

# *CITY OF SALEM*

*MASSACHUSETTS*

FY 2020 Adopted Operating Budget & Capital Plan 2020 - 2024



**Mayor Kimberley L. Driscoll**

**Laurie Giardella, Finance Director**



## **City of Salem, Massachusetts**

**Fiscal Year 2020**

**Adopted Annual Operating Budget & Capital Plan 2020 - 2024**

**General Fund & Enterprise Funds**

July 1, 2019 to June 30, 2020

**Presented By:**

Mayor Kimberley L. Driscoll



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**Thank you to everyone who sent us pictures to use in this year's budget.**

**On the Cover – Overview of Salem Harbor**

**A special thank you to Patrick Mulligan, Harbormaster's Office for the cover and other photos and to Ty Hapworth of HelloSalem Photography for photo above and throughout the budget.**



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July 1, 2018

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**June 30, 2018**

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## **CITY OF SALEM, MASSACHUSETTS**

Kimberley Driscoll  
Mayor

Office of the Mayor

May 23, 2019

Honorable Salem City Council  
Salem City Hall  
Salem, MA 01970

Ladies and Gentlemen of the Council:

Enclosed please find the proposed FY2020 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 FY2020 budget grand total is \$169,724,752, a change of 4.32% over the FY2019 budget. Fixed costs, such as health insurance, pension and retirement costs, insurance, and state assessments, increased by a little more than \$2.7 million for FY2020 and contributed to about 40% of the budget change from last fiscal year.

Our schools' budget will increase by \$2,243,232, a change of 3.7%, as we continue our commitment to giving our schools and our teachers the resources that 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 \$944,396, or 5.5%, due to increases in assessments for these services and the need for infrastructure maintenance and upgrades. Because of the need to invest in our aging water/sewer infrastructure, we are recommending a small increase in water and sewer rates, amounting to a \$0.15 change in the residential water rate, a \$0.20 change in the commercial water rate, a \$0.20 change in the residential sewer rate, and a \$0.30 change in the commercial sewer rate.

The FY2020 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 standard practice for Salem until I took office in 2006. 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 \$7 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. Five years ago, Salem's bond rating was upgraded by Standard & Poor's to AA, the strongest in our City's history. We have maintained that rating since then and the agency, in their rating report, has 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 has been reduced by more than a third. Our debt payment for FY2020 is down 4%, or \$310,000, from last year. We have been able to accomplish this by leveraging hundreds of millions in grants, as well as PILOT, SILOT, and other tax agreements, 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 finance debt at lower interest rates, saving taxpayers money. Over the last few years 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. Our Sustainability, Energy, and Resiliency Committee has estimated our total annual cost savings from our many energy reduction projects at around \$770,00 annually. Equally important, these projects have reduced the City's carbon emissions by over 3,000 metric tons per year.

In our budgeting practices, the taxpayers of Salem have always been foremost in mind, and FY2020 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. Salem's average tax bill change over the last decade has been well below the average for our region and coupled with the adoption of as many exemptions and abatements as practical, particularly focused on our neediest taxpayers, including lower income residents, seniors, veterans, and those living with disabilities.

We have been able to be respectful of taxpayers, while also investing in critical needs. In the FY2020 budget there is an expanded focus on priority areas identified by the administration, the City Council, and residents. These include a more thoughtful approach to maintenance and capital planning for public facilities, investing in critical infrastructure including parks, sidewalks, roadways, trees, and our water/sewer system, a continued focus on addressing our housing challenges, increasing our coordination and preparation for the local impacts of climate change, as well as funding for transportation alternatives reflective of our new transportation enhancement fund. I am confident that working in collaboration with the City Council and community partners we can accomplish these shared goals.

All of these goals, of course, take 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 continue to see the state fail to fully fund their obligations for charter school reimbursements and an unfair PILOT for the South Essex Sewerage District. Rising health care costs are impacting both the public and private sector, and we continue to face 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 Group Insurance Commission, 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 p.

The FY2020 budget projections reflect realistic and conservative assumptions about new lodging excise tax receipts from the increase in the number of hotel rooms in Salem and the expansion of the excise to cover short-term rentals. We also anticipate increased revenues from the changes approved last year by the City Council relative to parking rates, which had previously been unaltered in almost a decade. Lastly, we do anticipate revenues from cannabis excise taxes; however, both DOR and I caution strongly against overly anticipating these revenues, given Salem – and no municipality in the Commonwealth – has yet seen what a full year of this new industry will truly generate in sales and in excise taxes.

The FY2020 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, create much needed housing, 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. Given the reliable increase in fixed costs to the City, a reflexively anti-growth approach to local government is equivalent to endorsing substantial tax increases on Salem homeowners. It is neither fair nor prudent, and we should avoid allowing such a harmful perspective from directing our approach to policy and budgeting. Salem taxpayers deserve better.

In FY2020 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 precisely that.

Balancing the City's budget 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 and a Distinguished Budget Presentation Award from the GFOA.

The proposed FY2020 budget represents a strong commitment to the people we are 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 vibrant 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 FY2020 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 black ink that reads "Kimberley Driscoll". The signature is written in a cursive, flowing style.

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 2020

Division	Goal &Objective	Source	Priority*	Schedule**	Division or Department	Status
<b>EDUCATION</b>						
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 promote academic, social, emotional, and physical development of each student..., to empower all students to chart a personalized path to success...	Resident Survey	1	Short & Long Term	Executive & School	Ongoing
<b>GENERAL GOVERNMENT</b>						
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.	Resident 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 efforts 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.	Mayor	3	Short & Medium Term	Executive	Ongoing
General Government	Continue City's commitment to Green Communities designation and energy efficiency goals.	Mayor	3	Short & Long Term	Executive	Ongoing

## City of Salem - Long and Short Term Strategic Plan Summary - Fiscal Year 2020

Division	Goal & Objective	Source	Priority*	Schedule**	Division or Department	Status
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 in anticipation for Salem's 400th Anniversary in 2026.	Mayor	2	Short & Long Term	Executive	Ongoing
<b>FINANCE - HUMAN RESOURCES</b>						
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	Re-evaluate existing PILOT/SILOT and other agreements as they expire.	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
<b>PUBLIC SAFETY</b>						
Public Safety	Maintain high level of all public safety services: police and fire.	Resident Survey	1	Short & Long Term	Executive, Police & Fire	Ongoing
Public Safety	Improve traffic and parking enforcement.	Resident 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
<b>ECONOMIC DEVELOPMENT</b>						
Economic Development	Pursue policies and opportunities to add housing to meet demand, stabilize rents and prices, grow the tax base, and address housing insecurity issues.	Mayor	1	Short & Long Term	Executive, Planning & CD	Ongoing
Economic Development	Work with Footprint to ensure the successful redevelopment of the Salem Harbor Station Power Plant site.	Mayor	1	Short & Long Term	Executive	Underway
Economic Development	Continue revitalization of Salem Harbor and the waterfront.	Mayor	1	Planning - Short term, Implementation - medium to long term	Planning & CD	Underway

## City of Salem - Long and Short Term Strategic Plan Summary - Fiscal Year 2020

Division	Goal & Objective	Source	Priority*	Schedule**	Division or Department	Status
Economic Development	Encourage responsible private development and new growth opportunities.	Mayor	1	Short & Long Term	Planning & CD	Ongoing
Economic Development	Continue implementation of the Point Vision and Action Plan.	Mayor	2	Short & Medium Term	Planning & CD	Ongoing
Economic Development	Oversee the preservation and redevelopment of the Superior Court buildings and continued redevelopment of the former Salem District Court.	Mayor	1	Short & Medium Term	Planning and SRA	Underway
Economic Development	Support the growth of new and existing private businesses, including enhance recruitment efforts.	Resident Survey	2	Short & Long Term	Mayor and Planning	Ongoing
<b>PARKS AND RECREATION</b>						
Recreation	Implement the Winter Island Master Plan as part of maintaining and upgrading the City's infrastructure, including parks.	Mayor	1	Long term, Implementation - medium to long term	Planning & Parks	Underway
Recreation	Finalize plans for improvements at Palmer Cove, Salem Willows, Bertram Field, Gallows Hill Park, 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
<b>TRAVEL AND TOURISM</b>						
Cultural	Continue to improve upon management of Haunted Happenings & other community events.	Mayor	1	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	Long Term Implementation - medium to long term	Planning	Ongoing

## City of Salem - Long and Short Term Strategic Plan Summary - Fiscal Year 2020

Division	Goal &Objective	Source	Priority*	Schedule**	Division or Department	Status
<b>PUBLIC SERVICE- ENGINEERING - TRAFFIC AND PARKING</b>						
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 SeeClickFix service request and work order system.	Mayor	1	Short Term	Mayor, DPW, Health, Electrical	Ongoing
Infrastructure & Facilities	Implement disposition and re-use of the former Broad Street, Council on Aging property.	Mayor	1	Short & Long Term	Mayor, Planning & Engineering	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/Resident Survey	1	Short and Long Term	Engineering	Ongoing
Infrastructure & Facilities	Continue to advance Essex Street, Highland Avenue and Boston Street improvement projects and the Boston/Bridge intersection project.	Mayor	1	Short & Long Term	Planning & Engineering	Underway
Infrastructure & Facilities	Improve overall cleanliness of streets, parks and other public areas.	Resident Survey & Mayor	1	Short & Medium Term	Public Works	Ongoing
Infrastructure & Facilities	Implement plan for residential traffic calming program, including Swampscott/First and Norman/Summer roundabouts.	Mayor	1	Short & Long Term	DPW, Traffic, PD, Engineering	Ongoing
Infrastructure & Facilities	Study potential reuse opportunities at 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	1	Medium & Long Term	Mayor, SSU, NSMC	Underway
Infrastructure & Facilities	Continue Implementation of the downtown bike lanes project and infrastructure per the Bicycling Master Plan, while also exploring other alternatives to car use.	Mayor	2	Short & Medium Term	Planning, DPW, Engineering, Traffic	Underway
Infrastructure & Facilities	Continue study of Camp Naumkaeg and Pioneer Village/Fort Lee relocations.	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. A new addition will be completed in 2019 and will bring total gallery space to 100,000 square feet ranking the PEM among the top 20 art museums in the country. 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 17<sup>th</sup> 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 revised legislation in July 2018 to transfer ownership of these two iconic properties to the Salem Redevelopment Authority (SRA). DCAMM is completed a large warm mothballing project in the winter 2018-2019 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 began in summer 2018 after a redesign of the project has been approved by local boards.

When completed in summer 2020, 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: In November 2018, the District Court building was sold to Diamond Sinacori who was developer designated by the Salem Redevelopment Authority. The project is projected to cost approximately \$26 million and will begin construction in spring 2019 with completion expected in fall 2020.

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: Construction on the redevelopment of the building for office space with ground floor retail was completed in early 2018. The City entered into a 20-year lease for the personnel located in other leased premises and moved into the new space in April 2018.

120 Washington Street: Conversion of the office space formerly serving as the City Hall Annex into housing was permitted in 2017 and began construction in 2018. When completed in 2019, there will be 14 residential units as well as office space including space for Workbar, a co-working space.

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 and was completed in June 2017.



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. Construction began in 2018 and will be completed in 2019.

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. The permitted project was sold in 2018 and amended plans were approved. Construction will begin in 2019.

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. The permitted project was sold in 2018 and amended plans were approved. Construction will begin in 2019.

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, and the grand opening was held in September 2018.



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 and will be completed in 2019. The plans were amended in 2018 to include an adjacent property which will bring an additional five units.

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 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 began in 2018 and will be completed in 2019.

Salem Harbor Power Station/Footprint Power: The new state-of-the-art, 630-megawatt gas-fired plant began commercial operation in May 2018. Additional exterior site work will be completed in 2019. The new plant was 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 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. In 2018, the City received a \$3.4 million federal grant to purchase a second ferry.

### ***Residential Development in Other Areas of Salem***

First and Traders Way: A 212-unit apartment building complex with 7,000 square feet of commercial space was permitted in 2018. Construction is expected to begin in 2019.

94 Washington Square East: The former Knights of Columbus building was permitted for 18 residential units in 2018. Construction is underway.

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. It is hoped that financing will be secured in 2019 or 2020.

93-95 Canal Street: The project converted a candy factory into eight residential units.

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.

**Retail Marijuana:** In 2018, the City reviewed applications for adult use recreational marijuana establishments. Five establishments have entered into Host Community Agreements with the City—Alternative Therapies Group (50 Grove Street), Seagrass (3 Dodge Street), Atlantic Medicinal (297 Highland Avenue), Witch City Gardens (36 Jefferson Avenue), and INSA (462 Highland Avenue). ATG began sales in December 2018.

**University Square:** Symes Associates is redeveloping portions of the University Square commercial site. The project was permitted in 2018 and will result in approximately 9,500 square feet of new commercial space and 50 residential units.

**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 allowed 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 was completed in fall 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 2019.

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

**Canal Street Multi-Use Path:** In 2018, the City completed the first phase of the new Canal Street bike path and developed 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 second phase will be completed in 2019.

**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 2018, construction was completed on a renovation of Lafayette Park that included upgraded walkways, lights, and benches, a new irrigation system, and a tree plan with an appropriate mix of sun and shade. The project was 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 renovation was completed in 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 additional CIP and CPA 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: In 2015, the City completed its 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 325<sup>th</sup> 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. Archeological investigation was completed in early 2019. Plans will be modified based on the archeological findings with construction to be completed in 2019.

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 five 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.

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 2018 the Public Art Commission brought participatory project-based activities to the Row.

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 received local approvals but F.W. Webb withdrew their plans after approvals were appealed.

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. In summer 2018, a Request for Proposals (RFP) was issued. The SRA expects to make a recommendation to the City Council for a selected developer in spring 2019.

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. In 2018,



the AHTF was re-established and policies to support affordable housing production are being developed.

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 was completed in 2018 and identifies 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.

South Salem Historic Resource Inventory: In 2018, the City was awarded \$11,500 in Massachusetts Historical Commission Survey and Planning Grants to fund a South Salem Historic Resource Survey project. The City has hired a preservation consultant to document 100 historic resources in South Salem.

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.

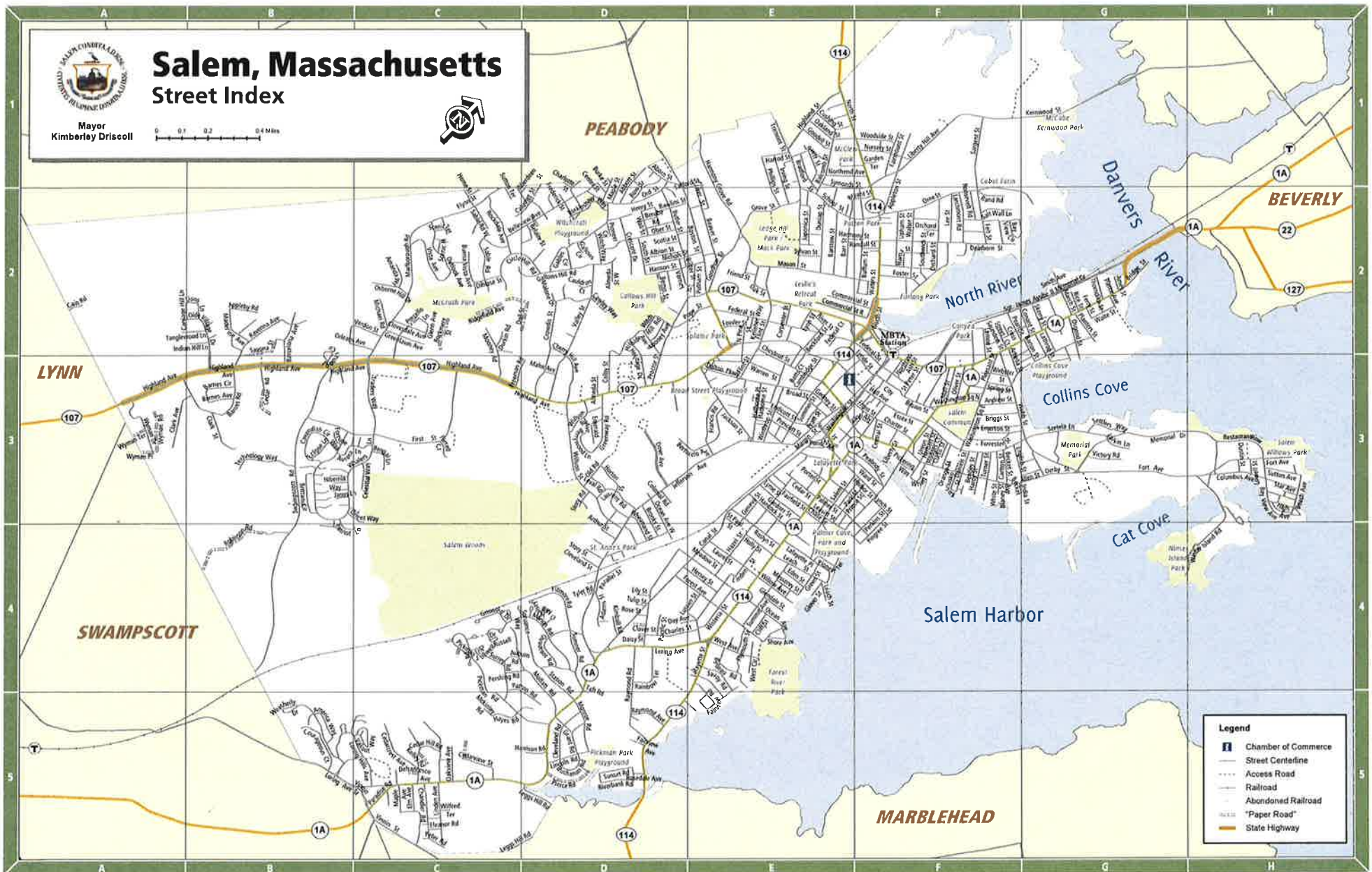
Salem Downtown Renewal Plan: In January 2012 the Department of Housing and Community Development approved a major plan change to the City's urban renewal plans, creating a consolidated plan, the "Salem Downtown Renewal Plan", which updates goals and objective and design guidelines. This new plan will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

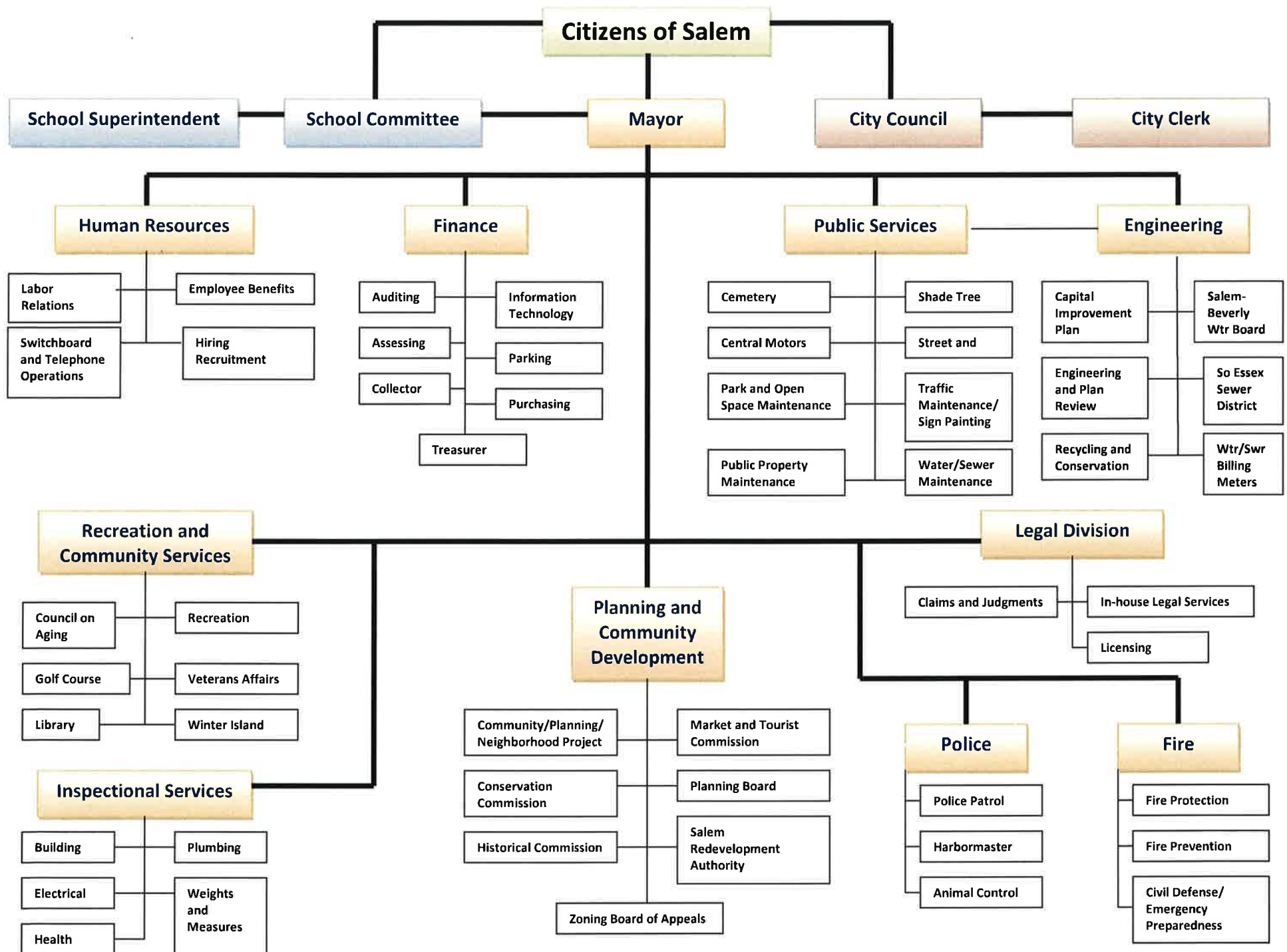
Winter Island Master Plan: The City utilized grant funds to undertake a Master Plan for the renovation and redevelopment of Winter Island Park. The City, with its consultant The Cecil Group, conducted a six-month public planning process and completed the final report in 2011. The City is now seeking 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.







## Organizational Summary-Department Heads

### EXECUTIVE DIVISION

Mayor	Mayor Kimberley Driscoll	978-619-5600	<a href="mailto:mayor@saalem.com">mayor@saalem.com</a>
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### LEGISLATIVE DIVISION

City Clerk	Ilene Simons	978-619-5610	<a href="mailto:isimons@saalem.com">isimons@saalem.com</a>
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### FINANCE DIVISION

Assessors	Debora Jackson	978-619-5607	<a href="mailto:djackson@saalem.com">djackson@saalem.com</a>
Collector	Bonnie Celi	978-619-5620	<a href="mailto:bceli@saalem.com">bceli@saalem.com</a>
IT/GIS	Matthew Killen	978-619-5645	<a href="mailto:mkillen@saalem.com">mkillen@saalem.com</a>
Finance	Laurie Giardella	978-619-5625	<a href="mailto:lgiardella@saalem.com">lgiardella@saalem.com</a>
Parking Department	David Kucharsky	978-745-8120	<a href="mailto:dkucharsky@saalem.com">dkucharsky@saalem.com</a>
Purchasing	Tom Watkins	978-619-5695	<a href="mailto:twatkins@saalem.com">twatkins@saalem.com</a>
Treasurer	Kathleen McMahon	978-619-5635	<a href="mailto:kmcmahon@saalem.com">kmcmahon@saalem.com</a>

### LEGAL DIVISION

Solicitor	Elizabeth Rennard	978-619-5633	<a href="mailto:brennard@saalem.com">brennard@saalem.com</a>
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### HUMAN RESOURCE DIVISION

Human Resources	Lisa Cammarata	978-619-5678	<a href="mailto:lcammarata@saalem.com">lcammarata@saalem.com</a>
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### FIRE DIVISION

Fire	Chief Gerry Giunta	978-744-6990	<a href="mailto:jggiunta@saalem.com">jggiunta@saalem.com</a>
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### POLICE DIVISION

Police	Chief Mary Butler	978-744-0171	<a href="mailto:mebutler@salempd.net">mebutler@salempd.net</a>
Harbormaster	Capt. William McHugh	978-741-0098	<a href="mailto:wmchugh@saalem.com">wmchugh@saalem.com</a>

### INSPECTIONAL SERVICES DIVISION

Public Property	Thomas St. Pierre	978-619-5640	<a href="mailto:tstpierre@saalem.com">tstpierre@saalem.com</a>
Electrical	John Giardi	978-745-6300	<a href="mailto:jgiardi@saalem.com">jgiardi@saalem.com</a>
Health	David Greenbaum	978-619-5656	<a href="mailto:dgreenbaum@saalem.com">dgreenbaum@saalem.com</a>

## Organizational Summary-Department Heads

### PLANNING & COMMUNITY DEVELOPMENT DIVISION

Planning	Tom Daniel	978-619-5686	<a href="mailto:tdaniel@saalem.com">tdaniel@saalem.com</a>
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### PUBLIC SERVICES DIVISION

Public Services - Snow & Ice	David Knowlton	978-744-3302	<a href="mailto:dknowlton@saalem.com">dknowlton@saalem.com</a>
Water & Sewer Enterprise			

### ENGINEERING DIVISION

Engineering	David Knowlton	978-619-5670	<a href="mailto:dknowlton@saalem.com">dknowlton@saalem.com</a>
Water, Sewer & Trash Enterprise			

### RECREATION & COMMUNITY SERVICES DIVISION

Recreation	Patricia O'Brien	978-744-0180	<a href="mailto:pobrien@saalem.com">pobrien@saalem.com</a>
Council On Aging	Teresa Arnold	978-744-0924	<a href="mailto:tarnold@saalem.com">tarnold@saalem.com</a>
Library	Tara Mansfield	978-744-0860	<a href="mailto:tmansfield@saalem.com">tmansfield@saalem.com</a>
Veterans	Kim Emerling	978-745-0883	<a href="mailto:kemerling@saalem.com">kemerling@saalem.com</a>

### EDUCATION DIVISION

School	Superintendent	978-740-1212	
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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	2310.39
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 Estimated 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 2019 Tax Classification			
Tax Classification	Assessed Values	Tax Levy	Tax Rate
Residential	4,606,817,409	69,562,943	15.10
Open Space	0	0	0
Commercial	511,657,866	15,119,490	29.55
Industrial	144,705,400	4,276,045	29.55
Personal Property	207,287,610	6,125,349	29.55
<b>Total</b>	<b>5,470,468,285</b>	<b>95,083,827</b>	

Fiscal Year 2019 Revenue by Source		
Revenue Source	Amount	% of Total
Tax Levy	95,083,826	56.09
State Aid	31,201,132	18.41
Local Receipts	35,688,820	21.05
Other Available	7,541,679	4.45
<b>Total</b>	<b>169,515,457</b>	

Fiscal Year 2019 Proposition 2 1/2 Levy Capacity	
New Growth	1,500,919
Override	
Debt Exclusion	
Levy Limit	99,208,798
Excess Capacity	4,124,971
Ceiling	136,761,707
Override Capacity	37,552,909

Other Available Funds		
FY2019 Free Cash	FY2018 Stabilization Fund	FY2019 Overlay Reserve
5,949,483	6,511,290	701,588

Fiscal Year 2019 Average Single Family Tax Bill**	
Number of Single Family Parcels	4,939
Assessed Value of Single Family	386,773
Average Single Family Tax Bill	5,840

### 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 2018 Schedule A - Actual Revenues and Expenditures

	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Trust Revenue	Total All Funds
<b>Revenues</b>	144,413,484	27,174,454	19,777,033	14,198,823	727,288	206,291,082
<b>Expenditures</b>	139,905,026	27,851,799			1,051,183	168,808,008
Police	10,527,399	0	0	0	0	10,527,399
Fire	8,986,659	0	0	0	0	8,986,659
Education	59,349,806	12,695,372		0	0	72,045,178
Public Works	5,633,006	1,271,427			0	6,904,433
Debt Service	5,968,833					5,968,833
Health Ins	12,354,403				0	12,354,403
Pension	10,934,690				0	10,934,690
All Other	26,150,230	13,885,000	0	0	1,051,183	41,086,413

### Total Revenues and Expenditures per Capita

	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Trust Revenue	Total All Funds
<b>Revenues</b>	3,368.7	633.9	461.3	331.2	17.0	4,812.1
<b>Expenditures</b>	3,263.5	649.7	0.0	0.0	24.5	3,937.8

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

## SALEM'S TOP EMPLOYERS

<b>Rank 2019</b>	<b>Rank 2018</b>	<b>Company Name</b>	<b>Nature of Business</b>	<b>Total Employees</b>	<b>Comment</b>
1	2	<b>North Shore Medical Center</b>	Health Care	2,639	Salem Hospital, Mass General for Childrens, Salem Birthplace, Charter Professional Services, Outpatient Mental Health
2	3	<b>City of Salem</b>	Municipal Government	1,615	City Offices, School, Fire, Police - Full, Part and permanent
3	4	<b>Salem State University</b>	Higher Education	1,501	Full-time and part-time
4	1	<b>Commonwealth of Massachusetts Offices</b>	State Government	543	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
5	6	<b>Market Basket</b>	Food Market	395	
6	20	<b>Thermal Circuits, Inc.</b>	Manufacturer	300	
7	7	<b>Peabody Essex Museum</b>	Cultural/tourism	253	
8	11	<b>Salem Five Savings Bank</b>	Banking	225	
9	9	<b>Excelitas Technologies</b>	Technology	221	Full-time and part-time
10	15	<b>Home Depot</b>	Retail	200	
11	8	<b>Salem YMCA</b>	Social Service Agency	190	
12	13	<b>Grosvenor Park Nursing Center</b>	Health Care	180	
13	14	<b>Jacquelines Gourmet</b>	Manufacturer	173	
14	19	<b>Walmart</b>	Retail	171	Full-time and part-time
15	18	<b>Groom Construction</b>	Services	150	
16	10	<b>Finz &amp; Sealevel Seafood</b>	Restaurant	150	
17	12	<b>Hawthorne Hotel</b>	Lodging	142	
18	17	<b>Leahy Behavioral Health</b>	Health Care	120	Youth Services (ACCESS, ALP), Outpatient Clinic, Emergency Services
19	16	<b>Salem Glass</b>	Retail	120	
20	22	<b>Shaw's Supermarket</b>	Food Market	100	

Source: Planing Department - March 2019

## Salem's Top Taxpayers

<i>Rank 2018</i>	<i>Rank 2019</i>	<i>Company Name</i>	<i>Nature of Business</i>	<i>Total Assessed Valuation Fiscal Year 2019</i>	<i>Total Taxes Paid</i>	<i>%Total Levy</i>
1	1	New England Power Co	Personal & Industrial	78,284,030	2,313,293.09	2.433
2	2	Mass Electric	Personal Property	34,989,180	1,033,930.27	1.087
3	3	National Grid	Personal & Industrial	34,412,600	1,016,892.33	1.069
4	4	Footprint Power Salem	Power Plant-Industrial	33,841,000	1,000,001.55	1.052
5	5	Shetland Properties	Industrial & Commercial Prop	32,656,200	964,990.71	1.015
6	6	Algonquin Gas Transmission Co	Personal Property	31,492,000	930,588.60	0.979
7	7	Bell Fund V	Apartments	49,196,600	742,868.66	0.781
8	8	Highlander Plaza	Commercial Property	24,929,000	736,651.95	0.775
9	9	RCG, Total Properties	Apartments and Commercial	23,410,500	520,636.66	0.548
10	10	Hawthorne Commons	Apartments	32,313,700	487,936.87	0.513
11	11	Princeton Crossing Apartments	Apartments	32,283,300	487,477.83	0.513
12	12	Second Pickwick Trust	Commercial Property	16,463,600	486,499.38	0.512
13	13	Vinnin Square Apartments LLC	Apartments	26,432,500	399,130.75	0.420
14	14	Home Depot	Commercial Property	12,195,600	360,379.98	0.379
15	15	New Creek II LLC/Ballard Group	Commercial Property	9,585,300	283,245.62	0.298
16	16	Commando North Shore LLC	Commercial Property	8,300,000	245,265.00	0.258
17	17	Rt. 107 Salem Assoc.-Walmart bld only	Commercial Property & PP	8,115,900	239,824.85	0.252
18	18	Kernwood Country Club	Commercial Property	7,326,202	216,489.27	0.228
19	19	Verizon New England	Personal Property	7,190,300	212,473.37	0.223
20	20	Maritimes & Northeast Pipeline	Personal Property	6,109,100	180,523.91	0.190
		<b>2019 Total Tax Levy ----&gt;</b>	<b>\$95,083,826</b>	<b>509,526,612</b>	<b>12,859,100.65</b>	<b>13.524</b>



## Budget Calendar - FY 2020

Mayor & City Finance	Start Date	End Date	Mayor & School Committee	Start Date	End Date
Finance Director send out CIP requests to Departments.	1/30/2019		Finance Director send out CIP requests to Departments.	1/30/2019	
Departments submit completed CIP requests to Finance Department	2/15/2019		CIP Review - Superintendent, SBM, Principals, Directors	1/30/2019	
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 departments with budget instructions, and City's long/short term goals	1/23/2019		Budget workshops with SBM, Principals & Directors.	January	
Budget salary workshops with Finance & Depts.	1/23/2019	to 2/7/2019	Principals compile budget & submit to School Business Office	2/4/2019	to 2/22/2019
Departments compile BUDGETS & submit to Finance	1/23/2019	to 2/7/2019	Budget & CIP Review - Super, SBM, Principals, Directors	2/22/2019	to 3/15/2019
Budgets Entered in MUNIS by Finance	2/7/2019	to 2/22/2019	Budge/CIP Review - Super, SBM, City Finance	February	March
Budget Review-Mayor, Finance, Department Heads	2/26/2019	to March	School Budget Submitted to School Committee & CIP Budget Submitted to Finance Director	March	
Budge & CIP Review By Mayor & Finance Director	2/26/2019	to March	School Committee Budget Review Meetings	March	to April
School Committee Approves School Budget	5/6/2019		School Committee Approves School Budget	5/6/2019	
School Budget to City Finance Department for processing for City Council	5/6/2019		School Budget To City Finance Dept	5/6/2019	
Finance Director Finalizes FY2020 Revenue/Expenditures - Balanced Budget to Mayor	5/6/2019				
Finance Department Prepares Final Budget for City Council	5/10/2019	to 5/21/2019			

### City Council

Capital Improvement Plan submitted to City Council	5/23/2019
Budget Submitted to City Council	5/23/2019
City Council Administration & Finance budget review process	5/28/2019 to 6/13/2019
City Council Vote on FY 2020 Capital Improvement Plan	5/28/2019 and 6/13/2019
City Council Vote on FY 2020 City Budget	6/13/2019

# Fiscal Year 2020 Overview & Timeline Narrative

In January the Finance Department sent out budget packages to each non-school department requesting that they prepared a FY 2020 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. Firefighters and Police Superiors have been settled.
- The Mayor requested that the School Department submit a level service budget.

The departments were required to complete their FY 2020 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 2020 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 2020, as well as a preliminary FY 2020 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 2020 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 2020.

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 in May.

In late May, the FY 2020 budget was submitted to the City Council for their review and approval along with the FY 2020 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 13, 2019 the budget and Capital Plan were approved by the City Council Committee of the Whole.

# PROPERTY TAX “101” - A TAXPAYERS GUIDE – FY 2020

## 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 1<sup>st</sup> 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 1<sup>st</sup>, 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 its closure on July 1, 2014. Footprint Power Salem started construction for a new power plant in 2015 and has now completed the new plant which is now fully operational. In December 2014, the Mayor, City Council and Footprint negotiated an 18 year agreement that started 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. Starting in July



2019, (the start of FY 2020) the plant will pay \$5,002,000 to the city for Real Estate taxes. The tax amount will escalate 2.25% from 2020 to 2023, 2.50% from 2024 to 2027 and 2.75% 2028 to 2032 which is the end of the negotiated current PILOT with Footprint Power Salem.

## 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](http://www.salem.com) for more information.

**WHAT IS VOTED BY CITY COUNCIL - BUDGET vs RECAP- FY 2020**  
**Breakdown of Tax Recapitulation Report**

		DATE VOTED
FY 2020 BUDGET - MAJOR FUNDS		Budget Meetings
General Fund Budget Appropriations Submitted by Mayor		
City - Includes Charter School Transfers Out	91,952,512	
School - Does not include Bentley Charter	59,833,547	
Total General Fund Appropriations:	151,786,059	
Enterprise Fund Appropriations Submitted by Mayor:		June
Sewer	7,923,570	
Water	6,308,761	
Trash	3,706,362	
Total Enterprise Fund Appropriations:	17,938,693	
Total Budget to be voted - June (Submitted by Mayor)	169,724,752	

Other RECAP Items Voted at Tax Rate Setting - December		Tax Rate Meeting
Cherry Sheet Offsets	125,250	November/December
Snow & Ice Deficit - Estimated	829,766	
Overlay - Allowance for Abatements - Estimated	725,000	
Other	45,514	
Total Other Items on RECAP voted - December	1,725,530	
Total RECAP Expenditures	171,450,282	

Other Votes By Council - Major & Non-Major Funds		Regular Council Meetings
Revolving Funds	2,318,000	June
Capital Improvement Projects - General Fund -Capital Outlay/Grants & OFS/Bonding	13,397,326	June
Capital Improvement Projects - Enterprise Funds - Retained Earnings/Grants & OFS/Bonding	1,880,000	June

Total Operating Budget, Capital and Debt Service --->	185,002,078
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**RECAP SHEET  
FY 2020 Budget  
MAYOR'S RECOMMENDED BUDGET**

	Actual FY2018	RECAP FY2019	Budgeted FY2020	Change FY19-20	% change FY19-20
<b>REVENUES</b>					
<b>PROPERTY TAXES</b>					
PRIOR FISCAL YEAR LEVY LIMIT	86,548,206	95,321,556	99,208,797	3,887,242	4.08%
Amended Growth		3,204		(3,204)	-100.00%
2 1/2% Increase	2,163,705	2,383,119	2,480,220	97,101	4.07%
Current New Growth (Footprint shift from Local Recpt			4,000,000	4,000,000	
Current New Growth (Value increases from new building)	2,494,362	1,500,919	1,100,000	(400,919)	-26.71%
<b>LEVY LIMIT Subtotal (from DOR levy limit sheet)</b>	<b>91,206,273</b>	<b>99,208,797</b>	<b>106,789,017</b>	<b>7,580,220</b>	<b>7.64%</b>
<b>TAX LEVY Real &amp; Personal Actual RECAP - Estimates on Current</b>	<b>89,868,125</b>	<b>95,083,826</b>	<b>101,177,424</b>	<b>6,093,598</b>	<b>6.41%</b>
<b>Excess Levy Capacity</b>	<b>1,338,148</b>	<b>4,124,971</b>	<b>5,611,594</b>	<b>1,486,622</b>	<b>0</b>
<b>LOCAL RECEIPTS</b>					
Motor Vehicle	4,423,714	4,100,000	4,100,000	0	0.00%
Hotel Motel Tax	755,910	640,000	700,000	60,000	9.38%
Meals Tax (Local Options)	1,089,955	1,000,000	1,000,000	0	0.00%
Boat Excise Tax	32,323	30,000	30,000	0	0.00%
Cannibis Excise			200,000	200,000	0.00%
Interest On Taxes	491,762	440,000	440,000	0	0.00%
Urb Revew CH121A	742,001	500,000	500,000	0	0.00%
In Lieu Of Taxes	799,284	700,000	700,000	0	0.00%
Atg Revenue (Medical Marijuana Dispensary)	288,826	190,000	190,000	0	0.00%
Charges For Services	2,203,611	2,350,000	2,100,000	(250,000)	-10.64%
Parking Fees	2,637,742	3,100,000	3,100,000	0	0.00%
Licenses And Permits	533,820	500,000	500,000	0	0.00%
Fines And Forfeits	1,004,571	800,000	800,000	0	0.00%
Investment Income	246,422	200,000	200,000	0	0.00%
Medicaid	1,075,129	800,000	800,000	0	0.00%
Miscellaneous Recurring Income	259,346	100,000	100,000	0	0.00%
Miscellaneous Non-Recurring Income (Footprint shift)	4,004,856	3,750,000		(3,750,000)	-100.00%
<b>Local Receipt Revenue Subtotal (pg. 2 recap IIIb. 1)</b>	<b>20,589,272</b>	<b>19,200,000</b>	<b>15,460,000</b>	<b>(3,740,000)</b>	<b>-19.48%</b>
<b>ENTERPRISE FUNDS REVENUE</b>					
Sewer	9,698,976	9,698,976	10,182,959	483,983	4.99%
Water	5,251,131	5,251,131	5,481,367	230,236	4.38%
Trash	869,683	869,683	870,000	317	0.04%
<b>Enterprise Funds Revenue Subtotal (pg. 2 recap IIIb. 3)</b>	<b>15,819,790</b>	<b>15,819,790</b>	<b>16,534,327</b>	<b>714,537</b>	<b>4.52%</b>
<b>OTHER REVENUES AND FINANCING SOURCES</b>					
Cherry Sheet Revenue (Pg. 2 Recap LIIa. 1)	30,217,266	30,468,308	34,508,782	4,040,474	13.26%
Massachusetts Sba Payments (Pg. 2 Recap LIIa. 2)	732,824	732,824	732,824	0	0.00%
Free Cash Used For:				0	
Level The Tax Rate (Pg. 2 Recap LIId. 1B.)	1,300,000	1,700,000	1,800,000	100,000	5.88%
Overlay Surplus		200,000		(200,000)	-100.00%
Ofs-To Reduce Tax Rate (Pg. 2 Recap LIId. 4)					
R/Res - Witch House	208,398	272,058	293,676	21,618	7.95%
R/Res - Golf Course	760,000	780,000	720,000	(60,000)	-7.69%
R/Res - Harbormaster	270,000	285,000	225,000	(60,000)	-21.05%
<b>Estimated State + Other Revenue Subtotal</b>	<b>33,488,488</b>	<b>34,438,190</b>	<b>38,280,282</b>	<b>3,842,092</b>	<b>11.16%</b>
<b>TOTAL REVENUES</b>	<b>159,765,675</b>	<b>164,541,806</b>	<b>171,452,032</b>	<b>6,910,227</b>	<b>4.20%</b>

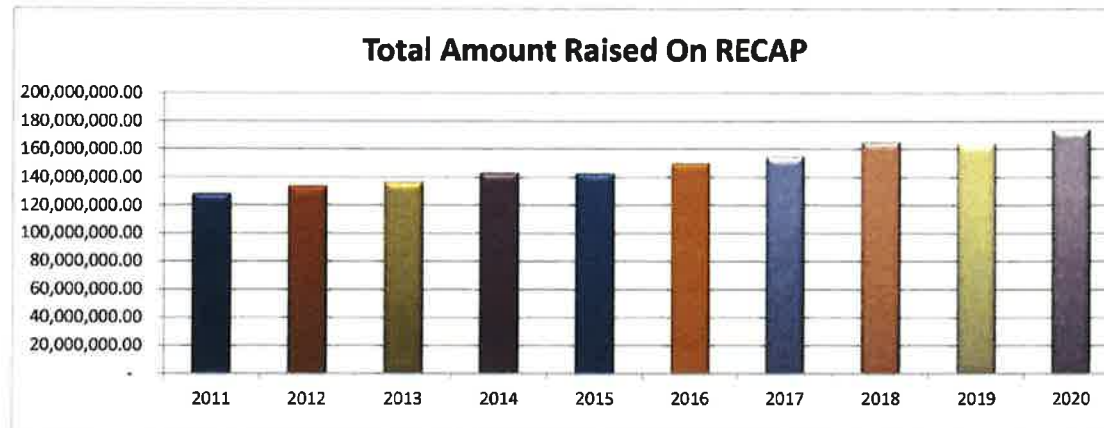
**RECAP SHEET  
FY 2020 Budget  
MAYOR'S RECOMMENDED BUDGET**

**EXPENDITURES**

	Actual FY2018	RECAP FY2019	Budgeted FY2020	Change FY19-20	% change FY19-20
General Government	6,533,994	6,985,567	\$ 7,426,956	441,389	6.32%
Public Safety	20,965,755	21,913,868	\$ 22,561,031	647,163	2.95%
Public Works And Facilities	5,594,712	4,497,293	\$ 5,243,900	746,607	16.60%
Human Services	1,258,754	1,602,027	\$ 1,648,920	46,893	2.93%
Cultural And Recreational	2,745,564	2,893,638	\$ 3,039,543	145,905	5.04%
Debt Service - General Fund Including Schools	6,644,446	7,727,786	7,417,804	(309,982)	-4.01%
Assessment-Essex Ns Agricultural & Vocational Tech	2,281,622	2,349,107	2,288,533	(60,574)	-2.58%
Assessment-Cherry Sheet	8,376,492	8,993,331	\$ 9,126,559	133,228	1.48%
Employee Benefits:					
Salem Retirement Board Assessment	10,915,833	11,490,119	12,287,979	797,860	6.94%
Non-Contributory Pensions	18,857	12,125	9,779	(2,346)	-19.35%
Workman'S Compensation	451,364	412,444	463,216	50,772	12.31%
Unemployment Compensation	267,853	350,000	300,000	(50,000)	-14.29%
Group Insurance - City, School & Retired Teachers	12,354,403	13,168,268	\$ 14,616,817	1,448,549	11.00%
Medicare	1,163,889	1,114,215	1,245,362	131,147	11.77%
P&C Insurance - City Only (School In Edu. Bdgt.)	244,290	338,556	348,969	10,413	3.08%
Budget Transfers Out:				0	
Retirement Anticipation Fund 8311 (City And School)	0	600,000	600,000	0	0.00%
Bentley Elementary School*	2,749,097	3,238,570	3,277,144	38,574	1.19%
Salem 2026 Fund	10,000	10,000	50,000	40,000	400.00%
<b>City Expenditure Subtotal</b>	<b>82,576,925</b>	<b>87,696,914</b>	<b>91,952,512</b>	<b>4,255,598</b>	<b>4.85%</b>
Education - Public Schools	55,660,587	57,628,889	59,833,547	2,204,658	3.83%
<b>Education Subtotal</b>	<b>55,660,587</b>	<b>57,628,889</b>	<b>59,833,547</b>	<b>2,204,658</b>	<b>3.83%</b>
<b>GENERAL FUND SUBTOTAL</b>	<b>138,237,512</b>	<b>145,325,803</b>	<b>151,786,059</b>	<b>6,460,256</b>	<b>4.45%</b>
Sewer Enterprise Fund Budget (Net- Indirect Costs)	8,726,248	7,457,236	7,923,570	466,334	6.25%
Water Enterprise Fund Budget (Net-Indirect Costs)	6,107,423	6,147,650	6,308,761	161,111	2.62%
Trash - Enterprise Fund Budget	3,135,038	3,229,608	3,706,362	476,754	14.76%
<b>ENTERPRISE SUBTOTAL</b>	<b>17,968,709</b>	<b>16,834,494</b>	<b>17,938,693</b>	<b>1,104,199</b>	<b>6.56%</b>
<b>SUBTOTAL - GENERAL FUND + ENTERPRISE FUND</b>	<b>156,206,221</b>	<b>162,160,297</b>	<b>169,724,752</b>	<b>7,564,455</b>	<b>4.66%</b>
<b>ADD - OTHER EXPENDITURES:</b>					
OTHER - Cherry Sheet Offset (pg. 2 llb5 of recap)	61,448	126,561	125,250	(1,311)	-1.04%
Overlay Deficit (pg. 2 llb4 of recap)	0	0	0	0	
Snow and Ice Deficit (pg. 2 llb9 of recap)	301,102	1,471,340	829,766	(641,574)	-43.60%
Other Deficits (pg. 2 llb 10 of recap)					
Less 2017 S&I Deficit	661,264			0	
Less S&I Stabilization				0	
Less S&I School Portion				0	
Ch90 Deficit				0	
911 Police Grant Deficit - FY15 & FY16				0	
FEMA grant deficit (fund 2577)		61,591	45,514	(16,077)	-26.10%
Overlay (Allowance For Abatements)	575,714	701,588	725,000	23,412	3.34%
Salary increases to be negotiated				0	
Offset Receipts - Electric Dept (A-1)				0	
<b>SUBTOTAL - OTHER EXPENDITURES</b>	<b>1,599,528</b>	<b>2,361,080</b>	<b>1,725,530</b>	<b>(635,550)</b>	<b>-26.92%</b>
<b>TOTAL EXPENDITURES</b>	<b>157,805,749</b>	<b>164,521,377</b>	<b>171,450,282</b>	<b>6,928,905</b>	<b>4.21%</b>
<b>Revenue vs Expenditures (Negative represents revenue deficit)</b>	<b>1,959,926</b>	<b>20,429</b>	<b>1,750</b>	<b>(18,678)</b>	

### TAX RATE RECAPITULATION (RECAP) SUMMARY BY FISCAL YEAR

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020 Est.
Total Estimated Receipts and other revenue from RECAP	55,634,447	61,675,449	61,913,528	66,267,289	63,823,509	68,788,229	69,263,807	75,296,544	74,431,631	75,000,000
Tax Levy	72,532,237	71,788,367	74,879,216	76,981,209	79,058,306	81,200,463	85,600,551	89,868,125	95,083,826	99,000,000
<b>Total Amt Raised on RECAP</b>	<b>128,166,684</b>	<b>133,463,816</b>	<b>136,792,744</b>	<b>143,248,498</b>	<b>142,881,816</b>	<b>149,988,692</b>	<b>154,864,358</b>	<b>165,164,669</b>	<b>169,515,457</b>	<b>174,000,000</b>
Prior FY Levy Limit	70,134,978	72,993,129	75,492,988	77,955,293	80,587,732	83,270,410	86,548,205	90,563,116	95,321,556	99,208,798
Amended Growth									3,204	
2.5% allowable Increase	1,753,374	1,824,828	1,887,325	1,948,882	2,014,693	2,081,760	2,163,705	2,264,078	2,383,119	2,480,220
New Growth (Footprint shift for LR)										4,000,000
New Growth	1,104,777	675,031	574,980	683,557	667,984	1,196,035	1,851,206	2,494,362	1,500,919	1,100,000
<b>FY Levy Limit</b>	<b>72,993,129</b>	<b>75,492,988</b>	<b>77,955,293</b>	<b>80,587,732</b>	<b>83,270,410</b>	<b>86,548,205</b>	<b>90,563,116</b>	<b>95,321,556</b>	<b>99,208,798</b>	<b>106,789,018</b>
RE & PP Total Value	4,115,970,775	3,973,785,748	3,927,232,741	3,962,936,296	4,208,675,856	4,534,079,631	4,710,256,289	5,067,583,077	5,470,468,285	5,670,468,285
<b>Levy Ceiling (2.5% Total Value)</b>	<b>102,899,269</b>	<b>99,344,644</b>	<b>98,180,819</b>	<b>99,073,407</b>	<b>105,216,896</b>	<b>113,351,991</b>	<b>117,756,407</b>	<b>126,689,577</b>	<b>136,761,707</b>	<b>141,761,707</b>
<b>Equalized Value (EQV) as of 1/1</b>	<b>4,568,374,700</b>	<b>4,568,374,700</b>	<b>4,256,808,900</b>	<b>4,256,808,900</b>	<b>4,256,808,900</b>	<b>4,232,985,800</b>	<b>4,232,985,800</b>	<b>5,405,036,100</b>	<b>5,405,036,100</b>	<b>5,405,036,100</b>





# 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).

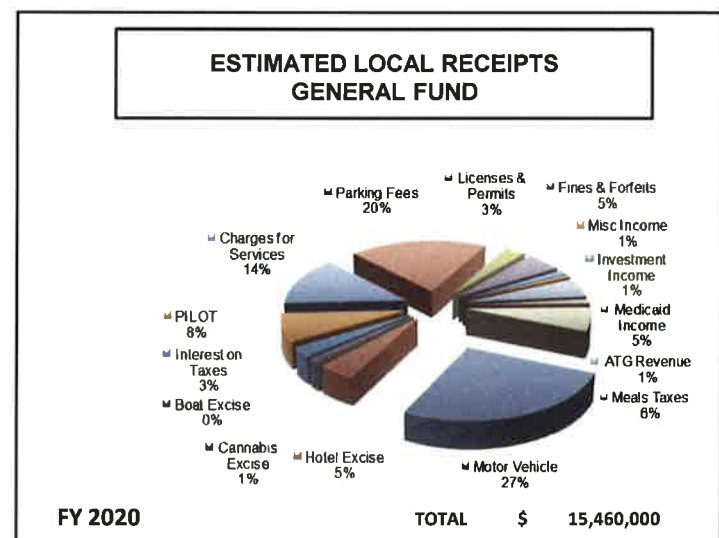
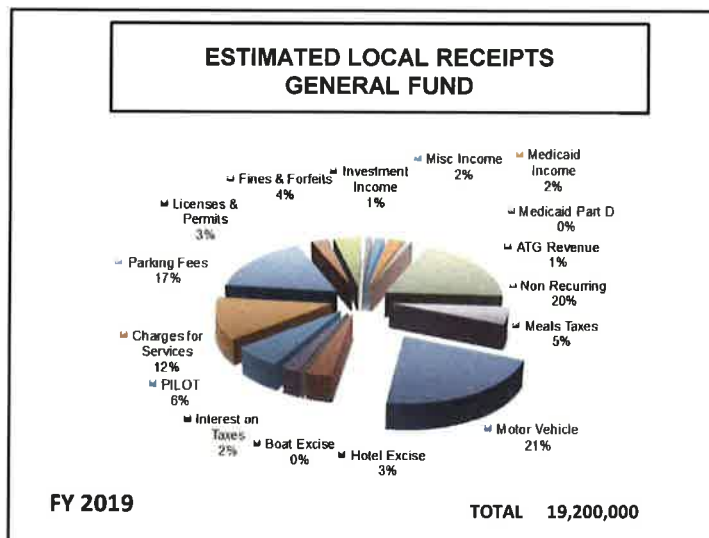
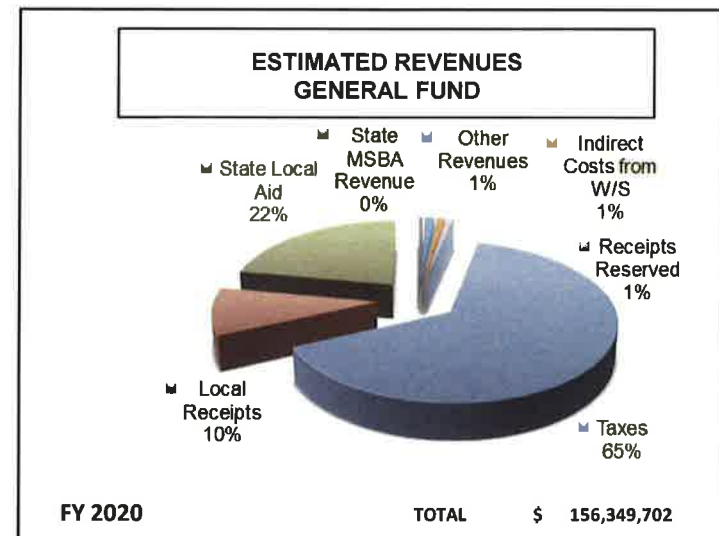
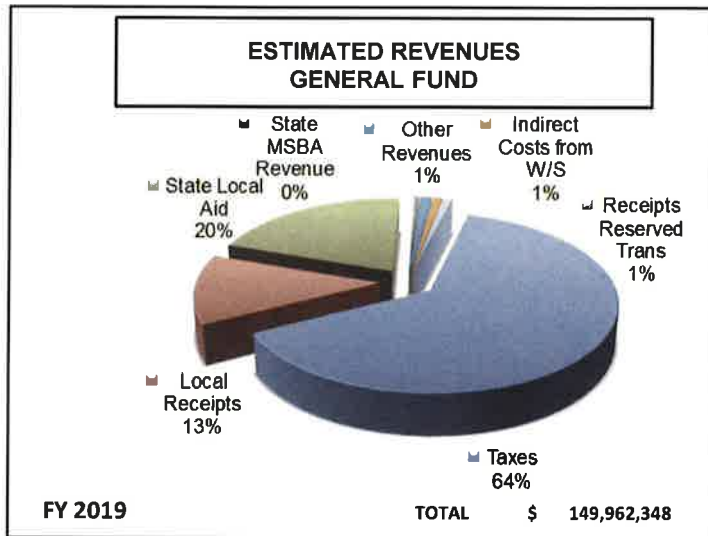
**Equalized Valuations (EQV)** – The commissioner of Revenue, in accordance with MGL CH. 58 Section 10C, is charged with the responsibility of biannually determining an equalized valuation for each city and town in the Commonwealth. EQVs present an estimate of fair cash value of all taxable property 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	Actual FY 2018	RECAP FY 2019	Proposed FY 2020	Increase % FY19 vs. FY20	Increase \$ FY19 vs. FY20
<b>GENERAL FUND</b>										
REAL AND PERSONAL Tax Levy	74,879,216	77,227,105	79,058,306	80,963,871	85,390,895	89,441,832	95,083,826	101,177,424	6.4%	15,786,529
MOTOR VEHICLE	3,080,014	3,767,518	3,914,582	4,027,081	4,270,422	4,423,714	4,100,000	4,100,000	0.0%	(170,422)
HOTEL EXCISE	429,544	497,784	474,568	560,959	663,968	755,910	640,000	700,000	9.4%	36,032
MEALS TAXES	795,305	821,634	887,789	980,941	1,019,605	1,089,955	1,000,000	1,000,000	0.0%	(19,605)
VESSEL EXCISE	33,044	31,661	30,761	30,153	30,000	32,323	30,000	30,000	0.0%	0
CANNIBIS EXCISE								200,000	#DIV/0!	200,000
INTEREST ON TAXES	396,661	453,971	437,539	493,211	460,601	491,762	440,000	440,000	0.0%	(20,601)
IN LIEU OF TAXES & CH 121A	1,462,691	1,321,060	1,043,782	1,322,806	1,082,164	1,457,409	1,200,000	1,200,000	0.0%	117,836
MEDICAL MARIJUANA				82,856	248,370	288,826	190,000	190,000	0.0%	(58,370)
CHARGES FOR SERVICES	2,073,901	1,535,118	2,102,749	1,899,470	2,901,242	2,203,611	2,350,000	2,100,000	-10.6%	(801,242)
PARKING FEES	2,580,261	2,510,838	2,393,621	2,468,115	2,612,136	2,637,742	3,100,000	3,100,000	0.0%	487,864
LICENSES AND PERMITS	484,183	505,128	504,856	535,225	509,915	533,820	500,000	500,000	0.0%	(9,915)
FINES AND FORFEITS	1,230,761	1,208,544	1,167,427	882,008	823,329	1,004,571	800,000	800,000	0.0%	(23,329)
INVESTMENT INCOME	110,033	150,400	202,893	215,624	263,963	246,422	200,000	200,000	0.0%	(63,963)
MISCELLANEOUS INCOME	515,489	349,085	160,902	265,325	302,121	343,221	100,000	100,000	0.0%	(202,121)
MEDICAID INCOME	461,366	640,291	716,092	815,622	906,605	1,075,129	800,000	800,000	0.0%	(106,605)
MEDICAID PART D REIMBURSEMENT	221,879	113,055	242,778	0	0	0	0	0	#DIV/0!	0
NON RECURRING (Hold Harmless Money)	3,377,535	3,606,906	5,271,156	5,256,547	4,657,229	4,004,856	3,750,000		-100.0%	(4,657,229)
<b>TOTAL LOCAL RECEIPTS</b>	<b>17,252,667</b>	<b>17,512,993</b>	<b>19,551,495</b>	<b>19,835,943</b>	<b>20,751,670</b>	<b>20,589,271</b>	<b>19,200,000</b>	<b>15,460,000</b>	<b>-19.5%</b>	<b>(5,291,670)</b>
NET MA CHERRY SHEET ASST.	27,701,712	28,497,293	29,323,109	30,158,750	30,129,354	29,798,847	30,468,308	34,508,782	13.3%	4,379,428
MSBA REIMBURSEMENTS	2,534,339	732,824	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	1,238,676	-7.4%	278
OFS/TRANSFERS IN	-	661,685	700,000	1,700,000	1,300,000	941,452	1,900,000	1,800,000	-5.3%	500,000
Indirect Costs	1,493,881	1,601,654	1,501,654	1,424,095	1,482,718	1,304,900	1,345,221	1,431,996	6.5%	(50,722)
<b>TOTAL OTHER RECEIPTS</b>	<b>32,738,038</b>	<b>32,508,451</b>	<b>33,308,039</b>	<b>35,132,016</b>	<b>34,883,294</b>	<b>34,073,057</b>	<b>35,783,411</b>	<b>39,712,278</b>	<b>11.0%</b>	<b>4,828,984</b>
<b>GENERAL FUND TOTAL</b>	<b>124,869,921</b>	<b>127,248,549</b>	<b>131,917,840</b>	<b>135,931,830</b>	<b>141,025,859</b>	<b>144,104,160</b>	<b>150,067,237</b>	<b>156,349,702</b>	<b>4.2%</b>	<b>15,323,843</b>
<b>ENTERPRISE FUND</b>										
SEWER RATES	9,140,124	8,033,078	8,898,048	8,960,699	8,669,477	8,599,462	9,698,976	10,182,959	5.0%	1,513,482
Other						63,355	-			
OFS/Retained Earnings						-				
<b>TOTAL SEWER</b>	<b>9,140,124</b>	<b>8,033,078</b>	<b>8,898,048</b>	<b>8,960,699</b>	<b>8,669,477</b>	<b>8,662,817</b>	<b>9,698,976</b>	<b>10,182,959</b>	<b>5.0%</b>	<b>1,513,482</b>
WATER RATES	5,522,061	5,175,132	4,765,691	5,821,420	4,666,970	4,741,210	5,251,131	5,481,367	4.4%	814,397
Other						-				
WATER TRANS/OFS	218,738	-	-	-	1,464,097	2,133,713	-			0
<b>TOTAL WATER</b>	<b>5,740,799</b>	<b>5,175,132</b>	<b>4,765,691</b>	<b>5,821,420</b>	<b>6,131,067</b>	<b>6,874,923</b>	<b>5,251,131</b>	<b>5,481,367</b>	<b>4.4%</b>	<b>(649,700)</b>
TRASH FEES	689,358	689,358	699,082	820,890	877,785	856,879	869,713	870,000	0.0%	(7,785)
OFS/Retained Earnings	2,160,684	1,839,288	1,583,215	2,049,482	2,118,620	2,071,694	2,359,895	2,836,362	20.2%	
<b>TOTAL TRASH</b>	<b>2,850,042</b>	<b>2,528,646</b>	<b>2,282,297</b>	<b>2,870,372</b>	<b>2,996,405</b>	<b>2,928,573</b>	<b>3,229,608</b>	<b>3,706,362</b>	<b>14.8%</b>	<b>709,957</b>
<b>ENTERPRISE FUND TOTAL</b>	<b>17,730,965</b>	<b>15,735,856</b>	<b>15,946,036</b>	<b>17,652,491</b>	<b>17,796,949</b>	<b>18,466,313</b>	<b>18,179,715</b>	<b>19,370,688</b>	<b>6.6%</b>	<b>1,573,739</b>
<b>GRAND TOTAL</b>	<b>142,600,886</b>	<b>142,985,405</b>	<b>147,863,876</b>	<b>153,584,321</b>	<b>158,822,808</b>	<b>162,570,473</b>	<b>168,246,952</b>	<b>175,720,390</b>	<b>4.4%</b>	<b>16,897,582</b>



# 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:

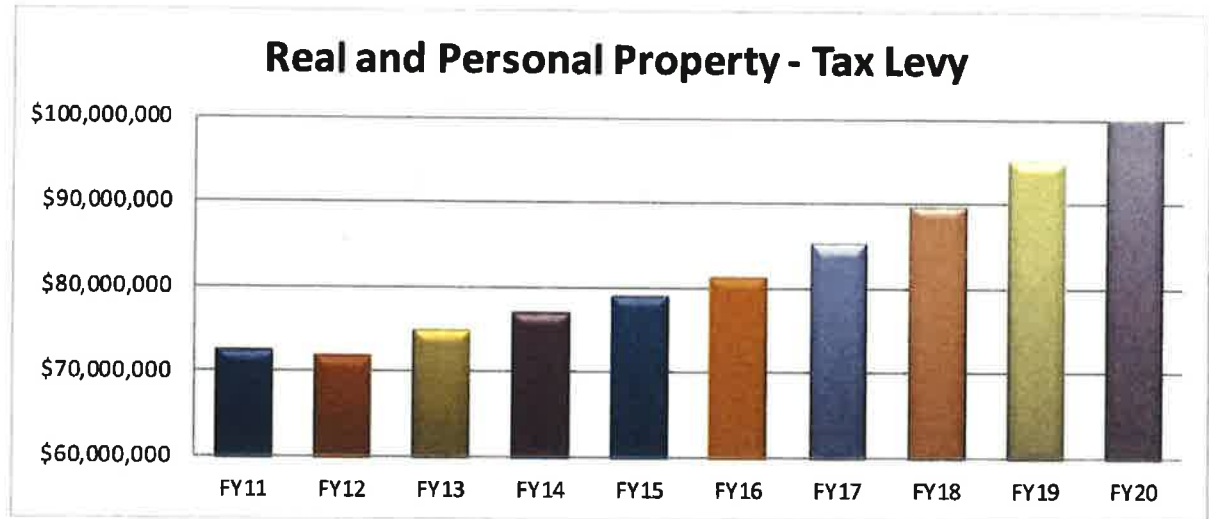
- 1. Automatic 2.5% Increase (Prop 2 ½)** – The levy limit is the maximum amount that can be collected through real and personal property taxes by the municipality. Each year, a community's levy limit automatically increases by 2.5% over the previous year's levy limit. This increase does not require 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 FY2020 is estimated to be \$106,789,018. 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 FY2020 is estimated to be \$101,177,424 which is an increase of 6.4% over FY2019.



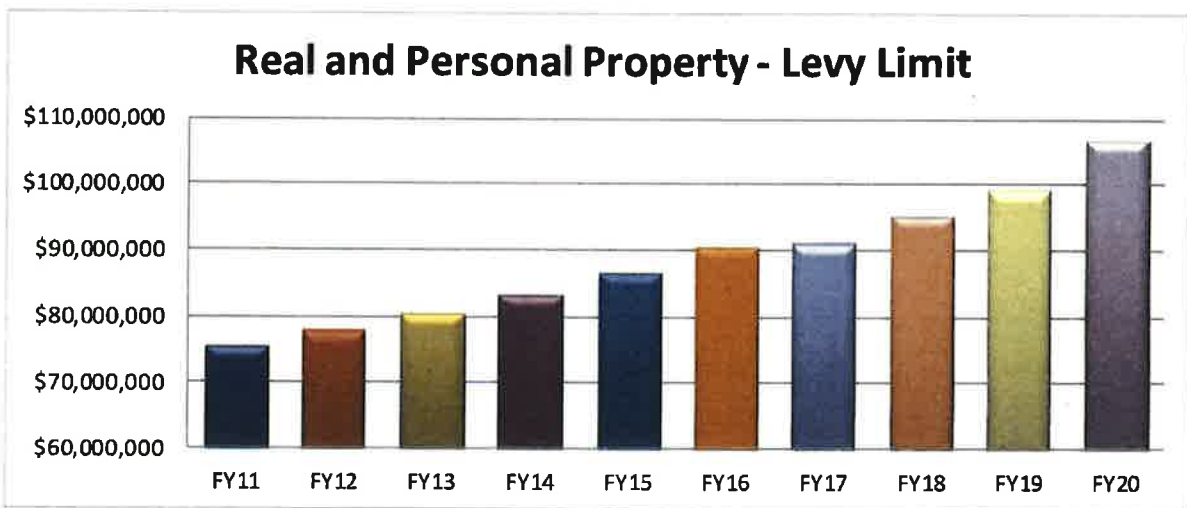
**Real & Personal Property – Tax levy** – The amount of taxes, special assessments, or service charges imposed by a governmental unit.

Real and Personal Property – Tax Levy		
Fiscal Year	Revenue	
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	
2019	95,083,826	Per Recap
2020	101,177,424	Estimated
% Change FY19 vs. FY20		6.41%



**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	
2011	75,492,988	
2012	77,880,313	
2013	80,587,733	
2014	83,270,307	
2015	86,548,205	
2016	90,563,116	
2017	91,206,273	
2018	95,321,556	
2019	99,208,797	Per Recap
2020	106,789,017	Estimated
% Change FY19 vs. FY20		7.64%

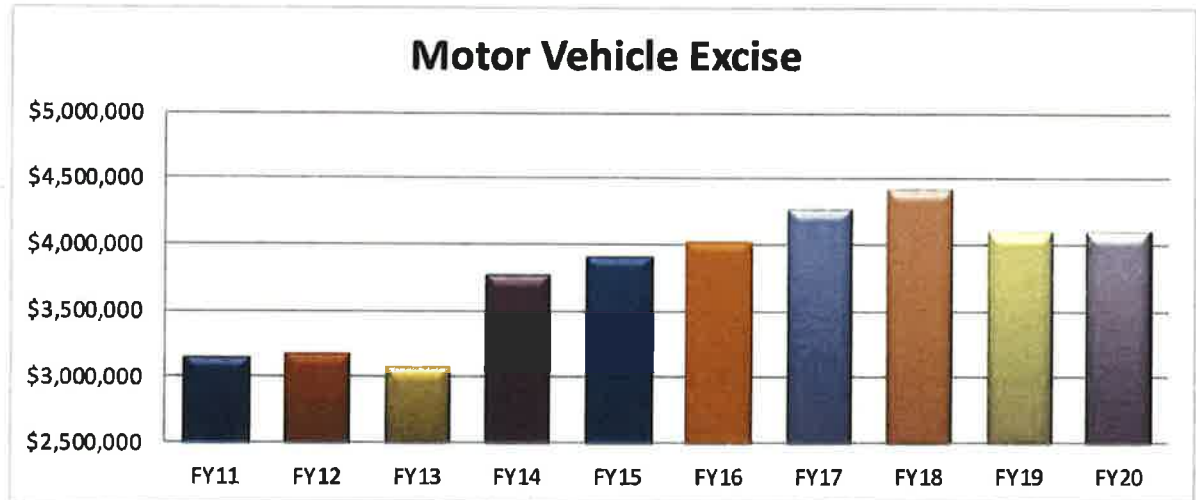


## II. LOCAL RECEIPTS

**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.

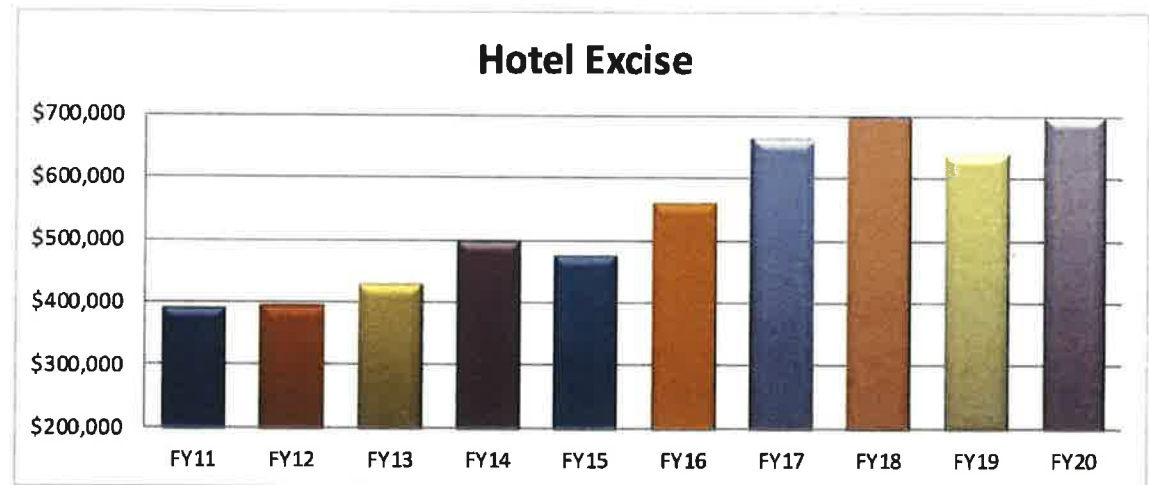
Those residents who do not pay their excise taxes in a timely manner are not allowed to renew registrations and licenses through a 'marking' process at the RMV. The City of Salem notifies the Registry of delinquent taxpayers, through its deputy collector, who prepares excise delinquent files for the 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	
2011	3,147,826	Actual
2012	3,179,764	Actual
2013	3,080,014	Actual
2014	3,767,518	Actual
2015	3,914,582	Actual
2016	4,027,082	Actual
2017	4,270,422	Actual
2018	4,423,714	Actual
2019	4,100,000	Per Recap
2020	4,100,000	Estimated
% Change FY19 vs. FY20		0.0%



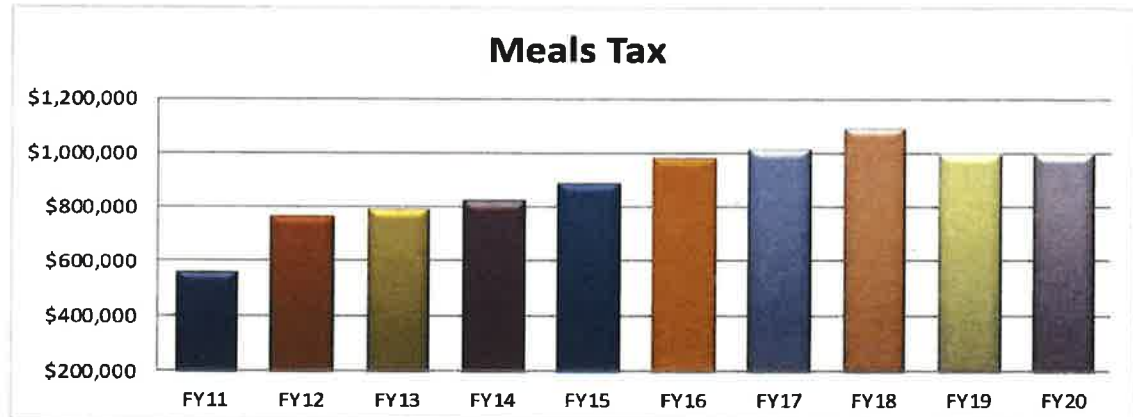
**Hotel Excise** – (Room Occupancy Excise - MGL Chapter 64G) This category includes taxes received through the state that are collected from all hotels, motels, and other lodging houses within the City at a rate up to, but not exceeding, 6% of the total amount of rent for each such occupancy. On April 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 2020 we estimate an increase of 9.4% based on revenue trends for the last 3 years and new hotels that have opened and will open in FY2019 and FY 2020.

Hotel Excise		
Fiscal Year	Revenue	
2011	392,295	Actual
2012	392,974	Actual
2013	429,544	Actual
2014	497,784	Actual
2015	474,568	Actual
2016	560,959	Actual
2017	663,968	Actual
2018	755,910	Actual
2019	640,000	Per Recap
2020	700,000	Estimated
% Change FY19 vs. FY20		9.4%



**Meals Tax** – (MGL CH27 §60 and 156 of the Acts of 2009). This revenue was established in FY2011 as allowed by the Commonwealth of Massachusetts in FY 2010. We are anticipating a small increase in the meals tax for FY 2020 based on revenue trends for the last 3 years.

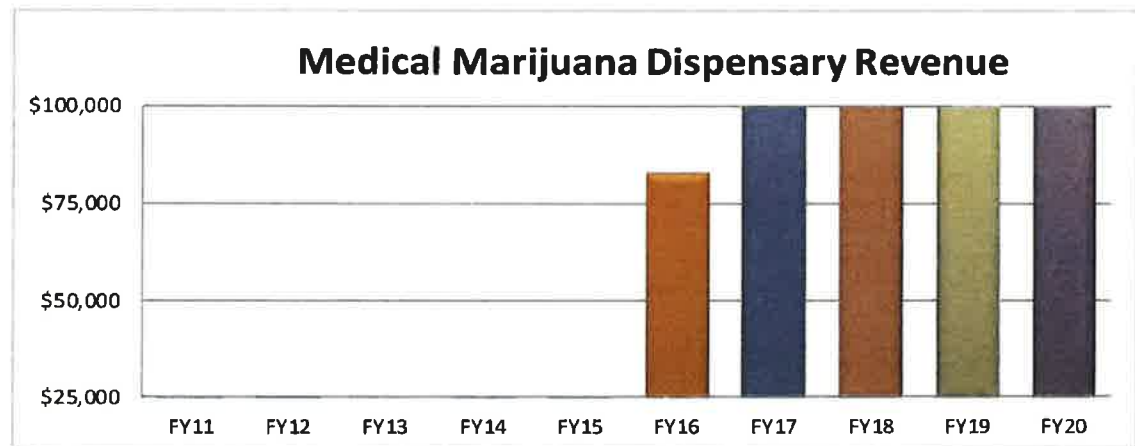
Meals Tax		
Fiscal Year	Revenue	
2011	562,797	Actual
2012	768,032	Actual
2013	795,305	Actual
2014	821,634	Actual
2015	887,789	Actual
2016	980,941	Actual
2017	1,019,605	Actual
2018	1,089,955	Actual
2019	1,000,000	Per Recap
2020	1,000,000	Estimated
% Change FY19 vs. FY20		0.0%



**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.

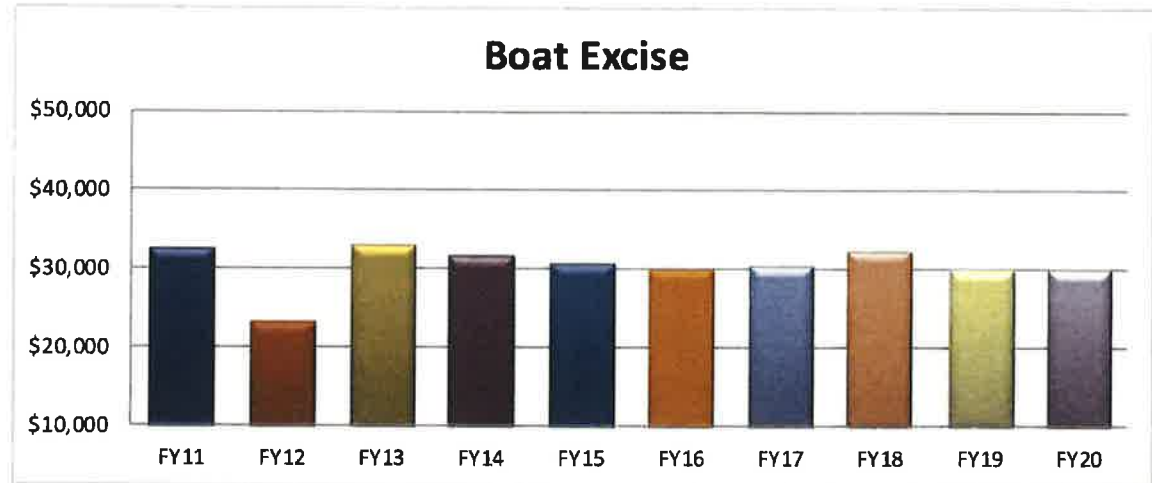
The city receives an annual payment equal to 1.25% of the total gross annual sales of the RMD for the first two years after it opens. On year three and after, the city will receive 2% of all gross annual sales. ATG opened in June 2015 and the city anticipated approximately \$50,000.00 in year one of the agreement. In FY2020 we remain conservative in our projections on the agreement with ATG and while monitoring trends revenue trends.

Marijuana Dispensary Revenue		
Fiscal Year	Revenue	
2011	-	
2012	-	
2013	-	
2014	-	
2015	-	
2016	82,856	Actual
2017	247,894	Actual
2018	288,826	Actual
2019	190,000	Per Recap
2020	190,000	Estimated
% Change FY19 vs. FY20		0.0%



**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 little to no increase in FY2020.

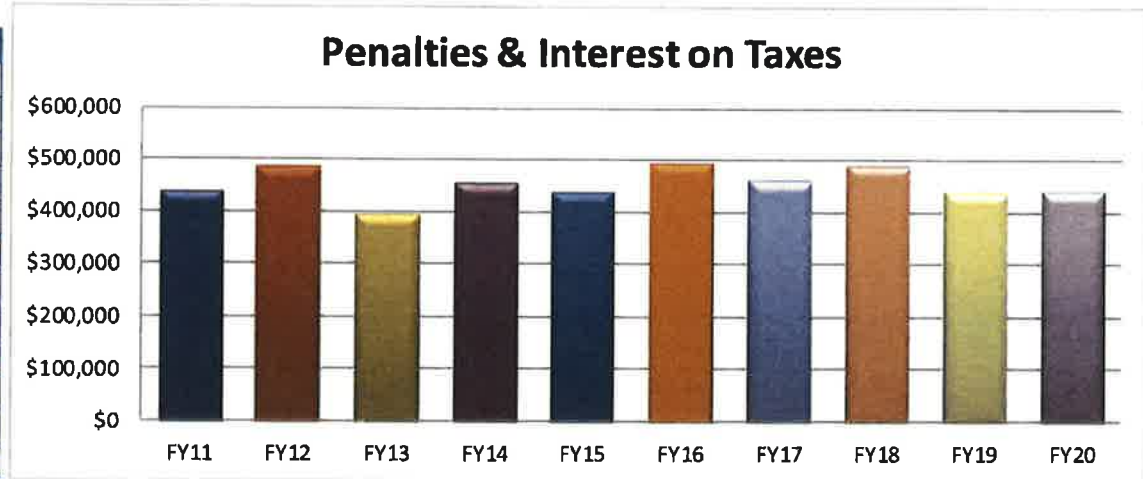
Boat Excise		
Fiscal Year	Revenue	
2011	32,726	Actual
2012	23,358	Actual
2013	33,044	Actual
2014	31,661	Actual
2015	30,761	Actual
2016	30,153	Actual
2017	30,476	Actual
2018	32,323	Actual
2019	30,000	Per Recap
2020	30,000	Estimated
% Change FY19 vs. FY20		0.0%





**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 not increase in penalties and interest in FY2020. Demand fees were increased from \$15.00 to \$30.00 in FY2018.

Penalties & Interest on Taxes		
Fiscal Year	Revenue	
2011	437,282	Actual
2012	487,843	Actual
2013	396,661	Actual
2014	453,971	Actual
2015	437,539	Actual
2016	493,211	Actual
2017	460,601	Actual
2018	491,762	Actual
2019	440,000	Per Recap
2020	440,000	Estimated
% Change FY19 vs. FY20		0.0%

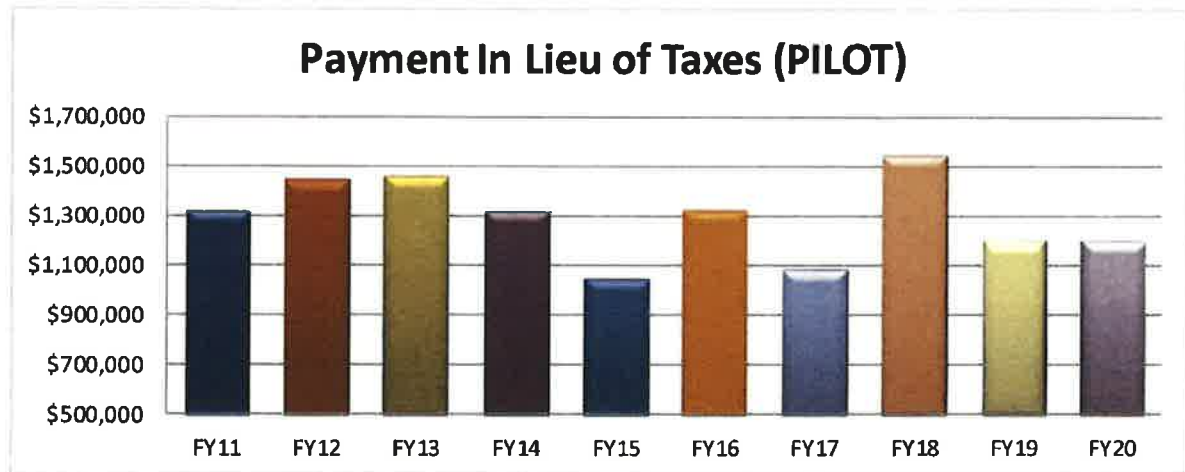




**Payment In Lieu Of Taxes (PILOT)** - Many communities, Salem included, are not able to put all the property within its borders to productive, tax generating uses. Federal, state and municipal facilities, hospitals, churches and colleges are examples of uses that are typically exempt from local property 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 no increase during FY2020 based on current PILOT agreements.

Payment in Lieu of Taxes (PILOT)		
Fiscal Year	Revenue	
2011	1,319,079	Actual
2012	1,440,185	Actual
2013	1,462,691	Actual
2014	1,321,060	Actual
2015	1,043,782	Actual
2016	1,322,806	Actual
2017	1,082,164	Actual
2018	1,541,285	Actual
2019	1,200,000	Per Recap
2020	1,200,000	Estimated
% Change FY19 vs. FY20		0.0%

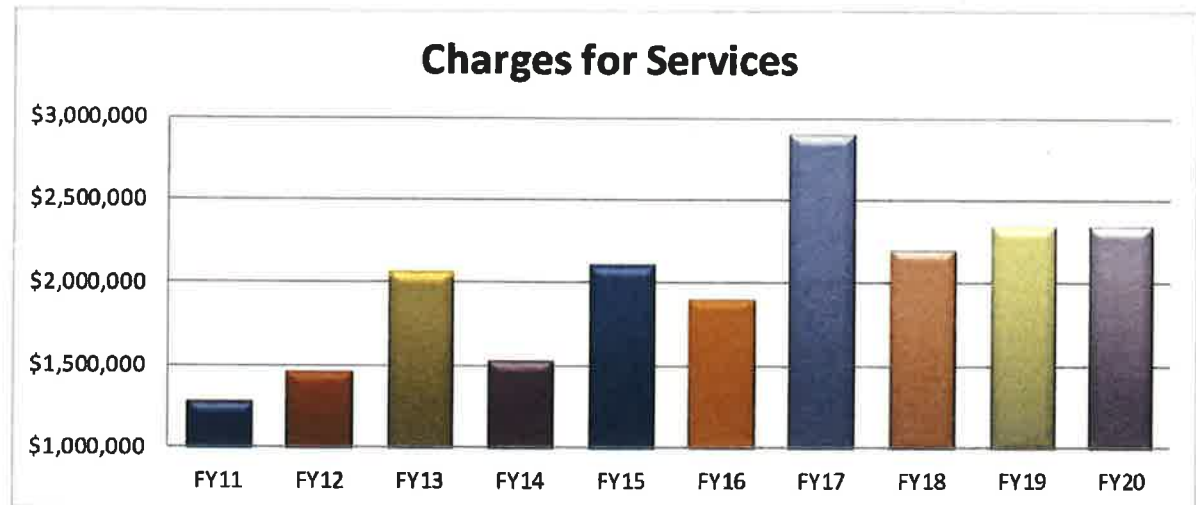


## CHARGES FOR SERVICES

**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 FY2020 we projected no increase in the amount of new building projects and ongoing building projects over the current. This number is variable and can fluctuate up and down, based on a number of external factors.

Charges for Services		
Fiscal Year	Revenue	
2011	1,274,446	Actual
2012	1,464,056	Actual
2013	2,073,901	Actual
2014	1,535,118	Actual
2015	2,102,749	Actual
2016	1,899,470	Actual
2017	2,901,242	Actual
2018	2,203,611	Actual
2019	2,350,000	Per Recap
2020	2,100,000	Estimated
% Change FY19 vs. FY20		-10.6%



### 3.8. GRAPHS for 8 GF Revenue detail.xlsx

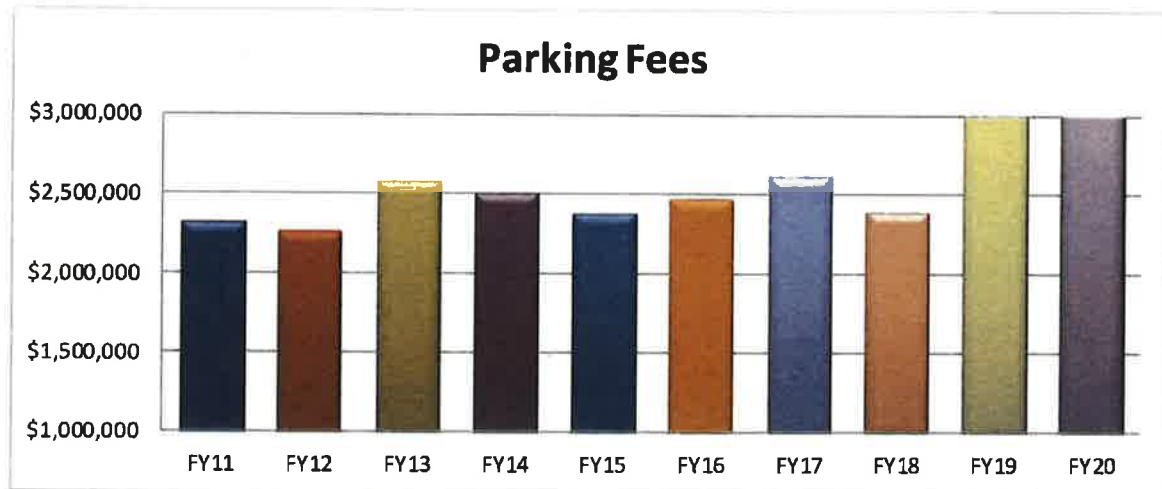
## PARKING FEES

**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.

Revenue increase are anticipated from these adjustments to assist with ongoing maintenance and improvements of these facilities. 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.

In FY19, the City of Salem adopted a new parking fee structure of many key components of the parking department; including increases from \$1.00/hr. to \$1.50/hr. in the Museum Place Garage, from \$.25/hr. to \$.75/hr. in the South Harbor Garage, at the Church Street parking lots from \$1.00 per hour to \$1.50 per hour and other lots throughout the city from .50 to \$1.00-\$1.50. Residents are provided lower rates in many areas. In addition to the garage rates and meter changes, the price for a monthly parking pass in the Riley Plaza parking lot changed to \$35.00 per month, effective September 22, 2018.

Parking Fees		
Fiscal Year	Revenue	
2011	2,334,422	Actual
2012	2,274,469	Actual
2013	2,580,261	Actual
2014	2,510,838	Actual
2015	2,393,621	Actual
2016	2,468,115	Actual
2017	2,612,136	Actual
2018	2,400,000	Actual
2019	3,250,000	Per Recap
2020	3,250,000	Estimated
% Change FY19 vs. FY20		0.0%



## 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 conservatively anticipate a 0.0% increase in license fees for FY 2020 based on revenue trends over the last few years.

Licenses & Permits		
Fiscal Year	Revenue	
2011	510,375	Actual
2012	499,048	Actual
2013	484,183	Actual
2014	505,128	Actual
2015	504,856	Actual
2016	535,225	Actual
2017	509,465	Actual
2018	533,820	Actual
2019	500,000	Per Recap
2020	500,000	Estimated
% Change FY19 vs. FY20		0.0%



## FINES AND FORFEITS

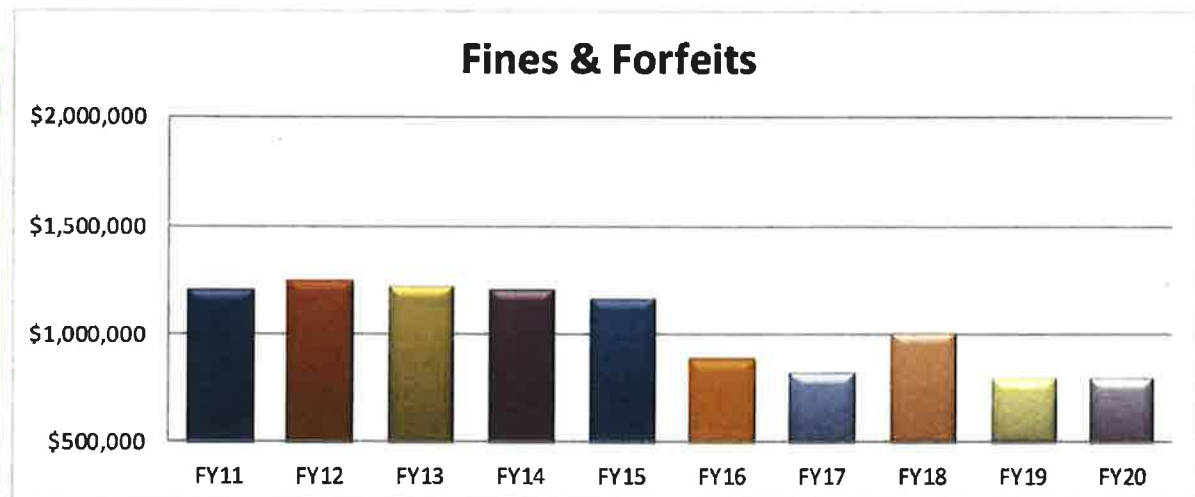
**Court Fines** – Non-parking offenses result in fines for moving violations. Responding to the community’s desires and public safety concerns, the police department has been focused on enforcing speed limits in local neighborhoods. Other moving violations that are included in this category are driving 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.

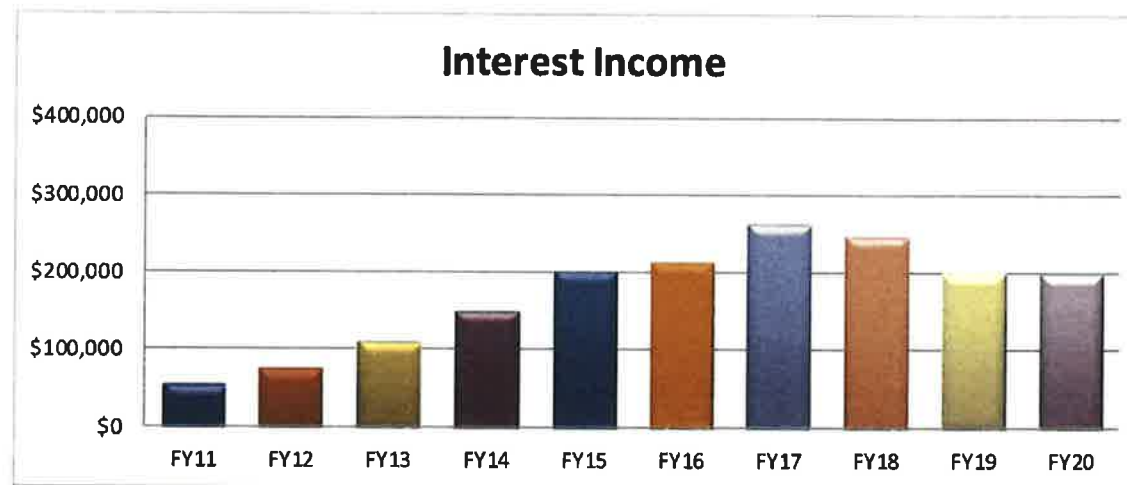
As part of the 2011 parking study, the City has changed both the time limits and the overtime fine for parking meters. The limits will increase from two (2) hours to four (4) hours, which will certainly decrease the amounts of overtime violations written by the meter enforcement division. However, the 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 2020 we conservatively, anticipate a 0% increase based on revenue trends.

Fines & Forfeits		
Fiscal Year	Revenue	
2011	1,208,272	Actual
2012	1,255,894	Actual
2013	1,230,761	Actual
2014	1,208,544	Actual
2015	1,167,427	Actual
2016	882,008	Actual
2017	823,329	Actual
2018	1,004,571	Actual
2019	800,000	Per Recap
2020	800,000	Estimated
% Change FY19 vs. FY20		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 FY2019 we conservatively, anticipate a 0.0% increase based on prior fiscal year revenue trends

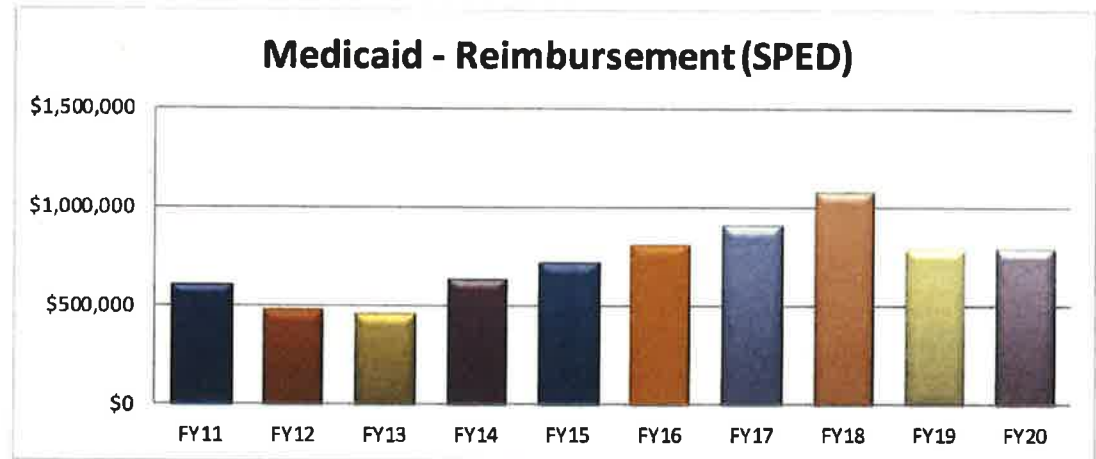




## MISCELLANEOUS

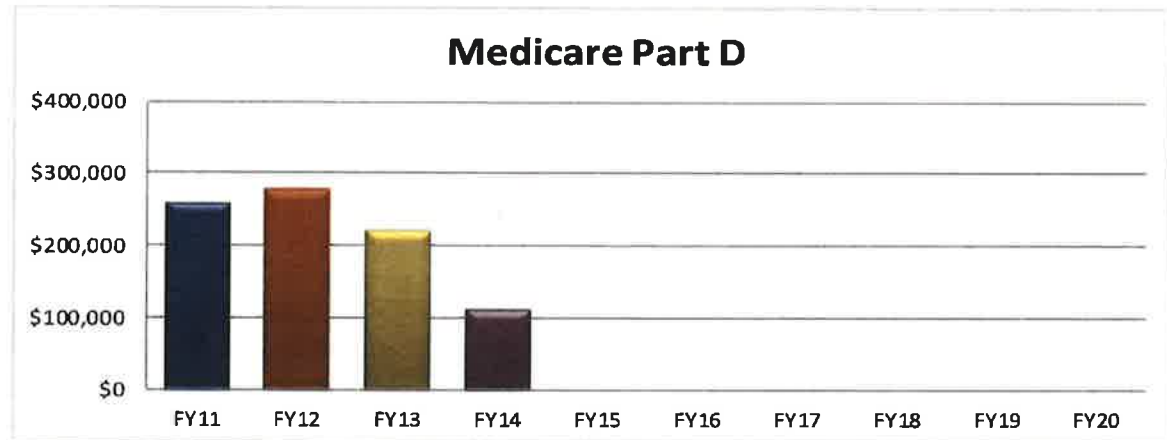
**Medicaid Reimbursements (SPED)** -- In accordance with laws and regulations governing the Medicaid program, school systems are mandated by the Individuals with Disabilities Education Act (IDEA) to provide health related services to their special education student population. They are permitted to file 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 2020 we anticipate no changes in SPED Medicaid based on revenue trends.

Medicaid - Reimbursement (SPED)		
Fiscal Year	Revenue	
2011	613,373	Actual
2012	483,907	Actual
2013	461,366	Actual
2014	640,291	Actual
2015	716,092	Actual
2016	815,622	Actual
2017	906,605	Actual
2018	1,075,129	Actual
2019	800,000	Per Recap
2020	800,000	Estimated
% Change FY19 vs. FY20		0.0%



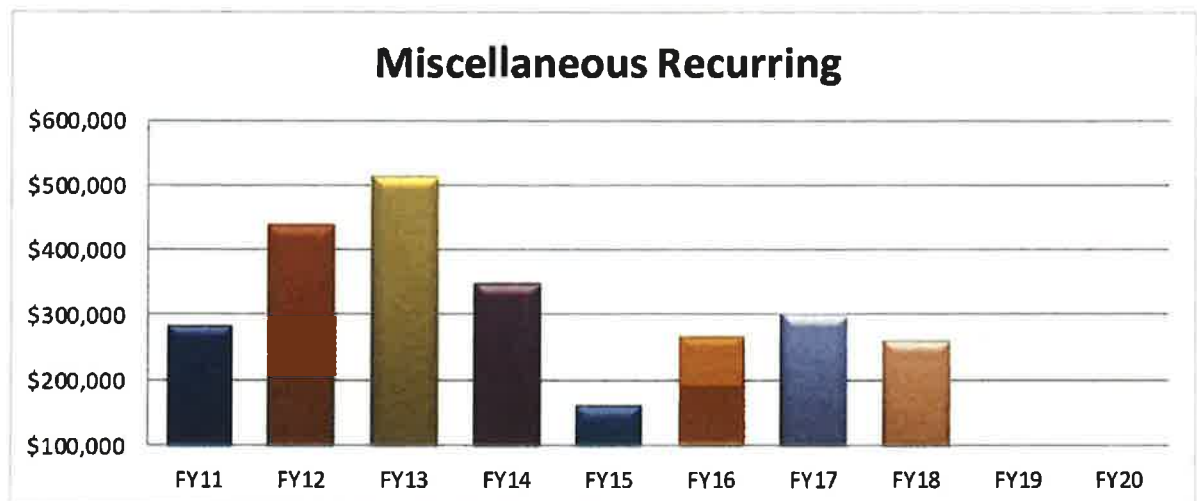
**Medicare Part D** – Medicare Part D is part of the Medicare Modernization Act (MMA) that was signed into law on 12/8/2003. One of the key provisions of MMA was the introduction of the Medicare Prescription Drug Benefit (Part D). This subsidizes part of the cost of drug costs for retirees. However, 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	
2011	258,783	Actual
2012	277,629	Actual
2013	221,879	Actual
2014	113,055	Actual
2015	-	
2016	-	
2017	-	
2018	-	
2019	-	Per Recap
2020	-	Estimated
% Change FY19 vs. FY20		0.0%



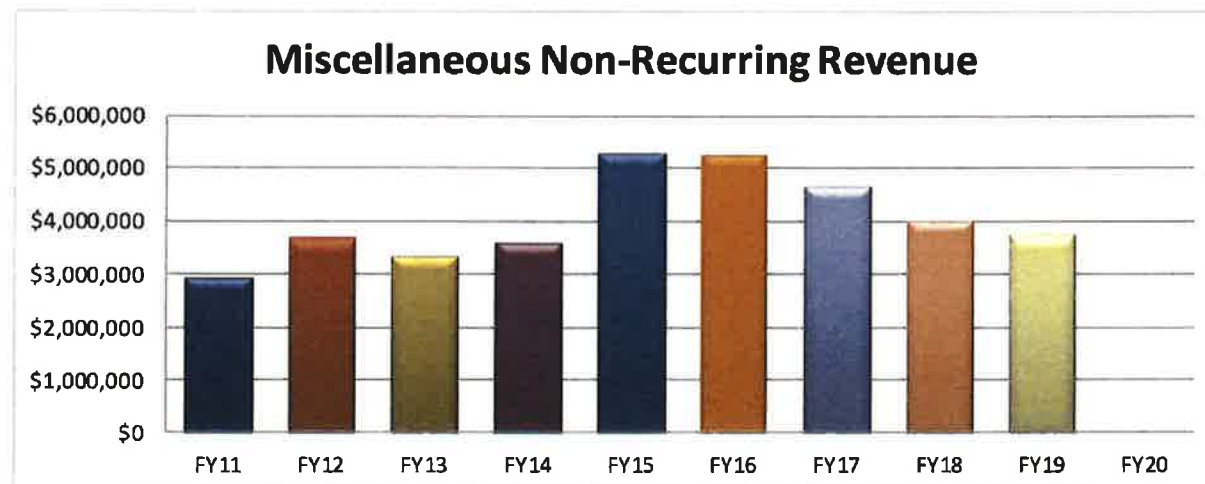
**Other Miscellaneous Recurring** – This category is used for all 'other' non-categorized income such as revenue from sale of copies of reports generated by a department, sale of data from tax files, collector's fees, refunds, bad checks, etc. We anticipate a 0% increase for FY 2020 based on current revenue trends.

Miscellaneous Recurring		
Fiscal Year	Revenue	
2011	283,177	Actual
2012	437,027	Actual
2013	515,489	Actual
2014	349,085	Actual
2015	160,902	Actual
2016	265,325	Actual
2017	302,121	Actual
2018	259,346	Actual
2019	100,000	Per Recap
2020	100,000	Estimated
% Change FY19 vs. FY20		0.0%



**Miscellaneous Non-Recurring** – This category is used for all one-time income sources and revenues not considered common in municipalities. In FY2015 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 2020 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	
2011	2,927,676	Actual
2012	3,681,377	Actual
2013	3,377,535	Actual
2014	3,606,906	Actual
2015	5,271,156	Actual
2016	5,256,547	Actual
2017	4,657,229	Actual
2018	4,005,456	Actual
2019	3,750,000	Per Recap
2020	-	Estimated
% Change FY19 vs. FY20		-100.0%



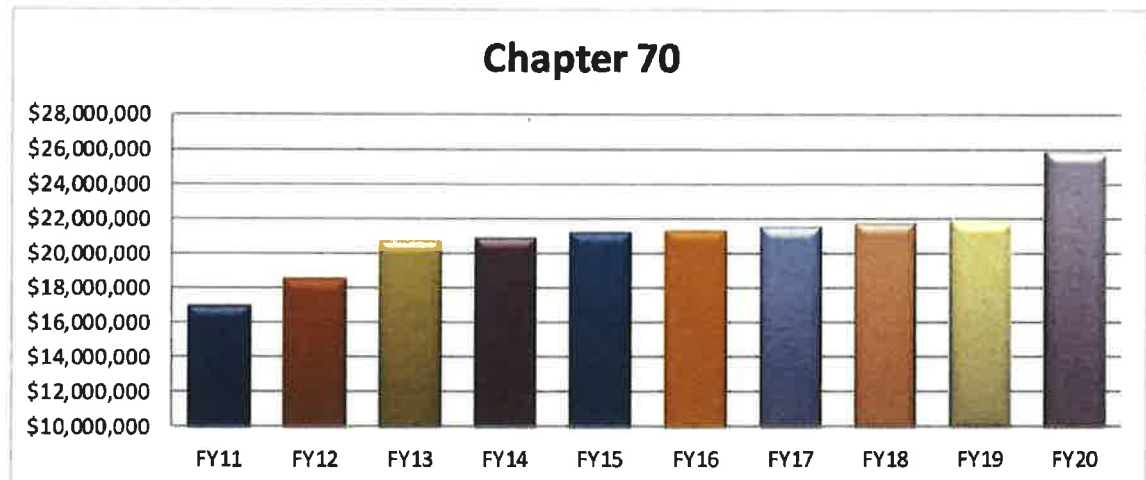
### III. INTERGOVERNMENTAL REVENUE – CHERRY SHEET

**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 FY2020 the State increased CH70 revenue by 18%.

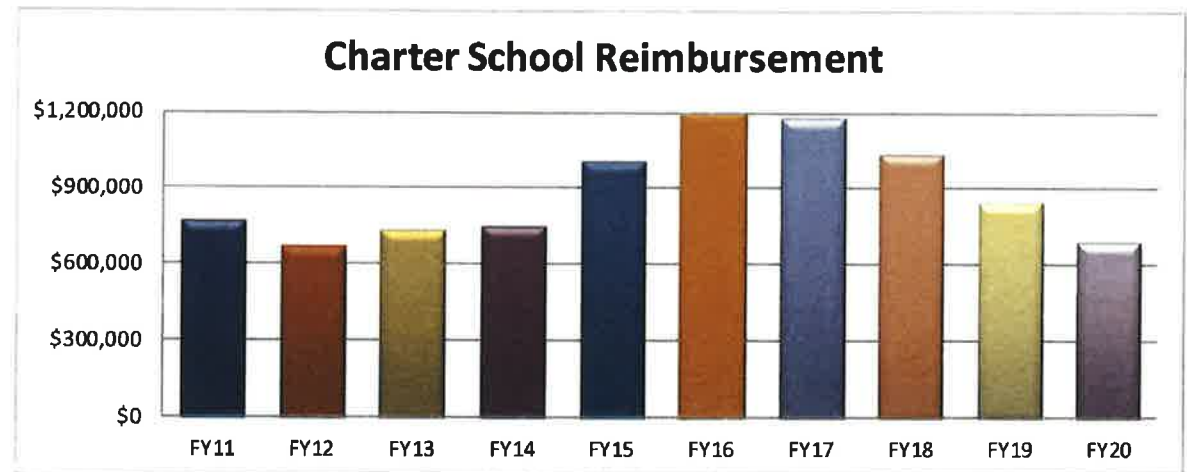
Chapter 70- School Aid		
Fiscal Year	Revenue	
2011	16,969,097	Actual
2012	18,522,267	Actual
2013	20,759,584	Actual
2014	20,879,459	Actual
2015	21,231,627	Actual
2016	21,348,402	Actual
2017	21,600,632	Actual
2018	21,736,742	Actual
2019	21,872,762	Per Recap
2020	25,807,152	HS Estimate
% Change FY19 vs. FY20		18.0%



**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 it 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.

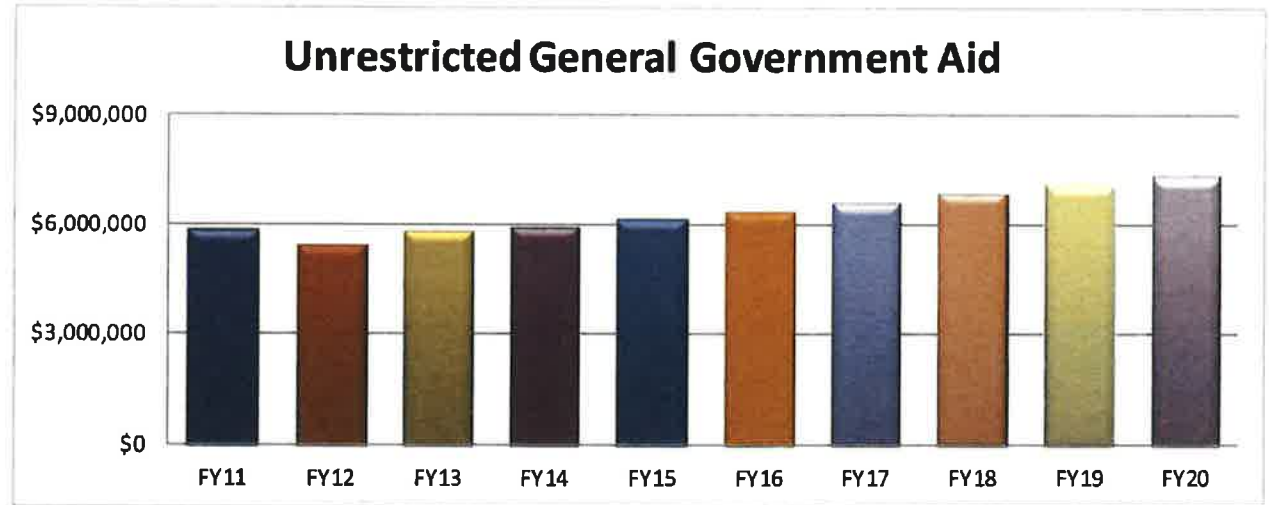
Charter School Reimbursement		
Fiscal Year	Revenue	
2011	768,178	Actual
2012	671,726	Actual
2013	738,383	Actual
2014	745,832	Actual
2015	1,008,704	Actual
2016	1,205,802	Actual
2017	1,174,128	Actual
2018	1,036,924	Actual
2019	847,885	Per Recap
2020	696,714	Estimated
% Change FY19 vs. FY20		-17.8%





**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 2020 amount is a 2.7% increase.

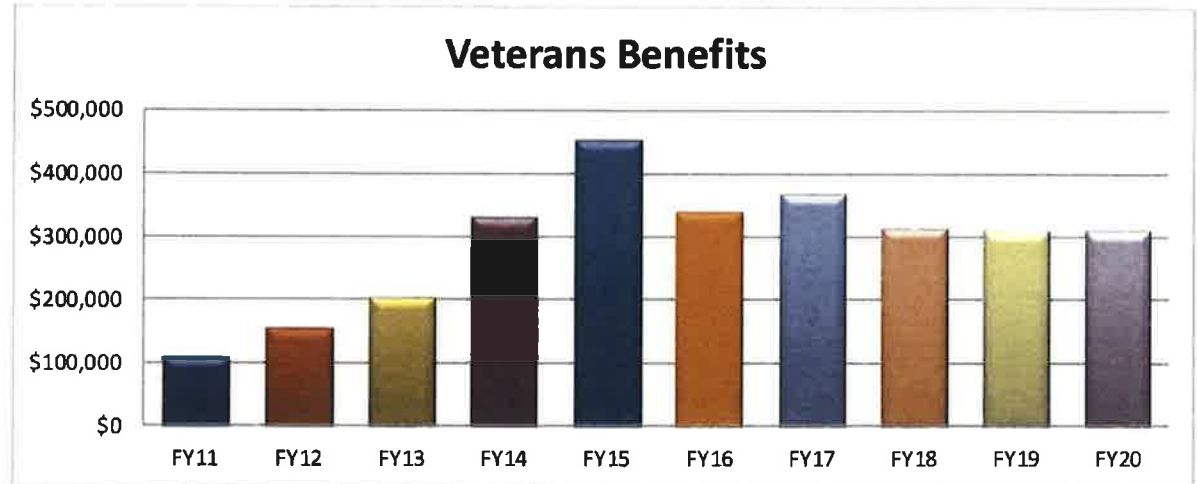
Unrestricted Gen. Govt. Aid		
Fiscal Year	Revenue	
2011	5,834,758	Actual
2012	5,412,881	Actual
2013	5,834,758	Actual
2014	5,972,679	Actual
2015	6,138,313	Actual
2016	6,359,292	Actual
2017	6,632,742	Actual
2018	6,891,419	Actual
2019	7,132,619	Per Recap
2020	7,325,200	HS Estimate
% Change FY19 vs. FY20		2.7%





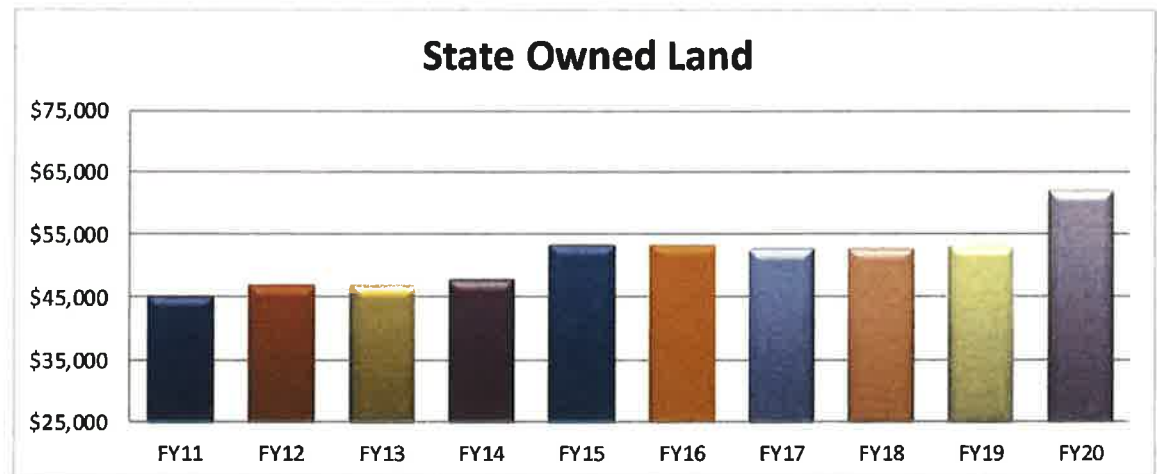
**Veterans' Benefits** - Under Chapter 115, Section 6 municipalities receive a seventy-five percent (75%) State reimbursement on the total expenditures made on veterans' financial, medical and burial benefits. The state anticipates a -.07% decrease in reimbursement for FY 2019 based on prior fiscal year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

Veterans Benefits		
Fiscal Year	Revenue	
2011	109,431	Actual
2012	153,533	Actual
2013	202,949	Actual
2014	332,364	Actual
2015	451,957	Actual
2016	342,687	Actual
2017	370,085	Actual
2018	313,862	Actual
2019	311,563	Per Recap
2020	311,518	Estimated
% Change FY19 vs. FY20		0.0%



**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	
2011	45,145	Actual
2012	46,760	Actual
2013	46,774	Actual
2014	47,700	Actual
2015	53,305	Actual
2016	53,305	Actual
2017	52,670	Actual
2018	52,620	Actual
2019	53,349	Per Recap
2020	62,019	Estimated
% Change FY19 vs. FY20		16.3%

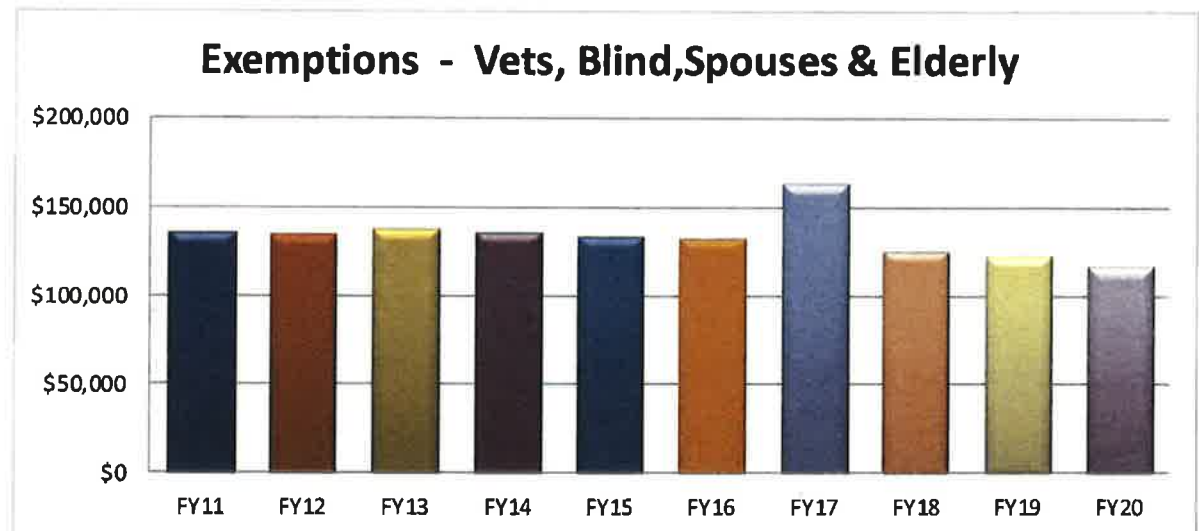


**Exemptions: Vets, Blind, Surviving Spouses, and Elderly** - The State Cherry Sheet reimburses the City for loss of taxes due to real estate abatements to veterans, surviving spouses and the legally blind. The abatement categories are authorized by the State. The City is not empowered to offer abatements 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 2020 shows a decrease of -5.5%.

