

# **CITY OVERVIEW**

## **Profile of the City**

The City of Salem, which was incorporated as a town in 1630 and became a city on March 23, 1836, is situated on the Massachusetts coast, 16 miles northeast on Boston. The City has a population of approximately 40,407 and occupies a land area of approximately 8 square miles. The second city in the Commonwealth to be incorporated, it is the Shire City of Essex County. Salem has operated under the Plan B form of government, with a mayor and an eleven-person City Council, seven elected from wards, and four at-large, since 1915.

## **Historic Information**

Salem was originally founded in 1626 by Roger Conant and a group of settlers from the Cape Ann area. In 1630, the area was incorporated into a town; and the name of Salem from "Sholem," meaning "peace" in the Hebrew language, was adopted. Salem is perhaps best remembered as the site of the infamous witchcraft hysteria that swept the colonies in the late 17th century. Early in the 18th century, Salem was a thriving commercial port. The protected harbor encouraged trade, but industrial development occurred slowly. During this time, shipbuilding and allied industries were well established and trading with the West Indies and European ports was extensive. This commercial expansion brought about a cultural expansion in the life of the town. The depression following the War of 1812 seriously affected the economy of Salem. Thereafter, the opening of the Erie Canal brought serious new trade competition; and with the building of larger vessels, trading was limited because the harbor was not deep enough to accommodate the larger vessels. As the level of commerce decreased, the growth of industry increased. In 1848, a large cotton mill was established; and after the Civil War several tanneries, shoe and paint factories were founded in Salem. A fire destroyed a large part of the industrial district in 1914, but the area was again built up as a thriving industrial center.

Among the many sites of historical interest are the Crowninshield-Bentley House, House of Seven Gables, Pierce-Nichols House, Pickering House, Pingree House, The Peabody-Essex Museum, Pioneer Village, Ropes Mansion House, the Witch House, and the Salem Maritime National Historical site which was the first national historic site in the United States.

## **Governmental Structure**

The Mayor is elected for four years in November of unevenly-numbered years. The Mayor is the administrative head of the city and chairman ex-officio of the School Committee, the Board of Library Trustees, and the Board of Trust Fund Commissioners. The Mayor acts with the City Council and School Committee to carry out city business. The Mayor appoints his or her office staff, the City Solicitor, and the Assistant City Solicitor without City Council confirmation. The appointments of most city department heads, and members of the various boards and commissions, however, require City Council confirmation. The Mayor has the right to veto any order, resolution, or ordinance passed by the Council. However, a veto may be overturned by a two-thirds vote of all councilors. After reviewing and revising estimates prepared by department heads, the Mayor submits the budget to the City Council for final action. The Mayor approves all municipal payrolls, vouchers, contracts and instruments; and recommends bond issues, legislations and orders to the City Council; and represents the city with other levels of government. As the general administrator of all city departments, the Mayor is consulted by department heads pertaining to the city's welfare.

The City Council is primarily the legislative branch of the city government. As the legislative body, the Council confirms appointments made by the Mayor and appropriates all monies necessary to city operation. It can approve, disapprove, or reduce the amount of appropriations, but not add to the appropriation. The Council receives orders of recommendation by the Mayor and petitions from the public, and acts on them after committee

study. The City Council also has the power to enact the Ordinances and other regulations. A majority of the City Council constitutes a quorum, and the affirmative vote of a majority of all the members of the Council is necessary for the adoption of any motion resolution, or ordinance. In some instance, adoption by a two-thirds vote of the members is required by statute.

The City provides general governmental services for the territory within its boundaries, including police and fire protection, disposal of garbage and rubbish (for residential properties); public education, including vocational-technical education at the high school level; street maintenance; certain water services, through the Salem and Beverly Water Supply Board; certain sewerage disposal services, through the South Essex Sewerage District; and parks and recreational facilities. Approximately 95 percent of the City is connected to the sewerage system; the entire area of the City is served by the municipal water system. The Salem Housing Authority is responsible for managing 1,462 units of low income housing for the City. Buildings are either owned by the Authority, or are part of the rental subsidy program or the voucher program. Of the 1,462 units, 715 are included in twelve elderly developments, nine family developments, and one handicapped accessible family developments. These units are owned and operated by the Authority. The principal highways serving the City are state Routes 1A, 107, and 114, all of which provide immediate access to Routes 1 and 128 and other major highways serving the greater Boston area. The City is a member municipality of the Massachusetts Bay Commuter Railroad, which provides passenger and freight service.

