMBERSHIPS/SUBSCRIPTIONS	\$ 685.00	\$ 1,000.00	\$ 750.00	(25.0%)
TUITION & TRAINING	2,659.31	5,000.00	2,500.00	(50.0%)
REGISTRY OF DEEDS FEES	-	100.00	-	(100.0%)
TOTAL GOODS AND SUPPLIES:	\$ 6,417.46	\$ 9,100.00	\$ 6,000.00	(34.1%)
TOTAL ASSESOR:	\$ 722,430.20	\$ 821,341.07	\$ 690,740.00	(15.9%)
TOTAL GENERAL GOVERNMENT:	\$ 722,430.20	\$ 821,341.07	\$ 690,740.00	(15.9%)
TOTAL EXPENDITURES:	\$ 722,430.20	\$ 821,341.07	\$ 690,740.00	(15.9%)

DEPARTMENT: Auditor

Auditor

Irene Giannopoulos
Interim City 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 a schedule of receipts, expenditures, balance sheet funds, and cash schedules.
- Ensure that the annual Internal Revenue Service (IRS) wage and non-employee compensation forms are accurate and complete.
- Ensure 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).

FY24 Accomplishments

- Processed over 21,000 purchase orders and invoices.
- Increased efficiencies by managing vendor payment in a timely manner, including EFT options.
- Established policy and procedures for automation of the accounts payable process, along with producing new forms for vendors to set up EFT options.
- While mitigating a \$14M school deficit, the city continued efficient year-end closing that complied with state guidelines and managed to secure a positive free cash figure.
- Performed a citywide and school review of outdated purchase orders, which produced surplus balances used in minimizing the school deficit.
- Reconciled City awarded grants and established new procedural policies.
- Provided incoming and outgoing mail service to City offices.
- Implemented more robust internal budget controls procedures with the City's financial system.
- Continued efficient year- end closing procedures that comply with state guidelines.

DEPARTMENT: Auditor

- Held multiple accounts committee meetings for City Council members, which included educational presentations by City Department Heads.
- Worked closely with the Brockton Redevelopment Authority in establishing policies and procedures for managing CDBG, LEAD and Home grants.
- Scheduled ongoing professional development for all auditing staff, including customer service and MGL.
- Chapter 30B training.
- Continued work on updating electronic processes, including pay stubs emailed to employees.

Objectives

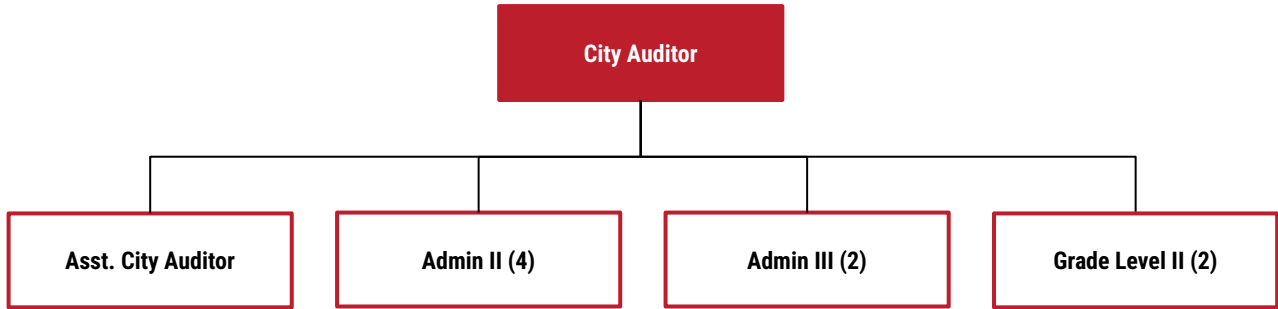
Objective	Status	City Goal
1. Publish the FY22 Audited Financial Statement.	Complete FY24	2
2. Produce all financial required reports in accordance with the Department of Revenue schedule.	Ongoing FY25	2
3. Continue to work on the City's grant management policy and procedures while utilizing additional revenue through indirect cost allocations.	Ongoing FY25	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 FY25	2
5. Review and work on automating the payroll process for the City.	Ongoing FY25	2
6. Monitor and eliminate fraud; maintain in accordance with Massachusetts General Laws.	Complete FY24	2
7. Update grant GL accost to incorporate the award year and utilize indirect costs revenue allocations.	Ongoing FY25	2

Performance Measures

Obj.	Performance Measures	FY23 Actuals	FY24 Projected	FY25 Target
5	Purchase order/invoices processed	21,213	21,500	21,500
5	Vendors Serviced	5,724	5,750	5,750
5	Payroll Warrant Processed	360	369	369
5	Paychecks Processed	126,405	126,405	126,405
5	Employees serviced	4,474	4,537	4,537
5	Journals Posted	16,732	11,469	12,000
5	General Journal Entry Requests	3,939	3,138	3,200

DEPARTMENT: Auditor

Organizational Chart



Personal Services

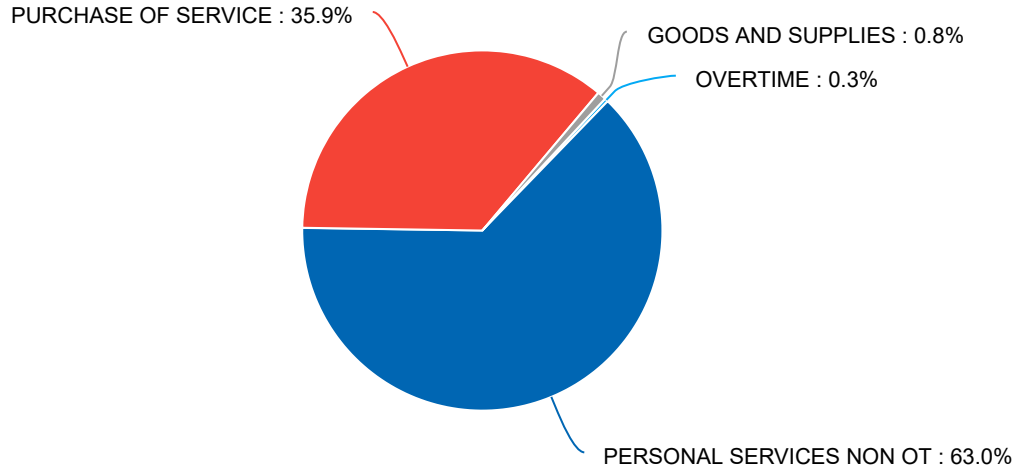
Title	Name	Start Date	Longevity	Salary	Ed. Incent.
Admin Asst. II	Malik Pires	5/8/2023		49,980	1,999
Grade Level II	Juan Gonzalez	10/23/2023		71,398	5,712
*Clerk of Finance					
*Clerk of Accounts					
City Auditor	Vacant			127,680	
Interim City Auditor	Irene Giannopolous	11/7/2022		135,456	
Assistant Auditor for School Finance	Vacant			106,917	
Admin Asst. III	Carin Kenney	3/13/2006	950	75,194	
Admin Asst. III	Concetta Costa	12/20/2010	750	75,194	
Grade Level II	Anastasios Hatsiopoulos	12/19/2016	480	87,263	6,981
Admin Asst. II	Sharon Heenan	12/20/2021		56,724	
Admin Asst. II	Milagros Wharton	3/8/2023		49,980	
Admin Asst. II	Thu-Thuy Thi Nguyen-Tran	11/28/2022		49,980	1,999
Stipends only:					
Clerk of Finance					
Clerk of Accounts					
Total			2,180	885,766	16,691

Personal Services Summary

ADMIN INCENTIVE	4,000
CLERICAL INCENTIVE	15,000
EDUCATIONAL INCENTIVE	16,691
FULL-TIME SALARIES	885,766
HOLIDAY	1,000
LONGEVITY	2,180
OUT OF GRADE	3,000
PART-TIME SALARIES	15,000
SEPARATION COSTS	25,000
STIPEND	4,000
Total	971,637

DEPARTMENT: Auditor

Financial Overview
Financial Overview by Statutory Category



Financial Overview Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
GENERAL FUND				
OVERTIME	\$ 6,654.98	\$ 10,686.93	\$ 5,000.00	(53.2%)
PERSONAL SERVICES NON OT	\$ 575,530.05	\$ 796,084.39	\$ 971,637.00	22.1%
PURCHASE OF SERVICE	\$ 700,322.15	\$ 672,100.00	\$ 553,400.00	(17.7%)
GOODS AND SUPPLIES	\$ 14,666.06	\$ 13,250.00	\$ 12,000.00	(9.4%)
TOTAL GENERAL FUND:	\$ 1,297,173.24	\$ 1,492,121.32	\$ 1,542,037.00	3.3%

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
EXPENDITURES				
GENERAL GOVERNMENT				
AUDITOR				
OVERTIME				
OVERTIME	\$ 6,654.98	\$ 10,686.93	\$ 5,000.00	(53.2%)
TOTAL OVERTIME:	\$ 6,654.98	\$ 10,686.93	\$ 5,000.00	(53.2%)
PERSONAL SERVICES NON OT				
FULL-TIME SALARIES	\$ 498,819.65	\$ 699,172.39	\$ 885,766.00	26.7%
PART-TIME SALARIES	24,258.75	30,000.00	15,000.00	(50.0%)
STIPEND	4,015.49	8,000.00	4,000.00	(50.0%)
CLERICAL INCENTIVE	10,000.00	12,500.00	15,000.00	20.0%
ADMIN INCENTIVE	1,000.00	4,000.00	4,000.00	-%
LONGEVITY	1,780.00	2,660.00	2,180.00	(18.0%)
HOLIDAY	-	1,000.00	1,000.00	-%
EDUCATIONAL INCENTIVE	4,958.46	11,752.00	16,691.00	42.0%
OUT OF GRADE	3,539.19	2,000.00	3,000.00	50.0%
SEPARATION COSTS	27,158.51	25,000.00	25,000.00	-%
TOTAL PERSONAL SERVICES NON OT:	\$ 575,530.05	\$ 796,084.39	\$ 971,637.00	22.1%
PURCHASE OF SERVICE				
DEPART EQUIP REPAIR/MAINT	\$ -	\$ 1,500.00	\$ 500.00	(66.7%)
DEPARTMENTAL EQUIP RENT/LEASE	-	3,500.00	500.00	(85.7%)
AUDITING	310,695.05	265,500.00	200,000.00	(24.7%)
CONSULTANTS	26,992.40	54,500.00	-	(100.0%)
ADVERTISING	4,087.36	6,000.00	1,000.00	(83.3%)
PRINTING	3,487.65	2,200.00	1,750.00	(20.5%)
TOTAL PURCHASE OF SERVICE:	\$ 345,262.46	\$ 333,200.00	\$ 203,750.00	(38.9%)
GOODS AND SUPPLIES				
OFFICE SUNDRIES/SUPPLIES	\$ 4,709.11	\$ 5,000.00	\$ 5,000.00	-%
IN-STATE TRAVEL	262.65	1,000.00	1,000.00	-%
REG/MEMBERSHIPS/SUBSCRIPTIONS	270.00	1,000.00	1,000.00	-%
TUITION & TRAINING	7,821.24	4,000.00	3,500.00	(12.5%)
DEPARTMENT EQUIPMENT	1,603.06	1,750.00	1,500.00	(14.3%)
TOTAL GOODS AND SUPPLIES:	\$ 14,666.06	\$ 12,750.00	\$ 12,000.00	(5.9%)
TOTAL AUDITOR:	\$ 942,113.55	\$ 1,152,721.32	\$ 1,192,387.00	3.4%
AUDIT MAIL				
PURCHASE OF SERVICE				
DEPART EQUIP REPAIR/MAINTENANC	\$ 1,209.98	\$ 3,000.00	\$ 1,750.00	(41.7%)
DEPARTMENTAL EQUIP RENT/LEASE	6,079.44	7,000.00	7,000.00	-%
POSTAGE	236,235.52	225,000.00	250,000.00	11.1%
FREIGHT AND DELIVERY SERVICE	33,488.60	14,900.00	14,900.00	-%
TOTAL PURCHASE OF SERVICE:	\$ 277,013.54	249,900.00	273,650.00	9.5%

DEPARTMENT: Auditor

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
GOODS AND SUPPLIES				
SUPPLIES	\$ -	\$ 500.00	\$ -	(100.0%)
TOTAL GOODS AND SUPPLIES:	\$ -	\$ 500.00	\$ -	(100.0%)
TOTAL AUDIT MAIL:	\$ 277,013.54	\$ 250,400.00	\$ 273,650.00	9.3%
AUDIT TELEPHONE				
PURCHASE OF SERVICE				
OFFICE EQUIP REPAIR/MAINT	\$ -	\$ 3,000.00	\$ 1,000.00	(66.7%)
TELEPHONE	78,046.15	86,000.00	75,000.00	(12.8%)
TOTAL PURCHASE OF SERVICE:	\$ 78,046.15	89,000.00	76,000.00	(14.6%)
TOTAL AUDIT TELEPHONE:	\$ 78,046.15	\$ 89,000.00	\$ 76,000.00	(14.6%)
TOTAL GENERAL GOVERNMENT:	\$ 1,297,173.24	\$ 1,492,121.32	\$ 1,542,037.00	3.3%
TOTAL EXPENDITURES:	\$ 1,297,173.24	\$ 1,492,121.32	\$ 1,542,037.00	3.3%

DEPARTMENT: Board of Health

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; to promote, preserve and 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, and to reduce the hazards of lead paint in the existing housing stock. Protect the residents of the City against health hazards by continuing inspections with housing and food service establishments, and digitalization in order to respond to public health needs and issues. Promote science-based, Public Health Education that will lead to better health outcomes and disease prevention.

Services

- Develop and implement evidence-based health education models, and health initiative interventions for the purpose of building a healthier City and mitigate adverse health outcomes.
- Transition from the pandemic phase of COVID-19 to the endemic phase to then move to strategically and effectively tackle other Public Health Needs of Brockton.
- Develop and promote weekly clinics in the Community to provide residents with blood pressure check and education, diabetes check-up and education around diabetes and nutrition.
- Inspect and improve plans for various projects in order to ensure compliance with the Water Commission regulations, and be represented on the site Plan Review Committee to review major projects prior to submittal to the planning board.
- The Board of Health Public Health Nurses are responsible for monitoring all active cases of Tuberculosis; developing and implementing education, investigating and documenting all reported communicable diseases including but not limited to Hepatitis, Meningitis; COVID-19; promoting influenza immunizations, blood pressure and medication counseling; serving as a resource for schools regarding immunization, communicable disease, and serve as liaison between the Massachusetts Department of Public Health and BOH, alert physicians on all new information and changes on vaccine; and participate with other health agencies regarding policy setting.
- Work to address health disparities and the social determinants of health in the City.
- Assess the current and ongoing public health needs of the Community through the endemic phase of COVID-19 in order to strategically redirect resources to where they can have the most impact.
- Continue to work jointly with all our allies to promote holistic health, which will include Mental and Behavioral Health.
- Maintain rigorous ongoing collaboration with DPH, area Health Service Care Providers in an effort to contain TB and ultimately eliminate it.
- Assess the ongoing challenge around housing needs and other public health needs of the New Migrants as they continue to arrive in the Commonwealth of Massachusetts and particularly in Brockton.

FY24 Accomplishments

- Implemented all Public Health Protocols dealing with COVID-19 in an effort to inform, educate the Residents of Brockton as well as those who work in the City so that together we may work for a healthier City.

DEPARTMENT: Board of Health

- Developed and maintained a higher level of collaboration between BOH, other City Departments, and the Community Partners which has led to a deeper understanding of the global issues that Brockton residents face, which resolved in effective outcomes overall.
- Successfully performed health inspections of rental and housing units throughout the City of Brockton.
- Helped to address and meet the health care needs of the residents.
- Developed an organized response to the endemic phase of COVID-19 through Public Health Interventions.
- Worked in collaboration with MDPH, Mayor's Office, and other Local Health Officials to promote specific services against COVID, including but not limited to: testing, vaccination, Case investigation, Contact Tracing.
- Assisted the Mayor's Office during this next phase COVID-19 to promote health education and disease prevention.
- Participating in weekly QOL (Quality of Life) sessions with other City Departments has resulted in more timely interventions to addressing and resolving problems relating to Code Violations & Enforcements.
- Ensured that restaurants and the food service industry in the City adhere and comply to the required sanitary codes.
- Generated information to improve regulations of dumpster throughout the City.
- Worked systematically and tirelessly to uphold Intervention to mitigate COVID-19 incidence, including rigorous vaccination clinics across All demographics represented in the City of Brockton.

Objectives

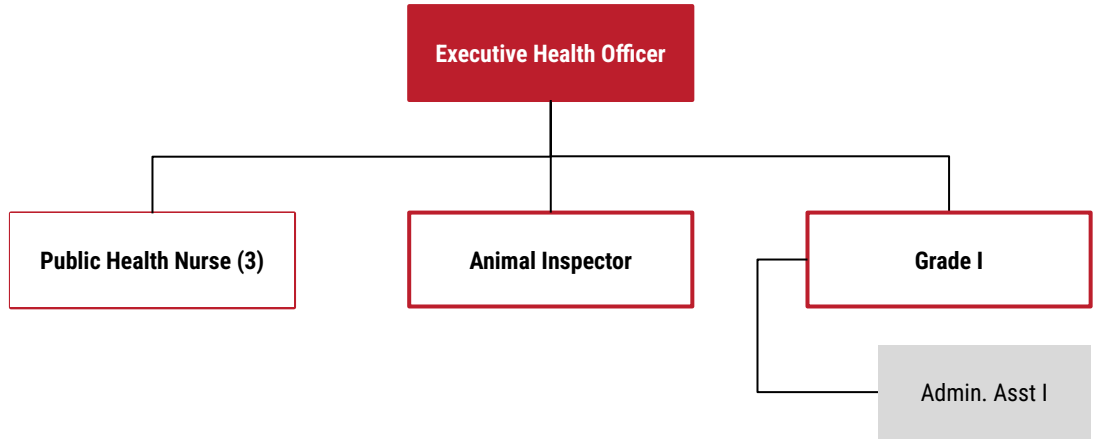
Objective	Status	City Goal
1. Reduce the incidence rate of COVID-19 and improve Vaccination rate especially among demographic with pre-existing medical conditions		1
2. Design and disseminate a Community Health Needs Assessment to help us collect, and evaluate data on the health of the City.	New	
3. Perform timely inspections of all problemed properties in the City of Brockton		2
4. Reduce the incidence rate of Active TB Cases in the City	New	
5. Maximize our partnership with the other thirteen (13) largest Municipalities in Massachusetts to continue to address the common challenges	New	
6. Conduct and implement timely inspections of all restaurants and food venues in order to maintain efficient food sanitation and mitigate food-borne-pathogens		2
7. Investigate, document, and report promptly to the Massachusetts Department of Public Health all Communicable Diseases		3
8. Develop and implement research studies to identify Mental Health challenges in Brockton	New	
9. Design and conduct research on asthma among various demographics in Brockton		
10. Develop and Implement a partnership with other area Health Service Care providers in addressing health disparities and their determinants		3
11. Design and conduct research studies to investigate and evaluate diabetes (both types 1 & 2) among the population in Brockton		

Performance Measures

Obj.	Performance Measures	City Goal #	Status	FY23 Actuals	FY24 Projected	FY25 Target
1	Reduce the incidence rate of COVID-19 through vaccination	1	Ongoing FY23	75%	90%	98%
2	Design and disseminate a Community Health Needs Assessment Citywide	Ongoing,	FY25	NA	New	ID
3	Assist ISD carry out compliance to Code Enforcement and Ordinances	1	Ongoing FY23	ID	ID	ID
4	Ensure that good sanitary conditions are met by our restaurants through inspections	2	Ongoing FY23	80%	85%	90%
5	Investigate & Report promptly all communicable diseases to MDPH	3	Ongoing FY23	90%	95%	99%
6	Develop and implement ongoing research studies around mental health among our population	New	Ongoing FY23	NA	NA	ID
7	Design and conduct research studies to document diabetes and inform Health Officials, & all other stakeholders	New	Ongoing FY23	NA	NA	ID,
8	Collaborate with area Health Service Care Providers in addressing disparities & the social determinants of health	3	Ongoing FY23	70%	75%	90%
9	Assess the extent of asthma in Brockton through CHA	New	Ongoing FY23	NA	NA	ID

NA=Not Applicable; ID= Informed Decision; CHA=Community Health Assessment

Organizational Chart



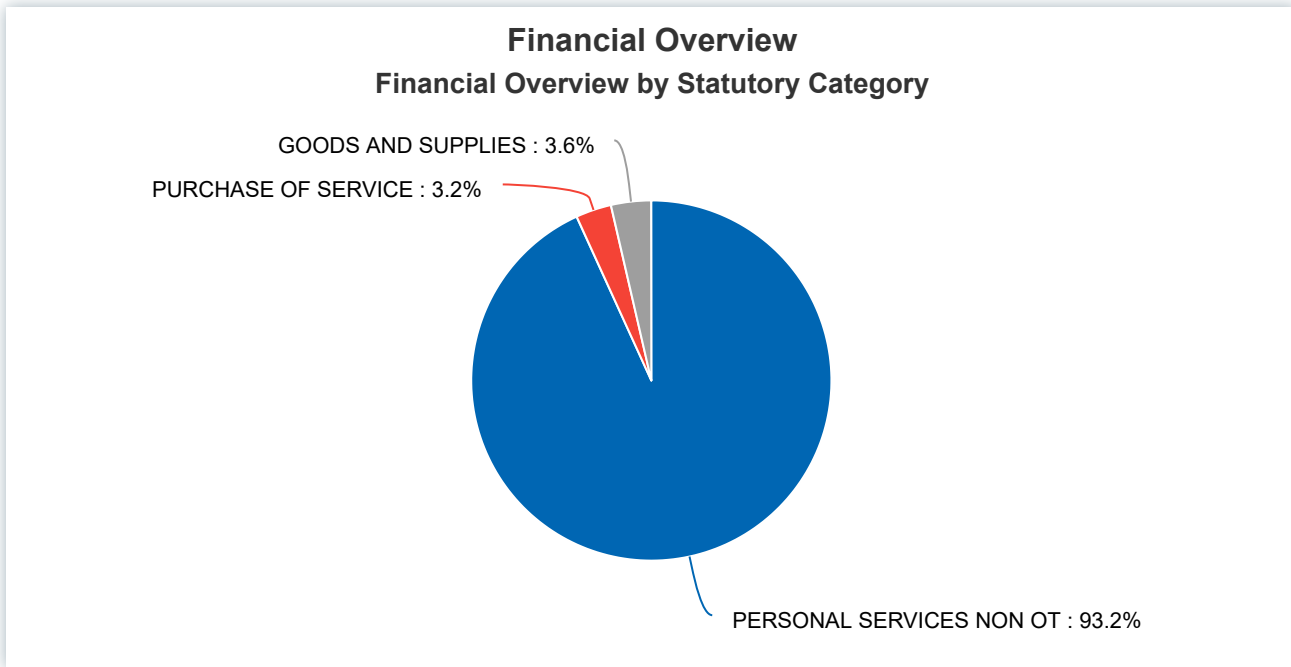
Personal Services

Title	Name	Start Date	Longevity	Salary	Ed. Incent.
Commissioner of Health and Human Services	Vacant			154,478	
Executive Health Officer	Eno Modesir	9/1/2020		105,688	4,200
Public Health Nurse	Jessica Cabiles	5/24/2021		80,337	4,017
Public Health Nurse	Andrelyn Demosthene	12/1/2021		80,337	3,676
Public Health Nurse	Gathchina Aliot	12/20/2021		80,337	3,213
Animal Inspector	Mary Drake	9/16/2019	480	71,024	2,131
Grade Level I	Amy Badger	3/18/2005	1,250	81,387	4,883
Admin Assistant I	Vilma Reid	7/17/2023		42,311	
Total			1,730	695,899	22,120

Personal Services Summary

ADMIN INCENTIVE	2,000
CLERICAL INCENTIVE	2,500
ELECTED/APPOINTED	8,700
FULL-TIME SALARIES	695,899
HOLIDAY	900
LONGEVITY	1,730
OUT OF GRADE	2,000
STIPEND	4,100
UNIFORM CLOTHING ALLOWANCE	4,800
Total	722,629

DEPARTMENT: Board of Health



Financial Overview Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
GENERAL FUND				
OVERTIME	\$ 15,318.01	\$ 6,650.51	\$ -	(100.0%)
PERSONAL SERVICES NON OT	953,413.84	587,741.91	722,629.00	23.0%
PURCHASE OF SERVICE	19,185.66	39,750.00	24,900.00	(37.4%)
GOODS AND SUPPLIES	17,659.73	49,500.00	28,000.00	(43.4%)
TOTAL GENERAL FUND:	\$ 1,005,577.24	\$ 683,642.42	\$ 775,529.00	13.4%

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
EXPENDITURES				
HUMAN SERVICES				
BOARD OF HEALTH				
OVERTIME				
OVERTIME	\$ 15,318.01	\$ 6,650.51	\$ -	(100.0%)
TOTAL OVERTIME:	\$ 15,318.01	\$ 6,650.51	\$ -	(100.0%)
PERSONAL SERVICES NON OT				
FULL-TIME SALARIES	\$ 926,093.19	\$ 557,871.91	\$ 695,899.00	24.7%
ELECTED/APPOINTED	1,254.89	8,750.00	8,700.00	(0.6%)
STIPEND	4,115.76	4,100.00	4,100.00	-%
CLERICAL INCENTIVE	2,500.00	2,500.00	2,500.00	-%
ADMIN INCENTIVE	2,000.00	2,000.00	2,000.00	-%
LONGEVITY	5,450.00	4,220.00	1,730.00	(59.0%)
HOLIDAY	-	900.00	900.00	-%
OUT OF GRADE	-	2,000.00	2,000.00	-%
UNIFORM CLOTHING ALLOWANCE	12,000.00	5,400.00	4,800.00	(11.1%)
TOTAL PERSONAL SERVICES NON OT:	\$ 953,413.84	\$ 587,741.91	\$ 722,629.00	23.0%
PURCHASE OF SERVICE				
DEPART EQUIP REPAIR/MAINT	\$ 45.00	\$ 5,000.00	\$ 3,000.00	(40.0%)
DEPARTMENTAL EQUIP RENT/LEASE	3,106.17	3,500.00	3,250.00	(7.1%)
HAZARDOUS WASTE REMOVAL	1,882.45	3,150.00	3,150.00	-%
LEGAL	330.00	3,600.00	-	(100.0%)
OTHER CONTRACT SERVICES	6,675.00	10,000.00	7,500.00	(25.0%)
ADVERTISING	-	1,000.00	-	(100.0%)
PRINTING	1,682.85	4,500.00	3,000.00	(33.3%)
LABORATORY TESTING	5,464.19	9,000.00	5,000.00	(44.4%)
TOTAL PURCHASE OF SERVICE:	\$ 19,185.66	\$ 39,750.00	\$ 24,900.00	(37.4%)
GOODS AND SUPPLIES				
COPY MACHINE SUPPLIES	\$ 488.00	\$ 2,500.00	\$ -	(100.0%)
OFFICE SUNDRIES/SUPPLIES	2,773.06	5,000.00	3,000.00	(40.0%)
MEDICAL SUPPLIES/DRUGS	10,189.85	12,000.00	12,000.00	-%
IN-STATE TRAVEL	500.00	16,000.00	2,000.00	(87.5%)
REG/MEMBERSHIPS/SUBSCRIPTIONS	602.48	2,500.00	2,500.00	-%
TUITION & TRAINING	2,350.00	5,000.00	3,000.00	(40.0%)
LICENSE & REGISTRATION	-	2,500.00	2,500.00	-%
REGISTRY OF DEEDS FEES	-	1,000.00	-	(100.0%)
DEPARTMENT EQUIPMENT	756.34	3,000.00	3,000.00	-%
TOTAL GOODS AND SUPPLIES:	\$ 17,659.73	\$ 49,500.00	\$ 28,000.00	(43.4%)
TOTAL BOARD OF HEALTH:	\$ 1,005,577.24	\$ 683,642.42	\$ 775,529.00	13.4%
TOTAL HUMAN SERVICES:	\$ 1,005,577.24	\$ 683,642.42	\$ 775,529.00	13.4%
TOTAL EXPENDITURES:	\$ 1,005,577.24	\$ 683,642.42	\$ 775,529.00	13.4%

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, Melrose, East Ashland Street, Coweeset, Leech, Thayer, Thompson, Union, Snell, First Parish, and Ames burial grounds.

The mission of the Cemetery Department is to provide memorial of the deceased in a place of beauty and solace, while giving comfort to families and individuals by meeting final needs in coordination with funeral directors with compassion and dignity. The goal of the department is in remembrance of the lives and deeds of the men and women that have preceded us and 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 to preserve and strengthen the grounds and infrastructure, and to share its rich history, artistic treasures, and beautiful landscape with the community. Affordable interment 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.

FY24 Accomplishments

- Completed 295 total burials in calendar year 2023.
- Completed 287 burials at Melrose Cemetery.
- Completed 4 burials at Coweeset Cemetery.
- Completed 2 burials at Union Cemetery.
- Began detailed plans and engineering on two new areas for possible expansion.
- Invested in new equipment for maintenance and burials in adverse weather conditions.
- Entered records for the Melrose, and Cowesset, Leach and Thyer Cemeteries and most of the Union Cemetery, into a publicly accessible database.

Objectives

Objective	Status	City Goal
1. Begin expansion projects in two areas identified by engineers as productive areas of expansion.	Ongoing FY25	1,2
2. Improve overall conditions of City owned cemeteries.	Ongoing FY25	1,2
3. Upgrade Cemetery equipment, including the purchase of a new backhoe as well as a tool truck and small utility vehicle.	Ongoing FY25	1,2
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 FY25	1,2

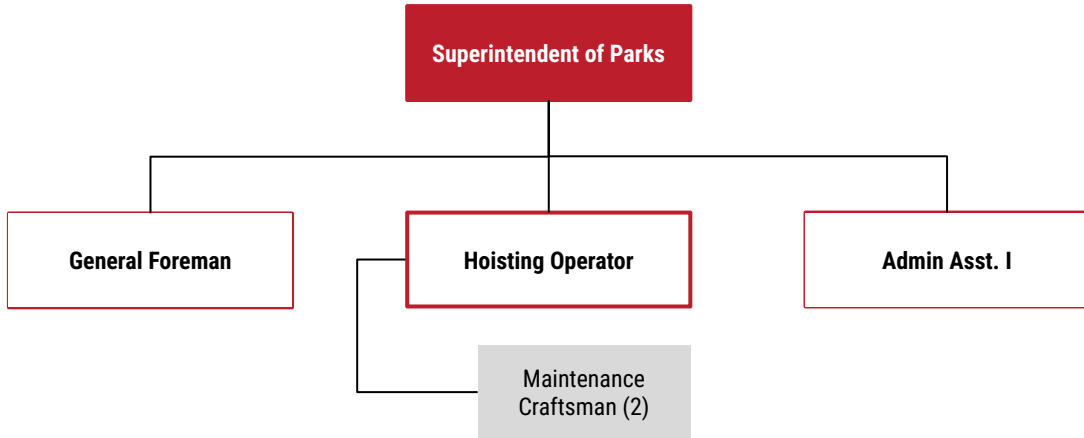
Performance Measures

Obj.	Performance Measures	FY23 Actuals	FY24 Projected	FY25 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

DEPARTMENT: Cemetery Department

Organizational Chart



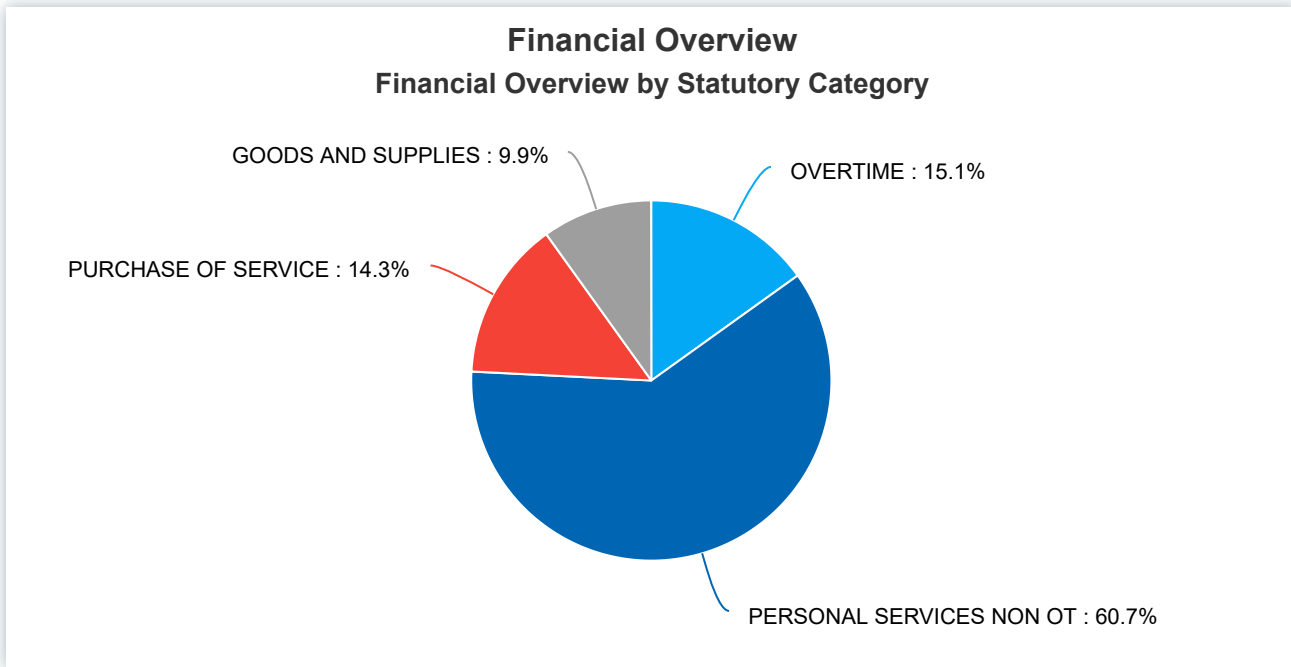
Personal Services

Title	Name	Start Date	Longevity	Salary	Ed. Incent.
Superintendent of Parks	Timothy W. Carpenter	8/30/2011	375	20,236	1,600
Cemetery General Foreman	Erik Duquette	6/29/2013	1,350	73,778	
Hoisting Operator	Erik Ellis	10/7/2013	750	60,944	
Cemetery Maintenance Craftsman	Brandon Hunnewell	2/5/2018	480	56,326	
Cemetery Maintenance Craftsman	John Ferron II	2/25/2019	480	56,326	
Admin Asst. I	Nicole Fiske	12/20/2021		46,361	1,854
Total			3,435	313,971	3,454

Personal Services Summary

CDL STIPEND	6,240
CLERICAL INCENTIVE	2,500
EDUCATIONAL INCENTIVE	3,454
FULL-TIME SALARIES	313,971
HAZARDOUS DUTY	2,946
LONGEVITY	3,435
ON CALL	22,133
OUT OF GRADE	7,404
SEPARATION COSTS	12,000
SHIFT DIFFERENTIAL	19,352
STIPEND	2,400
UNIFORM CLOTHING ALLOWANCE	6,800
Total	402,635

DEPARTMENT: Cemetery Department



Financial Overview Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
GENERAL FUND				
OVERTIME	\$ 96,481.25	\$ 100,086.63	\$ 100,000.00	(0.1%)
PERSONAL SERVICES NON OT	349,399.27	393,974.46	402,635.00	2.2%
PURCHASE OF SERVICE	104,798.35	154,766.00	94,800.00	(38.7%)
GOODS AND SUPPLIES	50,056.67	84,400.00	66,000.00	(21.8%)
TOTAL GENERAL FUND:	\$ 600,735.54	\$ 733,227.09	\$ 663,435.00	(9.5%)

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
EXPENDITURES				
HUMAN SERVICES				
CEMETERY DEPARTMENT				
OVERTIME				
OVERTIME	\$ 96,481.25	\$ 100,086.63	\$ 100,000.00	(0.1%)
TOTAL OVERTIME:	\$ 96,481.25	\$ 100,086.63	\$ 100,000.00	(0.1%)
PERSONAL SERVICES NON OT				
FULL-TIME SALARIES	\$ 297,935.80	\$ 304,914.46	\$ 313,971.00	3.0%
STIPEND	-	2,400.00	2,400.00	-%
CLERICAL INCENTIVE	2,500.00	2,500.00	2,500.00	-%
LONGEVITY	2,210.00	3,335.00	3,435.00	3.0%
SHIFT DIFFERENTIAL	17,066.83	18,535.00	19,352.00	4.4%
HOLIDAY	-	100.00	-	(100.0%)
EDUCATIONAL INCENTIVE	374.36	2,003.00	3,454.00	72.4%
ON CALL	20,743.56	20,611.00	22,133.00	7.4%
OUT OF GRADE	1,768.72	5,800.00	7,404.00	27.7%
HAZARDOUS DUTY	-	2,496.00	2,946.00	18.0%
SEPARATION COSTS	-	12,000.00	12,000.00	-%
UNIFORM CLOTHING ALLOWANCE	6,800.00	6,800.00	6,800.00	-%
EMPLOYEE LIC & REGISTRATION	-	6,240.00	-	(100.0%)
CDL STIPEND	-	6,240.00	6,240.00	-%
TOTAL PERSONAL SERVICES NON OT:	\$ 349,399.27	\$ 393,974.46	\$ 402,635.00	2.2%
PURCHASE OF SERVICE				
ELECTRICITY	\$ 4,932.64	\$ 10,000.00	\$ -	(100.0%)
ENERGY (GAS-OIL-DIESEL)	11,175.80	20,000.00	15,000.00	(25.0%)
SEWER & WATER CHARGES	-	800.00	800.00	-%
VEHICLE REPAIR/MAINTENANCE	16,696.06	25,586.00	17,000.00	(33.6%)
DEPART EQUIP REPAIR/MAINT	28,595.64	25,000.00	17,500.00	(30.0%)
SECURITY/FIRE CONTROL	3,893.71	5,000.00	3,500.00	(30.0%)
TELEPHONE	-	6,380.00	-	(100.0%)
ADVERTISING	-	1,000.00	500.00	(50.0%)
PRINTING	-	1,000.00	500.00	(50.0%)
OTHER SERVICES	39,504.50	60,000.00	40,000.00	(33.3%)
TOTAL PURCHASE OF SERVICE:	\$ 104,798.35	\$ 154,766.00	\$ 94,800.00	(38.7%)

DEPARTMENT: Cemetery Department

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
GOODS AND SUPPLIES				
OFFICE SUNDRIES/SUPPLIES	\$ 1,810.17	\$ 1,500.00	\$ 1,000.00	(33.3%)
JANITORIAL SUPPLIES	\$ 1,374.99	\$ 1,500.00	\$ 1,000.00	(33.3%)
GASOLINE	12,379.44	25,000.00	20,000.00	(20.0%)
CEMETERY SUPPLIES	34,210.87	45,000.00	40,000.00	(11.1%)
TUITION & TRAINING	-	5,000.00	-	(100.0%)
LICENSE & REGISTRATION	281.20	1,400.00	1,000.00	(28.6%)
DEPARTMENT EQUIPMENT	-	5,000.00	3,000.00	(40.0%)
TOTAL GOODS AND SUPPLIES:	\$ 50,056.67	\$ 84,400.00	\$ 66,000.00	(21.8%)
TOTAL CEMETERY DEPARTMENT:	\$ 600,735.54	\$ 733,227.09	\$ 663,435.00	(9.5%)
TOTAL HUMAN SERVICES:	\$ 600,735.54	\$ 733,227.09	\$ 663,435.00	(9.5%)
TOTAL EXPENDITURES:	\$ 600,735.54	\$ 733,227.09	\$ 663,435.00	(9.5%)

DEPARTMENT: City Clerk

City Clerk

Timothy Cruise
City Clerk



Mission

The mission of the Clerk's Office is to present a courteous and service-oriented team of professionals in partnership with the City Council and other City of Brockton departments to best serve the citizens of Brockton. The City Clerk is the keeper of records of all proceedings of the City Council and serves as the 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, death and marriage certificates.
- Handle all corrections and affidavits to any vital records in the custody of the City Clerk.
- Process all marriage certificates applied for in the City of Brockton.
- Process licenses, license renewals and transfer of licenses through the City Council with issuance or letter of rejection. These include garage, motor vehicle repair and fuel storage licenses.
- Maintain all general and zoning ordinances.
- Receive, index, post and record all notices of meetings.
- Custodian to all City records as provided by law.
- Draft and prepare all City Council and Finance Committee meeting agendas and publish for distribution at public meetings and on the City website.
- Respond to public requests for certified records.

FY24 Accomplishments

- Allow for public access to records online.
- Allow for the public to pay for services via credit cards.
- Started a continuous process of record retention and destruction.
- Registered 555 births.
- Registered 451 Deaths.
- Registered 163 marriage intentions.
- Registered 121 Business certificate.
- Processed 42 affidavits or changes to Vital Records.
- All registration numbers are through April 19,2024.

DEPARTMENT: City Clerk

Objectives

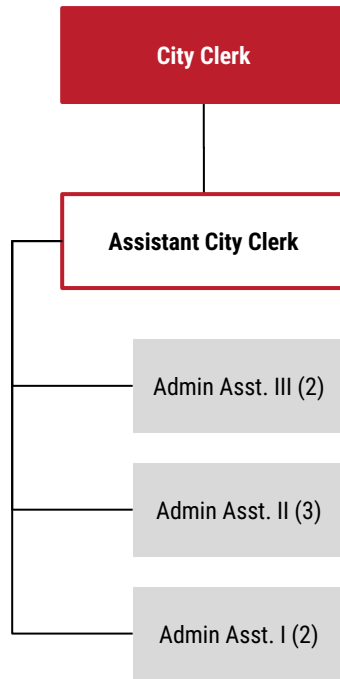
Objective	Status	City Goal
1. Continue to increase the diversity of the office team, including outreach to various organizations when employment opportunities arise in the office. Particular attention will be paid to multi-lingual applicants.	Ongoing FY25	1,2
2. Work with the Chief Financial Officer (CFO) and Information Technology Center to expand the online presence of the City Clerk's Office, allowing appropriate records to be requested online.	Accomplished/ Ongoing FY25	2
3. Continue Vital Records digitization and destruction.	Ongoing FY25	2
4. Move Motor vehicle repair, Fuel Storage and Garage Licenses to City Clerk Association software.	Ongoing FY25	2,3
5. Move business registrations to City Clerk Association reporting.	Ongoing FY25	3

Performance Measures

Obj.	Performance Measures	FY23 Actuals	FY24 Projected	FY25 Target
5	Business records	157	377	400
5	Death registrations	1,767	1560	1500
5	Birth registrations	2,017	1750	1750
5	Legally certified copies of Vital Records	12,188	4,062	11,002

DEPARTMENT: City Clerk

Organizational Chart



DEPARTMENT: City Clerk

Personal Services

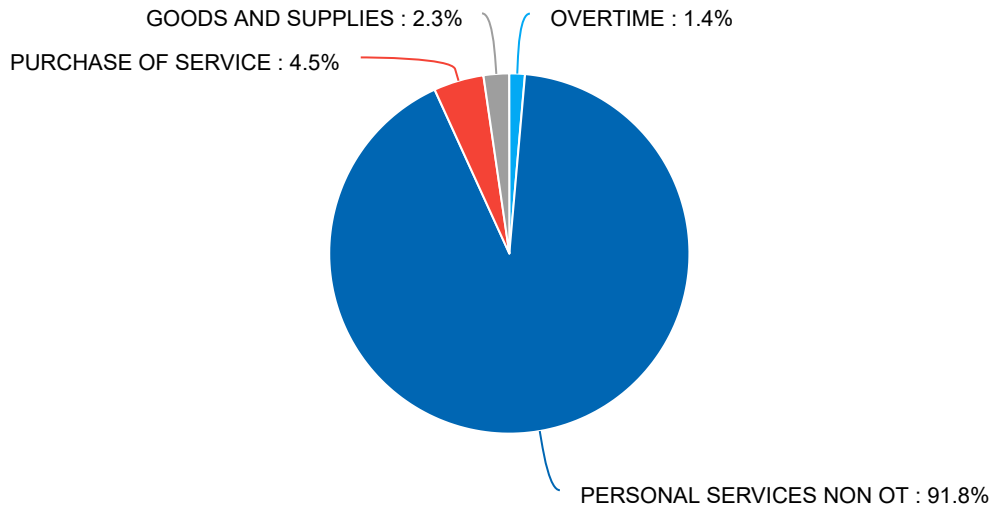
Title	Name	Start Date	Longevity	Salary	Ed. Incent.
Admin Asst. I	Vacant				
City Clerk	Timothy Cruise	1/6/2006	950	136,678	
Admin Asst. II	Donna Plouffe	5/7/2021		56,724	1,702
Admin Asst. III	Donna Tourinho	5/26/2021	1,350	75,194	
Admin Asst. II	Helena Rodrigues	6/2/2021		56,724	1,702
Admin Asst. II	Ana Pacheco	4/21/2000	1,250	71,830	
Admin Asst. I	Veronica Cruz	3/22/2016	480	61,221	
Admin III	Proposed				
Assistant City Clerk	Vacant				
Total			4,030	458,371	3,404

Personal Services Summary

CLERICAL INCENTIVE	12,500
EDUCATIONAL INCENTIVE	3,404
FULL-TIME SALARIES	458,371
HOLIDAY	1,000
LONGEVITY	4,030
PART-TIME SALARIES	5,000
Total	484,305

DEPARTMENT: City Clerk

Financial Overview Financial Overview by Statutory Category



Financial Overview Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
GENERAL FUND				
OVERTIME	\$ 4,692.38	\$ 11,330.94	\$ 7,500.00	(33.8%)
PERSONAL SERVICES NON OT	297,365.71	377,790.38	484,305.00	28.2%
PURCHASE OF SERVICE	13,250.30	68,000.00	23,750.00	(65.1%)
GOODS AND SUPPLIES	18,678.90	21,775.00	12,275.00	(43.6%)
TOTAL GENERAL FUND:	\$ 333,987.29	\$ 478,896.32	\$ 527,830.00	10.2%

DEPARTMENT: City Clerk

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
EXPENDITURES				
GENERAL GOVERNMENT				
CITY CLERK				
OVERTIME				
OVERTIME	\$ 4,692.38	\$ 11,330.94	\$ 7,500.00	(33.8%)
TOTAL OVERTIME:	\$ 4,692.38	\$ 11,330.94	\$ 7,500.00	(33.8%)
PERSONAL SERVICES NON OT				
FULL-TIME SALARIES	\$ 287,208.96	\$ 347,510.38	\$ 458,371.00	31.9%
PART-TIME SALARIES	-	5,000.00	5,000.00	-%
STIPEND	-	3,250.00	-	(100.0%)
CLERICAL INCENTIVE	7,500.00	12,500.00	12,500.00	-%
LONGEVITY	2,200.00	4,030.00	4,030.00	-%
HOLIDAY	-	1,000.00	1,000.00	-%
EDUCATIONAL INCENTIVE	456.75	500.00	3,404.00	580.8%
OUT OF GRADE	-	4,000.00	-	(100.0%)
TOTAL PERSONAL SERVICES NON OT:	\$ 297,365.71	\$ 377,790.38	\$ 484,305.00	28.2%
PURCHASE OF SERVICE				
OFFICE EQUIP REPAIR/MAINT	\$ -	\$ 1,500.00	\$ 1,500.00	-%
DATA PROCESS EQUIP REP/MAINT	9,952.45	3,000.00	3,000.00	-%
BUILDING RENT/LEASE	-	4,500.00	4,500.00	-%
SECURITY/FIRE CONTROL	-	1,500.00	1,500.00	-%
LEGAL	183.10	10,000.00	5,000.00	(50.0%)
ADVERTISING	-	25,000.00	-	(100.0%)
BOOKBINDING	2,326.60	15,000.00	5,000.00	(66.7%)
PRINTING	788.15	7,500.00	3,250.00	(56.7%)
TOTAL PURCHASE OF SERVICE:	\$ 13,250.30	\$ 68,000.00	\$ 23,750.00	(65.1%)
GOODS AND SUPPLIES				
COPY MACHINE SUPPLIES	\$ 756.00	\$ 2,000.00	\$ -	(100.0%)
REFERENCE MATERIALS	22.50	4,000.00	2,000.00	(50.0%)
OFFICE SUNDRIES/SUPPLIES	1,466.58	3,000.00	3,000.00	-%
IN-STATE TRAVEL	-	1,000.00	-	(100.0%)
REG/MEMBERSHIPS/SUBSCRIPTIONS	180.00	4,000.00	2,000.00	(50.0%)
BOND INSURANCE	-	275.00	275.00	-%
DEPARTMENT EQUIPMENT	16,253.82	7,500.00	5,000.00	(33.3%)
TOTAL GOODS AND SUPPLIES:	\$ 18,678.90	\$ 21,775.00	\$ 12,275.00	(43.6%)
TOTAL CITY CLERK:	\$ 333,987.29	\$ 478,896.32	\$ 527,830.00	10.2%
TOTAL GENERAL GOVERNMENT:	\$ 333,987.29	\$ 478,896.32	\$ 527,830.00	10.2%
TOTAL EXPENDITURES:	\$ 333,987.29	\$ 478,896.32	\$ 527,830.00	10.2%

DEPARTMENT: City Council

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 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, including the School Department and/or improvements.
- Oversee the Finance Committee.
- Act as a liaison for the public with various City departments.
- Oversee the Accounts Committee, which examines all accounts and City payments for services.
- Confirm or deny various Mayoral appointments to municipal government positions.

FY24 Accomplishments

- Continue an onboarding process for newly elected Councilors. Councilors received current budget books and instruction on Roberts Rules of Order and other Council Rules.
- Began review and updating of City Ordinances.
- Assist Councilors in outreach to various community groups.
- Attended various Ward meetings and other public meetings as needed.

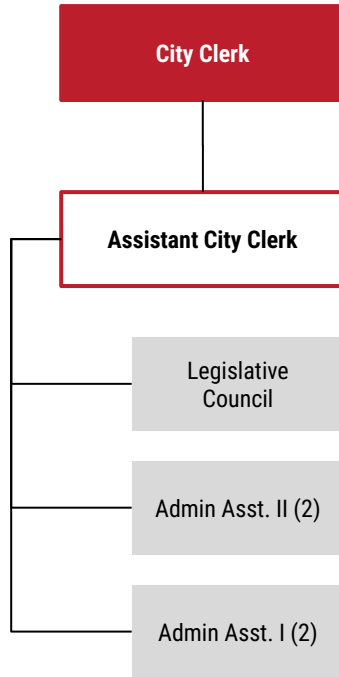
DEPARTMENT: City Council

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 FY25	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.	Accomplished and Ongoing FY25	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.	Accomplished/Ongoing FY25	2,3
4. In accordance with Ordinance changes assume duties as the Clerk to the Finance Committee.	Accomplished/Ongoing FY25	2
5. Improve and upgrade the audiovisual and television capabilities in the City Council chamber.	Ongoing FY25	3

DEPARTMENT: City Council

Organizational Chart



DEPARTMENT: City Council

Personal Services

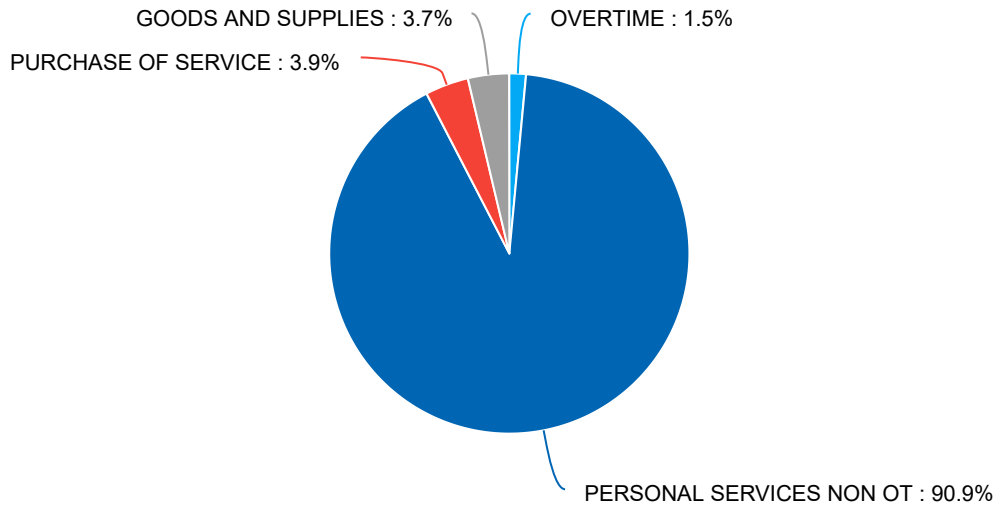
Title	Name	Start Date	Longevity	Salary	Ed. Incent.
Admin. Asst. II	Diane Peloquin	5/17/2021		56,724	
Admin. Asst. II	Vacant			47,731	
Legislative Counsel	Shannon Resnick	3/5/2022		91,651	
Admin. Asst. I	Vacant				
Admin. Asst. I	Vacant				
*Clerk of Committees					
*stipend only					
*Clerk of Committees					
Total				0	196,106

Personal Services Summary

CLERICAL INCENTIVE	5,000
EDUCATIONAL INCENTIVE	2,200
ELECTED/APPOINTED	332,500
FULL-TIME SALARIES	196,106
OFFICIAL DUTY EXPENSES	55,015
OUT OF GRADE	4,000
STIPEND	11,250
TEMPORARY/SEASONAL	2,500
Total	608,571

DEPARTMENT: City Council

Financial Overview Financial Overview by Statutory Category



Financial Overview Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
GENERAL FUND				
OVERTIME	\$ 2,776.85	\$ 9,727.19	\$ 9,727.19	-%
PERSONAL SERVICES NON OT	492,748.48	703,379.81	608,571.00	(13.5%)
PURCHASE OF SERVICE	9,136.91	86,000.00	26,000.00	(69.8%)
GOODS AND SUPPLIES	8,862.09	68,500.00	25,250.00	(63.1%)
TOTAL GENERAL FUND:	\$ 513,524.33	\$ 867,607.00	\$ 669,548.19	(22.8%)

DEPARTMENT: City Council

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
EXPENDITURES				
GENERAL GOVERNMENT				
CITY COUNCIL				
OVERTIME				
OVERTIME	\$ 2,776.85	\$ 9,727.19	\$ 9,727.19	-%
TOTAL OVERTIME:	\$ 2,776.85	\$ 9,727.19	\$ 9,727.19	-%
PERSONAL SERVICES NON OT				
FULL-TIME SALARIES	\$ 257,401.06	\$ 287,047.81	\$ 196,106.00	(31.7%)
TEMPORARY/SEASONAL	-	2,500.00	2,500.00	-%
ELECTED/APPOINTED	176,936.89	332,500.00	332,500.00	-%
STIPEND	-	7,500.00	11,250.00	50.0%
CLERICAL INCENTIVE	7,500.00	10,000.00	5,000.00	(50.0%)
HOLIDAY	-	336.00	-	(100.0%)
EDUCATIONAL INCENTIVE	337.86	481.00	2,200.00	357.4%
OUT OF GRADE	1,732.67	8,000.00	4,000.00	(50.0%)
OFFICIAL DUTY EXPENSES	48,840.00	55,015.00	55,015.00	-%
TOTAL PERSONAL SERVICES NON OT:	\$ 492,748.48	\$ 703,379.81	\$ 608,571.00	(13.5%)
PURCHASE OF SERVICE				
DATA PROCESS EQUIP REP/MAINT	\$ -	\$ 1,500.00	\$ 1,500.00	-%
LEGAL	1,997.46	25,000.00	-	(100.0%)
CONSULTANTS	-	20,000.00	-	(100.0%)
ADVERTISING	5,767.08	15,000.00	15,000.00	-%
BOOKBINDING	319.50	12,500.00	2,500.00	(80.0%)
PRINTING	592.00	2,000.00	2,000.00	-%
OTHER SERVICES	460.87	10,000.00	5,000.00	(50.0%)
TOTAL PURCHASE OF SERVICE:	\$ 9,136.91	\$ 86,000.00	\$ 26,000.00	(69.8%)
GOODS AND SUPPLIES				
COPY MACHINE SUPPLIES	\$ -	\$ 2,000.00	\$ -	(100.0%)
REFERENCE MATERIALS	-	8,500.00	4,250.00	(50.0%)
OFFICE SUNDRIES/SUPPLIES	1,189.69	3,000.00	3,000.00	-%
INAUGURATION SUPPLIES & COSTS	-	15,000.00	-	(100.0%)
IN STATE TRAVEL	-	1,000.00	1,000.00	-%
REG/MEMBERSHIPS/SUBSCRIPTIONS	-	2,000.00	2,000.00	-%
TUITION & TRAINING	2,173.74	10,000.00	5,000.00	(50.0%)
ACHIEV. & ACKNOWLEDGEMENTS	2,447.94	15,000.00	5,000.00	(66.7%)
DEPARTMENT EQUIPMENT	3,050.72	10,000.00	5,000.00	(50.0%)
DATA PROCESSING EQUIPMENT	-	2,000.00	-	(100.0%)
TOTAL GOODS AND SUPPLIES:	\$ 8,862.09	\$ 68,500.00	\$ 25,250.00	(63.1%)
TOTAL CITY COUNCIL:	\$ 513,524.33	\$ 867,607.00	\$ 669,548.19	(22.8%)
TOTAL GENERAL GOVERNMENT:	\$ 513,524.33	\$ 867,607.00	\$ 669,548.19	(22.8%)
TOTAL EXPENDITURES:	\$ 513,524.33	\$ 867,607.00	\$ 669,548.19	(22.8%)

DEPARTMENT: Conservation Commission

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).

FY24 Accomplishments

- Completed the City's Open Space and Recreation Plan for submission to the Commonwealth
- Reviewed over 50 applications for compliance with the Wetlands Protection Act & its Regulations.
- 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.
- Served on the City's Stormwater Permitting Authority.

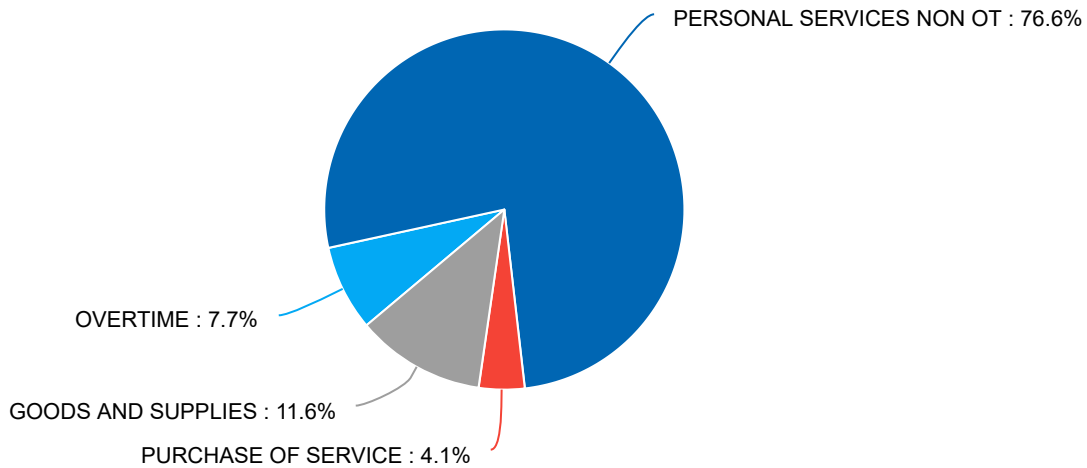
DEPARTMENT: Conservation Commission

Objectives

Objective	Status	City Goal
1. Contribute to implementation efforts following the updated of the City's Open Space and Recreation Plan.	Ongoing FY25	1
2. Review and update Conservation Commission Filing Information and Regulations.	Ongoing FY25	2
3. Review draft of Wetlands Protection Ordinance and submit to City Council.	Complete	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 FY25	3

DEPARTMENT: Conservation Commission

Financial Overview Financial Overview by Statutory Category



Financial Overview Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
GENERAL FUND				
OVERTIME	\$ 1,972.27	\$ 5,000.00	\$ 2,500.00	(50.0%)
PERSONAL SERVICES NON OT	-	25,000.00	25,000.00	-%
PURCHASE OF SERVICE	17,969.80	61,675.00	1,350.00	(97.8%)
GOODS AND SUPPLIES	2,907.42	6,100.00	3,800.00	(37.7%)
TOTAL GENERAL FUND:	\$ 22,849.49	\$ 97,775.00	\$ 32,650.00	(66.6%)

DEPARTMENT: Conservation Commission

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
EXPENDITURES				
GENERAL GOVERNMENT				
CONSERVATION COMMISSION				
OVERTIME				
OVERTIME	\$ 1,972.27	\$ 5,000.00	\$ 2,500.00	(50.0%)
TOTAL OVERTIME:	\$ 1,972.27	\$ 5,000.00	\$ 2,500.00	(50.0%)
PERSONAL SERVICES NON OT				
STIPEND	\$ -	\$ 25,000.00	\$ 25,000.00	-%
TOTAL PERSONAL SERVICES NON OT:	\$ -	\$ 25,000.00	\$ 25,000.00	-%
PURCHASE OF SERVICE				
DEPART EQUIP REPAIR/MAINT	\$ 200.00	\$ 200.00	\$ 200.00	-%
LEGAL	-	150.00	150.00	-%
CONSULTANTS	17,678.80	60,000.00	-	(100.0%)
POSTAGE	-	75.00	-	(100.0%)
ADVERTISING	-	250.00	-	(100.0%)
PRINTING	91.00	1,000.00	1,000.00	-%
TOTAL PURCHASE OF SERVICE:	\$ 17,969.80	\$ 61,675.00	\$ 1,350.00	(97.8%)
GOODS AND SUPPLIES				
COPY MACHINE SUPPLIES	\$ 300.00	\$ 300.00	\$ -	(100.0%)
OFFICE SUNDRIES/SUPPLIES	198.27	200.00	200.00	-%
FOOD PURCHASE	-	100.00	100.00	-%
TRAFFIC LINES & SIGNS ETC.	-	500.00	500.00	-%
IN STATE TRAVEL	144.20	1,000.00	500.00	(50.0%)
REG/MEMBERSHIPS/SUBSCRIPTIONS	1,554.25	1,500.00	500.00	(66.7%)
TUITION & TRAINING	710.70	2,500.00	2,000.00	(20.0%)
TOTAL GOODS AND SUPPLIES:	\$ 2,907.42	\$ 6,100.00	\$ 3,800.00	(37.7%)
TOTAL CONSERVATION COMMISSION:	\$ 22,849.49	\$ 97,775.00	\$ 32,650.00	(66.6%)
TOTAL GENERAL GOVERNMENT:	\$ 22,849.49	\$ 97,775.00	\$ 32,650.00	(66.6%)
TOTAL EXPENDITURES:	\$ 22,849.49	\$ 97,775.00	\$ 32,650.00	(66.6%)

DEPARTMENT: Council On Aging

Council On Aging

Janice Fitzgerald
Director



Mission

The Brockton Council on Aging, a branch of city government, is mandated to assess the needs and provide programs and services to Seniors in the community and strives to improve their quality of life. The Council on Aging offers through its staff and volunteers' easy access to an array of general programs, information and socialization opportunities to seniors ages 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 assistance, 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 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.

FY24 Accomplishments

- Temporarily relocated the Council on Aging to the Shaw's Center while renovation/addition are underway.
- Concluded the Needs Assessment with UMass Boston.
- Assisted 105 seniors with fuel assistance.
- Provided 2099 meals with our Community Dining program.
- Welcomed 277 new members.
- Provided 1208 well check calls with our BSU MSCW Intern.
- Received funding to cover the cost for older adults to get to our temporary location at no cost.

DEPARTMENT: Council On Aging

Objectives

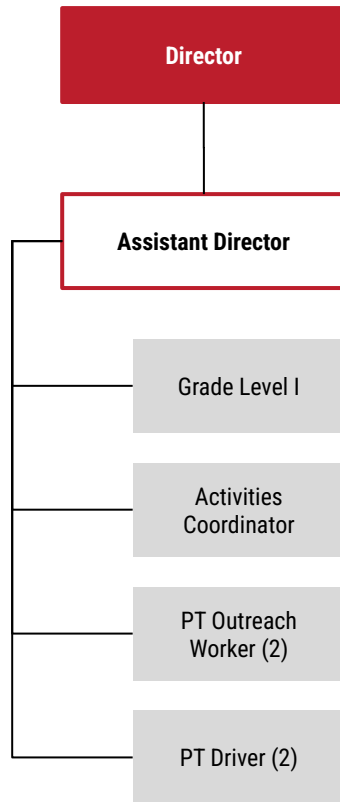
Objective	Status	City Goal
1. Commit to providing a welcoming atmosphere for older adults and all generations who visit the center.	Ongoing FY25	1,2
2. Engage the community and strengthen community relations. Serve as a focal point for services and programs for older adults and their families.	Ongoing FY25	3
3. Conduct Outreach with Outreach staff and Intern. Research costs of marketing company to assist in rebranding when we return back to our building.	Ongoing FY25	3
4. Research and provide a variety of new programming that will focus on health and wellness, LifeLong Learning, technology, culture and arts to name a few. Also provide resources to support our older adults to Age in Place.	Ongoing FY25	3
5. Continue to support the City through the offering vaccine clinics, test kits and Outreach.	Ongoing FY25	2,3

Performance Measures

Obj.	Performance Measures	FY23 Actuals	FY24 Projected	FY25 Target
1,2,3,4	Increase numbers of new members to the Council on Aging (Surveyed by age, gender and ethnicity).	277	360	360

DEPARTMENT: Council On Aging

Organizational Chart



DEPARTMENT: Council On Aging

Personal Services

Title	Name	Start Date	Longevity	Salary	Ed. Incent.
Director	Janice Fitzgerald	2/9/2006	950	103,555	
Asst. Director	Lauren Conrad	1/28/2008	950	81,072	3,200
Grade Level I	Vacant			57,805	
Admin. I	Sophia Moliere	2/5/2024		42,311	
PT-Jr. Clerk	Ruthie Graham			19,266	
PT-Driver	Vacant				
PT-Driver	Vacant				
PT-Driver	Vacant				
Total			1,900	304,009	3,200

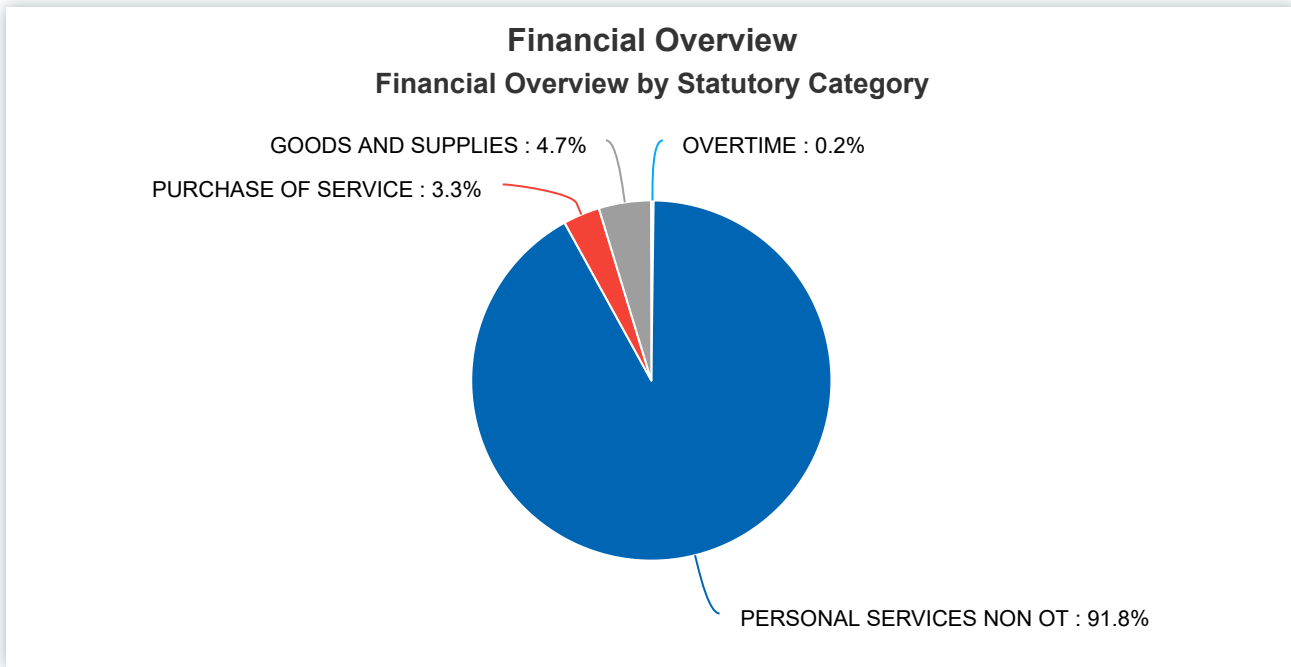
Personal Services Summary

ADMIN INCENTIVE	4,000
EDUCATIONAL INCENTIVE	2,500
FULL-TIME SALARIES	284,743
HOLIDAY	663
LONGEVITY	2,650
PART-TIME SALARIES	19,266
STIPEND	3,300
TUITION REIMBURSEMENT	4,500
Total	321,622

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

DEPARTMENT: Council On Aging



Financial Overview Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
GENERAL FUND				
OVERTIME	\$ 236.94	\$ 853.88	\$ 853.88	-%
PERSONAL SERVICES NON OT	269,785.68	391,125.53	321,622.00	(17.8%)
PURCHASE OF SERVICE	6,608.94	17,200.00	11,600.00	(32.6%)
GOODS AND SUPPLIES	12,666.63	26,750.00	16,200.00	(39.4%)
TOTAL GENERAL FUND:	\$ 289,298.19	\$ 435,929.41	\$ 350,275.88	(19.6%)

DEPARTMENT: Council On Aging

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
EXPENDITURES				
HUMAN SERVICES				
COUNCIL ON AGING				
OVERTIME				
OVERTIME	\$ 236.94	\$ 853.88	\$ 853.88	-%
TOTAL OVERTIME:	\$ 236.94	\$ 853.88	\$ 853.88	-%
PERSONAL SERVICES NON OT				
FULL-TIME SALARIES	\$ 242,063.71	\$ 264,646.53	\$ 284,743.00	7.6%
PART-TIME SALARIES	13,934.37	112,866.00	19,266.00	(82.9%)
STIPEND	6,625.20	3,300.00	3,300.00	-%
ADMIN INCENTIVE	1,500.00	2,000.00	4,000.00	100.0%
LONGEVITY	2,450.00	2,650.00	2,650.00	-%
HOLIDAY	-	663.00	663.00	-%
EDUCATIONAL INCENTIVE	3,212.40	2,500.00	2,500.00	-%
TUITION REIMBURSEMENT	-	2,500.00	4,500.00	80.0%
TOTAL PERSONAL SERVICES NON OT:	\$ 269,785.68	\$ 391,125.53	\$ 321,622.00	(17.8%)
PURCHASE OF SERVICE				
VEHICLE REPAIR/MAINTENANCE	\$ -	\$ 4,500.00	\$ 3,000.00	(33.3%)
DEPART EQUIP REPAIR/MAINT	358.88	1,000.00	1,000.00	-%
HUMAN SERVICE CONTRACTS	2,690.49	5,000.00	3,500.00	(30.0%)
OTHER CONTRACT SERVICES	2,066.00	3,600.00	1,000.00	(72.2%)
PRINTING	-	1,000.00	1,000.00	-%
OTHER SERVICES	1,493.57	2,100.00	2,100.00	-%
TOTAL PURCHASE OF SERVICE:	\$ 6,608.94	\$ 17,200.00	\$ 11,600.00	(32.6%)
GOODS AND SUPPLIES				
OFFICE SUNDRIES/SUPPLIES	\$ 4,912.44	\$ 9,000.00	\$ 7,500.00	(16.7%)
JANITORIAL SUPPLIES	1,966.32	3,250.00	-	(100.0%)
HUMANISTIC SUPPLIES AND COSTS	5,330.37	5,400.00	5,400.00	-%
IN-STATE TRAVEL	-	300.00	300.00	-%
REG/MEMBERSHIPS/SUBSCRIPTIONS	457.50	8,800.00	3,000.00	(65.9%)
TOTAL GOODS AND SUPPLIES:	\$ 12,666.63	\$ 26,750.00	\$ 16,200.00	(39.4%)
TOTAL COUNCIL ON AGING:	\$ 289,298.19	\$ 435,929.41	\$ 350,275.88	(19.6%)
TOTAL HUMAN SERVICES:	\$ 289,298.19	\$ 435,929.41	\$ 350,275.88	(19.6%)
TOTAL EXPENDITURES:	\$ 289,298.19	\$ 435,929.41	\$ 350,275.88	(19.6%)

DEPARTMENT: Department of Public Works Commissioner

Department of Public Works Commissioner

Patrick Hill
Commissioner



Mission

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

Services

- Review and approve contracts for engineering, design services and construction, and recommends approval to the Mayor.
- Research and recommend improvements, acquisition of equipment, extensions to the water system, and recommend any proposed changes in the rate structure.
- Monitor contracts with Veolia Water, the current vendor that operates the City's Water and Wastewater Treatment Plants, and ensure proper operation and compliance with regulations and directives of the Department of Environmental Protection (DEP), as well as ongoing projects designed by consultants.
- Manage the daily operation of the Department of Public Works (DPW) Utilities Division.
- Provide direction to the DPW Operations Division to ensure the proper response to refuse, snow removal, sanding and salting operations.
- Oversee the Operations Division.
- Work in close coordination with the Engineering Division regarding street openings, making private ways public streets, street surveys, preparation of street reconstruction cost estimates, the Massachusetts Highway Department street reconstruction projects, and maintenance of all DPW records.
- Serve as the contact office for the collection and reporting of data, in addition to auditing of Federal and State emergency funding for natural disasters (hurricane, floods, wind storms, etc.).
- Oversee the contractual compliance and proper collection of residential trash.
- Assist the City with recycling, establishment and implementation of the city's recycling policy, the issuance of grant applications, and special projects for reimbursement.
- Oversee the Thatcher Street Landfill, Community Development Block Grant fund for Street Repair, Procurement of Department of Environmental Protection (DEP) grants.
- Oversee the allocation and reconciliation of Chapter 90 and State Revolving Funds awarded to the City. The DPW Administrative Division participates as a member of the Traffic Commission, the Old Colony Planning Council, the City's Tree Warden, and works closely with the Brockton Emergency Management Agency (BEMA) during emergencies.

DEPARTMENT: Department of Public Works Commissioner

- Oversee the Pavement Management Program, which inventoried and analyzed 325 miles of public and private roads within the City in 2005. This project has been maintained over the past 16 years and contributed to the ranking, budgeting, and analysis of City streets to repair.
- Oversee the Chapter 90 Program, which is a program that provides grant funding to the City for the restoration, design services, and reconstruction of streets. In addition, the DPW works with the Brockton Redevelopment Authority (BRA), who also performs reconstruction of any street in the City.
- Manage the Streetlight Program. The City purchased 8,070 streetlights from National Grid for \$34,328 in December 2012. They are currently maintained by Dagle Electrical Construction Corp. These lights ensure that operable lights are serviced effectively and efficiently.

FY24 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.
- Review and begin the design phase of the City's future Bio-solids Management Project.