Exemptions- Vets, Blind, Spouse & Elderly		
Fiscal Year	Revenue	
2011	135,493	Actual
2012	134,455	Actual
2013	138,606	Actual
2014	136,295	Actual
2015	133,586	Actual
2016	132,676	Actual
2017	163,437	Actual
2018	125,772	Actual
2019	123,569	Per Recap
2020	116,830	Estimated
% Change FY19 vs. FY20		-5.5%



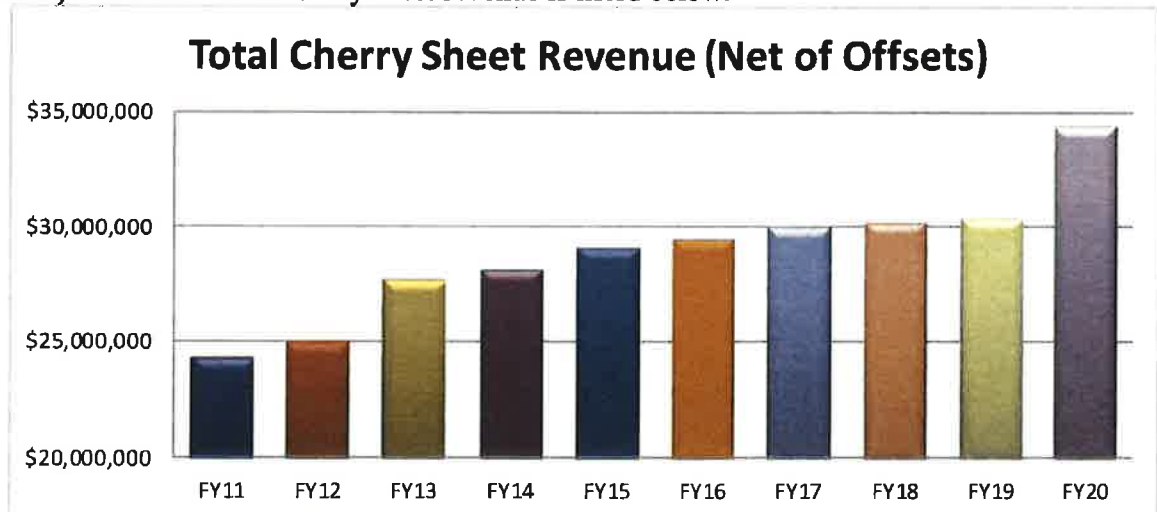
**Cherry Sheet Offsets for Direct Expenditure** – The state provides receipts that are paid directly to departments through state granting agencies, and are not part of the City's General Fund Cherry Sheet Revenue. These revenues are for School Lunch and Public Library as shown in the charts below. For 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	
2011	23,310	
2012	28,080	
2013	27,762	
2014	27,578	
2015	27,439	
2016	0	
2017	0	
2018	0	
2019	65,250	Per Recap
2020	125,250	Estimated
% Change FY19 vs. FY20		

Library Offset Receipts for Direct Expenditure		
Fiscal Year	Revenue	
2011	49,934	Actual
2012	47,725	Actual
2013	48,262	Actual
2014	48,103	Actual
2015	63,576	Actual
2016	61,165	Actual
2017	61,448	Actual
2018	59,927	Actual
2019	61,311	Per Recap
2020	64,099	Estimated
% Change FY19 vs. FY20		4.5%

**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	
2011	24,225,556	Actual
2012	24,941,622	Actual
2013	27,701,712	Actual
2014	28,104,329	Actual
2015	29,017,492	Actual
2016	29,442,164	Actual
2017	29,993,695	Actual
2018	30,157,339	Actual
2019	30,406,997	Per Recap
2020	34,444,683	HS Estimate
% Change FY19 vs. FY20		13.3%



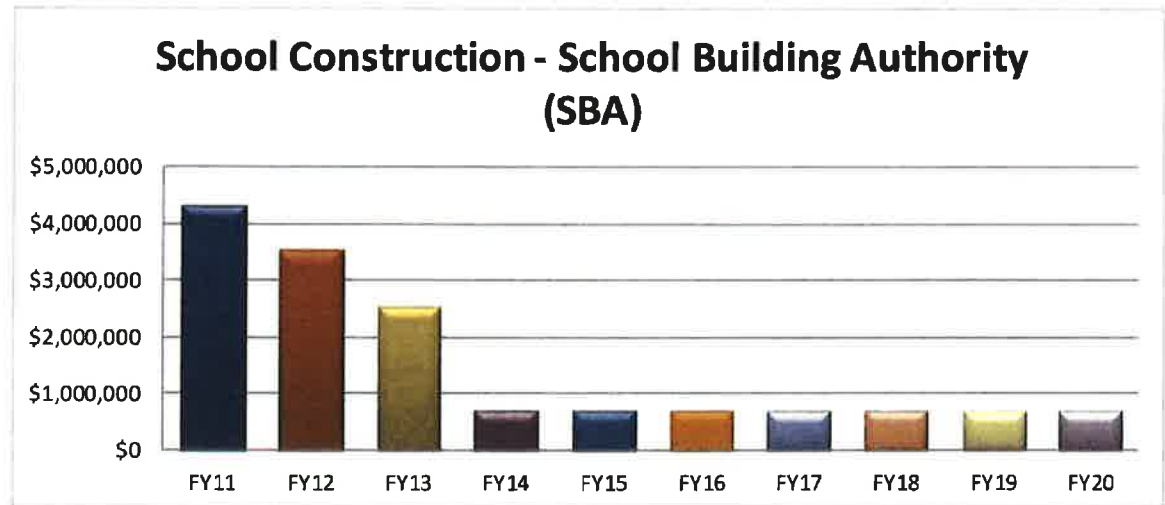
#### IV. SCHOOL BUILDING AUTHORITY (SBA) REIMBURSEMENTS

**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](http://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 FY2020.

School Construction School Building Authority (SBA)		
Fiscal Year	Revenue	
2011	4,310,837	Actual
2012	3,521,535	Actual
2013	2,534,339	Actual
2014	732,824	Actual
2015	732,824	Actual
2016	732,824	Actual
2017	732,824	Actual
2018	732,824	Actual
2019	732,824	Per Recap
2020	732,824	Estimated
% Change FY19 vs. FY20		0.0%



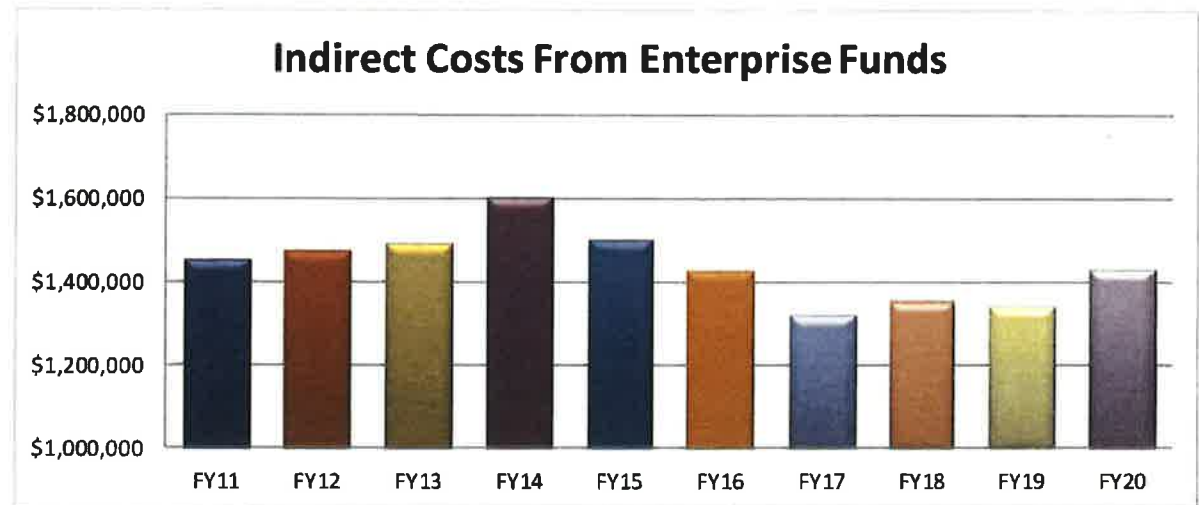


## V. INTERGOVERNMENTAL & INTERFUND TRANSFERS

**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 FY18 we began to increase the indirect costs based on a new methodology of calculating indirect costs that has been approved by the auditors.

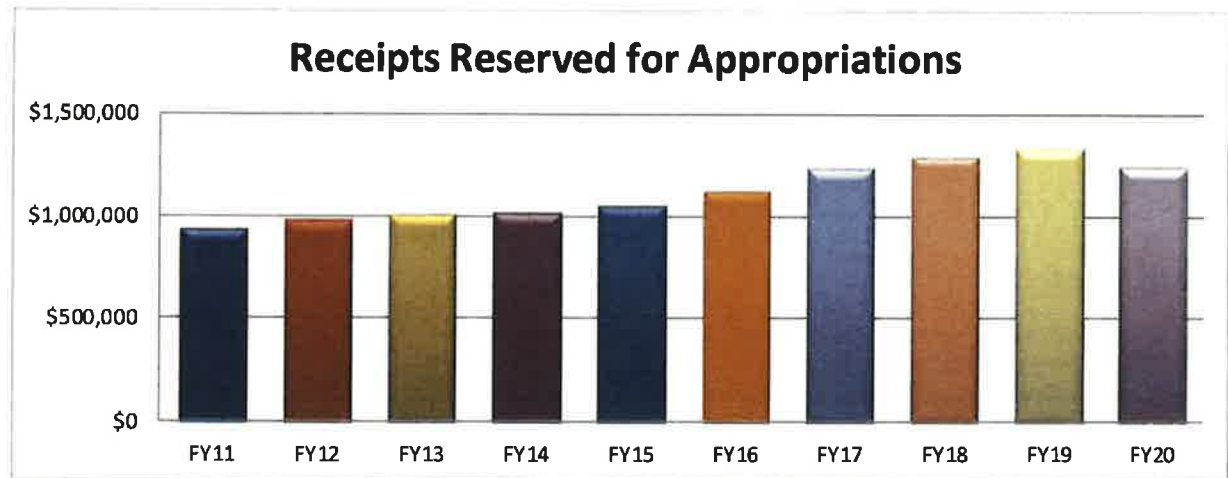
Inter-fund Operating Transfers in Indirect Costs from Enterprise Funds		
Fiscal Year	Revenue	
2011	1,452,222	Actual
2012	1,477,074	Actual
2013	1,493,881	Actual
2014	1,601,654	Actual
2015	1,501,654	Actual
2016	1,424,095	Actual
2017	1,324,095	Actual
2018	1,354,900	Actual
2019	1,345,221	Per Recap
2020	1,431,996	Estimated
% Change FY19 vs. FY20		6.5%



## OTHER FINANCIAL SOURCES

**Receipts Reserved for Appropriation** – The 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 a decrease of 7.4% for FY 2020 based on revised indirect cost calculations and necessary increases to budgets.

Receipts Reserved for Appropriations		
Fiscal Year	Revenue	
2011	934,070	Actual
2012	977,042	Actual
2013	1,008,106	Actual
2014	1,014,995	Actual
2015	1,050,452	Actual
2016	1,116,347	Actual
2017	1,238,398	Actual
2018	1,295,034	Actual
2019	1,337,058	Per Recap
2020	1,238,676	Estimated
% Change FY19 vs. FY20		-7.4%



### 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.



**FY2020 Preliminary Cherry Sheet Estimates  
Salem**

<b>PROGRAM</b>	<b>FY2019 Cherry Sheet Estimate</b>	<b>FY2020 Governor's Budget Proposal</b>	<b>FY2020 House Budget Proposal</b>	<b>FY2020 SWM Budget Proposal</b>	<b>FY2020 Conference Committee</b>
<b>Education Receipts:</b>					
Chapter 70	21,872,762	25,021,626	25,127,403	25,807,152	
School Transportation	0	0	0	0	
Charter Tuition Reimbursement	847,885	762,693	770,057	696,714	
Smart Growth School Reimbursement	0	0	0	0	
<b>Offset Receipts:</b>					
School Choice Receiving Tuition	65,250	125,250	125,250	125,250	
<b>Sub-Total, All Education Items:</b>	<b>22,785,897</b>	<b>25,909,569</b>	<b>26,022,710</b>	<b>26,629,116</b>	
<b>General Government:</b>					
Unrestricted Gen Gov't Aid	7,132,619	7,325,200	7,325,200	7,325,200	
Local Share of Racing Taxes	0	0	0	0	
Regional Public Libraries	0	0	0	0	
Urban Revitalization	0	0	0	0	
Veterans Benefits	311,563	311,518	311,518	311,518	
Exemp: VBS and Elderly	123,569	116,830	116,830	116,830	
State Owned Land	53,349	58,873	58,873	62,019	
<b>Offset Receipts:</b>					
<b>Public Libraries</b>	<b>61,311</b>	<b>62,232</b>	<b>63,809</b>	<b>64,099</b>	
<b>Sub-Total, All General Government:</b>	<b>7,682,411</b>	<b>7,874,653</b>	<b>7,876,230</b>	<b>7,879,666</b>	
<b>Total Estimated Reciepts:</b>	<b>30,468,308</b>	<b>33,784,222</b>	<b>33,898,940</b>	<b>34,508,782</b>	

PROGRAM	FY2019 Cherry Sheet Estimate	FY2020 Governor's Budget Proposal	FY2020 House Budget Proposal	FY2020 SWM Budget Proposal	FY2020 Conference Committee
<b>State Assessments and Charges:</b>					
Retired Employees Health Insurance	0	0	0	0	
Retired Teachers Health Insurance	0	0	0	0	
Mosquito Control Projects	45,639	46,601	46,601	46,601	
Air Pollution Districts	12,223	12,525	12,525	12,525	
Metropolitan Area Planning Council	22,335	22,956	22,956	22,956	
Old Colony Planning Council	0	0	0	0	
RMV Non-Renewal Surcharge	128,500	128,500	130,500	130,500	
Sub-Total, State Assessments:	208,697	210,582	212,582	212,582	
 <b>Transportation Authorities:</b>					
MBTA	944,714	970,999	970,999	970,999	
Boston Metro. Transit District	0	0	0	0	
Regional Transit	0	0	0	0	
Sub-Total, Transp Authorities:	944,714	970,999	970,999	970,999	
 <b>Annual Charges Against Receipts:</b>					
Multi-Year Repayment Program	0	0	0	0	
Special Education	10,712	17,263	17,263	17,263	
STRAP Repayments	0	0	0	0	
Sub-Total, Annual Charges:	10,712	17,263	17,263	17,263	
 <b>Tuition Assessments:</b>					
School Choice Sending Tuition	447,696	600,526	600,526	600,526	
Charter School Sending Tuition	7,312,221	7,348,457	7,325,189	7,322,840	
Sub-Total, Tuition Assessments:	7,759,917	7,948,983	7,925,715	7,923,366	
 <b>Total All Estimated Charges:</b>	<b>8,924,040</b>	<b>9,147,827</b>	<b>9,126,559</b>	<b>9,124,210</b>	

**C.S. 1-ER Commonwealth of Massachusetts Department of Revenue FY2019**

**NOTICE TO ASSESSORS OF ESTIMATED RECEIPTS**

**General Laws, Chapter 58, Section 25A**

**Salem**

**A. EDUCATION:**

**Distributions and Reimbursements:**

Chapter 70	21,872,762
School Transportation	0
Charter Tuition Reimbursement	847,885
Smart Growth	0

**Offset Items – Reserve for Direct Expenditure:**

School Choice Receiving Tuition	65,250
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<b>Sub-Total, All Education Items:</b>	<b>22,785,897</b>
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**B. GENERAL GOVERNMENT:**

**Distributions and Reimbursements:**

Unrestricted General Government Aid	7,132,619
Local Share of Racing Taxes	0
Regional Public Libraries	0
Urban Revitalization	0
Veterans Benefits	311,563
Exemp: VBS and Elderly	123,569
State Owned Land	53,349

**Offset Item - Reserve for Direct Expenditure:**

Public Libraries	61,311
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<b>Sub-Total, All General Government:</b>	<b>7,682,411</b>
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<b>C. TOTAL ESTIMATED RECEIPTS:</b>	<b>30,468,308</b>
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**C.S. 1-EC Commonwealth of Massachusetts Department of Revenue FY2019**

**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
<b>Sub-Total, County Assessments:</b>	<b>0</b>

**B. STATE ASSESSMENTS AND CHARGES:**

Retired Employees Health Insurance	0
Retired Teachers Health Insurance	0
Mosquito Control Projects	45,639
Air Pollution	12,223
Metropolitan Area Planning Council	22,335
Old Colony Planning Council	0
RMV Non-Renewal Surcharge	128,500
<b>Sub-Total, State Assessments:</b>	<b>208,697</b>

**C. TRANSPORTATION AUTHORITIES:**

MBTA	944,714
Boston Metro. Transit District	0
Regional Transit	0
<b>Sub-Total, Transportation Assessments:</b>	<b>944,714</b>

**D. ANNUAL CHARGES AGAINST RECEIPTS:**

Special Education	10,712
STRAP Repayments	0
Multi-Yr Repayment	0
<b>Sub-Total, Annual Charges Against Receipts:</b>	<b>10,712</b>

**E. TUITION ASSESSMENTS:**

School Choice Sending Tuition	447,696
Charter School Sending Tuition	7,312,221
<b>Sub-Total, Tuition Assessments:</b>	<b>7,759,917</b>

**F. TOTAL ESTIMATED CHARGES:**

**8,924,040**

**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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<b>Sub-Total, All Education Items:</b>	<b>22,773,666</b>
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**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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<b>Sub-Total, All General Government:</b>	<b>7,443,600</b>
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<b>C. TOTAL ESTIMATED RECEIPTS:</b>	<b>30,217,266</b>
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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
<b>Sub-Total, County Assessments:</b>	<b>0</b>

**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
<b>Sub-Total, State Assessments:</b>	<b>205,073</b>

**C. TRANSPORTATION AUTHORITIES:**

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

**D. ANNUAL CHARGES AGAINST RECEIPTS:**

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

**E. TUITION ASSESSMENTS:**

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

<b>F. TOTAL ESTIMATED CHARGES:</b>	<b>8,947,490</b>
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**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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<b>Sub-Total, All Education Items:</b>	<b>22,836,735</b>
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**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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<b>Sub-Total, All General Government:</b>	<b>7,292,421</b>
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<b>C. TOTAL ESTIMATED RECEIPTS:</b>	<b>30,129,156</b>
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**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
<b>Sub-Total, County Assessments:</b>	<b>0</b>

**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
<b>Sub-Total, State Assessments:</b>	<b>248,557</b>

**C. TRANSPORTATION AUTHORITIES:**

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

**D. ANNUAL CHARGES AGAINST RECEIPTS:**

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

**E. TUITION ASSESSMENTS:**

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

<b>F. TOTAL ESTIMATED CHARGES:</b>	<b>8,068,331</b>
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**CITY OF SALEM, MASSACHUSETTS  
FY 2020 OPERATING BUDGET**

	ACTUAL EXPENDED FY 2018	ADOPTED BUDGET FY 2019	ADJUSTED BUDGET FY 2019	DEPT BUDGET FY 2020	MAYOR BUDGET FY 2020	CITY COUNCIL BUDGET FY 2020	FY19 Adj vs. FY20 Budget Inc/Decr Amount      Percentage	
GENERAL FUND								
GENERAL GOVERNMENT	6,533,994	6,985,567	7,160,567	7,339,318	7,428,706	7,426,956	266,389	3.72%
PUBLIC SAFETY	20,965,755	21,913,868	21,933,455	22,326,155	22,561,031	22,561,031	627,576	2.86%
PUBLIC WORKS & FACILITIES	5,593,712	4,497,293	4,681,043	5,124,295	5,243,900	5,243,900	562,857	12.02%
HUMAN SERVICES	1,258,754	1,602,027	1,602,027	1,615,986	1,648,920	1,648,920	46,893	2.93%
CULTURAL & RECREATIONAL	2,745,564	2,893,638	2,961,638	3,013,344	3,039,543	3,039,543	77,905	2.63%
DEBT SERVICE	6,644,446	7,727,786	7,727,786	7,265,361	7,417,804	7,417,804	(309,982)	-4.01%
ASSESSMENTS	10,658,114	11,342,438	11,273,147	11,436,360	11,415,092	11,415,092	141,945	1.26%
EMPLOYEE BENEFITS	25,172,199	26,547,171	26,543,171	28,450,703	28,923,153	28,923,153	2,379,982	8.97%
MUNICIPAL INSURANCE	244,290	338,556	338,556	390,808	348,969	348,969	10,413	3.08%
TRANSFERS OUT OF GENERAL FUND	2,759,097	3,848,570	3,848,570	3,927,144	3,927,144	3,927,144	78,574	2.04%
CITY TOTAL	82,575,925	87,696,914	88,069,960	90,889,474	91,954,262	91,952,512	3,882,552	4.41%
EDUCATION-PUBLIC SCHOOLS	56,984,362	57,628,889	57,628,889	59,833,547	59,833,547	59,833,547	2,204,658	3.83%
EDUCATION TOTAL	56,984,362	57,628,889	57,628,889	59,833,547	59,833,547	59,833,547	2,204,658	3.83%
GENERAL FUND TOTAL	139,560,287	145,325,803	145,698,849	150,723,021	151,787,809	151,786,059	6,087,210	4.18%
ENTERPRISE FUNDS								
SEWER	6,632,962	7,457,236	7,617,039	8,095,039	7,923,570	7,923,570	306,531	4.02%
WATER	6,107,423	6,147,650	6,147,650	6,355,999	6,308,761	6,308,761	161,111	2.62%
TRASH	3,135,038	3,229,608	3,229,608	3,704,544	3,706,362	3,706,362	476,754	14.76%
ENTERPRISE FUND TOTAL	15,875,423	16,834,494	16,994,297	18,155,582	17,938,693	17,938,693	944,396	5.56%
GRAND TOTAL ALL FUNDS	155,435,710	162,160,297	162,693,146	168,878,603	169,726,502	169,724,752	7,031,606	4.32%

**CITY OF SALEM, MASSACHUSETTS  
FY 2020 OPERATING BUDGET**

	ACTUAL EXPENDED FY 2018	ADOPTED BUDGET FY 2019	ADJUSTED BUDGET FY 2019	DEPT BUDGET FY 2020	MAYOR BUDGET FY 2020	CITY COUNCIL BUDGET FY 2020	FY19 Adj vs. FY20 Budget Inc/Decr Amount      Percentage	
GENERAL GOVERNMENT:								
CITY COUNCIL Legislative	243,087	198,850	208,850	221,350	221,350	221,350	12,500	5.99%
MAYOR Executive	548,234	566,353	566,353	593,468	603,493	601,743	35,390	6.25%
FINANCE/AUDITING Accounting	294,540	355,590	355,590	440,742	392,845	392,845	37,255	10.48%
PURCHASING Purchasing	140,064	162,733	162,733	183,729	188,066	188,066	25,333	15.57%
Fixed Costs	69,025	66,412	66,412	73,076	73,076	73,076	6,664	10.03%
ASSESSORS Board of Assessors	326,652	332,194	332,194	362,036	369,851	369,851	37,657	11.34%
TREASURER Treasury Services	382,253	382,782	422,782	444,108	435,771	435,771	12,989	3.07%
COLLECTOR Tax Collections	244,747	239,420	239,420	251,029	253,312	253,312	13,892	5.80%
SOLICITOR Legal Services/Licensing	342,117	353,913	353,913	363,612	370,677	370,677	16,764	4.74%
HUMAN RESOURCES Personnel	270,873	329,025	348,025	284,112	345,965	345,965	(2,060)	-0.59%
Information Technology IT	817,253	871,209	871,209	880,196	905,912	905,912	34,703	3.98%
Fixed Costs	842,216	984,046	984,046	971,473	971,473	971,473	(12,573)	-1.28%
CITY CLERK Record Maintenance	282,988	304,319	304,319	317,729	321,479	321,479	17,160	5.64%
ELECTION/REGISTRATION Voting	194,571	196,023	196,023	216,004	217,833	217,833	21,810	11.13%

**CITY OF SALEM, MASSACHUSETTS  
FY 2020 OPERATING BUDGET**

	<b>ACTUAL EXPENDED FY 2018</b>	<b>ADOPTED BUDGET FY 2019</b>	<b>ADJUSTED BUDGET FY 2019</b>	<b>DEPT BUDGET FY 2020</b>	<b>MAYOR BUDGET FY 2020</b>	<b>CITY COUNCIL BUDGET FY 2020</b>	<b>FY19 Adj vs. FY20 Budget Inc/Decr Amount Percentage</b>	
<b>CONSERVATION</b>								
Active/Passive Conservation	27,599	31,409	31,409	32,749	33,439	33,439	2,030	6.46%
<b>PLANNING BOARD</b>								
Subdivision, Planning & Zoning	32,429	36,401	36,401	36,580	37,257	37,257	856	2.35%
<b>APPEALS, BOARD OF</b>								
Zoning Appeals	196	900	900	1,200	1,200	1,200	300	33.33%
<b>PLANNING</b>								
Planning & Community Development	531,938	605,039	697,039	675,075	689,657	689,657	(7,382)	-1.06%
<b>PUBLIC PROPERTY</b>								
Public Prop-Fixed Costs	701,439	687,524	701,524	685,900	685,900	685,900	(15,624)	-2.23%
<b>MARKET AND TOURIST COMM.</b>								
Tourist Promotion	241,771	281,425	281,425	305,150	310,150	310,150	28,725	10.21%
<b>TOTAL GENERAL GOVERNMENT</b>	<b>6,533,994</b>	<b>6,985,567</b>	<b>7,160,567</b>	<b>7,339,318</b>	<b>7,428,706</b>	<b>7,426,956</b>	<b>266,389</b>	<b>3.72%</b>
<b>PUBLIC SAFETY:</b>								
<b>POLICE</b>								
Citizen Protection	10,499,776	11,016,406	11,016,406	10,991,093	10,999,961	10,999,961	(16,445)	-0.15%
<b>FIRE</b>								
Fire Suppression	8,974,294	9,238,930	9,258,517	9,612,471	9,616,348	9,616,348	357,831	3.86%
<b>PUBLIC PROPERTY/BLDG INSP</b>								
Building/Plumbing/Gas Inspection	516,882	594,572	594,572	629,418	736,439	736,439	141,867	23.86%
<b>ELECTRICAL</b>								
Electrical Inspection & Maintenance	716,421	779,258	779,258	805,583	808,990	808,990	29,732	3.82%
<b>HARBORMASTER</b>								
Harbormaster	258,381	284,702	284,702	287,590	399,293	399,293	114,591	40.25%
<b>TOTAL PUBLIC SAFETY</b>	<b>20,965,755</b>	<b>21,913,868</b>	<b>21,933,455</b>	<b>22,326,155</b>	<b>22,561,031</b>	<b>22,561,031</b>	<b>627,576</b>	<b>2.86%</b>

**CITY OF SALEM, MASSACHUSETTS  
FY 2020 OPERATING BUDGET**

	<b>ACTUAL EXPENDED FY 2018</b>	<b>ADOPTED BUDGET FY 2019</b>	<b>ADJUSTED BUDGET FY 2019</b>	<b>DEPT BUDGET FY 2020</b>	<b>MAYOR BUDGET FY 2020</b>	<b>CITY COUNCIL BUDGET FY 2020</b>	<b>FY19 Adj vs. FY20 Budget Inc/Decr Amount      Percentage</b>	
<b>EDUCATION :</b>								
City Public Schools	56,984,362	57,628,889	57,628,889	59,833,547	59,833,547	59,833,547	2,204,658	3.83%
<b>TOTAL EDUCATION</b>	<b>56,984,362</b>	<b>57,628,889</b>	<b>57,628,889</b>	<b>59,833,547</b>	<b>59,833,547</b>	<b>59,833,547</b>	<b>2,204,658</b>	<b>3.83%</b>
<b>PUBLIC WORKS &amp; FACILITIES:</b>								
<b>PUBLIC SERVICES</b>								
Public Services-General/Park/Open Space/Cem	2,728,440	2,824,752	3,008,502	3,367,678	3,371,521	3,371,521	363,019	12.07%
Snow and Ice	1,930,275	458,935	458,935	458,935	458,935	458,935	-	0.00%
<b>ENGINEERING</b>								
Engineering-General Admin	86,282	184,061	184,061	200,107	203,336	203,336	19,275	10.47%
<b>PARKING DEPARTMENT</b>								
General Operations	848,715	1,029,545	1,029,545	1,097,575	1,210,108	1,210,108	180,563	17.54%
<b>TOTAL PUBLIC WORKS &amp; FACILITIES</b>	<b>5,593,712</b>	<b>4,497,293</b>	<b>4,681,043</b>	<b>5,124,295</b>	<b>5,243,900</b>	<b>5,243,900</b>	<b>562,857</b>	<b>12.02%</b>
<b>HUMAN SERVICES:</b>								
<b>HEALTH, BOARD OF</b>								
Administration & Support	431,635	553,593	553,593	544,558	547,873	547,873	(5,720)	-1.03%
<b>COUNCIL ON AGING</b>								
Administration & Support	397,745	484,414	484,414	505,745	529,398	529,398	44,984	9.29%
<b>VETERANS AGENT</b>								
Administration & Support	429,374	564,020	564,020	565,683	571,649	571,649	7,629	1.35%
<b>TOTAL HUMAN SERVICES</b>	<b>1,258,754</b>	<b>1,602,027</b>	<b>1,602,027</b>	<b>1,615,986</b>	<b>1,648,920</b>	<b>1,648,920</b>	<b>46,893</b>	<b>2.93%</b>
<b>CULTURAL &amp; RECREATIONAL</b>								
<b>LIBRARY</b>								
Administration & Support	1,245,063	1,338,784	1,338,784	1,376,248	1,382,382	1,382,382	43,598	3.26%



**CITY OF SALEM, MASSACHUSETTS  
FY 2020 OPERATING BUDGET**

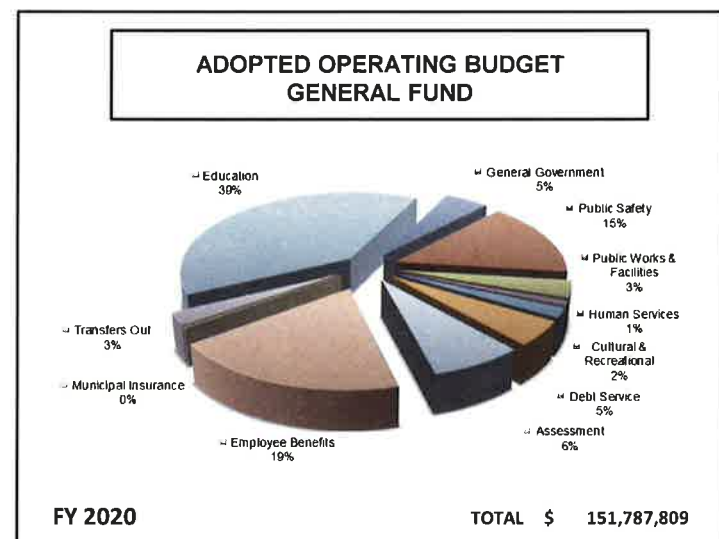
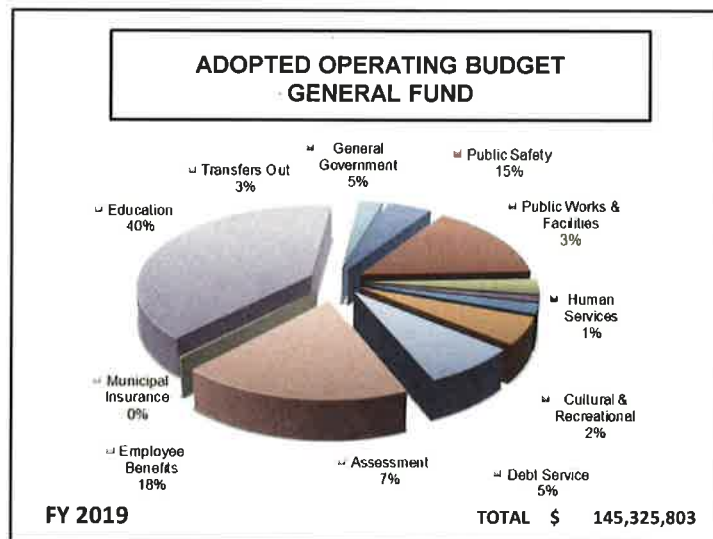
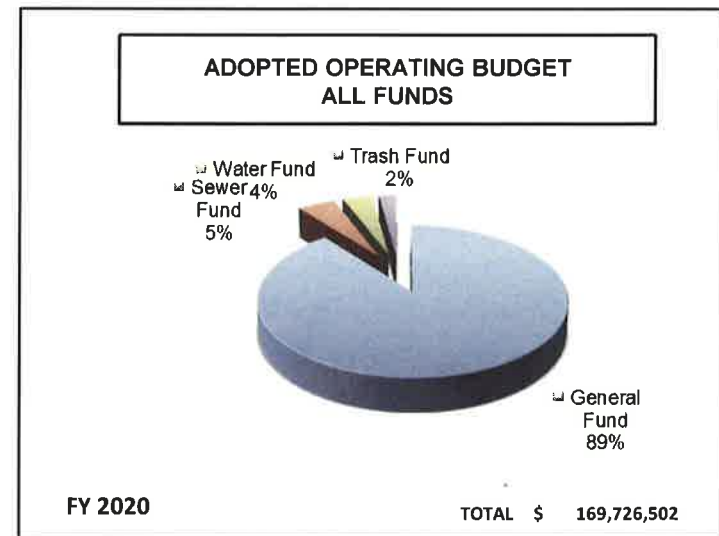
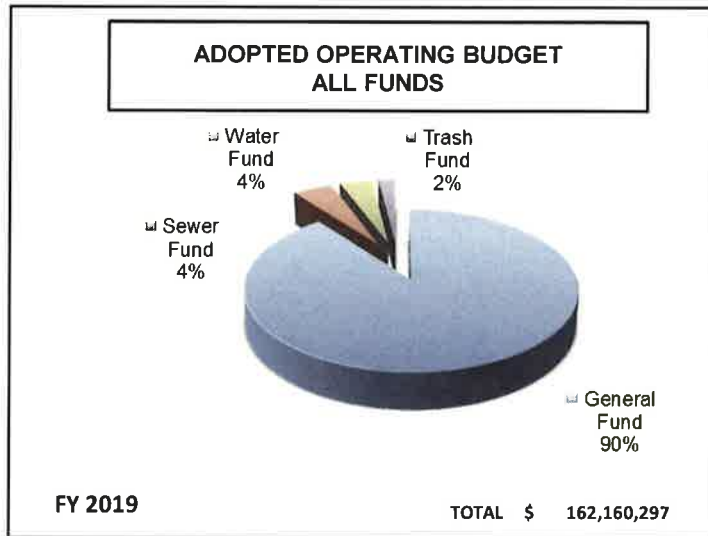
	<b>ACTUAL EXPENDED FY 2018</b>	<b>ADOPTED BUDGET FY 2019</b>	<b>ADJUSTED BUDGET FY 2019</b>	<b>DEPT BUDGET FY 2020</b>	<b>MAYOR BUDGET FY 2020</b>	<b>CITY COUNCIL BUDGET FY 2020</b>	<b>FY19 Adj vs. FY20 Budget Inc/Decr Amount Percentage</b>	
<b>RECREATION</b>								
Administration & Support	501,214	508,750	526,750	540,964	550,350	550,350	23,600	4.48%
Golf Course	586,408	541,502	541,502	560,756	564,777	564,777	23,275	4.30%
Witch House	190,248	211,667	211,667	224,778	227,778	227,778	16,111	7.61%
Pioneer Village	16,930	18,600	68,600	18,600	18,600	18,600	(50,000)	
Winter Island	196,502	244,002	244,002	259,929	262,866	262,866	18,864	7.73%
<b>HISTORICAL COMMISSION</b>								
Historic Preservation	9,199	30,333	30,333	32,069	32,790	32,790	2,457	8.10%
<b>TOTAL CULTURAL &amp; RECREATIONAL</b>	<b>2,745,564</b>	<b>2,893,638</b>	<b>2,961,638</b>	<b>3,013,344</b>	<b>3,039,543</b>	<b>3,039,543</b>	<b>77,905</b>	<b>2.63%</b>
<b>DEBT SERVICE:</b>								
Long Term Debt	5,914,779	6,871,087	6,871,087	6,502,567	6,805,440	6,805,440	(65,647)	-0.96%
Short Term Debt	729,667	856,699	856,699	762,794	612,364	612,364	(244,335)	-28.52%
<b>TOTAL DEBT SERVICE</b>	<b>6,644,446</b>	<b>7,727,786</b>	<b>7,727,786</b>	<b>7,265,361</b>	<b>7,417,804</b>	<b>7,417,804</b>	<b>(309,982)</b>	<b>-4.01%</b>
<b>ASSESSMENTS:</b>								
Essex NS Agricultural & Vocational School	2,281,622	2,349,107	2,349,107	2,288,533	2,288,533	2,288,533	(60,574)	-2.58%
State Assessments (Budgeted from RECAP)	8,376,492	8,993,331	8,924,040	9,147,827	9,126,559	9,126,559	202,519	2.27%
<b>TOTAL ASSESSMENTS</b>	<b>10,658,114</b>	<b>11,342,438</b>	<b>11,273,147</b>	<b>11,436,360</b>	<b>11,415,092</b>	<b>11,415,092</b>	<b>141,945</b>	<b>1.26%</b>
<b>EMPLOYEE BENEFITS:</b>								
Contributory Retirement	10,915,833	11,490,119	11,490,119	12,287,979	12,287,979	12,287,979	797,860	6.94%
Non-contributory Pensions	18,857	12,125	12,125	9,779	9,779	9,779	(2,346)	-19.35%
Workmen's Compensation	451,364	412,444	428,444	463,216	463,216	463,216	34,772	8.12%
Unemployment Compensation	267,853	350,000	330,000	300,000	300,000	300,000	(30,000)	-9.09%
Group Insurance	12,354,403	13,168,268	13,168,268	14,144,367	14,616,817	14,616,817	1,448,549	11.00%
Medicare	1,163,889	1,114,215	1,114,215	1,245,362	1,245,362	1,245,362	131,147	11.77%
<b>TOTAL EMPLOYEE BENEFITS</b>	<b>25,172,199</b>	<b>26,547,171</b>	<b>26,543,171</b>	<b>28,450,703</b>	<b>28,923,153</b>	<b>28,923,153</b>	<b>2,379,982</b>	<b>8.97%</b>
<b>MUNICIPAL INSURANCE :</b>								
Municipal Insurance	244,290	338,556	338,556	390,808	348,969	348,969	10,413	3.08%
<b>TOTAL Municipal Insurance</b>	<b>244,290</b>	<b>338,556</b>	<b>338,556</b>	<b>390,808</b>	<b>348,969</b>	<b>348,969</b>	<b>10,413</b>	<b>3.08%</b>
<b>BUDGET TRANSFERS OUT OF GF</b>								
Retirement Stabilization & CIP Transfer	2,759,097	3,848,570	3,848,570	3,927,144	3,927,144	3,927,144	78,574	2.04%
<b>TOTAL Budget Transfers Out of GF</b>	<b>2,759,097</b>	<b>3,848,570</b>	<b>3,848,570</b>	<b>3,927,144</b>	<b>3,927,144</b>	<b>3,927,144</b>	<b>78,574</b>	
<b>GENERAL FUND TOTAL</b>	<b>139,560,287</b>	<b>145,325,803</b>	<b>145,698,849</b>	<b>150,723,021</b>	<b>151,787,809</b>	<b>151,786,059</b>	<b>6,087,210</b>	<b>4.18%</b>

**CITY OF SALEM, MASSACHUSETTS  
FY 2020 OPERATING BUDGET**

	ACTUAL EXPENDED FY 2018	ADOPTED BUDGET FY 2019	ADJUSTED BUDGET FY 2019	DEPT BUDGET FY 2020	MAYOR BUDGET FY 2020	CITY COUNCIL BUDGET FY 2020	FY19 Adj vs. FY20 Budget Inc/Decr Amount      Percentage	
ENTERPRISE FUNDS								
SEWER :								
Sewer - Public Services	578,021	635,239	795,042	699,021	657,074	657,074	(137,968)	-17.35%
Sewer - Engineering	335,999	589,275	589,275	637,957	640,816	640,816	51,541	8.75%
Long Term Debt	1,093,741	1,439,795	1,439,795	1,692,388	1,692,388	1,692,388	252,593	
Short Term Debt	13,000	13,000	13,000	47,000	47,000	47,000	34,000	
SESD Assessment	4,612,202	4,774,927	4,774,927	5,013,673	4,881,292	4,881,292	106,365	2.23%
Sewer - Insurance Deduction	0	5,000	5,000	5,000	5,000	5,000	-	0.00%
TOTAL SEWER	6,632,962	7,457,236	7,617,039	8,095,039	7,923,570	7,923,570	306,531	4.02%
WATER :								
Water-Public Services	845,948	701,739	701,739	755,521	713,574	713,574	11,835	1.69%
Water-Engineering	581,945	607,500	607,500	669,157	672,016	672,016	64,516	10.62%
Long Term Debt	2,199,878	2,314,200	2,314,200	2,282,821	2,304,157	2,304,157	(10,043)	-0.43%
Short Term Debt	33,000	33,000	33,000	46,000	46,000	46,000	13,000	39.39%
SBWS Assessment	2,446,652	2,488,711	2,488,711	2,600,000	2,570,514	2,570,514	81,803	3.29%
Water - Insurance Deduction	0	2,500	2,500	2,500	2,500	2,500	-	
TOTAL WATER	6,107,423	6,147,650	6,147,650	6,355,999	6,308,761	6,308,761	161,111	2.62%
Solid Waste :								
Solid Waste - Engineering	3,135,038	3,229,608	3,229,608	3,704,544	3,706,362	3,706,362	476,754	14.76%
TOTAL TRASH	3,135,038	3,229,608	3,229,608	3,704,544	3,706,362	3,706,362	476,754	14.76%
ENTERPRISE FUND TOTAL								
GRAND TOTAL ALL FUNDS	155,435,710	162,160,297	162,693,146	168,878,603	169,726,502	169,724,752	7,031,606	4.32%

**CITY OF SALEM, MASSACHUSETTS  
FY 2020 OPERATING BUDGET**

		ACTUAL EXPENDED FY 2018	ADOPTED BUDGET FY 2019	ADJUSTED BUDGET FY 2019	DEPT BUDGET FY 2020	MAYOR BUDGET FY 2020	CITY COUNCIL BUDGET FY 2020	FY19 Adj vs. FY20 Budget Inc/Decr Amount      Percentage	
PERSONNEL & NON-PERSONNEL SUMMARIES									
City	Personnel	53,615,858	56,648,099	56,688,849	59,445,574	60,332,953	60,332,953	3,644,104	6.43%
	Non-Personnel	28,960,067	31,048,815	31,381,111	31,443,900	31,621,309	31,619,559	238,448	0.76%
	Total City	82,575,925	87,696,914	88,069,960	90,889,474	91,954,262	91,952,512	3,882,552	4.41%
Schools	Personnel	45,632,542	45,859,624	45,591,904	46,950,305	46,950,305	46,950,305	1,358,401	2.98%
	Non-Personnel	11,351,821	11,769,265	12,036,985	12,883,242	12,883,242	12,883,242	846,257	7.03%
	Total School	56,984,362	57,628,889	57,628,889	59,833,547	59,833,547	59,833,547	2,204,658	3.83%
TOTAL General Fund		139,560,287	145,325,803	145,698,849	150,723,021	151,787,809	151,786,059	6,087,210	4.18%
Sewer	Personnel	465,331	592,642	592,642	657,528	663,440	663,440	70,798	11.95%
	Non-Personnel	6,167,631	6,864,594	7,024,397	7,437,511	7,260,130	7,260,130	235,733	3.36%
		6,632,962	7,457,236	7,617,039	8,095,039	7,923,570	7,923,570	306,531	4.02%
Water	Personnel	512,511	647,642	647,642	712,528	718,440	718,440	70,798	10.93%
	Non-Personnel	5,594,912	5,500,008	5,500,008	5,643,471	5,590,321	5,590,321	90,313	1.64%
		6,107,423	6,147,650	6,147,650	6,355,999	6,308,761	6,308,761	161,111	2.62%
Solid Waste	Personnel	84,591	96,013	96,013	98,884	100,702	100,702	4,689	4.88%
	Non-Personnel	3,050,447	3,133,595	3,133,595	3,605,660	3,605,660	3,605,660	472,065	15.06%
		3,135,038	3,229,608	3,229,608	3,704,544	3,706,362	3,706,362	476,754	14.76%
TOTAL Enterprise Fund		15,875,423	16,834,494	16,994,297	18,155,582	17,938,693	17,938,693	944,396	5.56%
GRAND TOTAL All Funds		155,435,710	162,160,297	162,693,146	168,878,603	169,726,502	169,724,752	7,031,606	4.32%



### ADOPTED OPERATING BUDGET GENERAL FUND

#### FY 2019

##### City

Personnel	56,648,099
Expenses	31,048,815
<b>TOTAL</b>	<b>87,696,914</b>

##### School

Personnel	45,859,624
Expenses	11,769,265
<b>TOTAL</b>	<b>57,628,889</b>

##### City & School

Personnel	102,507,723
Expenses	42,818,080
<b>TOTAL</b>	<b>145,325,803</b>



### ADOPTED OPERATING BUDGET GENERAL FUND

#### FY 2020

##### City

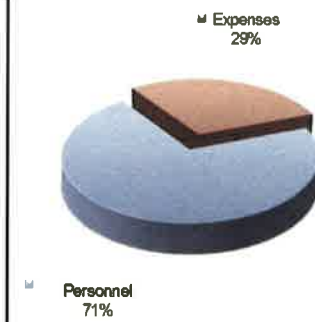
Personnel	60,332,953
Expenses	31,621,309
<b>TOTAL</b>	<b>91,954,262</b>

##### School

Personnel	46,950,305
Expenses	12,883,242
<b>TOTAL</b>	<b>59,833,547</b>

##### City & School

Personnel	107,283,258
Expenses	44,504,551
<b>TOTAL</b>	<b>151,787,809</b>



# 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							
<b>Total</b>			<b>2,534,339</b>	<b>2,534,339</b>	<b>732,824</b>	<b>732,824</b>	<b>732,824</b>	<b>732,824</b>	<b>732,824</b>	<b>732,824</b>	<b>732,824</b>



## **Other Budgeted Items Voted By Council**

### **Retirement Stabilization Trust Fund – Included in General Fund Budget**

This trust fund was established in FY2009 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 FY2020 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 FY2019 into this fund to cover retirements.

### **Bentley Charter School — Included in General Fund Budget**

In FY2016 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 3,277,144 in FY2020.

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

In FY2014 the Mayor established a special revenue fund to help fund the City's 400<sup>th</sup> anniversary celebration. We budgeted \$50,000.00 this year to help prepare 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 2020  
Revolving Funds**

Department	Fund Name	Fund #	Programs & Purposes	Type of Receipts Credited	Authorization for Spending	FY 2020 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	\$ 40,000.00
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	\$ 20,000.00
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	\$ 50,000.00
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	\$ 50,000.00
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 2020  
Revolving Funds**

Department	Fund Name	Fund #	Programs & Purposes	Type of Receipts Credited	Authorization for Spending	FY 2020 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	\$ 80,000.00
Engineering	Traffic Island	2439	Projects related to City beautification events including Traffic Island, Beautification, and special events such as Treemendous	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	\$ 300,000.00
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 \$ 2,318,000.00**

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.



# Salem Public Schools

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## FISCAL YEAR 2020 BUDGET

### **SCHOOL COMMITTEE**

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](http://www.salemk12.org)

### **Finance Subcommittee Members**

Mary Manning, Chairperson

Amanda Campbell

Kristine Wilson

### **District Administrators**

M. Kate Carbone, Assistant Superintendent

Kristin Shaver, Business Manager

Deborah Connerty, Acting Executive Director of Pupil Personnel Services

Dr. Jill Conrad, Chief of Systems Strategy

Kelley Rice, Chief of Communications

Alicia Palmer, Director of Human Capital

Emily Ullman, Director of Expanded Learning Programs & Community Partnerships

Rebecca Westlake, Director of English Language Learning

Monnell Robinson, Supervisor of Safe & Supportive Schools

Ellen Wingard, Supervisor of City Connects & Family Engagement

Matt Killen, Chief Information Officer

### **School Administrators**

Nancy Charest, Early Childhood Center

Jose Munoz, Bates Elementary School

Bethann Jellison, Carlton Innovation School

Dr. Ruben Carmona, Horace Mann Laboratory School

Leanne Smith, Witchcraft Heights Elementary School

Michael Lister, Saltonstall Elementary School

Matthew Condon, Collins Middle School

Dr. Vittoria Pacifico, Salem High School

Brian Edmunds, Salem Prep High School

Jennifer Winsor, New Liberty Innovation School

Marlena Afonso, Bentley Academy Charter School

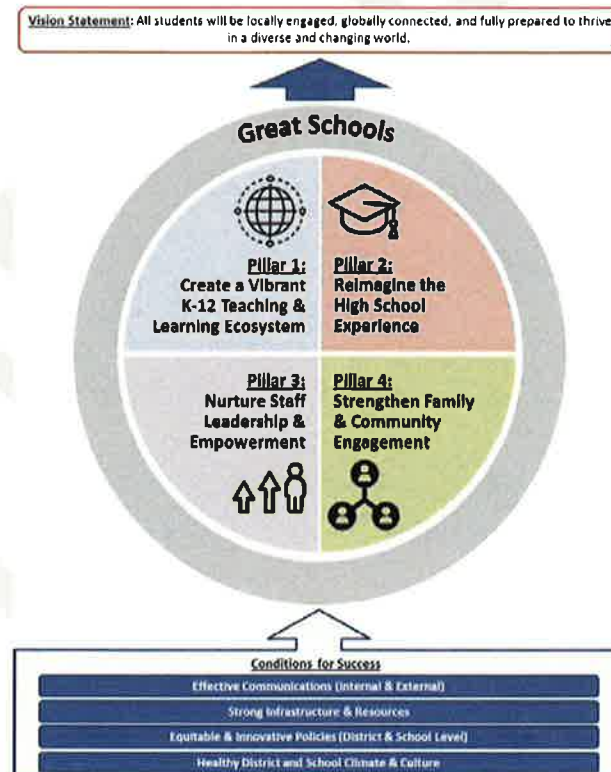
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## Budget Guidelines

The development of the Fiscal Year 2020 budget for the Salem Public Schools was driven by the Salem Public Schools' strategic plan, and the following guidelines:

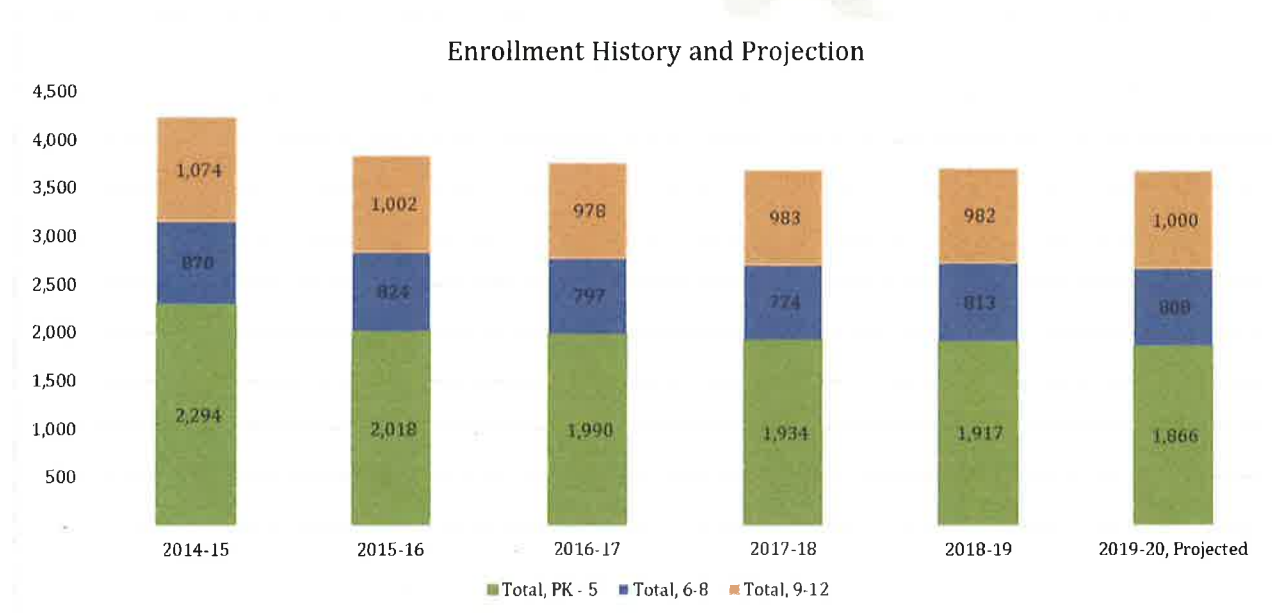
1. Focus on the needs of all students. Keep students' needs at the center of all decisions.
2. Prioritize the support of students with the highest need in the district.
3. Ensure the rationale for each decision is transparent and aligns with the strategic plan.
4. Increase the alignment between allocation of resources and projected enrollment levels at the schools.
5. Invest in initiatives that have proven to be effective in raising student achievement.
6. Invest in expanding the diversity of our staff and increasing the capacity of our staff to meet the needs of diverse student populations.
7. Invest in improving the conditions for success that will support and enhance the academic work done in our schools.



## 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 2019-20 show stable enrollment, with a slight decline in elementary school and a slight increase in high school grades.

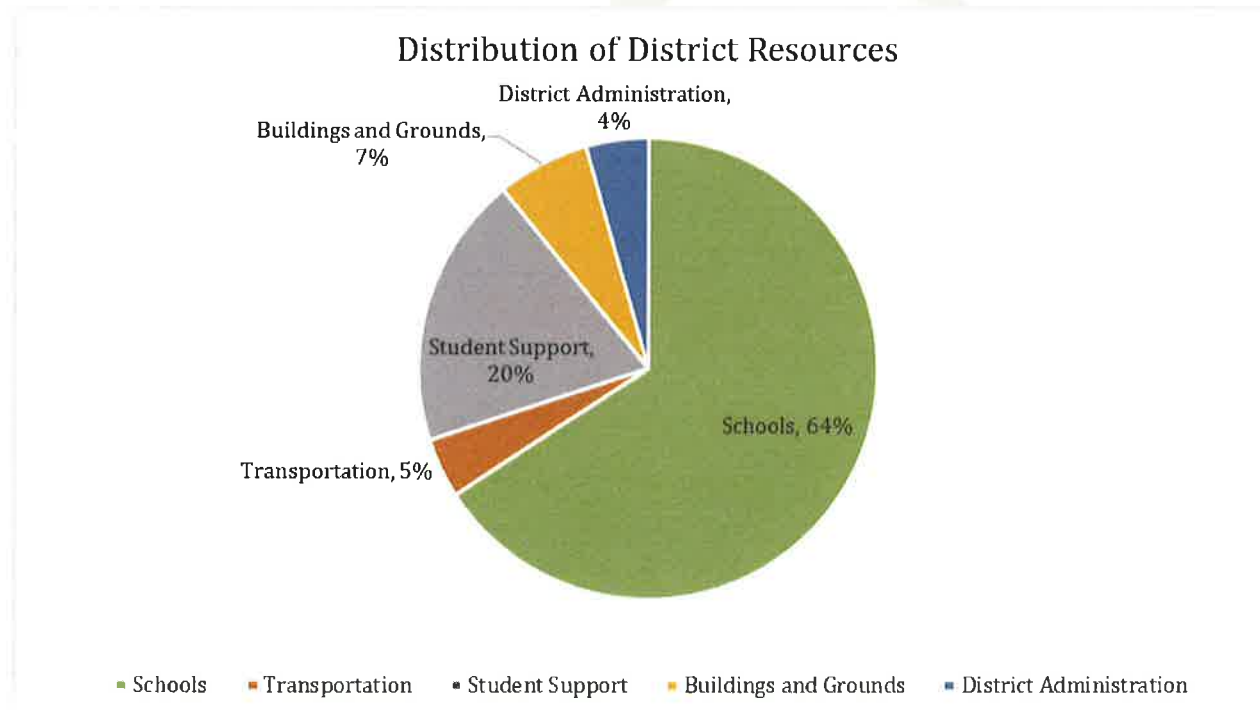


Note: In FY16, the Bentley Academy Charter School began operation as a charter school. Therefore, the enrollment at that elementary school is not included after that time.

## Budget Overview

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

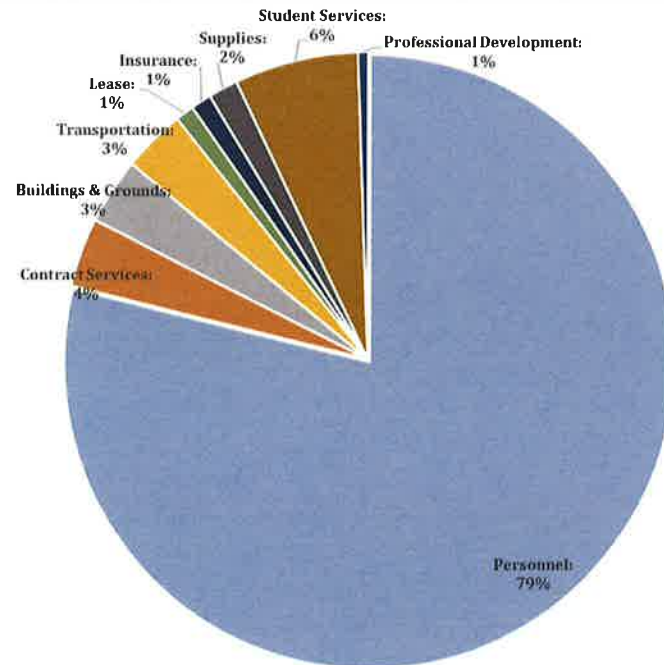
- Student Support: These services include Parent Information Center (PIC), Out of School Time supports, and other student supports not assigned to only one school. This represents 20% of the district's budget.
- Transportation represents 5% of the district's budget.
- Buildings & Grounds represents 7% 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.





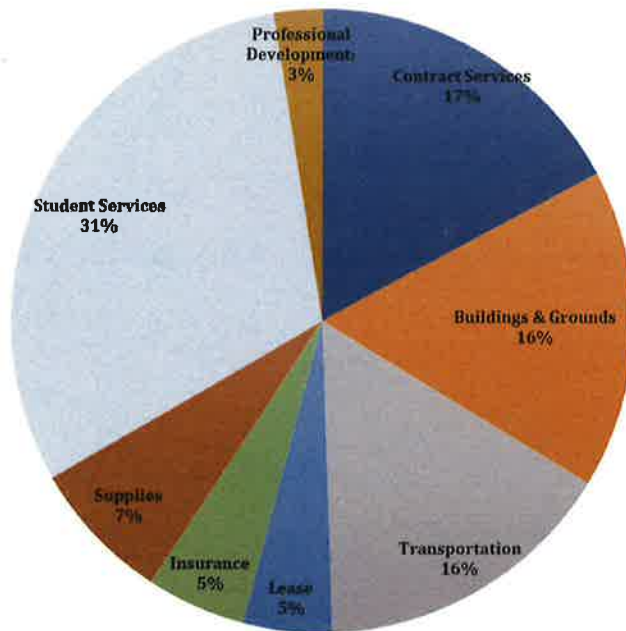
### Expense Distribution:

The Salem Public Schools' budget consists of 79% personnel costs. The next largest portion of the budget (6%) is for Student Services, made up of primarily out of district tuition. The remaining 15% is made up of: buildings and grounds costs such as utilities and supplies; transportation expenses (primarily contracted transportation and repair), etc.



### Non-Personnel Expenses:

The 21% of the district's budget that represents non-personnel costs is outlined below:



## Personnel Expenses

Personnel Expenses represent 79% of the district's budget. Of that 79%, the majority of the expense (65%) is dedicated to teaching. The 12% of the budget that is dedicated to administration is further defined below.

### Included in Teaching:

Early Childhood Teachers, Elementary Teachers, Middle School Teachers, High School Teachers

District Wide Teaching: BCBA, Instructional Coaches, Academic Coordinators (ELL, World Language, Parent Child Home Program, STEM, Specialized Instruction, Post High Transition), Occupational Therapist, Reading Specialists, Speech Language Pathologist and Teacher of the Visually Impaired.

### Administration:

*School Leadership:* Principal, Assistant Principal, Director of Athletics, Dean of Academics (SHS), Director of Career & Technical Education (SHS), Director of College & Career Readiness (SHS)

*Pupil Personnel Services Leadership:* Director of Community Engagement & Partnerships, Director of Specialized Instruction, Special Education Department Head, Executive Director of PPS, Special Education Team Chairs (Special Education Supervisors), Supervisor of Safe & Supportive Schools

*Curriculum & Instructional Leadership:* Director of Digital Literacy, Director of Teacher Leadership, Director of English Language Learning

*District Wide Leadership:* Superintendent, Assistant Superintendent, Business Manager, Chief of Communications, Chief of Systems Strategy, Director of City Connects and Family Engagement, Director of Human Capital, Grants Manager, Manager of PIC

### Percentage of Administration:

- School Leadership: 42%
- Pupil Personnel Services Leadership: 33%
- Curriculum & Instructional Leadership: 8%
- District Wide Leadership: 17%

## Budget Overview, Fiscal Year 2020

### FY19 Appropriation

SPS Appropriation	57,628,889
Bentley Academy Charter School	3,238,570
<b>Total SPS, FY19</b>	<b>60,867,459</b>

### FY20 Contractual Obligations

FY20 Personnel Contractual Increases	1,777,107
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### FY20 Estimated Expense Increases:

Out of District Tuition Increase	216,828
Homeless Transportation Increase	105,000
Out of District Transportation Increase	73,500
In District Transportation Increase	36,107
Electricity Cost Increase	61,238
School Committee Increase	4,620

Bentley Academy Charter School Increase	38,574
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<u>Budget Changes (proposed changes + salary shifts from FY19 to FY20)</u>	<u>(69,743)</u>
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<b>Total SPS, FY20</b>	<b>63,110,691</b>
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SPS Appropriation	59,833,547
BACS Appropriation	3,277,144

# Overall District Budget

## SUMMARY

	FY19 Budget		FY20 Proposed Total	
	FTE	Budget	FTE	Budget
<b>Personnel:</b>				
<i>Subtotal Personnel:</i>	<i>735.15</i>	<i>\$45,859,624</i>	<i>747.28</i>	<i>\$47,169,465</i>
<b>Non-Personnel:</b>				
<b>Contract Services:</b>		\$1,948,899		\$2,176,818
<b>Buildings &amp; Grounds:</b>		2,030,648		2,093,650
<b>Transportation:</b>		1,754,133		1,992,740
<b>Lease:</b>		590,959		590,959
<b>Insurance:</b>		649,039		649,039
<b>Supplies:</b>		784,854		933,314
<b>Student Services:</b>		3,683,796		3,900,624
<b>Professional Development:</b>		326,938		326,938
<i>Subtotal Non-Personnel:</i>		<i>\$11,769,266</i>		<i>\$12,664,082</i>
<b>Total School Budget:</b>		<b>\$57,628,890</b>		<b>\$59,833,547</b>

## PERSONNEL DETAIL

	FY20 Proposed Total	
	FTE	Budget
ADMINISTRATIVE	49.40	5,288,115
ELEMENTARY TEACHING	155.70	11,148,785
HIGH SCHOOL TEACHING	112.85	8,338,160
MIDDLE SCHOOL TEACHING	65.50	4,853,932
EARLY CHILDHOOD TEACHING	7.50	542,673
STUDENT SUPPORT COORDINATOR	2.00	152,936
HEALTH SERVICES	15.10	1,021,015
DIST WIDE TEACHING	60.53	4,400,659
PSYCHOLOGICAL SERVICES	28.00	2,034,808
FAMILY ENGAGEMENT FAC.	7.90	337,447
PARAPROFESSIONALS	132.20	3,306,958
TRANSPORTATION	32.00	712,445
CROSSING GUARDS	9.60	120,108
CLERICAL	32.50	1,592,748
BUILDINGS & GROUNDS	32.00	1,725,152
TUTORS	4.50	203,811
SUBSTITUTE TEACHERS	-	310,000
LONG-TERM SUBS	-	158,000
SUBSTITUTE NURSING	-	12,000
OVERTIME	-	73,500
STIPENDS	-	628,213
ATHLETICS OFFICIALS/STIPENDS	-	208,000
<b>Subtotal Personnel:</b>	<b>747.28</b>	<b>\$47,169,465</b>

Note: Positions have been reallocated from the FY19 to FY20 budget in order to clarify resource use. Changes are outlined on the following budget pages, and include:

- Special Education Team Chairs (10.8) moved from "District Wide Teaching" to "Administrative"
- Supervisor of Safe & Supportive Schools moved from "District Wide Teaching" to "Administrative"
- PIC Manager & Director of Human Capital moved from "Clerical" to "Administrative"
- Director of Buildings and Grounds moved from "Administrative" to "Buildings & Grounds"
- Homeless Liaison and Attendance Coordinator moved from "Health Services" to "Student Support Coordinator"
- Behavior Specialists moved from "District Wide Teaching" to "Paraprofessionals"
- Director of Transportation moved from "Supervisor" to "Transportation"

## NON-PERSONNEL DETAIL

	FY19 Budget:	FY20 Budget:			
<b>Contract Services:</b>	<b>\$1,948,899</b>	<b>\$2,176,818</b>			
SCHOOL COMM.	51,000	55,620			
MEDICAL CONTRACTUAL	271,000	271,000			
LEGAL SERVICES	48,000	48,000			
ADVERTISING	19,000	19,000			
CONTRACTED SERVICES	1,559,899	1,783,198			
<b>Buildings &amp; Grounds:</b>	<b>\$2,030,648</b>	<b>\$2,093,650</b>			
GROUND MAINTENANCE	71,630	71,630			
UTILITY SERV REP & MAINT	250,000	250,000			
BUILDING/EQUIP MAINT	5,000	5,000			
ELECTRICITY	765,473	826,711			
NATURAL GAS	449,189	449,189			
BUILDING MAINTENANCE	200,545	200,545			
TELEPHONE	115,000	116,764			
SECURITY	14,500	14,500			
BLDG REP/MAINT SUPPLIES	56,250	56,250			
CUSTODIAL SUPPLIES	83,061	83,061			
GROUNDSKEEPING SUPPLIES	20,000	20,000			
<b>Transportation:</b>	<b>\$1,754,133</b>	<b>\$1,992,740</b>			
VEHICLE REPAIR & MAINT	75,000	99,000			
SPECIAL EDUCATION TRANSPORTAT	735,000	808,500			
PUPIL TRANSPORTATION	734,133	770,240			
HOMELESS TRANSPORTATION	210,000	315,000			
<b>Lease:</b>	<b>\$590,959</b>	<b>\$590,959</b>			
RENTAL & LEASE	372,358	372,358			
PHOTOCOPY MACHINE LEASE	218,601	218,601			
<b>Insurance:</b>	<b>\$649,039</b>	<b>\$649,039</b>			
INSURANCE PREMIUMS	638,000	638,000			
INSURANCE-ATHLETIC	11,039	11,039			
			<b>Supplies:</b>	<b>\$784,854</b>	<b>\$933,314</b>
			POSTAGE	30,900	30,900
			PRINTING & BINDING	13,760	13,760
			OFFICE SUPPLIES	91,703	101,303
			IN STATE TRAVEL/MEETINGS	6,540	6,540
			MED & SURGICAL SUPPLIES	9,000	9,000
			SUPPLIES	20,000	20,000
			ATHLETIC EQUIPMENT	78,500	78,500
			TEXTBOOKS	20,714	20,714
			BOOKS-LIBRARY	27,881	27,881
			INSTRUCTIONAL SUPPLIES	305,834	344,764
			COMPUTER SOFTWARE	5,000	5,000
			DUES AND SUB	33,832	33,832
			EQUIPMENT	46,290	200,620
			OTHER EXPENSES	40,500	40,500
			MISC SUPPLIES	54,400	-
			<b>Student Services:</b>	<b>\$3,683,796</b>	<b>\$3,900,624</b>
			EDUCATION TESTING (SHS)	40,000	40,000
			EDUCATION EVALUATION	30,000	30,000
			OUT OF DISTRICT TUITION	3,613,796	3,830,624
			<b>Professional Development:</b>	<b>\$326,938</b>	<b>\$326,938</b>
			EDUCATIONAL TRAINING	261,938	261,938
			TUITION REIMBURSEMENT	65,000	65,000
			<b>Subtotal Non-Personnel:</b>	<b>\$11,769,266</b>	<b>\$12,664,082</b>
			<b>Total School Budget:</b>	<b>\$57,628,890</b>	<b>\$59,833,547</b>



## BUDGET FORMAT

In order to add further transparency and clarity to the school district's budget, some changes to the format have been made this year. Every attempt has been made to provide a level of detail that will allow stakeholders to clearly see how the district uses its resources, and changes that are made from year to year. We welcome all comments, suggestions and questions, and have created the email address [budget@salemk12.org](mailto:budget@salemk12.org) for this purpose.

### School Budgets:

Each school budget has five components:

- Budget narrative & summary table
- Budget
- Grant funded positions
- Personnel detail

The **budget narrative** section describes the school, and the rationale for the budget changes for the upcoming fiscal year. These changes are summarized in a table each school, aligning each with a pillar of the district's strategic plan, and showing the personnel and budgetary impact of each change. Grant position shifts, and shifts due to student need that took place throughout FY19 are described on the budget pages.

The **budget** pages show a comparison from the FY19 budget, including budget transfers made through April 8, 2019, and the FY20 budget. In addition to the changes outlined in each school's narrative, salaries have changed due to personnel shifts and annual increases. The allocation of some positions has changed going into FY20, as well, to better reflect resource use. Those changes are also described on the budget pages.

Following the budget, there is a summary of **grant-funded positions** at each school (or at the district level). This information is based on the FY19 funding, anticipated to be similar in FY20.

Finally, the budget for each school is also followed by **personnel detail**, indicating the budgeted salaries and FTE for every position included in the FY20 budget.

We hope this format is helpful, and we welcome all comments, suggestions and questions, at [budget@salemk12.org](mailto:budget@salemk12.org).



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, buildings & 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. Further, only changes from FY19 to FY20 are outlined, so not all of the departments are represented in this section.

#### **District-wide Pupil Personnel Services FY20 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, and Health Services.

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.

In the FY20 budget, Special Education Team Chairs and School Nurses have been reallocated to the specific school to which they are assigned. In addition, funds for supplies for the Early Childhood Center (ECC) have been reallocated from the District Wide PPS budget to the ECC budget.

Due to increased staff capacity through professional development and support from outside providers, contract services will be further reduced in FY20, while a small increase in expenses will be incurred to allow Special Education Team Chairs access to cell phones.

Increasing a Special Education Team Chair to a year-round role will eliminate the need for a stipend for a summer extended school year (ESY) program coordinator, and will also allow for an additional role to be reduced. The Director of Specialized Instruction role will be reduced from a full-year role to school year only.

Strategic Plan Alignment	Initiative	FTE Change	Resource Change
--------------------------	------------	------------	-----------------

		+/(-)	+/(-)
Conditions for Success	Reduce contract services		-\$50,410
	Increase one Special Education Team Chair to year-round		13,685
	Reduce Special Education Team Chair role	-1	-98,000
	Reduce stipend for ESY coordinator		-7,000
	Reduce Director of Specialized Instruction role to school year only		-13,685
	Increase three cell phones for Team Chairs		1,764
	Reallocate non-personnel funds to ECC		-5,000
<b>Total Operating Budget Impact:</b>		<b>-1</b>	<b>-\$158,646</b>

### Department of Equity & Engagement FY20 Budget Highlights:

The goal of the Department of Equity & Engagement 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 Our Salem, Our Kids; out of school time programming, expanded learning time programs; through various partnerships and grant funded projects; and through internal resources such as the Parent Information Center; City Connects and the Family Engagement Facilitators.

To support this work, the Director of City Connects & Family Engagement will become a year-round position, and the Parent Information Center Manager role will expand to include the coordination of district wide translation and interpretation, to ensure that all families have access to timely information.

The Parent Child Home Program, supporting families of young children before they enter school, will continue to be supported by the district, expanding the depth and impact of the program, and serving more families.

Strategic Plan Alignment	Initiative	FTE Change +/(-)	Resource Change +/(-)
Pillar 4: Strengthen Family & Community Engagement	Expand the role of the Director of City Connects & Family Engagement to year-round		\$13,700
	Expand the role of the PIC Manager to include coordinating translation/interpretation		5,000
	Expand Parent Child Home Program		40,000
<b>Total Operating Budget Impact:</b>			<b>\$58,700</b>

### Transportation FY20 Budget Highlights:

The Transportation Department provides and coordinates transportation for students attending Salem Public Schools, and Salem Public Schools' students attending school in out of district placements.

The district's fleet of 14 buses will be equipped with a GPS system in FY20 that will allow for better tracking of routes to help improve on time and efficient performance.

Strategic Plan Alignment	Initiative	FTE Change + / (-)	Resource Change + / (-)
Conditions for Success	Equip buses with GPS system		\$24,000
<b>Total Operating Budget Impact:</b>			<b>\$24,000</b>

## District-wide Supports Budget - Personnel

Org	Obj	Description	FY 2019 FTE	FY 2019 Budget*	FY 2020 FTE	FY 2020 School	2019 to 2020 Budget Change	% Chg	2019 to 2020 FTE Var.	Notes
<b>District Wide Personnel</b>										
<b>Parent Information Center</b>										
13031420	5165	SUPERVISOR	-	-	1.00	68,000	68,000	0.0%	1.00	PIC Manager reallocated from "Clerical"
13031420	5160	CLERICAL	2.00	102,706	1.00	46,432	(56,274)	-54.8%	(1.00)	PIC Manager reallocated to "Supervisor"
13031420	5119	FAMILY ENGAGEMENT FAC.	1.00	48,750	1.00	49,969	1,219	2.5%	-	
<b>Health Services</b>										
13490120	5111	STUDENT SUPPORT COORDINATOR	3.00	250,035	2.00	152,936	(97,099)	-38.8%	(1.00)	Director of Nursing reallocated to administration
13490120	5117	DIR. OF NURSING	-	-	1.00	108,987	108,987	0.0%	1.00	Director of Nursing reallocated here
13490140	5124	NURSING	13.30	708,209	3.10	154,638	(553,571)	-78.2%	(10.20)	Nurses were allocated to schools. District wide, out of district & Bentley nursing support remains here
13490140	5180	SUBSTITUTES	-	12,000	-	12,000	-	0.0%	-	
<b>District Wide Support</b>										
13570140	5100	SUBSTITUTE TEACHERS	-	210,000	-	210,000	-	0.0%	-	
13570140	5101	LONG-TERM SUBS	-	158,000	-	158,000	-	0.0%	-	
13570140	5117	ADMINISTRATIVE	3.00	319,587	3.00	328,462	8,875	2.8%	-	
13570140	5125	DIST WIDE TEACHING	9.88	757,820	9.88	766,072	8,252	1.1%	-	
13570140	5150	STIPENDS-PCHP	-	-	-	40,000	40,000	0.0%	-	Parent Child Home Program
13990160	5144	TUITION REIMBURSEMENT	-	12,000	-	-	(12,000)	-100.0%	-	This is transferred throughout the year based on the tuition incentives paid
13990160	5150	STIPENDS	-	73,910	-	73,910	-	0.0%	-	
<b>Special Education</b>										
13640160	5100	SUBSTITUTE TEACHERS	-	100,000	-	100,000	-	0.0%	-	
13640160	5150	STIPENDS	-	286,395	-	279,395	(7,000)	-2.4%	-	Reduced ESY Stipend
13640160	5114	TUTORS	-	41,640	-	41,640	-	0.0%	-	
13640160	5117	ADMINISTRATIVE	4.00	338,481	5.00	546,990	208,509	61.6%	1.00	Supervisor of Safe & Supportive Schools was reallocated here from "Dist Wide Teaching"
13640160	5125	DIST WIDE TEACHING	29.40	2,253,385	17.60	1,246,685	(1,006,700)	-44.7%	(11.80)	Team Chairs were allocated to schools as "Administration PPS"; Supervisor of Safe & Supportive Schools was reallocated above
13640160	5160	CLERICAL	2.00	90,001	2.00	92,351	2,350	2.6%	-	
13640160	5126	PSYCHOLOGICAL SERVICES	1.00	75,661	0.50	38,876	(36,785)	-48.6%	(0.50)	Portion of the position allocated to EEC (.5 remaining is at BACS)
<b>English Language Learners</b>										
13700120	5117	ADMINISTRATIVE	1.00	107,406	1.00	110,391	2,985	2.8%	-	
13700120	5125	DIST WIDE TEACHING-ELL	2.00	155,477	2.00	163,898	8,421	5.4%	-	
13700120	5102	DIST WIDE TEACHING-ELL	1.00	59,036	1.00	77,953	18,917	32.0%	-	
13700120	5163	PARAPROFESSIONALS-ELL	-	-	1.00	23,715	23,715	0.0%	1.00	Reallocated from PPS
13700120	5150	STIPENDS-ELL	-	8,000	-	8,000	-	0.0%	-	
13700130	5114	FAMILY ENGAGEMENT FAC-ELL	1.00	36,000	1.00	36,000	-	0.0%	-	
<b>Buildings and Grounds</b>										
13530120	5165	SUPERVISOR	1.00	112,000	1.00	114,800	2,800	2.5%	-	
13530120	5131	OVERTIME	-	59,000	-	59,000	-	0.0%	-	
13530120	5150	STIPENDS	-	29,000	-	34,000	5,000	17.2%	-	Reallocated from Custodial
13530120	5160	CLERICAL	1.00	53,573	1.00	54,897	1,324	2.5%	-	
13530120	5162	CUSTODIAL	26.50	1,316,591	27.00	1,390,179	73,588	5.6%	0.50	Includes .5 Courier position previously allocated to Food Service
13530120	5166	MAINTENANCE	4.00	214,233	4.00	220,173	5,940	2.8%	-	
13530140	5162	CUSTODIAL	-	5,000	-	-	(5,000)	-100.0%	-	Reallocated to Stipends
<b>Transportation</b>										
13570150	5112	TRANSPORTATION	3.00	73,828	3.00	76,273	2,445	3.3%	-	
13640180	5112	TRANSPORTATION-Specialized	28.00	524,619	28.00	548,584	23,965	4.6%	-	
13640180	5160	CLERICAL	1.00	46,315	1.00	48,460	2,145	4.6%	-	Transportation Specialist reallocated here
13250180	5160	CLERICAL	-	-	1.00	47,672	47,672	0.0%	1.00	Secretary reallocated here from the line above
13250180	5165	SUPERVISOR	2.00	100,753	1.00	61,987	(38,766)	-38.5%	(1.00)	Transportation Specialist reallocated above
13570150	5131	OVERTIME	-	2,000	-	2,000	-	0.0%	-	
<b>Crossing Guards</b>										
13120120	5113	SALARIES-Crossing Guards	9.60	116,778	9.60	120,108	3,330	2.9%	-	
<b>Total Personnel</b>			<b>149.68</b>	<b>8,858,189</b>	<b>129.68</b>	<b>7,713,434</b>	<b>(1,144,755)</b>	<b>-12.9%</b>	<b>(20.00)</b>	

\*FY19 Budget includes budget transfers approved by the School Committee through April 8, 2019.

## District-wide Supports Budget - Personnel Detail

Org	Obj	Description	FY 2019 FTE	FY 2020 FTE	FY 2020 School	
<b>District Wide Personnel</b>						
<b>Parent Information Center</b>						
13031420	5165	SUPERVISOR	-	1.00	68,000	
		Manager - PIC	1.00	1.00	68,000	
13031420	5160	CLERICAL	2.00	1.00	46,432	
		Secretary	1.00	1.00	46,432	
13031420	5119	FAMILY ENGAGEMENT FAC.	1.00	1.00	49,969	
		Family Engagement Fac.	1.00	1.00	49,969	
<b>Health Services</b>						
13490120	5111	STUDENT SUPPORT COORDINATOR	3.00	2.00	152,936	Director of Nursing reallocated to administration
		Homeless Liaison	1.00	1.00	77,553	
		Attendance Coordinator	1.00	1.00	75,384	
13490120	5117	DIR. OF NURSING	-	1.00	108,987	Director of Nursing reallocated here
		Director - Nursing	-	1.00	108,987	
13490140	5124	NURSING	13.30	3.10	154,638	Nurses were allocated to schools. District wide, out of district & Bentley nursing support remains here
		Nurse	13.30	3.10	154,638	
13490140	5180	SUBSTITUTES	-	-	12,000	
<b>District Wide Support</b>						
13570140	5100	SUBSTITUTE TEACHERS	-	-	210,000	
13570140	5101	LONG-TERM SUBS	-	-	150,000	
13570140	5114	TUTORS	-	-	-	
13570140	5117	ADMINISTRATIVE	3.00	3.00	320,462	
		Director - Community Engagement & Partnerships	1.00	1.00	109,737	
		Director - Digital Learning	1.00	1.00	108,987	
		Director - Teacher Leadership	1.00	1.00	109,737	
13570140	5125	DIST WIDE TEACHING	9.88	9.88	766,072	
		Teacher - Music	4.80	4.80	361,540	This includes instrumental music and those who teach in multiple schools
		Coordinator - Parent Child Home Program	1.00	1.00	88,746	
		Coach - Social Studies	1.00	1.00	84,346	
		Coordinator - STEM	1.00	1.00	75,703	
		Coach - Science	0.28	0.28	22,296	
		Coach - Literacy	0.80	0.80	62,042	
		Coordinator - World Language	1.00	1.00	71,399	
13570140	5150	STIPENDS-PCHP	-	-	40,000	
13990160	5144	TUITION REIMBURSEMENT	-	-	-	
13990160	5150	STIPENDS	-	-	73,910	
<b>Special Education</b>						
13640160	5100	SUBSTITUTE TEACHERS	-	-	100,000	
13640160	5150	STIPENDS	-	-	279,395	
13640160	5114	TUTORS	-	-	41,640	
13640160	5117	ADMINISTRATIVE	4.00	5.00	546,990	
		Executive Director of PPS	1.00	1.00	133,000	
		Special Education Department Head	1.00	1.00	112,245	
		Director - Specialized Instruction	1.00	1.00	97,156	
		City Connects & Family Engagement Supervisor	1.00	1.00	108,987	
		Safe & Supportive Schools Supervisor	1.00	1.00	95,602	This position was reallocated from "Dist Wide Teaching"
13640160	5125	DIST WIDE TEACHING	29.40	17.60	1,246,685	The staff in this category work in various schools, district wide, based on student need; Special Education Team Chairs reallocated to schools in FY20
		Coordinator of Specialized Instruction	2.00	1.00	75,384	One position reduced in FY19
		Occupational Therapist	2.00	2.00	137,778	
		COTA	-	1.00	39,308	Position added based on student need in FY19
		Speech Language Pathologist	3.00	3.00	202,412	
		Psychologist	7.00	7.00	552,802	
		BCBA	1.00	2.00	124,535	Position added based on student need in FY19
		Teacher of the Visually Impaired	0.60	0.60	48,469	
		Transition Coordinator	1.00	1.00	65,997	
13640160	5160	CLERICAL	2.00	2.00	92,351	
		Secretary	1.00	1.00	39,051	
		Bookkeeper - PPS	1.00	1.00	53,300	
13640160	5126	PSYCHOLOGICAL SERVICES	1.00	0.50	38,876	
		City Connects Coordinator	1.00	0.50	38,876	ECC portion of position reallocated to ECC

## District-wide Supports Budget – Personnel Detail, continued

<b>English Language Learners</b>					
13700120	5117	<b>ADMINISTRATIVE</b>	1.00	1.00	110,391
		Director - ELL	1.00	1.00	110,391
13700120	5125	<b>DIST WIDE TEACHING-ELL</b>	2.00	2.00	163,898
		Coordinator - ELL	1.00	1.00	80,467
		Coach - ELL	1.00	1.00	83,431
13700120	5102	<b>DIST WIDE TEACHING-ELL</b>	1.00	1.00	77,953
		Teacher - ELL	1.00	1.00	77,953
13700120	5163	<b>PARAPROFESSIONALS-ELL</b>	-	1.00	23,715
		Bilingual Para	-	1.00	23,715
13700120	5150	<b>STIPENDS-ELL</b>	-	-	8,000
13700130	5114	<b>FAMILY ENGAGEMENT FAC.-ELL</b>	1.00	1.00	36,000
		Language Evaluation	1.00	1.00	36,000
<b>Buildings and Grounds</b>					
13530120	5165	<b>SUPERVISOR</b>	1.00	1.00	114,800
		Director - Buildings and Grounds	1.00	1.00	114,800
13530120	5131	<b>OVERTIME</b>	-	-	59,000
13530120	5150	<b>STIPENDS</b>	-	-	34,000
13530120	5160	<b>CLERICAL</b>	1.00	1.00	54,897
		Secretary	1.00	1.00	54,897
13530120	5162	<b>CUSTODIAL</b>	26.50	27.00	1,390,179
		Building Custodian	19.50	20.00	995,541
		Senior Custodian	7.00	7.00	394,637
13530120	5166	<b>MAINTENANCE</b>	4.00	4.00	220,173
		Maintenance	2.00	2.00	119,265
		Grounds	2.00	2.00	100,908
13530140	5162	<b>CUSTODIAL</b>	-	-	-
<b>Transportation</b>					
13570150	5112	<b>TRANSPORTATION</b>	3.00	3.00	76,273
		Bus Driver	3.00	3.00	76,273
13640180	5112	<b>TRANSPORTATION-Specialized</b>	28.00	28.00	548,584
		Bus Driver	13.00	13.00	287,617
		Bus Monitor	15.00	15.00	260,967
13640180	5160	<b>CLERICAL</b>	1.00	1.00	48,460
		Transportation Specialist	1.00	1.00	48,460
13250180	5160	<b>CLERICAL</b>	-	1.00	47,672
		Secretary	-	1.00	47,672
13250180	5165	<b>SUPERVISOR</b>	2.00	1.00	61,987
		Director - Transportation	2.00	1.00	61,987
13570150	5131	<b>OVERTIME</b>	-	-	2,000
<b>Crossing Guards</b>					
13120120	5113	<b>SALARIES-Crossing Guards</b>	9.60	9.60	120,108
		<b>Total Personnel</b>	<b>149.68</b>	<b>129.68</b>	<b>7,713,434</b>

Reallocated from PPS

Includes .5 Courier position previously allocated to Food Service

Transportation Specialist reallocated here

Secretary reallocated here from the line above

Transportation Specialist reallocated above



### District-wide Supports – Grant Funded Positions

<b>GRANT TITLE</b>	<b>POSITION</b>	<b>FTE</b>	<b>SALARY</b>
<i>Title IIA</i>	<i>Data Specialist</i>	<i>0.50 FTE</i>	<i>\$ 20,000</i>
<i>Title IIA</i>	<i>Clerical</i>	<i>0.12 FTE</i>	<i>\$ 5,000</i>
<i>Sp. Ed. 94-142</i>	<i>Special Education Team Chair</i>	<i>1.0 FTE</i>	<i>\$ 94,055</i>
<i>Sp. Ed. 94-142</i>	<i>Assistive Technology Coach</i>	<i>1.0 FTE</i>	<i>\$ 55,722</i>
<i>Sp. Ed. 94-142</i>	<i>Curriculum Coordinator</i>	<i>1.0 FTE</i>	<i>\$ 67,181</i>
<i>Sp. Ed. 94-142</i>	<i>Clerical</i>	<i>1.0 FTE</i>	<i>\$ 36,029</i>
<i>Sp. Ed. 94-142</i>	<i>Clerical</i>	<i>1.0 FTE</i>	<i>\$ 42,083</i>
<i>Title I</i>	<i>Director of Instruction and Assessment</i>	<i>1.0 FTE</i>	<i>\$ 108,782</i>
<i>Title I</i>	<i>Data Specialist</i>	<i>0.50 FTE</i>	<i>\$ 20,000</i>
<i>Title I</i>	<i>Clerical</i>	<i>0.12 FTE</i>	<i>\$ 5,000</i>
<i>Norman Read Charitable Trust</i>	<i>District STEM Coach - CMS/Prep/NLIS</i>	<i>1.0 FTE</i>	<i>\$ 70,000</i>
<i>Norman Read Charitable Trust</i>	<i>STEM Outreach Liaison</i>	<i>0.50 FTE</i>	<i>\$ 35,000</i>
		<b>Total:</b>	<b>\$ 558,852</b>

More detailed grant information is provided in Appendix A

## District-wide Supports Budget – Non-Personnel

Org	Obj	Description	FY 2019 FTE	FY 2019 Budget*	FY 2020 FTE	FY 2020 School	2019 to 2020 Budget Change	% Chg	2019 to 2020 FTE Var.	Notes
<b>District Wide, Non Personnel:</b>									-	
<b>Parent Information Center</b>										
	13031421	5421 OFFICE SUPPLIES	-	6,000	-	6,000	-	0.0%	-	
<b>Health Services</b>										
	13490141	5320 CONTRACTED SERVICES	-	23,500	-	23,500	-	0.0%	-	
	13490141	5421 OFFICE SUPPLIES	-	750	-	750	-	0.0%	-	
	13490141	5501 MED & SURGICAL SUPPLIES	-	9,000	-	9,000	-	0.0%	-	
	13490141	5514 INSTRUCTIONAL SUPPLIES	-	1,879	-	1,879	-	0.0%	-	
<b>District Wide Support</b>										
	13990161	5317 EDUCATIONAL TRAINING	-	221,938	-	221,938	-	0.0%	-	
	13990161	5324 TUITION REIMBURSEMENT	-	53,000	-	65,000	12,000	22.6%	-	Tuition incentives transferred throughout the year to personnel accounts
	13590121	5320 CONTRACTED SERVICES-OST	-	205,000	-	205,000	-	0.0%	-	
	13570141	5320 CONTRACTED SERVICES	-	185,601	-	185,601	-	0.0%	-	
	13570141	5333 TRANSPORTATION	-	12,000	-	12,000	-	0.0%	-	
	13570141	5508 SUPPLIES-Music	-	20,000	-	20,000	-	0.0%	-	
	13570141	5511 TEXTBOOKS	-	1,150	-	1,150	-	0.0%	-	
	13570141	5514 INSTRUCTIONAL SUPPLIES	-	73,554	-	73,554	-	0.0%	-	
	13570141	5730 DUES AND SUB	-	8,625	-	8,625	-	0.0%	-	
<b>Special Education</b>										
	13640161	5302 MEDICAL CONTRACTUAL	-	271,000	-	271,000	-	0.0%	-	
	13640161	5313 EDUCATION EVALUATION	-	30,000	-	30,000	-	0.0%	-	
	13640161	5317 EDUCATIONAL TRAINING	-	40,000	-	40,000	-	0.0%	-	
	13640161	5320 CONTRACTED SERVICES	-	573,501	-	523,091	(50,410)	-8.8%	-	Reduction described above
	13640161	5324 OUT OF DISTRICT TUITION	-	3,613,796	-	3,830,624	216,828	6.0%	-	
	13640161	5421 OFFICE SUPPLIES	-	6,150	-	6,150	-	0.0%	-	Reallocated to ECC
	13640161	5514 INSTRUCTIONAL SUPPLIES	-	45,250	-	40,250	(5,000)	-11.0%	-	
	13640161	5519 COMPUTER SOFTWARE	-	5,000	-	5,000	-	0.0%	-	
	13640161	5780 OTHER EXPENSES	-	900	-	900	-	0.0%	-	
	13640161	5860 EQUIPMENT	-	16,575	-	16,575	-	0.0%	-	
<b>English Language Learners</b>										
	13702030	5320 CONTRACTED SERVICES-ELL	-	46,639	-	46,639	-	0.0%	-	
	13702030	5514 INSTRUCTIONAL SUPPLIES-ELL	-	8,000	-	8,000	-	0.0%	-	
	13701331	5320 TRANSLATION-ELL	-	125,359	-	125,359	-	0.0%	-	
<b>Buildings and Grounds</b>										
	13530121	5320 CONTRACTED SERVICES	-	140,000	-	140,000	-	0.0%	-	
	13530121	5211 ELECTRICITY	-	765,473	-	826,711	61,238	8.0%	-	Increase in electricity cost
	13530121	5215 NATURAL GAS	-	449,189	-	449,189	-	0.0%	-	
	13530121	5241 BUILDING MAINTENANCE	-	200,545	-	200,545	-	0.0%	-	
	13530121	5249 GROUND MAINTENANCE	-	71,630	-	71,630	-	0.0%	-	
	13530121	5251 UTILITY SERV REP & MAINT	-	250,000	-	250,000	-	0.0%	-	
	13530121	5255 BUILDING/EQUIP MAINT	-	5,000	-	5,000	-	0.0%	-	
	13530121	5270 RENTAL & LEASE	-	8,201	-	8,201	-	0.0%	-	
	13530121	5341 TELEPHONE	-	115,000	-	116,764	1,764	1.5%	-	Increase described above
	13530121	5394 SECURITY	-	10,500	-	10,500	-	0.0%	-	
	13530121	5421 OFFICE SUPPLIES	-	750	-	750	-	0.0%	-	
	13530121	5431 BLDG REP/MAINT SUPPLIES	-	56,250	-	56,250	-	0.0%	-	
	13530121	5451 CUSTODIAL SUPPLIES	-	83,061	-	83,061	-	0.0%	-	
	13530121	5461 GROUNDSKEEPING SUPPLIES	-	20,000	-	20,000	-	0.0%	-	
	13530121	5780 OTHER EXPENSES	-	30,000	-	30,000	-	0.0%	-	
	13530121	5860 EQUIPMENT	-	9,187	-	9,187	-	0.0%	-	
<b>Transportation</b>										
	13640181	5332 TRANSPORTATION-PPS	-	735,000	-	808,500	73,500	10.0%	-	Contractual increase
	13570151	5320 CONTRACTED SERVICES	-	7,000	-	-	(7,000)	-100.0%	-	
	13640181	5334 TRANSPORTATION	-	210,000	-	315,000	105,000	50.0%	-	
	13640181	5244 VEHICLE REPAIR & MAINT	-	75,000	-	99,000	24,000	32.0%	-	
	13570151	5333 PUPIL TRANSPORTATION	-	722,133	-	758,240	36,107	5.0%	-	
<b>Crossing Guards</b>										
	13120121	5421 OFFICE SUPPLIES -Crossing Guards	-	750	-	750	-	0.0%	-	
<b>District Wide</b>										
	13570141	5710 IN STATE TRAVEL/MEETINGS	-	6,540	-	6,540	-	0.0%	-	
		<b>Total Non-Personnel</b>	-	<b>9,575,376</b>	-	<b>10,043,403</b>	<b>468,027</b>	<b>4.9%</b>	-	
		<b>Total District Wide</b>	<b>149.68</b>	<b>18,433,565</b>	<b>129.68</b>	<b>17,756,837</b>	<b>(676,728)</b>	<b>-3.8%</b>	<b>(20.00)</b>	

## District Administration Budget

Org	Obj	Description	FY 2019 FTE	FY 2019 Budget*	FY 2020 FTE	FY 2020 School	2019 to 2020 Budget Change	% Chg	2019 to 2020 FTE Var.	Notes
<b><u>District Administration Personnel</u></b>										
13032020	5160	CLERICAL-School Comm.	0.50	20,963	0.50	21,383	420	2.0%	-	
13032040	5117	ADMINISTRATIVE	3.00	377,836	3.00	391,685	13,849	3.7%	-	
13032040	5160	CLERICAL	1.00	74,244	1.00	75,429	1,185	1.6%	-	
13032060	5117	ADMINISTRATIVE	1.00	168,814	1.00	173,879	5,065	3.0%	-	
13032060	5160	CLERICAL	1.00	57,396	1.00	58,831	1,435	2.5%	-	
13032060	5780	SRG-REALLOCATION	-	-	-	-	-	0.0%	-	
13252010	5117	ADMINISTRATIVE	2.00	197,638	2.00	210,175	12,537	6.3%	-	
13252010	5131	OVERTIME	-	5,000	-	5,000	-	0.0%	-	
13252010	5160	CLERICAL	6.00	321,238	6.00	348,042	26,804	8.3%	-	
13482020	5150	STIPENDS-HR	-	5,000	-	5,000	-	0.0%	-	
13482020	5117	ADMINISTRATIVE-HR	-	-	1.00	94,760	94,760	0.0%	1.00	Director of Human Capital reallocated here
13482020	5160	CLERICAL-HR	2.00	150,649	1.00	55,730	(94,919)	-63.0%	(1.00)	Director of Human Capital reallocated above
<b>Total Personnel</b>			<b>16.50</b>	<b>1,378,778</b>	<b>16.50</b>	<b>1,439,914</b>	<b>61,136</b>	<b>4.4%</b>	-	
<b><u>District Administration Non-Personnel</u></b>										
13032021	5320	CONTRACTED SERVICES	-	7,550	-	7,550	-	0.0%	-	
13032021	5421	OFFICE SUPPLIES	-	675	-	675	-	0.0%	-	
13032041	5421	OFFICE SUPPLIES	-	938	-	938	-	0.0%	-	
13032041	5320	CONTRACTED SERVICES	-	110,361	-	72,200	(38,161)	-34.6%	-	One time transfer in FY19
13032041	5780	SRG-REALLOCATION	-	-	-	-	-	0.0%	-	
13032061	5421	OFFICE SUPPLIES	-	3,638	-	3,638	-	0.0%	-	
13032061	5712	SCHOOL COMM.	-	51,000	-	55,620	4,620	9.1%	-	Increase in School Committee stipends
13252011	5320	CONTRACTED SERVICES	-	-	-	-	-	0.0%	-	
13252011	5421	OFFICE SUPPLIES	-	2,500	-	2,500	-	0.0%	-	
13252011	5582	DATA PROCESSING	-	-	-	-	-	0.0%	-	
13252011	5851	OFFICE EQUIPMENT	-	-	-	-	-	0.0%	-	
13252030	5273	OFFICE EQUIP. RENTAL	-	-	-	-	-	0.0%	-	
13252030	5277	PHOTOCOPY MACHINE LEASE	-	214,866	-	214,866	-	0.0%	-	
13252030	5303	LEGAL SERVICES	-	48,000	-	48,000	-	0.0%	-	
13252030	5320	CONTRACTED SERVICES	-	52,500	-	36,500	(16,000)	-30.5%	-	One time transfer in FY19
13252030	5342	POSTAGE	-	30,900	-	30,900	-	0.0%	-	
13252030	5381	PRINTING AND BINDING	-	6,750	-	6,750	-	0.0%	-	
13252030	5421	OFFICE SUPPLIES	-	11,063	-	11,063	-	0.0%	-	
13252030	5582	DATA PROCESSING	-	-	-	-	-	0.0%	-	
13392020	5740	INSURANCE PREMIUMS	-	638,000	-	638,000	-	0.0%	-	
13482021	5306	ADVERTISING	-	19,000	-	19,000	-	0.0%	-	
13482021	5421	OFFICE SUPPLIES	-	750	-	750	-	0.0%	-	
<b>Total Non-Personnel</b>			-	<b>1,198,491</b>	-	<b>1,148,950</b>	<b>(49,541)</b>	<b>-4.1%</b>	-	
<b>Total District Administration</b>			<b>16.50</b>	<b>2,577,269</b>	<b>16.50</b>	<b>2,588,864</b>	<b>11,595</b>	<b>0.4%</b>	-	

\*FY19 Budget includes budget transfers approved by the School Committee through April 8, 2019.

## District Administration Budget - Personnel Detail

Org	Obj	Description	FY 2019 FTE	FY 2020 FTE	FY 2020 School	
<b><u>District Administration Personnel</u></b>						
13032020	5160	CLERICAL-School Comm.	0.50	0.50	21,383	
		Secretary to the School Committee	0.50	0.50	21,383	
13032040	5117	ADMINISTRATIVE	3.00	3.00	391,685	
		Superintendent	1.00	1.00	205,945	
		Chief of System Strategy	1.00	1.00	113,640	
		Chief of Communications	1.00	1.00	72,100	
13032040	5160	CLERICAL	1.00	1.00	75,429	
		Executive Secretary	1.00	1.00	75,429	
13032060	5117	ADMINISTRATIVE	1.00	1.00	173,879	
		Assistant Superintendent	1.00	1.00	173,879	
13032060	5160	CLERICAL	1.00	1.00	58,831	
		Administrative Assistant	1.00	1.00	58,831	
13252010	5117	ADMINISTRATIVE	2.00	2.00	210,175	
		Business Manager	1.00	1.00	133,364	
		Grants Manager	1.00	1.00	76,811	
13252010	5131	OVERTIME	-	-	5,000	
13252010	5160	CLERICAL	6.00	6.00	348,042	
		Payroll Manager	1.00	1.00	73,424	
		Administrative Assistant	1.00	1.00	59,117	
		Payroll Clerk	1.00	1.00	54,785	
		Benefits Coordinator	1.00	1.00	54,021	
		Accounts Payable Clerk	1.00	1.00	54,785	
		Grants Bookkeeper	1.00	1.00	51,910	
13482020	5150	STIPENDS-HR	-	-	5,000	
13482020	5117	ADMINISTRATIVE-HR	-	1.00	94,760	
		Director of Human Capital	-	1.00	94,760	Director of Human Capital reallocated from "Clerical"
13482020	5160	CLERICAL-HR	2.00	1.00	55,730	
		Assistant Director of Human Capital	2.00	1.00	55,730	Director of Human Capital reallocated above
		<b>Total Personnel</b>		<b>16.50</b>	<b>1,439,914</b>	

## Early Childhood Center (ECC)

**DIRECTOR: NANCY CHAREST**

**PROJECTED FY20 ENROLLMENT: 135**

The Early Childhood Center provides pre-school and 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.



The Salem Early Childhood Center (ECC) provides half and full-day integrated pre-school for children ages 2-4 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.

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

### **FY20 Budget Highlights:**

In order to support a cadre of students currently enrolled in the ECC who require a supportive kindergarten experience, an integrated kindergarten classroom will open at the ECC in September, 2019. The class will include students who will benefit from the support and consistency, and peers whose families opt in to this experience. The students will engage with other kindergarten students at the Bentley Academy Charter School (BACS), and will participate in art, music, and physical education through the support of the BACS staff. This new class will reduce the need for a kindergarten class at the Witchcraft Heights Elementary School, as well. Students in this class will transition in first grade based on their needs and preferences, and in line with the district's school assignment policy.

Strategic Plan Pillar	Initiative	FY19 FTE	FTE Change + / (-)	FY20 Total	Resource Change + / (-)
Pillar 1: Create a Vibrant K-12 Teaching & Learning Ecosystem	Add an integrated kindergarten teacher	7 (.5 Grant)	1	8 (.5 Grant)	\$70,000
	Add a full-time paraprofessional to support the integrated kindergarten class	14 (2 Grant)	1	15 (2 Grant)	25,000
Conditions for Success	Reallocate instructional supply funds from PPS to ECC				5,000
<b>Total Operating Budget Impact:</b>			<b>2</b>		<b>100,000</b>

## Early Childhood Center Budget:

Org	Obj	Description	FY 2019 FTE	FY 2019 Budget*	FY 2020 FTE	FY 2020 School	2019 to 2020 Budget Change	% Chg	2019 to 2020 FTE Var.	Notes
<b>Early Childhood Personnel</b>										
13571120	5160	CLERICAL	1.00	33,303	-	-	(33,303)	-100.0%	(1.00)	Reallocated to 13641120 - 5160
13641120	5160	CLERICAL-PPS			1.00	34,253	34,253	0.0%	1.00	Reallocated from above
13491140	5124	NURSING			0.50	25,761	25,761	0.0%	0.50	Nurses were previously on the district wide budget
13641120	5117	ADMINISTRATIVE-PPS	0.60	64,297	1.60	162,494	98,197	152.7%	1.00	Team Chairs were previously on the district wide budget
13641120	5119	FAMILY ENGAGEMENT FAC.	0.50	18,281	0.50	18,738	457	2.5%	-	
13641120	5103	EARLY CHILDHOOD TEACHING	6.50	519,824	7.50	542,673	22,849	4.4%	1.00	New kindergarten teacher
13641120	5125	DIST WIDE TEACHING-PPS	6.00	336,520	6.00	375,647	39,127	11.6%	-	Speech Language Pathologist reassigned in FY19 based on student need; Behavior Specialist reallocated to "Paraprofessionals."
13641120	5126	PSYCHOLOGICAL SERVICES	-	-	0.50	38,876	38,876	0.0%	0.50	Reallocated from district wide budget
13641120	5163	PARAPROFESSIONALS-PPS	10.00	244,818	14.00	353,957	109,139	44.6%	4.00	Behavior Spec. reallocated here; 2 paras added in FY19 due to student need; 1 para added for integrated K class
<b>Total Personnel</b>			<b>24.60</b>	<b>1,217,043</b>	<b>31.60</b>	<b>1,552,400</b>	<b>335,357</b>	<b>27.6%</b>	<b>7.00</b>	
<b>Early Childhood Non-Personnel</b>										
13641121	5320	CONTRACTED SERVICES	-	563	-	563	-	0.0%	-	
13641121	5381	PRINTING AND BINDING	-	375	-	375	-	0.0%	-	
13641121	5421	OFFICE SUPPLIES	-	1,500	-	1,500	-	0.0%	-	
13641121	5514	INSTRUCTIONAL SUPPLIES	-	1,438	-	6,438	5,000	347.7%	-	Reallocated from PPS budget
13641121	5860	EQUIPMENT	-	1,500	-	1,500	-	0.0%	-	
<b>Total Non-Personnel</b>			<b>-</b>	<b>5,376</b>	<b>-</b>	<b>10,376</b>	<b>5,000</b>	<b>93.0%</b>	<b>-</b>	
<b>Total Early Childhood</b>			<b>24.60</b>	<b>1,222,419</b>	<b>31.60</b>	<b>1,562,776</b>	<b>340,357</b>	<b>27.8%</b>	<b>7.00</b>	

\*FY19 Budget includes budget transfers approved by the School Committee through April 8, 2019.

ELL, PPS and District-wide teaching supports are driven by student need and are budgeted based on best estimates. These resources may shift throughout the year as students' needs change.

## Early Childhood Center Grant Funded Positions:

GRANT TITLE	POSITION	FTE	SALARY
Sp. Ed. 94-142	Teacher	0.50 FTE	\$ 29,874
Sp. Ed. 94-142	Paraprofessional	1.0 FTE	\$ 18,972
Sp. Ed. 94-142	Paraprofessional	1.0 FTE	\$ 14,582
Early Childhood SPED	ECC Director	0.40 FTE	\$ 31,543
	<b>Total:</b>		<b>\$ 94,971</b>

More detailed grant information is provided in Appendix A

### Early Childhood Center Budget – Personnel Detail:

Org	Obj	Description	FY 2019 FTE	FY 2020 FTE	FY 2020 Budget	
<b>Early Childhood Personnel</b>						
13571120	5160	CLERICAL	1.00	-	-	Reallocated to 13641120-5160
13641120	5160	CLERICAL-PPS	-	1.00	34,253	
		Secretary	1.00	1.00	34,253	Reallocated from above
13491140	5124	NURSING	-	0.50	25,761	
		Nurse	-	0.50	25,761	Nurses were previously on the district wide budget
13641120	5117	ADMINISTRATIVE-PPS	0.60	1.60	162,494	
		Director - ECC	0.60	0.60	66,442	
13641120	5117	ADMINISTRATIVE-PPS	-	-	-	
		Special Education Supervisor	-	1.00	96,052	Team Chairs were previously on the district wide budget
13641120	5119	FAMILY ENGAGEMENT FAC.	0.50	0.50	18,738	
		Family Engagement Facilitator	0.50	0.50	18,738	
13641120	5103	EARLY CHILDHOOD TEACHING	6.50	7.50	542,673	New kindergarten teacher
		Special Education Teacher	6.50	7.50	542,673	
13641120	5125	DIST WIDE TEACHING-PPS	6.00	6.00	375,647	Behavior Specialist reallocated to Paraprofessionals
		Occupational Therapist	1.00	1.00	84,646	
		Speech Language Pathologist	2.00	3.00	193,937	Position added in FY19 to meet student needs
		BCBA	1.00	1.00	63,295	
		COTA	1.00	1.00	33,770	
13641120	5126	PSYCHOLOGICAL SERVICES	-	0.50	38,876	Position reallocated from district wide budget
		City Connects Coordinator	-	0.50	38,876	
13641120	5163	PARAPROFESSIONALS-PPS	10.00	14.00	353,957	
		Behavior Specialist	-	1.00	29,530	Behavior Specialist reallocated to Paraprofessionals
		Para - Special Education	10.00	13.00	324,427	2 paraprofessionals added in FY19 due to student need; 1 added for new kindergarten class
		<b>Total Personnel</b>	<b>24.60</b>	<b>31.60</b>	<b>1,552,400</b>	



# Bates Elementary School

## K-5 ELEMENTARY SCHOOL

**PRINCIPAL: JOSE MUNOZ**

**PROJECTED FY20 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.

### **FY20 Budget Highlights:**

Based on the needs of the students, the Bates will increase the .8 FTE Math Coach to 1 FTE so that the coach can create a lab class to model best practices. In addition, the math coach will continue to perform the duties of a part time coach but now have availability to staff and students full-time.

Bates will add a dance program in FY20 that will allow all students to participate in dance instruction and performance, and will also increase the library paraprofessional role to full time.

Due to the needs of the students with Individual Education Plans, a .6 FTE Special Education teacher will be increased to 1 FTE. In addition, a Special Education Paraprofessional will be moved to Collins Middle School (CMS) as students transition from Bates to CMS.

Strategic Plan Pillar:	Initiative	FY19 FTE	FTE Change +/-	FY20 Total	Resource Change +/-
Pillar 1: Create a Vibrant K-12 Teaching & Learning Ecosystem	Increase Math Coach from .8 to 1 FTE	.8	.2	1	\$14,000
	Add a dance program				5,000
	Increase Library Paraprofessional to 1 FTE from .5 FTE (unfilled in FY19)	.5	.5	1	11,587
	Reduce 1 Special Education Paraprofessional	10	-1	9	-25,000
	Increase Special Education Teacher from .6 to 1 FTE	6 (1.5 Grant)	.4	6.4 (1.5 Grant)	24,000
<b>Total Operating Budget Impact:</b>			<b>.1</b>		<b>\$29,587</b>

## Bates Elementary School Budget

Org	Obj	Description	FY 2019 FTE	FY 2019 Budget*	FY 2020 FTE	FY 2020 School	2019 to 2020 Budget Change	% Chg	2019 to 2020 FTE Var.	Notes
<b>Bates Personnel</b>										
13570220	5102	ELEMENTARY TEACHING	21.50	1,463,559	21.00	1,502,221	38,662	2.6%	(0.50)	.5 Coach reallocated to grants
13570220	5117	ADMINISTRATIVE	2.00	211,130	2.00	215,656	4,526	2.1%	-	
13570220	5150	STIPENDS	-	10,452	-	10,452	-	0.0%	-	
13570220	5163	PARAPROFESSIONALS	1.50	33,821	1.50	35,254	1,433	4.2%	-	
13570240	5160	CLERICAL	1.00	36,712	1.00	37,809	1,097	3.0%	-	
13570220	5119	FAMILY ENGAGEMENT FAC.	1.00	41,507	1.00	37,477	(4,030)	-9.7%	-	
13460210	5163	PARAPROFESSIONALS-Library	0.50	11,780	1.00	23,674	11,894	101.0%	0.50	Library Paraprofessional increased to 1 FTE
13490240	5124	NURSING	-	-	1.00	66,561	66,561	0.0%	1.00	Nurses were previously on the District Wide budget
13570240	5125	DIST WIDE TEACHING	1.30	72,235	1.50	111,115	38,880	53.8%	0.20	Increase Math Coach .2 FTE
13640220	5102	ELEMENTARY TEACHING-PPS	3.00	244,112	4.90	352,038	107,926	44.2%	1.90	1.5 Special Education Teachers reallocated from grants (an add'l 1.5 remain on a grant); .4 added in FY20.
13640220	5163	PARAPROFESSIONALS-PPS	11.00	261,644	11.00	300,249	38,605	14.8%	-	2 Behavior Specialists reallocated here; *1 Paraprofessional reassigned in FY19; 1 moving to CMS FY20
13640220	5125	DIST WIDE TEACHING-PPS	3.00	151,828	1.00	77,753	(74,075)	-48.8%	(2.00)	2 Behavior Specialists reallocated to 'Paraprofessionals-PPS'
13640220	5126	PSYCHOLOGICAL SERVICES	3.00	221,180	3.00	229,405	8,225	3.7%	-	
13700220	5114	TUTORS-ELL	-	50	-	-	(50)	-100.0%	-	
13700220	5102	ELEMENTARY TEACHING-ELL	3.00	195,350	3.00	191,791	(3,559)	-1.8%	-	
13700220	5125	DIST WIDE TEACHING-ELL	0.50	36,379	0.50	31,747	(4,632)	-12.7%	-	
<b>Total Personnel</b>			<b>52.30</b>	<b>2,991,739</b>	<b>53.40</b>	<b>3,223,280</b>	<b>231,461</b>	<b>7.7%</b>	<b>1.10</b>	
<b>Bates Non-Personnel</b>										
13570221	5320	CONTRACTED SERVICES	-	19,000	-	24,000	5,000	26.3%	-	
13570221	5421	OFFICE SUPPLIES	-	2,329	-	2,329	-	0.0%	-	
13570221	5511	TEXTBOOKS	-	2,050	-	2,050	-	0.0%	-	
13570221	5514	INSTRUCTIONAL SUPPLIES	-	12,656	-	12,656	-	0.0%	-	
<b>Total Non-Personnel</b>			<b>-</b>	<b>36,035</b>	<b>-</b>	<b>41,035</b>	<b>5,000</b>	<b>13.9%</b>	<b>-</b>	
<b>Total Bates</b>			<b>52.30</b>	<b>3,027,774</b>	<b>53.40</b>	<b>3,264,315</b>	<b>236,461</b>	<b>7.8%</b>	<b>1.10</b>	

\*FY19 Budget includes budget transfers approved by the School Committee through April 8, 2019.

ELL, PPS and District-wide teaching supports are driven by student need and are budgeted based on best estimates. These resources may shift throughout the year as students' needs change.

### Grant Funded Positions:

GRANT TITLE	POSITION	FTE	SALARY
<i>Title IIA</i>	<i>Literacy Coach</i>	<i>0.25 FTE</i>	<i>\$ 18,940</i>
<i>Sp. Ed. 94-142</i>	<i>Special Education Teacher</i>	<i>0.50 FTE</i>	<i>\$ 32,027</i>
<i>Sp. Ed. 94-142</i>	<i>Special Education Teacher</i>	<i>1.0 FTE</i>	<i>\$ 61,751</i>
<i>Sp. Ed. 94-142</i>	<i>Special Education Team Chair</i>	<i>1.0 FTE</i>	<i>\$ 87,484</i>
<i>Sp. Ed. 94-142</i>	<i>Paraprofessional</i>	<i>1.0 FTE</i>	<i>\$ 20,707</i>
<i>Title I</i>	<i>Reading Specialist</i>	<i>1.0 FTE</i>	<i>\$ 76,061</i>
<i>Title I</i>	<i>Literacy Coach</i>	<i>0.75 FTE</i>	<i>\$ 56,821</i>
	<b>Total:</b>		<b>\$ 353,791</b>

More detailed grant information is provided in Appendix A

## Bates Elementary School Budget – Personnel Detail

Org	Obj	Description	FY 2019 FTE	FY 2020 FTE	FY 2020 Budget	
<b><u>Bates Personnel</u></b>						
13570220	5102	<b>ELEMENTARY TEACHING</b>	<b>21.50</b>	<b>21.00</b>	<b>1,502,221</b>	.5 Coach reallocated to grants
		Teacher - K	3.00	3.00	196,874	
		Teacher - Gr. 1	3.00	3.00	217,416	
		Teacher - Gr. 2	3.00	3.00	200,621	
		Teacher - Gr. 3	3.00	3.00	204,542	
		Teacher - Gr. 4	3.00	3.00	232,059	
		Teacher - Gr. 5	3.00	3.00	233,258	
		Teacher - Music	1.00	1.00	76,803	
		Teacher - Phys Ed	1.00	1.00	64,544	
		Teacher - Art	1.00	1.00	76,103	
13570220	5117	<b>ADMINISTRATIVE</b>	<b>2.00</b>	<b>2.00</b>	<b>215,656</b>	
		Principal	1.00	1.00	123,000	
		Ass't Principal	1.00	1.00	92,656	
13570220	5150	<b>STIPENDS</b>		-	<b>10,452</b>	
13570220	5163	<b>PARAPROFESSIONALS</b>	<b>1.50</b>	<b>1.50</b>	<b>35,254</b>	
		Para - Kindergarten	1.50	1.50	35,254	
13570240	5160	<b>CLERICAL</b>	<b>1.00</b>	<b>1.00</b>	<b>37,809</b>	
		Secretary	1.00	1.00	37,809	
13570220	5119	<b>FAMILY ENGAGEMENT FAC.</b>	<b>1.00</b>	<b>1.00</b>	<b>37,477</b>	
		Family Engagement Facilitator	1.00	1.00	37,477	
13460210	5163	<b>PARAPROFESSIONALS-Library</b>	<b>0.50</b>	<b>1.00</b>	<b>23,674</b>	Library paraprofessional role increased to 1 FTE
		Para - Library	0.50	1.00	23,674	
13490240	5124	<b>NURSING</b>	-	<b>1.00</b>	<b>66,561</b>	Nurses were previously on the District Wide budget
		Nurse		1.00	66,561	
13570240	5125	<b>DIST WIDE TEACHING</b>	<b>1.30</b>	<b>1.50</b>	<b>111,115</b>	Increase Math Coach .2 FTE
		Coach - Math	0.80	1.00	72,338	
		Coach - Science	0.50	0.50	38,776	
13640260	5117	<b>ADMINISTRATIVE-PPS</b>		-	-	Bates' Team Chair is grant-funded
13640220	5102	<b>ELEMENTARY TEACHING-PPS</b>	<b>3.00</b>	<b>4.90</b>	<b>352,038</b>	1.5 Special Education Teachers reallocated from grants (an add'l 1.5 remain on a grant); .4 added in FY20. .4 FTE increase for FY20
		Special Education Teacher	3.00	4.90	352,038	
13640220	5163	<b>PARAPROFESSIONALS-PPS</b>	<b>11.00</b>	<b>11.00</b>	<b>300,249</b>	
		Para - Special Education	11.00	9.00	220,378	1 Paraprofessional reassigned in FY19; 1 moving to CMS FY20
		Behavior Specialist	-	2.00	79,871	2 Behavior Specialists reallocated here
13640220	5125	<b>DIST WIDE TEACHING-PPS</b>	<b>3.00</b>	<b>1.00</b>	<b>77,753</b>	2 Behavior Specialists reallocated to 'Paraprofessionals-PPS'
		Speech Language Pathologist	1.00	1.00	77,753	
13640220	5126	<b>PSYCHOLOGICAL SERVICES</b>	<b>3.00</b>	<b>3.00</b>	<b>229,405</b>	
		Adjustment Counselor	2.00	2.00	151,653	
		City Connects Coordinator	1.00	1.00	77,753	
13700220	5114	<b>TUTORS-ELL</b>		-	-	
13700220	5102	<b>ELEMENTARY TEACHING-ELL</b>	<b>3.00</b>	<b>3.00</b>	<b>191,791</b>	
		Teacher - ELL	3.00	3.00	191,791	
13700220	5125	<b>DIST WIDE TEACHING-ELL</b>	<b>0.50</b>	<b>0.50</b>	<b>31,747</b>	
		Coach - ELL	0.50	0.50	31,747	
		<b>Total Personnel</b>	<b>52.30</b>	<b>53.40</b>	<b>3,223,200</b>	

## Carlton Innovation School

K-5 ELEMENTARY SCHOOL

PRINCIPAL: BETHANN JELLISON

PROJECTED FY20 ENROLLMENT: 300

Small group instruction, flexible grade entry and progression make the Carlton unique. The Carlton Innovation School houses a special education program 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. The Carlton's innovation plan provides budget autonomies to allow the school to fully realize the intent of its unique model.

### **FY20 Budget Highlights:**

The Carlton Innovation School's model is based on small, targeted group instruction, and flexible grade entry and progression. To further support the model in FY20, two teaching fellows will be added to assist in the facilitation of the small group instruction. Also, funds for professional development will be allocated to the school, as the modified calendar does not allow Carlton's teachers to participate in the district wide professional development opportunities. This will also allow for Carlton's professional development to be targeted, focusing on the model and practices used by the school through its innovation plan.

In FY19, Carlton reached its target and maximum enrollment. Therefore, stipends and non-personnel resources will be increased to support teachers' involvement in leadership and enrichment opportunities, and to support the higher number of students. Similarly, the Family Engagement Facilitator will be increased from a .6 to a 1 FTE.

Although there is no budgetary impact from the move, the substantially separate programs at the Carlton will be shifted so that the grade levels will be aligned to the Carlton model. This will allow for deeper inclusion opportunities for the students in that program.

Finally, enrollment shifts will reduce the number of Special Education paraprofessionals by two as students move to middle school, although the significant medical needs of some of the students at Carlton will necessitate a .5 FTE Paraprofessional be added. In addition, in order to support the needs of students, the School Adjustment Counselor position will be increased from .5 FTE to 1 FTE. This increase will be offset by a decrease at Salem High School, supported by student need and enrollment changes.

