

Assessor

Mission Statement – Why We Exist

The duties and responsibilities of the Assessing Department remain essentially the same from year to year. The Assessors are required by Massachusetts's law to value all real and personal property as well as prepare tax-billing commitments for both motor vehicle and boat excise tax. It also receives and processes several hundred exemption requests and tax abatement applications. The office is open to the public and the staff is required to maintain the extensive databases needed to accomplish its mission.

Significant Budget & Staffing Changes for FY 2012

At this time there is no known change to staffing for FY 2012. Our current office staff is able to complete necessary requirements demanded by the Department of Revenue.

Recent Accomplishments

- In FY 2011 we were able to settle or dismiss approximately 30 Appellate Tax Board cases mostly within our overlay budget reserves.
- We now have an inspection system in place to complete the additional inspections required by the DOR with approximately 75% completed for our FY 2013 revaluation. Our staff works well together and has gained the experience necessary to undertake the steps necessary to respond to the demands of the DOR and the public that utilize our office on a daily basis.
- By the end of FY 2012 all assessors in the office will have their Massachusetts Accredited Assessor's designation which indicates significant time in office and additional education.

FY 2012 Goals & Objectives

- Producing high quality work and implementing and conducting an aggressive database maintenance program still remain our principal tasks. Since these elements are essential in maintaining the level of professionalism expected by Department of Revenue, the City Administration and the public at large, it is the primary objective and continuous goal of the Department to achieve both.
- The Department of Revenue has demanded that we inspect 10,000 parcels by the next revaluation year of FY 2013 and keep the DOR informed of our progress each year prior to setting the tax rate. We are close to 75% complete on this project. With the staff in place this can be accomplished.
- Start negotiating a new power plant agreement with the Mayor's office

- Although still a work in progress, the Department, along with the City's GIS Department, is developing an enhanced program that will include digital mapping and aerial photography as part of web-based property record information. This user-friendly, comprehensive, information source, will speedily expedite many municipal functions that previously involved time consuming research and human resources.

Outcomes and Performance Measurers	Actual FY 2009	Actual FY 2010	Estimated FY 2011	Estimated FY 2012
Real Estate Billing - Bills done quarterly	12,693	13,258	13,275	13,271
Personal Property Bills- Billing done quarterly	825	820	930	890
Auto Excise	33,000	33,000	33000	33,000
Boat Excise	1,303	1,230	1200	1150
Exemptions	580	580	580	450
Abatements	245	235	250	225
Personal Property inventory forms (required by law for abatements)	825	930	930	900
ABC Forms - Tax exempts (required by law to qualify for status)	71	70	73	73
Income & Expense Statements	1,975	1,950	1925	1925

How FY 2012 Departmental Goals Relate to City's Overall Long & Short Term Goals

- As part of stabilizing our tax base, by mid 2012 all Assessors in the office will have their MAA designation which indicates a certain level of knowledge so we can do the majority of our analysis in house instead of the need to have additional help in years other than a recertification year. This year we have seen more commercial abatements again because of the increases in commercial taxes. The additional education and completion of income courses by all assessors has reduced the need for potential outside help in defending Appellate Tax Board cases. We have an experienced staff that is working well together and has had the ability to maintain a high quality assessing data base. We have expanded the knowledge of the three assessors in the office with all participating in the abatement processing and the 2 assistant assessors also mastering personal property assessment.

CITY OF SALEM - FY 2012 OPERATING BUDGET

			Expenditures FY 2010	Adopted Budget FY 2011	Adjusted Budget FY 2011	Y-T-D Expenses FY 2011	Department FY 2012	Mayor FY 2012	Council FY 2012
Assessors-Personnel									
11411	5111	SALARIES-FULL TIME	226,820.47	239,059.00	240,070.46	238,558.71	245,904.00	249,985.00	249,985.00
11411	5150	FRINGE/STIPENDS	2,643.32	3,615.00	3,955.00	2,788.30	4,070.00	3,070.00	3,070.00
Total Assessors-Personnel			229,463.79	242,674.00	244,025.46	241,347.01	249,974.00	253,055.00	253,055.00
Assessors-Expenses									
11412	5242	OFFICE EQUIPMENT REP	99.00	200.00	200.00	99.00	200.00	200.00	200.00
11412	5303	LEGAL/REGISTRY SERVICES	751.80	800.00	800.00	550.00	800.00	800.00	800.00
11412	5308	CONTRACTED SERVICES	16,308.96	18,000.00	18,000.00	13,141.94	18,000.00	18,000.00	18,000.00
11412	5381	PRINTING AND BINDING	1,426.50	1,500.00	1,500.00	647.50	1,500.00	1,500.00	1,500.00
11412	5421	OFFICE SUPPLIES (GEN	2,482.30	2,677.00	2,677.00	1,993.24	2,677.00	2,677.00	2,677.00
11412	5710	IN STATE TRAVEL/MEETINGS	1,905.00	2,000.00	2,000.00	1,449.90	2,000.00	2,500.00	2,500.00
11412	5781	AUTO ALLOWANCE	756.75	1,500.00	1,500.00	462.70	1,500.00	0.00	0.00
11412	5860	EQUIPMENT	537.67	500.00	500.00	0.00	500.00	500.00	500.00
Total Assessors-Expenses			24,267.98	27,177.00	27,177.00	18,344.28	27,177.00	26,177.00	26,177.00
010	141	Department Total	253,731.77	269,851.00	271,202.46	259,691.29	277,151.00	279,232.00	279,232.00

FY 2012 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2011	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2011 2.0%	Prop Rate FY 2012 0.0%	Dept Request FY 2012 52.2	Mayor Rate FY 2012 2.5%	Mayor Proposed FY 2012 52.2	Council Voted FY 2012
BATES DONALD	010 ASSESSORS	11411-5111	BOARD MEMBER		3,000.00	B			4	750.00	750.00	3,000.00	750.00	3,000.00	3,000.00
HANLON KRISTIN	010 ASSESSORS	11411-5111	BOARD CLERK		1,500.00	B			4	375.00	375.00	1,500.00	375.00	1,500.00	1,500.00
JAGOLTA RICHARD	010 ASSESSORS	11411-5111	BOARD MEMBER		3,000.00	B			4	750.00	750.00	3,000.00	750.00	3,000.00	3,000.00
JOHNSON DAMIAN	010 ASSESSORS	11411-5111	BOARD MEMBER		3,000.00	B			4	750.00	750.00	3,000.00	750.00	3,000.00	3,000.00
MURPHY JOSEPH	010 ASSESSORS	11411-5111	ASST ASSESSOR	7/13/2005	46,095.46			1		818.38		Retired		-	-
TIERNEY PAUL	010 ASSESSORS	11411-5111	ASST ASSESSOR		40,798.75		1.0	1	100%	781.59	923.08	48,184.78	946.16	49,389.40	49,389.40
JACKSON DEBORAH	010 ASSESSORS	11411-5111	DIR ASSESSING	9/22/09	74,234.38		1.0	1	100%	1,422.11	1,422.11	74,234.38	1,457.67	76,090.24	76,090.24
Replace Murphy	010 ASSESSORS	11411-5111	ASSESSOR				1.0	1	100%	781.59	781.59	40,799.00	801.13	41,818.97	41,818.97
					67,430.41		1.8			Total AFSCME 1818		72,186.23		72,186.23	72,186.23
					239,059.00	4.8	Total Full Time - 5111					245,904.39		249,984.84	249,984.84
010 ASSESSORS					2,000.00			2		1,000.00	1,000.00	2,000.00	1,000.00	1,000.00	1,000.00
010 ASSESSORS					1,615.00			1.8		1,150.00	1,150.00	2,070.00	1,150.00	2,070.00	2,070.00
					3,615.00			Total Fringe - 5150					4,070.00	3,070.00	3,070.00
					242,674.00	4.8	Department Total					249,974.39		253,054.84	253,054.84

	FY 2010	FY 2011	FY 2012	Variance
Full-Time Equivalent Employees:	4.7	4.7	4.8	0.1

FY 2012 AFSCME 1818 Union Employee Rates

EMPLOYEE NAME		Department	Org/Object	Job Title	Hire Date	Voted By Council FY 2011 52.2	F T E	Rate FY 2011 1.5%	Rate FY 2012 0.0%	STEP INCREASES				Dept Request FY 2012 52.2	Mayor FY 2012 52.2	Council FY 2012 52.2
										Date	Rate	# Wks Old New				
FELIX	GLORIA	010 ASSESSORS	11411-5111	PRINCIPAL CLERK III	03221993	41,607.23	1.0	809.03	809.03				100%	42,231.34	42,231.34	42,231.34
HANLON	KRISTIN	010 ASSESSORS	11411-5111	SR CLERK TYPIST III	9/17/2007	25,823.18	0.8	717.31	717.31				80%	29,954.89	29,954.89	29,954.89
						67,430.41	1.8						72,186.23	72,186.23	72,186.23	

**FY 2012 DETAILED BUDGET REPORT
EXPENSES**

ASSESSORS - 010

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Approved by Council
11412	5242	OFFICE EQUIPMENT REP Computer, Copier, Printers, Fax & Typewriter routine care & maintenance	200	200	200
TOTAL			200	200	200
11412	5303	LEGAL SERVICES Primarily used to pay for deeds and other legal papers needed to maintain the Department's legal file.	800	800	800
TOTAL			800	800	800
11412	5308	CONTRACTED SERVICES Primarily used to fund services of professional appraisers or consultants necessary to support the Department's ATB cases and valuation functions.	18,000	18,000	18,000
TOTAL			18,000	18,000	18,000
11412	5381	PRINTING AND BINDING Used to pay for binding and printing of tax commitment books.	1,500	1,500	1,500
TOTAL			1,500	1,500	1,500
11412	5421	OFFICE SUPPLIES (GENERAL) Used to pay for paper, toner, and sundry office supplies necessary to keep the Department operating. It is expected that a substantial amount of this line item will be returned to the GF as a result of the sale over-the-counter copies as well as "Assessors Files" CDs.	2,677	2,677	2,677
TOTAL			2,677	2,677	2,677
11412	5710	IN STATE TRAVEL/MEETINGS Used to pay for professional meetings throughout the year. Eg., Mass. Assessors Association and Essex County Assessors Association, and Assessing Clerk's meetings.	2,000	2,500	2,500
TOTAL			2,000	2,500	2,500
11412	5781	AUTO ALLOWANCE Used to defray expenses associated with personal vehicle use for job related activities.	1,500	-	-
TOTAL			1,500	-	-
11412	5860	EQUIPMENT Used to purchase mission related small equipment.	500	500	500
TOTAL			500	500	500
TOTAL PROPOSED			27,177	26,177	26,177

Collector

Mission Statement– Why We Exist

The Collector's Office serves as the portal for all revenues billed and received by the City of Salem. All bills for Real Estate & Personal Property Taxes, Motor Vehicle Excise Taxes, Personal Property Taxes, Boat Excise Tax, Water and Sewer Bills, Trash fees, City Ordinance tickets, and all other receivables committed by the Board of Assessors are the responsibility of the Collector. Parking tickets are also paid at the Collector's Office. Upon receipt of a written request and the applicable payment, the Collector's office will research and produce a Municipal Lien Certificate (MLC). The Collector's Office also processes Passport Applications and issues and tracks resident parking stickers.

Significant Budget & Staffing Changes for FY 2012

The Hearing Officer retired December 2010 and the Collector has been appointed as the Parking Clerk. This has resulted in decrease in salary of \$5,440.00.

Printing of real estate bills is currently done through our Deputy Collector and the cost of such is taking from our Deputy Collectors fees. This agreement is set to expire and we may need to pay another printing company from our budget. Current cost of printing real estate and personal property bills is \$14,100.00 for a fiscal year.

Recent Accomplishments

- Collector was certified by MCTA
- Collector is now responsible for Parking Ticket Hearings
- Collectors Office may begin collecting Harbormaster mooring and slip payments utilizing the Kelly and Ryan system, currently
- In the exploratory stages.

FY 2012 Goals & Objectives

- Continue to cross-train our staff in all operations of the office to allow for the continued smooth operation of the office during vacation, sick time
- Maintain high collection rate
- Continue to enhance online payment system and continue to provide public education to increase usage of the system.
- Maintain quality service.
- Continue educating members of the Collector's Office

Outcomes and Performance Measurers	Actual FY 2009	Actual FY 2010	Estimated FY 2011	Estimated FY 2012
Passports Processed	408	401	250	250
Resident Parking Stickers/Visitor Passes	2709	1775	950	2500
Email Correspondence	150	150	50	50
Municipal Lien Certificates Processed	1438	1308	1400	1400
Bills Payments Processed In-House:				
Excise Tax	8,225	9,547	9,000	9,000
Parking Tickets	9581	8849	9500	9500
Boat Excise Tax	150	186	190	190
Real Estate	53,163	50,864	50,000	50,000
Personal Property	2,681	3860	3800	3800
Water/Sewer & Trash	76,896	58,328	58,000	58,000
Lockbox Payments				
Real Estate / Water/Sewer / Trash	54,240	39,358	40,000	40,000
(lockbox began June 2006)				
Online Payments - UniBank				
Real Estate	2,334	2,408	2,500	2,500
Water/Sewer	4,312	4,606	4,600	4,600
Personal Property	69	119	120	120
Trash (Began billing in November 2006)	944	1140	1,000	1,000
Excise Tax	3,980	5,406	4,000	4,000

How FY 2012 Departmental Goals Relate to City's Overall Long & Short Term Goals

- Keep collections current so the City has funds available to help maintain financial stability.