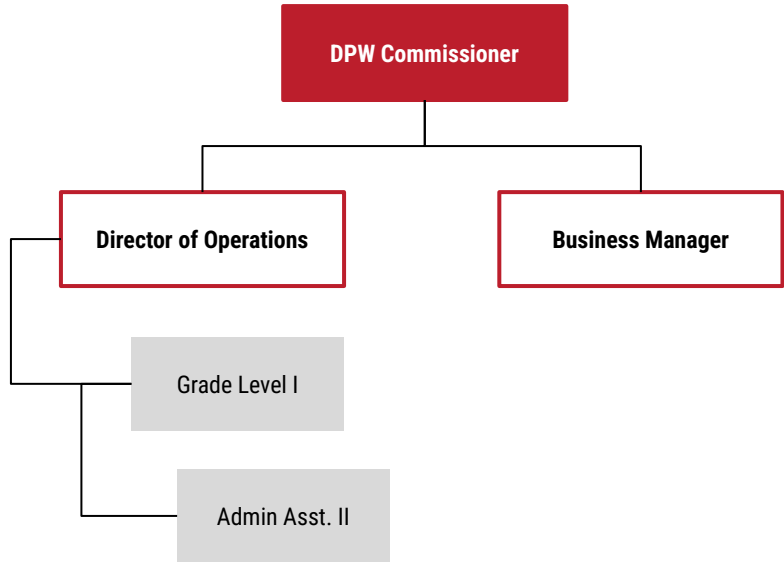
Objectives

Objective	Status	City Goal
1. Maintain staff levels for better service.	Ongoing FY25	2
2. Ensure that the goals of all the other Divisions are met.	Ongoing FY25	2
3. Improve safety for all workers.	Ongoing FY25	2
4. Restructure job titles.	Ongoing FY25	3
5. Establish better coordination with other City departments.	Ongoing FY25	2

Performance Measures

Obj.	Performance Measures	FY23 Actuals	FY24 Projected	FY25 Target
1	Commissioner's Staff	4	4	5
2	Safety training	N/A	Manual Created	3 trainings

Organizational Chart



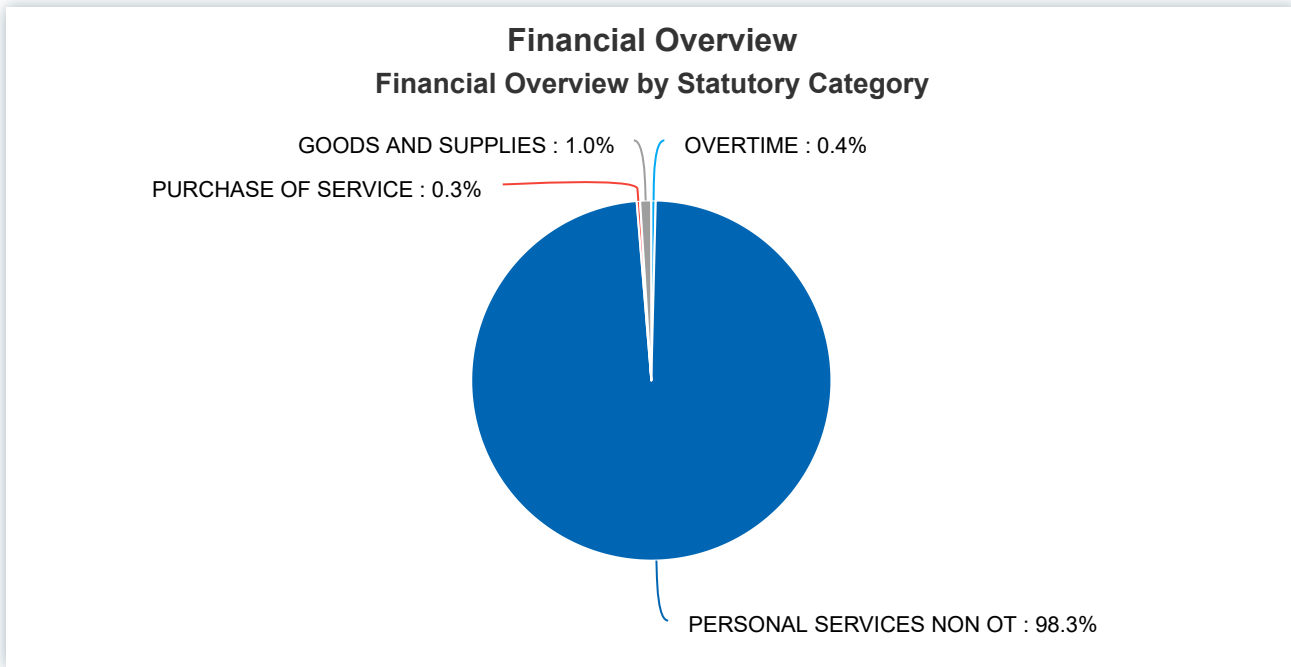
Personal Services

Title	Name	Start Date	Longevity	Salary	Ed. Incent.
Commissioner of Public Works	Patrick Hill	2/13/1996	1,350	172,662	
Director Of Operations	Mark Peterson	7/8/1996	1,350	123,835	
Grade Level 1	Alisa Hambly	3/13/1991	1,350	81,387	
Admin Asst. II	Celestina Rodrigues	4/1/2019	480	56,724	1,702
Total			4,530	434,608	1,702

Personal Services Summary

ADMIN INCENTIVE	2,000
CLERICAL INCENTIVE	2,500
EDUCATIONAL INCENTIVE	1,702
FULL-TIME SALARIES	434,608
HOLIDAY	1,300
LONGEVITY	4,530
OUT OF GRADE	2,000
PART-TIME SALARIES	50,000
STIPEND	4,800
Total	503,440

DEPARTMENT: Department of Public Works Commissioner



Financial Overview Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
GENERAL FUND				
OVERTIME	\$ 457.31	\$ 5,689.43	\$ 2,000.00	(64.8%)
PERSONAL SERVICES NON OT	411,187.01	519,131.92	503,440.00	(3.0%)
PURCHASE OF SERVICE	571.73	4,950.00	1,550.00	(68.7%)
GOODS AND SUPPLIES	1,929.23	15,664.00	5,244.00	(66.5%)
TOTAL GENERAL FUND:	\$ 414,145.28	\$ 545,435.35	\$ 512,234.00	(6.1%)

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
EXPENDITURES				
PUBLIC WORKS				
DPW COMMISSIONER				
OVERTIME				
OVERTIME	\$ 457.31	\$ 5,689.43	\$ 2,000.00	(64.8%)
TOTAL OVERTIME:	\$ 457.31	\$ 5,689.43	\$ 2,000.00	(64.8%)
PERSONAL SERVICES NON OT				
FULL-TIME SALARIES	\$ 380,920.01	\$ 451,521.92	\$ 434,608.00	(3.7%)
PART-TIME SALARIES	21,717.00	50,000.00	50,000.00	-%
STIPEND	-	4,800.00	4,800.00	-%
CLERICAL INCENTIVE	2,500.00	2,500.00	2,500.00	-%
ADMIN INCENTIVE	2,000.00	2,000.00	2,000.00	-%
LONGEVITY	4,050.00	4,530.00	4,530.00	-%
HOLIDAY	-	1,300.00	1,300.00	-%
EDUCATIONAL INCENTIVE	-	480.00	1,702.00	254.6%
OUT OF GRADE	-	2,000.00	2,000.00	-%
TOTAL PERSONAL SERVICES NON OT:	\$ 411,187.01	\$ 519,131.92	\$ 503,440.00	(3.0%)
PURCHASE OF SERVICE				
DEPART EQUIP REPAIR/MAINT	\$ -	\$ 150.00	\$ 150.00	-%
COMMUNICATION SERVICES	307.50	4,400.00	1,000.00	(77.3%)
PRINTING	264.23	400.00	400.00	-%
TOTAL PURCHASE OF SERVICE:	\$ 571.73	\$ 4,950.00	\$ 1,550.00	(68.7%)
GOODS AND SUPPLIES				
OFFICE SUNDRIES/SUPPLIES	\$ 336.23	\$ 845.00	\$ 845.00	-%
IN-STATE TRAVEL	-	99.00	99.00	-%
REG/MEMBERSHIPS/SUBSCRIPTIONS	302.00	570.00	250.00	(56.1%)
TUITION & TRAINING	895.00	10,000.00	2,500.00	(75.0%)
DEPARTMENT EQUIPMENT	396.00	3,600.00	1,000.00	(72.2%)
COMMUNICATION EQUIPMENT	-	550.00	550.00	-%
TOTAL GOODS AND SUPPLIES:	\$ 1,929.23	\$ 15,664.00	\$ 5,244.00	(66.5%)
TOTAL DPW COMMISSIONER:	\$ 414,145.28	\$ 545,435.35	\$ 512,234.00	(6.1%)
TOTAL PUBLIC WORKS:	\$ 414,145.28	\$ 545,435.35	\$ 512,234.00	(6.1%)
TOTAL EXPENDITURES:	\$ 414,145.28	\$ 545,435.35	\$ 512,234.00	(6.1%)

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).

FY24 Accomplishments

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

Objectives

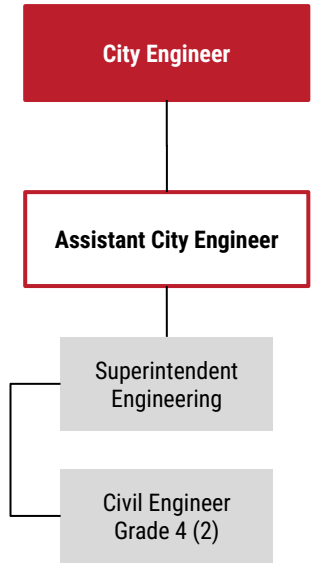
Objective	Status	City Goal
1. Move forward with training and enforcing the Stormwater Ordinance.	Ongoing FY25	2
2. Improve safety for all workers.	Ongoing FY25	2
3. Maintain staffing levels for better service.	Ongoing FY25	2
4. Digitize maps/plans.	Ongoing FY25	3

Performance Measures

Obj.	Performance Measures	FY23 Actuals	FY24 Projected	FY25 Target
3	Engineering Staff	4	5	5
4	Number of maps digitized	0	18000	15000

DEPARTMENT: Department of Public Works Engineering

Organizational Chart



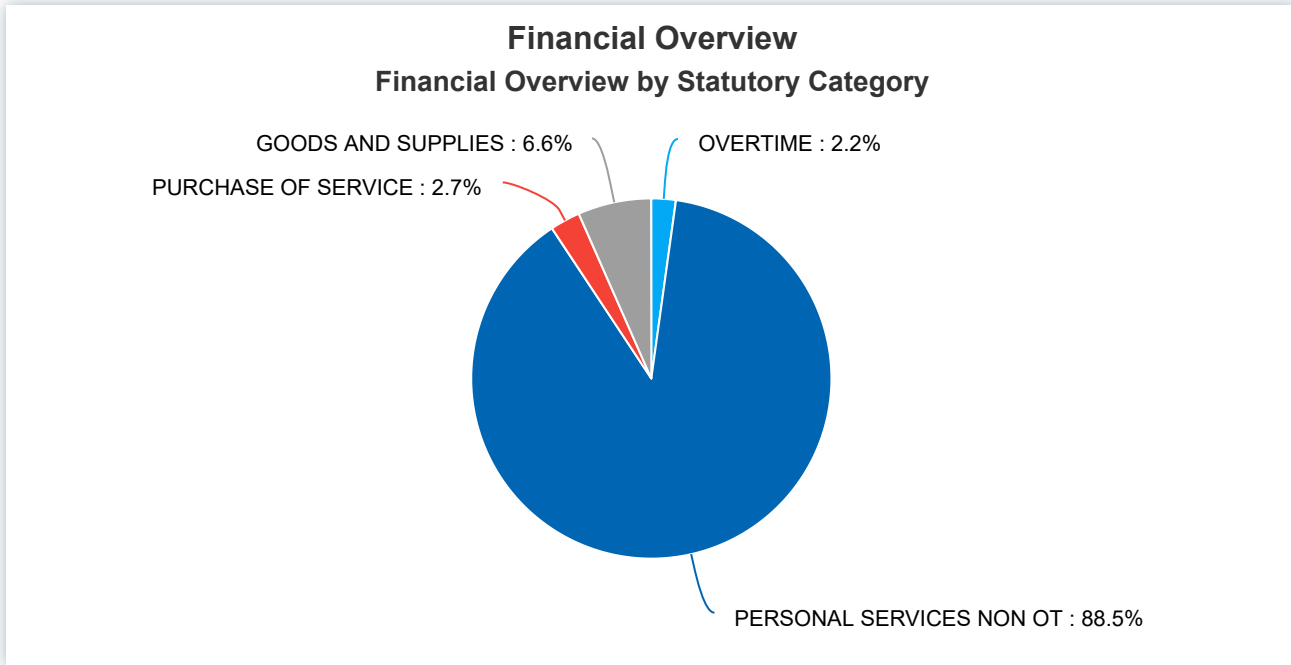
Personal Services

Title	Name	Start Date	Longevity	Salary	Ed. Incent.
Supt. Of Engineering	Howard B. Newton	9/14/1959	1,500	97,662	
Civil Engineer-Grade (4)	Peter Kelleher	8/4/2007	938	89,963	
Civil Engineer-Grade (4)	Ghaleb Younes	1/12/2015	120	89,963	
City Engineer	Chike Odunukwe	12/5/2016	240	119,037	1,500
Total			2,798	396,625	1,500

Personal Services Summary

EDUCATIONAL INCENTIVE	1,500
FULL-TIME SALARIES	396,625
HAZARDOUS DUTY	500
HOLIDAY	500
STIPEND	6,000
UNIFORM CLOTHING ALLOWANCE	3,000
Total	408,125

DEPARTMENT: Department of Public Works Engineering



Financial Overview Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
GENERAL FUND				
OVERTIME	\$ 16,053.26	\$ 13,193.62	\$ 10,000.00	(24.2%)
PERSONAL SERVICES NON OT	269,304.27	333,401.30	408,125.00	22.4%
PURCHASE OF SERVICE	12,702.99	26,100.00	12,600.00	(51.7%)
GOODS AND SUPPLIES	21,566.49	52,397.00	30,537.00	(41.7%)
TOTAL GENERAL FUND:	\$ 319,627.01	\$ 425,091.92	\$ 461,262.00	8.5%

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
EXPENDITURES				
PUBLIC WORKS				
ENGINEERING				
OVERTIME				
OVERTIME	\$ 16,053.26	\$ 13,193.62	\$ 10,000.00	(24.2%)
TOTAL OVERTIME:	\$ 16,053.26	\$ 13,193.62	\$ 10,000.00	(24.2%)
PERSONAL SERVICES NON OT				
FULL-TIME SALARIES	\$ 260,015.17	\$ 324,464.30	\$ 396,625.00	22.2%
STIPEND	4,638.42	2,475.00	6,000.00	142.4%
HOLIDAY	-	389.00	500.00	28.5%
EDUCATIONAL INCENTIVE	4,650.68	1,500.00	1,500.00	-%
OUT OF GRADE	-	1,202.00	-	(100.0%)
HAZARDOUS DUTY	-	371.00	500.00	34.8%
UNIFORM CLOTHING ALLOWANCE	-	3,000.00	3,000.00	-%
TOTAL PERSONAL SERVICES NON OT:	\$ 269,304.27	\$ 333,401.30	\$ 408,125.00	22.4%
PURCHASE OF SERVICE				
DEPART EQUIP REPAIR/MAINT	\$ 1,921.04	\$ 1,000.00	\$ 1,000.00	-%
DATA PROCESS EQUIP REP/MAINT	400.00	500.00	500.00	-%
OTHER CONTRACT SERVICES	5,582.16	5,000.00	5,000.00	-%
ADVERTISING	241.00	1,000.00	500.00	(50.0%)
PRINTING	33.79	600.00	600.00	-%
PAPER STREET PROGRAM	4,525.00	18,000.00	5,000.00	(72.2%)
TOTAL PURCHASE OF SERVICE:	\$ 12,702.99	\$ 26,100.00	\$ 12,600.00	(51.7%)
GOODS AND SUPPLIES				
COPY MACHINE SUPPLIES	\$ 40.00	\$ 6,000.00	\$ -	(100.0%)
OFFICE SUNDRIES/SUPPLIES	367.68	487.00	487.00	-%
DATA PROCESS SOFTWARE & SUPP	6,968.05	19,050.00	19,050.00	-%
IN-STATE TRAVEL	3.20	4,320.00	250.00	(94.2%)
REG/MEMBERSHIPS/SUBSCRIPTIONS	-	540.00	250.00	(53.7%)
TUITION & TRAINING	1,200.00	5,000.00	2,000.00	(60.0%)
REGISTRY OF DEEDS FEES	11,187.56	15,000.00	7,500.00	(50.0%)
COMMUNICATION EQUIPMENT	1,800.00	2,000.00	1,000.00	(50.0%)
TOTAL GOODS AND SUPPLIES:	\$ 21,566.49	\$ 52,397.00	\$ 30,537.00	(41.7%)
TOTAL ENGINEERING:	\$ 319,627.01	\$ 425,091.92	\$ 461,262.00	8.5%
TOTAL PUBLIC WORKS:	\$ 319,627.01	\$ 425,091.92	\$ 461,262.00	8.5%
TOTAL EXPENDITURES:	\$ 319,627.01	\$ 425,091.92	\$ 461,262.00	8.5%

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.
- Begin cleaning and maintaining City's drainage easements.
- Assist consultants in 2nd phase of outfall sampling.
- Continuing maintenance and replacement of the City's sign inventory.

FY24 Accomplishments

- Established a more self-sufficient street sweeping program.
- Multiple river cleanings freeing debris and trash from the City's waterways.

Objectives

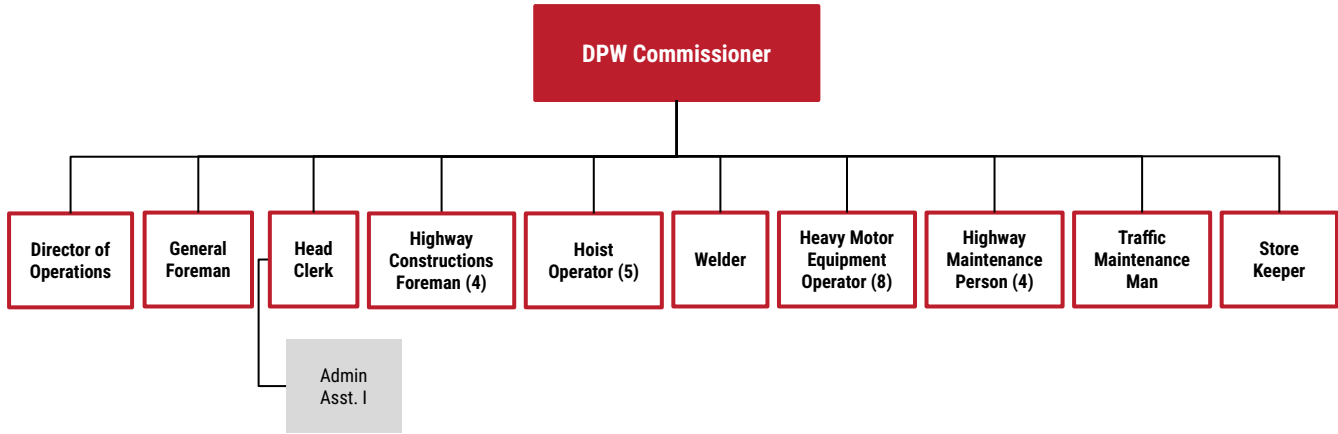
Objective	Status	City Goal
1. Continue to upgrade drain infrastructure.	Ongoing FY25	2
2. Continue street and sidewalk reconstruction with Chapter 90 funds and winter recovery assistance program.	Ongoing FY25	2
3. Improve safety for all workers.	Ongoing FY25	2
4. Upgrade all equipment to better serve the city.	Ongoing FY25	3
5. Maintain staffing levels for better service.	Ongoing FY25	2

Performance Measures

Obj.	Performance Measures	FY23 Actuals	FY24 Projected	FY25 Target
4	Equipment purchases		0	3
	Number of maps digitized.	26	26	27

DEPARTMENT: Department of Public Works Highway

Organizational Chart



Personal Services

Title	Name	Start Date	Longevity	Salary	Ed. Incent.
Head Clerk	Colleen Hayward	2/4/2008	950	74,723	
General Foreman	Erik Peterson	4/5/1999	1,350	77,084	
Admin Asst. I	Jenna DiMestico	1/11/2021		47,046	
Highway Construction Foreman	Michael Khoury	5/1/2000	1,250	71,042	
Highway Construction Foreman	Domenic Martelli	12/6/2004	950	71,042	
Highway Construction Foreman	Michael Rudnickas	3/24/1997	1,350	71,042	
Highway Construction Foreman	Michael Hayward	12/22/2014	480	71,042	
Utilities Hoist Equipment Operator	Brian Gogan	12/29/2014	480	61,443	
Utilities Hoist Equipment Operator	Kevin Burgess	12/1/2014	480	65,536	
Utilities Hoist Equipment Operator	Deladir Mendes	12/14/2016	480	65,536	
Utilities Hoist Equipment Operator	Stephen Gogan	5/17/2021		63,565	
Welder	John Lenkauskas	3/24/1997	1,350	65,536	
Storekeeper	Jack Card	5/10/2004	1,250	67,378	
Highway Maintenance Person	Adam Wisocky	11/12/2019	480	63,008	
Highway Maintenance Person	Darrell Martin	11/21/2008	480	59,374	
Highway Maintenance Person	Gabriel Boatwright	1/30/2017	480	62,159	
Heavy Motor Equipment Operator	Ronald Weimert	11/29/1976	1,350	61,926	
Heavy Motor Equipment Operator	Vassel Edwards	1/25/2012	750	61,926	
Heavy Motor Equipment Operator	Manuel Hernandez	3/20/2017	480	60,882	
Heavy Motor Equipment Operator	Scott Dubois	2/10/2020	950	61,926	
Heavy Motor Equipment Operator	Chad Cellucci	11/4/2019		60,882	
Heavy Motor Equipment Operator	Rubin Lamore	12/17/2018	480	60,882	
Heavy Motor Equipment Operator	Joseph Angelo Jr.	8/31/2020	750	61,926	
Traffic Maintenance Man	Jamal Andrade	3/10/2020	480	62,159	
Highway Maintenance Person	Jose Lobo	1/19/2021		63,003	
Heavy Motor Equipment Operator	Brian Schmidt	2/1/2021		62,587	
Hoist Operator	Ed Sylverstre	10/21/2002	1,250	64,379	
Total			18,300	1,739,034	0

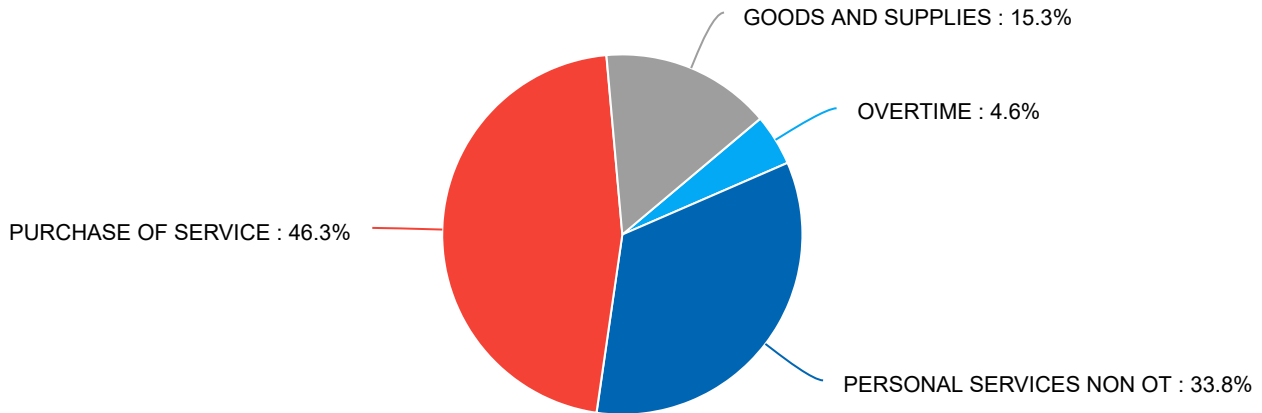
DEPARTMENT: Department of Public Works Highway

Personal Services Summary

CDL STIPEND	10,000
CLERICAL INCENTIVE	5,000
EDUCATIONAL INCENTIVE	2,000
FULL-TIME SALARIES	1,739,035
HOLIDAY	2,000
LONGEVITY	18,300
ON CALL	25,000
OUT OF GRADE	6,500
SHIFT DIFFERENTIAL	50,000
SNOW OVERTIME-1	260,000
UNIFORM CLOTHING ALLOWANCE	40,000
WORKERS COMPENSATION	100,000
Total	2,257,835

DEPARTMENT: Department of Public Works Highway

Financial Overview Financial Overview by Statutory Category



Financial Overview Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
GENERAL FUND				
OVERTIME	\$ 292,859.88	\$ 307,356.49	\$ 307,356.49	-%
PERSONAL SERVICES NON OT	1,854,158.22	2,092,260.57	2,257,835.00	7.9%
PURCHASE OF SERVICE	894,906.14	2,185,007.00	3,094,748.00	41.6%
GOODS AND SUPPLIES	913,641.44	1,208,135.40	1,027,691.00	(14.9%)
TOTAL GENERAL FUND:	\$ 3,955,565.68	\$ 5,792,759.46	\$ 6,687,630.49	15.4%

DEPARTMENT: Department of Public Works Highway

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
EXPENDITURES				
PUBLIC WORKS				
HIGHWAY				
OVERTIME				
OVERTIME	\$ 292,859.88	\$ 307,356.49	\$ 307,356.49	-%
TOTAL OVERTIME:	\$ 292,859.88	\$ 307,356.49	\$ 307,356.49	-%
PERSONAL SERVICES NON OT				
FULL-TIME SALARIES	\$ 1,515,960.38	\$ 1,569,007.57	\$ 1,739,035.00	10.8%
SNOW OVERTIME-1	151,693.27	260,000.00	260,000.00	-%
CLERICAL INCENTIVE	5,000.00	5,000.00	5,000.00	-%
LONGEVITY	16,830.00	19,610.00	18,300.00	(6.7%)
SHIFT DIFFERENTIAL	35,965.34	50,000.00	50,000.00	-%
HOLIDAY	-	2,000.00	2,000.00	-%
EDUCATIONAL INCENTIVE	-	2,000.00	2,000.00	-%
ON CALL	23,388.56	25,000.00	25,000.00	-%
OUT OF GRADE	3,030.29	6,500.00	6,500.00	-%
HAZARDOUS DUTY	-	7,758.00	-	(100.0%)
WORKERS COMPENSATION	63,190.38	83,885.00	100,000.00	19.2%
UNIFORM CLOTHING ALLOWANCE	39,100.00	42,500.00	40,000.00	(5.9%)
CDL STIPEND	-	19,000.00	10,000.00	(47.4%)
TOTAL PERSONAL SERVICES NON OT:	\$ 1,854,158.22	\$ 2,092,260.57	\$ 2,257,835.00	7.9%
PURCHASE OF SERVICE				
ELECTRICITY	\$ 3,347.02	\$ 8,481.00	\$ -	(100.0%)
ENERGY (GAS-OIL-DIESEL)	21,761.02	29,647.00	29,647.00	-%
SEWER & WATER CHARGES	1,509.97	1,583.00	1,583.00	-%
BUILDING/GROUNDS REPAIR/MAINT	14,685.82	30,000.00	25,000.00	(16.7%)
VEHICLE REPAIR/MAINTENANCE	14,703.97	50,000.00	30,000.00	(40.0%)
DEPART EQUIP REPAIR/MAINT	1,414.98	4,000.00	2,500.00	(37.5%)
DEPARTMENTAL EQUIP RENT/LEASE	138,367.00	200,000.00	160,000.00	(20.0%)
SECURITY/FIRE CONTROL	-	418.00	418.00	-%
PAVING	362,124.29	362,400.00	362,400.00	-%
TREE REPLACEMENT	-	6,410.00	5,000.00	(22.0%)
TREE/STUMP REMOVAL	33,850.00	36,455.00	30,000.00	(17.7%)
SNOW REMOVAL	2,865.44	900,000.00	2,000,000.00	122.2%
SAND/SALT	208,440.12	350,000.00	350,000.00	-%
MEDICAL	634.00	1,000.00	1,000.00	-%
CONSULTANTS	16,600.00	61,025.00	-	(100.0%)
PUBLIC SAFETY	9,427.69	20,000.00	10,000.00	(50.0%)
OTHER CONTRACT SERVICES	61,783.00	53,729.00	75,000.00	39.6%
ADVERTISING	727.82	2,856.00	1,500.00	(47.5%)
COMMUNICATION SERVICES	-	34,500.00	-	(100.0%)
EXTERMINATING & PEST CONTROL	-	1,200.00	1,200.00	-%
PRINTING	1,024.00	3,918.00	1,500.00	(61.7%)

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
TRAINING	1,640.00	7,000.00	3,000.00	(57.1%)
VEGETATION CONTROL PROG	-	20,385.00	5,000.00	(75.5%)
TOTAL PURCHASE OF SERVICE:	\$ 894,906.14	\$ 2,185,007.00	\$ 3,094,748.00	41.6%
GOODS AND SUPPLIES				
OFFICE SUNDRIES/SUPPLIES	\$ 3,058.18	\$ 3,191.00	\$ 3,191.00	-%
DATA PROCESS SOFTWARE & SUPP	-	1,000.00	1,000.00	-%
HOLIDAY DECORATIONS	11,857.91	75,000.00	20,000.00	(73.3%)
BUILDING SUPPLIES	2,260.73	21,509.00	7,000.00	(67.5%)
PAVING SUPPLIES	102,749.20	200,000.00	125,000.00	(37.5%)
TOOLS & HARDWARE SUPPLY	18,713.45	25,000.00	25,000.00	-%
JANITORIAL SUPPLIES	3,026.32	3,859.00	2,000.00	(48.2%)
STREET LIGHTING	730,709.27	773,750.00	773,750.00	-%
STREET & DRAIN PROJECTS	19,889.86	26,000.40	26,000.00	(0.0%)
PURCHASE OF CLOTHING	3,762.60	5,000.00	5,000.00	-%
REG/MEMBERSHIPS/SUBSCRIPTIONS	953.25	2,500.00	750.00	(70.0%)
LICENSE & REGISTRATION	2,554.28	2,500.00	1,500.00	(40.0%)
PROPERTY DAMAGE CLAIMS	9,080.56	30,000.00	30,000.00	-%
DEPARTMENT EQUIPMENT	5,025.83	25,000.00	5,000.00	(80.0%)
COMMUNICATION EQUIPMENT	-	13,826.00	2,500.00	(81.9%)
TOTAL GOODS AND SUPPLIES:	\$ 913,641.44	\$ 1,208,135.40	\$ 1,027,691.00	(14.9%)
TOTAL HIGHWAY:	\$ 3,955,565.68	\$ 5,792,759.46	\$ 6,687,630.49	15.4%
TOTAL PUBLIC WORKS:	\$ 3,955,565.68	\$ 5,792,759.46	\$ 6,687,630.49	15.4%
TOTAL EXPENDITURES:	\$ 3,955,565.68	\$ 5,792,759.46	\$ 6,687,630.49	15.4%

DEPARTMENT: Department of Public Works Maintenance

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.

FY24 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 FY25	2
2. Improve safety for all workers.	Ongoing FY25	2
3. Upgrade equipment to better serve the City.	Ongoing FY25	3
4. Invest in Vehicle Maintenance Software to track repair/maintenance of vehicles.	Requested FY25	3
5. Provide a vehicle maintenance garage for all DPW vehicles.	Requested FY25	3

Performance Measures

Obj.	Performance Measures	FY23 Actuals	FY24 Projected	FY25 Target
1	Maintenance Staff	2	2	3

DEPARTMENT: Department of Public Works Maintenance

Organizational Chart



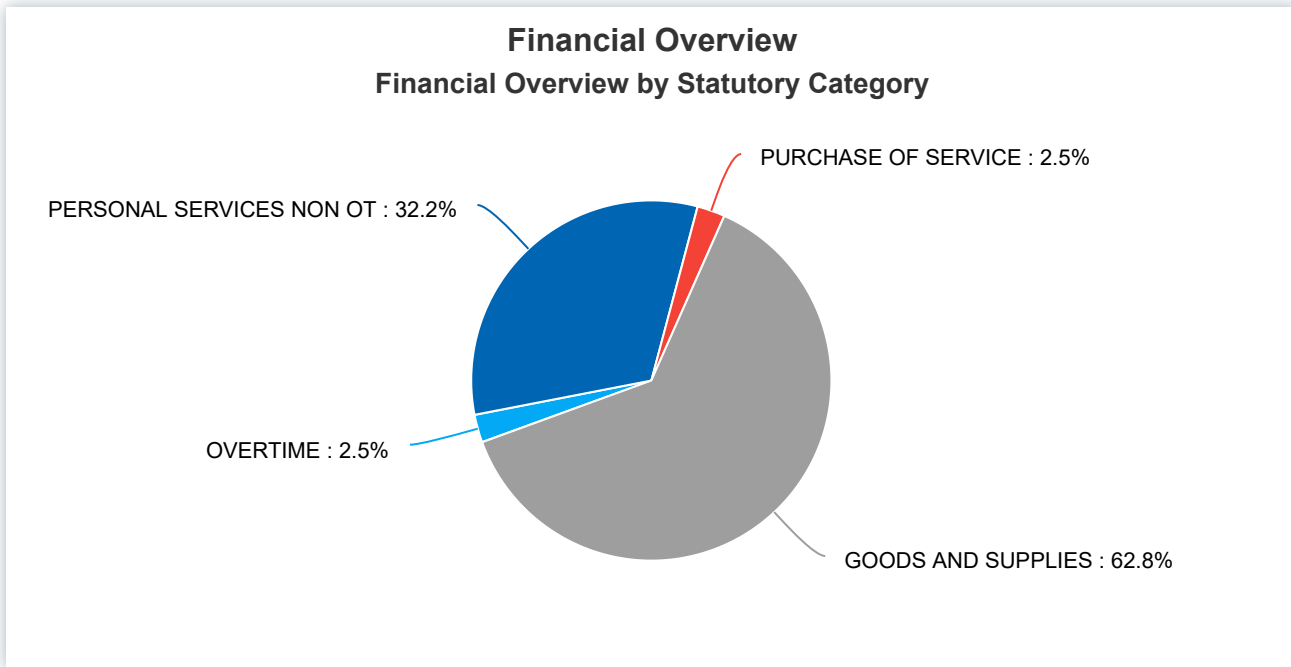
Personal Services

Title	Name	Start Date	Longevity	Salary	Ed. Incent.
Motor Equipment Repairman	Ryan Leblanc	12/23/2004	950	71,042	
Diesel Mechanic	Vacant			80,000	
Motor Equipment Repairman	Eugene Monahan	5/26/1998	1,350	71,042	
Total			2,300	222,084	0

Personal Services Summary

CDL STIPEND	3,000
FULL-TIME SALARIES	222,084
LONGEVITY	2,300
OUT OF GRADE	500
SEPARATION COSTS	30,000
UNIFORM CLOTHING ALLOWANCE	3,400
Total	261,284

DEPARTMENT: Department of Public Works Maintenance



Financial Overview Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
GENERAL FUND				
OVERTIME	\$ 19,946.78	\$ 20,000.00	\$ 20,000.00	-%
PERSONAL SERVICES NON OT	139,276.96	236,570.00	261,284.00	10.4%
PURCHASE OF SERVICE	13,573.08	29,526.00	20,000.00	(32.3%)
GOODS AND SUPPLIES	457,071.16	456,260.00	509,260.00	11.6%
TOTAL GENERAL FUND:	\$ 629,867.98	\$ 742,356.00	\$ 810,544.00	9.2%

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
EXPENDITURES				
PUBLIC WORKS				
MAINTENANCE				
OVERTIME				
OVERTIME	\$ 19,946.78	\$ 20,000.00	\$ 20,000.00	-%
TOTAL OVERTIME:	\$ 19,946.78	\$ 20,000.00	\$ 20,000.00	-%
PERSONAL SERVICES NON OT				
FULL-TIME SALARIES	\$ 133,676.96	\$ 193,578.00	\$ 222,084.00	14.7%
LONGEVITY	2,200.00	2,300.00	2,300.00	-%
OUT OF GRADE	-	600.00	500.00	(16.7%)
HAZARDOUS DUTY	-	1,872.00	-	(100.0%)
SEPARATION COSTS	-	30,000.00	30,000.00	-%
UNIFORM CLOTHING ALLOWANCE	3,400.00	5,100.00	3,400.00	(33.3%)
CDL STIPEND	-	3,120.00	3,000.00	(3.8%)
TOTAL PERSONAL SERVICES NON OT:	\$ 139,276.96	\$ 236,570.00	\$ 261,284.00	10.4%
PURCHASE OF SERVICE				
VEHICLE REPAIR/MAINTENANCE	\$ 13,428.08	\$ 25,000.00	\$ 20,000.00	(20.0%)
LAUNDRY AND CLEANING	145.00	4,526.00	-	(100.0%)
TOTAL PURCHASE OF SERVICE:	\$ 13,573.08	\$ 29,526.00	\$ 20,000.00	(32.3%)
GOODS AND SUPPLIES				
TOOLS & HARDWARE SUPPLY	\$ 12,467.12	\$ 17,300.00	\$ 15,300.00	(11.6%)
GASOLINE	344,429.04	330,765.00	380,765.00	15.1%
TIRES	16,216.93	11,500.00	16,500.00	43.5%
PARTS/ACCESSORIES/LUBE	83,958.07	96,695.00	96,695.00	-%
TOTAL GOODS AND SUPPLIES:	\$ 457,071.16	\$ 456,260.00	\$ 509,260.00	11.6%
TOTAL MAINTENANCE:	\$ 629,867.98	\$ 742,356.00	\$ 810,544.00	9.2%
TOTAL PUBLIC WORKS:	\$ 629,867.98	\$ 742,356.00	\$ 810,544.00	9.2%
TOTAL EXPENDITURES:	\$ 629,867.98	\$ 742,356.00	\$ 810,544.00	9.2%

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 issue 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.

FY24 Accomplishments

- Continued maintenance of trash, recycling, and yard waste pick-up.
- Performed all clean and lien jobs that were assigned by the BOH.
- Served as the City's retriever of needles for BPD,BOH, and BFD on all City property.
- Cleaned 100's of illegal roadside dumpings across the City.
- Work closely with the City's Quality of Life Task Force to improve constituents' concerns.

Objectives

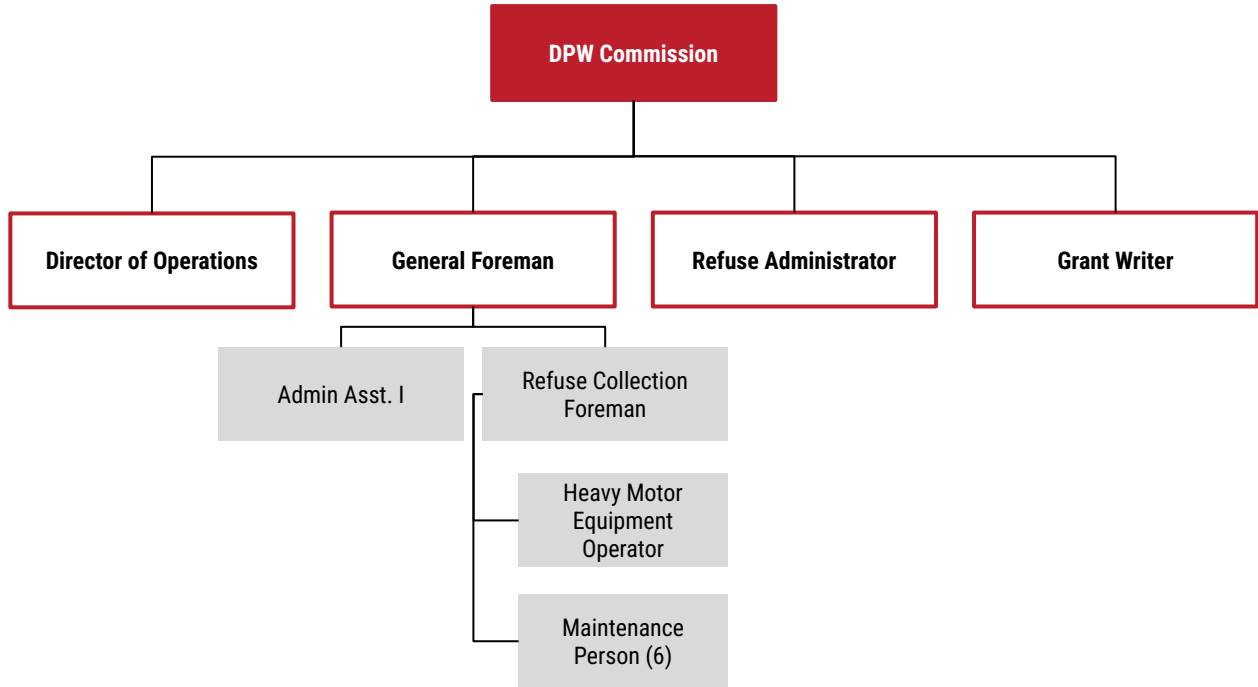
Objective	Status	City Goal
1. Continue to work with Republic Services regarding trash, yard waste and recycling.	Ongoing FY25	2
2. Improve safety for all workers.	Ongoing FY25	2
3. Upgrade equipment to better serve the City.	Ongoing FY25	2
4. Maintain staffing levels for better service.	Ongoing FY25	2
5. Upgrade camera system to track illegal dumpings	Ongoing FY25	3

Performance Measures

Obj.	Performance Measures	FY23 Actuals	FY24 Projected	FY25 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

DEPARTMENT: Department of Public Works Refuse

Organizational Chart



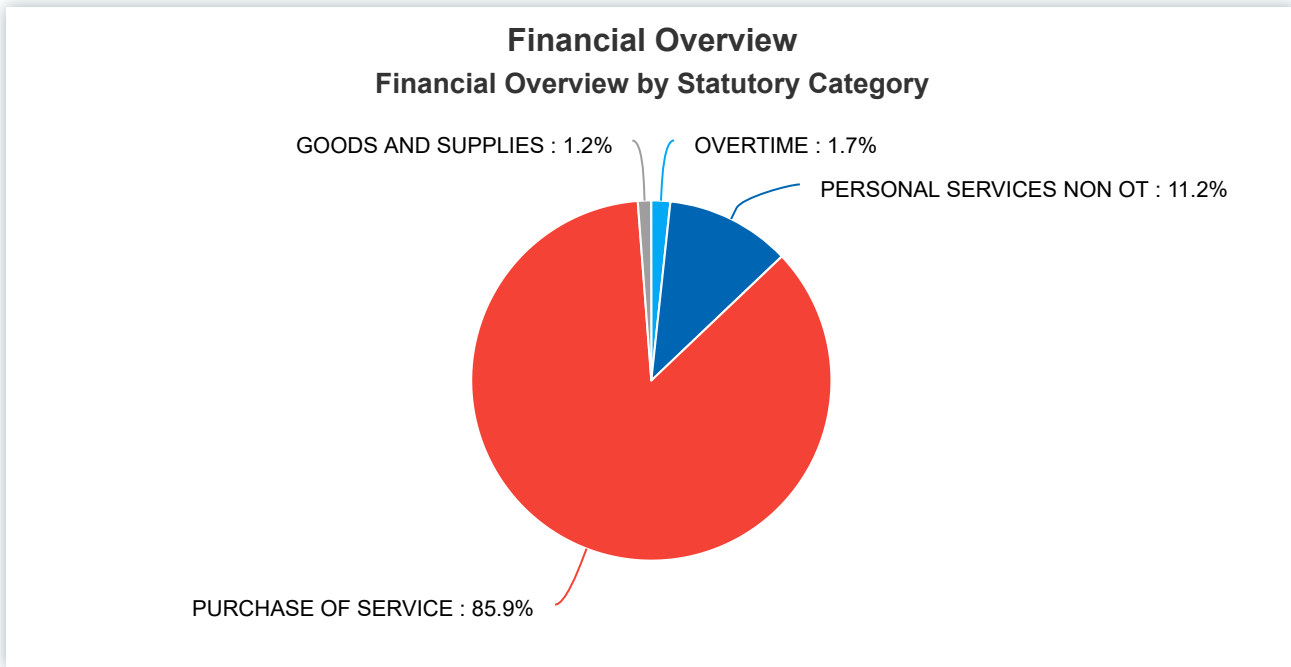
Personal Services

Title	Name	Start Date	Longevity	Salary	Ed. Incent.
Refuse Administrator (Grade Level II)	J. Patrick Sullivan	9/25/2001	1,250	87,263	6,450
General Foreman	Ernest Bethoney	4/17/2001	1,250	77,084	
Refuse Collection Foreman	Scott Michell	6/20/2005	950	69,971	
Admin Asst. I	Grace Nilsen	7/11/2005	950	54,608	
Heavy Motor Equipment Operator	David Haglof	10/5/2015	950	61,926	
Maintenance Person	Kevin Keets	11/4/2019		59,446	
Maintenance Person	Tiegan Mitchell	9/21/2015	950	55,640	
Maintenance Person	Steve Rodriguez	2/21/2022		59,446	
Maintenance Person	Frank Rios	11/2/2015		54,185	
Maintenance Person	Milenio Fernandes	11/30/2004		54,185	
Maintenance Person	Vacant			54,185	
Grant Writer	TBD (20% water/20%Sewer/20%refuse/20%sw/20% Finance)			19,198	
5 Part Time Seasonal Supervisors					
50 Part Time Seasonal Programs					
Total			6,300	707,137	6,450

Personal Services Summary

ADMIN INCENTIVE	2,000
CDL STIPEND	10,000
CLERICAL INCENTIVE	2,500
EDUCATIONAL INCENTIVE	6,450
FULL-TIME SALARIES	707,137
HAZARDOUS DUTY	5,500
HOLIDAY	2,500
LONGEVITY	6,300
ON CALL	20,000
OUT OF GRADE	4,000
PART-TIME SALARIES	75,000
SEPARATION COSTS	20,000
SHIFT DIFFERENTIAL	2,500
STIPEND	3,000
UNIFORM CLOTHING ALLOWANCE	10,000
WORKERS COMPENSATION	177,000
Total	1,053,887

DEPARTMENT: Department of Public Works Refuse



Financial Overview Summary

REFUSE	FY2023 Actual	FY2024 Estimated Budget	FY2025 Projected Budget	% Change
REVENUE				
USER CHARGES	\$ 8,015,996.00	\$ 10,668,611.00	\$ 10,136,236.00	(5.0%)
RETAINED EARNINGS	511,738.00	-	294,639.00	-%
TOTAL	\$ 8,527,734.00	\$ 10,668,611.00	\$ 10,430,875.00	(2.2%)

REFUSE	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
OVERTIME	\$ 128,544.94	\$ 130,481.68	\$ 156,578.00	20.0%
PERSONAL SERVICES NON OT	730,257.39	870,182.35	1,053,887.00	21.1%
PURCHASE OF SERVICE	6,255,295.77	9,096,600.00	8,100,160.00	(11.0%)
GOODS AND SUPPLIES	52,648.88	156,550.00	120,250.00	(23.2%)
DIRECT COST	\$ 7,166,746.98	\$ 10,253,814.03	\$ 9,430,875.00	(8.0%)
INDIRECT COST	957,368.00	700,000.00	1,000,000.00	42.9%
TOTAL REFUSE:	\$ 8,124,114.98	\$ 10,953,814.03	\$ 10,430,875.00	(4.8%)

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
EXPENDITURES				
PUBLIC WORKS				
REFUSE				
OVERTIME				
OVERTIME	\$ 128,544.94	\$ 130,481.68	\$ 156,578.00	20.0%
TOTAL OVERTIME:	\$ 128,544.94	\$ 130,481.68	\$ 156,578.00	20.0%
PERSONAL SERVICES NON OT				
FULL-TIME SALARIES	\$ 494,699.62	\$ 655,655.35	\$ 707,137.00	7.9%
PART-TIME SALARIES	26,050.88	75,000.00	75,000.00	-%
STIPEND	3,000.00	3,000.00	3,000.00	-%
CLERICAL INCENTIVE	2,500.00	2,500.00	2,500.00	-%
ADMIN INCENTIVE	1,500.00	2,000.00	2,000.00	-%
LONGEVITY	6,590.00	6,590.00	6,300.00	(4.4%)
SHIFT DIFFERENTIAL	1,865.82	2,836.00	2,500.00	(11.8%)
HOLIDAY	-	2,587.00	2,500.00	(3.4%)
EDUCATIONAL INCENTIVE	6,381.76	6,450.00	6,450.00	-%
ON CALL	22,171.67	19,332.00	20,000.00	3.5%
OUT OF GRADE	1,746.06	4,200.00	4,000.00	(4.8%)
HAZARDOUS DUTY	-	5,638.00	5,500.00	(2.4%)
SEPARATION COSTS	-	20,000.00	20,000.00	-%
WORKERS COMPENSATION	153,925.25	33,054.00	177,000.00	435.5%
UNIFORM CLOTHING ALLOWANCE	9,208.33	17,300.00	10,000.00	(42.2%)
CDL STIPEND	618.00	14,040.00	10,000.00	(28.8%)
TOTAL PERSONAL SERVICES NON OT:	\$ 730,257.39	\$ 870,182.35	\$ 1,053,887.00	21.1%
PURCHASE OF SERVICE				
ELECTRICITY	\$ 4,886.33	\$ 8,500.00	\$ 5,000.00	(41.2%)
VEHICLE REPAIR/MAINTENANCE	13,593.67	25,000.00	25,000.00	-%
DEPART EQUIP REPAIR/MAINT	1,185.14	3,500.00	3,500.00	-%
DEPARTMENTAL EQUIP RENT/LEASE	6,457.14	8,000.00	8,000.00	-%
SECURITY/FIRE CONTROL	300.00	600.00	660.00	10.0%
TRASH CONTRACT/COLL SERV	53,573.87	125,000.00	85,000.00	(32.0%)
WASTE REMOVAL	6,170,671.60	8,900,000.00	7,956,000.00	(10.6%)
CONSULTANTS	200.00	3,000.00	3,000.00	-%
PUBLIC SAFETY	378.02	2,000.00	2,000.00	-%
TELEPHONE	-	1,000.00	1,000.00	-%
ADVERTISING	-	5,000.00	5,000.00	-%
COMMUNICATION SERVICES	3,100.00	8,000.00	4,000.00	(50.0%)
PRINTING	950.00	7,000.00	2,000.00	(71.4%)
TOTAL PURCHASE OF SERVICE:	\$ 6,255,295.77	\$ 9,096,600.00	\$ 8,100,160.00	(11.0%)

DEPARTMENT: Department of Public Works Refuse

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
GOODS AND SUPPLIES				
OFFICE SUNDRIES/SUPPLIES	\$ 3,313.19	\$ 7,500.00	\$ 4,000.00	(46.7%)
RECYCLING SUPPLIES / MATERIALS	41,246.50	50,000.00	50,000.00	-%
GASOLINE	-	20,000.00	20,000.00	-%
PURCHASE OF CLOTHING	-	3,000.00	3,000.00	-%
REG/MEMBERSHIPS/SUBSCRIPTIONS	200.00	1,000.00	500.00	(50.0%)
TUITION & TRAINING	-	1,000.00	1,000.00	-%
LICENSE & REGISTRATION	580.00	1,500.00	750.00	(50.0%)
DEPARTMENT EQUIPMENT	7,309.19	69,250.00	40,000.00	(42.2%)
COMMUNICATION EQUIPMENT	-	3,300.00	1,000.00	(69.7%)
TOTAL GOODS AND SUPPLIES:	\$ 52,648.88	\$ 156,550.00	\$ 120,250.00	(23.2%)
TOTAL REFUSE:	\$ 7,166,746.98	10,253,814.03	\$ 9,430,875.00	(8.0%)
TOTAL PUBLIC WORKS:	\$ 7,166,746.98	10,253,814.03	\$ 9,430,875.00	(8.0%)
TOTAL EXPENDITURES:	\$ 7,166,746.98	10,253,814.03	\$ 9,430,875.00	(8.0%)

DEPARTMENT: Department of Public Works Stormwater

Department of Public Works Stormwater

Patrick Hill
Commissioner



Mission

The mission of the City's newly established Stormwater Dept. is to maintain the existing stormwater system that was established in the early 1900's. It consists of 200 miles of storm drains, 3,800 drain manholes, 7,500 catch basins and 488 stormwater outfalls. In 2017, EPA issued the City a MS4 (Municipal Separate Storm Sewer System) permit which requires the City to comply with discharge regulations much like the N.P.D.E.S. (National Pollutant Discharge Elimination System) permit at the Advanced Water Reclamation Facility. This requires multiple sampling events in the system at the points where the stormwater enters waterways. Samples that are above T.M.D.L (total maximum daily limit), established by the permit, will require follow-up investigations and reporting. These investigations can include more sampling, CCTV investigations, and repairs to the drainage infrastructure.

Services

- Storm Drain Cleaning and Maintenance
- Street Sweeping Program
- River Cleaning
- Drainage Easement Clearing

FY24 Accomplishments

- Began engaging in projects associated with the Enterprise fund with the City Engineer and Consultants.
- Continued efforts to edit and build a stronger Stormwater billing account list.
- Began issuing stormwater permits for new development in the City.

DEPARTMENT: Department of Public Works Stormwater

Objectives

Objective	Status	City Goal
1. Design and bid first stage of stormwater system cleaning and CCTV program.	In Progress FY25	3
2. Identify all stormwater easements for maintenance cleaning.	In Progress FY25	2
3. Resume outfall sampling for TMDL permit limits.	In Progress FY25	3
4. Re-establish Stormwater Authority and began working on an amended Stormwater Manual	In Progress FY25	
5. Identify all retention and detention basins throughout the city and do an initial inspection.	In Progress FY25	2

Performance Measures

Obj.	Performance Measures	FY24 Projected	FY25 Target
	Fill staffing to current capacity	1	3

DEPARTMENT: Department of Public Works Stormwater

Organizational Chart



DEPARTMENT: Department of Public Works Stormwater

Personal Services

Title	Name	Start Date	Longevity	Salary	Ed. Incent.
Grant Writer	TBD (20% water/20%Sewer/20%refuse/20%sw/20% Finance)			19,198	
GIS Technician	Geoffrey Keenan	11/4/2013	750	90,245	
Total			750	109,443	0

Personal Services Summary

FULL-TIME SALARIES	109,443
LONGEVITY	750
Total	110,193

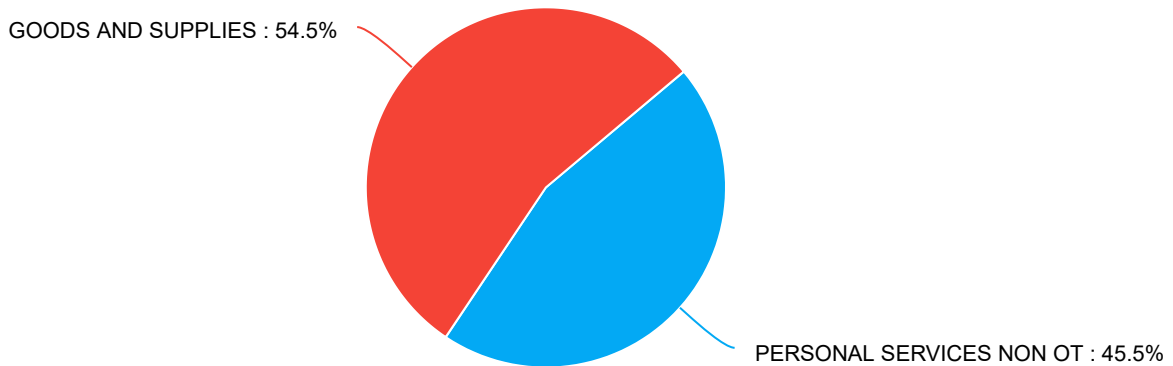
DEPARTMENT: Department of Public Works Stormwater

Financial Overview Summary

REFUSE	FY2023 Actual	FY2024 Estimated Budget	FY2025 Projected Budget	% Change
REVENUE				
USER CHARGES	\$ 1,151,671.00	\$ 1,000,000.00	\$ 300,000.00	(70.0%)
TOTAL	\$ 1,151,671.00	\$ 1,000,000.00	\$ 300,000.00	(70.0%)

STORMWATER	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
PERSONAL SERVICES NON OT	\$ 239,461.64	\$ 311,876.00	\$ 110,193.00	(64.7%)
PURCHASE OF SERVICE	-	459,291.77	-	(100.0%)
GOODS AND SUPPLIES	-	36,795.00	132,000.00	258.7%
DIRECT COST	\$ 239,461.64	\$ 807,962.77	\$ 242,193.00	(70.0%)
INDIRECT COST	150,000.00	25,000.00	25,000.00	-%
TOTAL STORMWATER:	\$ 389,461.64	\$ 832,962.77	\$ 267,193.00	(67.9%)

Financial Overview
 Financial Overview by Statutory Category



DEPARTMENT: Department of Public Works Stormwater

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
EXPENDITURES				
PUBLIC WORKS				
DPW STORMWATER				
PERSONAL SERVICES NON OT				
FULL-TIME SALARIES	\$ 220,503.82	\$ 290,763.00	\$ 109,443.00	(62.4%)
STIPEND	2,173.84	825.00	-	(100.0%)
CLERICAL INCENTIVE	-	2,500.00	-	(100.0%)
LONGEVITY	1,135.00	1,653.00	750.00	(54.6%)
HOLIDAY	-	389.00	-	(100.0%)
EDUCATIONAL INCENTIVE	4,722.27	1,500.00	-	(100.0%)
OUT OF GRADE	-	4,000.00	-	(100.0%)
HAZARDOUS DUTY	-	371.00	-	(100.0%)
SEPARATION COSTS	9,726.71	6,875.00	-	(100.0%)
UNIFORM CLOTHING ALLOWANCE	1,200.00	3,000.00	-	(100.0%)
TOTAL PERSONAL SERVICES NON OT:	\$ 239,461.64	\$ 311,876.00	\$ 110,193.00	(64.7%)
PURCHASE OF SERVICE				
CONSULTANTS	\$ -	\$ 100,000.00	\$ -	(100.0%)
STREET & DRAIN CLEANING	\$ -	\$ 174,430.50	\$ -	(100.0%)
RIVER MAINTENANCE CLEANUP	-	184,861.27	-	(100.0%)
TOTAL PURCHASE OF SERVICE:	\$ -	459,291.77	-	(100.0%)
GOODS AND SUPPLIES				
OFFICE SUNDRIES/SUPPLIES	\$ -	\$ 2,000.00	\$ 2,000.00	-%
DEPARTMENT EQUIPMENT	-	24,795.00	100,000.00	303.3%
COMMUNICATION EQUIPMENT	-	10,000.00	30,000.00	200.0%
TOTAL GOODS AND SUPPLIES:	\$ -	\$ 36,795.00	\$ 132,000.00	258.7%
TOTAL DPW STORMWATER:	\$ 239,461.64	\$ 807,962.77	\$ 242,193.00	(70.0%)
TOTAL PUBLIC WORKS:	\$ 239,461.64	\$ 807,962.77	\$ 242,193.00	(70.0%)
TOTAL EXPENDITURES:	\$ 239,461.64	\$ 807,962.77	\$ 242,193.00	(70.0%)

DEPARTMENT: Department of Public Works Sewer

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

DEPARTMENT: Department of Public Works Sewer

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.
- Mark out 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.

FY24 Accomplishments

- Continued Infiltration and Inflow (I & I) and/or lining of sewer mains.
- Awarded RFP for future lining project to begin in late summer of 2023.
- Began design of a replacement line under Rt. 24 for redundancy of the North West quadrant of the City's collection system.
- Initiated an RFP for City's Biosolids Management program at the AWRF.
- Established program with new technology to identify and resolve odor issues that exist in the Campello Section of the City.
- Made multiple spot repairs to the collection system to ensure compliance with state and federal regulations.

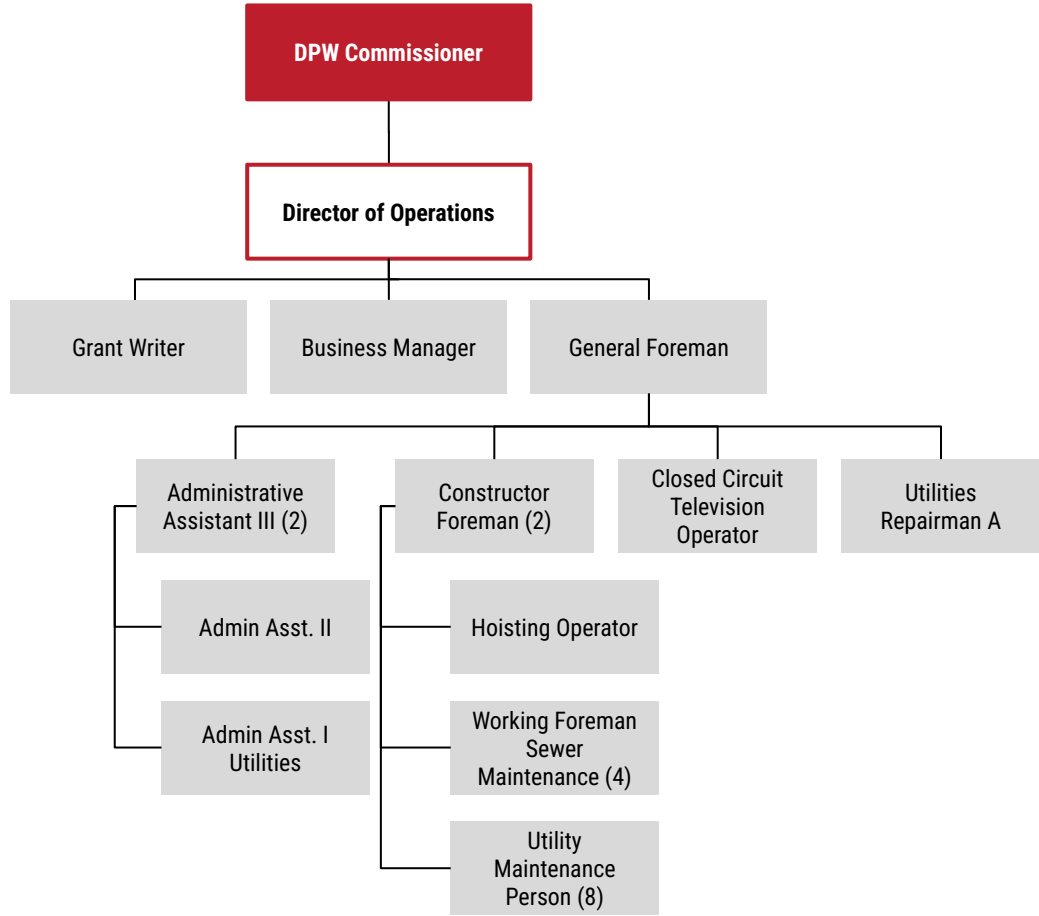
Objectives

Objective	Status	City Goal
1. Continue to upgrade sewer infrastructure.	Ongoing FY25	3
2. Improve Safety for all workers.	Ongoing FY25	2
3. Began the process of negotiations with EPA over the City's NPDES Permit.	Ongoing FY25	3
4. Continue Infiltration and Inflow (I&I) and lining of sewer mains.	Ongoing FY25	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 FY25	3
6. Design and begin construction at AWRF for a future sludge dryer and removal equipment.	Ongoing FY25	3

Performance Measures

Obj.	Performance Measures	FY23 Actuals	FY24 Projected	FY25 Target
1,4	Sewer Lining (Feet)	15000	15000	15000
3	Nitrogen Removal (TN)	No Limit	5	2

Organizational Chart



Personal Services

Title	Name	Start Date	Longevity	Salary	Ed. Incent.
Admin Asst. III	Sharon A. Spaulding (50% Water/50% Sewer)	9/15/1997	675	37,362	343
Admin Asst. II	Sionie Williams	5/9/2022		50,718	445
Admin Asst. I-Utilities	Brenda Donohoe	3/20/2023		40,882	
Admin Asst. I-Utilities	Vacant			40,882	
Utility Maintenance Person	Sean Donahue	9/21/2009		55,723	
Utility Maintenance Person	George Marquez	1/3/2023		58,937	
Utility Maintenance Person	Flavio Spionola	3/4/2024		55,723	
Utility Maintenance Person	Vacant			55,723	
Utilities Motor Equip. Repairman A	John Gil	2/8/2016	480	70,699	
Closed Circuit Television Operator	Johnathan Hanson	9/7/2015	480	71,856	
Grant Writer	Vacant			19,198	
Utility Maintenance Person	Steven Wilson	7/3/2023		57,387	
Utility Maintenance Person	Jarred Goodhue	7/24/2023		57,387	
Utility Maintenance Person	Vacant			55,488	
Business Manager (50% water/50% sewer)	Ilya Starzhevskiy			55,063	
Public Safety Communications Technology Specialist				1,352	
General Foreman	Timothy Green	4/2/2001	1,250	80,640	
Construction Foreman	Todd Penticost	10/28/2013	750	73,193	
Construction Foreman	Richard Gordon	6/20/2005	950	73,913	
Working Foreman-Sewer Maintenance	Anthony White	2/14/2022		63,345	
Working Foreman-Sewer Maintenance	Camdem Duquette	1/27/2021		65,125	
Working Foreman-Sewer Maintenance	Dana Mallory	12/8/2014	480	67,014	
Working Foreman-Sewer Maintenance	Max O'Brein	11/26/2018		63,345	
Utilities Hoist Equipment Operator	Vacant			71,685	
Admin Asst. III	Dery Veiga (50% Water/50% Sewer)	3/6/2017	240	35,878	
Total			5,305	1,378,518	788

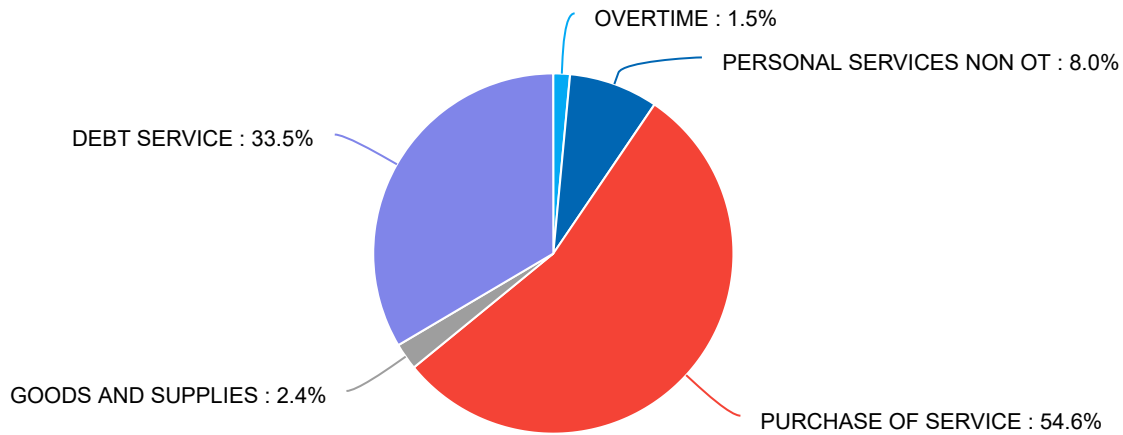
DEPARTMENT: Department of Public Works Sewer

Personal Services Summary

CLERICAL INCENTIVE	10,000
EDUCATIONAL INCENTIVE	1,000
FULL-TIME SALARIES	1,378,518
LONGEVITY	6,255
ON CALL	40,000
SHIFT DIFFERENTIAL	50,000
UNIFORM CLOTHING ALLOWANCE	35,000
WORKERS COMPENSATION	215,000
Total	1,735,773

DEPARTMENT: Department of Public Works Sewer

Financial Overview Financial Overview by Statutory Category



Financial Overview Summary

REFUSE	FY2023 Actual	FY2024 Estimated Budget	FY2025 Projected Budget	% Change
REVENUE				
USER CHARGES	\$ 19,816,288.00	\$ 20,150,000.00	\$ 23,383,221.00	16.0%
RETAINED EARNINGS	163,473.00	2,092,163.00	-	(100.0%)
TOTAL	\$ 19,979,761.00	\$ 22,242,163.00	\$ 23,383,221.00	5.1%
SEWER	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
OVERTIME	\$ 308,537.99	\$ 320,500.00	\$ 320,500.00	-%
PERSONAL SERVICES NON OT	1,366,897.75	1,351,362.00	1,735,773.00	28.4%
PURCHASE OF SERVICE	9,812,883.44	12,258,371.00	11,874,574.00	(3.1%)
GOODS AND SUPPLIES	204,219.33	249,282.00	524,172.00	110.3%
DEBT SERVICE	7,051,767.74	7,229,150.87	7,306,226.83	1.1%
DIRECT COST	\$ 18,744,306.25	\$ 21,408,665.87	\$ 21,761,245.83	1.6%
INDIRECT COST	1,349,223.00	1,500,000.00	1,500,000.00	-%
TOTAL SEWER:	\$ 20,093,529.25	\$ 22,908,665.87	\$ 23,261,245.83	1.5%

DEPARTMENT: Department of Public Works Sewer

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
EXPENDITURES				
PUBLIC WORKS				
SEWER				
OVERTIME				
OVERTIME	\$ 308,537.99	\$ 320,500.00	\$ 320,500.00	-%
TOTAL OVERTIME:	\$ 308,537.99	\$ 320,500.00	\$ 320,500.00	-%
PERSONAL SERVICES NON OT				
FULL-TIME SALARIES	\$ 1,118,807.26	\$ 1,148,865.00	\$ 1,378,518.00	20.0%
CLERICAL INCENTIVE	2,500.00	8,750.00	10,000.00	14.3%
LONGEVITY	7,640.00	5,620.00	6,255.00	11.3%
SHIFT DIFFERENTIAL	28,737.24	26,564.00	50,000.00	88.2%
EDUCATIONAL INCENTIVE	452.13	788.00	1,000.00	26.9%
ON CALL	22,935.71	20,680.00	40,000.00	93.4%
OUT OF GRADE	545.87	1,022.00	-	(100.0%)
WORKERS COMPENSATION	156,862.87	110,473.00	215,000.00	94.6%
UNIFORM CLOTHING ALLOWANCE	28,416.67	28,600.00	35,000.00	22.4%
TOTAL PERSONAL SERVICES NON OT:	\$ 1,366,897.75	\$ 1,351,362.00	\$ 1,735,773.00	28.4%
PURCHASE OF SERVICE				
ELECTRICITY	\$ 2,398,135.07	\$ 2,398,988.00	\$ 1,000,000.00	(58.3%)
ENERGY (GAS-OIL-DIESEL)	9,448.52	339,146.00	50,000.00	(85.3%)
SEWER & WATER CHARGES	-	700.00	700.00	-%
BUILDING/GROUNDS REPAIR/MAINT	13,801.30	37,395.00	10,000.00	(73.3%)
VEHICLE REPAIR/MAINTENANCE	20,814.24	91,265.00	30,000.00	(67.1%)
DEPART EQUIP REPAIR/MAINTENANC	16,141.00	24,644.00	24,644.00	-%
DATA PROCESS EQUIP REP/MAINT	6,789.77	41,350.00	41,350.00	-%
DEPARTMENTAL EQUIP RENT/LEASE	763.57	8,993.00	8,993.00	-%
SECURITY/FIRE CONTROL	-	480.00	480.00	-%
PROPERTY RELATED SERVICES	60,843.37	148,318.00	80,000.00	(46.1%)
TREATMENT PLANT REP/MAINT	96,666.68	699,866.00	699,866.00	-%
CONTRACTOR EMERG. REPAIRS	-	32,500.00	25,000.00	(23.1%)
INCINERATOR TRANSPORT DISPOSAL	1,719,623.71	2,530,987.00	3,339,095.00	31.9%
MEDICAL	480.00	1,800.00	1,800.00	-%
ENGINEERING	187,163.63	75,000.00	50,000.00	(33.3%)
CONSULTANTS	-	150,000.00	150,000.00	-%
PUBLIC SAFETY	28,125.72	52,228.00	52,228.00	-%
OTHER CONTRACT SERVICES	5,245,380.23	5,531,308.00	6,235,000.00	12.7%
POSTAGE	5,060.17	6,750.00	6,750.00	-%
TELEPHONE	128.12	2,600.00	2,600.00	-%
ADVERTISING	3,411.62	5,846.00	5,846.00	-%
COMMUNICATION SERVICES	-	18,250.00	10,000.00	(45.2%)
MICROFILMING	-	480.00	-	(100.0%)
PRINTING	106.72	5,222.00	5,222.00	-%
CONSENT SEP/PLAN	-	29,255.00	20,000.00	(31.6%)

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
PROPERTY DAMAGE CLAIMS	-	25,000.00	25,000.00	-%
TOTAL PURCHASE OF SERVICE:	\$ 9,812,883.44	\$ 12,258,371.00	\$ 11,874,574.00	(3.1%)
GOODS AND SUPPLIES				
OFFICE SUNDRIES/SUPPLIES	\$ 4,685.91	\$ 4,360.00	\$ 6,780.00	55.5%
ELECTRICAL SUPPLIES	175.72	788.00	1,800.00	128.4%
TOOLS & HARDWARE SUPPLY	23,900.22	22,023.00	56,485.00	156.5%
JANITORIAL SUPPLIES	7,329.42	10,177.00	15,000.00	47.4%
GASOLINE	52,266.11	45,370.00	54,600.00	20.3%
PARTS/ACCESSORIES/LUBE	49,962.87	59,452.00	60,053.00	1.0%
PIPES & FITTINGS	28,672.54	43,346.00	109,194.00	151.9%
CHEMICALS	11,834.72	16,530.00	54,216.00	228.0%
PURCHASE OF CLOTHING	7,702.39	5,808.00	15,836.00	172.7%
IN-STATE TRAVEL	-	50.00	-	(100.0%)
TUITION & TRAINING	157.00	2,400.00	2,400.00	-%
LICENSE & REGISTRATION	778.35	363.00	720.00	98.3%
PROPERTY DAMAGE CLAIMS	-	1,793.00	100,000.00	5477.2%
DEPARTMENT EQUIPMENT	16,754.08	31,978.00	47,088.00	47.3%
COMMUNICATION EQUIPMENT	-	4,844.00	-	(100.0%)
TOTAL GOODS AND SUPPLIES:	\$ 204,219.33	\$ 249,282.00	\$ 524,172.00	110.3%
DEBT SERVICE				
PRINCIPAL ON LONG-TERM DEBT	\$ 6,191,802.91	\$ 6,503,169.59	\$ 6,686,394.00	2.8%
INTEREST ON LONG-TERM DEBT	792,881.54	698,666.86	551,200.00	(21.1%)
ISSUANCE COSTS	67,083.29	27,314.42	68,632.83	151.3%
TOTAL DEBT SERVICE:	\$ 7,051,767.74	\$ 7,229,150.87	\$ 7,306,226.83	1.1%
TOTAL SEWER:	\$ 18,744,306.25	\$ 21,408,665.87	\$ 21,761,245.83	1.6%
TOTAL PUBLIC WORKS:	\$ 18,744,306.25	\$ 21,408,665.87	\$ 21,761,245.83	1.6%
TOTAL EXPENDITURES:	\$ 18,744,306.25	\$ 21,408,665.87	\$ 21,761,245.83	1.6%

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 back flow devices where required. Other duties include the registration and permitting of all wells and follow-up inspections to ensure that there are not any cross connections to the water system; install and inspect hydrants; perform flow tests; and maintain regular flushing and leak detection programs. Regular maintenance, testing, installation, and replacement of meters and remote reading devices is conducted regularly throughout the City. Annually, a hydrant flushing program assists in the prevention of corroded water lines. The Water Division working in conjunction with Veolia Water, LLC maintains and monitors existing water sources including the City's main source of water, the Silver Lake Reservoir, and its secondary source of water, the Brockton Reservoir. The Water Division also works with Aquaria, LLC, owner of the desalination plant located in Dighton, ensuring the quality, pressure, and amount of the City's third source of water.

Overview

The Water Division maintains and repairs over 320 miles of water mains; approximately 23,300 active water service accounts; over 3,000 hydrants; and 5,500 valves in the City of Brockton, Towns of Avon, Hanson, Halifax, Pembroke and Whitman. The Water Division also maintains the two twenty-four-inch (24") transmission mains, and one thirty (30") water main, including maintenance on the 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 water pressure are monitored on the City's S.C.A.D.A (security control and data acquisition) portal.

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.

DEPARTMENT: Department of Public Works Water

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

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

Fee Schedule

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

Water Block Rates

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

DEPARTMENT: Department of Public Works Water

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

- Interact with the public on a wide variety of topics: from business development to brownfield redevelopment.
- 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 source 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, East Bridgewater 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.

FY24 Accomplishments

- Installed three out of four new VFD pumps at the Silver Lake Facility.
- Began Construction of new roofs at all 4 buildings at the Silver Lake Facility.
- Began construction of 2.5 miles of new 16" D.I. water main on North Main st from Battles St to the Avon Line.
- Awarded RFP for installation of new water mains in the City's downtown corridor on Warren Ave, Green St, Fredrick Douglas Ave, L street, and West Elm St.
- Completed RFP to replace the GAC (Granular Activated Carbon) at the Silver Lake Facility.
- Completed Phase 2 of the transmission water main valve replacement.
- Maintained the water infrastructure to ensure a tight system.
- Replaced multiple 2" water mains with 6 and 8" Ductile Iron.
- Established BMP's for Silver Lake water quality testing.
- Renewed registrations for City's water distribution system.
- Completed RMP (Resource Management Plan) with MassDEP .

