

CITY OF SALEM

MASSACHUSETTS

FY 2019 Adopted Operating Budget & Capital Plan 2019 - 2023



Mayor Kimberley L. Driscoll

Laurie Giardella, Finance Director



City of Salem, Massachusetts

Fiscal Year 2019

Adopted Annual Operating Budget & Capital Plan 2019 - 2023

General Fund & Enterprise Funds

July 1, 2018 to June 30, 2019

Presented By:

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*A special thanks to Dianne Full &
Morgan Dwinell for all their
efforts assembling the proposed
and final budget books.*

Reviewed By:

**City Council – Administration &
Finance Sub-Committee**

Josh Turiel, Chairman
Stephen Dibble
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Lisa Peterson

Thank you to everyone who sent us pictures to use in this year’s budget!

On the Cover – The Hawaiian flag on the Phillips House at 34 Chestnut Street

Stephen Henry Phillips was the first appointed attorney general to the Kingdom of Hawaii under King Kamehameha V. His son, Stephen Willard Phillips, the owner of the house at 34 Chestnut Street from 1911 to 1955, was a Hawaiian citizen by birth. Though he naturalized in 1898, the younger Phillips was always proud of his Hawaiian roots. One of the many ways he showed this pride was by flying his native flag from Phillips House.

Destination Salem & Jim McAllister– Thank you for the picture!



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For the Fiscal Year Beginning

July 1, 2017

Christopher P. Morrill

Executive Director



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Financial Report
for the Fiscal Year Ended

June 30, 2017

Executive Director/CEO

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CITY OF SALEM, MASSACHUSETTS

Kimberley Driscoll
Mayor

May 24, 2018

Honorable Salem City Council
Salem City Hall
Salem, MA 01970

RE: Submission of the Proposed Fiscal Year 2019 City Budget

Ladies and Gentlemen of the Council:

Enclosed please find the proposed FY2019 operating and capital budgets for the City of Salem and the Salem Public Schools. The proposed budgets reflect a balanced and responsible spending plan for our community that continues to invest in the critical quality of life, public infrastructure, and education needs that help make Salem the hub of the North Shore and such an attractive place to live, visit, do business, and raise a family. I believe this budget will continue to strengthen our community and recommend its adoption for the coming fiscal year.

The proposed FY2019 budget totals \$162,160,297, an increase of 3.59% over the FY2018 budget. This includes increases to fixed costs that are largely not in our control, as well as enhancements in school, public works, and public safety operating budgets. These increases in fixed costs – items such as benefits, pension and retirement costs, insurance, state assessments, snow and ice deficit, and debt payments – constitute about 54% of the budget increase this year.

Our schools' budget will increase by \$771,857 (1.3%) as we continue our commitment to giving our schools and our teachers the resources they need to help our children succeed. This does not include school-related costs that appear elsewhere in the budget, such as unemployment costs, debt for school building projects, and so forth.

The enterprise fund budgets (water, sewer, and trash) will increase by \$826,443 (5.14%) due to increases in assessments for these services. Because of the need to invest in our aging water/sewer infrastructure, including the cost of major projects such as the Canal Street flood control project, we are recommending a \$0.33 increase in residential water rates, from \$2.98 to \$3.31 and a \$0.44 increase in commercial water rates, from \$4.04 to \$4.48. Residential sewer rates are recommended to increase by \$0.63, from \$6.08 to \$6.71 and commercial sewer rates to increase by \$0.95, from \$9.21 to \$10.16. Our large commercial sewer users would see an increase of \$1.22 in their rate, from \$11.79 to \$13.01. The FY2019 Capital Improvement Plan (CIP) is also included as part of this budget, as are the associated bond orders for this important plan. I am proud that we instituted a practice of including a forward-looking capital plan in our budget each year as a responsible and transparent way of planning for future obligations while meeting present-day needs to best serve Salem residents.

The inclusion of a CIP and a financial forecast was not always standard practice for Salem, of course. It is one more way we have professionalized and improved how the City of Salem operates. It is hard to imagine that when I first took office, we walked into a City Hall carrying a \$3.5 million deficit from the prior administration. From having nothing in our rainy-day stabilization fund when we took office, we today have over \$6.5 million in that fund thanks to permanent, prudent finance policies that we have worked collectively with the Council to put in place. From having a dismal bond rating, today we have the highest bond rating in our City's history, for four years running. As you may know, four years ago, Salem's bond rating was upgraded by Standard & Poor's to AA. We have maintained that rating since then and the agency, in their most recent report, stated:

“We view the city's management as strong, with good financial policies and practices... Salem regularly monitors revenues and expenditures and makes conservative budget assumptions based on a five-year trend. The city council and mayor engage in regular budget surveillance and receive monthly budget-to-actual and investment reports... The city also has a multiyear financial plan that identifies future issues, leading to revenue and expenditure decisions with a long-term perspective. Structural balance is a clear goal in the decision-making process.”

All of these facts are a reflection of our dedication to policies that foster positive economic growth, stable financial management practices, and sustainable and transparent budgeting. Since 2006 we have implemented professional financial management standards and the share of our budget that is our debt payment was reduced by a third. We were able to accomplish this by leveraging outside funds, such as grants – around \$120 million worth over the last twelve years – and by being responsible, thoughtful, and prudent with tax dollars.

Not only do our sound fiscal practices ensure public funds are being managed to the highest standards, they also allow us to realize financial gains. Better bond ratings mean we can refinance existing debt at the lower interest rates accessible to us, saving money. We were also able to save taxpayers' dollars through innovations like LED street light conversions, leveraging state grants for rooftop solar to lower electric bills at our schools, electrical aggregation to bring down electricity rates for consumers, and more.

In our budgeting practices, the taxpayers of Salem have always been foremost in mind, and FY2019 is no different. This budget both recognizes the impact of property taxes on residents and meets their demands for investments in the local services they need and rely upon

every day. We have received the Government Finance Officers Association's (GFOA) highest accolades for fiscal transparency for the last decade.

We have been able to be respectful of taxpayers, while also investing in critical local needs. In the FY2019 budget you will find an expanded focus on priority areas identified by the administration, the City Council, and residents through our annual resident survey. These include planning ahead for forthcoming police retirements to ensure our ranks remain strong and fully staffed, investing in critical infrastructure including parks, sidewalks, roadways, and our water/sewer system, supporting our efforts to tackle problem properties by expanding inspections, planning for new services, activities, and programs at the new Community Life Center opening in just a few months, focusing on addressing our housing challenges, and increasing our coordination and preparation for the local impacts of climate change. In conjunction, this coming year we expect to offer several policy changes intended to help address the affordability of local housing, continue efforts to reduce traffic congestion and encourage mode shift in transit, and continue the push to end homelessness and hunger in Salem. These are bold objectives, but I am confident that working in collaboration with the City Council and community partners we can accomplish them.

All of these goals, of course, are taking place in a context of community and financial trends that we must take into consideration. Whether it is housing needs, fears about growth, the opioids epidemic, changing demographics, or a changing climate, our community is facing many challenges that require strategic and sensible leadership. On the financial side, we are seeing reductions in net aid from the state due to the state's lack of full funding for charter school reimbursements and an inequitable PILOT agreement with SED. Rising health care costs are impacting both the public and private sector, and we are facing the challenge of OPEB and pension liabilities, not to mention costly sick-leave buybacks, agreed to decades ago, but impacting our retirement stabilization fund now.

We have worked hard to tackle these challenges by allocating funds to reserve and stabilization accounts to plan for the future and by taking actions like entering into the state Group Insurance Commission (GIC) to reduce increases in health insurance costs, and annually reassessing the cost-effectiveness of that choice. However, the financial challenges presented by these fixed cost centers are still very real and have a real effect on our ability to fund other services and needs.

You will notice that we are projecting enhanced parking revenues in FY2019 as part of this year's revenue and expenditure program. Following a number of months of comprehensive analysis of utilization and comparable community rates, the staff of the Traffic and Parking Department are recommending changes to rates in some lots and meters, and in the garages.

Salem's parking rates have been unadjusted for almost a decade, one of the few City fees to be so unmodified, even though many of these charges are borne by non-residents and despite the fact that over the last few years we have invested heavily in our parking facilities, repaving the Church Street lots, installing more kiosks and other technologies to add convenience for parkers, overhauling the Museum Place Garage stairwells, electrical and life safety systems, and, shortly, the elevators, and more. To carry out large scale improvements and maintenance efforts such as these, without corresponding adjustments to the revenues directly collected at those facilities, is not sustainable in the long term.

This rate restructuring proposal is currently before the Traffic and Parking Commission for their review, and we hope to have their final recommendations filed with you before the end of June. The proposed rates will be directly based on utilization and desirability of parking in various locations, which has changed considerably since most of the current rates were adopted almost a decade ago through our old parking plan. As called for in that study, higher demand and utilized parking should incur a higher rate, where less valuable parking locations benefit from a lower rate that encourages greater utilization.

Ultimately, our goal is to also encourage mode shift in order to generate fewer private vehicle trips into our downtown. To that end we are:

- continuing to pursue the South Salem commuter rail stop to service SSU and NSMC;
- working to add a second passenger ferry after successfully receiving a \$3.4 million federal grant;
- utilizing private sponsors to expand our Zagster bike share system to dozens of more racks and added more bikes;
- striping additional bike lanes throughout downtown later this year thanks to a state grant;
- finalizing the intra-shuttle feasibility study which we anticipate will lead to another transit option in our community and neighborhoods;
- continuing the free Salem Trolley rides for Salem residents for a sixth year;
- expanding the October shuttle launched last year to cut down on downtown congestion;
- enhancing our harbor shuttle service to add a stop in Marblehead this year.

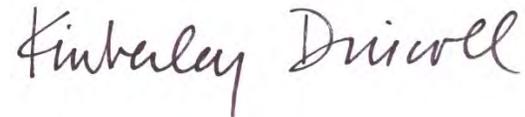
The FY2019 budget maintains our dedication to fiscal responsibility while also strengthening our community. I am proud of our collective efforts to limit impacts on Salem taxpayers while also providing much needed services to constituents. This is possible due to our collective attentiveness to City finances, as well as our ongoing efforts at identifying efficiencies in the delivery of services. Our fiscal practices have resulted in not only affirmation of our historic high AA bond rating, but also our regular receipt of recognitions and awards from the GFOA. Lastly, beyond budgets another key factor in enhancing our local economy is the large number of public and private investments in our community. These developments enhance our short and long term economic growth, add to our tax base and generate revenues and jobs that improve our overall community. We cannot provide the services and improvements that our constituents rightly demand and deserve, without new growth.

In FY2019 we will continue to strive to exceed the service level expectations of our constituents, while simultaneously ensuring fiscal prudence in all expenditures. The mission of City government in Salem is to provide open, honest, and pro-active services effectively and efficiently, focusing on the needs of today, with a vision for the future. In order to accomplish this, the proposed budget aligns operations with short-term and long-term strategic goals and objectives, while maintaining necessary fiscal controls and a careful attention to our financial forecasts in our budgeting. This is a challenging balance to strike, but I believe the proposed budget accomplishes just that.

Balancing the City's budget with fewer state and federal resources is no easy task and I appreciate the hard work and cooperation our Department heads have put into the preparation of this year's budget. I cannot say enough about the efforts made by our Finance Department, led by Finance Director Laurie Giardella. The department's efforts ensured that the budget was ready for submission and in compliance with the high standards we set for ourselves pursuant to GFOA Distinguished Budget guidelines. We are one of only a handful of Massachusetts communities who annually qualify for both a Certificate of Excellence for our Comprehensive Annual Financial Reporting (CAFR) and a Distinguished Budget Award from the GFOA.

I believe the proposed FY2019 budget before you today represents a strong commitment to the people we are all fortunate enough to have been elected to serve. It continues our balanced and responsible approach to city finances and budgets. It invests in continuing to make Salem a safe city, a welcoming city, a city with schools in which we can all take pride – in short, a forward-looking and livable city for all. I recommend adoption of the proposed FY2019 budget, CIP, and other associated budgetary Orders and I look forward to working with you in the coming weeks to enact this proposed spending plan in order to continue strengthening and improving our great City.

Sincerely,

A handwritten signature in cursive script that reads "Kimberley Driscoll".

Kimberley Driscoll
Mayor
City of Salem

cc: All City of Salem Department Heads

City of Salem - Long and Short Term Strategic Plan Summary - Fiscal Year 2019

Division	Goal & Objective	Source	Priority*	Schedule**	Division or Department	Status
EDUCATION						
Education	To raise the level of success for all Salem Public School Students to among the top 10% of the Commonwealth's Gateway Cities.	Mayor	1	Short & Medium Term	Executive and School	Ongoing
Education	Successfully implement the school's new Strategic Plan adopted by the Salem School Committee.	Mayor & State	1	Short Term	Executive & School	Underway
Education	To strengthen school-community partnerships in building a culture of high expectations for student success.	Mayor	1	Short & Long Term	Executive & School	Ongoing
Education	To offer a quality education.	Citizen Survey	1	Short & Long Term	Executive & School	Ongoing
GENERAL GOVERNMENT						
General Government	Improve communication and transparency with citizens.	Mayor	1	Short & Long Term	Executive & CIO	Ongoing
General Government	To maintain a high level of accessibility to and responsiveness by City departments and employees.	Mayor	1	Short & Long Term	All	Ongoing
General Government	Look for ways to deliver City services more efficiently and effectively through the use of technology.	Mayor	2	Short & Long Term	Executive & All Departments	Ongoing
General Government	Implement regionalized services where applicable in order to better utilize tax dollars.	Citizen Survey & Mayor	2	Medium & Long Term	Executive	Ongoing
General Government	Expand implementation of performance improvement programs.	Mayor & Finance	2	Short & Medium Term	Executive	Ongoing
General Government	Continue evaluation of Compact of Mayors' benchmarks to address climate change and plan to mitigate carbon footprint.	Mayor	2	Medium & Long Term	Executive	Underway
General Government	Improve citizen access to services and information, including pay-online and Capital Projects Map Visual features.	Mayor	3	Short & Medium Term	Executive	Ongoing

City of Salem - Long and Short Term Strategic Plan Summary - Fiscal Year 2019

Division	Goal & Objective	Source	Priority*	Schedule**	Division or Department	Status
General Government	Continue City's commitment to Green Communities designation and energy efficiency goals.	Mayor	3	Short & Long Term	Executive	Ongoing
General Government	Strengthening City's reputation as a welcoming and inclusive community for all.	Mayor	1	Short & Long Term	Executive	Ongoing
General Government	Continue Imagine Salem public visioning initiative.	Mayor	2	Short & Long Term	Executive	Ongoing
FINANCE - HUMAN RESOURCES						
Finance	Continue to attain GFOA designation by maintaining the highest level of budgetary practices and policies.	Mayor	1	Short & Long Term	Executive & Finance	Ongoing
Finance	Continue five year forecasting of capital improvement projects and needs.	Mayor	1	Short & Long Term	Executive & Finance	Ongoing
Finance	Continue conservative budgeting policies to limit the impact on property tax levels.	Mayor	1	Short, Medium & Long term	Executive & Finance	Ongoing
Finance	Endeavor to renegotiate SESD PILOT agreements with neighboring municipalities.	Mayor	2	Short & Long Term	Executive & Legislative	Ongoing
Finance	Limit long-term liability through the City's continued commitment to build reserves in Stabilization and OPEB Trust Funds.	Mayor	1	Short, Medium & Long term	Executive & Finance	Ongoing
PUBLIC SAFETY						
Public Safety	Maintain high level of all public safety services: police and fire.	Citizen Survey	1	Short & Long Term	Executive, Police & Fire	Ongoing
Public Safety	Improve traffic and parking enforcement.	Citizen Survey	2	Short & Long Term	Police & Parking	Ongoing
Public Safety	Enhance use of technology in public safety.	Mayor	2	Short & Long Term	Police & IT	Ongoing
ECONOMIC DEVELOPMENT						
Economic Development	Work with Footprint Energy to ensure the successful redevelopment of the Salem Harbor Station Power Plant site.	Mayor	1	Short & Long Term	Executive	Underway
Economic Development	Complete Phase III of the Salem Wharf Development, and continue revitalization of Salem Harbor and the waterfront.	Mayor	1	Planning - Short term, Implementation - medium to long term	Planning & CD	Underway
Economic Development	Encourage responsible private development and new growth opportunities.	Mayor	1	Short & Long Term	Planning & CD	Ongoing

City of Salem - Long and Short Term Strategic Plan Summary - Fiscal Year 2019

Division	Goal & Objective	Source	Priority*	Schedule**	Division or Department	Status
Economic Development	Continue implementation of the Point Vision and Action Plan.	Mayor	2	Short & Medium Term	Planning & CD	Ongoing
Economic Development	Solicit and oversee the future redevelopment of the Superior Court buildings and continued redevelopment of the former Salem District Court.	Mayor	2	Short & Medium Term	Planning and SRA	Underway
Economic Development	Support the growth of new and existing private businesses.	Citizen Survey	2	Short & Long Term	Mayor and Planning	Ongoing
PARKS AND RECREATION						
Recreation	Implement the Winter Island Master Plan as part of maintaining and upgrading the City's infrastructure, including parks.	Mayor	1	Planning - Short & Long term, Implementation - medium to long term	Planning & Parks	Underway
Recreation	Develop plan for improvements at Palmer Cove and Forest River Park.	Mayor	2	Short & Medium Term	Parks	Underway
Recreation	Implement the Park Ambassador program.	Mayor	2	Short & Medium Term	Mayor & Recreation	Underway
Recreation	Implement upgrades authorized by most recent CPA awards.	Mayor	2	Short Term	Mayor & Recreation	Underway
TRAVEL AND TOURISM						
Cultural	Continue to improve upon management of Haunted Happenings & other community events.	Mayor	1	Planning - Short & Long term, Implementation - medium to long term	Executive & Tourism	Ongoing
Cultural	Continue development and implementation of cruise port activities and marketing.	Mayor	2	Short & Medium Term	Executive & Tourism	Ongoing
Cultural	Continue implementation of the Public Art Master Plan.	Mayor	2	Planning- Short & Long Term Implementation- medium to long term	Planning	Ongoing

City of Salem - Long and Short Term Strategic Plan Summary - Fiscal Year 2019

Division	Goal & Objective	Source	Priority*	Schedule**	Division or Department	Status
PUBLIC SERVICE- ENGINEERING - TRAFFIC AND PARKING						
Public Services	Reorganize staff to more efficiently and effectively deliver services and respond to requests.	Mayor	1	Short & Medium Term	Executive	Ongoing
Public Services	Restructure and improve implementation of See, Click, Fix work process.	Mayor	1	Short Term	Mayor, DPW, Health, Electrical	Ongoing
Infrastructure & Facilities	Manage completion and move in to the new Mayor Jean Levesque Community Life Center.	Mayor	1	Short & Medium Term	Mayor, Planning, COA	Ongoing
Infrastructure & Facilities	Maintain and upgrade City water and sewer systems.	Mayor	1	Short & Long Term	Planning & Engineering	Ongoing
Infrastructure & Facilities	Maintain and upgrade City roads, sidewalks, open spaces.	Mayor/Citizen Survey	1	Short and Long Term	Engineering	Ongoing
Infrastructure & Facilities	Continue to advance Canal Street, Essex Street, Highland Avenue and Boston Street improvement projects.	Mayor	1	Short & Long Term	Planning & Engineering	Underway
Infrastructure & Facilities	Improve overall cleanliness of streets, parks and other public areas.	Citizen Survey & Mayor	1	Short & Medium Term	Public Works	Ongoing
Infrastructure & Facilities	Implement plan for residential traffic calming program.	Mayor	1	Short & Long Term	DPW, Traffic, PD, Engineering	Ongoing
Infrastructure & Facilities	Oversee successful remediation and reuse of the transfer station site.	Mayor	1	Medium & Long Term	Mayor, Legal, Engineering	Underway
Infrastructure & Facilities	Continue advocating for South Salem MBTA commuter rail stop.	Mayor	2	Medium & Long Term	Mayor, SSU, NSMC	Underway
Infrastructure & Facilities	Continue implementation of bicycle accommodation upgrades.	Mayor	2	Medium & Long Term	Engineering, Traffic	Underway
Infrastructure & Facilities	Continue planning for relocation of Horace Mann Laboratory School.	Mayor	2	Short & Medium Term	Mayor, SSU, Schools	Underway
Infrastructure & Facilities	Exploring options related to Camp Naumkaeg and Pioneer Village	Mayor	2	Short & Medium Term	Planning, Building Mayor	Planning

Notes: *Priority - 1 - High, 2 = Medium, 3 = Low . This rating is determined by the Mayor's office

**Short Term = 1-12 months, Medium Term = 12 months to 24 months, Long Term = 24 months or more.

CITY OVERVIEW

Profile of the City

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

Historic Information

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



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

Governmental Structure

The Mayor is elected for four years in November of unevenly-numbered years. The Mayor is the administrative head of the city and chairman ex-officio of the School Committee, the Board of Library Trustees, and the Board of Trust Fund Commissioners. The Mayor acts with the City Council and School Committee to carry out city business. The Mayor appoints his or her office staff, the City Solicitor,

and the Assistant City Solicitor without City Council confirmation. The appointments of most city department heads, and members of the various boards and commissions, however, require City Council confirmation. The Mayor has the right to veto any order, resolution, or ordinance passed by the Council. However, a veto may be overturned by a two-thirds vote of all councilors. After reviewing and revising estimates prepared by department heads, the Mayor submits the budget to the City Council for final action. The Mayor approves all municipal payrolls, vouchers, contracts and instruments; and recommends bond issues, legislations and orders to the City Council; and represents the city with other levels of government. As the general administrator of all city departments, the Mayor is consulted by department heads pertaining to the city's welfare.



The City Council is primarily the legislative branch of the city government. As the legislative body, the Council confirms appointments made by the Mayor and appropriates all monies necessary to city operation. It can approve, disapprove, or reduce the amount of appropriations, but not add to the appropriation. The Council receives orders of recommendation by the Mayor and petitions from the public, and acts on them after committee study. The City Council also has the power to enact the Ordinances and other regulations. A majority of the City Council constitutes a quorum, and the affirmative vote of a majority of all the members of the Council is necessary for the adoption of any motion resolution, or ordinance. In some instance, adoption by a two-thirds vote of the members is required by statute.

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

Within 170 days after the annual organization of the city government (which is ordinarily in early January), the Mayor is required to submit a budget of proposed expenditures for the fiscal year beginning on the next July 1. The City Council may make appropriations for

the recommended purposes and may reduce or reject any item. Without recommendation of the Mayor, the City Council may not increase any item or make an appropriation for a purpose not included in the proposed budget (except by a two-thirds vote in case of the failure of the Mayor to recommend an appropriation for such a purpose within 7 days after a request from the City Council, pursuant to state statute). If the Council fails to act on any item of the proposed budget within 45 days, that item takes effect. The City's operating budget for fiscal year 2006 totaled approximately \$102 million.

Cultural and Historical Facilities

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

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



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

Peabody-Essex Museum - In 2003, the PEM undertook the largest museum addition in America. The \$125 million expansion allows them to showcase their extensive collection of Oceanic and Asiatic art for the first time. The PEM houses a broad spectrum of artifacts representing centuries of Essex County life and industry, as well as treasures from across the world brought to the region by early navigators. The PEM consists of a downtown campus, four National Historic landmarks and several properties on the National Register of Historic Places, as well as the Yin Yu Tang, the only complete Qing Dynasty house outside China. The PEM enjoys an attendance of approximately 250,000 visitors per year.

The Salem Maritime National Historic Site – This 9.2-acre site, operated by the National Park Service, (NPS) is comprised of several buildings, including the

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

El Punto Urban Art Museum – In 2017, North Shore Community Development Coalition worked with 12 artists to create 15 large-scale outdoor murals and invited 20 local artists to paint small murals. By creating a walkable, curated arts district within three blocks with dozens of murals in the Point Neighborhood, the district will be readily accessible to all that downtown Salem already has to offer to over a million tourists per year.

The House of the Seven Gables - The House of the Seven Gables was made famous by Nathaniel Hawthorne's novel of the same name. The site is a complex of the actual house occupied by Hawthorne and several adjacent historic structures. The House of Seven Gables received the prestigious designation of “Museum” status in 2008 and has been designated a National Historic Landmark District.

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

The Witch House - The Witch House was the home of one of the famous Witch Trial judges, Jonathan Corwin. The Witch House is operated by the City of Salem and is an excellent example of 17th century architecture. The site recently received interior and exterior improvements for handicapped accessibility and historic preservation.



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

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

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

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

Pioneer Village - Pioneer Village, situated in Forest River Park, is a living-history Museum that depicts life in Salem in 1630. Guides in historical costumes show visitors how early Puritans lived. The site contains a thatched cottage, historic gardens, wigwams, and animals. In 2014, the City's recreation department took control of Pioneer Village back from Gordon College and has been running programs and overseeing the day to day operations.



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



Winter Island Park - Operated by the City of Salem, Winter Island is a former U. S. Coast Guard Air and Sea Rescue Station located on Salem Harbor. The site is a seasonal recreation site with RV and tent spaces. The site also has a beach, boat launch, wind surfing, scuba diving, picnic areas and a snack bar. Historic Fort Pickering and Fort Pickering Light are located within the site. Winter Island is now home of "sail Salem", a community sailing program that provides free sailing lessons to Salem Children. A committee has also been formed to review was to better use the island and its facilities.

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

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



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



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

Bakers Island Lighthouse – The tower is located on the north end of the island. The lighthouse was automated in 1972 and was recently turned over to the National Park Service. The National Park Services is looking into providing guided tours of the lighthouse in the future.

Fort Lee – This American Revolution fort was built in 1776 and was added to the National Register of Historic Places in 1994

The Phillips House – The Phillips House is the only home on historic Chestnut Street open to the public, and it provides a glimpse into the private world of the Phillips family during the early decades of the twentieth century.

Ye Olde Pepper Candy Company – This is America’s oldest candy company, dating back to 1806, when an English woman, Mrs. Spencer, was shipwrecked and landed in Salem. Mrs. Spencer was assisted financially by residents, and what resulted was the first candy made and sold commercially in America and carried around the world by sea captains and their crew.

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

Development and Investment

Salem has experienced over \$1 billion of investment in recent years throughout the city. Three geographic areas of focus are downtown, the North River Canal Corridor, and the Waterfront.

Downtown Development

A number of vacant and underutilized properties have been redeveloped into mixed-use residential/commercial buildings. The downtown alone has seen over \$110 million in private investment from projects such as the Laundry Building, The Distillery, Old Police Station Redevelopment, Bluestone Alley, 10 Federal Street, the Salem News Building, Latitudes in the old Tompkins Furniture Building, the Old Salem Jail, Commonwealth Diagnostics, and the Hotel Salem. New projects continue to be proposed, permitted, and get under construction as described below.

Superior Court and County Commissioners Buildings: The Governor signed legislation in January 2017 to transfer ownership of these two iconic properties to the Salem Redevelopment Authority (SRA). DCAMM is undertaking a warm mothballing project in the fall 2017 to maintain the properties while the SRA works to identify a redevelopment project.

Washington and Dodge Street Redevelopment: This 237,000 square foot, \$50 million project includes a mixed-use development with 52 residential units, a 113 room Hampton Inn branded hotel, ground floor retail, 215 parking spaces, associated landscaping, and pedestrian and transportation improvements. Construction will begin in spring of 2018 after a redesign of the project has been approved by local boards. When completed, this project will dramatically increase the footprint of Salem’s downtown. The City was awarded a state grant in the amount of \$3.36 million for infrastructure improvements to support this proposed project.

District Court Redevelopment: The District Court building will be transferred to the SRA in accordance with legislation passed by the Legislature for the purpose of redevelopment. The SRA solicited development proposals through a RFP process in 2015 and selected Diamond Sinacori as the designated developer. The project is undergoing permitting. The project is projected to cost approximately \$26 million.

Peabody Essex Museum (PEM): In 2017, the PEM began construction of a 40,000 gross square foot expansion. It will include three floors of state-of-the-art galleries, a secondary entrance to the museum and a full basement for mechanical and electrical equipment. This project is slated to be complete in 2019 and is said to cost approximately \$49 million.



90 Washington Street: The three-story building will be redeveloped as office space with ground floor retail. The City has entered into a 20-year lease for the office space to accommodate personnel currently located in other leased premises. Construction is expected to be completed in spring 2018.

120 Washington Street: The office space currently serving as the City Hall Annex was permitted in 2017 to be converted to 14 residential units.



Old Salem Jail Complex Redevelopment: The first phase was completed in 2010, which includes 23 housing units, a restaurant, and a jail exhibit. Phase 2 includes an additional 13 housing units in a new building for a total project cost of approximately \$11 million. Phase 2 began construction in summer 2016.

Hotel Salem: In 2015, Lark Hotels purchased the “Newmark Building” on Essex Street for the purpose of converting it to a 44 room high-end boutique hotel with a rooftop restaurant and basement lounge. The \$7.4 million project is fully permitted and will be complete in November of 2017. The City supported this project with a five year TIF valued at approximately \$353,000.

Commonwealth Diagnostics International (CDI): In 2016, CDI established its headquarters at 39 Norman Street after making an approximately \$5.1M investment in the purchase and renovation of the building. The business is expected to add potentially up to 100 new full-time equivalent jobs by 2021.

The Merchant: In 2016, a new 11 room Lark Properties boutique hotel opened in the renovated historic Joshua Ward House in downtown Salem.

J. Michael Ruane Judicial Center and Probate and Family Court: At the end of 2011, the new courthouse opened. This \$106 million court expansion in downtown Salem continues to have a significant positive economic impact on the downtown and the city. The \$60 million Probate and Family Court Renovation component of the judicial complex was completed in 2017.

North River Canal Corridor Redevelopment

A second area undergoing transformation is the North River Canal Corridor, known as Blubber Hollow, adjacent to downtown. Formerly the region's whaling and then tannery center, the neighborhood has more than \$70 million in pending development. Guided by a community-based plan, the City changed the zoning to encourage development. The pending private investments will transform the largely vacant and contaminated sites into a vibrant mix of residences, offices, and retail uses. Specific projects are:

9 South Mason Street: The project involves redevelopment of industrial and residential land located between Mason Street and Commercial Street in the North River Canal Corridor district. The plans total 4 buildings and 29 dwelling units, including the rehabilitation and expansion of an existing two-story concrete industrial building; expansion of a three-story residential building; and construction of two new townhouse style buildings. Permitting was completed in 2017.

Riverview Place: Located on the former Salem Suede site, Riverview Place consists of the demolition of the old tannery and construction of 130 residential rental units and 5,540 square feet of commercial space. Local approvals have been secured.

Grove Street Apartments (formerly known as Legacy Apartments): This project consists of 129 residential apartments and re-use of an existing 17,000 square foot commercial office building. It was approved by the Planning Board in 2012 and amended in 2015 to meet MEPA requirements. In July 2015 the project received a MEPA certificate and Superseding Order of Condition. Environmental remediation and demolition of some on-site structures is underway.

Gateway Center: Local permitting was completed in August 2016 for the development of a 3.48-acre parcel located at the corner of Bridge Street and Boston Street to include a mixed-use building with a commercial/retail and 117 housing units and a free-standing building that



will house the City's Community Life Center (CLC). Construction of the CLC began in 2017.

Flynn Tan Site (70-92 ½ Boston Street): The Planning Board approved a new medical office building with 40,000 square feet in 2014; however, the project has not moved forward. In September 2016 the Planning Board approved a mixed-use development containing 50 housing units and a retail space. The Flynn Tan property is a 1.98-acre site containing vacant industrial buildings and land along Boston Street, a major entrance corridor into Salem and within the new North River Canal Corridor (NRCC) Neighborhood Mixed Use District. Construction began in 2017.

28 Goodhue Street: Now known as North River Apartments, this mixed-use project on the site of a former factory was completed in 2014. The development includes 44 residential condominiums, 6,000 square feet of commercial retail space and on-site parking. Construction was completed and the building is occupied.

Waterfront Development

Key changes also are rapidly occurring along Salem's shoreline, creating rare waterfront development opportunities.

289 Derby Street: The City has received City and State funding to acquire property located on the South River at 289 Derby St and to design and construct a downtown waterfront park. In 2017, the City hired CBA Landscape Architects and undertook an extensive public placemaking and design process. Construction has been publicly bid and the City has selected SumCo Contracting. Construction will be underway in spring 2018.

Salem Harbor Power Station/Footprint Power: Demolition of the coal plant is complete and construction of the new natural gas facility is underway. A new state-of-the-art, 630-megawatt gas-fired plant is being constructed and is scheduled to be completed in summer 2018. The new plant will be developed on one-third of the site, opening up the remaining two-thirds of the 63-acre waterfront property to re-



development opportunities.

Port of Salem Expansion (Salem Wharf): This \$20 million project calls for construction of a multi-purpose commercial wharf facility with supporting utilities and amenities for cruise ships, commercial fishing, transient, and charter vessels. A terminal building, harbor walk, dredging, and landside improvements are part of the project. During the project's first phase undertaken in 2011, the City completed utility installation, seawall construction, base paving and installation of an interim ferry terminal. In 2012 and 2013, a combination of state and federal Ferry Boat

Discretionary (FBD) Funds enabled the City to construct the second phase of the project, which consisted of the first 260 feet of pier, wave fence and a portion of the seawall, install a gangway and ramp system, install utilities and begin dredging. The City has completed Phase 3 which includes final paving, landscaping, lighting and construction of the harbor walk. In addition, the City has converted the adjoining deep-water dock owned by Footprint Power into a cruise port, and constructed a connecting walkway to the parking lot and terminal building at Blaney Street. Since construction of the cruise port, Salem has received visits from a number of cruise ships. At present, Footprint is utilizing the pier for construction purposes and this limits the number of cruise ship visits. Once the plant is completed, the Port of Salem will be able to host a full schedule of ship visits. In 2015, the City completed dredging and construction of an 11-slip commercial marina at Blaney Street. The marina is just completing its second season of operations and is home to 10 marine businesses. Construction of the Salem Wharf is close to completion. It implements an important recommendation and goal of the City's Municipal Harbor Plan by creating a multi-use commercial wharf facility with deep water access for ocean-going vessels. As a result of construction, the Port of Salem is now a full service commercial and industrial port.

South River Dredge: The maintenance dredging for the South River Channel was last performed by the US Army Corps of Engineers (USACE) in 1967. In February of 2008, the USACE dredged the Federal Navigation Channel into Salem Harbor, the Federal Anchorage Basin off Derby Wharf, and the approach to the South River Channel but stopped short of the South River Channel because of contaminated sediment that exceeded the state levels for open ocean disposal were encountered. Since then, the City obtained \$155,000 from the Governor's Seaport Advisory Council for sediment testing, bathometric survey work, cost analysis for dredge disposal options, and preliminary design and engineering of the dredge footprint for the South River Channel and the South River Basin (area west of the Congress Street Bridge). In 2012, the City received an additional \$275,000 from the Seaport Council to finish the design, engineering and permitting stage of the dredge project. The City's consultant, Apex, has prepared a Draft Environmental Impact Report and Notice of Intent. Upon the Army Corps of Engineers' final determination of the suitability of the CAD cell material for offshore disposal, the City will submit both documents to the appropriate regulatory agencies. Once completed, the dredging will provide direct access to downtown Salem for deeper drafting vessels, transient boats, and dingy boats, which will encourage increased boating activity and support economic development.

Salem Ferry: The Salem to Boston Ferry, currently in its twelfth successful season, is an alternative transportation option connecting two great cities. Named the Nathaniel Bowditch after the founder of modern maritime navigation and Salem's native son, the ferry is a high-speed catamaran that carries 149 passengers, is entirely ADA accessible and makes the trip from Salem to Boston – where it docks at Long Wharf – in less than an hour. The City of Salem and the Massachusetts Bay Transportation Association (MBTA) have an agreement which allows commuters to purchase a pass that can be used both on the Ferry commuter runs and on the commuter train, strengthening the Ferry's viability as a transportation choice for daily commuters. The City of Salem is one of only a few municipalities to own a ferry vessel, which it purchased with a grant from the Massachusetts Executive Office of Transportation.



Residential Development in Other Areas of Salem

North Shore Community Development Coalition (NSCDC) Properties: The NSCDC has invested \$18.9 million in renovating 77 affordable housing units in Salem since 2016. In 2017, the CDC began the permitting process to develop two new affordable housing buildings with a total of 46 units at a project cost of \$19 million.

93-95 Canal Street: The project is the conversion of a candy factory into eight residential units and was permitted in 2017.

Clark Avenue Cluster Subdivision: The proposed plan for a 26-lot residential subdivision with approximately 1.95 acres of public open space is fully permitted and currently under construction. There is no scheduled date for completion.

Woodlands Subdivision: The Cluster subdivision includes 26 single-family residential building lots and approximately 85,000 sq. ft. feet of open space.

Osborne Hills Subdivision (Strongwater Crossing): Currently under construction, Strongwater Crossing Subdivision is a cluster development project that includes the construction of 131 single-family homes on approximately 162 acres of land. Approximately 93 acres of the project will be permanently protected open space. The project represents one of the largest subdivisions built in Salem in recent history. Due to its size, this subdivision is being completed in phases. There is no scheduled date for completion.



Witch Hill: The construction of 23 single family homes along the extension of an existing roadway is underway. There is no scheduled date for completion.

Institutional and Commercial Development in Other Areas of Salem

Salem enjoys a mix of businesses and markets. Markets for Salem businesses include the local population, the large tourist trade of over 1 million visitors, Salem State University, the North Shore Medical Center, and the J. Michael Ruane Judicial Center. Salem State University with its 10,000 students and large employment base generated over \$104 million for the City of Salem in direct and indirect spending, which is derived directly from employee salaries and benefits, purchased goods and services, and student spending. The North Shore Medical Center is expanding its facilities in Salem, and in 2017, the Family and Probate Court renovation project was completed marking the completion of the overall court complex on Federal Street.

Large commercial and industrial development, prominent in the Highland Avenue, Swampscott Road and Vinnin Square areas, is strong. Salem's industrial park on Technology Way houses large companies such as Salem Glass and Thermal Circuits. On Swampscott Road, a

170,000 square foot vacant building was converted to commercial condominiums and is now home to 9 businesses relocating or expanding in Salem. A number of significant national retailers such as Staples, WalMart, Home Depot, Target, Pep Boys and Petsmart are located in these areas. The City also is home to Shetland Park, a 900,000 square foot business park abutting downtown, which houses more than 70 businesses.

North Shore Medical Center (NSMC): NSMC is redeveloping a portion of their existing hospital campus in order to better serve the surrounding community by consolidating existing uses, improving access and circulation around the hospital, and constructing a new state-of-the-art emergency services department. The project consists of 113,585 square feet of new building space, 119,734 square feet of interior renovations, parking and driveway reconfigurations, landscape and hardscape improvements, and utility infrastructure modifications to support this use.

A&J King Expansion: In 2017, A&J King Artisan Bakers opted to expand its business operations in Salem by leasing approximately 7,400 square feet of space at 131-135 Boston Street. The new space provides more capacity for production and office activities, which will allow the company to acquire new commercial accounts, and will allow them to convert the existing production area at their Central Street location in Downtown Salem to additional café space. As a result, A&J King plans to hire an additional 15 full-time employees and 16 part-time employees. A&J King's investment in the new space exceeds \$860,000 and the City invested in a five year TIF in support of the project, valued at over \$41,000.

Salem State University: Changes to the physical campus since 2007 are profound. Nearly 760,000 square feet of new construction and renovations have been completed or are underway, bringing state-of-the-art academic and student life spaces to campus. Through the support of the Commonwealth of Massachusetts and generous donors, combined with resources of the university's operating budget, over \$250 million has been invested in campus improvements. Highlights of these changes include the Frederick E. Berry Library and Learning Commons, the Sophia Gordon Center for Creative and Performing Arts, the Harold E. and Marilyn J. Gassett Fitness Center, athletic fields and courts, and two residence halls that provide accommodations for nearly 900 students. Efforts are currently underway to secure the Commonwealth's support for a new science facility to meet the strong demand for science, health care, and technology programming.



Lafayette Street and West Avenue: The project includes the construction of a three-story, 24,388 square foot mixed use commercial building with retail on the first floor and offices on the upper floors. An existing two-family home on the site will remain in its current use. The project will be completed in November 2017.

Vesuvius Restaurant: The project consists of a new street level café-style restaurant with second floor office space and was completed in 2017.

U.S. Biological Corporation: This corporation completed the construction of a new \$3 million, 50,000 square foot headquarters building on Technology Way with the plan to have 28 new jobs within five years.

Public Infrastructure Projects

The City works throughout Salem to improve infrastructure to meet the needs of residents, businesses, and visitors.

Transportation Projects

Boston and Bridge Complete Streets Infrastructure Improvements: The City received \$3.5M in FY2016 MassWorks Infrastructure Grant Program funding, for “Complete Streets” streetscape improvements along Bridge Street, between Boston and Flint Street. An additional \$250,000 in grant funds was awarded to this project from MassWorks that was expended in fiscal year 2017. Construction is slated to begin in 2018.

Canal Street Improvements: The improvements include reconstruction of the roadway pavement, curbing and sidewalks. Wheelchair ramps and appropriate pedestrian crossings will be added to improve pedestrian safety. Additional pedestrian improvement such as street trees and curb extensions will be incorporated. Drainage and other utility improvement will be made, the road crown will be adjusted to provide a consistent cross slope, and repair of settled locations will be done.

Canal Street Multi-Use Path: In 2018, the City is completing the first phase of the new Canal Street bike path and is developing bid documents for the second and final phase. This project is being done in conjunction with the Canal Street Improvement Project and once completed will connect downtown Salem with downtown Marblehead and Salem State University with an entirely off-road multi-use path.

Bike Share: The City launched a new bike share program in the spring of 2017. With the support of sponsorships by Salem State University and Blue Cross Blue Shield of Massachusetts, the City expanded the system and achieved increasing ridership throughout the year.

Washington and Dodge Street Public Infrastructure Improvements: The City received a \$2.5 million grant through the State MassWorks program to fund infrastructure improvements associated with the proposed mixed-use development to be constructed at Washington and Dodge Streets. Due to increased construction costs, the City was awarded an additional \$825,000 for this project. Construction was completed in early 2017.

Grove Street Improvements: The City received a \$1,250,000 grant for improvement to Grove Street to support the proposed housing and mixed use developments in the North River Canal Corridor. The project is complete.

Improvement of the Essex Street Pedestrian Mall: The City invested in the redesign and improvement of the pedestrian mall in the heart of downtown. Phase 2 improvements to make the mall more pedestrian friendly and to improve the aesthetics were completed in fall, 2013. Phase 3, which includes the renovation of the fountain at Washington Street, was completed in October 2014.

Parks and Recreation Projects

Mary Jane Lee Park Renovation: In 2017, construction was completed on the renovation of Mary Jane Lee Park. This project completed the renovation of the park that began with the construction of a new splash pad in 2015. The project was supported by CPA funds as well as a \$400,000 PARC grant from the Commonwealth.

Lafayette Park Renovation: In 2017 and 2018, Lafayette Park is being renovated to include upgraded walkways, lights, and benches, a new irrigation system, and a tree plan with an appropriate mix of sun and shade. The project is funded through \$100,000 in CPA, \$162,000 CDBG, and \$25,000 CIP.

McGlew Park Renovation: In 2016, the Executive Office of Energy and Environmental Affairs awarded the City a \$400,000 Parkland Acquisitions and Renovations for Communities (PARC) grant to renovate McGlew Park. The park is currently under construction and is anticipated to be finished in the spring of 2018.



Forest River Conservation Area Trails: In 2015, the City was awarded a \$53,200 Recreational Trails Program Grant from the Department of Conservation and Recreation to upgrade the trails. Completed in 2017, the project has resulted in an improved main trunk trail that is usable throughout the year and accessible to people of all abilities. The project received additional funding through CIP (\$25,000) and the Conservation Commission (\$12,500).

Winter Island: Salem was awarded a PARC grant in the amount of \$192,404 for a scenic multi-use trail on Winter Island bordering Cat Cove. Improvements include interpretive signage, native plantings, installation of site amenities and improvements to the boat launch parking area. The trail was completed in summer 2016. The Salem Community Preservation Commission has funded the first two phases of the restoration of Fort Pickering. These improvements include substantial clearing of invasive species and restoration historic masonry walls and gated entrances. A grant from Mass Historic funded a digital survey which was completed in summer 2016. The City will seek to fund future phases with CPA funds.

Mary Jane Lee Park Splash Pad: The City was awarded a \$200,000 grant from the “Our Common Backyards” program for a splash pad at Mary Jane Lee Park located in our densest neighborhood. The splash pad was completed in time for the 2015 season and was a significant

success. The remainder of the park is being improved through four sources--\$400,000 PARC grant, \$100,000 CDBG, \$80,075 CPA, and \$60,000 CIP. Construction will be completed by June 2017.

Remond Park: Improvements to the old bridge abutment on Bridge Street Neck have been funded by the State to create a new park. Construction is complete.

Bertram Field: A complete renovation of Bertram Field football stadium and track was completed, including a synthetic turf surface expansion of the track to regulation size and installation of a resilient surface. Cost of the project is \$1.9 million and was partially funded with a Massachusetts PARC grant in the amount \$400,000.



Salem Common Fence: In 2017, the City completed Phase III of the Salem Common Restoration Project. The City was awarded \$68,000 in CPA funds and also utilized \$100,000 of CIP funds to restore thirteen fence sections and three bollards. The Common fence is a significant historical feature of this municipal property and \$150,000 of CIP funding has been secured for another round of restoration.

Fort Avenue/Szetela Lane Redevelopment: This City-owned site at the intersection of Fort Avenue and Szetela Lane consists of five parcels containing approximately 2.13 acres. The property now contains an easement for the natural gas pipeline supplying the Footprint Power Plant. The City intends to improve the site with a new multi-use path connection, greenspace, and possibly parking, utilizing funds secured through the easement agreement.

Open Space & Recreation Plan Update: The City recently completed its 2015 update to its Open Space and Recreation Plan. The Plan establishes long-term goals for the preservation, continued protection and maintenance of open space and recreational areas in the City. Completion of the Plan maintains the City's eligibility to apply for grants through the Commonwealth's PARC program. The City has received PARC grants in the past for Peabody Street Park, Furlong Park, Bertram Field, Chadwick Lead Mills, Splaine Park, and McGlew Park.

Splaine Park: The City was awarded a \$420,946 grant from the Commonwealth through the PARC program to upgrade Splaine Park. Completed in 2014, improvements to the park include the construction of a stone dust bike/walking path along the park perimeter, the enhancement of the main entrance, the construction of play structures, the installation of a new baseball field and irrigation system, and the rebuilding of the bleachers and dugouts. Additional funding included \$574,826 CIP and \$190,071.60 CDBG.

Other City Projects and Initiatives

The City pursues additional opportunities to make physical improvements, increase efficiencies, and improve the community.

Proctor's Ledge: In 2017, the City constructed a memorial to honor the 18 victims of the Salem Witch Trials who were executed at Proctor's Ledge in 1692. The memorial, designed by Martha Lyon Landscape Architecture and constructed by The Patio Company, includes a landscaped slope down from the ledge where the executions are believed to have taken place and a semi-circular area for quiet contemplation surrounded by a granite block wall. The memorial was dedicated on July 19, 2017 on the 325th anniversary of the second day of executions held at the Ledge. This project was completed in 2017, funded with \$179,140 in FY16 Community Preservation Act funds.

Charter Street Cemetery: In 2017, the City received a \$125,000 Massachusetts Cultural Council Facilities Fund grant for the full restoration of Charter Street Cemetery. In addition, the project is funded by \$260,000 of CPA funds and \$218,000 Capital Improvement Project funds for a total of \$600,000. The restoration work will be completed in 2018.



Dickson Memorial Chapel: The City was awarded \$70,000 from the Massachusetts Historical Commission's Massachusetts Preservation Project Fund (MPPF) for the restoration of Dickson Memorial Chapel. A total of \$226,000 has been allocated to the first restoration phase of the chapel which was completed in 2017.

Urban Forestry: A tree committee was formed to renew Salem's dedication to its urban forestry. A pilot neighborhood tree inventory was completed in 2016, and the City secured a \$30,000 DCR Urban Forestry Challenge Grant to fund a citywide tree inventory, management plan, and cost estimates for implementation of the management plan. The City provided a \$30,000 match through CIP. The inventory was completed in 2017.



Collins Cove Living Shoreline: In 2017, the City received a \$55,230 grant to complete final design and permitting for a living shoreline project in Collins Cove. The City will finalize the measurements and site plan for the proposed green infrastructure methods and use the prepared final design documents to submit to local and state permitting agencies to have the approval to install coir rolls and salt marsh plantings. The goal of the project is to increase resiliency to Collins Cove and the abutting residential properties from effects of climate change such as increased frequency and intensity of flooding and storm surge.

Neighborhood Interpretive Signs: DPCD coordinated the installation of historic interpretive sign panels in six neighborhoods and parks. Additional sign panels will be installed in two City parks in the spring of 2018.

Public Art: Over the past four years, the City has been working to increase the amount and quality of public art. Partly in response to public demand, this initiative is being pursued to support the City's identity as an arts and cultural destination and supports the City's efforts to leverage the arts for economic

development purposes. In late spring of 2017 a call for works was distributed for “Celebrating the Urban Environment” resulting in three locations for public art in the downtown. Efforts in the spring of 2017 resulted in a painted stair project at the middle school to bring awareness to the impact pollution has on the oceans.

Artists’ Row: Artists’ Row, five stalls originally built as a marketplace, is located across from Old Town Hall and Derby Square. This area is at the heart of the city and continues to be an important public plaza and pedestrian way. In the spring of 2015, the City initiated the Creative Entrepreneur Program to utilize the four stalls as maker/gallery space from May to October. In spring of 2017, a group of graphic design students from Lesley University re-branded Artists’ Row. The scope included changing the paint colors of the stalls, new doors and windows for better visibility and new graphics for signage on the walls to the entrance of Artists’ Row. To further enliven activity on Artists’ Row, in 2017 the Public Art Commission initiated an Artist in Residence Pilot Program which resulted in weekly creative placemaking activities resulting in a community tables and planted gardens.



Old Town Hall: The Old Town Hall is a beautiful federal style building located in the heart of downtown Salem. Old Town Hall is the crowning jewel of Derby Square and the earliest surviving municipal structure in Salem (dating from 1816-17). Our venue is a two-story, brick structure featuring Palladian windows, carved wood details, antique chandeliers, decorative columns and wooden floors. The building is owned and managed by the City of Salem which programs both non-profit and private events. Old Town Hall is the summer/fall home to the Salem Museum, presenting hundreds of stories of Salem’s rich past and History Alive, a performance of the re-enactment of the trial of Bridget Bishop accused of witch craft. During the winter and spring, the building hosts musical performances, weddings, and civic events such as the Salem Arts Festival art exhibit. The City received a \$20,000 Cultural Facilities grant from the state, which was matched with local CPA and C.I.P. funds for window restoration and repair. The restoration work was completed in early 2016.

EPA Brownfields grant: The City with the City of Peabody received a \$950,000 federal grant to be utilized for a revolving loan fund to clean up contaminated sites.

Universal Steel site: This brownfields site was taken by the City for tax title in 2012. Through a coordinated effort with EPA, DEP, and MassDevelopment, the site has been remediated and paved and was used for temporary parking during the construction of the MBTA garage. The City solicited proposals for redevelopment in order to put the site back on the tax rolls and received a proposal from the adjacent commercial business, F.W. Webb Company, to build a new warehouse and commercial showroom. The project has received local approvals.

LED Streetlight Conversion: In 2016, the City completed the conversion of 3,000 overhead streetlights to LED fixtures. This project will result in \$194,000 annual cost savings and 1.2 million kilowatt hours in annual energy savings.

Redevelopment of 5 Broad Street: In March 2010, a reuse feasibility study was completed for a city-owned building located at 5 Broad Street. The building, which currently houses the City’s Council on Aging, was declared as surplus property by the City Council. The City hired consultants to examine the redevelopment potential for this property in preparation for its future sale. Proceeds from the sale of this building will be used to off-set the cost of a new senior center.

Salem Main Streets Program: In July 2007, the City, in collaboration with the Salem Chamber of Commerce and the Salem Partnership, revived the Salem Main Streets program. The program works to support the revitalization of downtown Salem as a vibrant year-round retail, dining and cultural destination through business recruitment, retention, and the promotion of downtown Salem. The program has continued to support business recruitment and retention while adding an annual downtown arts festival and a weekly farmers market.

Salem Affordable Housing Trust Fund: The City adopted an ordinance to create a municipal housing trust fund in October, 2006. Through negotiations with a developer, the Trust Fund received \$50,000 and additional funds are expected from negotiated contributions from other large development projects.

Destination Salem: Salem continues to market sale as a premier, year-round travel destination. The City continues its funding commitment to destination Salem through its annual allocation of hotel/motel tax revenue.



Planning

The City’s investments are guided and informed by planning studies including the following:



Imagine Salem: The first phase of this citywide visioning project will be completed in fall 2017. The plan’s vision statement and guiding principles will inform the development of a subsequent action agenda.

Intra-City Shuttle: In 2017, the City was awarded a \$30,000 grant application from the Tufts Health Plan Foundation on behalf of the Friends of the Council on Aging for technical assistance to develop a feasibility study of an intra-city shuttle. The concept of the shuttle study and application for the grant were steps in the first year of implementation of the City’s landmark Salem for all Ages Action Plan. The study will be completed in the first half of 2018.

Bicycle Master Plan: The City contracted with Toole Design Group to support the development of an update to Salem's Bicycle Master Plan. The plan, which will be completed in 2018, will identify and prioritize policies, programs, and infrastructure projects to make biking a safer and more convenient means of transportation and recreation in Salem

South Salem Commuter Rail: The City is working with the Salem Partnership to study the feasibility and economic impact of a South Salem Commuter Rail.

Downtown Salem Historic Resource Inventory: In 2016, the City was awarded \$37,100 in Massachusetts Historical Commission Survey and Planning Grants to fund expanded staff support for the Salem Historical Commission and to update the downtown historic resource inventory.

Salem Artists' Row Framework Plan: Completed in late 2015, this Plan lays out a vision and action steps to enhance this core area of the downtown.

Salem Housing Needs and Demand Analysis: Completed in July 2015 by the Metropolitan Area Planning Council, this analysis identifies the need for an additional 1,900 to 2,725 units of housing by 2030.

Vision and Action Plan for the Point Neighborhood in Salem 2013 – 2020: This Plan outlines a vision to improve the quality of life in the Point neighborhood and an action agenda that the City of Salem and community partners will work together to implement over a seven-year period from 2013 to 2020. This Plan is a product of a year-long grassroots, neighborhood-level visioning process.

Public Art Master Plan: In recognition of the value that public art can bring to the cultural aesthetic and economic vitality of the community, the City completed a master plan for public art in partnership with the Peabody Essex Museum and the Salem Partnership, funded through the National Endowment for the Arts.

Greenlawn Cemetery: The City was awarded a \$4,000 Massachusetts Historical Commission Survey and Planning Grant in March 2013 to prepare a National Register of Historic Places nomination form for the Greenlawn Cemetery, and the Cemetery has since been nominated to the National Register.

Salem Downtown Renewal Plan: In January 2012 the Department of Housing and Community Development approved a major plan change to the City's urban renewal plans, creating a consolidated plan, the "Salem Downtown Renewal Plan", which updates goals and objective and design guidelines. This new plan will be in effect for thirty years.

Winter Island Master Plan: The City utilized grant funds to undertake a Master Plan for the renovation and redevelopment of Winter Island Park. The City, with its consultant The Cecil Group, conducted a six-month public planning process and completed the final report in 2011. The City is now seeking funding to implement the plan's recommendations. See below for recent state grant award.

Bridge Street Neck Neighborhood Revitalization Plan: This neighborhood master plan for the Bridge Street Neck area was completed in August 2009. The City was awarded technical assistance funds from the regional planning agency, MAPC, to undertake implementation of one of the key recommendations of the plan, creation of a mixed use district.

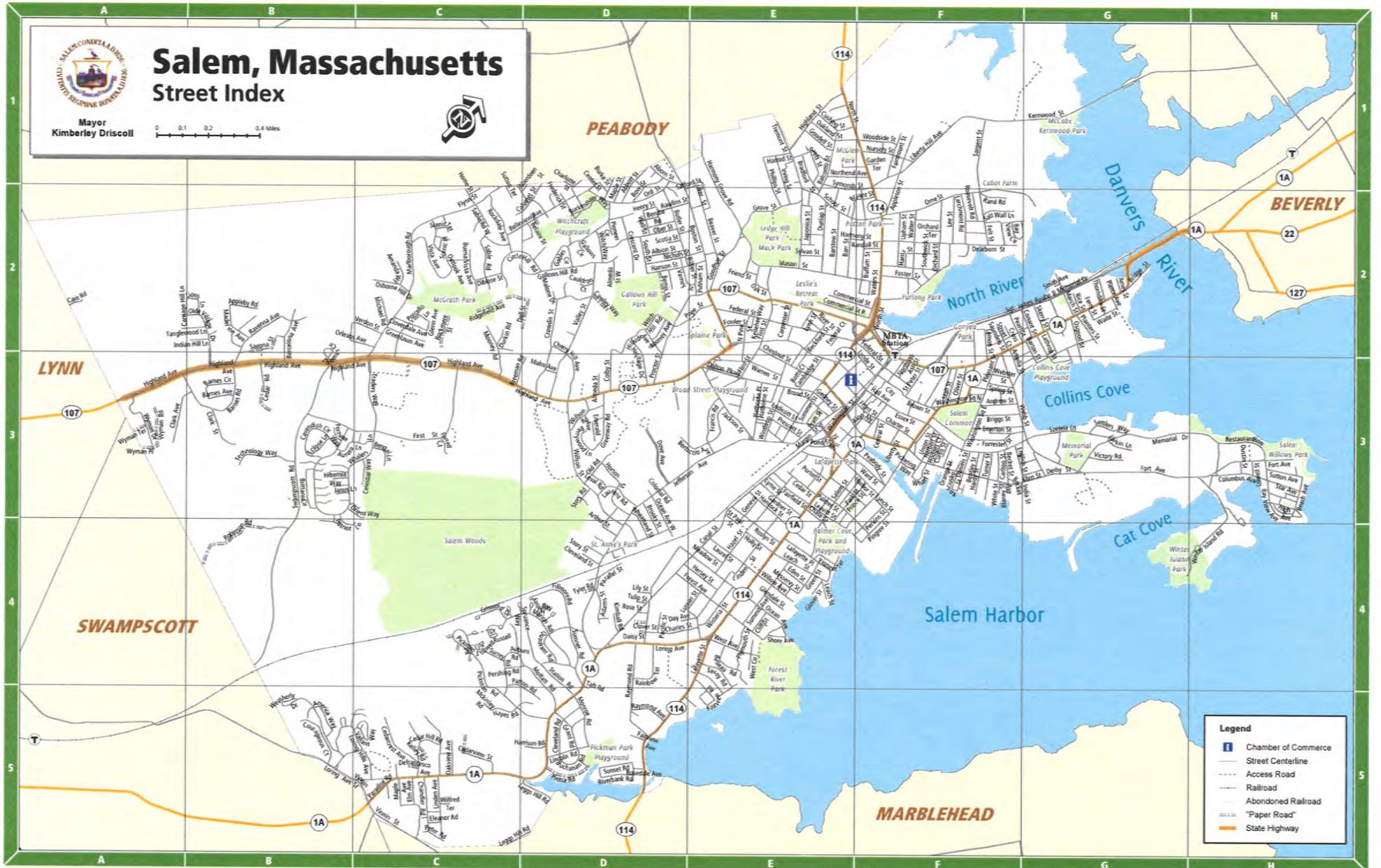
Salem Harbor Plan Update: The update of the City's Municipal Harbor Plan, created in 2000, was approved by the EOEEA in 2008. The City worked with a consultant and the Salem Harbor Plan Implementation Committee to update the plan. The Plan outlines a 10-year strategy for port development which guides the future use and character of the Port of Salem.



Salem, Massachusetts Street Index

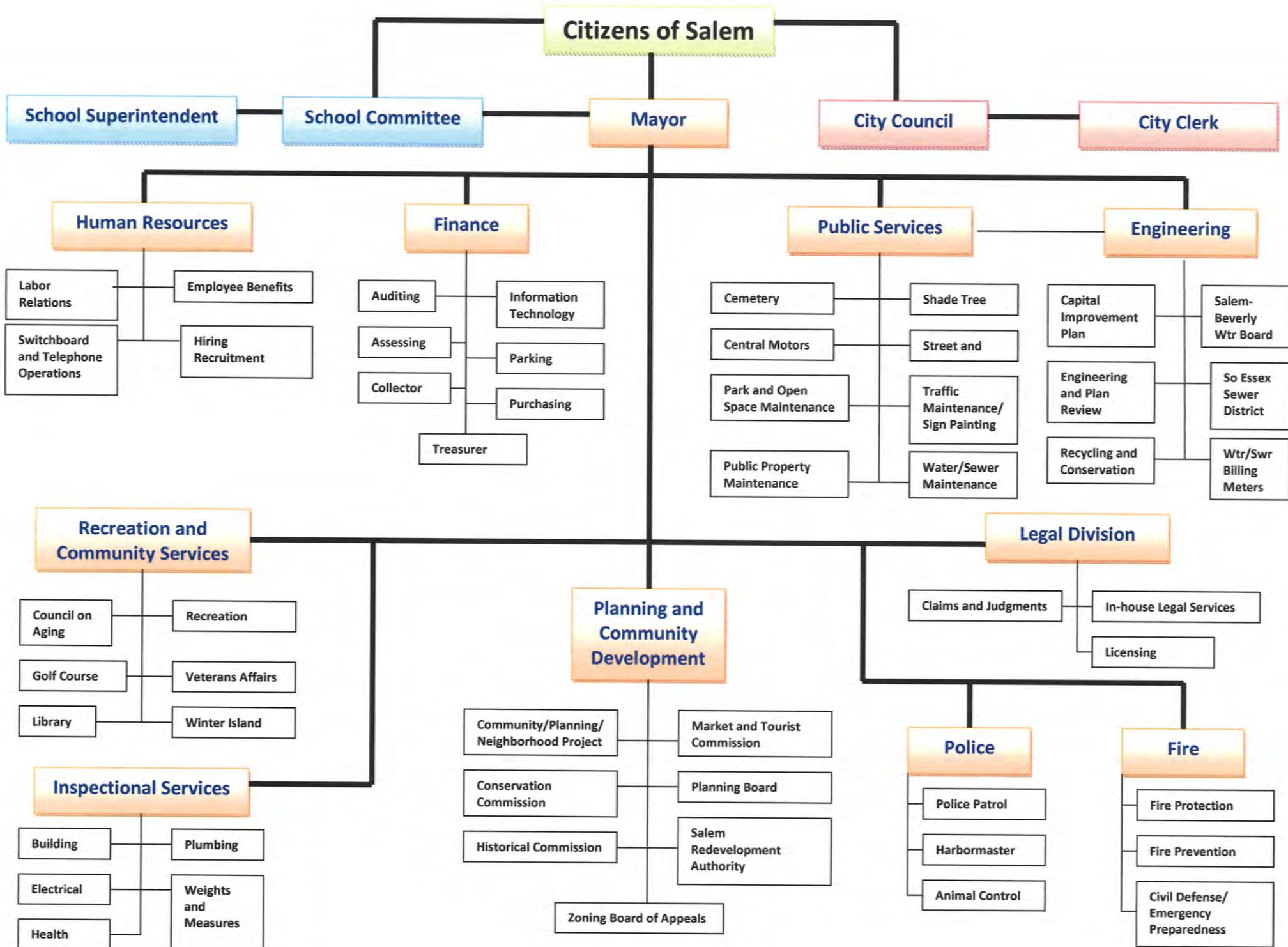
Mayor
Kimberley Driscoll

0 0.1 0.2 0.4 Miles



Legend

- Chamber of Commerce
- Street Centerline
- Access Road
- Railroad
- Abandoned Railroad
- "Paper Road"
- State Highway



Organizational Summary-Department Heads

PLANNING & COMMUNITY DEVELOPMENT DIVISION

Planning	Tom Daniels	978-619-5686	tdaniels@salem.com
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PUBLIC SERVICES DIVISION

Public Services	David Knowlton	978-744-3302	dknowlton@salem.com
Water & Sewer Enterprise			

ENGINEERING DIVISION

Engineering	David Knowlton	978-619-5670	dknowlton@salem.com
Water, Sewer & Trash Enterprise			

RECREATION & COMMUNITY SERVICES DIVISION

Recreation	Patricia O'Brien	978-744-0180	pobrien@salem.com
Council On Aging	Teresa Arnold	978-744-0924	tarnold@salem.com
Library	Tara Mansfield	978-744-0860	tmansfield@salem.com
Veterans	Kim Emerling	978-745-0883	kemerling@salem.com

EDUCATION DIVISION

School	Margarita Ruiz, Superintendent	978-740-1212	margaritaruiz@salemk12.org
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DLS At A Glance Report for Salem

Socioeconomic	
County	ESSEX
School Structure	K-12
Form of Government	COUNCIL AND ALDERMAN
2015 Population	42,869
2016 Labor Force	23,815
2016 Unemployment Rate	2.70
2015 DOR Income Per Capita	29,008
2009 Housing Units per Sq Mile	4620.78
2013 Road Miles	98.76
EQV Per Capita (2016 EQV/2015 Population)	111,990
Number of Registered Vehicles (2014)	16,125
2012 Number of Registered Voters	28,481

Bond Ratings	
Moody's Bond Ratings as of December 2017*	Aa3
Standard and Poor's Bond Ratings as of December 2017*	AA

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

Fiscal Year 2018 Esimated Cherry Sheet Aid	
Education Aid	22,773,666
General Government	7,443,600
Total Receipts	30,217,266
Total Assessments	8,947,490
Net State Aid	21,269,776

Fiscal Year 2018 Tax Classification			
Tax Classification	Assessed Values	Tax Levy	Tax Rate
Residential	4,249,989,014	65,364,831	15.38
Open Space	0	0	0
Commercial	483,778,163	14,498,832	29.97
Industrial	131,020,400	3,926,681	29.97
Personal Property	202,795,500	6,077,781	29.97
Total	5,067,583,077	89,868,125	

Fiscal Year 2018 Revenue by Source		
Revenue Source	Amount	% of Total
Tax Levy	89,868,125	54.41
State Aid	30,950,090	18.74
Local Receipts	33,834,961	20.49
Other Available	10,511,493	6.36
Total	165,164,669	

Fiscal Year 2018 Proposition 2 1/2 Levy Capacity	
New Growth	2,494,362
Override	
Debt Exclusion	
Levy Limit	95,321,556
Excess Capacity	5,453,431
Ceiling	126,689,577
Override Capacity	31,368,021

Other Available Funds		
FY2018 Free Cash	FY2017 Stabilization Fund	FY2018 Overlay Reserve
4,922,937	6,037,015	705,771

Fiscal Year 2018 Average Single Family Tax Bill**	
Number of Single Family Parcels	4,928
Assessed Value of Single Family	364,772
Average Single Family Tax Bill	5,610

State Average Family Tax Bill

Fiscal Year 2015	5,214
Fiscal Year 2016	5,418
Fiscal Year 2017	5,616

Salem issues tax bills on a Quarterly basis

**For the communities granting the residential exemptions, DLS does not collect enough information to calculate an average single family tax bill. In FY2017, those communities are Barnstable, Boston, Brookline, Cambridge, Chelsea, Everett, Malden, Nantucket, Provincetown, Somerset, Somerville, Tisbury, Waltham and Watertown. Therefore, the average single family tax bill information in this report will be blank.

Fiscal Year 2017 Schedule A - Actual Revenues and Expenditures

	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Trust Revenue	Total All Funds
Revenues	146,167,706	29,566,148	13,392,569	14,125,673	976,812	204,228,908
Expenditures	139,687,196	29,264,904			1,122,739	170,074,839
Police	10,205,501	0	0	0	0	10,205,501
Fire	8,515,265	0	0	0	0	8,515,265
Education	58,104,453	11,889,336		0	0	69,993,789
Public Works	4,844,590	1,844,547			0	6,689,137
Debt Service	10,684,591					10,684,591
Health Ins	11,988,027				0	11,988,027
Pension	10,365,093				0	10,365,093
All Other	24,979,676	15,531,021	0	0	1,122,739	41,633,436

Total Revenues and Expenditures per Capita

	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Trust Revenue	Total All Funds
Revenues	3,409.6	689.7	312.4	329.5	22.8	4,764.0
Expenditures	3,258.5	682.7	0.0	0.0	26.2	3,967.3

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

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

Demographics

Profile of General Demographic Characteristics
 Geographic Area: Salem, Massachusetts

Subject	2000		2010		Change	
	Number	Percent	Number	Percent	Number	Percent
Total Population	40,407	100.0%	41,340	100.0%	933	
Sex and Age						
Male	18,745	46.4%	19,233	46.5%	488	0.13%
Female	21,662	53.6%	22,107	53.5%	445	-0.13%
Median Age (years)	36.4		37.6		1	
18 years and over	32,250	79.8%	33,612	81.3%	1,362	1.49%
Male	14,672	36.3%	15,299	37.0%	627	0.70%
Female	17,578	43.5%	18,313	44.3%	735	0.80%
21 years and over	30,429	75.3%	31,131	75.3%	702	0.00%
62 years and over	6,552	16.2%	6,754	16.3%	202	0.12%
65 years and over	5,716	14.1%	5,342	12.9%	-374	-1.22%
Male	2,206	5.5%	2,135	5.2%	-71	-0.29%
Female	3,510	8.7%	3,207	7.8%	-303	-0.93%
Race alone or in combination with one or more other races.						
White	35,303	87.4%	34,826	84.2%	-477	-3.13%
Black or African American	1,562	3.9%	2,694	6.5%	1,132	2.65%
American Indian and Alaska native	236	0.6%	434	1.0%	198	0.47%
Asian	955	2.4%	1,344	3.3%	389	0.89%
Native Hawaiia and other Pacific Islander	73	0.2%	97	0.2%	24	0.05%
Some other race	3,319	8.2%	3,455	8.4%	136	0.14%
Hispanic or Latino (of any race)	9,042	22.4%	6,465	15.6%	-2,577	-6.74%
Not Hispanic or Latino	35,866	88.8%	34,875	84.4%	-991	-4.40%
White alone	33,277	82.4%	33,694	81.5%	417	-0.85%

Source: US Census Bureau, Census 2000, Census 2010

<i>Rank 2018</i>	<i>Rank 2017</i>	<i>Company Name</i>	<i>Nature of Business</i>	<i>Total Employees</i>	<i>Comment</i>
1	2	Commonwealth of Massachusetts Offices	State Government	2735	Dept of Social Services, Essex County Registry of Deeds, Committee for Public Housing, Dept of Mental Health, Dept of Children and Families, Facilities and Security, Probate and Family Court, Essex Sheriff's Department, Essex South Registry of Deeds, Sex Offender Registry, Dept of Trans Assitance, Eastern Essex DA, Office of Labor and Workforce Development, Executive Office of Public Safety, Mass Rehab Commission, Dept of Housing and Community Development, Salem District Court, Department of State Police, Superior Court, Children and Family Law, Youth Advocacy Department
2	1	North Shore Medical Center	Health Care	2,566	Salem Hospital, Mass General for Childrens, Salem Birthplace, Charter Professional Services, Outpatient Mental Health
3	4	City of Salem	Municipal Government	1,654	City Offices, School, Fire, Police - Full, Part and permanent
4	3	Salem State University	Higher Education	1,569	Full-time and part-time
5		Footprint	Utility	310	
6	17	Market Basket	Food Market	295	
7	5	Peabody Essex Museum	Cultural/tourism	260	
8	8	Salem YMCA	Social Service Agency	217	
9	6	Excelitas Technologies	Technology	214	Full-time and part-time
10	24	Finz & Sealevel Seafood	Restaurant	200	
11	7	Salem Five Savings Bank	Banking	195	
12	10	Hawthorne Hotel	Lodging	163	
13	9	Grosvenor Park Nursing Center	Health Care	159	
14	15	Jacquelines Gourmet	Manufacturer	150	
15	11	Home Depot	Retail	145	
16	13	Salem Glass	Retail	125	
17	14	Leahy Behavioral Health	Health Care	123	Youth Services (ACCESS, ALP), Outpatient Clinic, Emergency Services
18	12	Groom Construction	Services	120	
19	18	Walmart	Retail	110	Full-time and part-time
20	20	Thermal Circuits, Inc.	Manufacturer	107	
21	21	T J Maxx	Retail	101	
22	16	Shaw's Supermarket	Food Market	98	
23	23	Harbor Sweets	Retail	80	
24	25	US Post Office	Federal Office	70	
25	19	Target	Retail	68	
26	22	Crosby's Marketplace	Food Market	65	

Source: Planing Department - April 2018

<i>Rank 2018</i>	<i>Rank 2017</i>	<i>Company Name</i>	<i>Nature of Business</i>	<i>Total Assessed Valuation Fiscal Year 2018</i>	<i>Total Taxes Paid</i>	<i>%Total Levy</i>
1	1	New England Power Co	Personal & Industrial	\$69,810,060	\$2,092,207.50	2.328
2	2	Mass Electric	Personal Property	\$34,648,590	\$1,038,418.24	1.155
3	3	National Grid	Personal & Industrial	\$38,307,500	\$1,148,075.78	1.278
4	4	Shetland Properties	Industrial & Commercial Prop	\$29,259,100	\$876,895.23	0.976
5	5	Highlander Plaza	Commercial Property	\$23,565,500	\$706,258.04	0.786
6	6	Algonquin Gas Transmission Co	Personal Property	\$31,471,900	\$943,212.84	1.050
7		Footprint Power Salem	Power Plant-Industrial	\$25,860,000	\$775,024.20	0.862
8	7	Bell Fund V	Apartments	\$48,930,600	\$752,552.63	0.837
9	8	RCG, Total Properties	Apartments and Commercial	\$15,157,200	\$368,437.06	0.410
10	9	Princeton Crossing Apartments	Apartments	\$30,785,000	\$473,473.30	0.527
11	10	Hawthorne Commons	Apartments	\$31,739,600	\$488,155.05	0.543
12	11	Second Pickwick Trust	Commercial Property	\$15,370,200	\$460,644.89	0.513
13	12	Vinnin Square Apartments LLC	Apartments	\$27,388,700	\$421,238.21	0.469
14	13	Home Depot	Commercial Property	\$11,336,000	\$339,739.92	0.378
15	14	Verizon New England	Personal Property	\$7,047,500	\$211,213.58	0.235
16	15	New Creek II LLC/Ballard Group	Commercial Property	\$9,030,200	\$270,635.09	0.301
17	16	Commando North Shore LLC	Commercial Property	\$8,808,800	\$263,999.74	0.294
18	17	Rt. 107 Salem Assoc.-Walmart bld only	Commercial Property & PP	\$8,118,070	\$243,298.56	0.271
19	19	Maritimes & Northeast Pipeline	Personal Property	\$6,088,900	\$182,484.33	0.203
20	20	Kernwood Country Club	Commercial Property	\$6,284,885	\$188,358.00	0.210
				\$472,919,405	\$12,061,837.84	

Source: Assessor's Office – April 2018

Budget Calendar - FY 2019

Mayor & City Finance	Start Date	End Date	Mayor & School Committee	Start Date	End Date
Finance Director send out CIP requests to Departments.	1/30/2018		Finance Director send out CIP requests to Departments.	1/30/2018	
Departments submit completed CIP requests to Finance Department	2/15/2018		CIP Review - Superintendent, SBM, Principals, Directors	1/30/2018	
Mayor & Finance Director review CIP requests.	January	March	Finance Director, SBM & Super review CIP requests.	January	March
Finance Director prepares initial Revenue/Expenditure (FY18 RECAP) figures	January		Superintendent & SBM give Budgets to Principals	January	
Mayor issues BUDGET requests to departs with budget instructions, and City's long/short term goals	1/19/2018		Budget workshops with SBM, Principals & Directors.	January	
Budget salary workshops with Finance & Depts.	1/19/2018	to 2/8/2018	Principals compile budget & submit to School Business Office	2/1/2018	to 2/23/2018
Departments compile BUDGETS & submit to Finance	1/19/2018	to 2/8/2018	Budget & CIP Review - Super, SBM, Principals, Directors	2/26/2018	to 3/17/2018
Budgets Entered in MUNIS by Finance	2/8/2018	to 2/23/2018	Budge/CIP Review - Super, SBM, City Finance	February	March
Budget Review-Mayor, Finance, Department Heads	2/28/2018	to March	School Budget Submitted to School Committee & CIP Budget Submitted to Finance Director	March	
Budge & CIP Review By Mayor & Finance Director	2/28/2018	to March	School Committee Budget Review Meetings	March	to April
School Committee Approves School Budget	5/7/2018		School Committee Approves School Budget	5/7/2018	
School Budget to City Finance Department for processing for City Council	5/7/2018		School Budget To City Finance Dept	5/7/2018	
Finance Director Finalizes FY2018 Revenue/Expenditures - Balanced Budget to Mayor	5/14/2018				
Finance Department Prepares Final Budget for City Council	5/14/2018	to 5/22/2018			

City Council					
Capital Improvement Plan submittid to City Council					5/24/2018
Budget Submitted to City Council					5/24/2018
City Council Administration & Finance budget review process				5/29/2018	to 6/14/2018
City Council Vote on FY 2018 Capital Improvement Plan				5/29/2018	and 6/14/2018
City Council Vote on FY 2018 City Budget					6/14/2018

Fiscal Year 2019 Overview & Timeline Narrative

On January 19, 2018, the Finance Department sent out budget packages to each non-school department requesting that they prepared a FY 2019 budget based on the following:

- Level funded non-personnel budget - utilities should be funded to reflect any anticipated increase or decrease in charges or use a 3 year average.
- Level service personnel budget should be funded to include contractual increases. AFSCME 1818 and Police Patrol Union contracts have not been settled for FY 2018 and FY 2019.
- The Mayor requested that the School Department submit a level service budget.

The departments were required to complete their FY 2019 Mission Statement and Goals, Budget Detail Reports, Revolving Fund budgets (if applicable) and Capital Requests. Pictures are submitted each year by departments which are put in the Mission Statements and throughout the budget.

The FY 2019 budget requests were entered into the cities computerized system by the finance department using the figures submitted by each department. Copies of the department budget requests were printed for each department. A complete copy of the proposed budgets was prepared for the Mayor, Chief Administrative Aide, Finance Director, and the Assistant Finance Director.

The Finance Director prepared the five year forecast, capital improvement plan for FY 2019, as well as a preliminary FY 2019 budget using the Governor proposed state aid figures, estimated local revenue, Real Estate & Personal Property tax revenue estimates, and the budget figures submitted by the departments. During February, March and April, the Mayor, Chief Administrative Aide, Finance Director, and the Assistant Finance Director met with each department head to discuss their budgets and their capital improvement needs.

Once the budget was balanced, the Finance Department then prepared the proposed FY 2019 budget for the City Council. All information is reviewed carefully for accuracy and consistency to ensure that the budget contained all of the information that was necessary for the City Council to make an informed decision regarding the finances and the budget of the City of Salem for the FY 2019.

In April the School Committee met with the School Superintendent, School Business Manager and School Department Heads to review and approve the School budget for submission to the City Council. The final vote of the school committee was held on May 7, 2018.

On May 24, 2018 the FY 2019 budget was submitted to the City Council for their review and approval along with the FY 2019 Capital Improvement Projects. The budget will be sent to the Committee of Administration and Finance for their review and approval. During the months of June the City Council subcommittee on Administration and Finance met with each department head, Mayor, Chief of Staff, Finance Director, and Assistant Finance Director to review each departmental budget. On June 14, 2018 the budget and Capital Plan were approved by the City Council Committee of the Whole.

PROPERTY TAX “101” - A TAXPAYERS GUIDE – FY 2019

Introduction

This information about real estate taxation is designed to explain the process leading to a tax bill and attempts to dispel many of the common misconceptions associated with this often-misunderstood subject. Slightly over half the money needed to fund Salem’s City Government must be raised through property taxation. The remainder of the revenue comes from other sources such as State aid and local receipts.

Massachusetts’s municipal law permits two types of local property taxation – real estate and personal property. Since it affects the greatest number of residents, most public attention is focused on the real estate tax. The following information pertains to the real estate tax.

Assessed Value & Tax Rate

Every year the Assessing Department adjusts all of the City’s taxable property according to a procedure outlined in Massachusetts General Law. The new “assessed value” is designed to reflect the property’s “full and fair cash value” on the first day of January prior to the December bill on which it first appears. It is important to note, that your assessed value is a year old when it appears on your bill and is *not* intended to be a reflection of the property’s current value. The assessors then “add up” the total assessed value of all of the City’s taxable property.

The City’s Finance Department provides the assessors with exactly how much revenue must be raised through property taxation. It is this revenue figure, divided into the total assessed value of the City’s taxable property that determines the basic “equalized” tax rate per \$1000 of assessed value. Some communities use this rate to tax all classes of property – Salem does not.

Since Salem has opted to tax residential taxpayers at a different rate than commercial/industrial taxpayers, the equalized rate information is submitted to the City Council, with a recommendation by the Mayor, and at the “annual classification hearing” it is decided how the tax burden will be apportioned. The two new rates, when applied to the new property values, produce the required total revenue figure and become the tax rates for that fiscal year.

Now on a five year basis and slated for 2021, subject to the dictates of the Commissioner of Revenue, the City is required to undergo a “recertification” procedure. This is commonly known as a “revaluation year”. In past years, it was at this time that property owners usually saw the greatest change in their property assessments. With the use of computerized mass appraisal systems, most communities, including Salem, now adjust their property assessments on a yearly basis. These assessments closely follow the fluctuations in the marketplace and reflect a property value on the 1st of January prior to the bill on which the new assessed value first appears.

How is Property Value Determined?

The average residential dwelling in Salem gets its new assessment each year from the Assessing Department’s analysis of the property market. You could correctly say that the amount your “new neighbors” paid your “old neighbors” for the houses in your area provided the Assessors with the basis for your

new assessment. The Assessors program the mass appraisal system with relevant sales information and it generates new values for similar property that did not sell.

In periods when residential property sales information indicates an increase in property value, it is important to understand that your fiscal year assessment is based on sales information that took place more than a year before the new assessment appears on your bill. For instance, the FY2018 assessments are meant to reflect the value of your property on January 1st, 2017 and were derived from sales information obtained in calendar year 2016. They *do not* reflect the property's current value. The influence of the market place is always a year behind your annual property assessment. Unlike many "appraisals" that are meant to reflect current value, "assessments" are retrospective and look back in time to "arms length sales" that have already taken place.

Income producing property, such as multi-unit residences or commercial/industrial property is also valued by the mass appraisal system only by a different methodology. Each year the Assessors request "income and expense" information from owners of "income" producing property and develop values based on the "return on investment". Sales and cost aspects of this methodology are important factors but the greatest emphasis is based on income.

What Makes a Tax Bill Go Up or Down?

Many factors can affect the total amount of your property tax bill and often many influences are at work at the same time. Historically, the yearly cost of running a City increases each year much in the same way the cost of maintaining a household increases each year. If nothing else changed, this increase would more than likely cause your tax bill to go up.

These factors could also contribute to an increase:

- Improvement to a property in the form of an addition, finished basement or attic or other alteration that would increase the property's market value.
- A disproportionate increase in the market value of a particular section of the City when compared to another section.
- The discovery by the assessors of incorrect property information such as an additional apartment unit, bathroom or finished basement that was not recorded on the previous assessment.
- In the case of income producing property, the increase of income versus the cost of doing business.
- Loss of taxable property to tax exempt status thereby diminishing the tax base.
- Loss of commercial/industrial property causing a shift in the tax burden to the residential taxpayer.

These factors could contribute to a decrease:

- A disproportionate decrease in the market value of a particular section of the City when compared to another section.
- The reduction in the value of the property as a result of an alteration made to the structure.
- The deterioration of the property as a result of neglect, disaster or accident.
- In the case of income producing property, either the loss of income or a change in the income expense ratio.
- Reduction of a form of revenue consuming municipal service(s).
- The addition to the tax base of taxable property
- Other forms of budget reduction.

As you can see from the above, there are many dynamics to each tax bill. Any single factor, but *usually a combination of factors*, will influence the amount of your bill. Although an “average” tax bill can be statistically produced, very few bills would actually reflect the statistical average.

What about Proposition 2 ½?

Simply stated, Proposition 2 ½ says that a community cannot collect any more than 2 ½ % more than the maximum amount it was legally allowed to collect through property taxation in the previous year. This refers to the “total” amount that the City collects from the community and not the “individual” amount it collects from a taxpayer.

What is “Growth” and Why is it Important

“Growth,” when referred to by municipal officials, means property eligible for taxation this year that was not there last year. The reason why so much importance is attributable to the “growth figures” is that this infusion of this newfound revenue assists in defraying the impact of budget increases on the tax bill.

Large capital building projects normally contribute to the bulk of the growth figures, but the simple addition of a deck to the back of a house is also part of the calculation. The cumulative effect of growth on the City’s economy can often reduce a tax bill by a couple of percent over what it would have been had this “growth” not occurred.

What is the “Power Plant” Agreement

In 1997 as a result of the uncertainties surrounding the deregulation of the electricity generating industry, the City entered into a financial agreement with the operators of the power plant on Fort Avenue. Designed to allow both sides a degree of future financial planning, the agreement outlines a yearly schedule of payments in lieu of calculated tax assessments.

Salem had an agreement with Dominion lasting from 1997 until 2014 with yearly reduction in payments down to \$4.75 million and further reduced with the closure of the power plant on June 30, 2014.

In the fall of 2011, the Mayor negotiated a “Hold Harmless Agreement” with the Department of Energy Resources (DOER), the group that oversees pollution control for the energy industry in Massachusetts, to keep the remittance for the Power Plant site at \$4.75 million through fiscal 2019. In September 2012 Footprint Power Salem became the new owner of the Salem Power Plant, continuing the use of the old plant until it’s closure on July 1, 2014. Footprint Power Salem is in the process of building a new gas fired plant that is estimated to be completed as of July 1, 2018. In December 2014, the Mayor, City Council and Footprint negotiated an 18year agreement that in starts in 2015. In accordance with the “Hold Harmless Agreement”, the Commonwealth will be making up any balance below the \$4.75 million paid through the Department of Energy Resources until fiscal 2020 when the new gas fired facility will be fully operational and on an increasing taxable plan established via the PILOT agreement.

Summary

Although a community's tax rate or rates are often a measure of comparison by one city to another, your actual tax bill consists of not one but two parts – the tax rate and the property's value assessment. The better comparison would be to compare a similar home, in a like neighborhood and the “bottom line” of an actual tax bill.

Remember, the city's budget and what part of those funds come from property taxation, determine the amount property owners are asked to contribute in the form of their tax bills. The property assessment and tax rate are the mathematical way in which that sum is realized.

The City maintains a “state of the art” computerized mass appraisal system and periodically reviews, through various processes, all its taxable property. The resulting citywide adjustments made to property database assure taxpayers the most equitable distribution of the tax burden Salem tax assessors can provide.

Internet access to this information offers Salem's citizens and taxpayers a clear look at the statistical component of their property assessment and a way to track any discrepancies that might warrant correction now and into the future. Visit www.salem.com for more information.

WHAT IS VOTED BY CITY COUNCIL - BUDGET vs RECAP- FY 2019
Breakdown of Tax Recapitulation Report

DATE VOTED

FY 2019 BUDGET - MAJOR FUNDS		Budget Meetings
General Fund Budget Appropriations Submitted by Mayor		
City - Includes Charter School Transfers Out	87,696,914.00	
School - Does not include Bentley Charter	57,628,889.00	
Total General Fund Appropriations:	145,325,803.00	
Enterprise Fund Appropriations Submitted by Mayor:		
Sewer	7,457,236.00	
Water	6,147,650.00	
Trash	3,229,608.00	
Total Enterprise Fund Appropriations:	16,834,494.00	
Total Budget to be voted - June (Submitted by Mayor)	162,160,297.00	June
Other RECAP Items Voted at Tax Rate Setting - December		Tax Rate Meeting
Cherry Sheet Offsets	61,311.00	
Snow & Ice Deficit - Estimated	1,427,826.00	
Overlay - Allowance for Abatements - Estimated	650,000.00	
Total Other Items on RECAP voted - December	2,139,137.00	
Total RECAP Expenditures	164,299,434.00	November/December
Other Votes By Council - Non-Major Funds		Regular Council Meetings
Revolving Funds	2,223,000.00	June
Capital Improvement Projects - General Fund -Capital Outlay/Grants & OFS/Bonding	17,207,032.00	June
Capital Improvement Projects - Enterprise Funds - Retained Earnings/Grants & OFS/Bonding	13,450,000.00	June
Total Operating Budget, Capital and Debt Service --->	192,817,329.00	

RECAP SHEET
FY 2019 Budget
MAYOR'S RECOMMENDED BUDGET

	Actual	Recap	Budgeted	Variance	% change
	FY2017	FY2018	FY2019	FY18-19	FY18-19
REVENUES					
PROPERTY TAXES					
PRIOR FISCAL YEAR LEVY LIMIT	86,548,206	90,563,117	95,321,557	4,758,440	5.25%
2 1/2% Increase	2,163,705	2,264,078	2,383,039	118,961	5.25%
Current New Growth (Value increases from new building)	1,851,206	2,494,362	1,100,000	(1,394,362)	-55.90%
LEVY LIMIT Subtotal (from DOR levy limit sheet)	90,563,117	95,321,557	98,804,596	3,483,039	3.65%
TAX LEVY Real & Personal Actual RECAP - Estimates on Current	85,600,551	89,868,125	95,227,806	5,359,681	5.96%
Excess Levy Capacity	4,962,565	5,453,431	3,576,790	(1,876,642)	(0)
LOCAL RECEIPTS					
Motor Vehicle	4,270,422	4,000,000	4,100,000	100,000	2.50%
Hotel Motel Tax	663,968	600,000	640,000	40,000	6.67%
Meals Tax (Local Options)	1,019,605	1,000,000	1,000,000	0	0.00%
Boat Excise Tax	30,000	30,000	30,000	0	0.00%
Atg Revenue (Medical Marijuana Dispensary)	248,370	168,000	190,000	22,000	0.00%
Interest On Taxes	460,601	430,000	440,000	10,000	2.33%
In Lieu Of Taxes	1,082,164	1,000,000	1,200,000	200,000	20.00%
Charges For Services	2,901,242	2,250,000	2,350,000	100,000	4.44%
Parking Fees	2,612,136	2,400,000	3,250,000	850,000	35.42%
Licenses And Permits	509,915	500,000	500,000	0	0.00%
Fines And Forfeits	823,329	800,000	800,000	0	0.00%
Investment Income	263,963	200,000	200,000	0	0.00%
Miscellaneous Recurring Income	1,208,725	850,000	750,000	(100,000)	-11.76%
Miscellaneous Non-Recurring Income	4,657,229	4,000,000	3,750,000	(250,000)	-6.25%
Local Receipt Revenue Subtotal (pg. 2 recap IIIb. 1)	20,751,670	18,228,000	19,200,000	972,000	5.33%
ENTERPRISE FUNDS REVENUE					
Sewer	8,669,477	8,944,085	9,698,976	754,891	8.44%
Water	4,666,970	4,974,000	5,251,131	277,131	5.57%
Trash	877,785	1,056,376	869,713	(186,663)	-17.67%
Enterprise Funds Revenue Subtotal (pg. 2 recap IIIb. 3)	14,214,231	14,974,461	15,819,820	845,359	5.65%
OTHER REVENUES AND FINANCING SOURCES					
Cherry Sheet Revenue (Pg. 2 Recap LIIa. 1)	30,129,354	30,217,266	30,387,032	169,766	0.56%
Massachusetts Sba Payments (Pg. 2 Recap LIIa. 2)	732,824	732,824	732,824	0	0.00%
Free Cash Used For:					
Level The Tax Rate (Pg. 2 Recap LIId. 1B.)	1,300,000	1,694,429	1,700,000	5,571	0.33%
Overlay Surplus		822,194		(822,194)	-100.00%
Ofs-To Reduce Tax Rate (Pg. 2 Recap LIId. 4)					
R/Res - Witch House	208,398	245,034	272,058	27,024	11.03%
R/Res - Golf Course	760,000	770,000	780,000	10,000	1.30%
R/Res - Harbormaster	270,000	280,000	285,000	5,000	1.79%
Offset Receipts - Electric Dept					
Estimated State + Other Revenue Subtotal	33,400,576	34,761,747	34,156,914	(604,833)	-1.74%
TOTAL REVENUES	153,967,028	157,832,333	164,404,539	6,572,206	4.16%

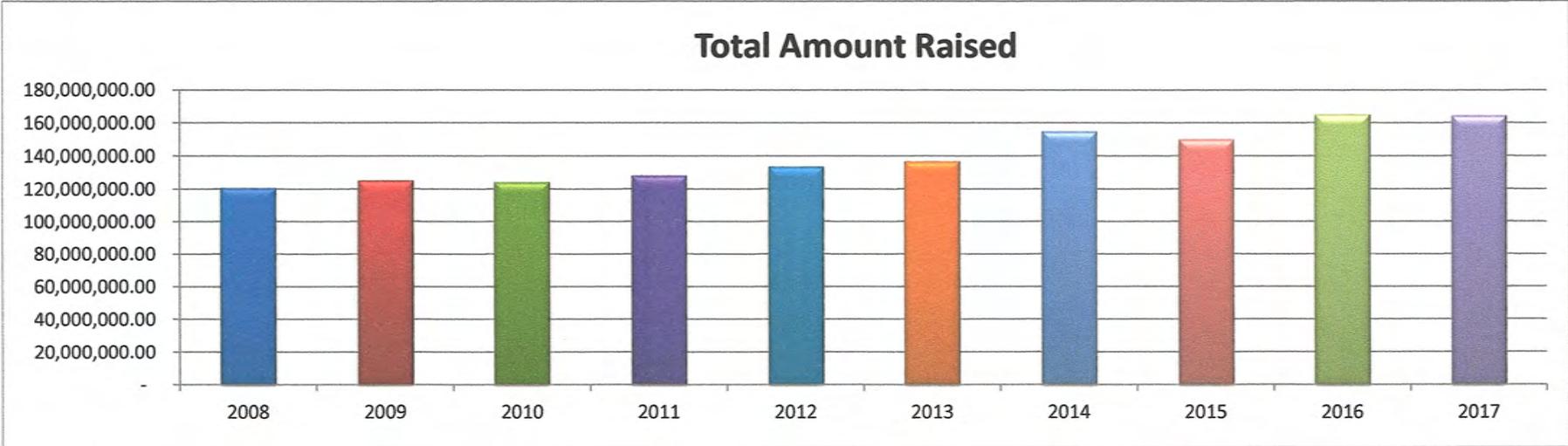
RECAP SHEET
FY 2019 Budget
MAYOR'S RECOMMENDED BUDGET

	Actual	Recap	Budgeted	Variance	% change
	FY2017	FY2018	FY2019	FY18-19	FY18-19
EXPENDITURES					
General Government	5,929,971	6,625,465	6,985,567	360,102	5.44%
Public Safety	20,054,220	20,970,298	21,913,868	943,570	4.50%
Public Works And Facilities	4,837,871	3,958,934	4,497,293	538,359	13.60%
Human Services	1,371,809	1,518,428	1,602,027	83,599	5.51%
Cultural And Recreational	2,553,369	2,827,690	2,893,638	65,948	2.33%
Debt Service - General Fund Including Schools	6,069,126	6,607,193	7,727,786	1,120,593	16.96%
Assessment-Essex Ns Agricultural & Vocational Tech	2,266,130	2,414,672	2,349,107	(65,565)	-2.72%
Assessment-Cherry Sheet	7,946,729	8,947,490	8,993,331	45,841	0.51%
Employee Benefits:					
Salem Retirement Board Assessment	10,344,806	10,933,812	11,490,119	556,307	5.09%
Non-Contributory Pensions	20,288	19,935	12,125	(7,810)	-39.18%
Workman'S Compensation	404,569	448,832	412,444	(36,388)	-8.11%
Unemployment Compensation	331,820	400,000	350,000	(50,000)	-12.50%
Group Insurance - City, School & Retired Teachers	12,554,604	12,868,726	13,168,268	299,542	2.33%
Medicare	1,115,278	1,080,484	1,114,215	33,731	3.12%
P&C Insurance - City Only (School In Edu. Bdgt.)	330,724	317,907	338,556	20,649	6.50%
Budget Transfers Out:					
Retirement Anticipation Fund 8311 (City And School)	400,000	0	600,000	600,000	
Bentley Elementary School*	2,904,380	3,018,434	3,238,570	220,136	7.29%
Salem 2026 Fund	10,000	10,000	10,000	0	0.00%
City Expenditure Subtotal	79,445,694	82,968,300	87,696,914	4,728,614	5.70%
Education - Public Schools	55,660,587	56,807,831	57,628,889	821,058	1.45%
Education Subtotal	55,660,587	56,807,831	57,628,889	821,058	1.45%
GENERAL FUND SUBTOTAL	135,106,281	139,776,131	145,325,803	5,549,672	3.97%
Sewer Enterprise Fund Budget (Net- Indirect Costs)	7,694,181	6,675,646	7,457,236	781,590	11.71%
Water Enterprise Fund Budget (Net-Indirect Costs)	5,522,190	5,887,539	6,147,650	260,111	4.42%
Trash - Enterprise Fund Budget	2,911,897	3,111,366	3,229,608	118,242	3.80%
ENTERPRISE SUBTOTAL	16,128,268	15,674,551	16,834,494	1,159,943	7.40%
SUBTOTAL - GENERAL FUND + ENTERPRISE FUND	151,234,549	155,450,682	162,160,297	6,709,615	4.32%
ADD - OTHER EXPENDITURES:					
OTHER - Cherry Sheet Offset (pg. 2 llb5 of recap)	61,448	59,927	61,311	1,384	2.31%
Overlay Deficit (pg. 2 llb4 of recap)	0	0	0	0	
Snow and Ice Deficit (pg. 2 llb9 of recap)	301,102	852,296	1,427,826	575,530	67.53%
Other Deficits (pg. 2 llb 10 of recap)					
Less 2017 S&I Deficit	661,264	661,264		(661,264)	-100.00%
Less S&I Stabilization				0	
Less S&I School Portion				0	
Ch90 Deficit		43,466		(43,466)	-100.00%
911 Police Grant Deficit - FY15 & FY16		8,926		(8,926)	-100.00%
FEMA grant deficit (fund 2577)			105,105	105,105	
Overlay (Allowance For Abatements)	575,714	705,771	650,000	(55,771)	-7.90%
Salary increases to be negotiated					
Offset Receipts - Electric Dept (A-1)	0	0	0	0	
SUBTOTAL - OTHER EXPENDITURES	1,599,528	2,331,650	2,244,242	(87,408)	-3.75%
TOTAL EXPENDITURES	152,834,077	157,782,332	164,404,539	6,622,207	4.20%
Revenue vs Expenditures (Negative represents revenue deficit)	1,132,951	50,001	0	(50,000)	

TAX RATE RECAPITULATION (RECAP) SUMMARY BY FISCAL YEAR

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Total Estimated Receipts and other revenue from RECAP	54,079,177	55,634,447	61,675,449	61,913,528	66,267,289
Tax Levy	70,082,325	72,532,237	71,788,367	74,879,216	76,981,209
Total Amt Raised on RECAP	124,161,502	128,166,684	133,463,816	136,792,744	143,248,498
Prior FY Levy Limit	67,385,423	70,134,978	72,993,129	75,492,988	77,955,293
Amended Growth					
2.5% allowable Increase	1,684,636	1,753,374	1,824,828	1,887,325	1,948,882
New Growth	1,064,919	1,104,777	675,031	574,980	683,557
FY Levy Limit	70,134,978	72,993,129	75,492,988	77,955,293	80,587,732
RE & PP Total Value	4,294,563,427	4,115,970,775	3,973,785,748	3,927,232,741	3,962,936,296
Levy Ceiling (2.5% Total Value)	107,364,086	102,899,269	99,344,644	98,180,819	99,073,407
Equalized Value (EQV) as of 1/1	5,168,060,200	4,568,374,700	4,568,374,700	4,256,808,900	4,256,808,900
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Est.
Total Estimated Receipts and other revenue from RECAP	63,823,509	68,788,229	69,263,807	75,296,544	69,176,733
Tax Levy	79,058,306	81,200,463	85,600,551	89,868,125	95,227,806
Total Amt Raised	142,881,816	149,988,692	154,864,358	165,164,669	164,404,539
Prior FY Levy Limit	80,587,732	83,270,410	86,548,205	90,563,116	95,321,556
Amended Growth					
2.5% allowable Increase	2,014,693	2,081,760	2,163,705	2,264,078	2,383,039
New Growth	667,984	1,196,035	1,851,206	2,494,362	1,100,000
FY Levy Limit	83,270,410	86,548,205	90,563,116	95,321,556	98,804,595
RE & PP Total Value	4,208,675,856	4,534,079,631	4,710,256,289	5,067,583,077	5,267,583,077
Levy Ceiling	105,216,896	113,351,991	117,756,407	126,689,577	131,689,577
Equalized Value (EQV) as of 1/1	4,256,808,900	4,232,985,800	4,232,985,800	5,354,781,400	5,354,781,400

TAX RATE RECAPITULATION (RECAP) SUMMARY BY FISCAL YEAR



Revenue Overview

General Fund Budget Summary

A key component of the budget development process is the identification of revenue assumptions and projections to determine the range of choices that the Mayor can make in allocating resources. The City's revenue plans attempt to balance the desire to reduce the impact of government cost on the taxpayer, to provide for a relatively stable and diversified revenue portfolio that is not highly subject to economic fluctuations, and to equate the cost of services to the revenues received. Because of the critical nature of this information the revenue analysis and the revenue projections are monitored, updated and presented to the Mayor on a monthly basis. If significant changes in revenue streams were to present the potential for shortfalls, this process would allow for the action(s) to be made in time to maintain fiscal stability.

The City does not have the statutory ability to change rates and formulas for many of its revenue sources. The rates and/or formulas for property tax and certain fines, for example, are set by the State. The City may set user fees, permits and licenses. In 1980, the voters approved a statewide property tax initiative, Proposition 2 1/2. Prop. 2 1/2 established, among several restrictions, a "2 ½ percent cap" on property taxes increases in all local taxing districts in the State.

City revenues are divided into six basic categories recommended by the National Committee on Governmental Accounting. The categories are taxes, charges for services, licenses and permits, fines and forfeits, intergovernmental revenue, and miscellaneous revenue. The following pages discuss in detail the City's projections for those categories in the upcoming fiscal years.

Some of the taxation terminology used throughout the revenue section can be confusing to the average taxpayer. Below are descriptions of a few of those terms. More information can be found in the glossary section in the back of this book.

Levy - The amount of taxes, special assessments, or service charges imposed by a governmental unit.

Levy Ceiling - The limit imposed by Proposition 2 ½ that equals 2 ½ % of the total full and fair cash value of all taxable property.

Levy Limit - The amount that a municipality may raise in taxes each year which is based on the prior year's limit plus 2 ½% increases on that amount plus the amount certified by the State that results from "new growth".

New Growth – The additional tax revenue generated by new construction, renovations, and other increases in the property tax base during a calendar year.

Proposition 2 ½ - Is the law which became effective on December 4, 1980. The two main components of the tax law relating to property taxes are: 1) the tax levy cannot exceed 2 ½ % of the full and fair cash value, and 2) for cities and towns at or below the above limit, the tax levy cannot exceed the maximum tax levy allowed for the prior by more than 2 ½ % (except in cases of property added to the tax rolls and for valuation increases of at least 50% other than as part of a general revaluation).

Equalized Valuations (EQV) – The commissioner of Revenue, in accordance with MGL CH. 58 Section 10C, is charged with the responsibility of biannually determining an equalized valuation for each city and town in the Commonwealth. EQVs present an estimate of fair cash value of all taxable property in each city and town as of January 1 of each year (MGL CH. 58, Sections 9 & 10C). The EQV is a measure of the relative property wealth in each municipality. Its purpose is to allow for comparisons of municipal property values at one point in time, adjusting for differences in local assessing practices and revaluation schedules. EQVs have historically been used as a variable in the allocation of certain state aid distributions, the calculation of various state and county assessments to municipalities, and the determination of municipal debt limits. EQVs are used in some distribution formulas so that communities with lower property values receive proportionately more aid than those with higher property values. In some assessment formulas they are used so that those with lower property values assume proportionately less of the cost than communities with higher property values. The local aid receipt programs using EQV are: Public Libraries, Chapter 70, and School Construction Aid. The assessments using EQV are: Boston's Metropolitan Transit Districts, the Count Tax, Mosquito Control Projects and Air Pollution Control Districts. A municipality's annual EQV is the sum of estimated fair market value for each property class plus an estimate of new growth, resulting in values indicative of January 1.

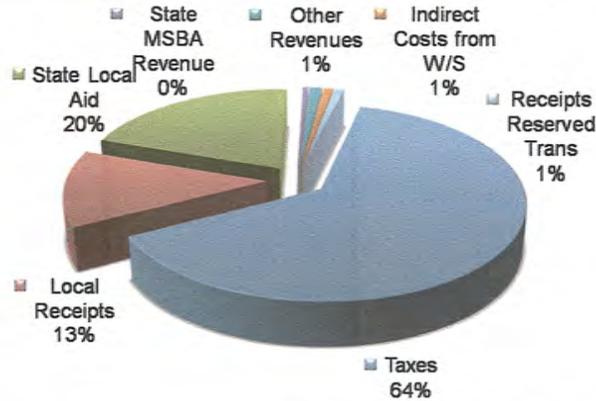
Tax Rate - The amount of tax stated in terms of a unit of the tax base. Prior to a 1978 amendment to the Massachusetts Constitution, a single tax rate applied to all of the taxable real and personal property in a City or town. The 1978 amendment allowed the legislature to create three classes of taxable property: 1) residential real property, 2) open space land, and 3) all other (commercial, industrial, and personal property). Within limits, cities and towns are given the option of determining the share of the levy to be borne by the different classes of property. The share borne by residential real property must be at least 65% of the full rate. The share of commercial, industrial, and personal property must not exceed 150% of the full rate. Property may not be classified until the State Department of Revenue has certified that all property has been assessed at its full value.

The following chart is a summary of the EQV, Tax Levy, Levy Ceiling, Levy Limit, 2 ½% increase, and New Growth by fiscal year.

**CITY OF SALEM
REVENUE SUMMARY - GENERAL & ENTERPRISE FUNDS**

	Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Actual FY 2017	Est/RECAP FY 2018	Proposed FY 2019	Increase % FY18 vs. FY19	Increase \$ FY18 vs. FY19
GENERAL FUND									
REAL AND PERSONAL Tax Levy	74,879,216	77,227,105	79,058,306	80,963,871	85,390,895	89,868,125	95,260,213	6.0%	9,869,318
MOTOR VEHICLE	3,080,014	3,767,518	3,914,582	4,027,081	4,270,422	4,000,000	4,100,000	2.5%	(170,422)
HOTEL EXCISE	429,544	497,784	474,568	560,959	663,968	600,000	640,000	6.7%	(23,968)
VESSEL EXCISE	33,044	31,661	30,761	30,153	30,000	30,000	30,000	0.0%	0
MEALS TAXES	795,305	821,634	887,789	980,941	1,019,605	1,000,000	1,000,000	0.0%	(19,605)
ATG (Marijuana Dispensary)				82,856	248,370	168,000	190,000	13.1%	(58,370)
INTEREST ON TAXES	396,661	453,971	437,539	493,211	460,601	430,000	440,000	2.3%	(20,601)
IN LIEU OF TAXES	1,462,691	1,321,060	1,043,782	1,322,806	1,082,164	1,000,000	1,200,000	20.0%	117,836
CHARGES FOR SERVICES	2,073,901	1,535,118	2,102,749	1,899,470	2,901,242	2,250,000	2,350,000	4.4%	(551,242)
PARKING FEES	2,580,261	2,510,838	2,393,621	2,468,115	2,612,136	2,400,000	3,250,000	35.4%	637,864
LICENSES AND PERMITS	484,183	505,128	504,856	535,225	509,915	500,000	500,000	0.0%	(9,915)
FINES AND FORFEITS	1,230,761	1,208,544	1,167,427	882,008	823,329	800,000	800,000	0.0%	(23,329)
INVESTMENT INCOME	110,033	150,400	202,893	215,624	263,963	200,000	200,000	0.0%	(63,963)
MISCELLANEOUS INCOME	515,489	349,085	160,902	265,325	302,121	300,000	300,000	0.0%	(2,121)
MEDICAID INCOME	461,366	640,291	716,092	815,622	906,605	550,000	450,000	-18.2%	(456,605)
MEDICAID PART D REIMBURSEMENT	221,879	113,055	242,778	0	0	0	0		0
NON RECURRING (Hold Harmless Money)	3,377,535	3,606,906	5,271,156	5,256,547	4,657,229	4,000,000	3,750,000	-6.3%	(907,229)
TOTAL LOCAL RECEIPTS	17,252,667	17,512,993	19,551,495	19,835,943	20,751,670	18,228,000	19,200,000	5.3%	(1,551,670)
NET MA CHERRY SHEET ASST.	27,701,712	28,497,293	29,323,109	30,158,750	30,129,354	30,157,339	30,387,032	0.8%	257,678
MSBA REIMBURSEMENTS	2,534,339	732,824	732,824	732,824	732,824	732,824	732,824	0.0%	0
R/RES REDUCE TAX RATE	1,008,106	1,014,995	1,050,452	1,116,347	1,238,398	1,295,034	1,337,058	3.2%	98,660
OFS/TRANSFERS IN	-	661,685	700,000	1,700,000	1,300,000	2,516,623	1,700,000	-32.4%	400,000
Indirect Costs	1,493,881	1,601,654	1,501,654	1,424,095	1,482,718	1,354,900	1,345,221	-0.7%	(137,497)
TOTAL OTHER RECEIPTS	32,738,038	32,508,451	33,308,039	35,132,016	34,883,294	36,056,720	35,502,135	-1.5%	618,841
GENERAL FUND TOTAL	124,869,921	127,248,549	131,917,840	135,931,830	141,025,859	144,152,845	149,962,348	4.0%	8,936,489
ENTERPRISE FUND									
SEWER RATES	9,140,124	8,033,078	8,898,048	8,960,699	8,669,477	8,382,841	9,248,976	10.3%	579,499
Other						490,187	450,000		
OFS/Retained Earnings						135,000			
TOTAL SEWER	9,140,124	8,033,078	8,898,048	8,960,699	8,669,477	9,008,028	9,698,976	7.7%	1,029,499
WATER RATES	5,522,061	5,175,132	4,765,691	5,821,420	4,666,970	4,431,759	4,916,131	10.9%	249,161
Other						353,303	335,000		
WATER TRANS/OFS	218,738	-	-	-	1,464,097	200,000	-		0
TOTAL WATER	5,740,799	5,175,132	4,765,691	5,821,420	6,131,067	4,985,062	5,251,131	5.3%	(879,936)
TRASH FEES	689,358	689,358	699,082	820,890	877,785	869,713	869,713	0.0%	(8,072)
OFS/Retained Earnings	2,160,684	1,839,288	1,583,215	2,049,482	2,118,620	2,254,990	2,359,895	4.7%	
TOTAL TRASH	2,850,042	2,528,646	2,282,297	2,870,372	2,996,405	3,124,703	3,229,608	3.4%	233,203
ENTERPRISE FUND TOTAL	17,730,965	15,736,856	15,946,036	17,652,491	17,796,949	17,117,793	18,179,715	6.2%	382,766
GRAND TOTAL	142,600,886	142,985,405	147,863,876	153,584,321	158,822,808	161,270,638	168,142,063	4.3%	9,319,255

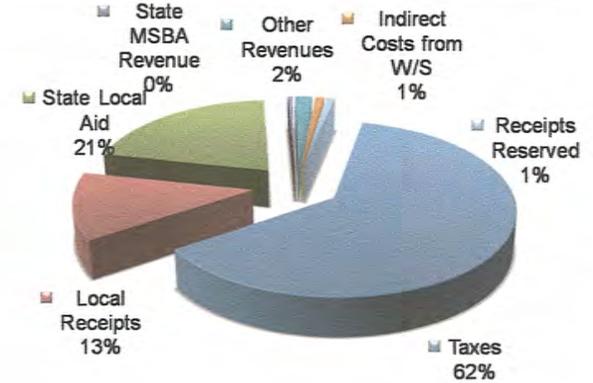
ESTIMATED REVENUES GENERAL FUND



FY 2019

TOTAL \$ 149,962,348

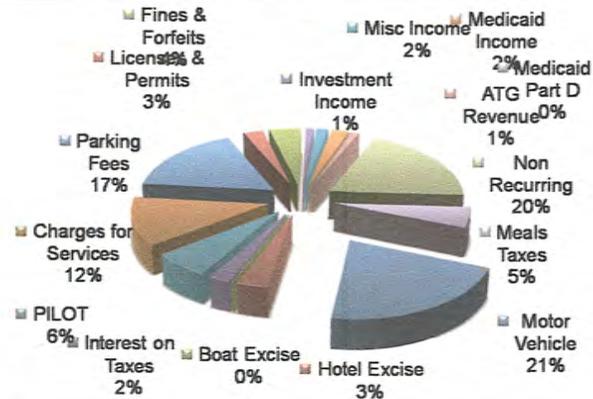
ESTIMATED REVENUES GENERAL FUND



FY 2018

TOTAL \$ 144,152,845

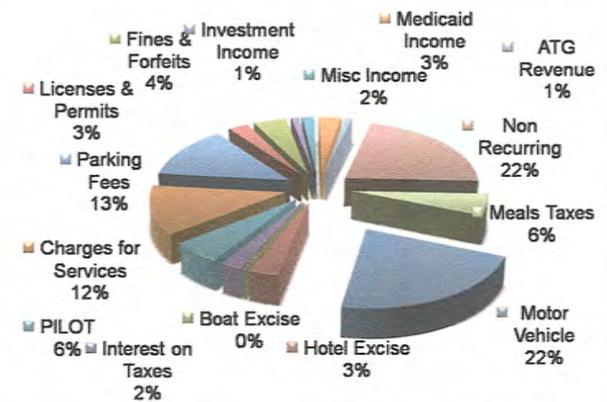
ESTIMATED LOCAL RECEIPTS GENERAL FUND



FY 2019

TOTAL 19,200,000

ESTIMATED LOCAL RECEIPTS GENERAL FUND



FY 2018

TOTAL \$ 18,228,000

GENERAL FUND REVENUE DETAIL

I. TAXES

Real and Personal Property Tax

The primary source of revenue for most municipalities in the Commonwealth is real and personal property taxes; however, the property tax as a percentage of all revenues can greatly differ from community to community. For purposes of taxation, real property includes land, buildings and improvements erected or affixed to land and personal property consists of stock, inventory, furniture, fixtures and machinery. The City's Board of Assessors determines the value of all taxable land, which is revalued at fair market value every three years and updated every year. The City of Salem revalued all real property in FY10 adjusting property values to within 90%-100% of market value. The City's Board of Assessors is also responsible for determining the value of personal property through an annual review process.

Factors influencing property taxes:

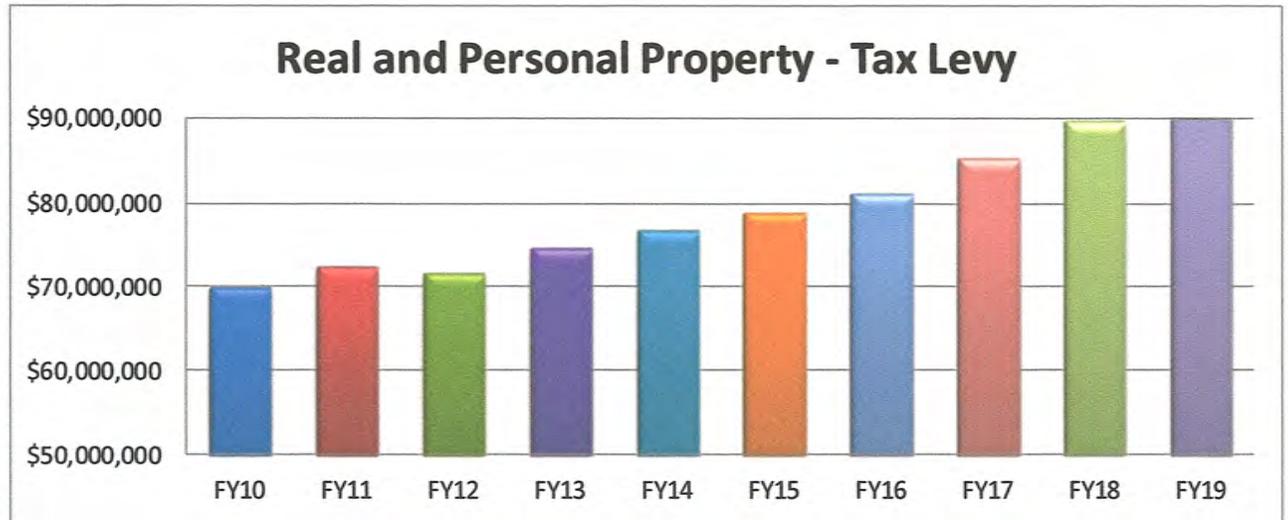
There are three major factors that influence the amount of revenue generated by real and personal property taxes:

- 1. Automatic 2.5% Increase (Prop 2 ½)** – The levy limit is the maximum amount that can be collected through real and personal property taxes by the municipality. Each year, a community's levy limit automatically increases by 2.5% over the previous year's levy limit. This increase does not require any action on the part of local officials.
- 2. New Growth** – A community is able to increase its tax levy limit each year to reflect new growth in the tax base. Assessors are required to submit information on growth in the tax base for approval by the Massachusetts Department of Revenue as part of the tax rate setting process.
- 3. Overrides/Exclusions** – A community can permanently increase its levy limit by successfully voting an override. Debt and Capital exclusions, on the other hand, are temporary increases in a community's levy limit for the life of the project or debt service. Only a Debt or Capital exclusion can cause the tax levy to exceed the levy limit.

The levy limit for FY 19 is estimated to be \$98,804,596. The actual amount of revenue raised through the tax levy will be determined when the tax rate is set in the fall. The Tax Levy for FY 2019 is estimated to be \$95,227,806 which is an increase of 5.96% over FY 2018.

Real & Personal Property – Tax levy – The amount of taxes, special assessments, or service charges imposed by a governmental unit.

Real and Personal Property – Tax Levy		
Fiscal Year	Revenue	
2010	70,082,325	
2011	72,532,237	
2012	71,788,366	
2013	74,879,216	
2014	76,981,209	
2015	79,058,306	
2016	81,200,463	
2017	85,390,895	
2018	89,868,125	Per Recap
2019	95,227,806	Estimated
% Change FY18 vs. FY19		5.96%



Real & Personal Property – Levy Limit – The amount that a municipality may raise in taxes each year which is based on the prior year’s limit plus 2 ½ % increase on that amount plus the amount certified by the State that results from “new growth”.

Real and Personal Property – Levy Limit		
Fiscal Year	Revenue	
2010	70,134,978	
2011	72,993,129	
2012	75,492,988	
2013	77,880,313	
2014	80,587,733	
2015	83,270,307	
2016	86,548,205	
2017	90,563,116	
2018	95,321,557	Per Recap
2019	98,804,596	Estimated
% Change FY18 vs. FY19		3.65%

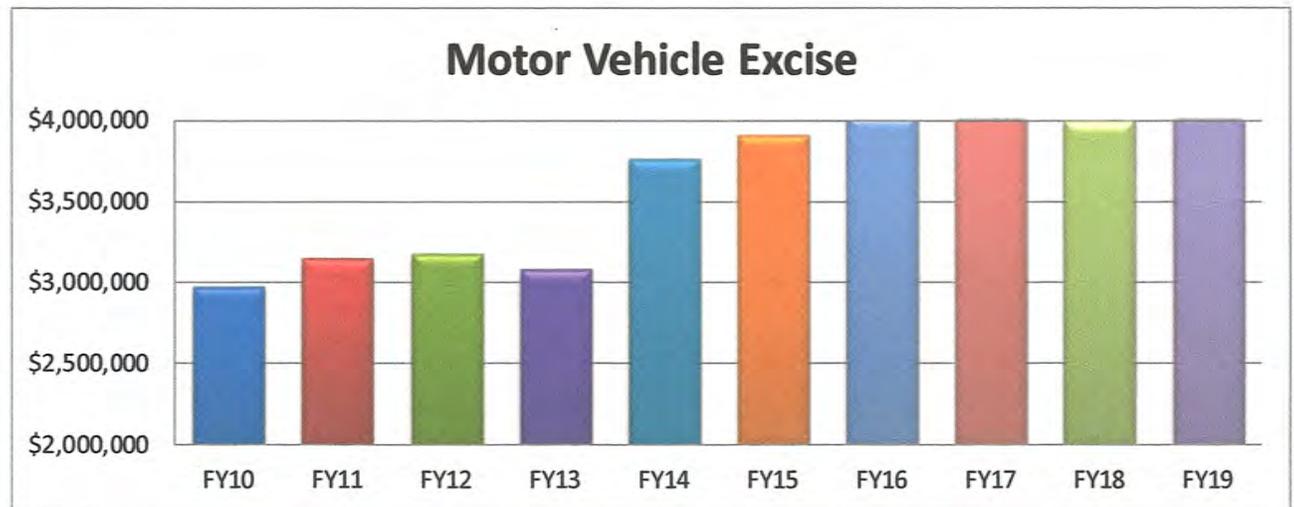


II. LOCAL RECEIPTS

Motor Vehicle Excise Tax Receipts – Massachusetts General Law (MGL) Chapter 60A, Section 1 sets the motor vehicle excise rate at \$25 per \$1000 valuation. The City collects this revenue based on data provided by the Massachusetts Registry of Motor Vehicles (RMV). The Registry, using a statutory formula based on a manufacturer’s list price and year of manufacture, determines valuations. The City or Town in which a vehicle is principally garaged at the time of registration collects the motor vehicle excise tax.

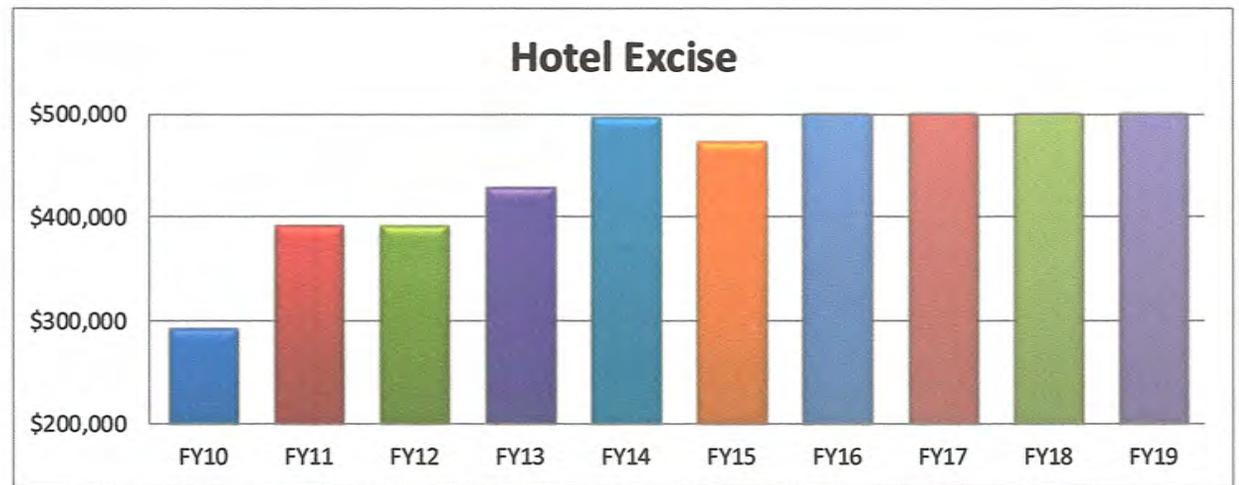
Those residents who do not pay their excise taxes in a timely manner are not allowed to renew registrations and licenses through a ‘marking’ process at the RMV. The City of Salem notifies the Registry of delinquent taxpayers, through its deputy collector, who prepares excise delinquent files for the Registry of Motor Vehicles. We are anticipating a 2.5% increase for FY 2019 based on prior fiscal year trends.

Motor Vehicle Excise		
Fiscal Year	Revenue	
2010	2,973,309	
2011	3,147,826	
2012	3,179,764	
2013	3,080,014	
2014	3,767,518	
2015	3,914,582	
2016	4,027,082	
2017	4,270,422	
2018	4,000,000	Per Recap
2019	4,100,000	Estimated
% Change FY18 vs. FY19		2.5%



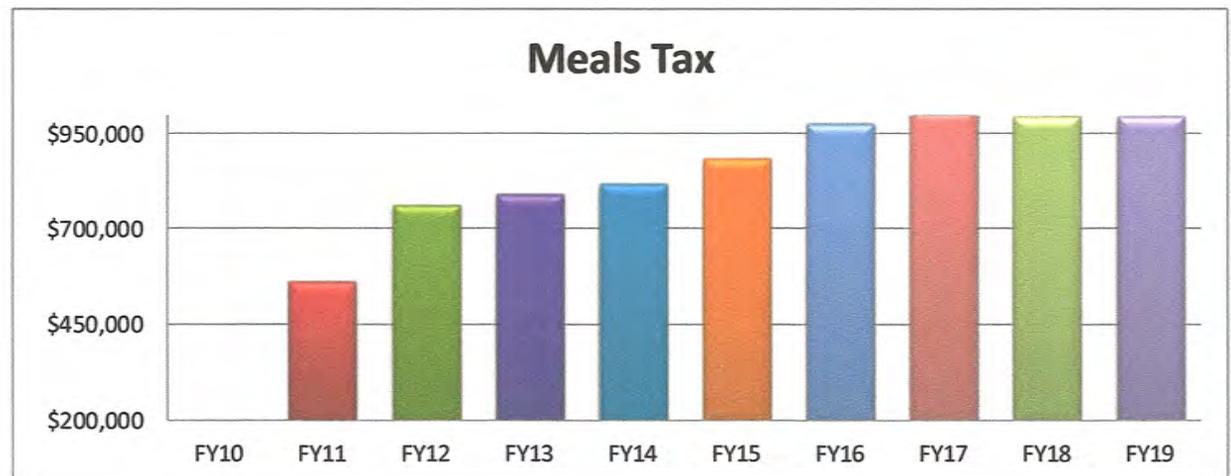
Hotel Excise – (Room Occupancy Excise - MGL Chapter 64G) This category includes taxes received through the state that are collected from all hotels, motels, and other lodging houses within the City at a rate up to, but not exceeding, 6% of the total amount of rent for each such occupancy. On April 22, 2010 the City Council approved by a 6-5 vote to pass the local options tax increases of .75% on meals and 1% on Hotel/Motels. In FY 2016 the hotel tax was increased from 5% to 6%. In FY 2019 we estimate an increase of 6.7% based on revenue trends for the last 3 years and new hotels that have opened and will open in FY2018 and FY 2019.

Hotel Excise		
Fiscal Year	Revenue	
2010	294,214	
2011	392,295	
2012	392,974	
2013	429,544	
2014	497,784	
2015	474,568	
2016	560,959	
2017	663,968	
2018	600,000	Per Recap
2019	640,000	Estimated
% Change FY18 vs. FY19		6.7%



Meals Tax – (MGL CH27 §60 and 156 of the Acts of 2009). This revenue was established in FY 2011 as allowed by the Commonwealth of Massachusetts in FY 2010. We are anticipating no increase in the meals tax for FY 2019 based on revenue trends for the last 3 years.

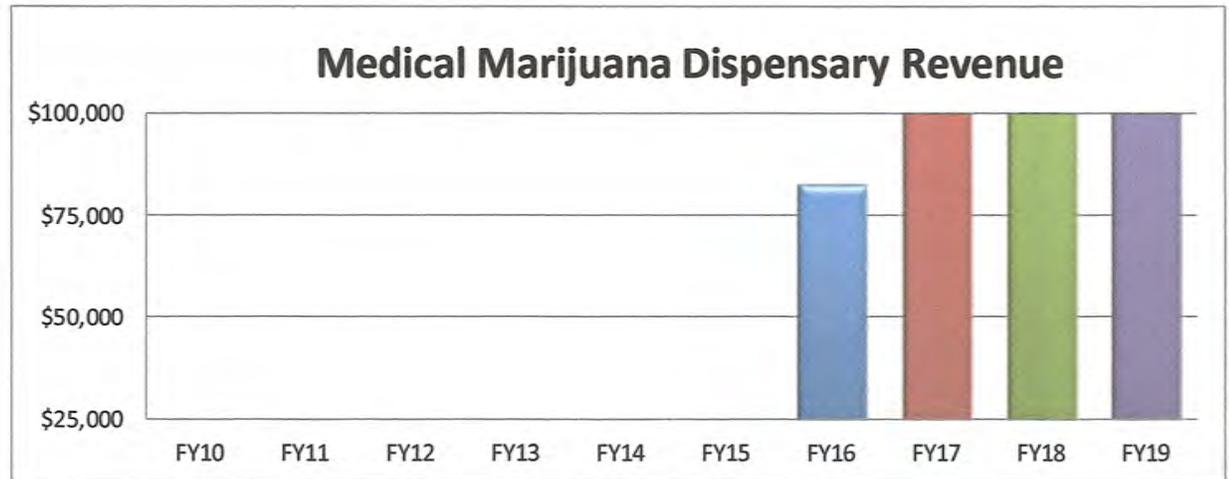
Meals Tax		
Fiscal Year	Revenue	
2010	-	
2011	562,797	
2012	768,032	
2013	795,305	
2014	821,634	
2015	887,789	
2016	980,941	
2017	1,019,605	
2018	1,000,000	Per Recap
2019	1,000,000	Estimated
% Change FY18 vs. FY19		0.0%



ATG - Medical Marijuana Dispensary Revenue – The City of Salem has entered into a Community Benefits Agreement with Alternative Therapies Group (ATG) of Massachusetts which is a Registered Marijuana Dispensary (RMD) to receive revenue from sale of medicinal marijuana. Funds received by communities per agreements with medical marijuana dispensaries belong to the community’s General Fund under G.L.c.44, §53. These funds cannot be separately appropriated as available funds.

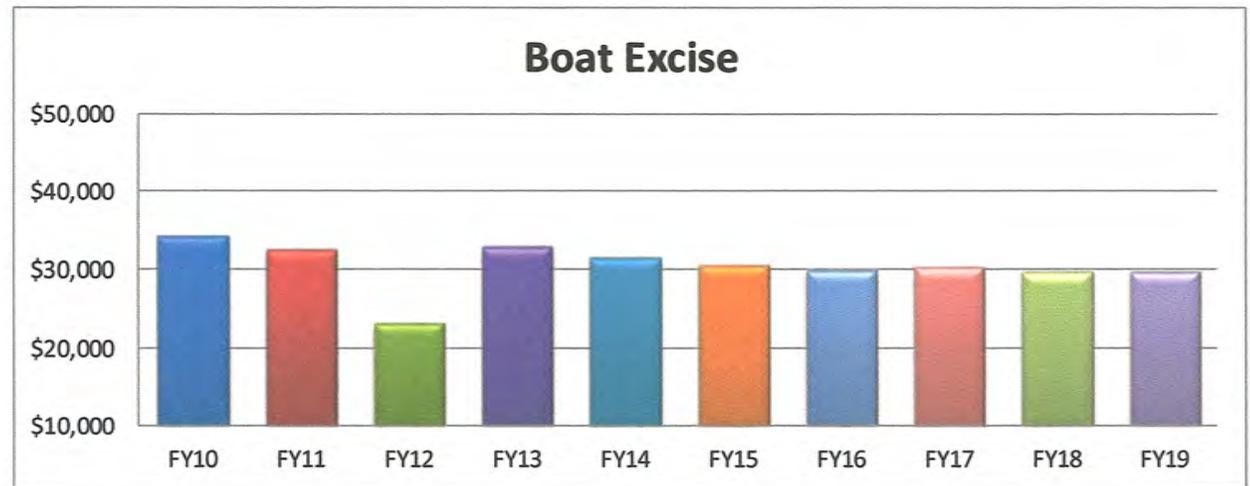
The city will receive an annual payment equal to 1.25% of the total gross annual sales of the RMD for the first two years after it opens. On year three and after, the city will receive 2% of all gross annual sales. ATG opened in June 2015 and the city anticipated approximately \$50,000.00 in year one of the agreement. In FY 2019 we are anticipating a revenue increase of 13.1% based on the agreement with ATG and revenue trends.

Marijuana Dispensary Revenue		
Fiscal Year	Revenue	
2010	-	
2011	-	
2012	-	
2013	-	
2014	-	
2015	-	
2016	82,856	
2017	247,894	
2018	168,000	Per Recap
2019	190,000	Estimated
% Change FY18 vs. FY19		13.1%



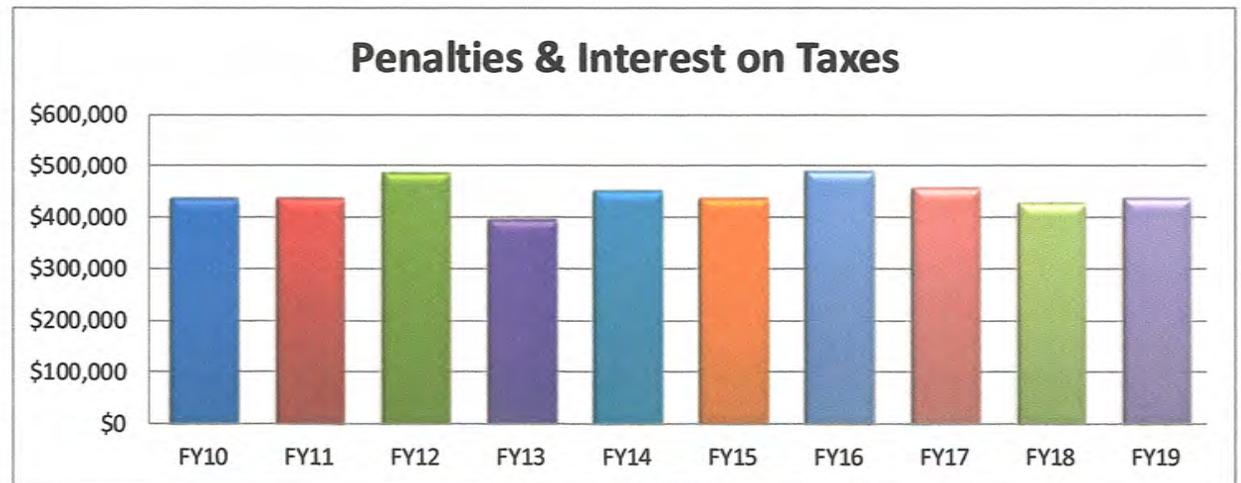
Boat Excise – As per MGL Chapter 60B Section 2, boat excise tax is levied by each city and town in each fiscal year on every vessel, and its equipment, for the privilege of using the waterways of the Commonwealth. We anticipate no increase in FY 2019.

Boat Excise		
Fiscal Year	Revenue	
2010	34,450	
2011	32,726	
2012	23,358	
2013	33,044	
2014	31,661	
2015	30,761	
2016	30,153	
2017	30,476	
2018	30,000	Per Recap
2019	30,000	Estimated
% Change FY18 vs. FY19		0.0%



Penalties & Interest on Taxes - This category includes delinquent interest and penalties on all taxes and tax title accounts. It also contains demand fees on real and personal property taxes as well as demands and warrants on late motor vehicle excise taxes and boat excise taxes. We anticipate an increase in penalties and interest in FY 2019 of 2.3%. Demand fees were increased from \$15.00 to \$30.00 in FY 2018.

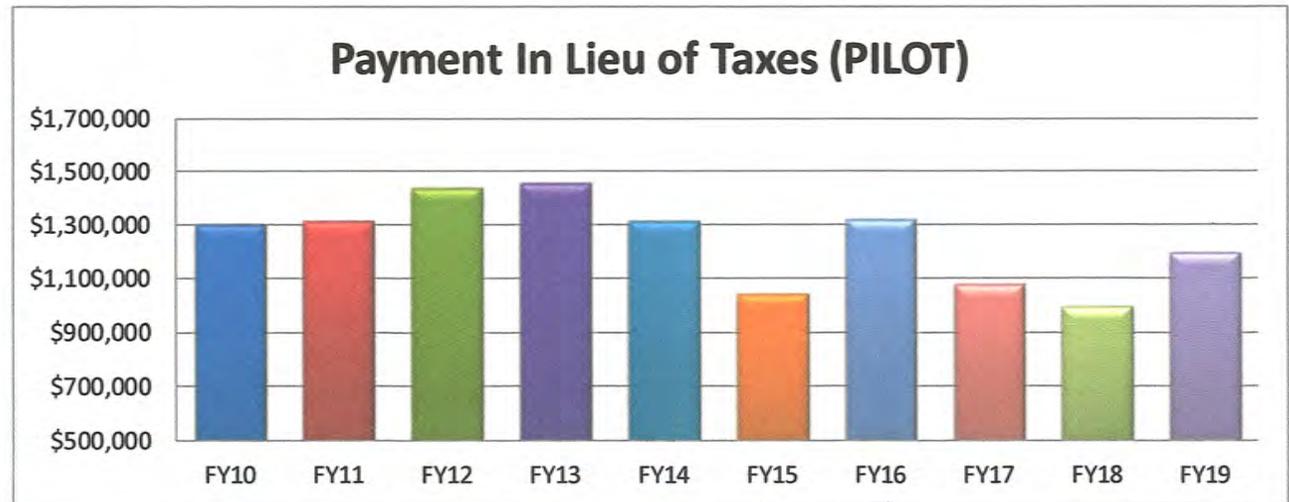
Penalties & Interest on Taxes		
Fiscal Year	Revenue	
2010	437,361	
2011	437,282	
2012	487,843	
2013	396,661	
2014	453,971	
2015	437,539	
2016	493,211	
2017	460,601	
2018	430,000	Per Recap
2019	440,000	Estimated
% Change FY18 vs. FY19		2.3%



Payment In Lieu Of Taxes (PILOT) - Many communities, Salem included, are not able to put all the property within its borders to productive, tax generating uses. Federal, state and municipal facilities, hospitals, churches and colleges are examples of uses that are typically exempt from local property tax payments. The City currently has PILOT agreement with several entities, including the South Essex Sewerage District, North Shore Medical Center, and the Salem Housing Authority, Northeast Animal Shelter, as well as some Urban Redevelopment Corporations (MGL Chapter 121A).

We anticipate a 20.0% increase in FY 2019 based on current PILOT agreements.

Payment in Lieu of Taxes (PILOT)		
Fiscal Year	Revenue	
2010	1,307,078	
2011	1,319,079	
2012	1,440,185	
2013	1,462,691	
2014	1,321,060	
2015	1,043,782	
2016	1,322,806	
2017	1,082,164	
2018	1,000,000	Per Recap
2019	1,200,000	Estimated
% Change FY18 vs. FY19		20.0%

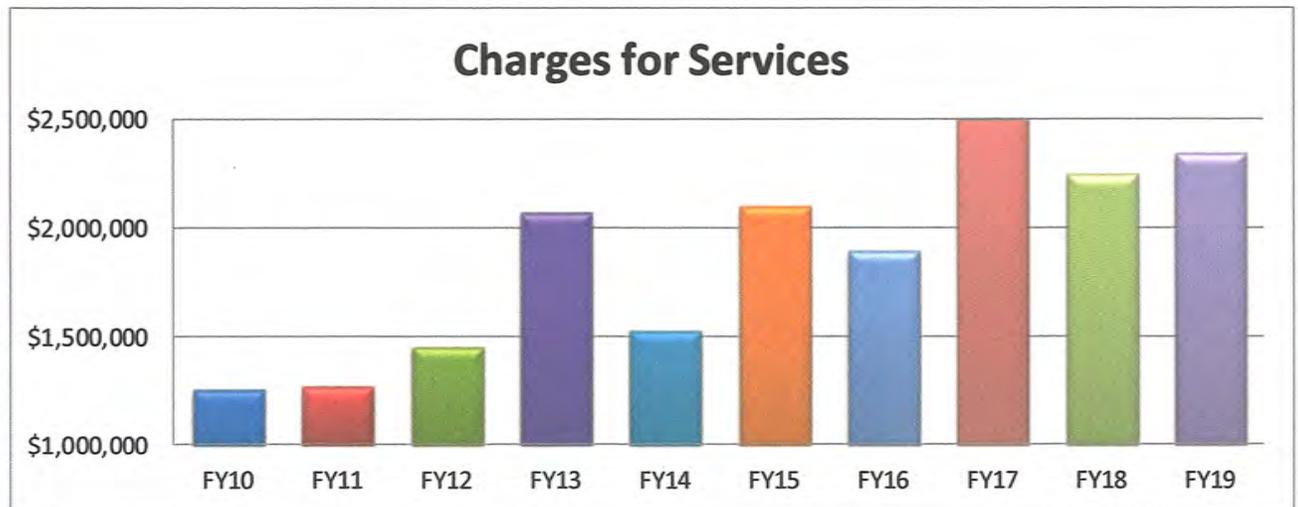


CHARGES FOR SERVICES

Services / Charges / User Fees – Charges for services are a revenue source to assist municipalities to offset the cost of certain services provided to the community. Some of the fees within this category are board of health fees, building and plumbing permits, electrical fees, engineering inspections as well as park and recreational fees. In FY 2007 the trash fee was also added to this category as well as passport and ferry fees. In FY08 the trash fee was moved to an enterprise fund, however police and fire administrative fees for detail work were added as a new revenue source.

In FY 2019 we anticipate a 4.4% increase due to new building projects and ongoing building projects.

Charges for Services		
Fiscal Year	Revenue	
2010	1,265,194	
2011	1,274,446	
2012	1,464,056	
2013	2,073,901	
2014	1,535,118	
2015	2,102,749	
2016	1,899,470	
2017	2,873,532	
2018	2,250,000	Per Recap
2019	2,350,000	Estimated
% Change FY18 vs. FY19		4.4%



PARKING FEES

Parking Fees – Parking revenues are from fees charged for parking at the Museum Place Mall Parking Garage, South Harbor Parking Garage, Church Street Lot, and all metered parking. Parking revenues are set by City Ordinance.

In FY12 the City of Salem adopted a parking study that modifies the fee structure of many key components to the parking department; including a decrease from \$1.50/hr. to \$.75/hr. in the Museum Place Garage and a decrease from \$1.50/hr. to \$.25/hr. in the South Harbor Garage. Also, the parking lot at Church Street has been reduced from \$1.50 per hour to \$1.00 per hour. Some of the other changes are tiered meter rates, which will charge as high as \$1.50 per hour in the most active areas of the City and as low as \$.25 per hour in the least active areas. These changes have caused a downward trend in revenue for FY 2015. In FY 16 we instituted the sale of 50 parking spaces to individuals at Museum Place and South Harbor garages at \$1,500 annually per space.

In FY 2018 the Traffic and Parking director and staff worked with the Traffic and Parking Commission to review all parking rates, which have been largely unchanged for eight years, and utilization levels in the downtown area. It was determined that rates were low and should be increased in certain locations to better reflect value and utilization of parking. Therefore, in FY 2019 we anticipate a 35.4% increase based on anticipated increases in parking fees in certain lots, meter locations, and garages.

Parking Fees		
Fiscal Year	Revenue	
2010	2,039,379	
2011	2,334,422	
2012	2,274,469	
2013	2,580,261	
2014	2,510,838	
2015	2,393,621	
2016	2,468,115	
2017	2,612,136	
2018	2,400,000	Per Recap
2019	3,250,000	Estimated
% Change FY18 vs. FY19		35.4%



LICENSES AND PERMITS

Licenses & Permits - License and permit revenue arises from the City's regulation of certain activities (e.g., selling alcoholic beverages). A person or organization pays a license fee to engage in the activity for a specified period. The primary licensing agency in the City is the City Council. All fees are set by one of three methods: State law, City By-Law or Licensing Body.

Liquor Licenses - Under Chapter 138 of the General Laws of Massachusetts, the City is empowered to grant licenses regulating the sale of alcoholic beverages. License fees vary depending upon the type of establishment, closing hours, number of days open, and whether the license is for all alcohol or beer and wine. All licenses issued by the City Council, with the exception of short-term and seasonal liquor licenses, have a maximum fee set by State statute. In FY 2011 Liquor license fees for all restaurants impacted by the increase in meals tax were reduced by 25%.

Entertainment - Entertainment licenses are issued for live performances, movie theaters, automatic amusement machines, billiard tables, bowling alleys, and several other forms of entertainment.

City Clerk Licenses & Permits - The City Clerk issues licenses and permits primarily relating to marriages, births, deaths and dog registrations.

Other Departmental Permits - Other Departments issue various permits including smoke detector, LP gas, firearms, and constable fees.

We anticipate a 0.0% increase in license fees for FY 2019 based on revenue trends over the last few years.

Licenses & Permits		
Fiscal Year	Revenue	
2010	567,732	
2011	510,375	
2012	499,048	
2013	484,183	
2014	505,128	
2015	504,856	
2016	535,225	
2017	509,465	
2018	500,000	Per Recap
209	500,000	Estimated
% Change FY18 vs. FY19		0.0%



FINES AND FORFEITS

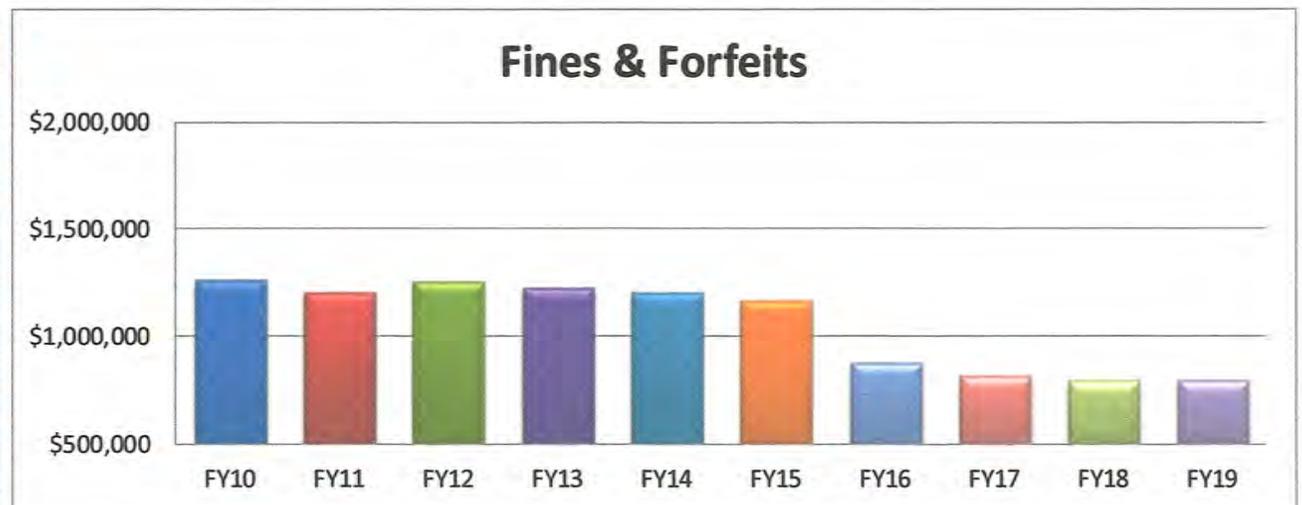
Court Fines – Non-parking offenses result in fines for moving violations. Responding to the community’s desires and public safety concerns, the police department has been focused on enforcing speed limits in local neighborhoods. Other moving violations that are included in this category are driving while intoxicated, passing in the wrong lane, and failing to stop at the traffic signal. These fines, collected by the District Court, are distributed to the City on a monthly basis.

Parking Fines - The collection of outstanding parking fines continues to be an important source of revenue to the City. The timely collection of fines has been aided by automation, and by State law that violators are prohibited from renewing their driver’s licenses and registrations until all outstanding tickets are paid in full. Like Motor Vehicle Excise, those individuals who do not pay their parking tickets in a timely manner are not allowed to renew registrations and licenses through a ‘marking’ process at the RMV. The City of Salem notifies the Registry of delinquent fine payers, through its deputy collector, who prepares parking ticket delinquent files for the Registry of Motor Vehicles.

As part of the 2011 parking study, the City has changed both the time limits and the overtime fine for parking meters. The limits will increase from two (2) hours to four (4) hours, which will certainly decrease the amounts of overtime violations written by the meter enforcement division. However, the increase of the overtime fine will offset some of the decrease in the volume of tickets written. Furthermore, the sharply reduced rates in the City’s parking garages will certainly decrease the volume of cars parking curbside (where the tickets are written) and increase the volume of cars parking in the garage, where there will be virtually no tickets written (except for handicap violations, which go into a separate account). We don’t believe

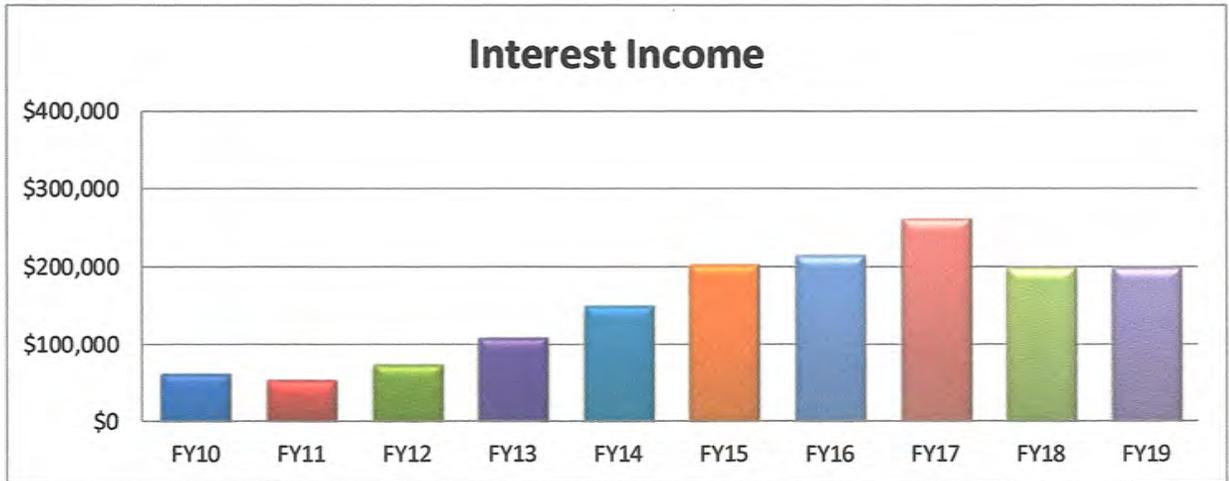
In FY 2019 we anticipate a 0% increase based on revenue trends.

Fines & Forfeits		
Fiscal Year	Revenue	
2010	1,266,266	
2011	1,208,272	
2012	1,255,894	
2013	1,230,761	
2014	1,208,544	
2015	1,167,427	
2016	882,008	
2017	823,329	
2018	800,000	Per Recap
2019	800,000	Estimated
% Change FY18 vs. FY19		0.0%



Interest Income - Under Chapter 44 Section 55B of the Mass. General Laws, all monies held in the name of the City which are not required to be kept liquid for purposes of distribution shall be invested in such manner as to require the payment of interest on the money at the highest possible rate reasonably available. The investment decision must take into account safety, liquidity and yield. The City Treasurer looks to maximize our earning potential by evaluating investing options. In FY 2019 we anticipate a 0.0% increase based on prior fiscal year revenue trends

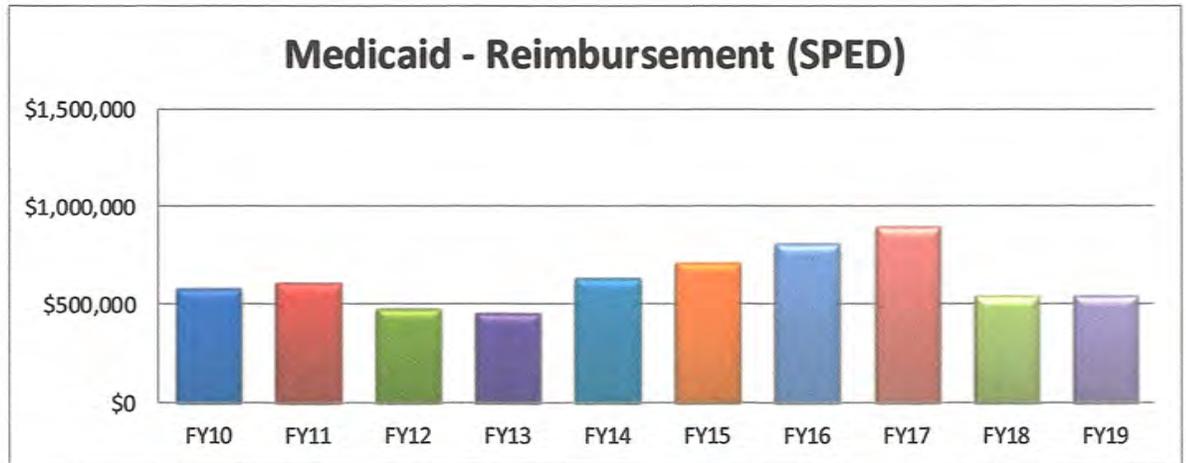
Interest Income		
Fiscal Year	Revenue	
2010	62,904	
2011	53,792	
2012	74,956	
2013	110,033	
2014	150,400	
2015	202,893	
2016	215,624	
2017	262,922	
2018	200,000	Per Recap
2019	200,000	Estimated
% Change FY18 vs. FY19		0.0%



MISCELLANEOUS REVENUE - RECURRING

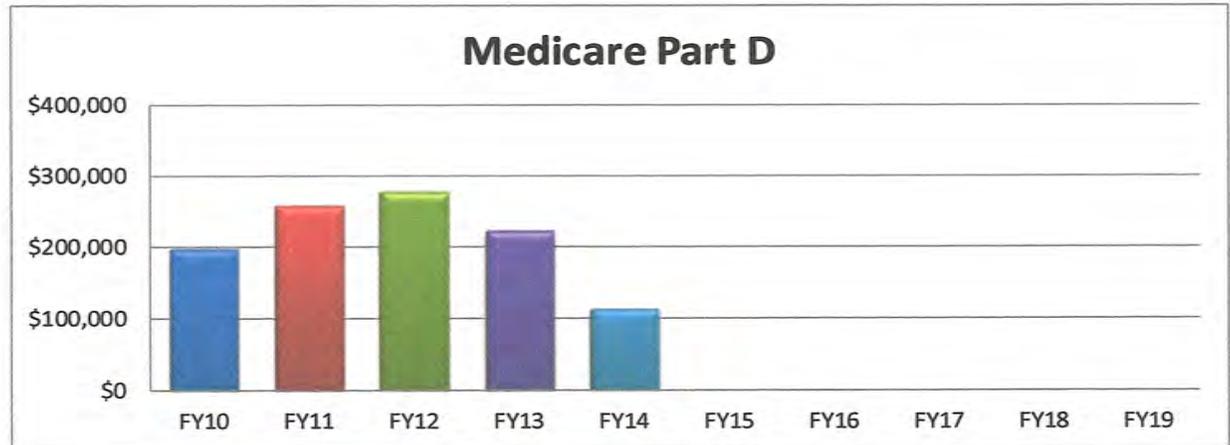
Medicaid Reimbursements (SPED) – In accordance with laws and regulations governing the Medicaid program, school systems are mandated by the Individuals with Disabilities Education Act (IDEA) to provide health related services to their special education student population. They are permitted to file claims for partial federal reimbursement for both their student health services and the administrative support expenditures incurred in providing those services. We receive both the Direct Student Expenditures reimbursement (school based health services provided directly to the student) and the Administrative expenditures reimbursement (to assist in the delivery of Special Education (SPED) services to students.) In FY 2019 we anticipate no changes in SPED Medicaid based on revenue trends.

Medicaid - Reimbursement (SPED)		
Fiscal Year	Revenue	
2010	582,540	
2011	613,373	
2012	483,907	
2013	461,366	
2014	640,291	
2015	716,092	
2016	815,622	
2017	906,605	
2018	550,000	Per Recap
2019	550,000	Estimated
% Change FY18 vs. FY19		0.0%



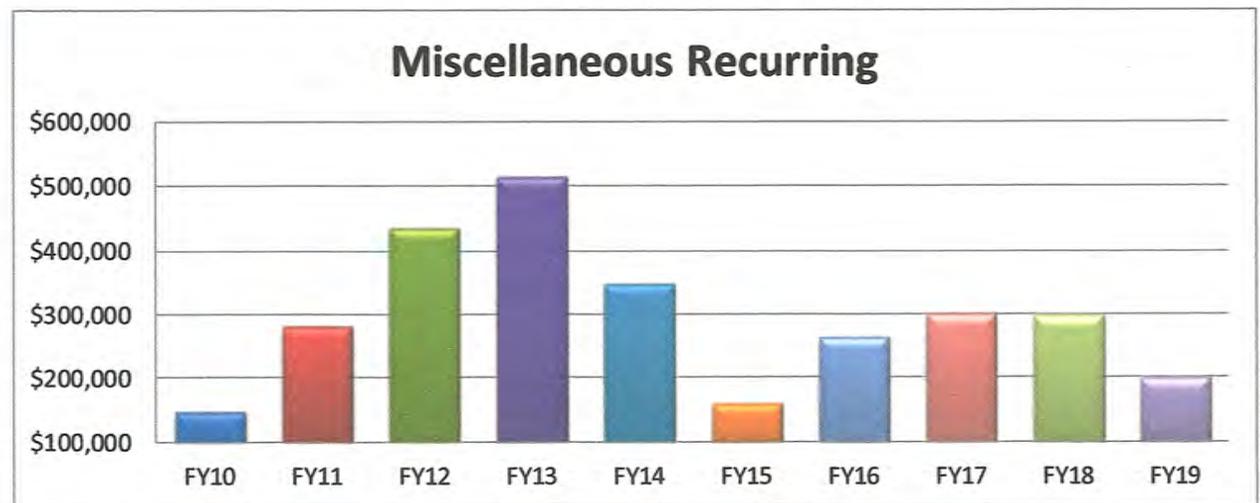
Medicare Part D – Medicare Part D is part of the Medicare Modernization Act (MMA) that was signed into law on 12/8/2003. One of the key provisions of MMA was the introduction of the Medicare Prescription Drug Benefit (Part D). This subsidizes part of the cost of drug costs for retirees. However, since the City of Salem offers its employees’ health insurance with prescription drug benefits that are superior to the Medicare part D benefits, we become eligible for a Medicare subsidy. This subsidy is 28% of Rx claims between \$250 and \$5,000. This subsidy is designed to encourage employers to continue offering health benefits with prescription drug coverage that is actuarially equivalent or better than what is offered under Medicare Part D. In FY 2007 the City started receiving Medicare Part D reimbursements as described above. Due to the uncertainty of these revenues now that we are with the GIC health insurance plan, we are not anticipating any Medicare Part D revenue from now on.

Medicare Part D		
Fiscal Year	Revenue	
2010	197,872	
2011	258,783	
2012	277,629	
2013	221,879	
2014	113,055	
2015	-	
2016	-	
2017	-	
2018	-	Per Recap
2019	-	Estimated
% Change FY18 vs. FY19		0.0%



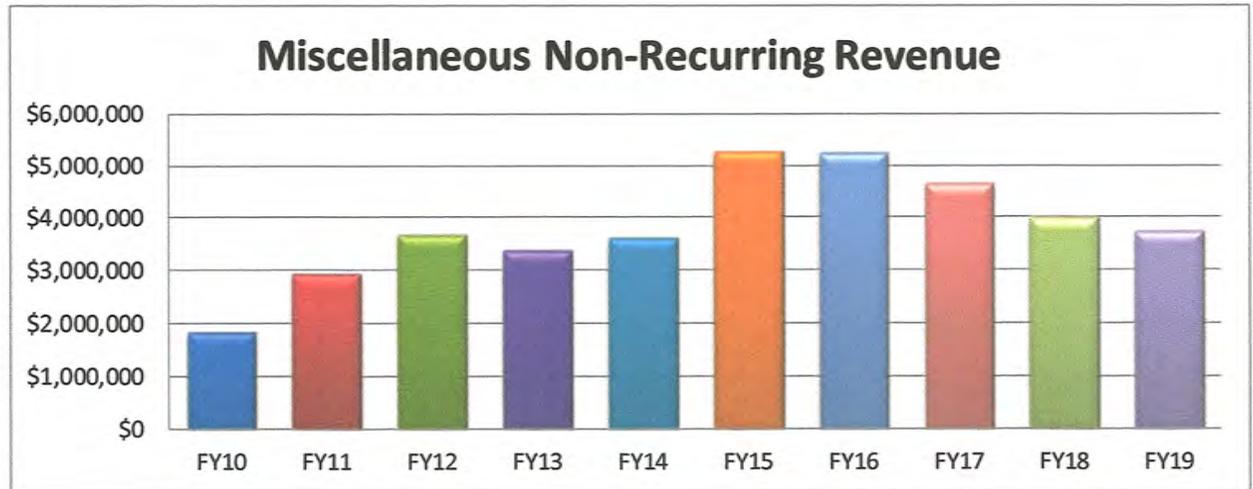
Other Miscellaneous Recurring – This category is used for all ‘other’ non-categorized income such as revenue from sale of copies of reports generated by a department, sale of data from tax files, collector’s fees, refunds, bad checks, etc. We anticipate a 33.3% decrease for FY 2019 based on current revenue trends.

Miscellaneous Recurring		
Fiscal Year	Revenue	
2010	149,140	
2011	283,177	
2012	437,027	
2013	515,489	
2014	349,085	
2015	160,902	
2016	265,325	
2017	302,121	
2018	300,000	Per Recap
2019	200,000	Estimated
% Change FY18 vs. FY19		-33.3%



Miscellaneous Non-Recurring – This category is used for all one time income sources and revenues not considered common in municipalities. In FY 2015 much of the Host Fee money comes in as tax revenue and is part of the Tax Levy. Only 185K actually comes in as revenue outside of the tax levy. Massachusetts General Law (MGL) Chapter 21A, Section 33 allows for a Reimbursement for Communities Affected by the Regional Greenhouse Gas Initiative (RGGI) also known as the ‘Hold Harmless Agreement’. The reimbursement for FY 2019 amounts to 3.75 Million in hold harmless money based on the tax agreement with Footprint and the state.

Miscellaneous Non-Recurring Revenue		
Fiscal Year	Revenue	
2010	1,855,821	
2011	2,927,676	
2012	3,681,377	
2013	3,377,535	
2014	3,606,906	
2015	5,271,156	
2016	5,256,547	
2017	4,657,229	
2018	4,000,000	Per Recap
2019	3,750,000	Estimated
% Change FY18 vs. FY19		-6.3%



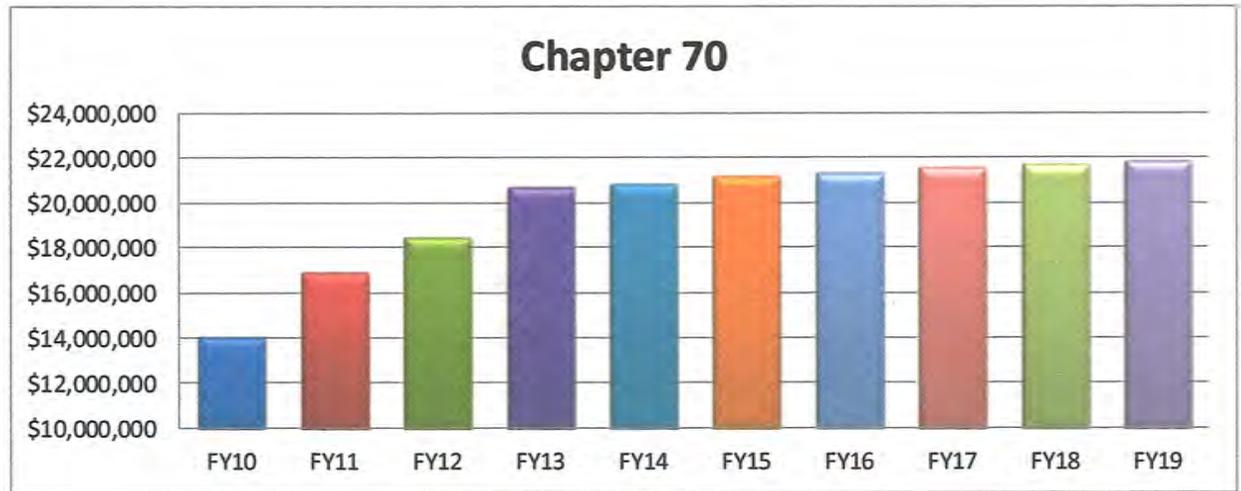
III. INTERGOVERNMENTAL REVENUE – CHERRY SHEET

Cherry Sheet - Every year the Commonwealth sends out to each municipality a "Cherry Sheet", named for the pink-colored paper on which it was originally printed. The Cherry sheet comes in two parts, one listing the State assessments to municipalities for Massachusetts Bay Transportation Authority (MBTA), Charter Schools, RMV non-renewal fees, Retired Teachers Health Insurance, air pollution control districts, and the other State programs; the other section lists the financial aid the City will receive from the State for funding local programs. Each Cherry Sheet receipt is detailed below. State Cherry Sheet revenue funds are the primary intergovernmental revenue and in the case of many cities, is the single largest source of annual revenue. Cherry Sheet revenue consists of direct school aid, local aid, and specific reimbursements and distributions such as aid to public libraries, veteran's benefits, police career incentives, and a number of school related items. For a complete copy of the Cherry Sheet Manual or the actual Cherry Sheet Local Receipts and/or Assessments go to: <http://www.mass.gov/dor/docs/dls/cherry/cherrysheetmanual.pdf>

School Aid - Chapter 70 school aid is based on a complex formula that takes into account: (1) statewide average cost per pupil; (2) local district pupil counts, with weighing factors to reflect varying costs among programs such as special education or vocational education, and (3) municipal fiscal "ability to pay" for education, as measured by equalized valuation per capita as a percent of statewide averages.

In FY 2018 the State increased CH 70 revenue by 0.6%.

Chapter 70- School Aid		
Fiscal Year	Revenue	
2010	14,083,762	
2011	16,969,097	
2012	18,522,267	
2013	20,759,584	
2014	20,879,459	
2015	21,231,627	
2016	21,348,402	
2017	21,600,632	
2018	21,736,742	Per Recap
2019	21,872,762	Estimated
% Change FY18 vs. FY19		0.6%

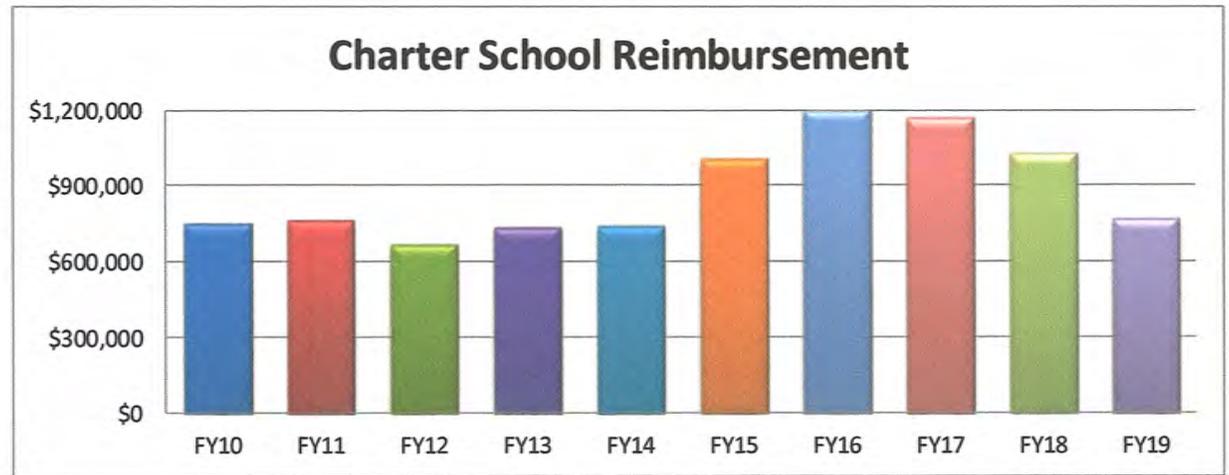


Local Aid - The major non-school state aid items are Charter School Tuition Reimbursement and Unrestricted General Government Aid (UGGA). These funds are unrestricted and can therefore be used by the municipality for any municipal purpose.

Charter Tuition Reimbursement - Under Chapter 71, Section 89, 2004 Chapter 46 of the Acts of 1997 provides for the reimbursement sending districts for the tuition they pay to Commonwealth charter schools. It is a reimbursement for those students that elect to attend a charter school. Sending districts are reimbursed a portion of the costs associated with pupils attending charger schools beginning with the second quarterly

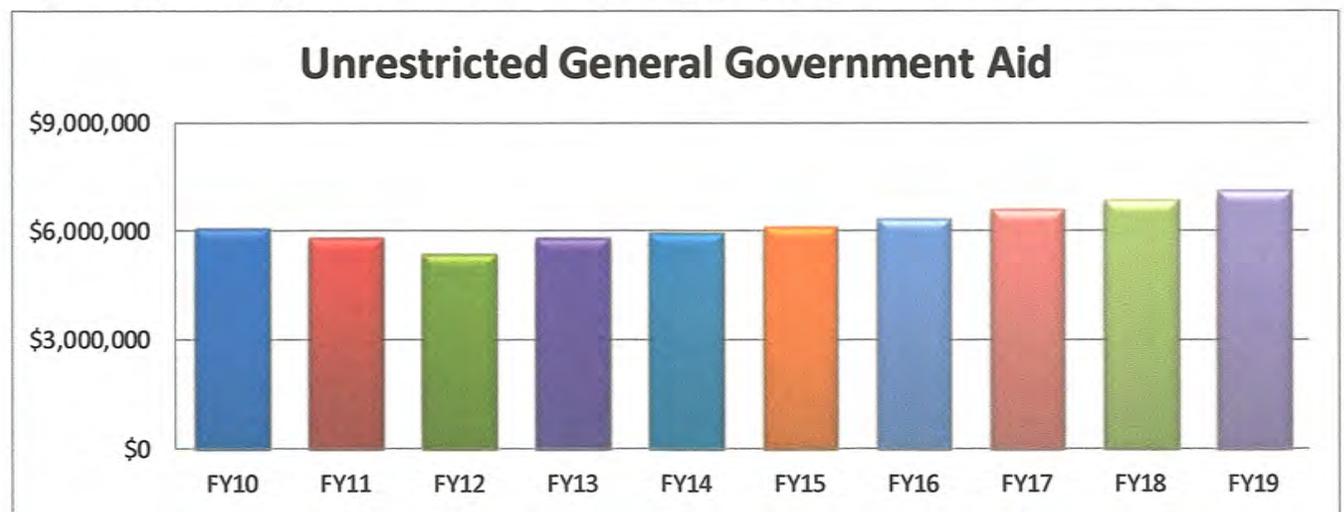
distribution. There are three levels to the reimbursement; 100% of the tuition increase in the first year, 60% of the tuition increase in the second year, and 40% of the tuition increase in the third year. In addition, the reimbursement covers 100% of the first-year cost of pupils at charter schools who attend private or independent schools in the previous year. The reimbursement also covers 100% of the cost of any sibling students whose tuition brings a district above its statutory assessment cap of 9% of net school spending. The reimbursement is subject to appropriation in the final budget for the Commonwealth. This is a preliminary number based on school enrollment figures available at this time.

Charter School Reimbursement		
Fiscal Year	Revenue	
2010	753,941	
2011	768,178	
2012	671,726	
2013	738,383	
2014	745,832	
2015	1,008,704	
2016	1,205,802	
2017	1,174,128	
2018	1,036,924	Per Recap
2019	770,859	Estimated
% Change FY18 vs. FY19		-25.7%



Unrestricted General Government Aid (UGGA). In FY 2010 the state eliminated the Lottery Aid, General Fund Subsidy to Lottery, and Additional Assistance revenue and replaced it with this revenue called 'Unrestricted General Government Aid'. The FY 2006 to FY 2009 combines the three revenue sources no longer used (lottery, subsidy to lottery, & additional assistance). The FY 2019 amount is a 3.5% increase.

Unrestricted Gen. Govt. Aid		
Fiscal Year	Revenue	
2010	6,077,873	
2011	5,834,758	
2012	5,412,881	
2013	5,834,758	
2014	5,972,679	
2015	6,138,313	
2016	6,359,292	
2017	6,632,742	
2018	6,891,419	Per Recap
2019	7,132,619	Estimated
% Change FY18 vs. FY19		3.5%



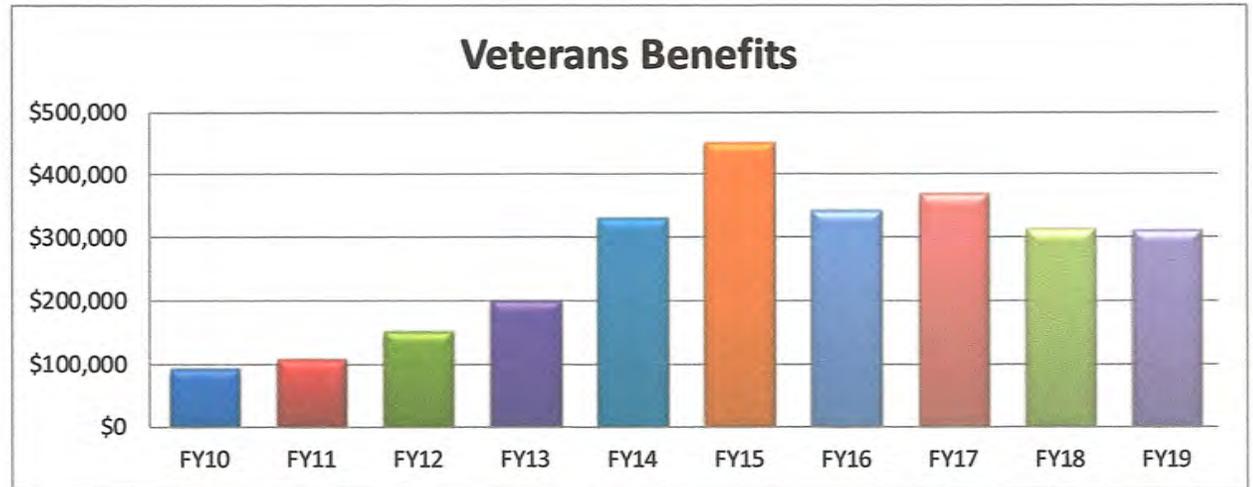
Police Career Incentive - Under Chapter 41 of the Mass General Laws, members of participating police departments receive a salary increase predicated on the amount of college credits earned toward a law enforcement degree. The Commonwealth reimburses municipalities for one-half of this salary increase. In FY 2013 the state eliminated this funding so the City of Salem will pick up the additional costs associated with this stipend from taxes and local revenue.

Police Career Incentive		
Fiscal Year	Revenue	
2010	64,475	
2011	31,492	
2012	16,248	
2013	-	
2014	-	
2015	-	
2016	-	
2017	-	
2018	-	Per Recap
2019	-	Estimated
% Change FY18 vs. FY19		



Veterans' Benefits - Under Chapter 115, Section 6 municipalities receive a seventy-five percent (75%) State reimbursement on the total expenditures made on veterans' financial, medical and burial benefits. The state anticipates a -.07% decrease in reimbursement for FY 2019 based on prior fiscal year actual reimbursement submissions.

Veterans Benefits		
Fiscal Year	Revenue	
2010	93,176	
2011	109,431	
2012	153,533	
2013	202,949	
2014	332,364	
2015	451,957	
2016	342,687	
2017	370,085	
2018	313,862	Per Recap
2019	311,563	Estimated
% Change FY18 vs. FY19		-0.7%



State Owned Land – This revenue is to reimburse communities for forgone tax revenues due to certain types of tax-exempt state-owned land. Eligibility for reimbursement depends on land use and the state agency with jurisdiction over the property as specified in the legislation.

State Owned Land		
Fiscal Year	Revenue	
2010	51,200	
2011	45,145	
2012	46,760	
2013	46,774	
2014	47,700	
2015	53,305	
2016	53,305	
2017	52,670	
2018	52,620	Per Recap
2019	53,349	Estimated
% Change FY18 vs. FY19		1.4%

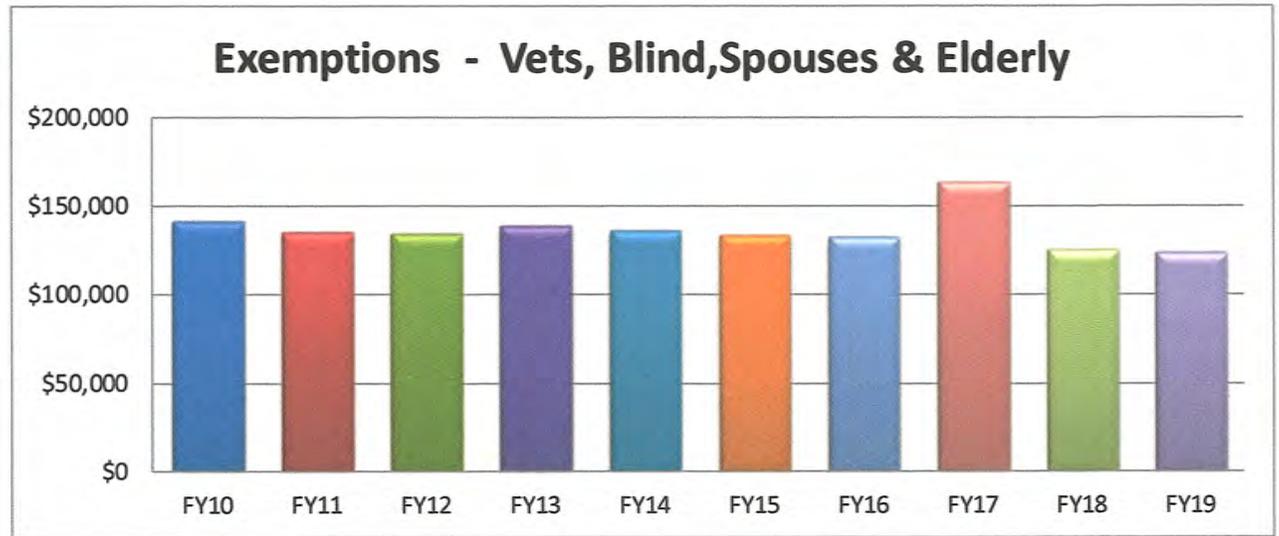


Exemptions: Vets, Blind, Surviving Spouses, and Elderly - The State Cherry Sheet reimburses the City for loss of taxes due to real estate abatements to veterans, surviving spouses and the legally blind. The abatement categories are authorized by the State. The City is not empowered to offer abatements in other categories. Under Chapter 59, Section 5, of the General Laws, municipalities are reimbursed for amounts abated in excess of \$175 of taxes of \$2,000.00 in valuation times the rate, whichever is greater.

Qualifying veterans or their surviving spouses receive an abatement of \$175 or \$2,000 in valuation times the tax rate, whichever is the greater. Chapter 59, Section 5, Clause 17d, of the General Laws, as amended by Section 2, Chapter 653 of the Acts of 1982, provides a flat \$175 in tax relief to certain persons over seventy, minors, and widows/widowers. Chapter 59, Section 5, Clause 37a, of the General Laws as amended by Section 258 of the Acts of 1982 provides an abatement of \$500 for the legally blind. Chapter 59, Section 5, Clause 41c, of the General Laws as amended by Section 5, of Chapter 653 of the Acts of 1982, qualifying persons over seventy years of age are eligible to receive a flat tax exemption of \$500.

In FY 2010 the state combined the elderly exemption with the veterans, blind and surviving spouse’s exemptions. In previous years, the elderly exemption was budgeted separately. FY 2019 shows a decrease of -1.8%.

Exemptions- Vets, Blind, Spouse & Elderly		
Fiscal Year	Revenue	
2010	141,292	
2011	135,493	
2012	134,455	
2013	138,606	
2014	136,295	
2015	133,586	
2016	132,676	
2017	163,437	
2018	125,772	Per Recap
2019	123,569	Estimated
% Change FY18 vs. FY19		-1.8%



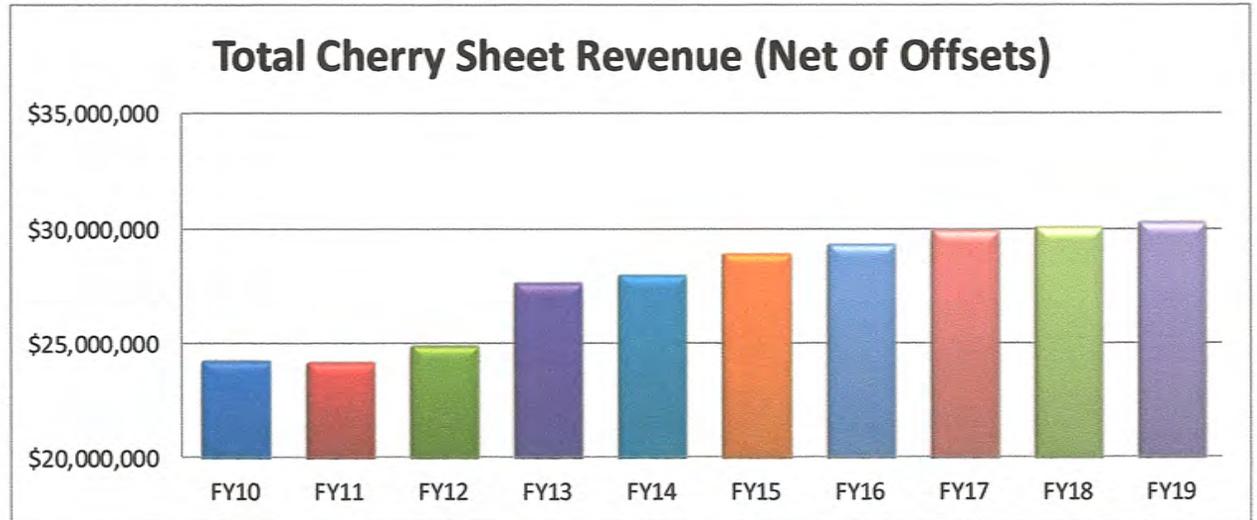
Cherry Sheet Offsets For Direct Expenditure – The state provides receipts that are paid directly to departments through state granting agencies, and are not part of the City’s General Fund Cherry Sheet Revenue. These revenues are for School Lunch and Public Library as shown in the charts below. For a description of Offset Receipts go to <http://www.mass.gov/dor/docs/dls/cherry/cherrysheetmanual.pdf>. In FY 2016 the school lunch offset was eliminated from the Cherry Sheet by DOR as it is an education offset that has no impact on the tax rate setting process. The Library Offset receipt was increased by 2.3% for FY 2019.

School Lunch Offset Receipts for Direct Expenditure		
Fiscal Year	Revenue	
2010	25,228	
2011	23,310	
2012	28,080	
2013	27,762	
2014	27,578	
2015	27,439	
2016	0	
2017	0	
2018	0	Per Recap
2019	0	Estimated
% Change FY18 vs. FY19		

Library Offset Receipts for Direct Expenditure		
Fiscal Year	Revenue	
2010	49,196	
2011	49,934	
2012	47,725	
2013	48,262	
2014	48,103	
2015	63,576	
2016	61,165	
2017	61,448	
2018	59,927	Per Recap
2019	61,311	Estimated
% Change FY18 vs. FY19		2.3%

Total Estimated Cherry Sheet Revenue (Net of Offsets) – The total of all cherry sheet revenue is listed below.

Total Cherry Sheet Revenue (Net of Offsets)		
Fiscal Year	Revenue	
2010	24,290,523	
2011	24,225,556	
2012	24,941,622	
2013	27,701,712	
2014	28,104,329	
2015	29,017,492	
2016	29,442,164	
2017	29,993,695	
2018	30,157,339	Per Recap
2019	30,387,032	Estimated
% Change FY18 vs. FY19		0.8%



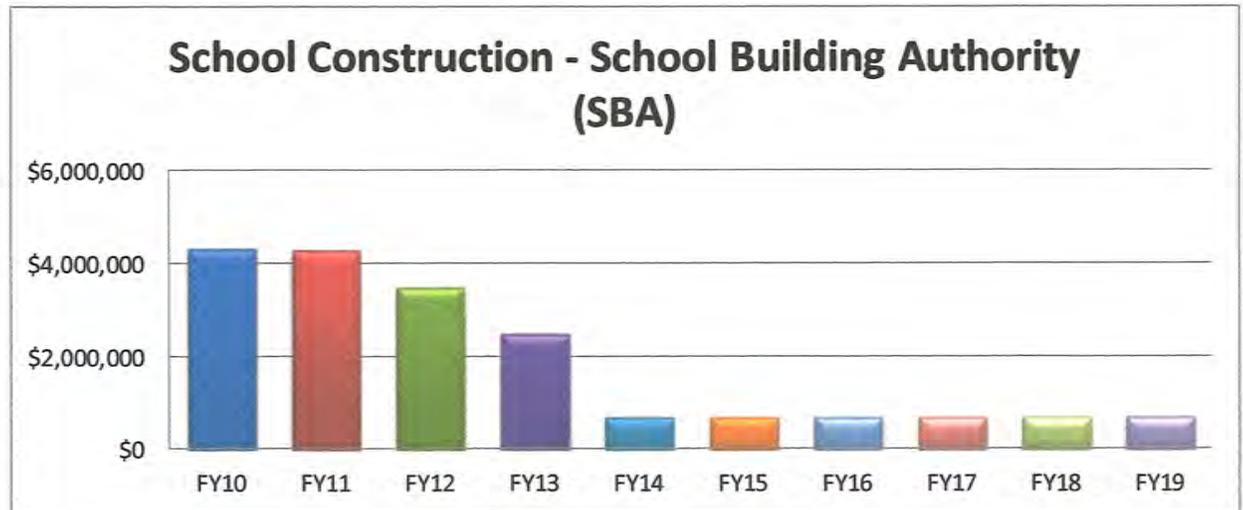
IV. SCHOOL BUILDING AUTHORITY (SBA) REIMBURSEMENTS

School Construction - The School Assistance Act, as amended, provides for the reimbursement of school construction projects that involve any of the following: The replacement of unsound or unsafe buildings; the prevention or elimination of overcrowding; prevention of the loss of accreditation; energy conservation projects, and the replacement of, or remedying of, obsolete buildings. The law also provides formulas (involving equalized valuation, school population, construction costs, and interest payments) for reimbursement of costs that include fees, site development, construction, and original equipping of the school.

In July of 2004, the governor signed Chapter 208 and Chapter 210, of the Acts of 2004 into law, which makes substantial changes to the School Building Assistance (SBA) program. This legislation transfers responsibility for the SBA program from the Department of Education to the Massachusetts School Building Authority (MSBA), under the Office of the State Treasurer. The authority is a new and independent governing body comprised of seven members. The legislation under Chapter 210 dedicates 1 percent of the sales tax receipts to help fund School Building projects. For more information go to www.mass.gov/msba

The City of Salem still receives some payments under the old SBA program and also receives monthly reimbursements for ALL eligible costs for the ongoing Collins and Saltonstall Schools under the new MSBA program. FY 2014 saw a significant reduction in SBA reimbursement of \$1.8M (71.1%) due to the payoff of the Bowditch, Saltonstall and part of Bates bonds. The only project the SBA is still reimbursing is the reduced amount on the Bates school. The SBA reimbursement chart is later in this section. Reimbursements stop in FY 2021.

School Construction School Building Authority (SBA)		
Fiscal Year	Revenue	
2010	4,369,366	
2011	4,310,837	
2012	3,521,535	
2013	2,534,339	
2014	732,824	
2015	732,824	
2016	732,824	
2017	732,824	
2018	732,824	Per Recap
2019	732,824	Estimated
% Change FY18 vs. FY19		0.0%

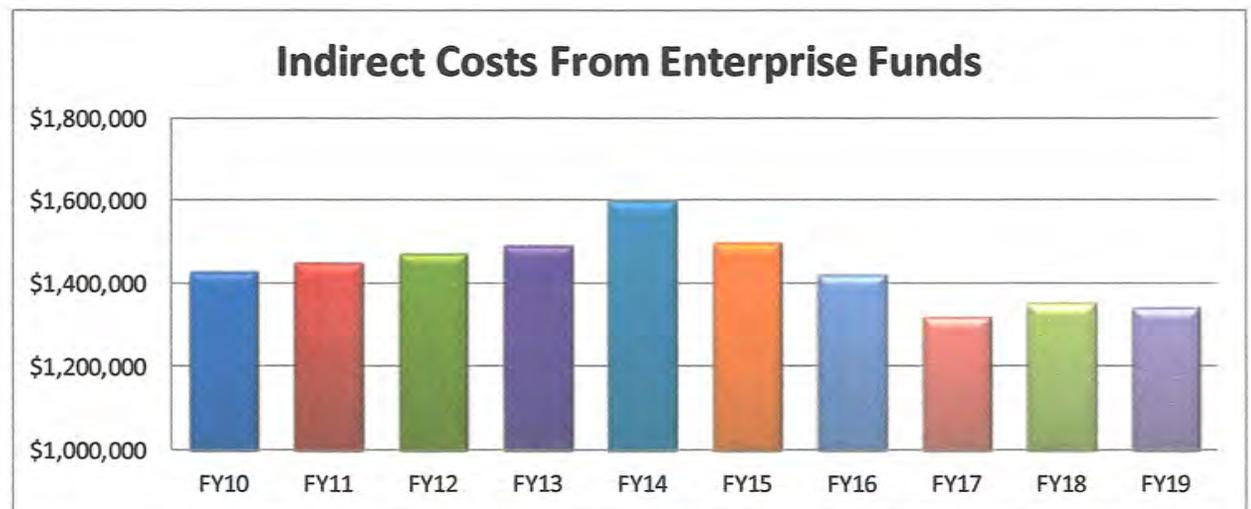


V. INTERGOVERNMENTAL & INTERFUND TRANSFERS

Enterprise Fund Transfer - The Water and Sewer Enterprise Funds, financed by water and sewer usage charges, provide reimbursements for direct and indirect costs associated with a variety of City services, provided by Finance, Treasury, Human Resources, and other City Departments. Additionally, enterprise funds provide reimbursements to the general fund for all employee benefits (including fringe benefits) of those employees who work for the water and sewer departments, as well as costs for the maintenance of the Water and Sewer accounting and billing system. Finally, a portion of the City's assessments for property/casualty insurance, unemployment and worker's compensation are also captured in the indirect costs of the enterprise funds of the water and sewer departments. The Trash Enterprise Fund is subsidized by the General Fund and therefore no indirect costs are reimbursed back to the General Fund from the Trash Enterprise Fund.

Starting in FY 2015 the City began to steadily reduce the amount of indirect costs transferred to the General Fund in response to the recommendation of the City's outside auditors to more accurately calculate indirect costs. In FY 2018 we began to increase the indirect costs based on a new methodology of calculating indirect costs that has been approved by the auditors.

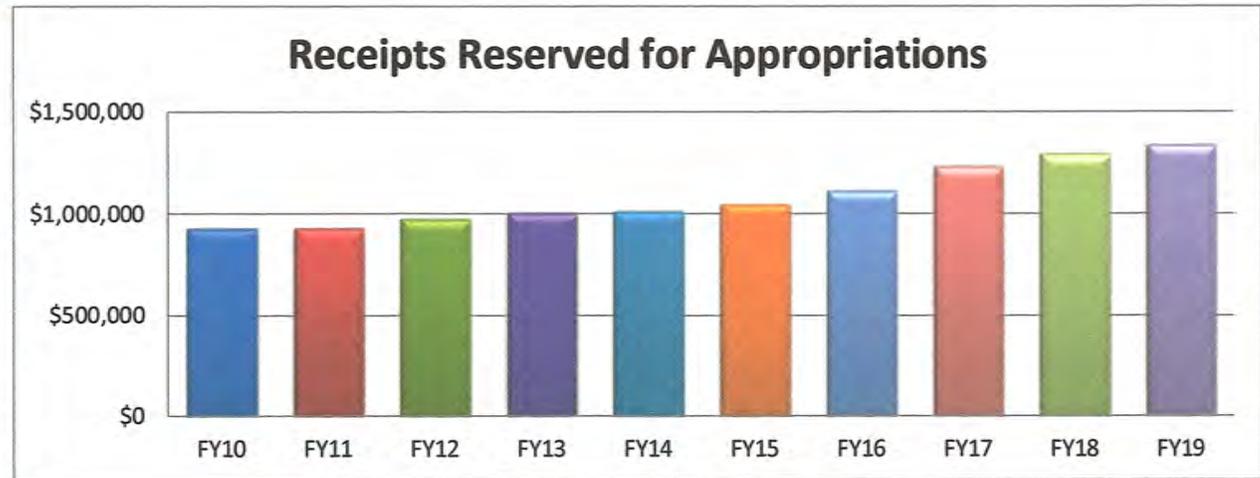
Inter-fund Operating Transfers In Indirect Costs from Enterprise Funds		
Fiscal Year	Revenue	
2010	1,430,065	
2011	1,452,222	
2012	1,477,074	
2013	1,493,881	
2014	1,601,654	
2015	1,501,654	
2016	1,424,095	
2017	1,324,095	
2018	1,354,900	Per Recap
2019	1,345,221	Estimated
% Change FY18 vs. FY19		-0.7%



OTHER FINANCIAL SOURCES

Receipts Reserved for Appropriation – They City of Salem has three Receipts’ Reserved for Appropriation Funds for Harbormaster, Golf Course, and Witch House. The revenue earned from these activities is credited to each of these special revenue funds. At the request of the Mayor, that money is appropriated by the City Council to the General Fund to cover both direct and indirect costs of each department in December for purposes of the certification of the City’s tax rate by the Massachusetts Department of Revenue, as well as periodically throughout the year at the request of the department head of the Golf Course, Witch House, or Harbormasters Office to cover unforeseen or extraordinary expenses. We anticipate an increase of 3.2% for FY 2019 based on revised indirect cost calculations and increases to budgets.

Receipts Reserved for Appropriations		
Fiscal Year	Revenue	
2010	933,922	
2011	934,070	
2012	977,042	
2013	1,008,106	
2014	1,014,995	
2015	1,050,452	
2016	1,116,347	
2017	1,238,398	
2018	1,295,034	Per Recap
2019	1,337,058	Estimated
% Change FY18 vs. FY19		3.2%



Other Receipts Reserved – Not Budgeted

The City has three other receipts reserved accounts – Sale of Lots, Sale of Vaults, and Salem Common. The first two can only be used for the care and maintenance of graves in the City’s cemetery, and the Salem Common money can only be used for care and maintenance of the Salem Common. This money is transferred to the General Fund by appropriation from the City Council as needed.

Other Sources of Revenue – The City of Salem has in the past used Free Cash, Stabilization, and overlay (abatement and exemption reserve) to balance the budget. In fiscal year 2019 we will use some free cash to offset snow and ice deficit.