Within 170 days after the annual organization of the city government (which is ordinarily in early January), the Mayor is required to submit a budget of proposed expenditures for the fiscal year beginning on the next July 1. The City Council may make appropriations for the recommended purposes and may reduce or reject any item. Without recommendation of the Mayor, the City Council may not increase any item or make an appropriation for a purpose not included in the proposed budget (except by a two-thirds vote in case of the failure of the Mayor to recommend an appropriation for such a purpose within 7 days after a request from the City Council, pursuant to state statute). If the Council fails to act on any item of the proposed budget within 45 days, that item takes effect. The City's operating budget for fiscal year 2006 totaled approximately \$102 million.

## **Cultural and Historical Facilities**

The City of Salem is a historic waterfront community that has a rich cultural heritage, known worldwide for its architecture, maritime history, literary prominence, and witchcraft hysteria. For this reason, tourism is one of the City's major industries, accommodating almost one million visitors each year.

In 1692, infamous witch hysteria created fear and superstition as the fantasies and allegations of a group of young girls led to accusations of witchcraft against ordinary citizens. Nineteen people were convicted for the crime of witchcraft and were put to their deaths. 1992 marked the 300th Anniversary of the now famous Salem Witch Trials. The City of Salem commemorated this event with many special exhibits and events planned by the City's Salem Witch Trials Tercentenary Committee. The major event of the year long commemoration was the design and construction of the Salem Witch Trials Memorial located adjacent to the Charter Street Cemetery. The Memorial design was chosen through a nation-wide design competition. As part of a living memorial, the City also annually awards the Salem Award for Human Rights and Social Justice.

The City has numerous facilities of continuing cultural and/or historical significance:

Peabody-Essex Museum - The Peabody Essex Museum (PEM) has undertaken the largest museum addition in America. The \$100 million expansion allows them to showcase their extensive collection of Oceanic and Asiatic art for the first time. The PEM houses a broad spectrum of artifacts representing centuries of Essex County life and industry, as well as treasures from across the world brought to the region by early navigators. The PEM consists of a downtown campus, four National Historic landmarks and several properties on the National Register of Historic Places. The PEM enjoys an attendance of approximately 135,000 to 150,000 visitors per year.

The Salem Maritime National Historic Site – This 9.2 acre site, operated by the National Park Service, (“NPS”) is comprised of several buildings, including the original Customs House, as well as several wharves and homes. The NPS has restored the wharves and buildings. The Friendship, a full size replica of one of Salem's historic trading ships was recently completed and is berthed at the site. This \$6 million project was 75 percent federally-funded and is expected to become a major cultural attraction and educational tool. The National Park Service will be relocating the historic Pedrick’s Warehouse from Marblehead to Derby Wharf and installing a pile supported dock adjacent to the building, in order to facilitate interpretive display of historic maritime functions.

The House of the Seven Gables - The House of the Seven Gables was made famous by Nathaniel Hawthorne's novel of the same name. The site is a complex of the actual house occupied by Hawthorne and several adjacent historic structures. The House of Seven Gables is expected to receive the prestigious designation of "Museum" status by 2008.

Salem Witch Museum - The Salem Witch Museum commemorates the famous witch trials that occurred in 1692 through an audio visual presentation. Life-size stage settings, lighting and historically accurate narration recreate the afflicted girls, the trials and the executions of the Salem Witch Trials.

The Witch House - The Witch House was the home of one of the famous Witch Trial judges, Jonathan Corwin. The Witch House is operated by the City of Salem.

Witch Dungeon Museum – The Witch Dungeon Museum provides a live re-enactment of the Witch Trials for visitors to the City. The presentation is adapted from the 1692 transcripts and re-enacted by professional actors.

The First Church - The First Church, located on Essex Street, was founded in 1629 and is the oldest continuing Protestant congregation in the country.

Chestnut Street - Chestnut Street is a National Historic Landmark consisting of a group of homes of notable architectural significance. The homes are primarily old mansions built by Salem's successful sea captains during the early 19th century.

Pickering House - The Pickering House is the oldest house in America to be continuously occupied by the same family.

Pioneer Village - Pioneer Village, situated in Forest River Park, is a living-history Museum that depicts life in Salem in 1630. Guides in historical costumes show visitors how early Puritans lived. The site contains a thatched cottage, historic gardens, wigwams, and animals. Local Eagle Scouts worked this Spring on cleaning up the site by clearing overgrown vegetation, preparing gardens and creating handicapped accessible paths and bridges.

The Old Burying Point - Located on Charter Street, this is the oldest burying ground in Salem. The site contains the graves of a Mayflower passenger and witchcraft trial judge John Hawthorne, and is the location of the Witch Memorial.