CITY OF SALEM - FY 2012 OPERATING BUDGET

			Expenditures FY 2010	Adopted Budget FY 2011	Adjusted Budget FY 2011	Y-T-D Expenses FY 2011	Department FY 2012	Mayor FY 2012	Council FY 2012
Collector-Personnel									
11461	5111	SALARIES-FULL TIME	187,163.57	190,047.00	164,385.97	160,762.71	189,542.00	190,962.00	190,962.00
11461	5131	OVERTIME (GENERAL)	897.20	1,000.00	1,000.00	533.56	1,000.00	1,000.00	1,000.00
11461	5150	FRINGE/STIPENDS	5,789.57	6,850.00	7,450.00	6,741.66	7,450.00	7,450.00	7,450.00
Total Collector-Personnel			193,850.34	197,897.00	172,835.97	168,037.93	197,992.00	199,412.00	199,412.00
Collector-Expenses									
11462	5242	OFFICE EQUIPMENT REP	325.84	500.00	400.00	0.00	500.00	500.00	500.00
11462	5317	EDUCATIONAL TRAINING	1,902.31	1,000.00	1,000.00	427.32	1,000.00	1,000.00	1,000.00
11462	5381	PRINTING AND BINDING	679.40	2,000.00	2,000.00	985.42	16,000.00	2,000.00	2,000.00
11462	5421	OFFICE SUPPLIES (GEN	5,176.59	3,000.00	3,100.00	3,031.12	3,000.00	3,000.00	3,000.00
11462	5730	DUES AND SUB	0.00	100.00	100.00	0.00	100.00	0.00	0.00
Total Collector-Expenses			8,084.14	6,600.00	6,600.00	4,443.86	20,600.00	6,500.00	6,500.00
040	146	Department Total	201,934.48	204,497.00	179,435.97	172,481.79	218,592.00	205,912.00	205,912.00

FY 2012 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2011	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2011 2.0%	Prop Rate FY 2012 0.0%	Dept Request FY 2012 52.2	Mayor Rate FY 2012 2.5%	Mayor Propsed FY 2012 52.2	Council Voted FY 2012
CELI	BONNIE	040 COLLECTOR	11461-5111 CITY COLLECTOR	2/01/2004	56,787.97		1.0	1	100%	1,087.89	1,087.89	56,787.97	1,115.09	58,207.67	58,207.67
CELI	BONNIE	040 COLLECTOR	11461-5111 HEARING OFFICER									5,000.00		5,000.00	5,000.00
HERLIHY	WILLIAM	040 COLLECTOR	11461-5111 HEARING OFFICER		10,660.00	B		52	2	-	-	Resigned	-	-	-
					122,598.12		3.0			Total AFSCME 1818		127,753.51		127,753.51	127,753.51
					190,046.10	4.0	Total Full Time - 5111					189,541.47		190,961.17	190,961.17
All Staff	040 COLLECTOR	11461-5150	Certified Collector Stipends		1,000.00				1	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
	040 COLLECTOR	11461-5150	RES PARKING STICKER Stipend		3,000.00				12	250.00	250.00	3,000.00	250.00	3,000.00	3,000.00
	040 COLLECTOR	11461-5150	AFSCME Stipend		2,850.00				3.0	1,150.00	1,150.00	3,450.00	1,150.00	3,450.00	3,450.00
					6,850.00			Total Fringe - 5150				7,450.00		7,450.00	7,450.00
	040 COLLECTOR	11461-5131	OVERTIME		1,000.00							1,000.00		1,000.00	1,000.00
					197,896.10	4.0	Department Total					197,991.47		199,411.17	199,411.17

	FY 2010	FY 2011	FY 2012	Variance
Full-Time Equivalent Employees:	4.0	4.0	4.0	0.0

FY 2012 AFSCME 1818 Union Employee Rates

EMPLOYEE NAME		Department	Org/Object	Job Title	Hire Date	Voted By Council FY 2011 52.2	F T E	Rate FY 2011 1.5%	Rate FY 2012 0.0%	STEP INCREASES				Dept Request FY 2012 52.2	Mayor FY 2012 52.2	Council FY 2012 52.2	
										Date	Rate	# Wks Old New					
HUTCHINSON	SARAH	040 COLLECTOR	11461-5111	ASSISTANT COLLECTOR	11/08/2004	41,607.52	1.0	809.04	870.38				100%	45,433.84	45,433.84	45,433.84	
DAVIS	MAUREEN	040 COLLECTOR	11461-5111	PRINCIPAL CLERK	4/24/2007	41,607.52	1.0	809.04	809.04				100%	42,231.64	42,231.64	42,231.64	
MORAN	KAREN	040 COLLECTOR	11461-5111	SR ACCOUNT CLERK	9/14/09	39,383.08	1.0	767.97	767.97				100%	40,088.03	40,088.03	40,088.03	
						122,598.12	3.0								127,753.51	127,753.51	127,753.51

**FY 2012 BUDGET DETAIL EXPENSES
EXPENSES**

COLLECTOR - 040

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Approved by Council
11462	5242	Office Equipment and Repair			
		Copier and fax routine care and maintenance	500	500	500
TOTAL		cleaning and annual drum replacement (not covered by service contract)	500	500	500
11462	5317	Educational Training			
		certification courses for collectors staff	1,000	1,000	1,000
TOTAL			1,000	1,000	1,000
11462	5381	Printing and Binding			
		Print real estate and personal property bills	16,000	2,000	2,000
		Inserts for passport applications			
		Resident Parking Stickers			
		Deputy Collector was printing our bills and we were paying			
TOTAL			16,000	2,000	2,000
11462	5421	Office Supplies			
		Used to pay for paper, toner, printer cartridges, bankers boxes, binders	3,000	3,000	3,000
		adding machine tape and sundry office supplies necessary	-	-	-
		to keep the department operating			
		Amt increased due to residential parking sticker program taken over by collector's			
TOTAL			3,000	3,000	3,000
11462	5730	Dues & Sub.			
		Treasurer - Collector Associations (2) dues			
		Mass. Treas. & Coll. Assoc.	100	-	-
		Eastern Mass. Treas. & Coll.			
TOTAL			100	-	-
TOTAL PROPOSED			20,600	6,500	6,500

Information Technology - GIS Department

Mission Statement-Why We Exist

The Data Processing Department continuously strives for excellence by providing cost effective, innovative information management and technological solutions that support the business strategies of the City of Salem. We work to provide a secure environment for data integrity, accessibility, system availability and delivery of information resources to the employees of the City of Salem and the citizens they serve. The GIS Administrator continuously strives for excellence by providing cost effective, innovative spatial information management and mapping solutions that support the business strategies and decision-making processes of the City of Salem. The Administrator works to provide a secure environment for spatial data integrity and delivery of information to the employees of the City of Salem and the citizens they serve.

Significant Budget & Staffing Changes for FY 2012

In May of 2011 the IT director retired. A new GIS administrator was hired in the fall of FY2011. The Mayor decided to combine the IT/GIS departments and the new GIS person was appointed acting IT/GIS director. The FY 2012 proposed budget reflects the GIS department combined with the Data Processing department to form a new IT/GIS department. An evaluation of the current GIS program found there is a need for on-going training to enable the best GIS implementation practices in the City and optimize its usefulness. It was also found that there is a need for additional equipment to keep the GIS as accurate and up-to-date as possible. Hence, for the proposed FY 2012 budget there is a proposed increase in both training and equipment, reflected in the following line items: (11572) 5317 - Educational Training - \$1,000.00, and (11572) 5582 - Data Processing Supplies - \$2,000.00.

Recent Accomplishments

IT

- Train and tested the Disaster Recovery Plans of all servers.
- Implemented the Munis ASP services which will host the Munis database and programs and migrate to the next Munis release.
- Implemented the Munis Time and Attendance Payroll module for Police and Fire Departments.
- Changed the entire "IP" scheme for both external and internal IP's.
- Added a new Server for the new water meters, which is a two year project.
- Added 22 new subscriptions for our residents who use salem.com.
- Replaced older Windows 2000 and XP PC'S with new Windows 7 PC'S

GIS

- Provided extensive mapping support and data management for several City departments and their contractors, including Planning & Community Development, Engineering, Water & Sewer, the Mayor's Office, Public Health, Assessing, Public Works, School Department, Police, Fire, and Building.
- Assisted with the successful implementation of the City's new reverse-911 program.
- Provided training and support for Pictometry, Inc.'s Electronic Field Study (EFS) software to the City Assessor.
- Worked with the Engineering and Water & Sewer departments to start implementing a City-wide AMR (Automatic Meter Read) program.
- Updated assessor parcel maps for FY11 in-house, resulting in significant cost savings.
- Supervised an intern from the Salem State University Geography department working toward developing a master address list for the City for use by all departments. Benefits will include streamlined data extraction and spatial integration and ensuring uniformity in permitting and licensing information across departments.
- Contracted with Pitney Bowes, Inc. to acquire City address data from the U.S. Postal Service to be incorporated into the City Master Address List.
- Obtained ESRI's ArcGIS Server 9.3.1, which will be used to develop custom web mapping applications for departmental use.
- Updated all data acquired from MassGIS to reflect the most recently available data.
- Obtained new (April, 2009) high resolution oblique aerial photographs to be used with Pictometry, Inc.'s EFS software.
- Continued to provide the Planning & Community Development Office with training and support for Pictometry, Inc.'s EFS software.
- Provided the Police Department and Planning & Community Development office with ArcView 9.3.1 licenses and technical support.
- Worked with Applied Geographics to develop scope of work to upgrade the City's web-based GIS portal's functionality and performance.

FY 2012 Goals & Objectives

IT

- Continue to train staff and take advantage of professional training and education when available.
- Migrate from Munis Informix Database to Munis SQL Database.
- Continue to implement the Munis Time and Attendance Module for all departments.
- Research Virtualization of Servers, cloud computing and/or private hosting of the City's data files.
- Continue to replace older PC'S with new PC'S and/or upgrade existing PC'S with more Ram.
- Start to upgrade XP PC'S to Windows 7 as XP will be retired in April of 2014.

GIS

- Re-draw the wards and precincts in GIS as required by the U.S. Census Bureau, based on new 2010 U.S. Census Bureau data (due to be released mid-2011).
- Continue to maintain and update, as necessary, all spatial data including parcels, easements, street centerlines and road condition.
- Continue to provide existing map support and data management for departments City-wide.
- Standardize address data input between different software products used in various departments to enable creation of a master address file.
- Determine the level of need for additional ArcView licenses and employees or interns under the GIS umbrella to further the City's GIS initiatives.
- Re-organize GIS data structure.

- Setup database synchronization between the City's GIS and its various consultants.
- Collect and update drainage, sewer and other data as necessary using GPS unit at higher accuracy with proposed equipment.
- Work with Pitney Bowes, Inc., and Salem State University interns to implement a City-wide master address list to be used by all departments in permitting and licensing data entry.
- Develop custom web mapping applications for departmental use, utilizing ArcGIS Server 9.3.1/10.
- Migrate GIS software from version 9.3.1 to version 10.

Outcomes and Performance Measurers	Actual FY 2009	Actual FY 2010	Estimated FY 2011	Estimated FY 2012
IT				
Windows Based Server Upgrades	1	N/A	1	1
Migration of UNIX Based Server to Windows server	N/A	N/A	1	N/A
Firewall Upgrades	2	1	2	3
Virus/Anti Spam Unit for 200 PC'S	200	200	200	200
Upgrade switches	2	1	2	1
PC'S Upgraded	4	2	8	8
Payroll Warrants	86	86	86	86
A/P Warrants	56	57	57	57
Networked Sites	9	9	10	10
Domain Users Supported	237	239	243	247
PC's Supported	195	195	203	205
Printers Supported	68	68	68	68
salem.com Website Visits	595,466	632,466	653,511	690,511
salem.com Website Downloads	194,006	254,006	306,006	363,006
Citizens Request Management Departments via web	11	12	13	13
GIS:				
ESRI Software Upgrades	1	1	1	1
Maps produced for Departments	200	230	250	260
Maps available on City website	15	20	25	25
Map updates (website)				10
GIS Website Usage (Visitors/year)	13,400	14,200	15,000	16,000

How FY 2012 Departmental Goals Relate to City's Overall Long & Short Term Goals

- The IT department strives to provide cost effective information systems which allow end-user departments to automate previously costly manual tasks. Most new automated systems are placed on the web site to allow Citizens 24/7 access to City Hall business, resulting in less phone calls and/or walk-ins which reduces overall departmental expenses.
- Continuing GIS and mapping support for City departments aids in the progress of various projects planned to sustain and increase the 'livability' of Salem for its residents, businesses, and visitors. Projects and studies that are currently receiving support include, but are not limited to, the Salem Port Expansion project, the St. Joseph's Redevelopment project, re-development of the Dominion power plant site, and the Canal Street/Salem State University Flood Mitigation project.
- Obtaining U.S. Postal Service address data through Pitney Bowes represents major progress towards developing a functional master address list for the City. This will enable City employees to readily access billing and licensing information from City departments in one location.
- Building custom web mapping applications with ArcGIS Server will result in increased end user functionality and cost savings over what is currently being provided by an outside vendor.
- Continued data maintenance and acquisition will allow the City's GIS to remain robust and up-to-date moving forward.