**FY2019 Local Aid Estimates
Salem**

	FY2018 Cherry Sheet Estimate	FY2019 Governor's Budget Proposal	FY2019 House Budget Proposal	FY2019 Senate Budget Proposal	FY2019 Conference Committee
Education:					
Chapter 70	21,736,742	21,826,722	21,872,762	21,872,762	
School Transportation	0	0	0	0	
Charter Tuition Reimbursement	1,036,924	623,924	716,413	770,859	
Smart Growth School Reimbursement	0	0	0	0	
Offset Receipts:					
School Choice Receiving Tuition	0	61,000	61,000	61,000	
Sub-total, All Education Items:	22,773,666	22,511,646	22,650,175	22,704,621	
General Government:					
Unrestricted Gen Gov't Aid	6,891,419	7,132,619	7,132,619	7,132,619	
Local Sh of Racing Taxes	0	0	0	0	
Regional Public Libraries	0	0	0	0	
Urban Revitalization	0	0	0	0	
Veterans Benefits	313,862	311,563	311,563	311,563	
State Owned Land	52,620	53,250	53,250	53,349	
Exemp: VBS and Elderly	125,772	123,569	123,569	123,569	
Offset Receipts:					
Public Libraries	59,927	60,148	161,166	61,311	
Sub-Total, All General Government	7,443,600	7,681,149	7,782,167	7,682,411	
Total Estimated Receipts	30,217,266	30,192,795	30,432,342	30,387,032	

FY2019 Local Aid Assessments

Salem

	FY2018 Cherry Sheet Estimate	FY2019 Governor's Budget Proposal	FY2019 House Budget Proposal	FY2019 Senate Budget Proposal	FY2019 Conference Committee
County Assessments:					
County Tax	0	0	0	0	
Suffolk County Retirement	0	0	0	0	
Essex County Reg Comm Center	0	0	0	0	
Sub-Total, County Assessments:	0	0	0	0	
State Assessments and Charges:					
Retired Employees Health Insurance	0	0	0	0	
Retired Teachers Health Insurance	0	0	0	0	
Mosquito Control Projects	42,656	45,643	45,639	45,639	
Air Pollution Districts	11,950	12,223	12,223	12,223	
Metropolitan Area Planning Council	21,967	22,335	22,335	22,335	
Old Colony Planning Council	0	0	0	0	
RMV Non-Renewal Surcharge	128,500	128,500	128,500	128,500	
Sub-Total, State Assessments:	205,073	208,701	208,697	208,697	
Transportation Authorities:					
MBTA	926,437	944,714	944,714	944,714	
Boston Metro. Transit District	0	0	0	0	
Regional Transit	0	0	0	0	
Sub-Total, Transp Authorities:	926,437	944,714	944,714	944,714	
Annual Charges Against Receipts:					
Multi-Year Repayment Program	0	0	0	0	
Special Education	19,138	10,712	10,712	10,712	
STRAP Repayments	0	0	0	0	
Sub-Total, Annual Charges:	19,138	10,712	10,712	10,712	
Tuition Assessments:					
School Choice Sending Tuition	417,984	518,884	518,884	518,884	
Charter School Sending Tuition	7,378,858	7,201,129	7,296,399	7,310,324	
Sub-Total, Tuition Assessments:	7,796,842	7,720,013	7,815,283	7,829,208	
Total Estimated Charges:	8,947,490	8,884,140	8,979,406	8,993,331	

C.S. 1-ER Commonwealth of Massachusetts Department of Revenue FY2018

NOTICE TO ASSESSORS OF ESTIMATED RECEIPTS

General Laws, Chapter 58, Section 25A

Salem

A. EDUCATION:

Distributions and Reimbursements:

Chapter 70	21,736,742
School Transportation	0
Charter Tuition Reimbursement	1,036,924
Smart Growth	0

Offset Items – Reserve for Direct Expenditure:

School Choice Receiving Tuition	0
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Sub-Total, All Education Items:

22,773,666

B. GENERAL GOVERNMENT:

Distributions and Reimbursements:

Unrestricted General Government Aid	6,891,419
Local Share of Racing Taxes	0
Regional Public Libraries	0
Urban Revitalization	0
Veterans Benefits	313,862
Exemp: VBS and Elderly	125,772
State Owned Land	52,620

Offset Item - Reserve for Direct Expenditure:

Public Libraries	59,927
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Sub-Total, All General Government:

7,443,600

C. TOTAL ESTIMATED RECEIPTS:

30,217,266

C.S. 1-EC Commonwealth of Massachusetts Department of Revenue FY2018

NOTICE TO ASSESSORS OF ESTIMATED CHARGES

General Laws, Chapter 59, Section 21

Salem

A. COUNTY ASSESSMENTS:

County Tax	0
Suffolk County Retirement	0
Essex County Reg Comm Center	0
Sub-Total, County Assessments:	0

B. STATE ASSESSMENTS AND CHARGES:

Retired Employees Health Insurance	0
Retired Teachers Health Insurance	0
Mosquito Control Projects	42,656
Air Pollution	11,950
Metropolitan Area Planning Council	21,967
Old Colony Planning Council	0
RMV Non-Renewal Surcharge	128,500
Sub-Total, State Assessments:	205,073

C. TRANSPORTATION AUTHORITIES:

MBTA	926,437
Boston Metro. Transit District	0
Regional Transit	0
Sub-Total, Transportation Assessments:	926,437

D. ANNUAL CHARGES AGAINST RECEIPTS:

Special Education	19,138
STRAP Repayments	0
Multi-Year Repayment	0
Sub-Total, Annual Charges Against Receipts:	19,138

E. TUITION ASSESSMENTS:

School Choice Sending Tuition	417,984
Charter School Sending Tuition	7,378,858
Sub-Total, Tuition Assessments:	7,796,842

F. TOTAL ESTIMATED CHARGES:

8,947,490

C.S. 1-ER Commonwealth of Massachusetts Department of Revenue FY2017

NOTICE TO ASSESSORS OF ESTIMATED RECEIPTS

General Laws, Chapter 58, Section 25A

Salem

A. EDUCATION:

Distributions and Reimbursements:

Chapter 70	21,600,632
School Transportation	0
Charter Tuition Reimbursement	1,236,103
Smart Growth	0

Offset Items – Reserve for Direct Expenditure:

School Choice Receiving Tuition	0
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Sub-Total, All Education Items: 22,836,735

B. GENERAL GOVERNMENT:

Distributions and Reimbursements:

Unrestricted General Government Aid	6,632,742
Local Share of Racing Taxes	0
Regional Public Libraries	0
Urban Revitalization	0
Veterans Benefits	412,310
Exemp: VBS and Elderly	133,925
State Owned Land	52,670

Offset Item - Reserve for Direct Expenditure:

Public Libraries	60,774
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Sub-Total, All General Government: 7,292,421

C. TOTAL ESTIMATED RECEIPTS: 30,129,156

C.S. 1-EC Commonwealth of Massachusetts Department of Revenue FY2017

NOTICE TO ASSESSORS OF ESTIMATED CHARGES

General Laws, Chapter 59, Section 21

Salem

A. COUNTY ASSESSMENTS:

County Tax	0
Suffolk County Retirement	0
Essex County Reg Comm Center	0
Sub-Total, County Assessments:	0

B. STATE ASSESSMENTS AND CHARGES:

Retired Employees Health Insurance	0
Retired Teachers Health Insurance	0
Mosquito Control Projects	45,191
Air Pollution	11,690
Metropolitan Area Planning Council	21,576
Old Colony Planning Council	0
RMV Non-Renewal Surcharge	170,100
Sub-Total, State Assessments:	248,557

C. TRANSPORTATION AUTHORITIES:

MBTA	920,112
Boston Metro. Transit District	0
Regional Transit	0
Sub-Total, Transportation Assessments:	920,112

D. ANNUAL CHARGES AGAINST RECEIPTS:

Special Education	12,601
STRAP Repayments	0
Multi-Year Repayment	0
Sub-Total, Annual Charges Against Receipts:	12,601

E. TUITION ASSESSMENTS:

School Choice Sending Tuition	419,090
Charter School Sending Tuition	6,467,971
Sub-Total, Tuition Assessments:	6,887,061

F. TOTAL ESTIMATED CHARGES:

8,068,331

**CITY OF SALEM, MASSACHUSETTS
FY 2019 OPERATING BUDGET**

	ACTUAL EXPENDED FY 2017	ADOPTED BUDGET FY 2018	ADJUSTED BUDGET FY 2018	DEPT BUDGET FY 2019	MAYOR BUDGET FY 2019	CITY COUNCIL BUDGET FY 2019	FY18 Adj vs. FY19 Budget Inc/Decr Amount Percentage	
GENERAL FUND								
GENERAL GOVERNMENT	5,929,971	6,625,465	6,679,465	7,212,295	6,985,567	6,985,567	306,102	4.58%
PUBLIC SAFETY	20,054,220	20,970,298	21,309,027	22,057,170	21,913,868	21,913,868	604,841	2.84%
PUBLIC WORKS & FACILITIES	4,837,871	3,958,934	4,222,130	4,896,453	4,497,293	4,497,293	275,163	6.52%
HUMAN SERVICES	1,371,809	1,518,428	1,543,728	1,695,512	1,602,027	1,602,027	58,299	3.78%
CULTURAL & RECREATIONAL	2,553,369	2,827,690	2,907,335	2,914,114	2,893,638	2,893,638	(13,697)	-0.47%
DEBT SERVICE	6,069,126	6,607,193	6,607,193	7,772,187	7,727,786	7,727,786	1,120,593	16.96%
ASSESSMENTS	10,212,859	11,361,458	11,362,162	11,328,513	11,342,438	11,342,438	(19,724)	-0.17%
EMPLOYEE BENEFITS	24,204,788	25,751,790	25,751,790	27,441,552	26,547,171	26,547,171	795,381	3.09%
MUNICIPAL INSURANCE	330,724	317,907	317,907	348,552	338,556	338,556	20,649	6.50%
TRANSFERS OUT OF GENERAL FUND	2,754,416	3,028,434	2,759,097	3,848,570	3,848,570	3,848,570	1,089,473	39.49%
CITY TOTAL	78,319,151	82,967,597	83,459,834	89,514,918	87,696,914	87,696,914	4,237,080	5.08%
EDUCATION-PUBLIC SCHOOLS	55,666,881	56,807,831	57,077,168	57,628,889	57,628,889	57,628,889	551,721	0.97%
EDUCATION TOTAL	55,666,881	56,807,831	57,077,168	57,628,889	57,628,889	57,628,889	551,721	0.97%
GENERAL FUND TOTAL	133,986,032	139,775,428	140,537,002	147,143,807	145,325,803	145,325,803	4,788,801	3.41%
ENTERPRISE FUNDS								
SEWER	6,230,084	6,675,646	6,744,146	7,556,282	7,457,236	7,457,236	713,090	10.57%
WATER	5,522,190	5,887,539	6,152,539	6,236,630	6,147,650	6,147,650	(4,889)	-0.08%
TRASH	2,911,897	3,111,366	3,111,366	3,236,193	3,229,608	3,229,608	118,242	3.80%
ENTERPRISE FUND TOTAL	14,664,170	15,674,551	16,008,051	17,029,105	16,834,494	16,834,494	826,443	5.16%
GRAND TOTAL ALL FUNDS	148,650,202	155,449,979	156,545,053	164,172,912	162,160,297	162,160,297	5,615,244	3.59%

**CITY OF SALEM, MASSACHUSETTS
FY 2019 OPERATING BUDGET**

	ACTUAL EXPENDED FY 2017	ADOPTED BUDGET FY 2018	ADJUSTED BUDGET FY 2018	DEPT BUDGET FY 2019	MAYOR BUDGET FY 2019	CITY COUNCIL BUDGET FY 2019	FY18 Adj vs. FY19 Budget Inc/Decr Amount Percentage	
GENERAL GOVERNMENT:								
CITY COUNCIL								
Legislative	189,826	185,900	213,900	214,450	198,850	198,850	(15,050)	-7.04%
MAYOR								
Executive	540,549	555,158	555,158	571,158	566,353	566,353	11,195	2.02%
FINANCE/AUDITING								
Accounting	298,403	348,362	348,362	353,871	355,590	355,590	7,228	2.07%
PURCHASING								
Purchasing	129,789	146,245	146,245	169,940	162,733	162,733	16,488	11.27%
Fixed Costs	61,011	63,412	63,412	66,412	66,412	66,412	3,000	4.73%
ASSESSORS								
Board of Assessors	315,167	328,263	328,263	328,262	332,194	332,194	3,931	1.20%
TREASURER								
Treasury Services	341,050	355,194	355,194	378,998	382,782	382,782	27,588	7.77%
COLLECTOR								
Tax Collections	223,328	234,664	246,664	237,933	239,420	239,420	(7,244)	-2.94%
SOLICITOR								
Legal Services/Licensing	335,091	343,108	343,108	353,691	353,913	353,913	10,805	3.15%
HUMAN RESOURCES								
Personnel	270,255	270,054	271,854	270,054	329,025	329,025	57,171	21.03%
Information Technology								
IT	746,547	855,130	855,130	973,063	871,209	871,209	16,079	1.88%
Fixed Costs	567,641	866,733	866,733	1,047,590	984,046	984,046	117,313	13.54%
CITY CLERK								
Record Maintenance	278,409	300,281	300,281	316,268	304,319	304,319	4,038	1.34%
ELECTION/REGISTRATION								
Voting	193,718	198,627	198,627	209,395	196,023	196,023	(2,604)	-1.31%

**CITY OF SALEM, MASSACHUSETTS
FY 2019 OPERATING BUDGET**

	ACTUAL EXPENDED FY 2017	ADOPTED BUDGET FY 2018	ADJUSTED BUDGET FY 2018	DEPT BUDGET FY 2019	MAYOR BUDGET FY 2019	CITY COUNCIL BUDGET FY 2019	FY18 Adj vs. FY19 Budget Inc/Decr Amount Percentage	
CONSERVATION								
Active/Passive Conservation	29,505	30,509	30,509	30,894	31,409	31,409	900	2.95%
PLANNING BOARD								
Subdivision, Planning & Zoning	31,730	35,418	35,418	35,873	36,401	36,401	983	2.78%
APPEALS, BOARD OF								
Zoning Appeals	357	400	400	2,920	900	900	500	125.00%
PLANNING								
Planning & Community Development	448,927	542,957	555,157	662,574	605,039	605,039	49,882	8.99%
PUBLIC PROPERTY								
Public Prop-Fixed Costs	684,725	720,625	720,625	692,524	687,524	687,524	(33,101)	-4.59%
MARKET AND TOURIST COMM.								
Tourist Promotion	243,943	244,425	244,425	296,425	281,425	281,425	37,000	15.14%
TOTAL GENERAL GOVERNMENT	5,929,971	6,625,465	6,679,465	7,212,295	6,985,567	6,985,567	306,102	4.58%
PUBLIC SAFETY:								
POLICE								
Citizen Protection	10,181,194	10,547,620	10,682,620	11,112,180	11,016,406	11,016,406	333,786	3.12%
FIRE								
Fire Suppression	8,513,343	8,800,486	8,979,015	9,236,952	9,238,930	9,238,930	259,915	2.89%
PUBLIC PROPERTY/BLDG INSP								
Building/Plumbing/Gas Inspection	414,618	567,029	568,229	587,456	594,572	594,572	26,343	4.64%
ELECTRICAL								
Electrical Inspection & Maintenance	677,440	775,723	799,723	838,429	779,258	779,258	(20,465)	-2.56%
HARBORMASTER								
Harbormaster	267,624	279,440	279,440	282,153	284,702	284,702	5,262	1.88%
TOTAL PUBLIC SAFETY	20,054,220	20,970,298	21,309,027	22,057,170	21,913,868	21,913,868	604,841	2.84%

**CITY OF SALEM, MASSACHUSETTS
FY 2019 OPERATING BUDGET**

	ACTUAL EXPENDED FY 2017	ADOPTED BUDGET FY 2018	ADJUSTED BUDGET FY 2018	DEPT BUDGET FY 2019	MAYOR BUDGET FY 2019	CITY COUNCIL BUDGET FY 2019	FY18 Adj vs. FY19 Budget Inc/Decr Amount	Budget Percentage
EDUCATION :								
City Public Schools	55,666,881	56,807,831	57,077,168	57,628,889	57,628,889	57,628,889	551,721	0.97%
TOTAL EDUCATION	55,666,881	56,807,831	57,077,168	57,628,889	57,628,889	57,628,889	551,721	0.97%
PUBLIC WORKS & FACILITIES:								
PUBLIC SERVICES								
Public Services-General/Park/Open Space/Cem Snow and Ice	2,659,645 1,311,231	2,487,716 458,935	2,750,912 458,935	3,019,075 458,935	2,824,752 458,935	2,824,752 458,935	73,840 -	2.68% 0.00%
ENGINEERING								
Engineering-General Admin	90,338	100,594	100,594	182,162	184,061	184,061	83,467	82.97%
PARKING DEPARTMENT								
General Operations	776,657	911,689	911,689	1,236,281	1,029,545	1,029,545	117,856	12.93%
TOTAL PUBLIC WORKS & FACILITIES	4,837,871	3,958,934	4,222,130	4,896,453	4,497,293	4,497,293	275,163	6.52%
HUMAN SERVICES:								
HEALTH, BOARD OF								
Administration & Support	399,944	494,469	498,269	656,054	553,593	553,593	55,324	11.10%
COUNCIL ON AGING								
Administration & Support	350,058	392,166	412,166	477,619	484,414	484,414	72,248	17.53%
VETERANS AGENT								
Administration & Support	621,807	631,793	633,293	561,839	564,020	564,020	(69,273)	-10.94%
TOTAL HUMAN SERVICES	1,371,809	1,518,428	1,543,728	1,695,512	1,602,027	1,602,027	58,299	3.78%
CULTURAL & RECREATIONAL								
LIBRARY								
Administration & Support	1,231,348	1,325,080	1,325,080	1,367,160	1,338,784	1,338,784	13,704	1.03%

**CITY OF SALEM, MASSACHUSETTS
FY 2019 OPERATING BUDGET**

	ACTUAL EXPENDED FY 2017	ADOPTED BUDGET FY 2018	ADJUSTED BUDGET FY 2018	DEPT BUDGET FY 2019	MAYOR BUDGET FY 2019	CITY COUNCIL BUDGET FY 2019	FY18 Adj vs. FY19 Budget Inc/Decr Amount Percentage	
RECREATION								
Administration & Support	463,320	516,443	516,443	505,128	508,750	508,750	(7,693)	-1.49%
Golf Course	473,682	529,784	609,429	539,932	541,502	541,502	(67,927)	-11.15%
Witch House	161,549	198,531	198,531	210,494	211,667	211,667	13,136	6.62%
Pioneer Village	16,701	17,900	17,900	18,600	18,600	18,600	700	
Winter Island	197,353	229,666	229,666	242,855	244,002	244,002	14,336	6.24%
HISTORICAL COMMISSION								
Historic Preservation	9,416	10,286	10,286	29,945	30,333	30,333	20,047	194.90%
TOTAL CULTURAL & RECREATIONAL	2,553,369	2,827,690	2,907,335	2,914,114	2,893,638	2,893,638	(13,697)	-0.47%
DEBT SERVICE:								
Long Term Debt	5,373,467	5,914,783	5,914,783	6,915,488	6,871,087	6,871,087	956,304	16.17%
Short Term Debt	695,659	692,410	692,410	856,699	856,699	856,699	164,289	23.73%
TOTAL DEBT SERVICE	6,069,126	6,607,193	6,607,193	7,772,187	7,727,786	7,727,786	1,120,593	16.96%
ASSESSMENTS:								
Essex NS Agricutlural & Vocational School	2,266,130	2,414,672	2,414,672	2,349,107	2,349,107	2,349,107	(65,565)	-2.72%
State Assessments (Budgeted from RECAP)	7,946,729	8,946,786	8,947,490	8,979,406	8,993,331	8,993,331	45,841	0.51%
TOTAL ASSESSMENTS	10,212,859	11,361,458	11,362,162	11,328,513	11,342,438	11,342,438	(19,724)	-0.17%
EMPLOYEE BENEFITS:								
Contributory Retirement	10,344,806	10,933,812	10,933,812	11,657,254	11,490,119	11,490,119	556,307	5.09%
Non-contributory Pensions	20,288	19,935	19,935	12,125	12,125	12,125	(7,810)	-39.18%
Workmen's Compensation	404,569	448,832	448,832	489,300	412,444	412,444	(36,388)	-8.11%
Unemployment Compensation	331,820	400,000	400,000	350,000	350,000	350,000	(50,000)	-12.50%
Group Insurance	11,988,027	12,868,727	12,868,727	13,818,658	13,168,268	13,168,268	299,541	2.33%
Medicare	1,115,278	1,080,484	1,080,484	1,114,215	1,114,215	1,114,215	33,731	3.12%
TOTAL EMPLOYEE BENEFITS	24,204,788	25,751,790	25,751,790	27,441,552	26,547,171	26,547,171	795,381	3.09%
MUNICIPAL INSURANCE :								
Municipal Insurance	330,724	317,907	317,907	348,552	338,556	338,556	20,649	6.50%
TOTAL Municipal Insurance	330,724	317,907	317,907	348,552	338,556	338,556	20,649	6.50%
BUDGET TRANSFERS OUT OF GF								
Retirement Stabilization & CIP Transfer	2,754,416	3,028,434	2,759,097	3,848,570	3,848,570	3,848,570	1,089,473	39.49%
TOTAL Budget Transfers Out of GF	2,754,416	3,028,434	2,759,097	3,848,570	3,848,570	3,848,570	1,089,473	
GENERAL FUND TOTAL	133,986,032	139,775,428	140,537,002	147,143,807	145,325,803	145,325,803	4,788,801	3.41%

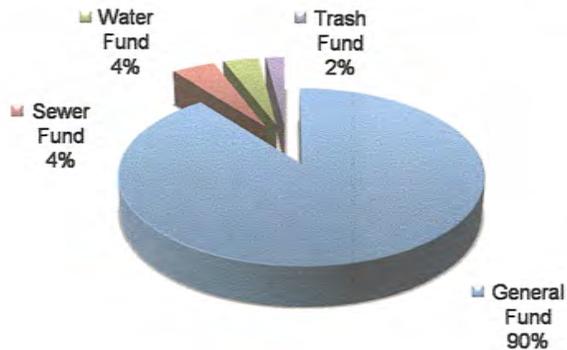
**CITY OF SALEM, MASSACHUSETTS
FY 2019 OPERATING BUDGET**

	ACTUAL EXPENDED FY 2017	ADOPTED BUDGET FY 2018	ADJUSTED BUDGET FY 2018	DEPT BUDGET FY 2019	MAYOR BUDGET FY 2019	CITY COUNCIL BUDGET FY 2019	FY18 Adj vs. FY19 Budget Inc/Decr Amount Percentage	
ENTERPRISE FUNDS								
SEWER :								
Sewer - Public Services	470,889	565,133	633,633	667,987	635,239	635,239	1,606	0.25%
Sewer - Engineering	330,556	384,348	384,348	589,492	589,275	589,275	204,927	53.32%
Long Term Debt	965,526	1,094,845	1,094,845	1,505,876	1,439,795	1,439,795	344,950	
Short Term Debt	500	13,000	13,000	13,000	13,000	13,000	-	
SESD Assessment	4,462,613	4,613,320	4,613,320	4,774,927	4,774,927	4,774,927	161,607	3.50%
Sewer - Insurance Deduction	0	5,000	5,000	5,000	5,000	5,000	-	0.00%
TOTAL SEWER	6,230,084	6,675,646	6,744,146	7,556,282	7,457,236	7,457,236	713,090	10.57%
WATER :								
Water-Public Services	534,701	605,173	870,173	699,987	701,739	701,739	(168,434)	-19.36%
Water-Engineering	605,353	597,573	597,573	607,717	607,500	607,500	9,927	1.66%
Long Term Debt	1,878,981	2,202,641	2,202,641	2,404,715	2,314,200	2,314,200	111,559	5.06%
Short Term Debt	2,512	33,000	33,000	33,000	33,000	33,000	-	0.00%
SBWS Assessment	2,500,643	2,446,652	2,446,652	2,488,711	2,488,711	2,488,711	42,059	1.72%
Water - Insurance Deduction	0	2,500	2,500	2,500	2,500	2,500	-	
TOTAL WATER	5,522,190	5,887,539	6,152,539	6,236,630	6,147,650	6,147,650	(4,889)	-0.08%
TRASH :								
Trash - Engineering	2,911,897	3,111,366	3,111,366	3,236,193	3,229,608	3,229,608	118,242	3.80%
TOTAL TRASH	2,911,897	3,111,366	3,111,366	3,236,193	3,229,608	3,229,608	118,242	3.80%
ENTERPRISE FUND TOTAL	14,664,170	15,674,551	16,008,051	17,029,105	16,834,494	16,834,494	826,443	5.16%
GRAND TOTAL ALL FUNDS	148,650,202	155,449,979	156,545,053	164,172,912	162,160,297	162,160,297	5,615,244	3.59%

**CITY OF SALEM, MASSACHUSETTS
FY 2019 OPERATING BUDGET**

		ACTUAL EXPENDED FY 2017	ADOPTED BUDGET FY 2018	ADJUSTED BUDGET FY 2018	DEPT BUDGET FY 2019	MAYOR BUDGET FY 2019	CITY COUNCIL BUDGET FY 2019	FY18 Adj vs. FY19 Budget Inc/Decr Amount Percentage	
PERSONNEL & NON-PERSONNEL SUMMARIES									
City	Personnel	51,597,480	54,556,303	54,792,982	58,146,745	56,648,099	56,648,099	1,855,117	3.39%
	Non-Personnel	26,721,671	28,411,294	28,666,852	31,368,173	31,048,815	31,048,815	2,381,963	8.31%
	Total City	78,319,151	82,967,597	83,459,834	89,514,918	87,696,914	87,696,914	4,237,080	5.08%
Schools	Personnel	44,955,441	45,767,563	45,574,231	45,859,624	45,859,624	45,859,624	285,393	0.63%
	Non-Personnel	10,711,440	11,040,268	11,502,937	11,769,265	11,769,265	11,769,265	266,328	2.32%
	Total School	55,666,881	56,807,831	57,077,168	57,628,889	57,628,889	57,628,889	551,721	0.97%
TOTAL General Fund		133,986,032	139,775,428	140,537,002	147,143,807	145,325,803	145,325,803	4,788,801	3.41%
Sewer	Personnel	430,263	533,709	533,709	604,107	592,642	592,642	58,933	11.04%
	Non-Personnel	5,799,821	6,141,937	6,210,437	6,952,175	6,864,594	6,864,594	654,157	10.53%
		6,230,084	6,675,646	6,744,146	7,556,282	7,457,236	7,457,236	713,090	10.57%
Water	Personnel	474,651	550,149	550,149	644,107	647,642	647,642	97,493	17.72%
	Non-Personnel	5,047,539	5,337,390	5,602,390	5,592,523	5,500,008	5,500,008	(102,382)	-1.83%
		5,522,190	5,887,539	6,152,539	6,236,630	6,147,650	6,147,650	-4,889	-0.08%
Trash	Personnel	73,253	95,922	95,922	94,598	96,013	96,013	91	0.09%
	Non-Personnel	2,838,644	3,015,444	3,015,444	3,141,595	3,133,595	3,133,595	118,151	3.92%
		2,911,897	3,111,366	3,111,366	3,236,193	3,229,608	3,229,608	118,242	3.80%
TOTAL Enterprise Fund		14,664,170	15,674,551	16,008,051	17,029,105	16,834,494	16,834,494	826,443	5.16%
GRAND TOTAL All Funds		148,650,202	155,449,979	156,545,053	164,172,912	162,160,297	162,160,297	5,615,244	3.59%

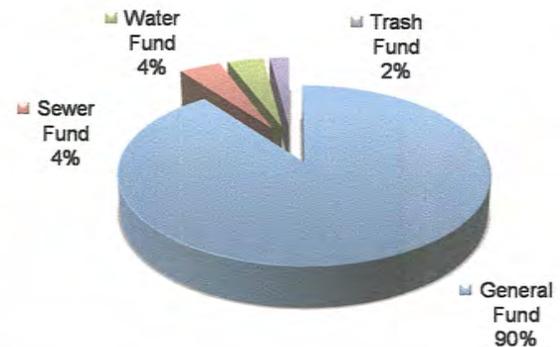
**ADOPTED OPERATING BUDGET
ALL FUNDS**



FY 2019

TOTAL \$ 162,160,297

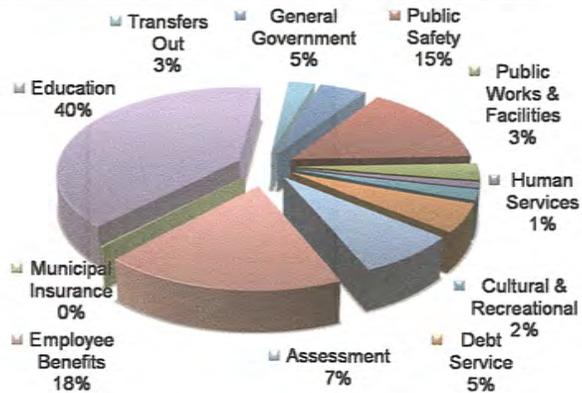
**ADOPTED OPERATING BUDGET
ALL FUNDS**



FY 2018

TOTAL \$ 155,449,979

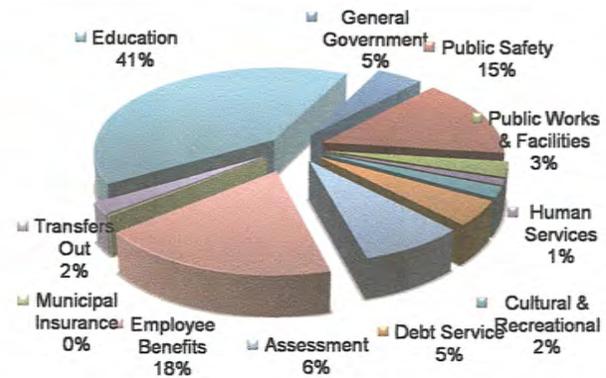
**ADOPTED OPERATING BUDGET
GENERAL FUND**



FY 2019

TOTAL \$ 145,325,803

**ADOPTED OPERATING BUDGET
GENERAL FUND**



FY 2018

TOTAL \$ 139,775,428

**ADOPTED OPERATING BUDGET
GENERAL FUND**

FY 2019

City

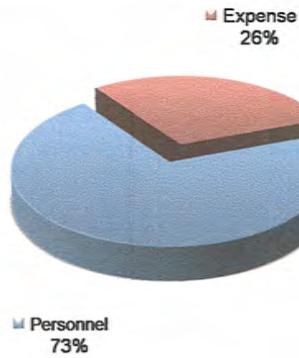
Personnel	56,648,099
Expenses	31,048,815
TOTAL	87,696,914

School

Personnel	45,859,624
Expenses	11,769,265
TOTAL	57,628,889

City & School

Personnel	102,507,723
Expenses	42,818,080
TOTAL	145,325,803



**ADOPTED OPERATING BUDGET
GENERAL FUND**

FY 2018

City

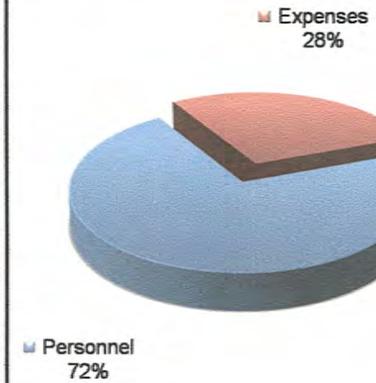
Personnel	54,556,303
Expenses	28,411,294
TOTAL	82,967,597

School

Personnel	45,767,563
Expenses	11,040,268
TOTAL	56,807,831

City & School

Personnel	100,323,866
Expenses	39,451,562
TOTAL	139,775,428



Massachusetts School Building Authority (MSBA)

City of Salem REIMBURSEMENTS BY FISCAL YEAR

MSBA ID	School Name	Pay Qtr	2012	2013	2014	2015	2016	2017	2018	2019	2020
C20003730	BATES ELEMENTARY	Q1	850,966	850,966	732,824	732,824	732,824	732,824	732,824	732,824	732,824
C20033838	CARLTON	Q3	578,710	578,710							
C20033839	BOWDITCH ELEMENTARY	Q3	1,104,663	1,104,663							
Total			2,534,339	2,534,339	732,824						

Other Budgeted Items Voted By Council

Retirement Stabilization Trust Fund – Included in General Fund Budget

This trust fund was established in FY 2009 in accordance with Massachusetts General Law – Chapter 46 sections 14 and 50 and Chapter 140 sections 19 and 137 of the Acts of 2003. The purpose of this trust fund is to fund retiring employees' accrued sick and vacation buybacks as established by City Policy and contractual agreements.

In FY 2019 the budget in the general fund to be transferred to the Retirement Stabilization Trust Fund is \$600,000. We may also transfer the balance of free cash at the end of FY 2018 into this fund to cover retirements.

Bentley Charter School — Included in General Fund Budget

In FY 2016 the Bentley School became a Horace Mann Charter School. The money originally budgeted in the School Department Budget is now transferred out to a Special Revenue Fund. The school is being run by the Blueprint School Network and they will be given a per pupil dollar amount totaling 3,238,570 in FY 2019.

Salem 2026 – 400 Anniversary Fund– Included in General Fund Budget

In FY 2014 the Mayor established a special revenue fund to help fund the City's 400th anniversary celebration. We currently budget \$10,000.00 per year to help pay for events in 2026.

Revolving Funds – Separate Vote - Not in Budget

The Revolving Funds are submitted to the City Council as a separate order as a supplemental part of the annual budget process. Revolving funds are voted pursuant to the provisions of Massachusetts General Law Chapter 44, Section 53E ½. Expenditures from these funds shall not exceed the amount of the funds received in the respective funds or the budget amount voted by council. A complete explanation of revolving funds can be found at <http://www.mass.gov/legis/laws/mgl/44-53e.5.htm>. A complete listing of all revolving accounts voted by council can be found in the following pages.

REVOLVING FUNDS

A departmental revolving fund is a place to set aside revenue received, through fees and charges, for providing a specific service or program. The revenue pool is, in turn, a source of funds available to use by a department without further appropriation to support the particular service or program.

Most frequently, cities and towns create general departmental revolving funds under M.G.L. Ch. 44 Sec. 53E½ (see below). The fund is created with an initial city council or town meeting authorization that identifies which department's receipts are to be credited to the revolving fund and specifies the program or purposes for which money may be spent. It designates the department, board or official with authority to expend the funds and places a limit on the total amount of the annual expenditure. To continue the revolving fund in subsequent years, annual approval of a similar article is necessary. Managers are also required, each year, to report on the fund and program activities.

MGL - Section 53 E ½

Notwithstanding the provisions of section fifty-three, a city or town may annually authorize the use of one or more revolving funds by one or more municipal agency, board, department or office which shall be accounted for separately from all other monies in such city or town and to which shall be credited only the departmental receipts received in connection with the programs supported by such revolving fund. Expenditures may be made from such revolving fund without further appropriation, subject to the provisions of this section; provided, however, that expenditures shall not be made or liabilities incurred from any such revolving fund in excess of the balance of the fund nor in excess of the total authorized expenditures from such fund, nor shall any expenditures be made unless approved in accordance with sections forty-one, forty-two, fifty-two and fifty-six of chapter forty-one.

Interest earned on any revolving fund balance shall be treated as general fund revenue of the city or town. No revolving fund may be established pursuant to this section for receipts of a municipal water or sewer department or of a municipal hospital. No such revolving fund may be established if the aggregate limit of all revolving funds authorized under this section exceeds ten percent of the amount raised by taxation by the city or town in the most recent fiscal year for which a tax rate has been certified under section twenty-three of chapter fifty-nine. No revolving fund expenditures shall be made for the purpose of paying any wages or salaries for full time employees unless such revolving fund is also charged for the costs of fringe benefits associated with the wages or salaries so paid; provided, however, that such prohibition shall not apply to wages or salaries paid to full or part-time employees who are employed as drivers providing transportation for public school students; provided further, that only that portion of a revolving fund which is attributable to transportation fees may be used to pay such wages or salaries and provided, further, that any such wages or salaries so paid shall be reported in the budget submitted for the next fiscal year.

A revolving fund established under the provisions of this section shall be by vote of the annual town meeting in a town, upon recommendation of the board of selectmen, and by vote of the city council in a city, upon recommendation of the mayor or city manager, in Plan E cities, and in any other city or town by vote of the legislative body upon the recommendation of the chief administrative or executive officer. Such authorization shall be made annually prior to each respective fiscal year; provided, however, that each authorization for a revolving fund shall specify: (1) the programs and purposes for which the revolving fund may be expended; (2) the departmental receipts which shall be credited to the revolving fund; (3) the board, department or officer authorized to expend from such fund; (4) a limit on the total amount which may be expended from such fund in the ensuing fiscal year; and, provided, further, that no board, department or officer shall be authorized to expend in any one fiscal year from all revolving funds under its direct control more than one percent of the amount raised by taxation by the city or town in the most recent fiscal year for which a tax rate has been certified under section twenty-three of chapter fifty-nine. Notwithstanding the provisions of this section, whenever, during the course of any fiscal year, any new revenue source becomes available for the establishment of a revolving fund under this section, such a fund may be established in accordance with this section upon certification by the city auditor, town accountant, or other officer having similar duties, that the revenue source was not used in computing the most recent tax levy.

In any fiscal year the limit on the amount that may be spent from a revolving fund may be increased with the approval of the city council and mayor in a city, or with the approval of the selectmen and finance committee, if any, in a town; provided, however, that the one percent limit established by clause (4) of the third paragraph is not exceeded.

The board, department or officer having charge of such revolving fund shall report to the annual town meeting or to the city council and the board of selectmen, the mayor of a city or city manager in a Plan E city or in any other city or town to the legislative body and the chief administrative or executive officer, the total amount of receipts and expenditures for each revolving fund under its control for the prior fiscal year and for the current fiscal year through December thirty-first, or such later date as the town meeting or city council may, by vote determine, and the amount of any increases in spending authority granted during the prior and current fiscal years, together with such other information as the town meeting or city council may by vote require.

At the close of a fiscal year in which a revolving fund is not reauthorized for the following year, or in which a city or town changes the purposes for which money in a revolving fund may be spent in the following year, the balance in the fund at the end of the fiscal year shall revert to surplus revenue unless the annual town meeting or the city council and mayor or city manager in a Plan E city and in any other city or town the legislative body vote to transfer such balance to another revolving fund established under this section.

The director of accounts may issue guidelines further regulating revolving funds established under this section.

**FY 2019
Revolving Funds**

Department	Fund Name	Fund #	Programs & Purposes	Type of Receipts Credited	Authorization for Spending	FY 2019 Budget Request Maximum Annual Expenditures
COA	COA Programs	2374	To defray program costs including instructors, presenters, entertainment, decorations, food, etc.	Revenues and fees charged for programs	COA Director and Mayor	\$ 80,000.00
Electrical	R/A Telecom	2376	To fund public information technology, telecommunication and electrical initiatives and projects	Application fees and rental revenue from telecommunications attachments pursuant to sections 12-125 and 12-170 of the City Ordinances	City Electrician and Mayor	\$ 50,000.00
Fire	R/A Local Emergency Planning Comm	2433	Training and special equipment needed to respond to hazardous materials incidents per CH 21E	Fees charged to persons spilling or releasing hazardous materials	Fire Chief and Mayor	\$ 5,000.00
Fire	R/A Confined Space Drills	2449	Confined space training for Firefighters.	Fee charged to Dominion Power Plant to cover OT costs for Firefighter Confined Space Drill training.	Fire Chief and Mayor	\$ 10,000.00
Harbormaster	Boat/Float Storage	2368	To fund Capital items for Harbormaster and to fund maintenance costs of equipment.	Fees charged for boat and float storage at Winter Island and Kernwood Marina	Harbormaster and Mayor	\$ 35,000.00
Health	Health Clinics	2364	To support vaccination program and other health promotion activities of the Health Department	Reimbursements from vaccination programs	Health Agent and Mayor	\$ 20,000.00
Mayor	Special Events	2361	To cover expenses for July 4th and Haunted Happenings events.	Funding from RFP's for services, vendors and miscellaneous sponsorships.	Mayor	\$ 125,000.00
Recreation	Winter Island	2362	To increase and replenish store inventory as needed and to enhance and maintain WI store.	Revenue from sale of inventory at the Winter Island Store	Recreation Director and Mayor	\$ 40,000.00
Recreation	Proctor's Ledge	2384	For Maintenance of Proctor's Ledge site	Revenue of 25 cents from the sale of each ticket at the Witch House.	Recreation Director and Mayor	\$ 12,000.00
Recreation	Road Race Fees	2385	For Park Maintenance	Five percent of race and event registration fees.	Recreation Director and Mayor	\$ 6,000.00
Recreation	Dog Park	2435	Renovations and Maintenance of Dog Park at Leslie's Retreat Park.	Fee charged for pass to use dog park (pooch pass). Twenty-Five dollars annually for pass.	Recreation Director and Mayor	\$ 5,000.00
Recreation	Park & Rec Public Access	2452	To be used for the operation and maintenance of Winter Island and McCabe Marina	Parking and launch fees charged at McCabe Marina & Winter Island	Recreation Director and Mayor	\$ 50,000.00
Recreation	Salem Willows Meters	2459	Renovations and Maintenance of Willows Park.	Money generated from Willows Meters	Recreation Director and Mayor	\$ 30,000.00
Recreation	Witch House	2499	To support Salem Award committee and the Salem Witch Trial Memorial	Twenty-Five cent surcharge to tickets beginning in May 2009	Recreation Director and Mayor	\$ 10,000.00
Planning & Community Development	Old Town Hall	2373	Maintenance costs of old town hall	Rental revenue of old town hall	Director of Planning and Mayor	\$ 40,000.00
Planning & Community Development	Derby Sq/Artists Row	2375	Improvements for Derby Square and Artists' Row including outdoor furniture, signage, lighting, public art, marketing and stipends for performers	Vendor fees from Derby Square Flea/Salvage Art Market, Rent and Vendor Fees at Artists Row	Director of Planning and Mayor	\$ 20,000.00
Planning & Community Development	Solar Renewable Energy Cert	2377	To offset Electrical Costs	Solar renewable energy credits received for rooftop solar photovoltaic systems on City and School Buildings	Director of Planning and Mayor	\$ 250,000.00

**FY 2019
Revolving Funds**

Department	Fund Name	Fund #	Programs & Purposes	Type of Receipts Credited	Authorization for Spending	FY 2019 Budget Request Maximum Annual Expenditures
Planning & Community Development	Bike Sharing	2383	To receive and expend revenue from bike share program for system operation and promotion	Revenue from rentals and annual memberships	Director of Planning and Mayor	\$ 50,000.00
Planning & Community Development	Salem Ferry Operational	2453	Fund operational costs of the Salem Ferry and Blaney Street Dock	Fees received during the off season for use/rent of ferry	Director of Planning and Mayor	\$ 500,000.00
Insp Services	Abandoned Prop Maint	2371	To maintain abandoned and foreclosed residential and commercial properties	Registration fees (\$300.00) for vacant and/or foreclosed residential properties	Public Service Director and Mayor	\$ 30,000.00
Engineering	Traffic Island	2439	Projects related to City beautification events including Traffic Island, Beautification, and special events such as Tremendous	Primarily from: Traffic Island Sponsorships, Special Events Revenues, Event and Beautification effort sponsors	City Engineer and Mayor	\$ 20,000.00
School	Building Rental	2601	Building Rental	Payments for rental of building by outside groups	School Committee and Mayor	\$ 225,000.00
School	Early Childhood	2608	Pre-School Tuition	Tuition payments for students attending the pre-school program at the Early Childhood Center	School Committee and Mayor	\$ 100,000.00
School	School Busing	2614	School Bus pass	Purchases of school bus passes	School Committee and Mayor	\$ 160,000.00
School	Night School	2620	Night School Tuition	Tuition payments for students attending the night school program	School Committee and Mayor	\$ 50,000.00
School	Special Ed Tuition	2627	Special Ed Tuition	Tuition payments for students from other districts attending Special Ed programs in Salem	School Committee and Mayor	\$ 250,000.00
School	SHS Automotive	2645	To pay for parts and materials for automotive repairs to vehicles brought in to the HS Automotive Vocational School by citizens	Fees charged for parts and materials for automotive repairs to vehicles brought in by citizens	School Committee and Mayor	\$ 50,000.00

Total All Revolving Funds \$ 2,223,000.00

Revolving funds are special revenue funds established by the Commonwealth of Massachusetts under Massachusetts General Law (MGL) chapter 44, Section 53E 1/2. The expenditures in the revolving funds must be voted annually in accordance to the MGL. Further information on Revolving Funds can be found at <http://www.mass.gov/legis/laws/mgl/44-53e.5.htm>.



Salem Public Schools Mission Statement and Core Principles

Vision

All students will be locally engaged, globally connected and fully prepared to thrive in a diverse and changing world.

Mission

We are a diverse and welcoming community that promotes the academic, social, emotional and physical development of each student through the equitable delivery of challenging, relevant, and joyful learning experiences.

We empower all students to chart a personalized path to success that includes a commitment to the common good.

Core Values

HIGH STANDARDS OF EXCELLENCE FOR ALL

We aspire to and expect the highest standards of excellence. This begins at the district level and extends to the school, classroom and each individual. There is simply no replacement for a job well done, whether it's creating an academically enriching curriculum, mastering a new skill, developing new knowledge, or attending to our physical plant and administrative operations with care.

GROWTH FOR ALL

In our district, *everyone* has the opportunity to grow and develop new capabilities. It is our job as an organization to create the conditions for human flourishing at all levels. In other words, with high expectations come high supports.

CULTURE OF LEARNING AND INNOVATION

We live in a world that is changing at a rapid pace, which requires that all of us take responsibility to be continuous learners. We closely follow emerging trends, identify and share promising practices, seek outside expertise when necessary, and embrace new approaches that will benefit our children. We are also nimble enough to adapt quickly to changing conditions.

EQUITY & ACCESS

SPS is committed to identifying and eliminating any and all barriers to educational achievement. To this end, we promote policies and practices that are fair and just, and make learning opportunities—in and out of school—fully accessible to all. We commit to ensure every student, regardless of economic status, race, gender, ethnicity, religion, disability, sexual orientation, and family background meets our high standards for achievement, participation, and growth.

COLLABORATION

Through collaboration we find new sources of energy and strength. SPS encourages and supports collaboration and exchange within our schools and across the district. When children see adults working well together, they learn to work well together—a skill that will benefit them in years to come in any endeavor. Moreover, SPS actively seeks out partnerships with the rich array of organizations that are the hallmark of our community. Everyone wins when the city becomes an extension of our schools and classrooms.

CELEBRATION OF DIFFERENCE

We celebrate the magnificent diversity of our community and recognize it as one of our greatest sources of strength. As we prepare our children for a diverse world, we must model the value that comes from different cultures, perspectives and experiences. When we recognize and welcome our differences, we discover our common humanity.

Superintendent's Executive Summary Fiscal Year 2019

I am pleased to present the Salem Public Schools' FY19 budget. Our budget is designed to continue to move the district's strategic plan forward. Using our limited resources, we are investing in the people, programs and initiatives that will positively benefit all students.

We looked closely at how we can continue to sustain the district's positive trajectory and identified opportunities to innovate and enhance teaching and learning for all students within our budget allocation.

Working with school principals, the district has developed a balanced budget that focuses on two priorities:

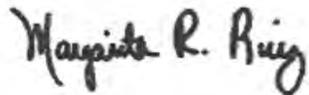
1. Provide resources and supports to receiving schools to ensure a smooth transition for the students and families of the former Nathaniel Bowditch School (Pillar 1); and,
2. Continue the forward momentum of reimagining the high school experience, Pillar 2 in our strategic plan.

Principals had an active role in determining resource allocation within their schools. The district and school leaders worked collaboratively to enable schools to reallocate existing resources including staffing, stipends, support structures and administration to help further strengthen their school's programming and resources.

This coming year, the district will continue leverage its partnership with Salem State University and welcome six SSU teaching fellows to support HMLS classroom teachers. We are excited by the many possibilities to expand and strengthen our partnership with Salem State by relocating the Horace Mann Laboratory School to the building at 79 Willson Street.

The people - teachers, paraprofessionals and specialists who work directly with students and families to support each child's educational, social and emotional well-being - are our largest financial investment. Seventy percent (70%) of the district's budget is dedicated to salaries for teachers and paraprofessionals. Our investment in educators and staff will pay dividends in the future for our children.

On behalf of the district and the nearly 4,000 children and families that we serve every school day, thank you for your support and commitment to the children of Salem.



Margarita Ruiz
Superintendent of Schools



Salem Public Schools

FISCAL YEAR 2019 BUDGET – APPROVED 5/7/18

MARGARITA RUIZ, SUPERINTENDENT OF SCHOOLS

SCHOOL COMMITTEE MEMBERS:

MAYOR KIMBERLEY DRISCOLL, CHAIRPERSON

MARY MANNING, VICE CHAIRPERSON

AMANDA CAMPBELL

MANNY CRUZ

JAMES M. FLEMING

ANA NUNCIO

KRISTINE WILSON

Salem Public Schools
29 Highland Avenue
Salem, Massachusetts
www.salemk12.org

District Administrators

M. Kate Carbone, Assistant Superintendent
Margaret Marotta, Assistant Superintendent
Kristin Shaver, Business Manager
Dr. Jill Conrad, Chief of Systems Strategy
Kelley Rice, Chief of Communications
Liza Bento, Director of Human Capital
Emily Ullman, Director of Expanded Learning Programs
Rebecca Westlake, Director of English Language Learning
Matt Killen, Chief Information Officer

School Administrators

Nancy Charest, Early Childhood Center
Thomas Milaschewski, Bates Elementary School
Bethann Jellison, Carlton Innovation School
Dr. Chad Leith, Horace Mann Laboratory School
Leanne Smith, Witchcraft Heights Elementary School
Jose Munoz, Nathaniel Bowditch Elementary School
Michael Lister, Interim Principal, Saltonstall Elementary School
Glenn Burns, Collins Middle School
David Angeramo, Salem High School
Scott Gray, Salem Prep High School
Jennifer Winsor, New Liberty Innovation School

Executive Summary

Dear School Committee members:

I am pleased to present the Salem Public Schools' FY19 budget. Our budget is designed to continue to move the district's strategic plan forward. Using our limited resources, we are investing in the people, programs and initiatives that will positively benefit all students.

We looked closely at how we can continue to sustain the district's positive trajectory and identified opportunities to innovate and enhance teaching and learning for all students within our budget allocation.

Working with school principals, the district has developed a balanced budget that focuses on two priorities:

1. Provide resources and supports to receiving schools to ensure a smooth transition for the students and families of the former Nathaniel Bowditch School (Pillar 1); and,
2. Continue the forward momentum of reimagining the high school experience, Pillar 2 in our strategic plan.

Principals had an active role in determining resource allocation within their schools. The district and school leaders worked collaboratively to enable schools to reallocate existing resources including staffing, stipends, support structures and administration to help further strengthen their school's programming and resources.

This coming year, the district will continue to leverage its partnership with Salem State University and welcome six SSU teaching fellows to support HMLS classroom teachers. We are excited by the many possibilities to expand and strengthen our partnership with Salem State by relocating the Horace Mann Laboratory School to the building at 79 Willson Street.

The people - teachers, paraprofessionals and specialists who work directly with students and families to support each child's educational, social and emotional well-being - are our largest financial investment. Sixty percent (60%) of the district's budget is dedicated to salaries for teachers and paraprofessionals. Our investment in educators and staff will pay dividends in the future for our children.

On behalf of the district and the nearly 4,000 children and families that we serve every school day, thank you for your support and commitment to the children of Salem.

Sincerely,



Margarita Ruiz
Superintendent of Schools

Budget Guidelines:

Focus on the needs of all students and keep students' needs at the center of all decision making in our budget process.

Prioritize the support of students with the highest need in the district.

High Need Students- "High needs" is defined by DESE as all students belonging to any of the following student subgroups: economically disadvantaged, students with disabilities, English language learner/former English language learner.

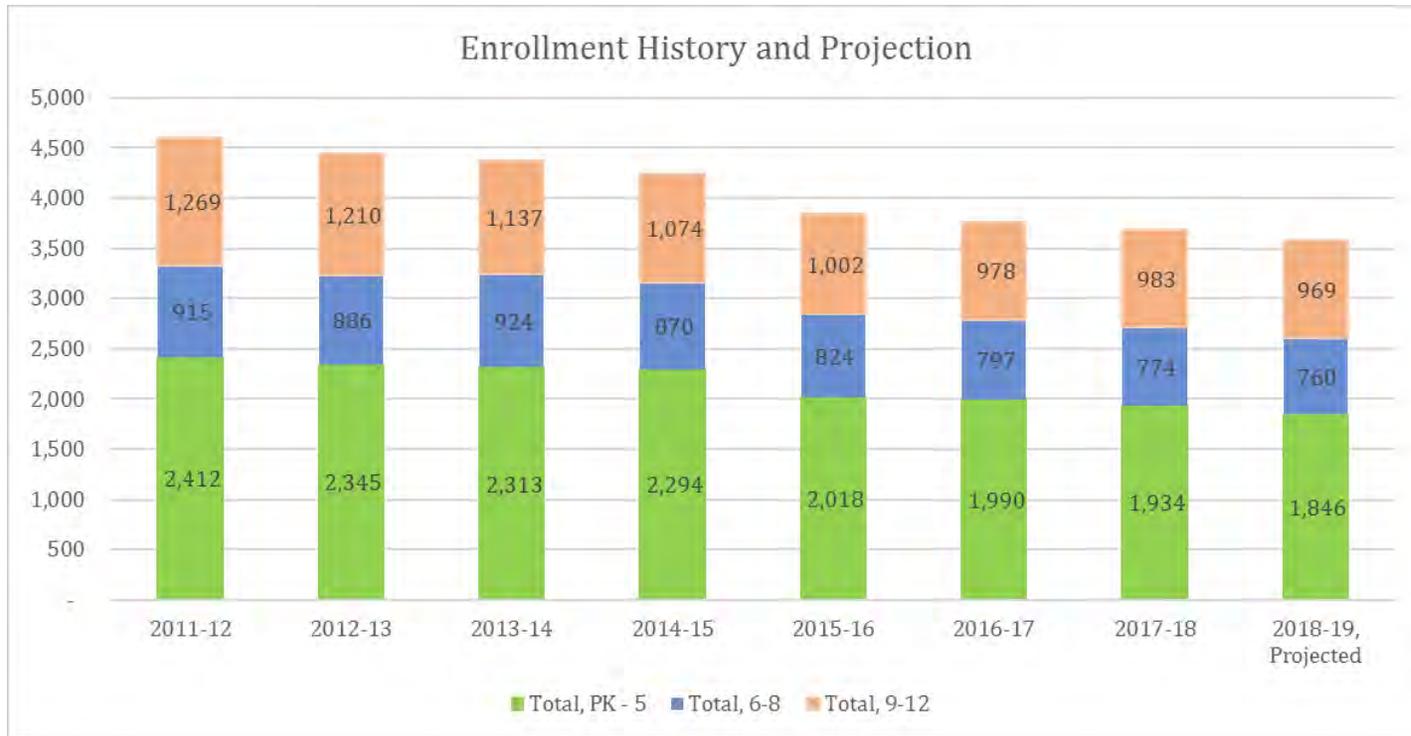
FY19 BUDGET GUIDELINES AND PRIORITIES	<i>Invest in initiatives that are proven to be effective in raising student achievement</i>	<i>Prioritize support of students with the highest need in the district</i>	<i>Increase the alignment between allocation of resources to enrollment trends and school goals</i>	<i>Invest in infrastructure functions that will support and enhance academic work done in our schools</i>
	<ul style="list-style-type: none"> • Maintain structures and programs that are working • Investment in school and district initiatives • Modify positions to align to goals and priorities • Share roles and resources across schools and departments where possible 	<ul style="list-style-type: none"> • Shift staff and resources to better serve highest need students within and across the district • Modify positions to better serve highest need students • Share roles and resources across schools and departments where possible 	<ul style="list-style-type: none"> • Reduce staff to align with shifts in enrollment as well as student need • Shift non-personnel spending to support school-specific priorities 	<ul style="list-style-type: none"> • Invest in school-specific initiatives and/or new staff • Commit to enhancing family engagement and communication • Enhance district's ability to leverage technology

District Enrollment

Since 2012, overall enrollment in the Salem Public Schools has declined nearly 22%, with the largest decline at Salem High School where student population has declined by 24%.

The enrollment projections for 2018-19 show slightly declining enrollment in all grades.

The district is continuing to align resources with enrollment and invest in strategies and programs that support and accelerate academic achievement for all students.

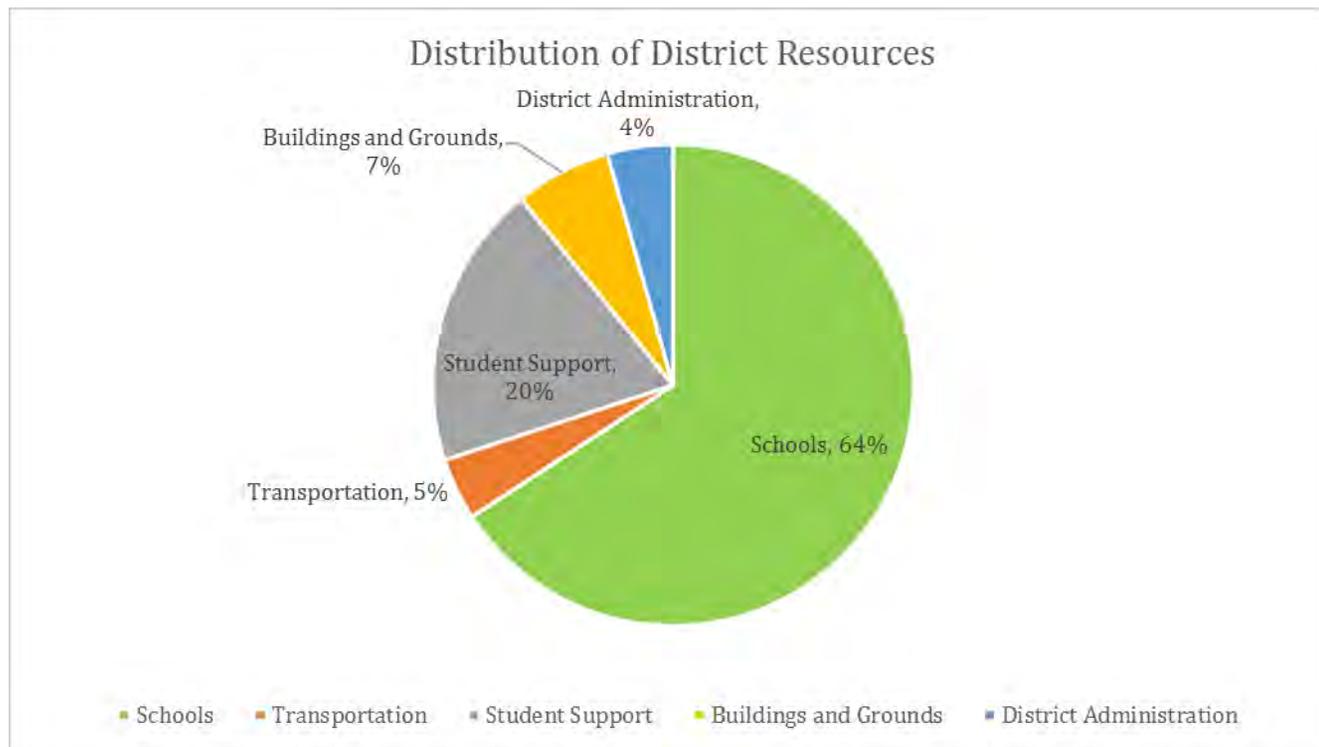


Note: In FY16, the Bentley Academy Charter School began operation as a charter school. Therefore, the enrollment at that elementary school is not included in 2016-17, 2017-18 or 2018-19. In addition, approximately forty students from New Liberty Innovation School are added to the high school enrollment starting in FY17.

Budget Overview

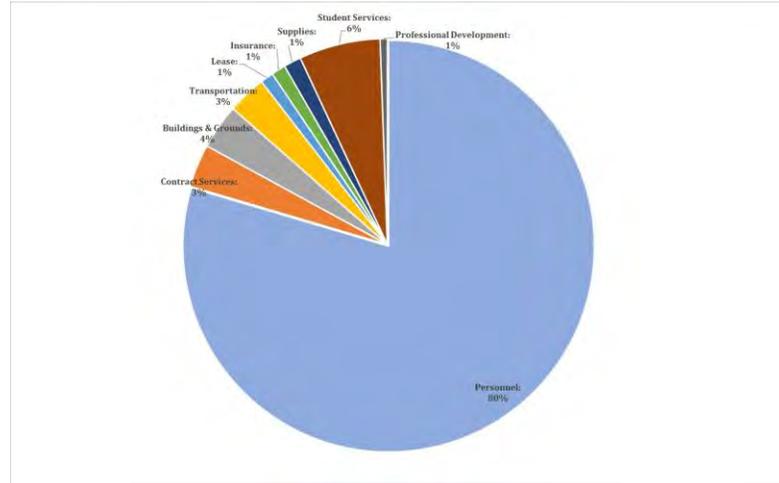
School budgets represent 64% of the district's overall spending. Additional expenses include:

- Student Support: These services include Parent Information Center (PIC), Out of School Time supports, and other teachers, faculty and expenses not assigned to only one school. This represents 20% of the district's budget.
- Transportation represents 5% of the district's budget.
- Buildings & Grounds represents 7% of the district's budget.
- District Administration: This includes the Superintendent's, Business and Human Capital offices, and represents 4% of the district's budget.

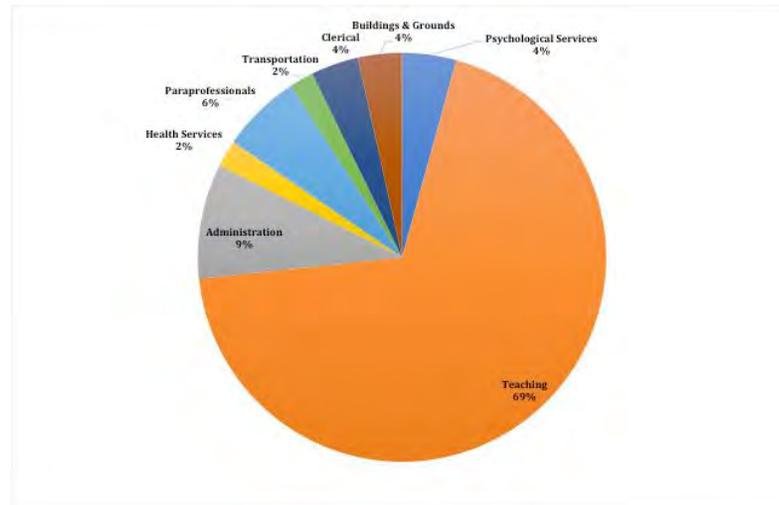


Expense Distribution:

The Salem Public Schools' budget consists of 80% personnel costs. The next largest portion of the budget (6%) is for Student Services, made up of primarily out of district tuition. The remaining 14% is made up of: buildings and grounds costs such as utilities and supplies; transportation expenses (primarily contracted transportation and repair), etc.

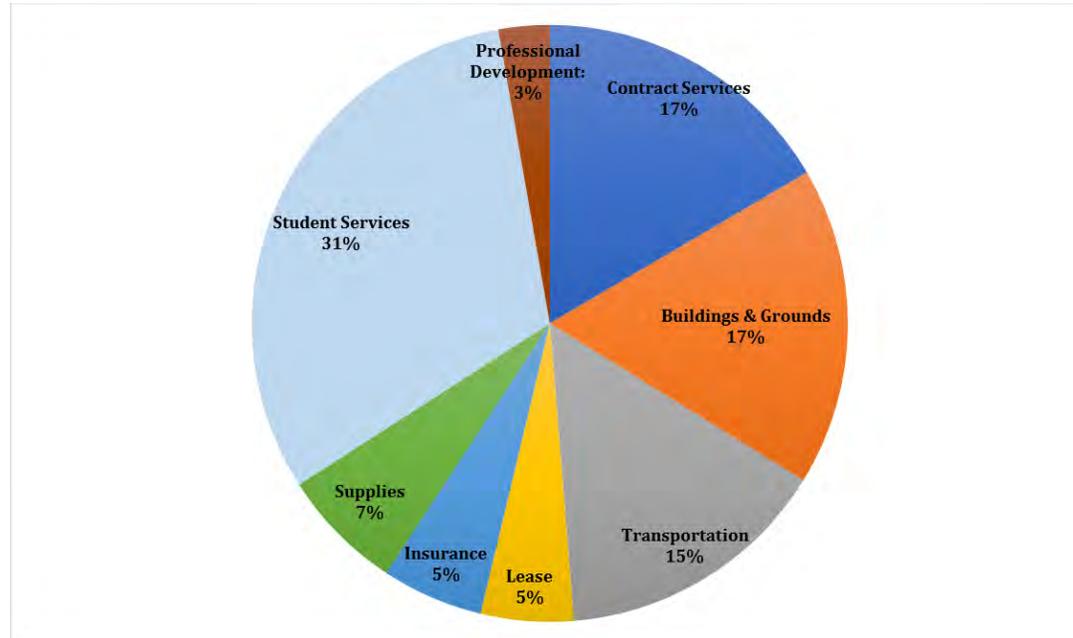


Within the 80% of the district's budget that represents personnel costs, 69%, or over \$30 million goes directly to teaching salaries.



Non-Personnel Expenses:

The 20% of the district's budget that represents non-personnel costs is outlined below.



Budget Overview, Fiscal Year 2019

FY18 Appropriation

SPS Appropriation	56,807,831
Bentley Academy Charter School	3,018,434
Total SPS, FY18	59,826,265

FY19 Contractual Obligations

<i>FY19 Personnel Contractual Increases</i>	
Teachers - 2.5% Increase	787,804
Teachers - Step Increases	582,796
Other Staff	343,650

FY19 Estimated Expense Increases:

Out of District Tuition Increase	204,555
Homeless Transportation Increase	10,000
Out of District Transportation Increase*	35,000
In District Transportation Increase*	241,253
Increase cost of bus maintenance	15,000
Telephone Increase (elimination of e-rate discount)*	50,000
School Committee Increase*	33,000

Carlton Innovation Plan Increase 88,548

Bentley Academy Charter School Increase 219,845

Budget Changes (proposed changes + salary shifts from FY18 to FY19) (1,570,256)

Total SPS, FY19	60,867,460
SPS Appropriation	57,628,890
BACS Appropriation	3,238,570

*Previous year increases offset by BACS enrollment adjustment, not expected in FY19

Overall District Budget

SUMMARY

Budget Summary:

	FY19 Proposed Total	
Personnel:	FTE	Budget
<i>Subtotal Personnel:</i>	735.15	\$45,859,624
Non-Personnel:		
Contract Services:		\$1,948,899
Buildings & Grounds:		\$2,030,648
Transportation:		\$1,754,133
Lease:		\$590,959
Insurance:		\$649,039
Supplies:		\$784,854
Student Services:		\$3,683,796
Professional Development:		\$326,938
<i>Subtotal Non-Personnel:</i>		\$11,769,266
Total School Budget:		\$57,628,890

PERSONNEL DETAIL

FY19 Personnel Budget Detail

Personnel:	FY19 Proposed Total	
	FTE	Budget
ADMINISTRATIVE	36.60	\$4,021,399
ELEMENTARY TEACHING	157.20	11,179,259
HIGH SCHOOL TEACHING	121.25	8,684,354
MIDDLE SCHOOL TEACHING	67.50	4,600,394
EARLY CHILDHOOD TEACHING	6.50	519,824
HEALTH SERVICES	13.00	929,244
DIST WIDE TEACHING	75.45	5,371,580
PSYCHOLOGICAL SERVICES	26.00	1,902,133
PARAPROFESSIONALS	116.55	2,785,141
SUPERVISOR	2.00	107,753
TRANSPORTATION	31.00	624,047
CROSSING GUARDS	9.60	116,778
CLERICAL	33.50	1,667,322
CUSTODIAL	26.50	1,321,591
MAINTENANCE	4.00	214,233
TUTORS	3.50	201,949
FAMILY ENGAGEMENT	5.00	212,010
SUBSTITUTE TEACHERS	-	310,000
LONG-TERM SUBS	-	158,000
SUBSTITUTE NURSING	-	12,000
OVERTIME	-	73,500
STIPENDS	-	639,113
ATHLETICS OFFICIALS/STIPENDS	-	208,000
Subtotal Personnel:	735.15	\$45,859,624

NON-PERSONNEL DETAIL

FY19 Non-Personnel Budget Detail	
Non-Personnel:	
Contract Services:	\$1,948,899
SCHOOL COMM.	51,000
MEDICAL CONTRACTUAL	271,000
LEGAL SERVICES	48,000
ADVERTISING	19,000
CONTRACTED SERVICES	1,559,899
Buildings & Grounds:	\$2,030,648
GROUND MAINTENANCE	71,630
UTILITY SERV REP & MAINT	250,000
BUILDING/EQUIP MAINT	5,000
ELECTRICITY	765,473
NATURAL GAS	449,189
BUILDING MAINTENANCE	200,545
TELEPHONE	115,000
SECURITY	14,500
BLDG REP/MAINT SUPPLIES	56,250
CUSTODIAL SUPPLIES	83,061
GROUNDSKEEPING SUPPLIES	20,000
Transportation:	\$1,754,133
VEHICLE REPAIR & MAINT	75,000
SPECIAL EDUCATION TRANSPORTATION	735,000
PUPIL TRANSPORTATION	734,133
HOMELESS TRANSPORTATION	210,000
Lease:	\$590,959
RENTAL & LEASE	372,358
PHOTOCOPY MACHINE LEASE	218,601
Insurance:	\$649,039
INSURANCE PREMIUMS	638,000
INSURANCE-ATHLETIC	11,039
Supplies:	\$784,854
POSTAGE	30,900
PRINTING & BINDING	13,760
OFFICE SUPPLIES	91,703
IN STATE TRAVEL/MEETINGS	6,540
MED & SURGICAL SUPPLIES	9,000
SUPPLIES	20,000
ATHLETIC EQUIPMENT	78,500
TEXTBOOKS	20,714
BOOKS-LIBRARY	27,881
INSTRUCTIONAL SUPPLIES	305,834
COMPUTER SOFTWARE	5,000
DUES AND SUB	33,832
EQUIPMENT	46,290
OTHER EXPENSES	40,500
MISC SUPPLIES	54,400
Student Services:	\$3,683,796
INSTRUCT/EDUC TEST	40,000
EDUCATION EVALUATION	30,000
OUT OF DISTRICT TUITION	3,613,796
Professional Development:	\$326,938
EDUCATIONAL TRAINING	261,938
TUITION REIMBURSEMENT	65,000
Subtotal Non-Personnel:	\$11,769,266
Total School Budget:	\$57,628,890

District-wide Supports

- **Student Support** includes Teaching & Learning, Pupil Personnel Services, and English Language Learning.
- **Transportation**
- **Buildings & Grounds**
- **Family & Community Engagement and Partnership Support** including the Parent Information Center
- **District Administration** includes the Superintendent's, Business, and Human Capital offices.



District-wide supports provide vital infrastructure and resources to all schools. Through these supports, school leadership is provided with access to professional expertise in the areas of teaching and learning, special education, health and wellness, and English Language Learning (ELL). Operational supports in the form of transportation, facilities & grounds management, human resources, business functions (grants management, budget, payroll, etc.), compliance, and marketing and communications strengthen school success.

Many of the resources associated with Pupil Personnel Services (PPS), Teaching & Learning (T&L) and ELL are tied to student need and shift as students move from school to school. The resources highlighted in this section are those that are provided to the district overall. Individual school budgets reflect the resources of these departments that are allocated specifically based on the students anticipated to be enrolled at the school.

District-wide teaching & Learning (T&L) FY19 Budget Highlights:

Strategic Plan Alignment	Initiative	FTE Change +/-	Resource Change +/-
Pillar 1: Create a Vibrant K-12 Teaching & Learning Ecosystem	Reduce .5 Reading Specialist	-0.5	-\$35,000
	Add three math tutors	1.2	57,000
Conditions for Success	Eliminate personalized learning RFP program		-100,000
Total Operating Budget Impact:		.7	-\$78,000

District-wide Pupil Personnel Services FY19 Budget Highlights:

The Pupil Personnel Services Department (PPS) oversees all special education and student support staff throughout the district. The majority of services support students on Individualized Education Programs (IEPs) and 504 plans. In addition, PPS supports all students through School Adjustment Counselors, Behavior Specialists, Health Services and City Connects Coordinators.

The following changes represent *only the portion of the PPS budget that is not assigned* to a particular school. Services are provided to schools in response to student need.

Strategic Plan Alignment	Initiative	FTE Change +/-	Resource Change +/-
Pillar 1: Create a Vibrant K-12 Teaching & Learning Ecosystem	Pilot new Social Emotional Learning curriculum at an elementary school (RFP)		\$15,000
	Reduce 1 FTE Teacher of the Visually Impaired to .6 FTE	-.4	-28,000
Conditions for Success	Reduce contract services		-35,000
	Add float nurse	1	29,000
Total Operating Budget Impact:		.6	-\$19,000

English Language Learning (ELL) FY19 Budget Highlights:

With over 37 languages spoken among our diverse student population, the English Language Learning (ELL) Department provides English as a Second Language (ESL) instruction in order to ensure that ELL students learn the academic English they need to be successful in school and beyond. ESL teachers also collaborate with classroom teachers so that ELLs at all levels of proficiency have access to challenging grade-level content.

Staff and resources are assigned to schools based on student need.

Strategic Plan Alignment	Initiative	FTE Change +/-	Resource Change +/-
Pillar 1: Create a Vibrant K-12 Teaching & Learning Ecosystem	Transform two ESL positions to: <ul style="list-style-type: none"> • ESL Bilingual K-2 Reading Teacher • ESL Bilingual Middle & High School Math Teacher 	Budget Neutral	
	Total Operating Budget Impact:		No Impact

Family & Community Engagement and Partnership Support FY19 Budget Highlights:

The goal of Family & Community Engagement and Partnership Support is to leverage the community in moving the district toward becoming a more a welcoming, inclusive environment for families and shifting the mindset and pedagogy toward cultural proficiency and social justice. This is done through initiatives such as By All Means, out of school time programming, expanded learning time programs and through various partnerships and grant funded projects.

To align district resources with the goals outlined in the strategic plan, this year there will be greater cohesion between the work of the Family Engagement Facilitators and the Parent Information Center that will result in improved customer service and supports for district families.

The Parent Information Center (PIC) manages all enrollment and registration for the district. The PIC will continue to focus on improving systems and processes and ensuring responsiveness and outreach to families.

Strategic Plan Alignment	Initiative	FTE Change +/-	Resource Change +/-
Pillar 4: Strengthen Family & Community Engagement	Increase .5 Parent Information Center support position to Full Time, Bilingual Outreach (offset by reduction in Human Capital)	.5	\$25,000
	Design and print school choice guide in English and Spanish		5,000
	Reduced cost for AmeriCorps fellows		-15,000
Total Operating Budget Impact:		.5	\$15,000

District Administration FY19 Budget Highlights:

District Administration includes the Superintendent’s, Business, and the Human Capital offices. In Fiscal Year 2019, these departments will continue to work to improve the critical infrastructure that supports schools in the district. Budget highlights represent the district’s focus on recruiting high quality, diverse staff through marketing and recruitment materials and initiatives.

Strategic Plan Alignment	Initiative	FTE Change +/-	Resource Change +/-
Pillar 4: Strengthen Family & Community Engagement	Website continuation (ongoing costs are carried on the IT Department’s budget)		-\$25,000
Conditions for Success	Increase funding for recruiting initiatives		5,000
	Reduce .5 Human Capital support role	-.5	-20,000
Total Operating Budget Impact:		-.5	-\$40,000

Buildings and Grounds FY19 Budget Highlights:

The Buildings and Grounds Department includes custodial services and buildings and grounds maintenance. The addition of one maintenance technician will improve the district’s capacity to ensure that the buildings are maintained and repairs are completed in a timely fashion.

In addition, the Buildings and Grounds budget will be increased for FY2019 to support the move of the Horace Mann Laboratory School to 79 Willson Street, and the resulting moves of materials and staff from 79 Willson Street to other schools in the district.

Strategic Plan Alignment	Initiative	FTE Change +/-	Resource Change +/-
Conditions for Success	Add Maintenance Technician	1	\$45,000
	Move/relocate HMLS & other classrooms		100,000
	Move/relocate technology		25,000
	New Signage		15,000
Total Operating Budget Impact:		1	\$185,000

District-wide Supports Budget - Personnel

Org	Obj	Description	FY 2019 FTE	FY 2019 Budget
District Wide Personnel				
Parent Information Center				
13031420	5160	CLERICAL	3.00	\$151,456.38
Health Services				
13490120	5111	SALARIES	3.00	250,034.96
13490140	5111	SALARIES	10.00	679,208.85
13490140	5180	SUBSTITUTES	-	12,000.00
District Wide Teaching				
13570140	5100	SUBSTITUTE TEACHERS	-	210,000.00
13570140	5101	LONG-TERM SUBS	-	158,000.00
13570140	5117	ADMINISTRATIVE	3.00	319,586.85
13570140	5125	DIST WIDE TEACHING	9.60	757,820.00
13990160	5150	STIPENDS	-	73,910.00
Special Education				
13640160	5100	SUBSTITUTE TEACHERS	-	100,000.00
13640160	5150	STIPENDS	-	286,395.00
13640160	5114	TUTORS	-	41,640.00
13640160	5117	ADMINISTRATIVE	4.00	478,480.66
13640160	5125	DIST WIDE TEACHING	28.40	2,292,385.64
13640160	5160	CLERICAL	2.00	90,001.11
13640160	5126	PSYCHOLOGICAL SERVICES	1.00	75,661.00
English Language Learners				
13700120	5117	ADMINISTRATIVE	1.00	107,405.84
13700120	5125	DIST WIDE TEACHING-ELL	2.00	155,477.00
13700120	5102	DIST WIDE TEACHING-ELL	1.00	59,036.00
13700130	5114	FAMILY ENGAGEMENT FAC.	1.00	36,000.00
Buildings and Grounds				
13530120	5117	ADMINISTRATIVE	1.00	112,000.00
13530120	5131	OVERTIME	-	59,000.00
13530120	5150	STIPENDS	-	29,000.00
13530120	5160	CLERICAL	1.00	53,572.51
13530120	5162	CUSTODIAL	26.50	1,316,591.49
13530120	5166	MAINTENANCE	4.00	214,232.67
13530140	5162	CUSTODIAL	-	5,000.00
Transportation				
13570150	5112	TRANSPORTATION	3.00	73,827.63
13640180	5112	TRANSPORTATION-Specialized	28.00	524,618.88
13640180	5160	CLERICAL	1.00	46,314.50
13640180	5165	SUPERVISOR	2.00	107,753.13
13570150	5131	OVERTIME	-	2,000.00
Crossing Guards				
13120120	5113	SALARIES-Crossing Guards	9.60	116,777.81
Total Personnel			145.10	8,995,187.90

District-wide Supports Budget – Non-Personnel

Org	Obj	Description	FY 2019 FTE	FY 2019 Budget
District Wide, Non Personnel:				
Parent Information Center				
13031421	5421	OFFICE SUPPLIES	-	\$6,000.00
Health Services				
13490141	5320	CONTRACTED SERVICES	-	23,500.00
13490141	5421	OFFICE SUPPLIES	-	750.00
13490141	5501	MED & SURGICAL SUPPLIES	-	9,000.00
13490141	5514	INSTRUCTIONAL SUPPLIES	-	1,879.00
District Wide Teaching				
13990161	5317	EDUCATIONAL TRAINING	-	221,938.00
13990161	5324	TUITION REIMBURSEMENT	-	65,000.00
13590121	5320	CONTRACTED SERVICES-OST	-	205,000.00
13570141	5320	CONTRACTED SERVICES	-	148,542.00
13570141	5333	TRANSPORTATION	-	12,000.00
13570141	5508	SUPPLIES-Music	-	20,000.00
13570141	5511	TEXTBOOKS	-	1,150.00
13570141	5514	INSTRUCTIONAL SUPPLIES	-	73,554.00
13570141	5730	DUES AND SUB	-	8,625.00
Special Education				
13640161	5302	MEDICAL CONTRACTUAL	-	271,000.00
13640161	5313	EDUCATION EVALUATION	-	30,000.00
13640161	5317	EDUCATIONAL TRAINING	-	40,000.00
13640161	5320	CONTRACTED SERVICES	-	423,501.26
13640161	5324	OUT OF DISTRICT TUITION	-	3,613,796.36
13640161	5421	OFFICE SUPPLIES	-	6,150.00
13640161	5514	INSTRUCTIONAL SUPPLIES	-	45,250.00
13640161	5519	COMPUTER SOFTWARE	-	5,000.00
13640161	5780	OTHER EXPENSES	-	900.00
13640161	5860	EQUIPMENT	-	16,575.00
English Language Learners				
13702030	5320	CONTRACTED SERVICES-ELL	-	25,139.00
13701331	5320	TRANSLATION-ELL	-	125,359.02
Buildings and Grounds				
13530121	5320	CONTRACTED SERVICES	-	140,000.00
13530121	5211	ELECTRICITY	-	765,473.00
13530121	5215	NATURAL GAS	-	449,189.00
13530121	5241	BUILDING MAINTENANCE	-	200,545.00
13530121	5249	GROUND MAINTENANCE	-	71,630.00
13530121	5251	UTILITY SERV REP & MAINT	-	250,000.00
13530121	5255	BUILDING/EQUIP MAINT	-	5,000.00
13530121	5270	RENTAL & LEASE	-	8,201.00
13530121	5341	TELEPHONE	-	115,000.00
13530121	5394	SECURITY	-	10,500.00
13530121	5421	OFFICE SUPPLIES	-	750.00
13530121	5431	BLDG REP/MAINT SUPPLIES	-	56,250.00
13530121	5451	CUSTODIAL SUPPLIES	-	83,061.00
13530121	5461	GROUNDSKEEPING SUPPLIES	-	20,000.00
13530121	5780	OTHER EXPENSES	-	30,000.00
13530121	5860	EQUIPMENT	-	9,187.00
Transportation				
13640181	5332	TRANSPORTATION-PPS	-	735,000.00
13640181	5334	TRANSPORTATION	-	210,000.00
13640181	5244	VEHICLE REPAIR AND M	-	75,000.00
13570151	5333	PUPIL TRANSPORTATION	-	722,133.00
Crossing Guards				
13120121	5421	OFFICE SUPPLIES -Crossing Guards	-	750.00
District Wide				
13570141	5710	IN STATE TRAVEL/MEETINGS	-	6,540.00
Total Non-Personnel			-	\$9,363,817.64
Total District Wide			145.10	\$18,359,005.54

District Administration Budget

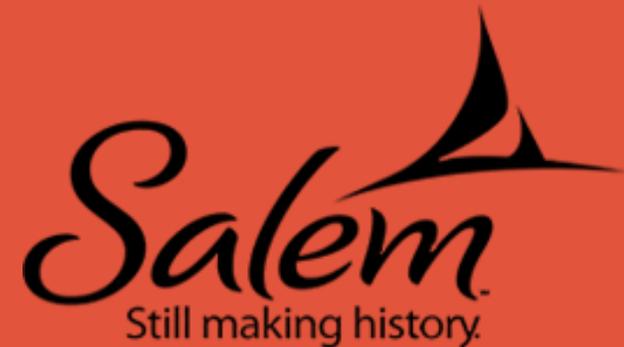
Org	Obj	Description	FY 2019 FTE	FY 2019 Budget
<i>District Administration Personnel</i>				
13032020	5160	CLERICAL	0.50	\$20,963.38
13032040	5117	ADMINISTRATIVE	3.00	377,835.67
13032040	5160	CLERICAL	1.00	74,244.23
13032060	5117	ADMINISTRATIVE	1.00	168,814.43
13032060	5160	CLERICAL	1.00	57,395.81
13252010	5117	ADMINISTRATIVE	2.00	197,637.76
13252010	5131	OVERTIME	-	5,000.00
13252010	5160	CLERICAL	6.00	337,238.05
13482020	5150	STIPENDS	-	5,000.00
13482020	5160	CLERICAL	2.00	150,649.09
Total Personnel			16.50	\$1,394,778.42
<i>District Administration Non-Personnel</i>				
13032021	5320	CONTRACTED SERVICES	-	7,550.00
13032021	5421	OFFICE SUPPLIES	-	675.00
13032041	5421	OFFICE SUPPLIES	-	938.00
13032041	5320	CONTRACTED SERVICES	-	72,200.00
13032061	5421	OFFICE SUPPLIES	-	3,638.00
13032061	5712	SCHOOL COMM.	-	51,000.00
13252011	5421	OFFICE SUPPLIES	-	2,500.00
13252030	5277	PHOTOCOPY MACHINE LEASE	-	214,866.00
13252030	5303	LEGAL SERVICES	-	48,000.00
13252030	5320	CONTRACTED SERVICES	-	36,500.00
13252030	5342	POSTAGE	-	30,900.00
13252030	5381	PRINTING AND BINDING	-	6,750.00
13252030	5421	OFFICE SUPPLIES	-	11,063.00
13392020	5740	INSURANCE PREMIUMS	-	638,000.00
13482021	5306	ADVERTISING	-	19,000.00
13482021	5421	OFFICE SUPPLIES	-	750.00
Total Non-Personnel			-	\$1,144,330.00
Total District Administration			16.50	\$2,539,108.42

Early Childhood Center (ECC) PRE-SCHOOL

DIRECTOR: NANCY CHAREST

PROJECTED FY18 ENROLLMENT: 95

The Early Childhood Center provides pre-kindergarten education for children with special needs and their peers, centered on a language-based curriculum, with instruction in social and play skills integrated throughout the day.



With space for up to 120 children, the Salem Early Childhood Center (ECC) provides half day integrated pre-school for children ages 3-4 years old. Students progress at their own pace and achieve success on an individual basis. Creativity, natural curiosity, and cultural awareness are emphasized throughout the curriculum. Combining children with special needs with age appropriate, typically developing peers has important positive implications for both groups of children according to research. All students learn acceptance and sensitivity as well as positive social interactions and play behavior. Students learn to work and play together in a school community that reflects the real world and supports the efforts of IDEA 2004.

The Early Childhood Center also receives financial support through grants and parent fees.

FY19 Budget Highlights:

The Director of the Early Childhood Center's role will be increased to year-round from school year only. Increasingly, our youngest students are beginning their pre-school experience during the summer, and this shift will provide critical leadership and strategic support.

Strategic Plan Pillar	Initiative	FY18 FTE	FTE Change +/-	FY19 Total	Resource Change +/-
Conditions for Success	Increase ECC Director to year-round from school year only				\$14,000
Pillar 4: Family & Community Engagement	Increase Family Engagement Facilitator (on ELL budget)	.3	.2	.5	7,520
Total Operating Budget Impact:			.2		\$21,250

Early Childhood Center Budget:

Org	Obj	Description	FY 2019 FTE	FY 2019 Budget
<i>Early Childhood Personnel</i>				
13571120	5160	CLERICAL	1.00	\$33,303.13
13641120	5117	ADMINISTRATIVE	0.60	64,297.37
13641120	5103	EARLY CHILDHOOD TEACHING	6.50	519,824.00
13641120	5125	DIST WIDE TEACHING-PPS	6.00	336,519.63
13641120	5163	PARAPROFESSIONALS-PPS	10.00	244,818.14
Total Personnel			24.10	\$1,198,762.27
<i>Early Childhood Non-Personnel</i>				
13641121	5320	CONTRACTED SERVICES	-	563.00
13641121	5381	PRINTING AND BINDING	-	375.00
13641121	5421	OFFICE SUPPLIES	-	1,500.00
13641121	5514	INSTRUCTIONAL SUPPLIES	-	1,438.00
13641121	5860	EQUIPMENT	-	1,500.00
Total Non-Personnel			-	\$5,376.00
Total Early Childhood			24.10	\$1,204,138.27

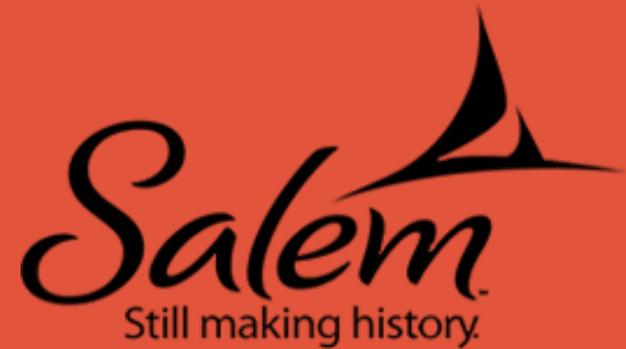
Bates Elementary School

K-5 ELEMENTARY SCHOOL

PRINCIPAL: THOMAS MILASCHEWSKI

PROJECTED FY19 ENROLLMENT: 400

The Bates integrates a strong arts program into its high quality instructional practice and houses the district's Therapeutic Support Program for students in grades K-5.



The Bates Elementary School offers additional instructional time and focus on the arts as a critical part of its educational program. All students at the Bates receive performance instruction in theater arts through the music program.

Enrollment Assumptions:

The Bates Elementary School will gain an additional fourth and fifth grade classroom to support the integration of new students from Bowditch. We anticipate that enrollment will increase from 365 to approximately 400.

FY19 Budget Highlights:

Strategic Plan Pillar:	Initiative	FY18 FTE	FTE Change +/-	FY19 Total	Resource Change +/-
Pillar 1: Create a Vibrant K-12 Teaching & Learning Ecosystem	Add 4th Grade Teacher	2	1	3	\$70,000
	Add 5th Grade Teacher	2	1	3	70,000
	Add .6 FTE Family Engagement Facilitator	.4	.6	1	20,597
	Add .5 ESL Coach (shared with WHES)	0	.5	.5	34,086
	Add 1 ESL Teacher	2	1	3	61,440
	Increase Math Coach .3 FTE	.5	.3	.8	21,000
	Increase Reading Specialist .5 FTE (Grant Funded)	1.5 (1 Grant)	.5 (Grant)	2 (1.5 Grant)	No Impact on Operating Budget
	Increase Special Education Teacher .5 FTE	5.5 (1.5 Grant)	.5	6 (1.5 Grant)	35,000
Total Operating Budget Impact:			5.4		\$312,123

Bates Elementary School Budget

Org	Obj	Description	FY 2019 FTE	FY 2019 Budget
<i>Bates Personnel</i>				
13570220	5102	ELEMENTARY TEACHING	21.50	\$1,463,558.50
13570220	5117	ADMINISTRATIVE	2.00	211,129.96
13570220	5150	STIPENDS	-	15,452.00
13570220	5163	PARAPROFESSIONALS	1.50	33,821.12
13570240	5160	CLERICAL	1.00	36,712.10
13460210	5163	PARAPROFESSIONALS-Library	0.50	11,779.50
13570240	5125	DIST WIDE TEACHING	1.30	72,234.77
13640220	5102	ELEMENTARY TEACHING-PPS	3.00	244,112.00
13640220	5163	PARAPROFESSIONALS-PPS	11.50	272,652.22
13640220	5125	DIST WIDE TEACHING-PPS	3.00	151,828.25
13640220	5126	PSYCHOLOGICAL SERVICES	3.00	221,180.00
13700220	5114	TUTORS-ELL	1.00	41,556.97
13700220	5102	ELEMENTARY TEACHING-ELL	3.00	195,350.00
13700220	5125	DIST WIDE TEACHING-ELL	0.50	36,378.50
Total Personnel			52.80	\$3,007,745.89
<i>Bates Non-Personnel</i>				
13570221	5320	CONTRACTED SERVICES	-	16,000.00
13570221	5421	OFFICE SUPPLIES	-	2,329.00
13570221	5511	TEXTBOOKS	-	2,050.06
13570221	5514	INSTRUCTIONAL SUPPLIES	-	10,655.94
Total Non-Personnel			-	\$31,035.00
Total Bates			52.80	\$3,038,780.89

ELL, PPS and District-wide teaching supports are driven by student need and are considered estimates.

Carlton Innovation School

K-5 ELEMENTARY SCHOOL

PRINCIPAL: BETHANN JELLISON

PROJECTED FY19 ENROLLMENT: 300

Small group instruction, flexible grade entry and progression make the Carlton unique. The Carlton Innovation School houses two self-contained special education classrooms for students with specific learning disabilities.



The Carlton Innovation School continues to excel with the implementation of its innovation model and has received both state and national recognition for its work. In the late spring of 2018, the Carlton’s revised innovation plan was approved, creating additional budget autonomies. Through these autonomies, the Carlton is able to develop staffing structures to fully realize the intent of the innovation plan.

FY19 Budget Highlights:

While maintaining low class sizes, and level staffing in most areas, the Carlton is restructuring its administration to ensure support for teachers by adding a full-time assistant principal. Due to their anticipated increased enrollment from 260 to 300 by the end of the 2018-19 school year, an additional Flex Teacher will be added to support the Carlton’s innovative grade progression model.

Strategic Plan Pillar:	Initiative	FY18 FTE	FTE Change +/-	FY19 Total	Resource Change +/-
Pillar 1: Create a Vibrant K-12 Teaching & Learning Ecosystem	Add Flex Teacher	1	1	2	\$58,928
	Add .1 FTE Family Engagement Facilitator (on ELL Budget)	.4	.1	.5	3,706
	Reduce Science Integration Specialist	.3	-.3	0	-20,380
	Add .4 FTE Literacy Coach	.6 (Grant)	.4	1 (.6 Grant)	33,659
Conditions for Success	Create full-time Assistant Principal role	0	1	1	92,000
	Reduce two .3 FTE lunch paraprofessionals	.6	-.6	0	-17,614
	Reduce tutoring support				-19,475
	Reduce .4 Operational Leader	.4	-.4	0	-42,000
Total Operating Budget Impact:			1.1		\$88,878

Carlton Innovation School Budget

Org	Obj	Description	FY 2019 FTE	FY 2019 Budget
<i>Carlton Personnel</i>				
13570420	5102	ELEMENTARY TEACHING	20.60	\$1,338,518.80
13570440	5125	DIST WIDE TEACHING	0.40	33,658.65
13570420	5117	ADMINISTRATIVE	2.00	197,245.56
13570420	5163	PARAPROFESSIONALS	0.80	17,613.34
13570440	5160	CLERICAL	1.00	37,776.38
13640420	5102	ELEMENTARY TEACHING-PPS	3.00	194,380.00
13640420	5163	PARAPROFESSIONALS-PPS	6.00	139,953.64
13640420	5125	DIST WIDE TEACHING-PPS	2.00	115,839.50
13640420	5126	PSYCHOLOGICAL SERVICES	1.50	141,346.00
13700420	5102	ELEMENTARY TEACHING-ELL	1.00	76,988.92
13990410	5150	STIPENDS	-	15,000.00
Total Personnel			38.30	\$2,308,320.79
<i>Carlton Non-Personnel</i>				
13570421	5320	CONTRACTED SERVICES	-	2,380.00
13570421	5421	OFFICE SUPPLIES	-	3,000.00
13570421	5511	TEXTBOOKS	-	3,750.00
13570421	5512	BOOKS-LIBRARY	-	375.00
13570421	5514	INSTRUCTIONAL SUPPLIES	-	8,853.00
Total Non-Personnel			-	\$18,358.00
Total Carlton			38.30	\$2,326,678.79

ELL, PPS and District-wide teaching supports are driven by student need and are considered estimates.

Horace Mann Laboratory School

K-5 ELEMENTARY SCHOOL

PRINCIPAL: DR. CHAD LEITH

PROJECTED FY19 ENROLLMENT: 315

The Horace Mann Laboratory School is supported by a unique partnership with Salem State University.



The Horace Mann Laboratory School (HMLS) will relocate to the 79 Willson Street building for the 2018/19 school year. The new site will strengthen the school’s opportunities to partner with Salem State University as well as provide students and families with access to expanded on-site academic and enrichment opportunities.

Enrollment Assumptions:

The Horace Mann Elementary School will gain an additional second grade class. In addition, the new building will allow for Horace Mann to level classrooms so that there is parity in classroom sizes for all teachers. Due to anticipated enrollment patterns, HMLS will decrease one fourth grade class for FY19 We anticipate that enrollment will increase from 275 to approximately 315.

In partnership with Salem State, Horace Mann will host six SSU teaching fellows who will support the work of classroom teachers.

FY19 Budget Highlights:

Strategic Plan Pillar	Initiative	FY18 FTE	FTE Change +/-	FY19 Total	Resource Change +/-
Pillar 1: Create a vibrant K-12 Teaching and Learning Ecosystem	Add 1 2nd Grade Teacher	2	1	3	\$64,587
	Increase Special Education Teacher .5 FTE	2.5	.5	3	35,000
	Increase Reading Specialist .5 FTE	1 (1 Grant)	.5	1.5 (1 Grant)	35,000
	6 SSU Fellows				45,600
	Reduce 1 4 th Grade Teaching Position (Enrollment)	3	-1	2	-70,000
Total Operating Budget Impact:			1		\$110,187

Horace Mann Elementary School Budget:

Org	Obj	Description	FY 2019 FTE	FY 2019 Budget
<i>Horace Mann Personnel</i>				
13460610	5163	PARAPROFESSIONALS-Library	0.50	\$11,679.50
13570620	5102	ELEMENTARY TEACHING	18.60	1,299,218.88
13570620	5117	ADMINISTRATIVE	1.00	95,131.44
13570620	5150	STIPENDS	0.20	33,700.00
13570620	5163	PARAPROFESSIONALS	3.00	66,948.74
13570640	5160	CLERICAL	1.00	34,364.75
13570640	5125	DIST WIDE TEACHING	1.25	97,357.25
13640620	5102	ELEMENTARY TEACHING-PPS	3.00	255,955.00
13640620	5163	PARAPROFESSIONALS-PPS	4.00	92,885.52
13640620	5125	DIST WIDE TEACHING-PPS	2.00	109,962.65
13640620	5126	PSYCHOLOGICAL SERVICES	1.50	130,698.00
13700620	5114	TUTORS-ELL	-	19,063.81
13700620	5102	ELEMENTARY TEACHING-ELL	3.00	237,738.00
Total Personnel			39.05	\$2,484,703.54
<i>Horace Mann Non-Personnel</i>				
13570621	5320	CONTRACTED SERVICES	-	50,600.00
13570621	5421	OFFICE SUPPLIES	-	4,372.00
13570621	5511	TEXTBOOKS	-	5,304.00
13570621	5512	BOOKS-LIBRARY	-	1,941.00
13570621	5514	INSTRUCTIONAL SUPPLIES	-	8,460.00
Total Non-Personnel			-	\$70,677.00
Total Horace Mann			39.05	\$2,555,380.54

ELL, PPS and District-wide teaching supports are driven by student need and are considered estimates.

Witchcraft Heights Elementary School

K-5 ELEMENTARY SCHOOL

PRINCIPAL: LEANNE SMITH

PROJECTED FY19 ENROLLMENT: 550

At Witchcraft Heights Elementary School, students strive for high levels of academic achievement while embracing the joy and excitement that learning can bring. Witchcraft Heights houses the district's program for elementary students with Autism Spectrum Disorder.



Witchcraft Heights combines rigorous instruction while focusing on community and civic engagement. Starting in kindergarten, students actively participate in acts of kindness and are challenged to think positively about the world around them.

Enrollment Assumptions:

The Witchcraft Heights Elementary School will gain one additional classroom per grade in kindergarten to third grade. We anticipate that enrollment will increase from 480 to approximately 550. In addition to four classroom teachers, all students will benefit from the addition of STEM and civics instruction.

FY19 Budget Highlights:

Strategic Plan Pillar	Initiative	FY18 FTE	FTE Change +/-	FY19 Total	Resource Change +/-
Pillar 1: Create a Vibrant K-12 Teaching & Learning Ecosystem	Add a Special Education Teacher	11 (4 Grant)	1	12 (4 Grant)	\$70,000
	Eliminate Physical Education Teacher Position	2	-1	1	-70,000
	Add STEM Teacher	0	1	1	70,000
	Add Civics Teacher	0	1	1	70,000
	Increase Reading Specialist .2 FTE	2.8 (.5 Grant)	0.2	3 (.5 Grant)	14,000
	Increase Math Coach from .5 to 1 FTE	.5	0.5	1	35,000
	Provide professional development in the Universal Design for Learning Method				10,500
	Add .5 ESL Coach (shared with Bates)	0	0.5	.5	34,090
	Add 4 Elementary Classes	18	4	22	280,000
	Add a .4 K Para	1.2	.4	1.6	12,000
Pillar 4: Strengthen Family & Community Engagement	Add 2 ESL Teachers	2	2	4	122,880
	Increase Family Engagement Coordinator from .5 to 1 FTE	.5	.5	1	22,500
Conditions for Success	Add Year Round, Bilingual Secretary	0	1	1	52,000
	Increase Assistant Principal to Year Round				15,000
	Increase non-personnel allocation				15,000
	Add 1 Custodian		1		45,000
	Fence around playground – safety				7,630
Total Operating Budget Impact:			12.1		\$805,600

Witchcraft Heights Elementary School Budget

Org	Obj	Description	FY 2019 FTE	FY 2019 Budget
<i>Witchcraft Personnel</i>				
13460810	5163	PARAPROFESSIONALS-Library	0.55	\$12,109.17
13570820	5102	ELEMENTARY TEACHING	34.00	2,326,321.00
13570820	5117	ADMINISTRATIVE	2.00	223,482.73
13570820	5150	STIPENDS	-	2,500.00
13570820	5163	PARAPROFESSIONALS	2.70	61,091.14
13570840	5160	CLERICAL	2.00	77,186.40
13570840	5114	TUTORS	1.00	41,860.53
13570820	5125	DIST WIDE TEACHING	3.50	278,606.00
13640820	5102	ELEMENTARY TEACHING-PPS	8.00	520,694.00
13640820	5163	PARAPROFESSIONALS-PPS	21.80	519,324.29
13640820	5125	DIST WIDE TEACHING-PPS	4.80	295,166.75
13640820	5126	PSYCHOLOGICAL SERVICES	3.00	209,819.00
13700820	5125	DIST WIDE TEACHING-ELL	0.50	36,378.50
13700820	5102	ELEMENTARY TEACHING-ELL	4.00	271,205.00
Total Personnel			87.85	\$4,875,744.51
<i>Witchcraft Non-Personnel</i>				
13570821	5320	CONTRACTED SERVICES	-	15,500.00
13570821	5421	OFFICE SUPPLIES	-	1,323.00
13570821	5511	TEXTBOOKS	-	1,305.00
13570821	5514	INSTRUCTIONAL SUPPLIES	-	30,300.00
Total Non-Personnel			-	\$48,428.00
Total Witchcraft			87.85	\$4,924,172.51

ELL, PPS and District-wide teaching supports are driven by student need and are considered estimates.

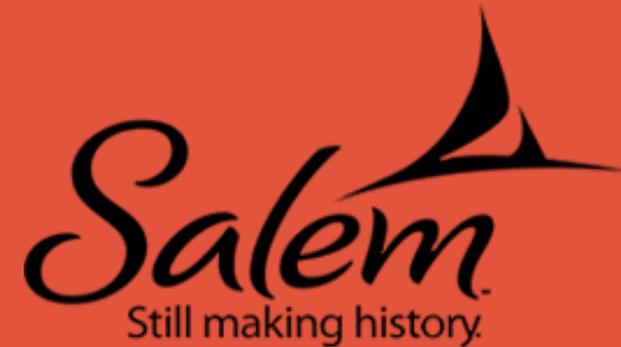
Saltonstall Elementary School

K-8 ELEMENTARY SCHOOL

INTERIM PRINCIPAL: MICHAEL LISTER

PROJECTED FY19 ENROLLMENT: 430

Saltonstall K-8 is a small, tight-knit community. The school is unique for its multi-age classrooms and houses the district's program for students with language-based learning disabilities.



The Saltonstall Elementary School educates students in kindergarten through eighth grade in a combination of a traditional grade structure and multi-age classrooms where students remain with the same teacher for two consecutive years helping to build a tight knit school community. Through a strong family engagement strategy, students have access to unique out of school time and enrichment activities that enhance their overall educational experience.

Enrollment Assumptions:

We anticipate that the enrollment at Saltonstall will increase from 396 to approximately 430 for FY19. This will be accomplished by maximizing available seats while remaining within the contractual parameters for class sizes at each grade level.

FY19 Budget Highlights:

Strategic Plan Pillar	Initiative	FY18 FTE	FTE Change +/-	FY19 Total	Resource Change +/-
Pillar 1: Create a vibrant K-12 Teaching & Learning Ecosystem	Increase Special Education Teacher .5 FTE	7	.5	7.5	\$35,000
	Reduce 1 Instructional Para	1	-1	0	-27,000
	Add .7 FTE Family Engagement Facilitator	.3	.7	1	30,299
	Pilot school-wide Social Emotional Curriculum implementation				15,000
Total Operating Budget Impact:			.2		\$53,299

Saltonstall Elementary School Budget

Org	Obj	Description	FY 2019 FTE	FY 2019 Budget
<i>Saltonstall Personnel</i>				
13460710	5163	PARAPROFESSIONALS-Library	0.50	\$11,008.34
13570720	5102	ELEMENTARY TEACHING	24.00	1,911,813.13
13570720	5117	ADMINISTRATIVE	2.00	195,155.56
13570720	5150	STIPENDS	-	10,150.00
13570720	5163	PARAPROFESSIONALS	1.70	37,732.34
13570740	5160	CLERICAL	1.00	52,007.12
13570740	5114	FAMILY ENGAGEMENT FAC.	1.00	43,551.28
13570740	5125	DIST WIDE TEACHING	1.70	133,097.50
13640720	5102	ELEMENTARY TEACHING-PPS	7.50	625,018.00
13640720	5163	PARAPROFESSIONALS-PPS	10.00	230,667.88
13640720	5125	DIST WIDE TEACHING-PPS	2.00	122,359.75
13640720	5126	PSYCHOLOGICAL SERVICES	2.00	105,988.00
13700720	5102	TEACHER-ELL	2.00	159,352.00
13700720	5114	TUTORS-ELL	-	10,150.00
Total Personnel			55.40	\$3,648,050.89
<i>Saltonstall Non-Personnel</i>				
13570721	5320	CONTRACTED SERVICES	-	28,000.00
13570721	5421	OFFICE SUPPLIES	-	2,250.00
13570721	5511	TEXTBOOKS	-	3,908.00
13570721	5512	BOOKS-LIBRARY	-	687.00
13570721	5514	INSTRUCTIONAL SUPPLIES	-	11,637.00
13570721	5860	EQUIPMENT	-	3,173.00
Total Non-Personnel			-	\$49,655.00
Total Saltonstall			55.40	\$3,697,705.89

ELL, PPS and District-wide teaching supports are driven by student need and are considered estimates.

Collins Middle School (CMS)

GRADES 6-8 MIDDLE SCHOOL

PRINCIPAL: GLENN BURNS

PROJECTED FY19 ENROLLMENT: 650

The Collins Middle School is an extended learning time model that enables students in grades 6-8 to select from more than 30 electives as well as expanded core class time. CMS includes specialized programs for students with Autism Spectrum Disorder, language-based learning disabilities, and cognitive and developmental disabilities.



Collins Middle School leverages its extended learning time model to provide students the ability to delve deeply into core subject matter as well as providing crucial opportunities for experiential learning in science, technology, engineering and mathematics. Scholars at Collins benefit from the school's 1:1 device program and have the opportunity to choose from more than 30 electives to explore their own unique interests.

Enrollment Assumptions:

We anticipate that enrollment will increase from 545 to approximately 650.

FY19 Budget Highlights:

Strategic Plan Pillar	Initiative	FY18 FTE	FTE Change +/-	FY19 Total	Resource Change +/-
Pillar One: Create a Vibrant K-12 Teaching & Learning Ecosystem	Add 1 English Language Arts, 2 Math, 1 Science, 1.5 Social Studies	29.5	5.5	35	\$375,000
	Add 1 Art Teacher	2	1	3	70,000
	Add 1 Physical Education Teacher	2	1	3	70,000
	Add 1 Special Education Teacher	12	1	13	70,000
	Reduce 4 Paraprofessionals	16	-4	12	-104,000
	Expand extended learning time to include new staff				54,400
	Add 2 ESL Teachers	3	2	5	122,876
	Add 1 City Connects Coordinator	1	1	2	70,000
	Add 1 Reading Specialist	0	1	1	70,000
	Conditions for Success	Increase non-personnel allocation			
Increase nursing support			.5		35,000
Add 1 Custodian			1		45,000
Total Operating Budget Impact:			10		\$932,676

Collins Middle School Budget

Org	Obj	Description	FY 2019 FTE	FY 2019 Budget
<i>Collins Personnel</i>				
13570920	5117	ADMINISTRATIVE	3.00	\$309,550.79
13570920	5130	MIDDLE SCHOOL TEACHING	48.00	3,294,134.50
13460920	5130	MIDDLE SCHOOL TEACHING-Library	0.50	41,095.50
13460920	5163	PARAPROFESSIONALS-Library	0.50	11,008.34
13570920	5150	STIPENDS	-	83,650.00
13570920	5163	PARAPROFESSIONALS	1.50	33,947.32
13570940	5160	CLERICAL	1.00	45,088.60
13450920	5116	CO-CURRIC/ATHLETIC-Athletics	-	6,000.00
13570940	5114	TUTORS	1.00	44,041.44
13570920	5125	DIST WIDE TEACHING	1.00	59,747.00
13640920	5130	MIDDLE SCHOOL TEACHING-PPS	14.00	937,313.00
13640920	5163	PARAPROFESSIONALS-PPS	12.00	311,112.48
13640920	5125	DIST WIDE TEACHING-PPS	2.00	112,745.95
13640920	5126	PSYCHOLOGICAL SERVICES	6.00	425,061.00
13700920	5114	TUTORS-ELL	-	17,000.00
13700920	5130	MIDDLE SCHOOL TEACHING-ELL	5.00	327,851.00
Total Personnel			95.50	\$6,059,346.93
<i>Collins Non-Personnel</i>				
13450921	5860	EQUIPMENT-Athletics	-	5,000.00
13570921	5320	CONTRACTED SERVICES	-	4,697.00
13570921	5381	PRINTING AND BINDING	-	3,400.00
13570921	5421	OFFICE SUPPLIES	-	12,440.00
13570921	5429	MISC SUPPLIES	-	54,400.00
13570921	5512	BOOKS-LIBRARY	-	8,300.00
13570921	5514	INSTRUCTIONAL SUPPLIES	-	12,649.00
13570921	5730	DUES AND SUB	-	1,907.00
Total Non-Personnel			-	\$102,793.00
Total Collins			95.50	\$6,162,139.93

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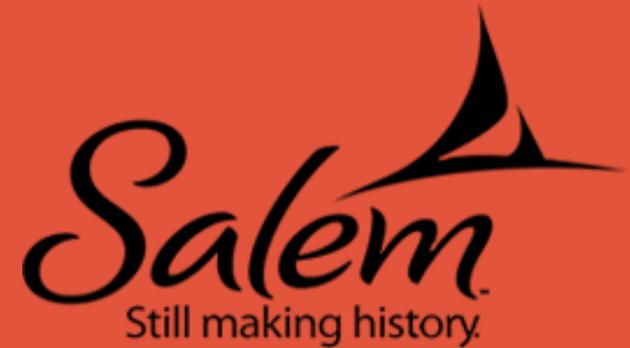
Salem High School (SHS)

GRADES 9-12

PRINCIPAL: DAVID ANGERAMO

PROJECTED FY19 ENROLLMENT: 900

Salem High School is a comprehensive high school that includes a career and technical education program and more than a dozen Advanced Placement classes for students.



The Salem High School is a comprehensive high school that offers a wide range of challenging curriculum as well as a career and technical educational program. As part of the strategic plan, SHS leaders and staff are redesigning how the school supports students for college and career with a focus on experiential learning, internships, student empowerment, and creating model classrooms to support teacher learning.

FY19 Budget Highlights:

Strategic Plan Pillar	Initiative	FY18 FTE	FTE Change +/-	FY19 Total	Resource Change +/-
Pillar 2: Reimagine the High School Experience	Reduce 1 History Teacher (Enrollment)	12	-1	11	-\$70,000
	Increase supplies for CTE program				9,900
	Provide access to PSATs/SATs for all students				10,000
	Reduce printing cost of program of studies				-3,000
	Newsela subscription				2,000
	Transportation to externships				5,000
	Increase instructional supply allocation				13,000
	Update library books (print and online)				12,000
	Stipends for after school & evening student support				5,000
	Engage a partner to support the High School redesign				100,000
Conditions for Success	Increase stipends per new agreement				23,000
	Reduce classroom nurse	1	-1	0	-29,000
	Reduce 1 Paraprofessional	21.5	-1	20.5	-27,000
	Athletic Trainer contract				13,000
	Transportation to athletic events				19,000
	Increase dues & subscriptions for NEASC and MSAA				6,000
Total Operating Budget Impact:			-3		\$88,900

Salem High School Budget

Org	Obj	Description	FY 2019 FTE	FY 2019 Budget
<i>SHS Personnel</i>				
13421020	5140	HIGH SCHOOL TEACHING-CTE	6.00	\$351,198.00
13421020	5117	ADMINISTRATIVE-CTE	1.00	104,244.09
13441020	5117	ADMINISTRATIVE-Guidance	1.00	106,328.95
13441020	5131	OVERTIME-Guidance	-	5,000.00
13441020	5140	HIGH SCHOOL TEACHING-Guidance	6.00	420,956.00
13441020	5160	CLERICAL-Guidance	1.00	43,615.39
13451020	5112	TRANSPORTATION-Athletics	-	25,600.00
13451020	5116	CO-CURRIC/ATHLETIC-Athletics	-	162,000.00
13451020	5117	ADMINISTRATIVE-Athletics	1.00	73,845.28
13451020	5131	OVERTIME-Athletics	-	2,500.00
13451020	5160	CLERICAL-Athletics	1.00	50,439.39
13451030	5116	CO-CURRIC/ATHLETIC-Athletics	-	40,000.00
13461020	5140	HIGH SCHOOL TEACHING-Library	1.00	82,591.00
13461020	5163	PARAPROFESSIONALS-Library	0.50	11,008.34
13571020	5114	TUTORS	3.50	119,095.40
13571020	5140	HIGH SCHOOL TEACHING	66.65	5,064,982.28
13571020	5150	STIPENDS	-	73,856.00
13571020	5160	CLERICAL	4.00	188,149.44
13571020	5163	PARAPROFESSIONALS	4.00	100,520.69
13571060	5117	ADMINISTRATIVE	4.00	476,942.13
13641020	5140	HIGH SCHOOL TEACHING-PPS	18.00	1,193,893.21
13641020	5163	PARAPROFESSIONALS-PPS	21.00	502,987.52
13641020	5125	DIST WIDE TEACHING-PPS	3.00	129,233.98
13641020	5126	PSYCHOLOGICAL SERVICES	6.00	462,998.00
13701020	5140	HIGH SCHOOL TEACHING-ELL	11.00	739,687.39
Total Personnel			159.65	\$10,531,672.47
<i>SHS Non-Personnel</i>				
13421021	5514	INSTRUCTIONAL SUPPLIES-CTE	-	30,744.00
13441021	5307	INSTRUCT/EDUC TEST-Guidance	-	40,000.00
13441021	5381	PRINTING AND BINDING-Guidance	-	2,000.00
13451021	5246	ATHLETIC EQUIPMENT -Athletics	-	78,500.00
13451021	5270	RENTAL & LEASE-Athletics	-	13,000.00
13451021	5320	CONTRACTED SERVICES-Athletics	-	73,280.00
13451021	5394	SECURITY-Athletics	-	4,000.00
13451021	5421	OFFICE SUPPLIES -Athletics	-	3,225.00
13451021	5730	DUES AND SUB-Athletics	-	9,000.00
13451021	5742	INSURANCE-ATHLETIC-Athletics	-	11,039.00
13451031	5320	CONTRACTED SERVICES-Athletics	-	4,238.00
13451031	5514	INSTRUCTIONAL SUPPLIES-Athletics	-	1,575.00
13451031	5780	OTHER EXPENSES-Athletics	-	8,850.00
13571021	5320	CONTRACTED SERVICES	-	138,250.00
13571021	5421	OFFICE SUPPLIES	-	23,100.00
13571021	5511	TEXTBOOKS	-	3,247.00
13571021	5512	BOOKS-LIBRARY	-	16,578.00
13571021	5514	INSTRUCTIONAL SUPPLIES	-	57,334.30
13571021	5730	DUES AND SUB	-	14,300.00
13571021	5860	EQUIPMENT	-	10,855.00
Total Non-Personnel			-	\$543,115.30
Total High School			159.65	\$11,074,787.77

ELL, PPS and District-wide teaching supports are driven by student need and are considered estimates.

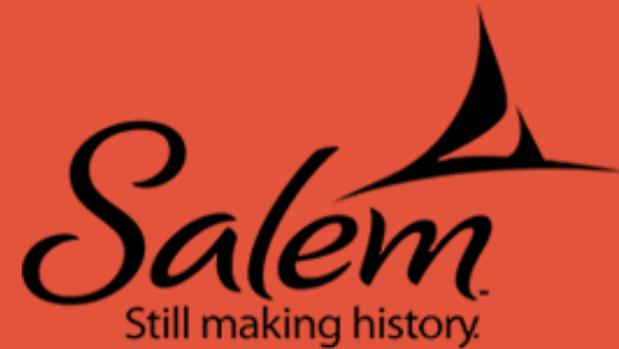
Salem Prep High School

GRADES 8-12 AND AGES 18-22

PRINCIPAL: SCOTT GRAY

PROJECTED FY19 ENROLLMENT: 35

Salem Prep High School, is an off-site, DESE approved public day school, serving as an extension of the Therapeutic Support Program at Salem High School that provides more intensive interventions and supports for students.



Salem Prep is a highly structured, intensive therapeutic learning day school for students with a history of social-emotional disabilities who have experienced difficulty within a large public high school. The program is highly structured, safe, and focused on academic achievement, social/emotional growth, and vocational skill development. Students have multiple opportunities to experience success, reduce their emotional vulnerability, and grow socially within their community and school district.

The focus of Salem Prep is on a strong academic, standards-based curriculum: English, math, science, social studies and health with specially designed instruction to address individual learning challenges. The curriculum supports preparation for MCAS and provides ample opportunities for academic and social success. Students have opportunities to integrate into classes at Salem High School as deemed appropriate.

FY19 Budget Highlights:

Salem Prep High School is housed in the same facility as New Liberty Innovation School, allowing resources to be shared and maximized between the two small schools. While the budget remains largely unchanged, the school will continue to find new ways to improve students' opportunities for success.

Strategic Plan Pillar:	Initiative	FY18 FTE	FTE Change +/-	FY19 Total	Resource Change +/-
Conditions for Success	Add Behavior Specialist	1	1	2	\$45,000
	Reduce 1 Special Education Paraprofessional role	3	-1	2	-27,000
Total Operating Budget Impact:			0		\$18,000

Salem Prep High School Budget

Org	Obj	Description	FY 2019 FTE	FY 2019 Budget
<i>Salem Prep Personnel</i>				
13641320	5117	ADMINISTRATIVE	1.00	\$105,836.81
13641320	5140	TEACHER	5.00	369,620.00
13641320	5150	STIPENDS	-	500.00
13641320	5125	DIST WIDE TEACHING-PPS	1.00	44,782.50
13641320	5126	PSYCHOLOGICAL SERVICES	1.00	53,721.00
13641320	5163	PARAPROFESSIONALS-PPS	2.00	50,471.04
		Total Personnel	10.00	\$624,931.35
<i>Salem Prep Non-Personnel</i>				
13641321	5320	CONTRACTED SERVICES	-	2,100.00
13641321	5421	OFFICES SUPPLIES	-	1,200.00
13641321	5514	INSTRUCTIONAL SUPPLIES	-	4,000.00
13641321	5780	OTHER EXPENSES	-	750.00
13641321	5270	RENTAL & LEASE	-	126,156.74
		Total Non-Personnel	-	\$134,206.74
		Total Salem Prep	10.00	\$759,138.09

ELL, PPS and District-wide teaching supports are driven by student need and are considered estimates.

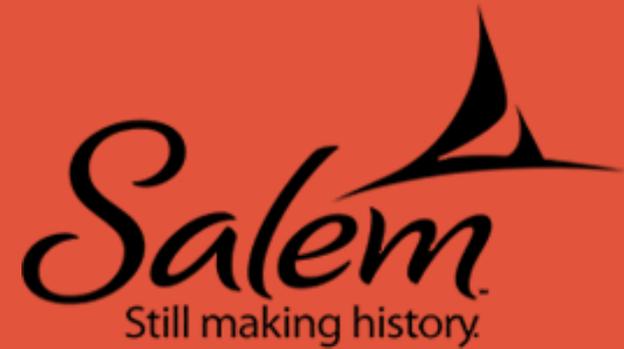
New Liberty Innovation School (NLIS)

GRADES 9-12 AND AGES 18-22

PRINCIPAL: JENNIFER WINSOR

PROJECTED FY19 ENROLLMENT: 40

The New Liberty Innovation School joined Salem Public Schools in FY17. NLIS uses competency-based education and a small, supportive environment to provide a unique high school experience.



New Liberty Innovation School provides a small, supportive environment for students who are at risk of not completing high school. The competency-based model allows students to demonstrate their skills and knowledge acquisition through a variety of formats and mediums.

FY19 Budget Highlights:

NLIS continues to work toward increasing attendance and graduation rates, engaging diverse learners and increasing the academic rigor of the program of study. NLIS will work to engage families and provide opportunities for staff to deepen their relationships with and understanding of the students at the school. The school will continue to develop innovative systems of student support, with a focus on college and career readiness.

New Liberty Innovation School and Salem Prep High School are housed in the same facility, allowing resources to be shared and maximized between the two.

Strategic Plan Pillar	Initiative	FY18 FTE	FTE Change + / (-)	FY19 Total	Resource Change + / (-)
Pillar 1: Create a Vibrant K-12 Teaching & Learning Ecosystem	Reduce 1 PPS Paraprofessional	1	-1	0	-\$27,000
	Reduce 1 Front Desk Paraprofessional	1	-1	0	-22,000
	Add Employment Specialist position	0	1	1	44,000
	Reduce Behavior Specialist	1	-1	0	-44,000
Total Operating Budget Impact:			-2		-\$49,000

New Liberty Innovation School Budget

Org	Obj	Description	FY 2019 FTE	FY 2019 Budget
<i>NLIS Personnel</i>				
13571620	5140	HIGH SCHOOL TEACHING	7.60	\$461,425.66
13571620	5150	STIPENDS	-	10,000.00
13571620	5117	ADMINISTRATIVE	1.00	96,447.38
13571620	5126	PSYCHOLOGICAL SERVICES	1.00	75,661.00
13571620	5160	CLERICAL	2.00	86,844.66
Total Personnel			11.60	\$730,378.70
<i>NLIS Non-Personnel</i>				
13571621	5421	OFFICE SUPPLIES	-	3,000.00
13571621	5270	RENTAL & LEASE	-	225,000.00
13571621	5277	PHOTOCOPY MACHINE LEASE	-	3,734.80
13571621	5320	CONTRACTED SERVICES	-	17,000.00
13571621	5514	INSTRUCTIONAL SUPPLIES	-	7,504.42
13571621	5381	PRINTING & BINDING	-	1,235.00
Total Non-Personnel			-	\$257,474.22
Total NLIS			11.60	\$987,852.92

ELL, PPS and District-wide teaching supports are driven by student need and are considered estimates.

Appendix A: Federal, State and Local Grants

Federal Grants:

FEDERAL GRANTS										
GRANT TITLE	SOURCE	COMPETITIVE/ ENTITLEMENT	PURPOSE	SCHOOL	FY17 AMOUNT	FY18 AMOUNT	FY18 Expenditure Types		FY19 PROJECTED	FY19 STATUS
							Personnel	Non-Personnel		
Title II A	Federal	Entitlement	Prof Development	All Schools	\$ 245,714	\$ 194,643	194,643	-	\$ 194,643	Continued
						1 (1 FTE) Literacy Coach	68,085			
						1 (.5 FTE) Data Specialist	20,000			
						1 (.12 FTE) Clerical	5,000			
						Teacher Stipends	69,668			
						MTRS	6,128			
						Fringe	25,762			
Title II A, PD Frameworks & Standards	Federal	Entitlement	Prof Development	All Schools	\$ 30,000	\$ -	n/a	n/a	\$ -	Expired
Title III	Federal	Entitlement	LEP Services	All Schools	\$ 85,750	\$ 76,992	43,383	33,609	\$ 76,992	Continued
						Teacher Stipends	38,425			
						Paraprofessional Stipends	4,958			
Title III Supplemental	Federal	Non-Competitive	LEP Services	All Schools	\$ 2,414	\$ 1,575	675	900	\$ -	Expired
						Teacher Stipends	675			
SPED 94-142	Federal	Entitlement	Special Ed	All Schools	\$ 1,245,433	\$ 1,223,533	1,212,742	10,791	\$ 1,223,533	Continued
						11 (10 FTE) Teachers	479,113			
						Teacher/Supervisor Stipends	12,000			
						2 (2 FTE) Supervisors	179,522			
						1 (1 FTE) Instructional Coordinator	68,363			
						1 (1 FTE) Instructional Coach	52,411			
						8 (8 FTE) Paraprofessionals	155,190			
						2 (2 FTE) Clerical	78,329			
						MTRS	70,147			
						Fringe	117,667			
SPED 94-142 YALD	Federal	Entitlement	Special Ed	Bates, NBS	\$ 24,035	\$ 26,240	26,240	-	\$ -	Expired
						Teacher Stipends	18,917			
						Paraprofessional Stipends	7,323			
Systems for Student Success	Federal	Non-Competitive	School Improvement	All Schools	\$ -	\$ 33,000	10,000	23,000	\$ -	Expired
						Teacher Stipends	10,000			
Early Childhood SPED	Federal	Entitlement	Special Ed	ECC	\$ 46,692	\$ 50,497	50,497	-	\$ 50,497	Continued
						1 (.6 FTE) ECC Director	46,328			
						MTRS	4,169			
SPED Program Improvement	Federal	Entitlement	Special Ed	All Schools	\$ 26,974	\$ 14,051	-	14,051	\$ 14,051	Continued
Early Childhood Mentoring	Federal	Non-Competitive	Special Ed	n/a	\$ 970	\$ -	n/a	n/a	\$ -	Expired
SPED EC Program Improvement	Federal	Entitlement	Special Ed	n/a	\$ 2,250	\$ -	n/a	n/a	\$ -	Expired
Title I	Federal	Entitlement	Remedial Ed	Bates, Carlton, CMS, HMLS, NBS, Salts, WHES	\$ 1,185,663	\$ 1,199,512	1,097,985	101,527	\$ 1,079,561	Continued
						7 (5.65 FTE) Reading Specialists	438,992			
						7 (4.75 FTE) Literacy & Math Coaches	336,010			
						3 (1.05 FTE) Reading & Math Tutors	18,120			
						1 (1 FTE) Director	108,836			
						1 (.12 FTE) Clerical	5,000			
						Teacher Stipends	17,316			
						MTRS	79,275			
						Fringe	97,436			

Federal Grants, con't:

FEDERAL GRANTS										
GRANT TITLE	SOURCE	COMPETITIVE/ ENTITLEMENT	PURPOSE	SCHOOL	FY17 AMOUNT	FY18 AMOUNT	FY18 Expenditure Types		FY19 PROJECTED	FY19 STATUS
							Personnel	Non-Personnel		
Title IVA	Federal	Entitlement	School Improvement	All Schools	\$ -	30,362	9,073	21,289	30,362	Continued
						Teacher Stipends	9,073			
McKinney-Vento	Federal	Competitive	Homeless Ed	All Schools	\$ 19,980	\$ 28,550	-	28,550	\$ -	Expired
Title I School Support	Federal	Allocation	School Improvement	All Schools	\$ 21,302	\$ 28,322	-	28,322	\$ -	Expired
Title I School Support	Federal	Non-Competitive	School Improvement	n/a	\$ 7,030	\$ -	n/a	n/a	\$ -	Expired
Perkins	Federal	Entitlement	Voc Tech Ed	SHS	\$ 60,366	\$ 60,905	32,300	28,605	\$ 60,905	Continued
						1 (.13 FTE) Director	8,000			
						1 (.25 FTE) Culinary Arts Specialist	17,000			
						1 (.03 FTE) Clerical	1,500			
						Teacher Stipends	5,800			
Fresh Fruit and Vegetables	Federal	Entitlement	Food Service	Bentley, Carlton, ECC, HMLS, NBS	\$ 70,200	\$ 68,400	13,528	54,872	\$ 68,400	Continued
						Salaries	13,528			
21st Century Community Learning	Federal	Comp/Cont	Out of School Time	Bates, NBS	\$ 215,757	\$ 214,895	42,240	172,655	\$ 214,895	Continued
						Teacher Stipends	33,245			
						Paraprofessional Stipends	355			
						Behavioral Specialist Stipend	8,640			
21st Century Community Learning	Federal	Competitive	Out of School Time	Bates, HMLS, NBS	\$ 106,117	\$ 132,405	73,905	58,500	\$ -	Expired
						Teacher Stipends	44,851			
						Paraprofessional Stipends	27,482			
						Clerical Stipends	1,572			
21st Century Community Learning	Federal	Comp/Cont	Extend Learning Time	NBS	\$ 281,500	\$ 281,500	185,340	96,160	\$ -	Expired
						2 (12% diff) Specialist Teachers	13,750			
						2 (12% diff) School Adjustment Counselors	13,750			
						2 (12% diff) Instructional Coaches	13,750			
						2 (12% diff) Medical/Therapeutic Services	13,750			
						10 (12% diff) ESL & Special Education Instructors	70,000			
						1 (19.5 hrs/wk x 41 wks) Parent Liaison	20,000			
						7 (.70 FTE) Paraprofessionals	29,090			
						MTRS	11,250			
21st Century Community Learning	Federal	Competitive	Out of School Time	HMLS	\$ 96,888	\$ 96,888	59,865	37,023	\$ 96,888	Continued
						1 (.33 FTE) Family Engagement Coordinator	15,000			
						Teacher Stipends	24,120			
						Group Leader Stipends	20,745			
Adolescent Health & Success	Federal	Non-Competitive	Health Ed	CMS, SHS	\$ 4,100	\$ 5,000	1,500	3,500	\$ -	Expired
						Teacher Stipends	1,500			
Teen Pregnancy Prevention	Federal	Non-Competitive	Health Ed	CMS, Selts, NBS	\$ 23,325	\$ 39,000	30,400	8,600	\$ -	Expired
						Teacher Stipends	30,400			
NSLP Assistance	Federal	Competitive	Food Service	n/a	\$ 9,960	\$ -	n/a	n/a	\$ -	Expired
TOTAL FEDERAL GRANTS					\$ 3,812,420	\$ 3,806,270			\$ 3,110,727	

State Grants:

STATE GRANTS										
GRANT TITLE	SOURCE	COMPETITIVE/ ENTITLEMENT	PURPOSE	SCHOOL	FY17 AMOUNT	FY18 AMOUNT	FY18 Expenditure Types		FY19 PROJECTED	FY19 STATUS
							Personnel	Non-Personnel		
<i>EPIC Partnership Innovation</i>	State	Competitive	Instructional Support	All Schools	\$ 2,400	\$ 16,000	9,720	6,280	\$ -	Expired
						<i>Teacher Stipends</i>	9,720			
<i>Supp Under Perf (DSAC)</i>	State	Allocation	School Improvement	All Schools	\$ 9,750	\$ 8,359	-	8,359	\$ -	Expired
<i>Student Success Action Plans</i>	State	Competitive	School Improvement	<i>n/a</i>	\$ 22,000	\$ -	<i>n/a</i>	<i>n/a</i>	\$ -	Expired
<i>Expanded Learning Time</i>	State	Comp/Cont	Expand Learning Time	CMS	\$ 456,853	\$ 439,200	389,712	49,488	\$ 439,200	Continued
						<i>56 (6% diff) Teachers</i>	260,000			
						<i>Teacher Stipends</i>	129,712			
<i>CFCE</i>	State	Competitive	Early Childhood	District	\$ 69,700	\$ 116,680	82,000	34,680	\$ 116,680	Continued
						<i>1 (.12 FTE) Supervisor</i>	10,000			
						<i>1 (.5 FTE) Coordinator</i>	30,000			
						<i>6 (1.5 FTE) Home Visitors</i>	30,000			
						<i>1 (.06 FTE) Bilingual Outreach Playgroup Facilitator</i>	4,000			
						<i>1 (.06 FTE) Bilingual Parent Liaison</i>	8,000			
<i>Preschool Expansion Sustainability</i>	State	Competitive	Preschool	District	\$ 20,000	\$ -	<i>n/a</i>	<i>n/a</i>	\$ -	Expired
<i>Summer Meals Expansion</i>	State	Competitive	Food Service	District	\$ 9,044	\$ 10,230	-	10,230	\$ 10,230	Continued
<i>Collaborative Partnerships</i>	State	Competitive	Enhance Academic Supp	<i>n/a</i>	\$ 15,098	\$ -	<i>n/a</i>	<i>n/a</i>	\$ -	Expired
<i>Youth Opioid Prevention</i>	State	Competitive	Health Ed	CMS, Salts, NBS	\$ 12,663	\$ 6,960	-	6,960	\$ -	Expired
<i>School Choice</i>	State	State Aid	Tuition	District	\$ -	\$ 61,000		61,000	\$ 61,000	Continued
<i>Aid for Students from PR & VI</i>	State	Suppl State Aid	Tuition	District	\$ -	\$ 50,000	40,000	10,000	\$ -	Expired
TOTAL STATE GRANTS					\$ 617,508	\$ 708,429			\$ 627,110	

Local Grants:

LOCAL GRANTS										
GRANT TITLE	SOURCE	COMPETITIVE/ ENTITLEMENT	PURPOSE	SCHOOL	FY17 AMOUNT	FY18 AMOUNT	FY18 Expenditure Types		FY19 PROJECTED	FY19 STATUS
							Personnel	Non-Personnel		
<i>Norman Read Charitable Trust</i>	Local	Other	Science Instruction	All Schools	\$ 615,040	\$ 685,816	320,000	365,816	\$ 685,816	Continued
						4 (4 FTE) District STEM Coaches	280,000			
						1 (.76 FTE) STEM Interventionist	40,000			
<i>House of Seven Gables</i>	Local	Other	PCHP	District	\$ 7,500	\$ 7,500	6,000	1,500	\$ -	Expired
						1 (.20 FTE) Home Visitor	6,000			
<i>Project Lead the Way</i>	Local	Other	Science Instruction	NLIS	\$ -	\$ 26,250	-	26,250	\$ -	Expired
<i>Cell Signaling Technologies</i>	Local	Other	Science Instruction	n/a	\$ 11,783	\$ -	n/a	n/a	\$ -	Expired
<i>Nellie Mae Foundation</i>	Local	Other	Family Engagement	District	\$ 10,000	\$ 15,000	8,000	7,000	\$ -	Expired
						Teacher Stipends	8,000			
<i>Nellie Mae Foundation</i>	Local	Other	Immigration	District	\$ 10,000	\$ -	-	-	\$ -	Expired
<i>Nellie Mae Foundation</i>	Local	Other	Student Centered Learning	All Schools	\$ -	\$ 145,150	40,250	104,900	\$ -	Expired
						Teacher Stipends	40,250			
<i>New Profit Incubation</i>	Local	Other	Unrestricted	District	\$ -	\$ 100,000	-	100,000	\$ -	Expired
<i>Mass Life Sciences Center Equipment</i>	Local	Other	Science Education	n/a	\$ 39,525	\$ -	n/a	n/a	\$ -	Expired
<i>Salem Ed Foundation</i>	Local	Other	Classroom Supplies	All Schools	\$ 19,840	\$ 18,027	-	18,027	\$ 18,027	Continued
<i>Salem State University</i>	Local	Other	Technology	All Schools	\$ 20,000	\$ -	-	20,000	\$ -	Expired
TOTAL LOCAL GRANTS					\$ 733,688	\$ 997,743			\$ 703,843	

Appendix B: Food Service Revolving Account

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Budget
REVENUE:					
Federal Revenue	1,580,301	1,973,289	1,977,413	2,002,303	2,259,355
State Revenue	30,540	32,435	25,865	33,083	34,083
Other Local Revenue	194,157	84,991	77,489	25,533	30,765
Total Revenue	\$1,804,998	\$2,090,715	\$2,080,768	\$2,060,919	\$2,324,203
EXPENSES:					
Administration				176,978	185,393
School Staff				757,847	921,379
Employee Benefits				131,296	144,426
Total Personnel Expenses:	\$1,015,335	\$1,020,405	\$1,139,112	\$1,066,121	\$1,251,198
Food	487,305	616,757	575,976	671,251	771,939
Food Service Paper & Supplies	49,293	45,370	49,432	49,451	50,935
Milk	135,046	174,375	140,624	157,669	162,399
State Taxes Meals	524	544	455	544	596
Other Expenses	18,058	35,578	48,321	42,333	52,333
Equipment	23,547	18,474	3,509	18,474	18,474
Removal/Relocation HMLS					7,000
Total Non-Personnel Expenses:	713,774	891,099	818,318	939,722	1,063,676
Total Expenses	\$1,729,109	\$1,911,504	\$1,957,430	\$2,005,844	\$2,314,874
Net Income/(Loss)	\$75,889	\$179,211	\$123,338	\$55,075	\$9,329
Assumptions:					
10% Increase in Employee Benefits					
2.5% Increase for all employees					
15% Increase in food costs due to changes in shipping regulations					
3% Increase in milk					
3% Increase in Food Service Paper & Supplies					
Additional \$5,000 to cover food for catering					
Increase Inventory Driver to 40 hours per week (currently 35)					
Addition of 2 full time custodians (40 hours a week 52 weeks) (base + 10% night diff)					
Additional \$5,000 for catering employee costs					
\$5,000 increase in marketing					
\$7,000 for removal/relocation of kitchen equipment at HMLS					

Appendix C: Revolving Accounts

Dept.	Fund Name	Programs & Purposes	Type of Receipts Credited	Authorization for Spending	FY 2016 Fund Balance as of 6/30/16	FY 2017 Fund Balance as of 06/30/17	FY 2018 Budget Request Maximum Annual Expenditures	FY 2018 Actual Revenues as of 12/31/17	FY 2018 Actual Exp As of 12/31/17	FY 2018 Fund Balance as of 12/31/17	FY 2019 Budget Request Maximum Annual Expenditures
School-SBO	Building Rental	Building Rental	Payments for rental of building by outside groups	School Committee and Mayor	38,011.92	127,722.52	200,000.00	53,085.43	35,646.30	145,161.65	225,000.00
School-SPED	Early Childhood	Pre-School Tuition	Tuition payments for students attending the pre-school program at the Early Childhood Center	School Committee and Mayor	26,598.09	17,770.42	100,000.00	44,956.90	25,312.04	37,415.28	100,000.00
School-Trans	School Busing	School Bus pass	Purchases of school bus passes	School Committee and Mayor	21,421.59	54,032.13	160,000.00	46,964.20	67,142.76	33,853.57	160,000.00
School-HS	Night/Summer School	Night School Tuition	Tuition payments for students attending the night school program	School Committee and Mayor	(6,212.50)	748.50	50,000.00	7,110.00	7,158.50	700.00	50,000.00
School-SPED	Special Education Tuition	Special Education Tuition	Tuition Payments for students from other districts attending Special Education programs in Salem	School Committee and Mayor	124,035.74	31,218.40	250,000.00	40,843.85	46,440.54	25,621.71	250,000.00
School-Auto	SHS Automotive	To pay for parts and materials for automotive repairs to vehicles brought in to the HS Automotive Vocational School by Citizens	Fees charged for parts and materials for automotive repairs to vehicles brought in by citizens	School Committee and Mayor	7,205.85	8,323.74	50,000.00	5,775.79	7,457.15	6,642.38	50,000.00
The funds below are statutory revolving accounts, and do not need to be approved annually. They are provided for information purposes:											
School - Black Cat Café	SHS Culinary	To pay for supplies and equipment for use by the Black Cat Café.	Fees charged for meals and catering provided by the culinary arts program.	Statutory	771.46	1,743.74	N/A	5,902.64	5,466.08	2,180.30	N/A
School - Athletics	SHS Athletics	Support fees for athletic officials and other athletic expenses.	Gate fees charged to spectators at athletic events.	Statutory	114.78	1,773.87	N/A	-	-	1,773.87	N/A
Totals					211,946.93	243,333.32	810,000.00	204,638.81	194,623.37	253,348.76	835,000.00

Appendix D: Bentley Academy Charter School

Bentley Academy Charter School FY19 Budget

Org	Obj	Description	FY 2019 FTE	FY 2019 School
<i>Bentley Academy Charter School Personnel</i>				
7100310	5111	SALARIES-FULL TIME	38.00	\$2,386,223.00
7100310	5111	STIPENDS		14,000.00
7100310	5114	TUTORS		-
7100310	5117	ADMINISTRATIVE	2.00	185,730.00
7100310	5126	PSYCHOLOGIST	1.00	69,751.00
7100310	5160	CLERICAL	1.00	50,225.00
7100310	5163	PARAPROFESSIONALS	8.00	183,394.00
7100311	5111	ENROLLMENT CONTINGENCY		-
Total Personnel			50.00	\$2,889,323.00
<i>Bentley Academy Charter School Non-Personnel</i>				
7100320	5320	CONTRACTED SERVICES		141,000.00
7100320	5514	INSTRUCTIONAL SUPPLIES		100,500.00
7100320	5780	OTHER EXPENSES		107,747.00
Total Non-Personnel			-	\$349,247.00
Total New Bentley			50.00	\$3,238,570.00

School Finance: Chapter 70 Program

FY19 Preliminary Chapter 70 Aid and Net School Spending Requirements

January 24, 2018

Pursuant to section 6 of chapter 70 of the General Laws, the Commissioner of Elementary and Secondary Education is issuing the preliminary estimates of Chapter 70 school aid and net school spending requirements for FY19. These estimates are based on House 1, Governor Baker's proposed state budget for the coming fiscal year. The proposal increases aid from \$4,746,953,715 to \$4,850,573,123, an increase of \$103.6 million or 2.2 percent.

These are preliminary estimates subject to change as the House and Senate deliberate on the budget. Our purpose in providing these estimates at this time is to assist cities, towns and regional school districts in their budget preparations for FY19. We advise you to construct your local budgets with sufficient flexibility to accommodate the changes that typically occur in the state budget process. The Commissioner will issue the final, official school spending requirements as soon as the Governor and Legislature approve either the FY19 state budget or an earlier local aid resolution.

Here are some of the key points about the proposal:

- The aggregate wealth model used in the formula since FY07 continues to be in effect. For municipalities with required contributions above their targets, the equity component of the formula is reduced by 85% of the gap.
- 117 operating districts receive foundation aid to ensure that they do not fall below their foundation budgets.
- Foundation budgets are increased by an inflation factor of 2.64 percent.
- Enrollment decreased by 0.35 percent. Thirty-five percent of districts saw increases of as much as 16 percent. Sixty-three percent of districts saw decreases by as much as 49 percent.
- Economically disadvantaged enrollment continues to be used in lieu of free and reduced price lunch data, which is no longer available for all districts as a result of districts' participation in the USDA's Community Eligibility Program. This measure includes those students qualifying as a match in the following programs included in the Commonwealth's direct certification system, which is maintained in the Executive Office of Health and Human Services Virtual Gateway system: Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), Medicaid (MassHealth), and foster care. Due to an expansion of Medicaid programs being used to identify qualifying matches with foundation enrollments, the measure now aligns more closely with the criteria used for other programs administered by the Department and adds 24 thousand students to the measure statewide over FY18 levels. The decile assignment is

done in the same manner as the prior year. The lowest decile rate is set at \$3,619.57 and each subsequent decile increases by \$40 up to the highest decile rate of \$3,979.57. These levels reflect a rate reduction of \$300 in response to the significant expansion of student matches towards the low income head count that existed in foundation enrollments prior to the shift to "eco dis". Consistent with the changes in rates that were made during that shift, the rate adjustment was designed to maintain the level of resources available to districts to support the education of this population.

- The "benefits and fixed charges" rate continues to be increased, in response to the recommendations of the Foundation Budget Review Commission. This increase phases in another 11% of the total recommendation, such that an additional \$72 million is invested in district foundation budgets.

The Department of Elementary and Secondary Education has prepared materials to assist local officials in understanding the state aid calculations and local contribution requirements in this year's Chapter 70 program. That info can be found at:

<http://www.doe.mass.edu/finance/chapter70/fy2019/prelim.html>

Last Updated: January 24, 2018

Massachusetts Department of Elementary and Secondary Education
Office of School Finance



FY19 Chapter 70 Foundation Budget
258 Salem

	Base Foundation Components										Incremental Costs Above The Base			TOTAL*
	(1) Pre-School	(2) ----- Kindergarten ----- Half-Day	(3) Full-Day	(4) Elementary	(5) Jr High/ Middle	(6) High School	(7) ELL PK	(8) ELL K Half	(9) ELL KF - 12	(10) Voca- tional	(11) Special Ed In District	(12) Special Ed Out of Dist	(13) Economically Disadvantaged	
Foundation Enrollment	53	0	294	1,582	926	740	5	0	495	432	172	40	2,358	4,499
1 Administration	10,011	0	111,061	597,616	349,806	279,542	945	0	186,991	163,192	448,440	104,288	0	2,251,894
2 Instructional Leadership	18,080	0	200,587	1,079,351	631,782	504,880	1,706	0	337,724	294,741	0	0	0	3,068,851
3 Classroom and Specialist Teachers	82,904	0	919,761	4,949,129	2,549,287	2,995,905	11,779	0	2,332,197	2,973,253	1,479,738	0	7,319,373	25,613,327
4 Other Teaching Services	21,263	0	235,900	1,269,365	534,848	355,829	1,604	0	317,582	207,727	1,381,612	1,593	0	4,327,324
5 Professional Development	3,279	0	36,391	195,852	124,278	96,296	419	0	82,947	92,940	71,382	0	187,673	891,458
6 Instructional Equipment & Tech	11,999	0	133,123	716,330	419,293	536,115	1,132	0	224,136	547,703	62,305	0	0	2,652,136
7 Guidance and Psychological	6,032	0	66,929	360,142	280,597	281,089	758	0	149,995	164,095	0	0	0	1,309,636
8 Pupil Services	2,399	0	26,628	214,899	205,470	378,628	340	0	67,241	221,037	0	0	0	1,116,641
9 Operations and Maintenance	23,022	0	255,404	1,374,315	872,116	675,761	2,940	0	582,150	733,314	500,929	0	1,126,063	6,151,013
10 Employee Benefits/Fixed Charges	24,874	0	275,957	1,484,976	878,209	642,394	2,750	0	532,328	564,002	576,389	0	750,716	5,732,596
11 Special Ed Tuition	0	0	0	0	0	0	0	0	0	0	0	990,163	0	990,163
12 Total	203,862	0	2,261,742	12,241,975	6,845,687	6,746,439	24,371	0	4,813,291	5,967,004	4,520,796	1,096,045	9,383,826	54,105,039
13 Wage Adjustment Factor	100.0%													
14 Economically Disadvantaged Decile	10													
											Foundation Budget per Pupil		12,026	

* Total foundation enrollment does not include columns 11 through 13, because those columns represent increments above the base. The pupils are already counted in columns 1 to 10.
 Total foundation enrollment assigns pupils in pre-kindergarten and half-time kindergarten an enrollment count of .5.
 Special education in-district headcount is an assumed percentage, representing 3.75 percent of K to 12 non-vocational enrollment and 4.75 percent of vocational enrollment.
 Special education out-of-district headcount is also an assumed percentage, representing 1 percent of non-vocational K-12 enrollment.
 Economically disadvantaged headcounts are the number of pupils in columns 1 through 10 who are directly certified as eligible for the Supplemental Nutrition Assistance Program (SNAP); the Transitional Assistance for Families with Dependent Children (TAFDC); and MassHealth (Medicaid).
 Each component of the foundation budget represents the enrollment on line 1 multiplied by the appropriate state-wide foundation allotment.
 The wage adjustment factor is applied to underlying rates in all functions except instructional equipment, benefits and special education tuition.
 The foundation budget shown on this page may differ from the final number used in the formula, due to rounding error.

Massachusetts Department of Elementary and Secondary Education

Office of School Finance

FY19 Chapter 70 Determination of City and Town Total Required Contribution

258 Salem



Effort Goal

FY19 Increments Toward Goal

1) 2016 equalized valuation	4,790,270,400
2) Property percentage	0.3642%
3) Local effort from property wealth	17,447,096
4) 2015 income	1,243,530,000
5) Income percentage	1.4174%
6) Local effort from income	17,625,928
7) Combined effort yield (row 3+ row 6)	35,073,024
8) Foundation budget FY19	57,067,397
9) Maximum local contribution (82.5% * row 8)	47,080,603
10) Target local contribution (lesser of row 7 or row 9)	35,073,024
11) Target local share (row 10 as % of row 8)	61.46%
12) Target aid share (100% minus row 11)	38.54%

13) Required local contribution FY18	34,139,250
14) Municipal revenue growth factor (DOR)	4.61%
15) FY19 preliminary contribution (13 x 14)	35,713,069
16) Preliminary contribution pct of foundation (15/8)	62.58%
<i>If preliminary contribution is above the target share:</i>	
17) Excess local effort (15 - 10)	640,045
18) 85% reduction toward target (17 x 85%)	544,038
19) FY19 required local contribution (15 - 18), capped at 90% of foundation	35,169,031
20) Contribution as percentage of foundation (19 / 8)	61.63
<i>If preliminary contribution is below the target share:</i>	
21) Shortfall from target local share (11 - 16)	
22) Added increment toward target (13 x 1% or 2%)*	
*1% if shortfall is between 2.5% and 7.5%; 2% if shortfall > 7.5%	
23) Shortfall from target after adding increment (10 - 15 - 22)	
24) FY19 required local contribution (15 + 22)	
25) Contribution as percentage of foundation (24 / 8)	

FY19 Chapter 70 Apportionment of Local Contribution Across School Districts



258 Salem	Salem	Essex North Shore	Combined Total for All Districts
<u>Prior Year Data (for comparison purposes)</u>			
1 FY18 foundation enrollment	4,537	187	4,724
2 FY18 foundation budget	52,768,572	2,974,663	55,743,235
3 Each district's share of municipality's combined FY18 foundation	94.66%	5.34%	100.00%
4 FY18 required contribution	32,484,384	1,831,205	34,315,589
<u>FY19 apportionment of contribution among community's districts</u>			
5 FY19 total unapportioned required contribution ('municipal contribution' sheet row 19 or 24)			35,169,031
6 FY19 foundation enrollment	4,499	183	4,682
7 FY19 foundation budget	54,105,039	2,962,359	57,067,397
8 Each district's share of municipality's total FY19 foundation	94.81%	5.19%	100.00%
9 FY19 Required Contribution	33,343,413	1,825,618	35,169,031
10 Change FY19 to FY18 (9 - 4)	859,029	-5,587	853,442

**Massachusetts Department of Elementary and Secondary Education
FY19 Chapter 70 Summary**

258 Salem

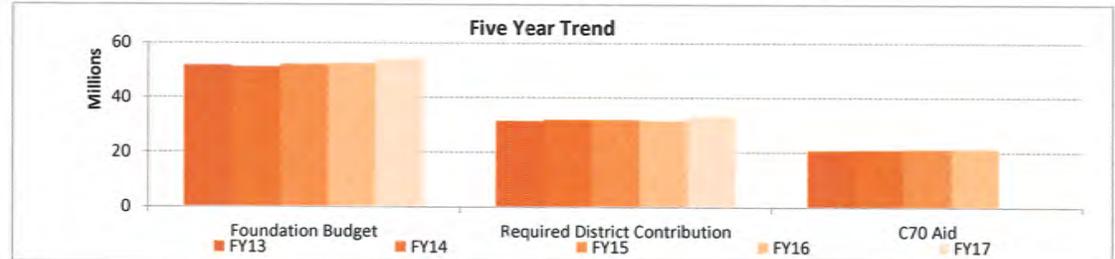


Aid Calculation FY19

Prior Year Aid	
1 Chapter 70 FY18	21,736,742
Foundation Aid	
2 Foundation budget FY19	54,105,039
3 Required district contribution FY19	33,343,413
4 Foundation aid (2 -3)	20,761,626
5 Increase over FY18 (4 - 1)	0
Minimum Aid	
6 Minimum \$20 per pupil increase	89,980
Non-Operating District Reduction to Foundation	
7 Reduction to foundation	0
FY19 Chapter 70 Aid	
9 sum of line 1, 5 minus 7	21,826,722

Comparison to FY18

	FY18	FY19	Change	Pct Chg
Enrollment	4,537	4,499	-38	-0.84%
Foundation budget	52,768,572	54,105,039	1,336,467	2.53%
Required district contribution	32,317,455	33,343,413	1,025,958	3.17%
Chapter 70 aid	21,736,742	21,826,722	89,980	0.41%
Required net school spending (NSS)	54,054,197	55,170,135	1,115,938	2.06%
Target aid share	38.79%	38.54%		
C70 % of foundation	41.19%	40.34%		
Required NSS % of foundation	102.44%	101.97%		



Massachusetts Department of Elementary and Secondary Education

Office of School Finance

FY18 Chapter 70 Foundation Budget

258 Salem

	Base Foundation Components										Incremental Costs Above The Base			TOTAL*	
	(1) Pre-School	(2) Kindergarten		(3) Full-Day	(4) Elementary	(5) Jr High/Middle	(6) High School	(7) ELL PK	(8) ELL K Half	(9) ELL KF - 12	(10) Vocational	(11) Special Ed In District	(12) Special Ed Out of Dist		(13) Economically Disadvantaged
Foundation Enrollment	60	0	346	1,567	936	786	0	0	497	375		173	41	2,238	4,537
1 Administration	11,042	0	127,342	576,719	344,485	289,279	0	0	182,916	138,015		439,446	104,146	0	2,213,390
2 Instructional Leadership	19,942	0	229,993	1,041,616	622,178	522,470	0	0	330,366	249,270		0	0	0	3,015,835
3 Classroom and Specialist Teachers	91,439	0	1,054,598	4,776,106	2,510,539	3,100,291	0	0	2,281,394	2,514,563		1,450,060	0	7,321,707	25,100,696
4 Other Teaching Services	23,452	0	270,482	1,224,987	526,715	368,225	0	0	310,665	175,680		1,353,901	1,591	0	4,255,698
5 Professional Development	3,616	0	41,728	189,012	122,391	99,649	0	0	81,140	78,604		69,951	0	161,136	847,227
6 Instructional Equipment & Tech	13,235	0	152,638	691,282	412,916	554,798	0	0	219,252	463,208		61,055	0	0	2,568,383
7 Guidance and Psychological	6,653	0	76,739	347,545	276,335	290,883	0	0	146,729	138,780		0	0	0	1,283,665
8 Pupil Services	2,646	0	30,531	207,392	202,344	391,821	0	0	65,778	186,938		0	0	0	1,087,450
9 Operations and Maintenance	25,392	0	292,847	1,326,277	858,864	699,304	0	0	569,468	624,413		490,882	0	1,130,794	6,018,242
10 Employee Benefits/Fixed Charges	24,887	0	287,023	1,299,969	758,709	598,900	0	0	498,219	448,790		563,924	0	743,240	5,223,660
11 Special Ed Tuition	0	0	0	0	0	0	0	0	0	0		0	988,813	0	988,813
12 Total	222,304	0	2,563,921	11,680,905	6,635,479	6,915,620	0	0	4,685,926	5,018,258		4,429,220	1,094,550	9,356,877	52,603,059
13 Wage Adjustment Factor	100.0%														
14 Economically Disadvantaged Decile	10														
											Foundation Budget per Pupil		11,594		

* Total foundation enrollment does not include columns 11 through 13, because those columns represent increments above the base. The pupils are already counted in columns 1 to 10.
 Total foundation enrollment assigns pupils in pre-kindergarten and half-time kindergarten an enrollment count of .5.
 Special education in-district headcount is an assumed percentage, representing 3.75 percent of K to 12 non-vocational enrollment and 4.75 percent of vocational enrollment.
 Special education out-of-district headcount is also an assumed percentage, representing 1 percent of non-vocational K-12 enrollment.
 Economically disadvantaged headcounts are the number of pupils in columns 1 through 10 who are directly certified as eligible for the Supplemental Nutrition Assistance Program (SNAP); the Transitional Assistance for Families with Dependent Children (TAFDC); the Department of Children and Families' (DCF) foster care program; and MassHealth (Medicaid).
 Each component of the foundation budget represents the enrollment on line 1 multiplied by the appropriate state-wide foundation allotment.
 The wage adjustment factor is applied to underlying rates in all functions except instructional equipment, benefits and special education tuition.
 The foundation budget shown on this page may differ from the final number used in the formula, due to rounding error.

**Massachusetts Department of Elementary and Secondary Education
FY18 Determination of City and Town Total Required Contribution**

258 Salem

<u>Effort Goal</u>		<u>FY18 Increments Toward Goal</u>	
1) 2016 equalized valuation	4,790,270,400	13) Required local contribution FY17	33,006,255
2) Property percentage	0.3538%	14) Municipal revenue growth factor (DOR)	3.76%
3) Local effort from property wealth	16,949,100	15) FY18 preliminary contribution (13 x 14)	34,247,290
		16) Preliminary contribution pct of foundation (15/8)	61.63%
4) 2014 income	1,201,348,000		
5) Income percentage	1.4202%	<i>If preliminary contribution is above the target share:</i>	
6) Local effort from income	17,061,933	17) Excess local effort (15 - 10)	236,258
		18) 85% reduction toward target (17 x 85%)	200,819
7) Combined effort yield (row 3+ row 6)	34,011,032	19) FY18 required local contribution (15 - 18), capped at 90% of foundation	34,046,471
		20) Contribution as percentage of foundation (19 / 8)	61.27
8) Foundation budget FY18	55,570,953		
9) Maximum local contribution (82.5% * row 8)	45,846,036	<i>If preliminary contribution is below the target share:</i>	
		21) Shortfall from target local share (11 - 16)	
10) Target local contribution (lesser of row 7 or row 9)	34,011,032	22) Added increment toward target (13 x 1% or 2%)*	
		<i>*1% if shortfall is between 2.5% and 7.5%; 2% if shortfall > 7.5%</i>	
11) Target local share (row 10 as % of row 8)	61.20%	23) Shortfall from target after adding increment (10 - 15 - 22)	
12) Target aid share (100% minus row 11)	38.80%	24) FY18 required local contribution (15 + 22)	
		25) Contribution as percentage of foundation (24 / 8)	

**Massachusetts Department of Elementary and Secondary Education
FY18 Chapter 70**

Apportionment of Local Contribution Across School Districts

258 Salem	Salem	Essex North Shore	Combined Total for All Districts
 <u>Prior Year Data (for comparison purposes)</u>			
1 FY17 foundation enrollment	4,586	172	4,758
2 FY17 foundation budget	52,561,027	2,712,046	55,273,073
3 Each district's share of municipality's combined FY17 foundatic	95.09%	4.91%	100.00%
4 FY17 required contribution	31,386,760	1,619,495	33,006,255
 <u>FY18 apportionment of contribution among community's districts</u>			
5 FY18 total unapportioned required contribution ('municipal contribution' sheet row 19 or 24)			34,046,471
6 FY18 foundation enrollment	4,537	187	4,724
7 FY18 foundation budget	52,603,059	2,967,894	55,570,953
8 Each district's share of municipality's total FY18 foundation	94.66%	5.34%	100.00%
9 FY18 Required Contribution	32,228,141	1,818,330	34,046,471
 10 Change FY18 to FY17 (9 - 4)	 841,381	 198,835	 1,040,216

Massachusetts Department of Elementary and Secondary Education FY18 Chapter 70 Summary

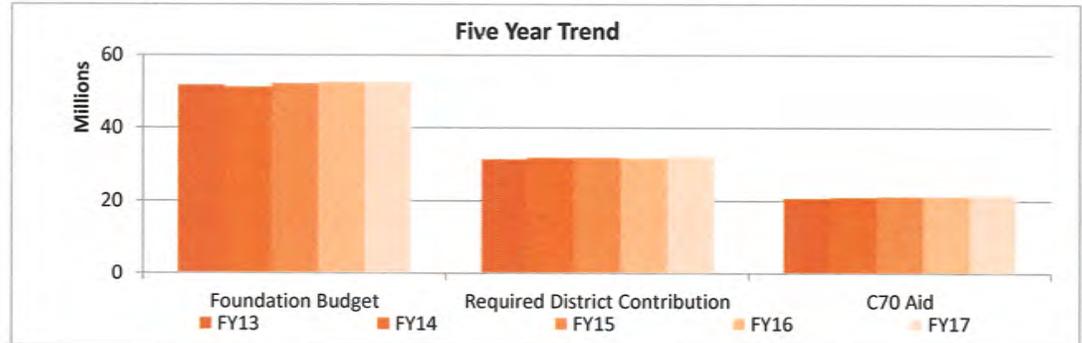
258 Salem

Aid Calculation FY18

Prior Year Aid	
1 Chapter 70 FY17	21,600,632
Foundation Aid	
2 Foundation budget FY18	52,603,059
3 Required district contribution FY18	32,228,141
4 Foundation aid (2 -3)	20,374,918
5 Increase over FY17 (4 - 1)	0
Minimum Aid	
6 Minimum \$20 per pupil increase	90,740
Non-Operating District Reduction to Foundation	
7 Reduction to foundation	0
FY18 Chapter 70 Aid	
9 sum of line 1, 5 minus 7	21,691,372

Comparison to FY17

	FY17	FY18	Change	Pct Chg
Enrollment	4,586	4,537	-49	-1.07%
Foundation budget	52,561,027	52,603,059	42,032	0.08%
Required district contribution	31,386,760	32,228,141	841,381	2.68%
Chapter 70 aid	21,600,632	21,691,372	90,740	0.42%
Required net school spending (NSS)	52,987,392	53,919,513	932,121	1.76%
Target aid share	40.79%	38.80%		
C70 % of foundation	41.10%	41.24%		
Required NSS % of foundation	100.81%	102.50%		



Massachusetts Department of Elementary and Secondary Education

Office of School Finance

FY17 Chapter 70 Foundation Budget

258 SALEM

	----- Base Foundation Components -----										--- Incremental Costs Above The Base ---			TOTAL*
	(1) Pre-School	(2) ----- Kindergarten Half-Day	(3) ----- Full-Day	(4) Elementary	(5) Jr High/ Middle	(6) High School	(7) ELL PK	(8) ELL K Half	(9) ELL KF - 12	(10) Voca- tional	(11) Special Ed In District	(12) Special Ed Out of Dist	(13) Economically Disadvantaged	
Foundation Enrollment	66	1	278	1,614	953	768	0	0	518	421	175	41	2,276	4,586
1 Administration	12,013	182	101,192	587,496	346,892	279,552	0	0	188,552	153,244	439,646	103,003	0	2,211,771
2 Instructional Leadership	21,696	329	182,763	1,061,076	626,521	504,899	0	0	340,544	276,774	0	0	0	3,014,600
3 Classroom and Specialist Teachers	99,479	1,507	838,034	4,865,355	2,528,071	2,996,037	0	0	2,351,689	2,792,026	1,450,720	0	7,364,271	25,287,189
4 Other Teaching Services	25,514	387	214,938	1,247,880	530,392	355,845	0	0	320,238	195,056	1,354,518	1,574	0	4,246,351
5 Professional Development	3,934	60	33,160	192,550	123,242	96,300	0	0	83,641	87,278	69,983	0	162,074	852,221
6 Instructional Equipment & Tech	14,399	218	121,294	704,204	415,803	536,141	0	0	226,009	514,319	61,084	0	0	2,593,471
7 Guidance and Psychological	7,238	110	60,982	354,047	278,266	281,103	0	0	151,251	154,094	0	0	0	1,287,091
8 Pupil Services	2,879	44	24,261	211,273	203,761	378,647	0	0	67,806	207,556	0	0	0	1,096,236
9 Operations and Maintenance	27,624	419	232,711	1,351,063	864,867	675,786	0	0	587,013	693,311	491,106	0	1,137,363	6,061,263
10 Employee Benefits/Fixed Charges	24,900	377	209,757	1,217,876	683,720	529,359	0	0	491,691	471,280	556,364	0	747,552	4,932,876
11 Special Ed Tuition	0	0	0	0	0	0	0	0	0	0	0	977,957	0	977,957
12 Total	239,675	3,631	2,019,092	11,792,820	6,601,536	6,633,669	0	0	4,808,433	5,544,957	4,423,419	1,082,534	9,411,260	52,561,027
13 Wage Adjustment Factor	100.0%													
14 Economically Disadvantaged Decile	10													
														Foundation Budget per Pupil 11,461

* Total foundation enrollment does not include columns 11 through 13, because those columns represent increments above the base. The pupils are already counted in columns 1 to 10.

Total foundation enrollment assigns pupils in pre-kindergarten and half-time kindergarten an enrollment count of .5.

Special education in-district headcount is an assumed percentage, representing 3.75 percent of K to 12 non-vocational enrollment and 4.75 percent of vocational enrollment.

Special education out-of-district headcount is also an assumed percentage, representing 1 percent of non-vocational K-12 enrollment.

Economically disadvantaged headcounts are the number of pupils in columns 1 through 10 who are directly certified as eligible for the Supplemental Nutrition

Assistance Program (SNAP); the Transitional Assistance for Families with Dependent Children (TAFDC); the Department of Children and Families' (DCF) foster care program; and MassHealth (Medicaid).

Each component of the foundation budget represents the enrollment on line 1 multiplied by the appropriate state-wide foundation allotment.

The wage adjustment factor is applied to underlying rates in all functions except instructional equipment, benefits and special education tuition.

The foundation budget shown on this page may differ from the final number used in the formula, due to rounding error.

**Massachusetts Department of Elementary and Secondary Education
FY17 Determination of City and Town Total Required Contribution**

258 Salem

Effort Goal

1) 2014 equalized valuation	4,232,985,800
2) Property percentage	0.3792%
3) Local effort from property wealth	16,050,407
4) 2013 income	1,134,289,000
5) Income percentage	1.4701%
6) Local effort from income	16,674,891
7) Combined effort yield (row 3+ row 6)	32,725,299
8) Foundation budget FY17	55,273,073
9) Maximum local contribution (82.5% * row 8)	45,600,285
10) Target local contribution (lesser of row 7 or row 9)	32,725,299
11) Target local share (row 10 as % of row 8)	59.21%
12) Target aid share (100% minus row 11)	40.79%

FY17 Increments Toward Goal

13) Required local contribution FY16	33,261,236
14) Municipal revenue growth factor (DOR)	4.02%
15) FY17 preliminary contribution (13 x 14)	34,598,338
16) Preliminary contribution pct of foundation (15/8)	62.60%
<i>If preliminary contribution is above the target share:</i>	
17) Excess local effort (15 - 10)	1,873,039
18) 70% reduction toward target (17 x 70%)	1,311,127
19) FY17 required local contribution (15 - 18), capped at 90% of foundation	33,287,211
20) Contribution as percentage of foundation (19 / 8)	60.22
<i>If preliminary contribution is below the target share:</i>	
21) Shortfall from target local share (11 - 16)	
22) Added increment toward target (13 x 1% or 2%)*	
*1% if shortfall is between 2.5% and 7.5%; 2% if shortfall > 7.5%	
23) Shortfall from target after adding increment (10 - 15 - 22)	
24) FY17 required local contribution (15 + 22)	
25) Contribution as percentage of foundation (24 / 8)	

**Massachusetts Department of Elementary and Secondary Education
FY17 Chapter 70**

Apportionment of Local Contribution Across School Districts

258 Salem	Salem	Essex North Shore	Combined Total for All Districts
<u>Prior Year Data (for comparison purposes)</u>			
1 FY16 foundation enrollment	4,671	170	4,841
2 FY16 foundation budget	52,542,430	2,640,224	55,182,654
3 Each district's share of municipality's combined FY16 foundation	95.22%	4.78%	100.00%
4 FY16 required contribution	31,669,846	1,591,390	33,261,236
<u>FY17 apportionment of contribution among community's districts</u>			
5 FY17 total unapportioned required contribution ('municipal contribution' sheet row 19 or 24)			33,287,211
6 FY17 foundation enrollment	4,586	172	4,758
7 FY17 foundation budget	52,561,027	2,712,046	55,273,073
8 Each district's share of municipality's total FY17 foundation	95.09%	4.91%	100.00%
9 FY17 Required Contribution	31,653,930	1,633,281	33,287,211
10 Change FY17 to FY16 (9 - 4)	-15,916	41,891	25,975

Massachusetts Department of Elementary and Secondary Education FY17 Chapter 70 Summary

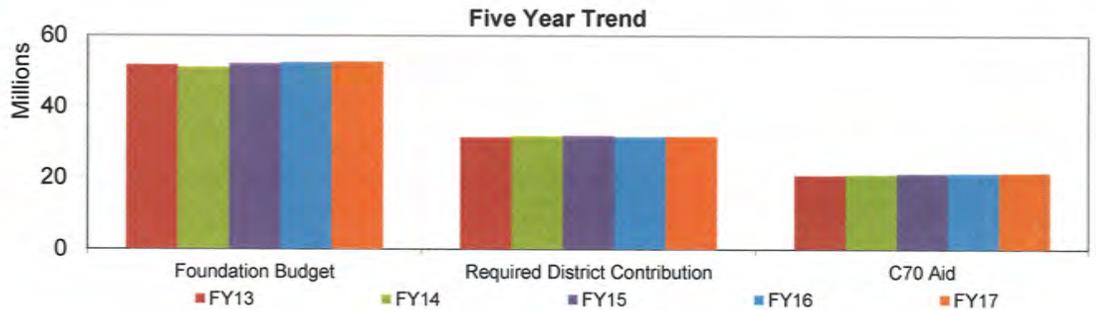
258 Salem

Aid Calculation FY17

Prior Year Aid	
1 Chapter 70 FY16	21,348,402
Foundation Aid	
2 Foundation budget FY17	52,561,027
3 Required district contribution FY17	31,653,930
4 Foundation aid (2 -3)	20,907,097
5 Increase over FY16 (4 - 1)	0
Minimum Aid	
6 Minimum \$20 per pupil increase	91,720
Non-Operating District Reduction to Foundation	
7 Reduction to foundation	0
FY17 Chapter 70 Aid	
8 sum of line 1, 5 minus 7	21,440,122

Comparison to FY16

	FY16	FY17	Change	Pct Chg
Enrollment	4,671	4,586	-85	-1.82%
Foundation budget	52,542,430	52,561,027	18,597	0.04%
Required district contribution	31,669,846	31,653,930	-15,916	-0.05%
Chapter 70 aid	21,348,402	21,440,122	91,720	0.43%
Required net school spending (NSS)	53,018,248	53,094,052	75,804	0.14%
Target aid share	40.90%	40.79%		
C70 % of foundation	40.63%	40.79%		
Required NSS % of foundation	100.91%	101.01%		



Profile of the Bates School:

The Bates School is a K-5, elementary school with an enrollment of 400 students. The school is named after former Salem Mayor and US Representative George Joseph Bates and his eldest son, William Henry Bates, who succeeded his father in congress after the elder was killed in a plane crash. The school opened in 1970 and was rededicated in 2001 after renovation and an addition were completed.

The state of the art facility is completely air conditioned and includes among other spaces, a fully automated an Instructional Media Center, Science Discovery Center, a theater and music suite, a computer lab equipped with the latest Macintosh computers, three recreational areas, family center, and large, fully equipped classrooms. The Bates School is completely networked, and has the services of a district Technology Integration Specialist. In addition to the computer lab, all classrooms and specialty areas have computers and internet access.

The Bates School realizes the importance of a strong arts component to a child's education. All students at the Bates receive performance instruction in theater arts through our music program. Every child performs in a music program. We start chorus lessons in grade two. Our visual arts program is one of the best, using all types of media and learning about many artists and their styles. We have an annual art show at the end of each school year displaying the art of every child. We schedule time to integrate music and art into the everyday curriculum as much as possible. Students at Bates Elementary receive more time in music, art and PE than in a traditional elementary school.. Our motto is: "Guiding us Beyond our Creative Horizons", and we try to live up to that motto.

We also house the district's special education Therapeutic Support Program consisting of three classrooms, which service students throughout the district who have significant emotional disabilities. Approximately twenty-seven (24%) of the Bates School population is special education and/or on 504 plans, (78) students. We presently have 25 ELL (English Language Learners) in our school, 7% of our population.

Our Expectations:

We expect to have all of our children reach the proficient level on the MCAS both in math and in ELA by 2017. We expect each sub group in ELA and Math to increase their performance level by 7% points each year. We believe that every child has the potential, with the right help, to reach this goal. In year one, we will focus on these three priority areas, each year adding more ideas and strategies for improvement. We will provide focused professional development for staff, continually monitoring progress of students

and continuously analyzing our data.

Three High-Priority Essential Conditions: (from DESE "11 Essential Conditions for School Effectiveness")

1 Tiered instruction and adequate learning time.

2. Professional development and structures for collaboration.

3. Students' social, emotional, and health needs.

Profile of the Bentley Academy Charter School:

The Bentley Academy Charter School is a K-5 Horace Mann Charter School that opened in the fall of 2015. Our school is committed to developing and delivering a well-rounded education to all of our scholars. We believe this includes creating a culture of achievement, developing and delivering comprehensive and rigorous curricula, differentiating instruction, attaining excellence in leadership and instruction, expanding learning time, and engaging family and community stakeholders. We support all scholars in demonstrating our core values: integrity, collaboration, grit, discipline, and zest. We put an emphasis on the importance of continued education and plant the seeds of college. We pride ourselves on having a diverse school community. We aim to serve 340 scholars in grades K-5 in SY 18-19. Our school day runs from 7:30am – 3:30pm with a 190 day calendar for scholars first through fifth and 185 days for kindergarten.

MISSION: Bentley Academy Charter School prepares all of its scholars for personal and academic success to get to and through college. Through a combination of high academic standards, data-derived instructional methods, and community supports and partnerships, Bentley Academy Charter School establishes the critical foundation necessary for scholars to thrive as they advance in their academic careers.

VISION: BACS scholars will achieve at the same high levels regardless of socio- economic status, race, or other element of privilege or challenge. By applying our key design elements and with vigorous reinforcement of our core values, BACS will eliminate the achievement gap and graduate scholars with the academic skills and personal mindset to succeed in middle and high school so that a wide range of post- secondary options are available to them.

Our Expectations:

To achieve the vision, Bentley Academy Charter School has designed a school around the following six strategies:

1. Create a culture of achievement: setting a culture that encourages and supports scholars to reach higher and achieve more is a key piece of scholar success. Clear and consistent standards applied throughout the school set the stage for better communication and productivity among teachers, between teachers and scholars, and among scholars themselves. A college focused school culture will encourage scholars to see themselves as collegiate scholars and will leverage the community to impart the importance of continued education for all scholars.

2. Develop comprehensive and rigorous curricula: allowing scholars to stretch their educational horizons is an important piece of college preparatory work. Scholars who feel supported are more comfortable pushing themselves and their understanding without fear of failure.
3. Differentiate instruction: using data to differentiate instruction is a powerful tool that teachers can use to rapidly increase scholar achievement.
4. Attain excellence in leadership and instruction: staffing the school with teachers, administrators, and staff who have strong instructional, collaborative, and management skills is an important pre-requisite for school success. Regular observations, high quality feedback, and professional development ensure that teachers are working smart, not just hard.
5. Expand the learning day and year: more time used well can make a significant difference for scholars and teachers. More time not only allows for more targeted instruction, but also more enrichment and more opportunities for teacher collaboration. BACS will have a reimagined school day that takes into account the needs of both the teachers and the scholars.
6. Engage family and community: a school's biggest allies are the scholars' caregivers. They have the ability to reinforce or negate any progress that scholar is making, so keeping them well informed and focused on the same college preparatory goals can be a factor in school and scholar success.

We support all scholars in demonstrating our core values: integrity, collaboration, grit, discipline, and zest.

Three High-Priority Turnaround Practices: From The Massachusetts Turnaround Practices Indicators

- 1. Intentional Practices for Improving Instruction**
- 2. Student Specific Supports and Instruction to all Students**
- 3. School Culture and Climate**

Profile of the Carlton Innovation School:

The Carlton Innovation School serves 260 children in grades K-5. As Salem's Green School, the Carlton makes use of a state of the art science lab and organic garden. The Carlton Innovation School houses two self-contained special education classrooms for students with Specific Learning Disabilities. In the fall of 2012 the Carlton School officially opened as an Innovation School based on the idea of continuous progress. A copy of the Carlton Innovation Plan is available on our website.

Our Expectations:

- Carlton School Staff emphasize an individualized approach to teaching and learning designed specifically to better serve our population and demographics
- Each student will receive instruction matched to his/her achievement level every day.
- Students will take an active role in their education by demonstrating ownership over their learning.
- Family involvement will increase.

Four High-Priority Essential Conditions: (from DESE "11 Essential Conditions for School Effectiveness")**1. Effective Instruction****2. Student Assessment****3. Professional Development****4. Family-School Engagement**

Profile of Collins Middle School:

Collins Middle School is an impressive 650-student middle school alive with optimistic staff and scholars, representing a wide range of socio-economic and cultural diversity. Scholars move with purpose knowing their teachers will greet them warmly at the door of their next class with high expectations. The school is structured, specifically, to provide students with all the amenities that a large middle school experience can offer while scholars travel and learn in small community-based environments. Hence, there are three communities within Collins at each grade level, based on geographical location of North, South and East. This structure permeates through grades six to eight. While scholars from all three communities share experiences in specific areas such as instrumental music and extra-curricular activities, the majority of their time is spent based in their learning community.

Classes at Collins Middle School are heterogeneously grouped. Scholars can be identified for accelerated instruction or additional supported instruction as data collected from classroom work indicates. Each class starts with an anticipatory warm-up that predicts the learning for the day and/or links previous learning to new learning. Scholars know the mastery objective for the class, its purpose and agenda for the day. Scholars are able to demonstrate in a variety of ways their mastery of the new learning. They are given a reason to focus on whatever they are doing whether it be a short explanation by the teacher, a presentation by classmates, viewing a video, interacting with software, or participating in a structured group discussion.

Classes are crafted to provide all scholars with interdisciplinary experiences. Units are teacher developed to address the learning levels, styles and needs of all students within the context of a particular unit. Teachers coach all scholars, as they become active learners, rather than just impart knowledge on passive learners. All scholars demonstrate mastery of standards through exhibition and share-outs. Research and technology skills are embedded into each unit, increasing in complexity.

Through strategic planning and co-teaching, the majority of both special education and ESL support is provided through the inclusion model. However, there is time allotted in the schedule for needed intensive ESL work and/or reading work and for speech/language services. Scholars see the relation of what they are learning to today's world. Ongoing checks for understanding give scholars a chance to show what they are learning, individually, with pairs or groups. The Collins Middle School is inspiring learners, strengthening community, and shaping the future.

Enrollment by Race/Ethnicity (2015-16)	
Race	% of School
African American	5.4
Asian	2.7
Hispanic	35.2
Native American	0.0
White	51.9
Native Hawaiian, Pacific Islander	0.0
Multi-Race, Non-Hispanic	4.7

Enrollment by Special Populations (2015-16)	
Title	% of School
First Language not English	23.8
English Language Learner	9.1
Students With Disabilities	24.9
High Needs	62.1
Economically Disadvantaged	47.2

Our Expectations:

Collins Middle School strives to be a school which values diversity: where teachers bond with students; where students and staff respect one another; where learning is enjoyable, exciting, and provides choices; where expectations, instruction and activities accommodate each child; and where students learn to make decisions and excel academically.

Profile of the Horace Mann Laboratory School:

Horace Mann Laboratory School is a K-5 school that serves approximately 315 students. HMLS enjoys a long-standing relationship Salem State University. We regularly welcome student teachers and pre-practicum observers from SSU, and our teachers collaborate regularly with SSU faculty to design innovative and enriching learning experiences. Our classes are departmentalized in grades 3-5, permitting teachers to specialize in high-quality instructional techniques for their respective content areas. We provide English as a second language instruction to all English learners and have inclusion specialists on staff who provide push-in and pull-out special education services for students with disabilities. Additional specialists offer services in occupational therapy, speech and language. We also have part-time paraprofessionals in all three kindergarten classrooms as well as special education paraprofessionals at each grade level (Gr. 1-5). We provide Art, Music, and Physical Education to all children, as well as technology (Gr. 2), Spanish (Gr. 3-5) and instrumental music (Gr. 4-5). We have a full-time adjustment counselor who works with individuals and groups. Our school utilizes a Responsive Classroom approach in order to promote each child’s positive social and emotional development. Teachers are supported in their professional growth by a full-time literacy coach, a part-time science coach, a part-time math coach and the support of a reading specialist. Our active Parent Teacher Committee provides funds that enhance learning experiences for students. We serve Breakfast in the Classroom to all students and offer on-site After School programs.

Our Expectations:

- We promote high expectations and rigor for all students.
- We effectively utilize district curriculum maps in order to guide the development of trajectories and powerful lessons in all subject areas.
- We continuously learn from each other, as a teaching community, in benefit of our students.
- We implement a balanced literacy approach and a workshop model in math.
- We use a variety of data sources to inform decisions that support all children’s learning process.
- We work with SSU and other community agencies to provide valuable resources to our children, families and staff.
- We strive to empower families so that they may support their children at home in a well-rounded way.
- We promote transparency and effectiveness in decision making through clear, on-going communication and discussion.

Mission statement:

At Horace Mann Laboratory School, we provide a safe, nurturing, community that allows children to develop intellectually, emotionally, socially and physically. In addition, we foster independence, leadership and risk taking. We do this through a vibrant partnership with Salem State University and with the support of other community agencies.

Three High-Priority Essential Conditions: (from DESE “11 Essential Conditions for School Effectiveness”)

1. IV. Effective Instruction

2. II. Effective School Leadership

3. X. Family-School Engagement

Saltonstall K-8 School's Commitments and Rationale

The mission of Saltonstall K-8 School is to educate each student to be an effective problem solver, to demonstrate competence, to assume leadership, and to be recognized for his/her contributions to the broader community, now and in the future. Further, Saltonstall students are expected to show PRIDE: caring, effort, teamwork, and responsibility as they learn and grow in our community.

- We are committed to teaching all students and supporting each of their individual needs to help them reach their potential.
- We are dedicated to fostering a safe, fair, and welcoming school community to foster student social and emotional development.
- We are committed to collaborating frequently and meaningfully on behalf of our students.
- Through our multi-age grade classrooms, we are committed to fostering lasting relationships with our students and their families.

Saltonstall K-8 is a small school with a tight-knit community. We are a very diverse school, with a multitude of different cultures, ethnicities, and races that combine to create a vibrancy that is embedded throughout the school. In addition to socioeconomic diversity, our population includes a number of English Language Learners and students with language-based learning disabilities, which fosters additional vibrancy within our community. The school is also unique in that aside from Kindergarten, the remaining grades are multi-age (1/2, 3/4, 5/6, 7/8) groupings where students remain with the same teacher for two consecutive years.

These commitments and rationale represent Saltonstall School's focus on four Conditions of School Effectiveness: Effective Instruction, Professional Development and Structures for Collaboration, Tiered Instruction, and Student Social, Emotional Health.

Our Expectations

The mission of Saltonstall School is to education each student to be an effective problem solver, to demonstrate competence, to assume leadership, and to be recognized for his/her contributions to the broader community, now and in the future. Research indicates that student engagement impacts learning. Therefore, our priorities are to increase engagement in order to impact academic success; to do this we will leverage our community of educators and analyze data to best serve our students in a caring, supportive way.

- Implement whole team data cycles throughout the year that are designed to target specific student needs, identify opportunities for focused reteaching, and support all learners through more explicit differentiation. Teachers and grade level teams will collaborate to create reteaching plans that focus on targeting student needs through homogeneous/flexible student groupings, implementation of instructional strategies that focus on addressing the needs of all students, and data-driven practices that offer opportunities for students to engage in academic interventions that they need. Data cycles will be done for Math, ELA, and Science throughout the year and will include analysis of formal formative data (BAS, iReady, ANET) and informal formative data (standards-based assessment work).
- Align CPT (both grade-level and the new vertical content teams), ILT, coaching cycles and PD plans to ensure that all aspects of our school-wide instructional strategies support one another and are additive approaches to closing achievement gaps. All of our standardized testing data indicate that, although we are moving in a positive direction, we still have significant performance gaps between subgroups. In order to become a Level I school in the fall, we are committed to closing these gaps in all major subject areas (Science, Math, ELA).
 - Explicit focus will be placed on:
 - creating a school instructional culture that is driven by explicit opportunities for teachers to lead (teacher driven CPT agenda

- cycles, IR, ILT, and teacher-led professional development)
- ensuring that ILT drives CPT, coaching, and PD initiatives to foster a synergy through the various instructional structures in place
- building greater understanding around implementing the strategic use of varying text complexities matched with the teaching objectives
- increased opportunities for student to student dialogue regarding content (paying specific attention to the ratio between student talk and teacher talk)
- utilizing language-acquisition strategies, and incorporating writing in daily instruction (thinking with a pencil).

All strategies will also focus on continually shoring up and maintaining a strong school culture through explicit support of student engagement and attention to student social-emotional needs.

- To foster effective leadership throughout the building, the District trained Teacher Leaders will lead grade-level Common Planning Time, serve on the ILT, and create opportunities for teachers to view themselves as leaders of their classroom. Opportunities will also be pursued that allow teachers to lead professional development, in addition to other strategic initiatives (ie. developing intervention block plans). This process will be supported by the Evaluation & Feedback system and ultimately led by the administration and ILT. Additionally, the new Teacher Passion Project system will foster a substantial increase in teacher leadership opportunities for all members of our staff.

Four High-Priority Essential Conditions: (from DESE “11 Essential Conditions for School Effectiveness”)

1. Effective Instruction: Rationale Any school rises or falls on the back of its instruction. A strong commitment to effectively instructing students in a manner that honors individuals is of paramount importance to our school. Through the implementation of fully school/teacher led instructional rounds, an instructional coaching model, and ample amounts of teacher collaborative learning/planning time, we are committed to growing our instructional practice to yield positive outcomes for our students.

2. Professional Development and Structures for Collaboration: Rationale We are committed to a model of professional development that is collaborative in nature and offers teachers the chance to learn from each others’ expertise. Teachers routinely lead professional development to the whole staff, facilitate common planning time meetings with their colleagues, and share best practices with our community through a mechanism called Teacher Passion Projects.

3. Tiered Instruction: Rationale As a school with a substantial number of students with differentiated learning needs, tiering our instruction to best support their distinct needs is a very high-priority. While our PARCC data showed substantial improvement for nearly all of our subgroups, it is plainly evident that our work is not close to done. We are committed to maximizing our instructional resources to continue to improve our planning, instruction, and student support in order for our students to reach their fullest potentials.

4. Student Social, Emotional Health: Rationale Through a reimagining of PRIDE and a deepened commitment to PBIS practices, we are committed to creating a culture and community in our building that offers all children a safe, comfortable, and loving school environment. We value relationships with students and families and are committed to working to better serve the social/emotional needs of our children.

Profile of Salem High School:

Salem High School is a four-year (grades 9-12), comprehensive public high school. Our school is accredited by the Massachusetts Department of Elementary and Secondary Education and by the New England Association of Schools and Colleges. Salem High School has strong core academic courses, including fifteen different Advanced Placement courses, as well as a variety of elective offerings in music, art, drama, vocational and technical education, business, and other areas. We also offer a four-year Career & Technical Education track in a number of different fields. There are several programs in place to support the learning of at-risk students and subgroups such as students with disabilities and English Language Learners.

Our Vision:

Salem High School empowers all students with the knowledge and skills to access college and career opportunities that will allow them to excel and contribute to society.

Our Mission:

The mission of Salem High School is to offer all students the opportunity to demonstrate independence, self-motivation, and responsibility for self and others. Provided with a safe learning environment that builds positive relationships between students and adults, students will leave Salem High School with the academic skills, habits of mind, and technological literacy that will enable them to think critically, problem solve, collaborate and communicate effectively as citizens of the local and global community.

Future of High School Education - Strategic Planning Priority Areas

Restructuring for 21st Century Learning

Equity and Access to College and Career

Student Empowerment: Voice and Leadership

Profile of the Witchcraft Heights Elementary School (WHES):

Witchcraft Heights Elementary School (WHES) is located at 1 Frederick Street in the Witchcraft Heights neighborhood on the west side of Salem. WHES combines rigorous instruction while focusing on community and civic engagement. Starting in kindergarten, students actively participate in acts of kindness and are challenged to think positively about the world around them. The student population at WHES totals 550.

WHES is the host school for the ASD (autism spectrum disorders) Program (Gr. K-5) and the Life Skills Program (Gr. K-5). We currently have 24 homerooms and 491 students.

WHES places a strong emphasis on school culture and collaboration. We believe that learning should be fun and we strive to provide instructional activities that engage all of our students. Each member of our community – students, parents, teachers, and staff - is valued and plays an important role in the overall success of our school.

The WHES School Council and PTO are actively involved in decision-making that drives the school forward. Members of the WHES School Council plan activities throughout the school year that will encourage family involvement toward student learning. They give direct input toward the planning and facilitation of our annual Family Literacy Night.

Parents are involved annually in our Reading Challenge. Each year we ask numerous parents to work with staff to plan our school wide Reading Challenge. They provide input and feedback as to how we can bridge the gap between reading to learn at school and at home. With their guidance we are able to motivate students to not only read at home because they have to, but to read for enjoyment with their families.

Parents had the opportunity to participate in a Family Activity Night at WHES, with specific activities for each grade level. Through participation alongside their child, parents had the opportunity to interact with a wide-range of teachers and gain valuable information about the primary learning activities this school year.

Our Expectations:

WHES is a community in which students, staff, and parents are committed to the goal of excellence in education. We start every school day by reciting the following pledge: “I am a smart, special, valuable person. I respect myself and I respect others. My words and actions are kind and honest. I accept only my best in all that I do.”

The pledge sets the tone for each day, reminds us of our commitment to one another, and us and serves to foster an attitude of respect. We encourage all of our students to strive to do their very best

Three High-Priority Essential Conditions: (from DESE “11 Essential Conditions for School Effectiveness”)

- 1. Effective Instruction**
- 2. Tiered Instruction**
- 3. Family-school engagement**

New Liberty Innovation School of Salem

New Liberty Innovation School of Salem (NLIS) is a new Innovation School within the Salem Public Schools. In February 2016, the Salem School Committee voted to convert the former New Liberty Charter School into an innovation school that would operate under the governance of the Salem School Committee. NLIS will continue to serve serves an extremely vulnerable student population—students who have dropped out of high school or who are at risk of dropping out. NLIS will serve approximately 40-50 students who face significant barriers on their path to a high school diploma, but who are driven to graduate.

Our first goal at NLCS is to re-engage students into formal education. To do this, we learn about the obstacles each student faces, along with their strengths and talents, through extensive diagnostic screenings and intake counseling. We then build from this starting point to develop the academic competencies, workplace experience and personal wellness that are necessary for each student to succeed in school and thrive in adulthood.

Competency Based Education and Personalized Academic Program

Recognizing that the traditional educational system has not worked for our students, NLIS combines a competency-based assessment system with other educational innovations to change the way school looks and feels for our students. These modifications to the typical high school experience are most apparent in our competency-based system of instruction and assessment. Unlike a traditional school, students will not advance through grades (9th, 10th, 11th, 12th) nor is their progress be measured in Carnegie units (A,B,C,D,F). Instead, students are asked to demonstrate what they know by completing assessments and meeting benchmarks. At NLIS, seat time is not a variable in the assessment of student learning in the same way it is at a typical high school. Student learning is driven by subject mastery and students are able to learn at their own pace both inside classes with the guidance of an instructor or outside of classes through independent study, work-study and service learning projects. As students develop competence, they exhibit their growth to NLIS staff to earn benchmarks. Once students demonstrate competence through exhibition and benchmark completion, by passing the MCAS, and completing an individual Capstone Project, they are eligible to graduate.

These modifications to the typical high school experience are also apparent at NLIS in our small classes, extensive social supports, the close relationships between staff and students, as well as the engaging, hands-on teaching and the large array of enrichment and remediation options that engage and support our students.

Flexible Scheduling and Individualized Support

At NLCS, all students benefit from a flexible, student-centered schedule that supports their individualized learning goals. NLIS offers an extended day and extended year schedule. It is our expectation that students will be engaged in a personalized combination of classes, independent study, counseling or work-study for eight hours each day. This expectation offers students the opportunity to complete high school at an accelerated pace and practice the life skills associated with maintaining a full-time job, but this eight-hour expectation can look very different for each student. Students individualize their schedule in collaboration with their advisors based on their most pressing area of need and their current limitations.

In addition to flexible scheduling, NLIS offers individualized academic support through “Workshop Blocks” that can be customized for both remediation and enrichment. These flexible periods are also a chance for students to pursue work-study or service learning opportunities, which are being developed in partnership with local businesses and nonprofit organizations in Salem, preparing NLCS students for life after graduation. By creating a unique schedule that embeds core academics in a variety of learning settings with increasing levels of academic and social supports, NLIS is bringing the competency-based assessment model to another level of relevance.

Enterprise Fund Overview

What is an Enterprise Fund?

An enterprise fund establishes a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. Under enterprise accounting, the revenues and expenditures of the service are segregated into a separate fund with its own financial statements, rather than commingled with the revenues and expenses of all other governmental activities. Financial transactions are reported using standards similar to private sector accounting. Revenues are recognized when earned and expenses are recognized when incurred, under a full accrual basis of accounting. An enterprise fund provides management and taxpayers with information to measure performance, analyze the impact of financial decisions, determine the costs of providing a service and identify any subsidy from the general fund in providing a service.

Enterprise accounting allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy or other available funds, if any. A community may choose to recover total service costs through user charges, but it is not required.

History

The enterprise fund statute, MGL Ch 44 § 53F ½ (formerly Chapter 41 § 39K), was enacted in 1986. Before that time, communities used special revenue funds authorized under various general laws or special acts in order to separately account for their business type services. These special revenue funds were limited, however, with regard to the services and costs covered. The funds were most commonly authorized for water, gas and electric utility departments and used primarily to account for annual operating costs, not the indirect costs, capital expenditures or fixed assets of the service. The purpose of the enterprise fund statute was to give communities the flexibility to account separately for all financial activities associated with a broader range of municipal services.

As part of the FY 2014 budget process the Mayor requested and the City Council approved the adoption of the Massachusetts Department of Revenue Division of Local Services Bulletin 2012-02B (page 3/7) which allows for the combining of water and sewer enterprise funds voted under MGL Ch 44 §53F ½ into a single water-sewer fund. The combined funds will be treated the same as the individual funds were and will have only one certified retained earnings. For operational and accounting purposes the water and sewer enterprise funds will remain separate and distinct funds but will be combined for the purpose of certifying retained earnings and for reporting on the annual Tax Recapitulation report which sets the annual tax rate. This will allow the City to use the Sewer Fund Balance to help offset Water revenue deficits and to help keep the water and sewer rate increases lower for rate payers.

Basis of Accounting

Proprietary fund revenues and expenses are recognized on the accrual basis. Revenues are recognized in the accounting period in which they are earned and become measurable; expenses are recognized in the period incurred, if measurable.

The following major proprietary funds are classified as Proprietary funds and audited as such:

- The Sewer Enterprise fund is used to account for the Sewer activities.
- The Water Enterprise fund is used to account for the Water activities.
- The Trash Enterprise fund is used to account for the Trash activities.

The following major proprietary funds are classified by the City as Special Revenue Funds but are audited and reported as proprietary funds:

- The Golf Course Enterprise fund is used to account for the Golf Course activities.

The following major proprietary fund is budgeted and revenue collected as part of the General Fund but is audited and reported as proprietary funds:

- The Parking Department Enterprise fund is used to account for the Parking activities.

**For the entire MGL on Enterprise Funds visit the Massachusetts Department of Revenue website:
<http://www.mass.gov/Ador/docs/dls/publ/misc/EnterpriseFundManual.pdf>**

**Five Year Financial Forecast
Water and Sewer Enterprise Funds
FY18 - FY22**

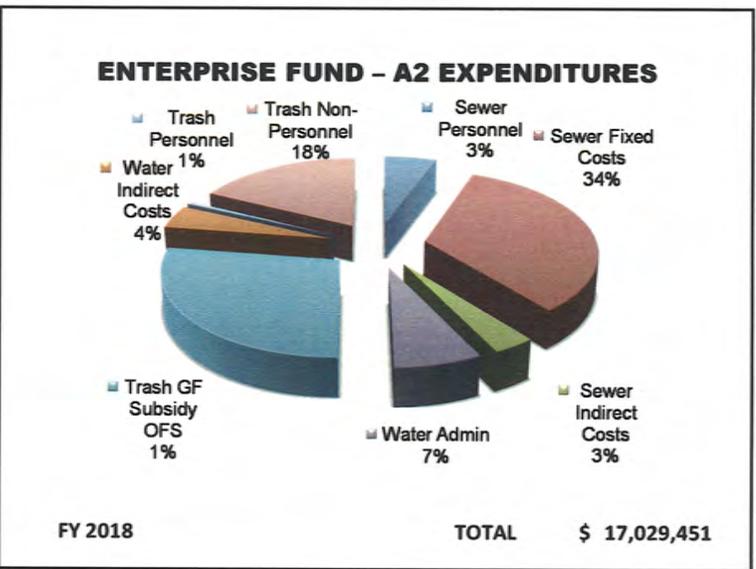
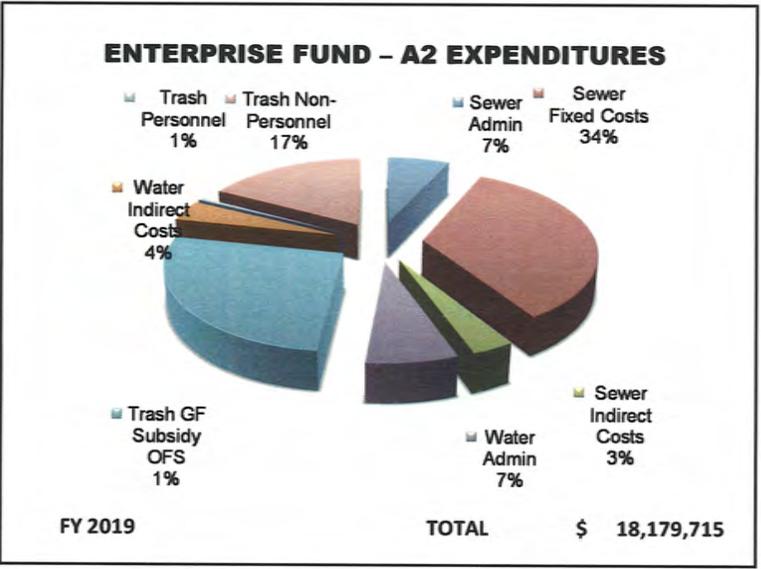
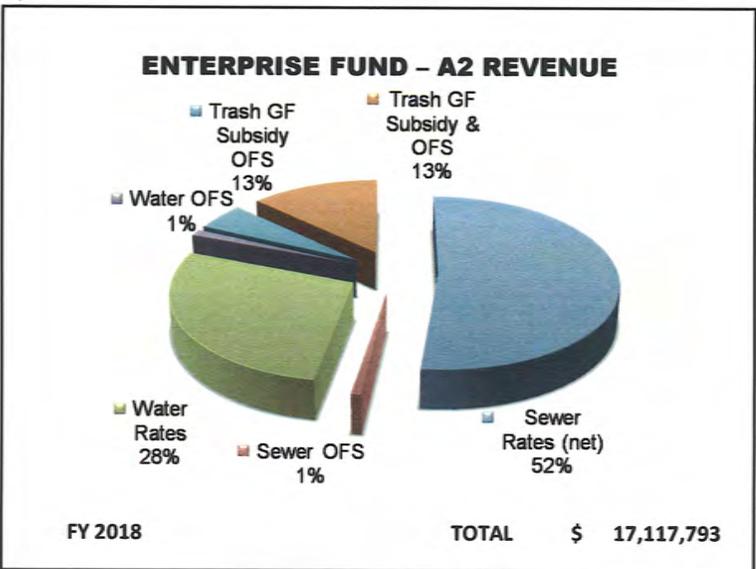
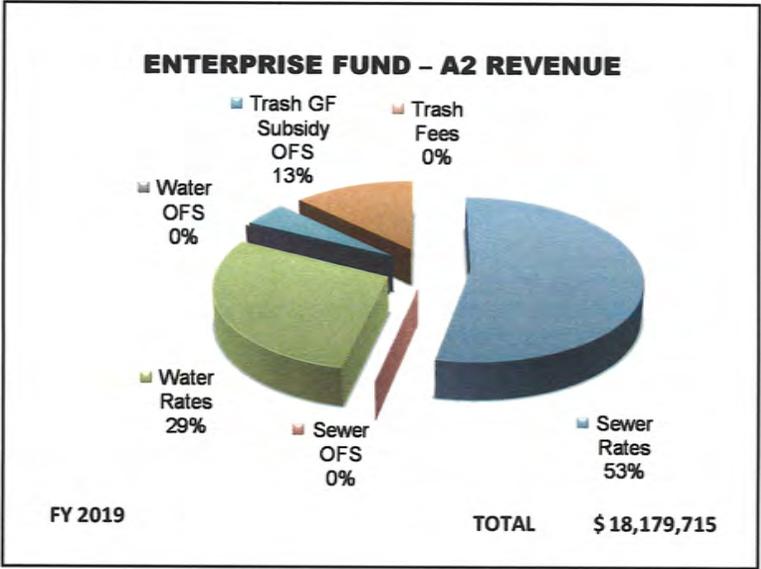
Desc		FY2018 Budgeted	FY2019 Proposed	FY2020 Projected	FY2021 Projected	FY2022 Projected
<i>projected percent increase</i>		<i>0.0%</i>	<i>10.1%</i>	<i>3.1%</i>	<i>3.2%</i>	<i>3.3%</i>
Sewer Rates	Residential	6.08	6.69	6.90	7.12	7.35
	Non-Residential < 25,000 cu ft	9.21	10.14	10.45	10.79	11.15
	Non-Residential > 25,000 cu ft	11.79	12.98	13.38	13.81	14.27
SEWER REVENUE						
	User Charges	8,400,000	9,248,976	9,534,482	9,839,716	10,166,873
	Penalties and Interest	69,085	50,000	50,000	50,000	50,000
	Sewer Liens	340,000	400,000	400,000	400,000	400,000
	Other Departmental Revenue					
	Investment Income					
	Intergovernmental-SESD					
SEWER RATES		8,809,085	9,698,976	9,984,482	10,289,716	10,616,873
	Retained Earnings Appropriated	135,000				
	Other Enterprise Available Funds W/S Combine	(1,681,039)	(1,634,135)			
	SESD PILOT SUBSIDY					
SEWER OFS/Trans In		(1,546,039)	(1,634,135)	-	-	-
TOTAL SEWER REVENUE		7,263,046	8,064,841	9,984,482	10,289,716	10,616,873
SEWER EXPENSES						
	5% Administration		-	-	-	-
	Public Services	565,133	635,239	667,000.95	700,351.00	735,368.55
	Engineering	384,348	589,275	618,738.75	649,675.69	682,159.47
	Insurance Expenses (Deductibles)	5,000	5,000	5,250.00	5,512.50	5,788.13
	12% Long Term Debt (Principal and Interest)	1,094,845	1,439,795	1,612,570.40	1,806,078.85	2,022,808.31
	Short Term Debt BANS/Professional Fees	13,000	13,000	13,650.00	14,332.50	15,049.13
	4% SESD Assessment	4,613,320.00	4,774,927.00	4,942,049.45	5,115,021.18	5,294,046.92
	Subtotal	6,675,646	7,457,236	7,859,260	8,290,972	8,755,220
	5% Indirect Costs	587,400	607,605	637,985	669,885	703,379
	Subtotal	7,263,046	8,064,841	8,497,245	8,960,856	9,458,599
TOTAL SEWER EXPENSES		7,263,046	8,064,841	8,497,245	8,960,856	9,458,599
NET CHANGE IN SEWER FUND BALANCE (Projected)		-	0	1,487,237	1,328,860	1,158,274

**Five Year Financial Forecast
Water and Sewer Enterprise Funds
FY18 - FY22**

Desc		FY2018 Projected	FY2019 Projected	FY2020 Projected	FY2021 Projected	FY2022 Projected
<i>projected percent increase</i>		<i>0.0%</i>	<i>10.8%</i>	<i>10.0%</i>	<i>10.0%</i>	<i>10.0%</i>
Water Rates	Residential	2.98	3.30	3.63	3.99	4.39
	Non-Residential	4.04	4.48	4.92	5.42	5.96
WATER REVENUE						
	User Charges	4,437,000	4,916,131	5,407,744.34	5,948,519	6,543,371
	Interest and Penalties	30,000	28,000	28,000	28,000	28,000
	Other Department Revenue-Water Liens	200,000	200,000	200,000	200,000	200,000
	Water Meters and Misc. Revenue	37,000	30,000	30,000	30,000	30,000
	Backflow	70,000	77,000	77,000	77,000	77,000
	WATER RATES	4,774,000	5,251,131	5,742,744	6,283,519	6,878,371
	FB Reserved for Expenditures					
	Retained Earnings	200,000				
	Subsidy from Sewer Fund Balance					
	Other Enterprise Available Funds W/S Combined					
	WATER OFS/Trans in	200,000	-	-	-	-
	TOTAL WATER REVENUE	4,974,000	5,251,131	5,742,744	6,283,519	6,878,371
WATER EXPENSES						
	5% Administration					
	Public Services	605,173	701,739	736,825.95	773,667.25	812,350.61
	Engineering	597,573	607,500	637,875.00	669,768.75	703,257.19
	Insurance Expense (Deductibles)	2,500	2,500	2,625.00	2,756.25	2,894.06
	12% Long Term Debt (Principal and Interest)	2,202,641	2,314,200	2,591,904.00	2,902,932.48	3,251,284.38
	Short Term Debt (Interest Only)	33,000	33,000	34,650.00	36,382.50	38,201.63
	2% SBWSB Assessment	2,446,652	2,488,711	2,538,485.22	2,589,254.92	2,641,040.02
	Retained Earnings Expended					
	Reserve Fund					
	Other Financing Uses (OFU)					
	Subtotal	5,887,539	6,147,650	6,542,365	6,974,762	7,449,028
	Indirect Costs - To Be Reduced annually	767,500	737,616	687,616	637,616	587,616
	Subtotal	6,655,039	6,885,266	7,229,981	7,612,378	8,036,644
	TOTAL WATER EXPENSES	6,655,039	6,885,266	7,229,981	7,612,378	8,036,644
	NET CHANGE IN WATER FUND BALANCE (Projected)	(1,681,039)	(1,634,135)	(1,487,237)	(1,328,859)	(1,158,273)
	NET CHANGE IN WATER/SEWER BALANCE (Projected)	(1,681,039)	(1,634,135)	0	0	0

**CITY OF SALEM
ENTERPRISE FUNDS A2 SUMMARY**

	Actual FY 2017	Estimated FY2018	Estimated FY2019	Increase % FY18 v. FY19	INCREASE FY18 V. FY19
REVENUE					
SEWER RATES	8,669,477	8,382,841	9,248,976	10.3%	866,135
OTHER		490,187	450,000	-8.2%	(40,187)
SEWER TRANS/OFS/WATER SUBSIDIES		135,000			0
TOTAL SEWER REVENUE	8,669,477	9,008,028	9,698,976	7.7%	690,948
WATER RATES	4,666,970	4,431,759	4,916,131	10.9%	484,372
OTHER		353,303	335,000	-5.2%	(18,303)
WATER TRANS/OFS/GF SUBSIDIES/SEWER SUBSIDY	1,464,097	200,000			
TOTAL WATER REVENUE	6,131,067	4,985,062	5,251,131	5.3%	266,069
TRASH FEES	877,785	869,713	869,713	0.0%	0
OTHER		200,000		-100.0%	(200,000)
TOTAL TRASH REVENUE	877,785	1,069,713	869,713	-18.7%	(200,000)
TRASH TRANS/OFS/GF SUBSIDIES	2,118,620	2,054,990	2,359,895	14.8%	304,905
TOTAL TRASH REVENUE WITH GF SUBSIDY	2,118,620	2,054,990	2,359,895	14.8%	304,905
ENTERPRISE FUND TOTAL REVENUE	17,796,949	17,117,793	18,179,715	6.2%	1,061,922
EXPENDITURES					
SEWER ADMIN	801,445	949,481	1,224,514	29.0%	275,033
SEWER FIXED COSTS	5,428,639	5,726,165	6,232,722	8.8%	506,557
TOTAL SEWER EXPENDITURES	6,230,084	6,675,646	7,457,236	11.7%	781,590
Sewer -Indirect Costs/OTHER FINANCIAL USES	2,179,315	587,400	607,605	3.4%	20,205
TOTAL SEWER EXPENDITURES WITH INDIRECT COSTS	8,409,399	7,263,046	8,064,841	11.0%	801,795
WATER ADMIN	1,140,054	1,202,746	1,309,239	8.9%	106,493
WATER FIXED COSTS	4,382,136	4,684,793	4,838,411	3.3%	153,618
TOTAL WATER EXPENDITURES	5,522,190	5,887,539	6,147,650	4.4%	625,469
WATER -Indirect Costs/OTHER FINANCIAL USES	608,877	767,500	737,616	-3.9%	(29,884)
TOTAL WATER EXPENDITURES WITH INDIRECT COSTS	6,131,067	6,655,039	6,885,266	3.5%	230,227
TRASH PERSONNEL	73,253	95,922	96,013	0.1%	91
TRASH NON-PERSONNEL	2,838,644	3,015,444	3,133,595	3.9%	118,151
TOTAL TRASH EXPENDITURES	2,911,897	3,111,366	3,229,608	3.8%	118,242
ENTERPRISE FUND TOTAL EXPENDITURES	17,452,363	17,029,451	18,179,715	6.8%	1,150,264
Net Incr/Decr	344,586	88,342	-		(88,342)



**SCHEDULE A-2
ENTERPRISE FUNDS
SALEM
WATER & SEWER ENTERPRISE FUNDS COMBINED - FY19**

	FY17	FY18	FY18	FY18	%
	Actual	RECAP	Estimated	Budgeted	Change
1. Enterprise Revenues & Available Funds					
User Charges	12,517,590	12,837,000	12,814,600	14,165,107	10.5%
Penalties & Interest	65,927	99,085	70,233	78,000	11.1%
Water/Sewer Liens	535,699	540,000	671,442	600,000	
Other Departmental Revenue	166	0	0	0	
Bond Premium	1,233	0	0	0	
Intergovernmental-SESD	38,680	37,000	33,440	30,000	-10.3%
Water Backflow	103,030	70,000	68,375	77,000	12.6%
Total Revenues	13,262,325	13,583,085	13,658,090	14,950,107	9.5%
Retained Earnings	0	335,000	335,000	0	
Other Enterprise Available Funds - WS Combined	33,523	0	0	0	
OFS/Transfers in	1,504,697	0	0	0	
Total Revenue & Available Funds	14,800,545	13,918,085	13,993,090	14,950,107	6.8%
2. Total Costs Appropriated					
a. Costs appropriated in enterprise fund					
Public Services	1,005,590	1,170,306	1,170,306	1,336,978	14.2%
Engineernig	935,909	981,921	981,921	1,196,775	21.9%
Long Term Debt (principal and interest)	2,844,507	3,297,486	3,297,486	3,753,995	13.8%
Short Term Debt (interest only)	3,012	46,000	46,000	46,000	0.0%
Other (SESD/SBWB assessment)	6,963,256	7,059,972	7,059,972	7,263,638	2.9%
Insurance Expense (Deductibles)	0	7,500	7,500	7,500	0.0%
OFU/Trans Out	1,464,097	0	0	0	
Total costs appropriated in enterprise fund	13,216,371	12,563,185	12,563,185	13,604,886	8.3%
b. Costs appropriated in the general fund - Indirect Costs	1,324,095	1,354,900	1,354,900	1,345,221	
Total costs appropriated in the general fund	1,324,095	1,354,900	1,354,900	1,345,221	
Total Costs	14,540,466	13,918,085	13,918,085	14,950,107	7.4%

**SCHEDULE A-2
ENTERPRISE FUNDS
SALEM
WATER & SEWER ENTERPRISE FUNDS COMBINED - FY19**

	FY17	FY18	FY18	FY18	%
	Actual	RECAP	Estimated	Budgeted	Change
3. Calculation of General Fund Subsidy					
Revenue & available funds	14,800,545	13,918,085	13,993,090	14,950,107	6.8%
less: Total costs	14,540,466	13,918,085	13,918,085	14,950,107	7.4%
less: Prior year deficit					
(Negative represents general fund subsidy)	260,079	0	75,005	0	
4. Sources of Funding for Costs Appropriated in the Enterprise Fund					
a. Revenue & available funds	14,540,466	13,918,085	13,918,085	14,950,107	-4.3%
b. Taxation					
c. Free Cash					
d. Non-Enterprise available funds					
Total Sources of Funding for Costs Appropriated in Enterprise Fund	14,540,466	13,918,085	13,918,085	14,950,107	-4.3%
Total Revenue & Other Available Funds	14,800,545	13,918,085	13,993,090	14,950,107	-5.5%
Total Costs	14,540,466	13,918,085	13,918,085	14,950,107	-4.3%
Variance	260,079	0	75,005	0	-71.2%

**SCHEDULE A-2
ENTERPRISE FUNDS
SALEM
SEWER ENTERPRISE FUND - FY19**

	FY17	FY18	FY18	FY19	%
	Actuals	RECAP	Estimated	Budgeted	Change
1. Enterprise Revenues & Available Funds					
User Charges	8,237,355	8,400,000	8,382,841	9,248,976	10.3%
Interest & Penalties	41,219	69,085	44,376	50,000	12.7%
Sewer Liens	348,905	340,000	445,811	400,000	-10.3%
Other Departmental	166				
Bond Premium	1233				
Total Revenues	8,628,878	8,809,085	8,873,028	9,698,976	9.3%
Retained Earnings Appropriated		135,000	135,000		
Other Enterprise Available Funds - WS Combined OFS/TRANS IN/SESD Trans	40,600				
Total Revenue & Available Funds	8,669,478	8,944,085	9,008,028	9,698,976	7.7%
2. Total Costs Appropriated					
a. Costs appropriated in enterprise fund					
Public Services	470,889	565,133	565,133	635,239	12.4%
Engineernig	330,556	384,348	384,348	589,275	53.3%
Long Term Debt (principal and interest)	965,526	1,094,845	1,094,845	1,439,795	31.5%
Short Term Debt (interest only)	500	13,000	13,000	13,000	0.0%
Other (SESD assessment)	4,462,613	4,613,320	4,613,320	4,774,927	3.5%
Insurance Expense (Deductibles)	0	5,000	5,000	5,000	0.0%
OFU/Trans Out	1,464,097				
Total costs appropriated in enterprise fund	7,694,181	6,675,646	6,675,646	7,457,236	11.7%
b. Costs appropriated in the general fund (Indirect Costs)					
Total costs appropriated in the general fund	715,218	587,400	587,400	607,605	3.4%
Total Costs	8,409,399	7,263,046	7,263,046	8,064,841	11.0%

**SCHEDULE A-2
ENTERPRISE FUNDS
SALEM
SEWER ENTERPRISE FUND - FY19**

	FY17	FY18	FY18	FY19	%
	Actuals	RECAP	Estimated	Budgeted	Change
3. Calculation of General Fund Subsidy					
Revenue & available funds	8,669,478	8,944,085	9,008,028	9,698,976	7.7%
less: Total costs	8,409,399	7,263,046	7,263,046	8,064,841	11.0%
less: Prior year deficit					
(Negative represents general fund subsidy)	260,079	1,681,039	1,744,982	1,634,135	-6.4%
4. Sources of Funding for Costs Appropriated in the Enterprise Fund					
a. Revenue & available funds	8,409,399	7,263,046	7,263,046	8,064,841	11.0%
b. Taxation					
c. Free Cash					
d. Non-Enterprise available funds					
Total Sources of Funding for Costs Appropriated in Enterprise Fund	8,409,399	7,263,046	7,263,046	8,064,841	11.0%
Total Revenue & Other Available Funds	8,669,478	8,944,085	9,008,028	9,698,976	7.7%
Total Costs	8,409,399	7,263,046	7,263,046	8,064,841	11.0%
Variance	260,079	1,681,039	1,744,982	1,634,135	-2.8%

**SCHEDULE A-2
ENTERPRISE FUNDS
SALEM
WATER ENTERPRISE FUND - FY19**

	FY17	FY18	FY18	FY19	%
	Actual	RECAP	Estimated	Budgeted	Change
1. Enterprise Revenues & Available Funds					
User Charges	4,280,235	4,437,000	4,431,759	4,916,131	10.9%
Interest & Penalties	24,708	30,000	25,857	28,000	8.3%
Water Liens	186,794	200,000	225,631	200,000	-11.4%
Other Departmental - Connection Fees					
Bond Premiums					
Water Meters & Misc. Revenue	38,680	37,000	33,440	30,000	-10.3%
Backflow	103,030	70,000	68,375	77,000	12.6%
Total Revenues	4,633,447	4,774,000	4,785,062	5,251,131	9.7%
Retained Earnings Appropriated		200,000	200,000		
Other Enterprise Available Funds W/S Combined	33,523				
OFS/Trans In	1,464,097				
Total Revenue & Available Funds	6,131,067	4,974,000	4,985,062	5,251,131	5.3%
2. Total Costs Appropriated					
a. Costs appropriated in enterprise fund					
Public Services	534,701	605,173	605,173	701,739	16.0%
Engineernig	605,353	597,573	597,573	607,500	1.7%
Long Term Debt (principal and interest)	1,878,981	2,202,641	2,202,641	2,314,200	5.1%
Short Term Debt (interest only)	2,512	33,000	33,000	33,000	0.0%
Other (SBWSB assessment)	2,500,643	2,446,652	2,446,652	2,488,711	1.7%
Insurance Expense (Deductibles)	0	2,500	2,500	2,500	0.0%
Insurance Expense (Deductibles)					
OFU/Trans Out					
Total costs appropriated in enterprise fund	5,522,190	5,887,539	5,887,539	6,147,650	4.4%
b. Costs appropriated in the general fund - Indirect Costs					
Total costs appropriated in the general fund	608,877	767,500	767,500	737,616	-3.9%
Total Costs	6,131,067	6,655,039	6,655,039	6,885,266	3.5%

**SCHEDULE A-2
ENTERPRISE FUNDS
SALEM
WATER ENTERPRISE FUND - FY19**

	FY17	FY18	FY18	FY19	%
	Actual	RECAP	Estimated	Budgeted	Change
3. Calculation of General Fund Subsidy					
Revenue & available funds	6,131,067	4,974,000	4,985,062	5,251,131	5.3%
less: Total costs	6,131,067	6,655,039	6,655,039	6,885,266	3.5%
less: Prior year deficit					
(Negative represents general fund subsidy)	0	(1,681,039)	(1,669,977)	(1,634,135)	-2.1%
4. Sources of Funding for Costs Appropriated in the Enterprise Fund					
a. Revenue & available funds	6,131,067	6,655,039	6,655,039	6,885,266	3.5%
b. Taxation					
c. Free Cash					
d. Non-Enterprise available funds					
Total Sources of Funding for Costs Appropriated in Enterprise Fund	6,131,067	6,655,039	6,655,039	6,885,266	3.5%
Total Revenue & Other Available Funds	6,131,067	4,974,000	4,985,062	5,251,131	5.3%
Total Costs	6,131,067	6,655,039	6,655,039	6,885,266	3.5%
Variance	0	-1,681,039	-1,669,977	-1,634,135	-2.1%

**SCHEDULE A-2
ENTERPRISE FUNDS
SALEM
TRASH ENTERPRISE FUND - FY19**

	FY 17	FY18	FY18	FY19	%
	Actual	RECAP	Estimated	Budgeted	Change

1. Enterprise Revenues & Available Funds

User Charges	853,078	812,584	855,030	855,000	0.0%
Other Departmental Revenue	7,134	492	0		
Penalties and Interest	3,137	4,467	4,277	4,300	0.5%
Recycling Revenue	-	38,833	10,406	10,413	0.1%
Total Revenues	863,349	856,376	869,713	869,713	0.0%
Retained Earnings Appropriated**		200,000	200,000		
Other Enterprise Available Funds					
OFS/Transfers In	14,436				
Total Revenue & Available Funds	877,785	1,056,376	1,069,713	869,713	-18.7%

2. Total Costs Appropriated

a. Costs appropriated in enterprise fund

Salaries	73,253	95,922	95,922	96,013	0.1%
Contracted Services - Collection and Disposal (flat fee)	2,815,775	3,015,444	3,015,444	3,092,495	2.6%
Recycling and Other Expenses	22,869			41,100	
Exp Trans/OFU					
Total costs appropriated in enterprise fund	2,911,897	3,111,366	3,111,366	3,229,608	3.8%

b. Costs appropriated in the general fund - Indirect Costs

Total costs appropriated in the general fund	0	0	0	0	
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Total Costs	2,911,897	3,111,366	3,111,366	3,229,608	3.8%
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**SCHEDULE A-2
ENTERPRISE FUNDS
SALEM
TRASH ENTERPRISE FUND - FY19**

	FY 17	FY18	FY18	FY19	%
	Actual	RECAP	Estimated	Budgeted	Change

3. Calculation of General Fund Subsidy

Revenue & available funds	877,785	1,056,376	1,069,713	869,713	-18.7%
less: Total costs	2,911,897	3,111,366	3,111,366	3,229,608	3.8%
less: Prior year deficit					
(Negative represents general fund subsidy)	(2,034,112)	(2,054,990)	(2,041,653)	(2,359,895)	15.6%

4. Sources of Funding for Costs Appropriated in the Enterprise Fund

a. Revenue & available funds	877,785	1,056,376	1,069,713	869,713	-18.7%
b. Taxation	2,118,620	2,054,990	2,041,653	2,359,895	15.6%
c. Free Cash					
d. Non-Enterprise available funds					
Total Sources of Funding for Costs Appropriated in Enterprise Fund	2,996,405	3,111,366	3,111,366	3,229,608	3.8%
Total Revenue & Other Available Funds	2,996,405	3,111,366	3,111,366	3,229,608	3.8%
Total Costs	2,911,897	3,111,366	3,111,366	3,229,608	3.8%
Variance	84,508	0	0	0	

ENTERPRISE FUND REVENUE DETAIL

In FY 2013 the City Council voted to combine the water and sewer enterprise funds as allowed by the Department of Revenue as outlined in Bulletin 2012-B (page 3/7). The water and sewer funds will remain in separate funds for accounting and budgeting purposes within the City. But they will be combined for reporting purposes on the City's annual financial statements (CAFR) and for calculating Retained Earnings by the Department of Revenue.