Winter Island Park - Operated by the City of Salem, Winter Island is a former U. S. Coast Guard Air and Sea Rescue Station located on Salem Harbor. The site is a seasonal recreation site with RV and tent spaces. The site also has a beach, boat launch, wind surfing, scuba diving, picnic areas and a snack bar. Historic Fort Pickering and Fort Pickering Light are located within the site.

Salem Wax Museum of Witches and Seafarers - The Wax Museum, opened in July of 1993, features a multi-media presentation and realistic wax figures depicting pirate and witch stories of Salem's past. The Wax Museum also offers hands-on children's activities.

Salem Witch Trials Memorial - The Salem Witch Trials Memorial was dedicated on August 5, 1992 to commemorate the 300th anniversary of the now famous Salem Witch Trials of 1692. The memorial is located adjacent to the Charter Street Burial Ground.

Heritage Trail - The many cultural and historic facilities in Salem are connected by the Heritage Trail, a 6 inch red line painted on sidewalks and streets. The Heritage Trail leads to world-renowned museums and historic homes, as well as to restaurants offering simple fare to gourmet meals, full service hotels, inns and bed and breakfasts.

Salem Common - Salem Common has been public land since Salem's early days. Its eight acres was originally swampy area, with several ponds and small hills. Salem's military heritage begins in 1636, when the first muster occurred on Salem Common. Today, the National Guard traces its roots to that first muster. Needing a place for regular military drills, it was voted in 1714 by the commoners to be "forever kept as a training field for the use of Salem".

The tourist attractions described above are included to illustrate the continuously growing tourist economy. These attractions provide jobs, tax revenue and buying power to the City of Salem.

## **Public Projects and Economic Development Activities**

Salem experienced new growth of more than \$250 million—a quarter of a billion dollars in new development—over the past seven years. This development is marked by a series of catalytic development projects, including the recent \$125 million expansion of the Peabody Essex Museum, the Waterfront Hotel and the pending redevelopment of the Historic Old Salem Jail. A demand for Salem real estate and the growth of Salem's economy has contributed to the City's community development in terms of reuse of existing buildings and building of new developments, including high-end housing and commercial development.

Downtown development has been strong in recent years. A number of vacant and under utilized properties have been redeveloped into mixed-use residential/commercial buildings. The downtown alone has seen \$40 million in private investment from projects such as the Laundry Building, The Distillery, Old Police Station Redevelopment, Bluestone Alley and 10 Federal Street.

The waterfront area is also experiencing a great deal of development. The Waterfront Hotel was completed in 2005 at the entrance to Pickering Wharf. The City is also working on the design of the South River Harborwalk that will enhance pedestrian connections along the harbor from Pickering Wharf to downtown. The Salem Ferry began service in June 2006, allowing direct service from downtown Salem to Boston in 45 minutes. Along the North River Canal Corridor, a number of developments are in the works, including 28 Goodhue Street and 401 Bridge Street.

Large commercial and industrial development, prominent in the Highland Avenue, Swampscott Road and Vinnin Square areas, is also strong. A number of significant national retailers such as Staples, WalMart, Home Depot, Target, Pep Boys and Petsmart are located in these areas. Salem's industrial park on Technology Way houses large or expanding companies such as Salem Glass and Thermal Circuits. In the same area, a 170,000 square foot vacant building was recently converted to commercial condominiums and is now home to 9 businesses relocating or expanding in Salem. The City also is home to Shetland Park, a sprawling business park abutting downtown, that houses more than 70 businesses.

Salem enjoys a mix of businesses and markets. Salem State College runs a business incubator complex at the former GTE Sylvania site off Loring Avenue called the Enterprise Center. The Salem Hospital recently invested \$12 million for their cardiac surgical suite and also built an Emergency Department, which is one of the most sophisticated and modern emergency facilities in the state. Markets for Salem businesses include the local population, the large tourist trade of over 1 million visitors, Salem State College and the County Court Complex.

The following highlights the major public projects and community development activities that are currently underway or in the planning stages:

## **Transportation and Parking**

Salem Ferry: The Salem to Boston Ferry is a new transportation option connecting two great cities. Named the Nathaniel Bowditch, after the founder of modern maritime navigation and Salem native son, the ferry is a high-speed catamaran that carries 149 passengers, is entirely ADA accessible and makes the trip from Salem to Boston – where it docks next to the Aquarium – in less than 45 minutes. The City of Salem is one of only a few municipalities to own a ferry vessel, which it purchased with a \$2.3M grant from the MA Executive Office of Transportation.