Objectives

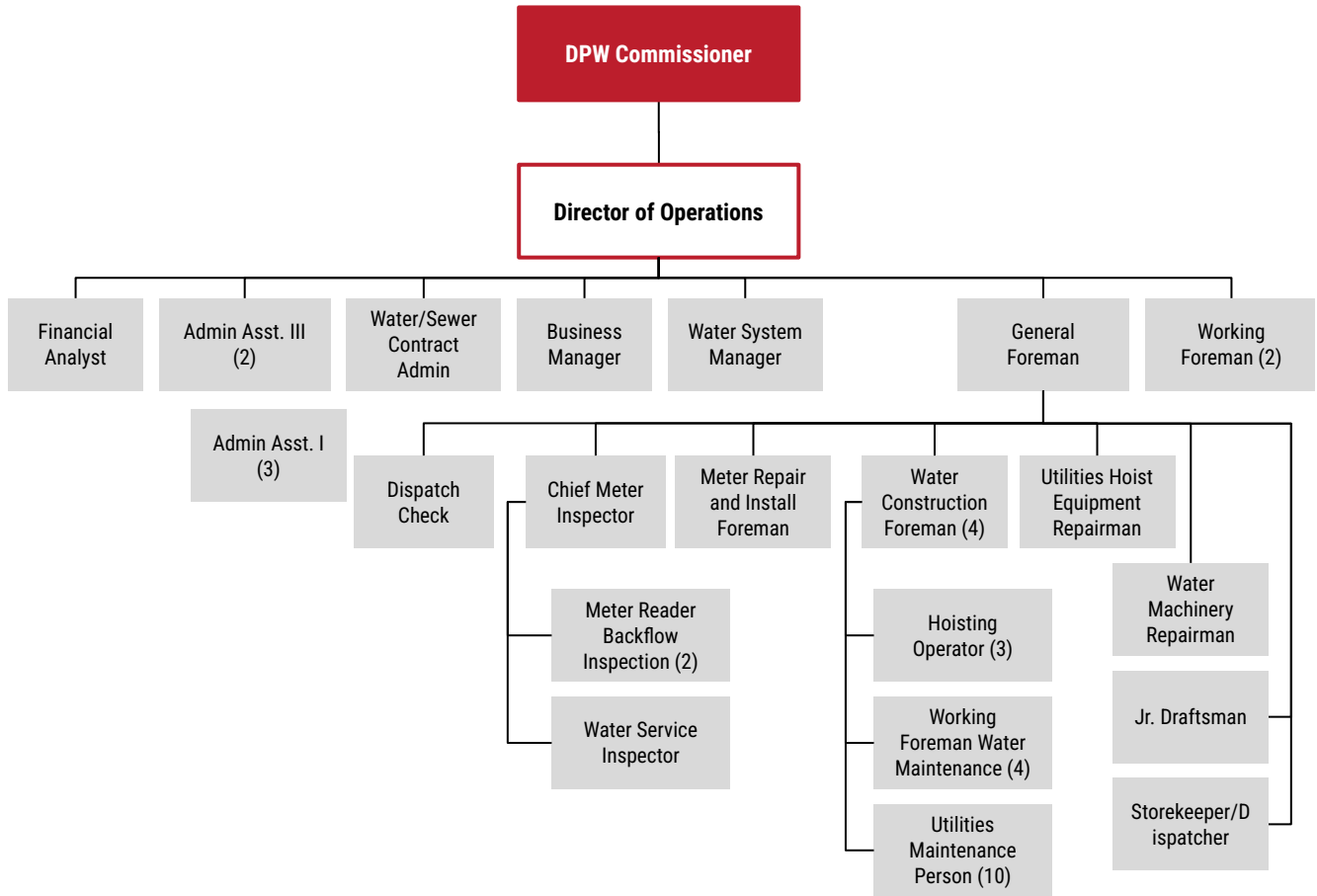
Objective	Status	City Goal
1. Water Infrastructure: continue to upgrade including the Water Treatment Plan & Stations.	Ongoing FY25	2
2. Improve safety for all workers	Ongoing FY25	2
3. Small Main Program: replace undersized mains with new ductile mains, including small streets that currently have no fire protection.	Ongoing FY25	3
4. Large Main Program: replace aged mains with new ductile mains.	Ongoing FY25	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 FY25	2

Performance Measures

Obj.	Performance Measures	FY23 Actuals	FY24 Projected	FY25 Target
4	Large water main replacement (size)	N/A	18"	20, 24" mains
5	2" water main replacement (feet)	N/A	1000'	1500'

DEPARTMENT: Department of Public Works Water

Organizational Chart



Personal Services

Title	Name	Start Date	Longevity	Salary	Ed. Incent.
General Foreman	Bernard Hunnewell	7/1/1986	1,350	75,171	
Chief Meter Inspector	Enrico Tartaglia	6/3/2016	1,250	76,422	2,293
Meter Repair and Installation Foreman	Gregg Martello	5/24/2004	950	71,149	
Water Construction Foreman	Christopher Proctor -Cohen	4/2/2018	950	73,377	
Water Construction Foreman	Kevin Dimistico	1/12/1998	1,350	73,377	
Water Construction Foreman	Archibald Johnston Sr.	3/30/2001	1,250	73,377	
Water Construction Foreman	Nicholas Tempesta	6/10/2019	950	73,377	
Meter Reader/Backflow Inspector	Patrick Thoreson	12/9/2008	750	72,642	2,179
Storekeeper/Dispatcher	William Mann	12/14/2015	950	67,936	
Water System Manager	Vacant		1,500	108,381	3,700
Jr. Draftsman	Archibald Johnston Jr.	5/18/2015	950	71,149	
Business Manager	Ilya Starzhevskiy	1/9/2024		55,063	
Admin Asst. I	Vacant				
Hoist Operator	Vacant				
Water/Sewer Maintenance Man	Vacant				
Public Safety and Communications Technology Specialist	Proposed			1,781	
Admin Asst. I	Vacant (50% water/50% sewer)				
Water Construction Supervisor	Vacant				
Meter Reader/Backflow Inspector	Jeffrey Mcdermott	11/15/2004	950	72,642	2,179
Water Service Inspectors	Herb Peloquin	5/3/2008	950	64,569	
Admin Asst. III	Dery Veiga (50% Water/50% Sewer)	11/25/2019	240	35,878	
Admin Asst. III	Sharon A. Spaulding (50% Water/50% Sewer)	9/15/1997	675	37,362	374
Admin Asst. II	Korey Paul	10/17/2022		50,718	507
Grant Writer	TBD (20% water/20%Sewer/20%refuse/20%sw/20% Finance)			19,198	
Water Machinery Repairman	Edward Schmidt	5/6/2002	1,250	73,377	
Hoist Operator	Lawrence Covino	8/5/1996	1,350	71,685	
Hoist Operator	James Kane	7/17/2000	1,250	71,685	
Hoist Operator	Phillip Nadeau	10/18/2021	480	71,685	
Utilities Motor Equipment Repairman	Terry Penticost	5/10/2021		71,856	
Working foreman-Water System Maint.	Adam Cummings	9/9/2019	480	64,584	
Working foreman-Water System Maint.	Sean Cashin	11/2/2015	950	66,477	
Working foreman-Water System Maint.	Carlos Varela Jr.	5/27/2019	480	64,584	
Working foreman-Water System Maint.	Charles Cuocolo Jr.	11/16/2021	480	64,584	
Dispatcher Clerk	Evelyn Echeverria	5/30/2023		54,683	

DEPARTMENT: Department of Public Works Water

Personal Services

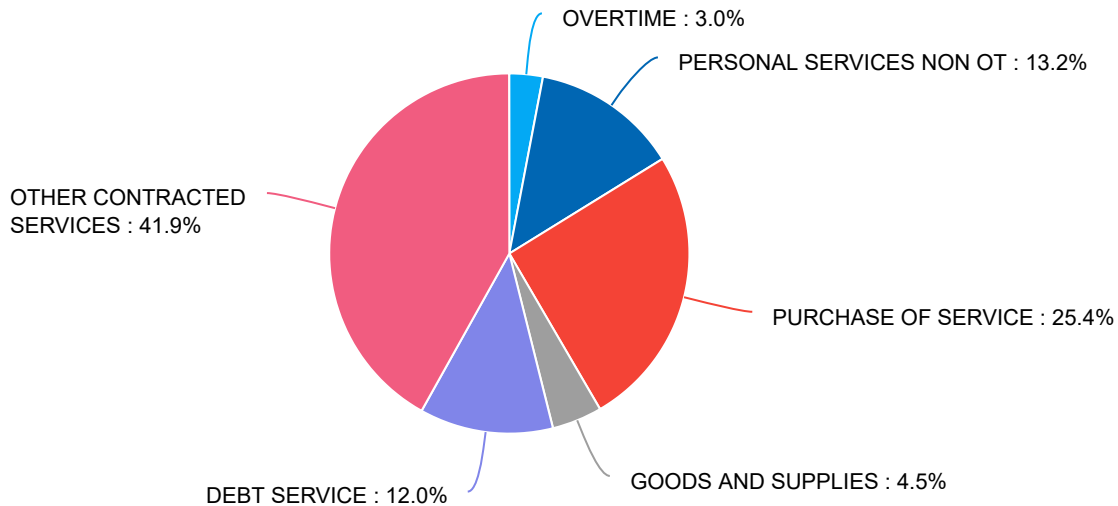
Title	Name	Start Date	Longevity	Salary	Ed. Incent.
Water/Sewer Maintenance Man	Walter Tourinho	11/2/2015	950	64,085	
Water/Sewer Maintenance Man	Phillip Bellao	9/15/2003	950	64,085	
Water/Sewer Maintenance Man	Derek Horner	2/11/2019	480	62,317	
Water/Sewer Maintenance Man	Nicholas Seropian	2/7/2022	480	60,608	
Water/Sewer Maintenance Man	Vacant			60,608	
Water/Sewer Maintenance Man	Shayne Monsegue	2/14/2022		60,608	
Water/Sewer Maintenance Man	Beau DeBenedictis	3/15/2016	480	62,317	
Water/Sewer Maintenance Man	Mark Mckinnon	10/30/2023		57,387	
Water/Sewer Maintenance Man	Randy Albon-Wilson	7/3/2023		55,488	
Total			25,075	2,396,272	11,232

Personal Services Summary

CDL STIPEND	50,000
CLERICAL INCENTIVE	6,000
EDUCATIONAL INCENTIVE	11,232
FULL-TIME SALARIES	2,346,272
LONGEVITY	25,075
ON CALL	50,000
OUT OF GRADE	20,000
SEPARATION COSTS	35,000
SHIFT DIFFERENTIAL	50,000
STIPEND	3,300
UNIFORM CLOTHING ALLOWANCE	70,000
WORKERS COMPENSATION	150,000
Total	2,816,879

DEPARTMENT: Department of Public Works Water

Financial Overview Financial Overview by Statutory Category



Financial Overview Summary

REVENUE

USER CHARGES	\$ 21,239,102.00	\$ 18,500,000.00	\$ 21,200,000.00	14.6%
RETAINED EARNINGS	3,059,008.00	4,793,516.00	2,606,668.00	(45.6%)
TOTAL	\$24,298,110.00	\$23,293,516.00	\$23,806,668.00	2.2%

	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
WATER				
OVERTIME	\$ 618,064.60	\$ 641,140.47	\$ 641,140.00	(0.0%)
PERSONAL SERVICES NON OT	2,585,812.98	2,796,726.94	2,816,879.00	0.7%
PURCHASE OF SERVICE	4,515,853.09	5,665,198.00	5,397,636.00	(4.7%)
GOODS AND SUPPLIES	579,915.90	1,042,227.00	960,900.00	(7.8%)
DEBT SERVICE	2,243,491.33	2,483,814.25	2,549,805.00	2.7%
OTHER CONTRACTED SERVICES	7,277,689.81	6,700,800.00	8,900,000.00	32.8%
DIRECT COST	\$17,820,827.71	\$19,329,906.66	\$21,266,360.00	10.0%
INDIRECT COST	1,812,441.00	2,000,000.00	2,000,000.00	-%
TOTAL WATER:	\$19,633,268.71	\$21,329,906.66	\$23,266,360.00	9.1%

DEPARTMENT: Department of Public Works Water

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
EXPENDITURES				
PUBLIC WORKS				
WATER				
OVERTIME				
OVERTIME	\$ 618,064.60	\$ 641,140.47	\$ 641,140.00	(0.0%)
TOTAL OVERTIME:	\$ 618,064.60	\$ 641,140.47	\$ 641,140.00	(0.0%)
PERSONAL SERVICES NON OT				
FULL-TIME SALARIES	\$ 2,219,893.43	\$ 2,324,001.94	\$ 2,346,272.00	1.0%
STIPEND	3,406.13	3,300.00	3,300.00	-%
CLERICAL INCENTIVE	5,000.00	6,250.00	6,000.00	(4.0%)
LONGEVITY	26,080.00	25,075.00	25,075.00	-%
SHIFT DIFFERENTIAL	42,269.46	75,000.00	50,000.00	(33.3%)
HOLIDAY	-	1,000.00	-	(100.0%)
EDUCATIONAL INCENTIVE	10,407.54	10,936.00	11,232.00	2.7%
ON CALL	44,111.07	35,000.00	50,000.00	42.9%
OUT OF GRADE	2,309.52	18,000.00	20,000.00	11.1%
HAZARDOUS DUTY	-	33,826.00	-	(100.0%)
SEPARATION COSTS	54,930.06	35,000.00	35,000.00	-%
WORKERS COMPENSATION	115,772.45	107,266.00	150,000.00	39.8%
UNIFORM CLOTHING ALLOWANCE	61,633.32	70,800.00	70,000.00	(1.1%)
CDL STIPEND	-	51,272.00	50,000.00	(2.5%)
TOTAL PERSONAL SERVICES NON OT:	\$ 2,585,812.98	\$ 2,796,726.94	\$ 2,816,879.00	0.7%
PURCHASE OF SERVICE				
ELECTRICITY	\$ 1,569,940.94	\$ 1,051,618.00	\$ 1,051,618.00	-%
ENERGY (GAS-OIL-DIESEL)	12,686.23	70,787.00	50,000.00	(29.4%)
REAL ESTATE TAX CHARGES	112,856.03	89,252.00	113,000.00	26.6%
STREET REPAIRS	26,147.30	548,557.00	548,557.00	-%
BUILDING/GROUNDS REPAIR/MAINT	7,096.47	38,891.00	20,000.00	(48.6%)
VEHICLE REPAIR/MAINTENANCE	23,323.80	77,482.00	77,482.00	-%
DEPART EQUIP REPAIR/MAINT	579.64	15,433.00	15,433.00	-%
DATA PROCESS EQUIP REP/MAINT	7,224.45	30,822.00	30,822.00	-%
DEPARTMENTAL EQUIP RENT/LEASE	254.07	7,900.00	5,000.00	(36.7%)
SECURITY/FIRE CONTROL	-	1,350.00	1,350.00	-%
PROPERTY RELATED SERVICES	102,107.69	80,000.00	80,000.00	-%
TREATMENT PLANT REP/MAINT	25,800.00	189,540.00	189,540.00	-%
EPA/DEP MANDATE	95,000.00	167,596.00	167,596.00	-%
MEDICAL	478.00	3,000.00	3,000.00	-%
ENGINEERING	249,767.26	150,000.00	150,000.00	-%
DATA PROCESSING	46,458.74	144,824.00	80,000.00	(44.8%)
CONSULTANTS	56,336.37	150,000.00	75,000.00	(50.0%)
PUBLIC SAFETY	55,458.73	172,309.00	60,000.00	(65.2%)
OTHER CONTRACT SERVICES	2,101,656.23	2,548,955.00	2,600,000.00	2.0%
WATER / FILTRATION SURCHARGES	1,250.00	18,650.00	10,000.00	(46.4%)

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
POSTAGE	3,690.56	8,750.00	8,750.00	-%
TELEPHONE	1,823.93	13,547.00	4,500.00	(66.8%)
ADVERTISING	6,421.09	13,470.00	5,000.00	(62.9%)
COMMUNICATION SERVICES	-	22,247.00	12,000.00	(46.1%)
MICROFILMING	-	400.00	-	(100.0%)
LAUNDRY AND CLEANING	787.20	3,988.00	3,988.00	-%
PRINTING	2,723.52	15,830.00	5,000.00	(68.4%)
PROPERTY DAMAGE CLAIMS	5,984.84	30,000.00	30,000.00	-%
TOTAL PURCHASE OF SERVICE:	\$ 4,515,853.09	\$ 5,665,198.00	\$ 5,397,636.00	(4.7%)
GOODS AND SUPPLIES				
COPY MACHINE SUPPLIES	\$ -	\$ 1,400.00	\$ 1,400.00	-%
REFERENCE MATERIALS	-	736.00	736.00	-%
OFFICE SUNDRIES/SUPPLIES	4,250.46	5,500.00	5,500.00	-%
DATA PROCESS SOFTWARE & SUPP	-	2,644.00	10,000.00	278.2%
TOOLS & HARDWARE SUPPLY	33,875.23	47,842.00	47,842.00	-%
JANITORIAL SUPPLIES	7,132.71	13,620.00	10,000.00	(26.6%)
GASOLINE	59,135.08	106,600.00	80,000.00	(25.0%)
PARTS/ACCESSORIES/LUBE	70,586.47	104,645.00	80,000.00	(23.6%)
FOOD PURCHASE	78.00	554.00	-	(100.0%)
HYDRANTS	55,068.62	147,487.00	147,487.00	-%
PIPES & FITTINGS	226,740.25	304,470.00	304,470.00	-%
WATER METER PARTS & SUPPLIES	92,783.88	154,605.00	154,605.00	-%
PURCHASE OF CLOTHING	6,668.52	8,300.00	8,300.00	-%
IN-STATE TRAVEL	7.50	14,464.00	4,000.00	(72.3%)
REG/MEMBERSHIPS/SUBSCRIPTIONS	3,670.00	4,000.00	1,000.00	(75.0%)
TUITION & TRAINING	227.00	3,600.00	3,600.00	-%
LICENSE & REGISTRATION	574.23	2,560.00	2,560.00	-%
PROPERTY DAMAGE CLAIMS	-	20,000.00	10,000.00	(50.0%)
DEPARTMENT EQUIPMENT	19,117.95	84,400.00	84,400.00	-%
COMMUNICATION EQUIPMENT	-	14,800.00	5,000.00	(66.2%)
TOTAL GOODS AND SUPPLIES:	\$ 579,915.90	\$ 1,042,227.00	\$ 960,900.00	(7.8%)
DEBT SERVICE				
PRINCIPAL ON LONG-TERM DEBT	\$ 1,864,934.01	\$ 2,023,082.91	\$ 2,109,958.00	4.3%
INTEREST ON LONG-TERM DEBT	344,983.13	352,025.82	326,434.00	(7.3%)
INTEREST SHORT TERM NOTES	-	60,680.49	66,312.00	9.3%
ISSUANCE COSTS	33,574.19	48,025.03	47,101.00	(1.9%)
TOTAL DEBT SERVICE:	\$ 2,243,491.33	\$ 2,483,814.25	\$ 2,549,805.00	2.7%
DESAL FIXED CHARGE				
DESAL FIXED CHARGE	\$ 7,277,689.81	\$ 6,700,800.00	\$ 8,900,000.00	32.8%
TOTAL DESAL FIXED CHARGE:	\$ 7,277,689.81	\$ 6,700,800.00	\$ 8,900,000.00	32.8%
TOTAL WATER:	\$17,820,827.71	\$19,329,906.66	\$21,266,360.00	10.0%
TOTAL PUBLIC WORKS:	\$17,820,827.71	\$19,329,906.66	\$21,266,360.00	10.0%
TOTAL EXPENDITURES:	\$17,820,827.71	\$19,329,906.66	\$21,266,360.00	10.0%

Elections Commission

Cynthia Scrivani
Executive Director



Mission

The Elections Commission conducts all municipal, state and federal elections within the City of Brockton. Set up and staffing of Early Voting site, provide for and staff Central Tabulation site. The Department handles the registration of voters and also manages the annual census of Brockton residents. Prepare election calendar in accordance with election laws. Prepare and submit appropriate elections orders to the City Council for adoption, through City Clerk. Print and distribute nomination papers. Organize a complete package of information and relative laws affecting the candidates. Print election ballots for voting machines, sample ballots, absentee ballots, and supporting material for each election. Direct voting machine maintenance men in setting up and programming machines. Organize instructional sessions for wardens, clerks and inspector prior to each elections preliminary or special election. Organize and direct recounts or elections according to law. Calculate percentages, blanks attributed to various offices. Report State and Federal election results to Secretary of State.

Prepare voter registration calendar for special voter registration sessions in conjunction with community requests. Schedule locations for same and assign Assistant Commissioners to each session. Maintain and regularly update-voting list of up to 62,000 registered voters. Print new list prior to each election for distribution to state, federal, local candidates and others.

Design, print and mail census forms annually. Process returns for computer entry. Adhere to deadlines by law in starting, completion, returns to School Department and Jury Commissioner. Does mass Inactivation of all Registered Voters who have not returned census as required under M.G.L. Publish city street list to public and distribution to city personnel.

Operation of public service counter with cash station provides for the licensure of all dogs in the city and coordinates with Animal Control Dept., to optimize services to the citizens of Brockton. Does annual mailing to all dog license holders of renewal requirement.

Fills out residency forms for Veterans to receive benefits. Fills out residency forms for students to allow them access to local education/trade.

FY24 Accomplishments

In 2023 the Elections Commission staff accomplished:

- Provided assistance to candidates and elected officials with election and campaign finance issues.
- Provided Campaigns and Campaign companies with requested data.
- Certified signatures for candidates and petitions.
- All statutory and ordinance requirements for three elections.
- The hiring and training of over 225 Poll workers for each election.
- Hiring and training of 33 bilingual high school students as poll workers.
- Processed returns from all Apartment/Condo housing units and Rooming Houses.
- Processed 13,000+ census forms.
- Processed 8117 Voter Registration forms.
- Mailed several thousand ballots.
- Mailing to all previous dog owners of need to relicense.

DEPARTMENT: Elections Commission

- Licensed approximately 4000 dogs and maintained records on same.
- Provided cards and letters of residency as needed.
- Assisted residents in record searches.

FY24/25 Goals

To fulfill the statutory requirements which govern this office in a customer friendly way programs.

DEPARTMENT: Elections Commission

Objectives

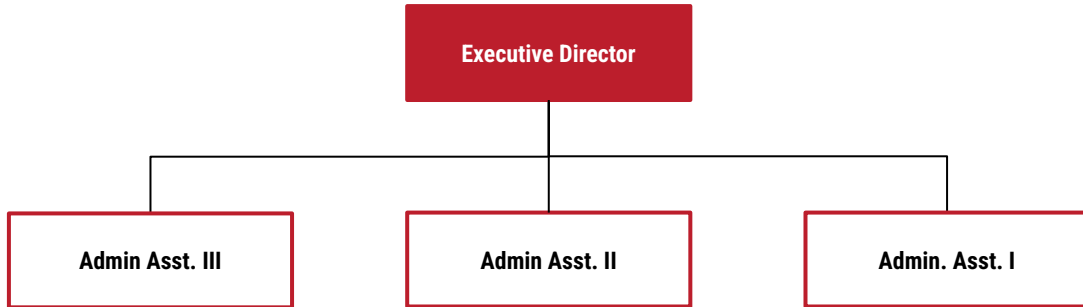
Objective	Status	City Goal
1. Prepare voter registration for special voterregistration in conjunction with community requests.	Ongoing FY25	1,2
2. Design, print, and mail census forms annually to adhere to Massachusetts General Law.	Ongoing FY25	1,2
3. Provide for the licensure of all dogs in the City and coordinate with Animal Control to optimize services for Brockton residents.	Ongoing FY25	1,2
4. Provide election services that adhere to Mass General Laws.	Ongoing FY25	1,2
5. Continue to educate registered voters and improve customer service.	Ongoing FY25	1,2

Performance Measures

Obj.	Performance Measures	FY23 Actuals	FY24 Projected	FY25 Target
1	Registered voters.	57,482	62,000	65,000
2	Census forms mailed annually.	36,000	40,000	40,000
3	Dog licenses.	2,173	4,000	4,500

DEPARTMENT: Elections Commission

Organizational Chart



DEPARTMENT: Elections Commission

Personal Services

Title	Name	Start Date	Longevity	Salary	Ed. Incent.
Executive Director	Cynthia Scrivani	8/27/2001	1,250	94,105	
Admin Asst. III	Nara Lugo	10/26/1984	1,350	68,465	
Admin Asst. II	Kathleen Farrar	2/16/2022		56,724	
Admin Asst. II	Colleen Hooke	10/10/2017	480	54,475	
* Stipend-Election Commissioner	Frederick Mcdermott			750	
* Stipend-Election Commissioner	Joseph Moses Jr.			750	
* Stipend-Election Commissioner	Jane Parker			750	
* Stipend-Election Commissioner	Tanya Tillman			750	
Total			3,080	276,769	0

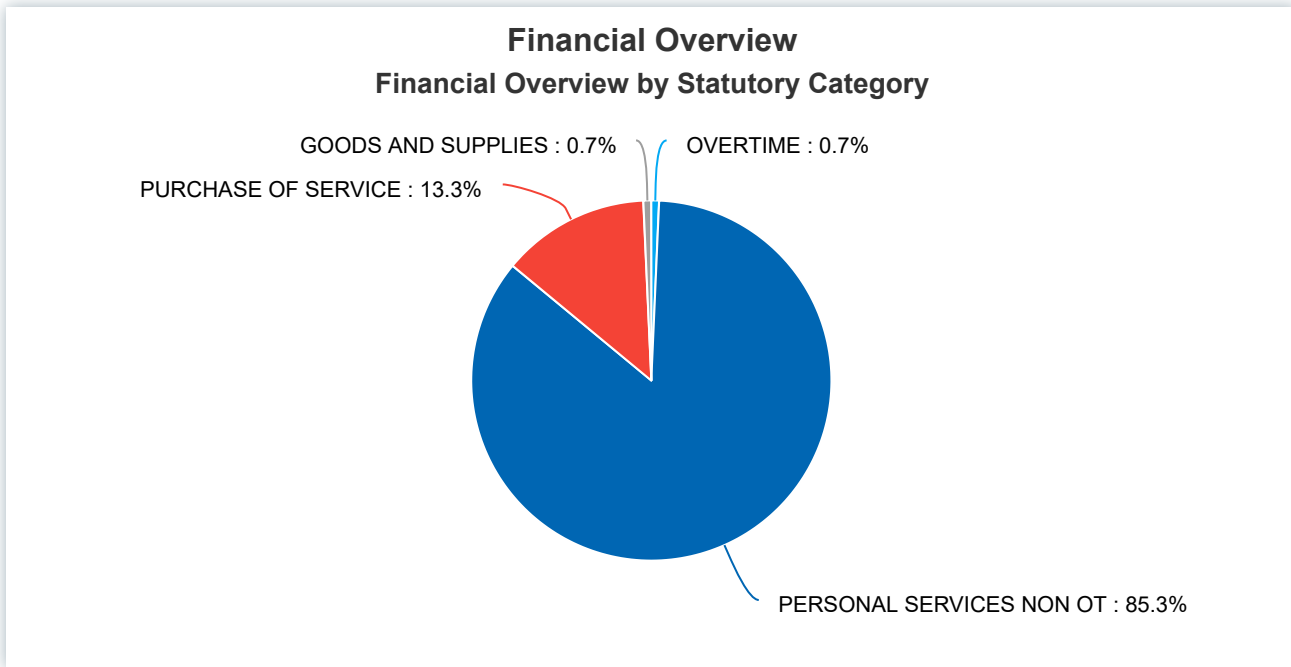
Personal Services Summary

ADMIN INCENTIVE	2,000
CLERICAL INCENTIVE	7,500
ELECTED/APPOINTED	3,000
FULL-TIME SALARIES	273,770
LONGEVITY	3,080
POLLS	250,000
SEPARATION COSTS	30,000
Total	569,350

Stipend Only

Election Commissioner	Frederick Mcdermott	750
Election Commissioner	Lawrence Jezewski	750
Election Commissioner	Jane Parker	750
Election Commissioner	Tanya Tillman	750
Total		3,000

DEPARTMENT: Elections Commission



Financial Overview Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
GENERAL FUND				
OVERTIME	\$ 3,424.49	\$ 6,341.03	\$ 5,000.00	(21.1%)
PERSONAL SERVICES NON OT	413,818.99	583,155.27	569,350.00	(2.4%)
PURCHASE OF SERVICE	71,031.75	95,900.00	88,900.00	(7.3%)
GOODS AND SUPPLIES	5,605.66	7,781.00	4,550.00	(41.5%)
TOTAL GENERAL FUND:	\$ 493,880.89	\$ 693,177.30	\$ 667,800.00	(3.7%)

DEPARTMENT: Elections Commission

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
EXPENDITURES				
GENERAL GOVERNMENT				
ELECTION COMMISSION				
OVERTIME				
OVERTIME	\$ 3,424.49	\$ 6,341.03	\$ 5,000.00	(21.1%)
TOTAL OVERTIME:	\$ 3,424.49	\$ 6,341.03	\$ 5,000.00	(21.1%)
PERSONAL SERVICES NON OT				
FULL-TIME SALARIES	\$ 246,066.61	\$ 267,575.27	\$ 273,770.00	2.3%
PART-TIME SALARIES	-	20,000.00	-	(100.0%)
ELECTED/APPOINTED	2,258.97	3,000.00	3,000.00	-%
POLLS	152,913.41	250,000.00	250,000.00	-%
CLERICAL INCENTIVE	7,500.00	7,500.00	7,500.00	-%
ADMIN INCENTIVE	2,000.00	2,000.00	2,000.00	-%
LONGEVITY	3,080.00	3,080.00	3,080.00	-%
SEPARATION COSTS	-	30,000.00	30,000.00	-%
TOTAL PERSONAL SERVICES NON OT:	\$ 413,818.99	\$ 583,155.27	\$ 569,350.00	(2.4%)
PURCHASE OF SERVICE				
DEPART EQUIP REPAIR/MAINT	\$ 573.00	\$ 1,500.00	\$ 1,000.00	(33.3%)
BUILDING RENT/LEASE	-	1,000.00	-	(100.0%)
CONSULTANTS	1,135.03	4,000.00	-	(100.0%)
ADVERTISING	1,943.34	5,000.00	5,000.00	-%
COMMUNICATION SERVICES	-	400.00	400.00	-%
PRINTING	5,343.82	9,000.00	7,500.00	(16.7%)
ELECTION/CENSUS	62,036.56	75,000.00	75,000.00	-%
TOTAL PURCHASE OF SERVICE:	\$ 71,031.75	\$ 95,900.00	\$ 88,900.00	(7.3%)
GOODS AND SUPPLIES				
COPY MACHINE SUPPLIES	\$ 1,485.19	\$ 1,500.00	\$ -	(100.0%)
OFFICE SUNDRIES/SUPPLIES	1,799.25	2,400.00	2,000.00	(16.7%)
FOOD PURCHASE	157.67	331.00	-	(100.0%)
IN STATE TRAVEL	315.84	1,500.00	500.00	(66.7%)
REG/MEMBERSHIPS/SUBSCRIPTIONS	150.00	150.00	150.00	-%
DEPARTMENT EQUIPMENT	1,697.71	1,900.00	1,900.00	-%
TOTAL GOODS AND SUPPLIES:	\$ 5,605.66	\$ 7,781.00	\$ 4,550.00	(41.5%)
TOTAL ELECTION COMMISSION:	\$ 493,880.89	\$ 693,177.30	\$ 667,800.00	(3.7%)
TOTAL GENERAL GOVERNMENT:	\$ 493,880.89	\$ 693,177.30	\$ 667,800.00	(3.7%)
TOTAL EXPENDITURES:	\$ 493,880.89	\$ 693,177.30	\$ 667,800.00	(3.7%)

DEPARTMENT: Emergency Management Agency

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.

FY24 Accomplishments

- Engaged in Virtual Community Emergency Response Team (CERT) training for over 90 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, power outages and storm related incidents).
- Hosted several virtual and in-person CERT recruitment meetings and training.
- Continued distributed life-saving Personal Protective Equipment (PPE) to our local first responders, City agencies, and private sector companies/agencies.
- Started updating the City Comprehensive Emergency Management Plan (CEMP)

DEPARTMENT: Emergency Management Agency

Objectives

Objective	Status	City Goal
1. Update and maintain equipment to increase efficiency to public safety response in the city, whether a natural disaster or manmade/intentional incident.	Ongoing FY25	1,2
2. Continue to work with the public and community-based groups/organizations/ businesses on promoting emergency preparedness in the community.	Ongoing FY25	1,2
3. Assist our public safety partners (Brockton Police, Brockton Fire & Brewster Ambulance Service) with more in depth training & awareness in response to the following incident types that are occurring more and more in our time: a. Active Shooter b. School Shooting c. Civil Unrest d. Terrorist Incidents e. Hazardous Material Response	Ongoing FY25	1,2
4. Continue to promote & build the City of Brockton Community Emergency Response Team (CERT) and hold monthly training sessions for vetted community members that become volunteers within the Brockton Emergency Management Agency.	Ongoing FY25	1,2

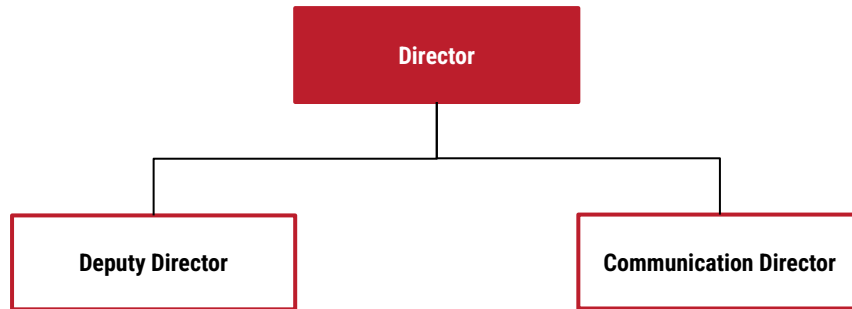
Performance Measures

Obj.	Performance Measures	FY23 Actuals	FY24 Projected	FY25 Target
1	Public safety equipment purchased	1	2	2
2	Rating of communications infrastructure (1-100 Scale)	70%	85%	85%
3	Rating of community outreach and preparedness (1-100 Scale)	40%	60%	60%
4	Rating of emergency plan updates (1-100 Scale)	40%	60%	85%
5	Community Emergency Response Team activations and training	4	20	20

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

DEPARTMENT: Emergency Management Agency

Organizational Chart



DEPARTMENT: Emergency Management Agency

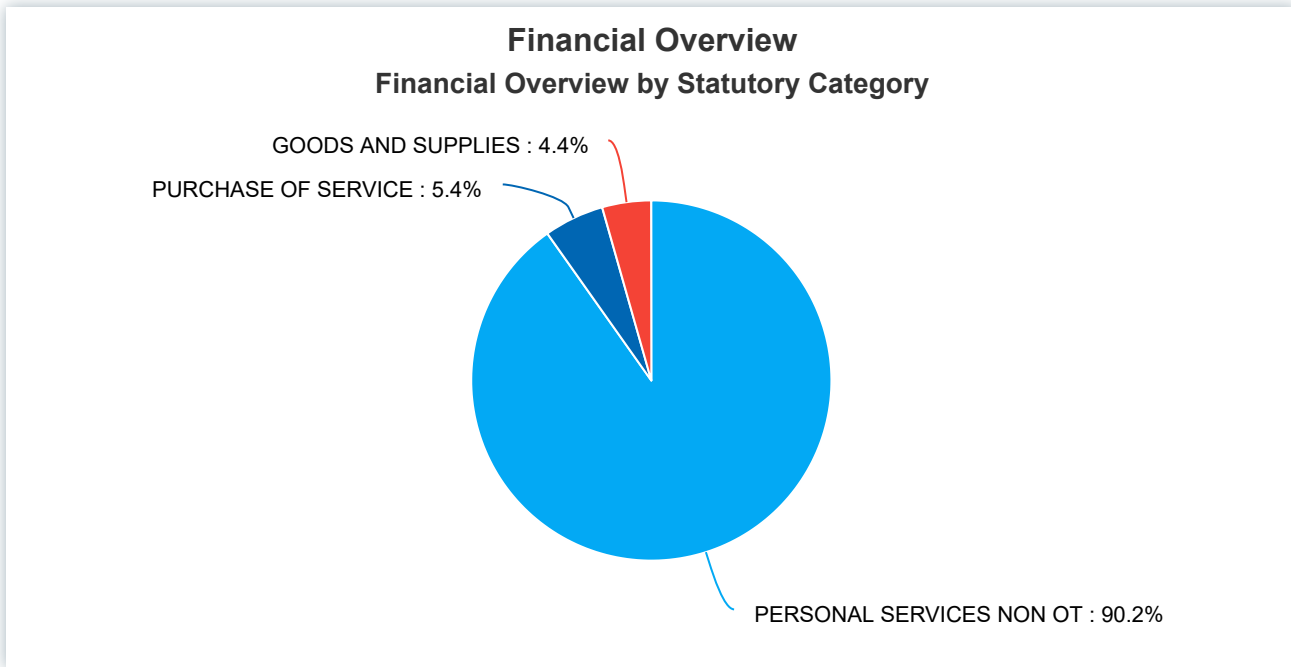
Personal Services

Title	Name	Start Date	Longevity	Salary	Ed. Incent.
Director	Stephan Hooke Jr.	4/15/2014		38,866	
Deputy Director	Fred Fontaine	1/6/2014		29,150	
Communications Director	Anthony Fowler	1/11/2021		29,150	
Public Safety Communications Technology Specialist	Proposed			7,211	
Total				0	104,377

Personal Services Summary

STIPEND	104,377
Total	104,377

DEPARTMENT: Emergency Management Agency



Financial Overview Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
GENERAL FUND				
PERSONAL SERVICES NON OT	\$ 91,304.14	\$ 101,547.00	\$ 104,377.00	2.8%
PURCHASE OF SERVICE	5,923.49	10,200.00	6,300.00	(38.2%)
GOODS AND SUPPLIES	6,120.38	9,085.00	5,045.00	(44.5%)
TOTAL GENERAL FUND:	\$ 103,348.01	\$ 120,832.00	\$ 115,722.00	(4.2%)

DEPARTMENT: Emergency Management Agency

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
EXPENDITURES				
PUBLIC SAFETY				
EMERGENCY MANAGEMENT AGENCY				
PERSONAL SERVICES NON OT				
STIPEND	\$ 91,304.14	\$ 101,547.00	\$ 104,377.00	2.8%
TOTAL PERSONAL SERVICES NON OT:	\$ 91,304.14	\$ 101,547.00	\$ 104,377.00	2.8%
PURCHASE OF SERVICE				
VEHICLE REPAIR/MAINTENANCE	\$ 3,692.08	\$ 5,000.00	\$ 4,000.00	(20.0%)
DEPART EQUIP REPAIR/MAINT	\$ 2,110.41	\$ 3,000.00	\$ 2,000.00	(33.3%)
TELEPHONE	-	1,900.00	-	(100.0%)
PRINTING	121.00	300.00	300.00	-%
TOTAL PURCHASE OF SERVICE:	\$ 5,923.49	\$ 10,200.00	\$ 6,300.00	(38.2%)
GOODS AND SUPPLIES				
OFFICE SUNDRIES/SUPPLIES	\$ 54.96	\$ 950.00	\$ 400.00	(57.9%)
BUILDING SUPPLIES	-	90.00	-	(100.0%)
FOOD PURCHASE	1,118.80	1,400.00	500.00	(64.3%)
PURCHASE OF CLOTHING	1,342.64	1,500.00	1,500.00	-%
IN STATE TRAVEL	-	120.00	120.00	-%
REG/MEMBERSHIPS/SUBSCRIPTIONS	-	25.00	25.00	-%
DEPARTMENT EQUIPMENT	3,603.98	5,000.00	2,500.00	(50.0%)
TOTAL GOODS AND SUPPLIES:	\$ 6,120.38	\$ 9,085.00	\$ 5,045.00	(44.5%)
TOTAL EMERGENCY MANAGEMENT AGENCY:	\$ 103,348.01	\$ 120,832.00	\$ 115,722.00	(4.2%)
TOTAL PUBLIC SAFETY:	\$ 103,348.01	\$ 120,832.00	\$ 115,722.00	(4.2%)
TOTAL EXPENDITURES:	\$ 103,348.01	\$ 120,832.00	\$ 115,722.00	(4.2%)

DEPARTMENT: Finance

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.

Service

- 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.

FY24 Accomplishments

- Hired 2 full-time Grant Writers, who applied for over \$19M in competitive funding within their first four months with the City.
- Achieved the City's fourth distinguished budget award from the Government Finance Officers Association (GFOA).
- Awarded \$950,000 in FY24 Congressionally Directed Spending requests for modernization of the Adams Garage and support for The Champion Plan.
- Implemented Administrative Costs policy for all future City grant applications, with a 10% de minimis standard rate to support operating, administrative, and other day-to-day costs incurred by the City.
- Received the Rebuilding American Infrastructure with Sustainability and Equity (RAISE) grant from the Department of Transportation (DOT) to address traffic and related safety issues downtown.
- Collaborated with the Plymouth County Sheriff's Department and the Mayor's Office to submit a federal grant application to revitalize the Brockton Second Chances Program, which provides workforce development opportunities and wraparound support to formerly incarcerated individuals in the Brockton community.
- Administered American Rescue Plan Act (ARPA) funds for the Cosgrove Pool, War Memorial, and City Hall projects.
- Hired 2 vacant positions to build capacity of the department to continue providing excellent fiscal oversight.

DEPARTMENT: Finance

Objectives

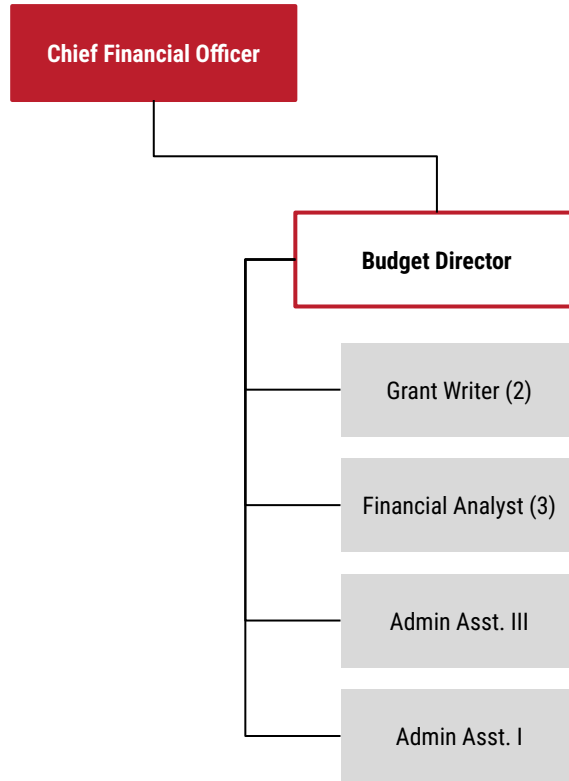
Objective	Status	City Goal
1. Continue to update and revise the City's FY2024 budget to be compliant with the latest Government Finance Officers Association (GFOA) requirements.	Ongoing FY25	3
2. Apply for new federal grant opportunities through the Bipartisan Infrastructure Law (BIL).	Ongoing FY25	2, 3
3. Continue to administer federal grants through the Bipartisan Infrastructure Law (BIL).	Ongoing FY25	2, 3
4. Continue to develop effective financial policies that will serve to provide a strategic, long-term approach to financial management.	Ongoing FY25	3
5. Update the City's grants policy to include administrative costs.	Ongoing FY25	3

Performance Measures

Obj.	Performance Measures	FY23 Actuals	FY24 Projected	FY25 Target
4	Finance staff	7	10	11
2	Grants processed	38	40	45

DEPARTMENT: Finance

Organizational Chart



DEPARTMENT: Finance

Personal Services

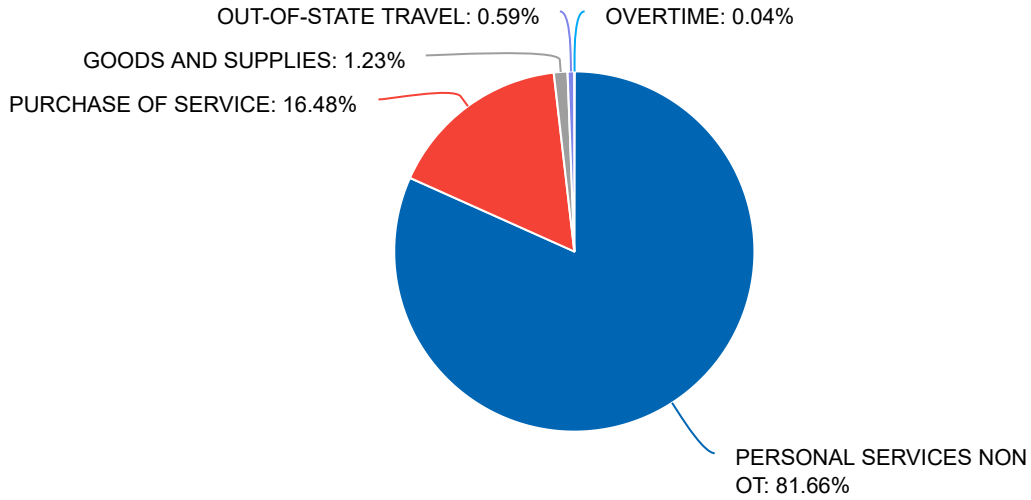
Title	Name	Start Date	Longevity	Salary	Ed. Incent.
Chief Financial Officer	Troy Clarkson	2/19/2019	480	202,473	
Assistant Chief Financial Officer for School	Vacant			137,465	
Budget Director	Evan LaCasse	10/18/2021		110,125	
Financial Analyst	Elvira Lopes	5/8/2023		83,994	
Financial Analyst	Vacant			79,172	
Financial Analyst	Vacant			79,172	
Admin Asst. I	Susan Thompson	11/1/2004	1,250	56,504	
Admin Asst. III	Jessica Monteiro	11/13/2017	480	68,465	2,739
Grant Writer (Partially DPW)	Erin Veiga	11/6/2017	480	81,547	
Grant Writer (Partially DPW)	Jane McNulty	12/18/2023		81,547	
Total			2,690	980,464	2,739

Personal Services Summary

CLERICAL INCENTIVE	5,000
EDUCATIONAL INCENTIVE	2,739
FULL-TIME SALARIES	980,464
HOLIDAY	2,000
LONGEVITY	2,690
PART-TIME SALARIES	25,000
SEPARATION COSTS	23,000
Total	1,040,893

DEPARTMENT: Finance

Financial Overview Financial Overview by Statutory Category



Financial Overview Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
GENERAL FUND				
OVERTIME	\$ -	\$ 500.00	\$ 500.00	-%
PERSONAL SERVICES NON OT	609,779.03	830,790.09	1,040,893.00	25.3%
PURCHASE OF SERVICE	1,416,416.92	1,270,950.00	210,060.00	(83.5%)
GOODS AND SUPPLIES	12,890.62	18,215.00	15,726.00	(13.7%)
OUT-OF-STATE TRAVEL	6,250.36	15,000.00	7,500.00	(50.0%)
TOTAL GENERAL FUND:	\$ 2,045,336.93	\$ 2,135,455.09	\$ 1,274,679.00	(40.3%)

DEPARTMENT: Finance

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
EXPENDITURES				
GENERAL GOVERNMENT				
FINANCE				
OVERTIME				
OVERTIME	\$ -	\$ 500.00	\$ 500.00	-%
TOTAL OVERTIME:	\$ -	\$ 500.00	\$ 500.00	-%
PERSONAL SERVICES NON OT				
FULL-TIME SALARIES	\$ 601,850.58	\$ 771,535.09	\$ 980,464.00	27.1%
PART-TIME SALARIES	2,991.14	25,000.00	25,000.00	-%
CLERICAL INCENTIVE	5,000.00	5,000.00	5,000.00	-%
LONGEVITY	3,160.00	3,640.00	2,690.00	(26.1%)
HOLIDAY	-	2,000.00	2,000.00	-%
EDUCATIONAL INCENTIVE	(3,222.69)	615.00	2,739.00	345.4%
SEPARATION COSTS	-	23,000.00	23,000.00	-%
TOTAL PERSONAL SERVICES NON OT:	\$ 609,779.03	\$ 830,790.09	\$ 1,040,893.00	25.3%
PURCHASE OF SERVICE				
ELECTRICITY POWER	\$ 1,205,797.40	\$ 1,000,000.00	\$ -	(100.0%)
DEPARTMENTAL EQUIP RENT/LEASE	4,242.10	4,250.00	4,250.00	-%
CONSULTANTS	144,952.13	200,000.00	150,810.00	(24.6%)
OTHER CONTRACT SERVICES	58,013.62	61,700.00	50,000.00	(19.0%)
PRINTING	3,411.67	5,000.00	5,000.00	-%
TOTAL PURCHASE OF SERVICE:	\$1,416,416.92	\$ 1,270,950.00	\$ 210,060.00	(83.5%)
GOODS AND SUPPLIES				
COPY MACHINE SUPPLIES	\$ 1,061.38	\$ 2,489.00	\$ -	(100.0%)
OFFICE SUNDRIES/SUPPLIES	1,981.70	3,826.00	3,826.00	-%
IN-STATE TRAVEL	2,455.30	2,000.00	2,000.00	-%
REG/MEMBERSHIPS/SUBSCRIPTIONS	6,962.67	8,500.00	8,500.00	-%
DEPARTMENT EQUIPMENT	429.57	1,400.00	1,400.00	-%
TOTAL GOODS AND SUPPLIES:	\$ 12,890.62	\$ 18,215.00	\$ 15,726.00	(13.7%)
OUT-OF-STATE TRAVEL				
OUT OF STATE TRAVEL	\$ 6,250.36	\$ 15,000.00	\$ 7,500.00	(50.0%)
TOTAL OUT-OF-STATE TRAVEL:	\$ 6,250.36	\$ 15,000.00	\$ 7,500.00	(50.0%)
TOTAL FINANCE:	\$2,045,336.93	\$ 2,135,455.09	\$ 1,274,679.00	(40.3%)
TOTAL GENERAL GOVERNMENT:	\$2,045,336.93	\$ 2,135,455.09	\$ 1,274,679.00	(40.3%)
TOTAL EXPENDITURES:	\$2,045,336.93	\$ 2,135,455.09	\$ 1,274,679.00	(40.3%)

DEPARTMENT: Fire

Fire

Brian F. Nardelli
Fire Chief



Mission

The Brockton Fire Department is responsible for extinguishing fires, protecting lives and property from fire, providing emergency medical services, fire investigation, code enforcement, public safety education with professionally trained and equipped personnel. Hazardous Materials response, all forms of technical rescue response including trench, confined space, and dynamic rope response. The Brockton Fire department responds to all fire alarms as well as medical calls throughout the city as well as all fire and medical dispatch for our contract ambulance service provider. In addition, we respond throughout the area through our robust mutual system.

FY24 Accomplishments

- Deployment of the SAFER grant for 16 Firefighters
- Commissioning of The Rescue, A heavy Rescue unit that increased our 24 hour a day response capability to 10 pieces of apparatus and efficiently and effectively moved our ability to respond to technical rescues incidents into the twenty first century.
- Performed precancerous screening on all members of the department, as the fire service has a 9% increase chance of becoming sick with cancer than the civilian population and a 14% greater chance than the general public of dying from cancer.
- Purchased 45 SEEK pro thermal imaging cameras to assign to each riding position to increase the safety of all of our members on the fireground.
- Purchase of new smooth bore nozzles for every Engine Co. to increase extinguishment capabilities as the dynamics on the fire ground grows every day.
- Received Assistance to Firefighter Grant (AFG) to replace all mobile fire apparatus mobile radios, grant excepted and install completed.
- Received all equipment to mitigate Lithium Ion battery fires and completed all training to our members for these types of incidents. This equipment was purchased through the Department of Fire Service Safety and Equipment Grant.
- Continuing our Safety and survival training on a monthly basis
- Received and AFG technical rescue training grant that we have begun to role out with the assistance of the instruction from the Massachusetts State Fire Academy Trench Rescue and Advanced Rope Rescue programs, this training will continue over the next 2 years.

DEPARTMENT: Fire

Objectives

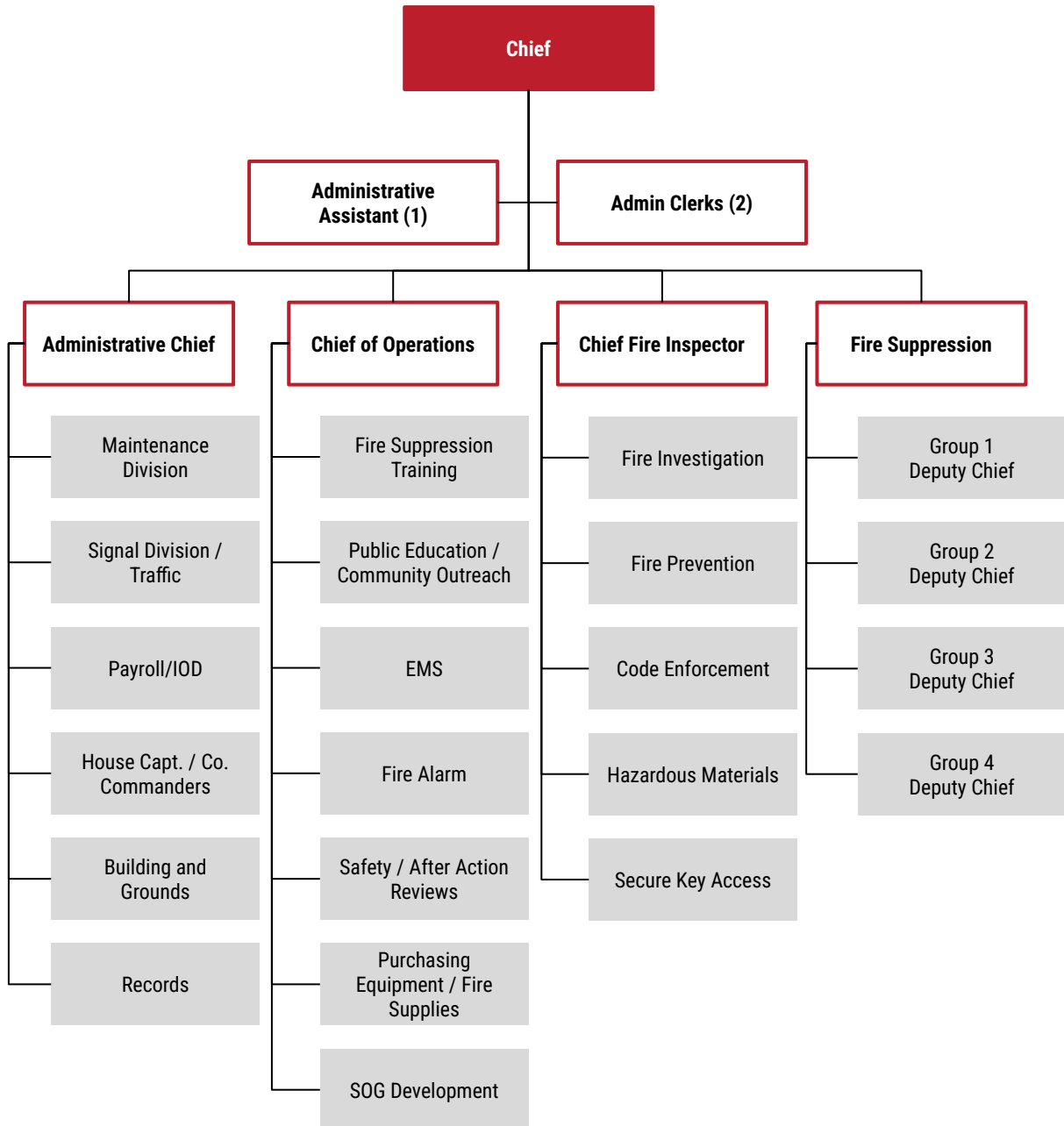
Objective	Status	City Goal
1. Continue cancer screenings for all of our members.	Ongoing FY25	2
2. Begin to replace turn out gear and if possible and if advanced technology is available, perform this with PFAS free turnout gear.	Ongoing FY25	2
3. Continue all technical rescue training through the AFG grant.	Ongoing FY25	2
4. Continue to replace positions through attrition as required by the SAFER grant.	Ongoing FY25	2
5. Investigate further grant opportunities.	Ongoing FY25	2
6. Host a multitude of Massachusetts Firefighting Academy classes.	Ongoing FY25	2
7. Begin to replace all aging meters for four gas capabilities.	Ongoing FY25	2

Performance Measures

Obj.	Performance Measures	FY23 Actuals	FY24 Projected	FY25 Target
1,2	Firefighter staff & personnel	215	215	232
3	Number of inspections (annually)	2010	2100	2500
4	Reduced response times (minutes)	4.2	4.6	3.8
6	Number of pre-fire plans	52	100	300

DEPARTMENT: Fire

Organizational Chart



DEPARTMENT: Fire

Personal Services

Rank	Last	First	Salary	Night Diff (WHPD)	Ed. Incen Wndif	Holiday	Weekend DIF	Unique	Defib	Long	Emt	Hazardous	Grand Total
Chief	Nardelli	Brian	230,838.00	-	-	-	-	-	-	1,350.00	-	-	232,188.00
Deputy	Albanese	Scott G.	129,559.00	14,802.12	43,308.33	13,675.39	7,565.40	-	2,080.49	1,350.00	3,782.70	18,462.16	234,585.58
Deputy	DePasquale	Joseph	129,559.00	14,802.12	43,308.33	14,359.16	7,565.40	-	2,080.49	1,350.00	6,657.55	18,462.16	241,261.09
Deputy	Galligan	Kevin	123,390.00	14,097.31	41,246.19	13,024.24	7,205.10	-	1,981.40	1,350.00	6,340.49	17,583.08	226,217.80
Deputy	Henrdigan	Robert	135,728.00	15,506.92	45,370.48	15,042.87	7,925.60	-	2,179.54	1,350.00	3,962.80	19,341.24	249,524.33
Deputy	Marchetti	Jeffrey	129,559.00	14,802.12	43,308.33	13,675.39	7,565.40	-	2,080.49	1,350.00	6,657.55	18,462.16	237,460.44
Deputy	Solomon	Joseph	135,728.00	15,506.92	45,370.48	14,326.55	7,925.60	-	2,179.54	1,350.00	3,962.80	19,341.24	245,691.13
Deputy	Williams, Jr.	Edward R.	135,728.00	15,506.92	45,370.48	15,042.87	7,925.60	-	2,179.54	1,350.00	3,962.80	19,341.24	249,524.33
Captain	Byers	Christopher	110,734.00	12,651.36	37,015.61	11,760.83	7,565.40	-	2,080.49	1,350.00	3,782.70	15,779.60	202,719.97
Captain	Doten	Brian	110,734.00	12,651.36	37,015.61	12,348.88	7,565.40	-	2,080.49	1,350.00	3,782.70	15,779.60	205,971.99
Captain	Dwyer	Roger J.	103,393.00	11,812.65	34,561.70	10,981.15	7,063.80	-	1,942.55	1,250.00	3,531.90	14,733.50	189,270.24
Captain	Foye	Daniel	103,393.00	11,812.65	34,561.70	10,981.15	7,063.80	-	1,942.55	1,250.00	3,531.90	14,733.50	189,270.24
Captain	Giguere	Ronald, Jr.	110,734.00	12,651.36	37,015.61	11,760.83	7,565.40	-	2,080.49	1,350.00	3,782.70	15,779.60	202,719.97
Captain	Kerr	Shawn	110,734.00	12,651.36	37,015.61	11,760.83	7,565.40	-	2,080.49	1,350.00	3,782.70	15,779.60	202,719.97
Captain	Lacouture	Timothy	103,393.00	11,812.65	34,561.70	10,981.15	7,063.80	-	1,942.55	950.00	6,216.14	14,733.50	191,654.49
Captain	Linscott	Paul	116,007.00	13,253.80	38,778.24	12,320.86	7,925.60	-	2,179.54	1,350.00	3,962.80	16,531.00	212,308.83
Captain	Martin	Christopher J.	110,734.00	12,651.36	37,015.61	11,760.83	7,565.40	-	2,080.49	1,350.00	3,782.70	15,779.60	202,719.97
Captain	McKenna	Michael	103,393.00	11,812.65	34,561.70	10,981.15	7,063.80	-	1,942.55	950.00	3,531.90	14,733.50	188,970.24
Captain	McLean	Stephen	110,734.00	12,651.36	37,015.61	11,760.83	7,565.40	-	2,080.49	1,350.00	3,782.70	15,779.60	202,719.97
Captain	Monteiro	Stephen	105,461.00	12,048.92	35,252.98	11,760.83	7,205.10	-	1,981.40	1,350.00	6,340.49	15,028.19	199,092.86
Captain	Nardelli	Eric	105,461.00	12,048.92	35,252.98	11,200.80	7,205.10	-	1,981.40	1,250.00	3,602.55	15,028.19	193,030.94
Captain	Svirtunas	Jeffrey	110,734.00	12,651.36	37,015.61	11,760.83	7,565.40	-	2,080.49	1,350.00	3,782.70	15,779.60	202,719.97
Captain	Tilton	Christopher	110,734.00	12,651.36	37,015.61	11,760.83	7,565.40	-	2,080.49	1,350.00	6,657.55	15,779.60	205,594.82
Captain	Tropeano	Nicholas	110,734.00	12,651.36	37,015.61	12,348.88	7,565.40	-	2,080.49	1,250.00	3,782.70	15,779.60	205,871.99
Captain	Weeks	Brendan	103,393.00	11,812.65	34,561.70	10,981.15	7,063.80	-	1,942.55	1,250.00	3,531.90	14,733.50	189,270.24
Captain	Wyman	Robert	110,734.00	12,651.36	37,015.61	11,760.83	7,565.40	-	2,080.49	1,350.00	3,782.70	15,779.60	202,719.97
Lieutenant	Anastos	Steven	86,885.00	9,926.61	29,043.48	9,302.24	7,063.80	-	1,942.55	950.00	3,531.90	12,381.11	161,026.69
Lieutenant	Angelo	Heather	97,485.00	11,137.66	32,586.80	10,437.12	7,925.60	-	2,179.54	1,350.00	3,962.80	13,891.61	180,956.13
Lieutenant	Bassett	William	88,623.00	10,125.18	29,624.45	9,488.32	7,205.10	-	1,981.40	1,350.00	3,602.55	12,628.78	164,628.78
Lieutenant	Bugbee	Christian	86,885.00	9,926.61	29,043.48	9,767.35	7,063.80	-	1,942.55	750.00	3,531.90	12,381.11	163,530.40
Lieutenant	Campbell	James	86,885.00	9,926.61	29,043.48	9,302.24	7,063.80	-	1,942.55	750.00	3,531.90	12,381.11	160,826.69
Lieutenant	Chisholm	Jesse	86,885.00	9,926.61	29,043.48	9,302.24	7,063.80	-	1,942.55	1,250.00	3,531.90	12,381.11	161,326.69
Lieutenant	Czaja	Matthew	97,485.00	11,137.66	32,586.80	10,437.12	7,925.60	-	2,179.54	1,350.00	3,962.80	13,891.61	180,956.13
Lieutenant	Denny	Benjamin	88,623.00	10,125.18	29,624.45	9,488.32	7,205.10	-	1,981.40	1,250.00	3,602.55	12,628.78	164,528.78
Lieutenant	DuBeau	James	97,485.00	11,137.66	32,586.80	10,437.12	7,925.60	-	2,179.54	1,350.00	3,962.80	13,891.61	180,956.13
Lieutenant	Eonas	George	93,054.00	10,631.42	31,105.63	9,962.71	7,565.40	-	2,080.49	1,350.00	3,782.70	13,260.20	172,792.54
Lieutenant	Estrada	Elpidio	86,885.00	9,926.61	29,043.48	9,302.24	7,063.80	-	1,942.55	1,250.00	3,531.90	12,381.11	161,326.69
Lieutenant	Feeney	Michael	93,054.00	10,631.42	31,105.63	9,962.71	7,565.40	-	2,080.49	1,350.00	3,782.70	13,260.20	172,792.54
Lieutenant	Gagne	Richard	86,885.00	9,926.61	29,043.48	9,302.24	7,063.80	-	1,942.55	1,250.00	3,531.90	12,381.11	161,326.69
Lieutenant	Gallant	Christopher	93,054.00	10,631.42	31,105.63	9,962.71	7,565.40	-	2,080.49	1,250.00	3,782.70	13,260.20	172,692.54
Lieutenant	Gurney	Paul	86,885.00	9,926.61	29,043.48	9,767.35	7,063.80	-	1,942.55	1,350.00	3,531.90	12,381.11	164,130.40
Lieutenant	Maguire	Eric	86,885.00	9,926.61	29,043.48	9,302.24	7,063.80	-	1,942.55	1,250.00	3,531.90	12,381.11	161,326.69
Lieutenant	McDonough	Joseph	86,885.00	9,926.61	29,043.48	9,302.24	7,063.80	-	1,942.55	950.00	3,531.90	12,381.11	161,026.69
Lieutenant	Moffett	Ryan P.	86,885.00	9,926.61	29,043.48	9,302.24	7,063.80	-	1,942.55	750.00	3,531.90	12,381.11	160,826.69
Lieutenant	Murray	Michael J.	86,885.00	9,926.61	29,043.48	9,302.24	7,063.80	-	1,942.55	750.00	3,531.90	12,381.11	160,826.69
Lieutenant	O'Reilly	Christopher	86,885.00	9,926.61	29,043.48	9,302.24	7,063.80	-	1,942.55	1,250.00	3,531.90	12,381.11	161,326.69
Lieutenant	Owen	David	86,885.00	9,926.61	29,043.48	9,302.24	7,063.80	-	1,942.55	750.00	3,531.90	12,381.11	160,826.69
Lieutenant	Piantoni	Brian	88,623.00	10,125.18	29,624.45	9,962.73	7,205.10	-	1,981.40	1,350.00	3,602.55	12,628.78	167,341.79
Lieutenant	Reiser	Robert J.	93,054.00	10,631.42	31,105.63	9,962.71	7,565.40	-	2,080.49	1,250.00	3,782.70	13,260.20	172,692.54
Lieutenant	Rodenbush	Jonathan P.	86,885.00	9,926.61	29,043.48	9,302.24	7,063.80	-	1,942.55	750.00	3,531.90	12,381.11	160,826.69
Lieutenant	Rodrick	Jonathan	97,485.00	11,137.66	32,586.80	10,437.12	7,925.60	-	2,179.54	1,350.00	3,962.80	13,891.61	180,956.13
Lieutenant	Rubeski	Scott D.	86,885.00	9,926.61	29,043.48	9,302.24	7,063.80	-	1,942.55	1,250.00	3,531.90	12,381.11	161,326.69
Lieutenant	Santry	Daniel J.	86,885.00	9,926.61	29,043.48	9,302.24	7,063.80	-	1,942.55	750.00	3,531.90	12,381.11	160,826.69
Lieutenant	Sullivan	Kevin	97,485.00	11,137.66	16,293.40	9,472.98	7,925.60	-	2,179.54	1,350.00	3,962.80	13,891.61	163,698.60
Lieutenant	Westerlund	Christopher	93,054.00	10,631.42	31,105.63	9,962.71	7,565.40	-	2,080.49	1,350.00	3,782.70	13,260.20	172,792.54
Lieutenant	Wisocky	Andrew	86,885.00	9,926.61	29,043.48	9,302.24	7,063.80	-	1,942.55	750.00	3,531.90	12,381.11	160,826.69

Personal Services

Rank	Last	First	Salary	Night Diff (WHPD)	Ed. Incen Wndif	Holiday	Weekend DIF	Unique	Defib	Long	Emt	Hazardous	Grand Total
Lieutenant	Zine	Edward	93,054.00	10,631.42	31,105.63	9,962.71	7,565.40	-	2,080.49	1,350.00	3,782.70	13,260.20	172,792.54
Firefighter	Ahearn	Michael D.	70,638.00	8,070.39	15,741.68	7,510.13	7,063.80	4,944.66	1,942.55	750.00	-	10,065.92	126,727.12
Firefighter	Albanese	Alex S.	52,034.00	5,944.88	17,393.67	5,997.93	7,063.80	3,642.38	1,942.55	-	3,531.90	7,414.85	104,965.95
Firefighter	Albanese	Jeffrey	70,638.00	8,070.39	15,741.68	7,510.13	7,063.80	4,944.66	1,942.55	1,350.00	3,531.90	10,065.92	130,859.02
Firefighter	Albanese	Paul	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	1,942.55	1,250.00	-	10,065.92	135,563.72
Firefighter	Anderson	Christopher J.	70,638.00	8,070.39	23,612.52	8,374.68	7,063.80	4,944.66	1,942.55	480.00	3,531.90	10,065.92	140,544.41
Firefighter	Bamford	Timothy	79,256.00	9,055.00	26,493.30	8,948.97	7,925.60	5,547.92	2,179.54	1,350.00	3,962.80	11,293.98	156,013.10
Firefighter	Barbosa	Jaime	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	1,942.55	1,250.00	3,531.90	10,065.92	139,095.62
Firefighter	Barnes	Johnny R.	70,638.00	8,070.39	11,806.26	7,277.27	7,063.80	4,944.66	1,942.55	480.00	-	10,065.92	122,288.84
Firefighter	Bergeron	Eric	65,530.00	7,486.80	21,905.04	7,432.80	7,063.80	4,587.10	1,942.55	480.00	3,531.90	9,338.03	129,298.02
Firefighter	Bergeron	Matthew R.	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	1,942.55	480.00	3,531.90	10,065.92	138,325.62
Firefighter	Bowen	Anthony	79,256.00	9,055.00	26,493.30	8,948.97	7,925.60	5,547.92	2,179.54	1,350.00	3,962.80	11,293.98	156,013.10
Firefighter	Brown	Matthew T.	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	1,942.55	480.00	3,531.90	10,065.92	138,325.62
Firefighter	Burrell	Tristan M.	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	1,942.55	750.00	3,531.90	10,065.92	138,595.62
Firefighter	Capozzoli	Christopher J.	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	1,942.55	480.00	3,531.90	10,065.92	138,325.62
Firefighter	Carfagna	Shawn	79,256.00	9,055.00	17,662.20	8,426.39	7,925.60	5,547.92	2,179.54	1,350.00	3,962.80	11,293.98	146,659.43
Firefighter	Chartier	Myles	65,530.00	7,486.80	21,905.04	7,432.80	7,063.80	4,587.10	1,942.55	480.00	3,531.90	9,338.03	129,298.02
Firefighter	Churchill	Edward	79,256.00	9,055.00	26,493.30	8,948.97	7,925.60	5,547.92	2,179.54	1,350.00	3,962.80	11,293.98	156,013.10
Firefighter	Cloudman	Corey	63,848.00	7,294.63	21,342.79	7,253.99	7,063.80	4,469.36	1,942.55	-	3,531.90	9,098.34	125,845.35
Firefighter	Cohen	Jordan	63,848.00	7,294.63	21,342.79	7,253.99	7,063.80	4,469.36	1,942.55	-	3,531.90	9,098.34	125,845.36
Firefighter	Coleman	Joseph M.	70,638.00	8,070.39	23,612.52	7,975.87	7,063.80	4,944.66	1,942.55	1,250.00	3,531.90	10,065.92	139,095.60
Firefighter	Colon	Jonathan	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	1,942.55	480.00	3,531.90	10,065.92	138,325.62
Firefighter	Costa	Ryan E.	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	1,942.55	480.00	-	10,065.92	134,793.72
Firefighter	Cox	Edwin	75,654.00	8,643.47	25,289.24	8,542.25	7,565.40	5,295.78	2,080.49	1,250.00	3,782.70	10,780.70	148,884.02
Firefighter	Curtin	William	70,638.00	8,070.39	15,741.68	7,510.13	7,063.80	4,944.66	1,942.55	750.00	3,531.90	10,065.92	130,259.02
Firefighter	Czaja	Michael	79,256.00	9,055.00	26,493.30	8,948.97	7,925.60	5,547.92	2,179.54	1,350.00	6,974.53	11,293.98	159,024.83
Firefighter	D'Alessandro	Christopher R.	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	1,942.55	480.00	3,531.90	10,065.92	138,325.62
Firefighter	Davis, Ill	Charles L.	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	1,942.55	750.00	3,531.90	10,065.92	138,595.62
Firefighter	Davis	Zachary S.	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	1,942.55	480.00	-	10,065.92	134,793.72
Firefighter	DeGrace	Anthony	75,654.00	8,643.47	25,289.24	8,542.25	7,565.40	5,295.78	2,080.49	1,350.00	3,782.70	10,780.70	148,984.02
Firefighter	DePina	Carlos	65,530.00	7,486.80	14,603.36	7,000.75	7,063.80	4,587.10	1,942.55	480.00	-	9,338.03	118,032.38
Firefighter	Derolus	Jeremiah	59,673.00	6,817.64	19,947.19	6,810.11	7,063.80	4,177.11	1,942.55	-	-	8,503.40	114,934.80
Firefighter	Dixon	Kevin J.	52,034.00	5,944.88	8,696.83	5,483.30	7,063.80	3,642.38	1,942.55	-	3,531.90	7,414.85	95,754.49
Firefighter	Doherty	Ryan	63,848.00	7,294.63	21,342.79	7,253.99	7,063.80	4,469.36	1,942.55	-	-	9,098.34	122,313.45
Firefighter	Donahue	Richard P., Jr.	79,256.00	9,055.00	17,662.20	8,426.39	7,925.60	5,547.92	2,179.54	1,350.00	3,962.80	11,293.98	146,659.43
Firefighter	Dorn	Akim	63,848.00	7,294.63	21,342.79	7,253.99	7,063.80	4,469.36	1,942.55	-	-	9,098.34	122,313.45
Firefighter	DuBeau	Katherine M.	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	1,942.55	480.00	3,531.90	10,065.92	138,325.62
Firefighter	Duguay	Jordan F.	70,638.00	8,070.39	23,612.52	8,374.68	7,063.80	4,944.66	1,942.55	480.00	3,531.90	10,065.92	140,544.41
Firefighter	Dwyer	Wesley	65,530.00	7,486.80	21,905.04	7,432.80	7,063.80	4,587.10	1,942.55	480.00	6,216.14	9,338.03	131,982.26
Firefighter	Eleyi	Elisha	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	1,942.55	1,250.00	3,531.90	10,065.92	139,095.62
Firefighter	Farmer	Michael	75,654.00	8,643.47	8,429.75	7,544.62	7,565.40	5,295.78	2,080.49	1,350.00	3,782.70	10,780.70	131,126.90
Firefighter	Feeny	Bryan	65,530.00	7,486.80	21,905.04	7,432.80	7,063.80	4,587.10	1,942.55	480.00	-	9,338.03	125,766.12
Firefighter	Ferron	Chad	59,673.00	6,817.64	13,298.13	6,416.65	7,063.80	4,177.11	1,942.55	-	-	8,503.40	107,892.28
Firefighter	Flaherty	Eric S.	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	1,942.55	480.00	3,531.90	10,065.92	138,325.62
Firefighter	Foley	Ryan	63,848.00	7,294.63	21,342.79	7,253.99	7,063.80	4,469.36	1,942.55	-	-	9,098.34	122,313.45
Firefighter	Fontes	Alexander	65,530.00	7,486.80	21,905.04	7,432.80	7,063.80	4,587.10	1,942.55	480.00	-	9,338.03	125,766.12
Firefighter	Ford	Arthur	65,530.00	7,486.80	21,905.04	7,432.80	7,063.80	4,587.10	1,942.55	480.00	-	9,338.03	125,766.12
Firefighter	Ford	Robert	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	1,942.55	1,250.00	3,531.90	10,065.92	139,095.62
Firefighter	Francis	John	65,530.00	7,486.80	21,905.04	7,432.80	7,063.80	4,587.10	1,942.55	480.00	3,531.90	9,338.03	129,298.02
Firefighter	Franz	Jake F.	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	1,942.55	480.00	3,531.90	10,065.92	210,325.62
Firefighter	Fredericks	Michael	65,530.00	7,486.80	21,905.04	7,432.80	7,063.80	4,587.10	1,942.55	480.00	3,531.90	9,338.03	129,298.02
Firefighter	Gagne	Ryan	65,530.00	7,486.80	14,603.36	7,000.75	7,063.80	4,587.10	1,942.55	480.00	-	9,338.03	118,032.38
Firefighter	Galligan	Sean P.	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	1,942.55	480.00	3,531.90	10,065.92	138,325.62
Firefighter	Gardner	Paul	70,638.00	8,070.39	15,741.68	7,510.13	7,063.80	4,944.66	1,942.55	1,350.00	3,531.90	10,065.92	130,859.02
Firefighter	Gedgaudas	Mark A.	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	1,942.55	1,250.00	3,531.90	10,065.92	139,095.62
Firefighter	Gobbi	Raymond	65,530.00	7,486.80	21,905.04	7,432.80	7,063.80	4,587.10	1,942.55	480.00	3,531.90	9,338.03	129,298.02