**Carlton Innovation School - Budget Highlights, continued**

Strategic Plan Pillar:	Initiative	FY19 FTE	FTE Change + / (-)	FY20 FTE Total	Resource Change + / (- )
Pillar 1: Create a vibrant K-12 Teaching & Learning Ecosystem	Support small group instruction through teaching fellows or tutors.				\$15,200
	Increase .5 School Adjustment Counselor to 1 FTE	.5	.5	1	35,000
	Reduce 2 Special Education Paraprofessionals moving to CMS with students transitioning to middle school.  Add .5 FTE para to support students with medical needs.	11 (2 Grant)	-1.5	9.5 (2 Grant)	-37,500
Pillar 3: Nurture Staff Leadership and Empowerment	Increase staff stipends to provide support for teachers to take on leadership roles.				10,050
	Provide professional development to Carlton teachers to support the Innovation School model.				18,000
Pillar 4: Strengthen Family & Community Engagement	Increase Family Engagement Facilitator to full time.	.6	.4	1	19,196
Conditions for Success	Increase instructional supplies.				3,230
	Increase contracted services to allow for more students to attend Farm School.				1,020
<b>Total Operating Budget Impact:</b>			<b>- .6</b>		<b>\$64,196</b>

## Carlton Innovation School Budget

Org	Obj	Description	FY 2019 FTE	FY 2019 Budget*	FY 2020 FTE	FY 2020 School	2019 to 2020 Budget Change	% Chg	2019 to 2020 FTE Var.	Notes
<b>Carlton Personnel</b>										
13570420	5102	ELEMENTARY TEACHING	20.60	1,338,518	19.00	1,294,895	(43,623)	-3.3%	(1.60)	Reading Specialists reallocated to Dist Wide Teaching
13570440	5125	DIST WIDE TEACHING	0.40	33,659	2.00	156,470	122,811	364.9%	1.60	Reading Specialists reallocated from above
13570420	5117	ADMINISTRATIVE	2.00	197,246	2.00	197,262	16	0.0%	-	
13570420	5163	PARAPROFESSIONALS	0.80	17,613	0.80	18,154	541	3.1%	-	
13570440	5160	CLERICAL	1.00	37,776	1.00	38,921	1,145	3.0%	-	
13570420	5119	FAMILY ENGAGEMENT FAC.	0.60	18,281	1.00	37,477	19,196	105.0%	0.40	Increase FEF to full time
13490440	5124	NURSING			1.00	72,277	72,277	0.0%	1.00	Nurses were previously on the district wide budget
13640420	5117	ADMINISTRATIVE-PPS			1.00	94,658	94,658	0.0%	1.00	Team Chairs were previously on the district wide budget
13640420	5102	ELEMENTARY TEACHING-PPS	3.00	194,380	4.00	305,413	111,033	57.1%	1.00	Special Education Teacher shifted from grant
13640420	5163	PARAPROFESSIONALS-PPS	6.00	139,954	8.50	222,809	82,855	59.2%	2.50	3 Paraprofessionals added to support student need in FY19; Behavior Specialist moved to Paraprofessional line; Reduce 2 & add .5 in FY20
13640420	5125	DIST WIDE TEACHING-PPS	2.00	115,840	1.00	77,753	(38,087)	-32.9%	(1.00)	Behavior Specialist reallocated to Paraprofessional line
13640420	5126	PSYCHOLOGICAL SERVICES	1.50	141,346	2.00	133,483	(7,863)	-5.6%	0.50	Increase School Adjustment Counselor to 1 FTE
13700420	5102	ELEMENTARY TEACHING-ELL	1.00	76,989	1.00	52,277	(24,712)	-32.1%	-	
13990410	5150	STIPENDS	-	15,000	-	25,500	10,500	70.0%	-	Increase stipends
<b>Total Personnel</b>			<b>38.90</b>	<b>2,326,602</b>	<b>44.30</b>	<b>2,727,347</b>	<b>400,745</b>	<b>17.2%</b>	<b>5.40</b>	
<b>Carlton Non-Personnel</b>										
13570421	5320	CONTRACTED SERVICES	-	2,380	-	36,600	34,220	1437.8%	-	Funds for teaching fellows/tutors, PD and Farm School
13570421	5421	OFFICE SUPPLIES	-	3,000	-	3,000	-	0.0%	-	
13570421	5511	TEXTBOOKS	-	3,750	-	3,750	-	0.0%	-	
13570421	5512	BOOKS-LIBRARY	-	375	-	375	-	0.0%	-	
13570421	5514	INSTRUCTIONAL SUPPLIES	-	8,853	-	12,083	3,230	36.5%	-	Increase instructional supplies
<b>Total Non-Personnel</b>			<b>-</b>	<b>18,358</b>	<b>-</b>	<b>55,808</b>	<b>37,450</b>	<b>204.0%</b>	<b>-</b>	
<b>Total Carlton</b>			<b>38.90</b>	<b>2,344,960</b>	<b>44.30</b>	<b>2,783,155</b>	<b>438,195</b>	<b>18.7%</b>	<b>5.40</b>	

\*FY19 Budget includes budget transfers approved by the School Committee through April 8, 2019.

ELL, PPS and District-wide teaching supports are driven by student need and are budgeted based on best estimates. These resources may shift throughout the year as students' needs change.

### Grant Funded Positions:

GRANT TITLE	POSITION	FTE	SALARY
Sp. Ed. 94-142	Special Education Teacher	1.0 FTE	\$ 55,722
Sp. Ed. 94-142	Paraprofessional	1.0 FTE	\$ 20,707
Sp. Ed. 94-142	Paraprofessional	1.0 FTE	\$ 18,972
Title I	Reading Specialist	0.40 FTE	\$ 58,257
Title I	Literacy Coach	0.60 FTE	\$ 49,334
	<b>Total:</b>		<b>\$ 202,992</b>

More detailed grant information is provided in Appendix A

## Carlton Innovation School Budget – Personnel Detail

Org	Obj	Description	FY 2019 FTE	FY 2020 FTE	FY 2020 Budget	
<b>Carlton Personnel</b>						
13570420	5102	ELEMENTARY TEACHING	20.60	19.00	1,294,895	Reading Specialists reallocated to Dist Wide Teaching
		Teacher - K	2.00	2.00	114,230	
		Teacher - Gr. 1/2	4.00	4.00	277,480	
		Teacher - Gr. 3	2.00	2.00	159,319	
		Teacher - Gr. 4/5	4.00	4.00	257,260	
		Teacher - Music	1.00	1.00	63,395	
		Teacher - Math	2.00	2.00	146,078	
		Teacher - Phys Ed	1.00	1.00	57,693	
		Teacher - Art	1.00	1.00	73,076	
		Teacher - Flex	2.00	2.00	146,364	
13570440	5125	DIST WIDE TEACHING	0.40	2.00	156,470	
		Literacy Coach	0.40	0.40	34,060	
		Reading Specialist	-	1.60	122,409	Reading Specialists reallocated from above
13570420	5114	TUTORS	-	-	-	
13570420	5117	ADMINISTRATIVE	2.00	2.00	197,262	
		Principal	1.00	1.00	109,798	
		Assistant Principal	1.00	1.00	87,464	
13570420	5163	PARAPROFESSIONALS	0.80	0.80	18,154	
		Para - Kindergarten	0.80	0.80	18,154	
13570440	5160	CLERICAL	1.00	1.00	38,921	
		Secretary	1.00	1.00	38,921	
13570420	5119	FAMILY ENGAGEMENT FAC.	0.50	1.00	37,477	Increase FAC to 1 FTE
		Family Engagement Facilitator	0.50	1.00	37,477	
13570440	5100	SUBSTITUTE TEACHERS	-	-	-	
13490440	5124	NURSING	-	1.00	72,277	
		Nurse	-	1.00	72,277	Nurses were previously on the district wide budget
13640420	5117	ADMINISTRATIVE-PPS	-	1.00	94,658	
		Special Education Supervisor	-	1.00	94,658	Team Chairs were previously on the district wide budget
13640420	5102	ELEMENTARY TEACHING-PPS	3.00	4.00	305,413	
		Special Education Teacher	3.00	4.00	305,413	Special Education Teacher shifted from grant
13640420	5163	PARAPROFESSIONALS-PPS	6.00	8.50	222,809	3 Paraprofessionals added to support student need in FY19;
		Behavior Specialist	-	1.00	42,082	Behavior Specialist moved to Paraprofessional line; Reduce
		Para - Special Education	6.00	7.50	180,726	2 & add .5 in FY20
13640420	5125	DIST WIDE TEACHING-PPS	2.00	1.00	77,753	Behavior Specialist reallocated to Paraprofessional line
		Speech Language Pathologist	1.00	1.00	77,753	
13640420	5126	PSYCHOLOGICAL SERVICES	1.50	2.00	133,483	Increase School Adjustment Counselor to 1 FTE
		Adjustment Counselor	0.50	1.00	53,004	
		City Connects Coordinator	1.00	1.00	80,479	
13640420	5100	SUBSTITUTE TEACHERS-PPS	-	-	-	
13700420	5102	ELEMENTARY TEACHING-ELL	1.00	1.00	52,277	
		Teacher - ELL	1.00	1.00	52,277	
13990410	5150	STIPENDS	-	-	25,500	
		<b>Total Personnel</b>		<b>44.30</b>	<b>2,727,347</b>	



## Horace Mann Laboratory School K-5 ELEMENTARY SCHOOL

**PRINCIPAL: DR. RUBEN CARMONA**

**PROJECTED FY20 ENROLLMENT: 315**

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



The Horace Mann Laboratory School (HMLS) benefits from a unique and long-standing relationship with Salem State University. Faculty at both schools collaborate regularly to design innovative and enriching learning experiences, while maintaining a true sense of community within the school.

### **Grade Configuration:**

In order to support the enrollment at HMLS, the grade configuration will change slightly in FY20:

Grade Level:	FY19		FY20	
	# of classrooms	Enrollment (as of 4/17/19)	# of classrooms	Enrollment (Projected)
Kindergarten	3	54	3	55
Grade 1	2	42	3	54
Grade 2	3	51	2	42
Grade 3	2	43	3	51
Grade 4	2	43	2	43
Grade 5	3	72	2	43

### **FY20 Budget Highlights:**

In continuing the district's partnership with Salem State University, Horace Mann will host eight SSU teaching fellows who will support the work of classroom teachers.

Current performance on MCAS and benchmark assessments in math indicate that the academic success of the students at HMLS would benefit from more targeted math instruction. In order to continue to build the capacity of the teachers in this area, HMLS will increase their Math Coach to a full-time role in FY20 from a .5 FTE in FY19. The funds for this enhancement will be shifted from a .5 Reading Specialist, allowing the school to focus on the areas where the students need the most support.

To support a more cohesive district wide strategy around Spanish instruction, the .5 Spanish teacher at HMLS will be transferred to Saltonstall, so that Spanish can be offered district wide for students in grades 6 to 12.

In addition, in order to support the needs of students, the School Adjustment Counselor position will be increased from .5 FTE to 1 FTE. This increase will be offset by a decrease at Salem High School, supported by student need and enrollment changes.

The Library Paraprofessional role at HMLS will be increased from .5 to 1 FTE.

Strategic Plan Pillar	Initiative	FY19 FTE	FTE Change	FY20 Total	Resource Change + / (-)
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			+/(-)		
Pillar 1: Create a vibrant K-12 Teaching and Learning Ecosystem	Increase Math Coach .5 FTE	.5	.5	1	35,000
	Decrease Reading Specialist .5 FTE	1.5 (1 Grant)	-.5	1 (1 Grant)	-35,000
	8 SSU Fellows (6 positions funded in FY19)				15,200
	Reduce .5 Spanish Teacher (transfer to Saltonstall)	.5	-.5	-	-35,000
	Increase School Adjustment Counselor from .5 to 1 FTE	.5	.5	1	35,000
	Increase .5 Library Paraprofessional to 1 FTE	.5	.5	1	11,284
<b>Total Operating Budget Impact:</b>			.5		<b>\$26,484</b>

## Horace Mann Elementary School Budget:

Org	Obj	Description	FY 2019 FTE	FY 2019 Budget*	FY 2020 FTE	FY 2020 School	2019 to 2020 Budget Change	% Chg	2019 to 2020 FTE Var.	Notes
<b><u>Horace Mann Personnel</u></b>										
13460610	5163	PARAPROFESSIONALS-Library	0.50	11,680	1.00	23,943	12,263	105.0%	0.50	Library Paraprofessional increased to 1 FTE
13570620	5102	ELEMENTARY TEACHING	18.30	1,299,218	17.80	1,275,844	(23,374)	-1.8%	(0.50)	.5 Spanish Teacher to Saltonstall
13570620	5117	ADMINISTRATIVE	1.00	95,131	1.00	97,510	2,379	2.5%	-	
13570620	5150	STIPENDS	-	14,700	-	11,700	(3,000)	-20.4%	-	
13570620	5163	PARAPROFESSIONALS	3.00	66,949	1.50	33,851	(33,098)	-49.4%	(1.50)	Paraprofessionals shifted in FY19 based on student need
13570640	5160	CLERICAL	1.00	34,365	1.00	35,405	1,040	3.0%	-	
13570640	5125	DIST WIDE TEACHING	1.25	82,298	2.75	198,083	115,785	140.7%	1.50	Increase Math Coach .5 FTE; Reading Specialist shifted from grant; reduce .5 Reading Specialist
13570620	5119	FAMILY ENGAGEMENT FAC.	1.00	37,000	1.00	37,925	925	2.5%	-	
13490640	5124	NURSING	-	-	1.00	75,384	75,384	0.0%	1.00	Nurses were previously on the district wide budget
13640620	5117	ADMINISTRATIVE-PPS	-	-	0.50	48,755	48,755	0.0%	0.50	Team Chairs were previously on the district wide budget
13640620	5102	ELEMENTARY TEACHING-PPS	3.00	255,955	3.00	235,620	(20,335)	-7.9%	-	
13640620	5163	PARAPROFESSIONALS-PPS	4.00	92,886	4.00	109,384	16,498	17.8%	-	1 Paraprofessional shifted in FY19 based on student need; Behavior Specialist reallocated here
13640620	5125	DIST WIDE TEACHING-PPS	2.00	109,963	-	-	(109,963)	-100.0%	(2.00)	Speech Language Pathologist reassigned based on student need; Behavior Specialist reallocated to "Paraprofessionals-PPS"
13640620	5126	PSYCHOLOGICAL SERVICES	1.50	130,698	2.00	121,677	(9,021)	-6.9%	0.50	Increase School Adjustment Counselor to 1 FTE
13700620	5102	ELEMENTARY TEACHING-ELL	3.00	221,398	3.00	244,049	22,651	10.2%	-	
<b>Total Personnel</b>			<b>39.55</b>	<b>2,452,241</b>	<b>39.55</b>	<b>2,549,128</b>	<b>96,887</b>	<b>4.0%</b>	<b>-</b>	
<b><u>Horace Mann Non-Personnel</u></b>										
13570621	5320	CONTRACTED SERVICES	-	34,600	-	65,800	31,200	90.2%	-	One time budget transfer in FY19; add funding for teaching fellows
13570621	5421	OFFICE SUPPLIES	-	4,372	-	4,372	-	0.0%	-	
13570621	5511	TEXTBOOKS	-	376	-	5,304	4,928	1311.7%	-	One time budget transfer in FY19
13570621	5512	BOOKS-LIBRARY	-	1,941	-	1,941	-	0.0%	-	
13570621	5514	INSTRUCTIONAL SUPPLIES	-	26,388	-	8,460	(17,928)	-67.9%	-	One time budget transfer in FY19
<b>Total Non-Personnel</b>			<b>-</b>	<b>67,677</b>	<b>-</b>	<b>85,877</b>	<b>18,200</b>	<b>26.9%</b>	<b>-</b>	
<b>Total Horace Mann</b>			<b>39.55</b>	<b>2,519,918</b>	<b>39.55</b>	<b>2,635,005</b>	<b>115,087</b>	<b>4.6%</b>	<b>-</b>	

\*FY19 Budget includes budget transfers approved by the School Committee through April 8, 2019.

ELL, PPS and District-wide teaching supports are driven by student need and are budgeted based on best estimates. These resources may shift throughout the year as students' needs change.

The Horace Mann Laboratory School Principal is paid through funds provided Salem State University. Therefore, only one school administrator (the Assistant Principal) appears on the school budget.

## Horace Mann Laboratory School – Grant Funded Positions

GRANT TITLE	POSITION	FTE	SALARY
<i>Sp. Ed. 94-142</i>	<i>Paraprofessional</i>	<i>1.0 FTE</i>	<i>\$ 20,082</i>
<i>Title I</i>	<i>Reading Specialist</i>	<i>1.0 FTE</i>	<i>\$ 82,591</i>
<i>Title I</i>	<i>Literacy Coach</i>	<i>0.25 FTE</i>	<i>\$ 19,903</i>
<i>Title I</i>	<i>Reading Tutor</i>	<i>0.50 FTE</i>	<i>\$ 10,000</i>
<b>Total:</b>			<b>\$ 132,576</b>

More detailed grant information is provided in Appendix A

## Horace Mann Laboratory School – Personnel Detail

Org	Obj	Description	FY 2019 FTE	FY 2020 FTE	FY 2020 Budget	
<b>Horace Mann Personnel</b>						
13460610	5163	PARAPROFESSIONALS-Library	0.50	1.00	23,943	Library Paraprofessional increased to 1 FTE
		Para - Library	0.50	1.00	23,943	
13570620	5102	ELEMENTARY TEACHING	18.30	17.80	1,275,844	.5 Spanish Teacher to Saltonstall
		Teacher - K	3.00	3.00	233,023	
		Teacher - Gr. 1	2.00	3.00	214,668	
		Teacher - Gr. 2	3.00	2.00	146,850	
		Teacher - Gr. 3	2.00	3.00	166,331	
		Teacher - Gr. 4	2.00	2.00	153,536	
		Teacher - Gr. 5	3.00	2.00	142,451	
		Teacher - Art	0.80	0.80	64,434	
		Teacher - Music	1.00	1.00	80,267	
		Teacher - Phys. Ed	1.00	1.00	74,284	
13570620	5117	ADMINISTRATIVE	1.00	1.00	97,510	
		<i>The Principal is paid with funds from Salem State University</i>				
		Ass't Principal	1.00	1.00	97,510	
13570620	5150	STIPENDS		-	11,700	
13570620	5163	PARAPROFESSIONALS	3.00	1.50	33,851	Paraprofessionals shifted in FY19 based on student need
		Para - Kindergarten	1.50	1.50	33,851	
13570640	5160	CLERICAL	1.00	1.00	35,405	
		Secretary	1.00	1.00	35,405	
13570640	5125	DIST WIDE TEACHING	1.25	2.75	198,083	
		Coach - Math	0.50	1.00	57,115	Increase Math Coach .5 FTE;
		Reading Specialist	1.5 (1 Grant)	1.00	79,167	Reading Specialist shifted from grant; Reduce .5 Reading Specialist
		Coach - Literacy	0.75	0.75	61,801	
13570620	5119	FAMILY ENGAGEMENT FAC.	1.00	1.00	37,925	
		Family Engagement Facilitator	1.00	1.00	37,925	
13490640	5124	NURSING	-	1.00	75,384	Nurses were previously on the District Wide budget
		Nurse	-	1.00	75,384	
13640620	5117	ADMINISTRATIVE-PPS	-	0.50	48,755	Team Chairs were previously on the district wide budget
		Special Education Supervisor	-	0.50	48,755	
13640620	5102	ELEMENTARY TEACHING-PPS	3.00	3.00	235,620	
		Special Education Teacher	3.00	3.00	235,620	
13640620	5163	PARAPROFESSIONALS-PPS	4.00	4.00	109,384	
		Behavior Specialist	-	1.00	35,912	Behavior Specialist reallocated here
		Para - Special Education	4.00	3.00	73,472	1 Paraprofessional shifted in FY19 based on student need
13640620	5125	DIST WIDE TEACHING-PPS	2.00	-		Speech Language Pathologist reassigned based on student need; Behavior Specialist reallocated to "Paraprofessionals-
13640620	5126	PSYCHOLOGICAL SERVICES	1.50	2.00	121,677	
		Adjustment Counselor	0.50	1.00	53,004	Increase School Adjustment Counselor to 1 FTE
		City Connects Coordinator	1.00	1.00	68,673	
13700620	5102	ELEMENTARY TEACHING-ELL	3.00	3.00	244,049	
		Teacher - ELL	3.00	3.00	244,049	
		<b>Total Personnel</b>	<b>39.55</b>	<b>39.55</b>	<b>2,549,128</b>	

## Witchcraft Heights Elementary School

### K-5 ELEMENTARY SCHOOL

PRINCIPAL: LEANNE SMITH

PROJECTED FY20 ENROLLMENT: 560

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.



#### **Grade Configuration:**

A newly created integrated Kindergarten class at the Early Childhood Center (ECC) will reduce the need for a kindergarten class at Witchcraft Heights to a total of four (there are five in FY19). All other grades will maintain the same number of classes, with five in grades 1, 2 and 3, and four in grades 4 and 5. There are currently 94 students in third grade, transitioning comfortably into four fourth grade classes.

#### **FY20 Budget Highlights:**

In order to provide frequent, targeted academic intervention in small groups for students who are struggling academically, Witchcraft Heights plans to engage two Teaching Fellows from Endicott College. This technique has proven results, and will help students progress academically. The funds for this initiative will be reallocated from a current Reading Specialist position.

A third School Adjustment Counselor will be added to WHES to support the social emotional well being of students through social groups, individual and group counseling, and help staff improve their practice around social emotional learning through professional development and modeling. The two behavior specialist positions will be eliminated to provide the resources for this more highly qualified, expert position.

WHES will refine the School Leadership Team in FY20 to include 12 teachers and specialists who will advise and collaborate with school leadership to make decisions for the school as they continue to strive for academic and social emotional success for all students. The funds for the stipends that will be provided to teachers for their participation will be transferred from the contract services budget, used in FY19 for professional development.

The Library Paraprofessional role at WHES will be increased from .5 to 1 FTE.

Strategic Plan Pillar	Initiative	FY19 FTE	FTE Change + / (-)	FY20 Total	Resource Change + / (-)
Pillar 1: Create a vibrant K-12 Teaching and Learning Ecosystem	Two Teaching Fellows to provide targeted academic intervention				\$34,000
	Reduce .5 FTE Reading Specialist	3.5 (1 Grant)	-.5	3 (1 Grant)	-35,000
	Add School Adjustment Counselor	2	1	3	70,000
	Reduce 2 Behavior Specialists	2	-2	0	-86,019
	Reduce Kindergarten teacher	5	-1	4	-70,000
	Reduce .4 Kindergarten para	2.4	-.4	2	-9,027
	Reduce 1 Special Education paraprofessional for a student who is moving to middle school	20.8	-1	19.8	-25,000
	Increase .5 Library Paraprofessional to 1 FTE	.5	.5	1	11,284
Pillar 3: Nurture Staff Leadership & Empowerment	School Leadership Team stipends				15,000
	Reduce contract services				-15,000
<b>Total Operating Budget Impact:</b>			<b>-3.4</b>		<b>-\$109,762</b>

## Witchcraft Heights Elementary School Budget

Org	Obj	Description	FY 2019 FTE	FY 2019 Budget*	FY 2020 FTE	FY 2020 School	2019 to 2020 Budget Change	% Chg	2019 to 2020 FTE Var.	Notes
<b>Witchcraft Personnel</b>										
13460810	5163	PARAPROFESSIONALS-Library	0.50	12,109	1.00	22,567	10,458	86.4%	0.50	Library Paraprofessional increased to 1 FTE
13570820	5102	ELEMENTARY TEACHING	34.00	2,326,321	33.00	2,342,995	16,674	0.7%	(1.00)	Reduce 1 Kindergarten teacher for ECC
13570820	5117	ADMINISTRATIVE	2.00	223,483	2.00	226,862	3,379	1.5%	-	
13570820	5150	STIPENDS	-	2,500	-	17,500	15,000	600.0%	-	Increase stipends
13570820	5163	PARAPROFESSIONALS	2.70	40,190	2.30	55,094	14,904	37.1%	(0.40)	Reduce .4 Kindergarten para for ECC
13570840	5160	CLERICAL	2.00	77,186	2.00	77,586	400	0.5%	-	
13570820	5119	FAMILY ENGAGEMENT FAC.	1.40	62,762	1.40	58,463	(4,299)	-6.8%	-	
13570820	5125	DIST WIDE TEACHING	3.50	278,606	3.00	246,094	(32,512)	-11.7%	(0.50)	Decrease .5 Reading Specialist
13490840	5124	NURSING	-	-	1.50	108,090	108,090	0.0%	1.50	Nurses were previously on the district wide budget
13640820	5117	ADMINISTRATIVE-PPS	-	-	1.80	186,501	186,501	0.0%	1.80	Team Chairs were previously on the district wide budget
13640820	5102	ELEMENTARY TEACHING-PPS	8.00	520,694	8.00	504,581	(16,113)	-3.1%	-	
13640820	5163	PARAPROFESSIONALS-PPS	21.80	519,324	19.80	486,213	(33,111)	-6.4%	(2.00)	1 Paraprofessional shifted in FY19 based on student need; 1 moving to CMS for FY20
13640820	5125	DIST WIDE TEACHING-PPS	4.80	295,167	2.80	192,898	(102,269)	-34.6%	(2.00)	Reduce 2 Behavior Specialists
13640820	5126	PSYCHOLOGICAL SERVICES	3.00	209,819	4.00	287,289	77,470	36.9%	1.00	Add School Adjustment Counselor
13700820	5125	DIST WIDE TEACHING-ELL	0.50	36,379	0.50	31,747	(4,632)	-12.7%	-	
13700820	5102	ELEMENTARY TEACHING-ELL	4.00	271,205	4.00	280,737	9,532	3.5%	-	
<b>Total Personnel</b>			<b>88.20</b>	<b>4,875,745</b>	<b>87.10</b>	<b>5,125,217</b>	<b>249,472</b>	<b>5.1%</b>	<b>(1.10)</b>	
<b>Witchcraft Non-Personnel</b>										
13570821	5320	CONTRACTED SERVICES	-	15,500	-	34,500	19,000	122.6%	-	Reduce by \$15,000; increase \$34,000 for teaching fellows
13570821	5421	OFFICE SUPPLIES	-	1,323	-	1,323	-	0.0%	-	
13570821	5511	TEXTBOOKS	-	1,305	-	1,305	-	0.0%	-	
13570821	5514	INSTRUCTIONAL SUPPLIES	-	30,300	-	30,300	-	0.0%	-	
<b>Total Non-Personnel</b>			<b>-</b>	<b>48,428</b>	<b>-</b>	<b>67,428</b>	<b>19,000</b>	<b>39.2%</b>	<b>-</b>	
<b>Total Witchcraft</b>			<b>88.20</b>	<b>4,924,173</b>	<b>87.10</b>	<b>5,192,645</b>	<b>268,472</b>	<b>5.5%</b>	<b>(1.10)</b>	

\*FY19 Budget includes budget transfers approved by the School Committee through April 8, 2019.

ELL, PPS and District-wide teaching supports are driven by student need and are budgeted based on best estimates. These resources may shift throughout the year as students' needs change.

## Witchcraft Heights Elementary School – Grant Funded Positions

GRANT TITLE	POSITION	FTE	SALARY
Sp. Ed. 94-142	Special Education Teacher	0.50 FTE	\$ 25,856
Sp. Ed. 94-142	Special Education Teacher	0.60 FTE	\$ 31,063
Sp. Ed. 94-142	Special Education Teacher	1.0 FTE	\$ 55,722
Sp. Ed. 94-142	Special Education Teacher	1.0 FTE	\$ 55,722
Sp. Ed. 94-142	Paraprofessional	1.0 FTE	\$ 18,972
Title I	Reading Specialist	1.0 FTE	\$ 77,436
Title I	Literacy Coach	1.0 FTE	\$ 82,191
Title I	Math Tutor	0.50 FTE	\$ 10,000
Norman Read Charitable Trust	District STEM Coach - WHES/Saltonstall	0.50 FTE	\$ 35,000
<b>Total:</b>			<b>\$ 391,962</b>

More detailed grant information is provided in Appendix A



## Witchcraft Heights Elementary School - Personnel Detail

Org	Obj	Description	FY 2010 FTE	FY 2020 FTE	FY 2020 Budget	
<b>Witchcraft Personnel</b>						
13460810	5163	PARAPROFESSIONALS-Library	0.50	1.00	22,567	Library Paraprofessional increased to 1 FTE
		Para - Library	0.50	1.00	22,567	
13570820	5102	ELEMENTARY TEACHING	34.00	33.00	2,342,995	Reduce 1 Kindergarten teacher for ECC
		Teacher - K	4.00	4.00	303,424	
		Teacher - Gr. 1	5.00	5.00	371,737	
		Teacher - Gr. 2	5.00	5.00	362,119	
		Teacher - Gr. 3	5.00	5.00	352,744	
		Teacher - Gr. 4	4.00	4.00	266,280	
		Teacher - Gr. 5	4.00	4.00	251,649	
		Teacher - Music	1.00	1.00	77,953	
		Teacher - Phys Ed	1.00	1.00	68,798	
		Teacher - STEM	1.00	1.00	82,281	
		Teacher - Civics	1.00	1.00	67,275	
		Teacher - Art	1.00	1.00	79,567	
		Teacher - CIS	1.00	1.00	59,169	
13570820	5117	ADMINISTRATIVE	2.00	2.00	226,862	
		Principal	1.00	1.00	117,875	
		Ass't Principal	1.00	1.00	108,987	
13570820	5150	STIPENDS	-	-	17,500	
13570820	5163	PARAPROFESSIONALS	2.70	2.30	55,094	Reduce .4 Kindergarten para for ECC
		Para - Kindergarten	2.00	1.60	38,000	
		Para - Lunch	0.70	0.70	17,094	
13570840	5160	CLERICAL	2.00	2.00	77,586	
		Secretary	2.00	2.00	77,586	
13570820	5119	FAMILY ENGAGEMENT FAC	1.40	1.40	58,463	
		Family Engagement Fac.	1.40	1.40	58,463	
13570820	5125	DIST WIDE TEACHING	3.50	3.00	246,094	
		Coach - Math	1.00	1.00	80,981	
		Reading Specialist	2.50	2.00	165,113	Decrease .5 Reading Specialist
13490840	5124	NURSING	-	1.50	108,090	Nurses were previously on the district wide budget
		Nurse	-	1.50	108,090	
13640820	5117	ADMINISTRATIVE-PPS	-	1.80	186,501	Team Chairs were previously on the district wide budget
		Special Education Supervisor	-	1.80	186,501	
13640820	5102	ELEMENTARY TEACHING-PPS	8.00	8.00	504,581	
		Special Education Teacher	8.00	8.00	504,581	
13640820	5163	PARAPROFESSIONALS-PPS	21.80	19.80	486,213	1 Paraprofessional shifted in FY19 based on student need; 1 moving to CMS for FY20
		Para - Special Education	21.80	19.80	486,213	
13640820	5125	DIST WIDE TEACHING-PPS	4.80	2.80	192,898	Reduce 2 Behavior Specialists
		Occupational Therapist	0.80	0.80	62,142	
		Speech Language Pathologist	1.00	1.00	77,753	
		BCBA	1.00	1.00	53,004	
13640820	5126	PSYCHOLOGICAL SERVICES	3.00	4.00	287,289	
		Adjustment Counselor	2.00	3.00	206,822	Add School Adjustment Counselor
		City Connects Coordinator	1.00	1.00	80,467	
13700820	5125	DIST WIDE TEACHING-ELL	0.50	0.50	31,747	
		Coach - ELL	0.50	0.50	31,747	
13700820	5102	ELEMENTARY TEACHING-ELL	4.00	4.00	280,737	
		Teacher - ELL	4.00	4.00	280,737	
		<b>Total Personnel</b>	<b>88.20</b>	<b>87.10</b>	<b>5,125,217</b>	

## Saltonstall Elementary School

K-8 ELEMENTARY SCHOOL

PRINCIPAL: MICHAEL LISTER

PROJECTED FY20 ENROLLMENT: 405

Saltonstall is a tight-knit community serving students in kindergarten through eighth grade. The school houses the district's program for students with language-based learning disabilities.



The Saltonstall Elementary School educates students in kindergarten through eighth grade. Through a strong family engagement strategy, students have access to unique out of school time and enrichment activities that enhance their overall educational experience.

### **FY20 Budget Highlights:**

Saltonstall seeks to create an intervention model to support the social-emotional needs of the students, building on the success of their Student Support Team. Rooted in the belief that social skills can be taught systematically through the proactive identification of student needs and the systematic use of research-based intervention strategies, Saltonstall will add an additional School Adjustment Counselor who will be able to support teaching and modelling these strategies. This additional support will help build classroom teacher capacity, and support students by creating channels for students to receive a wide range of support. In order to focus resources to fill this critical need, the Behavior Specialist role will be eliminated and funds previously allocated to contract services (used in FY19 to support Social Emotional curriculum implementation and training) will be shifted.

To support a more cohesive district wide strategy around Spanish instruction, the .5 Spanish teacher at HMLS will be transferred to Saltonstall, so that Spanish can be offered district wide for students in grades 6 to 12.

The Library Paraprofessional role at WHES will be increased from .5 to 1 FTE.

Strategic Plan Pillar	Initiative	FY19 FTE	FTE Change +/-	FY20 Total	Resource Change +/-
Pillar 1: Create a vibrant K-12 Teaching & Learning Ecosystem	Increase Spanish teacher from .5 to 1 FTE (transfer from HMLS)	.5	.5	1	\$35,000
	Add additional School Adjustment Counselor	1	1	2	70,000
	Increase Math Coach from .7 to 1 FTE	.7	.3	1	21,000
	Increase .5 Library Paraprofessional to 1 FTE	.5	.5	1	11,284
	Reduce Behavior Specialist	1	-1	-	-44,000
Conditions for Success	Reduce contract services				-15,000
<b>Total Operating Budget Impact:</b>			<b>1.3</b>		<b>\$78,284</b>

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## Saltonstall Elementary School Budget

Org	Obj	Description	FY 2019 FTE	FY 2019 Budget*	FY 2020 FTE	FY 2020 School	2019 to 2020 Budget Change	% Chg	2019 to 2020 FTE Var.	Notes
<b>Saltonstall Personnel</b>										
13460710	5163	PARAPROFESSIONALS-Library	0.50	11,008	1.00	22,567	11,559	105.0%	0.50	Library Paraprofessional Increased to 1 FTE
13570720	5102	ELEMENTARY TEACHING	24.00	1,911,813	23.50	1,744,144	(167,669)	-8.8%	(0.50)	Reading Specialist moved to Dist Wide Teaching; Increase Spanish Teacher .5 FTE
13570720	5117	ADMINISTRATIVE	2.00	195,156	2.00	213,517	18,361	9.4%	-	
13570720	5150	STIPENDS	-	10,150	-	10,150	-	0.0%	-	
13570720	5163	PARAPROFESSIONALS	1.70	37,732	2.30	53,268	15,536	41.2%	0.60	Paraprofessionals shifted in FY19 based on student need
13570740	5160	CLERICAL	1.00	52,007	1.00	53,486	1,479	2.8%	-	
13570720	5119	FAMILY ENGAGEMENT FAC.	1.00	43,551	1.00	41,861	(1,690)	-3.9%	-	
13570740	5125	DIST WIDE TEACHING	1.70	133,098	3.00	245,227	112,129	84.2%	1.30	Reading Specialist moved from Elementary Teaching; Increase Math Coach .3 FTE
13490740	5124	NURSING	-	-	1.00	74,284	74,284	0.0%	1.00	Nurses were previously on the district wide budget
13640720	5117	ADMINISTRATIVE-PPS	-	-	1.00	110,037	110,037	0.0%	1.00	Team Chairs were previously on the district wide budget
13640720	5102	ELEMENTARY TEACHING-PPS	7.50	625,018	7.50	580,931	(44,087)	-7.1%	-	
13640720	5163	PARAPROFESSIONALS-PPS	10.00	230,668	9.00	214,437	(16,231)	-7.0%	(1.00)	Paraprofessionals shifted in FY19 based on student need
13640720	5125	DIST WIDE TEACHING-PPS	2.00	122,360	1.00	80,781	(41,579)	-34.0%	(1.00)	Reduce Behavior Specialist
13640720	5126	PSYCHOLOGICAL SERVICES	2.00	105,988	3.00	231,998	126,010	118.9%	1.00	Add School Adjustment Counselor
13700720	5102	TEACHER-ELL	2.00	159,352	2.00	163,298	3,946	2.5%	-	
13700720	5114	TUTORS-ELL	-	-	-	-	-	0.0%	-	
<b>Total Personnel</b>			<b>55.40</b>	<b>3,637,901</b>	<b>58.30</b>	<b>3,839,987</b>	<b>202,086</b>	<b>5.6%</b>	<b>2.90</b>	
<b>Saltonstall Non-Personnel</b>										
13570721	5320	CONTRACTED SERVICES	-	28,000	-	13,000	(15,000)	-53.6%	-	Funds shifted to support additional School Adjustment Counselor
13570721	5421	OFFICE SUPPLIES	-	2,250	-	2,250	-	0.0%	-	
13570721	5511	TEXTBOOKS	-	3,908	-	3,908	-	0.0%	-	
13570721	5512	BOOKS-LIBRARY	-	687	-	687	-	0.0%	-	
13570721	5514	INSTRUCTIONAL SUPPLIES	-	12,337	-	12,337	-	0.0%	-	
13570721	5860	EQUIPMENT	-	2,473	-	2,473	-	0.0%	-	
<b>Total Non-Personnel</b>			<b>-</b>	<b>49,655</b>	<b>-</b>	<b>34,655</b>	<b>(15,000)</b>	<b>-30.2%</b>	<b>-</b>	
<b>Total Saltonstall</b>			<b>55.40</b>	<b>3,687,556</b>	<b>58.30</b>	<b>3,874,642</b>	<b>187,086</b>	<b>5.1%</b>	<b>2.90</b>	

\*FY19 Budget includes budget transfers approved by the School Committee through April 8, 2019.

ELL, PPS and District-wide teaching supports are driven by student need and are budgeted based on best estimates. These resources may shift throughout the year as students' needs change.

## Saltonstall Elementary School - Grant Funded Positions

GRANT TITLE	POSITION	FTE	Salary
Title I	Reading Specialist	1.0 FTE	\$ 82,191
Title I	Literacy Coach	0.40 FTE	\$ 27,863
Norman Read Charitable Trust	District STEM Coach - WHES/Saltonstall	0.50 FTE	\$ 35,000
	<b>Total:</b>		<b>\$ 145,054</b>

More detailed grant information is provided in Appendix A

## Saltonstall Elementary School – Personnel Detail

Org	Obj	Description	FY 2019 FTE	FY 2020 FTE	FY 2020 School	
<b>Saltonstall Personnel</b>						
13460710	5163	PARAPROFESSIONALS-Library	0.50	1.00	22,567	
		Para - Library	0.50	1.00	22,567	Library Paraprofessional increased to 1 FTE
13570720	5102	ELEMENTARY TEACHING	24.00	23.50	1,744,144	Reading Specialist moved to Dist Wide Teaching
		Teacher - K	2.00	2.00	156,757	
		Teacher - Gr. 1	2.00	2.00	144,928	
		Teacher - Gr. 2	2.00	2.00	131,894	
		Teacher - Gr. 3/4	4.00	4.00	311,475	
		Teacher - Gr. 5/6, ELA, SS	2.00	2.00	130,669	
		Teacher - Gr. 5/6, Math	1.00	1.00	65,997	
		Teacher - Gr. 5/6, Science	1.00	1.00	80,200	
		Teacher - Gr. 7/8, Science	1.00	1.00	71,499	
		Teacher - Gr. 7/8, ELA, SS	2.00	2.00	159,781	
		Teacher - Gr. 7/8, Math	1.00	1.00	77,653	
		Teacher - K-8 Math	0.50	0.50	27,532	
		Teacher - Spanish	0.50	1.00	77,553	Increase Spanish Teacher .5 FTE
		Teacher - Tech Ed., Math	1.00	1.00	79,267	
		Teacher - Art	1.00	1.00	77,753	
		Teacher - Music	1.00	1.00	75,803	
		Teacher - Phys. Ed	1.00	1.00	75,384	
13570720	5117	ADMINISTRATIVE	2.00	2.00	213,517	
		Principal	1.00	1.00	117,875	
		Ass't Principal	1.00	1.00	95,642	
13570720	5150	STIPENDS	-	-	10,150	
13570720	5163	PARAPROFESSIONALS	1.70	2.30	53,268	Paraprofessionals shifted in FY19 based on student need
		Para - Kindergarten	1.50	1.50	35,168	
		Para - Lunch	0.20	0.20	4,419	
		Para - General Ed.	-	0.60	13,681	
13570740	5160	CLERICAL	1.00	1.00	53,486	
		Secretary	1.00	1.00	53,486	
13570720	5119	FAMILY ENGAGEMENT FAC.	1.00	1.00	41,861	
		Family Engagement Facilitator	1.00	1.00	41,861	
13570740	5125	DIST WIDE TEACHING	1.70	3.00	245,227	
		Coach - Literacy	1.00	1.00	80,781	
		Reading Specialist	-	1.00	84,446	Reading Specialist moved from Elementary Teaching
		Coach - Math	0.70	1.00	80,000	Increase Math Coach .3 FTE
13490740	5124	NURSING	-	1.00	74,284	Nurses were previously on the district wide budget
		Nurse	-	1.00	74,284	
13640720	5117	ADMINISTRATIVE-PPS	-	1.00	110,037	Team Chairs were previously on the district wide budget
		Special Education Supervisor	-	1.00	110,037	
13640720	5102	ELEMENTARY TEACHING-PPS	7.50	7.50	580,931	
		Special Education Teacher	7.50	7.50	580,931	
13640720	5163	PARAPROFESSIONALS-PPS	10.00	9.00	214,437	Paraprofessionals shifted in FY19 based on student need
		Para - Special Education	10.00	9.00	214,437	
13640720	5125	DIST WIDE TEACHING-PPS	2.00	1.00	80,781	Reduce Behavior Specialist
		Speech Language Pathologist	1.00	1.00	80,781	
13640720	5126	PSYCHOLOGICAL SERVICES	2.00	3.00	231,998	
		Adjustment Counselor	1.00	2.00	154,446	Add School Adjustment Counselor
		City Connects Coordinator	1.00	1.00	77,553	
13700720	5102	TEACHER-ELL	2.00	2.00	163,298	
		Teacher - ELL	2.00	2.00	163,298	
		<b>Total Personnel</b>	<b>55.40</b>	<b>58.30</b>	<b>3,839,987</b>	

## Collins Middle School (CMS)

GRADES 6-8 MIDDLE SCHOOL

PRINCIPAL: MATTHEW CONDON

PROJECTED FY20 ENROLLMENT: 670

The Collins Middle School is an extended learning time school that enables students in grades 6-8 expanded time in their core classes, and enhanced access to electives. 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 (STEM). Scholars at Collins benefit from the school's 1:1 device program and have the opportunity to choose from electives to explore their own unique interests.

### **FY20 Budget Highlights:**

In FY20, shifts made at Collins Middle School reflect the changing needs of the student population and a growing focus on STEM education. A science teacher position will be shifted to a STEM teacher role to support the goal of giving all scholars access to STEM year-round.

In the 2019-20 school year, all of the students in the life skills program will be moving on to Salem High School. Therefore, one special education teacher role will shift to become a teacher for the program for students with Autism Spectrum Disorder. Currently, this program has students in the inclusion and substantially separate setting. Adding a teacher to this program will allow consistent support for the students in the inclusion setting throughout all content areas. In addition, the therapeutic support program (TSP) will transition from two teachers to three, so that the scholars in that program can access all of the grade level content and opportunities in a way that is better aligned to their peers.

In order to better support the school's extended learning time (ELT) program, and to strengthen the school's academics, all teachers in the 2019-20 school year will work the full school day. This will increase the availability of academic intervention and enrichment opportunities for all scholars.



**Collins Middle School - Budget Highlights, continued**

Strategic Plan Pillar	Initiative	FY19 FTE	FTE Change +/-	FY20 Total FTE	Resource Change +/-
Pillar One: Create a Vibrant K-12 Teaching & Learning Ecosystem	The 2019 CMS ELT agreement expands learning time for students and allows for all teachers to work extended days which supports instructional, preparation periods, professional development and common planning time.	N/A	N/A	N/A	\$100,000
	Reduce 1 Specialist Teacher to support schedule adjustments	12.5	-1	11.5	-63,295
	Increase 1 Special Education Paraprofessional to support TSP program changes;  Increase 4 Special Education Paraprofessionals to support students coming from 5 <sup>th</sup> grade (position shifts from elementary schools)	13	5	18	125,000
Conditions for Success	Shifts in non-personnel to reflect anticipated needs (detail below)				-11,040
<b>Total Operating Budget Impact:</b>			<b>4</b>		<b>\$150,665</b>

**Non-Personnel change detail:**

Org.	Obj.	Account Name	FY19 Total	Change	FY20 Total	Rationale
13450921	5860	Equipment	\$5,000	\$5,030	\$10,030	Baseball/softball equipment: \$800
						Cross country shirts: \$300
						Basketball equipment: \$130
						Hockey equipment: \$4,500
						Track & Field: \$300
						Annual uniform replacement: \$3,000
						General sports equipment: \$1,000
13570921	5320	Contracted Services	4,697	3,730	8,427	Additional funds for iReady Toolbox (curriculum resource)
13570921	5381	Printing	3,400	0	3,400	No change
13570921	5421	Office Supplies	12,440	9,600	22,040	Additional cost of paper and office supplies with higher enrollment
13570921	5429	Misc. Supplies	54,400	(54,400)	0	These funds were used to support increased enrollment in FY19 and are being reallocated as needed for ongoing expenses.
13570921	5512	Books - Library	8,300	0	8,300	No change
13570921	5514	Instructional Supplies	12,649	25,000	37,649	Increase:
						\$10,000 to support the 8th Grade Field trip
						\$3,000 for Physical Education supplies
						\$3,000 for music supplies
						\$5,000 for Project Lead the Way supplies
						additional \$4,000 for general instructional supplies
13570921	5730	Dues and Subscriptions	1,907	0	1,907	No change
<b>Total:</b>			<b>\$102,793</b>	<b>(\$11,040)</b>	<b>\$91,753</b>	



## Collins Middle School Budget

Org	Obj	Description	FY 2019 FTE	FY 2019 Budget*	FY 2020 FTE	FY 2020 School	2019 to 2020 Budget Change	% Chg	2019 to 2020 FTE Var.	Notes
<b>Collins Personnel</b>										
13570920	5117	ADMINISTRATIVE	3.00	309,551	3.00	319,462	9,911	3.2%	-	
13570920	5130	MIDDLE SCHOOL TEACHING	48.00	3,294,134	46.50	3,486,377	192,243	5.8%	(1.50)	Librarian position was budgeted as a .5 Reading Specialist/.5 Librarian. Shifted to 1 FTE Librarian; Reduce 1 Specialist Teacher in FY20
13460920	5130	MIDDLE SCHOOL TEACHING-Library	0.50	41,096	1.00	89,701	48,605	118.3%	0.50	See above
13460920	5163	PARAPROFESSIONALS-Library	0.50	11,008	0.50	13,495	2,487	22.6%	-	
13570920	5150	STIPENDS	-	83,650	-	28,250	(55,400)	-66.2%	-	Stipends reduced by \$55,400 as ELT differential shifted to salaries
13570920	5163	PARAPROFESSIONALS	1.50	33,947	1.50	35,132	1,185	3.5%	-	
13570940	5160	CLERICAL	1.00	45,089	1.00	47,100	2,011	4.5%	-	
13450920	5116	CO-CURRIC/ATHLETIC-Athletics	-	6,000	-	6,000	-	0.0%	-	
13570920	5119	FAMILY ENGAGEMENT FAC.	1.00	44,041	1.00	55,539	11,498	26.1%	-	
13490940	5124	NURSING	-	-	2.00	155,737	155,737	0.0%	2.00	Nurses were previously on the district wide budget
13570920	5125	DIST WIDE TEACHING	1.00	59,747	1.00	55,634	(4,113)	-6.9%	-	
13640960	5117	ADMINISTRATIVE-PPS	-	-	2.00	192,918	192,918	0.0%	2.00	Team Chairs were previously on the district wide budget
13640920	5130	MIDDLE SCHOOL TEACHING-PPS	14.00	937,313	14.00	1,008,907	71,594	7.6%	-	
13640920	5163	PARAPROFESSIONALS-PPS	12.00	311,112	20.00	504,804	193,692	62.3%	8.00	Paraprofessionals shifted in FY19 based on student need; Behavior Specialist reallocated to Paraprofessional line; 5 Paraprofessionals added for FY20
13640920	5125	DIST WIDE TEACHING-PPS	2.00	112,746	1.00	77,653	(35,093)	-31.1%	(1.00)	Behavior Specialist reallocated to Paraprofessional line
13640920	5126	PSYCHOLOGICAL SERVICES	6.00	425,061	6.00	425,118	57	0.0%	-	
13700920	5130	MIDDLE SCHOOL TEACHING-ELL	5.00	327,851	4.00	268,947	(58,904)	-18.0%	(1.00)	BSL Teacher reallocated in FY19 based on student need
<b>Total Personnel</b>			<b>95.50</b>	<b>6,042,346</b>	<b>104.50</b>	<b>6,770,772</b>	<b>728,426</b>	<b>12.1%</b>	<b>9.00</b>	
<b>Collins Non-Personnel</b>										
13450921	5860	EQUIPMENT-Athletics	-	5,000	-	10,030	5,030	100.6%	-	See detail on budget outline
13570921	5320	CONTRACTED SERVICES	-	4,697	-	8,427	3,730	79.4%	-	
13570921	5381	PRINTING AND BINDING	-	3,400	-	3,400	-	0.0%	-	
13570921	5421	OFFICE SUPPLIES	-	12,440	-	22,040	9,600	77.2%	-	
13570921	5429	MISC SUPPLIES	-	54,400	-	-	(54,400)	-100.0%	-	
13570921	5512	BOOKS-LIBRARY	-	8,300	-	8,300	-	0.0%	-	
13570921	5514	INSTRUCTIONAL SUPPLIES	-	12,649	-	37,649	25,000	197.6%	-	
13570921	5730	DUES AND SUB	-	1,907	-	1,907	-	0.0%	-	
<b>Total Non-Personnel</b>			<b>-</b>	<b>102,793</b>	<b>-</b>	<b>91,753</b>	<b>(11,040)</b>	<b>-10.7%</b>	<b>-</b>	
<b>Total Collins</b>			<b>95.50</b>	<b>6,145,139</b>	<b>104.50</b>	<b>6,862,525</b>	<b>717,386</b>	<b>11.7%</b>	<b>9.00</b>	

\*FY19 Budget includes budget transfers approved by the School Committee through April 8, 2019.

ELL, PPS and District-wide teaching supports are driven by student need and are budgeted based on best estimates. These resources may shift throughout the year as students' needs change.

## Collins Middle School – Grant Funded Positions

GRANT TITLE	POSITION	FTE	SALARY
Title I	Literacy Coach	1.0 FTE	\$ 69,878
Title I	Math Coach	1.0 FTE	\$ 66,435
Title I	Reading Tutor	0.50 FTE	\$ 10,000
Title I	Math Tutor	0.50 FTE	\$ 10,000
Expanded Learning Time	73 ELT Teachers' Differential	6% diff	\$ 293,810
<b>Total:</b>			<b>\$ 450,123</b>

More detailed grant information is provided in Appendix A

## Collins Middle School - Personnel Detail

Org	Obj	Description	FY 2010 FTE	FY 2020 FTE	FY 2020 Budget	
<b>Collins Personnel</b>						
13570920	5117	<b>ADMINISTRATIVE</b>	3.00	3.00	319,462	
		Principal	1.00	1.00	125,000	
		Ass't Principal	2.00	2.00	194,462	
13570920	5130	<b>MIDDLE SCHOOL TEACHING</b>	48.00	46.50	3,486,377	Librarian position was budgeted as a .5 Reading Specialist/.5 Librarian. Shifted to 1 FTE Librarian; Reduce 1 Specialist Teacher in FY20
		Teacher - Art	3.00	2.00	173,206	
		Teacher - Gr. 6, ELA	3.00	3.00	195,535	
		Teacher - Gr. 6, Math	3.00	3.00	282,447	
		Teacher - Gr. 6, Science	2.00	2.00	115,204	
		Teacher - Gr. 6, Social Studies	2.00	2.00	164,711	
		Teacher - Gr. 6/7, ELA	1.00	1.00	72,819	
		Teacher - Gr. 6/7, Math	1.00	1.00	62,719	
		Teacher - Gr. 7, ELA	3.00	3.00	199,817	
		Teacher - Gr. 7, Math	3.00	3.00	230,708	
		Teacher - Gr. 7, Science	2.00	2.00	159,514	
		Teacher - Gr. 7, Social Studies	2.00	2.00	164,811	
		Teacher - Gr. 7/8, ELA	1.00	1.00	53,242	
		Teacher - Gr. 7/8, Math	1.00	1.00	78,916	
		Teacher - Gr. 8, ELA	3.00	3.00	221,795	
		Teacher - Gr. 8, Math	3.00	3.00	220,384	
		Teacher - Gr. 8, Science	2.00	2.00	136,237	
		Teacher - Gr. 8, Social Studies	2.00	2.00	136,547	
		Teacher - Music	3.50	3.50	269,794	
		Teacher - Phys. Ed	3.00	3.00	238,389	
		Teacher - STEM	2.00	2.00	137,835	
		Teacher - World Language	2.00	2.00	171,745	
13460920	5130	<b>MIDDLE SCHOOL TEACHING-Library</b>	0.50	1.00	89,701	See above
		Librarian	0.50	1.00	89,701	
13460920	5163	<b>PARAPROFESSIONALS-Library</b>	0.50	0.50	13,495	
		Para - Library	0.50	0.50	13,495	
13570920	5150	<b>STIPENDS</b>	-	-	28,250	
13570920	5163	<b>PARAPROFESSIONALS</b>	1.50	1.50	35,132	
		Para - General Ed.	1.50	1.50	35,132	
13570940	5160	<b>CLERICAL</b>	1.00	1.00	47,100	
		Secretary	1.00	1.00	47,100	
13450920	5116	<b>CD-CURRIC/ATHLETIC-Athletics</b>	-	-	6,000	
13570920	5119	<b>FAMILY ENGAGEMENT FAC.</b>	1.00	1.00	55,539	
		Family Engagement Fac.	1.00	1.00	55,539	
13490940	5124	<b>NURSING</b>	-	2.00	155,737	Nurses were previously on the district wide budget
		Nurse	-	2.00	155,737	
13570920	5125	<b>DIST WIDE TEACHING</b>	1.00	1.00	55,634	
		Reading Specialist	1.00	1.00	55,634	
13640920	5117	<b>ADMINISTRATIVE-PPS</b>	-	2.00	192,918	Team Chairs were previously on the district wide budget
		Special Education Supervisor	-	2.00	192,918	
13640920	5130	<b>MIDDLE SCHOOL TEACHING-PPS</b>	14.00	14.00	1,008,907	
		Reading Specialist	1.00	1.00	80,781	
		Special Education Teacher	13.00	13.00	928,125	
13640920	5163	<b>PARAPROFESSIONALS-PPS</b>	12.00	20.00	504,804	
		Behavior Specialist	-	1.00	38,939	Behavior Specialist reallocated to Paraprofessional line
		Para - Special Education	12.00	19.00	465,865	Paraprofessionals shifted in FY19 based on student need; 5 Paraprofessionals added for FY20
13640920	5125	<b>DIST WIDE TEACHING-PPS</b>	2.00	1.00	77,653	Behavior Specialist reallocated to Paraprofessional line
		Speech Language Pathologist	1.00	1.00	77,653	
13640920	5126	<b>PSYCHOLOGICAL SERVICES</b>	6.00	6.00	425,118	
		City Connects Coordinator	2.00	2.00	143,509	
		Adjustment Counselor	4.00	4.00	281,609	
13700920	5130	<b>MIDDLE SCHOOL TEACHING-ELL</b>	5.00	4.00	268,947	ESL Teacher reallocated in FY19 based on student need
		Teacher - ELL	5.00	4.00	268,947	
		<b>Total Personnel</b>	<b>95.50</b>	<b>104.50</b>	<b>6,770,772</b>	

# Salem High School (SHS)

GRADES 9-12

PRINCIPAL: DR. VITTORIA PACIFICO

PROJECTED FY20 ENROLLMENT: 900

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 prepares students for college and career.



## **FY20 Budget Highlights:**

All students in the 9<sup>th</sup> grade were provided with chromebooks as part of the first step in the high school's one-to-one device initiative in FY19. In FY20, this initiative will be expanded to include all high school students, including at New Liberty Innovation School and Salem Prep. Funding for the one-to-one devices is through various sources, including funds received through intra-district School Choice and the Footprint Power Plant's Community Benefit Agreement. In FY20, as the program expands to the entire high school, additional funds will also be provided through the budget to ensure all students in the school are able to participate in the one-to-one device program.

Improving the quality of instruction at the high school is a goal of the redesign process. Instructional coaches will provide job-embedded support and training to improve teacher capacity to deliver standards-aligned and student-centered learning experiences that are accessible to all students. Coaches will also provide support necessary for implementing new curricula in ELA, math, science and history at grades nine and ten. Reductions in the teaching force due to enrollment at the high school will provide the resources for these additions.

For the past two years, SHS has been working with two assistant principals. With an enrollment of around 900 students, the school has struggled to manage student supports and operational tasks. As a result, the leadership team has requested the reinstatement of a third assistant principal.

Shifts in the enrollment of students with individual education plans at the high school allows for resource changes, as well. One Special Education paraprofessional role, and a School Adjustment Counselor role will be shifted to other schools, and an unfilled Behavior Specialist and Special Education Outreach role will be reduced.

Strategic Plan Pillar	Initiative	FY19 FTE	FTE Change + / (-)	FY20 Total	Resource Change + / (-)
Pillar 2: Reimagine the High School Experience	1:1 devices for grades 11 & 12				\$150,000
	Add two instructional coaches	1	2	3	140,000
	Reduce 1 Behavior Specialist	2	-1	1	-44,000
	Reduce 3 Teaching positions due to enrollment	65.25	-3	62.25	-210,000
	Reduce 1 Special Education Paraprofessional position due to enrollment	22	-1	21	-25,000
	Add an Assistant Principal	2	1	3	104,000
	Reduce 1 School Adjustment Counselor	7	-1	6	-70,000
	Reduce PPS Outreach position	1	-1	-	-35,000
<b>Total Operating Budget Impact:</b>			<b>-4</b>		<b>10,000</b>

## Salem High School Personnel Budget

Org	Obj	Description	FY 2019 FTE	FY 2019 Budget*	FY 2020 FTE	FY 2020 School	2019 to 2020 Budget Change	% Chg	2019 to 2020 FTE Var.	Notes
<b>SHS Personnel</b>										
	13421020	5140 HIGH SCHOOL TEACHING-CTE	6.00	351,198	6.00	439,045	87,847	25.0%	-	
	13421020	5117 ADMINISTRATIVE-CTE	1.00	104,244	1.00	107,908	3,664	3.5%	-	
	13441020	5117 ADMINISTRATIVE-Guidance	1.00	106,329	1.00	108,987	2,658	2.5%	-	
	13441020	5131 OVERTIME-Guidance	-	5,000	-	5,000	-	0.0%	-	
	13441020	5140 HIGH SCHOOL TEACHING-Guidance	6.00	420,956	5.00	380,723	(40,233)	-9.6%	(1.00)	Internship/Career Readiness position moved to a grant
	13441020	5160 CLERICAL-Guidance	1.00	43,615	1.00	44,706	1,091	2.5%	-	
	13451080	5112 TRANSPORTATION-Athletics	-	25,600	-	25,600	-	0.0%	-	
	13451020	5116 CO-CURRIC/ATHLETIC-Athletics	-	162,000	-	162,000	-	0.0%	-	
	13451020	5117 ADMINISTRATIVE-Athletics	1.00	73,845	1.00	75,691	1,846	2.5%	-	
	13451020	5131 OVERTIME-Athletics	-	2,500	-	2,500	-	0.0%	-	
	13451020	5160 CLERICAL-Athletics	1.00	50,439	1.00	52,993	2,554	5.1%	-	
	13451030	5116 CO-CURRIC/ATHLETIC-Athletics	-	40,000	-	40,000	-	0.0%	-	
	13461020	5140 HIGH SCHOOL TEACHING-Library	1.00	82,591	1.00	84,646	2,055	2.5%	-	
	13461020	5163 PARAPROFESSIONALS-Library	0.50	11,008	0.50	11,284	276	2.5%	-	
	13491040	5124 NURSING	-	-	2.00	122,899	122,899	0.0%	2.00	Nurses were previously on the district wide budget
	13571020	5114 TUTORS	3.50	119,095	3.50	126,171	7,076	5.9%	-	
	13571020	5140 HIGH SCHOOL TEACHING	66.65	5,064,982	62.25	4,840,872	(224,110)	-4.4%	(4.40)	Reduce 3 Teachers; Literacy Coach moved to Dist Wide Teaching; Academic Coach moved to grant; Correct FTE of Medical Assisting Teacher to 1 FTE (in FY19 budget at .4 FTE - salary was correct)
	13571020	5150 STIPENDS	-	73,856	-	73,856	-	0.0%	-	
	13571020	5160 CLERICAL	4.00	188,149	4.00	196,245	8,096	4.3%	-	
	13571020	5163 PARAPROFESSIONALS	4.00	100,521	4.00	103,034	2,513	2.5%	-	
	13571060	5117 ADMINISTRATIVE	4.00	476,942	5.00	559,773	82,831	17.4%	1.00	Add Assistant Principal
	13571040	5125 DIST WIDE TEACHING	-	-	3.00	219,167	219,167	0.0%	3.00	Literacy Coach reallocated from "High School Teaching; add 2 Instructional Coaches for FY20.
	13641020	5117 ADMINISTRATIVE-PPS	-	-	2.00	189,960	189,960	0.0%	2.00	Team Chairs were previously on the district wide budget
	13641020	5140 HIGH SCHOOL TEACHING-PPS	18.00	1,193,893	16.00	1,125,904	(67,989)	-5.7%	(2.00)	Reduce PPS Outreach position; Special Education teacher shifted to grant
	13641020	5163 PARAPROFESSIONALS-PPS	21.00	502,988	22.00	515,701	12,713	2.5%	1.00	Two Behavior Specialists reallocated here; reduce 1; 1 paraprofessional shift during FY19 due to student need; reduce 1 paraprofessional for FY20
	13641020	5125 DIST WIDE TEACHING-PPS	3.00	129,234	1.00	46,237	(82,997)	-64.2%	(2.00)	Two Behavior Specialists moved to Paraprofessional
	13641020	5126 PSYCHOLOGICAL SERVICES	6.00	462,998	5.00	393,318	(69,680)	-15.0%	(1.00)	Reduce one School Adj. Counselor
	13701020	5140 HIGH SCHOOL TEACHING-ELL	10.00	664,026	10.00	598,588	(65,438)	-9.9%	-	
<b>Total Personnel</b>			<b>158.65</b>	<b>10,456,009</b>	<b>157.25</b>	<b>10,652,805</b>	<b>196,796</b>	<b>1.9%</b>	<b>(1.40)</b>	

ELL, PPS and District-wide teaching supports are driven by student need and are budgeted based on best estimates. These resources may shift throughout the year as students' needs change.

## Salem High School Non-Personnel Budget

Org	Obj	Description	FY 2019 FTE	FY 2019 Budget*	FY 2020 FTE	FY 2020 School	2019 to 2020 Budget Change	% Chg	2019 to 2020 FTE Var.	Notes
<b>SHS Non-Personnel</b>										
13421021	5514	INSTRUCTIONAL SUPPLIES-CTE	-	30,744	-	30,744	-	0.0%	-	
13441021	5307	INSTRUCT/EDUC TEST-Guidance	-	40,000	-	40,000	-	0.0%	-	
13441021	5381	PRINTING AND BINDING-Guidance	-	2,000	-	2,000	-	0.0%	-	
13451021	5246	ATHLETIC EQUIPMENT -Athletics	-	78,500	-	78,500	-	0.0%	-	
13451021	5270	RENTAL & LEASE-Athletics	-	13,000	-	13,000	-	0.0%	-	
13451021	5320	CONTRACTED SERVICES-Athletics	-	73,280	-	73,280	-	0.0%	-	
13451021	5333	TRANSPORTATION-Athletics	-	-	-	-	-	0.0%	-	
13451021	5394	SECURITY-Athletics	-	4,000	-	4,000	-	0.0%	-	
13451021	5421	OFFICE SUPPLIES -Athletics	-	3,225	-	3,225	-	0.0%	-	
13451021	5730	DUES AND SUB-Athletics	-	9,000	-	9,000	-	0.0%	-	
13451021	5742	INSURANCE-ATHLETIC-Athletics	-	11,039	-	11,039	-	0.0%	-	
13451031	5320	CONTRACTED SERVICES-Athletics	-	4,238	-	4,238	-	0.0%	-	
13451031	5514	INSTRUCTIONAL SUPPLIES-Athletics	-	1,575	-	1,575	-	0.0%	-	
13451031	5780	OTHER EXPENSES-Athletics	-	8,850	-	8,850	-	0.0%	-	
13451031	5860	EQUIPMENT-Athletics	-	-	-	-	-	0.0%	-	
13571021	5320	CONTRACTED SERVICES	-	138,250	-	138,250	-	0.0%	-	
13571021	5381	PRINTING AND BINDING	-	-	-	-	-	0.0%	-	
13571021	5421	OFFICE SUPPLIES	-	23,100	-	23,100	-	0.0%	-	
13571021	5429	MISC SUPPLIES	-	-	-	-	-	0.0%	-	
13571021	5511	TEXTBOOKS	-	3,247	-	3,247	-	0.0%	-	
13571021	5512	BOOKS-LIBRARY	-	16,578	-	16,578	-	0.0%	-	
13571021	5514	INSTRUCTIONAL SUPPLIES	-	57,334	-	57,334	-	0.0%	-	
13571021	5515	AUDIO VISUAL SUPPLIES	-	-	-	-	-	0.0%	-	
13571021	5710	IN STATE TRAVEL/MEETINGS	-	-	-	-	-	0.0%	-	
13571021	5730	DUES AND SUB	-	14,300	-	14,300	-	0.0%	-	
13571021	5780	OTHER EXPENSES	-	-	-	-	-	0.0%	-	
13571021	5860	EQUIPMENT	-	10,855	-	160,855	150,000	1381.9%	-	1:1 Devices
13991021	5317	EDUCATIONAL TRAINING	-	-	-	-	-	0.0%	-	
<b>Total Non-Personnel</b>			-	<b>543,115</b>	-	<b>693,115</b>	<b>150,000</b>	<b>27.6%</b>	-	
<b>Total High School</b>			<b>158.65</b>	<b>10,999,124</b>	<b>157.25</b>	<b>11,345,921</b>	<b>346,796</b>	<b>3.2%</b>	<b>(1.40)</b>	

\*FY19 Budget includes budget transfers approved by the School Committee through April 8, 2019.

## Salem High School – Grant Funded Positions

GRANT TITLE	POSITION	FTE	Salary
Sp. Ed. 94-142	Special Education Teacher	1.0 FTE	\$ 52,267
Sp. Ed. 94-142	Special Education Teacher	1.0 FTE	\$ 52,267
Sp. Ed. 94-142	Special Education Teacher	1.0 FTE	\$ 51,711
Sp. Ed. 94-142	Paraprofessional	1.0 FTE	\$ 19,483
Title IVA	Job Coach	0.20 FTE	\$ 11,650
Perkins	Culinary Arts Specialist	0.25 FTE	\$ 17,000
Norman Read Charitable Trust	HS Internship/Career Readiness Coordinator	1.0 FTE	\$ 54,711
Title IIA	Literacy Coach	0.20 FTE	\$ 14,986
	<b>Total:</b>		<b>\$ 274,075</b>

More detailed grant information is provided in Appendix A

## Salem High School – Personnel Detail

Org	Obj	Description	FY 2019 FTE	FY 2020 FTE	FY 2020 Budget	
<b><u>SHS Personnel</u></b>						
13421020	5140	HIGH SCHOOL TEACHING-CTE	6.00	6.00	439,045	
		Teacher - Vocational	6.00	6.00	439,045	
13421020	5117	ADMINISTRATIVE-CTE	1.00	1.00	107,908	
		Director - CTE	1.00	1.00	107,908	
13441020	5117	ADMINISTRATIVE-Guidance	1.00	1.00	108,987	
		Director - College & Career Readiness	1.00	1.00	108,987	
13441020	5131	OVERTIME-Guidance	-	-	5,000	
13441020	5140	HIGH SCHOOL TEACHING-Guidance	6.00	5.00	380,723	
		Guidance Counselor	6.00	5.00	380,723	Internship/Career Readiness position moved to a grant
13441020	5160	CLERICAL-Guidance	1.00	1.00	44,706	
		Secretary - Guidance	1.00	1.00	44,706	
13451080	5112	TRANSPORTATION-Athletics	-	-	25,600	
13451020	5116	CO-CURRIC/ATHLETIC-Athletics	-	-	162,000	
13451020	5117	ADMINISTRATIVE-Athletics	1.00	1.00	75,691	
		Director - Athletics	1.00	1.00	75,691	
13451020	5131	OVERTIME-Athletics	-	-	2,500	
13451020	5160	CLERICAL-Athletics	1.00	1.00	52,993	
		Secretary - Athletics	1.00	1.00	52,993	
13451030	5116	CO-CURRIC/ATHLETIC-Athletics	-	-	40,000	
13461020	5140	HIGH SCHOOL TEACHING-Library	1.00	1.00	84,646	
		Librarian	1.00	1.00	84,646	
13461020	5163	PARAPROFESSIONALS-Library	0.50	0.50	11,284	
		Para - Library	0.50	0.50	11,284	
13491040	5124	NURSING	-	2.00	122,899	Nurses were previously on the district wide budget
		Nurse	-	2.00	122,899	
13571020	5114	TUTORS	3.50	3.50	126,171	
		Tutor	3.50	3.50	126,171	

13571020	5140	<b>HIGH SCHOOL TEACHING</b>	<b>66.65</b>	<b>62.25</b>	<b>4,840,872</b>	Literacy Coach moved to Dist Wide Teaching; Coach moved to grant
		Teacher - Art	4.00	4.00	268,262	
		Teacher - Science	8.75	8.75	683,019	
		Teacher - Business	1.00	1.00	77,653	
		Teacher - Health	2.00	2.00	156,405	
		Teacher - Home Economics	2.00	2.00	145,778	
		Teacher - Student Support	1.00	1.00	80,267	
		Teacher - Language Arts	10.00	10.00	770,605	
		Teacher - Math	12.00	12.00	885,393	
		Teacher - Medical Assistance	0.40	1.00	74,084	Correct FTE of Medical Assisting Teacher to 1 FTE (in FY19 budget at .4 FTE - salary was correct)
		Teacher - Music	1.50	1.50	118,436	
		Teacher - Phys Ed	5.00	5.00	398,380	
		Teacher - ROTC	1.00	1.00	98,926	
		Teacher - Social Studies	9.50	9.50	793,836	
		Teacher - Tech	1.00	1.00	74,184	
		Teacher - World Language	5.50	5.50	425,645	
		Reduce 3 Teachers (dependent on course selection)		(3.00)	(210,000)	Reduce 3 Teachers
13571020	5150	<b>STIPENDS</b>	-	-	73,856	
13571020	5160	<b>CLERICAL</b>	<b>4.00</b>	<b>4.00</b>	<b>196,245</b>	
		Secretary	3.00	3.00	143,531	
		Parent Outreach	1.00	1.00	52,714	
13571020	5163	<b>PARAPROFESSIONALS</b>	<b>4.00</b>	<b>4.00</b>	<b>103,034</b>	
		Outreach	1.00	1.00	36,749	
		Para - Regular	3.00	3.00	66,285	
13571060	5117	<b>ADMINISTRATIVE</b>	<b>4.00</b>	<b>5.00</b>	<b>559,773</b>	
		Principal	1.00	1.00	130,000	
		Academic Dean	1.00	1.00	111,195	
		Ass't Principal	2.00	3.00	318,579	Add Assistant Principal
13571040	5125	<b>DIST WIDE TEACHING</b>	-	<b>3.00</b>	<b>219,167</b>	
		Coach - Literacy	-	1.00	79,167	Literacy Coach reallocated from "High School Teaching"
		Instructional Coaches	-	2.00	140,000	Add 2 Instructional Coaches for FY20.
13641020	5117	<b>ADMINISTRATIVE-PPS</b>	-	<b>2.00</b>	<b>189,960</b>	
		Special Education Supervisor	-	2.00	189,960	Team Chairs were previously on the district wide budget
13641020	5140	<b>HIGH SCHOOL TEACHING-PPS</b>	<b>18.00</b>	<b>16.00</b>	<b>1,125,904</b>	Reduce PPS Outreach position; Special Education teacher shifted to grant
		Special Education Teacher	18.00	16.00	1,125,904	
13641020	5163	<b>PARAPROFESSIONALS-PPS</b>	<b>21.00</b>	<b>22.00</b>	<b>515,701</b>	
		Behavior Specialist	-	1.00	44,167	Two Behavior Specialists reallocated here; reduce 1
		Para - Special Education	21.00	21.00	471,533	1 paraprofessional shift during FY19 due to student need; reduce 1 paraprofessional for FY20
13641020	5125	<b>DIST WIDE TEACHING-PPS</b>	<b>3.00</b>	<b>1.00</b>	<b>46,237</b>	Two Behavior Specialists moved to Paraprofessional
		Speech Language Pathologist	1.00	1.00	46,237	
13641020	5126	<b>PSYCHOLOGICAL SERVICES</b>	<b>6.00</b>	<b>5.00</b>	<b>393,318</b>	
		Adjustment Counselor	6.00	5.00	393,318	Reduce one School Adj. Counselor
13701020	5140	<b>HIGH SCHOOL TEACHING-ELL</b>	<b>10.00</b>	<b>10.00</b>	<b>598,588</b>	
		Adjustment Counselor	1.00	1.00	79,267	
		Supervisor - ELL	1.00	1.00	91,552	
		Teacher - ELL	7.00	7.00	427,768	
		<b>Total Personnel</b>	<b>158.65</b>	<b>157.25</b>	<b>10,652,805</b>	

ELL, PPS and District-wide teaching supports are driven by student need and are budgeted based on best estimates. These resources may shift throughout the year as students' needs change.



## **Salem Prep High School**

**GRADES 8-12 AND AGES 18-22**

**PRINCIPAL: BRIAN EDMUNDS**

**PROJECTED FY20 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.

Salem Prep will not see any budget changes for FY20, but will continue to strengthen its model and the support provided to students in the program.

## Salem Prep High School Budget

Org	Obj	Description	FY 2019 FTE	FY 2019 Budget*	FY 2020 FTE	FY 2020 School	2019 to 2020 Budget Change	% Chg	2019 to 2020 FTE Var.	Notes
<b><u>Salem Prep Personnel</u></b>										
13641320	5117	ADMINISTRATIVE	1.00	105,837	1.00	108,208	2,371	2.2%	-	
13641320	5140	TEACHER	5.00	369,620	5.00	343,097	(26,523)	-7.2%	-	
13641320	5150	STIPENDS	-	500	-	500	-	0.0%	-	
13491340	5124	NURSING	-	-	0.30	16,919	16,919	0.0%	0.30	Nurses were previously on the district wide budget
13641360	5117	ADMINISTRATIVE-PPS	-	-	0.25	24,377	24,377	0.0%	0.25	Team Chairs were previously on the district wide budget
13641320	5125	DIST WIDE TEACHING-PPS	1.00	44,783	-	-	(44,783)	-100.0%	(1.00)	Behavior Specialist reallocated to Paraprofessional line
13641320	5126	PSYCHOLOGICAL SERVICES	1.00	53,721	1.00	57,115	3,394	6.3%	-	
13641320	5163	PARAPROFESSIONALS-PPS	2.00	50,471	3.00	99,374	48,903	96.9%	1.00	Behavior Specialist reallocated to Paraprofessional line
<b>Total Personnel</b>			<b>10.00</b>	<b>624,932</b>	<b>10.55</b>	<b>649,591</b>	<b>24,659</b>	<b>3.9%</b>	<b>0.55</b>	
<b><u>Salem Prep Non-Personnel</u></b>										
13641321	5320	CONTRACTED SERVICES	-	2,100	-	2,100	-	0.0%	-	
13641321	5421	OFFICES SUPPLIES	-	1,200	-	1,200	-	0.0%	-	
13641321	5514	INSTRUCTIONAL SUPPLIES	-	4,000	-	4,000	-	0.0%	-	
13641321	5780	OTHER EXPENSES	-	750	-	750	-	0.0%	-	
13641321	5270	RENTAL & LEASE	-	126,157	-	126,157	-	0.0%	-	
<b>Total Non-Personnel</b>			<b>-</b>	<b>134,207</b>	<b>-</b>	<b>134,207</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	
<b>Total Salem Prep</b>			<b>10.00</b>	<b>759,139</b>	<b>10.55</b>	<b>783,798</b>	<b>9,838</b>	<b>1.3%</b>	<b>0.55</b>	

\*FY19 Budget includes budget transfers approved by the School Committee through April 8, 2019.

ELL, PPS and District-wide teaching supports are driven by student need and are budgeted based on best estimates. These resources may shift throughout the year as students' needs change.

## Salem Prep Personnel Detail

Org	Obj	Description	FY 2019 FTE	FY 2020 FTE	FY 2020 Budget	
<b><u>Salem Prep Personnel</u></b>						
13641320	5117	ADMINISTRATIVE	1.00	1.00	108,208	
		Principal	1.00	1.00	108,208	
13641320	5140	TEACHER	5.00	5.00	343,097	
		Teacher	5.00	5.00	343,097	
13641320	5150	STIPENDS	-	-	500	
13491340	5124	NURSING	-	0.30	16,919	Nurses were previously on the district wide budget
		Nurse	-	0.30	16,919	
13641360	5117	ADMINISTRATIVE-PPS	-	0.25	24,377	Team Chairs were previously on the district wide budget
		Special Education Supervisor	-	0.25	24,377	
13641320	5126	PSYCHOLOGICAL SERVICES	1.00	1.00	57,115	
		Adjustment Counselor	1.00	1.00	57,115	
13641320	5163	PARAPROFESSIONALS-PPS	2.00	3.00	99,374	
		Para - Special Education	2.00	2.00	52,353	
		Behavior Specialist	-	1.00	47,022	Behavior Specialist reallocated to Paraprofessional line
<b>Total Personnel</b>			<b>10.00</b>	<b>10.55</b>	<b>649,591</b>	

## **New Liberty Innovation School (NLIS)**

**GRADES 9-12 AND AGES 18-22**

**PRINCIPAL: JENNIFER WINSOR**

**PROJECTED FY20 ENROLLMENT: 55**

**NLIS uses competency-based education and a small, supportive environment to provide a unique and personalized high school experience.**



New Liberty Innovation School (NLIS) 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. In the 2018-19 school year, NLIS began to accept students through School Choice, welcoming eight students from districts in the area.

### **FY20 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.

Through inter-district school choice and increasing awareness of the NLIS for students in Salem, the enrollment at NLIS has increased from forty to fifty-five. In addition, the needs of the students at the school have increased. Therefore, in FY20, a special education paraprofessional will be added to support the needs of students with Individual Education Plans (IEPs), and the part-time Nurse position that supports both Salem Prep and NLIS will be increased to full-time.

Through NLIS's Innovation Plan, the school has the autonomy to create and modify positions to meet the unique needs of the school's model. In FY20, the role of the current Employment Specialist will be modified to an Employment & Postgraduate Planning Specialist, reflecting the ongoing importance of supporting the students in building their skills to succeed when they graduate.

As NLIS has grown, the need for a dedicated front desk clerk has become clear. This role will be added in FY20.

Through School Choice funds, NLIS will support additional training in Project Lead the Way, and additional stipends for curriculum development.

Strategic Plan Pillar	Initiative	FY19 FTE	FTE Change + / (-)	FY20 Total	Resource Change + / (-)
Pillar 1: Create a Vibrant K-12 Teaching & Learning Ecosystem	Add Special Education Paraprofessional	-	1	1	25,000
	Modify Employment Specialist position to Employment & Postgraduate Planning Specialist and increase salary accordingly.	1	-	1	8,000
Conditions for Success	Increase Nurse from .6 to 1 FTE (.3 FTE on Salem Prep's budget as the position is shared)	.3	.4	.7	22,559
	Add Front Desk Clerk	0	1	1	36,000
<b>Total Operating Budget Impact:</b>			<b>2.4</b>		<b>\$91,559</b>

### New Liberty Innovation School Budget

Org	Obj	Description	FY 2019 FTE	FY 2019 Budget*	FY 2020 FTE	FY 2020 School	2019 to 2020 Budget Change	% Chg	2019 to 2020 FTE Var.	Notes
<b><u>NLIS Personnel</u></b>										
13571620	5140	HIGH SCHOOL TEACHING	7.00	461,426	7.00	478,655	17,229	3.7%	-	
13701620	5140	HIGH SCHOOL TEACHING-ELL	0.60	-	0.60	46,632	46,632	0.0%	-	
13571620	5150	STIPENDS	-	10,000	-	10,000	-	0.0%	-	
13571620	5117	ADMINISTRATIVE	1.00	96,447	1.00	98,859	2,412	2.5%	-	
13571620	5126	PSYCHOLOGICAL SERVICES	1.00	75,661	1.00	77,653	1,992	2.6%	-	
13571620	5160	CLERICAL	2.00	86,845	3.00	125,016	38,171	44.0%	1.00	Add Front Desk Clerk
13491640	5124	NURSING	-	-	0.70	39,478	39,478	0.0%	0.70	Nurses were previously on the district wide budget
13641660	5117	ADMINISTRATIVE-PPS	-	-	0.25	24,377	24,377	0.0%	0.25	Team Chairs were previously on the district wide budget
13641660	5163	PARAPROFESSIONALS-PPS	-	-	1.00	25,000	25,000	0.0%	1.00	Add Paraprofessional
<b>Total Personnel</b>			<b>11.60</b>	<b>730,379</b>	<b>14.55</b>	<b>925,669</b>	<b>195,290</b>	<b>26.7%</b>	<b>2.95</b>	
<b><u>NLIS Non-Personnel</u></b>										
13571621	5421	OFFICE SUPPLIES	-	3,000	-	3,000	-	0.0%	-	
13571621	5270	RENTAL & LEASE	-	225,000	-	225,000	-	0.0%	-	
13571621	5277	PHOTOCOPY MACHINE LEASE	-	3,735	-	3,735	-	0.0%	-	
13571621	5320	CONTRACTED SERVICES	-	17,000	-	17,000	-	0.0%	-	
13571621	5514	INSTRUCTIONAL SUPPLIES	-	7,504	-	7,504	-	0.0%	-	
13571621	5381	PRINTING & BINDING	-	1,235	-	1,235	-	0.0%	-	
<b>Total Non-Personnel</b>			<b>-</b>	<b>257,474</b>	<b>-</b>	<b>257,474</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	
<b>Total NLIS</b>			<b>11.60</b>	<b>987,853</b>	<b>14.55</b>	<b>1,183,144</b>	<b>195,290</b>	<b>19.8%</b>	<b>2.95</b>	

\*FY19 Budget includes budget transfers approved by the School Committee through April 8, 2019.

ELL, PPS and District-wide teaching supports are driven by student need and are budgeted based on best estimates. These resources may shift throughout the year as students' needs change.

## New Liberty Innovation School – Personnel Detail

Org	Obj	Description	FY 2019 FTE	FY 2020 FTE	FY 2020 Budget	
<b><u>NLIS Personnel</u></b>						
13571620	5140	<b>HIGH SCHOOL TEACHING</b>	<b>7.00</b>	<b>7.00</b>	<b>478,655</b>	
		Teacher - Special Education	1.00	1.00	77,553	
		Teacher - Wellness	1.00	1.00	68,698	
		Teacher - Language Arts	1.00	1.00	65,997	
		Teacher - Science	1.00	1.00	85,797	
		Teacher - Math	1.00	1.00	60,512	
		Blended Learning Spec.	1.00	1.00	67,000	
		Employment Specialist	1.00	1.00	53,100	
13701620	5140	<b>HIGH SCHOOL TEACHING-ELL</b>	<b>0.60</b>	<b>0.60</b>	<b>46,632</b>	
		Teacher - ELL	0.60	0.60	46,632	
13571620	5150	<b>STIPENDS</b>	<b>-</b>	<b>-</b>	<b>10,000</b>	
13571620	5117	<b>ADMINISTRATIVE</b>	<b>1.00</b>	<b>1.00</b>	<b>98,859</b>	
		Principal	1.00	1.00	98,859	
13571620	5126	<b>PSYCHOLOGICAL SERVICES</b>	<b>1.00</b>	<b>1.00</b>	<b>77,653</b>	
		Adjustment Counselor	1.00	1.00	77,653	
13571620	5160	<b>CLERICAL</b>	<b>2.00</b>	<b>3.00</b>	<b>125,016</b>	
		Operations Manager	1.00	1.00	52,768	
		Recruitment & Intake	1.00	1.00	36,248	
		Secretary	-	1.00	36,000	Add Front Desk Clerk
13491640	5124	<b>NURSING</b>	<b>-</b>	<b>0.70</b>	<b>39,478</b>	
		Nurse	-	0.70	39,478	Nurses were previously on the district wide budget
13641660	5117	<b>ADMINISTRATIVE-PPS</b>	<b>-</b>	<b>0.25</b>	<b>24,377</b>	
		Special Education Supervisor	-	0.25	24,377	Team Chairs were previously on the district wide budget
13641660	5163	<b>PARAPROFESSIONALS-PPS</b>	<b>-</b>	<b>1.00</b>	<b>25,000</b>	
		Para - Special Education	-	1.00	25,000	Add Paraprofessional
		<b>Total Personnel</b>	<b>11.60</b>	<b>14.55</b>	<b>925,669</b>	

## Appendix A: Federal, State and Local Grants

### Federal Grants:

FEDERAL GRANTS											
F/C	GRANT TITLE	SOURCE	COMPETITIVE/ ENTITLEMENT	PURPOSE	SCHOOL	FY18 AMOUNT	FY19 AMOUNT	FY19 Expenditure Types		FY20 PROJECTED	FY20 STATUS
								Personnel	Non-Personnel		
140	Title IIA <i>Building systems of support for excellent teaching and leading, primarily used for high quality professional development.</i>	Federal	Entitlement	Prof Development	All Schools	\$ 194,953	\$ 180,066 2 (.45 FTE) Literacy Coaches 1 (.12 FTE) Clerical Teacher Stipends MTRS	126,489 33,476 5,000 85,000 3,013	53,577	\$ 180,066	Continued
144-145	Title IIA, PD Frameworks & Standards	Federal	Entitlement	Prof Development	All Schools	\$ 8,000	\$ -	n/a	n/a	\$ -	Expired
180	Title III <i>English language acquisition and academic program for English learners, primarily used for high quality professional development and summer/vacation academies.</i>	Federal	Entitlement	LEP Services	All Schools	\$ 76,992	\$ 70,434 Teacher Stipends Paraprofessional Stipends	41,696 36,738 4,958	28,738	\$ 70,434	Continued
184	Title III Supplemental <i>English language acquisition and academic program for English learners, primarily used for summer academy.</i>	Federal	Non-Competitive	LEP Services	All Schools	\$ 1,575	\$ -	n/a	n/a	\$ -	Expired
240	SPED 94-142 <i>Ensures that eligible students with disabilities receive a free and appropriate public education that includes services designed to meet their individual needs, primarily used for administrative, instructional and clerical salaries.</i>	Federal	Entitlement	Special Ed	All Schools	\$ 1,242,907	\$ 1,234,722 11 (9.1 FTE) Teachers Teacher Stipends 2 (2 FTE) Supervisors 1 (1 FTE) Instructional Coordinator 1 (1 FTE) Instructional Coach 7 (6.7 FTE) Paraprofessionals 2 (2 FTE) Clerical MTRS Fringe	1,227,401 503,981 7,000 181,512 77,927 55,722 131,769 78,112 73,723 117,655	7,321	\$ 1,234,722	Continued
244/245	SPED 94-142 YALD <i>21st CCLC enhanced programs for students on an IEP, primarily used for instructional salaries.</i>	Federal	Comp/Cont	Special Ed	CMS	\$ 26,240	\$ 7,100 Teacher Stipends Paraprofessional Stipends	7,100 3,720 3,380	-	\$ -	Expired
248	Systems for Student Success <i>Identify and develop a plan to address students' most significant barriers to learning, primarily used for professional development and curriculum.</i>	Federal	Non-Competitive	School Improvement	All Schools	33,000	\$ -	n/a	n/a	\$ -	Expired
262	Early Childhood SPED <i>Ensures that eligible children, ages 3-5, with disabilities are appropriately identified and receive developmentally-appropriate, special education and related services designed to meet their individual needs, in least restrictive environments, primarily used for ECC Director sala.</i>	Federal	Entitlement	Special Ed	ECC	\$ 50,497	\$ 51,468 1 (.6 FTE) ECC Director MTRS	51,468 47,218 4,250	-	\$ 51,468	Continued
274	SPED Program Improvement <i>Program improvement designed to create meaningful and sustainable systemic change, and accelerate progress for students with IEPs, primarily used for professional development.</i>	Federal	Entitlement	Special Ed	All Schools	\$ 14,051	\$ -	n/a	n/a	\$ -	Expired
305	Title I <i>Provides supplemental resources to help provide all children significant opportunity to receive a fair, equitable, and high-quality education, and to close educational achievement gaps, primarily used for administrative and instructional salaries, professional development and curriculum development work.</i>	Federal	Entitlement	Remedial Ed	Bates, Carlton, CMS, HMLS, Salts, WHES	\$ 1,205,365	\$ 1,178,474 5 (4.4 FTE) Reading Specialists 7 (5 FTE) Literacy & Math Coaches 2 (1 FTE) Reading & Math Tutors 1 (1 FTE) Data Specialist 1 (1 FTE) Director 1 (.12 FTE) Clerical Teacher Stipends MTRS Fringe	1,110,285 348,157 387,130 29,178 40,000 108,783 5,000 52,779 75,966 63,292	68,189	\$ 1,178,474	Continued

**FEDERAL GRANTS, CONTINUED**

F/C	GRANT TITLE	SOURCE	COMPETITIVE/ ENTITLEMENT	PURPOSE	SCHOOL	FY18 AMOUNT	FY19 AMOUNT	FY19 Expenditure Types		FY20 PROJECTED	FY20 STATUS
								Personnel	Non-Personnel		
309	Title IVA <i>Supporting well-rounded educational opportunities, safe/healthy students and effective use of technology, primarily used for professional c</i>	Federal	Entitlement	School Improvement	All Schools	30,362	86,650	11,650	75,000	86,650	Continued
								11,650			
310	McKinney-Vento <i>Ensure homeless students enroll, attend and have the opportunity to succeed in school, primarily used for after school and summer enrichment programs and basic supplies.</i>	Federal	Competitive	Homeless Ed	All Schools	\$ 28,550	\$ 10,000	-	10,000	\$ -	Expired
323B	Title I School Support <i>Level 3 Turnaround Plan implementation in Title I eligible schools in the lowest 10 percentiles, primarily used for coaching and thematic readers.</i>	Federal	Allocation	School Improvement	Title I Schools	\$ 28,322	\$ -	n/a	n/a	\$ -	Expired
400	Perkins <i>Increasing student performance by continuously improving career/vocational technical education, primarily used for curriculum, instruction and professional development.</i>	Federal	Entitlement	Voc Tech Ed	SHS	\$ 60,905	\$ 65,780	29,800	35,980	\$ 65,780	Continued
								17,000			
								2,500			
								2,000			
								8,300			
FFVP	Fresh Fruit and Vegetables <i>Provides a variety of free fresh fruits and vegetables throughout the school day.</i>	Federal	Entitlement	Food Service	Bentley, Carlton, ECC, HMLS, Bates	\$ 68,400	\$ 65,350	-	65,350	\$ 65,350	Continued
644/645	21st Century Community Learning <i>Academic enrichment programming implemented to close proficiency and opportunity gaps, increase student engagement, and support college and career readiness and success, primarily used for instructional stipends and partnerships.</i>	Federal	Comp/Cont	Out of School Time	Bates, HMLS, NBS	\$ 383,300	\$ 366,227	160,685	205,542	\$ 366,227	Continued
646/647								156,254			
								4,431			
645/647	21st Century Community Learning <i>Academic enrichment programming implemented to close proficiency and opportunity gaps, increase student engagement, and support college and career readiness and success, primarily used for instructional salaries and partnerships.</i>	Federal	Comp/Cont	Expand Learning Time	NBS	\$ 281,500	\$ -	n/a	n/a	\$ -	Expired
645/647	21st Century Community Learning <i>Academic enrichment programming implemented to close proficiency and opportunity gaps, increase student engagement, and support college and career readiness and success, primarily used for instructional stipends and partnerships.</i>	Federal	Competitive	Out of School Time	HMLS	\$ 96,888	\$ 125,000	80,145	44,855	\$ 125,000	Continued
								27,495			
								33,150			
								19,500			
648/649/650	Adolescent Health & Success <i>Plan, coordinate and implement approaches to locally improving adolescent health, primarily used for committee work, consulting and refe.</i>	Federal	Non-Competitive	Health Ed	CMS, SHS	\$ 5,000	\$ 10,000	5,800	4,200	\$ -	Expired
								5,800			
716	Teen Pregnancy Prevention <i>Teen pregnancy prevention program and adulthood preparation subjects in middle schools, primarily used for professional development an</i>	Federal	Non-Competitive	Health Ed	CMS, Salts, NBS	\$ 39,000	\$ 35,100	26,100	9,000	\$ -	Expired
								26,100			
PR & USVI	Aid for Students from PR & VI <i>Aid to districts serving students from Puerto Rico and USVI displaced by hurricanes in the fall of 2017.</i>	Federal	Other	Tuition	District	\$ 67,568	\$ -	n/a	n/a	\$ -	Expired
<b>TOTAL FEDERAL GRANTS</b>						<b>\$ 3,943,375</b>	<b>\$ 3,486,371</b>			<b>\$ 3,424,171</b>	



## State Grants:

STATE GRANTS											
F/C	GRANT TITLE	SOURCE	COMPETITIVE/ ENTITLEMENT	PURPOSE	SCHOOL	FY18 AMOUNT	FY19 AMOUNT	FY19 Expenditure Types		FY20 PROJECTED	FY20 STATUS
								Personnel	Non-Personnel		
146	Curriculum Audit <i>Supporting districts making decisions about curricular materials , primarily used for partnership with Johns Hopkins Institute for Education Policy.</i>	State	Non-Competitive	Curriculum/Instruction	All Schools	\$ -	\$ 41,860	-	41,860	\$ -	Expired
178	EPIC Partnership Innovation <i>Supports partnerships designed to improve the recruitment, development, and placement of high quality teachers, primarily used for professional development and partnerships.</i>	State	Competitive	Instructional Support	All Schools	\$ 1,778	\$ -	n/a	n/a	\$ -	Expired
187	Bilingual Education Programs <i>To support a cross-district collaboration to begin dual language programs in Salem and Lynn Public Schools, primarily used for teacher stipends, partnerships and professional development, curriculum, conference registration and travel expenses.</i>	State	Competitive	Dual Language Program	All Schools	\$ -	\$ 300,000	66,800	\$ 233,200	\$ -	Expired
							Teacher Stipends	66,800			
220E	Supp Under Perf (DSAC) <i>Supports strategic professional development and assistance initiatives designed to raise performance in Level 3 and Level 4 schools, primarily used for supplemental resource materials.</i>	State	Allocation	School Improvement	All Schools	\$ 8,359	\$ -	n/a	n/a	\$ -	Expired
222	Turnaround Assistance <i>To provide funding to the state's lowest performing districts to support the development and implementation of turnaround plans.</i>	State	Non-Competitive			\$ -	\$ 25,000	23,250	1,750	\$ -	Expired
							Teacher Stipends	23,250			
225	Expanded Learning Time <i>Provides assistance to schools with an ELT implementation plan, primarily used for instructional salaries, stipends and partnerships.</i>	State	Comp/Cont	Expand Learning Time	CMS	\$ 439,200	\$ 433,600	391,810	41,790	\$ 433,600	Continued
							74 (6% diff) Teachers	293,810			
							Teacher Stipends	98,000			
237	CFCE <i>To provide families with access to locally available comprehensive services and supports that strengthen families, promote optimal child development, and bolster school readiness, primarily used for CFCE and PCHP salaries, playgroups, educational materials and professional development.</i>	State	Competitive	Early Childhood	District	\$ 116,680	\$ 116,680	105,230	11,450	\$ 116,680	Continued
							1 (.12 FTE) PCHP Coordinador	10,000			
							1 (.5 FTE) CFCE Coordinator	50,000			
							4 (1.5 FTE) Home Visitors	33,000			
							Fringe	12,230			
542	Summer Meals Expansion <i>Increase participation by serving more children daily, extending the program length and creating new sites, primarily used for resource materials, advertising and training.</i>	State	Competitive	Food Service	District	\$ 7,212	\$ -	n/a	n/a	\$ -	Expired
CB	Circuit Breaker	State	Reimbursement	Special Ed Tuition	District	\$ 1,908,207	\$ 2,165,551	-	2,165,551	\$ 2,165,551	Continued
YOP	Youth Opioid Prevention <i>Supports school-based prevention education initiatives to address opioid dependence and addiction, primarily used for professional development and resource materials.</i>	State	Competitive	Health Ed	CMS, Salts, NBS	\$ 6,960	\$ -	n/a	n/a	\$ -	Expired
VOC	Skills Capital <i>To purchase and install equipment, as well as any improvements and renovations necessary for installation and use of such equipment, to support vocational and technical training.</i>	State	Competitive	Voc Equipment	SHS	\$ -	\$ 145,333	-	145,333	\$ -	Expired
R/A	School Choice <i>Allows parents to send children to schools in communities other than the city/town in which they reside. Tuition is paid by the sending district to the receiving district.</i>	State	Local Aid	Tuition	District	\$ 65,250	\$ 125,250	-	125,250	\$ 125,250	Continued
PR & USVI	Aid for Students from PR & VI <i>Aid to districts serving students from Puerto Rico and USVI displaced by hurricanes in the fall of 2017.</i>	State	Suppl State Aid	Tuition	District	\$ 40,462	\$ -	n/a	n/a	\$ -	Expired
TOTAL STATE GRANTS						\$ 2,594,108	\$ 3,353,274			\$ 2,841,081	

## Local Grants:

LOCAL GRANTS											
F/C	GRANT TITLE	SOURCE	COMPETITIVE/ ENTITLEMENT	PURPOSE	SCHOOL	FY18 AMOUNT	FY19 AMOUNT	FY19 Expenditure Types		FY20 PROJECTED	FY20 STATUS
								Personnel	Non-Personnel		
	Norman Read Charitable Trust Supports achieving excellence in science education through curriculum and instruction, primarily used for instructional coach salaries, science materials and curriculum, and partnership initiatives.	Local	Other	Science Ed	All Schools	\$ 685,816	\$ 702,329	245,000	457,329	\$ 702,329	Continued
							2 (2 FTE) District STEM Coaches	140,000			
							1 (.5 FTE) District STEM Outreach Liaison	35,000			
							1 (1 FTE) HS Internship & Career Readiness Coordinator	70,000			
	House of Seven Gables Provide funding for additional PCHP families to promote optimal child development and bolster school readiness, primarily used for PCHP salaries and educational materials.	Local	Other	PCHP	District	\$ 7,500	\$ -	n/a	n/a	\$ -	Expired
	Project Lead the Way Implementation of the PLTW Biomedical Science program, primarily used for professional development, supplies and equipment.	Local	Other	Science Ed	NUS	\$ 26,250	\$ -	n/a	n/a	\$ -	Expired
	Project Lead the Way - Gateway To offset the costs associated with the PLTW Gateway Program, primarily used for core training and related expenses.	Local	Other	Science Ed	CMS	\$ -	\$ 6,000	-	6,000	\$ -	Expired
	Cell Signaling Technologies To support Life Science education and programs, primarily used for subscriptions, lab supplies and equipment.	Local	Other	Science Ed	SHS	\$ -	\$ 4,841	-	4,841	\$ -	Expired
	Nellie Mae Foundation Supports community-engagement planning, implementation, capacity-building, and related activities, primarily used for professional development.	Local	Other	Family Engagement	District	\$ 15,000	\$ 15,000	9,000	6,000	\$ -	Expired
							Teacher Stipends	9,000			
	Nellie Mae Foundation To support and develop student-centered teachers and administrators at scale, primarily used for professional development and consulting.	Local	Other	Student Centered Learning	All Schools	\$ 145,150	\$ -	n/a	n/a	\$ -	Expired
	New Profit Incubation Supports the implementation of the district's strategic plan as the Superintendent deems appropriate.	Local	Other	Unrestricted	District	\$ 100,000	\$ -	n/a	n/a	\$ -	Expired
	Mass Afterschool Partnerships To support activities that promote student achievement, primarily used for consultants, partnerships and programmatic expenses.	Local	Other	Student Achievement	All Schools	\$ -	\$ 31,250	-	31,250	\$ -	Expired
	Mass IDEAS NGLC Planning grant to support whole-school redesign model, primarily used for innovation project supplies, professional learning, planning time and site visits.	Local	Other	School Redesign	SHS	\$ -	\$ 150,000	75,890	74,110	\$ -	Expired
							Substitutes	1,870			
							Teacher Stipends	74,020			
	Salem Ed Foundation Provides funding for projects that further students' educational experience in science, math, the arts and humanities, primarily used for classroom supplies	Local	Other	Classroom Supplies	All Schools	\$ 18,027	\$ 17,475	-	17,475	\$ 17,475	Continued
	Education First	Local	Other	Teacher Leadership	CMS	\$ 3,000	\$ -	n/a	n/a	\$ -	Expired
	SSU 100 Males to College To support innovative approaches to increase college access, enrollment, retention, and success for low-income males and males of color to promote success in college/career, primarily used for educational materials, events and field trips.	Local	Other	College/Career Readiness	SHS	\$ 4,000	\$ 6,000	-	6,000	\$ -	Expired
	Linden Foundation To support Salem's Parent Child Home Program, primarily used for programmatic supplies, materials and travel expenses.	Local	Other	PCHP	n/a	\$ 15,000	\$ 20,000	-	20,000	\$ 20,000	Continued
	First Jobs To support student employees to work in the school gardens and hydroponic farms over the summer, primarily used for student stipends.	Local	Other	College/Career Readiness	SHS	\$ -	\$ 10,560	10,560	-	\$ -	Expired
							Student Stipends	10,560			
	<b>TOTAL LOCAL GRANTS</b>					<b>\$ 1,019,743</b>	<b>\$ 963,455</b>			<b>\$ 739,804</b>	

## Appendix B: Food Service Revolving Account

	2017 Actual	2018 Actual	2019 Budget	2020 Budget
<b>REVENUE:</b>				
Federal Revenue	\$1,977,413	\$2,184,187	\$2,259,355	\$2,327,136
State Revenue	25,865	30,881	34,083	36,808
Other Local Revenue	77,489	69,470	30,765	39,514
<b>Total Revenue</b>	<b>\$2,080,768</b>	<b>\$2,284,538</b>	<b>\$2,324,203</b>	<b>\$2,403,458</b>
<b>EXPENSES:</b>				
Administration		214,456	185,393	219,817
School Staff		857,822	921,379	996,153
Employee Benefits		106,511	144,426	158,869
<b>Total Personnel Expenses:</b>	<b>\$1,139,112</b>	<b>\$1,178,789</b>	<b>\$1,251,198</b>	<b>\$1,374,839</b>
Food	575,976	638,765	771,939	795,097
Food Service Paper & Supplies	49,432	54,198	50,935	50,935
Milk	140,624	115,760	119,233	122,810
State Taxes Meals	455	472	596	656
Other Expenses	48,321	67,269	52,333	25,000
Equipment	3,509	97,239	18,474	1,000
Removal/Relocation HMLS			7,000	-
<b>Total Non-Personnel Expenses:</b>	<b>818,318</b>	<b>973,703</b>	<b>1,020,510</b>	<b>995,498</b>
<b>Total Expenses</b>	<b>\$1,957,430</b>	<b>\$2,152,492</b>	<b>\$2,271,708</b>	<b>\$2,370,337</b>
<b>Net Income/(Loss)</b>	<b>\$123,338</b>	<b>\$132,046</b>	<b>\$52,495</b>	<b>\$33,121</b>

## Appendix C: Revolving Accounts

Dept.	Fund Name	Programs & Purposes	Type of Receipts Credited	Authorization for Spending	FY 2017 Fund Balance as of 06/30/17	FY 2018 Fund Balance as of 6/30/18	FY 2019 Budget Request Maximum Annual Expenditures	FY 2019 Actual Revenues as of 12/31/18	FY 2019 Actual Exp As of 12/31/18	FY 2019 Fund Balance as of 12/31/18	FY 2020 Budget Request Maximum Annual Expenditures
School-SBO	Building Rental	Building Rental	Payments for rental of building by outside groups	School Committee and Mayor	127,722.52	48,189.78	225,000.00	68,006.00	45,337.80	70,857.98	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	17,770.42	41,665.76	100,000.00	46,554.10	28,873.67	59,346.19	100,000.00
School-Trans	School Busing	School Bus pass	Purchases of school bus passes	School Committee and Mayor	54,032.13	7,001.33	160,000.00	49,220.65	37,871.01	18,350.97	160,000.00
School-HS	Night/Summer School	Night School Tuition	Tuition payments for students attending the night school program	School Committee and Mayor	748.50	700.00	50,000.00	5,580.00	4,673.47	1,606.53	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	31,218.40	110,602.09	250,000.00	103,521.92	59,880.46	154,243.55	300,000.00
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	8,323.74	6,118.91	50,000.00		1,926.03	4,192.88	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	1,743.74	2,207.13	N/A	3,568.40	4,650.18	1,125.35	N/A
School - Athletics	SHS Athletics	Support fees for athletic officials and other athletic expenses.	Gate fees charged to spectators at athletic events.	Statutory	1,773.87	669.87	N/A	-	-	669.87	N/A
Totals					243,333.32	217,154.87	835,000.00	276,451.07	183,112.82	310,393.32	885,000.00

## Appendix D: Bentley Academy Charter School

Org	Obj	Description	FY 2020 FTE	FY 2020 School
<b><u>Bentley Academy Charter School Personnel</u></b>				
7100310	5111	SALARIES-FULL TIME	38.00	\$2,383,972.00
7100310	5111	STIPENDS		14,000.00
7100310	5114	TUTORS		-
7100310	5117	ADMINISTRATIVE	3.00	281,302.00
7100310	5126	PSYCHOLOGIST	1.00	71,844.00
7100310	5160	CLERICAL	1.00	51,732.00
7100310	5163	PARAPROFESSIONALS	8.00	183,394.00
7100310	5180	SUBSTITUTES		
7100311	5111	ENROLLMENT CONTINGENCY		-
7100311	5163	PARAPROFESSIONALS		
<b>Total Personnel</b>			<b>51.00</b>	<b>\$2,986,244.00</b>
<b><u>Bentley Academy Charter School Non-Personnel</u></b>				
7100320	5320	CONTRACTED SERVICES		140,000.00
7100320	5514	INSTRUCTIONAL SUPPLIES		103,900.00
7100320	5710	IN STATE TRAVEL/MEETINGS		
7100320	5780	OTHER EXPENSES		47,000.00
<b>Total Non-Personnel</b>			<b>-</b>	<b>\$290,900.00</b>
<b>Total New Bentley</b>			<b>51.00</b>	<b>\$3,277,144.00</b>

## Salem Public Schools – Facilities & Enrollment

The City's public school facilities are made up of 5 K-5 elementary schools (one of which is now the Bentley Academy Charter School and another is the Carlton Innovation School), one K-8 school, one 6-8 middle school, one comprehensive senior high school, and an alternative high school (the New Liberty Innovation School). The school district also supports the Early Childhood Education Center and the Salem Prep Therapeutic Day High School. Each year students and families living in the City of Salem benefit from increased school choice, including the option to attend the Salem Academy Charter School via lottery, the inter-district school choice option available in other districts, and the option to attend the Essex North Shore Agricultural and Technical School. As educational choice continues to widen in the city and region, combined with other factors such as a decline in households with children, enrollment within the Salem Public Schools has declined in recent years.

### Public School Enrollments

The following table depicts enrollment for each grade level within the Salem Public Schools, including the Bentley Academy Charter School (BACS), which is an in-district, Horace Mann Charter School. The number of Salem students who opt to attend a school within a neighboring district via the state's "school choice" policy and the enrollment of Salem students in the Essex Technical High School for the past two years is included, as well.

**City of Salem Student Enrollment (Based on Oct 1 Data)**

	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020 est.</b>
Pre-K & K	446	463	439	443	446
Elementary 1-5	1826	1784	1791	1813	1770
Middle 6-8	824	797	772	813	808
High School 9-12	960	985	988	988	1000
School Choice	78	72	95	98	100
Essex Tech HS Enrollment	169	181	184	172	176
<b>Total</b>	<b>4303</b>	<b>4282</b>	<b>4269</b>	<b>4327</b>	<b>4300</b>

# FY20 Preliminary Chapter 70 Aid and Net School Spending Requirements

January 23, 2019

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 FY20. These estimates are based on House 1, Governor Baker's proposed state budget for the coming fiscal year. The proposal increases aid to districts from \$4,907,573,321 to \$5,107,909,124, an increase of \$200.3 million or 4.1 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 FY20. 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 FY20 state budget or an earlier local aid resolution.

The House 1 budget proposal is based on An Act to Promote Equity and Excellence in Education, a comprehensive school finance bill being filed today by the Baker-Polito Administration. As described in more detail below, the bill implements the major recommendations of the Foundation Budget Review Commission (FBRC), incorporates other enhancements to the Commonwealth's school funding framework, and codifies the formula changes that have previously been implemented through annual provisions in the state budget.

The proposed legislation sets targets for changes to the foundation budget calculation, to be fully phased-in by FY26. Here is a summary of the proposals:

- The *out-of-district special education tuition* rate is raised consistent with FBRC recommendations. FY20 establishes a new goal at three times the FY19 statewide average foundation budget per pupil, to close the gap between the foundation budget (1x statewide average foundation budget per pupil) and the circuit breaker threshold (4x statewide average foundation budget per pupil). The FY20 rate represents one-seventh of the gap between the FY19 rate and the goal rate plus inflation.
- House 1 also initiates year 1 of a planned 6-year phase-in of increases to the *benefits and fixed charges* rate based on new goal rates derived from Group Insurance Commission (GIC) data. Consistent with FBRC recommendations, the goal rates account



for GIC premium rates for both active and retired municipal employees. The legislation specifies that the goal rates will be updated annually to reflect changes in GIC's premium costs. House 1 builds on significant increases over the past two fiscal years and closes one-seventh of the gap toward the benefits goal rates in FY20, with one-fifth of the remaining gap to be closed in each of the next 5 years.

- For *English learners*, the Governor's proposal completes the expansion of overall rates begun in the FY19 budget, but takes a modified approach that responds to the FBRC recommendations:
  - English learner (EL) incremental rates are restructured to differentiate students by grade level. This substantially increases the increment for high school students, reflecting the additional challenges of learning a new language at an older age.
  - The foundation budget includes all students with low English language proficiency, as measured by the statewide ACCESS for ELLs test. Students who have already met or exceeded state exit requirements are no longer counted as EL students in the foundation budget calculation. This reduced headcount is mitigated by the increased rates.
- For *economically disadvantaged students*, also consistent with the FBRC recommendations, the Governor's proposal expands the foundation budget over 7 years and introduces a more progressive decile rate structure to the highest 5 deciles. Starting in FY20, there is also a new targeted *high needs concentration increment* for districts serving the highest concentrations of both economically disadvantaged and EL students in the Commonwealth. Eligible districts will receive this increment in addition to the regular economically disadvantaged and EL increments. At full phase-in, a decile 10 district receiving this additional increment will now be receiving a total increment increase of \$4,782 per economically disadvantaged student (in FY20 dollars), compared to the FY19 decile 10 increment of \$3,980.
- The Governor's proposal also introduces a new foundation budget rate for high school students in approved high quality early college and innovation pathways programs to encourage and support program expansion over the next 7 to 10 years. This new rate is set at \$1,050 per student above the regular high school rate and is fully implemented in FY20 for students already enrolled in such programs as of October 1, 2018.
- Starting in FY21 and proceeding over the next 6 years, the Governor's proposal phases in new goal rates for the *guidance and psychological services* component of foundation budget for all districts to better reflect current and best practice staffing needs for additional student services related to school safety and climate, social and emotional supports, and career counseling for students.
- In FY26, following the completion of the employee benefits goal rate implementation in FY25, the proposal increases the *assumed in-district special education enrollment rate* from 3.75 percent to 4 percent of foundation enrollment for non-vocational students, as recommended by the FBRC.
- The legislation proposes a feasibility study of tiered vocational program rates in the foundation budget. Currently, all approved Chapter 74 vocational programs receive the same rate, even though the costs associated with each separate program vary

widely. The study would also consider the feasibility of raising the school choice tuition rate, currently \$5,000, for vocational students.

Other highlights of the FY20 program:

- 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 100 percent of the gap.
- 141 operating districts receive foundation aid to ensure that they do not fall below their foundation budgets.
- The inflation factor for this year is 3.75 percent.
- Statewide enrollment decreased from 941,411 in FY19 to 939,683 in FY20, a 0.18 percent decrease; 8 districts saw their foundation enrollment increase by over 5 percent.
- Cities and towns with combined effort yields greater than 175 percent of foundation have required local contributions set at not less than 82.5 percent of foundation.
- The \$11,850,000 in transition aid allocated in FY19 to 11 districts significantly impacted by the new economically disadvantaged metric has been added to the base aid of these districts.
- Minimum aid is set at \$20 per pupil.

In addition to the changes to the Chapter 70 program described above, the Governor's bill proposes three other significant initiatives relating to school finance:

- The charter tuition and reimbursement program is significantly restructured:
  - Return to a 3-year, 100%/60%/40% schedule for transitional aid.
  - Transitional aid is more closely tied to enrollment growth.
  - Supplemental aid is provided to districts with high charter tuition costs and relatively low Chapter 70 aid, to ensure a minimum level of state support for charter tuition.
  - House 1 proposal is a \$16 million increase over FY19 and represents the first year of a planned 3-year phase-in to full funding of the reimbursement program by FY22.
  - The facilities component of the charter school tuition rate is increased to \$938 per pupil in FY20, the first such increase in more than a decade. The rate would be indexed to inflation in subsequent years.
- The unique fiscal challenges faced by many of our small, rural school districts is acknowledged. Declining student enrollment, limited municipal fiscal resources, and high transportation costs are all contributing to this growing problem.
  - The legislation proposes a special commission to consider and propose short and long-term solutions to this problem.

- The small, existing "regional bonus aid" program is replaced by a broader grant program to support studies and transition costs for regionalization and other initiatives to enhance public education opportunities in our rural districts. A trust fund will allow appropriations to be carried across fiscal years, to enable multi-year commitments for state support.
- The Governor's budget proposal also includes a new trust fund of \$50 million, funded with one-time revenue, to be used at the discretion of the Commissioner of Elementary and Secondary Education to help accelerate quality improvements in low-performing schools. This money is in addition to the Targeted Assistance funds that are set aside for struggling schools in an annual line item of the budget and funded at \$26.5 million in FY20.