Revenues for enterprise funds are derived from the following sources:

- **Charges and Fees** – Amounts paid by those who use the service. These include late charges, fees and interest incurred in the collection process.
- **Other Revenue Sources (OFS)** – Includes all other receipts such as state funding, grants, surplus from South Essex Sewer District (SESD) & the Salem Beverly Water Supply Board (SBWSB) and monies from apportioned and un-apportioned betterments and special assessments relating to the enterprise fund.
- **Retained Earnings** – The operating surplus of the enterprise fund. Based on the submission of a June 30 balance sheet, the retained earnings of an enterprise may be used for appropriations only after the Bureau of Accounts certifies it as a surplus. This surplus may be used for capital projects or to offset the operating budget, which effectively reduces the user charges, rates, or general fund subsidy. Like free cash and other general fund reserves, the surplus must be appropriated before the subsequent June 20. After July 1, no appropriation can be made from the surplus until after it is certified by the Director of Accounts.
- **General Fund Subsidy** – Any revenue deficits in an enterprise fund can and should be funded by the general fund, either during the initial budgeting process (if anticipated) or raised on the Recap after year end.

The City of Salem uses the following sources to fund each enterprise fund:

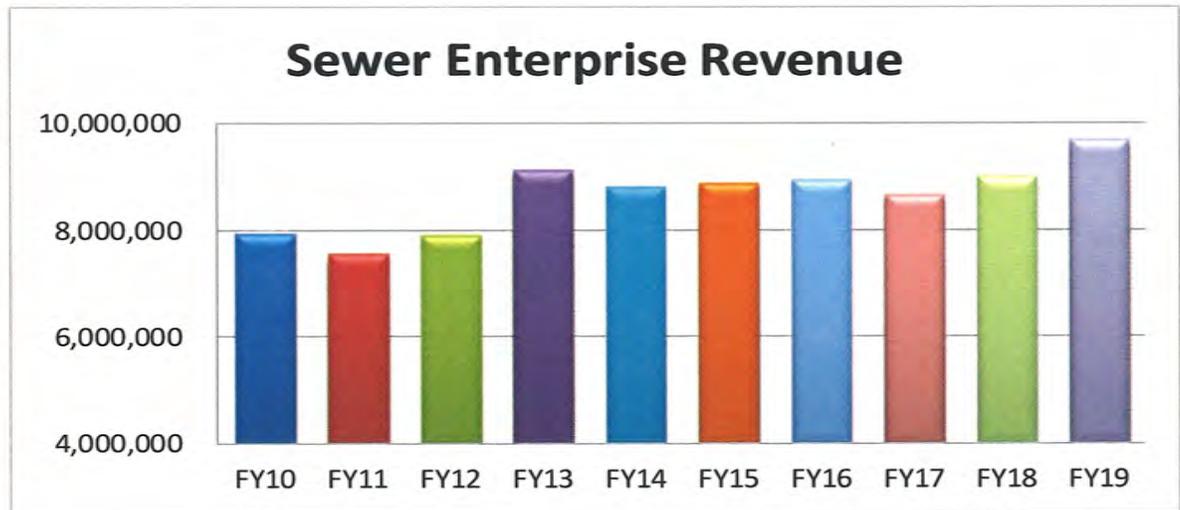
- **Sewer** – User fees, penalties and interest, sewer liens, other miscellaneous revenue and any fund balance surplus at the South Essex Sewerage District (SESD). SESD surpluses are the result of our assessment payment being more than the actual costs of running SESD.
- **Water** – User fees, penalties and interest, water liens, sale of water meters, backflow testing and revenue from shutoffs.
- **Trash** – User fees, penalties and interest and general fund subsidy.

SEWER ENTERPRISE FUND

Sewer Revenue – The sewer revenues consist of penalties & interest, sewer rates revenues, sewer liens revenue, sewer backflow tests, and miscellaneous revenue. We also request on an annual basis that SESD send us any fund balances that they may be holding in our behalf.

In FY 2019 the City is requesting any increase in sewer rates of 10.3%.

Sewer Enterprise Revenue		
Fiscal Year	Revenue	
2010	7,955,103	
2011	7,587,055	
2012	7,941,520	
2013	9,140,124	
2014	8,843,453	
2015	8,898,048	
2016	8,960,699	
2017	8,669,477	
2018	9,008,028	Estimated
2019	9,698,976	Estimated
% Change FY18 vs. FY19		7.7%



New Rates Calculations

Residential	Current Rate	% Increase	New Rate
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Water	2.98	10.9%	3.31
Sewer	6.08	10.3%	6.71

Commercial	Current Rate	% Increase	New Rate
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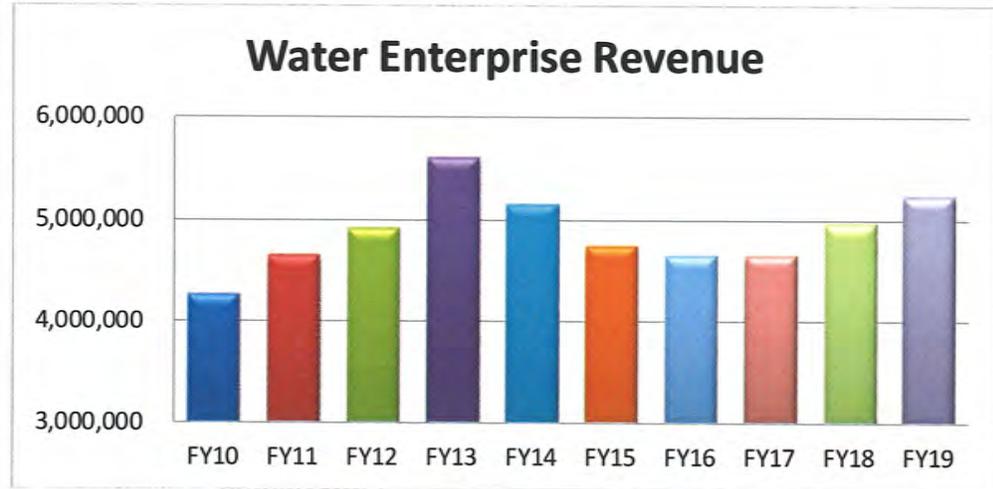
Water	4.04	10.9%	4.48
Sewer	9.21	10.3%	10.16
>25K Usage	11.79	10.3%	13.01

WATER ENTERPRISE FUND

Water Revenue – The water revenues consist of penalties & interest, water rates revenues, water liens revenue, backflow testing revenue, and miscellaneous revenue.

In FY 2019 the City is requesting any increase in water rates of 10.9%.

Water Enterprise Revenue		
Fiscal Year	Revenue	
2010	4,271,357	
2011	4,662,837	
2012	4,934,150	
2013	5,616,609	
2014	5,175,132	
2015	4,765,690	
2016	4,663,821	
2017	4,666,970	
2018	4,985,062	Estimated
2019	5,251,131	Estimated
% Change FY18 vs. FY19		5.3%



New Rates Calculations

Residential	Current Rate	% Increase	New Rate
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Water	2.98	10.9%	3.31
Sewer	6.08	10.3%	6.71

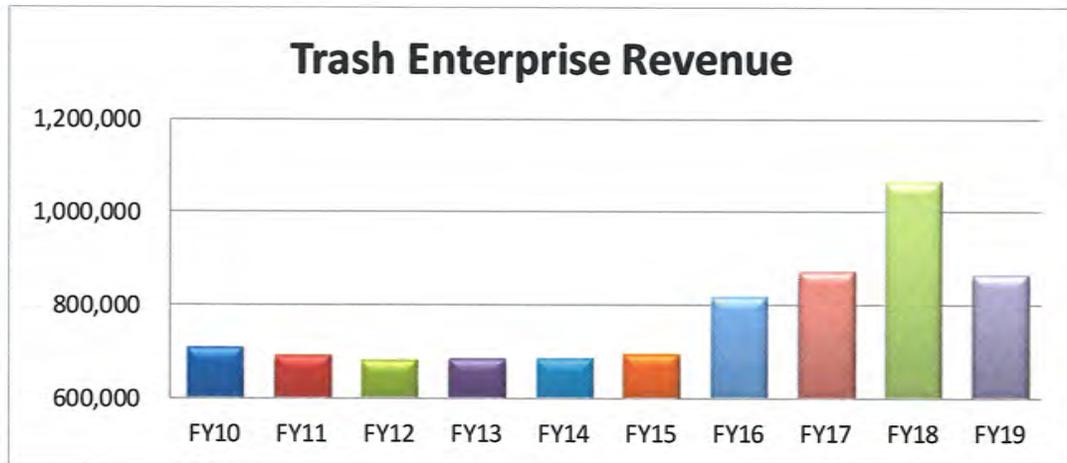
Commercial	Current Rate	% Increase	New Rate
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Water	4.04	10.9%	4.48
Sewer	9.21	10.3%	10.16
>25K Usage	11.79	10.3%	13.01

TRASH ENTERPRISE FUND

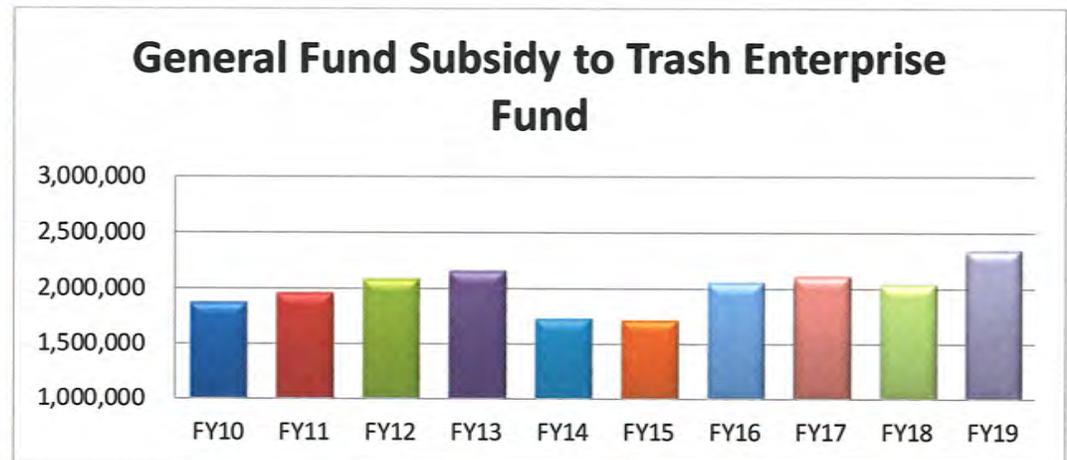
Trash Revenue – The trash revenues consist of penalties & interest and trash fee revenue. The general fund subsidizes 73% of the trash fund expenditures. In FY 2016 the City contracted with Waste Management to take over for North Side Carting due to North Side Carting’s inability to fulfill their contractual obligations. The Solid Waste Collection line increased in FY 2016 due to the change in vendor but leveled out in FY 2017 due to mandatory recycling which leveled out the solid waste disposal costs. There is no increase projected for FY 2019.

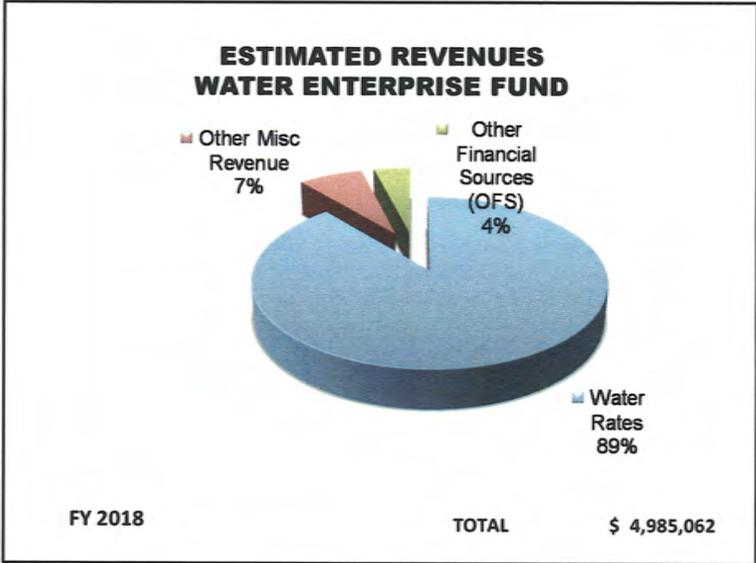
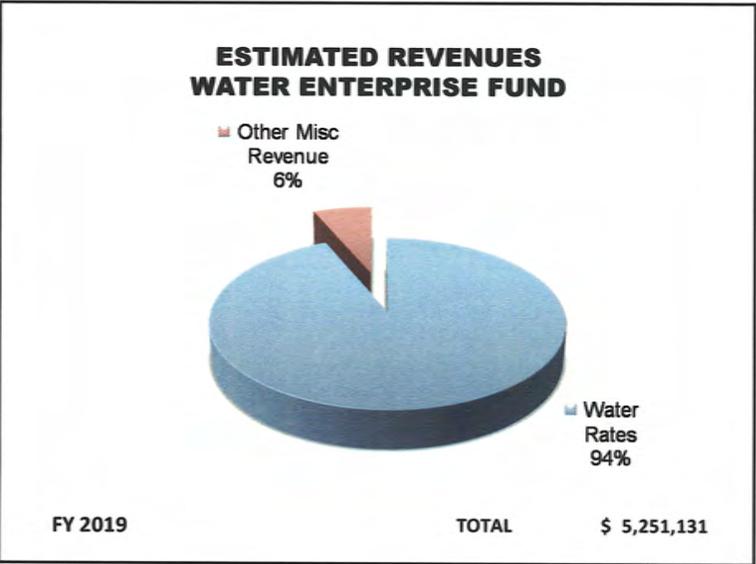
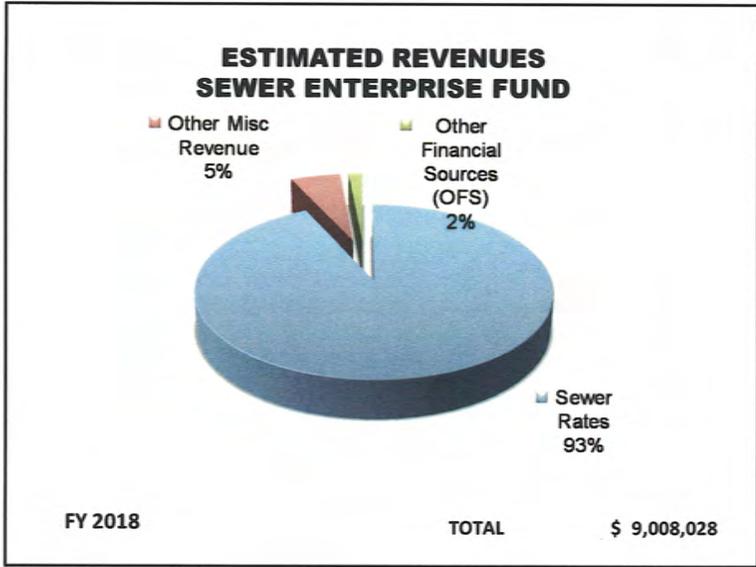
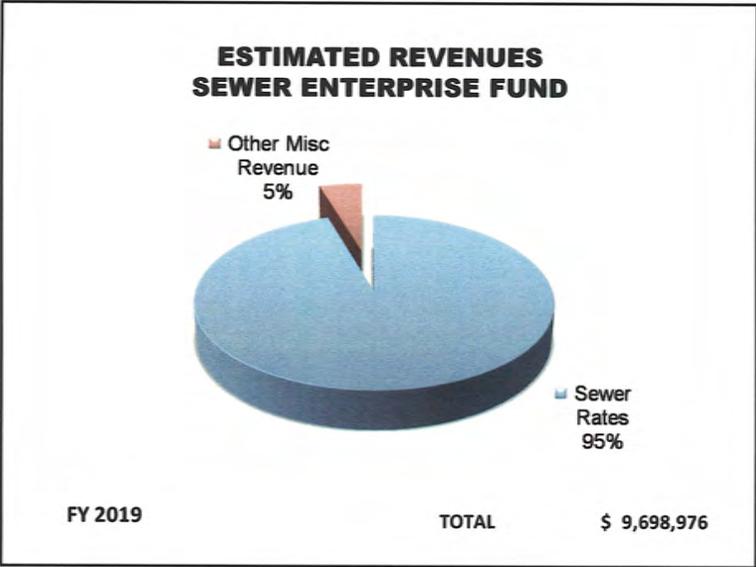
Trash Enterprise Revenue		
Fiscal Year	Revenue	
2010	713,827	
2011	697,050	
2012	686,835	
2013	689,358	
2014	689,358	
2015	699,082	
2016	820,890	
2017	877,785	
2018	1,069,713	Estimated
2019	869,713	Estimated
% Change FY18 vs. FY19		-18.7%

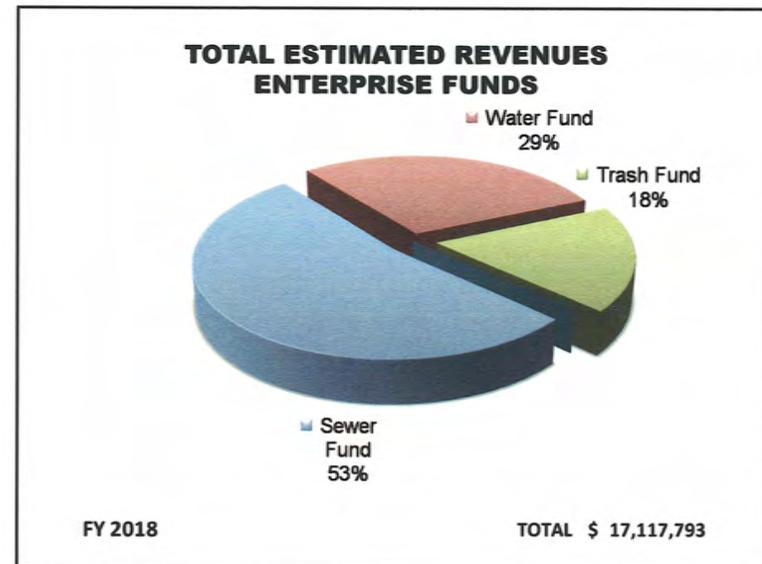
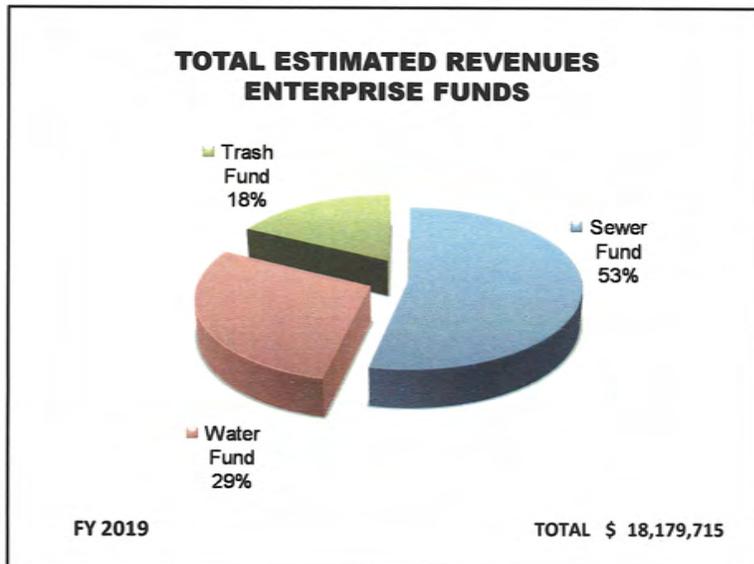
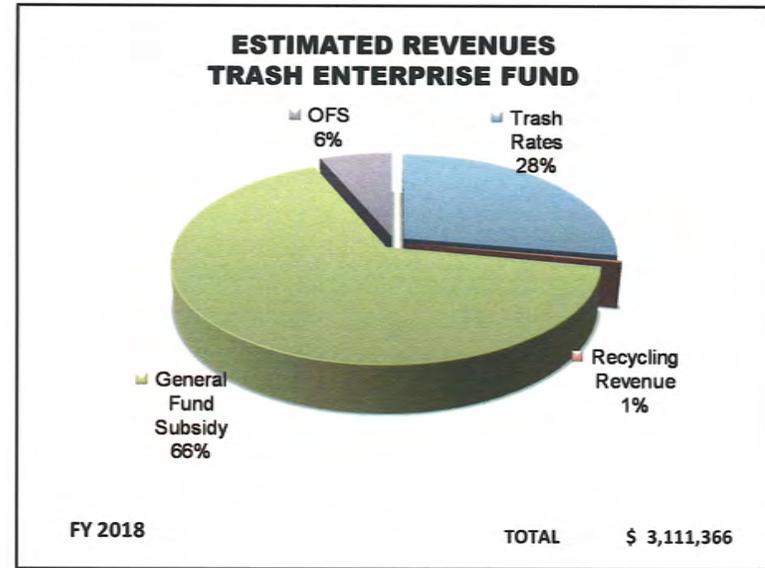
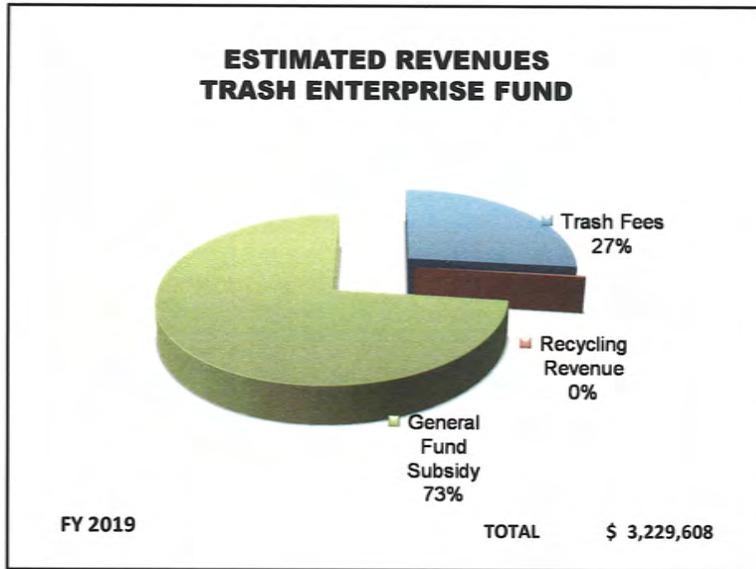


In FY 2018 we anticipate a slight decrease in the General Fund Subsidy to the Trash Enterprise Fund based on the use of retained earnings.

GF Subsidy to Trash Enterprise Fund		
Fiscal Year	Revenue	
2010	1,877,504	
2011	1,970,249	
2012	2,089,981	
2013	2,160,684	
2014	1,734,930	
2015	1,725,206	
2016	2,071,893	
2017	2,118,620	
2018	2,054,990	Estimated
2019	2,359,895	Estimated
% Change FY18 vs. FY19		14.8%



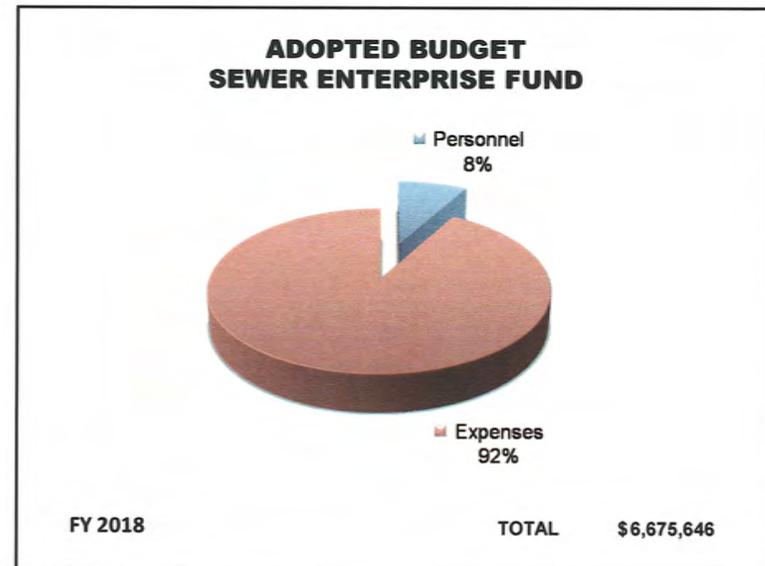
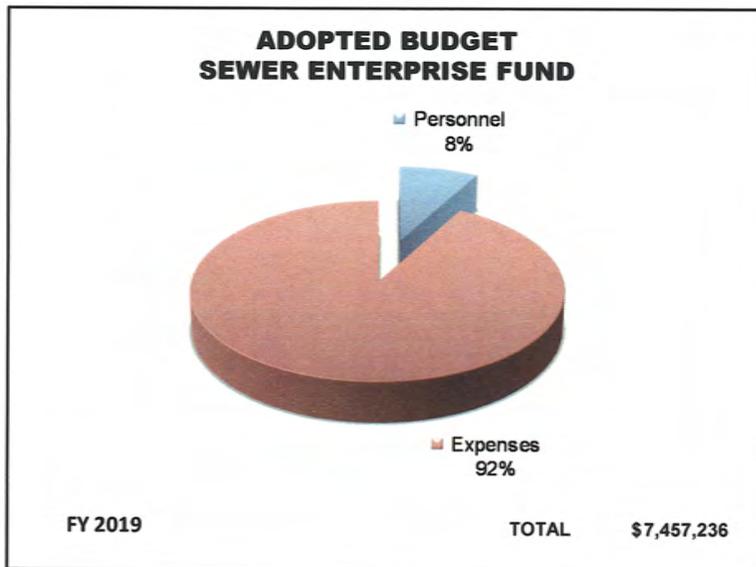
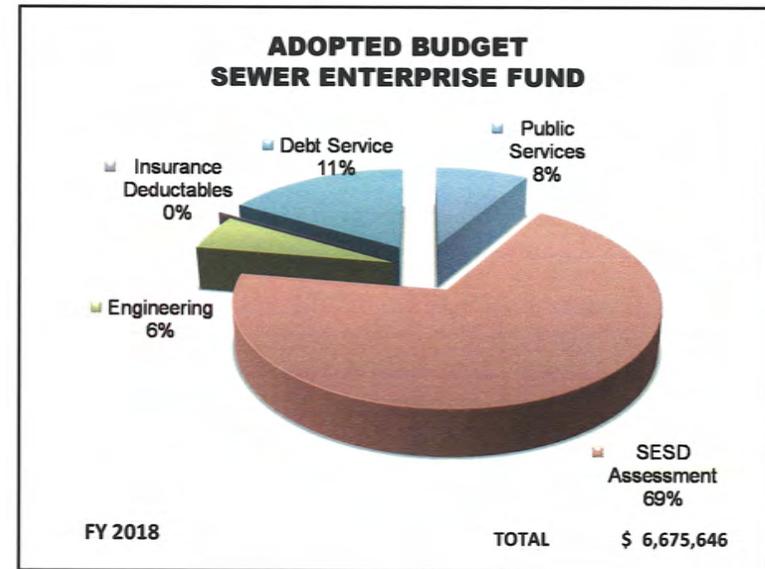
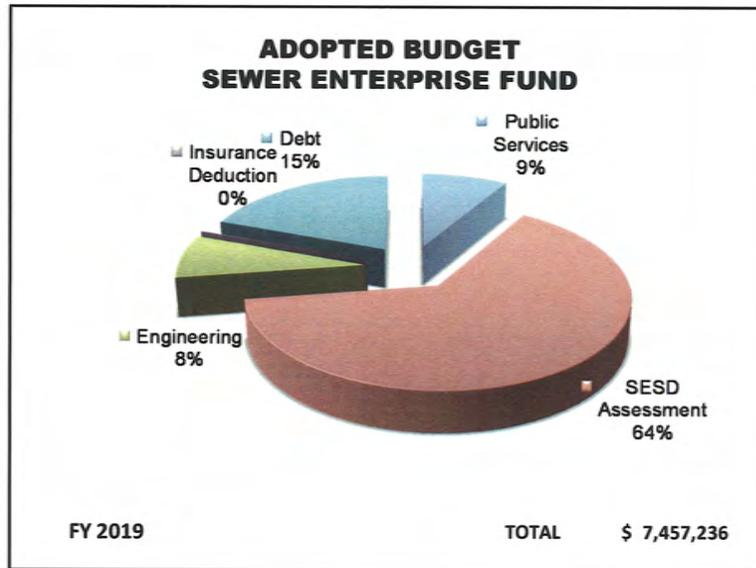


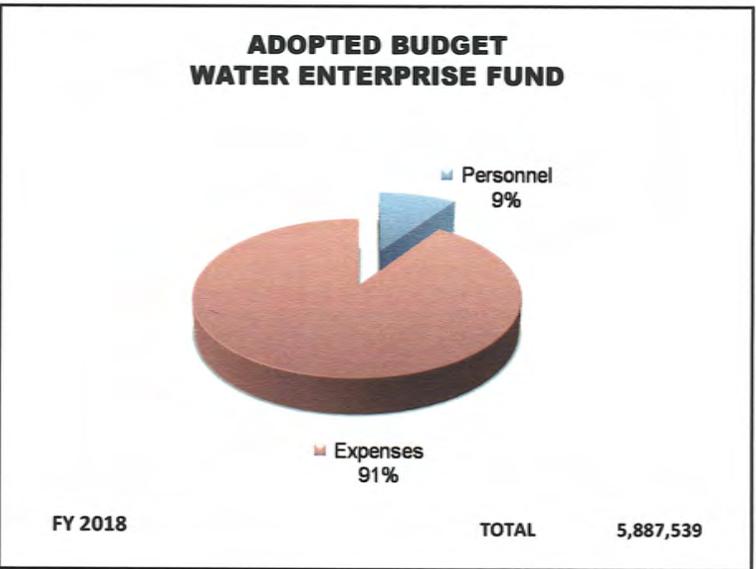
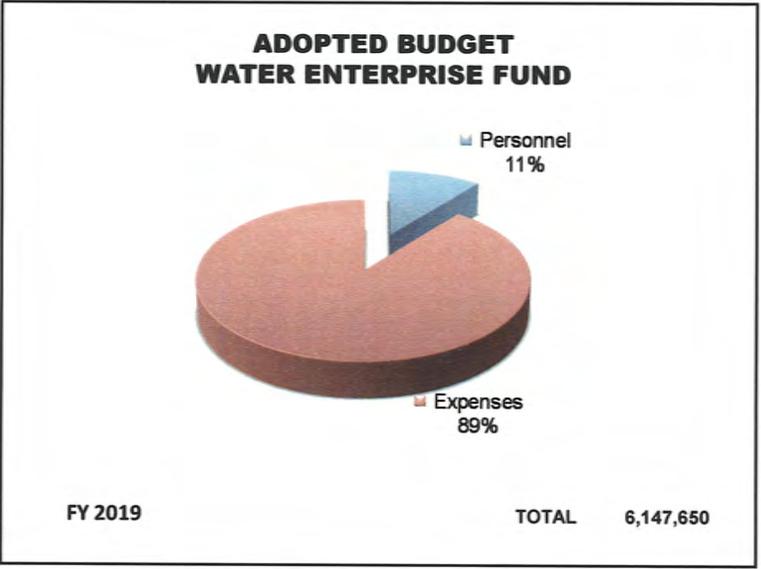
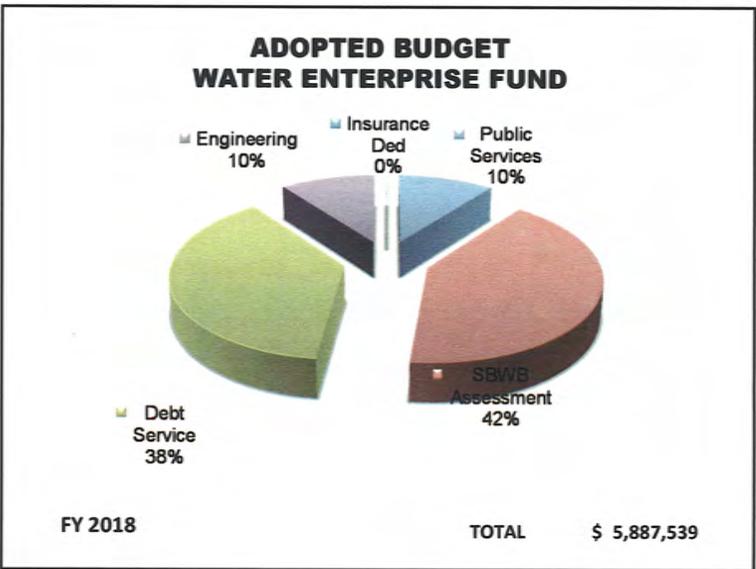
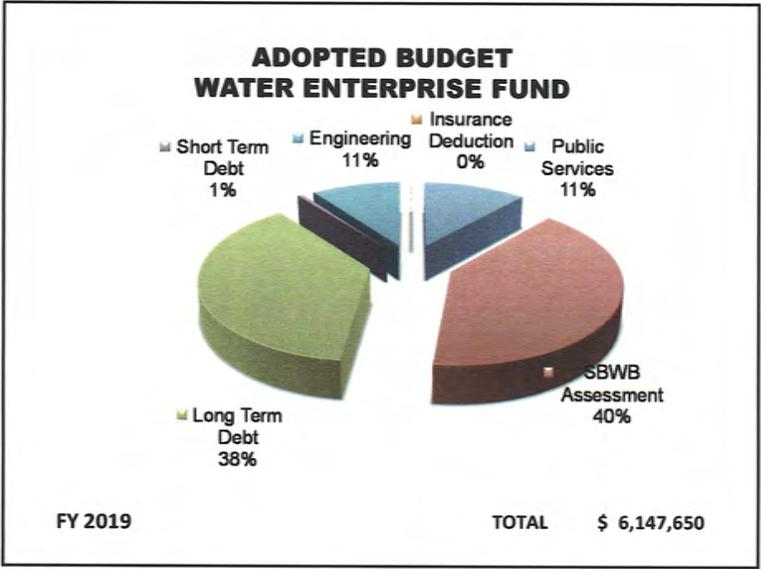


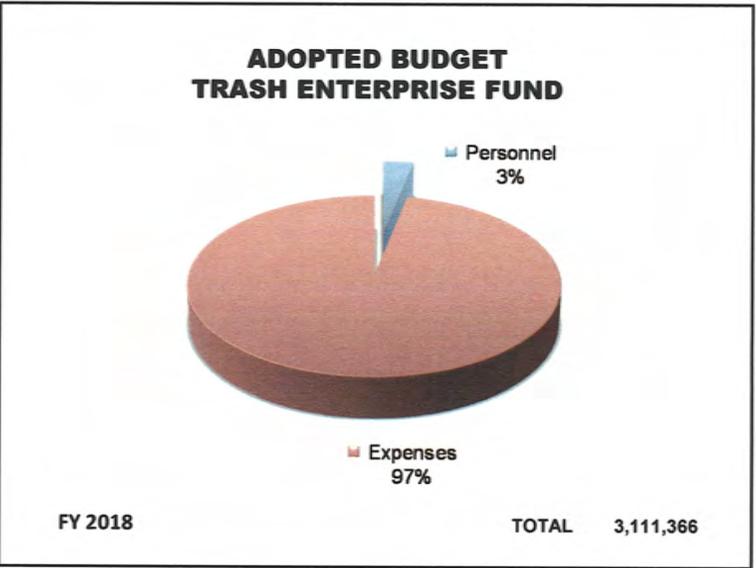
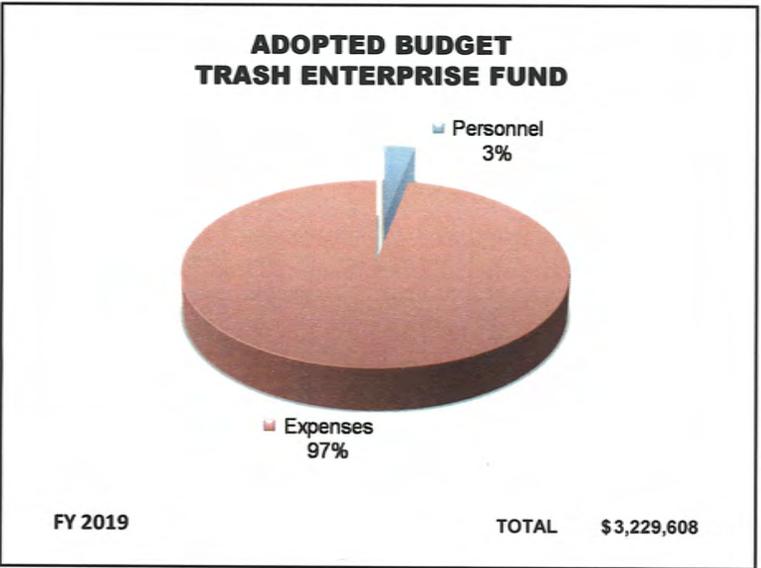
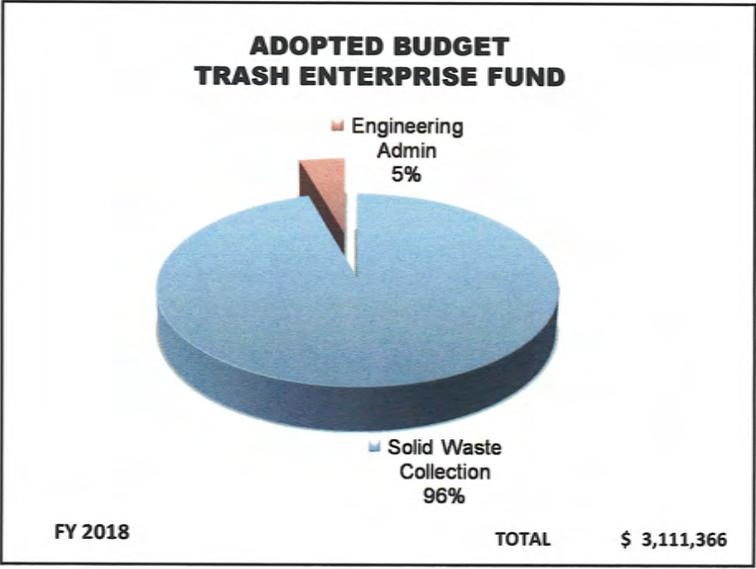
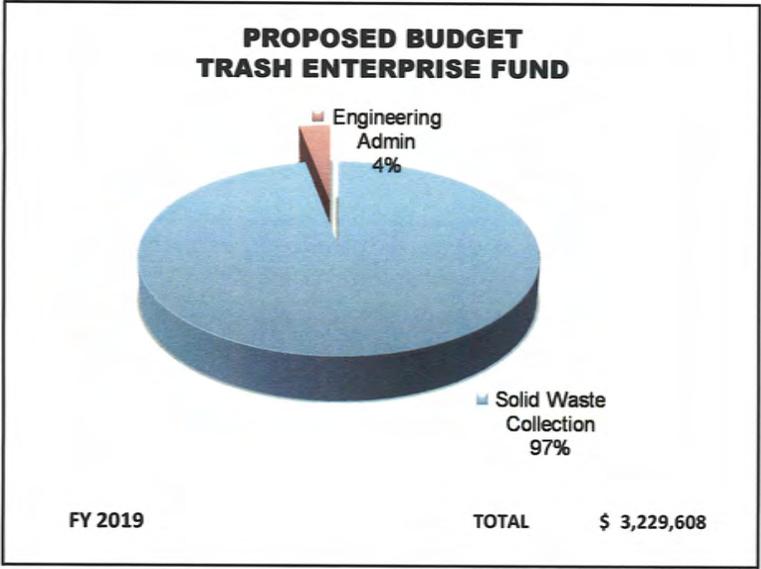
	ACTUAL EXPENDED FY 2017	ADOPTED BUDGET FY 2018	ADJUSTED BUDGET FY 2018	DEPT BUDGET FY 2019	MAYOR BUDGET FY 2019	CITY COUNCIL BUDGET FY 2019	FY18 Adj vs. FY19 Budget Inc/Decr Amount	Percentage
ENTERPRISE FUNDS								
SEWER :								
Sewer - Public Services	470,889	565,133	633,633	667,987	635,239	635,239	1,606	0.25%
Sewer - Engineering	330,556	384,348	384,348	589,492	589,275	589,275	204,927	53.32%
Long Term Debt	965,526	1,094,845	1,094,845	1,505,876	1,439,795	1,439,795	344,950	31.51%
Short Term Debt	500	13,000	13,000	13,000	13,000	13,000	-	0.00%
SESD Assessment	4,462,613	4,613,320	4,613,320	4,774,927	4,774,927	4,774,927	161,607	3.50%
Sewer - Insurance Deduction	0	5,000	5,000	5,000	5,000	5,000	-	0.00%
TOTAL SEWER	6,230,084	6,675,646	6,744,146	7,556,282	7,457,236	7,457,236	713,090	10.57%
WATER :								
Water-Public Services	534,701	605,173	870,173	699,987	701,739	701,739	(168,434)	-19.36%
Water-Engineering	605,353	597,573	597,573	607,717	607,500	607,500	9,927	1.66%
Long Term Debt	1,878,981	2,202,641	2,202,641	2,404,715	2,314,200	2,314,200	111,559	5.06%
Short Term Debt	2,512	33,000	33,000	33,000	33,000	33,000	-	0.00%
SBWS Assessment	2,500,643	2,446,652	2,446,652	2,488,711	2,488,711	2,488,711	42,059	1.72%
Water - Insurance Deduction	0	2,500	2,500	2,500	2,500	2,500	-	0.00%
TOTAL WATER	5,522,190	5,887,539	6,152,539	6,236,630	6,147,650	6,147,650	(4,889)	-0.08%
TRASH :								
Trash - Engineering	2,911,897	3,111,366	3,111,366	3,236,193	3,229,608	3,229,608	118,242	3.80%
TOTAL TRASH	2,911,897	3,111,366	3,111,366	3,236,193	3,229,608	3,229,608	118,242	3.80%
ENTERPRISE FUND TOTAL	14,664,170	15,674,551	16,008,051	17,029,105	16,834,494	16,834,494	826,443	5.16%

PERSONNEL & NON-PERSONNEL SUMMARIES

Sewer	Personnel	430,263	533,709	533,709	604,107	592,642	592,642	58,933	11.04%
	Non-Personnel	5,799,821	6,141,937	6,210,437	6,952,175	6,864,594	6,864,594	654,157	10.53%
		6,230,084	6,675,646	6,744,146	7,556,282	7,457,236	7,457,236	713,090	10.57%
Water	Personnel	474,651	550,149	550,149	644,107	647,642	647,642	97,493	17.72%
	Non-Personnel	5,047,539	5,337,390	5,602,390	5,592,523	5,500,008	5,500,008	(102,382)	-1.83%
		5,522,190	5,887,539	6,152,539	6,236,630	6,147,650	6,147,650	-4,889	-0.08%
Trash	Personnel	73,253	95,922	95,922	94,598	96,013	96,013	91	0.09%
	Non-Personnel	2,838,644	3,015,444	3,015,444	3,141,595	3,133,595	3,133,595	118,151	3.92%
		2,911,897	3,111,366	3,111,366	3,236,193	3,229,608	3,229,608	118,242	3.80%
TOTAL Enterprise Fund		14,664,170	15,674,551	16,008,051	17,029,105	16,834,494	16,834,494	826,443	5.16%







INTERFUND TRANSFERS/OTHER FINANCIAL USES (OFU)

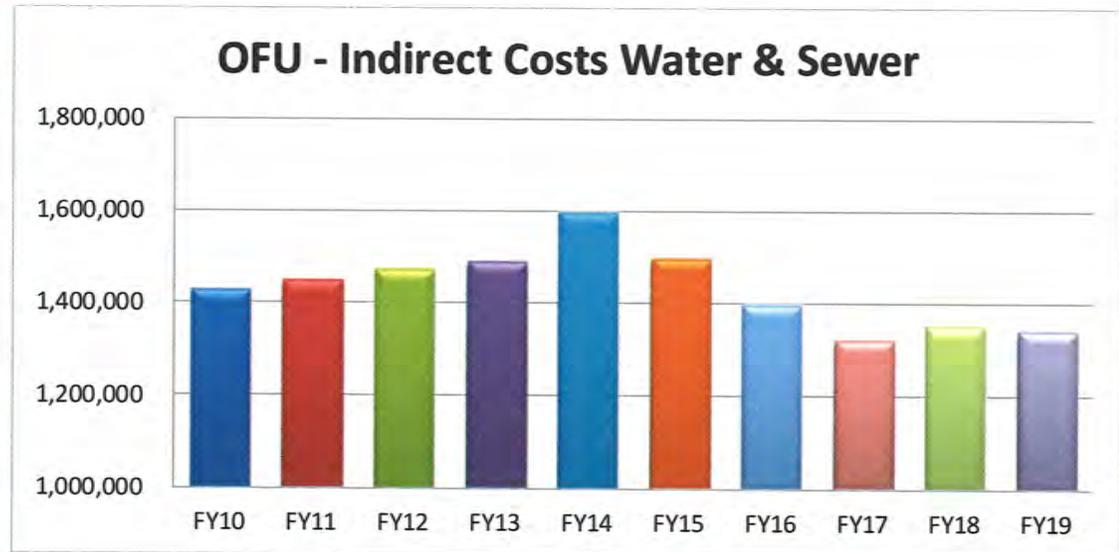
Enterprise Fund Other Financial Uses (OFU) - The Water and Sewer Enterprise Funds, financed by water and sewer usage charges, provide reimbursements for direct and indirect costs associated with a variety of City services, provided by Finance, Treasury, Human Resources, and other City Departments. Additionally, enterprise funds provide reimbursements to the general fund for all employee benefits (health, life, dental insurances, etc) of those employees who work for the water and sewer departments, as well as costs for the maintenance of the Water and Sewer accounting and billing system. Finally, a portion of the City's assessments for property/casualty insurance, unemployment and worker's compensation are also captured in the indirect costs of the enterprise funds of the water and sewer departments.

Per our auditors, we have revised the way that indirect costs are calculated. In FY 2014 the auditors allowed us to slowly reduce the indirect costs so as not to significantly impacting the general fund budget. We reduced the enterprise fund indirect costs over the next few years to smooth out the process to allow for a less dramatic impact on the general fund budget.

In FY 2019 the indirect costs have decreased -0.7%. We are now reflecting actual indirect costs based on comprehensive calculation approved by our auditors.

The Trash Enterprise Fund is not self sustaining and therefore subsidized by the General Fund. Indirect costs are booked by a journal entry from Tax Recapitulation Sheet (RECAP) when the tax rate is sent in December as voted by City Council.

Other Financial Uses Indirect Costs Water & Sewer		
Fiscal Year	Revenue	
2010	1,430,065	
2011	1,452,222	
2012	1,477,074	
2013	1,491,926	
2014	1,601,654	
2015	1,501,654	
2016	1,401,654	
2017	1,324,095	
2018	1,354,900	Per Recap
2019	1,345,221	Estimated
% Change FY18 vs. FY19		-0.7%



FY19 COMBINED RETAIL WATER AND SEWER RATE COMMUNITY CHARGE COMPARISON

	Water			Sewer			Discounts	Fund	Last Rate Adjustment	% change from FY2016	Annual Cost per 120 HCF (approx 90,000 gallons)	
	Residential	Commercial		Residential	Commercial						Water:	Sewer:
Salem 7/1/2016 Current	\$ 2.98	\$ 4.04	HCF	\$ 6.08	\$ 9.21	0-250 HCF	yes	Enterprise Fund	7/1/2016	2.00%	Water:	\$ 357.60
					\$ 11.79	251+ HCF	10% water if pd. within 15 days	Water & Sewer			Sewer:	\$ 729.60
											Combined:	\$ 1,087.20
Salem - 7/1/2017 Proposed	\$ 2.98	\$ 4.04	HCF	\$ 6.08	\$ 9.21	0-250 HCF	yes	Enterprise Fund	7/1/2016	0.00%	Water:	\$ 357.60
					\$ 11.79	251+ HCF	10% water if pd. within 15 days	Water & Sewer			Sewer:	\$ 729.60
											Combined:	\$ 1,087.20
Beverly	\$ 3.56	same	HCF	\$ 5.61	same	HCF	no	Enterprise Water & Sewer	7/1/2017	-0.06%	Water:	\$ 364.80
											Sewer:	\$ 673.20
											Combined:	\$ 1,038.00
Chelsea	\$ 5.11	same	0-10 HCF	\$ 8.60	same	0-10 HCF	no	Enterprise Fund	7/1/2017	5.79%	Water:	\$ 613.20
	\$ 6.22	same	> 10-15 HCF	\$ 9.38	same	> 10-15 HCF		Water & Sewer			Sewer:	\$ 1,032.00
	\$ 7.44	same	> 15HCF	\$ 10.77	same	> 15HCF					Combined:	\$ 1,645.20
Danvers	\$ 5.78		0-20 HCF	\$ 6.59		0-20 HCF	yes	General Fund	7/1/2017	1.60%	Water:	\$ 767.40
	\$ 6.50		20-24 HCF	\$ 6.86		20-24 HCF	15% water	Water & Sewer			Sewer:	\$ 801.60
	\$ 8.33		24 - Greater HCF	\$ 8.25		24-Greater HCF	elderly/low income				Combined:	\$ 1,569.00
		\$ 5.71	0-40 HCF		\$ 6.46	0-40 HCF						
		\$ 6.42	40- Greater HCF		\$ 6.73	40- Greater HCF						
Gloucester	\$ 7.89	same	kgal	\$ 14.20	same	kgal	no	Enterprise Fund	7/1/2017	0.00%	Water:	\$ 710.10
								Water & Sewer			Sewer:	\$ 1,305.00
											Combined:	\$ 2,015.10
Lynn	\$ 3.52	same	0-27 HCF	\$ 6.46	same	0-27 HCF	yes	Enterprise Fund	7/1/2016	0.00%	Water:	\$ 423.72
	\$ 3.63	same	27-73 HCF	\$ 6.68	same	27-73 HCF	owner occ.	Water & Sewer			Sewer:	\$ 777.84
	\$ 3.67	same	73-2,812 HCF	\$ 6.75	same	73-2,812 HCF	elderly/disabled				Combined:	\$ 1,201.56
	\$ 3.72	same	balance	\$ 6.80	same	balance	single @ 15%, 2-fam @ 7.5%, 3-Fam @ 5%					
Marblehead	\$ 4.80	same	0-30 HCF	\$ 8.95	same	0-30 HCF	no	Enterprise Fund	7/1/2016	4.00%	Water:	\$ 637.00
	\$ 6.10	same	balance	\$ 9.30	same	balance		Water & Sewer			Sewer:	\$ 1,124.00
											Combined:	\$ 1,761.00
Peabody	\$ 2.44	\$ 2.90	0-15 HCF	\$ 3.25	\$ 3.75	0-15 HCF	no	General Fund	3/1/2003	0.00%	Water:	\$ 306.00
	\$ 2.66	\$ 3.16	15-30 HCF	\$ 3.58	\$ 4.13	balance		Water & Sewer			Sewer:	\$ 409.80
	\$ 2.90	\$ 3.44	balance								Combined:	\$ 715.80
Revere	\$ 3.75	\$ 5.93	HCF	\$ 12.40	\$ 18.55	HCF	yes	Enterprise Fund	7/1/2016	1.50%	Water:	\$ 481.20
							senior	Water & Sewer			Sewer:	\$ 1,498.80
											Combined:	\$ 1,980.00
Swampscott	\$ 6.70	same	HCF	\$ 5.20	same	HCF	no	Enterprise Fund	7/1/2016	2.00%	Water:	\$ 848.00
								Water & Sewer			Sewer:	\$ 659.00
											Combined:	\$ 1,507.00

NOTE: All data taken from MWRA Annual Water and Sewer Retail Rate Survey - 2017

Average Costs of listed communities:	
Water:	\$ 572.38
Sewer:	\$ 920.14
Combined:	\$ 1,492.52

Salem vs. Comparable Communities	
Water:	\$ (214.78)
Sewer:	\$ (190.54)
Combined:	\$ (405.32)

Five Year Financial Forecast – Narrative

Executive Summary

The five-year financial forecast for the City of Salem is used as a budget tool that enables municipal officials to review operating needs, identify fiscal challenges and opportunities, and help develop long term budgeting policies as part of an overall strategic plan. The five-year financial forecast is invaluable in identifying key areas that the City needs to focus on such as rising health insurance costs, retirement assessments, and collective bargaining agreements. It also helps the City plan for its capital budget, debt service management, and long-term sustainability.

Financial forecasting is the process of projecting revenues and expenditures over a five to ten-year period. Factors that affect forecasting are current and future economic conditions, collective bargaining agreements, future operating and capital scenarios, and other factors that affect future revenues and expenditures.

The five-year financial forecast is also used as a communication tool for both the City Council and the public. The forecast is always evolving and is constantly updated as information becomes available. The FY19 budget reflects a commitment to increasing our police force, and a serious investment in our public infrastructure.

Revenues

Tax Levy: \$95,227,806

The tax levy is the City's primary revenue source, comprising approximately 60% of the City's total general fund revenues to be raised in FY2019. Residential property values currently pay 72.3% of the total property taxes, while commercial, industrial, and personal property values pay 27.7%. The City has a split tax rate of 1.69, which translates to a residential rate of \$15.38/m and a commercial rate of \$29.97/m for FY18.

The City realizes an automatic 2.5% increase to the tax levy under Proposition 2 ½, plus any increase due to "new growth" in the City. New growth includes new development, condominium conversions, and renovations/expansions to existing properties, to name a few. The City has typically averaged approximately \$1,000,000 per year in new growth; however, it is recommended by the City's Assessor that the growth estimate to be used for FY2019 should be \$1,100,000 to reflect the projected FY2018 new growth.

Local Receipts: \$19,200,000

Local receipts are locally generated revenues other than real and personal property taxes. Examples include motor vehicle excise, investment income, hotel/motel tax, fees, rentals, and charges. The City has increased its estimate for local receipts by 5.79% for FY20189 due to some anticipated increases in parking revenue, penalties and interest, the addition of two new hotels, and revenue from the marijuana dispensary.

Cherry Sheet Revenue (State Aid): \$30,387,032

Named for the cherry colored paper on which it was originally printed, the Cherry Sheet is the official notification by the Commissioner of Revenue to municipalities and regional school districts of estimated state aid to be paid and charges to be assessed over the next fiscal year. Cherry Sheets are usually issued each spring, following enactment by the Legislature of the state budget for the following year.

This year, the Legislature has increased the estimated state aid to the City of Salem by approximately \$169,766 from the FY2018 amount. This included decreases Charter Tuition Reimbursement of \$266,065, Veteran's Benefits by \$2,299 and Veterans & Blind Exemption by \$2,203. Chapter 70 appropriation has been increased from \$21,736,742 in FY18 to \$21,872,762 in FY19, a .63%. Also, increased were, Unrestricted General Government Aid (UGGA) by \$241,20 or 3.0%.

It is difficult to gauge the amount that the Commonwealth will allocate to the 351 municipalities due to the volatile economy. Nevertheless, we need to assume a figure for purposes of completing the five-year financial forecast. Therefore, it is predicted that the State will increase the FY2019 appropriation by 1% each year through FY2022. We hope that this is a conservative estimate; however, it could be the opposite.

School Building Assistance: \$732,824

The Massachusetts School Building Authority (MSBA) administers the school building assistance program that reimburses cities, towns, and regional school districts varying percentages of their school construction costs depending on the wealth of the community or district and the category of reimbursement. The City of Salem was lucky enough to receive 90% reimbursement for all its building projects. It should be noted, the last year the reimbursement for said projects will be received is in FY2019.

Enterprise Fund Revenue: \$15,819,820

An enterprise fund, authorized by MGL Chapter 44, Section 53F ½ is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any.

The City of Salem has three Enterprise Funds; water, sewer, and solid waste. The water and sewer enterprise funds, with estimated revenues of \$5,251,131 and \$9,698,976 respectively, provide for full cost recovery, including indirect costs that are appropriated in the general fund. Water and sewer enterprise fund revenues are estimated to have various increases over the next three fiscal years depending on the costs of assessments from the Salem Beverly Water Supply Board and the South Essex Sewer District, as well as the debt service from some of the major projects underway in the City, including the completion of the water meter project, the reconstruction of several water mains, rehabilitation of the Folly Hill storage tanks, South River Basin upgrades, Canal Street Upgrades Phase II and water meter replacements.

In FY 2013, the City Council voted to combine the water and sewer enterprise funds for FY 2014, as allowed by the Department of Revenue as outlined in Bulletin 2012-B (page 3/7). Historically, the Water Enterprise fund revenue was not being sufficient to cover expenses and we have had to appropriate free cash to cover the deficits. By combining the funds, the City now utilizes sewer revenue to help offset the water deficit.

The water and sewer funds will remain in SEPARATE funds for accounting and budgeting purposes within the City. But they will be COMBINED for reporting purposes on the City's annual financial statements (CAFR) and when calculating Retained Earnings by the Department of Revenue.

For FY19, the administration is recommending a water rate increase of 10.93% and a sewer rate increase of 10.3%.

The Solid Waste Enterprise fund, established in FY08, does not recoup all operating costs. However, the \$869,713 estimated revenues will cover approximately 27% of the total cost of \$3,229,608 in FY2019.

Other Financial Resources – Recurring: \$1,337,058

The City has three “receipts reserve” accounts; Harbormaster, Witch House, and Golf Course. Receipts reserve accounts are accounts in which proceeds are earmarked by law and placed in separate accounts for appropriation for particular purposes. The City treats these accounts similar to Enterprise Funds, by which the fees charged cover the expenses of the particular program. It is estimated that the

revenues generated will increase each year by 2.5% to keep up with rising costs of running each of the three departments. This account is expected to be level funded for the foreseeable future.

Expenses

General Government: \$6,985,567

Departments under General Government include all of the financial offices and overhead support functions, including Mayor, City Council, Finance, Assessing, Legal, Treasury, Collector, Purchasing, and the City Clerk/Elections.

The expense increase for FY19 is 5.4%. This amount includes the impact of collective bargaining agreement settlements, increases for exempt staff, and initiatives supported by the Mayor's office.

The estimated expense increase for general government services for the City will be 3% for FY2018-FY2022.

Public Safety: \$21,913,868

Departments under Public Safety include Police, Fire, Inspectional Services, Electrical and Harbormaster. The estimated expense increase for public safety for the City will be 3% for police and fire and 3% for inspectional services, electrical and harbormaster for FY2020 through FY2022. These increases are expected due to the historical costs of collective bargaining agreements for police and fire, including minimum staffing levels, as well as the rising costs of utilities for both electrical and harbormaster departments and public safety resource needs resulting from increases in tourism.

In FY2019, Public Safety is seeing a 4.5% increase. This amount includes addressing academy training needs resulting from multiple projected retirements.

Public Works and Facilities: \$4,497,293

Departments under Public Works and Facilities include Public Services, Engineering, Snow and Ice Removal and the Parking Department. Estimated expense increase for public services is expected to increase at 3% per year through FY2022.

The FY2019 budget reflects an 4.5% increase for public works, reflecting increases in Tree maintenance and other initiatives identified to improve services through the City. Engineering and Parking operating expenses are expected to increase by 3% per year through FY2022, and the Snow and Ice budget will be level funded through FY2022.

Human Services: \$1,602,027

Departments under Human Services include the Health Department, Council on Aging, and Veteran’s Services. Although the benefits of veterans decreased this year due to less veterans applying for benefits, expenses in human services are still projected to increase by 3% per year due to normal increases in salaries and expenses, needs of an aging population, and the uncertainty of the number of veterans returning from war.

Cultural and Recreation: \$2,893,638

Departments under Cultural and Recreation include the Library, Park and Recreation, Golf Course, Witch House, Winter Island, Pioneer Village, and the Historical Commission. Expenses in Culture and Recreation are projected to increase by 3% per year due to normal increases in salaries and expenses.

Fixed Costs: \$27,485,727

Fixed costs are costs that are legally or contractually mandated such as health insurance, retirement assessment, Medicare, worker’s compensation, unemployment, and several other items. Fixed costs continue to be the biggest challenge in municipal budgets. Each fixed cost has its own projected increase over the five-year forecast that reflects the average costs municipalities are seeing in each category. The projected increases through FY2022 for each fixed cost are as follows:

- Health Insurance: 3%
 - As a member of state GIC, Salem will see an FY19 increase of 2.33%. To be conservative, the average increase for FY20-22 will be 3%.
- Retirement Assessment: 7%
 - Estimated increases needed to fully fund liability by 2032 per current funding schedule.
- Retirement Anticipation Stabilization Fund: 3%
 - This fund is for those employees who retire and are due sick/vacation buyback.
- Medicare: 3%
 - Average increase in wages for City workers over the past several years.
- Municipal Insurance: 3%
 - Historical average of our increases since 2006.
- Worker’s Compensation: 5%

- We are fully insured and expect rates to increase at this level.
- FY19 we will continue to share the cost with the school department.
- Unemployment: 4%
 - Reasonable estimate base on current economic conditions.
- Non – Contributory Pension: -3%
 - Negative number due to the shrinking number of those retirees who are part of this group.

Fixed Costs – Debt Service: \$7,727,786 (Long Term - \$6,871,087 & Short Term - \$856,699)

Debt service is the repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue. The overall debt service for the City is scheduled to decrease for existing debt; however, as part of our capital planning and the anticipated interest rate increase, we estimating a 3% increase in the total cost of debt service so that we can actively manage the replacement of vehicles and machinery, maintenance on existing buildings and infrastructure, and construction of new facilities.

Assessment – Essex Technical Vocational High School: \$2,349,107

The assessment to the City of Salem reflects the number of students attending the school and the associated costs. The assessment decreased in FY2019 resulting from lower enrollment numbers. To be conservative these assessments are projected to increase 4% through FY2022

Education - Salem School District: \$57,628,889
Bentley Academy Charter School: \$3,238,570

The School Committee oversees the budget process for the schools, and it has a bottom line budget of \$57,628,889 for FY2019 regular school, an increase of 1.45% from FY18. This increase was lower this year resulting primarily from the closing of the Horace Mann school. Additional funds have been budgeted to fund the Bentley Academy Charter School in the amount of \$3,238,570.

For financial forecasting purposes, we expect that the cost of education will increase the general fund budget by 2.5% per year in both personnel and non-personnel expenses. The City’s finance director and the School’s business administrator continue to work on cost saving measures and shared services to ensure that the level of staff at the SPS will be adequate to provide quality education to its students.

Enterprise Fund Expenses: \$16,834,494

Expenses in the enterprise fund represent personnel, expenses, contracted services, assessments, and debt service costs for the three enterprise funds of the City: water, sewer, and solid waste. Expenses in the funds are projected to rise from FY2020 to FY2022 as follows:

- Water Enterprise
 - Personnel: 5%
 - Expenses: 5%
 - Assessments: 3.5%
 - Debt Service: per debt schedule (actual and projected)

- Sewer Enterprise
 - Personnel: 5%
 - Expenses: 5%
 - Assessments: 3.5%
 - Debt Service: per debt schedule (actual and projected)

- Solid Waste Enterprise
 - Personnel: 3%
 - Expenses: 3%
 - Contracted Services: 3%

Cherry Sheet Assessment: \$8,993,331

Named for the cherry colored paper on which it was originally printed, the Cherry Sheet is the official notification by the Commissioner of Revenue to municipalities and regional school districts of estimated state aid to be paid and charges to be assessed over the next fiscal year. Cherry Sheets are usually issued each spring, following enactment by the Legislature of the state budget for the following year.

The categories of charges include mosquito control projects, RMV non-renewal surcharge, MBTA, and tuition assessment. This year's overall assessments, per Senate proposal, have increased by .51% or \$45,841 from last year's assessment of \$8,947,490, which reflects a reduction in Charter School Tuition of \$68,534 and an increase to the School Choice Tuition Assessment of \$100,900. Other changes in assessments included increases in Mosquito control, MBTA, and a reduction in Special Education.

It is projected that the Cherry Sheet assessment from the Commonwealth will increase 4% from FY2020 to FY2022.

Other Expenditures: \$2,244,242

- Overlay: \$650,000
 - Overlay is an account established annually to fund anticipated property tax abatements exemptions and uncollected taxes in that year. It is anticipated that overlay will vary in its increases due to the triennial certifications of values per the DOR and the increased values of properties throughout the City. Typically, a municipality will increase its overlay on certification years (our next triennial is scheduled for 2021) due to the adjustments typically made to conform to all Massachusetts General Laws for assessing property taxes.
- Snow and Ice Deficit \$1,427,826
- All amortized costs have been paid. The deficit for FY2019 costs is \$1,427,826.
- Cherry Sheet Offset: \$61,311
 - Offset receipts are receipts from the Cherry Sheet that are to be used for a specific purpose (school lunch and public library). These obligations are expected to increase 3% for FY2020 to FY2022.

Conclusion

The City of Salem, like all municipalities throughout the Commonwealth, continue to struggle with rising fixed costs, a sluggish economy, and contractual obligations that make balancing budgets very challenging. In most cases, Proposition 2 ½, the law that regulates the increases a municipality can increase its property taxes, does not allow for property tax revenue to keep up with the costs of doing business.

The five-year financial forecast is a tool that helps us best manage the challenges. It is a tool that uses reasonable estimates in both revenue and expenditure trends while considering the overall economic picture of the current times. The goal is to project revenues and expenditures up to five years into the future which will help the administration analyze where current trends are leading and estimate if money will be available for discretionary spending such as capital purchases, collective bargaining settlements, and new municipal program. It also will help identify those “budget buster” items that need reform from the local or state government.

The five-year forecast, combined with the capital improvement program and FY2019 budget will continue to be the basis for all future financial planning for the City of Salem.

**City of Salem
Five Year Financial Forecast
FY 2018 - 2022**

	% INC/DEC FY18-FY19	% INC/DEC FY19-FY22	FY18 RECAP	FY19 BUDGETED	FY20 PROJECTED	FY21 PROJECTED	FY22 PROJECTED
TOTAL: LEVY LIMIT (not included in total)	3.65%		95,321,557	98,804,596	106,024,711	109,775,329	113,619,712
REVENUES							
ACTUAL REAL ESTATE AND PERSONAL PROPERTY TAX LEVY	5.96%		89,868,125	95,227,806	102,358,501	104,917,464	107,540,400
TOTAL: LOCAL RECEIPTS	5.33%	0.00%	18,228,000	19,200,000	15,788,200	16,134,424	16,488,889
CHERRY SHEET REVENUE	0.56%	1.00%	30,217,266	30,387,032	30,690,902	30,997,811	31,307,789
SCHOOL BLDG ASSISTANCE	0.00%	per SBA	732,824	732,824	0	0	0
OFS - RECURRING	3.25%	2.50%	1,295,034	1,337,058	1,370,484	1,404,747	1,439,865
OFS - NON RECURRING	-32.45%	0.00%	2,516,623	1,700,000	1,700,000	1,700,000	1,700,000
SEWER ENTERPRISE FUND REVENUE	8.44%	3.00%	8,944,085	9,698,976	9,984,482	10,289,716	10,616,873
WATER ENTERPRISE FUND REVENUE	5.57%	9.40%	4,974,000	5,251,131	5,742,744	6,283,519	6,878,371
TRASH ENTERPRISE FUND	-17.67%	3.00%	1,056,376	869,713	895,804	922,679	950,359
TOTAL ENTERPRISE FUND REVENUE	5.65%	varies	14,974,461	15,819,820	16,623,030	17,495,914	18,445,603
TOTAL REVENUES	4.16%		157,832,333	164,404,539	168,531,118	172,650,359	176,922,547
EXPENDITURES							
TOTAL: GENERAL GOVERNMENT	5.44%	3.00%	6,625,465	6,985,567	7,195,134	7,410,988	7,633,318
TOTAL: PUBLIC SAFETY	4.50%	varies	20,970,298	21,913,868	22,571,284	23,248,423	23,945,875
TOTAL: PUBLIC WORKS & FACILITIES	13.60%	varies	3,958,934	4,497,293	4,674,939	4,860,739	5,055,079
TOTAL: HUMAN SERVICES	5.51%	3.00%	1,518,428	1,602,027	1,650,088	1,699,590	1,750,578
TOTAL: CULTURAL AND RECREATIONAL	2.33%		2,827,690	2,893,638	2,980,447	3,069,861	3,161,956
TOTAL: FIXED COSTS	5.62%		29,098,131	30,734,297	32,055,953	33,467,967	34,957,296
TOTAL: DEBT SERVICE - LONG TERM	16.17%	varies	5,914,783	6,871,087	7,077,220	7,289,536	7,508,222
TOTAL: DEBT SERVICE - SHORT TERM	23.73%	varies	692,410	856,699	899,534	944,511	991,736
TOTAL: ESSEX TECH ASSESSMENT	-2.72%	4.00%	2,414,672	2,349,107	2,443,071	2,540,794	2,642,426
CITY EXPENDITURE TOTAL	6.33%	3.00%	74,020,811	78,703,583	81,547,670	84,532,408	87,646,486
TOTAL: EDUCATION	1.45%	2.50%	56,807,831	57,628,889	59,069,611	60,546,352	62,060,010
SCHOOL EXPENDITURE TOTAL	1.45%	3.00%	56,807,831	57,628,889	59,069,611	60,546,352	62,060,010
TOTAL: SEWER ENTERPRISE	11.71%	varies	6,675,646	7,457,236	7,859,260	8,290,972	8,755,221
TOTAL: WATER ENTERPRISE	4.42%	varies	5,887,539	6,147,650	7,419,679	9,273,705	11,999,108
TOTAL: TRASH ENTERPRISE	3.80%	3.00%	3,111,366	3,229,608	3,326,496	3,426,291	3,529,080
ENTERPRISE FUND EXPENDITURE TOTAL	7.40%		15,674,551	16,834,494	18,605,434	20,990,968	24,283,408
TOTAL - CITY, SCHOOL, AND ENTERPRISE	4.55%		146,503,193	153,166,966	159,222,715	166,069,727	173,989,905
TOTAL: CHERRY SHEET ASSESSMENT	0.52%	4.00%	8,946,786	8,993,331	9,353,064	9,727,187	10,116,274
TOTAL: OTHER EXPENDITURES	-5.80%		2,382,354	2,244,242	1,529,400	1,547,951	1,566,975
TOTAL EXPENDITURES	4.16%		157,832,333	164,404,539	170,105,180	177,344,865	185,673,154
BUDGET GAP			0	0	-1,574,061	-4,694,506	-8,750,606

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Purpose	1710:	Original Principal		July	August	September	October	November	December	January	February	March	April	May	June	Total
1 MWPAT DW-05-12	610034 5916	\$2,330,656	Principal	119,490.00						0.00						119,490.00
	610034 5936		Interest	11,665.39						10,470.49						22,135.88
MWPAT DW-05-12			Principal	119,490.00						0.00						119,490.00
Payable July 15 and January 15			Interest	11,665.39						10,470.49						22,135.88
5 Bates School	5919C	\$6,656,100	Principal			830,000.00						0.00				830,000.00
Refunding			Interest			30,687.50						17,200.00				47,887.50
General Obligation State Qualified Bonds of 2010			Principal			830,000.00						0.00				830,000.00
Payable September 1 and March 1			Interest			30,687.50						17,200.00				47,887.50
6 Water Systems Improvement		\$1,964,000	Principal			100,000.00						0.00				100,000.00
			Interest			25,200.00						23,200.00				48,400.00
7 Water Meters		\$3,000,000	Principal			200,000.00						0.00				200,000.00
			Interest			32,000.00						28,000.00				60,000.00
8 Water Main		\$2,500,000	Principal			140,000.00						0.00				140,000.00
			Interest			30,400.00						27,600.00				58,000.00
9 Sewer Pump Station		\$190,000	Principal			10,000.00						0.00				10,000.00
			Interest			2,200.00						2,000.00				4,200.00
10 South River Basin Upgrade		\$1,500,000	Principal			85,000.00						0.00				85,000.00
			Interest			18,000.00						16,300.00				34,300.00
11 Golf Course Dept. Equip		\$100,000	Principal			10,000.00						0.00				10,000.00
			Interest			600.00						400.00				1,000.00
12 Dump Truck		\$65,000	Principal			5,000.00						0.00				5,000.00
			Interest			200.00						100.00				300.00
13 DPW Equipment		\$65,000	Principal			5,000.00						0.00				5,000.00
			Interest			200.00						100.00				300.00
14 Engineering Infrastructure		\$150,000	Principal			15,000.00						0.00				15,000.00
			Interest			900.00						600.00				1,500.00
15 Engineering Seawalls		\$50,000	Principal			5,000.00						0.00				5,000.00
			Interest			300.00						200.00				500.00
16 Fire Pumper Truck		\$375,000	Principal			25,000.00						0.00				25,000.00
			Interest			4,000.00						3,500.00				7,500.00
17 Parking Equipment		\$50,000	Principal			5,000.00						0.00				5,000.00
			Interest			300.00						200.00				500.00
18 Witch House		\$50,000	Principal			5,000.00						0.00				5,000.00
			Interest			300.00						200.00				500.00
19 Departmental Equipment		\$50,000	Principal			5,000.00						0.00				5,000.00
			Interest			300.00						200.00				500.00
20 Forest River Pool		\$165,000	Principal			15,000.00						0.00				15,000.00
			Interest			900.00						600.00				1,500.00
21 Forest River Park		\$50,000	Principal			5,000.00						0.00				5,000.00
			Interest			300.00						200.00				500.00
22 Willow Public Bathroom		\$100,000	Principal			10,000.00						0.00				10,000.00
			Interest			600.00						400.00				1,000.00
23 School Fire Alarm Systems		\$130,000	Principal			10,000.00						0.00				10,000.00
			Interest			600.00						400.00				1,000.00
24 School Buses		\$135,000	Principal			10,000.00						0.00				10,000.00
			Interest			600.00						400.00				1,000.00
25 School Infrastructure		\$75,000	Principal			5,000.00						0.00				5,000.00
			Interest			800.00						700.00				1,500.00
26 Fire SCBA Compressor		\$50,000	Principal			5,000.00						0.00				5,000.00
			Interest			300.00						200.00				500.00
27 Public Service Equip. & Vehicles		\$295,000	Principal			30,000.00						0.00				30,000.00
			Interest			1,700.00						1,100.00				2,800.00
28 Roads, Sidewalks & Crosswalks		\$1,500,000	Principal			105,000.00						0.00				105,000.00
			Interest			14,700.00						12,600.00				27,300.00
29 Playground Equipment		\$50,000	Principal			5,000.00						0.00				5,000.00
			Interest			300.00						200.00				500.00
30 Furlong Park Remodeling		\$289,000	Principal			20,000.00						0.00				20,000.00
			Interest			2,800.00						2,400.00				5,200.00
31 Roads, Sidewalks & Crosswalks 2		\$150,000	Principal			10,000.00						0.00				10,000.00
			Interest			1,600.00						1,400.00				3,000.00
32 Canal St. Improvement Design		\$480,000	Principal			30,000.00						0.00				30,000.00
			Interest			4,800.00						4,200.00				9,000.00
33 Storage Tanks		\$1,000,000	Principal			100,000.00						0.00				100,000.00

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34 School Ballfield Remodeling		\$75,000	Interest			6,000.00						4,000.00				10,000.00
			Principal			5,000.00						0.00				5,000.00
35 School Field House Remodeling		\$40,000	Interest			700.00						600.00				1,300.00
			Principal			5,000.00						0.00				5,000.00
			Interest			100.00						0.00				100.00
General Obligation State Qualified Bonds of 2010 Payable September 1 and March 1			Principal			985,000.00						0.00				985,000.00
			Interest			151,700.00						132,000.00				283,700.00
36 Water System Improvements		\$1,412,402	Principal			60,000.00						0.00				60,000.00
			Interest			17,750.00						16,850.00				34,600.00
37 Sewer Pump Station Upgrade		\$210,000	Principal			10,000.00						0.00				10,000.00
			Interest			2,518.75						2,368.75				4,887.50
38 South River Basin Upgrade		\$500,000	Principal			25,000.00						0.00				25,000.00
			Interest			6,256.25						5,881.25				12,137.50
39 South River Basin Upgrade 2		\$350,000	Principal			15,000.00						0.00				15,000.00
			Interest			4,362.50						4,137.50				8,500.00
40 Forrester Street Drain Relief		\$375,000	Principal			15,000.00						0.00				15,000.00
			Interest			4,712.50						4,487.50				9,200.00
41 City Hall Roof		\$660,000	Principal			15,000.00						0.00				15,000.00
			Interest			9,662.50						9,437.50				19,100.00
42 City Hall Skylights		\$150,000	Principal			5,000.00						0.00				5,000.00
			Interest			2,050.00						1,975.00				4,025.00
43 City Hall Windows		\$340,000	Principal			10,000.00						0.00				10,000.00
			Interest			5,131.25						4,981.25				10,112.50
44 City Hall Masonry Repairs		\$850,000	Principal			20,000.00						0.00				20,000.00
			Interest			12,471.88						12,171.88				24,643.76
45 Roads, Sidewalks & Crosswalks		\$800,000	Principal			50,000.00						0.00				50,000.00
			Interest			9,209.38						8,459.38				17,668.76
46 Collins Cove Seawall		\$125,000	Principal			5,000.00						0.00				5,000.00
			Interest			1,559.38						1,484.38				3,043.76
47 Remediation		\$1,400,000	Principal			35,000.00						0.00				35,000.00
			Interest			20,343.75						19,818.75				40,162.50
48 Collins School		\$1,312,938	Principal			30,000.00						0.00				30,000.00
			Interest			19,131.25						16,681.25				37,812.50
49 Collins School 2		\$5,326,916	Principal			125,000.00						0.00				125,000.00
			Interest			78,515.63						76,640.63				155,156.26
50 Saltonstall School		\$1,188,000	Principal			30,000.00						0.00				30,000.00
			Interest			17,321.88						16,871.88				34,193.76
51 Saltonstall School 2		\$2,468,244	Principal			60,000.00						0.00				60,000.00
			Interest			36,400.00						35,500.00				71,900.00
General Obligation State Qualified Bonds of 2012 Payable September 1 and March 1			Principal			510,000.00						0.00				510,000.00
			Interest			247,396.90						239,746.90				487,143.80
60 Saltonstall Elementary School		\$1,595,000	Principal						65,000.00						0.00	65,000.00
			Interest						26,268.75						24,968.75	51,237.50
61 Collins Middle School		\$3,295,000	Principal						130,000.00						0.00	130,000.00
			Interest						54,156.25						51,556.25	105,712.50
62 School Building Repairs		\$150,000	Principal						10,000.00						0.00	10,000.00
			Interest						2,053.13						1,853.13	3,906.26
63 School Department Equipment & Infrastructure		\$100,000	Principal						10,000.00						0.00	10,000.00
			Interest						1,200.00						1,000.00	2,200.00
64 Police Equipment - Radio Replacement		\$200,000	Principal						20,000.00						0.00	20,000.00
			Interest						2,400.00						2,000.00	4,400.00
65 Fire Equipment - Ladder Truck		\$1,100,000	Principal						70,000.00						0.00	70,000.00
			Interest						15,643.75						14,243.75	29,887.50
66 Electric Department Equipment - Bucket Truck		\$100,000	Principal						10,000.00						0.00	10,000.00
			Interest						1,200.00						1,000.00	2,200.00
67 Parks & Recreation Equipment		\$140,000	Principal						5,000.00						0.00	5,000.00
			Interest						2,275.00						2,175.00	4,450.00
68 Canal Street Utility Program		\$3,900,000	Principal						155,000.00						0.00	155,000.00
			Interest						64,068.75						60,968.75	125,037.50
69 Bowditch School Refunding		\$764,500	Principal						95,000.00						0.00	95,000.00
			Interest						8,600.00						6,700.00	15,300.00
70 Carlton School Refunding		\$545,800	Principal						60,000.00						0.00	60,000.00
			Interest						6,000.00						4,800.00	10,800.00

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71 Witchcraft School Refunding		\$927,000	Principal						95,000.00						0.00	95,000.00
			Interest						12,528.13						10,628.13	23,156.26
72 Carlton School Refunding		\$272,200	Principal						30,000.00						0.00	30,000.00
			Interest						3,512.50						2,912.50	6,425.00
73 Parking Garage Repairs Refunding		\$345,500	Principal						75,000.00						0.00	75,000.00
			Interest						2,400.00						900.00	3,300.00
General Obligation State Qualified Bonds of 2013 Payable December 1 and June 1			Principal						830,000.00						0.00	830,000.00
			Interest						202,306.26						185,706.26	388,012.52
74 South River Basin Upgrade		\$2,000,000	Principal						100,000.00						0.00	100,000.00
			Interest						29,312.50						27,312.50	56,625.00
75 Drain Improvements		\$300,000	Principal						15,000.00						0.00	15,000.00
			Interest						4,396.88						4,096.88	8,493.76
76 Road Improvements		\$2,000,000	Principal						200,000.00						0.00	200,000.00
			Interest						28,000.00						24,000.00	52,000.00
77 Bertram Field		\$1,500,000	Principal						110,000.00						0.00	110,000.00
			Interest						20,906.25						18,706.25	39,612.50
78 Electric - Generator		\$65,000	Principal						5,000.00						0.00	5,000.00
			Interest						906.25						806.25	1,712.50
79 Fire - SCBA		\$55,000	Principal						10,000.00						0.00	10,000.00
			Interest						400.00						200.00	600.00
80 Fire - Jaws of Life		\$42,000	Principal						10,000.00						0.00	10,000.00
			Interest						200.00						0.00	200.00
81 Fire - Station 4 Door Alteration		\$60,000	Principal						10,000.00						0.00	10,000.00
			Interest						400.00						200.00	600.00
82 Parking - Waterproofing		\$1,120,000	Principal						60,000.00						0.00	60,000.00
			Interest						16,221.88						15,021.88	31,243.76
83 Planning - MBTA Station		\$500,000	Principal						25,000.00						0.00	25,000.00
			Interest						7,328.13						6,828.13	14,156.26
84 DPW Backhoe		\$128,000	Principal						25,000.00						0.00	25,000.00
			Interest						1,000.00						500.00	1,500.00
85 Engineering - Roadway		\$150,000	Principal						30,000.00						0.00	30,000.00
			Interest						1,200.00						600.00	1,800.00
86 Engineering - Canal Street		\$210,000	Principal						40,000.00						0.00	40,000.00
			Interest						1,600.00						800.00	2,400.00
87 Engineering - Bike Path		\$25,000	Principal						5,000.00						0.00	5,000.00
			Interest						200.00						100.00	300.00
88 School - District Wide Security		\$125,000	Principal						25,000.00						0.00	25,000.00
			Interest						1,000.00						500.00	1,500.00
General Obligation Bonds of 2014 Payable December 1 and June 1			Principal						670,000.00						0.00	670,000.00
			Interest						113,071.89						99,671.89	212,743.78
89 Folly Hill Tank Storage I		\$2,000,000	Principal					225,000.00							0.00	225,000.00
			Interest					37,625.00							33,125.00	70,750.00
90 Folly Hill Tank Storage II		\$1,000,000	Principal					110,000.00							0.00	110,000.00
			Interest					18,700.00							16,500.00	35,200.00
91 System Flushing/Valve Maintenance		\$400,000	Principal					45,000.00							0.00	45,000.00
			Interest					7,525.00							6,625.00	14,150.00
92 Meter Replacement Program		\$100,000	Principal					10,000.00							0.00	10,000.00
			Interest					1,700.00							1,500.00	3,200.00
93 Valve Pipe Replacement		\$100,000	Principal					10,000.00							0.00	10,000.00
			Interest					1,700.00							1,500.00	3,200.00
94 I/I Study, Design & Construction		\$750,000	Principal					40,000.00							0.00	40,000.00
			Interest					13,334.38							12,534.38	25,868.76
95 Canal St. Phase II		\$1,750,000	Principal					90,000.00							0.00	90,000.00
			Interest					30,990.63							29,190.63	60,181.26
96 Illicit Connection Removal		\$100,000	Principal					5,000.00							0.00	5,000.00
			Interest					1,765.63							1,665.63	3,431.26
97 Line Extension, Rehab & Upgrades		\$50,000	Principal					5,000.00							0.00	5,000.00
			Interest					975.00							875.00	1,850.00
98 Garage Updates		\$150,000	Principal					10,000.00							0.00	10,000.00
			Interest					2,740.63							2,540.63	5,281.26
99 Kiosk Umbrellas		\$50,000	Principal					5,000.00							0.00	5,000.00
			Interest					850.00							750.00	1,600.00
100 Computer Replacement Program		\$210,000	Principal					25,000.00							0.00	25,000.00

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101 District-Wide Security Updates		\$75,000	Interest				3,875.00						3,375.00		7,250.00
			Principal				10,000.00						0.00		10,000.00
102 Replace Lunchroom/Cafeteria Equipment		\$35,000	Interest				1,325.00						1,125.00		2,450.00
			Principal				5,000.00						0.00		5,000.00
103 HS Transformer Replacement		\$60,000	Interest				600.00						500.00		1,100.00
			Principal				10,000.00						0.00		10,000.00
104 Saltonstall Elementary School I		\$583,000	Interest				950.00						750.00		1,700.00
			Principal				30,000.00						0.00		30,000.00
105 Saltonstall Elementary School II		\$253,686	Interest				10,271.88						9,671.88		19,943.76
			Principal				15,000.00						0.00		15,000.00
106 Collins Middle School I		\$380,000	Interest				4,506.25						4,206.25		8,712.50
			Principal				20,000.00						0.00		20,000.00
107 Collins Middle School II		\$820,000	Interest				6,740.63						6,340.63		13,081.26
			Principal				45,000.00						0.00		45,000.00
108 Collins Middle School III		\$1,151,161	Interest				14,350.00						13,450.00		27,800.00
			Principal				60,000.00						0.00		60,000.00
109 Golf Course Equipment		\$113,639	Interest				20,396.88						19,196.88		39,593.76
			Principal				15,000.00						0.00		15,000.00
110 Wrought Iron Fence		\$50,000	Interest				1,925.00						1,625.00		3,550.00
			Principal				5,000.00						0.00		5,000.00
111 Memorial Park Pillars & Fencing		\$27,800	Interest				975.00						875.00		1,850.00
			Principal				5,000.00						0.00		5,000.00
112 Blaney Street Terminal - City Match		\$250,000	Interest				350.00						250.00		600.00
			Principal				15,000.00						0.00		15,000.00
113 Winter Island Pathway & Fort Restoration		\$50,000	Interest				4,506.25						4,206.25		8,712.50
			Principal				5,000.00						0.00		5,000.00
114 Police CAD/RMS Replacement		\$320,378	Interest				975.00						875.00		1,850.00
			Principal				80,000.00						0.00		80,000.00
115 Police Vehicle GPS Units		\$40,000	Interest				3,600.00						2,000.00		5,600.00
			Principal				5,000.00						0.00		5,000.00
116 DPS 1988 Ladder Replacement		\$198,200	Interest				725.00						625.00		1,350.00
			Principal				15,000.00						0.00		15,000.00
117 DPS 2000 Dump Truck Replacement		\$152,136	Interest				3,637.50						3,337.50		6,975.00
			Principal				15,000.00						0.00		15,000.00
118 Paving		\$650,000	Interest				2,650.00						2,350.00		5,000.00
			Principal				50,000.00						0.00		50,000.00
119 Seawalls		\$200,000	Interest				11,812.50						10,812.50		22,625.00
			Principal				10,000.00						0.00		10,000.00
120 Bike Path		\$25,000	Interest				3,375.00						3,175.00		6,550.00
			Principal				5,000.00						0.00		5,000.00
			Interest				350.00						250.00		600.00
General Obligation Bonds of 2015			Principal				1,000,000.00						0.00		1,000,000.00
Payable November 1 and May 1			Interest				215,803.16						195,803.16		411,606.32
121 Advance Refunding October 15 2007 High School		\$3,142,000	Interest				320,000.00						0.00		320,000.00
			Principal				62,840.00						56,440.00		119,280.00
122 Advance Refunding October 15 2007 Ferry Boat		\$170,000	Interest				60,000.00						0.00		60,000.00
			Principal				3,400.00						2,200.00		5,600.00
123 Adv Ref Oct 15 2007 Water System Improvements		\$1,463,000	Interest				150,000.00						0.00		150,000.00
			Principal				29,260.00						26,260.00		55,520.00
124 Collins Middle School		\$809,685	Interest				30,000.00						0.00		30,000.00
			Principal				14,150.00						13,550.00		27,700.00
125 Bentley Carpet Replacement (School)		\$90,000	Interest				20,000.00						0.00		20,000.00
			Principal				1,400.00						1,000.00		2,400.00
126 Districtwide Wireless Infrastructure (School)		\$240,000	Interest				60,000.00						0.00		60,000.00
			Principal				3,700.00						2,500.00		6,200.00
127 Districtwide Computer Replacement (School)		\$50,000	Interest				5,000.00						0.00		5,000.00
			Principal				900.00						800.00		1,700.00
128 Saltonstall School Parking/DropOff Area Improvements		\$125,000	Interest				5,000.00						0.00		5,000.00
			Principal				2,400.00						2,300.00		4,700.00
129 Salemo Automotive Roof Replace (School)		\$50,000	Interest				5,000.00						0.00		5,000.00
			Principal				900.00						800.00		1,700.00
130 Folly Hill Tank Storage (Water)		\$500,000	Interest				45,000.00						0.00		45,000.00
			Principal				9,200.00						8,300.00		17,500.00

City of Salem, Massachusetts
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Purpose	1710:	Original Principal	July	August	September	October	November	December	January	February	March	April	May	June	Total
131 Water Meter Replacement Program		\$100,000	Principal			10,000.00						0.00			10,000.00
			Interest			1,800.00						1,600.00			3,400.00
132 Rehab Gallows Hill Water Tanks 1		\$1,300,000	Principal			125,000.00						0.00			125,000.00
			Interest			23,500.00						21,000.00			44,500.00
133 Rehab Gallows Hill Water Tanks 2		\$150,000	Principal			5,000.00						0.00			5,000.00
			Interest			2,600.00						2,500.00			5,100.00
134 Water System Upgrade (Valves & Hydrants)		\$500,000	Principal			20,000.00						0.00			20,000.00
			Interest			8,750.00						8,350.00			17,100.00
135 Water System Improvements		\$1,145,000	Principal			40,000.00						0.00			40,000.00
			Interest			19,925.00						19,125.00			39,050.00
136 Water Leak Protection, Flushing & GIS Admin 1		\$207,000	Principal			20,000.00						0.00			20,000.00
			Interest			3,700.00						3,300.00			7,000.00
137 Water Leak Protection, Flushing & GIS Admin 2		\$193,000	Principal			15,000.00						0.00			15,000.00
			Interest			3,500.00						3,200.00			6,700.00
138 Canal Street Sewer Phase 2		\$1,500,000	Principal			55,000.00						0.00			55,000.00
			Interest			26,150.00						25,050.00			51,200.00
139 Sewer Leak Detection, Flushing & GIS Admin		\$400,000	Principal			15,000.00						0.00			15,000.00
			Interest			6,950.00						6,650.00			13,600.00
140 Sewer Illicit Connection Removal		\$750,000	Principal			25,000.00						0.00			25,000.00
			Interest			13,075.00						12,575.00			25,650.00
141 Bikeway & Roadway Improvements		\$300,000	Principal			15,000.00						0.00			15,000.00
			Interest			5,700.00						5,400.00			11,100.00
142 Painting Pedestrian & Historical Lights		\$25,000	Principal			5,000.00						0.00			5,000.00
			Interest			400.00						300.00			700.00
143 Bike Path Design/Construction		\$25,000	Principal			5,000.00						0.00			5,000.00
			Interest			400.00						300.00			700.00
144 McGrath Park Paving/Concession Stand		\$140,000	Principal			10,000.00						0.00			10,000.00
			Interest			2,700.00						2,500.00			5,200.00
145 Roads Sidewalk & Crosswalks (Non-Chapter 90)		\$150,000	Principal			10,000.00						0.00			10,000.00
			Interest			2,800.00						2,600.00			5,400.00
146 General Building Maintenance Upgrades		\$25,000	Principal			5,000.00						0.00			5,000.00
			Interest			400.00						300.00			700.00
147 Replace Fire Engine 2 or 5		\$550,000	Principal			55,000.00						0.00			55,000.00
			Interest			10,000.00						8,900.00			18,900.00
148 Citywide Computer Replacement		\$130,075	Principal			15,000.00						0.00			15,000.00
			Interest			2,400.00						2,100.00			4,500.00
149 Citywide Fiber Optic Network		\$700,000	Principal			170,000.00						0.00			170,000.00
			Interest			10,700.00						7,300.00			18,000.00
150 Winter Island Electrical Upgrades RVField(Ph 1)		\$26,000	Principal			5,000.00						0.00			5,000.00
			Interest			400.00						300.00			700.00
151 Blaney Street Pier & Terminal (City Match)		\$250,000	Principal			15,000.00						0.00			15,000.00
			Interest			4,700.00						4,400.00			9,100.00
152 Mary Jane Lee Park (Phase II)		\$60,000	Principal			5,000.00						0.00			5,000.00
			Interest			1,100.00						1,000.00			2,100.00
153 Old City Hall Window Replacement		\$105,000	Principal			5,000.00						0.00			5,000.00
			Interest			1,825.00						1,725.00			3,550.00
154 GPS Units for Vehicles (Police)		\$10,000	Principal			5,000.00						0.00			5,000.00
			Interest			100.00						0.00			100.00
155 Compressor (Public Services)		\$25,000	Principal			5,000.00						0.00			5,000.00
			Interest			400.00						300.00			700.00
156 Open Space/Pocket Park Upgrades(Public Services)		\$25,000	Principal			5,000.00						0.00			5,000.00
			Interest			400.00						300.00			700.00
157 Purchase/Replace Non-Conforming Signs (PubServ)		\$34,000	Principal			10,000.00						0.00			10,000.00
			Interest			600.00						400.00			1,000.00
158 Ford F550 6-wheel dump Truck (unit 71)(PubServ)		\$69,440	Principal			5,000.00						0.00			5,000.00
			Interest			1,300.00						1,200.00			2,500.00
159 Ford F550 6-wheel Dump Truck (unit 71)(PubServ)		\$58,800	Principal			5,000.00						0.00			5,000.00
			Interest			1,100.00						1,000.00			2,100.00
160 2000 Int'l Dump Truck (unit 14)(PubServ)		\$155,000	Principal			15,000.00						0.00			15,000.00
			Interest			2,800.00						2,500.00			5,300.00
161 Trash Packer (Public Services)		\$90,000	Principal			10,000.00						0.00			10,000.00
			Interest			1,600.00						1,400.00			3,000.00
162 2-Ton Propane Hot Box (Public Services)		\$45,000	Principal			5,000.00						0.00			5,000.00

City of Salem, Massachusetts
 Fiscal 2019
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Purpose	1710:	Original Principal	July	August	September	October	November	December	January	February	March	April	May	June	Total
163 Automation of South Harbor Garages (Parking)		Interest				800.00						700.00			1,500.00
		Principal				45,000.00						0.00			45,000.00
164 Parking Garage Upgrades		Interest				10,100.00						9,200.00			19,300.00
		Principal				5,000.00						0.00			5,000.00
165 Transfer Station Property Remediation		Interest				2,600.00						2,500.00			5,100.00
		Principal				25,000.00						0.00			25,000.00
General Obligation Bonds of 2016 Payable October 15 and April 15		Interest				11,275.00						10,775.00			22,050.00
		Principal				1,490,000.00						0.00			1,345,000.00
		Interest				314,700.00						284,900.00			532,700.00
Total		Principal	119,490.00	0.00	2,325,000.00	1,490,000.00	1,000,000.00	1,500,000.00	0.00	0.00	0.00	0.00	0.00	0.00	6,434,490.00
		Interest	11,665.39	0.00	429,784.40	314,700.00	215,803.16	315,378.15	10,470.49	0.00	388,946.90	284,900.00	195,803.16	285,378.15	2,452,829.80
Grand Total			131,155.39	0.00	2,754,784.40	1,804,700.00	1,215,803.16	1,815,378.15	10,470.49	0.00	388,946.90	284,900.00	195,803.16	285,378.15	8,887,319.80

Aggregate Debt Service

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
07/15/2018	December 14 2006 DW-05-12 (O) : SINGLE PURPOSE	119,490.00	11,665.39	131,155.39
Subtotal		\$119,490.00	\$11,665.39	\$131,155.39
09/01/2018	January 27 2010 NSR (SQ) : Adv Ref Sept 15 2000 Bates School (O)	830,000.00	30,687.50	860,687.50
	October 15 2010 (SQ) : Water Systems Improvement (O)	100,000.00	25,200.00	125,200.00
	October 15 2010 (SQ) : Water Meters (O)	200,000.00	32,000.00	232,000.00
	October 15 2010 (SQ) : Water Main (O)	140,000.00	30,400.00	170,400.00
	October 15 2010 (SQ) : Sewer Pump Station (I)	10,000.00	2,200.00	12,200.00
	October 15 2010 (SQ) : South River Basin Upgrade (I)	85,000.00	18,000.00	103,000.00
	October 15 2010 (SQ) : Golf Course Dept. Equip (I)	10,000.00	600.00	10,600.00
	October 15 2010 (SQ) : Dump Truck (I)	5,000.00	200.00	5,200.00
	October 15 2010 (SQ) : DPW Equipment (I)	5,000.00	200.00	5,200.00
	October 15 2010 (SQ) : Engineering Infrastructure (I)	15,000.00	900.00	15,900.00
	October 15 2010 (SQ) : Engineering Seawalls (I)	5,000.00	300.00	5,300.00
	October 15 2010 (SQ) : Fire Pumper Truck (I)	25,000.00	4,000.00	29,000.00
	October 15 2010 (SQ) : Parking Equipment (I)	5,000.00	300.00	5,300.00
	October 15 2010 (SQ) : Witch House (I)	5,000.00	300.00	5,300.00
	October 15 2010 (SQ) : Departmental Equipment (I)	5,000.00	300.00	5,300.00
	October 15 2010 (SQ) : Forest River Pool (I)	15,000.00	900.00	15,900.00
	October 15 2010 (SQ) : Forest River Park (I)	5,000.00	300.00	5,300.00
	October 15 2010 (SQ) : Willow Public Bathroom (I)	10,000.00	600.00	10,600.00
	October 15 2010 (SQ) : School Fire Alarm Systems (I)	10,000.00	600.00	10,600.00
	October 15 2010 (SQ) : School Buses (I)	10,000.00	600.00	10,600.00
	October 15 2010 (SQ) : School Infrastructure (I)	5,000.00	800.00	5,800.00
	October 15 2010 (SQ) : Fire SCBA Compressor (I)	5,000.00	300.00	5,300.00
	October 15 2010 (SQ) : Public Service Equip. & Vehicles (I)	30,000.00	1,700.00	31,700.00
	October 15 2010 (SQ) : Roads, Sidewalks & Crosswalks (I)	105,000.00	14,700.00	119,700.00
	October 15 2010 (SQ) : Playground Equipment (I)	5,000.00	300.00	5,300.00
	October 15 2010 (SQ) : Furlong Park Remodeling (I)	20,000.00	2,800.00	22,800.00
	October 15 2010 (SQ) : Roads, Sidewalks & Crosswalks 2 (I)	10,000.00	1,600.00	11,600.00
	October 15 2010 (SQ) : Canal St. Improvement Design (I)	30,000.00	4,800.00	34,800.00
	October 15 2010 (SQ) : Storage Tanks (O)	100,000.00	6,000.00	106,000.00
	October 15 2010 (SQ) : School Ballfield Remodeling (I)	5,000.00	700.00	5,700.00
	October 15 2010 (SQ) : School Field House Remodeling (I)	5,000.00	100.00	5,100.00
	September 27 2012 : Water System Improvements (OSQ)	60,000.00	17,750.00	77,750.00
	September 27 2012 : Sewer Pump Station Upgrade (ISQ)	10,000.00	2,518.75	12,518.75
	September 27 2012 : South River Basin Upgrade (ISQ)	25,000.00	6,256.25	31,256.25
	September 27 2012 : South River Basin Upgrade 2 (ISQ)	15,000.00	4,362.50	19,362.50
	September 27 2012 : Forrester Street Drain Relief (ISQ)	15,000.00	4,712.50	19,712.50
	September 27 2012 : City Hall Roof (ISQ)	15,000.00	9,662.50	24,662.50
	September 27 2012 : City Hall Skylights (ISQ)	5,000.00	2,050.00	7,050.00
	September 27 2012 : City Hall Windows (ISQ)	10,000.00	5,131.25	15,131.25
	September 27 2012 : City Hall Masonry Repairs (ISQ)	20,000.00	12,471.88	32,471.88
	September 27 2012 : Roads, Sidewalks & Crosswalks (ISQ)	50,000.00	9,209.38	59,209.38
	September 27 2012 : Collins Cove Seawall (ISQ)	5,000.00	1,559.38	6,559.38

Aggregate Debt Service

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
September 27 2012	: Remediation (ISQ)	35,000.00	20,343.75	55,343.75
September 27 2012	: Collins School (OSQ)	30,000.00	19,131.25	49,131.25
September 27 2012	: Collins School 2 (OSQ)	125,000.00	78,515.63	203,515.63
September 27 2012	: Saltonstall School (OSQ)	30,000.00	17,321.88	47,321.88
September 27 2012	: Saltonstall School 2 (OSQ)	60,000.00	36,400.00	96,400.00
Subtotal		\$2,325,000.00	\$429,784.40	\$2,754,784.40
10/15/2018	November 17 2016 : Advance Refunding October 15 2007 High School (I)	320,000.00	62,840.00	382,840.00
	November 17 2016 : Advance Refunding October 15 2007 Ferry Boat (I)	60,000.00	3,400.00	63,400.00
	November 17 2016 : Adv Ref Oct 15 2007 Water System Improvements (O)	150,000.00	29,260.00	179,260.00
	November 17 2016 : Collins Middle School (I)	30,000.00	14,150.00	44,150.00
	November 17 2016 : Bentley Carpet Replacement (School) (I)	20,000.00	1,400.00	21,400.00
	November 17 2016 : Districtwide Wireless Infrastructure (School) (I)	60,000.00	3,700.00	63,700.00
	November 17 2016 : Districtwide Computer Replacement (School) (I)	5,000.00	900.00	5,900.00
	November 17 2016 : Saltonstall School Parking/DropOff Area Improve(I)	5,000.00	2,400.00	7,400.00
	November 17 2016 : Salerno Automotive Roof Replace (School) (I)	5,000.00	900.00	5,900.00
	November 17 2016 : Folly Hill Tank Storage (Water) (O)	45,000.00	9,200.00	54,200.00
	November 17 2016 : Water Meter Replacement Program (O)	10,000.00	1,800.00	11,800.00
	November 17 2016 : Rehab Gallows Hill Water Tanks 1 (O)	125,000.00	23,500.00	148,500.00
	November 17 2016 : Rehab Gallows Hill Water Tanks 2 (O)	5,000.00	2,600.00	7,600.00
	November 17 2016 : Water System Upgrade (Valves & Hydrants) (O)	20,000.00	8,750.00	28,750.00
	November 17 2016 : Water System Improvements (O)	40,000.00	19,925.00	59,925.00
	November 17 2016 : Water Leak Protection, Flushing & GIS Admin 1 (O)	20,000.00	3,700.00	23,700.00
	November 17 2016 : Water Leak Protection, Flushing & GIS Admin 2 (O)	15,000.00	3,500.00	18,500.00
	November 17 2016 : Canal Street Sewer Phase 2 (I)	55,000.00	26,150.00	81,150.00
	November 17 2016 : Sewer Leak Detection, Flushing & GIS Admin (I)	15,000.00	6,950.00	21,950.00
	November 17 2016 : Sewer Illicit Connection Removal (O)	25,000.00	13,075.00	38,075.00
	November 17 2016 : Bikeway & Roadway Improvements (I)	15,000.00	5,700.00	20,700.00
	November 17 2016 : Painting Pedestrian & Historical Lights (I)	5,000.00	400.00	5,400.00
	November 17 2016 : Bike Path Design/Construction (I)	5,000.00	400.00	5,400.00
	November 17 2016 : McGrath Park Paving/Concession Stand (I)	10,000.00	2,700.00	12,700.00
	November 17 2016 : Roads Sidewalk & Crosswalks (Non-Chapter 90) (I)	10,000.00	2,800.00	12,800.00
	November 17 2016 : General Building Maintenance Upgrades (I)	5,000.00	400.00	5,400.00
	November 17 2016 : Replace Fire Engine 2 or 5 (I)	55,000.00	10,000.00	65,000.00
	November 17 2016 : Citywide Computer Replacement (I)	15,000.00	2,400.00	17,400.00
	November 17 2016 : Citywide Fiber Optic Network (I)	170,000.00	10,700.00	180,700.00
	November 17 2016 : Winter Island Electrical Upgrades RVField(Ph 1)(I)	5,000.00	400.00	5,400.00
	November 17 2016 : Blaney Street Pier & Terminal (City Match) (I)	15,000.00	4,700.00	19,700.00
	November 17 2016 : Mary Jane Lee Park (Phase II) (I)	5,000.00	1,100.00	6,100.00
	November 17 2016 : Old City Hall Window Replacement (I)	5,000.00	1,825.00	6,825.00
	November 17 2016 : GPS Units for Vehicles (Police) (I)	5,000.00	100.00	5,100.00
	November 17 2016 : Compressor (Public Services) (I)	5,000.00	400.00	5,400.00
	November 17 2016 : Open Space/Pocket Park Upgrades(Public Services)-I	5,000.00	400.00	5,400.00
	November 17 2016 : Purchase/Replace Non-Conforming Signs (PubServ)(I)	10,000.00	600.00	10,600.00
	November 17 2016 : Ford F550 6-wheel dump Truck (unit 71)(PubServ)(I)	5,000.00	1,300.00	6,300.00

Aggregate Debt Service

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
November 17 2016	: Ford F550 6-wheel Dump Truck (unit 71)(PubServ)(I)	5,000.00	1,100.00	6,100.00
November 17 2016	: 2000 Int'l Dump Truck (unit 14)(PubServ)(I)	15,000.00	2,800.00	17,800.00
November 17 2016	: Trash Packer (Public Services) (I)	10,000.00	1,600.00	11,600.00
November 17 2016	: 2-Ton Propane Hot Box (Public Services) (I)	5,000.00	800.00	5,800.00
November 17 2016	: Automation of South Harbor Garages (Parking) (I)	45,000.00	10,100.00	55,100.00
November 17 2016	: Parking Garage Upgrades (I)	5,000.00	2,600.00	7,600.00
November 17 2016	: Transfer Station Property Remediation (O)	25,000.00	11,275.00	36,275.00
Subtotal		\$1,490,000.00	\$314,700.00	\$1,804,700.00
11/01/2018	December 2 2015 : Folly Hill Tank Storage I (O)	225,000.00	37,625.00	262,625.00
	December 2 2015 : Folly Hill Tank Storage II (O)	110,000.00	18,700.00	128,700.00
	December 2 2015 : System Flushing/Valve Maintenance (O)	45,000.00	7,525.00	52,525.00
	December 2 2015 : Meter Replacement Program (O)	10,000.00	1,700.00	11,700.00
	December 2 2015 : Valve Pipe Replacement (O)	10,000.00	1,700.00	11,700.00
	December 2 2015 : I/I Study, Design & Construction (I)	40,000.00	13,334.38	53,334.38
	December 2 2015 : Canal St. Phase II (I)	90,000.00	30,990.63	120,990.63
	December 2 2015 : Illicit Connection Removal (I)	5,000.00	1,765.63	6,765.63
	December 2 2015 : Line Extension, Rehab & Upgrades (I)	5,000.00	975.00	5,975.00
	December 2 2015 : Garage Updates (I)	10,000.00	2,740.63	12,740.63
	December 2 2015 : Kiosk Umbrellas (I)	5,000.00	850.00	5,850.00
	December 2 2015 : Computer Replacement Program (I)	25,000.00	3,875.00	28,875.00
	December 2 2015 : District-Wide Security Updates (I)	10,000.00	1,325.00	11,325.00
	December 2 2015 : Replace Lunchroom/Cafeteria Equipment (I)	5,000.00	600.00	5,600.00
	December 2 2015 : HS Transformer Replacement (I)	10,000.00	950.00	10,950.00
	December 2 2015 : Saltonstall Elementary School I (O)	30,000.00	10,271.88	40,271.88
	December 2 2015 : Saltonstall Elementary School II (O)	15,000.00	4,506.25	19,506.25
	December 2 2015 : Collins Middle School I (O)	20,000.00	6,740.63	26,740.63
	December 2 2015 : Collins Middle School II (O)	45,000.00	14,350.00	59,350.00
	December 2 2015 : Collins Middle School III (O)	60,000.00	20,396.88	80,396.88
	December 2 2015 : Golf Course Equipment (I)	15,000.00	1,925.00	16,925.00
	December 2 2015 : Wrought Iron Fence (I)	5,000.00	975.00	5,975.00
	December 2 2015 : Memorial Park Pillars & Fencing (I)	5,000.00	350.00	5,350.00
	December 2 2015 : Blaney Street Terminal - City Match (I)	15,000.00	4,506.25	19,506.25
	December 2 2015 : Winter Island Pathway & Fort Restoration (I)	5,000.00	975.00	5,975.00
	December 2 2015 : Police CAD/RMS Replacement (I)	80,000.00	3,600.00	83,600.00
	December 2 2015 : Police Vehicle GPS Units (I)	5,000.00	725.00	5,725.00
	December 2 2015 : DPS 1988 Ladder Replacement (I)	15,000.00	3,637.50	18,637.50
	December 2 2015 : DPS 2000 Dump Truck Replacement (I)	15,000.00	2,650.00	17,650.00
	December 2 2015 : Paving (I)	50,000.00	11,812.50	61,812.50
	December 2 2015 : Seawalls (I)	10,000.00	3,375.00	13,375.00
	December 2 2015 : Bike Path (I)	5,000.00	350.00	5,350.00
Subtotal		\$1,000,000.00	\$215,803.16	\$1,215,803.16

Aggregate Debt Service

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
12/01/2018	December 19 2013 : Saltonstall School (OSQ)	65,000.00	26,268.75	91,268.75
	December 19 2013 : Collins Middle School (OSQ)	130,000.00	54,156.25	184,156.25
	December 19 2013 : School Building Repairs (ISQ)	10,000.00	2,053.13	12,053.13
	December 19 2013 : School Equipment (ISQ)	10,000.00	1,200.00	11,200.00
	December 19 2013 : Police Equipment (ISQ)	20,000.00	2,400.00	22,400.00
	December 19 2013 : Fire Equipment (ISQ)	70,000.00	15,643.75	85,643.75
	December 19 2013 : Electric Dept Equipment (ISQ)	10,000.00	1,200.00	11,200.00
	December 19 2013 : Parks & Rec (ISQ)	5,000.00	2,275.00	7,275.00
	December 19 2013 : Canal Street Utility Program (ISQ)	155,000.00	64,068.75	219,068.75
	December 19 2013 : Cur Ref of Jan 15 2003 Bowditch School (OSQ)	95,000.00	8,600.00	103,600.00
	December 19 2013 : Cur Ref of Jan 15 2003 Carlton School (OSQ)	60,000.00	6,000.00	66,000.00
	December 19 2013 : Adv Ref of Jan 1 2005 Witchcraft School (ISQ)	95,000.00	12,528.13	107,528.13
	December 19 2013 : Adv Ref of Jan 1 2005 Carlton School (OSQ)	30,000.00	3,512.50	33,512.50
	December 19 2013 : Adv Ref of Jan 1 2005 Parking Garage Repairs (ISQ)	75,000.00	2,400.00	77,400.00
	December 3 2014 : South River Basin Upgrade (I)	100,000.00	29,312.50	129,312.50
	December 3 2014 : Drain Improvements (I)	15,000.00	4,396.88	19,396.88
	December 3 2014 : Road Improvements (I)	200,000.00	28,000.00	228,000.00
	December 3 2014 : Bertram Field (I)	110,000.00	20,906.25	130,906.25
	December 3 2014 : Electric- Generator (I)	5,000.00	906.25	5,906.25
	December 3 2014 : Fire- SCBA (I)	10,000.00	400.00	10,400.00
	December 3 2014 : Fire- Jaws of Life (I)	10,000.00	200.00	10,200.00
	December 3 2014 : Fire- Station 4 Door Alt (I)	10,000.00	400.00	10,400.00
	December 3 2014 : Parking- Water Proofing (I)	60,000.00	16,221.88	76,221.88
	December 3 2014 : Planning- MBTA Station (I)	25,000.00	7,328.13	32,328.13
	December 3 2014 : DPW Backhoe (I)	25,000.00	1,000.00	26,000.00
	December 3 2014 : Engineering- Roadway (I)	30,000.00	1,200.00	31,200.00
	December 3 2014 : Engineering- Canal Street (I)	40,000.00	1,600.00	41,600.00
	December 3 2014 : Engineering- Bike Path (I)	5,000.00	200.00	5,200.00
	December 3 2014 : School- District Wide Security (I)	25,000.00	1,000.00	26,000.00
	Subtotal	\$1,500,000.00	\$315,378.15	\$1,815,378.15
01/15/2019	December 14 2006 DW-05-12 (O) : SINGLE PURPOSE	-	10,470.49	10,470.49
	Subtotal	-	\$10,470.49	\$10,470.49

Aggregate Debt Service

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
03/01/2019	January 27 2010 NSR (SQ) : Adv Ref Sept 15 2000 Bates School (O)	-	17,200.00	17,200.00
	October 15 2010 (SQ) : Water Systems Improvement (O)	-	23,200.00	23,200.00
	October 15 2010 (SQ) : Water Meters (O)	-	28,000.00	28,000.00
	October 15 2010 (SQ) : Water Main (O)	-	27,600.00	27,600.00
	October 15 2010 (SQ) : Sewer Pump Station (I)	-	2,000.00	2,000.00
	October 15 2010 (SQ) : South River Basin Upgrade (I)	-	16,300.00	16,300.00
	October 15 2010 (SQ) : Golf Course Dept. Equip (I)	-	400.00	400.00
	October 15 2010 (SQ) : Dump Truck (I)	-	100.00	100.00
	October 15 2010 (SQ) : DPW Equipment (I)	-	100.00	100.00
	October 15 2010 (SQ) : Engineering Infrastructure (I)	-	600.00	600.00
	October 15 2010 (SQ) : Engineering Seawalls (I)	-	200.00	200.00
	October 15 2010 (SQ) : Fire Pumper Truck (I)	-	3,500.00	3,500.00
	October 15 2010 (SQ) : Parking Equipment (I)	-	200.00	200.00
	October 15 2010 (SQ) : Witch House (I)	-	200.00	200.00
	October 15 2010 (SQ) : Departmental Equipment (I)	-	200.00	200.00
	October 15 2010 (SQ) : Forest River Pool (I)	-	600.00	600.00
	October 15 2010 (SQ) : Forest River Park (I)	-	200.00	200.00
	October 15 2010 (SQ) : Willow Public Bathroom (I)	-	400.00	400.00
	October 15 2010 (SQ) : School Fire Alarm Systems (I)	-	400.00	400.00
	October 15 2010 (SQ) : School Buses (I)	-	400.00	400.00
	October 15 2010 (SQ) : School Infrastructure (I)	-	700.00	700.00
	October 15 2010 (SQ) : Fire SCBA Compressor (I)	-	200.00	200.00
	October 15 2010 (SQ) : Public Service Equip. & Vehicles (I)	-	1,100.00	1,100.00
	October 15 2010 (SQ) : Roads, Sidewalks & Crosswalks (I)	-	12,600.00	12,600.00
	October 15 2010 (SQ) : Playground Equipment (I)	-	200.00	200.00
	October 15 2010 (SQ) : Furlong Park Remodeling (I)	-	2,400.00	2,400.00
	October 15 2010 (SQ) : Roads, Sidewalks & Crosswalks 2 (I)	-	1,400.00	1,400.00
	October 15 2010 (SQ) : Canal St. Improvement Design (I)	-	4,200.00	4,200.00
	October 15 2010 (SQ) : Storage Tanks (O)	-	4,000.00	4,000.00
	October 15 2010 (SQ) : School Ballfield Remodeling (I)	-	600.00	600.00
	September 27 2012 : Water System Improvements (OSQ)	-	16,850.00	16,850.00
	September 27 2012 : Sewer Pump Station Upgrade (ISQ)	-	2,368.75	2,368.75
	September 27 2012 : South River Basin Upgrade (ISQ)	-	5,881.25	5,881.25
	September 27 2012 : South River Basin Upgrade 2 (ISQ)	-	4,137.50	4,137.50
	September 27 2012 : Forrester Street Drain Relief (ISQ)	-	4,487.50	4,487.50
	September 27 2012 : City Hall Roof (ISQ)	-	9,437.50	9,437.50
	September 27 2012 : City Hall Skylights (ISQ)	-	1,975.00	1,975.00
	September 27 2012 : City Hall Windows (ISQ)	-	4,981.25	4,981.25
	September 27 2012 : City Hall Masonry Repairs (ISQ)	-	12,171.88	12,171.88
	September 27 2012 : Roads, Sidewalks & Crosswalks (ISQ)	-	8,459.38	8,459.38
	September 27 2012 : Collins Cove Seawall (ISQ)	-	1,484.38	1,484.38
	September 27 2012 : Remediation (ISQ)	-	19,818.75	19,818.75
	September 27 2012 : Collins School (OSQ)	-	18,681.25	18,681.25
	September 27 2012 : Collins School 2 (OSQ)	-	76,640.63	76,640.63

Aggregate Debt Service

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
September 27 2012	: Saltonstall School (OSQ)	-	16,871.88	16,871.88
September 27 2012	: Saltonstall School 2 (OSQ)	-	35,500.00	35,500.00
Subtotal		-	\$388,946.90	\$388,946.90
04/15/2019	November 17 2016 : Advance Refunding October 15 2007 High School (I)	-	56,440.00	56,440.00
	November 17 2016 : Advance Refunding October 15 2007 Ferry Boat (I)	-	2,200.00	2,200.00
	November 17 2016 : Adv Ref Oct 15 2007 Water System Improvements (O)	-	26,260.00	26,260.00
	November 17 2016 : Collins Middle School (I)	-	13,550.00	13,550.00
	November 17 2016 : Bentley Carpet Replacement (School) (I)	-	1,000.00	1,000.00
	November 17 2016 : Districtwide Wireless Infrastructure (School) (I)	-	2,500.00	2,500.00
	November 17 2016 : Districtwide Computer Replacement (School) (I)	-	800.00	800.00
	November 17 2016 : Saltonstall School Parking/DropOff Area Improve(I)	-	2,300.00	2,300.00
	November 17 2016 : Salerno Automotive Roof Replace (School) (I)	-	800.00	800.00
	November 17 2016 : Folly Hill Tank Storage (Water) (O)	-	8,300.00	8,300.00
	November 17 2016 : Water Meter Replacement Program (O)	-	1,600.00	1,600.00
	November 17 2016 : Rehab Gallows Hill Water Tanks 1 (O)	-	21,000.00	21,000.00
	November 17 2016 : Rehab Gallows Hill Water Tanks 2 (O)	-	2,500.00	2,500.00
	November 17 2016 : Water System Upgrade (Valves & Hydrants) (O)	-	8,350.00	8,350.00
	November 17 2016 : Water System Improvements (O)	-	19,125.00	19,125.00
	November 17 2016 : Water Leak Protection, Flushing & GIS Admin 1 (O)	-	3,300.00	3,300.00
	November 17 2016 : Water Leak Protection, Flushing & GIS Admin 2 (O)	-	3,200.00	3,200.00
	November 17 2016 : Canal Street Sewer Phase 2 (I)	-	25,050.00	25,050.00
	November 17 2016 : Sewer Leak Detection, Flushing & GIS Admin (I)	-	6,650.00	6,650.00
	November 17 2016 : Sewer Illicit Connection Removal (O)	-	12,575.00	12,575.00
	November 17 2016 : Bikeway & Roadway Improvements (I)	-	5,400.00	5,400.00
	November 17 2016 : Painting Pedestrian & Historical Lights (I)	-	300.00	300.00
	November 17 2016 : Bike Path Design/Construction (I)	-	300.00	300.00
	November 17 2016 : McGrath Park Paving/Concession Stand (I)	-	2,500.00	2,500.00
	November 17 2016 : Roads Sidewalk & Crosswalks (Non-Chapter 90) (I)	-	2,600.00	2,600.00
	November 17 2016 : General Building Maintenance Upgrades (I)	-	300.00	300.00
	November 17 2016 : Replace Fire Engine 2 or 5 (I)	-	8,900.00	8,900.00
	November 17 2016 : Citywide Computer Replacement (I)	-	2,100.00	2,100.00
	November 17 2016 : Citywide Fiber Optic Network (I)	-	7,300.00	7,300.00
	November 17 2016 : Winter Island Electrical Upgrades RVField(Ph 1)(I)	-	300.00	300.00
	November 17 2016 : Blaney Street Pier & Terminal (City Match) (I)	-	4,400.00	4,400.00
	November 17 2016 : Mary Jane Lee Park (Phase II) (I)	-	1,000.00	1,000.00
	November 17 2016 : Old City Hall Window Replacement (I)	-	1,725.00	1,725.00
	November 17 2016 : Compressor (Public Services) (I)	-	300.00	300.00
	November 17 2016 : Open Space/Pocket Park Upgrades(Public Services)-I	-	300.00	300.00
	November 17 2016 : Purchase/Replace Non-Conforming Signs (PubServ)(I)	-	400.00	400.00
	November 17 2016 : Ford F550 6-wheel dump Truck (unit 71)(PubServ)(I)	-	1,200.00	1,200.00
	November 17 2016 : Ford F550 6-wheel Dump Truck (unit 71)(PubServ)(I)	-	1,000.00	1,000.00
	November 17 2016 : 2000 Int'l Dump Truck (unit 14)(PubServ)(I)	-	2,500.00	2,500.00
	November 17 2016 : Trash Packer (Public Services) (I)	-	1,400.00	1,400.00
	November 17 2016 : 2-Ton Propane Hot Box (Public Services) (I)	-	700.00	700.00

Aggregate Debt Service

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
	November 17 2016 : Automation of South Harbor Garages (Parking) (I)	-	9,200.00	9,200.00
	November 17 2016 : Parking Garage Upgrades (I)	-	2,500.00	2,500.00
	November 17 2016 : Transfer Station Property Remediation (O)	-	10,775.00	10,775.00
	Subtotal	-	\$284,900.00	\$284,900.00
05/01/2019	December 2 2015 : Folly Hill Tank Storage I (O)	-	33,125.00	33,125.00
	December 2 2015 : Folly Hill Tank Storage II (O)	-	16,500.00	16,500.00
	December 2 2015 : System Flushing/Valve Maintenance (O)	-	6,625.00	6,625.00
	December 2 2015 : Meter Replacement Program (O)	-	1,500.00	1,500.00
	December 2 2015 : Valve Pipe Replacement (O)	-	1,500.00	1,500.00
	December 2 2015 : I/I Study, Design & Construction (I)	-	12,534.38	12,534.38
	December 2 2015 : Canal St. Phase II (I)	-	29,190.63	29,190.63
	December 2 2015 : Illicit Connection Removal (I)	-	1,665.63	1,665.63
	December 2 2015 : Line Extension, Rehab & Upgrades (I)	-	875.00	875.00
	December 2 2015 : Garage Updates (I)	-	2,540.63	2,540.63
	December 2 2015 : Kiosk Umbrellas (I)	-	750.00	750.00
	December 2 2015 : Computer Replacement Program (I)	-	3,375.00	3,375.00
	December 2 2015 : District-Wide Security Updates (I)	-	1,125.00	1,125.00
	December 2 2015 : Replace Lunchroom/Cafeteria Equipment (I)	-	500.00	500.00
	December 2 2015 : HS Transformer Replacement (I)	-	750.00	750.00
	December 2 2015 : Saltonstall Elementary School I (O)	-	9,671.88	9,671.88
	December 2 2015 : Saltonstall Elementary School II (O)	-	4,206.25	4,206.25
	December 2 2015 : Collins Middle School I (O)	-	6,340.63	6,340.63
	December 2 2015 : Collins Middle School II (O)	-	13,450.00	13,450.00
	December 2 2015 : Collins Middle School III (O)	-	19,196.88	19,196.88
	December 2 2015 : Golf Course Equipment (I)	-	1,625.00	1,625.00
	December 2 2015 : Wrought Iron Fence (I)	-	875.00	875.00
	December 2 2015 : Memorial Park Pillars & Fencing (I)	-	250.00	250.00
	December 2 2015 : Blaney Street Terminal - City Match (I)	-	4,206.25	4,206.25
	December 2 2015 : Winter Island Pathway & Fort Restoration (I)	-	875.00	875.00
	December 2 2015 : Police CAD/RMS Replacement (I)	-	2,000.00	2,000.00
	December 2 2015 : Police Vehicle GPS Units (I)	-	625.00	625.00
	December 2 2015 : DPS 1988 Ladder Replacement (I)	-	3,337.50	3,337.50
	December 2 2015 : DPS 2000 Dump Truck Replacement (I)	-	2,350.00	2,350.00
	December 2 2015 : Paving (I)	-	10,812.50	10,812.50
	December 2 2015 : Seawalls (I)	-	3,175.00	3,175.00
	December 2 2015 : Bike Path (I)	-	250.00	250.00
	Subtotal	-	\$195,803.16	\$195,803.16

Aggregate Debt Service

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
06/01/2019	December 19 2013 : Saltonstall School (OSQ)	-	24,968.75	24,968.75
	December 19 2013 : Collins Middle School (OSQ)	-	51,556.25	51,556.25
	December 19 2013 : School Building Repairs (ISQ)	-	1,853.13	1,853.13
	December 19 2013 : School Equipment (ISQ)	-	1,000.00	1,000.00
	December 19 2013 : Police Equipment (ISQ)	-	2,000.00	2,000.00
	December 19 2013 : Fire Equipment (ISQ)	-	14,243.75	14,243.75
	December 19 2013 : Electric Dept Equipment (ISQ)	-	1,000.00	1,000.00
	December 19 2013 : Parks & Rec (ISQ)	-	2,175.00	2,175.00
	December 19 2013 : Canal Street Utility Program (ISQ)	-	60,968.75	60,968.75
	December 19 2013 : Cur Ref of Jan 15 2003 Bowditch School (OSQ)	-	6,700.00	6,700.00
	December 19 2013 : Cur Ref of Jan 15 2003 Carlton School (OSQ)	-	4,800.00	4,800.00
	December 19 2013 : Adv Ref of Jan 1 2005 Witchcraft School (ISQ)	-	10,628.13	10,628.13
	December 19 2013 : Adv Ref of Jan 1 2005 Carlton School (OSQ)	-	2,912.50	2,912.50
	December 19 2013 : Adv Ref of Jan 1 2005 Parking Garage Repairs (ISQ)	-	900.00	900.00
	December 3 2014 : South River Basin Upgrade (I)	-	27,312.50	27,312.50
	December 3 2014 : Drain Improvements (I)	-	4,096.88	4,096.88
	December 3 2014 : Road Improvements (I)	-	24,000.00	24,000.00
	December 3 2014 : Bertram Field (I)	-	18,706.25	18,706.25
	December 3 2014 : Electric- Generator (I)	-	806.25	806.25
	December 3 2014 : Fire- SCBA (I)	-	200.00	200.00
	December 3 2014 : Fire- Station 4 Door Alt (I)	-	200.00	200.00
	December 3 2014 : Parking- Water Proofing (I)	-	15,021.88	15,021.88
	December 3 2014 : Planning- MBTA Station (I)	-	6,828.13	6,828.13
	December 3 2014 : DPW Backhoe (I)	-	500.00	500.00
	December 3 2014 : Engineering- Roadway (I)	-	600.00	600.00
	December 3 2014 : Engineering- Canal Street (I)	-	800.00	800.00
	December 3 2014 : Engineering- Bike Path (I)	-	100.00	100.00
	December 3 2014 : School- District Wide Security (I)	-	500.00	500.00
	Subtotal	-	\$285,378.15	\$285,378.15
	Total	\$6,434,490.00	\$2,452,829.80	\$8,887,319.80

City of Salem – Financial Reserve Policy

Stabilization Fund

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

The City has set a target level for the Stabilization fund of 5% of the City's current general fund operating budget which is 6.98M based on 2018 budget of 139M. The target funding date is projected to occur in fiscal year 2019. The stabilization fund shall be funded by appropriations from free cash, operating budget appropriations when available, and other one-time non-recurring revenues that become available for appropriation per M.G.L.

1. Any draw down of the stabilization fund from the prior fiscal year should be allocated from the certified free cash if available.
2. Twenty percent of any free cash available after funding #1 above will be allocated from free cash to the stabilization fund, up to the proposed reserve balance of the stabilization fund (5% of operating budget).

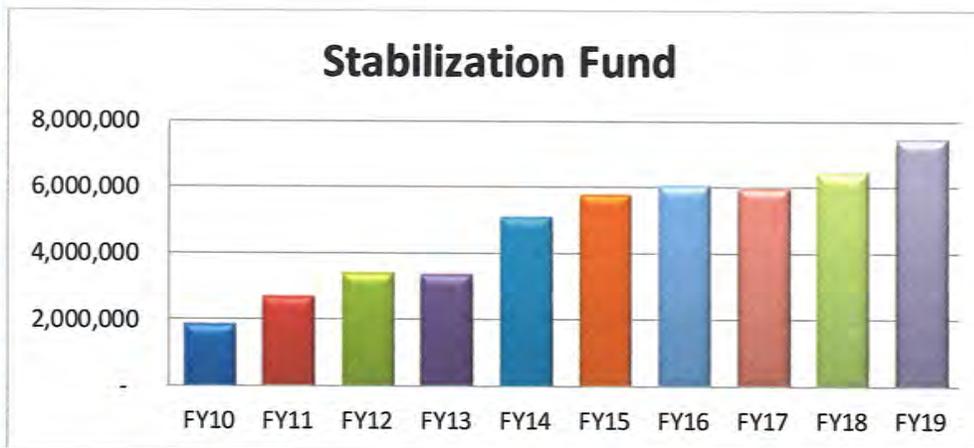
The stabilization fund should only be used for the following circumstances:

1. When net State Aid (receipts less assessments) is reduced by an amount less than the average of the prior two years.
2. When Local Receipts projected are below a three per cent (3%) increase of the prior two year's actual receipts as reported on page three of the Tax Rate Recapitulation as certified by the Director of the Bureau of Accounts (excluding non-recurring receipts).
3. When there is a catastrophic or emergency event(s) that cannot be supported by current general fund appropriations.

In FY 2017 there was a transfer made from the general fund to the stabilization fund. The transfer was \$1M which was 20% of the free cash certification. In FY 2017, any remaining balance may be transferred to the stabilization fund. Should factors changes between now and the time the actual tax rate is set, or once Free Cash has been certified, there could be transfers to the stabilization fund at that time.

We anticipate 20% of the free cash certification to be transferred to stabilization annually as per City policy.

Stabilization Fund		
Fiscal Year	Revenue	
2010	1,913,913	
2011	2,736,777	
2012	3,453,722	
2013	3,438,799	
2014	5,173,812	
2015	5,831,296	
2016	6,092,766	
2017	6,037,015	
2018	6,500,000	Estimated
2019	7,500,000	Estimated



Retirement Stabilization Fund

The Retirement Stabilization Fund was created in FY 2008 to fund all appropriations for sick and vacation time earned by an employee as regulated by collective bargaining agreements or City of Salem policy for non-union and management employees. When budget season begins, the finance department will request each department to determine if there are any employees in their department who may be retiring. Departments (including Salem Public Schools) will submit list of employees and the anticipated amounts of each employee's retirement buyout.

In FY 2013 the Commonwealth of Massachusetts created Massachusetts General Law Chapter 40 Section 13D which authorizes the creation of a retirement stabilization account to fund future payment of accrued liabilities for compensated absences. A council order was submitted to the City Council on May 23, 2013 to adopt this legislation.

The Finance Department will calculate the cumulative amount of anticipated retirement dollars needed for the following year's budget and incorporate the amount into the Mayor's recommended budget submitted to Council. There is line item within the Budget Transfers Out to account for retirement anticipations. This line item will be reviewed and voted on by the City Council as it does with other budgets.

Once Council approves the budget, the funds are then booked into the Retirement Stabilization Fund as voted. Appropriations both into and from the Retirement Stabilization Fund require a 2/3 vote of the City Council.

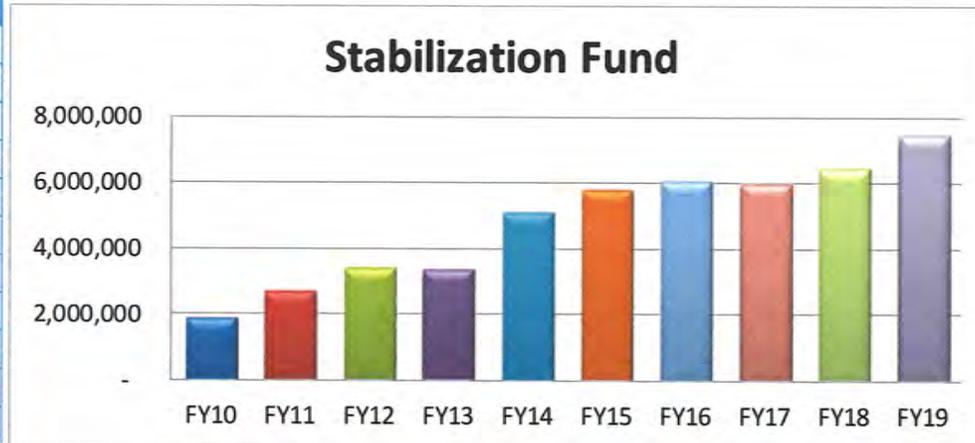
1. The fund is limited to 10% of the prior year's tax levy.
2. All interest earned in the Retirement Stabilization Fund will stay with the Fund.

Any appropriations that are not used during the fiscal year will be carried over into the next fiscal year as a fund balance. All employees who are on the list will then be compensated at retirement for their accrued sick, vacation, and other benefits that they are entitled once approved by both Human Resources and the Department Head.

If an employee retires and was not budgeted for in the Retirement Stabilization Fund, the department head shall submit a request to the human resource department who will verify the buyback amounts and forward the request to the Finance Department. The Finance Director will consider the request and fund it from surplus Retirement Stabilization funds or other available funds. It is the policy of the City to build up an adequate reserve in the retirement anticipation fund to cover those retirements that were not anticipated.

At the end of FY 2018 we may transfer some free cash into this fund to cover FY 2019 retirements. In FY 2019 we are budgeting 900,000 to be transferred to this fund.

Stabilization Fund		
Fiscal Year	Revenue	
2010	1,913,913	
2011	2,736,777	
2012	3,453,722	
2013	3,438,799	
2014	5,173,812	
2015	5,831,296	
2016	6,092,766	
2017	6,037,015	
2018	6,500,000	Estimated
2019	7,500,000	Estimated



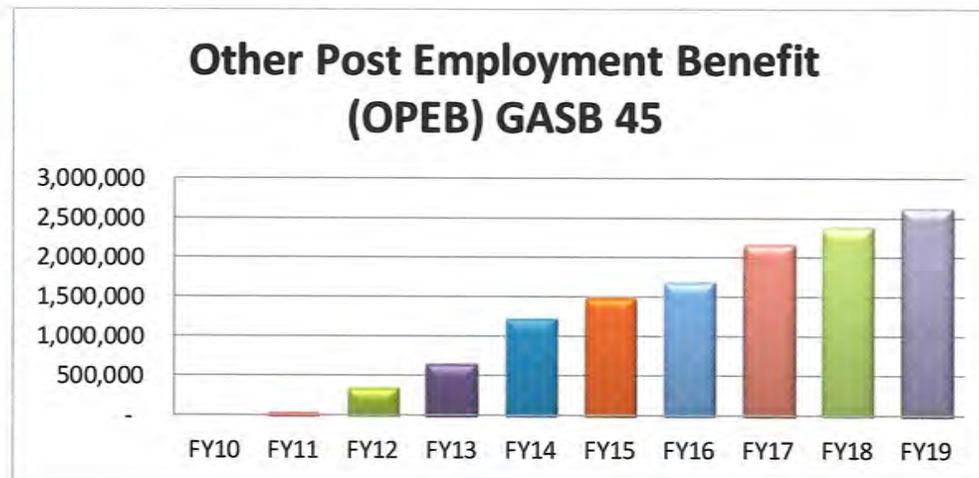
Other Post Employment Benefit (OPEB) (GASB 45)

The City is mandated by the Governmental Accounting Standards Board (GASB) to start accounting for Other Post Employment Benefit (OPEB) as outlined in statement 45. In FY 2011 the City Council voted to establish an OPEB Stabilization Fund. We anticipate funding this account through annual appropriation from certified free cash (10%) as we do for our Capital Project and our Stabilization fund.

In FY 2015 the Mayor modified the policy to move 5% of free cash to OPEB and 5% of free cash to the Retirement Board to help offset the pension liability. Five percent (5%) of free cash certified will be allocated to the OPEB Reserve Fund for the future liability of current worker's post-employment benefits (other than retirement pension). This includes the cost of health, life, and dental benefits. The amount to be funded for GASB 45 is to be determined by an actuarial study that is to be performed by an actuary that the City chooses (perhaps in conjunction with actuarial studies done by the Salem Contributory Retirement System).

In FY 2018 the City transferred \$246,146.85 (5% of the FY 2017 certified free cash) to this fund. Any remaining balance in free cash at the end of the fiscal year *may* also be transferred to this fund at the discretion of the Finance Director and Mayor. In FY 2019 we're estimating 250,000 of free cash to OPEB.

Other Post Employment Benefit (OPEB) GASB 45		
Fiscal Year	Revenue	
2010		
2011	50,000	
2012	374,924	
2013	675,003	
2014	1,250,000	
2015	1,507,000	
2016	1,701,917	
2017	2,189,299	
2018	2,400,000	Estimated
2019	2,650,000	Estimated



Capital Project Fund – Short-Term Supplemental Miscellaneous & Unanticipated Funds

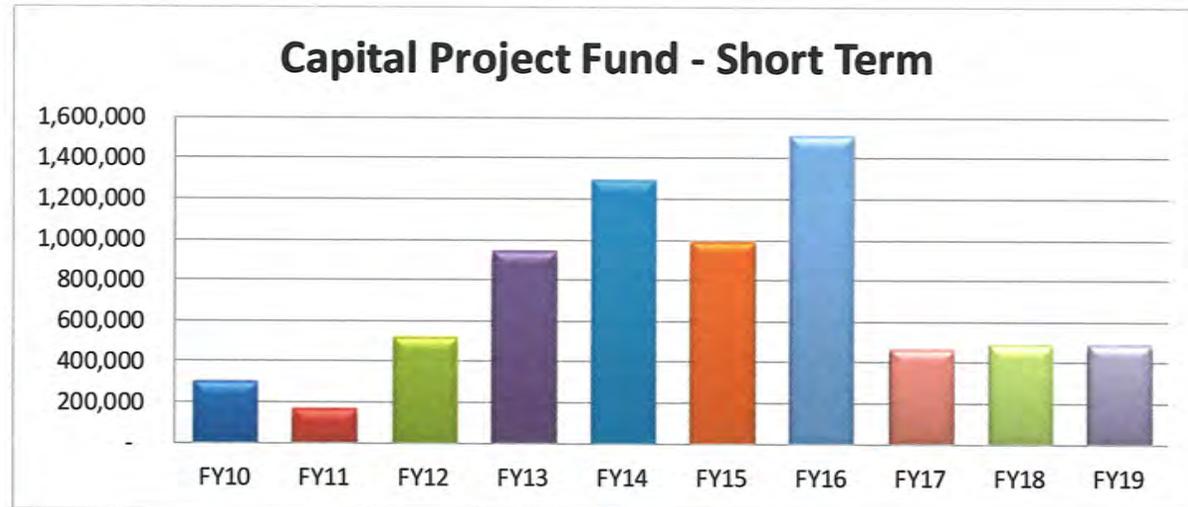
The City of Salem uses a capital project fund to supplement the short-term capital needs of the City.

1. Twenty percent of any free cash available after funding #1 above will be allocated from free cash to the Capital Improvement Program (CIP) Fund.

These funds are used during the fiscal year for to supplement the Capital Improvement Plan (Section 7) for unanticipated or emergency equipment or repairs as needed, or for those items that don't meet the CIP criteria (value > \$25,000 and a life expectancy of 5 or more years).

In FY 2018, 20% (\$984,587.40) of the free cash was allocated to the CIP fund. In FY 2018 no money was budgeted to be transferred from the General Fund to the Capital Projects Fund. We estimate the FY 2019 beginning fund balance to be approximately \$500K.

Capital Project Fund - Short Term		
Fiscal Year	Revenue	
2010	309,240	
2011	177,173	
2012	525,874	
2013	947,324	
2014	1,300,000	
2015	1,000,000	
2016	1,521,621	
2017	472,539	
2018	500,000	Estimated
2019	500,000	Estimated



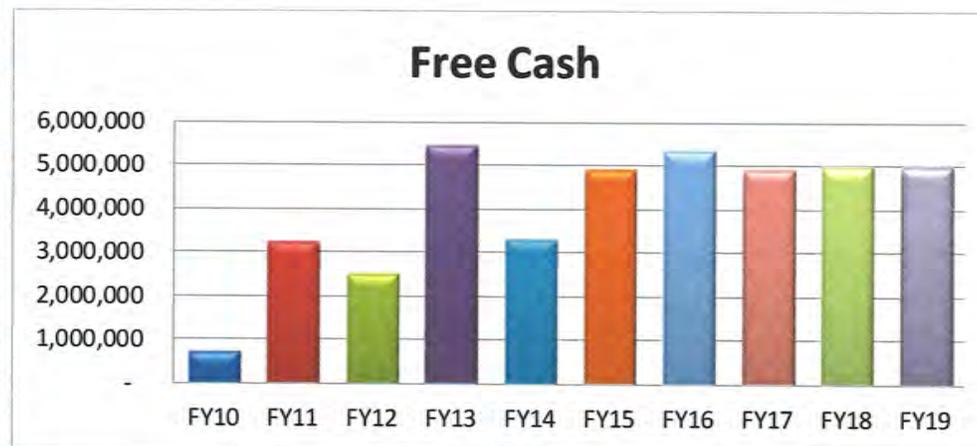
Free Cash

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

Free cash may be used for any lawful municipal purpose and provides communities with flexibility to fund additional appropriations after the tax rate has been set. Free cash balances do not necessarily carry forward to the next fiscal year (July 1st); the Director's certification expires on June 30th at the end of the fiscal year.

The City's policy is to use free cash for reserves, capital, and special uses in accordance with the policies set forth by the Mayor and Finance Director as stated above. Any free cash available after funding the above may be used to augment trust funds related to fringe benefits and un-funded liabilities related to employee benefits, Workers' Compensation Fund, Unemployment Fund, and any health benefits payable through Police and Fire operating budgets (111f settlements). Free Cash available may also be used to augment general fund appropriations for expenses that increased due to extraordinary and/or unforeseen events as detailed by the department head of the affected budget. In FY 2019 we expect to see approximately \$5M available for free cash from FY 2018.

Free Cash Certified by DOR		
Fiscal Year	Revenue	
2010	750,607	
2011	3,249,238	
2012	2,525,829	
2013	5,498,710	
2014	3,349,683	
2015	4,949,767	
2016	5,380,858	
2017	4,922,937	
2018	5,000,000	Estimated
2019	5,000,000	Estimated



Retained Earnings – Enterprise Funds

Retained Earnings is the portion of Net Assets Unrestricted that is certified by the Department of Revenue as available for appropriation. Certification requires submission of a June 30 balance sheet accompanied by all information necessary to calculate free cash in the General Fund. Once certified, retained earnings may be appropriated through the following June 30 and no appropriation may be in excess of the certified amount.

Retained earnings may be appropriated to:

1. Fund direct costs of the enterprise for the current fiscal year;
2. Fund costs appropriated in the General Fund operating budget and allocated to the enterprise for the current fiscal year;
3. Reimburse the General or other fund for subsidized capital costs of the enterprise not already reimbursed for the two full, immediately prior, fiscal years.

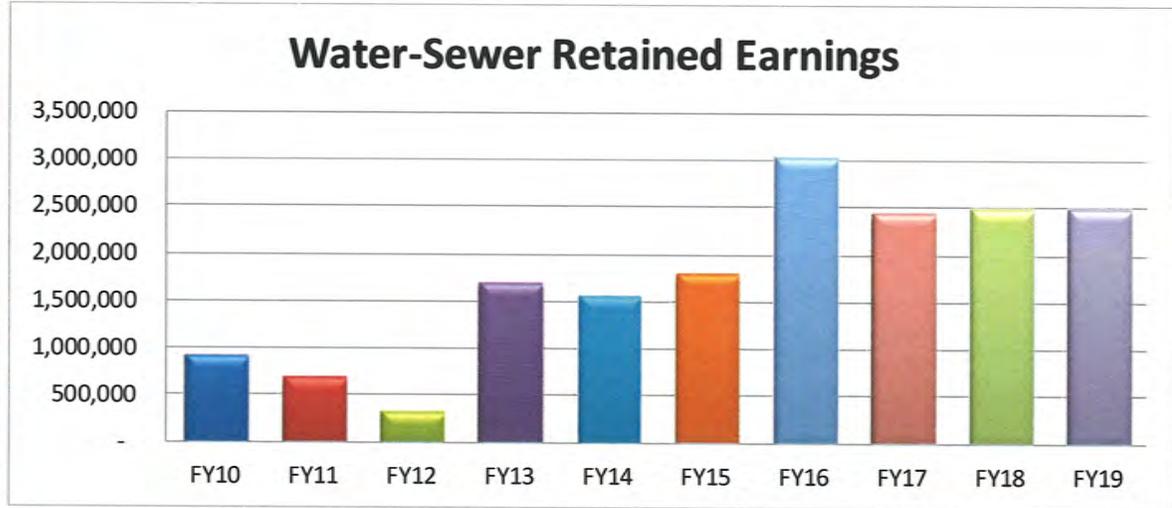
The City of Salem generally uses Water & Sewer retained earnings to fund capital improvements that may come up during the fiscal year as well as emergency repairs needed due to water or sewer main breaks or other related repairs. Some capital equipment may be funded during the year from these as well.

In FY 2013 the Mayor submitted a council order to request that the water and sewer enterprise funds be combined for FY 2014 as allowed by the Department of Revenue as outlined in Bulletin 2012-B (page 3/7). Over the past two years the Water Enterprise fund revenues have been insufficient to cover expenses and the City had to appropriate free cash to cover the deficits. Part of the problem was the one time use of retained earnings in FY 2012 to supplement the revenue. That funding was not used in FY 2013 and the rate increases were insufficient to cover expenses. In FY 2013 we had to raise \$218,738 on the General Fund RECAP to cover the FY 2012 deficit. We also had to appropriate Free Cash to cover the June 30, 2013 deficit of \$307,522.50. By combining the funds we can use sewer revenue to help offset the water deficit. We may be requesting an increase on both water and sewer rates for FY 2019 to cover increased debt expenses.

The water and sewer funds will remain in separate funds for accounting and budgeting purposes within the City. However, they will be combined for reporting purposes on the City's annual financial statements (CAFR), when calculating Retained Earnings by the Department of Revenue, and when filing the City's annual Tax Recapitulation (RECAP).

The following are the Sewer and Water COMBINED retained earnings. We anticipate approximately \$2.5M in retained earnings at the end of FY 2019.

Water-Sewer Retained Earnings Certified by DOR		
Fiscal Year	Revenue	
2010	940,553	
2011	701,214	
2012	347,312	
2013	1,704,682	
2014	1,574,157	
2015	1,803,130	
2016	3,044,317	
2017	2,449,470	
2018	2,500,000	Estimated
2019	2,500,000	Estimated



The Trash Enterprise fund is not a fully self-supporting fund and we anticipate retained earnings for FY 2019 to be approximately \$500K.

Trash Retained Earnings Certified by DOR		
Fiscal Year	Revenue	
2010	66,613	
2011	75,000	
2012	110,108	
2013	323,738	
2014	480,116	
2015	327,688	
2016	446,379	
2017	489,884	
2018	500,000	Estimated
2019	500,000	Estimated



City of Salem - Investment Policy

Section I - The investment of General Funds, Special Revenue Funds, Enterprise Funds, and Capital Projects Funds.

Scope

This section of the policy applies only to short term operating funds such as general funds, special revenue funds, enterprise funds, and capital project funds. Section 2 will deal with trust funds, bond proceeds, and any other funds with special circumstances such as stabilization funds. A separate Contributory Retirement Board, either local or county, is responsible for the investment of the pension funds.

Objectives

Massachusetts General Laws, Chapter 44, section 55B requires the municipal/district treasurer to invest all public funds except those required to be kept un-invested for purposes of immediate distribution. Modern banking systems enable the public treasurer to maintain even these funds in interest bearing form until the date a disbursement order clears through the banking system.

The state law further requires that invested funds are to be placed at the highest possible rate of interest reasonably available, taking account of safety, liquidity and yield. Therefore, these guidelines are intended to further the objective of securing the highest return that is consistent with safety of principal while meeting the daily cash requirements for the operation of the entity's business.

- **Safety** of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital through the mitigation of credit risk and interest rate risk. The diversification and prudent selection of investment instruments and choice of depository shall mitigate these risks. Credit risk is the risk of loss due to the failure of the security issuer or backer. Interest rate risk is the risk that the market value of the security will fall due to changes in general interest rates.
- **Liquidity** is the next most important objective. The overall investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. Since all possible cash demands cannot be anticipated, the treasurer shall carry out investment activities in a manner that provides for meeting unusual cash demands without the liquidation of investments that could result in forfeiture of accrued interest earnings, and loss of principal in some cases.

- *Yield* is the third, and last, objective. Investments shall be undertaken so as to achieve a fair market average rate of return, taking into account safety and liquidity constraints as well as all legal requirements.

Investment Instruments

The Treasurer may invest in the following instruments:

1. Massachusetts State pooled fund: Unlimited amounts (Pool is liquid)

The Massachusetts Municipal Depository Trust (MMDT), an investment pool for state, local, county and other independent governmental authorities, is under the auspices of the Massachusetts State Treasurer and currently managed by Fidelity Investments. It invests in Bankers Acceptances, Commercial Paper of high quality, Bank Certificates of Deposit, Repurchase agreements (Repos), and U. S. Treasury Obligations. It has Federal Deposit Insurance Corporation (F.D.I.C.) pass-through insurance on the CD's and takes delivery on the Repos and Treasuries. Under Government Accounting Standards Board Regulation (GASB III), it is not considered an uncollateralized product.

2. U. S. Treasuries that will be held to maturity: Unlimited amounts (Up to one-year maturity from date of purchase)
3. U.S. Agency obligations that will be held to maturity. Unlimited amounts (Up to one-year maturity from date of purchase)
4. Bank accounts or Certificates of Deposit, hitherto termed CD's. (Up to one year) which are fully collateralized through a third party agreement: Unlimited amounts
5. Bank accounts and CD's (Up to one year) fully insured by F.D.I.C. and in some cases also Depository Insurance Fund of Massachusetts (D.I.F.M): \$250,000 limit all bank accounts and CD's in one institution are considered in the aggregate to receive the \$250,000 insurance coverage.
6. Unsecured bank deposits of any kind such as other checking, savings, money market, or Certificates of Deposit accounts at Banks that do not fit the above categories. These investments are subject to the following limitations: These investments will be limited to no more than 5% of an institution's assets and no more than 10% of a municipality's cash. Their credit worthiness will be tracked by Veribanc, Sheshunoff, or other bank credit worthiness reporting systems. They will be diversified as much as possible. CD's will be purchased for no more than three months and will be reviewed frequently.
7. Money Market Mutual Funds that are registered with the Securities and Exchange Commission that have received the highest possible rating from at least one nationally recognized statistical rating organization and as otherwise referenced in the MGL 44 Section 55.

Risk Tolerance

Credit Risk is the risk that an issuer or other counterparty to an investment neither will fulfill its obligations. The City will manage credit risk several ways. There will be no limit to the amount of United States Treasury and United States Government Agency obligations, as they carry an AAA rating. In regards to other investments, the City will only purchase investment grade securities with a high concentration in securities rated A or better. The City may invest in the Massachusetts Municipal Depository Trust (MMDT) with no limit to the amount of funds placed in the fund.

Custodial Risk is the risk for deposits that in the event of the failure of a depository financial institution, a municipality will not be able to recover deposits or will not be able to recover collateral securities that are in the possession of an outside party. The custodial credit risk for investments is the risk that, in the event of the failure of the counterparty to a transaction, a municipality will not be able to recover the value of investment or collateral securities that are in the possession of an outside party. The City will review the financial institution's financial statements and the background of the advisor. The intent of qualification is to limit the city's exposure to only those institutions with a proven financial strength, capital adequacy of the firm, and the overall affirmative reputation in the municipal industry. Further all securities not held directly by the city will be held in the city's name and tax identification number by a third party custodian approved by the Treasurer and evidenced by safekeeping receipts showing individual CUSIP numbers for each security.

Concentration of Credit Risk is the risk of loss attributed to the magnitude of a government's investment in a single issuer. The City will minimize concentration of credit risk by diversifying the investment portfolio so that the impact of potential losses from any one type of security or issuer will be minimized or not exist.

Interest Rate Risk is the risk that changes in interest rates will adversely affect the fair market value of an investment. The City will manage interest rate risk by managing duration in the account.

Foreign Currency Risk is the risk that changes in foreign monetary exchange rates will adversely affect the fair value of an investment. The City will not invest in any instrument exposed to foreign currency risk.

Diversification

Diversification should be interpreted in two ways: in terms of maturity as well as instrument type and issuer. The diversification concept should include prohibition against over concentration of maturities as well as concentration in a specific institution. With the exception of U.S. Treasury obligations or investments fully collateralized by U.S. Treasuries or agencies, and State pools (MMDT), no more than 10% of the Town's investments shall be invested in a single financial institution.

Authorization

The Treasurer has authority to invest municipality/district funds, subject to the statutes of the Commonwealth cited above.

Ethics

The Treasurer (and any Assistant Treasurers) shall refrain from any personal activity that may conflict with the proper execution of the investment program or which could impair or appear to impair ability to make impartial investment decisions. Said individuals shall disclose to the Chief Executive Officer any material financial interest in financial institutions that do business with the City. They shall also disclose any large personal financial investment positions or loans that could be related to the performance of the town's investments.

Relationship with Financial Institutions

Financial institutions should be selected first and foremost with regard to safety. Municipalities/Districts should subscribe to and use one or more of the recognized bank rating services, such as Veribanc or Sheshunoff. Brokers should be recognized, reputable dealers.

The Treasurer shall require any brokerage houses and broker/dealers, wishing to do business with the municipality, to supply the following information to the Treasurer:

- Audited financial statements
- Proof of National Association of Security Dealers certification
- A statement that the dealer has read the municipality's investment policy and will comply with it
- Proof of credit worthiness (minimum standards: at least five years in operation and a minimum capital of 10 million dollars)

Section II - The Investment of Trust Funds and Bond Proceeds

This section of the policy applies only to funds that could be invested long term, i.e. trust funds, stabilization funds and bond proceeds. For issues subject to arbitrage rebate, an arbitrage tracking system such as those available at banks and Mass Municipal Depository Trust (MMDT) will be used to track expenditures of and interest earned on borrowed funds. Alternative tracking systems should be approved by and used under the advice of Bond Counsel.

Arbitrage Regulations

Tax free debt may be issued by cities, towns, and districts, which means that they are able to borrow at rates well below market rates. At the same time, the federal government has issued regulations to prevent them from issuing debt with the goal of investing the borrowed funds at a higher rate of interest than that at which the money was borrowed, or committing arbitrage. If the federal regulations are not followed, there are fines and penalties, but even worse, the tax free status of the debt could be jeopardized. The following arbitrage regulations will be followed:

Unless debt is issued as a "small issuer," that is, an entity issuing less than \$10 million of tax exempt debt in a calendar year, the proceeds shall be used within certain prescribed time frames, or be subject to fines and penalties as described above.

Following are the general rules and time frames for spending borrowed funds in order to avoid having to pay a rebate to the Federal government on investment income earned on the borrowed funds. All funds must be used according to the following schedules or sooner:

CONSTRUCTION DEBT

First six months:	10%
First year:	45%
Eighteen months:	75%
Two years:	100%

CAPITAL EXPENDITURES DEBT OTHER THAN CONSTRUCTION PROJECTS

First six months:	15%
First year:	60%
Eighteen months:	100%

ALL OTHER MUNICIPAL PURPOSE DEBT

First six months:	100%
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Trust Funds

Trust Funds may be co-mingled and invested in any instruments allowed by the Legal List issued by the Banking Commissioner each July. Each trust fund must be accounted for separately.

Stabilization Funds

The Stabilization Fund shall not exceed ten per cent of the equalized valuation of the city or town, and any interest shall be added to and become a part of the fund. The treasurer may invest the proceeds in the following:

- National Banks
- Savings Banks
- Cooperative banks or trust companies organized under Massachusetts laws
- Securities legal for savings banks (i.e. those on the Legal List described above)
- Federal Savings and Loan Associations situated in the Commonwealth
- Massachusetts Municipal Depository Trust

Reporting Requirements

On a regular basis (quarterly, semi-annually, or annually), a report containing the following information will be prepared by the Treasurer and distributed to the Chief Executive Officer, Town Manager, and/or Finance Committee, as appropriate. The quarterly report will include the following information, as a minimum requirement:

- A listing of the individual accounts and individual securities held at the end of the reporting period.
- A listing of the short-term investment portfolio by security type and maturity to ensure compliance with the diversification and maturity guidelines established in the "Diversification" section of this Investment Policy.
- A summary of the income earned on a monthly basis and year to date basis shall be reported.
- The municipal treasurer shall include in the report a brief statement of general market and economic conditions and other factors that may affect the City's cash position.
- The report should demonstrate the degree of compliance with the tenets set forth in the Investment Policy.

City of Salem - Debt Policy

Bond Ratings – Upgraded

Standard & Poor's Rating Services

On October 24, 2016 the City of Salem received notification from Standard and Poor's that they City's bond rating remains at AA/Stable based on their view of the City's financial management procedures and sound budgeting practices. The bond rating helps decrease the City's borrowing costs and sends a positive message with regard to the City's approach to budgeting both operational and capital needs. S&P assigned the 'AA' long-term rating to the city's series back in 2013 and the City has maintained that rating. The outlook is stable.

The bond rating upgrade is a great acknowledgement of all of the City's management of its finances. This is a confirmation Salem is managing its resources as well as it can.

Reasons for the upgrade cited by Standard and Poor's include:

- Very strong economy, with access to a broad and diverse metropolitan statistical area (MSA);
- Strong management, with "good" financial policies and practices under our financial management assessment
- (FMA) methodology;
- Adequate budgetary performance, with operating results that we expect could improve in the near term relative to fiscal 2015, which closed with slight operating deficits in the general fund and at the total governmental fund level in fiscal 2015;
- Strong budgetary flexibility, with an available fund balance in fiscal 2015 of 8.5% of operating expenditures;
- Very strong liquidity, with total government available cash at 14.5% of total governmental fund expenditures and
- 5.3x governmental debt service, and access to external liquidity we consider strong;

- Adequate debt and contingent liability position, with debt service carrying charges at 2.7% of expenditures and net direct debt that is 38.5% of total governmental fund revenue, as well as low overall net debt at less than 3.0% of market value, but a large pension and other postemployment benefit (OPEB) obligation and the lack of a plan to sufficiently address the obligation; and
- Strong institutional framework score.

Moody's Investors Service

Rating Update: October 31, 2012

Moody's revises outlook on City of Salem's general obligation debt to stable from negative and affirms Aa3 underlying rating. Affirmation of the Aa3 rating reflects Salem's stable financial position with adequate reserve levels, sizeable coastal tax base, and manageable debt position. Assignment of the stable outlook incorporates Moody's expectation that the City will continue to maintain a healthy financial position, amidst ongoing expenditure pressures.

Strengths:

- Sizeable, coastal tax base with health redevelopment potential
- Adequate reserve levels
- Conservative approach to budgeting revenues and managing expenditures
- City has begun to address long-term OPEB liability

Challenges:

- Moderate reliance on state aid
- Significant long-term liabilities for pension and OPEB
- Declining taxable values in the City

Capital Improvement Projects

When the city finances capital projects by issuing bonds, it will pay back the bonds within a period not to exceed the expected useful life of the project. Total net debt service payments from general obligation debt will not exceed five (5) percent of total annual operating budget as listed on part 1a of the annual tax rate recapitulation as submitted to the Department of Revenue. Per the total amount to be raised on the FY18 Tax Rate Recapitulation Sheet - \$165,164,668.74 this limit would be \$8,258,233.44.

Debt will only be issued for capital that is valued greater than \$25,000, and has a depreciable life of five (5) or more years. A cash flow statement will be required for each project funded with long term debt. Total general obligation debt will not exceed the limits provided in the state statutes.

Whenever possible, the city will use special revenue funds, special assessments, or other self-supporting bonds, instead of general obligation bonds. The city will not use long-term debt for current operations unless otherwise allowed via special legislation.

The city will maintain good communications with bond rating agencies about its financial condition. The city will follow a policy of full disclosure on every financial report and bond prospectus.

General Information on Debt Authorization and Legal Limit

Notes and notes including refunding notes are generally authorized on behalf of the City by vote of two-thirds of all the members of the City Council with the approval of the Mayor. Provision is made for a referendum on the filing of a petition bearing the requisite number of signatures. Borrowings for certain purposes require state administrative approval. When serial bonds or notes have been authorized, bond anticipation notes may be issued by the officers authorized to issue the serial bonds or notes. Temporary loans in anticipation of certain state and county reimbursements are generally authorized by majority vote but provision is made for temporary loans in anticipation of current revenues and federal grants and for other purposes in certain circumstances without City Council authorization.

The general debt limit of the City consists of a normal debt limit and a double debt limit. The normal debt limit is 5 percent of the valuation of taxable property as last equalized by the State Department of Revenue. The City can authorize debt up to this amount without State approval. It can authorize debt up to twice this amount (the double debt limit) with the approval of the State's Municipal

Finance Oversight Board. Based on the City's equalized valuation (EQV) of \$4,757,173,700 effective January 1, 2018, its normal debt limit is \$237,858,685 and its double debt limit is \$475,717,370.

There are many categories of general obligation debt which are exempt from and do not count against the general debt limit. Among others, these exempt categories include revenues anticipation notes and grant anticipation notes; emergency loans exempted by special laws, bonds for water (limited to 10 percent of equalized valuation), housing, urban renewal and economic development (subject to various debt limits) and electric, gas, community antenna television systems, and telecommunication systems (subject to separate limits). Revenue bonds and water pollution abatement revenue bonds are not subject to these debt limits. The general debt limit and the special debt limit for water bonds apply at the time debt is authorized. The other special debt limits generally apply at the time the debt is incurred.

The amount borrowed in each fiscal year by the issue of revenue anticipation notes is limited to the tax levy of the prior fiscal year, together with the net receipts in the prior fiscal year from the motor vehicle excise and certain payments made by the Commonwealth in lieu of taxes. The fiscal year ends on June 30. Notes may mature in the following fiscal year, and notes may be refunded into the following fiscal year to the extent of the uncollected, unabated current tax levy and certain other items, including revenue deficits, overlay deficits, final judgments and lawful un-appropriated expenditures, which are to be added to the next tax levy, but excluding deficits arising from a failure to collect taxes of earlier years. In any event, the period from an original borrowing to its final maturity cannot exceed one year.

Types of Obligations

General Obligations - Massachusetts cities and towns are authorized to issue general obligation indebtedness of the following types:

Serial Bonds and Notes.- These are generally required to be payable in equal or diminishing annual principal amounts beginning no later than the end of the next fiscal year commencing after the date of issue and ending within the terms permitted by law. Level debt service is permitted for bonds and notes issued for certain purposes including self supporting enterprise purposes, certain state aided school projects and for projects for which debt service has been exempted from property tax limitations. The maximum terms vary from one year to 40 years, depending on the purpose of the issue. Most of the purposes are capital projects. Bonds or notes may be made callable and redeemed prior to their maturity, and a redemption premium may be paid. Refunding bonds or notes may be issued subject to the maximum term measured from the date of the original bonds or notes. Serial bonds may be issued as "qualified bonds"

with the approval the state Municipal Finance Oversight Board consisting of the Attorney General, the State Treasurer, the State Auditor, and the Director of Accounts, subject to such conditions and limitations (including restrictions on future indebtedness) as may be required by the Board. Qualified bonds may mature in not less than 10 or more than 30 years from their dates and are not subject to the amortization requirements described above. The State Treasurer is required to pay the debt service on qualified bonds and thereafter to withhold the amount of the debt service from state aid or other state payments. Administrative costs and any loss of interest income to the State are to be assessed upon the city or town.

Bond Anticipation Notes (BAN). These generally must mature within two years of their original dates of issuance but may be refunded from time to time for a period not to exceed five years from their original dates of issuances, provided that (except for notes issued for certain school projects that have been approved for state school construction aid) for each year that the notes are refunded beyond the second year they must be paid in part from revenue funds in an amount at least equal to the minimum annual payment that would have been required if the bonds had been issued at the end of the second year. The maximum term of bonds issued to refund bond anticipation notes is measured from the date of the original issue of the notes, (except for certain school projects).

Revenue Anticipation Notes (RAN). These are issued to meet current expenses in anticipation of taxes and other revenues. They must mature within one year but, if payable in less than one year, may be refunded from time to time up to one year from the original date of issue. (Such notes may be extended beyond fiscal year end in an amount not exceeding current receivables.)

Grant Anticipation Notes (GAN). These are issued for temporary financing in anticipation of federal grants and state and county reimbursements. Generally they must mature within two years, but may be refunded from time to time as long as the municipality remains entitled to the grant or reimbursement.

Revenue Bonds - Cities and towns may issue revenue bonds for solid waste disposal facilities and for projects financed under the Commonwealth's Water Pollution Abatement or Drinking Water Revolving Loan Programs and for certain economic development projects supported by tax increment financing. In addition to general obligation bonds and notes, cities and towns having electric departments may issue electric revenue bonds, and notes in anticipation of such bonds, subject to the approval of the State Department of Telecommunications and Energy.

City of Salem - Fraud Policy

The City of Salem is committed to protecting its revenue, property, information, and other assets from any attempt, either by members of the public, contractors, vendors, agents or its own employees, to gain by deceit, financial or other benefits at the expense of the taxpayers.

City Officials and employees must, at all times, comply with all applicable laws and regulations. The City will not condone the activities of officials or employees who achieve results through violation of the law or unethical business dealings. The City does not permit any activity that fails to stand the closest possible public scrutiny.

This policy sets out specific guidelines and responsibilities regarding appropriate actions that must be followed for the investigation of fraud and other similar irregularities.

In FY 2015 the City hired the auditing firm of Melanson & Heath to conduct a fraud risk assessment covering accounts receivable, accounts payable and payroll. Melanson & Heath will provide the Finance Director with a comprehensive report outlining how each department is performing in these areas and make recommendations as to what we can do to further protect the City's assets. This will be an ongoing project with annual reviews and updates.

Definitions

Occupational fraud is defined by the Association of Certified Fraud Examiners as the use of one's occupation for personal enrichment through the deliberate misuse or misapplication of the employing organization's resources or assets. There are three major categories of occupational fraud.

- **Asset Misappropriations** – Theft or misuse of an organization's assets.
 - Cash
 - Fraudulent Disbursements – Perpetrator causes organization to disburse funds through some trick or device (e.g. submitting false invoices/time card/sheets, expense reimbursement schemes, check tampering, etc.)
 - Skimming – Cash is stolen from an organization before it is recorded on the organization's books and records.

- Cash Larceny – Cash is stolen from an organization after it has been recorded on the organization’s books and records.
 - Inventory and all other assets
 - Misuse – Misuse of an organization’s inventory or assets for personal use (e.g. City vehicles, computers, supplies, etc.)
 - Larceny – Inventory or other assets are stolen from an organization.
- **Corruption** – Wrongfully use influence in a business transaction in order to procure some benefit for themselves or another person, contrary to duty to employer or the rights of another.
 - Conflicts of Interest – An undisclosed economic or personal interest in a transaction that adversely affects the employer.
 - Bribery – The offering, giving, receiving, or soliciting of anything of value to influence an official act or business decision.
 - Illegal Gratuities – A party who benefits from an official act or a business decision gives a gift to a person who made the decision. An illegal gratuity does not require proof
 - Economic Extortion – An employee demands that a vendor/contractor/etc. pay to influence an official act or a business decision.
- **Fraudulent Statements** – Falsification of an organization’s financial statements.

Other similar irregularities is defined as any activity involving questionable behavior or business dealings by members of the public, contractors, vendors, agents or government employees, that put government revenue, property, information and other assets at risk of waste or abuse.

Applicability

This policy applies to all Elected Officials and employees of the City of Salem as well as any business or individual doing business with the government.

General Policy and Responsibility

1. It is the government's intent to fully investigate any suspected acts of fraud or other similar irregularity. An objective and impartial investigation will be conducted regardless of the position, title, and length of service, or relationship with the government of any party who might be or becomes involved in or becomes/is the subject of such investigation.
2. Each Elected Official, Department Head, Commissioner and Manager is responsible for instituting and maintaining a system of internal control to provide reasonable assurance for the prevention and detection of fraud, misappropriations and other irregularities. Management should be familiar with the types of improprieties that might occur within their area of responsibility and be alert for any indications of such conduct.
3. The Finance Director has the primary responsibility for the investigation of all activity defined in this policy.
4. The Finance Director will notify their Independent Auditing Firm and the Mayor of a reported allegation of fraudulent or irregular conduct upon the commencement of the investigation to the extent practical. Throughout the investigation the Mayor will be informed of pertinent investigative findings.
5. In all circumstance where there are reasonable grounds to indicate that a fraud may have occurred, the Finance Department and/or Independent Auditor, subject to the advice of Mayor and City Solicitor, will contact the office of the District Attorney and/or the Salem Police.
6. Upon conclusion of the investigation, the results will be reported to the Mayor and others as determined necessary.
7. The City Solicitor will pursue every reasonable effort, including court ordered restitution, to obtain recovery of the City's losses from the offender, or other appropriate source.

Procedures

1. All Employees

Any employee who has knowledge of an occurrence of irregular conduct, or has reason to suspect that a fraud has occurred, shall immediately notify his/her supervisor. If the employee has reason to believe that their supervisor may be involved or does not feel comfortable reporting the occurrence to their supervisor, the employee shall immediately notify the OTA.

Employees have a duty to cooperate during an investigation. Employees who knowingly make false allegations will be subject to discipline and possible termination of employment.

2. City Management/Elected Officials/Board Members

Upon notification from an employee of suspected fraud, or if management has reason to suspect that a fraud has occurred, they shall immediately notify the Finance Director.

3. Office of the Mayor

Upon notification or discovery of a suspected fraud, the Finance Director and/or Independent Auditor will promptly investigate the suspected fraud. In all circumstances, where there are reasonable grounds to indicate that a fraud may have occurred, the Finance Director or Independent Auditor will inform the Mayor. Subject to the advice of the City Solicitor, the Finance Director or Independent Auditor will contact the Office of the District Attorney and/or the Salem Police.

4. Contacts/Protocols

After an initial review and a determination that the suspected fraud warrants additional investigation, the Finance Director or Independent Auditor will notify the Mayor. The Finance Director or Independent Auditor will coordinate the investigation with the Mayor and appropriate law enforcement officials.

5. Security of Evidence

Once a suspected fraud is reported, the Finance Director or Independent Auditor, in consultation with the City Solicitor, shall take immediate action to prevent the theft, alteration, or destruction of relevant records. Such actions include, but are not necessarily limited to, removing the records and placing them in a secure location, limiting access to the location where the records currently exist, and preventing the individual suspected of committing the fraud from having access to the records. The records must be adequately secured until the Finance Director or Independent Auditor obtains the records to begin the audit investigation.

6. Personnel Actions

If a suspicion of fraud is substantiated by the investigation, disciplinary action shall be taken by the Mayor, in consultation with the Personnel Director and the Finance Director or Independent Auditor.

7. Whistle-Blower Protection

Under Massachusetts General Law Chapter 149, paragraphs 148A, 185 and 187, no employer or person acting on behalf of an employer shall:

- Dismiss or threaten to dismiss an employee
- Discipline or suspend, or threaten to discipline or suspend, an employee
- Impose any penalty upon an employee; or
- Intimidate or coerce an employee

because the employee has acted in accordance with the requirements of this policy. The violation of this section will result in discipline up to and including dismissal in accordance with the applicable federal, state, and local administrative laws.

8. Media Issues

Any City employee or elected official contacted by the media with respect to an audit investigation shall refer the media to the Mayor's Office at 978-619-5600. The alleged fraud or audit investigation shall not be discussed with the media by any person other than through the Mayor's Office.

If the Finance Director or Independent Auditor is contacted by the media regarding an alleged fraud or audit investigation, they will consult the Mayor, before responding to a media request.

Neither the Finance Director nor Independent Auditor will discuss the details of any ongoing fraud investigation with the media that may compromise the integrity of the investigation.

9. Documentation

At the conclusion of the investigation, the results will be reported to the Mayor and others as determined necessary. If the report concludes that the allegations are founded, the report will be forwarded to the Office of the District Attorney and/or the Salem Police.

10. Completion of the Investigation

Upon completion of the investigation, including all legal and personnel action, any records, documents and other evidentiary material will be returned by the Finance Director or Independent Auditor to the appropriate department.

11. Training

New employees are trained at the time of hiring about the City's Code of Conduct and Fraud Policy. This training explicitly covers expectations of all employees regarding:

- (1) Their duty to communicate certain matters;
- (2) A list of the types of matters, including actual or suspected fraud, to be communicated along with specific examples;
and
- (3) Information on how to communicate those matters.

Capital Improvement Program Mayor's Message

Goals of the Capital Improvement Program (CIP)

The City of Salem relies on a capital improvement program and capital budget to ensure that capital needs are being addressed in a responsible manner based on priority and thoughtful planning. A capital improvement program is a critical component of the capital improvement budget and the overall budget strategy. By formalizing a capital plan and capital budget, the City of Salem has the ability and knowledge to address deferred maintenance issues that have been postponed and ignored in prior years, as well as plan for the future needs of the City.

When considering funding items in the Capital Improvement Program, the City strategically pursues available options from grants at the state and federal levels, and also utilizes monies available from water and sewer retained earnings to avoid the issuance of long term debt for certain projects that can be covered in full by such retained earnings. From a financing perspective, priority is given to projects with grant revenues or other matching funds to offset the costs of borrowing.

Addressing capital needs when appropriate will assist the City in reaching many of its longer-term goals such as reducing fuel consumption, decreasing deferred maintenance costs, reducing heating and electricity expenses, and creating efficiencies by means of technological advances and automation. As important, a sound capital improvement program will continue to ensure that our facilities, equipment and vehicles are safe, energy efficient and operable at all times to deliver top-notch services to the City's residents.

Goals of the Mayor – FY2019 Capital Improvement Program (CIP)

The Mayor's main goals are to improve the overall planning and budget process for addressing capital needs and to ensure accountability as it relates to implementation of capital work projects. Our early efforts focused on overhauling and renovating neglected parks, playgrounds and recreational spaces, as well as a full assessment of roadway, sidewalk and utility infrastructure conditions which enabled us to begin implementation of a comprehensive strategy to address long overdue maintenance needs in these areas. Priority is given to projects that can use grant funds to help offset overall costs of projects, or in some cases, fund an entire project. Otherwise, projects are ranked based upon priority as well as the ability to stabilize long term operational costs.

FY2019 Capital Improvement Program (CIP) – highlights of proposed CIP and FY2019 Capital Budget

For FY2019, the Mayor and Finance Director have created a capital plan that is fiscally responsible and transparent. The plan includes a particular focus on asset preservation, replacement of apparatus and equipment, and continued improvements to the City's historic infrastructure.

Also, with regards to the City's infrastructure, the City is scheduled to receive an estimated \$853,262 from the State for road repairs. In addition to the authorized Chapter 90 funding, the City will be funding an additional \$500,000 for roadway improvements and sidewalks beyond the state aid appropriation. As well, as funding a number of other specific roadway projects of approx. \$1,500,000.

The FY2019 capital improvement plan reflects a serious commitment to addressing aging infrastructure and improving the appearance of our City overall. Investments in playground upgrades, traffic calming, roadway improvement, technology initiatives, are just a few of the highlights of this year's capital plan.

The City proposes to fund the replacement of capital equipment, including computer hardware, various public service and parks department equipment, as well as building repairs and maintenance.

The City also proposes to enter into several capital leases to procure new police cruisers, a Council on Aging van, a school bus, and several vehicles for the Department of Public Services.

Capital Improvement Program Overview

A capital improvement program (CIP) is a blueprint for planning a community's capital expenditures. A CIP is typically a multi-year plan identifying capital projects and equipment to be funded during the planning period. A CIP is composed of two parts, a *capital program* and a *capital budget*. The capital program is a plan for capital expenditures that extends out past the capital budget. The capital budget is the upcoming year's spending plan for capital items.

Developing a CIP that will ensure sound financial and capital planning requires effective leadership and the involvement and cooperation of all municipal departments. A properly developed CIP will help the City in many ways such as enhancing a community's credit rating, stabilizing debt service payments, and identifying the most economical means of financing capital projects. It will also help increase opportunities to obtain federal and state aid and help avoid duplication by overlapping governmental units.

The City has several ways to finance its CIP, including state and federal grants, appropriations from the City's Capital Outlay account, capital leases, and long-term borrowing. Depending on the cost and the useful life, the Finance Director will make recommendations to the Mayor for funding the City's capital needs.

Capital leases are often three years or less and are built into the operating budget. Capital leases are often used for items such as school buses, office equipment, and other items that may not last five years in useful life. The City's Capital Outlay account typically funds items under \$25,000 but can be used to fund items over \$25,000 if it is deemed prudent. Funding capital improvements through the Capital Outlay account is beneficial because there is no borrowing or interest costs; you simply pay for the item in the year that it is purchased. Many of the City's capital items over \$25,000 require long-term borrowing as authorized by a 2/3rd vote of the City Council upon recommendation of the Mayor. Long term bonding helps spread the costs of expensive capital improvements over their full useful life (per MGL Chapter 44/7 and Chapter 44/8).

The CIP dovetails into the City's five-year financial forecast for planning purposes. The CIP has to be worked into the operational part of the budget so that both the operational and capital needs of the municipal departments are met on a year-to-year basis. Oftentimes the CIP suffers as fixed costs such as health insurance and retirement assessments continue to rise which places further pressure on the operational budget. However, it is incumbent upon the Mayor and Finance Director to ensure that both the operating budget and CIP are reasonable and attainable to ensure fiscal stability within the limitations of Proposition 2 ½.

What is a Capital Asset?

Capital items are tangible assets or projects with a value of \$25,000 or more and must have a depreciable life of five (5) or more years. Examples of Capital Assets are DPW equipment, Buildings (purchase or major renovations), water and sewer infrastructure. Items that are NOT capital assets include services, painting rooms or buildings, books, field maintenance, routine building maintenance.

FY 2019 CIP OVERVIEW

Project/Description

Amount

Funding Source

During the budget process the City's Finance Director met with department heads to review the capital requests. The Finance Director subsequently met with the Mayor to discuss funding options and priority levels for the requested items. This resulted in the Capital Plan for the General Fund included in this section of the budget. This year's Capital Plan relies on a mix of one-time appropriations from the City's Capital Outlay account, grant dollars and long term debt financing.

Proposed list of CIP for the General Fund budget is as follows:

Grants	4,550,000	
Chapter 90	853,262	
Community Preservation Act Funds	317,750	
Capital Leases	434,500	
Short-Term CIP (Fund 2000)	355,330	
Loan Order	10,696,190	
The total proposed list of CIP for the general fund budget is----->	17,207,032	

FY 2019 Routine Debt

Routine debt is issued for items used during normal operations by City Departments. Vehicle replacement, departmental equipment, general repairs and maintenance are all considered routine. The debt service proposed for FY2019 that is routine in nature would be as follows:

Electrical

Bridge street LED conversion	104,474	Loan Order
LED Lighting upgrades (100 watt LED Luminancies)	34,833	Loan Order
Smart Signalization expansion	75,000	Loan Order

Total Electrical	214,307	
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Engineering

Boston Street Corridor Roadway improvements (TIP program)	200,000	Loan Order
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FY 2019 CIP OVERVIEW

Project/Description	Amount	Funding Source
Bridge Street (Massworks) Roadway improvements	150,000	Loan Order
Canal Street Bikepath [final] phase 2 (local share - non participating)	500,000	Loan Order
Canal Street Corridor Roadway improvements	250,000	Loan Order
Citywide seawall improvements	50,000	Loan Order
Common Bandstand Restoration	50,000	Grants
DPS relocation study / evaluation	75,000	Grants
Essex St Ped and vehicle access improvements (nic lights at north st)	1,500,000	Loan Order
First/Swampscott Rd Intersection Improvement & Design	750,000	Loan Order
Forest River Park and Pool Design/Improvements	100,000	Loan Order
Forest River Park seawall replacement	2,250,000	Loan Order
Loring and Lafayette Improvements	100,000	Loan Order
Roads, Sidewalks & Crosswalks (Non Chapter 90 eligible)	500,000	Loan Order
Roads, Sidewalks & Crosswalks (Chapter 90)	853,262	Chapter 90
Total Engineering	7,328,262	
Fire		
Bay Floor	75,000	Fund 2000
Total Fire	75,000	
Information Technology		
Annual Equipment-Life-Cycle Management Program (City)	136,943	Loan Order
Annual Equipment-Life-Cycle Management Program (Schools)	220,161	Loan Order
Ongoing Digitization of record, City wide	125,000	Loan Order
Telephone System Replacment-City/Schools	511,111	Loan Order
Total Information Technology	993,215	
Library		
Carpet Replacement (370 Essex Street)	68,000	Fund 2000
HVAC Design, Engineering & Construction (370 Essex st.)	370,000	Loan Order

FY 2019 CIP OVERVIEW

Project/Description	Amount	Funding Source
Total Library	438,000	
Parks, Recreation and Community Services/Council on Aging		
Bertram Field Schematic Design Phase II	75,000	Loan Order
Court Renovations	125,000	Loan Order
Park and Field Improvements	75,000	Fund 2000
Ryan Brennan Memorial Skate Park Renovation	42,750	CPA
Golf Course Cart Paths	150,000	CPA
Golf Course Cart Paths	440,000	Loan Order
Total Parks, Recreation and Community Services	907,750	
Parking		
ADA Tansition plan	75,000	Grants
Bicycle Infrastructure Upgrades	25,000	Loan Order
Bicycle Racks	5,000	Fund 2000
Church Street Parking reconfiguration	413,669	Loan Order
Museum Place Garage Security Camera System	210,000	Loan Order
Parking Kiosk Installation (replace old meters)	25,000	Loan Order
Signs / Safety / Tactical	25,000	Loan Order
South Harbor Garage Restoration	40,000	Loan Order
Trafiic calming Improvements	75,000	Loan Order
Total Parking	893,669	
Planning		
Charter Street Cemetery	75,000	Loan Order
Common Fence	125,000	Loan Order
Common Fence	125,000	CPA
Collins Cove Living Shoreline	50,000	Loan Order
Public Art Underpass	50,000	Grants
Public Art Underpass	50,000	Fund 2000

FY 2019 CIP OVERVIEW

Project/Description	Amount	Funding Source
Second ferry acquisition	3,400,000	Grants
Second ferry acquisition	600,000	Loan Order
South River Float and Tie Up, Derby Dinghy	900,000	Grants
South River Float and Tie Up, Derby Dinghy	200,000	Loan Order
Total Planning	5,575,000	
Police		
Police Equipment	52,830	Fund 2000
Vehicle Replacement (3 Marked Cruisers)	135,000	Capital Lease
Total Police	187,830	
Public Services		
International Dump Truck	142,000	Capital Lease
Skid Steer	50,000	Capital Lease
Total Public Services	192,000	
Schools		
7D Van	45,000	Capital Lease
Bentley-Roof Replacement	29,500	Fund 2000
Build out-Vocational Shop	45,000	Loan Order
Bus-29 Passenger #1	62,500	Capital Lease
College & Career Center floor (High School)	70,000	Loan Order
Playground Upgrade/replacement	40,000	Loan Order
Salerno Roof & Mechanical HVAC replacement	110,000	Loan Order
Total Schools	402,000	
GRAND TOTAL	17,207,032	
NET AMOUNT TO BE BONDED (Bonding)	10,696,190	

FY 2019 CIP OVERVIEW

Project/Description

Amount

Funding Source

FY 2019 Routine Debt

Non-routine debt is debt that is issued for purchasing items for new initiatives and projects of the City. New buildings, additions and capital projects are all considered non-routine. The City does not have any debt services for FY2019 that is non-routine in nature.

FY 2019 CIP General Fund Executive Summary

This Capital Plan has multiple funding sources, including grant funds, capital lease, one-time appropriations, Community Preservation Act funds, and bonding. The list proposed is a scaled down list from departmental requests, with priority given to those projects that are supplemented by grant dollars or any other revenue sources that will keep net general fund expenditures to a minimum.

TOTAL PROPOSED CAPITAL PLAN FOR THE CITY OF SALEM:	\$	17,207,032
TOTAL PROPOSED FOR BORROWING AND CAPITAL LEASES:	\$	11,130,690

FY19 CIP – Funding Sources

FY19 CIP – Funded from GRANTS AND OTHER FINANCIAL SOURCES

Engineering	Common Bandstand Restoration	50,000
Engineering	DPS relocation study / evaluation	75,000
Parking & Traffic	ADA Tansition plan	75,000
Planning	Public Art Underpass	50,000
Planning	Second ferry acquisition	3,400,000
Planning	South River Float and Tie Up, Derby Dinghy	900,000

TOTAL GRANTS and OFS:	4,550,000
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FY19 CIP –CH. 90:

Engineering	Engineering-Ch. 90 Roadway Improvements	853,262
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TOTAL CH.90:	853,262
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FY19 CIP-Funded from one time revenue sources-CAPITAL OUTLAY FUND-FUND 2000

Fire	Bay Floor	75,000
Library	Carpet Replacement	68,000
Parking & Traffic	Bicycle Racks	5,000
Park & Recr	Park and Field Improvements	75,000
Planning	Public Art Underpass	50,000
Police	Active Shoot Kits (10)	11,000
Police	Monocular Night Vision (2)	13,200
Police	Portable Heavy Duty Shields (10)	11,700
Police	Portable Surveillance Camera	10,000
Police	Shotguns (6)	3,630
Police	Tasers (5)	3,300
Schools	Bentley-Roof Replacement	29,500

FY 2019 CIP General Fund Executive Summary

TOTAL CAPITAL OUTLAY FUND: 355,330

FY19 CIP-Funded from CAPITAL LEASES

Police	Vehicle Replacement (3 Marked Cruisers)	135,000
Public Servies	International Dump Truck	142,000
Public Servies	Skid Steer	50,000
School	7D Van	45,000
School	Bus-29 Passenger #1 (leased over 3 years)	62,500

TOTAL CAPITAL LEASES: 434,500

FY19 CIP-Funded from anticipated BOND AUTHORIZATION

Electrical	Bridge street LED conversion	104,474.00
Electrical	LED Lighting upgrades (100 watt LED Luminancies)	34,832.88
Electrical	Smart Signalization expansion	75,000.00
Engineering	Boston Street Corridor Roadway improvements (TIP program)	200,000.00
Engineering	Bridge Street (Massworks) Roadway improvements	150,000.00
Engineering	Canal Street Bikepath [final] phase 2 (local share - non participating)	500,000.00
Engineering	Canal Street Corridor Roadway improvements	250,000.00
Engineering	Citywide seawall improvements	50,000.00
Engineering	Essex St Ped and vehicle access improvements (nic lights at north st)	1,500,000.00
Engineering	First/Swampscott Rd Intersection Improvement & Design	750,000.00
Engineering	Forest River Park and Pool Design/Improvements	100,000.00
Engineering	Forest River Park seawall replacement (grant 1.2 million)	2,250,000.00
Engineering	Loring and Lafayette Improvements	100,000.00
Engineering	Roads, Sidewalks & Crosswalks (Non Chapter 90 eligible)	500,000.00
Info. Tech.	Annual Equipment- Life-Cycle Management Program (Schools)	220,160.60
Info. Tech.	Annual Equipment-Life-Cycle Management Program (City)	136,942.99
Info. Tech.	Ongoing Ditiitization of record, City wide	125,000.00
Info. Tech.	Telephone System Replacment-City/Schools	511,111.00
Library	HVAC Design, Engineering & Construction (370 Essex st.)	370,000.00
Parking & Traffic	Bicycle Infrastructure Upgrades (Annual Ask)	25,000.00
Parking & Traffic	Church Street Parking reconfiguration	413,669.00
Parking & Traffic	Museum Place Garage Security Camera System	210,000.00
Parking & Traffic	Parking Kiosk Installation (replace old meters)	25,000.00
Parking & Traffic	Signs / Safety / Tactical	25,000.00
Parking & Traffic	South Harbor Garage Restoration	40,000.00

FY 2019 CIP General Fund Executive Summary

Parking & Traffic	Traffic calming Improvements	75,000.00
Planning	Bertram Field Schematic Design Phase II	75,000.00
Planning	Court Renovations	125,000.00
Planning	Golf Course Cart Paths	440,000.00
Planning	Charter Street Cemetery	75,000.00
Planning	Collins Cove Living Shoreline	50,000.00
Planning	Common Fence	125,000.00
Planning	Second ferry acquisition	600,000.00
Planning	South River Float and Tie Up, Derby Dinghy	200,000.00
Schools	Build out-Vocational Shop	45,000.00
Schools	College & Career Center floor (High School)	70,000.00
Schools	Playground upgrade/replacement	40,000.00
Schools	Salerno Roof & Mechanical HVAC replacement	110,000.00

TOTAL BOND AUTHORIZATION:	10,696,190
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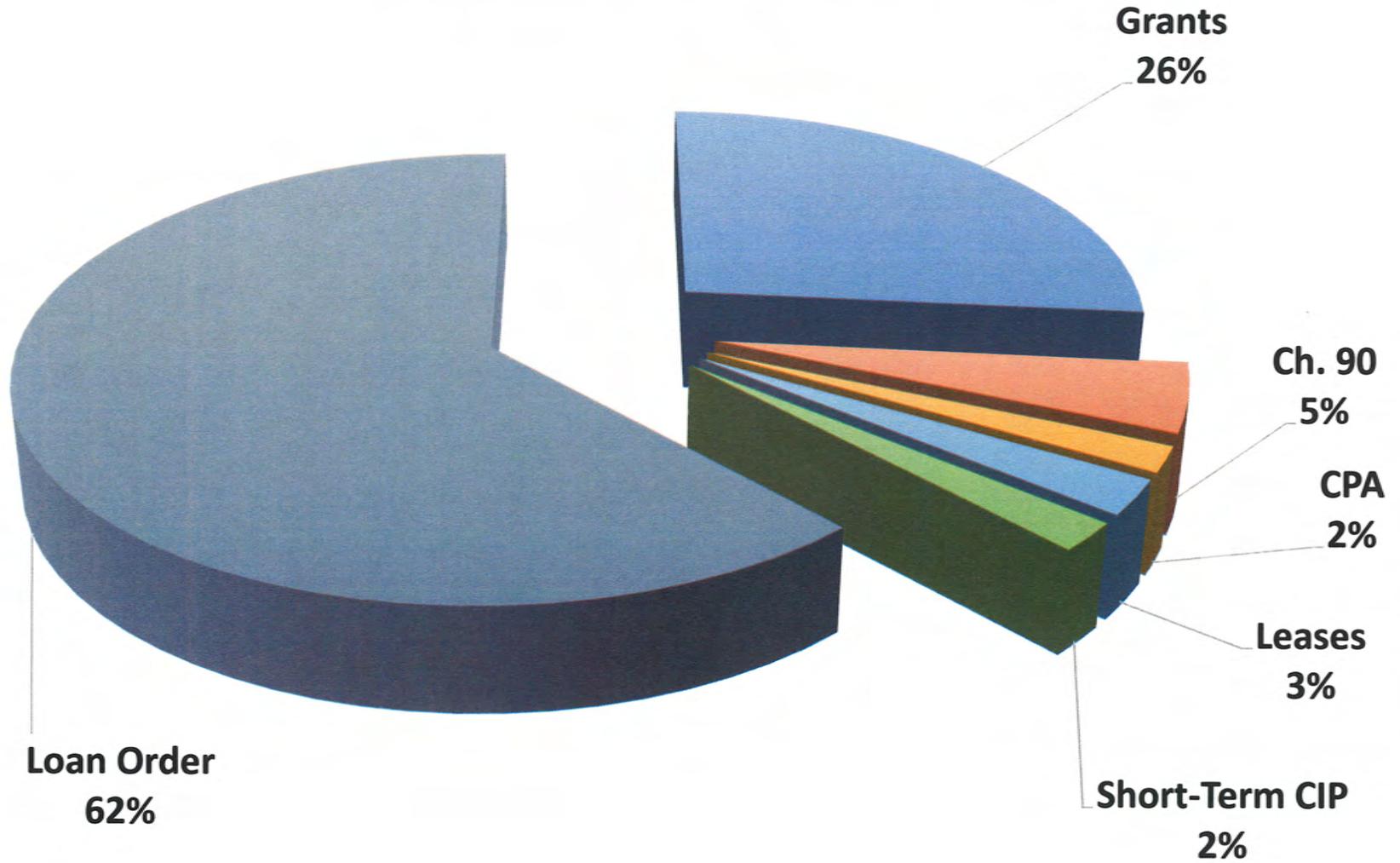
FY19 CIP-Funded from COMMUNITY PRESERVATION ACT Funds

Parks & Recr.	Golf Course Cart Paths	150,000
Parks & Recr.	Ryan Brennan Memorial Skate Park Renovation	42,750
Planning	Common Fence	125,000

TOTAL COMMUNITY PRESERVATION ACT FUNDS (APPROVED):	317,750
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GRAND TOTAL GENERAL FUND CAPITAL REQUESTS:	17,207,032
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FY 2019 General Fund CIP Funding Sources



**City of Salem
Capital Plan - General Fund
Fiscal Year 2019-2023**

CAPITAL REQUEST	Approved FY18	FY19 Funding Source	Dept. Request FY2019	Requested			
				FY2020	FY2021	FY2022	FY2023
Building							
City Hall Annex-Moving Expenses	60,000						
Subtotal: Building	60,000		-	-	-	-	-
Council on Aging							
Council on Aging Vans	62,800						
Public Art Project: Community Life Center							
Subtotal: Council on Aging	62,800		-	-	-	-	-
Electrical							
Bridge street LED conversion		Bonding	104,474				
LED Lighting upgrades (100 watt LED Luminancies)		Bonding	34,833	34,833			
Smart Signalization expansion		Bonding	75,000	60,000	30,000	30,000	30,000
Traffic Signal Upgrades	25,000						
Utility Pole Replacement	25,000				40,000		
Subtotal: Electrical	50,000		214,307	94,833	70,000	30,000	30,000
Engineering - Roads, Sidewalks, & Crosswalks							
Boston Street Corridor Roadway improvements (TIP program)		Bonding	200,000				
Bridge at Jefferson Ave (Design Costs)	200,000						
Bridge Street (Massworks) Roadway improvements		Bonding	150,000				
Canal Street Bikepath [final] phase 2 (local share - non participating)		Bonding	500,000				
Canal Street Corridor Roadway improvements		Bonding	250,000				
Citywide seawall improvements		Bonding	50,000				
Common Bandstand Restoration		Grants	50,000				
DPS relocation study / evaluation		Grants	75,000	45,000			
Essex St Ped and vehicle access improvements (nic lights at north st)		Bonding	1,500,000				
First/Swampscott Rd Intersection Improvement & Design	350,000	Bonding	750,000				
Forest River Park and Pool Design/Improvements	50,000	Bonding	100,000				
Forest River Park seawall replacement (grant 1.2 million)		Bonding	2,250,000				
Loring and Lafayette Improvements	150,000	Bonding	100,000				
Mac park access improvements					250,000		
Mcgrath Park Abutter Soil Clean-up		Bonding					
McGrath Park Additional Assessment/Site Improvements	200,000						
New Liberty and Brown St ped and vehicular access improvements						700,000	
Roads, Sidewalks & Crosswalks (Non Chapter 90 eligible)	379,825	Bonding	500,000	150,000	150,000	150,000	
	800,000						
Roads, Sidewalks & Crosswalks (Chapter 90)	897,000	Ch. 90	853,262	850,000	850,000	850,000	
Subtotal: Eng. - Roads, Sidewalks, Crosswalks	3,026,825		7,328,262	1,045,000	1,250,000	1,700,000	-
Fire							
General Building Maintenance/Upgrades	25,000			30,000	30,000		
Station One Parapet	100,000						
Bay Floor		Fund 2000	75,000				
Subtotal: Fire	125,000		75,000	30,000	30,000	-	-

**City of Salem
Capital Plan - General Fund
Fiscal Year 2019-2023**

CAPITAL REQUEST	Approved FY18	FY19 Funding Source	Dept. Request FY2019	Requested			
				FY2020	FY2021	FY2022	FY2023
Harbormaster							
Marine Propulsion replacement	25,000						
Vessel Re-Fit for the 27' Whaler	36,200						
Subtotal: Harbormaster	61,200		-	-	-	-	-
Information Technology							
Annual Equipment-Life-Cycle Management Program (City)	75,000	Bonding	136,943	100,000	100,000	100,000	150,000
Annual Equipment- Life-Cycle Management Program (Schools)	150,000	Bonding	220,161	300,000	300,000	300,000	300,000
Community Cameras/Internal Upgrades-Police Dept	30,000						
Ongoing Ditiitization of record, City wide	191,000	Bonding	125,000	120,000	120,000	120,000	120,000
Facilities Assessment (School Dude/Facility Dude)	146,000						
Telephone System Replacment-City/Schools		Bonding	511,111				
Subtotal: Information Technology	592,000		993,215	520,000	520,000	520,000	570,000
Library							
Carpet Replacement (370 Essex Street)		Fund 2000	68,000				
HVAC Design, Engineering & Construction (370 Essex st.)	80,000	Bonding	370,000				
Structural Repairs	100,000						
Subtotal: Library	180,000		438,000	-	-	-	-
Parks, Recreation & Community Services							
Bertram Field Schematic Design Phase II	100,000	Bonding	75,000				
Court Renovations	100,000	Bonding	125,000				
Equipment - Golf Course	40,000			40,000	40,000	40,000	
Park and Field Improvements	25,000	Fund 2000	75,000	50,000	50,000	50,000	
Playground Upgrades	25,000			50,000	50,000	50,000	
Ryan Brennan Memorial Skate Park Renovation	125,000						
Ryan Brennan Memorial Skate Park Renovation	75,000	CPA Approved	42,750				
Salem Common Fence	150,000						
Winter Island Function Hall-Deck Accessibility Upgrades	166,000						
Golf Course Cart Paths		CPA Approved	150,000				
Golf Course Cart Paths		Bonding	440,000				
Subtotal: Recreation	806,000		907,750	140,000	140,000	140,000	-
Parking and Traffic Department							
Museum Place Garage Security Camera System		Bonding	210,000				
Museum Place Garage Restoration (Bond \$4.6 M over 10 years)	130,563	Bonding	-	1,814,000	704,000	932,000	1,134,000
Museum Place Elevator replacement				1,500,000			
South Harbor Garage Restoration		Bonding	40,000	350,000	100,000	100,000	100,000
Church Street Parking reconfiguration		Bonding	413,669				
Riley Plaza Reconfiguration				355,803			
Sewall Street Lot Pedestrian Improvements						100,000	
Klopp Alley Reconfiguration					250,000		
Parking Garage Equipment/Kiosks	75,250						
Traffic Signal Communication Upgrades	47,000						

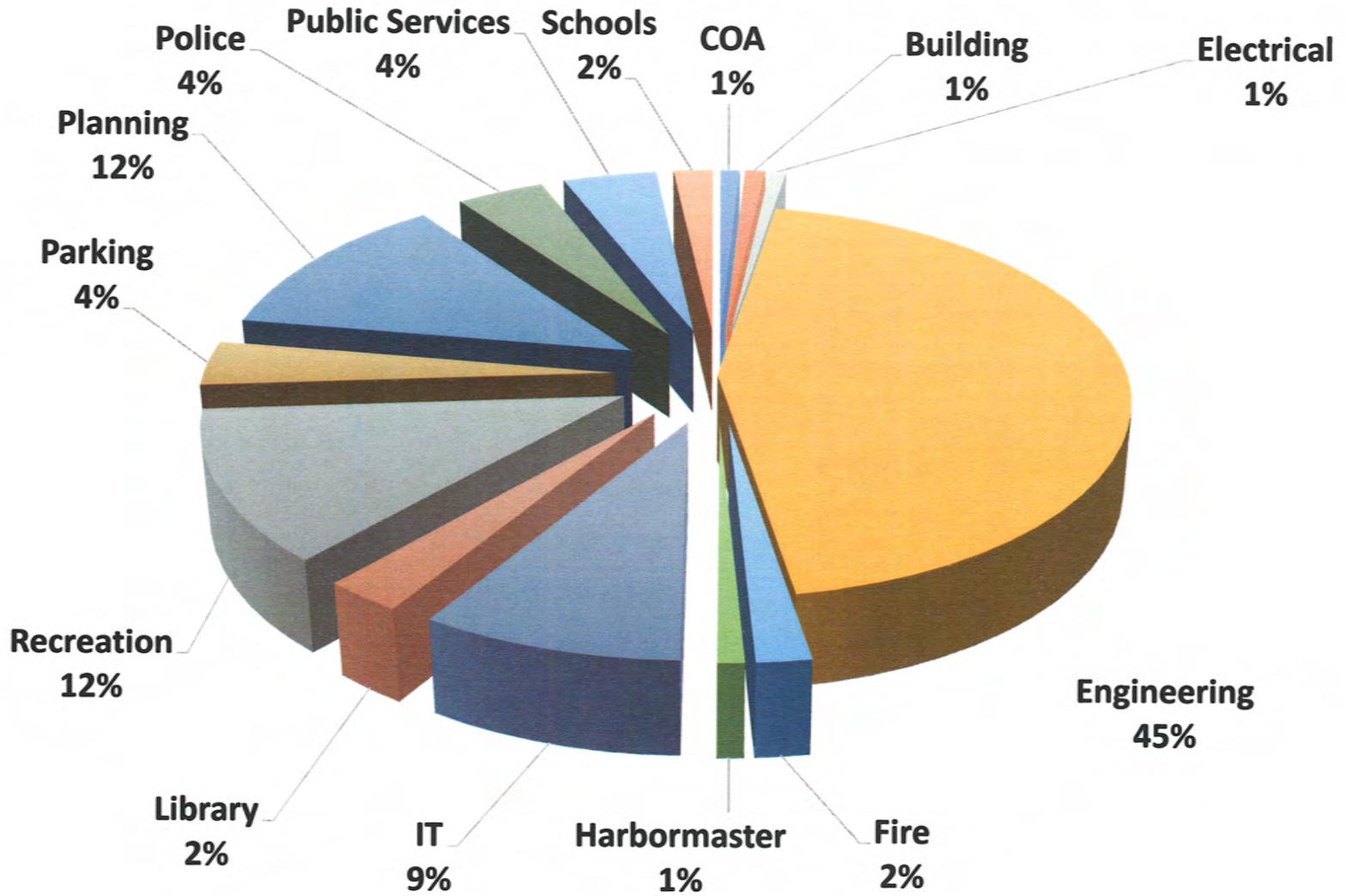
**City of Salem
Capital Plan - General Fund
Fiscal Year 2019-2023**

CAPITAL REQUEST	Approved FY18	FY19 Funding Source	Dept. Request FY2019	Requested			
				FY2020	FY2021	FY2022	FY2023
Bicycle Infrastructure Upgrades (Annual Ask)		Bonding	25,000				
Bicycle Racks		Fund 2000	5,000				
Parking Kiosk Installation (replace old meters)		Bonding	25,000				
Pedestrian Improvements (incl D.town / S. Salem walk)		Bonding	-	51,000	52,020	53,060	54,122
Signs / Safety / Tactical		Bonding	25,000				
Traffic calming Improvements		Bonding	75,000				
ADA Transition plan		Grants	75,000				
Circulation & Parking plan				150,000			
Traffic studies / Design services		Fund 2000	-	50,000	51,000	52,020	53,060
Subtotal: Parking Dept.	252,813		893,669	4,270,803	1,157,020	1,237,080	1,341,182
Planning							
Charter Street Cemetery		Bonding	75,000				
City Wide Tree Inventory	30,000						
City Wide Tree Inventory	30,000						
Common Fence		Bonding	125,000	250,000	250,000	250,000	250,000
Common Fence		CPA Approved	125,000				
Downtown Development Study	50,000						
Historic Cemetery Restoration	125,000						
Historic Cemetery Restoration	215,000						
Historic Cemetery Restoration	260,000						
Lafayette Park Renovation	25,000						
Lafayette Park Renovation	100,000						
Collins Cove Living Shoreline		Bonding	50,000				
Public Art Underpass		Grants	50,000				
Public Art Underpass		Fund 2000	50,000				
Second ferry acquisition		Grants	3,400,000				
Second ferry acquisition		Bonding	600,000				
South River Float and Tie Up, Derby Dinghy		Grants	900,000				
South River Float and Tie Up, Derby Dinghy		Bonding	200,000				
Subtotal: Planning	835,000		5,575,000	250,000	250,000	250,000	250,000
Police							
Dive Equipment	65,328						
Fire Alarm Panel Replacement	25,000						
Vehicle Replacement (4 Marked Cruisers)	180,800	Capital Leases	135,000				
Active Shoot Kits (10)		Fund 2000	11,000				
Portable Heavy Duty Shields (10)		Fund 2000	11,700				
Shotguns (6)		Fund 2000	3,630				
Tasers (5)		Fund 2000	3,300				
Monocular Night Vision (2)		Fund 2000	13,200				
Portable Surveillance Camera		Fund 2000	10,000				
Subtotal: Police	271,128		187,830	-	-	-	-

**City of Salem
Capital Plan - General Fund
Fiscal Year 2019-2023**

CAPITAL REQUEST	Approved FY18	FY19 Funding Source	Dept. Request FY2019	Requested			
				FY2020	FY2021	FY2022	FY2023
Public Services - Equipment							
LORAX Committee: Tree Recommendation	75,000						
Replace 2000 Ford F350 (Unit 5)	80,000						
Replace JD Backhoe (Unit 60)	135,000						
Replace International Dump Truck (Unit 75)		Capital Leases					
Replace International Dump Truck (Unit 87)		Capital Leases	142,000				
Replace Skid Steer(unit 52)		Capital Leases	50,000				
Subtotal: Public Services	290,000		192,000	-	-	-	-
Schools							
2 7D Van	45,000	Capital Leases	45,000				
Acoustic Choral Panels	25,000						
Bentley-Roof Replacement	51,882	Fund 2000	29,500				
Build out-Vocational Shop		Bonding	45,000				
2 Bus-29 Passenger #1 (leased over 3 years)		Capital Leases	62,500				
College & Career Center floor (High School)		Bonding	70,000				
Playground upgrade/replacement		Bonding	40,000				
Salerno Roof & Mechanical HVAC replacement		Bonding	110,000	20,000			
Subtotal: Schools	121,882		402,000	20,000	-	-	-
		Bonding	10,696,190				
		Capital Leases	434,500				
		Ch. 90	853,262				
		CPA Approved	317,750				
		Grants	4,550,000				
		Fund 2000	355,330				
		R/Reserve	-				
		Bond Premium	-				
		Total CIP	17,207,032				
		Total to be Bonded	10,696,190				

FY 2019: General Fund Capital Spending by Department



IMPACT OF GENERAL FUND CAPITAL IMPROVEMENT PROJECTS ON OPERATING BUDGET

Department	Description	Funding	Cost	Impact
Electrical	Bridge street LED conversion	Loan Order	\$ 104,474	Asset preservation.
Electrical	LED Lighting upgrades (100 watt LED Luminancies)	Loan Order	\$ 34,833	Asset preservation.
Electrical	Smart Signalization expansion	Loan Order	\$ 75,000	Increased efficiency.
Engineering	Boston Street Corridor Roadway improvements (TIP program)	Loan Order	\$ 200,000	Preventative Maintenance.
Engineering	Bridge Street (Massworks) Roadway improvements	Loan Order	\$ 150,000	Preventative Maintenance.
Engineering	Canal Street Bikepath [final] phase 2 (local share - non participating)	Loan Order	\$ 500,000	New Capital Investment, Increased recreational space
Engineering	Canal Street Corridor Roadway improvements	Loan Order	\$ 250,000	Preventative Maintenance.
Engineering	Citywide seawall improvements	Loan Order	\$ 50,000	Preventative Maintenance.
Engineering	Common Bandstand Restoration	Grants	\$ 50,000	Asset preservation.
Engineering	DPS relocation study / evaluation	Grants	\$ 75,000	No impact.
Engineering	Essex St Ped and vehicle access improvements (nic lights at north st)	Loan Order	\$ 1,500,000	Preventative Maintenance.
Engineering	First/Swampscott Rd Intersection Improvement & Design	Loan Order	\$ 750,000	Preventative Maintenance.
Engineering	Forest River Park and Pool Design/Improvements	Loan Order	\$ 100,000	Reduces long-term capital costs.
Engineering	Forest River Park seawall replacement (grant 1.2 million)	Loan Order	\$ 2,250,000	Asset preservation.
Engineering	Loring and Lafayette Improvements	Loan Order	\$ 100,000	Preventative Maintenance.
Engineering	Roads, Sidewalks & Crosswalks (Non Chapter 90 eligible)	Loan Order	\$ 500,000	Preventative Maintenance.
Engineering	Roads, Sidewalks & Crosswalks (Chapter 90)	Chapter 90	\$ 853,262	Preventative Maintenance.
Fire	Bay Floor	Fund 2000	\$ 75,000	Asset Preservation.
IT	Annual Equipment-Life-Cycle Management Program (City)	Loan Order	\$ 136,943	No impact.
IT	Annual Equipment- Life-Cycle Management Program (Schools)	Loan Order	\$ 220,161	No impact.
IT	Ongoing Digitization of record, City wide	Loan Order	\$ 125,000	Increased efficiency.
IT	Telephone System Replacment-City/Schools	Loan Order	\$ 511,111	Increased efficiency.
Library	Carpet Replacement (370 Essex Street)	Fund 2000	\$ 68,000	Preventative maintenance.
Library	HVAC Design, Engineering & Construction (370 Essex st.)	Loan Order	\$ 370,000	Preventative maintenance.
Recreation	Bertram Field Schematic Design Phase II	Loan Order	\$ 75,000	Long-term capital planning.
Recreation	Court Renovations	Loan Order	\$ 125,000	Asset preservation.
Recreation	Park and Field Improvements	Fund 2000	\$ 75,000	Asset preservation.
Recreation	Ryan Brennan Memorial Skate Park Renovation	CPA Approved	\$ 42,750	New capital investment. Increase recreational space.
Recreation	Golf Course Cart Paths	CPA Approved	\$ 150,000	Asset preservation, Increase recreational use.
Recreation	Golf Course Cart Paths	Loan Order	\$ 440,000	Asset preservation, Increase recreational use.
Parking	Museum Place Garage Security Camera System	Loan Order	\$ 210,000	Improves building-wide safety.