Salem/Beverly Transportation Project/Bridge Street Bypass Road: The Salem-Beverly Transportation Project is a multi-phase roadway project that will provide improved vehicular access between Salem and Beverly. The Bridge Street Bypass Road is a component of this project and is currently under construction.

MBTA Garage: The Massachusetts Bay Transportation Authority (MBTA) is expected to build a new parking garage at the Salem Train Station creating 700-1,000 parking spaces for commuters. The project will also upgrade the station into a Regional Intermodal Transportation Center.

North Street Improvement Project: Reconstruction of North Street, including roadway, sidewalk, signalization and period lighting has commenced.

## **Education**

The City's public school facilities include seven elementary schools with a combined capacity of 2,782, one middle school with a capacity of 1,162, and one comprehensive senior high school that includes an automotive technology center with a capacity of 2,625. Public school enrollments have increased at the elementary level for the past several years and are expected to continue to increase during the next five years.

As of October 15, 2007, the City will have \$19,618,237 of authorized unissued debt for school purposes. (See "General Information on Debt Authorization and Legal Limit," below.) The City is receiving state school construction grants equal to 90 percent of eligible project costs for the Bowditch, Carlton, and Bates Elementary School projects, including debt service. The City is currently renovating and making additions to the Salem High School. The City expects to permanently finance its share of this project (\$6,885,633 of the estimated \$67,506,254 total project costs) with the October 15, 2007 issue of Bonds. The balance of the project costs (approximately \$60,620,621) are expected to be paid with grants from the Massachusetts School Building Authority. The City has received \$41,002,384 in grant proceeds to date.

## Public School Enrollments

The following table presents actual enrollments in the City's public schools from 2003/04 through 2007/08 and projected enrollment for the 2008/09:

	As of October 1					Projected
	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09
Pre-K and K	545	504	422	439	542	549
Elementary (Grades 1-5)	1,860	1,745	2,032	1,662	1,667	1,707
Middle (Grades 6-8)	1,175	1,091	802	935	904	970
High School (Grades 9-12)	1,436	1,387	1,384	1,365	1,347	1,338
Sped-out of District	-	-	124	138	126	118
Total	<u>5,016</u>	<u>4,727</u>	<u>4,764</u>	<u>4,539</u>	<u>4,586</u>	<u>4,682</u>

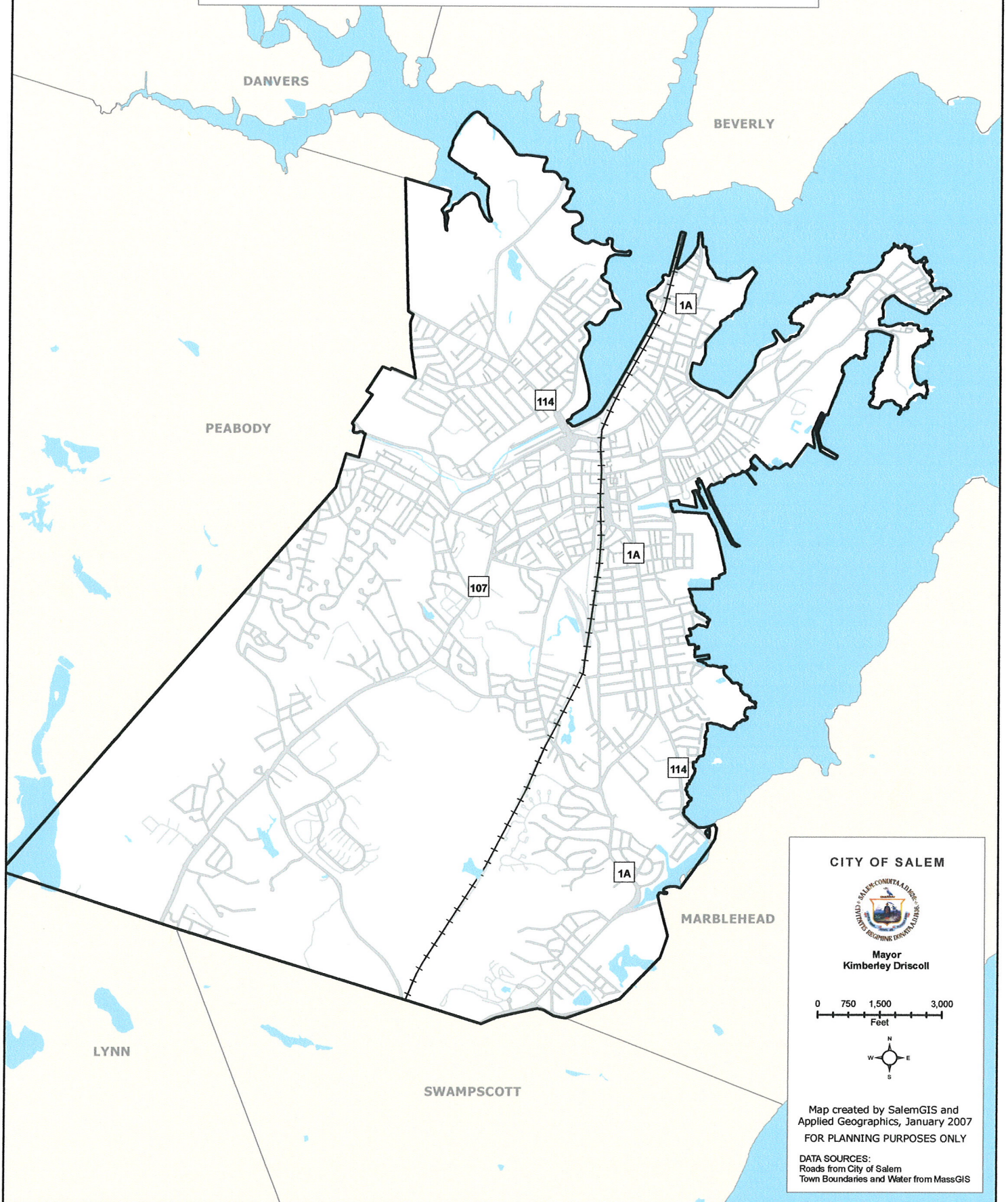
Source: Superintendent of Schools.