CITY OF SALEM - FY 2012 OPERATING BUDGET

			Expenditures FY 2010	Adopted Budget FY 2011	Adjusted Budget FY 2011	Y-T-D Expenses FY 2011	Department FY 2012	Mayor FY 2012	Council FY 2012
Data Proc IT/GIS/-Personnel									
11551	5111	SALARIES-FULL TIME	139,863.16	171,043.00	171,043.00	162,664.29	144,005.00	146,657.00	146,657.00
11551	5113	SALARIES-PART TIME	0.00	0.00	0.00	500.00	13,000.00	13,000.00	13,000.00
Total Data Proc IT/GIS/-Personnel			139,863.16	171,043.00	171,043.00	163,164.29	157,005.00	159,657.00	159,657.00
Data Proc IT/GIS-Expenses									
11552	5317	EDUCATIONAL TRAINING	25,800.00	5,100.00	5,100.00	4,825.00	6,100.00	6,100.00	6,100.00
11552	5320	CONTRACTED SERVICES	0.00	0.00	0.00	0.00	8,476.00	8,476.00	8,476.00
11552	5421	OFFICE SUPPLIES (GEN	680.10	800.00	800.00	635.72	2,874.00	2,874.00	2,874.00
11552	5520	SOFTWARE SUPPORT/ENHANCEMEI	2,500.00	2,500.00	2,500.00	2,500.00	5,500.00	5,500.00	5,500.00
11552	5582	DATA PROCESSING SUPP	4,780.26	4,800.00	4,800.00	4,734.67	6,800.00	6,800.00	6,800.00
11552	5710	IN STATE TRAVEL/MEETINGS	181.31	900.00	900.00	0.00	1,475.00	1,475.00	1,475.00
Total Data Proc IT/GIS-Expenses			33,941.67	14,100.00	14,100.00	12,695.39	31,225.00	31,225.00	31,225.00
070	155	Department Total	173,804.83	185,143.00	185,143.00	175,859.68	188,230.00	190,882.00	190,882.00

FY 2012 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2011	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2011 2.0%	Prop Rate FY 2012 0.0%	Dept Request FY 2012 52.2	Mayor Rate FY 2012 2.5%	Mayor Propsed FY 2012 52.2	Council Voted FY 2012
CLAY	NINA	070 DATA PROC-IT/GIS	11551-5111 COMPUTER ANALYST	09201993	52,062.58		0.0	1	100%	997.37	1,045.45	54,572.49	1,071.59	55,936.80	55,936.80
RUST	JOANNE	070 DATA PROC-IT/GIS	11551-5111 MIS DIRECTOR	06041979	67,471.75		1.0	1		1,292.56		Retired		Retired	Retired
GROCKI	KEVIN	070 DATA PROC-IT/GIS	11551-5111 TECH SERV/COMPUTER	11102001	5,430.89		0.1	1	100%	104.04	104.04	5,430.89	106.64	5,566.66	5,566.66
LeBlanc	Sherrie	070 DATA PROC-IT/GIS	11551-5111 Computer Op/Payroll Coordinator	2/1/2010	46,076.83		1.0	1	100%	882.70	882.70	46,076.83	904.77	47,228.75	47,228.75
DUIJVESTEIJN	OLLE	070 DATA PROC-IT/GIS	11571-5111 Acting IT-GIS Director	10/12/2010			0.6		60%	1,210.85	1,210.85	37,923.82	1,210.85	37,923.82	37,923.82

171,042.04	2.7	Total Full Time - 5111	144,004.03	146,656.03	146,656.03
	P		-	13,000.00	-
		Total Part Time - 5113	13,000.00	13,000.00	13,000.00
171,042.04	2.7	Department Total	157,004.03	159,656.03	159,656.03

	FY 2010	FY 2011	FY 2012	Variance
Full-Time Equivalent Employees:	3.1	3.1	2.7	-0.4

**FY 2012 DETAILED BUDGET REPORT
EXPENSES**

DATA PROCESSING - 070

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Approved by Council
11552	5317	Educational Training			
		Munis Training for conversion from 7.5 to 8.5 release 4 days at \$1,275	5,100	5,100	5,100
		(This is a major upgrade from Informix database to a Windows SQL database			
		ESRI Introduction to ArcGIS Server	1,000	1,000	1,000
	TOTAL		6,100	6,100	6,100
11552	5320	Contracted Services			
	RECURRING	FIXED Costs: Contractual Agreements for GIS services			
	FIXED COSTS	-Applied Geographics, Inc. Annual Web Hosting fee	3,000	3,000	3,000
		-ArcServer Annual Maintenance	2,500	2,500	2,500
		-ESRI Single floating ArcInfo license annual maintenance	2,700	2,700	2,700
		-ESRI ARCPAD Annual Maintenance	276	276	276
	TOTAL		8,476	8,476	8,476
11552	5421	Office Supplies (General)			
		General office supplies as needed	2,874	2,874	2,874
	TOTAL		2,874	2,874	2,874
11552	5520	Software Support/Enhancements			
		DELL/ASAP State Contract Misc network software and licensing fees	2,500	2,500	2,500
		ArcGIS 3D Analyst Extension	2,500	2,500	2,500
		Pictometry International Imagery Update for 2011	500	500	500
	TOTAL		5,500	5,500	5,500
11552	5582	Data Processing Supplies			
		Micr Toner for Payroll + Accounts Payable Checks 5 per year @ 446.70 each	2,234	2,234	2,234
		Regular Toner for HP 8000 Laser printer 6 per year = 6 @ \$ 181.65	1,090	1,090	1,090
		Regular Toner for HP 4000 Laser printer 3 per year = @ \$ 137.80	413	413	413
		8 Cases 3 hole punched letter size @ 60.00 case	480	480	480
		10 cases letter size @ 35.99 case	360	360	360
		Misc DP supplies as required such as thumb drives, cat-5 cables, printer cables	223	223	223
		" pressure air cans, PC2 to USB converters			
		Trimble Zephyr Antenna for Mapping & GIS	2,000	2,000	2,000
	TOTAL		6,800	6,800	6,800
11552	5710	In State Travel, meetings			
		2 persons @ \$200.00 each X 2 Munis meetings in Westborough MA & Gas	900	900	900
		GIS Meetings/Conferences and Gas	575	575	575
	TOTAL		1,475	1,475	1,475
TOTAL PROPOSED			31,225	31,225	31,225

CITY OF SALEM - FY 2012 OPERATING BUDGET

			Expenditures FY 2010	Adopted Budget FY 2011	Adjusted Budget FY 2011	Y-T-D Expenses FY 2011	Department FY 2012	Mayor FY 2012	Council FY 2012
Data Processing-Fixed Costs									
11562	5243	DATA PROCESSING MAINTENANCE	237,471.18	303,160.00	304,260.00	296,303.86	310,160.00	310,160.00	310,160.00
11562	5341	PHONE/DSL/COMMUNICATIONS	11,186.31	11,980.00	11,980.00	11,076.36	11,980.00	11,980.00	11,980.00
	Total	Data Processing-Fixed Costs	248,657.49	315,140.00	316,240.00	307,380.22	322,140.00	322,140.00	322,140.00
070	156	Department Total	248,657.49	315,140.00	316,240.00	307,380.22	322,140.00	322,140.00	322,140.00

**FY 2012 DETAILED BUDGET REPORT
EXPENSES**

DATA PROCESSING - 070 - FIXED COSTS

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Approved by Council
11562	5243	DATA PROCESSING MAINTENANCE			
	RECURRING	Munis ASP Annual Fee includes OSDBA and Disaster Recovery Support	190,844	190,844	190,844
		Retrofit 8 Servers, 68 Printer and 195 PC maintenance \$ 8,247 x 4 quarters	32,726	32,726	32,726
		Retrofit Time + Material for Printer Kits (printer kit = \$350.00 x 15 kits)	5,250	5,250	5,250
		Backup and Disaster Recovery Services for 7 MS Windows Servers with on-site virtualization and Server image/data stored nightly at both East and West Coast data centers	19,992	19,992	19,992
		Essex Craftsman A/C cleaning for 2 units	500	500	500
		Formax Sealer Maintenance	1,436	1,436	1,436
		GoDaddy.com to keep salemferry.com + salemfilmoffice + salem.com + ci.salem.ma.us	48	48	48
		Building Inspectors and Health Dept GEOTMS Annual Maint	4,943	4,943	4,943
		GeoTms update Assessors to Patriot files recurring maintenance support	1,500	1,500	1,500
		Iron Mountain Escrow Service for Munis Source Code	275	275	275
		Firewall McAfee Anti-Virus for 8 Servers	8,781	8,781	8,781
		includes Firewall Email Security Device and 9 remote site firewalls			
		Network IT Management Consulting	24,000	24,000	24,000
		" for Network/Servers/Switches/Firewall/PC configuration and troubleshooting	-	-	-
		Network Project Consulting	5,000	5,000	5,000
		Virtual Town Hall Annual application services and hosting for 22 users	7,000	7,000	7,000
		Texthelp for salem.com browsealoud	1,680	1,680	1,680
		Citizens Requests support, hosting at \$250.00 per month	3,000	3,000	3,000
		Alloy Software Help Desk and Inventory	960	960	960
	NON-RECURRING		-	-	-
		Munis Utilitiy Billing CIS Migration Costs	2,225	2,225	2,225
			310,160	310,160	310,160
11562	5341	PHONE\DSL\COMMUNICATIONS			
		Comast for 93/120 Washington @ 224.90 per month	2,699	2,699	2,699
		COA/Library/Electrical/Cemetery/DPW Comcast 5 sites @ \$74.90 mo = \$374.60 per month	4,494	4,494	4,494
		Electric Dept Comcast to control cameras and lights \$74.90 mo	899	899	899
		Electric Dept AT&T Wireless for Traffic Controller at Essex/Federal/Bridge Street	720	720	720
		Digital Transport Adaptors for 93 Washington Street 6.45 X 12	77	77	77
		Parking Dept DSL to Salem network at \$90.90 mo x 12 = \$1,090.80	1,091	1,091	1,091
		Parking Dept DSL to Autmomated Meters Dryloop \$90.90 mo x 12 months = \$1090.90	1,091	1,091	1,091
		Misc Charges for Comcast/Verizon/AT&T not covered	909	909	909
	TOTAL		11,980	11,980	11,980
TOTAL PROPOSED FIXED COSTS			322,140	322,140	322,140

CITY OF SALEM - FY 2012 OPERATING BUDGET

			Expenditures FY 2010	Adopted Budget FY 2011	Adjusted Budget FY 2011	Y-T-D Expenses FY 2011	Department FY 2012	Mayor FY 2012	Council FY 2012
Data Processing-GIS-Personnel									
11571	5111	SALARIES-FULL TIME	32,133.41	32,777.00	32,777.00	28,000.94	0.00	0.00	0.00
	Total	Data Processing-GIS-Personnel	32,133.41	32,777.00	32,777.00	28,000.94	0.00	0.00	0.00
Data Processing-GIS-Expenses									
11572	5317	EDUCATIONAL TRAINING	0.00	0.00	0.00	0.00	0.00	0.00	0.00
11572	5320	CONTRACTED SERVICES	5,700.00	8,476.00	8,476.00	8,262.67	0.00	0.00	0.00
11572	5421	OFFICE SUPPLIES (GEN	2,565.37	2,018.00	2,018.00	1,535.89	0.00	0.00	0.00
11572	5520	SOFTWARE SUPPORT/ENHANCEMEI	2,222.79	2,225.00	2,225.00	2,225.00	0.00	0.00	0.00
11572	5582	DATA PROCESSING SUPP	0.00	0.00	0.00	0.00	0.00	0.00	0.00
11572	5710	IN STATE TRAVEL/MEETINGS	25.29	575.00	575.00	0.00	0.00	0.00	0.00
	Total	Data Processing-GIS-Expenses	10,513.45	13,294.00	13,294.00	12,023.56	0.00	0.00	0.00
070	157	Department Total	42,646.86	46,071.00	46,071.00	40,024.50	0.00	0.00	0.00

FY 2012 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2011	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2011 2.0%	Prop Rate FY 2012 0.0%	Dept Request FY 2012 52.2	Mayor Rate FY 2012 2.5%	Mayor Propsd FY 2012 52.2	Council Voted FY 2012
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LEVINE	TRILLIUM	070 DATA PROCESSING-GIS	11571-5111 GIS		32,776.04		0.0		60%	1,046.49	-	RESIGNED	-	RESIGNED	RESIGNED
DUIJVESTIJN	OLLE	070 DATA PROCESSING-GIS	11571-5111 GIS	10/12/2010			0.0		60%	1,046.49		To MIS		-	-

32,776.04	Total Full Time - 5111	-	-	-
	Remaining budget in water/sewer			
32,776.04	0.0	Department Total	-	-

	FY 2010	FY 2011	FY 2012	Variance
Full-Time Equivalent Employees:	0.6	0.6	0.0	-0.6

**FY 2012 DETAILED BUDGET REPORT
EXPENSES**

DATA PROCESSING - 070 - GIS

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Approved by Council
11572	5317	Educational Training ESRI Introduction to ArcGIS Server	To MIS Budget	To MIS Budget	To MIS Budget
TOTAL			-	-	-
11572	5320	Contracted Services			
	RECURRING	FIXED Costs: Contractual Agreements for GIS services	To MIS Budget	To MIS Budget	To MIS Budget
	FIXED COSTS	-Applied Geographics, Inc. Annual Web Hosting fee	-	-	-
		-ArcServer Annual Maintenance	-	-	-
		-ESRI Single floating ArcInfo license annual maintenance	-	-	-
		-ESRI ARCPAD Annual Maintenance	-	-	-
TOTAL			-	-	-
11572	5421	Office Supplies			
		General office supplies as needed dumbshit	To MIS Budget	To MIS Budget	To MIS Budget
TOTAL			-	-	-
11572	5520	Software Support/Enhancements			
		ArcGIS 3D Analyst Extension	To MIS Budget	To MIS Budget	To MIS Budget
		Pictometry International Imagery Update for 2011	-	-	-
TOTAL			-	-	-
11572	5582	Data Processing Supplies			
		Trimble Zephyr Antenna for Mapping & GIS	To MIS Budget	To MIS Budget	To MIS Budget
TOTAL			-	-	-
11572	5710	In-State Travel & Meetings			
		GIS Meetings/Conferences and Gas	To MIS Budget	To MIS Budget	To MIS Budget
TOTAL			-	-	-
TOTAL PROPOSED			-	-	-

Finance

Mission Statement-Why We Exist

The mission of the Finance Department is to present a complete and accurate statement of the City's financial condition. It is responsible for all financial and accounting activities in the City of Salem. Many of these activities are prescribed by Massachusetts General Laws to insure the fair assessment and collection of revenues and the proper disbursement of funds to meet approved expenditures. These activities are guided by the City Charter and Ordinances, sound financial and accounting business practices, and adherence to the Massachusetts General Laws.

Significant Budget & Staffing Changes for FY 2012

There are no significant changes in the staffing of the City's Finance Department; however, the contracted services line has increased by \$15,000 to fund the bi-annual actuarial study for the City of Salem's "OPEB" report (other post employment benefits) in accordance with GASB Statements Number 43 and 45.



Recent Accomplishments

- Received the GFOA Distinguished Budget Presentation Award for the FY 2011 budget (third consecutive year).
- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting FY 2010 budget (fifth consecutive year).
- Completed a payroll audit of all City departments, with all union contracts now programmed accurately in the MUNIS financial software system.
- Initiated the tracking of all accruals electronically through the MUNIS human resource module, including the use of the "time and attendance" module of MUNIS for processing weekly payroll.
- Consolidated the City's Data Processing and GIS departments into one department and budget, saving the City over \$37,000 per year in FY2012.
- Assisted the School Business Office in the creation of an in-district Charter School, including creation of a new chart of accounts.
- Initiated new procedures for Harbormaster's mooring fees and collections to strengthen internal audit controls and to provide better reporting through the use of the Deputy Collector's software system.
- Hired new Treasurer and created new organizational structure for both Collector's and Treasurer's office, including the creation of both an assistant treasurer and assistant collector.
- Consolidated the hearings officer position with the City Collector's position, saving the City over \$5,600 per year.
- Participated in the second annual Mayor/Council retreat to help keep open communication with Council on budget strategies.
- Assisted City Council in hiring of budget director.
- Created a stabilization account for "OPEB liability" through the City Council, which allows for funds to be set aside to fund post-employment benefits for City employees and retirees.