DEPARTMENT: Fire

Personal Services

Rank	Last	First	Salary	Night Diff (WHPD)	Ed. Incen Wndif	Holiday	Weekend DIF	Unique	Defib	Long	Emt	Hazardous	Grand Total
Firefighter	Goodick	Robert	63,848.00	7,294.63	21,342.79	7,253.99	7,063.80	4,469.36	1,942.55	-	3,531.90	9,098.34	125,845.35
Firefighter	Gray	Brian	65,530.00	7,486.80	21,905.04	7,432.80	7,063.80	4,587.10	1,942.55	480.00	6,216.14	9,338.03	131,982.26
Firefighter	Gustin	Christopher	75,654.00	8,643.47	25,289.24	8,542.25	7,565.40	5,295.78	2,080.49	1,350.00	-	10,780.70	145,201.32
Firefighter	Hanley	Joseph	75,654.00	8,643.47	25,289.24	8,542.25	7,565.40	5,295.78	2,080.49	1,350.00	3,782.70	10,780.70	148,984.02
Firefighter	Hardy	Anthony	59,673.00	6,817.64	13,298.13	6,416.65	7,063.80	4,177.11	1,942.55	-	3,531.90	8,503.40	111,424.18
Firefighter	Hayward	Charles	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	1,942.55	750.00	3,531.90	10,065.92	138,595.62
Firefighter	Heenan	Richard	70,638.00	8,070.39	15,741.68	7,510.13	7,063.80	4,944.66	1,942.55	1,250.00	3,531.90	10,065.92	130,759.02
Firefighter	Hill	Brandon	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	1,942.55	750.00	-	10,065.92	135,063.72
Firefighter	Hill	William	79,256.00	9,055.00	26,493.30	8,948.97	7,925.60	5,547.92	2,179.54	1,350.00	6,974.53	11,293.98	159,024.83
Firefighter	Hilliard	Gregory	65,530.00	7,486.80	21,905.04	7,432.80	7,063.80	4,587.10	1,942.55	480.00	3,531.90	9,338.03	129,298.02
Firefighter	Hopkins	Robert G.	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	1,942.55	750.00	3,531.90	10,065.92	138,595.62
Firefighter	Hunt	Joseph	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	1,942.55	1,250.00	3,531.90	10,065.92	139,095.62
Firefighter	Hurst	Scott	79,256.00	9,055.00	26,493.30	8,948.97	7,925.60	5,547.92	2,179.54	1,350.00	3,962.80	11,293.98	156,013.10
Firefighter	Jaramillo	Admar	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	1,942.55	1,250.00	3,531.90	10,065.92	139,095.62
Firefighter	Joyner	Richard	65,530.00	7,486.80	14,603.36	7,000.75	7,063.80	4,587.10	1,942.55	480.00	3,531.90	9,338.03	121,564.28
Firefighter	Kundicz	James J.	52,034.00	5,944.88	17,393.67	5,997.93	7,063.80	3,642.38	1,942.55	-	3,531.90	7,414.85	104,965.95
Firefighter	Lacey	Cory	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	1,942.55	750.00	-	10,065.92	135,063.72
Firefighter	Lange	Daniel	65,530.00	7,486.80	21,905.04	7,432.80	7,063.80	4,587.10	1,942.55	480.00	3,531.90	9,338.03	129,298.02
Firefighter	Le	Bruce	79,256.00	9,055.00	26,493.30	8,948.97	7,925.60	5,547.92	2,179.54	1,350.00	-	11,293.98	152,050.30
Firefighter	Lee	Edward	75,654.00	8,643.47	25,289.24	8,542.25	7,565.40	5,295.78	2,080.49	1,350.00	3,782.70	10,780.70	148,984.02
Firefighter	Leonard	Erick W.	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	1,942.55	1,250.00	3,531.90	10,065.92	139,095.62
Firefighter	Lewis	John	79,256.00	9,055.00	26,493.30	8,948.97	7,925.60	5,547.92	2,179.54	1,350.00	3,962.80	11,293.98	157,833.10
Firefighter	Lima	Helio	63,848.00	7,294.63	21,342.79	7,253.99	7,063.80	4,469.36	1,942.55	-	3,531.90	9,098.34	125,845.35
Firefighter	Lopes	Elvis G.	70,638.00	8,070.39	15,741.68	7,510.13	7,063.80	4,944.66	1,942.55	480.00	-	10,065.92	128,277.12
Firefighter	Lopes	Mark	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	1,942.55	950.00	3,531.90	10,065.92	138,795.62
Firefighter	Lupica	Anthony	63,848.00	7,294.63	21,342.79	7,253.99	7,063.80	4,469.36	1,942.55	-	-	9,098.34	122,313.45
Firefighter	Macintosh	Ryan	59,673.00	6,817.64	19,947.19	6,810.11	7,063.80	4,177.11	1,942.55	-	-	8,503.40	114,934.80
Firefighter	Madden	Francis J.	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	1,942.55	480.00	3,531.90	10,065.92	138,325.62
Firefighter	Malafronte	Lee	79,256.00	9,055.00	26,493.30	8,948.97	7,925.60	5,547.92	2,179.54	1,350.00	3,962.80	11,293.98	156,013.10
Firefighter	Maloney	Matthew	65,530.00	7,486.80	14,603.36	7,000.75	7,063.80	4,587.10	1,942.55	480.00	-	9,338.03	118,032.38
Firefighter	Maloney	William	79,256.00	9,055.00	17,662.20	8,426.39	7,925.60	5,547.92	2,179.54	1,350.00	3,962.80	11,293.98	146,659.43
Firefighter	Marchetti	Christian J.	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	1,942.55	750.00	3,531.90	10,065.92	138,595.62
Firefighter	Matchem	Christopher S.	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	1,942.55	480.00	3,531.90	10,065.92	138,325.62
Firefighter	Matchem	Donald	75,654.00	8,643.47	25,289.24	8,542.25	7,565.40	5,295.78	2,080.49	1,350.00	3,782.70	10,780.70	148,984.02
Firefighter	McCoy	William	75,654.00	8,643.47	25,289.24	8,542.25	7,565.40	5,295.78	2,080.49	1,350.00	3,782.70	10,780.70	148,984.02
Firefighter	McKernan	Joel	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	1,942.55	1,350.00	3,531.90	10,065.92	139,195.62
Firefighter	McLean	Brian E.	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	1,942.55	480.00	3,531.96	10,065.92	138,325.68
Firefighter	McNamara	Patrick J.	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	1,942.55	480.00	-	10,065.92	134,793.72
Firefighter	McNamara	William	65,530.00	7,486.80	21,905.04	7,432.80	7,063.80	4,587.10	1,942.55	480.00	-	9,338.03	125,766.12
Firefighter	McSheffrey	Sean	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	1,942.55	750.00	3,531.90	10,065.92	138,595.62
Firefighter	Medeiros	John	70,638.00	8,070.39	15,741.68	7,510.13	7,063.80	4,944.66	1,942.55	750.00	3,531.90	10,065.92	130,259.02
Firefighter	Merriam	Andrew J.	52,034.00	5,944.88	8,696.83	5,483.30	7,063.80	3,642.38	1,942.55	-	3,531.90	7,414.85	95,754.49
Firefighter	Miceli	James	75,654.00	8,643.47	25,289.24	8,542.25	7,565.40	5,295.78	2,080.49	1,250.00	3,782.70	10,780.70	148,884.02
Firefighter	Morris	Ralph	79,256.00	9,055.00	26,493.30	8,948.97	7,925.60	5,547.92	2,179.54	1,350.00	-	11,293.98	152,050.30
Firefighter	Morrison	Jeffrey	75,654.00	8,643.47	25,289.24	8,542.25	7,565.40	5,295.78	2,080.49	1,350.00	3,782.70	10,780.70	148,984.02
Firefighter	Murphy, Jr.	Timothy	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	1,942.55	950.00	-	10,065.92	135,263.72
Firefighter	Muzrim	Paul	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	1,942.55	1,350.00	3,531.90	10,065.92	139,195.62
Firefighter	Nee	James	75,654.00	8,643.47	16,859.49	8,043.44	7,565.40	5,295.78	2,080.49	1,350.00	3,782.70	10,780.70	140,055.46
Firefighter	Nickerson	Brian	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	1,942.55	750.00	6,216.14	10,065.92	141,279.86
Firefighter	O'Keefe	Ryan J.	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	1,942.55	480.00	3,531.90	10,065.92	138,325.62
Firefighter	Orcutt	Robert J.	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	1,942.55	480.00	-	10,065.92	134,793.72
Firefighter	O'Reilly	Cameron	63,848.00	7,294.63	21,342.79	7,253.99	7,063.80	4,469.36	1,942.55	-	3,531.90	9,098.34	125,845.35
Firefighter	O'Reilly	Sean	65,530.00	7,486.80	21,905.04	7,432.80	7,063.80	4,587.10	1,942.55	480.00	-	9,338.03	125,766.12
Firefighter	Palie	Tyler T.	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	1,942.55	750.00	-	10,065.92	135,063.72
Firefighter	Papineau	Mitchell	65,530.00	7,486.80	21,905.04	7,432.80	7,063.80	4,587.10	1,942.55	480.00	3,531.90	9,338.03	129,298.02
Firefighter	Perry	Steven	59,673.00	6,817.64	19,947.19	6,810.11	7,063.80	4,177.11	1,942.55	-	-	8,503.40	114,934.80

Personal Services

Rank	Last	First	Salary	Night Diff (WHPD)	Ed. Incen Wndif	Holiday	Weekend DIF	Unique	Defib	Long	Emt	Hazardous	Grand Total
Firefighter	Peterson	Mark	59,673.00	6,817.64	19,947.19	6,810.11	7,063.80	4,177.11	1,942.55	-	-	8,503.40	114,934.80
Firefighter	Pinto	Devantey	63,848.00	7,294.63	21,342.79	7,253.99	7,063.80	4,469.36	1,942.55	-	-	9,098.34	122,313.45
Firefighter	Razza	John	75,654.00	8,643.47	25,289.24	8,542.25	7,565.40	5,295.78	2,080.49	1,350.00	3,782.70	10,780.70	148,984.02
Firefighter	Reardon	Peter	75,654.00	8,643.47	16,859.49	8,043.44	7,565.40	5,295.78	2,080.49	1,350.00	3,782.70	10,780.70	140,055.46
Firefighter	Reilly	Colin	63,848.00	7,294.63	21,342.79	7,253.99	7,063.80	4,469.36	1,942.55	-	-	9,098.34	122,313.45
Firefighter	Richardson	Aaron	65,530.00	7,486.80	21,905.04	7,432.80	7,063.80	4,587.10	1,942.55	480.00	-	9,338.03	125,766.12
Firefighter	Rios	Juan	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	1,942.55	1,250.00	3,531.90	10,065.92	139,095.62
Firefighter	Rizzo	Mario	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	1,942.55	750.00	-	10,065.92	135,063.72
Firefighter	Rodrigues	Julio	65,530.00	7,486.80	21,905.04	7,432.80	7,063.80	4,587.10	1,942.55	480.00	-	9,338.03	125,766.12
Firefighter	Scully	Cody	63,848.00	7,294.63	14,228.53	6,833.00	7,063.80	4,469.36	1,942.55	-	-	9,098.34	114,778.21
Firefighter	Scully	Derek	59,673.00	6,817.64	13,298.13	6,416.65	7,063.80	4,177.11	1,942.55	-	-	8,503.40	107,892.28
Firefighter	Sloane	Matthew D.	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	1,942.55	480.00	-	10,065.92	134,793.72
Firefighter	Soto-Perez	Victor A.	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	1,942.55	750.00	3,531.90	10,065.92	138,595.62
Firefighter	Souto	Alexandre	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	1,942.55	750.00	3,531.90	10,065.92	138,595.62
Firefighter	Thompson	Joseph R.	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	1,942.55	480.00	3,531.90	10,065.92	138,325.62
Firefighter	Uzzo	Peter, Jr.	79,256.00	9,055.00	26,493.30	9,396.40	7,925.60	5,547.92	2,179.54	1,350.00	3,962.80	11,293.98	158,280.54
Firefighter	Warner	Matthew R.	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	1,942.55	750.00	3,531.90	10,065.92	138,595.62
Firefighter	Warren	Alexander	65,530.00	7,486.80	14,603.36	7,000.75	7,063.80	4,587.10	1,942.55	480.00	3,531.90	9,338.03	121,564.28
Firefighter	Watson	Glynn T.	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	1,942.55	750.00	-	10,065.92	135,063.72
Firefighter	Weathers	Colin	63,848.00	7,294.63	21,342.79	7,253.99	7,063.80	4,469.36	1,942.55	-	-	9,098.34	122,313.45
Firefighter	Weaver	Marquis	65,530.00	7,486.80	14,603.36	7,000.75	7,063.80	4,587.10	1,942.55	480.00	3,531.90	9,338.03	121,564.28
Firefighter	Westerlund	Eric	70,638.00	8,070.39	23,612.52	8,374.68	7,063.80	4,944.66	1,942.55	1,250.00	3,531.90	10,065.92	141,314.41
Firefighter	Winn	Brandon	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	1,942.55	1,250.00	3,531.90	10,065.92	139,095.62
Firefighter	Winn	Devin	59,673.00	6,817.64	19,947.19	6,810.11	7,063.80	4,177.11	1,942.55	-	-	8,503.40	114,934.80
Firefighter	Woodman, III	LeRoy J.	75,654.00	8,643.47	25,289.24	8,542.25	7,565.40	5,295.78	2,080.49	1,350.00	3,782.70	10,780.70	148,984.02
Firefighter	Zarella	Michael	75,654.00	8,643.47	25,289.24	8,542.25	7,565.40	5,295.78	2,080.49	1,350.00	3,782.70	10,780.70	148,984.02
Firefighter	Zine IV.	Edward	59,673.00	6,817.64	19,947.19	6,810.11	7,063.80	4,177.11	1,942.55	-	3,531.90	8,503.40	118,466.70
Working Forman													
Signal Maintainer	Donovan	James	86,885.00	9,926.61	29,043.48	9,767.35	7,063.80	6,081.95	-	1,250.00	3,531.90	12,381.11	165,931.20
Electrician	Stack	Joseph W	70,638.00	8,070.39	23,612.52	8,374.68	7,063.80	4,944.66	-	480.00	-	10,065.92	133,249.96
Electrician	Wing	Jason	59,673.00	6,817.64	19,947.19	7,150.61	7,063.80	4,177.11	-	-	-	8,503.40	113,332.75
FAO	Bornemann	Jacqueline	65,530.00	7,486.80	21,905.04	7,432.80	7,063.80	4,587.10	-	-	-	9,338.03	123,343.57
FAO	Chandler	Kerry	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	-	950.00	3,531.90	10,065.92	136,853.07
FAO	Hanrahan	Mark	70,638.00	8,070.39	15,741.68	7,510.13	7,063.80	4,944.66	-	480.00	-	10,065.92	124,514.58
FAO	Jones	Tabitha L.	59,673.00	6,817.64	13,298.13	6,416.65	7,063.80	4,177.11	-	-	3,531.90	8,503.40	109,481.64
FAO	Lancaster	Amanda J.	59,673.00	6,817.64	19,947.19	6,810.11	7,063.80	4,177.11	-	-	3,531.90	8,503.40	116,524.15
FAO	McKenna	Carolyn	65,530.00	7,486.80	21,905.04	7,432.80	7,063.80	4,587.10	-	480.00	-	9,338.03	123,823.57
FAO	McKenna	Kerry	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	-	1,250.00	-	10,065.92	133,621.17
FAO	Noonan	Lawrence	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	-	750.00	-	10,065.92	133,121.17
FAO	Orcutt	Janet	70,638.00	8,070.39	15,741.68	7,510.13	7,063.80	4,944.66	-	950.00	3,531.90	10,065.92	128,516.48
FAO	Razza	Beth	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	-	750.00	-	10,065.92	133,121.17
FAO	Valentine	Kara A.	65,530.00	7,486.80	14,603.36	7,000.75	7,063.80	4,587.10	-	-	3,531.90	9,338.03	119,141.74
FAO	Zammito	Allyson N.	70,638.00	8,070.39	23,612.52	7,975.89	7,063.80	4,944.66	-	480.00	-	10,065.92	132,851.17
Master Mechanic	Conrad	Stephen	103,393.00	11,812.65	34,561.70	11,530.21	7,063.80	7,237.51	-	950.00	-	14,733.50	191,282.37
Apparatus Rprm.	McDonald	Joseph	70,638.00	8,070.39	23,612.52	8,374.68	7,063.80	4,944.66	-	750.00	-	10,065.92	133,519.96
Executive Secretary III.	Backoff	Suzanne	93,132.00	-	2,793.96	-	-	-	-	1,250.00	-	-	97,175.96
Admin III.	Hardiman	Loreen	75,194.00	-	2,255.82	-	-	-	-	750.00	-	-	78,199.82
Admin II.	Gomes	Melane	56,724.00	-	1,701.72	-	-	-	-	480.00	-	-	58,905.72
Grand Total Request for FY 2025			16,881,746.00	1,876,654.28	5,236,139.74	1,885,725.31	1,528,185.40	753,669.70	387,227.72	179,230.00	603,118.42	2,340,684.77	31,707,359.65
Firefighter	Carter	Cedric M.	59,673.00	6,817.64	13,298.13	6,416.65	7,063.80	4,177.11	1,942.55	-	3,531.90	8,503.40	111,424.18
Firefighter	Charles	Sebastian D.	59,673.00	6,817.64	19,947.19	6,810.11	7,063.80	4,177.11	1,942.55	-	3,531.90	8,503.40	118,466.70
Firefighter	Conrad	Brandon M.	59,673.00	6,817.64	19,947.19	6,810.11	7,063.80	4,177.11	1,942.55	-	3,531.90	8,503.40	118,466.70
Firefighter	DePina	Jason A.	59,673.00	6,817.64	13,298.13	6,416.65	7,063.80	4,177.11	1,942.55	-	3,531.90	8,503.40	111,424.18
Firefighter	Duquette	Zachary E.	59,673.00	6,817.64	13,298.13	6,416.65	7,063.80	4,177.11	1,942.55	-	3,531.90	8,503.40	111,424.18
Firefighter	Mahoney	Patrick D.	59,673.00	6,817.64	19,947.19	6,810.11	7,063.80	4,177.11	1,942.55	-	3,531.90	8,503.40	118,466.70

DEPARTMENT: Fire

Personal Services

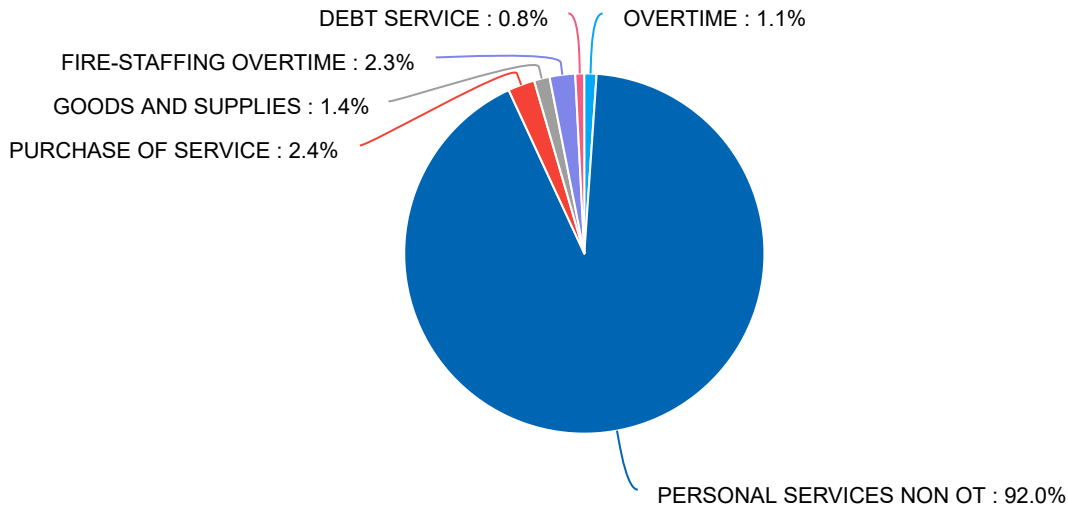
Rank	Last	First	Salary	Night Diff (WHPD)	Ed. Incen Wndif	Holiday	Weekend DIF	Unique	Defib	Long	Emt	Hazardous	Grand Total
Firefighter	Maloney	Amy R.	59,673.00	6,817.64	19,947.19	6,810.11	7,063.80	4,177.11	1,942.55	-	3,531.90	8,503.40	118,466.70
Firefighter	McKinnon	Myles J.	59,673.00	6,817.64	19,947.19	6,810.11	7,063.80	4,177.11	1,942.55	-	3,531.90	8,503.40	118,466.70
Firefighter	Miranda	Christopher L.	59,673.00	6,817.64	19,947.19	6,810.11	7,063.80	4,177.11	1,942.55	-	3,531.90	8,503.40	118,466.70
Firefighter	Moise	Ted R.	59,673.00	6,817.64	13,298.13	6,416.65	7,063.80	4,177.11	1,942.55	-	3,531.90	8,503.40	111,424.18
Firefighter	Phelan	Blake R.	59,673.00	6,817.64	19,947.19	6,810.11	7,063.80	4,177.11	1,942.55	-	3,531.90	8,503.40	118,466.70
Firefighter	Ribeiro	Jaysse T.	59,673.00	6,817.64	19,947.19	6,810.11	7,063.80	4,177.11	1,942.55	-	3,531.90	8,503.40	118,466.70
Firefighter	Rivera	Aaric M.	59,673.00	6,817.64	19,947.19	6,810.11	7,063.80	4,177.11	1,942.55	-	3,531.90	8,503.40	118,466.70
Firefighter	Roach	Crystal M.	59,673.00	6,817.64	19,947.19	6,810.11	7,063.80	4,177.11	1,942.55	-	3,531.90	8,503.40	118,466.70
Firefighter	Sylvia	Joseph A.	59,673.00	6,817.64	19,947.19	6,810.11	7,063.80	4,177.11	1,942.55	-	3,531.90	8,503.40	118,466.70
Firefighter	Varnadore	Shane M.	59,673.00	6,817.64	19,947.19	6,810.11	7,063.80	4,177.11	1,942.55	-	3,531.90	8,503.40	118,466.70
Safer Grant Total FY 2025			954,768.00	109,082.24	292,558.82	107,387.88	113,020.80	66,833.76	31,080.72	-	56,510.40	136,054.44	1,867,297.07

Personal Services Summary

CITY FIRE DETAILS	30,000
CLERICAL INCENTIVE	7,500
DEFIBRILLATOR	387,228
EDUCATIONAL INCENTIVE	4,592,926
EMT PAYMENTS	603,119
FULL-TIME SALARIES	16,916,725
HAZARDOUS DUTY	2,340,685
HAZMAT STIPEND	17,500
HOLIDAY	1,855,726
LONGEVITY	179,230
OUT OF GRADE	200,000
PREMIUM PAY	897,543
PREVENTIVE CARE	
STIPEND	81,000
SEPARATION COSTS	443,082
SHIFT DIFFERENTIAL	1,876,655
SICK LEAVE BUY BACK	168,854
UNIQUE PAY	753,670
UNUSED SICK LEAVE	
BONUS	882,817
VACATION BUY BACK	303,327
WEEKEND DIFFERENTIAL	1,528,186
Total	34,065,773

DEPARTMENT: Fire

Financial Overview Financial Overview by Statutory Category



Financial Overview Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
GENERAL FUND				
OVERTIME	\$ 769,077.75	\$ 1,160,712.50	\$ 408,000.00	(64.8%)
PERSONAL SERVICES NON OT	27,312,824.39	28,695,602.99	34,065,773.00	18.7%
PURCHASE OF SERVICE	939,516.18	1,229,404.00	883,697.00	(28.1%)
GOODS AND SUPPLIES	465,114.00	546,090.00	513,080.00	(6.0%)
FIRE-STAFFING OVERTIME	868,280.65	870,000.00	870,000.00	-%
DEBT SERVICE	300,000.00	303,125.00	299,750.00	(1.1%)
TOTAL GENERAL FUND:	\$30,654,812.97	\$32,804,934.49	\$37,040,300.00	12.9%

DEPARTMENT: Fire

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
EXPENDITURES				
PUBLIC SAFETY				
FIRE				
OVERTIME				
OVERTIME	\$ 734,441.09	\$ 1,120,712.50	\$ 368,000.00	(67.2%)
OT-FIRE HAZMAT TRAINING	34,636.66	40,000.00	40,000.00	-%
TOTAL OVERTIME:	\$ 769,077.75	\$ 1,160,712.50	\$ 408,000.00	(64.8%)
PERSONAL SERVICES NON OT				
FULL-TIME SALARIES	\$ 16,512,824.20	\$ 14,760,655.99	\$ 16,916,725.00	14.6%
DISPATCHERS	370,789.81	704,032.00	-	(100.0%)
HAZMAT STIPEND	16,818.18	17,500.00	17,500.00	-%
CLERICAL INCENTIVE	7,500.00	7,500.00	7,500.00	-%
PREMIUM PAY	513,014.96	629,426.00	897,543.00	42.6%
PREVENTIVE CARE STIPEND	-	81,000.00	81,000.00	-%
LONGEVITY	155,800.00	164,600.00	179,230.00	8.9%
SHIFT DIFFERENTIAL	-	582,847.00	1,876,655.00	222.0%
HOLIDAY	1,504,157.81	1,684,260.00	1,855,726.00	10.2%
EDUCATIONAL INCENTIVE	2,705,303.56	3,318,784.00	4,592,926.00	38.4%
WEEKEND DIFFERENTIAL	1,381,394.81	1,459,826.00	1,528,186.00	4.7%
UNIQUE PAY	652,723.64	703,324.00	753,670.00	7.2%
OUT OF GRADE	98,972.10	200,000.00	200,000.00	-%
HAZARDOUS DUTY	2,034,040.19	2,223,683.00	2,340,685.00	5.3%
SEPARATION COSTS	41,420.85	336,723.00	443,082.00	31.6%
DEFIBRILLATOR	350,821.85	369,646.00	387,228.00	4.8%
VACATION BUY BACK	61,642.01	135,743.00	303,327.00	123.5%
CITY FIRE DETAILS	3,818.68	30,000.00	30,000.00	-%
TUITION REIMBURSEMENT	-	25,000.00	-	(100.0%)
UNUSED SICK LEAVE BONUS	65,746.18	155,140.00	882,817.00	469.0%
EMT PAYMENTS	526,005.61	566,822.00	603,119.00	6.4%
SICK LEAVE BUY BACK	310,029.95	539,091.00	168,854.00	(68.7%)
TOTAL PERSONAL SERVICES NON OT:	\$ 27,312,824.39	\$ 28,695,602.99	\$ 34,065,773.00	18.7%
PURCHASE OF SERVICE				
ELECTRICITY	\$ 97,218.27	\$ 118,353.00	\$ -	(100.0%)
ENERGY (GAS-OIL-DIESEL)	179,566.31	222,756.00	180,000.00	(19.2%)
SEWER & WATER CHARGES	14,163.51	36,000.00	20,000.00	(44.4%)
BUILDING/GROUNDS REPAIR/MAINT	64,740.24	112,500.00	100,000.00	(11.1%)
VEHICLE REPAIR/MAINTENANCE	145,255.46	157,215.00	120,000.00	(23.7%)
DEPART EQUIP REPAIR/MAINT	26,610.87	57,852.00	50,000.00	(13.6%)
DEPARTMENTAL EQUIP RENT/LEASE	11,434.06	12,000.00	12,000.00	-%
AMBULANCE	-	1,000.00	-	(100.0%)
SECURITY/FIRE CONTROL	177,759.01	200,000.00	180,000.00	(10.0%)
RENOVATION/SMOKE REM'L	-	3,038.00	3,038.00	-%
MEDICAL	25,405.72	97,000.00	80,000.00	(17.5%)

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
PUBLIC SAFETY	-	525.00	-	(100.0%)
OTHER CONTRACT SERVICES	175,069.97	145,000.00	120,000.00	(17.2%)
TELEPHONE	6,786.56	38,521.00	-	(100.0%)
ADVERTISING	976.56	1,911.00	1,911.00	-%
COMMUNICATION SERVICES	3,925.71	4,748.00	4,748.00	-%
LAUNDRY AND CLEANING	2,732.38	12,243.00	5,000.00	(59.2%)
EXTERMINATING & PEST CONTROL	2,500.00	3,000.00	3,000.00	-%
PRINTING	5,371.55	5,742.00	4,000.00	(30.3%)
TOTAL PURCHASE OF SERVICE:	\$ 939,516.18	\$ 1,229,404.00	\$ 883,697.00	(28.1%)
GOODS AND SUPPLIES				
REFERENCE MATERIALS	\$ 2,404.70	\$ 5,395.00	\$ 5,395.00	-%
OFFICE SUNDRIES/SUPPLIES	13,311.25	12,179.00	12,179.00	-%
TOOLS & HARDWARE SUPPLY	6,709.17	25,000.00	25,000.00	-%
JANITORIAL SUPPLIES	22,284.77	21,034.00	21,034.00	-%
GASOLINE	20,199.62	35,000.00	25,000.00	(28.6%)
PARTS/ACCESSORIES/LUBE	104,640.38	108,289.00	108,289.00	-%
PURCHASE OF CLOTHING	123,535.23	150,000.00	150,000.00	-%
FIREFIGHTING SUPPLIES	86,787.00	74,990.00	74,990.00	-%
IN-STATE TRAVEL	2,517.65	6,314.00	1,500.00	(76.2%)
REG/MEMBERSHIPS/SUBSCRIPTIONS	11,298.59	18,196.00	10,000.00	(45.0%)
TUITION & TRAINING	19,561.55	30,000.00	20,000.00	(33.3%)
HONOR GUARD UNIFORM/EQUIP	2,007.92	3,000.00	3,000.00	-%
DEPARTMENT EQUIPMENT	49,856.17	56,693.00	56,693.00	-%
TOTAL GOODS AND SUPPLIES:	\$ 465,114.00	\$ 546,090.00	\$ 513,080.00	(6.0%)
FIRE-STAFFING OVERTIME				
OVERTIME	\$ 868,280.65	\$ 870,000.00	\$ 870,000.00	-%
TOTAL FIRE-STAFFING OVERTIME:	\$ 868,280.65	\$ 870,000.00	\$ 870,000.00	-%
DEBT SERVICE				
PRINCIPAL ON LONG-TERM DEBT	\$ 199,000.00	\$ 165,000.00	\$ 170,000.00	3.0%
INTEREST ON LONG-TERM DEBT	101,000.00	138,125.00	129,750.00	(6.1%)
TOTAL DEBT SERVICE:	\$ 300,000.00	\$ 303,125.00	\$ 299,750.00	(1.1%)
TOTAL FIRE:	\$30,654,812.97	\$32,804,934.49	\$37,040,300.00	12.9%
TOTAL PUBLIC SAFETY:	\$30,654,812.97	\$32,804,934.49	\$37,040,300.00	12.9%
TOTAL EXPENDITURES:	\$30,654,812.97	\$32,804,934.49	\$37,040,300.00	12.9%

Safer Grant

Mission

The Staffing for Adequate Fire and Emergency Response Grant (SAFER) was created to provide funding directly to fire departments to assist them increase or maintain trained, “front line” firefighters available in their communities. SAFER is one of three grant programs that constitute the Department of Homeland Security (DHS), Federal Emergency Management Agency’s (FEMA) focus on enhancing the safety of the public and firefighters with respect to fire and fire-related hazards.

Objectives

The goal of SAFER is to enhance local fire departments’ ability to comply with staffing, response, and operational standards set by National Fire Protection Association (NFPA). With enhanced staffing levels, fire departments should experience a reduction in response times and an increase in the number of trained personnel assembled at the incident scene.

FY25 Impacts

The City of Brockton received \$4,777,416 in funding from the Federal Emergency Management Agency (FEMA) to fund 16 new positions.



DEPARTMENT: Human Resources

Human Resources

Sandi Charton
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

- Administer Employee Benefits for City and Brockton Public School employees
- Act as liaison between City and vendors who offer voluntary benefits to City employees Oversee annual Open Enrollment process for health and other benefits offered to City and Brockton Public School employees
- Oversee review and approval process for Family and Medical Leave Act
- Ensuring compliance with Americans with Disabilities Act (ADA) and requests for accommodations
- Develop and implement policies and procedures for City employees
- Create and implement diversity, equity and inclusion programs
- Ensure Department's processes and procedures are legally compliant
- Promote positive and constructive labor and employee relations
- Advise and support City leadership on personnel related matters
- Maintain active involvement in collective bargaining process, including participating in and offering feedback during negotiations with City's eleven unions
- Analyze complicated data and prepare detailed reports on topics including, but not limited to, City's Health Insurance Trust Fund, Affordable Care Act compliance and union pension payment calculations and other related areas
- Institute professional development and training for City employees
- Maintain personnel files and other required documentation for City employees
- Respond to public record requests for human resource related information
- Lead the City's recruitment process, including overseeing position control, posting and publicizing positions, reviewing resumes, communicating with applicants and Department heads, scheduling and participating in all interviews, sending out conditional and final offer letters, running background and reference checks, negotiating start dates and compensation, entering new employee information into City's HRIS system, and onboarding new employees
- Oversee City's offboarding process when employees leave City employment, including coordinating with other departments and Brockton Retirement Board and conducting exit interviews
- Conduct thorough internal investigations of employees when required, and assist outside investigators when retained by the City
- Recommend and issue discipline to City employees when required
- Act as hearing officer for union grievances
- Coordinate with Commonwealth of Massachusetts Human Resources Division regarding Civil Service positions and processes

DEPARTMENT: Human Resources

- Collaborate with City's Third Party Administrator on unemployment claims and participate in hearings when required

FY25 Accomplishments - HR

Training

- Continued running 100% grant-funded Customer Service/De-escalation/Workplace Safety trainings for all employees.
- Presented training to department heads on "best practice" recruitment and interview techniques
- Provided coaching for department heads, managers, employees on work related matters
- Oversaw compliance with ethics training for employees required by MGL Chapter 268A

Technology

- Created digital filing and retention system for HR documents
- Began implementation of online option for direct payment by retirees of health, dental and life insurance premiums and direct payment of COBRA premiums.
- Enhanced and updated Human Resources website by providing updated information on collective bargaining agreements, employee benefits, and state and federal laws
- Initiated process to enable online benefit enrollment by all City and Brockton Public School employees

Employee Recruitment and Retention

- Facilitated the hiring and promotions of 165 employees
- Participated in interviews for every vacant position
- Enhanced formalized onboarding and orientation process for new employees
- Entered all new City employees in City's HRIS system (Munis)
- Designed and successfully executed employee appreciation events such as dessert strolls, Halloween gathering, and Valentine's Day guessing game
- Served as resource for vendors offering voluntary benefits to City employees and acted as liaison between voluntary benefit providers and employees
- Continued conducting exit interviews and analyzing results

Employee and Labor Relations

- Conducted 17 internal investigations of employees and departments and assisted outside investigators retained to conduct investigations
- Implemented provisions of collective bargaining agreements involving vacation and sick leave benefits
- Participated in Sick Leave Bank committee meetings
- Worked collaboratively with unions to update new employee information to comply with Janus court decision
- Worked collaboratively with unions to update and streamline job posting procedures
- Researched and began process of implementing bilingual stipend provision in collective bargaining agreements.

Legal Compliance

- Reviewed and issued decisions in response to requests for FMLA leave
- Responded to requests for reasonable accommodation under the ADA, coached department heads and participated in interactive dialogue with employees

DEPARTMENT: Human Resources

- Partnered with Law Department to ensure that human resource policies, protocols, and procedures were legally compliant

Diversity, Equity and Inclusion

- Gathered, analyzed and submitted biannual EEO-4 data to EEOC
- Drafted updated Non-Discrimination, Sexual Harassment, and Code of Conduct policies
- Developed processes to streamline discrimination complaint and investigation process
- Hosted DEI book group meetings in collaboration with Brockton Public Library
- Hosted two speakers from National Alliance on Mental Illness' "In Our Own Voice" for Brockton employees
- Participated in workshop panel for Brockton Veterans' Services
- Hosted two day Commissions and Career fair in conjunction with Mayor's Office

Partnering, Coordination and Communication

- Coordinated with Brockton Public Schools by communicating with all Brockton Public School employees laid off and/or recalled regarding their benefit status and responding to multiple follow up questions
- Partnered with Brockton Retirement Board to streamline communication of information in more efficient manner

DEPARTMENT: Human Resources

Objectives

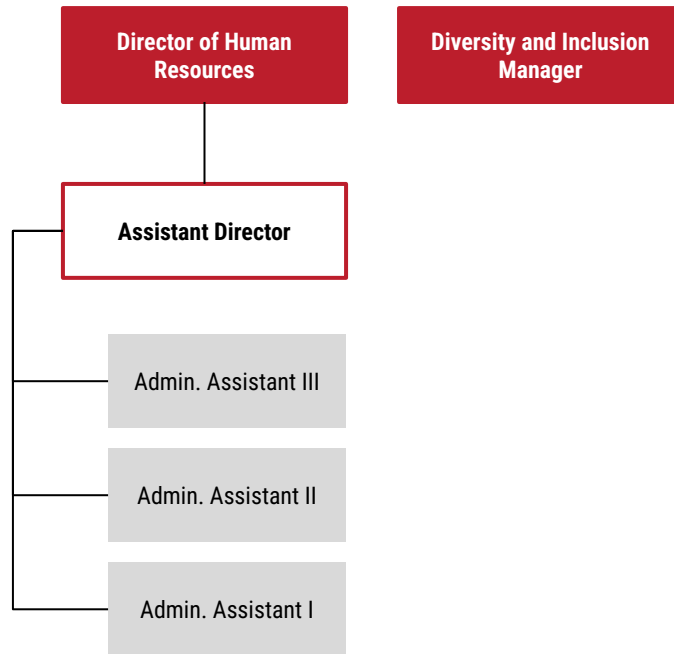
Objective	Status	City Goal
1. Drive workplace engagement, productivity, and employee retention.	Ongoing FY25	1,2
2. Continue Diversity, Equity & Inclusion efforts and professional development and community outreach.	Ongoing FY25	1,2
3. Create online EFT health insurance payment option for Retirees and COBRA recipients.	Ongoing FY25	3
4. Establish Comprehensive onboarding experience for new employees.	Ongoing FY25	2
5. Provide Customer Service training.	Ongoing FY25	1
6. Successfully resolve collective bargaining negotiations with all City unions.	Ongoing FY25	2
7. Improve employee relations by implementing employee appreciation efforts.	Ongoing FY25	2

Performance Measures

Obj.	Performance Measures	FY23 Actuals	FY24 Projected	FY25 Target
2	Diversity, Equity, and Inclusion Initiatives, Trainings, and Events	5	6	6
4	Customer service Training for employees	2	4	6
5	Training for managers and supervisors in recruitment, retention and performance management	6	6	
	Host Commission & Career Fair for residents and potential city applicants	2	3	4

DEPARTMENT: Human Resources

Organizational Chart



DEPARTMENT: Human Resources

Personal Services

Title	Name	Start Date	Longevity	Salary	Ed. Incent.
Director of Human Resources	Sandi Charton	1/10/2022		146,495	
Asst. Director	Vacant			106,917	
Admin Asst. III	Marcy Varela	3/6/2017	480	62,144	
Admin Asst. II	Jamie Taber	10/10/2023		52,228	
Admin. Asst. II	Vacant			54,475	
Diversity Equity Inclusion Manager	Vacant			98,331	
Total			480	520,590	0

Marcy Varela - 100% Trust

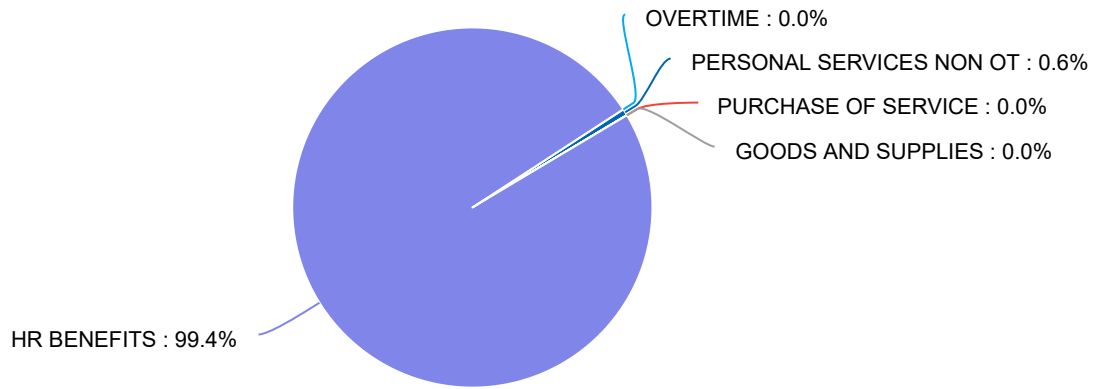
Jamie Taber - 100% Trust

Director, Assistant Director,
requested Generalist &
Diversity Equity Inclusion
Manager 100% GF

Personal Services Summary	General Fund	Health Insurance Fund
CLERICAL INCENTIVE	-	1,875
FULL-TIME SALARIES	351,743	-
HOLIDAY	1,353	-
LONGEVITY	-	168,847
PART-TIME SALARIES	6,000	-
	-	480
Total	359,096	171,202

DEPARTMENT: Human Resources

Financial Overview Financial Overview by Statutory Category



Financial Overview Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
GENERAL FUND				
OVERTIME	\$ -	\$ 2,083.00	\$ 1,000.00	(52.0%)
PERSONAL SERVICES NON OT	322,876.73	425,802.91	359,096.00	(15.7%)
PURCHASE OF SERVICE	47,694.74	217,000.00	19,000.00	(91.2%)
GOODS AND SUPPLIES	29,767.26	47,500.00	24,000.00	(49.5%)
HR BENEFITS	59,384,016.99	60,030,348.31	61,349,687.00	2.2%
TOTAL GENERAL FUND:	\$59,784,355.72	\$60,722,734.22	\$61,752,783.00	1.7%

DEPARTMENT: Human Resources

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
EXPENDITURES				
GENERAL GOVERNMENT				
PERSONNEL				
OVERTIME				
OVERTIME	\$ -	\$ 2,083.00	\$ 1,000.00	(52.0%)
TOTAL OVERTIME:	\$ -	\$ 2,083.00	\$ 1,000.00	(52.0%)
PERSONAL SERVICES NON OT				
FULL-TIME SALARIES	\$ 312,009.23	\$ 419,214.91	\$ 351,743.00	(16.1%)
PART-TIME SALARIES	10,867.50	3,000.00	6,000.00	100.0%
CLERICAL INCENTIVE	-	1,875.00	-	(100.0%)
LONGEVITY	-	360.00	-	(100.0%)
HOLIDAY	-	1,353.00	1,353.00	-%
TOTAL PERSONAL SERVICES NON OT:	\$ 322,876.73	\$ 425,802.91	\$ 359,096.00	(15.7%)
PURCHASE OF SERVICE				
DEPARTMENTAL EQUIP RENT/LEASE	\$ 3,362.21	\$ 5,000.00	\$ 3,000.00	(40.0%)
CONSULTANTS	\$ 19,125.00	\$ 150,000.00	\$ -	(100.0%)
ADVERTISING	5,651.40	35,000.00	7,000.00	(80.0%)
PRINTING	2,014.81	3,000.00	2,000.00	(33.3%)
TRAINING	14,658.32	20,000.00	5,000.00	(75.0%)
EMPLOYEE SCREENING	2,883.00	4,000.00	2,000.00	(50.0%)
TOTAL PURCHASE OF SERVICE:	\$ 47,694.74	\$ 217,000.00	\$ 19,000.00	(91.2%)
GOODS AND SUPPLIES				
COPY MACHINE SUPPLIES	\$ 777.36	\$ 5,000.00	\$ -	(100.0%)
OFFICE SUNDRIES/SUPPLIES	\$ 3,065.58	\$ 8,000.00	\$ 6,000.00	(25.0%)
DATA PROCESS SOFTWARE & SUPP	20,171.89	20,000.00	15,000.00	(25.0%)
FOOD PURCHASE	1,596.00	1,500.00	-	(100.0%)
IN-STATE TRAVEL	341.05	3,000.00	1,000.00	(66.7%)
REG/MEMBERSHIPS/SUBSCRIPTIONS	3,815.38	5,000.00	2,000.00	(60.0%)
ACHIEV. & ACKNOWLEDGEMENTS	-	5,000.00	-	(100.0%)
TOTAL GOODS AND SUPPLIES:	\$ 29,767.26	\$ 47,500.00	\$ 24,000.00	(49.5%)
TOTAL PERSONNEL:	\$ 400,338.73	\$ 692,385.91	\$ 403,096.00	(41.8%)
TOTAL GENERAL GOVERNMENT:	\$ 400,338.73	\$ 692,385.91	\$ 403,096.00	2.8%
PENSIONS AND BENEFITS				
HR BENEFITS				

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
HR BENEFITS				
VACATION BUY-BACK	\$ 28,905.42	\$ 35,700.00	\$ 35,700.00	-%
UNEMPLOYMENT INSURANCE	116,067.65	50,000.00	120,000.00	140.0%
LIFE INSURANCE	116,181.70	200,000.00	150,000.00	(25.0%)
FLEX SPENDING	23,385.00	37,080.00	25,000.00	(32.6%)
HEALTH INSURANCE	56,095,185.96	56,050,885.00	58,000,000.00	3.5%
DENTAL INSURANCE	1,130,241.44	1,176,787.00	1,176,787.00	-%
MEDICARE	832,214.60	800,000.00	800,000.00	-%
CONTRACTUAL UNION COSTS	931,344.89	1,521,878.31	900,000.00	(40.9%)
EAP/MANDATORY DRUG TESTING	18,931.60	45,818.00	30,000.00	(34.5%)
UNUSED SICK LEAVE BONUS	63,623.24	76,500.00	76,500.00	-%
SICK LEAVE BUY BACK	27,935.49	35,700.00	35,700.00	-%
TOTAL HR BENEFITS:	\$59,384,016.99	\$60,030,348.31	\$61,349,687.00	2.2%
TOTAL HR BENEFITS:	\$59,384,016.99	\$60,030,348.31	\$61,349,687.00	2.2%
TOTAL PENSIONS AND BENEFITS:	\$59,384,016.99	\$60,030,348.31	\$61,349,687.00	2.2%
TOTAL EXPENDITURES:	\$59,784,355.72	\$60,722,734.22	\$61,752,783.00	1.7%

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, firewalls, and data/application storage systems.
 - City email, calendar, and storage system software; City website; City cell phones. Financial and geographical information management system software.
 - Police and Fire department management and reporting system software. Computer Aided Dispatch (Police and Fire) software.
 - GPS devices for City and Contractor Vehicle Monitoring. Cemetery plot management system software.
- 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.

FY24 Accomplishments

- Upgraded MUNIS financial software, adding new reports and other features that were not available in older versions.
- Installed 20 new PC's around the City, improving staff experience and reducing software latency.
- Installed 30 new PC's for public use at three libraries, improving patron experience.
- Upgraded the security authentication software on city user accounts to better protect data on our systems and reduce risk of unauthorized user login.
- Upgraded the security camera system around the City by adding 10 internal and 16 external cameras as well as a new server for recordings, providing better quality footage/coverage as well as video storage.

Objectives

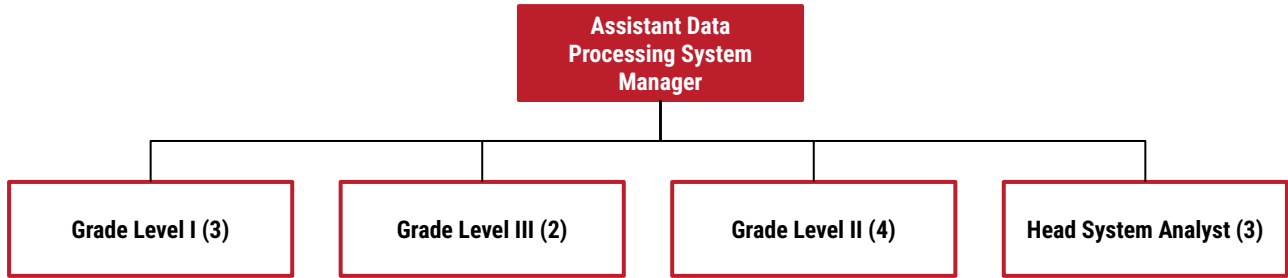
Objective	Status	City Goal
1. Implement new permit and code enforcement software for Board of Health, Planning, Conservation, and Business Licenses.	Ongoing FY25	2
2. Upgrade networking equipment at City Hall and other locations to improve staff efficiency and public experience.	Ongoing FY25	2,3
3. Upgrade library staff PC's to improve user experience and increase departmental efficiency.	Ongoing FY25	3
4. Upgrade IT help desk software to increase staff efficiency and solve requests faster.	Ongoing FY25	2,3
5. Upgrade wireless access points at City Hall and other sites to improve the internet experience.	Ongoing FY25	2,3
6. Add new staffing to replace retired personnel and support increased demand in Public Safety and Library Services.	Ongoing FY25	2

Performance Measures

Obj.	Performance Measures	FY23 Actuals	FY24 Projected	FY25 Target
2	Number of new switches installed in City buildings.	2	10	10
4	Number of service requests resolved	1,279	2,500	2000
6	IT staffed added	0	2	2

DEPARTMENT: Information Technology Center

Organizational Chart



Personal Services

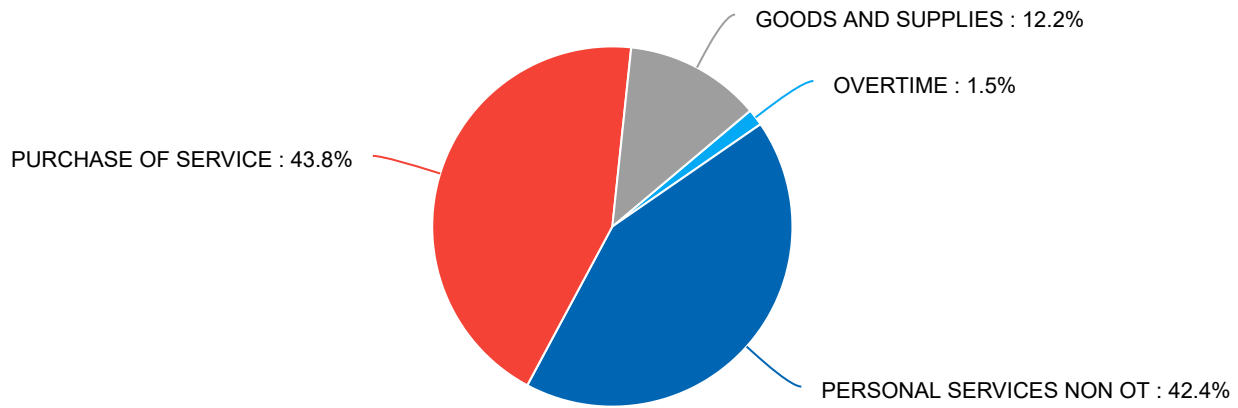
Title	Name	Start Date	Longevity	Salary	Ed. Incent.
Desktop Support Specialist (GLI)	Vacant				
Asst. D/P Systems Manager	Edward Medeiros	2/3/2022	950	131,183	10,495
Network Systems Administrator (GLIII)	Frederick Rodriguez	8/16/2022	480	107,000	7,490
Database Administrator (GLIII)	Joseph Ciulla	6/7/1999	1,350	107,000	8,560
Database Administrator (GLIII)	Jason Uzkevich	2/7/2022	480	100,585	6,035
Server Administrator (GLIII)	Emmanuel Evora	8/10/2016	480	107,000	8,560
Website Administrator (GLIII)	Joseph Johnson	6/7/1999	1,350	107,000	7,490
Electronic Security System Admin. (GLIII)	Paul Hardiman	8/7/2023	1,350	103,884	6,233
Technical Support Specialist (GLII)	Nicholas Alexiou	6/11/2007	950	97,294	5,838
Asst. Network Systems Admin. (GLII)	Anthony Savage	11/20/2023		79,513	6,361
Asst. Network Systems Admin. (GLII)	Joseph Eltinor	11/6/2023		79,513	6,361
Executive Assistant (GLI)	Heather Ferron	12/6/2021	1,250	81,387	5,697
Desktop Support Specialist (GLI)	Adam Mello	11/21/2022		65,756	3,945
Network Systems Administrator (GLIII)	Vacant				
Total			8,640	1,167,115	83,065

Personal Services Summary

ADMIN INCENTIVE	24,000
EDUCATIONAL INCENTIVE	83,065
FULL-TIME SALARIES	1,167,115
LONGEVITY	8,640
ON CALL	80,000
OUT OF GRADE	10,000
STIPEND	3,000
Total	1,375,820

DEPARTMENT: Information Technology Center

Financial Overview
Financial Overview by Statutory Category



Financial Overview Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
GENERAL FUND				
OVERTIME	\$ 49,792.57	\$ 68,871.71	\$ 50,000.00	(27.4%)
PERSONAL SERVICES NON OT	1,080,180.94	1,437,943.79	1,375,820.00	(4.3%)
PURCHASE OF SERVICE	1,434,644.77	1,571,820.00	1,421,320.00	(9.6%)
GOODS AND SUPPLIES	397,440.56	345,610.00	396,349.00	14.7%
OUT-OF-STATE TRAVEL	2,000.00	5,000.00	-	(100.0%)
TOTAL GENERAL FUND:	\$ 2,964,058.84	\$ 3,429,245.50	\$ 3,243,489.00	(5.4%)

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
EXPENDITURES				
GENERAL GOVERNMENT				
INFORMATION TECHNOLOGY CENTER				
OVERTIME				
OVERTIME	\$ 49,792.57	\$ 68,871.71	\$ 50,000.00	(27.4%)
TOTAL OVERTIME:	\$ 49,792.57	\$ 68,871.71	\$ 50,000.00	(27.4%)
PERSONAL SERVICES NON OT				
FULL-TIME SALARIES	\$ 921,753.41	\$ 1,222,254.79	\$ 1,167,115.00	(4.5%)
STIPEND	3,011.42	3,000.00	3,000.00	-%
ADMIN INCENTIVE	20,000.00	32,000.00	24,000.00	(25.0%)
LONGEVITY	6,790.00	7,270.00	8,640.00	18.8%
EDUCATIONAL INCENTIVE	60,132.31	83,419.00	83,065.00	(0.4%)
ON CALL	68,008.75	75,000.00	80,000.00	6.7%
OUT OF GRADE	485.05	15,000.00	10,000.00	(33.3%)
TOTAL PERSONAL SERVICES NON OT:	\$ 1,080,180.94	\$ 1,437,943.79	\$ 1,375,820.00	(4.3%)
PURCHASE OF SERVICE				
VEHICLE REPAIR/MAINTENANCE	\$ 412.00	\$ 5,800.00	\$ 4,500.00	(22.4%)
DEPART EQUIP REPAIR/MAINT	\$ 461.90	\$ 4,200.00	\$ 2,000.00	(52.4%)
DATA PROCESS EQUIP REP/MAINT	1,012,818.90	1,061,820.00	1,061,820.00	-%
CONSULTANTS	56,410.96	79,000.00	-	(100.0%)
TELEPHONE	244,840.24	270,000.00	270,000.00	-%
COMMUNICATION SERVICES	69,860.53	83,000.00	83,000.00	-%
TRAINING	49,840.24	68,000.00	-	(100.0%)
TOTAL PURCHASE OF SERVICE:	\$ 1,434,644.77	\$ 1,571,820.00	\$ 1,421,320.00	(9.6%)
GOODS AND SUPPLIES				
COPY MACHINE SUPPLIES	\$ 1,225.25	\$ 2,625.00	\$ 58,349.00	2122.8%
REFERENCE MATERIALS	-	500.00	500.00	-%
OFFICE SUNDRIES/SUPPLIES	1,295.43	2,625.00	1,500.00	(42.9%)
DATA PROCESS SOFTWARE & SUPP	392,584.16	335,000.00	335,000.00	-%
IN-STATE TRAVEL	580.72	2,400.00	1,000.00	(58.3%)
REG/MEMBERSHIPS/SUBSCRIPTIONS	-	360.00	-	(100.0%)
TUITION & TRAINING	1,755.00	2,100.00	-	(100.0%)
TOTAL GOODS AND SUPPLIES:	\$ 397,440.56	\$ 345,610.00	\$ 396,349.00	14.7%
OUT-OF-STATE TRAVEL				
OUT OF STATE TRAVEL	\$ 2,000.00	\$ 5,000.00	\$ -	(100.0%)
TOTAL OUT-OF-STATE TRAVEL:	\$ 2,000.00	\$ 5,000.00	\$ -	(100.0%)
TOTAL INFORMATION TECHNOLOGY CENTER:	\$ 2,964,058.84	\$ 3,429,245.50	\$ 3,243,489.00	(5.4%)
TOTAL GENERAL GOVERNMENT:	\$ 2,964,058.84	\$ 3,429,245.50	\$ 3,243,489.00	(5.4%)
TOTAL EXPENDITURES:	\$ 2,964,058.84	\$ 3,429,245.50	\$ 3,243,489.00	(5.4%)

Law

Megan D. Bridges
City Solicitor



Mission

The Law Department's mission is to to defend the City of Brockton, provide legal advice, assistance and support in a timely, effective and professional manner to the City's 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.

FY24 Accomplishments

- Facilitated favorable resolution of various actions brought both 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.
- Successfully completed contract negotiations and the integration of nearly all collective bargaining agreements with City unions.
- Advanced the outsourcing of the administration of workers' compensation claims for both school and city employees.

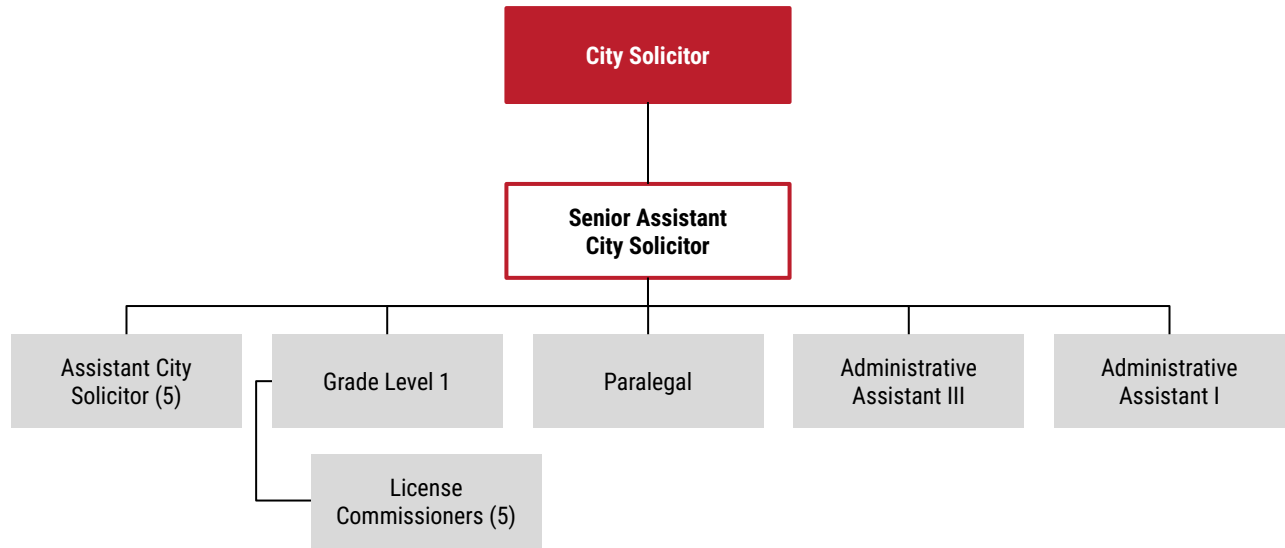
Objectives

Objective	Status	City Goal
1. Continue to systemize uniform code enforcement across City departments.	Ongoing FY25	2
2. Collective bargaining negotiations and executing fully integrated three-year contracts with all City unions.	Ongoing FY25	3
3. Prioritize continuing education to expand attorney expertise and specialization.	Ongoing FY25	3
4. Revise City Zoning Ordinances.	Ongoing FY25	3
5. Expand Receivership Program in conjunction with the Neighborhood Renewal Division (NRD).	Ongoing FY25	3

Performance Measures

Obj.	Performance Measures	FY23 Actuals	FY24 Projected	FY25 Target
6	Receivership program expansion in conjunction with Neighborhood Renewal Division (NRD).	3	7	10

Organizational Chart



Personal Services

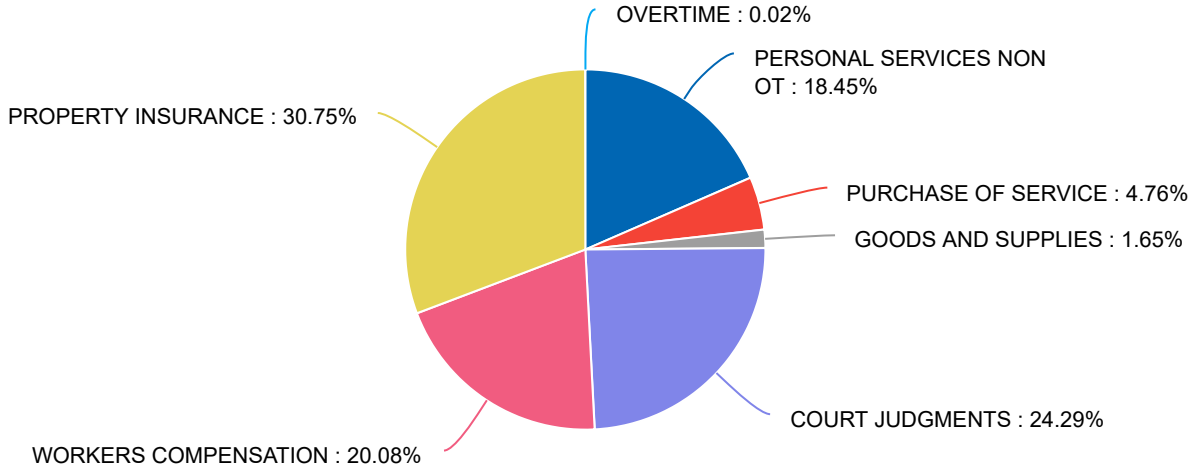
Title	Name	Start Date	Longevity	Salary	Ed. Incent.
City Solicitor	Megan Kravetz	11/21/2016	480	179,851	
Senior Assistant Solicitor	Karen Fisher	7/10/2013	750	157,688	
Assistant City Solicitor	Aileen C. Wax	9/21/2015	480	128,807	
Assistant City Solicitor	Zachary Lenhardt	4/29/2024		110,125	
Assistant City Solicitor	Kayla Venckauskas	4/10/2023		113,428	
Assistant City Solicitor	Stacey Verde	9/11/2023		110,125	
Assistant City Solicitor	Vacant			106,197	
Public Records Access Officer	Proposed				
Paralegal	Michelle Yaffe	4/24/2002	1,250	87,263	6,108
Admin. Assistant III	Synthia Olivier	3/6/2017	480	68,465	2,054
Admin. Assistant I	Austin Battista	7/1/2022		42,311	1,692
*Secretary to Clims Committee					
*Secretary to Claims Committee					
*Stipend Only					
Total			3,440	1,104,260	9,854

Personal Services Summary

ADMIN INCENTIVE	2,000
CLERICAL INCENTIVE	5,000
EDUCATIONAL INCENTIVE	9,855
FULL-TIME SALARIES	1,104,980
HOLIDAY	3,393
LONGEVITY	3,440
PART-TIME SALARIES	10,000
STIPEND	750
Total	1,139,418

DEPARTMENT: Law

Financial Overview
Financial Overview by Statutory Category



Financial Overview Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
GENERAL FUND				
OVERTIME	\$ 986.72	\$ 1,545.43	\$ 1,000.00	(35.3%)
PERSONAL SERVICES NON OT	1,031,082.29	1,139,076.93	1,139,418.00	0.0%
PURCHASE OF SERVICE	415,667.91	791,214.00	293,900.00	(62.9%)
GOODS AND SUPPLIES	126,110.95	134,514.00	101,864.00	(24.3%)
COURT JUDGMENTS	1,337,413.14	1,884,625.00	1,500,000.00	(20.4%)
WORKERS COMPENSATION	1,140,181.75	1,540,183.00	1,240,183.00	(19.5%)
PROPERTY INSURANCE	1,505,950.00	1,865,000.00	1,900,000.00	1.9%
TOTAL GENERAL FUND:	\$ 5,557,392.76	\$ 7,356,158.36	\$ 6,176,365.00	(16.0%)

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
EXPENDITURES				
GENERAL GOVERNMENT				
LAW				
OVERTIME				
OVERTIME	\$ 986.72	\$ 1,545.43	\$ 1,000.00	(35.3%)
TOTAL OVERTIME:	\$ 986.72	\$ 1,545.43	\$ 1,000.00	(35.3%)
PERSONAL SERVICES NON OT				
FULL-TIME SALARIES	\$ 1,016,157.13	\$ 1,097,851.93	\$ 1,104,980.00	0.6%
PART-TIME SALARIES	-	20,000.00	10,000.00	(50.0%)
STIPEND	778.95	750.00	750.00	-%
CLERICAL INCENTIVE	2,500.00	5,000.00	5,000.00	-%
ADMIN INCENTIVE	2,000.00	2,000.00	2,000.00	-%
LONGEVITY	3,170.00	3,440.00	3,440.00	-%
HOLIDAY	-	3,393.00	3,393.00	-%
EDUCATIONAL INCENTIVE	6,476.21	6,642.00	9,855.00	48.4%
TOTAL PERSONAL SERVICES NON OT:	\$ 1,031,082.29	\$ 1,139,076.93	\$ 1,139,418.00	0.0%
PURCHASE OF SERVICE				
DEPARTMENTAL EQUIP RENT/LEASE	\$ 2,726.48	\$ 3,119.00	\$ 3,500.00	12.2%
PROPERTY RELATED SERVICES	122.42	450.00	-	(100.0%)
LEGAL	307,286.46	683,000.00	283,000.00	(58.6%)
CONSULTANTS	\$ 93,833.39	\$ 96,810.00	\$ -	(100.0%)
OTHER CONTRACT SERVICES	6,684.66	2,523.00	4,000.00	58.5%
ADVERTISING	602.50	900.00	900.00	-%
PRINTING	4,412.00	4,412.00	2,500.00	(43.3%)
TOTAL PURCHASE OF SERVICE:	\$ 415,667.91	\$ 791,214.00	\$ 293,900.00	(62.9%)

DEPARTMENT: Law

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
GOODS AND SUPPLIES				
OFFICE SUNDRIES/SUPPLIES	\$ 4,713.35	\$ 5,000.00	\$ 6,000.00	20.0%
BOOKS/PERIODICALS	18,655.34	18,464.00	18,464.00	-%
IN-STATE TRAVEL	1,701.53	5,000.00	2,000.00	(60.0%)
REG/MEMBERSHIPS/SUBSCRIPTIONS	9,485.40	10,150.00	7,000.00	(31.0%)
TUITION & TRAINING	24,742.71	25,000.00	8,500.00	(66.0%)
OUT OF COURT SETTLEMENTS	32,206.78	34,500.00	24,500.00	(29.0%)
REGISTRY OF DEEDS FEES	157.00	2,000.00	1,000.00	(50.0%)
PROPERTY DAMAGE CLAIMS	34,448.84	34,400.00	34,400.00	-%
TOTAL GOODS AND SUPPLIES:	\$ 126,110.95	\$ 134,514.00	\$ 101,864.00	(24.3%)
COURT JUDGMENTS				
COURT JUDGEMENTS	\$ 1,337,413.14	\$ 1,884,625.00	\$ 1,500,000.00	(20.4%)
TOTAL COURT JUDGMENTS:	\$ 1,337,413.14	\$ 1,884,625.00	\$ 1,500,000.00	(20.4%)
PROPERTY INSURANCE				
OTHER INSURANCES	\$ 1,505,950.00	\$ 1,865,000.00	\$ 1,900,000.00	1.9%
TOTAL PROPERTY INSURANCE:	\$ 1,505,950.00	\$ 1,865,000.00	\$ 1,900,000.00	1.9%
TOTAL LAW:	\$ 4,417,211.01	\$ 5,815,975.36	\$ 4,936,182.00	(15.1%)
TOTAL GENERAL GOVERNMENT:	\$ 4,417,211.01	\$ 5,815,975.36	\$ 4,936,182.00	2.8%
PENSIONS AND BENEFITS				
WORKERS COMPENSATION				
WORKERS COMPENSATION				
WORKERS' COMPENSATION MEDICAL	\$ 1,044,389.62	\$ 1,165,183.00	\$ 965,183.00	(17.2%)
MEDICAL S 100B	95,792.13	375,000.00	275,000.00	(26.7%)
TOTAL WORKERS COMPENSATION:	\$ 1,140,181.75	\$ 1,540,183.00	\$ 1,240,183.00	(19.5%)
TOTAL WORKERS COMPENSATION:	\$ 1,140,181.75	\$ 1,540,183.00	\$ 1,240,183.00	(19.5%)
TOTAL PENSIONS AND BENEFITS:	\$ 1,140,181.75	\$ 1,540,183.00	\$ 1,240,183.00	(19.5%)
TOTAL EXPENDITURES:	\$ 5,557,392.76	\$ 7,356,158.36	\$ 6,176,365.00	(16.0%)

Law-License Commission

Personal Services

Title	Name	Start Date	Longevity	Salary	Ed. Incent.
Grade Level 1	Silvia Carvalho	10/9/2017	1,350	81,387	5,697
*Stipend License Commissioner	Janet Landerholm			1,250	
*Stipend License Commissioner	Scott Uhlman			1,250	
*Stipend License Commissioner	Jeffrey Charnel			1,250	
*Stipend License Commissioner	Robert Simpson, Jr.			1,250	
*Stipend Alt. License Commissioner	Vacant				
*Stipend Alt. License Commissioner	Vacant				
Total			1,350	86,387	5,697

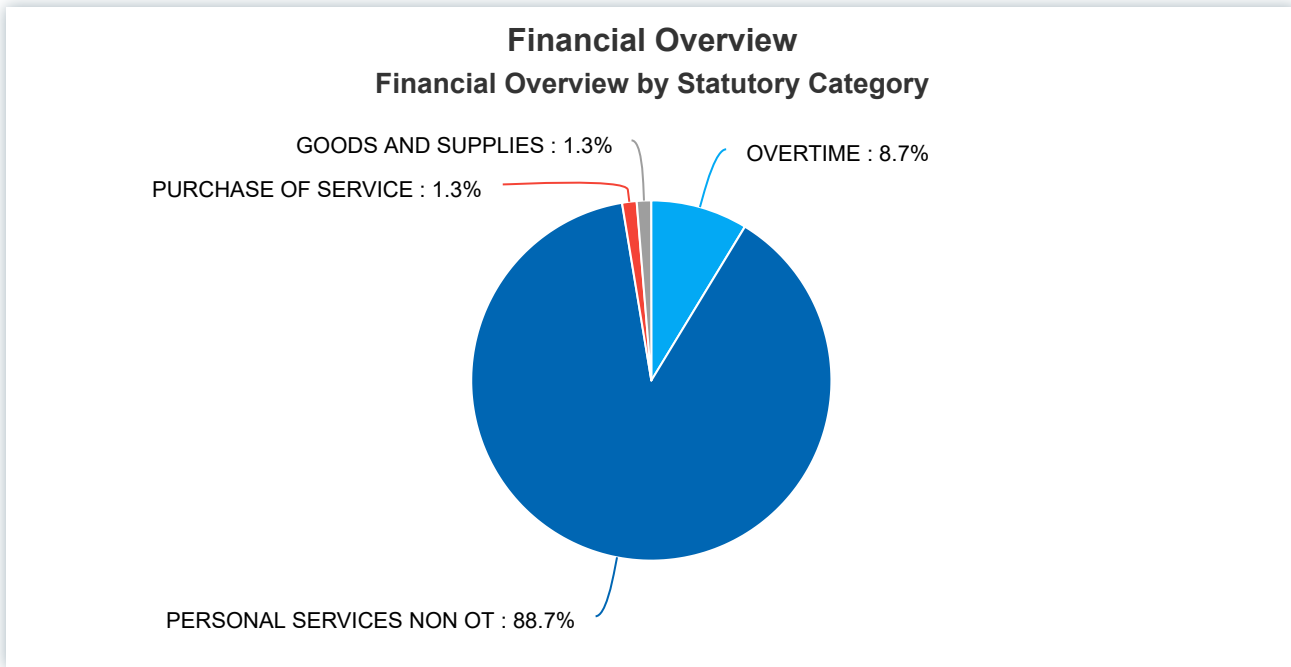
Personal Services Summary

ADMIN INCENTIVE	2,000
EDUCATIONAL INCENTIVE	5,697
FULL-TIME SALARIES	81,387
LONGEVITY	1,350
PART-TIME SALARIES	21,500
Total	111,934

Stipend

License Commissioners	John McGarry	10/24/2022
License Commissioners	Paul Studenski	9/28/2020
License Commissioners	Jeffery Charnel	8/31/2017
License Commissioners	Robert Simpson, Jr.	
License Commissioners	VACANT	

DEPARTMENT: Law-License Commission



Financial Overview Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
GENERAL FUND				
OVERTIME	\$ 3,978.74	\$ 11,111.01	\$ 10,950.00	(1.4%)
PERSONAL SERVICES NON OT	84,528.98	111,104.45	111,933.83	0.7%
PURCHASE OF SERVICE	273.74	1,600.00	1,600.00	-%
GOODS AND SUPPLIES	822.00	8,000.00	1,750.00	(78.1%)
TOTAL GENERAL FUND:	\$ 89,603.46	\$ 131,815.46	\$ 126,233.83	(4.2%)

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
EXPENDITURES				
GENERAL GOVERNMENT				
LAW - LICENSE COMMISSION				
OVERTIME				
OVERTIME	\$ 3,978.74	\$ 11,111.01	\$ 10,950.00	(1.4%)
TOTAL OVERTIME:	\$ 3,978.74	\$ 11,111.01	\$ 10,950.00	(1.4%)
PERSONAL SERVICES NON OT				
FULL-TIME SALARIES	\$ 75,895.03	\$ 78,490.45	\$ 81,386.76	3.7%
PART-TIME SALARIES	-	24,000.00	21,500.00	(10.4%)
ADMIN INCENTIVE	2,000.00	2,000.00	2,000.00	-%
LONGEVITY	1,350.00	1,350.00	1,350.00	-%
EDUCATIONAL INCENTIVE	5,283.95	5,264.00	5,697.07	8.2%
TOTAL PERSONAL SERVICES NON OT:	\$ 84,528.98	\$ 111,104.45	\$ 111,933.83	0.7%
PURCHASE OF SERVICE				
OFFICE EQUIP REPAIR/MAINT	\$ 222.00	\$ 450.00	\$ 450.00	-%
ADVERTISING	-	500.00	500.00	-%
PRINTING	51.74	650.00	650.00	-%
TOTAL PURCHASE OF SERVICE:	\$ 273.74	\$ 1,600.00	\$ 1,600.00	-%
GOODS AND SUPPLIES				
COPY MACHINE SUPPLIES	\$ 248.69	\$ 500.00	\$ -	(100.0%)
REFERENCE MATERIALS	-	1,500.00	-	(100.0%)
OFFICE SUNDRIES/SUPPLIES	573.31	2,000.00	1,000.00	(50.0%)
REG/MEMBERSHIPS/SUBSCRIPTIONS	-	2,000.00	-	(100.0%)
DEPARTMENT EQUIPMENT	-	2,000.00	750.00	(62.5%)
TOTAL GOODS AND SUPPLIES:	\$ 822.00	\$ 8,000.00	\$ 1,750.00	(78.1%)
TOTAL LAW - LICENSE COMMISSION:	\$ 89,603.46	\$ 131,815.46	\$ 126,233.83	(4.2%)
TOTAL GENERAL GOVERNMENT:	\$ 89,603.46	\$ 131,815.46	\$ 126,233.83	(4.2%)
TOTAL EXPENDITURES:	\$ 89,603.46	\$ 131,815.46	\$ 126,233.83	(4.2%)

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.