IMPACT OF GENERAL FUND CAPITAL IMPROVEMENT PROJECTS ON OPERATING BUDGET

Department	Description	Funding	Cost	Impact
Parking	South Harbor Garage Restoration	Loan Order	\$ 40,000	Asset preservation. Decrease in long-term capital costs.
Parking	Church Street Parking reconfiguration	Loan Order	\$ 413,669	Asset preservation. Decrease in long-term capital costs.
Parking	Bicycle Infrastructure Upgrades	Loan Order	\$ 25,000	New capital investment. Increase recreational use.
Parking	Bicycle Racks	Fund 2000	\$ 5,000	New capital investment. Increase recreational use.
Parking	Parking Kiosk Installation (replace old meters)	Loan Order	\$ 25,000	Increased efficiency.
Parking	Signs / Safety / Tactical	Loan Order	\$ 25,000	Increased efficiency.
Parking	Traffic calming Improvements	Loan Order	\$ 75,000	Increased efficiency.
Parking	ADA Tansition plan	Grants	\$ 75,000	No impact.
Planning	Charter Street Cemetery	Loan Order	\$ 75,000	Asset preservation. Decrease in long-term maintenance costs.
Planning	Common Fence	Loan Order	\$ 125,000	Asset preservation. Decrease in long-term maintenance costs.
Planning	Common Fence	CPA Approved	\$ 125,000	Asset preservation. Decrease in long-term maintenance costs.
Planning	Collins Cove Living Shoreline	Loan Order	\$ 50,000	Asset preservation. Decrease in long-term maintenance costs.

FY 2019 CIP Enterprise Funds Executive Summary

The Enterprise Fund's Capital Plan has multiple funding sources, including retained earnings, SESD funds and bonding. The list proposed has been reviewed and approved by the City's Engineer.

The total proposed Capital Plan for the City of Salem's Enterprise Funds for FY19 is: 13,450,000

FY19 Enterprise Fund CIP – Funding Sources

FY19 Enterprise Fund CIP – Funded from one time revenue sources-Retained Earnings

Sewer- Palmer Cove drain outfall clean-up (remove bacteria source)	50,000
TOTAL WATER/SEWER RETAINED EARNINGS:	50,000

FY19 Enterprise Fund CIP-Funded from other financial sources-SESD

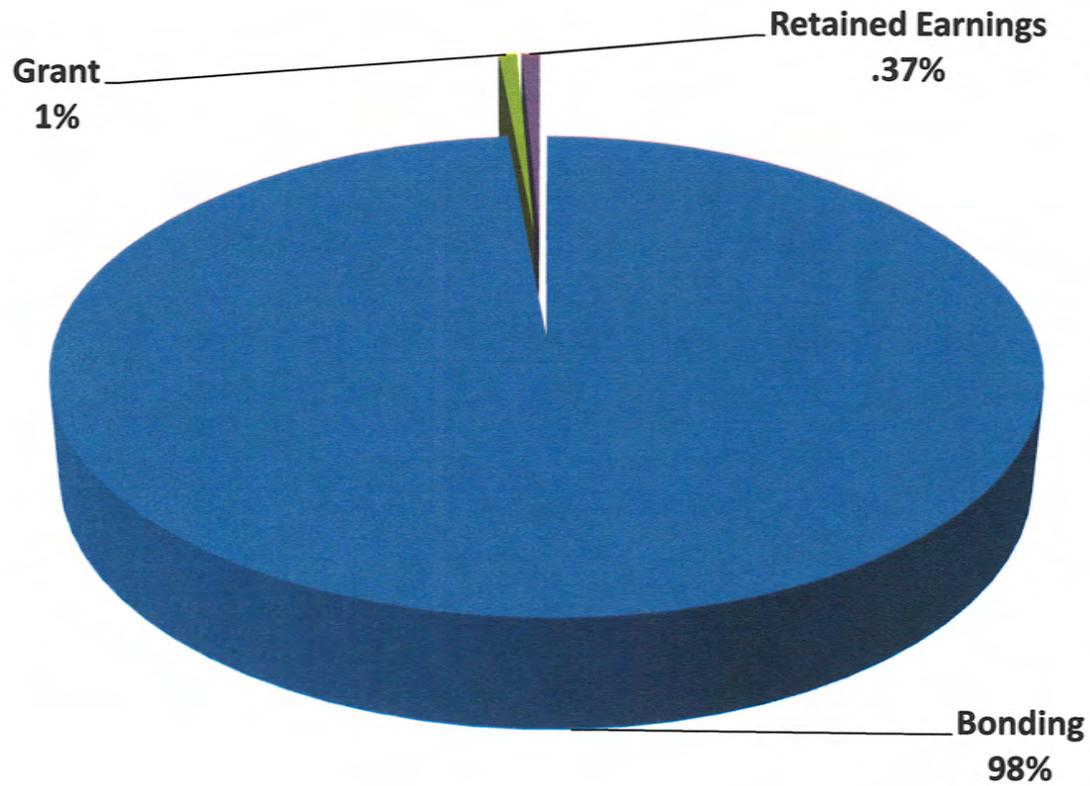
Sewer- Willow Ave (pipe beach) sewer replacement	100,000
TOTAL GRANTS AND OTHER FINANCIAL SOURCES:	100,000

FY19 Enterprise Fund CIP-Funded from bonding

Water- Highland Ave 16 inch water main and valves (replace 1930 vintage system)	100,000
Water- Szetela Lane (from Lee Fort Terrace to memorial drive loop)	250,000
Water- Citywide Flushing, Valve leak detection, GIS	250,000
Water- City Wide Water System Flushing, Valve Maintenance, Leak Detection and GIS Administration	400,000
Sewer- City Wide Sewer System Flushing, Valve Maintenance, Leak Detection and GIS Administration	200,000
Sewer- EPA MS4 Stormwater Permit Compliance/Illicit Connection Removal	250,000
Sewer- Pre-Paving Sewer/ drain inspections (prior to annual paving)	50,000
Sewer- SSES report implementation (eliminate I/I sources city wide)	150,000
Sewer- 289 Derby Drain (replace existing)	350,000
Sewer- Fowler and No Pine St Sewer Rehabilitation	400,000
Sewer- Moffat drainage easement improvements	50,000
Sewer- Pt Area Catch Basin Screening Improvements	100,000
Sewer- Canal Street- SSU Flood Mitigation Improvements-Phase II	10,000,000
Sewer- Rosies Pond flood improvements	750,000
TOTAL BONDING:	13,300,000

GRAND TOTAL ENTERPRISE FUND CAPITAL REQUESTS:	13,450,000
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FY 2019 Water and Sewer CIP
Funding Sources



City of Salem
Capital Plan - Water and Sewer Enterprise Fund
Fiscal Year 2019-2023

CAPITAL REQUEST	Approved FY18	FY19 Funding Source	FY2019	REQUESTED			
				FY2020	FY2021	FY2022	FY2023
Water Enterprise-Engineering							
Transmission System							
Salem PS and Booster Station	150,000						
Distribution System							
Main System Upgrades: Valve/Hydrant Replacement Program	408,633			500,000	2,500,000	2,500,000	2,500,000
Essex Street Improvements	175,000						
Highland Ave 16 inch water main and valves (replace 1930 vintage system)		Bonding	100,000		2,500,000	400,000	
Szetela lane (from lee fort terrance to memorial drive loop)		Bonding	250,000				
Citywide Flushing, Valve leak detection, GIS	-	Bonding	250,000	1,145,000	1,145,000	1,145,000	1,145,000
City Wide Water System Flushing, Valve Maintenance, Leak Detection and GIS Administration		Bonding	400,000	400,000	400,000	400,000	400,000
Water transmission main system upgrades		Bonding		2,500,000	500,000	500,000	500,000
Subtotal: Water Enterprise	733,633		1,000,000	4,545,000	7,045,000	4,945,000	4,545,000
Sewer Enterprise-Engineering							
City Wide Sewer System Flushing, Valve Maintenance, Leak Detection and GIS Administration	243,166	Bonding	200,000	400,000	400,000	400,000	400,000
EPA MS4 Stormwater Permit Compliance/Illicit Connection Removal		Bonding	250,000	750,000	750,000	750,000	750,000
Pre-Paving Sewer/ drain inspections (prior to annual paving)		Bonding	50,000				
Sewer Line Extension/Upgrade/Rehabilitation	50,000			50,000	50,000	100,000	100,000
Spoil Material Disposal at dps (testing and disposal- annual expense)		Bonding	-				
SSES report implementation (eliminate I/I sources city wide)	25,000	Bonding	150,000	25,000	25,000	25,000	25,000
Swampscott Road Sewer Pump Station ust replacement							
289 derby drain (replace existing)		Bonding	350,000				
Essex Street Improvements	175,000						
Fowler and No Pine St Sewer Rehabilitation		Bonding	400,000				
Moffat drainage easement improvements		Bonding	50,000				
Palmer Cove drain outfall clean-up (remove bacteria source)		R/E	50,000				
Pt Area Catch Basin Screening Improvements		Bonding	100,000				
Washington St Sewer relocation		Bonding	-				
Willow Ave (pipe beach) sewer replacement		Grant	100,000	2,500,000	2,500,000		
Flood Mitigation Projects							
Canal Street- SSU Flood Mitigation Improvements-Phase II		Bonding	10,000,000	10,000,000	1,000,000		
Rosies Pond flood improvements		Bonding	750,000				
Subtotal: Sewer Enterprise	493,166		12,450,000	13,725,000	4,725,000	1,275,000	1,275,000
Total: Enterprise Fund	1,226,799		13,450,000	18,270,000	11,770,000	6,220,000	5,820,000

Bonding	13,300,000
Bond Premium	-
Grants	100,000
R/E	50,000
SESD	-

IMPACT OF WATER & SEWER CAPITAL IMPROVEMENT PROJECTS ON OPERATING BUDGET

Description	Funding	Cost	Impact
Water- Highland Ave 16 inch water main and valves (replace 1930 vintage system)	Bonding	\$ 100,000	Reductions in emergency repairs.
Water- Szetela Lane (from Lee Fort Terrace to memorial drive loop)	Bonding	\$ 250,000	Repairing structural defects and addressing needed repairs to water infrastructure.
Water- City Wide Flushing, Valve leak detection, GIS	Bonding	\$ 250,000	Preventative maintenance/reduction in emergency repairs
Water- City Wide Water System Flushing, Valve Maintenance, Leak Detection and GIS Administration	Bonding	\$ 400,000	Repairing structural defects and addressing needed repairs to water infrastructure.
Sewer- City Wide Sewer System Flushing, Valve Maintenance, Leak Detection and GIS Administration	Bonding	\$ 200,000	Repairing structural defects and addressing needed repairs to sewer infrastructure.
Sewer- EPA MS4 Stormwater Permit Compliance/Illicit Connection Removal	Bonding	\$ 250,000	Repairing structural defects and addressing needed repairs to sewer infrastructure.
Sewer- Pre-Paving Sewer/ drain inspections (prior to annual paving)	Bonding	\$ 50,000	Repairing structural defects and addressing needed repairs to sewer infrastructure.
Sewer- SSES report implementation (eliminate I/I sources city wide)	Bonding	\$ 150,000	Repair structural defects to avoid maintenance issues.
Sewer- 289 Derby Drain (replace existing)	Bonding	\$ 350,000	Repair structural defects to avoid maintenance issues.
Sewer- Fowler and No Pine St Sewer Rehabilitation	Bonding	\$ 400,000	Repairing structural defects and addressing needed repairs to sewer infrastructure.
Sewer- Moffat drainage easement improvements	Bonding	\$ 50,000	Preventative maintenance/reduction in emergency repairs
Sewer- Pt Area Catch Basin Screening Improvements	Bonding	\$ 100,000	Repair structural defects to avoid maintenance issues.

IMPACT OF WATER & SEWER CAPITAL IMPROVEMENT PROJECTS ON OPERATING BUDGET

Description	Funding	Cost	Impact
Sewer- Canal Street- SSU Flood Mitigation Improvements-Phase II	Bonding	\$ 10,000,000	Long term infrastructure
Sewer- Rosies Pond flood improvements	Bonding	\$ 750,000	Long term infrastructure
Sewer- Palmer Cove drain outfall clean-up (remove bacteria source)	Retained Earnings- Enterprise Fund	\$ 50,000	Preventative maintenance
Sewer- Willow Ave (pipe beach) sewer replacement	Grant	\$ 100,000	Repairing structural defects and addressing needed repairs to sewer infrastructure.

Grand Total All Water & Sewer Enterprise Capital Projects 13,450,000

Aggregate Debt Service

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
07/15/2018	December 14 2006 DW-05-12 (O) : SINGLE PURPOSE	119,490.00	11,665.39	131,155.39
Subtotal		\$119,490.00	\$11,665.39	\$131,155.39
09/01/2018	January 27 2010 NSR (SQ) : Adv Ref Sept 15 2000 Bates School (O)	830,000.00	30,687.50	860,687.50
	October 15 2010 (SQ) : Water Systems Improvement (O)	100,000.00	25,200.00	125,200.00
	October 15 2010 (SQ) : Water Meters (O)	200,000.00	32,000.00	232,000.00
	October 15 2010 (SQ) : Water Main (O)	140,000.00	30,400.00	170,400.00
	October 15 2010 (SQ) : Sewer Pump Station (I)	10,000.00	2,200.00	12,200.00
	October 15 2010 (SQ) : South River Basin Upgrade (I)	85,000.00	18,000.00	103,000.00
	October 15 2010 (SQ) : Golf Course Dept. Equip (I)	10,000.00	600.00	10,600.00
	October 15 2010 (SQ) : Dump Truck (I)	5,000.00	200.00	5,200.00
	October 15 2010 (SQ) : DPW Equipment (I)	5,000.00	200.00	5,200.00
	October 15 2010 (SQ) : Engineering Infrastructure (I)	15,000.00	900.00	15,900.00
	October 15 2010 (SQ) : Engineering Seawalls (I)	5,000.00	300.00	5,300.00
	October 15 2010 (SQ) : Fire Pumper Truck (I)	25,000.00	4,000.00	29,000.00
	October 15 2010 (SQ) : Parking Equipment (I)	5,000.00	300.00	5,300.00
	October 15 2010 (SQ) : Witch House (I)	5,000.00	300.00	5,300.00
	October 15 2010 (SQ) : Departmental Equipment (I)	5,000.00	300.00	5,300.00
	October 15 2010 (SQ) : Forest River Pool (I)	15,000.00	900.00	15,900.00
	October 15 2010 (SQ) : Forest River Park (I)	5,000.00	300.00	5,300.00
	October 15 2010 (SQ) : Willow Public Bathroom (I)	10,000.00	600.00	10,600.00
	October 15 2010 (SQ) : School Fire Alarm Systems (I)	10,000.00	600.00	10,600.00
	October 15 2010 (SQ) : School Buses (I)	10,000.00	600.00	10,600.00
	October 15 2010 (SQ) : School Infrastructure (I)	5,000.00	800.00	5,800.00
	October 15 2010 (SQ) : Fire SCBA Compressor (I)	5,000.00	300.00	5,300.00
	October 15 2010 (SQ) : Public Service Equip. & Vehicles (I)	30,000.00	1,700.00	31,700.00
	October 15 2010 (SQ) : Roads, Sidewalks & Crosswalks (I)	105,000.00	14,700.00	119,700.00
	October 15 2010 (SQ) : Playground Equipment (I)	5,000.00	300.00	5,300.00
	October 15 2010 (SQ) : Furlong Park Remodeling (I)	20,000.00	2,800.00	22,800.00
	October 15 2010 (SQ) : Roads, Sidewalks & Crosswalks 2 (I)	10,000.00	1,600.00	11,600.00
	October 15 2010 (SQ) : Canal St. Improvement Design (I)	30,000.00	4,800.00	34,800.00
	October 15 2010 (SQ) : Storage Tanks (O)	100,000.00	6,000.00	106,000.00
	October 15 2010 (SQ) : School Ballfield Remodeling (I)	5,000.00	700.00	5,700.00
	October 15 2010 (SQ) : School Field House Remodeling (I)	5,000.00	100.00	5,100.00
	September 27 2012 : Water System Improvements (OSQ)	60,000.00	17,750.00	77,750.00
	September 27 2012 : Sewer Pump Station Upgrade (ISQ)	10,000.00	2,518.75	12,518.75
	September 27 2012 : South River Basin Upgrade (ISQ)	25,000.00	6,256.25	31,256.25
	September 27 2012 : South River Basin Upgrade 2 (ISQ)	15,000.00	4,362.50	19,362.50
	September 27 2012 : Forrester Street Drain Relief (ISQ)	15,000.00	4,712.50	19,712.50
	September 27 2012 : City Hall Roof (ISQ)	15,000.00	9,662.50	24,662.50
	September 27 2012 : City Hall Skylights (ISQ)	5,000.00	2,050.00	7,050.00
	September 27 2012 : City Hall Windows (ISQ)	10,000.00	5,131.25	15,131.25
	September 27 2012 : City Hall Masonry Repairs (ISQ)	20,000.00	12,471.88	32,471.88
	September 27 2012 : Roads, Sidewalks & Crosswalks (ISQ)	50,000.00	9,209.38	59,209.38
	September 27 2012 : Collins Cove Seawall (ISQ)	5,000.00	1,559.38	6,559.38

Aggregate Debt Service

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
September 27 2012	: Remediation (ISQ)	35,000.00	20,343.75	55,343.75
September 27 2012	: Collins School (OSQ)	30,000.00	19,131.25	49,131.25
September 27 2012	: Collins School 2 (OSQ)	125,000.00	78,515.63	203,515.63
September 27 2012	: Saltonstall School (OSQ)	30,000.00	17,321.88	47,321.88
September 27 2012	: Saltonstall School 2 (OSQ)	60,000.00	36,400.00	96,400.00
Subtotal		\$2,325,000.00	\$429,784.40	\$2,754,784.40
10/15/2018	November 17 2016 : Advance Refunding October 15 2007 High School (I)	320,000.00	62,840.00	382,840.00
	November 17 2016 : Advance Refunding October 15 2007 Ferry Boat (I)	60,000.00	3,400.00	63,400.00
	November 17 2016 : Adv Ref Oct 15 2007 Water System Improvements (O)	150,000.00	29,260.00	179,260.00
	November 17 2016 : Collins Middle School (I)	30,000.00	14,150.00	44,150.00
	November 17 2016 : Bentley Carpet Replacement (School) (I)	20,000.00	1,400.00	21,400.00
	November 17 2016 : Districtwide Wireless Infrastructure (School) (I)	60,000.00	3,700.00	63,700.00
	November 17 2016 : Districtwide Computer Replacement (School) (I)	5,000.00	900.00	5,900.00
	November 17 2016 : Saltonstall School Parking/DropOff Area Improve(I)	5,000.00	2,400.00	7,400.00
	November 17 2016 : Salerno Automotive Roof Replace (School) (I)	5,000.00	900.00	5,900.00
	November 17 2016 : Folly Hill Tank Storage (Water) (O)	45,000.00	9,200.00	54,200.00
	November 17 2016 : Water Meter Replacement Program (O)	10,000.00	1,800.00	11,800.00
	November 17 2016 : Rehab Gallows Hill Water Tanks 1 (O)	125,000.00	23,500.00	148,500.00
	November 17 2016 : Rehab Gallows Hill Water Tanks 2 (O)	5,000.00	2,600.00	7,600.00
	November 17 2016 : Water System Upgrade (Valves & Hydrants) (O)	20,000.00	8,750.00	28,750.00
	November 17 2016 : Water System Improvements (O)	40,000.00	19,925.00	59,925.00
	November 17 2016 : Water Leak Protection, Flushing & GIS Admin 1 (O)	20,000.00	3,700.00	23,700.00
	November 17 2016 : Water Leak Protection, Flushing & GIS Admin 2 (O)	15,000.00	3,500.00	18,500.00
	November 17 2016 : Canal Street Sewer Phase 2 (I)	55,000.00	26,150.00	81,150.00
	November 17 2016 : Sewer Leak Detection, Flushing & GIS Admin (I)	15,000.00	6,950.00	21,950.00
	November 17 2016 : Sewer Illicit Connection Removal (O)	25,000.00	13,075.00	38,075.00
	November 17 2016 : Bikeway & Roadway Improvements (I)	15,000.00	5,700.00	20,700.00
	November 17 2016 : Painting Pedestrian & Historical Lights (I)	5,000.00	400.00	5,400.00
	November 17 2016 : Bike Path Design/Construction (I)	5,000.00	400.00	5,400.00
	November 17 2016 : McGrath Park Paving/Concession Stand (I)	10,000.00	2,700.00	12,700.00
	November 17 2016 : Roads Sidewalk & Crosswalks (Non-Chapter 90) (I)	10,000.00	2,800.00	12,800.00
	November 17 2016 : General Building Maintenance Upgrades (I)	5,000.00	400.00	5,400.00
	November 17 2016 : Replace Fire Engine 2 or 5 (I)	55,000.00	10,000.00	65,000.00
	November 17 2016 : Citywide Computer Replacement (I)	15,000.00	2,400.00	17,400.00
	November 17 2016 : Citywide Fiber Optic Network (I)	170,000.00	10,700.00	180,700.00
	November 17 2016 : Winter Island Electrical Upgrades RVField(Ph 1)(I)	5,000.00	400.00	5,400.00
	November 17 2016 : Blaney Street Pier & Terminal (City Match) (I)	15,000.00	4,700.00	19,700.00
	November 17 2016 : Mary Jane Lee Park (Phase II) (I)	5,000.00	1,100.00	6,100.00
	November 17 2016 : Old City Hall Window Replacement (I)	5,000.00	1,825.00	6,825.00
	November 17 2016 : GPS Units for Vehicles (Police) (I)	5,000.00	100.00	5,100.00
	November 17 2016 : Compressor (Public Services) (I)	5,000.00	400.00	5,400.00
	November 17 2016 : Open Space/Pocket Park Upgrades(Public Services)-I	5,000.00	400.00	5,400.00
	November 17 2016 : Purchase/Replace Non-Conforming Signs (PubServ)(I)	10,000.00	600.00	10,600.00
	November 17 2016 : Ford F550 6-wheel dump Truck (unit 71)(PubServ)(I)	5,000.00	1,300.00	6,300.00

Aggregate Debt Service

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
	November 17 2016 : Ford F550 6-wheel Dump Truck (unit 71)(PubServ)(I)	5,000.00	1,100.00	6,100.00
	November 17 2016 : 2000 Int'l Dump Truck (unit 14)(PubServ)(I)	15,000.00	2,800.00	17,800.00
	November 17 2016 : Trash Packer (Public Services) (I)	10,000.00	1,600.00	11,600.00
	November 17 2016 : 2-Ton Propane Hot Box (Public Services) (I)	5,000.00	800.00	5,800.00
	November 17 2016 : Automation of South Harbor Garages (Parking) (I)	45,000.00	10,100.00	55,100.00
	November 17 2016 : Parking Garage Upgrades (I)	5,000.00	2,600.00	7,600.00
	November 17 2016 : Transfer Station Property Remediation (O)	25,000.00	11,275.00	36,275.00
Subtotal		\$1,490,000.00	\$314,700.00	\$1,804,700.00
11/01/2018	December 2 2015 : Folly Hill Tank Storage I (O)	225,000.00	37,625.00	262,625.00
	December 2 2015 : Folly Hill Tank Storage II (O)	110,000.00	18,700.00	128,700.00
	December 2 2015 : System Flushing/Valve Maintenance (O)	45,000.00	7,525.00	52,525.00
	December 2 2015 : Meter Replacement Program (O)	10,000.00	1,700.00	11,700.00
	December 2 2015 : Valve Pipe Replacement (O)	10,000.00	1,700.00	11,700.00
	December 2 2015 : I/I Study, Design & Construction (I)	40,000.00	13,334.38	53,334.38
	December 2 2015 : Canal St. Phase II (I)	90,000.00	30,990.63	120,990.63
	December 2 2015 : Illicit Connection Removal (I)	5,000.00	1,765.63	6,765.63
	December 2 2015 : Line Extension, Rehab & Upgrades (I)	5,000.00	975.00	5,975.00
	December 2 2015 : Garage Updates (I)	10,000.00	2,740.63	12,740.63
	December 2 2015 : Kiosk Umbrellas (I)	5,000.00	850.00	5,850.00
	December 2 2015 : Computer Replacement Program (I)	25,000.00	3,875.00	28,875.00
	December 2 2015 : District-Wide Security Updates (I)	10,000.00	1,325.00	11,325.00
	December 2 2015 : Replace Lunchroom/Cafeteria Equipment (I)	5,000.00	600.00	5,600.00
	December 2 2015 : HS Transformer Replacement (I)	10,000.00	950.00	10,950.00
	December 2 2015 : Saltonstall Elementary School I (O)	30,000.00	10,271.88	40,271.88
	December 2 2015 : Saltonstall Elementary School II (O)	15,000.00	4,506.25	19,506.25
	December 2 2015 : Collins Middle School I (O)	20,000.00	6,740.63	26,740.63
	December 2 2015 : Collins Middle School II (O)	45,000.00	14,350.00	59,350.00
	December 2 2015 : Collins Middle School III (O)	60,000.00	20,396.88	80,396.88
	December 2 2015 : Golf Course Equipment (I)	15,000.00	1,925.00	16,925.00
	December 2 2015 : Wrought Iron Fence (I)	5,000.00	975.00	5,975.00
	December 2 2015 : Memorial Park Pillars & Fencing (I)	5,000.00	350.00	5,350.00
	December 2 2015 : Blaney Street Terminal - City Match (I)	15,000.00	4,506.25	19,506.25
	December 2 2015 : Winter Island Pathway & Fort Restoration (I)	5,000.00	975.00	5,975.00
	December 2 2015 : Police CAD/RMS Replacement (I)	80,000.00	3,600.00	83,600.00
	December 2 2015 : Police Vehicle GPS Units (I)	5,000.00	725.00	5,725.00
	December 2 2015 : DPS 1988 Ladder Replacement (I)	15,000.00	3,637.50	18,637.50
	December 2 2015 : DPS 2000 Dump Truck Replacement (I)	15,000.00	2,650.00	17,650.00
	December 2 2015 : Paving (I)	50,000.00	11,812.50	61,812.50
	December 2 2015 : Seawalls (I)	10,000.00	3,375.00	13,375.00
	December 2 2015 : Bike Path (I)	5,000.00	350.00	5,350.00
Subtotal		\$1,000,000.00	\$215,803.16	\$1,215,803.16

Aggregate Debt Service

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
12/01/2018	December 19 2013 : Saltonstall School (OSQ)	65,000.00	26,268.75	91,268.75
	December 19 2013 : Collins Middle School (OSQ)	130,000.00	54,156.25	184,156.25
	December 19 2013 : School Building Repairs (ISQ)	10,000.00	2,053.13	12,053.13
	December 19 2013 : School Equipment (ISQ)	10,000.00	1,200.00	11,200.00
	December 19 2013 : Police Equipment (ISQ)	20,000.00	2,400.00	22,400.00
	December 19 2013 : Fire Equipment (ISQ)	70,000.00	15,643.75	85,643.75
	December 19 2013 : Electric Dept Equipment (ISQ)	10,000.00	1,200.00	11,200.00
	December 19 2013 : Parks & Rec (ISQ)	5,000.00	2,275.00	7,275.00
	December 19 2013 : Canal Street Utility Program (ISQ)	155,000.00	64,068.75	219,068.75
	December 19 2013 : Cur Ref of Jan 15 2003 Bowditch School (OSQ)	95,000.00	8,600.00	103,600.00
	December 19 2013 : Cur Ref of Jan 15 2003 Carlton School (OSQ)	60,000.00	6,000.00	66,000.00
	December 19 2013 : Adv Ref of Jan 1 2005 Witchcraft School (ISQ)	95,000.00	12,528.13	107,528.13
	December 19 2013 : Adv Ref of Jan 1 2005 Carlton School (OSQ)	30,000.00	3,512.50	33,512.50
	December 19 2013 : Adv Ref of Jan 1 2005 Parking Garage Repairs (ISQ)	75,000.00	2,400.00	77,400.00
	December 3 2014 : South River Basin Upgrade (I)	100,000.00	29,312.50	129,312.50
	December 3 2014 : Drain Improvements (I)	15,000.00	4,396.88	19,396.88
	December 3 2014 : Road Improvements (I)	200,000.00	28,000.00	228,000.00
	December 3 2014 : Bertram Field (I)	110,000.00	20,906.25	130,906.25
	December 3 2014 : Electric- Generator (I)	5,000.00	906.25	5,906.25
	December 3 2014 : Fire- SCBA (I)	10,000.00	400.00	10,400.00
	December 3 2014 : Fire- Jaws of Life (I)	10,000.00	200.00	10,200.00
	December 3 2014 : Fire- Station 4 Door Alt (I)	10,000.00	400.00	10,400.00
	December 3 2014 : Parking- Water Proofing (I)	60,000.00	16,221.88	76,221.88
	December 3 2014 : Planning- MBTA Station (I)	25,000.00	7,328.13	32,328.13
	December 3 2014 : DPW Backhoe (I)	25,000.00	1,000.00	26,000.00
	December 3 2014 : Engineering- Roadway (I)	30,000.00	1,200.00	31,200.00
	December 3 2014 : Engineering- Canal Street (I)	40,000.00	1,600.00	41,600.00
	December 3 2014 : Engineering- Bike Path (I)	5,000.00	200.00	5,200.00
	December 3 2014 : School- District Wide Security (I)	25,000.00	1,000.00	26,000.00
	Subtotal	\$1,500,000.00	\$315,378.15	\$1,815,378.15
01/15/2019	December 14 2006 DW-05-12 (O) : SINGLE PURPOSE	-	10,470.49	10,470.49
	Subtotal	-	\$10,470.49	\$10,470.49

Aggregate Debt Service

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
03/01/2019	January 27 2010 NSR (SQ) : Adv Ref Sept 15 2000 Bates School (O)	-	17,200.00	17,200.00
	October 15 2010 (SQ) : Water Systems Improvement (O)	-	23,200.00	23,200.00
	October 15 2010 (SQ) : Water Meters (O)	-	28,000.00	28,000.00
	October 15 2010 (SQ) : Water Main (O)	-	27,600.00	27,600.00
	October 15 2010 (SQ) : Sewer Pump Station (I)	-	2,000.00	2,000.00
	October 15 2010 (SQ) : South River Basin Upgrade (I)	-	16,300.00	16,300.00
	October 15 2010 (SQ) : Golf Course Dept. Equip (I)	-	400.00	400.00
	October 15 2010 (SQ) : Dump Truck (I)	-	100.00	100.00
	October 15 2010 (SQ) : DPW Equipment (I)	-	100.00	100.00
	October 15 2010 (SQ) : Engineering Infrastructure (I)	-	600.00	600.00
	October 15 2010 (SQ) : Engineering Seawalls (I)	-	200.00	200.00
	October 15 2010 (SQ) : Fire Pumper Truck (I)	-	3,500.00	3,500.00
	October 15 2010 (SQ) : Parking Equipment (I)	-	200.00	200.00
	October 15 2010 (SQ) : Witch House (I)	-	200.00	200.00
	October 15 2010 (SQ) : Departmental Equipment (I)	-	200.00	200.00
	October 15 2010 (SQ) : Forest River Pool (I)	-	600.00	600.00
	October 15 2010 (SQ) : Forest River Park (I)	-	200.00	200.00
	October 15 2010 (SQ) : Willow Public Bathroom (I)	-	400.00	400.00
	October 15 2010 (SQ) : School Fire Alarm Systems (I)	-	400.00	400.00
	October 15 2010 (SQ) : School Buses (I)	-	400.00	400.00
	October 15 2010 (SQ) : School Infrastructure (I)	-	700.00	700.00
	October 15 2010 (SQ) : Fire SCBA Compressor (I)	-	200.00	200.00
	October 15 2010 (SQ) : Public Service Equip. & Vehicles (I)	-	1,100.00	1,100.00
	October 15 2010 (SQ) : Roads, Sidewalks & Crosswalks (I)	-	12,600.00	12,600.00
	October 15 2010 (SQ) : Playground Equipment (I)	-	200.00	200.00
	October 15 2010 (SQ) : Furlong Park Remodeling (I)	-	2,400.00	2,400.00
	October 15 2010 (SQ) : Roads, Sidewalks & Crosswalks 2 (I)	-	1,400.00	1,400.00
	October 15 2010 (SQ) : Canal St. Improvement Design (I)	-	4,200.00	4,200.00
	October 15 2010 (SQ) : Storage Tanks (O)	-	4,000.00	4,000.00
	October 15 2010 (SQ) : School Ballfield Remodeling (I)	-	600.00	600.00
	September 27 2012 : Water System Improvements (OSQ)	-	16,850.00	16,850.00
	September 27 2012 : Sewer Pump Station Upgrade (ISQ)	-	2,368.75	2,368.75
	September 27 2012 : South River Basin Upgrade (ISQ)	-	5,881.25	5,881.25
	September 27 2012 : South River Basin Upgrade 2 (ISQ)	-	4,137.50	4,137.50
	September 27 2012 : Forrester Street Drain Relief (ISQ)	-	4,487.50	4,487.50
	September 27 2012 : City Hall Roof (ISQ)	-	9,437.50	9,437.50
	September 27 2012 : City Hall Skylights (ISQ)	-	1,975.00	1,975.00
	September 27 2012 : City Hall Windows (ISQ)	-	4,981.25	4,981.25
	September 27 2012 : City Hall Masonry Repairs (ISQ)	-	12,171.88	12,171.88
	September 27 2012 : Roads, Sidewalks & Crosswalks (ISQ)	-	8,459.38	8,459.38
	September 27 2012 : Collins Cove Seawall (ISQ)	-	1,484.38	1,484.38
	September 27 2012 : Remediation (ISQ)	-	19,818.75	19,818.75
	September 27 2012 : Collins School (OSQ)	-	18,681.25	18,681.25
	September 27 2012 : Collins School 2 (OSQ)	-	76,640.63	76,640.63

Aggregate Debt Service

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
September 27 2012	: Saltonstall School (OSQ)	-	16,871.88	16,871.88
September 27 2012	: Saltonstall School 2 (OSQ)	-	35,500.00	35,500.00
Subtotal		-	\$388,946.90	\$388,946.90
04/15/2019	November 17 2016 : Advance Refunding October 15 2007 High School (I)	-	56,440.00	56,440.00
	November 17 2016 : Advance Refunding October 15 2007 Ferry Boat (I)	-	2,200.00	2,200.00
	November 17 2016 : Adv Ref Oct 15 2007 Water System Improvements (O)	-	26,260.00	26,260.00
	November 17 2016 : Collins Middle School (I)	-	13,550.00	13,550.00
	November 17 2016 : Bentley Carpet Replacement (School) (I)	-	1,000.00	1,000.00
	November 17 2016 : Districtwide Wireless Infrastructure (School) (I)	-	2,500.00	2,500.00
	November 17 2016 : Districtwide Computer Replacement (School) (I)	-	800.00	800.00
	November 17 2016 : Saltonstall School Parking/DropOff Area Improve(I)	-	2,300.00	2,300.00
	November 17 2016 : Salerno Automotive Roof Replace (School) (I)	-	800.00	800.00
	November 17 2016 : Folly Hill Tank Storage (Water) (O)	-	8,300.00	8,300.00
	November 17 2016 : Water Meter Replacement Program (O)	-	1,600.00	1,600.00
	November 17 2016 : Rehab Gallows Hill Water Tanks 1 (O)	-	21,000.00	21,000.00
	November 17 2016 : Rehab Gallows Hill Water Tanks 2 (O)	-	2,500.00	2,500.00
	November 17 2016 : Water System Upgrade (Valves & Hydrants) (O)	-	8,350.00	8,350.00
	November 17 2016 : Water System Improvements (O)	-	19,125.00	19,125.00
	November 17 2016 : Water Leak Protection, Flushing & GIS Admin 1 (O)	-	3,300.00	3,300.00
	November 17 2016 : Water Leak Protection, Flushing & GIS Admin 2 (O)	-	3,200.00	3,200.00
	November 17 2016 : Canal Street Sewer Phase 2 (I)	-	25,050.00	25,050.00
	November 17 2016 : Sewer Leak Detection, Flushing & GIS Admin (I)	-	6,650.00	6,650.00
	November 17 2016 : Sewer Illicit Connection Removal (O)	-	12,575.00	12,575.00
	November 17 2016 : Bikeway & Roadway Improvements (I)	-	5,400.00	5,400.00
	November 17 2016 : Painting Pedestrian & Historical Lights (I)	-	300.00	300.00
	November 17 2016 : Bike Path Design/Construction (I)	-	300.00	300.00
	November 17 2016 : McGrath Park Paving/Concession Stand (I)	-	2,500.00	2,500.00
	November 17 2016 : Roads Sidewalk & Crosswalks (Non-Chapter 90) (I)	-	2,600.00	2,600.00
	November 17 2016 : General Building Maintenance Upgrades (I)	-	300.00	300.00
	November 17 2016 : Replace Fire Engine 2 or 5 (I)	-	8,900.00	8,900.00
	November 17 2016 : Citywide Computer Replacement (I)	-	2,100.00	2,100.00
	November 17 2016 : Citywide Fiber Optic Network (I)	-	7,300.00	7,300.00
	November 17 2016 : Winter Island Electrical Upgrades RVField(Ph 1)(I)	-	300.00	300.00
	November 17 2016 : Blaney Street Pier & Terminal (City Match) (I)	-	4,400.00	4,400.00
	November 17 2016 : Mary Jane Lee Park (Phase II) (I)	-	1,000.00	1,000.00
	November 17 2016 : Old City Hall Window Replacement (I)	-	1,725.00	1,725.00
	November 17 2016 : Compressor (Public Services) (I)	-	300.00	300.00
	November 17 2016 : Open Space/Pocket Park Upgrades(Public Services)-I	-	300.00	300.00
	November 17 2016 : Purchase/Replace Non-Conforming Signs (PubServ)(I)	-	400.00	400.00
	November 17 2016 : Ford F550 6-wheel dump Truck (unit 71)(PubServ)(I)	-	1,200.00	1,200.00
	November 17 2016 : Ford F550 6-wheel Dump Truck (unit 71)(PubServ)(I)	-	1,000.00	1,000.00
	November 17 2016 : 2000 Int'l Dump Truck (unit 14)(PubServ)(I)	-	2,500.00	2,500.00
	November 17 2016 : Trash Packer (Public Services) (I)	-	1,400.00	1,400.00
	November 17 2016 : 2-Ton Propane Hot Box (Public Services) (I)	-	700.00	700.00

Aggregate Debt Service

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
	November 17 2016 : Automation of South Harbor Garages (Parking) (I)	-	9,200.00	9,200.00
	November 17 2016 : Parking Garage Upgrades (I)	-	2,500.00	2,500.00
	November 17 2016 : Transfer Station Property Remediation (O)	-	10,775.00	10,775.00
Subtotal		-	\$284,900.00	\$284,900.00
05/01/2019	December 2 2015 : Folly Hill Tank Storage I (O)	-	33,125.00	33,125.00
	December 2 2015 : Folly Hill Tank Storage II (O)	-	16,500.00	16,500.00
	December 2 2015 : System Flushing/Valve Maintenance (O)	-	6,625.00	6,625.00
	December 2 2015 : Meter Replacement Program (O)	-	1,500.00	1,500.00
	December 2 2015 : Valve Pipe Replacement (O)	-	1,500.00	1,500.00
	December 2 2015 : I/I Study, Design & Construction (I)	-	12,534.38	12,534.38
	December 2 2015 : Canal St. Phase II (I)	-	29,190.63	29,190.63
	December 2 2015 : Illicit Connection Removal (I)	-	1,665.63	1,665.63
	December 2 2015 : Line Extension, Rehab & Upgrades (I)	-	875.00	875.00
	December 2 2015 : Garage Updates (I)	-	2,540.63	2,540.63
	December 2 2015 : Kiosk Umbrellas (I)	-	750.00	750.00
	December 2 2015 : Computer Replacement Program (I)	-	3,375.00	3,375.00
	December 2 2015 : District-Wide Security Updates (I)	-	1,125.00	1,125.00
	December 2 2015 : Replace Lunchroom/Cafeteria Equipment (I)	-	500.00	500.00
	December 2 2015 : HS Transformer Replacement (I)	-	750.00	750.00
	December 2 2015 : Saltonstall Elementary School I (O)	-	9,671.88	9,671.88
	December 2 2015 : Saltonstall Elementary School II (O)	-	4,206.25	4,206.25
	December 2 2015 : Collins Middle School I (O)	-	6,340.63	6,340.63
	December 2 2015 : Collins Middle School II (O)	-	13,450.00	13,450.00
	December 2 2015 : Collins Middle School III (O)	-	19,196.88	19,196.88
	December 2 2015 : Golf Course Equipment (I)	-	1,625.00	1,625.00
	December 2 2015 : Wrought Iron Fence (I)	-	875.00	875.00
	December 2 2015 : Memorial Park Pillars & Fencing (I)	-	250.00	250.00
	December 2 2015 : Blaney Street Terminal - City Match (I)	-	4,206.25	4,206.25
	December 2 2015 : Winter Island Pathway & Fort Restoration (I)	-	875.00	875.00
	December 2 2015 : Police CAD/RMS Replacement (I)	-	2,000.00	2,000.00
	December 2 2015 : Police Vehicle GPS Units (I)	-	625.00	625.00
	December 2 2015 : DPS 1988 Ladder Replacement (I)	-	3,337.50	3,337.50
	December 2 2015 : DPS 2000 Dump Truck Replacement (I)	-	2,350.00	2,350.00
	December 2 2015 : Paving (I)	-	10,812.50	10,812.50
	December 2 2015 : Seawalls (I)	-	3,175.00	3,175.00
	December 2 2015 : Bike Path (I)	-	250.00	250.00
Subtotal		-	\$195,803.16	\$195,803.16

Aggregate Debt Service

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
06/01/2019	December 19 2013 : Saltonstall School (OSQ)	-	24,968.75	24,968.75
	December 19 2013 : Collins Middle School (OSQ)	-	51,556.25	51,556.25
	December 19 2013 : School Building Repairs (ISQ)	-	1,853.13	1,853.13
	December 19 2013 : School Equipment (ISQ)	-	1,000.00	1,000.00
	December 19 2013 : Police Equipment (ISQ)	-	2,000.00	2,000.00
	December 19 2013 : Fire Equipment (ISQ)	-	14,243.75	14,243.75
	December 19 2013 : Electric Dept Equipment (ISQ)	-	1,000.00	1,000.00
	December 19 2013 : Parks & Rec (ISQ)	-	2,175.00	2,175.00
	December 19 2013 : Canal Street Utility Program (ISQ)	-	60,968.75	60,968.75
	December 19 2013 : Cur Ref of Jan 15 2003 Bowditch School (OSQ)	-	6,700.00	6,700.00
	December 19 2013 : Cur Ref of Jan 15 2003 Carlton School (OSQ)	-	4,800.00	4,800.00
	December 19 2013 : Adv Ref of Jan 1 2005 Witchcraft School (ISQ)	-	10,628.13	10,628.13
	December 19 2013 : Adv Ref of Jan 1 2005 Carlton School (OSQ)	-	2,912.50	2,912.50
	December 19 2013 : Adv Ref of Jan 1 2005 Parking Garage Repairs (ISQ)	-	900.00	900.00
	December 3 2014 : South River Basin Upgrade (I)	-	27,312.50	27,312.50
	December 3 2014 : Drain Improvements (I)	-	4,096.88	4,096.88
	December 3 2014 : Road Improvements (I)	-	24,000.00	24,000.00
	December 3 2014 : Bertram Field (I)	-	18,706.25	18,706.25
	December 3 2014 : Electric- Generator (I)	-	806.25	806.25
	December 3 2014 : Fire- SCBA (I)	-	200.00	200.00
	December 3 2014 : Fire- Station 4 Door Alt (I)	-	200.00	200.00
	December 3 2014 : Parking- Water Proofing (I)	-	15,021.88	15,021.88
	December 3 2014 : Planning- MBTA Station (I)	-	6,828.13	6,828.13
	December 3 2014 : DPW Backhoe (I)	-	500.00	500.00
	December 3 2014 : Engineering- Roadway (I)	-	600.00	600.00
	December 3 2014 : Engineering- Canal Street (I)	-	800.00	800.00
	December 3 2014 : Engineering- Bike Path (I)	-	100.00	100.00
	December 3 2014 : School- District Wide Security (I)	-	500.00	500.00
	Subtotal	-	\$285,378.15	\$285,378.15
	Total	\$6,434,490.00	\$2,452,829.80	\$8,887,319.80

Capital Improvement Policies

Budget Policies

- The city will make all capital purchases and improvements in accordance with the adopted capital improvement program.
- The city will develop a multi-year plan for capital improvements and update it annually.
- The city will enact an annual capital budget based on the multi-year capital improvement plan. Future capital expenditures necessitated by changes in population, changes in real estate development or changes in economic base will be calculated and included in capital budget projections.
- The city will coordinate development of the capital improvement budget with the development of the operating budget. Future operating costs associated with new capital improvement will be projected and included in operating budget forecasts.
- The city will use intergovernmental assistance to finance only those capital improvements that are consistent with the capital improvement plan and priorities, and whose operating and maintenance costs have been included in operating budget forecasts.
- The city will maintain all its assets at a level adequate to protect the city's capital investment and to minimize future maintenance and replacement costs.
- The city, as part of its capital planning process, will project its equipment replacement and maintenance needs for the next several years and will update this projection each year. From this projection, a maintenance and replacement schedule will be developed and followed.
- The city will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted to the City Council for approval.
- The city will determine the least costly financing method for all new projects.

Debt Policies

- The city will confine long-term borrowing to capital improvements or projects/equipment that cannot be finance from current revenues.
- When the city finances capital projects by issuing bonds, it will pay back the bonds within a period not to exceed the expected useful life of the project.
- Total net debt service from general obligation debt will not exceed five (5) percent of total annual operating budget as listed on part 1a of the annual tax rate recapitulation as submitted to the Department of Revenue.
- Debt will only be issued for capital that is valued greater than \$25,000, and has a depreciable life of five (5) or more years.
- Total general obligation debt will not exceed that provided in the state statutes.
- Whenever possible, the city will use special revenue funds, special assessments, or other self-supporting bonds, instead of general obligation bonds.
- The city will not use long-term debt for current operations unless otherwise allowed via special legislation.
- The city will retire bond anticipation debt within six months after completion of the project.
- The city will maintain good communications with bond rating agencies about its financial condition.
- The city will follow a policy of full disclosure on every financial report and bond prospectus.

Source: “**Handbook 4, Financial Performance Goals**”, Evaluating Local Government Financial Condition, International City Management Association.

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Mayor

Mission Statement – Why We Exist

The Mayor is the Chief Executive Officer and administrative head of the City of Salem. In that capacity, she appoints department staff and board members, submits the annual budget to the City Council, approves all financial instruments and contracts, recommends bond issues, legislation, and orders to the City Council, and represents the City with other governmental entities. As the general administrator of all City departments she is responsible for the operations of City government in carrying out the people's work and ensuring the City's overall welfare. The Mayor serves as Chair of the School Committee, the Board of Public Library Trustees, the Salem Harbor Port Authority, the Board of Trust Fund Commissioners, and the North Shore Coalition. The Mayor also serves on the Commonwealth's Seaport Economic Advisory Council and the Salem Housing Authority. The Office of the Mayor ensures that Salem's residents, businesses, and visitors receive the highest quality services and assistance that is available to them within the Mayor's jurisdiction. The Mayor's Office is accountable to all individuals and municipal employees within the City of Salem and provides constituent services in a concise and business friendly manner.



Significant Budget & Staffing Changes for FY 2019

There are no significant budget and staffing changes for FY2019.

Recent Accomplishments



Finances

- Completed Comprehensive Annual Financial Report (CAFR) in accordance with GFOA standards
- Held City general spending to 3.2% growth, with one of the lowest tax increases on the North Shore
- Received ninth Distinguished Budget Presentation Award
- Continuation of City's 5-year financial forecast
- Continuation of comprehensive Capital Improvement Plan
- Received reconfirmation of bond rating upgrade by Standard & Poor's to AA, the highest level on record for the City
- Negotiated or renewed PILOT and SILOT agreements with local nonprofits
- Continued transparency initiative by continuing Salem's Visual Budget

Improving Government

- Continuation of Salem State University Neighborhood Advisory Committee and Neighborhood Improvement Advisory Council
- Continued participation in joint Salem/Beverly Homelessness Task Force
- Continued internal Problem Properties Working Group and participation in the Attorney General's Abandoned Housing Initiative
- Continued work with the Innovation Field Lab of Harvard's Kennedy School to improve response to problem properties
- Established the Salem for All Ages Task Force and Leadership Council, which completed Year 1 implementation of the Salem for All Ages action plan
- Published Salem for All Ages website and resource guide
- Revived the dormant Salem Affordable Housing Trust Fund Board
- Continued the Building Salem public information initiative
- Updated *New Resident Guide* in English and Spanish
- Continued transparency initiative of posting of board and committee vacancies weekly on the City website, in English and Spanish
- Continued transparency initiative of posting Mayor's filings with the City Council on website before every regular City Council meeting
- Continued annual online Resident Survey in English and Spanish and compiled/analyzed results
- Continued annual online Haunted Happenings survey, as well as public Halloween "after action" meeting, and compiled/analyzed results
- Continued the *FYI Salem* newsletter of City updates and information
- Continued the *FYI Salem* podcast
- Encouraged broader civic engagement through appointments to City boards and commissions
- Made updates to the Salem Stat program to collect and analyze performance measures in various departments
- Launched Municipal Diversity Index
- Continued quarterly All Staff meetings for City personnel
- Launched official City of Salem Twitter account to more rapidly share public information
- Continued implementation of SeeClickFix work order and CRM tool for City workers
- Piloted October shuttles to reduce traffic congestion during busy visitors' season
- Updated online Snow Emergency webpage with maps, guides, contact information, and other resources
- Expanded use of "Get Through October" Twitter feed for real-time October road closure and traffic updates
- Continued All Salem meetings of all City public employees
- Continued *Imagine Salem* visioning initiative in anticipation of the 400th Anniversary in 2026



Public Improvement Initiatives



- Continued advocacy and feasibility study for South Salem MBTA commuter rail stop
- Working with community stakeholders developed next round of City CPA applications
- Continuation of Horace Mann Laboratory School relocation process and supported Nathaniel Bowditch School families with integration plan
- Carried out relocation of City Hall Annex offices from 120 Washington Street to 90 Washington Street
- Carried out relocation of Parks, Recreation, and Community Services from 5 Broad Street to the Mayor Jean Levesque Community Life Center at 401 Bridge Street.
- Continued a regional shuttle study through the Metropolitan Area Planning Council and a City shuttle study through the Salem for All Ages initiative
- Oversaw repaving of multiple City streets
- Worked to continue redevelopment of former District Court building and property
- Worked with legislative delegation to advance disposition and reuse of former Superior Court and County Commissioners buildings
- Completed demolition and capping of transfer

station landfill site

- Oversaw implementation of Derby Street Envision 2020 improvements and Canal Street Roadway Improvement Project in partnership with MassDOT
- Began design phase planning for Essex Street upgrades and Boston Street Roadway Improvement Project
- Worked with MassDOT on design phase of upgrades to Route 107/Highland Avenue
- Continued design and construction of Boston/Bridge Street complete street upgrades
- Continued planning for improvements at Loring/Lafayette intersection and New Liberty/Brown intersection
- Cleaning of storm water/sewer siphons, completion of planned leak detection and valve exercising to address water infrastructure challenges
- Continued implementation of the second phase of Canal Street flood control project and associated impacts
- Completed upgrades at Collins Cove Park and Mary Jane Lee Park, and construction and dedication of Proctor's Ledge Memorial
- Continued upgrades of McGlew Park and Lafayette Park, and began planning upgrades for Forest River Park and Palmer Cove Park
- Completed public design process for new waterfront park at 289 Derby Street
- Continued planning and installation of bicycle infrastructure
- Advanced design of downtown bike lanes for installation
- Launched Zagster Bike Share and quickly expanded to additional hubs
- Launched Salem Harbor Shuttle service



- Continued Salem PowerChoice municipal electrical aggregation program
- Completed installation of solar arrays on top of the Bentley Academy Charter School and the Witchcraft Heights Elementary Schools
- Secured \$1.22 million state grant to rebuild Forest River Park seawall and grant for coastal resiliency infrastructure in Collins Cove.
- Began feasibility study on DPW facility, Camp Naumkeag, and Pioneer Village



Other Accomplishments

- Supported job creation and retention through private business expansion and job readiness programs
- Once again achieved 100% on the Human Rights Campaign’s Municipal Equality Index
- Continued implementation of the Point Vision and Action Plan, Historic Preservation Plan, Public Art Master Plan, and Open Space and Recreation Plan
- Continued strategic planning on the future of Artists Row and began planning on future of East India Square
- Continued Mayors’ Shoebox charitable event over the holidays with support from the Salem Youth Commission
- Co-chaired City’s participation in the By All Means education initiative through Harvard’s Graduate School of Education and launched the Our Salem, Our Kids initiative as a result
- Continued chairing the Salem Children’s Cabinet
- Continued with Mayors for Equality to combat discrimination against LGBTQ individuals
- Continued Salsa on the South River program in the Point over the summer

- Continued operation of the grant-funded Salem Mass in Motion health and wellness program and associated activities and initiatives
- Continued Salem Safe Routes to Schools initiative
- Continued Summer Meals initiative to address childhood hunger
- Continued Salem Food Policy Council through Salem Mass in Motion and issued final report
- Continued support for Salem at Sea summer ELL program
- Continued Innovation North technology consortium and initiative
- Worked with Salem Chamber of Commerce and Main Streets to organize and promote the Salem Farmers Market and other community and business events
- Managed safe and successful Haunted Happenings, as well as other special events, including the July 4th celebration, Heritage Days, “Launch” New Year’s event, and more
- Successfully hosted major cruise ship visits at Salem Wharf
- Received numerous grants for programs, public safety, recreation, parks and playgrounds, transportation and infrastructure needs, historic preservation, planning, energy initiatives, and more
- Expanded the Senior Citizen Tax Work-Off Abatement program



- Hired new Director of the Council on Aging, new Purchasing Agent, and new Finance Director

FY 2019 Goals and Objectives

- Continue to work with the City Council on a pro-active agenda to professionalize local government and lead Salem forward
- Continue comprehensive turn-around and school improvement process for Salem Public Schools
- Continue to enhance the management and profitability of Haunted Happenings and other special events in the City
- Continue efforts to improve and expand Salem Wharf and enhance Salem’s waterfront activity
- Continue oversight of the multiple concurrent and planned public and private capital projects
- Continue to offer the highest quality customer/constituent services and responsiveness

Outcomes and Performance Measures	Actual FY 2016	Actual FY 2017	Estimate FY 2018	Estimated FY 2019
Submit balanced City budget on schedule	Yes	Yes	Yes	Yes
Total constituent contacts to office	678	1,080	2,664	2,500
Average business days to respond to constituent contact	0.55	0.76	0.70	0.60
Average business days to close constituent contact	0.93	1.00	0.95	0.90
SeeClickFix: "Other" issues closed out	292	399	644	645
Knowledgebase Questions answered	28	13	14	15
Resident Survey respondents	1,382	803	1,000	1,100
Haunted Happenings survey respondents	540	498	500	510
Board vacancy opportunities announced	26	46	52	52
Board vacancies at end of FY	3	2	2	2
Board appointments and re-appointments	n/a	41	50	50
News and announcements issued	187	179	190	190
News and announcements subscribers	1,554	2,111	2,667	3,224
All salem.com subscribers	n/a	n/a	20,728	21,000
CodeRED registered phone numbers	19,650	20,500	21,350	22,200
CodeRED registered email addresses/texts	5,433	6,404	7,375	8,346
Mayor's social media followers	18,210	18,582	18,800	19,000
City of Salem Twitter followers	n/a	n/a	500	700
City of Salem Twitter updates	n/a	n/a	300	400

FYI Salem issues	12	23	24	24
FYI Salem podcasts	4	25	25	25
New Resident Guides sent out	325	636	640	640
NIAC and SSUNAC meetings	18	23	23	23
Constable appointments processed	26	17	10	10
Banner applications processed	55	35	50	50
Mayoral appointments and meetings	1,867	1,868	2,214	1,983
Celebrating a new Salem business	31	26	35	35
SalemStat meetings	40	36	48	60
Latino Affairs Coordinator one-on-one meetings	100	125	80	102
Latino Affairs Coordinator pages translated	235	135	146	172
Latino Affairs Coordinator City Hall walk-in translations/interpretations	150	90	90	110
Salem Mass in Motion (MiM) Facebook followers	344	366	400	410
Salem MiM meetings with partners and stakeholders	148	42	130	130
Salem MiM nutrition and/or physical activity projects	7	13	46	45
Salem MiM partner organizations and individual stakeholders	42	32	66	65
BuildingSalem social media updates	385	505	620	650
BuildingSalem social media followers	2,457	2,968	3,000	3,100
BuildingSalem unique website visitors	5,345	5,465	5,500	5,600
Get Through October Twitter followers	450	492	540	550
Get Through October Twitter updates	88	115	132	135

How FY 2019 Departmental Goals Relate to City's Overall Long & Short Term Goals

The goals of the Mayor's Office are closely aligned to the City's overall strategic plan goals. As the most frequently utilized portal to local government by constituents, the Mayor's Office places a high priority on customer service, responsiveness, and transparency. By seeking to reduce response times to constituent inquiries the Office aims to improve communication and maintain a high level of responsiveness and accessibility.

The Office is actively involved in the implementation of the SalemStat performance measurement and evaluation program, with the Mayor and Chief of Staff attending monthly SalemStat meetings for all participating departments. Communication and transparency is also achieved through the Neighborhood Improvement Advisory Council (NIAC) and the Salem State University Neighborhood Advisory Council (SSUNAC), both of which are made up of residents and are chaired by the Mayor's Chief of Staff. It is also met through the deployment of innovative platforms and tools, such as SeeClickFix and the BuildingSalem public information initiative. The Mayor's Office also includes the City's Latino Affairs Coordinator and LGBT Liaison, and continues to oversee the Salem Mass in Motion health and wellness program, Salem Safe Routes to School, the Problem Properties Task Force, the Salem Food Policy Council, and the Summer Meals Community Council. The Mayor's Office is active in developing the Mayor's annual budget and seeks to annually develop, in partnership with the Finance Department, an on-time, balanced budget and five-year capital plan that meet the GFOA's highest standards.

The Mayor and her staff are deeply engaged in advancing the economic development goals of the City, including, though not limited to, the Footprint power plant project, Salem Wharf development, implementation of the Point Vision and Action Plan and other City plans, and the re-use of the Salem District Court, Superior Court, and County Commissioners building. The Mayor and her team are very involved in the successful planning and execution of special events, including the July 4th celebration, Heritage Days, Haunted Happenings, and other community events that positive impact the local economy and build civic pride and engagement at the same time. Finally, the Mayor takes an active role in ensuring public infrastructure and facilities projects are advanced; these especially include the ongoing Canal Street flood control and Roadway Improvement projects, the paving master plan and sidewalk repairs, and other major roadway enhancements.



CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures FY 2017	Adopted Budget FY 2018	Adjusted Budget FY 2018	Y-T-D Expenses FY 2018	Department FY 2019	Mayor FY 2019	Council FY 2019
Mayor-Personnel									
11211	5111	SALARIES-FULL TIME	369,898.31	348,036.00	348,036.00	358,132.96	363,036.00	367,432.00	367,432.00
11211	5113	SALARIES-PART TIME	0.00	39,922.00	39,922.00	0.00	39,922.00	40,721.00	40,721.00
Total Mayor-Personnel			369,898.31	387,958.00	387,958.00	358,132.96	402,958.00	408,153.00	408,153.00
Mayor-Expenses									
11212	5305	ACCOUNTING AND AUDIT	50,080.00	50,800.00	50,800.00	50,080.00	50,800.00	50,800.00	50,800.00
11212	5320	CONSULT/CONTRACTED SERVICES	102,685.56	100,000.00	100,000.00	72,060.93	100,000.00	90,000.00	90,000.00
11212	5381	PRINTING AND BINDING	996.35	1,000.00	1,000.00	931.97	1,500.00	1,500.00	1,500.00
11212	5421	OFFICE SUPPLIES (GEN	3,415.19	2,500.00	2,500.00	2,047.56	3,000.00	3,000.00	3,000.00
11212	5710	IN STATE TRAVEL/MEETINGS	2,664.17	3,000.00	3,000.00	2,929.58	3,000.00	3,000.00	3,000.00
11212	5730	DUES AND SUB	10,809.00	9,900.00	9,900.00	9,124.43	9,900.00	9,900.00	9,900.00
Total Mayor-Expenses			170,650.27	167,200.00	167,200.00	137,174.47	168,200.00	158,200.00	158,200.00
160	121	Department Total	540,548.58	555,158.00	555,158.00	495,307.43	571,158.00	566,353.00	566,353.00

FY 2019 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2018	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2018	Dept Prop Rate FY 2019	Dept Request FY 2019	Mayor Rate FY 2019	Mayor Proposed FY 2019	Council Voted FY 2019
ASSADE LAURA	160 MAYOR	11211-5111	Constituent Serv/Latino Coord		61,382.41		1.00	1	100%	1,180.43	1,180.43	61,382.41	1,204.04	62,610.06	62,610.06
DION JACLY	160 MAYOR	11211-5111	BRD CLERK-SSU NBHD Committee		720.00	B		12		60.00	60.00	720.00	60.00	720.00	720.00
DRISCOLL KIMBERLEY	160 MAYOR	11211-5111	MAYOR 7/1/2018 to 12/31/2018		67,500.00		0.50	0.5	50%	2,596.15	2,596.15	67,500.00	2,596.15	67,500.00	67,500.00
DRISCOLL KIMBERLEY	160 MAYOR	11211-5111	MAYOR 1/1/2019 to 6/30/2019		67,500.00		0.50	0.5	50%	2,596.15	2,884.62	75,000.00	2,884.62	75,000.00	75,000.00
PANGALLO DOMINICK	160 MAYOR	11211-5111	CHIEF OF STAFF	3/18/2013	91,719.40		1.00	1	100%	1,763.83	1,763.83	91,719.40	1,799.11	93,553.79	93,553.79
WESSELL JENNIFER	160 MAYOR	11211-5111	EXECUTIVE SECY	1/1/2006	66,713.26		1.00	1	100%	1,282.95	1,282.95	66,713.26	1,308.61	68,047.53	68,047.53
					348,035.08	Total Full Time - 5111					363,035.08		367,431.38	367,431.38	
ROBERTS ADA	160 MAYOR	11211-5113	Constituent Serv/Sp Proj Asst		19,960.85			35	50%	21.94	21.94	19,960.85	22.37	20,360.07	20,360.07
CAHILL SARAH	160 MAYOR	11211-5113	Constituent Serv/Sp Proj Asst	10/19/16	19,960.85			35	50%	21.94	21.94	19,960.85	22.37	20,360.07	20,360.07
					39,921.70	Total Part Time - 5113					39,921.70		40,720.13	40,720.13	
					387,956.78	4.00	Department Total				402,956.78		408,151.51	408,151.51	

*Mayor's salary to increase to 135K on 1/1/18 and 150K on 1/1/19 - CO # 195A

Full-Time Equivalent Employees:	FY 2017	5.00
	FY 2018	4.00
	FY 2019	4.00
	Variance 18 vs. 19	0.00

EMPLOYEES GRANTS/SPECIAL REVENUE FUNDING

Name	Funding	Job Desc	Hours	Rate	Total FY 2017
Pangallo Dominick	Building Salem Mayor	CIP 11211 Chief Aid	0.00	12.00	588.16
			1.00		1,799.11
					93,553.79
					100,611.71
Murphy Kerry	EOS Summer Meals	2316 Healthy Living Coordinator	0.29	10.00	13.84
					138.40
					7,196.80
					7,196.80
Findley Russell	Mass in Motion	2538 Build Env Coordinator	0.54	19.00	25.93
					492.72
					25,621.31
					25,621.31
Murphy Kerry	Mass in Motion	2538 Healthy Living Coordinator	0.26	9.00	20.50
					184.50
					9,594.00
					9,594.00
Vacant	Mass in Motion	2538 Safe Rts to School	0.34	12.00	15.38
					184.50
					9,594.00
					9,594.00

Total Grants/SR-> 1.14

FY 2019 DETAILED BUDGET REPORT
EXPENSES

MAYOR - 160

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
11212	5305	Accounting and Audit			
		Annual city audit (includes Retirement)	45,800	45,800	45,800
		CAFR filing fees	5,000	5,000	5,000
TOTAL			50,800	50,800	50,800
11212	5320	ContractedSevices			
		Consulting, translation and constituent services, SalemStat & performance improvement initiatives	80,000	70,000	70,000
		Ota Japan - \$20,000.	20,000	20,000	20,000
Total			100,000	90,000	90,000
11212	5381	PRINTING AND BINDING			
		City Seals, Business Cards, Envelopes, Notices, etc.	1,500	1,500	1,500
TOTAL			1,500	1,500	1,500
11212	5421	OFFICE SUPPLIES			
		General office supplies as needed	3,000	3,000	3,000
TOTAL			3,000	3,000	3,000
11212	5710	IN STATE TRAVEL/MEETINGS			
		Registrations and travel expenses for meetings and seminars	3,000	3,000	3,000
TOTAL			3,000	3,000	3,000
11212	5730	DUES AND SUBSCRIPTIONS			
		Massachusetts Municipal Association Dues	8,400	8,400	8,400
		North Shore Mayor's Coalition(Metropolitan Area Planning Council)	1,500	1,500	1,500
TOTAL			9,900	9,900	9,900
TOTAL PROPOSED			168,200	158,200	158,200

City Council

Mission Statement – Why We Exist

As Clerk of the City Council attends all regular, special and public hearing meetings, serves as parliamentarian, records the action taken by the City Council, roll call votes, prepares and distributes agendas using experienced and discretion regarding proper form, oversees recording and indexing of Council minutes, advertising of all ordinances as required by City Charter, processes and forwards Council matters to proper departments and agencies in accordance with the votes of the City Council. Maintain all minutes of the Council Committees. Prepare paperwork for all committee and scheduling of all Committee meetings with invitations to invitees.

Significant Budget & Staffing Changes for FY 2019

City Council Payroll will increase for 6 months of FY2019 as per ordinance

Recent Accomplishments

Successful and Beautiful Inauguration held on Monday, January 1, 2018 at the Peabody Essex Museum. A total of four (4) new Councillors were sworn in. Christine W. Madore, Ward 2; Lisa JB Peterson, Ward 3, Timothy G. Flynn, Ward 4 and Domingo Dominguez, At-Large.

FY 2019 Goals & Objectives

- Maintain the upkeep of all Council records.
- To do the necessary archiving of all records for their safe keeping
- Apply for grants to re-do/reorganize the first-floor vault and
- Digitizing more records
- Attend more Census2020 workshops
- To continue to do the printing of the Government Card in house and the City Manual.
- Maintain the upkeep of the Council minutes on the Website



- Look into putting on with the minutes the recording of the City Council meeting
- All Ordinances are updated on the web monthly by Municipal Code Corp.
- Window treatments for Council Ante room
- Continue restoration of Council Furniture or purchase new furniture

Outcomes and Performance Measures	Actual FY 2016	Actual FY 2017	Estimated FY2018	Estimate FY2019
LICENSES PASSED BY COUNCIL				
Public Guide	122	131	127	127
Second Hand Valuable	12	11	12	12
Second Hand Clothing	4	4	4	4
Taxi Operator	109	97	103	103
Taxi Cab Licenses	49	66	48	58
Limousine License	5	4	4	4
Vehicle for Hire	6	6	6	6
Vehicle for Hire Operators	15	16	15	15
Drain layer/Contract Operator	38	46	42	42
Junk Dealer	2	3	3	3
Pawnbroker	1	1	1	1
Sea worm License	10	9	9	9
Council records processed	712	666	689	689
Ordinances adopted	11	12	12	12
Zoning Ordinances	2	4	3	3
Traffic Ordinances	48	46	47	47

How FY 2019 Departmental Goals Relate to City's Overall Long & Short Term Goals

Will be putting more information and forms on the city's website.

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
City Council-Personnel									
11111	5111	SALARIES-FULL TIME	141,699.96	149,950.00	149,950.00	133,293.70	152,200.00	152,200.00	152,200.00
Total	City Council-Personnel		141,699.96	149,950.00	149,950.00	133,293.70	152,200.00	152,200.00	152,200.00
City Council-Expenses									
11112	5306	ADVERTISING	34,549.89	20,000.00	68,000.00	49,800.14	37,000.00	25,000.00	25,000.00
11112	5320	CONTRACTED SERVICES	1,700.00	0.00	0.00	0.00	0.00	0.00	0.00
11112	5381	PRINTING AND BINDING	11,755.20	15,000.00	25,000.00	17,714.22	23,000.00	19,400.00	19,400.00
11112	5421	OFFICE SUPPLIES (GEN	59.21	250.00	250.00	249.69	250.00	250.00	250.00
11112	5710	IN STATE TRAVEL/MEETINGS/TRAI	0.00	0.00	0.00	0.00	1,000.00	1,000.00	1,000.00
11112	5730	DUES AND SUB	0.00	200.00	200.00	65.00	500.00	500.00	500.00
11112	5783	MIDTERM/INAUGURAL	62.00	500.00	500.00	450.50	500.00	500.00	500.00
Total	City Council-Expenses		48,126.30	35,950.00	93,950.00	68,279.55	62,250.00	46,650.00	46,650.00
030	111	Department Total	189,826.26	185,900.00	243,900.00	201,573.25	214,450.00	198,850.00	198,850.00

FY 2019 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2018	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2018	Dept Prop Rate FY 2019	Dept Request FY 2019	Mayor Rate FY 2019	Mayor Proposed FY 2019	Council Voted FY 2019
DOMINGUEZ DOMINGO	030 CITY COUNCIL	11111-5111	COUNCILLOR	1/1/2018	NEW			1	AT LARGE			13,500.00		13,500.00	13,500.00
FUREY THOMAS	030 CITY COUNCIL	11111-5111	COUNCILLOR	01/01/1996	12,000.00			1	AT LARGE			13,500.00		13,500.00	13,500.00
MILO ELAINE	030 CITY COUNCIL	11111-5111	COUNCIL PRESIDENT	1/1/2014	12,500.00			1	AT LARGE			13,500.00		13,500.00	13,500.00
SARGENT ARTHUR	030 CITY COUNCIL	11111-5111	COUNCILLOR	01/01/2000	12,000.00			1	AT LARGE			13,500.00		13,500.00	13,500.00
MCCARTHY ROBERT	030 CITY COUNCIL	11111-5111	COUNCILLOR	01/01/2008	12,000.00			1	WARD 1			13,500.00		13,500.00	13,500.00
MADORE CHRISTINE	030 CITY COUNCIL	11111-5111	COUNCILLOR	1/1/2018	NEW			1	WARD 2			13,500.00		13,500.00	13,500.00
PETERSON LISA	030 CITY COUNCIL	11111-5111	COUNCILLOR	1/1/2018	NEW			1	WARD 3			13,500.00		13,500.00	13,500.00
*FLYNN TIMOTHY	030 CITY COUNCIL	11111-5111	COUNCILLOR	1/1/2018	NEW			1	WARD 4		Does not take compensation				-
TURIEL JOSH	030 CITY COUNCIL	11111-5111	COUNCILLOR	1/1/2012	12,000.00			1	WARD 5			13,500.00		13,500.00	13,500.00
GERARD BETH	030 CITY COUNCIL	11111-5111	COUNCILLOR	1/1/2014	12,000.00			1	WARD 6	Council President		14,000.00		14,000.00	14,000.00
DIBBLE STEPHEN	030 CITY COUNCIL	11111-5111	COUNCILLOR	1/1/2016	12,000.00			1	WARD 7			13,500.00		13,500.00	13,500.00
EPPLY DAVID	030 CITY COUNCIL	11111-5111	COUNCILLOR	1/1/2014	12,000.00			1				-		-	-
FAMICO HEATHER	030 CITY COUNCIL	11111-5111	COUNCILLOR	1/1/2014	12,000.00			1				-		-	-
LOVELY STEPHEN	030 CITY COUNCIL	11111-5111	COUNCILLOR	1/1/16	12,000.00			1				-		-	-
RYAN JERRY	030 CITY COUNCIL	11111-5111	COUNCILLOR	1/1/16	12,000.00			1				-		-	-
LAPOINTE CHERYL	030 CITY COUNCIL	11111-5111	CLERK OF COUNCIL	05011977	4,000.00	B			12	333.33	333.33	4,000.00	333.33	4,000.00	4,000.00
LAPOINTE CHERYL	030 CITY COUNCIL	11111-5111	CLERK OF COMMITTEE	05011977	500.00	B			12	41.67	41.67	500.00	41.67	500.00	500.00
SIMONS ILENE	030 CITY COUNCIL	11111-5111	ASST CLERK	02271989	4,000.00	B			12	333.33	333.33	4,000.00	333.33	4,000.00	4,000.00
SACCO EILEEN	030 CITY COUNCIL	11111-5111	BUDGET CLERK	06161988	700.00	B			1			Retired		-	-
Replace Sacco	030 CITY COUNCIL	11111-5111	BUDGET CLERK			B			1			700.00		700.00	700.00
Council increase on 1/1/19 - \$1,500.00 annual increase (6 months for FY 2019) - Total 15,000.00 each - CO # 195A					8,250.00			10	50%	1,500.00	-	7,500.00	1,500.00	7,500.00	7,500.00
*Note Councillor Flynn does not take any compensation for council work															
					149,950.00	0.00	Total Full Time - 5111					152,200.00		152,200.00	152,200.00
					149,950.00	0.00	Department Total					152,200.00		152,200.00	152,200.00

Full-Time Equivalent Employees:	FY 2017	0.00
	FY 2018	0.00
	FY 2019	0.00
	Variance 18 vs. 19	0.00

84,500.00

**FY 2019 DETAILED BUDGET REPORT
EXPENSES**

CITY COUNCIL 030

ORG	OBJECT	EXPENSE TITLE	Requested By Department	Approved by Mayor	Approved by Mayor
11112	5306	ADVERTISING			
		Salem Evening News - Charter and M.G.L. mandated ordinance advertising unpredictable due to adoption of ordinances	37,000	25,000	25,000
TOTAL		Avg of FY16 & FY17(\$28K + \$34.5K) actual and FY18 estimated (\$48K)	37,000	25,000	25,000
11112	5381	PRINTING AND BINDING			
		Government cards (printed in-house) minimal cost for cardstock			
		Printing City Manuals (\$2,000 for 300 or \$3,000 for 500)	2,000	2,000	2,000
		Stationery and envelopes (\$1,000)	1,000	1,000	1,000
		Municipal Code Ordinances - hardcopy and online download*			
		Municipal Code Zoning Ordinances - hard copy and online download*			
		Municipal Code Traffic Ordinances - hard copy and online download*			
		* Due to increase in MuniCode pricing and Increase in Ordinances amended/created last year's fees for supplements, online download and online maintenance \$14,000)	15,000	15,000	15,000
		West Group - Mass. General Laws (\$3,600)	3,600		
		Forms, ordinances, orders, committee reports, archive paper for minutes, binders, binding (\$1,000)	1,000	1,000	1,000
		Colonial Engravers - City Council name plates, gavels, clocks (\$400)	400	400	400
TOTAL			23,000	19,400	19,400
11112	5421	OFFICE SUPPLIES GENERAL			
		General office supplies as needed	250	250	250
TOTAL			250	250	250
11112	5710	Instate Travel/ Meeting/Training			
		Seminars and Training as needed - MMA and other training	1,000	1,000	1,000
TOTAL			1,000	1,000	1,000
11112	5730	DUES AND SUBSCRIPTIONS			
		International Institute of Municipal Clerks	135	135	135
		North Shore City and Town Clerk's Association (\$25)	25	25	25
		Massachusetts City Clerk's Association (\$150)	150	150	150
		Massachusetts City and Town Clerk's Association (\$150)	150	150	150
		New England Association of City and Town Clerks (\$40)	40	40	40
TOTAL			500	500	500
11112	5783	Midterm/Inauguration			
		Programs, flowers, etc.	500	500	500
TOTAL			500	500	500
TOTAL PROPOSED			62,250	46,650	46,650

City Clerk

Mission Statement– Why We Exist

The position of City Clerk in the Commonwealth of Massachusetts was originally modeled after a similar position in England. City Clerks are required to exercise wide authority and have extensive responsibilities. The City Clerk holds department head status, and serves as custodian of city records, supervision of the recording and reporting of vital statistics (births, deaths and marriages). The Clerk certifies copies of records and ordinances. Supervises the issuances of permits and licenses in accordance with State Laws and Ordinances, such as marriage intentions and licenses, dog licenses, Auctioneer, Beano, Contract Operator, Drainlayer, Public Guide, Junk Dealer, Pawnbroker, Photographer, Raffles, Seaworms, Second Hand Valuable, Second Hand Clothing, Taxi Operator, Taxi Cab, Limo, Pedi Cab, Horsedrawn Carriages, Trolleys and Yard Sales. Administer the oath of office to elected and appointed City officials for all City Departments, Boards and Commissions and attests all official documents of the City with the City Seal. As well the City Clerk is a member of the Board of Registrar of Voters and Chief Election Official for all elections. Maintains and processes Non-Criminal citations and files cash report to Treasurer. Processes Claims and maintains tracking form for Council Committee. Sends letters to claimant on approved or denied claims. Notifies Solicitor's office of claims.

Significant Budget & Staffing Changes for FY 2019

Due to the retirement of the City Clerk there may be adjustments to staffing for FY2019

Recent Accomplishments

- Waiting for Marriage records to be part of the online system by the State.
- In house templates for the creation of certain vital records
- We can now produce birth records from the 1950's through the current year on the state vital records system.

FY 2019 Goals & Objectives

- The maintaining of information on the city's website in reference to the City Clerks office.
- Maintain the staffing level.
- Automate vital records for processing, recording and indexing.
- Research and Review the option of paying for Vital Records and other licenses/permits online with credit card
- We will be undertaking the project of going through our retention schedule to free up space for records. We have met with vendors to review and evaluate what is actually needed in vault space for the records which must be maintained permanently. Currently we have almost 500 years worth of records being



Motto: "To the furthestmost parts of the rich East"

archived in a vault that clearly has run out of space for years now. This project has been ongoing and we have secured an area in which to continue archiving. We will be needing shelving and archival products as we go forward.

Outcomes and Performance Measures	Actual FY 2016	Actual FY 2017	Estimated FY 2018	Estimated FY 2019
VITAL RECORDS				
Copies of vital records	7110	7037	7074	7074
Birth records recorded	1500	1535	1518	1518
Death records recorded	606	525	566	566
Marriage Licenses	350	341	346	346
Affidavits of vital records	137	104	121	121
LICENSES				
Dog Licenses	2841	2705	2773	2773
Business Certificates	307	228	267	267
Yard Sale permits	144	109	127	127

How FY 2019 Departmental Goals Relate to City's Overall Long & Short Term Goals

- We have secured more space in the basement to archive election and other records to enable us to be more organized for retrieval of records. We will require more shelving and containers that are water proof.
- With 500 years of records of vitals and council it is challenging at best for the secure deposit of our records.

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures FY 2017	Adopted Budget FY 2018	Adjusted Budget FY 2018	Y-T-D Expenses FY 2018	Department FY 2019	Mayor FY 2019	Council FY 2019
City Clerk-Personnel									
11611	5111	SALARIES-FULL TIME	271,132.24	290,581.00	285,581.00	245,913.24	291,568.00	294,619.00	294,619.00
11611	5113	SALARIES-PART TIME	0.00	0.00	0.00	0.00	15,000.00	0.00	0.00
11611	5131	OVERTIME (GENERAL)	0.00	0.00	5,000.00	1,050.26	0.00	0.00	0.00
Total City Clerk-Personnel			271,132.24	290,581.00	290,581.00	246,963.50	306,568.00	294,619.00	294,619.00
City Clerk-Expenses									
11612	5242	OFFICE EQUIPMENT REP	926.08	1,000.00	264.50	264.50	1,000.00	1,000.00	1,000.00
11612	5381	PRINTING AND BINDING	1,660.84	3,500.00	2,590.70	2,590.70	3,500.00	3,500.00	3,500.00
11612	5421	OFFICE SUPPLIES (GEN	1,490.06	1,500.00	1,500.00	1,499.07	1,500.00	1,500.00	1,500.00
11612	5450	ARCHIVAL SUPP & EQUI	1,500.00	2,000.00	3,998.32	2,170.96	2,000.00	2,000.00	2,000.00
11612	5509	DOG LICENSES	1,399.92	1,400.00	1,046.48	1,046.48	1,400.00	1,400.00	1,400.00
11612	5730	DUES AND SUB	300.00	300.00	300.00	300.00	300.00	300.00	300.00
Total City Clerk-Expenses			7,276.90	9,700.00	9,700.00	7,871.71	9,700.00	9,700.00	9,700.00
030	161	Department Total	278,409.14	300,281.00	300,281.00	254,835.21	316,268.00	304,319.00	304,319.00

FY 2019 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2018	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2018	Dept Prop Rate FY 2019	Dept Request FY 2019	Mayor Rate FY 2019	Mayor Proposed FY 2019	Council Voted FY 2019
LAPOINTE CHERYL	030 CITY CLERK	11611-5111	CITY CLERK	02/27/1989	52		0.00	1	100%	1,785.00	Retired			-	-
SIMONS ILENE	030 CITY CLERK	11611-5111	ASST CITY CLERK	09/05/2000			1.00	1	100%	1,148.08	1,148.08	59,700.16	1,171.04	60,894.16	60,894.16
Replace LaPointe	030 CITY CLERK	11611-5111	CITY CLERK	02/27/1989			1.00	1	100%	1,785.00	1,785.00	92,820.00	1,820.70	94,676.40	94,676.40
					138,060.45		3.00				Total AFSCME 1818	139,047.48		139,047.48	139,047.48
					290,580.61		5.00		Total Full Time - 5111			291,567.64		294,618.04	294,618.04
	030 CITY CLERK	11611-5111	PT HELP								NEW	15,000.00			-
					290,580.61		5.00		Department Total			306,567.64		294,618.04	294,618.04

Full-Time Equivalent Employees:	FY 2017	5.00
	FY 2018	5.00
	FY 2019	5.00
	Variance 18 vs. 19	0.00

FY 2019 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2017 52	F T E	Rate FY 2018	Incr FY 2019 1.000	Calc Rate FY 2019	STEP INCREASES				Dept Request FY 2019 52	Mayor FY 2019 52	Council FY 2019 52	
												Date	Rate	# Wks Old	New				
EMMONS	JANET	030 CITY CLERK	11611-5111	ASST REGISTRAR	5/17/10	2	48,087.56	1.00	924.76	1.000	924.76					100%	48,087.52	48,087.52	48,087.52
Ina	Jeanette	030 CITY CLERK	11611-5111	SR CLERK TYPIST	2/26/16		41,885.33	0.00	824.47	0.000	-					100%	Resigned		-
SERPA	LINDA	030 CITY CLERK	11611-5111	ASST REGISTRAR	7/26/2004	2	48,087.56	1.00	924.76	1.000	924.76					100%	48,087.52	48,087.52	48,087.52
Replace	INA	030 CITY CLERK	11611-5111	SR CLERK TYPIST				1.00	824.47	1.000	824.47					100%	42,872.44	42,872.44	42,872.44
							138,060.45	3.00									139,047.48	139,047.48	139,047.48

FY 2019 DETAILED BUDGET REPORT
EXPENSES

CITY CLERK - 030

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
11612	5242	OFFICE EQUIPMENT REPAIR simplex time recorder maintenance typewriter maintenance (5 typewriters)	1,000	1,000	1,000
TOTAL			1,000	1,000	1,000
11612	5381	PRINTING AND BINDING Vital Records Binders & Sleeves(Birth-Death-Marriage) Mylar sheets (Birth-Death-Marriage) Book Binding (Index/Birth/Death/Marriage) Index Cards (Birth/Death/Marriages), Master Cert (Vitals) Marriage Return Envelopes & City Clerk envelopes, City Clerk Stationary	3,500	3,500	3,500
TOTAL			3,500	3,500	3,500
11612	5421	OFFICE SUPPLIES GENERAL W. B. MASON - Typewriter ribbons & correction tapes for vital records,	1,500	1,500	1,500
TOTAL			1,500	1,500	1,500
11612	5450	ARCHIVAL SUPPLIES AND EQUIPMENT Acid free state mandate vital records recording paper ledger sheets (birth/death/marr) Birth, Death & Marriage certificate paper for long and short forms State Bond paper replacement of vital binders for affidavits and births and mylar sleeves due to water damage	2,000	2,000	2,000
TOTAL			2,000	2,000	2,000
11612	5509	DOG LICENSES National Band and Tag for dog tags (3000 tags) Maintenance for Dog Software	1,400	1,400	1,400
TOTAL			1,400	1,400	1,400
11612	5730	DUES AND SUBSCRIPTIONS West Group - Mass. General Laws annual updates-pocket parts West Group - Acts and Resolves	300	300	300
TOTAL			300	300	300
TOTAL PROPOSED			9,700	9,700	9,700

Elections & Registrations

Mission Statement– Why We Exist

The City Clerk serves as the Clerk to the Board of Registrars of Voters, officiates elections and establishes procedures to be followed by election officials at each precinct, oversees registration of voters, prepares computer reports on election returns and prepares election materials of voting precincts. Also organizes the set-up of precincts and maintains handicapped accessibility of all voting locations, supervises staff, issues nominations papers to local candidates, certifies signatures of voters signing nomination papers and initiative petitions for state ballot questions. We are also responsible for the mass mailing of the citywide census, maintaining and entering the date and the notifying of voter confirmation.

Significant Budget & Staffing Changes for FY 2019

We hired one part-time person to work in the Elections office, Lilly Tejada, who is bi-lingual. She is a great addition to our team and has been very instrumental in aiding us with any resident/voter with language barriers and also aids in written translation. We would like to make this part-time position a full-time position or at least increase her part-time hourly wage.



Recent Accomplishments

- We continue to add Spanish speaking interpreters to aid with the election process for those whom need translation. I believe it was successful in that it seems the Spanish community made good use of them. We will be attempting to continue this practice for future elections.
- A census box was added at the Salem Academy Charter School to aid the Point area neighborhood to be able to turn in their census forms in close proximity to their neighborhood.
- We have modernized and professionalized room 5 office with new work spaces with some ergonomically type of fixtures.

FY 2019 Goals & Objectives

- We have added to our staff in order to continue with required census and elections work.
- With the upcoming early voting mandate for the September and November State Elections I will need to not only have more help in the office but at the polls due to the necessary paperwork.
- Work on having a central tabulation facility for the November Election.
- Additional training for poll workers to set up a mock election and work on producing a poll worker training videotape

- Research and test new voting equipment to purchase in the near future. Our current Accuvote machines were purchased in 1998 and replacement parts are no longer being produced.
- We will be purchasing 3 Poll pads a device that will aid in early voting not only to print a label of the voter for the envelope but to upload all the information into the VRIS this will eliminate confusion relative to similar names of voters which we did run into during early voting for the presidential election.
- Work with public retention schedule to purge certain documentation
- Would like to obtain capital improvement funds to repair walls and ceilings in our office that were damaged through years of water leakage.

Outcomes and Performance Measures	Actual FY 2016	Actual FY 2017	Estimated FY 2018	Estimated FY 2019
ELECTIONS (based on month of Nov.)				
# Registered Voters	29,524	30,494	30,698	30,698
# of Voters who voted	22,183	12,458	20,000	12,500
% of Voters who voted	75%	41%	67%	40%
CENSUS				
Census forms mailed out and processed	19,899	17,673	20,932	20,932

How FY 2019 Departmental Goals Relate to City’s Overall Long & Short Term Goals

- Prepare an area and procedures should early voting be adopted by the Legislature for all elections.
- Maintain our census database for all residents and voters.
- Purchase poll pads to aid in early voting
- We have started looking into new voting equipment as the system we now have they are not making replacements for. The new system that the LHS is has greatly improved since this system was purchased in 1998. It was used for the first time in 2017 by the City of Beverly and they could not say enough good things about it.

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council	
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019	
Elect & Reg-Personnel										
11621	5111	SALARIES-FULL TIME	103,296.46	105,126.00	105,126.00	96,268.33	105,126.00	106,177.00	106,177.00	
11621	5113	SALARIES-PART TIME	2,798.00	12,844.00	12,844.00	10,517.50	12,844.00	13,101.00	13,101.00	
11621	5131	OVERTIME (GENERAL)	6,256.99	5,000.00	7,500.00	7,025.97	5,000.00	5,000.00	5,000.00	
Total Elect & Reg-Personnel			112,351.45	122,970.00	125,470.00	113,811.80	122,970.00	124,278.00	124,278.00	
Elect & Reg-Expenses										
11622	5242	OFFICE EQUIPMENT REP	0.00	500.00	6,000.00	5,749.82	500.00	500.00	500.00	
11622	5280	POLLING PLACE RENT	100.00	300.00	300.00	300.00	300.00	300.00	300.00	
11622	5306	ADVERTISING	0.00	1,300.00	1,008.07	894.47	1,300.00	1,300.00	1,300.00	
11622	5309	POLLWORKERS	51,006.36	40,232.00	35,977.43	35,977.43	51,000.00	40,500.00	40,500.00	
11622	5381	PRINTING AND BINDING	13,882.07	16,000.00	18,046.50	15,999.05	16,000.00	16,000.00	16,000.00	
11622	5386	VOTING MACHINE SERVI	13,618.83	16,325.00	10,825.00	10,397.07	16,325.00	12,145.00	12,145.00	
11622	5421	OFFICE SUPPLIES (GEN	2,758.96	1,000.00	1,000.00	999.03	1,000.00	1,000.00	1,000.00	
Total Elect & Reg-Expenses			81,366.22	75,657.00	73,157.00	70,316.87	86,425.00	71,745.00	71,745.00	
030	162	Department Total	193,717.67	198,627.00	198,627.00	184,128.67	209,395.00	196,023.00	196,023.00	

FY 2019 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2018	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2018	Dept Prop Rate FY 2019	Dept Request FY 2019	Mayor Rate FY 2019	Mayor Proposed FY 2019	Council Voted FY 2019
BARTON CHARLES	030 ELECTIONS & REGISTR	11621-5111	BD REGISTRAR CHAIRMAN	9/17/2008	750.00	B			4	175.00	175.00	750.00	175.00	750.00	750.00
BATES DONALD	030 ELECTIONS & REGISTR	11621-5111	BD REGISTRAR MEMBER	3/22/00	700.00	B			4	175.00	175.00	700.00	175.00	700.00	700.00
LAPOINTE CHERYL	030 ELECTIONS & REGISTR	11621-5111	CLERK OF BOARD		1,600.00	B			12	133.33	133.33	1,600.00	133.33	1,600.00	1,600.00
LAPOINTE CHERYL	030 ELECTIONS & REGISTR	11621-5111	BD REGISTRAR MEMBER		700.00	B			12	58.33	58.33	700.00	58.33	700.00	700.00
MITCHELL-MUNF ALENXANDER	030 ELECTIONS & REGISTR	11621-5111	BD REGISTRAR MEMBER	11/16/16	NEW	B			4	175.00	175.00	700.00	175.00	700.00	700.00
SAINDON PHILIP	030 ELECTIONS & REGISTR	11621-5111	BD REGISTRAR MEMBER	5/19/99	700.00	B			0	-	-	-	-	-	-
SPORT ROCHELLE	030 ELECTIONS & REGISTR	11621-5111	ELEC ASST TO CITY CLK	9/26/2000	52,587.72		1.00	1	100%	1,011.30	1,011.30	52,587.60	1,031.53	53,639.35	53,639.35
					-										
					-48,087.56		1.00				Total AFSCME 1818	48,087.52		48,087.52	48,087.52
					105,125.28		2.00		Total Full Time 5111			105,125.12		106,176.87	106,176.87
TEJADA LILLIBETH	030 ELECTIONS & REGISTR	11621-5113	PT Election Clerk	9/25/17	12,893.40	P		19		13.00	13.00	12,844.00	13.26	13,100.88	13,100.88
					12,893.40			Total Part Time - 5113				12,844.00		13,100.88	13,100.88
	030 ELECTIONS & REGISTR	11621-5131	OVERTIME		5,000.00							5,000.00		5,000.00	5,000.00
					5,000.00			Total Overtime - 5131				5,000.00		5,000.00	5,000.00
					123,018.68		2.00		Department Total			122,969.12		124,277.75	124,277.75

Full-Time Equivalent Employees:	FY 2017	2.00
	FY 2018	2.00
	FY 2019	2.00
	Variance 18 vs. 19	0.00

FY 2019 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2017 52	F T E	Rate FY 2018	Incr FY 2019 1.000	Calc Rate FY 2019	STEP INCREASES				Dept Request FY 2019 52	Mayor FY 2019 52	Council FY 2019 52
											Date	Rate	# Wks Old New				
FISHER MAUREEN	030 ELECT & REGISTR	11621-5111	ASST REGISTRAR	9/3/2013	2	48,087.56	1.00	924.76	1.000	924.76				100%	48,087.52	48,087.52	48,087.52
						48,087.56	1.00								48,087.52	48,087.52	48,087.52

**FY 2019 DETAILED BUDGET REPORT
EXPENSES**

ELECTIONS AND REGISTRATIONS 030

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
11622	5242	OFFICE EQUIPMENT REPAIR			
		Typewriter maintenance (3 typewriters)	500	500	500
		Time stamp ribbon & installation			
		printer cartridges	500	500	500
TOTAL					
11622	5280	POLLING PLACE RENTAL			
		use of polling location for elections	300	300	300
TOTAL			300	300	300
11622	5306	ADVERTISING			
		Salem Evening News advertising for special voter registration sessions	1,300	1,300	1,300
TOTAL			1,300	1,300	1,300
11622	5309	POLL WORKERS			
		Staffing of 14 Precincts on Election Day for Elections	51,000	40,500	40,500
		14 Wardens, 14 Clerks, 14 precinct Asst., 10 inspectors each Precinct			
		Additional Pollworkers will be required during Early Voting in October of 2018 plus			
		the possibility of 5 days of Early Voting for the September 2018 Election			
TOTAL			51,000	40,500	40,500
11622	5381	PRINTING AND BINDING			
		Printing of Annual Poll Book, census forms, nomination papers, petition forms, etc.	16,000	16,000	16,000
		Printing of postcards for confirmation mailings			
		Envelopes for voter registration, etc.			
		Early Voting Costs			
TOTAL			16,000	16,000	16,000
11622	5386	VOTING MACHINE SERVICES			
		Voting Machine and Tabulator Maintenance Agreement	16,325	16,325	16,325
		Election programs (16 tabulators)			
		Election day coverage L.H.S. Associates (software & program vendor)			
		Three-hole legal paper for voting list			
		ballot printing & envelopes			
		Tabulator supplies-special ribbons, ink, electrical cords, adapters, paper rolls			
		Purchase of 2 poll pads w/ printer for early voting (\$4180)		(4,180)	(4,180)
TOTAL			16,325	12,145	12,145
11622	5421	OFFICE SUPPLIES GENERAL			
		General office supplies as needed	1,000	1,000	1,000
TOTAL			1,000	1,000	1,000
TOTAL PROPOSED			86,425	71,745	71,745

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 General Law to value all real and personal property as well as prepare tax-billing commitments for both motor vehicle and boat excise tax. The Assessing Department 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 2019

At this time there is no known change to staffing for FY 2019. Our current office staff is able to complete necessary requirements demanded by the Department of Revenue.

Recent Accomplishments

- We have implemented an annual re inspection plan to inspect approximately 750 to 1,000 properties per year beyond the annual sales verification and building permit inspection already in place in preparation for Department of Revenue 10 year inspection cycle which ends in 2021. We are well on our way to accomplishing this goal with the staff coordination and the inspection process managed by the whole office.
- Took part in a program at the Council on Aging to educate the elderly population on City of Salem supported exemptions.
- We have had the same staff in place for approximately 6 years which has made for smooth and efficient work output.
- Our return of Personal Property Form of Lists continues to climb with continued outreach by our staff.
- Work in progress with the Harbormaster, Collector, and Finance Departments to implement a revised Mooring/Boat billing and abatement program that has proper checks and balances and monthly reconciliations of fees collected and abated, as well as proper documentation of those boats that have been bought and sold.
- Worked closely with the Mayor and Planning Department on the implementation of all potential Tax Incremental Financing projects.



FY 2019 Goals & Objectives

- To establish assessed values for Fiscal Year 2019 on taxable real and personal property that meet or exceed the standards of uniformity and equity established by the Commissioner of Revenue.
- Ensure that every effort is made to make every taxpayer's dealings with the Assessing Department friendly and efficient.

- To have our FY2019 valuations certified by the end of September and be prepared to have our classification hearing in November.
- To enhance our portion of the City of Salem website with more online information available for the public.
- Address the recent changes noted in commercial and industrial properties focusing on income and sale increases.
- Continue our close working relationship with the Council on Aging to enhance the awareness of the Work Off program and existing exemptions available to our senior population.

Outcomes and Performance Measures	Actual FY 2016	Actual FY 2017	Estimated FY 2018	Estimated FY 2019
Real Estate Billing - Bills done quarterly	13,458	13516	13,560	13,625
Personal Property Bills- Billing done quarterly	914	929	860	885
Auto Excise	33,694	34,564	34,600	34,650
Boat Excise	1100	1051	1050	1050
Exemptions	399	335	330	330
Abatements	59	123	75	75
Personal Property inventory forms (required by law for abatements)	950	1000	1000	1000
ABC Forms - Tax exempts (required by law to qualify for status)	70	73	73	73
Income & Expense Statements	1363	1347	1350	1350

How FY 2019 Departmental Goals Relate to City's Overall Long & Short Term Goals

- The Assessor's and Clerks in the office continue to work closely with the Council on Aging to keep the elderly population aware of all exemptions and the Tax reduction program via time working for the City.
- The Assessors seek to provide additional information to the Public via an enhanced Assessor's section of the Salem website.
- 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.
- All Assessors in the office 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. 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 one of the assistant assessor's is also mastering personal property assessment.

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Assessors-Personnel									
11411	5111	SALARIES-FULL TIME	289,678.74	298,063.00	298,063.00	275,566.50	298,062.00	301,994.00	301,994.00
11411	5150	FRINGE/STIPENDS	5,999.88	6,000.00	6,000.00	5,499.89	6,000.00	6,000.00	6,000.00
Total Assessors-Personnel			295,678.62	304,063.00	304,063.00	281,066.39	304,062.00	307,994.00	307,994.00
Assessors-Expenses									
11412	5308	CONTRACTED SERVICES	16,586.00	19,500.00	19,500.00	17,196.50	19,500.00	19,500.00	19,500.00
11412	5381	PRINTING AND BINDING	282.00	1,000.00	400.00	234.00	400.00	400.00	400.00
11412	5421	OFFICE SUPPLIES (GEN	1,435.60	2,000.00	2,000.00	1,344.78	2,000.00	2,000.00	2,000.00
11412	5710	IN STATE TRAVEL/MEETINGS	1,185.00	1,700.00	2,300.00	1,565.05	2,300.00	2,300.00	2,300.00
Total Assessors-Expenses			19,488.60	24,200.00	24,200.00	20,340.33	24,200.00	24,200.00	24,200.00
010	141	Department Total	315,167.22	328,263.00	328,263.00	301,406.72	328,262.00	332,194.00	332,194.00

FY 2019 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2018	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2018	Dept Prop Rate FY 2019	Dept Request FY 2019	Mayor Rate FY 2019	Mayor Proposed FY 2019	Council Voted FY 2019
BOND JAMES	010 ASSESSORS	11411-5111	ASST ASSESSOR	9/19/2011	57,053.51		1.00	1	100%	1,097.18	1,097.18	57,053.36	1,119.12	58,194.43	58,194.43
CORTES STEPHEN	010 ASSESSORS	11411-5111	ASST ASSESSOR	10/10/12	51,651.24		1.00	1	100%	993.29	993.29	51,651.08	1,013.16	52,684.10	52,684.10
DELLORFANO DELINDA	010 ASSESSORS	11411-5111	BOARD CLERK	4/1/2012	1,500.00	B			4	375.00	375.00	1,500.00	375.00	1,500.00	1,500.00
JACKSON DEBORAH	010 ASSESSORS	11411-5111	DIR ASSESSING	9/22/09	87,897.17		1.00	1	100%	1,690.33	1,690.33	87,897.16	1,724.14	89,655.10	89,655.10
JAGOLTA RICHARD	010 ASSESSORS	11411-5111	BOARD MEMBER	11/5/1998	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	6/23/2005	3,000.00	B			4	750.00	750.00	3,000.00	750.00	3,000.00	3,000.00
MILLERICK ROBERT	010 ASSESSORS	11411-5111	BOARD MEMBER	4/1/2014	3,000.00	B			4	750.00	750.00	3,000.00	750.00	3,000.00	3,000.00
					90,960.10		2.00			Total AFSCME 1818		90,959.96		90,959.96	90,959.96
					298,062.02		5.00	Total Full Time - 5111			298,061.56		301,993.59	301,993.59	301,993.59
010 ASSESSORS					3,000.00				3	1,000.00	1,000.00	3,000.00	3,000.00	3,000.00	3,000.00
010 ASSESSORS					3,000.00				2.0	1,500.00	1,500.00	3,000.00	1,500.00	3,000.00	3,000.00
					6,000.00			Total Fringe - 5150			6,000.00		6,000.00	6,000.00	6,000.00
					304,062.02		5.00	Department Total			304,061.56		307,993.59	307,993.59	307,993.59

Full-Time Equivalent Employees:	FY 2017	5.00
	FY 2018	5.00
	FY 2019	5.00
	Variance 18 vs. 19	0.00

FY 2019 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2017 52	F T E	Rate FY 2018	Incr FY 2019 1.000	Calc Rate FY 2019	STEP INCREASES			Dept Request FY 2019 52	Mayor FY 2019 52	Council FY 2019 52
											Date	Rate	# Wks Old New			
DELLORFANO DELINDA	010 ASSESSORS	11411-5111	SR CLERK TYPIST	12/17/2012	2	42,872.54	1.00	824.47	1.000	824.47			100%	42,872.44	42,872.44	42,872.44
FELIX GLORIA	010 ASSESSORS	11411-5111	PRINCIPAL CLERK	03221993	2	48,087.56	1.00	924.76	1.000	924.76			100%	48,087.52	48,087.52	48,087.52
						90,960.10	2.00							90,959.96	90,959.96	90,959.96

FY 2019 DETAILED BUDGET REPORT
EXPENSES

ASSESSORS - 010

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
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. Annual GIS Enhancement contract addition	18,000	18,000	18,000
			1,500	1,500	1,500
		* fy2017 actual spent was \$18,586 \$2,000 was a hold over into summer 17			
TOTAL			19,500	19,500	19,500
11412	5381	PRINTING AND BINDING Used to pay for binding and printing of tax commitment books.	400	400	400
TOTAL			400	400	400
11412	5421	OFFICE SUPPLIES (GENERAL) General office supplies as needed	2,000	2,000	2,000
TOTAL			2,000	2,000	2,000
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.	2,300	2,300	2,300
TOTAL			2,300	2,300	2,300
TOTAL PROPOSED			24,200	24,200	24,200

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 and processes slip and mooring payments on behalf of the Harbormasters Office.



Significant Budget & Staffing Changes for FY 2019

The Collector's office anticipates no changes for FY 2019

Recent Accomplishments



- The Collector's office hired a new clerk, Aracelis Mejia in March 2016. Aracelis is bilingual and has been a great asset to the office.
- Aracelis was certified as a passport agent
- Collector continues to attend annual school to maintain certification
- Assistant Collector earned certification and will continue to attend school to maintain certification

FY 2019 Goals & Objectives

- Maintain high collection rate
- Continue to promote online payment system and continue to provide public education to increase usage of the system and encourage the e-billing option.

- Maintain quality service.
- Continue educating members of the Collector's Office

Outcomes and Performance Measures	Actual FY 2016	Actual FY 2017	Estimated FY 2018	Estimated FY 2019
Passports Processed	303	312	300	300
E-Notice	469		500	
E-Billing	769		800	
Auto Pay	583		600	
Municipal Lien Certificates Processed	1,468	1329	1,300	1300
Parking Tickets Collected	19,912		19,000	
Online Payments – City Hall Systems				
Real Estate	4,201		4,200	
Water/Sewer	8,862		8,880	
Personal Property	315		300	
Trash	3,140		3,000	
Excise Tax	8,790		8,500	

Pay Parking
Tickets

How FY 2019 Departmental Goals Relate to City's Overall Long & Short Term Goals

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures FY 2017	Adopted Budget FY 2018	Adjusted Budget FY 2018	Y-T-D Expenses FY 2018	Department FY 2019	Mayor FY 2019	Council FY 2019
Collector-Personnel									
11461	5111	SALARIES-FULL TIME	212,307.93	220,364.00	232,364.00	215,042.35	223,633.00	225,120.00	225,120.00
11461	5131	OVERTIME (GENERAL)	910.43	1,000.00	1,000.00	452.78	1,000.00	1,000.00	1,000.00
11461	5150	FRINGE/STIPENDS	3,874.96	5,000.00	5,000.00	4,354.10	5,000.00	5,000.00	5,000.00
Total Collector-Personnel			217,093.32	226,364.00	238,364.00	219,849.23	229,633.00	231,120.00	231,120.00
Collector-Expenses									
11462	5317	EDUCATIONAL TRAINING	524.49	1,000.00	1,000.00	651.71	1,000.00	1,000.00	1,000.00
11462	5381	PRINTING AND BINDING	3,782.46	4,300.00	4,300.00	3,693.06	4,300.00	4,300.00	4,300.00
11462	5421	OFFICE SUPPLIES (GEN	1,927.48	3,000.00	3,000.00	2,963.83	3,000.00	3,000.00	3,000.00
Total Collector-Expenses			6,234.43	8,300.00	8,300.00	7,308.60	8,300.00	8,300.00	8,300.00
040	146	Department Total	223,327.75	234,664.00	246,664.00	227,157.83	237,933.00	239,420.00	239,420.00

FY 2019 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2018	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2018	Dept Prop Rate FY 2019	Dept Request FY 2019	Mayor Rate FY 2019	Mayor Proposed FY 2019	Council Voted FY 2019
CELI	BONNIE	040 COLLECTOR	11461-5111 CITY COLLECTOR	2/01/2004	74,323.27		1.00	1	100%	1,429.29	1,429.29	74,323.27	1,457.88	75,809.73	75,809.73
					146,040.51		3.00				Total AFSCME 1818	149,309.40		149,309.40	149,309.40
					220,363.78	4.00	Total Full Time - 5111					223,632.67		225,119.13	225,119.13
	040 COLLECTOR	11461-5150	Certified Collector Stipends		1,000.00			2		1,000.00	1,000.00	2,000.00	1,000.00	2,000.00	2,000.00
	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
					4,000.00			Total Fringe - 5150				5,000.00		5,000.00	5,000.00
	040 COLLECTOR	11461-5131	OVERTIME		1,000.00							1,000.00		1,000.00	1,000.00
Full-Time Equivalent Employees:					225,363.78	4.00	Department Total					229,632.67		231,119.13	231,119.13
			FY 2017	4.00											
			FY 2018	4.00											
			FY 2019	4.00											
			Variance 18 vs. 19	0.00											

FY 2019 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2017 52	F T E	Rate FY 2018	Incr FY 2019 1.000	Calc Rate FY 2019	STEP INCREASES				Dept Request FY 2019 52	Mayor FY 2019 52	Council FY 2019 52			
											Date	Rate	# Wks Old	New						
MEJIA ARACELIS	040 COLLECTOR	11461-5111	PRINCIPAL CLERK III/III	3/20/17	2	44,454.38	1.00	872.72	1.000	872.72	9/28/2018	924.76	7.0	45.0	100%	47,723.24	47,723.24	47,723.24		
NOONAN WENDOLYN	040 COLLECTOR	11461-5111	PRINCIPAL CLERK		2	48,087.56	1.00	924.76	1.000	924.76					100%	48,087.52	48,087.52	48,087.52		
SOSNOWSKI SARAH	040 COLLECTOR	11461-5111	ASSISTANT COLLECTOR	11/08/2004	2	53,498.56	1.00	1,028.82	1.000	1,028.82					100%	53,498.64	53,498.64	53,498.64		
						146,040.51	3.00											149,309.40	149,309.40	149,309.40

FY 2019 BUDGET DETAIL EXPENSES
EXPENSES

COLLECTOR - 040

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
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 Inserts for real estate tax bills print resident parking stickers - reorder zone stickers and visitor passes Print passes for monthly pass zone (100 per month) \$1.00 per pass	4,300	4,300	4,300
TOTAL			4,300	4,300	4,300
11462	5421	Office Supplies General office supplies as needed.	3,000	3,000	3,000
TOTAL			3,000	3,000	3,000
TOTAL PROPOSED			8,300	8,300	8,300

Information Technology

Mission Statement-Why We Exist

The Office of Information Technology provides and supports resources which facilitate the flow of information within and between departments, and expands the reach and usefulness of technology to staff, residents and public school students.



Budget & Staffing Changes for FY 2019

The City and School Department continued the operation of a unified department and budget, providing much greater oversight and efficiency. This included the transfer of one compensation line to IT (previously split several ways). Personnel changes included the replacement of several Applications team members, and the consolidation of IT staff, physically, at Collins Middle School.

Recent Accomplishments

- Coordinated the first district-wide, online MCAS test (grades 4 and 8)
- Continued the build out of the consolidated facilities work order and mobile 311 system (Facilities Dude)
- Completed municipal fiber optic network
- Implemented the municipal document management system (Laserfiche) and coordinated the back-scanning of hundreds of thousands of documents
- Continued scheduled replacement of police cruiser technology
- Rotated 35% of municipal computers, and 25% school inventory - including the replacement of 14-year-old teacher computers at Salem High School
- Maintained access and equity across the school district, achieving a district-wide student to computer ratio of less than 3:1
- Implemented the new, city-wide telephone system
- Deployed and trained municipal staff on new financial reporting system (Tyler Reporting)
- Transitioned all municipal departments to the new, cloud-based email system
- Pursued an identified partner to bring high speed, low cost Internet service options to every resident and business in the City



FY 2019 Goals & Objectives

- Deploy new phone system to Fire Department by March 2018.
- Deploy new phone system to Police Department by May 2018.
- Transition to unified Help Desk (Alloy) by August 2018.
- Deploy new telephone system to all schools by September 2018.
- Deploy school 1:1 devices by November 2018.
- Coordinate first phase of high speed, competitive Internet (fiber) build out by December 2018.
- Design and deploy paperless personnel actions (PAF) by April 2019.



Outcomes and Performance Measures	Actual FY 2016	Actual FY 2017	Estimated FY 2018	Estimated FY 2019
Help Desk Tickets Received and Resolved	5,064	4,821	5,000	5,000
Website Hits	--	1,204,000	1,400,000	1,500,000
Website Sessions	--	510,000	540,000	600,000
Website Subscribers	10,323	17,215	20,730	22,000

How FY 2019 Departmental Goals Relate to City’s Overall Long & Short Term Goals

- The Department remains committed to the City’s overall goal to be a healthier place to live, work, and do business in. To that extent, we have implemented as many “green” initiatives as possible with the digitization and preservation of city records providing an excellent example.
- The department supports the mission to provide open, honest, and proactive services effectively and efficiently, focusing on the needs of today with a vision for the future by pursuing and implementing improvements such competitive, high speed Internet for all businesses and residents.
- Ongoing GIS and mapping support to City departments provides essential decision-support data and aids in the understanding of activities which increase the ‘livability’ of Salem for its residents, businesses, and visitors.

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council	
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019	
IT/GIS/-Personnel										
11551	5111	SALARIES-FULL TIME	732,416.87	830,380.00	822,380.00	737,661.61	948,313.00	848,959.00	848,959.00	
11551	5113	SALARIES-PART TIME	0.00	0.00	8,000.00	3,796.00	0.00	0.00	0.00	
Total IT/GIS/-Personnel			732,416.87	830,380.00	830,380.00	741,457.61	948,313.00	848,959.00	848,959.00	
IT/GIS-Expenses										
11552	5317	EDUCATIONAL TRAINING	7,641.36	9,000.00	11,000.00	10,462.11	9,000.00	9,000.00	9,000.00	
11552	5421	OFFICE SUPPLIES (GEN	1,068.21	3,000.00	3,000.00	2,251.25	3,000.00	3,000.00	3,000.00	
11552	5520	SOFTWARE SUPPORT/ENHANCEMEI	3,948.50	5,500.00	3,500.00	3,500.00	5,500.00	5,500.00	5,500.00	
11552	5582	DATA PROCESSING SUPP	76.64	2,000.00	2,000.00	2,000.00	2,000.00	1,000.00	1,000.00	
11552	5710	IN STATE TRAVEL/MEETINGS	1,010.83	4,500.00	4,500.00	2,084.20	4,500.00	3,000.00	3,000.00	
11552	5730	DUES AND SUB	385.00	750.00	750.00	70.00	750.00	750.00	750.00	
Total IT/GIS-Expenses			14,130.54	24,750.00	24,750.00	20,367.56	24,750.00	22,250.00	22,250.00	
070	155	Department Total	746,547.41	855,130.00	855,130.00	761,825.17	973,063.00	871,209.00	871,209.00	

FY 2019 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2018	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2018	Dept Prop Rate FY 2019	Dept Request FY 2019	Mayor Rate FY 2019	Mayor Proposed FY 2019	Council Voted FY 2019
BEDELL JUDY	070 Information Tech-GIS	11551-5111	Technology Manager	8/22/2016	71,749.80		1.00	1	100%	1,379.80	1,379.80	71,749.80	1,407.40	73,184.79	73,184.79
BERGENGREN ERIC	070 Information Tech-GIS	11551-5111	Network Administrator	7/11/2005	66,754.52		1.00	1	100%	1,283.74	1,283.74	66,754.52	1,309.42	68,089.61	68,089.61
BOYAJIAN DIANE	070 Information Tech-GIS	11551-5111	Technology Manager	6/12/17			1.00	1	100%	1,442.31	1,442.31	75,000.12	1,471.16	76,500.12	76,500.12
CHAMPAGNE NIKKI	070 Information Tech-GIS	11551-5111	SIS Manager	7/6/2016	71,790.84				100%	Resigned	-	-	-	-	-
CLARK JAMMAL	070 Information Tech-GIS	11551-5111	SERVICE DESK ANALYST	7/26/17			1.00	1	100%	903.85	903.85	47,000.20	921.93	47,940.20	47,940.20
DEGUZMAN PYL DIANE	070 Information Tech-GIS	11551-5111	APPLICATION ANALYST	11/10/15	55,955.41				100%	Resigned	-	-	-	-	-
DUIJVESTEIJN OLLE	070 Information Tech-GIS	11551-5111	Technology Manager	10/12/2010	72,308.91		1.00	1	100%	1,390.56	1,390.56	72,308.91	1,418.37	73,755.09	73,755.09
FRACZEK JAKE	070 Information Tech-GIS	11551-5111	Technical Support Analyst	4/8/13	58,502.08		1.00	1	100%	1,125.04	1,125.04	58,502.08	1,147.54	59,672.12	59,672.12
GANSENBERG ROBERTA	070 Information Tech-GIS	11551-5111	Customer Service Manager	8/15/1998	69,457.90		1.00	1	100%	1,335.73	1,335.73	69,457.90	1,362.44	70,847.05	70,847.05
GARCIA CARLOS	070 Information Tech-GIS	11551-5111	Technical Support Analyst	12/12/16	47,508.42		1.00	1	100%	887.01	887.01	46,124.52	904.75	47,047.01	47,047.01
HO HUNG	070 Information Tech-GIS	11551-5111	Technical Support Analyst	8/2/16	51,250.08		1.00	1	100%	985.58	985.58	51,250.08	1,005.29	52,275.08	52,275.08
KILLEN MATTHEW	070 Information Tech-GIS	11551-5111	Chief Information Officer	1/20/2015	113,073.29		1.00	1	100%	2,174.49	2,174.49	113,073.29	2,217.98	115,334.75	115,334.75
KWOK BOSCO	070 Information Tech-GIS	11551-5111	Technical Support Analyst	8/7/2007	52,530.88		1.00	1	100%	1,010.21	1,010.21	52,530.88	1,030.41	53,581.50	53,581.50
MARTINEAU JOSEPH	070 Information Tech-GIS	11551-5111	Applications Analyst	9/20/2016	53,300.00				100%	Resigned	-	-	-	-	-
MULLINS LISA	070 Information Tech-GIS	11551-5111	Applications Analyst	9/19/2011	46,197.78		1.00	1	100%	1,030.00	1,030.00	53,560.00	1,050.60	54,631.20	54,631.20
OGUNKOYA OLUWAFISAYO	070 Information Tech-GIS	11551-5111	APPLICATION ANALYST	7/19/17			1.00	1	100%	1,057.69	1,057.69	54,999.88	1,078.84	56,099.88	56,099.88
New Position	070 Information Tech-GIS	11551-5111	SIS Support				0.00	1	100%		1,230.77	64,000.04	-	-	-
New Position	070 Information Tech-GIS	11551-5111	Tech Support Specialist				0.00	1	100%		1,000.00	52,000.00	-	-	-

*Lisa Mullins - new position on 7/1 and then increase on 1/1 after 6 months.

830,379.89	13.00	Total Full Time - 5111		948,312.21		848,958.41	848,958.41
830,379.89	13.00	Department Total	-	948,312.21	-	848,958.41	848,958.41

Full-Time Equivalent Employees:	FY 2017	12.60
	FY 2018	13.00
	FY 2019	13.00
	Variance 18 vs. 19	0.00

FY 2019 DETAILED BUDGET REPORT
EXPENSES

INFORMATION TECHNOLOGY - 070

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
11552	5317	Educational Training Technology Training & Cerification	9,000	9,000	9,000
TOTAL			9,000	9,000	9,000
11552	5421	Office Supplies (General) General office supplies as needed	3,000	3,000	3,000
TOTAL			3,000	3,000	3,000
11552	5520	Software Support/Enhancements DELL/ASAP State Contract Misc network software and licensing fees ArcGIS Desktop Extension	3,000 2,500	3,000 2,500	3,000 2,500
TOTAL			5,500	5,500	5,500
11552	5582	IT/GIS Supplies General IT/GIS Supplies as needed	2,000	1,000	1,000
TOTAL			2,000	1,000	1,000
11552	5710	In State Travel, meetings IT/GIS Meetings & Conferences; Registration, Travel & Gas	4,500	3,000	3,000
TOTAL			4,500	3,000	3,000
11552	5730	Dues and sub Professional memberships, subscriptions	750	750	750
TOTAL			750	750	750
TOTAL PROPOSED			24,750	22,250	22,250

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
IT/GIS-Fixed Costs									
11562	5243	IT/GIS MAINTENANCE	543,163.18	837,329.00	837,329.00	666,842.96	959,494.00	895,950.00	895,950.00
11562	5341	PHONE/DSL/COMMUNICATIONS	24,477.95	29,404.00	29,404.00	13,622.45	88,096.00	88,096.00	88,096.00
		Total IT/GIS-Fixed Costs	567,641.13	866,733.00	866,733.00	680,465.41	1,047,590.00	984,046.00	984,046.00
070	156	Department Total	567,641.13	866,733.00	866,733.00	680,465.41	1,047,590.00	984,046.00	984,046.00

FY 2019 DETAILED BUDGET REPORT
EXPENSES

INFORMATION TECHNOLOGY - 070 - FIXED COSTS

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
11562	5243	IT/GIS MAINTENANCE			
	RECURRING	Tyler Technologies - Munis ASP Annual Fee includes OSDBA and Disaster Recovery Support	282,000	282,000	282,000
		Technology Equipment Repair	5,000	5,000	5,000
		Schools - Contracted Services (\$55,000 moved to Internet, below)	123,500	123,500	123,500
		Schools - Software (increased to support school department 1:1 computer initiatives)	115,500	115,500	115,500
		Schools - Networking	16,000	16,000	16,000
		Annual Microsoft software licensing	110,000	110,000	110,000
		Annual Microsoft software licensing - Workstation/Server/Database	5,000	5,000	5,000
		EMC Licensing for Maintenance & Remote replication, Backup & Recovery for SAN / servers	15,000	15,000	15,000
		ViewPermit Annual Software License, Maintenance & Hosting	25,000	25,000	25,000
		RetroFit - Backup and Disaster Recovery Services for 9 MS Windows Servers with on-site virtualization and Server image/data stored nightly at both East and West Coast data centers	5,000	5,000	5,000
		Essex Craftsman - data center A/V maintenance	1,000	1,000	1,000
		Domain registration for varous domains, such as salem.com, buildingsalem.com, salemferry.com, salem	100	100	100
		Antivirus for City & Public Schools	7,500	7,500	7,500
		Remote Computer Assistance & Administration Software Maintenance	4,000	4,000	4,000
		Alloy Software Help Desk and Inventory	5,000	5,000	5,000
		Network/Project Consulting	5,000	5,000	5,000
		Virtual Town Hall Annual - City website	7,500	7,500	7,500
		WebGIS - Annual application and hosting	9,500	9,500	9,500
		ESRI ArcGIS for Desktop Basic (ArcView) Single Use Primary Annual Maintenance (1)	400	400	400
		ESRI ArcGIS for Desktop Advanced (ArcInfo) Concurrent Use Annual Maintenance (2)	6,000	6,000	6,000
		ESRI ArcGIS Spatial Analyst for Desktop Concurrent Use Primary Annual Maintenance (1)	500	500	500
		ESRI ArcGIS Network Analyst for Desktop Concurrent Use Primary Annual Maintenance (1)	500	500	500
		ESRI ArcGIS Engine without Extension Maintenance (1)	200	200	200
		ESRI ArcGIS for Server Workgroup Advanced (ArcInfo) Annual Maintenance (1)	2,500	2,500	2,500
		ESRI ArcPad Annual Maintenance (1)	250	250	250
		ESRI ArcGIS Desktop Extensions license Annual Maintenance (3)	3,000	3,000	3,000
		Work order and Mobile 311 systems	29,000	29,000	29,000
		CIP impact - fiber and telephone system maintenance & support	83,000	83,000	83,000
		CIP impact - Laserfiche document management, licensing & support	15,000	15,000	15,000
		SPD - surveillance camera maint. & support	14,000	14,000	14,000
		Tyler Technologies -Time & Attendance, DPS	5,900		
		Tyler Technologies - Time & Attendance, DPS	5,874		
	NON-RECURRING	Tyler Technologies -Time & Attendance, DPS	51,770		
			959,494	895,950	895,950
11562	5341	PHONE\DSL\COMMUNICATIONS			
		Internet/Network Internet services, City & Schools	61,000	61,000	61,000
		TV Digital Transport Adaptors for 93 Washington Street 8.00 X 12	96	96	96
		Internet/Phone/PBX City-wide telephone services	27,000	27,000	27,000
	TOTAL		88,096	88,096	88,096
	TOTAL PROPOSED FIXED COSTS		1,047,590	984,046	984,046

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 2019

There are no significant budget or staffing changes for FY 2019.

Recent Accomplishments

- Received the GFOA Distinguished Budget Presentation Award for the FY 2017 budget (10th consecutive year).
- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting FY 2017 budget (10th consecutive year).
- Launched the PILOT year of "City Hall to Go" delivering City Hall Services outside the doors of City Hall.
- Completed implementation of Salem's first Visual Budget.
- Increased the City's stabilization fund to \$5.8 million dollars through sound fiscal policy on use of free cash.
- Worked with the Superintendent and School Business Manager to improve financial policies and procedures at the School Department.
- Continued to implement and manage the city's first performance management program "SalemStat" with the departments of Police, Public Works, Building and Fire.
- Began Phase II of the city's district-wide Fraud/Risk Audit, identifying areas for procedural improvement and policy development.



FY 2019 Goals & Objectives

- Complete the citywide fraud risk assessment to ensure that the City's cash and assets are safeguarded.

- Expand and continue “City Hall To-Go” program to new City-wide events.
- Continue expansion of the SalemStat program in to the following departments: Engineering, Electrical and Purchasing.
- Continue to improve the GFOA budget as per recommendations by review committee.
- Hold quarterly AP and Payroll Clerk staff training to improve financial policies and procedures.
- Work collaboratively with the School Department to implement a performance management system for the Business Manager’s Office.
- 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.
- Address all 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.
- Work closely with Finance Directorate to create written policy and procedure manuals.

Outcomes and Performance Measures	Actual	Actual	Estimated	Estimated
	FY 2016	FY 2017	FY 2018	FY 2019
Free Cash certified	4,949,767	4,922,937	5,000,000	5,000,000
Capital Improvement Project Fund (End of Year Balance)	1,3921,294	472,539	1,000,000	1,000,000
Stabilization Fund Balance (End of Year Balance)	5,331,963	6,037,015	6,500,000	7,000,000
OPEB Liability Fund (End of Year Balance)	1,748,486	2,189,299	2,400,000	2,700,000

How FY 2019 Departmental Goals Relate to City’s Overall Long & Short Term Goals

- 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, OPEB Liability and Capital Improvement Fund to ensure long term sustainability.
- 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 closely with the School department on all financial matters to ensure all requirements are met in a responsible manner.
- 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 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Finance-Personnel									
11351	5111	SALARIES-FULL TIME	279,626.71	291,942.00	279,206.70	226,588.62	297,451.00	302,490.00	302,490.00
11351	5113	SALARIES-PART TIME	0.00	5,000.00	5,000.00	0.00	5,000.00	5,000.00	5,000.00
11351	5131	OVERTIME (GENERAL)	0.00	200.00	200.00	0.00	200.00	200.00	200.00
Total Finance-Personnel			279,626.71	297,142.00	284,406.70	226,588.62	302,651.00	307,690.00	307,690.00
Finance-Expenses									
11352	5320	CONTRACTED SERVICES	10,585.00	41,320.00	53,255.30	32,882.30	41,320.00	38,000.00	38,000.00
11352	5421	OFFICE SUPPLIES (GEN	2,785.58	3,500.00	3,500.00	1,828.92	3,500.00	3,500.00	3,500.00
11352	5423	BUDGET PREPARATION	1,686.42	2,400.00	2,400.00	1,406.43	2,400.00	2,400.00	2,400.00
11352	5710	IN STATE TRAVEL/MEETINGS	2,513.83	3,000.00	3,800.00	2,400.84	3,000.00	3,000.00	3,000.00
11352	5730	DUES AND SUB	1,205.00	1,000.00	1,000.00	485.00	1,000.00	1,000.00	1,000.00
Total Finance-Expenses			18,775.83	51,220.00	63,955.30	39,003.49	51,220.00	47,900.00	47,900.00
090	135	Department Total	298,402.54	348,362.00	348,362.00	265,592.11	353,871.00	355,590.00	355,590.00

FY 2019 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2018	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2018	Dept Prop Rate FY 2019	Dept Request FY 2019	Mayor Rate FY 2019	Mayor Proposed FY 2019	Council Voted FY 2019
BRIDGMAN	NINA	090 FINANCE/AUDITING	11351-5111 ASSISTANT FINANCE DIR	07061982	76,964.65		1.00	1	100%	1,480.09	1,480.09	76,964.65	1,509.69	78,503.94	78,503.94
COLON	YEIMI	090 FINANCE/AUDITING	11351-5111 Assistant Accountant	3/20/17	55,547.66			1	0%	Resigned				-	-
GIARDELLA	LAURIE	090 FINANCE/AUDITING	11351-5111 FINANCE DIR/AUDITOR	10/2/17	NEW		1.00	1	100%	2,211.54	2,211.54	115,000.08	2,255.77	117,300.08	117,300.08
STANTON	SARAH	090 FINANCE/AUDITING	11351-5111 FINANCE DIR/AUDITOR	3/25/2013	111,342.12				0%	Resigned				-	-
DWINELL	MORGAN	090 FINANCE/AUDITING	11351-5111 Assistant Accountant	3/20/17			1.00	1	100%	1,153.85	1,153.85	60,000.04	1,176.92	61,200.04	61,200.04
					48,087.56		1.00			Total AFSCME 1818		45,485.52		45,485.52	45,485.52
					291,941.99		4.00	Total Full Time - 5111				297,450.29		302,489.59	302,489.59
		090 FINANCE/AUDITING	11351-5113 CONSULTANTS												
					5,000.00		P					5,000.00		5,000.00	5,000.00
					5,000.00			Total Part Time - 5113				5,000.00		5,000.00	5,000.00
		090 FINANCE/AUDITING	11351-5131 Overtime												
					200.00							200.00		200.00	200.00
					297,141.99		4.00	Department Total				302,650.29		307,689.59	307,689.59

Full-Time Equivalent Employees:	FY 2017	4.00
	FY 2018	4.00
	FY 2019	4.00
	Variance 18 vs. 19	0.00

FY 2019 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2017 52	F T E	Rate FY 2018	Incr FY 2019 1.000	Calc Rate FY 2019	STEP INCREASES				Dept Request FY 2019 52	Mayor FY 2019 52	Council FY 2019 52			
												Date	Rate	# Wks Old	New						
GLICK	MARCIE	090 FINANCE/AUDITING	11351-5111	PRINC ACCT CLERK	6/30/2014	2	48,087.56		924.76	1.000		To School				100%	-	-	-		
O'SHEA	ANNIE	090 FINANCE/AUDITING	11351-5111	PRINC ACCT CLERK II/III	6/15/2017	2		1.00	841.84	1.000	872.72	6/15/2019	924.76	50.0	2.0	100%	45,485.52	45,485.52	45,485.52		
							48,087.56	1.00											45,485.52	45,485.52	45,485.52

**FY 2019 DETAILED BUDGET REPORT
EXPENSES**

Finance Department - 090

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted 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.			
		Fund actuarial report for GASB 45 - OPEB Report	25,000	25,000	25,000
		Fraud Risk Audits per Management Letter	10,000	10,000	10,000
		Annual Costs for Boston Computing - Web hosting of PDF files for Payroll	1,320	1,320	1,320
		Annual costs for Boston Computing - Data storage	5,000	5,000	5,000
				(3,320)	(3,320)
TOTAL			41,320	38,000	38,000
11352	5421	Office Supplies			
		General office supplies as needed.	3,500	3,500	3,500
TOTAL			3,500	3,500	3,500
11352	5423	Budget Preparation			
		Binders For Budget, Dividers/Cover Papers/File Folders/Labels/Pocket Folders	2,400	2,400	2,400
TOTAL			2,400	2,400	2,400
11352	5710	Instate Travel/ Meeting			
		Seminars and Training as needed - MUNIS, GFOA online classes, NEGFOA, MMA, MAPPO.	3,000	3,000	3,000
		Mileage, tolls, etc.	-	-	-
TOTAL			3,000	3,000	3,000
11352	5730	Dues and Subscriptions			
		Eastern Massachusetts Municipal Auditors/Accountants Assoc	60	60	60
		Publications - Financial, GASB, GAO, MMA, MGFOA, etc.	225	225	225
		MMAAA membership	260	260	260
		GFOA Membership	280	280	280
		MAPPO Membership	175	175	175
TOTAL			1,000	1,000	1,000
TOTAL PROPOSED			51,220	47,900	47,900



Traffic and Parking

Mission Statement – Why We Exist

The mission of the Traffic and Parking Department is to provide an efficient and reliable multimodal transportation system throughout the City of Salem including complete streets that accommodate all users – pedestrians, bicyclists, transit riders and drivers – and to provide pleasant and secure parking services to residents, businesses and visitors, while maintaining courteous and helpful assistance to the general public.

An efficient, reliable and maintained transportation and parking system of choice is critical to the overall quality of life for Salem residents and for the overall economic prosperity of the city. As such, the Traffic and Parking Department aims to prioritize projects that improve connectivity, mobility and accessibility at the local and/or regional level for persons of all ages and abilities. The department has and will continue to invest in technology that improves traffic flow and parking capacity, and which provides extensive data collection opportunities to track the effectiveness of various initiatives and better plan projects to meet current and future needs throughout the city.

Significant Budget & Staffing Changes for FY 2019

The increase in salaried and part-time staffing for 2018 reflect the increasing importance of planning, maintaining and enforcing our transportation and parking infrastructure and policies. The increase in union employee salary reflects four new full-time enforcement/meter control officers to improve parking enforcement within Salem’s resident parking zones outside of downtown, and to increase coverage and frequency of enforcement in the city’s downtown meter/pay zones. Although this represents what appears to be a large increase, parking fines collected by the city from these additional employees will considerably exceed the

additional salaries. Other increases include for Alan Sullaway, Assistant Director of Parking, to more accurately reflect his workload and expertise, and align with other Assistant Director positions in the City. Finally, a new position, Maintenance Craftsperson, reflects the changing needs of the Parking Department, which requires expertise in asphalt and concrete repair, parking control device installation and maintenance, and general maintenance (e.g. painting, cleaning, rubbish collection and removal). Traffic and Parking Department Expense increases include additional Building and Equipment Maintenance to better reflect recent annual spending on garage repairs including electrical and waterproofing fixes and/or required upgrades; and new funding to maintain the new automated payment systems at the Museum Place and South Harbor garages. Additionally, the parking communication and data collection line increased to reflect additional kiosk installations. The increase in State Travel /Meeting line reflects funds for both the Director of Traffic and Parking and the Assistant Directors to participate in transportation and parking conferences.



Recent Accomplishments

- Assistant Director of Traffic and Circulation was hired to assist the Director with short- and long-term transportation planning studies, projects and policy development.
- In its first full year as an official body, the Traffic and Parking Commission reviewed and made 42 ordinance recommendations to the City Council; reviewed 10 policy initiatives and conducted 17 project reviews.
- Traffic and Parking Department staff drafted and submitted with the Traffic and Parking Commission the Traffic and Parking Commission Traffic and Parking Regulations proposal to the City Council.
- Added additional payment kiosks at the Museum Place garage.
- Studied parking utilization and revenue data from multiple systems to better understand parking utilization within the city.
- Hired two part-time parking enforcement personnel to assist the two full-time meter enforcement officers, primarily with neighborhood and evening enforcement.
- Completed the reconstruction of all four stairwells in the Museum Place Garage.
- Upgraded fire safety system in the Museum Place Garage.
- Began elevator upgrades at the Museum Place Garage.
- Completed numerous waterproofing initiatives in the Museum Place Garage as part of ongoing maintenance.
- Added additional payment kiosks to city lots to expedite parking revenue collection, provide alternative modes of payment for customers, and to provide improved parking utilization data.
- Malfunctioning meters repaired within 24 hours.
- Expanded security in both garages through the hiring of two part-time Security and Support personnel.
- Completed building assessment of the Museum Place garage and developed multiyear repair and preventative maintenance schedule to extend the life of the 910-space parking lot.
- Developed the Neighborhood Traffic Calming Program and implemented initial projects.
- Through partnerships with Blue Cross Blue Shield of MA and Salem State University, expanded the Zagster Bike Share program at no additional cost to the city for a 3 year period. The partnerships allowed the City-funded 3 station/18 bike system to expand to 7 permanent and 4 pop-up stations with over 50 bicycles by October. Nearly 2,500 rides were taken by members in the inaugural year. Year two of the program launched in March 2018.
- Developed and implemented October Shuttle Bus pilot to provide visitors and residents with an alternative to driving into downtown. With remote park and shuttle stops at Salem High School, NSMC's Jefferson lot, and SSU's O'Keefe Center lot, the shuttles provided more than 9,400 rides over 4 days (the final two Saturdays and Sundays in October), thus eliminating an estimated 1,500 cars from Downtown Salem.
- Working with Engineering Dept, implemented new bike lanes and facilities along Derby Street from Washington Street to the Salem Maritime Site. Lanes were designed to connect to new downtown lanes resulting from MassDOT's HSIP program (see below).
- Through the Highway Safety Improvement Program (HSIP), worked with MassDOT consultant to design and implement a system of bike lanes through downtown. The design and implementation fully funded through the HSIP program at no cost to the City.



- Worked with MassDOT during the MBTA shutdown in Summer 2017 to stripe new, 5-8 ft wide, buffered bike lanes along entire Sargent Ayube Memorial Drive and across the Beverly Bridge. Project was initiated through Traffic and Parking Department as part of traffic mitigation for the train shutdown and will continue to serve as a long-term bike connection between the two communities.
- Participated in Salem State Parking Study working group to provide comments and recommendations to their consultant team.
- Installed RRFB, pedestrian safety lights at the intersection of Winter Street and Bridge Street.
- Participated in the Age Friendly Salem Initiative on transportation and infrastructure sub-committee.
- Implemented tactical pedestrian improvement project on Essex Street between New Liberty Street and Hawthorne Blvd to increase area for pedestrians to walk safely.



FY 2019 Goals & Objectives

Transportation / Traffic Goals & Objectives

- Improve circulation in the downtown through strategic projects that increase throughput, capacity and route options.
- Expand the Neighborhood Traffic Calming Program pilot into a citywide program to enhance safety.
- Launch a circulator shuttle service in Salem to provide residents, workers and visitors improved connectivity and circulation to key destinations in the city.
- Complete the Bicycle Master Plan update and implement short-term priorities.
- Improve Mill Street connection to and from the new Canal Street multiuse path to improve bicyclist and pedestrian safety.
- Update the city's resident-only and visitor parking policies and procedures in a way that is more equitable and more accurately reflects neighborhood boundaries/zones.
- Improve neighborhood parking enforcement through the addition of new enforcement staff.
- Expand the Zagster bike sharing program into neighborhoods to provide a citywide system with multiple stations to attract more riders. Reach out to additional sponsors to increase number of bikes in the program.
- Improve traffic flow through the city by adding additional smart traffic light signalization along key entry corridors starting with North Street to sync with signals installed in downtown in FY18.
- Continue to implement complete streets measures when roads are reconstructed or repaved through coordination with the Engineering Department.
- Create an age-friendly pedestrian environment and update the City's ADA Transition Plan.

Parking Goals & Objectives

- Continue to update downtown parking plan through data analysis and implement changes.
- Increase parking capacity within existing facilities through reconfiguring layout and striping.

- Continue to replace older parking meters with multispace payment kiosks in city parking lots and streets to lower installation, maintenance and collection (staff) costs, while providing more accurate parking utilization data throughout the downtown.
- Integrate Passport parking app with parking garage payment systems.
- Implement on-line parking validation options for local businesses to better support their workers and customers.
- Explore a Parking Benefit District for downtown where a portion of parking revenues are allocated directly into the maintenance and operations of the parking system and infrastructure.
- Develop a detailed preventative maintenance program for all parking facilities – garage, surface lots and street spaces – including electrical, drainage, and structural issues at the Museum Place Garage.
- Renovate the parking office to provide improved customer service.

Outcomes and Performance Measures	Actual FY 2016	Actual FY 2017	Estimated FY 2018	Estimated FY 2019
Parking Fines collected	706,715.33	680,022.01	875,000	875,000
Parking Garage revenue	1,092,326.27	1,124,482.34	1,150,000	1,200,000
Parking Lot / Meter revenue	1,375,788.90	1,487,653.95	1,450,000	1,500,000
Parking citations issued	?	10,789	12,000	15,000
Parking citation dollar value	?		620,000	800,000

How FY 2019 Departmental Goals Relate to City’s Overall Long & Short Term Goals

- General Government
 - Improve communication and transparency with citizens.
 - To maintain a high level of accessibility to and responsiveness by City departments and employees.
 - Look for ways to deliver City services more efficiently and effectively through the use of technology.
 - Implement regional services where applicable in order to better utilize tax dollars.
- Public Safety

- Improve traffic and parking enforcement.
 - Enhance use of technology in public safety
- Economic Development
 - Support the growth of new and existing private businesses.
- Cultural
 - Continue to improve upon management of Haunted Happenings & other community events
- Public Service – Engineering – Traffic and Parking
 - Reorganize staff to more efficiently and effectively deliver services and respond to requests.
 - Maintain and upgrade city roads, sidewalks, open spaces.
 - Continue to advance Canal Street, Essex Street, Derby Street and Boston Street improvement projects.
 - Implement plan for residential traffic calming program.
 - Continue study for South Salem MBTA commuter rail stop.
 - Continue implementation of bicycle accommodation upgrades.
 - Manage impacts of NSMC campus consolidation.

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Parking Department-Personnel									
14811	5111	SALARIES-FULL TIME	534,138.37	613,595.00	613,595.00	525,404.04	856,475.00	675,287.00	675,287.00
14811	5113	SALARIES-PART TIME	65,200.15	71,962.00	67,962.00	55,864.54	72,610.00	74,062.00	74,062.00
14811	5131	OVERTIME (GENERAL)	9,993.79	10,000.00	14,000.00	10,679.25	10,000.00	10,000.00	10,000.00
Total	Parking Department-Personnel		609,332.31	695,557.00	695,557.00	591,947.83	939,085.00	759,349.00	759,349.00
Parking Department-Expenses									
14812	5211	ELECTRICITY	72,919.90	80,000.00	88,017.15	87,517.51	80,000.00	80,000.00	80,000.00
14812	5255	BUILDING/EQUIP MAINT	71,335.60	82,060.00	82,060.00	79,327.60	145,124.00	120,124.00	120,124.00
14812	5284	EQUIPEMENT LEASE	4,834.44	25,572.00	21,572.00	18,950.77	25,572.00	25,572.00	25,572.00
14812	5320	CONTRACTED SERVICES	0.00	0.00	0.00	0.00	15,000.00	13,000.00	13,000.00
14812	5341	TELEPHONE	6,931.15	15,000.00	12,500.00	11,049.05	15,000.00	15,000.00	15,000.00
14812	5381	PRINTING AND BINDING	5,446.44	5,500.00	5,500.00	5,428.68	5,500.00	5,500.00	5,500.00
14812	5421	OFFICE SUPPLIES (GEN	2,932.65	3,000.00	3,000.00	2,718.06	3,000.00	3,000.00	3,000.00
14812	5710	IN STATE TRAVEL/MEETINGS	0.00	2,000.00	1,000.00	374.31	5,000.00	5,000.00	5,000.00
14812	5860	EQUIPMENT	2,924.26	3,000.00	2,482.85	2,182.85	3,000.00	3,000.00	3,000.00
Total	Parking Department-Expenses		167,324.44	216,132.00	216,132.00	207,548.83	297,196.00	270,196.00	270,196.00
180	481	Department Total	776,656.75	911,689.00	911,689.00	799,496.66	1,236,281.00	1,029,545.00	1,029,545.00

FY 2019 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2018	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2018	Dept Prop Rate FY 2019	Dept Request FY 2019	Mayor Rate FY 2019	Mayor Proposed FY 2019	Council Voted FY 2019
COLLINS TIMOTHY	180 PARKING DEPT	14811-5111	SHIFT SUPERVISOR	2/17/14	34,850.21		1.00		100%	670.20	670.20	34,850.21	683.60	35,547.21	35,547.21
DOWNING NICHOLAS	180 PARKING DEPT	14811-5111	Asst Dir of Traffic & Parking	10/30/2017	35,000.00		0.50	1	50%	1,346.15	1,346.15	35,000.00	1,373.08	35,700.00	35,700.00
	180 PARKING DEPT	14811-5111	BOARD CLERK	07061987	840.00	B			12	70.00	70.00	840.00	70.00	840.00	840.00
MILLETT MARY	180 PARKING DEPT	14811-5111	SHIFT SUPERVISOR	9/27/2011	38,508.72		1.00	1	100%	740.55	740.55	38,508.72	755.36	39,278.89	39,278.89
NELSON MARJORY	180 PARKING DEPT	14811-5111	SHIFT SUPERVISOR	2/17/14	34,850.21		1.00		100%	670.20	670.20	34,850.21	683.60	35,547.21	35,547.21
O'KEEFE ROBERT	180 PARKING DEPT	14811-5111	SHIFT SUPERVISOR	9/20/10	39,420.15		1.00	1	100%	758.08	758.08	39,420.15	773.24	40,208.55	40,208.55
SMITH MATTHEW	180 PARKING DEPT	14811-5111	DIR OF PARKING & TRAFFIC	10/28/16	102,500.16		1.00	1	100%	1,971.16	1,971.16	102,500.16	2,010.58	104,550.17	104,550.17
STEWART JOYCE	180 PARKING DEPT	14811-5111	SHIFT SUPERVISOR	1/2/1992	34,850.21		1.00		100%	670.20	670.20	34,850.21	683.60	35,547.21	35,547.21
SULLAWAY ALAN	180 PARKING DEPT	14811-5111	ASST PARKING DIRECTOR	09/04/03	49,173.97		1.00	1	100%	945.65	945.65	49,173.97	964.57	50,157.45	50,157.45
Requested Increase for Alan Sullaway										15,000.00		15,000.00	-	7,500.00	7,500.00
9% Night Shift Differential - 3 Shift Supervisors					9,693.14			3	100%	62.14	62.14	9,693.14	63.38	9,887.00	9,887.00
					233,908.12		5.00			Total AFSCME 1818			461,787.84	280,522.60	280,522.60
					613,594.87		12.50	Total Full Time - 5111				856,474.59		675,286.29	675,286.29

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Rate	Code	F T E	Wks # Pos Hours			Rate	Rate	Request	Mayor Rate	Mayor Proposed	Council Voted
								Wks	# Pos	Hours						
WONG MICHAEL	180 PARKING DEPT	14811-5113	SEASONAL WORKER		11,000.00	P	52	1	16	14.00	14.00	11,648.00	14.28	11,880.96	11,880.96	
MERRILL GLORIA	180 PARKING DEPT	14811-5113	PT METER CONTROL		7,634.20	P	28	1	19	14.35	14.35	7,634.20	14.64	7,786.88	7,786.88	
MANDEVILLE RICHARD	180 PARKING DEPT	14811-5113	PT METER CONTROL	10/7/17	13,832.00	P	52	1	19	14.00	14.00	13,832.00	14.28	14,108.64	14,108.64	
DARCY GERALD	180 PARKING DEPT	14811-5113	SECURITY & SUPPORT		14,177.80	P		1	19	14.35	14.35	14,177.80	14.64	14,461.36	14,461.36	
WYDE DARRELL	180 PARKING DEPT	14811-5113	SECURITY		11,139.70	P		1	19	11.28	11.28	11,139.70	11.50	11,362.49	11,362.49	
GAGNEY GEORGE	180 PARKING DEPT	14811-5113	SECURITY & SUPPORT		14,177.80	P		1	19	14.35	14.35	14,177.80	14.64	14,461.36	14,461.36	
					71,961.50			Total Part Time - 5113				72,609.50		74,061.69	74,061.69	
180 PARKING DEPT 14811-5131 OVERTIME					10,000.00							10,000.00		10,000.00	10,000.00	
					695,556.37		12.50	Department Total				939,084.09		759,347.98	759,347.98	

Full-Time Equivalent Employees:	FY 2017	12.00
	FY 2018	11.50
	FY 2019	12.50
	Variance 18 vs. 19	1.00

PARKING EMPLOYEES WITH SPLIT SALARIES								Total
DOWNING NICHOLAS	PARKING DEPT	14811-5111	Asst Dir of Traffic & Parking		0.50	50%	1,373.08	35,700.00
	ELECTRICAL DEPT	12451-5111	Asst Dir of Traffic & Parking		0.50	50%	1,373.08	35,700.00
								71,400.00

FY 2019 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2017 52	F T E	Rate FY 2018	Incr FY 2019 1.000	Calc Rate FY 2019	STEP INCREASES				Dept Request FY 2019 52	Mayor FY 2019 52	Council FY 2019 52	
											Date	Rate	# Wks Old	New				
BATES MARK	180 PARKING DEPT	14811-5111	METER REPAIR PERSON	2/14/2000	1	48,037.39	1.00	923.80	1.000	923.80				100%	48,037.60	48,037.60	48,037.60	
HAGAN CARL	180 PARKING DEPT	14811-5111	METER CONTROL	2/4/14	1	45,526.30	1.00	875.51	1.000	875.51				100%	45,526.52	45,526.52	45,526.52	
HAGAN	<i>Shift Differential-WEEKENDS 50 CENTS PER HOUR</i>					200.00		-		-				100%	200.00	200.00	200.00	
HENDERSON MARK	180 PARKING DEPT	14811-5111	METER REPAIR	9/29/2014	1	43,434.33	1.00	890.96	1.000	890.96	8/8/2018	923.80	5.0 47.0	100%	47,873.40	47,873.40	47,873.40	
HENDERSON	<i>Shift Differential-WEEKENDS 50 CENTS PER HOUR</i>					420.00		-		-				100%	420.00	420.00	420.00	
NELSON	<i>Shift Differential-9%</i>					2,726.40		52.43	1.000	52.43				100%	2,726.36	2,726.36	2,726.36	
RAMSDELL DAWNE	180 PARKING DEPT	14811-5111	METER CONTROL	08/31/1998	1	45,526.30	1.00	875.51	1.000	875.51				100%	45,526.52	45,526.52	45,526.52	
WONG MICHAEL	180 PARKING DEPT	14811-5111	METER REPAIR	7/19/2007	0	48,037.39	0.00		1.000	-				100%	-	-	-	
REPLACE WONG	180 PARKING DEPT	14811-5111	METER REPAIR Step 1		0		0.00	859.34	1.000	859.34				100%	44,685.68	44,685.68	44,685.68	
New Position	180 PARKING DEPT	14811-5111	METER CONTROL Step 1		1		1.00	875.51	1.000	875.51				100%	45,526.52	45,526.52	45,526.52	
New Position	180 PARKING DEPT	14811-5111	METER CONTROL Step 1		1		0.00	875.51	1.000	875.51				100%	45,526.52	-	-	
New Position	180 PARKING DEPT	14811-5111	METER CONTROL Step 1		1		0.00	875.51	1.000	875.51				100%	45,526.52	-	-	
New Position	180 PARKING DEPT	14811-5111	METER CONTROL Step 1		1		0.00	875.51	1.000	875.51				100%	45,526.52	-	-	
New Position	180 PARKING DEPT	14811-5111	Maint Craftsperson Step 1		1		0.00	859.34	1.000	859.34				100%	44,685.68	-	-	
						233,908.12	5.00									461,787.84	280,522.60	280,522.60

FY 2019 DETAILED BUDGET REPORT
EXPENSES

Parking Department - 180

ORG	OBJECT	DESCRIPTION	Dept Request	Approved By Mayor	Voted by Council
14812	5211	ELECTRICITY			
		Museum Place	40,500	40,500	40,500
		South Harbor	25,250	25,250	25,250
		Church St, Sewall St, Charter & Crombie	14,250	14,250	14,250
	TOTAL		80,000	80,000	80,000
14812	5255	BUILDING/EQUIP MAINT			
		General building maintenance & custodial supplies	30,229	30,229	30,229
		Elevator Contract	10,011	10,011	10,011
		Power washing & garage repairs (Incease to address ongoing repairs to garages.)	50,000	25,000	25,000
		Annual smart meter monitoring	21,260	21,260	21,260
		Parking lot kiosk communication/data fees (increase based on additional kiosks in service)	8,100	8,100	8,100
		Amano McGann Garage Systems Maintenance Service (NEW to maintain automated system)	25,524	25,524	25,524
	TOTAL		145,124	120,124	120,124
14812	5284	EQUIPMENT LEASE AND PURCHASE			
		Payment kiosks - downtown lots.	25,572	25,572	25,572
	TOTAL		25,572	25,572	25,572
14812	5341	COMMUNICATONS/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
		Monthly Verizon Meter Fees for Single Space Meters	7,400	7,400	7,400
	TOTAL		15,000	13,000	13,000
14812	5381	PRINTING AND BINDING			
		Garage & Lot Tickets, & parking stamps	5,500	5,500	5,500
	TOTAL		5,500	5,500	5,500
14812	5421	OFFICE SUPPLIES			
		General Office Supplies	3,000	3,000	3,000
	TOTAL		3,000	3,000	3,000
14812	5710	In State Travel/Meeting			
		Training and meetings	5,000	5,000	5,000
	TOTAL		5,000	5,000	5,000
14812	5860	EQUIPMENT - OFFICE			
		Misc office equipment replacement as needed	3,000	3,000	3,000
	TOTAL		3,000	3,000	3,000
14812	5320	DUES AND CONTRACTED SERVICES			
		TMA (formerly paid through CDGB funds.)	15,000	15,000	15,000
	TOTAL		15,000	15,000	15,000
Total proposed			297,196	270,196	270,196

Purchasing

Mission Statement – Why We Exist

The Purchasing Department is primarily responsible for acquiring all services, supplies and real property, and disposing of surplus supplies, for the best value to the City, while ensuring compliance with state law and local ordinances. The Purchasing Department is also responsible for drafting and administering City contracts and approving purchase orders.



Significant Budget & Staffing Changes for FY 2019

Thomas Watkins was hired in January of 2018 as the new Purchasing Agent filling the vacancy left by the former Purchasing Agent, Whitney Haskell.

Recent Accomplishments

- Added additional contract and bid result information to the Department’s website.
- Re-designed webpage to allow vendors to automatically register as plan holders for bids/rfp’s prior to downloading the documents
- Utilized inter-municipal agreement with Swampscott to engage in joint bidding opportunities.
- Participated in cooperative bidding opportunities and other collective purchasing arrangements, including state and federal contracts.
- Corrected and consolidated the City’s vendor information files in MUNIS Financial Management Software.
- Served as President of Massachusetts Association of Public Purchasing Officials (MAPPO).

FY 2019 Goals & Objectives

- Continue to improve the Department’s website, making it more user-friendly and informative.
- Increase communication and cooperation among City Departments and School Department to eliminate redundancy and take advantage of savings that may be realized through larger volume purchases.
- Identify additional opportunities to partner with Swampscott and/or other purchasing groups.
- Continue working on the correction and consolidation of City’s vendor information.
- Work to conserve resources by implementing paperless record keeping systems, when possible.
- Attend Massachusetts Association of Public Purchasing Official meetings to keep current with the Commonwealth’s purchasing guidelines, requirements, laws, and obtain credits towards certification requirements to maintain Massachusetts Certified Public Purchasing Official (MCPPO) status.
- Investigate ways to streamline the process of issuing 1099 Forms to all City vendors



- Re-Bid the City’s trades contracts so that they are in line with the \$50,000 threshold as allowed under the Municipal Modernization Act.
- Conduct trainings to City staff relative to the various state procurement laws, consistent with the guidelines established by the Office of the Inspector General.
- Work with the City’s Legal Office to update/revise the City’s Contract forms and insurance requirements when formally contracting with vendors
-

Outcomes and Performance Measures	Actual FY 2016	Actual FY 2017	Estimated FY 2018	Estimated FY 2019
Invitations to Bid and Requests for Proposals (Salem)	72	49	50	55
Invitations to Bid and Requests for Proposals (Swampscott)	9	13	10	10
Purchase Orders	7,817	7,286	7,850	7,800
Surplus Items auctioned (Profit)	22 (\$34,226.55)	4 (\$5,951)	5 (\$5,000)	10 (\$10,000)
Savings realized through bid process (Aggregate High Bid-Awarded Bid)	\$4,269,764.55	\$4,639,712	\$3,000,000	\$3,000,000

How FY 2019 Departmental Goals Relate to City’s Overall Long & Short Term Goals

- Maintain a high level of accessibility to and responsiveness by City Departments.
 - The Department will continue to make improvements to the layout and contents of the website making information more accessible.
 - The Department has developed an e-subscriber link to notify vendors and constituents of bidding opportunities and will maintain a page of bid results and current contract available for viewing.
 - The Department has created an online registration form for IFB’s/RFP’s which populates an automated plan holder list. Addendum to IFB’s/RFP’s are now automatically e-mailed out to all plan holders when added to the department webpage
- Look for ways to deliver City services more efficiently and effectively through the use of technology.
 - Through maintaining electronic procurement files, the Department will be able to efficiently share information among departments and the public.
 - The department will also expand the use of electronic purchase orders.
- Implement regionalized services where applicable in order to better utilize tax dollars.
 - The Department has engaged in, and will continue to seek collective purchasing options, utilizing our intergovernmental agreement with the Town of Swampscott and/or other communities of purchasing groups, including state and federal contracts.



CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Purchasing-Personnel									
11381	5111	SALARIES-FULL TIME	110,703.90	117,395.00	117,395.00	119,755.96	139,640.00	142,433.00	142,433.00
11381	5113	SALARIES-PART TIME	0.00	0.00	0.00	0.00	0.00	0.00	0.00
11381	5150	FRINGE/STIPENDS	999.96	10,000.00	10,000.00	83.33	10,000.00	0.00	0.00
Total Purchasing-Personnel			111,703.86	127,395.00	127,395.00	119,839.29	149,640.00	142,433.00	142,433.00
Purchasing-Expenses									
11382	5306	ADVERTISING	15,000.00	15,000.00	15,000.00	10,383.57	15,000.00	15,000.00	15,000.00
11382	5320	CONTRACTED SERVICES	870.00	1,000.00	0.00	0.00	0.00	0.00	0.00
11382	5421	OFFICE SUPPLIES (GEN	619.84	2,000.00	2,000.00	1,761.45	2,000.00	2,000.00	2,000.00
11382	5710	IN STATE TRAVEL/MEETINGS	1,420.00	600.00	1,600.00	709.14	2,700.00	2,700.00	2,700.00
11382	5730	DUES AND SUB	175.00	250.00	250.00	175.00	600.00	600.00	600.00
Total Purchasing-Expenses			18,084.84	18,850.00	18,850.00	13,029.16	20,300.00	20,300.00	20,300.00
240	138	Department Total	129,788.70	146,245.00	146,245.00	132,868.45	169,940.00	162,733.00	162,733.00

FY 2019 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2018	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2018	Dept Prop Rate FY 2019	Dept Request FY 2019	Mayor Rate FY 2019	Mayor Proposed FY 2019	Council Voted FY 2019
					52					0.0%	0.0%	52.0	2.0%	52.0	
HASKELL	WHITTNEY	240 PURCHASING	11381-5111 PURCHASING AGENT	10/9/12	67,755.05				100%		Resigned			-	-
O'BRIEN	MARGARET	240 PURCHASING	11381-5111 ASST PURCHASING AGENT	3/2017	49,639.36		1.00		100%	954.60	954.60	49,639.36	973.70	50,632.14	50,632.14
WATKINS	TOM	240 PURCHASING	11381-5111 PURCHASING AGENT	1/8/17			1.00		100%	1,730.77	1,730.77	90,000.04	1,765.39	91,800.04	91,800.04
					117,394.41	2.00	Total Full Time - 5111			139,639.40	142,432.18	142,432.18			
		240 PURCHASING	11381-5150 Stipend for Add'l work from Swampscott		10,000.00			1.0				10,000.00		-	-
					10,000.00		Total Part Time - 5150			10,000.00	-	-			
					127,394.41	2.00	Department Total			149,639.40	142,432.18	142,432.18			

Full-Time Equivalent Employees:	FY 2017	2.00
	FY 2018	2.00
	FY 2019	2.00
	Variance 18 vs. 19	0.00

*Note - Swampscott contributes \$25,000 to Salem for Procurement Office use

FY 2019 DETAIL BUDGET REPORT
EXPENSES

PURCHASING - 240

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
11382	5306	Advertising Required legal notices for solicitation of bids and proposals	15,000	15,000	15,000
TOTAL			15,000	15,000	15,000
11382	5320	Contracting Services Purchasing consulting services as needed.	-	-	-
TOTAL			-	-	-
11382	5421	Office Supplies (General) Office supplies as needed	2,000	2,000	2,000
TOTAL			2,000	2,000	2,000
11382	5710	In State Travel and Meetings MCPPO Certification Courses	2,000	2,000	2,000
		Travel Reimbursement for MAPPO Meetings	700	700	700
TOTAL			2,700	2,700	2,700
11382	5730	Dues and Subscriptions Massachusetts Association of Public Purchasing Officials Yearly Membership Dues	350	350	350
		ICMA Membership	250	250	250
TOTAL			600	600	600
TOTAL PROPOSED			20,300	20,300	20,300

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Purchasing-Fixed Costs									
11392	5341	TELEPHONE-Wireless	30,500.00	30,500.00	30,500.00	30,315.44	30,500.00	30,500.00	30,500.00
11392	5422	COPIERS & SUPPLIES	30,511.04	32,912.00	32,912.00	28,418.10	35,912.00	35,912.00	35,912.00
	Total	Purchasing-Fixed Costs	61,011.04	63,412.00	63,412.00	58,733.54	66,412.00	66,412.00	66,412.00
240	139	Department Total	61,011.04	63,412.00	63,412.00	58,733.54	66,412.00	66,412.00	66,412.00

FY 2019 DETAIL BUDGET REPORT
EXPENSES

PURCHASING - FIXED COSTS 240

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
11392	5341	Telephone-Verizon Wireless			
		Cellphones - (Cemetery, City Clerk, Electrical, Engineer, Finance, Health, Legal, Mayor, Park, Parking, Planning, Public Property, Public Services, Veterans)	24,000	24,000	24,000
		Tablets (ITS, Public Property, Electrical, DPW, Park)	6,500	6,500	6,500
TOTAL			30,500	30,500	30,500
11392	5422	Photocopy Machine			
		Public Property (\$155/month x 12 months)	1,860	1,860	1,860
		Planning (\$280/month x 12 months)	3,360	3,360	3,360
		Treasurer (\$145/month x 12 months)	1,740	1,740	1,740
		Purchasing (\$179/month x 12 months)	2,148	2,148	2,148
		Clerk 1 (\$313/month x 12 months)	3,756	3,756	3,756
		Clerk 3 (\$158/month x 12 months)	1,896	1,896	1,896
		Mayor (\$156/month x 12 months)	1,872	1,872	1,872
		Engineering Copier	3,000	3,000	3,000
		Assessor/Collector (\$155/month x 12 months)	1,860	1,860	1,860
		Finance 2 (\$70/month x 12 months)	840	840	840
		Finance 3 (\$320/month x 12 months)	3,840	3,840	3,840
		Supplies (Toner, Staples, Copy Paper)	4,000	4,000	4,000
		<i>USAGE AND OVERAGE CHARGES</i>	5,740	5,740	5,740
TOTAL			35,912	35,912	35,912
TOTAL PROPOSED			66,412	66,412	66,412

Treasurer – General Administration

Mission Statement – Why We Exist

The primary function of the Treasurer’s Office is to preserve, protect and manage the financial resources of the City. The Treasurer is responsible for the receipt, deposit and disbursement of City funds, the accurate accounting and prudent investment of City funds in order to maximize yields while maintaining adequate liquidity and ensure compliance with Massachusetts General Laws, with the Charter and Ordinances of the City of Salem. The Treasurer 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 and cash accounts. The Treasurer in conjunction with the Finance Director negotiates municipal borrowings (both long and short term) for capital related projects. 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 2019

No significant budget or staffing changes for FY 2019.

Recent Accomplishments

- Continued to supervise and enhance the Payroll Coordinator position
- Supervised payroll functions for weekly and bi-weekly payroll
- Streamlined the paying of various employee deductions
- Prepared monthly reconciliation for the GIC Health Insurance previously completed by a consultant
- Maximized Investment Earnings
- Participated in the Cities review process resulting in an upgraded bond rating from Standard & Poors
- Oversaw E-Payables with Bank of America for electronic vendor payments resulting in a rebate of \$18,126
- Worked in conjunction with IT to successfully implement electronic direct deposits and W2s

FY 2019 Goals & Objectives

- Continue to upgrade on-line banking and employee deduction reporting systems and vendor
- 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
- Continue to maximize investment earnings by working with current and new financial institutions
- Review debt management policies and make recommendations and updates as needed
- Continued to improve efficiencies and controls
- Review tax title accounts and identify if they would generate funds to the City of Salem.
- Address gaps in the process to best utilize staff expertise and contribute to sustaining positive staff morale and productivity
- To work in conjunction with IT to implement Vendor Self Service and electronic check processing

How FY 2019 Departmental Goals Relate to City's Overall Long & Short Term Goals

- The Treasurer's Office will work with the Mayor and Finance Department to maintain or possibly increase the City's bond rating
- The Treasurer's Office will oversee the management of the City's Stabilization, OPEB Liability and Capital Improvement investments
- The Treasurer's Office will reconcile and manage cash accounts resulting in accountability and transparency
- Promote integrity, transparency and accountability by ensuring that all financial transactions in the Treasurer's Office are clearly documented
- Ensure all expenditures are accounted for within the Treasurer's budget



CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Treasurer-Personnel									
11451	5111	SALARIES-FULL TIME	221,595.20	237,310.00	237,310.00	219,054.66	237,310.00	241,094.00	241,094.00
11451	5150	FRINGE/STIPENDS	999.96	1,000.00	1,000.00	916.63	1,000.00	1,000.00	1,000.00
Total Treasurer-Personnel			222,595.16	238,310.00	238,310.00	219,971.29	238,310.00	242,094.00	242,094.00
Treasurer-Expenses									
11452	5317	EDUCATIONAL TRAINING	768.61	1,300.00	1,300.00	689.78	1,300.00	1,300.00	1,300.00
11452	5320	CONTRACTED SERVICES	1,000.00	1,000.00	1,000.00	0.00	1,000.00	1,000.00	1,000.00
11452	5388	TAX FORECLOSURE SERV	8,000.00	8,000.00	7,000.00	4,677.30	8,000.00	8,000.00	8,000.00
11452	5421	OFFICE SUPPLIES (GEN	1,473.24	1,500.00	2,500.00	1,830.82	1,500.00	1,500.00	1,500.00
11452	5425	CHECKS/FORMS	2,485.39	2,500.00	2,500.00	2,009.12	1,810.00	1,810.00	1,810.00
11452	5709	CREDIT CARD/EFT FEES	104,557.99	102,239.00	102,239.00	95,786.00	126,733.00	126,733.00	126,733.00
11452	5730	DUES AND SUB	170.00	345.00	345.00	310.00	345.00	345.00	345.00
Total Treasurer-Expenses			118,455.23	116,884.00	116,884.00	105,303.02	140,688.00	140,688.00	140,688.00
270	145	Department Total	341,050.39	355,194.00	355,194.00	325,274.31	378,998.00	382,782.00	382,782.00

FY 2019 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2018	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2018	Dept Prop Rate FY 2019	Dept Request FY 2019	Mayor Rate FY 2019	Mayor Proposed FY 2019	Council Voted FY 2019	
FULL	DIANNE	270	TREASURER	11451-5111	ASSISTANT TREASURER	3/13/17	57,399.84	1.00	1	100%	1,103.84	1,103.84	57,399.84	1,125.92	58,547.83	58,547.83
MCAHON	KATHLEEN	270	TREASURER	11451-5111	TREASURER	12/27/2010	83,646.89	1.00	1	100%	1,608.59	1,608.59	83,646.89	1,640.77	85,319.83	85,319.83
DOMINGUEZ	MONICA	270	TREASURER	11451-5111	Payroll Coordinator	2/9/04	48,175.21	1.00	1	100%	926.45	926.45	48,175.21	944.98	49,138.71	49,138.71
					48,087.56	1.00	<i>Total AFSCME 1818</i>					48,087.52		48,087.52	48,087.52	
					237,309.49	4.00	Total Full Time - 5111					237,309.45		241,093.89	241,093.89	
270 Certified Treasurer's Stipe 11451-5150					1,000.00		1	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	
					1,000.00		Total Fringe - 5150					1,000.00		1,000.00	1,000.00	
					238,309.49	4.00	Department Total					238,309.45		242,093.89	242,093.89	

Full-Time Equivalent Employees:	FY 2017	4.00
	FY 2018	4.00
	FY 2019	4.00
	Variance 18 vs. 19	0.00

**FY 2019 DETAILED BUDGET REPORT
EXPENSES**

TREASURER - 270

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
11452	5317	Professional Training/Education	1,300	1,300	1,300
TOTAL			1,300	1,300	1,300
11452	5320	Contracted Services Financial Consulting Services 14 Hrs @ 70.00	1,000	1,000	1,000
TOTAL			1,000	1,000	1,000
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 Office supplies as needed	1,500	1,500	1,500
TOTAL			1,500	1,500	1,500
11452	5425	Checks/Forms 3000 Blue C fold pressure seal checks @ \$85.00 per 1000 \$255 6,000 Green Z fold pressure seal checks @ \$85.00 per 1000 \$510 Shipping \$680.00 500 1099M \$50, 2000 1095 \$200, 1000 W's \$100 and 3 1099R \$25 plus shipping, \$100	1,360 450	1,360 450	1,360 450
TOTAL			1,810	1,810	1,810
11452	5709	Credit Card/EFT Fees Bank fees associated with credit card machines and meters located throughout the City Based on Actual Costs for FY 18 for 7 Months plus the average of 7 months for 5 months plus 5% Transaction Fees 50,000 x .13 System management and wireless data fees (135 smart meters x 5.75 x 12) Smart Meter Credit Card Fees 3.50 x 135 x 12 Pay By Cell Feature 1105 x 12 x.10	106,548 5,200 9,315 5,670 1,104	106,548 5,200 9,315 5,670 1,104	106,548 5,200 9,315 5,670 1,104
TOTAL			126,733	126,733	126,733
11452	5730	Dues and Subscriptions Treasurer's Association dues Eastern Mass Treasurer's Collector's Association MCTA 2 members @ \$140 each	65 280	65 280	65 280
TOTAL			345	345	345
TOTAL PROPOSED			140,688	140,688	140,688

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 FY 19 the City's total long term debt service is \$8,887,320. This includes principal payments of \$6,434,490 and interest payments of \$2,452,830. The debt Service is broken down as follows:

Water Enterprise Fund principal \$1,564,490 - Water Enterprise interest \$564,000

Sewer Enterprise Fund principal \$650,000- Sewer Enterprise Fund interest \$436,669

General Fund capital improvements and equipment principal \$4,220,000 - General Fund capital improvements interest \$1,452,161

In FY 18 the City's total long term debt service is \$9,212,262. This includes principal payments of \$6,529,124 and interest payments of \$2,683,138. The debt service is broken down as follows:

Water Enterprise Fund principal \$1,582,124 - Water Enterprise interest \$620,517

Sewer Enterprise Fund principal \$635,000- Sewer Enterprise Fund interest \$459,845

General Fund capital improvements and equipment principal \$4,312,000 - General Fund capital improvements interest \$1,602,776

In FY 17 the City's total long term debt service is \$8,270,716. This includes principal payments of \$5,634,805 and interest payments of \$2,635,911. The debt service is broken down as follows:

Water Enterprise Fund principal \$1,304,805 - Water Enterprise interest \$584,096

Sewer Enterprise Fund principal \$540,000 - Sewer Enterprise Fund interest \$425,526

General Fund capital improvements and equipment principal \$3,790,000 - General Fund capital improvements interest \$1,626,289

In FY 16, the City's total Long-Term Debt Service is \$6,936,821. This includes principal payments of \$4,812,532 and interest payments of \$2,124,289. The majority of bonding has been directed to finance School remodeling projects, with smaller amounts financing City Hall Renovations, the Police, Fire Engineering, and Public Service Departments, and various capital improvement projects and equipment.

In FY 17 the City refinanced the October 15, 2007 bonds (the remaining, non-called portions). Based on market rates the refunding produced approximately \$595,378 in budgetary savings over the remaining life of the bonds being refunded, which is 10.083% on a present value basis. (The standard threshold for refunding transactions is to have present value savings of at least 3% of refunded principal). The refunding bonds were included in the 11/17/2016 \$17,227,000 bond issue. The long-term debt bond proceeds were used to retire \$8,635,650 of governmental Ban's, \$3,000,000 for Blaney Street Project, \$5,210,000 for refunding. The remaining \$5,591,300 of proceeds is allocated for \$4,137,665 in governmental expenditures and \$809,685 for Collins Middle School projects and \$644,000 for the Transfer Station

Per the Municipal Finance Oversight Board of the Commonwealth of Massachusetts the City in accordance with provisions of Chapter 44A of the General Laws is entitled to issue state qualified bonds from time to time in increments not to exceed sixty-two million twenty four thousand eight hundred fifty nine dollars (\$62,024,859)

Treasurer – Short Term Debt Service

The 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.

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.

In FY 18 the City issued Bond Anticipation Notes for Water/Sewer improvement projects for a total of \$636,000 and \$1,027,930 for General Fund Capital Improvements for a grand total of \$1,663,930

The City re-issued a State Anticipation Note for Washington and Dodge Street Project in the amount of \$948,500

Treasurer – Essex Technical High School

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 17 member communities in the school district. The amount of a community's assessment is determined by the size of its enrollment. As of February 2018, Salem had 183 students in the Regional system. There will be debt service principal and interest payment in FY19 included in the assessment.

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, 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, the Essex Technical High School and the Salem Housing Authority. It provides pension and annuity payments to 584 retirees, 100 survivors, and 8 quados. The retirement system collects pension contributions from 1084 active employees an increase of 35 from FY 18 and there are 98, inactive or on leave members as of March 07, 2018. There were 837 transfers, refunds or rollovers.

Treasurer – Non-Contributory Pensions

As of March 07, 2018, the City provides pension benefits for a limited group of three non-contributory retirees. This includes one pension payment paid weekly and two 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 FY19, an adjustment was made in the Medicare budget as it has been underfunded in the past. Thus, FY19 is based on the average of the prior two years actual plus 1%.

Treasurer – Municipal Insurance

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

CITY OF SALEM - FY 2019 OPERATING BUDGET

		Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
		FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Debt Service-Expenses								
17102	5908H	16-HIGH SCHOOL-PRIN (07)	345,000.00	345,000.00	345,000.00	345,000.00	320,000.00	320,000.00
17102	5908I	WITCHCRAFT-PRIN (14 REF)	95,000.00	95,000.00	95,000.00	95,000.00	95,000.00	95,000.00
17102	5908J	GARAGE-PRIN (14 REF)	75,000.00	75,000.00	75,000.00	75,000.00	75,000.00	75,000.00
17102	5908K	BOWDITCH-PRIN (14 REF)	84,500.00	90,000.00	90,000.00	90,000.00	95,000.00	95,000.00
17102	5908L	CARLTON-PRIN (14 REF)	60,000.00	65,000.00	65,000.00	65,000.00	60,000.00	60,000.00
17102	5908M	CARLTON-PRIN (14 REF)	30,500.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00
17102	5910A	17-POLICE EQUIP-PRIN (07)	0.00	0.00	0.00	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
17102	5919B	20-SCHL RENOV-PRIN (10)	0.00	0.00	0.00	0.00	0.00	0.00
17102	5919C	21-BATES SCHL-PRIN (10)	766,000.00	795,000.00	795,000.00	795,000.00	830,000.00	830,000.00
17102	5919D	22-GOLF CLBHS PRIN (10)	19,000.00	0.00	0.00	0.00	0.00	0.00
17102	5919F	SALTONSTALL PRIN (2013)	196,686.00	190,000.00	190,000.00	190,000.00	200,000.00	200,000.00
17102	5919G	COLLINS PRIN (2013)	396,161.00	400,000.00	400,000.00	400,000.00	410,000.00	410,000.00
17102	5919H	MCGRATH PRIN (2013)	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00
17102	5930A	17-POLICE EQUIP-INT (07)	0.00	0.00	0.00	0.00	0.00	0.00
17102	5938	18-FERRY-INT (07)	9,895.56	8,000.00	8,000.00	8,000.00	5,600.00	5,600.00
17102	5948H	16-HIGH SCHOOL-INT (07)	141,921.58	132,580.00	132,580.00	132,580.00	119,280.00	119,280.00
17102	5948J	20-SCHL RENOV-INT (10)	0.00	0.00	0.00	0.00	0.00	0.00
17102	5948K	21-BATES SCHL-INT (10)	96,715.00	73,300.00	73,300.00	73,300.00	47,888.00	47,888.00
17102	5948L	22-GOLF CLUBHS-INT (10)	285.00	0.00	0.00	0.00	0.00	0.00
17102	5948N	SALTONSTALL INT (2013)	211,149.00	192,388.00	192,388.00	166,118.75	172,110.00	172,110.00
17102	5948O	COLLINS INT (2013)	440,832.00	392,582.00	392,582.00	338,425.00	340,169.00	340,169.00
17102	5948P	MCGRATH INT (2013)	42,262.59	41,213.00	41,213.00	41,212.50	40,163.00	40,163.00
17102	5948Q	WITCHCRAFT-INT (14 REF)	29,331.26	26,482.00	26,482.00	13,953.13	23,157.00	23,157.00
17102	5948R	GARAGE-INT (14 REF)	8,175.00	5,925.00	5,925.00	3,525.00	3,300.00	3,300.00
17102	5948S	BOWDITCH-INT (14 REF)	21,167.50	18,550.00	18,550.00	9,950.00	15,300.00	15,300.00
17102	5948T	CARLTON-INT (14 REF)	14,850.00	12,975.00	12,975.00	6,975.00	10,800.00	10,800.00
17102	5948U	CARLTON-INT (14 REF)	8,382.50	7,475.00	7,475.00	3,962.50	6,425.00	6,425.00
17102	5949A	CIP 2009-INT (11)	30,400.00	24,600.00	24,600.00	24,600.00	19,100.00	19,100.00
17102	5949B	CIP 2010-INT (11)	51,900.00	44,700.00	44,700.00	44,700.00	37,700.00	37,700.00
17102	5949C	CIP 2009-PRIN (12)	150,000.00	140,000.00	140,000.00	140,000.00	135,000.00	135,000.00
17102	5949D	CIP 2010-PRIN (12)	185,000.00	175,000.00	175,000.00	175,000.00	175,000.00	175,000.00
17102	5949E	CIP 2011 INT	15,300.00	13,600.00	13,600.00	13,600.00	12,000.00	12,000.00
17102	5949F	CIP 2011-PRIN	45,000.00	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00
17102	5949G	CIP 2012-PRIN	246,327.45	260,000.00	260,000.00	260,000.00	105,000.00	105,000.00

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
17102	5949H	CIP 2012-INT	91,718.78	84,069.00	84,069.00	84,068.78	78,594.00	78,594.00	78,594.00
17102	5949I	CIP 2013-PRIN	99,438.54	125,000.00	125,000.00	125,000.00	125,000.00	125,000.00	125,000.00
17102	5949J	CIP 2013-INT	55,093.78	51,419.00	51,419.00	26,646.88	47,044.00	47,044.00	47,044.00
17102	5949K	CIP 2014-PRIN	565,000.00	555,000.00	245,000.00	245,000.00	245,000.00	245,000.00	245,000.00
17102	5949L	CIP 2014-INT	192,225.00	169,826.00	65,813.50	65,812.52	56,013.00	56,013.00	56,013.00
17102	5949M	CIP 2015-PRIN	312,153.00	295,000.00	295,000.00	295,000.00	290,000.00	290,000.00	290,000.00
17102	5949N	CIP 2015-INT	146,096.00	94,869.00	94,869.00	94,868.75	137,510.00	137,510.00	137,510.00
17102	5949O	CIP 2016-PRIN	0.00	542,000.00	542,000.00	542,000.00	585,000.00	605,000.00	605,000.00
17102	5949P	CIP 2016-INT	0.00	208,230.00	208,230.00	208,230.00	188,400.00	195,360.00	195,360.00
17102	5949Q	CIP-BERTRAM-PRIN	0.00	0.00	200,000.00	200,000.00	110,000.00	110,000.00	110,000.00
17102	5949R	CIP-BERTRAM-INT	0.00	0.00	44,012.50	44,012.50	39,613.00	39,613.00	39,613.00
17102	5949S	CIP-ROADWAYS 2014-PRIN	0.00	0.00	110,000.00	110,000.00	200,000.00	200,000.00	200,000.00
17102	5949T	CIP-ROADWAYS 2014-INT	0.00	0.00	60,000.00	60,000.00	52,000.00	52,000.00	52,000.00
17102	5949U	CIP 2017 PRIN	0.00	0.00	0.00	0.00	909,065.00	576,269.00	576,269.00
17102	5949V	CIP 2017 INT	0.00	0.00	0.00	0.00	334,257.00	192,108.00	192,108.00
17102	5949W	CIP 2018 PRIN	0.00	0.00	0.00	0.00	0.00	282,960.00	282,960.00
17102	5949X	CIP 2018 INT	0.00	0.00	0.00	0.00	0.00	120,624.00	120,624.00
Total Debt Service-Expenses			5,373,466.54	5,914,783.00	5,914,783.00	5,776,541.31	6,915,488.00	6,871,087.00	6,871,087.00
270	710	Department Total	5,373,466.54	5,914,783.00	5,914,783.00	5,776,541.31	6,915,488.00	6,871,087.00	6,871,087.00

FY 2019 DETAILED BUDGET REPORT
EXPENSES

TREASURER - Fixed Costs 270

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
TREASURER - Long Term Debt GF - 270					
17102	DEBT SERVICE	Debt Service Figures from Debt Schedule provided by First Southwest	6,915,488	6,871,087	6,871,087
TOTAL			6,915,488	6,871,087	6,871,087
TOTAL PROPOSED			6,915,488	6,871,087	6,871,087

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures FY 2017	Adopted Budget FY 2018	Adjusted Budget FY 2018	Y-T-D Expenses FY 2018	Department FY 2019	Mayor FY 2019	Council FY 2019
Short Term Debt Int-Expense									
17522	5270	LEASE PAYMENTS	503,803.00	491,588.00	491,588.00	491,587.95	582,771.00	582,771.00	582,771.00
17522	5304	PROF SERVICES/FEES	16,737.38	15,000.00	15,000.00	13,109.53	15,000.00	15,000.00	15,000.00
17522	5925	INTEREST ON BANS	157,542.41	160,000.00	160,000.00	29,907.64	240,000.00	240,000.00	240,000.00
17522	5927	INTEREST ON LEASES	17,576.42	25,822.00	25,822.00	23,525.33	18,928.00	18,928.00	18,928.00
Total Short Term Debt Int-Expense			695,659.21	692,410.00	692,410.00	558,130.45	856,699.00	856,699.00	856,699.00
270	752	Department Total	695,659.21	692,410.00	692,410.00	558,130.45	856,699.00	856,699.00	856,699.00

**FY 2019 DETAILED BUDGET REPORT
EXPENSES**

TREASURER - Fixed Costs 270

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
TREASURER - Short Term Debt GF - 270					
17522	5270	Lease Payments			
		CIP FY 2018 \$503,600 Lease - Principal Payment Year 1 of 3	172,090	172,090	172,090
		CIP FY 2016 \$30,466 Lease Police Cruiser - Principal Payment 1 of 3	9,907	9,907	9,907
		CIP FY 2016 \$360,000 Lease - Principal Payment Year 3 of 3	120,056	120,056	120,056
		CIP FY 2015 \$351,762 Lease - Principal Payment Year 3 of 3	117,254	117,254	117,254
		LED Street Light Conversion \$1,180,101 Lease - Principal Payment Year 3 of 7	163,464	163,464	163,464
TOTAL			582,771	582,771	582,771
17522	5304	Professional Fees			
		Fees for Hilltop Securities and Legal Services	15,000	15,000	15,000
TOTAL			15,000	15,000	15,000
17522	5925	Interest on BANS			
		Interest on BAN \$6,000,000*.04	240,000	240,000	240,000
TOTAL			240,000	240,000	240,000
17522	5927	Capital Lease Payments			
		CIP FY 2018 \$503,600 Lease - Interest Payment Year 1 of 3	572	572	572
		CIP FY 2016 \$30,466 Lease Police Cruiser - Interest Payment 1 of 3	702	702	702
		CIP FY 2016 \$360,000 Lease - Interest Payment Year 3 of 3	1,299	1,299	1,299
		CIP FY 2015 \$351,762 Lease - Interest Payment Year 3 of 3	2,592	2,592	2,592
		LED Street Light Conversion \$1,180,101 Lease - Principal Payment Year 3 of 7	13,764	13,764	13,764
TOTAL			18,928	18,928	18,928
TOTAL PROPOSED			856,699	856,699	856,699

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
School Assessments									
18202	5641	ESSEX TECH & VOC ASSESSMENT	2,266,130.00	2,414,672.00	2,414,672.00	2,281,622.00	2,349,107.00	2,349,107.00	2,349,107.00
	Total	School Assessments	2,266,130.00	2,414,672.00	2,414,672.00	2,281,622.00	2,349,107.00	2,349,107.00	2,349,107.00
270	820	Department Total	2,266,130.00	2,414,672.00	2,414,672.00	2,281,622.00	2,349,107.00	2,349,107.00	2,349,107.00

FY 2019 DETAILED BUDGET REPORT
EXPENSES

TREASURER - Fixed Costs 270

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
TREASURER - SCHOOL ASSESSMENT - 270					
18202	5641	Essex Agricultural & Technical School Assessment Essex Aggie & Technical School	2,349,107	2,349,107	2,349,107
TOTAL			2,349,107	2,349,107	2,349,107
TOTAL PROPOSED			2,349,107	2,349,107	2,349,107

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
State Assessments-Expenses									
18302	5630	MBTA	920,112.00	926,437.00	926,437.00	772,040.00	944,714.00	944,714.00	944,714.00
18302	5631	SPECIAL EDUCATION	18,402.00	17,161.00	19,138.00	0.00	10,712.00	10,712.00	10,712.00
18302	5637	AIR POLLUTION CONTR	11,690.00	11,950.00	11,950.00	9,960.00	12,223.00	12,223.00	12,223.00
18302	5638	MET AREA PLANNING CO	21,576.00	21,967.00	21,967.00	18,310.00	22,335.00	22,335.00	22,335.00
18302	5640	RMV NONRENEWAL SUR	128,500.00	128,500.00	128,500.00	107,090.00	128,500.00	128,500.00	128,500.00
18302	5643	SCHOOL CHOICE	395,337.00	419,252.00	417,984.00	421,054.00	518,884.00	518,884.00	518,884.00
18302	5644	CHARTER SCHOOLS	6,409,966.00	7,378,857.00	7,378,858.00	5,793,615.00	7,296,399.00	7,310,324.00	7,310,324.00
18302	5646	NE MASS MOSQUITO CON	41,146.00	42,662.00	42,656.00	35,550.00	45,639.00	45,639.00	45,639.00
	Total	State Assessments-Expenses	7,946,729.00	8,946,786.00	8,947,490.00	7,157,619.00	8,979,406.00	8,993,331.00	8,993,331.00
270	830	Department Total	7,946,729.00	8,946,786.00	8,947,490.00	7,157,619.00	8,979,406.00	8,993,331.00	8,993,331.00

FY 2019 DETAILED BUDGET REPORT
EXPENSES

TREASURER - Fixed Costs 270

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
TREASURER - STATE ASSESSMENTS - 270					
18302	State Assessments				
		State Assessment amounts are derived from Massachusetts Department of Revenue House figures	8,979,406	8,993,331	8,993,331
TOTAL			8,979,406	8,993,331	8,993,331
TOTAL PROPOSED					

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Contrib Retirement - Personnel									
19101	5178	PENSION ASSES (CONTR	10,344,805.65	10,933,812.00	10,933,812.00	10,935,840.96	11,657,254.00	11,490,119.00	11,490,119.00
	Total	Contrib Retirement - Personnel	10,344,805.65	10,933,812.00	10,933,812.00	10,935,840.96	11,657,254.00	11,490,119.00	11,490,119.00
270	910	Department Total	10,344,805.65	10,933,812.00	10,933,812.00	10,935,840.96	11,657,254.00	11,490,119.00	11,490,119.00

FY 2019 DETAILED BUDGET REPORT
EXPENSES

TREASURER - Fixed Costs 270

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
TREASURER - CONTRIBUTORY RETIREMENT - 270					
19101	5178	Contributory Retirement			
		City Contributory Retirement	11,657,254	11,657,254	11,657,254
		<i>Less Fringe from grants</i>		(167,135)	(167,135)
TOTAL			11,657,254	11,490,119	11,490,119
TOTAL PROPOSED			11,657,254	11,490,119	11,490,119

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Non-Contrib Retire-Personnel									
19111	5176	PENSIONS-NON CONTRIB	20,287.62	19,935.00	19,935.00	17,912.79	12,125.00	12,125.00	12,125.00
Total Non-Contrib Retire-Personnel			20,287.62	19,935.00	19,935.00	17,912.79	12,125.00	12,125.00	12,125.00
270	911	Department Total	20,287.62	19,935.00	19,935.00	17,912.79	12,125.00	12,125.00	12,125.00

FY 2019 DETAILED BUDGET REPORT
EXPENSES

TREASURER - Fixed Costs 270

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
TREASURER - NON-CONTRIBUTORY RETIREMENT - 270					
19111	5176	Pension Non-Contributory			
		City Non-Contributory Retirement based on current payments annualized			
		Monthly \$242.33 X 12 months 1 pensioners	2,908	2,908	2,908
		Weekly \$177.25 X 52 weeks 1 pensioners	9,217	9,217	9,217
TOTAL			12,125	12,125	12,125
TOTAL PROPOSED			12,125	12,125	12,125

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Medicare-Personnel									
19191	5177	MEDICARE	1,115,278.40	1,080,484.00	1,080,484.00	1,049,288.38	1,114,215.00	1,114,215.00	1,114,215.00
		Total Medicare-Personnel	1,115,278.40	1,080,484.00	1,080,484.00	1,049,288.38	1,114,215.00	1,114,215.00	1,114,215.00
270	919	Department Total	1,115,278.40	1,080,484.00	1,080,484.00	1,049,288.38	1,114,215.00	1,114,215.00	1,114,215.00

FY 2019 DETAILED BUDGET REPORT
EXPENSES

TREASURER - Fixed Costs 270

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
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 FY19. Thus FY 19 is funded based on the average of the prior two years actual plus 1%	1,114,215	1,114,215	1,114,215
TOTAL PROPOSED			1,114,215	1,114,215	1,114,215

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Municipal Insurance-Expense									
19452	5740	INSURANCE PREMIUMS	330,723.98	312,907.00	312,907.00	242,100.31	343,552.00	333,556.00	333,556.00
19452	5740A	Insurance Deductibles	0.00	5,000.00	5,000.00	0.00	5,000.00	5,000.00	5,000.00
	Total	Municipal Insurance-Expense	330,723.98	317,907.00	317,907.00	242,100.31	348,552.00	338,556.00	338,556.00
270	945	Department Total	330,723.98	317,907.00	317,907.00	242,100.31	348,552.00	338,556.00	338,556.00

FY 2019 DETAILED BUDGET REPORT
EXPENSES

TREASURER - Fixed Costs 270

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
TREASURER - MUNICIPAL INSURANCE - 270					
19452	5740	Municipal Insurance			
		Annual municipal insurance costs Property & Casualty	534,352	528,544	528,544
		Annual professional liability insurance costs	109,200	124,606	124,606
		Less School Portion	(300,000)	(300,000)	(300,000)
		Less 3% Early Pay		(19,594)	(19,594)
TOTAL			343,552	333,556	333,556
19452	5740A	Insurance Deductibles			
		Deductibles - estimated	5,000	5,000	5,000
		Level Funded			
TOTAL			5,000	5,000	5,000
TOTAL PROPOSED			348,552	338,556	338,556

Solicitor & Licensing Board

Mission Statement – Why We Exist

The Solicitor's office is responsible for providing representation and advice to the City and its officials in numerous areas including but not limited to: zoning issues, employment law, collective bargaining, civil rights, civil service, contract actions, real estate, workmen's compensation and tort actions involving personal injury and property damage claims. Members of the legal department regularly attend and provide advice at meetings of the City Council and sub-committees thereof and to several City boards and commissions. In addition to drafting ordinances and other legal documents, numerous verbal and written opinions are rendered to the City Council and Department Heads.



The Licensing Board issues and oversees licenses for the following activities: auto dealerships, fortunetelling, liquor, vending, common victualler, lodging houses, street performers and entertainment.

Significant Budget & Staffing Changes for FY 2019

The overtime budget has been increased \$500.00 to reflect the need for staff oversight during Haunted Happenings, particularly as it relates to street performers and new Noise Ordinance requiring decibel meter testing and enforcement.

The personnel expense budget has been increased \$2400 for the purpose of creating a new role of staff trainer for the City's Paralegal. Trainings, including Excel, Word, PowerPoint and Internet Explorer, will be held twice per month/two sessions each for administrative staff.

Recent Accomplishments

- Managed claims against city with minimal damages paid outside of insurance policy
- Defended law suits against the city and its Boards
- Initiated and successfully obtained Receivers for delinquent properties through the Housing Court
- Prepared multiple amendments to the City's Ordinances including Plastic Bag Ban and Noise Control
- Prepared multiple Zoning Ordinance amendments including regulating recreational marijuana and establishing procedures to allow accessory apartments in single-family homes
- Advised various boards and commissions regarding state and local laws as well as case law
- Prepared contracts, license agreements and mutual aid agreements
- Prepared Opinions for boards and commissions
- Worked with various departments on solicitations for bids and requests for proposals
- Part of team overseeing redevelopment of Transfer Station and Universal Steel sites



- Served as part of team to interview prospective senior staff
- Advised HR and department heads on various personnel matters
- Advised School Department on various personnel and policy matters
- Investigated and advised departments on personnel infractions and prepared disciplinary documents
- Drafted various easements and rights of entry agreements
- Member of committee reviewing civil service hiring practices of police officers
- Member of steering committee for police department organizational review
- Acted as City's liaison to Harvard University's Ash Center with respect to problem properties task force
- Prepared legal documents for taking of 289 Derby Street
- Prepared deed restrictions for CPA-funded projects
- Prepared application for CPA funds for acquisition of Bemis Street parcels for park land
- Prepared numerous home rule petitions for additional liquor licenses and a formal application process for such

FY 2019 Goals & Objectives

- | | |
|---|---|
| • Goal: Successfully defend claims against city and its officers | Objective: Maximize resources, including insurance coverage to defend claims |
| • Goal: Revise existing ordinances to address any inefficiencies | Objective: Conduct periodic review of Ordinance with Department Heads |
| • Goal: Address local needs/neighborhood concerns | Objective: Create or amend Ordinances to provide tools to address needs/concerns |
| • Goal: Maximize MIIA rewards programs | Objective: Assign staff to attend programs |
| • Goal: Assist Licensing Board in regulating licenses | Objective: Create specific regulations for the board |
| • Goal: Improve vendor management and offerings | Objective: Work as part of a team to improve quality of vendors |
| • Goal: Ensure all liquor licenses are fully utilized | Objective: Work with Boards and businesses |
| • Goal: Redevelop Transfer Station Site | Objective: Develop DEP approved plan to see site is remediated |
| • Goal: Redevelop municipal properties | Objective: Assist in redevelopment of 5 Broad Street |
| • Goal: Move staff into new Community Life Center | Objective: Work with team to finalize legal documents to own and occupy new building |
| • Goal: Have an inclusive workplace, prevent discrimination suits and promptly address complaints | Objective: Work with HR and others to provide training and promptly address complaints |
| • Goal: Improve process for identifying and reducing the number of problem properties | Objective: Work with team to step up enforcement, collect data and take legal action when necessary |
| • Goal: Review alternative hiring process for police officers | Objective: Continue to work with civil service committee members to explore options |
| • Goal: Conduct performance appraisals for union staff | Objective: Negotiate/implement inclusion of performance reviews with unions |
| • Goal: Ensure proper administration of new marijuana statute | Objective: Continue to work with city officials to adopt regulation or ordinance to protect residents and neighborhoods |
| • Goal: Amend Zoning Ordinance to Establish Airbnb Regulations | Objective: Work as part of a committee to review models and draft zoning amendment |
| • Goal: Implement mandatory recycling to secure DEP funding | Objective: Draft Regulations for Board of Health |
| • Goal: Training City Boards on Open Meeting Law etc | Objective: Develop training and hold Spring/Fall of 2018 |

- Goal: Implement Animal Protection ordinance
- Goal: Noise Ordinance to reflect study and 2017 experience
- Goal: Develop 289 Derby St into an active recreation space

- Objective: Work with committee formed by Council to draft ordinance
- Objective: Draft Ordinance amendment and see implemented
- Objective: Work with administration and abutting property owners to develop use agreements to activate site

Outcomes and Performance Measures	Actual FY 2016	Actual FY 2017	Estimated FY 2018	Estimated FY 2019
SOLICITOR/LICENSING				
Limit payments from judgments acct.	4,066	6,479	6,000	7,000
Increase attendance at MIIA Reward classes	40	38	40	40
Liquor Licenses	184,300	181,406	182,000	182,000
One Day Liquor	3,050	3,300	3,300	3,300
Weekday Entertainment	11,500	12,000	12,000	12,000
Common Victuallers Licenses	4,300	4,400	4,400	4,400
Auto Dealers	6,600	6,200	6,200	6,200
Lodging House & Inn Licenses	5,825	6,975	6,975	6,975

How FY 2019 Departmental Goals Relate to City’s Overall Long & Short Term Goals

The Legal Department’s goals include several of the short and long-term goals of the City. These shared goals include:

- 1) continuing working with Footprint Energy to ensure the successful redevelopment of the Salem Harbor Station Power Plant site;
- 2) encouraging responsible private development and new growth opportunities, including the courts buildings;
- 3) continuing to improve upon management of Haunted Happenings and other community events;
- 4) continuing planning for move to Mayor Jean Levesque Community Life Center;
- 5) maintaining a high level of accessibility to and responsiveness to the public;
- 6) overseeing successful disposition and remediation of the transfer station site; and
- 7) exploring options related to Camp Naumkaeg and Pioneer Village.

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Solicitor-Licensing-Personnel									
11511	5111	SALARIES-FULL TIME	270,931.21	278,808.00	278,808.00	255,988.05	288,891.00	291,113.00	291,113.00
11511	5131	OVERTIME (GENERAL)	1,952.08	2,000.00	2,000.00	1,965.64	2,500.00	2,500.00	2,500.00
Total Solicitor-Licensing-Personnel			272,883.29	280,808.00	280,808.00	257,953.69	291,391.00	293,613.00	293,613.00
Solicitor-Licensing-Expenses									
11512	5303	LEGAL SERVICES	52,179.72	50,000.00	50,000.00	34,660.24	50,000.00	50,000.00	50,000.00
11512	5306	ADVERTISING	199.83	200.00	200.00	200.00	200.00	200.00	200.00
11512	5381	PRINTING AND BINDING	0.00	100.00	100.00	15.99	100.00	100.00	100.00
11512	5421	OFFICE SUPPLIES (GEN)	733.29	1,000.00	1,000.00	447.11	1,000.00	1,000.00	1,000.00
11512	5730	DUES AND SUB	2,656.50	4,000.00	4,000.00	3,623.00	4,000.00	4,000.00	4,000.00
11512	5760	JUDGMENTS	6,438.70	7,000.00	7,000.00	3,968.00	7,000.00	5,000.00	5,000.00
Total Solicitor-Licensing-Expenses			62,208.04	62,300.00	62,300.00	42,914.34	62,300.00	60,300.00	60,300.00
260	151	Department Total	335,091.33	343,108.00	343,108.00	300,868.03	353,691.00	353,913.00	353,913.00

FY 2019 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2018	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2018	Dept Prop Rate FY 2019	Dept Request FY 2019	Mayor Rate FY 2019	Mayor Proposed FY 2019	Council Voted FY 2019
RENNARD ELIZABETH	260 SOLICITOR -LICENSING	11511-5111	SOLICITOR	4/1/2004	109,742.89		1.00	1	100%	2,110.44	2,110.44	109,742.89	2,152.65	111,937.75	111,937.75
ROOMEY JOANNE	260 SOLICITOR -LICENSING	11511-5113	PARALEGAL	6/28/06	49,681.46		1.00	1	100%	955.41	955.41	49,681.46	974.52	50,675.09	50,675.09
CALDWELL VICTORIA	260 SOLICITOR -LICENSING	11511-5111	ASSISTANT SOLICITOR	3/24/14	63,995.09		0.80	28 hrs	100%	1,230.67	1,378.44	71,678.88	1,406.01	73,112.46	73,112.46
*Increase for caldwell from 25 hours per week to 28 hours per week.															
FLORES PAUL	260 SOLICITOR -LICENSING	11511-5111	BOARD MEMBER		1,300.00	B			4	325.00	325.00	1,300.00	325.00	1,300.00	1,300.00
LEE RICHARD	260 SOLICITOR -LICENSING	11511-5111	BOARD MEMBER		1,300.00	B			4	325.00					
PAGLIARO MELISSA	260 SOLICITOR -LICENSING	11511-5111	CLERK OF BOARD		3,000.00	B			4	750.00	750.00	3,000.00	750.00	3,000.00	3,000.00
ST PIERRE ROBERT	260 SOLICITOR -LICENSING	11511-5111	BOARD CHAIRMAN		1,700.00	B			4	425.00	425.00	1,700.00	425.00	1,700.00	1,700.00
STANTON SARAH	260 SOLICITOR -LICENSING	11511-5111	BOARD MEMBER			B			4	325.00	325.00	1,300.00	325.00	1,300.00	1,300.00
ROOMEY JOANNE	260 SOLICITOR -LICENSING	11511-5111	Paralegal/Trainer		NEW				12		200.00	2,400.00	-	-	-
					48,087.56		1.00				Total AFSCME 1818	48,087.52		48,087.52	48,087.52
					278,807.01		3.80	Total Full Time - 5111				288,890.75		291,112.82	291,112.82
	260 SOLICITOR -LICENSING	11551-5150	Overtime		2,000.00				0.0		2,500.00	2,500.00		2,500.00	2,500.00
					2,000.00			Total Overtime - 5131				2,500.00		2,500.00	2,500.00
					280,807.01		3.80	Department Total				291,390.75		293,612.82	293,612.82

Full-Time Equivalent Employees:	FY 2017	3.65
	FY 2018	3.71
	FY 2019	3.80
	Variance 18 vs. 19	0.09

FY 2019 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2017 52	F T E	Rate FY 2018	Incr FY 2019 1.000	Calc Rate FY 2019	STEP INCREASES				Dept Request FY 2019 52	Mayor FY 2019 52	Council FY 2019 52
											Date	Rate	# Wks Old New				
PAGLIARO MELISSA	260 SOLICITOR-LICENSING	11511-5111	PRINCIPAL CLERK	6/19/06	2	48,087.56	1.00	924.76	1.000	924.76				100%	48,087.52	48,087.52	48,087.52
						48,087.56	1.00							48,087.52	48,087.52	48,087.52	

**FY 2019 DETAILED BUDGET REPORT
EXPENSES**

Solicitor - 260

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
11512	5303	Legal Services			
		Ouside legal services - labor, litigation, environmental Surveying, title Examinations, Etc. arbitration fees - filing and arbitrator fees Memberships and Publications Expenses incurred for travel and meetings	50,000	50,000	50,000
TOTAL			50,000	50,000	50,000
11512	5306	ADVERTISING			
		Advertisement for Alcohol Licensing	200	200	200
TOTAL			200	200	200
11512	5381	PRINTING AND BINDING			
		Licenses and Forms as needed (alcohol, auto dealers, etc.) Envelopes, Business Cards, Letterhead Stationary	100 -	100 -	100 -
TOTAL			100	100	100
11512	5421	Office Supplies and Equipment			
		General office supplies as needed	1,000	1,000	1,000
TOTAL			1,000	1,000	1,000
11512	5730	Dues & Subscriptions			
		Bar membership/ dues Subscriptions & publications; Cont. legal ed. Lexis service	1,000 1,000 2,000	1,000 1,000 2,000	1,000 1,000 2,000
TOTAL			4,000	4,000	4,000
11512	5760	Judgments			
		Judgments	7,000	5,000	5,000
TOTAL			7,000	5,000	5,000
TOTAL PROPOSED			62,300	60,300	60,300

Human Resources – General Administration

Mission Statement – Why We Exist

The City of Salem Human Resources Department is a five-person department. Besides myself, we have an Office Manager, Alicia Brady, a Benefits Manager, Bea Devereux, and a Personnel Aide, Amy O’Keefe. The part-time switchboard operator, Joe Freitas also falls under this Department. This Department is responsible for posting vacant positions, scheduling and conducting interviews, hiring full and part-time employees, negotiating and administering various collective bargaining agreements, interpreting agreement language and mediating grievances, reviewing, and drafting and enforcing personnel policies and procedures. This Department works hand-in-hand with the Treasurer’s Office in ensuring new and existing employees are processed and paid correctly. We are also responsible to ensure all personnel actions are made in accordance with applicable laws, policies and collective bargaining agreements. We are in our second year of our second contract with the Group Insurance Commission (GIC), and we’ll be in the GIC for the two more years starting in July 2018.