In addition, the City of Salem is a member of the North Shore Regional Vocational-Technical School District which serves 16 communities.

\*The above information was taken from the City of Salem's Official Statement last updated 3/26/2008.



# CITY OF SALEM



## CITY OF SALEM



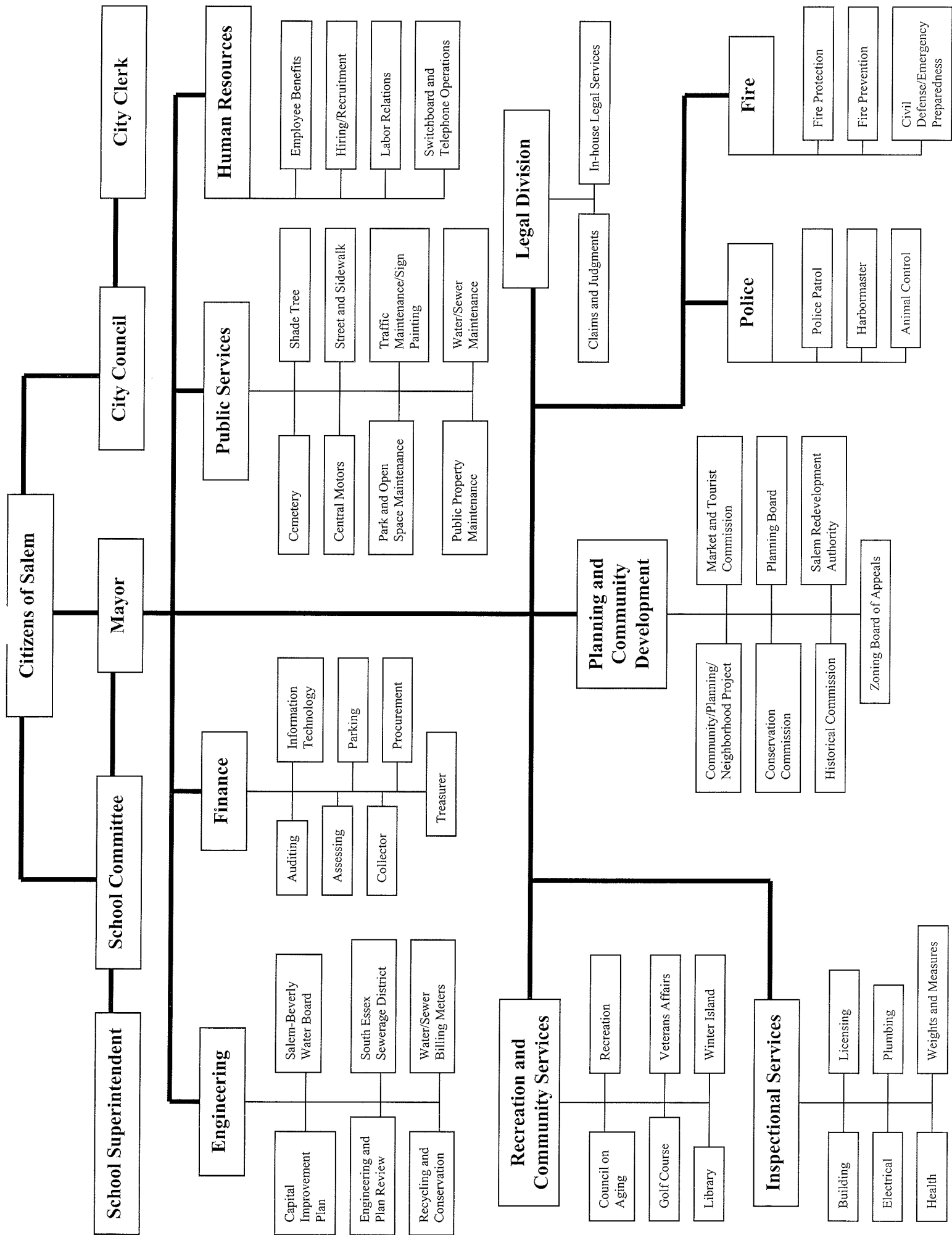
Mayor  
Kimberley Driscoll

0 750 1,500 3,000  
Feet



Map created by SalemGIS and  
Applied Geographics, January 2007  
FOR PLANNING PURPOSES ONLY

DATA SOURCES:  
Roads from City of Salem  
Town Boundaries and Water from MassGIS





## **Organizational Summary-Department Heads**

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### **EXECUTIVE DIVISION**

Mayor

Mayor Kimberley Driscoll

### **LEGISLATIVE DIVISION**

City Clerk

Cheryl LaPointe

### **FINANCE DIVISION**

Assessors

Frank Kulik

Collector

Bonnie Celi

Data Processing

Joanne Rust

Finance

Richard Viscay

Parking Department

James Hacker

Parking Fines

Bonnie Celi

Purchasing

Albert Hill

Treasurer

Anne Busteed

### **LEGAL DIVISION**

Solicitor

Elizabeth Rennard

### **HUMAN RESOURCE DIVISION**

Human Resources

Lisa Cammarata

### **FIRE DIVISION**

Fire

Chief David Cody

### **POLICE DIVISION**

Harbormaster

Sgt. Peter Gifford

Police

Chief Robert St. Pierre

### **INSPECTIONAL SERVICES DIVISION**

Electrical

John Giardi

Health

Joanne Scott

Licensing

David Shea, Board Chairman

Public Property

Thomas St. Pierre

### **PLANNING & COMMUNITY DEVELOPMENT DIVISION**

Planning