Here are links to more detailed information on the Baker-Polito Administration's Act to Promote Equity and Excellence in Education:

<http://www.doe.mass.edu/finance/chapter70/fy2020/prelim.html>

FY20 Chapter 70 Foundation Budget

258 SALEM



258 SALEM	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
	Base Foundation Components								Incremental Costs Above the Base							
	Pre-School	Kindergarten Half-Day	Kindergarten Full-Day	Elementary	Jr High/ Middle	High School	Early College Innovation Pathway	Vocational	Special Ed In District	Special Ed Out of Dist	EL PK-5	EL 6-8	EL High	EcoDis	High Needs Increment	TOTAL*
Foundation Enrollment	58	1	357	1,871	1,082	744	45	506	178	41	334	78	135	2,448	0	4,635
1 Administration	11,366	196	139,919	733,301	424,068	291,596	19,589	198,317	481,486	114,919	28,801	8,408	17,461	139,438	0	2,608,866
2 Instructional Leadership	20,528	354	252,706	1,324,406	765,905	526,648	35,380	358,177	0	0	50,401	14,712	30,557	660,691	0	4,040,465
3 Classroom and Specialist Teachers	94,127	1,623	1,158,736	6,072,742	3,090,463	3,125,053	211,906	3,613,154	1,588,784	0	352,784	102,983	213,889	6,449,721	0	26,075,964
4 Other Teaching Services	24,141	416	297,192	1,557,551	648,389	371,167	24,935	252,433	1,483,425	1,756	50,401	14,712	30,557	0	0	4,757,075
5 Professional Development	3,722	64	45,846	240,311	150,658	100,447	6,748	112,944	76,641	0	14,399	4,203	8,729	312,903	0	1,077,617
6 Instructional Equipment & Tech*	13,624	235	167,711	878,958	508,302	559,228	42,181	665,577	66,896	0	35,999	10,508	21,824	47,956	0	3,018,999
7 Guidance and Psychological	6,849	118	84,320	441,911	340,159	293,203	17,734	199,410	0	0	21,600	6,306	13,095	261,177	0	1,685,881
8 Pupil Services	2,724	47	33,547	263,680	249,087	394,952	26,533	268,610	0	0	7,201	2,102	4,366	1,357,098	0	2,609,947
9 Operations and Maintenance	26,138	451	321,764	1,686,332	1,057,255	704,888	47,355	897,214	537,843	0	86,396	25,221	52,381	0	0	5,443,237
10 Employee Benefits/Fixed Charges*	30,124	519	370,834	1,943,566	1,157,508	720,083	43,553	706,294	600,720	0	79,195	23,118	48,015	1,043,289	0	6,766,818
11 Special Ed Tuition*	0	0	0	0	0	0	0	0	0	1,091,097	0	0	0	0	0	1,091,097
12 Total	233,343	4,023	2,872,576	15,142,760	8,391,792	7,087,265	475,915	7,272,129	4,835,796	1,207,772	727,175	212,274	440,875	10,272,273	0	59,175,967
13 Wage Adjustment Factor	100.0%											Foundation Budget per Pupil				12,767
14 Economically Disadvantaged Decile	10															

Foundation Budget per Pupil 12,767

English learner foundation budget as % total foundation budget	2.3%
Economically disadvantaged foundation budget as % total foundation budget	17.4%

# Massachusetts Department of Elementary and Secondary Education

Office of School Finance

## FY20 Chapter 70 Determination of City and Town Total Required Contribution

258 Salem



### Effort Goal

1) 2018 equalized valuation	5,405,036,100
2) Uniform property percentage	0.3418%
3) Local effort from property wealth	18,473,568
4) 2016 income	1,276,339,000
5) Uniform income percentage	1.4816%
6) Local effort from income	18,910,479
7) Combined effort yield (3 + 6)	37,384,047
8) FY20 Foundation budget	62,172,212
9) Maximum local contribution (82.5% * 8)	51,292,075
10) Target local contribution (lesser of 7 or 9)	37,384,047
11) Target local share (10 as % of 8)	60.13%
12) Target aid share (100% minus 11)	39.87%

[See a listing of all 351 communities](#)

### FY20 Increments Toward Goal

13) Required local contribution FY19	35,398,709
14) Municipal revenue growth factor (DOR)	0.37%
15) FY20 preliminary contribution (13 raised by 14)	35,529,684
16) Preliminary contribution pct of foundation (15 / 8)	57.15%
<b><i>If preliminary contribution is above the target share:</i></b>	
17) Excess local effort (15 - 10)	
18) 100% reduction toward target (17 x 100%)	
19) FY20 required local contribution (15 - 18), capped at 90% of foundation	
20) Contribution as percentage of foundation (19 / 8)	
<b><i>If preliminary contribution is below the target share:</i></b>	
21) Shortfall from target local share (11 - 16)	2.98%
22) Added increment toward target (13 x 1% or 2%)*	353,987
<i>*1% if shortfall is between 2.5% and 7.5%; 2% if shortfall &gt; 7.5%</i>	
23) Special increment toward 82.5% target**	0
<i>**if combined effort yield &gt; 175% foundation &amp; target local share = 82.5%</i>	
Combined effort yield as % of foundation	
24) Shortfall from target after adding increments (10 - 15 - 22 - 23)	1,500,376
25) FY20 required local contribution (15 + 22 + 23)	35,883,671
26) Contribution as percentage of foundation (25 / 8)	57.72%

Massachusetts Department of Elementary and Secondary Education

Office of School Finance

FY20 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 FY19 foundation enrollment	4,533	184	4,717
2 FY19 foundation budget	54,862,156	2,981,782	57,843,938
3 Each district's share of municipality's combined FY19 foundation	94.85%	5.15%	100.00%
4 FY19 required contribution	33,573,950	1,824,759	35,398,709
<u>FY20 apportionment of contribution among community's districts</u>			
5 FY20 total unapportioned required contribution ('municipal contribution' sheet row 19 or 25)			0
6 FY20 foundation enrollment	4,635	179	4,814
7 FY20 foundation budget	59,175,967	2,996,245	62,172,212
8 Each district's share of municipality's total FY20 foundation	95.18%	4.82%	100.00%
9 <b>FY20 Required Contribution</b>	<b>34,154,341</b>	<b>1,729,330</b>	<b>35,883,671</b>
10 Change FY20 to FY19 (9 - 4)	580,391	-95,429	484,962

# Massachusetts Department of Elementary and Secondary Education

## FY20 Chapter 70 Summary

258 Salem

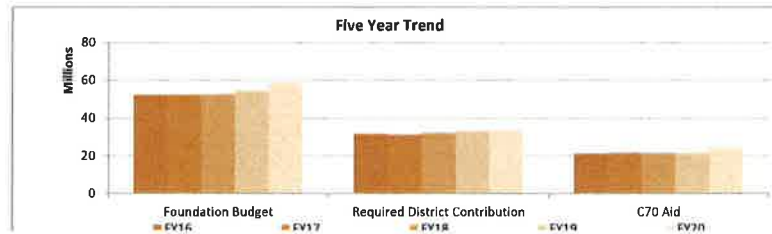


### Aid Calculation FY20

<b>Prior Year Aid</b>	
1 Chapter 70 FY19	<b>21,872,762</b>
<b>Foundation Aid</b>	
2 Foundation budget FY20	59,175,967
3 Required district contribution FY20	34,154,341
4 Foundation aid (2 - 3)	25,021,626
5 Increase over FY19 (4 - 1)	<b>3,148,864</b>
<b>Minimum Aid</b>	
6 Minimum \$20 per pupil increase	<b>0</b>
<b>Non-Operating District Reduction to Foundation</b>	
7 Reduction to foundation	<b>0</b>
<b>FY20 Chapter 70 Aid</b>	
10 Sum of line 1, 5, & 6 minus 7	<b>25,021,626</b>

### Comparison to FY19

	FY19	FY20	Change	Pct Chg
Enrollment	4,533	4,635	102	2.25%
Foundation budget	54,862,156	59,175,967	4,313,810	7.86%
Required district contribution	33,573,950	34,154,341	580,391	1.73%
Chapter 70 aid	<b>21,872,762</b>	<b>25,021,626</b>	3,148,864	14.40%
Required net school spending (NSS)	55,446,712	59,175,967	3,729,255	6.73%
Target aid share	38.80%	39.87%		
C70 % of foundation	39.87%	42.28%		
Required NSS % of foundation	101.07%	100.00%		





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	738,314	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
<b>12 Total</b>	<b>203,862</b>	<b>0</b>	<b>2,261,742</b>	<b>12,241,975</b>	<b>6,845,687</b>	<b>6,746,439</b>	<b>24,371</b>	<b>0</b>	<b>4,813,291</b>	<b>5,967,004</b>	<b>4,520,796</b>	<b>1,096,045</b>	<b>9,383,826</b>	<b>54,105,039</b>
13 Wage Adjustment Factor	100.0%										Foundation Budget per Pupil			12,026
14 Economically Disadvantaged Decile	10													

\* 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

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%

FY19 Increments Toward Goal

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%

*If preliminary contribution is above the target share:*

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

*If preliminary contribution is below the target share:*

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)	

# Massachusetts Department of Elementary and Secondary Education

Office of School Finance

## 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 <b>FY19 Required Contribution</b>	<b>33,343,413</b>	<b>1,825,618</b>	<b>35,169,031</b>
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

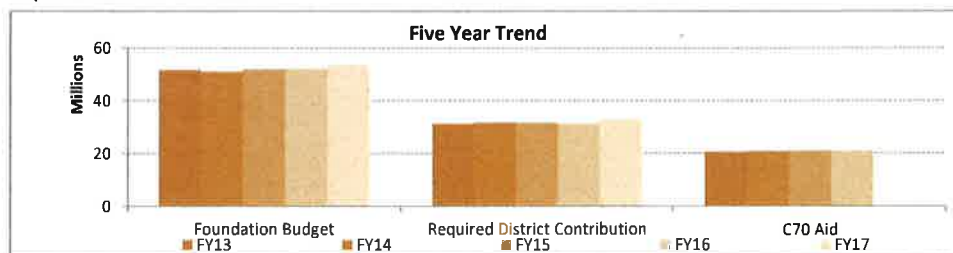


## Aid Calculation FY19

<b>Prior Year Aid</b>	
1 Chapter 70 FY18	<b>21,736,742</b>
<b>Foundation Aid</b>	
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)	<b>0</b>
<b>Minimum Aid</b>	
6 Minimum \$20 per pupil increase	<b>89,980</b>
<b>Non-Operating District Reduction to Foundation</b>	
7 Reduction to foundation	<b>0</b>
<b>FY19 Chapter 70 Aid</b>	
9 sum of line 1, 5 minus 7	<b>21,826,722</b>

## 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	<b>21,736,742</b>	<b>21,826,722</b>	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 ----- 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) Vocational	(11) Special Ed In District	(12) Special Ed Out of Dist	(13) Economically Disadvantaged	
<b>Foundation Enrollment</b>	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
<b>12 Total</b>	<b>222,304</b>	<b>0</b>	<b>2,563,921</b>	<b>11,680,905</b>	<b>6,635,479</b>	<b>6,915,620</b>	<b>0</b>	<b>0</b>	<b>4,685,926</b>	<b>5,018,258</b>	<b>4,429,220</b>	<b>1,094,550</b>	<b>9,356,877</b>	<b>52,603,059</b>
13 Wage Adjustment Factor	100.0%										<b>Foundation Budget per Pupil</b>			<b>11,594</b>
14 Economically Disadvantaged Decile	10													

\* 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

#### Effort Goal

#### FY18 Increments Toward Goal

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	<i>If preliminary contribution is above the target share:</i>	
5) Income percentage	1.4202%	17) Excess local effort (15 - 10)	236,258
6) Local effort from income	17,061,933	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)	<b>61.27</b>
8) Foundation budget FY18	55,570,953	<i>If preliminary contribution is below the target share:</i>	
9) Maximum local contribution (82.5% * row 8)	45,846,036	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%)*	
		*1% if shortfall is between 2.5% and 7.5%; 2% if shortfall > 7.5%	
11) Target <b>local</b> share (row 10 as % of row 8)	61.20%	23) Shortfall from target after adding increment (10 - 15 - 22)	
12) Target <b>aid</b> 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**

<b>258 Salem</b>	<b>Salem</b>	<b>Essex North Shore</b>	<b>Combined Total for All Districts</b>
<b><u>Prior Year Data (for comparison purposes)</u></b>			
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 four	95.09%	4.91%	100.00%
4 FY17 required contribution	31,386,760	1,619,495	33,006,255
<b><u>FY18 apportionment of contribution among community's districts</u></b>			
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 foundatio	94.66%	5.34%	100.00%
<b>9 FY18 Required Contribution</b>	<b>32,228,141</b>	<b>1,818,330</b>	<b>34,046,471</b>
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

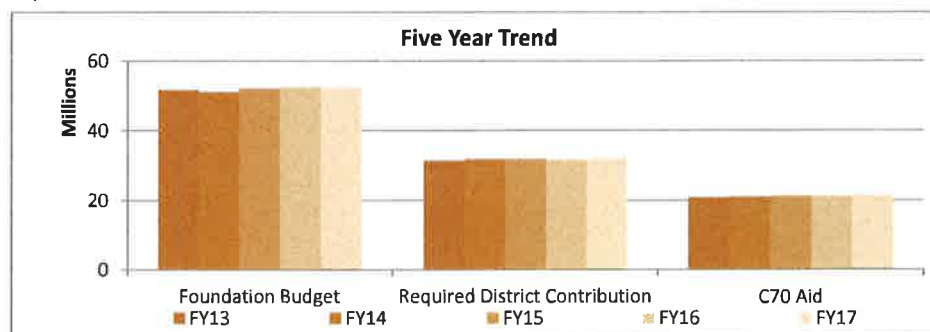
7 Reduction to foundation **0**

##### 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	<b>21,600,632</b>	<b>21,691,372</b>	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	195,066	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	207,566	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
<b>12 Total</b>	<b>239,675</b>	<b>3,631</b>	<b>2,019,092</b>	<b>11,792,820</b>	<b>6,601,536</b>	<b>6,633,669</b>	<b>0</b>	<b>0</b>	<b>4,808,433</b>	<b>5,544,957</b>	<b>4,423,419</b>	<b>1,082,534</b>	<b>9,411,260</b>	<b>52,561,027</b>
13 Wage Adjustment Factor	100.0%													
14 Economically Disadvantaged Decile	10													
<b>Foundation Budget per Pupil 11,461</b>														

\* 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 II

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%
<b><i>If preliminary contribution is above the target share:</i></b>	
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)	<b>60.22</b>
<b><i>If preliminary contribution is below the target share:</i></b>	
21) Shortfall from target local share (11 - 16)	
22) Added increment toward target (13 x 1% or 2%)*	
<i>*1% if shortfall is between 2.5% and 7.5%; 2% if shortfall &gt; 7.5%</i>	
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**

<b>258 Salem</b>	<b>Salem</b>	<b>Essex North Shore</b>	<b>Combined Total for All Districts</b>
<u><b>Prior Year Data (for comparison purposes)</b></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><b>FY17 apportionment of contribution among community's districts</b></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%
<b>9 FY17 Required Contribution</b>	<b>31,653,930</b>	<b>1,633,281</b>	<b>33,287,211</b>
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

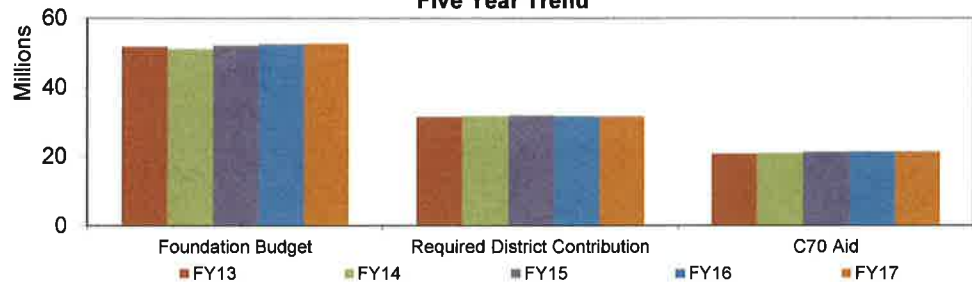
##### FY17 Chapter 70 Aid

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 (NS)	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%		

**Five Year Trend**



**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, 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 places emphasis on the importance of a strong arts programming to a child's education. All students at the Bates receive performance instruction in theater arts through the music program. Every child participates in a music program. Students start chorus lessons in grade two. The visual arts program is one of the best, using all types of media and instruction about many artists and their styles. The school hosts an annual art show at the end of each school year displaying the art of every child. Teachers 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. New for FY20, Bates will provide dance instruction for every student.

Bates also houses the district's special education Therapeutic Support Program consisting of three classrooms, which service students throughout the district who have significant emotional disabilities.

**Bates Expectations:**

Bates uses a house system to build a sense of community, responsibility, belonging and spirit in school that engages all students, teachers, staff and community partners. Everyone in the building is assigned to one of four houses and they remain in that house while at Bates. The House System encourages participation in academics, character building and promotes leadership development. Houses are mixed by grades so that students build friendships across grade levels and provides upper grade students mentorship opportunities with younger students.

**Profile of the Bentley Academy Charter School (BACS):**

The Bentley Academy Charter School is a K-5 Horace Mann Charter School that opened in the fall of 2015. The school is committed to developing and delivering a well-rounded education to all 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 serve 340 scholars in grades K-5 in SY 18-19, and will increase to 350 scholars in SY 19-20. Our school day runs from 7:30 AM – 3:30 PM with a 190-day calendar for scholars first through fifth and 185 days for kindergarten.

**MISSION:** Bentley Academy Charter School prepares all 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, BACS 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.

**BACS 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.

**Profile of the Carlton Innovation School:**

The Carlton Innovation School serves 300 children in grades K-5. Formed in 2012, the Carlton Innovation School's model is based on small, targeted group instruction, and flexible grade entry and progression. The Carlton innovation plan model known as the "Continuous Progress Model" centers on two on two key makes use of a state-of-the-art science lab and organic garden. The Carlton Innovation School houses two key foundational elements: a redesign instructional delivery system based on continuous progress and intensive, standards-based and student center instruction. At the Carlton, students are enrolled, taught and transitioned on a trimester basis, aligned to each student's level of mastery of standards and individual learning needs.

The redesigned, trimester structure enables teachers to deliver more intensive instruction and support for learning across all subjects. Teachers use frequent assessments and student data to assign students into small groups. Within this small group framework, teachers are able to conduct frequent formative assessments, increase daily common planning time, and use data to continuously diagnose each student's level of mastery against each standard.

The Carlton School also houses a special education program for students with specific learning disabilities. 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.

**Profile of Collins Middle School:**

Collins Middle School is a 670-student extended learning time, middle school. Collins 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 (STEM). Scholars at Collins benefit from the school's 1:1 device program and can choose from electives to explore their own unique interests.

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. 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, most of their time is spent based in their small 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 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 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.

The Collins Middle School includes specialized programs for students with Autism Spectrum Disorder, language-based learning disabilities, and cognitive and developmental disabilities. Through strategic planning and co-teaching, students in special education and English Language Learners are mainstreamed through the school's inclusion model. Time is allotted in the schedule for needed intensive ESL work and/or reading work and for speech/language services.

**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 (HMLS):**

Horace Mann Laboratory School is a K-5 school that serves 315 students. HMLS enjoys a long-standing relationship Salem State University (SSU). In FY20, Horace Mann will welcome and work with eight SSU Fellows. The school regularly welcomes student teachers and pre-practicum observers from SSU, and HMLS teachers collaborate regularly with SSU faculty to design innovative and enriching learning experiences.

At HML, classes are departmentalized in grades 3-5, permitting teachers to specialize in high-quality instructional techniques for their respective content areas. HMLS uses a responsive classroom model, HMLS CARES, that focuses on core values of:

- Cooperative classmate
- Active problem solver
- Responsible and respectful learner
- Empathetic community member
- Safe choice maker

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. For FY20, teachers will be supported in their professional growth by a part-time literacy coach, a full-time math coach and the support of a full-time reading specialist.

**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.

**Profile of Saltonstall K-8 Elementary School:**

Saltonstall K-8 is a small school (405 students), with a tight-knit, caring community. Saltonstall is a diverse school, with a multitude of different cultures, ethnicities, and races that combine to create a vibrancy that is embedded throughout the school. Saltonstall has a number of students with language-based learning disabilities who comprise a special education program that serves the district. The school is also unique in that it utilizes multi-age classroom configurations in grades 3-8. In grades 3-8, students are placed in multi-age homerooms where they remain for 2 years with the same cohort of students and the same teacher. In grades 3 and 4, students travel as a multi-age group to their specialist classes as well as science and social studies. In grades 5-8, students are also placed in multi-age homerooms where they remain for 2 years with the same cohort of students and the same homeroom teacher. Students in grades 5-8 also travel to specialist classes in a multi-age configuration and attend humanities (English language arts and social studies) within a multi-age cohort. The school utilizes the multi-age model to build strong relationships among students, teachers, and families. The school operates as a K-8 that is like a family, expecting our older students to be role models that work with and look out for the needs of their younger school peers. At Saltonstall, teachers and staff strive to meet the needs of all learners through targeted interventions and accelerations, paying constant attention to classroom instruction and how to create opportunities for students to engage with content in a multitude of modalities. The school strives to use place-based, project-based, performance, demonstration, service-learning and arts-integration opportunities to engage students in exciting, real-world educational experiences. Saltonstall also uses a portfolio assessment in conjunction with a standards-based report card in order to evaluate and assess a child more completely.

**Our Expectations:**

The mission of Saltonstall 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. Research indicates that student engagement impacts learning. Therefore, our priorities are to increase engagement 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.

**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 unique Advanced Placement courses, as well as a variety of elective offerings in music, art, drama, business, and other areas. We also offer a four-year Career & Technical Education track in a trade including medical assisting, early childhood, electrical, carpentry, automotive and building maintenance. Salem High has a diverse population and students have the opportunity to excel in World Languages including certification through the Seal of Biliteracy.

Continuous improvement of instructional quality is a core focus of the redesign plan currently underway at Salem High. Instructional coaches provided job-embedded support and training to improve teacher capacity to deliver standards-aligned and student-centered learning experiences that are accessible to all students. Coaches will also provide support necessary for implementing new curricula in ELA, math, science and history in grades nine and ten.

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.

In FY20, Salem High will move to a 1:1 device model for all students to leverage personalized learning and incorporate 21<sup>st</sup> century learning into the classroom.

**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.



**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 560. WHES is the host school for the district's ASD (autism spectrum disorders) Program (Gr. K-5) and the Life Skills Program (Gr. K-5).

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 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 our students to strive to do their very best

**Profile of Salem Early Childhood Center:**

The Salem Early Childhood Center (ECC) provides half and full-day integrated pre-school for children ages 2-4 years old. In the classrooms, peer partners and children with special needs learn side by side. The implementation of specialized interventions occurs naturally without disrupting the curriculum and educational routines of the classroom. Support services include: speech/language therapy, occupational therapy, physical therapy, physical therapy, A.B.A. (Applied Behavior Analysis), vision and mobility training, social skills groups, a school adjustment counselor, and sign language. In addition, the ECC has an intensive preschool model designed for students with significant social and cognitive delays. Students in this class have a diagnosis of Autism and/or intensive global delays. This is a self-contained program with a low student - teacher ratio. The program is centered upon a language-based curriculum with strong emphasis on the use of communication aids to enhance language acquisition. The daily schedule includes a typical range of activities structured to enhance academic learning. The curriculum includes language lessons incorporated into early literacy, science, social studies, math, life skills, and therapies. Social and play skills instruction is integrated throughout the curriculum.

At the ECC, we are also firmly grounded in the principles of early childhood development. Each child in the program is regarded as a unique person with an individual pattern and timing of growth. Curriculum and instruction are responsive to these differences in ability and areas of interest. Different levels of development and a variety of learning styles are expected, accepted and used to design appropriate curriculum. We identify, nurture, and treasure each child's strengths and abilities.

**Our Mission:**

Our Mission is to provide inclusive, stimulating, and developmentally appropriate experiences for all preschool-age children. These experiences are designed to promote the social/emotional, physical, and cognitive development of each child. Our goal is to support and nurture the strengths and needs of all the children in our care.

**Profile of New Liberty Innovation School:**

New Liberty Innovation School (NLIS) is an 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 serves an extremely vulnerable student population—students who have dropped out of high school or who are at risk of dropping out. NLIS serves approximately 55 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 (9<sup>th</sup>, 10<sup>th</sup>, 11<sup>th</sup>, 12<sup>th</sup>) 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 student ability 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  
FY19 - FY23**

Desc		FY2019 Budgeted	FY2020 Proposed	FY2021 Projected	FY2022 Projected	FY2023 Projected
<b>projected percent increase</b>		<b>10.1%</b>	<b>3.0%</b>	<b>8.5%</b>	<b>5.0%</b>	<b>5.0%</b>
Sewer Rates	Residential	6.69	6.89	7.48	8.11	8.80
	Non-Residential < 25,000 cu ft	10.14	10.44	11.33	11.90	12.49
	Non-Residential > 25,000 cu ft	12.98	13.37	14.51	15.23	15.99
<b>SEWER REVENUE</b>						
	User Charges	9,248,976	9,524,455	10,334,033	10,850,735	11,393,272
	Penalties and Interest	50,000	38,505	40,000	40,000	40,000
	Sewer Liens	400,000	340,000	340,000	340,000	340,000
	Other Departmental Revenue					
	Investment Income					
	Intergovernmental-SESD					
<b>SEWER RATES</b>		<b>9,698,976</b>	<b>9,902,960</b>	<b>10,714,033</b>	<b>11,230,735</b>	<b>11,773,272</b>
	Retained Earnings Appropriated		100,000			
	Other Enterprise Available Funds W/S Combine	(1,634,135)	(1,590,616)			
	Premiums on Bonds		180,000			
	SESD PILOT SUBSIDY					
<b>SEWER OFS/Trans In</b>		<b>(1,634,135)</b>	<b>(1,310,616)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL SEWER REVENUE</b>		<b>8,064,841</b>	<b>8,592,344</b>	<b>10,714,033</b>	<b>11,230,735</b>	<b>11,773,272</b>
<b>SEWER EXPENSES</b>						
	3% Administration					
	3% Public Services	635,239	657,074.00	676,786.22	697,089.81	718,002.50
	9% Engineering	589,275	640,816.00	660,040.48	679,841.69	700,236.95
	Insurance Expenses (Deductibles)	5,000	5,000.00	5,150.00	5,304.50	5,463.64
	18% Long Term Debt (Principal and Interest)	1,439,795	1,692,388.00	1,989,295.10	2,338,290.63	2,748,512.81
	Short Term Debt BANS/Professional Fees	13,000	47,000.00	48,410.00	49,862.30	51,358.17
	2% SESD Assessment	4,774,927.00	4,881,292.00	4,990,026.36	5,101,182.85	5,214,815.44
	Subtotal	<b>7,457,236</b>	<b>7,923,670</b>	<b>8,369,708</b>	<b>8,871,572</b>	<b>9,438,390</b>
	10% Indirect Costs	607,605	668,774	736,101	810,206	891,771
	Subtotal	<b>8,064,841</b>	<b>8,592,344</b>	<b>9,105,809</b>	<b>9,681,778</b>	<b>10,330,161</b>
<b>TOTAL SEWER EXPENSES</b>		<b>8,064,841</b>	<b>8,592,344</b>	<b>9,105,809</b>	<b>9,681,778</b>	<b>10,330,161</b>
<b>NET CHANGE IN SEWER FUND BALANCE (Projected)</b>		<b>0</b>	<b>(0)</b>	<b>1,608,224</b>	<b>1,548,957</b>	<b>1,443,111</b>

**Five Year Financial Forecast  
Water and Sewer Enterprise Funds  
FY19 - FY23**

Desc	FY2019 Projected	FY2020 Projected	FY2021 Projected	FY2022 Projected	FY2023 Projected
<i>projected percent increase</i>	<i>10.8%</i>	<i>4.4%</i>	<i>5.0%</i>	<i>6.5%</i>	<i>7.3%</i>
Water Rates Residential	3.30	3.45	3.62	3.85	4.13
Non-Residential	4.48	4.67	4.91	5.23	5.61

**WATER REVENUE**

User Charges	4,916,131	5,134,087	5,390,791.26	5,741,193	6,157,429.16
Interest and Penalties	28,000	28,000	28,000	28,000	28,000
2.0% Other Department Revenue-Water Liens	200,000	208,866	213,043	217,304	221,850
2.0% Water Meters and Misc. Revenue	30,000	30,000	30,600	31,212	31,836
2.0% Backflow	77,000	80,414	82,022	83,663	85,336

**WATER RATES**

<b>5,251,131</b>	<b>5,481,367</b>	<b>5,744,457</b>	<b>6,101,372</b>	<b>6,524,252</b>
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FB Reserved for Expenditures

Retained Earnings

Subsidy from Sewer Fund Balance

Other Enterprise Available Funds W/S Combined

**WATER OFS/Trans in**

-	-	-	-	-
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**TOTAL WATER REVENUE**

<b>5,251,131</b>	<b>5,481,367</b>	<b>5,744,457</b>	<b>6,101,372</b>	<b>6,524,252</b>
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**WATER EXPENSES**

5.0% Administration					
3.0% Public Services	701,739	713,574.00	734,981.22	757,030.66	779,741.58
3.0% Engineering	607,500	672,016.00	692,176.48	712,941.77	734,330.03
Insurance Expense (Deductibles)	2,500	2,500.00	2,500.00	2,500.00	2,500.00
8.0% Long Term Debt (Principal and Interest)	2,314,200	2,304,157.00	2,488,489.56	2,687,568.72	2,902,574.22
5.0% Short Term Debt (Interest Only)	33,000	46,000.00	48,682.00	50,007.46	51,124.68
3.0% SBWSB Assessment	2,488,711	2,570,514.00	2,647,629.42	2,727,058.30	2,808,870.05
Retained Earnings Expended					
Reserve Fund					
Other Financing Uses (OFU)					

Subtotal	<b>6,147,650</b>	<b>6,308,761</b>	<b>6,614,459</b>	<b>6,937,107</b>	<b>7,279,141</b>
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Indirect Costs

	737,616	763,222	738,222	713,222	688,222
Subtotal	<b>6,885,266</b>	<b>7,071,983</b>	<b>7,352,681</b>	<b>7,650,329</b>	<b>7,967,363</b>

**TOTAL WATER EXPENSES**

<b>6,885,266</b>	<b>7,071,983</b>	<b>7,352,681</b>	<b>7,650,329</b>	<b>7,967,363</b>
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**NET CHANGE IN WATER FUND BALANCE (Projected)**

<b>(1,634,135)</b>	<b>(1,590,616)</b>	<b>(1,808,224)</b>	<b>(1,548,957)</b>	<b>(1,443,111)</b>
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**NET CHANGE IN WATER/SEWER BALANCE (Projected)**

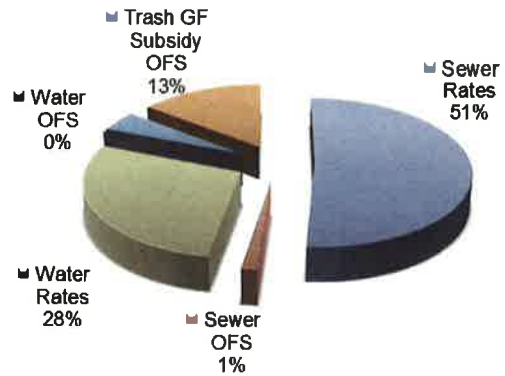
<b>(1,634,135)</b>	<b>(1,590,616)</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>
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**CITY OF SALEM  
ENTERPRISE FUNDS A2 SUMMARY**

	Actual FY2018	Estimated FY2019	Budgeted FY2020	Increase % FY19 v. FY20	INCREASE FY19 V. FY20
<b>REVENUE</b>					
SEWER RATES	8,382,841	9,248,976	9,524,454	3.0%	275,478
OTHER	490,187	450,000	378,505	-15.9%	(71,495)
SEWER TRANS/OFS/WATER SUBSIDIES	135,000		280,000		
<b>TOTAL SEWER REVENUE</b>	<b>9,008,028</b>	<b>9,698,976</b>	<b>10,182,959</b>	<b>5.0%</b>	<b>483,983</b>
WATER RATES	4,431,759	4,916,131	5,134,088	4.4%	217,957
OTHER	353,303	335,000	347,279	3.7%	12,279
WATER TRANS/OFS/GF SUBSIDIES/SEWER SUBSIDY	200,000				
<b>TOTAL WATER REVENUE</b>	<b>4,985,062</b>	<b>5,251,131</b>	<b>5,481,367</b>	<b>4.4%</b>	<b>230,236</b>
TRASH FEES	869,713	869,713	870,000	0.0%	287
OTHER	200,000				
<b>TOTAL TRASH REVENUE</b>	<b>1,069,713</b>	<b>869,713</b>	<b>870,000</b>	<b>0.0%</b>	<b>287</b>
TRASH TRANS/OFS/GF SUBSIDIES	2,054,990	2,359,895	2,836,362	20.2%	476,467
<b>TOTAL TRASH REVENUE WITH GF SUBSIDY</b>	<b>2,054,990</b>	<b>2,359,895</b>	<b>2,836,362</b>	<b>20.2%</b>	<b>476,467</b>
<b>ENTERPRISE FUND TOTAL REVENUE</b>	<b>17,117,793</b>	<b>18,179,715</b>	<b>19,370,688</b>	<b>6.6%</b>	<b>1,190,973</b>
<b>EXPENDITURES</b>					
SEWER ADMIN	949,481	1,224,514	1,297,890	6.0%	73,376
SEWER FIXED COSTS	5,726,165	6,232,722	6,625,680	6.3%	392,958
<b>TOTAL SEWER EXPENDITURES</b>	<b>6,675,646</b>	<b>7,457,236</b>	<b>7,923,570</b>	<b>6.3%</b>	<b>466,334</b>
Sewer -Indirect Costs/OTHER FINANCIAL USES	587,400	607,605	668,774	10.1%	61,169
<b>TOTAL SEWER EXPENDITURES WITH INDIRECT COSTS</b>	<b>7,263,046</b>	<b>8,064,841</b>	<b>8,592,344</b>	<b>6.5%</b>	<b>527,503</b>
WATER ADMIN	1,202,746	1,309,239	1,385,590	5.8%	76,351
WATER FIXED COSTS	4,684,793	4,838,411	4,923,171	1.8%	84,760
<b>TOTAL WATER EXPENDITURES</b>	<b>5,887,539</b>	<b>6,147,650</b>	<b>6,308,761</b>	<b>2.6%</b>	<b>161,111</b>
WATER -Indirect Costs/OTHER FINANCIAL USES	767,500	737,616	763,222	3.5%	25,606
<b>TOTAL WATER EXPENDITURES WITH INDIRECT COSTS</b>	<b>6,655,039</b>	<b>6,885,266</b>	<b>7,071,983</b>	<b>2.7%</b>	<b>186,717</b>
TRASH PERSONNEL	95,922	96,013	100,702	4.9%	4,689
TRASH NON-PERSONNEL	3,015,444	3,133,595	3,605,660	15.1%	472,065
<b>TOTAL TRASH EXPENDITURES</b>	<b>3,111,366</b>	<b>3,229,608</b>	<b>3,706,362</b>	<b>14.8%</b>	<b>476,754</b>
<b>ENTERPRISE FUND TOTAL EXPENDITURES</b>	<b>17,029,451</b>	<b>18,179,715</b>	<b>19,370,689</b>	<b>6.6%</b>	<b>1,190,974</b>
<b>Net Incr/Decr</b>	<b>88,342</b>	<b>-</b>	<b>-</b>		

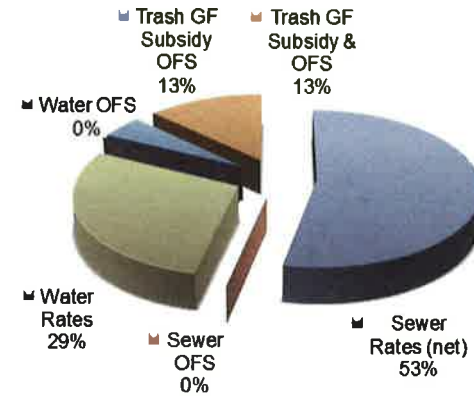
### ENTERPRISE FUND – A2 REVENUE



FY 2020

TOTAL \$ 19,370,689

### ENTERPRISE FUND – A2 REVENUE



FY 2019

TOTAL \$ 18,179,715

### ENTERPRISE FUND – A2 EXPENDITURES



FY 2020

TOTAL \$ 19,370,689

### ENTERPRISE FUND – A2 EXPENDITURES



FY 2019

TOTAL \$ 18,179,715

**SCHEDULE A-2  
ENTERPRISE FUNDS  
SALEM  
WATER & SEWER ENTERPRISE FUNDS COMBINED - FY20**

	FY18 RECAP	FY18 Actual	FY19 Estimated	FY20 Budgeted	% Change
<b>1. Enterprise Revenues &amp; Available Funds</b>					
User Charges	12,837,000	12,814,600	14,165,107	14,658,541	3.5%
Penalties & Interest	99,085	70,233	78,000	66,505	-14.7%
Water/Sewer Liens	540,000	671,442	600,000	548,867	
Other Departmental Revenue	0	0	0		
Bond Premium	0	0	0	180,000	
Intergovernmental-SESD	37,000	33,440	30,000	30,000	0.0%
Water Backflow	70,000	68,375	77,000	80,414	4.4%
<b>Total Revenues</b>	<b>13,583,085</b>	<b>13,658,090</b>	<b>14,950,107</b>	<b>15,564,327</b>	<b>4.1%</b>
Retained Earnings	335,000	335,000		100,000	
Other Enterprise Available Funds - WS Combined OFS/Transfers in					
<b>Total Revenue &amp; Available Funds</b>	<b>13,918,085</b>	<b>13,993,090</b>	<b>14,950,107</b>	<b>15,664,327</b>	<b>4.8%</b>
<b>2. Total Costs Appropriated</b>					
<b>a. Costs appropriated in enterprise fund</b>					
Public Services	1,170,306	1,170,306	1,336,978	1,370,648	2.5%
Engineernig	981,921	981,921	1,196,775	1,312,832	9.7%
Long Term Debt (principal and interest)	3,297,486	3,297,486	3,753,995	3,996,545	6.5%
Short Term Debt (interest only)	46,000	46,000	46,000	93,000	102.2%
Other (SESD/SBWB assessment)	7,059,972	7,059,972	7,263,638	7,451,806	2.6%
Insurance Expense (Deductibles)	7,500	7,500	7,500	7,500	0.0%
OFU/Trans Out					
<b>Total costs appropriated in enterprise fund</b>	<b>12,563,185</b>	<b>12,563,185</b>	<b>13,604,886</b>	<b>14,232,331</b>	<b>4.6%</b>
<b>b. Costs appropriated in the general fund - Indirect Costs</b>	<b>1,354,900</b>	<b>1,354,900</b>	<b>1,345,221</b>	<b>1,431,996</b>	
<b>Total costs appropriated in the general fund</b>	<b>1,354,900</b>	<b>1,354,900</b>	<b>1,345,221</b>	<b>1,431,996</b>	
<b>Total Costs</b>	<b>13,918,085</b>	<b>13,918,085</b>	<b>14,950,107</b>	<b>15,664,327</b>	<b>4.8%</b>

**SCHEDULE A-2  
ENTERPRISE FUNDS  
SALEM  
WATER & SEWER ENTERPRISE FUNDS COMBINED - FY20**

	FY18 RECAP	FY18 Actual	FY19 Estimated	FY20 Budgeted	% Change
<b>3. Calculation of General Fund Subsidy</b>					
Revenue & available funds	13,918,085	13,993,090	14,950,107	15,664,327	4.8%
less: Total costs	13,918,085	13,918,085	14,950,107	15,664,327	4.8%
less: Prior year deficit					
<b>(Negative represents general fund subsidy)</b>	0	75,005	0	0	
<b>4. Sources of Funding for Costs Appropriated in the Enterprise Fund</b>					
a. Revenue & available funds	13,918,085	13,918,085	14,950,107	15,664,327	7.4%
b. Taxation					
c. Free Cash					
d. Non-Enterprise available funds					
<b>Total Sources of Funding for Costs Appropriated in Enterprise Fund</b>	13,918,085	13,918,085	14,950,107	15,664,327	7.4%
<b>Total Revenue &amp; Other Available Funds</b>	13,918,085	13,993,090	14,950,107	15,664,327	7.4%
<b>Total Costs</b>	13,918,085	13,918,085	14,950,107	15,664,327	7.4%
<b>Variance</b>	0	75,005	0	0	#DIV/0!

**SCHEDULE A-2  
ENTERPRISE FUNDS  
SALEM  
SEWER ENTERPRISE FUND - FY20**

	FY18 RECAP	FY18 Actuals	FY19 Estimated	FY20 Budgeted	% Change
<b>1. Enterprise Revenues &amp; Available Funds</b>					
User Charges	8,400,000	8,382,841	9,248,976	9,524,454	3.0%
Interest & Penalties	69,085	44,376	50,000	38,505	-23.0%
Sewer Liens	340,000	445,811	400,000	340,000	-15.0%
Other Departmental					
Bond Premium				180,000	
<b>Total Revenues</b>	<b>8,809,085</b>	<b>8,873,028</b>	<b>9,698,976</b>	<b>10,082,959</b>	<b>4.0%</b>
Retained Earnings Appropriated	135,000	135,000		100,000	
Other Enterprise Available Funds - WS Combined					
OFS/TRANS IN/SESD Trans					
<b>Total Revenue &amp; Available Funds</b>	<b>8,944,085</b>	<b>9,008,028</b>	<b>9,698,976</b>	<b>10,182,959</b>	<b>5.0%</b>
<b>2. Total Costs Appropriated</b>					
<b>a. Costs appropriated in enterprise fund</b>					
Public Services	565,133	565,133	635,239	657,074	3.4%
Engineernig	384,348	384,348	589,275	640,816	8.7%
Long Term Debt (principal and interest)	1,094,845	1,094,845	1,439,795	1,692,388	17.5%
Short Term Debt (interest only)	13,000	13,000	13,000	47,000	261.5%
Other (SESD assessment)	4,613,320	4,613,320	4,774,927	4,881,292	2.2%
Insurance Expense (Deductibles)	5,000	5,000	5,000	5,000	0.0%
OFU/Trans Out					
<b>Total costs appropriated in enterprise fund</b>	<b>6,675,646</b>	<b>6,675,646</b>	<b>7,457,236</b>	<b>7,923,570</b>	<b>6.3%</b>
<b>b. Costs appropriated in the general fund (Indirect Costs)</b>	<b>587,400</b>	<b>587,400</b>	<b>607,605</b>	<b>668,774</b>	<b>10.1%</b>
<b>Total costs appropriated in the general fund</b>	<b>587,400</b>	<b>587,400</b>	<b>607,605</b>	<b>668,774</b>	<b>10.1%</b>
<b>Total Costs</b>	<b>7,263,046</b>	<b>7,263,046</b>	<b>8,064,841</b>	<b>8,592,344</b>	<b>18.3%</b>

**SCHEDULE A-2  
ENTERPRISE FUNDS  
SALEM  
SEWER ENTERPRISE FUND - FY20**

	FY18	FY18	FY19	FY20	%
	RECAP	Actuals	Estimated	Budgeted	Change
<b>3. Calculation of General Fund Subsidy</b>					
Revenue & available funds	8,944,085	9,008,028	9,698,976	10,182,959	5.0%
less: Total costs	7,263,046	7,263,046	8,064,841	8,592,344	6.5%
less: Prior year deficit					
<b>(Negative represents general fund subsidy)</b>	<b>1,681,039</b>	<b>1,744,982</b>	<b>1,634,135</b>	<b>1,590,615</b>	<b>-2.7%</b>
<b>4. Sources of Funding for Costs Appropriated in the Enterprise Fund</b>					
a. Revenue & available funds	7,263,046	7,263,046	8,064,841	8,592,344	6.5%
b. Taxation					
c. Free Cash					
d. Non-Enterprise available funds					
<b>Total Sources of Funding for Costs Appropriated in Enterprise Fund</b>	<b>7,263,046</b>	<b>7,263,046</b>	<b>8,064,841</b>	<b>8,592,344</b>	<b>18.3%</b>
<b>Total Revenue &amp; Other Available Funds</b>	<b>8,944,085</b>	<b>9,008,028</b>	<b>9,698,976</b>	<b>10,182,959</b>	<b>5.0%</b>
<b>Total Costs</b>	<b>7,263,046</b>	<b>7,263,046</b>	<b>8,064,841</b>	<b>8,592,344</b>	<b>6.5%</b>
<b>Variance</b>	<b>1,681,039</b>	<b>1,744,982</b>	<b>1,634,135</b>	<b>1,590,615</b>	<b>-8.8%</b>

**SCHEDULE A-2  
ENTERPRISE FUNDS  
SALEM  
WATER ENTERPRISE FUND - FY20**

	FY18	FY18	FY19	FY20	%
	RECAP	Actual	Estimated	Budgeted	Change
<b>1. Enterprise Revenues &amp; Available Funds</b>					
User Charges	4,437,000	4,431,759	4,916,131	5,134,087	4.4%
Interest & Penalties	30,000	25,857	28,000	28,000	0.0%
Water Liens	200,000	225,631	200,000	208,867	4.4%
Other Departmental - Connection Fees					
Bond Premiums					
Water Meters & Misc. Revenue	37,000	33,440	30,000	30,000	0.0%
Backflow	70,000	68,375	77,000	80,414	4.4%
<b>Total Revenues</b>	<b>4,774,000</b>	<b>4,785,062</b>	<b>5,251,131</b>	<b>5,481,368</b>	<b>4.4%</b>
Retained Earnings Appropriated	200,000	200,000			
Other Enterprise Available Funds W/S Combined					
OFS/Trans In					
<b>Total Revenue &amp; Available Funds</b>	<b>4,974,000</b>	<b>4,985,062</b>	<b>5,251,131</b>	<b>5,481,368</b>	<b>4.4%</b>
<b>2. Total Costs Appropriated</b>					
<b>a. Costs appropriated in enterprise fund</b>					
Public Services	605,173	605,173	701,739	713,574	1.7%
Engineernig	597,573	597,573	607,500	672,016	10.6%
Long Term Debt (principal and interest)	2,202,641	2,202,641	2,314,200	2,304,157	-0.4%
Short Term Debt (interest only)	33,000	33,000	33,000	46,000	39.4%
Other (SBWSB assessment)	2,446,652	2,446,652	2,488,711	2,570,514	3.3%
Insurance Expense (Deductibles)	2,500	2,500	2,500	2,500	0.0%
Insurance Expense (Deductibles)					
OFU/Trans Out					
<b>Total costs appropriated in enterprise fund</b>	<b>5,887,539</b>	<b>5,887,539</b>	<b>6,147,650</b>	<b>6,308,761</b>	<b>2.6%</b>
<b>b. Costs appropriated in the general fund - Indirect Costs</b>					
	767,500	767,500	737,616	763,222	3.5%
<b>Total costs appropriated in the general fund</b>	<b>767,500</b>	<b>767,500</b>	<b>737,616</b>	<b>763,222</b>	<b>3.5%</b>
<b>Total Costs</b>	<b>6,655,039</b>	<b>6,655,039</b>	<b>6,885,266</b>	<b>7,071,983</b>	<b>2.7%</b>

**SCHEDULE A-2  
ENTERPRISE FUNDS  
SALEM  
WATER ENTERPRISE FUND - FY20**

	FY18 RECAP	FY18 Actual	FY19 Estimated	FY20 Budgeted	% Change
<b>3. Calculation of General Fund Subsidy</b>					
Revenue & available funds	4,974,000	4,985,062	5,251,131	5,481,368	4.4%
less: Total costs	6,655,039	6,655,039	6,885,266	7,071,983	2.7%
less: Prior year deficit					
<b>(Negative represents general fund subsidy)</b>	<b>(1,681,039)</b>	<b>(1,669,977)</b>	<b>(1,634,135)</b>	<b>(1,590,615)</b>	<b>-2.7%</b>
<b>4. Sources of Funding for Costs Appropriated in the Enterprise Fund</b>					
a. Revenue & available funds	6,655,039	6,655,039	6,885,266	7,071,983	2.7%
b. Taxation					
c. Free Cash					
d. Non-Enterprise available funds					
<b>Total Sources of Funding for Costs Appropriated in Enterprise Fund</b>	<b>6,655,039</b>	<b>6,655,039</b>	<b>6,885,266</b>	<b>7,071,983</b>	<b>2.7%</b>
<b>Total Revenue &amp; Other Available Funds</b>	<b>4,974,000</b>	<b>4,985,062</b>	<b>5,251,131</b>	<b>5,481,368</b>	<b>4.4%</b>
<b>Total Costs</b>	<b>6,655,039</b>	<b>6,655,039</b>	<b>6,885,266</b>	<b>7,071,983</b>	<b>2.7%</b>
<b>Variance</b>	<b>-1,681,039</b>	<b>-1,669,977</b>	<b>-1,634,135</b>	<b>-1,590,615</b>	<b>-2.7%</b>



**SCHEDULE A-2  
ENTERPRISE FUNDS  
SALEM  
TRASH ENTERPRISE FUND - FY20**

	FY18 RECAP	FY18 Actual	FY19 Estimated	FY20 Budgeted	% Change
<b>1. Enterprise Revenues &amp; Available Funds</b>					
User Charges	812,584	855,030	855,000	855,000	0.0%
Other Departmental Revenue	492	0		0	
Penalties and Interest	4,467	4,277	4,300	4,000	-7.0%
Recycling Revenue	38,833	10,406	10,413		-100.0%
<b>Total Revenues</b>	<b>856,376</b>	<b>869,713</b>	<b>869,713</b>	<b>859,000</b>	<b>-1.2%</b>
Retained Earnings Appropriated**	200,000	200,000			
Other Enterprise Available Funds					
OFS/Transfers In				11,000	
<b>Total Revenue &amp; Available Funds</b>	<b>1,056,376</b>	<b>1,069,713</b>	<b>869,713</b>	<b>870,000</b>	<b>0.0%</b>
<b>2. Total Costs Appropriated</b>					
<b>a. Costs appropriated in enterprise fund</b>					
Salaries	95,922	95,922	96,013	100,702	4.9%
Contracted Services - Collection and Disposal (flat fee)	3,015,444	3,015,444	3,092,495	3,605,660	16.6%
Recycling and Other Expenses			41,100		
Exp Trans/OFU					
<b>Total costs appropriated in enterprise fund</b>	<b>3,111,366</b>	<b>3,111,366</b>	<b>3,229,608</b>	<b>3,706,362</b>	<b>14.8%</b>
<b>b. Costs appropriated in the general fund - Indirect Costs</b>					
<b>Total costs appropriated in the general fund</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Costs</b>	<b>3,111,366</b>	<b>3,111,366</b>	<b>3,229,608</b>	<b>3,706,362</b>	<b>14.8%</b>

**SCHEDULE A-2  
ENTERPRISE FUNDS  
SALEM  
TRASH ENTERPRISE FUND - FY20**

	<b>FY18 RECAP</b>	<b>FY18 Actual</b>	<b>FY19 Estimated</b>	<b>FY20 Budgeted</b>	<b>% Change</b>
<b>3. Calculation of General Fund Subsidy</b>					
Revenue & available funds	1,056,376	1,069,713	869,713	870,000	0.0%
less: Total costs	3,111,366	3,111,366	3,229,608	3,706,362	14.8%
less: Prior year deficit					
<b>(Negative represents general fund subsidy)</b>	<b>(2,054,990)</b>	<b>(2,041,653)</b>	<b>(2,359,895)</b>	<b>(2,836,362)</b>	<b>20.2%</b>
<b>4. Sources of Funding for Costs Appropriated in the Enterprise Fund</b>					
a. Revenue & available funds	1,056,376	1,069,713	869,713	870,000	0.0%
b. Taxation	2,054,990	2,041,653	2,359,895	2,836,362	20.2%
c. Free Cash					
d. Non-Enterprise available funds					
<b>Total Sources of Funding for Costs Appropriated in Enterprise Fund</b>	<b>3,111,366</b>	<b>3,111,366</b>	<b>3,229,608</b>	<b>3,706,362</b>	<b>14.8%</b>
<b>Total Revenue &amp; Other Available Funds</b>	<b>3,111,366</b>	<b>3,111,366</b>	<b>3,229,608</b>	<b>3,706,362</b>	<b>14.8%</b>
<b>Total Costs</b>	<b>3,111,366</b>	<b>3,111,366</b>	<b>3,229,608</b>	<b>3,706,362</b>	<b>14.8%</b>
<b>Variance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## 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:

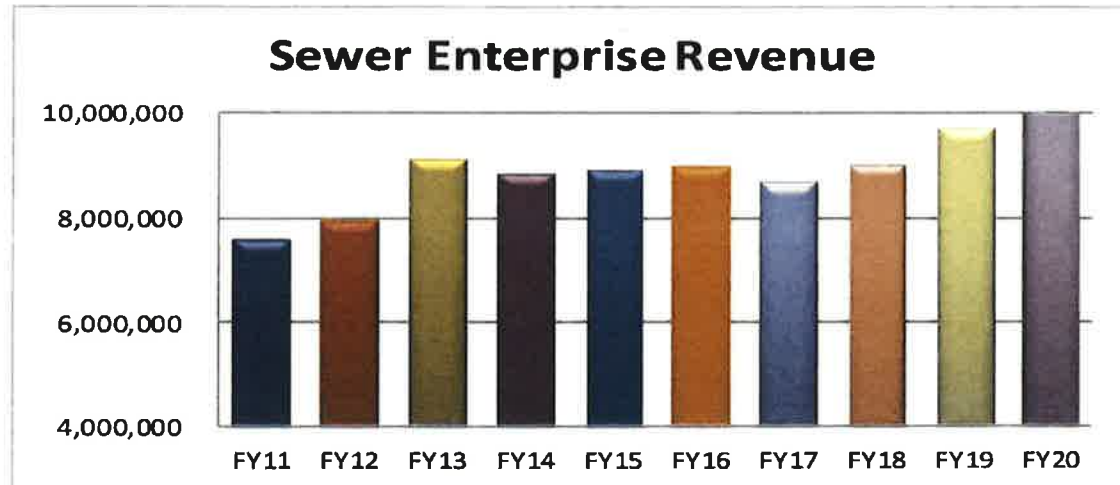
- **Sewer** – User fees, penalties and interest, sewer liens, other miscellaneous revenue and any fund balance surplus at the South Essex Sewerage District (SESD). SESD surpluses are the result of our assessment payment being more than the actual costs of running SESD.
- **Water** – User fees, penalties 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 2020 the City is requesting any increase in sewer rates of 3%.

Sewer Enterprise Revenue		
Fiscal Year	Revenue	
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	
2019	9,698,976	Estimated
2020	10,182,959	Estimated
% Change FY19 vs. FY20		5.0%



### New Rates Calculations

Sewer	Current Rate	% Increase	New Rate
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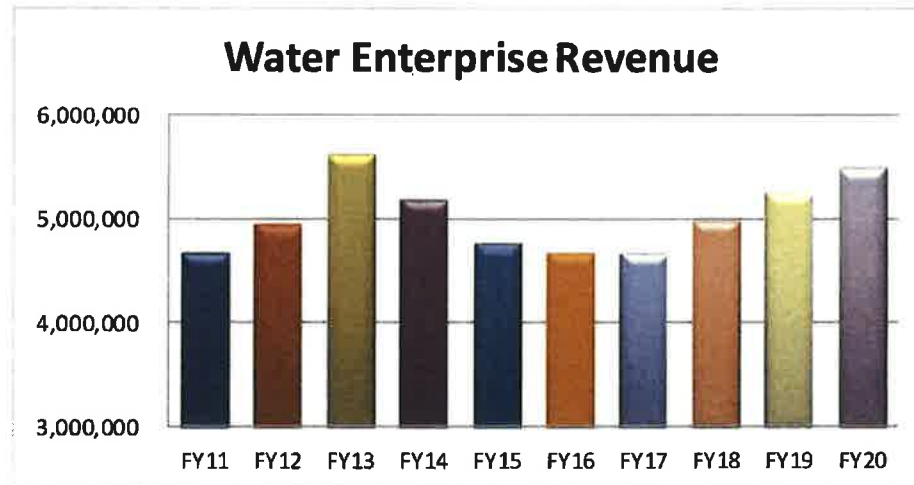
Residential	6.71	2.98%	6.91
Commercial	10.16	2.95%	10.46
>25K Usage	13.01	3.00%	13.40

## 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 2020 the City is requesting any increase in water rates of 4.4%.

Water Enterprise Revenue		
Fiscal Year	Revenue	
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	
2019	5,251,131	Estimated
2020	5,481,367	Estimated
% Change FY19 vs. FY20		4.4%



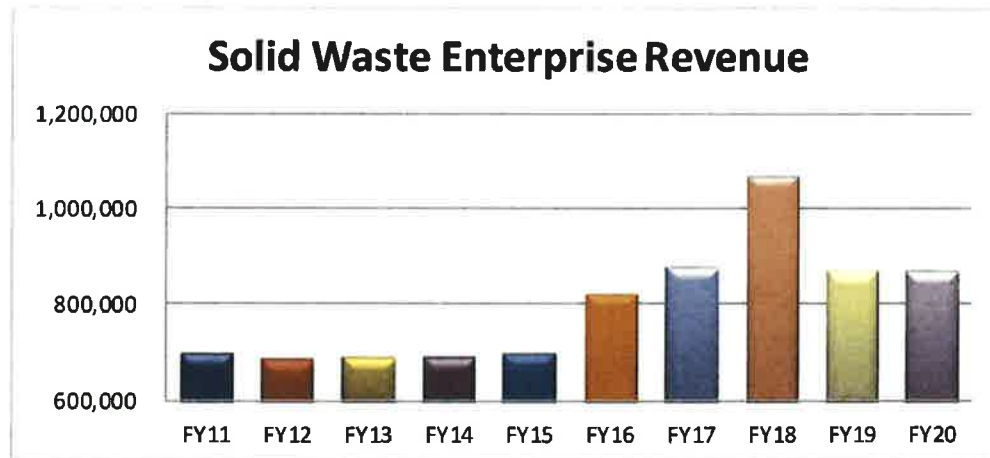
### New Rates Calculations

Water	Current Rate	% Increase	New Rate
Residential	3.31	4.53%	3.46
Commercial	4.48	4.46%	4.68

## 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.

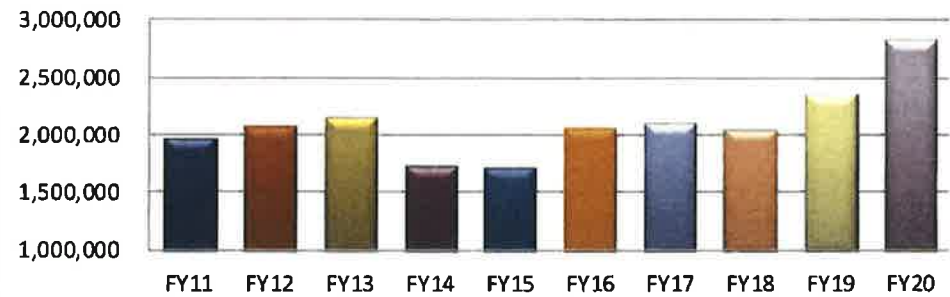
Trash Enterprise Revenue		
Fiscal Year	Revenue	
2011	697,050	
2012	686,835	
2013	689,358	
2014	689,358	
2015	699,082	
2016	820,890	
2017	877,785	
2018	1,069,713	
2019	869,713	Estimated
2020	870,000	Estimated
% Change FY19 vs. FY20		0.0%



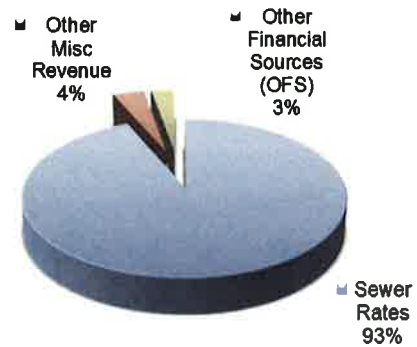
In FY 2020 we anticipate an increase in the General Fund Subsidy to the Trash Enterprise Fund based on the use of retained earnings.

GF Subsidy to Trash Enterprise Fund		
Fiscal Year	Revenue	
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	
2019	2,359,895	Estimated
2020	2,836,362	Estimated
% Change FY19 vs. FY20		20.2%

## General Fund Subsidy to Solid Waste Enterprise Fund



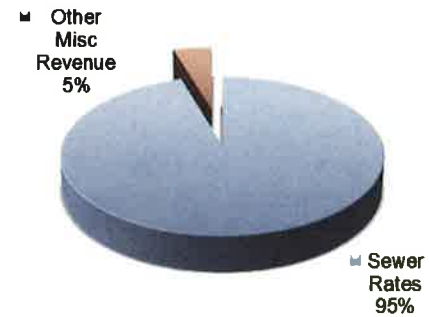
### ESTIMATED REVENUES SEWER ENTERPRISE FUND



FY 2020

TOTAL \$ 10,182,959

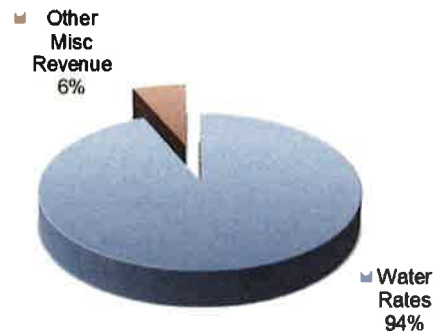
### ESTIMATED REVENUES SEWER ENTERPRISE FUND



FY 2019

TOTAL \$ 9,698,976

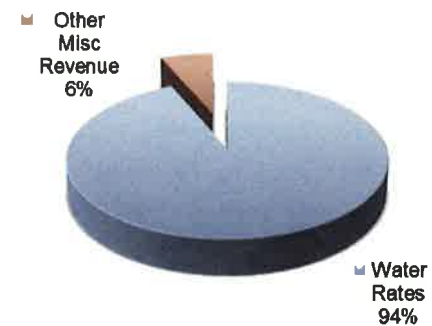
### ESTIMATED REVENUES WATER ENTERPRISE FUND



FY 2020

TOTAL \$ 5,481,367

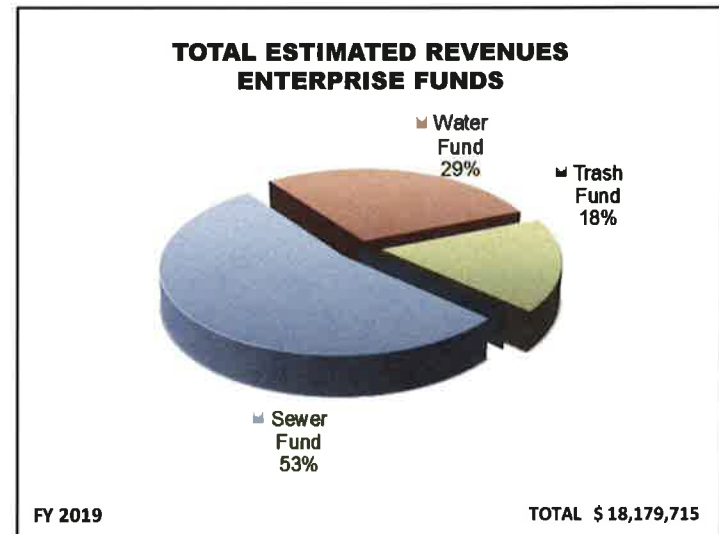
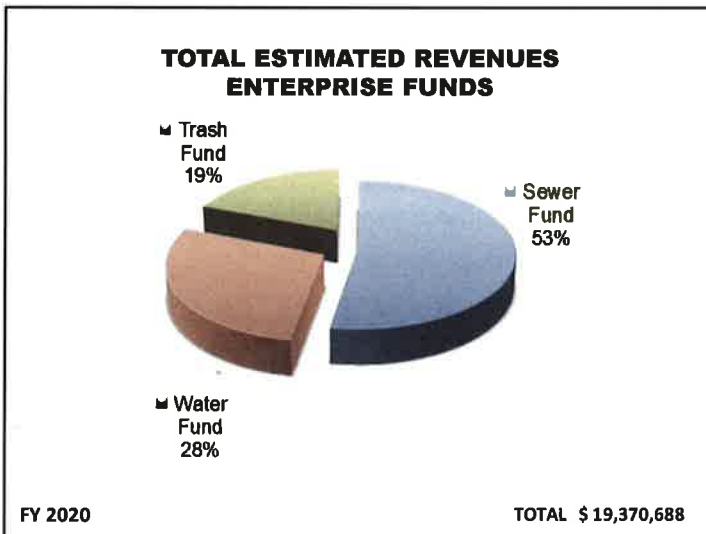
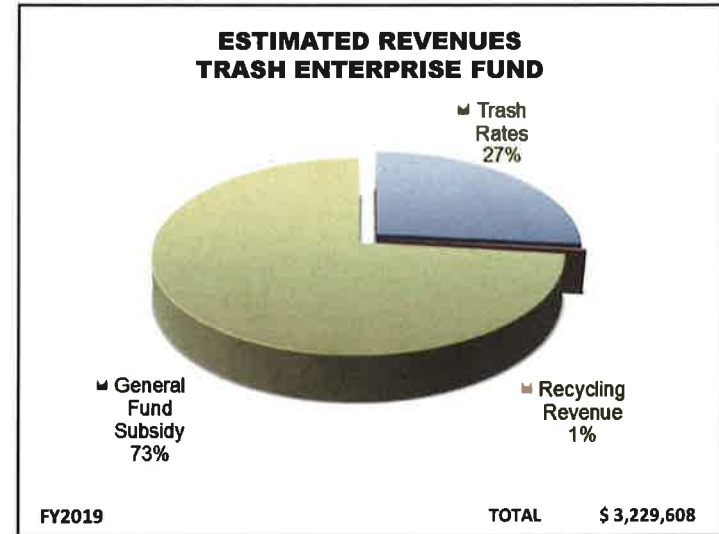
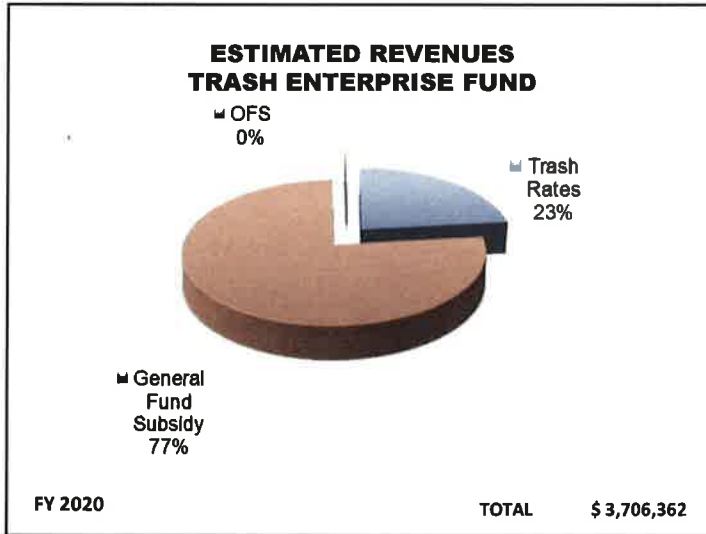
### ESTIMATED REVENUES WATER ENTERPRISE FUND



FY 2019

TOTAL \$ 5,251,131



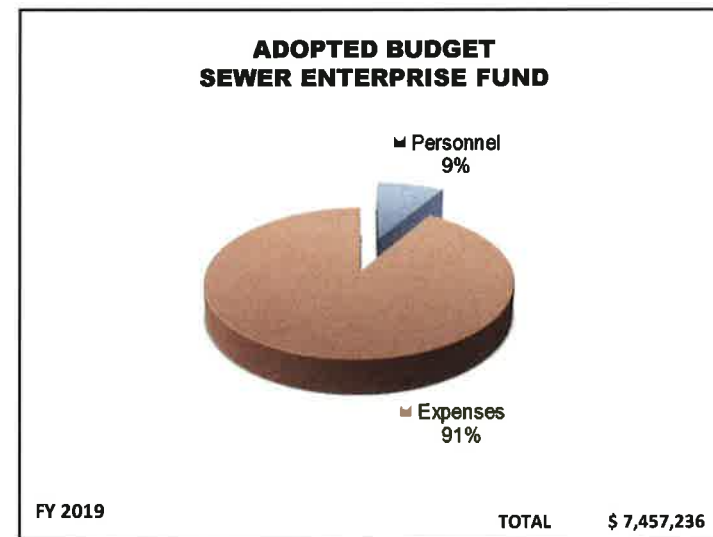
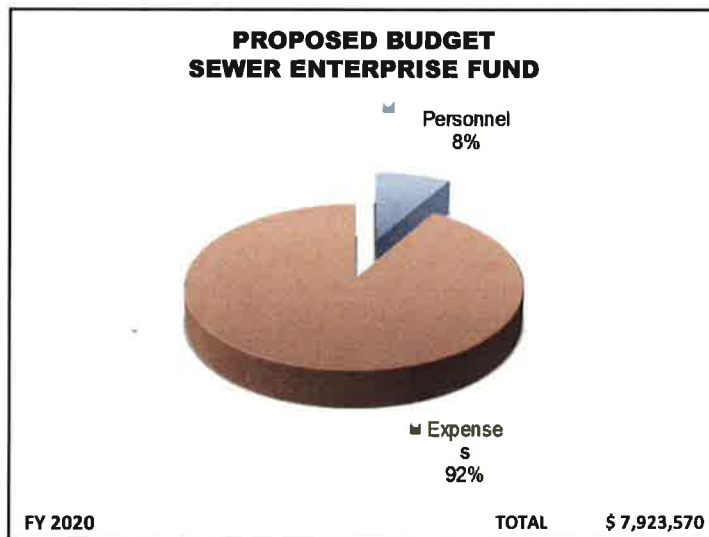
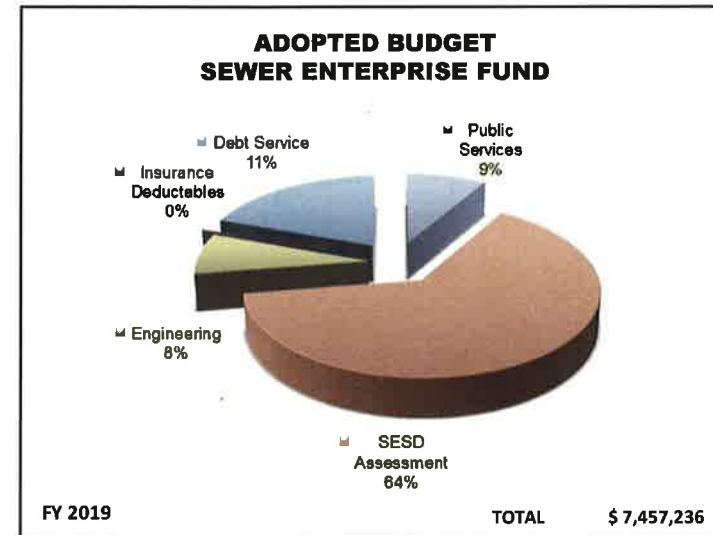
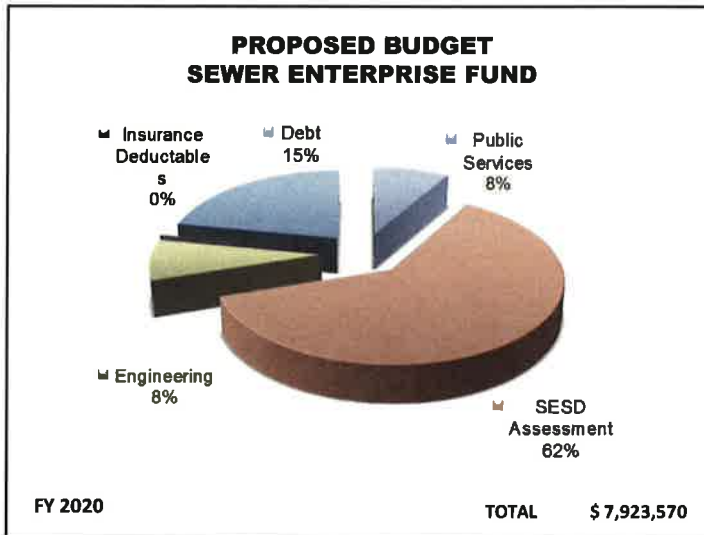


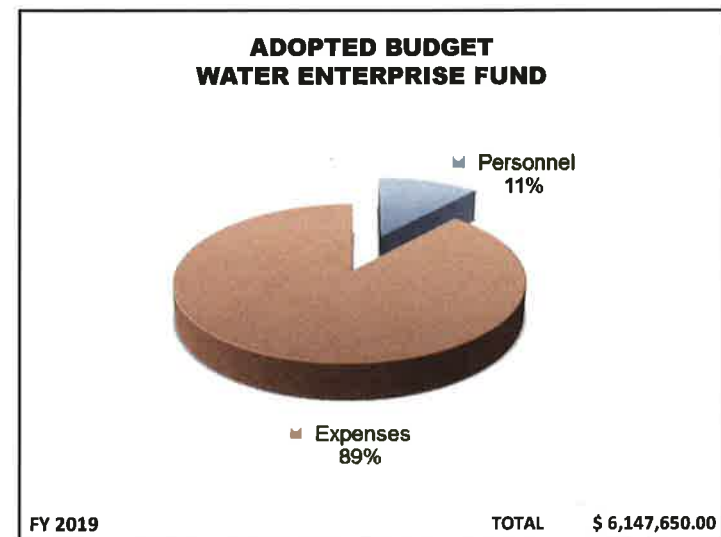
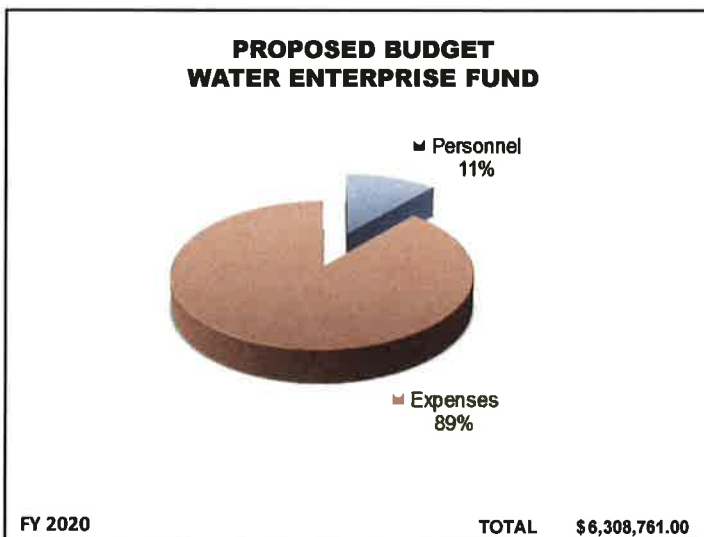
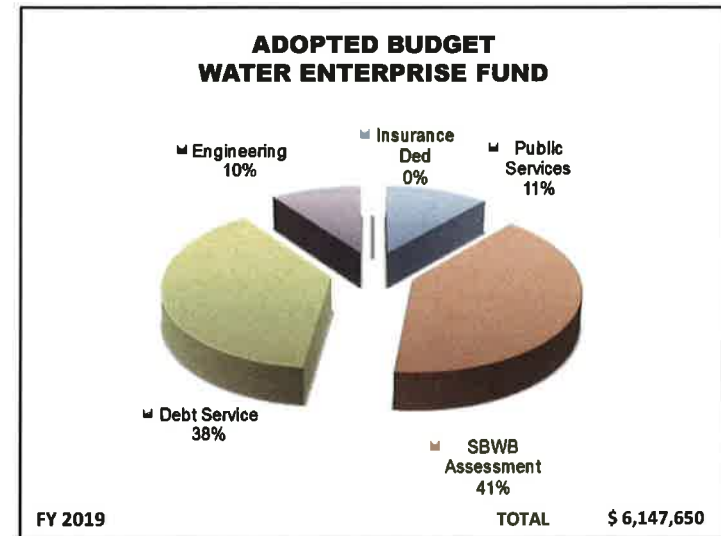
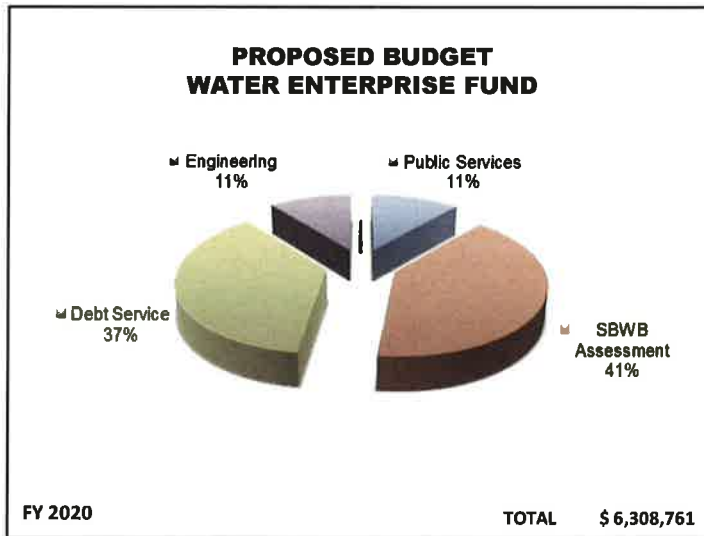
**CITY OF SALEM, MASSACHUSETTS  
FY 2020 OPERATING BUDGET**

	ACTUAL EXPENDED FY 2018	ADOPTED BUDGET FY 2019	ADJUSTED BUDGET FY 2019	DEPT BUDGET FY 2020	MAYOR BUDGET FY 2020	FY19 Adj vs. FY20 Budget Inc/Decr Amount      Percentage	
ENTERPRISE FUNDS							
SEWER :							
Sewer - Public Services	578,021	635,239	795,042	699,021	657,074	(137,968)	-17.35%
Sewer - Engineering	335,999	589,275	589,275	637,957	640,816	51,541	8.75%
Long Term Debt	1,093,741	1,439,795	1,439,795	1,692,388	1,692,388	252,593	
Short Term Debt	13,000	13,000	13,000	47,000	47,000	34,000	
SESD Assessment	4,612,202	4,774,927	4,774,927	5,013,673	4,881,292	106,365	2.23%
Sewer - Insurance Deduction	0	5,000	5,000	5,000	5,000	-	0.00%
TOTAL SEWER	6,632,962	7,457,236	7,617,039	8,095,039	7,923,570	306,531	4.02%
WATER :							
Water-Public Services	845,948	701,739	701,739	755,521	713,574	11,835	1.69%
Water-Engineering	581,945	607,500	607,500	669,157	672,016	64,516	10.62%
Long Term Debt	2,199,878	2,314,200	2,314,200	2,282,821	2,304,157	(10,043)	-0.43%
Short Term Debt	33,000	33,000	33,000	46,000	46,000	13,000	39.39%
SBWS Assessment	2,446,652	2,488,711	2,488,711	2,600,000	2,570,514	81,803	3.29%
Water - Insurance Deduction	0	2,500	2,500	2,500	2,500	-	
TOTAL WATER	6,107,423	6,147,650	6,147,650	6,355,999	6,308,761	161,111	2.62%
Solid Waste :							
Solid Waste - Engineering	3,135,038	3,229,608	3,229,608	3,704,544	3,706,362	476,754	14.76%
TOTAL TRASH	3,135,038	3,229,608	3,229,608	3,704,544	3,706,362	476,754	14.76%
ENTERPRISE FUND TOTAL	15,875,423	16,834,494	16,994,297	18,155,582	17,938,693	944,396	5.56%
GRAND TOTAL ALL FUNDS	155,435,710	162,160,297	162,693,146	168,878,603	169,726,502	7,033,356	4.32%

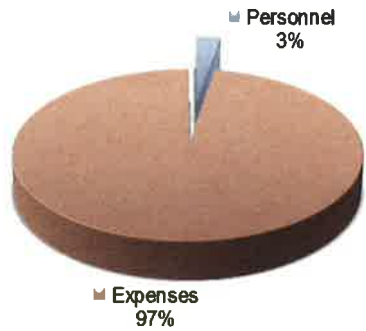
**PERSONNEL & NON-PERSONNEL SUMMARIES**

Sewer	Personnel	465,331	592,642	592,642	657,528	663,440	70,798	11.95%
	Non-Personnel	6,167,631	6,864,594	7,024,397	7,437,511	7,260,130	235,733	3.36%
		<b>6,632,962</b>	<b>7,457,236</b>	<b>7,617,039</b>	<b>8,095,039</b>	<b>7,923,570</b>	<b>306,631</b>	<b>4.02%</b>
Water	Personnel	512,511	647,642	647,642	712,528	718,440	70,798	10.93%
	Non-Personnel	5,594,912	5,500,008	5,500,008	5,643,471	5,590,321	90,313	1.64%
		<b>6,107,423</b>	<b>6,147,650</b>	<b>6,147,650</b>	<b>6,355,999</b>	<b>6,308,761</b>	<b>161,111</b>	<b>2.62%</b>
Solid Waste	Personnel	84,591	96,013	96,013	98,884	100,702	4,689	4.88%
	Non-Personnel	3,050,447	3,133,595	3,133,595	3,605,660	3,605,660	472,065	15.06%
		<b>3,135,038</b>	<b>3,229,608</b>	<b>3,229,608</b>	<b>3,704,544</b>	<b>3,706,362</b>	<b>476,754</b>	<b>14.76%</b>
<b>TOTAL Enterprise Fund</b>		<b>15,875,423</b>	<b>16,834,494</b>	<b>16,994,297</b>	<b>18,155,582</b>	<b>17,938,693</b>	<b>944,396</b>	<b>5.56%</b>





**PROPOSED BUDGET  
TRASH ENTERPRISE FUND**



FY 2020

TOTAL \$ 3,706,362

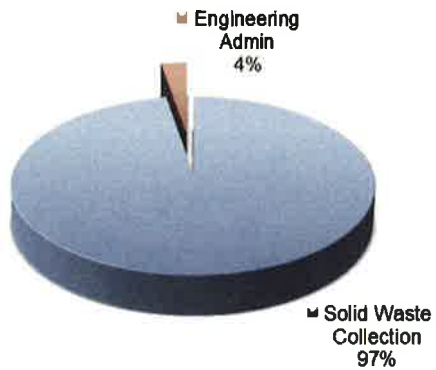
**ADOPTED BUDGET  
TRASH ENTERPRISE FUND**



FY 2019

TOTAL \$3,229,608.00

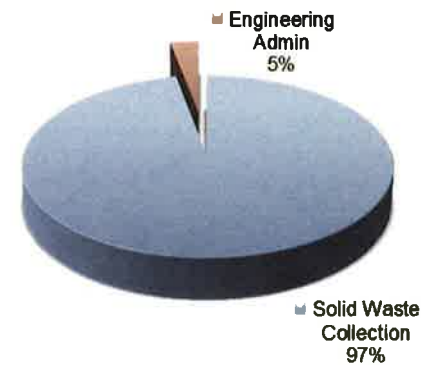
**PROPOSED BUDGET**



FY 2020

TOTAL \$ 3,706,362

**ADOPTED BUDGET**



FY 2019

TOTAL \$ 3,229,608

## INTERFUND TRANSFERS/OTHER FINANCIAL USES (OFU)

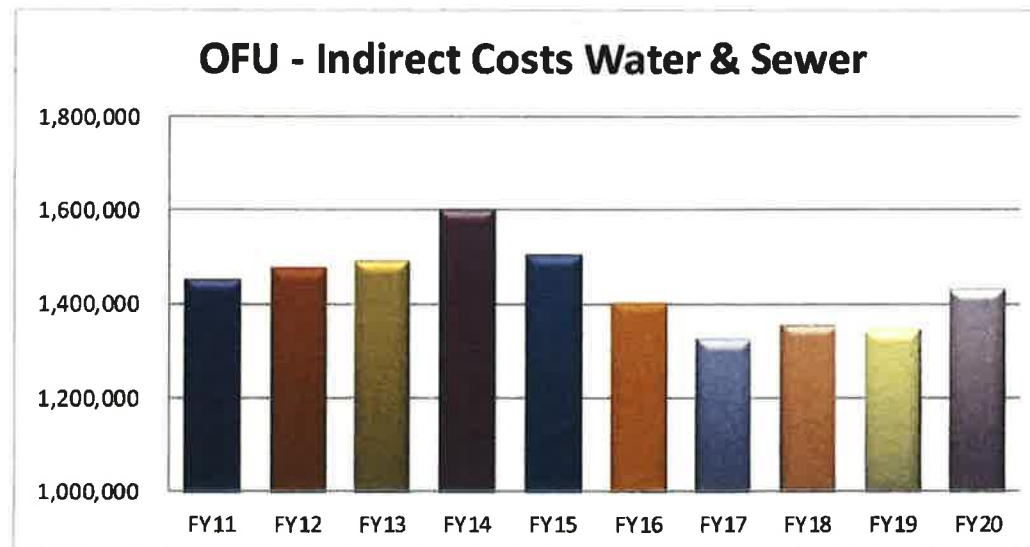
**Enterprise Fund Other Financial Uses (OFU)** - The Water and Sewer Enterprise Funds, financed by water and sewer usage charges, provide reimbursements for direct and indirect costs associated with a variety of City services, provided by Finance, Treasury, Human Resources, and other City Departments. 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 FY20 the indirect costs have increased 6.5%. 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	
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
2020	1,431,996	Estimated
% Change FY19 vs. FY20		6.5%





# **FY2020 COMBINED RETAIL WATER AND SEWER RATE COMMUNITY CHARGE COMPARISON**

	Water			Sewer			Discounts	Fund	Last Rate Adjustment	% change from FY17 survey	Annual Cost per 120 HCF (approx 90,000 gallons)	
	Residential	Commercial		Residential	Commercial							
<b>Salem - 7/1/2019 Current</b>	\$ 3.31	\$ 4.48	HCF	\$ 6.71	\$ 10.16	0-250 HCF	yes	Enterprise Fund	7/1/2016	0.00%	Water:	\$ 397.20
					\$ 13.01	251+ HCF	10% water if pd. within 15 days	Water & Sewer			Sewer:	\$ 805.20
											Combined:	\$ 1,202.40
<b>Salem - 7/1/2020 Proposed</b>	\$ 3.46	\$ 4.68	HCF	\$ 6.91	\$ 10.48	0-250 HCF	yes	Enterprise Fund	7/1/2018	0.00%	Water:	\$ 414.81
					\$ 13.40	251+ HCF	10% water if pd. within 15 days	Water & Sewer			Sewer:	\$ 829.18
											Combined:	\$ 1,243.99
<b>Beverly</b>	\$ 3.65	same	HCF	\$ 5.61	same	HCF	no	Enterprise Fund	7/1/2018	-0.06%	Water:	\$ 370.80
								Water & Sewer			Sewer:	\$ 673.20
											Combined:	\$ 1,044.00
<b>Chelsea</b>	\$ 5.42	same	0-10 HCF	\$ 9.38	same	0-10 HCF	no	Enterprise Fund	7/1/2018	5.79%	Water:	\$ 650.40
	\$ 6.60	same	> 10-15 HCF	\$ 10.23	same	> 10-15 HCF		Water & Sewer			Sewer:	\$ 1,125.60
	\$ 7.90	same	> 15HCF	\$ 11.74	same	> 15HCF					Combined:	\$ 1,776.00
<b>Danvers</b>	\$ 5.92	\$ 5.92	0-20 HCF	\$ 6.69	\$ 6.69	0-20 HCF	yes	General Fund	7/1/2018	1.60%	Water:	\$ 758.60
	\$ 6.66	\$ 6.66	20-24 HCF	\$ 6.96	\$ 6.96	20-24 HCF	15% water	Water & Sewer			Sewer:	\$ 786.00
	\$ 8.54	\$ 8.54	24 - Greater HCF	\$ 8.37	\$ 8.37	24-Greater HCF	elderly/low income				Combined:	\$ 1,544.60
		\$ 5.92	0-40 HCF		\$ 6.69	0-40 HCF						
		\$ 6.66	40- Greater HCF		\$ 6.96	40- Greater HCF						
<b>Gloucester</b>	\$ 8.30	same	kgal	\$ 14.83	same	kgal	no	Enterprise Fund	7/1/2018	0.00%	Water:	\$ 684.90
								Water & Sewer			Sewer:	\$ 1,330.20
											Combined:	\$ 2,015.10
<b>Lynn</b>	\$ 3.73	same	0-27 HCF	\$ 6.85	same	0-27 HCF	yes	Enterprise Fund	7/1/2018	0.00%	Water:	\$ 449.04
	\$ 3.85	same	27-73 HCF	\$ 7.08	same	27-73 HCF	owner occ.	Water & Sewer			Sewer:	\$ 824.76
	\$ 3.91	same	73-2,812 HCF	\$ 7.20	same	73-2,812 HCF	elderly/disabled				Combined:	\$ 1,273.80
	\$ 3.96	same	balance	\$ 7.25	same	balance	single @ 15%, 2-fam @ 7.5%, 3-Fam @ 5%					
<b>Marblehead</b>	\$ 4.85	same	0-30 HCF	\$ 9.35	same	0-30 HCF	no	Enterprise Fund	7/1/2018	0.00%	Water:	\$ 647.00
	\$ 6.50	same	balance	\$ 9.40	same	balance		Water & Sewer			Sewer:	\$ 1,179.00
											Combined:	\$ 1,826.00
<b>Peabody</b>	\$ 2.69	\$ 3.20	0-15 HCF	\$ 3.58	\$ 4.14	0-15 HCF	no	General Fund	7/1/2018	11.00%	Water:	\$ 337.20
	\$ 2.93	\$ 3.49	15-30 HCF	\$ 3.95	\$ 4.56	>15 HCF		Water & Sewer			Sewer:	\$ 451.80
	\$ 3.20	\$ 3.79	balance			balance					Combined:	\$ 789.00
<b>Revere</b>	\$ 4.01	\$ 5.93	HCF	\$ 11.98	\$ 18.55	HCF	yes	Enterprise Fund	7/1/2018	2.10%	Water:	\$ 481.20
							senior	Water & Sewer			Sewer:	\$ 1,437.60
											Combined:	\$ 1,918.80
<b>Swampscott</b>	\$ 6.70	same	HCF	\$ 5.20	same	HCF	no	Enterprise Fund	8/1/2016	0.00%	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 - 2018, 2017 Annual Cost**

Average Costs of listed communities:	
Water:	\$ 580.79
Sewer:	\$ 940.80
Combined:	\$ 1,521.59

Salem vs. Comparable Communities	
Water:	\$ (165.98)
Sewer:	\$ (111.61)
Combined:	\$ (277.60)

# **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 FY20 budget reflects a commitment to increasing our police force, and a serious investment in our public infrastructure.

## **Revenues**

### **Tax Levy: \$101,177,424**

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 FY2020. Residential property values currently pay 73.16% of the total property taxes, while commercial, industrial, and personal property values pay 26.84%. The City has a split tax rate of 1.70, which translates to a residential rate of \$15.10/m and a commercial rate of \$29.55/m for FY19.

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 FY2020 should be \$5,100,000 to reflect the projected FY2019 new growth and the first year of the Footprint Pilot agreement shift from Local Receipt to the commercial tax rate. This shift will move 4mil to the new growth total for FY2020.



**Local Receipts: \$15,460,000**

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 decreased its estimate for local receipts by 20% for FY20 due primarily to the Footprint Pilot agreement shift from Local Receipts to be included in the new growth for FY2020.

**Cherry Sheet Revenue (State Aid): \$34,508,782**

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 \$4,040,474 from the FY2019 amount. This included decreases in Charter Tuition Reimbursement of \$151,171, Veteran's Benefits by \$45 and Veterans & Blind Exemption by \$6,739. Chapter 70 appropriation has been increased from \$21,872,762 in FY19 to \$25,807,152 in FY20, a 17.99%. Also, increased were, Unrestricted General Government Aid (UGGA) by \$192,581 or 2.7%.

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 FY2021 appropriation by 1% each year through FY2023. 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 FY2020.

**Enterprise Fund Revenue: \$16,534,324**

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 \$5,481,367 and \$10,182,959 respectively, strive 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 FY20, the administration is recommending a water rate increase of 4.43% and a sewer rate increase of 3.0%.

The Solid Waste Enterprise fund, established in FY08, does not recoup all operating costs. However, the \$870,000 estimated revenues will cover approximately 23.5% of the total cost of \$3,706,362 in FY2020.

**Other Financial Resources – Recurring: \$1,238,676**

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: \$7,426,956**

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 FY20 is 3.74%. This amount includes the impact of collective bargaining agreement settlements, increases for exempt staff, and initiatives supported by the Mayor's office. The estimated increases for FY2021-2023 is projected at approx. 3%

### **Public Safety: \$22,561,031**

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 FY2023. 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 FY2020, Public Safety is seeing a 3.5% increase. This amount includes addressing academy training needs resulting from multiple projected retirements.

### **Public Works and Facilities: \$5,243,900**

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 FY2023.

The FY2020 budget reflects an 12.02% 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 FY2023, and the Snow and Ice budget will be level funded through FY2023.

### **Human Services: \$1,648,920**

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: \$3,039,543**

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: \$29,872,122**

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 FY2023 for each fixed cost are as follows:

- Health Insurance: 8%
  - As a member of state GIC, Salem will see an FY20 increase of 11%. 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: 3%
  - We are fully insured and expect rates to increase at this level.
  - FY20 we will continue to share the cost with the school department.
- Unemployment: 3%

- 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: \$7,417,804 (Long Term - \$6,805,440 & Short Term - \$612,364)**

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 3.5% 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: \$2,288,533**

The assessment to the City of Salem reflects the number of students attending the school and the associated costs. The assessment decreased in FY2020 resulting from lower enrollment numbers. To be conservative these assessments are projected to decrease -2.58% through FY2023.

**Education - Salem School District: \$59,833,547**  
**Bentley Academy Charter School: \$3,277,144**

The School Committee oversees the budget process for the schools, and it has a bottom line budget of \$58,833,547 for FY2020 regular school, an increase of 3.83% from FY19. 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 \$3,277,140.

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: \$17,938,693**

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 FY2023 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: 15%

**Cherry Sheet Assessment: \$9,126,559**

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 1.3% or \$141,945 from last year's assessment of \$8,947,490, which reflects a reduction in Charter School Tuition of \$60,574 and an increase to the School Choice Tuition Assessment of \$152,830. 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 6% from FY2020 to FY2023.

### **Other Expenditures: \$1,725,530**

- Overlay: \$725,000
  - 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 \$829,766.
- All amortized costs have been paid.
- Cherry Sheet Offset: \$125,250
  - 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 FY2023..

### **Conclusion**

The City of Salem, like all municipalities throughout the Commonwealth, continue to struggle with rising fixed costs 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 FY2020 budget will continue to be the basis for all future financial planning for the City of Salem.

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City of Salem, Massachusetts  
Fiscal 2020  
Long Term Debt Service By Month  
8-Apr-19

Purpose	17102	Original Principal	July	August	September	October	November	December	January	February	March	April	May	June	Total
1 MWPAT DW-05-12	610034 5918	\$2,330,656	Principal	121,804.00					0.00						121,804.00
	610034 5936		Interest	10,470.49					9,251.45						19,721.94
MWPAT DW-05-12			Principal	121,804.00					0.00						121,804.00
Payable July 15 and January 15			Interest	10,470.49					9,251.45						19,721.94
5 Bates School	5919C	\$6,050,100	Principal			860,000.00					0.00				860,000.00
Refunding			Interest			17,200.00					0.00				17,200.00
General Obligation State Qualified Bonds of 2010			Principal			860,000.00					0.00				860,000.00
Payable September 1 and March 1			Interest			17,200.00					0.00				17,200.00
6 Water Systems Improvement		\$1,964,000	Principal			100,000.00					0.00				100,000.00
			Interest			23,200.00					21,200.00				44,400.00
7 Water Meters		\$3,000,000	Principal			200,000.00					0.00				200,000.00
			Interest			28,000.00					24,000.00				52,000.00
8 Water Main		\$2,500,000	Principal			140,000.00					0.00				140,000.00
			Interest			27,800.00					24,800.00				52,400.00
9 Sewer Pump Station		\$190,000	Principal			10,000.00					0.00				10,000.00
			Interest			2,000.00					1,800.00				3,800.00
10 South River Basin Upgrade		\$1,500,000	Principal			85,000.00					0.00				85,000.00
			Interest			16,300.00					14,600.00				30,900.00
11 Golf Course Dept. Equip		\$100,000	Principal			10,000.00					0.00				10,000.00
			Interest			400.00					200.00				600.00
12 Dump Truck		\$65,000	Principal			2,500.00					0.00				2,500.00
			Interest			100.00					50.00				150.00
13 DPW Equipment		\$65,000	Principal			2,500.00					0.00				2,500.00
			Interest			100.00					50.00				150.00
14 Engineering Infrastructure		\$150,000	Principal			15,000.00					0.00				15,000.00
			Interest			800.00					300.00				900.00
15 Engineering Seawalls		\$50,000	Principal			5,000.00					0.00				5,000.00
			Interest			200.00					100.00				300.00
16 Fire Pumper Truck		\$375,000	Principal			25,000.00					0.00				25,000.00
			Interest			3,500.00					3,000.00				6,500.00
17 Parking Equipment		\$50,000	Principal			5,000.00					0.00				5,000.00
			Interest			200.00					100.00				300.00
18 Witch House		\$50,000	Principal			5,000.00					0.00				5,000.00
			Interest			200.00					100.00				300.00
19 Departmental Equipment		\$50,000	Principal			5,000.00					0.00				5,000.00
			Interest			200.00					100.00				300.00
20 Forest River Pool		\$165,000	Principal			15,000.00					0.00				15,000.00
			Interest			800.00					300.00				900.00
21 Forest River Park		\$50,000	Principal			5,000.00					0.00				5,000.00
			Interest			200.00					100.00				300.00
22 Willow Public Bathroom		\$100,000	Principal			10,000.00					0.00				10,000.00
			Interest			400.00					200.00				600.00
23 School Fire Alarm Systems		\$130,000	Principal			10,000.00					0.00				10,000.00
			Interest			400.00					200.00				600.00
24 School Buses		\$135,000	Principal			10,000.00					0.00				10,000.00
			Interest			400.00					200.00				600.00
25 School Infrastructure		\$75,000	Principal			5,000.00					0.00				5,000.00
			Interest			700.00					600.00				1,300.00
26 Fire SCBA Compressor		\$50,000	Principal			5,000.00					0.00				5,000.00
			Interest			200.00					100.00				300.00
27 Public Service Equip. & Vehicles		\$295,000	Principal			30,000.00					0.00				30,000.00
			Interest			1,100.00					500.00				1,600.00
28 Roads, Sidewalks & Crosswalks		\$1,500,000	Principal			105,000.00					0.00				105,000.00
			Interest			12,600.00					10,500.00				23,100.00
29 Playground Equipment		\$50,000	Principal			5,000.00					0.00				5,000.00
			Interest			200.00					100.00				300.00
30 Furlong Park Remodeling		\$269,000	Principal			20,000.00					0.00				20,000.00
			Interest			2,400.00					2,000.00				4,400.00
31 Roads, Sidewalks & Crosswalks 2		\$150,000	Principal			10,000.00					0.00				10,000.00
			Interest			1,400.00					1,200.00				2,600.00
32 Canal Sl. Improvement Design		\$480,000	Principal			30,000.00					0.00				30,000.00
			Interest			4,200.00					3,600.00				7,800.00
33 Storage Tanks		\$1,000,000	Principal			100,000.00					0.00				100,000.00
			Interest			4,000.00					2,000.00				6,000.00
34 School Ballfield Remodeling		\$75,000	Principal			5,000.00					0.00				5,000.00
			Interest			500.00					500.00				1,000.00
General Obligation State Qualified Bonds of 2010			Principal			975,000.00					0.00				975,000.00

**City of Salem, Massachusetts**  
**Fiscal 2020**  
**Long Term Debt Service By Month**  
**8-Apr-19**

Purpose	17102	Original Principal	July	August	September	October	November	December	January	February	March	April	May	June	Total
Payable September 1 and March 1					132,000.00						112,500.00				244,500.00
36 Water System Improvements		\$1,412,402	Interest		60,000.00						0.00				60,000.00
			Principal		18,850.00						15,950.00				32,800.00
37 Sewer Pump Station Upgrade		\$210,000	Interest		10,000.00						0.00				10,000.00
			Principal		2,368.75						2,218.75				4,587.50
38 South River Basin Upgrade		\$500,000	Interest		25,000.00						0.00				25,000.00
			Principal		5,881.25						5,506.25				11,387.50
39 South River Basin Upgrade 2		\$350,000	Interest		15,000.00						0.00				15,000.00
			Principal		4,137.50						3,912.50				8,050.00
40 Forrester Street Drain Relief		\$375,000	Interest		15,000.00						0.00				15,000.00
			Principal		4,487.50						4,262.50				8,750.00
41 City Hall Roof		\$660,000	Interest		15,000.00						0.00				15,000.00
			Principal		8,437.50						9,212.50				18,650.00
42 City Hall Skylights		\$150,000	Interest		5,000.00						0.00				5,000.00
			Principal		1,975.00						1,900.00				3,875.00
43 City Hall Windows		\$340,000	Interest		10,000.00						0.00				10,000.00
			Principal		4,981.25						4,631.25				9,612.50
44 City Hall Masonry Repairs		\$850,000	Interest		20,000.00						0.00				20,000.00
			Principal		12,171.88						11,871.88				24,043.76
45 Roads, Sidewalks & Crosswalks		\$800,000	Interest		50,000.00						0.00				50,000.00
			Principal		8,459.38						7,709.38				16,168.76
46 Collins Cove Seawall		\$125,000	Interest		5,000.00						0.00				5,000.00
			Principal		1,484.38						1,409.38				2,893.76
47 Remediation		\$1,400,000	Interest		35,000.00						0.00				35,000.00
			Principal		19,818.75						18,293.75				38,112.50
48 Collins School		\$1,312,938	Interest		35,000.00						0.00				35,000.00
			Principal		18,881.25						18,156.25				38,037.50
49 Collins School 2		\$5,326,916	Interest		130,000.00						0.00				130,000.00
			Principal		76,640.83						74,890.83				151,531.26
50 Saltonstall School		\$1,188,000	Interest		30,000.00						0.00				30,000.00
			Principal		16,871.88						16,421.88				33,293.76
51 Saltonstall School 2		\$2,468,244	Interest		60,000.00						0.00				60,000.00
			Principal		35,500.00						34,800.00				70,300.00
General Obligation State Qualified Bonds of 2012			Principal		520,000.00						0.00				520,000.00
Payable September 1 and March 1			Interest		239,746.90						231,946.90				471,693.80
60 Saltonstall Elementary School		\$1,595,000	Interest		65,000.00			65,000.00						0.00	65,000.00
			Principal		24,988.75									23,868.75	48,857.50
61 Collins Middle School		\$3,295,000	Interest		135,000.00			135,000.00						0.00	135,000.00
			Principal		51,556.25									48,858.25	100,414.50
62 School Building Repairs		\$150,000	Interest		10,000.00			10,000.00						0.00	10,000.00
			Principal		1,853.13									1,853.13	3,506.26
63 School Department Equipment & Infrastructure		\$100,000	Interest		10,000.00			10,000.00						0.00	10,000.00
			Principal		1,000.00									800.00	1,800.00
64 Police Equipment - Radio Replacement		\$200,000	Interest		25,000.00			25,000.00						0.00	25,000.00
			Principal		2,000.00									1,500.00	3,500.00
65 Fire Equipment - Ladder Truck		\$1,100,000	Interest		75,000.00			75,000.00						0.00	75,000.00
			Principal		14,243.75									12,743.75	26,987.50
66 Electric Department Equipment - Bucket Truck		\$100,000	Interest		10,000.00			10,000.00						0.00	10,000.00
			Principal		1,000.00									800.00	1,800.00
67 Parks & Recreation Equipment		\$140,000	Interest		5,000.00			5,000.00						0.00	5,000.00
			Principal		2,175.00									2,075.00	4,250.00
68 Canal Street Utility Program		\$3,900,000	Interest		160,000.00			160,000.00						0.00	160,000.00
			Principal		60,988.75									57,768.75	118,757.50
69 Bowditch School		\$784,500	Interest		90,000.00			90,000.00						0.00	90,000.00
Refunding			Principal		6,700.00									4,900.00	11,600.00
70 Carlton School		\$545,800	Interest		60,000.00			60,000.00						0.00	60,000.00
Refunding			Principal		4,800.00									3,600.00	8,400.00
71 Wilchcraft School		\$827,000	Interest		95,000.00			95,000.00						0.00	95,000.00
Refunding			Principal		10,628.13									8,728.13	19,356.26
72 Carlton School		\$272,200	Interest		30,000.00			30,000.00						0.00	30,000.00
Refunding			Principal		2,912.50									2,312.50	5,225.00
73 Parking Garage Repairs		\$345,500	Interest		45,000.00			45,000.00						0.00	45,000.00
Refunding			Principal		900.00									0.00	900.00
General Obligation State Qualified Bonds of 2013			Principal		815,000.00			815,000.00						0.00	815,000.00
Payable December 1 and June 1			Interest		185,706.26									169,406.26	355,112.52
74 South River Basin Upgrade		\$2,000,000	Principal		100,000.00			100,000.00						0.00	100,000.00
			Interest		27,312.50									25,312.50	52,625.00

**City of Salem, Massachusetts**  
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Purpose	17102	Original Principal	July	August	September	October	November	December	January	February	March	April	May	June	Total
75 Drain Improvements		\$300,000	Principal					15,000.00						0.00	15,000.00
			Interest					4,096.88						3,796.88	7,893.76
76 Road Improvements		\$2,000,000	Principal					200,000.00						0.00	200,000.00
			Interest					24,000.00						20,000.00	44,000.00
77 Bertram Field		\$1,500,000	Principal					110,000.00						0.00	110,000.00
			Interest					18,706.25						16,506.25	35,212.50
78 Electric - Generator		\$65,000	Principal					5,000.00						0.00	5,000.00
			Interest					806.25						706.25	1,512.50
79 Fire - SCBA		\$55,000	Principal					10,000.00						0.00	10,000.00
			Interest					200.00						0.00	200.00
80 Fire - Station 4 Door Alteration		\$80,000	Principal					10,000.00						0.00	10,000.00
			Interest					200.00						0.00	200.00
81 Parking - Waterproofing		\$1,120,000	Principal					55,000.00						0.00	55,000.00
			Interest					15,021.88						13,921.88	28,943.76
82 Planning - MBTA Station		\$500,000	Principal					25,000.00						0.00	25,000.00
			Interest					6,828.13						6,328.13	13,156.26
83 DPW Backhoe		\$126,000	Principal					25,000.00						0.00	25,000.00
			Interest					500.00						0.00	500.00
84 Engineering - Roadway		\$150,000	Principal					30,000.00						0.00	30,000.00
			Interest					600.00						0.00	600.00
85 Engineering - Canal Street		\$210,000	Principal					40,000.00						0.00	40,000.00
			Interest					800.00						0.00	800.00
86 Engineering - Bike Path		\$25,000	Principal					5,000.00						0.00	5,000.00
			Interest					100.00						0.00	100.00
87 School - District Wide Security		\$125,000	Principal					25,000.00						0.00	25,000.00
			Interest					500.00						0.00	500.00
General Obligation Bonds of 2014			Principal					655,000.00						0.00	655,000.00
Payable December 1 and June 1			Interest					99,671.89						86,571.89	186,243.78
89 Folly Hill Tank Storage I		\$2,000,000	Principal				225,000.00						0.00		225,000.00
			Interest				33,125.00						27,500.00		60,625.00
90 Folly Hill Tank Storage II		\$1,000,000	Principal				110,000.00						0.00		110,000.00
			Interest				16,500.00						13,750.00		30,250.00
91 System Flushing/Valve Maintenance		\$400,000	Principal				45,000.00						0.00		45,000.00
			Interest				6,825.00						5,500.00		12,125.00
92 Meter Replacement Program		\$100,000	Principal				10,000.00						0.00		10,000.00
			Interest				1,500.00						1,250.00		2,750.00
93 Valve Pipe Replacement		\$100,000	Principal				10,000.00						0.00		10,000.00
			Interest				1,500.00						1,250.00		2,750.00
94 I/I Study, Design & Construction		\$750,000	Principal				40,000.00						0.00		40,000.00
			Interest				12,534.36						11,534.36		24,068.76
95 Canal St. Phase II		\$1,750,000	Principal				90,000.00						0.00		90,000.00
			Interest				29,180.83						26,940.63		56,131.26
96 Illicit Connection Removal		\$100,000	Principal				5,000.00						0.00		5,000.00
			Interest				1,665.63						1,540.63		3,206.26
97 Line Extension, Rehab & Upgrades		\$50,000	Principal				5,000.00						0.00		5,000.00
			Interest				875.00						750.00		1,625.00
98 Garage Updates		\$150,000	Principal				10,000.00						0.00		10,000.00
			Interest				2,540.63						2,260.63		4,831.26
99 Kiosk Umbrellas		\$50,000	Principal				5,000.00						0.00		5,000.00
			Interest				750.00						825.00		1,375.00
100 Computer Replacement Program		\$210,000	Principal				25,000.00						0.00		25,000.00
			Interest				3,375.00						2,750.00		6,125.00
101 District Wide Security Updates		\$75,000	Principal				10,000.00						0.00		10,000.00
			Interest				1,125.00						875.00		2,000.00
102 Replace Lunchroom/Cafeteria Equipment		\$35,000	Principal				5,000.00						0.00		5,000.00
			Interest				500.00						375.00		875.00
103 HS Transformer Replacement		\$60,000	Principal				10,000.00						0.00		10,000.00
			Interest				750.00						500.00		1,250.00
104 Saltonstall Elementary School I		\$583,000	Principal				30,000.00						0.00		30,000.00
			Interest				9,671.88						8,921.88		18,593.76
105 Saltonstall Elementary School II		\$253,886	Principal				15,000.00						0.00		15,000.00
			Interest				4,206.25						3,831.25		8,037.50
106 Collins Middle School I		\$380,000	Principal				20,000.00						0.00		20,000.00
			Interest				6,340.63						5,840.63		12,181.26
107 Collins Middle School II		\$820,000	Principal				45,000.00						0.00		45,000.00
			Interest				13,450.00						12,325.00		25,775.00
108 Collins Middle School III		\$1,151,161	Principal				60,000.00						0.00		60,000.00
			Interest				19,196.88						17,696.88		36,893.76

**City of Salem, Massachusetts**  
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Purpose	17102	Original Principal	July	August	September	October	November	December	January	February	March	April	May	June	Total
109 Golf Course Equipment		\$113,639	Principal				15,000.00						0.00		15,000.00
			Interest				1,625.00						1,250.00		2,875.00
110 Wrought Iron Fence		\$50,000	Principal				5,000.00						0.00		5,000.00
			Interest				875.00						750.00		1,625.00
111 Memorial Park Pillars & Fencing		\$27,800	Principal				5,000.00						0.00		5,000.00
			Interest				250.00						125.00		375.00
112 Blaney Street Terminal - City Match		\$250,000	Principal				15,000.00						0.00		15,000.00
			Interest				4,208.25						3,831.25		8,037.50
113 Winter Island Pathway & Fort Restoration		\$50,000	Principal				5,000.00						0.00		5,000.00
			Interest				875.00						750.00		1,625.00
114 Police CAD/RMS Replacement		\$320,378	Principal				80,000.00						0.00		80,000.00
			Interest				2,000.00						0.00		2,000.00
115 Police Vehicle GPS Units		\$40,000	Principal				5,000.00						0.00		5,000.00
			Interest				625.00						500.00		1,125.00
116 DPS 1986 Ladder Replacement		\$198,200	Principal				15,000.00						0.00		15,000.00
			Interest				3,337.50						2,862.50		6,200.00
117 DPS 2000 Dump Truck Replacement		\$152,136	Principal				15,000.00						0.00		15,000.00
			Interest				2,350.00						1,975.00		4,325.00
118 Paving		\$650,000	Principal				50,000.00						0.00		50,000.00
			Interest				10,812.50						9,562.50		20,375.00
119 Seawalls		\$200,000	Principal				10,000.00						0.00		10,000.00
			Interest				3,175.00						2,925.00		6,100.00
120 Bike Path		\$25,000	Principal				5,000.00						0.00		5,000.00
			Interest				250.00						125.00		375.00
General Obligation Bonds of 2015			Principal				1,000,000.00						0.00		1,000,000.00
Payable November 1 and May 1			Interest				195,803.16						170,803.16		366,606.32
121 Advance Refunding October 15 2007 High School		\$3,142,000	Principal				320,000.00					0.00			320,000.00
			Interest				58,440.00					50,040.00			108,480.00
122 Advance Refunding October 15 2007 Ferry Boat		\$170,000	Principal				60,000.00					0.00			60,000.00
			Interest				2,200.00					1,000.00			3,200.00
123 Adv Ref Oct 15 2007 Water System Improvements		\$1,493,000	Principal				150,000.00					0.00			150,000.00
			Interest				26,280.00					23,280.00			49,560.00
124 Collins Middle School		\$809,885	Principal				30,000.00					0.00			30,000.00
			Interest				13,550.00					12,950.00			26,500.00
125 Bentley Carpet Replacement (School)		\$90,000	Principal				25,000.00					0.00			25,000.00
			Interest				1,000.00					500.00			1,500.00
126 Districtwide Wireless Infrastructure (School)		\$240,000	Principal				80,000.00					0.00			80,000.00
			Interest				2,500.00					1,300.00			3,800.00
127 Districtwide Computer Replacement (School)		\$50,000	Principal				5,000.00					0.00			5,000.00
			Interest				800.00					700.00			1,500.00
128 Seltontall School Parking/DropOff Area Improvements		\$125,000	Principal				5,000.00					0.00			5,000.00
			Interest				2,300.00					2,200.00			4,500.00
129 Salerno Automotive Roof Replace (School)		\$50,000	Principal				5,000.00					0.00			5,000.00
			Interest				800.00					700.00			1,500.00
130 Folly Hill Tank Storage (Water)		\$500,000	Principal				45,000.00					0.00			45,000.00
			Interest				8,300.00					7,400.00			15,700.00
131 Water Meter Replacement Program		\$100,000	Principal				10,000.00					0.00			10,000.00
			Interest				1,800.00					1,400.00			3,200.00
132 Rehab Gallowes Hill Water Tanks 1		\$1,300,000	Principal				130,000.00					0.00			130,000.00
			Interest				21,000.00					18,400.00			39,400.00
133 Rehab Gallowes Hill Water Tanks 2		\$150,000	Principal				5,000.00					0.00			5,000.00
			Interest				2,500.00					2,400.00			4,900.00
134 Water System Upgrade (Valves & Hydrants)		\$500,000	Principal				20,000.00					0.00			20,000.00
			Interest				8,350.00					7,950.00			16,300.00
135 Water System Improvements		\$1,145,000	Principal				40,000.00					0.00			40,000.00
			Interest				19,125.00					18,325.00			37,450.00
136 Water Leak Protection, Flushing & GIS Admin 1		\$207,000	Principal				20,000.00					0.00			20,000.00
			Interest				3,300.00					2,900.00			6,200.00
137 Water Leak Protection, Flushing & GIS Admin 2		\$193,000	Principal				15,000.00					0.00			15,000.00
			Interest				3,200.00					2,900.00			6,100.00
138 Canal Street Sewer Phase 2		\$1,500,000	Principal				55,000.00					0.00			55,000.00
			Interest				25,050.00					23,950.00			49,000.00
139 Sewer Leak Detection, Flushing & GIS Admin		\$400,000	Principal				15,000.00					0.00			15,000.00
			Interest				6,650.00					6,350.00			13,000.00
140 Sewer Illicit Connection Removal		\$750,000	Principal				25,000.00					0.00			25,000.00
			Interest				12,575.00					12,075.00			24,650.00
141 Bikeway & Roadway improvements		\$300,000	Principal				20,000.00					0.00			20,000.00
			Interest				5,400.00					5,000.00			10,400.00

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Purpose	17102	Original Principal	July	August	September	October	November	December	January	February	March	April	May	June	Total
142 Painting Pedestrian & Historical Lights		\$25,000 Principal				5,000.00						0.00			5,000.00
		Interest				300.00									300.00
143 Bike Path Design/Construction		\$25,000 Principal				5,000.00						0.00			5,000.00
		Interest				300.00						200.00			500.00
144 McGrath Park Paving/Concession Stand		\$140,000 Principal				10,000.00						0.00			10,000.00
		Interest				2,500.00						2,300.00			4,800.00
145 Roads Sidewalk & Crosswalks (Non-Chapter 90)		\$150,000 Principal				10,000.00						0.00			10,000.00
		Interest				2,600.00						2,400.00			5,000.00
146 General Building Maintenance Upgrades		\$25,000 Principal				5,000.00						0.00			5,000.00
		Interest				300.00						200.00			500.00
147 Replace Fire Engine 2 or 5		\$550,000 Principal				55,000.00						0.00			55,000.00
		Interest				8,900.00						7,800.00			16,700.00
148 Citywide Computer Replacement		\$130,075 Principal				15,000.00						0.00			15,000.00
		Interest				2,100.00						1,800.00			3,900.00
149 Citywide Fiber Optic Network		\$700,000 Principal				180,000.00						0.00			180,000.00
		Interest				7,300.00						3,700.00			11,000.00
150 Winter Island Electrical Upgrades RVField(Ph 1)		\$26,000 Principal				5,000.00						0.00			5,000.00
		Interest				300.00						200.00			500.00
151 Blaney Street Pier & Terminal (City Match)		\$250,000 Principal				15,000.00						0.00			15,000.00
		Interest				4,400.00						4,100.00			8,500.00
152 Mary Jane Lee Park (Phase II)		\$60,000 Principal				5,000.00						0.00			5,000.00
		Interest				1,000.00						900.00			1,900.00
153 Old City Hall Window Replacement		\$105,000 Principal				5,000.00						0.00			5,000.00
		Interest				1,725.00						1,625.00			3,350.00
154 Compressor (Public Services)		\$25,000 Principal				5,000.00						0.00			5,000.00
		Interest				300.00						200.00			500.00
155 Open Space/Pocket Park Upgrades(Public Services)		\$25,000 Principal				5,000.00						0.00			5,000.00
		Interest				300.00						200.00			500.00
156 Purchase/Replace Non-Conforming Signs (PubServ)		\$34,000 Principal				10,000.00						0.00			10,000.00
		Interest				400.00						200.00			600.00
157 Ford F550 8-wheel dump Truck (unit 71)(PubServ)		\$89,440 Principal				5,000.00						0.00			5,000.00
		Interest				1,200.00						1,100.00			2,300.00
158 Ford F550 6-wheel Dump Truck (unit 71)(PubServ)		\$58,800 Principal				5,000.00						0.00			5,000.00
		Interest				1,000.00						900.00			1,900.00
159 2000 Int'l Dump Truck (unit 14)(PubServ)		\$155,000 Principal				15,000.00						0.00			15,000.00
		Interest				2,500.00						2,200.00			4,700.00
160 Trash Packer (Public Services)		\$90,000 Principal				10,000.00						0.00			10,000.00
		Interest				1,400.00						1,200.00			2,600.00
161 2-Ton Propane Hot Box (Public Services)		\$45,000 Principal				5,000.00						0.00			5,000.00
		Interest				700.00						600.00			1,300.00
162 Automation of South Harbor Garages (Parking)		\$550,000 Principal				50,000.00						0.00			50,000.00
		Interest				9,200.00						8,200.00			17,400.00
163 Parking Garage Upgrades		\$150,000 Principal				5,000.00						0.00			5,000.00
		Interest				2,500.00						2,400.00			4,900.00
164 Transfer Station Property Remediation		\$644,000 Principal				25,000.00						0.00			25,000.00
		Interest				10,775.00						10,275.00			21,050.00
General Obligation Bonds of 2016		Principal				1,515,000.00						0.00			1,370,000.00
Payable October 15 and April 15		Interest				284,900.00						254,600.00			478,400.00
165 Planning - Blaney Street Pier & Terminal (City match)		\$100,000 Principal						0.00					5,000.00		5,000.00
		Interest						2,131.25					2,131.25		4,262.50
166 Police GPS units for vehicles		\$30,000 Principal						0.00					5,000.00		5,000.00
		Interest						825.00					825.00		1,250.00
167 Old Town Hall Roof Restoration		\$50,000 Principal						0.00					5,000.00		5,000.00
		Interest						1,125.00					1,125.00		2,250.00
168 Bike Path Master Plan Upgrades		\$100,000 Principal						0.00					5,000.00		5,000.00
		Interest						2,131.25					2,131.25		4,262.50
169 Canal Street Roadway & Bike Path Improvements 1		\$25,000 Principal						0.00					5,000.00		5,000.00
		Interest						500.00					500.00		1,000.00
170 Canal Street Roadway & Bike Path Improvements 2		\$1,175,000 Principal						0.00					80,000.00		80,000.00
		Interest						25,809.38					25,809.38		51,218.76
171 Citywide Traffic Calming Improvements 2		\$56,400 Principal						0.00					5,000.00		5,000.00
		Interest						1,350.00					1,350.00		2,700.00
172 Essex Street Roadway Improvements 1		\$30,000 Principal						0.00					5,000.00		5,000.00
		Interest						625.00					625.00		1,250.00
173 Essex Street Roadway Improvements 2		\$45,000 Principal						0.00					5,000.00		5,000.00
		Interest						1,000.00					1,000.00		2,000.00
174 First/Swampscott Road Intersection Improvement/Design 1		\$7,000 Principal						0.00					5,000.00		5,000.00
		Interest						125.00						125.00	250.00

**City of Salem, Massachusetts**  
**Fiscal 2020**  
**Long Term Debt Service By Month**  
**8-Apr-19**

Purpose	17102	Original Principal	July	August	September	October	November	December	January	February	March	April	May	June	Total
175 First/Swampscott Road Intersection Improvement/Design 2		\$93,000 Principal						0.00						5,000.00	5,000.00
		Interest						2,006.25						2,006.25	4,012.50
176 Seawall at Collins Cove		\$100,000 Principal						0.00						5,000.00	5,000.00
		Interest						2,040.63						2,040.63	4,081.26
177 South Salem Walk & Downtown Walk Boston		\$30,000 Principal						0.00						5,000.00	5,000.00
		Interest						625.00						625.00	1,250.00
178 Inflatable Boat & Motor 1		\$7,000 Principal						0.00						5,000.00	5,000.00
		Interest						125.00						125.00	250.00
179 Inflatable Boat & Motor 2		\$17,967 Principal						0.00						5,000.00	5,000.00
		Interest						375.00						375.00	750.00
180 Annual Life Cycle Management 1		\$12,000 Principal						0.00						5,000.00	5,000.00
		Interest						250.00						250.00	500.00
181 Annual Life Cycle Management 2		\$63,000 Principal						0.00						10,000.00	10,000.00
		Interest						1,250.00						1,250.00	2,500.00
182 Fiber Optic Network Phase II		\$500,000 Principal						0.00						95,000.00	95,000.00
		Interest						10,250.00						10,250.00	20,500.00
183 Telephone System Replacement 1		\$240,000 Principal						0.00						80,000.00	80,000.00
		Interest						4,825.00						4,825.00	9,250.00
184 Telephone System Replacement 2		\$110,000 Principal						0.00						20,000.00	20,000.00
		Interest						2,250.00						2,250.00	4,500.00
185 Basketball Court Renovations		\$30,000 Principal						0.00						5,000.00	5,000.00
		Interest						825.00						825.00	1,250.00
186 Memorial Park Pillars & Fencing Phase II		\$25,000 Principal						0.00						5,000.00	5,000.00
		Interest						500.00						500.00	1,000.00
187 Playground Upgrades		\$35,000 Principal						0.00						5,000.00	5,000.00
		Interest						750.00						750.00	1,500.00
188 Historic Wrought Iron Fence - Salem Commons 1		\$15,000 Principal						0.00						5,000.00	5,000.00
		Interest						250.00						250.00	500.00
189 Historic Wrought Iron Fence - Salem Commons 2		\$35,000 Principal						0.00						5,000.00	5,000.00
		Interest						750.00						750.00	1,500.00
190 Dickson Memorial Chapel Restoration		\$50,000 Principal						0.00						5,000.00	5,000.00
		Interest						1,125.00						1,125.00	2,250.00
191 Forest River Conservation Area Improvements		\$24,675 Principal						0.00						5,000.00	5,000.00
		Interest						500.00						500.00	1,000.00
192 Furnace & Hot Water Replacement (Police)		\$10,000 Principal						0.00						5,000.00	5,000.00
		Interest						125.00						125.00	250.00
193 License Plate Readers		\$27,515 Principal						0.00						5,000.00	5,000.00
		Interest						500.00						500.00	1,000.00
194 Roof Replacement (Police) 1		\$13,000 Principal						0.00						5,000.00	5,000.00
		Interest						250.00						250.00	500.00
195 Roof Replacement (Police) 2		\$587,000 Principal						0.00						30,000.00	30,000.00
		Interest						12,806.25						12,806.25	25,612.50
196 Public Services Ford F150		\$50,892 Principal						0.00						10,000.00	10,000.00
		Interest						1,000.00						1,000.00	2,000.00
197 Public Services International Dump Truck (Sander)		\$182,008 Principal						0.00						40,000.00	40,000.00
		Interest						3,125.00						3,125.00	6,250.00
198 Response Vehicle (Fire Chief) 1		\$35,000 Principal						0.00						10,000.00	10,000.00
		Interest						750.00						750.00	1,500.00
199 Response Vehicle (Fire Chief) 2		\$10,000 Principal						0.00						5,000.00	5,000.00
		Interest						125.00						125.00	250.00
200 Parking - Ford F150		\$20,125 Principal						0.00						5,000.00	5,000.00
		Interest						375.00						375.00	750.00
201 Marked Cruisers		\$90,061 Principal						0.00						20,000.00	20,000.00
		Interest						1,750.00						1,750.00	3,500.00
202 K9 Cruiser		\$17,807 Principal						0.00						5,000.00	5,000.00
		Interest						375.00						375.00	750.00
203 28 Passenger Bus		\$58,438 Principal						0.00						15,000.00	15,000.00
		Interest						1,125.00						1,125.00	2,250.00
204 42 Passenger Bus		\$88,483 Principal						0.00						20,000.00	20,000.00
		Interest						1,750.00						1,750.00	3,500.00
205 77 Passenger Bus		\$89,000 Principal						0.00						20,000.00	20,000.00
		Interest						1,750.00						1,750.00	3,500.00
206 Traffic Signal Upgrades		\$25,000 Principal						0.00						5,000.00	5,000.00
		Interest						500.00						500.00	1,000.00
207 Utility Pole Replacement		\$25,000 Principal						0.00						5,000.00	5,000.00
		Interest						500.00						500.00	1,000.00
208 First Swampscott Road Intersection Improvements		\$50,000 Principal						0.00						5,000.00	5,000.00
		Interest						1,125.00						1,125.00	2,250.00