Along with MIIA, we oversee our workers’ compensation plan and utilization for the City and the Salem Public School Department. Human Resources is responsible for monitoring and administering City and School unemployment claims, developing programs and procedures to ensure the City's compliance with the ADA and acting as a liaison to the Commission on Disabilities.

We also develop and maintain the employee salary schedules to ensure we can attract the most valuable candidates for vacant positions. Human Resources is also responsible for administering City-wide employee benefits such as health, dental and life insurance to all benefit eligible employees. We also implement trainings within departments and City-staff wide, on a regular basis.

The Department is also a confidential resource for employees, and the Director acts as a liaison, mediator, and facilitator with employees, their supervisors and co-workers to address and resolve any matters, as needed.

Significant Budget & Staffing Changes for FY 2019

As the Human Resources Department is fully staffed with a dedicated, terrific team, I see no need for significant Staffing Changes for FY 2019. Budget increases this year for this Department are seen in the Health Insurance Rates from the GIC. These is one area in which we have little ability to control costs. Despite increases, the GIC still provides us the opportunity to offer a host of plans to all employees, retirees, and survivors at costs, despite increases, significantly less than we would be able to offer with another carrier.

Another area I see important for a budget increase is within my education line. This fiscal year I would like to offer a workplace-conversational Spanish class to employees. Each department's needs are different with respect to the specific services provided, and as such, being able to empower employees with the ability to converse with our increasing population of non-English speaking constituents would be a win-win for everyone. Additionally, as we streamline our license requirements within our public services' staff, an increase to this line will allow us to compensate employees for obtaining licenses that will enhance their job performance and services to residents. Finally, with changes in technology and our increased efforts to streamline our processes, we have realized the need to offer training to our front-line staff to assist them in staying on top of these changes. Whether it's Excel, Word, or another subject, the ability to offer consistent training to staff not only increases the quality of services we provide to residents, but also it is simply terrific for staff morale.

Recent Accomplishments:

- We reviewed, we culled, we purged, we scanned, we recycled and we moved! We are happy to report we are very happy in our new location, with less paper than we had before, with most of our documents scanned and making sure we minimize our production of paper!
- They say time flies when you are having fun, and that clearly holds true for us in the Human Resources Department.
- We routinely promoted our Employee Assistance Program from MIIA, a completely free and confidential program for all employees. We reviewed our EAP utilization with MIIA to maximize our usage of this benefit. The EAP is a resource for employees with any number of needs for assistance.
- Provided Civility and Inclusion Training to all city employees. Also provided Creating a Respectful Workplace training for all staff.
- Updated salary schedule for non-union employees.
- Issued Pregnant Worker's Fairness Policy City-wide in compliance with MGL.
- Participated in the hiring process for new patrol officers of the Salem Police Department, as well as the Salem Fire Department. As these are key positions within the City of Salem, I am pleased to be on the hiring committee in these areas. Also serve as a member of the Civil Service working group with the Police Chief, other employees, and stakeholders in developing a process to determine the City's future with Civil Service.
- Successfully produced our 1095Cs and submitted verification of the same without errors to the IRS for calendar year 2016 and 2017.
- With each settled contract, we successfully negotiated performance evaluations for each unit. We have begun meeting with representatives of the memberships to develop and implement the process. The response has been positive.
 - Held several Public Employee Committee meetings to determine our future with the GIC. Despite the thought last year at this time that we could be with another carrier, after obtaining our utilization information and going out to bid, we realized and determined our best course of action was to stay with the GIC for two more years. Given the uncertainty of the health insurance world, and the GIC's requirements, it made sense to the group for us to lock in with the GIC for two years instead of three.
 - Upon Mayoral approval, we are in the process of providing our Medicare Eligible Retirees again this year with an Insurance Premium Holiday. This was done using Retiree Drug Subsidy (RDS) money, money derived from a federal program based on enrollment in the Medicare Health Insurance Plans. This is likely the last year we will be able to offer this 'bonus' to our Medicare Retirees. Since the implementation of the Employer Group Waiver Program (EGWP), RDS money will no longer exist. However, the EGWP conversion resulted in increased prescription drug coverages and future lower rates. Our retirees are grateful we can share this refund with them.
- Since July 1, 2017 we have hired or been involved in the hiring of 33 new full-time employees in various departments throughout the City, and by this fiscal year's end, there will likely be three or four more. FY '18 has seen us bring on two new Assistant Building Inspectors and a new Plumbing Gas Inspector,



seven patrol officers, two firefighters, three heavy motor equipment operators, an Assistant Director of Traffic and Parking and a parking garage maintenance person, and a Director for the Council on Aging. Since the start of FY '18, our Finance Department has a new Director, Purchasing Agent, and Accounting Assistant. Our Engineering Department has a new principal clerk, and a new Waste Reduction Coordinator. We have a new Principal Planner in our Planning Department, and several new employees in our Public Library, including a new Assistant Director. Most recently we hired a Sr. Clerk Typist in the City Clerk's Office, and we the search for new City Clerk is underway. Within the next few weeks we will have hired a new Director of Traffic and Parking, an Assistant City Engineer, a laborer, a Staff Planner for Arts and Culture, and a new Recreation Coordinator. It's very exciting to bring on new employees!

- Conducted several exit interviews as employees left the City for either retirement or to pursue other opportunities. This process allows us to have a meaningful dialog with a departing employee to not only wish him or her well, but also learn of any matters relative to the department we may not have been aware of, or receive suggestions and critique for investigations and improvement.
- Along with the Disabilities Commission, purchased five picnic tables and installed them at various locations throughout the City. The Commission also purchased ADA compliant crossing devices that provide disabled individuals with safer street crossing. With the increase in the Handicap Violation Fines to \$300.00, this fund continues to grow. The Commission is planning to use the funding source to purchase beach access ramps, a second assistive listening device for the Community Life Center, and we are looking at purchasing additional picnic tables. We are pleased that this funding source allows the City through the Commission to ensure accessibility for our residents and visitors.
- We are continually updating Updated our Labor Service Listing, the local version of Civil Service we utilize to fill positions at DPS. This process has worked well for us over the last several years.
- Implemented performative exercises as part of the interview process to ensure we hire the most qualified candidates for our open positions.
- Have been working with the Director of Public Services, and the General Foremen to develop an organizational structure, taking into consideration the current employees' job titles, streamlining the license requirements for the same, and determining what licenses are most needed and valuable to the City as we move forward.

FY 2019 Goals & Objectives

- Educate, educate, educate! We will continue to educate employees about the GIC and assist new employees as they navigate the health care system of the GIC.
- Work even more closed with our EAP provider to offer options for wellness activities. Wellness activities are beneficial to all employees!
- Work with our EAP provider to offer trainings on a scheduled basis, specifically every other month. It's helpful to offer trainings on a variety of topics that engage our employees. MIIA offers a host of trainings to us, and can also tailor trainings to our needs. I am especially looking forward to offering a training to our management staff in conducting performance appraisals. We are nearly ready to go with this initiative for our employees, and it is important that management staff be clear in how to conduct such appraisals.
- Continue to maintain salary schedule for non-union and union employees current on an annual basis and as employees leave to ensure that we can attract the best candidates for vacant positions.
- Work with the Commission on Disabilities to continue to wisely use the funds generated from the Handicap Violations. As a member of the Commission's subcommittee for this purpose, I am in the position to ensure purchases in compliance with the statute allowing the Commission to utilize these funds.
- Work with our new MIIA Risk Manager and seek out trainings through MIIA to assist us in earning rewards towards our Workers' Compensation Insurance Premium. Solidify our Risk Committee to ensure we are doing all we can to minimize our financial risks with regards to Workers' Compensation, and our Property and Casualty premiums.

- Continue with review of our city policies, write new ones, and negotiate implementation as required.
- Finish the Employee Handbook and roll it out by the Fall.
- Secure training for department heads to conduct employee evaluations.
- Fine tune and memorialize an onboarding process to ensure employee inclusivity; this will include more comprehensive orientation and likely training for Department Heads in adding a new employee to their staff.
- Work with the Latino Affairs Coordinator on the City's overall Inclusion Program and secure Translation Certification Training.
- Develop Departmental Procedure Manual, for this Department.
- Continue to update the HR and Disabilities Commission areas of the City's website.
- Implement the Employee Evaluation Process/Assessment with our bargaining units and non-union staff.
- Seek out and encourage training for various topics, departments, and positions.
- Focus on employee relations and good will, which will include quarterly gatherings and check-in with new staff.
- Apply for the Massachusetts Office on Disability grants. This new funding will assist us with ensuring accessibility city-wide.
- Implement a Work Buddy Program that will pair a new employee with a seasoned staff member for guidance, assistance and mentoring.
- Negotiate and execute contracts for all of our bargaining units. We have begun the process already, and we hope to get contracts in place that are fiscally sound and beneficial to all parties.
- Provide accurate and concise information for our GASB-45 reporting requirements.
- Settle contract with AFSCME Local 1818.
- Settle contract with Salem Police Patrolman's Union.
- Actively assist in the process to select a new Fire Chief for the Salem Fire Department.
- Work with the IT and Payroll department to offer MUNIS training.

Outcomes and Performance Measures	Actual FY 2016	Actual FY 2017	Actual FY 2018	Estimated FY 2019
Workers compensation costs:				
Workers' Comp. cases open 1+ years	5	5	5	5
Salaries on pre-FY'09 claims	125,000.00	130,000.00	111,047.96	135,000.00
Medicals on tail claims	5,807	6,282.82	1,062.00	2,000.00
MIIA premium (<i>actual</i> , rec'd 5/10/2018)	521,946	640,000.00	679,744(actual)	634,478.00
Training sessions (actuals and estimates)				
Miscellaneous for MIIA Rewards Credit, several departments participate. Strategy with MIIA; expect to hold several with staff to prepare for Rewards Program, and select trainings	5	6	5	12
Expect to offer professional development trainings this FY (perf. evals., team building, & ad hoc); MIIA training set up for June 2018.	4	6	(so far) 4	10
Open enrollments				
Health, GIC refresher meetings at city, school, and public safety locations.	8	10	12	12
PEC meetings;	2	2	4	3-4

Dental (including retiree dental); expect to hold 2 and do mailing	2	3	2	2
Deferred compensation; once we roll out new program	n/a	n/a	n/a	At least 10
Unemployment Assistance, current plus estimate				
School	328,235		300,000.00	325,000.00
City	37,264		18,000.00	25,000.00
Job applications processed				
Seasonal hires (<i>calendar year</i>)	2015: 100	2016:	2017: 110	2018 (so far):41
CORI checks (<i>calendar year</i>)	2015: 355	2016:	2017: 316	2018 (so far):114
Volunteers and labor service and seasonal applications processed:	100	70	98	2018(so far): 30
New Employees (Full time, since 7/1/2017)	34	27	25	33
Audit Preparation				
Accrual compilation for audit and MUNIS programming purposes	All city employees	All city employees	All city employees	All city employees

How FY 2019 Departmental Goals Relate to City's Overall Long & Short Term Goals

- Now that we are in our third contract with the GIC, and a PEC Agreement almost finalized, we will be meeting with that group often to discuss our long-range plans for health insurance. Our meeting this year have been productive and encouraging. This group is dedicated to their members, and this clearly ties into the Mayor's long-term goal of continuing to provide affordable and quality healthcare to our employees and retirees. Especially this year and the next, we will look at the anticipated rates, the potential savings, and feasibility of staying with the GIC or going out to bid for another provider.
- We have offered an RFP for our deferred compensation programs for our City and School employees. We are finalizing on a provider and plan to get this program up and running soon. This step ties to the Mayor's goals as she is in favor of streamlining our current offerings and making the processes more efficient for not only the employees, but also staff.
- We will also look to put together an RFP for our voluntary benefits as well. With so many options available to employees, things can just get too confusing, resulting in people not enrolling in voluntary plans that may be of value to them. With one provider we can streamline that process while still offering quality benefits to our employees.
- We will again be looking to offer more in house training this coming year, from trainings geared to front line staff as well as department heads. The Mayor is very supportive of staff development, and as such, we will be taking advantage of opportunities to ensure all staff members are as effective as they can be in the City. As stated in my narrative earlier, some of these training will require additional funding, and some are offered free to us through MIIA.
- Finally, our dedication to a productive and efficient workforce begins with employee morale. Once an employee is hired, we need to foster the individual's growth in the workplace. The Mayor is committed to strong employee relations and partnerships, and as such, this goal is directly related to the City's long and short-term goals.

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Human Resources-Personnel									
11521	5111	SALARIES-FULL TIME	215,417.87	224,426.00	224,426.00	207,161.76	224,426.00	228,914.00	228,914.00
11521	5113	SALARIES-PART TIME	13,883.91	14,178.00	14,178.00	13,015.45	14,178.00	14,461.00	14,461.00
11521	5131	OVERTIME (GENERAL)	0.00	0.00	1,800.00	1,562.96	0.00	0.00	0.00
11521	5169	CONTRACT AGRMNT-AFSCME	14,964.52	0.00	0.00	0.00	0.00	0.00	0.00
11521	5171	COLLECTIVE BARGANING RESERVE	144.96	0.00	0.00	0.00	0.00	50,000.00	50,000.00
Total	Human Resources-Personnel		244,411.26	238,604.00	240,404.00	221,740.17	238,604.00	293,375.00	293,375.00
Human Resources-Expenses									
11522	5300	PURCHASE OF SERVICES	8,265.15	6,500.00	7,000.00	6,073.95	6,550.00	6,550.00	6,550.00
11522	5303	LEGAL SERVICES/ABRITRATION	2,130.00	1,000.00	2,000.00	1,464.50	1,200.00	1,200.00	1,200.00
11522	5306	ADVERTISING	214.19	500.00	1,070.00	980.00	500.00	500.00	500.00
11522	5317	EDUCATIONAL TRAINING	0.00	5,500.00	2,100.00	1,738.00	5,800.00	10,000.00	10,000.00
11522	5320	CONTRACTED SERVICES	13,734.47	16,200.00	17,759.44	15,640.17	16,200.00	16,200.00	16,200.00
11522	5421	OFFICE SUPPLIES (GEN	1,500.00	1,500.00	1,480.56	1,480.56	1,000.00	1,000.00	1,000.00
11522	5710	IN STATE TRAVEL/MEETINGS	0.00	250.00	40.00	40.00	200.00	200.00	200.00
Total	Human Resources-Expenses		25,843.81	31,450.00	31,450.00	27,417.18	31,450.00	35,650.00	35,650.00
130	152	Department Total	270,255.07	270,054.00	271,854.00	249,157.35	270,054.00	329,025.00	329,025.00

FY 2019 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2018	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2018	Dept Prop Rate FY 2019	Dept Request FY 2019	Mayor Rate FY 2019	Mayor Proposed FY 2019	Council Voted FY 2019
BRADY ALICIA	130 HUMAN RESOURCES	11521-5111	OFFICE MANAGER	8/7/2007	50,318.93		1.00	1	100%	967.67	967.67	50,318.93	987.03	51,325.31	51,325.31
CAMMARATA LISA	130 HUMAN RESOURCES	11521-5111	PERSONNEL DIRECTOR	3/5/07	88,334.02		1.00	1	100%	1,698.73	1,698.73	88,334.02	1,732.71	90,100.70	90,100.70
DEVEREUX BEATRICE	130 HUMAN RESOURCES	11521-5111	BENEFITS MANAGER	11091998	51,560.82		1.00	1	100%	991.55	991.55	51,560.82	1,011.39	52,592.04	52,592.04
OKEEFE AMY	130 HUMAN RESOURCES	11521-5111	PERSONNEL AIDE/ASST	8/29/16	34,211.67		0.70	28	100%	657.92	657.92	34,211.67	671.08	34,895.90	34,895.90
					224,425.44		3.70	Total Full Time - 5111				224,425.44		228,913.95	228,913.95
130 HUMAN RESOURCES 11521-5111 PT SWITCHBOARD					14,177.80		P	19		14.35	14.35	14,177.80	14.64	14,461.36	14,461.36
					14,177.80			Total Part Time - 5113				14,177.80		14,461.36	14,461.36
130 HUMAN RESOURCES 11521-5171 Collective Bargaining Reserve					-									50,000.00	50,000.00
					-			Other Total				-		50,000.00	50,000.00
					238,603.24		3.70	Department Total				238,603.24		293,375.31	293,375.31

Full-Time Equivalent Employees:	FY 2017	3.70
	FY 2018	3.70
	FY 2019	3.70
	Variance 18 vs. 19	0.00

**FY 2019 DETAILED BUDGET REPORT
EXPENSES**

HUMAN RESOURCES - 130

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
11522	5300	Purchase of Service Drug/Alcohol Testing Pre-employment physicals Shredding services with Heritage Industries.	6,550	6,550	6,550
TOTAL			6,550	6,550	6,550
11522	5303	Legal Sevices Fees to AAA; filing fee \$275.00, case fee between \$500 and \$1000 per case.	1,200	1,200	1,200
TOTAL			1,200	1,200	1,200
11522	5306	Advertising Advertising of vacant positions within the City via various media: Boston Globe, Salem News, MMA, position-related publications, and on-line	500	500	500
TOTAL			500	500	500
11522	5317	Educational Training Management Tuition Reimbursement, miscellaneous licenses for City employees Miscellaneous training courses for employees AFSCME tuition reimbursement	5,800	10,000	10,000
TOTAL			5,800	10,000	10,000
11522	5320	Contracted Services Weekly uniforms for City employees contractually required to wear them	16,200	16,200	16,200
TOTAL			16,200	16,200	16,200
11522	5421	Office Supplies General office supplies as needed	1,000	1,000	1,000
TOTAL			1,000	1,000	1,000
11522	5710	In State Travel/Meetings Periodic MMA, MIIA and MMPA seminars and training	200	200	200
TOTAL			200	200	200
TOTAL PROPOSED			31,450	35,650	35,650

Human Resources – Workers' Compensation

Recent Accomplishments

- Having just received our Premium for FY'19 Workers' Compensation, I am pleased that our rate has decreased for this coming fiscal year. Many moving parts factor into this premium, the most important being our aggressive stance on minimizing risk with all employees.
- Workers' Compensation will always be on my radar screen. Having an insurance carrier for administering this important City responsibility is invaluable. Once a claim is filed, the decision-making is not left to staff here at the City, rather, an insurance company looking out for our best interests follows the claim and maintains communication with us all along the way.
- We still meet with our WC rep. from MIIA on a regular basis in person and have numerous discussions over the phone to monitor the progress of our injured employees. We encourage MIIA to pursue all claims aggressively to assist our employees in returning to work in a timely manner. We are in the process of settling a third case that will also be financially beneficial to us in the long run.
- We have maintained our increased presence with and in the School Department. With MIIA's assistance we are still implementing staff safety care training. This is designed to help reduce our struck by claims.
- Implemented some light duty restrictions for employees returning to work after an injury. Allowing an employee to return to work just makes sense as we budget for salary, and indemnity costs will affect our premiums.
- We have settled a few cases within the last year; while settlements are costly initially, the reward of the claim being closed has shown to be worth it.



FY 2019 Goals & Objectives

- Continue to meet as often as necessary with our representative from MIIA, and continue to meet with the schools to promote training to prevent on the job injuries that ultimately affect our premium rates.
- Establish regular meetings with the leaders of the school department and the City of Salem on an even more frequent basis to reinforce the need for accurate and timely reporting of injuries, as well as engage the school department in a discussion of how we can minimize our school-related claims.
- Attend as many MIIA trainings as allowable to maximize the MIIA Rewards Program to obtain the highest possible percentage off our annual premium. This means attending leadership trainings and continuing with our timely processing of claims to MIIA.
- Promote the MIIA Rewards Program via MIIA sponsored safety trainings, which will help keep employee injuries to a minimum, which will ultimately and hopefully have an effect on our annual premium with MIIA.
- Work with our new Risk Manager to establish a strong safety/risk committee to assist in minimizing our physical risk factors within the city and the schools.
- Additionally, we will continue to be vigilant with our payroll submissions to MIIA with the accurate risk codes to ensure our premiums are accurate and are not subject to modification after an audit.

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Workmens' Comp-Personnel									
19121	5111	SALARIES-FULL TIME	120,856.17	120,000.00	125,652.79	121,377.12	130,000.00	130,000.00	130,000.00
19121	5172	WORKMENS' COMP-MEDIC	6,282.82	7,500.00	1,847.21	1,467.21	5,000.00	5,000.00	5,000.00
19121	5179	WORKERS COMP-MIIA PREMIUM	277,430.17	321,332.00	321,332.00	302,998.21	354,300.00	277,444.00	277,444.00
	Total	Workmens' Comp-Personnel	404,569.16	448,832.00	448,832.00	425,842.54	489,300.00	412,444.00	412,444.00
130	912	Department Total	404,569.16	448,832.00	448,832.00	425,842.54	489,300.00	412,444.00	412,444.00

FY 2019 DETAILED BUDGET REPORT
EXPENSES

HR/WORKERS' COMP - 130			Dept Request	Dept Request	Dept Request
ORG	OBJECT	DESCRIPTION			
19121	5111	Workers' Compensation Wages Wages paid to employees injured on the job prior to 7/1/2008 Increase due to COLA	130,000	130,000	130,000
TOTAL			130,000	130,000	130,000
19121	5172	Workers' Compensation Medicals Medical invoices for injuries incurred prior to 7/1/2008	5,000	5,000	5,000
TOTAL			5,000	5,000	5,000
19121	5179	Workers' Compensation Insurance Premium to MIIA Annual premium to MIIA for Workers' Compensation Insurance 47% School Workers Comp in School Budget 53% Claims - School 80% City 20% Less 3% Early Pay	692,300 (338,000)	634,478 (338,000) (19,034)	634,478 (338,000) (19,034)
TOTAL			354,300	277,444	277,444
TOTAL PROPOSED			489,300	412,444	412,444

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Unemployment Comp-Personnel									
19131	5173	UNEMPLOYMENT COMPENS	331,820.00	400,000.00	400,000.00	262,085.45	350,000.00	350,000.00	350,000.00
Total Unemployment Comp-Personnel			331,820.00	400,000.00	400,000.00	262,085.45	350,000.00	350,000.00	350,000.00
130	913	Department Total	331,820.00	400,000.00	400,000.00	262,085.45	350,000.00	350,000.00	350,000.00

FY 2019 DETAILED BUDGET REPORT
EXPENSES

HR/UNEMPLOYMENT COMP - 130					
ORG	OBJECT	DESCRIPTION	Dept Request	Dept Request	Dept Request
19131	5173	Unemployment compensation			
		Payments to MA DET for unemployment compensation paid to former employees	350,000	350,000	350,000
		School 93% City 7%			
TOTAL			350,000	350,000	350,000
TOTAL PROPOSED			350,000	350,000	350,000

Human Resources – Group Insurance

Significant Budget & Staffing Changes for FY 2019

As you may know, effective July 1, 2012 all employees and retirees, including retired municipal teachers, were enrolled in health insurance plans under the Group Insurance Commission. This was a long process, and for some, a difficult process; however, given our utilization and trends with rate increases, moving to the GIC has been the best move for the City of Salem with regards to health insurance. It has not been without its challenges; however, the coverage we offer is excellent in quality. The process can be confusing for some, if not many, and that is why my office is always offering assistance with all phases of health care issues. We are used to the process, and the 'insurance language' lingo and processed that are confusing to others, so we help whenever we can.



We were pleased the final numbers from the GIC regarding rate increases were not as high as we initially anticipated. Early information and chatter out of the state indicated major changes, i.e., plan consolidation, skyrocketing rates, and plan design changes. Once the dust settled, we saw all the plans open, rates came in much lower than we anticipated, and deductibles decreased! We are fortunate that the GIC has a mandated threshold they cannot exceed, and they listened to their members. Our increases over the years with the GIC have been minimal, and we have been fortunate. We are cautiously optimistic for next year's rates and plan designs; as it's more likely than not that we'll see more drastic changes in place for FY'20. Plan design changes are a source of anxiety for our employees, our retirees, our survivors and all their families. We have been diligent in our educating employees about these changes. As always, we'll stay on top of this year-round.

To prepare ourselves for changes, we attend the GIC sponsored training as well as offer our educational information sessions to all employees and retirees. We offered several opportunities for everyone to learn and re-learn about the health plan options for July 1, 2018. Health insurance continues to be the largest piece of the HR budget, and we are committed to not only helping employees and retirees save money, but also we are committed to maximizing the city's dollars as well.

Recent Accomplishments:

- Coordinated open enrollment from April 4 through May 2 with the City and the School Department.
- Scheduled and presented at eleven health insurance informational sessions throughout the City at various locations. These sessions were designed to explain how our plans work and to encourage employees and retirees to take look at their health care plans and see if they could choose a more affordable plan. Over the course of these sessions, I was able to present to a total of 131 employees and retirees. I am pleased that our message was so well received; over the last few years, I have watched employees learn and understand their health care and make positive and affordable decisions about it as they migrated out of high cost plans. Moves such as these not only affect the city's financial health, but also that of our employees!
- Offered the flexible spending plan to employees. This is the plan that allows employees to set aside money, pre-tax, to use to pay for medical expenses like co-pays, deductibles and prescriptions. I like to say this plan is a win-win for everyone. Not only are employees allowed to set aside up to \$2650.00 pre-tax,

the city saves on payroll taxes on that money pledged by employees. Last year we saw a marked increase in enrollment; I anticipate an increase this year as well. Open enrollment for the FSA runs through the end of May.

FY 2019 Goals & Objectives

- I will continue to explore ways to minimize health care costs for employees through educational sessions during the year, not just at open enrollment. Questions come up all the time, whether they be about mail order prescriptions or how to enroll in the flexible spending plan, there are always ways to assist our employees with rising health care costs. I will continue to do a monthly email to all employees about a health care topic. Whether it's a reminder to submit for a fitness reimbursement or to be more aware of an 'Explanation of Benefits' form to ensure employees are paying only for services they are responsible for, we think it is important to have consistent communication with employees about their health care benefit.
- Maintain our scheduled meetings with our Public Employee Committee. This group has been involved with our health care discussions since 2012 when we first decided to move to the GIC. Made up of union representatives and a retiree representative, this group has worked tirelessly for their memberships' and the City's best interests. We have met a few times this year, in preparation for our new PEC agreement for July 1, 2018, we'll meet throughout the year and review our utilization from the GIC, with our consultant and determine our next steps for healthcare coverage for July 1, 2020.

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Group Insurance-Personnel									
19141	5174	MEDICAL INSURANCE	11,813,012.23	12,723,727.00	12,723,727.00	12,212,661.26	13,673,658.00	13,013,268.00	13,013,268.00
19141	5181	DENTAL INSURANCE	34,288.01	35,000.00	35,000.00	34,990.04	35,000.00	40,000.00	40,000.00
19141	5182	LIFE INSURANCE	92,076.44	80,000.00	80,000.00	88,316.02	80,000.00	85,000.00	85,000.00
19141	5186	OPT OUT PROGRAM	48,650.00	30,000.00	30,000.00	42,500.00	30,000.00	30,000.00	30,000.00
Total	Group Insurance-Personnel		11,988,026.68	12,868,727.00	12,868,727.00	12,378,467.32	13,818,658.00	13,168,268.00	13,168,268.00
130	914	Department Total	11,988,026.68	12,868,727.00	12,868,727.00	12,378,467.32	13,818,658.00	13,168,268.00	13,168,268.00

**FY 2019 DETAILED BUDGET REPORT
EXPENSES**

HR/GROUP INSURANCE - 130

ORG	OBJECT	DESCRIPTION	Dept Request	Dept Request	Dept Request
19141	5174	Medical Insurance City share of health insurance costs for City and School employees and Retirees 7% est increase for FY 2019 Less Fringe from WIB, School Grants, CDBG, etc.	13,339,867 933,790.69 (600,000)	13,444,268 (431,000)	13,444,268 (431,000)
TOTAL			13,673,658	13,013,268	13,013,268
19141	5181	Dental Insurance City share of dental insurance costs for City and School employees	35,000	40,000	40,000
TOTAL			35,000	40,000	40,000
19141	5182	Life Insurance City share of employee basic term life insurance premiums - City and School City share of retiree basic term life insurance premiums - City and School	55,000 25,000	55,000 30,000	55,000 30,000
TOTAL			80,000	85,000	85,000
19141	5186	Opt Out Program Program to pay for employees who opt-out of City Medical Insurance Individual = 1,200.00 Family = 3,000.00	30,000	30,000	30,000
TOTAL			30,000	30,000	30,000
TOTAL PROPOSED			13,818,658	13,168,268	13,168,268

Fire

Mission Statement

The primary mission of the Salem Fire Department is to provide a range of programs designed to protect the lives and property of the citizens of Salem from the adverse effects of fire, sudden medical emergencies, or exposure to dangerous conditions created by either man or nature.

Significant Budget & Staffing Changes For FY 2019

There appears to be very little changes that will take place in the coming budget cycle. We are at full compliment of men and women who not only staff our emergency vehicles but also our fire prevention office. The departments roster consists of one Chief of Department, 4 Deputy Chiefs, that handle the operational needs of the department on a day to day basis. Nine Captains, who oversee the stations and training. Sixteen Lieutenants that ride the apparatus and are the hands on leaders of the 59 firefighters that respond to any and all emergencies. This same diverse group of firefighters also supports the EMS system and maintains a constant watch on new construction as well as the established neighborhood homes and historic structures during their daily inspections.



FY 2019 Goals & Objectives



Fire Prevention Last year we ran our first Citizens Academy. Twenty citizens signed up to learn just how and why we do our job. A combination of hands on and classroom skills filled the six week program. The practical evolutions of hose handling, search and rescue, and auto extrication were definitely the most popular. Watch for our next class to be advertised for this spring. We plan to include this program in the FFY 2019 budget with new challenges to keep the program fresh.

Emergency Medical Services A younger workforce of firefighters has renewed the Departments desire to deliver a higher level of emergency care. The city depends upon our quick ability to get on scene with trained individuals who work as a team to help our citizens and guests in their time of need. Our goal is to become certified as a Emergency First Response Agency (EFR) with the

Department of Public Health (DPH). This will involve meeting the States requirements for training and vehicle inspections, something we internally have been doing all along. This is step one, the next logical step will be to be recognized as a Class V non-transporting ambulance. Though we strive everyday to live up to the states requirements, it will be a source of pride for the city and our firefighters to earn, and be recognized for attaining this level of professionalism.

Outcomes and Performance Measures	Actual FY 2016	Actual FY 2017	Estimated FY 2018	Estimated FY 2019
Fire inspections	2,043	1987	2,100	2100
Emergency Responses	7,054	7116	7,200	
Average response time to emergencies	3:30	3:36	3:27	3:32
Mutual Aid Given	44	63	42	55
Mutual Aid Received	16	51	15	35
Training Classes	365	365	365	365

How FY 2019 Departmental Goals Relate to City's Overall Long & Short Term Goals

- Working together is the only effective way to meet the city's goals. Inspectional service departments, Health, Building, and Fire work together to keep the city safe. This city holds more events both indoor and outdoors than most cities of our size. With out the hard work of these and other municipal departments these events could not be enjoyed by the thousands who look forward to attending each year.
- Keeping neighborhoods safe and an enjoyable place to raise a family is a goal shared by all. Fire Prevention is actively involved with Problem Property task force. We also look forward to weighing in on the new task force being put together to look at Air B & B and short term rentals. We have a role to play in making sure fire regulations do not endanger the individual renter and the surrounding neighbors.



CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Fire-Personnel									
12201	5111	SALARIES-FULL TIME	5,707,109.49	5,884,125.00	5,986,037.00	5,516,740.47	6,188,660.00	6,189,626.00	6,189,626.00
12201	5113	SALARIES-PART TIME	24,369.40	50,605.00	25,605.00	22,280.49	50,606.00	51,618.00	51,618.00
12201	5131	OVERTIME (GENERAL)	974,135.94	922,427.00	973,104.00	879,367.38	966,532.00	966,532.00	966,532.00
12201	5133	EMT	38,586.43	43,200.00	43,800.00	37,187.65	43,800.00	43,800.00	43,800.00
12201	5136	HOLIDAYS	440,706.40	458,903.00	467,925.00	429,745.18	484,201.00	484,201.00	484,201.00
12201	5138	OUT OF GRADE	68,312.74	72,000.00	110,850.00	97,391.53	72,000.00	72,000.00	72,000.00
12201	5139	NIGHTS	374,207.54	392,645.00	400,363.00	362,191.60	414,290.00	414,290.00	414,290.00
12201	5141	LONGEVITY	136,007.37	147,254.00	147,254.00	132,452.44	160,040.00	160,040.00	160,040.00
12201	5143	FIREFIGHTER RANK STIPEND	29,000.00	29,500.00	29,500.00	14,750.00	29,500.00	29,500.00	29,500.00
12201	5145	EDUCATION INCENTIVE	34,191.67	34,266.00	34,266.00	33,035.92	35,192.00	35,192.00	35,192.00
12201	5150	FRINGE/STIPENDS	303,492.32	316,650.00	308,955.36	308,955.36	316,400.00	316,400.00	316,400.00
12201	5154	SPECIALTY STIPEND	5,500.00	6,000.00	8,444.64	7,600.00	9,600.00	9,600.00	9,600.00
Total Fire-Personnel			8,135,619.30	8,357,575.00	8,536,104.00	7,841,698.02	8,770,821.00	8,772,799.00	8,772,799.00
Fire-Expenses									
12202	5211	ELECTRICITY	33,446.09	36,000.00	36,000.00	30,987.37	36,000.00	36,000.00	36,000.00
12202	5215	NATURAL GAS	21,103.06	28,000.00	28,000.00	21,832.16	28,000.00	28,000.00	28,000.00
12202	5216	OIL HEAT	10,413.32	15,000.00	15,000.00	13,111.91	15,000.00	15,000.00	15,000.00
12202	5241	BUILDING MAINTENANCE	35,000.00	35,000.00	35,000.00	13,694.25	35,000.00	35,000.00	35,000.00
12202	5258	FIRE EQUIPMENT REPAI	42,453.22	52,000.00	52,000.00	36,577.74	52,000.00	52,000.00	52,000.00
12202	5277	PHOTOCOPY MACHINE LE	3,500.00	3,500.00	3,500.00	3,209.86	3,500.00	3,500.00	3,500.00
12202	5284	EQUIPMENT LEASE	0.00	87,973.00	87,973.00	87,972.23	87,973.00	87,973.00	87,973.00
12202	5294	FIRE PROT CLOTHING	35,630.96	36,000.00	36,000.00	24,677.87	47,700.00	47,700.00	47,700.00
12202	5300	PURCHASE OF SERVICES	14,220.68	15,000.00	15,000.00	12,140.49	15,000.00	15,000.00	15,000.00
12202	5317	EDUCATIONAL TRAINING	12,500.00	12,500.00	19,000.00	17,879.35	20,500.00	20,500.00	20,500.00
12202	5318	DENTAL/MEDICAL SERVI	75,780.00	17,600.00	83,997.67	71,154.86	17,600.00	17,600.00	17,600.00
12202	5318R	DENTAL/MEDICAL SERVI	25,000.00	25,000.00	11,000.00	3,655.74	25,000.00	25,000.00	25,000.00
12202	5341	TELEPHONE	25,428.00	25,428.00	25,428.00	21,643.45	27,228.00	27,228.00	27,228.00
12202	5421	OFFICE SUPPLIES (GEN	4,067.64	5,250.00	5,250.00	2,290.08	5,500.00	5,500.00	5,500.00
12202	5451	CUSTODIAL SUPPLIES	8,000.00	8,000.00	8,000.00	7,765.76	9,000.00	9,000.00	9,000.00
12202	5510	FIRE PREVENTION	5,000.00	14,500.00	8,000.00	5,350.27	14,500.00	14,500.00	14,500.00
12202	5513	EMERGENCY MANAGEMENT	745.21	1,000.00	1,000.00	0.00	1,000.00	1,000.00	1,000.00
12202	5586	FIRE SUPPRESSION SUP	23,935.89	22,600.00	22,600.00	17,274.60	23,730.00	23,730.00	23,730.00
12202	5730	DUES AND SUB	1,500.00	2,560.00	2,560.00	1,900.00	1,900.00	1,900.00	1,900.00

CITY OF SALEM - FY 2019 OPERATING BUDGET

		Expenditures FY 2017	Adopted Budget FY 2018	Adjusted Budget FY 2018	Y-T-D Expenses FY 2018	Department FY 2019	Mayor FY 2019	Council FY 2019
Total Fire-Expenses		377,724.07	442,911.00	495,308.67	393,117.99	466,131.00	466,131.00	466,131.00
100	220 Department Total	8,513,343.37	8,800,486.00	9,031,412.67	8,234,816.01	9,236,952.00	9,238,930.00	9,238,930.00

FY 2019 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2018	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2018	Dept Prop Rate FY 2019	Dept Request FY 2019	Mayor Rate FY 2019	Mayor Proposed FY 2019	Council Voted FY 2019
					52					0.0%	0.0%	52.0	2.0%	52.0	
TBD	100 FIRE	12201-5111	CHIEF		114,192.00		1.00	1		2,307.18	2,307.18	119,973.36	2,307.18	119,973.36	119,973.36
	100 FIRE	12201-5111	DEPUTY CHIEFS		356,405.92		4.00	4		1,800.24	1,800.24	374,449.92	1,800.24	374,449.92	374,449.92
	100 FIRE	12201-5111	CAPTAINS		697,315.32		9.00	9		1,565.42	1,565.42	732,616.56	1,565.42	732,616.56	732,616.56
	100 FIRE	12201-5111	LIEUTENANTS		1,077,974.56		16.00	16		1,361.23	1,361.23	1,132,543.36	1,361.23	1,132,543.36	1,132,543.36
	100 FIRE	12201-5111	FIRE FIGHTERS-4		2,854,805.98		48.00	48		1,153.59	1,153.59	2,879,360.64	1,153.59	2,879,360.64	2,879,360.64
	100 FIRE	12201-5111	FIRE FIGHTERS-3		-		3.00	3		1,101.48	1,101.48	171,830.88	1,101.48	171,830.88	171,830.88
	100 FIRE	12201-5111	FIRE FIGHTERS-2		150,245.16		7.00	7		1,011.87	1,011.87	368,320.68	1,011.87	368,320.68	368,320.68
	100 FIRE	12201-5111	FIRE FIGHTERS-1		225,651.40		0.00	0		911.83	911.83	-	911.83	-	-
ADDISON JOHN	100 FIRE	12201-5111	MECHANIC	1/1/2014	63,869.52		1.00	1		1,290.43	1,290.43	67,102.36	1,290.43	67,102.36	67,102.36
LEBLANC CYNTHIA	100 FIRE	12201-5113	EXECUTIVE SECRETARY		48,312.72		1.00	1	100%	929.09	929.09	48,312.72	947.67	49,278.97	49,278.97
			STEP INCREASES		18,567.54			1		17,475.46	17,475.46	17,475.46	17,475.46	17,475.46	17,475.46
			FIRE PREVENTION ADD TO BASE		7,500.00			3		2,500.00	2,500.00	7,500.00	2,500.00	7,500.00	7,500.00
			Adjust for 52.0												
					269,284.41		5.00					<i>Afscme Total</i>	269,173.32	269,173.32	269,173.32
					5,884,124.53		95.00	Total Full Time - 5111				6,188,659.26		6,189,625.51	6,189,625.51
THERIAULT CINDY Part-Time FAO's	100 FIRE	12201-5113	CLERK	7/14/2008	20,223.62	P		19		20.47	20.47	20,224.36	20.88	20,628.85	20,628.85
	100 FIRE	12201-5113	FAO's		15,190.50			19		15.38	15.38	15,190.50	15.68	15,494.31	15,494.31
	100 FIRE	12201-5113	EMERGENCY MGMT CLERK		15,190.50			19		15.38	15.38	15,190.50	15.68	15,494.31	15,494.31
					50,604.62			Total PartTime - 5113				50,605.36		51,617.47	51,617.47
	100 FIRE	12201-5131	OT FF CONTRACTUAL-88 & MECHANIC		799,226.92			88				843,331.07		843,331.07	843,331.07
	100 FIRE	12201-5131	OT - FAO'S		45,000.00			5				45,000.00		45,000.00	45,000.00
	100 FIRE	12201-5131	OT - FF		50,000.00							50,000.00		50,000.00	50,000.00
	100 FIRE	12201-5131	OT - HAUNTED HAPENINGS		7,100.00							7,100.00		7,100.00	7,100.00
	100 FIRE	12201-5131	OT - COMMUNITY EVENTS		6,300.00							6,300.00		6,300.00	6,300.00
	100 FIRE	12201-5131	OT - RECRUITS TO ACADEMY		14,800.00							14,800.00		14,800.00	14,800.00
					922,426.92			Total Overtime - 5131				966,531.07		966,531.07	966,531.07
	100 FIRE	12201-5133	EMT		43,200.00			66			600.00	43,800.00		43,800.00	43,800.00
	100 FIRE	12201-5136	HOLIDAYS FF & MECHANIC		458,903.19						Varies	484,200.87		484,200.87	484,200.87
	100 FIRE	12201-5138	OUT OF GRADE		72,000.00						Varies	72,000.00		72,000.00	72,000.00
	100 FIRE	12201-5139	NIGHTS FIREFIGHTERS & FAO'S		392,644.44						Varies	414,289.51		414,289.51	414,289.51
	100 FIRE	12201-5141	LONGEVITY - FF & Mechanic		147,254.32						Varies	160,040.35		160,040.35	160,040.35
	100 FIRE	12201-5143	FF RANK DUTY RECOGNITION		29,500.00			59		500.00	29,500.00	29,500.00		29,500.00	29,500.00
	100 FIRE	12201-5145	EDUCATION INCENTIVE		34,265.70						Varies	35,191.80		35,191.80	35,191.80
	100 FIRE	12201-5150	SENIOR/MASTER/VETERAN		316,650.00						Varies	316,400.00		316,400.00	316,400.00
	100 FIRE	12201-5154	SPECIALTY PAY		6,000.00			12			500.00	9,600.00		9,600.00	9,600.00
					1,500,417.65			Total All Other				1,565,022.53		1,565,022.53	1,565,022.53
					8,357,573.72		95.00	Department Total				8,770,818.22		8,772,796.58	8,772,796.58

Full-Time Equivalent Employees:	FY 2017	95.00
	FY 2018	95.00
	FY 2019	95.00
Variance 18 vs. 19		0.00

FY 2019 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2017 52	F T E	Rate FY 2018	Incr FY 2019 1.000	Calc Rate FY 2019	STEP INCREASES				Dept Request FY 2019 52	Mayor FY 2019 52	Council FY 2019 52
											Date	Rate	# Wks Old	New			
BROWN JEFFREY	100 FIRE	12201-5111	FIRE ALARM OP SUPERV	07/05/1990	2	54,488.37	1.00	1,047.85	1.000	1,047.85				100%	54,488.20	54,488.20	54,488.20
LARRABEE CLINT	100 FIRE	12201-5111	FIRE ALARM OPERATOR	8/19/2015	2	49,979.32	1.00	965.79	1.000	965.79				100%	50,221.08	50,221.08	50,221.08
LARRABEE - Shift Differential						2,456.40		40.48	1.000	40.48				100%	2,104.96	2,104.96	2,104.96
LERNER SHAWN	100 FIRE	12201-5111	FIRE ALARM OPERATOR	11/11/1994	2	50,221.34	1.00	965.79	1.000	965.79				100%	50,221.08	50,221.08	50,221.08
LERNER - Shift Differential						2,232.02		42.92	1.000	42.92				100%	2,231.84	2,231.84	2,231.84
O'KEEFE FRANCIS	100 FIRE	12201-5111	FIRE ALARM OPERATOR	1/7/2008	2	50,221.34	1.00	965.79	1.000	965.79				100%	50,221.08	50,221.08	50,221.08
O'KEEFE - Shift Differential						4,944.32		95.08	1.000	95.08				100%	4,944.16	4,944.16	4,944.16
WHITMORE JONATHON	100 FIRE	12201-5111	FIRE ALARM OPERATOR	3/20/2010	2	50,221.34	1.00	965.79	1.000	965.79				100%	50,221.08	50,221.08	50,221.08
WHITMORE - Shift Differential						4,519.97		86.92	1.000	86.92				100%	4,519.84	4,519.84	4,519.84
269,284.41 5.00																	
269,173.32 269,173.32 269,173.32																	

**FY 2019 DETAILED BUDGET REPORT
EXPENSES**

FIRE DEPARTMENT - 100

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
12202	5211	Electricity Electric service for five stations.	36,000	36,000	36,000
TOTAL			36,000	36,000	36,000
12202	5215	Natural Gas Gas service for heating, cooking, hot water in five stations.	28,000	28,000	28,000
TOTAL			28,000	28,000	28,000
12202	5216	Oil Heat Fuel oil for heat at Stations 4 & 6.	15,000	15,000	15,000
TOTAL			15,000	15,000	15,000
12202	5241	Building Maintenance (5 buildings) Repair of overhead doors, springs, and motors. Repairs to plumbing, toilets & sinks. General station maintenance/repairs, Exhaust recovery system/ Plymovent in all 4 stations	35,000	35,000	35,000
TOTAL			35,000	35,000	35,000
12202	5258	Fire Equipment Repair Ladder testing Aerial Trucks Ladder testing ground ladders Tires - cars & trucks, Batteries, motor oil, vehicle glass repairs, inspection stickers Pump testing and repairs Transmission, body work (apparatus) & engine work Truck lighting equipment Equipment - valves, hose repairs, plumbing Air compressors service & repairs air and breathing air Spark plugs, filters, small parts for trucks & other vehicles, brakes, & other misc parts & supplies	3,500 2,000 7,650 2,500 17,000 1,000 4,000 3,850 10,500	3,500 2,000 7,650 2,500 17,000 1,000 4,000 3,850 10,500	3,500 2,000 7,650 2,500 17,000 1,000 4,000 3,850 10,500
TOTAL			52,000	52,000	52,000
12202	5277	Photocopy Machine Lease Machine lease and service calls - two copiers (Administration & Fire Prevention)	3,500	3,500	3,500
TOTAL			3,500	3,500	3,500
12202	5284	Equipment Lease Lease payment 1 of 7 for Station 5 Pump Truck	87,973	87,973	87,973
TOTAL			87,973	87,973	87,973
12202	5294	Fire Protective Clothing Badges, PBI hoods, rubber & leather boots, suspenders, gloves Repairs to PPE (jackets & trousers) Purchase of replacement Personal Protective Equipment (PPE) boots, gloves, turnout gear, helmets....	7,000 2,000 11,700 27,000	7,000 2,000 11,700 27,000	7,000 2,000 11,700 27,000
TOTAL			47,700	47,700	47,700
12202	5300	Purchase of Services Radio service- consoles, mobiles, portables, repeaters, batteries Computer upgrades, hardware, servers	9,500 5,500	9,500 5,500	9,500 5,500
TOTAL			15,000	15,000	15,000
12202	5317	Educational Training New Officer training, EMT Recertifications, Classes, Training Seminars Firehouse software (training for users, updates, licenses, support)	10,500 10,000	10,500 10,000	10,500 10,000
TOTAL			20,500	20,500	20,500
12202	5318	Dental Medical Services (Active Personnel) Provides for medical expenses for active personnel - job-related medical expenses.	17,600	17,600	17,600
TOTAL			17,600	17,600	17,600

**FY 2019 DETAILED BUDGET REPORT
EXPENSES**

FIRE DEPARTMENT - 100

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
12202	5318R	Dental Medical Services (Retired Personnel) Provides for medical expenses incurred by retired personnel who were retired on a line of duty medical disability.	25,000	25,000	25,000
TOTAL			25,000	25,000	25,000
12202	5341	Telephone Verizon (Local & Regional) long distance provider Verizon Inspection I pads Call back/Detail program Telephone lines from repeaters/channel 2 added	15,200 1,500 4,200 2,328 4,000	15,200 1,500 4,200 2,328 4,000	15,200 1,500 4,200 2,328 4,000
TOTAL			27,228	27,228	27,228
12202	5421	Office Supplies (General) General Office Supplies as needed	5,500	5,500	5,500
TOTAL			5,500	5,500	5,500
12202	5451	Custodial Supplies General Custodial Supplies as needed	9,000	9,000	9,000
TOTAL			9,000	9,000	9,000
12202	5510	Fire Prevention Grounds care/ lawn service NFPA code updates Fire Prevention supplies Fire Prevention seminars / meetings/expenses Citizen Academy	1,000 2,000 1,000 500 10,000	1,000 2,000 1,000 500 10,000	1,000 2,000 1,000 500 10,000
TOTAL			14,500	14,500	14,500
12202	5513	Emergency Management Emergency management expenses: Multi gas meter replacement	1,000 1,000	1,000 1,000	1,000 1,000
Total			1,000	1,000	1,000
12202	5586	Fire Suppresion Supplies Hose & nozzles Tools and Equipment Self-contained breathing apparatus (SCBA) repair, face piece, flo testing Mask fit testing Mobil radio parts, microphones, cases Hand and gas tool repair and replace Supplies laundering PPE sensors for 4 gas meters	5,000 2,500 3,000 3,100 4,500 2,000 1,630 2,000	5,000 2,500 3,000 3,100 4,500 2,000 1,630 2,000	5,000 2,500 3,000 3,100 4,500 2,000 1,630 2,000
TOTAL			23,730	23,730	23,730
12202	5730	Dues & Subscriptions Membership dues - professional organizations: ECFC/ FPdivision FCAM, NFPA	1,900	1,900	1,900
TOTAL			1,900	1,900	1,900
TOTAL PROPOSED			466,131	466,131	466,131

**FY 2017 BUDGET
FIRE DEPARTMENT PERSONNEL**

Rank	Name	Base Salary	#	Total	Rank	Name	Base Salary	#	Total
Chief	TBD	114,192.22	1	114,192.22	Firefighters -4	Finnemore, Patrick	57,096.11		
Deputy Chiefs	Dionne Alan	89,074.60				Francis, Andrew	57,096.11		
	Giunta, John	89,074.60				Gallant, Paul	57,096.11		
	Levaseur Dennis	89,074.60				Gaudet, Lawrence	57,096.11		
	Pelletier, Keith	89,074.60	4	356,298.40		Geary, Daniel	57,096.11		
Captains	Austin Scott	77,479.42				Hagerty, Seth	57,096.11		
	Digiacomio, Peter	77,479.42				Henderson, Justin M.	57,096.11		
	Leonard, Michael	77,479.42				Jellison, Robert	57,096.11		
	Frechette Gerard	77,479.42				Keane, Matt	57,096.11		
	Koen Kevin	77,479.42				Koen, James	57,096.11		
	Thomas R. W.	77,479.42				Krajeski, Raymond	57,096.11		
	Marfongelli, Antonio	77,479.42				Larrabee, Dean	57,096.11		
	Monahan, John	77,479.42				Leblanc, Richard	57,096.11		
	Payne, John	77,479.42	9	697,314.78		Lohnes, Philip	57,096.11		
Lieutenants	Arno, Richard	67,373.41				Luzinski, William	57,096.11		
	Brennan, Richard	67,373.41				Marfongelli, Patricia	57,096.11		
	Bresnahan, William	67,373.41				McCarthy, Steven	57,096.11		
	Brophy, Thomas M.	67,373.41				Michaud, Paul	57,096.11		
	Cook, Robert	67,373.41				Morrison, John	57,096.11		
	DeFranco Frank	67,373.41				O'Keefe Edward	57,096.11		
	Flynn, Timothy	67,373.41				O'Keefe Kevin	57,096.11		
	Griffin, Erin	67,373.41				Palamara, Christopher	57,096.11		
	Open	67,373.41				Reyes, Jeffery	57,096.11		
	Jurasek, Joseph	67,373.41				Riley, Ryan	57,096.11		
	Tremblay, Thomas	67,373.41				Roth, John	57,096.11		
	O'Donnell Mike	67,373.41				Saffer, Daniel	57,096.11		
	Schaeublin Peter E.	67,373.41				Sanville, Douglas	57,096.11		
	Silva Wayne	67,373.41				Szczechowicz, Bernard	57,096.11		
	Potvin, Benjamin	67,373.41				Tarasuik, Jason	57,096.11		
	Tobin, Patrick	67,373.41	16	1,077,974.56		Theriault, Randy	57,096.11		
Firefighters -4	Al-Nabulsi, Kasim A	57,096.11				Thomas Richard P., III	57,096.11		
	Arroyo, Rene	57,096.11				Twomey, Steven	57,096.11	49	2,797,709.39
	Ataide, Manuel	57,096.11				Firefighters - 2			
	Avigian, Richard	57,096.11				Caceras, Richard	50,081.71		
	Blanchette, Daniel	57,096.11				Encarnacion, Johnny	50,081.71		
	Bolduc, Scott	57,096.11				Nolasco, William	50,081.71	3	150,245.13
	Brennan, Keith	57,096.11				Firefighters - 1/2			
	Buonfiglio, Michael	57,096.11				Donahue Christopher	45,130.37		
	Burke Patrick	57,096.11				Michael LeBlanc	45,130.37		
	Burns, Edward F.	57,096.11				Rust Raymond	45,130.37		
	Butler, Martin	57,096.11				Sievert Andrew	45,130.37		
	Cardoza, Don	57,096.11				Sullivan Brad	45,130.37	5	225,651.85
	Cooke, Raymond	57,096.11				Firefighters - 1			
	Cosbar, Jeffrey	57,096.11				Doe 1	45,130.37	1	45,130.37
	Darisse, Matthew F.	57,096.11							
	DeFranco Paul	57,096.11							
Edge, Michael	57,096.11								
							Total FF	88	5,464,516.70

Police

Mission Statement – Why We Exist

The Mission of the Salem Police Department is to be dedicated to its citizens by working in partnership with the community to fight and deter crime, reduce fear and improve the quality of life in our City.



SALEM POLICE DEPARTMENT



Significant Budget & Staffing Changes For FY 2019

Personnel:

- Staffing in FY17 was reduced by 5 through retirements and resignations. We anticipate 8 more officers will retire in July 2018.
- Four officers graduated the Police Academy in July 2017 and four officers graduated in November 2017. In January 2018, four officers began the Police Academy. In April 2018, four more officers will begin the Police Academy and in June 2018, two officers are slated to attend the Police Academy.
- Lieutenant Dennis Gaudet, Sergeants Kevin St.Pierre and Michael Dunn were promoted.
- A second officer has been assigned to the schools and another officer has been assigned to CIU to assist with the homeless issues as we have recorded a 190% increase in calls for service due to this population.
- Civilian personnel changed which included Fred Greener transferred from Records to handle the Department's payroll needs and continue grant reconciliations. Indhira German was hired to fill the need for a bilingual clerk in the Records Office. ACO Famico increased his weekly hours by five to address the numerous animal control issues in the City and we brought on an Outreach Worker to assist with the growing homeless population in order to connect them to community services as needed.
- Four per-diem Dispatchers were hired to help handle the calls and assist in covering temporary vacancies.
- FY19 will include beginning a new Reserve Officer list in order to send another 10 officers to the Academy mid-year to address the anticipated retirements of 10 officers/superior officers in July 2019.
- Increases to overtime include training, as the department needs have changed and to cover the increasing Haunted Happenings events as the number of visitors dramatically grow.



Expenses:

- Expenses increased by \$53,990 due to contractual increases and operational needs, but is primarily due to the costs for sending ten officers to a Police Academy, which includes tuition, supplies, uniforms and weapons/ammunition – \$51,500.
- Other costs not previously included are running boards for the Street Sergeant's vehicle, re-installing the License Plate Reader in an operational vehicle, lockers for Dispatch and for Prisoner Property that cannot be transported to court, repairs to the dive truck, accreditation, and assistance from outside law enforcement personnel at City events.

Recent Accomplishments

- In 2017, the Department hosted the 5th iteration of the *Citizen's Police Academy*, graduating 30 residents. We are slated to host a Spring 2018 class as well. The *Youth Citizen's Police Academy* graduated 22 7th and 8th grade students with a Spring class to commence soon. .
- Members of the Community Impact Unit (CIU) and the Patrol Division are regularly attending *neighborhood meetings* in order to seek to address concerns and understand the needs of the neighborhoods being patrolled.
- We partnered with local businesses, community groups, law enforcement and service agencies for the second annual *National Night Out* Program on the Salem Common, a community-building event promoting neighborhood comraderie. There were lots of activities, including the SPD and Boys and Girl's Club Basketball game – they triumphed this year.
- This year's *Fourth of July and Halloween events* saw high number of visitors, with low number of arrests.
- *Social Media* continues to provide a rapid way of communicating with the public on scams, missing persons, lost animals, road closures and construction areas, as well as, the numerous races and runs held in the City throughout the year.
- *CID continues to have an excellent solvability rate* on major crimes. Of particular note, CID officers seized over 100 grams of cocaine, in excess of 325 grams of heroin, and several undercover operations that resulted in 8 narcotics-related search warrants and 17 arrests for narcotics so far this year. Their efforts continue to be unsurpassed.
- Continue involvement in the *Salem Overdose and Substance Use Prevention Coalition* with Board of Health, Peabody, Project Cope/Bridgewell and Healthy Streets, hosting the 3rd Overdose Awareness Day in August and the 3rd Opiate Awareness Walk in November to Palmer Cove.
- Through the use of a Mental Health Collaborative Grant we have a *MH Clinician* for approximately 16 hours per week with a total of 340 cases and 98 who were diverted from Emergency Room care and provided support services. These efforts also help decrease repeat calls for service.
- With 169 reported overdoses in the City and 24 fatalities, the CIU and *Peer Specialist* continue to follow-up with overdose victims and their families and have, to date, knocked on 175 doors, assisted 27 persons into treatment, provided resources to 50 families, and provided 130 doses of narcan to save lives. Needle exchange program for the safety of the public and for reasons of public health. Their efforts have also enhanced a positive relationship with our homeless folks.



- Commenced the *High-Risk Homeless Committee* comprised of police and service providers to identify and coordinate the appropriate services to individuals of this population, many who are at risk on several fronts. These efforts are aimed at providing appropriate services to reduce the impacts to the community, while we continue to identify partners, including the Interfaith Council, who could assist in making a difference.
- *The Strategic Crime Reduction Task Force* whose mission was to address the crime, gun incidents and general fear from residents continues to provide safe neighborhoods by working with the neighbors, conducting warrant apprehension, preventative patrols and a combination of uniformed and plainclothes work.
- Civil Service Committee continues the mission of identifying a new approach to hiring, promotions, and discipline outside of Civil Service.
- In the Summer of 2017, the Department held an *Awards Ceremony* recognizing several officers who had performed admirably through the previous year, as well as recognizing some of the good works and efforts of our community who assisted the police department in significant ways.

FY 2019 Goals & Objectives

- **Improve the efficiency and effectiveness of police services and safety in the community**

- ✓ Increase traffic enforcement efforts through education and enforcement techniques in order to reduce motor vehicle accidents, while working with the Traffic and Parking Director and Commission to identify areas where proper controls or methods can improve safety.
- ✓ Improve responsiveness to calls for service by pursuing avenues to address proper personnel distribution and staffing levels.
- ✓ Continue to update policies and procedures to be reflective of court decisions and community input identifying best practices.
- ✓ Promote police conduct that is responsive and sensitive to the needs of the community, while addressing quality of life issues together with the neighborhood through continued attendance of police at neighborhood meetings.



- **Improve Police/community relationship to build and foster trust and legitimacy**

- ✓ Identify increasing new initiatives and partnerships to encourage effective community engagement.
- ✓ Continue Citizen's Police Academy and Youth Citizen's Academy 2x per year
- ✓ Commence Youth Link as a regional approach in cooperation with Peabody and Beverly to build a stronger and better connection with our youth and police. And to participate in the Leap for Education program.
- ✓ Build further connections and participation in the annual National Night Out.
- ✓ Utilize Facebook, twitter, website and CodeRed to improve communication between the police and the community.
- ✓ Continue attending neighborhood meetings for communication and response to community issues.

Effectively address the problem of drugs in our community

- ✓ Continue work with the Salem Overdose and Substance Use Prevention Coalition, the newly formed Grassroots Group, and other community organizations to break down the barriers that can lead to effective treatment and support for those negatively affected, while continuously exploring effective approaches to address this epidemic.

- ✓ Continue the door-knock program with CIU and Peer Specialist to encourage treatment and family support, while also minimizing the public safety risks through Healthy Streets needle exchange program.
- ✓ Utilize the ECCF treatment center as an option for defendants, as well as, the DA's drug diversion initiatives.
- ✓ Work collaboratively with area police departments on effective investigations and arrests to remove the drugs and drug dealers from our streets and work with DEA and HIDTA as needed, including controlled purchases.

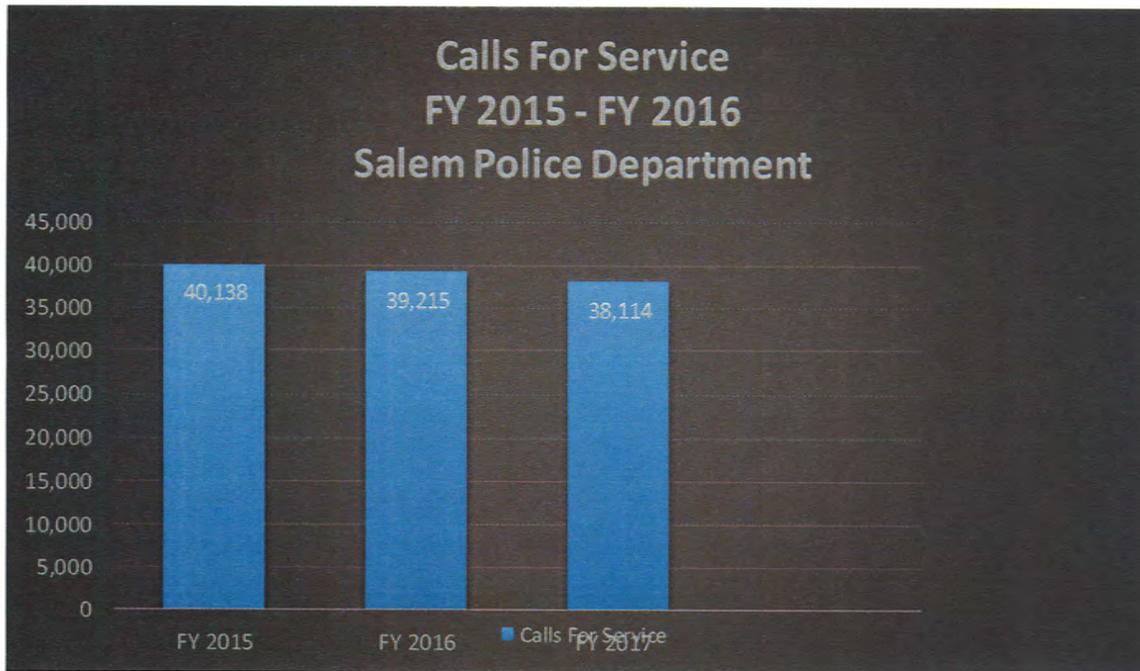
Reduce crime in our community and increase citizen safety and perception of safety

- ✓ Employ the services of the Strategic Crime Reduction Task Force with innovative and proactive problem solving initiatives with the community in order to address and reduce street level crime and quality of life issues in the neighborhoods.
- ✓ Once available, utilize NexGen's crime statistics module that is aimed at providing management tools to address trends and appropriate distribution of resources to the community.



- ✓ Target high crime areas with traffic enforcement initiatives to ensure presence at key locations and intersections as identified as having a key impact through the use of comparative data driven research.
- ✓ Provide additional resources in the downtown and adjacent areas to provide both a presence for prevention of crime, but also to address some of the ongoing concerns with the homeless population
- ✓ Through partnerships in the community, effectively address the needs and services for the homeless population that will reduce the recurring calls for service as it impacts quality of life concerns.

Outcomes and Performance Measures	Actual FY 2016	Actual FY 2017	Estimated FY 2018	Estimated FY 2019
Calls for Service	39,215	38,114	39,100	39,400
Arrests (Court Action Taken) / Protective Custody	2,347	2,004	2,190	2,290
Robberies	24	35	25	25
Breaking and Entering	166	117	110	98
Sexual Assaults	21	31	25	27
MV Thefts	44	39	37	36
Larceny	1,040	919	900	925
Assaults	506	626	630	638
MV Accidents	1,637	2,025	1,800	1850
MV Citation Violations	6,310	5,439	6400	6500
Neighborhood Meetings	43	38	48	50

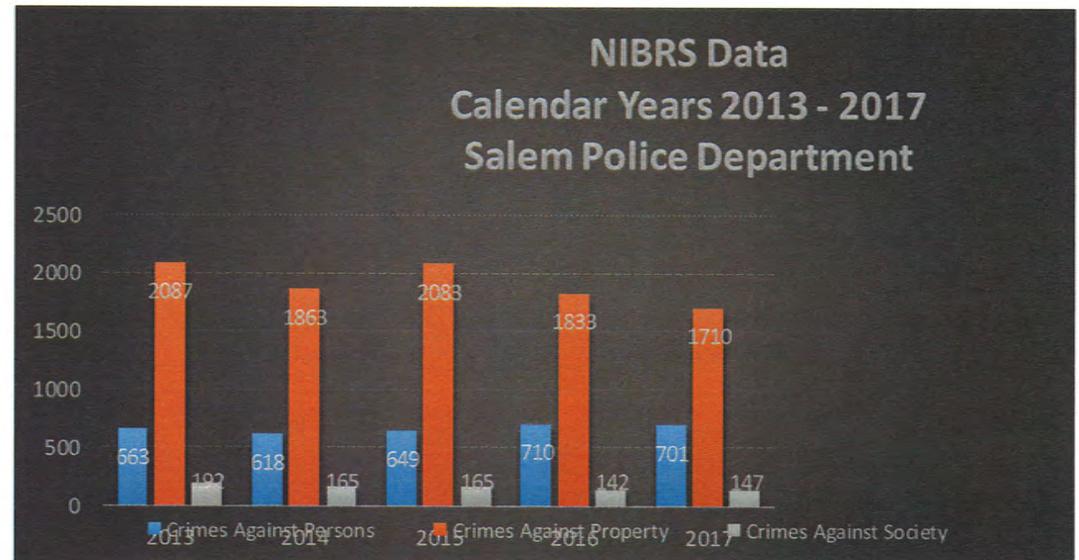


The Department responded to 38,114 calls for service during fiscal year 2017. This call volume has remained fairly consistent since fiscal year 2015 as shown above.

Crimes against persons include, for example, offenses such as murder/non-negligent manslaughter, negligent manslaughter, kidnapping/abduction, forcible rape, aggravated and simple assaults etc.

Crimes against property includes burglary/breaking & entering, destruction/damage/vandalism of property, fraud, shoplifting, thefts from buildings and motor vehicles and other larcenies etc.

Crimes against society include drug and narcotics offenses, prostitution, weapon law violations etc.



Motor Vehicle Accidents & Citation Violations Fiscal Year 2015 - 2017 Salem Police Department



Motor vehicle accidents saw a 23.7% increase from fiscal year 2016 to fiscal year 2017. Citation violations saw a 13.80% decrease over the same time period.

How FY 2019 Departmental Goals Relate to City's Overall Long & Short Term Goals

Look for ways to deliver City services more efficiently and effectively through the use of technology.

Enhance use of technology in public safety.

- Improving the use of website, Facebook, and Twitter and CodeRed to communicate effectively and swiftly with the community to provide up to date information. We continue to examine posting a version of the Citizen Complaint Form and our Policies and Procedures.
- Use the License Plate Reader to identify vehicles that are not being legally operated on the roadways.
- Utilize the portable breath test device for quick analysis of OUI's in concert with field sobriety testing/roadside assessments.
- Will be utilizing a new module of NexGen to provide an analysis of crime data to consider appropriate placement of resources.

Maintain high level of all public safety services: police and fire

- Continue to use proactive problem solving initiatives through the use of crime stats and trends and community feedback.
- Shift composition of personnel to ensure efficient response times to calls for service.



- Hired per-diem Dispatchers to assist with call volume and responsiveness to the calls for service.
- Conduct targeted crime enforcement.
- Conduct proper trainings to ensure all officers are prepared to respond effectively.
-

Improve traffic and parking enforcement

- Assigned two officers to traffic enforcement initiatives to improve the enforcement coverage in the City in a manner to reduce traffic and parking issues through use of education and enforcement to positively affect overall driver behavior.
- Continue to target high volume of accidents and problem areas for enforcement based on neighborhood responses.
- Increased parking enforcement to assure the safety of pedestrians and motorists as well as ensure buses and emergency vehicles can properly navigate the City streets as promptly as needed.
- Actively work with Traffic and Parking Director and Commission to address traffic deficiencies that recognize the safety needs of pedestrians, motorists, and people using other modes of transportation.

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Police-Personnel									
12101	5111	SALARIES-FULL TIME	6,465,498.67	6,606,353.00	6,635,287.87	6,295,117.05	6,930,922.00	6,884,451.00	6,884,451.00
12101	5113	SALARIES-PART TIME	62,453.10	74,352.00	80,358.00	71,063.59	109,106.00	110,389.00	110,389.00
12101	5131	OVERTIME (GENERAL)	921,947.75	860,000.00	876,000.00	843,850.19	951,000.00	925,000.00	925,000.00
12101	5136	HOLIDAYS	520,741.89	531,386.00	536,386.00	535,382.67	570,000.00	570,000.00	570,000.00
12101	5138	OUT OF GRADE	10,719.76	15,000.00	15,000.00	7,956.24	15,000.00	15,000.00	15,000.00
12101	5141	LONGEVITY	100,200.00	101,300.00	99,300.00	99,300.00	99,000.00	99,000.00	99,000.00
12101	5142	ELECTIONS	23,673.92	18,000.00	18,365.13	18,365.13	18,000.00	18,000.00	18,000.00
12101	5145	EDUCATION INCENTIVE	650,064.28	848,575.00	859,575.00	524,998.41	854,575.00	854,575.00	854,575.00
12101	5151	WELLNESS	4,400.00	6,500.00	6,500.00	5,000.00	6,500.00	6,500.00	6,500.00
12101	5153	SENIOR/MASTER/VET STIPEND	303,700.00	305,700.00	300,400.00	300,400.00	300,700.00	300,700.00	300,700.00
12101	5154	SPECIALTY STIPEND	38,031.45	41,500.00	41,500.00	38,605.94	47,000.00	47,000.00	47,000.00
12101	5156	SHIFT DIFFERENTIAL	314,001.68	467,067.00	471,067.00	311,269.66	455,000.00	455,000.00	455,000.00
Total Police-Personnel			9,415,432.50	9,875,733.00	9,939,739.00	9,051,308.88	10,356,803.00	10,285,615.00	10,285,615.00
Police-Expenses									
12102	5211	ELECTRICITY	46,372.71	55,000.00	56,600.00	52,517.99	55,000.00	50,000.00	50,000.00
12102	5215	NATURAL GAS	19,067.68	19,000.00	26,650.00	25,707.60	19,000.00	19,000.00	19,000.00
12102	5253	RADIO & VEHICLE MAINT	55,932.11	69,923.00	69,612.60	53,780.42	73,696.00	70,000.00	70,000.00
12102	5272	TECHNOLOGY	0.00	81,344.00	79,344.00	77,355.49	87,769.00	87,769.00	87,769.00
12102	5284	EQUIPMENT LEASE	5,734.40	8,500.00	6,900.00	6,306.74	8,500.00	8,500.00	8,500.00
12102	5300	BUILDING MAINT & SERVICES	137,354.94	43,404.00	51,529.00	38,705.56	45,192.00	45,192.00	45,192.00
12102	5317	TRAINING AND EDUCATION	78,088.48	33,200.00	61,950.00	61,454.72	79,100.00	79,100.00	79,100.00
12102	5318	MEDICAL - ACTIVE	173,360.20	50,000.00	112,640.00	83,761.14	50,000.00	50,000.00	50,000.00
12102	5320	CONTRACTED SERVICES	0.00	23,000.00	1,994.00	0.00	23,000.00	23,000.00	23,000.00
12102	5326	DIVE TEAM EXPENSES	3,710.00	4,000.00	4,000.00	3,919.62	9,000.00	9,000.00	9,000.00
12102	5341	TELEPHONE & COMMUNICATIONS	65,605.94	73,995.00	71,095.00	66,026.84	74,764.00	74,764.00	74,764.00
12102	5381	PRINTING AND BINDING	6,553.75	6,500.00	5,500.00	5,200.25	6,500.00	6,500.00	6,500.00
12102	5384	ANIMAL CARE & CONTROL	10,278.96	13,000.00	10,950.00	8,207.85	13,000.00	13,000.00	13,000.00
12102	5421	OFFICE SUPPLIES (GEN	19,877.79	17,000.00	21,200.00	19,886.77	17,000.00	17,000.00	17,000.00
12102	5585	ARMS AND AMMUNITION	20,885.49	23,220.00	23,220.00	23,194.51	27,500.00	27,500.00	27,500.00
12102	5710	IN STATE TRAVEL/MEETINGS	1,634.53	500.00	800.00	535.45	1,000.00	1,000.00	1,000.00
12102	5720	OUT OF STATE TRAVEL	366.12	3,500.00	0.00	0.00	3,000.00	1,000.00	1,000.00
12102	5730	DUES AND SUB	15,929.73	18,366.00	18,366.00	16,354.99	18,366.00	18,366.00	18,366.00
12102	5775	COMMUNITY EVENTS	71,965.72	70,750.00	89,500.00	88,190.47	90,100.00	90,100.00	90,100.00
12102	5862	POLICE EQUIPMENT	33,042.64	57,685.00	48,670.40	43,051.20	53,890.00	40,000.00	40,000.00

CITY OF SALEM - FY 2019 OPERATING BUDGET

		Expenditures FY 2017	Adopted Budget FY 2018	Adjusted Budget FY 2018	Y-T-D Expenses FY 2018	Department FY 2019	Mayor FY 2019	Council FY 2019
Total Police-Expenses		765,761.19	671,887.00	760,521.00	674,157.61	755,377.00	730,791.00	730,791.00
210	210 Department Total	10,181,193.69	10,547,620.00	10,700,260.00	9,725,466.49	11,112,180.00	11,016,406.00	11,016,406.00

FY 2019 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2018	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2018	Dept Prop Rate FY 2019	Dept Request FY 2019	Mayor Rate FY 2019	Mayor Proposed FY 2019	Council Voted FY 2019
					52					0.0%	0.0%	52.0	2.0%	52.0	
BUTLER MARY	210 POLICE	12101-5111	CHIEF		155,000.00		1.00	1	2,958.77	158,875.00	158,875.00	158,875.00	158,875.00	158,875.00	158,875.00
	210 POLICE	12101-5111	CAPTAINS		371,015.84		4.00	4	1,783.73	92,753.96	97,449.53	389,798.12	97,449.53	389,798.12	389,798.12
	210 POLICE	12101-5111	LIEUTENANTS		639,681.76		8.00	8	1,537.70	79,960.22	84,008.21	672,065.68	84,008.21	672,065.68	672,065.68
	210 POLICE	12101-5111	SERGEANTS		965,036.80		14.00	14	1,325.60	68,931.20	72,420.86	1,013,892.04	72,420.86	1,013,892.04	1,013,892.04
	210 POLICE	12101-5111	PATROLMEN STEP 5		3,099,177.12		50.00	50	1,124.52	58,475.04	58,475.04	2,923,752.00	58,475.04	2,923,752.00	2,923,752.00
	210 POLICE	12101-5111	PATROLMEN STEP 4		174,290.79		8.00	8	1,117.25	58,096.93	58,096.93	464,775.44	58,096.93	464,775.44	464,775.44
	210 POLICE	12101-5111	PATROLMEN STEP 3		286,057.25		9.00	9	1,100.22	57,211.45	57,211.45	514,903.05	57,211.45	514,903.05	514,903.05
	210 POLICE	12101-5111	PATROLMEN STEP 2		386,039.78		4.00	4	1,060.55	55,148.54	55,148.54	220,594.16	55,148.54	220,594.16	220,594.16
	210 POLICE	12101-5111	PATROLMEN STEP 1		210,882.12		0.00	0	1,013.86	52,720.53	52,720.53	-	52,720.53	-	-
Recruits to Academy	210 POLICE	12101-5111	Academy - 6 months	New-Academy							52,720.53	210,882.12		210,882.12	210,882.12
Recruits to Academy	210 POLICE	12101-5111	Academy - 2 months	New-Academy							52,720.53	17,573.51		17,573.51	17,573.51
								8 recruits for 6 mos							
								2 recruits for 2 mos							
CONNORS JAYNE	210 POLICE	12101-5111	ADMIN ASSISTANT	12/06/2010	43,836.59		1.00	1		842.99	842.99	43,835.48	859.85	44,712.19	44,712.19
GREENER FRED	210 POLICE	12101-5113	ADMIN ASSISTANT		35,836.26		1.00	1		771.15	771.15	40,099.80	786.57	40,901.80	40,901.80
RAYMOND LINDA	210 POLICE	12101-5111	EXECUTIVE SECRETARY	7/1/2011	40,185.54					-	Retired	-	-	-	-
MULLIGAN ROBERT	210 POLICE	12101-5111	OFFICE MANAGER	6/12/17	57,505.76		1.00	1		1,105.88	1,105.88	57,505.76	1,128.00	58,655.88	58,655.88
GERMAN INDHIRA	210 POLICE	12101-5111	JR CLERK	10/23/2017	NEW		1.00	1		673.09	673.09	35,000.68	686.55	35,700.69	35,700.69
			OVC for Superiors 900.00 Each for 5		4,500.00			5		900.00	900.00	4,500.00	900.00	4,500.00	4,500.00
			AFSCME		287,306.86		5.50					Total AFSCME 1818	287,868.95	287,868.95	287,868.95
			LESS COPS GRANT REIMBURSEMENT FOR FY 2019 (Yr 1 150K, Yr 2 175K, YR 3 180K)		(150,000.00)							(125,000.00)	(125,000.00)	(125,000.00)	(125,000.00)
												(50,000.00)	(50,000.00)	(50,000.00)	(50,000.00)
					6,606,352.46		107.50		Total Full Time - 5111			6,930,921.79		6,884,450.62	6,884,450.62
Replace Kobialka	210 POLICE	12101-5113	JR CLERK-Bilingual		15,342.41			19		-	-	-	-	-	-
LANDERS SALLY	210 POLICE	12101-5113	JR CLERK	12/24/92	15,271.52			19		15.08	15.08	14,899.04	15.38	15,197.02	15,197.02
FAMICO DONALD	210 POLICE	12101-5113	ANIMAL CONTROL	3/1/76	14,618.06			19		19.59	19.59	19,354.92	19.98	19,742.02	19,742.02
GAUTHIER JAMES	210 POLICE	12101-5113	FINGERPRINT EXPERT	10/17/06	29,120.00			16		35.88	35.88	29,852.16	36.60	30,449.20	30,449.20
			Per Diem Dispatchers	NEW				3	35	25.00	25.00	45,000.00	25.00	45,000.00	45,000.00
					74,351.99				Total Part Time - 5113			109,106.12		110,388.24	110,388.24
	210 POLICE	12101-5131	OVERTIME		483,917.00							505,000.00		505,000.00	505,000.00
	210 POLICE	12101-5131	Training		91,500.00							95,000.00		95,000.00	95,000.00
	210 POLICE	12101-5131	OT COURT		126,000.00							126,000.00		126,000.00	126,000.00
	210 POLICE	12101-5131	OT-Events		63,583.00							65,000.00		65,000.00	65,000.00
	210 POLICE	12101-5131	OT HH		70,000.00							135,000.00		135,000.00	135,000.00
	210 POLICE	12101-5131	OT - DISPATCHERS		25,000.00							25,000.00		25,000.00	25,000.00
														(26,000.00)	(26,000.00)
					860,000.00				Total Overtime - 5131			951,000.00		925,000.00	925,000.00
	210 POLICE	12101-5136	HOLIDAYS Officers & Dispatch		531,385.68							570,000.00		570,000.00	570,000.00
	210 POLICE	12101-5138	OUT OF GRADE		15,000.00							15,000.00		15,000.00	15,000.00
	210 POLICE	12101-5141	LONGEVITY		101,300.00							99,000.00		99,000.00	99,000.00
	210 POLICE	12101-5142	ELECTIONS		18,000.00							18,000.00		18,000.00	18,000.00
	210 POLICE	12101-5151	WELLNESS		6,500.00			26	250	6,500.00	6,500.00	6,500.00		6,500.00	6,500.00
	210 POLICE	12101-5153	SENIOR/MASTER/VETERAN		305,700.00							300,700.00		300,700.00	300,700.00
	210 POLICE	12101-5154	SPECIALTY STIPEND		41,500.00							47,000.00		47,000.00	47,000.00
					1,019,385.68				Total other -			1,056,200.00		1,056,200.00	1,056,200.00
	210 POLICE	12101-5145	EDUCATION INCENTIVE-Old QUINN		733,574.95							729,575.00		729,575.00	729,575.00
	210 POLICE	12101-5145	EDUCATION INCENTIVE-New Hires		115,000.00							125,000.00		125,000.00	125,000.00
					848,574.95				Total Edu Incentive-5145			854,575.00		854,575.00	854,575.00
	210 POLICE	12101-5156	SHIFT DIFFERENTIAL		467,067.05							455,000.00		455,000.00	455,000.00
	210 POLICE	12101-5156	Night/Weekend Differential-Dispatchers		-							-		-	-
					467,067.05				Total Shift/Night Diff-5156			455,000.00		455,000.00	455,000.00
					9,875,732.13		107.50		Department Total			10,356,802.91		10,285,613.86	10,285,613.86

FY 2019 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2018	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2018	Dept Prop Rate FY 2019	Dept Request FY 2019	Mayor Rate FY 2019	Mayor Proposed FY 2019	Council Voted FY 2019	
Full-Time Equivalent Employees:		FY 2017	103.50	<i>Total # of Police Officers --></i>				94.00								
		FY 2018	107.50				98.00									
		FY 2019	107.50				98.00									
		Variance 18 vs. 19	0.00				0.00									

*Note - FY 2018 should have been 98.

GRANT FUNDING							FY 2018
Police 911 Support Grant	25343-5111	Five Dispatchers		0.30	2	30%	70,380.33
Police Budget	12101-5111	Five Dispatchers		0.70	2	70%	164,220.76
							234,601.08

FY 2019 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2017 52	F T E	Rate FY 2018	Incr FY 2019 1.000	Calc Rate FY 2019	STEP INCREASES				Dept Request FY 2019 52	Mayor FY 2019 52	Council FY 2019 52
											Date	Rate	# Wks Old	New			
GRIFFIN MICHAEL	210 POLICE	12201-5111	Police Dispatcher	1/1/2014	2	35,154.94	0.70	965.79	1.000	965.79				70%	35,154.76	35,154.76	35,154.76
GRIFFIN	Shift Differential	12201-5111	Base Rate X 9%			3,163.94		86.92	1.000	86.92				70%	3,163.93	3,163.93	3,163.93
MCKENNA CHARLES	210 POLICE	12201-5111	Police Dispatcher	1/1/2014	2	35,154.94	0.70	965.79	1.000	965.79				70%	35,154.76	35,154.76	35,154.76
PATTERSON DONNA	210 POLICE	12101-5111	PRIN CLERK	08161993	2	48,087.56	1.00	924.76	1.000	924.76				100%	48,087.52	48,087.52	48,087.52
PROSNIIEWSK MICHAEL	210 POLICE	12201-5111	Police Dispatcher Step II/III	10/3/2015	2	34,705.27	0.70	965.79	1.000	965.79				70%	35,154.76	35,154.76	35,154.76
PROSNIIEWSK	Shift Differential	12201-5111	Base Rate X 9%			3,050.79		86.92	1.000	86.92				70%	3,163.93	3,163.93	3,163.93
SARAIVA MELISSA	210 POLICE	12201-5111	Police Dispatcher	1/1/2014	2	35,154.94	0.70	965.79	1.000	965.79				70%	35,154.76	35,154.76	35,154.76
STOKES KEEGAN	210 POLICE	12201-5111	Police Dispatcher	1/1/2014	2	35,154.94	0.70	965.79	1.000	965.79				70%	35,154.76	35,154.76	35,154.76
STOKES	Shift Differential	12201-5111	Base Rate X 9%			3,163.94		86.92	1.000	86.92				70%	3,163.93	3,163.93	3,163.93
VASSY MARK	210 POLICE	12101-5111	SR BLDG CUSTODIAN	11231992	1	48,869.37	1.00	939.80	1.000	939.80				100%	48,869.60	48,869.60	48,869.60
VASSY	Shift Differential	12101-5111	Base Rate X 9%			4,398.24		84.58	1.000	84.58				100%	4,398.26	4,398.26	4,398.26
Weekend Differential - Friday C Shift through Monday A Shift .50 X 52 X						1,248.00								1,248.00	1,248.00	1,248.00	
						287,306.86	5.50							287,868.95	287,868.95	287,868.95	

**FY 2019 DETAILED BUDGET REPORT
EXPENSES**

Police - 210

ORG	Object	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
12102	5211 Electricity				
		Based on FY16 and year to date (FY17) expenses to include On-Point Building	55,000	50,000	50,000
TOTAL			55,000	50,000	50,000
12102	5215 Natural Gas				
		Based on FY16 and year to date (FY17) expenses to include On-Point Building	19,000	19,000	19,000
TOTAL			19,000	19,000	19,000
12102	5253 Radio & Vehicle Maintenance and Parts				
		Normal maintenance of fleet, including parts not supplied by DPW, and deductibles	40,000	40,000	40,000
		AllComm Contract maintenance & repair of portable, mobile and base radios	28,236	28,236	28,236
		AllComm Repair of portable, mobile and base radios	2,000	2,000	2,000
		Stoneham Ford - Car #30 - two running boards installed	1,800	1,800	1,800
		ELSAG License Plate Reader Swap	1,660	1,660	1,660
				(3,696)	(3,696)
TOTAL			73,696	70,000	70,000
12102	5272 Technology (originally included with 5300 Bldg Maint & Services)				
		NexGen (CAD/RMS)	22,400	22,400	22,400
		NexGen (Licenses)	7,481	7,481	7,481
		SideBand community cameras maintenance contract (Bridgewave)	26,600	26,600	26,600
		Cellebrite (Cell phone extraction)	3,700	3,700	3,700
		CJIS- Live Scan Fingerprinting Machine (L1 Technologies- Morpho Trust)	6,042	6,042	6,042
		AFFIX Technologies (Fingerprint)	6,383	6,383	6,383
		Integration Partners (Approved Vendor for CJIS)	730	730	730
		Transcor GPS (Trackstar Software)	3,833	3,833	3,833
		JivaSoft On-Dty/X-Tra Duty enhanced scheduling	5,600	5,600	5,600
		PMAM	1,500	1,500	1,500
		Copier maintenance & service (American Lazer & Xerox)	3,500	3,500	3,500
TOTAL			87,769	87,769	87,769
12101	5284 Equipment Lease				
		Lease 2 Copiers (1color/ 1Blk & White plus copies)	8,500	8,500	8,500
TOTAL			8,500	8,500	8,500
12102	5300 Bldg Maintenance & Services				
		Bldg. Services & maintenance not covered by contract (estimated)	17,500	17,500	17,500
		Custodial Supplies	6,500	6,500	6,500
		HVAC maintenance - Falite	3,500	3,500	3,500
		General Inspections and services (Boiler, Elevator and Cells- Sprinklers etc.)	12,100	12,100	12,100
		Outdoor Equip./Grounds Maint./Landscaping-Lawn mower,snowblower,sprinklers	3,000	3,000	3,000
		Terminix	840	840	840
		Property lockers	552	552	552
		Lockers in Dispatch Area	1,200	1,200	1,200
TOTAL			45,192	45,192	45,192

**FY 2019 DETAILED BUDGET REPORT
EXPENSES**

Police - 210

ORG	Object	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
12102	5317 Training and Education				
		MGL updates, mandated posters, Printed, Legal Updates, I.D. Manuals	5,500	5,500	5,500
		Leadership and Supervisory Training & Dive Training (6 members)	13,500	13,500	13,500
		Academy Training for 10 new recruits Tuition	40,000	40,000	40,000
		Mandated Training & Supplemental (Legal Updates/,K9 In-service)	5,000	5,000	5,000
		Apple computers/Books for 10 New Recruits	3,500	3,500	3,500
		Recertification for firearms training	1,700	1,700	1,700
		Inservice training	7,500	7,500	7,500
		MA Police Accreditation	2,400	2,400	2,400
TOTAL			79,100	79,100	79,100
12102	5318 Medical - Active				
		Psychological consults, medical costs and drug screens-Active / Retirees	50,000	50,000	50,000
TOTAL			50,000	50,000	50,000
12102	5320 Contracted Services				
		Outreach Specialist	23,000	23,000	23,000
TOTAL			23,000	23,000	23,000
12102	5326 Dive Team				
		Replacement and repair of Robotics & tanks.	4,000	4,000	4,000
		Repair Dive Truck	5,000	5,000	5,000
TOTAL			9,000	9,000	9,000
12102	5341 Telephone & Communications				
		Verizon/ AT&T \$1,400 per month	16,800	16,800	16,800
		SCC Systems- maintenance yearly	1,500	1,500	1,500
		Verizon Wireless - Cruiser air time- modems \$40/month x 23 units	11,040	11,040	11,040
		Comcast Internet Services / Cable / DCJIS Access	3,360	3,360	3,360
		On Point Building Alarm Services (Instant Alarm)	360	360	360
		CID / Specialty Units / Department cellphone coverage	26,000	26,000	26,000
		Code Red Yearly maintenance	15,704	15,704	15,704
TOTAL			74,764	74,764	74,764
12102	5381 Printing and Binding				
		Bus. cards, Detail Slips, Warnings, Prop. Tags, Taxi Medallions, Public Safety Campaigns	6,500	6,500	6,500
TOTAL			6,500	6,500	6,500
12102	5384 Animal Care & Control				
		Temporary housing for stray/dangerous animals & transportation- City of Salem	7,000	7,000	7,000
		Kenneling and Veterinary Care for SPD K-9's (3)	6,000	6,000	6,000
TOTAL			13,000	13,000	13,000
12102	5421 Office Supplies (General)				
		General Office supplies as needed	17,000	17,000	17,000
TOTAL			17,000	17,000	17,000

**FY 2019 DETAILED BUDGET REPORT
EXPENSES**

Police - 210

ORG	Object	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
12102	5585 Arms and Ammunition				
		Ammo for mandatory state qualification and training of all officers/ new recruits	25,000	25,000	25,000
		Rifle Recertification	2,500	2,500	2,500
	TOTAL		27,500	27,500	27,500
12102	5710 In-State Travel/Meetings				
		In-State conferences, training, investigations, etc. - travel, EZ Pass ,parking, fees, etc	1,000	1,000	1,000
	TOTAL		1,000	1,000	1,000
12102	5720 Out-of-State Travel				
		Any travel out of state for conferences, training, investigations, etc. (IACP Chief - Captains, FBI)	3,000	1,000	1,000
	TOTAL		3,000	1,000	1,000
12102	5730 Dues and Subscriptions				
		Plymouth County Commissioner- Vehicle Bid	200	200	200
		NEMLEC Command Vehicle (1 install per year for 3 years)	1,666	1,666	1,666
		All police affiliations, dues,investigative databases subscriptions (CLEAR, WEST, WESTLAW, MyPD/NIXLE App., etc.)	16,500	16,500	16,500
	TOTAL		18,366	18,366	18,366
12102	5775 Community Events				
		4th of July, Halloween (Boston PD, NEMLEC,local PD's &Sheriff's Dept.)	76,500	76,500	76,500
		National Night Out	2,300	2,300	2,300
		Essex County Summer Camp Program (Buses/Salem tuition)	4,300	4,300	4,300
		Annual Opiate Awareness Day, Heroin Outreach, Citizens /Youth Police Academies	5,000	5,000	5,000
		Outreach materials	2,000	2,000	2,000
	TOTAL		90,100	90,100	90,100
12102	5862 Police Supplies & Equipment				
		Gen. equip, radar & Sign Board maint, AED Batteries, T3 Battery Replacements,Tint Meters 10	25,000	25,000	25,000
		Motorola Solutions (new radios for new hires)	11,634	11,634	11,634
		Motorola Solutions (batteries/microphones/chargers)	6,916	6,916	6,916
		Accreditation Certificates and Cruiser Decals	540	540	540
		Simons (Uniforms, etc. for 10 new recruits \$400/each)	4,000	4,000	4,000
		Taser Replacement Supplies	1,800	1,800	1,800
		Refurbish T3's	4,000	4,000	4,000
				(13,890)	(13,890)
	TOTAL		53,890	40,000	40,000
TOTAL PROPOSED			755,377	730,791	730,791

Harbormaster

Mission Statement-Why We Exist

The primary mission of the Harbormaster Department is the preservation of life and protection of property in the waters and on the Islands of the City of Salem, including the enforcement of local, state, and in some cases, federal laws. Additionally, the department implements and maintains MTSA mandated security, provides management of the port area, public piers, gangways and floats as well as supervises the proper mooring of vessels and collection of associated fees within the jurisdiction.

Significant Budget & Staffing Changes for FY 2019

No Significant Budget or Staffing Changes anticipated.

Recent Accomplishments

- Executed Security Plan and Coordinated successful port calls for visiting passenger vessels.
- Coordinated Port Calls to Salem of visiting Tall Ships participating in the 2017 Sail Boston Regatta.



- Lead Port through USCG Annual Compliance Exam to continue the ability to accept passenger vessels.
- Completed Hull refurbishment and electronics replacement for 27' primary patrol/response vessel.
- Implemented plan and provided continuous supervision of channel closures to facilitate MBTA Swing-span replacement during peak season.
- Continued oversight for marine events including development of a revised Plummer SUP course to enhance spectator experience and public safety.
- Secured a position on the Massachusetts Harbormaster Training Council to develop a standardized training curriculum for all Certified Harbormasters in the Commonwealth.
- Volunteered as a technical advisor to NPS and Salem Partnership for Friendship.



2019 Goals and Objectives

- Work with the Salem Port Authority and other maritime stake holders to thoughtfully develop the waterfront.
- Continue with public outreach to promote safe, environmentally friendly use of Salem's waters.
- Adapt Salem's MTSA obligations to provide the highest level of readiness with maximum public access
- Promote/incorporate additional water-based attractions and marine transportation.
- Collaborate and interact with peers from other popular maritime tourism destinations to incorporate best practices..
- Continued progression of electronic record keeping and information dissemination to maritime community.



Outcomes and Performance Measures	Actual FY 2016	Actual FY 2017	Estimated FY 2018	Estimated FY 2019
MOORING INFORMATION				
MOORINGS RECORDS	1610	1558	1600	1575
MOORINGS CATALOGED	1302	1268	1290	1275
SLIPS CATALOGED	308	290	310	300
MOORING / SLIP FEE'S COLLECTED	1550	1417	1600	1500
WARNING TAGS ISSUED	97	86	100	100
MOORING CALLS (UNAUTHORIZED USE OR BOATS HITTING)	18	22	20	20
SHIP ESCORT & INSPECTIONS / POWER PLANT SERVICE				
TANKSHIP/BULK/ VESSEL ESCORT & INSPECTION INBOUND	3	1	0	0
TANKSHIP/BULK/ VESSEL ESCORT & INSPECTION OUTBOUND	3	1	0	0
SPECIAL PROJECT GARGO ESCORT & INSPECTION (ARRIVAL & DEPARTURE)	75		0	
FACILITY SECURITY RESPONSE	25	28	30	30
PASSENGER VESSEL ACTIVITY				
VESSEL ESCORT & ASSIST	3	10*	6	5
LAW ENFORCEMENT				
FOUND/LOST/STOLEN BOATS	13	7	10	10
BREAKING AND ENTERING	4	7	5	5
ABANDONED BOATS	2	3	2	2
FUEL SPILLS	2	3	2	2
DOMESTICS/ PUBLIC COMPLAINT	15	7	10	10
LARCENY	4	3	5	5
MOVING & CITY VIOLATIONS	14/11	16/18	20/20	20/20
CASES THAT REACH COURT	5	6	5	5
WARNING/SAFETY STOP	133	98	100	100
LEAVING SCENE OF/ ACCIDENT	1	4	3	3
ARREST/PROTECTIVE CUSTODY	0	2	2	2
SAR RESPONSES (SEARCH & RESCUE)				
FATALITIES	0	3	0	0
MAYDAYS	27	29	30	30
GROUNDINGS SOFT	5	4	5	5
TOWS	37	46	40	40
DEWATERINGS (PREVENT SINKING)	72	62	65	65

FLARE SIGHTINGS	7	6	5	5
CAR IN WATER	0	0	0	0
COLLISIONS	1	5	3	3
MANOVERBOARD	3	5	5	5
MED AID	4	8	5	6
OVERDUE	3	2	3	3
MUTUAL AID REQUESTS				
MARBLEHEAD	09	5	10	5
BEVERLY	11	12	10	10
MANCHESTER	2	2	5	4
COAST GUARD	8	6	5	5
MEP	3	6	5	5
OTHER CALLS	371	422	400	400

How FY 2019 Departmental Goals Relate to City's Overall Long & Short Term Goals

- Collaborate with stakeholders for effective development of our commercial maritime assets.
- Continue and expand partnerships with federal, state and local groups to enhance opportunities in and around Salem's waterfront.
- Assess and implement proven technology to enhance productivity and emergency response.
- Continue at high level of readiness and thoughtful interaction with waterway users and maritime stakeholders to promote increased tourism and maritime commerce.



CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Harbormaster-Personnel									
12951	5111	SALARIES-FULL TIME	122,146.21	124,730.00	124,730.00	115,134.71	127,443.00	129,992.00	129,992.00
12951	5113	SALARIES-PART TIME	94,904.66	105,710.00	105,710.00	75,680.88	105,710.00	105,710.00	105,710.00
Total Harbormaster-Personnel			217,050.87	230,440.00	230,440.00	190,815.59	233,153.00	235,702.00	235,702.00
Harbormaster-Expenses									
12952	5211	ELECTRICITY	2,208.42	2,500.00	2,500.00	2,269.12	2,500.00	2,500.00	2,500.00
12952	5244	VEHICLE REPAIR AND M	12,904.70	10,000.00	11,299.00	8,824.97	11,250.00	11,250.00	11,250.00
12952	5317	EDUCATIONAL TRAINING	3,395.60	3,500.00	3,500.00	3,262.83	3,500.00	3,500.00	3,500.00
12952	5320	CONTRACTED SERVICES	1,476.89	1,700.00	1,001.00	1,000.47	1,700.00	1,700.00	1,700.00
12952	5341	TELEPHONE	4,562.66	4,800.00	4,800.00	4,245.12	4,800.00	4,800.00	4,800.00
12952	5353	HAULING FLOATS/BOATS	5,983.31	6,000.00	6,000.00	5,989.38	6,000.00	6,000.00	6,000.00
12952	5381	PRINTING AND BINDING	735.00	750.00	750.00	735.00	750.00	750.00	750.00
12952	5421	OFFICE SUPPLIES (GEN	1,832.63	2,000.00	2,000.00	1,082.49	2,000.00	2,000.00	2,000.00
12952	5481	GASOLINE/DIESEL FUEL	6,644.60	14,250.00	14,250.00	7,832.59	13,000.00	13,000.00	13,000.00
12952	5791	UNIFORMS	2,102.68	3,500.00	2,900.00	223.21	3,500.00	3,500.00	3,500.00
12952	5860	EQUIPMENT	8,726.84	0.00	0.00	0.00	0.00	0.00	0.00
Total Harbormaster-Expenses			50,573.33	49,000.00	49,000.00	35,465.18	49,000.00	49,000.00	49,000.00
110	295	Department Total	267,624.20	279,440.00	279,440.00	226,280.77	282,153.00	284,702.00	284,702.00

FY 2019 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2018	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2018	Dept Prop Rate FY 2019	Dept Request FY 2019	Mayor Rate FY 2019	Mayor Proposed FY 2019	Council Voted FY 2019
MCHUGH WILLIAM	110 HARBORMASTER	12951-5111	HARBORMASTER	7/12/2011	52					1,489.27	1,489.27	77,442.24	1,519.06	78,991.08	78,991.08
MULLIGAN PATRICK	110 HARBORMASTER	12951-5111	Office Manager/Asst Hrbmstr	7/1/13			1	100%		909.37	961.54	50,000.08	980.77	51,000.08	51,000.08
<i>*Increase for Mulligan included for Fy 2019 for 3712.85</i>															
					124,729.46	2.00	Total Full Time - 5111			127,442.32			129,991.16		129,991.16
Pump Out	110 HARBORMASTER	12951-5113	Pump Out Operators		2,695.00	0.25	245	man hours		11.00	11.00	2,695.00	11.00	2,695.00	2,695.00
Pump Out	110 HARBORMASTER	12951-5113	Pump Out Operators		2,695.00	0.25	245	man hours		11.00	11.00	2,695.00	11.00	2,695.00	2,695.00
Deckhand/Utility	110 HARBORMASTER	12951-5113	Deckhand/Utility		14,880.00		1240	man hours		12.00	12.00	14,880.00	12.00	14,880.00	14,880.00
Patrol - Regular	110 HARBORMASTER	12951-5113	Assistant Harbormaster		44,640.00		2976	man hours		15.00	15.00	44,640.00	15.00	44,640.00	44,640.00
Patrol - Peak Weekdays	110 HARBORMASTER	12951-5113	Assistant Harbormaster		9,000.00		600	man hours		15.00	15.00	9,000.00	15.00	9,000.00	9,000.00
Patrol - Peak Weekends	110 HARBORMASTER	12951-5113	Assistant Harbormaster		3,000.00		200	man hours		15.00	15.00	3,000.00	15.00	3,000.00	3,000.00
Clerk	110 HARBORMASTER	12951-5113	Clerk		9,600.00		800	man hours		12.00	12.00	9,600.00	12.00	9,600.00	9,600.00
McCabe Marina Personnel	110 HARBORMASTER	12951-5113	Assistant Harbormaster		19,200.00		1280	man hours		15.00	15.00	19,200.00	15.00	19,200.00	19,200.00
					105,710.00		Total PartTime - 5113			105,710.00			105,710.00		105,710.00
					230,439.46	2.00	Department Total			233,152.32			235,701.16		235,701.16

Full-Time Equivalent Employees:	FY 2017	2.00
	FY 2018	2.00
	FY 2019	2.00
	Variance 18 vs. 19	0.00

MCHUGH WILLIAM	110 HARBORMASTER	12951-5111	HARBORMASTER		94.70%	1,519.06	74,804.55
	Footprint - CBA Money	12951-5111			5.30%	1,519.06	4,186.53
							78,991.08

NOTE - Footprint CBA money will be deposited into the Harbormasters Receipts Reserved Fund. This money is then appropriated to cover Harbormaster Expenses including Salary increase.

**FY 2019 DETAILED BUDGET REPORT
EXPENSES**

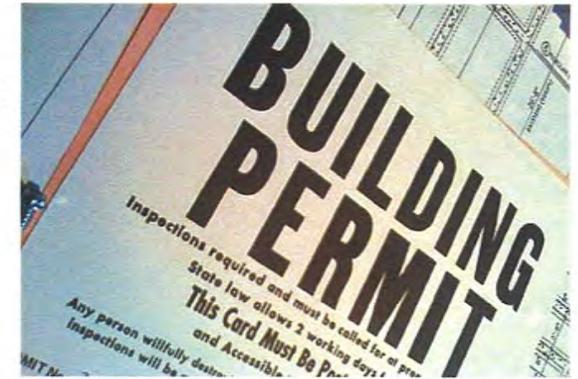
HARBORMASTER - 110

ORG		EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
12952	5211	ELECTRICITY General electrical costs	2,500	2,500	2,500
TOTAL			2,500	2,500	2,500
12952	5244	VEHICLE REPAIR AND MAINTENANCE These funds allow for department vessels and their trailers to receive routine maintenance and repairs from mechanical or electrical failure. In addition buoys and ground tackle, obstructions and/or restricted areas, as well as city and emergency moorings are maintained. Due to the harsh salt water environment, ground tackle has a short service life and all items suffer adverse effects over time despite the most proactive maintenance schedule.	11,250	11,250	11,250
TOTAL			11,250	11,250	11,250
12952	5317	EDUCATIONAL TRAINING Dues to the Harbormaster Association (\$40.00 per person) for Harbormaster and Assistants. Organization provides training and the nexus for state recognized certification. Also, this item provides for Law Enforcement Training through the Massachusetts Police Training Council and USCG License Ed.	3,500	3,500	3,500
TOTAL			3,500	3,500	3,500
12952	5320	Contracted Services Annual printing, postage and costs associated with processing slip and mooring permit applications by the deputy collector, Kelly & Ryan.	1,700	1,700	1,700
TOTAL			1,700	1,700	1,700
12952	5341	TELEPHONE & COMMUNICATIONS The office phone equipment operates on a 4-phone line "rollover" system. This allows multiple calls to be transferred to open lines for timely dispatch of units in an emergency. Also, a Verizon cellular phone is assigned to the Harbormaster, Watch Officer, and Office Staff for a total of three devices. This arrangement allows for call forwarding and unimpeded communications between mariners and department staff on a 24/7/365 basis. Currently, many calls are received by telephone, which historically were broadcast on VHF marine radios. Also, internet costs are funded with this item.	4,800	4,800	4,800
TOTAL			4,800	4,800	4,800
12952	5353	HAULING FLOATS/BOATS These funds are used to pay trucking contractors to haul out and properly secure abandoned boats on land before they become a hazard. Traditionally, once these vessels are deemed legally abandoned, they are auctioned or destroyed depending on condition. Also, parts and repairs to city float systems are funded with these monies. <i>Hauling Floats money moved from Park & Rec budget - FY 2015</i>	1,000	1,000	1,000
TOTAL			6,000	6,000	6,000
12952	5381	PRINTING AND BINDING Mooring and slip permit decals are funded through this item.	750	750	750
TOTAL			750	750	750
12952	5421	OFFICE SUPPLIES (GENERAL) General Office & Medical Supplies as needed	2,000	2,000	2,000
TOTAL			2,000	2,000	2,000
12952	5481	GASOLINE/DIESEL FUEL Fuel and oil to operate the department's boats.	13,000	13,000	13,000
TOTAL			13,000	13,000	13,000
12952	5791	UNIFORMS Defrays costs to employees for uniforms, duty equipment and survival gear.	3,500	3,500	3,500
TOTAL			3,500	3,500	3,500
Total Proposed			49,000	49,000	49,000

Inspectional Services – Building/Plumbing/Gas Inspections

Mission Statement – Why We Exist

The Department is responsible for receiving, reviewing, and issuing all Building, Plumbing and Gas Permits. The majority of these permits require at least one inspection. The department also handles large amounts of complaints and inquiries regarding housing, zoning, and City Ordinance compliance



Significant Budget & Staffing Changes for FY 2019

No significant staffing changes for FY2017.



Recent Accomplishments

- Received, processed approx. 934 building permits and 978 gas and plumbing permits
- Assisted Fire, Health, Police, Electrical and many other Departments with numerous inspections and miscellaneous problems.
- New Inspector has increased the required 110 inspections.

FY 2019 Goals & Objectives

- Will attempt to track numbers and source of calls made to the department.
- Additional coordination of annual inspections and enforcement actions.
- Will coordinate with health and Data Processing to select new software program that would tie all inspectional services together as well as much simplified reporting of activities.
- Will increase the 21D Ticket program for chronic offenders.

Outcomes and Performance Measures	Actual FY 2016	Actual FY 2017	Estimated FY 2018	Estimated FY 2019
Annual Inspections				
Number of Inspections--- Building ,plumbing and Gas and certificates of inspection				
Revenue				

How FY 2019 Departmental Goals Relate to City’s Overall Long & Short Term Goals

This Department’s goal is to switch fully to the new View Permit software. We would also like to include the ability to take credit cards to facilitate some limited on line permits and to make it easier for customers at the counter. With the new view-permit, better reporting of permit counts and costs should be possible. The view-permit software also makes it easier for project proponents to receive approvals and or track where a hold up on approval s is located



CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures FY 2017	Adopted Budget FY 2018	Adjusted Budget FY 2018	Y-T-D Expenses FY 2018	Department FY 2019	Mayor FY 2019	Council FY 2019
Pub Prop/Inspections-Personnel									
12411	5111	SALARIES-FULL TIME	365,280.74	495,754.00	482,138.88	409,890.01	519,831.00	526,414.00	526,414.00
12411	5113	SALARIES-PART TIME	26,124.01	26,675.00	26,675.00	23,085.00	26,675.00	27,208.00	27,208.00
12411	5131	OVERTIME (GENERAL)	0.00	5,000.00	6,200.00	1,115.61	5,000.00	5,000.00	5,000.00
Total Pub Prop/Inspections-Personnel			391,404.75	527,429.00	515,013.88	434,090.62	551,506.00	558,622.00	558,622.00
Bldg/Gas/Plumb Insp - Expenses									
12412	5295	SAFETY GEAR	250.00	1,500.00	1,500.00	33.42	1,500.00	1,500.00	1,500.00
12412	5320	CONTRACTED SERVICES	10,080.00	7,650.00	21,265.12	17,614.56	4,000.00	4,000.00	4,000.00
12412	5381	PRINTING AND BINDING	396.94	450.00	450.00	377.89	450.00	450.00	450.00
12412	5421	OFFICE SUPPLIES (GEN	1,947.67	2,000.00	2,000.00	1,613.25	2,000.00	2,000.00	2,000.00
12412	5451	CUSTODIAL SUPPLIES	0.00	13,000.00	13,000.00	11,184.13	13,000.00	13,000.00	13,000.00
12412	5710	IN STATE TRAVEL/MEETINGS	9,569.40	12,000.00	12,000.00	6,228.09	12,000.00	12,000.00	12,000.00
12412	5713C	EXPENSES-CLEAN IT/LIEN IT	0.00	2,000.00	2,000.00	550.00	2,000.00	2,000.00	2,000.00
12412	5778	SEALER WEIGHTS & MEASURERS E	969.31	1,000.00	1,000.00	0.00	1,000.00	1,000.00	1,000.00
Total Bldg/Gas/Plumb Insp - Expenses			23,213.32	39,600.00	53,215.12	37,601.34	35,950.00	35,950.00	35,950.00
220	241	Department Total	414,618.07	567,029.00	568,229.00	471,691.96	587,456.00	594,572.00	594,572.00

FY 2019 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2018	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2018	Dept Prop Rate FY 2019	Dept Request FY 2019	Mayor Rate FY 2019	Mayor Proposed FY 2019	Council Voted FY 2019
CUMMINGS STEVENS	220 PUBLIC PROP-INSP	12411-5111	Asst. Bldg Insp-Sanitarian	8/22/17	53,999.92		1.00	1	100%	1,076.92	1,038.46	53,999.92	1,059.23	55,079.92	55,079.92
LUTRZYKOWSKI MICHAEL	220 PUBLIC PROP-INSP	12411-5111	Asst. Dir of City Facilities	9/29/11	63,264.54		1.00	1	100%	1,216.63	1,216.63	63,264.54	1,240.96	64,529.83	64,529.83
RODRIGUEZ ANTONIO	220 PUBLIC PROP-INSP	12411-5111	JR BLDG CUST-COA		17,759.56		0.00		70%	487.90	-	To FT Union Sale	-	-	-
ROSS DENNIS	220 PUBLIC PROP-INSP	12411-5111	PLUMBING & GAS INSP	03/30/1987	62,635.50				100%	-	Retired	-	-	-	-
GUIDA MICHAEL	220 PUBLIC PROP-INSP	12411-5111	PLUMBING & GAS INSP				1.00	1	100%	1,204.53	1,204.53	62,635.50	1,228.62	63,888.20	63,888.20
ST PIERRE THOMAS	220 PUBLIC PROP-INSP	12411-5111	INSPECTIONAL SERVICE DIR	4/2/1998	94,237.74		1.00	1	100%	1,812.26	1,812.26	94,237.74	1,848.51	96,122.50	96,122.50
STEVENS KELLY	220 PUBLIC PROP-INSP	12411-5111	ASST BUILDING INSPEC	8/23/17	57,398.24		0.00	1	100%	1,057.69	-	-	-	-	-
Vacant	220 PUBLIC PROP-INSP	12411-5111	ASST BUILDING INSPEC	10/21/13	57,398.24				100%	-	-	-	-	-	-
ORFANOS STAVROULA	220 PUBLIC PROP-INSP	12411-5111	ASST BUILDING INSPEC				1.00	1	100%	1,057.69	1,057.69	54,999.88	1,078.84	56,099.88	56,099.88
					146,457.90		4.00				Total AFSCME 1818	190,693.06	190,693.06	190,693.06	
					495,753.39		9.00	Total Full Time - 5111				519,830.64	526,413.39	526,413.39	
DOYLE JOHN	220 PUBLIC PROP-INSP	12411-5113	SEALER WEIGHTS/MEAS	1/2/2008	26,674.52			19 hours per wk		27.00	27.00	26,674.52	27.54	27,208.01	27,208.01
					26,674.52			Total PartTime - 5113				26,674.52	27,208.01	27,208.01	
	220 PUBLIC PROP-INSP	12411-5118	OVERTIME-CUSTODIANS		5,000.00							5,000.00		5,000.00	5,000.00
					5,000.00			Overtime - 5118				5,000.00	5,000.00	5,000.00	
					527,427.91		9.00	Department Total				551,505.15	558,621.39	558,621.39	

Full-Time Equivalent Employees:	FY 2017	7.00
	FY 2018	8.70
	FY 2019	9.00
	Variance 18 vs. 19	0.30

FY 2019 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2017 52	F T E	Rate FY 2018	Incr FY 2019 1.000	Calc Rate FY 2019	STEP INCREASES				Dept Request FY 2019 52	Mayor FY 2019 52	Council FY 2019 52
											Date	Rate	# Wks Old	New			
CONNOR JONATHAN	220 PUBLIC PROP-INSP	12411-5111	SR BLDG CUST	7/25/16	1	46,999.80	1.00	939.82	1.000	939.82				100%	48,870.64	48,870.64	48,870.64
Connor - Shift Differential	220 PUBLIC PROP-INSP	12411-5111	Base Rate X 9%			3,282.98		84.58	1.000	84.58				100%	3,282.98	3,282.98	3,282.98
KIRKPATRICK MARCIA	220 PUBLIC PROP-INSP	12411-5111	PRINCIPAL CLERK	10/28/2000	2	48,087.56	1.00	924.76	1.000	924.76				100%	48,087.52	48,087.52	48,087.52
MURTAGH SALLY	220 PUBLIC PROP-INSP	12411-5111	PRINCIPAL CLERK	03/14/1989	2	48,087.56	1.00	924.76	1.000	924.76				100%	48,087.52	48,087.52	48,087.52
RODRIGUEZ ANTONIO	220 PUBLIC PROP-INSP	12411-5111	JR BLDG CUST	7/1/2018	1		1.00		1.000	814.70				100%	42,364.40	42,364.40	42,364.40
						146,457.90	4.00								190,693.06	190,693.06	190,693.06

**FY 2019 DETAILED BUDGET REPORT
EXPENSES**

PUBLIC PROPERTY - Inspections - 220

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
12412	5295	SAFTY GEAR			
		Hard hats, protective eyewear, etc for inspectors	1,500	1,500	1,500
TOTAL		Moved to office supplies	1,500	1,500	1,500
12412	5320	CONTRACTED SERVICES			
		Contracted Services - Temp Plumbing Inspector to cover vacations/sick/etc.	4,000	4,000	4,000
TOTAL			4,000	4,000	4,000
12412	5381	Printing and Binding			
		For printing and binding of zoning book and maps			
		Letter Head & Envelopes	450	450	450
TOTAL			450	450	450
12412	5421	General Office supplies			
		General office supplies as needed	2,000	2,000	2,000
TOTAL			2,000	2,000	2,000
14112	5451	CUSTODIAL SUPPLIES			
		Coast Maintenance - Custodial supplies	6,700	6,700	6,700
		Delandes Supply - Electrical supplies	300	300	300
		State Chemical - Custodial chemicals	1,000	1,000	1,000
		Winer Brothers - Misc. supplies	1,000	1,000	1,000
		Less amount left in DPS for their building	4,000	4,000	4,000
TOTAL			13,000	13,000	13,000
12412	5710	IN-STATE TRAVEL/MEETING			
		Mileage and seminar reimbursements for 4 full time and one part time inspector	12,000	12,000	12,000
TOTAL			12,000	12,000	12,000
12412	5713C	EXPENSES-CLEAN IT/LIEN IT			
		Clean it or lien it- Monies to secure vacant buildings etc. Monies expended are recovere through liening	2,000	2,000	2,000
TOTAL			2,000	2,000	2,000
12412	5778	SEALER WEIGHTS & MEASURERS EXPENSES			
		Misc supplies	1,000	1,000	1,000
TOTAL			1,000	1,000	1,000
TOTAL PROPOSED			35,950	35,950	35,950

Inspectional Services – Board of Appeals

Mission Statement – Why We Exist

The Building Department is responsible for reviewing and issuing Building permits and to inspect these projects for compliance with both the State Building Code as well as the Architectural Access Board Regulations. We also enforce Salem Zoning. Under this Department are our Plumbing and Gas Inspector and the part time Sealer of weights and measures. We frequently assist other Inspectional teams, (Electrical, Fire and Health as well as Salem P.D) on a number of life safety and quality of life issues. This Department also consults on construction projects throughout the City.

Significant Budget & Staffing Changes for FY 2019

No significant changes.

Recent Accomplishments

- Issued 721 Plumbing Permits (\$65,699),
- Issued 565 Gas permits (\$35,995) and 1107 Building permits (\$366,708.69) for a total of \$468,400.69
- Additionally 82,304 certificates totaling \$8,220 and 154,110 certificates totaling \$8,460 were issued.
- Weights and Measures collected another \$25,567 in fees for inspections of scales and certification of gas pumps and oil trucks.
- Approximate total of all revenue is \$510,647.



FY 2019 Goals & Objectives

- This Department would like to have the ability to take credit cards at our counter as well as utilizing View Permit to allow some on line permits to be issued. This would enable frequent permit requestors to save trips and decrease the labor needed to issue simple permits.

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Board of Appeals-Expenses									
11762	5306	ADVERTISING	90.56	100.00	100.00	0.00	520.00	100.00	100.00
11762	5317	EDUCATIONAL TRAINING	0.00	0.00	0.00	0.00	1,600.00	500.00	500.00
11762	5381	PRINTING AND BINDING	175.52	200.00	200.00	195.83	500.00	200.00	200.00
11762	5421	OFFICE SUPPLIES (GEN	90.56	100.00	100.00	0.00	300.00	100.00	100.00
Total	Board of Appeals-Expenses		356.64	400.00	400.00	195.83	2,920.00	900.00	900.00
220	176	Department Total	356.64	400.00	400.00	195.83	2,920.00	900.00	900.00

FY 2019 DETAILED BUDGET REPORT
EXPENSES

PUBLIC PROPERTY - Board of Appeals - 220

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
11762	5306	ADVERTISING Advertising for meetings.	520	100	100
TOTAL			520	100	100
11762	5317	EDUCATIONAL TRAINING Professional development, board trainings , etc	1,600	500	500
TOTAL			1,600	500	500
11762	5381	PRINTING AND BINDING Letter head, envelopes.	500	200	200
TOTAL			500	200	200
11762	5421	OFFICE SUPPLIES Miscellaneous office supplies as needed	300	100	100
TOTAL			300	100	100
TOTAL PROPOSED			2,920	900	900

Inspectional Services – Fixed Costs

Mission Statement – Why We Exist

Fixed costs are related to rental costs and utilities for City Hall, City Hall Annex, and Council on Aging. Additionally, city wide postage is included in this section.

Significant Budget & Staffing Changes for FY 2019

No significant changes.



CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures FY 2017	Adopted Budget FY 2018	Adjusted Budget FY 2018	Y-T-D Expenses FY 2018	Department FY 2019	Mayor FY 2019	Council FY 2019
Public Prop-Fixed Costs									
11962	5211	ELECTRICITY	51,347.32	56,000.00	56,000.00	51,228.83	56,000.00	56,000.00	56,000.00
11962	5212	HVAC/Water-120 Washington St	9,357.60	10,000.00	10,000.00	7,018.20	5,024.00	5,024.00	5,024.00
11962	5216	OIL HEAT	32,371.38	45,000.00	45,000.00	37,355.87	45,000.00	40,000.00	40,000.00
11962	5271	CITY HALL ANNEX	396,506.40	483,125.00	483,125.00	399,822.77	460,000.00	460,000.00	460,000.00
11962	5274	ANNEX RENT TAXES	72,857.00	0.00	0.00	0.00	0.00	0.00	0.00
11962	5341	TELEPHONE	7,937.40	11,500.00	11,500.00	6,855.49	11,500.00	11,500.00	11,500.00
11962	5342	POSTAGE	114,347.91	115,000.00	115,000.00	85,092.85	115,000.00	115,000.00	115,000.00
	Total	Public Prop-Fixed Costs	684,725.01	720,625.00	720,625.00	587,374.01	692,524.00	687,524.00	687,524.00
220	196	Department Total	684,725.01	720,625.00	720,625.00	587,374.01	692,524.00	687,524.00	687,524.00

**FY 2019 DETAILED BUDGET REPORT
EXPENSES**

PUBLIC PROPERTY - FIXED COSTS - 220

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
11962	5211	Electricity			
		Council on Aging	18,000	18,000	18,000
		90 Washington Street	15,000	15,000	15,000
		City Hall	23,000	23,000	23,000
TOTAL			56,000	56,000	56,000
11962	5212	HVAC/Water 120 Washington Street water 90 Washington street	5,024	5,024	5,024
TOTAL		subject to change	5,024	5,024	5,024
11962	5216	Oil & Gas Heat			
		Gas for 90 Washinton	45,000	40,000	40,000
		oil fo 93 Washington and Council on Aging			
TOTAL			45,000	40,000	40,000
11962	5271	CITY HALL ANNEX			
		Rent 90 Washington street	425,000	425,000	425,000
		90 Washington Street 69% of building	35,000	35,000	35,000
TOTAL			460,000	460,000	460,000
11962	5274	ANNEX RENT TAXES			
TOTAL			-	-	-
11962	5341	TELEPHONE			
			11,500	11,500	11,500
TOTAL			11,500	11,500	11,500
11962	5342	POSTAGE			
		Mailing for City Hall . Note this fee has increased due to the increase in postage	115,000	115,000	115,000
		City Clerk - Census, Dog License			
		Collectors - Excise Tax, Real Estate			
		Miss. Mail of all Department			
TOTAL			115,000	115,000	115,000
TOTAL PROPOSED			692,524	687,524	687,524

Health Department

Mission Statement-Why We Exist

The mission of the Salem Board of Health is to deliver public health services to residents, businesses and visitors to benefit the culturally diverse population of the City of Salem. Public health includes preventing and monitoring disease, providing health education and enforcing public health codes and regulations. This mission is accomplished through the core values of public health which are to prevent, promote, and protect.

Significant Budget & Staffing Changes for FY 2019

The Board of Health is requesting the addition of 2 Sanitarians to support changes in the Certificate of Fitness ordinance and enhanced complaint/nuisance reporting systems. Also, a Senior Clerk Typist to assist in the clerical duties and increasing workload arising from changes in Certificate of Fitness, Food and other permitting. Also, a Public Health Program Coordinator to assist in developing new health improvement and outreach programs that will positively impact health status of the community, including improved opiate awareness and community education programs. There will be increased Temporary Food inspections due to lowering of Temporary permit fees. In the last year we issued 249 Temporary food permits up from 51 the previous year.



Recent Accomplishments

- Followed up on 284 cases of reportable contagious diseases.
- Completed employee wellness initiative with \$10 000.00 in grant funding.
- Responded to 14 emergency calls from Police and Fire Departments.
- Coordinates the Salem Overdose Awareness and Use Reduction Coalition, webpage [www. Salem.com/opiate](http://www.Salem.com/opiate).
- Coordinated a panel series on Opiate awareness SATV entitled “ Recovering in Salem”.
- Coordinated hosting the “Road to Recovery Series” with SATV.
- Hosted 2 video/panel discussions on Substance use and Overdose awareness at the Salem Visitor Center.
- Provided a community Health information program including, Blog, Facebook and Twitter presence.
- Provided Public Health information at Farmer’s Market, Community wellness fair including Naloxone training.
- Provided vaccination clinics for influenza to seniors, city retirees’ employees and residents.
- Ensured compliance with conditions set for various developments.
- Ensured compliance with tobacco regulations.
- Enforced the State Sanitary Code for housing, food establishments bathing beaches, swimming pools and other permitted facilities conducting over 1600 inspections.

- Provided sanitary inspections for problem areas in neighborhoods.
- Addressed increased complaints through” SeeClickfix Tool”.
- Participated in community health and wellness fairs on the North Shore.
- In conjunction with other North Shore communities and North Shore Elder Services participant in task force to handle hoarding issues on the North Shore.
- Coordinate a region wide Asthma reduction program that provides information on multi-unit housing owners on smoke free housing, Integrated pest management and smoking cessation programs.
- Participated in a reciprocal agreement with the City of Beverly to allow residents of both communities to participate in household hazardous waste collections twice per year. Collected hazardous waste from over 200 households.
- Board of Health receives and processes communicable diseases online.
- Participated with Salem Police Department and Mayor’s office “International Overdose Awareness Day” and “National Night Out”.
- Participated in Youth Substance Abuse Prevention grant with Lynn, Marblehead and Swampscott that focuses on underage drinking and substance use prevention.
- Assisted local communities in communicable disease response, immunization clinics.
- Board of Health voted to prohibit sale of flavored tobacco products in Under 21 Establishments.
- .



FY 2019 Goals & Objectives

- Continue enforcing the 6 General laws, 17 State regulations, 28 Board of Health Regulations and City Ordinances we are directly responsible for, especially Food, Housing, Certificate of Fitness, Trash and Public Nuisance laws.
- Increase staffing to address increased workload and demands placed on the Health Department.
- Continue Community Health improvement program geared towards reducing chronic disease risks within Salem, thus improving the health of the community.
- Continue ongoing Staff development to improve the service delivery to the community.
- Improve communication with residents to improve general health and well-being and resolve citizen concerns.
- Use Technology to improve efficiencies and responsibilities in complaint tracking, inspection, and increase and service delivery to residents.
- Limit the exposure and incidence of infectious diseases through investigation, detection and prevention.
- Participate in an opiate risk reduction program with Lynn and Peabody.
- Respond to residents’ concerns regarding illness and sanitation issues.
- Maintain an inventory of vaccines and biologics required by the City sponsored clinics.
- Provide immunization clinics and educational seminars.
- Ensure that the public health policies of the Board, City and State are followed.
- Maintain preparedness for public health emergencies.
- Maintain and strengthen working relationships with other City departments.
- Use the media and other avenues as a tool for disseminating information regarding public health concerns and education.
- Comply with Massachusetts Dept of Public Health regulations regarding inspection requirements for establishments governed by the State Sanitary Code.

- Respond to residents' public health concerns.
- Manage regional Shared Public Health services grant of over \$250,000.
- Manage Regional Asthma grant of \$165,000.
- Enable staff to attend conferences and training to acquire/maintain credentials necessary to perform their duties and enhance their skill sets.

Outcomes and Performance Measures	Actual FY 2016	Actual FY 2017	Estimated FY 2018	Estimated FY 2019
Number of inspections (not all inspections listed below)	1699	2388	1950	3500
Number of permits issued from the Board of Health	1314	1468	1450	5750
Number of Death Certificates processed/issued	438	473	450	450
Number of trash and general nuisance inspections	574	940	600	1200
Number of Certificate of Fitness inspections/re-inspections	542	430	700	4000
Number of food establishment inspections/re-inspections	337	332	480	500
Temporary Food Establishments /permits	51	249	280	300
Body art establishments	6	5	7	10
Recreational camp inspections	24	23	20	23
Pool inspections	28	22	36	25
Swimming beach sampling	108	123	108	120
Total number of communicable disease investigations	204	284	300	300
Flu Shots Administered	324	284	250	300

How FY 2019 Departmental Goals Relate to City's Overall Long & Short Term Goals

- Reduce the number of trash complaints through education and active enforcement with increased staffing.
- Reduce the number of housing complaints through landlord outreach, scheduled inspections, education and active enforcement.
- Continue working on Problem Properties task force with other municipal departments to address blighted properties and get them addressed or placed into receivership.
- Increase programs that will reduce risk factors and impact of chronic disease.
- Increase delivery of services and response by increasing use of technology.
- Enhance skill sets in the departmental staff that will impact better public health protections for community.
- Participate in an Opiate overdose reduction project with Lynn and Peabody to reduce the scourge of Opiate use and overdose in Salem.
- Participate in Youth Substance use and reduction project with Lynn, Marblehead and Swampscott to inform and educate youth and parents on developing coping skills to face the challenges of substance use in the community.
- Improve messaging on Public health topics through use of social media.

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Health-Personnel									
15101	5111	SALARIES-FULL TIME	349,196.56	412,115.00	412,115.00	337,225.15	571,757.00	418,450.00	418,450.00
15101	5113	SALARIES-PART TIME	27,182.10	43,354.00	43,354.00	28,315.21	42,297.00	43,143.00	43,143.00
15101	5131	OVERTIME (GENERAL)	3,240.69	2,000.00	5,800.00	5,644.59	5,000.00	5,000.00	5,000.00
15101	5150	FRINGE/STIPENDS	4,500.00	4,500.00	4,500.00	4,125.00	4,500.00	4,500.00	4,500.00
Total Health-Personnel			384,119.35	461,969.00	465,769.00	375,309.95	623,554.00	471,093.00	471,093.00
Health-Expenses									
15102	5218	HHWD	0.00	15,000.00	15,000.00	9,431.55	15,000.00	15,000.00	15,000.00
15102	5306	ADVERTISING	665.98	800.00	800.00	0.00	800.00	800.00	800.00
15102	5318	DENTAL/MEDICAL SERVI	1,298.94	2,500.00	2,500.00	2,231.98	2,000.00	2,000.00	2,000.00
15102	5320	CONTRACTED SERVICES	0.00	0.00	0.00	0.00	0.00	50,000.00	50,000.00
15102	5396	ENVIRONMENTAL HEALTH	3,888.85	4,500.00	4,500.00	3,678.34	4,500.00	4,500.00	4,500.00
15102	5421	OFFICE SUPPLIES (GEN	2,470.81	2,500.00	2,500.00	2,410.45	2,500.00	2,500.00	2,500.00
15102	5710	IN STATE TRAVEL/MEETINGS	0.00	400.00	400.00	212.73	900.00	900.00	900.00
15102	5785	RODENT CONTROL	7,500.00	6,000.00	6,000.00	4,625.00	6,000.00	6,000.00	6,000.00
15102	5786	BEACH WATER ANALYSIS	0.00	800.00	800.00	426.52	800.00	800.00	800.00
Total Health-Expenses			15,824.58	32,500.00	32,500.00	23,016.57	32,500.00	82,500.00	82,500.00
120	510	Department Total	399,943.93	494,469.00	498,269.00	398,326.52	656,054.00	553,593.00	553,593.00

FY 2019 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2018	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2018	Dept Prop Rate FY 2019	Dept Request FY 2019	Mayor Rate FY 2019	Mayor Proposed FY 2019	Council Voted FY 2019
DAVIS MAUREEN	120 HEALTH	15101-5111	BOARD CLERK		2,000.00	B			4	500.00	500.00	2,000.00	500.00	2,000.00	2,000.00
RAMDIN LARRY	120 HEALTH	15101-5111	HEALTH AGENT	7/2/2012	86,130.67		1.00	1	100%	1,656.36	1,656.36	86,130.67	1,689.49	87,853.28	87,853.28
*Increase request for Ramdin - 8106.85										155.90	8,106.80	-	-	-	-
					323,983.99		6.00	Total AFSCME 1818			475,519.02		328,596.66	328,596.66	
					412,114.66		7.00	Total Full Time - 5111			571,756.49		418,449.94	418,449.94	
MANCINI JANET	120 HEALTH	15101-5113	PT CODE ENFORCEMENT OFFI	7/6/16	28,197.52			19.0	hours per wk	28.54	28.54	28,197.52	29.11	28,761.47	28,761.47
REALE JOSEPH	120 HEALTH	15101-5113	PT CODE ENFORCEMENT OFFI	9/21/2007	14,098.76			9.5	hours per wk	28.54	28.54	14,098.76	29.11	14,380.74	14,380.74
					42,296.28			Total PartTime - 5113			42,296.28		43,142.21	43,142.21	
	120 HEALTH	15101-5131	Overtime		2,000.00							5,000.00		5,000.00	5,000.00
					2,000.00			Total PartTime - 5113			5,000.00		5,000.00	5,000.00	
	120 HEALTH	15101-5150	Mileage stipend		4,500.00			3.0		1,500.00	1,500.00	4,500.00	1,500.00	4,500.00	4,500.00
					4,500.00			Total PartTime - 5113			4,500.00		4,500.00	4,500.00	
					460,910.94		7.00	Department Total			623,552.77		471,092.15	471,092.15	

Full-Time Equivalent Employees:	FY 2017	7.00
	FY 2018	7.00
	FY 2019	7.00
	Variance 18 vs. 19	0.00

FY 2019 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2017 52	F T E	Rate FY 2018	Incr FY 2019 1.000	Calc Rate FY 2019	STEP INCREASES				Dept Request FY 2019 52	Mayor FY 2019 52	Council FY 2019 52					
											Date	Rate	# Wks Old	New								
BAROSY JEFFREY	120 HEALTH	15101-5111	SANITARIAN	4/27/15	3	57,578.50	1.00	1,107.28	1.000	1,107.28				100%	57,578.56	57,578.56	57,578.56					
DAVIS MAUREEN	120 HEALTH	15101-5111	PRINCIPAL CLERK		2	48,087.56	1.00	924.76	1.000	924.76				100%	48,087.52	48,087.52	48,087.52					
DOTY SUZANNE	120 HEALTH	15101-5111	PUB HLTH NURSE II/III	8/19/2016	3	54,281.42	1.00	1,082.88	1.000	1,082.88	8/19/2018	1,123.40	12.0	40.0	100%	56,309.76	56,309.76	56,309.76				
GAGAKIS ELIZABETH	120 HEALTH	15101-5111	SR. SANITARIAN	1/7/2008	3	61,713.83	1.00	1,186.80	1.000	1,186.80				100%	61,713.60	61,713.60	61,713.60					
LYONS HEATHER	120 HEALTH	15101-5111	PRINCIPAL CLERK	10/12/04	2	48,087.56	1.00	924.76	1.000	924.76				100%	48,087.52	48,087.52	48,087.52					
ORTA JANICE	120 HEALTH	15101-5111	SANITARIAN - Step II/III	10/19/16	3	54,235.11	1.00	1,067.34	1.000	1,067.34	10/19/2018	1,107.28	19.0	33.0	100%	56,819.70	56,819.70	56,819.70				
New Position	120 HEALTH	15101-5111	Sr. Clerk Typist		2			0.00		1.000				100%	39,910.52	-	-					
New Position	120 HEALTH	15101-5111	SANITARIAN - Step I		3			0.00		1.000				100%	53,505.92	-	-					
New Position	120 HEALTH	15101-5111	SANITARIAN - Step I		3			0.00		1.000				100%	53,505.92	-	-					
															323,983.99	6.00				475,519.02	328,596.66	328,596.66

**FY 2019 DETAILED BUDGET REPORT
EXPENSES**

HEALTH - 120

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
15102	5218	HOUSEHOLD HAZARDOUS WASTE DAY Cost of disposal of Hazardous waste from residents event shared with the City of Beverly. Salem residents access Beverly Household Hazardous Waste day in Spring	15,000	15,000	15,000
TOTAL			15,000	15,000	15,000
15102	5306	ADVERTISING Public Health alerts, such as for Seasonal Flu, Avian Flu, other contagious diseases and legal notices required for regulations.	800	800	800
TOTAL			800	800	800
15102	5318	DENTAL/MEDICAL SERVICES General medical supplies as needed	2,000	2,000	2,000
TOTAL			2,000	2,000	2,000
15102	5320	CONTRACTED SERVICES Rental property inspections per City Ordinance	-	50,000	50,000
TOTAL			-	50,000	50,000
15102	5396	ENVIRONMENTAL HEALTH Educational Conferences: Contagious diseases, inspections, emergency preparedness, Inspectional Equipment such as stem type thermometers, flashlights, batteries, Educational Materials litmus paper, file, cameral supplies, hardware supplies Codes from Mass DEP and MDPH Professional Membership for 7 employees: MHOA, APHA, MPHA, NEHA, NALBOH, MAHB, Beach signs, pool test kits, instructional videos, & Training Fees for expert consultant to review plans and specs as needed.	700 500 400 500 300 1,200 500 400	700 500 400 500 300 1,200 500 400	700 500 400 500 300 1,200 500 400
TOTAL			4,500	4,500	4,500
15102	5421	OFFICE SUPPLIES General Office Supplies as needed	2,500	2,500	2,500
TOTAL			2,500	2,500	2,500
15102	5710	IN STATE TRAVEL Mileage reimbursement for travel outside of Salem Nurse Travelling	400 500	400 500	400 500
TOTAL			900	900	900
15102	5785	RODENT CONTROL 48 professional exterminations @ \$125 each	6,000	6,000	6,000
TOTAL			6,000	6,000	6,000
15102	5786	BEACH WATER ANALYSIS Bacterial analysis of swimming water	800	800	800
TOTAL			800	800	800
TOTAL PROPOSED			32,500	82,500	82,500

Electrical Department

Mission Statement – Why We Exist

The Mission of the Electrical Department is to protect the safety and welfare of the City's residents and its visitors. More specifically, the department will enforce all laws, bylaws and regulations in accordance with the City and State of Massachusetts Electrical Codes. The Electrical Department will assist our residents as to any concern that they might have about their safety and well-being. The Electrical department now maintains all the Roadway lighting in the City.

Significant Budget & Staffing Changes for FY 2019

The Electrical department is asking that we hire another full time employee. The departments work load has increased significantly along with the City of Salem's growth. The amount of street lights, Roadway lights and traffic signals that have been added have created a need for another person.

Recent Accomplishment

Monitoring the progress of the Footprint Power Facility, almost completed
The City's Fire Alarm is being upgraded on Rte. 1A to accommodate the Canal street renovation project. The project is still under construction

- Working with Mass. Highway for signals at Loring Avenue and Jefferson avenue.
- Canal Street and Mill Hill signals are just about completed.
- The Traffic control smart system Phase one is just about completed, we need to add new video detection at Lafayette and Dow streets and at Lafayette and Harbor streets.
- Working with Siemens Corp to complete the conversion from High pressure Sodium Luminaires and Metal Halide to LED Luminaires around Riley Plaza./ Next phase will be to convert Bridge Street to LED Luminaires.
- Assisted Salem P.D. installing surveillance cameras throughout the City.
- Installation of Fire Alarm and Street lighting at the Osborne Hills Development ongoing.
- Recently finished the Salem State Theatre Building
- Maintain wiring in Leslie Retreat Park for the Park lighting system
- Maintaining lighting at Blaney Street.
- Maintaining lighting at the Salem Willows Park



- Maintaining lighting on the Bridge Street Bypass Roadway.
- Maintaining lighting on Rte 107 Bridge Street
- Maintaining the lighting at the Common
- Installing Rapid Flashing signals at various locations
- Installed vehicle detectors at Broad and Summer Streets.
- Installed all new LED Luminaires from Riley Plaza to Congress Street as promised
- Installed new LED luminaires on the bypass road
- Installed new LED luminaires throughout the Willows Park
- Working on Rapid flashers at various locations
- The Common Bandstand has LED fixtures installed.
- Working with the Planning Department for the Artists Row enhancements and Electrical equipment relocation is completed
- The Electrical department is now maintaining all of our Roadway lighting
- Working with Verizon to transfer the City's Fire Alarm Cables to the new poles being installed throughout the City
- New Garage doors were installed in the Electrical Garage.
- Completely maintained our Traffic signals and controllers through out the City.
- The Electrical Department is now maintaining all street lights throughout the City.

FY 2019 Goals & Objectives



- To complete Canal Street improvement plans and to complete installation of all utilities.
- Working on Phase two of a comprehensive traffic improvement plan to move traffic quicker and safely from Downtown heading North and Southbound in progress.
- To have all our traffic signals and hardware painted at all of our major intersections starting in April 2018 and 2018
- To Retrofit Collins Cove walkway with LED lighting
- To Work with Engineering and Planning to have installed, Fire Alarm, and Electric Utilities at the Senior Center site.
- To Keep building our Smart Traffic system and to become more ADA compliant.
- To paint fireboxes in different locations through out the City.
- To install new Fire Alarm cable from Gardner street to Holly street
- As the Council on Aging Development moves forward we will work with Planning and the Engineers to create Safe Pedestrian crossings and improve our signalization equipment.
- To Convert our remaining roadway lighting to LED Luminaires
- To complete all the pole transfers for the City's Street luminaires and Fire Alarm cable
- To step up maintenance in potential problem area's with our Fire Alarm System and our traffic control system.

- To find a suitable permanent place for an Electronic banner that may be programmed via internet. The electronic banner may be placed at the Northern corner of Riley Plaza
- Working on completion of our Capital improvement projects.
- Working on a comprehensive short term and long term plan to move people and traffic faster and safely throughout the City of Salem with the Smart traffic control system.

Outcomes and Performance Measures	Actual FY 2016	Actual FY 2017	Estimated FY 2018	Estimated FY 2019
ELECTRICAL PERMITS ISSUED	1062	1,000	720	900
ELECTRICAL INSPECTIONS PERFORMED	1259	1,800	855	1100
FIRE ALARM MASTERBOX PLUG OUT AND SYSTEM RESETS	787	713	686	700
TRAFFIC SIGNAL REPAIRS	389	438	521	450
DECORATIVE STREET LIGHT REPAIRS	228	287	189	220
COBRAHEAD STREET LIGHT REPAIRS	NONE	210	58	100
BOARD OF HEALTH ELEC. COMPLAINTS	16	12	8	8
FIRE PREVENTION ELEC. COMPLAINTS	23	12	26	25
ELECTRICAL REPAIRS TO PUBLIC BLDGS	36	30	47	45
FIRE ALARM OPEN CIRCUITS / REPAIR	215	245	287	290
MAINTAIN FOUNTAIN PUMPS	2	1	3	2
FIRE ALARM POLE TRANSFERS	58	85	116	75
ROADWAY BANNERS HUNG	270	175	238	250
DECORATED CHRISTMAS TREES	73	89	61	50

How FY 2019 Departmental Goals Relate to City's Overall Long & Short Term Goals

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Electrical-Personnel									
12451	5111	SALARIES-FULL TIME	334,956.62	387,823.00	387,823.00	341,244.22	441,329.00	390,158.00	390,158.00
12451	5131	OVERTIME (GENERAL)	10,033.24	8,000.00	8,000.00	7,369.91	10,000.00	10,000.00	10,000.00
12451	5141	LONGEVITY	150.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Electrical-Personnel			345,139.86	395,823.00	395,823.00	348,614.13	451,329.00	400,158.00	400,158.00
Electrical-Expenses									
12452	5213	STREET LIGHTING	231,091.78	250,000.00	274,000.00	205,389.85	262,000.00	262,000.00	262,000.00
12452	5214	TRAFFIC SIGNAL LIGHT	33,683.65	34,000.00	34,000.00	33,862.68	34,000.00	34,000.00	34,000.00
12452	5254	STREET LIGHTING MAINT	20,229.08	40,000.00	40,000.00	32,233.22	40,000.00	40,000.00	40,000.00
12452	5255	BUILDING/EQUIP MAINT	24,074.64	17,000.00	17,000.00	6,744.70	12,000.00	12,000.00	12,000.00
12452	5256	FIRE/MUN SIGNAL MAIN	9,311.88	10,000.00	10,000.00	9,300.00	10,000.00	10,000.00	10,000.00
12452	5257	MAINT TRAFFIC SIGNAL	9,991.45	20,000.00	20,000.00	15,351.49	20,000.00	15,000.00	15,000.00
12452	5301	POLICE DETAIL	368.00	4,000.00	4,000.00	0.00	4,000.00	2,000.00	2,000.00
12452	5324	TRAINING & CERTIFICATION	240.00	500.00	500.00	470.00	700.00	700.00	700.00
12452	5341	TELEPHONE	921.41	2,000.00	2,000.00	872.83	2,000.00	1,000.00	1,000.00
12452	5421	OFFICE SUPPLIES (GEN	1,828.88	2,000.00	2,000.00	1,748.41	2,000.00	2,000.00	2,000.00
12452	5710	IN STATE TRAVEL/MEETINGS	559.65	400.00	400.00	211.50	400.00	400.00	400.00
Total Electrical-Expenses			332,300.42	379,900.00	403,900.00	306,184.68	387,100.00	379,100.00	379,100.00
080	245	Department Total	677,440.28	775,723.00	799,723.00	654,798.81	838,429.00	779,258.00	779,258.00

FY 2019 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2018	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2018	Dept Prop Rate FY 2019	Dept Request FY 2019	Mayor Rate FY 2019	Mayor Proposed FY 2019	Council Voted FY 2019
DOWNING NICHOLAS	080 ELECTRICAL	12451-5111	Asst Dir of Traffic & Parking	10/30/2017	52			1	50%	1,346.15	1,346.15	35,000.00	1,373.08	35,700.00	35,700.00
GIARDI JOHN	080 ELECTRICAL	12451-5111	CITY ELECTRICIAN	06041984	52			1	100%	1,571.99	1,571.99	81,743.30	1,603.43	83,378.16	83,378.16
Asst Dir of Traffic & Parking split 50/50 with Traffic and Parking Department															
					271,079.41			5.00			Total AFSCME 1818	324,585.56		271,079.64	271,079.64
					387,822.71			6.50	Total Full Time - 5111			441,328.86		390,157.81	390,157.81
080 ELECTRICAL 12451-5131 Overtime					8,000.00							10,000.00		10,000.00	10,000.00
					395,822.71			6.50	Department Total			451,328.86		400,157.81	400,157.81

Full-Time Equivalent Employees:	FY 2017	6.00
	FY 2018	6.50
	FY 2019	6.50
	Variance 18 vs. 19	0.00

FY 2019 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2017 52	F T E	Rate FY 2018	Incr FY 2019 1.000	Calc Rate FY 2019	STEP INCREASES				Dept Request FY 2019 52	Mayor FY 2019 52	Council FY 2019 52	
												Date	Rate	# Wks Old	New				
CITRONI	DAVID	080 ELECTRICAL	12451-5111	WIRE INSPECTOR	8/15/2013	1	57,578.50	1.00	1,107.28	1.000	1,107.28					100%	57,578.56	57,578.56	57,578.56
LYONS	HEATHER	080 ELECTRICAL	12451-5111	PRINCIPAL CLERK	2/6/17	2	48,087.56	1.00	924.76	1.000	924.76					100%	48,087.52	48,087.52	48,087.52
PARENT	RICHARD	080 ELECTRICAL	12451-5111	Signal Maint Supervisor	5/12/2011	1	56,114.70	1.00	1,079.13	1.000	1,079.13					100%	56,114.76	56,114.76	56,114.76
ROCHON	MARK	080 ELECTRICAL	12451-5111	WIRE INSPECTOR	4/30/2001	1	57,578.50	1.00	1,107.28	1.000	1,107.28					100%	57,578.56	57,578.56	57,578.56
VALLANTE	KENNETH	080 ELECTRICAL	12451-5111	SIGNAL MAINTAINER	10/28/2002	1	51,720.15	1.00	994.62	1.000	994.62					100%	51,720.24	51,720.24	51,720.24
New Position		080 ELECTRICAL	12451-5111	WIRE INSPECTOR Step 1		1		0.00	1,028.96	1.000	1,028.96					100%	53,505.92	-	-
							271,079.41	5.00									324,585.56	271,079.64	271,079.64

**FY 2019 DETAILED BUDGET REPORT
EXPENSES**

ELECTRICAL - 080

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
12452	5213	STREET LIGHTS ROADWAY AND DECORATIVE LIGHTING THROUGHOUT CITY	262,000	262,000	262,000
TOTAL			262,000	262,000	262,000
12452	5214	TRAFFIC SIGNALS TRAFFIC SIGNAL ENERGY COSTS	34,000	34,000	34,000
TOTAL			34,000	34,000	34,000
12452	5254	ROADWAY AND MALL LIGHTING MAINTAINANCE REPLACEMENT OF POLES,LUMINAIRES,WIRING,TRANSFORMERS,LAMPS, LENSES Maintenance for Additional Lights purchased from National Grid	40,000	40,000	40,000
TOTAL			40,000	40,000	40,000
12452	5255	BUILDING/EQUIPMENT MNT. FACILITY REPAIRS AND REPAIR OUTSIDE TRIM ON GARAGES	12,000	12,000	12,000
TOTAL			12,000	12,000	12,000
12452	5256	FIRE/MUN SIGNAL MNT MAINTAIN FIRE ALARM CABLE & FIREBOXES OVERHEAD AND UNDERGROUND.	10,000	10,000	10,000
TOTAL			10,000	10,000	10,000
12452	5257	MNT TRAFFIC SIGNALS TRAFFIC CONTROLLERS, SIGNALS, CONDUITS AND LIGHTING MAINTENANCE. WE HAVE ADDED A LOT MORE HARDWARE TO THE SYSTEM	20,000	15,000	15,000
TOTAL			20,000	15,000	15,000
12452	5301	POLICE DETAIL POLICE DETAIL FOR ROADWAY WORK AS NEEDED	4,000	2,000	2,000
TOTAL			4,000	2,000	2,000
12452	5324	TRAINING & CERTIFICATION ESSEX CTY SIGNAL ASSOC., IMSA NFPA LED CERTIFICATION, MUN ELEC INSP ASSOC., TRAFFIC SIGNAL SCHOOL, COMP COURSES	700	700	700
TOTAL			700	700	700
12452	5341	TELEPHONE 2 BUSINESS PHONE LINES @ 120.MO & LONG DISTANCE @ 82.50 X 12 MOS	2,000	1,000	1,000
TOTAL			2,000	1,000	1,000
12452	5421	OFFICE SUPPLIES (GENERAL) GENERAL OFFICE SUPPLIES AS NEEDED	2,000	2,000	2,000
TOTAL			2,000	2,000	2,000
12452	5710	IN STATE TRAVEL/MEETING PROGRAMS AND SEMINARS INTERNATIONAL ASSOCIATION OF ELECTRICAL INSPECTORS PAUL REVERE CHAPTER MUNICIPAL ELECTRICAL INSPECTORS MEETINGS MEMBERSHIP DUES AND EXPENSES HAVE INCREASED	400	400	400
TOTAL			400	400	400
TOTAL PROPOSED			387,100	379,100	379,100

Planning – General Administration

Mission Statement – Why We Exist

To provide a strong, comprehensive approach for the future development of the city through a wide range of activities, including economic development, land use planning, housing policy, transportation projects, historic preservation, open space conservation, and neighborhood improvement efforts.

Significant Budget & Staffing Changes for FY 2019

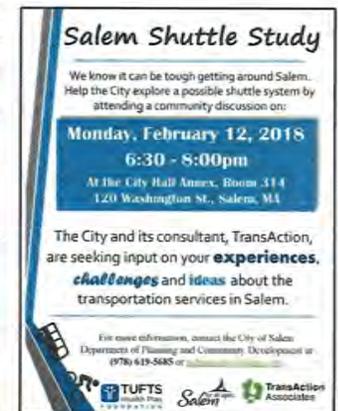
Andrew Shapiro took a position in Lowell in November 2017. Matt Coogan started as the Principal Planner working on economic development matters in January 2018. As noted in the Historical Commission section, for FY18 the City was successful in securing a second and final year of grant funds from the Massachusetts Historical Commission to allow the preservation planner position to remain full-time. Because MHC grant funds are no longer available, the position is being funded fifty percent in the Historical Commission budget and fifty percent in the General Administration budget. The volume and complexity of work in the Department has increased over recent years. The Department strives to retain skilled talent and reduce turnover to effectively manage projects and planning initiatives. Our goal is to meet City needs while providing opportunities for planning staff advancement with appropriate compensation.

The in-state travel/meetings budget is adjusted to cover staff costs to participate in conference registrations and travel to trainings that may be held outside of the North Shore. The City supports training for staff, as reflected in this line item. There is a budget increase in the dues line item to include membership in the American Planning Association/American Institute of Certified Planners for three additional staff along with a hosting fee for the Imagine Salem website.

Recent Accomplishments



- The City was awarded a \$30,000 Executive Office for Administration and Finance (EOAF) grant to support a citywide visioning project. In the fall of 2016, the Department of Planning and Community Development (DPCD) laid the groundwork for the Imagine Salem project. It was launched publicly in February 2017 and had more than 1,900 interactions with people. The Imagine Salem Progress Report summarizes the findings and lays the path for future work.
- The DPCD authored a successful \$30,000 grant application from the Tufts Health Plan Foundation on behalf of the Friends of the Council on Aging for technical assistance to develop a feasibility study of an intra-city shuttle. The concept of the shuttle study and application for the grant were steps in the first year of implementation of the City's landmark Salem for all Ages Action Plan. As the project manager of the shuttle study, the DPCD continues to work with the Friends of the COA and a host of community partners.
- The City was awarded a \$45,000 Executive Office of Energy and Environmental Affairs Grant for technical assistance for a comprehensive rewrite of the city's subdivision regulations, which were last updated in 1987. The update to the subdivision regulations will advance several strategies outlined in the City of Salem's successful Climate Change Vulnerability Assessment



and Adaptation Plan. Strategies that will be advanced as part of the update include preventing or managing flooding through low impact development (LID) standards, and expanding the urban forest. The regulations will also include design standards to support the city's complete street policy.

- DPCD collaborated with several community partners to author a Mass Development Transformative District Initiative grant application for Congress Street. If approved, the grant will support action items from the Point Vision and Action Plan, including placemaking initiatives and real estate, economic and small business development along Congress Street.
- DPCD continued to work with the Salem Partnership to study the feasibility and economic impact of a South Salem Commuter Rail.
- DPCD supported the Bicycling Advisory Committee's efforts to increase cycling in Salem. As their key initiative, the City contracted with Toole Design Group to support the development of an update to Salem's Bicycle Master Plan. The plan will identify and prioritize policies, programs, and infrastructure projects to make biking a safer and more convenient means of transportation and recreation in Salem
- DPCD was selected with other City stakeholders to lead a session on Imagine Salem, the Public Schools Strategic Plan, and the Age Friendly Initiative at the annual Southern New England American Planning Association conference.
- DPCD submitted a proposal to the City Council to establish a Housing Development Incentive Program (HDIP) Zone and Plan for an area on the northern end of downtown. The HD Zone includes five publically owned parcels at the northern edge of Salem's downtown, within a short distance of its MBTA station. This State program incentivizes the development of market rate housing in Gateway Cities and provides for a tax increment exemption (TIE) agreement with the City and state level tax credits. The City Council approved the Zone and Plan in April 2017.
- DPCD continues to work with the Salem Redevelopment Authority (SRA) and the Commonwealth's Division of Capital Asset Management and Maintenance (DCAMM) on the proposed redevelopment of the former Salem District Court property at 65 Washington Street. In September of 2015, Diamond Sinacori of Boston was selected by the SRA as the development team to undertake this project, based on their proposal, which calls for a mixed-use building with 61 residential condominium units of which six (6) will be affordable, onsite parking, and retail/restaurant space on the ground floor. The developer performed a great deal of due diligence on the site and building, revealing an approximately \$850,000 gap in anticipated construction costs due to the discovery of several hazardous materials that must be abated/mitigated. The land disposition agreement between Diamond Sinacori and the SRA was executed in early 2017, and the developer began the local permitting process.
- The City issued a request for proposals for the sale and redevelopment of the former Universal Steel property and received a proposal from F.W. Webb to construct a modern warehouse and showroom facility that would allow Webb to remain in Salem and add 8 to 10 new jobs. During 2016, the proposal was revised and approved by the City Council, and permitting was conducted during 2017.
- In 2017 the department executed a \$36,000 economic development loan to one business and documented the creation of a total of 14 full-time equivalent jobs resulting from the program.
- DPCD continued to implement the Downtown Retail Market Study in collaboration with Salem Main Streets and completed an updated Retail Action Plan in December 2017.
- The department assisted one business with design and execution of storefront improvements.
- DPCD managed a project to relocate utility infrastructure from under the Riley Plaza East parking lot at Washington and Dodge Street, in order to make way for a mixed use development that will include residential units, commercial space, and a hotel. The project is funded with \$3.36M grant awarded by the Commonwealth's MassWorks Infrastructure Grant Program in FY2014. The project, which included street repaving and intersection improvements at Washington and New Derby Street, was completed in summer 2017.



- DPCD authored a successful grant application for \$3.5M in FY2016 MassWorks Infrastructure Grant Program funding for “Complete Streets” streetscape improvements along Bridge Street between Boston and Flint Street. Survey and design work began in 2017. Late in 2017, the project was transferred to the Engineering Department.
- DPCD worked with the City Council to approve a tax increment financing (TIF) agreement for A&J King Artisan Bakers to expand its business and wholesale operations at 131-135 Boston Street. The agreement provides approximately \$84,000 in projected local tax relief to the company over five years in exchange for an approximately \$822,000 investment in construction and equipment as well the creation of at least 15 new full-time jobs over the next two years.
- DPCD worked with the SRA on the review of several significant downtown projects including the Washington and Dodge project, Hotel Salem, the City Hall Annex, and the District Court redevelopment.
- DCPD worked with Arrowstreet Architects of Boston on a pre-development study of a City-owned lot that directly abuts the MBTA station and garage on Bridge Street. The study, which contemplates zoning and massing studies for different development scenarios, may ultimately be used in an RFP or RFQ process for redevelopment of the site.



- The Department of Planning & Community Development oversaw completion of the renovation of Mary Jane Lee Park. This project completes the renovation of the park that began with the construction of a new splash pad in 2015. The project is supported by CPA funds as well as a \$400,000 PARC grant from the Commonwealth.
- The City began the renovation of Lafayette Park. The project—funded with CPA, CIP, and CDBG funds—implements park improvements called for by the 2013 Point Vision & Action Plan and 2015 Open Space & Recreation Plan.
- Construction commenced on the renovation of McGlew Park. The project will be complete in the Spring of 2018. The project was supported by a \$400,000 Parkland Acquisitions and Renovations for Communities (PARC) grant, CPA and CDBG funds.
- The City has received City and State



funding to acquire property located on the South River at 289 Derby St and to design and construct a downtown waterfront park. Over the past year, the City hired CBA Landscape Architects and undertook an extensive public placemaking and design process. Construction has been publicly bid and the City has selected SumCo Contracting. Construction will be underway in spring 2018 and is projected to be complete by late summer 2018.

- The City is completing the first phase of the new Canal Street bike path and is developing bid documents for the second and final phase. This project is being done in conjunction with the Canal Street Improvement Project and once completed will connect downtown Salem with downtown

Marblehead and Salem State University with an entirely off-road multi-use path.

- The City launched a new bike share program in the spring of 2017. With the support of sponsorships by Salem State University and Blue Cross Blue Shield of Massachusetts, the City expanded the system and achieved increasing ridership throughout the year.
- The City completed upgrades to the main trunk trail at the Forest River Conservation Area to make it usable throughout the year and accessible to people of all abilities. The project is funded through CIP and Conservation Commission funds, as well as a \$53,200 Recreational Trails Program Grant from the Department of Conservation and Recreation.
- The City completed construction of a multi-purpose trail at Winter Island. Utilizing CDBG funds, the City completed an archaeological survey of the area and constructed the new trail utilizing a PARC grant. The trail has been operating for two seasons and continues to get a considerable amount of use.
- Phase I of the restoration of historic Fort Pickering was completed utilizing funding granted by the CPC. Substantial clearing of the Fort was undertaken, followed by a state of the art laser survey that was funded in part by a Survey & Planning grant from Mass Historic. The City was awarded funds for Phase II from the CPC and that work is now complete. Phase II tasks included masonry work on one rifle gallery wall plus restoration of magazine entrances. Clearing of invasive phragmites continued under Phase II.
- The City completed the memorial at Proctor's Ledge to honor the 19 victims who were killed at the site during the Salem Witch Trials of 1692. In July 2017, a dedication ceremony was held on the 325th anniversary of the first executions.
- The City was awarded \$22,500 in Massachusetts Historical Commission Survey and Planning Grants to fund expanded staff support for the Salem Historical Commission.
- DPCD coordinated the installation of historic interpretive sign panels in six neighborhoods and parks. Additional sign panels will be installed in two City parks in the spring of 2018.
- DPCD oversaw the completion of the Downtown Salem Historic Resources Survey. With funding from a Survey & Planning Grant, the City hired a preservation consultant to document 133 historic properties located in the City's Urban Renewal Area. The completed inventory forms are available in the DPCD office and a public presentation is planned for spring 2018.
- The City's Preservation Planner and the Mayor continue to coordinate ongoing meetings of the Salem Preservation Partners, a group of local preservation organizations.
- The Preservation Planner collaborated with the Preservation Partners on Salem's first Preservation Month celebration in May. Activities included a breakfast for elected officials and workshops for homeowners and historical organizations.
- The Historical Commission, Bicycle Advisory Committee and Traffic and Parking Department co-hosted a bike tour of Salem's historic waterfront during Essex Heritage's Sails & Trails Weekend.
- DPCD is working on a companion site to the City's existing "Building Salem" website. The new "Preserving Salem" website will highlight the City's historic districts and provide information on ongoing City-sponsored preservation projects.
- DPCD coordinated a City staff stakeholder group for regular information updates on the construction of the Footprint power plan.
- Dredging of the Blaney St. embayment area was completed. The City also completed work on the Harborwalk including installation of custom-made railings. This work is funded from a \$4



- The City completed Phase I restoration of Dickson Memorial Chapel. The City was ultimately awarded a \$70,000 Massachusetts Historical Commission Massachusetts Preservation Project Fund grant for this work and CPA funds served as a grant match. This work included the full restoration of the East Rose Window, gutter replacement on the South façade, full floor joist restoration, and the replacement of a granite slab in the garden to prevent water infiltration.
- DPCD is working with the Cemetery Commission to create a Preservation Master Plan for Greenlawn Cemetery. The purpose of a property master plan is to assess the physical condition of this public asset and provide a set of recommendations in the form of a schedule of capital improvements and guidance for best practices for long-term use and guidelines for conservation of landscape, monuments, buildings and features of the site.



- DPCD has completed the restoration of the Common Fence Phase III. This work included the restoration and reconstruction of the Washington Square East and South entrance and restoration of selected fence sections along the Common playground. DPCD is working on the next restoration phase including restoration of the corner of Washington Square North and East and along the Hawthorne Hotel parking lot at Washington Square South.
- The Cities of Salem and Peabody each submitted a \$200,000 EPA Brownfields Assessment Grant application. This funding would expand the resources available to assess, cleanup, and redevelop contaminated properties along the North River and beyond. The program is intended to work in conjunction with Salem & Peabody's joint Brownfields Revolving Loan Fund program that provides financing for brownfields redevelopment in the two communities.



- DPCD managed the awarding of Iberdrola Energy Construction Mitigation Fund to 206 households.
- Artists' Row completed a successful 13th season.
- The North Shore Transportation Management Association is successfully operating its seventh year through Mass DOT funding and membership dues. Northeast Transit Planning & Management Corp. serves as the director of the program, whose goals are to encourage alternative forms of transportation and reduce traffic congestion. In 2017, responsibility for the TMA was moved to the Traffic and Parking Department.
- Through the Main Streets program, provided technical assistance to 6 new, 37 existing, and 7 potential businesses, creating 8 new full-time equivalent jobs.
- Working through the Main Streets program, a successful Farmers' Market continued at Derby Square, bolstering the vitality of downtown and providing an economic boost, as well as fresh produce.
- In cooperation with Salem Main Streets, helped to support Salem's fourth annual family friendly New Year's Eve event at Old Town Hall. "LAUNCH," was well attended and provided families an opportunity to experience arts and crafts, games.
- Numerous other downtown events were organized through or in collaboration with the Salem Main Streets program, including the Ice Scream Bowl, Holiday Happenings (Festive Fridays, holiday tree lighting, holiday window decoration contest, Santa's arrival), the Salem Arts Festival, the Salem Film Fest, Salem So Sweet Festival, Small Business Saturday, PEM/PM Artopia, Howl-o-ween Parade, and management of the information booth for Haunted Happenings.
- Sidewalk replacement was completed at Artists' Row and on Boston, Horton, Willson and Linden Streets. Curb cut installation was completed on Lafayette at Dodge and Peabody Streets.
- Working with other departments and the Community Preservation Committee, the fourth round of CPA funding awards was made in spring 2017. Eight projects were recommended for funding and approved by Council. For more detailed information, see the CPA FY18 Annual Report.

- Housing
 - a. 5 families assisted to purchase their first home in Salem
 - b. 7 housing units were renovated
 - c. 18 families received assistance with first/last month's rent and/or security deposits.
- CDBG assistance provided to 22 social service programs which assisted 8,204 persons, including at least 669 youth and at least 271 seniors.
- One loan provided to a local business.
- Council on Aging building repairs and improvements, including roof repairs, door replacement and restoration of brownstone façade.
- Improvements completed at Mary Jane Lee Park.
- Neighborhood history signs installed at 6 locations.
- One storefront improvement assisted.
- Survey & Planning Grant – Downtown Survey completed.
- 289 Derby Environmental testing completed.

FY 2019 Goals & Objectives

1. Goal – To improve general government

Objectives:

- Maintain a high level of accessibility to and responsiveness by the Planning & Community Development Department.
- Look for ways to deliver City services more efficiently and effectively through the use of technology.
- Continue the City's commitment to Green Communities designation and energy efficiency and sustainability goals.
- Implement the next phase of the Imagine Salem initiative.
- Successfully implement the sixth year of the voter-approved Community Preservation Act.
- Keep the community informed and share information through full utilization of the City's website.
- Continue to provide high quality technical assistance to the various land use boards and commissions.



2. Goal – To encourage appropriate economic development

Objectives:

- Work with Footprint Energy to ensure the successful redevelopment of the Salem Harbor Power Plant site.
- Complete Phase III of the Salem Wharf Development and continue revitalization of Salem Harbor and the waterfront.

- Update/amend the existing Harbor Plan to encourage appropriate economic development on the waterfront.



- Encourage responsible private development and new growth opportunities, including but not limited to the courts buildings, Riley Plaza, North River Canal Corridor, 5 Broad Street, the City owned parcel adjacent to the MBTA station and garage, and the former Universal Steel site.
- Continue implementation of the Point Vision and Action Plan and the Point Neighborhood Commercial Corridors Revitalization Plan.
- Solicit and oversee the future redevelopment of the Superior Court buildings.
- Work with the developer and SRA on a successful redevelopment of the former District Court site.
- Support the growth of new and existing private businesses.
- Implement recommendations from the Artists' Row Framework Plan.

3. Goal – To improve recreation and quality of life

Objectives:

- Implement recommendations of the updated Open Space & Recreation Plan in conjunction with Park and Recreation.
- Work with Park and Recreation to implement the Winter Island Master Plan as part of maintaining and upgrading the City's infrastructure, including parks.
- Work with Park and Recreation to complete the implementation of new facilities at McGlew Park and Lafayette Park by June 30, 2018.
- Work with Park and Recreation to develop the plan for improvements at Palmer Cove Park and then implement the plan.
- Provide affordable housing opportunities through housing rehabilitation funding, downpayment assistance, and support of other affordable housing initiatives.

4. Goal – To enhance travel and tourism

Objectives:

- Establish Salem as a dynamic year round arts and cultural destination.
- Continue to improve upon management of Haunted Happenings and other community events.
- Continue working with the Chamber of Commerce, Salem Main Streets, and other partners on the successful execution of events and festivals that provide vitality to the city.
- Continue development and implementation of cruise port activities and marketing.
- Continue implementation of the Public Art Master Plan.

5. Goal – To improve infrastructure and facilities

Objectives:

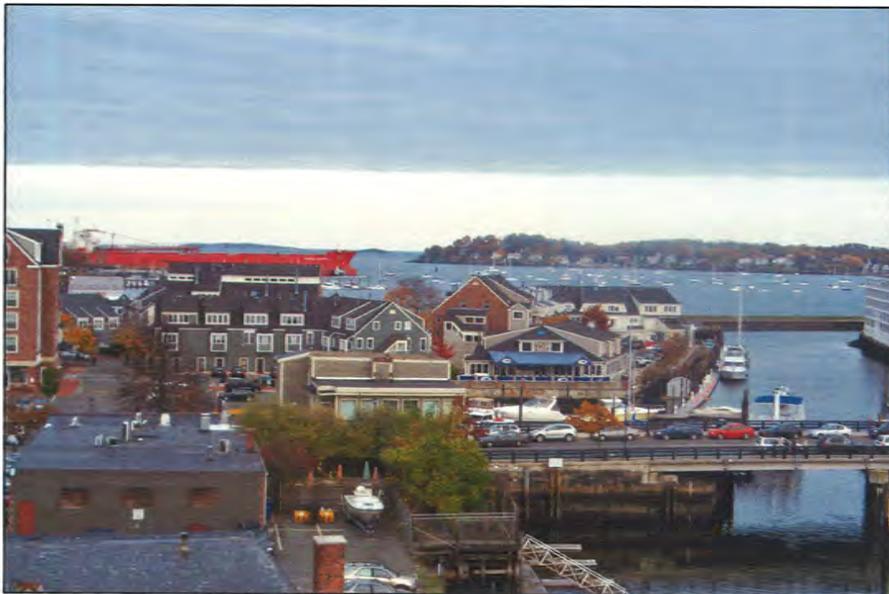
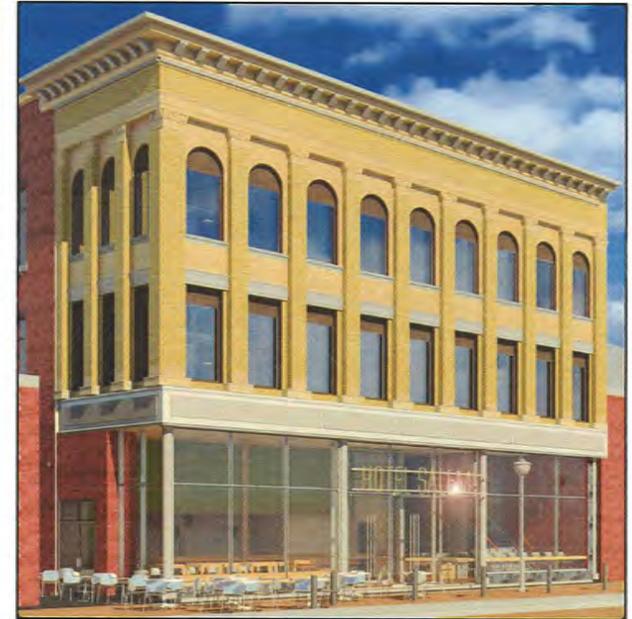
- Continue to assist with completion and move into the Mayor Jean Levesque Community Life Center.
- Work with Engineering to upgrade City water and sewer systems.
- Work with Engineering to maintain and upgrade City roads, sidewalks, and open spaces.
- Work with Engineering to continue to advance Canal Street, Essex Street, Highland Avenue, and Boston Street improvement projects.

- Work with Engineering to complete design, engineering, and permitting for, and begin construction of the “Complete Streets” improvements along Bridge Street, from Boston to Flint Street.
- Continue working with the Salem Partnership to advocate for a South Salem MBTA commuter rail stop.
- Work with Engineering and Traffic to continue implementation of bicycle accommodation upgrades.
- Complete the Canal Street Bike Path, develop a protected bike lane demonstration, update to the Bicycle Master Plan, and expand the new bicycle sharing program.
- Continue work with Engineering on the development and design of the Route 107/Highland Avenue improvement plan.
- Continue supporting the significant reuse and preservation of Old Town Hall.
- Explore options related to Camp Naumkaeg and Pioneer Village.

Outcomes and Performance Measures	Actual FY 2016	Actual FY 2017	Proposed FY 2018	Estimated FY 2019
Community Development Block Grants received	952,642	995,257	965,549	965,549
HOME funds received	84,612	101,296	99,497	99,497
Studies and reports completed	1 cdbg	2	1	1
Zoning amendments adopted	1	6	8	4
Neighborhood improvement projects completed	3	6	3	3
Rental housing subsidies provided (first/last/security)	35	18	42	42
Affordable housing units assisted	0	0	64	20
First-time homebuyers assisted	3	5	3	3
Housing units rehabilitated	7	7	2	2
Social service programs assisted	30	22	23	23
Technical assistance to businesses	58	50	22	22
Financial assistance to businesses	2	2	1	1
Street trees planted	21	0	TBD	TBD

How FY 2019 Departmental Goals Relate to City's Overall Long & Short Term Goals

- The Department's goal to maintain a high level of accessibility and responsiveness is a high priority for the City.
- The Department's goal to look for ways to deliver city services more efficiently and effectively through the use of technology is a medium priority for the City.
- The Department's goal to continue the City's commitment to Green Communities designation and energy efficiency and sustainability goals is a low priority of the City.
- The Department's goal to continue the next phase Imagine Salem initiative is a medium priority for the City.
- The Department's goal to work with Footprint Energy to ensure the successful redevelopment of the Salem Harbor Station Power Plant site is a high priority of the City.
- The Department's goal to complete Phase III of the Salem Wharf Development and continue revitalization of Salem Harbor and the waterfront is a high priority of the City.
- The Department's goal to encourage responsible private development and new growth opportunities, including but not limited to the court buildings, Riley Plaza, North River Canal Corridor, 5 Broad Street, the City owned parcel adjacent to the MBTA train station and garage, and the former Universal Steel site is a high priority of the City.
- The Department's goal to continue implementation of the Point Vision and Action Plan is a medium priority of the City.
- The Department's goal to solicit and oversee the future redevelopment of the Superior Court buildings and continued redevelopment of the former Salem District Court is a medium priority of the City.



- The Department's goal to support the growth of new and existing private businesses is a medium priority of the City.
- The Department's goal to work with Park and Recreation to implement the Winter Island Master Plan as part of maintaining and upgrading the City's infrastructure, including parks, is a high priority of the City.
- The Department's goal to work with Park and Recreation to develop the plan for improvements at Palmer Cove Park and then implement the plan is a medium priority of the City.
- The Department's goal to continue to improve upon management of Haunted Happenings and other community events is a high priority of the City.
- The Department's goal to continue development and implementation of cruise port activities and marketing is a medium priority of the City.
- The Department's goal to continue implementation of the Public Art Master Plan is a medium priority of the City.

- The Department's goal to continue to assist with completion and move into the Mayor Jean Levesque Community Life Center is a high priority for the City.
- The Department's goal to work with Engineering to maintain and upgrade City water and sewer systems is a high priority of the City.
- The Department's goal to work with Engineering to maintain and upgrade City roads, sidewalks, and open spaces is a high priority of the City.
- The Department's goal to work with Engineering to continue to advance Canal Street, Essex Street, Highland Avenue, and Boston Street improvement projects is a high priority of the City.
- The Department's goal to continue working with the Salem Partnership to advocate for a South Salem MBTA commuter rail stop is a medium priority for the City.
- The Department's goal to work with Engineering and Traffic to continue implementation of bicycle accommodation upgrades including the Canal Street bike path, developing a protected bike lane demonstration project, update to the Bicycle Master Plan, and expanding the new bicycle sharing program is a medium priority of the City.

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures FY 2017	Adopted Budget FY 2018	Adjusted Budget FY 2018	Y-T-D Expenses FY 2018	Department FY 2019	Mayor FY 2019	Council FY 2019
Planning-Personnel									
11821	5111	SALARIES-FULL TIME	396,598.20	433,150.00	433,150.00	393,977.01	547,773.00	492,382.00	492,382.00
11821	5131	OVERTIME (GENERAL)	0.00	0.00	5,200.00	4,634.89	0.00	0.00	0.00
11821	5150	FRINGE/STIPENDS	4,000.00	8,000.00	8,000.00	5,000.10	8,000.00	8,000.00	8,000.00
Total Planning-Personnel			400,598.20	441,150.00	446,350.00	403,612.00	555,773.00	500,382.00	500,382.00
Planning-Expenses									
11822	5216	HEAT & ELECTRICITY-Old Town Ha	7,823.46	8,000.00	8,000.00	8,000.00	10,000.00	8,000.00	8,000.00
11822	5320	CONTRACTED SERVICES	35,000.00	53,382.00	60,382.00	45,607.00	53,382.00	53,382.00	53,382.00
11822	5387	FEES - DEP ADMIN	0.00	8,320.00	8,320.00	0.00	8,320.00	8,320.00	8,320.00
11822	5421	OFFICE SUPPLIES (GEN	3,953.68	4,000.00	4,000.00	2,226.97	4,000.00	4,000.00	4,000.00
11822	5426	REPRODUCTIONS	65.98	200.00	200.00	146.00	200.00	200.00	200.00
11822	5710	IN STATE TRAVEL/MEETINGS	986.00	2,000.00	2,000.00	1,600.68	3,500.00	3,500.00	3,500.00
11822	5730	DUES AND SUB	500.00	25,905.00	25,905.00	25,895.00	27,399.00	27,255.00	27,255.00
Total Planning-Expenses			48,329.12	101,807.00	108,807.00	83,475.65	106,801.00	104,657.00	104,657.00
200	182	Department Total	448,927.32	542,957.00	555,157.00	487,087.65	662,574.00	605,039.00	605,039.00

FY 2019 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2018	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2018	Dept Prop Rate FY 2019	Dept Request FY 2019	Mayor Rate FY 2019	Mayor Proposed FY 2019	Council Voted FY 2019
ANDERSON COLLEEN	200 PLANNING DEPT	11821-5111	ZONING BOARD CLERK	1/14/16	1,440.00	B			12	120.00	120.00	1,440.00	120.00	1,440.00	1,440.00
COLE TIA	200 PLANNING DEPT	11821-5111	PUB ART COMM CLERK	NEW	New	B			12	75.00	75.00	900.00	75.00	900.00	900.00
CHIANCOLA AMANDA	200 PLANNING DEPT	11821-5111	Staff Planner/Planning Board	9/10/15	26,397.85		0.50	1	50%	1,015.30	1,015.30	26,397.85	1,035.61	26,925.81	26,925.81
DANIEL THOMAS	200 PLANNING DEPT	11821-5111	DIRECTOR OF PLANNING	8/8/16	66,777.07		0.70	1	70%	2,006.52	2,006.52	73,037.42	2,046.65	74,498.16	74,498.16
DEVINE THOMAS	200 PLANNING DEPT	11821-5111	Sr. Planner/Con Com Agent	3/4/2010	57,527.72		1.00	1	100%	1,106.30	1,106.30	57,527.72	1,128.43	58,678.28	58,678.28
GREEL DEBORA	200 PLANNING DEPT	11821-5111	Staff Planner/Public Art	6/25/2014	54,107.38		1.00	1	100%	1,040.53	1,040.53	54,107.38	1,061.34	55,189.53	55,189.53
GREEN ASHLEY	200 PLANNING DEPT	11821-5111	St. Planner/Con Com Agent		25,750.04		0.50		50%	990.39	990.39	25,750.04	1,010.19	26,265.04	26,265.04
MEDINA JULIA	200 PLANNING DEPT	11821-5111	Budget Coordinator	12/14/1979	51,532.00		0.80	1	80%	1,238.75	1,238.75	51,532.00	1,263.53	52,562.64	52,562.64
SCHAEFFER ERIN	200 PLANNING DEPT	11821-5111	Staff Planner/ZBA	8/25/2014	50,781.84		1.00	1	100%	1,015.02	1,015.02	52,781.04	1,035.32	53,836.66	53,836.66
WALSH AMY	200 PLANNING DEPT	11821-5111	ADMIN ASSISTANT	7/6/2012	18,362.51						Resigned	-	-	-	-
CASTILLO SANDRA	200 PLANNING DEPT	11821-5111	PLANNING ASSISTANT	10/2/17	NEW		0.70	1	70%	750.00	750.00	27,300.00	765.00	27,846.00	27,846.00
WINN KATHLEEN	200 PLANNING DEPT	11821-5111	Deputy Dir of Planning	1/10/2006	80,473.04		0.95	1	95%	1,637.63	1,637.63	80,898.82	1,670.38	82,516.79	82,516.79
COOGAN MATT	200 PLANNING DEPT	11821-5111	PRINCIPAL PLANNER	1/24/18	New		0.06	1	6%	1,442.31	1,442.31	4,590.01	1,471.16	4,590.01	4,590.01
KELLEHER PATRICIA	200 PLANNING DEPT	11821-5111	STAFF PLANNER	1/4/16			0.50	1	50%	1,023.10	1,023.10	26,600.60	1,043.56	27,132.61	27,132.61
NEW POSITION	200 PLANNING DEPT	11821-5111	SR PLANNER HOUSING	NEW	NEW		0.00	1	100%	1,250.00	1,250.00	65,000.00		Fund through grants	-
					433,149.46	7.71	Total Full Time - 5111			547,772.88	492,381.54	492,381.54			
200 PLANNING DEPT 11821-5150 AICP Certification					8,000.00			4	2,000.00	2,000.00	8,000.00	2,000.00	8,000.00	8,000.00	
					441,149.46	7.71	Department Total			555,772.88	500,381.54	500,381.54			

Full-Time Equivalent Employees:	FY 2017	6.79
	FY 2018	6.89
	FY 2019	7.71
General Fund Budget ONLY	Variance 18 vs. 19	0.82

PLANNING DEPARTMENT EMPLOYEES COMBINED SALARIES BUDGET & GRANTS					FTE	Dept/Grant Amt	Total
COOGAN MATT	CDBG - Grant	25513-5111	PRINCIPAL PLANNER		94%	1,471.16	71,910.12
	Planning Budget	11821-5111			0.06	6%	4,590.01
							76,500.12
NEW POSITION	CDBG - Grant	25513-5111	SR PLANNER HOUSING		0.75	75%	1,250.00
	Affordable Housing Trust Grant				0.25	25%	1,250.00
							16,250.00
							65,000.00
DANIEL THOMAS	CDBG - Grant	25513-5111	PLANNER/CD DIRECTOR		0.20	30%	2,046.65
	Planning Budget	11821-5111			0.80	70%	2,046.65
							31,927.78
							74,498.16
							106,425.95
DEVINE THOMAS	CDBG - Grant	25513-5111	SR PLANNER		0.00	0%	1,128.43
	Planning Budget	11821-5111			1.00	100%	1,128.43
							-
							58,678.28
							58,678.28
FRANCISCO NAOMI	CDBG - Grant	25513-5111	HOUSING COORD		1.00	100%	954.27
							49,622.04
							49,622.04
GUY JANE	CDBG - Grant	25513-5111	Assistant CD Director		1.00	100%	1,385.07
							72,023.64
							72,023.64
GREEN ASHLEY	Con Com Budget	11711-5111	St Planner/Con Com Agent		0.50	50%	1,010.19
	Planning Budget	11821-5111			0.50	50%	1,010.19
							26,265.04
							26,265.04
							52,530.08
KELLEHER PATRICIA	CDBG - Grant	25513-5111	Staff Planner/Hist Aide		0.00	0%	-
	Planning Budget	11821-5111			0.50	50%	1,043.56
	Historic Comm Budget	16911-5111			0.50	50%	1,043.56
							27,132.61
							27,132.59
							54,265.20
MEDINA JULIA	CDBG - Grant	25513-5111	Budget Coordinator		0.20	20%	1,263.53
	Planning Budget	11821-5111			0.80	80%	1,263.53
							13,140.66
							52,562.64
							65,703.31
CHIANCOLA AMANDA	CDBG - Grant	25513-5111	STAFF PLANNER/Planning Board		0.00	0%	-
	Planning Budget	11821-5111			0.50	50%	1,035.61
	Planning BOARD	11751-5111			0.50	50%	1,035.61
							26,925.81
							26,925.81
							53,851.61
COLE TIA	Planning Department	11821-5111	Clerk to Public Art Commission		12	75	900.00
							900.00

Fund Through Grant

FY 2019 DETAILED BUDGET REPORT
EXPENSES

PLANNING - 200

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
11822	5216	HEAT & ELECTRICITY For heat and electricity costs at Old Town Hall	10,000	8,000	8,000
TOTAL			10,000	8,000	8,000
11822	5320	CONTRACTED SERVICES Consulting Services Zagster contract New Lease for planning vehicle - 3 year lease	20,000 32,400 982	20,000 32,400 982	20,000 32,400 982
TOTAL			53,382	53,382	53,382
11822	5387	FEES - DEP ADMIN Annual DEP Audit Fees for open projects. Gonyea Park Furlong Park Szetela Lane	4,320 2,000 2,000	4,320 2,000 2,000	4,320 2,000 2,000
TOTAL			8,320	8,320	8,320
11822	5421	OFFICE SUPPLIES General Office supplies as needed	4,000	4,000	4,000
TOTAL			4,000	4,000	4,000
11822	5426	REPRODUCTIONS Copying and Binding of Studies	200	200	200
TOTAL			200	200	200
11822	5710	IN STATE TRAVEL/MEETINGS Mileage, parking fees and registration fees as needed (3x\$600 SNEAPA, 2x\$250 MAPD, 12@\$100 other)	3,500	3,500	3,500
TOTAL			3,500	3,500	3,500
11822	5730	DUES AND SUB American Planning Association w/AICP (4 staff) Citizen Housing and Planning Association Massachusetts Association of Planning Directors Urban Land Institute Imagine Salem website hosting Salem Partnership Membership North Shore Alliance Membership	1,870 85 75 225 144 20,000 5,000	1,870 85 75 225 144 20,000 5,000	1,870 85 75 225 144 20,000 5,000
TOTAL			27,399	27,255	27,255
TOTAL PROPOSED			106,801	104,657	104,657

Planning – Conservation Commission

Mission Statement – Why We Exist

The mission of the Salem Conservation Commission is to protect wetlands, waterways, and riverfront areas through the administration of the Wetlands Protection Act, the Rivers Protection Act, Stormwater Management regulations, and the local Wetlands Protection and Conservation Ordinance, and to promote conservation awareness and practice.

Significant Budget & Staffing Changes for FY 2019

There are no staffing changes. There is a budget increase in the dues line item to reflect the addition of handbooks to the cost of membership to the Massachusetts Association of Conservation Commissions (MACC). The MACC is the primary organization to provide training for staff and Commission members. The line also includes membership in the American Planning Association for the Conservation Agent.



Recent Accomplishments

- In accordance with the Commission’s mission, the Commission:
 - Issued 14 Determinations of Applicability;
 - Issued 12 Orders of Conditions; and
 - Issued 13 Certificates of Compliance.
- The Conservation Agent and Commission members attended various workshops throughout the fiscal year on topics related to wetlands protection and conservation of open space.
- The Commission continued its contribution towards the City’s membership to Greenscapes North Shore Coalition. Greenscapes educates homeowners about maintaining attractive lawns and gardens while protecting rivers, waterways, beaches, harbor and coast. As a member, Salem residents benefited from free workshops, newsletters, and discounts on various plants from local nurseries.
- The Commission contributed funding toward improvements to the Forest River Conservation Area trails, helping to leverage a \$53,200 Recreational Trails Program grant from the Commonwealth. This work was recently completed; the main trunk trail at the Forest River Conservation Area is now usable throughout the year and accessible to people of all abilities.
- The Commission continues to work toward achieving goals of the Open Space & Recreation Plan.

FY 2019 Goals & Objectives

Goal – To improve application review

Objectives:

- Perform a thorough review of applications through site inspections, public hearings, and issuance of determinations of applicability and orders of conditions.
- Review applications and issue decisions in a timely manner.
- Inspect and resolve reported violations in a timely manner.
- Maintain expertise of Conservation Commission membership.
- Maintain expertise of the Conservation Agent by supporting attendance at appropriate workshops, seminars, certification courses, etc.

Goal – To protect wetlands

Objectives:

- Identify and plan for acquisition of key wetland and buffer properties.
- Identify ways to restore filled wetlands and provide natural floodplain protection.

Goal – To protect open space

Objectives:

- Protect examples of Salem’s ecological diversity.
- Revise local land use regulations to address open space preservation and protection.
- Support establishment of “friends of” groups to help maintain open spaces.
- Participate in the long range planning for protection of open spaces.
- To work with other departments to incrementally implement the goals and objectives of the Open Space and Recreation Plan.

Goal – To undertake consistent public outreach

Objectives:

- Participate in public education activities to inform the public of the responsibilities of the Conservation Commission
- Provide information to the public regarding the City’s open spaces and land owned by the Conservation Commission, including but not limited to trail maps, open space maps, etc.

Outcomes and Performance Measures	Actual FY 2016	Actual FY 2017	Estimated FY 2018	Estimated FY 2019
Request for Determination of Applicability (RDA) applications reviewed/acted upon (Does the wetlands act apply)	9	14	12	10
Notices of Intent considered	25	12	23	18
Orders of Conditions issued	25	12	23	18
Full Certificates of Compliance issued	12	13	15	15

How FY 2019 Departmental Goals Relate to City's Overall Long & Short Term Goals

- See Planning – General Administration

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Conservation Comm-Personnel									
11711	5111	SALARIES-FULL TIME	26,863.89	27,401.00	27,401.00	24,376.62	27,401.00	27,916.00	27,916.00
11711	5150	FRINGE/STIPENDS	2,000.00	2,000.00	2,000.00	0.00	2,000.00	2,000.00	2,000.00
Total Conservation Comm-Personnel			28,863.89	29,401.00	29,401.00	24,376.62	29,401.00	29,916.00	29,916.00
Conservation Comm-Expenses									
11712	5421	OFFICE SUPPLIES (GEN	92.00	100.00	100.00	46.00	100.00	100.00	100.00
11712	5710	IN STATE TRAVEL/MEETINGS	0.00	450.00	450.00	450.00	500.00	500.00	500.00
11712	5730	DUES AND SUB	549.00	558.00	558.00	558.00	893.00	893.00	893.00
Total Conservation Comm-Expenses			641.00	1,108.00	1,108.00	1,054.00	1,493.00	1,493.00	1,493.00
200	171	Department Total	29,504.89	30,509.00	30,509.00	25,430.62	30,894.00	31,409.00	31,409.00

FY 2019 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2018	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2018	Dept Prop Rate FY 2019	Dept Request FY 2019	Mayor Rate FY 2019	Mayor Proposed FY 2019	Council Voted FY 2019
ATCHINSON-KILI STACY	200 PLANNING-CON COM	11711-5111	CLERK	10/7/2007	1,650.00	B			22	75.00	75.00	1,650.00	75.00	1,650.00	1,650.00
GREEN ASHLEY	200 PLANNING-CON COM	11711-5111	St. Planner/Con Com Agent		25,750.04		0.50		50.0%	990.39	990.39	25,750.04	1,010.19	26,265.04	26,265.04
					27,400.04	0.50	Total Full Time - 5111					27,400.04		27,915.04	27,915.04
					2,000.00				1	-	-	2,000.00	-	2,000.00	2,000.00
					2,000.00		Total Fringe - 5150					2,000.00		2,000.00	2,000.00
					29,400.04	0.50	Department Total					29,400.04		29,915.04	29,915.04

Full-Time Equivalent Employees:	FY 2017	0.50
	FY 2018	0.50
	FY 2019	0.50
	Variance 18 vs. 19	0.00

FY 2019 DETAILED BUDGET REPORT
EXPENSES

CONSERVATION COMMISSION - 200

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
11712	5421	OFFICE SUPPLIES GENERAL OFFICE SUPPLIES AS NEEDED	100	100	100
TOTAL			100	100	100
11712	5710	IN STATE TRAVEL/MEETINGS MILEAGE, PARKING FEES AND REGISTRATION FEES AS NEEDED	500	500	500
TOTAL			500	500	500
11712	5730	DUES & SUB MEMBERSHIP FOR CONSERVATION COMMISSION BOARD MEMBERS TO THE MASSACHUSETTS ASSOCIATION OF CONSERVATION COMMISSIONS AND HANDBOOKS AMERICAN PLANNING ASSOCIATION MEMBERSHIP	613	613	613
TOTAL			280	280	280
TOTAL			893	893	893
TOTAL PROPOSED			1,493	1,493	1,493

Planning – Planning Board

Mission Statement – Why We Exist

To guide development in accordance with the Salem Zoning Ordinance, state statute and the subdivision regulations, review and comment on proposed zoning amendments, and to work on long-range community planning efforts to ensure that new development and redevelopment will promote the health, safety, convenience and welfare of the city.

Significant Budget & Staffing Changes for FY 2019

There are no staffing changes. There is a budget increase in the dues line item to include membership in the American Planning Association/American Institute of Certified Planners for the Staff Planner to the Planning Board.

Recent Accomplishments

Between July 1, 2016 and June 30, 2017, the Planning Board approved seven (7) Site Plan Reviews (SPR) applications; including:

Peabody Essex Museum

Construction of a 37,950 sq. ft. addition



Redevelopment of the former Flynntan site

50 residential dwelling units within two separate buildings and a commercial retail space.



Vesuvius Restaurant

Construction of a new street level café-style restaurant with second floor office space.



Additional Site Plan Review applications reviewed and approved by the Planning Board include a 113,585 sq. ft. new Emergency Department at the North Shore Medical Center; the redevelopment of the former Hood Factory at 9 South Mason Street resulting in twenty-nine (29) new residential units; conversion of the former candy factory at 93-95 Canal Street into eight (8) residential units; and the conversion of office space at 120 Washington Street into fourteen (14) residential units.

Zoning Ordinance Changes: The board had a discussion and voted on a recommendation to the City Council for the following rezoning applications:

- **Map Amendments:**
 - Recommended that the City Council approve a map amendment to include Jefferson Avenue as an Entrance Corridor.
 - Recommended that the City Council approve a map amendment to include Paradise Road as an Entrance Corridor.
 - Recommended that the City Council approve the rezoning of 15 Green Street, 72 Leach Street, 76 Leach Street, 80 Leach Street, 2 Glover Street, 4 Glover Street, and 6 Glover Street from Business Neighborhood (B-1) to Residential Two-Family (R-2).
 - Recommended that the City Council approve the rezoning 293 Bridge Street and a portion of 297 Bridge Street from R2 Residential Two-Family to B4 Business Wholesale and Automotive.

- **Zoning Text Amendments:**
 - Recommended that the City Council approve amendments to the Site Plan Review criteria and application requirements.
 - Recommendation that the City Council deny proposed changes to the PUD Section of the ordinance.

FY 2019 Goals & Objectives

Goal – To ensure that proposed private development projects are done in a manner that best protects the interests of the City

Objectives:

- To professionally review development proposals and make recommendations to the Planning Board.
- To ensure compliance with state laws and local ordinances.
- To work closely with the Design Review Board on specific development projects to ensure that the architecture and site design is compatible with and enhances the historic character of the city.
- To effectively work with other local boards and commissions reviewing development projects.

Goal – To enhance the future development of the City

Objectives:

- To work on long-range community planning efforts.
- To review and comment on proposed zoning amendments.
- To obtain training which can further the skills and knowledge of Board members, keep Board members up to date on current practices, and assist Board members in making effective land-use decisions.

Outcomes and Performance Measures	Actual FY 2016	Actual FY 2017	Estimated FY 2018	Estimated FY 2019
Permitted Applications (and Amendments)				
Form A - Not Requiring Approval under the Subdivision Control Law	8	2	5	5
Form C - Subdivision	1	1	2	1

Site Plan Review	6	8	10	15
Flood Hazard Overly District Special Permit	3	4	7	9
North River Canal Corridor Special Permit	1	2	2	1
Zoning Amendment Recommendations	1	6	8	4

How FY 2019 Departmental Goals Relate to City’s Overall Long & Short Term Goals

- See Planning – General Administration

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Planning Board-Personnel									
11751	5111	SALARIES-FULL TIME	24,699.10	28,918.00	28,918.00	25,798.01	28,918.00	29,446.00	29,446.00
11751	5150	FRINGE/STIPENDS	2,000.00	2,000.00	2,000.00	1,833.37	2,000.00	2,000.00	2,000.00
Total Planning Board-Personnel			26,699.10	30,918.00	30,918.00	27,631.38	30,918.00	31,446.00	31,446.00
Planning Board-Expenses									
11752	5306	ADVERTISING	3,166.75	2,500.00	2,500.00	767.05	2,500.00	2,500.00	2,500.00
11752	5421	OFFICE SUPPLIES (GEN	278.00	300.00	300.00	46.00	300.00	300.00	300.00
11752	5426	REPRODUCTIONS	924.00	1,000.00	1,000.00	725.12	1,000.00	1,000.00	1,000.00
11752	5710	IN STATE TRAVEL/MEETINGS	446.89	450.00	450.00	448.62	500.00	500.00	500.00
11752	5730	DUES AND SUB	215.00	250.00	250.00	205.20	655.00	655.00	655.00
Total Planning Board-Expenses			5,030.64	4,500.00	4,500.00	2,191.99	4,955.00	4,955.00	4,955.00
200	175	Department Total	31,729.74	35,418.00	35,418.00	29,823.37	35,873.00	36,401.00	36,401.00

FY 2019 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2018	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2018	Dept Prop Rate FY 2019	Dept Request FY 2019	Mayor Rate FY 2019	Mayor Proposed FY 2019	Council Voted FY 2019
CHIANCOLA AMANDA	200 PLANNING BOARD	11751-5111	Staff Planner/Planning Board	9/10/15	26,397.85		0.50	1	50%	1,015.30	1,015.30	26,397.85	1,035.61	26,925.81	26,925.81
ATCHISON-KILB STACY	200 PLANNING BOARD	11751-5111	CLERK		2,520.00	B			28	90.00	90.00	2,520.00	90.00	2,520.00	2,520.00
					28,917.85		0.50	Total Full Time - 5111				28,917.85		29,445.81	29,445.81
					2,000.00			1		-	-	2,000.00	-	2,000.00	2,000.00
					2,000.00			Total Fringe - 5150				2,000.00		2,000.00	2,000.00
					30,917.85		0.50	Department Total				30,917.85		31,445.81	31,445.81

Full-Time Equivalent Employees:	FY 2017	0.50
	FY 2018	0.50
	FY 2019	0.50
	Variance 18 vs. 19	0.00

FY 2019 DETAILED BUDGET REPORT
EXPENSES

PLANNING BOARD - 200

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
11752	5306	ADVERTISING JOINT PUBLIC HEARINGS - CITY COUNCIL AND PLANNING BD (5 PER YEAR)	2,500	2,500	2,500
TOTAL			2,500	2,500	2,500
11752	5421	OFFICE SUPPLIES General office supplies as needed	300	300	300
TOTAL			300	300	300
11752	5426	REPRODUCTIONS MANILA ENVELOPES PLANNING BOARD ENVELOPES COURIER SERVICES PAPER AND TONER FOR LARGE SCALE PRINTS	200 400 200 200	200 400 200 200	200 400 200 200
TOTAL			1,000	1,000	1,000
11752	5710	IN STATE TRAVEL/MEETINGS Mileage, parking fees and registration fees as needed	500	500	500
TOTAL			500	500	500
11752	5730	DUES AND SUB CITIZEN PLANNER TRAINING COLLABORATIVE; SALEM NEWS AMERICAN PLANNING ASSOCIATION MEMBERSHIP (w/AICP)	250 405	250 405	250 405
TOTAL			655	655	655
TOTAL PROPOSED			4,955	4,955	4,955

Planning – Market & Tourism

Mission Statement – Why We Exist

Our goals are to establish Salem as dynamic year round arts and cultural destination; identify new markets and a fresh message and explore and expand partnerships with the Boston tourism industry. We will also endeavor to boost the local creative economy by generating new markets for local artists through a variety of means including ongoing efforts to redevelop Old Town Hall into a more active venue for live performances and the visual arts, and through the continued, successful operation of Artists' Row. We will continue to form partnerships with local non-profits and cultural organizations to carry out festivals and community celebrations.



Significant Budget & Staffing Changes for FY 2019

There are no staffing changes. The amount of funding to Destination Salem has been increased to reflect the increase in the five-year average of hotel motel tax receipts. The additional \$50,000 would allow Destination Salem to:

- Implement a downtown street banner campaign that promotes Salem's year-round festivals;
- Run a mixed-media regional advertising campaign targeting Salem and neighboring communities to support our retail and restaurant community; and
- Enhance our digital retargeting and marketing plan that targets potential visitors who are interested in travel to Salem.

Recent Accomplishments

The Public Art Commission (PAC), working with the Public Art Planner, completed its third year. Working within the context of the Public Art Master Plan, the PAC approved projects that included Salem's public art installations. They also reviewed and approved applications for one stall on Artists' Row, retaining three tenants from 2015 "Creative Entrepreneur" program.

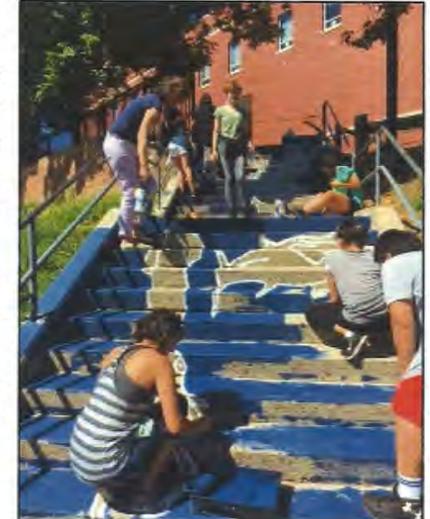
During the past year the Public Art Commission:

- Developed a Work Plan for 2016-2017.
- Implemented a "Call for Artists and Designers" to create site specific art in three locations in the downtown for the program, "**Celebrating the Urban Environment**". After a competitive process including eighteen submissions, three projects were chosen: "Pavilion", a wood sculpture by Matthias Neuman of New York, located in the square on the corner of New Derby and Washington Street "From a Dark Place" by Nate Swain and Juleen Jones of Salem, a mural painted on vinyl installed on the entrance to the old train station on Mill Hill, and "Whispers of Salem", by Hugh Livingston of California, an augmented reality sound installation from Front Street to Charter Street telling the history of Salem through sounds.
- Participated in the Salem Arts Festival by hosting a second "**Mural Slam**". Eleven 4' x 8' pieces of plywood were installed on the back of Artists' Row. A call went out for artist's participation and eleven artists painted on site for two days. The public was asked to vote for their favorite and one "People's



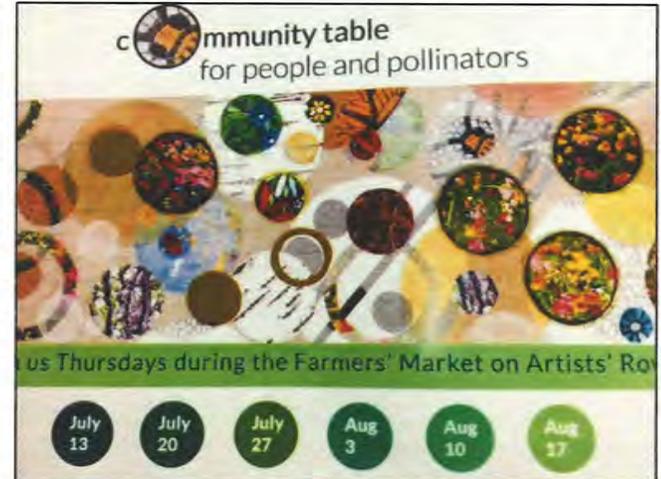
Choice” Award was distributed with a monetary prize funded by a business sponsor. Stipends for all of the artists were paid for from the Public Art Commission budget.

- Approved the following public art projects through the Criteria for Proposals:
 - **Painted Stair Project at Collins Middle School** – The Public Art Planner collaborated with Alyssa Irizzary of “Bow Seat Environmental Awareness Program” and Hope Flynn, art teacher at Collins Middle School. Participating in mural-making helped students develop leadership skills that will benefit them far beyond the art classroom: research and planning; experimentation and creative problem-solving; confidence in the expression of ideas; teamwork and collaboration; and dedication to a long-term. The project was funded by donations from Bow Seat Environmental Awareness Program, Mass in Motion and Salem Rotary.
 - **“Tidal Shift”** – A collaborative public art project led by artist and architect Claudia Paraschiv, featuring an installation of ‘jellyfish’ over Front Street. Three hundred volunteers worked over four months making the jellyfish to bring awareness of the dangers of plastics in the ocean.
 - **Salem Sound Coastwatch Drain Smart Salem** – Murals displayed at drains that are in high foot traffic areas that will bring public awareness on storm drains’ connection to the ocean and their ability to transport pollutants into the marine environment.



▪ Approved impactful changes to Artists’ Row:

- The Public Art Planner worked with students from a design course at Lesley University to develop an **Artists’ Row Redesign** branding program that included new paint colors, new doors and windows and super graphics on the buildings to create a sense of ‘place’. The project was approved by the Salem Redevelopment Authority and the Design Review Board.
- Increased rents for all the stalls for a second year. The tenants now pay rent year-round.
- Worked with Kathy McCarthy at Park and Recreation on the Tax Rebate Assistance program to have a volunteer work in the gardens at Artists’ Row. We were lucky that the volunteer is a horticulturist and she planted all of the gardens with flowers provided by the Department of Public Services as they had leftovers from planting the cemeteries.
- To engage Artists’ Row as a creative space and to bring more people to the area, PAC created an **Artists’ In-Residence Pilot Program**. The Artist in Residence Pilot Program (AIRPP) seeks to bring the Salem community into the creative process through participatory project-based activities for all ages at Artists’ Row. The PAC asked Claudia Paraschiv to present a proposal for the program which was accepted in June. The proposal included building a community table and planted portable ‘pollinator’ gardens over a 5-week period beginning in July.