FY24 Accomplishments

- Collaboration: Working with the Trustees and Mayor's office, a new AD was selected
- Collaboration: Participated in a city wide evaluation of our collective art collections
- Collaboration: Worked with Brockton Arts to maintain and curate contemporary regional art at the main library
- Community: Worked with L Street Mission, Brockton Downtown History, and other local organizations
- Community: Hosted a retreat for the Massasoit Library
- Education: ESOL, citizenship, and technology classes; tutoring (all ages). Youth Workforce Training
- Grants: Awarded \$75,000 unrestricted grant from MCC Grants: Awarded numerous Cultural Council grants for children's and YA programming, as well as museum passes
- Infrastructure: Additional security camera placements
- Infrastructure: Professional spring cleanup at all three branches
- Infrastructure: Roof at the Thomas P. Kennedy Main Library was replaced

DEPARTMENT: Library

- MBLC: Completed the ARIS report
- MBLC: Met all required criteria so that the library received our full State Aid for Public Libraries funding
- Meetings: Attend bi-monthly OCLN Members Council
- Meetings: Attend monthly Brockton Library Foundation meetings
- Meetings: Attend monthly Library Board of Trustees meetings
- Meetings: Attend Urban Library Directors ad hoc meeting
- Meetings: Attended weekly Department Head meetings
- Meetings: Bi-weekly meeting of library administration
- Meetings: Served on Diversity Equity and Inclusion committee
- Meetings: Director serving as Vice President/ President Elect of OCLN Meetings: Bi-weekly meetings with individual library departments
- Meetings: Established and attend bi-monthly OCLN New Director's Roundtable
- Meetings: Health and Safety committee meetings (monthly)
- Outreach: Attend Digital Commonwealth Membership Committee
- Outreach: Attend functions at Dover Street and Enzo Galleries (Brockton Arts)
- Outreach: Attend Metro South Annual Meeting
- Outreach: Brockton Public Schools working with school Librarian to support and create programming and content
- Outreach: Brockton Public Schools ArtSmart and elementary art exhibits.
- Outreach: Continue to work with the City's Poet Laureate and Youth Poet Laureate
- Outreach: NAACP, ACT SO, MLK breakfast and other events
- Outreach: Project Outreach serving our elderly, veterans, and homebound patrons.
- Partnerships: Continue to partner with Bard University and Mass Cultural Council on the Clemente Program
- Programming: Brockton Symphony Chamber Concert Series, and numerous other concerts Programming: Children's programming at the Brockton Farmer's Market
- Programming: Pop Up Shop event to donate clothing and back to school supplies to families
- Programming: Lawn at East events (Throughout July and August, children's programming and concerts)
- Programming: Numerous author talks and book groups for children, young adults, and adults
- Programming: Numerous children's programming at all three branch locations
- Programming: Poetry events including: Everyone Has a Voice, Voices of Diversity, Celebrating Educators
- Programming: Teen orientated programs
- STEM: Brockton Public Library Maker Space and mobile planetarium shows
- Technology: Worked with Vendor to completely overhaul the library system's public printing, print management, Fax, and computer access
- Technology: New Library Website launched
- Technology: Installed new AV in Lingos and Large Conference Room
- Technology: Added new databases for public and Library IQ for staff
- Technology: Public computer replacement at all three branches
- Training: Attended mandatory LGBTQ+ training
- Training: Hosted City wide Active Shooter Trainings
- Training: Attended management training offered by the City

DEPARTMENT: Library

Objectives

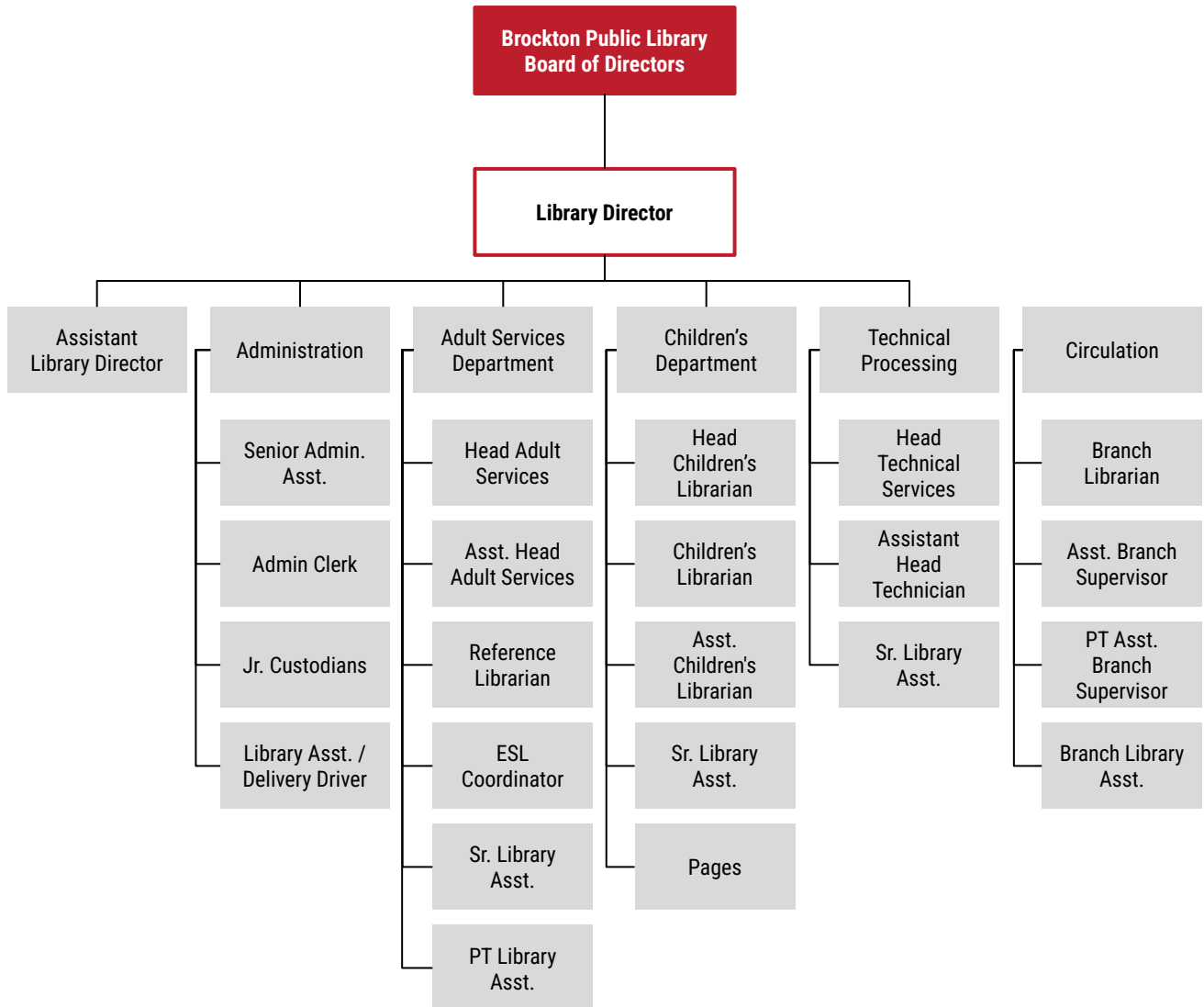
Objective	Status	City Goal
1. Support a center for lifelong learning and culture that expands civic programming and education for all Brockton residents.	Ongoing FY25	1,2
2. Strengthen partnerships and collaborations to more completely integrate the Library into the City's fabric.	Ongoing FY25	1,2
3. Meet the information needs of a highly diverse city (ethnically, education levels, language).	Ongoing FY25	1,2,3
4. Improve the Library's physical and public safety infrastructure.	Ongoing FY25	3
5. Maximize community engagement.	Ongoing FY25	2

Performance Measures

Obj.	Performance Measures	FY23 Actuals	FY24 Projected	FY25 Target
1	Courses are offered to adult, young adult, and juvenile learners, and connect patrons to civic and educational programming (Live and virtual).	7730	7807	7885
1	Number of classes/programming and attendance that relates to adult, young adult, and juvenile learners (Live and virtual).	26,389	29,027	31,930
2	Number of community-based organization partnerships	49	54	65
3	Adult collection assessment	275,204	282,186	289,241
3	Young adult collection assessment	22,774	23,343	23,926
3	Children's collection assessment	89,253	91,484	93,771
4	Funding for improving infrastructure (not including Capital)	\$ 57,000.00	\$ 57,000.00	\$ 67,200.00
4	Number of mandatory staff training	9	27	30

DEPARTMENT: Library

Organizational Chart



DEPARTMENT: Library

Personal Services

Title	Name	Start Date	Longevity	Salary	Ed. Incent.
Reference Librarian, Adult Serv. Dept.	Warren Nelson	1/13/2022		52,355	5,759
Reference Librarian, Adult Serv. Dept.	Vacant				5,077
Reference Librarian, Adult Serv. Dept.	Vacant				5,077
Asst. Head Librarian, Adult Serv. Dept.	Thomas Ahearn	1/7/2019	680	62,424	6,867
Asst. Technical Serv. Supervisor	Patricia Pero	6/16/1970	1,550	57,143	1,714
Asst. Circulation Supervisor	Vacant				1,282
Admin. Assistant III	Sandra Reed	5/12/1998	1,450	71,830	2,873
Assistant Branch Supervisor	Vacant				855
Senior Library Asst. Tech Serv. Dept.	Camille Campbell	2/11/2019	680	42,963	2,148
Senior Library Asst. Adult Serv. Dept.	Seth Harriott	2/19/2020		43,868	
Admin. Assistant	Mira Nunes	4/23/2018	680	56,023	3,922
Senior Library Asst. Circulation Dept.	Jermika Bethune	7/13/2021		43,868	2,193
Senior Library Asst. Circulation Dept.	Laura Vivada	8/16/1994	1,550	51,788	1,554
Bi-Lingual Library Assistant	Amarilis Lopez	7/27/2015	1,150	44,858	2,243
Senior Library Asst. Childrens Dept.	Ricky Murphy	4/2/2018	680	47,900	1,437
Jr. Building Custodian	Maria Teixeira	10/23/2017	580	56,617	
Childrens Librarian	Vacant				5,077
Literacy Services Coordinator	Malice Veiga	4/30/2001	1,450	61,783	6,178
Jr. Building Custodian	Anthony Kashgagian	10/25/2017	580	56,617	
Head Technical Serv. Librarian	Vacant				5,763
Asst. Branch Supervisor	Carlos Lopez-Rojas	7/27/2015	680	57,143	1,714
Asst. Children's Room Supervisor	Avian Deane	10/30/2018	680	51,439	1,543
Senior Library Assistant-Floater	Proposed			41,157	1,235
Senior Library Assistant-Floater	Proposed			41,157	1,235
PT Asst. Branch Supervisor	Shanty Rekha	3/12/2020		38,526	1,926
PT Asst. Branch Supervisor	Alexis Reed	11/13/2017	510	38,526	1,156
PT Library Asst. Branch	Kevin Boucher	11/22/2021		26,783	1,875
PT Library Asst. Branch	Sarah Logue	11/14/2022		25,322	
PT Library Asst. Adult Services	Gianni Nunes-Amado	12/12/2022		25,322	
PT Library Asst. Childrens	Dagmar Medina	8/26/1997	1,070	30,614	1,531
PT Library Asst. Circulation	Vetiliza Rodrigues	3/20/2023		25,322	
PT Library Asst. Circulation	Pamela Rodrigues Aleman	1/10/2022		25,322	1,266
PT Library Asst. Circulation	Danie Claros	3/27/2023		25,322	
PT Library Asst. Circulation	Rahimah Rahim	7/5/2022		26,783	2,678
PT Library Asst. Circulation	Brittany Cherie	10/30/2018	510	26,783	1,875
PT Library Asst. Circulation	Vacant				727
PT Library Asst./Delivery Driver Circulation	Mark Delaney	11/13/2023		24,747	1,732
PT Bi-Lingual Asst. Circulation	Vacant				727

DEPARTMENT: Library

PT Childrens Page	Vacant				
PT Circulation Page	Vacant				
PT Circulation Page	Vacant				
PT Circulation Clerk	Jude-Jamar Cherie	2/21/2023		15,528	
PT Circulation Clerk	Vacant				
PT Senior Library Asst. STEM	Proposed			32,760	
Library Director	Paul Engle	12/12/2016	680	143,385	
Asst. Library Director	Kevin Nascimento	1/23/2006	950	79,483	3,700
Head Ciculation Services Librarian	Nicole O'Brien	4/23/2018	680	59,091	4,136
Head Adult Services Librarian	Jonathan Stroud	8/30/2004	1,450	69,794	7,677
Branch Librarian	Meagan Perry	11/4/2013	950	69,794	7,677
Head Children's Services Librarian	Tammy Campbell	2/12/2007	1,150	69,794	7,677
Total			20,340	1,819,934	112,106

DEPARTMENT: Library

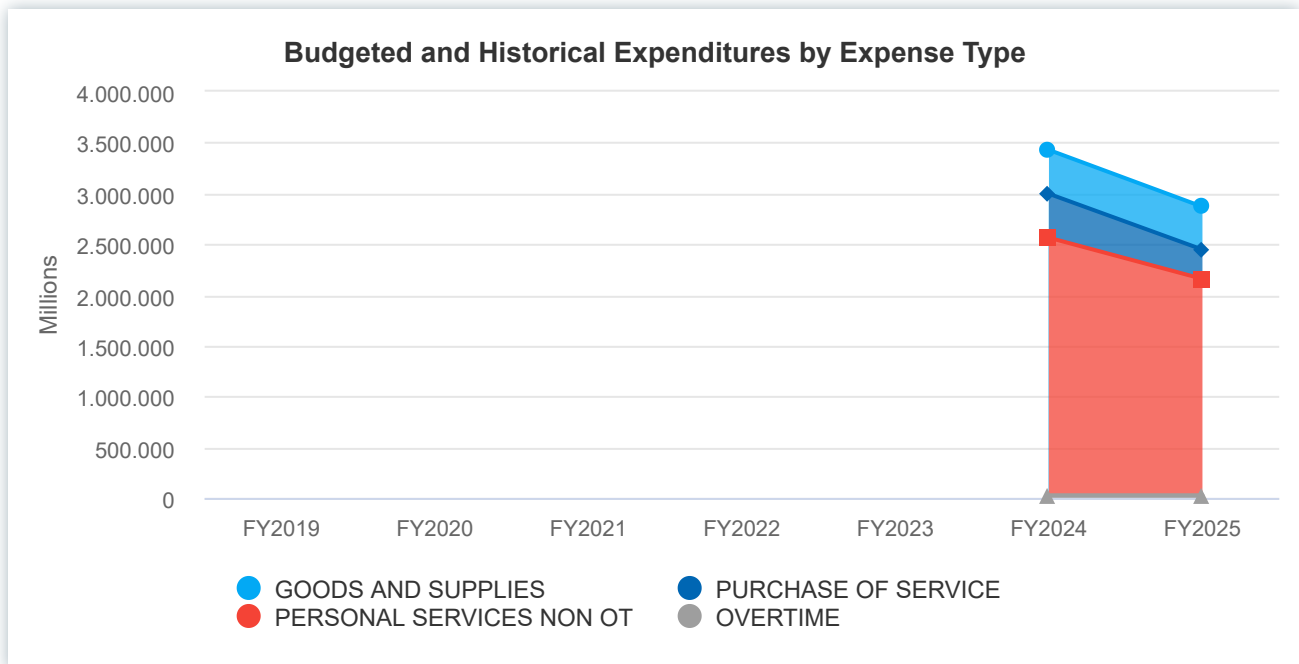
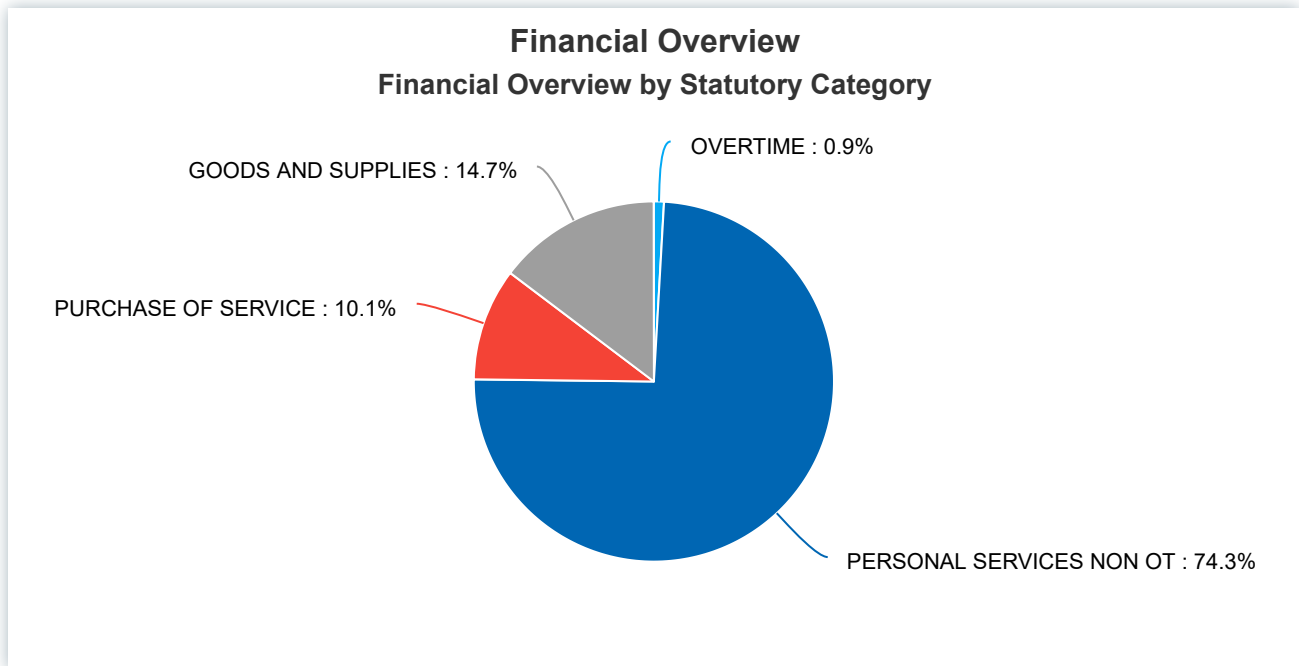
Part-Time

Title	Name	Start Date	Longevity	Salary	Ed. Incent.
Total			0	0	0

Personal Services Summary

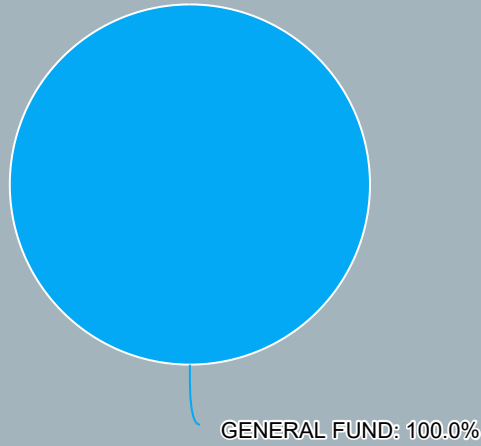
EDUCATIONAL INCENTIVE	85,051
FULL-TIME SALARIES	1,432,274
HAZARDOUS DUTY	1,248
HOLIDAY	678
LONGEVITY	20,340
PART-TIME SALARIES	387,660
SEPARATION COSTS	122,000
SHIFT DIFFERENTIAL	75,000
STIPEND	3,300
UNIFORM CLOTHING ALLOWANCE	3,400
Total	2,130,951

DEPARTMENT: Library

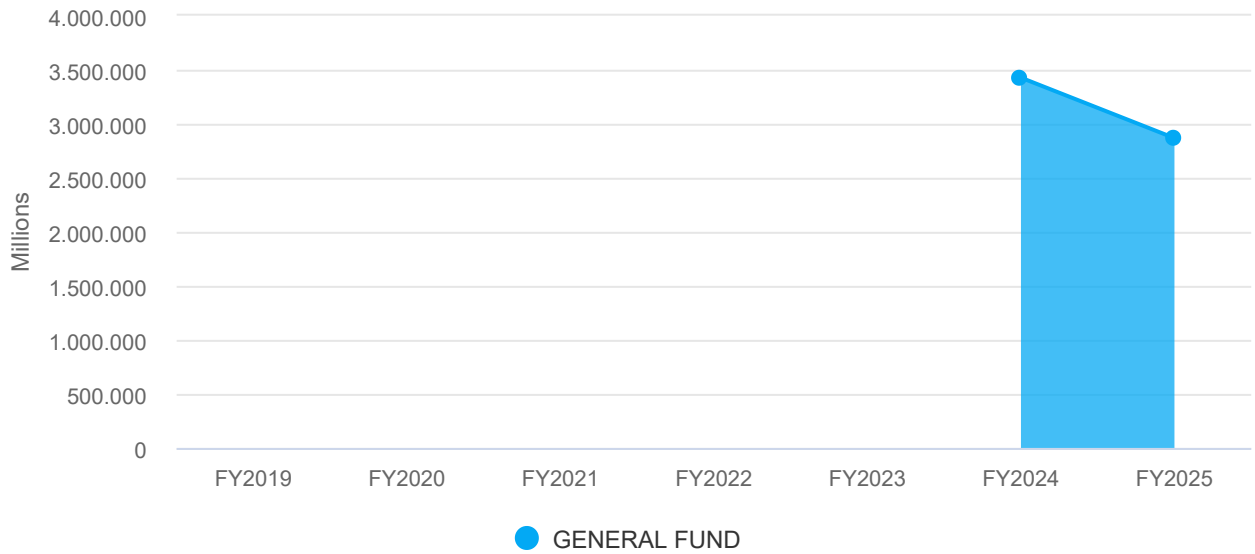


DEPARTMENT: Library

Financial Overview Summary Expenditures by Fund



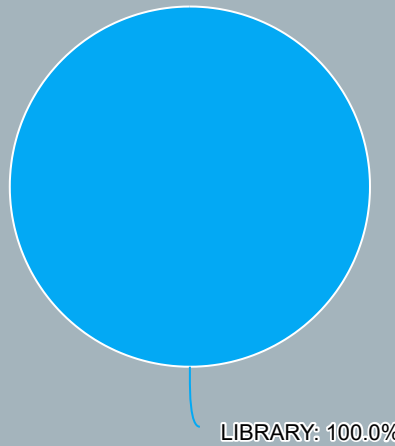
Budgeted and Historical Expenditures by Fund



Financial Overview Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
GENERAL FUND				
OVERTIME	\$ 16,001.50	\$ 26,000.00	\$ 26,000.00	-%
PERSONAL SERVICES NON OT	1,874,469.06	2,536,315.00	2,130,951.00	(16.0%)
PURCHASE OF SERVICE	338,787.69	432,300.00	288,450.00	(33.3%)
GOODS AND SUPPLIES	399,711.95	432,000.00	422,000.00	(2.3%)
TOTAL GENERAL FUND:	\$ 2,628,970.20	\$ 3,426,615.00	\$ 2,867,401.00	(16.3%)

Expense Summary Budgeted Expenditures by Function



DEPARTMENT: Library

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
EXPENDITURES				
CULTURE AND RECREATION				
LIBRARY				
OVERTIME				
OVERTIME	\$ 16,001.50	\$ 26,000.00	\$ 26,000.00	-%
TOTAL OVERTIME:	\$ 16,001.50	\$ 26,000.00	\$ 26,000.00	-%
PERSONAL SERVICES NON OT				
FULL-TIME SALARIES	\$ 1,378,206.66	\$ 1,803,007.00	\$ 1,432,274.00	(20.6%)
PART-TIME SALARIES	311,028.20	371,038.00	387,660.00	4.5%
STIPEND	2,127.25	3,450.00	3,300.00	(4.3%)
LONGEVITY	19,977.58	24,110.00	20,340.00	(15.6%)
SHIFT DIFFERENTIAL	47,172.61	100,000.00	75,000.00	(25.0%)
HOLIDAY	-	678.00	678.00	-%
EDUCATIONAL INCENTIVE	82,396.11	107,673.00	85,051.00	(21.0%)
HAZARDOUS DUTY	-	1,248.00	1,248.00	-%
SEPARATION COSTS	30,857.88	121,711.00	122,000.00	0.2%
UNIFORM CLOTHING ALLOWANCE	2,702.77	3,400.00	3,400.00	-%
TOTAL PERSONAL SERVICES NON OT:	\$ 1,874,469.06	\$ 2,536,315.00	\$ 2,130,951.00	(16.0%)
PURCHASE OF SERVICE				
ELECTRICITY	\$ 8,308.52	\$ 60,000.00	\$ -	(100.0%)
ENERGY (GAS-OIL-DIESEL)	110,695.29	100,000.00	80,000.00	(20.0%)
SEWER & WATER CHARGES	6,398.59	7,000.00	7,000.00	-%
BUILDING/GROUNDS REPAIR/MAINT	49,140.60	51,000.00	51,000.00	-%
VEHICLE REPAIR/MAINTENANCE	35.00	5,000.00	5,000.00	-%
DEPART EQUIP REPAIR/MAINT	180.00	4,200.00	4,200.00	-%
DEPARTMENTAL EQUIP RENT/LEASE	10,168.92	6,000.00	6,000.00	-%
SECURITY/FIRE CONTROL	73,476.41	102,000.00	70,000.00	(31.4%)
CONSULTANTS	12,763.78	4,000.00	-	(100.0%)
PUBLIC SAFETY	57,583.65	80,000.00	55,000.00	(31.3%)
COMMUNICATION SERVICES	7,968.93	10,000.00	8,000.00	(20.0%)
EXTERMINATING & PEST CONTROL	1,327.00	1,500.00	1,500.00	-%
PRINTING	741.00	1,600.00	750.00	(53.1%)
TOTAL PURCHASE OF SERVICE:	\$ 338,787.69	\$ 432,300.00	\$ 288,450.00	(33.3%)

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
GOODS AND SUPPLIES				
OFFICE SUNDRIES/SUPPLIES	\$ 10,473.39	\$ 12,000.00	\$ 12,000.00	-%
DATA PROCESS SOFTWARE & SUPP	58,369.66	55,000.00	55,000.00	-%
BUILDING SUPPLIES	2,658.14	3,000.00	3,000.00	-%
ELECTRICAL SUPPLIES	1,135.95	2,000.00	2,000.00	-%
JANITORIAL SUPPLIES	9,591.33	10,000.00	10,000.00	-%
BOOKS/PERIODICALS	293,983.01	323,000.00	323,000.00	-%
IN-STATE TRAVEL	86.88	1,000.00	1,000.00	-%
TUITION & TRAINING	22,739.24	25,000.00	15,000.00	(40.0%)
DEPARTMENT EQUIPMENT	674.35	1,000.00	1,000.00	-%
TOTAL GOODS AND SUPPLIES:	\$ 399,711.95	\$ 432,000.00	\$ 422,000.00	(2.3%)
TOTAL LIBRARY:	\$ 2,628,970.20	\$ 3,426,615.00	\$ 2,867,401.00	(16.3%)
TOTAL CULTURE AND RECREATION:	\$ 2,628,970.20	\$ 3,426,615.00	\$ 2,867,401.00	(16.3%)
TOTAL EXPENDITURES:	\$ 2,628,970.20	\$ 3,426,615.00	\$ 2,867,401.00	(16.3%)

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

- Provides resources to Constituents specific to their issues and concerns
- Maintains a high level of collaboration and networking with non-profits and programs in the City of Brockton
- Hosts and attends events on behalf of the office within the City of Brockton
- Engages in and reinforces relationships with businesses, programs and nonprofits to enhance and improve our Municipality
- Assists with immigration paperwork/forms (i.e., work authorization, Affidavit of Support, etc.)
- Delivers community outreach to the unhoused, assists with housing, SNAP, Social Security and other resource applications/referrals
- Manages de-escalation efforts for constituents in crisis and in need of mediation services
- Participates in initiatives such as: Homeless Task Force and Mayor's Opioid Overdose Prevention Coalition, Healthy Equity Task Force, the Quality of Life Task Force, Code Enforcement Task Force, Brockton After Dark, Department of Mental Health (DMH) Brockton Site Board, Community Services of Greater Brockton, Brockton Youth Council and Youth Task Force
- Updates community organizations about resource opportunities
- Assists with Municipal grant search, research, and applications
- Provides oversight of Bachelors in Social Work and Masters in Social Work interns
- Offers Internship opportunities related to local government and public relations

FY24 Accomplishments

- Created a Constituent handbook which included resource tools.
- Established a resident assistance tracker to keep track of how the Mayor's Office offers support to our immigrant community.
- Initiated an Immigration Services Coalition with immigrant serving organizations, city departments and churches to promote collaboration and sharing of resources
- Hosted 29 flag raisings promoting Brockton's rich cultural landscape
- Organized ongoing relationships with faith-based leaders
- Organized a successful blood drive

DEPARTMENT: Mayor

- Increased the membership of the Homeless Task Force by nine
- Increased the membership of the Brockton Mayor's Opioid Overdose Prevention Coalition by four
- Recommended two staff members to the D.W Field Park Steering Committee
- Instituted two T.I.E. Agreements.
- Secured Funding for the new Father Bill's Facility on Manley Street through the American Rescue Plan Act (ARPA).
- Maintained strong relationships with the Plymouth County District Attorney's office
- Continued to support all K-12 and higher education opportunities, including our charter and private schools.
- Offered free seasonal Brockton Area Transit (BAT) bus services to the general public.
- Exceeded ridership, Pre-COVID-19 pandemic numbers, via the free seasonal program
- Began construction of the new Lawrence Cosgrove Pool
- Completed renovation to the War Memorial
- Began renovation and expansion of the Council on Aging
- Established regular meetings with the State delegation and City Council President
- Hosted a successful visit with representatives from the University of Cabo Verde
- Hosted the President of Cape Verde and his cabinet

DEPARTMENT: Mayor

Objectives

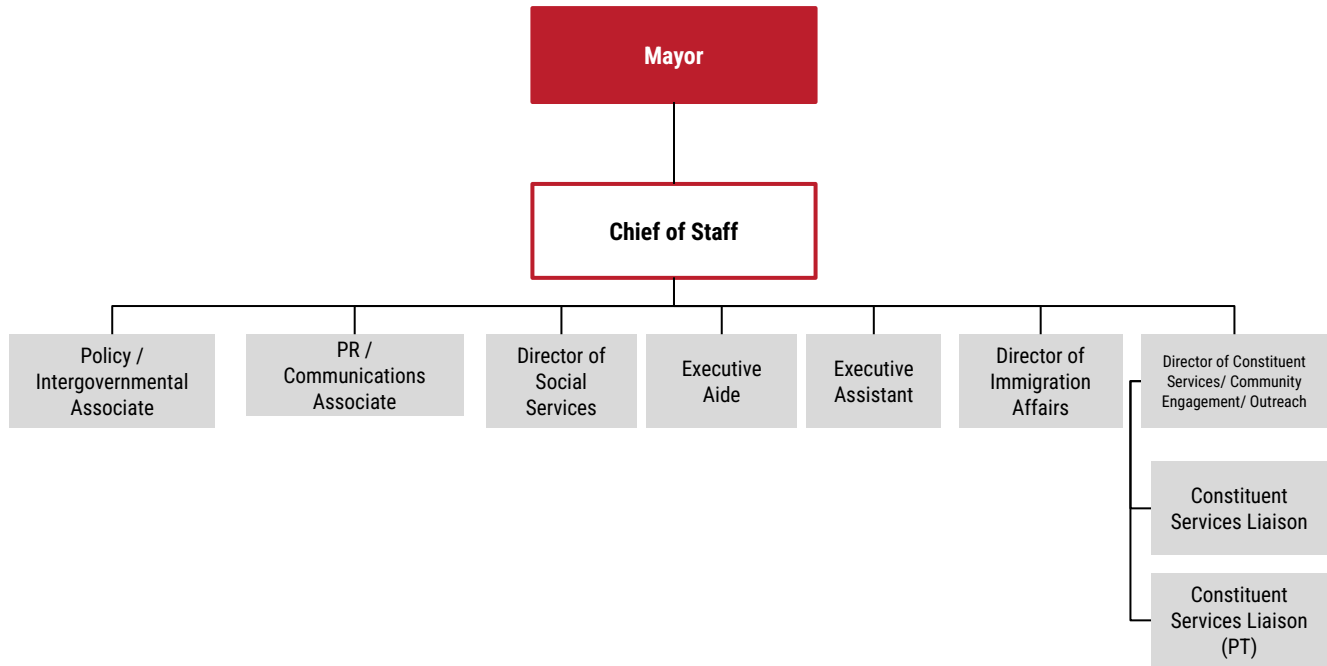
Objective	Status	City Goal
1. Maintaining a high level of professionalism and completion rate in handling Constituent concerns and issues.	Ongoing FY25	3,6
2. Continue to develop the framework for a multi-faceted immigration services office.	Ongoing FY25	3,5,6
3. Increase opportunities for new initiatives to support the alleviation of the ongoing opioid and homelessness problem	Ongoing FY25	2,4,5,6
4. Continue to expand the outreach via official social media pages and expand on opportunities for multi-cultural content	Ongoing FY25	1,8
5. Strengthen relationships with elected officials and appointees to state, local, county, and federal offices and committees	Ongoing FY25	7
6. Continue to engage youth in community based educational development opportunities	Ongoing FY25	4,6
7. Expand current relationships and explore new opportunities for collaboration with local businesses and organizations.	Ongoing FY25	1,8,9

Performance Measures

Obj.	Performance Measures	FY23 Actuals	FY24 Projected	FY25 Target
1	Number of accounts reached across social media platforms	835,136	900,000	955,000
2	Homelessness outreach visits conducted	250	325	350
3	Constituent Concerns Resolved	1,300	2,000	1,352
4	Participants in Brockton after Dark	174	200	225
5	Number of people housed	15	10	15
6	Resource deliveries to community members	1,211	1,235	1,260
7	Constituents appointed to boards and commissions	27	30	35
8	New followers across social media	1,310	2,500	2,800
9	Community Contracts for Social Services	6	6	8

DEPARTMENT: Mayor

Organizational Chart



DEPARTMENT: Mayor

Personal Services

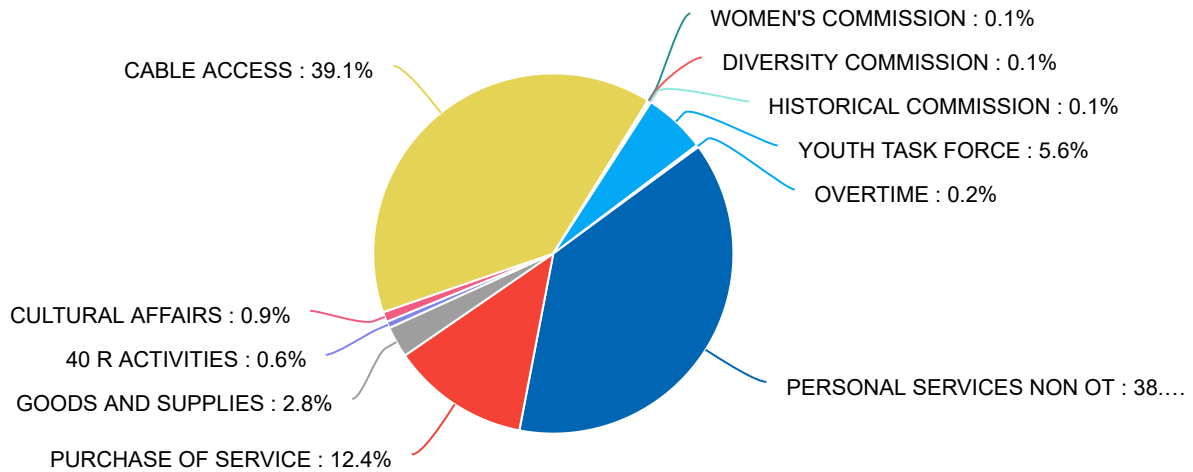
Title	Name	Start Date	Longevity	Salary	Ed. Incent.
Mayor	Robert F. Sullivan	1/2/2006	950	188,590	
Chief of Staff	Sydne Marrow	8/25/2021		122,673	
Director of Social Services	Jazmine Bradsher	10/18/2021		81,600	
Director of Immigration	Courtney Henderson	2/20/2024		93,840	
Office Administrator	Vacant				
Director of Constituent Services	John Messia	1/6/2020		91,636	
Executive Aid	Stephanie Pierre	12/18/2023		51,415	
PT Constituent Services Liason	Joseph Francois	9/6/2016		31,889	
Communications Liason/ PR Associate	Suzanne McCormack	1/30/2023		67,626	
Communication Liason	Vacant				
Policy/Intergovernmental Associate	Celia Canavan	12/11/2023		64,505	
Constituent Services Liason	Alycia Montrond-Bullock	12/26/2023		55,264	
Executive Assistant	Kevin Blaise	11/14/2022		57,545	
Total			950	906,583	0

Personal Services Summary

FULL-TIME SALARIES	574,693
LONGEVITY	950
PART-TIME SALARIES	81,899
Total	657,542

DEPARTMENT: Mayor

Financial Overview Financial Overview by Statutory Category



Financial Overview Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
GENERAL FUND				
OVERTIME	\$ (22,198.54)	\$ 3,000.00	\$ 3,000.00	-%
PERSONAL SERVICES NON OT	755,357.82	895,597.00	657,542.00	(26.6%)
PURCHASE OF SERVICE	252,607.83	349,795.00	214,000.00	(38.8%)
GOODS AND SUPPLIES	50,246.32	62,324.00	47,774.00	(23.3%)
40 R ACTIVITIES	-	11,041.00	11,041.00	-%
CULTURAL AFFAIRS	9,413.32	20,850.00	15,000.00	(28.1%)
CABLE ACCESS	675,000.00	675,000.00	675,000.00	-%
WOMEN'S COMMISSION	1,914.20	3,400.00	1,500.00	(55.9%)
DIVERSITY COMMISSION	2,066.00	3,400.00	1,500.00	(55.9%)
HISTORICAL COMMISSION	-	3,400.00	1,500.00	(55.9%)
YOUTH TASK FORCE	71,937.75	100,000.00	100,000.00	-%
TOTAL GENERAL FUND:	\$1,796,344.70	\$ 2,127,807.00	\$ 1,727,857.00	(18.8%)

DEPARTMENT: Mayor

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
EXPENDITURES				
GENERAL GOVERNMENT				
MAYOR				
OVERTIME				
OVERTIME	\$ (22,198.54)	\$ 3,000.00	\$ 3,000.00	-%
TOTAL OVERTIME:	\$ (22,198.54)	\$ 3,000.00	\$ 3,000.00	-%
PERSONAL SERVICES NON OT				
FULL-TIME SALARIES	\$ 691,827.64	\$ 812,423.00	\$ 574,693.00	(29.3%)
PART-TIME SALARIES	60,400.18	81,264.00	81,899.00	0.8%
LONGEVITY	3,130.00	1,910.00	950.00	(50.3%)
TOTAL PERSONAL SERVICES NON OT:	\$ 755,357.82	\$ 895,597.00	\$ 657,542.00	(26.6%)
PURCHASE OF SERVICE				
TOURISM PROMO	\$ 18,892.90	\$ 110,000.00	\$ 45,000.00	(59.1%)
DEPART EQUIP REPAIR/MAINT	652.13	2,295.00	2,000.00	(12.9%)
HUMAN SERVICE CONTRACTS	53,276.05	35,000.00	70,000.00	100.0%
CONSULTANTS	49,300.00	90,000.00	-	(100.0%)
ADVERTISING	50,972.75	80,000.00	10,000.00	(87.5%)
PRINTING	1,964.00	2,500.00	2,000.00	(20.0%)
CONTRACTUAL SERVICES	67,550.00	20,000.00	75,000.00	275.0%
HOLIDAY PARADE	10,000.00	10,000.00	10,000.00	-%
TOTAL PURCHASE OF SERVICE:	\$ 252,607.83	\$ 349,795.00	\$ 214,000.00	(38.8%)
GOODS AND SUPPLIES				
COPY MACHINE SUPPLIES	\$ -	\$ 1,050.00	\$ -	(100.0%)
OFFICE SUNDRIES/SUPPLIES	\$ 5,355.14	\$ 8,500.00	\$ 5,000.00	(41.2%)
IN-STATE TRAVEL	7,500.00	5,000.00	2,500.00	(50.0%)
OUT OF STATE TRAVEL	9,520.58	15,000.00	7,500.00	(50.0%)
REG/MEMBERSHIPS/SUBSCRIPTIONS	27,870.60	32,774.00	32,774.00	-%
TOTAL GOODS AND SUPPLIES:	\$ 50,246.32	\$ 62,324.00	\$ 47,774.00	(23.3%)
40 R ACTIVITIES				
40 R	\$ -	\$ 11,041.00	\$ 11,041.00	-%
TOTAL 40 R ACTIVITIES:	\$ -	\$ 11,041.00	\$ 11,041.00	-%
CULTURAL AFFAIRS				
OTHER CONTRACT SERVICES	\$ 9,413.32	\$ 20,850.00	\$ 15,000.00	(28.1%)
TOTAL CULTURAL AFFAIRS:	\$ 9,413.32	\$ 20,850.00	\$ 15,000.00	(28.1%)
CABLE ACCESS				
CABLE ACCESS	\$ 675,000.00	\$ 675,000.00	\$ 675,000.00	-%
TOTAL CABLE ACCESS:	\$ 675,000.00	\$ 675,000.00	\$ 675,000.00	-%
WOMEN'S COMMISSION				
OFFICE SUNDRIES/SUPPLIES	\$ 1,914.20	\$ 3,400.00	\$ 1,500.00	(55.9%)

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
TOTAL WOMEN'S COMMISSION:	\$ 1,914.20	\$ 3,400.00	\$ 1,500.00	(55.9%)
DIVERSITY COMMISSION				
OFFICE SUNDRIES/SUPPLIES	\$ 2,066.00	\$ 3,400.00	\$ 1,500.00	(55.9%)
TOTAL DIVERSITY COMMISSION:	\$ 2,066.00	\$ 3,400.00	\$ 1,500.00	(55.9%)
HISTORICAL COMMISSION				
OFFICE SUNDRIES/SUPPLIES	\$ -	\$ 3,400.00	\$ 1,500.00	(55.9%)
TOTAL HISTORICAL COMMISSION:	\$ -	\$ 3,400.00	\$ 1,500.00	(55.9%)
YOUTH TASK FORCE				
OTHER CONTRACT SERVICES	\$ 49,350.00	\$ 50,000.00	\$ 50,000.00	-%
OFFICE SUNDRIES/SUPPLIES	22,587.75	50,000.00	50,000.00	-%
TOTAL YOUTH TASK FORCE:	\$ 71,937.75	\$ 100,000.00	\$ 100,000.00	-%
TOTAL MAYOR:	\$1,796,344.70	\$ 2,127,807.00	\$ 1,727,857.00	(18.8%)
TOTAL GENERAL GOVERNMENT:	\$1,796,344.70	\$ 2,127,807.00	\$ 1,727,857.00	(18.8%)
TOTAL EXPENDITURES:	\$1,796,344.70	\$ 2,127,807.00	\$ 1,727,857.00	(18.8%)

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.

Service

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

FY25 Accomplishments

- Replacement of bulbs on all floors of the Adams Garage and the retrofitting of the light posts in the Lincoln St. (B) lot with LED fixtures for improved lighting in both locations.
- Completion of all repairs to downtown meters that had been previously damaged due to vandalism or theft.
- Secured the use of the parking lot on Court St. from Brockton Cable Access to partially replace the loss of use of two lots between Petronelli Way and Court St.
- Construction of a concrete island in the Mayor Carpenter Garage, to be used for the installation of a new gated PARCS system.

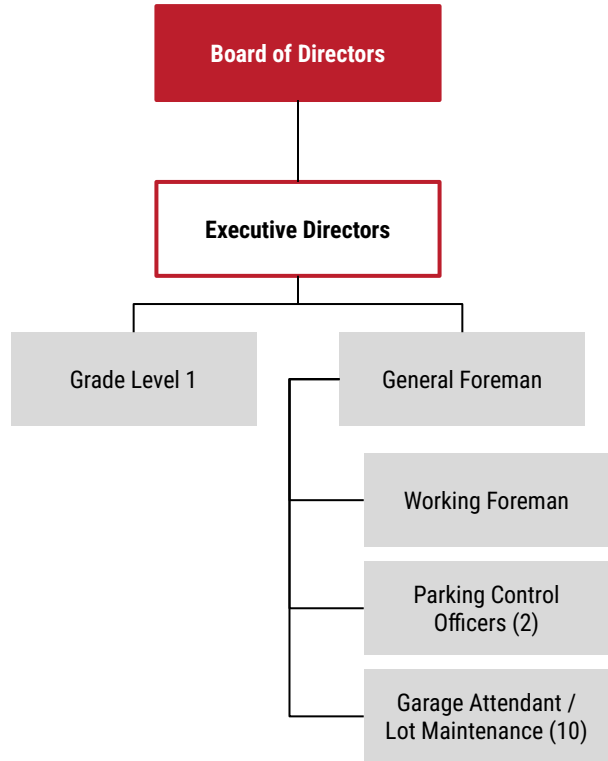
Objectives

Objective	Status	City Goal
1. Installation of a new gated PARCS system in both the Adams and Mayor Carpenter Garages.	Ongoing FY25	2
2. Purchase of a new vehicle to replace failing existing van	Ongoing FY25	1
3. Assessment of camera coverage throughout garages and downtown lots	Ongoing FY25	1,2
4. Improvement and upgrading of several downtown parking lots, including seal coating, pot hole repair and line painting.	Ongoing FY25	1,2,3,4
5. Investigate expansion of metered street parking throughout the downtown area	Ongoing FY25	2

Performance Measures

Obj.	Performance Measures	FY23 Actuals	FY24 Projected	FY25 Target
2	Number of ticket errors (%).	3%	4%	2%
5	Meters replaced (%).	70%	100%	100%

Organizational Chart



Personal Services

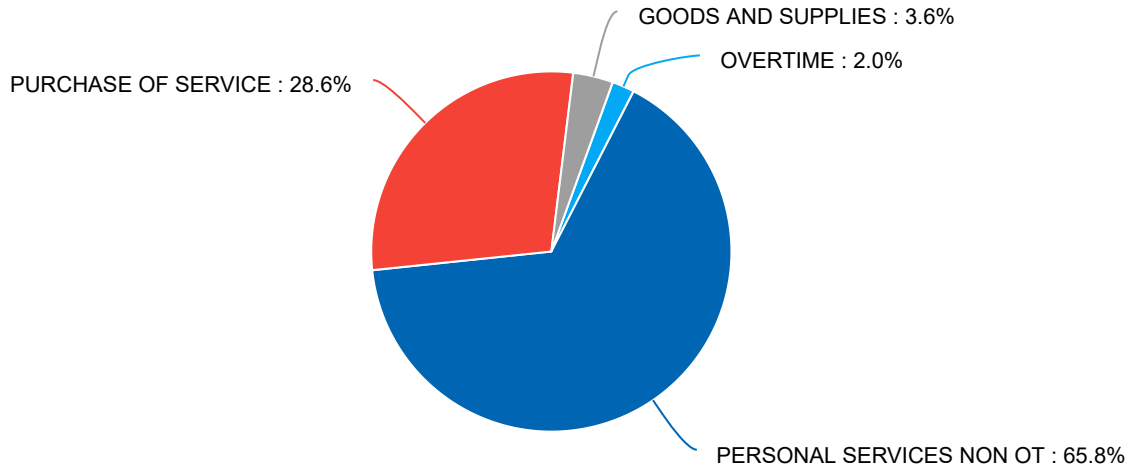
Title	Name	Start Date	Longevity	Salary	Ed. Incent.
Executive Director	Eric Akesson	6/12/2017	480	122,672	
General Foreman	Salvatore Spartichino	3/8/2016	480	71,635	
Working Foreman	Louisdor Gay, Jr.	9/6/2016	480	59,176	
Grade Level I	Polixeny Tsitsopoulos	6/16/2014	750	81,387	6,511
Parking Control Officer	Paul Sullivan, Jr.	11/6/2013	480	53,373	
Parking Control Officer	Thomas Williams	10/6/2010	750	54,974	
Garage Attendant	Jonathan Miranda	1/12/2021		47,362	
Garage Attendant	Freddy Calderon	3/2/2020		48,776	
Admin. Assistant I	Vacant				
PT Garage Attendant	Matthew Murray	9/19/2022		19,601	
PT Garage Attendant	Frantzy Faustin	9/9/2015		21,426	
PT Garage Attendant	Vacant			20,189	
PT Garage Attendant	Giovanni Andrade	9/9/2021		19,601	
PT Garage Attendant	April Calderon	6/21/2022		19,601	
PT Garage Attendant	Jacinto Andrade	8/24/2022		19,601	
PT Garage Attendant	Keith Council	10/17/2022		19,601	
PT Lot Maintenance	Ezequiel Fernandes	8/21/2023		20,185	
PT Lot Maintenance	Vacant				
Total			3,420	699,160	6,511

Personal Services Summary

ADMIN INCENTIVE	2,000
EDUCATIONAL INCENTIVE	6,511
FULL-TIME SALARIES	539,355
HOLIDAY	450
LONGEVITY	3,420
ON CALL	18,500
PART-TIME SALARIES	159,805
UNIFORM CLOTHING ALLOWANCE	6,800
Total	736,841

DEPARTMENT: Parking Authority

Financial Overview
Financial Overview by Statutory Category



Financial Overview Summary

REVENUE				
DEPARTMENTAL REVENUE	\$ 1,628,691.00	\$ 1,375,000.00	\$ 1,621,000.00	17.9%
TOTAL	\$ 1,628,691.00	\$ 1,375,000.00	\$ 1,621,000.00	17.9%
	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
PARKING AUTHORITY				
OVERTIME	\$ 19,058.07	\$ 25,157.48	\$ 22,000.00	(12.6%)
PERSONAL SERVICES NON OT	643,971.50	778,289.14	736,841.00	(5.3%)
PURCHASE OF SERVICE	306,412.96	339,800.00	319,900.00	(5.9%)
GOODS AND SUPPLIES	88,232.86	164,400.00	41,350.00	(74.8%)
DIRECT COST	\$ 1,057,675.39	\$ 1,307,646.62	\$ 1,120,091.00	(14.3%)
INDIRECT COST	150,000.00	150,000.00	500,000.00	233.3%
TOTAL PARKING AUTHORITY:	\$ 1,207,675.39	\$ 1,457,646.62	\$ 1,620,091.00	11.1%

*Parking Authority- General Fund Budget

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
EXPENDITURES				
PUBLIC SAFETY				
PARKING AUTHORITY				
OVERTIME				
OVERTIME	\$ 19,058.07	\$ 25,157.48	\$ 22,000.00	(12.6%)
TOTAL OVERTIME:	\$ 19,058.07	\$ 25,157.48	\$ 22,000.00	(12.6%)
PERSONAL SERVICES NON OT				
FULL-TIME SALARIES	\$ 472,426.49	\$ 554,815.14	\$ 539,355.00	(2.8%)
PART-TIME SALARIES	133,090.62	178,838.00	159,805.00	(10.6%)
CLERICAL INCENTIVE	-	2,500.00	-	(100.0%)
ADMIN INCENTIVE	2,000.00	2,000.00	2,000.00	-%
LONGEVITY	3,440.93	3,420.00	3,420.00	-%
HOLIDAY	-	450.00	450.00	-%
EDUCATIONAL INCENTIVE	6,038.50	6,016.00	6,511.00	8.2%
ON CALL	20,174.96	18,514.00	18,500.00	(0.1%)
HAZARDOUS DUTY	-	4,936.00	-	(100.0%)
UNIFORM CLOTHING ALLOWANCE	6,800.00	6,800.00	6,800.00	-%
TOTAL PERSONAL SERVICES NON OT:	\$ 643,971.50	\$ 778,289.14	\$ 736,841.00	(5.3%)
PURCHASE OF SERVICE				
ELECTRICITY	\$ 122,552.01	\$ 90,000.00	\$ 90,000.00	-%
REAL ESTATE TAX CHARGES	2,247.14	5,000.00	4,000.00	(20.0%)
BUILDING/GROUNDS REPAIR/MAINT	33,224.97	30,000.00	35,000.00	16.7%
VEHICLE REPAIR/MAINTENANCE	4,436.08	2,000.00	2,000.00	-%
DEPART EQUIP REPAIR/MAINT	5,724.83	2,000.00	2,000.00	-%
BUILDING RENT/LEASE	26,895.00	24,000.00	26,400.00	10.0%
DEPARTMENTAL EQUIP RENT/LEASE	450.00	1,000.00	500.00	(50.0%)
SECURITY/FIRE CONTROL	261.09	3,000.00	3,000.00	-%
SNOW REMOVAL	-	50,000.00	40,000.00	(20.0%)
WASTE REMOVAL	4,903.67	4,000.00	6,000.00	50.0%
BANKING SERVICES	1,910.42	6,000.00	2,000.00	(66.7%)
CONSULTANTS	11,172.62	15,000.00	2,500.00	(83.3%)
PUBLIC SAFETY	85,369.44	100,000.00	100,000.00	-%
ADVERTISING	525.38	1,000.00	500.00	(50.0%)
COMMUNICATION SERVICES	-	500.00	500.00	-%
EXTERMINATING & PEST CONTROL	-	300.00	-	(100.0%)
PRINTING	6,740.31	6,000.00	5,500.00	(8.3%)
TOTAL PURCHASE OF SERVICE:	\$ 306,412.96	\$ 339,800.00	\$ 319,900.00	(5.9%)

DEPARTMENT: Parking Authority

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
GOODS AND SUPPLIES				
ENFORCEMENT EQUIPMENT	\$ -	\$ 7,000.00	\$ 5,000.00	(28.6%)
COPY MACHINE SUPPLIES	6,165.18	1,500.00	1,500.00	-%
OFFICE SUNDRIES/SUPPLIES	1,424.07	3,000.00	2,000.00	(33.3%)
DATA PROCESS SOFTWARE & SUPP	203.74	500.00	500.00	-%
BUILDING SUPPLIES	8,292.52	10,000.00	7,500.00	(25.0%)
ELECTRICAL SUPPLIES	-	2,000.00	1,500.00	(25.0%)
PLUMBING SUPPLIES	-	400.00	400.00	-%
HEATING/AIR CONDITION SUPPLIES	205.83	200.00	200.00	-%
TOOLS & HARDWARE SUPPLY	3,492.93	8,000.00	4,000.00	(50.0%)
JANITORIAL SUPPLIES	791.58	700.00	800.00	14.3%
LANDSCAPING	2,693.79	2,500.00	1,500.00	(40.0%)
TIRES	-	600.00	600.00	-%
PARTS/ACCESSORIES/LUBE	51.87	1,200.00	850.00	(29.2%)
PURCHASE OF CLOTHING	5,226.67	5,000.00	5,000.00	-%
METER PARTS	58,239.09	12,500.00	4,000.00	(68.0%)
IN STATE TRAVEL	416.59	300.00	-	(100.0%)
REG/MEMBERSHIPS/SUBSCRIPTIONS	1,029.00	1,000.00	1,000.00	-%
TUITION & TRAINING	-	500.00	-	(100.0%)
DEPARTMENT EQUIPMENT	-	107,500.00	5,000.00	(95.3%)
TOTAL GOODS AND SUPPLIES:	\$ 88,232.86	\$ 164,400.00	\$ 41,350.00	(74.8%)
TOTAL PARKING AUTHORITY:	\$ 1,057,675.39	\$ 1,307,646.62	\$ 1,120,091.00	(14.3%)
TOTAL PUBLIC SAFETY:	\$ 1,057,675.39	\$ 1,307,646.62	\$ 1,120,091.00	(14.3%)
TOTAL EXPENDITURES:	\$ 1,057,675.39	\$ 1,307,646.62	\$ 1,120,091.00	(14.3%)

DEPARTMENT: Parks and Recreation

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 and softball fields, soccer fields, basketball courts, several memorials, two municipal pools, City Hall Plaza as well as D.W. Field Park and the D.W. Field Golf Course.

The mission of the Parks and Recreation Department is to strive for excellence in City parks, to improve the quality of life in the community through parks usage, and to preserve and strengthen assets, grounds, and infrastructure. By doing so we are dedicated to maintaining the 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 many of the City owned recreation facilities, D.W. Field Park, the adjacent golf course, more than 25 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 Cosgrove Municipal Pool and Manning Pool. 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 which is responsible for setting of rules and regulations for park use, setting of fees at parks and at D.W. Field Golf course, review of permits as well as other general oversight associated with the department.

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

DEPARTMENT: Parks and Recreation

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.

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 has not charged 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.

FY24 Accomplishments

ARPA Funded Project

Planning and Implementation

- Worked with designers and engineers to plan and design improvements to eight City parks. Put these projects out to bid and begun construction.

Cosgrove Pool

- Continued to work with engineers and designers and builders on a complete restoration of the Cosgrove Pool to modernize and make fully accessible this valuable City asset.

D.W. Field Golf Course 2023 Golf Season

- The 2023 golf season at D.W. Field Golf Course was a tremendous success with over 29,000 rounds played, resulting in \$1,618,914 in gross revenue.

DEPARTMENT: Parks and Recreation

D.W. Field Golf Course Improvements

- In an effort to make the golf course more accessible to golfers of all abilities, we added two new tee boxes. We are also making improvements to the Pro Shop and Lunchroom with all new windows.
- Completed the netting project along the 11th.

D.W. Field Park

- Working with Wildlands Trust to develop a comprehensive Master Plan for improvements to the Center section of D.W. Field Park.
- Working with Fuss and O'Neil to develop an important upgrade to the Ellis Brett Pond Dam to bring this high hazard, poor condition dam into compliance with State regulations..

Brockton Baseball Complex Upgrades

- Utilizing a State appropriation, made significant upgrades to the Brocton Baseball Complex located next to the Brookfield School, including significant infield upgrades, an batting cage and several pieces equipment.

DEPARTMENT: Parks and Recreation

Objectives

Objective	Status	City Goal
1. Update maintenance equipment to increase efficiency and overall public and employee safety.	Ongoing FY25	1,2
2. Identify and establish plans to improve user enjoyment and safety within DW Field Park	Ongoing FY25	1,2
3. Make improvements to the park system as a whole to meet the growing demands of current popular sports and outdoor fitness demands	Ongoing FY25	1,2
4. Finish ARPA funded park improvements	Ongoing FY25	1,2
5. Ensure the stability of six dams within DW Field Park	Ongoing FY25	1,2
6. Continue to work with community groups for organized events	Ongoing FY25	1,2
7. Continue a scheduled and regular aeration and fertilization program at high use fields to increase plant coverage, health and attempt to minimize damage from use	Ongoing FY25	1,2
8. Operate two pools with an emphasis on user safety and enjoyment	Ongoing FY25	1,2
9. Improve playing conditions and user enjoyment at DW Field Golf Course and increase rounds played	Ongoing FY25	1,2

Performance Measures

Obj.	Performance Measures	FY23 Actuals	FY24 Projected	FY25 Target
1	Maintenance equipment purchased	2	3	4
3	Rating of dam stability (1-100 scale)*	80%	80%	80%
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%

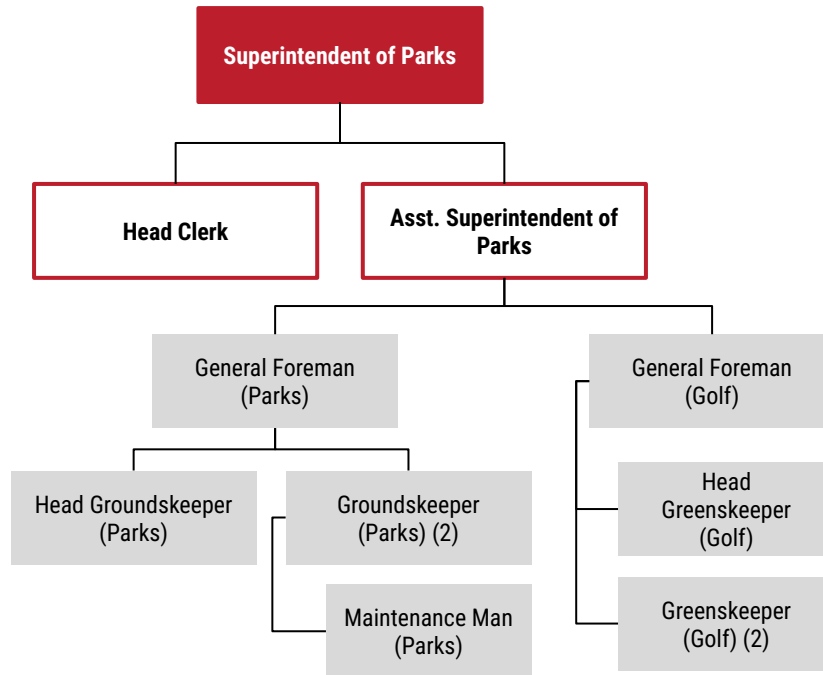
*Rating scale: 1%= low stability, 100%= high stability

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

***Condition: 1-100% scale

DEPARTMENT: Parks and Recreation

Organizational Chart



DEPARTMENT: Parks and Recreation

Personal Services

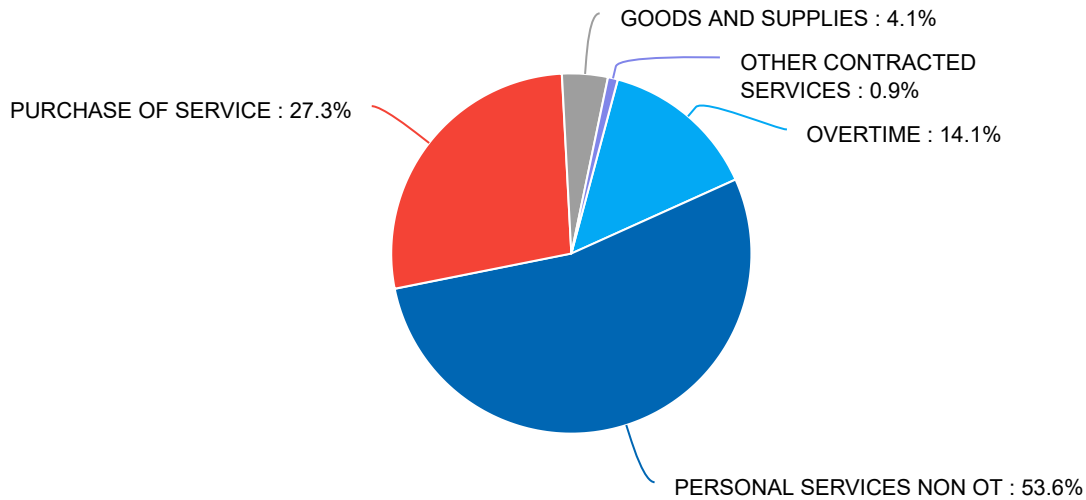
Title	Name	Start Date	Longevity	Salary	Ed. Incent.
Asst. Superintendent of Parks	Kurt Calderwood	1/18/2016	480	104,479	7,314
General Foreman (Parks)	Russell Munies	1/7/1968	1,350	73,778	
General Foreman (Golf)	Michael Saleeba	10/26/2015	480	73,778	
Head Groundskeeper (Parks)	David Spillane	8/28/2000	1,250	67,725	
Head Groundskeeper (Golf)	John Colitti	4/23/1990	1,350	67,725	
Groundskeeper (Parks)	Anthony Salemi	8/24/2015	480	58,198	
Groundskeeper (Parks)	Mark Tironati	6/20/2011	950	58,198	
Groundskeeper (Golf)	Michael Bunar	2/23/2015	950	58,198	
Maintenance Man (Parks)	Kenneth Elias	8/16/2004	950	58,011	
Maintenance Man (Parks)	James Salemi	7/8/2019		63,398	
Admin. Assistant III	Rene Brown	5/3/1993	1,350	75,194	2,256
Greenskeeper	Luke Grande			56,514	
Superintendent of Parks	Timothy W. Carpenter	8/30/2011	375	98,801	1,600
Total			9,965	913,997	11,170

Personal Services Summary

ADMIN INCENTIVE	2,000
CDL STIPEND	6,240
CLERICAL INCENTIVE	2,500
EDUCATIONAL INCENTIVE	11,170
FULL-TIME SALARIES	913,997
HAZARDOUS DUTY	6,240
LONGEVITY	9,965
ON CALL	44,267
OUT OF GRADE	8,000
SEPARATION COSTS	58,352
SHIFT DIFFERENTIAL	49,717
STIPEND	7,400
UNIFORM CLOTHING ALLOWANCE	17,000
Total	1,136,848

DEPARTMENT: Parks and Recreation

Financial Overview Financial Overview by Statutory Category



Financial Overview Summary

REFUSE	FY2023 Actual	FY2024 Estimated Budget	FY2025 Projected Budget	% Change
REVENUE				
DEPARTMENTAL REVENUE	\$ 1,721,688.00	\$ 1,413,000.00	\$ 1,700,000.00	20.3%
RETAINED EARNINGS	785,463.00	451,669.00	510,967.00	13.1%
GENERAL FUND SUBSIDY	600,000.00	888,290.00	600,000.00	(32.5%)
TOTAL	\$ 3,107,151.00	\$ 2,752,959.00	\$ 2,810,967.00	2.1%

PARKS AND RECREATION	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
OVERTIME	\$ 241,107.41	\$ 255,589.93	\$ 300,000.00	17.4%
PERSONAL SERVICES NON OT	857,357.68	1,161,279.47	1,136,848.00	(2.1%)
PURCHASE OF SERVICE	626,975.32	755,612.00	579,605.00	(23.3%)
GOODS AND SUPPLIES	113,918.39	145,240.00	86,950.00	(40.1%)
OTHER CONTRACTED SERVICES	60,384.97	67,768.00	17,500.00	(74.2%)
DIRECT COST	\$ 1,899,743.77	\$ 2,385,489.40	\$ 2,120,903.00	(11.1%)
INDIRECT COST	438,699.00	400,000.00	400,000.00	-%
TOTAL PARKS AND RECREATION:	\$ 2,338,442.77	\$ 2,785,489.40	\$ 2,520,903.00	(9.5%)

DEPARTMENT: Parks and Recreation

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
EXPENDITURES				
CULTURE AND RECREATION				
PARK AND REC COMMISSION				
OVERTIME				
OVERTIME	\$ 241,107.41	\$ 255,589.93	\$ 300,000.00	17.4%
TOTAL OVERTIME:	\$ 241,107.41	\$ 255,589.93	\$ 300,000.00	17.4%
PERSONAL SERVICES NON OT				
FULL-TIME SALARIES	\$ 726,695.49	\$ 883,978.47	\$ 913,997.00	3.4%
TEMPORARY/SEASONAL	14,544.00	40,000.00	-	(100.0%)
STIPEND	3,750.00	7,400.00	7,400.00	-%
CLERICAL INCENTIVE	2,500.00	2,500.00	2,500.00	-%
ADMIN INCENTIVE	1,419.23	2,000.00	2,000.00	-%
LONGEVITY	9,120.00	9,965.00	9,965.00	-%
SHIFT DIFFERENTIAL	33,700.30	44,661.00	49,717.00	11.3%
HOLIDAY	-	356.00	-	(100.0%)
EDUCATIONAL INCENTIVE	7,249.08	8,897.00	11,170.00	25.5%
ON CALL	41,254.24	40,872.00	44,267.00	8.3%
OUT OF GRADE	5,225.34	8,000.00	8,000.00	-%
HAZARDOUS DUTY	-	6,240.00	6,240.00	-%
SEPARATION COSTS	-	83,170.00	58,352.00	(29.8%)
UNIFORM CLOTHING ALLOWANCE	11,900.00	17,000.00	17,000.00	-%
CDL STIPEND	-	6,240.00	6,240.00	-%
TOTAL PERSONAL SERVICES NON OT:	\$ 857,357.68	\$ 1,161,279.47	\$ 1,136,848.00	(2.1%)
PURCHASE OF SERVICE				
ELECTRICITY	\$ 60,409.01	\$ 75,673.00	\$ 10,000.00	(86.8%)
ENERGY (GAS-OIL-DIESEL)	18,498.32	25,034.00	5,000.00	(80.0%)
SEWER & WATER CHARGES	13,313.89	40,000.00	40,000.00	-%
BUILDING/GROUNDS REPAIR/MAINT	18,671.99	35,000.00	10,000.00	(71.4%)
VEHICLE REPAIR/MAINTENANCE	22,283.57	20,000.00	20,000.00	-%
DEPART EQUIP REPAIR/MAINT	20,904.46	20,000.00	20,000.00	-%
DEPARTMENTAL EQUIP RENT/LEASE	1,877.40	5,900.00	5,900.00	-%
SECURITY/FIRE CONTROL	2,034.92	2,000.00	2,000.00	-%
CUSTODIAL SERVICES	6,865.00	7,560.00	7,560.00	-%
PROPERTY RELATED SERVICES	22,074.37	30,000.00	20,000.00	(33.3%)
BANKING SERVICES	35,693.30	48,246.00	48,246.00	-%
CONSULTANTS	23,322.58	20,000.00	17,500.00	(12.5%)
PUBLIC SAFETY	344.29	300.00	300.00	-%
OTHER CONTRACT SERVICES	304,996.72	332,500.00	332,500.00	-%
TELEPHONE	-	10,099.00	10,099.00	-%
ADVERTISING	438.62	3,500.00	2,500.00	(28.6%)
COMMUNICATION SERVICES	2,113.06	4,300.00	2,500.00	(41.9%)
GOLF COURSE IMP R/E	72,844.37	75,000.00	25,000.00	(66.7%)
PRINTING	289.45	500.00	500.00	-%

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
TOTAL PURCHASE OF SERVICE:	\$ 626,975.32	\$ 755,612.00	\$ 579,605.00	(23.3%)
PARK IMPROVEMENTS				
PARK PLAYGROUND IMPROVEMENTS	\$ 12,674.47	\$ 20,000.00	\$ 5,000.00	(75.0%)
TOTAL PARK IMPROVEMENTS:	\$ 12,674.47	\$ 20,000.00	\$ 5,000.00	(75.0%)
GOODS AND SUPPLIES				
COPY MACHINE SUPPLIES	\$ 500.00	\$ 500.00	\$ 500.00	-%
OFFICE SUNDRIES/SUPPLIES	1,217.52	1,200.00	1,000.00	(16.7%)
BUILDING SUPPLIES	1,000.75	1,000.00	1,000.00	-%
ELECTRICAL SUPPLIES	672.18	800.00	800.00	-%
PLUMBING SUPPLIES	215.56	200.00	200.00	-%
TOOLS & HARDWARE SUPPLY	748.45	750.00	750.00	-%
POOLS & PLAYGROUND SUPPLIES	3,800.43	3,500.00	3,500.00	-%
JANITORAL SUPPLIES	4,196.53	4,700.00	4,700.00	-%
LANDSCAPING	12,418.70	7,500.00	7,500.00	-%
GASOLINE	36,310.01	60,000.00	5,000.00	(91.7%)
TIRES	1,994.58	2,000.00	2,000.00	-%
PARTS/ACCESSORIES/LUBE	13,346.77	15,221.00	2,200.00	(85.5%)
FOOD PURCHASE	288.29	200.00	200.00	-%
CHEMICALS	9,999.68	15,000.00	15,000.00	-%
TRAFFIC LINES & SIGNS ETC.	602.80	400.00	400.00	-%
RECREATIONAL SUPPLIES	811.61	800.00	800.00	-%
GOLF CART SUPPLIES/PARTS	14,943.54	14,000.00	34,000.00	142.9%
PONDS & FISHERY	19.11	100.00	100.00	-%
REG/MEMBERSHIPS/SUBSCRIPTIONS	415.00	1,000.00	1,000.00	-%
LICENSE & REGISTRATION	2,262.06	4,400.00	4,400.00	-%
DEPARTMENT EQUIPMENT	8,154.82	11,969.00	1,900.00	(84.1%)
TOTAL GOODS AND SUPPLIES:	\$ 113,918.39	\$ 145,240.00	\$ 86,950.00	(40.1%)
SUMMER PARK PROGRAMS				
SUMMER PLAYGRD IMPROVEMENTS	\$ 47,710.50	\$ 47,768.00	\$ 12,500.00	(73.8%)
TOTAL SUMMER PARK PROGRAMS:	\$ 47,710.50	\$ 47,768.00	\$ 12,500.00	(73.8%)
TOTAL PARK AND REC COMMISSION:	\$ 1,899,743.77	\$ 2,385,489.40	\$ 2,120,903.00	(11.1%)
TOTAL CULTURE AND RECREATION:	\$ 1,899,743.77	\$ 2,385,489.40	\$ 2,120,903.00	(11.1%)
TOTAL EXPENDITURES:	\$ 1,899,743.77	\$ 2,385,489.40	\$ 2,120,903.00	(11.1%)

Planning and Economic Development

Rob May

Director of Planning and Economic Development



Mission

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

Services

- Interact with the public on a wide variety of topics: from business development to brownfield redevelopment.
- Oversee and implement phases of the Brockton 2025 strategy, which calls for a City-wide masterplan, 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.

FY24 Accomplishments

- Secured \$7.8 million US DOT RAISE Grant to begin implementation of the Downtown Transportation and Infrastructure Plan.
- Completed a Campello Complete Neighborhood Plan
- Began development of a Campello Urban Renewal Plan and accompanying zoning amendment.
- Began transformation of the Lovett Brook (Good Samaritan Medical Center area) Master Plan into an Urban Renewal Plan with sporting zoning amendment.
- Completed the environmental remediation of 308 Montello Street (Corcoran Building)
- Secured funds to prepare a Phase I and Phase II Environmental Site Assessment of 307 Montello Street.
- Advanced new Public Safety Building construction and monitored RCRA soil removal
- Secured funding and began Montello Complete Neighborhood Planning project.
- Contributed to MassDOT funded Brockton Safety Action Plan
- Managed US DOT Thriving Communities grant activities
- Advanced MVP and SNEP funded nature-based flood mitigation study associated with the Trout Brook Urban Renewal Plan.

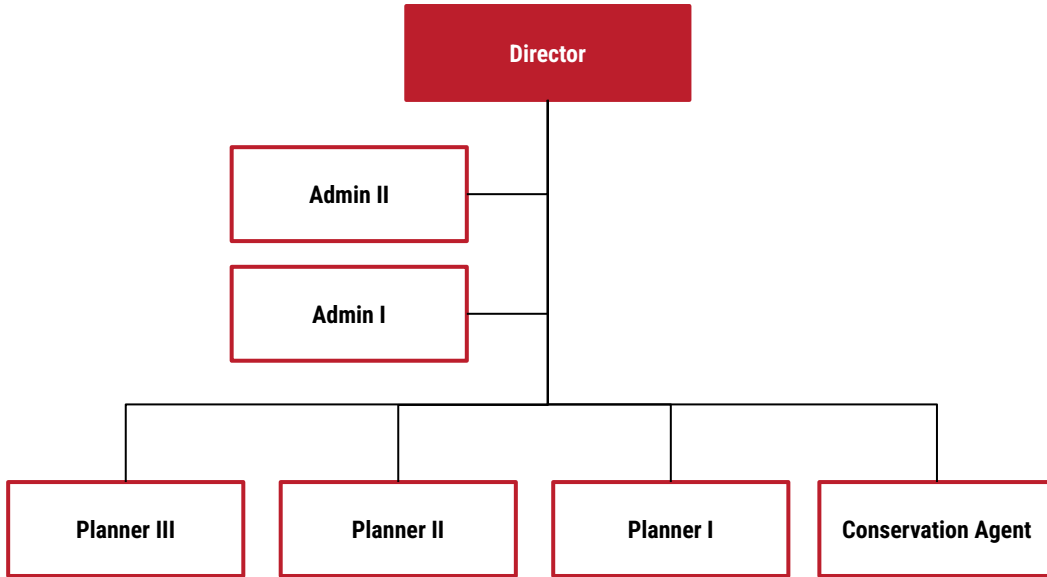
Objectives

Objective	Status	City Goal
1. Complete Lovett Brook Urban Renewal Plan.	Ongoing FY25	3
2. Implement Sycamore Grove Redevelopment.	Ongoing FY25	3
3. Campello Urban Renewal Plan and Zoning	Ongoing FY25	3
4. Complete brownfield tank removal and soil remediation of Corcoran Building	Ongoing FY25	2
5. Implement the Downtown Transportation and Infrastructure Plan to 25% drawings	Ongoing FY25	3

Performance Measures

Obj.	Performance Measures	FY23 Actuals	FY24 Projected	FY25 Target
1-5	Staff needed to address objectives	5	6	6
1-5	Staff Training	5	6	6
3	District level plans completed	1	1	3
3	Public engagements and meetings	5	8	8
1	Downtown Green Space Improvements	0	0	1

Organizational Chart



Personal Services

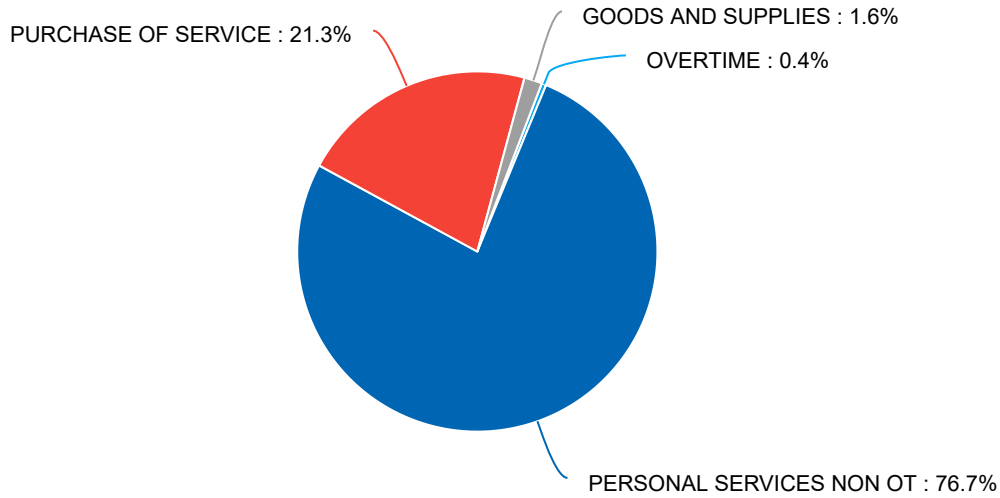
Title	Name	Start Date	Longevity	Salary	Ed. Incent.
Director of Econ. Dev. & Planning	William (Rob) May	8/4/2014	750	146,495	
Admin. Assistant II	Rhode Germain	7/11/2022		52,228	2,611
Conservation Agent	Kyle Holden	4/18/2023		80,337	4,017
Planner III	John Fay Jr.	11/1/2021		87,343	5,241
Planner III	Evan Sears	2/28/2022		75,726	3,786
Planner I	Durreshahwar Ali	1/22/2024		61,336	3,680
Admin. Assistant I	Isaiah Thelwell	10/31/2022		44,337	
Total			750	547,802	19,335

Personal Services Summary

CLERICAL INCENTIVE	5,000
EDUCATIONAL INCENTIVE	19,335
FULL-TIME SALARIES	547,802
HOLIDAY	521
LONGEVITY	750
PART-TIME SALARIES	10,000
UNIFORM CLOTHING ALLOWANCE	4,800
Total	588,208

DEPARTMENT: Planning and Economic Development

Financial Overview
Financial Overview by Statutory Category



Financial Overview Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
GENERAL FUND				
OVERTIME	\$ 2,982.23	\$ 3,245.90	\$ 3,245.90	-%
PERSONAL SERVICES NON OT	428,604.17	505,885.85	588,208.00	16.3%
PURCHASE OF SERVICE	153,634.95	341,550.00	163,350.00	(52.2%)
GOODS AND SUPPLIES	16,797.24	20,453.06	12,400.00	(39.4%)
TOTAL GENERAL FUND:	\$ 602,018.59	\$ 871,134.81	\$ 767,203.90	(11.9%)

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
EXPENDITURES				
GENERAL GOVERNMENT				
PLANNING AND ECONOMIC DEVELOPMENT				
OVERTIME				
OVERTIME	\$ 2,982.23	\$ 3,245.90	\$ 3,245.90	-%
TOTAL OVERTIME:	\$ 2,982.23	\$ 3,245.90	\$ 3,245.90	-%
PERSONAL SERVICES NON OT				
FULL-TIME SALARIES	\$ 409,542.73	\$ 473,483.85	\$ 547,802.00	15.7%
PART-TIME SALARIES	-	10,000.00	10,000.00	-%
CLERICAL INCENTIVE	5,000.00	5,000.00	5,000.00	-%
LONGEVITY	480.00	480.00	750.00	56.3%
HOLIDAY	-	521.00	521.00	-%
EDUCATIONAL INCENTIVE	10,881.44	12,801.00	19,335.00	51.0%
UNIFORM CLOTHING ALLOWANCE	2,700.00	3,600.00	4,800.00	33.3%
TOTAL PERSONAL SERVICES NON OT:	\$ 428,604.17	\$ 505,885.85	\$ 588,208.00	16.3%
PURCHASE OF SERVICE				
BUILDING/GROUNDS REPAIR/MAINT	\$ -	\$ 1,500.00	\$ -	(100.0%)
VEHICLE REPAIR/MAINTENANCE	349.56	500.00	500.00	-%
DEPART EQUIP REPAIR/MAINTENANC	-	1,500.00	1,500.00	-%
CONSULTANTS	80,005.21	175,000.00	-	(100.0%)
OTHER CONTRACT SERVICES	4,325.94	10,000.00	8,500.00	(15.0%)
DOWNTOWN DIF	67,085.00	151,750.00	151,750.00	-%
POSTAGE	154.56	100.00	-	(100.0%)
ADVERTISING	1,133.90	600.00	500.00	(16.7%)
PRINTING	580.78	600.00	600.00	-%
TOTAL PURCHASE OF SERVICE:	\$ 153,634.95	\$ 341,550.00	\$ 163,350.00	(52.2%)
GOODS AND SUPPLIES				
COPY MACHINE SUPPLIES	\$ 848.70	\$ 300.00	\$ -	(100.0%)
OFFICE SUNDRIES/SUPPLIES	490.60	400.00	400.00	-%
FOOD PURCHASE	434.32	1,000.00	-	(100.0%)
IN-STATE TRAVEL	1,483.98	3,000.00	1,500.00	(50.0%)
REG/MEMBERSHIPS/SUBSCRIPTIONS	4,724.00	3,500.00	2,500.00	(28.6%)
TUITION & TRAINING	2,794.60	2,000.00	1,500.00	(25.0%)
DEPARTMENT EQUIPMENT	6,021.04	10,253.06	6,500.00	(36.6%)
TOTAL GOODS AND SUPPLIES:	\$ 16,797.24	\$ 20,453.06	\$ 12,400.00	(39.4%)
TOTAL PLANNING AND ECONOMIC DEVELOPMENT:	\$ 602,018.59	\$ 871,134.81	\$ 767,203.90	(11.9%)
TOTAL GENERAL GOVERNMENT:	\$ 602,018.59	\$ 871,134.81	\$ 767,203.90	(11.9%)
TOTAL EXPENDITURES:	\$ 602,018.59	\$ 871,134.81	\$ 767,203.90	(11.9%)

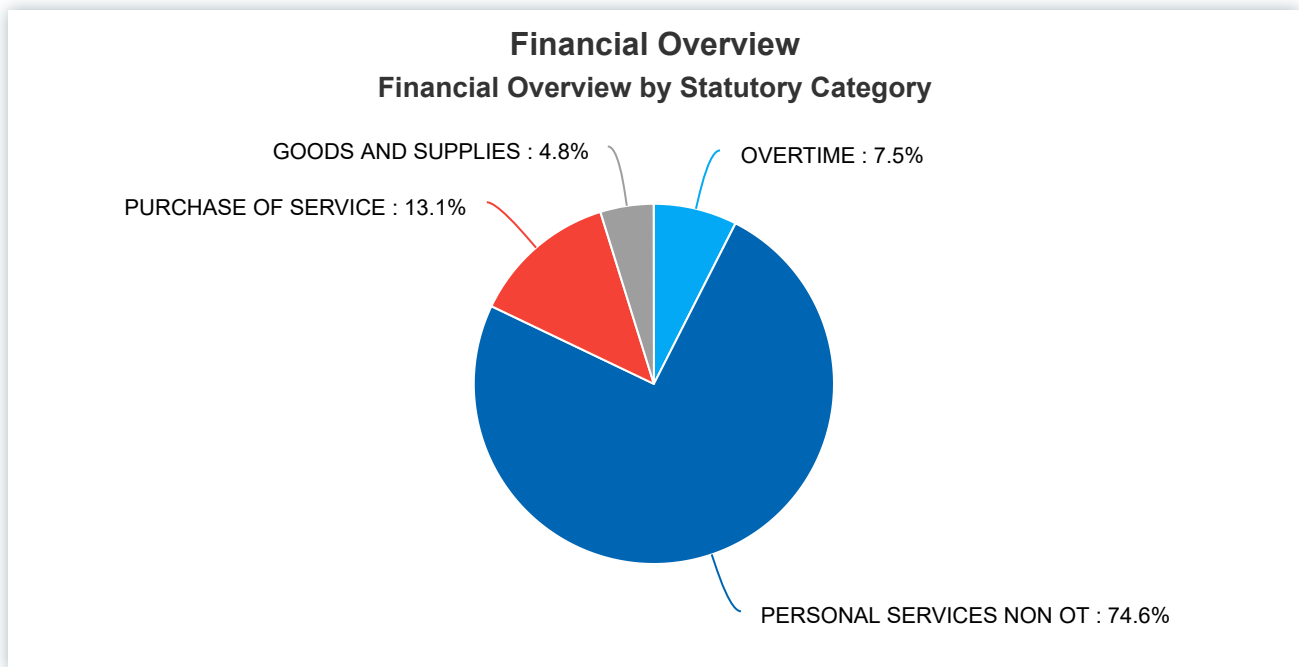
DEPARTMENT: Planning Board

Planning Board

The Planning Board implements the Subdivision Control Law and is the permit granting authority for Site Plan Review and 40R Smart Growth applications.