FY 2012 Goals & Objectives

- Continue with payroll audit at the School department and to implement Time and Attendance module in the School Business Office.
- Continue to do internal audits of various municipal offices.
- Continue to improve the GFOA budget as per recommendations by review committee.
- Work with HR, Solicitor and Mayor's office to negotiate new contracts for police, fire, and AFSCME unions.
- Continue to strategize with Mayor and Human Resource director on cost saving measures for all employee benefits, including health insurance, dental insurance, life insurance, and Medicare.
- Explore technological advancements for the City's Parking Department, including smart-meters, automation of garages, and hand held computers with picture taking capabilities for enforcement division.



- Review all departmental revenues with each department and make recommendations to the Mayor for potential revenue enhancements.
- Review all departmental expenditures with each department and make recommendations to the Mayor for potential cost savings.
- Work with city departments to write policies and procedures for administrative and financial functions per management letter.
- Work to more clearly define the methodologies for charging indirect costs to enterprise funds per management letter.



- Work with Human Resource department and Data Processing Department to implement "Total Compensation Reports" through the MUNIS software system.
- Perform a comprehensive Fraud Risk assessment and establish procedures to continue this on an annual basis.
- Address Winter Island issues per the recommendation of the auditors in the management letter.
- Continue to encourage training and continuing education for both the Finance office as well as those departments that report to the Finance Director.

Outcomes and Performance Measurers	Actual FY 2009	Actual FY 2010	Estimated FY 2011	Estimated FY 2012
# Accounts Payable Invoices Processed Annually	30,200	31,830	32,000	33,150
Reports To DOR by Deadline				
Schedule A - Due 10/31	100%	100%	100%	100%
Snow & Ice - Due 9/15	100%	100%	100%	100%
Schedule of Indebtedness - Due 9/30	100%	100%	100%	100%
Reports to Council Within 15 Days of closing				
Administration & Finance Committee Reports	100%	100%	100%	100%
City Council Monthly Reports	100%	100%	100%	100%

Financial Policies				
20% of Free Cash certified to Stabilization Fund*	222,990	252,240	150,122	200,000
20% of Free Cash certified to Capital Improvement Project Fund*	222,990	252,240	150,122	200,000
<i>*Note - FY 2011 amounts are actual amounts transferred</i>				
10% of Free Cash certified to newly created "OPEB Liability Fund"				100,000
Retirement Stabilization Fund	400,000	325,000	850,000	400,000

How FY 2012 Departmental Goals Relate to City's Overall Long & Short Term Goals

- The Finance Department will continue to work with the Mayor and Human Resource Director to implement health insurance plan design that will help the City's overall financial position.
- The Finance Department will work with the Mayor to implement sound fiscal policies and procedures, including adherence to the City's funding of the Stabilization and Capital Improvement Fund to ensure that long term goals are met.
- The Finance Department will work with departments to conceptualize ways to regionalize services with other communities as it has with the Town of Swampscott with the purchasing department and inspectional services department, with the goal to create synergies and improve delivery of services to all.
- The Finance Department will work with the Planning Department to help develop and implement an Energy Service Contract that will reduce energy costs and take advantage of all rebates for "green" initiatives.
- The Finance Department will work with all departments in developing and implementing Capital Improvement Programs that will not only maintain and upgrade City buildings, infrastructure, and vehicle fleet, but also maximize the use of grant dollars and other cost offsetting opportunities to ensure all City's assets are maintained and preserved.



CITY OF SALEM - FY 2012 OPERATING BUDGET

			Expenditures FY 2010	Adopted Budget FY 2011	Adjusted Budget FY 2011	Y-T-D Expenses FY 2011	Department FY 2012	Mayor FY 2012	Council FY 2012
Finance-Personnel									
11351	5111	SALARIES-FULL TIME	224,021.21	233,444.00	234,068.11	228,925.76	233,675.00	242,636.00	240,549.00
11351	5131	OVERTIME (GENERAL)	200.00	200.00	200.00	138.69	200.00	200.00	200.00
11351	5150	FRINGE/STIPENDS	950.00	950.00	1,150.00	1,150.00	1,150.00	1,150.00	1,150.00
Total Finance-Personnel			225,171.21	234,594.00	235,418.11	230,214.45	235,025.00	243,986.00	241,899.00
Finance-Expenses									
11352	5320	CONTRACTED SERVICES	17,000.00	15,000.00	14,500.00	10,136.37	40,000.00	30,000.00	30,000.00
11352	5381	PRINTING AND BINDING	0.00	200.00	200.00	145.00	200.00	200.00	200.00
11352	5421	OFFICE SUPPLIES (GEN	2,087.25	2,100.00	2,600.00	2,598.67	3,800.00	3,000.00	3,000.00
11352	5423	BUDGET PREPARATION	1,531.00	1,400.00	1,400.00	976.49	2,400.00	2,400.00	2,400.00
11352	5710	IN STATE TRAVEL/MEETINGS	1,729.04	2,485.00	2,485.00	1,853.04	5,000.00	4,000.00	4,000.00
11352	5730	DUES AND SUB	978.24	1,100.00	1,100.00	1,038.00	1,100.00	1,100.00	1,100.00
11352	5780	OTHER Expenses	217.00	200.00	200.00	144.78	0.00	0.00	0.00
Total Finance-Expenses			23,542.53	22,485.00	22,485.00	16,892.35	52,500.00	40,700.00	40,700.00
090	135	Department Total	248,713.74	257,079.00	257,903.11	247,106.80	287,525.00	284,686.00	282,599.00

FY 2012 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2011	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2011 2.0%	Prop Rate FY 2012 0.0%	Dept Request FY 2012 52.2	Mayor Rate FY 2012 2.5%	Mayor Propsed FY 2012 52.2	Council Voted FY 2012
BRIDGMAN NINA	090 FINANCE/AUDITING	11351-5111	ASSISTANT FINANCE DIR	07061982	65,317.08		1.0	1	100%	1,251.29	1,251.29	65,317.08	1,282.57	66,950.00	66,950.00
FULL DIANNE	090 FINANCE/AUDITING	11351-5111	OFFICE MANAGER	11/1/2004	42,634.07		0.9	1	90%	907.49	907.49	42,634.07	930.18	43,699.92	43,699.92
VISCAY RICHARD	090 FINANCE/AUDITING	11351-5111	FINANCE DIR/AUDITOR	3/6/06	83,492.20		1.0	1	100%	1,599.47	1,599.47	83,492.20	1,719.43	89,754.12	89,754.12
										Viscay to receive 5.0% incareast on 1/1 and receive 2.5% on 7/1					(2,087.00)
					41,607.31		1.0	Total AFSCME 1818					42,231.41	42,231.41	42,231.41
					233,443.59		3.9	Total Full Time - 5111				233,674.76		242,635.46	240,548.46
					200.00							200.00		200.00	200.00
					950.00			1.0		1,150.00	1,150.00	1,150.00	1,150.00	1,150.00	1,150.00
					234,593.59		3.9	Department Total				235,024.76		243,985.46	241,898.46

	FY 2010	FY 2011	FY 2012	Variance
Full-Time Equivalent Employees:	4.0	3.9	3.9	0.0

FY 2012 AFSCME 1818 Union Employee Rates

EMPLOYEE NAME		Department	Org/Object	Job Title	Hire Date	Voted By Council FY 2011 52.2	F T E	Rate FY 2011 1.5%	Rate FY 2012 0.0%	STEP INCREASES					Dept Request FY 2012 52.2	Mayor FY 2012 52.2	Council FY 2012 52.2		
										Date	Rate	# Wks Old New							
GIUNTA	JUDITH	090 FINANCE/AUDITING	11351-5111	PRINC ACCT CLERK	06171996	41,607.31	1.0	809.03	809.03				100%	42,231.41	42,231.41	42,231.41			
						41,607.31	1.0										42,231.41	42,231.41	42,231.41

**FY 2012 DETAILED BUDGET REPORT
EXPENSES**

Finance Department - 090

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Approved by Council
11352	5320	Contracted Services			
		Funds to be used for operational audits of department to ensure compliance with Fed, State, and Local regulations and sound business practices.	10,000	10,000	10,000
		Fund actuarial report for GASB 45 - OPEB BI-Annual report.	20,000	20,000	20,000
		Fraud Risk Audits per management letter	10,000		
TOTAL			40,000	30,000	30,000
11352	5381	Printing & Binding			
		Letter Head, Envelopes, Writing Pads	200	200	200
TOTAL			200	200	200
11352	5421	Office Supplies			
		3 Hole - Laser Paper 10 Cases @ 33.30	333	333	333
		Laser Printer Cartridges - 6 @ 304.00	1,824	1,824	1,824
		4 @ 25.00	100	100	100
		Copier Paper - Laser paper 5 cases @ 31.00	455	455	455
		Misc Supplies - Pens, paper, file folders, hanging folders, adding machine tape	479	479	479
		Binders for Payroll & budget, dividers, etc.	609	609	609
TOTAL			3,800	3,000	3,000
11352	5423	Budget Preparation			
		Binders For Budget	340	340	340
		Dividers/Cover Papers/File Folders/Labels/Pocket Folders	300	300	300
		Toner Cartridges - Printer/Copier 3 @ 304. 00	912	912	912
		Misc Supplies	848	848	848
TOTAL			2,400	2,400	2,400
11352	5710	Instate Travel/ Meeting			
		Seminars and Training as needed - MUNIS, GFOA online classes, NEGFOA, MMA, etc.	3,500	3,500	3,500
		Accounting School ~ Finance Director and Asst Finance Director	1,000		
		Mileage, tolls, etc.	500	500	500
TOTAL			5,000	4,000	4,000
11352	5730	Dues and Subscriptions			
		Eastern Massachusetts Municipal of Auditors/Accountants	60	60	60
		Publications - Financial, GASB, GAO, MMA, MGFOA, etc.	500	500	500
		MMAAA membership	260	260	260
		GFOA Membership	280	280	280
TOTAL			1,100	1,100	1,100
11352	5780	Other Expenses			
		Water Cooler Rental/Water	-	-	-
TOTAL			-	-	-
TOTAL PROPOSED			52,500	40,700	40,700

Parking

Mission Statement – Why We Exist

Provide pleasant and secure parking services to customers, while maintaining courteous and helpful assistance to the general public.

Significant Budget & Staffing Changes for FY 2012

Increase in electrical line item due to rate increases, extended hours of operation in the garages and addition of lighting fixtures.

Increase in telephone line item due to the popularity of the pay by space equipment and credit card use.

Recent Accomplishments

- Record revenue for lots and meters October.
- Expanded hours of operation resulting in additional security and revenue.
- Updated paid by space at the Bridge and Church Street lots.
- Malfunctioning meters repaired within 24 hours.
- Initiated garage structure survey.
- Maintained preventative maintenance schedule.
- Expanded security in both garages
- monitor security cameras in both garages
- Painted exterior and stairwells of S H garage.
- Refurbished parking department office.

FY 2012 Goals & Objectives

- Initiate new meter control coin pick up
- Expand pay by space technology.
- Water proof M P garage and steam clean
- Increase revenue / increase collection with poor economy and budget restraints.
- Improve hand held computer system
- Improve technology at both garages. Obtain a grant to install and accommodate electric vehicle charging stations

Outcomes and Performance Measurers	Actual FY 2009	Actual FY 2010	Estimated FY 2011	Estimated FY 2012
Parking Fines collected	\$ 1,102,109	\$ 1,043,483	\$ 1,000,000	\$ 1,000,000
Parking Garage revenue	\$ 1,007,113	\$ 1,108,654	\$ 1,250,000	\$ 1,300,000
Parking Lot / Meter revenue	\$ 687,594	\$ 929,581	\$ 1,200,000	\$ 1,200,000
Parking citations issued	46,766	43,119	41,000	41,000
Parking citation dollar value	\$ 764,160	\$ 683,388	\$ 600,000	\$ 750,000

How FY 2012 Departmental Goals Relate to City's Overall Long & Short Term Goals

- The Parking Department Strives to provide safe and cost effective parking to support down town business, visitors, cultural events and residents.
- Our goal is to generate revenue to cover expenses and return revenue to the general fund to assist in stabilizing the tax rate.
- Review parking fees and fines
- Update garage technologies (CIP)
- Water proof Museum Place garage (CIP)

CITY OF SALEM - FY 2012 OPERATING BUDGET

			Expenditures FY 2010	Adopted Budget FY 2011	Adjusted Budget FY 2011	Y-T-D Expenses FY 2011	Department FY 2012	Mayor FY 2012	Council FY 2012
Parking Department-Personnel									
14811	5111	SALARIES-FULL TIME	355,074.05	383,777.00	394,410.41	383,570.42	387,211.00	393,021.00	392,431.00
14811	5113	SALARIES-PART TIME	120,785.44	144,292.00	134,292.00	105,761.66	144,292.00	144,292.00	144,292.00
14811	5131	OVERTIME (GENERAL)	260.38	1,500.00	4,300.00	4,623.65	1,500.00	1,500.00	1,500.00
14811	5150	FRINGE/STIPENDS	6,650.00	6,650.00	8,050.00	8,050.00	8,050.00	8,050.00	8,050.00
Total Parking Department-Personnel			482,769.87	536,219.00	541,052.41	502,005.73	541,053.00	546,863.00	546,273.00
Parking Department-Expenses									
14812	5211	ELECTRICITY	79,000.00	79,000.00	79,000.00	79,000.00	94,000.00	84,000.00	84,000.00
14812	5255	BUILDING/EQUIP MAINT	32,462.05	37,000.00	37,000.00	33,465.44	37,000.00	47,000.00	47,000.00
14812	5341	TELEPHONE	5,545.00	5,700.00	5,700.00	5,699.57	7,600.00	7,600.00	7,600.00
14812	5381	PRINTING AND BINDING	5,366.00	7,000.00	7,000.00	6,999.66	7,000.00	6,000.00	6,000.00
14812	5421	OFFICE SUPPLIES (GEN	2,498.73	2,500.00	2,500.00	2,379.75	2,500.00	2,500.00	2,500.00
14812	5521	PARKING TICKETS	947.50	1,000.00	1,000.00	1,000.00	1,000.00	500.00	500.00
14812	5710	IN STATE TRAVEL/MEETINGS	1,658.60	2,000.00	2,000.00	1,920.95	2,000.00	1,000.00	1,000.00
14812	5860	EQUIPMENT	2,121.71	2,500.00	2,500.00	2,500.00	2,500.00	12,500.00	12,500.00
Total Parking Department-Expenses			129,599.59	136,700.00	136,700.00	132,965.37	153,600.00	161,100.00	161,100.00
180	481	Department Total	612,369.46	672,919.00	677,752.41	634,971.10	694,653.00	707,963.00	707,373.00