▪ Derby Square:

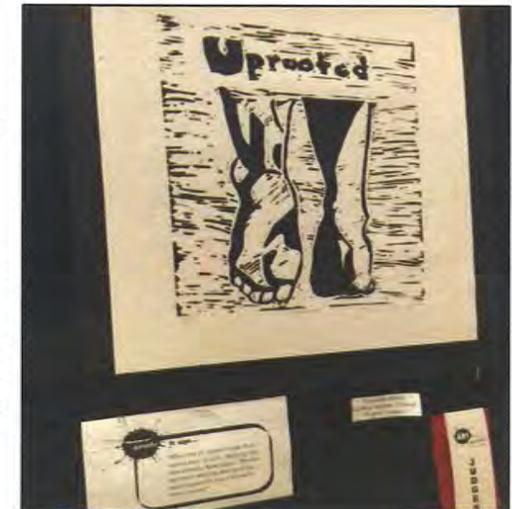
Following up on the success of the Derby Square Flea/Salvage/Vintage Market, the Public Art Planner through the Purchasing Department, solicited Requests for Proposals to run a flea market in Derby Square, May-September and 2 markets at Artists' Row in October. Reid and Co. were the successful bidders and the first two markets in May and June were a huge success.



Old Town Hall

The Public Art Planner also oversees the management of Old Town Hall. The hall is a jewel in the crown of our downtown and under the City's management has become a welcoming place for both public and private events year-round. From June to October Old Town Hall rents to two not-for-profits, History Alive, Inc. and the Salem Museum. Both are now independent organizations run by a Board of Directors. These programs engage the hall and create programming for the many visitors to Salem during the tourist season. They also are free to Salem residents.

- Promoted Old Town Hall for public and private events throughout the year through the updated City website.
- Supported the Salem Arts Festival:
 - Serving on the festival committee
 - Hosting a fashion show in April raising critical funding for the festival
 - Exhibiting art from the community during the festival
- Worked with the Salem Museum and History Alive to continue programming the hall. Implemented a small increase in rent for both non-profits.
- Hosted the fourth New England Open market craft fair resulting in thousands of visitors to downtown Salem the week before Christmas.
- Continued working with Salem Main Streets and Creative Salem to host the Salem Classical Music Series in collaboration with Richard Guerin, classic music advisor to Philip Glass.
- Collaborated with the Salem Public School art teachers in April to present "Art Speaks", an all-city student art exhibit for a full weekend. This exhibit is usually held on one night at the high school. One hundred and fifty students, parents, teachers and members of the community attended the opening reception.



(Art is powerful! This piece from a student in the 8th grade says: "When my art speaks it says that I moved around a lot. Walking into new schools. New places. The feet represent walking away and the word represents how I felt each time I moved.")

Destination Salem, the City's marketing organization, completed a successful tenth year of operation.

Highlights of the past year include:

- Commissioning a Strategic and Marketing Plan, which was produced by Open the Door, Inc. for 2018 – 2020.
- Conducting a Visitor Survey that collected data from more than 600 travelers who came to Salem during 2017.
- Launching a new marketing campaign, “Make your own magic in Salem,” across several platforms and media.
- Creating advertising that is contextually relevant to the publication or marketplace, including families, cultural tourists, group tour, LGBT travelers, and international visitors.
- Incorporating Haunted Happenings into the year-round promotion of Salem, including encouraging October visitors to plan trips in other times of the year, and increasing mid-week stays to drive market travel during October.
- Creating the new Wicked Wednesdays promotions to encourage mid-week visitation during October when non-Halloween businesses expressed the most need.
- Engaging 157 businesses, a 6% increase over 2016, in the marketing and promotion of Salem.
- Generating \$324,800 in private investment via advertising and marketing opportunities, which more than matched the City's investment.
- Maintaining Salem.org, which features an interactive “build your own adventure” platform. 632,000 users generated 2.6 million page views on the site and created 2,200 itineraries in 2017, a 21% increase over 2016.
- Producing and distributing 325,000 copies of the 2017 Salem Guide, which featured editorial content on the “Five Seasons” of Salem, the History of Mill Hill, Salem's “Holy History,” and Lessons from 1692 from the perspective of Bridget Bishop in “Cry Innocent.”
- Creating a new HauntedHappenings.org with a mobile-first design that reacts to the needs of the contemporary visitor.
- Producing and distributing 150,000 copies of the 2017 Guide to Salem Haunted Happenings, which was published in early July to encourage advance planning and overnight bookings in October.
- Converting both publications into digital flipbooks that could be accessed and downloaded online. The 2017 Salem Guide received more than 49,100 issue views over the course of CY17, a 10% increase over CY16, and the Guide to Haunted Happenings flipbook received more than 49,400 issue views, a 19% increase over the 2016 flipbook!
- Investing in advertising in traditional and new media, including publications of the Greater Boston Convention & Visitors Bureau, North of Boston Convention & Visitors Bureau, and the *Cape Cod Travel Guide*, *Boston Spirit* magazine, *Where* magazine (Boston), *The Boston Globe Magazine*, Boston.com, Hearst Media, Weather.com, TripAdvisor, North Shore Magazine, North Shore 104.9, and *Salem Magazine*.
- Promoting Salem to the group tour and international travel trade at the American Bus Association Marketplace, Discover New England Summit, and New England Travel Showcase.
- Promoting Salem to consumer travelers at the AAA Travel Marketplace at Gillette Stadium, CT-1/Hartford Courant Daytrips and Destinations Marketplace, Boston Spirit Networking Night, and The Big E.
- Fostering a strong relationship with the Greater Boston Concierge Association through attending membership events, participating in their annual Trade Show, and hosting the annual “Salem Day” familiarization tour, which brings concierge from Boston to Salem via the Salem Ferry.
- Hosting 18 media and trade familiarization tours in 2017, a 40% increase over 2016. These included travel writers and tour operators from the England, Ireland, New Zealand, Canada, Germany, and the US.
- Working with the cruise industry and destination management companies including Intercruises and Destination North America on shore excursions for vessels visiting Boston, and providing onboard and shore-side hospitality for Ponant Cruises' *Le Soleal* when she called on Salem.

- Representing Salem to the MA400 and Plymouth 400 initiatives, which are developing programming around the 400th anniversaries of communities in Massachusetts, beginning with Plymouth in 2020 and concluding with Boston in 2030.
- Working with the Director of Traffic and Parking and the City Council to update Salem’s Tour Bus Parking ordinance so that it addresses the needs of residents, downtown businesses, and the tourism industry.
- Representing Salem on the Board of Directors of the North of Boston Convention & Visitors Bureau, the Board of Directors of the Salem Chamber of Commerce, and the Steering Committee of Salem Main Streets.

FY 2019 Goals & Objectives

Goal – To establish Salem as a dynamic year round arts & cultural destination

Objectives:

- Continue to identify new markets and a fresh message.
- To incorporate the new data gathered through the 2017 survey into the marketing and promotion campaigns of 2018.
- Support the mission and efforts of Destination Salem through continued financial support from the hotel/motel tax and acquisition of grant funding.
- Work with Destination Salem in carrying out a refined marketing strategy and message that positions Salem as a year-round, rather than simply a seasonal destination.
- Increase awareness and generate business from the growing international cruise markets.

Goal - To boost the local creative economy by promoting the local arts community, generating new markets for local artists, and generating additional economic activity in the downtown.

Objectives:

- Lease the Artists’ Row stalls to “Creative Entrepreneurs”, those who bring high craft and unique products that appeal to both residents and tourists.
- Work with experts, such as lighting and museum designers, to help plan and implement a light festival in Salem.
- Increase artistic programming and use of Old Town Hall to generate additional vitality downtown.
- Continue implementation of the Public Art Master Plan through the Public Art Commission, including development of new public art installations.
- Continue to work with cultural groups and businesses to carry out and promote local festivals such as the Salem Film Fest, Literary Salem, the Salem Jazz Festival and the Salem Poetry festival.



Outcomes and Performance Measures	Actual FY 2016	Actual FY 2017	Estimated FY 2018	Estimated FY 2019
Businesses participating in Visitors Guide	163	176	189	200
Visitor Guides Distributed (print and digital)	345,000	355,000	350,000	350,000
Salem.org website Sessions	767,032	848,177	930,000	1.2M
Haunted Happenings.org website sessions*	399,457	344,205	365,000	400,000
Marketplace stalls leased/licensed	5	5	5	5

**Haunted Happenings traffic dropped in 2016 and 2017 because all calendar traffic was directed to Salem.org*

How FY 2019 Departmental Goals Relate to City's Overall Long & Short Term Goals

- See Planning - General Administration

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Market & Tour-Expenses									
11992	5211	ELECTRICITY	317.72	775.00	775.00	228.36	775.00	775.00	775.00
11992	5306	ADVERTISING	0.00	150.00	150.00	70.00	150.00	150.00	150.00
11992	5389	PROMOTION & MARKETING	230,000.00	230,000.00	230,000.00	167,158.50	280,000.00	267,000.00	267,000.00
11992	5846	RENOVATION & REPAIRS	13,625.21	13,500.00	13,500.00	8,619.73	15,500.00	13,500.00	13,500.00
Total Market & Tour-Expenses			243,942.93	244,425.00	244,425.00	176,076.59	296,425.00	281,425.00	281,425.00
200	199	Department Total	243,942.93	244,425.00	244,425.00	176,076.59	296,425.00	281,425.00	281,425.00

FY 2019 DETAILED BUDGET REPORT
EXPENSES

MARKET & TOURISM - 200

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
11992	5211	ELECTRICITY ELECTRICAL SERVICES FOR MARKET PLACE	775	775	775
TOTAL			775	775	775
11992	5306	ADVERTISING ADVERTISEMENT FOR RFP'S FOR MARKET PLACE STALLS	150	150	150
TOTAL			150	150	150
11992	5389	PROMOTION & MARKETING Destination Salem Funding	263,000	250,000	250,000
		Free Trolley Rides for Salem Residents - July, August, Sept	7,000	7,000	7,000
		Public Art - Utility box art, sculpture series, public murals	10,000	10,000	10,000
TOTAL			280,000	267,000	267,000
11992	5846	RENOVATION & REPAIRS Renovations, repairs and upkeep to public restrooms as needed	15,500	13,500	13,500
TOTAL			15,500	13,500	13,500
TOTAL PROPOSED			296,425	281,425	281,425

Planning – Historical Commission

Mission Statement – Why We Exist

The mission of the Salem Historical Commission is to provide regulatory design review within Salem’s four local historic districts and to undertake community-wide historic preservation planning.

Significant Budget & Staffing Changes for FY 2019

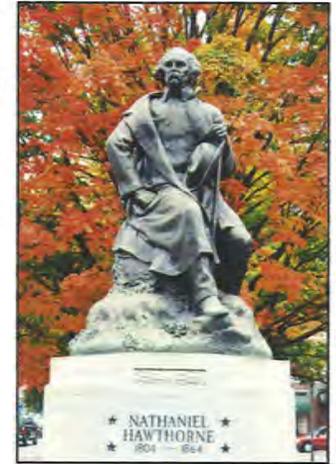
As explained in last year’s budget, in FY17, the City received a grant from the Massachusetts Historical Commission that allowed the preservation planner position (Patti Kelleher) to become full-time. The full-time position has allowed for work on the implementation of Salem’s *Historic Preservation Plan Update*. For FY18 the City was successful in securing a second and final year of grant funds from the Massachusetts Historical Commission to allow the preservation planner position to remain full-time. Because MHC grant funds are no longer available, the position is being funded fifty percent in the Historical Commission budget and fifty percent in the General Administration budget. There is an addition of \$144 for hosting of the Preserving Salem website and \$100 for membership in the National Alliance of Preservation Commissioners.

Recent Accomplishments

- The Historical Commission collaborated with the Salem Preservation Partners group to successfully host Salem’s first Preservation Month celebration. Activities included a breakfast for elected officials, presentation at a City Council meeting and a workshop series.
- The Historical Commission collaborated with the City’s Bike Committee and Traffic and Parking Department to host a bike tour of Salem’s historic waterfront during Sails & Trails Weekend.
- Preservation Planner participated on panel discussing modern challenges in historic districts at statewide historic preservation conference.
- The Historical Commission issued 138 decisions on projects in local historic districts.
- The Commission reviewed and acted on two requests under the Demolition Delay Ordinance.
- The Commission provided letters of support for:
 - a. Superior Court and County Commissioner’s Buildings Legislation
 - b. City of Salem’s FY2016 Survey & Planning Grant applications for South Salem Cultural Resource Survey and Expanded Staff Support
 - c. The FY17 update of the Community Preservation Plan
 - d. Woman’s Friend Society Round 23 MPPF Application
 - e. The House of the Seven Gables Round 23 MPPF Application
 - f. Community Preservation Act grant application for City of Salem’s request for the conservation and restoration of two portraits and frames in City Hall Council Chambers



- g. Community Preservation Act grant application for City of Salem’s request for a utilization and preservation plan for Dickson Memorial Chapel
- h. Community Preservation Act grant application for City of Salem’s request for conservation of Nathaniel Hawthorne Statue
- i. Community Preservation Act grant application for City of Salem’s request for restoration of Charter Street Burial Ground
- j. City of Salem’s application for a Massachusetts Cultural Council Facilities Fund Grant to restore Charter Street Cemetery
- k. Nine Zero Washington, LLC’s request for Massachusetts Historic Rehabilitation Tax credits
- l. Salem Ventures, LLC’s requests for Massachusetts Historic Rehabilitation Tax credits
- m. Hotel Salem Real Estate Holdings, LLC’s request for Massachusetts Historic Rehabilitation Tax credits
- n. 162 Federal Street, LLC’s request for Massachusetts Historic Rehabilitation Tax credits
- o. Daniel Randall’s request for Massachusetts Historic Rehabilitation Tax credits
- The Commission provided determinations of historic significance for the following properties seeking CPA funds:
 - a. The Grotto of Our Lady of Lourdes remnants
 - b. Nathaniel Hawthorne Statue, Hawthorne Boulevard
- The Commission provided comments letters for:
 - a. Witch City Wicks and Moon Baby, 302A and 302B Essex Street – proposed signage
 - b. 90 Washington Street and 209 Essex Street – Design Review Board application
 - c. Salem Railroad Signal Tower, Salem Station
 - d. Request for grant of location for cell antenna attachment – Loring Avenue/Raymond Avenue and Derby Street
 - e. Lafayette Park Renovations, Lafayette Street
 - f. Restoration of entry doors and granite steps at Emmerton House-Woman’s Friend Society, 12 Hawthorn Boulevard



FY 2019 Goals & Objectives

Goals - To provide regulatory design review within Salem’s four local historic districts and to undertake community-wide historic preservation planning.

Objectives:

- Continue implementing recommendations of the 2015 Historic Preservation Plan.
- Ensure that the Salem Historical Commission Ordinance is legally enforced.
- Conduct public hearings and issue decisions for projects within local historic districts.
- Comment on projects that may impact historic resources.
- Prepare grant applications for funding to implement various preservation related projects through the Department of Planning & Community Development.
- Continue to collaborate with Salem’s Preservation Partners on educational and advocacy activities such as Preservation Month events.
- Administer the Certified Local Government Program.
- Provide information to property owners within historic districts and to owners of historic properties outside of the districts.

- Obtain training that can further the skills and knowledge of staff and Commission members, keep Commission members up to date on current practices, and assist Commission members in making decisions and recommendations.
- Continue to work with the State and other interested parties on the reuse of the Superior Court and County Commissioner’s Building.
- Continue to enhance the Salem Historical Commission’s web page on the City’s website.

Outcomes and Performance Measures	Actual FY 2016	Actual FY 2017	Estimated FY 2018	Estimated FY 2019
Regular meetings of the Salem Historical Commission	23	23	23	23
Applications received for approval	175	138	160	155
# of Certificates of Non-Applicability to be issued	89	69	75	75
# of Certificates of Appropriateness to be issued	64	69	80	75
# of Certificates of Hardship to be issued	3	8	5	5
Workshops/seminars/trainings related to historic preservation issues to be attended by Staff and Commission members	33	21	30	30

How FY 2019 Departmental Goals Relate to City’s Overall Long & Short Term Goals

- See Planning – General Administration

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Historical Comm-Personnel									
16911	5111	SALARIES-FULL TIME	8,707.04	9,036.00	9,036.00	8,028.94	28,401.00	28,933.00	28,933.00
Total Historical Comm-Personnel			8,707.04	9,036.00	9,036.00	8,028.94	28,401.00	28,933.00	28,933.00
Historical Comm-Expenses									
16912	5342	POSTAGE	173.09	500.00	500.00	56.07	500.00	500.00	500.00
16912	5421	OFFICE SUPPLIES (GEN	348.38	100.00	100.00	46.00	100.00	100.00	100.00
16912	5583	PHOTOGRAPHY SUPPLIES	187.69	200.00	200.00	0.00	200.00	200.00	200.00
16912	5710	IN STATE TRAVEL/MEETINGS	0.00	450.00	450.00	361.70	500.00	500.00	500.00
16912	5730	DUES AND SUB	0.00	0.00	0.00	0.00	244.00	100.00	100.00
Total Historical Comm-Expenses			709.16	1,250.00	1,250.00	463.77	1,544.00	1,400.00	1,400.00
200	691	Department Total	9,416.20	10,286.00	10,286.00	8,492.71	29,945.00	30,333.00	30,333.00

FY 2019 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2018	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2018	Dept Prop Rate FY 2019	Dept Request FY 2019	Mayor Rate FY 2019	Mayor Propsed FY 2019	Council Voted FY 2019
KELLEHER	PATRICIA	200 PLANNING-HIST COMM	16911-5111 STAFF PLANNER/HIST AIDE		7,235.36		0.50	1	50.0%	1,023.10	1,023.10	26,600.57	1,043.56	27,132.59	27,132.59
KELLEHER	PATRICIA	200 PLANNING-HIST COMM	16911-5111 CLERK		1,800.00	B		1	24	75.00	75.00	1,800.00	75.00	1,800.00	1,800.00

9,035.36	0.50	Total Full Time - 5111	28,400.57	28,932.59	28,932.59
9,035.36	0.50	Department Total	28,400.57	28,932.59	28,932.59

Full-Time Equivalent Employees:	FY 2017	0.10
	FY 2018	0.14
	FY 2019	0.50
	Variance 18 vs. 19	0.36

FY 2019 DETAILED BUDGET REPORT
EXPENSES

Historical Commission - 200

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
16912	5342	POSTAGE Postage & labels as needed	500	500	500
TOTAL			500	500	500
16912	5421	OFFICE SUPPLIES General office supplies as needed	100	100	100
TOTAL			100	100	100
16912	5583	PHOTOGRAPHY SUPPLIES General photography supplies as needed	200	200	200
TOTAL			200	200	200
16912	5710	IN STATE TRAVEL/MEETINGS Mileage, parking fees and registration fees as needed	500	500	500
TOTAL			500	500	500
16912	5730	DUES AND SUB Preserving Salem website hosting National Alliance of Preservation Commissions	144 100	100	100
TOTAL			244	100	100
TOTAL PROPOSED			1,544	1,400	1,400

Public Services – General Administration

Mission Statement – Why We Exist

The purpose of this department is to maintain the City’s streets, vehicles and infrastructure including the water and sewer systems and other physical assets to ensure that the quality of life, public safety, and condition of the City’s assets are at their best at all times. This department strives to manage at a high level all green space areas assigned to it, including but not limited to all municipally owned cemeteries, trees, parks and beaches. In addition, we provide responsive services to the public in a responsible manner and interface with all City Departments to improve overall team performance within budget constraints and available staffing.

Significant Budget & Staffing Changes for FY 2019

No significant budget or staffing changes for FY 2018, except looking at opportunities for improved customer relations, communications and efficiencies related to combining Engineering and DPS.

Recent Accomplishments

- Initiated Department restructuring.
- Personnel continue to be integrated on many levels resulting in a beneficial factor of being able to assign employees within the division where needed.
- City employees repaired sidewalks at 44 locations. Using a new method, approximately 352 trip hazards were eliminated. The Department continues to inspect and prioritize the sidewalk work with those sidewalks identified as a high priority being promptly fixed.
- The Department continues to utilize the CitiStat work documentation and performance measuring system. Monthly meetings are being held to review the data and discuss ways to enhance the information being provided.



- Street sweeping which occurs in the spring and fall was done by DPS personnel.
- The Department became one of the key participants in the new SEE-CLICK-FIX issue reporting option for residents. Since July 2014, the DPS has addressed thousands of items in a multitude of categories.
- Hi-Way Safety Systems was also awarded the contract for painting crosswalks, stop bars and centerlines. The Department has documented those streets and locations where markings are done in an attempt to establish a plan for ensuring that all painting is done at least once within a two year period.
- The Department continues to work with engineering in the delivery of replacement and new trash and recycling totes.

- DPS staff also managed leave and brush drop-off at the old incinerator site on Swampscott Road.
- The Haunted Happenings events were successful with the DPS providing preparation and cleanup for many activities. This department also provided coverage and assistance during many other events including all elections.
- Snow plow contractor's hours and rates are being tracked and being compared with their invoices to ensure accurate billings.
- The Department has identified snow plowing priority routes along with identifying City personnel and contractors assigned to every road within the City. Snow plowing complaints are being logged and addressed to reduce the amount of persistent complaints.
- Cemetery division continues some in-house grave digging while utilizing expanded contractor use.
- Continued to improve tracking of potholes, sidewalks, and other improvements using computer programs and GIS.
- Open Space/Tree division planted new trees in 2016. For the past several years we have been designated as a "Tree City USA" in recognition of the City's commitment to a cleaner, safer environment with the aid of its beautiful trees throughout the city.
- Added wood fibers at various playgrounds throughout the City.
- Maintained various open spaces and parks throughout the City.
- Utilized contractor services in an attempt to improve cleanliness in the downtown area.



FY 2019 Goals & Objectives

- Continue to modify the CitiStat program to establish performance standards for most DPS work. Work with SEE-CLICK-FIX and the existing website system to integrate all work submitted and performed by the Department.



- Continue to support SalemRecycles program and events including butt recycling. Working to continue to expand the butt recycling program.
- Provide courteous and timely responses to the requests from the constituents and other City departments. Continue to strive for responding to all constituent calls within 24 hours.
- Utilize the information from the public property survey to establish a short and long term maintenance plan which will include work that can be performed during the winter.
- Continue to offer and support Arbor Day programs throughout the school system.
- Continue with tree plantings with particular emphasis at those locations with viable open tree pits.
- Establish a downtown maintenance plan to reduce litter and improve cleanliness of the downtown

area using a combination of contractor services and DPS personnel.

- Continue to improve public relations through the use of media, our web site and public notices keeping staff and residents informed about what is expected of them such as City policies and practices.
- Using Chapter 90 funding for the purchase and erection of a new salt shed.
- Maintain roadways and sidewalks to reduce danger to life and safety of residents, businesses and visitors to the City of Salem.

- Oversee mowing contract for open spaces including parks.
- Work with engineering to identify those downtown sidewalks not meeting ADA requirements or that need repair.

Outcomes and Performance Measures	Actual FY 2016	Actual FY 2017	Estimated FY2018	Estimated FY2019
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Street				
Sidewalk Repairs (FY2015 includes eliminating concrete trip hazards using contractor)	425		200	
Pothole Fills (Repairs)	1,060		1,200	
Catch Basin Repairs	26		50	
Sink Holes	23		50	
Trenches	100		120	
Trees/Open Space/Cemetery				
Trees planted Spring (FY13 fall plantings =24)	35		150	
Full Burials	75		60	
Foundations	62		60	
Lots Sold	56		45	

How FY 2019 Departmental Goals Relate to City's Overall Long & Short Term Goals

- During the past year the Department continues to track and hold personnel and contractors accountable for the work performed using the CitiStat system and other newly established methods.
- The Department continues to evaluate ongoing means and methods of work being done in an attempt to establish the best method of accomplishing work whether through Department personnel, contractors, seasonal hires or volunteers.
- Work continues to identify capital needs in the short and long term and to identify the best means to meet those needs of equipment which in some instances is dangerously close to the end of its useful life.



CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Public Services/General-Psn									
14111	5111	SALARIES-FULL TIME	1,545,644.32	1,407,969.00	1,407,969.00	1,249,282.17	1,425,044.00	1,355,063.00	1,355,063.00
14111	5113	SALARIES-PART TIME	46,919.50	57,656.00	57,656.00	58,679.26	45,944.00	46,502.00	46,502.00
14111	5118	SEASONAL LABOR	99,339.10	125,200.00	125,200.00	109,590.00	125,200.00	125,200.00	125,200.00
14111	5131	OVERTIME (GENERAL)	174,230.33	144,000.00	144,000.00	151,707.80	144,000.00	144,000.00	144,000.00
Total Public Services/General-Psn			1,866,133.25	1,734,825.00	1,734,825.00	1,569,259.23	1,740,188.00	1,670,765.00	1,670,765.00
Public Services/General-Exp									
14112	5211	ELECTRICITY	9,500.00	9,000.00	9,000.00	6,012.57	9,000.00	9,000.00	9,000.00
14112	5215	NATURAL GAS	7,000.00	7,000.00	7,000.00	6,354.81	7,000.00	7,000.00	7,000.00
14112	5216	OIL HEAT	7,500.00	7,000.00	7,000.00	5,295.73	7,000.00	7,000.00	7,000.00
14112	5241	BUILDING MAINT-DPW	19,794.36	19,800.00	19,800.00	16,983.42	19,800.00	19,800.00	19,800.00
14112	5249	GROUND MAINTENANCE-CEMETER	3,800.00	3,800.00	3,800.00	3,287.81	3,800.00	3,800.00	3,800.00
14112	5249R	GROUND MAINT-PARKS & REC	29,992.95	30,000.00	30,000.00	25,162.48	30,000.00	30,000.00	30,000.00
14112	5253	RADIO MAINT & PARTS	1,300.00	1,300.00	1,300.00	0.00	1,300.00	1,300.00	1,300.00
14112	5270	RENTAL & LEASE	2,400.00	2,400.00	2,400.00	1,200.00	2,400.00	2,400.00	2,400.00
14112	5301	POLICE DETAIL	41,998.74	42,000.00	42,000.00	38,230.93	42,000.00	42,000.00	42,000.00
14112	5304	PROFESSIONAL SERV/FEES	9,597.00	9,600.00	9,600.00	6,754.12	9,600.00	9,600.00	9,600.00
14112	5317	EDUCATIONAL TRAINING	1,993.29	2,000.00	2,000.00	1,384.23	11,400.00	2,000.00	2,000.00
14112	5320	CONTRACTED SERVICES	261,397.50	261,400.00	291,400.00	257,675.48	426,400.00	426,400.00	426,400.00
14112	5341	TELEPHONE	8,640.00	8,640.00	8,640.00	3,841.14	8,640.00	8,640.00	8,640.00
14112	5383	BURIAL SERVICES	30,000.00	0.00	60,000.00	55,480.00	0.00	0.00	0.00
14112	5391	TREE PLANTING, REMOVAL & MAIN	4,700.00	4,700.00	52,700.00	30,892.49	84,700.00	125,000.00	125,000.00
14112	5392	TREE PLANTING	5,000.00	5,000.00	5,000.00	1,906.67	125,000.00	0.00	0.00
14112	5421	OFFICE SUPPLIES (GEN	9,999.54	2,000.00	2,000.00	1,055.89	2,000.00	2,000.00	2,000.00
14112	5451	CUSTODIAL SUPPLIES	9,000.00	3,000.00	3,000.00	1,813.80	6,000.00	3,000.00	3,000.00
14112	5461	GROUNDS MAINT & SUPPLIES	9,700.00	9,700.00	9,700.00	6,432.72	9,700.00	9,700.00	9,700.00
14112	5481	GASOLINE/DIESEL FUEL	83,594.01	85,000.00	85,000.00	51,104.00	85,000.00	70,000.00	70,000.00
14112	5483	VEHICLE PARTS-DPW	34,970.89	35,000.00	53,500.00	37,740.51	45,000.00	45,000.00	45,000.00
14112	5483A	VEHICLE PARTS-POLICE	20,000.00	20,000.00	20,000.00	19,999.51	20,000.00	20,000.00	20,000.00
14112	5483B	VEHICLE PARTS-OTHER	16,497.51	17,700.00	17,700.00	11,254.90	17,700.00	17,700.00	17,700.00
14112	5485	STREET SWEEPING & BROOMS	55,875.94	57,551.00	57,551.00	52,985.88	59,551.00	59,551.00	59,551.00
14112	5710	IN STATE TRAVEL/MEETINGS	1,000.00	1,000.00	1,000.00	620.80	1,000.00	1,000.00	1,000.00
14112	5717	PROF LICENSE REIMB	1,400.00	1,400.00	1,400.00	838.00	2,800.00	5,000.00	5,000.00
14112	5730	DUES AND SUB	497.99	500.00	500.00	209.99	1,000.00	1,000.00	1,000.00
14112	5843	IMPROVEMENTS PW & PARK	66,993.74	67,000.00	67,000.00	63,492.39	70,000.00	70,000.00	70,000.00

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures FY 2017	Adopted Budget FY 2018	Adjusted Budget FY 2018	Y-T-D Expenses FY 2018	Department FY 2019	Mayor FY 2019	Council FY 2019
14112	5846	REPAIRS/RENOV/SIDEWALKS	29,967.96	30,000.00	30,000.00	28,589.71	55,000.00	40,000.00	40,000.00
14112	5860	EQUIPMENT PURCHASE & REPAIR	9,400.00	9,400.00	116,096.00	111,925.41	116,096.00	116,096.00	116,096.00
Total Public Services/General-Exp			793,511.42	752,891.00	1,016,087.00	848,525.39	1,278,887.00	1,153,987.00	1,153,987.00
230	411	Department Total	2,659,644.67	2,487,716.00	2,750,912.00	2,417,784.62	3,019,075.00	2,824,752.00	2,824,752.00

FY 2019 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2018	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2018	Dept Prop Rate FY 2019	Dept Request FY 2019	Mayor Rate FY 2019	Mayor Proposed FY 2019	Council Voted FY 2019
					52					0.0%	0.0%	52.0	2.0%	52.0	

PUBLIC SERVICES - GENERAL (Combined Open Space/Park Maint/Public Services)

JODOIN	RAYMOND	230 PUBLIC SERVICES	14111-5111	OPERATIONS MANAGER						24,394.93	0.34	34%	1,379.80	1,379.80	24,394.93	1,407.40	24,882.83	24,882.83
MCCREA	SEAN	230 PUBLIC SERVICES	14111-5111	Assistant Pub Services Dir	9/6/16					24,394.93	0.34	34%	1,379.80	1,379.80	24,394.93	1,407.40	24,882.83	24,882.83
KNOWLTON	DAVID	230 PUBLIC SERVICES	14111-5111	City Engineer-DPS Director						19,265.15	0.16	16%	2,315.52	2,315.52	19,265.15	2,361.83	19,650.45	19,650.45
Increase for Jodoin - 15K for new position of Operations Manager												15,000.00	5,100.00		5,100.00	5,100.00		
NEW POSITION*		230 PUBLIC SERVICES	14111-5111	Data Analyst				New			0.34	34%	1,153.85	20,400.07	1,176.93		20,808.07	20,808.07
NEW POSITION		230 PUBLIC SERVICES	14111-5111	GENERAL FOREMAN				New		1,379.80	0.00	100%	1,379.80	1,379.80	71,749.80			
*NEW Data Analyst -Was CityStat Contr serv in Mayor's Office																		
										1,339,913.41	24.68		Total AFSCME 1818	1,259,738.14		1,259,738.14	1,259,738.14	

1,407,968.42	25.86	Total Full Time - 5111	1,425,043.01	1,355,062.31	1,355,062.31
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Replace Michaud		230 PUBLIC SERVICES	14111-5113	PT ADMIN ASSISTANT				17,712.12	19	hours per wk	17.93							
RYAN	KELLY	230 PUBLIC SERVICES	14111-5113	PT ADMIN ASSISTANT	1/4/11			17,712.12	19	hours per wk	17.93	17.93	18.29	18,066.37	18,066.37			
RENNARD	RICHARD	230 PUBLIC SERVICES	14111-5113	TREE WARDEN				12,000.00	12	monthly stipend	1,500.00	1,500.00	1,500.00	18,000.00	18,000.00			
New - Transfer Station Attendant		230 PUBLIC SERVICES	14111-5113	Transfer Station Attendant				10,230.94	17	hours per wk	11.28	11.28	10,230.94	11.50	10,435.55	10,435.55		

57,655.18	Total Part Time - 5113	45,943.06	46,501.92	46,501.92
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		230 PUBLIC SERVICES	14111-5118	SEASONAL LABOR-OS				21,400.00				21,400.00	21,400.00	21,400.00	21,400.00
		230 PUBLIC SERVICES	14111-5118	SEASONAL-Park				33,000.00				33,000.00	33,000.00	33,000.00	33,000.00
		230 PUBLIC SERVICES	14111-5118	SEASONAL -Park Trash Weekends				10,600.00				10,600.00	10,600.00	10,600.00	10,600.00
		230 PUBLIC SERVICES	14111-5118	Seasonal Operation Clean Sweep				35,200.00	10 Kids/5 days week/8 weeks/\$11.00 per hour			35,200.00	35,200.00	35,200.00	35,200.00
		230 PUBLIC SERVICES	14111-5118	Other Seasonal				25,000.00				25,000.00	25,000.00	25,000.00	25,000.00
								125,200.00	Total Seasonal - 5118	125,200.00	125,200.00	125,200.00	125,200.00	125,200.00	

		230 PUBLIC SERVICES	14111-5131	Overtime-Park & Buildings				20,000.00				20,000.00	20,000.00	20,000.00	20,000.00
		230 PUBLIC SERVICES	14111-5131	Overtime-Public Services				55,000.00				55,000.00	55,000.00	55,000.00	55,000.00
		230 PUBLIC SERVICES	14111-5131	Overtime-Haunted Happenings				40,000.00				40,000.00	40,000.00	40,000.00	40,000.00
		230 PUBLIC SERVICES	14111-5131	Overtime-Cemetery & Trees				25,000.00				25,000.00	25,000.00	25,000.00	25,000.00
		230 PUBLIC SERVICES	14111-5131	Overtime-Motor Pool				4,000.00				4,000.00	4,000.00	4,000.00	4,000.00
								144,000.00	Total Overtime - 5131	144,000.00	144,000.00	144,000.00	144,000.00	144,000.00	

1,734,823.60	25.86	Department Total	1,740,186.06	1,670,764.23	1,670,764.23
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Full-Time Equivalent Employees:	FY 2017	29.72
	FY 2018	26.52
	FY 2019	25.86
	Variance 18 vs. 19	(0.66)

MCCREA	SEAN	Public Services	14111-5111	ASST Public Service Director				0.34	34.0%	1,407.40	24,882.83				
		Sewer Fund	60001-5111					0.33	33.0%	1,407.40	24,150.98				
		Water Fund	61001-5111					0.33	33.0%	1,407.40	24,150.98	73,184.79			
JODOIN	RAYMOND	Public Services	14111-5111	Operations Manager				0.34	34.0%	1,407.40	24,882.83				
		Sewer Fund	60001-5111					0.33	33.0%	1,407.40	24,150.98	15,000.00	Increase Req		
		Water Fund	61001-5111					0.17	33.0%	1,407.40	24,150.98	88,184.79			
New Position		Public Services	14111-5111	Data Analyst	NEW			0.00	34.0%	1,153.85	20,400.07				
		Sewer Fund	60001-5111					0.00	33.0%	1,153.85	19,800.07				
		Water Fund	61001-5111					0.00	33.0%	1,153.85	19,800.07	60,000.20			

FY 2019 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2017 52	F T E	Rate FY 2018	Incr FY 2019 1,000	Calc Rate FY 2019	STEP INCREASES				Dept Request FY 2019 52	Mayor FY 2019 52	Council FY 2019 52	
											Date	Rate	# Wks Old	New				
ALBERT MICHAEL	230 PUBLIC SERVICES	14111-5111	HEO	03062000	1	51,720.15	1.00	994.62	1,000	994.62				100%	51,720.24	51,720.24	51,720.24	
BEZZATI JOHN	230 PUBLIC SERVICES	14111-5111	HEO	3/28/00	1	51,720.15	1.00	994.62	1,000	994.62				100%	51,720.24	51,720.24	51,720.24	
CASTONGUAY WILLIAM	230 PUBLIC SERVICES	14111-5111	WORKING FOREMAN	4/7/15	1	56,114.70	1.00	1,079.13	1,000	1,079.13				100%	56,114.76	56,114.76	56,114.76	
CLEARY JAMES	230 PUBLIC SERVICES	14111-5111	WORKING FOREMAN	08061990	1	56,114.70	1.00	1,079.13	1,000	1,079.13				100%	56,114.76	56,114.76	56,114.76	
COSTA CARLOS	230 PUBLIC SERVICES	14111-5111	LABORER	8/17/2015	1	44,173.28	1.00	852.96	1,000	852.96				100%	44,353.92	44,353.92	44,353.92	
CRONIN DAVID	230 PUBLIC SERVICES	14111-5111	WORKING FOREMAN	09141987	1	56,114.70	1.00	1,079.13	1,000	1,079.13				100%	56,114.76	56,114.76	56,114.76	
DONADIO DOMINIC	230 PUBLIC SERVICES	14111-5111	HME0 Step 2	8/22/2016	1	46,108.55	1.00	890.96	1,000	890.96				100%	46,329.92	46,329.92	46,329.92	
GAROZZO JOSEPH	230 PUBLIC SERVICES	14111-5111	ME Repair/MECH	8/29/2014	1	55,604.64	1.00	1,069.32	1,000	1,069.32				100%	55,604.64	55,604.64	55,604.64	
GREENE Ann Marie	230 PUBLIC SERVICES	14111-5111	PRINCIPAL ACCT CLERK I/II	3/10/2016	2	15,783.47	0.34	924.76	1,000	924.76				34%	16,349.76	16,349.76	16,349.76	
HARVEY ROBERT	230 PUBLIC SERVICES	14111-5111	WORKING FOREMAN	02131992	1	56,114.70		-	1,000	-				100%	-	-	-	
HENDERSON SCOTT	230 PUBLIC SERVICES	14111-5111	HEO	05281985	1	51,720.15	1.00	994.62	1,000	994.62				100%	51,720.24	51,720.24	51,720.24	
HUGHES BRIAN	230 PUBLIC SERVICES	14111-5111	HEAD FOREMAN	04081996	1	61,713.83	1.00	1,186.80	1,000	1,186.80				100%	61,713.60	61,713.60	61,713.60	
KRECH KATHRINE	230 PUBLIC SERVICES	14111-5111	HME0 IIII	3/13/2017	1		1.00	890.96	1,000	890.96	3/13/2018	923.80	36.0	16.0	100%	46,855.36	46,855.36	46,855.36
LAVIOE STEPHEN	230 PUBLIC SERVICES	14111-5111	HME0	12/3/2012	1	48,037.39	1.00	823.80	1,000	823.80				100%	42,837.60	42,837.60	42,837.60	
LEVESQUE JAMES	230 PUBLIC SERVICES	14111-5111	St/Sidewalk Foreman	06211999	1	19,079.00	0.34	1,079.13	1,000	1,079.13				34%	19,079.02	19,079.02	19,079.02	
LEVESQUE LOUIS	230 PUBLIC SERVICES	14111-5111	MOTOR EQUIP REPAIR	8/1/2006	1	55,604.64	1.00	1,069.32	1,000	1,069.32				100%	55,604.64	55,604.64	55,604.64	
MACDONALD WILLIAM	230 PUBLIC SERVICES	14111-5111	HME0	6/12/2012	1	48,037.39	1.00	923.80	1,000	923.80				100%	48,037.60	48,037.60	48,037.60	
MARTINEAU RICHARD	230 PUBLIC SERVICES	14111-5111	MAINT CRAFTS	8/21/2000	1	48,037.39	1.00	923.80	1,000	923.80				100%	48,037.60	48,037.60	48,037.60	
NADEAU JEFFREY	230 PUBLIC SERVICES	14111-5111	LABORER - I/II	7/18/2016	1	42,730.28		-	1,000	-				100%	-	-	-	
OBRIEN JIM	230 PUBLIC SERVICES	14111-5111	TREE CLIMBER	3/13/2006	1	51,720.15	1.00	994.62	1,000	994.62				100%	51,720.24	51,720.24	51,720.24	
OSGOOD STEPHEN	230 PUBLIC SERVICES	14111-5111	PESTICIDE GROUNDSKEEPER	6/2/14	1	51,720.15	1.00	994.62	1,000	994.62				100%	51,720.24	51,720.24	51,720.24	
PARSONS DAVID	230 PUBLIC SERVICES	14111-5111	MAINT CRAFTSMAN	5/14/2001	1	48,037.39		-	1,000	-				100%	-	-	-	
REALE THEODORE	230 PUBLIC SERVICES	14111-5111	LABORER	7/1/2016	1	42,788.40	1.00	852.94	1,000	852.94				100%	44,352.88	44,352.88	44,352.88	
RICHTER TIMOTHY	230 PUBLIC SERVICES	14111-5111	TREE CLIMBER	7/24/2017	1		1.00	924.85	1,000	924.85	7/24/2018	959.05	2.0	50.0	100%	49,802.20	49,802.20	49,802.20
SANDS GEORGE	230 PUBLIC SERVICES	14111-5111	HEAD WKG FOREMN 2/3	04271987	1	61,713.83		-	1,000	-				100%	-	-	-	
SHEA DANIEL	230 PUBLIC SERVICES	14111-5111	HEO I/III	11/6/2016	1	49,323.42		-	1,000	-				100%	-	-	-	
SHEA - Shift/Weekend Diff	230 PUBLIC SERVICES	14111-5111	Shift Differential			2,215.01		-	1,000	-				100%	-	-	-	
STANWOOD JI DANIEL	230 PUBLIC SERVICES	14111-5111	WORKING FOREMAN	12/4/1999	1	56,114.70	1.00	1,079.13	1,000	1,079.13				100%	56,114.76	56,114.76	56,114.76	
STUART MIKE	230 PUBLIC SERVICES	14111-5111	MAINT CRAFTS SANITATIO	10/8/2013	1	48,037.39	1.00	923.80	1,000	923.80				100%	48,037.60	48,037.60	48,037.60	
TASSINARI STEPHEN	230 PUBLIC SERVICES	14111-5111	HEAD WORKING FOREMAN	05241999	1	61,713.83	1.00	1,186.80	1,000	1,186.80				100%	61,713.60	61,713.60	61,713.60	
New Position	230 PUBLIC SERVICES	14111-5111	Traff Maint/Sign Painter Step 1		1	NEW	1.00		1,000	859.34				100%	44,685.68	44,685.68	44,685.68	
New Position	230 PUBLIC SERVICES	14111-5111	LABORER STEP 1		1	NEW	1.00	793.89	1,000	793.89				100%	41,282.28	41,282.28	41,282.28	
OUT OF GRADE PAYS	230 PUBLIC SERVICES	14111-5111				2,000.00									2,000.00	2,000.00	2,000.00	
						1,339,913.41	24.68									1,259,738.14	1,259,738.14	1,259,738.14

**FY 2019 DETAILED BUDGET REPORT
EXPENSES**

PUBLIC SERVICES - Admin - 230

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by	
				Mayor	Voted by Council
14112	5211	ELECTRICITY National Grid and Transcanada Provides electricity for DPW buildings, garage, cemetary, light poles	9,000	9,000	9,000
TOTAL			9,000	9,000	9,000
14112	5215	NATURAL GAS Direct Energy Market and National Grid Gas for DPS buildings-5 Jefferson and Greenlawn	7,000	7,000	7,000
TOTAL			7,000	7,000	7,000
14112	5216	OIL HEAT-CEM Booma - Yearly Maintenance for 4 oil burners PC/VAULTS OR LOTS TO SUPPLEMENT Stadium Oil - Burner service for City Hall and Old Town Hall Stadium Oil - Oil heat for 1 garages (1 @ \$1,100.00 x 5 months) Stadium Oil - Oil Heat for chapel Stadium Oil - Oil heat for maintenance garages (\$1,100.00 x 6 months) Stadium Oil - Oil Heat for office (\$300.00 x 6 months)	400 (8,300) 700 5,000 800 6,600 1,800	400 (8,300) 700 5,000 800 6,600 1,800	400 (8,300) 700 5,000 800 6,600 1,800
TOTAL			7,000	7,000	7,000
14112	5241	BUILDING MAINTENANCE - DPW ASAP Drains, Beacon, Delands, Boston Fire, Embree Elevator, Garland, Hayden, O'Connell, Salem (Electrical, Fire extinguisher, I&M, Facility roof repair, overhead door repair	19,800	19,800	19,800
TOTAL			19,800	19,800	19,800
14112	5249	GROUND MAINTENANCE - CEMETERY Danvers Farm & Home, Home Depot, Winer, Maestranzi, Northeast, Rent All Grounds equipment and supplies	3,800	3,800	3,800
TOTAL			3,800	3,800	3,800
14112	5249R	GROUND MAINTENANCE - PARKS & REC (From Rec Dept Budget) BMC Corporation, Coastal, Fastenal, FWW, Hayden, John Deer, Lesco, McGinnis, Motor Parks, Narc Coast Maintenance& Future Supply - Park facility supplies	30,000	30,000	30,000
TOTAL			30,000	30,000	30,000
14112	5253	RADIO MAINT & PARTS Northeast Two-Way - Radio repair and service	1,300	1,300	1,300
TOTAL			1,300	1,300	1,300
14112	5270	RENTAL AND LEASE - UNIFORMS Rags, Gloves, Goggles & Safety Equipment Rain gear - 15 @ \$100	900 1,500	900 1,500	900 1,500
TOTAL			2,400	2,400	2,400
14112	5301	POLICE DETAIL Details for tree removals abd cleanup, street sweeping, line painting, street open, paving	42,000	42,000	42,000
TOTAL			42,000	42,000	42,000
14112	5304	PROFESSIONAL SERVICES Bobs Tire Company, David Porter, HAWK, Leahy Landscape, Mitchell, Rockport, Safet Clean, Tanko Stump removal, street sweeping assitance, equipment upgrades, Hazardous Waste disposal, annual central motor testing	9,600	9,600	9,600
TOTAL			9,600	9,600	9,600
14112	5317	EDUCATIONAL TRAINING License reimbursements Misc Licenses per union agreement Seminars and training for employees to maintain licenses.	3,000 5,400 3,000	2,000 - -	2,000 - -
TOTAL			11,400	2,000	2,000

**FY 2019 DETAILED BUDGET REPORT
EXPENSES**

PUBLIC SERVICES - Admin - 230

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by	
				Mayor	Voted by Council
14112	5320	CONTRACTED SERVICES-			
		Mowing and maintenance	195,000	195,000	195,000
		Line Painting and Downtown Maintenance	70,000	70,000	70,000
		Elevator, Plumbing, Overhead door maint, etc.	36,400	36,400	36,400
		ROCA services	125,000	125,000	125,000
TOTAL			426,400	426,400	426,400
14112	5341	TELEPHONE			
		Rockport Technology - Telephone system maintenance	3,000	3,000	3,000
		Verizon - GPS tracking for DPW Trucks @ 1,410.00 x 12 mos (1/3)	5,640	5,640	5,640
TOTAL			8,640	8,640	8,640
14112	5383	BURIAL EXPENSES			
		Means Precast - Burial boxes			
		MISCISZ & Sons - Burials			
		<i>Burial Expenses are funded annually from Sale of Lots and Sale of Vaults Funds</i>			
TOTAL			-	-	-
14112	5391	TREE PLANTING, REMOVAL & MAINTENANCE			
		Cermaloy Carbide Company, Cleaves, Northshore Compost, Rent all	4,700	-	-
		Tool sharpening, stump removal, chipper repair, other repairs and supplies			
		Tree removal	80,000	125,000	125,000
TOTAL			84,700	125,000	125,000
14112	5392	TREE PLANTING			
		Tree planting in areas not designated under CDBG locations	124,000	-	-
		Plantings and flowers	500	-	-
		Arbor Day plantings and material	500	-	-
TOTAL			125,000	-	-
14112	5421	OFFICE SUPPLIES			
		General office supplies as needed, including Belmont Springs	2,000	2,000	2,000
TOTAL			2,000	2,000	2,000
14112	5451	CUSTODIAL SUPPLIES			
		Coast Maintenance, Delands, State, Winer-Electric and Custodial Supplies	6,000	3,000	3,000
TOTAL			6,000	3,000	3,000
14112	5461	GROUNDSKEEPING SUPPLIES - DPW			
		A-1 Exterminators, Dilisio, HD, Oilman Supplies, One Way Lumber, Winer	9,700	9,700	9,700
		Grounds supplies and hardware			
TOTAL			9,700	9,700	9,700
14112	5481	GASOLINE/DIESEL FUEL			
		Burke - Diesel per state bid	65,000	60,000	60,000
		Global Companies - Unleaded per the state bid	20,000	10,000	10,000
TOTAL			85,000	70,000	70,000
14112	5483	VEHICLE PARTS DPW			
		All Welding, CC Auto, Goodyear, J's Warehouse, Schmidt, etc.	45,000	45,000	45,000
		Parts for DPS vehicles			
TOTAL			45,000	45,000	45,000
14112	5483A	VEHICLE PARTS POLICE			
		C&C Auto, Goodyear, Kelly Jeep, Liberty Chevrolet, Lyons Enterprises, Stoneham, etc.	20,000	20,000	20,000
		Vehicle parts for police-some out of Police Budget			
TOTAL			20,000	20,000	20,000
14112	5483B	VEHICLE PARTS OTHER: SCHOOLS, ELECT., INSPECT., ENGR., BOH, COA, ETC.			
		Bouchard & Sons, C&C, Goodyear, Hub Starters	17,700	17,700	17,700
		Inspections and parts for other Dept. vehicles			
TOTAL			17,700	17,700	17,700

**FY 2019 DETAILED BUDGET REPORT
EXPENSES**

PUBLIC SERVICES - Admin - 230

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
14112	5485	STREET SWEEPING & BROOMS			
		All American Investment - Sweeper lease to own 5th of 5 year lease (2019 last year)	41,051	41,051	41,051
		Brooms, gutter brooms, misc. parts	18,500	18,500	18,500
		Contractors include Atlantic Broom, CN Wood, J's Automotive			
TOTAL			59,551	59,551	59,551
14112	5710	IN STATE TRAVEL, MEETINGS			
		Tolls, Parking, Seminars	1,000	1,000	1,000
			1,000	1,000	1,000
14112	5717	PROF LICENSE REIMBURSEMENTS			
		Reimbursement for operator licenses as per AFSCME agreement	1,800	5,000	5,000
		Reimbursements for pesticide licenses as per the AFSCME agreement	600	-	-
		Reimbursements for professional licenses	400	-	-
TOTAL			2,800	5,000	5,000
14112	5730	DUES & SUBSCRIPTIONS			
		Essex County, Mass Highway, Society of Arborist, National Arbor Day, etc.	1,000	1,000	1,000
TOTAL			1,000	1,000	1,000
14112	5843	GEN PUBLIC WORKS IMPROVEMENTS			
		Asphalt, aggregate, manhole, trash bags, catch basin, concrete, line painting, traffic sign supplies, tree beds	70,000	70,000	70,000
		Contractors include Aggregate, Benevento, Brox, Dilision, Eastern Bag, EJ Prescott, Franklin, Home Depot, Permaline, Rent a TOOK, Rowley, Voss, Winer			
TOTAL			70,000	70,000	70,000
14112	5846	RENOVATION & REPAIRS - REPAIRS/SIDEWALKS			
		Aggregate Industries, Benevento, Dilision, Home Depot, McLellan, Rent a Tool, Rowley Cement	55,000	40,000	40,000
		Asphalt, aggregate, concrete, misc. street items.			
TOTAL			55,000	40,000	40,000
14112	5860	EQUIPMENT PURCHASE & REPAIRS			
		Boston Automatic Timing, Cameron, ERC, Fastenal, Motor Parks, JB Uniforms, HD and Winer	9,400	9,400	9,400
		Copier and printer maintenance, rags, hardware, safety products and wear, vactor nozzles			
		Second of three year lease on two new pieces snow equipment (approved 2/18)	106,696	106,696	106,696
			116,096	116,096	116,096
TOTAL PROPOSED			1,278,887	1,153,987	1,153,987

Public Services – Snow & Ice

Mission Statement – Why We Exist

Coordination of private and publicly owned plows with the objective to clear streets and keep local streets passable. Mechanics and route supervisors inspect and control plowing activities and other support personnel to maintain high level of service during snow events. It is our goal to do all we can to reduce the likelihood of personal injury to our residents, automobile accidents and property damage by making the roadways as safe as possible under the worst of conditions.

Significant Budget & Staffing Changes for FY 2019

No significant budget or staffing changes for FY 2018. Investigating piloting the use of brine to pre treat roads before storm conditions.

Recent Accomplishments

- Improved oversight of contractor services; increase supervision and spot checking of city roads.
- Continued utilization of Reverse 911 and Web site used for up-to-date snow emergency related bulletins.
- The City has contracts with 26 contractors to provide assistance during snow plowing operations.
- Streamlined plowing operation by organizing driver locations and assigning DPS personnel to provide oversights to contractors in their locations.
- Plow routes with City and contractor personnel have been identified with complaints being tracked by storm with the goal being to reduce persistent issues at certain locations.
- A map identifying road plowing priorities has been prepared.
- Continue to use telephone equipment with tracking capabilities for snow driver use. The DPS can now monitor all DPS and contractor vehicles during snow events.
- Identified downtown locations where youth groups could assist the City of Salem in clearing snow at crosswalks.

FY 2018 Goals & Objectives

- Continue to provide service to quickly open streets making them passable so that they can be safe to navigate.
- Obtain new sanders/plows to replace those which are at or nearing their useful life.
- Continue to work with other city departments in support of restoring safe road conditions as efficiently as possible..



- Update plows with newer units to help cut down on fuel and on mechanical deficiencies
- Purchase and install a new salt shed.
- Update snow maps.

How FY 2019 Departmental Goals Relate to City's Overall Long & Short Term Goals

Monitor contractor and City snow plowing operations to improve quality and response time while hopefully reducing complaints. Continue to purchase salt through a consortium to reduce the cost. Whether through City personnel or contractors, verify that all parking lots, sidewalks and crosswalks are cleared as soon as possible after a snow event.



CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Snow & Ice-Personnel									
14231	5131	OVERTIME (GENERAL)	77,267.95	50,000.00	50,000.00	93,514.52	50,000.00	50,000.00	50,000.00
Total Snow & Ice-Personnel			77,267.95	50,000.00	50,000.00	93,514.52	50,000.00	50,000.00	50,000.00
Snow & Ice-Expenses									
14232	5244	VEHICLE REPAIR AND M	65,688.66	32,000.00	32,000.00	97,592.91	32,000.00	32,000.00	32,000.00
14232	5292	SNOW REMOVAL	672,987.53	115,000.00	115,000.00	1,170,330.47	115,000.00	115,000.00	115,000.00
14232	5292S	SNOW REMOV/SAND-SCHOOL	0.00	80,000.00	80,000.00	0.00	80,000.00	80,000.00	80,000.00
14232	5341	TELEPHONE	13,395.60	10,930.00	10,930.00	10,744.23	10,930.00	10,930.00	10,930.00
14232	5429	MISC SUPPLIES	10,872.49	34,600.00	34,600.00	77,624.23	34,600.00	34,600.00	34,600.00
14232	5481	GASOLINE/DIESEL FUEL	62,803.35	20,000.00	20,000.00	130,286.79	20,000.00	20,000.00	20,000.00
14232	5534	SALT	349,194.90	103,405.00	103,405.00	350,181.99	103,405.00	103,405.00	103,405.00
14232	5535	CACLIUM CHLORIDE	0.00	5,000.00	5,000.00	0.00	5,000.00	5,000.00	5,000.00
14232	5536	SAND	59,020.52	8,000.00	8,000.00	0.00	8,000.00	8,000.00	8,000.00
Total Snow & Ice-Expenses			1,233,963.05	408,935.00	408,935.00	1,836,760.62	408,935.00	408,935.00	408,935.00
230	423	Department Total	1,311,231.00	458,935.00	458,935.00	1,930,275.14	458,935.00	458,935.00	458,935.00

**FY 2019 DETAILED BUDGET REPORT
EXPENSES**

PUBLIC SERVICES - Snow & Ice - 230

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
14232	5244	VEHICLE REPAIR AND MAINTENANCE			
		General line for repairs and parts for DPS vehicles in preparation and during winter snow events	32,000	32,000	32,000
TOTAL			32,000	32,000	32,000
14232	5292	SNOW REMOVAL			
		For payment to snow contractors for services to aid in sanding and plowing of city streets, sidewalks and parking lots	115,000	115,000	115,000
TOTAL			115,000	115,000	115,000
14232	5292S	SNOW REMOVAL & SANDING SCHOOL			
		Snow removal and sanding for school department	80,000	80,000	80,000
TOTAL			80,000	80,000	80,000
14232	5341	Telephone			
		50 GPS Phones for snow contractors @ \$1,249.50 - 6 months	10,930	10,930	10,930
TOTAL			10,930	10,930	10,930
14232	5429	MISC SUPPLIES			
		Aggregate Industries, Benevento and Bronx - Cold patch for potholes	30,600	30,600	30,600
		Home Depot, Permaline, Precision Weather Forecasting, Winer	4,000	4,000	4,000
		Parking and warning signs, weather forecasting, etc.			
TOTAL			34,600	34,600	34,600
14232	5481	GASOLINE/DIESEL FUEL			
		Estimate at \$2250.00 per storm x 8 storms	20,000	20,000	20,000
TOTAL			20,000	20,000	20,000
14232	5534	SALT			
		Salt product purchased under state bid - \$51.00 per ton	103,405	103,405	103,405
		Increase from \$41 in FY 2017			
TOTAL			103,405	103,405	103,405
14232	5535	CALCIUM CHLORIDE			
		Fill up of Calcium Chloride Product in tanks 5 Jefferson Ave under state bid	5,000	5,000	5,000
TOTAL			5,000	5,000	5,000
14232	5536	SAND			
		Sand product purchased from Aggregate for sanding of streets.	8,000	8,000	8,000
TOTAL			8,000	8,000	8,000
TOTAL PROPOSED			408,935	408,935	408,935

Engineering – General Administration

Mission Statement – Why We Exist

The Engineering Department provides technical expertise and plan review to various City boards and departments for all public infrastructure improvements and private development projects. Engineering is responsible to implement the City-wide pavement management system and also manages the Chapter 90 paving program, other state and federally funded roadway re-construction (TIP) projects, and the City's Road Opening, Private Property and Trench Permit Program. In addition, Engineering is also responsible for the City's capital improvement program relative to infrastructure and provides guidance from the City's perspective to the larger state funded developments including the Peabody Essex Museum (PEM) expansion, Footprint Power Plant area development, and various improvements at Salem State University. Funding for the efforts described herein is derived from the City's general fund. The Engineering Dept. also includes Water, Sewer and Trash enterprise funds and departments.

Significant Budget & Staffing Changes for FY 2019

No significant budget or staffing changes for FY 2018, except looking at continued opportunities for improved customer relations, communications and efficiencies related to combining Engineering and DPS. An Assistant Engineer position was added in FY 2018.

Recent Accomplishments



- Managed a City-wide paving program – utilizing the pavement management program and Chapter 90 funds. Bidding Salem's improvements for the City paved roads at a cost of \$1.5 million. Also bidding Salem's improvements for the City sidewalks at a cost of \$1.4 million.
- Advanced the next two projects to be ready for construction funded through the TIP Program: Canal Street (to 100% design), including the Canal Street Bike path to 95% design, and Boston Street (to conceptual design), ensuring Salem's continued successful involvement in the TIP program.
- Advanced Bridge Street Roadway reconstruction design to 75% submission including permitting.
- Continued construction support of the Canal Street Phase II improvements at Forest River Park; developed seawall improvements at Forest River Park as well as obtained grant funding.
- Advanced design of the Rosie's Pond Flood Mitigation Project and obtained grant funding.





- Issued over 330 road opening permits and reviewed over 7 developments for the planning board.
- Evaluating the impacts of a number of large developments on the City’s infrastructure including PEM, Footprint Power, National Grid cable, and Salem State University.

FY 2019 Goals & Objectives

- Continue to advance the City’s proposed TIP projects to ensure state funding is secured for the reconstruction of Canal Street this year is ongoing.
- Continue to manage City’s Chapter 90 roadway improvement program to maximize the cost effectiveness of the City’s re-investment into its roadway infrastructure.
- Developed the annual City-wide roadway improvement program for 2017. 2018 ongoing.
- Managed current Road Opening Permit Tracking System and made improvements.
- Scan 100% of historical engineering plans currently located in Engineering Plan Room to project completion.

Outcomes and Performance Measures	Actual FY 2016	Actual FY 2017	Estimated FY2018	Estimated FY2019
Number of street permits issued	385	344	400	350
Drain layer licenses issued	44	45	44	40
Commercial Backflow tests completed	1098	1142	1190	1195
Backflow surveys completed		167	170	175
Number of linear miles streets paved	2.5	8.4	3.5 miles	3.5
Number of linear miles sidewalk paved		.2	1.1	1.5

How FY 2019 Departmental Goals Relate to City’s Overall Long & Short Term Goals

- Both the City’s long and short term goals for sustainable infrastructure will be met with the departments’ goals, by reinvesting and rehabilitating the City’s roadway, sidewalk and public way infrastructure.
- The Engineering Department will also provide infrastructure guidance for the new Senior/Gateway Center, the National Grid cable replacement, and the Canal Street Corridor project improvements.

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures FY 2017	Adopted Budget FY 2018	Adjusted Budget FY 2018	Y-T-D Expenses FY 2018	Department FY 2019	Mayor FY 2019	Council FY 2019
Engineering-Psnl									
14121	5111	SALARIES-FULL TIME	78,961.00	94,394.00	94,394.00	73,165.54	154,962.00	156,861.00	156,861.00
14121	5113	SALARIES-PART TIME	5,489.58	0.00	0.00	0.00	0.00	0.00	0.00
Total Engineering-Psnl			84,450.58	94,394.00	94,394.00	73,165.54	154,962.00	156,861.00	156,861.00
Engineering-Expenses									
14122	5317	EDUCATIONAL TRAINING	997.95	1,000.00	2,000.00	1,314.15	1,000.00	1,000.00	1,000.00
14122	5320	CONTRACTED SERVICES	0.00	0.00	0.00	0.00	20,000.00	20,000.00	20,000.00
14122	5421	OFFICE SUPPLIES (GEN	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
14122	5710	IN STATE TRAVEL/MEETINGS	500.00	500.00	500.00	463.08	500.00	500.00	500.00
14122	5730	DUES AND SUB	1,980.00	2,000.00	2,000.00	1,920.50	3,000.00	3,000.00	3,000.00
14122	5851	OFFICE EQUIPMENT	1,409.59	1,700.00	700.00	144.00	1,700.00	1,700.00	1,700.00
Total Engineering-Expenses			5,887.54	6,200.00	6,200.00	4,841.73	27,200.00	27,200.00	27,200.00
235	412	Department Total	90,338.12	100,594.00	100,594.00	78,007.27	182,162.00	184,061.00	184,061.00

FY 2019 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2018	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2018	Dept Prop Rate FY 2019	Dept Request FY 2019	Mayor Rate FY 2019	Mayor Proposed FY 2019	Council Voted FY 2019
DAM CHUCK	235 ENGINEERING	14121-5111	Assistant Engineer	5/1/17	34,623.84		0.34		34%	1,990.45	1,990.45	35,191.16	2,030.26	35,894.98	35,894.98
DUBINSKY ELLEN	235 ENGINEERING	14121-5111	ADMIN ASSISTANT	9/26/85	45,321.20		0.80		80%	1,089.45	1,089.45	45,321.20	1,111.24	46,227.63	46,227.63
KNOWLTON DAVID	235 ENGINEERING	14121-5111	City Engineer-DPS Director	5/21/2007	14,448.86		0.12		12%	2,315.52	2,315.52	14,448.86	2,361.83	14,737.84	14,737.84
NEW POSITION	235 ENGINEERING	14121-5111	GIS		NEW		1.00		100%		1,153.85	60,000.20	1,153.85	60,000.20	60,000.20
					94,393.90		2.26	Total Full Time - 5111				154,961.42		156,860.64	156,860.64

Full-Time Equivalent Employees:	FY 2017	1.14
	FY 2018	1.48
	FY 2019	2.26
	Variance 18 vs. 19	0.78

94,393.90	2.26	Department Total	154,961.42	156,860.64	156,860.64
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ENGINEERING DEPARTMENT NON-UNION EMPLOYEES COMBINED SALARIES BUDGET & GRANTS

Name	Dept Name	Org/Obj	Job Desc	Hire Date	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2018	Dept Prop Rate FY 2019	Dept Request FY 2019	Mayor Rate FY 2019	Mayor Proposed FY 2019	Council Voted FY 2019	Total
KNOWLTON DAVID	ENGINEERING	14121-5111	City Engineer-DPS Director		0.12		12%	2,361.83	14,737.84					
	Engineering-SEWER	600131-5111			0.13		13%	2,361.83	15,965.99					
	Engineering-Water	610131-5111			0.13		13%	2,361.83	15,965.99					
	Engineering-Trash	620031-5111			0.12		12%	2,361.83	14,737.84					
	DPS	14111-5111			0.16		16%	2,361.83	19,650.45					
	DPS-Sewer	600031-5111			0.17		17%	2,361.83	20,878.60					
	DPS-Water	610031-5111			0.17		17%	2,361.83	20,878.60					122,815.31
DAM CHUCK	ENGINEERING	14121-5111	Assistant Engineer		0.34		34.0%	2,030.26	35,895.08					
	SEWER	600131-5111			0.33		33.0%	2,030.26	34,839.24					
	WATER	610131-5111			0.33		33.0%	2,030.26	34,839.24					105,573.57
DUBINSKY ELLEN	ENGINEERING	14121-5111	ADMIN ASSISTANT		0.80		80.0%	1,111.24	46,227.63					
	SEWER	600131-5111			0.10		10.0%	1,111.24	5,778.45					
	WATER	610131-5111			0.10		10.0%	1,111.24	5,778.45					57,784.53
New Position	ENGINEERING	14121-5111	GIS		1.00		100%	1,153.85	60,000.20					60,000.20
RECINOS Giovanna	Capital Projects	Varies	CLERK OF WORKS		1.00		100%	1,065.23	55,391.96					55,391.96
IDE JENNA	Capital Projects	Varies	Director of Capital Projects and Sustainability		1.00		100%	1,833.17	95,324.84					95,324.84
CRIPPS CHERYL	SEWER	600131-5111	SECRETARY		0.33		33.0%	909.32	15,603.99					
	WATER	610131-5111			0.33		33.0%	909.32	15,603.99					
	TRASH	620031-5111			0.34		34.0%	909.32	16,076.84					47,284.83
ROSE JULIE	SEWER	600131-5111	Business Manager/Water Reg		0.25		25.0%	1,358.99	17,666.90					
	WATER	610131-5111			0.25		25.0%	1,358.99	17,666.90					
	TRASH	620031-5111			0.50		50.0%	1,358.99	35,333.79					70,667.59
	RECYCLING GRANT	25433-5111	RECYCLING ENFORCEMENT		0.54		54%		-					-

Total FTE for General Funds AND Grants/Capital Projects (Excludes Enterprise)

Full-Time Equivalent Employees:	FY 2017	3.68
	FY 2018	3.68
	FY 2019	4.96
	Variance 18 vs. 19	1.28

8.54	Total Engineering Salaries	614,842.83
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4.96	Total Engineering General Fund & Special Revenue	211,682.26
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FY 2019 DETAILED BUDGET REPORT
EXPENSES

ENGINEERING 235

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Approved by Mayor
14122	5317	EDUCATIONAL TRAINING Management training seminars and exhibits			
			1,000	1,000	1,000
TOTAL			1,000	1,000	1,000
14122	5320	CONTRACTED SERVICES Sustainability Program Support			
			20,000	20,000	20,000
TOTAL			20,000	20,000	20,000
14122	5421	OFFICE SUPPLIES General office supplies as needed			
			1,000	1,000	1,000
TOTAL			1,000	1,000	1,000
14122	5710	IN STATE TRAVEL, MEETINGS Tolls, Parking, Seminars			
			500	500	500
TOTAL			500	500	500
14122	5730	DUES & SUBSCRIPTIONS ENR, American Society of Civil Engineers, Essex County Highway Assoc., Mass Highway Engineer, Assistant Engineer and Junior Engineer memberships			
			3,000	3,000	3,000
TOTAL			3,000	3,000	3,000
14122	5851	OFFICE EQUIPMENT Equipment for new offices-printers and fax machine			
			1,700	1,700	1,700
TOTAL			1,700	1,700	1,700
TOTAL PROPOSED			27,200	27,200	27,200

Recreation – General Administration

Mission Statement – Why We Exist

The goal of the Salem Park and Recreation Department Staff and Administration is to continually improve the availability and effectiveness of recreational, athletic, educational and park services that benefit all Salem Residents. Maximum participation, enjoyment and affordability are criteria for assessing the effectiveness of our programs.

Significant Budget & Staffing Changes for FY 2019

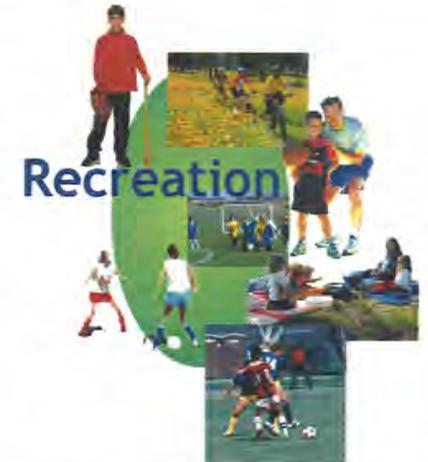
Recent Accomplishments

- Continued to work with Coast to Coast Paddle to offer paddle board lessons at the Salem Willows. 5 different sessions offered, all at full capacity
- Work with the Division of Marine Fisheries to conduct an annual fishing clinic at the Salem Willows Pier. We had 30 school age children and their parents attend
- Received a grant from the Division of Marine Fisheries Saltwater Angler Program to purchase additional fishing rods and equipment to provide clinics in Salem.
- Offered half day fishing clinics
- Received a donation from the Salem Harbor Station to cover costs for the annual Derby Street Mile Road Race
- Had over 250 runners in this year's Derby Street Mile Road Race
- Continued to collaborate with Salem State and Rotterdam University to host the second annual Generation Games in Salem.
- Fire-pit Fridays at the Willows with some program (free)
- Winter Island Drive- In movies in partnership with Creative Salem (sold out)
- Hosted our 3rd Annual Parent/Daughter Dance with 80 participants
- Hosted monthly Family Bingo Nights at 5 Broad St.
- Offered a Family Music Program at Old Town Hall
- 2 student interns from Rotterdam University work with us for 5 months. They were



here to help plan for the Generation Games as well as assist in daily Park, Recreation and Community Services activities and marketing projects.

- Re-mulched almost all Parks and playground areas
- Current Assessment of Forest River Pool for future planning
- Continued to offer programs to residents of all ages, while keeping fees affordable
- Opened the Sports Court at Collins Cove Park. At the grand opening we had hockey players from Salem State University and Salem/Swampscott Youth Hockey.
- Offered Floor Hockey Clinics at the Collins Cove Sports Court
- Resurfaced Tennis Courts at Collins Cove for Pickleball
- Open meetings and planning for upgrades to Ryan Brennan Skate Park
- Summer Youth Basketball was free to all Salem children thanks to sponsorship by local law firm Mazow and McCollough
- Ongoing collaboration with planning in the effort to repair/renovate the historic Common fence
- Applied and received a grant through the City of Salem Department of Planning and Community Development and the U.S. Department of Housing and Urban Development to provide free enrichment programs for Salem youth at Palmer Cove Park. Programs included Hip Hop Dance, Beginner's Guitar, Yoga and Meditation and an Art Workshop.
- Increased the number of online registrations for all programs
- Collaborated with different organizations to provide affordable programming for all
- Had a successful 3rd summer with the YMCA running the Forest River Pool Operations
- Worked collaboratively with the House of the Seven Gables to continue to offer Park and Recreation programs at their site. This year we held a Saturday morning paint class, a Valentine's Workshop during Salem So Sweet and a yoga class on the back lawn.
- Forest River Adventure Program for 30 kids each week for 7 weeks (crafts, activities, tidal pools, science and water exploration).
- Partnered with local business owner Mary Ferriera to continue offer Park and Recreation youth cooking classes at her establishment. The "Cook and Share" class allowed students to learn to cook on the first class and then re-create the meal on the second class to share with their families.
- Formed a relationship with Salem State University's Center for Creative Arts which allowed our seniors to attend events held at the college
- Began offering youth yoga classes which taught skills to young adults to relax their minds and bodies.
- Continue to produce online program brochure quarterly.
- Hosted successful family holiday events to include Breakfast with Santa and ice cream with the Easter Bunny. Over 70 participants at each event.
- 10 teams played in this year's Women's Volleyball league.
- Offered several summer and school vacation sessions of our Junior Art and Science Club.
- 2 of our 5 Travel Basketball teams won their division. 2 other in second place.



FY 2019 Goals & Objectives

- Establish sessions for instructional programs and activities
- Secure funding for enrichment programs at both Palmer Cove and Memorial Park.
- Enrichment programs this year to include art, dance, lacrosse, yoga, volleyball, girls basketball, guitar and creating Fairy Houses.
- Established a summer Youth Leadership Group for young adults ages 13-15.
- Offering a Spring Basketball Clinic for Salem youth.
- Offering additional sports clinics during the summer months
- Continue collaboration with Salem States Office of Civic Engagement for park improvement projects
- Working with Rotterdam University and Salem State University to continue the growth of the Generation Games
- Target teen population with providing programs geared toward community involvement and promoting civic awareness
- Continue to encourage residents to register for activities/programs via www.salemrec.com
- Improved our website to make it more user friendly
- To maintain the high level of participation and quality to our special events as our numbers of participants continue to grow each year
- To use updated Open Space Plan and anticipated citywide field assessment to address problems and take advantage of possibilities at parks and playgrounds
- To continue to enable volunteer groups to participate in the enhancement of our parks and facilities.
- Establish The Park Ambassador program
- Continue planning stages Plan and develop new program ideas in preparation for NEW Community Life Center in 2018!
- Offer intergenerational programs in collaboration with the Council on Aging
- Continue to form partnerships with local organizations to provide collaborative programming
- To grow a list of sponsors/donors that would offset program fees and allow for reduced rates for children needing assistance.
- By popular demand Drive-In movies at Winter Island Hanger
- Increase Use of the Salem Willows Shell as a venue for family movies and other activities.
- Train and work with 2 student interns from Rotterdam University.
- To work with Park Foreman to Establish a priority list and maintenance plan – short and long term for parks and playgrounds
- To provide more family orientated programs
- Partner with the Wicked Running Club to work collaboratively on future projects
- To continue to improve our relationships with the general public
- Continue to expand and improve our offsite program venues
- Conduct a residential survey to receive input on programs
- Established a Friends of Park and Recreation Group – First Annual Golf Tournament

Outcomes and Performance Measures	Actual FY 2016	Actual FY 2017	Actual FY 2018	Estimated FY 2019
Overall Programs	128		126	150
*Special events participants	358		2,115	2,750
Pooch passes sold	242		130	150
Parking stickers sold	2001		1,929	2,010

How FY 2019 Departmental Goals Relate to City’s Overall Long- & Short-Term Goals

- **Mayor’s Goal: Parks & Recreation; undertake a field assessment of existing facilities citywide, and develop the framework for the creation of a Park Ambassador program.**
- **Recreation Goal:** *“To continue to enable volunteer groups to participate in the enhancement of our parks and facilities ... Implement a Park Ambassador Program for City Playgrounds.”* An assessment of City fields and facilities will be used to inform plans for repairs and enhancements, as well as recreational programming. Increasing volunteer participation, especially through refinement of the Park Ambassador program, will boost Recreation Department awareness of park and playground conditions and enhance their enjoyment by visitors.
- **Mayor’s Goal: Parks & Recreation; Establish a Bertram Field Commission and policies for ongoing use and maintenance of the facility.**
- **Recreation Goal:** *“To continue to enable volunteer groups to participate in the enhancement of our parks and facilities.”* The Recreation Department is prepared to collaborate with Public School officials to enlist volunteers to serve on a commission, the intent of which would be to facilitate the creation of policies for the ongoing use and maintenance of Bertram Field.
- **Mayor’s Goal: Parks & Recreation; Develop plan for new facilities at McGlew Park and implement.**
- **Recreation Goal:** *“To use updated Open Space Plan and anticipated citywide field assessment to address problems and take advantage of possibilities at parks and playgrounds.”* An anticipated citywide assessment of fields and facilities will be used to inform plans for enhancement of facilities at McGlew Park.



- **Mayor’s Goal: Economic Development; Continue implementation of The Point Vision and Action Plan, which includes “providing a variety of quality recreational options for people of all ages.”**
- **Recreation Goal:** *“Continue to grow the Mary Jane Lee Park program in The Point neighborhood by offering community events.”* The goal of expanding and diversifying quality recreational opportunities for all City residents is designed to increase participation, including at parks and playgrounds in The Point. Volunteer opportunities, including the Park Ambassador program are intended to keep parks and playgrounds cleaner, safer and more attractive.



- **Mayor’s Goal: Infrastructure & Facilities; Continue planning for, and construction of, the Mayor Jean Levesque Community Life Center.**
- **Recreation Goal:** *“Begin preliminary planning stages for our relocation to the Community Life Center in 2016.”* The Recreation Department will continue to support any and all efforts to transition operations to the new facility that will be sited at the corner of Boston and Bridge streets. Projected staffing and scheduling plans will be considered to make that transition as smooth as possible, while maximizing use of the space and features of the new facility.
- **Mayor’s Goal: General Government; To maintain a high level of responsiveness and accessibility to City departments and employees.**
- **Recreation Goals:** *Staff development, program enhancement, online program registration.* All aspects of Recreation Department goals are designed to increase the level of engagement with Salem residents, as well as people from other communities who may participate in our activities and events. Such goals will be achieved by being aware of demand, sensitive to feedback and open to suggestion.
- **Mayor’s Goal: General Government; Look for ways to deliver City services more effectively and efficiently through the use of technology.**
- **Recreation Goal:** Publicize and promote awareness of the Department’s Web site that enables people to review, register for and pay for recreational activities, as well as to acquire parking stickers.

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures FY 2017	Adopted Budget FY 2018	Adjusted Budget FY 2018	Y-T-D Expenses FY 2018	Department FY 2019	Mayor FY 2019	Council FY 2019
Recreation-Personnel									
16501	5111	SALARIES-FULL TIME	197,374.81	230,996.00	230,996.00	205,342.51	230,391.00	234,013.00	234,013.00
16501	5118	SEASONAL LABOR	56,948.15	49,962.00	49,962.00	57,980.90	49,962.00	49,962.00	49,962.00
16501	5131	OVERTIME (GENERAL)	196.07	2,000.00	2,000.00	87.38	2,000.00	2,000.00	2,000.00
Total Recreation-Personnel			254,519.03	282,958.00	282,958.00	263,410.79	282,353.00	285,975.00	285,975.00
Recreation-Expenses									
16502	5211	ELECTRICITY	56,352.83	39,000.00	36,000.00	32,904.73	39,000.00	39,000.00	39,000.00
16502	5217	GAS/OIL HEAT	2,823.30	3,000.00	6,000.00	3,752.60	3,000.00	3,000.00	3,000.00
16502	5249	PARK & GROUND MAINT	14,755.55	15,000.00	16,251.81	11,181.61	20,000.00	20,000.00	20,000.00
16502	5251	UTILITY SERV REP & M	0.00	600.00	600.00	0.00	600.00	600.00	600.00
16502	5320	CONTRACTED SERVICES	93,737.18	128,175.00	128,175.00	124,529.07	128,175.00	128,175.00	128,175.00
16502	5341	TELEPHONE	1,403.25	3,500.00	3,500.00	1,378.87	3,500.00	3,500.00	3,500.00
16502	5352	POOL MAINTENANCE	15,560.94	16,000.00	14,748.19	14,748.19	0.00	0.00	0.00
16502	5381	PRINTING AND BINDING	800.00	1,000.00	1,000.00	0.00	1,000.00	1,000.00	1,000.00
16502	5421	OFFICE SUPPLIES (GEN	4,294.57	6,000.00	6,000.00	5,643.05	6,000.00	6,000.00	6,000.00
16502	5588	RECREATIONAL SUPPLIE	8,587.69	12,000.00	12,000.00	6,690.26	12,000.00	12,000.00	12,000.00
16502	5730	DUES AND SUB	310.00	1,210.00	1,210.00	575.00	1,500.00	1,500.00	1,500.00
16502	5846	RENOVATION & REPAIRS	10,175.49	8,000.00	8,000.00	5,772.52	8,000.00	8,000.00	8,000.00
Total Recreation-Expenses			208,800.80	233,485.00	233,485.00	207,175.90	222,775.00	222,775.00	222,775.00
170	650	Department Total	463,319.83	516,443.00	516,443.00	470,586.69	505,128.00	508,750.00	508,750.00

FY 2019 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2018	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2018	Dept Prop Rate FY 2019	Dept Request FY 2019	Mayor Rate FY 2019	Mayor Proposed FY 2019	Council Voted FY 2019	
BUONFIGLIO CYNTHIA	170 RECREATION	16501-5111	RECEPTIONIST	9/8/2017	NEW		0.11	1	11%	588.35	588.35	3,365.36	600.12	3,432.67	3,432.67	
CANDELARIA JOSEPH	170 RECREATION	16501-5111	FACILITIES MANAGER	3/21/2017			0.70	1	70%	1,103.85	1,103.85	40,180.14	1,125.93	40,983.74	40,983.74	
DEMPSEY CHRISTOPHER	170 RECREATION	16501-5111	REC ACTIVITIES ASST	5/8/2017			1.00	1	100%	640.63	640.63	33,312.76	653.44	33,979.02	33,979.02	
KILB STACY	170 RECREATION	16501-5111	PIR COMMISSION CLERK	10/23/2014		B		12		100.00	100.00	1,200.00	100.00	1,200.00	1,200.00	
MCCARTHY KATHLEEN	170 RECREATION	16501-5111	PROGRAM MANAGER	6/11/2015			0.33	1	33%	1,029.93	1,029.93	17,673.62	1,050.53	18,027.09	18,027.09	
O'BRIEN PATRICIA	170 RECREATION	16501-5111	SUPERINTENDENT				1.00	1	100%	1,664.83	1,664.83	86,571.17	1,698.13	88,302.59	88,302.59	
O'SHEA ANNIE	170 RECREATION	16501-5111	RECEPTIONIST						11%							
					48,087.56		1.00				Total AFSCME 1818	48,087.52		48,087.52	48,087.52	
					230,995.96	4.14	Total Full Time - 5111					230,390.57		234,012.63	234,012.63	
							Hours Weeks									
170 RECREATION	16501-5118	LEAGUE DIRECTOR		5,500.00	P							5,500.00		5,500.00	5,500.00	
170 RECREATION	16501-5118	FOREST RIVER ATTENDANT (2)		5,600.00	P		10	56	11.00	11.00	5,600.00	11.00	5,600.00	5,600.00	5,600.00	
170 RECREATION	16501-5118	PARK INSTRUCTORS		15,372.00			4	210			15,372.00		15,372.00	15,372.00	15,372.00	
170 RECREATION	16501-5118	SUMMER SITE COORD		6,500.00							6,500.00		6,500.00	6,500.00	6,500.00	
170 RECREATION	16501-5118	BASKETBALL REFS (Formally from Revolving Fu		6,400.00			8	64			6,400.00		6,400.00	6,400.00	6,400.00	
170 RECREATION	16501-5118	WILLOWS LABOR		5,200.00	P		13	40	11.50	11.50	5,200.00	11.50	5,200.00	5,200.00	5,200.00	
170 RECREATION	16501-5118	REC LABOR		5,390.00	P		14	35	11.00	11.00	5,390.00	11.00	5,390.00	5,390.00	5,390.00	
					49,962.00		Total Seasonal - 5118				49,962.00		49,962.00	49,962.00	49,962.00	
170 RECREATION	16501-5131	OVERTIME		2,000.00							2,000.00		2,000.00	2,000.00	2,000.00	
					2,000.00		Total Other				2,000.00		2,000.00	2,000.00	2,000.00	
					282,957.96	4.14	Department Total				282,352.57		285,974.63	285,974.63	285,974.63	

Full-Time Equivalent Employees:	FY 2017	4.14
	FY 2018	4.14
	FY 2019	4.14
	Variance 18 vs. 19	0.00

RECREATION EMPLOYEES COMBINED SALARIES BUDGET & GRANTS							Total
CANDELARIA JOSEPH	Rec Budget	16501-5111	FACILITIES MANAGER	0.70	70%	1,125.93	40,983.74
	Golf Budget	16511-5111	FACILITIES MANAGER	0.15	15%	1,125.93	8,782.23
	Witch House Budget	16521-5111	FACILITIES MANAGER	0.15	15%	1,125.93	8,782.23
							58,548.20

FY 2019 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2017 52	F T E	Rate FY 2018	Incr FY 2019 1.000	Calc Rate FY 2019	STEP INCREASES				Dept Request FY 2019 52	Mayor FY 2019 52	Council FY 2019 52
											Date	Rate	# Wks Old	New			
FORGIONE CLAUDIA	170 RECREATION	16501-5111	PRINCIPAL CLERK	6/1/17	2	48,087.56	1.00	924.76	1.000	924.76				100%	48,087.52	48,087.52	48,087.52
NICE Michele	170 RECREATION	16501-5111	PRINCIPAL CLERK	8/1/2014	2	48,087.56		-	1.000	-				100%	-	-	-
						48,087.56	1.00							48,087.52	48,087.52	48,087.52	

**FY 2019 DETAILED BUDGET REPORT
EXPENSES**

RECREATION - 170

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
16502	5211	ELECTRICITY All Parks and Ballfields-Kernwood, Forest River, Leavitt St, Island, Walkways, 22 Sprinklers	39,000	39,000	39,000
TOTAL			39,000	39,000	39,000
16502	5217	GAS/OIL HEAT Gas, Mack Park Garage, Forest River, Leavitt Street, Oil Heat, Mack Park Office, Forest River Caretakers, Gallows Hill Caretakers, Leavitt St All Energy, Boston Gas, Michaud & Raymond (Boiler Cleaning)	3,000	3,000	3,000
TOTAL			3,000	3,000	3,000
16502	5249	PARK & GROUND MAINTENANCE Paper & janitorial supplies for park restrooms, misc hardware, basketball & soccer netting, field paint, Added materials for ball field turfus and playground safe chemicals for weeding	20,000	20,000	20,000
TOTAL			20,000	20,000	20,000
16502	5251	UTILITY SERVICE REP & MAINT Service Repairs, Alarms Repairs, water heater rental	600	600	600
TOTAL			600	600	600
16502	5320	CONTRACTED SERVICES Cleaning Services for Mack Park, Golf Course, Willows, aquatic management YMCA - Forest River Beach staffing	12,000 116,175	12,000 116,175	12,000 116,175
TOTAL			128,175	128,175	128,175
16502	5341	TELEPHONE All Park & Rec Telephone Lines 3 in Office, Parks, Pool, Garage, Kernwood Credit Card lines & Faxes	3,500	3,500	3,500
TOTAL			3,500	3,500	3,500
16502	5352	POOL MAINTENANCE Opening and Closing of Forest River Pool, maintenance, painting and chlorine-Pool closed in 2018 & 2019	-	-	-
TOTAL			-	-	-
16502	5381	PRINTING AND BINDING Letterhead, Envelopes, Brochures, etc....	1,000	1,000	1,000
TOTAL			1,000	1,000	1,000
16502	5421	OFFICE SUPPLIES (GENERAL) General Office supplies as needed Copier Lease	2,500 3,500	2,500 3,500	2,500 3,500
TOTAL			6,000	6,000	6,000
16502	5588	RECREATIONAL SUPPLIES Athletic Supplies (Balls, nets, Etc.), Miscellaneous supplies needed (replacement swings, etc.)	6,000 6,000	6,000 6,000	6,000 6,000
TOTAL			12,000	12,000	12,000
16502	5730	DUES AND SUBSCRIPTIONS National Park and Recreation Association Salem Chamber of Commerce, Annual Dues, Subscriptions, etc....	300 1,200	300 1,200	300 1,200
TOTAL			1,500	1,500	1,500
16502	5846	RENOVATIONS AND REPAIRS Hardware Supplies & Equipment, Plumbing, Electrical, etc.. Needed for upkeep of all Parks Buildings, Garages, Kernwood Marina, Willows Cottages, Office, etc. Renovations of all parks	8,000	8,000	8,000
TOTAL			8,000	8,000	8,000
TOTAL PROPOSED			222,775	222,775	222,775

Recreation – Golf Course

Mission Statement – Why We Exist

The mission of Olde Salem Greens Golf Course is to provide an excellent golfing experience while at the same time promoting friendly relationships within our community.

Significant Budget & Staffing Changes for FY 2019

- No Change

Recent Accomplishments

- Increased available merchandise in the pro shop for better customer service and increased revenue.
- Invited more family, woman and junior oriented groups through fees and specials.
- Continued to work with the community with our entry in the Halloween parade.
- Continued improvements to our turf maintenance program for improved conditions.
- Continued to improve our existing irrigation system by replacing outdated parts.
- Completed irrigation pump house renovation.
- Finished the expansion of the tee at the 8th hole.
- Removed overgrown trees and brush throughout the course to improve turf conditions, playability, and pace of play.
- Purchased new aerator to help improve conditions and make maintenance more efficient.
- Purchased a new dump truck to replacing old one.
- Hosted local tournaments and junior events, Tom Doyle's 6 week junior clinic and Sterling Rowe's 1st Tee.
- Improved internal golf tournaments including league members and regular players which increased revenue.
- Expanded the 1st, 4th, 6th and 8th greens complexes by increasing them closer to their original size and shape, also increasing pin placements.
- Increased the “Seasonal Labor” budget to pay for the discrepancy between the current \$10.00 per hour budgeted, to the actual paid hourly labor rate of \$11.00 per hour.



FY 2019 Goals & Objectives

- Continue to improve customer service and increase pro shop inventory.
- Continue to make the golf course family-oriented and attract more woman and junior golfers.
- Continue to improve the golf course's relationship with the public.
- Host a MGA junior amateur qualifier tournament.
- Finish renovation of the 1st green surrounds.
- Finish the renovation of the 2nd hole and build a forward tee.
- Renovate and bring back into play the original 7th tee.
- Continue to improve fairway and rough conditions through a new turf program.
- Plan cart path installations and request funds.
- Improve bunker conditions.
- Continue to improve overall turf conditions.
- Improve aesthetics of the golf course by replacing and/or painting benches.
- Continue to replace old equipment and purchase other equipment to improve course conditions.
List: Utility Vehicle, Greens Groomers, Triplex Mower, Fairway Mower, Tractor Loader/Backhoe, Topdresser.
- Paint the pump house and maintenance buildings.
- Complete an as built course drawing using 1938 aerial photo and Wayne Stiles plans showing original layout with bunkers and greens complexes.
- Repair shelter roofs.
- Install an equipment wash pad at the maintenance building.



Olde Salem Greens Outcomes and Performance Measures	Actual	Estimated						
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY2017	FY2018
Season passes sold	133	148	177	174	185	182	180	180
Rounds played daily fee	20,999	24,322	24,653	25,955	28,053	30,036	27,108	28,000
Season Pass Holder Rounds	9,295	9,823	10,062	9,982	9,852	11,157	9,596	10,000
Total Rounds played	30,294	34,145	36,055	36,265	37,905	41,193	36,704	38,000
Cart Income	\$87,416	\$109,328	\$126,794	\$132,290	\$140,104	\$156,553	\$156,360	\$158,000
Pro Shop Sales	\$4,649	\$9,645	\$16,481	\$19,434	\$19,518	\$24,145	\$20,685	\$22,000
Gift Certificates	\$2,172	\$4,477	\$5,282	\$5,853	\$5,811	\$10,864	\$8,853	\$9,000
Total Revenue	\$548,804	\$648,916	\$697,131	\$705,340	\$724,052	\$805,226	\$749,590	\$775,000

How FY 2019 Departmental Goals Relate to City's Overall Long- & Short-Term Goals

Mayor's Goal: Infrastructure and Facilities; Maintain and upgrade ... open spaces.

Golf Course Goal: *Various course improvements, landscaping and renovations.* The acquiring of new equipment, the upgrading of landscaping and natural features are intended to make golfing at Olde Salem Greens more appealing and enjoyable.

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Golf Course-Personnel									
16511	5111	SALARIES-FULL TIME	151,928.61	178,240.00	178,240.00	161,617.06	176,812.00	178,382.00	178,382.00
16511	5118	SEASONAL LABOR	92,516.30	121,572.00	121,572.00	99,696.00	132,624.00	132,624.00	132,624.00
16511	5131	OVERTIME (GENERAL)	2,990.67	6,000.00	6,000.00	5,528.64	6,000.00	6,000.00	6,000.00
Total Golf Course-Personnel			247,435.58	305,812.00	305,812.00	266,841.70	315,436.00	317,006.00	317,006.00
Golf Course-Expenses									
16512	5211	ELECTRICITY	7,500.00	22,500.00	21,300.00	9,265.63	22,500.00	22,500.00	22,500.00
16512	5217	GAS/OIL HEAT	5,528.83	6,500.00	7,700.00	6,476.30	6,500.00	6,500.00	6,500.00
16512	5270	RENTAL & LEASE	32,958.85	53,372.00	53,372.00	52,546.54	53,426.00	53,426.00	53,426.00
16512	5320	CONTRACTED SERVICES	46,409.35	46,700.00	46,700.00	39,198.75	46,170.00	46,170.00	46,170.00
16512	5341	TELEPHONE	2,924.60	3,500.00	3,500.00	2,931.13	3,500.00	3,500.00	3,500.00
16512	5354	IRRIGATION SYSTEM MA	6,199.54	6,000.00	6,000.00	5,246.89	6,000.00	6,000.00	6,000.00
16512	5421	OFFICE SUPPLIES (GEN	1,907.23	3,000.00	3,000.00	2,247.82	3,000.00	3,000.00	3,000.00
16512	5431	BLDG REP/MAINT SUPPL	3,480.15	3,500.00	3,500.00	1,975.11	4,500.00	4,500.00	4,500.00
16512	5461	GROUNDSKEEPING SUPPL	39,959.30	40,000.00	40,000.00	38,225.95	40,000.00	40,000.00	40,000.00
16512	5581	SOUVENIRS/MERCHANDISE	15,991.92	16,000.00	22,795.00	19,428.04	16,000.00	16,000.00	16,000.00
16512	5710	IN STATE TRAVEL/MEETINGS	861.70	900.00	900.00	280.25	900.00	900.00	900.00
16512	5730	DUES AND SUB	1,000.00	1,000.00	1,000.00	591.00	1,000.00	1,000.00	1,000.00
16512	5846	RENOVATION & REPAIRS	8,925.00	9,000.00	12,722.00	7,746.29	9,000.00	9,000.00	9,000.00
16512	5860	EQUIPMENT	52,599.80	12,000.00	81,127.97	80,538.44	12,000.00	12,000.00	12,000.00
Total Golf Course-Expenses			226,246.27	223,972.00	303,616.97	266,698.14	224,496.00	224,496.00	224,496.00
170	651	Department Total	473,681.85	529,784.00	609,428.97	533,539.84	539,932.00	541,502.00	541,502.00

FY 2019 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2018	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2018	Dept Prop Rate FY 2019	Dept Request FY 2019	Mayor Rate FY 2019	Mayor Proposed FY 2019	Council Voted FY 2019
CANDELARIA JOSEPH	170 GOLF COURSE	16511-5111	FACILITIES MANAGER		8,561.29		0.15	1	15%	1,103.85	1,103.85	8,610.03	1,125.93	8,782.23	8,782.23
LEVER PAUL	170 GOLF COURSE	16511-5111	GOLF COURSE SUPT	04301983	69,921.12		1.00	1	100%	1,344.64	1,344.64	69,921.12	1,371.53	71,319.54	71,319.54
					99,757.55		2.00				Total AFSCME 1818	98,280.04	98,280.04	98,280.04	
					178,239.95		3.15	Total Full Time - 5111				176,811.19	178,381.81	178,381.81	
170 GOLF COURSE	16511-5118	LABORERS			35,035.00	P		91	35	11.00	12.00	38,220.00	12.00	38,220.00	38,220.00
170 GOLF COURSE	16511-5118	LABORERS			14,080.00	P		32	40	11.00	12.00	15,360.00	12.00	15,360.00	15,360.00
170 GOLF COURSE	16511-5118	CARTS			12,012.00	P		42	26	11.00	12.00	13,104.00	12.00	13,104.00	13,104.00
170 GOLF COURSE	16511-5118	STARTER			26,257.00	P		77	31	11.00	12.00	28,644.00	12.00	28,644.00	28,644.00
170 GOLF COURSE	16511-5118	CASHIER			22,176.00	P		63	32	11.00	12.00	24,192.00	12.00	24,192.00	24,192.00
170 GOLF COURSE	16511-5118	RANGER			12,012.00	P		42	26	11.00	12.00	13,104.00	12.00	13,104.00	13,104.00
					121,572.00			Total Seasonal - 5118				132,624.00	132,624.00	132,624.00	
170 GOLF COURSE	16511-5118	OVERTIME			6,000.00							6,000.00		6,000.00	6,000.00
					305,811.95		3.15	Department Total				315,435.19	317,005.81	317,005.81	

Full-Time Equivalent Employees:	FY 2017	3.15
	FY 2018	3.15
	FY 2019	3.15
	Variance 18 vs. 19	0.00

FY 2019 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2017 52	F T E	Rate FY 2018	Incr FY 2019 1.000	Calc Rate FY 2019	STEP INCREASES				Dept Request FY 2019 52	Mayor FY 2019 52	Council FY 2019 52			
												Date	Rate	# Wks Old	New						
GALLAGHER	MICHAEL	170 GOLF COURSE	16511-5111	Sr Pesticide/Groundskeeper	4/17/07	1	51,720.15	1.00	994.62	1.000	994.62					100%	51,720.24	51,720.24	51,720.24		
WALLACE	DAVID	170 GOLF COURSE	16511-5111	Golf Course Groundskeeper	5/10/17	1	48,037.39	1.00	859.34	1.000	890.96	5/10/2018	923.80	45.0	7.0	100%	46,559.80	46,559.80	46,559.80		
							99,757.55	2.00											98,280.04	98,280.04	98,280.04

**FY 2019 DETAILED BUDGET REPORT
EXPENSES**

RECREATION - GOLF COURSE - 170

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
16512	5211	ELECTRICITY Golf Course, Willson Street Lights around Rotary and up the Hill, Clubhouse, workshop & Garage	22,500	22,500	22,500
TOTAL			22,500	22,500	22,500
16512	5217	GAS/OIL HEAT Oil for Clubhouse and Garages - Gas & Carrier Charges	6,500	6,500	6,500
TOTAL			6,500	6,500	6,500
16512	5270	RENTAL AND LEASE Leasing contract for Golf Carts Year 2 - 3 year lease (FY 18, 19, 20) dump truck	34,000 19,426	34,000 19,426	34,000 19,426
TOTAL			53,426	53,426	53,426
16512	5320	CONTRACTED SERVICES Seasonal Cleaning Service & Alarm Monitoring Golf Manager Comcash - IT support - POS system	8,110 36,980 1,080	8,110 36,980 1,080	8,110 36,980 1,080
Total			46,170	46,170	46,170
16512	5341	TELEPHONE Clubhouse Line, Garage, Pay Phone outside Clubhouse, Register, Fax Line, CC Line, Computer Line Long Distance charges	3,200 300	3,200 300	3,200 300
TOTAL			3,500	3,500	3,500
16512	5354	IRRIGATION SYSTEMS MAINTENANCE Toro Irrigation Parts, Conversion Assemblies, Valves,	6,000	6,000	6,000
TOTAL			6,000	6,000	6,000
16512	5421	OFFICE SUPPLIES Copier Paper, Printing of Tickets, Paper, Pens, Toner Cartridges, Register Tape	3,000	3,000	3,000
TOTAL			3,000	3,000	3,000
16512	5431	BUILDING REPAIRS/MAINTENANCE SUPPLIES General upkeep for Clubhouse, Workshop, and Garages repaired and maintained	4,500	4,500	4,500
TOTAL			4,500	4,500	4,500
16512	5461	GROUNDSKEEPING SUPPLIES Yearly Pesticide and fertilizer program Goundskeeping Supplies, fertilizer, loam, mulch, chemicals, grass seeds, flowers, trees, etc.	5,000 35,000	5,000 35,000	5,000 35,000
TOTAL			40,000	40,000	40,000
16512	5581	SOUVENIRS/PRO SHOP MERCHANDISE This line is funded through R/Res transfers during the year	16,000	16,000	16,000
TOTAL			16,000	16,000	16,000
16512	5710	IN STATE TRAVEL/MEETINGS Reimbursement of superintendents private vehicle use (average 30 miles per week)	900	900	900
TOTAL			900	900	900
16512	5730	DUES AND SUBSCRIPTIONS Annual Dues, Special Licenses (Chemicals, Pesticide) MGA Dues	1,000	1,000	1,000
TOTAL			1,000	1,000	1,000
16512	5846	RENOVATIONS AND REPAIRS Maintenance of all Golf Course Equipment - Rental of Equipment Equipment Repair Parts, vehcile repairs, hardware, tools, locks and garage and clubhouse repairs	9,000	9,000	9,000
TOTAL			9,000	9,000	9,000
16512	5860	EQUIPMENT AND PARTS New Equipment needed to maintain the Golf Course in good condition	12,000	12,000	12,000
TOTAL			12,000	12,000	12,000
TOTAL PROPOSED			224,496	224,496	224,496

Recreation – Witch House

Mission Statement – Why We Exist

The Witch House, a property of the City of Salem Park and Recreation Department, is a historic site offering public tours, educational programs, and historical interpretation. It is dedicated to preserving and interpreting the social history and material culture of the seventeenth century, as well as providing information about the Salem witchcraft trials of 1692 and their connection to the house’s long-time owner, Judge Jonathan Corwin. The Witch House, which is listed on the National Register of Historic Places as part of Salem’s historic McIntire District, was built between 1642 and 1675 and is the only home standing in modern-day Salem with direct ties to the witchcraft trials of 1692. It was restored to its seventeenth-century appearance in 1945 by Historic Salem, Incorporated, and opened to the public in 1947. The Witch House is committed to providing an exemplary program of public access that interprets the history, architecture, and collections of the house in a relevant, educational, and engaging way.

Significant Budget & Staffing Changes for FY 2018

No significant changes to the budget for FY2018.

Recent Accomplishments

- Continued all special programming events from previous years
- Continued to install revolving monthly exhibit changes throughout the museum
- Continued and expanded author events and lectures
- Continued networking and shared programming with other Salem museums, attractions, historic houses and sites
- Had entire house condition assessed and repairs scheduled
- Increased visitation and revenue



FY 2019 Goals & Objectives

- Maintain and expand monthly exhibit changes, programming, events
- Continue to strengthen connections with PEM, House of Seven Gables, Phillips House and SSU through shared research, events and printed materials
- Maintain year round schedule
- Increase educational programming and school visitation

Outcomes and Performance Measures	Actual	Actual	Estimated	Estimated
	FY 2016	FY 2017	FY 2018	FY 2019

Revenue at Witch House	362,488	445,151	\$340,000	445,000
Attendance	39,150	49,355	42,000	49,000
Erie events attendance	930	930	*120	120

**Due to impact on structure and collections, Eirie Evenings has been moved to pioneer village with the exception of one evening of performances held to maintain continuity*

How FY 2019 Departmental Goals Relate to City's Overall Long- & Short-Term Goals

- Mayor's Goal: Travel and Tourism; Continue to improve upon management of Haunted Happenings and other community events.**
Witch House Goal: Maintain, expand and enhance exhibit changes and programming. Ongoing evaluation and revision of existing programs and activities are designed to expand appeal. New programs and activities are created with an eye toward attracting more guests and engaging a broader range of community members.



CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures FY 2017	Adopted Budget FY 2018	Adjusted Budget FY 2018	Y-T-D Expenses FY 2018	Department FY 2019	Mayor FY 2019	Council FY 2019
Witch House-Personnel									
16521	5111	SALARIES-FULL TIME	45,375.73	58,353.00	58,353.00	54,101.76	58,610.00	59,783.00	59,783.00
16521	5118	SEASONAL LABOR	53,597.65	72,698.00	72,698.00	60,349.75	77,204.00	77,204.00	77,204.00
Total Witch House-Personnel			98,973.38	131,051.00	131,051.00	114,451.51	135,814.00	136,987.00	136,987.00
Witch House-Expenses									
16522	5211	ELECTRICITY	3,780.43	4,000.00	4,000.00	3,049.30	4,000.00	4,000.00	4,000.00
16522	5215	NATURAL GAS	676.90	1,600.00	1,600.00	1,281.94	1,600.00	1,600.00	1,600.00
16522	5241	BUILDING MAINTENANCE	4,100.00	3,000.00	3,000.00	975.21	3,000.00	3,000.00	3,000.00
16522	5306	ADVERTISING	10,557.50	10,500.00	10,500.00	8,955.00	10,500.00	10,500.00	10,500.00
16522	5320	CONTRACTED SERVICES	15,056.80	16,380.00	15,360.00	9,223.76	16,380.00	16,380.00	16,380.00
16522	5341	TELEPHONE	1,068.62	2,000.00	3,020.00	2,689.89	4,200.00	4,200.00	4,200.00
16522	5381	PRINTING AND BINDING	0.00	1,500.00	1,500.00	0.00	1,500.00	1,500.00	1,500.00
16522	5421	OFFICE SUPPLIES (GEN	11,643.23	8,500.00	8,500.00	8,353.19	8,500.00	8,500.00	8,500.00
16522	5581	SOUVENIRS	15,691.78	20,000.00	20,000.00	14,935.07	25,000.00	25,000.00	25,000.00
Total Witch House-Expenses			62,575.26	67,480.00	67,480.00	49,463.36	74,680.00	74,680.00	74,680.00
170	652	Department Total	161,548.64	198,531.00	198,531.00	163,914.87	210,494.00	211,667.00	211,667.00

FY 2019 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2018	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2018	Dept Prop Rate FY 2019	Dept Request FY 2019	Mayor Rate FY 2019	Mayor Proposed FY 2019	Council Voted FY 2019
PETERSON ELIZABETH	170 WITCH HOUSE	16521-5111	WITCH HOUSE MANAGER	7/6/12	50,000.08		1.00	1	100%	961.54	961.54	50,000.08	980.77	51,000.08	51,000.08
CANDELARIA JOSEPH	170 WITCH HOUSE	16521-5111	FACILITIES MANAGER		8,352.46		0.15	1	15%	1,103.85	1,103.85	8,610.03	1,125.93	8,782.23	8,782.23
					58,352.54		1.15	Total Full Time - 5111				58,610.11		59,782.31	59,782.31
170 WITCH HOUSE					16521-5118	Gift Shop Cashier				11.00	12.00	17,640.00	12.00	17,640.00	17,640.00
170 WITCH HOUSE					16521-5118	Admissions Cashier (Weekends)				11.00	12.00	5,040.00	12.00	5,040.00	5,040.00
170 WITCH HOUSE					16521-5118	Tour Guides		52.5	13.7	11.00	12.00	8,631.00	12.00	8,631.00	8,631.00
170 WITCH HOUSE					16521-5118	Tour Guides		82.5	23	11.00	12.00	22,770.00	12.00	22,770.00	22,770.00
170 WITCH HOUSE					16521-5118	Interns Stipends						3,734.00		3,734.00	3,734.00
170 WITCH HOUSE					16521-5118	Other Seasonal						10,000.00		10,000.00	10,000.00
170 WITCH HOUSE					16521-5118	Special Projects - Off Season		40	19			9,389.00		9,389.00	9,389.00
					72,697.25			Total Seasonal - 5118				77,204.00		77,204.00	77,204.00
					131,049.79		1.15	Department Total				135,814.11		136,986.31	136,986.31

Full-Time Equivalent Employees:	FY 2017	1.15
	FY 2018	1.15
	FY 2019	1.15
	Variance 18 vs. 19	0.00

**FY 2019 DETAILED BUDGET REPORT
EXPENSES**

RECREATION - WITCH HOUSE 170

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
16522	5211	ELECTRICITY Mass Electric and alarms	4,000	4,000	4,000
TOTAL			4,000	4,000	4,000
16522	5215	NATURAL GAS All Energy - Gas supplier	1,600	1,600	1,600
TOTAL			1,600	1,600	1,600
16522	5241	BUILDING MAINTENANCE General building maintenance and supplies	3,000	3,000	3,000
TOTAL			3,000	3,000	3,000
16522	5306	ADVERTISING Advertising in Visitor Guide, Trolley, Maps, North of Boston County Newspapers for Haunted Happenings & Heritage Days	8,500 2,000	8,500 2,000	8,500 2,000
TOTAL			10,500	10,500	10,500
16522	5320	CONTRACTED SERVICES Haunted City Programs Actors, Specialists, All Participants Supplies & Costumes needed for Haunted City Program	15,380 1,000	15,380 1,000	15,380 1,000
TOTAL			16,380	16,380	16,380
16522	5341	TELEPHONE Long Distance Service, wireless Comcash - IT support, Charge card Line, Fax & Computer	4,200	4,200	4,200
TOTAL			4,200	4,200	4,200
16522	5381	PRINTING & BINDING Haunted City Flyers, Brochures, Posters, admittance tickets, program flyers, promotional materials	1,500	1,500	1,500
TOTAL			1,500	1,500	1,500
16522	5421	OFFICE SUPPLIES General office supplies as needed	8,500	8,500	8,500
TOTAL			8,500	8,500	8,500
16522	5581	SOUVENIRS Gift shop inventory for resale	25,000	25,000	25,000
TOTAL			25,000	25,000	25,000
TOTAL PROPOSED			74,680	74,680	74,680

Recreation – Pioneer Village

Mission Statement – Why We Exist

Pioneer Village was created to commemorate the 1630 arrival of the Winthrop Fleet to Salem's shores. We are committed to the maintenance, preservation and continued public accessibility of the site. Through tours, events and programming, we will ensure the accurate and relevant educational interpretation of our earliest colonial history.

Significant Budget & Staffing Changes for FY 2018

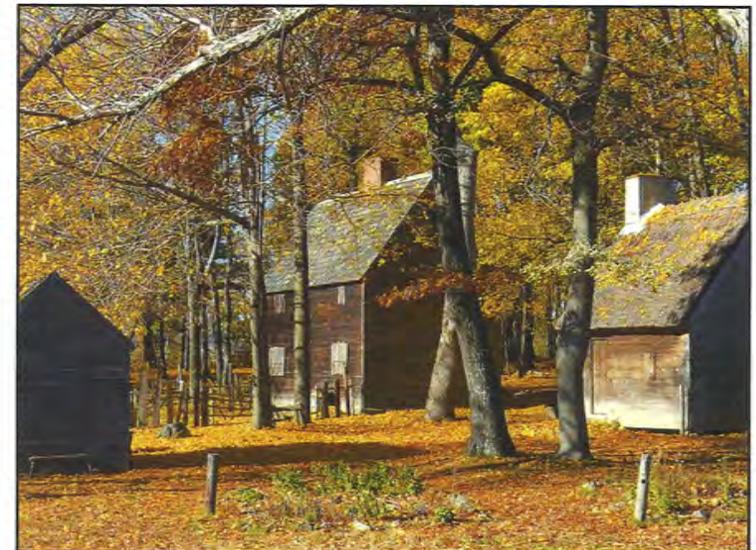
The Village has been significantly impacted by the Flood Mitigation Project. We are unable to host school groups and have reduced our tours to weekends only for reasons of public safety. It is expected that the work will be completed by December 2018.

Recent Accomplishments

- Continued to conduct public tours, weekends only
- Continued to clean and maintain grounds
- Generated record breaking revenue during Haunted Happenings
- Continued to research and develop tour content and educational programming

FY 2019 Goals & Objectives

- Maintain and increase programming, events and festivals
- Maintain and repair grounds and structures
- Maintain and increase production of period herb gardens
- Continue to minimize impact of drainage project which will continue until December
- Increase proactive educational programming



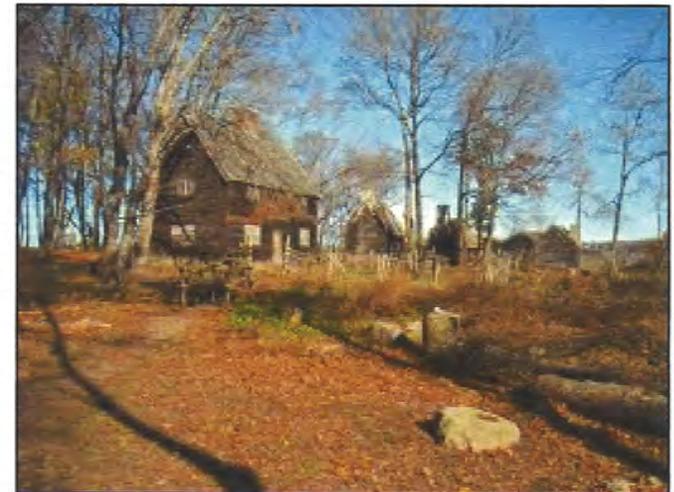
Outcomes and Performance Measures	Actual	Actual	Estimated	Estimated
	FY 2016	FY 2017	FY 2018	FY 2019

Revenue at Pioneer Village	26,120	31,459	29,000	29,000
Attendance	3830	3933	3890	3890

How FY 2019 Departmental Goals Relate to City's Overall Long- & Short-Term Goals

- **Mayor's Goal: Cultural; Continue to improve upon management of Haunted Happenings and other community events.**

Pioneer Village Goal: *Develop more classes and festivals to rally attention and donations. Make various improvements to grounds and features, while enhancing publicity.* Goals for Pioneer Village, including new program initiative, are intended to increase its profile as an educational, cultural and tourist destination. Changes and improvements will make the site more historically authentic and will present a more worthwhile experience to students and visitors.



CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures FY 2017	Adopted Budget FY 2018	Adjusted Budget FY 2018	Y-T-D Expenses FY 2018	Department FY 2019	Mayor FY 2019	Council FY 2019
Pioneer Village-Expenses									
16532	5211	ELECTRICITY	142.91	1,000.00	300.00	277.71	1,000.00	1,000.00	1,000.00
16532	5241	BUILDING MAINTENANCE	3,023.35	3,000.00	3,000.00	1,028.93	3,000.00	3,000.00	3,000.00
16532	5306	ADVERTISING	2,662.50	3,000.00	3,000.00	1,125.00	3,000.00	3,000.00	3,000.00
16532	5320	CONTRACTED SERVICES	10,572.39	9,900.00	10,600.00	7,704.00	9,900.00	9,900.00	9,900.00
16532	5381	PRINTING AND BINDING	300.00	1,000.00	1,000.00	0.00	1,700.00	1,700.00	1,700.00
	Total	Pioneer Village-Expenses	16,701.15	17,900.00	17,900.00	10,135.64	18,600.00	18,600.00	18,600.00
170	653	Department Total	16,701.15	17,900.00	17,900.00	10,135.64	18,600.00	18,600.00	18,600.00

**FY 2019 DETAILED BUDGET REPORT
EXPENSES**

RECREATION - Pioneer Village 170

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
16532	5211	ELECTRICITY Mass Electric	1,000	1,000	1,000
TOTAL			1,000	1,000	1,000
16532	5241	BUILDING MAINTENANCE Chimney, Wigwam, Floor	3,000	3,000	3,000
TOTAL			3,000	3,000	3,000
16532	5306	ADVERTISING County Newspapers for Haunted Happenings & Heritage Days	3,000	3,000	3,000
TOTAL			3,000	3,000	3,000
16532	5320	CONTRACTED SERVICES Tour Guides Salem Trolley	5,500 2,400 2,000	5,500 2,400 2,000	5,500 2,400 2,000
TOTAL			9,900	9,900	9,900
16532	5381	PRINTING & BINDING Haunted City Flyers, Brochures, Posters, admittance tickets, program flyers, promotional flyers	1,700	1,700	1,700
TOTAL			1,700	1,700	1,700
TOTAL PROPOSED			18,600	18,600	18,600

Recreation – Winter Island

Mission Statement – Why We Exist

Provide quality recreational facilities and services at Winter Island Park, offering a diverse range of maritime activities at competitive prices, while maintaining economic self-sufficiency and compatibility with community standards and expectations.

Significant Budget & Staffing Changes FY 2019

No Significant Budget or Staffing Changes anticipated for FY 2019.

Recent Accomplishments

- Successful community sailing program for children and adults.
- Sold a total of 1,362 Vehicle Passes for entrance to Winter Island Park, Forest River Park and McCabe Marina & Recreation Area.
- Hosted 95 Function Hall events, 51 Pavilion events, and 16 Camp Naumkeag events between January 1, 2017 and December 31, 2017.
- Continued good relationships with the Salem Cub Scout Packs and Salem Boy Scout Troops as they completed community service projects at Winter Island Park.
- Painted all interior walls and floors in the Men’s and Women’s bathroom and shower room in the Bath House.
- Purchased and installed moisture resistant, cleanable & durable tileboard and trim over the existing cement block in all four shower stalls in the Bath House.
- Purchased traffic paint and re-striped the vehicle parking lot spaces and the designated Public Access spaces for vehicles and boat trailers at Winter Island Park.



- Removed existing enclosure around the main electrical panel in the hangar and built a new enclosure around same panel.
- Purchased three security cameras and installed them at various locations around Winter Island Park.
- Installed Barrier-Free Bi-Level round stainless steel outdoor filtered water pedestal drinking fountain featuring pet bowl fountain and water bottle filling station.
- Purchased ten 60” round tables for events and functions.
- Purchased five 8’ banquet tables for events and functions.
- Purchased 200 folding chairs for events and functions.
- Purchased four chair trucks for moving and storing folding chairs.
- Painted all interior walls and trim in the Office/Store.
- Painted exterior walls of the Office/Store.

- Painted all deck and stair railings and balusters outside of the Office/Store.
- Completed exterior stone masonry work on one of the bunkers in Fort Pickering.
- Continued efforts clearing overgrowth in Fort Pickering.
- Purchased four Goodyear Wrangler All-Terrain Adventure tires for Ford F-350 truck.
- Replaced steel door to Men's bathroom at the Bath House.

FY 2019 Goals & Objectives

- Purchase and install two new pedestal grills.
- Continue established good relationship with Sail Salem.
- Continue established good relationships with Salem Cub Scout Packs and Salem Boy Scout Troops as they prepare for future community service projects at Winter Island Park.
- Purchase and implement cloud-based Retail Store Point of Sale (POS) Software and Systems for campground Office/Store.
- Continue to expand merchandise offerings in campground store.
- Purchase and install additional bench in the Men's shower room.
- Purchase new utility trailer for John Deere Gator.
- Apply stain/wood preservative to the interior roof of the Pavilion.
- Create a trail bordering Cat Cove between Winter Island and the mainland including informational signs, and upgrades to the parking lot near the Winter Island Park boat ramp and the planting of some native greenery. (PARC grant)
- Purchase building materials to repair existing and build additional seasonal storage racks for the Dinghy/Kayak Rack Program.
- Re-paint the PermaStone fireplace in the Function Hall.
- Paint the interior walls of the Function Hall.
- Continue to work with the Community Advocacy Team (CAAT), the Independent Living Center of the North Shore and Cape Ann (ILCNCSA), the Disability Commission, City of Salem Building Department and the Mayor's office to identify, secure funding and complete structural and accessibility improvements to the Function Hall which include new flooring, doors, building access ramps and deck railing.
- Secure funding and begin completing repairs to the hanger building which includes repairs to the hanger door, masonry repairs throughout the building, and chimney stabilization.
- Purchase and install a storm door to the Office/Store.
- Purchase ten 55 gallon plastic dome top drum lids with push door for trash cans.
- Purchase two security cameras and install them at strategic locations around Winter Island Park.
- Increase frequency of commercial beach raking on Waikiki Beach.
- Continue masonry work in Fort Pickering along with clearing of overgrowth.
- Secure the services of a contractor to obtain necessary permits, furnish all materials, equipment and labor to perform necessary electrical work which includes replacing, upgrading, and in some cases slightly relocating the existing electrical boxes and wiring on the ten (10) RV camping sites located on the waterfront adjacent to the Public Access boat ramp.
- Upgrade to the new citywide telephone system.



- Remove the two decks and pre-existing concrete foundations located alongside the old seaplane hangar and replace with asphalt to allow more space for the five (5) RV sites in same location.
- Replace steel door to Women’s bathroom at the Bath House.
- Replace door to the Gate House at the entrance to Winter Island Park.

Outcomes and Performance Measures	Actual FY 2016	Actual FY 2017	Estimated FY 2018	Estimated FY 2019
Revenue at Winter Island	304, 808		310,000	
Rentals	177		160	

How FY 2019 Departmental Goals Relate to City’s Overall Long & Short Term Goals

- **Mayor’s Goal: Recreation; Implement the Winter Island Master Plan as part of maintaining and upgrading the City’s infrastructure, including parks.**

Winter Island Goal: With the Master Plan as a guide, the Parks, Recreation & Community Services Department will pursue projects designed to improve the facilities and, in turn, enhance guests’ experience at Winter Island.

- **Mayor’s Goal: Infrastructure and Facilities; Maintain and upgrade City roads, sidewalks and open spaces. Improve overall cleanliness of streets, parks and public areas.**

Winter Island Goal: Numerous projects will be undertaken to upgrade specific facilities at Winter Island with the primary goal of focusing on the function hall flooring, doors and deck area for ADA compliance. Park Repairs and renovations will include both cosmetic changes that will enhance the general appearance of the park, as well as essential structural improvements that will serve to ensure guests’ safety and enjoyment.

- **Mayor’s Goal: General Government; Look for ways to deliver City services more effectively and efficiently through the use of technology.**

Winter Island Goal: Transition to “Reserve America“ with the goal of upgrading on-line capabilities of reservations and provide much more information on each site with photos, description and pricing. Also providing direct links from reserve America to highlight tourist options for visitors. To continue to work with IT to enhance WiFi access capabilities to add security camera systems to the barracks area.



CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Winter Island-Personnel									
16991	5111	SALARIES-FULL TIME	55,890.57	57,351.00	57,351.00	52,739.20	57,351.00	58,498.00	58,498.00
16991	5118	SEASONAL LABOR	98,586.27	120,015.00	120,015.00	80,098.50	124,504.00	124,504.00	124,504.00
Total Winter Island-Personnel			154,476.84	177,366.00	177,366.00	132,837.70	181,855.00	183,002.00	183,002.00
Winter Island-Expenses									
16992	5211	ELECTRICITY	15,000.00	23,000.00	23,000.00	10,234.93	25,000.00	25,000.00	25,000.00
16992	5217	GAS/OIL HEAT	7,948.01	8,000.00	8,000.00	7,874.71	10,000.00	10,000.00	10,000.00
16992	5249	GROUND MAINTENANCE	4,999.23	5,500.00	4,800.00	2,603.49	6,000.00	6,000.00	6,000.00
16992	5306	ADVERTISING	1,172.60	500.00	500.00	0.00	500.00	500.00	500.00
16992	5341	TELEPHONE	1,425.41	2,000.00	2,000.00	1,977.51	6,000.00	6,000.00	6,000.00
16992	5421	OFFICE SUPPLIES (GEN	2,588.00	2,500.00	2,500.00	1,938.55	2,500.00	2,500.00	2,500.00
16992	5846	RENOVATION & REPAIRS	4,176.01	5,000.00	5,000.00	3,705.77	5,000.00	5,000.00	5,000.00
16992	5860	EQUIPMENT	5,566.63	5,800.00	6,500.00	3,696.71	6,000.00	6,000.00	6,000.00
Total Winter Island-Expenses			42,875.89	52,300.00	52,300.00	32,031.67	61,000.00	61,000.00	61,000.00
170	699	Department Total	197,352.73	229,666.00	229,666.00	164,869.37	242,855.00	244,002.00	244,002.00

FY 2019 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2018	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2018	Dept Prop Rate FY 2019	Dept Request FY 2019	Mayor Rate FY 2019	Mayor Proposed FY 2019	Council Voted FY 2019
GILBERT DAVID	170 WINTER ISLAND	16991-5111	MANAGER	3/14/11	57,350.98	P	1.00		100%	1,102.90	1,102.90	57,350.98	1,124.96	58,498.00	58,498.00
					57,350.98	1.00	Total Full Time - 5111					57,350.98		58,498.00	58,498.00
							Hours Weeks								
	170 WINTER ISLAND	16991-5118	GATEKEEPERS		30,510.00	P		113	24	11.25	12.00	32,544.00	12.00	32,544.00	32,544.00
	170 WINTER ISLAND	16991-5118	OFFICE/STORE		15,312.00	P		58	24	11.00	12.00	16,704.00	12.00	16,704.00	16,704.00
	170 WINTER ISLAND	16991-5118	MAINTENANCE		24,437.50	P		85	25	11.50	12.00	25,500.00	12.00	25,500.00	25,500.00
	170 WINTER ISLAND	16991-5118	MAINTENANCE		26,880.00	P		80	28	12.00	12.00	26,880.00	12.00	26,880.00	26,880.00
	170 WINTER ISLAND	16991-5118	W/E MAINTENANCE		5,376.00	P		16	24	14.00	14.00	5,376.00	14.00	5,376.00	5,376.00
	170 WINTER ISLAND	16991-5118	OFFICE MANAGER & Weekends		17,500.00	P		50	25	14.00	14.00	17,500.00	14.00	17,500.00	17,500.00
					120,015.50		Total Seasonal- 5118					124,504.00		124,504.00	124,504.00
					177,366.48	1.00	Department Total					181,854.98		183,002.00	183,002.00

Full-Time Equivalent Employees:	FY 2017	1.00
	FY 2018	1.00
	FY 2019	1.00
	Variance 18 vs. 19	0.00

**FY 2019 DETAILED BUDGET REPORT
EXPENSES**

RECREATION - WINTER ISLAND - 170

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
16992	5211	ELECTRICITY Winter Island Road Lights, Office, Function Hall, Camp Store, All Camp Sites, Park Lights, 10 Accounts	25,000	25,000	25,000
TOTAL			25,000	25,000	25,000
16992	5217	GAS/OIL HEAT Propane Gas for all Camp Sites	10,000	10,000	10,000
TOTAL			10,000	10,000	10,000
16992	5249	GROUND MAINTENANCE Supplies and Equipment for Ground work, Hardware Custodial Supplies, Paper Goods Exterminators Services	4,000 1,000 1,000	4,000 1,000 1,000	4,000 1,000 1,000
TOTAL			6,000	6,000	6,000
16992	5306	ADVERTISING Salem Maps, Salem Tourism & Cultural Advertising	500	500	500
TOTAL			500	500	500
16992	5341	TELEPHONE Verizon, Comcast, Comcash & Credit Card Lines, security cameras	6,000	6,000	6,000
TOTAL			6,000	6,000	6,000
16992	5421	OFFICE SUPPLIES General Office Supplies as needed	2,500	2,500	2,500
TOTAL			2,500	2,500	2,500
16992	5846	RENOVATIONS AND REPAIRS Repairs to Equipment, Buildings, Camp Sites, Function Hall, Office, Hangar, etc.... Upkeep of all Buildings, motor vehicle repair	5,000	5,000	5,000
TOTAL			5,000	5,000	5,000
16992	5860	EQUIPMENT Equipment needed for Groundskeeping & upkeep of all Camp Sites and Park	6,000	6,000	6,000
TOTAL			6,000	6,000	6,000
TOTAL PROPOSED			61,000	61,000	61,000

Council on Aging

Mission Statement – Why We Exist

The mission of the Salem Council on Aging (COA) is to develop and offer programs for all seniors (60 and older) of Salem that affirms life, challenges creativity, enhances socialization and promotes spiritual, psychological and physical wellness. The Council recognizes that most programs and services are offered at the Community Life Center of Salem, but also stresses the necessity of offering services to the homebound, isolated and culturally diverse older adults of Salem. Note: The COA was merged with the Park and Recreation Department in April of 2006, forming the Park, Recreation & Community Services Department (PRCS).



Significant Budget & Staffing Changes for FY 2019

As the Community Services team plans for the move to the Mayor Jean A. Levesque Community Life Center, we anticipate the need for and advocate for an additional social worker to meet the growing social service needs of Salem older adults. With additional staff, additional social service offerings can be added to accommodate seniors and a new generation of older adults.



Recent Accomplishments

- More than 1000 seniors participated in over 100 programs, activities, classes and events. Programs include Enhance Fitness, line dancing, Zumba, singing with the COA Goldentones, Pilates, Chair Yoga, Wellness and Hearing Clinics and Meditation.
 - Local and out of town trips to Rockport, Montreal, Canada, Italy, Spain, Maine and shopping in New York City as well as Holiday Lights tours around Salem.
 - Launched *Keeping Up With the Seniors* on SATV hosted by three of our regular COA members.
 - Presentations made throughout the year include *Mass Relay*, *Recycling with Julie Rose*, *Elder Law & Estate Planning*, *Nutrition Labels 101*, *Fire Prevention and Scam Awareness*.
 - In partnership with Catholic Charities, sponsored English as a Second Language classes to approximately 15 Spanish speaking seniors.
 - Two flu clinics were held in addition to regular blood pressure clinics.
- On average, 25 seniors join us each day at the center for a hot lunch.



- More than 1,000 seniors received counseling and support services on a variety of issues including health benefits and health care, Medicare and housing.
- Salem's Triad program (a collaboration of Salem senior citizens, law enforcement and the COA) continued to administer the following personal safety programs: Seniors and Law Enforcement Together (SALT), the File of Life, Yellow Dot, LifeSaver and Emergency Grab-and-Go Bags.
- The COA transportation service provided more than 300 seniors and citizens living with a disability over 17,000 point-to-point rides to medical offices, as well as to stores, salons, the Public Library, government offices, the Senior Center and other local destinations. In September 2017, the COA extended transportation offerings to include some evening and weekend hours upon Mayor Driscoll's request and City Council approval.
- Partnered with the Operation Able to provide seniors with an opportunity to rebuild their employment history; learn new skills and receive valuable coaching.

- The Council on Aging Board remained vital in supporting the COA administration and staff.
- The Friends of the COA continued to create new fundraising opportunities to support programming.
- The Senior Volunteer Property Tax Work-Off Program continued to allow senior citizen volunteers to earn up to \$1000 in property tax abatements by logging 94 hours of volunteer time for a City department. Thirty seniors took advantage of the opportunity during FY 2017.
- All COA-specific state and federal grants were successfully renewed and secured.
- Hosted 15 highly successful parties/special events with an average of 80+ seniors in attendance at each.

FY 2019 Goals & Objectives

- Continue to identify new programming needs for the Community Life Center and begin preliminary planning stages.
- Continue to, and expand the offering of intergenerational programs, scheduling one new program each quarter.
- Increase number of afternoon and evening programs, scheduling one new program each quarter.
- Continue to collaborate with the Salem YMCA to provide programs throughout the community.
- Seek additional partnerships/collaborations with new community partners, forming one new partnership each quarter.
- Recruit a minimum of 300 new members from July 2018 to June 2019, through use of social media to targeted populations (limited English speaking, baby boomers, LGBT, etc.)
- Continue to improve customer service through the use of senior satisfaction surveys conducted semi-annually.



- Continue the Transportation Extended Hours to help seniors and those living with a disability to access appointments and engage in community offerings.
- Conduct an aggressive effort to increase the number of documented email addresses from 830 currently in the system to 1037 identified email addresses (a 25% increase).

Outcomes and Performance Measures	Actual FY 2016	Actual FY 2017	Estimated FY 2018	Estimated FY 2019
Total number of senior citizens served through COA (unduplicated)	2115	2135	2650	2800
Congregate Meals (duplicated)	2136*	3338	3300	3500
Meals on wheels (duplicated)	35760	0	0	0
Social Services (unduplicated)	1362	1491	1700	1750
Tax work-off participants (30 maximum allowed)	25	30	30	40
Transportation Van rides, point-to-point	17,005	16553	18,500	18,000
Volunteers	89	100	100	115

Figures are more accurate result for numbers served based on improvement in data collection.

How FY 2019 Departmental Goals Relate to City’s Overall Long- & Short-Term Goals

- **Mayor’s Goal:** Manage completion and move in to the new Mayor Jean A. Levesque Community Life Center.
- **COA Goal:** Working with city officials, the COA staff will prepare for a seamless move without interruption of congregate meals, programming, transportation and social services. The COA team, along with other staff from Community Services will continue to promote the new CLC through the use of social media to target baby boomers and to recruit older seniors to visit and utilize the new Jean Levesque Community Life Center. Continue to conduct an aggressive effort to identify email addresses for current seniors increasing the number of documented email addresses from 830 currently in the system to 1037 identified email addresses (25% increase). Continued use of Facebook, other social media and SATV to showcase the offerings at the CLC to the greater Salem community.

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures FY 2017	Adopted Budget FY 2018	Adjusted Budget FY 2018	Y-T-D Expenses FY 2018	Department FY 2019	Mayor FY 2019	Council FY 2019
Council On Aging-Personnel									
15411	5111	SALARIES-FULL TIME	293,547.59	303,769.00	303,769.00	283,399.37	359,852.00	365,198.00	365,198.00
15411	5113	SALARIES-PART TIME	23,875.03	49,947.00	49,947.00	34,210.18	72,417.00	73,866.00	73,866.00
15411	5131	OVERTIME (GENERAL)	0.00	500.00	500.00	0.00	500.00	500.00	500.00
Total Council On Aging-Personnel			317,422.62	354,216.00	354,216.00	317,609.55	432,769.00	439,564.00	439,564.00
Council On Aging-Expenses									
15412	5320	CONTRACTED SERVICES	0.00	500.00	1,170.00	1,054.13	1,300.00	1,300.00	1,300.00
15412	5341	TELEPHONE	1,029.04	1,100.00	1,100.00	547.37	1,100.00	1,100.00	1,100.00
15412	5351	RECREATIONAL ACTIVIT	2,838.60	4,000.00	4,000.00	2,867.84	4,000.00	4,000.00	4,000.00
15412	5381	PRINTING AND BINDING	671.90	1,000.00	21,000.00	20,902.85	1,100.00	1,100.00	1,100.00
15412	5421	OFFICE SUPPLIES (GEN	3,598.20	3,600.00	3,600.00	3,257.05	3,600.00	3,600.00	3,600.00
15412	5431	BLDG REP/MAINT SUPPL	15,211.85	18,000.00	17,330.00	10,671.63	18,000.00	18,000.00	18,000.00
15412	5483	VEHICLE PRTS & ACCES	4,756.41	5,000.00	5,000.00	4,544.67	6,000.00	6,000.00	6,000.00
15412	5491	FOOD	1,250.00	1,250.00	1,250.00	542.66	6,250.00	6,250.00	6,250.00
15412	5710	IN STATE TRAVEL/MEETINGS	1,779.36	2,000.00	2,000.00	942.29	2,000.00	2,000.00	2,000.00
15412	5730	DUES AND SUB	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00
Total Council On Aging-Expenses			32,635.36	37,950.00	57,950.00	46,830.49	44,850.00	44,850.00	44,850.00
060	541	Department Total	350,057.98	392,166.00	412,166.00	364,440.04	477,619.00	484,414.00	484,414.00

FY 2019 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2018	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2018	Dept Prop Rate FY 2019	Dept Request FY 2019	Mayor Rate FY 2019	Mayor Proposed FY 2019	Council Voted FY 2019
					52					0.0%	0.0%	52.0	2.0%	52.0	
ARNOLD TERESA	060 COUNCIL ON AGING	15411-5111	COA Director	10/2/2017	NEW		1.00	1	100%	1,365.38	1,365.38	70,999.76	1,392.69	72,419.76	72,419.76
BARRETT LYNNE	060 COUNCIL ON AGING	15411-5111	OUTREACH SOCIAL WORKER	03051993	20,979.49		0.42	42	42%	960.60	960.60	20,979.50	979.81	21,399.09	21,399.09
BUNFIGLIO CYNTHIA	060 COUNCIL ON AGING	15411-5111	RECEPTIONIST	9/8/2017	NEW		0.89	1	89%	588.35	588.35	27,228.84	600.12	27,773.41	27,773.41
DONAHUE ROSANNA	060 COUNCIL ON AGING	15411-5111	ACTIVITIES COORDINATOR	8/19/14	32,047.97		0.92	1	92%	669.90	669.90	32,048.02	683.30	32,688.98	32,688.98
FELTON SHARON	060 COUNCIL ON AGING	15411-5111	SOCIAL SERVICE COORDINATOR	12/18/1995	50,297.61		1.00	1	100%	967.26	967.26	50,297.52	986.61	51,303.47	51,303.47
FITZGERALD KATHLEEN	060 COUNCIL ON AGING	15411-5111	BOARD CLERK	11/1/2017	900.00	B			12	75.00	75.00	900.00	75.00	900.00	900.00
KEARNEY SHARON	060 COUNCIL ON AGING	15411-5111	BOARD CLERK	10/14/11	900.00	B			12	-	-	-	-	-	-
MCCARTHY KATHLEEN	060 COUNCIL ON AGING	15411-5111	PROGRAM MANAGER	6/11/2015	35,882.80		0.67	1	67%	1,029.93	1,029.93	35,882.76	1,050.53	36,600.42	36,600.42
MCDONALD MEREDITH	060 COUNCIL ON AGING	15411-5111	COA Director	2/25/2016	65,774.50		0.00	0	100%	Resigned	-	-	-	-	-
NORTON FREDERIC JR.	060 COUNCIL ON AGING	15411-5111	TRANSPORTATION COORD	10/1/14	24,130.93		0.74	1	74%	781.37	781.37	29,863.96	797.00	30,461.24	30,461.24
O'SHEA ANNIE	060 COUNCIL ON AGING	15411-5111	RECEPTIONIST	5/27/2015	27,228.84		0.89	1	89%	To Finance	-	-	-	-	-
NEW POSITION	060 COUNCIL ON AGING	15411-5111	SOCIAL WORKER				1.00	1	100%	-	769.23	40,000.01	769.23	40,000.01	40,000.01
Increase requested for Lynn Barrett											48.03	1,049.08	48.03	1,049.08	1,049.08
Increase requested for Sharon Felton											48.37	2,515.00	48.37	2,515.00	2,515.00
					46,526.32		1.00				Total AFSCME 1818	48,087.52	48,087.52	48,087.52	48,087.52
					304,668.46		8.53	Total Full Time - 5111				359,851.97	365,197.98	365,197.98	365,197.98

GUERREO JORGE	060 COUNCIL ON AGING	15411-5113	P/T VAN DRIVER		12,456.21	P		19		12.61	12.61	12,458.68	12.86	12,707.85	12,707.85
HINCMAN RAYMOND	060 COUNCIL ON AGING	15411-5113	P/T VAN DRIVER		13,185.35	P		19		13.35	13.35	13,189.80	13.62	13,453.60	13,453.60
JONES JOHN	060 COUNCIL ON AGING	15411-5113	P/T VAN DRIVER		12,152.40	P		19		12.30	12.30	12,152.40	12.55	12,395.45	12,395.45
LUGO GEORGE	060 COUNCIL ON AGING	15411-5113	P/T VAN DRIVER		12,152.40	P		19		12.30	12.30	12,152.40	12.55	12,395.45	12,395.45
KOCUR SUE	060 COUNCIL ON AGING	15411-5113	P/T VAN DRIVER		NEW	P		18		12.00	12.00	11,232.00	12.24	11,456.64	11,456.64
CARON ANNE	060 COUNCIL ON AGING	15411-5113	P/T VAN DRIVER		NEW	P		18		12.00	12.00	11,232.00	12.24	11,456.64	11,456.64

					49,946.36	Total Part Time - 5113					72,417.28	73,865.63	73,865.63	73,865.63
060 COUNCIL ON AGING 15411-5131 OVERTIME					500.00						500.00	500.00	500.00	
Full-Time Equivalent Employees:					FY 2017	6.64								
					FY 2018	6.64								
					FY 2019	8.53								
					Variance 18 vs. 19	1.89								
					355,114.82	8.53	Department Total				432,769.25	439,563.60	439,563.60	

COA OTHER EMPLOYEES COMBINED SALARIES BUDGET & GRANTS													Total
JONES JOHN	COA Budget	15411-5113	P/T VAN DRIVER		PT	0.00	19	100%	12.55	12,395.45	12,395.45		
LUGO GEORGE	COA Budget	15411-5113	P/T VAN DRIVER		PT	0.00	19	100%	12.55	12,395.45	12,395.45		
BELL BOB	Title III B	2575	P/T VAN DRIVER		PT	0.00	19	100%	12.30	12,152.40	12,152.40		
KOCUR SUE			P/T VAN DRIVER		PT	0.00	18	100%	12.00	11,232.00	11,232.00		
CARON ANNE			P/T VAN DRIVER		PT	0.00	18	100%	12.00	11,232.00	11,232.00		
TACHUK JOHN	CDBG	2461	VAN DRIVER		PT	0.00	19	100%	12.30	12,152.40	12,152.40		
HINCMAN RAYMOND	COA BUDGET	15411-5113	VAN DRIVER		PT	0.00	19	100%	13.62	13,453.60	13,453.60		
GUERREO JORGE	Title 3B	2575	PT Van Driver		PT	0.00	19	21%	12.86	2,668.65			
	COA Budget	15411-5113			PT	0.00	19	79%	12.86	10,039.20	12,707.85		
TURNBALL MICHAEL	State Formula	2460	PT Van Driver		PT	0.00	19	100%	12.30	12,152.40			
	Title 3B	2575			PT	0.00	19	0%	-	-	12,152.40		
COTE DAN	Title 3C	2576	Nutrition Coordinator	Replace Hines	PT	0.00	16	100%	16.00	13,312.00	13,312.00		
BARRETT LYNNE	State Formula	2460	PT SOCIAL WORKER			0.58		58%	1,027.85	30,999.85			
	COA Budget	15411-5111				0.42		42%	1,027.85	22,448.17	53,448.02		
DONAHUE ROSANNA	COA Budget	15411-5111	ACTIVITIES COORD			0.92		92%	683.30	32,688.98			
	State Formula	2460				0.08		8%	683.30	2,842.52	35,531.50		
FELTON SHARON	COA Budget	15411-5111	SOCIAL SERV COORD			1.00		100%	1,034.97	53,818.47	53,818.47		
DONAHUE LAURIE	COA Budget	15411-5111	PRINCIPAL CLERK			1.00		100%	924.76	48,087.52	48,087.52		
ARNOLD THERESA	COA Budget	15411-5111	COA DIRECTOR			1.00		100%	1,392.69	72,419.76	72,419.76		
BUNFIGLIO CYNTHIA	COA Budget	15411-5111	RECEPTIONIST			0.89		89%	600.12	27,773.41			
	Rec Budget	16501-5111				0.11		11%	600.12	3,432.67	31,206.08		
NORTON FREDERIC	Title 3B	2575	Trans Coordinator			0.05		5.0%	797.00	2,072.19			
	Don Fund	2400	Donation Vans			0.07		6.5%	797.00	2,693.85			
	CDBG	2461				0.15		15.0%	797.00	6,216.58			
	COA Budget	15411-5111				0.74		73.5%	797.00	30,461.24	41,443.86		
MCCARTHY KATHLEEN	COA Budget	15411-5111	PROGRAM MANAGER			0.67		67%	1,050.53	36,600.42			

FY 2019 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2018	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2018	Dept Prop Rate FY 2019	Dept Request FY 2019	Mayor Rate FY 2019	Mayor Propped FY 2019	Council Voted FY 2019
	Rec Budget	16501-5111			52			0.33	33%	1,050.53	0.0%	18,027.09	2.0%	52.0	54,627.51

8.00 513,768.27

Full-Time Equivalent Employees:	FY 2017	8.00
(All COA GF Budget & Grants)	FY 2018	8.00
	FY 2019	8.00
	Variance 18 vs. 19	0.00

FY 2019 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2017 52	F T E	Rate FY 2018	Incr FY 2019 1.000	Calc Rate FY 2019	STEP INCREASES				Dept Request FY 2019 52	Mayor FY 2019 52	Council FY 2019 52
											Date	Rate	# Wks Old New				
DONAHER LAURIE	060 COUNCIL ON AGING	15411-5111	PRINCIPAL CLERK	2/1/16		46,526.32	1.00	924.76	1.000	924.76				100%	48,087.52	48,087.52	48,087.52
						46,526.32	1.00							48,087.52	48,087.52	48,087.52	

**FY 2019 DETAILED BUDGET REPORT
EXPENSES**

COUNCIL ON AGING - 060

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
15412	5320	Contracted Services Service contract with New England Copier Service.	1,300	1,300	1,300
		Service contract on copier for 1 year or up to 66,000 copies this includes all labor, parts, drum, webs and iol rollers, Comcast			
TOTAL			1,300	1,300	1,300
15412	5341	Telephone 744-0924, 744-0925, 744-0929, 745-0409 - regular lines 744-0929 & 744-0924 Long Distance - per month x 12 months	1,100	1,100	1,100
TOTAL			1,100	1,100	1,100
15412	5351	Recreational Activites Guest Lectures, Musical programs, Holiday Bazaar Recreational activities for Salem Seniors	2,000 2,000	2,000 2,000	2,000 2,000
TOTAL			4,000	4,000	4,000
15412	5381	Printing & Binding Stationary and envelopes Printing of flyers for major events and brochures as needed	300 800	300 800	300 800
TOTAL			1,100	1,100	1,100
15412	5421	Office Supplies Misc office supplies as needed	3,600	3,600	3,600
TOTAL			3,600	3,600	3,600
15412	5431	Bldg Rep/Maint Supplies Misc building maintenence supplies as needed monthly service charge for elevator, repairs to elevator, yearly certification	3,000 15,000	3,000 15,000	3,000 15,000
TOTAL			18,000	18,000	18,000
15412	5483	Vehicle Parts & Assessories parts for repairing aging vans	6,000	6,000	6,000
TOTAL			6,000	6,000	6,000
15412	5491	Food All COA sponsored workshops Volunteer Appreciation Celebration CLC Kickoff	500 750 5,000	500 750 5,000	500 750 5,000
TOTAL			6,250	6,250	6,250
15412	5713	In State Travel/Meetings NSDCOA (2) social workers and COA Director MCOA fall conference (2) social workers and COA Director	1,000 1,000	1,000 1,000	1,000 1,000
TOTAL			2,000	2,000	2,000
15412	5730	Dues and Subscriptions Annual membership for MCOA	1,500	1,500	1,500
TOTAL			1,500	1,500	1,500
TOTAL PROPOSED			44,850	44,850	44,850

Library

Mission Statement – Why We Exist

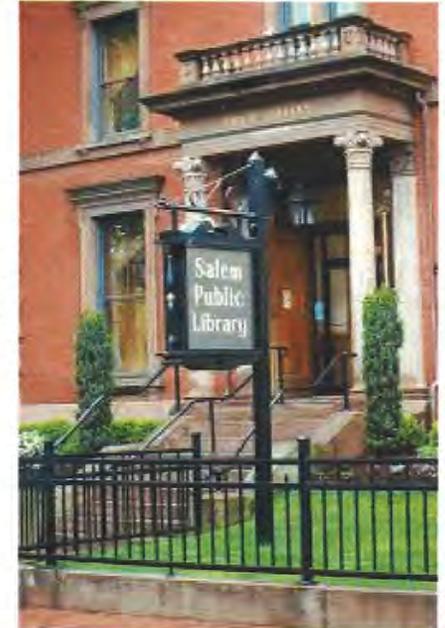
To provide quality public library service at the Salem Public Library in a reliable, caring, and cost-effective manner; to satisfy Salem Public Library patrons by delivering a level of library service that exceeds our patrons' expectations and to achieve consistent upward growth in the total quality of our Salem Public Library services and collections.

Significant Budget & Staffing Changes for FY 2019

The Library's FY19 budget has a slight increase due to increases in NOBLE membership costs and ebook subscription services. This budget meets the State's mandated Municipal Appropriation Requirement, the amount needed to be certified by the Massachusetts Board of Library Commissioners. Certification allows the Library to be eligible to receive State Aid (\$61,536 in FY17) and gives Salem residents borrowing privileges at area libraries and allows them to borrow materials from other libraries and have them sent to Salem. There are no significant staffing level changes.

Recent Accomplishments

- Spearheaded redesigned Kindergarten Social program in collaboration with schools and community partners.
- Visited Bowditch School kindergarten classes and offered customized read aloud programs.
- Hosted LEGO club to support STEM learning.
- Expanded young adult programming by offering monthly zine program.
- Hosted four very successful After Hours programs for teens.
- Served Summer Meals in conjunction with library programming.
- Offered very popular condensed Baby Signs program that teaches babies sign language.



- Provided monthly Spanish language story times at two daycare centers in the Point neighborhood.
- Partnered with High School to issue library cards to students for access to library research databases.
- Established monthly Spanish Pop Up Library program located in the Point neighborhood.
- Continued successful Pop Up Library program every other Friday at the Senior Center.
- Increased database offerings to include Chilton's automotive and Spanish language ebooks.
- Added two public PCs to the Reference area for patron use.
- Purchased tutorial service that allows patrons to learn how to use library services from home.
- Implemented mobile printing service allowing patrons to print from their own devices.
- Completed WWI memories digitization project in partnership with NOBLE.

- Created wifi hotspot lending program.

FY 2019 Goals & Objectives

- Maintain emphasis on excellent customer service in person, over the phone and online.
- Increase number of weekend and evening programs for children by September.
- Identify community partner to offer animal reading therapy program by June.
- Coordinate outreach efforts with school librarians and teachers by May.
- Partner with Salem Hospital to offer library welcome kit to babies and caregivers.
- Continue to expand Spanish language materials, resources, and programs.
- Create community partnerships to increase outreach by August.
- Reevaluate shelving spaces and restructure collections for increased accessibility by June.
- Continue work on preserving and digitizing Salem history and providing online access.
- Complete website redesign and launch by January.
- Replace Mac catalog computers with Chromebase computers by November.
- Explore options for providing access to streaming digital media by October.
- Explore options for mobile outreach lending library.

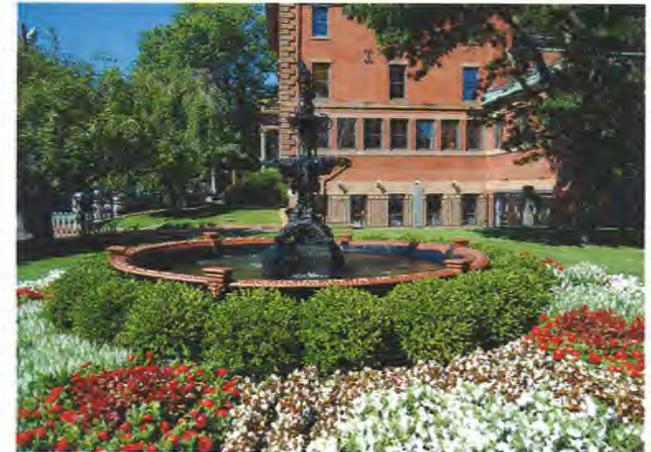


Outcomes and Performance Measures	Actual FY 2016	Actual FY 2017	Estimated FY 2018	Estimated FY 2019
Volumes in Circulation	175,770	177,858	181,000	183,000
Total Volumes borrowed	370,320	356,973	420,000	430,000
Attendance in Library	180,373	177,287	200,000	200,500
Number of Salem Library Cardholders	31,362	32,676	33,000	34,500
Number of Reference Questions Asked	42,063	32,460	50,000	50,000
Number of Children's Programs Held	257	266	275	300
Number of Internet Computer Sessions	29,754	23,496	33,000	30,000
Number of Wireless Sessions	33,540	39,100	40,000	45,000
Number of Offsite Outreach Programs	20	27	48	55

How FY 2019 Departmental Goals Relate to City's Overall Long & Short Term Goals

- The Library strives to be a welcoming place for all residents and visitors. The Library celebrates inclusiveness with ongoing efforts to cultivate diverse collections, improve accessibility, and creating partnerships to better reach members of the community.

- The Library continues to emphasize excellent customer service in person, over the phone, and online helps to maintain a high level of accessibility and responsiveness to Salem’s citizens.
- As a member of NOBLE (North of Boston Library Exchange) – a cooperative effort of 26 area libraries, the Library stretches tax dollars with services a single library could not afford to provide on its own. This regionalization effort enables NOBLE libraries to share a common catalog, circulation system, and Internet access. NOBLE is able to negotiate group purchases of databases, services, and computer equipment at affordable prices. With a library card, Salem citizens can check out material in any library in Massachusetts, or request an item be delivered to their home library for pick up.
- The Library offers online services to increase efficiency. Library services that are always available online include: library account management, renewals, requests for library materials, overdue fine payments, research databases, tutorials, museum pass booking, downloadable e-books and audiobooks, language learning programs, and test preparation practice. The Library offers a user friendly website as well as a social media presence on Facebook, Twitter, Instagram, and GoodReads. Mobile printing allows patrons to print directly from their own devices in both the Children’s Room and Reference Room.
- The Salem Public Library has always been a strong supporter of the success of Salem Schools and is proud to be part of this community mission. Books and materials are purchased by the Library to enhance the curriculum of the schools and support summer reading lists. School visits by librarians have been expanded and additional staff members have been trained to increase flexibility and outreach. Preschool story times are offered by the Library’s Spanish Language Librarian at two daycare centers in the Point neighborhood. Library programs encouraging literacy run year round and include: the Fourth Grade author visit, the Fifth Grade Read, story times, and individual, family, and young adult book clubs. A regularly scheduled offsite Pop Up Library event located in the Point neighborhood allows families to access the Library without traveling across town. The Library is a designated Summer Meals location with trained staff to serve lunches.
- In FY18, the Library began working with school media librarians from the Collins Middle School and Salem High School to coordinate library card registration of all students, allowing students free access to library databases and online resources.
- Throughout the year the Library collaborates in various projects with the Salem Coordinated Family and Community Engagement (CFCE), the Salem Public Schools Partnership Collaborative and with individual schools to strengthen school-community partnerships. The Library is proud to be part of the Our Salem, Our Kids initiative.



CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures FY 2017	Adopted Budget FY 2018	Adjusted Budget FY 2018	Y-T-D Expenses FY 2018	Department FY 2019	Mayor FY 2019	Council FY 2019
Library-Personnel									
16101	5111	SALARIES-FULL TIME	698,234.54	731,908.00	731,908.00	630,843.75	763,371.00	743,905.00	743,905.00
16101	5113	SALARIES-PART TIME	211,900.08	239,336.00	239,336.00	194,138.68	236,905.00	241,643.00	241,643.00
16101	5115	SUNDAY HOURS	38,642.48	39,207.00	39,207.00	34,287.17	39,407.00	39,407.00	39,407.00
16101	5131	OVERTIME (GENERAL)	3,729.81	4,800.00	4,800.00	2,275.18	5,000.00	4,000.00	4,000.00
Total Library-Personnel			952,506.91	1,015,251.00	1,015,251.00	861,544.78	1,044,683.00	1,028,955.00	1,028,955.00
Library-Expenses									
16102	5211	ELECTRICITY	24,724.20	32,000.00	27,200.00	25,084.49	32,000.00	25,000.00	25,000.00
16102	5216	OIL & GAS HEATING FUEL	8,112.12	9,000.00	9,800.00	9,092.91	9,000.00	9,000.00	9,000.00
16102	5241	BUILDING MAINTENANCE	15,368.23	19,243.00	23,243.00	15,770.16	19,693.00	18,000.00	18,000.00
16102	5341	TELEPHONE	2,724.16	3,400.00	3,400.00	2,496.90	3,400.00	3,400.00	3,400.00
16102	5451	CUSTODIAL SUPPLIES	4,565.72	6,366.00	6,366.00	5,989.58	6,500.00	6,500.00	6,500.00
16102	5512	BOOKS & MATERIALS	164,615.18	178,428.00	178,428.00	169,619.33	189,256.00	185,301.00	185,301.00
16102	5516	MICROFILM SUBSCRIPTI	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00
16102	5517	PERIODICALS	4,499.91	4,800.00	4,800.00	4,800.00	5,000.00	5,000.00	5,000.00
16102	5730	DUES AND SUB	51,232.00	53,592.00	53,592.00	53,592.00	54,628.00	54,628.00	54,628.00
Total Library-Expenses			278,841.52	309,829.00	309,829.00	289,445.37	322,477.00	309,829.00	309,829.00
140	610	Department Total	1,231,348.43	1,325,080.00	1,325,080.00	1,150,990.15	1,367,160.00	1,338,784.00	1,338,784.00

FY 2019 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2018	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2018	Dept Prop Rate FY 2019	Dept Request FY 2019	Mayor Rate FY 2019	Mayor Proposed FY 2019	Council Voted FY 2019
					52					0.0%	0.0%	52.0	2.0%	52.0	
BROSNAN LAURA	140 LIBRARY	16101-5111	CHILDREN'S LIBRARIAN	9/08/15	50,431.93		1.00	1	100%	969.84	969.84	50,431.93	989.24	51,440.57	51,440.57
DELLAMONICA VITTORIA	140 LIBRARY	16101-5111	SPEC LIBRARY ASSISTANT	07/01/1982	43,725.72		1.00	1	100%	840.88	840.88	43,725.72	857.70	44,600.24	44,600.24
DELUCIA REBECCA	140 LIBRARY	16101-5111	LIBRARY ASSISTANT II	05/24/16	38,305.11		1.00	1	100%	736.64	736.64	38,305.11	751.37	39,071.21	39,071.21
DRISCOLL TIMOTHY	140 LIBRARY	16101-5111	TECH SERVICE COMPUTER	10/16/17	--		1.00	1	100%	-	1,126.60	58,583.20	1,149.13	59,754.86	59,754.86
GAUDRAULT SUSAN	140 LIBRARY	16101-5111	TECH SERVICATALOG	05/30/1989	49,481.59		1.00	1	100%	951.57	951.57	49,481.59	970.60	50,471.22	50,471.22
HODGON BRIAN	140 LIBRARY	16101-5111	ASST LIBRARY DIRECTOR	07/17/17	--		1.00	1	100%	-	1,214.19	63,137.88	1,238.47	64,400.64	64,400.64
HVIDING* MARIE	140 LIBRARY	16101-5111	REFERENCE LIBRARIAN	8/19/13	48,381.48		1.00	1	100%	930.41	951.57	49,481.64	970.60	50,471.27	50,471.27
JONES JESSICA	140 LIBRARY	16101-5111	LIBRARY ASSISTANT I	10/23/17	--		1.00	1	100%	-	653.85	34,000.20	666.93	34,680.20	34,680.20
LIGGIO MAURA	140 LIBRARY	16101-5111	LIBRARY ASSISTANT I	9/05/15	35,448.23		1.00	1	100%	681.70	681.70	35,448.23	695.33	36,157.20	36,157.20
LORRAIN SIMONE	140 LIBRARY	16101-5111	LIBRARY ASSISTANT II	12/13/10	41,723.77		1.00	1	100%	802.38	802.38	41,723.77	818.43	42,558.25	42,558.25
LUCEY TERESA	140 LIBRARY	16101-5111	CIRCULATION LIBRARIAN	1/22/18	--		1.00	1	100%	-	930.41	48,381.32	949.02	49,348.95	49,348.95
MANSFIELD TARA	140 LIBRARY	16101-5111	ACTING LIBRARY DIRECTOR	9/10/2012	84,566.85		1.00	1	100%	1,626.29	1,626.29	84,566.85	1,658.81	86,258.18	86,258.18
MOORE JEREMY	140 LIBRARY	16101-5111	TECH SERVICE/COMPUTER	11/23/15	58,583.10		0.00	1	100%	1,126.60	-	-	-	-	-
NIEVES SUZANNE	140 LIBRARY	16101-5111	LIBRARY ASSISTANT II	09/11/1995	38,494.33		1.00	1	100%	740.28	740.28	38,494.33	755.08	39,264.21	39,264.21
PAGOS ELIZABETH	140 LIBRARY	16101-5111	ASST LIBRARY DIRECTOR	4/27/16	63,138.11		0.00	1	100%	1,214.19	-	-	-	-	-
PEVNA MOLLY	140 LIBRARY	16101-5111	LIBRARY ASSISTANT I	8/5/14	35,537.24		0.00	1	100%	663.41	-	-	-	-	-
STAPLES ALYSSA	140 LIBRARY	16101-5111	REFERENCE LIBRARIAN	3/31/14	49,481.59		0.00	1	100%	951.57	-	-	-	-	-
VACANT POSITION	140 LIBRARY	16101-5111	LIBRARY ASSISTANT II		39,904.64		1.00	1	100%	767.40	767.40	39,904.80	782.75	40,702.90	40,702.90
<i>Increases requested for Brosnan, Vacant Position, DellaMonica, Delucia, Gaudrault, Hviding, Liggio, Lorrain, Nieves, Jones, Lucey</i>											3,000.00	33,000.00	-	-	-
SHIFT DIFFERENTIAL		16101-5111	SHIFT DIFFERENTIAL		984.44					984.44	984.44	984.44	1,004.13	1,004.13	1,004.13
EDUCATION DIFFERENTIAL	140 LIBRARY	16101-5111	MLIS Certification		2,000.00					2,000.00	-	2,000.00		2,000.00	2,000.00
					51,720.15		1.00			<i>Total AFSCME 1818</i>		51,720.24		51,720.24	51,720.24
*PROMOTED TO NEW JOB POSITIONS															
					731,908.28		15.00		Total Full Time - 5111			763,371.24		743,904.26	743,904.26
BERNANDEZ JOSEPH	140 LIBRARY	16101-5113	PAGE SHELVING & PASTING	10/07/15	2,345.20	P		10		11.28	11.28	5,863.00	11.50	5,980.26	5,980.26
BOI OLIVIA	140 LIBRARY	16101-5113	JR. LIBRARY ASSISTANT	11/6/14	7,563.27	P		0							
BORDEN MADISON	140 LIBRARY	16101-5113	LIBRARY PAGE	6/9/14	5,863.00	P		10		11.28	12.12	6,302.40	12.36	6,428.45	6,428.45
BROWNE MEREDITH	140 LIBRARY	16101-5113	JR. LIBRARY ASSISTANT	10/14/14	14,370.21	P		0		14.54	-	-	-	-	-
CARR JENNIFER	140 LIBRARY	16101-5113	JR. LIBRARY ASSISTANT	11/16/15	6,639.05	P		12		14.19	14.19	8,852.06	14.47	9,029.11	9,029.11
CARRESI JOHN	140 LIBRARY	16101-5113	JR. Bldg Custodian	9/20/14	13,175.23	P		0							
CONNELLY NICOLE	140 LIBRARY	16101-5113	JR. LIBRARY ASSISTANT	6/9/14	1,260.01	P		0							
CUMMINGS DIANA	140 LIBRARY	16101-5113	JR. LIBRARY ASSISTANT	2/24/16	1,829.26			2		17.59	17.59	1,829.36	17.94	1,865.95	1,865.95
DARMODY KATHERINE	140 LIBRARY	16101-5113	LIBRARY PAGE	7/11/2016	4,690.40			10		11.28	11.28	5,863.00	11.50	5,980.26	5,980.26
EPSTEIN MARIE	140 LIBRARY	16101-5113	JR. LIBRARY ASSISTANT	8/22/15	14,652.70	P		10		15.23	15.23	7,920.38	15.54	8,078.79	8,078.79
FELTON DAVID	140 LIBRARY	16101-5113	JR. BLDG CUSTODIAN	10/18/1994	12,548.42	P		2		18.56	18.56	1,930.24	18.93	1,968.84	1,968.84
GATES ROBERT	140 LIBRARY	16101-5113	JR. BLDG CUSTODIAN	6/27/15	11,516.53	P		12		13.03	13.34	6,324.16	13.61	6,490.64	6,490.64
GONZALES ANNE JEANE	140 LIBRARY	16101-5113	LIBRARY PAGE	8/25/15	3,150.03	P		4		12.12	12.12	2,520.02	12.36	2,570.42	2,570.42
GONZALES JEAN	140 LIBRARY	16101-5113	LIBRARY PAGE	7/25/16	3,517.80			0							
HAMIDOU TABAYI ESTHER	140 LIBRARY	16101-5113	LIBRARY PAGE	8/27/14	1,172.60	P		6		11.28	12.12	3,781.44	12.36	3,857.07	3,857.07
HEDIO JOSEPH	140 LIBRARY	16101-5113	JR. LIBRARY ASSISTANT	1/26/05	14,479.48	P		17		16.38	16.38	14,479.48	16.71	14,769.07	14,769.07
HOOKS MARY	140 LIBRARY	16101-5113	SR. LIBRARY ASSISTANT	05/16/2005	15,231.54	P		19		17.23	17.23	17,023.49	17.57	17,363.96	17,363.96
KELLEY MARY	140 LIBRARY	16101-5113	JR. LIBRARY ASSISTANT	9/15/2016	5,756.40			12		13.84	13.84	8,634.60	14.11	8,807.29	8,807.29
LATULIPPE PAIGE	140 LIBRARY	16101-5113	LIBRARY PAGE	11/07/16	7,035.60			8		11.28	11.28	4,690.40	11.50	4,784.21	4,784.21
MATOS LISABEL	140 LIBRARY	16101-5113	LIBRARY PAGE	2/28/16	3,517.80			0							
MENDEZ HELMY	140 LIBRARY	16101-5113	LIBRARY PAGE	12/21/15	4,690.40	P		16		11.28	11.28	9,380.80	11.50	9,568.42	9,568.42
MICHELINI CHRISTINE	140 LIBRARY	16101-5113	JR. LIBRARY ASSISTANT	8/10/11	2,105.35	P		2.5		16.20	16.20	2,105.35	16.52	2,147.46	2,147.46
PRESSMAN SHARI	140 LIBRARY	16101-5113	JR. LIBRARY ASSISTANT	9/4/07	9,794.94	P		11		16.38	16.38	9,369.07	16.71	9,556.46	9,556.46
RUNYAN JENNIFER	140 LIBRARY	16101-5113	LIBRARY PAGE	8/11/16	5,863.00			12		11.28	11.28	7,035.60	11.50	7,176.31	7,176.31
RYDER RUKMAL	140 LIBRARY	16101-5113	SR. LIBRARY ASSISTANT	11/07/2000	2,283.91	P		2.5		17.57	17.57	2,283.91	17.92	2,329.58	2,329.58
STROM JENNIFER	140 LIBRARY	16101-5113	SR. LIBRARY ASSISTANT	10/04/2006	16,689.30	P		16		20.06	20.06	16,689.30	20.46	17,023.08	17,023.08
SZPAK SUSAN	140 LIBRARY	16101-5113	JR. LIBRARY ASSISTANT	08/01/1985	23,997.79	P	0.60	21		21.98	21.98	23,997.79	22.42	24,477.75	24,477.75
TATIMBEKOV ANIYAR	140 LIBRARY	16101-5113	LIBRARY PAGE	7/11/16	3,517.80			0							
TITONG KRISTIAN	140 LIBRARY	16101-5113	LIBRARY PAGE	9/16/13	6,454.63	P		4		12.41	12.41	2,581.85	12.66	2,633.49	2,633.49
TRACY NANCY	140 LIBRARY	16101-5113	SR. LIBRARY ASSISTANT	3/11/16	7,867.08			9		25.22	25.22	11,800.62	25.72	12,036.63	12,036.63
VEGA KIRSTEN	140 LIBRARY	16101-5113	JR. LIBRARY ASSISTANT	1/17/2017	5,756.40			0							
BAEZ MERCY	140 LIBRARY	16101-5113	JR. LIBRARY ASSISTANT	7/03/17	New			1		13.50	13.50	702.00	13.77	716.04	716.04
BAREFIELD CARMEN	140 LIBRARY	16101-5113	JR. LIBRARY ASSISTANT	5/15/17	New			7		13.83	13.83	5,034.12	14.11	5,134.80	5,134.80
BENAVIDES PETER	140 LIBRARY	16101-5113	JR. LIBRARY CUSTODIAN	12/11/17	New			12		13.00	13.00	8,112.00	13.26	8,274.24	8,274.24
FERREIRA EVA	140 LIBRARY	16101-5113	LIBRARY PAGE	10/04/17	New			6		11.00	11.00	4,576.00	11.22	4,667.52	4,667.52

FY 2019 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2018	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2018	Dept Prop Rate FY 2019	Dept Request FY 2019	Mayor Rate FY 2019	Mayor Proposed FY 2019	Council Voted FY 2019
MCDONOUGH IAN	140 LIBRARY	16101-5113	JR LIBRARY ASSISTANT	06/07/17	New			4		13.83	13.83	2,876.64	14.11	2,934.17	2,934.17
MADIGAN DANIEL	140 LIBRARY	16101-5113	JR LIBRARY ASSISTANT	11/22/17	New			2		13.50	13.50	1,404.00	13.77	1,432.08	1,432.08
MOORE DAVID	140 LIBRARY	16101-5113	JR LIBRARY ASSISTANT	10/05/17	New			12		13.50	13.50	8,424.00	13.77	8,592.48	8,592.48
O'BRIEN BRANDON	140 LIBRARY	16101-5113	JR LIBRARY CUSTODIAN	11/21/17	New			12		13.00	13.00	8,112.00	13.26	8,274.24	8,274.24
O'BRIEN JAMES	140 LIBRARY	16101-5113	JR LIBRARY CUSTODIAN	1/21/17	New			1		13.03	13.03	677.56	13.29	691.11	691.11
POTTER KELLY	140 LIBRARY	16101-5113	JR LIBRARY ASSISTANT	7/03/17	New			8		13.50	13.50	5,616.00	13.77	5,728.32	5,728.32
VALENZUELA MARCUS	140 LIBRARY	16101-5113	JR LIBRARY CUSTODIAN	8/27/17	New			12		13.00	13.00	8,112.00	13.26	8,274.24	8,274.24

239,335.12	0.60	Total Part Time - 5113	236,904.64	241,642.73	241,642.73
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FLAHERTY ERIN	140 LIBRARY	16101-5113	SR. LIBRARY ASSISTANT	10/14/2003	Sunday Only	P		0		-	-	-	-	-	-
GROVES-CARDI VICTORIA	140 LIBRARY	16101-5113	JR LIBRARY ASSISTANT	11/01/04	Sunday Only	P		0		-	-	-	-	-	-
LIMARDO CATHERINE	140 LIBRARY	16101-5113	JR LIBRARY ASSISTANT	7/01/14	Sunday Only	P		0		14.27	14.63	Sunday Only	14.92	Sunday Only	Sunday Only
VO DIANE	140 LIBRARY	16101-5113	JR. LIBRARY ASSISTANT	8/31/2009	Sunday Only	P		0		15.96	16.34	Sunday Only	16.67	Sunday Only	Sunday Only
	140 LIBRARY	16101-5115	Sunday Hours									39,407.00		39,407.00	39,407.00
	140 LIBRARY	16101-5131	Overtime									5,000.00		4,000.00	4,000.00

1,015,250.40	15.60	Department Total	1,044,682.89	1,028,954.00	1,028,954.00
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Full-Time Equivalent Employees:	FY 2017	15.60
	FY 2018	15.60
	FY 2019	15.60
	Variance 18 vs. 19	0.00

FY 2019 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2017 52	F T E	Rate FY 2018	Incr FY 2019 1.000	Calc Rate FY 2019	STEP INCREASES			Dept Request FY 2019 52	Mayor FY 2019 52	Council FY 2019 52
											Date	Rate	# Wks Old New			
BRENNAN ARTHUR	140 LIBRARY	16101-5111	LIBRARY CUSTODIAN	9/15/14	1	51,720.15	1.00	994.62	1.000	994.62			100%	51,720.24	51,720.24	51,720.24
						51,720.15	1.00							51,720.24	51,720.24	51,720.24

**FY 2019 DETAILED BUDGET REPORT
EXPENSES**

LIBRARY - 140

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
16102	5211	ELECTRICITY National Grid	32,000	25,000	25,000
TOTAL			32,000	25,000	25,000
16102	5216	OIL HEAT - GAS Direct Energy Business & National Grid	9,000	9,000	9,000
TOTAL			9,000	9,000	9,000
16102	5241	BUILDING MAINTENANCE A-1 Exterminators (\$120 per month, maintenance etc.) Embree Elevator (monthly maintenance fees, application fees, repairs, etc.) Hayden Hiller Companies (fire sprinkler system) & Talbot electric Keane Fire & Safety Equipment, Lyons Plumbing, Patriot Alarm (Elevator Monitoring) Falite Bros. (HVAC maintenance) Biblioteca SOS (yearly monitoring, maintenance) Workplace Essentials (OSHA disposal services)	1,600 6,000 700 1,435 2,650 1,000 4,051 1,400 857	1,600 6,000 700 1,435 2,650 1,000 4,051 1,400 857	1,600 6,000 700 1,435 2,650 1,000 4,051 1,400 857
TOTAL			19,693	18,000	18,000
16102	5341	TELEPHONE 740-4533 \$32.00 x 12 mos, 744-0860 \$18.00 x 12 mos, 744-0863 \$28.00 X 12 mos 744-4143 \$89.00 x 12 mos, 744-3931/744-9667 100 per mo x 12 mos 744-5442 \$18.00 x 12 mos, 744-3931 long distance \$32.00 x 12 mos	936 1,868 596	936 1,868 596	936 1,868 596
TOTAL			3,400	3,400	3,400
16102	5451	CUSTODIAL SUPPLIES General Custodial supplies (Home Depot, Winer Bros., etc.)	6,500	6,500	6,500
TOTAL			6,500	6,500	6,500
16102	5512	BOOKS Amazon, Baker & Taylor, Ingram, e-books, databases	189,256	185,301	185,301
TOTAL			189,256	185,301	185,301
16102	5516	MICROFILM SUBSCRIPTION Proquest	3,000	3,000	3,000
TOTAL			3,000	3,000	3,000
16102	5517	PERIODICALS North Shore News, Amazon, etc.	5,000	5,000	5,000
TOTAL			5,000	5,000	5,000
16102	5730	DUES AND SUBSCRIPTION NOBLE (bid) - North Shore Library computer consortium of 17 public libraries, 2 public colleges, and 4 private college libraries	54,628	54,628	54,628
TOTAL			54,628	54,628	54,628
TOTAL PROPOSED			322,477	309,829	309,829

	FY2016 Budget	1,241,691	1,241,691	1,241,691
	FY2017 Budget	1,281,184	1,281,184	1,281,184
	FY2018 Budget	1,325,080	1,325,080	1,325,080
	Total	3,847,955	3,847,955	3,847,955
	Average Last 3 Years	1,282,652	1,282,652	1,282,652
	Multiply by 1.025 (2.5% increase per MAR=Minimum Current FY Budget)	1,302,707	1,302,707	1,302,707
	FY2019 Requested	1,367,160	1,338,784	1,338,784
	Variance (over/under)	64,453	36,077	36,077

Veterans' Services

Mission Statement – Why We Exist

The Veterans' Services Department's primary responsibility is to provide Mass. state benefits for eligible veterans and their dependants provided under M.G.L. Chap. 115. 75% of these benefit costs are reimbursed to the City of Salem within one year. Additional responsibilities include, coordination for the city's Memorial Day and Veteran Day activities, assist veterans and their dependants in obtaining federal VA compensation and/or pensions, advocacy to reduce veteran homelessness, assist in employment searches, enrollment into the VA health care system, and educational benefits.

Significant Budget & Staffing Changes for FY 2019

There will be no significant veteran department staffing changes for 2018. The change of the assistant to FT has enabled the department to significantly reduce total benefits paid out. However, the case load of walk-ins, appointments, and phone calls continues to increase. Total benefits paid in FY2014 were \$565,246, in FY 2015 were \$445,799, in FY 2016 were \$496,106 and are estimated to be \$440,000 in FY2017. The Department case load that had been steadily increasing year to year (633 in FY13, 797 in 2014, 844 in 2015) declined to 802 in FY2016, and we estimate chapter 115 cases to be near 696 in 2017.

Recent Accomplishments

- With the new FT assistant, the department has significantly increased our VA compensation and VA healthcare applications, reducing the need for Chapter 115 support.
- The Veterans Service Agent increased attendance at outreach and/or veteran's related networking events from 30-35 in 2016 to nearly 50, so far in 2017.
- Our 'donation' account continues to be a great asset to satisfy the immediate needs of our low income and indigent veteran population, reducing the need to utilize non-refundable State Chapter 115 benefits.
- Veterans Agent was solicited to be a member of the Bedford VA mini Management Advisory Council. A quarterly meeting designed to facilitate information and best practices at the regional VA level.
- All veteran square information has been linked to the city website. This includes photos, history, and details about why the squares are named for those individuals.



FY 2018 Goals & Objectives

- As a representative of the mayor and the City, we plan to maintain a positive engagement posture with all city constituents and neighborhood associations.
- Continue to broaden the experience and VA knowledge of the administrative assistant. This will increase efficiency and save time and effort in satisfying veteran needs.



- Reconsider the plan to regionalize veteran services between Salem, Marblehead, and Swampscott to meet Mass. state compliance standards and better serve our collective veteran population.
- Increase attendance at neighborhood associations, Veterans Council, Veteran Centers and at other “service provider” events. These activities help to readily identify veterans and their dependants in need of help and allow our office to satisfy immediate needs often *without utilizing city resources*.
- Enroll as many new veterans into the VA Healthcare system.
- Continue to utilize as many veterans willing to participate in the VA Work Study program. This Program afford veterans to gain work experience while completing their university degree programs.
- In anticipation of our move to the new COA, we are making a serious effort to reduce the volume of stored records held for years in this office.

Outcomes and Performance Measures	Actual FY 2016	Actual FY 2017	Estimated FY 2018	Estimated FY 2019
Number of Cases	802		765	
Dollars in Benefits expended	496,106		484,000	
Amount reimbursed to the City from the State	372,079		363,000	
% Authorized by the State (75% max. allowed)	372,079		363,000	

How FY 2019 Departmental Goals Relate to City's Overall Long & Short Term Goals

- The veteran's department goals remain consistent with the Mayor's goals of improving communication and transparency with our veterans, veteran dependent population, and citizens. All donation account information and basic reimbursable expenses are open to all citizens of Salem.
- Increase outreach to all the area neighborhood associations and public housing units.
- With the full time assistant in place and VA work study students we have significantly increased our accessibility to the public. We will continue to work very closely with the Council on Aging Social workers to identify and support needy veterans and their dependents.
- Revisit the regionalization of veteran services functions in keeping with the city goal of implementing this type of service where applicable.
- Establish a committee to recognize the start of World War I and the contributions of the citizens of Salem.



CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures FY 2017	Adopted Budget FY 2018	Adjusted Budget FY 2018	Y-T-D Expenses FY 2018	Department FY 2019	Mayor FY 2019	Council FY 2019
Veterans Services-Personnel									
15431	5111	SALARIES-FULL TIME	94,080.83	97,944.00	97,944.00	90,408.94	97,944.00	99,902.00	99,902.00
15431	5113	SALARIES-PART TIME	10,966.80	11,140.00	11,140.00	10,287.36	11,145.00	11,368.00	11,368.00
Total Veterans Services-Personnel			105,047.63	109,084.00	109,084.00	100,696.30	109,089.00	111,270.00	111,270.00
Veterans Services-Expenses									
15432	5249	GROUND MAINTENANCE	1,903.15	4,200.00	4,200.00	299.66	4,200.00	4,200.00	4,200.00
15432	5341	TELEPHONE	557.87	750.00	750.00	274.72	750.00	750.00	750.00
15432	5421	OFFICE SUPPLIES (GEN	358.59	1,000.00	1,000.00	587.40	1,000.00	1,000.00	1,000.00
15432	5710	IN STATE TRAVEL/MEETINGS	2,121.84	2,300.00	3,800.00	2,414.78	3,300.00	3,300.00	3,300.00
15432	5770	VETERANS BENEFITS	509,857.01	510,959.00	510,959.00	281,836.16	440,000.00	440,000.00	440,000.00
15432	5788	VETERANS EVENTS	1,960.99	3,500.00	3,500.00	375.68	3,500.00	3,500.00	3,500.00
Total Veterans Services-Expenses			516,759.45	522,709.00	524,209.00	285,788.40	452,750.00	452,750.00	452,750.00
280	543	Department Total	621,807.08	631,793.00	633,293.00	386,484.70	561,839.00	564,020.00	564,020.00

FY 2019 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2018	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2018	Dept Prop Rate FY 2019	Dept Request FY 2019	Mayor Rate FY 2019	Mayor Proposed FY 2019	Council Voted FY 2019
EMERLING KIM	280 VETERANS AGENT	15431-5111	VETERANS AGENT	11/12/10	52			1	100%	1,195.36	1,195.36	62,158.57	1,219.26	63,401.75	63,401.75
COVINE ELIZABETH	280 VETERANS AGENT	15431-5111	ADMIN ASSISTANT	10/1/15				1	100%	688.16	688.16	35,784.55	701.93	36,500.25	36,500.25
					97,943.13	2.00	Total Full Time - 5111					97,943.13		99,901.99	99,901.99
MARTINEAU JEAN-GUY	280 VETERANS AGENT	15431-5113	PART TIME DRIVER					19	Hours	11.28	11.28	11,144.64	11.51	11,367.53	11,367.53
					11,139.70		Total Partl Time - 5113					11,144.64		11,367.53	11,367.53
					109,082.83	2.00	Department Total					109,087.77		111,269.52	111,269.52

Full-Time Equivalent Employees:	FY 2017	2.00
	FY 2018	2.00
	FY 2019	2.00
	Variance 18 vs. 19	0.00

**FY 2019 DETAILED BUDGET REPORT
EXPENSES**

VETERANS - 280

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
15432	5249	GROUND MAINTENANCE/CARE OF GRAVES			
		Flags for graves and misc maintenance.	1,500	1,500	1,500
		Payments to Harmony Grove for perpetual care of graves.	2,700	2,700	2,700
TOTAL			4,200	4,200	4,200
15432	5341	TELEPHONE			
		MCI	300	300	300
		Verizon	450	450	450
TOTAL			750	750	750
15432	5421	OFFICE SUPPLIES GENERAL			
		General Office Supplies as needed	1,000	1,000	1,000
		Maintenance and supplies for copier as needed			
TOTAL			1,000	1,000	1,000
15432	5710	IN STATE TRAVEL, MEETING			
		Transportation to VA Hospitals tolls, parking, etc.	3,300	3,300	3,300
TOTAL			3,300	3,300	3,300
15432	5770	VETERANS BENEFITS			
		Medical and food orders	440,000	440,000	440,000
		Benefits for veterans and emergency shelter for veterans			
TOTAL			440,000	440,000	440,000
15432	5788	VETERANS EVENTS			
		Flowers	500	500	500
		Collation	1,000	1,000	1,000
		Parade	200	200	200
		Memorial Day and other events	1,800	1,800	1,800
TOTAL			3,500	3,500	3,500
TOTAL PROPOSED			452,750	452,750	452,750

		Actual	Orig Budget
Veterans Benefits	FY 2015	445,800	447,000
	FY 2016	496,106	471,106
	FY 2017	509,857	510,959
	FY 2018-Est Exp	510,000	510,959
	FY 2019		440,000
	4 Year Average	490,440.75	

*Note - FY 2019 budget based on FY 2018 monthly average = 37K.

School Department

Mission Statement

We are a diverse and welcoming community that promotes the academic, social, emotional and physical development of each student through the equitable delivery of challenging, relevant, and joyful learning experiences.

We empower all students to chart a personalized path to success that includes a commitment to the common good.

Core Values

HIGH STANDARDS OF EXCELLENCE FOR ALL

We aspire to and expect the highest standards of excellence. This begins at the district level and extends to the school, classroom and each individual. There is simply no replacement for a job well done, whether it's creating an academically enriching curriculum, mastering a new skill, developing new knowledge, or attending to our physical plant and administrative operations with care.



GROWTH FOR ALL

In our district, *everyone* has the opportunity to grow and develop new capabilities. It is our job as an organization to create the conditions for human flourishing at all levels. In other words, with high expectations come high supports.

CULTURE OF LEARNING AND INNOVATION

We live in a world that is changing at a rapid pace, which requires that all of us take responsibility to be continuous learners. We closely follow emerging trends, identify and share promising practices, seek outside expertise when necessary, and embrace new approaches that will benefit our children. We are also nimble enough to adapt quickly to changing conditions.

EQUITY & ACCESS

SPS is committed to identifying and eliminating any and all barriers to educational achievement. To this end, we promote policies and practices that are fair and just, and make learning opportunities—in and out of school—fully accessible to all. We commit to ensure every student, regardless of economic status, race, gender, ethnicity, religion, disability, sexual orientation, and family background meets our high standards for achievement, participation, and growth.

COLLABORATION

Through collaboration we find new sources of energy and strength. SPS encourages and supports collaboration and exchange within our schools and across the district. When children see adults working well together, they learn to work well together—a skill that will benefit them in years to come in any endeavor. Moreover, SPS actively seeks out partnerships with the rich array of organizations that are the hallmark of our community. Everyone wins when the city becomes an extension of our schools and classrooms.

CELEBRATION OF DIFFERENCE

We celebrate the magnificent diversity of our community and recognize it as one of our greatest sources of strength. As we prepare our children for a diverse world, we must model the value that comes from different cultures, perspectives and experiences. When we recognize and welcome our differences, we discover our common humanity.

Significant Budget & Staffing Changes for FY 2019

The most significant changes in the FY2019 School Budget relate to the closing of the Nathaniel Bowditch School and the relocation of the Horace Mann Laboratory School to 79 Willson Street in Salem, MA. Critical to this process is assuring that receiving schools have the resources and supports needed to welcome and integrate former Bowditch students for the 2018/19 school year.

Detailed information is available by school within the district's FY19 budget book and available for view on the district's website, www.salemk12.org.

Recent Accomplishments

During the 2017-2018 school year the district began implementation of its five-year strategic plan that centers the work of schools around four core pillars:



Pillar 1: Create a Vibrant K-12 Teaching & Learning Ecosystem

Pillar 2: Reimagine the High School Experience

Pillar 3: Nurture Staff Leadership & Empowerment

Pillar 4: Strengthen Family & Community Engagement

The district also continued to the positive trajectory of accelerating academic achievement for all students by continuing to focus the instructional work of the district (e.g., performance expectations and professional learning opportunities) to meet three core objectives:

- Embed data-driven systems that access and support teaching and learning

- Increase instructional rigor in all classrooms
- Ensure high quality leadership that supports continuous improvement in teaching and learning

Highlights for the 2017-2018 school year include:

- Continuing the positive trajectory of school improvement across the district
- Implementing City Connects at all pre-K-8 grades in our district so that every student has the support and access to internal and external resources, program needed to thrive in and out of school
- Investing in college and career opportunities for high school students by creating a College & Career Center and strengthening the Career & Technical Education program at Salem High School

By far, the most important work accomplished during the 2017-2018 school year was addressing the inequities in educational opportunities in our district, specifically at the Nathaniel Bowditch K-8 School and the Horace Mann Laboratory School. Working with School Committee members, the district will close the Nathaniel Bowditch School at the end of the 2017-2018 school year and welcome students and their families at other schools across the district where they will have improved educational opportunities. To address the inequities of an antiquated building, the Horace Mann Laboratory School will be relocated to the 79 Willson Street building for the 2018-2019 school year.