Personal Services Summary

STIPEND	20,000
Total	20,000



Financial Overview Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
GENERAL FUND				
OVERTIME	\$ 871.07	\$ 5,000.00	\$ 2,000.00	(60.0%)
PERSONAL SERVICES NON OT	17,600.00	19,500.00	20,000.00	2.6%
PURCHASE OF SERVICE	8,175.83	14,275.00	3,500.00	(75.5%)
GOODS AND SUPPLIES	494.61	3,000.00	1,300.00	(56.7%)
TOTAL GENERAL FUND:	\$ 27,141.51	\$ 41,775.00	\$ 26,800.00	(35.8%)

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
EXPENDITURES				
GENERAL GOVERNMENT				
PLANNING BOARD				
OVERTIME				
OVERTIME	\$ 871.07	\$ 5,000.00	\$ 2,000.00	(60.0%)
TOTAL OVERTIME:	\$ 871.07	\$ 5,000.00	\$ 2,000.00	(60.0%)
PERSONAL SERVICES NON OT				
STIPEND	\$ 17,600.00	\$ 19,500.00	\$ 20,000.00	2.6%
TOTAL PERSONAL SERVICES NON OT:	\$ 17,600.00	\$ 19,500.00	\$ 20,000.00	2.6%
PURCHASE OF SERVICE				
DEPART EQUIP REPAIR/MAINT	\$ -	\$ 225.00	\$ -	(100.0%)
LEGAL	289.20	350.00	350.00	-%
CONSULTANTS	4,200.00	4,550.00	-	(100.0%)
POSTAGE	-	150.00	150.00	-%
ADVERTISING	1,148.20	5,000.00	1,500.00	(70.0%)
PRINTING	2,538.43	4,000.00	1,500.00	(62.5%)
TOTAL PURCHASE OF SERVICE:	\$ 8,175.83	\$ 14,275.00	\$ 3,500.00	(75.5%)
GOODS AND SUPPLIES				
COPY MACHINE SUPPLIES	\$ -	\$ 200.00	\$ -	(100.0%)
OFFICE SUNDRIES/SUPPLIES	174.19	300.00	300.00	-%
REG/MEMBERSHIPS/SUBSCRIPTIONS	320.42	2,500.00	1,000.00	(60.0%)
TOTAL GOODS AND SUPPLIES:	\$ 494.61	\$ 3,000.00	\$ 1,300.00	(56.7%)
TOTAL PLANNING BOARD:	\$ 27,141.51	\$ 41,775.00	\$ 26,800.00	(35.8%)
TOTAL GENERAL GOVERNMENT:	\$ 27,141.51	\$ 41,775.00	\$ 26,800.00	(35.8%)
TOTAL EXPENDITURES:	\$ 27,141.51	\$ 41,775.00	\$ 26,800.00	(35.8%)

Police

Brenda Perez
Police Chief



Mission

The mission of the Brockton Police Department is to enforce the law, protect life, and serve our residents by engaging in proactive problem-solving. We serve to link residents and businesses to City resources to reduce crime, the fear of crime, and social disorder to promote a better quality of life for all.

Services

- Respond to any and all calls for service; emergence and non-emergency.
- Protect public safety, private and public property, and the public against any crime.
- Dispatch and maintain a sworn uniformed staff comprising the following:
 - Emergency and non-emergency response, traffic enforcement, crime prevention, motor vehicle safety, firearms licensing, sex offender registration, motorcycle and bicycle patrols.
 - Community outreach, court prosecution, school resource officers, special event safety and security, Brockton Housing Authority officers, child safety seat education, Youth Academy, Junior Cadet Academy, and child identification programs.
 - Narcotics investigations, liquor investigations, and code enforcement investigations.

FY24 Accomplishments

- Responded to over 97,000 emergency and non-emergency calls for service.
- Hired 1 full-time cadet who is trained and working in all divisions of the department.
- Successfully held two week-long sessions of the Junior Cadet Academy in which Brockton youth learned about the different roles of law enforcement, report writing, evidence collection, impairment, CPR, and water safety.
- Successfully held two sessions of the Brockton Youth Academy in which Brockton youth learned about the different roles of law enforcement. Youth meet one day per week for eight weeks.
- Successfully increased our Licensed Clinician co-response with officers to one full-time and one-part-time.
- Maintained and fostered partnership with Southeastern Massachusetts Law enforcement Council's (SEMLEC) Critical Incident Stress Management Unit and Metropolitan Law Enforcement Council Peer Unit.
- Actively supported officers both individually and with group debriefings after traumatic incidents.
- 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.
- Successfully relaunched Project Lifesaver, a program that provides locative technology to assist in finding individuals with dementia or developmental disabilities who have gone missing. BPD was able to find as a result of Project Lifesaver equipment two missing persons.
- Continued our commitment to the City's youth through our partnerships with Boys and Girls Club, Love to Learn, Old Colony Y Safe Corners and Kidz Konnect. Provided employment, in-person summer and after-school

DEPARTMENT: Police

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.

DEPARTMENT: Police

Objectives

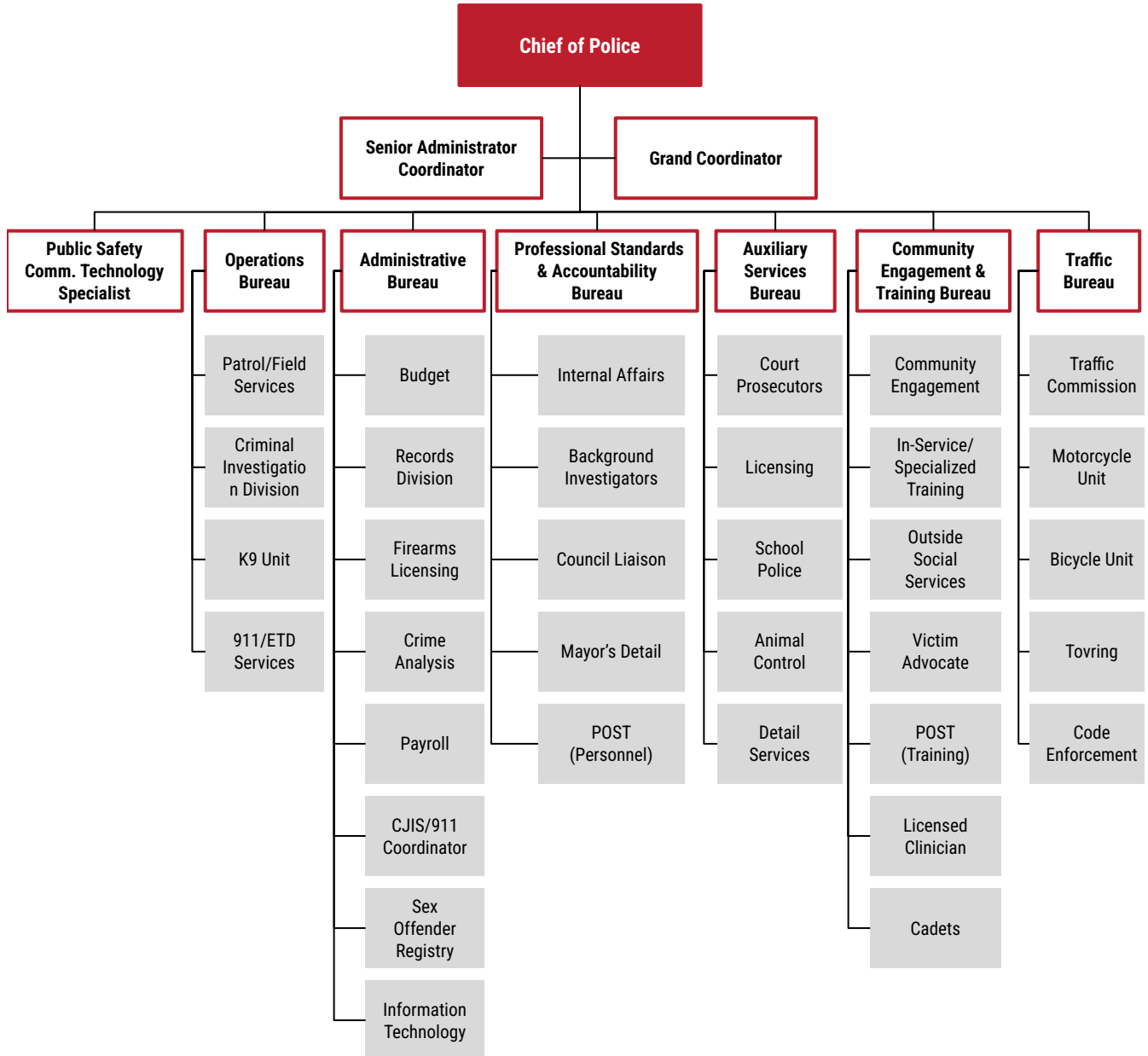
Objective	Status	City Goal
Personnel		
1. Increase sworn force to better serve residents, more efficiently respond to calls for service, and reduce overtime needed to meet shift staffing requirements.	Ongoing FY25	1
2. Increase Emergency Telephone Dispatcher force to better service residents and meet shift staffing.	Ongoing FY25	1
3. Increase Cadet force to better assist police personnel and residents.	Ongoing FY25	1
Operations		
4. Continue recruitment of minority candidates to ensure the Department reflects the population of Brockton.	Ongoing FY25	1
5. Continue to expand the Peer Support Team to assist officers when needed.	Ongoing FY25	2
6. Continue to streamline systems and digitize records for more efficient work and faster service for residents and staff.	Ongoing FY25	3
7. Purchase Patrol rifles for officers currently outdated.	New FY25	1
8. Purchase bullet-proof vests for officers set to expire.	Ongoing FY25	1
9. Continue to further investigate grant opportunities to improve Police Operations and Incident Response.	Ongoing FY25	2
Community		
10. Increase number of clinicians to two full-time clinicians.	Ongoing FY25	2
11. Committed to continuing to collaborate with our partners and youths at risk.	Ongoing FY25	2

Performance Measures

Obj.	Performance Measures	FY23 Actuals	FY24 Projected	FY25 Target
1	Police recruits added	11	10	26
2	Percentage of sworn force minority representation	45%	50%	53%
3	Number of peer support members	22	22	22
5	Taser non-lethal weapons purchased	128	10	26
6	Officers equipped with interoperable digital radios	93	10	26
7	Number of monthly clinician co-response shifts	8	16	24
8	Number of Brockton Police Cadets	6	6	6
9	Weeks of operation in the Junior Cadet Program	2	2	2
10	Number of licensed clinicians	2	2	2

DEPARTMENT: Police

Organizational Chart



DEPARTMENT: Police

Personal Services

	BASE	LONG.	NIGHT	HOL.	EDUC.	WKEND	FIREARM	HAZARD	CLOTH.	DEFIB	STIPEND	CLRCL	BUY BACK	TOTAL
POLICE OFFICERS														
CHIEF (1)														
Perez, Brenda	230,838	1,350	-	-	-	-	-	-	-	-	-	-	18,530	250,718
CAPTAINS (6)														
Hallisey, John	175,881	1,350	-	10,147	-	17,588	21,985	23,304	-	1,925	-	-	15,874	268,054
Hallisey, William	156,756	1,250	-	13,607	-	15,676	19,595	20,770	-	1,925	-	-	6,581	236,159
LaFrance, Christopher	175,881	1,350	-	10,147	-	17,588	21,985	23,304	-	1,925	-	-	15,874	268,054
McNulty, Arthur	145,821	1,250	-	8,413	-	14,582	18,228	19,321	-	1,925	-	-	6,581	216,121
Porcaro, Mark	175,881	1,250	-	10,147	-	17,588	21,985	23,304	-	1,925	-	-	7,216	259,296
Williamson, Steven	175,881	1,350	-	10,147	-	17,588	21,985	23,304	-	1,925	-	-	15,874	268,054
LIEUTENANT (14): 13 + 1 funded by School Dept														
Barry, William	150,330	1,350	-	13,607	-	15,033	18,791	19,919	-	1,925	-	-	13,568	234,523
Benzie, Brian Jr	124,636	950	12,464	11,690	-	12,464	15,580	16,514	-	1,925	-	-	-	196,222
Benzie, Patrick	124,636	950	-	11,281	-	12,464	15,580	16,514	-	1,925	-	-	-	183,350
Bonanca, Paul	150,330	1,350	-	8,673	-	15,033	18,791	19,919	-	1,925	-	-	12,952	228,973
Dickinson, David	139,840	1,350	16,781	13,208	-	13,984	17,480	18,529	-	1,925	-	-	-	223,097
Farrell, David	124,636	950	-	7,191	-	12,464	15,580	16,514	-	1,925	-	-	5,625	184,884
Jones, Kevin	139,840	1,250	13,984	13,116	-	13,984	17,480	18,529	-	1,925	-	-	-	220,108
Perez, Brenda (LOA)	1	-	0	-	-	-	-	-	-	-	-	-	-	1
Perez, Victor	124,636	750	-	7,191	-	12,464	15,580	16,514	-	1,925	-	-	5,625	184,684
Schlieman, William	133,984	1,350	-	7,730	-	13,398	16,748	17,753	-	1,925	-	-	6,046	198,934
Vardaro, Frank F.	139,840	1,350	16,781	13,208	-	13,984	17,480	18,529	-	1,925	-	-	-	223,097
VACANT LT1 (Zeidman)	150,330	1,350	-	13,607	-	15,033	18,791	19,919	-	1,925	-	-	-	220,955
VACANT LT2 (Mills)	150,330	1,350	-	13,607	-	15,033	18,791	19,919	-	1,925	-	-	-	220,955
SERGEANTS (25) 24+ 1 funded by School Dept														
Amaral, Kevin	104,734	1,250	-	9,480	-	10,473	13,092	13,877	-	1,925	-	-	4,726	159,557
Besarick, Scott	101,590	1,350	-	5,861	-	10,159	12,699	13,461	-	1,925	-	-	-	147,044
Carpenter, William	104,734	950	10,473	9,824	-	10,473	13,092	13,877	-	1,925	-	-	4,726	170,074
Cruikshank, Edward	104,734	1,250	-	6,042	-	10,473	13,092	13,877	-	1,925	-	-	4,726	156,120
David, Stanley	126,325	1,350	-	11,434	-	12,633	15,791	16,738	-	1,925	-	-	11,402	197,597
Delvalle, Ruben	104,734	950	10,473	9,824	-	10,473	13,092	13,877	-	1,925	-	-	-	165,348
Diliddo, Robert	117,512	1,350	11,751	11,022	-	11,751	14,689	15,570	-	1,925	-	-	10,606	196,177
Ellis, Kenneth	104,734	950	10,473	9,824	-	10,473	13,092	13,877	-	1,925	-	-	-	165,348
Graham, Matthew	104,734	950	10,473	9,824	-	10,473	13,092	13,877	-	1,925	-	-	4,726	170,074
Kalp, Andrew	114,841	1,350	-	10,395	-	11,484	14,355	15,216	-	1,925	-	-	4,690	174,256
Lobo, Jose	104,734	1,250	-	9,480	-	10,473	13,092	13,877	-	1,925	-	-	-	154,831
MacIntosh Daniel	104,734	1,250	12,568	9,892	-	10,473	13,092	13,877	-	1,925	-	-	-	167,812
McDermott, Christopher	117,512	1,350	-	10,636	-	11,751	14,689	15,570	-	1,925	-	-	10,124	183,558
O'Brien-Hilliard, Kristen	117,512	1,350	14,101	11,099	-	11,751	14,689	15,570	-	1,925	-	-	9,256	197,254
Pierce Jr., Steven B.	104,734	950	12,568	9,892	-	10,473	13,092	13,877	-	1,925	-	-	-	167,512
Rees, Adam	104,734	950	12,568	9,892	-	10,473	13,092	13,877	-	1,925	-	-	-	167,512
Scanlon, Michael	114,841	1,350	-	6,625	-	11,484	14,355	15,216	-	1,925	-	-	4,690	170,487
Schaaf, Michael G	92,650	1,350	11,118	8,751	-	9,265	11,581	12,276	-	1,925	-	-	4,014	152,930
Skinner, Michael	104,734	1,250	-	9,480	-	10,473	13,092	13,877	-	1,925	-	-	4,726	159,557
Stafford, William	104,734	950	10,473	9,824	-	10,473	13,092	13,877	-	1,925	-	-	4,726	170,074
Stanton, Timothy	126,325	1,350	-	11,434	-	12,633	15,791	16,738	-	1,925	-	-	11,484	197,679
Sullivan, Jason F	117,512	1,350	11,751	11,022	-	11,751	14,689	15,570	-	1,925	-	-	-	185,571
VACANT SGT1 (Khoury)	126,325	1,350	-	11,434	-	12,633	15,791	16,738	-	1,925	-	-	-	186,195
VACANT SGT2 (Lofstrom)	126,325	1,350	-	11,434	-	12,633	15,791	16,738	-	1,925	-	-	-	186,195
SUB-TOTAL SUPERVISORS	5,546,386	52,550	198,802	431,139	-	531,555	664,443	704,310	-	80,850	-	-	224,968	8,435,003

Personal Services

	BASE	LONG.	NIGHT	HOL.	EDUC.	WKEND	FIREARM	HAZARD	CLOTH.	DEFIB	STIPEND	CLRCL	BUY BACK	TOTAL
FUNDED BY SCHOOL DEPARTMENT														
Maker, Bryan	150,330	1,350	-	8,673	-	15,033	18,791	19,919	-	1,925	-	-	-	216,021
Livingston, Michael	114,841	950	-	6,625	-	11,484	14,355	15,216	-	1,925	-	-	5,081	170,478
Paid by School Dept	265,171	2,300	-	15,298	-	26,517	33,146	35,135	-	3,850	-	-	5,081	386,499
TOTAL SUPERVISORS	5,546,386	52,550	198,802	431,139	-	531,555	664,443	704,310	-	80,850	-	-	224,968	8,435,003
PATROL OFFICERS (160)														
Abdelnour, Edward D	103,936	1,350	-	9,408	-	10,394	12,992	13,772	-	3,000	-	-	-	154,851
Ackerson, Samantha	52,884	-	-	4,787	-	5,288	6,610	7,007	-	3,000	-	-	-	79,576
Alfaro, Louie	57,625	-	5,763	5,405	-	5,763	7,203	7,635	-	3,000	-	-	-	92,393
Almeida, George	104,742	1,350	10,474	9,824	-	10,474	13,093	13,878	-	3,000	-	-	9,268	176,104
Alves, Alexander	57,625	-	-	5,216	-	5,763	7,203	7,635	-	3,000	-	-	-	86,442
Alves, Kessy	87,365	-	10,484	8,252	-	8,737	10,921	11,576	-	3,000	-	-	-	140,334
Alves, Luis	93,353	480	11,202	8,817	-	9,335	11,669	12,369	-	3,000	-	-	-	150,226
Alves, Wilson	80,645	-	9,677	7,617	-	8,064	10,081	10,685	-	3,000	-	-	-	129,770
Anderson-Pierce, Nychole	93,353	950	-	5,386	-	9,335	11,669	12,369	-	3,000	-	-	-	136,063
Anderson, Darvin	104,742	1,350	10,474	9,824	-	10,474	13,093	13,878	-	3,000	-	-	9,268	176,104
Andrade, Adilson	87,365	-	10,484	8,252	-	8,737	10,921	11,576	-	3,000	-	-	-	140,334
Asack, Michael	93,353	480	11,202	8,817	-	9,335	11,669	12,369	-	3,000	-	-	-	150,226
Atwood, Robert	93,353	480	11,202	8,817	-	9,335	11,669	12,369	-	3,000	-	-	4,205	154,431
Barros, Ana	52,884	-	-	4,787	-	5,288	6,610	7,007	-	3,000	-	-	-	79,576
Bell, Ernest S	112,598	1,350	-	10,192	-	11,260	14,075	14,919	-	3,000	-	-	9,058	176,451
Benoit, Spencer	57,625	-	5,763	5,405	-	5,763	7,203	7,635	-	3,000	-	-	-	92,393
Benvie, Daniel	80,645	480	8,064	7,564	-	8,064	10,081	10,685	-	3,000	-	-	-	128,584
Bunker, Michael	93,353	1,250	9,335	8,756	-	9,335	11,669	12,369	-	3,000	-	-	4,130	153,198
Burke, Eric	86,172	950	-	7,800	-	8,617	10,772	11,418	-	3,000	-	-	-	128,728
Burrell, Alexander	93,353	750	11,202	8,817	-	9,335	11,669	12,369	-	3,000	-	-	4,205	154,701
Cantone, Shane	112,598	1,250	-	6,496	-	11,260	14,075	14,919	-	3,000	-	-	9,058	172,656
Carde, Samuel	112,598	1,350	-	10,192	-	11,260	14,075	14,919	-	3,000	-	-	9,058	176,451
Cesarini, Michael J	112,598	1,350	-	6,496	-	11,260	14,075	14,919	-	3,000	-	-	-	163,698
Cirino, Santiago	107,480	1,350	-	9,728	-	10,748	13,435	14,241	-	3,000	-	-	4,036	164,018
Clark, Eric J	112,598	1,350	-	10,192	-	11,260	14,075	14,919	-	3,000	-	-	9,058	176,451
Colon, Richard	93,353	750	-	8,450	-	9,335	11,669	12,369	-	3,000	-	-	-	138,926
Congdon, Jacqueline	104,742	1,350	12,569	6,043	-	10,474	13,093	13,878	-	3,000	-	-	-	165,149
Coulanges, Franck	86,172	480	8,617	8,082	-	8,617	10,772	11,418	-	3,000	-	-	-	137,158
Cronshaw, James	86,172	950	8,617	8,082	-	8,617	10,772	11,418	-	3,000	-	-	3,495	141,123
Cummings, Erin	112,598	1,350	-	6,496	-	11,260	14,075	14,919	-	3,000	-	-	-	163,698
Czarnowski, Francis J	112,598	1,350	-	10,192	-	11,260	14,075	14,919	-	3,000	-	-	-	167,393
Dagrada, Olegario	87,365	480	8,737	8,194	-	8,737	10,921	11,576	-	3,000	-	-	-	139,009
Darosa, Denzil	93,353	480	11,202	8,817	-	9,335	11,669	12,369	-	3,000	-	-	-	150,226
DaSilva, Kathy	112,598	1,350	-	6,496	-	11,260	14,075	14,919	-	3,000	-	-	9,058	172,756
Deandrade, Diana	93,353	480	11,202	8,817	-	9,335	11,669	12,369	-	3,000	-	-	-	150,226
Deiullis, Christopher	93,353	750	-	8,450	-	9,335	11,669	12,369	-	3,000	-	-	-	138,926
Delaney, Thomas	86,172	480	10,341	8,139	-	8,617	10,772	11,418	-	3,000	-	-	-	138,938
Depina, Licinio	93,353	750	-	8,450	-	9,335	11,669	12,369	-	3,000	-	-	-	138,926
Depina, Manuel	71,810	480	7,181	6,735	-	7,181	8,976	9,515	-	3,000	-	-	-	114,879
Devin, Caroline	93,353	480	9,335	8,756	-	9,335	11,669	12,369	-	3,000	-	-	-	148,298
Devine, William	93,353	1,250	9,335	8,756	-	9,335	11,669	12,369	-	3,000	-	-	4,130	153,198
Donahue, Brian	102,362	1,350	-	9,265	-	10,236	12,795	13,563	-	3,000	-	-	4,036	156,607
Donahue, Timothy R	112,598	1,250	-	10,192	-	11,260	14,075	14,919	-	3,000	-	-	9,058	176,351
Donato, James	86,172	480	8,617	8,082	-	8,617	10,772	11,418	-	3,000	-	-	-	137,158
Duhamel, Mark	93,353	480	9,335	8,756	-	9,335	11,669	12,369	-	3,000	-	-	3,812	152,110
Edmond, Nathalie	93,353	480	9,335	8,756	-	9,335	11,669	12,369	-	3,000	-	-	-	148,298
Egan, Kenneth	93,353	750	-	8,450	-	9,335	11,669	12,369	-	3,000	-	-	3,755	142,681
Elnitsky, Caitlin	57,625	-	-	5,216	-	5,763	7,203	7,635	-	3,000	-	-	-	86,442
Farrell, Matthew	93,353	480	9,335	8,756	-	9,335	11,669	12,369	-	3,000	-	-	-	148,298

DEPARTMENT: Police

Personal Services

	BASE	LONG.	NIGHT	HOL.	EDUC.	WKEND	FIREARM	HAZARD	CLOTH.	DEFIB	STIPEND	CLRCL	BUY BACK	TOTAL
Ferebee, Lindsey	93,353	750	11,202	8,817	-	9,335	11,669	12,369	-	3,000	-	-	-	150,496
Fernandes, Julio	52,884	-	-	4,787	-	5,288	6,610	7,007	-	3,000	-	-	-	79,576
Fernandes, Vandy	74,897	-	8,988	7,074	-	7,490	9,362	9,924	-	3,000	-	-	-	120,734
Fils, Anthony	93,353	480	9,335	8,756	-	9,335	11,669	12,369	-	3,000	-	-	-	148,298
Fonseca, Drew	71,810	480	7,181	6,735	-	7,181	8,976	9,515	-	3,000	-	-	-	114,879
Fonseca, Sandy	86,172	480	10,341	8,139	-	8,617	10,772	11,418	-	3,000	-	-	-	138,938
Fontes, Elisa	93,353	950	-	8,450	-	9,335	11,669	12,369	-	3,000	-	-	-	139,126
Ford, Jason	112,598	1,250	-	10,192	-	11,260	14,075	14,919	-	3,000	-	-	4,036	171,329
Fratus, Michael	93,353	480	11,202	8,817	-	9,335	11,669	12,369	-	3,000	-	-	-	150,226
Giardini, Anthony	107,480	950	-	9,728	-	10,748	13,435	14,241	-	3,000	-	-	3,726	163,308
Gobbi, Joseph	80,645	-	9,677	7,617	-	8,064	10,081	10,685	-	3,000	-	-	-	129,770
Gomes, Michael	87,365	-	8,737	8,194	-	8,737	10,921	11,576	-	3,000	-	-	-	138,529
Gomes, Orlanda	74,913	-	7,491	7,026	-	7,491	9,364	9,926	-	3,000	-	-	-	119,211
Goncalves, Miriam	52,884	-	-	4,787	-	5,288	6,610	7,007	-	3,000	-	-	-	79,576
Graf, Leonard	86,172	480	8,617	8,082	-	8,617	10,772	11,418	-	3,000	-	-	-	137,158
Grayson, Robert	71,810	950	-	6,500	-	7,181	8,976	9,515	-	3,000	-	-	-	107,932
Hill, Christopher	112,598	1,350	-	6,496	-	11,260	14,075	14,919	-	3,000	-	-	4,036	167,734
Hill, Julie	93,353	950	-	8,450	-	9,335	11,669	12,369	-	3,000	-	-	-	139,126
Hiltz, Michael	69,150	-	6,915	6,486	-	6,915	8,644	9,162	-	3,000	-	-	-	110,272
Horan, Andrew	93,353	480	11,202	8,817	-	9,335	11,669	12,369	-	3,000	-	-	-	150,226
Hyland, Thomas	76,119	1,250	7,612	7,140	-	7,612	9,515	10,086	-	3,000	-	-	-	122,332
Jarrett, Charles	93,353	950	-	8,450	-	9,335	11,669	12,369	-	3,000	-	-	-	139,126
Jenkins, Shawn	86,172	480	10,341	8,139	-	8,617	10,772	11,418	-	3,000	-	-	-	138,938
Kerr, Christopher P	82,582	1,250	8,258	7,746	-	8,258	10,323	10,942	-	3,000	-	-	-	132,358
Kirby, Brian P	92,656	1,350	11,119	8,752	-	9,266	11,582	12,277	-	3,000	-	-	8,566	158,567
Landry, Scott	82,582	1,250	-	7,475	-	8,258	10,323	10,942	-	3,000	-	-	-	123,829
Lingo, Adrian	81,138	-	9,737	7,664	-	8,114	10,142	10,751	-	3,000	-	-	-	130,545
Lopes, Salissa	93,353	480	9,335	8,756	-	9,335	11,669	12,369	-	3,000	-	-	-	148,298
Lopez, Francisco	86,172	1,250	8,617	8,082	-	8,617	10,772	11,418	-	3,000	-	-	4,098	142,026
Louis, Denzayah	80,645	-	9,677	7,617	-	8,064	10,081	10,685	-	3,000	-	-	-	129,770
Louis, Enid	102,362	1,350	-	5,905	-	10,236	12,795	13,563	-	3,000	-	-	-	149,211
Luu, David	71,810	480	7,181	6,735	-	7,181	8,976	9,515	-	3,000	-	-	-	114,879
MacMillan, Donald H Jr	112,598	1,350	-	10,192	-	11,260	14,075	14,919	-	3,000	-	-	4,529	171,922
Martins, Thaymara	52,884	-	-	4,787	-	5,288	6,610	7,007	-	3,000	-	-	-	79,576
Maurath, Joshua	71,810	750	-	6,500	-	7,181	8,976	9,515	-	3,000	-	-	-	107,732
Mcsween, Tsiane	87,365	-	10,484	8,252	-	8,737	10,921	11,576	-	3,000	-	-	-	140,334
Mercurio, Gary R Jr	102,362	1,350	-	5,905	-	10,236	12,795	13,563	-	3,000	-	-	-	149,211
Micciche, Michael	93,353	480	-	8,450	-	9,335	11,669	12,369	-	3,000	-	-	-	138,656
Miller, Dana	93,353	750	11,202	8,817	-	9,335	11,669	12,369	-	3,000	-	-	4,130	154,626
Minnock, Michael	93,353	950	-	8,450	-	9,335	11,669	12,369	-	3,000	-	-	-	139,126
Miranda, Joe	93,353	480	9,335	8,756	-	9,335	11,669	12,369	-	3,000	-	-	-	148,298
Monteiro, Jason	77,286	-	9,274	7,300	-	7,729	9,661	10,240	-	3,000	-	-	-	124,489
Monteiro, Jodi	80,645	-	8,064	7,564	-	8,064	10,081	10,685	-	3,000	-	-	-	128,104
Montrond, David	93,353	950	9,335	8,756	-	9,335	11,669	12,369	-	3,000	-	-	-	148,768
Moreira, Junior	52,884	-	-	4,787	-	5,288	6,610	7,007	-	3,000	-	-	-	79,576
Murphy, Matthew	93,353	750	-	8,450	-	9,335	11,669	12,369	-	3,000	-	-	-	138,926
Newcomb, Edward	93,353	480	11,202	8,817	-	9,335	11,669	12,369	-	3,000	-	-	-	150,226
Norman, Michael	95,220	1,350	9,522	8,931	-	9,522	11,903	12,617	-	3,000	-	-	-	152,064
Norton, Matthew	61,083	-	6,108	5,729	-	6,108	7,635	8,093	-	3,000	-	-	-	97,757
Nunes, Domingos	71,810	950	8,617	6,783	-	7,181	8,976	9,515	-	3,000	-	-	-	116,832
O'Donnell, Shannon	93,353	480	9,335	8,756	-	9,335	11,669	12,369	-	3,000	-	-	-	148,298
Offley, Benjamin	74,913	-	7,491	7,026	-	7,491	9,364	9,926	-	3,000	-	-	-	119,211
Otero, Miguel	71,810	480	7,181	6,735	-	7,181	8,976	9,515	-	3,000	-	-	-	114,879
Parker, James	82,582	750	-	7,475	-	8,258	10,323	10,942	-	3,000	-	-	-	123,329
Parrett, Raymond L	103,936	1,350	-	9,408	-	10,394	12,992	13,772	-	3,000	-	-	-	154,851
Paul, Nazaire	104,742	1,350	10,474	9,824	-	10,474	13,093	13,878	-	3,000	-	-	-	166,836

Personal Services

	BASE	LONG.	NIGHT	HOL.	EDUC.	WKEND	FIREARM	HAZARD	CLOTH.	DEFIB	STIPEND	CLRCL	BUY BACK	TOTAL
Pedro, Lucas	93,353	750	9,335	8,756	-	9,335	11,669	12,369	-	3,000	-	-	4,130	152,698
Pereira, Edmar	87,365	480	8,737	8,194	-	8,737	10,921	11,576	-	3,000	-	-	-	139,009
Perez, Christopher D	104,742	1,350	-	9,481	-	10,474	13,093	13,878	-	3,000	-	-	-	156,018
Perry, David	80,645	-	9,677	7,617	-	8,064	10,081	10,685	-	3,000	-	-	-	129,770
Phanor, Joseph	57,625	-	5,763	5,405	-	5,763	7,203	7,635	-	3,000	-	-	-	92,393
Pina, Stephanie	52,884	-	-	4,787	-	5,288	6,610	7,007	-	3,000	-	-	-	79,576
Pina, Stephen T	80,571	1,350	8,057	7,557	-	8,057	10,071	10,676	-	3,000	-	-	-	129,339
Plonquet, Vero	87,365	480	10,484	8,252	-	8,737	10,921	11,576	-	3,000	-	-	-	140,814
Polynice, Jennifer	93,353	950	-	8,450	-	9,335	11,669	12,369	-	3,000	-	-	-	139,126
Quirk, Ryan	93,353	480	9,335	8,756	-	9,335	11,669	12,369	-	3,000	-	-	4,130	152,428
Reidy, Michael	66,269	-	6,627	6,216	-	6,627	8,284	8,781	-	3,000	-	-	-	105,802
Remy, Pierre	93,353	480	9,335	8,756	-	9,335	11,669	12,369	-	3,000	-	-	-	148,298
Robinson, Sylverson H	92,290	1,350	9,229	8,656	-	9,229	11,536	12,228	-	3,000	-	-	-	147,519
Rodrigues, Jose G.	93,353	480	11,202	8,817	-	9,335	11,669	12,369	-	3,000	-	-	-	150,226
Rodrigues, Jose M.	82,582	480	-	7,475	-	8,258	10,323	10,942	-	3,000	-	-	-	123,059
Rodrigues, Larissa	69,150	-	6,915	6,486	-	6,915	8,644	9,162	-	3,000	-	-	-	110,272
Royster, Callie H. Jr	99,606	1,350	-	9,016	-	9,961	12,451	13,198	-	3,000	-	-	-	148,580
Salamone, Andrea	100,355	1,350	-	9,083	-	10,035	12,544	13,297	-	3,000	-	-	-	149,665
Salamone, Derek	93,353	1,250	-	5,386	-	9,335	11,669	12,369	-	3,000	-	-	4,036	140,399
Santos, David F	112,598	1,350	-	10,192	-	11,260	14,075	14,919	-	3,000	-	-	-	167,393
Schifone, Nicholas	62,414	-	7,490	5,895	-	6,241	7,802	8,270	-	3,000	-	-	-	101,112
Scibetta, Stephen C	86,172	1,250	-	7,800	-	8,617	10,772	11,418	-	3,000	-	-	-	129,028
Semedo, Ivandro	93,353	480	11,202	8,817	-	9,335	11,669	12,369	-	3,000	-	-	-	150,226
Sequeira, Marcos	71,236	480	8,548	6,728	-	7,124	8,905	9,439	-	3,000	-	-	-	115,460
Silva, Delcio	81,138	-	9,737	7,664	-	8,114	10,142	10,751	-	3,000	-	-	-	130,545
Sonnal, Jerry	67,204	480	6,720	6,303	-	6,720	8,400	8,905	-	3,000	-	-	-	107,733
Sousa, Antonio	81,138	-	9,737	7,664	-	8,114	10,142	10,751	-	3,000	-	-	-	130,545
Spillane, Peter F	99,212	1,250	-	8,980	-	9,921	12,402	13,146	-	3,000	-	-	-	147,910
Sturdevant, John P	112,598	1,350	-	10,192	-	11,260	14,075	14,919	-	3,000	-	-	7,981	175,374
Tejeda, Franklin	93,353	480	9,335	8,756	-	9,335	11,669	12,369	-	3,000	-	-	-	148,298
Vargas, Efrain	112,598	1,350	-	10,192	-	11,260	14,075	14,919	-	3,000	-	-	-	167,393
Vazquez-Browne, Minerva	107,480	1,350	-	9,728	-	10,748	13,435	14,241	-	3,000	-	-	-	159,982
Velez, Kenniel	87,365	-	10,484	8,252	-	8,737	10,921	11,576	-	3,000	-	-	-	140,334
Vellios, William	112,598	1,250	-	6,496	-	11,260	14,075	14,919	-	3,000	-	-	4,036	167,634
Willis, William	104,742	1,350	10,474	9,824	-	10,474	13,093	13,878	-	3,000	-	-	-	166,836
Vacant #1 Randolph	50,193	-	-	4,543	-	5,019	6,274	6,651	-	3,000	-	-	-	75,679
Vacant #2 Cunningham	50,193	-	-	4,543	-	5,019	6,274	6,651	-	3,000	-	-	-	75,679
Vacant #3 Cabral	50,193	-	-	4,543	-	5,019	6,274	6,651	-	3,000	-	-	-	75,679
Vacant #4 Leedberg	50,193	-	-	4,543	-	5,019	6,274	6,651	-	3,000	-	-	-	75,679
Vacant #5 Bowen	50,193	-	-	4,543	-	5,019	6,274	6,651	-	3,000	-	-	-	75,679
Vacant #6 Correia	50,193	-	-	4,543	-	5,019	6,274	6,651	-	3,000	-	-	-	75,679
Vacant #7 Lee	50,193	-	-	4,543	-	5,019	6,274	6,651	-	3,000	-	-	-	75,679
Vacant #8 Callahan	50,193	-	-	4,543	-	5,019	6,274	6,651	-	3,000	-	-	-	75,679
Vacant #9 Robinson	50,193	-	-	4,543	-	5,019	6,274	6,651	-	3,000	-	-	-	75,679
Vacant #10 Jouthe	50,193	-	-	4,543	-	5,019	6,274	6,651	-	3,000	-	-	-	75,679
Vacant #11 Otis	50,193	-	-	4,543	-	5,019	6,274	6,651	-	3,000	-	-	-	75,679
Vacant #12 Fortes	50,193	-	-	4,543	-	5,019	6,274	6,651	-	3,000	-	-	-	75,679
Vacant #13 Joseph	50,193	-	-	4,543	-	5,019	6,274	6,651	-	3,000	-	-	-	75,679
Vacant #14 Barbosa	50,193	-	-	4,543	-	5,019	6,274	6,651	-	3,000	-	-	-	75,679
Vacant #15 Moreno	50,193	-	-	4,543	-	5,019	6,274	6,651	-	3,000	-	-	-	75,679
Vacant #16 J Cummings	50,193	-	-	4,543	-	5,019	6,274	6,651	-	3,000	-	-	-	75,679
Vacant #17 Slattery	50,193	-	-	4,543	-	5,019	6,274	6,651	-	3,000	-	-	-	75,679
Vacant #18 Leary	50,193	-	-	4,543	-	5,019	6,274	6,651	-	3,000	-	-	-	75,679
Vacant #19 T Monteiro	50,193	-	-	4,543	-	5,019	6,274	6,651	-	3,000	-	-	-	75,679
Vacant #20 Cole	50,193	-	-	4,543	-	5,019	6,274	6,651	-	3,000	-	-	-	75,679

DEPARTMENT: Police

Personal Services

	BASE	LONG.	NIGHT	HOL.	EDUC.	WKEND	FIREARM	HAZARD	CLOTH.	DEFIB	STIPEND	CLRCL	BUY BACK	TOTAL
TOTAL PATROL	13,382,509	96,470	767,904	1,197,621	-	1,338,251	1,672,814	1,773,182	-	480,000	-	-	166,122	20,874,874
TOTAL POLICE OFFICERS	18,928,895	149,020	966,707	1,628,760	-	1,869,806	2,337,257	2,477,492	-	560,850	60,000	-	391,090	29,309,877
CIVILIAN PERSONNEL														
EMERGENCY TELEPHONE DISPATCHERS (B- II): 15														
Bosch, Christine	61,808	1,350	-	3,550	3,708	1,941	-	-	2,000	-	1,000	-	-	75,358
Burke, Jessica	61,808	750	9,045	3,550	3,708	1,941	-	-	2,000	-	-	-	-	82,802
Celia, Robert	61,808	1,350	-	3,550	4,327	1,941	-	-	2,000	-	-	-	-	74,976
Jean-Pierre, Nicole	61,808	1,250	9,045	3,550	3,708	1,941	-	-	2,000	-	1,000	-	-	84,302
Jordan, Darrelyn	61,808	1,350	-	3,550	4,945	1,941	-	-	2,000	-	-	-	-	75,594
Leite, Melanie	61,808	480	9,045	3,550	5,563	1,941	-	-	2,000	-	1,000	-	-	85,387
Vellios, Patrick F	61,808	1,250	9,045	3,550	3,708	1,941	-	-	2,000	-	-	-	-	83,302
Depina, Vera	52,804	-	7,727	3,033	3,168	1,941	-	-	2,000	-	1,000	-	-	71,673
Merlo, Jose	50,403	-	7,376	2,895	3,024	1,941	-	-	2,000	-	1,000	-	-	68,639
Herring, Brittany	48,002	-	7,024	2,757	2,880	1,941	-	-	2,000	-	-	-	-	64,605
Williams, Lindsay	48,002	-	7,024	2,757	2,880	1,941	-	-	2,000	-	-	-	-	64,605
Vacant #1 (O.Gomes)	45,601	-	6,673	2,619	2,736	1,941	-	-	2,000	-	-	-	-	61,570
Vacant #2 (Meus)	45,601	-	6,673	2,619	2,736	1,941	-	-	2,000	-	-	-	-	61,570
Vacant #3 (Heywood)	45,601	-	6,673	2,619	2,736	1,941	-	-	2,000	-	-	-	-	61,570
Vacant #4 (Vilme)	45,601	-	6,673	2,619	2,736	1,941	-	-	2,000	-	-	-	-	61,570
SUB-TOTAL ETD	814,271	7,780	92,021	46,768	52,565	29,120	-	-	30,000	-	5,000	-	-	1,077,525
Paid by PSAP Grant	300,000	-	-	-	-	-	-	-	-	-	-	-	-	300,000
TOTAL ETD	514,271	7,780	92,021	46,768	52,565	29,120	-	-	30,000	-	5,000	-	-	777,525
SENIOR ADMINISTRATIVE COORDINATOR (Grade-II)														
Casarez, Nicole	87,263	950	-	-	6,981	-	-	-	-	-	-	2,000	-	97,194
GRANT COORDINATOR (Grade-II)														
Lopes, Lugenia	71,398	-	-	-	6,426	-	-	-	-	-	-	2,000	-	79,824
CRIME ANALYST														
Thompson, Hillary	104,127	480	-	-	9,371	-	-	-	-	-	-	2,000	-	115,978
DIRECTOR OF COMMUNICATIONS AND COMMUNITY OUTREACH (1124)														
Duarte, Darren	111,657	480	-	-	3,200	-	-	-	-	-	4,800	-	-	120,137
CLERICAL: 6														
Moodie-Bryant, Janet (AA-II)	61,221	1,350	-	-	-	-	-	-	-	-	1,500	2,500	-	66,571
Roberson, Stephanie (AA-II)	61,221	1,250	-	-	612	-	-	-	-	-	1,500	2,500	-	67,083
Pires, Elizabete (AA-II)	61,221	480	-	-	-	-	-	-	-	-	-	2,500	-	64,201
Lauriano, Katherine (AA-II)	61,221	480	-	-	-	-	-	-	-	-	-	2,500	-	64,201
Hejduk, Adara (AA-II)	54,475	-	-	-	-	-	-	-	-	-	-	2,500	-	56,975
Verra, Michelle (AA-II)	49,980	-	-	-	-	-	-	-	-	-	-	2,500	-	52,480
CADETS: 6														
Dragonetti, Jon	29,120	-	-	-	-	-	-	-	-	-	-	-	-	29,120
Monteiro, Maldine	29,120	-	-	-	-	-	-	-	-	-	-	-	-	29,120
Razza, Nathan	29,120	-	-	-	-	-	-	-	-	-	-	-	-	29,120
Vacant #1 (Depina)	29,120	-	-	-	-	-	-	-	-	-	-	-	-	29,120
Vacant #2 (M.Williams)	29,120	-	-	-	-	-	-	-	-	-	-	-	-	29,120
Vacant #3 (J.Williams)	29,120	-	-	-	-	-	-	-	-	-	-	-	-	29,120
TOTAL OTHERS	898,504	5,470	-	-	26,591	-	-	-	-	-	7,800	21,000	-	959,364
TOTAL CIVILIAN PERSONNEL	1,412,775	13,250	92,021	46,768	79,155	29,120	-	-	30,000	-	12,800	21,000	-	1,736,890
DEPARTMENT TOTALS (FOR 52 WEEKS)	20,341,670	162,270	1,058,728	1,675,529	79,155	1,898,926	2,337,257	2,477,492	30,000	560,850	72,800	21,000	391,090	31,046,767

* Clerks grandfathered at old step

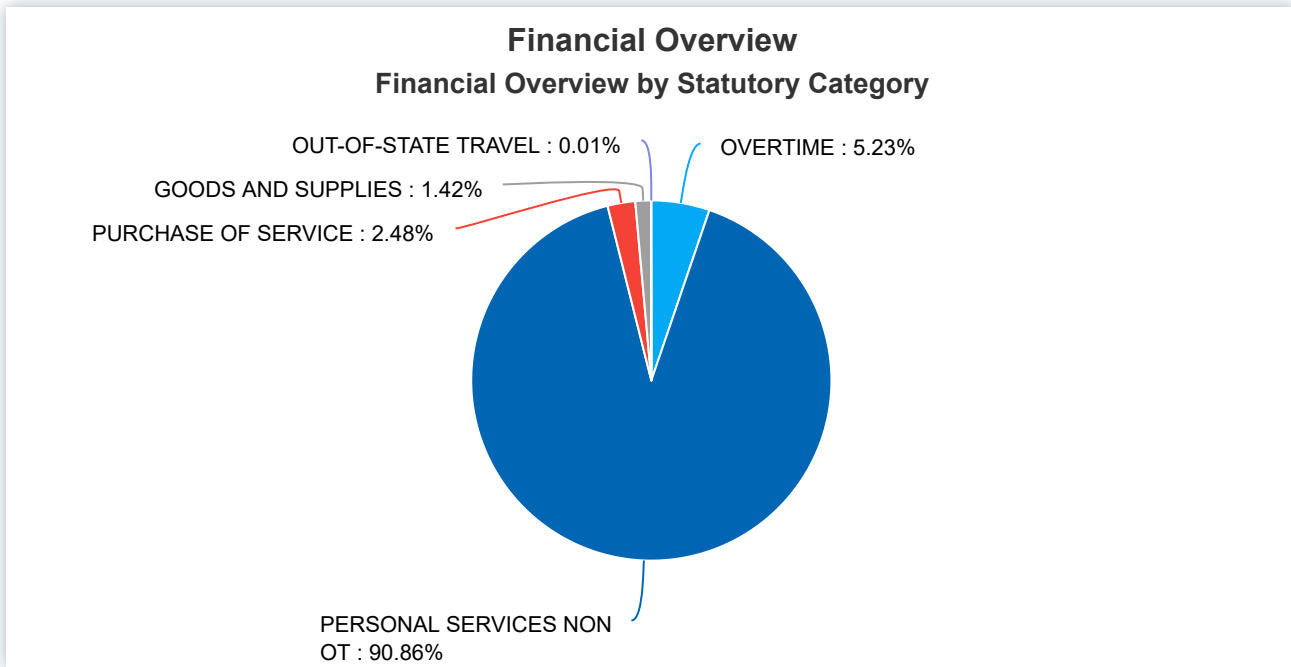
STIPEND*: Officers eligible for bilingual stipend has yet to be determined. 60 officers is an estimate.

DEPARTMENT: Police

Personal Services Summary

CLERICAL INCENTIVE	21,000
COURT	538,976
DEFIBRILLATOR	560,850
EDUCATIONAL INCENTIVE	79,460
FIREARMS	2,246,255
FULL-TIME SALARIES	19,219,986
HAZARDOUS DUTY	2,387,031
HOLIDAY	1,581,980
LONGEVITY	162,270
OUT OF GRADE	24,500
POLLS	125,000
SEPARATION COSTS	742,756
SHIFT DIFFERENTIAL	1,062,804
SICK LEAVE BUY BACK	391,090
STIPEND	72,800
UNIFORM CLOTHING ALLOWANCE	30,000
UNUSED SICK LEAVE	
BONUS	152,595
WEEKEND DIFFERENTIAL	1,906,236
Total	31,305,589

DEPARTMENT: Police



Financial Overview Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
GENERAL FUND				
OVERTIME	\$ 975,045	\$ 1,900,841	\$ 1,800,841	(5.3%)
PERSONAL SERVICES NON OT	27,049,270.85	28,296,947.40	31,305,589.00	10.6%
PURCHASE OF SERVICE	679,335.76	883,355.00	855,459.00	(3.2%)
GOODS AND SUPPLIES	357,321.34	518,029.00	488,167.00	(5.8%)
OUT-OF-STATE TRAVEL	12.00	5,000.00	3,000.00	(40.0%)
TOTAL GENERAL FUND:	\$29,060,985.08	\$31,604,172.53	\$34,453,056.00	9.0%

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
EXPENDITURES				
PUBLIC SAFETY				
POLICE				
OVERTIME				
OVERTIME	\$ 975,045.13	\$ 1,900,841.13	\$ 1,800,841.00	(5.3%)
TOTAL OVERTIME:	\$ 975,045.13	\$ 1,900,841.13	\$ 1,800,841.00	(5.3%)
PERSONAL SERVICES NON OT				
FULL-TIME SALARIES	\$17,536,227.68	\$ 17,428,208.40	\$ 19,219,986.00	10.3%
STIPEND	5,720.35	9,900.00	72,800.00	635.4%
POLLS	115,472.21	115,000.00	125,000.00	8.7%
CLERICAL INCENTIVE	12,500.00	21,000.00	21,000.00	-%
LONGEVITY	160,880.00	166,880.00	162,270.00	(2.8%)
SHIFT DIFFERENTIAL	785,757.41	910,979.00	1,062,804.00	16.7%
HOLIDAY	1,176,545.60	1,232,119.00	1,581,980.00	28.4%
EDUCATIONAL INCENTIVE	53,182.76	72,391.00	79,460.00	9.8%
WEEKEND DIFFERENTIAL	1,572,009.66	1,758,078.00	1,906,236.00	8.4%
FIREARMS	1,933,060.51	2,161,197.00	2,246,255.00	3.9%
OUT OF GRADE	23,689.91	24,500.00	24,500.00	-%
COURT	314,014.03	538,576.00	538,976.00	0.1%
HAZARDOUS DUTY	2,043,881.22	2,290,869.00	2,387,031.00	4.2%
SEPARATION COSTS	474,188.97	597,517.00	742,756.00	24.3%
DEFIBRILLATOR	343,026.26	390,775.00	560,850.00	43.5%
UNUSED SICK LEAVE BONUS	60,867.18	152,595.00	152,595.00	-%
UNIFORM CLOTHING ALLOWANCE	20,176.98	30,000.00	30,000.00	-%
SICK LEAVE BUY BACK	418,070.12	396,363.00	391,090.00	(1.3%)
	\$			
TOTAL PERSONAL SERVICES NON OT:	27,049,270.85	\$28,296,947.40	\$31,305,589.00	10.6%
PURCHASE OF SERVICE				
ELECTRICITY	\$ 3,888.34	\$ 22,045.00	\$ -	(100.0%)
ENERGY (GAS-OIL-DIESEL)	79,995.01	51,000.00	51,000.00	-%
SEWER & WATER CHARGES	7,372.30	8,955.00	7,500.00	(16.2%)
BUILDING/GROUNDS REPAIR/MAINT	31,314.85	32,299.00	32,299.00	-%
VEHICLE REPAIR/MAINTENANCE	295,637.09	250,225.00	250,225.00	-%
DEPART EQUIP REPAIR/MAINT	52,203.66	85,982.00	85,982.00	-%
DATA PROCESS EQUIP REP/MAINT	94,870.37	102,578.00	102,578.00	-%
DEPARTMENTAL EQUIP RENT/LEASE	69,704.85	100,982.00	100,982.00	-%
SECURITY/FIRE CONTROL	1,655.75	1,634.00	1,634.00	-%
CUSTODIAL SERVICES	60,000.20	60,298.00	60,298.00	-%
MEDICAL	17,250.00	14,894.00	14,894.00	-%
OTHER CONTRACT SERVICES	(56,605.35)	128,900.00	128,900.00	-%
ADVERTISING	572.18	791.00	791.00	-%
EXTERMINATING & PEST CONTROL	1,212.00	876.00	876.00	-%
PRINTING	10,098.94	9,896.00	7,500.00	(24.2%)

DEPARTMENT: Police

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
VETERINARY SERVICES	10,165.57	12,000.00	10,000.00	(16.7%)
TOTAL PURCHASE OF SERVICE:	\$ 679,335.76	\$ 883,355.00	\$ 855,459.00	(3.2%)
GOODS AND SUPPLIES				
COPY MACHINE SUPPLIES	\$ 18,707.41	\$ 25,967.00	\$ -	(100.0%)
REFERENCE MATERIALS	1,073.23	1,169.00	1,169.00	-%
OFFICE SUNDRIES/SUPPLIES	5,622.22	5,712.00	5,712.00	-%
DATA PROCESS SOFTWARE & SUPP	18,871.99	25,732.00	25,732.00	-%
BUILDING SUPPLIES	212.18	403.00	403.00	-%
ELECTRICAL SUPPLIES	806.88	989.00	989.00	-%
TOOLS & HARDWARE SUPPLY	-	225.00	225.00	-%
JANITORIAL SUPPLIES	-	765.00	765.00	-%
TIRES	23,205.97	20,992.00	20,992.00	-%
PARTS/ACCESSORIES/LUBE	282.01	495.00	495.00	-%
FOOD PURCHASE	5,666.00	13,395.00	10,000.00	(25.3%)
MEDICAL SUPPLIES/DRUGS	350.00	350.00	350.00	-%
PURCHASE OF CLOTHING	53,604.12	65,400.00	65,400.00	-%
POLICE SUPPLIES	45,967.20	45,000.00	45,000.00	-%
CANINE FOOD & SUPPLIES	2,905.20	14,400.00	14,400.00	-%
IN-STATE TRAVEL	290.32	2,500.00	2,000.00	(20.0%)
REG/MEMBERSHIPS/SUBSCRIPTIONS	5,297.58	2,739.00	2,739.00	-%
TUITION & TRAINING	56,052.22	53,000.00	53,000.00	-%
SUPPRESSION OF CRIME	8,000.00	25,994.00	25,994.00	-%
DEPARTMENT EQUIPMENT	99,581.02	177,812.00	177,812.00	-%
DATA PROCESSING EQUIPMENT	10,825.79	34,990.00	34,990.00	-%
TOTAL GOODS AND SUPPLIES:	\$ 357,321.34	\$ 518,029.00	\$ 488,167.00	(5.8%)
OUT-OF-STATE TRAVEL				
OUT OF STATE TRAVEL	\$ 12.00	\$ 5,000.00	\$ 3,000.00	(40.0%)
TOTAL OUT-OF-STATE TRAVEL:	\$ 12.00	\$ 5,000.00	\$ 3,000.00	(40.0%)
	\$			
TOTAL POLICE:	29,060,985.08	\$31,604,172.53	\$34,453,056.00	9.0%
	\$			
TOTAL PUBLIC SAFETY:	29,060,985.08	\$31,604,172.53	\$34,453,056.00	9.0%
	\$			
TOTAL EXPENDITURES:	29,060,985.08	\$31,604,172.53	\$34,453,056.00	9.0%

DEPARTMENT: Procurement

Procurement

Michael Morris
Chief Procurement Officer



Mission

The mission of the Department 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 and local ordinances for the City of Brockton. In addition, the Procurement Department will focus on remaining updated with the ever-changing procurement laws and provide customer friendly service.

Services

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

FY254 Accomplishments

- Long-Term Hotel Services for Housing Patients for the Board of Health.
- HVAC Maintenance Software, Support and Service.
- (9) Various On Call Trade bids for Maintenance at City Buildings (Painting, Flooring, Plumbing, etc.)
- Landscaping Services & Maintenance at Various City Buildings
- Roofing Services at Various City Buildings
- Grave Liners for Caskets
- DPW Utilities-copper tubing, crushed run gravel, ductile, cast iron, and steel fittings, lead-free brass fittings, flowable fill, fire hydrants, etc.)
- DPW Salt Contracts-Treated and Solar Salt
- (7) New Snow Plows for DPW to support winter plowing efforts
- Weather Intelligence Platform- Predict the Business Impact of Weather
- Sludge Removal, Transportation, And Final Disposal Services
- Service Maintenance, Programming, Support, Peripheral, Supplies, And Ballot Printing for All Image-Cast Vote
- Insurance Consultant Services
- Lease Agreement for City Hall Annex **(ARPA)**
- City Hall Envelope Repairs **(ARPA)**
- Improvements to Various Parks **(ARPA)**
- Improvements to The Hillstrom Farm Park **(ARPA)**

DEPARTMENT: Procurement

- New Budget Book Software, Services, And Support for Finance Dept.
- Software and Hardware Updates for The Mobile Planetarium for Public Library
- Parking Access & Revenue Control System at Adams & Mayor Bill Carpenter Parking Garages
- Construction of A Concrete Island at Mayor Bill Carpenter Parking Garage
- **Clubhouse Window Renovations at The DW Field Golf Course **(REPLACEMENT RESERVE)**
- Hotel Market and Feasibility Study
- New Roof Corcoran Building Site
- Brownfields Cleanup of The Corcoran Building Site, First Phase Asbestos Abatement & Temporary Roof Shoring
- Cloud-Based Scheduling and Police Detail Tracking System Subscription
- Firearms/Rifles to Be Used for Law Enforcement Purposes
- Consortium Office Supply Contract (SERSG)
- Consortium Paper Contract (SERSG)
- Cosgrove Pool Upgrade (ARPA)
- Online Bill Payment Processing

Organized FY24 Contracts (July 1, 2023 to Present). During the first two quarters of FY24, the Procurement Department put together and processed over 115 solicitations, including contracts, grants, and extensions.

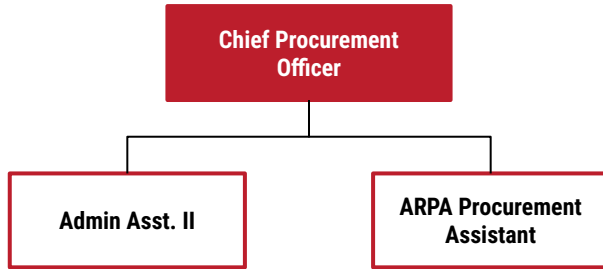
Objectives

Objective	Status	City Goal
1. Increase awareness of the procurement laws and procedures a. Update Procurement Charts on the City of Brockton website b. Consult with other departments on the proper use of laws and procedures	Ongoing FY25	2
2. Cross train procurement staff a. Collaborate with the Team on strategies to perform all functions of the department b. Continue to take advantage of free and fee based Procurement Classes	Ongoing FY25	2
3. Collaborate with Law Department staff to streamline the City of Brockton contract, appendices and contract routing process a. Assist in creating a new standardized contract template that incorporates legal protections for the City b. Update and revise contract appendices for vendors to complete part of the contract process	Ongoing FY25	3
4. Providing continuing support for the completion of ARPA projects a. Work with ARPA OPM and designers to complete all of the Federal ARPA funded projects.	Ongoing FY25	1

Performance Measures

Obj.	Performance Measures	FY23 Actuals	FY24 Projected	FY25 Target
	Procurement Laws & Procedures	80%	85%	90%
	Training	80%	82%	85%
	Contracts	0%	80%	90%
	Arpa Projects (Federal Funds)	10.00%	80.00%	100.00%

Organizational Chart



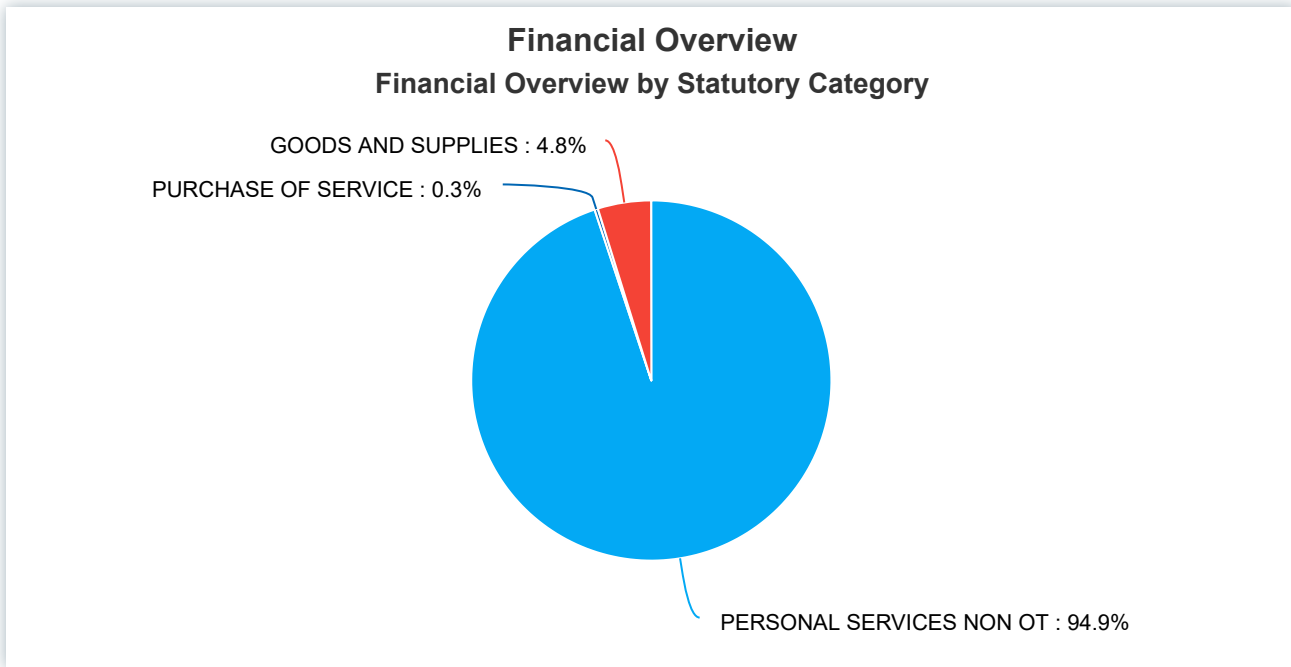
Personal Services

Title	Name	Start Date	Longevity	Salary	Ed. Incent.
Director of Procurement	Michael Morris	2/20/1996	1,350	119,037	3,700
Admin. Assistant II	Leandro DaRosa	1/16/2023		54,475	
Total			1,350	173,512	3,700

Personal Services Summary

CLERICAL INCENTIVE	2,500
EDUCATIONAL INCENTIVE	3,700
FULL-TIME SALARIES	173,512
HOLIDAY	427
LONGEVITY	1,350
STIPEND	3,300
Total	184,789

DEPARTMENT: Procurement



Financial Overview Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
GENERAL FUND				
PERSONAL SERVICES NON OT	\$ 168,439.04	\$ 202,241.81	\$ 184,789.00	(8.6%)
PURCHASE OF SERVICE	291.90	525.00	525.00	-%
GOODS AND SUPPLIES	7,736.86	10,700.00	9,450.00	(11.7%)
TOTAL GENERAL FUND:	\$ 176,467.80	\$ 213,466.81	\$ 194,764.00	(8.8%)

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
EXPENDITURES				
GENERAL GOVERNMENT				
PROCUREMENT				
PERSONAL SERVICES NON OT				
FULL-TIME SALARIES	\$ 157,431.23	\$ 170,964.81	\$ 173,512.00	1.5%
PART-TIME SALARIES	-	20,000.00	-	(100.0%)
STIPEND	3,249.12	3,300.00	3,300.00	-%
CLERICAL INCENTIVE	2,500.00	2,500.00	2,500.00	-%
LONGEVITY	1,350.00	1,350.00	1,350.00	-%
HOLIDAY	-	427.00	427.00	-%
EDUCATIONAL INCENTIVE	3,908.69	3,700.00	3,700.00	-%
TOTAL PERSONAL SERVICES NON OT:	\$ 168,439.04	\$ 202,241.81	\$ 184,789.00	(8.6%)
PURCHASE OF SERVICE				
OFFICE EQUIP REPAIR/MAINT	\$ 291.90	\$ 350.00	\$ 350.00	-%
PRINTING	-	175.00	175.00	-%
TOTAL PURCHASE OF SERVICE:	\$ 291.90	\$ 525.00	\$ 525.00	-%
GOODS AND SUPPLIES				
OFFICE SUNDRIES/SUPPLIES	\$ 191.33	\$ 500.00	\$ 500.00	-%
IN STATE TRAVEL	431.46	1,000.00	750.00	(25.0%)
REG/MEMBERSHIPS/SUBSCRIPTIONS	5,984.60	7,000.00	6,000.00	(14.3%)
TUITION & TRAINING	1,000.00	1,000.00	1,000.00	-%
DEPARTMENT EQUIPMENT	129.47	1,200.00	1,200.00	-%
TOTAL GOODS AND SUPPLIES:	\$ 7,736.86	\$ 10,700.00	\$ 9,450.00	(11.7%)
TOTAL PROCUREMENT:	\$ 176,467.80	\$ 213,466.81	\$ 194,764.00	(8.8%)
TOTAL GENERAL GOVERNMENT:	\$ 176,467.80	\$ 213,466.81	\$ 194,764.00	(8.8%)
TOTAL EXPENDITURES:	\$ 176,467.80	\$ 213,466.81	\$ 194,764.00	(8.8%)

Public Property

James Plouffe
Superintendent of Buildings



Mission

To protect the health, safety, and welfare of the inhabitants of Brockton through inspections and enforcement of building codes, sanitary codes and city ordinances.

To protect the health, safety and welfare of the employees of the city through sanitation, maintenance and improvements of city buildings.

To protect the general public through enforcement of consumer protections, ensuring weights and measures are correct.

Services

- Customer Assistance in applying for permits
- Paperless online services
 - Viewing permits
 - Applying for permits
 - Checking for information
- Sanitary inspections of apartments
- Restaurant inspections
- Construction permits online
- Public engagement online for complaints
- Response to building emergencies
- Code enforcement
- Maintain public buildings
 - Custodial
 - Minor construction
 - Wiring
 - HVAC
 - Plumbing
- Maintain Stadium and Conference Center
- Keeper of Records
- Regulating body of building, wiring, plumbing and sanitary codes
- Inspect scales, gas stations, oil trucks, pharmacy scales, and price verification at grocery stores
- Manage the Zoning Board of Appeals

Accomplishments

- Combined Board of Health Inspectors and Weights and Measures with Building, Wiring, and Plumbing Inspectors into one larger Inspectional Services Department.

DEPARTMENT: Public Property

- Automated Board of Health permitting and incorporated them into the Building, Wiring and Plumbing permit system.
- Eliminated the intake of cash from all Board of Health permits.
- Stepped up health and ordinance enforcement.
- Established training for health inspectors.
- Became members of the Massachusetts Health Officers Association.
- Executive and Health staff became FoodSafe certified.
- Began tobacco enforcement on a local level.
- Began tracking inspections online.
 - Visible by the general public.
- Continue efforts to digitize and make all records searchable online.
- Began tracking violations on our permit software and allowed the inspections to be visible online by the general public.
- Worked with the City Council on several new ordinances and other ordinance changes
- Hired a 3rd electrical inspector.
- Weights and Measures: 448 Scale Inspections, 1,272 gas meter inspections, 120 Oil truck inspections, 15 Taxi Meters, 140 Price verification inspections.
- Weights and Measures brought in \$120k in fees and civil penalties from January to December 2023.
- Roughly 351 total Nuisance cases. Of those 351 cases, around 117 citations have been issued, totaling approximately \$38,200.
- There have been around 22 total tobacco violations totaling \$36,000.
- Roughly 475 COFs have been issued to various residential units around the City.
- 76 Rental Unit Registrations have been made.
- Around 25 cases have been referred to the legal department for legal actions since September 2023.

War Memorial



DEPARTMENT: Public Property

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).