FY 2012 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2011	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2011 2.0%	Prop Rate FY 2012 0.0%	Dept Request FY 2012 52.2	Mayor Rate FY 2012 2.5%	Mayor Proposed FY 2012 52.2	Council Voted FY 2012
PEZZULO	NICOLAS	180 PARKING DEPT	14811-5111 SHIFT SUPERVISOR		31,170.04		0.0	1	100%	597.13		RESIGNED		-	-
HACKER	JAMES	180 PARKING DEPT	14811-5111 PARKING DIRECTOR	05012001	54,771.15		1.0	1	100%	1,049.26	1,049.26	54,771.15	1,127.95	58,878.99	58,878.99
SULLAWAY	ALAN	180 PARKING DEPT	14811-5111 ASST PARKING DIRECTOR	09/04/03	36,931.28		1.0	1	100%	707.50	707.50	36,931.28	725.18	37,854.56	37,854.56
GUY	JANE	180 PARKING DEPT	14811-5111 BOARD CLERK	07061987	840.00	B			12	-	-	840.00	-	840.00	840.00
NOLAN	George	180 PARKING DEPT	14811-5111 SHIFT SUPERVISOR		31,170.04		0.0	1	100%	597.13		RESIGNED		-	-
JEAN	ROLAND	180 PARKING DEPT	14811-5111 SHIFT SUPERVISOR	11/1/10			1.0	1	100%	597.13	597.13		597.13		
O'KEEFE	ROBERT	180 PARKING DEPT	14811-5111 SHIFT SUPERVISOR	9/20/10			1.0	1	100%	597.13	597.13	31,170.04	612.06	31,949.29	31,949.29
PEZZNEY	DAVID	180 PARKING DEPT	14811-5111 SHIFT SUPERVISOR	6/2011			1.0	1	100%	597.13	597.13	31,170.04	597.13	31,170.19	31,949.29
										Hacker to receive 5.0% increast on 1/1 andreceive 2.5% on 7/1 (1,369.00)					
					228,894.26		7.0				Total AFSCME 1818	232,327.67		232,327.67	232,327.67
					383,776.77	12.0	Total Full Time - 5111						387,210.18	393,020.70	392,430.80
ALEXANDER	ROBERT	180 PARKING DEPT	14811-5113 SECURITY		10,116.36	P			19	10.20	10.20	-	10.20	-	-
WHITE	DARREL	180 PARKING DEPT	14811-5113 SECURITY			P			19	10.20	10.20	10,116.36	10.20	10,116.36	10,116.36
BERG	DANIEL	180 PARKING DEPT	14811-5113 CASHIER/MAINTENANCE		10,116.36	P			19	10.20	10.20	10,116.36	10.20	10,116.36	10,116.36
GAGNON	ROGER	180 PARKING DEPT	14811-5113 CASHIER/MAINTENANCE		10,116.36	P			19	10.20	10.20	10,116.36	10.20	10,116.36	10,116.36
GARRITY	BRIANA	180 PARKING DEPT	14811-5113 CASHIER/MAINTENANCE			P			19	9.00	9.00	8,926.20	9.00	8,926.20	8,926.20
GOLDSTEIN	ALAN	180 PARKING DEPT	14811-5113 CASHIER/MAINTENANCE		10,116.36	P			19	10.20	10.20	10,116.36	10.20	10,116.36	10,116.36
GULLIFORD	RICHARD	180 PARKING DEPT	14811-5113 SEASONAL WORKER		10,116.36	P			19	10.20	10.20	10,116.36	10.20	10,116.36	10,116.36
HAMILTON	SANDRA	180 PARKING DEPT	14811-5113 CASHIER/MAINTENANCE		10,116.36	P			19	10.20	10.20	10,116.36	10.20	10,116.36	10,116.36
JEAN	ROLAND	180 PARKING DEPT	14811-5113 CASHIER/MAINTENANCE		10,116.36	P			19	10.20		FULL TIME		FULL TIME	FULL TIME
LOUGHE	LISA	180 PARKING DEPT	14811-5113 CASHIER/MAINTENANCE		10,116.36	P			19	10.20	10.20	10,116.36	10.20	10,116.36	10,116.36
MCKENNON	DEAN	180 PARKING DEPT	14811-5113 CASHIER/MAINTENANCE		10,116.36	P			19	10.20	10.20	10,116.36	10.20	10,116.36	10,116.36
MEDEIROS	GEORGE	180 PARKING DEPT	14811-5113 CASHIER/MAINTENANCE		6,389.28	P			19	10.20	10.20	10,116.36	10.20	10,116.36	10,116.36
PASQUALE	JUSTINE	180 PARKING DEPT	14811-5113 CASHIER/MAINTENANCE		10,116.36	P			19	10.20	10.20	10,116.36	10.20	10,116.36	10,116.36
PEARIMAN	RICHARD	180 PARKING DEPT	14811-5113 CASHIER/MAINTENANCE		10,116.36	P			19	10.20	10.20	10,116.36	10.20	10,116.36	10,116.36
PHELAN	COREY	180 PARKING DEPT	14811-5113 CASHIER/MAINTENANCE		10,116.36	P			19	10.20	10.20	-	10.20	-	-
YEATON	MARIA	180 PARKING DEPT	14811-5113 SEASONAL WORKER		10,116.36	P			19	10.20	10.20	10,116.36	10.20	10,116.36	10,116.36
ZAID	ESMAIEL	180 PARKING DEPT	14811-5113 CASHIER/MAINTENANCE		6,389.28	P			12	10.20	10.20	-	10.20	-	-
Replace Roland Jean		180 PARKING DEPT	14811-5113 CASHIER/MAINTENANCE			P			19	10.20	10.20	10,116.36	10.20	10,116.36	10,116.36
Replace Zaid											9.00	3,852.36	9.00	3,852.36	3,852.36
					144,291.24	Total Part Time - 5113						144,291.24		144,291.24	144,291.24
180 PARKING DEPT		14811-5131 OVERTIME			1,500.00							1,500.00		1,500.00	1,500.00
180 PARKING DEPT		14811-5150 FRINGE			6,650.00				7.0	1,150.00	1,150.00	8,050.00	1,150.00	8,050.00	8,050.00
					536,218.01	12.0	Department Total						541,051.42	546,861.94	546,272.04

	FY 2010	FY 2011	FY 2012	Variance
Full-Time Equivalent Employees:	9.0	11.0	12.0	1.0

FY 2012 AFSCME 1818 Union Employee Rates

EMPLOYEE NAME		Department	Org/Object	Job Title	Hire Date	Voted By Council FY 2011 52.2	F T E	Rate FY 2011 1.5%	Rate FY 2012 0.0%	STEP INCREASES				Dept Request FY 2012 52.2	Mayor FY 2012 52.2	Council FY 2012 52.2
										Date	Rate	# Wks Old New				
BATES	MARK	180 PARKING DEPT	14811-5111	METER REPAIR PERSON	2/14/2000	40,303.00	1.0	783.67	783.67				100%	40,907.54	40,907.54	40,907.54
GRENADER	BELA	180 PARKING DEPT	14811-5111	CASHIER STEP	01021992	24,720.23	1.0	480.67	480.67				100%	25,091.03	25,091.03	25,091.03
KIRNOS	MICHAEL	180 PARKING DEPT	14811-5111	CASHIER STEP	12301991	24,720.12	1.0	480.67	480.67				100%	25,090.92	25,090.92	25,090.92
KIRNOS	Shift Differential			Base Rate X 8%		1,977.61		38.45	38.45				100%	2,007.27	2,007.27	2,007.27
MERRIL	GLORIA	180 PARKING DEPT	14811-5111	METERMAID STEP	7/14/04	38,096.84	1.0	740.77	740.77				100%	38,668.30	38,668.30	38,668.30
RAMSDELL	DAWNE	180 PARKING DEPT	14811-5111	METERMAID STEP	08311998	38,097.07	1.0	740.78	740.78				100%	38,668.53	38,668.53	38,668.53
STWEART	JOYCE	180 PARKING DEPT	14811-5111	CASHIER STEP	01021992	24,720.23	1.0	480.67	480.67				100%	25,091.03	25,091.03	25,091.03
WONG	MICHAEL	180 PARKING DEPT	14811-5111	GARAGE MAINT	7/19/2007	36,259.16	1.0	705.04	705.04				100%	36,803.05	36,803.05	36,803.05
						228,894.26	7.0							232,327.67	232,327.67	232,327.67

**FY 2012 DETAILED BUDGET REPORT
EXPENSES**

Parking Department - 180

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Approved by Council
14812	5211	ELECTRICITY			
		Museum Place	57,000	47,000	47,000
		South Harbor	24,000	24,000	24,000
		Church St	3,500	3,500	3,500
		Sewall St.	2,500	2,500	2,500
		Delandes	3,500	3,500	3,500
		Charter & Crombie Lot	3,500	3,500	3,500
TOTAL			94,000	84,000	84,000
14812	5255	BUILDING/EQUIP MAINT			
		Roto Rooter	2,225	2,225	2,225
		Amano/McGann Misc. Repairs / Updates (Older equipment)	3,500	3,500	3,500
		Misc. Meter Supplies	1,164	464	464
		Lighting Material	1,000	1,000	1,000
		Elevator monitoring contract	1,500	1,500	1,500
		Meter Batteries	3,400	3,400	3,400
		Elevator Contract	10,011	10,011	10,011
		Elevator repairs (Older equipment)	2,000	2,000	2,000
		Daily Maint/repairs	1,500	1,500	1,500
		Paint - Traffic strip - white, yellow, blue	1,525	1,525	1,525
		maintenance and supplies	3,000	3,000	3,000
		toilet tissue, trash can liners, white fold towels, grafitti remover, deoderizer, glass cleaner, misc			
		brooms/mops, pvc gloves, trash bags, asst tape, rags, bleach, citrus cleaner, bands, caution tape, lysol			
		spray, electrical tape, duct tape	2,615	2,615	2,615
		driveway sealer	60	60	60
		vehicle maint	2,000	2,000	2,000
		meter/pole repairs	1,500	2,200	2,200
		Powerwashing and repainting of garage stairwells		10,000	10,000
TOTAL			37,000	47,000	47,000
14812	5341	TELEPHONE			
		At&T\$200.00 Monthly	2,400	2,400	2,400
		Verizon	1,600	1,600	1,600
		Telephone repairs (Responsible for dept. phone repairs)	500	500	500
		2 Modems	1,200	1,200	1,200
		credit cards	1,900	1,900	1,900
TOTAL			7,600	7,600	7,600
14812	5381	PRINTING AND BINDING			
		Garage/Lot Tickets:	3,000	2,000	2,000
		Discount Parking Stamps:			
		10,000 12 hour parking stamps	2,274	2,274	2,274
		5,000 1 hour parking stamps	1,726	1,726	1,726
TOTAL			7,000	6,000	6,000

**FY 2012 DETAILED BUDGET REPORT
EXPENSES**

Parking Department - 180

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Approved by Council
14812	5421	OFFICE SUPPLIES			
		ribbons for printers, spitter ribbons, pens, paper clips, adding machine rolls, register rolls, elastics, note pads, copier paper, file folders, time cards, message pads, scotch tape, toner, staples, coin envelopes ribbons, printer paper, pencils, copier & printer ink.	2,500	2,500	2,500
TOTAL			2,500	2,500	2,500
14812	5521	PARKING TICKETS	1,000	500	500
		Parking Tickets for Police department			
TOTAL			1,000	500	500
14812	5710	In State Travel/Meeting			
		Training and meetings	2,000	1,000	1,000
TOTAL			2,000	1,000	1,000
14812	5860	Equipment			
		Misc office equipment replacement as needed	2,500	2,500	2,500
		Shelters for Kiosks		10,000	10,000
TOTAL			2,500	12,500	12,500
Total proposed			153,600	161,100	161,100

Purchasing

Mission Statement – Why We Exist

To assist all departments of the city in the procurement of equipment, supplies, and services at the lowest cost, consistent with the quality and service rendered, while following the rules and regulations of the Commonwealth of Massachusetts, City of Salem municipal ordinances and sound business practices.

Significant Budget & Staffing Changes for FY 2012

While no significant staffing changes took place in FY 2011 in the Purchasing Office and no changes are anticipated for FY 2012, there are two items relative to staffing which are of note:

1. In October of 2010, Acting Purchasing Agent Thomas Watkins was formally appointed as the City's Purchasing Agent.
2. On July 1, 2010, an intergovernmental agreement between the City of Salem and Town of Swampscott went into effect. This agreement resulted in the City of Salem Purchasing Office taking over the procurement responsibilities and duties, as laid out in the agreement, for the Town of Swampscott.