**City of Salem, Massachusetts**  
**Fiscal 2020**  
**Long Term Debt Service By Month**  
**8-Apr-19**

Purpose	17102	Original Principal	July	August	September	October	November	December	January	February	March	April	May	June	Total
209 Forest River Park & Pool Design/Improvements		\$50,000 Principal						0.00						5,000.00	5,000.00
		Interest						1,125.00						1,125.00	2,250.00
210 Loring & Lafayette Improvements		\$150,000 Principal						0.00						5,000.00	5,000.00
		Interest						3,331.25						3,331.25	6,662.50
211 McGrath Park Additional Assessment		\$200,000 Principal						0.00						40,000.00	40,000.00
		Interest						4,125.00						4,125.00	8,250.00
212 Roads & Sidewalks		\$800,000 Principal						0.00						40,000.00	40,000.00
		Interest						17,365.63						17,365.63	34,731.26
213 IT Annual Inventory (City)		\$75,000 Principal						0.00						5,000.00	5,000.00
		Interest						1,750.00						1,750.00	3,500.00
214 IT Community Cameras (Police)		\$17,000 Principal						0.00						5,000.00	5,000.00
		Interest						250.00						250.00	500.00
215 IT Document Management System		\$191,000 Principal						0.00						15,000.00	15,000.00
		Interest						4,375.00						4,375.00	8,750.00
216 IT Facilities Assessment Software		\$146,000 Principal						0.00						10,000.00	10,000.00
		Interest						3,375.00						3,375.00	6,750.00
217 Library HVAC Upgrades		\$80,000 Principal						0.00						5,000.00	5,000.00
		Interest						1,709.38						1,709.38	3,418.76
218 Library Structural Upgrades		\$50,000 Principal						0.00						5,000.00	5,000.00
		Interest						1,125.00						1,125.00	2,250.00
219 Basketball Court Renovations		\$100,000 Principal						0.00						5,000.00	5,000.00
		Interest						2,131.25						2,131.25	4,262.50
220 Betram Field Schematic Design Phase II		\$99,500 Principal						0.00						20,000.00	20,000.00
		Interest						2,000.00						2,000.00	4,000.00
221 Playground Updates		\$15,000 Principal						0.00						5,000.00	5,000.00
		Interest						250.00						250.00	500.00
222 Ryan Brennan Memorial Skate Park		\$10,000 Principal						0.00						5,000.00	5,000.00
		Interest						125.00						125.00	250.00
223 Salem Common Fence		\$75,000 Principal						0.00						15,000.00	15,000.00
		Interest						1,500.00						1,500.00	3,000.00
224 Winter Island Function Hall/Accessibility Upgrades		\$25,000 Principal						0.00						5,000.00	5,000.00
		Interest						500.00						500.00	1,000.00
225 Parking Equipment/Kiosks		\$75,250 Principal						0.00						15,000.00	15,000.00
		Interest						1,500.00						1,500.00	3,000.00
226 Traffic Signal Communication Upgrades		\$47,000 Principal						0.00						5,000.00	5,000.00
		Interest						1,125.00						1,125.00	2,250.00
227 Historic Cemetery Restoration		\$150,000 Principal						0.00						30,000.00	30,000.00
		Interest						3,125.00						3,125.00	6,250.00
228 Lafayette Park Restoration		\$25,000 Principal						0.00						5,000.00	5,000.00
		Interest						500.00						500.00	1,000.00
229 Police Dive Equipment		\$65,328 Principal						0.00						10,000.00	10,000.00
		Interest						1,375.00						1,375.00	2,750.00
230 Police Fire Alarm Replacement		\$25,000 Principal						0.00						5,000.00	5,000.00
		Interest						500.00						500.00	1,000.00
231 School Districtwide Computer Replacement		\$25,000 Principal						0.00						5,000.00	5,000.00
		Interest						500.00						500.00	1,000.00
232 Annual Life Cycle Management (Schools) 1		\$50,000 Principal						0.00						10,000.00	10,000.00
		Interest						1,000.00						1,000.00	2,000.00
233 Annual Life Cycle Management (Schools) 2		\$150,000 Principal						0.00						30,000.00	30,000.00
		Interest						3,125.00						3,125.00	6,250.00
234 Bentley School HVAC Equipment		\$25,000 Principal						0.00						5,000.00	5,000.00
		Interest						500.00						500.00	1,000.00
235 High School HVAC Upgrades		\$50,000 Principal						0.00						5,000.00	5,000.00
		Interest						1,125.00						1,125.00	2,250.00
236 IT Annual Inventory (School)		\$150,000 Principal						0.00						10,000.00	10,000.00
		Interest						3,500.00						3,500.00	7,000.00
237 Bentley School Roof Replacement		\$51,882 Principal						0.00						5,000.00	5,000.00
		Interest						1,250.00						1,250.00	2,500.00
238 Water System Upgrade - Valves & Hydrants		\$1,000,000 Principal						0.00						20,000.00	20,000.00
		Interest						19,662.50						19,662.50	39,325.00
239 Water Distribution System Improvements		\$1,145,000 Principal						0.00						20,000.00	20,000.00
		Interest						22,562.50						22,562.50	45,125.00
240 Outlook Ave Drainage Improvements		\$15,000 Principal						0.00						5,000.00	5,000.00
		Interest						250.00						250.00	500.00
241 Water System Flushing, Valve Maintenance, Leak Detection & GIS Admin		\$150,000 Principal						0.00						10,000.00	10,000.00
		Interest						3,500.00						3,500.00	7,000.00
242 Water Transmission System - Salem PS & Booster Station		\$150,000 Principal						0.00						10,000.00	10,000.00
		Interest						3,500.00						3,500.00	7,000.00

City of Salem, Massachusetts  
Fiscal 2020  
Long Term Debt Service By Month  
8-Apr-19

Purpose	17102	Original Principal	July	August	September	October	November	December	January	February	March	April	May	June	Total
243 Water - Salem PS & Booster Station		\$25,000 Principal						0.00						5,000.00	5,000.00
		Interest						500.00						500.00	1,000.00
244 Water - Essex Street Improvements		\$175,000 Principal						0.00						5,000.00	5,000.00
		Interest						3,490.63						3,490.63	8,981.26
245 Sewer Pump Station 1		\$50,000 Principal						0.00						5,000.00	5,000.00
		Interest						1,125.00						1,125.00	2,250.00
246 Sewer Pump Station 2		\$3,289,731 Principal						0.00						60,000.00	60,000.00
		Interest						64,871.88						64,871.88	129,743.76
247 Sewer System Flushing, Valve Maintenance, Leak Detection & GIS Admin 1		\$130,000 Principal						0.00						5,000.00	5,000.00
		Interest						2,618.75						2,618.75	5,237.50
248 Sewer System Flushing, Valve Maintenance, Leak Detection & GIS Admin 2		\$270,000 Principal						0.00						5,000.00	5,000.00
		Interest						5,250.00						5,250.00	10,500.00
249 Swampscott Road Sewer Pump Station UST		\$41,000 Principal						0.00						20,000.00	20,000.00
		Interest						500.00						500.00	1,000.00
250 Swampscott Road Sewer Pump Station UST 2		\$59,000 Principal						0.00						10,000.00	10,000.00
		Interest						1,250.00						1,250.00	2,500.00
251 MS4 Compliance/Illicit Connection Removal (Sewer) 1		\$15,000 Principal						0.00						5,000.00	5,000.00
		Interest						250.00						250.00	500.00
252 MS4 Compliance/Illicit Connection Removal (Sewer) 2		\$661,040 Principal						0.00						10,000.00	10,000.00
		Interest						11,031.25						11,031.25	22,062.50
253 Canal Street Sewer Upgrades Phase II		\$300,000 Principal						0.00						5,000.00	5,000.00
		Interest						5,925.00						5,925.00	11,850.00
254 Sewer - Essex Street Improvements		\$175,000 Principal						0.00						5,000.00	5,000.00
		Interest						3,490.63						3,490.63	8,981.26
General Obligation Bonds of 2016		Principal						0.00						1,100,000.00	1,100,000.00
Payable June 15 and December 15		Interest						305,390.66						305,390.66	610,781.32
Total		Principal	121,904.00	0.00	2,355,000.00	1,515,000.00	1,000,000.00	1,470,000.00	0.00	0.00	0.00	0.00	0.00	1,100,000.00	7,561,904.00
		Interest	10,470.49	0.00	388,946.90	284,900.00	195,803.16	590,768.81	9,251.45	0.00	344,446.90	254,600.00	170,803.16	561,368.81	2,811,359.68
Grand Total			132,374.49	0.00	2,743,946.90	1,799,900.00	1,195,803.16	2,060,768.81	9,251.45	0.00	344,446.90	254,600.00	170,803.16	1,661,368.81	10,373,263.68



## Aggregate Debt Service - FY2020

Part 1 of 12

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
07/15/2019 December 14 2006 DW-05-12 (O) : SINGLE PURPOSE		121,904.00	10,470.49	132,374.49
<b>Subtotal</b>		<b>\$121,904.00</b>	<b>\$10,470.49</b>	<b>\$132,374.49</b>
09/01/2019 January 27 2010 NSR (SQ) : Adv Ref Sept 15 2000 Bates School (O)		860,000.00	17,200.00	877,200.00
October 15 2010 (SQ) : Water Systems Improvement (O)		100,000.00	23,200.00	123,200.00
October 15 2010 (SQ) : Water Meters (O)		200,000.00	28,000.00	228,000.00
October 15 2010 (SQ) : Water Main (O)		140,000.00	27,600.00	167,600.00
October 15 2010 (SQ) : Sewer Pump Station (I)		10,000.00	2,000.00	12,000.00
October 15 2010 (SQ) : South River Basin Upgrade (I)		85,000.00	16,300.00	101,300.00
October 15 2010 (SQ) : Golf Course Dept. Equip (I)		10,000.00	400.00	10,400.00
October 15 2010 (SQ) : Dump Truck (I)		2,500.00	100.00	2,600.00
October 15 2010 (SQ) : DPW Equipment (I)		2,500.00	100.00	2,600.00
October 15 2010 (SQ) : Engineering Infrastructure (I)		15,000.00	600.00	15,600.00
October 15 2010 (SQ) : Engineering Seawalls (I)		5,000.00	200.00	5,200.00
October 15 2010 (SQ) : Fire Pumper Truck (I)		25,000.00	3,500.00	28,500.00
October 15 2010 (SQ) : Parking Equipment (I)		5,000.00	200.00	5,200.00
October 15 2010 (SQ) : Witch House (I)		5,000.00	200.00	5,200.00
October 15 2010 (SQ) : Departmental Equipment (I)		5,000.00	200.00	5,200.00
October 15 2010 (SQ) : Forest River Pool (I)		15,000.00	600.00	15,600.00
October 15 2010 (SQ) : Forest River Park (I)		5,000.00	200.00	5,200.00
October 15 2010 (SQ) : Willow Public Bathroom (I)		10,000.00	400.00	10,400.00
October 15 2010 (SQ) : School Fire Alarm Systems (I)		10,000.00	400.00	10,400.00
October 15 2010 (SQ) : School Buses (I)		10,000.00	400.00	10,400.00
October 15 2010 (SQ) : School Infrastructure (I)		5,000.00	700.00	5,700.00
October 15 2010 (SQ) : Fire SCBA Compressor (I)		5,000.00	200.00	5,200.00
October 15 2010 (SQ) : Public Service Equip. & Vehicles (I)		30,000.00	1,100.00	31,100.00
October 15 2010 (SQ) : Roads, Sidewalks & Crosswalks (I)		105,000.00	12,600.00	117,600.00
October 15 2010 (SQ) : Playground Equipment (I)		5,000.00	200.00	5,200.00
October 15 2010 (SQ) : Furlong Park Remodeling (I)		20,000.00	2,400.00	22,400.00
October 15 2010 (SQ) : Roads, Sidewalks & Crosswalks 2 (I)		10,000.00	1,400.00	11,400.00
October 15 2010 (SQ) : Canal St. Improvement Design (I)		30,000.00	4,200.00	34,200.00
October 15 2010 (SQ) : Storage Tanks (O)		100,000.00	4,000.00	104,000.00
October 15 2010 (SQ) : School Ballfield Remodeling (I)		5,000.00	600.00	5,600.00
September 27 2012 : Water System Improvements (OSQ)		60,000.00	16,850.00	76,850.00
September 27 2012 : Sewer Pump Station Upgrade (ISQ)		10,000.00	2,368.75	12,368.75
September 27 2012 : South River Basin Upgrade (ISQ)		25,000.00	5,881.25	30,881.25
September 27 2012 : South River Basin Upgrade 2 (ISQ)		15,000.00	4,137.50	19,137.50
September 27 2012 : Forrester Street Drain Relief (ISQ)		15,000.00	4,487.50	19,487.50
September 27 2012 : City Hall Roof (ISQ)		15,000.00	9,437.50	24,437.50
September 27 2012 : City Hall Skylights (ISQ)		5,000.00	1,975.00	6,975.00
September 27 2012 : City Hall Windows (ISQ)		10,000.00	4,981.25	14,981.25
September 27 2012 : City Hall Masonry Repairs (ISQ)		20,000.00	12,171.88	32,171.88
September 27 2012 : Roads, Sidewalks & Crosswalks (ISQ)		50,000.00	8,459.38	58,459.38
September 27 2012 : Collins Cove Seawall (ISQ)		5,000.00	1,484.38	6,484.38
September 27 2012 : Remediation (ISQ)		35,000.00	19,818.75	54,818.75

Aggregate | 1/30/2019 | 11:39 AM

City of Salem, Massachusetts

Aggregate Debt Service - FY2020

Part 2 of 12

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
September 27 2012 : Collins School (OSQ)		35,000.00	18,681.25	53,681.25
September 27 2012 : Collins School 2 (OSQ)		130,000.00	76,640.63	206,640.63
September 27 2012 : Saltonstall School (OSQ)		30,000.00	16,871.88	46,871.88
September 27 2012 : Saltonstall School 2 (OSQ)		60,000.00	35,500.00	95,500.00
<b>Subtotal</b>		<b>\$2,355,000.00</b>	<b>\$388,946.90</b>	<b>\$2,743,946.90</b>
10/15/2019 November 17 2016 : Advance Refunding October 15 2007 High School (I)		320,000.00	56,440.00	376,440.00
November 17 2016 : Advance Refunding October 15 2007 Ferry Boat (I)		60,000.00	2,200.00	62,200.00
November 17 2016 : Adv Ref Oct 15 2007 Water System Improvements (O)		150,000.00	26,260.00	176,260.00
November 17 2016 : Collins Middle School (O)		30,000.00	13,550.00	43,550.00
November 17 2016 : Bentley Carpet Replacement (School) (I)		25,000.00	1,000.00	26,000.00
November 17 2016 : Districtwide Wireless Infrastructure (School) (I)		60,000.00	2,500.00	62,500.00
November 17 2016 : Districtwide Computer Replacement (School) (I)		5,000.00	800.00	5,800.00
November 17 2016 : Saltonstall School Parking/DropOff Area Improve(I)		5,000.00	2,300.00	7,300.00
November 17 2016 : Salerno Automotive Roof Replace (School) (I)		5,000.00	800.00	5,800.00
November 17 2016 : Folly Hill Tank Storage (Water) (O)		45,000.00	8,300.00	53,300.00
November 17 2016 : Water Meter Replacement Program (O)		10,000.00	1,600.00	11,600.00
November 17 2016 : Rehab Gallows Hill Water Tanks 1 (O)		130,000.00	21,000.00	151,000.00
November 17 2016 : Rehab Gallows Hill Water Tanks 2 (O)		5,000.00	2,500.00	7,500.00
November 17 2016 : Water System Upgrade (Valves & Hydrants) (O)		20,000.00	8,350.00	28,350.00
November 17 2016 : Water System Improvements (O)		40,000.00	19,125.00	59,125.00
November 17 2016 : Water Leak Protection, Flushing & GIS Admin 1 (O)		20,000.00	3,300.00	23,300.00
November 17 2016 : Water Leak Protection, Flushing & GIS Admin 2 (O)		15,000.00	3,200.00	18,200.00
November 17 2016 : Canal Street Sewer Phase 2 (I)		55,000.00	25,050.00	80,050.00
November 17 2016 : Sewer Leak Detection, Flushing & GIS Admin (I)		15,000.00	6,650.00	21,650.00
November 17 2016 : Sewer Illicit Connection Removal (O)		25,000.00	12,575.00	37,575.00
November 17 2016 : Bikeway & Roadway Improvements (I)		20,000.00	5,400.00	25,400.00
November 17 2016 : Painting Pedestrian & Historical Lights (I)		5,000.00	300.00	5,300.00
November 17 2016 : Bike Path Design/Construction (I)		5,000.00	300.00	5,300.00
November 17 2016 : McGrath Park Paving/Concession Stand (I)		10,000.00	2,500.00	12,500.00
November 17 2016 : Roads Sidewalk & Crosswalks (Non-Chapter 90) (I)		10,000.00	2,600.00	12,600.00
November 17 2016 : General Building Maintenance Upgrades (I)		5,000.00	300.00	5,300.00
November 17 2016 : Replace Fire Engine 2 or 3 (I)		55,000.00	8,900.00	63,900.00
November 17 2016 : Citywide Computer Replacement (I)		15,000.00	2,100.00	17,100.00
November 17 2016 : Citywide Fiber Optic Network (I)		180,000.00	7,300.00	187,300.00
November 17 2016 : Winter Island Electrical Upgrades RVField(Ph 1)(I)		5,000.00	300.00	5,300.00
November 17 2016 : Blaney Street Pier & Terminal (City Match) (I)		15,000.00	4,400.00	19,400.00
November 17 2016 : Mary Jane Lee Park (Phase II) (I)		5,000.00	1,000.00	6,000.00
November 17 2016 : Old City Hall Window Replacement (I)		5,000.00	1,725.00	6,725.00
November 17 2016 : Compressor (Public Services) (I)		5,000.00	300.00	5,300.00
November 17 2016 : Open Space/Pocket Park Upgrades(Public Services)-I		5,000.00	300.00	5,300.00
November 17 2016 : Purchase/Replace Non-Conforming Signs (PubServ)(I)		10,000.00	400.00	10,400.00
November 17 2016 : Ford F550 6-wheel dump Truck (unit 71)(PubServ)(I)		5,000.00	1,200.00	6,200.00
November 17 2016 : Ford F550 6-wheel Dump Truck (unit 71)(PubServ)(I)		5,000.00	1,000.00	6,000.00
November 17 2016 : 2000 Int'l Dump Truck (unit 14)(PubServ)(I)		15,000.00	2,500.00	17,500.00

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DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
	November 17 2016 : Trash Packer (Public Services) (I)	10,000.00	1,400.00	11,400.00
	November 17 2016 : 2-Ton Propane Hot Box (Public Services) (I)	5,000.00	700.00	5,700.00
	November 17 2016 : Automation of South Harbor Garages (Parking) (I)	50,000.00	9,200.00	59,200.00
	November 17 2016 : Parking Garage Upgrades (I)	5,000.00	2,500.00	7,500.00
	November 17 2016 : Transfer Station Property Remediation (O)	25,000.00	10,775.00	35,775.00
<b>Subtotal</b>		<b>\$1,515,000.00</b>	<b>\$284,900.00</b>	<b>\$1,799,900.00</b>
11/01/2019	December 2 2015 : Folly Hill Tank Storage I (O)	225,000.00	33,125.00	258,125.00
	December 2 2015 : Folly Hill Tank Storage II (O)	110,000.00	16,500.00	126,500.00
	December 2 2015 : System Flushing/Valve Maintenance (O)	45,000.00	6,625.00	51,625.00
	December 2 2015 : Meter Replacement Program (O)	10,000.00	1,500.00	11,500.00
	December 2 2015 : Valve Pipe Replacement (O)	10,000.00	1,500.00	11,500.00
	December 2 2015 : I/I Study, Design & Construction (I)	40,000.00	12,534.38	52,534.38
	December 2 2015 : Canal St Phase II (I)	90,000.00	29,190.63	119,190.63
	December 2 2015 : Illicit Connection Removal (I)	5,000.00	1,665.63	6,665.63
	December 2 2015 : Line Extension, Rehab & Upgrades (I)	5,000.00	875.00	5,875.00
	December 2 2015 : Garage Updates (I)	10,000.00	2,540.63	12,540.63
	December 2 2015 : Kiosk Umbrellas (I)	5,000.00	750.00	5,750.00
	December 2 2015 : Computer Replacement Program (I)	25,000.00	3,375.00	28,375.00
	December 2 2015 : District-Wide Security Updates (I)	10,000.00	1,125.00	11,125.00
	December 2 2015 : Replace Lunchroom/Cafeteria Equipment (I)	5,000.00	500.00	5,500.00
	December 2 2015 : HS Transformer Replacement (I)	10,000.00	750.00	10,750.00
	December 2 2015 : Saltonstall Elementary School I (O)	30,000.00	9,671.88	39,671.88
	December 2 2015 : Saltonstall Elementary School II (O)	15,000.00	4,206.25	19,206.25
	December 2 2015 : Collins Middle School I (O)	20,000.00	6,340.63	26,340.63
	December 2 2015 : Collins Middle School II (O)	45,000.00	13,450.00	58,450.00
	December 2 2015 : Collins Middle School III (O)	60,000.00	19,196.88	79,196.88
	December 2 2015 : Golf Course Equipment (I)	15,000.00	1,625.00	16,625.00
	December 2 2015 : Wrought Iron Fence (I)	5,000.00	875.00	5,875.00
	December 2 2015 : Memorial Park Pillars & Fencing (I)	5,000.00	250.00	5,250.00
	December 2 2015 : Blaney Street Terminal - City Match (I)	15,000.00	4,206.25	19,206.25
	December 2 2015 : Winter Island Pathway & Fort Restoration (I)	5,000.00	875.00	5,875.00
	December 2 2015 : Police CAD/RMS Replacement (I)	80,000.00	2,000.00	82,000.00
	December 2 2015 : Police Vehicle GPS Units (I)	5,000.00	625.00	5,625.00
	December 2 2015 : DPS 1988 Ladder Replacement (I)	15,000.00	3,337.50	18,337.50
	December 2 2015 : DPS 2000 Dump Truck Replacement (I)	15,000.00	2,350.00	17,350.00
	December 2 2015 : Paving (I)	50,000.00	10,812.50	60,812.50
	December 2 2015 : Seawalls (I)	10,000.00	3,175.00	13,175.00
	December 2 2015 : Bike Path (I)	5,000.00	250.00	5,250.00
<b>Subtotal</b>		<b>\$1,000,000.00</b>	<b>\$195,803.16</b>	<b>\$1,195,803.16</b>

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DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
12/01/2019	December 19 2013 : Saltonstall School (OSQ)	65,000.00	24,968.75	89,968.75
	December 19 2013 : Collins Middle School (OSQ)	135,000.00	51,556.25	186,556.25
	December 19 2013 : School Building Repairs (ISQ)	10,000.00	1,853.13	11,853.13
	December 19 2013 : School Equipment (ISQ)	10,000.00	1,000.00	11,000.00
	December 19 2013 : Police Equipment (ISQ)	25,000.00	2,000.00	27,000.00
	December 19 2013 : Fire Equipment (ISQ)	75,000.00	14,243.75	89,243.75
	December 19 2013 : Electric Dept Equipment (ISQ)	10,000.00	1,000.00	11,000.00
	December 19 2013 : Parks & Rec (ISQ)	5,000.00	2,175.00	7,175.00
	December 19 2013 : Canal Street Utility Program (ISQ)	160,000.00	60,968.75	220,968.75
	December 19 2013 : Cur Ref of Jan 15 2003 Bowditch School (OSQ)	90,000.00	6,700.00	96,700.00
	December 19 2013 : Cur Ref of Jan 15 2003 Carlton School (OSQ)	60,000.00	4,800.00	64,800.00
	December 19 2013 : Adv Ref of Jan 1 2005 Witchcraft School (ISQ)	95,000.00	10,628.13	105,628.13
	December 19 2013 : Adv Ref of Jan 1 2005 Carlton School (OSQ)	30,000.00	2,912.50	32,912.50
	December 19 2013 : Adv Ref of Jan 1 2005 Parking Garage Repairs (ISQ)	45,000.00	900.00	45,900.00
	December 3 2014 : South River Basin Upgrade (I)	100,000.00	27,312.50	127,312.50
	December 3 2014 : Drain Improvements (I)	15,000.00	4,096.88	19,096.88
	December 3 2014 : Road Improvements (I)	200,000.00	24,000.00	224,000.00
	December 3 2014 : Bertram Field (I)	110,000.00	18,706.25	128,706.25
	December 3 2014 : Electric- Generator (I)	5,000.00	806.25	5,806.25
	December 3 2014 : Fire- SCBA (I)	10,000.00	200.00	10,200.00
	December 3 2014 : Fire- Station 4 Door Alt (I)	10,000.00	200.00	10,200.00
	December 3 2014 : Parking- Water Proofing (I)	55,000.00	15,021.88	70,021.88
	December 3 2014 : Planning- MBTA Station (I)	25,000.00	6,828.13	31,828.13
	December 3 2014 : DPW Backhoe (I)	25,000.00	500.00	25,500.00
	December 3 2014 : Engineering- Roadway (I)	30,000.00	600.00	30,600.00
	December 3 2014 : Engineering- Canal Street (I)	40,000.00	800.00	40,800.00
	December 3 2014 : Engineering- Bike Path (I)	5,000.00	100.00	5,100.00
	December 3 2014 : School- District Wide Security (I)	25,000.00	500.00	25,500.00
Subtotal		\$1,470,000.00	\$285,378.15	\$1,755,378.15

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DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
12/15/2019	June 27 2018 : Planning Blaney St Pier & Terminal (I)	*	2,131.25	2,131.25
	June 27 2018 : Police GPS for Vehicles (I)	*	625.00	625.00
	June 27 2018 : Old Town Hall Roof (I)	*	1,125.00	1,125.00
	June 27 2018 : Bike Path Master Plan Upgrades (I)	*	2,131.25	2,131.25
	June 27 2018 : Canal St Roadway & Bike Path Improvements I (I)	*	500.00	500.00
	June 27 2018 : Canal St Roadway & Bike Path Improvements II (I)	*	25,609.38	25,609.38
	June 27 2018 : Citywide Traffic Calming Improvements II (I)	*	1,350.00	1,350.00
	June 27 2018 : Essex St Roadway Improvements I (I)	*	625.00	625.00
	June 27 2018 : Essex St Roadway Improvements II (I)	*	1,000.00	1,000.00
	June 27 2018 : First/Swampscott Rd Intersection Improvement I (I)	*	125.00	125.00
	June 27 2018 : First/Swampscott Rd Intersection Improvement II (I)	*	2,006.25	2,006.25
	June 27 2018 : Seawall at Collins Cove (I)	*	2,040.63	2,040.63
	June 27 2018 : South Salem Walk & Downtown Walk (I)	*	625.00	625.00
	June 27 2018 : Inflatable Boat & Motor I (I)	*	125.00	125.00
	June 27 2018 : Inflatable Boat & Motor II (I)	*	375.00	375.00
	June 27 2018 : Annual Life Cycle Management I (I)	*	250.00	250.00
	June 27 2018 : Annual Life Cycle Management II (I)	*	1,250.00	1,250.00
	June 27 2018 : Fiber Optic Network Phase II (I)	*	10,250.00	10,250.00
	June 27 2018 : Telephone System Replacement I (I)	*	4,625.00	4,625.00
	June 27 2018 : Telephone System Replacement II (I)	*	2,250.00	2,250.00
	June 27 2018 : Basketball Court Renovations (I)	*	625.00	625.00
	June 27 2018 : Memorial Park Pillars & Fencing Phase II (I)	*	500.00	500.00
	June 27 2018 : Playground Upgrades (I)	*	750.00	750.00
	June 27 2018 : Historic Wrought Iron Fence- Salem Commons I (I)	*	250.00	250.00
	June 27 2018 : Historic Wrought Iron Fence- Salem Commons II (I)	*	750.00	750.00
	June 27 2018 : Dickson Memorial Chapel Restoration (I)	*	1,125.00	1,125.00
	June 27 2018 : Forest River Conservation Area Improvements (I)	*	500.00	500.00
	June 27 2018 : Furnace & Hot Water Replacement- Police (I)	*	125.00	125.00
	June 27 2018 : License Plate Readers (I)	*	500.00	500.00
	June 27 2018 : Roof Replacement Police I (I)	*	250.00	250.00
	June 27 2018 : Roof Replacement Police II (I)	*	12,806.25	12,806.25
	June 27 2018 : Public Services Ford F150 (I)	*	1,000.00	1,000.00
	June 27 2018 : Public Services Dump Truck (Sander) (I)	*	3,125.00	3,125.00
	June 27 2018 : Fire Chief Response Vehicle I (I)	*	750.00	750.00
	June 27 2018 : Fire Chief Response Vehicle II (I)	*	125.00	125.00
	June 27 2018 : Parking Ford F150 (I)	*	375.00	375.00
	June 27 2018 : Marked Cruisers (I)	*	1,750.00	1,750.00
	June 27 2018 : K9 Crusier (I)	*	375.00	375.00
	June 27 2018 : 29 Passenger Bus (I)	*	1,125.00	1,125.00
	June 27 2018 : 42 Passenger Bus (I)	*	1,750.00	1,750.00
	June 27 2018 : 77 Passenger Bus (I)	*	1,750.00	1,750.00
	June 27 2018 : Traffic Signal Upgrades (I)	*	500.00	500.00
	June 27 2018 : Utility Pole Replacement (I)	*	500.00	500.00
	June 27 2018 : First Swampscott Rd Intersection Improvements (I)	*	1,125.00	1,125.00

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DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
June 27 2018	Forest River Park & Pool Improvements (I)	*	1,125.00	1,125.00
June 27 2018	Loring & Lafayette Improvements (I)	*	3,331.25	3,331.25
June 27 2018	McGrath Park Additional Assessments (I)	*	4,125.00	4,125.00
June 27 2018	Roads & Sidewalks (I)	*	17,365.63	17,365.63
June 27 2018	IT Annual Inventory (City) (I)	*	1,750.00	1,750.00
June 27 2018	IT Community Cameras (Police) (I)	*	250.00	250.00
June 27 2018	IT Document Management System (I)	*	4,375.00	4,375.00
June 27 2018	IT Facilities Assessment Software (I)	*	3,375.00	3,375.00
June 27 2018	Library HVAC Upgrades (I)	*	1,709.38	1,709.38
June 27 2018	Library Structural Upgrades (I)	*	1,125.00	1,125.00
June 27 2018	Basketball Court Renovations 2 (I)	*	2,131.25	2,131.25
June 27 2018	Betram Field Schematic Design Phase II (I)	*	2,000.00	2,000.00
June 27 2018	Playground Updates (I)	*	250.00	250.00
June 27 2018	Ryan Brennan Memorial Skate Park (I)	*	125.00	125.00
June 27 2018	Salem Common Fence (I)	*	1,500.00	1,500.00
June 27 2018	Winter Island Function Hall Accessibility (I)	*	500.00	500.00
June 27 2018	Parking Equipment/Kiosks (I)	*	1,500.00	1,500.00
June 27 2018	Traffic Signal Communication Upgrades (I)	*	1,125.00	1,125.00
June 27 2018	Historic Cemetery Restoration (I)	*	3,125.00	3,125.00
June 27 2018	Lafayette Park Restoration (I)	*	500.00	500.00
June 27 2018	Police Dive Equipment (I)	*	1,375.00	1,375.00
June 27 2018	Police Fire Alarm Replacement (I)	*	500.00	500.00
June 27 2018	School District Computer Replacement (I)	*	500.00	500.00
June 27 2018	Annual Life Cycle Management I (Schools) (I)	*	1,000.00	1,000.00
June 27 2018	Annual Life Cycle Management II (Schools) (I)	*	3,125.00	3,125.00
June 27 2018	Bentley School HVAC Equipment (I)	*	500.00	500.00
June 27 2018	High School HVAC Upgrades (I)	*	1,125.00	1,125.00
June 27 2018	IT Annual Inventory Schools (I)	*	3,500.00	3,500.00
June 27 2018	Bentley School Roof Replacement (I)	*	1,250.00	1,250.00
June 27 2018	Water System Upgrades- Valves & Hydrants (O)	*	19,662.50	19,662.50
June 27 2018	Water Distribution System Improvements (O)	*	22,562.50	22,562.50
June 27 2018	Outlook Ave Drainage Improvements (I)	*	250.00	250.00
June 27 2018	Water System Flushing, Valves, Leak & GIS (O)	*	3,500.00	3,500.00
June 27 2018	Water System Transmission System (O)	*	3,500.00	3,500.00
June 27 2018	Water- Salem Pump Station & Booster Station (O)	*	500.00	500.00
June 27 2018	Water- Essex St Improvements (O)	*	3,490.63	3,490.63
June 27 2018	Sewer Pump Station I (O)	*	1,125.00	1,125.00
June 27 2018	Sewer Pump Station II (O)	*	64,871.88	64,871.88
June 27 2018	Sewer System Flushing, Valve, Leak & GIS I (I)	*	2,618.75	2,618.75
June 27 2018	Sewer System Flushing, Valve, Leak & GIS II (I)	*	5,250.00	5,250.00
June 27 2018	Swampscott Rd Sewer Pump Station I (I)	*	500.00	500.00
June 27 2018	Swampscott Rd Sewer Pump Station II (I)	*	1,250.00	1,250.00
June 27 2018	Sewer MS4 Compliance/Connection Removal I (I)	*	250.00	250.00
June 27 2018	Sewer MS4 Compliance/Connection Removal II (I)	*	11,031.25	11,031.25
June 27 2018	Canal St Sewer Upgrades Phase I (I)	*	5,925.00	5,925.00

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DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
June 27 2018 : Sewer- Essex St Improvements (I)	-	-	3,490.63	3,490.63
<b>Subtotal</b>	-	-	<b>\$305,390.66</b>	<b>\$305,390.66</b>
01/15/2020 December 14 2006 DW-05-12 (O) : SINGLE PURPOSE	-	-	9,251.45	9,251.45
<b>Subtotal</b>	-	-	<b>\$9,251.45</b>	<b>\$9,251.45</b>
03/01/2020 October 15 2010 (SQ) : Water Systems Improvement (O)	-	-	21,200.00	21,200.00
October 15 2010 (SQ) : Water Meters (O)	-	-	24,000.00	24,000.00
October 15 2010 (SQ) : Water Main (O)	-	-	24,800.00	24,800.00
October 15 2010 (SQ) : Sewer Pump Station (I)	-	-	1,800.00	1,800.00
October 15 2010 (SQ) : South River Basin Upgrade (I)	-	-	14,600.00	14,600.00
October 15 2010 (SQ) : Golf Course Depl. Equip (I)	-	-	200.00	200.00
October 15 2010 (SQ) : Dump Truck (I)	-	-	50.00	50.00
October 15 2010 (SQ) : DPW Equipment (I)	-	-	50.00	50.00
October 15 2010 (SQ) : Engineering Infrastructure (I)	-	-	300.00	300.00
October 15 2010 (SQ) : Engineering Seawalls (I)	-	-	100.00	100.00
October 15 2010 (SQ) : Fire Pumper Truck (I)	-	-	3,000.00	3,000.00
October 15 2010 (SQ) : Parking Equipment (I)	-	-	100.00	100.00
October 15 2010 (SQ) : Witch House (I)	-	-	100.00	100.00
October 15 2010 (SQ) : Departmental Equipment (I)	-	-	100.00	100.00
October 15 2010 (SQ) : Forest River Pool (I)	-	-	300.00	300.00
October 15 2010 (SQ) : Forest River Park (I)	-	-	100.00	100.00
October 15 2010 (SQ) : Willow Public Bathroom (I)	-	-	200.00	200.00
October 15 2010 (SQ) : School Fire Alarm Systems (I)	-	-	200.00	200.00
October 15 2010 (SQ) : School Buses (I)	-	-	200.00	200.00
October 15 2010 (SQ) : School Infrastructure (I)	-	-	600.00	600.00
October 15 2010 (SQ) : Fire SCBA Compressor (I)	-	-	100.00	100.00
October 15 2010 (SQ) : Public Service Equip. & Vehicles (I)	-	-	500.00	500.00
October 15 2010 (SQ) : Roads, Sidewalks & Crosswalks (I)	-	-	10,500.00	10,500.00
October 15 2010 (SQ) : Playground Equipment (I)	-	-	100.00	100.00
October 15 2010 (SQ) : Furlong Park Remodeling (I)	-	-	2,000.00	2,000.00
October 15 2010 (SQ) : Roads, Sidewalks & Crosswalks 2 (I)	-	-	1,200.00	1,200.00
October 15 2010 (SQ) : Canal St. Improvement Design (I)	-	-	3,600.00	3,600.00
October 15 2010 (SQ) : Storage Tanks (O)	-	-	2,000.00	2,000.00
October 15 2010 (SQ) : School Ballfield Remodeling (I)	-	-	500.00	500.00
September 27 2012 : Water System Improvements (OSQ)	-	-	15,950.00	15,950.00
September 27 2012 : Sewer Pump Station Upgrade (ISQ)	-	-	2,218.75	2,218.75
September 27 2012 : South River Basin Upgrade (ISQ)	-	-	5,506.25	5,506.25
September 27 2012 : South River Basin Upgrade 2 (ISQ)	-	-	3,912.50	3,912.50
September 27 2012 : Forrester Street Drain Relief (ISQ)	-	-	4,262.50	4,262.50
September 27 2012 : City Hall Roof (ISQ)	-	-	9,212.50	9,212.50
September 27 2012 : City Hall Skylights (ISQ)	-	-	1,900.00	1,900.00
September 27 2012 : City Hall Windows (ISQ)	-	-	4,831.25	4,831.25
September 27 2012 : City Hall Masonry Repairs (ISQ)	-	-	11,871.88	11,871.88
September 27 2012 : Roads, Sidewalks & Crosswalks (ISQ)	-	-	7,709.38	7,709.38

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DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
September 27 2012	Collins Cove Seawall (ISQ)	*	1,409.38	1,409.38
September 27 2012	Remediation (ISQ)	*	19,293.75	19,293.75
September 27 2012	Collins School (OSQ)	*	18,156.25	18,156.25
September 27 2012	Collins School 2 (OSQ)	*	74,690.63	74,690.63
September 27 2012	Saltonstall School (OSQ)	*	16,421.88	16,421.88
September 27 2012	Saltonstall School 2 (OSQ)	*	34,600.00	34,600.00
<b>Subtotal</b>		*	<b>\$344,446.90</b>	<b>\$344,446.90</b>
04/15/2020	November 17 2016 : Advance Refunding October 15 2007 High School (I)	*	50,040.00	50,040.00
	November 17 2016 : Advance Refunding October 15 2007 Ferry Boat (I)	*	1,000.00	1,000.00
	November 17 2016 : Adv Ref Oct 15 2007 Water System Improvements (O)	*	23,260.00	23,260.00
	November 17 2016 : Collins Middle School (O)	*	12,950.00	12,950.00
	November 17 2016 : Bentley Carpet Replacement (School) (I)	*	500.00	500.00
	November 17 2016 : Districtwide Wireless Infrastructure (School) (I)	*	1,300.00	1,300.00
	November 17 2016 : Districtwide Computer Replacement (School) (I)	*	700.00	700.00
	November 17 2016 : Saltonstall School Parking/DropOff Area Improve(I)	*	2,200.00	2,200.00
	November 17 2016 : Salerno Automotive Roof Replace (School) (I)	*	700.00	700.00
	November 17 2016 : Folly Hill Tank Storage (Water) (O)	*	7,400.00	7,400.00
	November 17 2016 : Water Meter Replacement Program (O)	*	1,400.00	1,400.00
	November 17 2016 : Rehab Gallows Hill Water Tanks 1 (O)	*	18,400.00	18,400.00
	November 17 2016 : Rehab Gallows Hill Water Tanks 2 (O)	*	2,400.00	2,400.00
	November 17 2016 : Water System Upgrade (Valves & Hydrants) (O)	*	7,950.00	7,950.00
	November 17 2016 : Water System Improvements (O)	*	18,325.00	18,325.00
	November 17 2016 : Water Leak Protection, Flushing & GIS Admin 1 (O)	*	2,900.00	2,900.00
	November 17 2016 : Water Leak Protection, Flushing & GIS Admin 2 (O)	*	2,900.00	2,900.00
	November 17 2016 : Canal Street Sewer Phase 2 (I)	*	23,950.00	23,950.00
	November 17 2016 : Sewer Leak Detection, Flushing & GIS Admin (I)	*	6,350.00	6,350.00
	November 17 2016 : Sewer Illicit Connection Removal (O)	*	12,075.00	12,075.00
	November 17 2016 : Bikeway & Roadway Improvements (I)	*	5,000.00	5,000.00
	November 17 2016 : Painting Pedestrian & Historical Lights (I)	*	200.00	200.00
	November 17 2016 : Bike Path Design/Construction (I)	*	200.00	200.00
	November 17 2016 : McGrath Park Paving/Concession Stand (I)	*	2,300.00	2,300.00
	November 17 2016 : Roads Sidewalk & Crosswalks (Non-Chapter 90) (I)	*	2,400.00	2,400.00
	November 17 2016 : General Building Maintenance Upgrades (I)	*	200.00	200.00
	November 17 2016 : Replace Fire Engine 2 or 5 (I)	*	7,800.00	7,800.00
	November 17 2016 : Citywide Computer Replacement (I)	*	1,800.00	1,800.00
	November 17 2016 : Citywide Fiber Optic Network (I)	*	3,700.00	3,700.00
	November 17 2016 : Winter Island Electrical Upgrades RVField(Ph 1)(I)	*	200.00	200.00
	November 17 2016 : Blaney Street Pier & Terminal (City Match) (I)	*	4,100.00	4,100.00
	November 17 2016 : Mary Jane Lee Park (Phase II) (I)	*	900.00	900.00
	November 17 2016 : Old City Hall Window Replacement (I)	*	1,625.00	1,625.00
	November 17 2016 : Compressor (Public Services) (I)	*	200.00	200.00
	November 17 2016 : Open Space/Pocket Park Upgrades(Public Services)-1	*	200.00	200.00
	November 17 2016 : Purchase/Replace Non-Conforming Signs (PubServ)(I)	*	200.00	200.00
	November 17 2016 : Ford F550 6-wheel dump Truck (unit 71)(PubServ)(I)	*	1,100.00	1,100.00

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DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
	November 17 2016 : Ford F550 6-wheel Dump Truck (unit 71)(PubServ)(I)	-	900.00	900.00
	November 17 2016 : 2000 Int'l Dump Truck (unit 14)(PubServ)(I)	-	2,200.00	2,200.00
	November 17 2016 : Trash Packer (Public Services) (I)	-	1,200.00	1,200.00
	November 17 2016 : 2-Ton Propane Hot Box (Public Services) (I)	-	600.00	600.00
	November 17 2016 : Automation of South Harbor Garages (Parking) (I)	-	8,200.00	8,200.00
	November 17 2016 : Parking Garage Upgrades (I)	-	2,400.00	2,400.00
	November 17 2016 : Transfer Station Property Remediation (O)	-	10,275.00	10,275.00
<b>Subtotal</b>		-	<b>\$254,600.00</b>	<b>\$254,600.00</b>
05/01/2020	December 2 2015 : Folly Hill Tank Storage I (O)	*	27,500.00	27,500.00
	December 2 2015 : Folly Hill Tank Storage II (O)	*	13,750.00	13,750.00
	December 2 2015 : System Flushing/Valve Maintenance (O)	*	5,500.00	5,500.00
	December 2 2015 : Meter Replacement Program (O)	*	1,250.00	1,250.00
	December 2 2015 : Valve Pipe Replacement (O)	*	1,250.00	1,250.00
	December 2 2015 : I/I Study, Design & Construction (I)	*	11,534.38	11,534.38
	December 2 2015 : Canal St Phase II (I)	*	26,940.63	26,940.63
	December 2 2015 : Illicit Connection Removal (I)	*	1,540.63	1,540.63
	December 2 2015 : Line Extension, Rehab & Upgrades (I)	*	750.00	750.00
	December 2 2015 : Garage Updates (I)	*	2,290.63	2,290.63
	December 2 2015 : Kiosk Umbrellas (I)	*	625.00	625.00
	December 2 2015 : Computer Replacement Program (I)	*	2,750.00	2,750.00
	December 2 2015 : District-Wide Security Updates (I)	*	875.00	875.00
	December 2 2015 : Replace Lunchroom/Cafeteria Equipment (I)	*	375.00	375.00
	December 2 2015 : HS Transformer Replacement (I)	*	500.00	500.00
	December 2 2015 : Saltonstall Elementary School I (O)	*	8,921.88	8,921.88
	December 2 2015 : Saltonstall Elementary School II (O)	*	3,831.25	3,831.25
	December 2 2015 : Collins Middle School I (O)	*	5,840.63	5,840.63
	December 2 2015 : Collins Middle School II (O)	*	12,325.00	12,325.00
	December 2 2015 : Collins Middle School III (O)	*	17,696.88	17,696.88
	December 2 2015 : Golf Course Equipment (I)	*	1,250.00	1,250.00
	December 2 2015 : Wrought Iron Fence (I)	*	750.00	750.00
	December 2 2015 : Memorial Park Pillars & Fencing (I)	*	125.00	125.00
	December 2 2015 : Blaney Street Terminal - City Match (I)	*	3,831.25	3,831.25
	December 2 2015 : Winter Island Pathway & Fort Restoration (I)	*	750.00	750.00
	December 2 2015 : Police Vehicle GPS Units (I)	*	500.00	500.00
	December 2 2015 : DPS 1988 Ladder Replacement (I)	*	2,962.50	2,962.50
	December 2 2015 : DPS 2000 Dump Truck Replacement (I)	*	1,975.00	1,975.00
	December 2 2015 : Paving (I)	*	9,562.50	9,562.50
	December 2 2015 : Seawalls (I)	*	2,925.00	2,925.00
	December 2 2015 : Bike Path (I)	*	125.00	125.00
<b>Subtotal</b>		-	<b>\$170,803.16</b>	<b>\$170,803.16</b>

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Aggregate Debt Service - FY2020

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DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
06/01/2020	December 19 2013 : Saltonstall School (OSQ)	-	23,668.75	23,668.75
	December 19 2013 : Collins Middle School (OSQ)	-	48,856.25	48,856.25
	December 19 2013 : School Building Repairs (ISQ)	-	1,653.13	1,653.13
	December 19 2013 : School Equipment (ISQ)	-	800.00	800.00
	December 19 2013 : Police Equipment (ISQ)	-	1,500.00	1,500.00
	December 19 2013 : Fire Equipment (ISQ)	-	12,743.75	12,743.75
	December 19 2013 : Electric Dept Equipment (ISQ)	-	800.00	800.00
	December 19 2013 : Parks & Rec (ISQ)	-	2,075.00	2,075.00
	December 19 2013 : Canal Street Utility Program (ISQ)	-	57,768.75	57,768.75
	December 19 2013 : Cur Ref of Jan 15 2003 Bowditch School (OSQ)	-	4,900.00	4,900.00
	December 19 2013 : Cur Ref of Jan 15 2003 Carlton School (OSQ)	-	3,600.00	3,600.00
	December 19 2013 : Adv Ref of Jan 1 2005 Witchcraft School (ISQ)	-	8,728.13	8,728.13
	December 19 2013 : Adv Ref of Jan 1 2005 Carlton School (OSQ)	-	2,312.50	2,312.50
	December 3 2014 : South River Basin Upgrade (I)	-	25,312.50	25,312.50
	December 3 2014 : Drain Improvements (I)	-	3,796.88	3,796.88
	December 3 2014 : Road Improvements (I)	-	20,000.00	20,000.00
	December 3 2014 : Bertram Field (I)	-	16,506.25	16,506.25
	December 3 2014 : Electric- Generator (I)	-	706.25	706.25
	December 3 2014 : Parking- Water Proofing (I)	-	13,921.88	13,921.88
	December 3 2014 : Planning- MBTA Station (I)	-	6,328.13	6,328.13
	<b>Subtotal</b>	<b>-</b>	<b>\$255,978.15</b>	<b>\$255,978.15</b>
06/15/2020	June 27 2018 : Planning Blaney St Pier & Terminal (I)	5,000.00	2,131.25	7,131.25
	June 27 2018 : Police GPS for Vehicles (I)	5,000.00	625.00	5,625.00
	June 27 2018 : Old Town Hall Roof (I)	5,000.00	1,125.00	6,125.00
	June 27 2018 : Bike Path Master Plan Upgrades (I)	5,000.00	2,131.25	7,131.25
	June 27 2018 : Canal St Roadway & Bike Path Improvements I (I)	5,000.00	500.00	5,500.00
	June 27 2018 : Canal St Roadway & Bike Path Improvements II (I)	60,000.00	25,609.38	85,609.38
	June 27 2018 : Citywide Traffic Calming Improvements II (I)	5,000.00	1,350.00	6,350.00
	June 27 2018 : Essex St Roadway Improvements I (I)	5,000.00	625.00	5,625.00
	June 27 2018 : Essex St Roadway Improvements II (I)	5,000.00	1,000.00	6,000.00
	June 27 2018 : First/Swampscott Rd Intersection Improvement I (I)	5,000.00	125.00	5,125.00
	June 27 2018 : First/Swampscott Rd Intersection Improvement II (I)	5,000.00	2,006.25	7,006.25
	June 27 2018 : Seawall at Collins Cove (I)	5,000.00	2,040.63	7,040.63
	June 27 2018 : South Salem Walk & Downtown Walk (I)	5,000.00	625.00	5,625.00
	June 27 2018 : Inflatable Boat & Motor I (I)	5,000.00	125.00	5,125.00
	June 27 2018 : Inflatable Boat & Motor II (I)	5,000.00	375.00	5,375.00
	June 27 2018 : Annual Life Cycle Management I (I)	5,000.00	250.00	5,250.00
	June 27 2018 : Annual Life Cycle Management II (I)	10,000.00	1,250.00	11,250.00
	June 27 2018 : Fiber Optic Network Phase II (I)	95,000.00	10,250.00	105,250.00
	June 27 2018 : Telephone System Replacement I (I)	60,000.00	4,625.00	64,625.00
	June 27 2018 : Telephone System Replacement II (I)	20,000.00	2,250.00	22,250.00
	June 27 2018 : Basketball Court Renovations (I)	5,000.00	625.00	5,625.00
	June 27 2018 : Memorial Park Pillars & Fencing Phase II (I)	5,000.00	500.00	5,500.00

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DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
June 27 2018	Playground Upgrades (I)	5,000.00	750.00	5,750.00
June 27 2018	Historic Wrought Iron Fence- Salem Commons I (I)	5,000.00	250.00	5,250.00
June 27 2018	Historic Wrought Iron Fence- Salem Commons II (I)	5,000.00	750.00	5,750.00
June 27 2018	Dickson Memorial Chapel Restoration (I)	5,000.00	1,125.00	6,125.00
June 27 2018	Forest River Conservation Area Improvements (I)	5,000.00	500.00	5,500.00
June 27 2018	Furnace & Hot Water Replacement- Police (I)	5,000.00	125.00	5,125.00
June 27 2018	License Plate Readers (I)	5,000.00	500.00	5,500.00
June 27 2018	Roof Replacement Police I (I)	5,000.00	250.00	5,250.00
June 27 2018	Roof Replacement Police II (I)	30,000.00	12,806.25	42,806.25
June 27 2018	Public Services Ford F150 (I)	10,000.00	1,000.00	11,000.00
June 27 2018	Public Services Dump Truck (Sander) (I)	40,000.00	3,125.00	43,125.00
June 27 2018	Fire Chief Response Vehicle I (I)	10,000.00	750.00	10,750.00
June 27 2018	Fire Chief Response Vehicle II (I)	5,000.00	125.00	5,125.00
June 27 2018	Parking Ford F150 (I)	5,000.00	375.00	5,375.00
June 27 2018	Marked Cruisers (I)	20,000.00	1,750.00	21,750.00
June 27 2018	K9 Crusier (I)	5,000.00	375.00	5,375.00
June 27 2018	29 Passenger Bus (I)	15,000.00	1,125.00	16,125.00
June 27 2018	42 Passenger Bus (I)	20,000.00	1,750.00	21,750.00
June 27 2018	77 Passenger Bus (I)	20,000.00	1,750.00	21,750.00
June 27 2018	Traffic Signal Upgrades (I)	5,000.00	500.00	5,500.00
June 27 2018	Utility Pole Replacement (I)	5,000.00	500.00	5,500.00
June 27 2018	First Swampscott Rd Intersection Improvements (I)	5,000.00	1,125.00	6,125.00
June 27 2018	Forest River Park & Pool Improvements (I)	5,000.00	1,125.00	6,125.00
June 27 2018	Loring & Lafayette Improvements (I)	5,000.00	3,331.25	8,331.25
June 27 2018	McGrath Park Additional Assessments (I)	40,000.00	4,125.00	44,125.00
June 27 2018	Roads & Sidewalks (I)	40,000.00	17,365.63	57,365.63
June 27 2018	IT Annual Inventory (City) (I)	5,000.00	1,750.00	6,750.00
June 27 2018	IT Community Cameras (Police) (I)	5,000.00	250.00	5,250.00
June 27 2018	IT Document Management System (I)	15,000.00	4,375.00	19,375.00
June 27 2018	IT Facilities Assessment Software (I)	10,000.00	3,375.00	13,375.00
June 27 2018	Library HVAC Upgrades (I)	5,000.00	1,709.38	6,709.38
June 27 2018	Library Structural Upgrades (I)	5,000.00	1,125.00	6,125.00
June 27 2018	Basketball Court Renovations 2 (I)	5,000.00	2,131.25	7,131.25
June 27 2018	Betram Field Schematic Design Phase II (I)	20,000.00	2,000.00	22,000.00
June 27 2018	Playground Updates (I)	5,000.00	250.00	5,250.00
June 27 2018	Ryan Brennan Memorial Skate Park (I)	5,000.00	125.00	5,125.00
June 27 2018	Salem Common Fence (I)	15,000.00	1,500.00	16,500.00
June 27 2018	Winter Island Function Hall Accessibility (I)	5,000.00	500.00	5,500.00
June 27 2018	Parking Equipment/Kiosks (I)	15,000.00	1,500.00	16,500.00
June 27 2018	Traffic Signal Communication Upgrades (I)	5,000.00	1,125.00	6,125.00
June 27 2018	Historic Cemetery Restoration (I)	30,000.00	3,125.00	33,125.00
June 27 2018	Lafayette Park Restoration (I)	5,000.00	500.00	5,500.00
June 27 2018	Police Dive Equipment (I)	10,000.00	1,375.00	11,375.00
June 27 2018	Police Fire Alarm Replacement (I)	5,000.00	500.00	5,500.00
June 27 2018	School District Computer Replacement (I)	5,000.00	500.00	5,500.00

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DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
June 27 2018	Annual Life Cycle Management I (Schools) (I)	10,000.00	1,000.00	11,000.00
June 27 2018	Annual Life Cycle Management II (Schools) (I)	30,000.00	3,125.00	33,125.00
June 27 2018	Bentley School HVAC Equipment (I)	5,000.00	500.00	5,500.00
June 27 2018	High School HVAC Upgrades (I)	5,000.00	1,125.00	6,125.00
June 27 2018	IT Annual Inventory Schools (I)	10,000.00	3,500.00	13,500.00
June 27 2018	Bentley School Roof Replacement (I)	5,000.00	1,250.00	6,250.00
June 27 2018	Water System Upgrades- Valves & Hydrants (O)	20,000.00	19,662.50	39,662.50
June 27 2018	Water Distribution System Improvements (O)	20,000.00	22,562.50	42,562.50
June 27 2018	Outlook Ave Drainage Improvements (I)	5,000.00	250.00	5,250.00
June 27 2018	Water System Flushing, Valves, Leak & GIS (O)	10,000.00	3,500.00	13,500.00
June 27 2018	Water System Transmission System (O)	10,000.00	3,500.00	13,500.00
June 27 2018	Water- Salem Pump Station & Booster Station (O)	5,000.00	500.00	5,500.00
June 27 2018	Water- Essex St Improvements (O)	5,000.00	3,490.63	8,490.63
June 27 2018	Sewer Pump Station I (O)	5,000.00	1,125.00	6,125.00
June 27 2018	Sewer Pump Station II (O)	60,000.00	64,871.88	124,871.88
June 27 2018	Sewer System Flushing, Valve, Leak & GIS I (I)	5,000.00	2,618.75	7,618.75
June 27 2018	Sewer System Flushing, Valve, Leak & GIS II (I)	5,000.00	5,250.00	10,250.00
June 27 2018	Swampscott Rd Sewer Pump Station I (I)	20,000.00	500.00	20,500.00
June 27 2018	Swampscott Rd Sewer Pump Station II (I)	10,000.00	1,250.00	11,250.00
June 27 2018	Sewer MS4 Compliance/Connection Removal I (I)	5,000.00	250.00	5,250.00
June 27 2018	Sewer MS4 Compliance/Connection Removal II (I)	10,000.00	11,031.25	21,031.25
June 27 2018	Canal St Sewer Upgrades Phase I (I)	5,000.00	5,925.00	10,925.00
June 27 2018	Sewer- Essex St Improvements (I)	5,000.00	3,490.63	8,490.63
<b>Subtotal</b>		<b>\$1,100,000.00</b>	<b>\$305,390.66</b>	<b>\$1,405,390.66</b>
<b>Total</b>		<b>\$7,561,904.00</b>	<b>\$2,811,359.68</b>	<b>\$10,373,263.68</b>

## **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 minimum Stabilization fund of 5% of the City's current general fund operating budget which is 7.26M based on 2019 budget of 145M. 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).

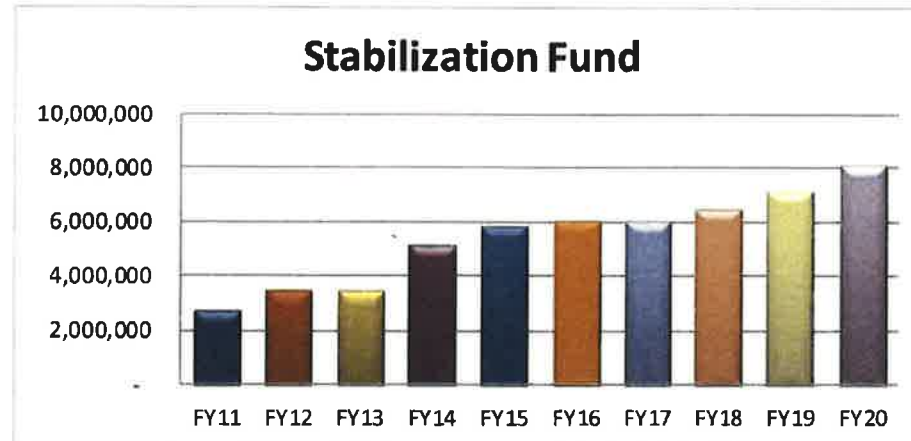
The stabilization fund should only be used for the following circumstances:

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 2019 there was a transfer made from the general fund to the stabilization fund. The transfer was \$1.19M which was 20% of the free cash certification. In FY 2019, 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	End Bal	
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	6,511,290	
2019	7,200,000	Estimated
2020	8,200,000	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.

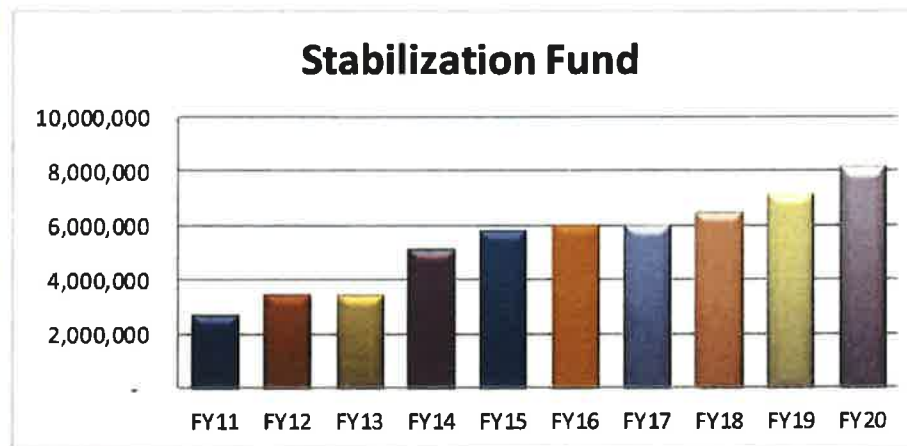
1. The fund is limited to 10% of the prior year's tax levy.
2. All interest earned in the Retirement Stabilization Fund will stay with the Fund.

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 2019 we may transfer some free cash into this fund to cover FY 2020 retirements. In FY 2020 we are budgeting 600,000 to be transferred to this fund.

Stabilization Fund		
Fiscal Year	End Bal	
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	6,511,290	
2019	7,200,000	Estimated
2020	8,200,000	Estimated



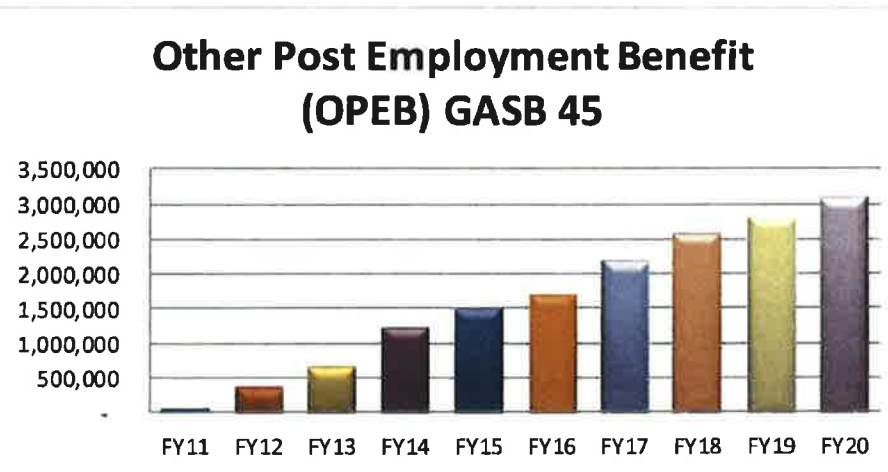
## Other Post Employment Benefit (OPEB) (GASB 45)

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 2019 the City transferred \$297,475 (5% of the FY 2018 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 2020 we're estimating 270,000 of free cash to OPEB.

Other Post Employment Benefit (OPEB) GASB 45		
Fiscal Year	End Bal	
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	2,572,670	
2019	2,830,000	Estimated
2020	3,100,000	Estimated





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

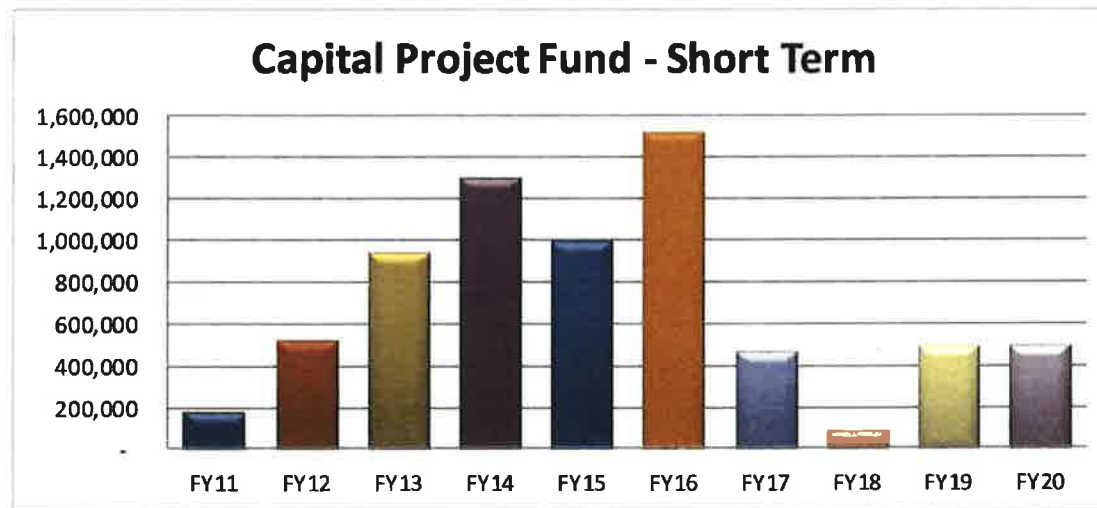
The City of Salem uses a capital project fund to supplement the short-term capital needs of the City.

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 2019, 20% (\$1,189,897) of the free cash was allocated to the CIP fund. In FY 2019 no money was budgeted to be transferred from the General Fund to the Capital Projects Fund. We estimate the FY 2020 beginning fund balance to be approximately \$500K.

Capital Project Fund - Short Term		
Fiscal Year	End Bal	
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	89,285	
2019	500,000	Estimated
2020	500,000	Estimated



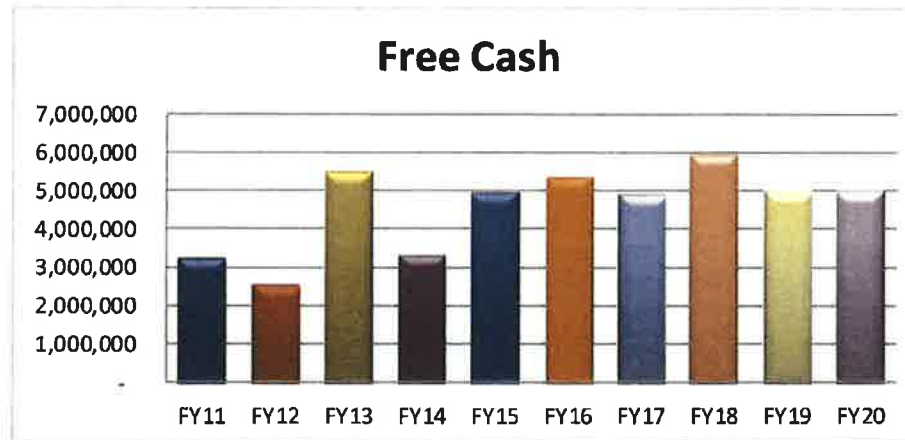
## **Free Cash**

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 2020 we expect to see approximately \$5M available for free cash from FY 2019.

Free Cash Certified by DOR		
Fiscal Year	End Bal	
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	5,949,483	
2019	5,000,000	Estimated
2020	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.

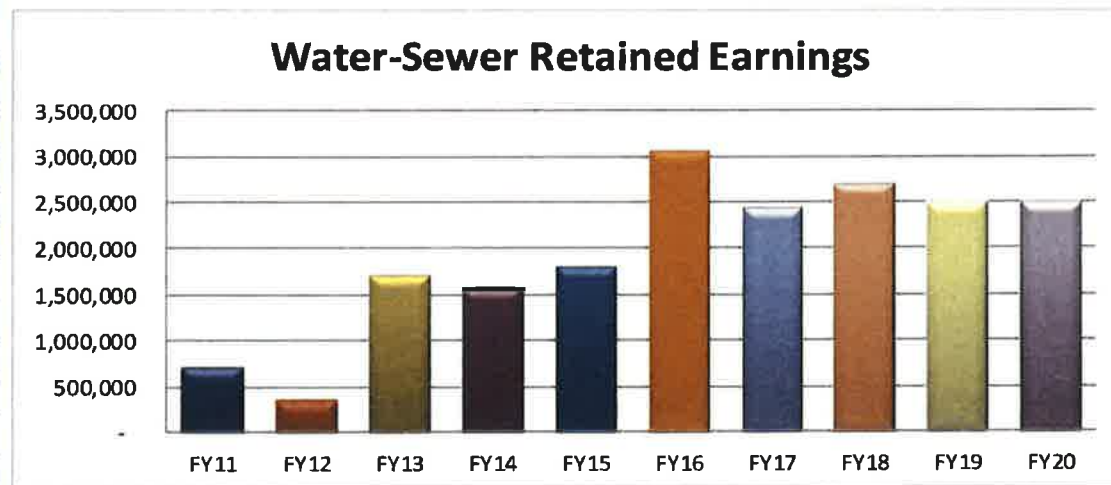
The City of Salem generally uses Water & Sewer retained earnings to fund capital improvements that may come up during the fiscal year as well as emergency repairs needed due to water or sewer main breaks or other related repairs. Some capital equipment may be funded during the year from these as well.

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	Certified	
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	2,703,564	
2019	2,500,000	Estimated
2020	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 \$300K.

Trash Retained Earnings Certified by DOR		
Fiscal Year	Certified	
2011	75,000	
2012	110,108	
2013	323,738	
2014	480,116	
2015	327,688	
2016	446,379	
2017	489,884	
2018	324,422	
2019	300,000	Estimated
2020	300,000	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 June 08, 2018 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 regarding 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 2016 and the City has maintained that rating. The outlook is stable.

The bond rating 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 rating cited by Standard and Poor's reflects their opinion of the city's:

- 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;
- Strong budgetary performance, with a slight operating surplus in the general fund and operating surplus at the total-governmental – fund level in fiscal 2017
- Strong budgetary flexibility, with an available fund balance in fiscal 2017 of 9.5% of operating expenditures;
- Very strong liquidity, with total government available cash at 15.9% of total governmental fund expenditures and
- 5x governmental debt service, and access to external liquidity we consider strong;
- Adequate debt and contingent liability position, with debt service carrying charges at 3.2% of expenditures and net direct debt that is 35.8% 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.

## **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 FY19 Tax Rate Recapitulation Sheet - \$169,515,457 this limit would be \$8,475,772. 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 \$4,790,270,400 effective January 1, 2018, its normal debt limit is \$239,513,520 and its double debt limit is \$479,027,040.

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 – FY2020 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.

### **FY2020 Capital Improvement Program (CIP) – highlights of proposed CIP and FY2020 Capital Budget**

For FY2020, 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 \$870,000 from the State for road repairs. In addition to the authorized Chapter 90 funding, the City will be funding an additional \$1,540,000 for roadway improvements and sidewalks beyond the state aid appropriation. As well, as funding a number of other specific roadway projects.

The FY2020 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 2/3<sup>rd</sup> 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 2020 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:**

Capital Leases	595,346	
Chapter 90	870,000	
Short-Term CIP (Fund 2000)	161,788	
Loan Order	11,770,192	
<b>The total proposed list of CIP for the general fund budget is-----&gt;</b>	<b>13,397,326</b>	

## FY 2020 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 FY2020 that is routine in nature would be as follows:**

### City Clerk

Vault Storage for Historic Preservation	51,125	
<b>Total City Clerk</b>	<b>51,125</b>	

### Electrical

Smart Signalization Expansion	225,000	Loan Order
2019 Ford F350 Pickup Truck 8' Bed 2 Wheel Drive	31,000	Capital Lease
<b>Total Electrical</b>	<b>256,000</b>	

### Engineering

Boston Street Corridor Roadway improv. (TIP program)	200,000	Loan Order
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## FY 2020 CIP OVERVIEW

Project/Description	Amount	Funding Source
Bridge Street (Massworks) Roadway improvements	150,000	Loan Order
Common Bandstand Restoration	43,400	Loan Order
Forest River Park and Pool Design/Improvements	200,000	Loan Order
Willows Park Restoration	210,000	Loan Order
Derby St Complete Streets	842,400	Loan Order
Szetela Lance Shared Use Path	303,000	Loan Order
Roads, Sidewalks & Crosswalks (Non Chapter 90 eligible)	1,540,000	Loan Order
Roads, Sidewalks & Crosswalks (Chapter 90)	870,000	Chapter 90
<b>Total Engineering</b>	<b>4,358,800</b>	
<b>Fire</b>		
Scott Self Contained Breating Apparatus & Accessories	24,940	Fund 2000
General Building Maintenance/Upgrades	30,000	Fund 2000
<b>Total Fire</b>	<b>54,940</b>	
<b>Information Technology</b>		
Annual Equipment-Life-Cycle Mgmt Program (City)	120,995	Loan Order
Annual Equipment- Lite-Cycle Mgmt Program (Schools)	171,506	Loan Order
Ongoing Dtitization of record, City wide	75,000	Loan Order
View Permit Upgrade	74,680	Loan Order
<b>Total Information Technology</b>	<b>442,181</b>	
<b>Library</b>		
Theft detection system replacement	30,000	Loan Order
Children's Room resdesign furniture and fixtures	20,000	Loan Order
Envelope & leak detection	10,000	Loan Order
<b>Total Library</b>	<b>60,000</b>	
<b>Parks, Recreation and Community Services/Council on Aging</b>		
Bertram Field Phase 2	4,956,357	Loan Order
Court Renovations	75,000	Loan Order
Playground, Irrigation & Fence Upgrades	75,000	Loan Order
Equipment - Golf Course	55,723	Fund 2000

## FY 2020 CIP OVERVIEW

Project/Description	Amount	Funding Source
<b>Total Parks, Recreation and Community Services</b>	<b>5,162,080</b>	
<b>Parking &amp; Traffic</b>		
Traffic Calming Improvements	76,500	Loan Order
Bicycle Infrastructure Upgrades (Annual)	25,500	Loan Order
Museum Place Garage Renovation Phase 1 Design	200,000	Loan Order
Parking Kiosk Purchase/Installation	50,000	Loan Order
Signs/Safety/Tactical	25,500	Loan Order
MP & SH Garage Maintenance	100,000	Loan Order
<b>Total Parking</b>	<b>477,500</b>	
<b>Planning</b>		
Purchase of Nissan Leaf at End of Lease	9,346	Capital Lease
Gallows Hill Park Renovation	227,259	Loan Order
Municipal Harbor Plan	55,500	Loan Order
Palmer Cove Park Renovation	50,000	Loan Order
Bike Plan Implementation	25,000	Loan Order
Dickson Memorial Chapel Study and Door Repair	25,000	Loan Order
Underpass Public Art Installation	25,000	Loan Order
OTH Capital and Business Needs Study	25,000	Loan Order
<b>Total Planning</b>	<b>442,105</b>	
<b>Police</b>		
Police & Fire Radio Communication System	50,000	Loan Order
Vehicle Replacement (4 Marked Cruisers)	196,000	Capital Lease
Cameras - Community/Police	75,000	Loan Order
Boiler and Heaters	157,595	Loan Order
<b>Total Police</b>	<b>478,595</b>	
<b>Public Services</b>		
Ball Field Maint. Mach.	31,000	Loan Order
Cat. Backhoe	100,000	Capital Lease
F550 Dump	67,000	Capital Lease
Winter Island Lighthouse Concrete Restoration, Painting	30,000	Loan Order

## FY 2020 CIP OVERVIEW

Project/Description	Amount	Funding Source
<b>Total Public Services</b>	<b>228,000</b>	
<b>Schools</b>		
30 Pass. Bus w/ 2 WC	95,000	Capital Lease
77 Passenger Bus	97,000	Capital Lease
SHS Library Remodel	20,000	Loan Order
Saltonstall Water Heaters	84,000	Loan Order
Witchcraft Chiller & Assoc. HVAC System	605,000	Loan Order
Site/Field Studies & Small Repairs to Capital Assets	30,000	Loan Order
Life Safety Studies & Small Repairs to Capital Assets	90,000	Loan Order
MEP/Elevator/Utility Studies & Small Repairs to Capital Assets	180,000	Loan Order
Roof/Envelope Studies&Small Repairs to Capital Assets	25,000	Loan Order
Access/ADA/Architectural Studies & Small Repairs to Capital Assets	160,000	Loan Order
<b>Total Schools</b>	<b>1,386,000</b>	
<b>GRAND TOTAL</b>	<b>13,397,326</b>	
<b>NET AMOUNT TO BE BONDED (Bonding)</b>	<b>11,770,192</b>	

## FY 2020 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 FY2020 that is non-routine in nature.

## FY 2020 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:	\$	13,397,326
TOTAL PROPOSED FOR BORROWING AND CAPITAL LEASES:	\$	12,365,538

### FY20 CIP – Funding Sources

#### FY20 CIP –CH. 90:

Engineering	Roads, Sidewalks & Crosswalks (Chapter 90)	870,000
<b>TOTAL CH.90:</b>		<b>870,000</b>

#### FY20 CIP-Funded from one time revenue sources-CAPITAL OUTLAY FUND-FUND 2000

City Clerk	Vault Storage for Historic Preservation	51,125
Fire	Scott Self Contained Breating Apparatus & Accessories	24,940
Fire	General Building Maintenance/Upgrades	30,000
Recreation	Equipment - Golf Course	55,723
<b>TOTAL CAPITAL OUTLAY FUND:</b>		<b>161,788</b>

#### FY20 CIP-Funded from CAPITAL LEASES

Electrical	2019 Ford F350 Pickup Truck 8' Bed 2 Wheel Drive	31,000
Planning	Purchase of Nissan Leaf at End of Lease	9,346
Police	Vehicle Replacement (4 Marked Cruisers)	196,000
Public Servcies - Eq	Cat. Backhoe	100,000
Public Servcies - Eq	F550 Dump	67,000
Schools	30 Pass. Bus w/ 2 WC	95,000
Schools	77 Passenger Bus	97,000
<b>TOTAL CAPITAL LEASES:</b>		<b>595,346</b>

## FY 2020 CIP General Fund Executive Summary

### FY20 CIP-Funded from anticipated BOND AUTHORIZATION

Electrical	Smart Signalization Expansion	225,000
Engineering	Boston Street Corridor Roadway improv. (TIP program)	200,000
Engineering	Bridge Street (Massworks) Roadway improvements	150,000
Engineering	Common Bandstand Restoration	43,400
Engineering	Forest River Park and Pool Design/Improvements	200,000
Engineering	Willows Park Restoration	210,000
Engineering	Derby St Complete Streets	842,400
Engineering	Szetela Lance Shared Use Path	303,000
Engineering	Roads, Sidewalks & Crosswalks (Non Chapter 90 eligible)	1,540,000
IT	Annual Equipment-Life-Cycle Mgmt Program (City)	120,995
IT	Annual Equipment- Life-Cycle Mgmt Program (Schools)	171,506
IT	Ongoing Dtitization of record, City wide	75,000
IT	View Permit Upgrade	74,680
Library	Theft detection system replacement	30,000
Library	Children's Room redesign furniture and fixtures	20,000
Library	Envelope & leak detection	10,000
Recreation	Bertram Field Phase 2	4,956,357
Recreation	Court Renovations	75,000
Recreation	Playground, Irrigation & Fence Upgrades	75,000
Parking and Traffic	Traffic Calming Improvements	76,500
Parking and Traffic	Bicycle Infrastructure Upgrades (Annual)	25,500
Parking and Traffic	Museum Place Garage Renovation Phase 1 Design	200,000
Parking and Traffic	Parking Kiosk Purchase/Installation	50,000
Parking and Traffic	Signs/Safety/Tactical	25,500
Parking and Traffic	MP & SH Garage Maintenance	100,000
Planning	Gallows Hill Park Renovation	227,259
Planning	Municipal Harbor Plan	55,500
Planning	Palmer Cove Park Renovation	50,000
Planning	Bike Plan Implementation	25,000
Planning	Dickson Memorial Chapel Study and Door Repair	25,000
Planning	Underpass Public Art Installation	25,000
Planning	OTH Capital and Business Needs Study	25,000

### FY 2020 CIP General Fund Executive Summary

Police	Police & Fire Radio Communication System	50,000
Police	Cameras - Community/Police	75,000
Police	Boiler and Heaters	157,595
Public Servcies - Eq	Ball Field Maint. Mach.	31,000
Public Servcies - Eq	Winter Island Lighthouse Concrete Restoration, Painting	30,000
Schools	SHS Library Remodel	20,000
Schools	Saltonstall Water Heaters	84,000
Schools	Witchcraft Chiller & Assoc. HVAC System	605,000
Schools	Site/Field Studies & Small Repairs to Capital Assets	30,000
Schools	Life Safety Studies & Small Repairs to Capital Assets	90,000
Schools	MEP/Elevator/Utility Studies & Small Repairs to Capital Assets	180,000
Schools	Roof/Envelope Studies&Small Repairs to Capital Assets	25,000
Schools	Access/ADA/Architectural Studies & Small Repairs to Capital Assets	160,000

<b>TOTAL BOND AUTHORIZATION:</b>	<b>11,770,192</b>
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<b>GRAND TOTAL GENERAL FUND CAPITAL REQUESTS:</b>	<b>13,397,326</b>
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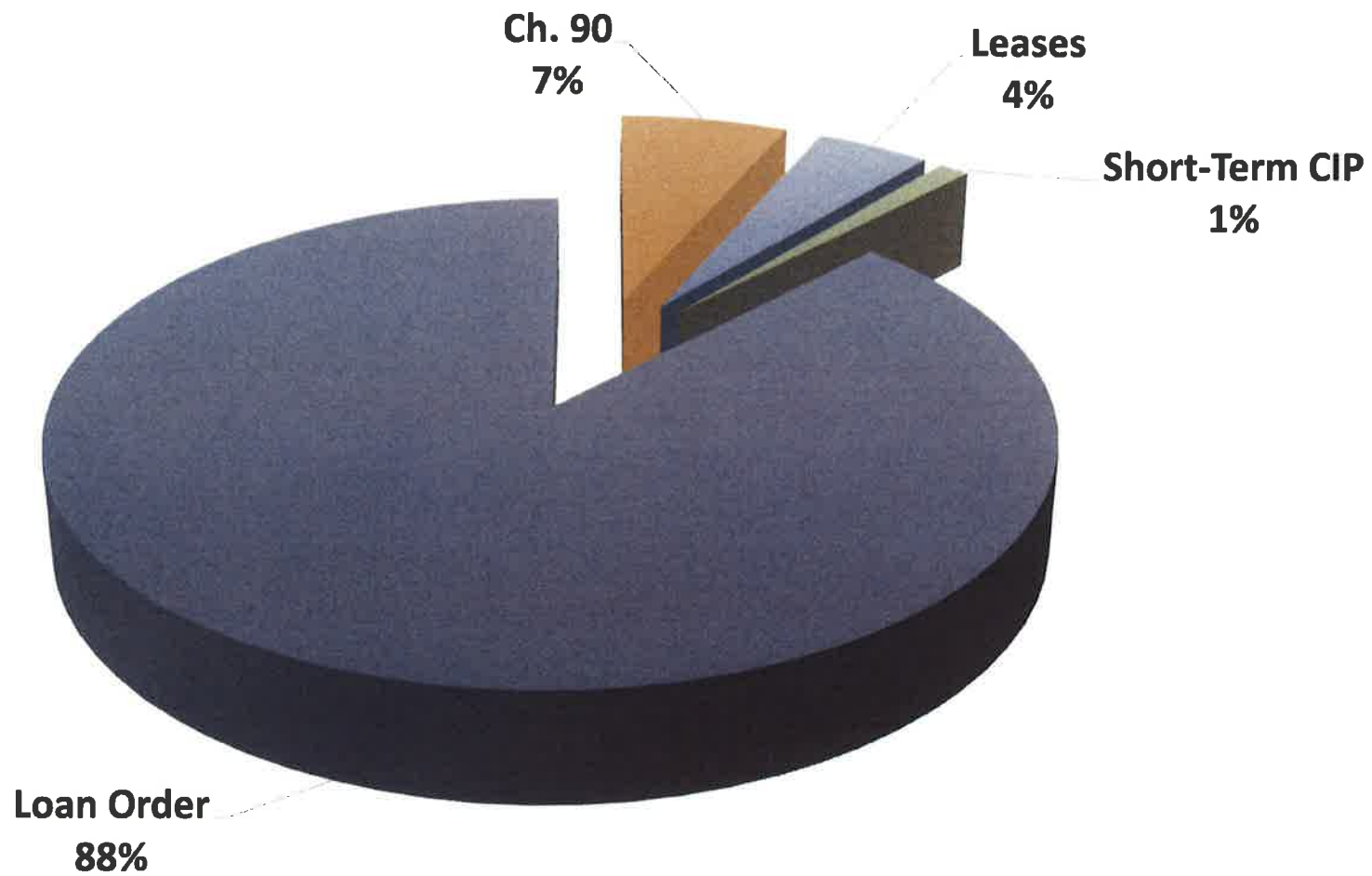
## IMPACT OF CAPITAL IMPROVEMENT PROJECTS ON OPERATING BUDGET

Department	Description	Funding	Cost	Impact
City Clerk	Vault Storage for Historic Preservation	Fund 2000	51,125	No impact.
Electrical	Smart Signalization Expansion	Bonding	225,000	Increased efficiency/Improves Transportation
Electrical	2019 Ford F350 Pickup Truck 8' Bed 2 Wheel Drive	Capital Leases	31,000	Increased efficiency/Decreased Maint
Engineering	Boston Street Corridor Roadway improv. (TIP program)	Bonding	200,000	Asset preservation
Engineering	Bridge Street (Massworks) Roadway improvements	Bonding	150,000	Asset preservation
Engineering	Common Bandstand Restoration	Bonding	43,400	Asset preservation
Engineering	Forest River Park and Pool Design/Improvements	Bonding	200,000	Reduces long-term capital costs.
Engineering	Willows Park Restoration	Bonding	210,000	Asset preservation
Engineering	Derby St Complete Streets	Bonding	842,400	Asset preservation
Engineering	Szetela Lance Shared Use Path	Bonding	303,000	No impact
Engineering	Roads, Sidewalks & Crosswalks (Non Chapter 90 eligible)	Bonding	1,540,000	Asset preservation
Engineering	Roads, Sidewalks & Crosswalks (Chapter 90)	Ch. 90	870,000	Asset preservation
Fire	Scott Self Contained Breathing Apparatus & Accessories	Fund 2000	24,940	No impact.
Fire	General Building Maintenance/Upgrades	Fund 2000	30,000	Preventative maintenance.
IT	Annual Equipment-Life-Cycle Mgmt Program (City)	Bonding	120,995	No impact.
IT	Annual Equipment- Life-Cycle Mgmt Program (Schools)	Bonding	171,506	No impact.
IT	Ongoing Dtitization of record, City wide	Bonding	75,000	Long-term asset preservation. Increases efficiency.
IT	View Permit Upgrade	Bonding	74,680	Increases efficiency.
Library	Theft detection system replacement	Bonding	30,000	Improves safety of Municipal Assets
Library	Children's Room redesign furniture and fixtures	Bonding	20,000	No impact.
Library	Envelope & leak detection	Bonding	10,000	Preventative maintenance.
				New capital investment. Increase recreational space.
Recreation	Bertram Field Phase 2	Bonding	4,956,357	Improves Efficiencies
Recreation	Court Renovations	Bonding	75,000	Asset preservation.
Recreation	Playground, Irrigation & Fence Upgrades	Bonding	75,000	Asset preservation.
Recreation	Equipment - Golf Course	Fund 2000	55,723	Increases efficiency.
Parking and Traffic	Traffic Calming Improvements	Bonding	76,500	Improves Transportation/Efficiencies
Parking and Traffic	Bicycle Infrastructure Upgrades (Annual)	Bonding	25,500	No impact.
Parking and Traffic	Museum Place Garage Renovation Phase 1 Design	Bonding	200,000	Asset preservation.
Parking and Traffic	Parking Kiosk Purchase/Installation	Bonding	50,000	Increased efficiency.
Parking and Traffic	Signs/Safety/Tactical	Bonding	25,500	Increased efficiency.
Parking and Traffic	MP & SH Garage Maintenance	Bonding	100,000	Asset preservation.
Planning	Purchase of Nissan Leaf at End of Lease	Capital Leases	9,346	Increases efficiency.
Planning	Gallows Hill Park Renovation	Bonding	227,259	Asset preservation.
Planning	Municipal Harbor Plan	Bonding	55,500	Capital planning
Planning	Palmer Cove Park Renovation	Bonding	50,000	Asset preservation.

## IMPACT OF CAPITAL IMPROVEMENT PROJECTS ON OPERATING BUDGET

Department	Description	Funding	Cost	Impact
Planning	Bike Plan Implementation	Bonding	25,000	No impact.
Planning	Dickson Memorial Chapel Study and Door Repair	Bonding	25,000	Asset preservation.
Planning	Underpass Public Art Installation	Bonding	25,000	No impact.
Planning	OTH Capital and Business Needs Study	Bonding	25,000	Improves Efficiency.
Police	Police & Fire Radio Communication System	Bonding	50,000	Improves Security

**FY 2020 General Fund CIP Funding Sources**



**City of Salem  
Capital Plan - General Fund  
Fiscal Year 2020-2024**

CAPITAL REQUEST	Approved FY19	FY20 Funding Source	Dept. Request FY2020	Requested			
				FY2021	FY2022	FY2023	FY2024
<b>City Clerk</b>							
Vault Storage for Historic Preservation		Fund 2000	51,125				
<b>Subtotal: City Clerk</b>	-		51,125	-	-	-	-
<b>Electrical</b>							
Bridge Street Led Conversion	104,474						
Led Lighting Upgrades (100 Watt Led Luminancies)	34,833						
Smart Signalization Expansion	75,000	Bonding	225,000				
2019 Ford F350 Pickup Truck 8' Bed 2 Wheel Drive		Capital Leases	31,000				
<b>Subtotal: Electrical</b>	214,307		256,000	-	-	-	-
<b>Engineering - Roads, Sidewalks, &amp; Crosswalks</b>							
Boston Street Corridor Roadway improv(TIP prog)	200,000	Bonding	200,000				
Bridge Street (Massworks) Roadway improvements	150,000	Bonding	150,000				
Canal Street Bikepath [final] phase 2 (local share - non participating)	500,000						
Canal Street Corridor Roadway improvements	250,000						
Citywide seawall improvements	50,000						
Common Bandstand Restoration	50,000	Bonding	43,400				
DPS relocation study / evaluation	75,000						
Essex St Ped & vehicle access improv. (nic lights-north st)	1,500,000						
First/Swampscott Rd Intersection Improv. & Design	750,000						
Forest River Park and Pool Design/Improvements	100,000	Bonding	200,000				
Forest River Park seawall replacement (grant \$1.2 mil)	2,250,000						
Loring and Lafayette Improvements	100,000						
Willows Park Restoration		Bonding	210,000				
Derby St Complete Streets		Bonding	842,400	1,500,000			
Szetela Lance Shared Use Path		Bonding	303,000				
Roads, Sidewalks & Crosswalks (Non Chapter 90 eligible)	500,000	Bonding	1,540,000	150,000	150,000		
Roads, Sidewalks & Crosswalks (Chapter 90)	853,262	Ch. 90	870,000	870,000	870,000		
<b>Subtotal: Eng. - Roads, Sidewalks, Crosswalks</b>	7,328,262		4,358,800	2,520,000	1,020,000	-	-
<b>Fire</b>							
Scott Self Contained Breating Apparatus & Accessories		Fund 2000	24,940				

CAPITAL REQUEST	Approved FY19	FY20 Funding Source	Dept. Request FY2020	Requested			
				FY2021	FY2022	FY2023	FY2024
General Building Maintenance/Upgrades		Fund 2000	30,000				
Bay Floor	75,000						
<b>Subtotal: Fire</b>	<b>75,000</b>		<b>54,940</b>	-	-	-	-
<b>Information Technology</b>							
Annual Equipment-Life-Cycle Mgmt Program (City)	136,943	Bonding	120,995	120,000	120,000	120,000	
Annual Equipment- Life-Cycle Mgmt Program (Schools)	220,161	Bonding	171,506	200,000	200,000	200,000	
Ongoing Dtitization of record, City wide	125,000	Bonding	75,000	125,000	125,000	125,000	
View Permit Upgrade		Bonding	74,680				
Telephone System Replacment-City/Schools	511,111						
<b>Subtotal: Information Technology</b>	<b>993,215</b>		<b>442,181</b>	<b>445,000</b>	<b>445,000</b>	<b>445,000</b>	-
<b>Library</b>							
Carpet Replacement (370 Essex Street)	68,000						
HVAC Design, Engineering & Const. (370 Essex st.)	370,000						
Theft detection system replacement		Bonding	30,000				
Children's Room redesign furniture and fixtures		Bonding	20,000	180,000			
Envelope & leak detection		Bonding	10,000				
<b>Subtotal: Library</b>	<b>438,000</b>		<b>60,000</b>	<b>180,000</b>	-	-	-
<b>Parks, Recreation &amp; Community Services</b>							
(a) Bertram Field Phase 2	75,000	Bonding	4,956,357				
Court Renovations	125,000	Bonding	75,000				
Park and Field Improvements	75,000						
Playground, Irrigation & Fence Upgrades		Bonding	75,000				
Ryan Brennan Memorial Skate Park Renovation	42,750						
Golf Course Cart Paths (CPA)	150,000						
Golf Course Cart Paths	440,000						
Equipment - Golf Course		Fund 2000	55,723	40,000	40,000		
<b>Subtotal: Recreation</b>	<b>907,750</b>		<b>5,162,080</b>	<b>40,000</b>	<b>40,000</b>	-	-
<b>Parking and Traffic Department</b>							
Museum Place Garage Security Camera System	210,000						
Church Street Parking reconfiguration	413,669						
South Harbor Restoration	40,000						
Parking Garage Equipment/Kiosks	5,000						
Traffic Calming Improvements	75,000	Bonding	76,500				
Bicycle Infrastructure Upgrades (Annual)	25,000	Bonding	25,500	26,010	26,530	27,061	
Parking Kiosk Installation (replace old meters)	25,000						
ADA Transition	75,000						
Museum Place Garage Renovation Phase 1 Design		Bonding	200,000				
Parking Kiosk Purchase/Installation		Bonding	50,000				

CAPITAL REQUEST	Approved FY19	FY20 Funding Source	Dept. Request FY2020	Requested			
				FY2021	FY2022	FY2023	FY2024
Signs/Safety/Tactical	25,000	Bonding	25,500				
MP & SH Garage Maintenance		Bonding	100,000				
<b>Subtotal: Parking and Traffic</b>	<b>893,669</b>		<b>477,500</b>	<b>26,010</b>	<b>26,530</b>	<b>27,061</b>	<b>-</b>
<b>Planning</b>							
Charter Street Cemetery	75,000						
Collins Cove Living Shoreline	50,000						
Public Art Underpass (Grant)	50,000						
Public Art Underpass	50,000						
Second ferry acquisition	600,000						
Second ferry acquisition (Grant)	3,400,000						
Purchase of Nissan Leaf at End of Lease		Capital Leases	9,346				
South River Float & Tie-up(Grant)	900,000						
South River Float & Tie-up	200,000						
Common Fences(Grant)	125,000						
Common Fences(CPA)	125,000						
Gallows Hill Park Renovation		Bonding	227,259	405,667			
Municipal Harbor Plan		Bonding	55,500				
Palmer Cove Park Renovation		Bonding	50,000	1,450,000			
Bike Plan Implementation		Bonding	25,000	30,000	30,000	30,000	30,000
Dickson Memorial Chapel Study and Door Repair		Bonding	25,000				
Underpass Public Art Installation		Bonding	25,000				
OTH Capital and Business Needs Study		Bonding	25,000				
<b>Subtotal: Planning</b>	<b>5,575,000</b>		<b>442,105</b>	<b>1,885,667</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>
<b>POLICE</b>							
Active Shoot Kits (10)	11,000						
Portable Heavy Duty Shields (10)	11,700						
Shotguns (6)	3,630						
Tasers (5)	3,300						
Monocular Night Vision (2)	13,200						
Portable Surveillance Camera	10,000						
Police & Fire Radio Communication System		Bonding	50,000				
Vehicle Replacement (4 Marked Cruisers)	135,000	Capital Leases	196,000				
Cameras - Community/Police		Bonding	75,000				
Boiler and Heaters		Bonding	157,595				
<b>Subtotal: Police</b>	<b>187,830</b>		<b>478,595</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Public Services</b>							
International Dump Truck	142,000						
Skid Steer	50,000						

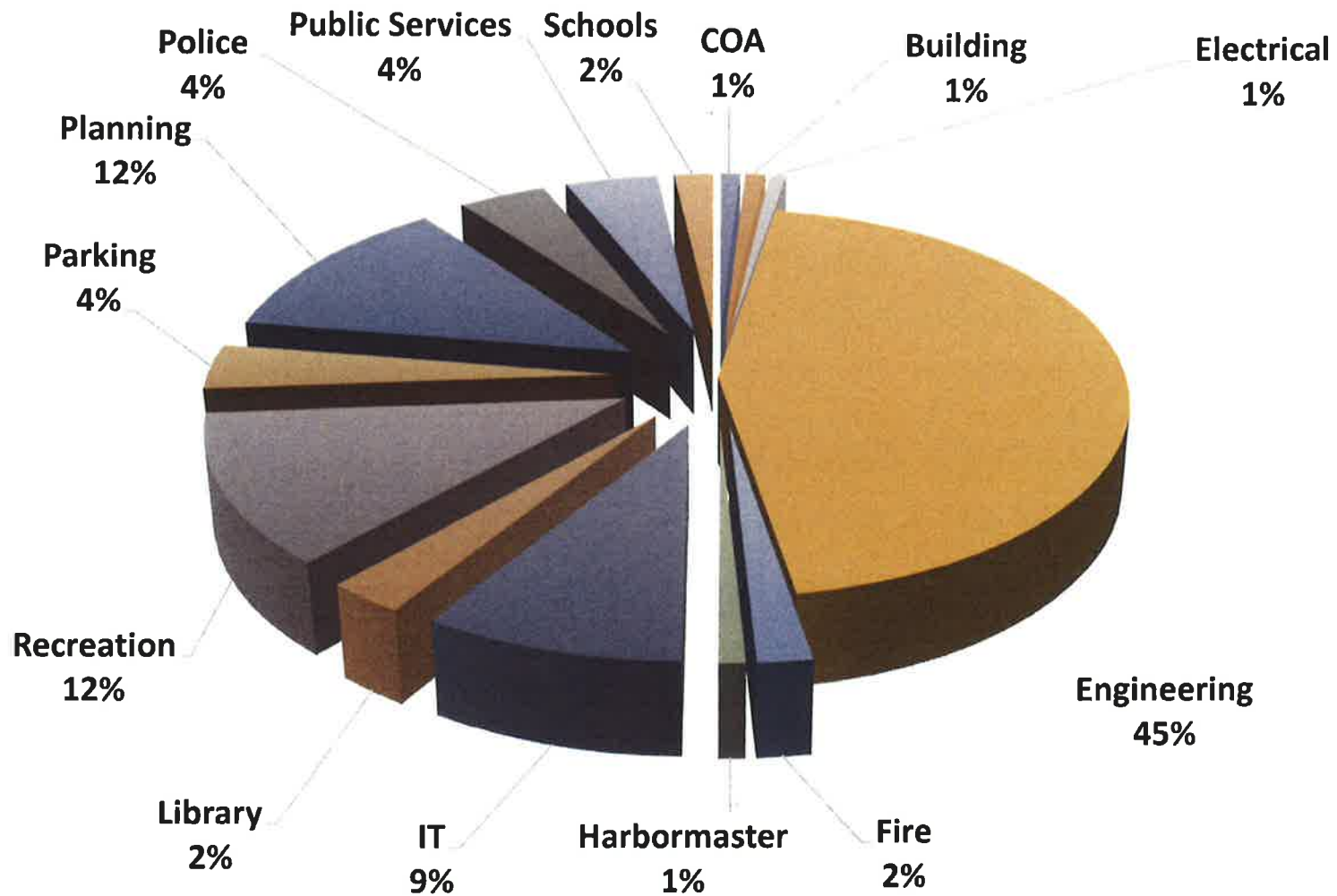
CAPITAL REQUEST	Approved FY19	FY20 Funding Source	Dept. Request FY2020	Requested			
				FY2021	FY2022	FY2023	FY2024
Ball Field Maint. Mach.		Bonding	31,000				
Cat. Backhoe		Capital Leases	100,000				
F550 Dump		Capital Leases	67,000				
Winter Island Lighthouse Concrete Restoration, Painting		Bonding	30,000				
<b>Subtotal: Public Services</b>	<b>192,000</b>		<b>228,000</b>	-	-	-	-
<b>Schools</b>							
7D Van	45,000						
Bentley-Roof Replacement	29,500						
Build out-Vocational Shop	45,000						
Bus-29 Passenger #1 (leased over 3 years)	62,500						
30 Pass. Bus w/ 2 WC		Capital Leases	95,000				
77 Passenger Bus		Capital Leases	97,000				
SHS Library Remodel	70,000	Bonding	20,000				
Playground Equip Replacment	40,000						
Salerno Roof & Mechan.	110,000						
Saltonstall Water Heaters		Bonding	84,000				
Witchcraft Chiller & Assoc. HVAC System		Bonding	605,000				
Site/Field Studies & Small Repairs to Capital Assets		Bonding	30,000				
Life Safety Studies & Small Repairs to Capital Assets		Bonding	90,000				
MEP/Elevator/Utility Studies & Small Repairs to Capital Assets		Bonding	180,000				
Roof/Envelope Studies&Small Repairs to Capital Assets		Bonding	25,000				
Access/ADA/Archit Studies & Small Repairs to Capital Assets		Bonding	160,000				
<b>Subtotal: Schools</b>	<b>402,000</b>		<b>1,386,000</b>	-	-	-	-

Bonding	11,770,192
Capital Leases	595,346
Ch. 90	870,000
Fund 2000	161,788
Total CIP	13,397,326
Total to be Bonded	11,770,192

**Footnotes:**

(a) Bertram Field is listed at full amount of loan, CPA authorized payment of \$100k for 20 years

**FY 2020: General Fund Capital Spending by Department**





## FY 2020 CIP Enterprise Funds Executive Summary

The Enterprise Fund's Capital Plan has multiple funding sources, including retained earnings, SEDS funds and bonding.  
The list proposed has been reviewed and approved by the City's Engineer.