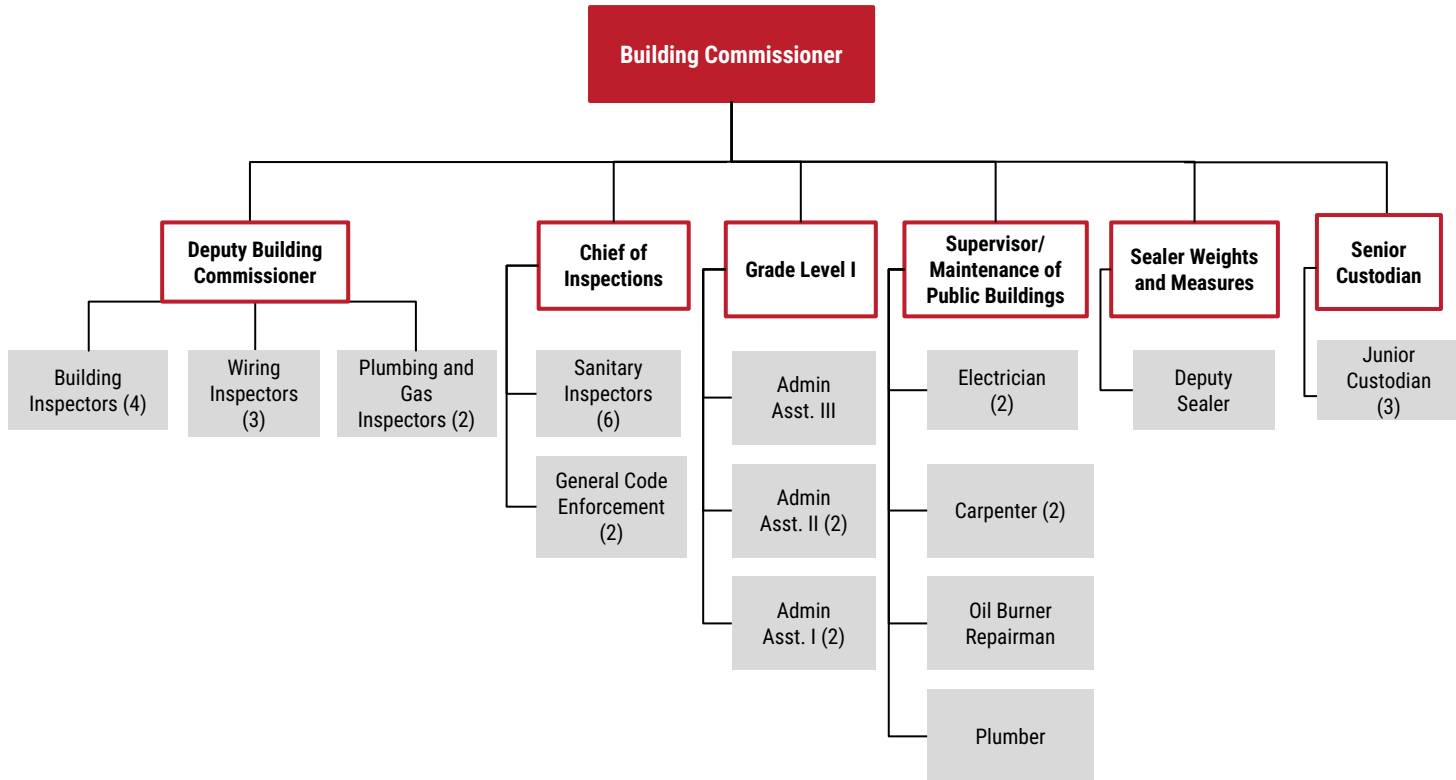
Objectives

Objective	Status	City Goal
1. Increase the efficiency of department operations through the use of technology.	Ongoing FY25	3
2. Increase safety within city hall by use of technology, signage, lighting and ambassadors.	Ongoing FY25	2
3. Improve the interior and exterior environment of City buildings through renovations and enhancements.	Ongoing FY25	2
4. Establish semi-annual safety drills and training for city hall employees.	Ongoing FY25	2

Performance Measures

Obj.	Performance Measures	FY23 Actuals	FY24 Projected	FY25 Target
2,3	Electrical Permits	2739	2699	2699
2,3	Gas Hot Water Permits	120	93	93
2,3	Gas Permits	494	395	395
2,3	Plumbing Permits	652	570	570
2,3	Sign Permits	148	92	92

Organizational Chart



Personal Services

Title	Name	Start Date	Longevity	Salary	Ed. Incent.
Jr. Building Custodian	Daniel Martin	9/7/2021		54,974	
Jr. Building Custodian	Hugo Amado	9/11/2018	480	56,618	
Senior Building Custodian	Brian Matta	7/22/2002	1,250	65,124	
Carpenter	Derek Harkins	4/27/2015	480	82,697	
Carpenter	Shawn Lewis	10/2/2023		79,006	
Electrician	Andre Parenteau	5/8/2023		79,006	
Electrician	Adriano Alves	3/23/2020		82,697	
Oil Burner Repairman	Earl Nocon	4/13/2015	480	86,441	
Plumber	Daniel Healy	1/31/2011	750	86,441	
Supervisor of Building and Maintenance of Public Buildings/ Electrician	James Burgess	1/2/2007	1,350	101,154	
Local Building Inspector (100% Vac & Aban.)					
Admin. Asst. I (100% Vacant & Aban.)	Elliot Miller	11/29/2022		44,747	
Inspectional Services - Sanitary Inspector	Robert Butler	6/24/1985	1,350	79,938	2,337
Inspectional Services - Ordinance Inspector	Ian Denelle	7/10/2023		51,555	
Inspectional Services - Sanitary Inspector	Anthony Donegan	9/25/2023		71,024	3,551
Local Building Inspector	Mussie Gizaw	6/3/2013	750	82,747	4,137
Inspector of Plumbing and Gas	Alfred Ryan, Jr.	10/15/2018	480	80,337	2,410
Inspector of Plumbing and Gas	Mark Bowie	1/28/2004	1,250	82,747	4,137
Inspector of Wires	Christopher Sheehan	9/3/1996	1,350	82,747	2,482
Inspector of Wires	Edwin Lewando	8/23/2021		80,337	2,410
Inspector of Wires	Chester Anderson	9/18/2023		77,997	
Grade Level 1	April Sferrazza	2/20/1984	1,350	81,387	4,811
Admin Asst. II	Liliana Gavidia	10/31/2022		49,421	
Admin. Asst. III	Monica Fragoso	2/18/2020		58,791	
Admin. Asst. II	Sierra Towne	1/22/2024		47,938	
Admin Asst. I	Vacant				
Jr. Building Custodian	Matilio Fernandes	1/16/2018	480	56,618	
Inspectional Services - Sanitary Inspector	James Doucette	11/18/2019	480	71,024	2,841
Inspectional Services - Ordinance Inspector	Jay Fernandes	9/2/2014	750	61,560	
Inspectional Services - Sanitary Inspector	Monica Garcia	9/5/2023		68,955	3,448
Inspectional Services - Sanitary Inspector	Patrick Lawton	12/29/2014	750	79,938	4,796
Inspectional Services - Sanitary Inspector	Dennis Smith	2/16/2017	480	79,938	2,398
Sealer of Weights & Measures	Kevin Croker	9/4/2001	1,250	93,132	5,588
Deputy Sealer	Corey Quinlan	5/21/2018	750	81,387	4,883
Commissioner of Buildings	James Plouffe	11/3/2020	1,250	161,904	

DEPARTMENT: Public Property

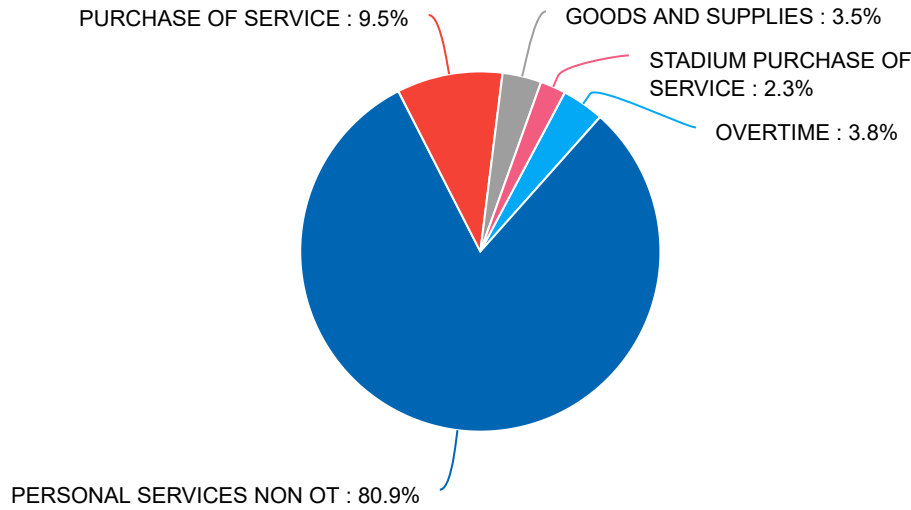
Deputy Commissioner of Buildings	William Forte	8/7/2023		129,515	
Chief of Inspections	George Depina	1/31/2023	480	91,651	
Local Building Inspector	Jeffrey Martin	8/1/2022		80,337	2,410
Local Building Inspector	Frank Gazerro	2/5/2007	950	82,747	2,482
Total			18,940	2,884,577	55,121

Personal Services Summary

ADMIN INCENTIVE	6,000
CLERICAL INCENTIVE	12,500
EDUCATIONAL INCENTIVE	55,122
FULL-TIME SALARIES	2,884,577
HAZARDOUS DUTY	13,000
HOLIDAY	1,000
LONGEVITY	18,940
ON CALL	42,000
OUT OF GRADE	13,000
PART-TIME SALARIES	13,200
SEPARATION COSTS	80,000
SHIFT DIFFERENTIAL	15,000
UNIFORM CLOTHING ALLOWANCE	50,000
UNUSED SICK LEAVE BONUS	6,000
Total	3,210,339

DEPARTMENT: Public Property

Financial Overview Financial Overview by Statutory Category



Financial Overview Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
GENERAL FUND				
OVERTIME	\$ 107,885.93	\$ 172,311.10	\$ 150,000.00	(12.9%)
PERSONAL SERVICES NON OT	1,709,665.98	2,733,264.79	3,210,339.00	17.5%
PURCHASE OF SERVICE	540,533.76	895,428.00	376,350.00	(58.0%)
GOODS AND SUPPLIES	178,991.58	395,356.00	140,600.00	(64.4%)
STADIUM OVERTIME	8,797.48	10,000.00	-	(100.0%)
STADIUM PURCHASE OF SERVICE	104,816.40	95,000.00	92,500.00	(2.6%)
TOTAL GENERAL FUND:	\$ 2,650,691.13	\$ 4,301,359.89	\$ 3,969,789.00	(7.7%)

DEPARTMENT: Public Property

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
EXPENDITURES				
GENERAL GOVERNMENT				
PUBLIC PROPERTY				
OVERTIME				
OVERTIME	\$ 107,885.93	\$ 172,311.10	\$ 150,000.00	(12.9%)
TOTAL OVERTIME:	\$ 107,885.93	\$ 172,311.10	\$ 150,000.00	(12.9%)
PERSONAL SERVICES NON OT				
FULL-TIME SALARIES	\$ 1,557,639.57	\$ 2,528,011.79	\$ 2,884,577.00	14.1%
PART-TIME SALARIES	-	12,000.00	13,200.00	10.0%
CLERICAL INCENTIVE	5,000.00	10,000.00	12,500.00	25.0%
ADMIN INCENTIVE	2,000.00	2,000.00	6,000.00	200.0%
LONGEVITY	11,970.00	14,110.00	18,940.00	34.2%
SHIFT DIFFERENTIAL	7,342.53	15,000.00	15,000.00	-%
HOLIDAY	-	1,000.00	1,000.00	-%
EDUCATIONAL INCENTIVE	21,208.44	19,583.00	55,122.00	181.5%
ON CALL	39,927.82	42,000.00	42,000.00	-%
OUT OF GRADE	4,970.22	13,000.00	13,000.00	-%
HAZARDOUS DUTY	-	9,360.00	13,000.00	38.9%
SEPARATION COSTS	34,307.40	20,000.00	80,000.00	300.0%
UNUSED SICK LEAVE BONUS	-	3,000.00	6,000.00	100.0%
UNIFORM CLOTHING ALLOWANCE	25,300.00	44,200.00	50,000.00	13.1%
TOTAL PERSONAL SERVICES NON OT:	\$ 1,709,665.98	\$ 2,733,264.79	\$ 3,210,339.00	17.5%
PURCHASE OF SERVICE				
ELECTRICITY	\$ 76,373.21	\$ 75,000.00	\$ -	(100.0%)
ENERGY (GAS-OIL-DIESEL)	112,949.21	80,000.00	80,000.00	-%
SEWER & WATER CHARGES	126.85	9,180.00	-	(100.0%)
BUILDING/GROUNDS REPAIR/MAINT	125,101.57	100,000.00	100,000.00	-%
VEHICLE REPAIR/MAINTENANCE	6,914.74	17,846.00	10,000.00	(44.0%)
DEPART EQUIP REPAIR/MAINT	2,977.40	1,350.00	1,350.00	-%
SECURITY/FIRE CONTROL	51,972.09	45,000.00	45,000.00	-%
ELEVATOR REPAIR SERVICE	9,958.50	10,000.00	10,000.00	-%
ROOF REPAIR	3,520.00	9,000.00	5,000.00	(44.4%)
LEGAL	3,296.79	1,500.00	1,500.00	-%
ENGINEERING	16,745.81	10,000.00	10,000.00	-%
OTHER CONTRACT SERVICES	105,652.59	353,740.00	100,000.00	(71.7%)
ADVERTISING	13,773.37	5,000.00	-	(100.0%)
COMMUNICATION SERVICES	1,571.60	5,000.00	1,500.00	(70.0%)
POOL MAINTENANCE	-	85,312.00	-	(100.0%)
POOL OPERATIONS	-	75,000.00	-	(100.0%)
LAUNDRY AND CLEANING	5,663.53	5,500.00	5,500.00	-%
EXTERMINATING & PEST CONTROL	2,501.00	5,000.00	5,000.00	-%
PRINTING	1,435.50	2,000.00	1,500.00	(25.0%)

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
TOTAL PURCHASE OF SERVICE:	\$ 540,533.76	\$ 895,428.00	\$ 376,350.00	(58.0%)
GOODS AND SUPPLIES				
COPY MACHINE SUPPLIES	\$ 3,218.27	\$ 5,250.00	\$ -	(100.0%)
OFFICE SUNDRIES/SUPPLIES	9,393.22	8,877.00	7,000.00	(21.1%)
DATA PROCESS SOFTWARE & SUPP	2,340.00	22,500.00	15,000.00	(33.3%)
BUILDING SUPPLIES	27,871.39	70,429.00	20,000.00	(71.6%)
ELECTRICAL SUPPLIES	7,580.75	36,178.00	5,000.00	(86.2%)
PLUMBING SUPPLIES	22,008.73	31,534.00	15,000.00	(52.4%)
HEATING/AIR CONDITION SUPPLIES	37,370.67	60,000.00	5,000.00	(91.7%)
TOOLS & HARDWARE SUPPLY	3,762.10	2,500.00	1,500.00	(40.0%)
JANITORIAL SUPPLIES	16,469.74	20,000.00	20,000.00	-%
PARTS/ACCESSORIES/LUBE	1,799.59	1,811.00	1,000.00	(44.8%)
PURCHASE OF CLOTHING	745.00	5,000.00	5,000.00	-%
IN-STATE TRAVEL	13,312.33	20,000.00	15,000.00	(25.0%)
REG/MEMBERSHIPS/SUBSCRIPTIONS	1,480.00	4,000.00	4,000.00	-%
TUITION & TRAINING	3,758.79	12,100.00	12,100.00	-%
LICENSE & REGISTRATION	2,344.71	5,000.00	5,000.00	-%
DEPARTMENT EQUIPMENT	25,536.29	90,177.00	10,000.00	(88.9%)
TOTAL GOODS AND SUPPLIES:	\$ 178,991.58	\$ 395,356.00	\$ 140,600.00	(64.4%)
STADIUM OVERTIME				
OVERTIME	\$ 8,797.48	\$ 10,000.00	\$ -	(100.0%)
TOTAL STADIUM OVERTIME:	\$ 8,797.48	\$ 10,000.00	\$ -	(100.0%)
STADIUM PURCHASE OF SERVICE				
BUILDING/GROUNDS REPAIR/MAINT	\$ 68,189.05	\$ 25,000.00	\$ 25,000.00	-%
ELEVATOR REPAIR SERVICE	4,272.00	10,000.00	7,500.00	(25.0%)
OTHER CONTRACT SERVICES	32,355.35	60,000.00	60,000.00	-%
TOTAL STADIUM PURCHASE OF SERVICE:	\$ 104,816.40	\$ 95,000.00	\$ 92,500.00	(2.6%)
TOTAL PUBLIC PROPERTY:	\$ 2,650,691.13	\$ 4,301,359.89	\$ 3,969,789.00	(7.7%)
TOTAL GENERAL GOVERNMENT:	\$ 2,650,691.13	\$ 4,301,359.89	\$ 3,969,789.00	(7.7%)
TOTAL EXPENDITURES:	\$ 2,650,691.13	\$ 4,301,359.89	\$ 3,969,789.00	(7.7%)

Treasurer/Tax Collector

Martin Brophy
Treasurer/Collector



Mission

The Treasurer's office 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

- Receives and deposits all monies collected from all city departments.
- Responsible for the accurate accounting and investment as per Massachusetts General Law.
- Distributes these funds via Accounts Payable and Payroll according to the direction of the City Auditor.
- Maintains daily cashbook reflecting a breakdown of all daily receipts and disbursements.
- Develops and maintains relationships with various financial institutions to maximize earnings and minimize costs, while obtaining the necessary services provided by these financial institutions.
- Reconciles all bank accounts monthly in order to maintain accurate fund balances.
- Acts as a custodian of all other funds, such as trust funds, community grants, various pensions and enterprise accounts.
- Manages the City's Tax Takings in an accurate and timely manner and works with taxpayers to find solutions to delinquent accounts.
- Supervises the foreclosure process with outside counsel through the Land Court.
- Issues all authorized debt for both short and long term borrowings based on City Council Orders.

FY25 Accomplishments

- Helped to try to maintain the City's AA-/Stable rating with S&P and A1 status with Moody's.
- Worked with Hilltop Securities to update the City' financial statement and file the Annual Report for Continuing Disclosure as required by SEC Rule 15c2-12.
- Successfully coordinated a \$4,026,833 Bond Anticipation Note (BAN) borrowing.
- Collected over \$930,000 in tax title principal and interest payments.

Collector's Office

Mission

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

- Mails and collects all Real Estate Taxes, Personal Property, and Boat Excise bills created by the Assessor's Office and committed to the Collector through a warrant.
- Mails and collects all Utility (Water/Sewer/Refuse) bills created by the Department of Public Works and committed to the Collector.
- Mails and collects 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.

DEPARTMENT: Treasurer/Tax Collector

- Appoints a Deputy Collector to assist in the collection of delinquent Motor Vehicle excise and Personal Property tax.
- Produces Municipal Lien Certificates (MLC) upon request. This is a legal document stating what is owed on the property.
- Performs 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.

FY24 Accomplishments

- Received over \$225 million in payments.
- Issued over 1,900 Municipal Lien Certificates.
- Collected 98% of FY 2023 Real and Personal Property taxes.
- Collected 77% of FY 2023 Utility bills.
- Collected 89% of FY 2023 Committed Utility bills.
- Collected 82% of FY 2023 Motor Vehicle Excise taxes.
- Completed FY 2020 Tax Taking.

DEPARTMENT: Treasurer/Tax Collector

Objectives

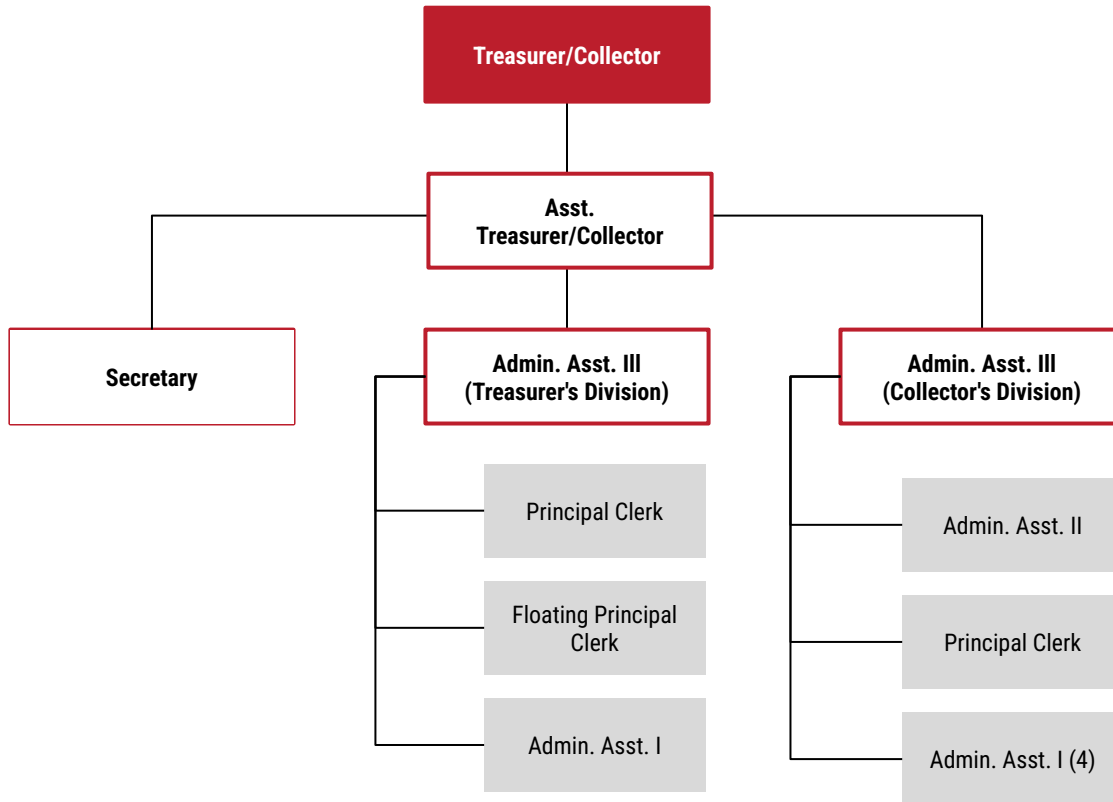
Objectives - Treasurer	Status	City Goal
1. Protect and maximize the city's funds and investments.	Ongoing FY25	2
2. Monitor banks and investment rates to assist in maintaining fiscal stability.	Ongoing FY25	2
3. Continue to work with the Auditors, HR and IT on upgrades to payroll processes.	Ongoing FY25	3
4. Assist the Auditors and IT in transitioning Accounts Payable (AP) and Payroll vendors to direct deposit.	Ongoing FY25	3
Objectives - Collector	Status	City Goal
1. Collection goals of:	Ongoing FY25	2
a. Real and Personal Property taxes - 95%		
b. Water/Sewer/Trash bills - 75%		
c. Committed Water/Sewer/Trash bills - 85%		
d. Motor Vehicle Excise bills - 80%		
2. Commence tax title proceedings at the end of the fiscal year or following spring.	Ongoing FY25	2
3. Continue to save reports electronically to eliminate printed reports.	Ongoing FY25	3

Performance Measures

Obj.	Performance Measures	FY23 Actuals	FY24 Projected	FY25 Target
1	Real and Personal Property taxes collected (%)	98%	95%	95%
1	Water/Sewer/Trash bills collected (%)	77%	75%	75%
1	Committed Water/Sewer/Trash bills collected (%)	89%	85%	85%
1	Motor Vehicle Excise bills collected (%)	82%	80%	80%

DEPARTMENT: Treasurer/Tax Collector

Organizational Chart



DEPARTMENT: Treasurer/Tax Collector

Personal Services

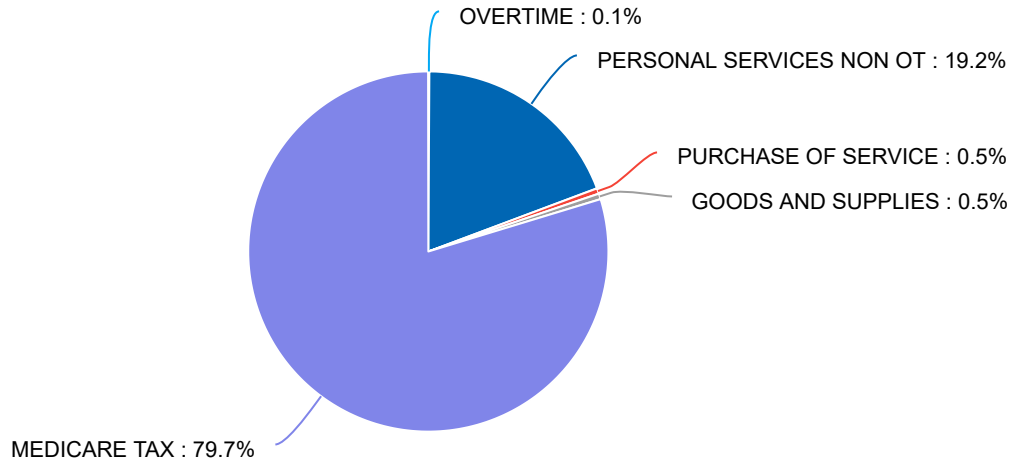
Title	Name	Start Date	Longevity	Salary	Ed. Incent.
COLLECTOR DIVISION					
TREASURER DIVISION					
Total			0	0	0

Personal Services Summary

CLERICAL INCENTIVE	30,000
EDUCATIONAL INCENTIVE	2,256
FULL-TIME SALARIES	948,122
LONGEVITY	9,410
OUT OF GRADE	5,000
STIPEND	3,500
Total	998,288

DEPARTMENT: Treasurer/Tax Collector

Financial Overview Financial Overview by Statutory Category



Financial Overview Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
GENERAL FUND				
OVERTIME	\$ 3,035.85	\$ 5,358.76	\$ 3,000.00	(44.0%)
PERSONAL SERVICES NON OT	876,090.98	1,015,094.27	998,288.00	(1.7%)
PURCHASE OF SERVICE	14,132.90	39,500.00	26,000.00	(34.2%)
GOODS AND SUPPLIES	16,765.90	50,210.00	24,980.00	(50.2%)
MEDICARE TAX	4,243,935.47	4,160,000.00	4,136,253.00	(0.6%)
TOTAL GENERAL FUND:	\$ 5,153,961.10	\$ 5,270,163.03	\$ 5,188,521.00	(1.5%)

DEPARTMENT: Treasurer/Tax Collector

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
EXPENDITURES				
GENERAL GOVERNMENT				
TREASURER-COLLECTOR				
OVERTIME				
OVERTIME	\$ 3,035.85	\$ 5,358.76	\$ 3,000.00	(44.0%)
TOTAL OVERTIME:	\$ 3,035.85	\$ 5,358.76	\$ 3,000.00	(44.0%)
PERSONAL SERVICES NON OT				
FULL-TIME SALARIES	\$ 832,706.14	\$ 965,999.27	\$ 948,122.00	(1.9%)
STIPEND	3,262.50	4,000.00	3,500.00	(12.5%)
CLERICAL INCENTIVE	27,500.00	30,000.00	30,000.00	-%
LONGEVITY	7,920.00	9,410.00	9,410.00	-%
HOLIDAY	-	1,000.00	-	(100.0%)
EDUCATIONAL INCENTIVE	688.00	685.00	2,256.00	229.3%
OUT OF GRADE	4,014.34	4,000.00	5,000.00	25.0%
TOTAL PERSONAL SERVICES NON OT:	\$ 876,090.98	\$ 1,015,094.27	\$ 998,288.00	(1.7%)
PURCHASE OF SERVICE				
DEPART EQUIP REPAIR/MAINT	\$ 1,803.24	\$ 2,000.00	\$ 1,000.00	(50.0%)
DEPARTMENTAL EQUIP RENT/LEASE	4,355.94	4,500.00	4,500.00	-%
SECURITY/FIRE CONTROL	291.00	4,500.00	3,000.00	(33.3%)
BANKING SERVICES	358.00	1,000.00	1,000.00	-%
LEGAL	-	10,000.00	7,500.00	(25.0%)
ADVERTISING	4,980.72	10,000.00	7,500.00	(25.0%)
PRINTING	2,344.00	7,500.00	1,500.00	(80.0%)
TOTAL PURCHASE OF SERVICE:	\$ 14,132.90	\$ 39,500.00	\$ 26,000.00	(34.2%)

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
GOODS AND SUPPLIES				
COPY MACHINE SUPPLIES	\$ -	\$ 500.00	\$ -	(100.0%)
REFERENCE MATERIALS	-	250.00	250.00	-%
OFFICE SUNDRIES/SUPPLIES	13,419.26	14,500.00	8,500.00	(41.4%)
IN-STATE TRAVEL	536.14	600.00	-	(100.0%)
REG/MEMBERSHIPS/SUBSCRIPTIONS	280.00	860.00	280.00	(67.4%)
TUITION & TRAINING	185.95	3,930.00	3,000.00	(23.7%)
BOND INSURANCE	2,075.00	3,800.00	3,000.00	(21.1%)
PETTY CASH	-	1,200.00	1,200.00	-%
REGISTRY OF DEEDS FEES	-	21,070.00	7,950.00	(62.3%)
DEPARTMENT EQUIPMENT	269.55	3,500.00	800.00	(77.1%)
TOTAL GOODS AND SUPPLIES:	\$ 16,765.90	\$ 50,210.00	\$ 24,980.00	(50.2%)
MEDICARE TAX				
MEDICARE TAX	\$ 4,235,162.49	\$ 4,150,000.00	\$ 4,126,253.00	(0.6%)
QUARTERLY WITHHOLDING ADJ	8,772.98	10,000.00	10,000.00	-%
TOTAL MEDICARE TAX:	\$ 4,243,935.47	\$ 4,160,000.00	\$ 4,136,253.00	(0.6%)
TOTAL TREASURER-COLLECTOR:	\$ 5,153,961.10	\$ 5,270,163.03	\$ 5,188,521.00	(1.5%)
TOTAL GENERAL GOVERNMENT:	\$ 5,153,961.10	\$ 5,270,163.03	\$ 5,188,521.00	(1.5%)
TOTAL EXPENDITURES:	\$ 5,153,961.10	\$ 5,270,163.03	\$ 5,188,521.00	(1.5%)

DEPARTMENT: Treasurer's Debt Service & Pension Obligation Bond

Treasurer's Debt Service & Pension Obligation Bond

Financial Overview Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
GENERAL FUND				
DEBT SERVICE	\$ 13,368,275.06	\$ 20,091,579.00	\$ 20,291,370.00	1.0%
TOTAL GENERAL FUND:	\$13,368,275.06	\$20,091,579.00	\$20,291,370.00	1.0%

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
EXPENDITURES				
GENERAL GOVERNMENT				
TREASURER DEBT SERVICE				
DEBT SERVICE				
PRINCIPAL ON LONG-TERM DEBT	\$ 9,226,000.00	\$ 10,165,000.00	\$ 12,705,000.00	25.0%
INTEREST ON LONG-TERM DEBT	3,940,011.67	9,707,442.00	7,053,690.00	(27.3%)
INTEREST SHORT TERM NOTES	199,113.39	144,137.00	457,680.00	217.5%
ISSUANCE COSTS	3,150.00	75,000.00	75,000.00	-%
TOTAL DEBT SERVICE:	\$13,368,275.06	\$20,091,579.00	\$20,291,370.00	1.0%
TOTAL TREASURER DEBT SERVICE:	\$13,368,275.06	\$20,091,579.00	\$20,291,370.00	1.0%
TOTAL GENERAL GOVERNMENT:	\$13,368,275.06	\$20,091,579.00	\$20,291,370.00	1.0%
TOTAL EXPENDITURES:	\$13,368,275.06	\$20,091,579.00	\$20,291,370.00	1.0%

DEPARTMENT: Treasurer's Debt Service & Pension Obligation Bond

Definitions

Principal on Long Term Debt

This allotment covers the cost of principal 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 1, 2022. The EQV is determined every other year by the Massachusetts Department of Revenue. The City's current valuation is \$10,593,077,300, which makes the current debt limit at \$529,653,865.

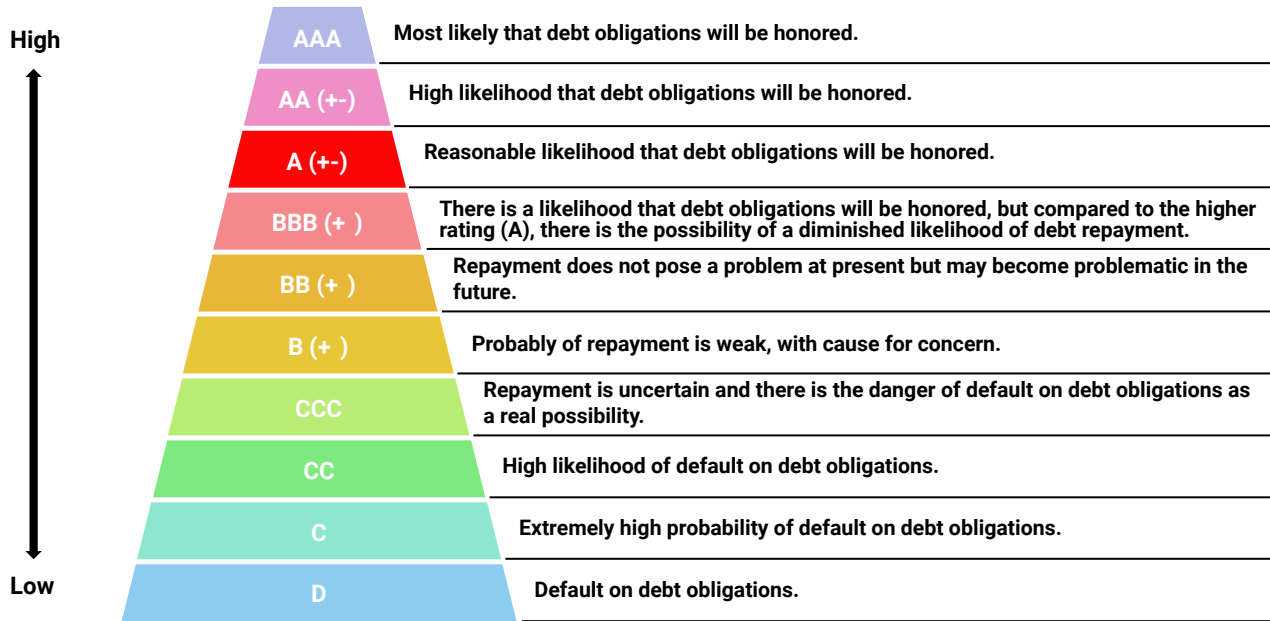
Bond Rating

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 its 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.

Rating Marks for Long-Term Bonds

Definitions



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 for 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.

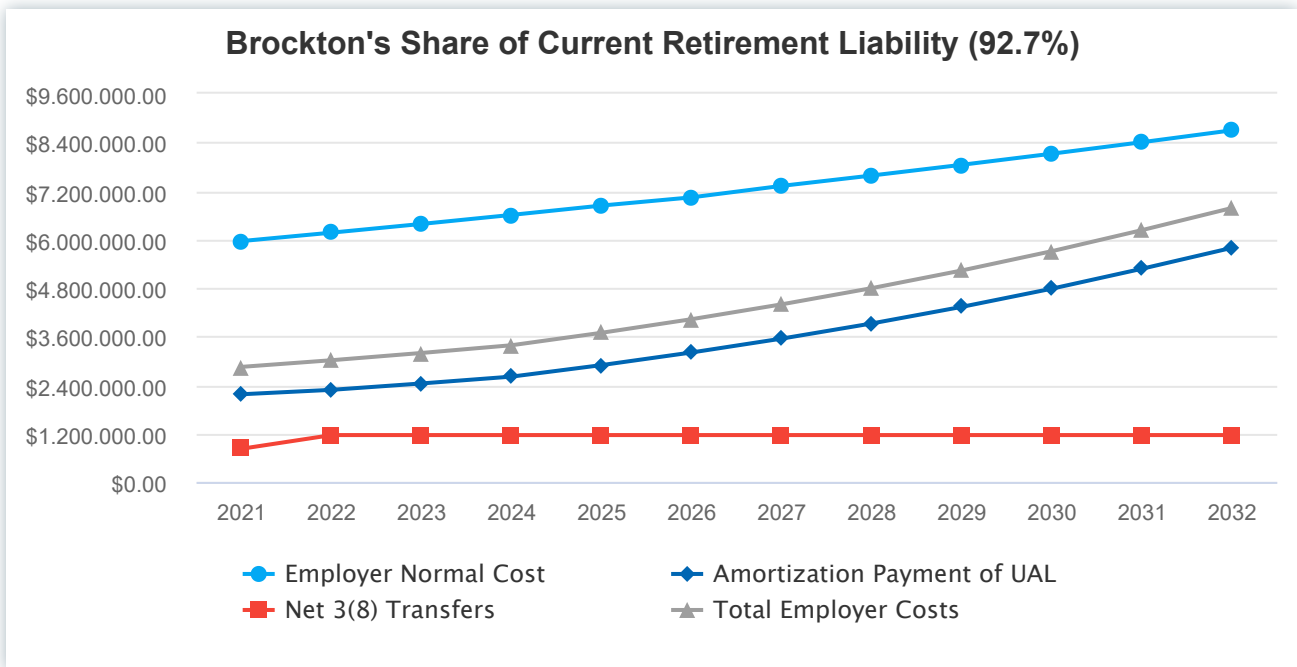
DEPARTMENT: Treasurer's Debt Service & Pension Obligation Bond

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.

DEPARTMENT: Treasurer's Debt Service & Pension Obligation Bond

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 agency responsible for traffic control measures, devices, and regulations in our city. Traffic control measures and devices are such things 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 Traffic Commission meetings to address involved or complex topics.
- Hold Monthly Traffic Commission Subcommittee Reviews in order to investigate and follow-up items and issues raised on the Traffic Commission agenda.
- Implement new traffic control devices and measures (such as a new traffic sign or pavement marking).
- Monitor and maintain current traffic control devices and measures (such as repairing or replacing missing or damaged traffic signs)
- Enforce state and local traffic laws and regulations through the assistance of the Brockton. Police Department's Traffic Unit and other personnel.
- Partner with local, state, and private agencies, such as MassDOT, the Massachusetts State Police, Massachusetts Environmental Police, the Old Colony Planning Council, and CDM Smith Engineering, in order to address traffic concerns.
- Restrict parking on streets when public safety and convenience is concerned.
- Issue resident parking permits for certain restricted parking areas.
- Administer, process, and determine parking ticket payment and appeal hearings.

FY25 Accomplishments

- Continued repairing and replacing traffic signs through the efforts of the DPW's Traffic Maintenance worker.
- Increased traffic enforcement in certain areas.
- Continued to improved traffic control devices and measures, such as maintaining and replacing traffic signals and annual pavement line painting.
- Purchased two new solar-powered digital speed feedback signs.
- Assisted with traffic plans and road closures for special events, such as parades and large-scale wakes and funerals.

Objectives

Objective	Status	City Goal
1. Promote traffic and pedestrian safety in our city. The Traffic Commission will seek to do this through partnerships with the Mayor 's Office, City Council, other city departments, and Brockton citizens.	Ongoing FY25	2
2. Work with the Old Colony Planning Council and our privately-contracted engineering firm to conduct studies and provide guidance and direction to the commission on traffic control measures and issues.	Ongoing FY25	2
3. Implement new traffic control regulations and measures, and continue improving those already in place, such as repairing/replacing damaged/missing traffic signs and pavement markings.	Ongoing FY25	2
4. Enforce traffic and parking laws and regulations specifically in problem areas and generally city -wide.	Ongoing FY25	2

Performance Measures

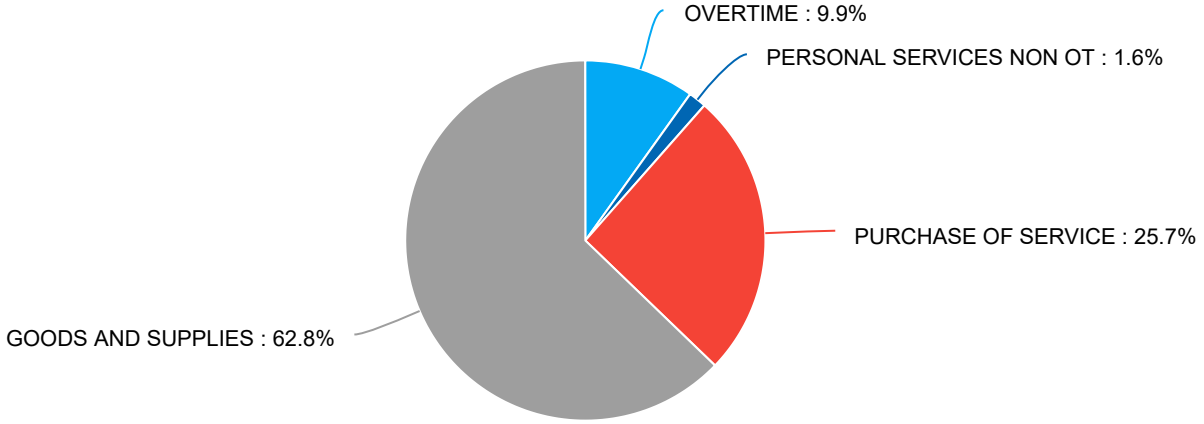
Obj.	Performance Measures	FY23 Actuals	FY24 Projected	FY25 Target
1	Percentage of pavement line painting completed	Unknown	93%	100%
2	Percent of SeeClickFix traffic signs issues addressed/resolved	Unknown	Unknown	100%

Personal Services Summary

PART-TIME SALARIES	8,000
Total	8,000

DEPARTMENT: Traffic Commission

Financial Overview
Financial Overview by Statutory Category



Financial Overview Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
GENERAL FUND				
OVERTIME	\$ 39,173.55	\$ 50,000.00	\$ 50,000.00	-%
PERSONAL SERVICES NON OT	11,200.00	10,000.00	8,000.00	(20.0%)
PURCHASE OF SERVICE	143,975.25	192,296.00	129,822.00	(32.5%)
GOODS AND SUPPLIES	301,679.93	323,180.00	318,000.00	(1.6%)
TOTAL GENERAL FUND:	\$ 496,028.73	\$ 575,476.00	\$ 505,822.00	(12.1%)

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
EXPENDITURES				
PUBLIC SAFETY				
TRAFIC COMMISSION				
OVERTIME				
OVERTIME	\$ 39,173.55	\$ 50,000.00	\$ 50,000.00	-%
TOTAL OVERTIME:	\$ 39,173.55	\$ 50,000.00	\$ 50,000.00	-%
PERSONAL SERVICES NON OT				
PART-TIME SALARIES	\$ 11,200.00	\$ 10,000.00	\$ 8,000.00	(20.0%)
TOTAL PERSONAL SERVICES NON OT:	\$ 11,200.00	\$ 10,000.00	\$ 8,000.00	(20.0%)
PURCHASE OF SERVICE				
VEHICLE REPAIR/MAINTENANCE	\$ -	\$ 451.00	\$ -	(100.0%)
DEPART EQUIP REPAIR/MAINT	-	810.00	-	(100.0%)
DEPARTMENTAL EQUIP RENT/LEASE	-	450.00	-	(100.0%)
ENGINEERING	49,930.00	50,000.00	40,000.00	(20.0%)
PUBLIC SAFETY	87,792.14	123,357.00	75,000.00	(39.2%)
ADVERTISING	1,272.48	5,406.00	3,000.00	(44.5%)
PRINTING	4,980.63	11,822.00	11,822.00	-%
TOTAL PURCHASE OF SERVICE:	\$ 143,975.25	\$ 192,296.00	\$ 129,822.00	(32.5%)
GOODS AND SUPPLIES				
OFFICE SUNDRIES/SUPPLIES	\$ 4,963.57	\$ 5,000.00	\$ 3,000.00	(40.0%)
TRAFFIC LINES & SIGNS ETC.	280,937.36	300,000.00	300,000.00	-%
GUARDRAILS	15,779.00	18,180.00	15,000.00	(17.5%)
TOTAL GOODS AND SUPPLIES:	\$ 301,679.93	\$ 323,180.00	\$ 318,000.00	(1.6%)
TOTAL TRAFIC COMMISSION:	\$ 496,028.73	\$ 575,476.00	\$ 505,822.00	(12.1%)
TOTAL PUBLIC SAFETY:	\$ 496,028.73	\$ 575,476.00	\$ 505,822.00	(12.1%)
TOTAL EXPENDITURES:	\$ 496,028.73	\$ 575,476.00	\$ 505,822.00	(12.1%)

Veterans' Services

Kelly Young
Veterans' Services Officer



Mission

The mission of Veterans' Services is to advocate for veterans and their dependents in obtaining all federal, state, and local benefits. Utilizing inclusion, collaboration, and cooperation to enhance services for our clients, we seek out and develop personal and professional relationships with public and private organizations to refer veterans and their dependents for wrap-around services.

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 including: 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.

FY25 Accomplishments

- Placed the final 4,000 of approximately 7,000 identifying markers on Veterans' graves.
- Orchestrated the acceptance of a Voluntary Donation Fund.
- Distributed an average of \$46,000 monthly in local benefits in the City.
- Brought \$2,387,671 in VA benefits to 1,144 veterans and 102 dependents in the City, an increase of \$300,000 and 100 veterans from FY23.

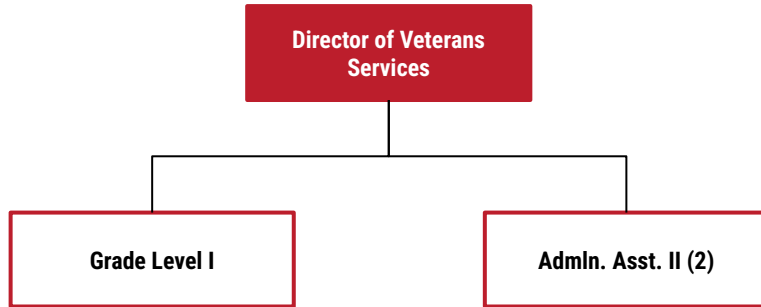
Objectives

Objective	Status	City Goal
1. Secure partnerships with nonprofit agencies to provide food.	Ongoing FY25	2
2. Rehabilitate veterans' monuments, memorials, and parks	Ongoing FY25	2
3. Continue to create partnerships with organizations that will serve Brockton Veterans through housing assistance, employment, and health resources.	Ongoing FY25	2
4. Increase participation in the Veterans' Property Tax work off program.	Ongoing FY25	2
5. Secure funding from the Massachusetts Department of Veterans' Services (DVS) for Ames Cemetery.	Ongoing FY25	2
6. Continue the banner program, which highlights veterans with a connection to the City.	Ongoing FY25	2

Performance Measures

Obj.	Performance Measures	FY23 Actuals	FY24 Projected	FY25 Target
1	Number of banners	24	40	40
3	Property Tax work off participants	4	8	10
6	Veterans' Memorials rehabilitated	N/A	N/A	4
3	Grave markers replaced	3000	4000	N/A

Organizational Chart



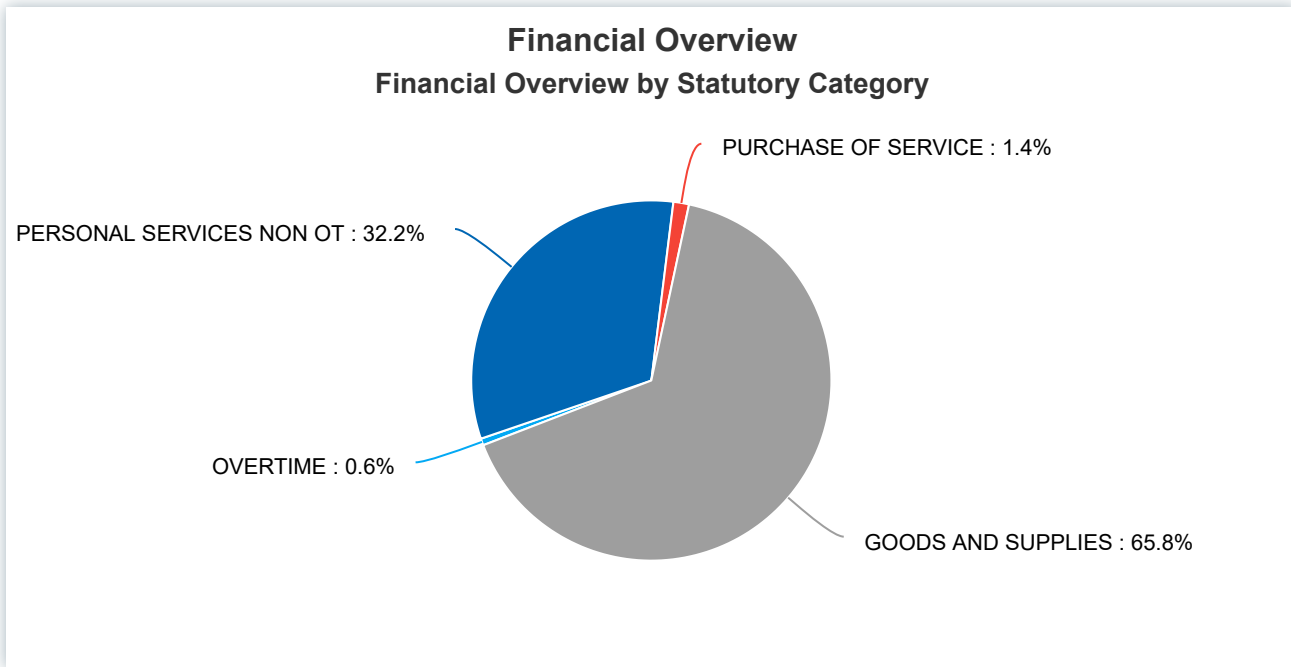
Personal Services

Title	Name	Start Date	Longevity	Salary	Ed. Incent.
Director of Veterans Service/ Agent	Kelly Young	5/9/2022	480	103,555	3,500
Grade Level I	Cecile Gomes	3/2/2020	480	79,016	5,531
Admin. Assistant II	Jerry Allien	10/24/2022		52,228	
Admin. Assistant II	Josue Rojas	11/6/2023		52,228	2,089
Total			960	287,027	11,120

Personal Services Summary

ADMIN INCENTIVE	2,000
CLERICAL INCENTIVE	5,000
EDUCATIONAL INCENTIVE	11,120
FULL-TIME SALARIES	287,027
HOLIDAY	1,095
STIPEND	3,300
UNIFORM CLOTHING ALLOWANCE	1,500
Total	311,042

DEPARTMENT: Veterans' Services



Financial Overview Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
GENERAL FUND				
OVERTIME	\$ 2,086.37	\$ 5,625.09	\$ 5,500.00	(2.2%)
PERSONAL SERVICES NON OT	181,623.77	288,720.44	311,042.00	7.7%
PURCHASE OF SERVICE	6,921.24	15,400.00	13,400.00	(13.0%)
GOODS AND SUPPLIES	554,368.61	688,500.00	636,000.00	(7.6%)
TOTAL GENERAL FUND:	\$ 744,999.99	\$ 998,245.53	\$ 965,942.00	(3.2%)

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
EXPENDITURES				
HUMAN SERVICES				
VETERAN'S COUNCIL				
GOODS AND SUPPLIES				
HUMANISTIC SUPPLIES AND COSTS	\$ 12,857.74	\$ 16,000.00	\$ 16,000.00	-%
TOTAL GOODS AND SUPPLIES:	\$ 12,857.74	\$ 16,000.00	\$ 16,000.00	-%
TOTAL VETERAN'S COUNCIL:	\$ 12,857.74	\$ 16,000.00	\$ 16,000.00	-%
VETERANS' SERVICES				
OVERTIME				
OVERTIME	\$ 2,086.37	\$ 5,625.09	\$ 5,500.00	(2.2%)
TOTAL OVERTIME:	\$ 2,086.37	\$ 5,625.09	\$ 5,500.00	(2.2%)
PERSONAL SERVICES NON OT				
FULL-TIME SALARIES	\$ 170,482.85	\$ 269,362.44	\$ 287,027.00	6.6%
STIPEND	3,312.58	3,300.00	3,300.00	-%
CLERICAL INCENTIVE	2,500.00	5,000.00	5,000.00	-%
ADMIN INCENTIVE	1,500.00	2,000.00	2,000.00	-%
HOLIDAY	1,148.10	1,095.00	1,095.00	-%
EDUCATIONAL INCENTIVE	2,680.24	6,463.00	11,120.00	72.1%
UNIFORM CLOTHING ALLOWANCE	-	1,500.00	1,500.00	-%
TOTAL PERSONAL SERVICES NON OT:	\$ 181,623.77	\$ 288,720.44	\$ 311,042.00	7.7%
PURCHASE OF SERVICE				
DEPARTMENTAL EQUIP RENT/LEASE	\$ 1,296.48	\$ 3,000.00	\$ 2,000.00	(33.3%)
AMBULANCE	-	400.00	400.00	-%
ADVERTISING	115.00	2,000.00	1,000.00	(50.0%)
OTHER SERVICES	5,509.76	10,000.00	10,000.00	-%
TOTAL PURCHASE OF SERVICE:	\$ 6,921.24	15,400.00	13,400.00	(13.0%)
GOODS AND SUPPLIES				
OFFICE SUNDRIES/SUPPLIES	\$ 2,261.95	\$ 2,500.00	\$ 2,000.00	(20.0%)
IN-STATE TRAVEL	2,295.90	3,000.00	1,500.00	(50.0%)
REG/MEMBERSHIPS/SUBSCRIPTIONS	2,863.48	4,000.00	2,500.00	(37.5%)
TUITION & TRAINING	-	3,000.00	1,000.00	(66.7%)
VETERANS GRAVE CARE	23,685.00	10,000.00	10,000.00	-%
VETERANS MEDICAL ATTENTION	1,111.00	32,000.00	-	(100.0%)
MEDICINES	-	15,000.00	-	(100.0%)
VETERANS CASH BENEFITS	506,275.49	600,000.00	600,000.00	-%
DEPARTMENT EQUIPMENT	3,018.05	3,000.00	3,000.00	-%
TOTAL GOODS AND SUPPLIES:	\$ 541,510.87	\$ 672,500.00	\$ 620,000.00	(7.8%)
TOTAL VETERANS' SERVICES:	\$ 732,142.25	\$ 982,245.53	\$ 949,942.00	(3.3%)
TOTAL HUMAN SERVICES:	\$ 744,999.99	\$ 998,245.53	\$ 965,942.00	(3.2%)
TOTAL EXPENDITURES:	\$ 744,999.99	\$ 998,245.53	\$ 965,942.00	(3.2%)

DEPARTMENT: Education (Southeastern Regional)

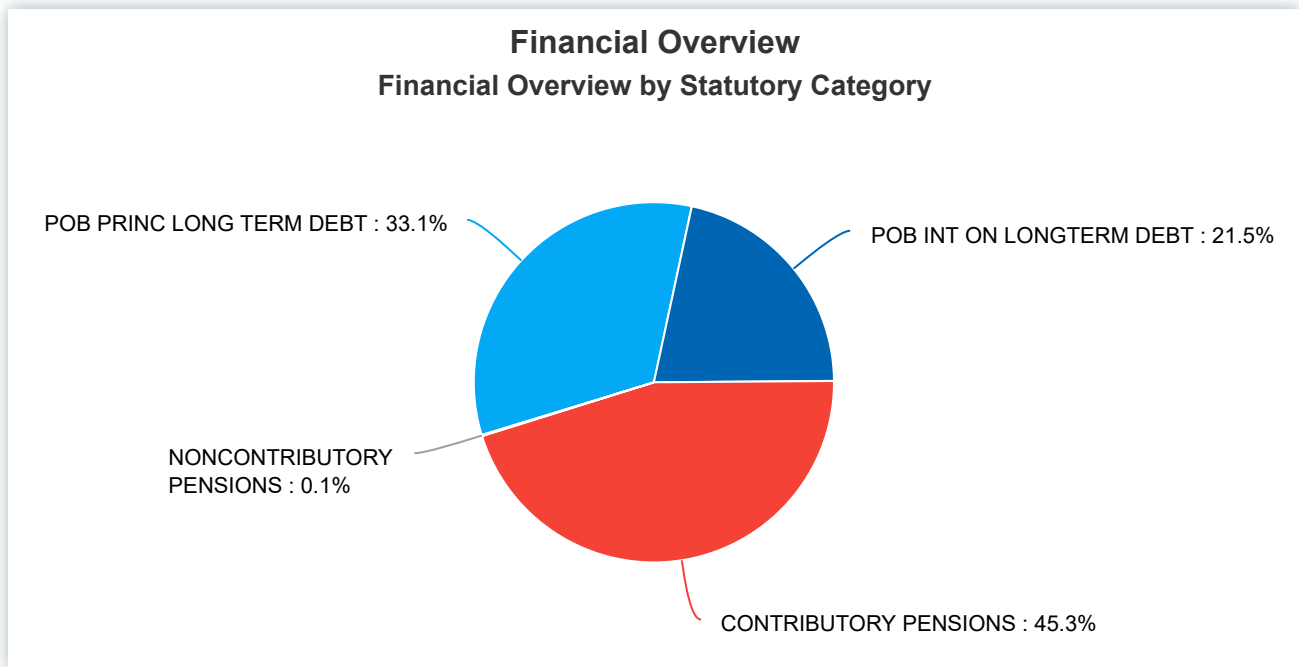
Education (Southeastern Regional)

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
EXPENDITURES				
GENERAL FUND				
NET AND NON-NET SCHOOL SPENDING				
NET SCHOOL SPENDING BUDGET	\$ 206,318,562.00	\$ 219,868,010.00	\$ 226,787,808.00	3.1%
NON-NET SCHOOL BUDGET	12,879,589.00	11,245,147.00	11,000,000.00	(2.2%)
TOTAL NET AND NON-NET SCHOOL SPENDING:	\$219,198,151.00	\$231,113,157.00	\$237,787,808.00	2.9%
SCHOOL SOUTHEASTERN				
COLLABORATIVE PROGRAMS	\$ 4,408,899.00	\$ 4,798,398.00	\$ 5,299,614.00	10.4%
TOTAL SCHOOL SOUTHEASTERN:	\$ 4,408,899.00	\$ 4,798,398.00	\$ 5,299,614.00	10.4%
TOTAL GENERAL FUND:	\$223,607,050.00	\$235,911,555.00	\$243,087,422.00	3.0%
TOTAL EXPENDITURES:	\$223,607,050.00	\$235,911,555.00	\$243,087,422.00	3.0%

DEPARTMENT: Retirement

Retirement



Financial Overview Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
GENERAL FUND				
POB PRINC LONG TERM DEBT	\$ 2,490,000.00	\$ 8,245,000.00	\$ 10,830,000.00	31.4%
POB INT ON LONGTERM DEBT	10,389,589.32	7,131,144.00	7,046,755.00	(1.2%)
CONTRIBUTORY PENSIONS	7,538,595.00	14,718,019.00	14,819,329.00	0.7%
NONCONTRIBUTORY PENSIONS	16,886.61	17,562.00	17,562.00	-%
TOTAL GENERAL FUND:	\$20,435,070.93	\$30,111,725.00	\$32,713,646.00	8.6%

DEPARTMENT: Retirement

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
EXPENDITURES				
POB PRINCIPAL LONG-TERM DEBT				
PENSIONS AND BENEFITS				
POB PRINC LONG TERM DEBT	\$ 2,490,000.00	\$ 8,245,000.00	\$ 10,830,000.00	31.4%
TOTAL PENSIONS AND BENEFITS:	\$ 2,490,000.00	\$ 8,245,000.00	\$ 10,830,000.00	31.4%
TOTAL POB PRINCIPAL LONG-TERM DEBT:	\$ 2,490,000.00	\$ 8,245,000.00	\$ 10,830,000.00	31.4%
POB INTEREST LONG-TERM DEBT				
PENSIONS AND BENEFITS				
POB INT ON LONGTERM DEBT	\$ 10,389,589.32	\$ 7,131,144.00	\$ 7,046,755.00	(1.2%)
TOTAL PENSIONS AND BENEFITS:	\$ 10,389,589.32	\$ 7,131,144.00	\$ 7,046,755.00	(1.2%)
TOTAL POB INTEREST LONG-TERM DEBT:	\$ 10,389,589.32	\$ 7,131,144.00	\$ 7,046,755.00	(1.2%)
CONTRIBUTORY PENSIONS				
PENSIONS AND BENEFITS				
CONTRIBUTORY PENSIONS	\$ 7,538,595.00	\$ 14,718,019.00	\$ 14,819,329.00	0.7%
TOTAL PENSIONS AND BENEFITS:	\$ 7,538,595.00	\$ 14,718,019.00	\$ 14,819,329.00	0.7%
TOTAL CONTRIBUTORY PENSIONS:	\$ 7,538,595.00	\$ 14,718,019.00	\$ 14,819,329.00	0.7%
NON-CONTRIBUTORY PENSIONS				
PENSIONS AND BENEFITS				
NONCONTRIBUTORY PENSIONS	\$ 16,886.61	\$ 17,562.00	\$ 17,562.00	-%
TOTAL PENSIONS AND BENEFITS:	\$ 16,886.61	\$ 17,562.00	\$ 17,562.00	-%
TOTAL NON-CONTRIBUTORY PENSIONS:	\$ 16,886.61	\$ 17,562.00	\$ 17,562.00	-%
TOTAL EXPENDITURES:	\$ 20,435,070.93	\$ 30,111,725.00	\$ 32,713,646.00	8.6%

Government Assessments

Expense Summary

Name	FY2023 Actual	FY2024 Adopted Budget	FY2025 Adopted Budget	% Change
EXPENDITURES				
GENERAL FUND				
COUNTY				
COUNTY TAX	\$ 170,681.44	\$ 184,393.00	\$ 189,003.00	2.5%
TOTAL COUNTY:	\$ 170,681.44	\$ 184,393.00	\$ 189,003.00	2.5%
STATE				
SPECIAL EDUCATION	\$ 88,876.00	\$ 92,431.00	\$ 55,459.00	(40.0%)
MOSQUITO CONTROL PROJECTS	134,901.00	140,458.00		(100.0%)
AIR POLLUTION CONTROL DISTRICT	26,997.00	28,325.00	145,809.00	414.8%
OLD COLONY PLANNING COUNCIL	41,068.00	41,869.00	29,033.00	(30.7%)
RMV NON RENEWAL SURCHARGE	195,460.00	195,460.00	42,602.00	(78.2%)
REGIONAL TRANSIT AUTHORITIES	2,677,137.00	2,740,724.00	223,540.00	(91.8%)
CHARTER SCHOOL SENDING TUITION	25,747,418.00	28,687,239.00	2,827,924.00	(90.1%)
SCHOOL CHOICE TUITION	1,826,111.00	1,867,574.00	31,504,772.00	1586.9%
			1,834,885.00	-%
TOTAL STATE:	\$30,737,968.00	\$33,794,080.00	\$36,664,024.00	8.5%
TOTAL GENERAL FUND:	\$30,908,649.44	\$33,978,473.00	\$36,853,027.00	8.5%
TOTAL EXPENDITURES:	\$30,908,649.44	\$33,978,473.00	\$36,853,027.00	8.5%





Debt

City of Brockton Summary of General Debt Service Fiscal Year 2024

General Debt Service Purpose	Issue Date	Interest Rate	Maturity Date	Payment Dates	Principal	Interest	Total Debt
Pension Obligation Bond ⁽⁶⁾	11/23/05	476%-541%	08/01/27	08/01/23	6,330,000.00	1,445,622.50	9,775,822.50
\$(5,101,515,000)				02/01/24	-	1,220,496.00	1,220,496.00
					6,330,000.00	2,666,118.50	10,996,318.50
Solar Brightfield	02/22/08		12/15/23	12/15/23	100,000.00	-	100,000.00
\$(1,600,000)					100,000.00	-	100,000.00
School Building Remodeling ⁽¹⁾	08/14/14	3.00%-4.00%	06/30/35	08/15/23	340,000.00	70,975.00	410,975.00
\$(6,838,000)				02/15/24	-	65,875.00	65,875.00
					340,000.00	70,975.00	410,975.00
Land Acquisition ⁽¹⁾	08/14/14	300%-4.00%	06/30/35	08/15/23	25,000.00	5,218.75	30,218.75
\$(500,000)				02/15/24	-	4,843.75	4,843.75
					25,000.00	10,062.50	35,062.50
BB Russell School Repairs (OSQ)	06/22/18	300%-400%	06/01/34	12/01/23	-	3,537.50	3,537.50
\$(300,000)				06/01/24	20,000.00	3,537.50	23,537.50
					20,000.00	7,075.00	27,075.00
Fire Ladder Truck (ISQ)	06/22/18	3.00%-4.00%	06/01/31	12/01/23	-	11,175.00	11,175.00
\$(1,057,000)				06/01/24	80,000.00	11,175.00	91,175.00
					80,000.00	22,350.00	102,350.00
Voting Machines (ISQ)	06/22/18	3.00%-4.00%	06/01/34	12/01/23	-	19.75	1,975.00
\$(185,000)				06/01/24	15,000.00	1,975.00	16,975.00
					15,000.00	1,994.75	18,950.00
Sander Truck (ISQ)	06/22/18	3.00%-4.00%	06/01/26	12/01/23	-	1,200.00	1,200.00
\$(180,000)				06/01/24	20,000.00	1,200.00	21,200.00
					20,000.00	2,400.00	22,400.00
Box Truck (ISQ)	06/22/18	3.00%-4.00%	06/01/26	12/01/23	-	5.00	5.00
\$(78,000)				06/01/24	10,000.00	500.00	10,500.00
					10,000.00	505.00	10,505.00
Energy Conservation (ISQ)	06/22/18	3.00%-4.00%	06/01/34	12/01/23	-	31,790.63	31,790.63
\$(2,365,000)				06/01/24	115,000.00	31,790.63	146,790.63
					115,000.00	63,581.26	178,581.26
Parking Garage (ISQ)	06/22/18	3.25%-3.375%	06/01/38	12/01/23	-	6,687.50	6,687.50
\$(4,000)				06/01/24	-	6,687.50	6,687.50
					-	13,375.00	13,375.00
Taxable Parking Garage (ISQ)	06/22/18	3.40%-4.00%	06/01/34	12/01/23	-	20,950.00	20,950.00
\$(1,600,000)				06/01/24	100,000.00	20,950.00	120,950.00
					100,000.00	41,900.00	141,900.00

**City of Brockton
Summary of General Debt Service
Fiscal Year 2024**

General Debt Service Purpose	Issue Date	Interest Rate	Maturity Date	Payment Dates	Principal	Interest	Total Debt
Taxable Parking Garage (ISQ)	06/20/19	3.00%-5.00%	09/01'38	09/01/23	200,000.00	69,720.00	269,720.00
\$(4,400,000)				03/01/24	-	64,720.00	64,720.00
					200,000.00	134,440.00	334,440.00
Taxable Garage Street Imp (ISQ)	06/20/19	5.00%	09/01/23	09/01/23	5,000.00	125.00	5,125.00
\$(25,000)				03/01/24	-	-	-
					5,000.00	125.00	5,125.00
Taxable Garage Traffic Imp (ISQ)	06/20/19	5.00%	09/01/23	09/01/23	5,000.00	125.00	5,125.00
\$(25,000)				03/01/24	-	-	-
					5,000.00	125.00	5,125.00
Street Lighting (ISQ)	06/20/19	3.00%-5.00%	09/01/36	09/01/23	55,000.00	15,675.00	70,675.00
\$(1,000,000)				03/01/24	-	14,300.00	14,300.00
					55,000.00	29,975.00	84,975.00
Elevator (ISQ)	06/20/19	300%-5.00%	09/01/38	09/01/23	20,000.00	5,100.00	25,100.00
\$(335,000)				03/01/24	-	4,600.00	4,600.00
					20,000.00	9,700.00	29,700.00
Elevator (ISQ)	08/20(19	3.00%-5.00%	09/01/38	09/01/23	5,000.00	1,575.00	6,575.00
\$(100,000)				03/01/24	-	1,450.00	1,450.00
					5,000.00	3,025.00	8,025.00
Garage (ISQ)	06/20/19	3.00%-5.00%	09/01/38	09/01/23	25,000.00	9,800.00	34,800.00
\$(550,000)				03/01/24	-	9,175.00	9,175.00
					25,000.00	18,975.00	43,975.00
Brrokfield School Repairs (ISQ)	06/20/19	3.00%-5.00%	09/01/38	09/01/23	40,000.00	11,775.00	51,775.00
\$(750,000)				03/01/24	-	10,775.00	10,775.00
					40,000.00	22,550.00	62,550.00
Ashfield School Repairs (ISQ)	06/20/19	3.00%-5.00%	09/01/38	09/01/23	25,000.00	7,875.00	32,875.00
\$(500,000)				03/01/24	-	7,250.00	7,250.00
					25,000.00	15,125.00	40,125.00
Gilmore School Repairs (ISQ)	06/20/19	3.00%-5.00%	09/01/38	09/01/23	40,000.00	11,775.00	51,775.00
\$(750,000)				03/01/24	-	10,775.00	10,775.00
					40,000.00	22,550.00	62,550.00
Refunding - 2011 School (ISO)	06/17/21	3.00%-5.00%	09/01/30	09/01/23	275,000.00	62,725.00	337,725.00
\$(3,225,000)				03/01/24	-	55,850.00	55,850.00
					275,000.00	118,575.00	393,575.00
Street Lighting (ISQ)	06/17/21	2.00%-5.00%	09/01/35	09/01/23	70,000.00	15,725.00	85,725.00
\$(993,789)				03/01/24	-	13,975.00	13,975.00
					70,000.00	29,700.00	99,700.00

**City of Brockton
Summary of General Debt Service
Fiscal Year 2024**

General Debt Service Purpose	Issue Date	Interest Rate	Maturity Date	Payment Dates	Principal	Interest	Total Debt
Cemetery (ISC)	06/17/21	2.00% - 5.00%	06/01/35	09/01/23	45,000.00	10,550.00	55,550.00
\$(850,000)				03/01/24	-	9,425.00	9,425.00
					45,000.00	19,975.00	64,975.00
Fire Pumps (ISO)	06/17/21	2.00% - 5.00%	06/01/34	09/01/23	90,000.00	20,700.00	110,700.00
\$(1,280,000)				03/01/24	-	18,450.00	184,500.00
					90,000.00	39,150.00	295,200.00
Equipment (ISQ)	06/17/21	5.00%	09/01/25	09/01/22	70,000.00	5,250.00	75,250.00
\$(360,211)				03/01/23	-	3,500.00	3,500.00
					70,000.00	8,750.00	78,750.00
Energy Conservation (ISQ)	06/16/22	4.00% - 5.00%	09/01/32	09/01/23	500,000.00	1,200.00	6,200.00
\$(55,000)				03/01/24	-	1,075.00	1,075.00
					500,000.00	2,275.00	7,275.00
Energy Conservation (ISO)	06/16/22	4.00% - 5.00%	09/01/36	09/01/23	5,000.00	1,600.00	6,600.00
\$(61,000)				03/01/24	-	1,475.00	1,475.00
					5,000.00	3,075.00	8,075.00
Energy Conservation (ISO)	06/16/22	4.00% - 5.00%	09/01/36	09/01/23	20,000.00	5,100.00	26,100.00
\$(2,365,000)				03/01/24	-	5,600.00	5,500.00
					20,000.00	10,700.00	31,600.00
Public Safety Building (ISQ)	08/04/22	4.00% - 5.00%	06/01/50	08/01/23	5,000.00	353,380.42	358,380.42
\$(7,880,000)				02/01/24	-	178,050.00	178,050.00
					5,000.00	531,430.42	536,430.42
Public Safety Building (ISQ)	08/04/22	4.00% - 5.00%	08/01/52	08/01/23	5,000.00	3,801,008.75	3,806,008.75
\$(85,900,000)				02/01/24	-	1,916,350.00	1,916,350.00
					5,000.00	5,717,358.75	5,722,358.75
Totals					\$ 8,660,000.00	\$ 9,637,916.18	\$ 19,972,021.43

**Treasures Debt
Fiscal Year 2024
Interest - Short Term Notes**

Potential R.A.N. Normal Borrowing (for 1 Month)

	Principal	Interest Rate	Interest Due
	\$ 9,000,000	4.50%	\$ 33,750
Potential Interest - Revenue Anticipation Notes			\$ 33,750

Potential B.A.N.

	Principal	Interest Rate	Interest Due
School Repairs	\$ 2,018,600	4.50%	\$ 90,837
IT Capital	\$ 240,000	4.50%	\$ 10,800
School Roof	\$ 750,000	4.50%	\$ 33,750
Asst Projects	\$ 10,000,000	4.50%	\$ 450,000

Potential Interest Bono Anticipation Notes

			\$ 585,387
--	--	--	-------------------

Interest on Abatements

\$ 25,000

Per attached IGR

Total Interest on Short Term Notes

\$ 644,137

Issuance Costs

Potential Borrowings			\$ 75,000
----------------------	--	--	-----------

Summary of General Debt Service Fiscal Year 2024

General Debt Service Purpose	Issue Date	Interest Rate	Maturity Date	Payment Dates	Principal	Interest	Total Debt
Budgeted under Retirement Sytem - Org 09110083							
Pension Obugation Bond (0)	11/19/21	0.485%-3.038%	11/01/35	08/01/23	8,245,000.00	357,866,090.00	11,823,660.90
\$(301,835,000)				02/01/24		355,248,303.00	3,552,483.03
					8,245,000.00	713,114,393.00	15,376,143.93
Budgeted under Fire Department - Org 02200083							
Fire Apparatus (ISQ)	06/16/22	4.00%-5.00%	09/01/36	09/01/22	165,000.00	71,125.00	236,125.00
\$(3,364,000)				03/01/23		67,000.00	67,000.00
					165,000.00	138,125.00	303,125.00

Summary of Sewer Debt Service Fiscal Year 2024

General Debt Service Purpose	Issue Date	Interest Rate	Maturity Date	Payment Dates	Principal	Interest	Total Debt
PH I WWTP & PH III Rehab (0)	11/23/04	2.50% - 5.25%	08/01/24	07/15/23	1,100,000.00	20,738.38	1,120,738.38
(MCWT #03-32 Series 10)				01/15/24		26,819.87	26,819.87
					1,100,000.00	47,558.25	1,147,558.25
PH II WWTP & PH V Rehab (0)	11/16/05	2.00%	07/15/25	07/15/23	1,469,875.00	44,993.09	1,514,868.09
(MCWT # 04-30 Series 11)				01/15/24		30,294.34	30,294.34
					1,469,875.00	30,294.34	1,545,162.43
PH III WWTP & PH IV Rehab (0)	12/14/06	2.00%	07/15/26	07/15/23	1,951,619.04	80,462.37	2,032,081.41
(MCWT # 05-29 Series 12)				01/15/24		60,946.18	60,946.18
					1,951,619.04	141,408.55	2,093,027.59
PH VI Sewer Rehab	12/18/07	2.00%	07/15/27	07/15/23	147,591.00	7,683.79	155,274.79
(MCWT # 06-35 Series 13)				01/15/24		6,207.88	6,207.88
					147,591.00	13,891.67	161,482.67
PH VII Sewer Rehab	03/18/09	2.00%	07/15/28	07/15/23	12,193,900.00	7,695.95	129,634.95
(MCWT # 07-35 Series 14)				01/15/24		6,476.56	6,476.56
					12,193,900.00	14,172.51	6,476.56
Phase III WWTP	03/18/09	2.00%	07/15/28	07/15/23	188,255.00	11,881.39	200,136.39
(MCWT # 03-32-A Series 14)				01/15/24		9,998.84	9,998.84
					188,255.00	21,880.23	210,135.23
Restructuring CW-05-29	03/18/09	200.00%	07/15/26	07/15/23	146,844.00	6,054.17	152,898.17
(MCWT # 05-29-A Series 14)				01/15/24		4,585.73	4,585.73
					146,844.00	10,639.90	157,483.90
Phase IV WWTP	06/21/10	2.00%	07/15/30	07/15/23	501,974.99	43,112.60	545,087.59
(MCWT # 08-35 Series 15)				01/15/24		38,092.85	38,092.85
					501,974.99	81,205.45	583,180.44
Water Meters	05/30/12	2.00%	07/15/32	07/15/23	104,422.14	11,524.97	115,947.10
(MCWT # 10-01)				01/15/24		10,480.74	10,480.74
(50% Water/50% Sewer)					104,422.14	22,005.71	126,427.84
CWP-14-30	02/11/16	2.00%	02/11/36	07/15/23		10,006.90	10,006.90
(MCWT # 14-30 Series 19)				01/15/24	67,440.76	10,006.90	77,447.66
					67,440.76	20,013.80	87,454.56
CWP-15-22	04/13/17	2.00%	01/15/37	07/15/23		9,395.40	9,395.40
(MCWT # 15-22 Series 20)				01/15/24	58,137.83	9,395.40	67,533.23
					58,137.83	18,790.80	76,928.63
CWP-16-29	09/12/18	2.00%	07/15/38	07/15/23	120,166.83	22,702.30	142,869.13
(MCWT# 16-29 Series 21)				01/15/24		21,500.64	21,500.64
					120,166.83	44,202.94	164,369.77

Summary of Sewer Debt Service Fiscal Year 2024

General Debt Service Purpose	Issue Date	Interest Rate	Maturity Date	Payment Dates	Principal	Interest	Total Debt
CW-16-27	10/24/19	2.00%	07/15/39	07/15/23	55,000.00	9,350.00	64,350.00
(MCWT # 16-27 Series 22)				01/15/24		8,800.00	8,800.00
					55,000.00	18,150.00	8,800.00
CW-16-28	10/24/19	200.00%	07/15/39	07/15/23	20,000.00	3,400.00	3,400.00
(MCWT # 16-28 Series 22)				01/15/24		3,200.00	3,200.00
					20,000.00	6,600.00	6,600.00
CW-18-42	05/11/21	2.00%	01/15/41	07/15/23		4,871,556.00	4,871,556.00
(MCWT # 18-42 Series 23)				01/15/24	270,642.00	4,871,556.00	319,357.56
					270,642.00	9,743,112.00	5,190,913.56
CW-18-42A	12/14/22	1.50%	07/15/42	07/15/23		11,007.17	11,007.17
(Series 24)				01/15/24	46,950.00	9,390.00	56,340.00
					46,950.00	20,397.17	67,347.17
CW-19-34	12/14/22	1.50%	07/15/42	07/15/23		1,990,651.00	19,906.51
(Series 24)				01/15/24	113,213.00	16,981.86	130,194.86
					113,213.00	2,007,632.86	150,101.37
CW-19-34-A	12/14/22	1.50%	07/15/42	07/15/23		2,926.91	2,926.91
(Series 24)				01/15/24	16,646.00	2,496.90	19,142.90
					16,646.00	5,423.81	22,069.81
CW-20-17	12/14/22	1.50%	07/15/42	07/15/23		10,735.15	10,735.15
(Series 24)				01/15/24	61,053.00	9,157.95	70,210.95
					61,053.00	19,893.10	80,946.10
CW-20-17-A	12/14/22	1.50%	07/15/42	07/15/23		2,194.20	2,194.20
(Series 24)				01/15/24	12,479.00	1,871.85	14,350.85
					12,479.00	4,066.05	16,545.05
Totals					\$ 18,646,209.59	\$ 12,291,339.14	\$ 11,903,010.93

Summary of Debt Service - Issuance Costs Fiscal Year 2024

Sewer		
Administrative Fees	08/01/23	1,668.75
PH 1 WWTP & PH III Rehab	02/01/24	843.75
(MCWT #03-32 Series 10)		2,512.50
Administrative Fees	08/01/23	3,374.48
PH II WWTP & PH V Rehab	02/01/24	2,272.08
(MCWT #04-30 Series 11)		5,646.56
Administrative Fees	08/01/23	6,034.68
PH III WWTP & PH IV Rehab (0)	02/01/24	4,570.96
(MCWT #05-29 Series 12)		10,605.64
Administrative Fees	08/01/23	576.28
PH VI Sewer Rehab	02/01/24	465.59
(MCWT # 06-35 Series 13)		1,041.87
Administrative Fees	08/01/23	577.20
PH VII Sewer Rehab	02/01/24	485.74
(MCWT # 07-35 Series 14)		1,062.94
Administrative Fees	08/01/23	891.10
Phase III WWTP	02/01/24	749.91
(MCWT # 03-32-A Series 14)		1,641.01
Administrative Fees	08/01/23	454.06
Restructuring CW-05-29	02/01/24	343.93
(MCWT # 05-29-A Series 14)		797.99
Administrative Fees	08/01/23	3,233.44
Phase IV WWTP	02/01/24	2,856.96
(MCWT # 08-35 Series 15)		6,090.40
Administrative Fees	08/01/23	864.37
Water Meters	02/01/24	786.06
(MCWT# 10-01)		1,650.43
(50% Water/50% Sewer)		
Administrative Fees	08/01/23	750.52
Sewer Rehab	02/01/24	750.52
(MCWT # 14-30 Series 19)		1,501.04
Administrative Fees	08/01/23	704.65
(MCWT # 15-22 Series 20)	02/01/24	704.65
		1,409.30

**Summary of Debt Service - Issuance Costs
Fiscal Year 2024**

Sewer

Administrative Fees	08/01/23	1,702.67
(MCWT #16-29 Series 21)	02/01/24	1,612.55
		3,315.22

Sewer

Administrative Fees	06/31/23	701.25
(MCWT #16-27 Series 22)	02/01/24	660.00
		1,361.25

Administrative Fees	08/01/23	255.00
(MCWT # 16-28 Series 22)	02/01/24	240.00
		495.00

Administrative Fees	08/01/23	3,653.67
(MCWT# 18-42)	02/01/24	3,653.67
		7,307.34

Administrative Fees	08/01/23	825.54
(MCWT # 18-42-A)	02/01/24	704.25
		1,529.79

Administrative Fees	00/01/23	1,990.65
(MCWT# 19-34)	02/01/24	1,698.19
		3,688.84

Administrative Fees	08/01/23	292.69
(MCWT # 19-34-A)	02/01/24	249.69
		542.38

Administrative Fees	08/01/23	1,073.52
(MCWT #20-17)	02/01/24	915.80
		1,989.32

Administrative Fees	08/01/23	219.42
(MCWT# 20-17-A)	02/01/24	187.10
		406.52

Sewer Totals 54,595.34

Fiscal Year 2024

Potential New Issues - Issuance Costs

Sewer Issuance Costs	25,000.00
----------------------	-----------

Total Sewer Issuance Costs 79,595.42

Potential New Issues - Interest Short Term Notes Sewer

Interest Interim Loans	10,000.00
------------------------	-----------

Summary of Water Debt Service Fiscal Year 2024

Water Debt Service Purpose	Issue Date	Interest Rate	Maturity Date	Payment Dates	Principal	Interest	Total Debt
Water Treatment Plant (MCWT # 05-22 Series 13)	12/18/07	2.00%	07/15/27	07/15/23 01/15/24	903,482.67	47,036.61 38,001.79	950,519.28 38,001.79
					903,482.67	85,038.40	988,521.07
Water Mains - Pleasant St (MCWT #07-01 Series 13)	12/18/07	2.00%	07/15/27	07/15/23 01/15/24	199,324.24	10,377.11 8,383.87	209,701.35 8,383.87
					199,324.24	18,760.98	218,085.22
Water Treatment Plant (MCWT # 05-22-A Series 15)	06/21/10	200.00%	07/15/27	07/15/23 01/15/24	10,462.00	544.66 440.04	11,006.66 440.04
					10,462.00	984.70	11,446.70
Water Meters (MWPAT# 10-01) (50% Water/50% Sewer)	05/30/12	2.00%	07/15/32	07/15/23 01/15/24	104,422.14	11,524.97 10,480.74	115,947.10 10,480.74
					104,422.14	22,005.71	126,427.84
Water Treatment Plant (MCWT # 05-22-B Series 15)	05/22/13	2.00%	01/15/33	07/15/23 01/15/24		5,808.39 5,808.39	5,808.39 58,435.39
					52,627.00	11,616.78	64,243.78
Booster Station (MCWT # 10-01A Series 17)	05/22/13	2.00%	01/15/33	07/15/23 01/15/24		7,345.63 7,345.63	7,345.63 73,900.71
					66,555.08	14,691.26	81,246.34
Water Treatment Plant (MCWT# 12-26 Series 18)	01/07/15	2.00%	01/15/35	07/15/23 01/15/24		12,442.97 12,442.97	12,442.97 104,315.97
					91,873.00	24,885.94	116,758.94
DWP-12-26-A (MCWT # 12-26-A Series 20)	04/13/17	2.00%	01/15/37	07/15/23 01/15/24		639.24 639.24	639.24 4,594.94
					3,955.70	1,278.48	5,234.18
DWP-15-06 (MCWT #15-06 Series 20)	04/13/17	2.00%	01/15/37	07/15/23 01/15/24		22,232.70 22,232.70	22,232.70 159,807.50
					137,574.80	44,465.40	182,040.20
DWP-17-10 (MCWT # 17-10 Series 22)	10/24/19	2.00%	07/15/39	07/15/22 01/15/23	63,696.28	10,615.28 9,978.31	74,311.56 9,978.31
					63,696.28	20,593.59	84,289.87
DWP-17-05 (MCWT # 17-05 Series 23)	05/11/21	2.00%	01/15/41	07/15/23 01/15/24		4,500.00 4,500.00	4,500.00 29,500.00
					25,000.00	9,000.00	34,000.00

**Summary of Debt Service - Issuance Costs
Fiscal Year 2024**

Water		
Administrative Fees	08/01/23	3,527.75
Water treatment Plant	02/01/24	2,850.13
(MCWT#05-22 Series 13)		6,377.88
Administrative Fees	08/01/23	778.28
Water Mains - Pleasant St	02/01/24	628.79
(MCWT #07-01 Series 13)		1,407.07
Administrative Fees	08/01/23	40.85
Water Treatment Plant	02/01/24	33.00
(MCWT # 05-22-A Series 15)		73.85
Administrative Fees	08/01/23	864.37
Water Meters	02/01/24	786.06
(MWPAT# 10-01)		1,650.43
(50% Water/50% Sewer)		
Administrative Fees	08/01/23	435.63
Water Treatment Plant	02/01/24	435.63
(MCWT # 05-22-B)		871.26
Administrative Fees	08/01/23	550.92
Booster Station	02/01/24	550.92
(MCWT# 10-01 A)		1,101.84
Administrative Fees	08/01/23	933.22
POOL 16-2014 SWAP	02/01/24	933.22
(MCWT# 12-26)		1,866.44
Administrative Fees	08/01/23	47.94
(MCWT # 12-26-A)	02/01/24	47.94
		95.88
Administrative Fees	08/01/23	1,667.45
(MCWT# 15-06)	02/01/24	1,667.45
		3,334.90
Administrative Fees	08/01/23	796.15
(MCWT# 17-10)	02/01/24	748.37
		1,544.52
Administrative Fees	08/01/23	337.50
(MCWT# 17-05)	02/01/24	337.50
		675.00
Administrative Fees	08/01/23	2,012.98
(MCWT# 18-11)	02/01/24	2,012.98
		4,025.96