Recent Accomplishments

- Purchasing continues to provide a steady flow of Goods and Services to the various city departments to meet their needs
- Changes and efficiencies made to various sections of the Purchasing Department webpage. Including an online form to be completed when requesting bids/rfp's from the City website
- Re-introduced a variety of purchasing policies to Department Heads and Staff as well as to all registered vendors on file, including various new procurement guideline changes which went into effect in July of 2010 as a result of the Municipal Relief Act of 2010
- Continued update of Master City Contract list for both City of Salem and Town of Swampscott
- Effectively managed the bid/rfp process for the Town of Swampscott, pursuant to the intergovernmental agreement which went into effect on July 1, 2010
- Combined Town of Swampscott and City of Salem bid package for Street Paving Services, resulting in cost savings for both communities
- Proactively worked with the School Department to address procurement compliance issues
- Reintroduced the formal practice of soliciting bids for "building related" repairs and construction for projects with an estimated cost between \$10,000.00 - \$25,000.00 pursuant to the rules of M.G.L. 149
- Worked with Copy machine vendors to re-lease a variety of machines and take advantage of new deals being offered to further reduce the budget line item for copy machines and overage charges
- Worked with Sprint/Nextel representatives to create a new phone plan which was more cost beneficial to the City of Salem. Conducted a proactive, independent review of the City's Nextel phones resulting in additional savings of \$2,000.00/year
- Continued partnership with Municibid.com to auction surplus vehicles on their website to a broader audience of buyers

FY 2012 Goals & Objectives

- Goal: Continue to provide an efficient means for procurement of goods and services.
- Goal: Continue to explore ways to make the Purchasing Department webpage more efficient, user friendly and informative
 - Research other Purchasing web pages to review what information they include on their own webpage
 - Work with City web provider, Virtual Town Hall, to implement new ideas
- Goal: Introduce new Purchasing Policies to City Staff
 - Update the current Purchasing Policy & Procedures guidebook and distribute to all Departments in both electronic and hard copy format
- Goal: Selling of surplus goods and equipment
 - Continue to poll departments to see what supplies/equipment they may have available for surplus
 - Work with online auction site, Municibid.com, to advertise and sell surplus items
- Goal: Re-introduce “green” purchasing policies and procedures for the City of Salem and School District
 - Develop a City Environmentally Preferable Purchasing Policy for all goods and services when applicable and cost efficient
 - Incorporate energy efficient and environmentally friendly criteria and specifications into bids/rfp’s when practical
- Attend Massachusetts Association of Public Purchasing Official meetings to keep current with the Commonwealths Purchasing Guidelines, Requirements, Laws, and obtain credits towards certification requirements as a Massachusetts Certified Public Purchasing Officer.

Outcomes and Performance Measurers	Actual FY 2009	Actual FY 2010	Estimated FY 2011	Estimated FY 2012
Bids and RFP's	56	43	50	50
Purchase Orders	8,000	8,000	8,000	8,000

How FY 2012 Departmental Goals Relate to City’s Overall Long & Short Term Goals

- Goal: Increase revenue streams for the City
 - Continue aggressive approach to sell surplus goods and equipment on auction website
 - Research various bid/rfp opportunities which will bring revenue into City
- Explore more ways to purchase goods and services on a regional basis so as to receive better quotes/prices and to save the City money
- Goal: Save money and/or reduce costs
 - Research various bid/rfp opportunities which will save the City money

- Work with Sprint/Nextel and Copy Machine representatives to take advantage of cost saving opportunities
- Continue to aggressively monitor purchases from all departments assuring that all purchases for goods/services and construction related projects are procured properly, therefore assuring that all goods/services and projects are being procured in the most cost effective manner as possible.
- The continued expansion of purchasing environmentally friendly and energy efficient vehicles and goods and services whenever applicable and cost-effective to help reduce the City's overall carbon footprint as well as comply with the Green Communities Act administered by the Department of Energy Resources (DOER)

CITY OF SALEM - FY 2012 OPERATING BUDGET

			Expenditures FY 2010	Adopted Budget FY 2011	Adjusted Budget FY 2011	Y-T-D Expenses FY 2011	Department FY 2012	Mayor FY 2012	Council FY 2012
Purchasing-Personnel									
11381	5111	SALARIES-FULL TIME	100,598.75	94,608.00	95,232.11	93,732.46	95,232.00	97,882.00	97,220.00
11381	5150	FRINGE/STIPENDS	950.00	1,950.00	2,150.00	2,400.00	2,150.00	2,150.00	2,150.00
Total Purchasing-Personnel			101,548.75	96,558.00	97,382.11	96,132.46	97,382.00	100,032.00	99,370.00
Purchasing-Expenses									
11382	5306	ADVERTISING	19,000.00	18,000.00	18,000.00	17,741.00	21,000.00	15,000.00	15,000.00
11382	5381	PRINTING AND BINDING	122.00	500.00	500.00	455.88	500.00	500.00	500.00
11382	5421	OFFICE SUPPLIES (GEN	1,011.48	1,250.00	1,250.00	889.83	1,250.00	1,250.00	1,250.00
11382	5710	IN STATE TRAVEL/MEETINGS	263.04	300.00	300.00	258.32	300.00	300.00	300.00
11382	5730	DUES AND SUB	175.00	1,150.00	1,150.00	1,049.83	550.00	550.00	550.00
11382	5851	OFFICE EQUIPMENT	229.98	300.00	300.00	142.50	300.00	300.00	300.00
Total Purchasing-Expenses			20,801.50	21,500.00	21,500.00	20,537.36	23,900.00	17,900.00	17,900.00
240	138	Department Total	122,350.25	118,058.00	118,882.11	116,669.82	121,282.00	117,932.00	117,270.00

FY 2012 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2011	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2011	Prop Rate FY 2012	Dept Request FY 2012	Mayor Rate FY 2012	Mayor Propsed FY 2012	Council Voted FY 2012
WATKINS	THOMAS	240 PURCHASING	11381-5111 PURCHASING AGENT	9/22/09	53,000.23		1.0		100%	1,015.33	1,015.33	53,000.23	1,066.10	55,650.24	55,650.24
					41,607.31		1.0								(662.00)
										Total AFSCME 1818		42,231.41		42,231.41	42,231.41
					94,607.54		2.0		Total Full Time - 5111			95,231.64		97,881.65	97,219.65
	240 PURCHASING		11381-5150 AFSCME Fringe		950.00			1.0		1,150.00	1,150.00	1,150.00	1,150.00	1,150.00	1,150.00
	240 PURCHASING		11381-5150 Clerk Stipend for Add'l work from Swampscott		1,000.00			1.0		1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
					1,950.00				Total Part Time - 5150	950.00	2,150.00	2,150.00	2,150.00	2,150.00	2,150.00
					96,557.54		2.0		Department Total			97,381.64		100,031.65	99,369.65

	FY 2010	FY 2011	FY 2012	Variance
Full-Time Equivalent Employees:	2.0	2.0	2.0	0.0

FY 2012 AFSCME 1818 Union Employee Rates

EMPLOYEE NAME		Department	Org/Object	Job Title	Hire Date	Voted By Council FY 2011 52.2	F T E	Rate FY 2011 1.5%	Rate FY 2012 0.0%	STEP INCREASES					Dept Request FY 2012 52.2	Mayor FY 2012 52.2	Council FY 2012 52.2			
										Date	Rate	# Wks Old New								
FOLEY	ELIZABETH	240 PURCHASING	11381-5111	PRINCIPAL CLERK III	09151986	41,607.31	1.0	809.03	809.03					100%	42,231.41	42,231.41	42,231.41			
						41,607.31	1.0											42,231.41	42,231.41	42,231.41

**FY 2012 DETAIL BUDGET REPORT
EXPENSES**

PURCHASING - 240

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Approved by Council
11382	5306	Advertising			
		Requirement to solicit bids and Proposals	21,000	15,000	15,000
TOTAL			21,000	15,000	15,000
11382	5381	Printing and Binding			
		Office Envelopes	500	500	500
		Varies every year according to amount of correspondence, bid packages and memos to all departments			
TOTAL			500	500	500
11382	5421	Office Supplies (General)			
		File folders hanging folders, envelopes, pens, pencils, large envelopes for Bid and Proposal packages, binder clips, ink cartridges for fax machine & toner for HP Printer located in Purchasing =	1,250	1,250	1,250
TOTAL			1,250	1,250	1,250
11382	5710	In State Travel and Meetings			
		Professional Organizations and State sponsored courses to sustain Purchasing Certification	100	100	100
		Massachusetts Association of Public Purchasing Officials Monthly Meetings located in different Towns and Cities of the Commonwealth.	200	200	200
TOTAL			300	300	300
11382	5730	Dues and Subscriptions			
		Goods and Services Bulletin and any other necessary publications, est =	100	100	100
		MAPPO yearly membership = Payable each May	150	150	150
		ICMA Membership Annual Due	300	300	300
		MUNICIBID - On line service for surplus for gov't	-	-	-
TOTAL			550	550	550
11382	5851	Office Equipment			
		Misc office equipment as needed	300	300	300
TOTAL			300	300	300
TOTAL PROPOSED			23,900	17,900	17,900

CITY OF SALEM - FY 2012 OPERATING BUDGET

			Expenditures FY 2010	Adopted Budget FY 2011	Adjusted Budget FY 2011	Y-T-D Expenses FY 2011	Department FY 2012	Mayor FY 2012	Council FY 2012
Purchasing-Fixed Costs									
11392	5341	TELEPHONE-NEXTELS	23,178.36	18,000.00	22,000.00	19,168.95	21,000.00	21,000.00	21,000.00
11392	5422	PHOTOCOPY MACHINE & SUPPLIES	38,999.22	35,000.00	31,000.00	26,316.89	30,254.00	30,254.00	30,254.00
	Total	Purchasing-Fixed Costs	62,177.58	53,000.00	53,000.00	45,485.84	51,254.00	51,254.00	51,254.00
240	139	Department Total	62,177.58	53,000.00	53,000.00	45,485.84	51,254.00	51,254.00	51,254.00

**FY 2012 DETAIL BUDGET REPORT
EXPENSES**

PURCHASING - FIXED COSTS 240

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Approved by Council
11392	5341	Telephone-NEXTELS			
		Nextels - Cemetery, City Clerk, Electrical, Mayor, Park, Parking, Planning, Public Property, Public Services, Veterans	21,000	21,000	21,000
TOTAL			21,000	21,000	21,000
11392	5422	Photocopy Machine			
		Xerox Copier Model # WC7132 Located 2nd Flr. City Hall. Lease Payment, \$244.00 Per Month x 12 Months =	2,928	2,928	2,928
		Xerox Copier Model #W5150 Located 3rd Flr.City Hall Annex. Lease Payment, \$195.00 Per Month x 12 Months (plus \$30/month for 6 months) =	2,520	2,520	2,520
		Cannon Copier Ser. # JAE 0314 Located at DPW Garage. Lease Payment, \$117.00 Per Month x 12 Months =	1,404	1,404	1,404
		Xerox Copier Model # W5638 Located in City Clerks Office. Lease, \$90 Per Month x 12 =	1,080	1,080	1,080
		Xerox Copier Model W5150 Located in City Clerks Office, Lease Payment, \$195.00 Per Month x 12 (plus \$30/month for 6 months)=	2,520	2,520	2,520
		Canon Copier Model # IRC2880 Located 3rd Floor City Hall. Lease, \$235.00 Per Month x 12 Months=	2,820	2,820	2,820
		Cannon Copier Model # IRC2880 Located in Mayor's Office, Lease Payment, \$194.00 Per Month x 12 =	2,328	2,328	2,328
		Annual Maintenance Fee forCannon Copier located in Mayor's Office =	-	-	-
		Cannon Copier Model # IR3235 located in City Assessor's Office. Lease Payment, \$152.22 Per Month x 12 =	1,827	1,827	1,827
		Cannon Copier Model IR1025IF located in Collector's Office. Lease Payment, \$41.90 Per Month x 12 =	503	503	503
		Cannon Copier Model #IR3235 located in Treasurer's Office. Lease Payment, \$152.00 Per Month x 12 =	1,824	1,824	1,824
		Toner, Staples and Paper. Annualized est. =	6,000	6,000	6,000
		ADD MONEY FOR OVERAGE CHARGES IN FY 2012 Budget	4,500	4,500	4,500
TOTAL			30,254	30,254	30,254
TOTAL PROPOSED			51,254	51,254	51,254

Treasurer – General Admin

Mission Statement – Why We Exist

The Treasurer receives and disburses City funds, negotiates borrowing, and acts as custodian for City of Salem monies as prescribed by the Commonwealth of Massachusetts and by the Charter and Ordinances of the City of Salem. The Treasurer's Department pays over the City's Payroll and Accounts Payable, distributes annual W-2 Forms to employees, and prepares and submits quarterly employment tax forms to the State and Federal governments. The Treasurer undertakes continual maintenance of the City's operating and investment funds and completes a monthly reconciliation of the City's Bank, cash and accounts. The department accounts for Capital Projects as undertaken. The Department is also responsible for accounts and properties in the Tax Title process, and for the public auction of foreclosed properties. The Treasurer for the City of Salem is also the Treasurer for the Salem Contributory Retirement system and the Salem/Beverly Water Supply Board.

Significant Budget & Staffing Changes for FY 2012

There is no significant budget or staffing changes anticipated for FY 2012.

Recent Accomplishments

- Implemented new procedures and streamlined cash receipts and payroll voids
- Appointed an Assistant Treasurer

FY 2012 Goals & Objectives

- Continue to upgrade its on-line banking and employee tax reporting systems.
- Strive to maintain quality fiscal management and reporting.
- Continue to train staff, and to take advantage of professional training and education when available and practical.
- Maximize investment earnings by working with current and new financial institutions.
- To join the Advisory Board – Massachusetts Municipal Depository Trust.
- Review tax title accounts and identify if they would generate funds to the City of Salem.
- Obtain treasurer certification through the Massachusetts Collectors and Treasurers Association.