Total proposed Capital Plan for the City of Salem's Enterprise Funds for FY20 is:	\$ 1,880,000
Total proposed for Borrowing & Capital Leases for the WS Enterprise Funds for FY20 is:	<u>\$ 1,880,000</u>

### FY20 Enterprise Fund CIP – Funding Sources

#### FY20 Enterprise Fund CIP-Funded from bonding

Water - Bertram Field Phase 2	100,000
Water - City Wide System Flushing, Valve Maint., Leak Detection and GIS Admin.	100,000
Water - Distribution Main System Initiatives (plan, design & construct)	100,000
Water - Transmission main system initiatives (plan, design & construct)	100,000
Sewer - Derby St at Congress - Drainage system repairs (Waterfront Hotel Commitment)	250,000
Sewer - Bertram Field Phase 2	250,000
Sewer - SSES report implementation (eliminate I/I sources city wide )	600,000
Sewer - City Wide System Flushing, Valve Maint., Leak Detection and GIS Admin.	200,000
Sewer - Pre-Paving Sewer/ drain inspections (prior to annual paving)	50,000
Sewer - Spoil Material Testing and Disposal at DPS	50,000

<b>TOTAL BONDING:</b>	<b>1,880,000</b>
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#### FY20 CIP-Funded from CAPITAL LEASES

International Dump Truck	80,000
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<b>TOTAL CAPITAL LEASES:</b>	<b>80,000</b>
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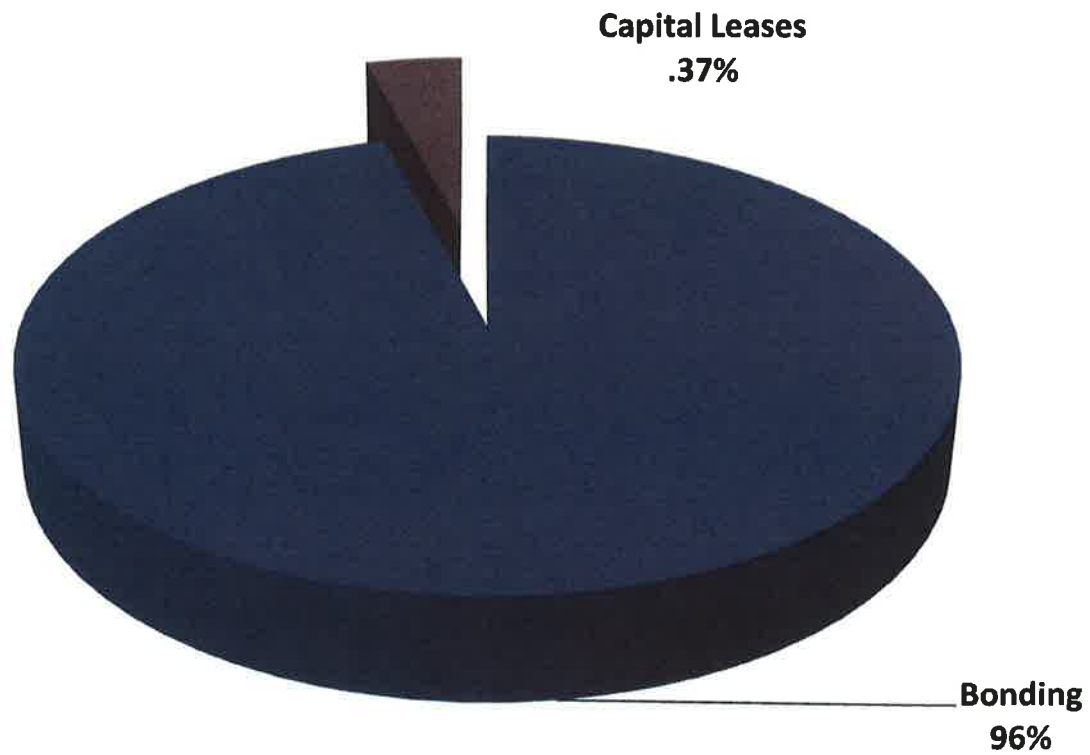
<b>GRAND TOTAL ENTERPRISE FUND CAPITAL REQUESTS:</b>	<b>1,880,000</b>
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## IMPACT OF WATER & SEWER CAPITAL IMPROVEMENT PROJECTS ON OPERATING BUDGET

Description	Funding	Cost	Impact
Water - Bertram Field Phase 2	Bonding	100,000	Repairing structural defects and addressing needed repairs to water infrastructure.
Water - City Wide System Flushing, Valve Maint., Leak Detection and GIS Admin.	Bonding	100,000	Preventative maintenance/reduction in emergency repairs
Water - Distribution Main System Initiatives (plan, design & construct)	Bonding	100,000	Repairing structural defects and addressing needed repairs to water infrastructure.
Water - Transmission main system initiatives (plan, design & construct)	Bonding	100,000	Repairing structural defects and addressing needed repairs to water infrastructure.
Sewer - Derby St at Congress - Drainage system repairs (Waterfront Hotel Commitment)	Bonding	250,000	Repairing structural defects and addressing needed repairs to sewer infrastructure.
Sewer - Bertram Field Phase 2	Bonding	250,000	Repairing structural defects and addressing needed repairs to sewer infrastructure.
Sewer - SSES report implementation (eliminate I/I sources city wide )	Bonding	600,000	Repair structural defects to avoid maintenance issues.
Sewer - City Wide System Flushing, Valve Maint., Leak Detection and GIS Admin.	Bonding	200,000	Repairing structural defects and addressing needed repairs to sewer infrastructure.
Sewer - Pre-Paving Sewer/ drain inspections (prior to annual paving)	Bonding	50,000	Repairs as addressing ongoing infrastructure needs
Sewer - Spoil Material Testing and Disposal at DPS	Bonding	50,000	Addressing needed repairs to Water and sewer infrastructure

**Grand Total All Water & Sewer Enterprise Capital Projects      1,800,000**

**FY 2020 Water and Sewer CIP**  
**Funding Sources**



**City of Salem**  
**Capital Plan - Water and Sewer Enterprise Fund**  
**Fiscal Year 2019-2024**

CAPITAL REQUEST	Approved FY19	FY20 Funding Source	FY2020	REQUESTED			
				FY2021	FY2022	FY2023	FY2024
<b>Water Enterprise-Engineering</b>							
<b>Distribution System</b>							
Highland Ave 16 inch water main and valves (replace 1930 vintage system)	100,000			2,500,000			
Szetela lane (from lee fort terrance to memorial drive loop)	250,000						
Bertram Field Phase 2		Bonding	100,000				
City Wide-Distribution Main System Initiatives (plan, design & construct)	250,000	Bonding	100,000	1,145,000	1,145,000	1,145,000	1,145,000
City Wide System Flushing, Valve Maint., Leak Detection and GIS Admin.	400,000	Bonding	100,000	400,000	400,000	400,000	400,000
Transmission main system initiatives (plan, design & construct)		Bonding	100,000	2,500,000	2,500,000	2,500,000	2,500,000
<b>Subtotal: Water Enterprise</b>	<b>1,000,000</b>		<b>400,000</b>	<b>6,545,000</b>	<b>4,045,000</b>	<b>4,045,000</b>	<b>4,045,000</b>
<b>Sewer Enterprise-Engineering</b>							
Sewer - City Wide System Flushing, Valve Maint., Leak Detection and GIS Admin.	200,000	Bonding	200,000	400,000	400,000	400,000	400,000
EPA MS4 Stormwater Permit Compliance/Illicit Connection Removal	250,000	Bonding		750,000	750,000	750,000	750,000
Pre-Paving Sewer/ drain inspections (prior to annual paving)	50,000	Bonding	50,000	50,000	50,000	50,000	50,000
Spoil Material Disposal at dps (testing and disposal)	-	Bonding	50,000	50,000	50,000	50,000	50,000
SSES report implementation (eliminate I/I sources city wide )	150,000	Bonding	600,000	800,000	800,000	800,000	800,000
289 derby drain (replace existing)	350,000	Bonding					
289 Derby St at Congress-Drainage system repairs(Waterfront Hotel Commitment)		Bonding	250,000	250,000			
Fowler and No Pine St Sewer Rehabilitation	400,000	Bonding					
Moffat drainage easement improvements	50,000	Bonding					
Palmer Cove drain outfall clean-up (remove bacteria source)	50,000						
Pt Area Catch Basin Screening Improvements	100,000	Bonding					
Willow Ave (pipe beach) sewer replacement	100,000	Grant		2,500,000			
Bertram Field Phase 2		Bonding	250,000				
Canal Street- SSU Flood Mitigation Improvements-Phase II	10,000,000	Bonding					
Rosies Pond flood improvements	750,000	Bonding					
International Dump Truck		Capital Lease	80,000				
<b>Subtotal: Sewer Enterprise</b>	<b>12,450,000</b>		<b>1,480,000</b>	<b>4,800,000</b>	<b>2,050,000</b>	<b>2,050,000</b>	<b>2,050,000</b>
<b>Total: Enterprise Fund</b>	<b>13,450,000</b>		<b>1,880,000</b>	<b>11,345,000</b>	<b>6,095,000</b>	<b>6,095,000</b>	<b>6,095,000</b>

Bonding	1,800,000
Bond Premium	-
Grants	-
R/E	-
Capital Lease	80,000
SESD	-

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City of Salem, Massachusetts

Aggregate Debt Service - FY2020

Part 1 of 12

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
##### December 14 2006 DW-05-12 (O) SINGLE PURPOSE		121,904.00	10,470.49	132,374.49
<b>Subtotal</b>		<b>\$121,904.00</b>	<b>\$10,470.49</b>	<b>\$132,374.49</b>
##### January 27 2010 NSR (SQ) : Adv Ref Sept 15 2000 Bates School (O)		860,000.00	17,200.00	877,200.00
October 15 2010 (SQ) : Water Systems Improvement (O)		100,000.00	23,200.00	123,200.00
October 15 2010 (SQ) : Water Meters (O)		200,000.00	28,000.00	228,000.00
October 15 2010 (SQ) : Water Main (O)		140,000.00	27,600.00	167,600.00
October 15 2010 (SQ) : Sewer Pump Station (I)		10,000.00	2,000.00	12,000.00
October 15 2010 (SQ) : South River Basin Upgrade (I)		85,000.00	16,300.00	101,300.00
October 15 2010 (SQ) : Golf Course Dept. Equip (I)		10,000.00	400.00	10,400.00
October 15 2010 (SQ) : Dump Truck (I)		2,500.00	100.00	2,600.00
October 15 2010 (SQ) : DPW Equipment (I)		2,500.00	100.00	2,600.00
October 15 2010 (SQ) : Engineering Infrastructure (I)		15,000.00	600.00	15,600.00
October 15 2010 (SQ) : Engineering Seawalls (I)		5,000.00	200.00	5,200.00
October 15 2010 (SQ) : Fire Pumper Truck (I)		25,000.00	3,500.00	28,500.00
October 15 2010 (SQ) : Parking Equipment (I)		5,000.00	200.00	5,200.00
October 15 2010 (SQ) : Witch House (I)		5,000.00	200.00	5,200.00
October 15 2010 (SQ) : Departmental Equipment (I)		5,000.00	200.00	5,200.00
October 15 2010 (SQ) : Forest River Pool (I)		15,000.00	600.00	15,600.00
October 15 2010 (SQ) : Forest River Park (I)		5,000.00	200.00	5,200.00
October 15 2010 (SQ) : Willow Public Bathroom (I)		10,000.00	400.00	10,400.00
October 15 2010 (SQ) : School Fire Alarm Systems (I)		10,000.00	400.00	10,400.00
October 15 2010 (SQ) : School Buses (I)		10,000.00	400.00	10,400.00
October 15 2010 (SQ) : School Infrastructure (I)		5,000.00	700.00	5,700.00
October 15 2010 (SQ) : Fire SCBA Compressor (I)		5,000.00	200.00	5,200.00
October 15 2010 (SQ) : Public Service Equip. & Vehicles (I)		30,000.00	1,100.00	31,100.00
October 15 2010 (SQ) : Roads, Sidewalks & Crosswalks (I)		105,000.00	12,600.00	117,600.00
October 15 2010 (SQ) : Playground Equipment (I)		5,000.00	200.00	5,200.00
October 15 2010 (SQ) : Furlong Park Remodeling (I)		20,000.00	2,400.00	22,400.00
October 15 2010 (SQ) : Roads, Sidewalks & Crosswalks 2 (I)		10,000.00	1,400.00	11,400.00
October 15 2010 (SQ) : Canal St. Improvement Design (I)		30,000.00	4,200.00	34,200.00
October 15 2010 (SQ) : Storage Tanks (O)		100,000.00	4,000.00	104,000.00
October 15 2010 (SQ) : School Ballfield Remodeling (I)		5,000.00	600.00	5,600.00
September 27 2012 : Water System Improvements (OSQ)		60,000.00	16,850.00	76,850.00
September 27 2012 : Sewer Pump Station Upgrade (ISQ)		10,000.00	2,368.75	12,368.75
September 27 2012 : South River Basin Upgrade (ISQ)		25,000.00	5,881.25	30,881.25
September 27 2012 : South River Basin Upgrade 2 (ISQ)		15,000.00	4,137.50	19,137.50
September 27 2012 : Forrester Street Drain Relief (ISQ)		15,000.00	4,487.50	19,487.50
September 27 2012 : City Hall Roof (ISQ)		15,000.00	9,437.50	24,437.50
September 27 2012 : City Hall Skylights (ISQ)		5,000.00	1,975.00	6,975.00
September 27 2012 : City Hall Windows (ISQ)		10,000.00	4,981.25	14,981.25
September 27 2012 : City Hall Masonry Repairs (ISQ)		20,000.00	12,171.88	32,171.88
September 27 2012 : Roads, Sidewalks & Crosswalks (ISQ)		50,000.00	8,459.38	58,459.38
September 27 2012 : Collins Cove Seawall (ISQ)		5,000.00	1,484.38	6,484.38
September 27 2012 : Remediation (ISQ)		35,000.00	19,818.75	54,818.75

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City of Salem, Massachusetts

Aggregate Debt Service - FY2020

Part 2 of 12

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
September 27 2012 : Collins School (OSQ)		35,000.00	18,681.25	53,681.25
September 27 2012 : Collins School 2 (OSQ)		130,000.00	76,640.63	206,640.63
September 27 2012 : Saltonstall School (OSQ)		30,000.00	16,871.88	46,871.88
September 27 2012 : Saltonstall School 2 (OSQ)		60,000.00	35,500.00	95,500.00
<b>Subtotal</b>		<b>\$2,355,000.00</b>	<b>\$388,946.90</b>	<b>\$2,743,946.90</b>
##### November 17 2016 : Advance Refunding October 15 2007 High School (I)		320,000.00	56,440.00	376,440.00
November 17 2016 : Advance Refunding October 15 2007 Ferry Boat (I)		60,000.00	2,200.00	62,200.00
November 17 2016 : Adv Ref Oct 15 2007 Water System Improvements (O)		150,000.00	26,260.00	176,260.00
November 17 2016 : Collins Middle School (O)		30,000.00	13,550.00	43,550.00
November 17 2016 : Bentley Carpet Replacement (School) (I)		25,000.00	1,000.00	26,000.00
November 17 2016 : Districtwide Wireless Infrastructure (School) (I)		60,000.00	2,500.00	62,500.00
November 17 2016 : Districtwide Computer Replacement (School) (I)		5,000.00	800.00	5,800.00
November 17 2016 : Saltonstall School Parking/DropOff Area Improve(I)		5,000.00	2,300.00	7,300.00
November 17 2016 : Salerno Automotive Roof Replace (School) (I)		5,000.00	800.00	5,800.00
November 17 2016 : Folly Hill Tank Storage (Water) (O)		45,000.00	8,300.00	53,300.00
November 17 2016 : Water Meter Replacement Program (O)		10,000.00	1,600.00	11,600.00
November 17 2016 : Rehab Gallows Hill Water Tanks 1 (O)		130,000.00	21,000.00	151,000.00
November 17 2016 : Rchab Gallows Hill Water Tanks 2 (O)		5,000.00	2,500.00	7,500.00
November 17 2016 : Water System Upgrade (Valves & Hydrants) (O)		20,000.00	8,350.00	28,350.00
November 17 2016 : Water System Improvements (O)		40,000.00	19,125.00	59,125.00
November 17 2016 : Water Leak Protection, Flushing & GIS Admin 1 (O)		20,000.00	3,300.00	23,300.00
November 17 2016 : Water Leak Protection, Flushing & GIS Admin 2 (O)		15,000.00	3,200.00	18,200.00
November 17 2016 : Canal Street Sewer Phase 2 (I)		55,000.00	25,050.00	80,050.00
November 17 2016 : Sewer Leak Detection, Flushing & GIS Admin (I)		15,000.00	6,650.00	21,650.00
November 17 2016 : Sewer Illicit Connection Removal (O)		25,000.00	12,575.00	37,575.00
November 17 2016 : Bikeway & Roadway Improvements (I)		20,000.00	5,400.00	25,400.00
November 17 2016 : Painting Pedestrian & Historical Lights (I)		5,000.00	300.00	5,300.00
November 17 2016 : Bike Path Design/Construction (I)		5,000.00	300.00	5,300.00
November 17 2016 : McGrath Park Paving/Concession Stand (I)		10,000.00	2,500.00	12,500.00
November 17 2016 : Roads Sidewalk & Crosswalks (Non-Chapter 90) (I)		10,000.00	2,600.00	12,600.00
November 17 2016 : General Building Maintenance Upgrades (I)		5,000.00	300.00	5,300.00
November 17 2016 : Replace Fire Engine 2 or 5 (I)		55,000.00	8,900.00	63,900.00
November 17 2016 : Citywide Computer Replacement (I)		15,000.00	2,100.00	17,100.00
November 17 2016 : Citywide Fiber Optic Network (I)		180,000.00	7,300.00	187,300.00
November 17 2016 : Winter Island Electrical Upgrades RVField(Ph 1)(I)		5,000.00	300.00	5,300.00
November 17 2016 : Blaney Street Pier & Terminal (City Match) (I)		15,000.00	4,400.00	19,400.00
November 17 2016 : Mary Jane Lee Park (Phase II) (I)		5,000.00	1,000.00	6,000.00
November 17 2016 : Old City Hall Window Replacement (I)		5,000.00	1,725.00	6,725.00
November 17 2016 : Compressor (Public Services) (I)		5,000.00	300.00	5,300.00
November 17 2016 : Open Space/Pocket Park Upgrades(Public Services)-I		5,000.00	300.00	5,300.00
November 17 2016 : Purchase/Replace Non-Conforming Signs (PubServ)(I)		10,000.00	400.00	10,400.00
November 17 2016 : Ford F550 6-wheel dump Truck (unit 71)(PubServ)(I)		5,000.00	1,200.00	6,200.00
November 17 2016 : Ford F550 6-wheel Dump Truck (unit 71)(PubServ)(I)		5,000.00	1,000.00	6,000.00
November 17 2016 : 2000 Int'l Dump Truck (unit 14)(PubServ)(I)		15,000.00	2,500.00	17,500.00

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## Aggregate Debt Service - FY2020

Part 3 of 12

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
November 17 2016 :	Trash Packer (Public Services) (I)	10,000.00	1,400.00	11,400.00
November 17 2016 :	2-Ton Propane Hot Box (Public Services) (I)	5,000.00	700.00	5,700.00
November 17 2016 :	Automation of South Harbor Garages (Parking) (I)	50,000.00	9,200.00	59,200.00
November 17 2016 :	Parking Garage Upgrades (I)	5,000.00	2,500.00	7,500.00
November 17 2016 :	Transfer Station Property Remediation (O)	25,000.00	10,775.00	35,775.00
<b>Subtotal</b>		<b>\$1,515,000.00</b>	<b>\$284,900.00</b>	<b>\$1,799,900.00</b>
##### December 2 2015 :	Folly Hill Tank Storage I (O)	225,000.00	33,125.00	258,125.00
December 2 2015 :	Folly Hill Tank Storage II (O)	110,000.00	16,500.00	126,500.00
December 2 2015 :	System Flushing/Valve Maintenance (O)	45,000.00	6,625.00	51,625.00
December 2 2015 :	Meter Replacement Program (O)	10,000.00	1,500.00	11,500.00
December 2 2015 :	Valve Pipe Replacement (O)	10,000.00	1,500.00	11,500.00
December 2 2015 :	I/I Study, Design & Construction (I)	40,000.00	12,534.38	52,534.38
December 2 2015 :	Canal St. Phase II (I)	90,000.00	29,190.63	119,190.63
December 2 2015 :	Illicit Connection Removal (I)	5,000.00	1,665.63	6,665.63
December 2 2015 :	Line Extension, Rehab & Upgrades (I)	5,000.00	875.00	5,875.00
December 2 2015 :	Garage Updates (I)	10,000.00	2,540.63	12,540.63
December 2 2015 :	Kiosk Umbrellas (I)	5,000.00	750.00	5,750.00
December 2 2015 :	Computer Replacement Program (I)	25,000.00	3,375.00	28,375.00
December 2 2015 :	District-Wide Security Updates (I)	10,000.00	1,125.00	11,125.00
December 2 2015 :	Replace Lunchroom/Cafeteria Equipment (I)	5,000.00	500.00	5,500.00
December 2 2015 :	HS Transformer Replacement (I)	10,000.00	750.00	10,750.00
December 2 2015 :	Saltonstall Elementary School I (O)	30,000.00	9,671.88	39,671.88
December 2 2015 :	Saltonstall Elementary School II (O)	15,000.00	4,206.25	19,206.25
December 2 2015 :	Collins Middle School I (O)	20,000.00	6,340.63	26,340.63
December 2 2015 :	Collins Middle School II (O)	45,000.00	13,450.00	58,450.00
December 2 2015 :	Collins Middle School III (O)	60,000.00	19,196.88	79,196.88
December 2 2015 :	Golf Course Equipment (I)	15,000.00	1,625.00	16,625.00
December 2 2015 :	Wrought Iron Fence (I)	5,000.00	875.00	5,875.00
December 2 2015 :	Memorial Park Pillars & Fencing (I)	5,000.00	250.00	5,250.00
December 2 2015 :	Blaney Street Terminal - City Match (I)	15,000.00	4,206.25	19,206.25
December 2 2015 :	Winter Island Pathway & Fort Restoration (I)	5,000.00	875.00	5,875.00
December 2 2015 :	Police CAD/RMS Replacement (I)	80,000.00	2,000.00	82,000.00
December 2 2015 :	Police Vehicle GPS Units (I)	5,000.00	625.00	5,625.00
December 2 2015 :	DPS 1988 Ladder Replacement (I)	15,000.00	3,337.50	18,337.50
December 2 2015 :	DPS 2000 Dump Truck Replacement (I)	15,000.00	2,350.00	17,350.00
December 2 2015 :	Paving (I)	50,000.00	10,812.50	60,812.50
December 2 2015 :	Seawalls (I)	10,000.00	3,175.00	13,175.00
December 2 2015 :	Bike Path (I)	5,000.00	250.00	5,250.00
<b>Subtotal</b>		<b>\$1,000,000.00</b>	<b>\$195,803.16</b>	<b>\$1,195,803.16</b>

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## Aggregate Debt Service - FY2020

Part 4 of 12

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
#####	December 19 2013 : Saltonstall School (OSQ)	65,000.00	24,968.75	89,968.75
	December 19 2013 : Collins Middle School (OSQ)	135,000.00	51,556.25	186,556.25
	December 19 2013 : School Building Repairs (ISQ)	10,000.00	1,853.13	11,853.13
	December 19 2013 : School Equipment (ISQ)	10,000.00	1,000.00	11,000.00
	December 19 2013 : Police Equipment (ISQ)	25,000.00	2,000.00	27,000.00
	December 19 2013 : Fire Equipment (ISQ)	75,000.00	14,243.75	89,243.75
	December 19 2013 : Electric Dept Equipment (ISQ)	10,000.00	1,000.00	11,000.00
	December 19 2013 : Parks & Rec (ISQ)	5,000.00	2,175.00	7,175.00
	December 19 2013 : Canal Street Utility Program (ISQ)	160,000.00	60,968.75	220,968.75
	December 19 2013 : Cur Ref of Jan 15 2003 Bowditch School (OSQ)	90,000.00	6,700.00	96,700.00
	December 19 2013 : Cur Ref of Jan 15 2003 Carlton School (OSQ)	60,000.00	4,800.00	64,800.00
	December 19 2013 : Adv Ref of Jan 1 2005 Witchcraft School (ISQ)	95,000.00	10,628.13	105,628.13
	December 19 2013 : Adv Ref of Jan 1 2005 Carlton School (OSQ)	30,000.00	2,912.50	32,912.50
	December 19 2013 : Adv Ref of Jan 1 2005 Parking Garage Repairs (ISQ)	45,000.00	900.00	45,900.00
	December 3 2014 : South River Basin Upgrade (I)	100,000.00	27,312.50	127,312.50
	December 3 2014 : Drain Improvements (I)	15,000.00	4,096.88	19,096.88
	December 3 2014 : Road Improvements (I)	200,000.00	24,000.00	224,000.00
	December 3 2014 : Bertram Field (I)	110,000.00	18,706.25	128,706.25
	December 3 2014 : Electric- Generator (I)	5,000.00	806.25	5,806.25
	December 3 2014 : Fire- SCBA (I)	10,000.00	200.00	10,200.00
	December 3 2014 : Fire- Station 4 Door Alt (I)	10,000.00	200.00	10,200.00
	December 3 2014 : Parking- Water Proofing (I)	55,000.00	15,021.88	70,021.88
	December 3 2014 : Planning- MBTA Station (I)	25,000.00	6,828.13	31,828.13
	December 3 2014 : DPW Backhoe (I)	25,000.00	500.00	25,500.00
	December 3 2014 : Engineering- Roadway (I)	30,000.00	600.00	30,600.00
	December 3 2014 : Engineering- Canal Street (I)	40,000.00	800.00	40,800.00
	December 3 2014 : Engineering- Bike Path (I)	5,000.00	100.00	5,100.00
	December 3 2014 : School- District Wide Security (I)	25,000.00	500.00	25,500.00
<b>Subtotal</b>		<b>\$1,470,000.00</b>	<b>\$285,378.15</b>	<b>\$1,755,378.15</b>

## Aggregate Debt Service - FY2020

Part 5 of 12

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
##### June 27 2018 : Planning Blaney St Pier & Terminal (I)	-	2,131.25	2,131.25	
June 27 2018 : Police GPS for Vehicles (I)	-	625.00	625.00	
June 27 2018 : Old Town Hall Roof (I)	-	1,125.00	1,125.00	
June 27 2018 : Bike Path Master Plan Upgrades (I)	-	2,131.25	2,131.25	
June 27 2018 : Canal St Roadway & Bike Path Improvements I (I)	-	500.00	500.00	
June 27 2018 : Canal St Roadway & Bike Path Improvements II (I)	-	25,609.38	25,609.38	
June 27 2018 : Citywide Traffic Calming Improvements II (I)	-	1,350.00	1,350.00	
June 27 2018 : Essex St Roadway Improvements I (I)	-	625.00	625.00	
June 27 2018 : Essex St Roadway Improvements II (I)	-	1,000.00	1,000.00	
June 27 2018 : First/Swampscott Rd Intersection Improvement I (I)	-	125.00	125.00	
June 27 2018 : First/Swampscott Rd Intersection Improvement II (I)	-	2,006.25	2,006.25	
June 27 2018 : Seawall at Collins Cove (I)	-	2,040.63	2,040.63	
June 27 2018 : South Salem Walk & Downtown Walk (I)	-	625.00	625.00	
June 27 2018 : Inflatable Boat & Motor I (I)	-	125.00	125.00	
June 27 2018 : Inflatable Boat & Motor II (I)	-	375.00	375.00	
June 27 2018 : Annual Life Cycle Management I (I)	-	250.00	250.00	
June 27 2018 : Annual Life Cycle Management II (I)	-	1,250.00	1,250.00	
June 27 2018 : Fiber Optic Network Phase II (I)	-	10,250.00	10,250.00	
June 27 2018 : Telephone System Replacement I (I)	-	4,625.00	4,625.00	
June 27 2018 : Telephone System Replacement II (I)	-	2,250.00	2,250.00	
June 27 2018 : Basketball Court Renovations (I)	-	625.00	625.00	
June 27 2018 : Memorial Park Pillars & Fencing Phase II (I)	-	500.00	500.00	
June 27 2018 : Playground Upgrades (I)	-	750.00	750.00	
June 27 2018 : Historic Wrought Iron Fence- Salem Commons I (I)	-	250.00	250.00	
June 27 2018 : Historic Wrought Iron Fence- Salem Commons II (I)	-	750.00	750.00	
June 27 2018 : Dickson Memorial Chapel Restoration (I)	-	1,125.00	1,125.00	
June 27 2018 : Forest River Conservation Area Improvements (I)	-	500.00	500.00	
June 27 2018 : Furnace & Hot Water Replacement- Police (I)	-	125.00	125.00	
June 27 2018 : License Plate Readers (I)	-	500.00	500.00	
June 27 2018 : Roof Replacement Police I (I)	-	250.00	250.00	
June 27 2018 : Roof Replacement Police II (I)	-	12,806.25	12,806.25	
June 27 2018 : Public Services Ford F150 (I)	-	1,000.00	1,000.00	
June 27 2018 : Public Services Dump Truck (Sander) (I)	-	3,125.00	3,125.00	
June 27 2018 : Fire Chief Response Vehicle I (I)	-	750.00	750.00	
June 27 2018 : Fire Chief Response Vehicle II (I)	-	125.00	125.00	
June 27 2018 : Parking Ford F150 (I)	-	375.00	375.00	
June 27 2018 : Marked Cruisers (I)	-	1,750.00	1,750.00	
June 27 2018 : K9 Crusier (I)	-	375.00	375.00	
June 27 2018 : 29 Passenger Bus (I)	-	1,125.00	1,125.00	
June 27 2018 : 42 Passenger Bus (I)	-	1,750.00	1,750.00	
June 27 2018 : 77 Passenger Bus (I)	-	1,750.00	1,750.00	
June 27 2018 : Traffic Signal Upgrades (I)	-	500.00	500.00	
June 27 2018 : Utility Pole Replacement (I)	-	500.00	500.00	
June 27 2018 : First Swampscott Rd Intersection Improvements (I)	-	1,125.00	1,125.00	

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## Aggregate Debt Service - FY2020

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DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
June 27 2018 : Forest River Park & Pool Improvements (I)	-	1,125.00	1,125.00	
June 27 2018 : Loring & Lafayette Improvements (I)	-	3,331.25	3,331.25	
June 27 2018 : McGrath Park Additional Assessments (I)	-	4,125.00	4,125.00	
June 27 2018 : Roads & Sidewalks (I)	-	17,365.63	17,365.63	
June 27 2018 : IT Annual Inventory (City) (I)	-	1,750.00	1,750.00	
June 27 2018 : IT Community Cameras (Police) (I)	-	250.00	250.00	
June 27 2018 : IT Document Management System (I)	-	4,375.00	4,375.00	
June 27 2018 : IT Facilities Assessment Software (I)	-	3,375.00	3,375.00	
June 27 2018 : Library HVAC Upgrades (I)	-	1,709.38	1,709.38	
June 27 2018 : Library Structural Upgrades (I)	-	1,125.00	1,125.00	
June 27 2018 : Basketball Court Renovations 2 (I)	-	2,131.25	2,131.25	
June 27 2018 : Betram Field Schematic Design Phase II (I)	-	2,000.00	2,000.00	
June 27 2018 : Playground Updates (I)	-	250.00	250.00	
June 27 2018 : Ryan Brennan Memorial Skate Park (I)	-	125.00	125.00	
June 27 2018 : Salem Common Fence (I)	-	1,500.00	1,500.00	
June 27 2018 : Winter Island Function Hall Accessibility (I)	-	500.00	500.00	
June 27 2018 : Parking Equipment/Kiosks (I)	-	1,500.00	1,500.00	
June 27 2018 : Traffic Signal Communication Upgrades (I)	-	1,125.00	1,125.00	
June 27 2018 : Historic Cemetery Restoration (I)	-	3,125.00	3,125.00	
June 27 2018 : Lafayette Park Restoration (I)	-	500.00	500.00	
June 27 2018 : Police Dive Equipment (I)	-	1,375.00	1,375.00	
June 27 2018 : Police Fire Alarm Replacement (I)	-	500.00	500.00	
June 27 2018 : School District Computer Replacement (I)	-	500.00	500.00	
June 27 2018 : Annual Life Cycle Management I (Schools) (I)	-	1,000.00	1,000.00	
June 27 2018 : Annual Life Cycle Management II (Schools) (I)	-	3,125.00	3,125.00	
June 27 2018 : Bentley School HVAC Equipment (I)	-	500.00	500.00	
June 27 2018 : High School HVAC Upgrades (I)	-	1,125.00	1,125.00	
June 27 2018 : IT Annual Inventory Schools (I)	-	3,500.00	3,500.00	
June 27 2018 : Bentley School Roof Replacement (I)	-	1,250.00	1,250.00	
June 27 2018 : Water System Upgrades- Valves & Hydrants (O)	-	19,662.50	19,662.50	
June 27 2018 : Water Distribution System Improvements (O)	-	22,562.50	22,562.50	
June 27 2018 : Outlook Ave Drainage Improvements (I)	-	250.00	250.00	
June 27 2018 : Water System Flushing, Valves, Leak & GIS (O)	-	3,500.00	3,500.00	
June 27 2018 : Water System Transmission System (O)	-	3,500.00	3,500.00	
June 27 2018 : Water- Salem Pump Station & Booster Station (O)	-	500.00	500.00	
June 27 2018 : Water- Essex St Improvements (O)	-	3,490.63	3,490.63	
June 27 2018 : Sewer Pump Station I (O)	-	1,125.00	1,125.00	
June 27 2018 : Sewer Pump Station II (O)	-	64,871.88	64,871.88	
June 27 2018 : Sewer System Flushing, Valve, Leak & GIS I (I)	-	2,618.75	2,618.75	
June 27 2018 : Sewer System Flushing, Valve, Leak & GIS II (I)	-	5,250.00	5,250.00	
June 27 2018 : Swampscott Rd Sewer Pump Station I (I)	-	500.00	500.00	
June 27 2018 : Swampscott Rd Sewer Pump Station II (I)	-	1,250.00	1,250.00	
June 27 2018 : Sewer MS4 Compliance/Connection Removal I (I)	-	250.00	250.00	
June 27 2018 : Sewer MS4 Compliance/Connection Removal II (I)	-	11,031.25	11,031.25	
June 27 2018 : Canal St Sewer Upgrades Phase I (I)	-	5,925.00	5,925.00	

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DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
June 27 2018 : Sewer- Essex St Improvements (I)	-	3,490.63	3,490.63	
<b>Subtotal</b>	-	<b>\$305,390.66</b>	<b>\$305,390.66</b>	
##### December 14 2006 DW-05-12 (O) : SINGLE PURPOSE	-	9,251.45	9,251.45	
<b>Subtotal</b>	-	<b>\$9,251.45</b>	<b>\$9,251.45</b>	
##### October 15 2010 (SQ) : Water Systems Improvement (O)	-	21,200.00	21,200.00	
October 15 2010 (SQ) : Water Meters (O)	-	24,000.00	24,000.00	
October 15 2010 (SQ) : Water Main (O)	-	24,800.00	24,800.00	
October 15 2010 (SQ) : Sewer Pump Station (I)	-	1,800.00	1,800.00	
October 15 2010 (SQ) : South River Basin Upgrade (I)	-	14,600.00	14,600.00	
October 15 2010 (SQ) : Golf Course Dept. Equip (I)	-	200.00	200.00	
October 15 2010 (SQ) : Dump Truck (I)	-	50.00	50.00	
October 15 2010 (SQ) : DPW Equipment (I)	-	50.00	50.00	
October 15 2010 (SQ) : Engineering Infrastructure (I)	-	300.00	300.00	
October 15 2010 (SQ) : Engineering Seawalls (I)	-	100.00	100.00	
October 15 2010 (SQ) : Fire Pumper Truck (I)	-	3,000.00	3,000.00	
October 15 2010 (SQ) : Parking Equipment (I)	-	100.00	100.00	
October 15 2010 (SQ) : Witch House (I)	-	100.00	100.00	
October 15 2010 (SQ) : Departmental Equipment (I)	-	100.00	100.00	
October 15 2010 (SQ) : Forest River Pool (I)	-	300.00	300.00	
October 15 2010 (SQ) : Forest River Park (I)	-	100.00	100.00	
October 15 2010 (SQ) : Willow Public Bathroom (I)	-	200.00	200.00	
October 15 2010 (SQ) : School Fire Alarm Systems (I)	-	200.00	200.00	
October 15 2010 (SQ) : School Buses (I)	-	200.00	200.00	
October 15 2010 (SQ) : School Infrastructure (I)	-	600.00	600.00	
October 15 2010 (SQ) : Fire SCBA Compressor (I)	-	100.00	100.00	
October 15 2010 (SQ) : Public Service Equip. & Vehicles (I)	-	500.00	500.00	
October 15 2010 (SQ) : Roads, Sidewalks & Crosswalks (I)	-	10,500.00	10,500.00	
October 15 2010 (SQ) : Playground Equipment (I)	-	100.00	100.00	
October 15 2010 (SQ) : Furlong Park Remodeling (I)	-	2,000.00	2,000.00	
October 15 2010 (SQ) : Roads, Sidewalks & Crosswalks 2 (I)	-	1,200.00	1,200.00	
October 15 2010 (SQ) : Canal St. Improvement Design (I)	-	3,600.00	3,600.00	
October 15 2010 (SQ) : Storage Tanks (O)	-	2,000.00	2,000.00	
October 15 2010 (SQ) : School Ballfield Remodeling (I)	-	500.00	500.00	
September 27 2012 : Water System Improvements (ISQ)	-	15,950.00	15,950.00	
September 27 2012 : Sewer Pump Station Upgrade (ISQ)	-	2,218.75	2,218.75	
September 27 2012 : South River Basin Upgrade (ISQ)	-	5,506.25	5,506.25	
September 27 2012 : South River Basin Upgrade 2 (ISQ)	-	3,912.50	3,912.50	
September 27 2012 : Forrester Street Drain Relief (ISQ)	-	4,262.50	4,262.50	
September 27 2012 : City Hall Roof (ISQ)	-	9,212.50	9,212.50	
September 27 2012 : City Hall Skylights (ISQ)	-	1,900.00	1,900.00	
September 27 2012 : City Hall Windows (ISQ)	-	4,831.25	4,831.25	
September 27 2012 : City Hall Masonry Repairs (ISQ)	-	11,871.88	11,871.88	
September 27 2012 : Roads, Sidewalks & Crosswalks (ISQ)	-	7,709.38	7,709.38	

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DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
September 27 2012 : Collins Cove Seawall (ISQ)	-	1,409.38	1,409.38	
September 27 2012 : Remediation (ISQ)	-	19,293.75	19,293.75	
September 27 2012 : Collins School (OSQ)	-	18,156.25	18,156.25	
September 27 2012 : Collins School 2 (OSQ)	-	74,690.63	74,690.63	
September 27 2012 : Saltonstall School (OSQ)	-	16,421.88	16,421.88	
September 27 2012 : Saltonstall School 2 (OSQ)	-	34,600.00	34,600.00	
<b>Subtotal</b>	-	<b>\$344,446.90</b>	<b>\$344,446.90</b>	
##### November 17 2016 : Advance Refunding October 15 2007 High School (I)	-	50,040.00	50,040.00	
November 17 2016 : Advance Refunding October 15 2007 Ferry Boat (I)	-	1,000.00	1,000.00	
November 17 2016 : Adv Ref Oct 15 2007 Water System Improvements (O)	-	23,260.00	23,260.00	
November 17 2016 : Collins Middle School (O)	-	12,950.00	12,950.00	
November 17 2016 : Bentley Carpet Replacement (School) (I)	-	500.00	500.00	
November 17 2016 : Districtwide Wireless Infrastructure (School) (I)	-	1,300.00	1,300.00	
November 17 2016 : Districtwide Computer Replacement (School) (I)	-	700.00	700.00	
November 17 2016 : Saltonstall School Parking/DropOff Area Improve(I)	-	2,200.00	2,200.00	
November 17 2016 : Salerno Automotive Roof Replace (School) (I)	-	700.00	700.00	
November 17 2016 : Folly Hill Tank Storage (Water) (O)	-	7,400.00	7,400.00	
November 17 2016 : Water Meter Replacement Program (O)	-	1,400.00	1,400.00	
November 17 2016 : Rehab Gallows Hill Water Tanks 1 (O)	-	18,400.00	18,400.00	
November 17 2016 : Rehab Gallows Hill Water Tanks 2 (O)	-	2,400.00	2,400.00	
November 17 2016 : Water System Upgrade (Valves & Hydrants) (O)	-	7,950.00	7,950.00	
November 17 2016 : Water System Improvements (O)	-	18,325.00	18,325.00	
November 17 2016 : Water Leak Protection, Flushing & GIS Admin 1 (O)	-	2,900.00	2,900.00	
November 17 2016 : Water Leak Protection, Flushing & GIS Admin 2 (O)	-	2,900.00	2,900.00	
November 17 2016 : Canal Street Sewer Phase 2 (I)	-	23,950.00	23,950.00	
November 17 2016 : Sewer Leak Detection, Flushing & GIS Admin (I)	-	6,350.00	6,350.00	
November 17 2016 : Sewer Illicit Connection Removal (O)	-	12,075.00	12,075.00	
November 17 2016 : Bikeway & Roadway Improvements (I)	-	5,000.00	5,000.00	
November 17 2016 : Painting Pedestrian & Historical Lights (I)	-	200.00	200.00	
November 17 2016 : Bike Path Design/Construction (I)	-	200.00	200.00	
November 17 2016 : McGrath Park Paving/Concession Stand (I)	-	2,300.00	2,300.00	
November 17 2016 : Roads Sidewalk & Crosswalks (Non-Chapter 90) (I)	-	2,400.00	2,400.00	
November 17 2016 : General Building Maintenance Upgrades (I)	-	200.00	200.00	
November 17 2016 : Replace Fire Engine 2 or 5 (I)	-	7,800.00	7,800.00	
November 17 2016 : Citywide Computer Replacement (I)	-	1,800.00	1,800.00	
November 17 2016 : Citywide Fiber Optic Network (I)	-	3,700.00	3,700.00	
November 17 2016 : Winter Island Electrical Upgrades RVField(Ph 1)(I)	-	200.00	200.00	
November 17 2016 : Blaney Street Pier & Terminal (City Match) (I)	-	4,100.00	4,100.00	
November 17 2016 : Mary Jane Lee Park (Phase II) (I)	-	900.00	900.00	
November 17 2016 : Old City Hall Window Replacement (I)	-	1,625.00	1,625.00	
November 17 2016 : Compressor (Public Services) (I)	-	200.00	200.00	
November 17 2016 : Open Space/Pocket Park Upgrades(Public Services)-1	-	200.00	200.00	
November 17 2016 : Purchase/Replace Non-Conforming Signs (PubServ)(I)	-	200.00	200.00	
November 17 2016 : Ford F550 6-wheel dump Truck (unit 71)(PubServ)(I)	-	1,100.00	1,100.00	

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DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
November 17 2016	: Ford F550 6-wheel Dump Truck (unit 71)(PubServ)(I)	-	900.00	900.00
November 17 2016	: 2000 Int'l Dump Truck (unit 14)(PubServ)(I)	-	2,200.00	2,200.00
November 17 2016	: Trash Packer (Public Services) (I)	-	1,200.00	1,200.00
November 17 2016	: 2-Ton Propane Hot Box (Public Services) (I)	-	600.00	600.00
November 17 2016	: Automation of South Harbor Garages (Parking) (I)	-	8,200.00	8,200.00
November 17 2016	: Parking Garage Upgrades (I)	-	2,400.00	2,400.00
November 17 2016	: Transfer Station Property Remediation (O)	-	10,275.00	10,275.00
<b>Subtotal</b>		-	<b>\$254,600.00</b>	<b>\$254,600.00</b>
#####	December 2 2015 : Folly Hill Tank Storage I (O)	-	27,500.00	27,500.00
	December 2 2015 : Folly Hill Tank Storage II (O)	-	13,750.00	13,750.00
	December 2 2015 : System Flushing/Valve Maintenance (O)	-	5,500.00	5,500.00
	December 2 2015 : Meter Replacement Program (O)	-	1,250.00	1,250.00
	December 2 2015 : Valve Pipe Replacement (O)	-	1,250.00	1,250.00
	December 2 2015 : I/I Study, Design & Construction (I)	-	11,534.38	11,534.38
	December 2 2015 : Canal St. Phase II (I)	-	26,940.63	26,940.63
	December 2 2015 : Illicit Connection Removal (I)	-	1,540.63	1,540.63
	December 2 2015 : Line Extension, Rehab & Upgrades (I)	-	750.00	750.00
	December 2 2015 : Garage Updates (I)	-	2,290.63	2,290.63
	December 2 2015 : Kiosk Umbrellas (I)	-	625.00	625.00
	December 2 2015 : Computer Replacement Program (I)	-	2,750.00	2,750.00
	December 2 2015 : District-Wide Security Updates (I)	-	875.00	875.00
	December 2 2015 : Replace Lunchroom/Cafeteria Equipment (I)	-	375.00	375.00
	December 2 2015 : HS Transformer Replacement (I)	-	500.00	500.00
	December 2 2015 : Saltonstall Elementary School I (O)	-	8,921.88	8,921.88
	December 2 2015 : Saltonstall Elementary School II (O)	-	3,831.25	3,831.25
	December 2 2015 : Collins Middle School I (O)	-	5,840.63	5,840.63
	December 2 2015 : Collins Middle School II (O)	-	12,325.00	12,325.00
	December 2 2015 : Collins Middle School III (O)	-	17,696.88	17,696.88
	December 2 2015 : Golf Course Equipment (I)	-	1,250.00	1,250.00
	December 2 2015 : Wrought Iron Fence (I)	-	750.00	750.00
	December 2 2015 : Memorial Park Pillars & Fencing (I)	-	125.00	125.00
	December 2 2015 : Blaney Street Terminal - City Match (I)	-	3,831.25	3,831.25
	December 2 2015 : Winter Island Pathway & Fort Restoration (I)	-	750.00	750.00
	December 2 2015 : Police Vehicle GPS Units (I)	-	500.00	500.00
	December 2 2015 : DPS 1988 Ladder Replacement (I)	-	2,962.50	2,962.50
	December 2 2015 : DPS 2000 Dump Truck Replacement (I)	-	1,975.00	1,975.00
	December 2 2015 : Paving (I)	-	9,562.50	9,562.50
	December 2 2015 : Seawalls (I)	-	2,925.00	2,925.00
	December 2 2015 : Bike Path (I)	-	125.00	125.00
<b>Subtotal</b>		-	<b>\$170,803.16</b>	<b>\$170,803.16</b>

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DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
#####	December 19 2013 : Saltonstall School (OSQ)	-	23,668.75	23,668.75
	December 19 2013 : Collins Middle School (OSQ)	-	48,856.25	48,856.25
	December 19 2013 : School Building Repairs (ISQ)	-	1,653.13	1,653.13
	December 19 2013 : School Equipment (ISQ)	-	800.00	800.00
	December 19 2013 : Police Equipment (ISQ)	-	1,500.00	1,500.00
	December 19 2013 : Fire Equipment (ISQ)	-	12,743.75	12,743.75
	December 19 2013 : Electric Dept Equipment (ISQ)	-	800.00	800.00
	December 19 2013 : Parks & Rec (ISQ)	-	2,075.00	2,075.00
	December 19 2013 : Canal Street Utility Program (ISQ)	-	57,768.75	57,768.75
	December 19 2013 : Cur Ref of Jan 15 2003 Bowditch School (OSQ)	-	4,900.00	4,900.00
	December 19 2013 : Cur Ref of Jan 15 2003 Carlton School (OSQ)	-	3,600.00	3,600.00
	December 19 2013 : Adv Ref of Jan 1 2005 Witchcraft School (ISQ)	-	8,728.13	8,728.13
	December 19 2013 : Adv Ref of Jan 1 2005 Carlton School (OSQ)	-	2,312.50	2,312.50
	December 3 2014 : South River Basin Upgrade (I)	-	25,312.50	25,312.50
	December 3 2014 : Drain Improvements (I)	-	3,796.88	3,796.88
	December 3 2014 : Road Improvements (I)	-	20,000.00	20,000.00
	December 3 2014 : Bertram Field (I)	-	16,506.25	16,506.25
	December 3 2014 : Electric- Generator (I)	-	706.25	706.25
	December 3 2014 : Parking- Water Proofing (I)	-	13,921.88	13,921.88
	December 3 2014 : Planning- MBTA Station (I)	-	6,328.13	6,328.13
<b>Subtotal</b>		-	<b>\$255,978.15</b>	<b>\$255,978.15</b>
#####	June 27 2018 : Planning Blaney St Pier & Terminal (I)	5,000.00	2,131.25	7,131.25
	June 27 2018 : Police GPS for Vehicles (I)	5,000.00	625.00	5,625.00
	June 27 2018 : Old Town Hall Roof (I)	5,000.00	1,125.00	6,125.00
	June 27 2018 : Bike Path Master Plan Upgrades (I)	5,000.00	2,131.25	7,131.25
	June 27 2018 : Canal St Roadway & Bike Path Improvements I (I)	5,000.00	500.00	5,500.00
	June 27 2018 : Canal St Roadway & Bike Path Improvements II (I)	60,000.00	25,609.38	85,609.38
	June 27 2018 : Citywide Traffic Calming Improvements II (I)	5,000.00	1,350.00	6,350.00
	June 27 2018 : Essex St Roadway Improvements I (I)	5,000.00	625.00	5,625.00
	June 27 2018 : Essex St Roadway Improvements II (I)	5,000.00	1,000.00	6,000.00
	June 27 2018 : First/Swampscott Rd Intersection Improvement I (I)	5,000.00	125.00	5,125.00
	June 27 2018 : First/Swampscott Rd Intersection Improvement II (I)	5,000.00	2,006.25	7,006.25
	June 27 2018 : Seawall at Collins Cove (I)	5,000.00	2,040.63	7,040.63
	June 27 2018 : South Salem Walk & Downtown Walk (I)	5,000.00	625.00	5,625.00
	June 27 2018 : Inflatable Boat & Motor I (I)	5,000.00	125.00	5,125.00
	June 27 2018 : Inflatable Boat & Motor II (I)	5,000.00	375.00	5,375.00
	June 27 2018 : Annual Life Cycle Management I (I)	5,000.00	250.00	5,250.00
	June 27 2018 : Annual Life Cycle Management II (I)	10,000.00	1,250.00	11,250.00
	June 27 2018 : Fiber Optic Network Phase II (I)	95,000.00	10,250.00	105,250.00
	June 27 2018 : Telephone System Replacement I (I)	60,000.00	4,625.00	64,625.00
	June 27 2018 : Telephone System Replacement II (I)	20,000.00	2,250.00	22,250.00
	June 27 2018 : Basketball Court Renovations (I)	5,000.00	625.00	5,625.00
	June 27 2018 : Memorial Park Pillars & Fencing Phase II (I)	5,000.00	500.00	5,500.00

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## Aggregate Debt Service - FY2020

Part 11 of 12

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
June 27 2018 : Playground Upgrades (I)		5,000.00	750.00	5,750.00
June 27 2018 : Historic Wrought Iron Fence- Salem Commons I (I)		5,000.00	250.00	5,250.00
June 27 2018 : Historic Wrought Iron Fence- Salem Commons II (I)		5,000.00	750.00	5,750.00
June 27 2018 : Dickson Memorial Chapel Restoration (I)		5,000.00	1,125.00	6,125.00
June 27 2018 : Forest River Conservation Area Improvements (I)		5,000.00	500.00	5,500.00
June 27 2018 : Furnace & Hot Water Replacement- Police (I)		5,000.00	125.00	5,125.00
June 27 2018 : License Plate Readers (I)		5,000.00	500.00	5,500.00
June 27 2018 : Roof Replacement Police I (I)		5,000.00	250.00	5,250.00
June 27 2018 : Roof Replacement Police II (I)		30,000.00	12,806.25	42,806.25
June 27 2018 : Public Services Ford F150 (I)		10,000.00	1,000.00	11,000.00
June 27 2018 : Public Services Dump Truck (Sander) (I)		40,000.00	3,125.00	43,125.00
June 27 2018 : Fire Chief Response Vehicle I (I)		10,000.00	750.00	10,750.00
June 27 2018 : Fire Chief Response Vehicle II (I)		5,000.00	125.00	5,125.00
June 27 2018 : Parking Ford F150 (I)		5,000.00	375.00	5,375.00
June 27 2018 : Marked Cruisers (I)		20,000.00	1,750.00	21,750.00
June 27 2018 : K9 Crusier (I)		5,000.00	375.00	5,375.00
June 27 2018 : 29 Passenger Bus (I)		15,000.00	1,125.00	16,125.00
June 27 2018 : 42 Passenger Bus (I)		20,000.00	1,750.00	21,750.00
June 27 2018 : 77 Passenger Bus (I)		20,000.00	1,750.00	21,750.00
June 27 2018 : Traffic Signal Upgrades (I)		5,000.00	500.00	5,500.00
June 27 2018 : Utility Pole Replacement (I)		5,000.00	500.00	5,500.00
June 27 2018 : First Swampscott Rd Intersection Improvements (I)		5,000.00	1,125.00	6,125.00
June 27 2018 : Forest River Park & Pool Improvements (I)		5,000.00	1,125.00	6,125.00
June 27 2018 : Loring & Lafayette Improvements (I)		5,000.00	3,331.25	8,331.25
June 27 2018 : McGrath Park Additional Assessments (I)		40,000.00	4,125.00	44,125.00
June 27 2018 : Roads & Sidewalks (I)		40,000.00	17,365.63	57,365.63
June 27 2018 : IT Annual Inventory (City) (I)		5,000.00	1,750.00	6,750.00
June 27 2018 : IT Community Cameras (Police) (I)		5,000.00	250.00	5,250.00
June 27 2018 : IT Document Management System (I)		15,000.00	4,375.00	19,375.00
June 27 2018 : IT Facilities Assessment Software (I)		10,000.00	3,375.00	13,375.00
June 27 2018 : Library HVAC Upgrades (I)		5,000.00	1,709.38	6,709.38
June 27 2018 : Library Structural Upgrades (I)		5,000.00	1,125.00	6,125.00
June 27 2018 : Basketball Court Renovations 2 (I)		5,000.00	2,131.25	7,131.25
June 27 2018 : Betram Field Schematic Design Phase II (I)		20,000.00	2,000.00	22,000.00
June 27 2018 : Playground Updates (I)		5,000.00	250.00	5,250.00
June 27 2018 : Ryan Brennan Memorial Skate Park (I)		5,000.00	125.00	5,125.00
June 27 2018 : Salem Common Fence (I)		15,000.00	1,500.00	16,500.00
June 27 2018 : Winter Island Function Hall Accessibility (I)		5,000.00	500.00	5,500.00
June 27 2018 : Parking Equipment/Kiosks (I)		15,000.00	1,500.00	16,500.00
June 27 2018 : Traffic Signal Communication Upgrades (I)		5,000.00	1,125.00	6,125.00
June 27 2018 : Historic Cemetery Restoration (I)		30,000.00	3,125.00	33,125.00
June 27 2018 : Lafayette Park Restoration (I)		5,000.00	500.00	5,500.00
June 27 2018 : Police Dive Equipment (I)		10,000.00	1,375.00	11,375.00
June 27 2018 : Police Fire Alarm Replacement (I)		5,000.00	500.00	5,500.00
June 27 2018 : School District Computer Replacement (I)		5,000.00	500.00	5,500.00

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## Aggregate Debt Service - FY2020

Part 12 of 12

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
June 27 2018 : Annual Life Cycle Management I (Schools) (I)		10,000.00	1,000.00	11,000.00
June 27 2018 : Annual Life Cycle Management II (Schools) (I)		30,000.00	3,125.00	33,125.00
June 27 2018 : Bentley School HVAC Equipment (I)		5,000.00	500.00	5,500.00
June 27 2018 : High School HVAC Upgrades (I)		5,000.00	1,125.00	6,125.00
June 27 2018 : IT Annual Inventory Schools (I)		10,000.00	3,500.00	13,500.00
June 27 2018 : Bentley School Roof Replacement (I)		5,000.00	1,250.00	6,250.00
June 27 2018 : Water System Upgrades- Valves & Hydrants (O)		20,000.00	19,662.50	39,662.50
June 27 2018 : Water Distribution System Improvements (O)		20,000.00	22,562.50	42,562.50
June 27 2018 : Outlook Ave Drainage Improvements (I)		5,000.00	250.00	5,250.00
June 27 2018 : Water System Flushing, Valves, Leak & GIS (O)		10,000.00	3,500.00	13,500.00
June 27 2018 : Water System Transmission System (O)		10,000.00	3,500.00	13,500.00
June 27 2018 : Water- Salem Pump Station & Booster Station (O)		5,000.00	500.00	5,500.00
June 27 2018 : Water- Essex St Improvements (O)		5,000.00	3,490.63	8,490.63
June 27 2018 : Sewer Pump Station I (O)		5,000.00	1,125.00	6,125.00
June 27 2018 : Sewer Pump Station II (O)		60,000.00	64,871.88	124,871.88
June 27 2018 : Sewer System Flushing, Valve, Leak & GIS I (I)		5,000.00	2,618.75	7,618.75
June 27 2018 : Sewer System Flushing, Valve, Leak & GIS II (I)		5,000.00	5,250.00	10,250.00
June 27 2018 : Swampscott Rd Sewer Pump Station I (I)		20,000.00	500.00	20,500.00
June 27 2018 : Swampscott Rd Sewer Pump Station II (I)		10,000.00	1,250.00	11,250.00
June 27 2018 : Sewer MS4 Compliance/Connection Removal I (I)		5,000.00	250.00	5,250.00
June 27 2018 : Sewer MS4 Compliance/Connection Removal II (I)		10,000.00	11,031.25	21,031.25
June 27 2018 : Canal St Sewer Upgrades Phase I (I)		5,000.00	5,925.00	10,925.00
June 27 2018 : Sewer- Essex St Improvements (I)		5,000.00	3,490.63	8,490.63
<b>Subtotal</b>		<b>\$1,100,000.00</b>	<b>\$305,390.66</b>	<b>\$1,405,390.66</b>
<b>Total</b>		<b>\$7,561,904.00</b>	<b>\$2,811,359.68</b>	<b>\$10,373,263.68</b>

## **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 2020

There are no significant budget and staffing changes for FY2019.

## Recent Accomplishments

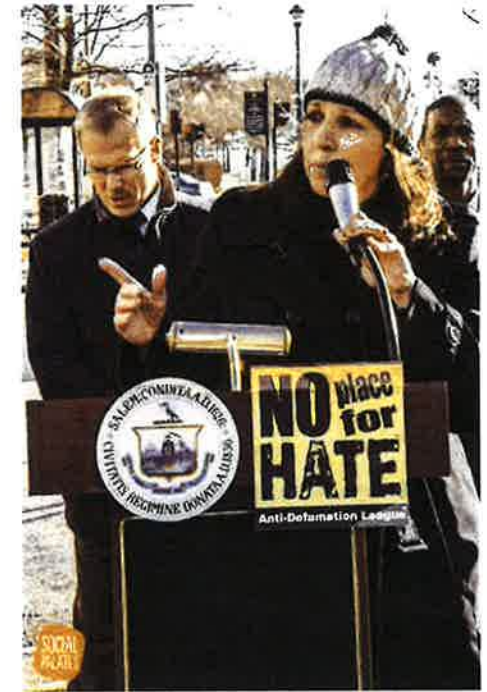


### **Finances**

- Completed Comprehensive Annual Financial Report (CAFR) in accordance with GFOA standards
- Held City spending to 3.6% growth, with a low change in average tax bills
- Received ninth Distinguished Budget Presentation Award
- Continuation of City's 5-year financial forecast
- Continuation of comprehensive Capital Improvement Plan
- 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 and Host Community Agreements with marijuana establishments

### **Improving Government**

- Continuation of Salem State University Neighborhood Advisory Committee and Neighborhood Improvement Advisory Council
- First meetings of the Salem Harbor Port Authority
- Launched “Conversations with Kim” – an online question and answer platform for residents to communicate directly with the Mayor on specific issues and projects
- Revived the Scholarship and Education Committee and created new avenues for fundraising
- Launched the Salem Relief Fund to provide support for Salem residents displaced by fires and other disasters
- Continued the work of the Salem Affordable Housing Trust Fund Board on affordable housing policies and projects
- Continued participation in joint Salem/Beverly Homelessness Task Force and Salem’s local 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
- Continuation of the Salem for All Ages Task Force and Leadership Council, which completed Year 2 implementation of the Salem for All Ages action plan
- Published Salem for All Ages website, social media presence, and updated resource guide
- Mailed resource guide to Salem seniors and began regular mailing to new 65 year old residents
- Continued the Building Salem public information initiative
- Updated *New Resident Guide* in English and Spanish and continued regular mailing to new Salem homeowners
- 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 and expanded the postings to include a tracking tool for major items before the City Council
- 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
- Began development of a relaunch to the Salem Stat program to collect and analyze performance measures in various departments
- Continued planning for Municipal Diversity Index and participated again in the Human Rights Campaign’s Municipal Equality Index, scoring 100 for another year in a row
- Began planning for achieving Welcoming City status
- Launched new tools for capital planning and facility maintenance
- Continued quarterly All Staff meetings for City personnel
- Continued and grew official City of Salem Twitter account and launched a new City Facebook page to more rapidly share public information





- Continued implementation of SeeClickFix work order and CRM tool for City workers
- Continued October shuttles to reduce traffic congestion during busy visitors' season
- Updated online Snow Emergency webpage with maps, guides, contact information, and other resources
- Continued use of "Get Through October" Twitter feed for real-time October road closure and traffic updates
- Continued *Imagine Salem* visioning initiative in anticipation of the 400<sup>th</sup> Anniversary in 2026 and began coalition meetings to plan for the 400<sup>th</sup> Anniversary events



### 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
- Completed relocation of City Hall Annex offices from 120 Washington Street to 90 Washington Street
- Completed relocation of Parks, Recreation, and Community Services from 5 Broad Street to the Mayor Jean Levesque Community Life Center at 401 Bridge Street
- Oversaw disposition of vacant COA building and state court buildings to ensure historic preservation and productive reuse for the community
- Completed City shuttle study through Salem for All Ages initiative; prepared for pilot program
- Instituted new laws and regulations to manage short-term rental use in the City

- Oversaw repaving of multiple City streets
- Worked with builders carrying out major downtown projects, including the Hampton Inn and 65 Washington Street projects, as well as mixed use housing projects in Blubber Hollow, to minimize neighborhood impact during construction
- Began study on future options related to the DPW building and the Transfer Station site
- Continued study of potential relocation of Camp Naumkeag and Pioneer Village, as well as possible related improvements as Fort Lee
- Commenced design phase work on improvements to Palmer Cove, Bertram Field, Forest River Park, Salem Willows, and Gallows Hill Park
- Completion of the Canal Street Roadway Improvement Project in partnership with MassDOT and continuation of completion work on final phase of the Salvo Bike Path
- Completed design phase planning for Essex Street upgrades and began construction
- Continued design phase for Boston Street Roadway Improvement Project
- Worked with MassDOT on design phase of upgrades to Route 107/Highland Avenue
- Advocated for state approvals necessary to complete Boston/Bridge Street complete street upgrades





- Planned for traffic calming improvements to First Street/Swampscott Road and Chestnut Street/Norman Street intersections
- Completed Herbert Street sewer reconstruction and construction of Valley Street sidewalks
- Cleaning of storm water/sewer siphons, completion of planned leak detection and valve exercising to address water infrastructure challenges
- Continued planning for second phase of Canal Street flood control project and associated impacts
- Completed construction of new waterfront park at 289 Derby Street
- Continued planning and installation of bicycle infrastructure
- Finalized design of downtown bike lanes for installation
- Expanded Zagster Bike Share program and began studying options for electric scooter share programs
- Continued Salem Harbor Shuttle service
- Continued Salem PowerChoice electrical aggregation program, saving Salem residents on their electric bills and reducing the community's carbon footprint
- Completed installation of solar arrays on top of the Bentley Academy Charter School and the Witchcraft Heights Elementary Schools
- Continued reconstruction of Forest River Park seawall and coastal resiliency infrastructure project in Collins Cove



#### **Other Accomplishments**

- Worked with ATG to successfully manage opening of the business for recreational marijuana sales with minimal impact to the surrounding neighborhood
- Developed and carried out process to advance the licensure of recreational cannabis establishments in Salem
- Supported job creation and retention through private business expansion and job readiness programs
- Continued implementation of the Point Vision and Action Plan, Historic Preservation Plan, Public Art Master Plan, and Open Space and Recreation Plan
- Continued Mayors' Shoebox charitable event over the holidays with support from the Salem Youth Commission
- Co-chaired participation in the By All Means education initiative through Harvard's Graduate School of Education and continued the Our Salem, Our Kids initiative
- Continued chairing the Salem Children's Cabinet
- Continued 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
- Rebranded the Salem Food Policy Council as Salem Food For All, published resource guide, and launched free monthly community meal in partnership with Root, Salem Public Schools, and Eastern Bank



- 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 4<sup>th</sup> celebration, Heritage Days, “Launch” New Year’s event, and more
- Successfully hosted major cruise ship visits at Salem Wharf
- Continued research and preparing for procurement of second ferry vessel
- 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
- Convened *Count Everyone*: Census 2020 planning
- Hired new Fire Chief, Traffic and Parking Director, and Health Agent

### FY 2020 Goals and Objectives

- Continue and broaden efforts to address issues of housing affordability and home insecurity
- 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 of Haunted Happenings and other special events in the City
- Continue efforts to improve and enhance Salem’s waterfront activity
- Continue oversight of concurrent and planned public and private capital projects
- Continue to offer the highest quality customer/constituent services and responsiveness

<b>Outcomes and Performance Measures</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Estimate FY 2019</b>	<b>Estimated FY 2020</b>
Submit balanced City budget on schedule	Yes	Yes	Yes	Yes
Total constituent contacts to office	1,080	2,096	2,100	2,150
Average business days to respond to constituent contact	0.76	0.46	0.5	0.5
Percentage of constituent contacts acknowledged on same business day	n/a	84%	85%	86%
Average business days to close constituent contact	1.00	0.63	0.6	0.6
SeeClickFix: “Other” issues closed out	399	704	705	705
Knowledgebase questions answered	13	15	14	14
Conversations with Kim questions answered	n/a	n/a		
Resident Survey respondents	803	650	727	727
Haunted Happenings survey respondents	498	749	826	691

Weekly board vacancy postings	46	52	52	52
Board vacancies at end of FY	2	5	4	4
Board appointments and re-appointments	41	44	45	45
News and announcements issued	179	210	195	195
News and announcements subscribers	2,111	3,043	3,100	3,200
All salem.com subscribers	n/a	26,826	27,000	27,200
CodeRED registered phone numbers	20,500	22,947	23,000	23,500
CodeRED registered email addresses/texts	6,404	8,750	9,000	9,500
Mayor's social media followers	18,582	21,917	22,000	22,000
City of Salem Twitter followers	n/a	459	1,003	1,050
City of Salem Twitter updates	n/a	367	700	700
City of Salem Facebook page followers	n/a	n/a	600	650
City of Salem Facebook page updates	n/a	n/a	430	450
FYI Salem issues	23	25	24	24
FYI Salem podcasts	25	17	24	24
New Resident Guides sent out	636	593	615	615
Salem for All Ages Resource Guides sent out	n/a	n/a	200	200
Salem for All Ages Task Force meetings	12	12	12	12
NIAC meetings	23	23	23	23
SSUNAC meetings	12	12	8	6
Youth Commission meetings	18	18	18	18
Scholarship & Education Committee meetings	1	1	2	6
Trust Fund Commissioners Board meetings	12	12	12	12
Harbor Port Authority meetings	0	0	6	12
Constable appointments processed	17	10	10	10
Banner applications processed	35	48	50	50
Notarizations completed	n/a	54	50	50
Mayoral appointments and meetings	1,868	1,754	1,811	1,811
Celebrating a new Salem business	26	24	25	25
SalemStat meetings	36	0	4	12
Latino Affairs Coordinator one-on-one meetings	125	210	168	168
Latino Affairs Coordinator pages translated	135	180	156	156
Latino Affairs Coordinator City Hall walk-in translations/interpretations	90	60	75	75

Salem Mass in Motion (MiM) Facebook followers	366	370	375	380
Salem MiM meetings with partners and stakeholders	42	104	100	25
Salem MiM nutrition and/or physical activity projects	13	12	12	3
Salem MiM partner organizations and individual stakeholders	32	46	50	50
BuildingSalem social media updates	505	431	468	475
BuildingSalem social media followers	2,968	3,448	3,500	3,600
BuildingSalem unique website visitors	5,465	4,391	4,928	4,928
Get Through October Twitter updates	115	104	82	100
Get Through October Twitter followers	492	670	700	725

### How FY 2020 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 performance measurement and evaluation programs, transparency and resident engagement, and other improvement initiatives. Communication and transparency are also achieved through the Neighborhood Improvement Advisory Council (NIAC) and the Salem State University Neighborhood Advisory Council (SSUNAC), which are made up of residents and are chaired by the 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 includes the City's Latino Affairs Coordinator and LGBT Liaison, and oversees the Salem Mass in Motion health and wellness program, Safe Routes to School, the Problem Properties Task Force, the Salem Food Policy Council, the Salem for All Ages initiative, the Mayor's Homelessness Task Force, the Scholarship and Education Committee, and the Youth Commission. The Mayor's Office develops 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 City's housing and economic growth goals, including, but not limited to, the Footprint project, Salem Wharf, implementation of the Point Vision and Action Plan and other City plans, the re-use of the Salem District Court, Superior Court, and County Commissioners buildings, and the development of new policies and projects to advance housing affordability goals to ensure Salem remains livable and welcoming to all. The Mayor and her team are very involved in the planning and execution of special events, including July 4<sup>th</sup> celebration, Heritage Days, Haunted Happenings, and other community events that positively impact the local economy and build civic pride and engagement. Finally, the Mayor takes an active role in ensuring public infrastructure and facilities projects are advanced; these especially include roadway improvement projects, park and open space improvements, capital facilities planning and buildings, infrastructure work, complete streets upgrades, and climate change adaptation strategies and projects.

# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Mayor-Personnel</b>									
11211	5111	SALARIES-FULL TIME	357,941.54	367,432.00	367,432.00	360,131.10	375,891.00	384,894.00	384,894.00
11211	5113	SALARIES-PART TIME	30,518.54	40,721.00	40,721.00	17,515.71	40,877.00	41,899.00	41,899.00
<b>Total Mayor-Personnel</b>			<b>388,460.08</b>	<b>408,153.00</b>	<b>408,153.00</b>	<b>377,646.81</b>	<b>416,768.00</b>	<b>426,793.00</b>	<b>426,793.00</b>
<b>Mayor-Expenses</b>									
11212	5305	ACCOUNTING AND AUDIT	50,080.00	50,800.00	65,800.00	50,080.00	55,800.00	55,800.00	55,800.00
11212	5320	CONSULT/CONTRACTED SERVICES	94,345.26	90,000.00	88,862.43	47,420.41	100,000.00	100,000.00	100,000.00
11212	5381	PRINTING AND BINDING	940.97	1,500.00	1,500.00	1,315.05	1,500.00	1,500.00	1,500.00
11212	5421	OFFICE SUPPLIES (GEN	2,104.61	3,000.00	3,000.00	2,611.93	3,000.00	3,000.00	3,000.00
11212	5710	IN STATE TRAVEL/MEETINGS	2,951.43	3,000.00	4,137.57	3,097.68	3,000.00	3,000.00	3,000.00
11212	5730	DUES AND SUB	9,351.55	9,900.00	9,900.00	9,656.32	13,400.00	13,400.00	11,650.00
<b>Total Mayor-Expenses</b>			<b>159,773.82</b>	<b>158,200.00</b>	<b>173,200.00</b>	<b>114,181.39</b>	<b>176,700.00</b>	<b>176,700.00</b>	<b>174,950.00</b>
<b>160</b>	<b>121</b>	<b>Department Total</b>	<b>548,233.90</b>	<b>566,353.00</b>	<b>581,353.00</b>	<b>491,828.20</b>	<b>593,468.00</b>	<b>603,493.00</b>	<b>601,743.00</b>

**FY 2020 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name		Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2019	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2019	Dept Prop Rate FY 2020	Dept Request FY 2020	Mayor Rate FY 2020	Mayor Proposed FY 2020	Council Voted FY 2020
						52.0					0.0%	0.0%	52.2	2.5%	52.2	
ASSADE	LAURA	160 MAYOR	11211-5111	Constituent Serv/Latino Coord		62,610.06		1.00	1	100%	1,204.04	1,204.04	62,850.87	1,252.20	65,364.90	65,364.90
DION	JACLY	160 MAYOR	11211-5111	BRD CLERK-SSU NBHD Committee		720.00	B		4		60.00	60.00	240.00	60.00	240.00	240.00
DRISCOLL	KIMBERLEY	160 MAYOR	11211-5111	MAYOR		142,500.00		1.00	1	100%	2,884.62	2,884.62	150,576.92	2,884.62	150,576.92	150,576.92
PANGALLO	DOMINICK	160 MAYOR	11211-5111	CHIEF OF STAFF	3/18/2013	93,553.79		1.00	1	100%	1,799.11	1,799.11	93,913.61	1,871.08	97,670.15	97,670.15
WESSELL	JENNIFER	160 MAYOR	11211-5111	EXECUTIVE SECY	1/1/2006	68,047.53		1.00	1	100%	1,308.61	1,308.61	68,309.25	1,360.95	71,041.62	71,041.62
						367,431.38	Total Full Time - 5111					375,890.65		384,893.60	384,893.60	
ROBERTS	ADA	160 MAYOR	11211-5113	Constituent Serv/Sp Proj Asst		20,360.07			35	50%	22.37	22.37	20,438.37	22.93	20,949.33	20,949.33
		160 MAYOR	11211-5113	Constituent Serv/Sp Proj Asst	10/19/16	20,360.07			35	50%	22.37	22.37	20,438.37	22.93	20,949.33	20,949.33
						40,720.13	Total Part Time - 5113					40,876.75		41,898.67	41,898.67	
Full-Time Equivalent Employees: FY 2018 4.00						408,151.51	4.00	Department Total				416,767.40		426,792.27	426,792.27	

Full-Time Equivalent Employees:	FY 2018	4.00
	FY 2019	4.00
	FY 2020	4.00
	Variance 19 vs. 20	0.00

**EMPLOYEES GRANTS/SPECIAL REVENUE FUNDING**

Name	Funding	Job Desc	Hours	Rate	Total FY 2020
Pangallo	Dominick	Building Salem Mayor	CJP 11211	Chief Aid	0.00 12.00 588.16 7,057.92 104,728.07
Murphy	Kerry	EOS Summer Meals	2316	Healthy Living Coordinator	0.29 10.00 13.84 136.40 7,224.48
Findley	Russell	Mass in Motion	2538	Build Env Coordinator	0.54 19.00 25.93 492.72 25,719.85
Murphy	Kerry	Mass in Motion	2538	Healthy Living Coordinator	0.26 9.00 20.50 184.50 9,630.90
Vacant		Mass in Motion	2538	Safe Rte to School	0.34 12.00 15.38 184.50 9,630.90

Moved to Health Dept

Moved to Parking Budget

Moved to Health Dept



**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**MAYOR - 160**

<b>ORG</b>	<b>OBJECT</b>	<b>DESCRIPTION</b>	<b>Voted by Council 2019</b>	<b>Dept Request</b>	<b>Approved by Mayor</b>	<b>Voted by Council</b>
11212	5305	<b>Accounting and Audit</b>				
		Annual City audit (includes Retirement)	45,800	45,800	45,800	45,800
		Comprehensive Annual Financial Report filing fees	5,000	5,000	5,000	5,000
		Retirement Board Audit		5,000	5,000	5,000
<b>TOTAL</b>			<b>50,800</b>	<b>55,800</b>	<b>55,800</b>	<b>55,800</b>
11212	5320	<b>Contracted Services</b>				
		Consulting, translation and constituent services, performance improvement and public engagement initiatives	70,000	80,000	80,000	80,000
		Ota Japan - \$20,000	20,000	20,000	20,000	20,000
<b>Total</b>			<b>90,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
11212	5381	<b>PRINTING AND BINDING</b>				
		City Seals, Business Cards, Envelopes, Notices, etc.	1,500	1,500	1,500	1,500
<b>TOTAL</b>			<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>
11212	5421	<b>OFFICE SUPPLIES</b>				
		General office supplies as needed	3,000	3,000	3,000	3,000
<b>TOTAL</b>			<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>
11212	5710	<b>IN STATE TRAVEL/MEETINGS</b>				
		Registrations and travel expenses for meetings and seminars	3,000	3,000	3,000	3,000
<b>TOTAL</b>			<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>
11212	5730	<b>DUES AND SUBSCRIPTIONS</b>				
		Massachusetts Municipal Associations	8,400	8,400	8,400	8,400
		North Shore Mayors' Coalition (Metropolitan Area Planning Council)	1,500	1,500	1,500	1,500
		U.S. Conference of Mayors		3,500	3,500	1,750
<b>TOTAL</b>			<b>9,900</b>	<b>13,400</b>	<b>13,400</b>	<b>11,650</b>
<b>TOTAL PROPOSED</b>			<b>158,200</b>	<b>176,700</b>	<b>176,700</b>	<b>174,950</b>

# 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 2020

Cheryl A. LaPointe retired as City Clerk on March 31, 2018. Ilene Simons was appointed by the City Council as the new City Clerk on June 28, 2018 for a three (3) year term. Maureen Fisher was promoted from within to Assistant City Clerk – Council.

## Recent Accomplishments

On January 7, 2019, the City Council held its mid-term reorganizational meeting. Councillor Stephen G. Dibble was nominated and elected as Council President for 2019.

## FY 2020 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
- Purchase a new PA system for the Council Chambers
- Researching the possibility of a permanent projection screen or flat panel screens for presentations.
- To continue to do the printing of the Government Card in house and the City Manual and post to the website.
- Researching the ability to add the City Council sub-committee meetings audio recordings to the website.





- Investigating software for City Council agenda and minutes
- Applying for CPA money to clean more portraits located in the chambers.
- Continue to send all Ordinances to Municipal Code on a monthly basis so the website reflects the most up to date information
- Window treatments for Council Ante room
- Continue restoration of Council Furniture or purchase new furniture

<b>Outcomes and Performance Measures</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Estimated FY 2019</b>	<b>Estimate FY 2020</b>
<b>LICENSES PASSED BY COUNCIL</b>				
Public Guide	131	132	127	132
Second Hand Valuable	11	10	12	12
Second Hand Clothing	4	5	4	4
Taxi Operator	97	84	103	103
Taxi Cab Licenses	66	30	58	58
Limousine License	4	5	4	4
Vehicle for Hire	6	9	6	6
Vehicle for Hire Operators	16	13	15	15
Drain layer/Contract Operator	46	42	42	42
Junk Dealer	3	1	3	3
Pawnbroker	1	1	1	1
Sea worm License	9	6	9	9
<b>COUNCIL RECORDS PROCESSED</b>	666	763	689	763
Ordinances adopted	12	16	12	16
Zoning Ordinances	4	11	3	11
Traffic Ordinances	46	44	47	44

#### How FY 2020 Departmental Goals Relate to City's Overall Long & Short Term Goals

- Will be putting more information and forms on the city's website
- New Audio System will allow the public to hear Councillors and others at the meetings when they give public testimony
- Permanent screens with historical look for presentations so equipment will always be available
- New agenda and minute software will help with searchability features and hopefully the time it takes to process before and after a meeting;
- However, the right software program needs to be found that allows our office to do what it is required to do and not make for additional work.

# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>City Council-Personnel</b>									
11111	5111	SALARIES-FULL TIME	149,324.81	152,200.00	152,200.00	143,318.28	159,700.00	159,700.00	159,700.00
<b>Total City Council-Personnel</b>			<b>149,324.81</b>	<b>152,200.00</b>	<b>152,200.00</b>	<b>143,318.28</b>	<b>159,700.00</b>	<b>159,700.00</b>	<b>159,700.00</b>
<b>City Council-Expenses</b>									
11112	5306	ADVERTISING	68,000.00	25,000.00	35,000.00	23,818.50	40,000.00	40,000.00	40,000.00
11112	5381	PRINTING AND BINDING	24,997.37	19,400.00	19,400.00	17,876.94	19,400.00	19,400.00	19,400.00
11112	5421	OFFICE SUPPLIES (GEN	249.69	250.00	826.00	692.81	250.00	250.00	250.00
11112	5710	IN STATE TRAVEL/MEETINGS/TRAI	0.00	1,000.00	1,000.00	709.72	1,000.00	1,000.00	1,000.00
11112	5730	DUES AND SUB	65.00	500.00	360.00	360.00	500.00	500.00	500.00
11112	5783	MIDTERM/INAUGURAL	450.50	500.00	64.00	64.00	500.00	500.00	500.00
<b>Total City Council-Expenses</b>			<b>93,762.56</b>	<b>46,650.00</b>	<b>56,650.00</b>	<b>43,521.97</b>	<b>61,650.00</b>	<b>61,650.00</b>	<b>61,650.00</b>
<b>030</b>	<b>111</b>	<b>Department Total</b>	<b>243,087.37</b>	<b>198,850.00</b>	<b>208,850.00</b>	<b>186,840.25</b>	<b>221,350.00</b>	<b>221,350.00</b>	<b>221,350.00</b>

**FY 2020 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2019 52.0	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2019 0.0%	Dept Prop Rate FY 2020 0.0%	Dept Request FY 2020 52.2	Mayor Rate FY 2020 2.5%	Mayor Proposed FY 2020 52.2	Council Voted FY 2020
DOMINGUEZ DOMINGO	030 CITY COUNCIL	11111-5111	COUNCILLOR	1/1/2018	13,500.00			1	AT LARGE	15,000.00		15,000.00		15,000.00	15,000.00
FUREY THOMAS	030 CITY COUNCIL	11111-5111	COUNCILLOR	01/01/1996	13,500.00			1	AT LARGE	15,000.00		15,000.00		15,000.00	15,000.00
MILO ELAINE	030 CITY COUNCIL	11111-5111	COUNCILLOR	1/1/2014	13,500.00			1	AT LARGE	15,000.00		15,000.00		15,000.00	15,000.00
SARGENT ARTHUR	030 CITY COUNCIL	11111-5111	COUNCILLOR	01/01/2000	13,500.00			1	AT LARGE	15,000.00		15,000.00		15,000.00	15,000.00
MCCARTHY ROBERT	030 CITY COUNCIL	11111-5111	COUNCILLOR	01/01/2008	13,500.00			1	WARD 1	15,000.00		15,000.00		15,000.00	15,000.00
MADORE CHRISTINE	030 CITY COUNCIL	11111-5111	COUNCILLOR	1/1/2018	13,500.00			1	WARD 2	15,000.00		15,000.00		15,000.00	15,000.00
PETERSON LISA	030 CITY COUNCIL	11111-5111	COUNCILLOR	1/1/2018	13,500.00			1	WARD 3	15,000.00		15,000.00		15,000.00	15,000.00
*FLYNN TIMOTHY	030 CITY COUNCIL	11111-5111	COUNCILLOR	1/1/2018	*			1	WARD 4		Does not take compensation				*
TURIEL JOSH	030 CITY COUNCIL	11111-5111	COUNCILLOR	1/1/2012	13,500.00			1	WARD 5	15,000.00		15,000.00		15,000.00	15,000.00
GERARD BETH	030 CITY COUNCIL	11111-5111	COUNCILLOR	1/1/2014	14,000.00			1	WARD 6	15,000.00		15,000.00		15,000.00	15,000.00
DIBBLE STEPHEN	030 CITY COUNCIL	11111-5111	COUNCILLOR	1/1/2016	13,500.00	President		1	WARD 7	15,500.00		15,500.00		15,500.00	15,500.00
SIMONS ILENE	030 CITY COUNCIL	11111-5111	CLERK OF COUNCIL		4,000.00	B		12		333.33	333.33	4,000.00	333.33	4,000.00	4,000.00
SIMONS ILENE	030 CITY COUNCIL	11111-5111	CLERK OF COMMITTEE		500.00	B		12		41.67	41.67	500.00	41.67	500.00	500.00
FISHER MAUREEN	030 CITY COUNCIL	11111-5111	ASST CLERK		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		700.00	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

\*Note Councilor Flynn does not take any compensation for council work

152,200.00	0.00	Total Full Time - 5111	159,700.00	159,700.00	159,700.00
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Full-Time Equivalent Employees:	FY 2018	0.00
	FY 2019	0.00
	FY 2020	0.00
	Variance 19 vs. 20	0.00

152,200.00	0.00	Department Total	159,700.00	159,700.00	159,700.00
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**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**CITY COUNCIL 030**

ORG	OBJECT	EXPENSE TITLE	Approved by Council 2019	Dept Request	Approved by Mayor	Approved by Council
11112	5306	<b>ADVERTISING</b>				
		Salem Evening News - Charter and M.G.L. mandated ordinance advertising	25,000	40,000	40,000	40,000
		<b>unpredictable due to adoption of all traffic, zoning and general code of ordinances</b>				
		<b>and Bond Orders *to reflect more accurate spending</b>	<b>25,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>
<b>TOTAL</b>						
11112	5381	<b>PRINTING AND BINDING</b>				
		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	2,000
		Stationery and envelopes (\$1,000)	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	15,000
		Forms, ordinances, orders, committee reports, archive paper for minutes, binders, binding (\$1,000)	1,000	1,000	1,000	1,000
		Colonial Engravers - City Council name plates, gavels, clocks (\$400)	400	400	400	400
<b>TOTAL</b>			<b>19,400</b>	<b>19,400</b>	<b>19,400</b>	<b>19,400</b>
11112	5421	<b>OFFICE SUPPLIES GENERAL</b>				
		General office supplies as needed	250	250	250	250
<b>TOTAL</b>			<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>
11112	5710	<b>Instate Travel/ Meeting/Training</b>				
		Seminars and Training as needed - MMA and other training	1,000	1,000	1,000	1,000
<b>TOTAL</b>			<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
11112	5730	<b>DUES AND SUBCRIPTIONS</b>				
		International Institute of Municipal Clerks	135	135	135	135
		North Shore City and Town Clerk's Association (\$25)	25	25	25	25
		Massachusetts City Clerk's Association (\$150)	150	150	150	150
		Massachusetts City and Town Clerk's Association (\$150)	150	150	150	150
		New England Association of City and Town Clerks (\$40)	40	40	40	40
<b>TOTAL</b>			<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>
11112	5783	<b>Midterm/Inauguration</b>				
		Programs, flowers, etc.	500	500	500	500
<b>TOTAL</b>			<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>
<b>TOTAL PROPOSED</b>			<b>46,650</b>	<b>61,650</b>	<b>61,650</b>	<b>61,650</b>

# 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, Horse-drawn Carriages, Trolleys and Yard Sales. Administers 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. The City Clerk is a member of the Board of Registrar of Voters and Chief Election Official for all elections. In addition, other duties and responsibilities under the City Clerk include maintaining and processing Non-Criminal citations, filing 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.



Motto: "To the farthest parts of the rich Earth"

## Significant Budget & Staffing Changes for FY 2020

Cheryl A. LaPointe retired as City Clerk on March 31, 2018. Ilene Simons was appointed by the City Council as the new City Clerk on June 28, 2018 for a three (3) year term. Maureen Fisher was promoted from within to Assistant City Clerk – Council.

## Recent Accomplishments

- Ability to purchase and pay by credit/debit cards for vital records on the website by using Unipay.
- Ability to purchase and pay for vital records and other licenses by credit/debit cards in the office by setting up a separate computer on the counter and being able to swipe cards.
- Create more in-house templates for the creation of certain vital records.
- Ability for couples applying for marriage to fill out intentions on the computer instead of hand-writing so less errors occur.
- Put more forms on line so public can download applications.

### FY 2020 Goals & Objectives

- The maintaining of information on the city's website in reference to the City Clerk's office.
- Maintain the staffing level.
- Automate vital records for processing, recording and indexing.
- 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 that are 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.
- Purchasing additional shelving and archival products as we go forward to maintain historical records for these vaults and rooms.
- To catch up on archiving all our vital records for the past 1-3 years to preserve these permanent and historical vital records.
- Upgrading to more interactive dog licensing software with the ability for City residents to view and upload records.
- Waiting for Marriage records to be part of the online system by the State.



Outcomes and Performance Measures	Actual FY 2017	Actual FY 2018	Estimated FY 2019	Estimated FY 2020
<b>VITAL RECORDS</b>				
Copies of vital records	7037	7463	7074	7800
Birth records recorded	1535	1483	1518	1500
Death records recorded	525	510	566	520
Marriage Licenses	341	323	346	335
Affidavits of vital records	104	87	121	100
<b>LICENSES</b>				
Dog Licenses	2705	2709	2773	2800
Business Certificates	228	307	267	325
Yard Sale permits	109	104	127	110

### How FY 2020 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 archival containers and supplies to preserve these historical records i.e. acid free, water proof, etc.
- With 500 years of records of vitals and council it is challenging at best for the secure deposit of our records.
- By increasing our archival expense budget line, we will be able to preserve more of our historic and permanent records.

# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>City Clerk-Personnel</b>									
11611	5111	SALARIES-FULL TIME	271,504.71	294,619.00	302,101.76	279,707.61	302,529.00	306,279.00	306,279.00
11611	5131	OVERTIME (GENERAL)	1,787.91	0.00	6,000.00	3,494.66	3,000.00	3,000.00	3,000.00
<b>Total City Clerk-Personnel</b>			<b>273,292.62</b>	<b>294,619.00</b>	<b>308,101.76</b>	<b>283,202.27</b>	<b>305,529.00</b>	<b>309,279.00</b>	<b>309,279.00</b>
<b>City Clerk-Expenses</b>									
11612	5242	OFFICE EQUIPMENT REP	264.50	1,000.00	781.84	781.84	1,000.00	1,000.00	1,000.00
11612	5381	PRINTING AND BINDING	2,590.70	3,500.00	3,318.86	3,262.56	3,500.00	3,500.00	3,500.00
11612	5421	OFFICE SUPPLIES (GEN	1,499.07	1,500.00	1,491.91	1,491.91	1,500.00	1,500.00	1,500.00
11612	5450	ARCHIVAL SUPP & EQUI	3,995.10	2,000.00	2,993.89	1,477.20	4,500.00	4,500.00	4,500.00
11612	5509	DOG LICENSES	1,046.48	1,400.00	1,113.50	1,113.50	1,400.00	1,400.00	1,400.00
11612	5730	DUES AND SUB	300.00	300.00	0.00	0.00	300.00	300.00	300.00
<b>Total City Clerk-Expenses</b>			<b>9,695.85</b>	<b>9,700.00</b>	<b>9,700.00</b>	<b>8,127.01</b>	<b>12,200.00</b>	<b>12,200.00</b>	<b>12,200.00</b>
<b>030</b>	<b>161</b>	<b>Department Total</b>	<b>282,988.47</b>	<b>304,319.00</b>	<b>317,801.76</b>	<b>291,329.28</b>	<b>317,729.00</b>	<b>321,479.00</b>	<b>321,479.00</b>



**FY 2020 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2019 52.0	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2019 0.0%	Dept Prop Rate FY 2020 0.0%	Dept Request FY 2020 52.2	Mayor Rate FY 2020 2.5%	Mayor Proposed FY 2020 52.2	Council Voted FY 2020
FISHER MAUREEN	030 CITY CLERK	11611-5111	ASST CITY CLERK	9/21/2012	60,894.16		1.00	1	100%	1,052.88	1,052.88	54,960.34	1,079.20	56,334.34	56,334.34
SIMONS ILENE	030 CITY CLERK	11611-5111	CITY CLERK	9/5/2000	94,676.40		1.00	1	100%	1,820.70	1,820.70	95,040.54	1,866.22	97,416.55	97,416.55
					139,047.48		3.00	Total AFSCME 1818				152,527.87		152,527.87	152,527.87
					<b>294,618.04</b>	<b>5.00</b>	<b>Total Full Time - 5111</b>					<b>302,528.75</b>		<b>308,278.77</b>	<b>306,278.77</b>
030 CITY CLERK												3,000.00		3,000.00	3,000.00
					-			<b>Total Overtime - 5131</b>			-	<b>3,000.00</b>	-	<b>3,000.00</b>	<b>3,000.00</b>
					<b>294,618.04</b>	<b>5.00</b>	<b>Department Total</b>					<b>305,528.75</b>	-	<b>309,278.77</b>	<b>309,278.77</b>

Full-Time Equivalent Employees:	FY 2018	5.00
	FY 2019	5.00
	FY 2020	5.00
	Variance 19 vs. 20	0.00

**FY 2020 AFSCME 1818 UNION EMPLOYEE RATES**

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council	F T E	Rate	Incr	Rate	Incr	Rate	Incr	Calc Rate	STEP INCREASES				Dept Request FY 2020 52.2	Mayor FY 2020 52.2	Council FY 2020 52.2					
							FY 2019 52		7,1.17 .005 Incr	FY18 2.5%	FY 2018	FY19 2.5%	FY 2019	FY20 2.5%	FY 2020	Date	Rate	# Wks Old	New								
EMMONS	JANET	030 CITY CLERK	11611-5111	ASST REGISTRAR	5/17/10	2	48,087.52	1.00	924.76	1.025	947.88	1.025	971.58	1.025	995.87				100%	51,984.17	51,984.17	51,984.17					
SERPA	LINDA	030 CITY CLERK	11611-5111	ASST REGISTRAR	7/26/2004	2	48,087.52	1.00	924.76	1.025	947.88	1.025	971.58	1.025	995.87				100%	51,984.17	51,984.17	51,984.17					
TEJEDA	LILLIBETH	030 CITY CLERK	11611-5111	ASST REGISTRAR V/II	5/14/18		42,872.44	1.00	841.82	1.025	862.87	1.025	884.44	1.025	906.55	10/11/2019	939.82	15.0 37.2	100%	48,559.52	48,559.52	48,559.52					
							139,047.48	3.00													-				152,527.87	152,527.87	152,527.87

**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**CITY CLERK - 030**

ORG	OBJECT	EXPENSE TITLE	Voted by Council 2019	Dept Request	Approved by Mayor	Voted by Council
11612	5242	<b>OFFICE EQUIPMENT REPAIR</b>				
		simplex time recorder maintenance				
		typewriter maintenance (5 typewriters)	1,000	1,000	1,000	1,000
<b>TOTAL</b>			<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
11612	5381	<b>PRINTING AND BINDING</b>				
		Vital Records Binders & Sleeves(Birth-Death-Marriage)	3,500	3,500	3,500	3,500
		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				
<b>TOTAL</b>			<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>
11612	5421	<b>OFFICE SUPPLIES GENERAL</b>				
		W. B. MASON - Typewriter ribbons & correction tapes for vital records,	1,500	1,500	1,500	1,500
<b>TOTAL</b>			<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>
11612	5450	<b>ARCHIVAL SUPPLIES AND EQUIPMENT</b>				
		Acid free state mandate vital records recording paper ledger sheets (birth/death/marr)	2,000	4,500	4,500	4,500
		Birth, Death & Marriage certificate paper for long and short forms				
		State Bond paper				
		more archival supplies needed to preserve vital records for the last 3 years				
<b>TOTAL</b>			<b>2,000</b>	<b>4,500</b>	<b>4,500</b>	<b>4,500</b>
11612	5509	<b>DOG LICENSES</b>				
		National Band and Tag for dog tags (3000 tags)	1,400	1,400	1,400	1,400
		Maintenance for Dog Software				
<b>TOTAL</b>			<b>1,400</b>	<b>1,400</b>	<b>1,400</b>	<b>1,400</b>
11612	5730	<b>DUES AND SUBSCRIPTIONS</b>				
		Beacon, The Recorder	300	300	300	300
<b>TOTAL</b>			<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>
<b>TOTAL PROPOSED</b>			<b>9,700</b>	<b>12,200</b>	<b>12,200</b>	<b>12,200</b>

# 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 2020

We hired one part-time person to work in the Elections office to fill the vacancy with Julio Mota who is bi-lingual. He 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 the part-time hourly wage.

## Recent Accomplishments

- We continue to add more Spanish speaking translators as a regular position as an election worker 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.
- The purchase of two (2) Poll Pads for Early Voting was a huge success.
- Early Voting was held for 12 days at City Hall and in addition EV on Friday night at SSU Enterprise Center for 4 hours and on Saturday at 135 Lafayette Street for 5 hours was added.



- Attended meetings with the following groups: Latino Leadership Coalition, League of Women Voters and SSU Civic Engagement Organization
- Conducted Poll Worker Training in the form of a mock election.
- Held a Poll Pad training for people who were going to work during Early Voting.
- A census box was added to the new Community Life Center on Bridge Street and 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 2020 Goals & Objectives

- To upgrade the Senior Clerk position to a Principal Clerk's position to reduce the amount of turnover in the department.
- To continue to work on Census 2020 to increase our population numbers and to attend Complete Count Committee Meetings.
- Increase the return of census forms by getting the word out and possible doing a second mailing if fiscally able.
- Continue to provide documentation to the Veterans to aide them in receiving State benefits upon returning home.
- To research and find a new polling location for Mack Park (Ward 6 Precinct 2) by looking into a space for all of Ward 6 at Bates School or other options.
- To Create an Ordinance to address questions about political signs in Salem and amend other ordinances that are outdated or need updating.
- Work on having a central tabulation facility for the next Early Voting Election in November of 2020.
- Continued Training for poll workers by using the mock election scenario.
- 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.
- Continue to meet with the following organizations: LLC, WLV, and SSU Civic Engagement.
- To have Board of Registrar conduct voter training, education and holding voter registration drives at the high school and other places throughout Salem.
- To attend more Naturalization Ceremonies in person when they occur in Salem.
- 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.

<b>Outcomes and Performance Measures</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Estimated FY 2019</b>	<b>Estimated FY 2020</b>
<b>ELECTIONS (based on month of Nov.)</b>				
# Registered Voters	30,494	32,044	30,698	33,000
# of Voters who voted	12,458	12,400	12,500	12,500
% of Voters who voted	41%	41%	40%	40%
<b>CENSUS</b>				
Census forms mailed out and processed	17,673	20,932	20,932	21,000

#### How FY 2020 Departmental Goals Relate to City's Overall Long & Short Term Goals

- By having a central tabulator facility and equipment for EV for November, 2020 will free up the time it takes to process them at the polling location; however, there is a large commitment to purchasing equipment and other resources. If this goal is not possible then have two different lists at the polling location so not trying to process at same time as voters coming in to vote.
- Maintain our census database for all residents and voters.
- 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.
- In order to retain employees and reduce turnover replace the Sr. Clerk position to a Principal Clerk. Reduce not only our time to interview and train but will also free up HR time by not having to post and set up and attend interviews as often has we have in the past.
- To increase our Census2020 numbers to work with the Complete Count Committees to do as much outreach as possible.

# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Elect &amp; Reg-Personnel</b>									
11621	5111	SALARIES-FULL TIME	104,550.07	106,177.00	87,314.67	86,632.97	111,752.00	113,252.00	113,252.00
11621	5113	SALARIES-PART TIME	10,517.50	13,101.00	13,101.00	12,179.36	13,152.00	13,481.00	13,481.00
11621	5131	OVERTIME (GENERAL)	7,065.60	5,000.00	11,000.00	8,345.56	5,000.00	5,000.00	5,000.00
<b>Total Elect &amp; Reg-Personnel</b>			<b>122,133.17</b>	<b>124,278.00</b>	<b>111,415.67</b>	<b>107,157.89</b>	<b>129,904.00</b>	<b>131,733.00</b>	<b>131,733.00</b>
<b>Elect &amp; Reg-Expenses</b>									
11622	5242	OFFICE EQUIPMENT REP	5,749.82	500.00	500.00	260.67	500.00	500.00	500.00
11622	5280	POLLING PLACE RENT	300.00	300.00	300.00	300.00	300.00	300.00	300.00
11622	5306	ADVERTISING	894.47	1,300.00	1,300.00	833.20	1,300.00	1,300.00	1,300.00
11622	5309	POLLWORKERS	35,977.43	40,500.00	50,500.00	50,484.50	50,000.00	50,000.00	50,000.00
11622	5381	PRINTING AND BINDING	18,045.05	16,000.00	6,000.00	3,965.09	16,000.00	16,000.00	16,000.00
11622	5386	VOTING MACHINE SERVI	10,472.33	12,145.00	12,145.00	12,134.46	17,000.00	17,000.00	17,000.00
11622	5421	OFFICE SUPPLIES (GEN	999.03	1,000.00	1,000.00	863.90	1,000.00	1,000.00	1,000.00
<b>Total Elect &amp; Reg-Expenses</b>			<b>72,438.13</b>	<b>71,745.00</b>	<b>71,745.00</b>	<b>68,841.82</b>	<b>86,100.00</b>	<b>86,100.00</b>	<b>86,100.00</b>
<b>030</b>	<b>162</b>	<b>Department Total</b>	<b>194,571.30</b>	<b>196,023.00</b>	<b>183,160.67</b>	<b>175,999.71</b>	<b>216,004.00</b>	<b>217,833.00</b>	<b>217,833.00</b>

**FY 2020 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2019 52.0	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2019 0.0%	Dept Prop Rate FY 2020 0.0%	Dept Request FY 2020 52.2	Mayor Rate FY 2020 2.5%	Mayor Proposed FY 2020 52.2	Council Voted FY 2020
BARTON CHARLES	030 ELECTIONS & REGISTI	11621-5111	BO 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 & REGISTI	11621-5111	BO REGISTRAR MEMBER	3/22/00	700.00	B			4	175.00	175.00	700.00	175.00	700.00	700.00
SIMONS ILENE	030 ELECTIONS & REGISTI	11621-5111	CLERK OF BOARD	9/5/2000	1,600.00	B			12	133.33	133.33	1,600.00	133.33	1,600.00	1,600.00
SIMONS ILENE	030 ELECTIONS & REGISTI	11621-5111	BO REGISTRAR MEMBER	9/5/2000	700.00	B			12	58.33	58.33	700.00	58.33	700.00	700.00
MITCHELL-MUNE ALENXANDER	030 ELECTIONS & REGISTI	11621-5111	BO REGISTRAR MEMBER	11/16/16	700.00	B			4	175.00	175.00	700.00	175.00	700.00	700.00
SPORT ROCHELLE	030 ELECTIONS & REGISTI	11621-5111	ASSISTANT CITY CLERK	9/26/2000	53,639.35		1.00	1	100%	1,149.04	1,149.04	59,979.89	1,177.77	61,479.39	61,479.39
					48,087.52		1.00			Total AFSCME 1818		47,321.91		47,321.91	47,321.91
					106,176.87		2.00	Total Full Time 5111				111,751.80		113,251.30	113,251.30
TEJADA LILLIBETH	030 ELECTIONS & REGISTI	11621-5113	PT Election Clerk	9/25/17	13,100.88	P		19							
MOTA JULIO	030 ELECTIONS & REGISTI	11621-5113	PT Election Clerk	8/6/18		P		19		13.26	13.26	13,151.27	13.59	13,480.05	13,480.05
					13,100.88			Total Part Time - 5113				13,151.27		13,480.05	13,480.05
					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
					124,277.75		2.00	Department Total				129,903.07		131,731.34	131,731.34

Full-Time Equivalent Employees:	FY 2018	2.00
	FY 2019	2.00
	FY 2020	2.00
Variance 19 vs. 20		0.00



**FY 2020 AFSCME 1818 UNION EMPLOYEE RATES**

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Gp	Voted By	F	Rate	Incr	Rate	Incr	Rate	Incr	Calc Rate	STEP INCREASES			Dept Request	Mayor	Council
						Council	T	7.1.17	FY18	FY 2018	FY19	FY 2019	FY20	FY 2020	Date	Rate	# Wks	FY 2020	FY 2020	FY 2020
						52	E	.005 Incr	2.5%		2.5%		2.5%				Old New	52.2	52.2	52.2
FISHER MAUREEN	030 ELECT & REGISTR	11621-5111	ASST REGISTRAR	9/3/2013	2	48,087.52	0.00	924.76	1.025	947.88	1.025	971.58	1.025	995.87				100%	To City Council	To City Council
AYUBE ALEXANDER	030 ELECT & REGISTR	11621-5111	Principal Clerk Step 1	2/19/2019	2		1.00	767.51	1.025	786.70	1.025	806.37	1.025	826.55	7/1/2019			100%	47,321.91	47,321.91
						<b>48,087.52</b>	<b>1.00</b>													<b>47,321.91</b>
																				<b>47,321.91</b>
																				<b>47,321.91</b>

Alexander is Sr. Clerk Typist (Budgeted in City Clerk Budget) and would like to increase to a Principal Clerk on 7/1.

**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**ELECTIONS AND REGISTRATIONS 030**

ORG	OBJECT	EXPENSE TITLE	Voted by Council 2019	Dept Request	Approved by Mayor	Voted by Council
11622	5242	OFFICE EQUIPMENT REPAIR				
		Typewriter maintenance (3 typewriters)	500	500	500	500
		Time stamp ribbon & installation				
		printer cartridges				
<b>TOTAL</b>			<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>
11622	5280	POLLING PLACE RENTAL				
		use of polling location for elections	300	300	300	300
<b>TOTAL</b>			<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>
11622	5306	ADVERTISING				
		Salem Evening News advertising for last day to register to vote sessions	1,300	1,300	1,300	1,300
<b>TOTAL</b>			<b>1,300</b>	<b>1,300</b>	<b>1,300</b>	<b>1,300</b>
11622	5309	POLL WORKERS				
		Staffing of 14 Precincts on Election Day for Elections/ Without Early Voting	40,500	45,000	45,000	45,000
		14 Wardens, 14 Clerks, 14 precinct Asst., 7 inspectors each Precinct				
		Minimum wage increasing to \$12, had to increase Elections Workers pay accordingly				
		Training of pollworkers		5,000	5,000	5,000
<b>TOTAL</b>			<b>40,500</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
11622	5381	PRINTING AND BINDING				
		Printing of Annual Poll Book, census forms, nomination papers, petition forms, etc.	16,000	16,000	16,000	16,000
		Printing of postcards for confirmation mailings				
		Envelopes for voter registration, etc.				
<b>TOTAL</b>			<b>16,000</b>	<b>16,000</b>	<b>16,000</b>	<b>16,000</b>
11622	5386	VOTING MACHINE SERVICES				
		Voting Machine and Tabulator Maintenance Agreement	16,325	3,600	3,600	3,600
		Election coding/programs for 16 tabulators and 14 Automarks		3,400	3,400	3,400
		Election day coverage L.H.S. Associates (software & program vendor)		2,000	2,000	2,000
		Three-hole legal paper for voting list				
		Local Election this year we need to pay for our own ballots to be printed for Sept. & Nov. - both absentee and officials		8,000	8,000	8,000
		Tabulator supplies-special ribbons, ink, electrical cords, adapters, paper rolls				
		Purchase of 2 poll pads (\$4180)	(4,180)			
		*although decreased budget last fy to purchase poll pads need to print our own ballots this year for Sept. & Nov. both absentee and official ballots - need budget line restored				
<b>TOTAL</b>			<b>12,145</b>	<b>17,000</b>	<b>17,000</b>	<b>17,000</b>
11622	5421	OFFICE SUPPLIES GENERAL				
		General office supplies as needed	1,000	1,000	1,000	1,000
<b>TOTAL</b>			<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
<b>TOTAL PROPOSED</b>			<b>71,745</b>	<b>86,100</b>	<b>86,100</b>	<b>86,100</b>

# 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 2020

The Director of Assessing is contemplating retiring either at the end of FY2020 or in the spring of 2020. In preparation for the FY2021 Revaluation year, we need additional funds for software support and commercial appraisal help and review.

## 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.
- We have had the same staff in place for approximately 7 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 2020 Goals & Objectives

- Plan, organize and direct all activities related to the City's five year Revaluation for 2021 and interim updates to ensure the City's compliance with all sections under MGL Chapter 59 and the Department of Revenue.
- Ensure that every effort is made to make every taxpayer's dealings with the Assessing Department friendly and efficient.

- To have our FY2020 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 2017	Actual FY 2018	Estimated FY 2019	Estimated FY 2020
Real Estate Billing - Bills done quarterly	13516	13564	13,609	13850
Personal Property Bills- Billing done quarterly	929	857	855	850
Auto Excise	34,564	37730	37750	37850
Boat Excise	1051	1100	1235	1250
Exemptions	335	314	315	315
Abatements	123	43	60	75
Personal Property inventory forms (required by law for abatements)	1000	1000	1000	1000
ABC Forms - Tax exempts (required by law to qualify for status)	73	73	71	71
Income & Expense Statements	1347	1325	1225	1225

### How FY 2020 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 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Assessors-Personnel</b>									
11411	5111	SALARIES-FULL TIME	300,311.64	301,994.00	302,307.77	296,919.95	310,136.00	317,951.00	317,951.00
11411	5150	FRINGE/STIPENDS	5,999.88	6,000.00	6,000.00	5,999.88	6,000.00	6,000.00	6,000.00
<b>Total Assessors-Personnel</b>			<b>306,311.52</b>	<b>307,994.00</b>	<b>308,307.77</b>	<b>302,919.83</b>	<b>316,136.00</b>	<b>323,951.00</b>	<b>323,951.00</b>
<b>Assessors-Expenses</b>									
11412	5308	CONTRACTED SERVICES	17,196.50	19,500.00	19,500.00	18,813.00	41,000.00	41,000.00	41,000.00
11412	5381	PRINTING AND BINDING	234.00	400.00	400.00	385.00	600.00	600.00	600.00
11412	5421	OFFICE SUPPLIES (GEN	1,344.78	2,000.00	2,000.00	1,006.43	2,000.00	2,000.00	2,000.00
11412	5710	IN STATE TRAVEL/MEETINGS	1,565.05	2,300.00	2,300.00	1,663.00	2,300.00	2,300.00	2,300.00
<b>Total Assessors-Expenses</b>			<b>20,340.33</b>	<b>24,200.00</b>	<b>24,200.00</b>	<b>21,867.43</b>	<b>45,900.00</b>	<b>45,900.00</b>	<b>45,900.00</b>
<b>010</b>	<b>141</b>	<b>Department Total</b>	<b>326,651.85</b>	<b>332,194.00</b>	<b>332,507.77</b>	<b>324,787.26</b>	<b>362,036.00</b>	<b>369,851.00</b>	<b>369,851.00</b>

**FY 2020 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2019 52.0	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2019 0.0%	Dept Prop Rate FY 2020 0.0%	Dept Request FY 2020 52.2	Mayor Rate FY 2020 2.5%	Mayor Proposed FY 2020 52.2	Council Voted FY 2020
BOND JAMES	010 ASSESSORS	11411-5111	ASST ASSESSOR	9/19/2011	58,194.43		1.00	1	100%	1,119.12	1,119.12	58,418.25	1,175.08	61,339.16	61,339.16
CORTES STEPHEN	010 ASSESSORS	11411-5111	ASST ASSESSOR	10/10/12	52,684.10		1.00	1	100%	1,013.16	1,013.16	52,886.73	1,063.81	55,531.07	55,531.07
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	89,655.10		1.00	1	100%	1,724.14	1,724.14	89,999.93	1,767.24	92,249.93	92,249.93
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

90,959.96      2.00      Total AFSCME 1818      98,330.67      98,330.67      98,330.67

301,993.59	5.00	Total Full Time - 5111	310,135.59	317,950.84	317,950.84
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010 ASSESSORS	11411-5150	Certified Assessor Stipends	3,000.00	1	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00
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010 ASSESSORS	11411-5150	Mileage Reimbursement - Assessors	3,000.00	2.0	1,500.00	1,500.00	3,000.00	1,500.00	3,000.00
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6,000.00	Total Fringe - 5150	6,000.00	6,000.00	6,000.00
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307,993.59	5.00	Department Total	316,135.59	323,950.84	323,950.84
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Full-Time Equivalent Employees:	FY 2018	5.00
	FY 2019	5.00
	FY 2020	5.00
	Variance 19 vs. 20	0.00

**FY 2020 AFSCME 1818 UNION EMPLOYEE RATES**

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By	F	Rate	Incr	Rate	Incr	Rate	Incr	Calc Rate	STEP INCREASES			Dept Request	Mayor	Council
						Council	T	7,117	FY18	FY 2018	FY19	FY 2019	FY20	FY 2020	Date	Rate	# Wks	FY 2020	FY 2020	FY 2020
						52	E	005 Incr	2.5%		2.5%		2.5%				Old New	52.2	52.2	52.2
DELLORFANO DELINDA	010 ASSESSORS	11411-5111	SR CLERK TYPIST	12/17/2012	2	42,872.44	1.00	824.47	1.025	845.06	1.025	866.21	1.025	887.86				100%	46,346.50	46,346.50
FELIX GLORIA	010 ASSESSORS	11411-5111	PRINCIPAL CLERK	03/22/1993	2	48,087.52	1.00	924.76	1.025	947.88	1.025	971.58	1.025	995.67				100%	51,984.17	51,984.17
																		<b>98,330.67</b>	<b>98,330.67</b>	<b>98,330.67</b>

FY 2020 DETAILED BUDGET REPORT  
EXPENSES

ASSESSORS - 010

ORG	OBJECT	DESCRIPTION	Voted by Council 2019	Dept Request	Approved by Mayor	Voted by Council 2020
11412	5308	<b>CONTRACTED SERVICES</b>				
		Maintenance fee for Patriot Property AssessPro, our software provider	18,000	18,000	18,000	18,000
		Annual GIS Enhancement contract addition	1,500	1,500	1,500	1,500
		Software review by our provider, additional appraisal analysis and valuation with commercial and industrial properties in FY 2020. Start Recertification analysis and valuation in spring of FY2020 for Dept of Revenue five year certification in affect in calendar year 2020.		21,500	21,500	21,500
<b>TOTAL</b>			<b>19,500</b>	<b>41,000</b>	<b>41,000</b>	<b>41,000</b>
11412	5381	<b>PRINTING AND BINDING</b>				
		Used to pay for binding and printing of tax commitment books.	400	600	600	600
<b>TOTAL</b>		We will need to order envelopes and exemption cards (haven't ordered in 2 years)	<b>400</b>	<b>600</b>	<b>600</b>	<b>600</b>
11412	5421	<b>OFFICE SUPPLIES (GENERAL)</b>				
		General office supplies as needed	2,000	2,000	2,000	2,000
<b>TOTAL</b>			<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
11412	5710	<b>IN STATE TRAVEL/MEETINGS</b>				
		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	2,300
<b>TOTAL</b>			<b>2,300</b>	<b>2,300</b>	<b>2,300</b>	<b>2,300</b>
<b>TOTAL PROPOSED</b>			<b>24,200</b>	<b>45,900</b>	<b>45,900</b>	<b>45,900</b>



# 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.

**TAXES**  
**TAXES**

## Significant Budget & Staffing Changes for FY 2020

The Collector's office anticipates no changes for FY 2020

## Recent Accomplishments



- Collector continues to attend annual school to maintain certification
- Assistant Collector earned certification continues schooling
- Received passport re-certification

## FY 2020 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 2017	Actual FY 2018	Estimated FY 2019	Estimated FY 2020
Passports Processed		312	382	300	325
E-Notice			754	770	770
E-Billing			1020	1030	1030
Auto Pay			673	700	700
Municipal Lien Certificates Processed	Pay Parking Tickets	1329	1275	1300	1350
Parking Tickets Collected		19,034	22,238	25,000	27,500
Online Payments – City Hall Systems					
Real Estate		4735	5168	5500	5500
Water/Sewer		9791	11036	11200	11200
Personal Property		418	454	500	500
Trash		3751	4070	4200	4200
Excise Tax		9,505	10,278	18,000	20,000

How FY 2020 Departmental Goals Relate to City's Overall Long & Short Term Goals

# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Collector-Personnel</b>									
11461	5111	SALARIES-FULL TIME	232,064.55	225,120.00	225,636.30	219,990.18	234,979.00	237,262.00	237,262.00
11461	5131	OVERTIME (GENERAL)	452.78	1,000.00	1,000.00	299.71	1,000.00	1,000.00	1,000.00
11461	5150	FRINGE/STIPENDS	4,770.76	5,000.00	5,000.00	4,999.92	6,750.00	6,750.00	6,750.00
<b>Total Collector-Personnel</b>			<b>237,288.09</b>	<b>231,120.00</b>	<b>231,636.30</b>	<b>225,289.81</b>	<b>242,729.00</b>	<b>245,012.00</b>	<b>245,012.00</b>
<b>Collector-Expenses</b>									
11462	5317	EDUCATIONAL TRAINING	651.71	1,000.00	1,000.00	0.00	1,000.00	1,000.00	1,000.00
11462	5381	PRINTING AND BINDING	3,843.63	4,300.00	4,300.00	3,164.08	4,300.00	4,300.00	4,300.00
11462	5421	OFFICE SUPPLIES (GEN	2,963.83	3,000.00	3,000.00	2,284.04	3,000.00	3,000.00	3,000.00
<b>Total Collector-Expenses</b>			<b>7,459.17</b>	<b>8,300.00</b>	<b>8,300.00</b>	<b>5,448.12</b>	<b>8,300.00</b>	<b>8,300.00</b>	<b>8,300.00</b>
<b>040</b>	<b>146</b>	<b>Department Total</b>	<b>244,747.26</b>	<b>239,420.00</b>	<b>239,936.30</b>	<b>230,737.93</b>	<b>251,029.00</b>	<b>253,312.00</b>	<b>253,312.00</b>

**FY 2020 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2019 52.0	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2019 0.0%	Dept Prop Rate FY 2020 0.0%	Dept Request FY 2020 52.2	Mayor Rate FY 2020 2.5%	Mayor Proposed FY 2020 52.2	Council Voted FY 2020
CELI	BONNIE	040 COLLECTOR	11461-5111 CITY COLLECTOR	2/01/2004	75,809.73		1.00	1	100%	1,457.88	1,457.88	76,101.34	1,501.62	78,384.38	78,384.38
					149,309.40		3.00				Total AFSCME 1818	158,876.75		158,876.75	158,876.75

040 COLLECTOR 11461-5150 Certified Collector Stipends  
040 COLLECTOR 11461-5150 Hearing Officer  
040 COLLECTOR 11461-5150 RES PARKING STICKER Stipend

040 COLLECTOR 11461-5131 OVERTIME

<b>225,119.13</b>	<b>4.00</b>	<b>Total Full Time - 5111</b>	<b>234,978.09</b>	<b>237,261.13</b>	<b>237,281.13</b>
2,000.00		2	1,000.00	1,000.00	2,000.00
-		1	-	1,750.00	1,750.00
3,000.00		12	250.00	250.00	3,000.00
<b>5,000.00</b>		<b>Total Fringe - 5150</b>	<b>6,750.00</b>	<b>6,750.00</b>	<b>6,750.00</b>
1,000.00				1,000.00	1,000.00
<b>231,119.13</b>	<b>4.00</b>	<b>Department Total</b>	<b>242,728.09</b>	<b>245,011.13</b>	<b>245,011.13</b>

<b>Full-Time Equivalent Employees:</b>	<b>FY 2018</b>	<b>4.00</b>
	<b>FY 2019</b>	<b>4.00</b>
	<b>FY 2020</b>	<b>4.00</b>
	<b>Variance 19 vs. 20</b>	<b>0.00</b>

**FY 2020 AFSCME 1818 UNION EMPLOYEE RATES**

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2019	F T E	Rate 7.1.17 .005 Incr	Incr FY18 2.5%	Rate FY 2018	Incr FY19 2.5%	Rate FY 2019	Incr FY20 2.5%	Calc Rate FY 2020	STEP INCREASES				Dept Request FY 2020	Mayor FY 2020	Council FY 2020		
																Date	Rate	# Wks	Old	New				
MEJIA	ARACELIS	040	COLLECTOR	11461-5111	4/3/17	2	47,723.24	1.00	872.72	1.025	894.54	1.025	916.90	1.025	939.62				100%	49,058.81	49,058.81	49,058.81		
NOONAN	WENDOLYN	040	COLLECTOR	11461-5111		2	48,087.52	1.00	924.76	1.025	947.88	1.025	971.58	1.025	995.87				100%	51,984.17	51,984.17	51,984.17		
SOSNOWSKI	SARAH	040	COLLECTOR	11461-5111	11/08/2004	2	53,498.64	1.00	1,028.82	1.025	1,054.64	1.025	1,080.90	1.025	1,107.93				100%	57,833.77	57,833.77	57,833.77		
							149,309.40	3.00													158,876.75	158,876.75	158,876.75	

**FY 2020 BUDGET DETAIL EXPENSES  
EXPENSES**

**COLLECTOR - 040**

<b>ORG</b>	<b>OBJECT</b>	<b>DESCRIPTION</b>	<b>Voted By Council 2019</b>	<b>Dept Request</b>	<b>Approved by Mayor</b>	<b>Voted by Council</b>
11462	5317	<b>Educational Training</b> certification courses for collectors staff	1,000	1,000	1,000	1,000
<b>TOTAL</b>		continue classes for both Collector & Asst Collector to retain certification	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
11462	5381	<b>Printing and Binding</b>  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	4,300
<b>TOTAL</b>			<b>4,300</b>	<b>4,300</b>	<b>4,300</b>	<b>4,300</b>
11462	5421	<b>Office Supplies</b> General office supplies as needed.	3,000	3,000	3,000	3,000
<b>TOTAL</b>			<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>
<b>TOTAL PROPOSED</b>			<b>8,300</b>	<b>8,300</b>	<b>8,300</b>	<b>8,300</b>

# ***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 2020**

Recognizing a need to directly manage student data, the SIS Manager role is being transferred to the school department along with various school-specific licensing costs. Similarly, the launch of new initiatives within the schools (ie, 1:1 program at Bates, Collins, New Liberty, Saltonstall, Salem High & Prep) have prompted the transfer of one technical support role. These will become part of a small group (5) who will provide day to day support within the schools. Infrastructure resources and enterprise systems will continue to be managed thru the consolidated team.

## **Recent Accomplishments**

- Deployed new telephone system to public safety departments
- Implemented single Help Desk system for City & Schools
- Launched 1:1 student device program at Bates, Collins, New Liberty, Saltonstall, Salem High & Prep
- Completed agreement to bring high speed, low cost Internet service options to every resident and business in the City
- Continued digitization project, making hundreds of thousands of documents available electronically
- Rotated 25% of municipal computers, and 25% school inventory
- Transitioned school department to cloud-based email system
- Coordinated district wide, online MCAS testing (grades 3-8, 10)
- Managed upgrades of critical Assessor and Fire Department systems (AssessPro, Fire House Cloud)
- Participated in the construction and moves of the City Hall Annex, Broad Street Departments, and Horace Mann school
- Assisted SPD with the launch of new camera management software, and updates to cruiser technologies
- Partnered with the schools in the design and launch of a new website
- Deployed public wireless in all municipal buildings

## FY 2020 Goals & Objectives

- Complete upgrade of permitting system by November 2019.
- Implement Tyler Content Manager by January 2020.
- Deploy new telephone system to all schools by March 2020.
- Design and deploy paperless personnel actions (PAF) by April 2020.



Outcomes and Performance Measures	Actual FY 2017	Actual FY 2018	Estimated FY 2019	Estimated FY 2020
Help Desk Tickets Received and Resolved	4,821	5,037	4,600	4,600
Website Hits	1,204,000	1,801,612	1,600,000	1,650,000
Website Sessions	510,000	650,240	600,000	615,000
Website Subscribers	17,215	23,157	27,000	29,000

## How FY 2020 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 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>IT/GIS/-Personnel</b>									
11551	5111	SALARIES-FULL TIME	792,954.81	848,959.00	848,959.00	812,130.12	857,196.00	882,912.00	882,912.00
11551	5113	SALARIES-PART TIME	3,796.00	0.00	0.00	0.00	2,500.00	2,500.00	2,500.00
<b>Total IT/GIS/-Personnel</b>			<b>796,750.81</b>	<b>848,959.00</b>	<b>848,959.00</b>	<b>812,130.12</b>	<b>859,696.00</b>	<b>885,412.00</b>	<b>885,412.00</b>
<b>IT/GIS-Expenses</b>									
11552	5317	EDUCATIONAL TRAINING	10,462.11	9,000.00	9,000.00	6,935.94	9,000.00	9,000.00	9,000.00
11552	5421	OFFICE SUPPLIES (GEN	2,312.71	3,000.00	3,000.00	1,398.45	2,500.00	2,500.00	2,500.00
11552	5520	SOFTWARE SUPPORT/ENHANCEME	3,500.00	5,500.00	5,500.00	5,342.81	5,500.00	5,500.00	5,500.00
11552	5582	DATA PROCESSING SUPP	2,000.00	1,000.00	1,250.00	1,021.65	0.00	0.00	0.00
11552	5710	IN STATE TRAVEL/MEETINGS	2,157.85	3,000.00	3,000.00	441.35	3,000.00	3,000.00	3,000.00
11552	5730	DUES AND SUB	70.00	750.00	500.00	0.00	500.00	500.00	500.00
<b>Total IT/GIS-Expenses</b>			<b>20,502.67</b>	<b>22,250.00</b>	<b>22,250.00</b>	<b>15,140.20</b>	<b>20,500.00</b>	<b>20,500.00</b>	<b>20,500.00</b>
<b>070</b>	<b>155</b>	<b>Department Total</b>	<b>817,253.48</b>	<b>871,209.00</b>	<b>871,209.00</b>	<b>827,270.32</b>	<b>880,196.00</b>	<b>905,912.00</b>	<b>905,912.00</b>

**FY 2020 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2019	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2019	Dept Prop Rate FY 2020	Dept Request FY 2020	Mayor Rate FY 2020	Mayor Proposed FY 2020	Council Voted FY 2020
ANKIEWICZ JOHN	070 Information Tech-GIS	11551-5111	Technical Support Analyst	10/29/2018	52.0		1.00	1	100%	1,000.00	1,000.00	52,200.00	1,030.00	53,766.00	53,766.00
BANKS ROBERT	070 Information Tech-GIS	11551-5111	APPLICATION ANALYST	9/24/2018			1.00	1	100%	1,250.00	1,250.00	65,250.00	1,287.50	67,207.50	67,207.50
BEDELL JUDY	070 Information Tech-GIS	11551-5111	TECHNOLOGY MANAGER	8/22/2016	73,184.79		1.00	1	100%	1,407.40	1,407.40	73,466.27	1,449.62	75,670.26	75,670.26
BERGENGREN ERIC	070 Information Tech-GIS	11551-5111	NETWORK ADMINISTRATOR	7/11/2005	66,089.61		1.00	1	100%	1,309.42	1,309.42	68,351.49	1,348.70	70,402.04	70,402.04
BOYAJIAN DIANE	070 Information Tech-GIS	11551-5111	TECHNOLOGY MANAGER	6/12/17	76,500.12		1.00	1	100%	1,471.15	1,471.15	76,794.03	1,515.28	79,097.85	79,097.85
CLARK JAMMAL	070 Information Tech-GIS	11551-5111	SERVICE DESK ANALYST	7/26/17	47,940.20		1.00	1	100%	921.92	921.92	48,124.22	949.58	49,567.95	49,567.95
DUIJVESTEIJN OLLE	070 Information Tech-GIS	11551-5111	TECHNOLOGY MANAGER	10/12/2010	73,755.09		1.00	1	100%	1,418.36	1,418.36	74,038.39	1,460.91	76,259.54	76,259.54
FRACZEK JAKE	070 Information Tech-GIS	11551-5111	TECH SUPPORT ANALYST	4/8/13	59,672.12		0.00	0	100%	*	*	*	*	*	*
GANSENBERG ROBERTA	070 Information Tech-GIS	11551-5111	TECHNOLOGY MANAGER	8/15/1998	70,847.05		1.00	1	100%	1,362.46	1,362.46	71,120.41	1,403.33	73,254.02	73,254.02
GARCIA CARLOS	070 Information Tech-GIS	11551-5111	Technical Support Analyst	12/12/16	47,047.01		1.00	1	100%	904.75	904.75	47,227.95	931.89	48,644.80	48,644.80
HO HUNG	070 Information Tech-GIS	11551-5111	NETWORK ADMINISTRATOR	8/2/16	52,275.06		1.00	1	100%	1,076.92	1,076.92	56,215.22	1,109.23	57,901.68	57,901.68
KILLEN MATTHEW	070 Information Tech-GIS	11551-5111	CHIEF INFO OFFICER	1/20/2015	115,334.75		1.00	1	100%	2,217.98	2,217.98	115,778.35	2,284.52	118,251.70	119,251.70
KWOK BOSCO	070 Information Tech-GIS	11551-5111	TECH SUPPORT ANALYST	8/7/2007	53,581.50		1.00	1	100%	1,030.41	1,030.41	53,787.58	1,061.33	55,401.21	55,401.21
MULLINS LISA	070 Information Tech-GIS	11551-5111	APPLICATIONS ANALYST	9/19/2011	54,631.20		1.00	1	100%	1,050.60	1,050.60	54,841.32	1,082.12	56,486.56	56,486.56
OGUNKOYA OLUWAFISAYO	070 Information Tech-GIS	11551-5111	APPLICATION ANALYST	7/19/17	56,099.88		0.00	0	100%	*	*	*	*	*	*
					<b>848,958.41</b>	<b>13.00</b>	<b>Total Full Time - 5111</b>					<b>857,195.25</b>		<b>882,911.11</b>	<b>882,911.11</b>
							<b>P</b>					<b>2,500.00</b>		<b>2,500.00</b>	<b>2,500.00</b>
							<b>Total Part Time - 5113</b>					<b>2,500.00</b>		<b>2,500.00</b>	<b>2,500.00</b>

<b>Full-Time Equivalent Employees:</b>	<b>FY 2018</b>	<b>13.00</b>
	<b>FY 2019</b>	<b>13.00</b>
	<b>FY 2020</b>	<b>13.00</b>
	<b>Variance 19 vs. 20</b>	<b>0.00</b>

<b>848,958.41</b>	<b>13.00</b>	<b>Department Total</b>	<b>*</b>	<b>859,695.25</b>	<b>*</b>	<b>885,411.11</b>	<b>885,411.11</b>
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**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**INFORMATION TECHNOLOGY - 070**

ORG	OBJECT	DESCRIPTION	Voted by Council 2019	Dept Request	Approved by Mayor	Voted by Council
11552	5317	<b>Educational Training</b> Technology Training & Cerification	9,000	9,000	9,000	9,000
<b>TOTAL</b>			<b>9,000</b>	<b>9,000</b>	<b>9,000</b>	<b>9,000</b>
11552	5421	<b>Office Supplies (General)</b> General office supplies as needed	3,000	2,500	2,500	2,500
<b>TOTAL</b>			<b>3,000</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>
11552	5520	<b>Software Support/Enhancements</b> 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	3,000 2,500
<b>TOTAL</b>			<b>5,500</b>	<b>5,500</b>	<b>5,500</b>	<b>5,500</b>
11552	5582	<b>IT/GIS Supplies</b> General IT/GIS Supplies as needed	1,000	-	-	-
<b>TOTAL</b>			<b>1,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
11552	5710	<b>In State Travel, meetings</b> IT/GIS Meetings & Conferences; Registration, Travel & Gas	3,000	3,000	3,000	3,000
<b>TOTAL</b>			<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>
11552	5730	<b>Dues and sub</b> Professional memberships, subscriptions	750	500	500	500
<b>TOTAL</b>			<b>750</b>	<b>500</b>	<b>500</b>	<b>500</b>
<b>TOTAL PROPOSED</b>			<b>22,250</b>	<b>20,500</b>	<b>20,500</b>	<b>20,500</b>

# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>IT/GIS-Fixed Costs</b>									
11562	5243	IT/GIS MAINTENANCE	827,979.67	895,950.00	895,950.00	700,985.81	883,377.00	883,377.00	883,377.00
11562	5341	PHONE/DSL/COMMUNICATIONS	14,236.28	88,096.00	88,096.00	31,859.68	88,096.00	88,096.00	88,096.00
	<b>Total</b>	<b>IT/GIS-Fixed Costs</b>	<b>842,215.95</b>	<b>984,046.00</b>	<b>984,046.00</b>	<b>732,845.49</b>	<b>971,473.00</b>	<b>971,473.00</b>	<b>971,473.00</b>
<b>070</b>	<b>156</b>	<b>Department Total</b>	<b>842,215.95</b>	<b>984,046.00</b>	<b>984,046.00</b>	<b>732,845.49</b>	<b>971,473.00</b>	<b>971,473.00</b>	<b>971,473.00</b>

**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**INFORMATION TECHNOLOGY - 070 - FIXED COSTS**

ORG	OBJECT	DESCRIPTION	Voted by Council 2019	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	282,000
		Technology Equipment Repair	5,000	5,000	5,000	5,000
		Schools - Contracted Services (reduced to reflect transfer of some systems to school dept.)	123,500	103,257	103,257	103,257
		Schools - Software (reduced to reflect transfer of some systems to school dept.)	115,500	123,500	123,500	123,500
		Schools - Networking	16,000	16,000	16,000	16,000
		Annual Microsoft software licensing	110,000	110,000	110,000	110,000
		Annual Microsoft software licensing - Workstation/Server/Database	5,000	5,000	5,000	5,000
		EMC Licensing for Maintenance & Remote replication, Backup & Recovery for SAN / servers	15,000	15,000	15,000	15,000
		ViewPermit Annual Software License, Maintenance & Hosting	25,000	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	5,000
		Essex Craftsman - data center A/V maintenance	1,000	1,000	1,000	1,000
		Domain registration for various domains, such as salem.com, buildingsalem.com, salemferry.c	100	250	250	250
		Antivirus for City & Public Schools	7,500	7,500	7,500	7,500
		Remote Computer Assistance & Administration Software Maintenance	4,000	5,220	5,220	5,220
		Alloy Software Help Desk and Inventory	5,000	6,300	6,300	6,300
		Network/Project Consulting	5,000	-	-	-
		Virtual Town Hall Annual - City website	7,500	7,500	7,500	7,500
		WebGIS - Annual application and hosting	9,500	9,500	9,500	9,500
		ESRI ArcGIS for Desktop Basic (ArcView) Single Use Primary Annual Maintenance (1)	400	400	400	400
		ESRI ArcGIS for Desktop Advanced (ArcInfo) Concurrent Use Annual Maintenance (2)	6,000	6,000	6,000	6,000
		ESRI ArcGIS Spatial Analyst for Desktop Concurrent Use Primary Annual Maintenance (1)	500	500	500	500
		ESRI ArcGIS Network Analyst for Desktop Concurrent Use Primary Annual Maintenance (1)	500	500	500	500
		ESRI ArcGIS Engine without Extension Maintenance (1)	200	200	200	200
		ESRI ArcGIS for Server Workgroup Advanced (ArcInfo) Annual Maintenance (1)	2,500	2,500	2,500	2,500
		ESRI ArcPad Annual Maintenance (1)	250	250	250	250
		ESRI ArcGIS Desktop Extensions license Annual Maintenance (3)	3,000	3,000	3,000	3,000
		Work order and Mobile 311 systems	29,000	31,000	31,000	31,000
		Network systems maintenance, licensing and support	-	98,000	98,000	98,000
		CIP impact - fiber and telephone system maintenance & support	83,000	-	-	-
		CIP impact - Laserfiche document management, licensing & support	15,000	-	-	-
		SPD - surveillance camera maint. & support	14,000	14,000	14,000	14,000
	NON-RECURRING					
			895,950	883,377	883,377	883,377
11562	5341	PHONE/DSL/COMMUNICATIONS				
		Internet/Network Internet services, City & Schools	61,000	61,000	61,000	61,000
		TV Digital Transport Adaptors for 93 Washington Street 8.00 X 12	96	96	96	96
		Internet/Phone/PBX City-wide telephone services	27,000	27,000	27,000	27,000
			88,096	88,096	88,096	88,096
		<b>TOTAL</b>	<b>88,096</b>	<b>88,096</b>	<b>88,096</b>	<b>88,096</b>
		<b>TOTAL PROPOSED FIXED COSTS</b>	<b>984,046</b>	<b>971,473</b>	<b>971,473</b>	<b>971,473</b>

# 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 2020

As a result of growing time demands stemming from a multitude of on-going capital infrastructure projects creating increased volume, anticipated retirements and retention of existing staff resulting in increased staffing and training demands, and implementation of financial system improvement needs, the Finance department is requesting the addition of one additional FTE.

## Recent Accomplishments

- Received the GFOA Distinguished Budget Presentation Award for the FY2018 budget (11th consecutive year).
- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting FY2018 budget (11th consecutive year).
- Increased the City's stabilization fund to \$7.1 million dollars through sound fiscal policy.
- Collaborated to improve the Capital Improvement Project reporting, scheduling, and budgeting process.
- Continue to work the School Business Manager to improve financial policies and procedures at the School Department.
- Reviewed and made suggestions in identifying areas to increase Revenues Sources.
- Developed, implemented and executed new procedures and policies related to Accounts Payable and Purchasing, to ensure adherence to M.G.L. As part of this effort, new training programs were developed and offered to all City Departments.
- Worked toward addressing management letter recommendations.
- Developing and executing a process making it possible to accept credit card payments on-line and over the counter to enhance City services offered to our Constituents.