Summary of Water Debt Service Fiscal Year 2024

Water Debt Service Purpose	Issue Date	Interest Rate	Maturity Date	Payment Dates	Principal	Interest	Total Debt
DWP-18-11 (MCWT #18-11 Series 23)	05/11/21	2.00%	01/15/41	07/15/23 01/15/24	149,110.00	26,839.79	175,949.79
					149,110.00	53,679.58	202,789.58
Avon Land Acquisition (OSQ) \$(2,265,000)	11/19/15	3.00% - 5.00%	06/01/25	12/01/23 06/01/24	100,000.00	2,500.00	102,500.00
					100,000.00	5,000.00	105,000.00
Water (OSQ) \$(817,000)	06/20/19	6.00%	09/01/28	09/01/23 03/01/24	80,000.00	12.00	92,000.00
					80,000.00	10,012.00	102,000.00
Water Mains (OSQ) \$(296,529)	06/20/19	3.00% - 5.00%	09/01/38	09/01/23 03/01/24	15,000.00	4,650.00	19,650.00
					15,000.00	8,925.00	23,925.00
Water Mains (OSQ) \$(311,000)	06/17/21	2.00% - 5.00%	09/01/35	09/01/23 03/01/24	20,000.00	4,800.00	24,800.00
					20,000.00	9,100.00	29,100.00
				Totals	364,110.00	86,716.58	462,814.58

**Summary of Debt Service - Issuance Costs
Fiscal Year 2024**

Water

Water Totals		23,025.03
--------------	--	-----------

Potential New Issues - Issuance Costs

Water

Issuance Costs		25,000.00
----------------	--	-----------

Total Water Issuance Costs		48,025.03
-----------------------------------	--	------------------

Interest Short Term Notes

Water

Water Projects - \$1,126,233	4.50%	50,680.49
------------------------------	-------	-----------

Interest Interim Loans		10,000.00
------------------------	--	-----------

Total Water Int Short Term Notes		60,680.49
---	--	------------------



Capital

2025 Capital Budget Calendar

December 10, 2023	All departments will receive a copy of the FY24 capital improvement summary for updates.
December 17, 2023	Deadline for updating capital improvement summary list and forwarding a copy to the Finance Office. FY25 capital needs should be prioritized with (1) being the highest.
December 21, 2023 through December 31, 2023	<p>Capital Improvement Project Summary</p> <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 FY25 capital projects with the Capital Committee.
January 4, 2024	Capital Committees' summary report and discussion with the CFO.
January 12, 2024	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

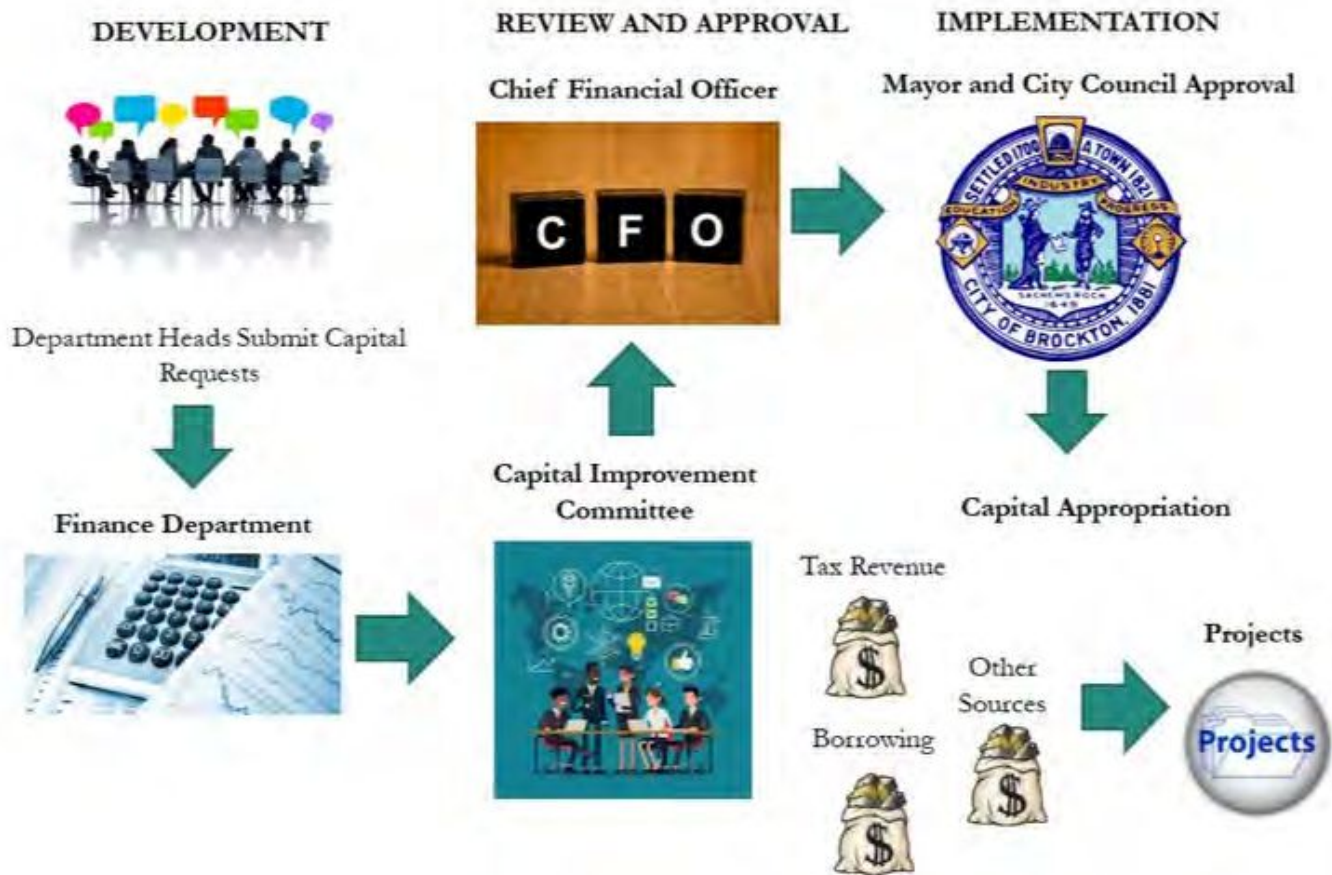
Treasurer

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	FY29	TOTAL
General Government									
PUBLIC PROPERTY, INFORMATION TECHNOLOGY, FIRE, POLICE, EMERGENCY MANAGEMENT	Public Safety Complex	\$ 98,000,000							\$ 98,000,000
	TOTAL PP, IT, FD, PD, EMA	\$ 98,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	- \$ 98,000,000
COUNCIL ON AGING	Senior Center Expansion	\$ 3,034,815	\$ 3,034,815						\$ 6,069,630
	TOTAL COUNCIL ON AGING	\$ 3,034,815	\$ 3,034,815	\$ -	\$ -	\$ -	\$ -	\$ -	- \$ 6,069,630
INFORMATION TECHNOLOGY CENTER	FD Records Software Upgrade		\$ 300,000						\$ 300,000
INFORMATION TECHNOLOGY CENTER	FD/PD Dispatching Software Upgrade		\$ 1,000,000						\$ 1,000,000
INFORMATION TECHNOLOGY CENTER	Citywide CIS Project		\$ 200,000	\$ 100,000					\$ 300,000
INFORMATION TECHNOLOGY CENTER	Document scanning and archiving (citywide)		\$ 100,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000		\$ 300,000
INFORMATION TECHNOLOGY CENTER	Public safety cameras		\$ 200,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000		\$ 600,000
INFORMATION TECHNOLOGY CENTER	City WIFI and Networking Upgrades		\$ 200,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000		\$ 600,000
	TOTAL INFORMATION TECHNOLOGY CENTER	\$ -	\$ 2,000,000	\$ 350,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ -	- \$ 3,100,000
MAYOR'S OFFICE	Marvin Hagler Park		\$ 100,000						\$ 100,000
	TOTAL MAYOR'S OFFICE								\$ 100,000
PLANNING AND ECONOMIC DEVELOPMENT	Fairgrounds Planning		\$ 3,775,000						\$ 3,775,000
PLANNING AND ECONOMIC DEVELOPMENT	Fiber Network		\$ 11,262,500						\$ 11,262,500
PLANNING AND ECONOMIC DEVELOPMENT	Frederick Douglass Garage-Site AC Acquisition, Demo, Design			\$ 9,000,000	\$ -				\$ 9,000,000
PLANNING AND ECONOMIC DEVELOPMENT	Frederick Douglass Garage-Site AC Implementation				\$ 20,000,000				\$ 20,000,000
PLANNING AND ECONOMIC DEVELOPMENT	Belmont-Wales Garage Acquisition, Demo, Design, Remediation					\$ 9,000,000			\$ 9,000,000
PLANNING AND ECONOMIC DEVELOPMENT	Belmont-Wales Garage Construction						\$ 25,000,000		\$ 25,000,000
PLANNING AND ECONOMIC DEVELOPMENT	Sycamore Grove		\$ 2,000,000						\$ 2,000,000
PLANNING AND ECONOMIC DEVELOPMENT	City Hall plaza- Main Street expansion- Site acquisition and planning					\$ 3,080,000			\$ 3,080,000
PLANNING AND ECONOMIC DEVELOPMENT	City Hall plaza- Build out						\$ 3,360,000		\$ 3,360,000

Six-Year Capital Plan

DEPARTMENT	PROJECT DESCRIPTIONS	FY23	FY24	FY25	FY26	FY27	FY28	FY29	TOTAL
PLANNING AND ECONOMIC DEVELOPMENT	Downtown Transportation and Utility Plan Implementation Design Development				\$ 14,450,000				\$ 14,450,000
PLANNING AND ECONOMIC DEVELOPMENT	Two way build out						\$ 130,000,000		\$ 130,000,000
PLANNING AND ECONOMIC DEVELOPMENT	Franklin Street Reconstruction			\$ 1,800,000					\$ 1,800,000
PLANNING AND ECONOMIC DEVELOPMENT	Lovett Brook Infrastructure Planning (Road and Utilities)			\$ 2,000,000					\$ 2,000,000
PLANNING AND ECONOMIC DEVELOPMENT	Lovett Brook Infrastructure Construction					\$ 13,000,000			\$ 13,000,000
PLANNING AND ECONOMIC DEVELOPMENT	Trout Brook Site Acquisition (CSX)			\$ 3,000,000					\$ 3,000,000
PLANNING AND ECONOMIC DEVELOPMENT	Trout Brook Road and Utilities Planning			\$ 2,000,000					\$ 2,000,000
PLANNING AND ECONOMIC DEVELOPMENT	Trout Brook Road and Utilities Construction				\$ 12,000,000				\$ 12,000,000
PLANNING AND ECONOMIC DEVELOPMENT	Trout Brook Flood Prevention Infrastructure Improvements			\$ 3,500,000					\$ 3,500,000
PLANNING AND ECONOMIC DEVELOPMENT	Trout Brook Nature Based Flood Prevention				\$ 3,000,000				\$ 3,000,000
PLANNING AND ECONOMIC DEVELOPMENT	Liberty Tree Park		\$ 500,000						\$ 500,000
PLANNING AND ECONOMIC DEVELOPMENT	Paddy Lane Park Conversion					\$ 1,000,000			\$ 1,000,000
PLANNING AND ECONOMIC DEVELOPMENT	Parcel ID: 091-079 Green Link				\$ 750,000				\$ 750,000
PLANNING AND ECONOMIC DEVELOPMENT	Campello Station Access Improvements		\$ 5,141,500						\$ 5,141,500
PLANNING AND ECONOMIC DEVELOPMENT	Abolitionist Park					\$ 1,713,000			\$ 1,713,000
PLANNING AND ECONOMIC DEVELOPMENT	Oak Hill Way/Main Connector and Utilities Upgrade Plan (EDA Match)								\$ -
PLANNING AND ECONOMIC DEVELOPMENT	May Center	\$ 3,998,460							\$ 3,998,460
	TOTAL PANNING AND ECONOMIC DEVELOPMENT	\$ 3,998,460	\$ 22,679,000	\$ 21,300,000	\$ 50,200,000	\$ 27,793,000	\$ 158,360,000	\$ -	\$ 284,330,460
PUBLIC PROPERTY	Little Red Schoolhouse exterior historic restoration		\$ 850,000						\$ 850,000
PUBLIC PROPERTY	City Hall Envelope	\$ 2,000,000	\$ 2,000,000						\$ 4,000,000
PUBLIC PROPERTY	City Hall HVAC	\$ 5,390,161	\$ 5,390,161						\$ 10,780,322
PUBLIC PROPERTY	War Memorial HVAC	\$ 2,644,233	\$ 2,644,233						\$ 5,288,467

Six-Year Capital Plan

DEPARTMENT	PROJECT DESCRIPTIONS	FY23	FY24	FY25	FY26	FY27	FY28	FY29	TOTAL
PUBLIC PROPERTY	Emergency Operations Center		\$ 1,250,000	\$ 1,250,000					\$ 2,500,000
	TOTAL PUBLIC PROPERP/	\$ 10,034,394	\$ 12,134,394	\$ 1,250,000	\$ -	\$ -	\$ -	\$ -	- \$ 23,418,789
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	Hot water heater		\$ 40,000						\$ 40,000
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 2	Replace Roof at Station 2		\$ 200,000						\$ 200,000
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		\$ 75,000						\$ 75,000
Fire Station 4	Replace Roof at Station 4		\$ 250,000						\$ 250,000
Fire Station 4	Generator upgrade		\$ 150,000						\$ 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 floor		\$ 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

Six-Year Capital Plan

DEPARTMENT	PROJECT DESCRIPTIONS	FY23	FY24	FY25	FY26	FY27	FY28	FY29	TOTAL
Fire Headquarters	Remove and replace deteriorated parking lot at Fire Headquarters		\$ 40,000						\$ 40,000
Fire Headquarters	Fire Chief office transition						\$ 100,000		\$ 100,000
Fire Alarm Center	Fire Alarm Building repointing		\$ 250,000						\$ 250,000
Fire Equipment and Vehicles	New Turnout Gear for all Fire Department employees		\$ 500,000	\$ 100,000	\$ 100,000	\$ 100,000			\$ 800,000
Fire Equipment and Vehicles	Replace Signal Division Bucket truck		\$ 162,000						\$ 162,000
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 office 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	SUV vehicle- Fire Chief- Tahoe		\$ 65,000						\$ 65,000
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 Campello Highrise		\$ 65,000						\$ 65,000
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	\$	- \$ 5,387,000	\$ 2,035,000	\$ 700,000	\$ 10,680,000	\$ 10,660,000	\$	- \$ 29,462,000
PARKING AUTHORITY	Adams Garage Modernization		\$ 2,000,000						\$ 2,000,000
PARKING AUTHORITY	John Adams Garage computer system upgrade		\$ 75,000						\$ 75,000
PARKING AUTHORITY	John Adams Garage fire suppression system		\$ 35,000						\$ 35,000
PARKING AUTHORITY	John Adams Garage fire pull stations		\$ 20,000						\$ 20,000
PARKING AUTHORITY	John Adams Garage lighting upgrade		\$ 30,000						\$ 30,000

Six-Year Capital Plan

DEPARTMENT	PROJECT DESCRIPTIONS	FY23	FY24	FY25	FY26	FY27	FY28	FY29	TOTAL
PARKING AUTHORITY	Bill Carpenter Garage License Plate Reader 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	Cameras (25) Adams Garage		\$ 50,000						\$ 50,000
PARKING AUTHORITY	Cameras (20) Adams Garage		\$ 40,000						\$ 40,000
PARKING AUTHORITY	Improvements to Montello lot		\$ 250,000						\$ 250,000
PARKING AUTHORITY	Construction of 3rd garage (Frederick Douglass Ave)				\$ 27,000,000				\$ 27,000,000
	TOTAL PARKING AUTHORITY		\$ 2,806,000		\$ 27,000,000		- \$	- \$	- \$ 29,806,000
POLICE	Police Bicycle Purchase		\$ 21,000						\$ 21,000
POLICE	City Camera System Study		\$ 50,000						\$ 50,000
POLICE	Purchase of Police vehicles		\$ 360,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000		\$ 1,560,000
POLICE	P25 Compliant Interoperable Digital Radios		\$ 110,000	\$ 110,000					\$ 220,000
POLICE	Police Motorcycles		\$ 26,000			\$ 26,000			\$ 52,000
POLICE	Police Radio Infrastructure		\$ 890,840						\$ 890,840
	TOTAL POLICE	\$ -	\$ 1,457,840	\$ 410,000	\$ 300,000	\$ 326,000	\$ 300,000	\$ -	- \$ 2,793,840
Department of Public Works/Enterprise Funds									
ENGINEERING	Vehicles		\$ 45,000	\$ 45,000					\$ 90,000
	TOTAL ENGINEERING	\$ -	\$ 45,000	\$ 45,000	\$ -	\$ -	\$ -	\$ -	- \$ 90,000
HIGHWAY	Tree Crane		\$ 400,000						\$ 400,000
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			\$ 80,000					\$ 80,000
HIGHWAY	Vac Truck		\$ 750,000						\$ 750,000
HIGHWAY	One ton dump trucks (2)		\$ 200,000						\$ 200,000
	TOTAL HIGHWAY	\$ -	\$ 2,350,000	\$ 260,000	\$ 180,000	\$ 180,000	\$ -	\$ -	\$ 2,970,000
SEWER	Infrared Roof Moisture			\$ 424,000					\$ 424,000
SEWER	Bypass at Coweasset 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	Raw Main Influent Pump Check Valves			\$ 88,000					\$ 88,000
SEWER	Centrifuge Bowl Assembly - 26HC Units		\$ 320,000						\$ 320,000
SEWER	AWRF Effluent Beds			\$ 8,000,000					\$ 8,000,000
SEWER	Construction Truck		\$ 80,000						\$ 80,000
SEWER	Cashman Road Sewer (design 2023) (construction 2024)	\$ 275,000		\$ 7,500,000					\$ 7,775,000
SEWER	New dump truck (10 wheeler)			\$ 215,000					\$ 215,000
SEWER	Paving and street repair		\$ 200,000						\$ 200,000
SEWER	AD Filters Controls Upgrades			\$ 100,000					\$ 100,000
SEWER	Electric Transformers Rehab, Repairs & Degassing		\$ 175,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000		\$ 275,000

Six-Year Capital Plan

DEPARTMENT	PROJECT DESCRIPTIONS	FY23	FY24	FY25	FY26	FY27	FY28	FY29	TOTAL
	PLC Upgrades		\$ 1,900,000						\$ 1,900,000
SEWER	UV Disinfection			\$ 1,600,000					\$ 1,600,000
SEWER	AWRF Biosolids Management Design	\$ 2,000,000							\$ 2,000,000
	TOTAL SEWER	\$ 1,075,000	\$ 15,875,000	\$ 18,196,272	\$ 25,000	\$ 25,000	\$ 25,000		\$ 35,221,272
WATER	Air Compressors (2)		\$ 60,000						\$ 60,000
WATER	Silver Lake Water Treatment Plant Filter Media		\$ 2,177,677						\$ 2,177,677
WATER	Silver Lake Water Treatment Plant Pumps	\$ 528,700							\$ 528,700
WATER	Street Light Post Replacement			\$ 55,000					\$ 55,000
WATER	Portable Generator			\$ 750,000					\$ 750,000
WATER	Grit Crossover Valve			\$ 22,000					\$ 22,000
WATER	Grit Removal Classifier 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		\$ 20,000,000						\$ 20,000,000
WATER	Water Mains		\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000		\$ 25,000,000
WATER	Backhoe (2)		\$ 300,000						\$ 300,000
WATER	Construction Truck (2)		\$ 250,000						\$ 250,000
WATER	Mechanics Truck			\$ 75,000					\$ 75,000
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
	TOTAL WATER	\$ 528,700	\$ 27,787,677	\$ 14,853,800	\$ 5,057,000	\$ 5,060,000	\$ 5,000,000		- \$ 58,287,177
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		\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000			\$ 600,000
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		\$ 165,000						\$ 165,000
PARKS AND RECREATION	Golf tee additions & repair of existing and new drainage		\$ 90,000						\$ 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		\$ 600,000	\$ 200,000	\$ 200,000				\$ 1,000,000
PARKS AND RECREATION	D.W.Field Golf Course Pump house upgrades		\$ -	\$ 100,000					\$ 100,000
PARKS AND RECREATION	D.W.Field golf course paving projects @ DW 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

Six-Year Capital Plan

DEPARTMENT	PROJECT DESCRIPTIONS	FY23	FY24	FY25	FY26	FY27	FY28	FY29	TOTAL
PARKS AND RECREATION	Installation of new above gas and diesel tanks		\$ 100,000		\$ 100,000	\$ -			\$ 200,000
PARKS AND RECREATION	Mower replacement		\$ 84,000	\$ 12,000	\$ 12,000	\$ 12,000			\$ 120,000
PARKS AND RECREATION	Fairway mower		\$ 180,000		\$ 85,000				\$ 265,000
PARKS AND RECREATION	Mower replacement (2)		\$ 48,000	\$ 12,000	\$ 12,000	\$ 12,000			\$ 84,000
PARKS AND RECREATION	Two utility carts 1988 & 2000		\$ 16,000						\$ 16,000
PARKS AND RECREATION	Cosgrove Pool	\$ 1,772,881	\$ 1,772,881						\$ 3,545,761
PARKS AND RECREATION	DW Field Clubhouse								\$ -
PARKS AND RECREATION	Buckley Playground	\$ 234,752	\$ 234,752						\$ 469,504
PARKS AND RECREATION	Walkers Playground	\$ 47,119	\$ 47,119						\$ 94,238
PARKS AND RECREATION	Plymouth Street Playground	\$ 177,385	\$ 177,385						\$ 354,769
PARKS AND RECREATION	Holster Playground	\$ 21,158	\$ 21,158						\$ 42,315
PARKS AND RECREATION	Bent Playground	\$ 148,308	\$ 148,308						\$ 296,615
PARKS AND RECREATION	Hilstrom Park Farm	\$ 951,739	\$ 951,739						\$ 1,903,478
PARKS AND RECREATION	Tukis Playground	\$ 201,781	\$ 201,781						\$ 403,562
PARKS AND RECREATION	Edgar Playground	\$ 184,059	\$ 184,059						\$ 368,118
	TOTAL PARKS AND RECREATION	\$ 3,739,180	\$ 5,685,180	\$ 759,000	\$ 649,000	\$ 174,000	\$ -	\$ -	\$ 11,006,360
Human Services									
CEMETERY	Mower replacement		\$ 36,000	\$ 12,000	\$ 12,000	\$ 12,000			\$ 72,000
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
CEMETERY	Additional Two-Bay Garage at Melrose 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
CEMETERY	Heating upgrade at Melrose maintenance garage		\$ 35,000						\$ 35,000
CEMETERY	Melrose Expansion- Pearl St. phase 4		\$ 650,000						\$ 650,000
CEMETERY	Feasibility study for future expansion at Melrose- phase 5			\$ 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	\$ -	\$ 1,266,000	\$ 292,000	\$ 12,000	\$ 162,000	\$ -	\$ -	\$ 1,732,000
Culture and Recreation									

Six-Year Capital Plan

DEPARTMENT	PROJECT DESCRIPTIONS	FY23	FY24	FY25	FY26	FY27	FY28	FY29	TOTAL
LIBRARY	Purchase all new hardware, software, servers, switches, and hubs for all three branches		\$ 200,000						\$ 200,000
LIBRARY	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
LIBRARY	Renovation of East: repair and repaint exterior of East Branch Library, build community garden		\$ 30,000						\$ 30,000
LIBRARY	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	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. This will include renovating the top floor to build a center for entrepreneurship.		\$ 2,800,000						\$ 2,800,000
LIBRARY	Furniture and carpet replacement at TPK Main Branch		\$ 150,000						\$ 150,000
LIBRARY	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
TOTAL LIBRARY		\$	- \$ 5,520,000	\$	-	\$	- \$	- \$	- \$ 5,520,000

Six-Year Capital Plan

DEPARTMENT	PROJECT DESCRIPTIONS	FY23	FY24	FY25	FY26	FY27	FY28	FY29	TOTAL	
Brockton Public Schools										
SCHOOL	Maintenance Vehicle replacements, craftsmen (12 trucks)		\$ 790,000	\$ 75,000	\$ 75,000				\$ 940,000	
SCHOOL	Brockton High School Feasibility Study for MSBA		\$ 2,000,000	\$ 500,000	\$ 500,000				\$ 3,000,000	
SCHOOL	Police vehicles (4 SUV's)		\$ 280,000						\$ 280,000	
SCHOOL	School Bucket Truck		\$ 85,000						\$ 85,000	
SCHOOL	School Bus Depot & Warehouse			\$ 8,000,000	\$ 300,000	\$ 300,000	\$ 300,000		\$ 8,900,000	
SCHOOL	Marciano Field Turf Replacement			\$ 750,000					\$ 750,000	
SCHOOL	IT Upgrades for Interactive Classroom panels			\$ 700,000	\$ 700,000	\$ 700,000	\$ 250,000	\$ 250,000	\$ 2,600,000	
SCHOOL	Building intercom systems			\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 750,000	
SCHOOL	2 Vans/Trucks for IT departments, preferably 4-wheel drive			\$ 90,000					\$ 90,000	
SCHOOL	Large Dump Truck with sander for all school lots, Facilities				\$ 145,000				\$ 145,000	
SCHOOL	Electronic Billboard on Belmont Street			\$ 500,000					\$ 500,000	
SCHOOL	School buses (replacement buses for back up)			\$ 220,000	\$ 220,000	\$ 220,000			\$ 660,000	
SCHOOL	Heating and HVAC			\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000	
SCHOOL	North Middle School repairs			\$ 50,000	\$ 50,000	\$ 50,000			\$ 150,000	
SCHOOL	School building roofsand exterior facade repairs				\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,000,000	
SCHOOL	School buildings elevator repairs			\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,500,000	
SCHOOL	Building generators			\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 3,000,000	
SCHOOL	buildings sprinkler			\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 1,750,000	
SCHOOL	brick repointing			\$ 100,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 900,000	
SCHOOL	Modular Classrooms			\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,250,000	
SCHOOL	Asbestos removal			\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000	
	TOTAL SCHOOLS		\$ -	\$ 3,155,000	\$ 12,935,000	\$ 4,390,000	\$ 3,670,000	\$ 2,950,000	\$ 2,650,000	\$ 29,750,000

GRAND TOTAL \$ 120,410,549 \$ 119,682,906 \$ 72,686,072 \$ 88,763,000 \$ 48,320,000 \$ 177,545,000 \$ 2,650,000 \$ 630,157,527

*** Due to budget constraints captial projects will be halted in FY2025**

ARPA Projects

City Hall Envelope/Hvac Project

The HVAC system and envelope upgrades for Brockton City Hall will address air quality issues that impact City employees and residents of the community. Built in the late 1800's, there is a clear lack of air flow and tenable air quality in a historic building that lacks the current amenities to accommodate fresh air. With over 800 active employees, and among a population of over 106,000 residents, there is a critical need to provide modern HVAC and air quality system that will ensure the risk to COVID-19 and other respiratory ailments are minimized.

Renovations funded by ARPA monies will provide City Hall with an all new direct outdoor air system to combine with existing chilled and hot water loops. A Direct Outdoor Air Supply (DOAS) will be installed to introduce fresh air, in addition to sealing the exterior envelope.



War Memorial HVAC Project

The HVAC system upgrades for the War Memorial Building will address air quality issues that impact Veterans' of the Armed Services that occupy the facility. Built in the 1930's, there is a clear lack of airflow and tenable air quality for patrons and relies on operable windows for ventilation. With the facility being occupied by our Veterans, it is critical we provide air quality and HVAC improvements to ensure that we do not further the medical predispositions they may face as a result of their service to our country.

Renovation has begun to provide a new Direct Outdoor Air Supply (DOAS). The system is being mounted on the roof of the exterior of the building to temper the DOAS with Variable Refrigerant Flow (VRF) technology. This work will ensure that existing envelope is sealed and that fresh air is available throughout the building.



Mary Cruise Kennedy Senior Center Expansion Project

The expansion of the Mary Cruise Kennedy Senior Center will allow for additional space to address social distancing needs and the social determinants of health that impact senior's quality of life. A new fresh air system will also reduce the spread of COVID-19 and other respiratory ailments within the facility.



City of Brockton ARPA Grant Program

The City of Brockton instituted an ARPA grant program, which provided funding in the amount of \$50,000 to eligible non-profits and faith-based organizations in the City. These grants provided funding to assist organizations that suffered economic impacts due to lost operating costs during the pandemic. In total, 41 organizations benefited with \$2,000,000 disbursed to those nonprofits whose work lifted up the community during the pandemic.

Sycamore Grove

Locally-owned restaurants have been adversely impacted by COVID-19 through a series of shutdowns, social distancing, and other health department regulations that caused diners to stay at home. This project directly supports four adjacent restaurants by enhancing open space and providing outdoor entertainment opportunities. Additionally, the new public park will create more open space that had been lacking for downtown residents.

Liberty Tree Park

The Liberty Tree marked an important stop on the Underground Railroad for those seeking to escape slavery. Located on the site is an old sycamore tree, known as the Liberty Tree, where Frederick Douglass delivered many speeches to the public. The site was also the location of an old barn that served as a station on the Underground Railroad, ferrying people escaping slavery in the south to freedom in Canada. The majestic Sycamore, dating back to the mid-1700s, is an important symbol of Brockton's history and of freedom in the years prior to the issuance of the Emancipation Proclamation and the enactment of the Thirteenth Amendment.

The site is to be converted into a new public greenspace that protects the Liberty Tree. Planning has begun for the installment of the Frederick Douglass statue. The statue and interpretations stations for other abolitionist leaders who spoke under the tree will be housed together in this green space.









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 FY19, FY20, FY21, and FY22; (2) changes in fund balance (increases or decreases) for FY18, FY19, FY20, FY21; (3) ending fund balances for FY19, FY20, FY21, FY22. The balance sheets presented provide information based on the appropriated governmental fund. The City of Brockton will not have the balance sheet for FY25 until the conclusion of the fiscal year and does not conduct any analyses as it relates to the balance sheet in future fiscal years.

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	\$ -	\$ 17,295,397	\$ 39,271,338	\$ 159,839,700
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	-	7,206,932	-	6,084,626	20,966,861
Departmental and Other	735,780	-	-	-	748,045	1,483,825
Total Receivables	26,171,376	-	7,206,932	-	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	\$ 7,206,932	\$ 17,295,397	\$ 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\Mlhholdings	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	-	-	-	17,295,397	-	17,295,397
Bond Anticipation Notes Payable	-	12,100,000	-	-	3,267,600	15,367,600
Total Liabilities	33,185,763	12,308,752	9,714,738	17,295,397	8,845,851	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	\$ 7,206,932	\$ 17,295,397	\$ 46,104,009	\$ 218,379,338

See accompanying Notes to Basic Financial Statements.

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	217,546,718	-	13,629,110	-	52,025,049	283,200,877
Intergovernmental (MTRS On Behalf of Contribution)	56,811,472	-	-	-	-	56,811,472
Fines	455,047	-	-	-	250,449	705,496
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	-	9,688,928	-	42,560,781	236,817,907
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	-	1,108,181	3,562,797
Culture and Recreation	2,395,834	-	46,249	-	158,916	2,600,999
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	631,681	1,729,802	-	-	7,139,712	9,501,195
Debt Service	12,428,560	-	-	-	192,470	12,621,030
Total Expenditures	438,075,013	1,729,802	17,349,987	-	63,263,448	520,418,250
Excess of Revenues Over Expenditures	13,155,100	(1,729,802)	(3,720,877)	-	352,995	8,057,416
Other Financing Sources (Uses):						
Operating Transfers In	3,657,877	-	-	-	2,425,637	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	12,902,305	(1,729,802)	(3,720,877)	-	3,659,662	11,111,288
Fund Balance - Beginning of Year (As Restated)	72,876,569	-	(3,609,177)	-	33,598,496	102,865,888
Fund Balance - End of Year	\$ 85,778,874	\$ (1,729,802)	\$ (7,330,054)	\$ -	\$ 37,258,158	\$ 113,977,176

See accompanying Notes to Basic Financial Statements.

Balance Sheet - Governmental Funds June 30, 2020

	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	18,679,796	7,755,837	26,435,633
Due from Other Funds	2,975,590	-	2,975,590
Tax Possessions	1,645,602	-	1,645,602
Deposits with Health Claims Agent	6,776,400	-	6,776,400
Total Assets	\$ 122,756,819	\$ 46,265,504	\$ 169,022,323
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	\$ 30,713,760	\$ 12,431,787	\$ 43,145,547
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	73,451,556	30,857,926	104,309,482
Total Liabilities, Deferred Inflows of Resources and Fund Balances	\$ 122,756,819	\$ 46,265,504	\$ 169,022,323

⁽¹⁾ Extracted from draft audited financial statements of the City, preliminary and subject to revision and change.

**Statement of Revenues, Expenditures and
Changes in Fund Balances - Governmental Funds
Year Ended June 30, 2020**

	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	14,565,239	980,480	15,545,719
Public Safety	52,760,192	4,693,606	57,453,798
Education	182,492,850	37,899,914	220,392,764
Public Works	6,147,343	435,895	6,583,238
Economic Development	400,936	1,577,984	1,978,920
Human Services	2,421,528	781,499	3,203,027
Culture and Recreation	2,658,244	329,814	2,988,058
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	2,807,761	-	2,807,761
Capital Outlay	1,400,888	10,813,870	12,214,758
Debi Service	12,877,329	186,417	13,063,746
Total Expenditures	426,621,230	57,699,479	484,320,709
Excess (deficiency) of Revenues Over Expenditures (Changes in Fund Balance)	6,070,197	(1,906,178)	4,164,019
Other Financing Sources (Uses):			
Transfers in	2,353,173	181,000	2,534,173
Transfers Out	(3,034,613)	(1,873,128)	(4,907,741)
Premiums from Issuance of Bonds and Notes Payable	-	647,465	647,465
Total Other Financing Sources (Uses)	(681,440)	(1,044,663)	(1,726,103)
Changes in Fund Balance	5,388,757	(2,950,841)	2,437,916
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)	\$ 72,885,569	\$ 30,868,246	\$ 103,753,815

See accompanying Notes to Basic Financial Statements.

Balance Sheet - Governmental Funds June 30, 2019

	Other General	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)	1,966,655	-	1,966,655
Tax Liens	5,204,478	-	5,204,478
Intergovernmental	15,903,565	10,255,969	26,159,534
Departmental and Other	113,325	724,144	837,469
Total Receivables	\$ 31,425,612	\$ 10,980,113	\$ 42,405,725
Tax Possessions	1,628,660	-	1,628,660
Deposits with Health Claims Agent	7,067,400	-	7,067,400
Total Assets	\$ 116,486,562	\$ 43,191,925	\$ 159,678,487
Liabilities, Deferred Inflows of Resources and Fund Balances			
Liabilities			
Warrants and Accounts Payable	\$ 11,243,622	\$ 5,407,130	\$ 16,650,752
Accrued Liabilities:			
Tax Abatement Refunds	104,65	-	-
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	31,495,336	9,372,838	40,868,174
Deferred Inflows of Revenues			
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	\$ 116,381,912	\$ 43,191,925	\$ 159,573,837

See accompanying Notes to Basic Financial Statements.

**Statement of Revenues, Expenditures, and Changes in Fund Balance - Governmental Funds
Year Ended June 30, 2019**

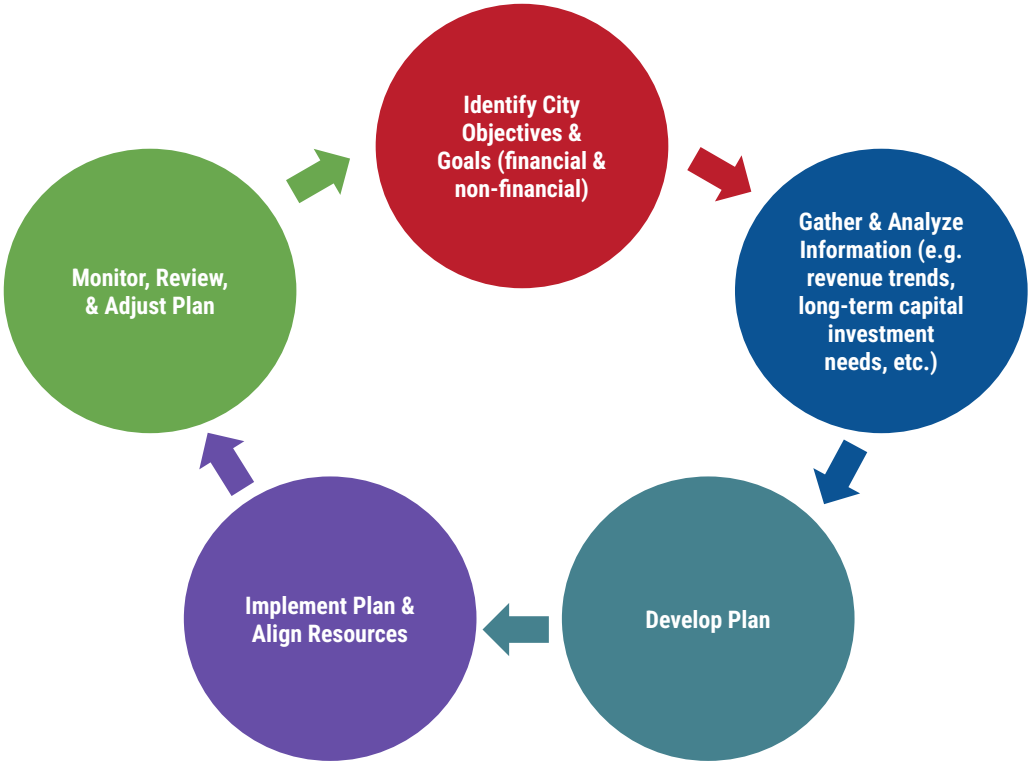
	General	Other Governmental	Total
Revenues:			
Real and Personal Property Taxes, Net	\$141,981,417	\$ -	\$ 141,981,417
Motor Vehicle and Other Excise	11,111,765	-	11,111,765
Penalties and Interest on Taxes	2,075,501	-	2,075,501
Payments in Lieu of Taxes	116,525	-	116,525
User Charges and Other Revenue	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	(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 of Year	83,683,867	26,808,553	110,492,420
Fund Balance - End of Year	\$ 67,496,812	\$ 33,819,087	\$ 101,315,899

See accompanying Notes to Basic Financial Statements.

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 Order Summary

GENERAL GOVERNMENT	FY2023 Actual	FY2024 Adopted	FY2025 Proposed	% Change
ASSESSOR				
PERSONAL SERVICES - OVERTIME	-	27	15,000	54765%
PERSONAL SERVICES - OTHER THAN OVERTIME	614,487	679,264	617,590	-9%
ORDINARY MAINTENANCE - SERVICES	101,526	132,950	52,150	-61%
ORDINARY MAINTENANCE - GOODS	6,417	9,100	6,000	-34%
TOTAL	722,430	821,341	690,740	-16%
AUDITOR				
PERSONAL SERVICES - OVERTIME	6,655	10,687	5,000	-53%
PERSONAL SERVICES - OTHER THAN OVERTIME	575,530	796,084	971,637	22%
ORDINARY MAINTENANCE - SERVICES	345,262	333,200	203,750	-39%
ORDINARY MAINTENANCE - GOODS	14,666	12,750	12,000	-6%
TOTAL	942,114	1,152,721	1,192,387	3%
AUDITOR MAIL				
ORDINARY MAINTENANCE - SERVICES	277,014	249,900	273,650	10%
ORDINARY MAINTENANCE - GOODS	-	500	-	-100%
TOTAL	277,014	250,400	273,650	9%
AUDITOR TELEPHONE				
ORDINARY MAINTENANCE - SERVICES	78,046	89,000	76,000	-15%
TOTAL	78,046	89,000	76,000	-15%
CITY CLERK				
PERSONAL SERVICES - OVERTIME	4,692	11,331	7,500	-34%
PERSONAL SERVICES - OTHER THAN OVERTIME	297,366	377,790	484,305	28%
ORDINARY MAINTENANCE - SERVICES	13,250	68,000	23,750	-65%
ORDINARY MAINTENANCE - GOODS	18,679	21,775	12,275	-44%
TOTAL	333,987	478,896	527,830	10%
CITY COUNCIL				
PERSONAL SERVICES - OVERTIME	2,777	9,727	9,727	0%
PERSONAL SERVICES - OTHER THAN OVERTIME	492,748	703,380	608,571	-13%
ORDINARY MAINTENANCE - SERVICES	9,137	86,000	26,000	-70%
ORDINARY MAINTENANCE - GOODS	8,862	68,500	25,250	-63%
TOTAL	513,524	867,607	669,548	-23%
CONSERVATION COMMISSION				
PERSONAL SERVICES - OVERTIME	1,972	5,000	2,500	-50%
PERSONAL SERVICES - OTHER THAN OVERTIME	-	25,000	25,000	0
ORDINARY MAINTENANCE - SERVICES	17,970	61,675	1,350	-98%
ORDINARY MAINTENANCE - GOODS	2,907	6,100	3,800	-38%
TOTAL	22,849	97,775	32,650	-67%

Appropriation Order Summary

GENERAL GOVERNMENT	FY2023 Actual	FY2024 Adopted	FY2025 Proposed	% Change
ELECTION COMMISSION				
PERSONAL SERVICES - OVERTIME	3,424	6,341	5,000	-21%
PERSONAL SERVICES - OTHER THAN OVERTIME	413,819	583,155	569,350	-2%
ORDINARY MAINTENANCE - SERVICES	71,032	95,900	88,900	-7%
ORDINARY MAINTENANCE - GOODS	5,606	7,781	4,550	-42%
TOTAL	493,881	693,177	667,800	-4%
FINANCE				
PERSONAL SERVICES - OVERTIME	-	500	500	0%
PERSONAL SERVICES - OTHER THAN OVERTIME	609,779	830,790	1,040,893	25%
ORDINARY MAINTENANCE - SERVICES	1,416,417	1,270,950	210,060	-83%
ORDINARY MAINTENANCE - GOODS	12,891	18,215	15,726	-14%
OUT OF STATE TRAVEL	6,250	15,000	7,500	-50%
TOTAL	2,045,337	2,135,455	1,274,679	-40%
HUMAN RESOURCES				
PERSONAL SERVICES - OVERTIME	-	2,083	1,000	-52%
PERSONAL SERVICES - OTHER THAN OVERTIME	322,877	425,803	359,096	-16%
ORDINARY MAINTENANCE - SERVICES	47,695	217,000	19,000	-91%
ORDINARY MAINTENANCE - GOODS	29,767	47,500	24,000	-49%
EMPLOYEE BENEFITS	59,384,017	60,030,348	61,349,687	2%
TOTAL	59,784,356	60,722,734	61,752,783	2%
INFORMATION TECHNOLOGY CENTER				
PERSONAL SERVICES - OVERTIME	49,793	68,872	50,000	-27%
PERSONAL SERVICES - OTHER THAN OVERTIME	1,080,181	1,437,944	1,375,820	-4%
ORDINARY MAINTENANCE - SERVICES	1,434,645	1,571,820	1,421,320	-10%
ORDINARY MAINTENANCE - GOODS	397,441	345,610	396,349	15%
OUT OF STATE TRAVEL	2,000	5,000	-	-100%
TOTAL	2,964,059	3,429,246	3,243,489	-5%
LAW				
PERSONAL SERVICES - OVERTIME	987	1,545	1,000	-35%
PERSONAL SERVICES - OTHER THAN OVERTIME	1,031,082	1,139,077	1,139,418	0%
ORDINARY MAINTENANCE - SERVICES	415,668	791,214	293,900	-63%
ORDINARY MAINTENANCE - GOODS	126,111	134,514	101,864	-24%
LAW COURT JUDGEMENTS	1,337,413	1,884,625	1,500,000	-20%
WORKERS COMPENSATION	1,140,182	1,540,183	1,240,183	-19%
PROPERTY INSURANCE	1,505,950	1,865,000	1,900,000	2%
TOTAL	5,557,393	7,356,158	6,176,365	-16%
LAW- LICENSE COMMISSION				
PERSONAL SERVICES - OVERTIME	3,979	11,111	10,950	-1%
PERSONAL SERVICES - OTHER THAN OVERTIME	84,529	111,104	111,934	1%
ORDINARY MAINTENANCE - SERVICES	274	1,600	1,600	0%
ORDINARY MAINTENANCE - GOODS	822	8,000	1,750	-78%
TOTAL	89,603	131,815	126,234	-4%

Appropriation Order Summary

GENERAL GOVERNMENT	FY2023 Actual	FY2024 Adopted	FY2025 Proposed	% Change
MAYOR				
PERSONAL SERVICES - OVERTIME	(22,199)	3,000	3,000	0%
PERSONAL SERVICES - OTHER THAN OVERTIME	755,358	895,597	657,542	-27%
ORDINARY MAINTENANCE - SERVICES	252,608	349,795	214,000	-39%
ORDINARY MAINTENANCE - GOODS	50,246	62,324	47,774	-23%
40 R ACTIVITIES	-	11,041	11,041	0%
MAYOR CULTURAL AFFAIRS	9,413	20,850	15,000	-28%
MAYOR CABLE ACCESS	675,000	675,000	675,000	0%
WOMEN'S COMMISSION	1,914	3,400	1,500	-56%
DIVERSITY COMMISSION	2,066	3,400	1,500	-56%
HISTORICAL COMMISSION	-	3,400	1,500	-56%
YOUTH TASK FORCE	71,938	100,000	100,000	0%
TOTAL	1,796,345	2,127,807	1,727,857	-19%
PLANNING AND ECONOMIC DEVELOPMENT				
PERSONAL SERVICES - OVERTIME	2,982	3,246	3,246	0%
PERSONAL SERVICES - OTHER THAN OVERTIME	428,604	505,886	588,208	16%
ORDINARY MAINTENANCE - SERVICES	153,635	341,550	163,350	-52%
ORDINARY MAINTENANCE - GOODS	16,797	20,453	12,400	-39%
TOTAL	602,019	871,135	767,204	-12%
PLANNING BOARD				
PERSONAL SERVICES - OVERTIME	871	5,000	2,000	-60%
PERSONAL SERVICES - OTHER THAN OVERTIME	17,600	19,500	20,000	3%
ORDINARY MAINTENANCE - SERVICES	8,176	14,275	3,500	-75%
ORDINARY MAINTENANCE - GOODS	495	3,000	1,300	-57%
TOTAL	27,142	41,775	26,800	-36%
PROCUREMENT DEPARTMENT				
PERSONAL SERVICES - OTHER THAN OVERTIME	168,439	202,242	184,789	-9%
ORDINARY MAINTENANCE - SERVICES	292	525	525	0%
ORDINARY MAINTENANCE - GOODS	7,737	10,700	9,450	-12%
TOTAL	176,468	213,467	194,764	-9%
PUBLIC PROPERTY				
PERSONAL SERVICES - OVERTIME	107,886	172,311	150,000	-13%
PERSONAL SERVICES - OTHER THAN OVERTIME	1,709,666	2,733,265	3,210,339	17%
ORDINARY MAINTENANCE - SERVICES	540,534	895,428	376,350	-58%
ORDINARY MAINTENANCE - GOODS	178,992	395,356	140,600	-64%
P. P. STADIUM PERSONAL SERVICES- OVERTIME	8,797	10,000	-	-100%
P. P. STADIUM ORDINARY MAINTENANCE- SERVICES	104,816	95,000	92,500	-3%
TOTAL	2,650,691	4,301,360	3,969,789	-8%

Appropriation Order Summary

GENERAL GOVERNMENT	FY2023 Actual	FY2024 Adopted	FY2025 Proposed	% Change
TREASURER/TAX COLLECTOR				
PERSONAL SERVICES - OVERTIME	3,036	5,359	3,000	-44%
PERSONAL SERVICES - OTHER THAN OVERTIME	876,091	1,015,094	998,288	-2%
ORDINARY MAINTENANCE - SERVICES	14,133	39,500	26,000	-34%
ORDINARY MAINTENANCE - GOODS	16,766	50,210	24,980	-50%
MEDICARE TAX	4,243,935	4,160,000	4,136,253	-1%
TOTAL	5,153,961	5,270,163	5,188,521	-2%
PUBLIC SAFETY				
ANIMAL CONTROL				
PERSONAL SERVICES - OVERTIME	28,969	32,466	25,882	-20%
PERSONAL SERVICES - OTHER THAN OVERTIME	649,179	723,041	757,385	5%
ORDINARY MAINTENANCE - SERVICES	35,377	52,630	36,836	-30%
ORDINARY MAINTENANCE - GOODS	8,484	13,029	11,095	-15%
TOTAL	722,010	821,166	831,198	1%
EMERGENCY MANAGEMENT AGENCY				
PERSONAL SERVICES - OTHER THAN OVERTIME	91,304	101,547	104,377	3%
ORDINARY MAINTENANCE - SERVICES	5,923	10,200	6,300	-38%
ORDINARY MAINTENANCE - GOODS	6,120	9,085	5,045	-44%
TOTAL	103,348	120,832	115,722	-4%
FIRE				
PERSONAL SERVICES - OVERTIME	769,078	1,160,713	408,000	-65%
PERSONAL SERVICES - OTHER THAN OVERTIME	27,312,824	28,695,603	34,065,773	19%
ORDINARY MAINTENANCE - SERVICES	939,516	1,229,404	883,697	-28%
ORDINARY MAINTENANCE - GOODS	465,114	546,090	513,080	-6%
PERSONAL SERVICES - FIRE STAFFING OVERTIME	868,281	870,000	870,000	0%
PRINCIPAL & INTEREST ON LONG-TERM DEBT	300,000	303,125	299,750	-1%
TOTAL	30,654,813	32,804,934	37,040,300	13%
POLICE				
PERSONAL SERVICES - OVERTIME	975,045	1,900,841	1,800,841	-5%
PERSONAL SERVICES - OTHER THAN OVERTIME	27,049,271	28,296,947	31,305,589	11%
ORDINARY MAINTENANCE - SERVICES	679,336	883,355	855,459	-3%
ORDINARY MAINTENANCE - GOODS	357,321	518,029	488,167	-6%
OUT OF STATE TRAVEL	12	5,000	3,000	-40%
TOTAL	29,060,985	31,604,173	34,453,056	9%
TRAFFIC COMMISSION				
PERSONAL SERVICES - OVERTIME	39,174	50,000	50,000	0%
PERSONAL SERVICES - OTHER THAN OVERTIME	11,200	10,000	8,000	-20%
ORDINARY MAINTENANCE - SERVICES	143,975	192,296	129,822	-32%
ORDINARY MAINTENANCE - GOODS	301,680	323,180	318,000	-2%
TOTAL	496,029	575,476	505,822	-12%

Appropriation Order Summary

GENERAL GOVERNMENT	FY2023 Actual	FY2024 Adopted	FY2025 Proposed	% Change
WEIGHTS & MEASURES				
PERSONAL SERVICES - OVERTIME	3,998	4,235	-	-100%
PERSONAL SERVICES - OTHER THAN OVERTIME	176,150	198,568	-	-100%
ORDINARY MAINTENANCE - SERVICES	9,717	15,639	-	-100%
ORDINARY MAINTENANCE - GOODS	4,496	6,846	-	-100%
OUT OF STATE TRAVEL	-	1,800	-	-100%
TOTAL	194,361	227,087	-	-100%

DEPARTMENT OF PUBLIC WORKS

DPW-COMMISSIONER

PERSONAL SERVICES - OVERTIME	457	5,689	2,000	-65%
PERSONAL SERVICES - OTHER THAN OVERTIME	411,187	519,132	503,440	-3%
ORDINARY MAINTENANCE - SERVICES	572	4,950	1,550	-69%
ORDINARY MAINTENANCE - GOODS	1,929	15,664	5,244	-67%
TOTAL	414,145	545,435	512,234	-6%

DPW-ENGINEERING

PERSONAL SERVICES - OVERTIME	16,053	13,194	10,000	-24%
PERSONAL SERVICES - OTHER THAN OVERTIME	269,304	333,401	408,125	22%
ORDINARY MAINTENANCE - SERVICES	12,703	26,100	12,600	-52%
ORDINARY MAINTENANCE - GOODS	21,566	52,397	30,537	-42%
TOTAL	319,627	425,092	461,262	9%

DPW-HIGHWAY

PERSONAL SERVICES - OVERTIME	292,860	307,356	307,356	0%
PERSONAL SERVICES - OTHER THAN OVERTIME	1,854,158	2,092,261	2,257,835	8%
ORDINARY MAINTENANCE - SERVICES	894,906	2,185,007	3,094,748	42%
ORDINARY MAINTENANCE - GOODS	913,641	1,208,135	1,027,691	-15%
TOTAL	3,955,566	5,792,759	6,687,630	15%

DPW-MAINTENANCE

PERSONAL SERVICES - OVERTIME	19,947	20,000	20,000	0%
PERSONAL SERVICES - OTHER THAN OVERTIME	139,277	236,570	261,284	10%
ORDINARY MAINTENANCE - SERVICES	13,573	29,526	20,000	-32%
ORDINARY MAINTENANCE - GOODS	457,071	456,260	509,260	12%
TOTAL	629,868	742,356	810,544	9%

HUMAN SERVICES

BOARD OF HEALTH

PERSONAL SERVICES - OVERTIME	15,318	6,651	-	-100%
PERSONAL SERVICES - OTHER THAN OVERTIME	953,414	587,742	722,629	23%
ORDINARY MAINTENANCE - SERVICES	19,186	39,750	24,900	-37%
ORDINARY MAINTENANCE - GOODS	17,660	49,500	28,000	-43%
TOTAL	1,005,577	683,642	775,529	13%

Appropriation Order Summary

GENERAL GOVERNMENT	FY2023 Actual	FY2024 Adopted	FY2025 Proposed	% Change
CEMETERY				
PERSONAL SERVICES - OVERTIME	96,481	100,087	100,000	0%
PERSONAL SERVICES - OTHER THAN OVERTIME	349,399	393,974	402,635	2%
ORDINARY MAINTENANCE - SERVICES	104,798	154,766	94,800	-39%
ORDINARY MAINTENANCE - GOODS	50,057	84,400	66,000	-22%
TOTAL	600,736	733,227	663,435	-10%
COUNCIL ON AGING				
PERSONAL SERVICES - OVERTIME	237	854	854	0%
PERSONAL SERVICES - OTHER THAN OVERTIME	269,786	391,126	321,622	-18%
ORDINARY MAINTENANCE - SERVICES	6,609	17,200	11,600	-33%
ORDINARY MAINTENANCE - GOODS	12,667	26,750	16,200	-39%
TOTAL	289,298	435,929	350,276	-20%
VETERANS' COUNCIL				
VET COUNCIL GOODS & SUPPLIES	12,858	16,000	16,000	0%
TOTAL	12,858	16,000	16,000	0%
VETERANS' SERVICES				
PERSONAL SERVICES - OVERTIME	2,086	5,625	5,500	-2%
PERSONAL SERVICES - OTHER THAN OVERTIME	181,624	288,720	311,042	8%
ORDINARY MAINTENANCE - SERVICES	6,921	15,400	13,400	-13%
ORDINARY MAINTENANCE - GOODS	541,511	672,500	620,000	-8%
TOTAL	732,142	982,246	949,942	-3%
CULTURE AND RECREATION				
LIBRARY				
PERSONAL SERVICES - OVERTIME	16,002	26,000	26,000	0%
PERSONAL SERVICES - OTHER THAN OVERTIME	1,874,469	2,536,315	2,130,951	-16%
ORDINARY MAINTENANCE - SERVICES	338,788	432,300	288,450	-33%
ORDINARY MAINTENANCE - GOODS	399,712	432,000	422,000	-2%
TOTAL	2,628,970	3,426,615	2,867,401	-16%
TREASURER'S DEBT SERVICE				
TREASURER'S DEBT SERVICE	13,368,275	20,091,579	20,291,370	1%
PENSION OBLIGATION DEBT SERVICE	12,879,589	15,376,144	17,876,755	16%
TOTAL	26,247,864	35,467,723	38,168,125	8%
PENSION/ RETIREMENT				
RETIREMENT CONTRIBUTORY	7,538,595	14,718,019	14,819,329	1%
RETIREMENT NON-CONTRIBUTORY	16,887	17,562	17,562	0%
TOTAL	7,555,482	14,735,581	14,836,891	1%
NET & NONNET SCHOOL SPENDING				
NET SCHOOL SPENDING	206,318,562	219,868,010	226,787,808	3%
NON NET SCHOOL SPENDING	12,879,589	11,245,147	11,000,000	-2%
TOTAL	219,198,151	231,113,157	237,787,808	3%

Appropriation Order Summary

	FY2023 Actual	FY2024 Adopted	FY2025 Proposed	% Change
GENERAL GOVERNMENT				
EDUCATION				
COLLABORATIVE PROGRAMS SOUTHEASTERN REGIONAL SCHOOL	4,408,899	4,798,398	5,299,614	10%
TOTAL	4,408,899	4,798,398	5,299,614	10%
GENERAL FUND SUBSIDIES				
PARK AND RECREATION GENERAL FUND SUBSIDY			600,000	0%
TOTAL	-	-	600,000	0%
TOTAL GENERAL FUND	413,461,947	457,103,862	472,311,879	3%
AMOUNT TO BE RAISED- OVERLAY	-	200,000	500,000	150%
GOVERNMENT ASSESSMENTS	30,908,649	33,978,473	36,853,027	8%
GRAND TOTAL GENERAL FUND BUDGET	444,370,596	491,282,335	509,664,906	4%

BUDGET BY CATEGORY

OVERTIME	3,319,639	4,829,850	3,895,856	-19%
PERSONAL SERVICES NON OVERTIME	71,070,703	77,885,922	86,523,467	11%
PURCHASE OF SERVICES	9,202,423	12,707,496	9,745,858	-23%
GOODS AND SUPPLIES	4,539,027	5,755,653	5,017,887	-13%
OUT OF STATE TRAVEL	8,262	26,800	10,500	-61%
DEBT SERVICE	26,547,864	35,770,848	38,467,875	8%
BENEFITS	59,384,017	60,030,348	61,349,687	2%
RETIREMENT	7,555,482	14,735,581	14,836,891	1%
MEDICARE	4,243,935	4,160,000	4,136,253	-1%
SCHOOL- DIRECT APPROPRIATIONS TO THE SCHOOLS	223,607,050	235,911,555	243,087,422	3%
OTHER EXPENSES	3,983,545	5,289,808	4,640,183	-12%
GENERAL FUND SUBSIDY	-	-	600,000	0%
TOTAL GENERAL FUND	413,461,947	457,103,862	472,311,879	3%
AMOUNT TO BE RAISED- OVERLAY	-	200,000	500,000	150%
GOVERNMENT ASSESSMENTS	30,908,649	33,978,473	36,853,027	8%
GRAND TOTAL GENERAL FUND BUDGET*	444,370,596	491,282,335	509,664,906	4%

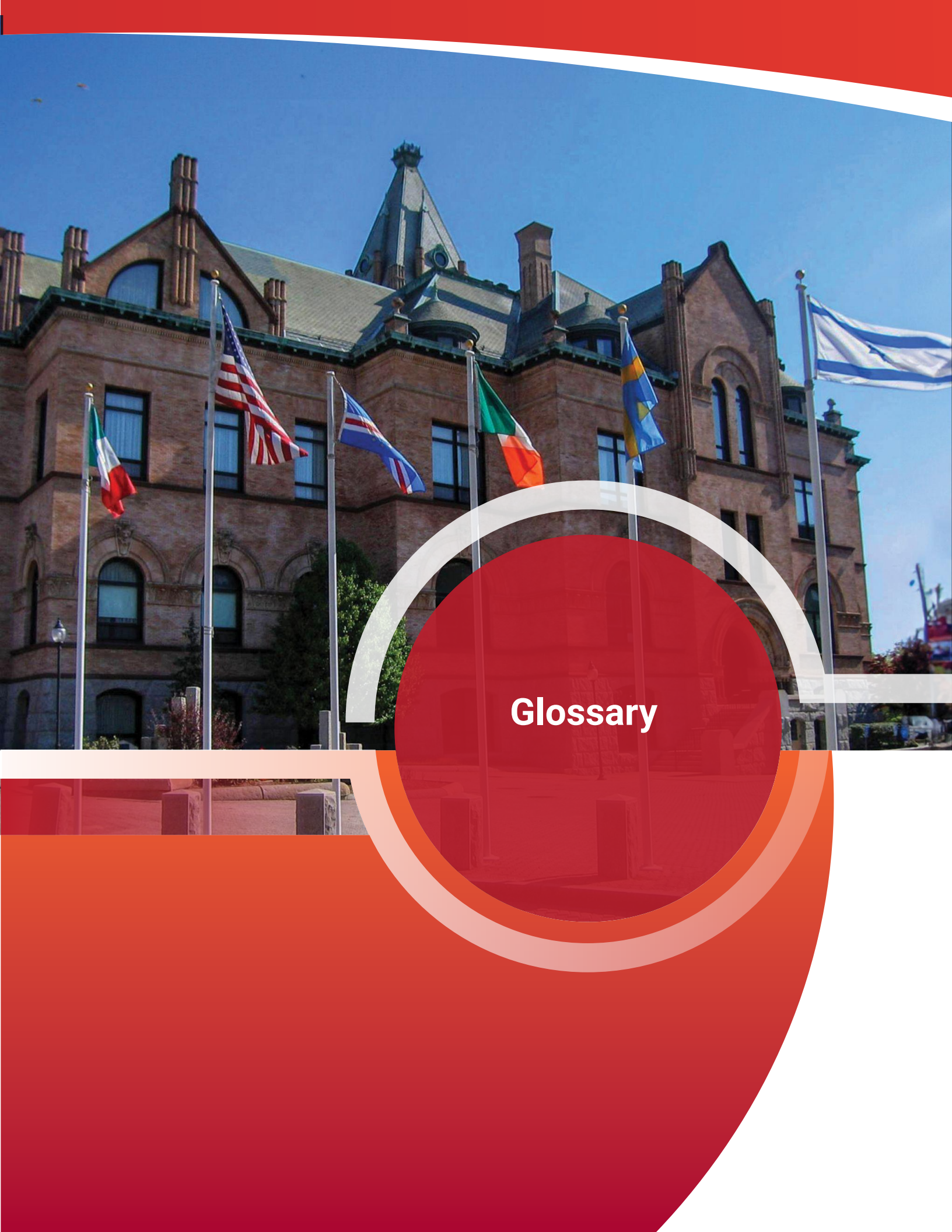
*Figures represent the adopted FY25 budget on June 24, 2024.

Indirect Cost Allocation

City of Brockton FY24 Indirect Cost Allocation

	Summary			Water	Sewer	Refuse	Stormwater	Parks	Parking Authority
Indirect Cost Allocation	\$5,025,000	%		39.80%	29.85%	13.93%	0.50%	7.96%	7.96%
		Amount		\$2,000,000	\$1,500,000	\$700,000	\$25,000	\$400,000	\$400,000
Departmental Indirect Cost Analysis									
	FY24	FY 24	FY 24	Water	Sewer	Refuse	Stormwater	Parks	Parking Authority
	Indirect Allocation	Total Budget	% of Budget	39.80%	29.85%	13.93%	0.50%	7.96%	7.96%
Health Insurance	\$2,871,113	\$57,422,267	5.00%	\$1,142,732	\$857,049	\$399,956	\$14,284	\$228,546	\$228,546
Pension	\$735,901	\$14,718,019	5.00%	\$292,896	\$219,672	\$102,514	\$3,661	\$58,579	\$58,579
				\$-	\$-	\$-	\$-	\$-	\$-
Shared Employees				\$-					
Finance	\$169,460	\$2,118,252	8.00%	\$67,447	\$50,585	\$23,606	\$843	\$13,489	\$13,489
Auditing	\$268,818	\$1,075,273	25.00%	\$106,992	\$80,244	\$37,447	\$1,337	\$21,398	\$21,398
Mayor	\$80,171	\$801,705	10.00%	\$31,909	\$23,931	\$11,168	\$399	\$6,382	\$6,382
Treasurer - Debt	\$160,660	\$4,995,634	3.22%	\$63,944	\$47,958	\$22,380	\$799	\$12,789	\$12,789
Human Resources	\$75,555	\$2,928,485	2.58%	\$30,072	\$22,554	\$10,525	\$376	\$6,014	\$6,014
Procurement	\$102,497	\$2,928,485	3.50%	\$40,795	\$30,596	\$14,278	\$510	\$8,159	\$8,159
Law	\$66,601	\$1,902,889	3.50%	\$26,508	\$19,881	\$9,278	\$331	\$5,302	\$5,302
Clerk	\$57,087	\$1,902,889	3.00%	\$22,721	\$17,041	\$7,952	\$284	\$4,544	\$4,544
Public Property	\$41,102	\$1,902,889	2.16%	\$16,359	\$12,269	\$5,726	\$204	\$3,272	\$3,272
Information Technology	\$121,618	\$3,390,960	3.59%	\$48,405	\$36,304	\$16,942	\$605	\$9,681	\$9,681
Total Shared Employees	\$1,143,569	\$23,947,461	4.78%	\$455,152	\$341,363	\$159,302	\$5,688	\$91,030	\$91,030
Other 1									
General Insurance	\$32,000	\$1,600,000	2.00%	\$12,736	\$9,552	\$4,458	\$159	\$2,547	\$2,547
Workmen's Comp	\$22,804	\$1,140,183	2.00%	\$9,076	\$6,807	\$3,177	\$113	\$1,815	\$1,815
				\$-					
Total Other 1	\$54,804	\$2,740,183	2.00%	\$21,812	\$16,359	\$7,635	\$272	\$4,362	\$4,362
Other 2									
Treasurer/Debt	\$204,343	\$35,967,723	0.57%	\$81,331	\$60,998	\$28,466	\$1,017	\$16,266	\$16,266
Postage/Software	\$15,270	\$305,400	5.00%	\$6,078	\$4,558	\$2,127	\$76	\$1,216	\$1,216
Total Other 2	\$219,613	\$36,273,123	0.61%	\$87,409	\$65,556	\$30,593	\$1,093	\$17,482	\$17,482
				\$-					
Total	\$5,025,000	\$135,101,053	3.72%	\$2,000,001	\$1,499,999	\$700,000	\$24,998	\$399,999	\$399,999





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 treasurers are required to file with the DOR, showing authorized and issued debt retired and interest paid by the community during the prior fiscal year, as well as authorized but unissued debt at year-end. Also known as the "Statement of Indebtedness."

Deficit: The excess of expenditures over revenues during an accounting period. Also refers to the excess of the liabilities of a fund over its assets.

Depreciation: An accounting method of allocating the cost of a tangible or physical asset over its useful life or life expectancy. Depreciating assets helps companies earn revenue from an asset, while expensing a portion of its cost each year the asset is in use.

Encumbrance: A reservation of funds to cover obligations arising from purchase orders, contracts, or salary commitments that are chargeable to, but not yet paid from, a specific appropriation account.

Enterprise Fund: An enterprise fund, authorized by MGL Ch. 44§53F 1/2, is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an enterprise fund, all costs of service delivery—direct, indirect, and capital costs—are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the "surplus" or net assets unrestricted generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Services that may be treated as enterprises include, but are not limited to, water, sewer, hospital, and airport services.

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

Estimated Receipts: A term that typically refers to anticipated local revenues listed on page three of the Tax Recapitulation Sheet. Projections of local revenue are often based on the previous year's receipts and representing funding sources necessary to support a community's annual budget (See Local Receipts).

Excess and Deficiency: Also called the "surplus revenue" account, this is the amount by which cash, accounts receivable, and other assets exceed a regional school district's liabilities and reserves as certified by the Director of Accounts. The calculation is based on a year-end balance sheet, which is submitted to DOR by the district's auditor, accountant, or comptroller as of June 30. The regional school committee must apply certified amounts exceeding five percent of the district's prior year operating and capital costs to reduce the assessment on member cities and towns. Important: E&D is not available for appropriation until certified from the Director of Accounts.

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

Exemption: A discharge, established by statute, from the obligation to pay all or a portion of a property tax. The exemption is available to particular categories of property or persons upon the timely submission and approval of an application to the assessors. Properties exempt from taxation include hospitals, schools, houses of worship, and cultural institutions. Persons who may qualify for exemptions include disabled veterans, blind individuals, surviving spouses, and seniors.

Expenditure: An outlay of money made by municipalities to provide the programs and services within their approved budget.

Fiduciary Funds: Repository of money held by a municipality in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and other funds. These include pension (and other employee benefit) trust funds, investment trust funds, private-purpose trust funds, and agency funds.

Financial Advisor: An individual or institution that assists municipalities in the issuance of tax-exempt bonds and notes. The public finance department of a commercial bank or non-bank advisor provides this service.

Financial Statement: A presentation of the assets and liabilities of a community as part of a particular date and most often prepared after the close of the fiscal year.

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

Fixed Assets: Long-lived, assets such as buildings, equipment and land obtained or controlled as a result of past transactions or circumstances.

Fixed Costs: Costs that are legally or contractually mandated such as retirement, FICA/Social Security, insurance, debt service costs or interest on loans.

Float: The difference between the bank balance for a local government's account and its book balance at the end of the day. The primary factor creating float is clearing time on checks and deposits. Delays in receiving deposit and withdrawal information also influence float.

Foundation Budget: The spending target imposed by the Education Reform Act of 1993 for each school district as the level necessary to provide an adequate education for all students.

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

Full and Fair Cash Value (FFCV): Fair cash value has been identified by the Massachusetts Supreme Judicial Court as "fair market value, which is the price an owner is willing, but not under compensation to sell, ought to receive from one willing, but not under compulsion, to buy. It means the highest price that a normal purchaser not under peculiar compulsion will pay at a time, and cannot exceed the sum that the owner, after reasonable effort, could obtain for his property. A valuation limited to what the property is worth to the purchaser is not market value. The fair cash value is the value the property would have on January first of any taxable year in the hands of any owner, including the present owner" (Boston Gas Co. v. Assessors of Boston, 334 Mass. 549, 566 (1956)).

Full Faith and Credit Obligations: A pledge of the general taxing powers for the payment of governmental obligations. Bonds carrying such pledges are usually referred to as general obligation or full faith and credit bonds.

Fund: An accounting entity with a self-balancing set of accounts that are segregated for the purpose of carrying on identified activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations.

Fund Accounting: Organizing financial records into multiple, segregated locations for money. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, revenues, and expenditures) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the general fund and enterprise funds. Communities whose accounting records are organized according to the Uniform Municipal Accounting System (UMAS) use multiple funds.

Fund Balance: The difference between assets and liabilities reported in a governmental fund. Also known as fund equity.

GASB 34: A major pronouncement of the Governmental Accounting Standards Board that establishes new criteria on the form and content of governmental financial statements. GASB 34 requires a report on overall financial health, not just on individual funds. It requires more complete information on the cost of delivering value estimates on public infrastructure assets, such as bridges, road, sewers, etc. It also requires the presentation of a narrative statement the government's financial performance, trends and prospects for the future.

GASB 45: This is another Governmental Accounting Standards Board major pronouncement that each public entity account for and report other postemployment benefits in its accounting statements. Through actuarial analysis, municipalities must identify the true costs of the OPEB earned by employees over their estimated years of actual service.

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

General Obligation Bonds: Bonds issued by a municipality for purposes allowed by statute that are backed by the full faith and credit of its taxing authority.

Governing Body: A board, committee, commission, or other executive or policymaking body of a municipality or school district.

Government Finance Officers Association (GFOA): A nationwide association of public finance professionals.

Governmental Funds: Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, capital projects funds, debt service funds, and permanent funds.

Hotel/Motel Excise: A local option since 1985 that allows a community to assess a tax on short-term room occupancy. The community may levy up to 4% of the charge for stays less than 90 days at hotels, motels, and lodging houses. The convention center legislation imposed an additional 2.75% charge in Boston, Cambridge, Springfield, and Worcester.

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

Interest: Compensation paid or to be paid for the use of money, including amounts payable at periodic intervals or discounted at the time a loan is made. In the case of municipal bonds, interest payments accrue on a day-to-day basis, but are paid every six months.

Interest Rate: The interest payable, expressed as a percentage of the principal available for use during a specified period of time. It is always expressed in annual terms.

Investments: Securities and real estate held for the production of income in the form of interest, dividends, rentals or lease payments. The term does not include fixed assets used in governmental operations.

Judgement: An amount to be paid or collected by a governmental unit as a result of a court decision, including condemnation award in payment for private property taken for public use.

Law Enforcement Trust Fund: A revolving fund established to account for a portion of the proceeds from the sale of property seized from illegal drug-related activities. Funds may be expended to defray certain qualified law enforcement costs as outlined in MGL Ch. 94C§47. Funds from this account may be expended by the police chief without further appropriation.

Levy: The amount a community raises through the property tax. The levy can be any amount up to the levy limit, which is re-established every year in accordance with Proposition 2 1/2 provisions.

Levy Ceiling: A levy ceiling is one of two types of levy (tax) restrictions imposed by MGL Ch. 59§21C (Proposition 2 1/2). It states that, in any year, the real and personal property taxes imposed may not exceed 2 1/2 percent of the total full and fair cash value of all taxable property. Property taxes levied may exceed this limit only if the community passes a capital exclusion, a debt exclusion, or a special exclusion (See Levy Limit).

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

Line Item Budget: A budget that separates spending into categories, or greater detail, such as supplies, equipment, maintenance, or salaries, as opposed to a program budget.

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

Local Appropriating Authority: In a town, the town meeting has the power to appropriate funds, including the authorization of debt. In a City, the City Council has the power upon the recommendation of the Mayor.

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

Lock Box Service: A service typically offered by a financial institution for a fee to receive, process, and deposit payments made to municipalities for property taxes, motor vehicle excise, boat excise, and/or utility payments. At the end of each processing day the community receives payment information on the disk or other medium, which can be automatically posted to the collectors' cash receipts software. Printed reports are also provided.

Long-term debt: Community borrowing, or outstanding balance at any given time, involving loans with a maturity date of 12 months or more (See Permanent Debt).

Major fund: Funds whose revenues, expenditures/expenses, assets, or liabilities are at least 10% of the total for their fund category (governmental or enterprise) and 5% of the aggregate of all governmental and enterprise funds in total.

Maturity Date: The date that the principal of a bond becomes due and payable in full.

Massachusetts School Building Authority (MSBA): Administers the state program that reimburses cities, towns, and regional school districts varying percentages of their school construction costs depending on the wealth of the community or district, and the category of reimbursement. Projects that received their first reimbursement prior to July 26, 2004 will continue to get annual state payments to offset the related annual debt service. Thereafter, cities, towns, and regional school districts, will receive a lump sum amount representing the state's share of eligible project costs (See DOR IGR06-101).

Minimum Required Local Contribution: The minimum that a city or town must appropriate from property taxes and other local revenues for the support of schools (Education Reform Act of 1993).

Modified Accrual Basis of Accounting: A method of accounting that recognizes revenues in the accounting period in which they become available and measurable.

Motor Vehicle Excise (MVE): A locally imposed annual tax assessed to owners of motor vehicles registered to an address within the community in accordance with MGL Chapter 60A. The excise tax rate is set by statute at \$25 per \$1,000 of vehicle value. Owner registration and billing information is maintained by the State Registry of Motor Vehicles and is made available to city or town, or to the Deputy Collector who represents it.

Municipal(s): (As used in the bond trade) “Municipal” refers to any state or subordinate governmental unit. “Municipals” (i.e., municipal bonds) include not only the bonds of all political subdivisions, such as cities, towns, school districts, special districts, counties but also bonds of the state and agencies of the state.

Municipal Revenue Growth Factor (MRGF): An estimate of the percentage change in the municipality’s revenue growth for a fiscal year. It represents the combined percentage increase in the following revenue components: automatic 2 1/2 percent increase in the following revenue components: automatic 2 1/2 percent increase in the levy limit, estimated new growth, the change in selected unrestricted local receipts (Educational Reform Act fo 1993).

Net School Spending (NSS): School budget and municipal budget amounts attributable to education, excluding long-term debt service, student transportation, school lunches and certain other specified school expenditures. A community’s NSS funding must equal or exceed the NSS Requirement established annually by the Department of Education (DOE) (See Education Reform Act of 1993).

New Growth: The additional tax revenue generated by new construction, renovations and other increases in the property tax base during a calendar year. It does not include value increases caused by normal market forces or by revaluations. New growth is calculated by multiplying the assessed value associated with new construction, etc. that occurred between January and December 2005 (or July 2005 and June 2006 for accelerated new growth communities). In the fall of 2006, when new growth is being determined to set to the FY07 levy limit, the FY06 tax rate is used in the calculation.

Note: A short-term loan, typically with a maturity date of a year or less.

Objects of Expenditures: A classification of expenditures that is used for coding any department disbursement, such as “personal services,” “expenses,” or “capital outlay.”

Official Statement: A document prepared for potential investors that contains information about a prospective bond or note issue and the issuer. The official statement is typically published with the notice of sale. It is sometimes called an offering circular or prospectus.

Offset Receipts: A local option that allows receipts of a particular department be earmarked for the use of the department and appropriated to offset its annual operating budget. If accepted, MGL Ch.44

Other Postemployment Benefits (OPEB): Employees of state and local governments may be compensated in a variety of forms in exchange for their services. In addition to a salary, many employees earn benefits over their years of service that will not be received until after their employment with the government ends. The most common type of postemployment benefits is a pension. Postemployment benefits other than pensions generally take the form of health insurance and dental, vision, prescription, or other healthcare benefits provided to eligible retirees, including in some cases their beneficiaries. They may also include some type of life insurance. As a group, these are referred ti 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.



BROCKTON

CITY OF CHAMPIONS