Outcomes and Performance Measurers	Actual FY 2009	Actual FY 2010	Estimated FY 2011	Estimated FY 2012
Annual Receipts Booked (Treasurer's and Collector's Receipts)	143,593,018	140,552,352	141,000,000	141,000,000
Annual Disbursements Booked	146,967,395	141,083,602	142,000,000	142,000,000
Financial Reporting within 30 days of Close of Period Reported:				
Daily: 1 Report	100%	100%	100%	100%
Monthly: 15 Reports on Reconciliation of 49 Bank Accounts	100%	100%	100%	100%
Quarterly: 2 Reports Reconciling Cash and Revenue	100%	100%	100%	100%
Federal and State Employment Tax Filings	100%	100%	100%	100%
Annually: Annual Report	100%	100%	100%	100%
Federal Employment Tax Form 945	100%	100%	100%	100%

How FY 2012 Departmental Goals Relate to City's Overall Long & Short Term Goals

- To take advantage of all opportunities, through upgrading or education, to become sufficiently knowledgeable and efficient in order to meet current challenges.
- Strive to maintain quality fiscal management and reporting.
- Maximize investment earnings
- Review tax title accounts and identify source of funds

CITY OF SALEM - FY 2012 OPERATING BUDGET

			Expenditures FY 2010	Adopted Budget FY 2011	Adjusted Budget FY 2011	Y-T-D Expenses FY 2011	Department FY 2012	Mayor FY 2012	Council FY 2012
Treasurer-Personnel									
11451	5111	SALARIES-FULL TIME	147,066.01	148,294.00	157,542.22	155,080.44	153,900.00	156,692.00	156,692.00
11451	5150	FRINGE/STIPENDS	1,900.00	2,900.00	3,300.00	1,679.96	2,150.00	2,150.00	2,150.00
Total Treasurer-Personnel			148,966.01	151,194.00	160,842.22	156,760.40	156,050.00	158,842.00	158,842.00
Treasurer-Expenses									
11452	5317	EDUCATIONAL TRAINING	870.09	650.00	650.00	283.50	650.00	650.00	650.00
11452	5320	CONTRACTED SERVICES	1,267.50	1,400.00	20,900.00	19,500.00	1,400.00	1,400.00	1,400.00
11452	5388	TAX FORECLOSURE SERV	7,614.00	8,000.00	6,000.00	5,217.00	8,000.00	8,000.00	8,000.00
11452	5421	OFFICE SUPPLIES (GEN	1,757.09	1,500.00	1,500.00	1,374.50	1,500.00	1,500.00	1,500.00
11452	5425	CHECKS/FORMS	6,557.30	6,500.00	8,500.00	6,843.71	6,500.00	6,500.00	6,500.00
11452	5709	CREDIT CARD/EFT FEES	28,969.31	40,100.00	40,100.00	31,306.06	40,100.00	40,100.00	40,100.00
11452	5730	DUES AND SUB	145.00	145.00	145.00	120.00	160.00	160.00	160.00
Total Treasurer-Expenses			47,180.29	58,295.00	77,795.00	64,644.77	58,310.00	58,310.00	58,310.00
270	145	Department Total	196,146.30	209,489.00	238,637.22	221,405.17	214,360.00	217,152.00	217,152.00

FY 2012 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2011	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2011 2.0%	Prop Rate FY 2012 0.0%	Dept Request FY 2012 52.2	Mayor Rate FY 2012 2.5%	Mayor Proposed FY 2012 52.2	Council Voted FY 2012
BUSTEED ANNE	270 TREASURER	11451-5111	TREASURER	05222000	65,079.42			1	100%	1,246.73	-	Retired	-	-	-
MCAHON KATHLEEN	270 TREASURER	11451-5111	TREASURER	12/27/2010			1.0	1	100%	1,246.73	1,246.73	65,079.42	1,277.90	66,706.40	66,706.40
FABIZEWSKI KATHY	270 TREASURER	11451-5111	ASSISTANT TREASURER	7/1/2010			1.0	1	100%	892.50	892.50	46,588.50	914.81	47,753.21	47,753.21
					84,462.75		1.0		Total AFSCME 1SCME 1818			42,231.41		42,231.41	42,231.41
					148,293.95	3.0	Total Full Time - 5111					153,899.33		156,691.03	156,691.03
Certified Treasurer's Stipend 11451-5150					1,000.00			1		1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
AFSCME Stipend 11451-5150					1,900.00			1.0		1,150.00	1,150.00	1,150.00	1,150.00	1,150.00	1,150.00
					2,900.00		Total Fringe - 5150					2,150.00		2,150.00	2,150.00
					151,193.95	3.0	Department Total					156,049.33		158,841.03	158,841.03

	FY 2010	FY 2011	FY 2012	Variance
Full-Time Equivalent Employees:	3.0	3.0	3.0	0.0

**FY 2012 DETAILED BUDGET REPORT
EXPENSES**

TREASURER - 270

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Approved by Council
11452	5317	Professional Training/Education	650	650	650
TOTAL			650	650	650
11452	5320	Contracted Services			
		Financial Consulting Services 50 Hrs @ 50.00	1,400	1,400	1,400
TOTAL			1,400	1,400	1,400
11452	5388	Tax Foreclosure Service			
		Cost of Required Advertising	8,000	8,000	8,000
TOTAL			8,000	8,000	8,000
11452	5421	Office Supplies (General)			
		General supplies Misc	180	180	180
		Copy Paper 20 Cases @ 20.00	400	400	400
		Ink toner for fax machine 6 @ 40.00	240	240	240
		toner for munis printer 4 @ 170.00	680	680	680
TOTAL			1,500	1,500	1,500
11452	5425	Checks/Forms			
		A/P and PYR checks (72,500 @ \$820/10,000)	5,950	5,950	5,950
		910 forms (+5,000)	550	550	550
TOTAL			6,500	6,500	6,500
11452	5709	Credit Card/EFT Fees			
		Bank fees associated with credit card machines located throughout the City	19,563	19,563	19,563
		Based on Prior Period Actual Costs			
		Bank Fees associated with credit card machines for Parking Meters			
		estimated as follows: Off season \$1,000 X 6	6,000	6,000	6,000
		High Season \$2,200 X 6	13,200	13,200	13,200
		Estimated Cost of Replaced Equipment	1,337	1,337	1,337
TOTAL			40,100	40,100	40,100
11452	5730	Dues and Subscriptions			
		Treasurer's Association dues Eastern Mass Treasurer's Collector's Association	65	65	65
		MCTA	95	95	95
TOTAL			160	160	160
TOTAL PROPOSED			58,310	58,310	58,310

Treasurer – Long Term Debt Service

This expenditure covers the cost of the principal and interest payments of the City's General Fund bonded debt. Short-term debt service and Water & Sewer Enterprise Fund debt service appear separately in the Treasurer's budget.

In FY12, the City's total Long-Term Debt Service is \$7,937,231. This includes principal payments of \$5,706,880 and interest payments of \$2,230,351. The majority of bonding has been directed to finance School remodeling projects, with smaller amounts financing projects on the Golf Course Clubhouse, the Swimming Pool, and the Parking Garage.

In FY 11 the City \$15,373,000 of long-term debt, the proceeds were used to retire \$4,589,000 of governmental BANs, \$5,389,000 of water BANs and \$1,641,000 of sewer BANs outstanding. The remaining \$3,754,000 of proceeds is allocated for \$1,630,000 in governmental expenditures, \$2,075,000 in water expenditures and \$49,000 in sewer expenditures

Treasurer – Short Term Debt Service

This expenditure covers the cost of the City's Short-term borrowing, including principal and interest on any Bond Anticipation Notes, Tax Anticipation Notes, Revenue Anticipation Notes, Grant Anticipation Notes and State Aid Anticipation Note.

In FY11, the City rolled over an \$8,830,000 BAN which incorporated an existing High School BAN, an existing Water BAN and new CIP funding.

Note: A Bond Anticipation Note (BAN) is a short-term debt instrument used to generate cash for initial project costs and with the expectation that the debt will be replaced later by permanent bonding. Typically issued for a term of less than one year, BANs may be reissued for up to five years, provided principal repayment begins after two years (MGL Ch. 44 S17). Principal payments on school-related BANs may be deferred up to seven years if has an approved project on the Massachusetts School Building Authority (MSBA) priority list. BANs are full faith and credit obligations.

Treasurer – North Shore Regional Voc Assmnt

A portion (30%) of the funding for the North Shore Regional Vocational comes from the State through Chapter 70 School Aid. The majority (70%) is made up by assessments from each of the 16 member communities in the school district. The amount of a community's assessment is determined by the size of its enrollment. As of January 2011, Salem had 112 students in the Regional system.

Treasurer – State Assessments (Cherry Sheet)

The State assess the municipalities for certain functions including Mass Teachers Retirement, Air Pollution Control, Mosquito Control, MBTA, Metropolitan Area Planning Council, RMV Non Renewal Surcharges, And tuition for Essex Aggie, School Choice Charger Schools and Special Ed. A complete description of each assessment can be found on the DOR website.

Treasurer – Contributory Retirement

The Salem Contributory Retirement System includes employees of the City of Salem, the South Essex Sewer District, the Salem/Beverly Water Supply Board and the Salem Housing Authority. It provides pension and annuity payments to 683 retirees, and collects pension contributions from 884 active employees and 145 inactive or on leave members as of January 1, 2011.

Treasurer – Non-Contributory Pensions

As of January 1, 2011, the City provides pension benefits for a limited group of nine non-contributory retirees. This includes six pension payments paid weekly and three pension payments paid monthly.

Treasurer – Medicare

The Medicare budget calculation is based on prior year number of employees and is adjusted for inflation. There is no indication that there will be enough of a change in the employment level for FY12, an adjustment was made in the Medicare budget as it has been underfunded for the past two years. Thus, FY12 is based on the average of prior year actual plus 1% and the projected FY 11 actual.

Treasurer – Municipal Insurance

The City's Liability Insurance is currently with Massachusetts Inter-local Insurance Association (MIIA).

CITY OF SALEM - FY 2012 OPERATING BUDGET

			Expenditures FY 2010	Adopted Budget FY 2011	Adjusted Budget FY 2011	Y-T-D Expenses FY 2011	Department FY 2012	Mayor FY 2012	Council FY 2012
Debt Service-Expenses									
17102	5902	06-SCHL PROJ REF-PRIN (01)	520,000.00	505,000.00	505,000.00	505,000.00	0.00	0.00	0.00
17102	5903	08-SCHL PROJ REF-PRIN (00)	647,000.00	632,000.00	632,000.00	632,000.00	612,000.00	612,000.00	612,000.00
17102	5905	01-SCHL REMODEL-PRIN (96)	75,000.00	0.00	0.00	0.00	0.00	0.00	0.00
17102	5906	02-SCHL RENOV-PRIN (96)	95,000.00	0.00	0.00	0.00	0.00	0.00	0.00
17102	5908	03-BATES SCHL-PRIN (00)	505,000.00	535,000.00	535,000.00	535,000.00	0.00	0.00	0.00
17102	5908A	09-BOWDITCH SCHL-PRIN (03)	740,000.00	775,000.00	775,000.00	775,000.00	805,000.00	805,000.00	805,000.00
17102	5908B	10-CARLTON SCHL-PRIN (03)	400,000.00	415,000.00	415,000.00	415,000.00	435,000.00	435,000.00	435,000.00
17102	5908C	11-BATES SCHL-PRIN (03)	80,000.00	85,000.00	85,000.00	85,000.00	85,000.00	85,000.00	85,000.00
17102	5908D	12-SCHL PROJ REF-PRIN (03)	485,000.00	475,000.00	475,000.00	475,000.00	465,000.00	465,000.00	465,000.00
17102	5908E	13-PARKING GARAGE-PRIN (05)	75,000.00	75,000.00	75,000.00	75,000.00	75,000.00	75,000.00	75,000.00
17102	5908F	14-WITCHCRAFT-PRIN (05)	95,000.00	95,000.00	95,000.00	95,000.00	95,000.00	95,000.00	95,000.00
17102	5908G	15-CARLTON-PRIN (05)	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00
17102	5908H	16-HIGH SCHOOL-PRIN (07)	345,000.00	345,000.00	345,000.00	345,000.00	345,000.00	345,000.00	345,000.00
17102	5910	07-POLICE CONSTR PRIN (00)	293,000.00	293,000.00	293,000.00	293,000.00	293,000.00	293,000.00	293,000.00
17102	5910A	17-POLICE EQUIP-PRIN (07)	85,000.00	85,000.00	85,000.00	85,000.00	80,000.00	80,000.00	80,000.00
17102	5913	04-GOLF CLUBHS-PRIN (00)	30,000.00	30,000.00	30,000.00	30,000.00	0.00	0.00	0.00
17102	5914	05-SWIMMING POOL-PRIN (00)	40,000.00	40,000.00	40,000.00	40,000.00	0.00	0.00	0.00
17102	5918	18-FERRY-PRIN (07)	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00
17102	5919A	19-SCHL REMODEL-PRIN (10)	0.00	75,000.00	75,000.00	75,000.00	80,000.00	80,000.00	80,000.00
17102	5919B	20-SCHL RENOV-PRIN (10)	0.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00
17102	5919C	21-BATES SCHL-PRIN (10)	0.00	38,800.00	38,800.00	38,800.00	617,300.00	617,300.00	617,300.00
17102	5919D	22-GOLF CLBHS PRIN (10)	0.00	0.00	0.00	0.00	32,000.00	32,000.00	32,000.00
17102	5919E	23-SWIMMING POOL PRIN (10)	0.00	1,200.00	1,200.00	1,200.00	40,700.00	40,700.00	40,700.00
17102	5930	07-POLICE REF-INT (01)	29,300.00	17,580.00	17,580.00	17,580.00	5,860.00	5,860.00	5,860.00
17102	5930A	17-POLICE EQUIP-INT (07)	23,775.00	19,525.00	19,525.00	19,525.00	15,400.00	15,400.00	15,400.00
17102	5933	04-GOLF CLUBHS-INT (00)	6,094.10	690.00	690.00	690.00	0.00	0.00	0.00
17102	5934	05-SWIMMING POOL-INT (00)	3,302.68	920.00	920.00	920.00	0.00	0.00	0.00
17102	5938	18-FERRY-INT (07)	29,350.00	26,350.00	26,350.00	26,350.00	23,350.00	23,350.00	23,350.00
17102	5942	06-SCHL PROJ REF-INT (01)	30,600.00	10,100.00	10,100.00	10,100.00	0.00	0.00	0.00
17102	5943	08-SCHL PROJ REF (00)	62,700.00	37,120.00	37,120.00	37,120.00	12,240.00	12,240.00	12,240.00
17102	5945	01-SCHL REMODEL-INT (96)	28,431.25	0.00	0.00	0.00	0.00	0.00	0.00
17102	5946	02-SCHL RENOV-INT (96)	18,330.00	0.00	0.00	0.00	0.00	0.00	0.00
17102	5948	03-BATES SCHL-INT (00)	202,142.60	12,305.00	12,305.00	12,305.00	0.00	0.00	0.00
17102	5948A	09-BOWDITCH SCHL-INT (03)	594,975.00	567,225.00	567,225.00	567,224.88	540,100.00	540,100.00	540,100.00
17102	5948B	10-CARLTON SCHL-INT (03)	320,853.76	305,854.00	305,854.00	305,853.88	291,329.00	291,329.00	291,329.00