FY 2019 Goals & Objectives

The FY19 school budget reflects the district’s priorities for the 2018-2019 school year as outlined in the district’s strategic plan. The FY19 budget accomplishes three major objectives:

- Ensure support and resources to receiving schools to fully welcome and integrate children from the former Bowditch School
- Continue to propel the work to reimagine the high school experience
- Empower school leaders to strengthen their schools’ programming and models



The FY 19 budget planning process was guided by a set of guiding principles that included:

- Academic achievement for all students
- Collaboration and transparency with school leaders
- Equitable alignment of resources and enrollment

All budget decision-making was made through the lens of the following four priorities:

- Investing in initiatives that are proven to be effective in raising student achievement
- Prioritizing support of students with the highest needs in the district
- Increase the alignment between allocation of resources to enrollment trends and school models
- Invest in infrastructure that will support and enhance the academic work done in our schools

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Admin & Support-PIC-Super-Psnl									
13031420	5160	CLERICAL	127,314.88	126,177.71	126,177.71	108,755.83	151,456.00	151,456.00	151,456.00
13032020	5160	CLERICAL	23,584.08	20,254.00	20,254.00	18,696.00	20,963.00	20,963.00	20,963.00
13032040	5117	ADMINISTRATIVE	352,469.00	361,280.73	361,280.73	335,116.56	377,836.00	377,836.00	377,836.00
13032040	5160	CLERICAL	69,533.05	71,757.24	71,757.24	66,044.40	74,244.00	74,244.00	74,244.00
13032060	5117	ADMINISTRATIVE	159,900.00	163,897.50	163,897.50	152,028.00	168,814.00	168,814.00	168,814.00
13032060	5160	CLERICAL	55,059.32	55,995.91	55,995.91	51,688.32	57,396.00	57,396.00	57,396.00
Total	Admin/Supp-Asst Super-Psnl		787,860.33	799,363.09	799,363.09	732,329.11	850,709.00	850,709.00	850,709.00
Admin & Support-PIC-Super-Exp									
13031421	5421	OFFICE SUPPLIES (GEN	0.00	1,000.00	1,000.00	959.58	6,000.00	6,000.00	6,000.00
13032021	5320	CONTRACTED SERVICES	731.44	4,750.00	7,550.00	7,280.70	7,550.00	7,550.00	7,550.00
13032021	5421	OFFICE SUPPLIES (GEN	284.29	675.00	675.00	122.00	675.00	675.00	675.00
13032041	5320	CONTRACTED SERVICES	3,907.08	100,000.00	97,200.00	63,046.19	72,200.00	72,200.00	72,200.00
13032041	5421	OFFICE SUPPLIES (GEN	936.88	938.00	938.00	752.95	938.00	938.00	938.00
13032041	5780	SRG-REALLOCATION	222,847.51	0.00	0.00	0.00	0.00	0.00	0.00
13032061	5421	OFFICE SUPPLIES (GEN	825.10	3,638.00	3,638.00	1,147.45	3,638.00	3,638.00	3,638.00
13032061	5712	EXPENSE REIMBURSE	18,000.00	18,000.00	42,300.00	42,300.00	51,000.00	51,000.00	51,000.00
Total	Admin/Supp-Asst Super-Exp		247,532.30	129,001.00	153,301.00	115,608.87	142,001.00	142,001.00	142,001.00
250	003	Department Total	1,035,392.63	928,364.09	952,664.09	847,937.98	992,710.00	992,710.00	992,710.00

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Crossing Guards-Oth-Exp-Psn									
13120120	5113	SALARIES-PART TIME	122,896.66	133,970.78	133,970.78	91,449.19	116,778.00	116,778.00	116,778.00
Total	Crossing Guards-Oth-Exp-Psn		122,896.66	133,970.78	133,970.78	91,449.19	116,778.00	116,778.00	116,778.00
Crossing Guards-Oth-Exp-Exp									
13120121	5421	OFFICE SUPPLIES (GEN	750.00	750.00	750.00	500.00	750.00	750.00	750.00
Total	Crossing Guards-Oth-Exp-Exp		750.00	750.00	750.00	500.00	750.00	750.00	750.00
250	012	Department Total	123,646.66	134,720.78	134,720.78	91,949.19	117,528.00	117,528.00	117,528.00

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
General Op-Bus Off-Psnl									
13252010	5117	ADMINISTRATIVE	175,826.19	191,654.50	191,654.50	178,065.87	197,638.00	197,638.00	197,638.00
13252010	5131	OVERTIME (GENERAL)	4,548.70	5,000.00	5,000.00	2,361.44	5,000.00	5,000.00	5,000.00
13252010	5160	CLERICAL	317,838.73	336,469.24	336,469.24	303,026.95	337,238.00	337,238.00	337,238.00
Total	General Op-Bus Off-Psnl		498,213.62	533,123.74	533,123.74	483,454.26	539,876.00	539,876.00	539,876.00
General Op-Bus Off-Exp									
13252011	5320	CONTRACTED SERVICES	19,260.97	0.00	0.00	0.00	0.00	0.00	0.00
13252011	5421	OFFICE SUPPLIES (GEN	2,032.40	5,313.00	2,500.00	903.57	2,500.00	2,500.00	2,500.00
13252030	5277	PHOTOCOPY MACHINE LE	214,041.92	214,866.00	214,866.00	185,940.00	214,866.00	214,866.00	214,866.00
13252030	5303	LEGAL SERVICES	21,896.25	48,000.00	48,000.00	15,885.00	48,000.00	48,000.00	48,000.00
13252030	5320	CONTRACTED SERVICES	92,011.58	30,000.00	36,500.00	36,094.65	36,500.00	36,500.00	36,500.00
13252030	5342	POSTAGE	30,000.00	30,900.00	30,900.00	30,408.61	30,900.00	30,900.00	30,900.00
13252030	5381	PRINTING AND BINDING	312.50	6,750.00	6,750.00	4,812.40	6,750.00	6,750.00	6,750.00
13252030	5421	OFFICE SUPPLIES (GEN	66,187.47	8,250.00	11,063.00	7,038.47	11,063.00	11,063.00	11,063.00
Total	General Op-Central Serv-Exp		445,743.09	344,079.00	350,579.00	281,082.70	350,579.00	350,579.00	350,579.00
250	025	Department Total	943,956.71	877,202.74	883,702.74	764,536.96	890,455.00	890,455.00	890,455.00

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Insurance-Insurance-Exp									
13392020	5740	INSURANCE PREMIUMS	580,000.00	638,000.00	638,000.00	638,000.00	638,000.00	638,000.00	638,000.00
	Total	Insurance-Insurance-Exp	580,000.00	638,000.00	638,000.00	638,000.00	638,000.00	638,000.00	638,000.00
250	039	Department Total	580,000.00	638,000.00	638,000.00	638,000.00	638,000.00	638,000.00	638,000.00

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Occ Ed-High Schl-Psnl									
13421020	5117	ADMINISTRATIVE	0.00	88,439.00	88,439.00	76,041.41	104,244.00	104,244.00	104,244.00
13421020	5140	HIGH SCHOOL	437,261.94	320,962.72	320,962.72	320,669.44	351,198.00	351,198.00	351,198.00
Total	Occ Ed-High Schl-Psnl		437,261.94	409,401.72	409,401.72	396,710.85	455,442.00	455,442.00	455,442.00
Occ Ed-High Schl-Exp									
13421021	5514	INSTRUCTIONAL SUPPLI	20,217.22	20,844.00	20,844.00	19,843.94	30,744.00	30,744.00	30,744.00
Total	Occ Ed-High Schl-Exp		20,217.22	20,844.00	20,844.00	19,843.94	30,744.00	30,744.00	30,744.00
250	042	Department Total	457,479.16	430,245.72	430,245.72	416,554.79	486,186.00	486,186.00	486,186.00

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Guidance-Guidance-Psnl									
13440120	5102	ELEMENTARY	14,022.42	0.00	0.00	0.00	0.00	0.00	0.00
13441020	5117	ADMINISTRATIVE	100,837.04	103,837.00	103,837.00	96,729.74	106,329.00	106,329.00	106,329.00
13441020	5131	OVERTIME (GENERAL)	5,040.00	5,000.00	0.00	0.00	5,000.00	5,000.00	5,000.00
13441020	5140	HIGH SCHOOL	381,091.60	418,677.76	418,677.76	326,797.04	420,956.00	420,956.00	420,956.00
13441020	5150	FRINGE/STIPENDS	0.00	0.00	5,000.00	3,460.10	0.00	0.00	0.00
13441020	5160	CLERICAL	41,386.61	41,367.73	41,367.73	39,478.40	43,615.00	43,615.00	43,615.00
Total	Guidance-Guidance-Psnl		542,377.67	568,882.49	568,882.49	466,465.28	575,900.00	575,900.00	575,900.00
Guidance-Guidance-Exp									
13441021	5307	INSTRUCT/EDUC TEST	34,354.79	30,000.00	30,000.00	20,775.00	40,000.00	40,000.00	40,000.00
13441021	5381	PRINTING AND BINDING	1,887.06	5,000.00	5,000.00	1,941.36	2,000.00	2,000.00	2,000.00
Total	Guidance-Guidance-Exp		36,241.85	35,000.00	35,000.00	22,716.36	42,000.00	42,000.00	42,000.00
250	044	Department Total	578,619.52	603,882.49	603,882.49	489,181.64	617,900.00	617,900.00	617,900.00

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Athl/St Activ-Stud Activ-Ps									
13450920	5116	CO-CURRIC/ATHLETIC	6,000.00	6,000.00	6,000.00	2,250.00	6,000.00	6,000.00	6,000.00
13451020	5112	TRANSPORTATION	26,200.89	25,600.00	25,600.00	24,231.73	25,600.00	25,600.00	25,600.00
13451020	5113	SALARIES-PART TIME	3,610.00	5,000.00	5,000.00	3,900.00	0.00	0.00	0.00
13451020	5116	CO-CURRIC/ATHLETIC	168,113.45	162,000.00	162,000.00	150,969.12	162,000.00	162,000.00	162,000.00
13451020	5117	ADMINISTRATIVE	70,287.10	72,044.18	72,044.18	66,502.08	73,845.00	73,845.00	73,845.00
13451020	5131	OVERTIME (GENERAL)	0.00	2,500.00	2,500.00	0.00	2,500.00	2,500.00	2,500.00
13451020	5160	CLERICAL	51,893.10	34,737.76	34,737.76	45,623.84	50,439.00	50,439.00	50,439.00
13451030	5116	CO-CURRIC/ATHLETIC	36,195.72	40,000.00	40,000.00	34,877.09	40,000.00	40,000.00	40,000.00
13451030	5140	HIGH SCHOOL	6,115.50	0.00	0.00	4,077.00	0.00	0.00	0.00
Total	Athl/St Activ-Stud Activ-Ps		368,415.76	347,881.94	347,881.94	332,430.86	360,384.00	360,384.00	360,384.00
Athl/St Activ-Stud Activ-Ex									
13450921	5860	EQUIPMENT	5,000.00	5,000.00	5,000.00	4,792.00	5,000.00	5,000.00	5,000.00
13451021	5246	ATHLETIC EQUIPMENT R	62,803.68	78,500.00	78,500.00	69,578.89	78,500.00	78,500.00	78,500.00
13451021	5270	RENTAL & LEASE	7,627.40	13,000.00	13,000.00	8,065.00	13,000.00	13,000.00	13,000.00
13451021	5320	CONTRACTED SERVICES	50,359.91	41,280.00	41,280.00	32,992.26	73,280.00	73,280.00	73,280.00
13451021	5394	SECURITY	3,824.00	4,000.00	4,000.00	0.00	4,000.00	4,000.00	4,000.00
13451021	5421	OFFICE SUPPLIES (GEN	3,000.00	3,225.00	3,225.00	0.00	3,225.00	3,225.00	3,225.00
13451021	5730	DUES AND SUB	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00
13451021	5742	INSURANCE-ATHLETIC	10,500.00	21,539.00	11,039.00	11,039.00	11,039.00	11,039.00	11,039.00
13451031	5320	CONTRACTED SERVICES	1,656.00	4,238.00	4,238.00	0.00	4,238.00	4,238.00	4,238.00
13451031	5514	INSTRUCTIONAL SUPPLI	751.00	1,575.00	1,575.00	751.00	1,575.00	1,575.00	1,575.00
13451031	5780	OTHER EXPENSES	11,686.00	8,850.00	8,850.00	3,325.00	8,850.00	8,850.00	8,850.00
Total	Athl/St Activ-Stud Activ-Ex		166,207.99	190,207.00	179,707.00	139,543.15	211,707.00	211,707.00	211,707.00
250	045	Department Total	534,623.75	538,088.94	527,588.94	471,974.01	572,091.00	572,091.00	572,091.00

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures FY 2017	Adopted Budget FY 2018	Adjusted Budget FY 2018	Y-T-D Expenses FY 2018	Department FY 2019	Mayor FY 2019	Council FY 2019
Bates									
13460210	5163	PARAPROFESSIONALS	13,230.44	10,744.95	10,744.95	11,544.19	11,780.00	11,780.00	11,780.00
13460510	5163	PARAPROFESSIONALS	11,746.39	10,644.95	10,644.95	4,690.67	0.00	0.00	0.00
13460610	5163	PARAPROFESSIONALS	11,730.10	10,386.97	10,386.97	10,650.15	11,680.00	11,680.00	11,680.00
13460710	5163	PARAPROFESSIONALS	11,383.94	10,024.56	10,024.56	10,812.36	11,008.00	11,008.00	11,008.00
13460810	5163	PARAPROFESSIONALS	12,329.66	10,744.95	10,744.95	10,377.89	12,109.00	12,109.00	12,109.00
13460920	5130	MIDDLE SCHOOL	39,631.35	40,493.17	33,493.17	0.00	41,096.00	41,096.00	41,096.00
13460920	5163	PARAPROFESSIONALS	20,463.10	12,142.85	12,142.85	37,645.06	11,008.00	11,008.00	11,008.00
13461020	5140	HIGH SCHOOL	72,415.06	54,563.10	54,563.10	62,081.60	82,591.00	82,591.00	82,591.00
13461020	5163	PARAPROFESSIONALS	9,206.63	12,142.85	12,142.85	10,798.94	11,008.00	11,008.00	11,008.00
Total MediaLibrary-Psnl			202,136.67	171,888.35	164,888.35	158,600.86	192,280.00	192,280.00	192,280.00
250	046	Department Total	202,136.67	171,888.35	164,888.35	158,600.86	192,280.00	192,280.00	192,280.00

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Personnel- Personnel-Psnl									
13482020	5150	FRINGE/STIPENDS	0.00	5,000.00	5,000.00	1,218.17	5,000.00	5,000.00	5,000.00
13482020	5160	CLERICAL	163,886.16	168,100.00	148,727.00	131,888.71	150,649.00	150,649.00	150,649.00
	Total	Personnel- Personnel-Psnl	163,886.16	173,100.00	153,727.00	133,106.88	155,649.00	155,649.00	155,649.00
Personnel- Personnel-Exp									
13482021	5306	ADVERTISING	17,802.04	14,000.00	14,000.00	13,999.00	19,000.00	19,000.00	19,000.00
13482021	5320	CONTRACTED SERVICES	0.00	0.00	19,373.00	19,135.81	0.00	0.00	0.00
13482021	5421	OFFICE SUPPLIES (GEN	742.51	750.00	750.00	722.03	750.00	750.00	750.00
	Total	Personnel- Personnel-Exp	18,544.55	14,750.00	34,123.00	33,856.84	19,750.00	19,750.00	19,750.00
250	048	Department Total	182,430.71	187,850.00	187,850.00	166,963.72	175,399.00	175,399.00	175,399.00

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Health- Attendance-Psnl									
13490120	5111	SALARIES-FULL TIME	261,909.66	239,229.21	239,229.21	177,439.32	250,035.00	250,035.00	250,035.00
13490140	5111	SALARIES-FULL TIME	623,546.65	649,420.06	649,420.06	521,086.95	679,209.00	679,209.00	679,209.00
13490140	5180	SUBSTITUTES NURSE	14,828.00	12,000.00	12,000.00	34,600.82	12,000.00	12,000.00	12,000.00
Total	Health- Hlth Serv-Psnl		900,284.31	900,649.27	900,649.27	733,127.09	941,244.00	941,244.00	941,244.00
Health- Hlth Serv-Exp									
13490141	5320	CONTRACTED SERVICES	21,210.00	23,500.00	23,500.00	15,737.00	23,500.00	23,500.00	23,500.00
13490141	5421	OFFICE SUPPLIES (GEN	750.00	750.00	750.00	712.70	750.00	750.00	750.00
13490141	5501	MED & SURGICAL SUPPL	8,944.15	9,000.00	9,000.00	8,916.19	9,000.00	9,000.00	9,000.00
13490141	5514	INSTRUCTIONAL SUPPLI	1,863.14	1,879.00	1,879.00	1,503.85	1,879.00	1,879.00	1,879.00
Total	Health- Hlth Serv-Exp		32,767.29	35,129.00	35,129.00	26,869.74	35,129.00	35,129.00	35,129.00
250	049	Department Total	933,051.60	935,778.27	935,778.27	759,996.83	976,373.00	976,373.00	976,373.00

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures FY 2017	Adopted Budget FY 2018	Adjusted Budget FY 2018	Y-T-D Expenses FY 2018	Department FY 2019	Mayor FY 2019	Council FY 2019
Operations/Maint- Op/Maint-									
13530120	5117	ADMINISTRATIVE	122,447.54	123,656.00	123,656.00	116,930.52	112,000.00	112,000.00	112,000.00
13530120	5131	OVERTIME (GENERAL)	160,728.67	59,000.00	59,000.00	115,989.20	59,000.00	59,000.00	59,000.00
13530120	5150	FRINGE/STIPENDS	40,691.77	29,000.00	29,000.00	55,024.96	29,000.00	29,000.00	29,000.00
13530120	5160	CLERICAL	57,028.41	52,280.50	52,280.50	49,371.82	53,573.00	53,573.00	53,573.00
13530120	5162	CUSTODIAL	1,067,629.16	1,194,194.42	1,194,194.42	1,017,130.18	1,316,591.00	1,316,591.00	1,316,591.00
13530120	5166	MAINTENANCE	120,039.14	162,616.99	162,616.99	112,462.08	214,233.00	214,233.00	214,233.00
13530140	5162	CUSTODIAL	12,243.39	5,000.00	5,000.00	15,798.19	5,000.00	5,000.00	5,000.00
Total Operations/Maint- Civic Act			1,580,808.08	1,625,747.91	1,625,747.91	1,482,706.95	1,789,397.00	1,789,397.00	1,789,397.00
Operations/Maint- Op/Maint-									
13530121	5211	ELECTRICITY	834,519.95	684,111.14	796,261.14	793,749.00	765,473.00	765,473.00	765,473.00
13530121	5215	NATURAL GAS	392,712.78	549,189.00	449,189.00	447,100.46	449,189.00	449,189.00	449,189.00
13530121	5216	OIL HEAT	0.00	12,150.00	0.00	0.00	0.00	0.00	0.00
13530121	5241	BUILDING MAINTENANCE	276,702.51	200,545.00	200,545.00	199,178.48	200,545.00	200,545.00	200,545.00
13530121	5249	GROUND MAINTENANCE	55,733.59	64,000.00	64,000.00	11,961.80	71,630.00	71,630.00	71,630.00
13530121	5251	UTILITY SERV REP & M	236,043.66	250,000.00	250,000.00	231,587.44	250,000.00	250,000.00	250,000.00
13530121	5255	BUILDING/EQUIP MAINT	4,776.70	5,000.00	5,000.00	4,254.28	5,000.00	5,000.00	5,000.00
13530121	5270	RENTAL & LEASE	7,852.00	8,201.00	8,201.00	5,740.33	8,201.00	8,201.00	8,201.00
13530121	5292	SNOW REMOVAL	97,042.50	0.00	0.00	57,657.50	0.00	0.00	0.00
13530121	5320	CONTRACTED SERVICES	0.00	0.00	0.00	0.00	140,000.00	140,000.00	140,000.00
13530121	5341	TELEPHONE	76,094.83	65,000.00	105,000.00	69,948.79	115,000.00	115,000.00	115,000.00
13530121	5394	SECURITY	6,233.77	10,500.00	10,500.00	6,663.00	10,500.00	10,500.00	10,500.00
13530121	5421	OFFICE SUPPLIES (GEN	106.75	750.00	750.00	0.00	750.00	750.00	750.00
13530121	5431	BLDG REP/MAINT SUPPL	55,213.74	56,250.00	56,250.00	43,286.48	56,250.00	56,250.00	56,250.00
13530121	5451	CUSTODIAL SUPPLIES	81,953.74	83,061.00	83,061.00	80,184.53	83,061.00	83,061.00	83,061.00
13530121	5461	GROUNDSKEEPING SUPPL	5,988.13	20,000.00	20,000.00	16,786.42	20,000.00	20,000.00	20,000.00
13530121	5780	OTHER Expenses	29,275.72	30,000.00	19,150.00	9,443.77	30,000.00	30,000.00	30,000.00
13530121	5781	AUTO ALLOWANCE	54.94	0.00	0.00	0.00	0.00	0.00	0.00
13530121	5860	EQUIPMENT	9,015.04	9,187.00	9,187.00	2,239.92	9,187.00	9,187.00	9,187.00
Total Operations/Maint- Op/Maint-			2,169,320.35	2,047,944.14	2,077,094.14	1,979,782.20	2,214,786.00	2,214,786.00	2,214,786.00
250	053	Department Total	3,750,128.43	3,673,692.05	3,702,842.05	3,462,489.15	4,004,183.00	4,004,183.00	4,004,183.00

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Regular Day- Supervision-Ps									
13570120	5125	DIST WIDE TEACHING	0.00	0.00	0.00	34,857.48	0.00	0.00	0.00
13570140	5100	SUBSTITUTE TEACHERS	213,024.62	210,000.00	210,000.00	211,664.79	210,000.00	210,000.00	210,000.00
13570140	5101	LONG-TERM SUBS	299,458.11	258,068.00	258,068.00	86,368.73	158,000.00	158,000.00	158,000.00
13570140	5117	ADMINISTRATIVE	0.00	0.00	0.00	0.00	319,587.00	319,587.00	319,587.00
13570140	5125	DIST WIDE TEACHING	877,447.33	1,096,616.65	1,026,616.65	776,938.82	757,820.00	757,820.00	757,820.00
13570150	5112	TRANSPORTATION	110,757.53	72,026.96	72,026.96	108,603.23	73,828.00	73,828.00	73,828.00
13570150	5131	OVERTIME (GENERAL)	1,199.05	2,000.00	2,000.00	1,979.97	2,000.00	2,000.00	2,000.00
13570220	5102	ELEMENTARY	1,243,817.73	1,345,662.77	1,345,662.77	1,003,678.63	1,463,559.00	1,463,559.00	1,463,559.00
13570220	5117	ADMINISTRATIVE	197,894.75	201,447.00	201,447.00	179,885.09	211,130.00	211,130.00	211,130.00
13570220	5125	DIST WIDE TEACHING	30,800.88	75,352.19	75,352.19	57,579.08	0.00	0.00	0.00
13570220	5150	FRINGE/STIPENDS	22,725.15	21,641.00	15,452.00	8,138.66	15,452.00	15,452.00	15,452.00
13570220	5163	PARAPROFESSIONALS	29,894.05	30,843.95	30,843.95	30,428.21	33,821.00	33,821.00	33,821.00
13570240	5125	DIST WIDE TEACHING	0.00	0.00	0.00	0.00	72,235.00	72,235.00	72,235.00
13570240	5160	CLERICAL	35,934.81	36,403.66	36,403.66	31,491.61	36,712.00	36,712.00	36,712.00
13570420	5102	ELEMENTARY	1,045,974.63	1,244,141.85	1,244,141.85	986,685.22	1,338,518.00	1,338,518.00	1,338,518.00
13570420	5114	TUTORS	15,525.00	19,000.00	19,000.00	13,543.75	0.00	0.00	0.00
13570420	5117	ADMINISTRATIVE	163,011.35	136,281.80	136,281.80	120,631.28	197,246.00	197,246.00	197,246.00
13570420	5163	PARAPROFESSIONALS	31,814.75	27,818.15	27,818.15	32,017.46	17,613.00	17,613.00	17,613.00
13570440	5125	DIST WIDE TEACHING	0.00	0.00	0.00	0.00	33,659.00	33,659.00	33,659.00
13570440	5160	CLERICAL	35,903.00	36,393.93	36,393.93	29,463.59	37,776.00	37,776.00	37,776.00
13570520	5102	ELEMENTARY	2,316,560.92	1,899,238.64	1,899,238.64	1,337,327.69	0.00	0.00	0.00
13570520	5117	ADMINISTRATIVE	350,878.15	306,812.65	306,812.65	292,153.53	0.00	0.00	0.00
13570520	5125	DIST WIDE TEACHING	0.00	0.00	13,745.00	50,044.13	0.00	0.00	0.00
13570520	5150	FRINGE/STIPENDS	18,173.75	30,000.00	36,000.00	29,312.14	0.00	0.00	0.00
13570520	5163	PARAPROFESSIONALS	33,754.17	20,049.12	20,049.12	32,297.45	0.00	0.00	0.00
13570540	5160	CLERICAL	76,761.50	126,972.78	126,972.78	115,205.95	0.00	0.00	0.00
13570620	5102	ELEMENTARY	1,315,800.10	1,303,885.11	1,303,885.11	980,550.13	1,299,218.00	1,299,218.00	1,299,218.00
13570620	5117	ADMINISTRATIVE	87,697.63	87,484.00	87,484.00	69,809.95	95,131.00	95,131.00	95,131.00
13570620	5150	FRINGE/STIPENDS	6,482.42	11,700.00	20,411.00	17,527.96	33,700.00	33,700.00	33,700.00
13570620	5163	PARAPROFESSIONALS	50,315.28	60,669.23	60,669.23	46,016.10	66,949.00	66,949.00	66,949.00
13570640	5125	DIST WIDE TEACHING	69,046.12	76,145.20	76,145.20	51,878.90	97,357.00	97,357.00	97,357.00
13570640	5160	CLERICAL	34,304.36	33,544.88	33,544.88	32,659.27	34,365.00	34,365.00	34,365.00
13570720	5102	ELEMENTARY	1,759,206.50	1,786,156.80	1,786,156.80	1,394,463.62	1,911,813.00	1,911,813.00	1,911,813.00
13570720	5114	TUTORS	0.00	0.00	10,500.00	8,618.75	0.00	0.00	0.00
13570720	5117	ADMINISTRATIVE	195,165.74	203,216.65	203,216.65	171,176.16	195,156.00	195,156.00	195,156.00

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
13570720	5150	FRINGE/STIPENDS	9,974.53	10,150.00	10,150.00	9,687.53	10,150.00	10,150.00	10,150.00
13570720	5163	PARAPROFESSIONALS	46,760.72	41,281.53	41,281.53	44,437.09	37,732.00	37,732.00	37,732.00
13570740	5114	TUTORS	0.00	0.00	0.00	0.00	43,551.00	43,551.00	43,551.00
13570740	5125	DIST WIDE TEACHING	82,638.40	78,429.93	78,429.93	95,509.51	133,098.00	133,098.00	133,098.00
13570740	5160	CLERICAL	49,341.27	50,759.38	50,759.38	46,659.62	52,007.00	52,007.00	52,007.00
13570820	5102	ELEMENTARY	2,005,782.78	2,038,618.42	2,038,618.42	1,512,473.51	2,326,321.00	2,326,321.00	2,326,321.00
13570820	5117	ADMINISTRATIVE	227,289.69	208,289.00	208,289.00	177,813.57	223,483.00	223,483.00	223,483.00
13570820	5125	DIST WIDE TEACHING	188,581.57	217,220.29	203,475.29	178,230.19	278,606.00	278,606.00	278,606.00
13570820	5150	FRINGE/STIPENDS	2,500.00	2,500.00	7,250.00	1,830.00	2,500.00	2,500.00	2,500.00
13570820	5163	PARAPROFESSIONALS	51,786.33	41,509.67	41,509.67	51,415.61	61,091.00	61,091.00	61,091.00
13570840	5114	TUTORS	0.00	0.00	0.00	0.00	41,861.00	41,861.00	41,861.00
13570840	5160	CLERICAL	34,309.50	34,289.46	34,289.46	29,858.73	77,186.00	77,186.00	77,186.00
13570920	5117	ADMINISTRATIVE	305,728.98	293,965.50	293,965.50	269,717.02	309,551.00	309,551.00	309,551.00
13570920	5125	DIST WIDE TEACHING	0.00	0.00	0.00	0.00	59,747.00	59,747.00	59,747.00
13570920	5130	MIDDLE SCHOOL	2,652,511.83	2,762,853.35	2,762,853.35	1,999,807.33	3,294,134.00	3,294,134.00	3,294,134.00
13570920	5150	FRINGE/STIPENDS	24,610.00	28,250.00	34,650.00	39,307.68	83,650.00	83,650.00	83,650.00
13570920	5163	PARAPROFESSIONALS	45,207.21	35,822.19	35,822.19	35,830.16	33,947.00	33,947.00	33,947.00
13570940	5114	TUTORS	0.00	0.00	0.00	0.00	44,041.00	44,041.00	44,041.00
13570940	5160	CLERICAL	81,221.56	83,409.01	83,409.01	73,643.11	45,089.00	45,089.00	45,089.00
13570950	5114	TUTORS	13,050.00	0.00	0.00	0.00	0.00	0.00	0.00
13571020	5114	TUTORS	30,625.00	21,432.75	39,432.75	75,384.25	119,095.00	119,095.00	119,095.00
13571020	5140	HIGH SCHOOL	5,319,436.50	5,143,845.60	5,136,345.60	4,036,103.30	5,064,982.00	5,064,982.00	5,064,982.00
13571020	5150	FRINGE/STIPENDS	38,297.64	45,856.00	43,956.00	28,761.84	73,856.00	73,856.00	73,856.00
13571020	5160	CLERICAL	191,696.42	176,467.84	176,467.84	160,871.94	188,149.00	188,149.00	188,149.00
13571020	5163	PARAPROFESSIONALS	53,618.81	76,073.73	76,073.73	52,805.94	100,521.00	100,521.00	100,521.00
13571060	5117	ADMINISTRATIVE	536,008.61	450,548.81	450,548.81	410,470.61	476,942.00	476,942.00	476,942.00
13571120	5150	FRINGE/STIPENDS	1,375.00	0.00	0.00	0.00	0.00	0.00	0.00
13571120	5160	CLERICAL	33,849.50	33,303.13	33,303.13	31,757.27	33,303.00	33,303.00	33,303.00
13571320	5117	ADMINISTRATIVE	100,621.62	103,255.43	103,255.43	95,537.95	0.00	0.00	0.00
13571320	5140	HIGH SCHOOL	342,293.29	435,959.28	435,959.28	276,108.40	0.00	0.00	0.00
13571320	5150	FRINGE/STIPENDS	0.00	500.00	500.00	0.00	0.00	0.00	0.00
13571320	5163	PARAPROFESSIONALS	48,271.86	46,090.61	46,090.61	57,381.34	0.00	0.00	0.00
13571620	5111	SALARIES-FULL TIME	360,817.10	0.00	0.00	51,571.74	0.00	0.00	0.00
13571620	5111S	STIPENDS	597.50	0.00	0.00	0.00	0.00	0.00	0.00
13571620	5117	ADMINISTRATIVE	134,526.88	94,095.00	94,095.00	93,915.45	96,447.00	96,447.00	96,447.00
13571620	5126	PSYCHOLOGIST	0.00	73,815.46	73,815.46	50,325.14	75,661.00	75,661.00	75,661.00

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
13571620	5140	TEACHING	0.00	434,219.30	434,219.30	271,253.83	461,426.00	461,426.00	461,426.00
13571620	5150	FRINGE/STIPENDS	10,689.50	10,000.00	10,000.00	11,401.50	10,000.00	10,000.00	10,000.00
13571620	5160	CLERICAL	45,305.88	84,726.50	84,726.50	68,920.52	86,845.00	86,845.00	86,845.00
13571620	5162	CUSTODIAL	6,583.59	0.00	0.00	0.00	0.00	0.00	0.00
13571620	5163	PARAPROFESSIONALS	7,757.18	18,961.55	18,961.55	33,880.84	0.00	0.00	0.00
Total NLIS-Reg Day-Elem Ed-Psnl			23,752,995.63	23,936,071.69	23,904,843.69	18,715,669.85	22,657,617.00	22,657,617.00	22,657,617.00

Regular Day- Teach/Und-Exp

13570141	5320	CONTRACTED SERVICES	148,542.00	148,542.00	149,906.80	123,133.50	148,542.00	148,542.00	148,542.00
13570141	5333	PUPIL TRANSPORTATION	16,990.72	12,000.00	12,000.00	6,399.96	12,000.00	12,000.00	12,000.00
13570141	5508	EDUCATIONAL	18,937.16	20,000.00	20,000.00	17,637.02	20,000.00	20,000.00	20,000.00
13570141	5511	TEXTBOOKS	975.84	1,150.00	1,150.00	1,150.00	1,150.00	1,150.00	1,150.00
13570141	5514	INSTRUCTIONAL SUPPLI	123,875.98	27,554.00	187,015.62	138,310.88	73,554.00	73,554.00	73,554.00
13570141	5710	IN STATE TRAVEL/MEETINGS	6,119.39	6,540.00	6,540.00	4,777.65	6,540.00	6,540.00	6,540.00
13570141	5730	DUES AND SUB	8,946.23	8,625.00	5,982.20	4,567.00	8,625.00	8,625.00	8,625.00
13570151	5333	PUPIL TRANSPORTATION	614,590.00	480,880.00	740,917.00	554,820.00	722,133.00	722,133.00	722,133.00
13570221	5320	CONTRACTED SERVICES	858.75	0.00	16,000.00	16,000.00	16,000.00	16,000.00	16,000.00
13570221	5421	OFFICE SUPPLIES (GEN	2,315.43	2,329.00	2,329.00	2,213.35	2,329.00	2,329.00	2,329.00
13570221	5511	TEXTBOOKS	3,248.26	3,320.00	2,050.06	2,020.88	2,050.00	2,050.00	2,050.00
13570221	5514	INSTRUCTIONAL SUPPLI	8,498.13	9,386.00	10,655.94	10,631.30	10,656.00	10,656.00	10,656.00
13570421	5320	CONTRACTED SERVICES	980.00	2,380.00	7,510.00	7,510.00	2,380.00	2,380.00	2,380.00
13570421	5421	OFFICE SUPPLIES (GEN	2,921.08	3,000.00	3,000.00	2,142.54	3,000.00	3,000.00	3,000.00
13570421	5511	TEXTBOOKS	1,241.04	3,750.00	3,750.00	904.73	3,750.00	3,750.00	3,750.00
13570421	5512	BOOKS-LIBRARY	274.24	375.00	375.00	0.00	375.00	375.00	375.00
13570421	5514	INSTRUCTIONAL SUPPLI	9,705.60	8,853.00	8,853.00	8,565.96	8,853.00	8,853.00	8,853.00
13570421	5860	EQUIPMENT	496.82	0.00	0.00	0.00	0.00	0.00	0.00
13570521	5317	EDUCATIONAL TRAINING	18,900.00	0.00	0.00	0.00	0.00	0.00	0.00
13570521	5320	CONTRACTED SERVICES	46,338.60	186,000.00	180,000.00	166,050.45	0.00	0.00	0.00
13570521	5333	PUPIL TRANSPORTATION	16,420.00	16,800.00	16,800.00	12,445.00	0.00	0.00	0.00
13570521	5421	OFFICE SUPPLIES (GEN	4,626.91	5,000.00	5,000.00	5,000.00	0.00	0.00	0.00
13570521	5511	TEXTBOOKS	3,800.44	4,029.00	4,029.00	1,909.10	0.00	0.00	0.00
13570521	5512	BOOKS-LIBRARY	0.00	2,500.00	2,500.00	544.21	0.00	0.00	0.00
13570521	5514	INSTRUCTIONAL SUPPLI	71,072.25	34,160.52	34,160.52	33,921.34	0.00	0.00	0.00
13570521	5860	EQUIPMENT	9,814.60	10,000.00	10,000.00	9,149.63	0.00	0.00	0.00
13570621	5320	CONTRACTED SERVICES	0.00	5,000.00	9,000.00	4,575.00	50,600.00	50,600.00	50,600.00
13570621	5421	OFFICE SUPPLIES (GEN	4,372.00	4,372.00	4,372.00	1,653.53	4,372.00	4,372.00	4,372.00
13570621	5511	TEXTBOOKS	2,900.29	5,304.00	5,304.00	2,693.98	5,304.00	5,304.00	5,304.00

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
13570621	5512	BOOKS-LIBRARY	1,932.58	1,941.00	1,941.00	1,676.06	1,941.00	1,941.00	1,941.00
13570621	5514	INSTRUCTIONAL SUPPLI	8,195.75	8,460.00	8,460.00	6,996.16	8,460.00	8,460.00	8,460.00
13570621	5860	EQUIPMENT	28.80	0.00	0.00	0.00	0.00	0.00	0.00
13570721	5320	CONTRACTED SERVICES	9,846.52	13,000.00	13,000.00	7,671.91	28,000.00	28,000.00	28,000.00
13570721	5421	OFFICE SUPPLIES (GEN	2,229.65	2,250.00	2,250.00	2,250.00	2,250.00	2,250.00	2,250.00
13570721	5511	TEXTBOOKS	3,122.54	3,908.00	3,908.00	3,871.07	3,908.00	3,908.00	3,908.00
13570721	5512	BOOKS-LIBRARY	655.64	687.00	687.00	0.00	687.00	687.00	687.00
13570721	5514	INSTRUCTIONAL SUPPLI	10,806.10	11,637.00	11,637.00	11,403.81	11,637.00	11,637.00	11,637.00
13570721	5860	EQUIPMENT	965.95	3,173.00	3,173.00	2,651.56	3,173.00	3,173.00	3,173.00
13570821	5320	CONTRACTED SERVICES	0.00	5,000.00	2,502.00	2,502.00	15,500.00	15,500.00	15,500.00
13570821	5421	OFFICE SUPPLIES (GEN	1,322.51	1,323.00	1,323.00	1,323.00	1,323.00	1,323.00	1,323.00
13570821	5511	TEXTBOOKS	1,304.88	1,305.00	1,305.00	604.60	1,305.00	1,305.00	1,305.00
13570821	5514	INSTRUCTIONAL SUPPLI	15,274.36	15,300.00	26,793.00	25,939.15	30,300.00	30,300.00	30,300.00
13570921	5320	CONTRACTED SERVICES	4,241.80	1,197.00	16,419.00	11,912.01	4,697.00	4,697.00	4,697.00
13570921	5333	PUPIL TRANSPORTATION	0.00	0.00	3,392.00	800.00	0.00	0.00	0.00
13570921	5381	PRINTING AND BINDING	6,804.00	6,900.00	345.00	345.00	3,400.00	3,400.00	3,400.00
13570921	5421	OFFICE SUPPLIES (GEN	9,810.94	12,440.20	10,905.20	10,612.46	12,440.00	12,440.00	12,440.00
13570921	5429	MISC SUPPLIES	451.69	0.00	0.00	0.00	54,400.00	54,400.00	54,400.00
13570921	5512	BOOKS-LIBRARY	7,869.77	8,306.00	8,306.00	4,238.53	8,300.00	8,300.00	8,300.00
13570921	5514	INSTRUCTIONAL SUPPLI	21,903.55	23,649.00	31,041.00	29,247.78	12,649.00	12,649.00	12,649.00
13570921	5710	IN STATE TRAVEL/MEETINGS	727.20	839.00	0.00	0.00	0.00	0.00	0.00
13570921	5730	DUES AND SUB	589.00	1,068.00	675.00	675.00	1,907.00	1,907.00	1,907.00
13571021	5320	CONTRACTED SERVICES	31,087.97	30,350.00	35,150.00	31,012.47	138,250.00	138,250.00	138,250.00
13571021	5421	OFFICE SUPPLIES (GEN	11,513.72	18,100.00	10,100.00	9,916.41	23,100.00	23,100.00	23,100.00
13571021	5511	TEXTBOOKS	8,748.24	16,347.00	3,247.00	3,020.17	3,247.00	3,247.00	3,247.00
13571021	5512	BOOKS-LIBRARY	4,127.90	4,578.00	4,578.00	4,310.32	16,578.00	16,578.00	16,578.00
13571021	5514	INSTRUCTIONAL SUPPLI	46,241.19	40,434.30	63,334.30	59,778.72	57,334.00	57,334.00	57,334.00
13571021	5730	DUES AND SUB	5,410.00	5,000.00	300.00	25.00	14,300.00	14,300.00	14,300.00
13571021	5860	EQUIPMENT	6,948.70	10,855.00	10,855.00	10,823.75	10,855.00	10,855.00	10,855.00
13571121	5421	OFFICE SUPPLIES (GEN	940.96	0.00	0.00	0.00	0.00	0.00	0.00
13571121	5514	INSTRUCTIONAL SUPPLI	1,360.89	0.00	0.00	0.00	0.00	0.00	0.00
13571121	5860	EQUIPMENT	672.86	0.00	0.00	0.00	0.00	0.00	0.00
13571321	5270	RENTAL & LEASE	0.00	126,156.74	126,156.74	126,156.74	0.00	0.00	0.00
13571321	5320	CONTRACTED SERVICES	712.50	2,100.00	2,580.00	294.00	0.00	0.00	0.00
13571321	5421	OFFICE SUPPLIES (GEN	1,193.58	1,200.00	1,200.00	927.50	0.00	0.00	0.00
13571321	5514	INSTRUCTIONAL SUPPLI	1,552.33	4,000.00	4,520.00	4,088.36	0.00	0.00	0.00

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
13571321	5780	OTHER EXPENSES	221.00	750.00	750.00	622.78	0.00	0.00	0.00
13571621	5270	RENTAL & LEASE	225,000.00	225,000.00	225,000.00	225,000.00	225,000.00	225,000.00	225,000.00
13571621	5277	PHOTOCOPY MACHINE LE	3,734.80	3,734.80	3,734.80	3,279.65	3,735.00	3,735.00	3,735.00
13571621	5320	CONTRACTED SERVICES	14,052.68	17,000.00	18,500.00	10,445.49	17,000.00	17,000.00	17,000.00
13571621	5381	PRINTING AND BINDING	812.38	1,235.00	1,235.00	1,059.00	1,235.00	1,235.00	1,235.00
13571621	5421	OFFICE SUPPLIES (GEN	8,555.60	3,000.00	3,000.00	2,913.31	3,000.00	3,000.00	3,000.00
13571621	5514	INSTRUCTIONAL SUPPLIES	11,592.73	7,504.42	7,504.42	6,923.56	7,504.00	7,504.00	7,504.00
Total	NLIS-REG DAY-ELEM ED-EXP		1,640,325.02	1,651,577.98	2,119,007.60	1,764,044.34	1,829,628.00	1,829,628.00	1,829,628.00
250	057	Department Total	25,393,320.65	25,587,649.67	26,023,851.29	20,479,714.19	24,487,245.00	24,487,245.00	24,487,245.00

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
ELT/OST-DIST WIDE-CS-EXP									
13590121	5320	CONTRACTED SERVICES	0.00	220,000.00	200,735.00	195,485.00	205,000.00	205,000.00	205,000.00
Total ELT/OST-DIST WIDE-CS-EXP			0.00	220,000.00	200,735.00	195,485.00	205,000.00	205,000.00	205,000.00
250	059	Department Total	0.00	220,000.00	200,735.00	195,485.00	205,000.00	205,000.00	205,000.00

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
SPED- Teach/Und-Psnl									
13640160	5100	SUBSTITUTE TEACHERS	105,641.14	100,000.00	100,000.00	92,238.67	100,000.00	100,000.00	100,000.00
13640160	5111	SALARIES-FULL TIME	235,438.12	0.00	0.00	75.00	0.00	0.00	0.00
13640160	5114	TUTORS	35,045.50	41,640.00	41,640.00	84,591.25	41,640.00	41,640.00	41,640.00
13640160	5117	ADMINISTRATIVE	275,260.50	264,634.47	264,634.47	252,465.98	478,481.00	478,481.00	478,481.00
13640160	5125	DIST WIDE TEACHING	2,058,070.35	1,872,566.80	1,872,566.80	1,753,025.22	2,292,385.00	2,292,385.00	2,292,385.00
13640160	5126	PSYCHOLOGIST	149,834.01	0.00	0.00	0.00	75,661.00	75,661.00	75,661.00
13640160	5150	FRINGE/STIPENDS	34,782.98	286,395.00	286,395.00	286,214.50	286,395.00	286,395.00	286,395.00
13640160	5160	CLERICAL	83,347.10	96,842.21	96,842.21	89,236.43	90,001.00	90,001.00	90,001.00
13640160	5163	PARAPROFESSIONALS	31,550.00	0.00	0.00	0.00	0.00	0.00	0.00
13640180	5112	TRANSPORTATION	523,354.19	577,600.01	522,600.01	478,817.77	524,619.00	524,619.00	524,619.00
13640180	5160	CLERICAL	47,663.66	45,161.62	45,161.62	49,822.66	46,315.00	46,315.00	46,315.00
13640180	5165	NON-INST SUPERVISOR	99,821.06	98,656.25	98,656.25	89,977.18	107,753.00	107,753.00	107,753.00
13640220	5102	ELEMENTARY	213,637.27	143,611.15	143,611.15	194,905.04	244,112.00	244,112.00	244,112.00
13640220	5125	DIST WIDE TEACHING	68,352.00	139,111.61	139,111.61	123,868.48	151,828.00	151,828.00	151,828.00
13640220	5126	PSYCHOLOGIST	234,576.59	227,141.41	227,141.41	152,765.83	221,180.00	221,180.00	221,180.00
13640220	5163	PARAPROFESSIONALS	221,478.24	213,865.15	213,865.15	201,461.30	272,652.00	272,652.00	272,652.00
13640420	5102	ELEMENTARY	400,379.24	318,305.61	318,305.61	162,357.66	194,380.00	194,380.00	194,380.00
13640420	5125	DIST WIDE TEACHING	32,722.63	110,493.61	110,493.61	88,949.89	115,840.00	115,840.00	115,840.00
13640420	5126	PSYCHOLOGIST	58,817.00	100,126.84	100,126.84	92,402.40	141,346.00	141,346.00	141,346.00
13640420	5163	PARAPROFESSIONALS	101,620.52	123,906.27	123,906.27	131,710.31	139,954.00	139,954.00	139,954.00
13640520	5102	ELEMENTARY	276,339.54	306,447.21	306,447.21	220,177.60	0.00	0.00	0.00
13640520	5125	DIST WIDE TEACHING	122,973.93	150,315.93	150,315.93	143,881.52	0.00	0.00	0.00
13640520	5126	PSYCHOLOGIST	113,377.48	61,444.48	61,444.48	151,257.28	0.00	0.00	0.00
13640520	5163	PARAPROFESSIONALS	131,164.18	168,795.29	168,795.29	104,663.94	0.00	0.00	0.00
13640620	5102	ELEMENTARY	138,028.16	218,832.61	218,832.61	144,969.70	255,955.00	255,955.00	255,955.00
13640620	5125	DIST WIDE TEACHING	105,257.05	107,886.01	107,886.01	88,118.67	109,963.00	109,963.00	109,963.00
13640620	5126	PSYCHOLOGIST	0.00	102,960.25	102,960.25	74,371.60	130,698.00	130,698.00	130,698.00
13640620	5163	PARAPROFESSIONALS	90,459.23	107,312.80	107,312.80	72,320.43	92,886.00	92,886.00	92,886.00
13640720	5102	ELEMENTARY	560,217.18	608,295.27	608,295.27	476,920.13	625,018.00	625,018.00	625,018.00
13640720	5125	DIST WIDE TEACHING	108,635.30	117,975.02	117,975.02	115,840.88	122,360.00	122,360.00	122,360.00
13640720	5126	PSYCHOLOGIST	182,229.56	155,501.81	155,501.81	121,590.92	105,988.00	105,988.00	105,988.00
13640720	5163	PARAPROFESSIONALS	159,132.67	171,471.70	171,471.70	178,205.36	230,668.00	230,668.00	230,668.00
13640820	5102	ELEMENTARY	676,371.52	634,813.73	634,813.73	310,915.59	520,694.00	520,694.00	520,694.00
13640820	5125	DIST WIDE TEACHING	100,707.41	182,359.12	182,359.12	185,602.03	295,167.00	295,167.00	295,167.00
13640820	5126	PSYCHOLOGIST	75,114.94	150,367.65	150,367.65	164,682.94	209,819.00	209,819.00	209,819.00

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			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
13640820	5163	PARAPROFESSIONALS	357,501.54	407,505.50	407,505.50	361,770.91	519,324.00	519,324.00	519,324.00
13640920	5114	TUTORS	0.00	0.00	0.00	28,575.00	0.00	0.00	0.00
13640920	5125	DIST WIDE TEACHING	33,141.99	107,786.01	107,786.01	90,815.42	112,746.00	112,746.00	112,746.00
13640920	5126	PSYCHOLOGIST	307,645.28	231,690.73	231,690.73	278,618.90	425,061.00	425,061.00	425,061.00
13640920	5130	MIDDLE SCHOOL	921,915.94	889,388.49	889,388.49	686,425.33	937,313.00	937,313.00	937,313.00
13640920	5163	PARAPROFESSIONALS	390,267.57	345,988.36	345,988.36	311,004.47	311,112.00	311,112.00	311,112.00
13641020	5114	TUTORS	0.00	0.00	0.00	22,981.25	0.00	0.00	0.00
13641020	5125	DIST WIDE TEACHING	156,053.15	219,132.30	219,132.30	140,448.93	129,234.00	129,234.00	129,234.00
13641020	5126	PSYCHOLOGIST	463,364.23	449,142.84	449,142.84	359,701.40	462,998.00	462,998.00	462,998.00
13641020	5140	SPED High Schl-Psnl	1,380,007.12	1,307,339.29	1,307,339.29	950,507.78	1,193,893.00	1,193,893.00	1,193,893.00
13641020	5163	PARAPROFESSIONAL	495,783.69	589,143.77	589,143.77	382,529.29	502,988.00	502,988.00	502,988.00
13641120	5102	ELEMENTARY	0.00	363,289.21	363,289.21	320,557.62	0.00	0.00	0.00
13641120	5103	EARLY CHILDHOOD TEACHING	0.00	0.00	0.00	0.00	519,824.00	519,824.00	519,824.00
13641120	5111	SALARIES-FULL TIME	453,317.11	0.00	0.00	996.99	0.00	0.00	0.00
13641120	5117	ADMINISTRATIVE	0.00	43,169.50	43,169.50	32,476.55	64,297.00	64,297.00	64,297.00
13641120	5125	DIST WIDE TEACHING	64,030.39	294,760.46	294,760.46	250,723.77	336,520.00	336,520.00	336,520.00
13641120	5126	PSYCHOLOGIST	6,293.16	0.00	0.00	-975.21	0.00	0.00	0.00
13641120	5163	PARAPROFESSIONALS	168,083.23	239,269.91	239,269.91	187,775.13	244,818.00	244,818.00	244,818.00
13641320	5117	ADMINISTRATIVE	0.00	0.00	0.00	0.00	105,837.00	105,837.00	105,837.00
13641320	5125	DIST WIDE TEACHING	0.00	27,793.90	27,793.90	0.00	44,783.00	44,783.00	44,783.00
13641320	5126	PSYCHOLOGIST	119,788.85	50,449.48	50,449.48	105,630.80	53,721.00	53,721.00	53,721.00
13641320	5140	TEACHING	0.00	0.00	0.00	0.00	369,620.00	369,620.00	369,620.00
13641320	5150	FRINGE/STIPENDS	0.00	0.00	0.00	0.00	500.00	500.00	500.00
13641320	5163	PARAPROFESSIONALS	0.00	0.00	0.00	0.00	50,471.00	50,471.00	50,471.00
Total SALEM PREP-SPED-ELEM ED-			13,168,593.50	13,570,686.64	13,515,686.64	11,388,968.49	14,608,818.00	14,608,818.00	14,608,818.00

SPED- Teach/Und-Exp

13640161	5302	MEDICAL CONTRACTUAL	209,035.38	271,000.00	193,500.00	122,039.49	271,000.00	271,000.00	271,000.00
13640161	5313	EDUCATION EVALUATION	23,322.86	30,000.00	30,000.00	25,598.58	30,000.00	30,000.00	30,000.00
13640161	5317	EDUCATIONAL TRAINING	39,250.98	40,000.00	40,000.00	16,247.65	40,000.00	40,000.00	40,000.00
13640161	5320	CONTRACTED SERVICES	384,639.17	443,575.00	413,575.00	331,202.11	423,501.00	423,501.00	423,501.00
13640161	5324	TUITION	3,214,617.88	3,409,241.85	3,409,241.85	3,376,216.93	3,613,796.00	3,613,796.00	3,613,796.00
13640161	5421	OFFICE SUPPLIES (GEN	7,277.74	6,150.00	6,150.00	5,755.16	6,150.00	6,150.00	6,150.00
13640161	5514	INSTRUCTIONAL SUPPLI	44,693.72	45,250.00	92,750.00	82,760.78	45,250.00	45,250.00	45,250.00
13640161	5519	COMPUTER SOFTWARE	4,687.82	5,000.00	5,000.00	2,206.26	5,000.00	5,000.00	5,000.00
13640161	5582	DATA PROCESSING SUPP	1,200.00	0.00	0.00	0.00	0.00	0.00	0.00
13640161	5780	OTHER EXPENSES	882.90	900.00	900.00	326.79	900.00	900.00	900.00

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
13640161	5860	EQUIPMENT	10,915.26	16,575.00	16,575.00	8,976.34	16,575.00	16,575.00	16,575.00
13640181	5244	VEHICLE REPAIR AND M	52,802.56	60,000.00	60,000.00	45,116.05	75,000.00	75,000.00	75,000.00
13640181	5332	SPEC ED TRANSPORTATI	853,254.23	700,000.00	700,000.00	685,542.51	735,000.00	735,000.00	735,000.00
13640181	5334	HOMELESS TRANSPORTATION	201,164.00	200,000.00	330,115.00	217,185.33	210,000.00	210,000.00	210,000.00
13641121	5320	CONTRACTED SERVICES	0.00	563.00	563.00	0.00	563.00	563.00	563.00
13641121	5381	PRINTING AND BINDING	0.00	375.00	375.00	62.38	375.00	375.00	375.00
13641121	5421	OFFICE SUPPLIES (GEN	0.00	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00
13641121	5514	INSTRUCTIONAL SUPPLIES	0.00	1,438.00	1,438.00	1,374.04	1,438.00	1,438.00	1,438.00
13641121	5860	EQUIPMENT	0.00	1,500.00	1,500.00	1,453.10	1,500.00	1,500.00	1,500.00
13641321	5270	RENTAL & LEASE	0.00	0.00	0.00	0.00	126,157.00	126,157.00	126,157.00
13641321	5320	CONTRACTED SERVICES	0.00	0.00	0.00	0.00	2,100.00	2,100.00	2,100.00
13641321	5421	OFFICE SUPPLIES (GEN	0.00	0.00	0.00	0.00	1,200.00	1,200.00	1,200.00
13641321	5514	INSTRUCTIONAL SUPPLIES	0.00	0.00	0.00	0.00	4,000.00	4,000.00	4,000.00
13641321	5780	OTHER EXPENSES	0.00	0.00	0.00	0.00	750.00	750.00	750.00
Total	SPED-SALEM PREP-HS-EXPEN		5,047,744.50	5,233,067.85	5,303,182.85	4,923,563.50	5,611,755.00	5,611,755.00	5,611,755.00
250	064	Department Total	18,216,338.00	18,803,754.49	18,818,869.49	16,312,531.99	20,220,573.00	20,220,573.00	20,220,573.00

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures FY 2017	Adopted Budget FY 2018	Adjusted Budget FY 2018	Y-T-D Expenses FY 2018	Department FY 2019	Mayor FY 2019	Council FY 2019
Bilingual- Supervision-Psnl									
13700120	5102	ELEMENTARY	0.00	0.00	0.00	0.00	59,036.00	59,036.00	59,036.00
13700120	5117	ADMINISTRATIVE	0.00	0.00	0.00	0.00	107,406.00	107,406.00	107,406.00
13700120	5125	DIST WIDE TEACHING	210,363.61	236,097.52	236,097.52	228,661.53	155,477.00	155,477.00	155,477.00
13700130	5114	TUTORS/TRANSLATORS	106,765.31	81,795.00	96,495.00	80,473.75	36,000.00	36,000.00	36,000.00
13700220	5102	ELEMENTARY	72,725.00	74,215.46	74,215.46	65,740.48	195,350.00	195,350.00	195,350.00
13700220	5114	TUTORS	0.00	20,448.75	20,448.75	17,543.75	41,557.00	41,557.00	41,557.00
13700220	5125	DIST WIDE TEACHING	0.00	0.00	0.00	0.00	36,379.00	36,379.00	36,379.00
13700420	5102	ELEMENTARY	59,946.00	61,444.48	61,444.48	34,422.77	76,989.00	76,989.00	76,989.00
13700520	5111	SALARIES-FULL TIME	441,880.01	0.00	0.00	0.28	0.00	0.00	0.00
13700520	5125	DIST WIDE TEACHING	0.00	430,690.72	430,690.72	293,155.62	0.00	0.00	0.00
13700520	5150	FRINGE/STIPENDS	5,500.00	0.00	0.00	0.00	0.00	0.00	0.00
13700520	5163	PARAPROFESSIONALS	0.00	0.00	0.00	14,630.88	0.00	0.00	0.00
13700620	5102	ELEMENTARY	202,075.47	232,904.44	232,904.44	203,348.28	237,738.00	237,738.00	237,738.00
13700620	5114	TUTORS	0.00	18,364.00	18,364.00	0.00	19,064.00	19,064.00	19,064.00
13700720	5102	ELEMENTARY	0.00	0.00	0.00	0.00	159,352.00	159,352.00	159,352.00
13700720	5111	SALARIES-FULL TIME	163,065.74	10,150.00	10,150.00	19,190.88	0.00	0.00	0.00
13700720	5114	TUTORS	0.00	0.00	0.00	0.00	10,150.00	10,150.00	10,150.00
13700720	5125	DIST WIDE TEACHING	0.00	179,405.76	179,405.76	118,261.80	0.00	0.00	0.00
13700820	5102	ELEMENTARY	123,560.76	126,234.21	126,234.21	98,857.00	271,205.00	271,205.00	271,205.00
13700820	5114	TUTORS	0.00	0.00	0.00	15,150.00	0.00	0.00	0.00
13700820	5125	DIST WIDE TEACHING	0.00	0.00	0.00	0.00	36,379.00	36,379.00	36,379.00
13700920	5114	TUTORS	1,150.00	17,000.00	17,000.00	0.00	17,000.00	17,000.00	17,000.00
13700920	5130	MIDDLE SCHOOL	195,441.66	201,434.40	201,434.40	157,786.28	327,851.00	327,851.00	327,851.00
13701020	5140	TEACHING	539,043.32	717,700.39	717,700.39	417,281.58	739,687.00	739,687.00	739,687.00
Total Bilingual- High Schl-Psnl			2,121,516.88	2,407,885.13	2,422,585.13	1,764,504.88	2,526,620.00	2,526,620.00	2,526,620.00
Bilingual- Teach/Und-Exp									
13701331	5320	CONTRACTED SERVICES	53,707.57	121,841.28	67,141.28	6,909.98	125,359.00	125,359.00	125,359.00
13702030	5320	CONTRACTED SERVICES	14,186.65	25,139.00	25,139.00	20,855.68	25,139.00	25,139.00	25,139.00
Total Bilingual- Supervision-Exp			67,894.22	146,980.28	92,280.28	27,765.66	150,498.00	150,498.00	150,498.00
250	070	Department Total	2,189,411.10	2,554,865.41	2,514,865.41	1,792,270.54	2,677,118.00	2,677,118.00	2,677,118.00

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Reserve Fund- Contingency-PSNL									
13930120	5161	RETROACTIVE WAGES	2,388.46	0.00	0.00	0.00	0.00	0.00	0.00
13930120	5171	COLLECTIVE BARGANING RESERVE	244,192.59	0.00	0.00	2,185.16	0.00	0.00	0.00
	Total	Reserve Fund- Contingency-PSNI	246,581.05	0.00	0.00	2,185.16	0.00	0.00	0.00
250	093	Department Total	246,581.05	0.00	0.00	2,185.16	0.00	0.00	0.00

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Prof Dev- Prof Dev-Psnl									
13990160	5100	SUBSTITUTE TEACHERS	585.00	0.00	0.00	0.00	73,910.00	73,910.00	73,910.00
13990160	5144	TUITION INCENTIVE	0.00	0.00	0.00	6,000.00	0.00	0.00	0.00
13990160	5150	FRINGE/STIPENDS	46,027.50	173,910.00	96,929.00	70,475.25	0.00	0.00	0.00
13990410	5150	FRINGE/STIPENDS	15,000.00	15,000.00	15,000.00	14,772.82	15,000.00	15,000.00	15,000.00
Total	Prof Dev/Carlton/Prof Dev		61,612.50	188,910.00	111,929.00	91,248.07	88,910.00	88,910.00	88,910.00
Prof Dev- Prof Dev-Exp									
13990161	5317	EDUCATIONAL TRAINING	213,323.07	267,938.00	179,754.38	166,918.06	221,938.00	221,938.00	221,938.00
13990161	5324	TUITION	24,828.10	65,000.00	65,000.00	43,613.00	65,000.00	65,000.00	65,000.00
Total	Prof Dev- Prof Dev-Exp		238,151.17	332,938.00	244,754.38	210,531.06	286,938.00	286,938.00	286,938.00
250	099	Department Total	299,763.67	521,848.00	356,683.38	301,779.13	375,848.00	375,848.00	375,848.00

CITY OF SALEM - FY 2019 OPERATING BUDGET

Expenditures FY 2017	Adopted Budget FY 2018	Adjusted Budget FY 2018	Y-T-D Expenses FY 2018	Department FY 2019	Mayor FY 2019	Council FY 2019
Fund Totals For 100	55,666,880.31	56,807,831.00	57,077,168.00	47,352,151.14	57,628,889.00	57,628,889.00

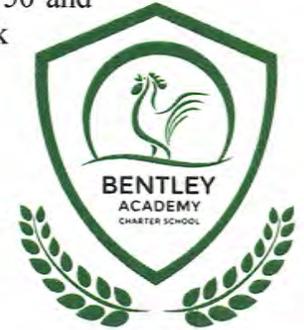
Budget Transfer Out

Retirement Stabilization Trust Fund

This trust fund was established in FY 2009 in accordance with Massachusetts General Law – Chapter 46 sections 14 and 50 and Chapter 140 sections 19 and 137 of the Acts of 2003. The purpose of this trust fund is to fund retiring employees accrued sick and vacation buybacks as established by City Policy and contractual agreements.

Bentley Academy Charter School

In FY 2016 the Bentley School becomes a Horace Mann Charter School. This money is transferred out to a Special Revenue Fund set up for the Bentley Academy Charter School.



Salem 2026 – 400 Anniversary Fund

In FY 2014 the Mayor established a new special revenue fund to help fund the City's 400th anniversary celebration. The Mayor appropriates \$10,000.00 per year to help pay for events in 2026.

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council	
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019	
BUDGET TRANSFERS OUT OF GF										
120	5962	TRANSFER TO BENTLEY CHARTER	2,644,416.00	3,018,434.00	2,749,097.00	2,749,097.00	3,238,570.00	3,238,570.00	3,238,570.00	
120	5965	TRANS TO RETIREMENT STAB-8311	100,000.00	0.00	0.00	0.00	600,000.00	600,000.00	600,000.00	
120	5969	TRANS TO SALEM 2026 FUND	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	
	Total	BUDGET TRANSFERS OUT OF	2,754,416.00	3,028,434.00	2,759,097.00	2,759,097.00	3,848,570.00	3,848,570.00	3,848,570.00	
900	000	Department Total	2,754,416.00	3,028,434.00	2,759,097.00	2,759,097.00	3,848,570.00	3,848,570.00	3,848,570.00	

FY 2019 DETAILED BUDGET REPORT
EXPENSES

Budget Transfers Out of General Fund - 900

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
120	5962	Transfers to Bentley Charter School			
		City portion of Bentley Charter School	3,238,570	3,238,570	3,238,570
		Figure from Kristin on 2.26.18	3,238,570	3,238,570	3,238,570
<hr/>					
120	5965	Transfers to Retirement stabilization Fund 8311			
		To Fund Retirements For Fiscal Year			
		City - Police, Fire, DPW, Etc.	600,000	600,000	600,000
		*School			
		AFSCME 45 Day buybacks			
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TOTAL			600,000	600,000	600,000
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120	5969	Transfer To Salem 2026-400 Anniversary Fund			
		Fund set up for Salem's 400th Anniversary Celebration	10,000	10,000	10,000
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TOTAL			10,000	10,000	10,000
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TOTAL PROPOSED			3,848,570	3,848,570	3,848,570

Public Services – Sewer Enterprise

Mission Statement – Why We Exist

To provide increased regular maintenance on sewer and drain system thus reducing system failure.

Significant Budget & Staffing Changes For FY 2019

No significant budget or staffing changes for FY 2018.

Recent Accomplishments

- Responded to over 31 sewer backups.
- Rebuilt over 17 sewer manholes and catch basins.
- Repaired over 141 trenches.
- Cleaned over 28 catch basins.
- Used web site for up-to-date sewer related bulletins.
- Continued sewer inspection records for reference.

FY 2019 Goals & Objectives

- Utilize GIS mapping system to indicate areas of focus?
- Maintain sewer system to help reduce sewer backups.
- Replace and secure rims and covers – manhole.
- Continue routine cleaning of catch basins.
- Continue to view thru video any troubled areas.
- Reduce flooding of areas thru active catch basin cleaning.
- Leak detection efforts to continue to identify areas of weakness in the infrastructure and implement repairs and maintenance of, minimizing sewer and drain leaks and breaks.
- Continue to investigate sewer and storm water separation in certain areas.



Outcomes and Performance Measures	Actual FY 2016	Actual FY 2017	Estimated FY2018	Estimated FY2019
Sewer Backups Reported -Residential & City Owned	30		45	
City Responsible	12		10	
Resident Responsible	18		20	

How FY 2019 Departmental Goals Relate to City's Overall Long & Short Term Goals

The Department of Public Services is committed to addressing any residential or business issue as soon as possible to reduce the public health risk. DPS personnel continue to work with the local residences and businesses to identify and assign responsibility for any sewer issue while promptly working to fix any issue that is the City's responsibility.

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Sewer-Pub Serv-Personnel									
600031	5111	SALARIES-FULL TIME	286,266.45	365,951.00	365,951.00	284,776.12	417,765.00	419,517.00	419,517.00
600031	5131	OVERTIME (GENERAL)	300.70	10,560.00	10,560.00	11,767.68	30,000.00	15,000.00	15,000.00
Total Sewer-Pub Serv-Personnel			286,567.15	376,511.00	376,511.00	296,543.80	447,765.00	434,517.00	434,517.00
Sewer-Pub Serv-Expenses									
600032	5211	ELECTRICITY	7,500.00	7,500.00	7,500.00	6,906.79	7,500.00	7,500.00	7,500.00
600032	5215	NATURAL GAS	7,000.00	7,000.00	7,000.00	5,453.67	7,000.00	7,000.00	7,000.00
600032	5251	UTILITY SERV REP & MAINT	9,350.88	10,400.00	10,400.00	9,259.31	30,000.00	12,000.00	12,000.00
600032	5301	POLICE DETAIL	5,000.00	5,000.00	5,000.00	1,104.00	5,000.00	5,000.00	5,000.00
600032	5317	EDUCATIONAL TRAINING	500.00	500.00	500.00	0.00	2,500.00	1,000.00	1,000.00
600032	5320	CONTRACTED SERVICES	2,499.00	2,500.00	2,500.00	435.20	2,500.00	2,500.00	2,500.00
600032	5341	TELEPHONE	4,000.00	4,000.00	4,000.00	1,850.99	4,000.00	4,000.00	4,000.00
600032	5421	OFFICE SUPPLIES (GEN	750.00	750.00	750.00	292.87	750.00	750.00	750.00
600032	5481	GASOLINE/DIESEL FUEL	76,978.00	75,000.00	75,000.00	65,213.13	75,000.00	75,000.00	75,000.00
600032	5483	VEHICLE PRS & ACCES	23,140.95	22,500.00	91,000.00	47,350.73	22,500.00	22,500.00	22,500.00
600032	5485	STREET SWEEPER BROOM	2,000.00	2,000.00	2,000.00	409.71	2,000.00	2,000.00	2,000.00
600032	5839	INFRASTRUCTURE REPAI	11,075.00	15,000.00	15,000.00	14,333.85	25,000.00	25,000.00	25,000.00
600032	5860	EQUIPMENT	34,528.00	36,472.00	36,472.00	34,527.65	36,472.00	36,472.00	36,472.00
Total Sewer-Pub Serv-Expenses			184,321.83	188,622.00	257,122.00	187,137.90	220,222.00	200,722.00	200,722.00
230	440	Department Total	470,888.98	565,133.00	633,633.00	483,681.70	667,987.00	635,239.00	635,239.00

FY 2019 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2018	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2018	Dept Prop Rate FY 2019	Dept Request FY 2019	Mayor Rate FY 2019	Mayor Proposed FY 2019	Council Voted FY 2019
KNOWLTON DAVID	230 SEWER-PUBLIC SERV	600031-5111	City Engineer-DPS Director		20,469.22		0.17		17%	2,315.52	2,315.52	20,469.22	2,361.83	20,878.60	20,878.60
JODOIN RAYMOND	230 SEWER-PUBLIC SERV	600031-5111	GENERAL FOREMAN		23,677.43		0.33		33%	1,379.80	1,379.80	23,677.43	1,407.40	24,150.98	24,150.98
MCCREA SEAN	230 SEWER-PUBLIC SERV	600031-5111	Assistant Pub Services Dir	9/6/16	23,677.43		0.33		33%	1,379.80	1,379.80	23,677.43	1,407.40	24,150.98	24,150.98
Increase for Jodoin - 15K for new position of Operations Manager									33%		15,000.00	4,950.00		4,950.00	4,950.00
NEW POSITION	230 SEWER-PUBLIC SERV	600031-5111	Data Analyst				0.34		33%		1,153.85	19,800.07	1,176.93	20,196.07	20,196.07
					298,126.65		6.16				Total AFSCME 1818	325,190.31		325,190.31	325,190.31
					365,950.73		7.33		Total Full Time - 5111			417,764.46		419,516.94	419,516.94
	230 SEWER-PUBLIC SERV	600031-5131	OVERTIME		10,560.00				0.2			30,000.00		15,000.00	15,000.00
					376,510.73		7.33		Department Total			447,764.46		434,516.94	434,516.94

Full-Time Equivalent Employees:	FY 2017	5.99
	FY 2018	6.49
	FY 2019	7.33
	Variance 18 vs. 19	0.84

FY 2019 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2017 52	F T E	Rate FY 2018	Incr FY 2019 1.000	Calc Rate FY 2019	STEP INCREASES				Dept Request FY 2019 52	Mayor FY 2019 52	Council FY 2019 52	
											Date	Rate	# Wks Old	New				
BARNES DAVID	230 SEWER - PUB SERV	600031-5111	HEO	6/27/2012	1	25,860.08	0.50	994.62	1.000	994.62				50%	25,860.12	25,860.12	25,860.12	
BEAUREGARD RICHARD	230 SEWER - PUB SERV	600031-5111	HEAD FOREMAN I/II	3/2/2001	1	30,856.92	0.50	1,186.80	1.000	1,186.80				50%	30,856.80	30,856.80	30,856.80	
CONDON DEREK	230 SEWER - PUB SERV	600031-5111	MASON	9/8/2000	1	25,860.08	0.50	994.62	1.000	994.62				50%	25,860.15	25,860.15	25,860.15	
GREENE ANN MARIE	230 SEWER - PUB SERV	600031-5111	PRINC ACCT CLERK II/III	3/10/2016	2	15,319.30	0.33	924.76	1.000	924.76				33%	15,868.88	15,868.88	15,868.88	
LEVESQUE JAMES	230 SEWER - PUB SERV	600031-5111	SI/Sidewalk Foreman	06/21/1999	1	18,517.85	0.33	1,079.13	1.000	1,079.13				33%	18,517.87	18,517.87	18,517.87	
LINTON GARCIA	230 SEWER - PUB SERV	600031-5111	HEO	8/12/2013	1	25,860.08	0.50	994.62	1.000	994.62				50%	25,860.12	25,860.12	25,860.12	
LINTON-Shift Differential	230 SEWER - PUB SERV	600031-5111	Base Rate X 9% & 10 per weekend X 22			2,327.40		89.52	1.000	89.52				50%	2,327.52	2,327.52	2,327.52	
LOWE JAMES	230 SEWER - PUB SERV	600031-5111	HMEO III/III	9/2/16	1	23,038.46	0.50	890.96	1.000	890.96	9/2/2018	923.80	8.0	44.0	50%	23,887.44	23,887.44	23,887.44
MARINO PAUL	230 SEWER - PUB SERV	600031-5111	HEAD FOREMAN II/III	07/23/1998	1	28,057.35	0.50	1,143.78	1.000	1,143.78	9/26/2018	1,186.80	11.0	41.0	50%	30,620.19	30,620.19	30,620.19
MORRIS RALPH	230 SEWER - PUB SERV	600031-5111	HEO	11/30/2009	1	25,860.08	0.50	994.62	1.000	994.62				50%	25,860.12	25,860.12	25,860.12	
MURRAY III JOHN	230 SEWER - PUB SERV	600031-5111	WATER SYS MAIN CRAFT	05/22/1989	1	24,018.70	0.50	923.80	1.000	923.80				50%	24,018.80	24,018.80	24,018.80	
MURRAY III Shift Differential	230 SEWER - PUB SERV	600031-5111	Base Rate X 8% (4 days 32 hrs at \$.50)			1,921.60		73.91	1.000	73.91				50%	1,921.66	1,921.66	1,921.66	
NADEAU ADAM	230 SEWER - PUB SERV	600031-5111	MASON	9/23/14	1	25,860.08	0.50	994.62	1.000	994.62				50%	25,860.12	25,860.12	25,860.12	
NIEMAN ANDREW	230 SEWER - PUB SERV	600031-5111	HMEO III	8/7/17	1		0.50	859.34	1.000	859.34	8/7/2018	890.96	4.0	48.0	50%	23,101.72	23,101.72	23,101.72
SMITH MICHAEL	230 SEWER - PUB SERV	600031-5111	Maint Craftsperson	2/20/14	1	24,018.70	0.50	923.80	1.000	923.80				50%	24,018.80	24,018.80	24,018.80	
OUT OF GRADE						750.00									750.00	750.00	750.00	
						298,126.65	6.16								325,190.31	325,190.31	325,190.31	

**FY 2019 DETAILED BUDGET REPORT
EXPENSES**

Public Services - Sewer Enterprise - 230

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
600032	5211	ELECTRICITY			
		National Grid	4,000	4,000	4,000
		Transcanada	3,500	3,500	3,500
		Split with DPW/Water/Sewer	7,500	7,500	7,500
TOTAL					
600032	5215	NATURAL GAS			
		Direct Energy Marketing	3,000	3,000	3,000
		National Grid	4,000	4,000	4,000
		Split with DPW/Water/Sewer	7,000	7,000	7,000
TOTAL					
600032	5251	UTILITY SERVICE REPAIR & MAINT			
		Sewer supplies: manhole, asphalt, pipe, valves, covers, frames, gaskets, rentals	30,000	12,000	12,000
		Contractors: Dilisio Brothers, Aggregate, EJ, FW, RentAll, Home Depot, Winer, Green Pro			
TOTAL			30,000	12,000	12,000
600032	5301	POLICE DETAIL			
		Details needed for road work during sewer line repairs in roads	5,000	5,000	5,000
TOTAL			5,000	5,000	5,000
600032	5317	EDUCATIONAL TRAINING			
		Misc. training courses as needed	2,000	1,000	1,000
		New England Water Works Assoc. for employee recertifications	500	-	-
TOTAL			2,500	1,000	1,000
600032	5320	CONTRACTED SERVICES			
		Cleaning, inspection and repairs of sewer lines	2,500	2,500	2,500
TOTAL			2,500	2,500	2,500
600032	5341	Telephone			
		Verizon GPS tracking for DPW Trucks @ \$1,410.00 x 12 mos (1/3)	4,000	4,000	4,000
TOTAL			4,000	4,000	4,000
600032	5421	OFFICE SUPPLIES (GENERAL)			
		General Office supplies as needed	750	750	750
TOTAL			750	750	750
600032	5481	GASOLINE/DIESEL FUEL			
		Fuel for Sewer/Water Vehicles	75,000	75,000	75,000
TOTAL			75,000	75,000	75,000
600032	5483	VEHICLE PARTS & ACCESSORIES			
		Oil products, tires, starters, alternators, sewer hoses, truck services, inspections	22,500	22,500	22,500
		Vendors include Dennis Burke, Maplewood, NE Muni, R&S, Ulimited Auto, C&C Auto			
TOTAL			22,500	22,500	22,500
600032	5485	Sweeper			
		Associated costs for sweeper repairs	2,000	2,000	2,000
TOTAL			2,000	2,000	2,000
600032	5839	INFRASTRUCTURE REPAIR			
		Manhole asphalt, pipe, valves, covers, frames, gaskets, contract work	25,000	25,000	25,000
		Contractors include Aggregate, EJ Prescott, Granese, Waterworks			
TOTAL			25,000	25,000	25,000
600032	5860	EQUIPMENT PURCHASE			
		Vactor truck - 50/50 split between water & sewer	36,472	36,472	36,472
		<i>Lease to purchase - FY 19 Year 5 of 5</i>	36,472	36,472	36,472
TOTAL			36,472	36,472	36,472
TOTAL PROPOSED			220,222	200,722	200,722

Engineering – Sewer Enterprise

Mission Statement – Why We Exist

The Engineering Department provides technical expertise related to connections to, and extensions of, the municipal wastewater collection system. All sewer infrastructure improvement projects are managed by the Engineering Department. The City Engineer is Salem's representative on the South Essex Sewerage District's (SESD) board of directors. SESD is the regional wastewater treatment plant that serves Danvers, Peabody, Beverly, Marblehead and Salem, located on Fort Avenue in Salem. The Engineering Department manages the contracted operations and maintenance effort, including utility and supply costs, for the City's 8 wastewater pumping stations and mechanical tide gates at the outlet of the Forest River to Salem Harbor. The Department also manages the City's annual City-wide catch basin cleaning program to ensure flood mitigation and storm water quality is maximized.



Engineering is also responsible for the billing of all wastewater expenses, based on water usage, to all institutional, commercial, and residential properties in the City that are connected to the municipal collection system, over 10,000 accounts. The sewer department provides customer service in a timely and professional manner in response to billing inquiries, managing current accounts, establishing new accounts, scheduling appointments for meter reader, identifying accounts requiring service, selling meters and deduct meters and processing of over 3,500 water and sewer bills monthly, approximately 5% -10% requiring analysis and estimating. Funding for the efforts described herein is derived from the Sewer Enterprise System.

Significant Budget & Staffing Changes For FY 2019

None. Meter reader/Water Service Inspector duties have changed significantly over the last couple of years. He now troubleshoots meters not sending readings through the towers, including wiring issues, faulty meter head, and activating the new MIU boxes for new meters. Also replaces water meters and meter heads.

Recent Accomplishments

- Incorporated back flow billing-1,200 annual tests into the monthly and quarterly Munis Water and Sewer billing system. These bills are annual and semiannual.
- Continue to issue monthly letters to customers whose meters showed continuous water usage (several hundred monthly). Customers will receive up to three consecutive letters.

- Continued efforts to identify and remove illicit (direct sanitary) connections to the City's drainage systems. Efforts have focused on the South and North River outfall locations, in response to Notices of Non-Compliance issued to the City from DEP, and recently completed audit by US EPA.



- Managed for the eighth year liens on overdue water, sewer and trash bills to 3rd quarter real estate tax bills (598 accounts); resulting in major revenue influx, estimated at \$340,000 (sewer only). Continued to lien condo developments owing over \$600- 22 condos for December 2017.
- Advancing the Canal Street/SSU flood utilization project at Salem State University to site an underground storage tank and pump station on the O'Keefe Center Parking Lot.
- Sought permits from various regulatory agencies for the pump station outfall pipe at Salem Harbor.
- Advanced CIP funded projects to address flooding issues and storm water collection system deficiencies City-wide, including the South River, Canal Street, Forrester Street, Station Road and Moffat Road.
- Advanced a City-wide Infiltration / Inflow (I/I) Study which metered the entire City's wastewater collection system and identified areas cost effective for further study. Canal Street Sewer improvement projects have been planned to reduce extraneous flow to SESD.
- Managed contract operator for the City's wastewater pumping stations.
- Managed CB cleaning contract.
- Continued streamlining the water and sewer billing system and to expeditiously resolve any billing disputes in a customer friendly manner. Continued to utilize meter software to continually improve customer service.
- Worked on resolving continuing issues within the new meter project, quality control of all meters input to new system, etc. Have effectively troubleshot dozens of meter issues monthly; completed input over 10,000 meters automatically into Munis (never been done with Neptune meters before).
- FOG Inspections done to see if restaurants are in compliance, Engineering received a \$10,000 MIAA grant for each of the last three years to fund this. project.

FY 2019 Goals & Objectives

- Continue informing customers who show continuous water usage.
- Continue illicit connection detection and removal program.
- Received \$78,000 grant to develop Winter Island storm drains.
- Address requirements of US EPA court order relative to storm water issues including a wet weather and dry weather sampling of a minimum of 50 storm drain outfalls to Salem Harbor and other City water bodies.
- Continue resolving flooding and collection system deficiencies City-wide including a large flood mitigation project in the Canal Street/SSU areas.
- Continue Infiltration & Inflow study.



- Manage the contractor operator of the City’s wastewater pump stations.
- Manage the City’s efforts related to EPA’s newly mandated City-wide storm water permit, which will require expenditures on our storm water collection and conveyance systems.
- Evaluate the need for sewer extensions in areas currently unsewered.
- Advance the Canal Street/SSU flood mitigation project to construction.
- In partnership with SalemSound Coastwatch, will design and permit stormwater treatment systems at Winter Island Park, funded by a \$78,000 State grant.

Outcomes and Performance Measures	Actual FY 2016	Actual FY 2017	Estimated FY2018	Estimated FY2019
Number of new 5/8 inch meters installed	68	30	80	30
Number of over 5/8 inch meters installed	24	10	15	10
Number of MIU’s installed	100	120	120	150
Number of on-site appointments	600	636	650	650
Number of meters installed from ARM program	10	5	18	5
Troubleshooting on-site/drive by	800	820	890	890

How FY 2019 Departmental Goals Relate to City’s Overall Long & Short Term Goals

- Both the City’s long and short term goals for sustainable infrastructure will be met with the department’s goals by reinvesting and rehabilitating the City’s waste water and storm water collection and conveyance infrastructure.
- Partnerships are being developed with the many neighborhood associations, institutions (SSU, Salem Hospital, etc.) and commercial establishments that will enable the Dept. goals to be obtained.

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures FY 2017	Adopted Budget FY 2018	Adjusted Budget FY 2018	Y-T-D Expenses FY 2018	Department FY 2019	Mayor FY 2019	Council FY 2019
Sewer-Engineer-Personnel									
600131	5111	SALARIES-FULL TIME	143,520.51	155,198.00	155,198.00	131,448.46	154,342.00	156,125.00	156,125.00
600131	5131	OVERTIME (GENERAL)	175.49	2,000.00	2,000.00	308.64	2,000.00	2,000.00	2,000.00
Total Sewer-Engineer-Personnel			143,696.00	157,198.00	157,198.00	131,757.10	156,342.00	158,125.00	158,125.00
Sewer-Engineer-Expenses									
600132	5211	ELECTRICITY-PUMP STATION	17,334.35	17,350.00	14,350.00	8,224.61	17,350.00	17,350.00	17,350.00
600132	5277	PHOTOCOPY MACHINE LE	1,500.00	1,500.00	1,500.00	1,215.54	1,500.00	1,500.00	1,500.00
600132	5278	TELEPHONE EQUIP-PUMP STATION	11,742.36	16,300.00	16,300.00	8,949.65	16,300.00	16,300.00	16,300.00
600132	5283	SEWER LINE LEASE	945.00	1,200.00	1,200.00	945.00	1,200.00	1,200.00	1,200.00
600132	5305	ACCOUNTING AND AUDIT	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
600132	5317	EDUCATIONAL TRAINING	1,978.83	2,500.00	2,500.00	1,636.53	3,500.00	3,500.00	3,500.00
600132	5320	CONTRACTED SERVICES-MAINT	48,855.00	50,000.00	50,000.00	35,643.45	50,000.00	50,000.00	50,000.00
600132	5342	POSTAGE	9,751.75	7,000.00	10,000.00	7,832.05	12,000.00	10,000.00	10,000.00
600132	5375	PUMP STAT OP & MAINT	74,193.36	90,000.00	90,000.00	70,251.44	90,000.00	90,000.00	90,000.00
600132	5381	PRINTING AND BINDING	1,186.82	1,750.00	1,750.00	1,304.98	1,750.00	1,750.00	1,750.00
600132	5421	OFFICE SUPPLIES (GEN	2,219.03	2,500.00	2,500.00	2,244.22	2,500.00	2,500.00	2,500.00
600132	5445	PUMP STATION SUPPL	5,203.57	5,000.00	5,000.00	4,638.93	5,000.00	5,000.00	5,000.00
600132	5520	SOFTWARE SUPPORT/ENHANCEMEI	3,900.00	3,900.00	3,900.00	1,000.00	3,900.00	3,900.00	3,900.00
600132	5710	IN STATE TRAVEL/MEETINGS	150.00	150.00	150.00	50.00	150.00	150.00	150.00
600132	5717	PROF LICENSE REIMB	0.00	0.00	0.00	0.00	0.00	0.00	0.00
600132	5837	SEWER SYS IMPROV PROG	5,100.00	25,000.00	25,000.00	1,138.69	225,000.00	225,000.00	225,000.00
600132	5869	COMPUTER EQUIP/TECH	800.00	1,000.00	1,000.00	0.00	1,000.00	1,000.00	1,000.00
Total Sewer-Engineer-Expenses			186,860.07	227,150.00	227,150.00	147,075.09	433,150.00	431,150.00	431,150.00
235	441	Department Total	330,556.07	384,348.00	384,348.00	278,832.19	589,492.00	589,275.00	589,275.00

FY 2019 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2018	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2018	Dept Prop Rate FY 2019	Dept Request FY 2019	Mayor Rate FY 2019	Mayor Proposed FY 2019	Council Voted FY 2019
CRIPPS CHERYL	235 SEWER-ENGINEERING	600131-5111	SECRETARY	8/13/08	15,298.03		0.33		33%	891.49	891.49	15,298.03	909.32	15,603.99	15,603.99
DAM CHUCK	235 SEWER-ENGINEERING	600131-5111	Assistant Engineer	5/1/17	34,623.84		0.34		34%	1,990.45	1,990.45	35,191.16	2,030.26	35,894.98	35,894.98
KNOWLTON DAVID	235 SEWER-ENGINEERING	600131-5111	City Engineer-DPS Director	5/21/2007	15,652.93		0.13		13%	2,315.52	2,315.52	15,652.93	2,361.83	15,965.99	15,965.99
ROSE JULIE	235 SEWER-ENGINEERING	600131-5111	BUSINESS MGR/WTR REG	1/23/07	17,320.49		0.25		25%	1,332.35	1,332.35	17,320.49	1,358.99	17,666.90	17,666.90
DUBINSKY ELLEN	235 SEWER-ENGINEERING	600131-5111	ADMIN ASSISTANT	9/26/85	5,665.15		0.10		10%	1,089.45	1,089.45	5,665.15	1,111.24	5,778.45	5,778.45
					66,636.87		1.33			Total AFSCME 1818		65,213.75		65,213.75	65,213.75
					155,197.31		2.48	Total Full Time - 5111			154,341.51		156,124.06	156,124.06	
235 SEWER-ENGINEERING 600131-5131 OVERTIME					2,000.00						2,000.00		2,000.00	2,000.00	
					157,197.31		2.48	Department Total			156,341.51		158,124.06	158,124.06	

Full-Time Equivalent Employees:	FY 2017	2.54
	FY 2018	2.48
	FY 2019	2.48
	Variance 18 vs. 19	0.00

FY 2019 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2017 52	F T E	Rate FY 2018	Incr FY 2019 1.000	Calc Rate FY 2019	STEP INCREASES				Dept Request FY 2019 52	Mayor FY 2019 52	Council FY 2019 52				
												Date	Rate	# Wks Old New								
FORGIONE	CLAUDIA	235 SEWER - ENGINEERING	600131-5111	PRINCIPAL CLERK	10/19/2012	2	15,868.90			1.000	-	To Recreation				33%	-	-	-			
MCCARTHY JF	JOHN	235 SEWER - ENGINEERING	600131-5111	WATER METER READER	04301990	1	24,018.70	0.50	923.80	1.000	923.80					50%	24,018.80	24,018.80	24,018.80			
MCGRATH	RAYLEEN	235 SEWER - ENGINEERING	600131-5111	PRINCIPAL CLERK	12/18/17	2		0.33	841.82	1.000	841.82					33%	14,445.63	14,445.63	14,445.63			
MORAN	KAREN	235 SEWER - ENGINEERING	600131-5111	ASST WATER REG	9/10/2013	2	26,749.28	0.50	1,028.82	1.000	1,028.82					50%	26,749.32	26,749.32	26,749.32			
																66,636.87		1.33	65,213.75		65,213.75	65,213.75

**FY 2019 DETAILED BUDGET REPORT
EXPENSES**

Engineering - Sewer Enterprise - 235

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Approved by Mayor
600132	5211	ELECTRICITY Ravenna Ave, Jefferson Ave Pump, Home Street, March Street, Wilson St Pump Swampscott Road Pump, Rice Street Gas	17,350	17,350	17,350
TOTAL			17,350	17,350	17,350
600132	5277	PHOTOCOPY MACHINE LEASE Copier at \$250/month; 6 months; 50% in Water Machine Lease CIT, Cameron usage	1,500	1,500	1,500
TOTAL			1,500	1,500	1,500
600132	5278	TELEPHONE EQUIP/Pump Station Various alarms to support sewer pumping stations ATT lease for ARM system-data collectors	300 16,000	300 16,000	300 16,000
TOTAL			16,300	16,300	16,300
600132	5283	SEWER LINE LEASE Fees charge by MBTA for use of lines under commuter rail tracks Actual Cost increase this year	1,200	1,200	1,200
TOTAL			1,200	1,200	1,200
600132	5305	ACCOUNTING AND AUDITING Annual service for audits, contracted through Finance Dept.	2,000	2,000	2,000
TOTAL			2,000	2,000	2,000
600132	5317	EDUCATIONAL TRAINING Attending Professional organization seminars and meetings Munis training and support: Crystal Program, Interface with billing, Updating Neptune system, reprogramm	3,500	3,500	3,500
TOTAL			3,500	3,500	3,500
600132	5320	Contracted Services - Maintenance Annual Catch Basin cleaning	50,000	50,000	50,000
TOTAL			50,000	50,000	50,000
600132	5342	POSTAGE Total cost of postage for mailing w/s bills @ 50% W&S Depts. 3,200-4,800 per month	12,000	10,000	10,000
TOTAL			12,000	10,000	10,000
600132	5375	PUMP STATION OPERATION & MAINT Water Department in FY14 (60% sewer, 40% water)	90,000	90,000	90,000
TOTAL			90,000	90,000	90,000
600132	5381	PRINTING AND BINDING Collector's office includes printing costs; this represents annual inserts	1,750	1,750	1,750
TOTAL			1,750	1,750	1,750
600132	5421	OFFICE SUPPLIES (GENERAL) Printer paper - \$500 Misc. general office supplies purchased under State Bid, supplies for office machines: fax, printers, toner, color printer	2,500	2,500	2,500
TOTAL			2,500	2,500	2,500
600132	5445	PUMP STATION SUPPLIES 50% of costs for pump station op and Main. Will be shared with water FY 2017	5,000	5,000	5,000
TOTAL			5,000	5,000	5,000

FY 2019 DETAILED BUDGET REPORT
EXPENSES

Engineering - Sewer Enterprise - 235

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Approved by Mayor
600132	5520	COMPUTER SOFTWARE & SUPPORT			
		GIS and Autocad licensing-Engineer and Engineer Assistant	2,000	2,000	2,000
		Ti Sales maintenance agreement for meter software; and repairs of field tool	1,900	1,900	1,900
		Other software	-	-	-
	TOTAL		3,900	3,900	3,900
600132	5710	IN STATE TRAVEL & MEETINGS			
		tolls, parking, seminars, etc.	150	150	150
	TOTAL		150	150	150
600132	5837	SEWER SYSTEM IMPROVEMENT PROGRAM			
		Work contracted for improvements to system to various vendors			
		EPA's MS4 Storm water Permit Compliance			
		Year 11 Annual Report	225,000	225,000	225,000
		Phase II (2011 to 2016) Notice of inflow			
		City-wide storm water management plan			
		Educational Notices distribution			
		Map drainage basin of each outfall, estimate impervious area in each catch basin			
	TOTAL		225,000	225,000	225,000
600132	5869	COMPUTER EQUIPMENT/TECH			
		Scanner maintenance	1,000	1,000	1,000
	TOTAL		1,000	1,000	1,000
TOTAL PROPOSED			433,150	431,150	431,150

Treasurer – Sewer Enterprise – SESD Assessment

Pursuant to Chapter 339 of the Acts of 1925, the South Essex Sewerage Board determines the estimated cost of operations/maintenance and debt service for the Fiscal Year and apportions this amount to the cities, towns, county and Commonwealth served by the District.

Treasurer–Sewer Enterprise–Long Term Debt

On November 17, 2016 the City issued a bond for Canal Street Phase II, sewer leaks and flushing, sewer illicit connection removal, bikeway and roadway improvements for a total of \$2,950,000.

On December 2, 2015 the City issued a bond for a 1/1 study, design and construction, Canal Street phase II, illicit connection removal and line extension, rehabilitation and upgrades in the amount of \$540,000.

On October 15, 2010 the City issued a \$15,373,000 bond which combined existing BANS for Water, Sewer and School projects with new funding for Capital Improvement projects. The Sewer Enterprise Principal portion of this Bond is \$1,690,000.

On September 27, 2012 the City issued an \$18,141,542 bond for new funding for School, Park and Capital Improvement projects. The Sewer Enterprise principal portion of this bond is \$ 1,435,000.

Treasurer – Sewer Enterprise – Insurance Deductible

The City has taken an insurance policy to protect itself for City-at-fault sewerage back-ups into private structures. The City pays a deductible on each claim.

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures FY 2017	Adopted Budget FY 2018	Adjusted Budget FY 2018	Y-T-D Expenses FY 2018	Department FY 2019	Mayor FY 2019	Council FY 2019
Sewer Debt Service									
600034	5908N	CANAL ST-PRIN (2014)	145,000.00	150,000.00	150,000.00	150,000.00	155,000.00	155,000.00	155,000.00
600034	5920A	CIP - 2009-PRIN (11)	140,000.00	140,000.00	140,000.00	140,000.00	145,000.00	145,000.00	145,000.00
600034	5948V	CANAL ST-INT (2014)	134,812.50	130,388.00	130,388.00	66,318.75	125,038.00	125,038.00	125,038.00
600034	5949A	CIP 2009-INT (11)	74,400.00	69,250.00	69,250.00	68,147.00	64,025.00	64,025.00	64,025.00
600034	5949G	CIP 2012-PRIN	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00
600034	5949H	CIP 2012-INT	10,100.00	9,650.00	9,650.00	9,650.00	9,200.00	9,200.00	9,200.00
600034	5949K	CIP 2014-PRIN	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00
600034	5949L	CIP 2014-INT	64,625.00	60,625.00	60,625.00	60,625.00	56,625.00	56,625.00	56,625.00
600034	5949M	CIP 2015-PRIN	140,000.00	140,000.00	140,000.00	140,000.00	140,000.00	140,000.00	140,000.00
600034	5949N	CIP 2015-INT	141,588.00	96,232.00	96,232.00	96,231.28	91,331.00	91,331.00	91,331.00
600034	5949O	CIP 2016-PRIN	0.00	90,000.00	90,000.00	90,000.00	95,000.00	164,731.00	164,731.00
600034	5949P	CIP 2016-INT	0.00	93,700.00	93,700.00	93,700.00	90,450.00	235,729.00	235,729.00
600034	5949U	CIP 2017 PRIN	0.00	0.00	0.00	0.00	139,731.00	65,661.00	65,661.00
600034	5949V	CIP 2017 INT	0.00	0.00	0.00	0.00	279,476.00	59,842.00	59,842.00
600034	5949W	CIP 2018 PRIN	0.00	0.00	0.00	0.00	0.00	5,000.00	5,000.00
600034	5949X	CIP 2018 INT	0.00	0.00	0.00	0.00	0.00	7,613.00	7,613.00
Total Sewer Debt Service			965,525.50	1,094,845.00	1,094,845.00	1,029,672.03	1,505,876.00	1,439,795.00	1,439,795.00
270	710	Department Total	965,525.50	1,094,845.00	1,094,845.00	1,029,672.03	1,505,876.00	1,439,795.00	1,439,795.00

FY 2019 DETAILED BUDGET REPORT
EXPENSES

TREASURER - Sewer Enterprise Fund - 270

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
TREASURER - Sewer LONG TERM DEBT					
600034	5908N	CIP-Canal St Prin	155,000	155,000	155,000
	5920A	CIP 2009 PRIN (11)	145,000	145,000	145,000
	5948V	CIP-Canal St Interest	125,038	125,038	125,038
	5949A	CIP 2009 INT (11)	64,025	64,025	64,025
	5949G	CIP 2012-PRIN	15,000	15,000	15,000
	5949H	CIP 2012 INT	9,200	9,200	9,200
	5949K	CIP 2014 - PRIN	100,000	100,000	100,000
	5949L	CIP 2014 - INT	56,625	56,625	56,625
	5949M	CIP 2015 - PRIN	140,000	140,000	140,000
	5949N	CIP 2015 - INT	91,331	91,331	91,331
	5949O	CIP 2016 - PRIN	95,000	164,731	164,731
	5949P	CIP 2016 - INT	90,450	235,729	235,729
	5949U	CIP 2017 - PRIN	139,731	65,661	65,661
	5949V	CIP 2017 - INT	279,476	59,842	59,842
	5949W	CIP 2018 - PRIN		5,000	5,000
	5949X	CIP 2018 - INT		7,613	7,613
TOTAL PROPOSED			1,505,876	1,439,795	1,439,795

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Sewer-Short Term Debt Int-Exp									
600035	5304	PROFESSIONAL SERV/FEES	500.00	13,000.00	13,000.00	1,586.83	13,000.00	13,000.00	13,000.00
Total Sewer-Short Term Debt Int-Exp			500.00	13,000.00	13,000.00	1,586.83	13,000.00	13,000.00	13,000.00
270	752	Department Total	500.00	13,000.00	13,000.00	1,586.83	13,000.00	13,000.00	13,000.00

FY 2019 DETAILED BUDGET REPORT
EXPENSES

TREASURER - Sewer Enterprise Fund - 270

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
TREASURER - Sewer SHORT TERM DEBT					
600035	5304	Professional Fees Bond and BAN Admin costs	13,000	13,000	13,000
600035	5925	Interest on Notes Interest Figures from Debt Schedule	-	-	-
TOTAL PROPOSED			13,000	13,000	13,000

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Sewer Assessments									
600033	5649	SESD ASSESSMENT	4,462,613.23	4,613,320.00	4,613,320.00	4,612,201.53	4,774,927.00	4,774,927.00	4,774,927.00
	Total	Sewer Assessments	4,462,613.23	4,613,320.00	4,613,320.00	4,612,201.53	4,774,927.00	4,774,927.00	4,774,927.00
270	840	Department Total	4,462,613.23	4,613,320.00	4,613,320.00	4,612,201.53	4,774,927.00	4,774,927.00	4,774,927.00

FY 2019 DETAILED BUDGET REPORT
EXPENSES

TREASURER - Sewer Enterprise Fund - 270

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
TREASURER - Sewer SESD ASSESSMENT					
600033	5649	SESD Assessment City's portion of South Essex Sewerage District operating budget FY18	4,774,927	4,774,927	4,774,927
TOTAL			4,774,927	4,774,927	4,774,927
TOTAL PROPOSED			4,774,927	4,774,927	4,774,927

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Sewer Enterprise Fund-Ins Dedu									
600037	5740A	Insurance Deductibles	0.00	5,000.00	5,000.00	0.00	5,000.00	5,000.00	5,000.00
	Total	Sewer Enterprise Fund-Ins Dedu	0.00	5,000.00	5,000.00	0.00	5,000.00	5,000.00	5,000.00
270	945	Department Total	0.00	5,000.00	5,000.00	0.00	5,000.00	5,000.00	5,000.00

FY 2019 DETAILED BUDGET REPORT
EXPENSES

TREASURER - Sewer Enterprise Fund - 270

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
TREASURER - Sewer Enterprise Fund Insurance Deductibles					
600037	5740A	Sewer Enterprise Fund - Ins Deduc Estimated amount for insurance deductibles related to Sewer claims	5,000	5,000	5,000
TOTAL			5,000	5,000	5,000
TOTAL PROPOSED			5,000	5,000	5,000

Public Services – Water Enterprise

Mission Statement – Why We Exist

Maintain safe and effective water distribution system.

Significant Budget & Staffing Changes For FY 2019

No significant budget or staffing changes for FY 2018.

Recent Accomplishments

- The water department continues to support contractors working with the City. Public Works work has included preparation and repair of curb stops.
- Assisted contractors with hydrant flow tests.
- Continue to utilize web site used for up-to-date water emergency related bulletins.
- Utilize leak detection services to find leaks and weaknesses in the water distribution system.
- Replaced or repaired over 20 hydrants damaged during the winter of 2015.



FY 2019 Goals & Objectives

- Improve system flow and reduce leaks through leak detection.
- Reestablish an aggressive hydrant flushing program.
- Work with engineering to add and/or replace failed water main valves.
- Continue exercising system valves.
- Paint and repair or replace hydrants when necessary.
- Work with city engineer on system improvements.
- Continue to identify areas of weakness in the infrastructure and implement repairs and maintenance of minimizing water loss, leaks and breaks.
- Rebid catch basin cleaning.

Outcomes and Performance Measures	Actual FY 2016	Actual FY 2017	Estimated FY2018	Estimated FY2019
Water Main Breaks	11		25	
Service Breaks (Residential issues)	8		10	

How FY 2019 Departmental Goals Relate to City's Overall Long & Short Term Goals

The Department of Public Services is committed to addressing any residential or business issue as soon as possible to reduce the public health risk. DPS personnel continue to work with the local residences and businesses to identify and assign responsibility for any water issue while promptly working to fix any issue that is the City's responsibility.

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Water-Pub Serv-Personnel									
610031	5111	SALARIES-FULL TIME	285,531.43	365,951.00	365,951.00	285,666.97	417,765.00	419,517.00	419,517.00
610031	5131	OVERTIME (GENERAL)	45,378.99	27,000.00	27,000.00	54,887.45	70,000.00	70,000.00	70,000.00
Total Water-Pub Serv-Personnel			330,910.42	392,951.00	392,951.00	340,554.42	487,765.00	489,517.00	489,517.00
Water-Pub Serv-Expenses									
610032	5211	ELECTRICITY	9,000.00	9,000.00	9,000.00	7,923.52	9,000.00	9,000.00	9,000.00
610032	5215	NATURAL GAS	7,000.00	7,000.00	7,000.00	4,388.25	7,000.00	7,000.00	7,000.00
610032	5251	UTILITY SERV REP & MAINT	13,835.00	20,000.00	285,000.00	183,942.38	20,000.00	20,000.00	20,000.00
610032	5301	POLICE DETAIL	19,998.51	20,000.00	20,000.00	18,602.78	20,000.00	20,000.00	20,000.00
610032	5317	EDUCATIONAL TRAINING	1,495.00	1,500.00	1,500.00	698.90	1,500.00	1,500.00	1,500.00
610032	5320	CONTRACTED SERVICES	1,000.00	1,000.00	1,000.00	983.91	1,000.00	1,000.00	1,000.00
610032	5341	TELEPHONE	4,000.00	4,000.00	4,000.00	0.00	4,000.00	4,000.00	4,000.00
610032	5421	OFFICE SUPPLIES (GEN	750.00	750.00	750.00	458.65	750.00	750.00	750.00
610032	5481	GASOLINE/DIESEL FUEL	77,099.65	75,000.00	75,000.00	72,048.19	75,000.00	75,000.00	75,000.00
610032	5483	VEHICLE PRTS & ACCES	20,085.34	22,500.00	22,500.00	16,679.37	22,500.00	22,500.00	22,500.00
610032	5839	INFRASTRUCTURE REPAI	14,999.57	15,000.00	13,744.00	9,445.87	15,000.00	15,000.00	15,000.00
610032	5860	EQUIPMENT	34,528.00	36,472.00	37,728.00	37,627.48	36,472.00	36,472.00	36,472.00
Total Water-Pub Serv-Expenses			203,791.07	212,222.00	477,222.00	352,799.30	212,222.00	212,222.00	212,222.00
230	450	Department Total	534,701.49	605,173.00	870,173.00	693,353.72	699,987.00	701,739.00	701,739.00

FY 2019 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2018	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2018	Dept Prop Rate FY 2019	Dept Request FY 2019	Mayor Rate FY 2019	Mayor Proposed FY 2019	Council Voted FY 2019
JODOIN RAYMOND	230 WATER-PUBLIC SERV	610031-5111	GENERAL FOREMAN		23,677.43		0.33		33%	1,379.80	1,379.80	23,677.43	1,407.40	24,150.98	24,150.98
KNOWLTON DAVID	230 WATER-PUBLIC SERV	610031-5111	City Engineer-DPS Director		20,469.22		0.17		17%	2,315.52	2,315.52	20,469.22	2,361.83	20,878.60	20,878.60
MCCREA SEAN	230 WATER-PUBLIC SERV	610031-5111	Assistant Pub Services Dir	9/6/16	23,677.43		0.33		33%	1,379.80	1,379.80	23,677.43	1,407.40	24,150.98	24,150.98
Increase for Jodoin - 15K for new position of Operations Manager									33%	15,000.00	4,950.00	4,950.00	4,950.00	4,950.00	4,950.00
NEW POSITION	230 SEWER-PUBLIC SERV	600031-5111	Data Analyst		NEW		0.34		33%	1,153.85	1,153.85	19,800.07	1,176.93	20,196.07	20,196.07
					298,126.65		6.16					325,190.31		325,190.31	325,190.31
					365,950.73		7.33	Total Full Time - 5111				417,764.46		419,516.94	419,516.94
230 WATER-PUBLIC SERV 610031-5131 OVERTIME					27,000.00							70,000.00		70,000.00	70,000.00
					392,950.73		7.33	Department Total				487,764.46		489,516.94	489,516.94

Full-Time Equivalent Employees:	FY 2017	5.99
	FY 2018	6.49
	FY 2019	7.33
	Variance 18 vs. 19	0.84

FY 2019 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2017 52	F T E	Rate FY 2018	Incr FY 2019 1.000	Calc Rate FY 2019	STEP INCREASES				Dept Request FY 2019 52	Mayor FY 2019 52	Council FY 2019 52	
											Date	Rate	# Wks Old	New				
BARNES DAVID	230 WATER - PUB SERV	610031-5111	HEO	6/27/2012	1	25,860.08	0.50	994.62	1.000	994.62				50%	25,860.12	25,860.12	25,860.12	
BEAUREGARC RICHARD	230 WATER - PUB SERV	610031-5111	HEAD FOREMAN I/II	3/2/2001	1	30,856.92	0.50	1,186.80	1.000	1,186.80				50%	30,856.80	30,856.80	30,856.80	
CONDON DEREK	230 WATER - PUB SERV	610031-5111	MASON	9/8/2000	1	25,860.08	0.50	994.62	1.000	994.62				50%	25,860.15	25,860.15	25,860.15	
GREENE ANN MARIE	230 WATER - PUB SERV	610031-5111	PRINC ACCT CLERK II/III	3/10/2016	2	15,319.30	0.33	924.76	1.000	924.76				33%	15,868.88	15,868.88	15,868.88	
LEVESQUE JAMES	230 WATER - PUB SERV	610031-5111	SU/Sidewalk Foreman	06/21/1999	1	18,517.85	0.33	1,079.13	1.000	1,079.13				33%	18,517.87	18,517.87	18,517.87	
LINTON GARCIA	230 WATER - PUB SERV	610031-5111	HEO	8/12/2013	1	25,860.08	0.50	994.62	1.000	994.62				50%	25,860.12	25,860.12	25,860.12	
LINTON-Shift Differential	230 WATER - PUB SERV	610031-5111	Base Rate X 9% & 10 per weekend X 22			2,327.40		89.52	1.000	89.52				50%	2,327.52	2,327.52	2,327.52	
LOWE JAMES	230 WATER - PUB SERV	610031-5111	HME0 II/III	9/2/16	1	23,038.46	0.50	890.96	1.000	890.96	9/2/2018	923.80	8.0	44.0	50%	23,887.44	23,887.44	23,887.44
MARINO PAUL	230 WATER - PUB SERV	610031-5111	HEAD FOREMAN II/III	07/23/1998	1	28,057.35	0.50	1,143.78	1.000	1,143.78	9/26/2018	1,186.80	11.0	41.0	50%	30,620.19	30,620.19	30,620.19
MORRIS RALPH	230 WATER - PUB SERV	610031-5111	HEO	11/30/2009	1	25,860.08	0.50	994.62	1.000	994.62				50%	25,860.12	25,860.12	25,860.12	
MURRAY III JOHN	230 WATER - PUB SERV	610031-5111	WATER SYS MAIN CRAFT	05/22/1989	1	24,018.70	0.50	923.80	1.000	923.80				50%	24,018.80	24,018.80	24,018.80	
MURRAY III Shift Different	230 WATER - PUB SERV	610031-5111	Base Rate X 8% (4 days 32 hrs at \$.50)			1,921.60		73.91	1.000	73.91				50%	1,921.66	1,921.66	1,921.66	
NADEAU ADAM	230 WATER - PUB SERV	610031-5111	MASON	9/23/14	1	25,860.08	0.50	994.62	1.000	994.62				50%	25,860.12	25,860.12	25,860.12	
NIEMAN ANDREW	230 WATER - PUB SERV	610031-5111	HME0 I/II	8/7/17	1		0.50	859.34	1.000	859.34	8/7/2018	890.96	4.0	48.0	50%	23,101.72	23,101.72	23,101.72
SMITH MICHAEL	230 WATER - PUB SERV	610031-5111	Maint Craftsperson	2/20/14	1	24,018.70	0.50	923.80	1.000	923.80				50%	24,018.80	24,018.80	24,018.80	
OUT OF GRADE						750.00									750.00	750.00	750.00	
						298,126.65	6.16								325,190.31	325,190.31	325,190.31	

FY 2019 DETAILED BUDGET REPORT
EXPENSES

Public Services-Water Enterprise-230

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
610032	5211	ELECTRICITY			
		National Grid	3,000	3,000	3,000
		Transcanada	6,000	6,000	6,000
		Split with DPW/Water/Sewer	9,000	9,000	9,000
TOTAL					
610032	5215	NATURAL GAS			
		Direct Energy Marketing	3,000	3,000	3,000
		National Grid	4,000	4,000	4,000
		Split with DPW/Water/Sewer	7,000	7,000	7,000
TOTAL					
610032	5251	UTILITY SERVICE & REPAIR			
		Supplies: manhole, asphalt, pipe, valves, covers, frames, gaskets, rentals	20,000	20,000	20,000
		Contractors: Dilisio Brothers, Aggregate, EJ, FW, RentAll, Home Depot, Winer	20,000	20,000	20,000
TOTAL					
610032	5301	POLICE DETAIL			
		Details needed for road work during water line repairs in roads	20,000	20,000	20,000
TOTAL					
610032	5317	EDUCATIONAL TRAINING			
		License Reimbursements & membership dues	500	500	500
		New England Water Works - \$100 per course average x 10 = \$1,000	1,000	1,000	1,000
TOTAL					
610032	5320	CONTRACTED SERVICES			
		Liston Utilities - Leak detection	1,000	1,000	1,000
TOTAL					
600032	5341	Telephone			
		Verizon GPS tracking for DPW Trucks @ \$1,410.00 x 12 mos (1/3)	4,000	4,000	4,000
TOTAL					
610032	5421	OFFICE SUPPLIES (GENERAL)			
		General office supplies as needed	750	750	750
TOTAL					
610032	5481	GASOLINE/DIESEL FUEL			
		Fuel for Sewer/Water Vehicles	75,000	75,000	75,000
		Mayors figure represents 3 year average of GF/W/S combined	-	-	-
TOTAL					
610032	5483	VEHICLE PARTS			
		Oil products, tires, starters, alternators, sewer hoses, truck services, inspections	22,500	22,500	22,500
		Vendors include Dennis Burke, Maplewood, NE Muni, R&S, Ulimited Auto, C&C Auto	22,500	22,500	22,500
TOTAL					
610032	5839	INFRASTRUCTURE REPAIR			
		Manhole asphalt, pipe, valves, covers, frames, gaskets, contract work	15,000	15,000	15,000
		Contractors include Aggregate, EJ Prescott, Granese, Waterworks	15,000	15,000	15,000
		EJ Prescott - Sewer supplies: pipe, valves, covers, frames, gaskets, etc.	15,000	15,000	15,000
TOTAL					

FY 2019 DETAILED BUDGET REPORT
EXPENSES

Public Services-Water Enterprise-230

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
610032	5860	EQUIPMENT PURCHASE			
		Vactor truck - 50/50 split between water & sewer	36,472	36,472	36,472
		<i>Lease to purchase - FY 19 Year 5 of 5</i>	36,472	36,472	36,472
TOTAL			36,472	36,472	36,472
Total Proposed			212,222	212,222	212,222

Engineering – Water Enterprise

Mission Statement – Why We Exist

The Engineering Department provides technical expertise related to connections to, and extensions of, the municipal water distribution system. All water infrastructure improvement projects are managed by the Engineering Department. The City Engineer is Salem's representative on the Salem Beverly Water Supply Board (SBWSB) the entity that treats all Salem drinking water. The Engineering Department manages the contracted operations and maintenance effort, including utility and supply costs, for the City's 2 water pumping stations and 2 covered storage reservoirs.

Engineering is responsible for the billing of all water expenses based on usage to all institutional, commercial, and residential properties in the City that are connected to the municipal collection system, over 10,000 accounts. The water department provides customer service in a timely and professional manner in response to billing inquiries, managing current accounts, establishing new accounts, scheduling appointments for meter reader, identifying accounts requiring service, selling meters and deduct meters and processing of 3,300 water and sewer billings monthly, approximately 5%-10% currently requiring analysis and estimating. During FY 2016 all commercial accounts were moved to monthly-there are now 900 monthly accounts. The Engineering Department provides technical assistance to the Public Services Divisions' Water Operations in response to the condition and location of the City's water infrastructure. The condition of the transmission mains that convey Salem water from SBWSB to the City continues to be a high priority for the department. Funding for the efforts described herein is derived from the Water Enterprise System.

Significant Budget & Staffing Changes for FY 2019

Meter reader/Water Service Inspector duties have changed significantly over the last couple of years. He now troubleshoots meters not sending readings through the towers, including wiring issues, faulty meter head, and activating the new MIU boxes for new meters. Replace meters and meter heads.

Recent Accomplishments

- Incorporated back flow billing-800 annual tests into the monthly and quarterly Munis Water and Sewer billing system. These bills are annual and semiannual.
- Analyzed parcels without utility bills; rectified dozens of accounts with incorrect parcel ids; also identified new W&S accounts.
- Continued to analyze accounts with water and no sewer, and take appropriate action if required.



- Managed for the eighth year in a row liens on overdue water, sewer and trash bills to 3rd quarter real estate tax bills (598 accounts); resulting in over \$177,000 of revenues (water only). Continued to lien condo complexes for owing over \$600. This effort involved analysis of dozens of challenging accounts and resulted in many improvements to the current database. This year the number of condos liened (owing over \$600) was reduced to 21 (from an average of 30 in past years).



- Continued providing effective billing and meter repair for water consumed with a minimum of billing issues.
- Ensured 99% of water meters are read.
- Completed efforts to identify unaccounted for water by evaluating the City's transmission mains located outside of the City.
- Collaborated with Department of Public Services with their leak detection efforts.
- Managed the City's contract operator for the City's water pumping stations and storage facilities and pump station costs.
- Worked with the Town of Danvers as planned to repair the Waters Street and Liberty Street Bridges which have Salem Transmission mains on them.

- Finalized and implemented a uni-directional fire hydrant flushing program.
- Managed the City's back-flow inspection, testing and survey program.
- Completed evaluations of the existing storage tanks (Gallows Hill and Folly Hill) for operational and structural deficiencies. Added mixing equipment to each reservoir for improving water quality.
- Started sending continuous water usage letters to residents. Each month several hundred letters are sent to residents who show continuous water usage for over 20 days. The letters are sent for 3 continuous months.
- Continued backflow billing in-house 1,100 accounts annual or semiannual.

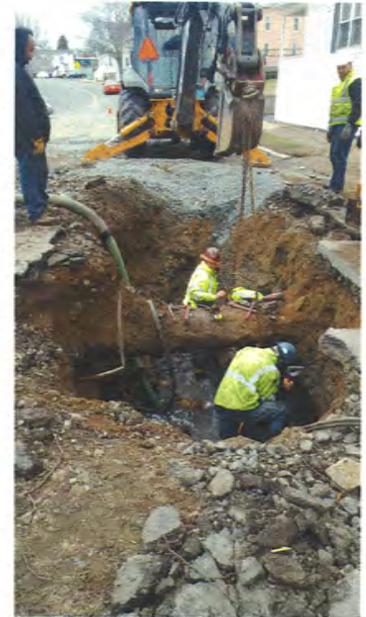
FY 2019 Goals & Objectives

- The Engineering Dept. has finalized bringing the backflow program billing in-house and will begin to focus on residential backflow irrigation system testing.
- Continue to send water letters to property owners whose properties show continuous usage.
- Continue to increase public awareness of water conservation through Earth Day, Swap and Drop, COA presentations and other events; continue collaborating with other organizations.
- Reduce percentage of 'unaccounted for' water through improved reporting, new meter installation, and CIP project implementation.





- Staff continues to provide increased customer service in evaluating leaks, usage, etc. on W&S accounts.
- Continue to coordinate relocating the City’s proposed Highland Avenue elevated water storage tank.
- Renew City-wide leak detection efforts to continue reducing the City’s ‘unaccounted for’ water.
- Manage the contract operator of the City’s water pump stations and storage facilities.
- Prepare construction drawings for the resurfacing (interior and exterior) of the Gallows Hills storage tank.



Outcomes and Performance Measures	Actual FY 2016	Actual FY 2017	Estimated FY2018	Estimated FY2019
Number of new 5/8 inch meters installed	68	30	25	30
Number of over 5/8 inch meters installed	24	10	10	10
Number of MIU’s installed	100	120	200	150
Number of on-site appointments	600	636	650	650
Number of meters installed from ARM program	10	5	5	5
Troubleshooting on-site visits/drive by	800	820	890	890

How FY 2019 Departmental Goals Relate to City’s Overall Long & Short Term Goals

- Both the City’s long and short term goals for sustainable infrastructure will be met with the departments’ goal, by reinvesting and rehabilitating the City’s water transmission and distribution infrastructure.

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Water-Engineer-Personnel									
610131	5111	SALARIES-FULL TIME	143,521.11	155,198.00	155,198.00	131,449.17	154,342.00	156,125.00	156,125.00
610131	5131	OVERTIME (GENERAL)	219.36	2,000.00	2,000.00	330.69	2,000.00	2,000.00	2,000.00
Total Water-Engineer-Personnel			143,740.47	157,198.00	157,198.00	131,779.86	156,342.00	158,125.00	158,125.00
Water-Engineer-Expenses									
610132	5211	ELECTRICITY-PUMP STATION	211,950.08	240,000.00	232,000.00	230,451.71	240,000.00	240,000.00	240,000.00
610132	5233	COMPUTER MAINTENANCE	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
610132	5277	PHOTOCOPY MACHINE LE	1,500.00	1,500.00	1,500.00	1,215.56	1,500.00	1,500.00	1,500.00
610132	5278	TELEPHONE EQUIP-PUMP STATION	12,422.30	15,000.00	15,000.00	9,880.56	15,000.00	15,000.00	15,000.00
610132	5305	ACCOUNTING AND AUDIT	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00
610132	5317	EDUCATIONAL TRAINING	4,460.67	2,900.00	2,900.00	1,865.19	2,900.00	2,900.00	2,900.00
610132	5320	CONTRACTED SERVICES	50,000.00	0.00	0.00	0.00	0.00	0.00	0.00
610132	5321	CONTRACTED SERV-BACKFLOW	73,070.75	70,000.00	70,000.00	68,970.51	70,000.00	70,000.00	70,000.00
610132	5342	POSTAGE	9,751.76	7,000.00	10,000.00	7,832.04	12,000.00	10,000.00	10,000.00
610132	5375	PUMP STAT OP & MAINT	57,126.45	60,000.00	60,000.00	44,236.20	60,000.00	60,000.00	60,000.00
610132	5381	PRINTING AND BINDING	1,077.68	1,500.00	1,500.00	1,408.96	1,500.00	1,500.00	1,500.00
610132	5421	OFFICE SUPPLIES (GEN	1,544.59	2,000.00	2,000.00	1,642.29	2,000.00	2,000.00	2,000.00
610132	5445	PUMP STATION SUPPL	4,307.83	4,500.00	4,500.00	2,500.00	4,500.00	4,500.00	4,500.00
610132	5519	COMPUTER SOFTWARE	3,900.00	3,900.00	3,900.00	3,899.86	3,900.00	3,900.00	3,900.00
610132	5538	WATER METERS (REV)	7,598.99	9,000.00	14,000.00	13,043.19	15,000.00	15,000.00	15,000.00
610132	5692	STATE TAXES	17,999.52	18,000.00	18,000.00	17,721.20	18,000.00	18,000.00	18,000.00
610132	5710	IN STATE TRAVEL/MEETINGS	200.00	200.00	200.00	0.00	200.00	200.00	200.00
610132	5717	PROF LICENSE REIMB	350.00	375.00	375.00	375.00	375.00	375.00	375.00
610132	5869	COMPUTER EQUIP/TECH	851.54	1,000.00	1,000.00	763.40	1,000.00	1,000.00	1,000.00
Total Water-Engineer-Expenses			461,612.16	440,375.00	440,375.00	409,305.67	451,375.00	449,375.00	449,375.00
235	451	Department Total	605,352.63	597,573.00	597,573.00	541,085.53	607,717.00	607,500.00	607,500.00

FY 2019 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2018	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2018	Dept Prop Rate FY 2019	Dept Request FY 2019	Mayor Rate FY 2019	Mayor Proposed FY 2019	Council Voted FY 2019
CRIPPS CHERYL	235 WATER-ENGINEERING	610131-5111	SECRETARY	8/13/08	15,298.03		0.33		33%	891.49	891.49	15,298.03	909.32	15,603.99	15,603.99
DAM CHUCK	235 WATER-ENGINEERING	610131-5111	Assistant Engineer	5/1/17	34,623.84		0.34		34%	1,990.45	1,990.45	35,191.16	2,030.26	35,894.98	35,894.98
KNOWLTON DAVID	235 WATER-ENGINEERING	610131-5111	City Engineer-DPS Director	5/21/2007	15,652.93		0.13		13%	2,315.52	2,315.52	15,652.93	2,361.83	15,965.99	15,965.99
ROSE JULIE	235 WATER-ENGINEERING	610131-5111	BUSINESS MGRWTR REG	1/23/07	17,320.49		0.25		25%	1,332.35	1,332.35	17,320.49	1,358.99	17,666.90	17,666.90
DUBINSKY ELLEN	235 WATER-ENGINEERING	610131-5111	ADMIN ASSISTANT	9/26/85	5,665.15		0.10		10%	1,089.45	1,089.45	5,665.15	1,111.24	5,778.45	5,778.45
					66,636.87		1.33				Total AFSCME 1818	65,213.75		65,213.75	65,213.75
					155,197.31		2.48		Total Full Time - 5111			154,341.51		156,124.06	156,124.06
235 WATER-ENGINEERING 610131-5131 OVERTIME					2,000.00				0.1			2,000.00		2,000.00	2,000.00
					157,197.31		2.48		Department Total			156,341.51		158,124.06	158,124.06

Full-Time Equivalent Employees:	FY 2017	2.54
	FY 2018	2.48
	FY 2019	2.48
	Variance 18 vs. 19	0.00

FY 2019 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2017 52	F T E	Rate FY 2018	Incr FY 2019 1.000	Calc Rate FY 2019	STEP INCREASES				Dept Request FY 2019 52	Mayor FY 2019 52	Council FY 2019 52
											Date	Rate	# Wks	Old New			
FORGIONE CLAUDIA	235 WATER - ENGINEERING	610131-5111	PRINCIPAL CLERK	10/19/2012	2	15,868.90			1.000	-	To Recreation			33%	-	-	-
MCCARTHY JF JOHN	235 WATER - ENGINEERING	610131-5111	WATER METER READER	04301990	1	24,018.70	0.50	923.80	1.000	923.80				50%	24,018.80	24,018.80	24,018.80
MCGRATH RAYLEEN	235 SEWER - ENGINEERING	600131-5111	PRINCIPAL CLERK	12/18/17	2		0.33	841.82	1.000	841.82				33%	14,445.63	14,445.63	14,445.63
MORAN KAREN	235 WATER - ENGINEERING	610131-5111	ASST WATER REG	9/10/2013	2	26,749.28	0.50	1,028.82	1.000	1,028.82				50%	26,749.32	26,749.32	26,749.32
						66,636.87	1.33								65,213.75	65,213.75	65,213.75

FY 2019 DETAILED BUDGET REPORT
EXPENSES

Engineering - Water Enterprise - 235

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Approved by Mayor
610132	5211	ELECTRICITY: Includes electricity for new meter prog Salem's share of electricity for Salem/Beverly Water Board based on water usage; also based on generation charges which fluctuate with fuel costs Town of Danvers, Folly Hill and Gallows Hill are two storage water tank, Highland Avenue booster station and Alameda Street, Highland Ave Pump station	240,000	240,000	240,000
TOTAL			240,000	240,000	240,000
610132	5233	COMPUTER MAINTENANCE Ongoing support for Ti Sales/Neptune computer program	1,000	1,000	1,000
TOTAL			1,000	1,000	1,000
610132	5277	PHOTOCOPY MACHINE LEASE Copier at \$250/month; 6 months; 50% in Sewer Machine Lease CIT, Cameron usage	1,500	1,500	1,500
TOTAL			1,500	1,500	1,500
610132	5278	TELEPHONE EQUIP LEASE Various alarms to support sewer pumping stations ATT lease for ARM system-data collectors	- 15,000	- 15,000	- 15,000
TOTAL			15,000	15,000	15,000
610132	5305	ACCOUNTING AND AUDITING Annual service for audits, contracted through Finance Dept.	2,500	2,500	2,500
TOTAL			2,500	2,500	2,500
610132	5317	EDUCATIONAL TRAINING Attending Profesional organization seminars and meetings Munis training and support: Crystal Program, Interface with billing, reprogramming liens; updating Neptune softw	1,000 1,900	1,000 1,900	1,000 1,900
TOTAL			2,900	2,900	2,900
610132	5321	CONTRACTED SERVICES - BACKFLOW Contract for Weston & Sampson to conduct backflow testing. Billing support to continue in-house billing Previously paid for from revolving fund which was eliminated in FY 2015	65,000 5,000 70,000	65,000 5,000 70,000	65,000 5,000 70,000
610132	5342	POSTAGE Total cost of postage for mailing w/s bills @ 50% W&S Depts. 3,200-4,800 per month	12,000	10,000	10,000
TOTAL			12,000	10,000	10,000
610132	5375	Pump Station OP & Maintenance Water Department in FY 14 (60% sewer, 40% water)	60,000	60,000	60,000
TOTAL			60,000	60,000	60,000
610132	5381	PRINTING AND BINDING Collector's office includes printing costs; this represents annual inserts	1,500	1,500	1,500
TOTAL			1,500	1,500	1,500
610132	5421	OFFICE SUPPLIES (GENERAL) General Office supplies as needed	2,000	2,000	2,000
TOTAL			2,000	2,000	2,000
610132	5445	Pump Station Supplies 50% of costs for pump station op and Maint. Will be shared with Sewer in FY17	4,500	4,500	4,500
TOTAL			4,500	4,500	4,500
610132	5520	COMPUTER SOFTWARE & SUPPORT GIS licensing-Engineer and Engineer Assistant Ti Sales maintenance agreement for meter software; and repairs of field tool Other software	2,000 1,900 -	2,000 1,900 -	2,000 1,900 -
TOTAL			3,900	3,900	3,900

FY 2019 DETAILED BUDGET REPORT
EXPENSES

Engineering - Water Enterprise - 235

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Approved by Mayor
610132	5538	WATER METERS			
		Misc. water meters for replacements (ECODER), meter supplies: MIU's, Transponders, meter heads, freeze plates, flanges, seals	15,000	15,000	15,000
		Increase due to end CIP funds; builders will now order their own meters and pay directly over 1 inch			
		About 90% of this comes back as revenue; we charge our cost for meters			
	TOTAL		15,000	15,000	15,000
610132	5692	STATE TAXES			
		State fee charged per capita annually for water usage & taxes for Danvers Folly Hill	18,000	18,000	18,000
	TOTAL		18,000	18,000	18,000
610132	5710	IN STATE TRAVEL & MEETINGS			
		Tolls, parking, seminars, etc.	200	200	200
	TOTAL		200	200	200
610132	5717	PROF LICENSE REIMBURSEMENT			
		Reimbursement for maintenance of licenses for meter reader per AFSCME	375	375	375
	TOTAL		375	375	375
610132	5869	COMPUTER EQUIPMENT/TECH			
		Scanner maintenance	1,000	1,000	1,000
	TOTAL		1,000	1,000	1,000
TOTAL PROPOSED			451,375	449,375	449,375

Treasurer–Water Enterprise–Long Term Debt

The Massachusetts Water Pollution Abatement Trust (MWPAT) was established in 1989 pursuant to Title VI of the Federal Clean Water Act. It was later amended in 1998 to encompass the provisions of Title XIV of the Federal Safe Drinking Water Act. The Trust's mission is to fund the implementation of water pollution control and drinking water projects in the Commonwealth through a revolving fund loan program. In March 2006, MWPAT approved a loan commitment to the City of Salem in the amount of \$7,640,000. The Loan Interest Rate is 2%. On March 13, 2003, the Salem City Council approved the authorization of \$12,000,000 in principal amount to be borrowed to finance anticipated water projects. Of this amount, \$7,640,000 would be funded through the MWPAT Loan Commitment and \$4,360,000 would be raised through future bond issues. In December 2006, the City raised funding through an MWPAT 2% Loan in the amount of \$2,330,656 to finance Contract No. 1, the Loring Avenue Water Main Improvements. This project was completed in the spring of 2007. The \$2,330,656 MWPAT 2% Loan will be paid off in semi-annual principal payments through July 2026. For FY19 there is a principal and interest payment of \$131,155 due in July, and an interest-only payment of \$10,471 due in January 2019.

On November 17, 2016 the City issued a \$4,095,000 bond. The bond is for the Folly Hill storage tank, water meter replacement, rehabilitation of Gallows Hill Water Tank II, water system upgrades and improvements, water leak detection, flushing and GIS administration.

On December 2, 2015 the City issued a \$1,304,805 bond. The bond is for the Folly Hill storage tank, system flushing/valve maintenance, meter replacement Program and valve pipe replacement.

On October 15, 2008 the City issued a \$15,373,000 bond which combined existing BANS for Water, Sewer and School projects with new funding for Capital Improvement projects. The Water Enterprise Principal portion of this bond is \$7,464,000. On September 27, 2012 the City issued an \$18,141,542 bond for new funding for School, Park and Capital Improvement projects. The Water Enterprise principal portion of the bond is \$1,412,944. On December 19, 2013 the City issued a \$13,435,000 bond for new funding for General Fund Capital Improvements and Water Improvement Projects. The Water Enterprise Fund principal portion is \$ 3,900,000 for Canal Street utility improvements. On December 3, 2014 the City issued an \$8,280,000 bond for General Fund Capital Improvement and Water Improvement Projects. The Water Enterprise principal portion is \$2,000,000 for South River Basin upgrade and \$300,000 for sewer drain improvements.

Treasurer–Water Enterprise–Short Term Debt

The 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.

Treasurer-Water Enterprise-SBWSB

Chapter 700 of the Acts of 1913 requires the Salem/Beverly Water Supply Board to annually determine the volume of water supplied to the cities of Salem and Beverly during the three years prior to September 30. This data establishes the proportions on which the cities pay their expenses for the operation of the Water Board. The assessment for Fiscal Year 18 is \$2,446,652

Treasurer-Water Enterprise-Insurance Deductible

The City has taken an insurance policy to protect itself for City-at-fault water back-ups into private structures. The City pays a deductible on each claim.

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Water Debt Service									
610034	5916	WATER BOND 1 - PRIN-MWPAT	114,805.00	117,124.00	117,124.00	117,124.00	119,490.00	119,490.00	119,490.00
610034	5920	WATER BOND 2 - PRIN	165,000.00	160,000.00	160,000.00	160,000.00	150,000.00	150,000.00	150,000.00
610034	5936	WATER BOND 1 - INT-MWPAT	26,821.00	24,503.00	24,503.00	24,502.02	22,136.00	22,136.00	22,136.00
610034	5939	WATER BOND 2 - INT	66,158.22	61,720.00	61,720.00	61,720.00	55,520.00	55,520.00	55,520.00
610034	5949A	CIP 2009-INT (11)	239,725.00	220,400.00	220,400.00	217,639.00	201,000.00	201,000.00	201,000.00
610034	5949C	CIP 2009-PRIN (12)	495,000.00	500,000.00	500,000.00	500,000.00	500,000.00	500,000.00	500,000.00
610034	5949E	CIP 2011 INT	18,000.00	14,000.00	14,000.00	14,000.00	10,000.00	10,000.00	10,000.00
610034	5949F	CIP 2011-PRIN	98,422.14	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00
610034	5949K	CIP 2014-PRIN	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00
610034	5949L	CIP 2014-INT	9,694.00	9,094.00	9,094.00	9,092.77	8,494.00	8,494.00	8,494.00
610034	5949M	CIP 2015-PRIN	415,000.00	415,000.00	415,000.00	415,000.00	400,000.00	400,000.00	400,000.00
610034	5949N	CIP 2015-INT	215,356.00	140,725.00	140,725.00	140,725.00	126,500.00	126,500.00	126,500.00
610034	5949O	CIP 2016-PRIN	0.00	275,000.00	275,000.00	275,000.00	280,000.00	300,000.00	300,000.00
610034	5949P	CIP 2016-INT	0.00	150,075.00	150,075.00	150,075.00	140,350.00	183,850.00	183,850.00
610034	5949U	CIP 2017 PRIN	0.00	0.00	0.00	0.00	98,000.00	40,000.00	40,000.00
610034	5949V	CIP 2017 INT	0.00	0.00	0.00	0.00	178,225.00	63,510.00	63,510.00
610034	5949W	CIP 2018 PRIN	0.00	0.00	0.00	0.00	0.00	10,000.00	10,000.00
610034	5949X	CIP 2018 INT	0.00	0.00	0.00	0.00	0.00	8,700.00	8,700.00
Total	Water Debt Service		1,878,981.36	2,202,641.00	2,202,641.00	2,199,877.79	2,404,715.00	2,314,200.00	2,314,200.00
270	710	Department Total	1,878,981.36	2,202,641.00	2,202,641.00	2,199,877.79	2,404,715.00	2,314,200.00	2,314,200.00

FY 2019 DETAILED BUDGET REPORT
EXPENSES

TREASURER - Water Enterprise Fund - 270

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
TREASURER - Water Long Term Debt- 270					
610034	5916	Water Bond 1-Prin-MWPAT	119,490	119,490	119,490
	5920	Water Bond 2 - Prin	150,000	150,000	150,000
	5936	Water Bond 1-Int-MWPAT	22,136	22,136	22,136
	5939	Water Bond 2 - Int	55,520	55,520	55,520
	5949A	CIP 2009 INT (11)	201,000	201,000	201,000
	5949C	CIP 2009 PRIN (11)	500,000	500,000	500,000
	5949E	CIP 2011 INT	10,000	10,000	10,000
	5949F	CIP 2011 PRIN(STORAGE TANK)	100,000	100,000	100,000
	5949K	CIP 2014 PRIN	15,000	15,000	15,000
	5949L	CIP 2014 INT	8,494	8,494	8,494
	5949M	CIP 2015 PRIN	400,000	400,000	400,000
	5949L	CIP 2015 INT	126,500	126,500	126,500
	5949O	CIP 2016 PRIN	280,000	300,000	300,000
	5949P	CIP 2016 INT	140,350	183,850	183,850
	5949U	CIP 2017 - PRIN	98,000	40,000	40,000
	5949V	CIP 2017 - INT	178,225	63,510	63,510
	5949W	CIP 2018 - PRIN		10,000	10,000
	5949X	CIP 2018 - INT		8,700	8,700
TOTAL PROPOSED			2,404,715	2,314,200	2,314,200

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Water-Short Term Debt Int-Exp									
610035	5304	PROFESSIONAL SERV/FEES	2,511.67	33,000.00	33,000.00	7,511.36	33,000.00	33,000.00	33,000.00
Total Water-Short Term Debt Int-Exp			2,511.67	33,000.00	33,000.00	7,511.36	33,000.00	33,000.00	33,000.00
270	752	Department Total	2,511.67	33,000.00	33,000.00	7,511.36	33,000.00	33,000.00	33,000.00

FY 2019 DETAILED BUDGET REPORT
EXPENSES

TREASURER - Water Enterprise Fund - 270

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
TREASURER - Water Short Term Debt - 270					
610035	5304	Professional Services/Fees			
		Bond and BAN Admin costs	30,000	30,000	30,000
		WMPAT Annual Service Fees	3,000	3,000	3,000
TOTAL			33,000	33,000	33,000
610035	5925	Interest on Notes			
			-	-	-
TOTAL			-	-	-
TOTAL PROPOSED			33,000	33,000	33,000

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Water Assessments									
610033	5650	SBWSB ASSESSMENT	2,500,643.00	2,446,652.00	2,446,652.00	2,446,652.00	2,488,711.00	2,488,711.00	2,488,711.00
		Total Water Assessments	2,500,643.00	2,446,652.00	2,446,652.00	2,446,652.00	2,488,711.00	2,488,711.00	2,488,711.00
270	840	Department Total	2,500,643.00	2,446,652.00	2,446,652.00	2,446,652.00	2,488,711.00	2,488,711.00	2,488,711.00

FY 2019 DETAILED BUDGET REPORT
EXPENSES

TREASURER - Water Enterprise Fund - 270

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
TREASURER - Water Assessments - 270					
610033	5650	SBWSB Salem Beverly Water Supply Board Annual Operating Assessment	2,488,711	2,488,711	2,488,711
TOTAL			2,488,711	2,488,711	2,488,711
TOTAL PROPOSED			2,488,711	2,488,711	2,488,711

CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2019	FY 2019
Water Enterprise Fund-Ins Dedu									
610037	5740A	Insurance Deductibles	0.00	2,500.00	2,500.00	0.00	2,500.00	2,500.00	2,500.00
	Total	Water Enterprise Fund-Ins Dedu	0.00	2,500.00	2,500.00	0.00	2,500.00	2,500.00	2,500.00
270	945	Department Total	0.00	2,500.00	2,500.00	0.00	2,500.00	2,500.00	2,500.00

FY 2019 DETAILED BUDGET REPORT
EXPENSES

TREASURER - Water Enterprise Fund - 270

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
TREASURER - Water Enterprise Fund - Ins Deductibles					
610037	5704A	Water Enterprise Fund Insurance Deductibles Estimated amount for insurance deductibles related to water claims	2,500	2,500	2,500
TOTAL			2,500	2,500	2,500
TOTAL PROPOSED			2,500	2,500	2,500

Engineering – Trash Enterprise

Mission Statement – Why We Exist

The Engineering Department provides management oversight of the City’s curb-side, weekly solid waste and bi-weekly recycling collection program and is responsible for developing and managing the trash fee collection program, implementing new policies and procedures as they arise, and resolving any problems with the program. Any trash related complaint calls received are also resolved. The Department’s Business Manager also coordinates and staffs the City’s volunteer recycling committee, SalemRecycles, and manages their numerous events to promote diversion, reduction and recycling throughout the year. The Department continues to process billing to over 2,000 accounts monthly; generating over \$800,000 in income annually including the liens process during the third property tax billing period. Funding for the efforts described herein is derived from the Trash Enterprise System.



www.toywonders.com

Significant Budget & Staffing Changes for FY 2019

No significant budget or staffing changes. Waste Reduction Coordinator will be re-hired using grant funds.

Recent Accomplishments

- Continued to manage the solid waste and recycling contracts

- Mandatory Recycling Enforcement-continued monitoring recycling output, enforcement and education.
- Continued the Curbside Composting Program which is currently a subscription program involving 475 paid subscribers.
- Re-energized the butt bin recycling program by designing new labels and received appropriate approval to change. Developed an ‘Adopt a Bin’ Program and placed receptacles in more appropriate locations.





- Continued to staff Recycling Committee (celebrating its 10th year anniversary in March 2018) which continues to be instrumental in developing and implementing educational program for trash reduction including: butt bin recycling-won MMA Innovation Award, community outreach, website updates, TODO recycling guides, zero waste pizza event, compost initiatives, repair cafés, hosting Bag It movie, implementation of reusable bag initiative, etc.
- Diverted over 4,500 tons of materials from waste stream through curbside recycling, textiles initiative, rigid plastics, composting, yard waste, white goods, and e-waste.
- Executed a sixth Textiles Recycling event in November 2017, collected over 4 tons of textiles –hosting over 240 cars during a 6 hour event. Continue to assist



other communities in setting up their own events. Worked with two different companies to ensure year round textiles recycling available at public and private schools, churches, supermarket.

- Implemented quarterly e-waste turnkey events at SHS, serviced over 425 residents and collected over 40 tons of e-waste.
- Reach a 24.5% recycling rate through collateral material, newspaper articles, mailings and flyers distribution, participation in many events such as Book Swaps, Earth Days, Green Day, Clean Salem Green Salem, Recycling contests, Textiles collections, Council on Aging events, Neighborhood Association meetings, etc.
- SalemRecycles continues to be regarded as a regional leader regarding its various initiatives. In 2017, MMA awarded the City with the Innovation award for the Butt Bin program.
- Promoted Salem Recycles activities on Facebook, PATCH, SATV, electronic newsletters and through GreenSalem.com on a regular basis



- Continued to process letters for new owners of residential properties; which has resulted in several dozen new trash accounts each year; currently billing over 2,000 accounts at nearly \$800,000 annualized rate.
- Continued to improve public recycling through community awareness and purchase of additional public recycling containers and continue to draw attention to ‘greening’ public events.
- Managed for the seventh year a City-wide effort to implement liens program; where properties with trash fees 180 days in arrears were liened to the 3rd quarter real estate tax bill. Over 150 accounts were liened yielding over \$45,000.
- Fielded thousands of calls to educate public on trash and recycling pick-up contract; continued to provide information on best ways to dispose of difficult items (ex. Resulted in Textiles event, and upcoming Swap and Drop Day)
- Received \$30,000 in DEP grant funds to continue funding the recycling coordinator position.

- Received DEP technical assistance grant for implementing hauler ordinance-requiring haulers to provide recycling.

FY 2018 Goals & Objectives

- Continue to successfully manage the solid waste collection and recycling program, continuing to reduce solid waste and increase diversion and recycling including many educational initiatives such as Swap and Drop, Book Swaps, Textiles Drives, Repair Café's, Drop N Swaps, and participation in the City events.
- Continue to manage contracts-e-waste, solid waste and recycling collection, transportation and disposal, e-waste.
- Continue with liens process for delinquent bills.
- Continue turnkey e-waste operation on a quarterly basis at SHS.
- Managed sharps collection and overflow bag programs.
- Continue to promote curbside compost collection program-now subscription based.
- Continue to educate the public in the benefits of recycling, waste reduction, composting and implement the DEP mandatory recycling enforcement plan.
- Continue to enforce the mandatory recycling enforcement ordinance through the efforts of the Mandatory Enforcement Recycling Coordinator tracking each household and communicating with thousands of residents monthly about best recycling practices.
- Initiate annual Styrofoam collection and continue annual Zero waste pizza event as part of Heritage Days.
- Collaborated with SalemSound Coastwatch on implementation of Reusable Bag Initiative.



Outcomes and Performance Measures	Actual FY 2016	Actual FY 2017	Estimated FY2018	Estimated FY2019
Tons of trash	13,203	11,225.5	11,200	11,100
Tons of recycling	3,186	3,656.1	4,000	4,100
Diverting recycling items from waste stream, in tons-CY:				
Textiles	9	31	34	40
E-Waste (includes white goods)	30	38	39	41
Books	15	60	62	63
Educational materials distributed by Recycling Coordinator	2,500	1,800	2,200	2,400
Cost of Trash disposal contract	.84	.85	.85	.86
Cost of Trash collection contract, in \$ Millions	1.85	1.97	2.1	2.2

How FY 2019 Departmental Goals Relate to City's Overall Long & Short Term Goals

- Both the City's long and short term goals for sustainable infrastructure will be met with the departments' goals, by investing in and promoting the Diversion and Recycling programs.
- Continued support of SalemRecycles, the City's all volunteer recycling committee, which continues to promote waste reduction education and offer new initiatives such as Textiles Recycling, Book Swaps, GreenSalem.com, Public Events Recycling, Repair Café's, plastic bag ban and Mandatory recycling.
- Continue to explore new initiative such as increased Public Recycling and Curbside Compost recycling in schools to support the Clean Communities designation.
- Continue to improve customer service through use of WM 800 number, See Click Fix, contract monitoring, and educational outreach.



CITY OF SALEM - FY 2019 OPERATING BUDGET

			Expenditures FY 2017	Adopted Budget FY 2018	Adjusted Budget FY 2018	Y-T-D Expenses FY 2018	Department FY 2019	Mayor FY 2019	Council FY 2019
Trash Enterprise-Personnel									
620031	5111	SALARIES-FULL TIME	65,366.00	81,202.00	81,202.00	69,562.32	79,735.00	81,032.00	81,032.00
620031	5113	SALARIES-PART TIME	7,511.72	14,220.00	14,220.00	8,470.32	14,363.00	14,481.00	14,481.00
620031	5131	OVERTIME (GENERAL)	375.09	500.00	500.00	424.84	500.00	500.00	500.00
Total Trash Enterprise-Personnel			73,252.81	95,922.00	95,922.00	78,457.48	94,598.00	96,013.00	96,013.00
Trash Enterprise-Expenses									
620032	5291	SOLID WASTE COLLECTI	2,805,864.00	2,975,144.00	2,975,144.00	2,462,782.42	3,092,495.00	3,092,495.00	3,092,495.00
620032	5298	TRASH REMOVAL-BAKERS ISLAND	6,336.00	12,000.00	12,000.00	10,560.00	12,000.00	12,000.00	12,000.00
620032	5305	ACCOUNTING AND AUDIT	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00
620032	5317	EDUCATIONAL TRAINING	1,075.00	1,500.00	1,500.00	495.00	3,500.00	1,500.00	1,500.00
620032	5342	POSTAGE	10,005.40	7,200.00	9,700.00	8,955.82	8,000.00	8,000.00	8,000.00
620032	5381	PRINTING AND BINDING	410.51	500.00	500.00	0.00	1,500.00	500.00	500.00
620032	5421	OFFICE SUPPLIES (GEN	403.82	600.00	600.00	192.79	600.00	600.00	600.00
620032	5780	RECYCLING EXPENSES	12,049.02	16,000.00	13,500.00	7,697.73	21,000.00	16,000.00	16,000.00
Total Trash Enterprise-Expenses			2,838,643.75	3,015,444.00	3,015,444.00	2,493,183.76	3,141,595.00	3,133,595.00	3,133,595.00
235	442	Department Total	2,911,896.56	3,111,366.00	3,111,366.00	2,571,641.24	3,236,193.00	3,229,608.00	3,229,608.00

FY 2019 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2018	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2018	Dept Prop Rate FY 2019	Dept Request FY 2019	Mayor Rate FY 2019	Mayor Proposed FY 2019	Council Voted FY 2019
CRIPPS	CHERYL	235 TRASH-ENGINEERING	620031-5111 EXECUTIVE SECRETARY		15,761.61		0.34		34%	891.49	891.49	15,761.61	909.32	16,076.84	16,076.84
ROSE	JULIE	235 TRASH-ENGINEERING	620031-5111 BUSINESS MGRWTR REG	2/1/2007	34,640.97		0.50		50%	1,332.35	1,332.35	34,640.97	1,358.99	35,333.79	35,333.79
KNOWLTON	DAVID	235 TRASH-ENGINEERING	620031-5111 City Engineer-DPS Director	5/21/2007	14,448.86		0.12		12%	2,315.52	2,315.52	14,448.86	2,361.83	14,737.84	14,737.84
					16,349.77		0.34				Total AFSCME 1818	14,883.38		14,883.38	14,883.38
					81,201.21	1.30	Total Full Time - 5111					79,734.82		81,031.85	81,031.85
		235 TRASH-ENGINEERING	620031-5111 PT INTERN		8,500.00			13.5	52 weeks	-	-	8,500.00	-	8,500.00	8,500.00
ALBERT	JIMMY	235 TRASH-ENGINEERING	620031-5111 PT INTERN	11/05/1991	5,720.00			10	hours per wk	11.28	11.28	5,863.00	11.50	5,980.26	5,980.26
					14,220.00		Total Part Time - 5113					14,363.00		14,480.26	14,480.26
		235 TRASH-ENGINEERING	620031-5131 OVERTIME		500.00							500.00		500.00	500.00
Full-Time Equivalent Employees:					FY 2017	1.18									
					FY 2018	1.30									
					FY 2019	1.30									
					Variance 18 vs. 19	0.00									
					95,921.21	1.30	Department Total					94,597.82		96,012.11	96,012.11

FY 2019 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2017 52	F T E	Rate FY 2018	Incr FY 2019 1.000	Calc Rate FY 2019	STEP INCREASES				Dept Request FY 2019 52	Mayor FY 2019 52	Council FY 2019 52	
												Date	Rate	# Wks Old	New				
FORGIONE	CLAUDIA	235 TRASH-ENGINEERING	620031-5111	PRINCIPAL CLERK	10/19/12	2	16,349.77			1.000	-	To Recreation				34%	-	-	-
MCGRATH	RAYLEEN	235 TRASH-ENGINEERING	620031-5111	PRINCIPAL CLERK	12/18/17	2		0.34	841.82	1.000	841.82					34%	14,883.38	14,883.38	14,883.38
							16,349.77	0.34								14,883.38	14,883.38	14,883.38	

**FY 2019 DETAILED BUDGET REPORT
EXPENSES**

Engineering - Trash Enterprise - 235

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
620032	5291	SOLID WASTE COLLECTION/DISPOSAL			
		Covanta Contract: Disposal-\$71.5/ton at 11,750 tons	840,125.00	840,125.00	840,125.00
		Waste Management-weekly solid waste and bi weekly recycling pick-up	1,964,925.00	1,964,925.00	1,964,925.00
		Recycling processing, assume 3,800 tons at \$22 per ton	83,600.00	83,600.00	83,600.00
		Transfer Station Yard Waste Removal	15,000.00	15,000.00	15,000.00
		One extra week yard waste pick-up	10,770.00	10,770.00	10,770.00
		Bulk Item Collection (assume 875 per month) @16.15 per item	169,575.00	169,575.00	169,575.00
		Sharps Disposal-twice per month	8,500.00	8,500.00	8,500.00
TOTAL			3,092,495.00	3,092,495.00	3,092,495.00
620032	5298	TRASH REMOVAL			
		Baker's Island Trash - Contractual	12,000	12,000	12,000
TOTAL			12,000	12,000	12,000
620032	5305	ACCOUNTING AND AUDITING			
		Annual service for audits, contracted through Finance Dept.	2,500	2,500	2,500
TOTAL			2,500	2,500	2,500
620032	5317	EDUCATIONAL TRAINING			
		Continued training on liens and improvements in MUNIS system	3,500	1,500	1,500
		Attending Profesional organization seminars and meetings-now 5 employees covered			
TOTAL			3,500	1,500	1,500
620032	5342	POSTAGE			
		Costs of mailing monthly trash bills to consumers	8,000	8,000	8,000
		1,900 monthly -			
TOTAL			8,000	8,000	8,000
620032	5381	PRINTING AND BINDING-printing for brochures, etc.	1,500	500	500
		annual recycling calendars			
TOTAL			1,500	500	500
620032	5421	OFFICE SUPPLIES (GENERAL)	600	600	600
TOTAL		General office supplies as needed	600	600	600
620032	5780	RECYCLING EXPENSES			
		Funds for Waste Reduction Coordinator Mileage	5,000	5,000	5,000
		Constant Contact	1,000	1,000	1,000
		Website hosting and support-GreenSalem.com	1,500	-	-
		E-Waste collection-pick up from DPS quarterly for dumped e-waste	5,500	5,500	5,500
		Public Stewardship, NRRRA and NERC Memberships	2,000	2,000	2,000
		MassRecycle Membership	1,000	1,000	1,000
		General Expenses for events such as Clean Salem-Green Salem, Science Fairs, rentals, etc.	5,000	5,000	5,000
		banners, supplies, handouts, displays, volunteer appreciation, etc.		(3,500)	(3,500)
TOTAL			21,000	16,000	16,000
Total Proposed			3,141,595	3,133,595	3,133,595

City of Salem Full-Time Equivalent Employee Comparisons
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	FY 2017	FY 2018	FY 2019	Change From Prior FY
GENERAL FUND				
EXECUTIVE DIVISION				
Mayor	5.00	4.00	4.00	0.00
LEGISLATIVE DIVISION				
City Clerk				
City Council	0.00	0.00	0.00	0.00
City Clerk-Record Maint	5.00	5.00	5.00	0.00
Elections & Registrations	2.00	2.00	2.00	0.00
FINANCE DIVISION				
Assessors	5.00	5.00	5.00	0.00
Collector	4.00	4.00	4.00	0.00
Data Processing- IT/GIS - General Admin	12.60	13.00	13.00	0.00
Finance	4.00	4.00	4.00	0.00
Parking Department	12.00	11.50	12.50	1.00
Purchasing	2.00	2.00	2.00	0.00
Treasurer	4.00	4.00	4.00	0.00
LEGAL DIVISION				
Solicitor	3.65	3.71	3.80	0.09
HUMAN RESOURCE DIVISION				
Human Resources	3.70	3.70	3.70	0.00
FIRE DIVISION				
Fire	95.00	95.00	95.00	0.00
POLICE DIVISION				
Police	103.50	107.50	107.50	0.00
Harbormaster	2.00	2.00	2.00	0.00
INSPECTIONAL SERVICES DIVISION				
Public Property - Inspections	7.00	8.70	9.00	0.30
Electrical	6.00	6.50	6.50	0.00
Health	7.00	7.00	7.00	0.00

City of Salem
Full-Time Equivalent Employee Comparisons

	FY 2017	FY 2018	FY 2019	Change From Prior FY
PLANNING & COMMUNITY DEVELOPMENT DIVISION				
Planning - General Admin	12.57	13.00	13.06	0.06
Conservation Commission	0.50	0.50	0.50	0.00
Planning Board	0.50	0.50	0.50	0.00
Historic Preservation	0.10	0.14	0.50	0.36
PUBLIC SERVICES DIVISION				
Public Services - General Admin	29.72	26.52	25.86	-0.66
Sewer Enterprise Fund	5.99	6.49	7.33	0.84
Water Enterprise Fund	5.99	6.49	7.33	0.84
ENGINEERING DIVISION				
Engineering - General Admin	3.68	3.68	4.96	1.28
Sewer Enterprise Fund	2.54	2.48	2.48	0.00
Water Enterprise Fund	2.54	2.48	2.48	0.00
Trash Enterprise Fund	1.18	1.30	1.30	0.00
RECREATION & COMMUNITY SERVICES DIVISION				
Council On Aging	8.00	8.00	8.00	0.00
Library	15.60	15.60	15.60	0.00
Recreation - General Admin	4.14	4.14	4.14	0.00
Golf Course	3.15	3.15	3.15	0.00
Witch House	1.15	1.15	1.15	0.00
Winter Island	1.00	1.00	1.00	0.00
Veterans	2.00	2.00	2.00	0.00
EDUCATION DIVISION				
School				
District & Bentley Academy Charter	868.40	808.30	779.69	-28.61
Grants	65.70	44.54	47.93	3.39
Food Services	46.00	37.50	39.50	2.00
School Totals	980.10	890.34	867.12	-23.22
<hr/>				
Grand Totals	1363.90	1277.57	1258.46	-19.11

Budget Document Survey

Your opinion is important to us! Please take a few minutes to tell us what you think about our budget document. Your comments will be used to help improve this document.

1. Readability: Is the subject matter presented in an easy to read format and in terms that are understandable?

Please Circle One: Difficult Somewhat Difficult Adequate Good Very Easy

2. Using the following scale, please rate the following sections (1-Very Helpful, 2-Helpful, 3-Not Helpful):

Sec 1 – General Overview	_____	Sec 2 – City Overview	_____
Sec 3 – Budget Overview All Funds	_____	Sec 4 – Budget Overview School	_____
Sec 5 – Budget Overview Enterprise Funds	_____	Sec 6 – Financial Forecasts, Plans & Policies	_____
Sec 7 – Capital Improvement Program	_____	Sec 8 – Departmental Budgets	_____
Sec 9 – Appendix	_____	Sec10- Glossary	_____

3. Content: What would you like to see added, expanded, reduced or removed?

4. Overall Impressions: How would you rate the entire document?

Please Circle One: Start Over Minimal Help Answered Most Questions Good Very Helpful

5. Comments

Please send this page to:

Nina Bridgman, Assistant Finance Director
City of Salem, Massachusetts
93 Washington Street, Salem, MA 01970
nbridgman@salem.com

The Budget Process

The Budget and Appropriation Process

The budget document is the instrument used by the budget-making authority to present a comprehensive financial program to the appropriating body. The legalistic view is that a budget is a plan of financial operation embodying an estimate of proposed expenditures for a given period of time and the proposed means of financing them. In a much more general sense, budgets may be regarded as devised to aid management to operate an organization more effectively. In the general sense, budgets are the financial expression of plans prepared by managers for operating an organization during a time period and for changing its physical facilities and its capital structure.

The budget preparation process for all Cities is governed by Massachusetts General Law (MGL) Ch. 44. The General Laws require that the budget be supported by revenues earned during the year plus any savings from prior years. The General Laws also requires public involvement in the process, including the requirement for a public hearing on the proposed budget.

The Mayor provides leadership in the budget process by developing budgetary policy and working closely with department heads and the City Council to assure that the process identifies community needs and priorities and develops a farsighted and well-crafted plan. The Mayor initiates the budget process that provides the policy context for identification of priorities and development of initiatives.

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

If the Mayor does not make a timely budget submission, provision is made for preparation of a budget by the City Council. Provision is also made for supplementary appropriations upon recommendation of the Mayor. Enterprise Fund expenditures are required to be included in the budget adopted by the City Council. The school budget is limited to the amount appropriated by the City Council, but the school committee retains full power to allocate the funds appropriated.

Under certain circumstances and subject to certain limits and requirements, the city council of a city, upon the recommendation of the Mayor, may transfer amounts appropriated for the use of the department (except for a municipal light department or a school department) to another appropriation for the same department or for the use of any other department.

Commencing September 1, 1992, the City established enterprise funds in accordance with Chapter 44, Section 531F 1/2, of the General Laws for the City's water and sewer services. In FY 2007 the City established an enterprise fund for Trash Disposal.

The Finance Department prepares budget packages for each department in January. The Mayor holds a City wide budget meeting, attended by all department heads and finance personnel, concerning a general overview of the state of the economy, and to outline specific guidelines dictating the preparation of individual department budgets. In consultation with the Finance Department, each department then prepares an operating budgets and a mission statement outlining the projected goals for the future. These operating budgets are submitted to the Finance Department for review and entry into the computerized accounting system. The budgets are then prepared for the Mayor's review.

In March and April, each department head meets with the Mayor, Mayor's Chief Administrative Aide, Finance Director, and Assistant Finance Director to review their proposed budgets and program changes for the coming year. As the proposed budgets are reviewed by the Mayor, the budgets submitted may be adjusted based on the individual needs of each department. During the months of April and May, the Mayor finalizes the Annual Budget document for submission to the City Council. The proposed budget documentation is prepared by the Finance Department. The City Council accepts the budget and submits it to the subcommittee on Administration and Finance. The City Council Subcommittee on Administration and Finance then holds subcommittee meetings with the Mayor, Finance Director, Assistant Finance Director, and Department heads to review each departmental budget. The budget must be approved by a majority vote of the City Council within 45 days of receipt of the budget, but no later than June 30th of each year.

The school department budgets are prepared by the Superintendent of Schools and the School Business Manager. The school budget is reviewed and approved by the School Committee, and subsequently submitted to the City Finance Department for inclusion in the City Budget presented to the City Council for approval and appropriation.

WHAT IS A BALANCED BUDGET?

A budget is considered in balance when revenues are equal to, or exceed expenditures. This is a requirement of all Massachusetts communities.

THE BUDGET FORMAT

The budget summary contains summary totals from all operating segments. The revenue section details revenue sources with expected trends. Each departmental section contains a department mission statement and financial data relating to the entire department, including personnel detail. The enterprise section includes revenue and expenditure trends of the self-sustaining enterprise funds along with departmental goals. The CIP section details all expected capital program outlays in the current fiscal year, as well as a summary of the next following years.

BUDGET AMENDMENTS

Budget Amendment Increases – Any increase to the budget must be submitted to the City Council by the Mayor for approval. Budget amendments usually occur from transfers from other special revenue funds (usually receipts reserved for appropriation funds), free cash appropriations in general fund,

or retained earnings appropriations within the Enterprise Funds. They can also be voted as an additional appropriation to the budget to be offset by property taxes, local revenue, state aid, and reserves prior to the tax rate being set in December of each year.

Budget Amendment Transfers– Budget transfers within the school department are submitted to the School Committee for their approval, and are processed by the Finance Department once approved. Budget transfers for City (non-school) budgets, either between personnel and non-personnel line items or between departments, must be submitted to City Council for their approval. This is due to the fact that the City Council votes the original budget as follows:

- City Budgets – The City Council votes each personnel and non-personnel line separately within each departmental unit.
- School Budgets - The City Council votes the TOTAL for the school budget, not separate departments and/or organizational units as they do for the City budgets.

On June 27, 2013 the Salem City Council adopted the Department of Revenue, Division of Local Services Bulletin IGR no. 06-209 from May 2006 Section C2. This section refers to the alternative year end procedure which allows budget transfers during May and June and the first fifteen days of July, upon recommendation of the Mayor, of any departmental appropriation to another appropriation within the same department, not to exceed three percent of the department's annual budget. The Finance Department will provide the City Council Administration and Finance Committee with a list of these budget transfers in addition to the regular budget transfers provided in the A&F monthly report.

BUDGET GOALS

Policy Driven Planning: The budget is developed based upon community values and key City strategic financial and program policies. The City's Five Year Financial Forecast provides the nexus between the long-term financial plan and budgetary development. The plan includes a comprehensive multi-year projection of the financial position and budget projections, including documentation of revenue and cost assumptions and projections.

Program of Services for the Community: The budget is designed to focus on financial information and missions and goals that have value added outcomes to the community through City services. The Mayor and the City Council will use the City's fundamental principles as a basis for allocation choices and policy discussions. It also provides a basis for measuring progress toward goals during the budget period.

Financial Plan of Allocation and Resource Management: The budget establishes the plan and legal appropriations to allow the City to operate during the fiscal year. The budget provides specific direction for departments and agencies for management of resources. It also provides broad goals related to the City's overall financial position and identifies business decisions required to keep the City financially viable and strong. It is developed using all available financial and planning reviews, including the Five Year Financial Forecast and the five-year rolling Capital Improvement Program.

Communication Tool: The budget is intended to communicate to a broad range of readers, both locally and around the region, as well as the larger governmental and financial community. The budget expresses priorities and goals, assignments and plans, targets and hopes. It is a key statement of City priorities, and is meant to provide confidence in, and confirmation of, the Ordinance mandated Mayor form of government.

Budgeting & Accounting Practices

The *basic financial statements* of the City of Salem, Massachusetts are prepared in accordance with Generally Accepted Accounting Principles (GAAP) in the United States of America. The Governmental Accounting Standards Board (GASB) is the recognized standard-setting body for establishing governmental accounting and financial reporting principles. The significant accounting policies are described herein.

For budgetary financial reporting purposes, the Uniform Municipal Accounting System (UMAS) basis of accounting (established by the Commonwealth of Massachusetts) is followed, which differs from the GAAP basis of accounting are listed below. A reconciliation of budgetary-basis to GAAP-basis results for the general fund for the fiscal year ended June 30th, can be found in the City's Comprehensive Annual Financial Statement (CAFR) at the following website: <https://www.salem.com/auditor-director-finance/pages/financial-statements> .

Basis of Accounting & Budgeting

The *basis of accounting* and the *basis of budgeting* determine when revenues and expenditures are recognized for the purposes of financial reporting and budget control. Accounting on a *cash basis* means that revenues and expenditures are recorded when cash is actually received or paid out. Most large businesses employ *full accrual accounting* in which revenue are recorded when earned (rather than when received), and expenditures are recognized when an obligation to pay is incurred (rather than when the payment is made). Capital expenses (the cost of acquiring tangible assets) are recognized over the life of the asset, not when the asset is purchased.

Governments typically employ a hybrid basis of accounting termed *modified accrual*. Under this system, revenues are recognized when they become measurable and available; expenditures are recognized when the obligation to pay is incurred. Capital expenditures are recognized at the time of purchase. This means that governments may experience significant increases and decreases in total expenditures from year to year because capital expenses tend to be large and unevenly timed. To help explain year to year expenditure trends, capital expenditures are reported separately from operating costs in this budget document.

The City of Salem uses modified accrual accounting and budgeting for its governmental fund types which include the general fund, special revenue funds, and capital project funds. For proprietary fund types (enterprise funds) the city uses full accrual accounting and budgeting.

Fund Accounting

Fund accounting is an accounting system organized on the basis of funds, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures, or expenses as appropriate. Resources are allocated to and accounted for in individual funds based upon purposed for which they are to be spent and the

means by which spending activities are controlled. Fund accounting is used by states and local governments and by not-for-profit organizations that need to account for resources the use of which is restricted by donors or grantors.

Types of Funds

There are seven types of funds that can be used, as needed, by state and local governments, both general purpose and limited purpose. The types of funds are as follows:

Governmental Funds

1. ***The General Fund*** – The General Fund is the major operating fund of municipal governments, and it accounts for the vast majority of municipal operations. The General Fund is supported by revenues from real estate and personal property taxes, state and federal aid, excise taxes, investment income, fines and forfeitures, and fees and charges. Most of the municipal departments, including the schools, are supported in whole or in part by the General Fund.
2. ***Special Revenue Funds*** – to account for the proceeds of specific revenue sources (other than expendable trust or for major capital projects) that are legally restricted to expenditures for specific purposes. These funds are used mostly for donations, state, federal, and other intergovernmental revenue and expenditures.
3. ***Capital Projects Funds*** – to account for financial resources to be used for the acquisition or construction of major capital facilities – other than those financed by proprietary funds and trust funds.
4. ***Debt Service Funds*** – to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

Proprietary Funds

5. ***Enterprise Funds*** – to account for operations (a) that are financed and operated in a manner similar to private business enterprises – where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided the periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.
6. ***Internal Service Funds*** – to account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit, or to other governmental units, on a cost-reimbursement basis.

Fiduciary Funds

7. ***Trust and Agency Funds*** – to account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and/or other funds. These include (a) expendable trust funds, (b) nonexpendable trust funds, (c) pension trust funds, and (d) agency funds.

Governmental Accounting- The modified accrual basis of accounting, as appropriate, should be utilized in measuring financial position and operating results.

Governmental fund revenues and expenditures should be recognized on the modified accrual basis. Revenues should be recognized in the accounting period in which they become available and measurable. Expenditures should be recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt, which should be recognized when due.

Proprietary fund revenues and expenses should be recognized on the accrual basis. Revenues should be recognized in the accounting period in which they are earned and become measurable; expense should be recognized in the period incurred, if measurable.

Fiduciary fund revenues and expense or expenditures (as appropriate) should be recognized on the basis consistent with the fund's accounting measurement objective. Nonexpendable trust and pension trust funds (and investment trust funds) should be accounted for on the accrual basis; expendable trust funds should be accounted for on the modified accrual basis. Agency fund assets and liabilities should be accounted for on the modified accrual basis.

Transfers should be recognized in the accounting period in which the interfund receivable or payable arise.

Fund Balance & Fund Equity – The arithmetic difference between the amount of financial resources and the amount of liabilities recorded in the fund is the FUND EQUITY. Residents of the governmental unit have no legal claim on any excess of liquid assets over current liabilities; therefore, the Fund Equity is not analogous to the capital accounts of an investor-owned entity. Accounts in the Fund Equity category of the General Fund and special revenue funds consist of reserve accounts established to disclose that portions of the equity are not available for appropriation (reserved or designated); the portion of equity available for appropriation is disclosed in an account called FUND BALANCE.

Annual Audits

At the close of each fiscal year, state law requires the City of Salem to publish a complete set of financial statements in conformity with accounting principles generally accepted in the United States of America (GAAP), and that are audited in accordance with generally accepted auditing standards by a firm of licensed certified public accountants. Pursuant to that requirement, the City of Salem has been audited by the firm of Powers & Sullivan, Certified Public Accountants, of Wakefield, Massachusetts. A copy of the most current CAFR and prior fiscal year financial statements can be found on the City's website at <https://www.salem.com/auditor-director-finance/pages/financial-statements>.

Reporting Entity

For financial reporting purposes, the City has included all funds, organizations, agencies, boards, commissions and institutions. The City has also considered all potential component units for which it is financially accountable as well as other organizations for which the nature and significance of their relationship with the City are such that exclusion would cause the basic financial statements to be misleading or incomplete. As required by GAAP, these

basic financial statements present the City (the primary government) and its component units. One entity has been included as a component unit in the reporting entity, because of the significance of its operational and/or financial relationship.

Blended Component Units – Blended component units are entities that are legally separate from the City, but are so related that they are, in substance, the same as the City, or entities providing services entirely or almost entirely for the benefit of the City. The following component unit is blended within the Fiduciary Funds of the primary government:

The Salem Contributory Retirement System (CRS) was established to provide retirement benefits to City employees, the Salem Housing Authority employees, the South Essex Sewerage District employees, the Salem-Beverly Water Supply Board employees, the North Shore Regional Vocational School employees and their beneficiaries. The System is governed by a five-member board comprised of the Finance Director (ex-officio), two members elected by the System’s participants, one member appointed by the Mayor and one member appointed by the other board members. The CRS is presented using the accrual basis of accounting and is reported as a pension trust fund in the fiduciary fund financial statements.

The City is a member of the South Essex Sewerage District (SESD), a joint venture with the Cities of Salem and Beverly and the Towns of Danvers and Marblehead, for the operation of a septage disposal facility. The members share in overseeing the operations of SESD. Each member is responsible for its proportionate share of the operational costs of the SESD, which are paid in the form of assessments. Complete financial statements for the District can be obtained by contacting them at 50 Fort Avenue, Salem, MA 01970.

The City is a member of the Salem-Beverly Water Supply Board (SBWSB), a joint venture with the City of Beverly for the operation of a water distribution system. The City does not have an equity interest in the Salem-Beverly Water Supply Board. Complete financial information for the SBWSB can be obtained by contacting them at 50 Arlington Avenue, Beverly, MA 01915.

Availability of Financial Information for Component Units

The Salem Contributory Retirement System does not issue separate audited financial statement. The CRS issues a publicly available unaudited financial report in accordance with guidelines established by the Commonwealth of Massachusetts’ (Commonwealth) Public Employee Retirement Administration Commission (PERAC). That report may be obtained by contacting the CRS located at 20 Central Street, Suite 110, Salem, Massachusetts 01970.

Government-Wide and Fund Financial Statements

Government-Wide Financial Statements

The government-wide financial statements (i.e., statement of net assets and the statement of changes in net assets) report information on all of the non-fiduciary activities of the primary government and its component units. *Governmental activities*, which are primarily supported by taxes and intergovernmental revenues, are reported separately from *business-type activities*, which are supported primarily by user fees and charges.

Fund Financial Statements

Separate financial statements are provided for governmental funds, proprietary funds, and fiduciary funds, even though fiduciary funds are excluded from the government-wide financial statements. Major individual governmental funds and major individual enterprise funds are reported as separate columns in the fund financial statements. Non-major funds are aggregated and displayed in a single column.

Major Fund Criteria

Major funds must be reported if the following criteria are met:

- If the total assets, liabilities, revenues, or expenditures/expenses of an individual governmental or enterprise fund are at least 10 percent of the corresponding element (assets, liabilities, etc.) for all funds of that category or type (total governmental or total enterprise funds), *and*
- If the total assets, liabilities, revenues, or expenditures/expenses of the individual governmental fund or enterprise fund are at least 5 percent of the corresponding element for all governmental and enterprise funds combined.

Additionally, any other governmental or enterprise fund that management believes is particularly significant to the basic financial statements may be reported as a major fund.

Internal service funds and fiduciary funds are reported by fund type.

Measurement Focus, Basis of Accounting and Financial Statement Presentation

Government-Wide Financial Statements

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded when the liabilities are incurred. Real estate and personal property taxes are recognized as revenues in the fiscal year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

The statement of activities demonstrates the degree to which the direct expenses of a particular function or segment are offset by program revenues. Direct expenses are those that are clearly identifiable with a specific function or segment. Program revenues include the following:

- Charges to customers or applicants who purchase, use, or directly benefit from goods, services, or privileges provided by a given function or segment.
- Grants and contributions are restricted to meeting the operational requirements of a particular function or segment.
- Grants and contributions are restricted to meeting the capital requirements of a particular function or segment.

Taxes and other items not identifiable as program revenues are reported as general revenues.

For the most part, the effect of inter-fund activity has been removed from the government-wide financial statements. However, the effect of inter-fund services provided and used between functions is not eliminated as the elimination of these charges would distort the direct costs and program revenues reported for the functions affected.

Fund Financial Statements

Governmental fund financial statements are reported using the flow of current financial resources measurement focus and the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., measurable and available). Measurable means the amount of the transaction can be determined and available means collectible within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures are recorded when the related fund liability is incurred, except for un-matured interest on general long-term debt which is recognized when due, and certain compensated absences, claims and judgments which are recognized when the obligations are expected to be liquidated with current expendable available resources.

Real estate and personal property tax revenues are considered available if they are collected within 60 days after fiscal year-end. Investment income is susceptible to accrual. Other receipts and tax revenues become measurable and available when the cash is received and are recognized as revenue at that time.

Entitlements and shared revenues are recorded at the time of receipt or earlier if the susceptible to accrual criteria is met. Expenditure driven grants recognize revenue when the qualifying expenditures are incurred and all other grant requirements are met.

The following major governmental funds are reported:

The *general fund* is the primary operating fund. It is used to account for all financial resources, except those that are required to be accounted for in another fund.

The *stabilization fund* is a special revenue fund used to account for the accumulation of resources to be used for general and/or capital purposes upon approval of City Council.

The *school capital projects fund* is used to account for the ongoing construction and renovations of the City's school buildings.

The non-major governmental funds consist of other special revenue, capital projects and permanent funds that are aggregated and presented in the *non-major governmental funds* column on the governmental funds financial statements. The following describes the general use of these fund types:

The *special revenue fund* is used to account for the proceeds of specific revenue sources (other than permanent funds or capital projects funds) that are restricted by law or administrative action to expenditures for specified purposes.

The *capital projects fund* is used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by Enterprise Funds).

The *permanent fund* is used to account for financial resources that are legally restricted to the extent that only earnings, not principal, may be used for purposes that support the governmental programs.

Proprietary fund financial statements are reported using the flow of economic resources measurement focus and use the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded when the liabilities are incurred.

Proprietary funds distinguish operating revenues and expenses from non-operating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with the proprietary funds principal ongoing operations. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses.

The following major proprietary funds are reported:

- The *sewer enterprise fund* is used to account for the sewer activities.
- The *water enterprise fund* is used to account for the water activities.
- The *golf course enterprise fund* is used to account for the golf course activities.
- The *parking activities enterprise fund* is used to account for parking activities.
- The *trash enterprise fund* is used to account for the solid waste disposal activities.

Additionally, the following proprietary fund type is reported:

The *internal service fund* is used to account for the financing of services provided by one department to other departments or governmental units. This fund is used to account for risk financing activities related to retirees' health insurance.

Fiduciary fund financial statements are reported using the flow of economic resources measurement focus and use the accrual basis of accounting except for the Agency Fund, which has no measurement focus. Fiduciary funds are used to account for assets held in a trustee capacity for others that cannot be used to support the governmental programs.

The following fiduciary fund types are reported:

The *pension trust fund* is used to account for the activities of the System, which accumulates resources to provide pension benefits to eligible retirees and their beneficiaries.

The *private-purpose trust fund* is used to account for trust arrangements that exclusively benefit individuals, private organizations, or other governments. Some of these trusts have donor restrictions and trustee policies that do not allow the endowment portion and any unrealized appreciation to be spent. The donor restrictions and trustee policies only allow the trustees to authorize spending of the realized investment earnings. The City's educational scholarships and housing subsidy trust funds are accounted for in this fund.

The *agency fund* is used to account for assets held in a purely custodial capacity. The City's agency funds consist primarily of payroll withholdings, police and fire details, escrow deposits and unclaimed property.

Government-Wide and Fund Financial Statements

Private-sector standards of accounting and financial reporting issued prior to December 1, 1989, generally are followed in both the government-wide and proprietary fund financial statements to the extent that those standards do not conflict with or contradict guidance of the Governmental Accounting Standards Board. Governments also have the option of following subsequent private-sector guidance for their business-type activities and enterprise funds, subject to this same limitation. The government has elected not to follow subsequent private-sector guidance.

Major & Non-Major Funds Overview

Major Governmental Funds

There are two types of major governmental funds – General Funds and Enterprise Funds. These funds are voted as part of the annual city budget.

General Fund

The General Fund is the major operating fund of municipal governments, and it accounts for the vast majority of municipal operations. The General Fund is supported by revenues from real estate and personal property taxes, state and federal aid, excise taxes, investment income, fines and forfeitures, and fees and charges. Most of the municipal departments, including the schools, are supported in whole or in part by the General Fund.

Enterprise Funds

Enterprise funds are used to account for operations (a) that are financed and operated in a manner similar to private business enterprises – where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided the periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.

The City of Salem currently has three (3) enterprise funds – Sewer Enterprise Fund, Water Enterprise Fund and Trash Enterprise Funds.

Non-major Governmental Funds

Revolving funds are the only non-major governmental funds that are required to be voted on annually. A list of those funds and their purposes can be found later in this section. A description of all non-major governmental funds are listed below.

Special Revenue Funds

Special revenue funds are used to account for specific revenues that are legally restricted to expenditure for particular purposes.

- ***City Grants Fund***- This fund is used to account for non-school related activity specifically financed by federal, state, and other grants which are designated for specific programs.
- ***School Grants Fund***- This fund is used to account for the educational programs specifically financed by federal, state, and other grants which are designated for specific programs.
- ***Community Development Grants Fund***- This fund is used to account for community development activity specifically financed by federal, state, and other grants which are designated for specific programs.
- ***School Lunch Fund***- This fund is used to account for all cafeteria activities and is funded by user charges, federal and state grants and commodities received.
- ***Highway Grants Fund***- This fund is used to account for construction, re-construction, and improvements to roadways, streets and sidewalks. Funding is provided primarily by grants.
- ***Donations and Gifts Fund***- This fund is used to account for gifts which have been accepted by the City to be used for the purpose specified by the donor.
- ***Receipts Reserved Fund***- This fund is used to account for receipts reserved for appropriation for Golf Course, Witch House and Harbormaster.
- ***City Revolving Accounts Fund***- This fund is used to account for non-school related revolving funds specifically allowed by the laws of the Commonwealth of Massachusetts. These funds are expended for purposes specified by the enabling statute.
- ***School Revolving Accounts Fund***- This fund is used to account for school related revolving funds specifically allowed by the laws of the Commonwealth of Massachusetts. These funds are expended for purposes specified by the enabling statutes.

Capital Project Funds

Capital Project funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities and equipment other than those financed by proprietary funds and trust funds.

- ***Capital Improvement Plan Fund-*** These funds are used to account for the budgeted capital improvements voted on an annual basis.
- ***Other Funds*** – This fund is used to account for various capital projects.

Permanent Funds

Permanent funds are used to report resources that are legally restricted to the extent that only earnings, not principal, may be used for purposes that support governmental programs.

- ***Cemetery Fund-*** This fund is used to account for cemetery perpetual care contributions and expenditures.
- ***Human Service Fund-*** This fund is used to account for various contributions associated with human service activities.
- ***Other Funds-*** This fund is used to account for various contributions associated with governmental programs.

Private Purpose Trust Funds

- ***Trust Fund Commissioners-*** This fund is used to account for trusts held by the City to benefit individuals and is administered by the City's Board of Trust Fund Commissioners.
- ***Scholarship Funds-*** This fund is used to account for scholarships held by the City to benefit individuals.

Agency Fund

This fund is used primarily to account for payroll withholdings, police and fire details, escrow deposits and unclaimed property.

Stabilization Fund

A stabilization fund is a fund designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose (MGL Ch. 40 §5B). Communities may establish one or more stabilization funds for different purposes and may appropriate into them in any year an amount not to exceed ten percent of the prior year's tax levy. The total of all stabilization fund balances shall not exceed ten percent of the community's equalized value, and any interest shall be added to and become a part of the funds. A two-thirds vote of the city council is required to establish, amend the purpose of, or appropriate money from the stabilization fund. More information on stabilizations fund can be found in Section 6.

DEPARTMENTAL FUND RELATIONSHIPS

Department	Sub Department	Index #	Governmental Funds				Enterprise Funds			Trust & Agency Funds			
			Major	Non-Major	Non-Major	Non-Major	Major	Major	Major	Non-Major	Non-Major	Non-Major	Non-Major
			General Fund	Special Revenue Funds	Revolving Funds	Capital Projects	Water	Sewer	Trash	Permanent Trust Funds - Cemetary & Other	Private Scholarships & Trust Commisioners	Agency Funds - WH, Escrow, Details, etc.	Stabilization Funds
			Appropriated				Appropriated	Appropriated	Appropriated				Appropriated
Mayor	Executive	1	Yes	Yes	Yes	Yes				Yes	Yes		
City Clerk	Legislative- City Council	2	Yes										
	City Clerk	2	Yes										
	Elections & Registrations	2	Yes		Yes								
Assessors	Board of Assessors	3	Yes						Yes				
Collector	Tax Collections	4	Yes									Yes	
Data Processing	Information Technology/GIS	5	Yes			Yes							
	Fixed Costs	5	Yes										
Finance	Accounting	6	Yes										
Parking Dept	General Operation	7	Yes			Yes							
Purchasing	Purchasing	8	Yes									Yes	
	Fixed Costs	8	Yes										
Treasurer	Treasury Services	9	Yes									Yes	
	Debt Service	9	Yes										
	Short Term Debt	9	Yes										
	North Shore Regional Voc Schoc	9	Yes										
	State Assessments	9	Yes										
	Contributory Retirement	9	Yes										
	Non-contributory Pensions	9	Yes										
	Medicare	9	Yes										
	Municipal Insurance	9	Yes										
	Solicitor-Licensing	Legal Services & Licensing	11	Yes									
Human Resources	Personnel	12	Yes	Yes									
	Workmen's Compensation	12	Yes										
	Unemployment Compensation	12	Yes										
	Group Insurance	12	Yes										
Fire	Fire Suppression	13	Yes	Yes	Yes	Yes					Yes		
Police	Citizen Protection	14	Yes	Yes		Yes			Yes		Yes		
Harbormaster	Harbormaster	15	Yes	Yes	Yes	Yes							
Public Property	Building/Plumbing/Gas Insp	16	Yes		Yes								
	Zoning Appeals	16	Yes										

DEPARTMENTAL FUND RELATIONSHIPS

			Governmental Funds				Enterprise Funds			Trust & Agency Funds			
			Major	Non-Major	Non-Major	Non-Major	Major	Major	Major	Non-Major	Non-Major	Non-Major	Non-Major
			General Fund	Special Revenue Funds	Revolving Funds	Capital Projects	Water	Sewer	Trash	Permanent Trust Funds - Cemetary & Other	Private Scholarships & Trust Commissioners	Agency Funds - WH, Escrow, Details, etc.	Stabilization Funds
Department	Sub Department	Index #	Appropriated				Appropriated	Appropriated	Appropriated				Appropriated
	Fixed Costs	16	Yes										
Health - Board of	Administration & Support	17	Yes	Yes	Yes	Yes							
Electrical	Electrical Inspection & Maint	18	Yes	Yes		Yes							
Planning	General Administration	19	Yes	Yes	Yes	Yes							
	Conservation Commission	19	Yes										
	Planning Board	19	Yes										
	Market & Tourism	19	Yes										
	Historic Preservation	19	Yes										
Public Services	Administration & Support	20	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes		Yes	
	Snow and Ice	20	Yes										
Engineering	Engineering	22	Yes	Yes	Yes	Yes	Yes	Yes	Yes			Yes	
Recreation	Administration & Support	24	Yes	Yes	Yes	Yes					Yes		
	Golf Course	24	Yes	Yes		Yes						Yes	
	Witch House	24	Yes	Yes								Yes	
	Pioneer Village	24	Yes										
	Winter Island	24	Yes	Yes	Yes	Yes							
Council On Aging	Administration & Support	25	Yes	Yes	Yes	Yes							
Library	Administration & Support	26	Yes	Yes		Yes				Yes			
Veterans Agent	Administration & Support	27	Yes	Yes	Yes								
GF Trans Out	Trans Out	28	Yes	Yes		Yes							Yes
School	School	29	Yes	Yes	Yes	Yes				Yes	Yes	Yes	
ENTERPRISE FUNDS													
Sewer Enterprise	Public Services	21				Yes	Yes	Yes	Yes				
	Engineering	23				Yes	Yes	Yes	Yes				
Treasurer	Debt Service	10					Yes	Yes	Yes				
	Sort Term Debt Service	10					Yes	Yes	Yes				
	SESD Assessment	10					Yes	Yes	Yes				
	Insurance Deductible	10					Yes	Yes	Yes				

DEPARTMENTAL FUND RELATIONSHIPS

			Governmental Funds				Enterprise Funds			Trust & Agency Funds			
			Major	Non-Major	Non-Major	Non-Major	Major	Major	Major	Non-Major	Non-Major	Non-Major	Non-Major
			General Fund	Special Revenue Funds	Revolving Funds	Capital Projects	Water	Sewer	Trash	Permanent Trust Funds - Cemetary & Other	Private Scholarships & Trust Commissioners	Agency Funds - WH, Escrow, Details, etc.	Stabilization Funds
Department	Sub Department	Index #	Appropriated				Appropriated	Appropriated	Appropriated				Appropriated
Water Enterprise	Public Services	21				Yes	Yes	Yes	Yes				
	Engineering	23				Yes	Yes	Yes	Yes				
Treasurer	Water Long Term Debt	10					Yes	Yes	Yes				
	Water Short Term Debt	10					Yes	Yes	Yes				
	SBWSB Assessment	10					Yes	Yes	Yes				
	Insurance Deductible	10					Yes	Yes	Yes				
Trash Enterprise	Engineering	23					Yes	Yes	Yes				

MAJOR & NON MAJOR FUNDS - CHANGES IN FUND BALANCE

General Fund - 100

MAJOR

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY End Fund Bal	% Var in FB
2010	-	2,031,102.00	2,031,102.00	
2011	2,031,102.00	5,941,952.00	3,910,850.00	193%
2012	5,941,952.00	6,927,279.00	985,327.00	17%
2013	6,927,279.00	9,113,053.00	2,185,774.00	32%
2014	9,113,053.00	7,647,714.00	(1,465,339.00)	-16%
2015	7,647,714.00	6,761,445.00	(886,269.00)	-12%
2016	6,761,445.00	7,309,209.67	547,764.67	8%
2017	7,309,209.67	7,780,093.81	470,884.14	6%
2018	7,780,093.81	7,780,093.81	-	0%
2019	7,780,093.81	7,780,093.81	-	0%

Est.
Est.

Sewer Enterprise Fund - 6000

MAJOR

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY End Fund Bal	% Var in FB
2010	-	395,337.00	395,337.00	
2011	395,337.00	729,765.97	334,428.97	85%
2012	729,765.97	640,064.23	(89,701.74)	-12%
2013	640,064.23	1,704,140.00	1,064,075.77	166%
2014	1,704,140.00	2,789,557.00	1,085,417.00	64%
2015	2,789,557.00	1,968,687.00	(820,870.00)	-29%
2016	1,968,687.00	3,044,316.83	1,075,629.83	55%
2017	3,044,316.83	3,304,394.36	260,077.53	9%
2018	3,304,394.36	3,304,394.36	-	0%
2019	3,304,394.36	3,304,394.36	-	0%

Est.
Est.

The objective of the General Fund is to raise revenue to cover expenses for the fiscal year. FY 2015 saw a 12% decrease due to union contract settlements and lower revenues. FY 2016 saw an 8% increase due to unanticipated revenue including building fees.

There was a 55% increase in FY 2016 R/E to cover increasing capital needs due to aging infrastructure. No increases for FY 2018. Fee increases for 2019 to cover expenses.

Water Enterprise Fund - 6100

MAJOR

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY End Fund Bal	% Var in FB
2010	-	729,741.00	729,741.00	
2011	729,741.00	450,153.47	(279,587.53)	-38%
2012	450,153.47	(218,737.73)	(668,891.20)	-149%
2013	(218,737.73)	542.00	219,279.73	-100%
2014	542.00	(466,988.00)	(467,530.00)	-86260%
2015	(466,988.00)	(165,558.00)	301,430.00	-65%
2016	(165,558.00)	-	165,558.00	-100%
2017	-	-	-	0%
2018	-	-	-	
2019	-	-	-	

Est.
Est.

Trash Enterprise Fund - 6200

MAJOR

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY End Fund Bal	% Var in FB
2010	-	7,904.99	7,904.99	
2011	7,904.99	66,613.27	58,708.28	743%
2012	66,613.27	110,107.76	43,494.49	65%
2013	110,107.76	323,739.00	213,631.24	194%
2014	323,739.00	480,117.00	156,378.00	48%
2015	480,117.00	327,689.00	(152,428.00)	-32%
2016	327,689.00	446,378.94	118,689.94	36%
2017	446,378.94	530,887.17	84,508.23	19%
2018	530,887.17	530,887.17	-	0%
2019	530,887.17	530,887.17	-	0%

Est.
Est.

We increased water rates in FY 2016 & 2017 to cover expenses and lost revenue from power plant shutdown and to cover capital costs. No increases for FY 2018. Fee increases for 2019 to cover expenses.

Balance in retained earnings to be used for future capital needs and recycling initiatives. Fees increased in FY16 due to new trash contractor and increased prices. There are no increases projected for Fy 2019.

MAJOR & NON MAJOR FUNDS - CHANGES IN FUND BALANCE

Stabilization Fund - 8301

Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY End Fund Bal	% Var in FB
2010	-	1,913,913.00	1,913,913.00	
2011	1,913,913.00	2,736,776.70	822,863.70	43%
2012	2,736,776.70	3,453,722.00	716,945.30	26%
2013	3,453,722.00	3,438,798.74	(14,923.26)	0%
2014	3,438,798.74	5,173,812.00	1,735,013.26	50%
2015	5,173,812.00	5,440,226.00	266,414.00	5%
2016	5,440,226.00	5,331,962.97	(108,263.03)	-2%
2017	5,331,962.97	6,037,015.34	705,052.37	13%
2018	6,037,015.34	6,500,000.00	462,984.66	8%
2019	6,500,000.00	7,200,000.00	700,000.00	11%

Est.
Est.

Increases due to Finance Policy of 20% of Free Cash to Stabilization
We anticipate 800K to 900K annually to be transferred in from free cash.
City policy is to have 5% of annual general fund budget in stabilization fund.
FY2018 balance should be 6.95M to hit that target.

Capital Improvement Fund (Short Term) - 2000

Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY End Fund Bal	% Var in FB
2010	100,000.00	300,000.00	300,000.00	
2011	980,000.00	182,751.37	(117,248.63)	-39%
2012	1,032,626.37	525,874.00	343,122.63	188%
2013	1,253,900.00	500,000.00	(25,874.00)	-5%
2014	803,000.00	1,000,551.00	500,551.00	100%
2015	1,000,551.00	1,344,435.00	343,884.00	34%
2016	1,344,435.00	3,277,261.00	1,932,826.00	144%
2017	3,277,261.00	2,406,827.45	(870,433.55)	-27%
2018	2,406,827.45	2,000,000.00	(406,827.45)	-17%
2019	2,000,000.00	2,000,000.00	-	0%

Est.
Est.

This fund is used for unanticipated and smaller capital needs that cannot be bonded for during the fiscal year. Twenty percent of free cash is appropriated annually to this fund (per finance policies) to cover those capital needs.
Each year 20% of free cash transferred to this fund. FY 2018 = 984,587.40.

Stabilization Retirement Anticipation Fund - 8311

Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY End Fund Bal	% Var in FB
2010	325,000.00	7,790.55		
2011	857,784.67	256,088.78	248,298.23	
2012	656,088.78	49,273.50	(206,815.28)	-81%
2013	899,273.50	195,088.47	145,814.97	296%
2014	700,000.00	81,629.00	(113,459.47)	-58%
2015	681,738.00	462,839.00	381,210.00	467%
2016	835,965.00	16,676.72	(446,162.28)	-96%
2017	600,000.00	729,441.30	712,764.58	4274%
2018	600,000.00	200,000.00	(529,441.30)	-73%
2019	500,000.00	100,000.00	(100,000.00)	-50%

Est.
Est.

Changes due to of retirements during fiscal year. City policy is to build this fund balance to cover unanticipated retirements in current and future fiscal years.
At the end of each fiscal year we transfer free cash to this fund.
This fund fluxuates greatly due to varied retirements during year and free cash available for transfer at year end.

Other Post Employment Benefits(OPEB)-8313

Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY End Fund Bal	% Var in FB
2010				
2011	-	50,000.00		
2012	50,000.00	381,012.37		
2013	381,012.37	627,506.00	246,493.63	
2014	627,506.00	1,353,522.00	726,016.00	116%
2015	1,353,522.00	1,534,443.00	180,921.00	13%
2016	1,534,443.00	1,749,487.00	215,044.00	14%
2017	1,749,487.00	2,100,000.00	350,513.00	20%
2018	2,100,000.00	2,189,298.64	89,298.64	4%
2019	2,189,298.64	2,300,000.00	110,701.36	5%

Est.
Est.

Increases due to 5% free cash added to fund annually per financial policy and interest income. Originally 10% reduced to 5% in FY 2015.
Free cash transferred to this fund in FY 2018 = 246,146.85. Funds are invested and changes reflect market changes.

Performance Management & Measurers

The Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award program requires all submitting agencies to incorporate Performance Management and Performance Measurers into their budget. The City of Salem is continuing to incorporate those ideas and strategies as part of the overall operation and management of the City.

The City has recently started a SalemStat program which uses performance measurers to determine where efficiencies can be applied based on statistical data. In the next few pages you will see the Police, Fire and Department of Public Services SalemStat data. The Mayor and her staff hope to use these statistics to better understand how to use city resources in more efficient ways.

City of Salem conducts an annual citizen survey on the City's website (www.salem.com) that allowed all citizens of Salem to voice their opinions on various issues. The results of the recent year's survey are listed in the next few pages.

Long and Short Term Strategic Goals

The City of Salem Long and Short Term Strategic Plan Summary is a listing of the Mayor's top priorities for the City of Salem for the current fiscal year and beyond. A chart of these goals is listed on the following pages. Several of the goals are high priority items of the current Citizens Survey result as noted.

Each department is required to include a table of Outcomes and Performance measurers in their mission statements. They are also required to include a description of "How Fiscal Year Departmental Goals relate to the City's Overall Long & Short Term Goals". This information defines how each department's goals tie in to the overall goals of the City and is included for each department in their mission statements throughout section 8.

What is Performance Management?

Performance management is a logical and integrated approach to all aspects of the cycle of planning, budgeting, operations and evaluations that is based on data and analysis, for the purpose of continuously improving results. Performance management is:

- Data driven – using reliable, verifiable and relevant data.
- Outcome oriented – focused primarily on results, less on inputs and outputs.
- Citizen focused – based on community needs.
- Logically aligned – mission, goals, objectives, measurers, responsibilities are integrated.
- Transparent – information is available and understandable by outsiders and insiders alike.
- Sustainable – survives leadership changes.
- Learning, improvement and accountability driven.

Performance measurement has become increasingly prevalent in local government, yet most government managers still struggle with the fundamental question of what to do with performance measurement data when they have it. Management teams want to know how they can incorporate performance measurement into their management and decision making processes. Rather than simply reporting performance results, performance based management focuses on linking performance measurement to strategic planning and using it as a lever for cultural change. By creating a learning environment in which performance measures are regularly reviewed and discussed, organization can improve the pace of learning and decision making, improve performance, and facilitate broader cultural change.

Where to get more information

The information above was obtained from the GFOA website (www.gfoa.org) and more information on performance management and measurers is available on that website.

GFOA Recommended Practices:

Budgeting for Results and Outcome (2007):

<http://www.gfoa.org/downloads/budgetingforresults.pdf>

Performance Management: Using Performance Measurement for Decision Making (2002 and 2007):

<http://www.gfoa.org/downloads/budgetperfmanagement.pdf>

City of Salem Resident Survey Results 2018

The 2018 Salem Resident Survey was the ninth city-wide survey of Salem residents and 650 people completed it.

1. How do you rate Salem as a place to live?

Great place to live	66.5%
Average place to live	27.9%
Not a great place to live	5.6%

2. How do you rate your neighborhood as a place to live?

Great place to live	60.0%
Average place to live	33.7%
Not a great place to live	6.3%

3. Would you recommend Salem as a place to live?

Yes	81.3%
No	18.7%

4. How would you describe your overall opinion of Salem City government?

Very satisfied	20.3%
Satisfied	45.2%
Neutral	18.0%
Dissatisfied	11.1%
Very dissatisfied	5.4%

5. How would you rate City government on the following?

Informing residents on major issues in the City

Very good	42.2%
Good	33.5%
Fair	17.7%
Poor	6.5%

Representing and providing for the needs of all its citizens

Very good	22.1%
Good	35.9%
Fair	26.4%
Poor	15.7%

Effectively planning for the future

Very good	27.3%
Good	34.3%
Fair	24.9%
Poor	13.7%

Providing value for your tax dollars

Very good	19.4%
Good	38.6%
Fair	25.7%
Poor	16.4%

Providing meaningful opportunities for citizens to give input on issues

Very good	34.7%
Good	30.2%
Fair	23.8%
Poor	11.4%

The overall direction that the City is taking

Very good	32.1%
Good	34.7%
Fair	17.6%
Poor	15.7%

City of Salem Resident Survey Results 2018

6. Please rank the importance of the following City services to you.

Rank ordering of "Very Important" services

#1	Fire (72.3%)
#2	Schools (68.9%)
#3	Repair streets/sidewalks (65.4%)
#4	Police (64.3%)
#5	Clean city (62.8%)
#6	Trash pickup (48.4%)
#7	Downtown (38.6%)
#8	Parks/playgrounds (38.4%)
#9	Rec/community services (34.5%)

1. Fire protection and emergency medical response

Very important	72.3%
Important	23.1%
Somewhat important	4.3%
Not at all important	0.4%

2. Police services

Very important	64.3%
Important	28.5%
Somewhat important	6.6%
Not at all important	0.6%

3. Repairing streets and sidewalks

Very important	65.4%
Important	29.6%
Somewhat important	4.8%
Not at all important	0.2%

4. Quality public schools

Very important	68.9%
Important	21.9%
Somewhat important	7.1%
Not at all important	2.1%

5. Keeping streets and public areas clean

Very important	62.8%
Important	31.4%
Somewhat important	5.6%
Not at all important	0.2%

6. Trash collection and recycling services

Very important	48.4%
Important	41.8%
Somewhat important	8.5%
Not at all important	1.4%

7. Revitalizing downtown

Very important	38.6%
Important	36.1%
Somewhat important	20.0%
Not at all important	5.2%

8. Recreation and community programs (Library, Council on Aging, etc.)

Very important	34.5%
Important	46.7%
Somewhat important	16.7%
Not at all important	2.1%

City of Salem Resident Survey Results 2018

9. Parks and playgrounds

Very important	38.4%
Important	45.5%
Somewhat important	14.3%
Not at all important	1.7%

7. Please rate your satisfaction with the following City services.

Parking enforcement

Very satisfied	15.9%
Satisfied	49.6%
Somewhat dissatisfied	15.6%
Very dissatisfied	9.7%
Not applicable to me	9.2%

Snow removal and plowing

Very satisfied	24.7%
Satisfied	49.8%
Somewhat dissatisfied	18.6%
Very dissatisfied	6.2%
Not applicable to me	0.7%

Road maintenance and repair

Very satisfied	12.1%
Satisfied	33.6%
Somewhat dissatisfied	36.2%
Very dissatisfied	17.8%
Not applicable to me	0.3%

Traffic enforcement

Very satisfied	15.4%
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Satisfied	46.3%
Somewhat dissatisfied	22.2%
Very dissatisfied	12.8%
Not applicable to me	3.3%

Recreation programs

Very satisfied	12.6%
Satisfied	54.3%
Somewhat dissatisfied	9.9%
Very dissatisfied	1.6%
Not applicable to me	21.7%

Senior Center programs

Very satisfied	6.9%
Satisfied	25.2%
Somewhat dissatisfied	6.2%
Very dissatisfied	4.2%
Not applicable to me	57.5%

Overall cleanliness of the City

Very satisfied	15.0%
Satisfied	46.4%
Somewhat dissatisfied	27.8%
Very dissatisfied	10.7%
Not applicable to me	0.0%

Police services

Very satisfied	36.7%
Satisfied	51.0%
Somewhat dissatisfied	5.2%
Very dissatisfied	1.9%
Not applicable to me	5.2%

City of Salem Resident Survey Results 2018

Fire services

Very satisfied	46.0%
Satisfied	39.9%
Somewhat dissatisfied	0.5%
Very dissatisfied	0.4%
Not applicable to me	13.2%

Trash and recycling collection

Very satisfied	44.8%
Satisfied	41.2%
Somewhat dissatisfied	9.5%
Very dissatisfied	3.1%
Not applicable to me	1.4%

Public Library services

Very satisfied	36.8%
Satisfied	42.0%
Somewhat dissatisfied	2.9%
Very dissatisfied	1.0%
Not applicable to me	17.3%

Appearance and maintenance of parks

Very satisfied	14.5%
Satisfied	51.5%
Somewhat dissatisfied	24.7%
Very dissatisfied	7.5%
Not applicable to me	1.9%

Public schools

Very satisfied	10.6%
Satisfied	27.4%

Somewhat dissatisfied	19.0%
Very dissatisfied	17.1%
Not applicable to me	25.9%

8. Please rank the importance of the following issues.

1. Offering quality public education

Very important	70.8%
Important	21.1%
Somewhat important	5.9%
Not at all important	2.3%

2. Stabilizing property taxes

Very important	50.0%
Important	31.6%
Somewhat important	10.7%
Not at all important	7.7%

3. Supporting the growth of new and existing businesses

Very important	40.0%
Important	40.6%
Somewhat important	18.6%
Not at all important	0.8%

4. Supporting tourism, arts, and cultural opportunities

Very important	40.0%
Important	40.0%
Somewhat important	15.5%
Not at all important	4.5%

City of Salem Resident Survey Results 2018

5. *Renewable energy and energy efficiency initiatives*

Very important	40.6%
Important	36.0%
Somewhat important	17.6%
Not at all important	5.8%

6. *Improving communication between the City and residents*

Very important	40.1%
Important	44.2%
Somewhat important	14.2%
Not at all important	1.5%

7. *Providing improved recreational opportunities for youth and adults*

Very important	32.1%
Important	41.7%
Somewhat important	23.4%
Not at all important	2.9%

8. *Regionalizing and combining City functions*

Very important	11.3%
Important	30.4%
Somewhat important	41.5%
Not at all important	16.8%

9. The City is considering regulations on short-term rentals. For each of the following potential policies, please indicate if it is one that you would favor.

Prohibit properties with code or police violations from being used as short-term rentals. 73.4%

Require short-term rentals to register with the City. 64.7%

Require short-term rentals to notify abutting residents that the use is taking place. 55.8%

Restrict short-term rentals to owner-occupied buildings only. 53.7%

Require short-term rentals to pay the hotel/motel lodging excise tax. 49.2%

Require short-term rentals to provide off-street parking for guests. 42.1%

Limit number of days out of one year that a residence may be used as a short-term rental. 41.7%

I do not support any regulation or restriction on short-term rentals. 13.7%

Other. 5.8%

10. Do you think the cost of your housing (mortgage, rent, etc.) is reasonable?

Yes 55.3%

No 33.4%

Other 11.3%

11. Besides the matter of cost, does your current housing meet your needs?

Yes 86.9%

No 8.9%

Other 4.2%

12. What about your current housing does not meet your needs? (only asked of those answering "No" to Q11)

Too small 52.3%

City of Salem Resident Survey Results 2018

I dislike the neighborhood.	36.4%
Too far from where I work.	20.5%
Too far from transit options.	18.2%
Doesn't meet my accessibility needs.	13.6%
Too big.	6.8%
Other	38.6%

13. Do you feel there are currently enough housing options in Salem?

Yes	45.8%
No	44.9%
Other	9.3%

14. What types of housing does Salem need?

More affordable and workforce options.	49.3%
More choices for seniors.	35.8%
Single family homes.	26.9%
Salem does not need more housing.	23.7%
Universally designed/accessible housing.	23.3%
Housing choices close to transit.	22.4%
Other	8.9%

15. Do you work in Salem or outside of Salem?

I work outside of Salem.	49.2%
I work in Salem outside of my home.	24.1%
I currently do not work.	15.9%
I work in Salem from my home.	10.8%

16. How do you most often get to work? (Only asked of those who answered "I work outside of Salem" or "I work in Salem outside my home" to Q15)

Drive own vehicle	72.8%
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Commuter rail	14.4%
Walk	7.7%
Bus	1.6%
Carpool	0.5%
Bicycle	0.3%
Other	2.7%

17. Has anyone you know suffered from an addiction to opioids?

No	59.8%
Yes, a friend or acquaintance	24.1%
Yes, a family member	12.7%
Yes, a co-worker	0.6%
Other	2.8%

18. Has anyone you know suffered from an opioid overdose?

No	68.6%
Yes, a friend or acquaintance	21.9%
Yes, a family member	5.8%
Yes, a co-worker	1.0%
Other	2.6%

19. What was the outcome of their overdose? (only asked of those answering anything but "No" to Q18)

It was a fatal overdose	70.6%
They were revived or stabilized with the use of Narcan or naloxone	16.1%
They were revived or stabilized without the use of Narcan or naloxone	8.4%
Other	4.9%

City of Salem Resident Survey Results 2018

20. The City is considering changing from the current street sweeping model (streets swept city-wide on a twice annual basis) to a different model where each street would be scheduled for a recurring monthly or twice-monthly sweep on the same date each month. Would you be in favor of changing to a “scheduled sweeping” model or retaining the current seasonal sweep model?

Scheduled, street-specific sweeping schedule.	50.3%
Current seasonal twice per year sweeping schedule.	21.3%
I don't know.	19.3%
Other	9.1%

21. The City is negotiating with a private company that is interested in installing a high-speed fiber internet network in Salem. Should they install the network, is this a service that you would possibly be interested in purchasing?

Yes	50.9%
It would depend on other factors (price, service provider, etc.)	36.8%
No	5.5%
I'm not sure	3.4%
Other	3.4%

22. How familiar or unfamiliar are you with CodeRED, the City's automated alert system?

Very familiar	48.2%
Somewhat familiar	26.9%

Not at all familiar 24.9%

23. Have you registered your telephone number and/or email address with CodeRED?

Yes	67.8%
No	32.2%

24. How do you receive notices and other information from the City?

CodeRED telephone call	63.4%
Social media	59.7%
Emergency blue lights	57.4%
Email notification	38.9%
City of Salem website	36.4%
Word of mouth	28.4%
Newspapers	11.7%
Other	7.8%

25. Where do you typically learn about news concerning Salem City government?

Word of mouth, including unofficial social media and emails	58.7%
City website or other official City notification, including official social media and emails	55.4%
Salem News	49.2%
Salem Patch	41.7%
Television or radio news outlets	14.1%
Salem Gazette	13.8%

City of Salem Resident Survey Results 2018

Other
7.6%

26. In the last 12 months, have you contacted the City to obtain information or request services?

Yes 51.0%
No 49.0%

27. How have you contacted the City? (Only asked of those answering "Yes" to Q26)

Telephone 62.3%
Email 44.2%
In person 42.2%
SeeClickFix 32.9%
Social media 11.2%
Mail 3.6%
Other 2.4%

28. How would you describe the City employee with whom you most recently had contact?

Knowledgeable
Very good 55.8%
Good 23.3%
Fair 10.4%
Poor 4.8%
Not applicable 5.6%

Courteous
Very good 57.5%
Good 27.9%
Fair 6.5%

Poor 4.5%
Not applicable 3.6%

Responsive to your needs
Very good 51.0%
Good 23.5%
Fair 10.8%
Poor 12.4%
Not applicable 2.4%

Ease of getting in touch with the employee
Very good 50.4%
Good 27.8%
Fair 12.9%
Poor 4.4%
Not applicable 4.4%

Respectfulness
Very good 58.1%
Good 26.6%
Fair 6.5%
Poor 4.8%
Not applicable 4.0%

Timeliness of response
Very good 51.8%
Good 24.3%
Fair 11.2%
Poor 9.6%
Not applicable 3.2%

City of Salem Resident Survey Results 2018

Ability to accommodate the need for foreign language or sign language

Very good	12.1%
Good	6.5%
Fair	1.6%
Poor	2.4%
Not applicable	77.4%

29. In the last 12 months have you visited the City’s website, www.salem.com?

Yes	91.5%
No	8.5%

30. How would you rate each of the following characteristics of the City website? (Only asked of those who answered “Yes” to Q29)

Usefulness of information

Very good	15.8%
Good	54.4%
Fair	27.1%
Poor	2.7%

Ease of use or navigation

Very good	13.9%
Good	44.0%
Fair	34.5%
Poor	7.6%%

Design and graphics

Very good	11.6%
Good	45.6%

Fair	34.2%
Poor	8.5%

31. Have you used the City’s “Visual Budget” tool online?

Yes	6.7%
No	93.3%

32. Have you downloaded or utilized the City’s “Passport Parking” app for mobile devices?

No, I have neither downloaded nor used the Passport Parking app.	72.2%
Yes, I have the app and I’ve used.	22.7%
Yes, I’ve used Passport to pay for parking, but don’t have the app.	2.2%
Other	2.9%

33. Have you used a mobile device to view the City’s website?

Yes	61.8%
No	38.2%

34. How would you rate the functionality and appearance of the City’s website on a mobile device? (Only asked of those answering “Yes” to Q33)

Very good	9.7%
Good	38.4%
No opinion	35.1%
Poor	14.3%
Very poor	2.5%

City of Salem Resident Survey Results 2018

35. The City is always looking to operate more efficiently and effectively. Please indicate how you feel about the following revenue and reform options.

Privatizing or outsourcing some services

Strongly support	5.3%
Support	17.4%
Somewhat support	39.3%
Do not support	38.0%

Combining services with other communities (regionalization)

Strongly support	10.7%
Support	31.7%
Somewhat support	39.7%
Do not support	17.9%

Layoffs and reducing personnel

Strongly support	4.9%
Support	6.0%
Somewhat support	25.5%
Do not support	63.6%

Pursue non-tax revenue sources (i.e. grants, PILOTs, etc.)

Strongly support	34.8%
Support	38.4%
Somewhat support	21.4%
Do not support	5.3%

Offer fewer City services

Strongly support	1.7%
Support	4.5%
Somewhat support	15.0%

Do not support 78.8%

36. How long have you lived in Salem?

Less than a year	5.4%
1-5 years	20.1%
5-15 years	23.0%
More than 15 years	51.5%

37. Which neighborhood of Salem do you live in?

Bridge Street Neck	7.1%
Castle Hill	2.5%
Derby Street neighborhood	3.8%
Downtown Salem	8.6%
Gallows Hill	2.7%
Greater Endicott Street	4.2%
Highland Avenue	7.1%
McIntire Historic District	8.6%
North Salem	14.2%
The Point	3.6%
Salem Common	7.9%
Salem Willows/Juniper Point	2.9%
South Salem	14.8%
Witchcraft Heights	6.7%
Boston Street/Blubber Hollow	1.5%
Other	4.0%

38. What is your gender identity?

Female	66.7%
Male	32.1%
Non-binary, third gender, transgender, or other	1.3%

City of Salem Resident Survey Results 2018

39. Do you have children in the Salem Public Schools?

Yes	17.2%
No, I don't have children	62.6%
No, my child attends school elsewhere	12.2%
No, my child is not yet in school	8.0%

40. What grade is your child or children in? (Only asked of those who answered "Yes" or "No, my child/children attend school elsewhere" to Q39)

Kindergarten through 4 th Grade	51.3%
5 th Grade through 8 th Grade	8.8%
9 th Grade through 12 th Grade	17.5%
Children in more than one of these ranges	22.5%

41. What age group are you in?

Less than 18 years old	0.6%
18-30 years old	10.2%
31-40 years old	22.9%
41-50 years old	20.6%
51-64 years old	30.2%
65 years old or older	15.6%

42. Do you own your home or rent?

Own	74.7%
Rent	23.9%
Other	1.5%

1. Activity

DATA NOT VERIFIED

Calls for Service by Day and Hour: Cumulative FY16 vs. FY17

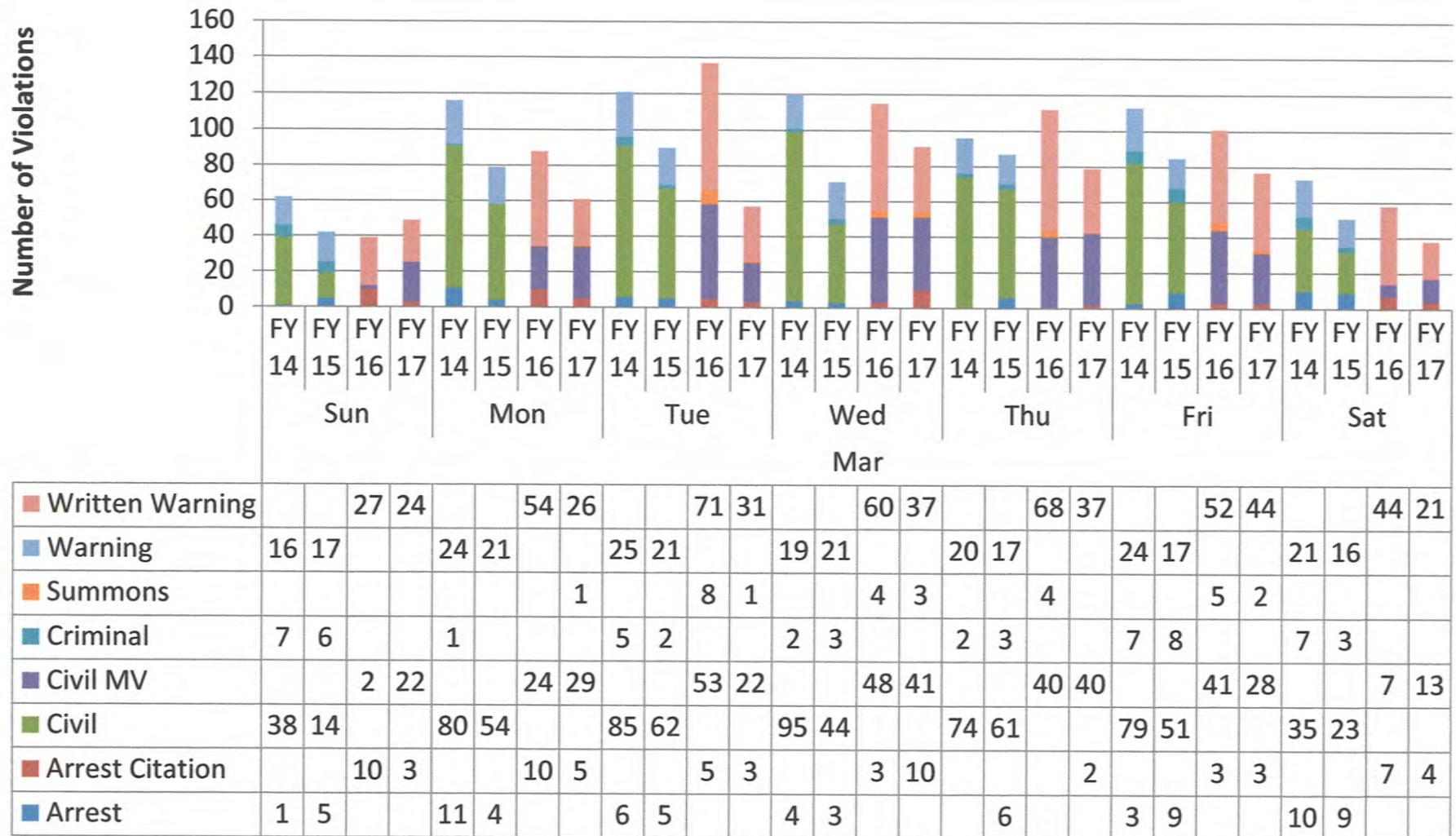
	Sun		Mon		Tue		Wed		Thu		Fri		Sat	
	FY15	FY16												
Shift C 16 - 24	104	119	152	158	165	129	137	133	133	174	146	176	213	193
	139	136	201	315	225	241	223	264	216	241	197	223	202	224
	155	181	222	251	202	220	218	241	223	260	178	208	205	185
	144	183	206	222	172	263	193	224	197	249	175	209	201	204
	175	164	205	196	196	244	192	234	197	230	195	231	198	189
	153	200	255	280	216	225	234	258	250	245	198	246	183	200
	184	231	240	308	284	309	256	304	256	312	257	298	244	243
	254	273	315	351	319	309	323	379	323	331	308	329	257	290
Shift B 08 - 16	157	164	216	238	204	216	210	267	214	249	182	277	143	184
	155	160	221	264	306	246	246	307	302	269	262	320	162	201
	176	174	239	233	244	302	248	282	196	265	224	308	180	172
	145	196	190	210	234	271	241	269	220	240	224	295	146	188
	156	197	220	224	219	247	199	277	243	279	228	272	166	206
	124	163	189	265	214	242	222	286	225	235	208	297	189	193
	117	131	169	178	197	240	183	279	194	220	200	198	135	157
	133	120	232	258	246	320	236	280	254	279	221	261	142	142
Shift A 00 - 08	82	92	133	168	136	168	174	179	167	151	156	177	98	96
	52	62	78	84	85	96	95	100	115	70	83	110	62	65
	58	55	56	52	44	51	36	86	55	35	61	47	43	56
	63	54	38	51	34	43	32	40	23	31	26	42	45	51
	72	97	41	45	39	61	31	55	44	40	42	40	69	78
	112	134	58	68	54	55	54	68	46	68	73	94	113	107
	203	224	101	105	96	126	81	95	96	136	132	131	168	197
	260	266	161	161	154	156	178	165	160	158	175	202	227	228



2. Activity

DATA NOT VERIFIED

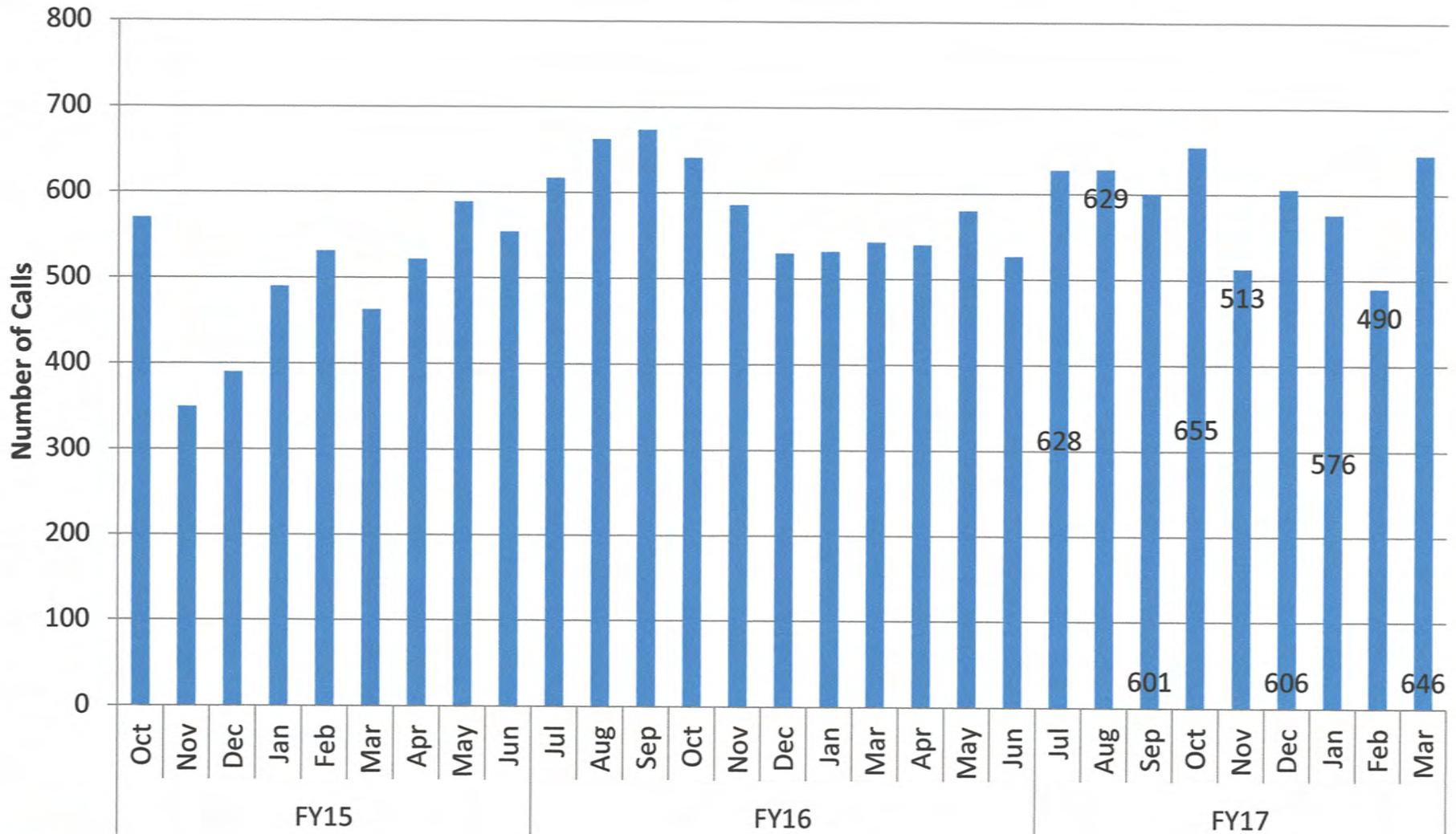
Motor Vehicle Stops by Day of Week: March FY14, FY15, FY16, FY17



3. Activity

DATA NOT VERIFIED

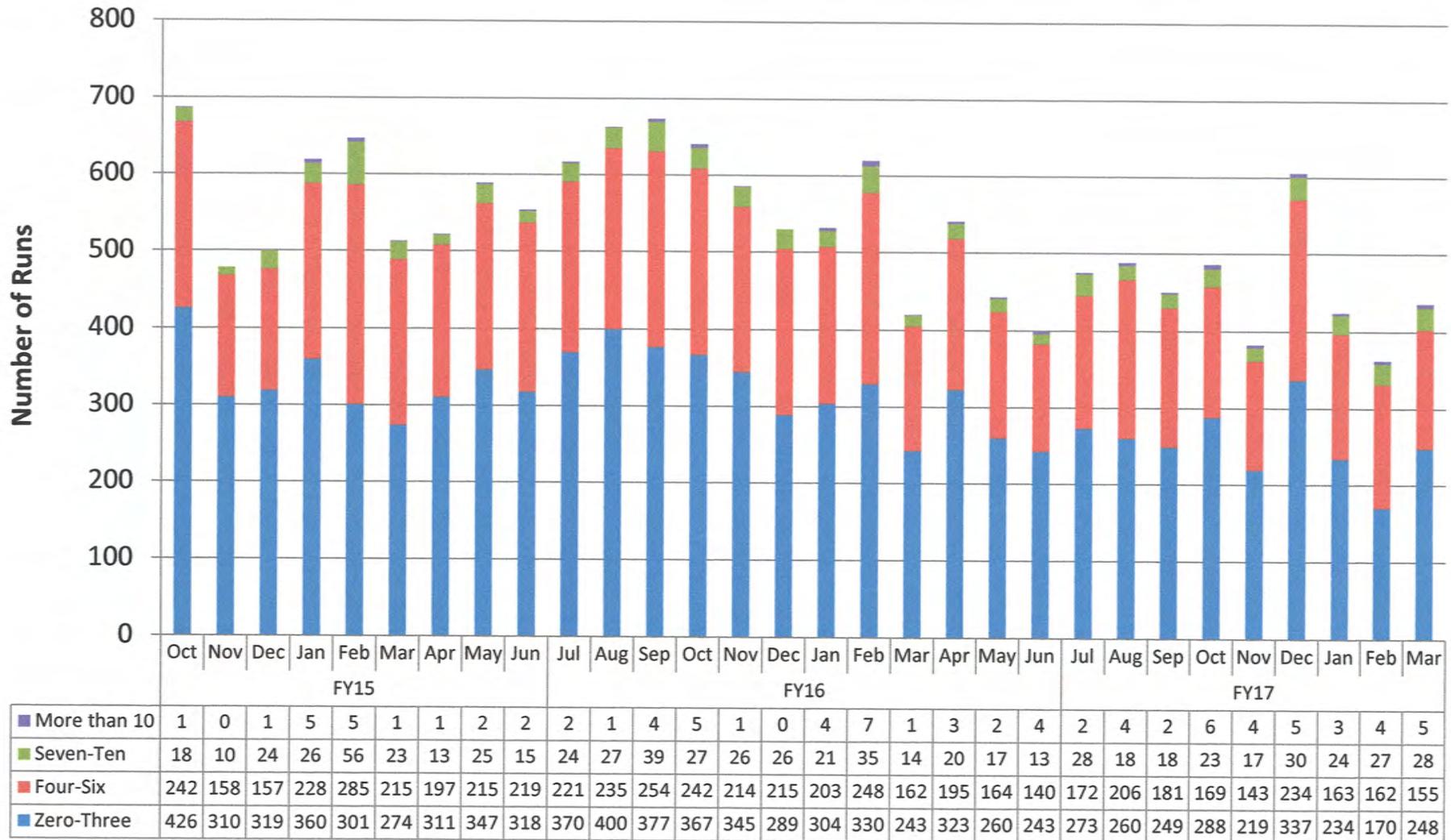
Total Calls by Month: October FY15 – FY17 YTD



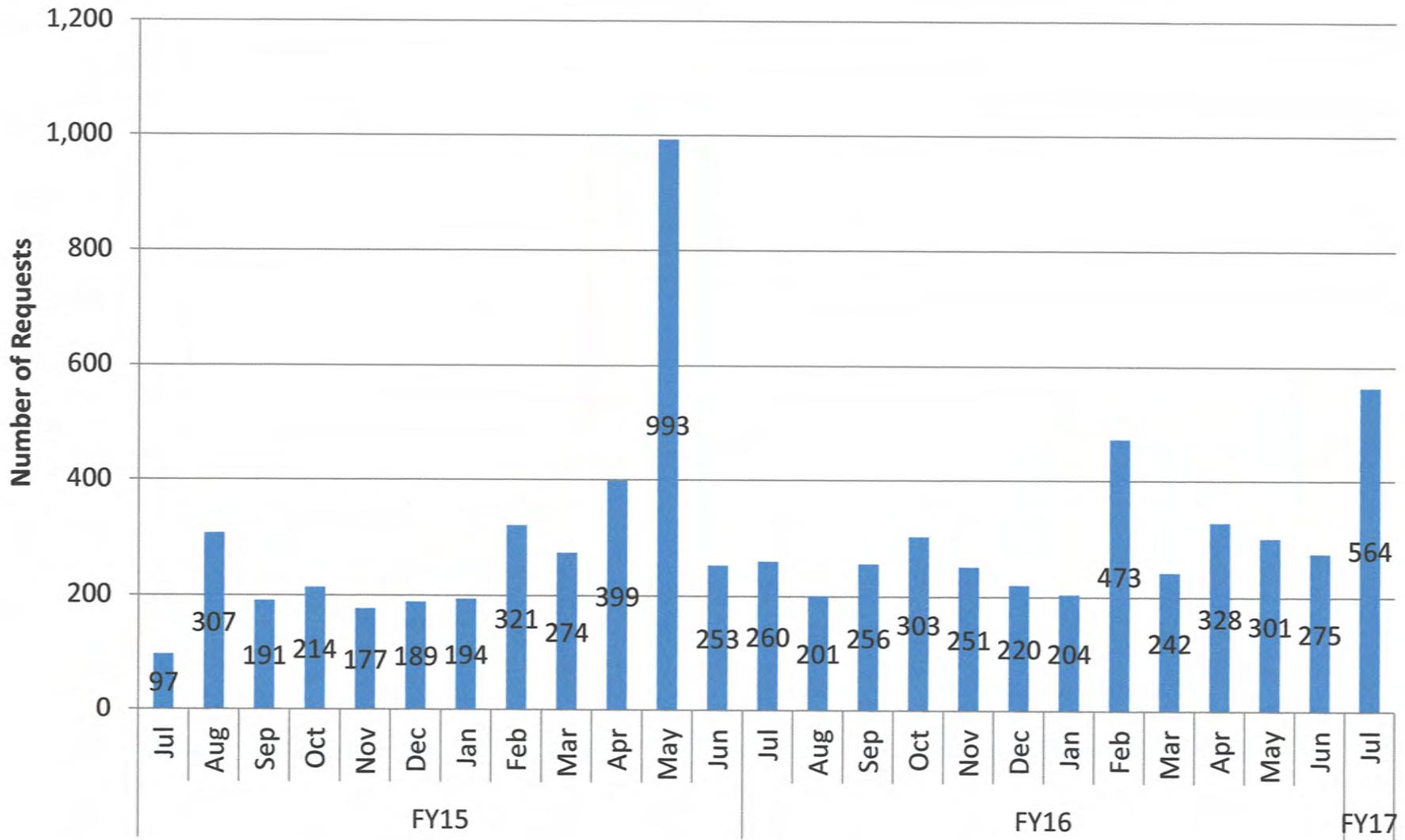
4. Activity

DATA NOT VERIFIED

Response Time in Minutes: October FY15 – FY17 YTD



Total SeeClickFix Requests by Month: FY15 - FY17 YTD



Service Request Metrics: FY17 YTD



Salem MA

Between Jul 01, 2016 and Jul 31, 2016

561 issues were opened

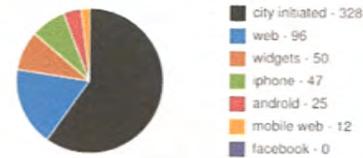
119 issues were acknowledged

194 issues were closed

The average time to acknowledge was 5.8 days.