Lynn Duncan

### **PUBLIC SERVICES DIVISION**

Public Services

Richard Rennard

Water & Sewer Enterprise

### **ENGINEERING DIVISION**

Engineering

David Knowlton

Water, Sewer & Trash Enterprise

### **RECREATION & COMMUNITY SERVICES DIVISION**

Council On Aging

Doug Bollen

Library

Lorraine Jackson

Recreation

Doug Bollen

Veterans

Jean-Guy Martineau

### **EDUCATION DIVISION**

School

Lawrence Callahan, Superintendent

<b>City of Salem</b> <b>Full-Time Equivalent Employee Comparisons</b>
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FY 2007	FY 2008	FY 2009	Change 08 vs 09
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## GENERAL FUND

### EXECUTIVE DIVISION

Mayor	4.0	4.0	4.0	0.0
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### LEGISLATIVE DIVISION

City Clerk				
City Council	5.0	5.0	5.0	0.0
City Clerk-Record Maint	3.0	3.0	3.0	0.0
Elections & Registrations	4.0	4.0	4.0	0.0

### FINANCE DIVISION

Assessors	4.0	5.0	5.0	0.0
Collector	4.0	4.0	4.0	0.0
Data Processing				
General Admin	3.0	3.0	3.0	0.0
GIS	0.0	0.6	0.6	0.0
Finance	4.0	4.0	4.0	0.0
Parking Department	10.0	10.0	10.0	0.0
Parking Fines	0.5	0.0	0.0	0.0
Purchasing	3.0	2.0	2.0	0.0
Treasurer				
General Admin	3.0	3.0	3.0	0.0

### LEGAL DIVISION

Solicitor	2.0	3.0	3.0	0.0
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### HUMAN RESOURCE DIVISION

Human Resources	4.0	4.0	4.8	0.8
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### FIRE DIVISION