## FY 2020 Goals & Objectives

- 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.
- Complete the citywide fraud risk assessment to ensure that the City's cash and assets are safeguarded.
- Work collaboratively with the School Department to implement a performance management system for the Business Manager's Office.
- Continue to review all departmental revenues with departments to make recommendations to the Mayor for potential revenue enhancements.
- Continue to review departmental expenditures with each department and to identify areas for potential cost savings.
- Complete the development of new procedures and formats in tracking the status of capital projects and management of debt borrowing and reporting.
- Work to more clearly define the methodologies for charging indirect costs to enterprise funds per management letter.
- Work to address Management letter recommendations offered by the audit firm.
- Collaborate with Human Resources and City Departments to develop comprehensive training and continuing education program for both the Finance office as well as those departments that report to the Finance Director.

<b>Outcomes and Performance Measures</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Estimated FY 2019</b>	<b>Estimated FY 2020</b>
Free Cash certified	4,922,937		5,000,000	
Capital Improvement Project Fund (End of Year Balance)	472,539		1,000,000	
Stabilization Fund Balance (End of Year Balance)	6,037,015		7,000,000	
OPEB Liability Fund (End of Year Balance)	2,189,299		2,700,000	

## How FY 2020 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 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Finance-Personnel</b>									
11351	5111	SALARIES-FULL TIME	252,723.65	302,490.00	302,646.54	275,390.13	364,342.00	319,745.00	319,745.00
11351	5113	SALARIES-PART TIME	0.00	5,000.00	5,000.00	396.00	7,500.00	7,500.00	7,500.00
11351	5131	OVERTIME (GENERAL)	0.00	200.00	200.00	0.00	3,500.00	200.00	200.00
11351	5150	FRINGE/STIPENDS	0.00	0.00	0.00	0.00	7,500.00	7,500.00	7,500.00
<b>Total Finance-Personnel</b>			<b>252,723.65</b>	<b>307,690.00</b>	<b>307,846.54</b>	<b>275,786.13</b>	<b>382,842.00</b>	<b>334,945.00</b>	<b>334,945.00</b>
<b>Finance-Expenses</b>									
11352	5320	CONTRACTED SERVICES	34,682.30	38,000.00	38,000.00	8,156.60	48,000.00	48,000.00	48,000.00
11352	5421	OFFICE SUPPLIES (GEN	2,191.25	3,500.00	3,500.00	1,145.99	3,500.00	3,500.00	3,500.00
11352	5423	BUDGET PREPARATION	1,916.43	2,400.00	2,400.00	247.80	2,400.00	2,400.00	2,400.00
11352	5710	IN STATE TRAVEL/MEETINGS	2,505.90	3,000.00	3,000.00	747.47	3,000.00	3,000.00	3,000.00
11352	5730	DUES AND SUB	520.00	1,000.00	1,000.00	575.00	1,000.00	1,000.00	1,000.00
<b>Total Finance-Expenses</b>			<b>41,815.88</b>	<b>47,900.00</b>	<b>47,900.00</b>	<b>10,872.86</b>	<b>57,900.00</b>	<b>57,900.00</b>	<b>57,900.00</b>
<b>090</b>	<b>135</b>	<b>Department Total</b>	<b>294,539.53</b>	<b>355,590.00</b>	<b>355,746.54</b>	<b>286,658.99</b>	<b>440,742.00</b>	<b>392,845.00</b>	<b>392,845.00</b>



**FY 2020 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2019 52.0	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2019 0.0%	Dept Prop Rate FY 2020 0.0%	Dept Request FY 2020 52.2	Mayor Rate FY 2020 2.5%	Mayor Proposed FY 2020 52.2	Council Voted FY 2020
BRIDGMAN NINA	090 FINANCE/AUDITING	11351-5111	ASSISTANT FINANCE DIR	07/06/1982	78,503.94		1.00	1	100%	1,509.69	1,509.69	78,805.88	1,554.98	81,170.06	81,170.06
GIARDELLA LAURIE	090 FINANCE/AUDITING	11351-5111	FINANCE DIR/AUDITOR	10/2/17	117,300.08		1.00	1	100%	2,255.77	2,255.77	117,751.24	2,323.44	121,283.77	121,283.77
DWINELL MORGAN	090 FINANCE/AUDITING	11351-5111	Assistant Accountant	3/20/17	61,200.04		0.00	0	100%	1,176.92		*	*	*	*
REPLACE DWINELL	090 FINANCE/AUDITING	11351-5111	Assistant Accountant	3/20/17	*		1.00	1	100%		1,307.69	68,261.54	1,340.38	69,968.08	69,968.08
New	090 FINANCE/AUDITING	11351-5111	Sr. Accountant/Analyst		*		0.00	1	100%	1,000.00	1,000.00	52,200.00	*	*	*
					45,485.52		1.00				Total AFSCME 1818	47,322.93		47,322.93	47,322.93
					302,489.59		4.00	Total Full Time - 5111				364,341.59		319,744.84	319,744.84
					5,000.00	P						7,500.00	*	7,500.00	7,500.00
					5,000.00			Total Part Time - 5113				7,500.00		7,500.00	7,500.00
NEW	090 FINANCE/AUDITING	11351-5150	Stipend/Senior Part time support staff		New			1		*	*	7,500.00		7,500.00	7,500.00
					-			Total Fringe - 5150				7,500.00	*	7,500.00	7,500.00
					200.00							3,500.00		200.00	200.00
					200.00			Total Overtime - 5131			*	3,500.00	*	200.00	200.00
					307,689.59		4.00	Department Total				382,841.59		334,944.84	334,944.84

Full-Time Equivalent Employees:		FY 2018	4.00
		FY 2019	4.00
		FY 2020	4.00
		Variance 19 vs. 20	0.00

**FY 2020 AFSCME 1818 UNION EMPLOYEE RATES**

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By FY 2019	F T E	Rate 7.1.17 005 Incr	Incr FY18 2.5%	Rate FY 2018	Incr FY19 2.5%	Rate FY 2019	Incr FY20 2.5%	Calc Rate FY 2020	STEP INCREASES DateRate# Wks OldNew				Dept Request FY 2020 52.2	Mayor FY 2020 52.2	Council FY 2020 52.2
O'SHEA	ANNIE	090 FINANCE/AUDITING	11351-5111	PRINC ACCT CLERK	6/15/2017	2	45,485.52	1.00	841.84	1.025	862.89	1.025	884.46	1.025	906.57				100%	47,322.93	47,322.93	47,322.93
							45,485.52	1.00											47,322.93	47,322.93	47,322.93	

**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**Finance Department - 090**

ORG	OBJECT	DESCRIPTION	Voted by Council 2019	Dept Request	Approved by Mayor	Voted by Council
11352	5320	<b>Contracted Services</b>				
		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	25,000
		Fraud Risk Audits per Management Letter	10,000	10,000	10,000	10,000
		Contract Services Special Projects	-	10,000	10,000	10,000
		Annual Costs for Boston Computing - Web hosting of PDF files for Payroll	1,320	1,320	1,320	1,320
		Annual costs for Boston Computing - Data storage	5,000	5,000	5,000	5,000
			(3,320)	(3,320)	(3,320)	(3,320)
<b>TOTAL</b>			<b>38,000</b>	<b>48,000</b>	<b>48,000</b>	<b>48,000</b>
11352	5421	<b>Office Supplies</b>				
		General office supplies as needed.	3,500	3,500	3,500	3,500
<b>TOTAL</b>			<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>
11352	5423	<b>Budget Preparation</b>				
		Binders For Budget, Dividers/Cover Papers/File Folders/Labels/Pocket Folders	2,400	2,400	2,400	2,400
<b>TOTAL</b>			<b>2,400</b>	<b>2,400</b>	<b>2,400</b>	<b>2,400</b>
11352	5710	<b>Instate Travel/ Meeting</b>				
		Seminars and Training as needed - MUNIS, GFOA online classes, NEGFOA, MMA, MAPPO.	3,000	3,000	3,000	3,000
		Mileage, tolls, etc.	-	-	-	-
<b>TOTAL</b>			<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>
11352	5730	<b>Dues and Subscriptions</b>				
		Eastern Massachusetts Municipal Auditors/Accountants Assoc	60	60	60	60
		Publications - Financial, GASB, GAO, MMA, MGFOA, etc.	225	225	225	225
		MMAAA membership	260	260	260	260
		GFOA Membership	280	280	280	280
		MAPPO Membership	175	175	175	175
<b>TOTAL</b>			<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
<b>TOTAL PROPOSED</b>			<b>47,900</b>	<b>57,900</b>	<b>57,900</b>	<b>57,900</b>

# Traffic and Parking

Smart. Flexible. Easy.



## 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 coordinate efforts with other relevant departments in order to prioritize and implement projects that improve safety, 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 2020



The decrease in salaried and union employees as well as a slight increase in part-time staff reflect staffing changes which occurred during FY 2019. This included two retirements, three resignations and two promotions from within the department as well as the hiring of a new Traffic & Parking Director, two parking enforcement personnel, a full-time supervisor and maintenance worker. The Department currently has two part-time vacancies including a parking enforcement and security position. 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 account for the service agreements associated with the kiosks. Additionally, the parking communication and data collection line increased to reflect additional kiosk installations in city parking lots and streets. The Equipment Lease line was zeroed out because the lease has been paid. That money is now being used for the maintenance of those kiosks as previously noted.

## Recent Accomplishments

- Worked with the Traffic and Parking Commission to analyze utilization data in order to develop and recommend proposed parking rate increases which were adopted by the City Council.
- Submitted and was awarded a \$75,000 grant to update the City's ADA Transition Plan.
- Hired two full-time parking enforcement personnel as well as new full-time supervisor and two full-time maintenance workers.
- A new Traffic and Parking Director was hired in December 2019.
- Implemented October Shuttle Bus service to provide visitors and residents with an alternative to driving into downtown. With remote park and shuttle stops at Salem High School and SSU's O'Keefe Center lot.
- Issued Notice to Proceed to begin work on repairing elevators in the Museum Place Garage.
- Participated in the Age Friendly Salem Initiative on transportation sub-committee.

## FY 2020 Goals & Objectives

### **Transportation/Traffic Goals & Objectives**



- Improve circulation in the downtown through strategic projects that increase throughput, capacity and route options.
- Continue to expand the Neighborhood Traffic Calming 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.
- Work with other departments to begin implementing short-term priorities identified in the Bicycle Master Plan.
- Explore options to improve Mill Street connection to and from the new Canal Street multiuse path to improve bicyclist and pedestrian safety.
- Expand the Zagster bike sharing program into neighborhoods to provide a citywide system with multiple stations to attract more riders.
- Explore opportunities to introduce e-scooters and e-bikes as other transportation options in the city.
- Continue to implement complete streets measures when roads are reconstructed or repaved through coordination with the Engineering Department.
- Coordinate efforts to update the city's ADA Transition Plan in an effort to create a friendly pedestrian environment for all users.



### 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 multi-space 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.
- Explore feasibility of integrating Passport parking app with parking garage payment systems.
- Continue to assess current resident and visitor parking policies and procedures in order to identify recommendations for improvement that will create a more equitable program that more accurately reflects neighborhood boundaries/zones.
- 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 2017	Actual FY 2018	Estimated FY 2019	Estimated FY 2020
Parking Fines collected	\$680,022.01	\$812,598.43	\$825,000.00	\$825,000.00
Parking Garage revenue	\$1,124,482.34	\$1,083,041.55	\$1,200,000.00	\$1,250,000.00
Parking Lot / Meter revenue	\$1,487,653.95	\$1,554,700.62	\$1,700,000.00	\$1,750,000.00
Parking citations issued	20,971	24,639	27,000	30,000
Parking citation dollar value	\$525,446.00	\$620,827.00	\$675,000.00	\$750,000.00

## How FY 2020 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.
  - Continue efforts to address climate change and plan to mitigate carbon footprint.
- Public Safety
  - Improve traffic and parking enforcement.
  - Enhance use of technology in public safety.
- Economic Development
  - Continue revitalization of Salem Harbor and the waterfront.
  - Continue implementation of the Point Vision and Action Plan.
  - Support the growth of new and existing private businesses.
- Travel and Tourism
  - 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 Essex Street, Highland Avenue and Boston Street improvement projects and the Boston/Bridge intersection project.
  - Implement plan for residential traffic calming program, including Swampscott/First and Norman/Summer roundabouts.
  - Continue advocating for South Salem MBTA commuter rail stop.
  - Continue implementation of the downtown bike lanes project and infrastructure per the Bicycling Master Plan, while also exploring other alternatives to car use.

# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Parking Department-Personnel</b>									
14811	5111	SALARIES-FULL TIME	564,382.13	675,287.00	631,335.09	539,486.76	741,824.00	752,470.00	752,470.00
14811	5113	SALARIES-PART TIME	60,812.06	74,062.00	70,562.00	53,457.51	75,456.00	77,343.00	77,343.00
14811	5131	OVERTIME (GENERAL)	11,129.51	10,000.00	13,500.00	12,185.04	10,000.00	10,000.00	10,000.00
<b>Total Parking Department-Personnel</b>			<b>636,323.70</b>	<b>759,349.00</b>	<b>715,397.09</b>	<b>605,129.31</b>	<b>827,280.00</b>	<b>839,813.00</b>	<b>839,813.00</b>
<b>Parking Department-Expenses</b>									
14812	5211	ELECTRICITY	90,337.97	80,000.00	80,000.00	79,887.05	80,000.00	80,000.00	80,000.00
14812	5255	BUILDING/EQUIP MAINT	80,255.22	120,124.00	139,764.90	126,597.94	143,795.00	143,795.00	143,795.00
14812	5284	EQUIPEMENT LEASE	19,401.97	25,572.00	15,230.86	13,511.06	0.00	0.00	0.00
14812	5320	CONTRACTED SERVICES	0.00	13,000.00	50,556.00	21,840.00	15,000.00	115,000.00	115,000.00
14812	5341	TELEPHONE	11,179.18	15,000.00	12,352.24	10,844.36	15,000.00	15,000.00	15,000.00
14812	5381	PRINTING AND BINDING	5,428.68	5,500.00	5,500.00	4,554.51	5,500.00	5,500.00	5,500.00
14812	5421	OFFICE SUPPLIES (GEN	2,870.69	3,000.00	3,000.00	1,735.71	3,000.00	3,000.00	3,000.00
14812	5710	IN STATE TRAVEL/MEETINGS	734.31	5,000.00	1,000.00	952.21	5,000.00	5,000.00	5,000.00
14812	5860	EQUIPMENT	2,182.85	3,000.00	3,000.00	2,995.00	3,000.00	3,000.00	3,000.00
<b>Total Parking Department-Expenses</b>			<b>212,390.87</b>	<b>270,196.00</b>	<b>310,404.00</b>	<b>262,917.84</b>	<b>270,295.00</b>	<b>370,295.00</b>	<b>370,295.00</b>
<b>180</b>	<b>481</b>	<b>Department Total</b>	<b>848,714.57</b>	<b>1,029,545.00</b>	<b>1,025,801.09</b>	<b>868,047.15</b>	<b>1,097,575.00</b>	<b>1,210,108.00</b>	<b>1,210,108.00</b>



### FY 2020 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name		Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2019	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2019	Dept Prop Rate FY 2020	Dept Request FY 2020	Mayor Rate FY 2020	Mayor Proposed FY 2020	Council Voted FY 2020	
						52.0		E			0.0%	0.0%	52.2	2.5%	52.2		
COLLINS	TIMOTHY	180 PARKING DEPT	14811-5111	SHIFT SUPERVISOR	2/17/14	35,547.21		0.00		100%	-	-	*	-	-	-	
DOWNING	NICHOLAS	180 PARKING DEPT	14811-5111	Asst Dir of Traffic & Parking	10/30/2017	35,700.00		0.50	1	100%	1,373.08	1,373.08	71,674.78	1,407.41	73,466.65	73,466.65	
FINDLEY	RUSSELL	180 PARKING DEPT	14811-5111	MOBILITY CO-ORDINATOR	1/3/2019	From MIM Grant	**	1.00		47%	-	437.21	22,822.28	437.21	22,822.28	22,822.28	
GAGNE	GEORGE	180 PARKING DEPT	14811-5111	SHIFT SUPERVISOR	11/21/2018			1.00		100%	682.69	682.69	35,636.42	699.76	36,527.33	36,527.33	
KUCHARSKY	DAVID	180 PARKING DEPT	14811-5111	D.R OF PARKING & TRAFFIC	12/6/2018			1.00	1	100%	1,826.92	1,826.92	95,365.22	1,872.59	97,749.35	97,749.35	
MILLETT	MARY	180 PARKING DEPT	14811-5111	SHIFT SUPERVISOR	9/27/2011	39,278.89		1.00	1	100%	755.36	755.36	39,429.96	774.25	40,415.71	40,415.71	
NELSON	MARJORY	180 PARKING DEPT	14811-5111	SHIFT SUPERVISOR	2/17/14	35,547.21		1.00		100%	683.60	683.60	35,683.93	700.69	36,576.03	36,576.03	
O'KEEFE	ROBERT	180 PARKING DEPT	14811-5111	SHIFT SUPERVISOR	9/20/10	40,208.55		1.00	1	100%	773.24	773.24	40,363.20	792.57	41,372.28	41,372.28	
SMITH	MATTHEW	180 PARKING DEPT	14811-5111	DIR OF PARKING & TRAFFIC	10/28/16	104,550.17		0.00	1	0%	-	-	*	-	-	-	
STEWART	JOYCE	180 PARKING DEPT	14811-5111	SHIFT SUPERVISOR	1/2/1992	35,547.21		0.00		100%	-	-	*	-	-	-	
SULLAWAY	ALAN	180 PARKING DEPT	14811-5111	ASST PARKING DIRECTOR	09/04/03	50,157.45		1.00	1	100%	1,108.80	1,108.80	57,079.36	1,136.52	59,326.34	59,326.34	
SUMMIT	TIMOTHY	180 PARKING DEPT	14811-5111	SHIFT SUPERVISOR	1/3/2019			1.00		100%	682.69	682.69	35,636.42	699.76	36,527.33	36,527.33	
		180 PARKING DEPT	14811-5111	BOARD CLERK	07061987	840.00	B			12	70.00	70.00	840.00	70.00	840.00	840.00	
Requested Increase for Alan Sullaway						7,500.00					*						
9% Night Shift Differential & .50 Weekend - 3 Shift Supervisors						9,887.00			4	100%	67.98	67.98	14,194.22	69.88	14,549.08	14,549.08	
						280,522.60		6.00			Total AFSCME 181B		292,297.39		292,297.39	292,297.39	
						675,286.29		14.50	Total Full Time - 5111				741,823.18		752,469.77	752,469.77	
WONG	MICHAEL	180 PARKING DEPT	14811-5113	SEASONAL WORKER		11,880.96	P	52	1	16	14.28	14.28	11,880.96	14.64	12,177.98	12,177.98	
MERRILL	GLORIA	180 PARKING DEPT	14811-5113	PT METER CONTROL		7,786.88	P	28	1	19	14.64	14.64	7,786.88	15.00	7,981.56	7,981.56	
Vacant Position		180 PARKING DEPT	14811-5113	PT METER CONTROL	10/7/17	14,108.64	P	52	1	19	14.28	14,108.64	14,108.64	14,461.36	14,461.36	14,461.36	
DARCY	GERALD	180 PARKING DEPT	14811-5113	SECURITY & SUPPORT		14,461.36	P		1	19	14.64	14.64	14,516.98	15.00	14,879.90	14,879.90	
WYDE	DARRELL	180 PARKING DEPT	14811-5113	SECURITY		11,362.49	P		1	19	12.00	12.75	12,645.45	13.07	12,961.59	12,961.59	
Vacant Position		180 PARKING DEPT	14811-5113	SECURITY & SUPPORT		14,461.36	P		1	19	14.64	14.64	14,516.98	15.00	14,879.90	14,879.90	
						74,061.69			Total Part Time - 5113				75,455.89		77,342.28	77,342.28	
		180 PARKING DEPT	14811-5131	OVERTIME		10,000.00						10,000.00		10,000.00		10,000.00	
Full-Time Equivalent Employees:						FY 2018	11.50										
						FY 2019	13.50										
						FY 2020	14.50										
						Variance 19 vs. 20	1.00										
						759,347.98	14.50	Department Total				827,279.07		839,812.05	839,812.05		

PARKING EMPLOYEES WITH SPLIT SALARIES									Total
DOWNING	NICHOLAS	PARKING DEPT	14811-5111	Asst Dir of Traffic & Parking	0.50	50%	1,407.41	36,733.32	73,466.64
		ELECTRICAL DEPT	12451-5111	Asst Dir of Traffic & Parking	0.50	50%	1,407.41	36,733.32	

Footnote: \*\* Prorated Salary from MIM Grant

**FY 2020 AFSCME 1818 UNION EMPLOYEE RATES**

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By	F T E	Rate	Incr	Rate	Incr	Rate	Incr	Calc Rate	STEP INCREASES				Dept Request	Mayor	Council		
							Council		FY 2019	52	7.1.17	FY18	FY 2018	FY19	FY 2020	Date	Rate	# Wks	Old				New	FY 2020
									.005 Incr	2.5%		2.5%		2.5%						52.2	52.2	52.2		
BATES	MARK	180 PARKING DEPT	14811-5111	METER REPAIR PERSON	2/14/2000	1		48,037.60	0.00	*	1.025	*	1.025	*	1.025	*			100%	*	*	*		
CONERLY	MARILYN	180 PARKING DEPT	14811-5111	METER CONTROL III	10/20/2018	1			1.00	814.71	1.025	835.08	1.025	855.95	1.025	877.35	10/20/2019	909.46	16.0	36.2	100%	46,960.11	46,960.11	46,960.11
HAGAN	CARL	180 PARKING DEPT	14811-5111	METER CONTROL	2/4/14	1		45,526.52	0.00	*	1.025	*	1.025	*	1.025	*			100%	*	*	*		
HENDERSON	MARK	180 PARKING DEPT	14811-5111	METER REPAIR	9/22/2014	1		47,873.40	1.00	923.60	1.025	946.90	1.025	970.57	1.025	994.83			100%	51,930.21	51,930.21	51,930.21		
MANDEVILLE	RICHARD	180 PARKING DEPT	14811-5111	METER REPAIR I/II	1/2/2019	1			1.00	859.36	1.025	880.84	1.025	902.87	1.025	925.44	1/2/2020	959.47	26.0	26.2	100%	49,199.47	49,199.47	49,189.47
RAMSDELL	DAWNE	180 PARKING DEPT	14811-5111	METER CONTROL	08/31/1998	1		45,526.52	1.00	875.51	1.025	897.40	1.025	919.83	1.025	942.83			100%	49,215.65	49,215.65	49,215.65		
MERCED	PEDRO	180 PARKING DEPT	14811-5111	PK GARAGE MAINT	1/3/2019	1		44,685.68	1.00	777.54	1.025	796.98	1.025	816.90	1.025	837.33	1/3/2020	867.78	26.0	26.2	100%	44,506.30	44,506.30	44,506.30
WIZDA	JONAS	180 PARKING DEPT	14811-5111	METER CONTROL I/II	10/30/2016	1		45,526.52	1.00	814.71	1.025	835.08	1.025	855.95	1.025	877.35	10/30/2019	909.46	17.3	34.9	100%	46,918.37	46,918.37	46,918.37
Meter Reader Shift Differential-WEEKENDS 50 CENTS PER HOUR								200.00		*	*	*	*	*	*				100%	200.00	200.00	200.00		
Meter Repair Shift Differential-WEEKENDS 50 CENTS PER HOUR								420.00		*	*	*	*	*	*				100%	420.00	420.00	420.00		
Shift Differential-9%								2,726.36		52.43	1.025	53.74	1.025	55.08	1.025	56.46				100%	2,947.28	2,947.28	2,947.28	
								280,522.60	6.00											292,297.39	292,297.39	292,297.39		

**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**Parking Department - 180**

ORG	OBJECT	DESCRIPTION	Voted by Council 2019	Dept Request	Approved By Mayor	Voted by Council
14812	5211	<b>ELECTRICITY</b>				
		Museum Place	40,500	40,500	40,500	40,500
		South Harbor	25,250	25,250	25,250	25,250
		Church St, Sewall St, Charter & Crombie	14,250	14,250	14,250	14,250
<b>TOTAL</b>			<b>80,000</b>	<b>80,000</b>	<b>80,000</b>	<b>80,000</b>
14812	5255	<b>BUILDING/EQUIP MAINT</b>				
		General building maintenance & custodial supplies*	30,229	50,000	50,000	50,000
		Elevator Contract	10,011	10,011	10,011	10,011
		Power washing & garage repairs (Incease to address ongoing repairs to garages.)	25,000	25,000	25,000	25,000
		Annual smart meter monitoring	21,260	21,260	21,260	21,260
		Parking lot kiosk communication/data fees (increase based on additional kiosks in service)	8,100	12,000	12,000	12,000
		Amano McGann Garage Systems Maintenance Service (NEW to maintain automated system)	25,524	25,524	25,524	25,524
		* Last July the Dept. spent \$13,725 as part of a service agreement with ITS (separate from communication/data fees). Historically the funds have come out of this line item. The FY20 agreement will increase to \$14,850 to account for two kiosks no longer under warranty.				
<b>TOTAL</b>			<b>120,124</b>	<b>143,795</b>	<b>143,795</b>	<b>143,795</b>
14812	5284	<b>EQUIPMENT LEASE AND PURCHASE</b>				
		Payment kiosks - downtown lots.	25,572	-	-	-
<b>TOTAL</b>		Lease is over money added to maint fund to service machines no longer under warrantee	<b>25,572</b>	<b>-</b>	<b>-</b>	<b>-</b>
14812	5320	<b>DUES AND CONTRACTED SERVICES</b>				
		TMA (formerly paid through CDGB funds.)	15,000	15,000	15,000	15,000
		Transportation Enhancement	-	-	100,000	100,000
<b>TOTAL</b>			<b>15,000</b>	<b>15,000</b>	<b>115,000</b>	<b>115,000</b>
14812	5341	<b>COMMUNICATONS/TELEPHONE</b>				
		At&T\$200.00 Monthly	2,400	2,400	2,400	2,400
		Verizon	1,600	1,600	1,600	1,600
		Telephone repairs (Responsible for dept. phone repairs)	500	500	500	500
		2 Modems	1,200	1,200	1,200	1,200
		credit cards	1,900	1,900	1,900	1,900
		Monthly Verizon Meter Fees for Single Space Meters	7,400	7,400	7,400	7,400
			(2,000)			
<b>TOTAL</b>			<b>13,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>
14812	5381	<b>PRINTING AND BINDING</b>				
		Garage & Lot Tickets, & parking stamps	5,500	5,500	5,500	5,500
<b>TOTAL</b>			<b>5,500</b>	<b>5,500</b>	<b>5,500</b>	<b>5,500</b>
14812	5421	<b>OFFICE SUPPLIES</b>				
		General Office Supplies	3,000	3,000	3,000	3,000
<b>TOTAL</b>			<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>
14812	5710	<b>In State Travel/Meeting</b>				
		Training and meetings	5,000	5,000	5,000	5,000
<b>TOTAL</b>			<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
14812	5860	<b>EQUIPMENT</b>				
		Misc office equipment replacement as needed	3,000	3,000	3,000	3,000
<b>TOTAL</b>			<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>
<b>Total proposed</b>			<b>270,196</b>	<b>270,295</b>	<b>370,295</b>	<b>370,295</b>

# 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 as they relate to both goods/services and construction related projects.



## Significant Budget & Staffing Changes for FY 2020

Not Applicable.

## Recent Accomplishments

- Added additional contract and bid result information to the Department's website.
- 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.
- Updated various tradesperson's (plumbing, electrical, etc.) contracts so that they are in line with the new allowances provided for in the Municipal Modernization Act – and creating efficiencies in how we procure many small, construction related contracts.
- Recognized the need to centralize the purchasing of a variety of goods/services (toner, cleaning services, custodial supplies) which has/will result in significant cost savings of such goods/services.
- Implemented the Home Depot Pro Purchase Card
- Signed up departments to make online purchases with Amazon Business for greater savings through their products purchased under the national purchasing cooperative of U.S. Communities.
- Instructed departments on how to add additional information to requisitions so that the information is entered in a more uniform manner and the City is better protected from both an auditing and procurement perspective when making purchases
- Conducted a variety of trainings (both group and individual) on requisition entry and purchase order processing.
- Had representatives from the Inspector General's Office come to City Hall to conduct an overview training of the rules and requirements of MGL Ch. 30B to various City/School staff.
- Updated City's master list of bids/contracts/leases
- Worked with other City Staff to present to City Council changes to the City's Designer Selection Law, so that they are in line with the Commonwealth's recent updates to the law. The Changes were approved by City Council.
- Guest Speaker at this year's MMA Annual Trade Show & Meeting providing an overview of MGL Ch. 30B
- Served as President of Massachusetts Association of Public Purchasing Officials (MAPPO).

## FY 2020 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
  - Continue to look at additional trades contracts that would be of benefit to the City and procure the services so 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 and prevailing 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



<b>Outcomes and Performance Measures</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Estimated FY 2019</b>	<b>Estimated FY 2020</b>
Invitations to Bid and Requests for Proposals (Salem)	49	49	60	
Invitations to Bid and Requests for Proposals (Swampscott)	13	4	10	
Purchase Orders	7,286	7,756	7,800	
Surplus Items auctioned (Profit)	4 (\$5,951)	11 (\$21,356)	10 (\$10,000)	10 (\$10,000)
Savings realized through bid process (Aggregate High Bid-Awarded Bid)	\$4,639,712	\$4,924,812	\$3,000,000	

## How FY 2020 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 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Purchasing-Personnel</b>									
11381	5111	SALARIES-FULL TIME	124,626.30	142,433.00	142,433.00	142,378.47	142,980.00	147,317.00	147,317.00
11381	5113	SALARIES-PART TIME	0.00	0.00	0.00	0.00	18,349.00	18,349.00	18,349.00
11381	5150	FRINGE/STIPENDS	83.33	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Purchasing-Personnel</b>			<b>124,709.63</b>	<b>142,433.00</b>	<b>142,433.00</b>	<b>142,378.47</b>	<b>161,329.00</b>	<b>165,666.00</b>	<b>165,666.00</b>
<b>Purchasing-Expenses</b>									
11382	5306	ADVERTISING	12,683.57	15,000.00	15,000.00	12,578.54	15,000.00	15,000.00	15,000.00
11382	5421	OFFICE SUPPLIES (GEN	1,786.45	2,000.00	3,000.00	2,570.03	4,000.00	4,000.00	4,000.00
11382	5710	IN STATE TRAVEL/MEETINGS	709.14	2,700.00	1,700.00	1,248.29	2,700.00	2,700.00	2,700.00
11382	5730	DUES AND SUB	175.00	600.00	600.00	425.00	700.00	700.00	700.00
<b>Total Purchasing-Expenses</b>			<b>15,354.16</b>	<b>20,300.00</b>	<b>20,300.00</b>	<b>16,821.86</b>	<b>22,400.00</b>	<b>22,400.00</b>	<b>22,400.00</b>
<b>240</b>	<b>138</b>	<b>Department Total</b>	<b>140,063.79</b>	<b>162,733.00</b>	<b>162,733.00</b>	<b>159,200.33</b>	<b>183,729.00</b>	<b>188,066.00</b>	<b>188,066.00</b>

**FY 2020 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2019 52.0	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2019 0.0%	Dept Prop Rate FY 2020 0.0%	Dept Request FY 2020 52.2	Mayor Rate FY 2020 2.5%	Mayor Proposed FY 2020 52.2	Council Voted FY 2020
O'BRIEN MARGARET	240 PURCHASING	11381-5111	ASST PURCHASING AGENT	3/2017	50,632.14		1.00		100%	973.70	973.70	50,826.88	1,012.64	52,859.96	52,859.96
WATKINS TOM	240 PURCHASING	11381-5111	PURCHASING AGENT	1/8/17	91,800.04		1.00		100%	1,765.39	1,765.39	92,153.12	1,809.52	94,456.95	94,456.95
					<b>142,432.18</b>		<b>2.00</b>	<b>Total Full Time - 5111</b>				<b>142,980.00</b>		<b>147,316.90</b>	<b>147,316.90</b>
NEW	240 PURCHASING	11381-5113	PT ADMIN ASSISTANT					19 hours per wk		18.50	18.50	18,348.30	18.50	18,348.30	18,348.30
								<b>Total PartTime - 5113</b>				<b>18,348.30</b>		<b>18,348.30</b>	<b>18,348.30</b>
					<b>142,432.18</b>		<b>2.00</b>	<b>Department Total</b>				<b>161,328.30</b>		<b>165,665.20</b>	<b>165,665.20</b>

<b>Full-Time Equivalent Employees:</b>	<b>FY 2018</b>	<b>2.00</b>
	<b>FY 2019</b>	<b>2.00</b>
	<b>FY 2020</b>	<b>2.00</b>
	<b>Variance 19 vs. 20</b>	<b>0.00</b>

\*Note - Swampscott contributes \$25,000 to Salem for Procurement Office use



**FY 2020 DETAIL BUDGET REPORT  
EXPENSES**

**PURCHASING - 240**

<b>ORG</b>	<b>OBJECT</b>	<b>DESCRIPTION</b>	<b>Voted by Council 2019</b>	<b>Dept Request</b>	<b>Approved by Mayor</b>	<b>Voted by Council</b>
11382	5306	Advertising				
		Required legal notices for solicitation of bids and proposals	15,000	15,000	15,000	15,000
<b>TOTAL</b>			<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>
11382	5421	Office Supplies (General)				
		Office supplies as needed	2,000	2,000	2,000	2,000
		Sit/stand desks for City Hall departments (one time purchase for FY20)		2,000	2,000	2,000
<b>TOTAL</b>			<b>2,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>
11382	5710	In State Travel and Meetings				
		MCPPO Certification Courses	2,000	2,000	2,000	2,000
		Travel Reimbursement for MAPPO Meetings	700	700	700	700
<b>TOTAL</b>			<b>2,700</b>	<b>2,700</b>	<b>2,700</b>	<b>2,700</b>
11382	5730	Dues and Subscriptions				
		Massachusetts Association of Public Purchasing Officials Yearly Membership Dues	350	450	450	450
		ICMA Membership	250	250	250	250
<b>TOTAL</b>			<b>600</b>	<b>700</b>	<b>700</b>	<b>700</b>
<b>TOTAL PROPOSED</b>			<b>20,300</b>	<b>22,400</b>	<b>22,400</b>	<b>22,400</b>

# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Purchasing-Fixed Costs</b>									
11392	5341	TELEPHONE-Wireless	37,689.75	30,500.00	30,500.00	27,342.76	36,500.00	36,500.00	36,500.00
11392	5422	COPIERS & SUPPLIES	31,335.35	35,912.00	35,912.00	31,786.22	36,576.00	36,576.00	36,576.00
<b>Total Purchasing-Fixed Costs</b>			<b>69,025.10</b>	<b>66,412.00</b>	<b>66,412.00</b>	<b>59,128.98</b>	<b>73,076.00</b>	<b>73,076.00</b>	<b>73,076.00</b>
<b>240</b>	<b>139</b>	<b>Department Total</b>	<b>69,025.10</b>	<b>66,412.00</b>	<b>66,412.00</b>	<b>59,128.98</b>	<b>73,076.00</b>	<b>73,076.00</b>	<b>73,076.00</b>

FY 2020 DETAIL BUDGET REPORT  
EXPENSES

PURCHASING - FIXED COSTS 240

ORG	OBJECT	DESCRIPTION	Voted by Council 2019	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	30,000	30,000	30,000
		Tablets (ITS, Public Property, Electrical, DPW, Park)	6,500	6,500	6,500	6,500
TOTAL			30,500	36,500	36,500	36,500
11392	5422	Photocopy Machine				
		Public Property (\$155/month x 12 months)	1,860	1,860	1,860	1,860
		Planning (\$280/month x 12 months)	3,360	3,360	3,360	3,360
		Treasurer (\$145/month x 12 months)	1,740	1,740	1,740	1,740
		Purchasing (\$157/month x 12 months)	2,148	1,884	1,884	1,884
		Clerk 1 (\$247/month x 12 months)	3,756	2,964	2,964	2,964
		Clerk 3 (\$158/month x 12 months)	1,896	1,896	1,896	1,896
		Mayor (\$156/month x 12 months)	1,872	1,872	1,872	1,872
		Engineering Copier (\$155/month x 12 months)	3,000	1,860	1,860	1,860
		Assessor/Collector (\$133/month x 12 months)	1,860	1,596	1,596	1,596
		Finance 2 (\$70/month x 12 months)	840	840	840	840
		Finance 3 (\$227/month x 12 months)	3,840	2,724	2,724	2,724
		Health (\$165/month x 12 months)	-	1,980	1,980	1,980
		Supplies (Toner, Staples, Copy Paper)	4,000	5,000	5,000	5,000
		USAGE AND OVERAGE CHARGES	5,740	7,000	7,000	7,000
TOTAL			35,912	36,576	36,576	36,576
TOTAL PROPOSED			66,412	73,076	73,076	73,076

# ***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 2020**

No significant budget or staffing changes for FY 2020.

## **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 \$16,466
- Worked in conjunction with IT to successfully implement electronic direct deposits and W2s

## **FY 2020 Goals & Objectives**

- Continue to upgrade on-line banking and employee deduction reporting systems for vendors
- 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 2020 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 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Treasurer-Personnel</b>									
11451	5111	SALARIES-FULL TIME	237,309.22	241,094.00	241,259.88	236,737.74	248,343.00	256,933.00	256,933.00
11451	5150	FRINGE/STIPENDS	999.96	1,000.00	1,000.00	999.96	1,000.00	1,000.00	1,000.00
<b>Total Treasurer-Personnel</b>			<b>238,309.18</b>	<b>242,094.00</b>	<b>242,259.88</b>	<b>237,737.70</b>	<b>249,343.00</b>	<b>257,933.00</b>	<b>257,933.00</b>
<b>Treasurer-Expenses</b>									
11452	5317	EDUCATIONAL TRAINING	689.78	1,300.00	925.00	739.31	1,300.00	1,300.00	1,300.00
11452	5320	CONTRACTED SERVICES	623.31	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
11452	5388	TAX FORECLOSURE SERV	4,977.30	8,000.00	4,804.50	4,804.50	8,000.00	8,000.00	8,000.00
11452	5421	OFFICE SUPPLIES (GEN	2,028.29	1,500.00	1,525.00	1,358.06	1,500.00	1,500.00	1,500.00
11452	5425	CHECKS/FORMS	2,102.21	1,810.00	2,160.00	1,810.00	1,810.00	1,810.00	1,810.00
11452	5709	CREDIT CARD/EFT FEES	133,213.14	126,733.00	174,720.50	161,125.76	180,810.00	163,883.00	163,883.00
11452	5730	DUES AND SUB	310.00	345.00	345.00	340.00	345.00	345.00	345.00
<b>Total Treasurer-Expenses</b>			<b>143,944.03</b>	<b>140,688.00</b>	<b>185,480.00</b>	<b>171,177.63</b>	<b>194,765.00</b>	<b>177,838.00</b>	<b>177,838.00</b>
<b>270</b>	<b>145</b>	<b>Department Total</b>	<b>382,253.21</b>	<b>382,782.00</b>	<b>427,739.88</b>	<b>408,915.33</b>	<b>444,108.00</b>	<b>435,771.00</b>	<b>435,771.00</b>

**FY 2020 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2019 52.0	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2019 0.0%	Dept Prop Rate FY 2020 0.0%	Dept Request FY 2020 52.2	Mayor Rate FY 2020 2.5%	Mayor Proposed FY 2020 52.2	Council Voted FY 2020
DOMINGUEZ MONICA	270 TREASURER	11451-5111	Payroll Coordinator	2/9/04	49,138.71		1.00	1	100%	944.97	944.97	49,327.43	992.22	51,793.81	51,793.81
FULL DIANNE	270 TREASURER	11451-5111	ASSISTANT TREASURER	3/13/17	61,147.83		1.00	1	100%	1,175.92	1,175.92	61,383.18	1,211.20	63,224.68	63,224.68
MCMAHON KATHLEEN	270 TREASURER	11451-5111	TREASURER	12/27/2010	85,319.83		1.00	1	100%	1,640.76	1,640.76	85,647.67	1,722.80	89,930.06	89,930.06
					48,087.52		1.00				Total AFSCME 1818	51,984.17		51,984.17	51,984.17

<b>241,093.89</b>	<b>4.00</b>	<b>Total Full Time - 5111</b>		<b>248,342.46</b>		<b>256,932.71</b>	<b>256,932.71</b>
1,000.00		1	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
<b>1,000.00</b>		<b>Total Fringe - 5150</b>		<b>1,000.00</b>		<b>1,000.00</b>	<b>1,000.00</b>
<b>242,093.89</b>	<b>4.00</b>	<b>Department Total</b>		<b>249,342.46</b>		<b>257,932.71</b>	<b>257,932.71</b>

270 Certified Treasurer's Stip 11451-5150

Full-Time Equivalent Employees:	FY 2018	4.00
	FY 2019	4.00
	FY 2020	4.00
	Variance 19 vs. 20	0.00

### FY 2020 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2019	F T E	Rate 71.17 .005 Incr	Incr FY18 2.5%	Rate FY 2018	Incr FY19 2.5%	Rate FY 2019	Incr FY20 2.5%	Calc Rate FY 2020	STEP INCREASES DateRate# Wks OldNew				Dept Request FY 2020	Mayor FY 2020	Council FY 2020			
							52												52.2	52.2	52.2				
COOK	ELAINE	270 TREASURER	11451-5111	PRINCIPAL CLERK	3/11/96	2	48,087.52	1.00	924.76	1.025	947.88	1.025	971.58	1.025	985.87				100%	51,984.17	51,984.17	51,984.17			
															48,087.521.00								51,984.17	51,984.17	51,984.17



**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**TREASURER - 270**

ORG	OBJECT	EXPENSE TITLE	Voted by Council 2019	Dept Request	Approved by Mayor	Voted by Council
11452	5317	Professional Training/Education				
			1,300	1,300	1,300	1,300
<b>TOTAL</b>			<b>1,300</b>	<b>1,300</b>	<b>1,300</b>	<b>1,300</b>
11452	5320	Contracted Services				
		Financial Consulting Services 7.7 Hrs @ 130.00	1,000	1,000	1,000	1,000
<b>TOTAL</b>			<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
11452	5388	Tax Foreclosure Service				
		Cost of Required Advertising	8,000	8,000	8,000	8,000
<b>TOTAL</b>			<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>
11452	5421	Office Supplies (General)				
		General Office supplies as needed	1,500	1,500	1,500	1,500
<b>TOTAL</b>			<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>
11452	5425	Checks/Forms				
		3000 Blue C fold pressure seal checks @ \$85.00 per 1000 \$255	1,360	1,360	1,360	1,360
		6,000 Green Z fold pressure seal checks @ \$85.00 per 1000 \$510				
		Shipping \$680.00				
		500 1099M \$50, 2000 1095 \$200, and 1000 W's \$125 plus shipping, \$100	450	450	450	450
<b>TOTAL</b>			<b>1,810</b>	<b>1,810</b>	<b>1,810</b>	<b>1,810</b>
11452	5709	Credit Card/EFT Fees				
		Bank fees associated with credit card machines and meters located throughout the City	106,548	116,656	116,656	116,656
		Based on Actual Costs for FY 18 \$137,243 x 85%				
		Transaction Fees 338557 x .08	5,200	44,012	27,085	27,085
		System management and wireless data fees (135 smart meters x 5.75 x 12)	9,315	9,315	9,315	9,315
		Smart Meter Credit Card Fees for single space parking meters 2985 x 12 x .13	5,670	4,657	4,657	4,657
		Pay By Cell Feature 5142 x 12 x .10	1,104	6,170	6,170	6,170
<b>TOTAL</b>			<b>126,733</b>	<b>180,810</b>	<b>163,883</b>	<b>163,883</b>
11452	5730	Dues and Subscriptions				
		Treasurer's Association dues Eastern Mass Treasurer's Collector's Association	65	65	65	65
		MCTA 2 members @ \$140 each	280	280	280	280
<b>TOTAL</b>			<b>345</b>	<b>345</b>	<b>345</b>	<b>345</b>
<b>TOTAL PROPOSED</b>			<b>140,688</b>	<b>194,765</b>	<b>177,838</b>	<b>177,838</b>

## ***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 20 the City's total long term debt service is \$10,373,264. This includes principal payments of \$7,561,904 and interest payments of \$2,811,360. The debt service is broken down as follows:

Water Enterprise Fund principal \$1,636,904 - Water Enterprise interest \$624,792

Sewer Enterprise Fund principal \$935,000- Sewer Enterprise Fund interest \$674,001

General Fund capital improvements and equipment principal \$4,990,000 - General Fund capital improvements interest \$1,512,567

In FY 19 the City's total long term debt service was \$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 was \$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 177 students in the Regional system. There will be debt service principal and interest payment in FY20 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 594 retirees, 101 survivors, and 10 quadros. The retirement system collects pension contributions from 1106 active employees, an increase of 35 from FY 19, and there is 94, inactive or on leave members as of February 12, 2019. There were 92 transfers, refunds or rollovers.

## ***Treasurer – Non-Contributory Pensions***

As of February 11, 2018, the City provides a pension benefit for a one non-contributory retiree. This includes a pension payment that is paid weekly.

## ***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 FY20, an adjustment was made in the Medicare budget as it has been underfunded in the past. Thus, FY20 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 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Debt Service-Expenses</b>									
17102	5908H	16-HIGH SCHOOL-PRIN (07)	345,000.00	320,000.00	320,000.00	320,000.00	320,000.00	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	95,000.00
17102	5908J	GARAGE-PRIN (14 REF)	75,000.00	75,000.00	75,000.00	75,000.00	45,000.00	45,000.00	45,000.00
17102	5908K	BOWDITCH-PRIN (14 REF)	90,000.00	95,000.00	95,000.00	95,000.00	90,000.00	90,000.00	90,000.00
17102	5908L	CARLTON-PRIN (14 REF)	65,000.00	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00
17102	5908M	CARLTON-PRIN (14 REF)	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00
17102	5918	18-FERRY-PRIN (07)	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00
17102	5919C	21-BATES SCHL-PRIN (10)	795,000.00	830,000.00	830,000.00	830,000.00	860,000.00	860,000.00	860,000.00
17102	5919F	SALTONSTALL PRIN (2013)	190,000.00	200,000.00	200,000.00	200,000.00	155,000.00	155,000.00	155,000.00
17102	5919G	COLLINS PRIN (2013)	400,000.00	410,000.00	410,000.00	410,000.00	300,000.00	300,000.00	300,000.00
17102	5919H	MCGRATH PRIN (2013)	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00
17102	5938	18-FERRY-INT (07)	8,000.00	5,600.00	5,600.00	5,600.00	3,200.00	3,200.00	3,200.00
17102	5948H	16-HIGH SCHOOL-INT (07)	132,580.00	119,280.00	119,280.00	119,280.00	106,480.00	106,480.00	106,480.00
17102	5948K	21-BATES SCHL-INT (10)	73,300.00	47,888.00	47,888.00	30,687.50	17,200.00	17,200.00	17,200.00
17102	5948N	SALTONSTALL INT (2013)	192,387.50	172,110.00	172,110.00	94,768.73	152,032.00	152,032.00	152,032.00
17102	5948O	COLLINS INT (2013)	392,581.25	340,169.00	340,169.00	205,253.87	288,581.00	288,581.00	288,581.00
17102	5948P	MCGRATH INT (2013)	41,212.50	40,163.00	40,163.00	20,343.75	39,113.00	39,113.00	39,113.00
17102	5948Q	WITCHCRAFT-INT (14 REF)	26,481.26	23,157.00	23,157.00	12,528.13	19,356.00	19,356.00	19,356.00
17102	5948R	GARAGE-INT (14 REF)	5,925.00	3,300.00	3,300.00	2,400.00	900.00	900.00	900.00
17102	5948S	BOWDITCH-INT (14 REF)	18,550.00	15,300.00	15,300.00	8,600.00	11,600.00	11,600.00	11,600.00
17102	5948T	CARLTON-INT (14 REF)	12,975.00	10,800.00	10,800.00	6,000.00	8,400.00	8,400.00	8,400.00
17102	5948U	CARLTON-INT (14 REF)	7,475.00	6,425.00	6,425.00	3,512.50	5,225.00	5,225.00	5,225.00
17102	5949A	CIP 2009-INT (11)	24,600.00	19,100.00	19,100.00	11,700.00	13,800.00	13,800.00	13,800.00
17102	5949B	CIP 2010-INT (11)	44,700.00	37,700.00	37,700.00	19,800.00	30,800.00	30,800.00	30,800.00
17102	5949C	CIP 2009-PRIN (12)	140,000.00	135,000.00	135,000.00	135,000.00	130,000.00	130,000.00	130,000.00
17102	5949D	CIP 2010-PRIN (12)	175,000.00	175,000.00	175,000.00	175,000.00	170,000.00	170,000.00	170,000.00
17102	5949E	CIP 2011 INT	13,600.00	12,000.00	12,000.00	6,400.00	10,400.00	10,400.00	10,400.00
17102	5949F	CIP 2011-PRIN	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00
17102	5949G	CIP 2012-PRIN	260,000.00	105,000.00	105,000.00	105,000.00	105,000.00	105,000.00	105,000.00
17102	5949H	CIP 2012-INT	84,068.78	78,594.00	78,594.00	40,084.39	75,444.00	75,444.00	75,444.00
17102	5949I	CIP 2013-PRIN	125,000.00	125,000.00	125,000.00	125,000.00	135,000.00	135,000.00	135,000.00
17102	5949J	CIP 2013-INT	51,418.76	47,044.00	47,044.00	24,771.88	41,844.00	41,844.00	41,844.00
17102	5949K	CIP 2014-PRIN	245,000.00	245,000.00	245,000.00	245,000.00	230,000.00	230,000.00	230,000.00
17102	5949L	CIP 2014-INT	65,812.52	56,013.00	56,013.00	56,012.52	46,447.00	46,447.00	46,447.00
17102	5949M	CIP 2015-PRIN	295,000.00	290,000.00	290,000.00	290,000.00	290,000.00	290,000.00	290,000.00

# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
17102	5949N	CIP 2015-INT	94,868.75	137,510.00	137,510.00	137,509.65	71,594.00	71,594.00	71,594.00
17102	5949O	CIP 2016-PRIN	542,000.00	605,000.00	605,000.00	585,000.00	555,000.00	555,000.00	555,000.00
17102	5949P	CIP 2016-INT	208,230.00	195,360.00	195,360.00	195,360.00	106,950.00	114,767.00	114,767.00
17102	5949Q	CIP-BERTRAM-PRIN	200,000.00	110,000.00	110,000.00	110,000.00	110,000.00	110,000.00	110,000.00
17102	5949R	CIP-BERTRAM-INT	44,012.50	39,613.00	39,613.00	39,612.50	35,213.00	35,213.00	35,213.00
17102	5949S	CIP-ROADWAYS 2014-PRIN	110,000.00	200,000.00	200,000.00	200,000.00	200,000.00	200,000.00	200,000.00
17102	5949T	CIP-ROADWAYS 2014-INT	60,000.00	52,000.00	52,000.00	52,000.00	44,000.00	44,000.00	44,000.00
17102	5949U	CIP 2017 PRIN	0.00	576,269.00	576,269.00	576,269.00	640,000.00	640,000.00	640,000.00
17102	5949V	CIP 2017 INT	0.00	192,108.00	192,108.00	192,108.00	206,600.00	211,708.00	211,708.00
17102	5949W	CIP 2018 PRIN	0.00	282,960.00	282,960.00	282,960.00	290,000.00	290,000.00	290,000.00
17102	5949X	CIP 2018 INT	0.00	120,624.00	120,624.00	120,624.00	118,575.00	129,412.00	129,412.00
17102	5949Y	CIP-289 DERBY ST-PRIN	0.00	0.00	0.00	0.00	65,000.00	65,000.00	65,000.00
17102	5949Z	CIP-289 DERBY ST-INT	0.00	0.00	0.00	0.00	38,813.00	38,813.00	38,813.00
17102	5949ZA	CIP 2019-PRIN	0.00	0.00	0.00	0.00	0.00	0.00	0.00
17102	5949ZB	CIP 2019-INT	0.00	0.00	0.00	0.00	0.00	173,610.00	173,610.00
17102	5949ZC	CIP-CLC-PRIN	0.00	0.00	0.00	0.00	0.00	0.00	0.00
17102	5949ZD	CIP-CLC-INT	0.00	0.00	0.00	0.00	0.00	105,501.00	105,501.00
<b>Total Debt Service-Expenses</b>			<b>5,914,778.82</b>	<b>6,871,087.00</b>	<b>6,871,087.00</b>	<b>6,484,186.42</b>	<b>6,502,567.00</b>	<b>6,805,440.00</b>	<b>6,805,440.00</b>
<b>270</b>	<b>710</b>	<b>Department Total</b>	<b>5,914,778.82</b>	<b>6,871,087.00</b>	<b>6,871,087.00</b>	<b>6,484,186.42</b>	<b>6,502,567.00</b>	<b>6,805,440.00</b>	<b>6,805,440.00</b>

FY 2020 DETAILED BUDGET REPORT  
EXPENSES

TREASURER - Fixed Costs 270

ORG	OBJECT	EXPENSE TITLE	Voted by Council 2019	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	6,871,087	6,502,567	6,805,440	6,805,440
TOTAL			6,871,087	6,502,567	6,805,440	6,805,440
TOTAL PROPOSED			6,871,087	6,502,567	6,805,440	6,805,440

# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Short Term Debt Int-Expense</b>									
17522	5270	LEASE PAYMENTS	491,587.95	582,771.00	582,771.00	582,395.00	484,823.00	484,823.00	484,823.00
17522	5304	PROF SERVICES/FEES	160,299.53	15,000.00	14,428.24	2,500.00	15,000.00	15,000.00	15,000.00
17522	5925	INTEREST ON BANS	54,054.01	240,000.00	240,000.00	0.00	240,000.00	90,000.00	90,000.00
17522	5927	INTEREST ON LEASES	23,725.33	18,928.00	19,499.76	19,499.76	22,971.00	22,541.00	22,541.00
<b>Total Short Term Debt Int-Expense</b>			<b>729,666.82</b>	<b>856,699.00</b>	<b>856,699.00</b>	<b>604,394.76</b>	<b>762,794.00</b>	<b>612,364.00</b>	<b>612,364.00</b>
<b>270</b>	<b>752</b>	<b>Department Total</b>	<b>729,666.82</b>	<b>856,699.00</b>	<b>856,699.00</b>	<b>604,394.76</b>	<b>762,794.00</b>	<b>612,364.00</b>	<b>612,364.00</b>



**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**TREASURER - Fixed Costs 270**

ORG	OBJECT	EXPENSE TITLE	Voted by Council 2019	Dept Request	Approved by Mayor	Voted by Council
<b>TREASURER - Short Term Debt GF - 270</b>						
17522	5270	<b>Lease Payments</b>				
		CIP FY 2018 \$503,600 Lease - Principal Payment Year 2 of 3	172,090	163,688	163,688	163,688
		CIP FY 2016 \$30,466 Lease Police Cruiser - Principal Payment 1 of 3	9,907	10,172	10,172	10,172
		CIP FY 2016 \$360,000 Lease - Principal Payment 3 of 3	120,056	-	-	-
		CIP FY 2015 \$351,762 Lease - Principal Payment 3 of 3	117,254	-	-	-
		CIP FY 2019 \$434,500 Lease - Principal Payment Year 1 of 3	-	144,834	144,834	144,834
		LED Street Light Conversion \$1,180,101 Lease - Principal Payment Year 4 of 7	163,464	166,129	166,129	166,129
<b>TOTAL</b>			<b>582,771</b>	<b>484,823</b>	<b>484,823</b>	<b>484,823</b>
17522	5304	<b>Professional Fees</b>				
		Fees for Hilltop Securities and Legal Services	15,000	15,000	15,000	15,000
<b>TOTAL</b>			<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>
17522	5925	<b>Interest on BANS</b>				
		Interest on BAN \$6,000,000*.0.04	240,000	240,000	90,000	90,000
<b>TOTAL</b>			<b>240,000</b>	<b>240,000</b>	<b>90,000</b>	<b>90,000</b>
17522	5927	<b>Interest on Leases</b>				
		CIP FY 2018 \$503,600 Lease - Interest Payment Year 2 of 3	572	9,170	9,170	9,170
		CIP FY 2016 \$30,466 Lease Police Cruiser - Interest Payment 1 of 3	702	438	438	438
		CIP FY 2016 \$360,000 Lease - Interest Payment Year 3 of 3	1,299	-	-	-
		CIP FY 2015 \$351,762 Lease - Interest Payment Year 3 of 3	2,592	-	-	-
		CIP FY 2019 \$434,500 Lease - Interest Payment Year 1 of 3	-	2,263	1,833	1,833
		LED Street Light Conversion \$1,180,101 Lease - Principal Payment Year 4 of 7	13,764	11,100	11,100	11,100
<b>TOTAL</b>			<b>18,928</b>	<b>22,971</b>	<b>22,541</b>	<b>22,541</b>
<b>TOTAL PROPOSED</b>			<b>856,699</b>	<b>762,794</b>	<b>612,364</b>	<b>612,364</b>

## CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>School Assessments</b>									
18202	5641	ESSEX TECH & VOC ASSESSMENT	2,281,622.00	2,349,107.00	2,349,107.00	2,316,580.00	2,288,533.00	2,288,533.00	2,288,533.00
<b>Total School Assessments</b>			<b>2,281,622.00</b>	<b>2,349,107.00</b>	<b>2,349,107.00</b>	<b>2,316,580.00</b>	<b>2,288,533.00</b>	<b>2,288,533.00</b>	<b>2,288,533.00</b>
<b>270</b>	<b>820</b>	<b>Department Total</b>	<b>2,281,622.00</b>	<b>2,349,107.00</b>	<b>2,349,107.00</b>	<b>2,316,580.00</b>	<b>2,288,533.00</b>	<b>2,288,533.00</b>	<b>2,288,533.00</b>

**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**TREASURER - Fixed Costs 270**

ORG	OBJECT	EXPENSE TITLE	Voted by Council 2019	Dept Request	Approved by Mayor	Voted by Council
<b>TREASURER - SCHOOL ASSESSMENT - 270</b>						
18202	5641	Essex Agricultural & Technical School Assessment Essex Aggie & Technical School	2,349,107	2,288,533	2,288,533	2,288,533
<b>TOTAL</b>			<b>2,349,107</b>	<b>2,288,533</b>	<b>2,288,533</b>	<b>2,288,533</b>
<b>TOTAL PROPOSED</b>			<b>2,349,107</b>	<b>2,288,533</b>	<b>2,288,533</b>	<b>2,288,533</b>

# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>State Assessments-Expenses</b>									
18302	5630	MBTA	926,437.00	944,714.00	944,714.00	865,997.00	970,999.00	970,999.00	970,999.00
18302	5631	SPECIAL EDUCATION	0.00	10,712.00	10,712.00	0.00	17,263.00	17,263.00	17,263.00
18302	5637	AIR POLLUTION CONTR	11,950.00	12,223.00	12,223.00	11,209.00	12,525.00	12,525.00	12,525.00
18302	5638	MET AREA PLANNING CO	21,967.00	22,335.00	22,335.00	20,482.00	22,956.00	22,956.00	22,956.00
18302	5640	RMV NONRENEWAL SUR	128,500.00	128,500.00	128,500.00	117,799.00	128,500.00	130,500.00	130,500.00
18302	5643	SCHOOL CHOICE	473,457.00	518,884.00	447,696.00	540,434.00	600,526.00	600,526.00	600,526.00
18302	5644	CHARTER SCHOOLS	6,771,525.00	7,310,324.00	7,310,324.00	6,334,214.00	7,348,457.00	7,325,189.00	7,325,189.00
18302	5646	NE MASS MOSQUITO CON	42,656.00	45,639.00	47,536.00	41,844.00	46,601.00	46,601.00	46,601.00
<b>Total State Assessments-Expenses</b>			<b>8,376,492.00</b>	<b>8,993,331.00</b>	<b>8,924,040.00</b>	<b>7,931,979.00</b>	<b>9,147,827.00</b>	<b>9,126,559.00</b>	<b>9,126,559.00</b>
<b>270</b>	<b>830</b>	<b>Department Total</b>	<b>8,376,492.00</b>	<b>8,993,331.00</b>	<b>8,924,040.00</b>	<b>7,931,979.00</b>	<b>9,147,827.00</b>	<b>9,126,559.00</b>	<b>9,126,559.00</b>

**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**TREASURER - Fixed Costs 270**

<b>ORG</b>	<b>OBJECT</b>	<b>EXPENSE TITLE</b>	<b>Voted by Council 2019</b>	<b>Dept Request</b>	<b>Approved by Mayor</b>	<b>Voted by Council</b>
<b>TREASURER - STATE ASSESSMENTS - 270</b>						
<b>18302</b>	<b>State Assessments</b>					
		State Assessment amounts are derived from Massachusetts Department of Revenue	8,993,331	9,147,827	9,126,559	9,126,559
		House figures				
<b>TOTAL</b>			<b>8,993,331</b>	<b>9,147,827</b>	<b>9,126,559</b>	<b>9,126,559</b>
<b>TOTAL PROPOSED</b>						

# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Contrib Retirement - Personnel</b>									
19101	5178	PENSION ASSES (CONTR	10,915,833.31	11,490,119.00	11,490,119.00	11,482,434.61	12,287,979.00	12,287,979.00	12,287,979.00
Total	Contrib Retirement - Personnel		10,915,833.31	11,490,119.00	11,490,119.00	11,482,434.61	12,287,979.00	12,287,979.00	12,287,979.00
270	910	Department Total	10,915,833.31	11,490,119.00	11,490,119.00	11,482,434.61	12,287,979.00	12,287,979.00	12,287,979.00

FY 2020 DETAILED BUDGET REPORT  
EXPENSES

TREASURER - Fixed Costs 270

ORG	OBJECT	EXPENSE TITLE	Voted by Council 2019	Dept Request	Approved by Mayor	Voted by Council
TREASURER - CONTRIBUTORY RETIREMENT - 270						
19101	5178	Contributory Retirement				
		City Contributory Retirement	11,657,254	12,287,979	12,287,979	12,287,979
		Less Fringe from grants	(167,135)			
TOTAL			11,490,119	12,287,979	12,287,979	12,287,979
TOTAL PROPOSED			11,490,119	12,287,979	12,287,979	12,287,979

# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Non-Contrib Retire-Personnel</b>									
19111	5176	PENSIONS-NON CONTRIB	18,857.05	12,125.00	12,125.00	10,170.87	9,779.00	9,779.00	9,779.00
<b>Total Non-Contrib Retire-Personnel</b>			<b>18,857.05</b>	<b>12,125.00</b>	<b>12,125.00</b>	<b>10,170.87</b>	<b>9,779.00</b>	<b>9,779.00</b>	<b>9,779.00</b>
<b>270</b>	<b>911</b>	<b>Department Total</b>	<b>18,857.05</b>	<b>12,125.00</b>	<b>12,125.00</b>	<b>10,170.87</b>	<b>9,779.00</b>	<b>9,779.00</b>	<b>9,779.00</b>



FY 2020 DETAILED BUDGET REPORT  
EXPENSES

TREASURER - Fixed Costs 270

ORG	OBJECT	EXPENSE TITLE	Voted by Council 2019	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 pensioner	2,908	-	-	-
		Weekly \$187.34 X 52.2 weeks 1 pensioners	9,217	9,779	9,779	9,779
TOTAL			12,125	9,779	9,779	9,779
TOTAL PROPOSED			12,125	9,779	9,779	9,779

# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Medicare-Personnel</b>									
19191	5177	MEDICARE	1,163,889.21	1,114,215.00	1,114,215.00	1,155,625.55	1,245,362.00	1,245,362.00	1,245,362.00
<b>Total Medicare-Personnel</b>			<b>1,163,889.21</b>	<b>1,114,215.00</b>	<b>1,114,215.00</b>	<b>1,155,625.55</b>	<b>1,245,362.00</b>	<b>1,245,362.00</b>	<b>1,245,362.00</b>
<b>270</b>	<b>919</b>	<b>Department Total</b>	<b>1,163,889.21</b>	<b>1,114,215.00</b>	<b>1,114,215.00</b>	<b>1,155,625.55</b>	<b>1,245,362.00</b>	<b>1,245,362.00</b>	<b>1,245,362.00</b>

FY 2020 DETAILED BUDGET REPORT  
EXPENSES

TREASURER - Fixed Costs 270

ORG	OBJECT	EXPENSE TITLE	Voted by Council 2019	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 FY20. Thus FY 20 is funded based on the average of the prior two years actual plus 1% FY 2018 Expenditures = 1,163,889.21 * 7%	1,114,215	1,245,362	1,245,362	1,245,362
TOTAL PROPOSED			1,114,215	1,245,362	1,245,362	1,245,362

# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Municipal Insurance-Expense</b>									
19452	5740	INSURANCE PREMIUMS	244,290.31	333,556.00	333,556.00	297,152.74	385,808.00	343,969.00	343,969.00
19452	5740A	Insurance Deductibles	0.00	5,000.00	5,000.00	1,000.00	5,000.00	5,000.00	5,000.00
<b>Total</b>	<b>Municipal Insurance-Expense</b>		<b>244,290.31</b>	<b>338,556.00</b>	<b>338,556.00</b>	<b>298,152.74</b>	<b>390,808.00</b>	<b>348,969.00</b>	<b>348,969.00</b>
<b>270</b>	<b>945</b>	<b>Department Total</b>	<b>244,290.31</b>	<b>338,556.00</b>	<b>338,556.00</b>	<b>298,152.74</b>	<b>390,808.00</b>	<b>348,969.00</b>	<b>348,969.00</b>

FY 2020 DETAILED BUDGET REPORT  
EXPENSES

TREASURER - Fixed Costs 270

ORG	OBJECT	EXPENSE TITLE	Voted by Council 2019	Dept Request	Approved by Mayor	Voted by Council
TREASURER - MUNICIPAL INSURANCE - 270						
19452	5740	Municipal Insurance				
		Annual municipal insurance costs Property & Casualty	528,544	554,971	520,509	520,509
		Annual professional liability insurance costs	124,606	130,837	143,377	143,377
		Less School Portion	(300,000)	(300,000)	(300,000)	(300,000)
		Less 3% Early Pay	(19,594)	-	(19,917)	(19,917)
TOTAL			333,556	385,808	343,969	343,969
19452	5740A	Insurance Deductibles				
		Deductibles - estimated	5,000	5,000	5,000	5,000
		Level Funded				
TOTAL			5,000	5,000	5,000	5,000
TOTAL PROPOSED			338,556	390,808	348,969	348,969

# ***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 2020**

The overtime budget has been increased \$500.00 to reflect the continuing need for staff oversight during Haunted Happenings, particularly as it relates to street performers and the Noise Ordinance requiring decibel meter testing and enforcement. The stipend for the Licensing Board members has been increased by \$200 each quarter per member.

The personnel expense budget has been increased \$2000 for the purpose of providing a stipend for the Public Record Access officer whose record requests have increased tremendously since the passing of the amended statute relative to accessing public records.

## **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
- Prepared multiple Zoning Ordinance amendments such as regulating recreational marijuana
- 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
- 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
- Acted as City's liaison to Harvard University's Ash Center with respect to problem properties task force
- Prepared legal documents for disposition of former district court
- Prepared legal documents for creating a multi-use path along Canal Street
- Prepared deed restrictions for CPA-funded projects
- Prepared legal documents for the acquisition of the new Community Life Center
- Conducted a board training regarding Open Meeting Law and Public Records
- Drafted regulations for the Board of Health relative to mandatory recycling and haulers

## FY 2020 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: 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: 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 enforce ordinance                                |
| • Goal: Implement Animal Protection ordinance   | Objective: Work with committee formed by Council to draft ordinance                                 |

<b>Outcomes and Performance Measures</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Estimated FY 2019</b>	<b>Estimated FY 2020</b>
<b>SOLICITOR/LICENSING</b>				
Limit payments from judgments acct.	6,479	3,968	7,000	7,000
Increase attendance at MIIA Reward classes	38	35	38	38
Liquor Licenses	181,400	179,600	182,000	182,000
One Day Liquor	3,300	5,050	4,500	4,500
Weekday Entertainment	12,000	12,600	12,600	12,600
Common Victuallers Licenses	4,400	4,150	4,150	4,150
Auto Dealers	6,200	5,800	5,800	5,800
Lodging House & Inn Licenses	6,975	5,415	5,415	5,415

### How FY 2020 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) maintaining a high level of accessibility to and responsiveness to the public;
- 5) overseeing successful disposition and remediation of the transfer station site; and
- 6) exploring options related to Camp Naumkaeg and Pioneer Village.



# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Solicitor-Licensing-Personnel</b>									
11511	5111	SALARIES-FULL TIME	278,698.17	291,113.00	291,278.88	285,825.60	298,312.00	305,377.00	305,377.00
11511	5131	OVERTIME (GENERAL)	1,965.64	2,500.00	2,500.00	1,862.25	3,000.00	3,000.00	3,000.00
11511	5150	FRINGE/STIPENDS	0.00	0.00	0.00	0.00	2,000.00	2,000.00	2,000.00
<b>Total Solicitor-Licensing-Personnel</b>			<b>280,663.81</b>	<b>293,613.00</b>	<b>293,778.88</b>	<b>287,687.85</b>	<b>303,312.00</b>	<b>310,377.00</b>	<b>310,377.00</b>
<b>Solicitor-Licensing-Expenses</b>									
11512	5303	LEGAL SERVICES	52,783.61	50,000.00	58,888.29	55,838.17	50,000.00	50,000.00	50,000.00
11512	5306	ADVERTISING	200.00	200.00	0.00	0.00	200.00	200.00	200.00
11512	5381	PRINTING AND BINDING	15.99	100.00	79.00	79.00	100.00	100.00	100.00
11512	5421	OFFICE SUPPLIES (GEN	862.43	1,000.00	1,000.00	548.80	1,000.00	1,000.00	1,000.00
11512	5730	DUES AND SUB	3,623.00	4,000.00	2,862.00	2,862.00	4,000.00	4,000.00	4,000.00
11512	5760	JUDGMENTS	3,968.00	5,000.00	4,470.71	3,714.46	5,000.00	5,000.00	5,000.00
<b>Total Solicitor-Licensing-Expenses</b>			<b>61,453.03</b>	<b>60,300.00</b>	<b>67,300.00</b>	<b>63,042.43</b>	<b>60,300.00</b>	<b>60,300.00</b>	<b>60,300.00</b>
<b>260</b>	<b>151</b>	<b>Department Total</b>	<b>342,116.84</b>	<b>353,913.00</b>	<b>361,078.88</b>	<b>350,730.28</b>	<b>363,612.00</b>	<b>370,677.00</b>	<b>370,677.00</b>

**FY 2020 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2019 52.0	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2019 0.0%	Dept Prop Rate FY 2020 0.0%	Dept Request FY 2020 52.2	Mayor Rate FY 2020 2.5%	Mayor Proposed FY 2020 52.2	Council Voted FY 2020
RENNARD ELIZABETH	260 SOLICITOR -LICENSIN	11511-5111	SOLICITOR	4/1/2004	111,937.75		1.00	1	100%	2,152.65	2,152.65	112,368.28	2,238.75	116,863.01	116,863.01
ROOMEY JOANNE	260 SOLICITOR -LICENSIN	11511-5111	PARALEGAL	6/28/06	50,675.09		1.00	1	100%	974.52	974.52	50,870.00	1,013.50	52,904.80	52,904.80
CALDWELL VICTORIA	260 SOLICITOR -LICENSIN	11511-5111	ASSISTANT SOLICITOR	3/24/14	73,112.46		0.80	28 hrs	100%	1,405.92	1,405.92	73,389.02	1,462.16	76,324.58	76,324.58
FLORES PAUL	260 SOLICITOR -LICENSIN	11511-5111	BOARD MEMBER		1,300.00	B			4	325.00	525.00	2,100.00	325.00	1,300.00	1,300.00
PAGLIARO MELISSA	260 SOLICITOR -LICENSIN	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 -LICENSIN	11511-5111	BOARD CHAIRMAN		1,700.00	B			4	425.00	625.00	2,500.00	425.00	1,700.00	1,700.00
GREEL DEBORA	260 SOLICITOR -LICENSIN	11511-5111	BOARD MEMBER		1,300.00	B			4	325.00	525.00	2,100.00	325.00	1,300.00	1,300.00
Annual Board Stipend increase of 800.00 for each member proposed for 2020 budget.					48,087.52		1.00			Total AFSCME 1818		51,984.17		51,984.17	51,984.17
					<b>291,112.82</b>		<b>3.80</b>	<b>Total Full Time - 5111</b>				<b>298,311.47</b>		<b>305,376.56</b>	<b>305,376.56</b>
260 SOLICITOR -LICENSIN 11511-5113 Overtime					2,500.00					3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00
					<b>2,500.00</b>			<b>Total Overtime - 5131</b>				<b>3,000.00</b>		<b>3,000.00</b>	<b>3,000.00</b>
NEW 260 SOLICITOR -LICENSIN 11551-5150 Public Records Officer Stipend								1				2,000.00		2,000.00	2,000.00
								<b>Total Fringe - 5150</b>				<b>2,000.00</b>		<b>2,000.00</b>	<b>2,000.00</b>
					<b>293,612.82</b>		<b>3.80</b>	<b>Department Total</b>				<b>303,311.47</b>		<b>310,376.56</b>	<b>310,376.56</b>

Full-Time Equivalent Employees:	FY 2018	3.71
	FY 2019	3.80
	FY 2020	3.80
	Variance 19 vs. 20	0.00

### FY 2020 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By	F T	Rate	Incr	Rate	Incr	Rate	Incr	Calc Rate	STEP INCREASES				Dept Request FY 2020	Mayor FY 2020	Council FY 2020
						Council FY 2019		E	7.1.17	FY18	FY 2018	FY19	FY 2019	FY20	FY 2020	Date	Rate	# Wks			
						52		.005	Incr	2.5%								52.2	52.2	52.2	
PAGLIARO	MELISSA	260	SOLICITOR-LICENSING	11511-5111	PRINCIPAL CLERK	6/19/06	2	48,087.52	1.00	924.76	1.025	947.88	1.025	971.58	1.025	995.87		100%	51,984.17	51,984.17	51,984.17
						48,087.52	1.00											51,984.17	51,984.17	51,984.17	

**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**Solicitor - 260**

<b>ORG</b>	<b>OBJECT</b>	<b>DESCRIPTION</b>	<b>Voted by Council 2019</b>	<b>Dept Request</b>	<b>Approved by Mayor</b>	<b>Voted by Council</b>
11512	5303	<b>Legal Services</b>				
		Outside legal services - labor, litigation, environmental	50,000	50,000	50,000	50,000
		Surveying, title Examinations, Etc.				
		arbitration fees - filing and arbitrator fees				
		Memberships and Publications				
		Expenses incurred for travel and meetings				
<b>TOTAL</b>			<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
11512	5306	<b>ADVERTISING</b>				
		Advertisement for Alcohol Licensing	200	200	200	200
<b>TOTAL</b>			<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>
11512	5381	<b>PRINTING AND BINDING</b>				
		Licenses and Forms as needed (alcohol, auto dealers, etc.)	100	100	100	100
		Envelopes, Business Cards, Letterhead Stationary				
<b>TOTAL</b>			<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
11512	5421	<b>Office Supplies and Equipment</b>				
		General office supplies as needed	1,000	1,000	1,000	1,000
<b>TOTAL</b>			<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
11512	5730	<b>Dues &amp; Subscriptions</b>				
		Bar membership/ dues	1,000	1,000	1,000	1,000
		Subscriptions & publications; Cont. legal ed.	1,000	1,000	1,000	1,000
		Lexis service	2,000	2,000	2,000	2,000
<b>TOTAL</b>			<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>
11512	5760	<b>Judgments</b>				
		Judgments	5,000	5,000	5,000	5,000
<b>TOTAL</b>			<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
<b>TOTAL PROPOSED</b>			<b>60,300</b>	<b>60,300</b>	<b>60,300</b>	<b>60,300</b>

# ***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, retiring before the end of the fiscal year, 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.



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 2020**

Before the end of this fiscal year, we are saying good-bye to our Benefits Manager, Bea Devereux. We hope to fill this position as soon as possible, yet we know that Bea is leaving rather big shoes to fill! Fortunately, she has agreed to help us out as needed. Once we are fully staffed and Bea's vital position is filled, I see no need for significant Staffing Changes for FY 2020. Budget increases this year for this Department are seen in some of my projected expenses, in our Workers' Compensation Premium, and in the Health Insurance Rates from the GIC.

Another area I see important for a budget increase from last year to remain intact is within the education line. We are in the process of implementing a workplace-conversational Spanish class to employees, and in anticipation of this program's success, I would like to continue this offering. 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, our soon to be executed AFSCME contract contains compensation regarding new licensure requirements.

### Recent Accomplishments:

- 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. The EAP is a resource for employees with any number of needs for assistance.
- Participated in the hiring process for new patrol offices 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 2018.
- 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.



- 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, 2018, we have hired or been involved in the hiring of many new full time employees! Specifically, the following full-time positions have been filled: Sr. Clerk Typist (City Clerk's Office), General Foreman, HMEO, and Management Analyst (DPS), Engineering Roadway Project Manager, GIS Administrator, Meter Reader, (Engineering and

Water), Three Fire Fighters (SFD), Health Agent (Health), Application Analyst and Tech Support Analyst (IT), Special Library Assistant (Library), Recreation Activities Assistant (Park and Rec.), Director of Parking, Parking Garage Maintenance, Meter Repair, Meter Control (2), and Parking Garage Supervisor (2) (Parking), Police Dispatcher (2), Patrol Officers (4) (SPD), Planner (3) (Planning), and Coaching Advisor (3) (MHNSWB). 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.
- 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.
- Continued to implement performative exercises as part of the interview process to ensure we hire the most qualified candidates for our open positions. These exercises are a valuable tool in our evaluation of candidates for employment.

- Secured a third party fiduciary to administer our deferred compensation programs for full time and part time City employees. Alpha Pension provided a seamless transition for employees' investments. 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.
- Finally settled the FY'18-FY'20 Contract with AFSCME Local 1818, which provides for licensure compliance for employees.

## FY 2020 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. I cannot overstate the importance of this.
- Work even more closely with our EAP provider to offer options for wellness and work-balance trainings and activities. Wellness activities are beneficial to all employees, and any assistance we can offer (free!) is always valuable.
- Offer 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.
- Continue with memorializing 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.
- Develop Departmental Procedure Manual, for this Department.
- 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.
- Continue to 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.
- Settle contract with Salem Police Patrolman's Union.
- Work with the IT and Payroll department to offer MUNIS training.

<b>Outcomes and Performance Measures</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Actual FY 2019</b>	<b>Estimated FY 2020</b>
Workers compensation costs:				
Workers' Comp. cases open 1+ years (tail claims pre-MIIA)	5	5	5	5
Salaries on pre-FY'09 claims	130,000.00		135,000.00	150,000.00
Medicals on tail claims	6,282.82	2500.00	2,000.00	
MIIA premium ( <i>actual</i> , rec'd 4/2019)	640,000.00	678,000.00	634,478.00	650,000.00
<b>Training sessions (actuals and estimates)</b>				
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	6	5	8	8
Expect to offer professional development trainings this FY (perf. evals., team building, & ad hoc., Spanish classes (FY'19));	6	4	10	8
<b>Open enrollments</b>				
Health, GIC refresher meetings at city, school, and public safety locations.	10	8	5	10
PEC meetings;	2	3	4	4
Dental (including retiree dental); expect to hold 2 and do mailing	3	2	2	2
Deferred compensation; once we roll out new program	n/a	n/a	8	5
<b>Unemployment Assistance, current plus estimate</b>	331,820.00	350,000.00	350,000.00	300,000.00
School	90%	90%	88%	90%
City	10%	10%	12%	10%
<b>Job applications processed</b>				
Seasonal hires ( <i>calendar year</i> )		50	2018 (so far):41	55
CORI checks ( <i>calendar year</i> )		100	2018 (so far):85	100
Volunteers and labor service and seasonal applications processed:	70	45	2018(so far): 35	45
New Employees (Full time, <b>since 7/1/2018</b> )	27	20	33	10
<b>Audit Preparation</b>				
Accrual compilation for audit and MUNIS programming purposes	All city employees	All city employees	All city employees	All city employees

### How FY 2020 Departmental Goals Relate to City's Overall Long & Short Term Goals

- Now that we are in our last year of our third contract with the GIC, we have requested our data from the GIC to help us determine our plan for health care for FY'21 and beyond. We will be meeting with that group often to discuss our long-range plans for health insurance. 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. 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 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Human Resources-Personnel</b>									
11521	5111	SALARIES-FULL TIME	224,425.25	228,914.00	228,914.00	220,978.66	229,795.00	241,285.00	241,285.00
11521	5113	SALARIES-PART TIME	14,106.05	14,461.00	14,461.00	14,156.88	14,517.00	14,880.00	14,880.00
11521	5131	OVERTIME (GENERAL)	1,801.39	0.00	0.00	0.00	0.00	0.00	0.00
11521	5161	RETROACTIVE WAGES	0.00	0.00	213,500.00	214,047.66	0.00	0.00	0.00
11521	5171	COLLECTIVE BARGANING RESERVE	0.00	50,000.00	50,000.00	0.00	0.00	50,000.00	50,000.00
<b>Total Human Resources-Personnel</b>			<b>240,332.69</b>	<b>293,375.00</b>	<b>506,875.00</b>	<b>449,183.20</b>	<b>244,312.00</b>	<b>306,165.00</b>	<b>306,165.00</b>
<b>Human Resources-Expenses</b>									
11522	5300	PURCHASE OF SERVICES	6,532.53	6,550.00	8,050.00	7,520.80	7,500.00	7,500.00	7,500.00
11522	5303	LEGAL SERVICES/ABRITRATION	1,891.51	1,200.00	15,450.00	15,450.00	2,500.00	2,500.00	2,500.00
11522	5306	ADVERTISING	1,120.00	500.00	705.00	705.00	1,000.00	1,000.00	1,000.00
11522	5317	EDUCATIONAL TRAINING	1,738.00	10,000.00	10,000.00	5,061.62	10,000.00	10,000.00	10,000.00
11522	5320	CONTRACTED SERVICES	17,737.82	16,200.00	19,195.00	19,195.00	17,500.00	17,500.00	17,500.00
11522	5421	OFFICE SUPPLIES (GEN	1,480.56	1,000.00	1,200.00	1,172.06	1,200.00	1,200.00	1,200.00
11522	5710	IN STATE TRAVEL/MEETINGS	40.00	200.00	50.00	27.25	100.00	100.00	100.00
<b>Total Human Resources-Expenses</b>			<b>30,540.42</b>	<b>35,650.00</b>	<b>54,650.00</b>	<b>49,131.73</b>	<b>39,800.00</b>	<b>39,800.00</b>	<b>39,800.00</b>
<b>130</b>	<b>152</b>	<b>Department Total</b>	<b>270,873.11</b>	<b>329,025.00</b>	<b>561,525.00</b>	<b>498,314.93</b>	<b>284,112.00</b>	<b>345,965.00</b>	<b>345,965.00</b>

**FY 2020 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2019 52.0	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2019 0.0%	Dept Prop Rate FY 2020 0.0%	Dept Request FY 2020 52.2	Mayor Rate FY 2020 2.5%	Mayor Proposed FY 2020 52.2	Council Voted FY 2020
BRADY ALICIA	130 HUMAN RESOURCES	11521-5111	OFFICE MANAGER	8/7/2007	51,325.31		1.00	1	100%	987.03	987.03	51,522.71	1,036.36	54,098.85	54,098.85
CAMMARATA LISA	130 HUMAN RESOURCES	11521-5111	PERSONNEL DIRECTOR	3/5/07	90,100.70		1.00	1	100%	1,732.71	1,732.71	90,447.24	1,819.34	94,969.60	94,969.60
DEVEREUX BEATRICE	130 HUMAN RESOURCES	11521-5111	BENEFITS MANAGER	11091998	52,592.04		1.00	1	100%	1,011.39	1,011.39	52,794.31	1,061.95	55,434.03	55,434.03
OKEEFE AMY	130 HUMAN RESOURCES	11521-5111	PERSONNEL AIDE/ASST	8/29/16	34,895.90		0.70	28	100%	671.08	671.08	35,030.12	704.63	36,781.63	36,781.63
					<b>228,913.95</b>		<b>3.70</b>	<b>Total Full Time - 5111</b>				<b>229,794.39</b>		<b>241,284.11</b>	<b>241,284.11</b>
130 HUMAN RESOURCES 11521-5111 PT SWITCHBOARD					14,461.36	P		19		14.64	14.64	14,516.98	15.00	14,879.90	14,879.90
					<b>14,461.36</b>			<b>Total Part Time - 5113</b>				<b>14,516.98</b>		<b>14,879.90</b>	<b>14,879.90</b>
130 HUMAN RESOURCES 11521-5171 Collective Bargaining Reserve					50,000.00									50,000.00	50,000.00
					<b>50,000.00</b>			<b>Other Total</b>						<b>50,000.00</b>	<b>50,000.00</b>
					<b>293,375.31</b>		<b>3.70</b>	<b>Department Total</b>				<b>244,311.36</b>		<b>306,164.01</b>	<b>306,164.01</b>

Full-Time Equivalent Employees:	FY 2018	3.70
	FY 2019	3.70
	FY 2020	3.70
	Variance 19 vs. 20	0.00

**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**HUMAN RESOURCES - 130**

<b>ORG</b>	<b>OBJECT</b>	<b>DESCRIPTION</b>	<b>Voted by Council 2019</b>	<b>Department Request 2020</b>	<b>Approved by Mayor 2020</b>	<b>Voted by Council 2020</b>
11522	5300	<b>Purchase of Service</b> Custom Drug Testing, random CDL license holder testing, 4x per year* Pre-employment physicals for all new employees Shredding services with Heritage Industries. \$350.00-\$550.00 per event	6,550	7,500	7,500	7,500
<b>TOTAL</b>			<b>6,550</b>	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>
11522	5303	<b>Legal Services</b> Fees to AAA; filing fee \$275.00, case fee between \$500 and \$1000 per case.	1,200	2,500	2,500	2,500
<b>TOTAL</b>			<b>1,200</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>
11522	5306	<b>Advertising</b> Advertising of vacant positions within the City via various media: Mass Municipal Association, postion related publications, Boston Globe	500	1,000	1,000	1,000
<b>TOTAL</b>			<b>500</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
11522	5317	<b>Educational Training</b> Union and non-union tuition reimbursement, licenses for City employees Miscellaneous training courses for employees Conversational/work-based Spanish classes for employees	10,000	10,000	10,000	10,000
<b>TOTAL</b>			<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
11522	5320	<b>Contracted Services</b> Uniforms for employees contractually required to wear and service of same	16,200	17,500	17,500	17,500
<b>TOTAL</b>			<b>16,200</b>	<b>17,500</b>	<b>17,500</b>	<b>17,500</b>
11522	5421	<b>Office Supplies</b> Paper, toner cartridges, envelopes	1,000	1,200	1,200	1,200
<b>TOTAL</b>			<b>1,000</b>	<b>1,200</b>	<b>1,200</b>	<b>1,200</b>
11522	5710	<b>In State Travel/Meetings</b> Periodic MMA, MIIA and MMPA seminars and training	200	100	100	100
<b>TOTAL</b>			<b>200</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>TOTAL PROPOSED</b>			<b>35,650</b>	<b>39,800</b>	<b>39,800</b>	<b>39,800</b>

# ***Human Resources – Workers' Compensation***

## **Recent Accomplishments**

- Having received early notification from MIIA, I am pleased the increase in our Premium for FY'20 Workers' Compensation will be less than 5%. 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 the 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.
- Continuing to offer and implemented 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 2020 Goals & Objectives**

- Meet 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.
- Maintain 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.
- Retain a carrier for 111F coverage for our Public Safety employees.

# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Workmens' Comp-Personnel</b>									
19121	5111	SALARIES-FULL TIME	131,706.28	130,000.00	146,000.00	140,259.64	150,000.00	150,000.00	150,000.00
19121	5172	WORKMENS' COMP-MEDIC	1,847.21	5,000.00	5,000.00	2,090.86	5,000.00	5,000.00	5,000.00
19121	5179	WORKERS COMP-MILA PREMIUM	317,810.21	277,444.00	277,444.00	277,443.66	308,216.00	308,216.00	308,216.00
<b>Total Workmens' Comp-Personnel</b>			<b>451,363.70</b>	<b>412,444.00</b>	<b>428,444.00</b>	<b>419,794.16</b>	<b>463,216.00</b>	<b>463,216.00</b>	<b>463,216.00</b>
<b>130</b>	<b>912</b>	<b>Department Total</b>	<b>451,363.70</b>	<b>412,444.00</b>	<b>428,444.00</b>	<b>419,794.16</b>	<b>463,216.00</b>	<b>463,216.00</b>	<b>463,216.00</b>

**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**HR/WORKERS' COMP - 130**

ORG	OBJECT	DESCRIPTION	Voted by Council 2019	Department	Department	Department
				Request 2020	Request 2020	Request 2020
19121	5111	<b>Workers' Compensation Wages</b> Wages paid to former employees of the City and School Department who were injured on the job. These are pre-MIIA Workers' Compensation coverage. COLA increase 10/1/2019 anticipated, weekly payroll increase	130,000	150,000	150,000	150,000
<b>TOTAL</b>			<b>130,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>
19121	5172	<b>Workers' Compensation Medicals</b> Medical invoices for injuries incurred prior to 7/1/2008	5,000	5,000	5,000	5,000
<b>TOTAL</b>			<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
19121	5179	<b>Workers' Compensation Insurance Premium to MIIA</b> Annual premium to MIIA for Workers' Compensation Insurance 5 % Increase estimate for FY 2020	634,478	634,478 31,724	634,478 31,724	634,478 31,724
		School Workers Comp in School Budget 53% for FY 19	(338,000)	(338,000)	(338,000)	(338,000)
		Claims - School 80% City 20%	(19,034)	(19,986)	(19,986)	(19,986)
		Less 3% Early Pay	277,444	308,216	308,216	308,216
<b>TOTAL</b>			<b>277,444</b>	<b>308,216</b>	<b>308,216</b>	<b>308,216</b>
<b>TOTAL PROPOSED</b>			<b>412,444</b>	<b>463,216</b>	<b>463,216</b>	<b>463,216</b>

# ***Human Resources – Unemployment Compensation***

## **Recent Accomplishments**

- We have established communication and procedures with the School Department whereby we provide each other with updates regarding terminated and re-hired employees. This has helped us determine claim viability and provide timely and accurate responses to the DUA.
- We still protest claims we believe are meritless. Our diligence out of the gate with accurate information lends to our success in that area.
- Overall, the unemployment rate has continued to drop, as it is the lowest it has been in years, which ultimately affects the state or federal government's mandate for benefit extensions. While we cannot take credit for this state-wide and nationwide trend, we appreciate it, as it affects our overall budget projections!

## **FY 2020 Goals & Objectives**

- Maintain the communication we have established with the SPS. It is the best we have had in the last several years, and the cooperation is good. We will continue to aggressively contest meritless unemployment claims, and work closely with UTMC to minimize our exposure on all fronts.
- Maintain communication with the school department to ensure we are minimizing our unemployment liability.
- Work with department heads in personnel procedures regarding termination and job cessation, which would include proper documentation for progressive discipline.
- Keep our Unemployment costs as low as we can via our aggressive efforts and be sure to use best practices when an employee is relieved from service.
- Schedule training sessions for the City and the School department with regards to unemployment procedures.





# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Unemployment Comp-Personnel</b>									
19131	5173	UNEMPLOYMENT COMPENS	267,852.71	350,000.00	330,000.00	154,244.43	300,000.00	300,000.00	300,000.00
Total Unemployment Comp-Personnel			267,852.71	350,000.00	330,000.00	154,244.43	300,000.00	300,000.00	300,000.00
130	913	Department Total	267,852.71	350,000.00	330,000.00	154,244.43	300,000.00	300,000.00	300,000.00

**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**HR/UNEMPLOYMENT COMP - 130**

ORG	OBJECT	DESCRIPTION	Voted by Council 2019	Department		
				Request 2020	Department Request 2020	Department Request 2020
19131	5173	Unemployment compensation Payments to Department of Unemployment Assistance for unemployment wages paid to former City and School Department employees School 94%, City 6% as of 3.2019	350,000	300,000	300,000	300,000
<b>TOTAL</b>			<b>350,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>
<b>TOTAL PROPOSED</b>			<b>350,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>

# Human Resources – Group Insurance

## Significant Budget & Staffing Changes for FY 2020

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.



**Commonwealth of Massachusetts  
Group Insurance Commission**

**Your  
Benefits  
Connection**

We are pleased the final numbers from the GIC regarding rate increases were not as high as we initially anticipated, and no plan design changes were rolled out for FY'20. Our increases over the years with the GIC have been minimal, and we have been fortunate. Additionally, we are fortunate the GIC has a mandated threshold regarding rate increases they cannot exceed. 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 attended the GIC sponsored training and offered five City-wide educational information sessions to all employees and retirees. These info sessions are opportunities for everyone to learn and re-learn about the health plan options for the start of the fiscal year. 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.

## FY 2020 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 emails 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 dedicated group has worked tirelessly for their memberships' and the City's best interests. We're meeting again in late summer once we have our utilization data to outline our plan moving forward, as this is our last year with the GIC, absent a new PEC Agreement to renew.

# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Group Insurance-Personnel</b>									
19141	5174	MEDICAL INSURANCE	12,181,322.06	13,013,268.00	12,998,468.00	13,272,292.36	13,989,367.00	14,434,317.00	14,434,317.00
19141	5181	DENTAL INSURANCE	38,202.72	40,000.00	40,000.00	42,894.76	40,000.00	45,000.00	45,000.00
19141	5182	LIFE INSURANCE	92,378.07	85,000.00	85,000.00	79,474.12	85,000.00	97,500.00	97,500.00
19141	5186	OPT OUT PROGRAM	42,500.00	30,000.00	44,800.00	44,800.00	30,000.00	40,000.00	40,000.00
<b>Total Group Insurance-Personnel</b>			<b>12,354,402.85</b>	<b>13,168,268.00</b>	<b>13,168,268.00</b>	<b>13,439,461.24</b>	<b>14,144,367.00</b>	<b>14,616,817.00</b>	<b>14,616,817.00</b>
<b>130</b>	<b>914</b>	<b>Department Total</b>	<b>12,354,402.85</b>	<b>13,168,268.00</b>	<b>13,168,268.00</b>	<b>13,439,461.24</b>	<b>14,144,367.00</b>	<b>14,616,817.00</b>	<b>14,616,817.00</b>

**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**HR/GROUP INSURANCE - 130**

ORG	OBJECT	DESCRIPTION	Voted by Council 2019	Department Request 2020	Department Request 2020	Department Request 2020
19141	5174	<b>Medical Insurance</b>				
		City share of health insurance costs for City and School employees and Retirees	13,444,268	13,444,268	14,620,317	14,620,317
		7 % Increase estimate for FY 2020		941,099		
		HRA CoPay		35,000	35,000	35,000
		Less Fringe from WIB, School Grants, CDBG, etc.	(431,000)	(431,000)	(221,000)	(221,000)
<b>TOTAL</b>			<b>13,013,268</b>	<b>13,989,367</b>	<b>14,434,317</b>	<b>14,434,317</b>
19141	5181	<b>Dental Insurance</b>				
		City share of dental insurance costs for City and School employees	40,000	40,000	45,000	45,000
<b>TOTAL</b>			<b>40,000</b>	<b>40,000</b>	<b>45,000</b>	<b>45,000</b>
19141	5182	<b>Life Insurance</b>				
		City share of employee basic term life insurance premiums - City and School	55,000	55,000	60,000	60,000
		City share of retiree basic term life insurance premiums - City and School	30,000	30,000	37,500	37,500
		Estimated split between school and city				
<b>TOTAL</b>			<b>85,000</b>	<b>85,000</b>	<b>97,500</b>	<b>97,500</b>
19141	5186	<b>Opt Out Program</b>				
		Program to pay for employees who opt-out of City-offered health insurance	30,000	30,000	40,000	40,000
		Individual = 2,400; Family = 6,000 paid out in four installments				
<b>TOTAL</b>			<b>30,000</b>	<b>30,000</b>	<b>40,000</b>	<b>40,000</b>
<b>TOTAL PROPOSED</b>			<b>13,168,268</b>	<b>14,144,367</b>	<b>14,616,817</b>	<b>14,616,817</b>

# 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 2020

In January of 2019 we have one new recruit attending the Massachusetts Firefighting Academy. The recruit will be there for a period of ten weeks learning and practicing the essential duties of a firefighter. His graduation date is set for March 8, 2019. January also included one resignation of a 7-year veteran firefighter. Heading into 2020 there will be no significant budget changes but there will be some staffing changes. We will have promoted a new Captain, Lieutenant and hired two additional firefighters bringing our ranks to the contractual number of 88 uniformed personnel. The department now has 6 bilingual firefighters with Spanish as a second language. We will continue to add Spanish speaking until we reach approximately 20 percent of the department. The Salem Fire Department has just requested a Spanish Speaking List to hire from and we are currently awaiting the list from Civil Service. This will help to maintain a high level of service to all of our citizens.



## FY 2020 Goals & Objectives

- **Fire Prevention:** This year we will continue focusing on all the construction going on within our city. Our city is changing before our eyes with a new Power Plant, (2) new Hotels under construction. The North Shore Medical Center has become bigger and better than ever. We are looking at a transformation from a district court house to a six-story wooden structure. The new engineered wooden products are allowing for taller structures to be built out of wood which pose a challenge for fire prevention and protection. We will continue to work together with the inspectional service departments, Health and Building within the city. Fire

Prevention will continue working with the Problem Property Task Force to help clean up neighborhoods.

- **Emergency Medical Services:** The Salem Fire Department will strive to deliver a higher level of emergency care. Chief David Cody started on the road to becoming certified as an Emergency First Responder Agency (EFR) with the Department of Public Health. The Salem Fire Department will stay the course to meet the State's requirements for training and vehicle inspections.
- **Special Operations:** We are very proud to have services that are needed by some of our industrial occupancies. We provide confined space rescue and rope rescue services to industry and in turn have training opportunities at some of the establishments, including Footprint Power Station and South Essex Sewerage District.

Outcomes and Performance Measures	Actual FY 2017	Actual FY 2018	Estimated FY 2019	Estimated FY 2020
Fire inspections	1987	1747	1820	1820
Emergency Responses	7116	7421	7420	7430
Average response time to emergencies	3:36	3:44	3:36	3:34
Mutual Aid Given	63	54	52	52
Mutual Aid Received	51	53	52	52
Training Classes	365	365	365	365



### How FY 2020 Departmental Goals Relate to City's Overall Long & Short Term Goals

- The Fire Department will be looking into upgrading some of our fleet in the future. We will also be looking into various ways to upgrade our stations with HVAC systems, new windows and doors in all but Station 5, which was just completed in FY 2018.
- Working with South Essex Sewerage District and Footprint Power we want to expand our training in confined space and rope rescue in some very challenging environments.
- We have expanded our efforts to get into a more computer-based department. Finally, in 2019 we have installed computers in all the stations and *FireHouse*, a "cloud based" software reporting system for the



National Fire Incident Reporting System (NFIRS). We now have accurate reporting of all incidents from the Incident Commander (IC) on-scene, with first-hand narratives.

- Continue to expand the uses of *View Permit* software and hopefully integrate it with *FireHouse* for seamless record keeping of all activities within the Salem Fire Department.
- The Fire Department has a great working relationship with Salem Police and Atlantic Ambulance. We have been conducting joint drills, along with the school department, on active shooters and we hope to expand on the scope of this very complex issue. We have been working closely with the school department to increase communication and develop safer policies and procedures for the staff and children.





# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2018	FY 2019	FY 2019	FY 2019	FY 2020	FY 2020	FY 2020
<b>Fire-Personnel</b>									
12201	5111	SALARIES-FULL TIME	5,996,550.11	6,189,626.00	6,161,569.21	5,933,894.29	6,424,301.00	6,426,775.00	6,426,775.00
12201	5113	SALARIES-PART TIME	24,659.49	51,618.00	21,618.00	20,040.21	56,096.00	57,499.00	57,499.00
12201	5131	OVERTIME (GENERAL)	959,252.47	966,532.00	966,532.00	970,777.64	998,681.00	998,681.00	998,681.00
12201	5133	EMT	40,438.57	43,800.00	43,800.00	41,016.19	43,800.00	43,800.00	43,800.00
12201	5136	HOLIDAYS	464,262.08	484,201.00	484,201.00	479,396.51	496,771.00	496,771.00	496,771.00
12201	5138	OUT OF GRADE	110,865.58	72,000.00	131,000.00	123,721.86	80,000.00	80,000.00	80,000.00
12201	5139	NIGHTS	393,223.58	414,290.00	414,290.00	395,000.17	425,045.00	425,045.00	425,045.00
12201	5141	LONGEVITY	144,015.61	160,040.00	160,040.00	147,058.26	160,672.00	160,672.00	160,672.00
12201	5143	FIREFIGHTER RANK STIPEND	28,500.00	29,500.00	29,500.00	28,500.00	29,500.00	29,500.00	29,500.00
12201	5145	EDUCATION INCENTIVE	35,771.84	35,192.00	35,192.00	35,794.22	74,167.00	74,167.00	74,167.00
12201	5150	FRINGE/STIPENDS	308,955.36	316,400.00	316,400.00	310,100.00	320,700.00	320,700.00	320,700.00
12201	5154	SPECIALTY STIPEND	7,600.00	9,600.00	9,600.00	6,600.00	9,600.00	9,600.00	9,600.00
<b>Total Fire-Personnel</b>			<b>8,514,094.69</b>	<b>8,772,799.00</b>	<b>8,773,742.21</b>	<b>8,491,899.35</b>	<b>9,119,333.00</b>	<b>9,123,210.00</b>	<b>9,123,210.00</b>
<b>Fire-Expenses</b>									
12202	5211	ELECTRICITY	33,737.62	36,000.00	36,000.00	35,990.25	36,000.00	36,000.00	36,000.00
12202	5215	NATURAL GAS	22,628.59	28,000.00	26,500.00	20,634.18	28,000.00	28,000.00	28,000.00
12202	5216	OIL HEAT	13,111.91	15,000.00	16,500.00	15,233.27	15,000.00	15,000.00	15,000.00
12202	5241	BUILDING MAINTENANCE	29,620.37	35,000.00	44,000.00	38,717.99	35,000.00	35,000.00	35,000.00
12202	5258	FIRE EQUIPMENT REPAI	52,000.00	52,000.00	52,000.00	38,267.99	52,000.00	52,000.00	52,000.00
12202	5277	PHOTOCOPY MACHINE LE	3,500.00	3,500.00	3,500.00	3,420.15	4,320.00	4,320.00	4,320.00
12202	5284	EQUIPMENT LEASE	87,972.23	87,973.00	87,973.00	87,972.23	87,973.00	87,973.00	87,973.00
12202	5294	FIRE PROT CLOTHING	27,031.78	47,700.00	38,700.00	17,138.28	47,700.00	47,700.00	47,700.00
12202	5300	PURCHASE OF SERVICES	13,138.90	15,000.00	15,000.00	8,815.63	23,700.00	23,700.00	23,700.00
12202	5317	EDUCATIONAL TRAINING	18,024.35	20,500.00	42,187.00	41,795.07	42,187.00	42,187.00	42,187.00
12202	5318	DENTAL/MEDICAL SERVI	83,997.67	17,600.00	27,600.00	17,518.58	17,600.00	17,600.00	17,600.00
12202	5318R	DENTAL/MEDICAL SERVI	11,000.00	25,000.00	15,000.00	4,040.63	25,000.00	25,000.00	25,000.00
12202	5341	TELEPHONE	22,703.66	27,228.00	27,228.00	22,491.99	23,028.00	23,028.00	23,028.00
12202	5421	OFFICE SUPPLIES (GEN	3,661.59	5,500.00	5,500.00	1,932.03	5,500.00	5,500.00	5,500.00
12202	5451	CUSTODIAL SUPPLIES	7,988.52	9,000.00	9,000.00	8,991.05	9,000.00	9,000.00	9,000.00
12202	5510	FIRE PREVENTION	5,582.27	14,500.00	12,400.00	11,818.84	14,500.00	14,500.00	14,500.00
12202	5513	EMERGENCY MANAGEMENT	0.00	1,000.00	1,000.00	300.00	1,000.00	1,000.00	1,000.00
12202	5586	FIRE SUPPRESSION SUP	22,600.00	23,730.00	23,730.00	17,826.16	23,730.00	23,730.00	23,730.00
12202	5730	DUES AND SUB	1,900.00	1,900.00	1,900.00	1,900.00	1,900.00	1,900.00	1,900.00

# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
Total	Fire-Expenses		460,199.46	466,131.00	485,718.00	394,804.32	493,138.00	493,138.00	493,138.00
100	220	Department Total	8,974,294.15	9,238,930.00	9,259,460.21	8,886,703.67	9,612,471.00	9,616,348.00	9,616,348.00

**FY 2020 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2019 52.0	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2019 0.0%	Dept Prop Rate FY 2020 0.0%	Dept Request FY 2020 52.2	Mayor Rate FY 2020 2.5%	Mayor Proposed FY 2020 52.2	Council Voted FY 2020
GIUNTA GERRY	100 FIRE	12201-5111	CHIEF		119,973.36		1.00	1		2,307.16	2,376.39	124,047.56	2,376.39	124,047.56	124,047.56
	100 FIRE	12201-5111	DEPUTY CHIEFS		374,449.92		4.00	4		1,800.24	1,854.24	387,165.31	1,854.24	387,165.31	387,165.31
	100 FIRE	12201-5111	CAPTAINS		732,516.56		9.00	9		1,565.42	1,612.38	757,496.12	1,612.38	757,496.12	757,496.12
	100 FIRE	12201-5111	LIEUTENANTS		1,132,543.36		16.00	16		1,361.23	1,402.07	1,171,008.86	1,402.07	1,171,008.86	1,171,008.86
	100 FIRE	12201-5111	FIRE FIGHTERS-4		2,879,360.64		48.00	49		1,153.59	1,188.20	3,039,177.96	1,188.20	3,039,177.96	3,039,177.96
	100 FIRE	12201-5111	FIRE FIGHTERS-3		171,830.88		3.00	7		1,101.48	1,134.53	414,557.26	1,134.53	414,557.26	414,557.26
	100 FIRE	12201-5111	FIRE FIGHTERS-2		368,320.68		7.00	1		1,011.67	1,042.22	54,403.88	1,042.22	54,403.88	54,403.88
	100 FIRE	12201-5111	FIRE FIGHTERS-1				0.00	1		911.83	939.18	49,025.20	939.18	49,025.20	49,025.20
ADDISON JOHN	100 FIRE	12201-5111	MECHANIC	1/1/2014	67,102.36		1.00	1		1,290.43	1,329.15	69,115.97	1,329.15	69,115.97	69,115.97
DICHIRICO CYNTHIA	100 FIRE	12201-5113	EXECUTIVE SECRETARY		49,278.97		1.00	1	100%	947.67	947.67	49,468.51	995.06	51,941.93	51,941.93
			STEP INCREASES		17,475.46			1				10,464.96		10,464.96	10,464.96
			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 & Rounding									(113.47)		(113.47)	(113.47)
					269,173.32		5.00				Assume Total	290,982.86		290,982.86	290,982.86
					6,189,625.51		95.00	Total Full Time - 5111				6,424,300.99		6,426,774.42	6,426,774.42
THERIAULT CINDY Part-Time FAO's	100 FIRE	12201-5113	CLERK	7/14/2008	20,628.85	P		19		20.88	20.88	20,708.78	21.40	21,226.50	21,226.50
	100 FIRE	12201-5113	FAO's		15,494.31			19		20.00	20.00	19,836.00	20.50	20,331.90	20,331.90
	100 FIRE	12201-5113	EMERGENCY MGMT CLERK		15,494.31			19		15.68	15.68	15,551.42	16.07	15,940.21	15,940.21
					51,617.47			Total PartTime - 5113				56,096.21		57,498.61	57,498.61
	100 FIRE	12201-5131	OT FF CONTRACTUAL-BS & MECHANIC		843,331.07			88				883,281.20		883,281.20	883,281.20
	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							7,000.00		7,000.00	7,000.00
					966,531.07			Total Overtime - 5131				998,681.20		998,681.20	998,681.20
	100 FIRE	12201-5133	EMT		43,800.00			66			600.00	43,800.00		43,800.00	43,800.00
	100 FIRE	12201-5136	HOLIDAYS FF & MECHANIC		484,200.87						Varies	496,770.90		496,770.90	496,770.90
	100 FIRE	12201-5138	CUT OF GRADE		72,000.00						Varies	80,000.00		80,000.00	80,000.00
	100 FIRE	12201-5139	NIGHTS FIREFIGHTERS & FAO'S		414,289.51						Varies	425,044.62		425,044.62	425,044.62
	100 FIRE	12201-5141	LONGEVITY - FF & Mechanic		160,040.35						Varies	160,671.87		160,671.87	160,671.87
	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		35,191.80						Varies	74,167.45		74,167.45	74,167.45
	100 FIRE	12201-5150	SENIORMASTER/VETERAN		316,400.00						Varies	320,700.00		320,700.00	320,700.00
	100 FIRE	12201-5154	SPECIALTY PAY		9,600.00			12		500.00	500.00	9,600.00		9,600.00	9,600.00
					1,565,022.53			Total All Other				1,640,254.84		1,640,254.84	1,640,254.84
Full-Time Equivalent Employees: FY 2018 95.00					8,772,756.58		95.00	Department Total				9,119,333.24		9,123,209.07	9,123,209.07

Full-Time Equivalent Employees:	FY 2018	95.00
	FY 2019	95.00
	FY 2020	95.00
	Variance 19 vs. 20	0.00

**FY 2020 AFSCME 1818 UNION EMPLOYEE RATES**

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By	F	Rate	Incr	Rate	Incr	Rate	Incr	Calc Rate	STEP INCREASES				Dept Request FY 2020 52.2	Mayor FY 2020 52.2	Council FY 2020 52.2
							Council FY 2019 52	T E	7.1.17 .005 Incr	FY18 2.5%	FY 2018	FY19 2.5%	FY 2019	FY20 2.5%	FY 2020	Date	Rate	# Wks Old New				
BROWN	JEFFREY	100 FIRE	12201-5111	FIRE ALARM OP SUPERV	07/05/1990	2	54,488.20	1.00	1,047.85	1.025	1,074.05	1.025	1,100.90	1.025	1,128.42				100%	58,903.52	58,903.52	58,903.52
LARRABEE	CLINT	100 FIRE	12201-5111	FIRE ALARM OPERATOR	8/19/2015	2	50,221.08	1.00	985.78	1.025	989.92	1.025	1,014.67	1.025	1,040.04				100%	54,290.06	54,290.06	54,290.06
LARRABEE - Shift Differential							2,104.96		40.48	1.025	41.49	1.025	42.53	1.025	43.59				100%	2,275.53	2,275.53	2,275.53
LERNER	SHAWN	100 FIRE	12201-5111	FIRE ALARM OPERATOR	11/11/1994	2	50,221.08	1.00	985.78	1.025	989.92	1.025	1,014.67	1.025	1,040.04				100%	54,290.06	54,290.06	54,290.06
LERNER - Shift Differential							2,231.84		42.92	1.025	43.99	1.025	45.09	1.025	46.22				100%	2,412.69	2,412.69	2,412.69
O'KEEFE	FRANCIS	100 FIRE	12201-5111	FIRE ALARM OPERATOR	1/7/2008	2	50,221.08	1.00	985.78	1.025	989.92	1.025	1,014.67	1.025	1,040.04				100%	54,290.06	54,290.06	54,290.06
O'KEEFE- Shift Differential							4,944.16		95.08	1.025	97.46	1.025	99.89	1.025	102.39				100%	5,344.80	5,344.80	5,344.80
WHITMORE	JONATHON	100 FIRE	12201-5111	FIRE ALARM OPERATOR	3/20/2010	2	50,221.08	1.00	985.78	1.025	989.92	1.025	1,014.67	1.025	1,040.04				100%	54,290.06	54,290.06	54,290.06
WHITMORE - Shift Differential							4,519.84		86.92	1.025	89.09	1.025	91.32	1.025	93.60				100%	4,886.09	4,886.09	4,886.09
																			290,982.86	290,982.86	290,982.86	
							269,173.32	5.00														

**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**FIRE DEPARTMENT - 100**

ORG	OBJECT	DESCRIPTION	Voted by Council 2019	Dept Request	Approved by Mayor	Voted by Council
12202	5211	<b>Electricity</b> Electric service for five stations.	36,000	36,000	36,000	36,000
<b>TOTAL</b>			<b>36,000</b>	<b>36,000</b>	<b>36,000</b>	<b>36,000</b>
12202	5215	<b>Natural Gas</b> Gas service for heating, cooking, hot water in five stations.	28,000	28,000	28,000	28,000
<b>TOTAL</b>			<b>28,000</b>	<b>28,000</b>	<b>28,000</b>	<b>28,000</b>
12202	5216	<b>Oil Heat</b> Fuel oil for heat at Stations 4 & 6.	15,000	15,000	15,000	15,000
<b>TOTAL</b>			<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>
12202	5241	<b>Building Maintenance (5 buildings)</b> 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	35,000
<b>TOTAL</b>			<b>35,000</b>	<b>35,000</b>	<b>35,000</b>	<b>35,000</b>
12202	5258	<b>Fire Equipment Repair</b> 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 & suppli	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	3,500 2,000 7,650 2,500 17,000 1,000 4,000 3,850 10,500
<b>TOTAL</b>			<b>52,000</b>	<b>52,000</b>	<b>52,000</b>	<b>52,000</b>
12202	5277	<b>Photocopy Machine Lease</b> Machine lease and service calls - two copiers (Administration & Fire Prevention)	3,500	4,320	4,320	4,320
<b>TOTAL</b>			<b>3,500</b>	<b>4,320</b>	<b>4,320</b>	<b>4,320</b>
12202	5284	<b>Equipment Lease</b> Lease payment 1 of 7 for Station 5 Pump Truck	87,973	87,973	87,973	87,973
<b>TOTAL</b>			<b>87,973</b>	<b>87,973</b>	<b>87,973</b>	<b>87,973</b>
12202	5294	<b>Fire Protective Clothing</b> 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	7,000 2,000 11,700 27,000
<b>TOTAL</b>			<b>47,700</b>	<b>47,700</b>	<b>47,700</b>	<b>47,700</b>
12202	5300	<b>Purchase of Services</b> Radio service- consoles, mobiles, portables, repeaters, batteries Computer upgrades, hardware, servers Firehouse software (licenses, support) Call back/detail program: CrewSense (Moved from Telephone -5341)	9,500 5,500 4,500 4,200	9,500 5,500 4,500 4,200	9,500 5,500 4,500 4,200	9,500 5,500 4,500 4,200
<b>TOTAL</b>			<b>15,000</b>	<b>23,700</b>	<b>23,700</b>	<b>23,700</b>
12202	5317	<b>Educational Training</b> New Officer training, EMT Recertifications, Classes, Training Seminars Reimbursement for academic expenses for continuing education (description changed)	10,500 10,000	10,500 31,687	10,500 31,687	10,500 31,687
<b>TOTAL</b>			<b>20,500</b>	<b>42,187</b>	<b>42,187</b>	<b>42,187</b>
12202	5318	<b>Dental Medical Services (Active Personnel)</b> Provides for medical expenses for active personnel - job-related medical expenses.	17,600	17,600	17,600	17,600
<b>TOTAL</b>			<b>17,600</b>	<b>17,600</b>	<b>17,600</b>	<b>17,600</b>

FY 2020 DETAILED BUDGET REPORT  
EXPENSES

FIRE DEPARTMENT - 100

ORG	OBJECT	DESCRIPTION	Voted by Council 2019	Dept Request	Approved by Mayor	Voted by Council
12202	5318R	<b>Dental Medical Services (Retired Personnel)</b> Provides for medical expenses incurred by retired personnel who were retired on a line of duty medical disability.	25,000	25,000	25,000	25,000
<b>TOTAL</b>			<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>
12202	5341	<b>Telephone</b> Verizon (Local & Regional) Long distance provider Verizon Inspection I pads Call back/detail program (Moved to Purchase of Services in 2020) Telephone lines from repeaters/channel 2 added	15,200 1,500 4,200 2,328 4,000	15,200 1,500 2,328 - 4,000	15,200 1,500 2,328 - 4,000	15,200 1,500 2,328 - 4,000
<b>TOTAL</b>			<b>27,228</b>	<b>23,028</b>	<b>23,028</b>	<b>23,028</b>
12202	5421	<b>Office Supplies (General)</b> General Office Supplies as needed	5,500	5,500	5,500	5,500
<b>TOTAL</b>			<b>5,500</b>	<b>5,500</b>	<b>5,500</b>	<b>5,500</b>
12202	5451	<b>Custodial Supplies</b> General Custodial Supplies as needed	9,000	9,000	9,000	9,000
<b>TOTAL</b>			<b>9,000</b>	<b>9,000</b>	<b>9,000</b>	<b>9,000</b>
12202	5510	<b>Fire Prevention</b> 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	1,000 2,000 1,000 500 10,000
<b>TOTAL</b>			<b>14,500</b>	<b>14,500</b>	<b>14,500</b>	<b>14,500</b>
12202	5513	<b>Emergency Management</b> Emergency management expenses: Multi gas meter replacement	1,000 1,000	1,000 1,000	1,000 1,000	1,000 1,000
<b>Total</b>			<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
12202	5586	<b>Fire Suppresion Supplies</b> 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	5,000 2,500 3,000 3,100 4,500 2,000 1,630 2,000
<b>TOTAL</b>			<b>23,730</b>	<b>23,730</b>	<b>23,730</b>	<b>23,730</b>
12202	5730	<b>Dues &amp; Subscriptions</b> Membership dues - professional organizations: ECFC/ FPdivision FCAM, NFPA	1,900	1,900	1,900	1,900
<b>TOTAL</b>			<b>1,900</b>	<b>1,900</b>	<b>1,900</b>	<b>1,900</b>
<b>TOTAL PROPOSED</b>			<b>466,131</b>	<b>493,138</b>	<b>493,138</b>	<b>493,138</b>

**FY 2020 BUDGET  
FIRE DEPARTMENT PERSONNEL**

Rank	Name	Base Salary	#	Total
<b>Chief</b>	Giunta, John	123,572.38	1	123,572.38
<b>Deputy Chiefs</b>	Dionne Alan	96,420.73		
	Levaseur Dennis	96,420.73		
	Payne, John	96,420.73		
	Pelletier, Keith	96,420.73	4	385,682.92
<b>Captains</b>	Austin Scott	83,843.85		
	Digiacomio, Peter	83,843.85		
	Leonard, Michael	83,843.85		
	Frechette Gerard	83,843.85		
	Koen Kevin	83,843.85		
	Thomas R. W.	83,843.85		
	Marfongelli, Antonio	83,843.85		
	Monahan, John	83,843.85		
	Potvin, Benjamin	83,843.85	9	754,594.69
<b>Lieutenants</b>	Arno, Richard	72,907.71		
	Brennan, Richard	72,907.71		
	Bresnahan, William	72,907.71		
	Brophy, Thomas M.	72,907.71		
	Cook, Robert	72,907.71		
	DeFranco Frank	72,907.71		
	Flynn, Timothy	72,907.71		
	Griffin, Erin	72,907.71		
	Hagerty, Seth	72,907.71		
	Jurasek, Joseph	72,907.71		
	O'Donnell Mike	72,907.71		
	Open	72,907.71		
	Schaeublin Peter E.	72,907.71		
	Silva Wayne	72,907.71		
	Tobin, Patrick	72,907.71		
	Tremblay, Thomas	72,907.71	16	1,166,523.29
<b>Firefighters -4</b>	Al-Nabulsi, Kasim A	61,786.19		
	Arroyo, Rene	61,786.19		
	Ataide, Manuel	61,786.19		
	Avigian, Richard	61,786.19		
	Blanchette, Daniel	61,786.19		
	Bolduc, Scott	61,786.19		
	Brennan, Keith	61,786.19		
	Burke Patrick	61,786.19		
	Burns, Edward F.	61,786.19		
	Butler, Martin	61,786.19		
	Cardoza, Don	61,786.19		
	Cooke, Raymond	61,786.19		
	Darisse, Matthew F.	61,786.19		
	DeFranco Paul	61,786.19		
	Edge, Michael	61,786.19		
	Finnemore, Patrick	61,786.19		
	Francis, Andrew	61,786.19		

Rank	Name	Base Salary	#	Total
<b>Firefighters -4</b>	Gallant, Paul	61,786.19		
	Gaudet, Lawrence	61,786.19		
	Geary, Daniel	61,786.19		
	Henderson, Justin M.	61,786.19		
	Jellison, Robert	61,786.19		
	Keane, Matt	61,786.19		
	Koen, James	61,786.19		
	Krajeski, Raymond	61,786.19		
	Larrabee, Dean	61,786.19		
	Leblanc, Richard	61,786.19		
	Lohnes, Philip	61,786.19		
	Luzinski, William	61,786.19		
	Marfongelli, Patricia	61,786.19		
	McCarthy, Steven	61,786.19		
	Michaud, Paul	61,786.19		
	Morrison, John	61,786.19		
	O'Keefe Edward	61,786.19		
	O'Keefe Kevin	61,786.19		
	Palamara, Christopher	61,786.19		
	Reyes, Jeffery	61,786.19		
	Riley, Ryan	61,786.19		
	Roth, John	61,786.19		
	Saffer, Daniel	61,786.19		
	Sanville, Douglas	61,786.19		
	Szczechowicz, Bernard	61,786.19		
	Tarasuik, Jason	61,786.19		
	Therault, Randy	61,786.19		
	Thomas Richard P., III	61,786.19		
	Tibbo, Jonathon	61,786.19		
	Twomey, Steven	61,786.19	47	2,903,950.82
<b>Firefighters - 3/4</b>	Caceras, Richard	58,995.53		
	Encarnacion, Johnny	58,995.53		
	Nolasco, William	58,995.53		
	Donahue Christopher	58,995.53		
	Levesque, Michael	58,995.53		
	Rust Raymond	58,995.53		
	Sievert Andrew	58,995.53		
	Sullivan Brad	58,995.53	8	471,964.25
<b>Firefighters - 2/3</b>	Hebert, Sean	58,995.53		
	Welch, Kevin	58,995.53	2	117,991.06
<b>Firefighters - 1/2</b>	Gifford, Matthew	54,195.61	1	54,195.61
<b>Firefighters - 1</b>	Doe, John	48,837.55	1	48,837.55
<b>Total FF</b>			<b>89</b>	<b>6,027,312.57</b>

# Police



## Mission Statement – Why We Exist

The Salem Police Department is 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.