CITY OF SALEM - FY 2012 OPERATING BUDGET

			Expenditures FY 2010	Adopted Budget FY 2011	Adjusted Budget FY 2011	Y-T-D Expenses FY 2011	Department FY 2012	Mayor FY 2012	Council FY 2012
17102	5948C	11-BATES SCHL-INT (03)	45,630.00	42,630.00	42,630.00	42,630.00	39,655.00	39,655.00	39,655.00
17102	5948D	12-SCHL PROJ REF-INT (03)	55,568.75	41,775.00	41,775.00	41,775.00	27,675.00	27,675.00	27,675.00
17102	5948E	13-PARKING GARAGE-INT (05)	32,487.50	30,238.00	30,238.00	30,237.75	27,800.00	27,800.00	27,800.00
17102	5948F	14-WITCHCRAFT-INT (05)	61,498.76	58,649.00	58,649.00	58,648.57	55,562.00	55,562.00	55,562.00
17102	5948G	15-CARLTON-INT (05)	18,582.60	17,683.00	17,683.00	17,682.44	16,708.00	16,708.00	16,708.00
17102	5948H	16-HIGH SCHOOL-INT (07)	267,618.76	250,369.00	250,369.00	250,368.76	233,119.00	233,119.00	233,119.00
17102	5948I	19-SCHL REMODEL-INT (10)	0.00	38,705.00	38,705.00	38,704.72	33,750.00	33,750.00	33,750.00
17102	5948J	20-SCHL RENOV-INT (10)	0.00	15,581.00	15,581.00	15,580.83	12,150.00	12,150.00	12,150.00
17102	5948K	21-BATES SCHL-INT (10)	0.00	230,329.00	230,329.00	230,328.55	203,858.00	203,858.00	203,858.00
17102	5948L	22-GOLF CLUBHS-INT (10)	0.00	5,615.00	5,615.00	5,614.50	4,810.00	4,810.00	4,810.00
17102	5948M	23-SWIMMING POOL-INT (10)	0.00	906.00	906.00	905.14	407.00	407.00	407.00
17102	5949	SCHOOL DEFICIT BOND PRIN	710,000.00	0.00	0.00	0.00	0.00	0.00	0.00
17102	5949A	CIP 2009-INT (11)	0.00	42,638.00	42,638.00	25,764.42	64,525.00	64,525.00	64,525.00
17102	5949B	CIP 2010-INT (11)	0.00	58,365.00	58,365.00	56,542.00	143,760.00	143,760.00	143,760.00
17102	5949C	CIP 2009-PRIN (12)	0.00	0.00	0.00	0.00	245,000.00	245,000.00	245,000.00
17102	5949D	CIP 2010-PRIN (12)	0.00	0.00	0.00	0.00	394,000.00	394,000.00	394,000.00
Total Debt Service-Expenses			7,141,240.76	6,521,152.00	6,521,152.00	6,502,451.44	6,641,058.00	6,641,058.00	6,641,058.00
270	710	Department Total	7,141,240.76	6,521,152.00	6,521,152.00	6,502,451.44	6,641,058.00	6,641,058.00	6,641,058.00

CITY OF SALEM - FY 2012 OPERATING BUDGET

			Expenditures FY 2010	Adopted Budget FY 2011	Adjusted Budget FY 2011	Y-T-D Expenses FY 2011	Department FY 2012	Mayor FY 2012	Council FY 2012
Short Term Debt Int-Expense									
17522	5304	PROF SERVICES/FEES	15,779.32	40,000.00	40,000.00	4,901.07	40,000.00	20,000.00	15,000.00
17522	5925	INTEREST ON BANS	178,740.00	112,472.00	112,472.00	112,472.00	0.00	0.00	0.00
17522	5926	INTEREST ON OTHER SHORT TERM	1,484.00	20,000.00	20,000.00	0.00	30,000.00	15,000.00	15,000.00
Total Short Term Debt Int-Expense			196,003.32	172,472.00	172,472.00	117,373.07	70,000.00	35,000.00	30,000.00
270	752	Department Total	196,003.32	172,472.00	172,472.00	117,373.07	70,000.00	35,000.00	30,000.00

CITY OF SALEM - FY 2012 OPERATING BUDGET

			Expenditures FY 2010	Adopted Budget FY 2011	Adjusted Budget FY 2011	Y-T-D Expenses FY 2011	Department FY 2012	Mayor FY 2012	Council FY 2012
School Assessments									
18202	5641	NSRS ASSESSMENT	1,513,891.00	1,588,602.00	1,588,602.00	1,588,226.00	1,601,211.00	1,601,211.00	1,601,211.00
	Total	School Assessments	1,513,891.00	1,588,602.00	1,588,602.00	1,588,226.00	1,601,211.00	1,601,211.00	1,601,211.00
270	820	Department Total	1,513,891.00	1,588,602.00	1,588,602.00	1,588,226.00	1,601,211.00	1,601,211.00	1,601,211.00

CITY OF SALEM - FY 2012 OPERATING BUDGET

			Expenditures FY 2010	Adopted Budget FY 2011	Adjusted Budget FY 2011	Y-T-D Expenses FY 2011	Department FY 2012	Mayor FY 2012	Council FY 2012
State Assessments-Expenses									
18302	5622	ESSEX AGRICULTURAL TUITION	336,504.00	356,401.00	356,401.00	267,301.00	368,156.00	368,156.00	368,156.00
18302	5630	MBTA	848,013.00	841,487.00	841,487.00	631,116.00	830,777.00	830,777.00	830,777.00
18302	5631	SPECIAL EDUCATION	49,840.00	49,552.00	51,483.00	0.00	23,116.00	23,116.00	23,116.00
18302	5635	RETIRED MUN TEACHERS	2,018,668.00	2,025,713.00	2,025,713.00	1,519,285.00	1,931,725.00	1,931,725.00	1,931,725.00
18302	5637	AIR POLLUTION CONTR	10,542.00	10,734.00	10,734.00	8,051.00	10,633.00	10,633.00	10,633.00
18302	5638	MET AREA PLANNING CO	12,292.00	12,438.00	12,438.00	9,329.00	12,585.00	12,585.00	12,585.00
18302	5640	RMV NONRENEWAL SUR	209,580.00	209,580.00	209,580.00	148,215.00	197,620.00	197,620.00	197,620.00
18302	5643	SCHOOL CHOICE	199,266.00	233,894.00	206,179.00	138,373.00	207,559.00	207,559.00	207,559.00
18302	5644	CHARTER SCHOOLS	2,931,992.00	3,239,688.00	3,239,688.00	1,864,459.00	3,140,765.00	3,140,765.00	3,140,765.00
18302	5646	NE MASS MOSQUITO CON	39,193.00	39,004.00	39,133.00	29,157.00	38,757.00	38,757.00	38,757.00
Total State Assessments-Expenses			6,655,890.00	7,018,491.00	6,992,836.00	4,615,286.00	6,761,693.00	6,761,693.00	6,761,693.00
270	830	Department Total	6,655,890.00	7,018,491.00	6,992,836.00	4,615,286.00	6,761,693.00	6,761,693.00	6,761,693.00

CITY OF SALEM - FY 2012 OPERATING BUDGET

			Expenditures FY 2010	Adopted Budget FY 2011	Adjusted Budget FY 2011	Y-T-D Expenses FY 2011	Department FY 2012	Mayor FY 2012	Council FY 2012
Contrib Retirement - Personnel									
19101	5178	PENSION ASSES (CONTR	8,068,481.47	8,392,927.00	8,392,927.00	8,367,078.96	8,935,504.00	8,765,223.00	8,765,223.00
Total Contrib Retirement - Personnel			8,068,481.47	8,392,927.00	8,392,927.00	8,367,078.96	8,935,504.00	8,765,223.00	8,765,223.00
270	910	Department Total	8,068,481.47	8,392,927.00	8,392,927.00	8,367,078.96	8,935,504.00	8,765,223.00	8,765,223.00

CITY OF SALEM - FY 2012 OPERATING BUDGET

			Expenditures FY 2010	Adopted Budget FY 2011	Adjusted Budget FY 2011	Y-T-D Expenses FY 2011	Department FY 2012	Mayor FY 2012	Council FY 2012
Non-Contrib Retire-Personnel									
19111	5176	PENSIONS-NON CONTRIB	100,138.03	106,448.00	106,448.00	91,267.87	87,675.00	87,675.00	87,675.00
Total Non-Contrib Retire-Personnel			100,138.03	106,448.00	106,448.00	91,267.87	87,675.00	87,675.00	87,675.00
270	911	Department Total	100,138.03	106,448.00	106,448.00	91,267.87	87,675.00	87,675.00	87,675.00

CITY OF SALEM - FY 2012 OPERATING BUDGET

			Expenditures FY 2010	Adopted Budget FY 2011	Adjusted Budget FY 2011	Y-T-D Expenses FY 2011	Department FY 2012	Mayor FY 2012	Council FY 2012
Medicare-Personnel									
19191	5177	MEDICARE	772,517.29	717,344.00	717,344.00	793,823.92	778,282.00	768,282.00	768,282.00
Total Medicare-Personnel			772,517.29	717,344.00	717,344.00	793,823.92	778,282.00	768,282.00	768,282.00
270	919	Department Total	772,517.29	717,344.00	717,344.00	793,823.92	778,282.00	768,282.00	768,282.00

CITY OF SALEM - FY 2012 OPERATING BUDGET

			Expenditures FY 2010	Adopted Budget FY 2011	Adjusted Budget FY 2011	Y-T-D Expenses FY 2011	Department FY 2012	Mayor FY 2012	Council FY 2012
Municipal Insurance-Expense									
19452	5740	INSURANCE PREMIUMS	244,271.34	276,535.00	276,535.00	239,409.97	283,448.00	300,000.00	300,000.00
19452	5740A	Insurance Deductibles	11,937.00	15,000.00	15,000.00	0.00	15,000.00	5,000.00	5,000.00
Total	Municipal Insurance-Expense		256,208.34	291,535.00	291,535.00	239,409.97	298,448.00	305,000.00	305,000.00
270	945	Department Total	256,208.34	291,535.00	291,535.00	239,409.97	298,448.00	305,000.00	305,000.00

FY 2012 DETAILED BUDGET REPORT
EXPENSES

TREASURER - Fixed Costs 270

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Approved by Council
TREASURER - Long Term Debt GF - 270					
17102	DEBT SERVICE				
		Debt Service Figures from Debt Schedule provided by First Southwest	6,641,058	6,641,058	6,641,058
TOTAL			6,641,058	6,641,058	6,641,058
TOTAL PROPOSED			6,641,058	6,641,058	6,641,058

TREASURER - Short Term Debt GF - 270

17522	5304	Professional Fees			
		Fees for First Southwest and Legal Services	40,000	20,000	15,000
TOTAL			40,000	20,000	15,000
17522	5925	Interest on BANS			
		Interest Figures from Debt Schedule on provided by First Southwest for Series A GO BAN dtd 12/23/09 totalling \$254,168 (Net Short Term Water & Sewer Debt) CIP 2009 AND CIP 2010 BONDED 10/15/2010	-	-	-
TOTAL			-	-	-
17522	5926	Interest on Other Short Term			
		Estimated Interest for borrowing short term State Aid Revenue Anticipation Notes	30,000	15,000	15,000
TOTAL			30,000	15,000	15,000
TOTAL PROPOSED			70,000	35,000	30,000

FY 2012 DETAILED BUDGET REPORT
EXPENSES

TREASURER - Fixed Costs 270

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Approved by Council
TREASURER - SCHOOL ASSESSMENT - 270					
18202	5641	NSRVS Assessment			
		North Shore Retional Vocational School Assessment	1,581,239	1,581,239	1,581,239
		<i>As of 02/24/11 - Before State Legislature Approval</i>			
		Interest only on new debt service for the merging districts, this number is	19,972	19,972	19,972
TOTAL		preliminary as the original amount to be borrowed is \$500,000 less therfore it will be less	1,601,211	1,601,211	1,601,211
TOTAL PROPOSED			1,601,211	1,601,211	1,601,211

TREASURER - STATE ASSESSMENTS - 270

18302		State Assessments	6,761,693	6,761,693	6,761,693
		State Assessment amounts are derived from Massachusetts Department of Revenue Cherry Sheet Assessment Report.			
TOTAL			6,761,693	6,761,693	6,761,693
TOTAL PROPOSED					

19101	5178	Contributory Retirement			
		City Contributory Retirement	8,935,504	8,765,223	8,765,223
		<i>Less other entity reimbursements (CDBG/NSWIB/Other Grants)</i>			-
TOTAL			8,935,504	8,765,223	8,765,223
TOTAL PROPOSED			8,935,504	8,765,223	8,765,223

FY 2012 DETAILED BUDGET REPORT
EXPENSES

TREASURER - Fixed Costs 270

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Approved by Council
TREASURER - NON-CONTRIBUTORY RETIREMENT - 270					
19111	5176	Pension Non-Contributory			
		City Non-Contributory Retirement based on current payments annualized			
		Monthly \$748.01 X 12 months	8,976	8,976	8,976
		Weekly \$1,513.45 X 52 weeks	78,699	78,699	78,699
		Less COLA Reimbursements from state			
TOTAL			87,675	87,675	87,675
TOTAL PROPOSED			87,675	87,675	87,675

TREASURER - MEDICARE - 270

19191	5177	The medicare budget is based on the number of employees and there is no indication that there will be enough of a change in the employment level for FY 12. An adjustment was made in the budget as it has been underfunded for the past two years. Thus FY 12 is funded based on the average of the prior year actual plus 1% and the projected FY 11 actual.	778,282	778,282 (10,000)	778,282 (10,000)
TOTAL PROPOSED			778,282	768,282	768,282

TREASURER - MUNICIPAL INSURANCE - 270

19452	5740	Municipal Insurance			
		Annual municipal insurance costs.	276,535	300,000	300,000
		2 year rate guarantee with a 2.5% increase	6,913		
TOTAL			283,448	300,000	300,000
19191	5740A	Insurance Deductibles			
		Deductibles - estimated	15,000	5,000	5,000
		Level Funded			
TOTAL			15,000	5,000	5,000
TOTAL PROPOSED			298,448	305,000	305,000