Fire	79.0	83.0	86.0	3.0
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### POLICE DIVISION

Harbormaster	2.0	2.0	2.0	0.0
Police	90.0	87.0	87.0	0.0

### INSPECTIONAL SERVICES DIVISION

Electrical	5.0	5.0	5.0	0.0
Health	8.6	8.6	7.6	-1.0
Licensing	1.0	1.0	1.0	0.0
Public Property				
Public Building Maint				
Building/Plumb/Gas Inspectors	5.0	6.0	6.0	0.0

### PLANNING & COMMUNITY DEVELOPMENT DIVISION

Planning				
Conservation Commission	0.5	0.5	0.5	0.0
Planning Board	0.5	0.5	0.5	0.0
General Administration	3.1	3.1	3.0	-0.1

<p align="center"><b>City of Salem</b>  <b>Full-Time Equivalent Employee Comparisons</b></p>
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	FY 2007	FY 2008	FY 2009	Change 08 vs 09
Historic Preservation	0.0	0.0	0.0	0.0
<b>PUBLIC SERVICES DIVISION</b>				
Open Space				
Public Services	14.7	28.6	28.6	0.0
<b>ENGINEERING DIVISION</b>				
Engineering	0.0	1.4	1.4	0.0
<b>RECREATION &amp; COMMUNITY SERVICES DIVISION</b>				
Council On Aging	8.0	8.0	8.0	0.0
Library	16.2	15.6	15.6	0.0
Recreation				
General Admin	13.0	3.3	3.3	0.0
Golf Course	3.0	3.0	3.0	0.0
Witch House	0.0	0.0	0.0	0.0
Winter Island	1.0	0.0	0.0	0.0
Veterans	1.0	1.0	1.0	0.0
<b>EDUCATION DIVISION</b>				
School	755.0	745.0	705.0	-40.0
<b>ENTERPRISE FUNDS</b>				
<b>SEWER ENTERPRISE</b>				
Public Services	8.7	5.1	5.5	0.4
Engineering	0.0	2.8	3.1	0.3
<b>WATER ENTERPRISE</b>				
Public Services	8.7	5.1	5.5	0.4
Engineering	0.0	2.8	3.1	0.3
<b>TRASH ENTERPRISE</b>				
Engineering	0.0	1.0	1.7	0.7

**At A Glance Report for Salem****Socioeconomic**

County	Essex	
School Structure	K-12	
Form of Government	Mayor Council B)	
2006 Population		41,343
2007 Labor Force		23,618
2007 Unemployment Rate		4.0
1999 Per Capita Income		23,857
2006 Population Per Square Mile		5,104.1
2006 Housing Units Per Square Mile		2,243.8
2006 Road Miles		96.14
EQV Per Capita (2006 EQV/2006 Population)		119,085
Number of Registered Vehicles (January 2006)		34,784
Average Age of Vehicles (January 2006)		9.25
2006 Number of Registered Voters		26,096

**Certification**

Most Recent	2007
Next Scheduled	2010

**Bond Ratings**

Moody's Bond Rating as of January 2008*	A2
S & P Bond Rating as of January 2008*	A-

\*Blank indicates the community has not been rated by the bond agency.

**Fiscal Year 2008 Estimated Cherry Sheet Aid**

Education Aid	13,901,810
General Government	9,286,732
Total Receipts	<b>23,188,542</b>
Total Assessments	6,214,013
Net State Aid	<b>16,974,529</b>

### At A Glance Report for Salem

#### Fiscal Year 2008 Tax Classification

Tax Classification	Assessed Values	Tax Levy	Tax Rate
Residential	4,008,575,509	46,780,076	11.67
Open Space	0	0	0.00
Commercial	449,128,612	9,930,234	22.11
Industrial	134,872,400	2,982,029	22.11
Personal Property	212,904,820	4,707,326	22.11
<b>Total</b>	<b>4,805,481,341</b>	<b>64,399,665</b>	

#### Fiscal Year 2008 Revenues by Source

Revenue Source		Percent of Total
Tax Levy	64,399,664	53.33
State Aid	28,328,859	23.46
Local Receipts	25,487,496	21.11
Other Available	2,540,234	2.10
<b>Total</b>	<b>120,756,253</b>	

#### Fiscal Year 2008 Proposition 2½ Levy Capacity

New Growth	1,103,683
Override	0
Debt Exclusion	0
Levy Limit	64,441,432
<b>Excess Capacity</b>	<b>41,767</b>
Ceiling	120,137,034
<b>Override Capacity</b>	<b>55,695,602</b>