The average time to close was 42.3 days.

Issues by Source



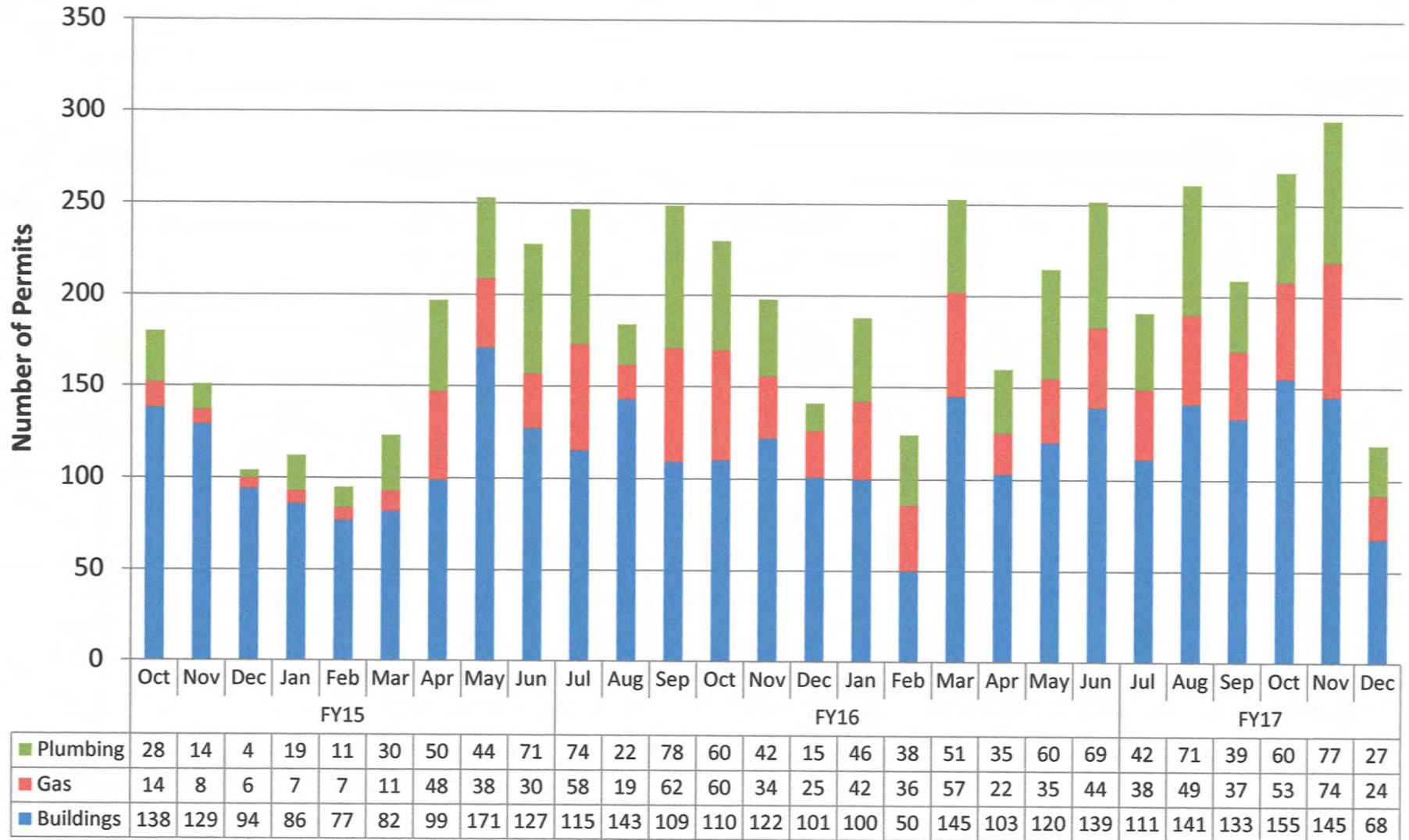
SERVICE REQUEST TYPE	OPENED	ACKNOWLEDGED	CLOSED	DAYS TO ACK.	DAYS TO CLOSE
Tree Pruning/Trim	152	10	7	2.8	52.9
Sidewalk Repair	143	12	13	0.4	251.9
Street Defect: Pothole, Sinkhole, etc.	48	25	32	1.6	87.6
Other - City Issues	55	10	31	2.2	7.7
INTERNAL - Street Deficiencies	37	2	37	0.0	1.4
City Street Signs	25	12	27	1.9	6.7
Missed Trash, Recycling or Yard Waste	21	24	18	2.8	6.4
Illegal Dumping	19	1	4	5.0	40.5
Over-filled Public Trash or Recycling Receptacle	11	4	9	2.5	3.0
INTERNAL - Sidewalks	7	7	3	0.2	124.2
Traffic Signals	14	1	1	1.0	60.9
Playground Equipment Repair	6	2	2	0.0	1.9
Fallen City Tree or Limb	6	1	2	1.6	0.8
Line Painting Request	4	3	2	3.1	41.6
Dead Animal	4	2	2	0.3	2.2



7. Activity

DATA NOT VERIFIED

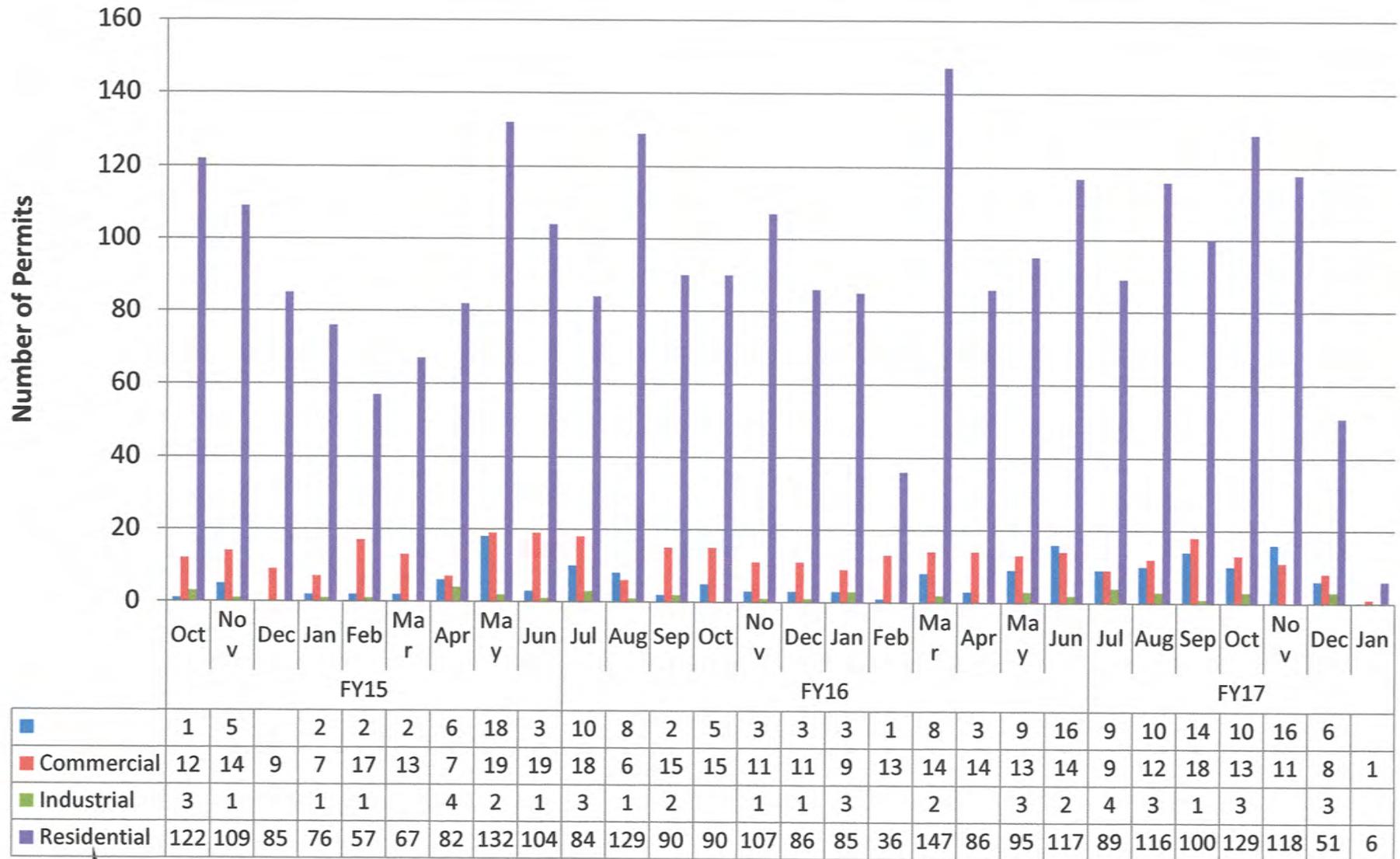
Total Permits Issued: October FY15 – FY17 YTD



8. Activity

DATA NOT VERIFIED

Building Permits by Occupancy Type: October FY15 - FY17 YTD



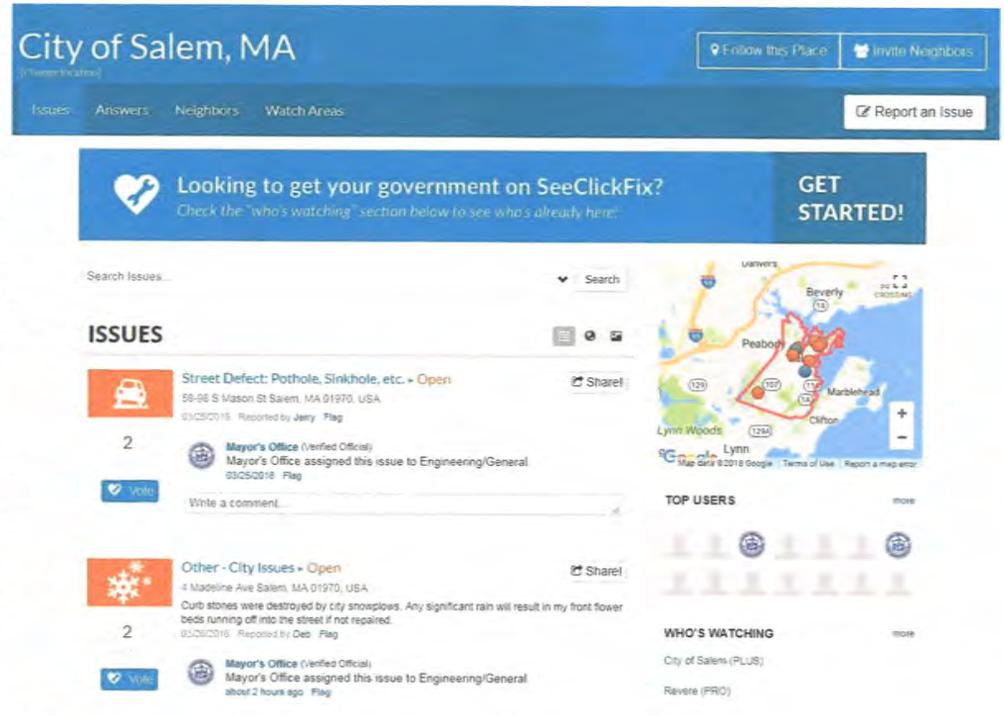
SeeClickFix

In July 2014, the City of Salem joined over 60 other Massachusetts cities and towns in the utilizing SeeClickFix for service requests.

Using the SeeClickFix tool, residents can directly request City services, report problems to relevant departments, ask questions about City policies and services, and interact with officials about issues of concern in the City. While Salem was not the first to use the tool, the City has quickly risen to the top as one of the most active communities using the program in Massachusetts. As of March 27, 2018, a total of 11,709 service requests had been submitted to the City through SeeClickFix.

The tool, which is available both on the City’s website and via a customized mobile app, also provides the City with robust data on the back end that allows the City to track response times, generate automatic work orders for service requests, manage customer service levels, map data, and more. When integrated with the SalemStat performance measurement program the tool can be especially useful.

The app also gives residents links to critical City information and websites and is updated regularly to provide the most up-to-date information on time-sensitive events, news, and more.





The free app is linked to a user's location services on their smartphone, so if they are in another SeeClickFix community, that community's mobile buttons will automatically load and all service requests reported will go to the appropriate department in that community.

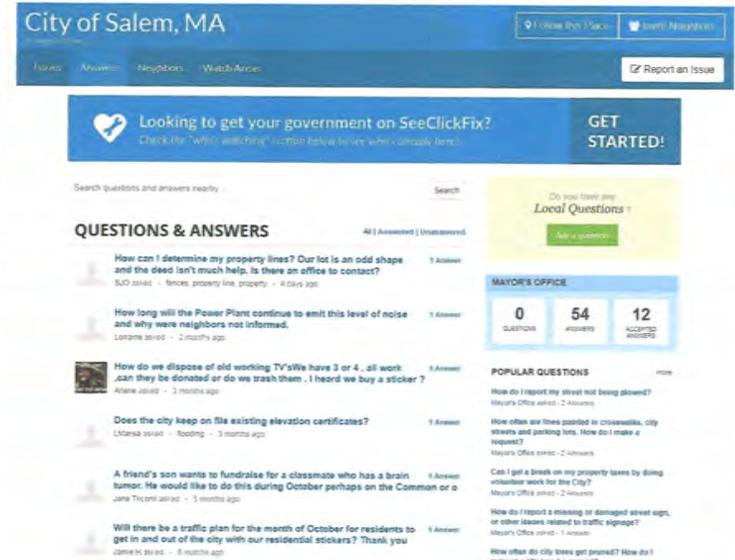
The app and online version alike also include Knowledge Base. As the first SeeClickFix community to deploy Knowledge Base, Salem is leading the way with this new tool, which replaces the traditional static Frequently Asked Questions web page with a more dynamic wiki of City questions and information. Users can ask questions or answer questions that other users ask, and the City can tag "official" answers.

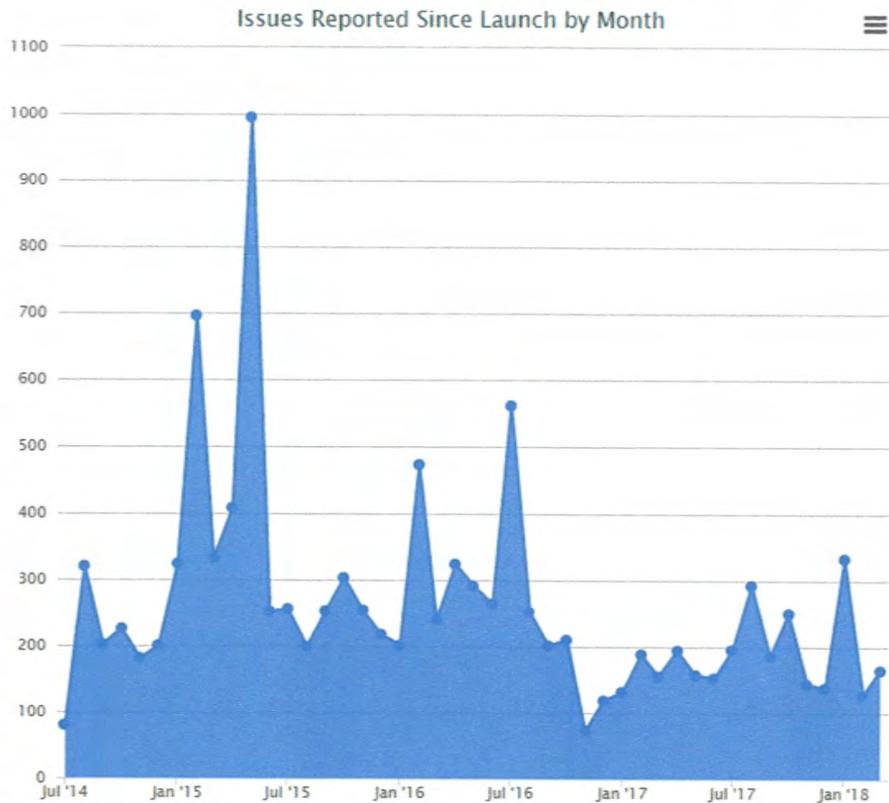
In addition to providing an enhanced level of public access, SeeClickFix has helped Salem improve work flow, advocacy, and responsiveness by enabling City workers

to quickly and easily report issues from the field.

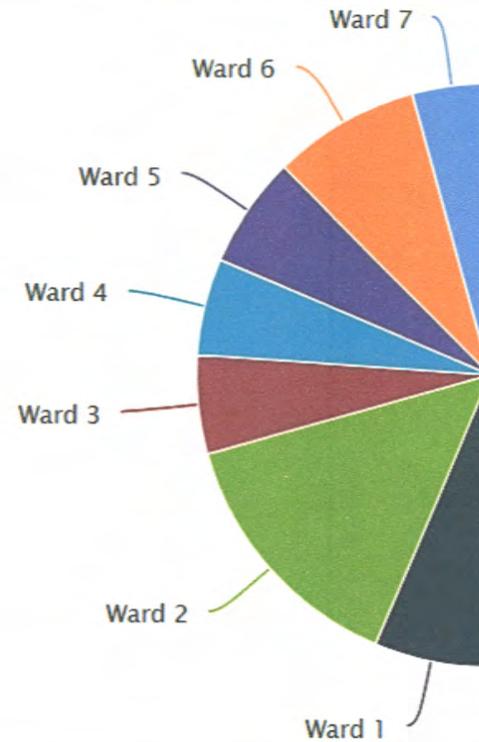
The City continually works to refine the existing service request categories, improve responsiveness, and train more staff on the tool's use. The program is being utilized more by front-end staff as a CRM tool. 15% of all service requests were City-initiated. The City is also planning to expand the interaction between SeeClickFix data and the SalemStat performance evaluation initiative, which will be relaunching in FY2019.

How to find it: (1) search in your app store for SeeClickFix, (2) click the SeeClickFix link under Online Services at www.salem.com, or (3) visit www.seeclickfix.com/salem_ma. The program is free to use.

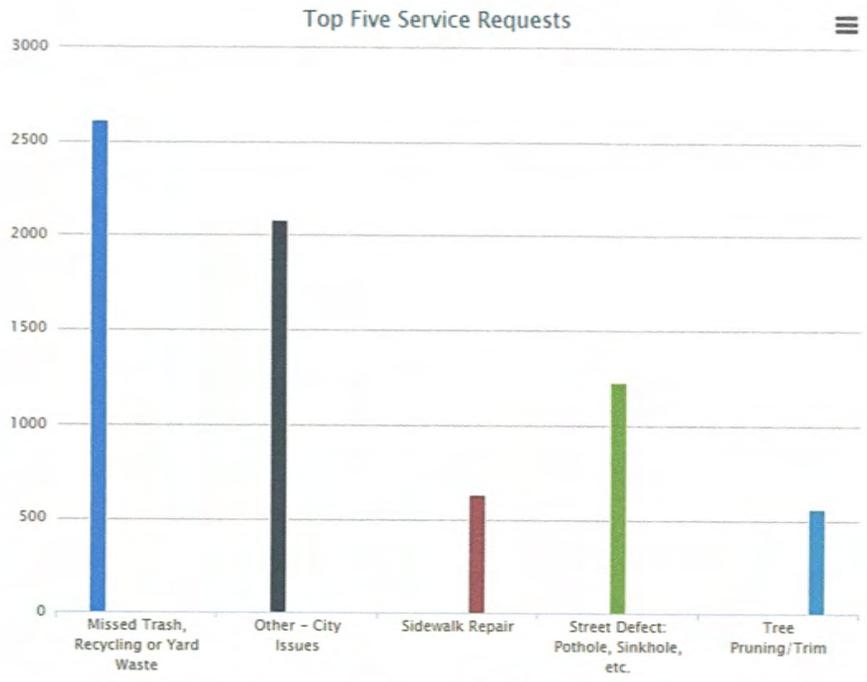




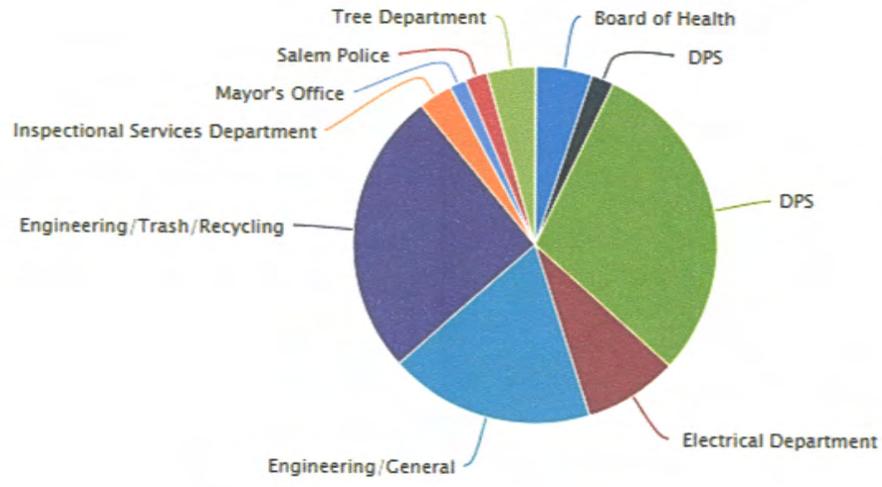
Issues Reported Since Launch by Ward



SeeClickFix Usage	FY2015	FY2016	FY2017	FY2018 (through 3/27/18)	TOTAL
Service requests	4,216	3,276	2,391	1,826	11,709



Service Requests by Department





FYI SALEM

VOLUME 3, ISSUE 14

JULY 7, 2017

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@MayorDriscoll



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From the Mayor's Desk



Thanks to all of the sponsors, City and Park Service personnel, performers, and volunteers who helped make this year's July 4th celebration so remarkable and so special. This year's fireworks were especially memorable, as was the live music. It was great to be able to share the celebration with what appeared, to me at least, to be a record crowd! I think everyone left the celebration with a smile on their face and pride in the hearts. My thanks to all who helped organize the festivities.

In this issue of FYI Salem you'll find a notice about work starting next week to renovate and rebuild

the public restrooms at Mack Park. Mack Park is a real jewel of a green space, home to a wonderful playground, community gardens, and a Salem Little League/Softball field. This new amenity is being constructed thanks to funding from a CPA Grant the City received.

You'll also find an update from me about how we're working closely with community partners to try to tackle the homelessness problem in Salem through access to housing, supportive services and social work, police presence, and public education.

In the world of transportation, we have two major updates in this issue: first, we're doubling the size of our bike share program with Zagster, adding three new hubs and eighteen more bikes. The new stations will be at the Willows, in the Point, and on the Salem/Marblehead bike trail. Second, we have an important update about how we'll be working to manage impacts from the

MBTA's summer shut down of the commuter rail on our line. If you're a commuter, an occasional transit rider or someone who travels in and around the commuter station, you'll want to be aware of these impacts and check out this important update.

Relatedly, tune in to the latest FYI Salem Podcast on iTunes or online at <http://www.salem.com/mayors-office/pages/fyi-salem-podcast>. I'm joined by Jessica Casey, Deputy Chief Operating Officer for Service Planning for the MBTA, and Matt Smith, Salem's Director of Traffic and Parking to discuss the upcoming commuter rail project, which will result in train service being shut down from July 8 through September 30 on weekends and north of Salem 7 days a week from July 17 through August 13, and how Salem is preparing to manage the temporary changes in commuter traffic as a result.

Kim Driscoll
Mayor, City of Salem

Homelessness in Salem

Over the last few months, City and police officials, in collaboration with Lifebridge, North Shore Community Health Center, North Shore Community Action Program, and the regional Workforce Investment Board, have been exploring strategies to address the growing homeless population in Salem. While Salem is a leader in providing supportive housing for the homeless, there is still a shortage of available units, as well as services needed to keep people off the streets long term.



Some people who are homeless struggle with serious health, mental health, or addiction issues that interfere with their ability to hold employment. In addition, many homeless people have education deficits, limited job skills, or gaps in their work history that make it difficult for them to obtain living wage employment. Thus, most people who are homeless not only need housing, but access to services to foster ongoing housing stability, improved health and maximum self-sufficiency.

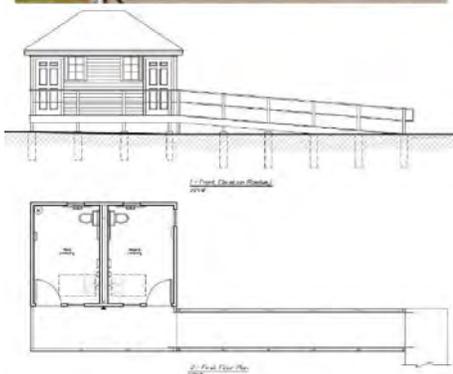
We will not abandon one of our most vulnerable populations, however nor can we ignore some of the nuisance like behavior of homeless individuals in and around public spaces in Salem. We are working on building opportunities to connect our homeless population to services, while also enforcing local laws and increasing police visibility and walking beats in areas where the homeless congregate. We will be providing additional case workers and community outreach services to the homeless population. And we are implementing a job component that will connect members of our transient population to work.

Salem is a compassionate community and transient panhandlers report bringing in upwards of \$200+ per day. Unfortunately, too often these dollars are used to support behaviors that lead to nuisances in public spaces. The City will be launching a public education campaign about this concern and identify alternative giving options to help provide support services. It's important to involve residents, business owners, community groups, as well as homeless individuals and families in a conversation about what we can do collectively to address the issue of homelessness and we'll be hosting a citywide public meeting on this topic later in July. Once the date and location are confirmed it will be posted at www.salem.com/news.

Mack Park Restrooms



The City's contractor, Baystate Building & Remodeling, will be commencing with the mobilization and interior demolition of the existing inoperable public restrooms at Mack Park during the week of July 10. The renovation for new accessible public restrooms will follow immediately after. The entire project is anticipated to be complete by mid-August, weather permitting. Work hours for this project are 8am to 5pm.



While there are currently two buildings, when the work is finished there will be two sets of restrooms in one building. Parking may be limited or unavailable near the work site during the demolition and construction. Access to the public playground adjacent to the restrooms should always be available during construction, however parents should use caution with children near the work site.

This project is made possible through a grant from the Salem Community Preservation Act Fund.

Bike Share Expansion

On July 17 the City of Salem, in partnership with Zagster, Blue Cross Blue Shield of Massachusetts, and Salem State University, will launch three new Zagster-Salem bike share stations. The new stations will be located at the intersection of Fort Avenue and Restaurant Row at the Salem Willows, at the intersection of Ward Street and Congress Street in the Point neighborhood, and at Salem State University's central campus at the intersection of the Salem/Marblehead bike trail and Loring Avenue.

"I am very excited to announce that we are able to expand our bike sharing network," said Mayor Kim Driscoll. "With new hubs at the Willows, the Point, and South Salem near the bike trail, we're adding connections to neighborhoods and public parks that can benefit residents and visitors alike. If you're looking for a way to get around Salem, I hope you'll consider leaving the car at home and using a Zagster-Salem bike instead!"

The three stations will offer 18 additional bicycles, adding to the City's existing network with stations at Federal and Washington Streets, Front and Washington Streets, and the Salem Wharf on Blaney Street. The opening of the new stations will coincide with a major technology upgrade to the entire Zagster-Salem system. All bikes and stations will be updated to Zagster's new Bluetooth ring lock, a pioneering technology that replaces the manual U-lock system with one that unlocks the bicycles directly via the smartphone app.

Offering connections with other forms of transit, including the MBTA multi-modal station and Salem Ferry, the Zagster-Salem Bike Share promises to both ease commutes to work and offer a fun recreational activity for residents and visitors. Unlike big-city bike shares where riders must drop off bikes at designated stations for every stop, Zagster bikes have a built-in bike lock which allows users to ride the bike as long as they want and stop wherever they want along the way and lock the bike. Bikes only need to return to a Zagster-Salem station at the end of a ride.

Using the Zagster-Salem Bike Share is easy. Bikes are accessible at any station via the Zagster Mobile App – available for iPhone and Android – or online at Zagster.com/Salem. Use the Zagster app to unlock a bike at a station, enjoy your ride, and, when you are ready to end your trip, bring the bike back to any Zagster station and press the lock button to end the ride.

Ridership is possible through two options:

- Option 1: Hourly Rate (\$3.00/hour).
- Option 2: Annual Membership (\$25/year or \$10 with promotional code BIKESALEM through August 2017). Annual memberships provide unlimited rides with the first hour free. Additional hourly fees apply for longer rides.

Zagster-Salem bikes include a spacious front basket that's perfect for carrying shopping bags or personal belongings. As rider safety is a priority, every bike includes automatic lights, a bell, and full reflectors. Riders must be 18 years or older. Please obey traffic laws, wear a helmet, and be a safe rider.



Managing MBTA Shutdown

As the MBTA shuts down commuter rail service north of Salem July 17-August 13 to repair the railroad bridge between Salem and Beverly, the City will be making the following changes in anticipation of additional commuter vehicle traffic.

Temporary taxi stand: Taxi cabs and other ride service vehicles will not be permitted into the garage during this time period. A temporary stand will be posted on Washington Street southbound from Bridge Street to Federal Street.

Salem resident-only lot: The City of Salem's surface parking lot adjacent to the MBTA garage will be available on these dates for Salem residents only July 17-August 13. Cars parked in the lot must be registered to a Salem address, and license plate lookup will be used by enforcement personnel. The lot will continue to be \$4/day.

Overflow parking: Additional parking is available at the Universal Steel lot on Bridge Street. Parking will continue to be \$4/day. Parkers are encouraged to pay using the Passport parking app (<https://ppprk.com/park/>) – available on IOS and Android devices – as the lot only has one payment kiosk and lines may form. Day-long parking will also be available, as always, in the Church Street surface lot and the Museum Place garage. For more information about parking options in Salem, please visit <http://www.salem.com/traffic-and-parking-department>.

Pick-up/Drop-off: The MBTA pick-up and drop-off location on these dates will be relocated to the northbound on-ramp to Route 114 West/North Street off of Bridge Street. Pick-up and drop-off, also called "kiss and ride", will not be permitted in the MBTA garage property from July 17-August 13.

Residential parking enforcement: Additional parking enforcement personnel will be monitoring neighborhoods around the MBTA station from July 17-August 13 to provide additional parking enforcement of no parking, resident parking only, and other regulations. To report an illegally parked vehicle, call the Salem Police at 978-744-1212.

Police details: Police details will be present in key downtown intersections on some dates and times during the July 17-August 13 period. Please follow directions from any details present, as they will be working to help ensure traffic moves through intersections in as orderly a manner as possible.

Expanded bike share: Zagster bike share stations will be added July 17 at Ward St. & Congress St., Salem Willows, and Loring Ave. near the bike trail. Use the promotional code BIKESALEM through August to get discounted Zagster membership. Bike to the Federal St. Zagster station for easy access to commuter rail. Visit www.zagster.com/salem for details.

Expanded weekend ferry service: The City of Salem and Boston Harbor Cruises will be expanding ferry service to and from Long Wharf in Boston on weekends July 15-September 30. These new trips will be on a different vessel from the Bowditch, Salem's regular ferry, and trip times will be approximately 75 minutes. The added ferry service departs Long Wharf, Boston, at 10:30 a.m. and 1:30 p.m., and departs Salem Wharf at noon and 3 p.m.

From July 17-August 13 increased ferry ridership is anticipated, especially during commuting hours, so ferry passengers are advised to plan accordingly, purchase tickets in advance online at www.salemferry.com, and arrive early if possible. Parking availability is limited at the Blaney Street lot, so commuters are encouraged to walk or bike to the ferry. Bike racks are next to the ferry office, bikes are allowed on the ferry, and there is Zagster Bike Share hub at Blaney Wharf.



South Salem residents who typically drive to the commuter rail station are encouraged during this time to utilize a station south of Salem on the commuter rail line or to consider the Lynn to Boston Ferry (7:45am departure from Lynn, 6:00pm return from Boston, \$7 each way) or taking the Blue Line.

In addition to the July 17-August 13 closure of the commuter rail line north of Salem, commuter rail service will shut down along the entire Newburyport/Rockport line every weekend from July 8-September 30 so that the MBTA can install federally-mandated Positive Train Control infrastructure. During this time period, the MBTA will run shuttle bus service to and from North Station from all stations on the line. Thirteen inbound and eleven outbound shuttles will service the Salem MBTA station. Total travel time for trips between Salem and North Station are estimated to be 1 hour. (See <http://bit.ly/WeekendShuttle> for full shuttle schedule).



FYI SALEM

VOLUME 3, ISSUE 15

JULY 25, 2017

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PAGE 1

From the Mayor's Desk



The middle of summer is here and that means it's a great time to get outdoors and enjoy the dozens of parks, playgrounds, open spaces, and beaches our community has to offer. We have a wide range of Parks and Recreation programs taking place for families, children, seniors, and anyone else who just wants to get outside and have some fun!

In this packed issue of FYI Salem you'll find details about a re-opening celebration for Mary Jane Lee Park, following nearly \$500,000 of grant-

funded upgrades and improvements.

We have details about a new "Repair Café" from SalemRecycles, an update on our fantastic Salem Summer Meals program, and information about how you can enter our annual Window Box competition!

We also have a notice about some improvements underway to fix drainage issues on the Forest River Conservation Area trail and make it more accessible to all who want to enjoy the conservation trails. Also included is important information for anyone who has or is interested in reserving a parking space in either City parking garage for this year.

Finally, we have details on this year's Heritage Days celebrations. This two-week long annual festival has an incredi-

ble variety of fun and family-friendly events, programs, performances, and more. In addition to all the old favorites this year we have a few new offerings to check out, as well!

On the latest episode of the FYI Salem podcast I'm joined by Andy and Jackie King, the owners of A&K King Artisan Bakery on Central Street in Salem. We talk about why they chose Salem to start their business, how they've grown over the years, and what the latest is on their new second location coming soon to Boston Street. You can find the episode online at <http://www.salem.com/mayors-office/pages/fyi-salem-podcast> and on iTunes and most other podcast services.

Thanks for checking in with FYI Salem!

Kim Driscoll
Mayor, City of Salem

Mary Jane Lee Park Re-opening

GRAND RE-OPENING
Mary Jane Lee Park

JULY 26TH 4:30PM
CORNER OF PRINCE ST & PALMER ST
FREE SNACKS & WATER GAMES
ICE CREAM AVAILABLE FOR PURCHASE
SPLASH PAD!
EVERYONE IS WELCOME!

Salem Stillmaking History. Brought to you by North Shore CDC in partnership with the City of Salem. www.northshorecdc.org · 978 745 8071

GRAN REAPERTURA
Parque Mary Jane Lee

26 DE JULIO 4:30PM
ESQUINA DE PRINCE ST & PALMER ST
MERIENDAS & JUEGOS DE AGUA GRATUITOS
HELADOS & DULCES A LA VENTA
¡FUENTES DE AGUA!
¡TODOS SON BIENVENIDOS!

Salem Stillmaking History. Este evento es presentado por North Shore CDC en colaboración con la ciudad de Salem. www.northshorecdc.org | 978 745 8071

Salem Repair Cafe

Salem RECYCLES AND THE BRIDGE AT 211'S FIRST
REPAIR
Fixing your things to save them!
CAFE
SAT August 5
9-noon

Salem residents are invited to participate in the North Shore's very first Repair Café on Saturday, August 5 from 9am to noon at The Bridge at 211. Repair volunteers will be available to mend clothing, sew buttons, repair jewelry, sharpen scissors and knives, tinker with or rewire electronics and lamps, glue wooden furniture, and repair or diagnose cameras. At 11am, join a brief presentation on *How to Maintain Gardening Tools For Winter Storage*.

The Repair Café is free to the public (donations are accepted toward supplies for future repair events); a limited number of pre-registration slots are available. Light refreshments will be served. For further information, please contact Julie Rose at jrose@salem.com or 978-619-5679. Follow SalemRecycles at GreenSalem.com or on Facebook to receive updates on this and other sustainable events. Learn more about The Bridge at 211 at thebridge211.org/.

Forest River Trail Upgrades

The City of Salem, in partnership with Salem State University and the Massachusetts Division of Conservation & Recreation's Recreational Trails Program, is currently upgrading the main trunk trail through the Forest River Conservation Area. These upgrades, extending from the trailhead at SSU's South Campus to the main footbridge over the Forest River, include drainage, grading, and surface improvements to stabilize the trail and increase its accessibility to people of all abilities. The trail will be closed through the duration of the work, which is anticipated to be done by late September.

Salem Summer Meals

Now through August 24, the Salem Public Schools Food & Nutrition Services department, sponsor for the Salem Summer Meals Program, will be hosting cookouts every Tuesday, Wednesday, and Thursday evening for children under the age of 18. The service will run from 4pm-6pm at Palmer Cove Park behind the Plummer OnPoint building at the corner of Leavitt and Congress Streets. Cold meals will be offered at the same time on Fridays. In addition to dinner, children can also get free breakfast and lunch at the nearby Saltonstall Elementary School every Monday through Friday through August 18th. Breakfast is served from 8am-9am; lunch is served 11:30am-12:30pm.



Both the Saltonstall and Palmer Cove locations enable families to take advantage of the nearby and newly renovated Mary Jane Lee Park. The splash pad is perfect for hot summer days, and children can enjoy the upgraded playground equipment including the new rubber surfacing, expanded lawn, the basketball court, as well as a shaded pavilion. Across from the Plummer OnPoint building at Palmer Cove Park, families can enjoy the ocean view while visiting Salem GreenSpace, the Salem YMCA's community garden. Located in a converted batting cage, the garden is maintained by students and community volunteers, serves as a classroom, and provides fresh produce to neighborhood residents.

The Salem Summer Meals Program enables families to provide breakfast, lunch, and dinners to their children at fourteen weekday locations throughout Salem during the summer months. New this year, Salem Summer Meals now offers expanded service times, additional meal sites, and supper. The Salem Summer Meals Program is a federally funded program administered by the MA Department of Education and sponsored locally by the Salem Public Schools' Food & Nutrition Services.

Window Box Competition



Register for the City of Salem's Annual Window Box Competition! Help beautify our City and show off your gardening talents. Residents and businesses eligible; register by July 28, 2017 by phone: 978-619-5676 or by email to: etalkowsky@salem.com with the subject: "Window Box Registration" and your name, street address, and telephone number.

Judging will take place July 28-31. The awards ceremony and reception will take place during Heritage Days on Wednesday, August 9 at 5:30 p.m. in the garden of the Pickering House at 18 Broad Street. There will be light refreshments served and attendees will be

able to tour the interior of the Pickering House. This event is free and open to the public. Sponsored by the City of Salem, the Salem Beautification Committee, and the Salem Garden Club.

Salem Heritage Days



Salem Heritage Days will begin on Tuesday, August 1 and continue through August 13, 2017.

Heritage Days kicks off this year with *National Night Out*, a nationwide initiative designed to promote positive police-community relationships. Last year was the first time the Salem Police Department organized this event and this year it will be even bigger. Police, fire, ambulance Northeastern Massachusetts Law Enforcement Council and Essex County Sheriff's Department vehicles will be on the Common, along with a bike safety course, and K-9 demonstrations.

There will be over 30 tables and tents setup by different organizations, social service agencies, and local businesses offering information and free give-a-ways. Kids' activities include inflatables, games, and arts & crafts. There will also be free pizzas, drinks, and snacks donated by Salem businesses.

The highlight of the first weekend will be the 29th Annual Salem Maritime Festival on Derby Wharf organized by the National Park Service, which will span over three days filled with entertainment, children's activities, demonstrations, harbor cruises and tours of visiting vessels.

The schedule includes regular favorites such as Tour-A-Truck, Salem's Pizza Tasting, the Salem Community Concert Band; the Ice Scream Bowl; Kids Night on the Common, the Essex Street Fair, senior events, and the Annual Phillips House Antique Car Meet. The schedule is packed with events over 13 days, and highlights all the free opportunities for Salem residents to visit downtown museums and attractions and receive discounts on the Salem Ferry and tours to Bakers Island Light Station.

Mayor Driscoll commented, "I want to thank all of the organizations involved in putting together all of these events. Salem is extremely fortunate to have so many dedicated groups to ensure the continuance of Salem's annual Heritage Days celebration."

Find the full schedule of events at <https://www.facebook.com/salemheritagedays/>.

Reserved Parking Spaces

Application forms are now available for those interested in applying for a reserved parking space in either the Museum Place garage or South Harbor garage. There are 30 spaces available in the Museum Place garage and 20 available in the South Harbor garage. Spaces are \$1,500 per year in both garages. Those who currently have a reserved parking space in either garage that expires August 31 and would like to seek another reserved space for September 1 must apply. Current reserved space permits do not carry over automatically. There is no guarantee or preference for current reserved space permit holders.

Applications are due back by noon August 11. One application per person and one space per application. A lottery, if needed, will be held at noon on August 14 at City Hall. Those who receive a space must pay and sign the agreement by August 31 to receive a permit. Reserved space permits are good to August 31, 2018. Applications are at <http://www.salem.com/collectors-office/pages/downloadable-forms> and the Collector's Office, 93 Washington Street.



FYI SALEM

VOLUME 3, ISSUE 16

AUGUST 10, 2017

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From the Mayor's Desk



Thanks for reading FYI Salem and please feel free to share this newsletter with your friends, family, and neighbors in Salem. They can also sign up to receive the newsletter by email at www.salem.com/ subscribe.

In this edition of the newsletter you can find details about the always popular September Salem Days, this year at the New England Aquarium. We also have information about the groundbreaking ceremony scheduled for the Mayor Jean Levesque Community Life Center. While work is already underway at the site for utility installations, this September - which also hap-

pens to be National Senior Center Month - we'll hold the official groundbreaking ceremony with key stakeholders, seniors, and many others.

Also inside you can find more information about the ongoing MBTA commuter rail projects. While both the swing bridge replacement and the positive train controls have meant disruption to our local roadways and to Salem commuters, the good news is that both are wrapping up this month. The swing bridge project will be completed on schedule by August 14 and the controls project is ending August 27, one month ahead of schedule.

We are pleased to have received another grant from the Commonwealth's Executive Office of Environmental Affairs to continue to advance the "living shoreline" project in Collins Cove. The most recent \$11,000 award will fund the permitting and construction drawings for this critical climate change flood control project in the cove.

Lastly, we have two items that appeared in the last issue of FYI Salem, but are updated for a reminder. One is about the final few days of the Heritage Days festival and the second concerns the availability of reserved parking spaces in the Museum Place garage and South Harbor garage. Applications for those spaces are due by the end of this week and spaces are still available.

On the latest episode of the FYI Salem podcast I was joined by John Keenan, the new president of Salem State University. We talked about his transition into the new role after serving as SSU's Vice President, his goals for the university, and the many ways the City and university work together. You can find the episode at <http://www.salem.com/mayors-office/pages/fyi-salem-podcast> and on iTunes and most other podcast services.

Thanks for checking in with FYI Salem!

Kim Driscoll
Mayor, City of Salem

CLC Groundbreaking



August Events & Road Impacts

Friday, August 25, 7:00 p.m.—8:00 p.m.: Derby Street Mile

The Derby Street Mile will begin at Fort Ave. by Winter Island Rd. and continue down Fort Ave. to Derby St., ending at Derby Wharf. There will be intermittent traffic stoppages along the route. Expect some delays in the event area. Residents will be allowed to access their homes during this time from the opposite end of the street from Derby St.

Saturday, August 19, Noon—1:00 p.m.: Hope For My City Parade

This parade steps off at noon from the corner of Congress St. and Leavitt St., continues down Congress St., taking a left onto Harbor St., a right onto Lafayette St., a left onto New Derby St., a right onto Washington St., a right onto Church St., and down Brown St. to the Salem Common. There will be no street closures for this event; rolling roadblocks will be used along the route. Expect some traffic delays along the parade route, so please schedule our travel accordingly.

Saturday & Sunday, August 19 & 20, Noon—8:00 p.m.: Salem Jazz & Soul Festival – Salem Willows

Parking at the Willows will be extremely limited. Attendees are urged to park their vehicles in the parking area at Shetland Park on Congress St. The Salem Trolley will be running shuttles from noon to 8 p.m. on Saturday and Sunday. Please note that "Resident Only" parking zones will be strictly enforced during the festival. The Salem Police Department will ticket and tow illegally parked cars.

September Salem Days

September is Salem's ticket to marine science! Salem residents get free admission to the New England Aquarium every day in September.

Come explore the beauty and biodiversity of the oceans at our Caribbean coral reef exhibit, see more than 80 penguins, and see our newest exhibit, Science of Sharks. Salem residents also get a discount on the Salem Ferry. This program is made possible by the Norman H. Read Program for Excellence in the Sciences.



This special discount is for use by Salem residents only. This offer is valid during September 2017 only. Not available for phone or online orders, or for school or other group reservations. May not be combined with other offers and not valid on the New England Aquarium Whale Watch or in the Simons IMAX® Theatre.

All adult visitors in your group will be asked to present proof of residency at the Aquarium Box Office, such as a valid driver's license with a Salem address or a valid state-issued ID card with a Salem address. If you do not have one of the IDs listed above, then for each adult or senior ticket purchased, you must provide one of the following dated within the last two months that shows a Salem residential address together with a corresponding picture ID (for example, a passport, driver's license or state identification card):

- Monthly mortgage statement, homeowner's insurance policy, or bill
- Automobile insurance policy or bill
- Utility bill
- Mail from a financial institution, including checking, savings, or investment account statement
- Mail from a federal, state, county, or city government agency

Grant for Collins Cove



Salem has received an \$11,000 grant from the Massachusetts Office of Coastal Zone Management (CZM). The funding will advance the permitting and construction design for a natural erosion control system for Collins Cove. The planned design will help protect the beach, walkways, and residential

neighborhood from storm surge and waves into the future. The grant is the second from CZM for the project; a 2016 award of \$75,000 funded the initial design and study.

MBTA Projects Ending

Work on the two major MBTA commuter rail projects impacting Salem commuters and visitors will be wrapping up this month. The replacement of the swing bridge on the train line north of Salem will end August 14, meaning that trains will resume running along the entire Newburyport/Rockport line and the MBTA shuttle bus system on weekdays will be concluding. The Positive Train Control project that has required the entire rail line to be shut down on weekends is ending August 27, about one month ahead of schedule. This means that weekend commuter rail service will resume on September 2.



Salem Heritage Days Continues

Salem Heritage Days will began on Tuesday, August 1 and continues through August 13, 2017.



The schedule includes regular favorites such as Tour-A-Truck, Salem's Pizza Tasting, the Salem Community Concert Band; the Ice Scream Bowl; Kids Night on the Common, the Essex Street Fair, senior events, and the Annual Phillips House Antique Car Meet. The schedule is packed with events over the 13 days, and highlights all the free opportunities for Salem residents to visit downtown museums and attractions and receive discounts on the Salem Ferry and tours to Bakers Island Light Station.

Find the full schedule of events at <https://www.facebook.com/salemheritagedays/>.

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Applications are due back by noon August 11. One application per person and one space per application. Those who receive a space must pay and sign the agreement by August 31 to receive a permit. Reserved space permits are good to 8/31/18. Applications are at <http://www.salem.com/collectors-office/pages/downloadable-forms> and the Collector's Office, 93 Washington Street.



FYI SALEM

VOLUME 3, ISSUE 17

AUGUST 29, 2017

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From the Mayor's Desk



Salem stands with Texas! We are partnering with the City of Boston's Help for Houston effort and invite Salem residents to bring their donations of diapers and non-perishable baby food for those children and families impacted by Hurricane Harvey to drop off in the Mayor's Office in City Hall, at any Salem Fire station, or the Salem Police Department before noon on Thursday August 31. All collected items will be added to the items going to Houston out of Boston this week.

Here in Salem summer is coming to a close and many families, my own included, are preparing for the start of the school year. Next week brings the return of students at Salem State University, so be aware of traffic impacts as students

move in and class sessions resume.

It's also a time to celebrate all that makes Salem special. I invite you to check out Salem Celebrates on Facebook, a new social media initiative dedicated to promoting all the great cultural and special events and incredible small businesses that make Salem so vibrant and unique.

Our parks and playgrounds are another component of what makes Salem so special. I'm very excited to share three updates in this newsletter with you about major upgrades getting underway at McGlew Park and Lafayette Park, and the installation of new water fountains in parks across the City.

Details about September Salem Days are also included here, as well as a reminder about the groundbreaking ceremony for our new Mayor Jean Levesque Community Life Center (CLC) on September 7. The CLC will provide a new facility for our Council on Aging, Parks and Recreation, and Veterans Services offices, not to mention public meeting and activity rooms. We also have information about an upcoming public presentation on the topic of universal design in housing,

being hosted by the Salem for All Ages initiative.

Finally, read up on our recently issued Request for Proposals, as we look for proposals from companies that are interested in bringing high-speed fiber optic internet to Salem. Rather than install and provide the service ourselves as a municipality, we're looking for an enterprising company to partner with us to help Salem residents and businesses get access to high speed internet. We know it can be a game changer for economic growth, education, and so much more. We've had an expression of interest from one company so far, but are always open to hearing from others!

On the latest episode of the FYI Salem podcast I was joined by Salem Police Chief Mary Butler and Jason Etheridge, the Executive Director of Lifebridge. We talk about the new collaborative effort hoping to address issues of homelessness and improve quality of life. You can find the episode at <http://www.salem.com/mayors-office/pages/fyi-salem-podcast> and on iTunes and most other podcast services.

Kim Driscoll
Mayor, City of Salem

CLC Groundbreaking

Save the Date!

Groundbreaking Ceremony

Mayor Jean A. Levesque

Community Life Center

401 Bridge Street, Salem

September 7, 2017, 11am



Mayor Jean A. Levesque
Community Life Center
Salem, MA



Fiber Optic RFP

The City of Salem has issued a request for proposals from companies interested in creating a city-wide fiber to the premises network capable of supplying at least 1 gigabyte high-speed internet to all residences and businesses. The proposal seeks companies with experience and capacity to install the infrastructure and maintain it, as well as prospective internet service providers ready to offer the service to customers. The proposal spells out the requirements for installation of the network, including construction protocols and road restoration requirements. Installation methods that utilize existing infrastructure or micro-trenching are preferred.

The City also is seeking "digital city" connection points that would enable Salem to install such components as smart street light and traffic signal controls, storm drain and catch basin flooding sensors, variable parking capacity signage, and more. Respondents are also asked to provide discounted or free wireless internet access at the home for Salem public school students who live in Salem.

"For the last several years we have asked Verizon to consider expanding their FiOS service into Salem," explained Mayor Kim Driscoll. "They've consistently declined, but we regularly hear from residents who want an alternative to existing internet service provider choices. As more companies are beginning to offer alternatives and they are reaching out about possibly coming to Salem, we thought it would be worthwhile to seek out a potential partner to install a high-speed fiber network. In addition to offering high-speed internet, fiber would also enable the City to carry out a number of innovative initiatives, thanks to the availability of connections throughout the community. We've designed this RFP to try to leverage that network to the greatest benefit for residents, businesses, and City operations."

The full RFP is at <http://www.salem.com/purchasing/pages/open-procurements-ifb-rfp-rfq>. Responses are due back to the City by September 8.

September Salem Days

Once again, Salem residents get free admission to the New England Aquarium in September.

Explore the beauty and biodiversity of the oceans at the Caribbean coral reef exhibit, see more than 80 penguins, and see the newest exhibit, Science of Sharks. Salem residents also get a discount on the Salem Ferry. This program is made possible by the Norman H. Read Program for Excellence in the Sciences.



This discount is for use by Salem residents only. This offer is valid during September 2017 only. Not available for phone or online orders, or for school or other group reservations. May not be combined with other offers and not valid on the New England Aquarium Whale Watch or in the Simons IMAX® Theatre. All adult visitors in your group will be asked to present proof of residency at the Aquarium Box Office, such as a valid driver's license with a Salem address or a valid state-issued ID card with a Salem address.

Universal Design Symposium

The City of Salem and the Salem for All Ages Task Force will welcome Valerie Fletcher, Executive Director of the Institute for Human Centered Design, for two public presentations on the topic of universal design on September 26. Fletcher will share the story of universal design globally with an emphasis on homes. The concept of universal design was born in 1997 in response to the same facts as the Age-Friendly City movement: in the 21st century, we live longer and survive more than at any time in history. Design is a necessary tool to tackle the practical tasks that make our good fortune work at the personal and community level.

"Housing is an important component of the Salem for All Ages action plan," said Mayor Kim Driscoll, "And a key piece of that is ensuring that our housing stock, whether it is being refurbished or constructed new, incorporates the elements of universal design. A universally designed home is one in which one can live and grow older with ease. It enables seniors who have lived in Salem all their lives, who grew up here, to be better able to stay in the community that they love."

The same presentation will be offered at 3pm and 6pm and both take place in the third floor conference room at City Hall Annex, 120 Washington St. RSVP to dpangallo@salem.com if you plan to attend and identify which time you plan to attend. Both presentations are free and open to all.

Park Water Fountains



The City of Salem will be installing the first of many new park water fountains over the next few weeks. The highly durable fountains are hand-capped accessible and, in some parks, will also include water bottle fillers and fillable dog bowls.

The first round of parks to get the new fountains include Winter Island, Mack Park, Palmer Cove playground, and Memorial Park. Additional fountains will be going in at other City parks later in the fall and in the spring.

McGlew Park Upgrades

McGlew Park, located in North Salem, will close for renovation on August 28. Construction is anticipated to be largely complete by December with final work to be finished in the spring. McGlew Park is named in honor of US Army Corporal Robert McGlew, a Salem native who was tragically killed in the Battle of Iwo Jima. Corporal McGlew was posthumously awarded the Purple Heart and his remains are buried in the Punch Bowl Military Cemetery in Honolulu, Hawaii.



In April of this year, the Salem Park & Recreation Commission approved a new park design that was developed through a public process led by the City and its landscape architecture firm, Michelle Crowley Landscape Architecture. Visibility to the park will be enhanced through a prominent line of trees planted along the entrance to guide visitors to the park. The veterans' monument will be relocated into a commemorative masonry wall at the entrance. Improvements to the existing softball field include irrigation to support a healthy lawn and renovations to the backstop to increase visibility and safety. The existing basketball court will be resurfaced and receive new equipment. The street hockey court will be replaced with a variety of modern accessible play equipment for children of all ages and abilities. A new accessible walking path will create a loop around the lower, flatter areas of the park, connecting areas of passive and active recreation and providing opportunities for walking, bicycling and jogging. Trees throughout the park will be selectively removed and added to achieve an appropriate mix of sun and shade.

The project is made possible through the support of the Community Preservation Committee, the Massachusetts Parkland Acquisitions and Renovations for Communities (PARC) Program, the Community Development Block Grant, and the City's regular capital improvement funds.

Lafayette Park Upgrades

Upgrades are now underway at Lafayette Park. Construction is anticipated to be complete by December, with final work to be finished in the spring. The Lafayette Street bus stop and nearby crosswalk over Washington and Lafayette Streets will remain open during construction.

Lafayette Park was constructed by the Salem Rebuilding Commission after the Great Salem Fire of 1914 destroyed the city block that existed where the park stands today. A City firehouse was among the buildings that were leveled at the site. In 2014 the City marked the Great Fire centennial with the rededication of a plaque commemorating the community's recovery from the conflagration. A 35-foot Art Deco obelisk installed in 1947 honors the service of veterans of St. Joseph's Parish, which formerly stood across the street.



In April the Park and Recreation Commission approved a design developed through a public input process. The renovated park will maintain the veterans' monument as its centerpiece, while adding lighting to highlight the monument and illuminate new pedestrian walkways. It also includes new benches and trash/recycling barrels. The Great Fire plaque will be moved within the park to a more prominent location, and interpretive signage will be added to spotlight the history of the park. Trees will be selectively removed and planted to achieve an appropriate mix of sun and shade, and an irrigation system will be installed to support a healthy lawn.

The project is made possible through a \$100,000 Community Preservation Act grant and an additional \$25,000 in City capital funds.



FYI SALEM

VOLUME 3, ISSUE 18 SEPTEMBER 12, 2017

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From the Mayor's Desk



Thanks to the over one hundred seniors, city officials, Levesque family members, and other guests who came to last week's groundbreaking ceremony for the Mayor Jean Levesque Community Life Center! It was an exciting and wonderful event, and I know many are so grateful that this anxiously awaited public building is now under construction.

We were excited this week to announce the fall tree planting plan, which will get underway later this month. Our arborist identified over 200 locations for new street trees—empty tree pits or stump locations—and then determined the best species to go in each precise spot. This

will represent one of the largest single tree planting pushes in Salem since, perhaps, the time following the Great Fire of 1914.

Also in this issue you'll find details about an upcoming symposium on universal design. The symposium is being hosted by the Salem for All Ages Task Force on September 26 at 3pm and 6pm—both times will feature the same presentation and both are open to the public and free. Universal design is an important new concept that calls for buildings to be developed and planned in a way that helps people remain in their homes regardless of their age or ability. While we know there is work to do to increase the affordability of housing in Salem, another crucial component of our age-friendly work is ensuring that housing is also accessible.

Look in this edition of the newsletter for more information about the ongoing September Salem Days' free admission to the New England Aquarium, as well as the upcoming

SalemRecycles Book Swap event this coming week, which is always very popular. The swap is a great way to pick up some new reading material and get rid of your old stuff, without adding to the waste stream.

Finally, we have an update on the annual Fall street sweeping effort that is now underway. Residential neighborhood streets are being swept now through October 6 and entrance corridors will be swept from October 10 through October 19. Please help us keep our streets clean by moving your vehicle off the street the night before your post-ed sweep day!

Thanks again for reading FYI Salem and if you know anyone who might benefit from keeping up with the newsletter please feel free to forward this to them and invite them to sign up themselves at www.salem.com/subscribe!

Kim Driscoll
Mayor
City of Salem

CLC Groundbreaking

On September 7 over a hundred Salem seniors, elected officials, community leaders, members of the Levesque family, and others gathered at 401 Bridge Street for the official groundbreaking of the Mayor Jean A. Levesque Community Life Center. Construction at the site is now underway and, when complete in 2018, the new 20,000 square foot facility will house the City's Council on Aging, Veterans Services, and Parks and Recreation departments, with program and public meeting rooms, and more.



Tree Plantings



The City of Salem will be starting its Fall tree planting effort later this month. The plantings, around 200 new trees in all, will be located on streets in every neighborhood and consist of a wide variety of carefully selected species. The work is expected to last until late November.

Every tree species was specifically determined for the particular location where it will be planted by the City's Tree Warden/Arborist.

"The Arbor Day Foundation has designated Salem a 'Tree City USA' since 2001," said Mayor Driscoll "We value that designation and are working with partners across Salem to place a high priority on maintaining and managing our public trees."

Last year, the City completed a pilot phase of a public tree inventory along its entrance corridors and this year it was awarded a \$30,000 grant from the Massachusetts Department of Conservation and Recreation to take that inventory city-wide. That work will be getting underway soon, but in the meantime the City is working now to address empty tree pits as part of this Fall tree planting schedule.

The total cost of the Fall plantings comes to approximately \$100,000, funded through a combination of sources, including grants, donations, and City funds.

September Salem Days

Once again, Salem residents get free admission to the New England Aquarium in September.

Explore the beauty and biodiversity of the oceans at the Caribbean coral reef exhibit, see more than 80 penguins, and see the newest exhibit, Science of Sharks. Salem residents also get a discount on the [Salem Ferry](#). This program is made possible by the Norman H. Read Program for Excellence in the Sciences.



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The same presentation will be offered at 3pm and 6pm and both take place in the third floor conference room at City Hall Annex, 120 Washington St. RSVP to dpangallo@salem.com if you plan to attend and identify which time you plan to attend. Both presentations are free and open to all.



UNIVERSAL DESIGN:
Making Design Accessible To Everyone In Society.

Book Swap



On September 16th Salem Recycles hosts their ever-popular free book swap from 10:00 a.m. to 1:00 p.m. at the Salem Senior Center, 5 Broad Street.

In addition to finding new books and media treasures, as well as recycling items for others to enjoy, participants will be able to ask questions about recycling, reuse, and other ways to divert material from the waste stream.

If you would like to drop off materials to include the swap (books, greeting

cards, commercial CDs, DVDs, and videos) please bring them to the Senior Center between 4pm and 7pm on Friday or between 9:45am and noon on Saturday.

Fall Street Sweeping

Fall street sweeping will begin in Salem's neighborhoods on 9/11 and run through 10/6. Entrance corridors will be swept from 10/10 through 10/19.

Neighborhood street sweeping takes place on both sides of the street on the same day from 7am to 3pm. Each route will be posted with temporary 'No Parking/Tow Zone' signs and parking will be prohibited from 7am to 3pm. Violators will be towed.

Sweep days are the day after the regular trash day. To find a specific sweeping date, locate the zone the street is in on the 2017 Fall Street Sweeping Schedule and then find that zone on the calendar. Street sweeping schedules are on-line at www.salem.com.

Residents may use entrance corridor streets for parking on the day of their neighborhood sweep. Vehicles parked on an entrance corridor must adhere to all parking restrictions on the entrance corridor or the vehicle will be ticketed and/or towed. This includes resident only restrictions.

Entrance corridor sweeping takes place 5am to 7am. Each corridor will be swept over a period of two days alternating between the odd and even side. City workers will be utilizing blowers to clear corridor sidewalks prior to the street sweeping. Each corridor will be posted with temporary 'No Parking/Tow Zone' signs and parking will be prohibited from 5am to 7am.

Certain weather conditions prohibit the use of the street sweepers: during moderate to heavy rainfall and extreme cold temperatures sweepers will not be able to operate. Weather cancellations will be posted on www.salem.com.





FYI SALEM

VOLUME 3, ISSUE 19 SEPTEMBER 26, 2017

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From the Mayor's Desk



Dear Salem resident,

October is right around the corner and with it all the excitement—and challenges—that come with his annual season here in Salem. Check out this issue of the FYI Salem newsletter for more information about anticipated traffic and parking impacts this coming October. Be sure to sign up for CodeRED and City News announcements at www.salem.com/ subscribe to stay up on the latest changes or updates. We'll have new parking capacity signage, traffic signal systems, and a pilot for a bus shuttle system from parking lots outside of the downtown later in October, all with the goal of reducing traffic

challenges through the month. Later this week we'll also be announcing some expansions to our Zagster Bike Share program, with the goal of encouraging our more local visitors to leave the cars at home and come experience Salem by bike!

This issue of the newsletter also brings updates about our annual household hazardous and e-waste disposal day for Salem residents. We'll be announcing next week some more "dumpster days" for bulky item disposal for Salem residents at our transfer station, so be sure to keep an eye on salem.com for those dates.

October also brings a return for cruise vessels to our historic port. These visiting ships help contribute to our local economy, without adding to our local traffic! This October we'll welcome Le Soleal, with about 400 people on board, on October 2, and the third visit of the Seabourn Quest, with 785 on board, on October 31. As always, per federal requirements we'll close part

of the Blaney Street parking lot during the visit and will be supplying alternative off-street parking for neighborhood residents for the October 31 cruise ship visit.

October is a busy time in Salem, but it can be a fun time, as well. Check out www.hauntedhappenings.org/locals for some great information for residents. Grab an "Ask Me—I'm a Local!" button from Salem Main Streets or Destination Salem.

And be sure to join us for the annual Mayor's Night Out on Oct. 7. Starting at 3pm participating museums and attractions will be free to Salem residents with ID. Parking in the two city garages will be free for residents after 4pm. Then, starting at 5:30pm families can join us at the East India Square Fountain on the Essex Street Pedestrian Mall for our annual Trick-or-Treat with the Mayor. I hope you will join us!

Kim Driscoll
Mayor, City of Salem

CPA Public Hearing

The Community Preservation Act provides a local dedicated fund to undertake open space, historic preservation, outdoor recreation, and community housing projects. Implementation of the CPA is overseen by the Community Preservation Committee, composed of representatives from the Conservation Commission, Historical Commission, Planning Board, Park & Recreation Commission and Salem Housing Authority, along with appointees from the Mayor and the City Council.

CPC annually updates its Community Preservation Plan of guidance and criteria for selecting projects. To aid in the update of the plan, a public information hearing will take place October 10 at 6pm, 120 Washington St, 3rd floor. After the public hearing, a draft FY18 Community Preservation Plan will be prepared and made available for public comment. Following, the CPC will solicit project proposals, review submitted applications, and recommend projects to the City Council for funding. The deadline for the next round of proposals will be mid-March 2018.

"Salem's CPA funding has made it possible to create 88 units of affordable housing, to preserve, restore or improve 17 historic resources, to assess, design, create or renovate 9 playgrounds, and to assist with 11 additional recreation projects," Salem Mayor Kim Driscoll said. "More than \$27 million in local, private, State, Federal and other resources is being leveraged for these housing, historic and recreation projects."

October Traffic & Parking

Planned street closures will be announced via CodeRED and City News & Announcements, and also posted at www.salem.com, www.salempd.net, and www.hauntedhappenings.org. You can subscribe to CodeRED and City News & Announcements at www.salem.com/subscribe. Additional updates about traffic in October in Salem is shared at www.twitter.com/getthruoctober and more details for residents are at www.hauntedhappenings.org/locals.



Parking on streets with "October Resident Only" signage requires an October resident parking hang tag for your vehicle. Vehicles with the regular annual resident parking sticker cannot park on a street with an October resident parking restriction, unless they have the October hang tag. An October hang tag does not authorize the vehicle to park elsewhere in the city with a year-round resident parking restriction, unless that vehicle also has a year-round resident parking sticker for that zone.

October parking hang tags can be picked up at the Parking Garage office, 1 New Liberty St, or the Collector's Office at City Hall, 93 Washington St, during regular business hours. The vehicle must be registered at an address on an October resident parking only street and only one hang tag is distributed per vehicle. There is no charge for an October resident parking hang tag.

Salem residents with proof of residency park for free on October weekends in the kiosk lot on Church Street and the City's surface parking lot next to the MBTA train station.

Household Hazardous Waste

SALEM'S HOUSEHOLD HAZARDOUS WASTE COLLECTION DAY - \$20 PER CAR - CASH ONLY -

SATURDAY, September 30, 2017 8:00 AM – 12:00 PM

Sponsored by: MAYOR KIMBERLEY DRISCOLL and THE SALEM BOARD OF HEALTH
(Beverly residents also welcome; Salem residents will have access to Beverly's spring HHWD)

-- NO COMMERCIAL VEHICLES --

Where: SALEM HIGH SCHOOL 77 Wilson Street

For more information contact the Board of Health at (978) 741-1800 www.salem.com/health

◀ Proof of residency is required for both Salem and Beverly residents ▶

What Do I Bring??

From the Workbench:

- ✓ Oil Based Paints
- ✓ Stains & Varnishes
- ✓ Wood Preservatives
- ✓ Paint Strippers/Thinners
- ✓ Solvent Adhesives
- ✓ Lighter Fluid

From the House:

- ✓ Rubber Cement, Airplane Glue
- ✓ Fiberglass Resins
- ✓ Photo Chemicals
- ✓ Chemistry Sets
- ✓ Furniture Polish
- ✓ Floor & Metal Polish
- ✓ Oven Cleaner
- ✓ Drain & Toilet Cleaner
- ✓ Spot Remover
- ✓ Rug & Upholstery Cleaner
- ✓ Hobby Supplies, Artist Supplies



E-Waste will be collected during this event.

Small appliances, phones & electronics are free

****TVs, COMPUTER MONITORS, AIR CONDITIONERS, FREEZERS & REFRIGERATORS WILL COST AN ADDITIONAL \$10 EACH ITEM****

From the Garage:

- ✓ Fuels/Gasoline/Kerosene
- ✓ Motor Oil
- ✓ Antifreeze
- ✓ Engine Degreaser
- ✓ Brake Fluid/Carburetor Cleaner
- ✓ Transmission Fluid
- ✓ Car Wax, Polishes
- ✓ Driveway Sealer
- ✓ Roofing Tar
- ✓ Swimming Pool Chemicals
- ✓ Car Batteries

From the Yard:

- ✓ Poisons, Insecticides, Fungicides
- ✓ Chemical Fertilizers
- ✓ Weed Killers
- ✓ Moth Balls
- ✓ Flea Control Products
- ✓ PROPANETANKS

How Can I Safely Transport

- Leave materials in original containers.
- Tighten caps and lids.
- Sort and pack separately: oil paint, pesticides, and household cleaners.
- Pack containers in sturdy upright boxes and pad with newspaper.
- NEVER MIX CHEMICALS.
- Pack your car and drive directly to the site.
- NEVER SMOKE while handling hazardous material.

What Not To Bring!

- ⊗ LATEX PAINT
- ⊗ TIRES
- ⊗ MERCURY CONTAINING ITEMS (ONLY thermistats & thermometers with mercury can be dropped off at the Board of Health office during normal business hours.)
- ⊗ Empty Containers/Trash
- ⊗ Yard Waste
- ⊗ Commercial or Industrial Waste
- ⊗ Radioactive Waste, Smoke Detectors
- ⊗ Infectious & Biological Wastes
- ⊗ Ammunition, Fireworks, Explosives.
- ⊗ Fire Extinguishers
- ⊗ Asbestos
- ⊗ Prescription medication can be dropped off at the Police Station.
- ⊗ Syringes can be brought to the Fire Station

Le Soleal in Salem



In order to comply with the requirements of the federal Maritime Transportation Security Act, for the arrival of the Le Soléal cruise vessel at the Footprint Wharf adjacent to Salem Wharf on Blaney Street, the lower portion of the public parking lot at Salem Wharf on Blaney Street will be **closed from 11:30 p.m. on October 1st to 5:00 p.m. on October 2nd**. Blaney Street itself and parts of Derby Street near the Blaney Street intersection will also be posted as temporary no parking zones during this time.

Salem Ferry passengers who need access to the lower end of the Blaney Street parking lot will be permitted some limited access, but will need to pass through a security point. Ferry passenger vehicles will be allowed access on a space available basis. The upper portion of the Blaney Street lot will remain open to the public and access to the Zagster Salem bike share station will still be possible during this time.

Hire a Vet



3rd Annual Hire a Vet & Community Conference and Job Fair

When:

Wednesday, November 1, 2017

8:30 am. -12:30 pm.- **Workshops**

(Must pre-register with Career Center to attend workshops)

1:00 pm.-3:00 pm.- **Job Fair**

Where:

Salem Five Community Room
210 Essex Street
Salem, MA 01970



Companies Attending:

- Raytheon
- Customs & Border Protection
- Commonwealth of Massachusetts
 - Salem Five Bank
 - Bridgewell
 - General Electric
- Lahey Health/Beverly Hospital
 - VA Healthcare System
 - And more...

This all-day event is open to all veterans and the general public. Meet recruiting experts and gather their expert advice by attending the professional development workshops. In the afternoon job fair meet 17 top-rated employers who are looking to hire.

Call 978-825-7200 to pre-register for the event. Hurry - space is Limited



Main Office: 70 Washington Street, Salem, MA 01970. For our other locations visit www.nscareers.org



FYI SALEM

VOLUME 3, ISSUE 20

OCTOBER 5, 2017

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From the Mayor's Desk



Dear resident,

Salem is getting into the full spirit of October, a festive and family-friendly time of year for both residents and visitors alike to enjoy the season. Today, October 5, we kick off Haunted Happenings with the annual Grand Parade, which steps off from Congress Street at 6:30pm.

Be sure to check www.salem.com for a full listing of road closures, which start at 6pm, and follow @GetThruOctober on Twitter for real-time traffic and parking updates throughout the month.

On Friday, all Salem residents are invited to

come downtown to enjoy Mayor's Night Out, with free parking, discounts and special deals at participating merchants, and our always-popular Trick-or-Treat with the Mayor down the Essex Street Pedestrian Mall, which gets underway at 5:30pm. More details about Mayor's Night Out is in this issue of the FYI Salem newsletter and also at www.salem.com.

Also in this issue of the newsletter you'll find important updates about expanded options for disposing of your bulky trash items, with a dumpster available at the Transfer Station for residents on October weekends.

I'm also very pleased to share an update about a major complete streets grant of \$400,000 we have received to carry out some much-needed improvements to the Loring and Lafayette intersection in South Salem.

I know October can be busy and, at times, challenging for our residents. But we also know how crit-

ically important this season is to our local economy, bringing in \$100 million in local spending at our merchants and businesses and supporting more than 800 local jobs. The City typically nets a profit as well from parking, licensing and other charges that we receive, even after paying for public safety, restrooms, and other logistical costs we incur to manage October activities. Tune in to the latest FYI Salem podcast on iTunes or at <http://www.salem.com/mayors-office/pages/fyi-salem-podcast> to hear my interview with Kate Fox, from Destination Salem, for more about October in Salem.

As we head into Haunted Happenings, I wanted to thank you in advance for your patience and encourage you to come downtown for the parade on October 5 and Mayor's Night Out on October 6, to be a part of the fun and the celebrations!

Kim Driscoll
Mayor
City of Salem

Wicked Bikes



The City of Salem and Zagster are expanding the bike share program for October with the addition of new stations and 18 bikes — including four custom-built “Wicked Bikes” costumed in the spirit of October. The seasonally apt Wicked Bikes feature a deep black cauldron on the front, the business end of a broomstick on the rear rack, wood grain graphics, spooky spokes and motion-activated lights on the wheels. The Wicked Bikes will debut in the Haunted Happenings parade on Thursday, October 5.

Throughout the month of October, riders who post a photo of themselves with the bikes using the hashtag #wickedbikes will receive \$3 in ride credits — and double credit if they are in costume. In addition, riders who post a photo with the hashtag #wickedbikes will be entered into a drawing for a bike accessory prize pack from Salem Cycle valued at more than \$50, a \$50 restaurant gift certificate from Bambolina and a \$50 restaurant gift certificate from Kokeshi. Finally, the photo with the most likes at the end of the month will receive a Zagster t-shirt and a candy-filled water bottle.

“As our bike share continues to grow in use, it will help meet the transportation needs of our vibrant city and provide even more options to help get cars off our roadways,” said Mayor Kim Driscoll.

In addition to a new standard Zagster station located at the City parking lot at the lower level of the MBTA Commuter Rail station, four other temporary hubs are throughout the city for the month. These stations function the same as a standard Zagster station where users can start or end a ride using either the Zagster smartphone app or SMS text messaging. They are located in North Salem at the intersection of North and Orne Streets, South Salem at the Salem State University School of Social Work building at 287 Lafayette Street, and downtown at the Hawthorne Hotel and Visitor Center.

On the last two Saturdays of October (October 21 and 28) between 1:00 p.m. and 4:00 p.m., Zagster representatives will be giving out free candy to trick-or-treaters who stop by the Salem Ferry terminal on Blaney Street.

Since the Salem Zagster Bike Share launched in May, the system has added new stations at Salem State University’s Central Campus, Congress Street, and Salem Willows—in addition to the two downtown stations and another at the Salem Ferry terminal on Blaney Street that were set up at the launch. Over 1,300 rides have taken place, displacing hundreds of car trips from Salem roads, and there are now over 750 members. The Salem Zagster Bike Share is funded by the City of Salem and sponsors Blue Cross Blue Shield of Massachusetts and Salem State University.

For contest rules and more information about the Wicked Bikes, visit bike.zagster.com/wickedbike

Free October Parking

Salem residents with ID park for free on October weekends at the City parking lots at 252 Bridge St, near the MBTA garage, and the Church St west parking lot, in between Federal St and Church St. Proof of residency is required and parking is on a first-come-first served basis. Non-residents may park in the Church St west parking lot for \$20 per day on October weekends.



The Museum Place and South Harbor garages are \$20 per day on October weekends, cash only. The MBTA's garage in Salem is \$5 for the first 14 hours and \$12 for each additional day.

Complete Streets Grant



The City of Salem has received a \$400,000 complete streets grant to upgrade the Loring Avenue/ Lafayette Street/West Avenue intersection, including new bicycle lanes, pedestrian ramps, crosswalks, a curb extension, and new traffic signal and pedestrian signal equipment.

"I am pleased that our application for this grant was successful and I'm grateful to the Baker administration for their support for important upgrades such as those that will be funded by this grant award," said Mayor Kim Driscoll. "Salem is committed to upgrading our streets, sidewalks, and off-street trails to ensure they are safe and accessible by users of all modes of transit and of all abilities. Whether you walk, bike, or drive, Salem's roads should meet your needs."

ensure they are safe and accessible by users of all modes of transit and of all abilities. Whether you walk, bike, or drive, Salem's roads should meet your needs."

Bulky Trash Options

The City of Salem is again expanding the bulky trash item collection options available to residents and landlords. For the month of October, a bulky item disposal dumpster will be available for use at the Salem Transfer Station on Swampscott Road, Saturdays from 7 a.m. to 3 p.m. and Sundays from 9 a.m. to 5 p.m. Proof of residency or property ownership is required and you will be asked to sign in. There is a limit of two items per person, per weekend. Construction debris will not be accepted.



As always, Salem residents can schedule two bulky items for collection by Waste Management at a time. Bulky items will continue to be collected on your recycling collection week only. To schedule a bulky item collection, you must call Waste Management at 800-972-4545 at least 48 hours in advance of your scheduled recycling pick up. For additional information or if you have questions, please call the [City of Salem Recycling & Trash Office](http://www.cityofsaalem.com/recycling) at 978-619-5673.

Mayor's Night Out

Mayor Kimberley Driscoll, in partnership with Salem's local attractions, museums, and downtown merchants, is pleased to announce that this Halloween's "Mayors Night Out" will take place on Friday, Oct. 6. Beginning at 3pm participating museums and attractions will open free of charge to Salem residents. Residents must provide a photo identification showing proof of Salem residency to gain free admission. Students may use a school identification card, bus pass, or a Salem Public Library card.



The Museum Place Mall Garage and the South Harbor Garage will offer free parking to Salem residents after 4pm (proof of residency required when you exit the garages).

"Mayor's Night Out and Trick or Treating has become a great tradition for Salem residents," said Mayor Driscoll. "October is a busy time for our businesses and this is their way to say thank you to our residents, offering a day that lets our locals enjoy this festive season in their own community. Salem's many small businesses have really embraced this program and are offering several new specials and events this Friday. I hope everyone will come downtown on Friday and take part!"

New this year, Salem Historical Tours & Haunted Footsteps Ghost Tours is offering a free tour to residents at 7:30 p.m. The tour will be approximately one hour and will touch upon seaport, Revolutionary, and witch trials history, with a ghost story thrown in also. Call [978.745.0666](tel:978.745.0666) or email thesalemhistoricaltours@gmail.com to reserve in advance. Open to the first 50 Salem residents (proof of residency required).

Other merchant specials include: Victoria Station/Vic's Boat House at Pickering Wharf is offering a free chocolate mousse desert with your meal if you mention 'Mayor's Night Out'; The Jolie Tea Company at 105 Essex St. will hold a tea tasting from 2pm-5pm, serving tea and sweets for free; Notch Brewery on Derby St. is offering free skeeball game for kids, with the purchase of an adult beverage from 3pm to 7:30pm and the Salem Arts Association is hosting a free exhibit "Cheers to our Volunteers" and "Faint of Art" at 211 Bridge St. They will be serving refreshments and a buffet of snacks from 5pm to 8pm. Salem's newest restaurant, Ledger, at 125 Washington St, is getting a jump on Mayor's Night Out with a Thursday night parade dinner special where children that enjoy a healthy entrée, dessert and drink from the kids' menu will receive a complimentary *Parade Survival Bag* with all the gear you need to enjoy the festivities!

Mayor's Night Out Trick or Treat is great fun for Salem kids and participating merchants look forward to welcoming costumed trick or treaters on Friday evening. Trick-or-treating begins at the fountain by the Museum Place Mall at 5:30 p.m. and continues down the Pedestrian Mall and around the shops in the Museum Place Mall. Families can venture on their own and visit other participating businesses elsewhere across the downtown. This year several businesses are also joining in on the fun on Derby Street and at Pickering Wharf.

Check www.salem.com/news for the complete listing of participating businesses. Costumes are encouraged! Trick or Treat bags will be provided by MAGIC 106.7. Once again, the Salem law firm of Mazow | McCullough, PC will be distributing safety flasher lights to help keep little trick or treaters safe and seen, especially during neighborhood trick or treating on October 31st.



FYI SALEM

VOLUME 3, ISSUE 21

OCTOBER 17, 2017

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From the Mayor's Desk



Dear resident,

We're halfway through October and it's been a busy month so far. Thank you, as always, for your patience as this bustling season continues. If you haven't had an opportunity to come downtown and experience the fun and festive activities and programs, please consider doing so! If you don't live close enough to downtown to walk, we offer free parking for residents in the Church Street lot and the City's lot at the MBTA on October weekends. Check

www.hauntedhappenings.org/locals for even more tips and info for residents in October.

In this issue of FYI Salem we have an update on the Salem High School redesign work, an important component of the Salem Public Schools' 5-year strategic plan that we recently completed. We'll be holding a public meeting on Nov. 2, 6pm, at the High School, to talk more about this critical process. More information about the meeting is available here: http://spsdistrict.vt-s.net/pages/SPS_DistWebDocs/HighSchoolMeetingNov2ndrev.pdf.

Also in this issue you can find information about upgrades we are beginning to plan for Boston Street and details about the newly launched "Change It" alternative to panhandling initiative. By encouraging alternatives to giving to panhandlers, we're hoping to give folks a safe way to donate to homelessness prevention efforts and services, while also trying to curb resources

that often times support addiction among our transient population. Finally, there's an update about a new, free weekend shuttle we'll be offering through the end of October for two larger satellite parking lots.

Oct. 18, is the deadline to register to vote in the Nov. 7 City election. The Elections Office at City Hall, 93 Washington St., will be open until 8pm on Oct. 18.

Tune in to the latest FYI Salem podcast on iTunes or at <http://www.salem.com/mayors-office/pages/fyi-salem-podcast> to hear my interview with Christian Haselgrove of the Historic Derby Street Neighborhood Association and Bob Femi-no of the Greater Endicott Street Neighborhood Association. Christian, Bob, and I talk about all that our city's many neighborhood associations contribute to our community and about NI-AC, the Neighborhood Improvement Advisory Council that I established in my first term as Mayor.

Kim Driscoll
Mayor, City of Salem

Salem High School Redesign



Last year, Salem Public Schools launched a 5-year strategic plan, a key component of which was looking at a strategy to “redesign” the high school experience. The majority of American high schools today were built for an era, when a diploma virtually guaranteed a living wage. In today’s changing economy, we want to ensure that all young people have a deeper set of skills and are well prepared for the likelihood of multiple careers in a lifetime—some of which may not even have been invented yet. The High School redesign approach seeks to prepare every graduate with a solid

foundation for career and college success upon graduation from Salem High School.

- Goal #1: Redesign programming and the instructional core around student-centered learning principles to better prepare students for college and career in the 21st century.**
- Strategy #1:** Support all students in the acquisition of rigorous core knowledge, skills, habits and attitudes needed for success in post-secondary education and the workplace.
- Strategy #2:** Connect learning to the community and real-world experiences through internships and community service projects.
- Strategy #3:** Strengthen personalized learning approaches that will accelerate and deepen student learning by tailoring instruction/supports to each student’s individual needs, skills, and interests.
- Strategy #4:** Prepare students who may choose to enter the workforce directly after high school with levels of skill and knowledge in a particular career area that will be valued in the marketplace.
- Strategy #5:** Enhance digital literacy and computer science, knowledge, reasoning, and skills so that students are adept at solving complex problems using technology.
- Goal #2: Implement structures and processes that will ensure that every student has a voice and opportunities for authentic leadership in and out of school.**
- Strategy #1:** Ensure that the student body is authentically engaged in the governance and operations of the school.
- Strategy #2:** Ensure student ownership of learning in the classroom, working in partnership with their teachers.
- Goal #3: Create a college and career going culture throughout Salem high schools by facilitating college and career awareness activities including field trips to college campuses, guest speakers, career days, internships and industry and community partnerships.**
- Strategy #1:** Ensure that every student has a college and career plan that informs their course selection and extracurricular participation.
- Strategy #2:** Provide ongoing (adult) support to students in small groups.
- Strategy #3:** Redesign curriculum to include connections to career and life.
- Strategy #4:** Engage parents in students’ college and career plans and their ongoing progress.
- Strategy #5:** Build the systems and structures to support internships.
- Strategy #6:** Provide a system of early intervention so that all middle school students are prepared for high school.

On Thursday, Nov. 2, 6-8:30pm, at Salem High, everyone is invited to a community convening to help us think critically as we reimagine the Salem High School experience. The evening will include childcare, dinner and translation services. RSVP to Sharla Hennessey at sharlahennessey@salemk12.org.



Free October Parking

Salem residents with ID park for free on October weekends at the City parking lots at 252 Bridge St, near the MBTA garage, and the Church St west parking lot, in between Federal St and Church St. Proof of residency is required and parking is on a first-come-first served basis. Non-residents may park in the Church St west parking lot for \$20 per day on October weekends.

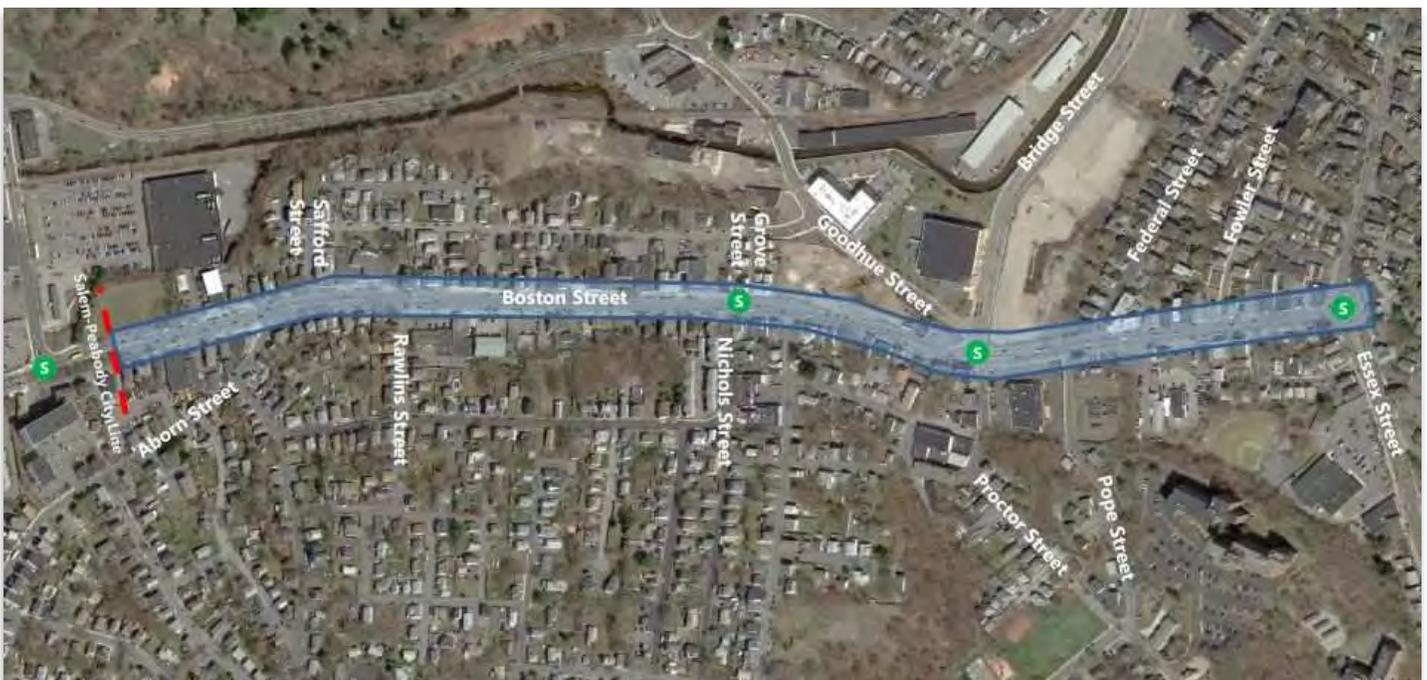


The Museum Place and South Harbor garages are \$20 per day on October weekends, cash only. The MBTA's garage in Salem is \$5 for the first 14 hours and \$12 for each additional day.

Boston Street Upgrades

Using funding provided through a Community Host Agreement that Mayor Kim Driscoll negotiated with Alternative Therapies Group, Inc., the City is now undertaking the design phase of work for a major corridor improvement project along Boston Street. Once the design phase is complete the City will apply to the Massachusetts Department of Transportation for state funding for implementation of the improvements, through the Commonwealth's Transportation Improvement Program—the same program that funded corridor upgrades on North Street, Bridge Street, and, currently in construction, Canal Street.

The first step in the design phase is the completion of study of the existing conditions on the corridor. That work was recently completed and the study is now available online at http://www.salem.com/sites/salemma/files/uploads/boston_street_study_10-3-17_final.pdf. On the basis of the study's findings and feedback from corridor stakeholders, the City's traffic engineering firm will begin developing conceptual designs for improvements.



Change It



Salem Mayor Kim Driscoll has announced that the City of Salem, in partnership with Lifebridge, North Shore Community Action Programs, North Shore Community Health Center, and the Salem Police Department, has launched *Change It*, a panhandling alternative giving initiative.

“This initiative encourages people to ‘text to give,’” said Mayor Driscoll. “Proceeds will support the City’s [Collaborative for Hope](#) homelessness initiative. Key components of this initiative are new outreach workers and police patrols, additional supportive services, and a new focus on the concept of ‘housing first’ to move individuals permanently out of homelessness.”

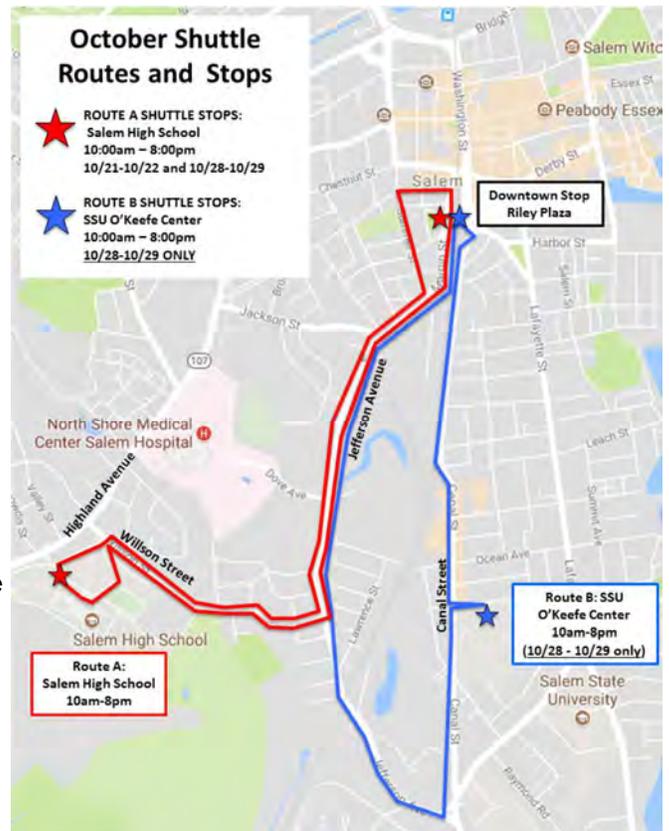
Text **SALEM** to **50555** to make a donation of \$5, with the dual goal of raising donations for the new programs and, most importantly, decreasing the amount raised by panhandling, which often goes to feed addictions or other unhealthy behavior.

Donate at least \$5 to get discounts from participating Salem businesses and restaurants. The list of participating businesses is available at www.salem.com/changeit and is updated as new businesses sign up. Participating businesses will also have decals on their business to indicate their participation. Donors can show their text or email receipt from their donation within 24 hours of making their donation to receive the discount. Use the receipt at as many participating businesses as you like, however one receipt cannot be used at any one participating business more than once.

October Shuttles

Mayor Kim Driscoll has announced that Salem will provide free satellite parking and shuttle service for the final two weekends of October, in an effort to encourage visitors to park outside of the downtown and lessen traffic congestion. **Route A** will run both weekends (October 21-22 and 28-29), picking up at the Salem High School parking lot, 77 Willson St. **Route B** will only run the weekend of October 28-29, picking up at the Salem State University O’Keefe Center parking lot, 225 Canal St. Cars parking at SSU should not park in areas designated “M.” The two lots comprise about 600 available parking spaces.

Signage will be at all locations directing visitors to the available parking and shuttle stop locations. Both routes drop off near downtown on Riley Plaza, Route A on Mill St and Route B on Margin St. Shuttle buses will circulate on both routes from 10am until 8pm on October 21-22 and October 28-29. Parking at both lots and the shuttle itself are free of charge.





FYI SALEM

VOLUME 3, ISSUE 22

OCTOBER 27, 2017

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From the Mayor's Desk



Happy Halloween! With the forecast for this weekend and Tuesday we're anticipating a larger turnout for festivities and events in Salem, especially in our downtown.

As always, parking for residents is free this weekend in the larger Church Street lot and the City's crescent-shaped lot at the commuter rail depot. To help protect resident on-street parking in neighborhoods around the downtown we've added additional parking enforcement personnel and set up a dedicated email address (parking@salem.com) where you can send reports of any resident parking violations you witness.

Traffic and parking is always a challenge in October and those challenges

increase around Halloween itself. Salem Police will again be closing downtown roadways to vehicles on Halloween afternoon, in order to maintain public safety. We also anticipate closures may be necessary this weekend and the police will post those as needed. Keep an eye on @salemmapolice and @getthruoctober on Twitter or at www.salempd.net for real-time updates about road closures. Parking information has been updated at parkingsalem.com, and the site now includes a real-time counter displaying the number of spaces available in the Museum Place garage.

We have new event staff out at key pedestrian crossings and the Charter Street burial ground, to help move crowds along and keep things orderly. In conjunction with our highly successful park/shuttle satellite lots, we were able to divert 2,000 visitors from coming downtown to park last weekend. We've added an additional several hundred spaces to the satellite lots for this weekend, as well.

Thank you for your continued patience as we head

to the end of October. Halloween in Salem can be a fun and festive season, but it also comes with challenges and we recognize that. This time of year is so critical to our local small businesses, providing them with the sales that help keep them in business the rest of the year. We work hard to manage October every year and, immediately in November, start our after-action review to determine ways we can improve on it for next year.

Lastly, tune in to the latest FYI Salem podcast on iTunes or at <http://www.salem.com/mayors-office/pages/fyi-salem-podcast> to hear my interview with Dr. David Roberts, the new CEO of North Shore Medical Center/Salem Hospital - the largest employer in the city. We talked about changes underway at the hospital, the collaboration that goes on between the city and NSMC, the changing dynamics of health care, and the need for strong partnerships when it comes to Salem schools, transportation improvements, and the opioids crisis.

Kim Driscoll
Mayor, City of Salem

Salem High School Redesign



Last year, Salem Public Schools launched a 5-year strategic plan, a key component of which was looking at a strategy to “redesign” the high school experience. The majority of American high schools today were built for an era, when a diploma virtually guaranteed a living wage. In today’s changing economy, we want to ensure that all young people have a deeper set of skills and are well prepared for the likelihood of multiple careers in a lifetime—some of which may not even have been invented yet. The High School redesign approach seeks to prepare every graduate with a solid

foundation for career and college success upon graduation from Salem High School.

- Goal #1: Redesign programming and the instructional core around student-centered learning principles to better prepare students for college and career in the 21st century.**
- Strategy #1:** Support all students in the acquisition of rigorous core knowledge, skills, habits and attitudes needed for success in post-secondary education and the workplace.
- Strategy #2:** Connect learning to the community and real-world experiences through internships and community service projects.
- Strategy #3:** Strengthen personalized learning approaches that will accelerate and deepen student learning by tailoring instruction/supports to each student’s individual needs, skills, and interests.
- Strategy #4:** Prepare students who may choose to enter the workforce directly after high school with levels of skill and knowledge in a particular career area that will be valued in the marketplace.
- Strategy #5:** Enhance digital literacy and computer science, knowledge, reasoning, and skills so that students are adept at solving complex problems using technology.
- Goal #2: Implement structures and processes that will ensure that every student has a voice and opportunities for authentic leadership in and out of school.**
- Strategy #1:** Ensure that the student body is authentically engaged in the governance and operations of the school.
- Strategy #2:** Ensure student ownership of learning in the classroom, working in partnership with their teachers.
- Goal #3: Create a college and career going culture throughout Salem high schools by facilitating college and career awareness activities including field trips to college campuses, guest speakers, career days, internships and industry and community partnerships.**
- Strategy #1:** Ensure that every student has a college and career plan that informs their course selection and extracurricular participation.
- Strategy #2:** Provide ongoing (adult) support to students in small groups.
- Strategy #3:** Redesign curriculum to include connections to career and life.
- Strategy #4:** Engage parents in students’ college and career plans and their ongoing progress.
- Strategy #5:** Build the systems and structures to support internships.
- Strategy #6:** Provide a system of early intervention so that all middle school students are prepared for high school.

On Thursday, Nov. 2, 6-8:30pm, at Salem High, everyone is invited to a community convening to help us think critically as we reimagine the Salem High School experience. The evening will include childcare, dinner and translation services. RSVP to Sharla Hennessey at sharlahennessey@salemk12.org.



Free October Parking

Salem residents with ID park for free on October weekends at the City parking lots at 252 Bridge St, near the MBTA garage, and the Church St west parking lot, in between Federal St and Church St. Proof of residency is required and parking is on a first-come-first served basis. Non-residents may park in the Church St west parking lot for \$20 per day on October weekends.



The Museum Place and South Harbor garages are \$20 per day on October weekends, cash only. The MBTA's garage in Salem is \$5 for the first 14 hours and \$12 for each additional day.

Reporting Parking Violations

The City of Salem has set up a dedicated email address for residents to report non-emergency parking violations to Parking Department enforcement staff. Emails sent to parking@salem.com will be used to inform enforcement routes and responses.

"We are encouraging residents to use this new account to report violations such as non-residents parking in resident only parking locations," said Mayor Driscoll. "These violations can have an impact on residents' quality of life and their ability to find parking near their home. This new email account will go to the Traffic and Parking Department, so they can deploy our civilian parking enforcement personnel with as direct and timely a response to the complaint as staffing allows."



The Salem Traffic and Parking Department has added additional parking enforcement personnel this year to complement its existing staff. The new officers, including a recent addition just this month, have been tasked with neighborhood parking enforcement and, in addition to responding to requests sent to the email address, are already at work on regular enforcement routes through Salem's neighborhoods.

Resident parking violations in Salem normally bring a \$15 fine, but that amount was increased to \$40 on October weekends following an ordinance change from Mayor Driscoll that was adopted in 2015.

Halloween in Salem

Halloween—Tuesday, Oct 31— will include multiple no parking tow zones, road closures and heavy traffic delays for the entire day and night. Expect major traffic delays on Rte 114 and Rte 1A. Downtown streets will close to all traffic no later than 4pm. Road closures include: Essex St at Crombie St and Barton Sq to Union St, Washington St from New Derby St to Bridge St, Federal St from St. Peter's St to North St, Washington Sq N and W from Essex St to Brown St, Hawthorne Blvd, Derby St, Rte 1A, Congress St near Pickering Wharf, Charter St, Central St, Front St, and Lafayette St from New Derby St to Front St.

In preparation for the Halloween night stage at the corner of Federal and Washington Streets, the portion of Washington St between Bridge & Federal Streets will be restricted on one lane of traffic and there will be no parking on a portion of Federal St and Washington St beginning at 8am Tuesday morning Oct 31st. Bridge St at Sgt. James Ayube Memorial Dr will also close to all traffic between the westerly overpass ramps and Sgt. James Ayube Memorial Dr from 9:30pm to 11:30pm for the closing fireworks. Inbound traffic from Beverly will be diverted back to Bridge St and back to Beverly. Incoming south bound traffic from Bridge Street will be diverted to Sgt. James Ayube Memorial Dr and back to Beverly. Incoming Bridge St north-bound traffic will be detoured up westerly ramps to east/west North Street directions.

In preparation for the Halloween night stage at the corner of Federal and Washington Streets, the portion of Washington St between Bridge & Federal Streets will be restricted on one lane of traffic and there will be no parking on a portion of Federal St and Washington St beginning at 8am Tuesday morning Oct 31st.

Although the Salem Police make every effort to keep roads open they will close any roads necessary to maintain public safety without notice on any day. Officers will be posted in key intersections at peak times to assist with traffic when possible.

No Parking Tow Zones beginning 2pm Oct 31: (1) Lafayette St both sides from Harbor St to Front St. (2) Public parking lot along Front St. Public parking spaces located on Central St in front of old police station. Meter spaces Central/Front/Charter. (3) Essex Street from Barton Sq. to Union St, both sides. (4) Derby St both sides between Union St and Lafayette St. (5) Hawthorne Blvd both sides. (6) Front St & Central St. (7) Washington St from New Derby to Bridge St both sides. (8) Washington Sq. South and West both sides. (9) Norman St from Washington St to Crombie St. (10) New Derby St between Klop Alley and Lafayette St. (11) Margin St and Gedney St along post office. Taxi stand only. (12) Federal St both sides between Washington St and the District Court. (13) Congress St both sides from Derby St to Pickering Way.

Access into and out of the MBTA Parking Garage will be restricted as of 7pm on Halloween night until 1am. The MBTA will be adding additional trains on Saturday and Sunday. We strongly encourage using the [MBTA commuter rail](#).

U.S. Postal Service mailboxes in the downtown area, including the mailbox at Riley Plaza and the mailboxes in front of the Salem Post Office will be out of service from noon Oct 27 until Nov 1. Downtown residents will be able to park in the YMCA/Sewall St. parking lot on Oct 31. A driver's license or proof of downtown residency will be required to access this lot between 8am and 4pm.



Grant for Job Training

Mayor Driscoll welcomed Governor Charlie Baker to Root here in Salem yesterday. Root is a local organization that transforms the lives of at-risk young adults by teaching them important life skills through food service training so that they can become employed and self-sufficient.

Earlier this month Root received a \$500,000 Skills Capital Grant from the Baker-Polito Administration to outfit its professional-grade teaching kitchen. "As Mayor, but also as a member of the Massachusetts Workforce Development Board, I was so pleased to be able to welcome Governor Baker for a tour of their facility so he could see for himself how these funds were put to use, and to meet with the newest class of program partners, the instructors, and the staff behind this remarkable Salem organization," said Mayor Driscoll.

Root (<http://rootns.org/>) uses the culinary arts and food services to provide at-risk youth between 16 and 24 with employment skills training and job placements. They aim to provide at-risk youth a pathway out of the entrenched cycle of poverty through life and work readiness skills, case management, health and nutritional education and the social capital to ensure that all students graduate prepared for success in the workplace. Root is tackling two critical local challenges with one innovative program: giving at-risk young people a path to stability and giving our burgeoning local restaurant sector a new source of capable and well-trained workers.

"I'm proud of the partnerships that exist with our state leaders and that we're able to leverage those in a collaborative way to strengthen our local economy, give hope and opportunity to those who need it most, and continue to move our whole community forward," Mayor Driscoll added.





FYI SALEM

VOLUME 3, ISSUE 23

NOVEMBER 3, 2017

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From the Mayor's Desk



Thank you for your patience as Salem got through another successful October season and Halloween! I want to extend a special thanks to all of our police, fire, and ambulance workers, as well as our law enforcement partners from around the region, for helping to keep this year's festivities safe for all.

And another special thank you is due to our public works crews, who put in countless hours to make sure our community can manage this world-famous event and then clean it up quickly after it's over! With the major wind storm that hit our city on Sunday night, our crews were all put to the test over the course

of this week. Everyone did a remarkable job and we are so grateful that they are part of City's team of public servants.

Check in this issue of FYI Salem for more information and a link to our annual post-Halloween residents survey. This survey is a great way for us to gather your feedback about how things went and where we can improve. We've added some new questions this year, so be sure to check it out!

I'm so proud that Salem earned our ninth Distinguished Budget Presentation Award from the Government Finance Officers Association. This national public finance watch-dog group sets high standards for budgets and finance reports. Since we started measuring ourselves against their standards about a decade ago, Salem has consistently demonstrated the strength of our municipal finances and the transparency of our annual budget.

On Saturday, SalemRecycles is hosting our second "Repair Café" - check inside for more details. This is a great opportunity to get something mended or fixed, rather than throwing it out. Help us divert from the waste stream and bring your electronics, clothing, furniture, or other damaged items over to the Café!

Lastly, Salem will hold our municipal elections on Tuesday, November 7. Voting takes place from 7:00 a.m. until 8:00 p.m. and, if you're not in town on Election Day, and you head into the Clerk's Office to get an absentee ballot until noon on Monday, November 6. Robert Kennedy once said, "Elections remind us not only of the rights but the responsibilities of citizenship in a democracy." I hope everyone who is registered to vote is able to participate in the election on November 7. For more information about voting in Salem, call the City Clerk's office at 978-619-5611 or visit <http://www.salem.com/city-clerk>.

Kim Driscoll, Mayor Sec 9 - 84

Election Day 2017

The 2017 municipal election will be held in Salem on Tuesday, November 7. Polling places are open from 7:00 a.m. until 8:00 p.m. The election ballot includes contests for Mayor, City Councillor-at-Large, Ward Councillor, School Committee, and one ballot question.

In order to vote, you must be registered. Check your voter registration status at <https://www.sec.state.ma.us/VoterRegistrationSearch/MyVoterRegStatus.aspx> and look up your polling place by address at www.wheredoivotema.com.

To see a list of the candidates appearing on the November 7 ballot and to read the text of the only ballot question that appears on the November 7 ballot, please visit http://www.salem.com/sites/salemma/files/uploads/municipal_election_ballot_for_november_7_2017.pdf.

Absentee ballots may be requested up until noon on Monday, November 6 from the Salem City Clerk's office. More information about requesting an absentee ballot is available at <http://www.salem.com/city-clerk/pages/absentee-voting>.



**City of Salem - 2017 Election
Tuesday, November 7
7:00 a.m. to 8:00 p.m.**

- Ward 1, Precinct 1 - Bentley School, Memorial Drive
- Ward 1, Precinct 2 - Community Room, 135 Lafayette Street
- Ward 2 - St. Peter's Hall, 24 St. Peter's Street
- Ward 3 - Salem High School auditorium, 77 Willson Street
- Ward 4 - Witchcraft Heights Elementary School gymnasium, 1 Frederick Street
- Ward 5 - Saltonstall School auditorium, 211 Lafayette Street
- Ward 6, Precinct 1 - Bates Elementary School, Liberty Hill Avenue
- Ward 6, Precinct 2 - Park & Recreation Department, Mack Park
- Ward 7 - Salem State University Enterprise Center, 121 Loring Avenue

Budget Award for Salem



Salem has received its ninth Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA), a nation-wide nonprofit organization. The award is the only national awards program for governmental budgets. The Distinguished Budget Presentation Award from the GFOA reflects the City's commitment to meeting the highest principles of governmental budgeting. In order to receive the award, the City had to meet or exceed nationally recognized guidelines for an effective budget presentation.

"I'm very pleased that we have once again earned this recognition and distinction from the GFOA," said Mayor Kim Driscoll. "We have consistently delivered transparent and informative budgets, based on real costs, carefully developed financial forecasts, and best practices in municipal governance. I'm proud that we've managed to turn multi-million-dollar deficits into record stabilization funds, achieve the highest bond rating in the City's history, and secure grant and other outside dollars to lessen the need to rely on taxpayers.

This award is reflective of the diligent work that goes into Salem's budget and our financial practices, and it is a credit to the professional staff in our Finance Department."

The GFOA guidelines are designed to assess how well a municipality's budget serve as a policy document, a financial plan, an operations guide, and a communications device. Budget documents must be rated proficient in all four categories and in fourteen mandatory criteria within those categories in order to receive the award.

Halloween Residents Survey

The 2017 Salem residents' Haunted Happenings and Halloween survey is now online at <https://www.surveymonkey.com/r/SalemHalloween2017>. The survey seeks to gauge resident feedback on the events, public safety response, public information distribution, potential City policies, and more, all related to both Haunted Happenings and Halloween in Salem.

2017 marks the eighth year that the City has collected this feedback. It will online until 10:00 a.m. on Friday, November 10.



"We worked hard to incorporate public input and feedback from our residents into our Halloween and October planning every year," said Mayor Kim Driscoll. "New for this year we added event staff personnel at key street crossings and public gathering points, launched a satellite parking and shuttle service that helped remove thousands of visitor cars from our roads, and made modifications to improve our public safety responsiveness in a pro-active and strategic fashion. In all, Halloween 2017 went extremely well and that was in large part due to the input – and patience – of Salem residents. I hope all residents will take a couple of minutes to complete the survey so we can continue to improve how we manage October in the years ahead."

Repair Café Returns

After a highly successful “inaugural” event this summer, SalemRecycles will hold a second Repair Café on November 4th from 9:00 a.m. to noon at The Bridge at 211 (211 Bridge Street in Salem).

Salem residents are invited to participate in the North Shore's second Repair Café. Organized jointly by SalemRecycles and The Bridge at 211, this event takes place on **Saturday, November 4, from 9:00 a.m. until noon, at The Bridge at 211.** Repair vol-

unteers will be available to mend clothing, sew buttons, sharpen scissors and knives, tinker with or rewire electronics and lamps, and glue wooden furniture and ceramics.



Salem's Repair Café combines the old time feeling of neighbor helping neighbor with the practicality and sustainability of the modern recycler's mantra: Reduce, Reuse, Recycle -- and now, Refresh, Refurbish, and Repair. The event is a community barn raising on a smaller scale, with a modern twist of slowing down our consumer-based society, and seeing what we might be able to patch up and appreciate anew. In choosing to glue a broken chair or rewire a beloved old lamp, residents are minimizing the draw on the earth's limited resources, reducing what enters our waste stream, while saving money.



“We were so pleased with the response to our first Salem Repair Café in August. We weren't sure what to expect, but had an excellent turnout and many happy ‘customers.’ We are excited to host a second repair event,” states Flora Tonthat, SalemRecycles Chair.

The Repair Café is free to the public (donations are accepted toward supplies for future repair events). A limited number of pre-registration slots are available and light refreshments will be served. Limited parking is available in the small lot at 211 Bridge St., or park on nearby streets and walk on over.

For further information, or to volunteer to repair items please contact Julie Rose at jrose@salem.com or 978-619-5679. You may also follow SalemRecycles at GreenSalem.com or on Facebook to receive updates on this and other sustainable events.





FYI SALEM

VOLUME 3, ISSUE 24 NOVEMBER 17, 2017

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From the Mayor's Desk



November brings all manner of great celebrations in Salem, including Restaurant Week and the start of Holiday Happenings. I want to thank you again for your patience as we managed the incredibly busy October season here in Salem. I hope you will join us for a public "after action" meeting with city staff on November 30 at 5pm in the Salem Five Community Room. If you cannot make it to the meeting, you can also email your feedback on how October and Halloween went to mayor@salem.com and we'll add it into

the public comments we're collecting for review as plan next year's October events and operations.

In this edition of FYI Salem you'll also find some new information about our electrical aggregation program, Salem PowerChoice. This is a program through which the City bulk purchases the electricity supply for all Salem residents and businesses. We're able to leverage the group buying power of all residents and businesses to get a single, stable low electrical supply price. And we're able to specify in the procurement that we want all of the power to come from 100% green sources, which helps lessen our collective carbon footprint.

Now that National Grid Basic Service is out with their winter supply prices, we're pleased to see that PowerChoice participants will be paying

less this winter month compared to Basic Service!

Also in this edition you can read more about two exciting recycling announcements. The first is the return of our popular annual Textile Recycling Drive, on November 18 in Riley Plaza. Second, we were pleased to be awarded a \$30,000 grant to expand our existing recycling efforts in Salem schools.

Lastly, November 25 is—once again—Small Business Saturday. To help encourage folks to come shop downtown and support our local shops and restaurants we're happy to offer free parking at all City lots, garages, and meters from November 23 through November 26. Please come on out and shop local this holiday season!

Kim Driscoll
Mayor

Electric Bill Savings

Salem PowerChoice residential program participants are now saving more than two and a half cents per kWh compared with National Grid's Basic Service price. On November 1, National Grid's fixed Basic Service price increased 34%, from 9.432 cents per kWh to 12.673 cents per kWh for residential accounts.



Commercial and industrial fixed Basic Service prices increased as well. However, the Salem PowerChoice program rate remains fixed at 9.965 cents per kWh until June 2019. With the increase in National Grid's Basic Service price, an average Salem household participating in the program could see an electricity bill savings of as much as \$14 per month when compared with National Grid's winter pricing.

"I'm pleased that Salem homeowners participating in the PowerChoice program will realize a savings on their electrical bills this winter," said Mayor Kim Driscoll. "During the colder months especially, it's great to be able to help people save a bit more on their energy costs. Salem PowerChoice not only offers a lower supply price than basic service this winter, we're also able to supply 100% green power through the program, reducing our community's collective carbon footprint by a substantial amount."

Salem PowerChoice is an electricity aggregation, which is a form of group purchasing in which a city or town selects an electricity supplier on behalf of its residents and businesses. By supplying the City with 100% green energy, the program is reducing Salem's carbon footprint at the same time it provides stable electricity supply pricing for Salem residents and businesses. The Salem PowerChoice program provides a City-vetted alternative to National Grid's Basic Service and to other electricity supply offers in the marketplace. Salem PowerChoice offers 3 options: PowerChoice Standard, PowerChoice Plus, and PowerChoice Basic. Salem PowerChoice participants retain the freedom to opt out of the program at any time with no penalty or charge. Those who choose to opt out will be switched to National Grid's Basic Service rate.

More information is available by visiting the program website at <http://masspowerchoice.com/salem> or by calling the program at 1-844-483-5004. To review the makeup of the electricity in the Salem Power Choice program, visit <http://www.salem.com/home/news/salem-powerchoice-energy-mix-disclosure-label>.

City Phones Upgrade



The City of Salem's telephone system for City Hall and City Hall Annex will be switching to a new voice-over-IP (VOIP) system on Wednesday, Nov. 22, effective at 7:00 a.m. While no disruption is anticipated, there is always a chance of some technical difficulties during a change in service. No telephone numbers will be changing with this system upgrade. Continue to dial the same numbers that you dial now to reach City departments. The new digital VOIP system will offer better connections and more efficiency, at a lower cost to the City, than the old analog telephone system.

School Recycling Grant



On America Recycles Day, November 15, the Baker-Polito Administration announced a series of grant awards through the Department of Environmental Protection's Sustainable Materials Recovery Program. The City of Salem was awarded \$30,000 to expand its recycling efforts in the Salem Public Schools.

"My thanks to Governor Baker, Lieutenant Governor Polito, and the team at MassDEP for awarding Salem with this recycling grant and to our own staff who worked on the application for it," said Salem Mayor Kim Driscoll, who also chairs the Salem School Committee.

"By broadening and enhancing our recycling operations in our public school buildings, we will not only reduce the amount of solid waste our city generates, we can help instill in our students a stronger appreciation for the importance of recycling."

The Green Communities Act requires that a portion of the proceeds from the sale of Waste Energy Certificates (WECs) be directed to recycling programs approved by MassDEP. The WEC payments received by MassDEP are deposited into the SMRP Expendable Trust, which is used to fund grants, technical assistance and education to help communities, businesses and institutions increase recycling and reduce waste. The SMRP program has provided more than \$28 million for recycling program since 2010.

Textiles Recycling Drive

In honor of America Recycles Day, celebrated annually on November 15, SalemRecycles is partnering with Recycle That, LLC to host the City of Salem's 7th Clothing and Household Textiles Recycling Drive on Saturday, November 18, 8am to 3pm at Riley Plaza.



"The annual textile recycling drive is a great way for residents to get rid of those unneeded textiles and also a great way for residents to help the City reduce our trash tonnage by diverting more materials to recycling," said Salem Mayor Kim Driscoll. "I hope everyone looking to dispose of old clothing or textiles will bring it to Riley Plaza on Saturday so it can be repurposed or recycled."

Fittingly celebrated the Saturday before Thanksgiving, the textile recycling drive has grown each year with residents arriving by car, truck, bicycle, and even by foot.

Clean and dry textiles of all kinds and in various states of "usability" are welcome such as old stained t-shirts, sweaters needing buttons to belts in need of buckles, towels, curtains, and bedspreads. Items will either be restored and re-sold, or, repurposed, or recycled.

For a complete list of all acceptable pieces for donation, please visit www.salem.com/recycling. Additional information on environmentally friendly programs and recycling initiatives can be found at www.facebook.com/SalemRecycles/ and www.greensalem.com.

Public Halloween Meeting



The City of Salem will hold a public “after action” review of Haunted Happenings and Halloween 2017 on Thursday, November 30, 5:00 p.m. to 6:00 p.m. at the Salem Five Community Room, 210 Essex Street.

Residents, business owners, and others are invited to attend and offer their feedback on October 2017 to Mayor Kim Driscoll and other City officials, including public safety, traffic and parking, and public works staff. Those who are un-

Small Business Saturday

Mayor Kim Driscoll has announced the City of Salem’s participation in the eighth annual Small Business Saturday. Falling between Black Friday and Cyber Monday, Small Business Saturday is a day to celebrate and support the small, independently-owned businesses that help boost local economies across the country.



“As the holiday season approaches, I hope all Salem residents will shop local first and support our small businesses,” said Mayor Driscoll. “I am pleased to once again participate in Small Business Saturday and celebrate our local small businesses throughout Salem.”

Small Business Saturday was created in 2010 in response to small business owners’ most pressing need: more customers. Since inception, Small Business Saturday has served as the ceremonial kickoff to the busy holiday shopping season for small, independently-owned businesses. Last year more than 95 million consumers shopped at small businesses on Small Business Saturday.



In recognizing the importance of supporting independent businesses in Salem, Mayor Driscoll has issued a proclamation designating Saturday, November 25, as Small Business Saturday in Salem. In addition, the City will offer free parking at all City garages, parking lots, and meters from November 23 through November 26, to help encourage downtown shopping.

Salem’s small businesses can access toolkits and other resources to participate in Small Business Saturday at: www.ShopSmall.com.



FYI SALEM

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DECEMBER 5, 2017

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From the Mayor's Desk



I hope you and your loved ones had a wonderful Thanksgiving. The start of December brings the start of a busy holiday season in Salem. In the last issue of FYI Salem we shared information about Small Business Saturday, but our local small retailers and restaurants have all manner of specials and discounts available this month. As your taking care of that gift list, please shop local first!

In this issue of FYI Salem, we have some updates about what to do with the trash and recycling that always seems to accu-

multate this time of year. Please help us by recycling as much as you can. When you absolutely must throw it away, however, we're pleased to offer discounted overflow trash bags during the holiday season. The Salem Transfer Station will be open through later this month for weekend yard waste drop off, as well.

Read more in this issue about the return of our always popular "Peas for Fees" discount: donate two canned goods for those in need, and we'll waive up to \$30 in late fees on unpaid parking tickets. We also have information inside about the annual Mayor's Shoebox Drive, organized by the Salem Youth Commission. Last year the commission collected around 200 shoeboxes full of donated toiletries for Salem kids and families in need. Find out where you can drop off a do-

nation for this year's drive!

Details are in this issue about a new Salem Veterans Fund that we're hoping the City Council will agree to establish this week. If approved, you'll see a line on your property tax bill where you can donate to the fund to provide assistance to Salem veterans in need and their families.

Lastly, there are updates in this issue about two ongoing projects. First, the work at McGlew Park where we're carrying out some exciting improvements. And, second, about an upcoming meeting about the redevelopment of the vacant courthouses on Federal Street.

Thanks again for reading FYI Salem!

Kim Driscoll
Mayor

Peas for Fees



The City of Salem's annual "Peas for Fees" ticket amnesty program will run December 1 through December 21. The program allows for the waiver of late fees on parking violations in exchange for a donation of canned goods and non-perishable items. All food will go to local Salem food pantries.

Up to \$30 in late fees will be waived in exchange for the donation of at least two canned goods or non-perishable items at the City Collector's Office

at Salem City Hall, 93 Washington Street.

The "Peas for Fees" program has become an annual tradition in Salem and has successfully brought in donations of food for those in need and also additional receipts for the City. In the spirit of the holidays, this program will once again give individuals who owe late fees an incentive to pay their tickets, providing additional food supplies to needy food pantries and hopefully resulting in an extra infusion of funds for the City.

Discounted Overflow Bags

Salem residents may purchase official Orange Overflow trash bags for \$1 per bag for any holiday overflow. Each household may purchase up to five bags, from Monday December 18, 2017 through Monday January 8, 2018, during regular City office hours. These discounted bags may **only** be purchased at the Collector's Office, 93 Washington Street, and the Council on Aging, 5 Broad Street.

For excess recycling, you may either wait until the next recycling collection day to put it out curbside or bring it to Caraustar at 53 Jefferson Avenue (for more information, call 978-744-4330). Recycling brought to Caraustar must be sorted before it is dropped off. Regular business hours for Caraustar are 7:00 a.m. – 4:00 p.m., with the following holiday hours: CLOSED December 23, December 31, December 25, and January 1. OPEN December 22 from 7:00 a.m. to noon.



For collection of bulky items, please call Waste Management at 800-972-4545 to schedule an appointment for pick-up at least 48 hours in advance of the intended collection. The Waste Management customer service line is open from 7:00 a.m. to 5:00 p.m. Up to two bulky items will be collected on your regular recycling collection day if you have made an appointment in advance. For more information about recycling and trash in Salem, please visit <http://www.salem.com/recycling-and-trash>.

McGlew Park Update



Great progress has been made on the renovation of McGlew Park, located at 201 ½ North Street. Construction activities will slow down during the winter; however, the park will continue to be a construction zone. As a safety precaution, the park will remain closed to all public access until work is completed in the spring of 2018.

Upon reopening, the park will have a variety of new play equipment, irrigation to support a healthy new lawn, renovations to the softball backstop, a resurfaced basketball court with new equipment, a new walking path, and an accessible entrance with a new prominent memorial wall. The \$600,000 project is funded by a

\$400,000 State Park Grant, in addition to Community Development Block Grant funding, and local Community Preservation Act and Capital Improvement funds. JJ Phelan and Sons Construction is performing the work.

Transfer Station Closing

The Salem Transfer Station on Swampscott Road will close for the season after Sunday, December 17. Salem residents with proof of residency or property ownership will be able to continue dropping off their yard waste at the Transfer Station on weekends through Sunday December 17. Drop off hours are Saturdays 7am to 3pm, and Sundays 9am to 5pm. The Transfer Station will re-open in the spring.



Yard waste should be dropped off in a paper yard waste bag or dumped loose at the designated area on the site. Yard waste in plastic bags will not be accepted and stumps and branches greater than 2" in diameter will also not be accepted. The next curbside yard waste collection will take place the week of April 23, 2018. Residential trash and construction and demolition debris are not be accepted at the Transfer Station.



Organized by the City of Salem & the Salem Youth Commission



Support Salem Families in Need this Holiday Season

Your donation of basic toiletries will be used to fill wrapped shoeboxes with essential but often unthought-of items this holiday season. The boxes will be given to families in need here in Salem. These are items that can be purchased at local pharmacies and stores.

Please show your support for our neighbors in need by donating any of the items listed on the right or other similar items. We will be collecting donations at Salem Academy Charter School and Salem City Hall until December 15th, 2017.

Questions? Call Laura Assade 978-619-5601

Thank you for your generosity!

Possible Items

- Tooth Brush
- Tooth Paste
- Mouth Wash
- Hair Brush
- Deodorant
- Lotion
- Cotton Swabs
- Tissues
- Hair Accessories
- Shampoo
- Conditioner
- Hand Sanitizer
- Hand Soap
- Feminine Products
- Nail Clipper
- Dental Floss
- Soap/Body Wash
- Facial Moisturizer
- Sunscreen
- Facial cleanser
- Socks
- Mittens
- Hats
- Scarves



Organizado por la Ciudad y la Comision de Adolescentes



Ayude a familias necesitadas esta temporada de fiestas.

Su donación de artículos básicos que algunas familias no pueden conseguir durante esta temporada de fiestas se empaquetarán en cajas de zapatos. Las cajas serán regaladas a personas y familias de pocos recursos en Salem. Estos artículos se pueden comprar en tiendas y farmacias locales.

Demuestre su apoyo a sus vecinos al donar artículos como los que aparecen a la derecha. Estaremos recibiendo artículos en Salem Academy Charter School, Salem City Hall hasta el 15 de diciembre, 2017.

Preguntas? Llame a: Laura Assade 978-619-5601

Gracias por su generosidad.

Artículos

- Cepillo de Dientes
- Pasta de Dientes
- Enjuague Bucal
- Cepillo de Peinar
- Desodorante
- Crema
- Hisopos de algodón
- Sarvilletas
- Accesorios de pelo
- Shampoo
- Acondicionador
- Jabón en barra
- Gel de Baño
- Desinfectante de manos
- Productos femeninos
- Corta-uñas
- Hilo Dental
- Crema de la cara
- Bloqueador solar
- Medias
- Guantes
- Gorros de invierno
- Buñuelos

Courts Presentation

The Boston chapter of the Urban Land Institute (ULI) has selected Salem as a location for a Strategic Assistance Panel (SAP). The SAP is part of ULI's Technical Assistance Program to provide objective, expert advice to municipalities on the feasibility, design, or implementation of development initiatives. This pro bono program brings expertise in real estate, design, and finance to bear on local land use planning and development projects. The SRA worked with the ULI in 2008 on a study of the Church Street lots.



This year, the SRA asked the ULI to assist with determining the best approach to development in the downtown. Of particular interest to the SRA is the adaptive reuse of the Salem Superior Court and County Commissioners buildings. A recently completed study found only residential reuse would be feasible. However, the feasibility was dependent upon the use of federal and state historic tax credits and \$1 million in other tax credits. Therefore, the SRA is considering options to increase the odds for success for these buildings, including an idea to bundle the historic court buildings with one or more other properties, while looking at the approach to downtown as a whole.

The ULI SAP will be held on December 11. At 6pm, there will be a public presentation and discussion of the panel's recommendations on the pros and cons of different approaches to development. The presentation will be held on the third floor of the City Hall Annex at 120 Washington St.

New Veterans Fund

Salem Mayor Kim Driscoll has filed a request with the City Council to establish a new Veterans Assistance Fund for Salem veterans.

If approved by the City Council, Salem taxpayers will see an option to donate to the fund on future property tax bills. All donations will be utilized to provide Salem veterans and their dependents with aid for food, transportation, and heat and oil expenses. The application process, eligibility standards, and management of the fund will fall to the City's Veterans Agent.

"I hope the City Council will adopt the proposed measure to establish this fund and add this donation option to Salem tax bills," said Mayor Driscoll. "The state allows municipalities to set up these special funds to help our deserving veterans and their families with critical essentials such as food and heating expenses. These men and women have given so much to our community, this is an appropriate way to continue our efforts to give back to them. If approved, I hope Salem residents will consider filling in the line on their next tax bill and giving, even a small amount if that's all they afford, to this worthwhile new fund."

FISCAL YEAR 2017 REMIT COPY REAL ESTATE TAX	VOLUNTARY CONTRIBUTION FOR SCHOLARSHIP FUND													
	As provided in Chapter 60, Section 3C. The City of Salem has established a voluntary City scholarship fund, a voluntary education fund and a Veterans fund. If you wish to contribute to either of these funds, please fill in the necessary information below and return with your bill and tax payment. Please note that any contribution is over and above the amount of the tax due.													
MAIL TO: City of Salem P.O. Box 4125 Woburn, MA 01888-4125														
		<table border="1"> <thead> <tr> <th colspan="2" style="text-align: center;">FISCAL 2017 ACTUAL TAX</th> </tr> </thead> <tbody> <tr> <td>Preliminary Tax Balance</td> <td style="text-align: right;">\$0.00</td> </tr> <tr> <td>Interest on Balance</td> <td style="text-align: right;">\$0.00</td> </tr> <tr> <td>3rd Quarter Due</td> <td style="text-align: right;">\$1,864.89</td> </tr> <tr> <td>3rd Quarter Exemption</td> <td style="text-align: right;">\$0.00</td> </tr> <tr> <td>Total Due 02/01/2017</td> <td style="text-align: right;">\$1,864.89</td> </tr> </tbody> </table>	FISCAL 2017 ACTUAL TAX		Preliminary Tax Balance	\$0.00	Interest on Balance	\$0.00	3rd Quarter Due	\$1,864.89	3rd Quarter Exemption	\$0.00	Total Due 02/01/2017	\$1,864.89
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		CITY OF SALEM EDUCATION FUND: \$ _____												
		CITY OF SALEM VETERANS FUND: \$ _____												
		Amount remitted: \$ _____												



FYI SALEM

VOLUME 3, ISSUE 26 DECEMBER 21, 2017

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From the Mayor's Desk



This issue marks our final installment of FYI Salem for 2017. As we wrap up this year, I would like to thank everyone who has subscribed, shared, and contributed to the newsletter. I also want to thank the more than fifty guests who have appeared on the FYI Salem podcast.

If you haven't checked the podcast out yet, you can find it at <http://www.salem.com/mayors-office/pages/fyi-salem-podcast> or on iTunes or your preferred podcast service. Just search for "FYI Salem" and subscribe!

Read in this issue for important information from Footprint, the new natural gas power plant be-

ing built on Derby Street. This \$1 billion project is wrapping up and as they near completion there will be some tests of the equipment that may temporarily create noise and steam. Find out more inside.

We also have an update on the improvements underway at Lafayette Park and information about the next round of CPA grant applications. The first phase, eligibility applications, are due on January 4th for funding in FY18. We're looking for your great ideas about how this important local grant resource can be leveraged for affordable housing, parks and recreation, and historic preservation in our community!

On January 1st our "Bring Your Own Bag" ordinance goes into effect. Businesses in Salem will no longer be able to provide thin, disposable plastic bags. Please help us cut down on harmful and obnoxious plastic litter by bringing your own reusable bags when shopping in Salem!

Finally, please join us as we celebrate the inauguration of the 2018 City government on January 1st at 10:00 a.m. in the Atrium at PEM. Following the ceremony, come by the new Hotel Salem, 203 Essex Street, for an open house, to tour the new building, and a chance to meet your local elected officials.

2017 was quite a year, but I'm more confident than ever that even greater accomplishments are ahead for our City in 2018.

I hope you'll continue to be involved in our community, follow our newsletter and podcast for important updates and information about what's going on, and be a part of the civically engaged and aware citizenry that makes Salem so special!

Happy New Year!

Kim Driscoll
Mayor
City of Salem

Footprint Commissioning



From Footprint Salem Harbor Station:

We are excited to share with you that Salem Harbor Station is now in its commissioning phase. As we begin this phase of the project, the first activity to occur will be to blow high pressure steam (water vapor) through the pipe systems to ensure that all construction and welding debris is removed prior to putting the plant into operation. You may have already heard some of these “steam blows” from our auxiliary boiler over the course of the past few weeks.

Over the course of the next week or so, you will likely hear louder noises coming from steam blows of the main piping system for Gas Turbine Number 6. Although our contractor has placed silencers and baffles at the end of the pipe where the steam will exit, this is an inherently noisy activity. Our contractor reports that they are approaching the point where they are prepared to conduct this louder steam blow, perhaps within the next week. When it is conducted, it will last for 6 to 8 hours between 7 am and 8 pm. There are traps and filters installed on the pipes so no debris is blown into the air.

We appreciate your understanding this necessary step and assure you that the noise you will hear is not an indication that there is anything wrong. Believe it or not, it is the sound of progress! These steam blows and the noise associated with them will NOT be a part of normal plant operations. Steam blows will continue on other systems, but will not be as noisy as the first one. A similar schedule will follow for Gas Turbine Number 5 later. As we mentioned previously, there will be periodic testing of the emergency steam release valves during the commissioning process that will be noisy as well. Rest assured that our contractor has committed that it will continue to work closely with the Salem Police and Fire Departments to keep them abreast of these tests. Once the steam blows are complete, Gas Turbine Number 6 will go into testing and, in the process of that testing, will synchronize to the grid and once more begin supplying power to the North Shore.

We cannot begin to express how thankful we are for your patience and understanding as the construction effort has continued beyond its initial schedule. As systems are completed and turned over to the commissioning team, labor on the site continues to decrease. We hope you are seeing an improvement in the traffic situation as a result.

Lafayette Park Update

Substantial progress has been made on the renovation of Lafayette Park. As construction winds down for the winter in the coming weeks, the contractor will remove the perimeter fencing and the park will be open. However, select areas of the park may be cordoned off during completion of final work.

Work completed to date includes new walkways, benches, trees, and lawn irrigation, as well as relocation of the Great Salem Fire plaque to a more prominent location within the park. Lighting will be installed in the coming weeks. Final work for the spring includes installation of historical interpretive signs, lawn seeding and final landscaping, and restoration of the veterans monument. This work is supported by funding from the City's Capital Improvement Program, the Community Preservation Committee, and the US Department of Housing & Urban Development's Community Development Block Grant program.



CPA Eligibility Applications



The Community Preservation Committee has announced that, in order to be considered for the FY18 funding round, applicants for CPA grants are encouraged to submit their Eligibility Applications no later than January 4th. For projects that are determined eligible, applicants will be invited to submit a Funding Application. The tentative deadline for the receipt of Funding Applications is March 23rd. Submitted applications will be reviewed with the goal of submitting funding recommendations to the City Council in May.

The CPA establishes a local dedicated fund for the purpose of undertaking open space, historic preservation, outdoor recreation, and community housing projects. It is financed by a voter-approved property tax surcharge along with annual matching funds from the statewide CPA Trust Fund. CPA

grants can be awarded for housing, historic, and open space/recreation projects. Application forms and additional information can be found at <http://www.salem.com/community-preservation-committee>.

Bring Your Own Bag

Salem's new initiative promoting the use of reusable bags in all forms – paper, heavy plastic, canvas, and net mesh, goes into effect on Monday, January 1st. Thin plastic bags (those less than four millimeters thick) will no longer be offered at Salem businesses, as they create significant problems for the City and for our environment, clogging storm drains, getting caught in trees, and finding their way into our waterways.

Spearheaded by a group of Salem High School students working with Salem Sound Coastwatch, the Salem City Council passed the plastic bag ordinance in the Fall of 2016. The ordinance restricts the use of single use plastic checkout bags provided at the point of sale by retail and food establishments in Salem. Salem will join 60 other cities and towns in Massachusetts in restricting the use of these bags. Boston recently announced approval of a similar ordinance to go into effect in 2019.



The new bag ordinance is designed to encourage the use of reusable bags. Paper bags, which are reusable and compostable, will continue to be available at Salem retail outlets. SalemRecycles started educational outreach in early 2017 to provide resources to Salem businesses and to help residents make the transition. Their efforts included the distribution of free reusable bags at SalemRecycles events around the community.

For further information about the reusable bags initiative, please visit www.salem.com/recycling-and-trash/pages/plastic-bag-reduction-information 619-5679. Follow SalemRecycles at GreenSalem.com or on Facebook for updates on green initiatives in Salem.

2018 City Inauguration



The honor of your presence is requested at the ceremonies for the inauguration of

Mayor

Kimberley Driscoll

City Council

Domingo J. Dominguez, At-Large

Thomas H. Furey, At-Large

Elaine F. Milo, At-Large

Arthur C. Sargent III, At-Large

Robert K. McCarthy, Ward 1

Christine Madore, Ward 2

Lisa JB Peterson, Ward 3

Timothy G. Flynn, Ward 4

Josh H. Turiel, Ward 5

Beth Gerard, Ward 6

Stephen G. Dibble, Ward 7

School Committee

Amanda C. Campbell

Manny Cruz

Ana M. Nuncio

Monday, January 1, 2018 at 10:00 a.m.

Peabody Essex Museum, 161 Essex Street, Salem

RSVP to mayor@saalem.com or (978) 619-5600

*Please join us for a post-inaugural open house celebration at
Hotel Salem, 203 Essex Street, following the ceremony.*



FYI SALEM

VOLUME 4, ISSUE 1

JANUARY 3, 2018

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From the Mayor's Desk



Happy New Year!

A new year brings with it the promise for new opportunities for our great City.

I would like to thank everyone that took the time attend our inaugural celebrations on January 1st and to the many City, PEM, and Hotel Salem staff who helped make it such a success. There's a selection from my inaugural remarks at the conclusion of this issue of FYI Salem, and you can find the full text at www.salem.com/mayor. Listen for the audio version in a forthcoming special

edition of the FYI Salem podcast, as well.

As this issue is coming out, Salem is gearing up for its first big snow storm of this winter. We've included some important information here about snow emergencies in Salem, but I strongly encourage you to visit www.salem.com/snow-central for all the important details. Thanks in advance for your patience as we work to keep the streets and sidewalks clear and as accessible as possible!

Unfortunately, the severe weather and temperatures mean we will have to cancel this year's Christmas Tree bonfire. Because the state limits the timeframe within which we can hold this event, we won't be able to reschedule it for a later date this year. We will pick up Christmas trees curbside on your regular trash day the week of

January 8th and January 15th, however.

There are two important notices in this issue, as well, pertaining the reusable bag ordinance that is now in effect and an upcoming public hearing about our plan for expending our Community Development Block Grant (CDBG) funds in the upcoming fiscal year. CDBG provides critical funding for housing, public infrastructure, and social services in our community.

I'm excited to be back to work after the inaugural celebration. In my remarks I talked about how much I love this job and this city. I'm so grateful for the privilege of being your Mayor and look forward to all the great work we can accomplish together in the year ahead!

Kim Driscoll
Mayor
City of Salem

Snow Emergency Info

With the arrival of heavy snow for this winter, Salem residents can visit www.salem.com/snow-central to find all the critical information about snow storms in Salem, including signing up for CodeRED reverse notifications, a list and map of snow emergency parking locations, snow FAQs, snow shoveling assistance program information for seniors, and more.



During a snow emergency parking ban, all vehicles must be removed from City streets or they will be towed. Off-street parking locations are list at the Snow Central website, including garage parking at the MBTA garage, Museum Place garage, and South Harbor garage. If you park in a school parking lot during a snow emergency, you must remove your car immediately at the conclusion of the parking ban so the lot can be cleared for the start of school; vehicles left in a school lot after the parking ban ends will be towed at the owner's expense.

Removing snow from sidewalks is the responsibility of the adjacent property owner. Failure to remove snow and ice could result in tickets of up to \$100 per offense. Residents should be aware that City plows cannot lift their blades at driveways, so you may wish to wait until plowing activities have concluded to shovel out your driveway or clear it several times during a storm.

Residents are encouraged to adopt their nearest fire hydrant and shovel it out during snow storms. Find out more about how to adopt a hydrant at <http://www.salem.com/home/news/salem-launches-adopt-hydrant-program>. Residents can also help by keeping their nearest storm drain catch basins clear of snow and ice.



To report a snow related issue to the City, such as plowing or snow or ice on a sidewalk, please email snow@salem.com or call DPW at 978-744-3302. During a severe weather event there may be a delay in getting through by phone, so email is preferred for reporting issues. In the event of an emergency, call 9-1-1 or, for a non-emergency police response, call 978-744-1212.

Tree Bonfire Canceled



The City of Salem's annual Christmas Tree Bonfire scheduled for Friday, January 5, 2018 at 6:00 p.m. at Dead Horse Beach at Salem Willows has been cancelled due to the impending snow storm and dangerously cold temperatures being forecasted for this weekend. Please do not drop off Christmas Trees at the beach.

Also, please note that curbside Christmas tree collection is delayed one week. Christmas Tree collection will take place curbside January 8-19, 2018 on your trash collection day.

CDBG Public Hearing

The City of Salem is developing its annual Action Plan that will outline priority activities for federal Community Development Block Grant (CDBG) and Home Investment Partnerships Program (HOME) funds that the City of Salem anticipates receiving during Fiscal Year 2019 (FY19). This funding, provided through the U.S. Department of Housing and Urban Development, assists income-eligible households and low- to moderate-income neighborhoods through a variety of programs, services and improvements.

The FY19 Action Plan will outline Salem's housing, economic and community development needs and funding priorities for the period of July 1, 2018 to June 30, 2019. The plan will continue to put into action the goals and strategies established in the 5-Year Consolidated Plan which was completed following an extensive public participation process in 2015.

In FY17, Salem expended \$1,058,189 in CDBG and \$63,594 in HOME funds to assist 5 families to purchase their first home in Salem, renovate 7 housing units, help 18 families with first/last rent and/or security deposits, issue 1 businesses loan, improve 1 business storefront, create 8 new jobs, support the Salem Main Streets Program, install neighborhood history signs in 3 locations, fund improvements to the Mary Jane Lee Park, fund improvements to the Salem Council on Aging building, and replace sidewalks at Artists' Row, Boston, Horton, Willson and Linden Streets, along with work on Lafayette, Dodge and Peabody Streets. In addition, CDBG helped fund 22 social service programs that served over 8,200 persons with services, including emergency homelessness prevention, food assistance, services for victims of domestic violence, accessible housing assistance, medical services for homeless persons, ESL/ELL classes, first time homebuyer education, financial counseling, child care, senior transportation, a senior art program, police bicycle patrols, citizenship classes, Spanish GED classes, job training for administrative positions in health care, after school and engagement programs to increase public school students' academic achievement, college savings program, daily homework help for youth, and teacher home visits to student's families, as well as early intervention for children with physical or developmental disabilities.

Mayor Driscoll invites Salem's citizens and representatives of businesses, organizations and agencies to participate in the citizen participation process that will kick off on January 18 with a public hearing at 6pm in the 3rd floor conference room at 120 Washington St, to provide the opportunity to comment on the housing, community and economic development needs of Salem's low- to moderate-income residents and on the types of activities that could be undertaken to meet those needs. Written comment can be addressed to the City of Salem Department of Planning and Community Development by January 22nd.

Bring Your Own Bag

Salem's new initiative promoting the use of reusable bags in all forms – paper, heavy plastic, canvas, and net mesh, went into effect on Monday, January 1st. Thin plastic bags (those less than four mil thick) are no longer be offered at Salem businesses, as they create significant problems for the City and for our environment, clogging storm drains, getting caught in trees, and finding their way into our waterways. The ordinance restricts the use of single use plastic checkout bags provided at the point of sale by retail and food establishments in Salem. Salem joins 60 other cities and towns in Massachusetts in restricting the use of these bags. Boston recently announced approval of a similar ordinance to go into effect in 2019.

For further information about the reusable bags initiative, please visit www.salem.com/recycling-and-trash/pages/plastic-bag-reduction-information or call 978-619-5679.



Inaugural Address

Before an audience of over 200, including public officials, City staff, friends, family, and Salem residents, Mayor Kim Driscoll took the oath of office to begin her fourth term as Salem's Mayor on January 1st.



In her inaugural address, Mayor Driscoll laid out her priorities for the year ahead, with a focus on housing, transportation, and the continued success of Salem's schools. She also explained how her administration will focus on improving service delivery and looked forward to the completion of several major projects on the horizon in 2018, including the Footprint power plant, Canal Street reconstruction, and the Mayor Jean Levesque Community Life Center.

Central to her remarks were a hope for a positive working relationship between City officials, the importance of Salem's history as it approaches its 400th birthday, and a belief that Salem thrives when all residents have a voice at the table. A portion of her address is below; read the full speech at <http://www.salem.com/mayors-office/news/mayor-kim-driscoll-delivers-fourth-inaugural-address>.

~~~

I am so thrilled and honored to be with you all this morning as we embark on a new term in city government, a new year of possibilities and opportunities to realize our city's full potential. To make Salem the best it can be...

We must remain true to the best of our past, while staying open to new and unique opportunities, cultures, and innovations. Jane Jacobs, the great urban planner and activist, once observed that "cities have the capability of providing something for everybody, only because, and only when, they are created by everybody."

In her time, that meant regardless of race or income. Today, in Salem and in any vibrant city, when we say "everybody" we extend that definition to include ability, age, gender identity, immigration status, and even how long you've lived here. Jacobs talked about the city having the capability of "providing something for everybody." When we think about Salem today, that really means three critical things: where we live, how we get around, and how our children learn and grow. ..

I recognize that serving as Mayor of our nearly 400-year-old city requires a higher obligation. We here today must live up to our history, while also embracing the opportunity to create an amazing future for those who call Salem home now, as well as in the years ahead. Our City government is the foundation upon which we've governed ourselves as a community for centuries. A dynamic, ever changing, always hopeful society. With our storied past to ground us, and nothing but the possibilities of the future before our eyes.



Let us look forward, together – hopeful of the bright prospects and prosperity that awaits. This is the "great and good work" before us as Salem's elected leaders. In this new year, 2018, let us work together to ensure that Salem is a city that does provide for everybody – a city that is, indeed, created by everybody. The voters have entrusted us with this incredible responsibility and I wish, for all of us, peace and progress in the upcoming year.

Now, let's get to work.



# FYI SALEM

VOLUME 4, ISSUE 2

JANUARY 25, 2018

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## From the Mayor's Desk



Thanks for reading the latest issue of FYI Salem. Be sure to sign up for updates and news from the City of Salem by subscribing at [www.salem.com/](http://www.salem.com/) subscribe.

On the latest episode of the FYI Salem podcast I chat with Ward 6 City Councillor Beth Gerard, who is serving as the City Council President for 2018. You can find the podcast at <http://www.salem.com/mayors-office/pages/fyi-salem-podcast> or search for it on iTunes or your preferred podcast app.

In this issue you'll find out more about a \$1.22

million grant the City received earlier this month from the state in order to rebuild the old and failing seawall at Forest River Park. This work is a vital component of the ongoing Canal Street Flood Mitigation Project that will provide additional flood control and protection for a large portion of South Salem. The seawall will also provide additional resiliency for the park and surrounding properties from coastal storm surge.

We have information about recent changes made to the inspection schedule for residential rental properties in Salem. Whether you own a conventional rental property or a short term rental like an Airbnb, you'll want to familiarize yourself with the new requirements and registration process in order to avoid costly fines. Check [www.salem.com/rentals](http://www.salem.com/rentals) for even more details and information about these changes.

Finally, there's information about the recently announced proposed changes to the Nathaniel Bowditch School and the Horace Mann Laboratory School. We're excited about the opportunity these changes present to help provide a better opportunity to the children at both of these schools, but recognize that there are concerns and questions that many parents, teachers, and community members may have about them. I hope the information here will provide answers, but invite you to send additional questions to me at [mayor@salem.com](mailto:mayor@salem.com) so we can address them promptly and accurately.

As always, thank you for reading FYI Salem and please share this newsletter with your Salem friends, family, and neighbors to help keep everyone informed about what's going on in our great city!

Kim Driscoll  
Mayor, City of Salem

## \$1.2M Seawall Grant



The City of Salem has received a \$1,220,000 grant from the Commonwealth's Dam & Seawall Program to repair and upgrade the six decade old seawall at Forest River Park, a key component of the on-going Canal Street Flood Mitigation Project and work that is in alignment with the recommendations in the City's 2014 Climate Change Vulnerability Assessment & Action Plan.

The award supports the design and permitting for the repair/replacement of an approximately 60-year old deteriorating, concrete seawall located at the eastern boundary of Forest River Park in Salem. The existing seawall is part of the City of Salem's Canal Street Flood Mitigation Project. The Canal Street Flood Mitigation Project is a \$20 million project that has received funding from the Federal Emergency Management Agency (FEMA) with a goal of reducing flooding for up to the 1-percent annual chance event (100-year event), in the Canal Street and Salem State University O'Keefe Parking Lot.

Additional benefits will be realized at Forest River Park, where flood issues at the ball field will be corrected, more frequent pond flushing will be possible, and improvements will prevent the existing seawall from overtopping from flooding on the landward side.

## Salem's So Sweet

Salem Main Streets, the Salem Chamber of Commerce, Destination Salem, and local retailers, restaurants, and businesses invite you to the 16<sup>th</sup> annual *Salem's So Sweet* Chocolate & Ice Sculpture Festival. A decadent tradition of delectable chocolate, sparkling ice sculptures, and Valentine's Day shopping, it's Salem's sweetest event of the year!



Chocolate & Wine Tasting Kick-off Event – Feb. 9, 6:30 pm, Colonial Hall at Rockafellas. This luscious tasting event features wine and chocolate samplings from premier Salem restaurants, stores, and sweet shops. The event is hosted by Colonial Hall at Rockafellas at 227 Essex Street. Tickets \$30 per person at <http://salemmainstreets.org/festivals/salem-so-sweet/>.

Ice Sculptures around Town – Starting Feb. 10. Last year, 25 beautiful ice sculptures graced downtown Salem. Details about this year's sculptures will be posted at the website above. Be sure to make plans for a special evening stroll on Saturday, Feb. 10, when the sculptures will be illuminated between by Retonica!

Golden Ticket and Additional Events – Feb. 10-11. Many downtown businesses will offer chocolate samplings and sweet discounts around downtown Salem all weekend in celebration of Valentine's Day. Check to see who is participating in the "Golden Ticket" – make a full-price purchase at one participating downtown business and get 10% off your purchase at the next participating business! Offer is good Feb. 10-11 only, some restrictions may apply. In addition, many of Salem's finest restaurants and retailers will be offering their own luscious chocolate and love-inspired specials and events.

# Rental Inspections



In 2017, the City Council approved an amendment to the City's Code of Ordinances changing the frequency with which sanitary code inspections are conducted of rental properties in Salem. Under the old code, the property owner of any rental unit was required to have an inspection done in order to receive a Certificate of Fitness any time there was a change in tenant. This requirement remains unchanged. Under the new code, inspections will also be conducted on a scheduled basis, once every three years for all rental units, with some exceptions. Check [www.salem.com/rentals](http://www.salem.com/rentals) for details about exempt units.

Units in any building where (1) the police have been called at least four times in the preceding 12 months for any arrestable offenses or (2) the building or health departments have received at least four sustained complaints in the preceding 12 months are classified as a problem property and may be inspected annually at the discretion of the building inspector or health agent.

There is no change in the fee for a Certificate of Fitness inspection, which continues to be \$50 per inspection. If your unit fails to pass inspection, you will be given a copy of the report specifying why. After correcting the violation, you may notify the health department and receive one free re-inspection. If third or subsequent inspections are required, however, the \$50 per inspection fee will be charged each time. Please be aware that the fine for renting a unit without a Certificate of Fitness has been increased from \$20 per day to \$50 per day.

To assist with complying with the new code, property owners who rent property are now required to keep a register of the names and dates of tenancy for rental units for the previous five years. This includes short term rentals such as Airbnb, VRBO, and similar operators. The register is not a public record and is to be privately kept by the property owner, but made available to city inspectors upon request for inspection only.

If you rent your property or any portion thereof on a short-term basis (for periods of 14 days or less) (for example, through Airbnb, VRBO, or similar operators), you are required to notify the health department, register the property (at no cost), and have a Certificate of Fitness inspection completed. Short-term rentals are inspected annually (not every three years) or upon a change of owner of the property. They are not required to be inspected upon a change of tenant, nor are they exempt if they are in a two- or three-family owner-occupied building. Failure to register and have the Certificate of Fitness inspection completed will result in a \$50 per day fine until the unit is brought into compliance with the code. Registration forms and more information is available at [www.salem.com/rentals](http://www.salem.com/rentals).

## Rigid Plastics Recycling

Caraustar Corp. at 53 Jefferson Avenue in Salem (formerly North Shore Recycled Fibers) has notified the City of Salem that it has suspended its bulky, rigid plastic drop-off program due to market conditions. Rigid plastics are hard plastic items that cannot go in the standard curbside recycling cart or bin. Rigid plastics include such products as milk crates, old barrels and recycle bins, children's ride-on toys, deck chairs, large flower pots, etc. Caraustar hopes to resume this program sometime in the future if market conditions improve.



# Bowditch/HMLS Changes



Salem Public Schools Superintendent Margarita Ruiz announced yesterday that she will present a plan to the School Committee that promotes equity and access for all students, recommending the integration of current Nathaniel Bowditch School students to other schools in the district and relocating the Horace Mann Laboratory School to the Willson Street building currently housing the Bowditch.

Superintendent Ruiz recommended the transfer of all students to better integrate schools and raise student achievement levels. Ruiz also noted that the Bowditch School was once a model for dual language instruction, but over the years the school has experienced challenges with staff and leadership

turnover and has become segregated. She further noted that research makes it very clear that segregation has a negative influence on student achievement.

In 2013, in hopes of better serving the district's K-8 students in Sheltered Immersion programs, the prior administration transferred all of the children in these programs to the Bowditch. The plan then was to provide additional resources to the English Language Learners who needed the highest levels of support. Unfortunately, due to leadership turnover, changes in the school model, and the district's own implementation of student assignments, the district's execution of this plan fell short of the original vision. The 2017 MCAS results reveal that the district is not serving the Bowditch students to the standard of excellence the district strives to achieve.

"The School Committee believes that every student in Salem deserve an equal chance at success," said Mayor Kim Driscoll, who chairs the Salem School Committee. "At present, despite best efforts, we are not serving the kids at NBS as well as we are those in other schools in the district. In addition, students at the Horace Mann Lab School have a building that is substandard in comparison to other school buildings in the district. Everyone is working with the goal of improving educational opportunities and outcomes for all students in Salem, and I believe that is at the heart of the Superintendent's recommendation."

Currently the Bowditch serves 358 students in K-8, who would be integrated into new schools for the next school year. The Collins Middle School would welcome rising students in grades 5, 6, and 7. For students in grades K-4, the district would take advantage of under-enrolled grades at other schools to open the doors to Bowditch students. The Superintendent noted that new classrooms and teachers would be added at the Witchcraft Heights, Horace Mann, Bates Elementary Schools and at the Collins Middle School. Class sizes at all schools would remain within the Salem Teachers' Union contractual limit.

"Through our strategic planning process, we made a promise to ourselves, our community and most importantly our students, to provide equity and access to all," said Superintendent Ruiz. "We have an obligation to eliminate any and all barriers to educational achievement and promote policies and practices that are fair and just and make learning opportunities fully accessible to all."

The district intends to reuse the building for the Horace Mann Laboratory School, currently located on SSU's North Campus, to the Willson Street building. Built in 2001 to house 640 students, the Willson Street building is part of the Salem High School campus. The 99,500 square foot building includes a cafeteria, gymnasium, science labs, library, bandroom, 31 classrooms and parking for 79 cars. By relocating the Horace Mann to Willson Street, the district will be able to provide a cohesive, single site building program, that will improve the physical working environment for teachers, and provide safer transition areas for walkers, bus riders and parent drop-off and pick up.





# FYI SALEM

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## From the Mayor's Desk



Thanks for reading the latest issue of FYI Salem. Be sure to sign up for updates and news from the City of Salem by subscribing at [www.salem.com/subscribe](http://www.salem.com/subscribe).

On the latest episode of the FYI Salem podcast I chat with Superintendent of Salem Public Schools Margarita Ruiz. We had an informative conversation about her recent recommendation to the Salem School Committee to dissolve the Nathaniel Bowditch School and relocate the Horace Mann Laboratory School to the building on Willson Street. You can find the podcast at <http://www.salem.com/mayors-office/pages/fyi-salem-podcast>

or search for it on iTunes or your preferred podcast app.

If you are interested in sharing your thoughts and feedback about this recommendation, or to ask a question about it, you can reach the Superintendent at [superintendent@salemk12.org](mailto:superintendent@salemk12.org) or attend the open public hearing that will be held in the School Committee chambers at the Collins Middle School on Monday, February 12th at 6:30 p.m.

In this issue of FYI Salem you'll find information about two new public information efforts the City is taking to help better inform and notify the public about critical City updates. The first is the placement of a widget on our website that shows you the latest CodeRED emergency notifications—you can read or listen to them again, see what parts of the City received the alert, and sign up to get notifications if you're not already enrolled. The second update has information about our new offi-

cial City Twitter account—[@CityofSalemMA](https://twitter.com/CityofSalemMA).

Also inside this issue is information about major upcoming historic restoration work and upgrades planned for the Charter Street Cemetery. During this work the cemetery will likely be partially or entirely closed to the public, so be sure to check it out.

Finally, there are details about an upcoming public meeting on our shuttle service feasibility study, as well as a link to a survey where you can share your input on this innovative transportation project. We also have information about the always popular Salem's So Sweet Festival, which takes place this weekend!

As always, thank you for reading FYI Salem and please share this newsletter with your Salem friends, family, and neighbors to help keep everyone informed about what's going on in our great city!

Kim Driscoll  
Mayor, City of Salem

# CodeRED on the Web



If you missed a CodeRED reverse notification from the City of Salem, visit [www.salem.com](http://www.salem.com) and click on the CodeRED logo to read the latest alert messages and to subscribe if you are not already enrolled.

## CodeRED Emergency Alerts



CodeRED is the reverse notification system that the City uses to alert anyone who wishes to sign up to emergencies, planned road closures or traffic issues, utility work, trash and recycling collection delays, snow emergencies, and other critical alerts. You can sign up to receive messages by phone call, text message, or email, and messages are available in both English and Spanish.

# Salem's So Sweet

Salem Main Streets, the Salem Chamber of Commerce, Destination Salem, and local retailers, restaurants, and businesses invite you to the 16<sup>th</sup> annual *Salem's So Sweet* Chocolate & Ice Sculpture Festival. A decadent tradition of delectable chocolate, sparkling ice sculptures, and Valentine's Day shopping, it's Salem's sweetest event of the year!



Chocolate & Wine Tasting Kick-off Event – Feb. 9, 6:30 pm, Colonial Hall at Rockafellas. This luscious tasting event features wine and chocolate samplings from premier Salem restaurants, stores, and sweet shops. The event is hosted by Colonial Hall at Rockafellas at 227 Essex Street. Tickets \$30 per person at <http://salemmainstreets.org/festivals/salem-so-sweet/>.

Ice Sculptures around Town – Starting Feb. 10. Last year, 25 beautiful ice sculptures graced downtown Salem. Details about this year's sculptures will be posted at the website above. Be sure to make plans for a special evening stroll on Saturday, Feb. 10, when the sculptures will be illuminated between by Retonica!

Golden Ticket & Additional Events – Feb. 10-11. Many downtown businesses will offer chocolate samplings and sweet discounts around downtown Salem all weekend in celebration of Valentine's Day. Check to see who is participating in the "Golden Ticket" – make a full-price purchase at one participating downtown business and get 10% off your purchase at the next participating business! Offer is good Feb. 10-11 only, some restrictions may apply. In addition, many of Salem restaurants and retailers will be offering their own luscious chocolate and love-inspired specials and events.

# Charter Street Cemetery



The City of Salem will begin landscape restoration at the Charter Street Cemetery, Salem's oldest burial ground, this spring. This project is funded in part with a grant from the Massachusetts Cultural Council and matched by a Community Preservation Act grant and Capital Improvement Project funds. In advance of the restoration work, City staff, the project landscape architect, Martha Lyon of Martha Lyon Landscape Architecture LLC, and a representative from the Massachusetts Historical Commission met to review the state requirements for historic burial ground restorations.

The planned landscape restoration at the cemetery includes some site disturbance and the City will therefore hire an archaeologist to prepare an avoidance and protection plan and to conduct limited locational archaeological field work where the plan proposes restoration of existing pathways, installation of lighting, and new plantings. This archaeological field work needs to occur prior to any restoration work in the cemetery. The City will issue a Request for Proposals for qualified archaeologists on January 31 and expects to bid the restoration project out to a qualified general contractor in the spring.

Due to both the archaeological work and the restoration project the City anticipates that the site will have limited public access or be closed in its entirety for a significant portion of the year, particularly from March through November, including the October season. The City will work with Destination Salem and associated businesses to communicate with the public about status of the project and any anticipated closures. The City plans to identify alternative gathering locations outside of the cemetery that will still allow tour groups and the general public to see into the site as work is occurring, to the greatest extent feasible.

Updates will be shared throughout the project on [www.buildingsalem.com](http://www.buildingsalem.com), the Building-Salem social media accounts, and for major updates, City News and Announcements at [www.salem.com](http://www.salem.com).

## City Twitter Account

The City has launched an official Twitter account, @CityofSalemMA, which can also be read by individuals without Twitter accounts by visiting [www.twitter.com/CityofSalemMA](http://www.twitter.com/CityofSalemMA). The account will distribute City news, public notices, and information.

"Social media is another tool available to us in our ongoing efforts to share public information about all that is happening in our city," said Mayor Kim Driscoll. "I encourage residents to also sign up to receive City News & Announcements, CodeRED reverse notifications, and other updates by visiting [www.salem.com/subscribe](http://www.salem.com/subscribe)."



# Shuttle Meeting

## Salem Shuttle Study

We know it can be tough getting around Salem. Help the City explore a possible shuttle system by attending a community discussion on:

**Monday, February 12, 2018**

**6:30 - 8:00pm**

**At the City Hall Annex, Room 314  
120 Washington St., Salem, MA**

The City and its consultant, TransAction, are seeking input on your **experiences**, *challenges* and **ideas** about the transportation services in Salem.

For more information, contact the City of Salem Department of Planning and Community Development at (978) 619-5685 or [achiancola@salem.com](mailto:achiancola@salem.com)



**TUFTS**  
Health Plan  
FOUNDATION



**TransAction**  
Associates



# FYI SALEM

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## From the Mayor's Desk



Thanks for reading FYI Salem! Be sure to sign up for updates and news from the City of Salem by subscribing at [www.salem.com/subscribe](http://www.salem.com/subscribe).

In this issue you can read more about the retirement of our long-serving Fire Chief David Cody. Chief Cody has been part of the Salem Fire Department for the last 35 years, the last 14 years as Chief, and we will certainly miss his leadership when he retires on March 31. We'll start the search process for the next chief in the coming weeks, but for now I hope every Salem resident will join me in wishing Chief Cody nothing but the best in his well-earned retirement!

Also in this issue we have details about two upcoming events organized by Salem Recycles. The first is their annual book swap event on March 17 and the second is the next household hazardous waste disposal day on March 24.

The *Imagine Salem* community visioning initiative is out with their progress report. *Imagine Salem* is a broad effort to envision what we would like Salem to look like in 2026, on the City's 400th birthday. Read more inside and at [www.imaginesalem.org](http://www.imaginesalem.org). This work is still ongoing, so please submit your feedback and ideas to [imaginesalem@salem.com](mailto:imaginesalem@salem.com).

We also have a link and update on the Salem For All Ages initiative, a multi-year effort to help make Salem even more age-friendly. 2017 marked the first year of the initiative and we just filed our Year 1 report with AARP. Read more inside to find a link to the report with more details about what we accomplished in 2017 and

what's next on the task force's agenda for 2018.

Also check inside for details about our first Performer Series planned for this summer on Artists Row and Derby Square, and how you can apply to be part of it through our Public Art Commission.

We have an upcoming public meeting to gather community feedback and input as the City and our Bicycling Advisory Committee work on an update to our Bicycling Master Plan. There's also a link so you can submit your comments electronically, if you can't make the meeting.

As always, thank you for reading FYI Salem and please share this newsletter with your Salem friends, family, and neighbors to help keep everyone informed about what's going on in our great city!

Kim Driscoll  
Mayor  
City of Salem



## Fire Chief Retiring

Salem Fire Chief David Cody, who first joined the department as a firefighter in 1983, will retire on March 31. Chief Cody rose through the ranks of the department, serving as Lieutenant from 1993 until his appointment to Captain in 2000. In 2004, he was elevated to the position of Chief. His tenure as Chief brought many significant accomplishments and achievements for the department. Under his leadership, the department rebuilt its ranks to a full complement of firefighters and replaced or rebuilt several critical pieces of apparatus, including one of two ladder trucks and four pumper

engines. Chief Cody holds a degree in Fire Science and has been an instructor at the Massachusetts Fire Academy.

"I want to congratulate Chief Cody on his well-earned retirement," said Salem Mayor Kim Driscoll. "Thanks to his diligent work, our public safety operations have ensured the safety of our community. The Salem Fire Department is the model of a professional, responsive, and effective fire and emergency services department due to Chief Cody's integrity, expertise, and dedication to Salem and to the men and women of the Salem Fire Department."

"This has been a wonderful career and I would like to thank the Mayor, City Councillors, and the citizens of Salem for the support they have shown over the years to both myself and the department," said Chief Cody.

## Imagine Salem Report

The *Imagine Salem* community visioning initiative has released a progress report outlining the key findings and themes from a year's worth of public workshops, surveys, focus groups, and more. *Imagine Salem* seeks to bring together people, organizations, and businesses from across Salem to have a conversation about what they want the community to look like in 2026, the year that Salem celebrates its 400<sup>th</sup> birthday. The dialogue was framed around housing, jobs, and transportation with themes of equity and inclusiveness woven throughout the topics. The vision statement will serve as a guide for future decisions.

Read the report at [www.imaginesalem.org](http://www.imaginesalem.org) and, to sign up for future updates or send in your comments on the progress report, contact *Imagine Salem* at [imaginesalem@salem.com](mailto:imaginesalem@salem.com).



## Book Swap

SalemRecycles will hold another free book and media swap on Saturday, March 17, 2018 from 10am-1pm at the Senior Center, 5 Broad Street, Salem. Start gathering unwanted books, CDs, DVDs, videos, and cloth bags. Books should be clean, dry, and mildew free. Everything that does not find a new home will be donated or recycled. Materials can be dropped off on March 16, 4-7pm, or bring them with you on Saturday (drop off is from 9am to noon on March 17). Everyone is invited to take books and other materials; no "swap" is required.

# Salem for All Ages: Year 1



Salem was among the first communities in Massachusetts to join the AARP and World Health Organization’s Age-Friendly Network in 2016 and to have a certified age-friendly action plan—*Salem for All Ages*. Earlier this month the City filed its report on the completion of Year 1 of the plan’s implementation by the Salem for All Ages Task Force and Leadership Council. The plan also outlined the priority areas of focus and goals for 2018, Year 2 of this important initiative. The Year 1 Report, as well as the action plan itself, can all be found online at [www.salem.com/council-aging/pages/salem-all-ages](http://www.salem.com/council-aging/pages/salem-all-ages).

## Household Hazardous Waste Day

Since July 2009 the Cities of Salem and Beverly have partnered to offer each City’s residents the opportunity to participate in both a fall and spring hazardous waste program. The next such household hazardous waste day will take place at Beverly High School, March 24, from 8:00 a.m to noon. Residents from both communities can drop off hazardous materials with a payment of \$20.



Residents can drop off general hazardous waste materials such as light bulbs, automotive oil, pesticides, oil-based paint, motor oil and car batteries, rechargeable batteries, propane tanks, tires and aerosol cans. A driver’s license is required to prove residency. No e-waste will be collected on March 24 at Beverly High School. Please note that this household hazardous waste collection day had previously been scheduled and announced for April 24. It will no longer take place on April 24 and, instead, take place on March 24. Additional information on waste collection can be found at <https://www.salem.com/recycling-and-trash>.



## Call for Performers

Mayor Kimberley Driscoll and the Salem Public Art Commission announce the Performer Series for Summer of 2018 in Artists’ Row and Derby Square, located in historic downtown Salem. This area at the heart of the City was originally built as a marketplace and continues to

this day to be an important public plaza and pedestrian way.

Artists’ Row is a seasonal program (April –November) that provides four maker/gallery spaces for artisans interested in building their audience through daily engagement with residents and visitors. Adjacent to Artists’ Row is Derby Square, a multi-use public plaza used for seasonal performances, such as the Jazz and Soul Festival, as well as Farmers’, Flea, and Craft markets, and a gathering space for a variety of special events.

The Performer Series seeks to activate Artists’ Row and Derby Square by engaging the community in ways that delight, inspire, and innovate. The space gives artists the opportunity to premiere new work, create work that is site specific, or present traditional work in a non-traditional setting. This being a pilot program we are excited to hear how you want to transform the space and interact with the community. We are open to (but not limited to): mixed media experiences, outdoor theatre performances, immersive theatre performances, dance and movement performances, light installations, projections and interactive light displays, sound installations or live sound experiences, games of all kinds, live music, and installation arts that can be manipulated by the community.

For information please contact: Deborah Greel, [dgreel@salem.com](mailto:dgreel@salem.com). To download guidelines and how to apply: <http://www.salem.com/public-art-commission>

# Bicycling Meeting

The Salem Bicycling Advisory Committee  
invites you to attend the:

## Bike Master Plan Open House

**Tuesday, February 27, 2018**

**6:30 - 8:00pm**

**At the City Hall Annex, Room 313  
120 Washington St.**

Please join the Bicycling Advisory Committee to view a brief presentation and participate in interactive activities to help the City identify and prioritize ways to enhance biking in Salem. Spanish translation services will be provided.



You can also provide input online at  
<http://bit.ly/bikesalem>

For more information, contact the City of Salem  
Department of Planning and Community Development at  
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# FYI SALEM

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## From the Mayor's Desk



Thanks for reading FYI Salem! Be sure to sign up for updates and news from the City of Salem by subscribing at [www.salem.com/subscribe](http://www.salem.com/subscribe).

March has been a tough month for us with storms and snow, so thank you for your patience as we've had to dig out a few times! Please remember that during a snow emergency, vehicles should be removed from all streets so plows can do their work. Plows usually clear at least one lane on each roadway, for public safety and emergency vehicle access, before returning to wide the plowing to the curbs. When a snow emergency ends, if you are parked in a school

lot or at the COA lot, you should move your car right away to avoid being towed. We need to clear those lots to get them ready for use. Finally, please help shovel your sidewalk, nearby crosswalk curb cuts and corners, fire hydrants, and catch basins. Property owners have six hours after the snow emergency ends to shovel adjacent sidewalks, or they may be ticketed.

To report a snow issue to the City, including plowing issues or an unshoveled sidewalk, send an email to [snow@salem.com](mailto:snow@salem.com). If you're reporting a sidewalk issue, provide a precise street address so the inspectors can follow up promptly. We don't advise using SeeClickFix for snow-related issues because that tool is only monitored during regular business hours. The [snow@salem.com](mailto:snow@salem.com) email goes directly to the team responding to the snow matter at hand and is the most timely way to report a problem.

Finally, in response to the major flooding following the March 2-3 storm, we are updating an assessment of City seawalls in order to develop a repair and reconstruction schedule. In January, the City received a \$1.2 million grant to upgrade the Forest River Park seawall, which will help. Unfortunately, though, we have significant needs at several other seawalls, as well, and the total costs will be substantial. We're hopeful our state and federal partners will be able to assist us in carrying out this critically important public safety and coastal resiliency work, and are coordinating with them as these efforts move forward.

As always, thank you for reading FYI Salem and please share this newsletter with your Salem friends, family, and neighbors to help keep everyone informed about what's going on in our great city!

Kim Driscoll  
Mayor  
City of Salem

# Bike Share Season 2



The City of Salem relaunched the Salem-Zagster Bike Share on March 1<sup>st</sup> for its second year. The “on-demand” bike share provides Salem residents, workers, and visitors with an affordable and healthy way to get around the city. Last year, the bike share saw 2,480 total rides from 1,153 different riders.

“This initiative is a considerable step forward in encouraging mode shift in local transportation and in providing an easily accessible and well managed bicycle riding option that connects multiple points throughout our city,” said Mayor Kim Driscoll. “Bike sharing can provide a critical ‘last mile’ connection for transit users and align directly with our ongoing commitment to increase bicycle-friendly infrastructure citywide. Not only does it encourage residents, commuters, and visitors to get out of their cars and onto bikes, but it is reflective of our nationally-recognized complete streets policy.”

The Salem Bike Share has 50 bikes at ten Zagster stations throughout the city: the MBTA station, Federal St, Front St, Hawthorne Blvd, Salem Willows, Salem Ferry terminal, Congress St, Appleton St, at the Salem Bike Path by SSU’s Central Campus, and in front of the SSU Bates Complex on South Campus.

Bikes are accessible at any station via the Zagster Mobile App – available for iPhone and Android – or online at [Zagster.com/Salem](http://Zagster.com/Salem). Use the app to unlock a bike at a station, enjoy your ride, and, when you are ready to end your trip, bring the bike back to any Zagster station and end the ride with the app. The Salem-Zagster webpage also includes instructions for unlocking a bike via SMS text messaging. Zagster bikes have a built-in bike lock which allows users to ride the bike as long as they want and stop wherever they want along the way. The City plans to announce new system features throughout the year to increase convenience and flexibility. As rider safety is a priority, every bike includes automatic lights, a bell, and full reflectors. Riders must be 18 years or older. Please obey traffic laws, wear a helmet, and be a safe rider.

## 289 Derby Street Park

The creation of the new waterfront park at 289 Derby Street consists of the following site work: installation of new paving, granite walls, wall mounted benches, a pergola with porch-style swings, lighting, musical instruments, lawns, plantings, and trees. The Harborwalk will also be extended along the South River with paving, lighting, and a guardrail, and will allow access to a small future dock.



Start of construction is weather dependent but is expected to start by the end of March. It is estimated that work will be completed in September, weather permitting. Parking in the lot will be prohibited after March 26 so the contractor can mobilize and begin work. Long term parking in the area is available at the South Harbor garage at 10 Congress Street.

The project is funded by the Massachusetts Executive Office of Energy & Environmental Affairs, Salem Community Preservation Committee, and the City of Salem.

# 2018 Resident Survey



Mayor Kim Driscoll today announced the ninth annual Salem Residents Survey is now online. The survey is available by clicking the “Salem Residents Survey” button at [www.salem.com/mayors-office](http://www.salem.com/mayors-office). A Spanish language of the survey is also available at [www.salem.com/mayors-office](http://www.salem.com/mayors-office). The 2018 residents’ survey will be online until Friday, April 6.

All Salem residents are encouraged to visit the online survey and share their opinions on a range of issues facing the City of Salem and their view of City services.

“The 2018 survey marks the ninth year this data has been collected,” said Mayor Driscoll. “Hearing directly from residents allows us to improve service delivery and focus our public resources on those issues that are of most concern to the people of Salem. Having a number of years’ worth of data now also enables us to take a closer look at trends and changes that are taking place in our community.”

The final data is compiled and included in the Mayor’s annual budget, issued in May. The information provides feedback into resident priorities and goals, as well as important performance and outcome measures. These have, in the past, contributed to the City of Salem being one of just a handful of Massachusetts communities to be awarded both a Certificate of Excellence and a Distinguished Budget Award from the Government Finance Officers Association.

## City Hall Annex Move

The new City Hall Annex office at 98 Washington Street is nearly complete. Effective Tuesday, April 17, all City departments located at 120 Washington Street will be relocated to the new office space across the street from City Hall. The new Annex includes state-of-the-art, fully accessible public meeting rooms at street level. Open concept floor plans and shared work spaces will continue to encourage collaboration and communication between departments and staff. Following the move, all public board and committee meetings that had previously regularly taken place at 120 Washington Street will instead take place at 98 Washington Street. All City departments located at 120 Washington Street will be located at 98 Washington Street; phone numbers for these departments will remain the same, however.



## Bike Master Plan Comments



The City of Salem seeks your help to improve bicycling in Salem. Since December, users have posted hundreds of comments through Salem’s Bike Master Plan Wikimap. This online tool allows users to mark routes and points on a map to comment on current and potential bike infrastructure improvements. Users have until Friday, March 16 to utilize this tool, available online at:

English: <http://bit.ly/bikesalem>

Spanish: [http://wikimapping.net/wikimap/Salem\\_ESP.html](http://wikimapping.net/wikimap/Salem_ESP.html)

Based on public input, data, and analysis, the Bicycle Master Plan Update will identify and prioritize programs, policies, and infrastructure improvements to help make bicycling in Salem a safe, healthy, and convenient transportation option.

# Book Swap



SalemRecycles will hold another free book and media swap on Saturday, March 17th from 10am to 1pm at the Senior Center, 5 Broad Street, Salem. Start gathering your unwanted books, CDs, DVDs, videos, and cloth bags. Books should be clean, dry, and mildew free. Everything that does not find a new home will be donated or recycled. Materials can be dropped off on March 16th, 4pm-7pm, or bring them with you on Saturday (drop off is from 9am to noon on March 17th). Everyone is invited to take books and other

materials; no “swap” is required.

## Household Hazardous Waste

Since July 2009 the Cities of Salem and Beverly have partnered to offer each City’s residents the opportunity to participate in both a fall and spring hazardous waste program. The next such household hazardous waste day will take place at Beverly High School, March 24, from 8:00 a.m to noon. Residents from both communities can drop off hazardous materials with a payment of \$20.



Residents can drop off general hazardous waste materials such as light bulbs, automotive oil, pesticides, oil-based paint, motor oil and car batteries, rechargeable batteries, propane tanks, tires and aerosol cans. A driver’s license is required to prove residency. No e-waste will be collected on March 24 at Beverly High School.

Please note that this household hazardous waste collection day had previously been scheduled and announced for April 24. It will no longer take place on April 24 and, instead, take place on March 24. Additional information on waste collection can be found at <https://www.salem.com/recycling-and-trash>.

## Park & Rec Jobs



Salem’s Park, Recreation, and Community Services Department is seeking applicants for a wide variety of seasonal summer positions for various programs, parks, and events. Job opportunities include site coordinators and playground instructors for the Forest River Adventures program and Furlong and Mary Jane Lee parks, youth leadership instructor, and summer basketball coordinator.



Full job descriptions, as well as a job application form, can be found at <https://www.salem.com/recreation/news/seasonal-employment-opportunities>. For more information, call the department at 978-744-0924.



# FYI SALEM

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## From the Mayor's Desk



Thanks for reading FYI Salem! Be sure to sign up for updates and news from the City of Salem by subscribing at [www.salem.com/subscribe](http://www.salem.com/subscribe).

We have a lot of information in this issue, so please feel free to share it with friends or neighbors. If they want to get the newsletter by email, they can fill out the form at [www.salem.com/subscribe](http://www.salem.com/subscribe).

In this issue we share details about the recently completed city-wide tree assessment. This grant-funded effort inventoried and cataloged the location and condition of all City-owned street trees. The report will be essential to

thoughtfully planning and budgeting for future tree work.

We have two important surveys going on now. The first is our ninth annual Resident Survey, which is online until April 6. The second is seeking public input about programs and events we could host in the soon-to-open Mayor Jean Levesque Community Life Center. Links to both surveys are available in this issue of the newsletter.

We have updates about the upcoming Salem Mural Slam on Artists Row, which takes place during the Arts Festival. We're looking for visual artists to sign up to participate in the Slam.

We're also looking for Salem youth interested in signing up to participate in our 42nd annual Student Government Day. More details about that are inside.

Details are also inside about the next quarterly electronics waste, or e-waste, collection day. Salem residents with ID can

drop off electronics for recycling on Saturday morning in front of the Bowditch School. Note that there is a fee for some types of items, so check the details.

Finally, we're preparing for a big move: all the City departments currently located at 120 Washington Street will be moving to 98 Washington Street as of April 17. While all department phone numbers will remain the same, update your contact information for the new address. Also, any board or committee meetings that used to take place at 120 Washington Street on the third floor will instead take place in the new first floor public meeting rooms at 98 Washington Street starting on April 17.

As always, thank you for reading FYI Salem and please share this newsletter with your Salem friends, family, and neighbors to help keep everyone informed about what's going on in our great city!

Kim Driscoll  
Mayor  
City of Salem

# City-Wide Tree Assessment



The City of Salem and its consulting engineering, New England Civil Engineering (NECE), have completed a year-long inventory of all 4,812 street tree and tree locations on the 98 miles of City streets in Salem. This work was made possible by a grant from the Massachusetts Department of Conservation and Recreation's Urban and community Forestry Challenge Grant program and comes a year after completion of an initial inventory of street trees on the city's major entrance corridors. Both the corridor inventory and the now complete city-wide inventory can be found at [www.salem.com/trees](http://www.salem.com/trees).

For the inventory, NECE GPS-located all street trees and street tree pits, identifying that a total of 4,435 (or 92%) of tree pits had a tree and 377 (or 8%) had stumps or were empty. They then cataloged the condition of all 4,435 existing trees and recommended maintenance for each based on those conditions. The collected data will be utilized by the City to budget and plan for maintenance of existing trees and stump removals, and also prioritize and budget for future tree plantings. The City hopes to expand the data in the future by including an inventory of additional City trees at parks, cemeteries, schools, and other public spaces.

"Having this data is enormously helpful in allowing us to proceed with our tree planning and maintenance work in a strategic, pro-active, and thoughtful manner," said Mayor Kim Driscoll. "I'm grateful to the City staff, consultants, and volunteers, including the LORAX Task Force, who all worked to make this comprehensive study possible. I also want to thank the Baker administration and DCR for making these funds available, and Barbara Warren and Salem Sound Coastwatch for their guidance and support throughout the inventory process. Salem has been a designated 'Tree City USA' by the Arbor Day Foundation since 2001 and we place a high priority on maintaining and managing our public trees, both for quality of life and for environmental and health reasons. This fiscal year we've allocated close to \$150,000 to plant around 300 new trees in every neighborhood across our community. I'm proud of the work that has been done and looking forward to accomplishing even more thanks to the completion of this important inventory."

## Salem Mural Slam

The City of Salem is seeking artists to participate in the 2018 Mural Slam, a public art project to take place during the Salem Arts Festival, June 2-4, 2018. Deadline for applications is May 7. Selected artists will be painting onsite for two days during the festival. The site for the Slam is a series of brick walls at Artists' Row located in historic downtown Salem, across from Old Town Hall and Derby Square. This area at the heart of the City was originally built as a market place and continues to be an important public plaza and pedestrian way.



In the interest of enhancing the visual experience for residents and visitors in this great walking city, the City of Salem is inviting artists to help transform these spaces that are part of the Salem Public Art Initiative and the murals will provide an entertaining and stimulating experience to those that live in and visit Salem.

To download an application and guidelines: <http://www.salem.com/public-art-commission>



# 2018 Resident Survey

The ninth annual Salem Residents Survey is now online and available by clicking the “Salem Residents Survey” button at [www.salem.com/mayors-office](http://www.salem.com/mayors-office). A Spanish language of the survey is also available at [www.salem.com/mayors-office](http://www.salem.com/mayors-office). The 2018 residents’ survey will be online until Friday, April 6. All Salem residents are encouraged to visit the online survey and share their opinions on a range of issues facing the City of Salem and their view of City services.

The final data is compiled and included in the Mayor’s annual budget, issued in May. The information provides feedback into resident priorities and goals, as well as important performance and outcome measures. These have, in the past, contributed to the City of Salem being one of just a handful of Massachusetts communities to be awarded both a Certificate of Excellence and a Distinguished Budget Award from the Government Finance Officers Association.

## City Hall Annex Move

The new City Hall Annex office at 98 Washington Street is nearly complete. Effective Tuesday, April 17, all City departments located at 120 Washington Street will be relocated to the new office space across the street from City Hall. The new Annex includes state-of-the-art, fully accessible public meeting rooms at street level. Open concept floor plans and shared work spaces will continue to encourage collaboration and communication between departments and staff. Following the move, all public board and committee meetings that had previously regularly taken place at 120 Washington Street will instead take place at 98 Washington Street. All City departments located at 120 Washington Street will be located at 98 Washington Street; phone numbers for these departments will remain the same, however. 98 Washington Street will open to the public at noon on April 17.



## Student Government

The Salem Youth Commission invites Salem students ages 15-21 (or grades 10-12) to participate in the 42nd annual Student Government Day on April 12, 2018. Student Government Day allows students to learn directly about the community by assuming the roles and responsibilities of officials in government, education, the media, and other community partners. By participation in this program, students can gain a better understanding of and develop an interest in different career opportunities in Salem.

This is the 2<sup>nd</sup> year that Student Government Day is being organized by the Salem Youth Commission and it is once again scheduled for a full day, Thursday, April 12, 2018. This day includes an opportunity to shadow a community member in a field of their choice, lunch, and concludes with a mock City Council meeting and debate.

Salem youth interested in signing up for Student Government Day should complete the form available here: <https://form.jotform.com/70654244768161> before Friday April 6. For more information or if you have questions, you can contact the Youth Commission at 978-619-5601 or [SalemYC@salem.com](mailto:SalemYC@salem.com). You can find more information about the Salem Youth Commission at <https://www.salem.com/salem-youth-commission> and about Student Government Day at <https://www.facebook.com/events/398783313919527/>.

# E-Waste Collection Day



Salem residents with proof of residency can participate in the next electronic waste recycling collection event on Saturday, March 31. These events take place throughout the year on the last Saturday of March, June, September and December, from 8:00 a.m. until noon.

This collection is typically held in the Salem High School lower parking lot, however on March 31, 2018 it will be held directly in front of the Bowditch School, which is also on Willson Street. Residents should enter as if they were going to Salem High School, then take the first left in the parking lot and proceed to the Bowditch School area.

E-waste items include iPods, batteries, battery back-up units, stereo equipment, car audio equipment, cell phones, digital cameras, gaming equipment, flash drives, flat screen TVs and computers, power cords, etc. for future recycling. All personally identifiable information will be destroyed through this recycling program. RMG Enterprises will responsibly recycle all parts.

Almost anything with a plug can be recycled; most items are free. There is a \$20 fee for certain items such as televisions, computer monitors, and large appliances.

Collection of e-waste not only reduces the amount of materials to be incinerated, it recycles many valuable materials, such as copper, and eliminates the health and environmental risks created when these items are broken apart and the toxic chemicals inside are released.

Free white goods pick-up for washers, dryers, water heaters, etc. can be arranged by contacting Waste Management at 1-800-972-4545.

As always, Waste Management will collect curbside up to two bulk items on your regular recycling week; you must call Waste Management at least 48 hours prior to your collection day at 1-800-972-4545 and follow the prompts for residential pick up.

## CLC Survey

As Salem's Department of Park, Recreation, and Community services prepares to move into the new Mayor Jean A. Levesque Community Life Center on Bridge Street later this year, it is taking this opportunity to plan for developing new programs and events for the public.



To that end, Salem residents are invited to complete a brief survey to provide their feedback to the department about what you would like to see offered at the new Community Life Center. The survey will be online at <https://www.surveymonkey.com/r/SalemCLC> through May 8.

## **GLOSSARY OF TERMS**

**Abatement** - A complete or partial cancellation of a tax levy imposed by a governmental unit and administered by the local board of assessors.

**Accounting Period** - A period at the end of which, and for which, financial statements are prepared. Also known as a fiscal period.

**Accounting System** - A system of financial record keeping that records, classifies and reports information on the financial status and operation of an organization.

**Accrual** - a method of accounting that recognizes income when earned and expenses when incurred regardless of when cash is received or disbursed.

**Activity** - A specific and distinguishable line of work performed by one or more organization components of a governmental unit for the purpose of accomplishing a function for which the governmental unit is responsible.

**Adopted Budget** - The resulting budget that has been approved by the City Council.

**Allocation** - The distribution of available monies, personnel, buildings, and equipment among various City departments, divisions or cost centers.

**Annual Budget** - An estimate of expenditures for specific purposes during the fiscal year (July 1-June 30) and the proposed means (estimated revenues) for financing those activities.

**Appropriation** - An authorization granted by the City Council to incur liabilities for purposes specified in the appropriation act.

**Arbitrage** - Investing funds borrowed at a lower interest cost in investments providing a higher rate of return.

**Assessed Valuation** - A valuation set upon real or personal property by the local board of assessors as a basis for levying taxes.

**Audit** - An examination of documents, records, reports, system of internal control, accounting and financial procedures to

ensure that financial records are fairly presented and in compliance with all legal requirements for handling of public funds, including state and federal laws and the City charter.

**Balanced Budget** - A budget in which receipts are greater than (or equal to) expenditures. A requirement for all Massachusetts cities and towns.

**Bond Anticipation Notes (BAN)** - Notes issued in anticipation of later issuance of bonds, usually payable from the proceeds of the sale of the bonds or renewal notes.

**Budget** - A plan of financial operation embodying an estimate of proposed expenditures for a given time period and the proposed means of financing them. The term usually indicates a financial plan for a single fiscal year.

**Budget Calendar** - A schedule of certain steps to be followed in the budgeting process and the dates by which each step must be complete.

**Budget Document** - The instrument used by the Mayor to present a comprehensive financial program to the appropriating body.

**Budget Message** - A general discussion of the submitted budget presented in writing by the Mayor to the legislative body as part of the budget document.

**Capital Budget** - A plan of proposed outlays for acquiring long-term assets and the means of financing those acquisitions during the current fiscal period.

**Capital Improvement Program (CIP)** - A plan for capital expenditure to be incurred each year over a fixed period of years to meet capital needs arising from the long term work program. It sets forth each project and specifies the full resources estimated to be available to finance the projected expenditures.

**Charges for Service** - (Also called User Charges or Fees) the charges levied on the users of particular goods or services provided by local government requiring individuals to pay for the private benefits they receive. Such charges reduce the reliance on property tax funding.

**Cherry Sheet** - A form showing all state and county charges and reimbursements to the City as certified by the state director of accounts. Years ago this document was printed on cherry colored paper, hence the name. A copy of this manual can be found at the following on-line address: <http://www.mass.gov/dor/local-officials/municipal-databank-and-local-aid-unit/cherry-sheet-reports.html>.

**Community Benefits Agreement (CBA) or Community Host Agreement (CHA).** Typically a contract signed by a developer/business/group and a municipality that requires the business/developer/group to provide specific amenities and/or mitigations to the local community or neighborhood.

**Community Preservation Act (CPA).** The CPA allows communities to create a local Community Preservation Fund to raise money through a surcharge of up to 3% of the real estate tax levy on real property for open space protections, historic preservation and the provision of affordable housing. The act also creates a significant state matching fund, which serves as an incentive to communities to pass the CPA.

**Cost Center.** The lowest hierarchical level of allocating monies. Often referred to as a program, project or operation.

**Debt Limits.** The general debt limit of a City consists of normal debt limit, which is 2 ½ percent of the valuation of taxable property and a double debt limit which is 5 % of that valuation. Cities and towns may authorize debt up to the normal limit without state approval. It should be noted that there are certain categories of debt which are exempt from these limits.

**Debt Service** - Payment of interest and repayment of principal to holders of a government's debt instruments.

**Deficit or Budget Deficit** - The excess of budget expenditures over receipts. City and State laws require a balance budget.

**Department** - A principal, functional and administrative entity created by statute and the Mayor to carry out specified public services.

**Encumbrance** - An account used to record the estimated amount of purchase orders, contract, or salary commitments chargeable to an appropriation. The account is credited when goods or services are received and the actual expenditure of the appropriation is known.

**Enterprise Fund** - A fund established to account for operations that are financed and operated in a manner similar to private business enterprises. The intent is that the full costs of providing the goods or services be financed primarily through charges and fees thus removing the expenses from the tax rate. Governmentally owned utilities and hospitals are ordinarily accounted for by enterprise funds.

**Equalized Value (EQV)** – The commissioner or Revenue, in accordance with MGL CH. 58 Section 10C, is charged with the responsibility of biannually determining an equalized valuation for each city and town in the Commonwealth. EQVs present an estimate of fair cash value of all taxable property in each city and town as of January 1 of each year (MGL CH. 58,

Sections 9 & 10C). The EQV is a measure of the relative property wealth in each municipality. Its purpose is to allow for comparisons of municipal property values at one point in time, adjusting for differences in local assessing practices and revaluation schedules. EQVs have historically been used as a variable in the allocation of certain state aid distributions, the calculation of various state and county assessments to municipalities, and the determination of municipal debt limits. EQVs are used in some distribution formulas so that communities with lower property values receive proportionately more aid than those with higher property values. In some assessment formulas they are used so that those with lower property values assume proportionately less of the cost than communities with higher property values. The local aid receipt programs using EQV are: Public Libraries, Chapter 70, and School Construction Aid. The assessments using EQV are: Boston's Metropolitan Transit Districts, the Count Tax, Mosquito Control Projects and Air Pollution Control Districts. A municipality's annual EQV is the sum of estimated fair market value for each property class plus an estimate of new growth, resulting in values indicative of January 1.

**Exemptions** - A statutory reduction in the assessed valuation of taxable property accorded to certain taxpayers, such as senior citizens, widows, and war veterans.

**Expenditures** - The amount of money, cash or checks, actually paid or obligated for payment from the treasury when liabilities are incurred pursuant to authority given in an appropriation.

**Fiduciary Funds** - contain resources held by a government but belonging to individuals or entities other than the government. A prime example is a trust *fund* for a public employee pension plan. Governmental *funds* account for everything else.

**Financial Accountability** -The obligation of government to justify the raising of public resources and what those resources were expended for.

**Financial Condition** - The probability that a government will meet its financial obligations as they become due and its service obligations to constituencies, both currently and in the future.

**Financing Plan** - The estimate of revenues and their sources that will pay for the service programs outlined in the annual budget.

**Fiscal Period** - Any period at the end of which a governmental unit determines its financial position and the results of its operations.

**Fiscal Year** - The 12-month financial period used by all Massachusetts municipalities this begins July 1st and ends June 30th of the following calendar year. The year is represented by the date on which it ends. Example: July 1, 2006 to June 30,

2007 would be FY 07.

**Fixed Asset** - Assets of a long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

**Full and Fair Market Valuation** - The requirement, by State Law, that all real and personal property be assessed at 100% of market value for taxation purposes. "Proposition 2 ½" laws set the City's tax levy limit at 2 ½ % of the full market (assessed) value of all taxable property.

**Fund** - A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities, and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

**Fund Balance** - The portion of Fund Equity available for appropriation.

**Fund Equity** - The excess of fund assets and resources over fund liabilities. A portion of the equity of a governmental fund may be reserved or designated; the remainder is referred to as Fund Balance.

**General Fund** - A fund used to account for all transactions of a governmental unit that is not accounted for in another fund. The General Fund is used to account for the ordinary operations of a governmental unit that are financed from taxes and other general revenues.

**Government Accounting Standards Board (GASB)** - The Governmental Accounting Standards Board (GASB) was organized in 1984 as an operating entity of the Financial Accounting Foundation (FAF) to establish standards of financial accounting and reporting for state and local governmental entities. Its standards guide the preparation of external financial reports of those entities. The Foundation's Trustees are responsible for selecting the members of the GASB and its Advisory Council, funding their activities and exercising general oversight-with the exception of the GASB resolution of technical issues. The GASB function is important because external financial reporting can demonstrate financial accountability to the public and is the basis for investment, credit and many legislative and regulatory decisions. The mission of the Governmental Accounting Standards Board is to establish and improve standards of state and local governmental accounting and financial reporting that will result in useful information for users of financial reports and guide and educate the public, including issuers, auditors, and users of those financial reports. More information, including all statements, can be found at [www.gasb.org](http://www.gasb.org).

**Government Finance Officers Association (GFOA)**- The Government Finance Officers Association (or GFOA) is a

professional association of approximately 17,500 state, provincial, and local government finance officers in the United States and Canada. GFOA is headquartered in downtown Chicago. More information can be found at [www.gfoa.org](http://www.gfoa.org).

**Governmental Funds** - revenues and expenditures should be recognized on the modified accrual basis. Revenues should be recognized in the accounting period in which they become available and measurable. Expenditures should be recognized in the accounting period in which the fund liability is incurred, if measurable, except for un-matured interest on general long-term debt, which should be recognized when due.

**Grant** - A contribution of assets by one governmental unit to another unit. Typically, these contributions are made to local governments from the state and federal government. The contribution is usually made to aid in the support of a specified function (for example, education), but it is sometimes also for general purposes, or for the acquisition or construction of fixed assets.

**Group Insurance Commission (GIC)** – The group insurance commission was established by the Legislature in 1955 to provide and administer health insurance and other benefits to the Commonwealth of Massachusetts employees and retirees, and their dependents and survivors. The GIC also covers housing and redevelopment authorities' personnel, participating municipalities, and retired municipal employees and teachers in certain governmental units.

**Inter-fund Transactions** - Payments from one administrative budget fund to another or from one trust fund to another, which result in the recording of a receipt and an expenditure.

**Intra-fund Transactions** - Financial transactions between activities within the same fund. An example would be a budget transfer.

**Levy** - The amount of taxes, special assessments, or service charges imposed by a governmental unit.

**Levy Ceiling** - The limit imposed by Proposition 2 ½ that equals 2 ½ % of the total full and fair cash value of all taxable property.

**Levy Limit** - The amount that a municipality may raise in taxes each year which is based on the prior year's limit plus 2 ½ % increase on that amount plus the amount certified by the State that results from "new growth".

**License and Permit Fees** - The charges related to regulatory activities and privileges granted by government in connection with regulations.

**Line-item Budget** - A format of budgeting which organizes costs by object of expenditure such as supplies, equipment, maintenance or salaries.

**MBTA-Massachusetts Bay Transportation Authority** - The Massachusetts Bay Transportation Authority is the state authority responsible for all aspects of transportation throughout the Commonwealth of Massachusetts. An description of the assessment charged to municipalities can be found in the cherry sheet manual located on-line at <http://www.mass.gov/dor/local-officials/municipal-databank-and-local-aid-unit/cherry-sheet-reports.html>.

**MGL-Massachusetts General Law** - The General Laws of the Commonwealth of Massachusetts. These laws can be found at <http://www.mass.gov/legis/>.

**MSBA-Massachusetts School Building Authority** - The MSBA is the state authority that oversees all school building projects and funding. The web site is [www.mass.gov/msba](http://www.mass.gov/msba).

**Major Funds** - There are two types of major governmental funds – General Funds and Enterprise Funds. These funds are voted as part of the annual city budget. The General Fund is the major operating fund of municipal governments, and it accounts for the vast majority of municipal operations. The General Fund is supported by revenues from real estate and personal property taxes, state and federal aid, excise taxes, investment income, fines and forfeitures, and fees and charges. Most of the municipal departments, including the schools, are supported in whole or in part by the General Fund. Enterprise funds are used to account for operations (a) that are financed and operated in a manner similar to private business enterprises – where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided the periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.

**Modified Accrual Basis** - Under the modified accrual basis of accounting, required for use by governmental funds, revenue are recognized in the period in which they become available and measurable, and expenditures are recognized at the time a liability is incurred pursuant to appropriation authority.

**New Growth** – The additional tax revenue generated by new construction, renovations, and other increases in the property tax base during a calendar year.

**Non-expendable Trust Fund** - A fund, the principal, and sometimes also the earnings, of which may not be expended.

**Non-Tax Revenue** All revenue coming from non-tax sources including licenses and permits, intergovernmental revenue, charges for service, fines and forfeits and various other miscellaneous revenue.

**Other Financing Sources (OFS)** – An Operating statement classification, in which financial inflows other than revenues are reported, for example, proceeds of long-term debt and operating transfers-in.

**Other Financing Uses (OFU)** – An Operating statement classification in which financial outflows other than expenditures are reported, for example, operating transfers-out.

**Other Post Employment Benefits (OPEB)** – Other Postemployment Benefits (or OPEB) are benefits (other than pensions) that U.S. state and local governments provide to their retired employees. These benefits principally involve health care benefits, but also may include life insurance, disability, legal and other services.

**Operating Budget** - A budget that applies to all outlays other than capital outlays. See Budget.

**Overlay** The amount raised by the assessors in excess of appropriation and other charges for the purpose of creating a fund to cover abatements and exemptions.

**Overlay Surplus** – Any balance in the overlay account of a given year in excess of the amount remaining to be collected or abated can be transferred into this account. Overlay surplus may be appropriated for any lawful purpose.

**Performance Indicator** - Variables measuring the degree of goal and objective fulfillment achieved by programs.

**Performance Standard** - A statement of the conditions that will exist when a job is well done.

**PILOT – Payment in Lieu of Taxes** - Money received from exempt (non-profit) organizations who are otherwise not obligated to pay property taxes. Federal, state, municipal facilities, hospitals, churches and colleges are examples of tax exempt properties.

**Policy** - A definite course of action adopted after a review of information and directed at the realization of goals.

**Priority** - A value that ranks goals and objectives in order of importance relative to one another.

**Procedure** - A method used in carrying out a policy or plan of action.

**Program** - Collections of work related activities initiated to accomplish a desired end.

**Program Budget** - A budget format which organizes expenditures and revenues around the type of activity or service

provided and specifies the extent or scope of service to be provided, stated whenever possible in precise units of measure.

**Proposition 2 ½** - A law which became effective on December 4, 1980. The two main components of the tax law relating to property taxes are: 1) the tax levy cannot exceed 2 ½ % of the full and fair cash value, and 2) for cities and towns at or below the above limit, the tax levy cannot exceed the maximum tax levy allowed for the prior by more than 2 ½ % (except in cases of property added to the tax rolls and for valuation increases of at least 50% other than as part of a general revaluation).

**Purchase Order** - A document issued to authorize a vendor or vendors to deliver specified merchandise or render a specified service for a stated estimated price. Outstanding purchase orders are called encumbrances.

**Rating Agencies** - This term usually refers to Moody's Investors Service and Standard and Poor's Corporation. These services are the two major agencies which issue credit ratings on municipal bonds.

**Registered Bonds** - Bonds that are registered on the books of the issuer as to ownership; the transfer of ownership must also be recorded on the books of the issuer. Recent changes in federal tax laws mandate that all municipal bonds be registered if their tax exempt status is to be retained.

**Reserves** - An account used to indicate that portion of fund equity which is legally restricted for a specific purpose or not available for appropriation and subsequent spending.

**Reserve for Contingencies** - A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for.

**Retained Earnings** - The accumulated earnings of an Enterprise or Internal Service Fund that have been retained in the fund and are not reserved for any specific purpose.

**Revenue** - Additions to the City's financial assets (such as taxes and grants) other than from interfund transfers and debt issue proceeds.

**Revolving Fund** - A fund established to finance a continuing cycle of operations in which receipts are available for expenditure without further action by the City Council.

**RMV-Registry of Motor Vehicles** - The Registry of Motor Vehicles in Massachusetts is responsible for all aspects of motor vehicles including but not limited to registration, sales tax, and licensing.

**Service Level** - The extent or scope of the City's service to be provided in a given budget year. Whenever possible, service

levels should be stated in precise units of measure.

**Special Revenue Fund (SRF)** - A fund used to account for revenues from specific revenue sources that by law are designed to finance particular functions or activities of government.

**Submitted Budget** - The proposed budget that has been approved by the Mayor and forwarded to the City Council for their approval. The City Council must act upon the submitted budget within prescribed guidelines and limitations according to statute and the City charter.

**Supplemental Appropriations** - Appropriation's requested by the Mayor and approved by the City Council after an initial appropriation to cover expenditures beyond original estimates.

**Tax Anticipation Notes (TAN)** - Notes issued in anticipation of collection of taxes, usually retired only from tax collections, and only from the proceeds of the tax levy whose collection they anticipate.

**Tax Levy** - The amount of taxes, special assessments, or service charges imposed by a governmental unit.

**Tax Rate** - The amount of tax stated in terms of a unit of the tax base. Prior to a 1978 amendment to the Massachusetts Constitution, a single tax rate applied to all of the taxable real and personal property in a City or town. The 1978 amendment allowed the legislature to create three classes of taxable property: 1) residential real property, 2) open space land, and 3) all other (commercial, industrial, and personal property). Within limits, cities and towns are given the option of determining the share of the levy to be borne by the different classes of property. The share borne by residential real property must be at least 65% of the full rate. The share of commercial, industrial, and personal property must not exceed 150% of the full rate. Property may not be classified until the State Department of Revenue has certified that all property has been assessed at its full value.

**Unit Cost** - A term used in cost accounting to denote the cost of producing a unit of product or rendering a unit of service, for example, the cost of treating and purifying a thousand gallons of sewage.

**Valuation (100%)** - Requirement that the assessed valuation must be the same as the market value for all properties.

**Warrant** - An order drawn by a municipal officer directing the treasurer of the municipality to pay a specified amount to the bearer, either after the current or some future date.

**Warrant Payable** - The amount of warrants outstanding and unpaid.