#### Other Available Funds

7/1/2007	FY2007	FY2008
Free Cash	Stabilization Fund	Overlay Reserve
691,149	487,979	593,227

**At A Glance Report for Salem****Fiscal Year 2008 Average Single Family Tax Bill\*\***

Number of Single Family Parcels	4,774
Assessed Value of Single Family	347,426
Average Single Family Tax Bill	4,054

**State Average Single Family Tax Bill**

Fiscal Year 2005	3,588
Fiscal Year 2006	3,801
Fiscal Year 2007	3,962

**Salem issues property tax bills Quarterly.**

\*\*For the communities granting residential exemptions, DLS does not collect enough information to calculate an average single-family tax bill. In FY07 those communities are Barnstable, Boston, Brookline, Cambridge, Chelsea, Marlborough, Nantucket, Somerville, Somerset, Tisbury, Waltham and Watertown. Therefore, the average single-family tax bill information in this report will be blank.

**Fiscal Year 2007 Schedule A – Actual Revenues and Expenditures**

	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Trust Revenue	Total All Funds
Revenues	100,097,977	19,193,794	34,383,764	11,018,381	14,748,606	179,442,522
Expenditures	103,308,120	18,940,039	37,422,646	9,636,336	14,420,292	183,727,433
Police	7,057,703	0	0	0	0	7,057,703
Fire	6,187,533	0	0	0	0	6,187,533
Education	43,710,558	10,227,243	34,781,478	0	0	88,719,279
Public Works	6,226,486	657,722	1,906,578	9,636,336	0	18,427,122
General Fund	6,964,347					6,964,347
Debt Service						
Health Ins	9,442,762	0	0	0	0	9,442,762
Pension	7,266,135	0	0	0	0	7,266,135
All Other	16,452,596	8,055,074	734,590	0	14,420,292	39,662,552

This data only represents the revenues and expenditures occurring in these funds and does **not** reflect any transfers to or from other funds. Therefore, this data should not be used to calculate an ending fund balance.

**Total Revenues and Expenditures Per Capita**

	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Trust Revenue	Total All Funds
Revenues	2,421.2	464.3	831.7	266.5	356.7	4,340.3
Expenditures	2,498.8	458.1	905.2	233.1	348.8	4,444.0

If you have questions regarding the data contained in this report, please contact the Municipal Databank/Local Aid Section at (617) 626-2384 or [databank@dor.state.ma.us](mailto:databank@dor.state.ma.us).



# The City of Salem, Massachusetts

## Salem's Top Employers

COMPANY NAME	NATURE OF BUSINESS	TOTAL EMPLOYEES	COMMENT
NORTH SHORE MEDICAL CENTER	HEALTH CARE	2850	Includes Salem Hospital, NS Children's Hospital, Salem Birthplace, Charter Professional Services, Shaughnessy Rehabilitation Center and Outpatient Mental Health
CITY OF SALEM	MUNICIPAL GOVERNMENT	1395	Includes school, fire, police and city offices. Includes all full time as well as all part time, permanent positions
SALEM STATE COLLEGE	HIGHER EDUCATION	1290	
COMMONWEALTH OF MASSACHUSETTS OFFICES	STATE GOVERNMENT	568	Includes Committee for Public Council Services, Department of Social Services, Essex County Registry of Deeds, MA Rehabilitation Commission, North Shore Career Center, Probate & Family Court, Salem District Court, Superior Court, Children & Family Law
MARKET BASKET	FOOD MARKET	300	
PEABODY ESSEX MUSEUM	CULTURAL/TOURISM	271	283 Seasonal
GROSVENOR PARK NURSING CENTER	HEALTH CARE	214	
SALEM FIVE SAVINGS BANK	BANKING	210	
HAWTHORNE HOTEL	LODGING	200	
HOME DEPOT	RETAIL	182	
WAL-MART	RETAIL	170	
PERKIN ELMER OPTOELECTRONICS	MANUFACTURER	170	
SHAW'S SUPERMARKET	FOOD MARKET	150	
DONINION/NEGT SALEM HARBOR STATION	PUBLIC UTILITY	147	
TARGET	RETAIL	143	
WEIR VALVES & CONTROLS	MANUFACTURER	131	
SALEM YMCA	SOCIAL SERVICE AGENCY	130	149 Seasonal
THERMAL CIRCUITS, INC.	MANUFACTURER	127	
MORGAN MEMORIAL GOODWILL INDUSTRIES	SOCIAL SERVICE AGENCY	122	
SALEM GLASS	RETAIL	102	