## Significant Budget & Staffing Changes For FY 2020

### **Personnel:**

- The sworn officer complement of the Department in FY18 was maintained in accordance with the City Ordinance (Section 32-1); one city marshal, four captains, eight lieutenants, fourteen sergeants and sixty-eight patrol officers.
- In FY18, staffing was reduced by 3 sworn officers due to retirements and one due to termination. 10 officers have retired and one officer has resigned since the beginning of FY19. We anticipate approximately 10 officers will retire in FY20.
- In order to maintain the authorized personnel complement, the Department has hired 11 officers since the beginning of FY19, two of which were lateral transfers from other police departments. It is anticipated that we will hire 7 – 8 officers throughout the remainder of FY19 to address upcoming retirements. For planning purposes, we anticipate hiring 4 – 6 officers in late FY20 for attendance at academies.
- A part-time outreach worker was hired in September, 2018 to work with the Department's Community Impact Unit (CIU) assisting in outreach to the City's homeless population.





- The Department benefited from the City's Senior Tax Work-Off Program by sponsoring a senior citizen to assist the Animal Control Officer with court-related

correspondence and the Records Department in entering citations into the Department's records management system. We will continue utilizing this program throughout the remainder of FY19 and will reapply for participation in FY20.

- An assessment center for the rank of police lieutenant was held in September, 2018. Seven sergeants participated in the assessment center exercises and one sergeant, John Burke, has been promoted to **lieutenant**. An assessment center for the rank of sergeant is contemplated for late FY19 and, depending on the budget, a captain's assessment center for late FY19 or FY20.
- Two officers, Eric Gagnon and Daniel Tucker were promoted to their current rank of **sergeant** during a promotion ceremony held in November, 2018.

#### Expenses:

- **Per Diem Dispatchers.** In a continuing effort to reduce officer overtime costs, increase patrol coverage on the street and better respond to the almost 40,000 calls for service during the year, the Department continued the use of part-time per diem dispatchers. These dispatchers are fully qualified dispatchers employed full-time in surrounding communities or retired officers and work an average of 12 hours per week at the Department. This program has reduced payroll expenditures by paying per diem rates, vice overtime rates for patrol officers and sergeants, and has enabled the Department to reassign officers to patrol duties who would otherwise be required to assist with dispatch duties when the call volume increases. Estimate for FY20 is \$55,000.00 (up from the first year of the program budgeted at \$45,000.00)
- **Police Youth Community Building (PYCB) Initiative.** In early FY20, in conjunction of the summer school holiday and under the leadership of our School Resource Officers (SRO's), the Department proposes to initiate the PYCB program. This 4 week program will involve approximately 30 at-risk Salem youths, who have graduated 8<sup>th</sup> grade and will be entering the 9<sup>th</sup>, in team building exercises, mentoring, civic responsibility, introduction to law enforcement and the criminal justice system and physical fitness activities. Four Salem High School students will be selected to serve as Peer Leaders to assist the SROs in presenting the program. Estimate: \$3,600.00
- **Evidence and Seized Property Inventory.** To meet accreditation standards, an inventory of the Department's evidence and seized property holdings must be completed in conjunction with the retirement of the Evidence/Property Officer. To ensure the integrity of the inventory and to meet accreditation standards, this inventory must be conducted by a neutral/disinterested party. Estimate: \$9,000.00
- **Assessment Center for the rank of Captain.** One captain is facing mandatory retirement in FY19. An assessment center to assist in the selection and promotion process is contemplated for FY20. Estimated cost: \$8,000.
- **Upgrade to CID Investigative Capabilities.** Investigative, surveillance and undercover equipment utilized by the Criminal Investigation Division (CID) – particularly in the area of narcotics investigations - is antiquated and needs to be updated. Estimate: \$5,000.00

- **Muster Room Refurbishment.** Furnishings (work tables, chairs, computer stations) in the Muster Room are in excess of 25 years old and, over time and 24/7 constant usage, have become broken and need to be replaced. Replacing broken chairs is a priority. Estimate: \$8,000.00
- **ID Card Printer.** Dual-sided ID card printer for the production of Constable ID cards, livery license & vehicle inspection ID cards. Estimate: \$3,000.00
- **Electricity and Natural Gas.** The cost of electricity and natural gas has risen significantly over the past two years. These increases need to be addressed during the budget cycle.

### Recent Accomplishments:

- ✓ The City's *Haunted Happenings* festivities drew a large number of visitors to Salem to partake in the month-long plus series of events. Although crowds were large, there were very few arrests. Due to the evolving nature of terrorist attacks involving vehicle borne improvised explosive devices (VBIED) and the rise in incidents of mass shootings, the Department placed particular emphasis on protecting and securing high-density events. This necessitated an increased police presence at events and venues, intensive coordination with our law enforcement and public service partners and the development of operational crisis plans. A similar approach was taken to support the City's Independence Day festivities in July. Planning for July 4<sup>th</sup> and Haunted Happenings 2019 is underway.



- ✓ The Department has been a member and active participating agency in the *Northeastern Massachusetts Law Enforcement Council (NEMLEC)* since 2003. NEMLEC is a consortium of police departments in Middlesex and Essex Counties, and two County Sheriff's Departments. Member agencies operate by sharing resources and personnel, collectively providing services to each other that might not be available to one. Call-outs by members of the Department in response to a wide variety of incidents increased from 58 call-outs in FY17 to 69 call-outs in FY18. The Department relies heavily on NEMLEC for augmentation of officers in support of critical incidents such as the December, 2018 barricaded hostage situation that occurred on Charles Street and the City's Haunted Happenings festivities.



- ✓ In FY18, the Department hosted two **Citizens' Police Academies (CPA)**, graduating 54 residents. A total of 174 citizens have graduated from the Department's CPA program since 2015. In the later part of FY19, the Department is planning to launch an **Advanced CPA** program – which will expose participants to a more in-depth study of various law enforcement topics and Departmental programs – for graduates of prior CPA's.
- ✓ Throughout FY18 the Department continued formalizing the **High Risk Homeless Task Force**, a group comprised of representatives from the police department, social service agencies, medical and mental health professionals and City departments, to focus on addressing issues surrounding the City's chronic homeless population. The Task Force is charged with identifying and seeking out those at-risk individuals, assessing their mental health, medical and employment needs and attempting to get them the services they require and assistance in securing housing.
- ✓ On August 7<sup>th</sup> 2018, neighborhoods and businesses throughout Salem - and across the country - joined forces for the **National Night Out (NNO)** event – “America's Night Out Against Crime.” This public service event, sponsored by the Department, focuses on crime

and drug prevention and is designed as a community-building campaign. Through NNO, we are striving to enhance police-community partnerships to foster neighborhood camaraderie in an effort to build a safer and stronger community. We had tremendous support from local businesses, North Shore based social service agencies and civic groups, area law enforcement agencies, the Salem Fire Department and Salem Department of Public Works. Over 1,000 visitors enjoyed the festivities and educational events on the Salem Common. This is the 3<sup>rd</sup> NNO event sponsored by the Department. Planning is underway for NNO 2019.

- ✓ On August 31<sup>st</sup>, 2018, on the steps of the Old Town Hall, the Department, in collaboration with several local social service agencies, marked **International Overdose Awareness Day**, a remembrance event for those who have died from fatal overdoses. In a further effort to raise awareness of the opiate crisis confronting our community, Chief Butler gave a presentation entitled “**Salem Opioid Overdose Statistics, Response and Prevention**” to medical professionals and participated in a panel discussion at the North Shore Medical Center on the topic of the opioid crisis facing the Salem community and the Department's response. In FY18, the Salem community saw 20 fatal and 150 non-fatal overdoses.
- ✓ In FY18, the Department began a partnership with the North American Family Institute and their **Youth and Police Initiative (NAFI YPI)** which brings together beat officers with at-risk youth to reduce violence and gang involvement by creating sustainable positive relationships among teens and adults of authority. With the assistance of the Chelsea and Peabody Police Departments, 13 young men graduated



from the YPI program and through our School Resource Officers, we will continue to build upon those relationships throughout the school year. The Department will be assisting the Peabody Police Department in the implementation of a YPI program focused on at-risk girls during the Spring of 2019.



- ✓ The Department recognized the need for a Diversity Awareness Program targeting the youth of our community and identified this need in the COPS Hiring Grant which enabled us to place two officers in the City's schools. In August, 2018 the Department formed the ***Juvenile Diversity Awareness Program (JDAP)***, similar in concept to the current "Diversity Awareness Program" recently implemented for adults in the First District Court of Essex County. JDAP will focus on those under the age of 18 who have either committed a hate crime or biased based or bullying incident and/or have been identified as being at high risk for such behavior in the future. This program, in addition to being a diversion tool for use by the Juvenile Court, will provide participants the opportunity to learn about the effects hate and bias crimes have on individuals and our communities as a whole. Participants will gain an understanding and appreciation of the work of civil rights groups and human relations organizations.
- ✓ In December, 2018 Chief Butler participated in the Anti-Defamation League (ADL) ***New England Leadership Seminar in Israel: Resiliency and Counterterrorism*** study visit. Chief Butler and fourteen senior law enforcement professionals from throughout New England learned prevention strategies and best practices to respond to incidents of terror and protect communities, with special emphasis on suicide bombing and security transportation infrastructure, lone wolf attacks and working with the media in times of crisis.
- ✓ Also in December, the Department supported the opening of the ***first retail marijuana facility*** in Salem. Recognizing that other cities in the Commonwealth who had opened retail marijuana facilities experienced severe traffic congestion, security concerns and long customer queues, the Department conducted extensive planning and coordination with City departments, area law enforcement agencies and the retailer (ATG) to ensure a smooth launch in Salem. A tailored operational plan – focusing on all areas of concern - was developed and put in place which resulted in an extremely smooth retail opening. The Department is gearing up to support the openings of other retail marijuana outlets scheduled for launch in 2019.
- ✓ In November, 2018 Governor Baker signed legislation (***An Act Authorizing the Appointment of Retired Salem Police Offices as Special Police Officers Within the City of Salem***) enabling the Department to hire retired SPD officers to work details upon their retirement. This legislation will better enable the Department to meet its requirements to provide a police at the numerous construction sites and City-sponsored events. We anticipate rehiring our first retirees in late FY19.
- ✓ In FY19, the officers from the Department raised over \$5,000.00 for donations to the ***Salem Children's Charity, Special Olympics, the Boys and Girls Club*** and the ***Cops For Kids with Cancer*** organization.
- ✓ The Department sought out state and federal ***grant opportunities*** during FY18 & FY19 to include a Community Oriented Policing Service (COPS) grant to assist in paying the salaries of four officers, as well as grants for bulletproof vests, NARCAN for opioid overdoses, active shooter kits, training in the area of domestic violence and a grant to increase port security measures.





## **FY 2020 Goals & Objectives**

### **Improve the efficiency and effectiveness of police services and safety in the community**

- ✓ Fully staff the Traffic Division to one lieutenant and five patrol officers to reduce motor vehicle accidents through enforcement of traffic laws and ordinances and education of the driving public.
- ✓ Improve responsiveness of dispatch personnel to calls for service by utilizing the services of per diem dispatchers to augment permanent dispatcher staff.
- ✓ Through continuous recruitment and screening and Academy preparation, maintain staffing levels for patrol officers at the strength authorized by City Ordinance. Process and hire approximately seven officers to account for attrition through retirements.
- ✓ The Department has been accredited by the Massachusetts Police Accreditation Commission (MPAC) since 2013 and will undergo the recertification process in 2019. The Department will continue to review and update its internal policies and procedures to maintain accreditation through the Massachusetts Police Accreditation Commission.
- ✓ In an effort to reduce the training time and expense associated with the hiring and training of new recruits, the Department will continue to seek out qualified municipal police officers who desire a lateral transfer to Salem. The acceptance of lateral transfers will enable us to forego the 24-week academy training period and put additional seasoned officers on the street more quickly.
- ✓ Continue participation in the North Eastern Massachusetts Law Enforcement Council (NEMLEC) which serves as a force multiplier for the Department in critical incidents and during high profile City events such as Haunted Happenings.

- ✓ As calls for service require a reliable mobile response by police officers, the Department will conduct a thorough review and assessment of the vehicle fleet. Proactive measures will be taken to extend the life of front-line vehicles and a comprehensive fleet management plan will be developed for FY20 and beyond.
- ✓ Fully implement the hiring of retired police officers to serve as special police officers to work details and provide a police presence at City-sponsored events.
- ✓ To meet accreditation standards and to ensure the integrity of the Department's evidence and seized property holdings, an inventory of the Department's evidence and seized property will be conducted by a neutral/disinterested party (contracted vendor).

#### **Improve Police/community relationship to build and foster trust and legitimacy**

- ✓ Increase police participation in neighborhood association meetings to better understand and address community issues and needs.
- ✓ To promote transparency, in FY20, Department policies and procedures, as well as the publicly releasable daily crime log, will be posted on the Department's public website.
- ✓ Working within the constraints of Civil Service, the Department will endeavor to hire additional qualified candidates who represent the diversity of our community
- ✓ Build upon previous National Night Out events to encourage participation of additional social service agencies and community support organizations to promote services available to our residents.
- ✓ Continue to present Citizens' Police Academies (CPA) and design and implement an advanced CPA for graduates of previous Academies.
- ✓ To better reach at-risk youth, initiate the Police Youth Community Building Program (PYCB).
- ✓ Host ceremonies in FY20 to showcase to the public the work that the Department does to serve our community and recognize community members who have assisted in enhancing public safety.

#### **Effectively address the problem of drugs in our community**

- ✓ Patrol and CID will continue to work collaboratively with state and federal law enforcement agencies and neighboring police departments to share information and work investigations to identify drug dealers and remove them from our streets.
- ✓ Combining the resources of police officers, peer specialists and outreach workers, the Community Impact Unit (CIU) will continue with its "door-knock" program to follow-up on overdoses and offer treatment and support to users and family members.



- ✓ Train at least one additional officer become certified as a drug recognition expert (DRE) in FY20.
- ✓ Upgrade CID's investigative capabilities in the area of narcotics investigations through the procurement of investigative and undercover equipment.

**Reduce crime in our community and increase citizen safety and perception of safety**

- ✓ The Department will continue to utilize the High Risk Homeless Task Force as the primary vehicle to coordinate law enforcement, social services, medical professionals, mental health and substance abuse outreach workers' efforts to address the issue of homelessness in our community.
- ✓ In an effort to maintain accurate crime statistics, continue to train officers on the importance of accurately recording mandated crime reporting data and work with the Department's records management system vendor (NEXGEN) to streamline the reporting procedures and enhance the system's capabilities to analyze crime data. The proper recording and analysis of crime data will assist Department leadership in allocating resources to address identified problem areas.
- ✓ Continue and expand upon the Department's use of social media platforms to provide crime awareness information to citizens.
- ✓ The Department will continue to be a key participant in the City's Problem Property Board by investigating and documenting "problem properties" (i.e. disorderly houses, properties identified as having high incidences of criminal acts etc.) that have been identified through police action, inspectional services, Ward councilors and neighborhood complaints.
- ✓ Officers from the Patrol Division and Community Impact Unit (CIU) will continue to participate in neighborhood association meetings, engage with civic groups and social service agencies to identify areas of concern – particularly types of crime and areas where such crimes are occurring - and develop specific plans on how those concerns should be addressed.
- ✓ Continue to monitor emerging threats (both criminal and terrorist) that may impact high profile City events such as the Independence Day festivities and Haunted Happenings, develop tailored operational plans for police support to these events and strategically deploy officers to mitigate threats.



Outcomes and Performance Measures	Actual FY 2017	Actual FY 2018	Estimated FY 2019	Estimated FY 2020
Calls for Service	38,114	38,647	39,400	40,120
Arrests ( Court Action Taken) / Protective Custody	2,004	2,192	2,290	2,203
Robberies	35	22	25	23
Breaking and Entering	117	95	98	98
Sexual Assaults	31	19	27	17
MV Thefts	39	46	36	44
Larceny	919	880	925	875
Assaults	626	619	638	625
MV Accidents	2,025	2156	1850	2187
MV Citation Violations	5,439	6852	6500	6880
Neighborhood Meetings	38	22	40	45

### Statistics

- ✓ The number of incidents involving juveniles remained consistent from FY17 to FY18; 1,427 in FY17 and 1,406 in FY18.
- ✓ Calls for service involving the elderly in our community (i.e. individuals over the age of 60) increased significantly from 3,064 in FY17 to 4,293 in FY18, a 40.11% increase. This increase is due primarily an increase of scam email and scam telephone calls reported by seniors.
- ✓ Calls for service involving individuals identifying themselves as homeless (i.e. no fixed abode) saw a significant increase (64.65%) from 1,208 in FY17 to 1,989 in FY18.
- ✓ The administration of Naloxone (Narcan) to overdose victims decreased (-17.35%) from 121 incidents in FY17 to 100 incidents in FY18. This decrease is due in part to the greater availability of Narcan to the general public.
- ✓ In FY18, the Criminal Investigations Division (CID) seized in excess of 200 grams of Heroin and Fentanyl and over 100 grams of cocaine. 12 undercover drug operations were mounted in FY18.



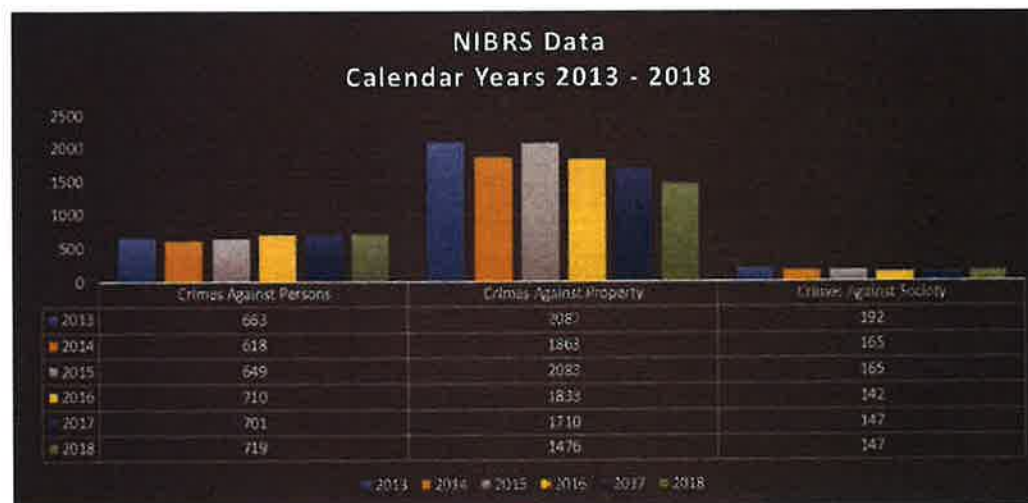


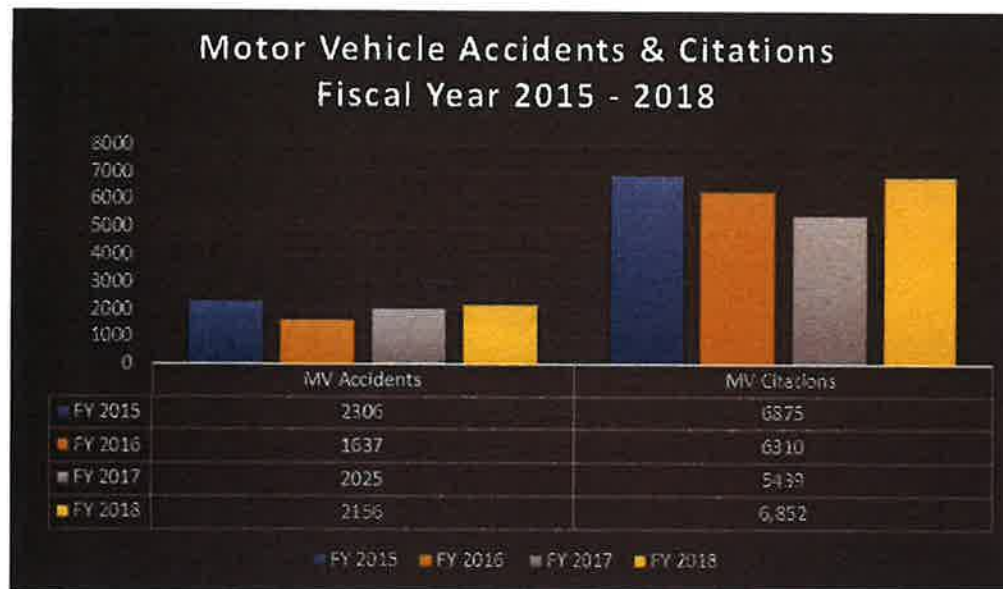
**Calls for service** statistics include incident reports as well as administrative actions requiring record management system input. The Department logged 38,647 calls for service in fiscal year 2018. This was a slight increase over fiscal year 2017 (38,114).

**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** include burglary/breaking & entering, destruction/damage/vandalism of property, fraud, shoplifting, thefts from buildings and motor vehicles and other larcenies.

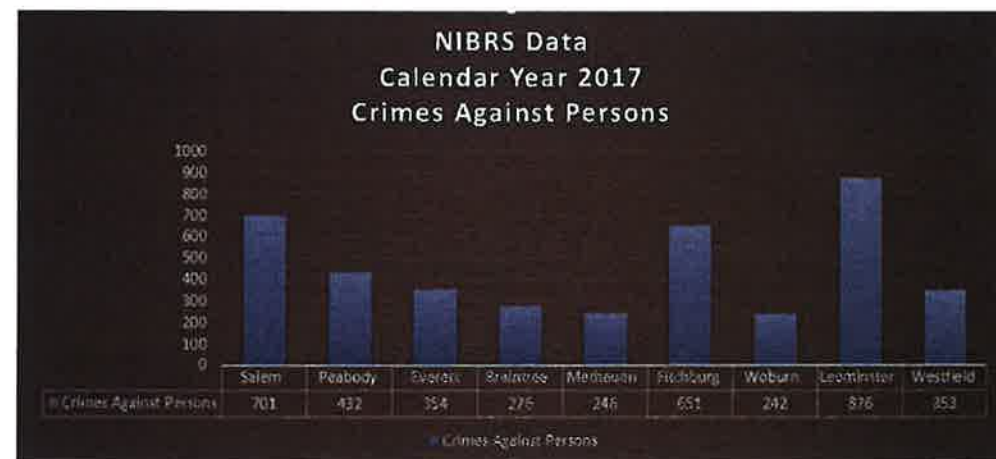
**Crimes against society** include drug and narcotics offenses, prostitution, weapon law violations etc.

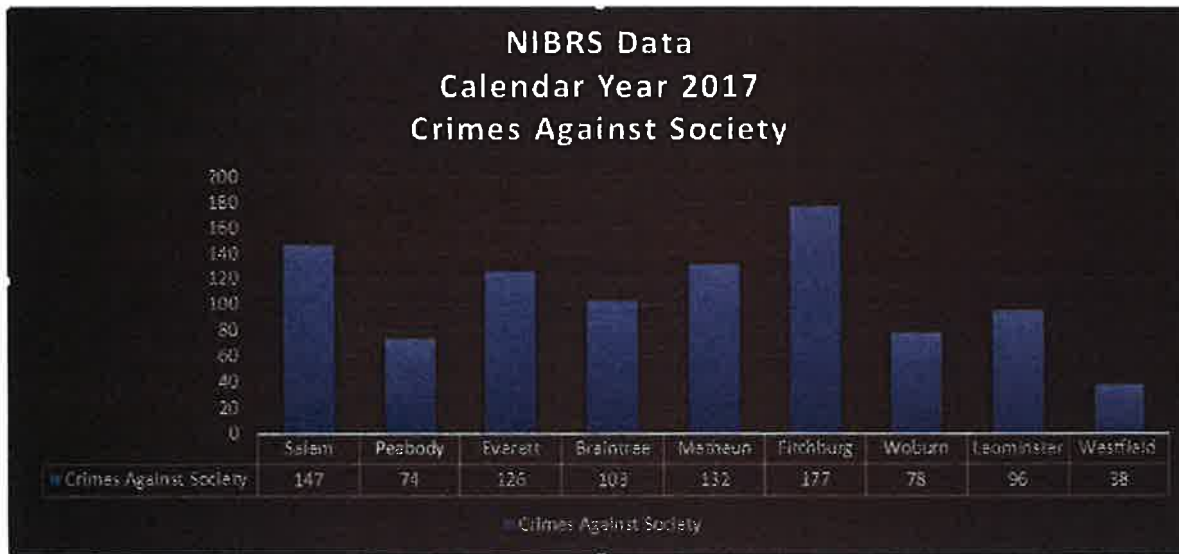




**Motor vehicle accidents** saw a 6.46% increase from fiscal year 2017 to fiscal year 2018. **Citation violations** saw an almost 26% increase in fiscal year 2018 over 2017.

**NIBRS comparison data - Crimes against persons**  
data for Calendar Year 2017 (latest available) for Salem  
and communities with similar populations  
(based on CY15 population estimates)





**NIBRS comparison data - Crimes against society** data for Calendar Year 2017 (latest available) for Salem and communities with similar populations (based on CY15 population estimates)

## How FY 2020 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.**

- Publish the Department's daily (weekly) crime log on the public website. Additionally, post the Department's policies and procedures on the website for public access.
- Through improved training and familiarization, increase the use of CodeRed, the Department's public website and social media platforms such as Facebook and Twitter to rapidly communicate information of public safety or public interest.
- Utilizing a platform similar to the "rolling roll call" which is used to continuously impart information to officers in the Muster Room, deploy a similar program – displaying public safety information, crime bulletins and public service announcements – in the lobby of the police station.
- Utilizing license plate reader (LPR) technology, patrol officers will identify vehicles that are not being legally operated on City streets.
- The Chief of Police and City's Director of Information Technology will meet on a quarterly basis to review the state of the Department's IT systems and develop plans of action to address identified problems and explore ways in which IT systems can assist in crime prevention and the investigation of criminal acts.

- Continue to utilize the video camera surveillance camera system deployed throughout the City and make technical and locational adjustments to enhance coverage of identified problem areas, the City's capital investment areas or in support of specific high-profile events.
- The Department has a senior officer responsible for Departmental response to issues reported through the City's See-Click-Fix program.

**Maintain high level of all public safety services: police and fire**

- Continue the Department's proactive approach to principles of community policing.
- As calls for service require a reliable mobile response by police officers, the Department will conduct a thorough review and assessment of the vehicle fleet. Proactive measures will be taken to extend the life of front-line vehicles and a comprehensive fleet management plan will be developed for FY20 and beyond for presentation to the Mayor.
- Continuously review calls-for-service data and make adjustments in personnel staffing levels and deployment areas to meet demands and address issues.

**Improve traffic and parking enforcement**

- The Chief of Police will meet on a quarterly basis with the City's Director of Parking and Traffic to discuss traffic and parking related issues and develop plans of action to address identified problems. The Traffic Division will maintain open and continuous dialog with the City's Parking and Traffic Department, Ward Councilors and neighborhood associations to respond to traffic and parking related issues.
- One additional traffic officer will be trained in motorcycle operations by attending the two week Police Motorcycle Operator Training course offered through the Northwestern University Center for Public Safety.
- Traffic and Patrol Division officers will continue to target identified problem areas such as high traffic accident areas, illegal parking in neighborhoods and support high-profile City events through the deployment of traffic officers.
- Working in concert with the Parking and Traffic Commission, assist in traffic studies to improve the flow of traffic and enhance safety of roadways, crosswalks and intersections for all forms of transport.

# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Police-Personnel</b>									
12101	5111	SALARIES-FULL TIME	6,752,952.75	6,884,451.00	6,825,687.11	6,539,790.42	6,915,690.00	6,922,917.00	6,922,917.00
12101	5113	SALARIES-PART TIME	76,529.39	110,389.00	110,389.00	90,722.60	120,640.00	122,281.00	122,281.00
12101	5131	OVERTIME (GENERAL)	888,991.55	925,000.00	925,000.00	916,551.60	993,000.00	993,000.00	993,000.00
12101	5136	HOLIDAYS	535,988.21	570,000.00	570,000.00	574,151.19	550,034.00	550,034.00	550,034.00
12101	5138	OUT OF GRADE	10,339.40	15,000.00	15,000.00	11,125.13	15,000.00	15,000.00	15,000.00
12101	5141	LONGEVITY	99,300.00	99,000.00	97,476.69	96,800.00	84,400.00	84,400.00	84,400.00
12101	5142	ELECTIONS	18,365.13	18,000.00	19,523.31	19,523.31	19,000.00	19,000.00	19,000.00
12101	5145	EDUCATION INCENTIVE	698,550.83	854,575.00	854,575.00	695,636.77	813,105.00	813,105.00	813,105.00
12101	5151	WELLNESS	6,000.00	6,500.00	6,500.00	5,000.00	6,500.00	6,500.00	6,500.00
12101	5153	SENIOR/MASTER/VET STIPEND	300,400.00	300,700.00	300,700.00	296,000.00	256,450.00	256,450.00	256,450.00
12101	5154	SPECIALTY STIPEND	40,702.11	47,000.00	47,000.00	47,272.75	47,000.00	47,000.00	47,000.00
12101	5156	SHIFT DIFFERENTIAL	336,513.04	455,000.00	455,000.00	355,186.48	368,100.00	368,100.00	368,100.00
<b>Total Police-Personnel</b>			<b>9,764,632.41</b>	<b>10,285,615.00</b>	<b>10,226,851.11</b>	<b>9,647,760.25</b>	<b>10,188,919.00</b>	<b>10,197,787.00</b>	<b>10,197,787.00</b>
<b>Police-Expenses</b>									
12102	5211	ELECTRICITY	52,619.57	50,000.00	64,000.00	63,473.00	70,000.00	70,000.00	70,000.00
12102	5215	NATURAL GAS	26,424.87	19,000.00	29,200.00	26,888.75	28,500.00	28,500.00	28,500.00
12102	5253	RADIO & VEHICLE MAINT	72,212.40	70,000.00	88,000.00	78,922.28	70,000.00	70,000.00	70,000.00
12102	5272	TECHNOLOGY	77,510.49	87,769.00	81,369.00	81,215.00	83,941.00	83,941.00	83,941.00
12102	5284	EQUIPMENT LEASE	6,880.08	8,500.00	6,900.00	6,880.08	9,500.00	9,500.00	9,500.00
12102	5300	BUILDING MAINT & SERVICES	47,548.56	45,192.00	76,892.00	73,312.33	69,840.00	69,840.00	69,840.00
12102	5317	TRAINING AND EDUCATION	58,630.15	79,100.00	99,100.00	80,192.62	55,800.00	55,800.00	55,800.00
12102	5318	MEDICAL - ACTIVE	108,376.30	50,000.00	39,000.00	27,315.14	50,000.00	50,000.00	50,000.00
12102	5320	CONTRACTED SERVICES	0.00	23,000.00	23,000.00	3,102.00	34,080.00	34,080.00	34,080.00
12102	5326	DIVE TEAM EXPENSES	3,945.34	9,000.00	9,000.00	474.00	6,000.00	6,000.00	6,000.00
12102	5341	TELEPHONE & COMMUNICATIONS	70,145.32	74,764.00	74,764.00	70,795.00	75,357.00	75,357.00	75,357.00
12102	5381	PRINTING AND BINDING	5,370.25	6,500.00	5,500.00	5,476.25	9,500.00	9,500.00	9,500.00
12102	5384	ANIMAL CARE & CONTROL	8,997.49	13,000.00	9,600.00	9,064.61	12,000.00	12,000.00	12,000.00
12102	5421	OFFICE SUPPLIES (GEN	20,791.94	17,000.00	23,853.24	23,076.89	20,000.00	20,000.00	20,000.00
12102	5585	ARMS AND AMMUNITION	23,194.51	27,500.00	27,500.00	22,990.98	29,500.00	29,500.00	29,500.00
12102	5710	IN STATE TRAVEL/MEETINGS	633.60	1,000.00	1,000.00	393.45	1,000.00	1,000.00	1,000.00
12102	5720	OUT OF STATE TRAVEL	0.00	1,000.00	421.76	421.76	1,000.00	1,000.00	1,000.00
12102	5730	DUES AND SUB	17,462.99	18,366.00	19,828.00	19,061.81	18,366.00	18,366.00	18,366.00
12102	5775	COMMUNITY EVENTS	89,253.69	90,100.00	62,663.00	58,062.26	93,600.00	93,600.00	93,600.00
12102	5862	POLICE EQUIPMENT	45,145.86	40,000.00	49,200.00	44,211.18	64,190.00	64,190.00	64,190.00

**CITY OF SALEM - FY 2020 OPERATING BUDGET**

	<b>Expenditures FY 2018</b>	<b>Adopted Budget FY 2019</b>	<b>Adjusted Budget FY 2019</b>	<b>Y-T-D Expenses FY 2019</b>	<b>Department FY 2020</b>	<b>Mayor FY 2020</b>	<b>Council FY 2020</b>
Total Police-Expenses	735,143.41	730,791.00	790,791.00	695,329.39	802,174.00	802,174.00	802,174.00

210	210	Department Total	10,499,775.82	11,016,406.00	11,017,642.11	10,343,089.64	10,991,093.00	10,999,961.00	10,999,961.00
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**FY 2020 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2019 52.0	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2019 0.0%	Dept Prop Rate FY 2020 0.0%	Dept Request FY 2020 52.2	Mayor Rate FY 2020 2.5%	Mayor Proposed FY 2020 52.2	Council Voted FY 2020
BUTLER MARY	210 POLICE	12101-5111	CHIEF		158,875.00		1.00	1	2,958.77	3,116.38	162,675.04	162,675.04	162,675.04	162,675.04	162,675.04
	210 POLICE	12101-5111	CAPTAINS		389,798.12		4.00	4	1,783.73	1,930.35	100,764.27	403,057.08	100,764.27	403,057.08	403,057.08
	210 POLICE	12101-5111	LIEUTENANTS		672,065.68		8.00	8	1,537.70	1,664.01	86,861.32	694,890.58	86,861.32	694,890.58	694,890.58
	210 POLICE	12101-5111	SERGEANTS		1,013,892.04		14.00	14	1,325.60	1,434.49	74,880.38	1,048,325.29	74,880.38	1,048,325.29	1,048,325.29
	210 POLICE	12101-5111	PATROLMEN STEP 5		2,923,752.00		44.00	44	1,124.52	1,124.52	58,699.94	2,582,797.54	58,699.94	2,582,797.54	2,582,797.54
	210 POLICE	12101-5111	PATROLMEN STEP 4		464,775.44		8.00	8	1,117.25	1,117.25	58,320.45	466,583.60	58,320.45	466,583.60	466,583.60
	210 POLICE	12101-5111	PATROLMEN STEP 3		514,903.05		5.00	5	1,100.22	1,100.22	57,431.48	287,157.42	57,431.48	287,157.42	287,157.42
	210 POLICE	12101-5111	PATROLMEN STEP 2		220,594.16		8.00	8	1,060.55	1,060.55	55,360.71	442,885.68	55,360.71	442,885.68	442,885.68
	210 POLICE	12101-5111	PATROLMEN STEP 1				6.00	6	1,013.86	1,013.86	52,923.49	317,540.95	52,923.49	317,540.95	317,540.95
Recruits to Academy	210 POLICE	12101-5111	Academy - 6 months	New-Academy	210,882.12				4 recruits for 6 mos		52,720.53	105,441.06	52,720.53	105,441.06	105,441.06
Recruits to Academy	210 POLICE	12101-5111	Academy - 2 months	New-Academy	17,573.51										
									6 retiring officers work 4 weeks @ 4,498.00 each		26,988.00		26,988.00	26,988.00	26,988.00
CONNORS JAYNE	210 POLICE	12101-5111	ADMIN ASSISTANT	12/06/2010	44,712.19		1.00	1	859.85	859.85	44,884.16	894.24	46,879.53	46,879.53	46,879.53
GREENER FRED	210 POLICE	12101-5111	ADMIN ASSISTANT		40,801.80		1.00	1	786.57	786.57	41,059.11	818.04	42,701.48	42,701.48	42,701.48
MULLIGAN ROBERT	210 POLICE	12101-5111	OFFICE MANAGER	6/12/17	58,655.88		1.00	1	1,128.00	1,128.00	58,881.47	1,173.12	61,236.73	61,236.73	61,236.73
GERMAN INDHIRA	210 POLICE	12101-5111	JR CLERK	10/23/2017	35,700.89		1.00	1	686.55	686.55	35,838.00	714.01	37,271.52	37,271.52	37,271.52
			OIC for Supervisors 900.00 Each for 5		4,500.00				Now budgeted in 5154 - Specialty Stipends						
			AFSCME		287,868.95		5.50				Total AFSCME 1818	346,704.93		346,704.93	346,704.93
					(125,000.00)							(150,000.00)		(150,000.00)	(150,000.00)
					(50,000.00)										
			FY 2019 Budget Reduction by Mayor ->												
					<b>6,884,450.62</b>		<b>107.50</b>		<b>Total Full Time - 5111</b>			<b>6,915,669.91</b>		<b>6,922,916.42</b>	<b>6,922,916.42</b>
LANDERS SALLY	210 POLICE	12101-5113	JR CLERK	12/24/92	15,197.02			19	15.38	15.38	15,255.47	15.77	15,636.86	15,636.86	15,636.86
FAMICO DONALD	210 POLICE	12101-5113	ANIMAL CONTROL	3/1/76	19,742.02			19	19.98	19.98	19,817.95	20.48	20,313.40	20,313.40	20,313.40
GAUTHIER JAMES	210 POLICE	12101-5113	FINGERPRINT EXPERT	10/17/06	30,449.20			16	36.60	36.60	30,566.32	37.51	31,330.47	31,330.47	31,330.47
			Per Diem Dispatchers	NEW	45,000.00			40 X 1.05 hrs per wk	25.00	25.00	55,000.00	25.00	55,000.00	55,000.00	55,000.00
					<b>110,388.24</b>				<b>Total Part Time - 5113</b>		<b>120,639.74</b>		<b>122,280.73</b>	<b>122,280.73</b>	
	210 POLICE	12101-5131	OVERTIME		505,000.00						505,000.00		505,000.00	505,000.00	505,000.00
	210 POLICE	12101-5131	Training		95,000.00						100,000.00		100,000.00	100,000.00	100,000.00
	210 POLICE	12101-5131	OT COURT		126,000.00						126,000.00		126,000.00	126,000.00	126,000.00
	210 POLICE	12101-5131	OT-Events		65,000.00						65,000.00		65,000.00	65,000.00	65,000.00
	210 POLICE	12101-5131	OT HH		135,000.00						172,000.00		172,000.00	172,000.00	172,000.00
	210 POLICE	12101-5131	OT - DISPATCHERS		25,000.00						25,000.00		25,000.00	25,000.00	25,000.00
			FY 2019 Budget Reduction by Mayor ->		(25,000.00)										
					<b>925,000.00</b>				<b>Total Overtime - 5131</b>		<b>993,000.00</b>		<b>993,000.00</b>	<b>993,000.00</b>	<b>993,000.00</b>
	210 POLICE	12101-5136	HOLIDAYS Officers & Dispatch		570,000.00						550,033.60		550,033.60	550,033.60	550,033.60
	210 POLICE	12101-5138	OUT OF GRADE		15,000.00						15,000.00		15,000.00	15,000.00	15,000.00
	210 POLICE	12101-5141	LONGEVITY		99,000.00						84,400.00		84,400.00	84,400.00	84,400.00
	210 POLICE	12101-5142	ELECTIONS		18,000.00						19,000.00		19,000.00	19,000.00	19,000.00
	210 POLICE	12101-5151	WELLNESS		6,500.00			25	250	6,500.00	6,500.00	6,500.00	6,500.00	6,500.00	6,500.00
	210 POLICE	12101-5153	SENIOR/MASTER/VETERAN		300,700.00						256,450.00		256,450.00	256,450.00	256,450.00
	210 POLICE	12101-5154	SPECIALTY STIPEND		47,000.00						47,000.00		47,000.00	47,000.00	47,000.00
					<b>1,056,200.00</b>				<b>OIC - 900 per year X 5 = 4,500</b>		<b>47,000.00</b>		<b>47,000.00</b>	<b>47,000.00</b>	<b>47,000.00</b>
									<b>Total other -</b>		<b>978,383.60</b>		<b>978,383.60</b>	<b>978,383.60</b>	<b>978,383.60</b>
	210 POLICE	12101-5145	EDUCATION INCENTIVE-Old QUINN		729,575.00						650,605.00		650,605.00	650,605.00	650,605.00
	210 POLICE	12101-5145	EDUCATION INCENTIVE-New Hires		125,000.00						162,500.00		162,500.00	162,500.00	162,500.00
					<b>854,575.00</b>				<b>Total Edu Incentive-5145</b>		<b>813,105.00</b>		<b>813,105.00</b>	<b>813,105.00</b>	<b>813,105.00</b>

**FY 2020 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2019 52.0	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2019 0.0%	Dept Prop Rate FY 2020 0.0%	Dept Request FY 2020 52.2	Mayor Rate FY 2020 2.5%	Mayor Proposed FY 2020 52.2	Council Voted FY 2020
	210 POLICE	12101-5156	SHIFT DIFFERENTIAL		455,000.00							368,100.00		368,100.00	368,100.00
	210 POLICE	12101-5156	Night/Weekend Differential-Dispatchers		-				Included in AFSCME FT Amount			-		-	-
					455,000.00				Total Shift/Night Diff-5156			368,100.00		368,100.00	368,100.00
					10,285,613.86		107.50		Department Total			10,188,918.24		10,197,785.75	10,197,785.75

Full-Time Equivalent Employees:	FY 2018	107.50	Total # of Police Officers ->	98.00
	FY 2019	107.50		98.00
	FY 2020	107.50		98.00
	Variance 19 vs. 20	0.00		0.00

GRANT FUNDING					FY 2018	
Police 911 Support Gran	25343-5111	Five Dispatchers	0.30	2	30%	86,736.19
Police Budget	12101-5111	Five Dispatchers	0.70	2	70%	202,384.44
						289,120.63



### FY 2020 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2019 52	F T E	Rate 7.1-17 005 Incr	Incr FY18 2.5%	Rate FY 2018	Incr FY19 2.5%	Rate FY 2019	Incr FY20 2.5%	Calc Rate FY 2020	STEP INCREASES				Depl Request FY 2020 52.2	Mayor FY 2020 52.2	Council FY 2020 52.2
Date	Rate	# Wks Old	New																			
FLOWER AMANDA	210 POLICE	12201-5111	Police Dispatcher	2/11/19	2			0.70	898.04	1.025	920.49	1.025	943.50	1.025	967.09				70%	35,337.50	35,337.50	35,337.50
FLOWER	Shift Differential	12201-5111	Base Rate X 9%						80.82	1.025	82.84	1.025	84.92	1.025	87.04				70%	3,180.37	3,180.37	3,180.37
GRIFFIN MICHAEL	210 POLICE	12201-5111	Police Dispatcher	1/1/2014	2		35,154.76	0.00	965.78	1.025	989.92	1.025	1,014.67	1.025	1,040.04				70%	38,003.04	38,003.04	38,003.04
GRIFFIN	Shift Differential	12201-5111	Base Rate X 9%				3,163.93		86.92	1.025	89.09	1.025	91.32	1.025	93.60				70%	3,420.27	3,420.27	3,420.27
MCKENNA CHARLES	210 POLICE	12201-5111	Police Dispatcher	1/1/2014	2		35,154.76	0.70	965.78	1.025	989.92	1.025	1,014.67	1.025	1,040.04				70%	38,003.04	38,003.04	38,003.04
PATTERSON DONNA	210 POLICE	12101-5111	PRIN CLERK	08/16/1993	2		48,087.52	1.00	924.76	1.025	947.88	1.025	971.58	1.025	995.87				100%	51,984.17	51,984.17	51,984.17
PROSNIIEWSK MICHAEL	210 POLICE	12201-5111	Police Dispatcher Step II/III	10/3/2015	2		35,154.76	0.70	965.78	1.025	989.92	1.025	1,014.67	1.025	1,040.04				70%	38,003.04	38,003.04	38,003.04
PROSNIIEWSK	Shift Differential	12201-5111	Base Rate X 9%				3,163.93		86.92	1.025	89.09	1.025	91.32	1.025	93.60				70%	3,420.27	3,420.27	3,420.27
ROMEOS SARAH	210 POLICE	12201-5111	Police Dispatcher	1/1/2014	2		35,154.76	0.70	898.04	1.025	920.49	1.025	943.50	1.025	967.09				70%	35,337.50	35,337.50	35,337.50
ROMEOS	Shift Differential	12201-5111	Base Rate X 9%				3,163.93		80.82	1.025	82.84	1.025	84.92	1.025	87.04				70%	3,180.37	3,180.37	3,180.37
SARAIVA MELISSA	210 POLICE	12201-5111	Police Dispatcher	1/1/2014	2		35,154.76	0.70	965.78	1.025	989.92	1.025	1,014.67	1.025	1,040.04				70%	38,003.04	38,003.04	38,003.04
STOKES KEEGAN	210 POLICE	12201-5111	Police Dispatcher	1/1/2014	2		35,154.76	0.00	*	1.025	*	1.025	*	1.025	*				70%	*	*	*
STOKES	Shift Differential	12201-5111	Base Rate X 9%				3,163.93		*	1.025	*	1.025	*	1.025	*				70%	*	*	*
VASSY MARK	210 POLICE	12101-5111	SR BLDG CUSTODIAN	11/23/1992	1		48,869.60	1.00	939.60	1.025	963.30	1.025	987.38	1.025	1,012.06				100%	52,829.63	52,829.63	52,829.63
VASSY	Shift Differential	12101-5111	Base Rate X 9%				4,398.26		84.58	1.025	86.70	1.025	88.86	1.025	91.09				100%	4,754.67	4,754.67	4,754.67
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	
							326,187.63	5.50											346,704.93	346,704.93	346,704.93	

**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**Police - 210**

<b>ORG</b>	<b>Object</b>	<b>DESCRIPTION</b>	<b>Voted by Council 2019</b>	<b>Dept Request</b>	<b>Approved by Mayor</b>	<b>Voted by Council</b>
<b>12102</b>	<b>5211 Electricity</b>					
		Based on FY18 and YTD (FY19) expenses, to include On-Point Building	50,000	70,000	70,000	70,000
<b>TOTAL</b>			<b>50,000</b>	<b>70,000</b>	<b>70,000</b>	<b>70,000</b>
<b>12102</b>	<b>5215 Natural Gas</b>					
		Based on FY18 and YTD (FY19) expenses, to include On-Point Building	19,000	28,500	28,500	28,500
<b>TOTAL</b>			<b>19,000</b>	<b>28,500</b>	<b>28,500</b>	<b>28,500</b>
<b>12102</b>	<b>5253 Radio &amp; Vehicle Maintenance and Parts</b>					
		Normal maintenance of fleet, including parts not supplied by DPW, and deductibles	40,000	40,000	40,000	40,000
		AllComm Contract maintenance & repair of portable, mobile and base radios	28,236	28,236	28,236	28,236
		AllComm Repair of portable, mobile and base radios	2,000	1,764	1,764	1,764
		Stoneham Ford - Car #30 - two running boards installed	1,800	-	-	-
		ELSAG License Plate Reader Swap	1,660	-	-	-
		Budget Cuts in FY 2019	(3,696)			
<b>TOTAL</b>			<b>70,000</b>	<b>70,000</b>	<b>70,000</b>	<b>70,000</b>
<b>12102</b>	<b>5272 Technology (originally included with 5300 Bldg Maint &amp; Services)</b>					
		NexGen (CAD/RMS)	22,400	22,400	22,400	22,400
		NexGen (Licenses) PLUS - Netmotion Maintenance and Appeon Maintenance	7,481	3,928	3,928	3,928
		Community cameras maintenance contract (Bridgewave)	26,600	31,575	31,575	31,575
		Cellebrite (Cell phone extraction)	3,700	3,700	3,700	3,700
		CJIS- Live Scan Fingerprinting Machine (L1 Technologies- Idemia)	6,042	5,900	5,900	5,900
		AFFIX Technologies (Fingerprint)	6,383	6,383	6,383	6,383
		Integration Partners (Approved Vendor for CJIS)	730	730	730	730
		Transcor GPS (Trackstar Software)	3,833	3,975	3,975	3,975
		JivaSoft On-Dty/X-Tra Duty enhanced scheduling	5,600	3,850	3,850	3,850
		PMAM	1,500	1,500	1,500	1,500
<b>TOTAL</b>			<b>84,269</b>	<b>83,941</b>	<b>83,941</b>	<b>83,941</b>
<b>12101</b>	<b>5284 Equipment Lease</b>					
		Lease 2 Copiers ( 1color/ 1Blk & White plus copies)	8,500	7,500	7,500	7,500
		Copier maintenance & service (American Lazer & Xerox) (FY19 - Technology)	3,500	2,000	2,000	2,000
<b>TOTAL</b>			<b>8,500</b>	<b>9,500</b>	<b>9,500</b>	<b>9,500</b>
<b>12102</b>	<b>5300 Bldg Maintenance &amp; Services</b>					
		Bldg. Services & maintenance not covered by contract (estimated)	17,500	17,500	17,500	17,500
		Custodial Supplies *Coast, Winer, Hayden, Aramark	6,500	7,800	7,800	7,800
		HVAC maintenance - Falite (YTD - \$18,772)	3,500	25,000	25,000	25,000
		General Inspections and services ( Boiler, Elevator and Cells- Sprinklers etc.)	12,100	12,100	12,100	12,100
		Outdoor Equip./Grounds Maint./Landscaping-Lawn mower,snowblower,sprinklers	3,000	3,000	3,000	3,000
		Terminix	840	940	940	940
		Property lockers - Male officers lockers (6)	552	3,500	3,500	3,500
		Lockers in Dispatch Area	1,200	-	-	-
<b>TOTAL</b>			<b>45,192</b>	<b>69,840</b>	<b>69,840</b>	<b>69,840</b>

**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**Police - 210**

<b>ORG</b>	<b>Object</b>	<b>DESCRIPTION</b>	<b>Voted by Council 2019</b>	<b>Dept Request</b>	<b>Approved by Mayor</b>	<b>Voted by Council</b>
<b>12102</b>	<b>5317 Training and Education</b>					
		MGL updates,mandated posters, Printed, Legal Updates, I.D. Manuals	5,500	5,500	5,500	5,500
		Leadership and Supervisory Training & Dive Training (6 members)	13,500	13,500	13,500	13,500
		Academy Training for 4 new recruits Tuition	40,000	16,000	16,000	16,000
		Mandated Training & Supplemental (Legal Updates/,K9 In-service)	5,000	5,000	5,000	5,000
		Apple computers/Books for 4 New Recruits	3,500	1,400	1,400	1,400
		Recertification for Defensive Tactics & Taser Instructors training (x2)	1,700	4,500	4,500	4,500
		Inservice training	7,500	7,500	7,500	7,500
		MA Police Accreditation	2,400	2,400	2,400	2,400
<b>TOTAL</b>			<b>79,100</b>	<b>55,800</b>	<b>55,800</b>	<b>55,800</b>
<b>12102</b>	<b>5318 Medical - Active</b>					
		Psychological consults, medical costs and drug screens-Active / Retirees	50,000	50,000	50,000	50,000
<b>TOTAL</b>			<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
<b>12102</b>	<b>5320 Contracted Services</b>					
		Outreach Specialist	23,000	23,000	23,000	23,000
		Evidence Room audit - Contracted service	-	9,000	9,000	9,000
		Toni Mertz (MUNIS-OnDuty Payroll Link) est 16 hrs - \$130 p/hr.	-	2,080	2,080	2,080
<b>TOTAL</b>			<b>23,000</b>	<b>34,080</b>	<b>34,080</b>	<b>34,080</b>
<b>12102</b>	<b>5326 Dive Team</b>					
		Replacement and repair of Robotics & tanks & truck repair/equip	4,000	6,000	6,000	6,000
<b>TOTAL</b>			<b>4,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>
<b>12102</b>	<b>5341 Telephone &amp; Communications</b>					
		Verizon/ AT&T - avg monthly	16,800	17,200	17,200	17,200
		SCC Systems- maintenance yearly	1,500	1,500	1,500	1,500
		Verizon Wireless - Cruiser air time- modems \$40/month x 23 units	11,040	11,040	11,040	11,040
		Comcast Internet Services / Cable / DCJIS Access	3,360	3,360	3,360	3,360
		On Point Building Alarm Services (Instant Alarm)	360	360	360	360
		CID / Specialty Units / Department cellphone coverage	26,000	26,000	26,000	26,000
		Code Red Yearly maintenance & Code Red Weather	15,704	15,897	15,897	15,897
<b>TOTAL</b>			<b>74,764</b>	<b>75,357</b>	<b>75,357</b>	<b>75,357</b>
<b>12102</b>	<b>5381 Printing and Binding</b>					
		Bus. cards, Detail Slips, Warnings, Prop. Tags,Taxi Medallions, Public Safety Campaigns	6,500	6,500	6,500	6,500
		Taxi/Constable card maker system	-	3,000	3,000	3,000
<b>TOTAL</b>			<b>6,500</b>	<b>9,500</b>	<b>9,500</b>	<b>9,500</b>
<b>12102</b>	<b>5384 Animal Care &amp; Control</b>					
		Temporary housing for stray/dangerous animals & transportation- City of Salem	7,000	6,000	6,000	6,000
		Kenneling and Veterinary Care for SPD K-9's (3)	6,000	6,000	6,000	6,000
<b>TOTAL</b>			<b>13,000</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>
<b>12102</b>	<b>5421 Office Supplies (General)</b>					
		General Office supplies as needed (based on FY18 & YTD FY19 expenses)	17,000	20,000	20,000	20,000
<b>TOTAL</b>			<b>17,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>

**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**Police - 210**

<b>ORG</b>	<b>Object</b>	<b>DESCRIPTION</b>	<b>Voted by Council 2019</b>	<b>Dept Request</b>	<b>Approved by Mayor</b>	<b>Voted by Council</b>
<b>12102</b>	<b>5585 Arms and Ammunition</b>					
		Ammo for mandatory state qualification and training of all officers/ new recruits	25,000	25,000	25,000	25,000
		Instructor Firearm Recertification - (3)	2,500	4,500	4,500	4,500
<b>TOTAL</b>			<b>27,500</b>	<b>29,500</b>	<b>29,500</b>	<b>29,500</b>
<b>12102</b>	<b>5710 In-State Travel/Meetings</b>					
		In-State conferences, training, investigations, etc. - travel, EZ Pass ,parking, fees, etc	1,000	1,000	1,000	1,000
<b>TOTAL</b>			<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
<b>12102</b>	<b>5720 Out-of-State Travel</b>					
		Any travel out of state for conferences, training, investigations, etc.	1,000	1,000	1,000	1,000
<b>TOTAL</b>			<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
<b>12102</b>	<b>5730 Dues and Subscriptions</b>					
		Plymouth County Commissioner- Vehicle Bid	200	200	200	200
		NEMLEC Command Vehicle (1 install per year for 3 years)	1,666	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	16,500
<b>TOTAL</b>			<b>18,366</b>	<b>18,366</b>	<b>18,366</b>	<b>18,366</b>
<b>12102</b>	<b>5775 Community Events</b>					
		4th of July, Halloween ( Boston PD, NEMLEC,local PD's & Sheriff's Dept.)	76,500	76,000	76,000	76,000
		National Night Out / Essex County Summer Program (buses/tuition)	6,600	8,000	8,000	8,000
		Annual Opiate Awareness Day, Heroin Outreach, Citizens /Youth Police Academies	5,000	4,000	4,000	4,000
		4 Week H.S. - Youth Team building Boot Camp & mentoring program	-	3,600	3,600	3,600
		Outreach materials	2,000	2,000	2,000	2,000
<b>TOTAL</b>			<b>90,100</b>	<b>93,600</b>	<b>93,600</b>	<b>93,600</b>
<b>12102</b>	<b>5862 Police Supplies &amp; Equipment</b>					
		Gen. equip, radar & Sign Board maint, AED Batteries, T3 Battery Replacements,Tint Meters 10	25,000	27,000	27,000	27,000
		Motorola Solutions (new radios for new hires)	11,634	11,634	11,634	11,634
		Motorola Solutions (batteries/microphones/chargers)	6,916	6,916	6,916	6,916
		Accreditation Certificates and Cruiser Decals	540	540	540	540
		Simons (Uniforms, etc. for 4 new recruits \$400/each)	4,000	1,600	1,600	1,600
		Taser Replacement Supplies	1,800	3,500	3,500	3,500
		Muster Room 8 (was T-3 maintenance in FY19)	4,000	8,000	8,000	8,000
		CID surveillance and investigation equipment	-	5,000	5,000	5,000
		Budget Cuts in FY 2019	(13,890)	-	-	-
<b>TOTAL</b>			<b>40,000</b>	<b>64,190</b>	<b>64,190</b>	<b>64,190</b>
<b>TOTAL PROPOSED</b>			<b>724,041</b>	<b>802,174</b>	<b>802,174</b>	<b>802,174</b>

**FY 2020 BUDGET  
POLICE DEPARTMENT PERSONNEL**

Rank	Name	Base Salary	#		Rank	Name	Base Salary	#	
Chief	Butler, Mary	162,052.00	1	162,052.00	Patrolmen - 5	Nguyen	58,475.04		
Captains	Losolfo	100,373.00				O'Donnell, N.	4,498.00	EVID	
	Stephens	100,373.00				O'Leary	58,475.04		
	Ryan	100,373.00				Pelletier	58,475.04	CID	
	Prosniewski	100,373.00	4	401,492.00		Phelan	4,498.00	CIU	
Lieutenants	Berube	86,528.47				Pierce	58,475.04		
	Bona	86,528.47	CID			Puleo	58,475.04		
	Burke	86,528.47				Reardon	58,475.04		
	Desmond	86,528.47				Regan	58,475.04		
	Gaudet	86,528.47				Riley	58,475.04		
	Gilligan	86,528.47				Rocheville, K.	58,475.04		
	King	86,528.47				Rondinelli	58,475.04		
	Tucker, Dv.	86,528.47	8	692,227.76		Ruiz	58,475.04		
Sergeants	Carter	74,593.50				Salvo	4,498.00	TRF	
	Dacy	74,593.50				Sano	58,475.04	CID	
	Doyle	74,593.50	FA			Scialdone	58,475.04		
	Dunn	74,593.50				Sears	58,475.04		
	Gagnon, E.	74,593.50				Soto	58,475.04		
	Hanson	74,593.50				St.Pierre, B.	58,475.04	SRO	
	Lubas	74,593.50	K-9			Troncoso	58,475.04	TRF	
	Makros	74,593.50				Vaillancourt	58,475.04	CIU	
	Manninen	74,593.50				Vangelist	58,475.04		
	Priddy	74,593.50				White	58,475.04		
Relire 7/19	Rocheville	74,593.50	CIU			Zinn	58,475.04	50	2,653,866.80
	St. Pierre, K	74,593.50	CID					6 to Retire	
	Tucker	74,593.50			Patrolmen - 4	Beaupre	58,096.93		
	Verrette	74,593.50	14	1,044,309.00		Canela	58,096.93		
						Frias	58,096.93		
						Green	58,096.93		
Patrolmen - 5	Anderson	4,498.00				Malonek	58,096.93		
	Andrus	58,475.04	K-9			Moran	58,096.93		
	Arundel	58,475.04				Springer	58,096.93		
	Ball	58,475.04				Whitaker	58,096.93	8	464,775.44
	Bedard, Jon	58,475.04	K-9		Patrolmen - 3	Canty	57,211.45		
	Bedard, James	58,475.04				Crabtree	57,211.45		
	Boulay	58,475.04	SRO			Julio	57,211.45		
	Brennan	4,498.00	CID			Musto	57,211.45		
	Connolly	58,475.04	CID			Ryan, D.	57,211.45	5	286,057.25
	Cunningham, R.	58,475.04	CID		Patrolmen - 2	Claudino	55,148.54		
	Dubiel	58,475.04				Carter, A.	55,148.54		
	Fisher	58,475.04				Jaworski	55,148.54		
	Gagnon, D.	58,475.04	TRF			Lam	55,148.54		
	Gaito	58,475.04	CID			Famico	55,148.54		
	Gauthier	58,475.04				Shute	55,148.54		
	Gerrard	58,475.04				Stokes	55,148.54		
	Gonzalez	58,475.04				Sicard	55,148.54	8	441,188.32
	Gross	58,475.04			Patrolmen - 1				
	Johnson	58,475.04				Replacements for officers slated	52,720.53		
	Lariviere	58,475.04	VSO			to retire - academy - FY19	52,720.53		
	Levesque	58,475.04	TRF				52,720.53		
	Luti	58,475.04					52,720.53		
	Mazola	58,475.04	TRF				52,720.53		
	McDonnell	58,475.04					52,720.53		
	Monk, K.	58,475.04					52,720.53	6	316,323.18
	Monk, R.	58,475.04							
						4 Recruits to Academy for	26,360.27		
						prospective retirees - late FY2020	26,360.27		
							26,360.27		
							26,360.27		105,441.06
Retiring - July 2019									
Prospective Retirement 2019/20									
Pending Disability Retirement									
Total # Superiors & Officers ->								104	6,567,732.81

# 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 2020

The increase to the state minimum wage will impact part-time labor costs.

## Recent Accomplishments

- Participated in the planning and execution of multi-agency, maritime specific, active threat exercise in Boston
- Assisted with development of active threat plan focusing on area maritime domain.
- Coordinated visit/access for visiting "Good Will" Vessels.
- Provided logistical support for vessels participating in Panerai Classic Yacht Challenge.



- Appointed to the Review Committee to evaluate Federal Port Security Grant Fund Applications from COTP zone-Boston.
- Secured standardized marine training for area Harbormasters.
- Coordinated and promoted recreational boater safety classes in Salem.





## 2020 Goals and Objectives

- Work with the Salem Port Authority to establish appropriate marine operations and complimentary development within the DPA.
- Promote visits from high profile “Good Will” vessels.
- Conduct risk base analysis and facility security assessment for port area.
- Re-draft Facility Security Plan for continued MTSA compliance.
- Collaborate with federal and local maritime stakeholders to repair and maintain aids to navigation (ATONS) in Salem’s AOR.
- Full implementation of web-based geographically oriented Harbor management system.



Outcomes and Performance Measures	Actual FY 2017	Actual FY 2018	Estimated FY 2019	Estimated FY 2020
<b>MOORING INFORMATION</b>				
MOORINGS RECORDS	1558	1321	1575	1350
MOORINGS CATALOGED	1268	1026	1275	1055
SLIPS CATALOGED	290	295	300	295

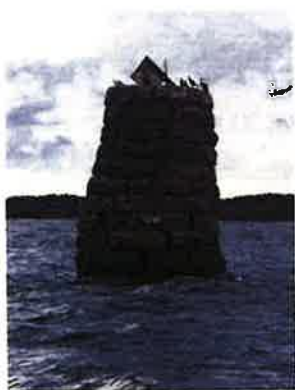
MOORING / SLIP FEE'S COLLECTED	1417	1292	1500	1325
WARNING TAGS ISSUED	86	97	100	100
MOORING CALLS (UNAUTHORIZED USE OR BOATS HITTING)	22	38	20	30
<b>SHIP ESCORT &amp; INSPECTIONS / POWER PLANT SERVICE</b>				
TANKSHIP/BULK/ VESSEL ESCORT & INSPECTION INBOUND	1	0	0	0
TANKSHIP/BULK/ VESSEL ESCORT & INSPECTION OUTBOUND	1	0	0	0
SPECIAL PROJECT GARGO ESCORT & INSPECTION (ARRIVAL & DEPARTURE)				
FACILITY SECURITY RESPONSE	28	32	30	30
<b>PASSENGER VESSEL ACTIVITY</b>				
VESSEL ESCORT & ASSIST	10*	8	5	5
<b>LAW ENFORCEMENT</b>				
FOUND/LOST/STOLEN BOATS	7	20	10	10
BREAKING AND ENTERING	7	3	5	5
ABANDONED BOATS	3	4	2	2
FUEL SPILLS	3	16	2	5
DOMESTICS/ PUBLIC COMPLAINT	7	11	10	10
LARCENY	3	6	5	5
MOVING & CITY VIOLATIONS	16/18		20/20	
CASES THAT REACH COURT	6	5	5	5
WARNING/SAFETY STOP	98		100	
LEAVING SCENE OF/ ACCIDENT	4	5	3	3
ARREST/PROTECTIVE CUSTODY	2	1	2	2
<b>SAR RESPONSES (SEARCH &amp; RESCUE)</b>				
FATALITIES	3	1	0	0
MAYDAYS	29	26	30	30
GROUNDINGS SOFT	4	6	5	5
TOWS	46	51	40	40
DEWATERINGS (PREVENT SINKING)	62	55	65	60
FLARE SIGHTINGS	6	4	5	5
CAR IN WATER	0	0	0	0
COLLISIONS	5	2	3	3
MANOVERBOARD	5	7	5	5
MED AID	8		6	
OVERDUE	2	7	3	5
<b>MUTUAL AID REQUESTS</b>				
MARBLEHEAD	5	7	5	5



BEVERLY	12	10	10	10
MANCHESTER	2	5	4	4
COAST GUARD	6	12	5	10
MEP	6	7	5	5
OTHER CALLS	422	441	400	425

## How FY 2020 Departmental Goals Relate to City's Overall Long & Short Term Goals

- Research and explore opportunities for maritime commerce.
- Follow through with planned projects to enhance access to waterway and promote marine related tourism.
- Maintain the highest level of readiness while providing guidance and educational resources for waterway users.
- Enhance the use of technology for efficient waterway management.



Bowditch Ledge Marker – Before and After



# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Harbormaster-Personnel</b>									
12951	5111	SALARIES-FULL TIME	123,263.43	129,992.00	129,992.00	127,480.69	130,492.00	242,195.00	242,195.00
12951	5113	SALARIES-PART TIME	91,405.83	105,710.00	105,710.00	91,061.71	108,098.00	108,098.00	108,098.00
<b>Total Harbormaster-Personnel</b>			<b>214,669.26</b>	<b>235,702.00</b>	<b>235,702.00</b>	<b>218,542.40</b>	<b>238,590.00</b>	<b>350,293.00</b>	<b>350,293.00</b>
<b>Harbormaster-Expenses</b>									
12952	5211	ELECTRICITY	2,355.25	2,500.00	2,500.00	1,715.30	2,500.00	2,500.00	2,500.00
12952	5244	VEHICLE REPAIR AND M	10,942.49	11,250.00	12,250.00	11,498.39	11,250.00	11,250.00	11,250.00
12952	5317	EDUCATIONAL TRAINING	3,262.83	3,500.00	3,000.00	2,831.05	3,500.00	3,500.00	3,500.00
12952	5320	CONTRACTED SERVICES	1,000.47	1,700.00	402.69	402.69	1,700.00	1,700.00	1,700.00
12952	5341	TELEPHONE	4,526.90	4,800.00	4,800.00	4,780.49	4,800.00	4,800.00	4,800.00
12952	5353	HAULING FLOATS/BOATS	5,998.04	6,000.00	6,000.00	5,282.06	6,000.00	6,000.00	6,000.00
12952	5381	PRINTING AND BINDING	735.00	750.00	675.00	675.00	750.00	750.00	750.00
12952	5421	OFFICE SUPPLIES (GEN	1,599.64	2,000.00	2,872.31	2,131.86	2,000.00	2,000.00	2,000.00
12952	5481	GASOLINE/DIESEL FUEL	10,616.54	13,000.00	13,000.00	11,011.84	13,000.00	13,000.00	13,000.00
12952	5791	UNIFORMS	2,674.84	3,500.00	3,500.00	3,138.75	3,500.00	3,500.00	3,500.00
<b>Total Harbormaster-Expenses</b>			<b>43,712.00</b>	<b>49,000.00</b>	<b>49,000.00</b>	<b>43,467.43</b>	<b>49,000.00</b>	<b>49,000.00</b>	<b>49,000.00</b>
<b>110</b>	<b>295</b>	<b>Department Total</b>	<b>258,381.26</b>	<b>284,702.00</b>	<b>284,702.00</b>	<b>262,009.83</b>	<b>287,590.00</b>	<b>399,293.00</b>	<b>399,293.00</b>

**FY 2020 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2019 52.0	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2019 0.0%	Dept Prop Rate FY 2020 0.0%	Dept Request FY 2020 52.2	Mayor Rate FY 2020 2.5%	Mayor Proposed FY 2020 52.2	Council Voted FY 2020
MCHUGH WILLIAM	110 HARBORMASTER	12951-5111	HARBORMASTER	7/12/2011	78,991.08	**	1.00		100.0%	1,519.06	1,519.06	79,294.89	1,519.06	79,294.89	79,294.89
MCHUGH WILLIAM	110 HARBORMASTER	12951-5111	Port Authority Director			**							192.31	10,038.46	10,038.46
MULLIGAN PATRICK	110 HARBORMASTER	12951-5111	Office Manager/Asst Harbmstr	7/1/13	51,000.08		1.00	1	100%	980.77	980.77	51,196.24	1,005.29	52,476.14	52,476.14
New Position	110 HARBORMASTER	12951-5111	Port Authority Deputy Planner			**	1.00	1	100%				1,923.08	100,384.78	100,384.78
					<b>129,991.16</b>		<b>3.00</b>	<b>Total Full Time - 5111</b>				<b>130,491.13</b>		<b>242,194.27</b>	<b>242,194.27</b>
Pump Out	110 HARBORMASTER	12951-5113	Pump Out Operators		2,695.00		0.25	245 man hours		12.00	12.75	3,123.75	12.75	3,123.75	3,123.75
Pump Out	110 HARBORMASTER	12951-5113	Pump Out Operators		2,695.00		0.25	245 man hours		12.00	12.75	3,123.75	12.75	3,123.75	3,123.75
Deckhand/Utility	110 HARBORMASTER	12951-5113	Deckhand/Utility		14,880.00			1240 man hours		12.00	12.75	15,810.00	12.75	15,810.00	15,810.00
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	12.75	10,200.00	12.75	10,200.00	10,200.00
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
					<b>105,710.00</b>			<b>Total PartTime - 5113</b>				<b>108,097.50</b>		<b>108,097.50</b>	<b>108,097.50</b>
					<b>235,701.16</b>		<b>3.00</b>	<b>Department Total</b>				<b>238,588.63</b>		<b>350,291.77</b>	<b>350,291.77</b>

Full-Time Equivalent Employees:	FY 2018	2.00
	FY 2019	2.00
	FY 2020	3.00
	Variance 19 vs. 20	1.00

MCHUGH WILLIAM	110 HARBORMASTER	12951-5111	HARBORMASTER	94.70%	1,519.06	75,092.26	
	Footprint - CBA Money	12951-5111		5.30%	1,519.06	4,202.63	79,294.89

**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.**

\*\* Footnote: Footprint has provided \$160k, mitigation funding, to be used to establish a Salem Port Authority

**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**HARBORMASTER - 110**

ORG		EXPENSE TITLE	Voted By Council 2019	Dept Request	Approved by Mayor	Voted by Council
12952	5211	<b>ELECTRICITY</b>				
		General electrical costs	2,500	2,500	2,500	2,500
<b>TOTAL</b>			<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>
12952	5244	<b>VEHICLE REPAIR AND MAINTENANCE</b>				
		These funds allow for department vessels and their trailers to receive routine maintenance and repairs from mechanical or electrical failure. Due to the harsh salt water environment, all equipment suffer adverse effects even with proactive maintenance.	11,250	11,250	11,250	11,250
<b>TOTAL</b>			<b>11,250</b>	<b>11,250</b>	<b>11,250</b>	<b>11,250</b>
12952	5317	<b>EDUCATIONAL TRAINING</b>				
		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	3,500
<b>TOTAL</b>			<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>
12952	5320	<b>Contracted Services</b>				
		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	1,700
<b>TOTAL</b>			<b>1,700</b>	<b>1,700</b>	<b>1,700</b>	<b>1,700</b>
12952	5341	<b>TELEPHONE &amp; COMMUNICATIONS</b>				
		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	4,800
<b>TOTAL</b>			<b>4,800</b>	<b>4,800</b>	<b>4,800</b>	<b>4,800</b>
12952	5353	<b>HAULING FLOATS/BOATS</b>				
		These funds are used to pay marine trucking contractors to haul out and properly secure abandoned boats on land before they become a hazard. Legal action is taken against derelict owners. If the vessels are deemed abandoned by the court, they are auctioned or destroyed depending on condition. Also parts and minor repairs to City floats and ground tackle systems are funded with these monies.	1,000	1,000	1,000	1,000
		<i>Hauling Floats money moved from Park &amp; Rec budget - FY 2015</i>	5,000	5,000	5,000	5,000
<b>TOTAL</b>			<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>
12952	5381	<b>PRINTING AND BINDING</b>				
		Mooring and slip permit decals are funded through this item.	750	750	750	750
<b>TOTAL</b>			<b>750</b>	<b>750</b>	<b>750</b>	<b>750</b>
12952	5421	<b>OFFICE SUPPLIES (GENERAL)</b>				
		General Office & Medical Supplies as needed	2,000	2,000	2,000	2,000
<b>TOTAL</b>			<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
12952	5481	<b>GASOLINE/DIESELFUEL</b>				
		Fuel and oil to operate the department's boats.	13,000	13,000	13,000	13,000
<b>TOTAL</b>			<b>13,000</b>	<b>13,000</b>	<b>13,000</b>	<b>13,000</b>
12952	5791	<b>UNIFORMS</b>				
		Defrays costs to employees for uniforms, duty equipment and survival gear.	3,500	3,500	3,500	3,500
<b>TOTAL</b>			<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>
<b>Total Proposed</b>			<b>49,000</b>	<b>49,000</b>	<b>49,000</b>	<b>49,000</b>

# ***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 2020**

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 2020 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 2017	Actual FY 2018	Estimated FY 2019	Estimated FY 2020
<b>Annual</b>				
Number of permits--- Building ,plumbing and Gas and certificates of inspection	2638	2543	2600	2800
Revenue	\$2,320,520	\$761,442	770,000	1,000,000

### How FY 2020 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 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Pub Prop/Inspections-Personnel</b>									
12411	5111	SALARIES-FULL TIME	448,342.12	526,414.00	527,072.61	521,959.39	545,005.00	651,343.00	651,343.00
12411	5113	SALARIES-PART TIME	25,650.00	27,208.00	27,208.00	26,686.26	27,313.00	27,996.00	27,996.00
12411	5131	OVERTIME (GENERAL)	1,455.49	5,000.00	5,000.00	2,241.49	5,000.00	5,000.00	5,000.00
<b>Total Pub Prop/Inspections-Personnel</b>			<b>475,447.61</b>	<b>558,622.00</b>	<b>559,280.61</b>	<b>550,887.14</b>	<b>577,318.00</b>	<b>684,339.00</b>	<b>684,339.00</b>
<b>Bldg/Gas/Plumb Insp - Expenses</b>									
12412	5295	SAFETY GEAR	500.00	1,500.00	1,500.00	1,462.42	1,500.00	1,500.00	1,500.00
12412	5320	CONTRACTED SERVICES	18,144.02	4,000.00	10,649.00	1,247.38	20,150.00	20,150.00	20,150.00
12412	5381	PRINTING AND BINDING	432.45	450.00	450.00	318.75	450.00	450.00	450.00
12412	5421	OFFICE SUPPLIES (GEN	1,809.15	2,000.00	2,000.00	1,038.92	2,000.00	2,000.00	2,000.00
12412	5451	CUSTODIAL SUPPLIES	11,195.89	13,000.00	13,000.00	6,460.69	13,000.00	13,000.00	13,000.00
12412	5710	IN STATE TRAVEL/MEETINGS	8,465.53	12,000.00	12,000.00	9,877.02	12,000.00	12,000.00	12,000.00
12412	5713C	EXPENSES-CLEAN IT/LIEN IT	550.00	2,000.00	2,000.00	600.00	2,000.00	2,000.00	2,000.00
12412	5778	SEALER WEIGHTS & MEASURERS E	337.83	1,000.00	1,000.00	487.96	1,000.00	1,000.00	1,000.00
<b>Total Bldg/Gas/Plumb Insp - Expenses</b>			<b>41,434.87</b>	<b>35,950.00</b>	<b>42,599.00</b>	<b>21,493.14</b>	<b>52,100.00</b>	<b>52,100.00</b>	<b>52,100.00</b>
<b>220</b>	<b>241</b>	<b>Department Total</b>	<b>516,882.48</b>	<b>594,572.00</b>	<b>601,879.61</b>	<b>572,380.28</b>	<b>629,418.00</b>	<b>736,439.00</b>	<b>736,439.00</b>



**FY 2020 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2019 52.0	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2019 0.0%	Dept Prop Rate FY 2020 0.0%	Dept Request FY 2020 52.2	Mayor Rate FY 2020 2.5%	Mayor Proposed FY 2020 52.2	Council Voted FY 2020
CUMMINGS STEVENS	220 PUBLIC PROP-INSP	12411-5111	Asst. Bldg Insp-Sanitarian	8/22/17	55,079.92		1.00	1	100%	1,098.46	1,098.46	57,339.61	1,153.38	60,206.59	60,206.59
GUIDA MICHAEL	220 PUBLIC PROP-INSP	12411-5111	PLUMBING & GAS INSP		63,886.20		1.00	1	100%	1,229.89	1,229.89	64,200.26	1,291.38	67,410.27	67,410.27
LUTRZYKOWSKI MICHAEL	220 PUBLIC PROP-INSP	12411-5111	Asst Dir of City Facilities	9/29/11	64,529.83		1.00	1	100%	1,240.96	1,240.96	64,778.11	1,303.01	68,017.02	68,017.02
ORFANOS STAVROULA	220 PUBLIC PROP-INSP	12411-5111	ASST BUILDING INSPEC		56,099.88		1.00	1	100%	1,078.85	1,078.85	56,315.97	1,132.79	59,131.77	59,131.77
ROSS DENNIS	220 PUBLIC PROP-INSP	12411-5111	PLUMBING & GAS INSP	03/30/1987					100%		Retired	-			
ST PIERRE THOMAS	220 PUBLIC PROP-INSP	12411-5111	INSPECTIONAL SERVICE DIR	4/2/1998	96,122.50		1.00	1	100%	1,848.51	1,848.51	96,492.20	1,922.45	100,351.89	100,351.89
New	220 PUBLIC PROP-INSP	12411-5111	Facilities Director				1.00	1	100%			*	1,730.77	90,346.19	90,346.19

190,693.06      4.00      Total AFSCME 1818      205,878.81      205,878.81      205,878.81

<b>526,413.39</b>	<b>10.00</b>	<b>Total Full Time - 5111</b>	<b>545,004.96</b>	<b>651,342.54</b>	<b>651,342.54</b>
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DOYLE JOHN	220 PUBLIC PROP-INSP	12411-5113	SEALER WEIGHTS/MEAS	1/2/2008	27,208.01			19 hours per wk	27.54	27.54	27,312.65	28.23	27,995.47	27,995.47
					<b>27,208.01</b>			<b>Total PartTime - 5113</b>			<b>27,312.65</b>		<b>27,995.47</b>	<b>27,995.47</b>

5,000.00			5,000.00	5,000.00	5,000.00
<b>5,000.00</b>		<b>Overtime - 5118</b>	<b>5,000.00</b>	<b>5,000.00</b>	<b>5,000.00</b>

<b>558,621.39</b>	<b>10.00</b>	<b>Department Total</b>	<b>577,317.61</b>	<b>684,338.01</b>	<b>684,338.01</b>
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Full-Time Equivalent Employees:	FY 2018	8.70
	FY 2019	9.00
	FY 2020	10.00
	Variance 19 vs. 20	1.00



**FY 2020 AFSCME 1818 UNION EMPLOYEE RATES**

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2019 52	F T E	Rate 7.1.17 .005 Incr	Incr FY18 2.5%	Rate FY 2018	Incr FY19 2.5%	Rate FY 2019	Incr FY20 2.5%	Calc Rate FY 2020	STEP INCREASES				Dept Request FY 2020 52 2	Mayor FY 2020 52 2	Council FY 2020 52 2	
															Date	Rate	# Wks Old	New				
CONNOR JONATHAN	220 PUBLIC PROP-INSP	12411-5111	SR BLDG CUST	7/25/16	1	48,870.64	1.00	939.80	1.025	963.30	1.025	987.38	1.025	1,012.06				100%	52,829.63	52,829.63	52,829.63	
Connor - Shift Differential	220 PUBLIC PROP-INSP	12411-5111	Base Rate X 9%			3,282.98		84.68	1.025	86.70	1.025	88.86	1.025	91.09				100%	3,282.98	3,282.98	3,282.98	
KIRKPATRICK MARGIA	220 PUBLIC PROP-INSP	12411-5111	PRINCIPAL CLERK	10/28/2000	2	48,087.52	1.00	924.76	1.025	947.88	1.025	971.58	1.025	995.87				100%	51,984.17	51,984.17	51,984.17	
MURTAGH SALLY	220 PUBLIC PROP-INSP	12411-5111	PRINCIPAL CLERK	03/14/1989	2	48,087.52	1.00	924.76	1.025	947.88	1.025	971.58	1.025	995.87				100%	51,984.17	51,984.17	51,984.17	
RODRIGUEZ ANTONIO	220 PUBLIC PROP-INSP	12411-5111	JR BLDG CUST	7/1/2018	1	42,364.40	1.00	814.71	1.025	835.08	1.025	855.96	1.025	877.35				100%	45,797.86	45,797.86	45,797.86	
						190,693.06	4.00													205,878.81	205,878.81	205,878.81

**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**PUBLIC PROPERTY - Inspections - 220**

ORG	OBJECT	DESCRIPTION	Voted by Council 2019	Dept Request	Approved by Mayor	Voted by Council
12412	5295	<b>SAFTY GEAR</b>				
		Hard hats, protective eyewear, etc for inspectors	1,500	1,500	1,500	1,500
<b>TOTAL</b>		Moved to office supplies	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>
12412	5320	<b>CONTRACTED SERVICES</b>				
		Contracted Services - Temp Plumbing Inspector to cover vacations/sick/etc.	4,000	4,000	4,000	4,000
		Contract Services-Enforcement support for short term rental properties		6,650	6,650	6,650
		Professional Building Cleaning Services		9,500	9,500	9,500
<b>TOTAL</b>			<b>4,000</b>	<b>20,150</b>	<b>20,150</b>	<b>20,150</b>
12412	5381	<b>Printing and Binding</b>				
		For printing and binding of zoning book and maps				
		Letter Head & Envelopes	450	450	450	450
<b>TOTAL</b>			<b>450</b>	<b>450</b>	<b>450</b>	<b>450</b>
12412	5421	<b>General Office supplies</b>				
		General office supplies as needed	2,000	2,000	2,000	2,000
<b>TOTAL</b>			<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
14112	5451	<b>CUSTODIAL SUPPLIES</b>				
		Coast Maintenance - Custodial supplies	6,700	6,700	6,700	6,700
		Delandes Supply - Electrical supplies	300	300	300	300
		State Chemical - Custodial chemicals	1,000	1,000	1,000	1,000
		Winer Brothers - Misc. supplies	1,000	1,000	1,000	1,000
		Less amount left in DPS for their building	4,000	4,000	4,000	4,000
<b>TOTAL</b>			<b>13,000</b>	<b>13,000</b>	<b>13,000</b>	<b>13,000</b>
12412	5710	<b>IN-STATE TRAVEL/MEETING</b>				
		Mileage and seminar reimbursements for 4 full time and one part time inspector	12,000	12,000	12,000	12,000
<b>TOTAL</b>			<b>12,000</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>
12412	5713C	<b>EXPENSES-CLEAN IT/LIEN IT</b>				
		Clean it or lien it- Monies to secure vacant buildings etc. Monies expended are recovere through liening	2,000	2,000	2,000	2,000
<b>TOTAL</b>			<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
12412	5778	<b>SEALER WEIGHTS &amp; MEASURERS EXPENSES</b>				
		Misc supplies	1,000	1,000	1,000	1,000
<b>TOTAL</b>			<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
<b>TOTAL PROPOSED</b>			<b>35,950</b>	<b>52,100</b>	<b>52,100</b>	<b>52,100</b>

# ***Inspectional Services – Board of Appeals***

## **Mission Statement – Why We Exist**

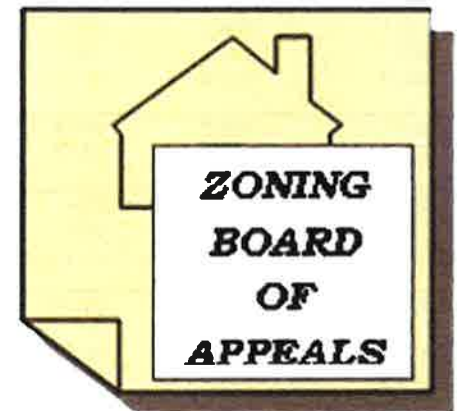
The Building Department is responsible for reviewing and issuing Building permits and to inspect these projects for compliance with both the State Building Code as well as the Architectural Access Board Regulations. We also enforce Salem Zoning. Under this Department are our Plumbing and Gas Inspector 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 2020**

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 2020 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 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Board of Appeals-Expenses</b>									
11762	5306	ADVERTISING	0.00	100.00	100.00	75.00	400.00	400.00	400.00
11762	5317	EDUCATIONAL TRAINING	0.00	500.00	500.00	0.00	500.00	500.00	500.00
11762	5381	PRINTING AND BINDING	195.83	200.00	200.00	0.00	200.00	200.00	200.00
11762	5421	OFFICE SUPPLIES (GEN	0.00	100.00	100.00	23.97	100.00	100.00	100.00
<b>Total Board of Appeals-Expenses</b>			<b>195.83</b>	<b>900.00</b>	<b>900.00</b>	<b>98.97</b>	<b>1,200.00</b>	<b>1,200.00</b>	<b>1,200.00</b>
<b>220</b>	<b>176</b>	<b>Department Total</b>	<b>195.83</b>	<b>900.00</b>	<b>900.00</b>	<b>98.97</b>	<b>1,200.00</b>	<b>1,200.00</b>	<b>1,200.00</b>

**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**PUBLIC PROPERTY - Board of Appeals - 220**

ORG	OBJECT	DESCRIPTION	Voted by Council 2019	Dept Request	Approved by Mayor	Voted by Council
11762	5306	ADVERTISING Advertising for meetings.	100	400	400	400
<b>TOTAL</b>			<b>100</b>	<b>400</b>	<b>400</b>	<b>400</b>
11762	5317	EDUCATIONAL TRAINING Professional development, board trainings , etc	500	500	500	500
<b>TOTAL</b>			<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>
11762	5381	PRINTING AND BINDING Letter head, envelopes.	200	200	200	200
<b>TOTAL</b>			<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>
11762	5421	OFFICE SUPPLIES Miscellaneous office supplies as needed	100	100	100	100
<b>TOTAL</b>			<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>TOTAL PROPOSED</b>			<b>900</b>	<b>1,200</b>	<b>1,200</b>	<b>1,200</b>

## ***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 2020

No significant changes.



# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Public Prop-Fixed Costs</b>									
11962	5211	ELECTRICITY	55,898.74	56,000.00	80,000.00	79,981.87	61,600.00	61,600.00	61,600.00
11962	5212	HVAC/Water-120 Washington St	10,000.00	5,024.00	5,024.00	1,256.55	1,500.00	1,500.00	1,500.00
11962	5216	OIL HEAT	37,727.11	40,000.00	48,000.00	47,415.72	40,000.00	40,000.00	40,000.00
11962	5271	CITY HALL ANNEX	482,738.45	460,000.00	460,000.00	396,009.59	460,000.00	460,000.00	460,000.00
11962	5341	TELEPHONE	7,402.07	11,500.00	11,500.00	6,607.24	7,800.00	7,800.00	7,800.00
11962	5342	POSTAGE	107,672.71	115,000.00	115,000.00	109,903.65	115,000.00	115,000.00	115,000.00
<b>Total Public Prop-Fixed Costs</b>			<b>701,439.08</b>	<b>687,524.00</b>	<b>719,524.00</b>	<b>641,174.62</b>	<b>685,900.00</b>	<b>685,900.00</b>	<b>685,900.00</b>
<b>220</b>	<b>196</b>	<b>Department Total</b>	<b>701,439.08</b>	<b>687,524.00</b>	<b>719,524.00</b>	<b>641,174.62</b>	<b>685,900.00</b>	<b>685,900.00</b>	<b>685,900.00</b>

FY 2020 DETAILED BUDGET REPORT  
EXPENSES

PUBLIC PROPERTY - FIXED COSTS - 220

ORG	OBJECT	DESCRIPTION	Voted by Council 2019	Dept Request	Approved by Mayor	Voted by Council
11962	5211	Electricity				
		Council on Aging	18,000	20,700	20,700	20,700
		90 Washington Street	15,000	17,250	17,250	17,250
		City Hall	23,000	26,450	26,450	26,450
<b>TOTAL</b>			<b>56,000</b>	<b>61,600</b>	<b>61,600</b>	<b>61,600</b>
11962	5212	HVAC/Water 120 Washington Street water 90 Washington street	5,024	1,500	1,500	1,500
<b>TOTAL</b>		subject to change	<b>5,024</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>
11962	5216	Oil & Gas Heat				
		Gas for 90 Washinton	40,000	40,000	40,000	40,000
		oil fo 93 Washington and Council on Aging				
<b>TOTAL</b>			<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>
11962	5271	CITY HALL ANNEX				
		Rent 90 Washington street	425,000			
		90 Washington Street 69% of building	35,000			
<b>TOTAL</b>			<b>460,000</b>	<b>460,000</b>	<b>460,000</b>	<b>460,000</b>
11962	5274	ANNEX RENT TAXES				
<b>TOTAL</b>						
11962	5341	TELEPHONE				
			11,500	7,800	7,800	7,800
<b>TOTAL</b>			<b>11,500</b>	<b>7,800</b>	<b>7,800</b>	<b>7,800</b>
11962	5342	POSTAGE				
		Mailing for City Hall . Note this fee has increased due to the increase in postage	115,000	115,000	115,000	115,000
		City Clerk - Census, Dog License				
		Collectors - Excise Tax, Real Estate				
		Miss. Mail of all Department				
<b>TOTAL</b>			<b>115,000</b>	<b>115,000</b>	<b>115,000</b>	<b>115,000</b>
<b>TOTAL PROPOSED</b>			<b>687,524</b>	<b>685,900</b>	<b>685,900</b>	<b>685,900</b>



# 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 2020

In August of FY19 Larry Ramdin resigned as Health Agent and in February of FY19 David Greenbaum was hired as Health Agent. The Board of Health is requesting that a part time Sanitarian position be increased to full time to support changes in the Certificate of Fitness ordinance and enhanced complaint/nuisance reporting systems.

## Recent Accomplishments



- Followed up on 284 cases of reportable contagious diseases.
- Completed employee wellness initiative with \$10,000.00 in grant funding.
- Responded to numerous 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".
- Hosted the "Road to Recovery Series" with SATV.
- 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 "See ClickFix 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 2020 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 part time Sanitarian position to full time to focus on enforcement of the new Certificate of Fitness ordinance.
- Continue Community Health improvement program geared towards reducing chronic disease risks within Salem, thus improving the health of the community.
- The Board of Health will collaborate with the Mayor to explore the possibility of hiring a Community Wellness Coordinator to enhance public health programming.
- 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 for 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.

<b>Outcomes and Performance Measures</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Estimated FY 2019</b>	<b>Estimated FY 2020</b>
Number of inspections (not all inspections listed below)	2388	2392	3500	4000
Number of permits issued from the Board of Health	1468	1,946	5750	2500
Number of Death Certificates processed/issued	473	504	450	550
Number of trash and general nuisance inspections	940	945	1200	1200
Number of Certificate of Fitness inspections/re-inspections	430	744	4000	1200
Number of food establishment inspections/re-inspections	332	234	500	600
Temporary Food Establishments /permits	249	227	300	300
Body art establishments	5	6	10	15
Recreational camp inspections	23	22	23	25
Pool inspections	22	20	25	25
Swimming beach sampling	123	80	120	120
Total number of communicable disease investigations	284	391	300	400
Flu Shots Administered	284	300	300	350

### How FY 2020 Departmental Goals Relate to City's Overall Long-Term & 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.
- Work with department staff to start new public health programs, i.e. North Shore Mothers Visiting Partnership.
- Revive the Salem Regional Elder Assistance Coordinating Team (Salem REACT) to identify elders at risk and provide services to elders in need.
- Work with the Public Health Nurse and staff at LifeBridge to examine the feasibility of offering other vaccinations i.e. Hepatitis A and TB Screenings, to the homeless population in Salem.

# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Health-Personnel</b>									
15101	5111	SALARIES-FULL TIME	365,673.31	418,450.00	419,427.50	333,311.30	428,189.00	430,394.00	430,394.00
15101	5113	SALARIES-PART TIME	30,669.84	43,143.00	43,143.00	31,685.58	44,393.00	45,503.00	45,503.00
15101	5131	OVERTIME (GENERAL)	6,147.20	5,000.00	5,000.00	3,369.25	5,000.00	5,000.00	5,000.00
15101	5150	FRINGE/STIPENDS	4,500.00	4,500.00	4,500.00	4,500.00	4,500.00	4,500.00	4,500.00
<b>Total Health-Personnel</b>			<b>406,990.35</b>	<b>471,093.00</b>	<b>472,070.50</b>	<b>372,866.13</b>	<b>482,082.00</b>	<b>485,397.00</b>	<b>485,397.00</b>
<b>Health-Expenses</b>									
15102	5218	HHWD	9,431.55	15,000.00	15,000.00	11,650.22	15,000.00	15,000.00	15,000.00
15102	5306	ADVERTISING	0.00	800.00	800.00	75.00	800.00	800.00	800.00
15102	5318	DENTAL/MEDICAL SERVI	2,410.40	2,000.00	2,000.00	1,748.01	2,000.00	2,000.00	2,000.00
15102	5320	CONTRACTED SERVICES	0.00	50,000.00	47,000.00	7,500.00	25,976.00	25,976.00	25,976.00
15102	5396	ENVIRONMENTAL HEALTH	3,703.24	4,500.00	4,500.00	3,717.62	4,500.00	4,500.00	4,500.00
15102	5421	OFFICE SUPPLIES (GEN	2,427.31	2,500.00	2,500.00	2,106.26	2,500.00	2,500.00	2,500.00
15102	5710	IN STATE TRAVEL/MEETINGS	245.58	900.00	900.00	410.11	900.00	900.00	900.00
15102	5785	RODENT CONTROL	6,000.00	6,000.00	9,000.00	7,200.00	10,000.00	10,000.00	10,000.00
15102	5786	BEACH WATER ANALYSIS	426.52	800.00	800.00	160.00	800.00	800.00	800.00
<b>Total Health-Expenses</b>			<b>24,644.60</b>	<b>82,500.00</b>	<b>82,500.00</b>	<b>34,567.22</b>	<b>62,476.00</b>	<b>62,476.00</b>	<b>62,476.00</b>
<b>120</b>	<b>510</b>	<b>Department Total</b>	<b>431,634.95</b>	<b>553,593.00</b>	<b>554,570.50</b>	<b>407,433.35</b>	<b>544,558.00</b>	<b>547,873.00</b>	<b>547,873.00</b>

**FY 2020 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2019 52.0	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2019 0.0%	Dept Prop Rate FY 2020 0.0%	Dept Request FY 2020 52.2	Mayor Rate FY 2020 2.5%	Mayor Proposed FY 2020 52.2	Council Voted FY 2020
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
DAVID	GREENBAUM	120 HEALTH	15101-5111 HEALTH AGENT	1/30/2019	87,853.28		1.00	1	100%	1,689.49	1,689.49	88,191.38	1,731.73	90,396.16	90,396.16
MURPHY	KERRY	120 HEALTH	15101-5111 HEALTH & WELLNESS CO-ORD		From MIM Grant	**	1.00	1	65%		606.51	31,659.85	606.51	31,659.85	31,659.85
					328,596.66		5.00				Total AFSCME 1818	306,337.63		306,337.63	306,337.63
					<b>418,449.94</b>	<b>7.00</b>	<b>Total Full Time - 5111</b>					<b>428,188.86</b>		<b>430,393.64</b>	<b>430,393.64</b>
*MANCINI	JANET	120 HEALTH	15101-5113 PT CODE ENFORCEMENT OF	7/6/16	28,761.47			19.0	hours per wk	29.84	29.84	29,595.31	30.59	30,335.19	30,335.19
REALE	JOSEPH	120 HEALTH	15101-5113 PT CODE ENFORCEMENT OF	9/21/2007	14,380.74			9.5	hours per wk	29.84	29.84	14,797.66	30.59	15,187.60	15,187.60
					<b>43,142.21</b>			<b>Total PartTime - 5113</b>					<b>44,392.97</b>	<b>45,502.79</b>	<b>45,502.79</b>
		120 HEALTH	15101-5131 Overtime		5,000.00							5,000.00		5,000.00	5,000.00
					<b>5,000.00</b>			<b>Total Overtime - 5131</b>					<b>5,000.00</b>	<b>5,000.00</b>	<b>5,000.00</b>
		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
					<b>4,500.00</b>			<b>Total Stipends - 5150</b>					<b>4,500.00</b>	<b>4,500.00</b>	<b>4,500.00</b>
					<b>471,092.15</b>	<b>7.00</b>	<b>Department Total</b>					<b>482,081.82</b>		<b>485,396.43</b>	<b>485,396.43</b>

Full-Time Equivalent Employees:	FY 2018	6.00
	FY 2019	7.00
	FY 2020	7.00
	Variance 19 vs. 20	0.00

\*\* Prorated Salary from MIM Grant/EOS Grant

**FY 2020 AFSCME 1818 UNION EMPLOYEE RATES**

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By	F T E	Rate	Incr	Rate	Incr	Rate	Incr	Calc Rate	STEP INCREASES				Dept Request FY 2020 52.2	Mayor FY 2020 52.2	Council FY 2020 52.2
							Council		7.1.17	FY18	FY 2018	FY19	FY 2019	FY20	FY 2020	Date	Rate	# Wks				
							FY 2019 52		.005 Incr	2.5%		2.5%		2.5%			Old	New				
BAROSY	JEFFREY	120 HEALTH	15101-5111	SANITARIAN	4/27/15	3	57,578.56	1.00	1,107.28	1.025	1,134.96	1.025	1,163.34	1.025	1,192.42				100%	62,244.30	62,244.30	62,244.30
DARMODY	SUZANNE	120 HEALTH	15101-5111	PUB HLTH NURSE	8/19/2016	3	56,309.76	1.00	1,123.40	1.025	1,151.49	1.025	1,180.27	1.025	1,209.78				100%	63,150.46	63,150.46	63,150.46
DAVIS	MAUREEN	120 HEALTH	15101-5111	PRINCIPAL CLERK		2	48,087.52	1.00	924.76	1.025	947.88	1.025	971.58	1.025	985.87				100%	51,984.17	51,984.17	51,984.17
LYONS	HEATHER	120 HEALTH	15101-5111	PRINCIPAL CLERK	10/12/04	2	48,087.52	0.00	1,028.98	1.025	1,054.88	1.025	1,081.05						100%	*	*	*
GAGAKIS	ELIZABETH	120 HEALTH	15101-5111	SR. SANITARIAN	1/7/2006	3	61,713.60	1.00	1,186.80	1.025	1,216.47	1.025	1,246.88	1.025	1,278.05				100%	66,714.41	66,714.41	66,714.41
ORTA	JANICE	120 HEALTH	15101-5111	SANITARIAN - Step II/III	10/19/16	3	56,819.70	1.00	1,107.28	1.025	1,134.96	1.025	1,163.34	1.025	1,192.42				100%	62,244.30	62,244.30	62,244.30

Heather Lyons was included in FY19 budget in error

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<b>328,596.66</b>	<b>5.00</b>																	<b>306,337.63</b>	<b>306,337.63</b>	<b>306,337.63</b>
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**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**HEALTH - 120**

ORG	OBJECT	DESCRIPTION	Voted by Council 2019	Dept Request	Approved by Mayor	Voted by Council
15102	5218	<b>HOUSEHOLD HAZARDOUS WASTE DAY</b>				
		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	15,000
<b>TOTAL</b>			<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>
15102	5306	<b>ADVERTISING</b>				
		Public Health alerts, such as for Seasonal Flu, Avian Flu, other contagious diseases and legal notices required for regulations.	800	800	800	800
<b>TOTAL</b>			<b>800</b>	<b>800</b>	<b>800</b>	<b>800</b>
15102	5318	<b>DENTAL/MEDICAL SERVICES</b>				
		General medical supplies as needed	2,000	2,000	2,000	2,000
<b>TOTAL</b>			<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
15102	5320	<b>CONTRACTED SERVICES</b>				
		Rental property inspections per City Ordinance	50,000	25,976	25,976	25,976
		Reallocate \$24,024 to salaries to increase a part time sanitarian to a full time position at Step 1.				
<b>TOTAL</b>			<b>50,000</b>	<b>25,976</b>	<b>25,976</b>	<b>25,976</b>
15102	5396	<b>ENVIRONMENTAL HEALTH</b>				
		Educational Conferences: Contagious diseases, inspections, emergency preparedness,	700	700	700	700
		Inspectional Equipment such as stem type thermometers, flashlights, batteries,	500	500	500	500
		Educational Materials	400	400	400	400
		litmus paper, file, cameral supplies, hardware supplies	500	500	500	500
		Codes from Mass DEP and MDPH	300	300	300	300
		Professional Membership for 7 employees: MHOA, APHA, MPHA, NEHA, NALBOH, MAHB,	1,200	1,200	1,200	1,200
		Beach signs, pool test kits, instructional videos, & Training	500	500	500	500
		Fees for expert consultant to review plans and specs as needed.	400	400	400	400
<b>TOTAL</b>			<b>4,500</b>	<b>4,500</b>	<b>4,500</b>	<b>4,500</b>
15102	5421	<b>OFFICE SUPPLIES</b>				
		General Office Supplies as needed	2,500	2,500	2,500	2,500
<b>TOTAL</b>			<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>
15102	5710	<b>IN STATE TRAVEL</b>				
		Mileage reimbursement for travel outside of Salem	400	400	400	400
		Nurse Travelling	500	500	500	500
<b>TOTAL</b>			<b>900</b>	<b>900</b>	<b>900</b>	<b>900</b>
15102	5785	<b>RODENT CONTROL</b>				
		48 professional exterminations @ \$125 each	6,000	10,000	10,000	10,000
<b>TOTAL</b>			<b>6,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
15102	5786	<b>BEACH WATER ANALYSIS</b>				
		Bacterial analysis of swimming water	800	800	800	800
<b>TOTAL</b>			<b>800</b>	<b>800</b>	<b>800</b>	<b>800</b>
<b>TOTAL PROPOSED</b>			<b>82,500</b>	<b>62,476</b>	<b>62,476</b>	<b>62,476</b>

# ***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 2020**

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

- Worked with Mass. Highway for signals at Loring Avenue and Jefferson avenue. Project is completed.
- Canal Street and Mill Hill signals are completed.
- The Traffic control smart system Phase one is completed, we added new video vehicle detection at Lafayette and Dow streets and at Lafayette and Harbor streets.
- The Smart signal remote controls have been installed on the Bridge street corridor. They cover the West Ramp, the lower entrance into the MBTA terminal. The smart system also covers the upper entrance and stairway on Washington street along to the next intersection where Bridge Street meets the Bypass Road.
- Assisted Salem P.D. installing surveillance cameras throughout the City.
- Installation of Fire Alarm and Street lighting at the Osborne Hills Development ongoing.
- Maintain wiring in Leslie Retreat Park for the Park lighting system
- Maintaining lighting at Blaney Street.





- Maintaining lighting at the Salem Willows Park
- Completed with Inspectional Services The Community Life Center Project
- 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 completed
- Installed all new LED Luminaires from Riley Plaza to Congress Street as promised completed
- Installed new LED luminaires on the bypass road completed
- The Common Bandstand has LED fixtures installed.
- Working with the Planning Department for the Artists Row enhancements and Electrical equipment relocation is completed
- 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 2020 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 west bound along New Derby Street to North and Essex Street then to North and Federal Street.
- To have all our traffic signals and hardware painted at all of our major intersections
- To Retrofit Collins Cove walkway with LED lighting
- 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
- 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



- We are looking into the future of traffic control. This is called Adaptive traffic control. This system actually adjusts the flow of traffic between intersections. It continuously monitors the traffic count.

Outcomes and Performance Measures	Actual FY 2017	Actual FY 2018	Estimated FY 2019	Estimated FY 2020
ELECTRICAL PERMITS ISSUED	1,000	870	900	750
ELECTRICAL INSPECTIONS PERFORMED	1,800	1920	1500	1200
FIRE ALARM MASTERBOX PLUG OUT AND SYSTEM RESETS	713	1286	700	950
TRAFFIC SIGNAL REPAIRS	438	535	450	600
DECORATIVE STREET LIGHT REPAIRS	287	150	220	200
COBRAHEAD STREEET LIGHT REPAIRS	210	85	100	85
BOARD OF HEALTH ELEC. COMPLAINTS	12	6	8	5
FIRE PREVENTION ELEC. COMPLAINTS	12	6	25	30
ELECTRICAL REPAIRS TO PUBLIC BLDGS	30	68	45	60
FIRE ALARM OPEN CIRCUITS / REPAIR	245	330	290	350
MAINTAIN FOUNTAIN PUMPS	1	2	2	2
FIRE ALARM POLE TRANSFERS	85	65	75	100
ROADWAY BANNERS HUNG	175	230	250	230
DECORATED CHRISTMAS TREES	89	80	50	50

### How FY 2020 Departmental Goals Relate to City's Overall Long & Short Term Goals

**IMPLEMENT PHASE 2 OF THE SMART SIGNAL SYSTEM SHORT AND LONG TERM.  
CONTINUE TO REMOVE DOUBLE POLES. THIS IS ONGOING**

# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Electrical-Personnel</b>									
12451	5111	SALARIES-FULL TIME	371,399.78	390,158.00	391,093.09	370,048.20	412,583.00	415,990.00	415,990.00
12451	5131	OVERTIME (GENERAL)	8,014.21	10,000.00	10,000.00	5,339.76	10,000.00	10,000.00	10,000.00
<b>Total Electrical-Personnel</b>			<b>379,413.99</b>	<b>400,158.00</b>	<b>401,093.09</b>	<b>375,387.96</b>	<b>422,583.00</b>	<b>425,990.00</b>	<b>425,990.00</b>
<b>Electrical-Expenses</b>									
12452	5213	STREET LIGHTING	219,325.26	262,000.00	262,000.00	249,386.39	262,000.00	262,000.00	262,000.00
12452	5214	TRAFFIC SIGNAL LIGHT	33,991.65	34,000.00	34,000.00	33,992.68	37,400.00	37,400.00	37,400.00
12452	5254	STREET LIGHTING MAINT	36,119.95	40,000.00	40,000.00	20,044.36	40,000.00	40,000.00	40,000.00
12452	5255	BUILDING/EQUIP MAINT	16,605.44	12,000.00	12,000.00	9,234.73	12,000.00	12,000.00	12,000.00
12452	5256	FIRE/MUN SIGNAL MAIN	9,700.00	10,000.00	10,000.00	7,638.66	10,000.00	10,000.00	10,000.00
12452	5257	MAINT TRAFFIC SIGNAL	16,699.88	15,000.00	15,000.00	9,407.02	15,000.00	15,000.00	15,000.00
12452	5301	POLICE DETAIL	920.00	2,000.00	2,000.00	0.00	2,000.00	2,000.00	2,000.00
12452	5324	TRAINING & CERTIFICATION	470.00	700.00	700.00	447.12	1,000.00	1,000.00	1,000.00
12452	5341	TELEPHONE	962.12	1,000.00	1,000.00	491.08	1,000.00	1,000.00	1,000.00
12452	5421	OFFICE SUPPLIES (GEN	1,936.66	2,000.00	2,000.00	1,544.44	2,000.00	2,000.00	2,000.00
12452	5710	IN STATE TRAVEL/MEETINGS	276.50	400.00	400.00	237.98	600.00	600.00	600.00
<b>Total Electrical-Expenses</b>			<b>337,007.46</b>	<b>379,100.00</b>	<b>379,100.00</b>	<b>332,424.46</b>	<b>383,000.00</b>	<b>383,000.00</b>	<b>383,000.00</b>
<b>080</b>	<b>245</b>	<b>Department Total</b>	<b>716,421.45</b>	<b>779,258.00</b>	<b>780,193.09</b>	<b>707,812.42</b>	<b>805,583.00</b>	<b>808,990.00</b>	<b>808,990.00</b>

**FY 2020 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2019 52.0	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2019 0.0%	Dept Prop Rate FY 2020 0.0%	Dept Request FY 2020 52.2	Mayor Rate FY 2020 2.5%	Mayor Proposed FY 2020 52.2	Council Voted FY 2020
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DOWNING NICHOLAS	080 ELECTRICAL	12451-5111	Asst Dir of Traffic & Parking	10/30/2017	35,700.00		0.50	1	50%	1,373.08	1,373.08	35,837.39	1,407.41	36,733.32	36,733.32
GIARDI JOHN	080 ELECTRICAL	12451-5111	CITY ELECTRICIAN	06041984	83,378.16		1.00	1	100%	1,603.43	1,603.43	83,699.05	1,651.53	86,210.02	86,210.02
Asst Dir of Traffic & Parking split 50/50 with Traffic and Parking Department					271,079.64		5.00			Total AFSCME 1818		293,045.90		293,045.90	293,045.90

<b>390,157.81</b>	<b>6.50</b>	<b>Total Full Time - 5111</b>	<b>412,582.34</b>	<b>415,989.24</b>	<b>415,989.24</b>
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080 ELECTRICAL	12451-5131	Overtime	10,000.00								10,000.00		10,000.00	10,000.00	10,000.00
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<b>400,157.81</b>	<b>6.50</b>	<b>Department Total</b>	<b>422,582.34</b>	<b>425,989.24</b>	<b>425,989.24</b>
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Full-Time Equivalent Employees:	FY 2018	6.50
	FY 2019	6.50
	FY 2020	6.50
	Variance 19 vs. 20	0.00

**FY 2020 AFSCME 1818 UNION EMPLOYEE RATES**

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By	F T E	Rate	Incr	Rate	Incr	Rate	Incr	Calc Rate	STEP INCREASES				Dept Request	Mayor	Council	
							Council		7.1.17	FY16	FY 2018	FY19	FY 2019	FY 2020	Date	Rate	# Wks	FY 2020	FY 2020	FY 2020			
							52		.005 Incr	2.5%		2.5%		2.5%		Old	New	52.2	52.2	52.2			
CITRONI	DAVID	080 ELECTRICAL	12451-5111	WIRE INSPECTOR	8/15/2013	1	57,578.56	1.00	1,107.28	1.025	1,134.96	1.025	1,163.34	1.025	1,192.42				100%	62,244.30	62,244.30	62,244.30	
LYONS	HEATHER	080 ELECTRICAL	12451-5111	PRINCIPAL CLERK	2/6/17	2	48,087.52	1.00	924.76	1.025	947.88	1.025	971.58	1.025	995.87				100%	51,984.17	51,984.17	51,984.17	
PARENT	RICHARD	080 ELECTRICAL	12451-5111	WORKING FOREMAN	5/12/2011	1	56,114.76	1.00	1,079.13	1.025	1,106.11	1.025	1,133.76	1.025	1,162.10				100%	60,661.88	60,661.88	60,661.88	
ROCHON	MARK	080 ELECTRICAL	12451-5111	WIRE INSPECTOR	4/30/2001	1	57,578.56	1.00	1,107.28	1.025	1,134.96	1.025	1,163.34	1.025	1,192.42				100%	62,244.30	62,244.30	62,244.30	
VALLANTE	KENNETH	080 ELECTRICAL	12451-5111	SIGNAL MAINTAINER	10/28/2002	1	51,720.24	1.00	994.62	1.025	1,019.48	1.025	1,044.97	1.025	1,071.10				100%	55,911.26	55,911.26	55,911.26	
							271,079.64	5.00													293,045.90	293,045.90	293,045.90

**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**ELECTRICAL - 080**

<b>ORG</b>	<b>OBJECT</b>	<b>DESCRIPTION</b>	<b>Voted by Council 2019</b>	<b>Dept Request</b>	<b>Approved by Mayor</b>	<b>Voted by Council</b>
12452	5213	<b>STREET LIGHTS</b>				
		ROADWAY AND DECORATIVE LIGHTING THROUGHOUT CITY	262,000	262,000	262,000	262,000
<b>TOTAL</b>			<b>262,000</b>	<b>262,000</b>	<b>262,000</b>	<b>262,000</b>
12452	5214	<b>TRAFFIC SIGNALS</b>				
		TRAFFIC SIGNAL ENERGY COSTS	34,000	37,400	37,400	37,400
<b>TOTAL</b>			<b>34,000</b>	<b>37,400</b>	<b>37,400</b>	<b>37,400</b>
12452	5254	<b>ROADWAY AND MALL LIGHTING MAINTAINANCE</b>				
		REPLACEMENT OF POLES, LUMINAIRES, WIRING, TRANSFORMERS, LAMPS, LENSES				
		Maintenance for Additional Lights purchased from National Grid	40,000	40,000	40,000	40,000
<b>TOTAL</b>			<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>
12452	5255	<b>BUILDING/EQUIPMENT MNT.</b>				
		FACILITY REPAIRS, EQUIPMENT, AND MAINTENANCE	12,000	12,000	12,000	12,000
<b>TOTAL</b>			<b>12,000</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>
12452	5256	<b>FIRE/MUN SIGNAL MNT</b>				
		MAINTAIN FIRE ALARM CABLE & FIREBOXES OVERHEAD AND UNDERGROUND.	10,000	10,000	10,000	10,000
<b>TOTAL</b>			<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
12452	5257	<b>MNT TRAFFIC SIGNALS</b>				
		TRAFFIC CONTROLLERS, SIGNALS, CONDUITS AND LIGHTING MAINTENANCE.	15,000	15,000	15,000	15,000
<b>TOTAL</b>		WE HAVE ADDED A LOT MORE HARDWARE TO THE SYSTEM	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>
12452	5301	<b>POLICE DETAIL</b>				
		POLICE DETAIL FOR ROADWAY WORK AS NEEDED	2,000	2,000	2,000	2,000
<b>TOTAL</b>			<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
12452	5324	<b>TRAINING &amp; CERTIFICATION</b>				
		ESSEX CTY SIGNAL ASSOC., IMSA NFPA LED CERTIFICATION, MUN ELEC INSP ASSOC.,	700	1,000	1,000	1,000
		TRAFFIC SIGNAL SCHOOL, COMP COURSES				
<b>TOTAL</b>			<b>700</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
12452	5341	<b>TELEPHONE</b>				
		2 BUSINESS PHONE LINES @ 120.MO & LONG DISTANCE @ 82.50 X 12 MOS	1,000	1,000	1,000	1,000
<b>TOTAL</b>			<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
12452	5421	<b>OFFICE SUPPLIES (GENERAL)</b>				
		GENERAL OFFICE SUPPLIES AS NEEDED	2,000	2,000	2,000	2,000
<b>TOTAL</b>			<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
12452	5710	<b>IN STATE TRAVEL/MEETING</b>				
		PROGRAMS AND SEMINARS				
		INTERNATIONAL ASSOCIATION OF ELECTRICAL INSPECTORS PAUL REVERE CHAPTER	400	600	600	600
		MUNICIPAL ELECTRICAL INSPECTORS MEETINGS				
<b>TOTAL</b>		MEMBERSHIP DUES AND EXPENSES HAVE INCREASED	<b>400</b>	<b>600</b>	<b>600</b>	<b>600</b>
<b>TOTAL PROPOSED</b>			<b>379,100</b>	<b>383,000</b>	<b>383,000</b>	<b>383,000</b>

# ***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, neighborhood improvement efforts, and art and culture initiatives.

## **Significant Budget & Staffing Changes for FY 2020**

There have been several staffing changes in calendar year 2018. Deborah Greel, Public Art Planner, retired in June 2018 and was replaced by Kate Luchini. Amanda Chiancola was promoted to the new position of Senior Planner working on housing in July. The position was added in FY19 and was funded through the Affordable Housing Trust Fund and CDBG. City funding is needed in the FY20 budget to replace the AHTF funds which no longer exist. With Amanda's promotion, a vacancy was created and filled by Darya Mattes. Erin Schaeffer, Staff Planner, left in September, and was replaced by Brennan Corrison. Matt Coogan, Principal Planner, started in January 2018 and left in October. Kate Newhall-Smith took over the position in January 2019. Ashley Green, Staff Planner, moved to Colorado in January and was replaced by Mason Wells in February. The volume and complexity of work in the Department is high. 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 covers staff costs to participate in conference registrations and travel to trainings that may be held outside of the North Shore. Because of the numerous staffing changes, the department was not able to participate in the conferences and trainings that had been budgeted. Although there will likely be remaining funds in the current fiscal year, we expect the level-funding request is appropriate for next year. The City supports training for staff, as reflected in this line item.

There is a \$118 increase in the dues line item to because of a cost increase of the four staff memberships in the American Planning Association/American Institute of Certified Planners. The Urban Land Institute membership was changed to a Public Sector Agency rate that covers three City staff. There is a \$335 increase, but it is a \$100 savings over the standard rate for three memberships.

Heat and Electricity for Old Town Hall has been increased by \$5,000 to a total of \$13,000. Actual expenditures for the past two years have been running at approximately \$10,000. The FY20 request will cover rate increases and increased utilization.

## 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.
- In the spring of 2018 the City was awarded a \$59,000 housing planning grant from MassHousing. The funds are being used to implement the vision of the City's recent Imagine Salem planning process by conducting a citywide public engagement campaign around affordable housing needs, and advancing a new inclusionary zoning ordinance. The funds are also supporting a planning process to develop a mixed-use zoning overlay for Bridge Street Neck.
- The Affordable Housing Trust Fund allocated the AHTF balance of \$49,650 to hire a housing resource planner to assist with developing the housing agenda. In the summer of 2018, Amanda Chiancola was promoted to Senior Planner to assist the Affordable Housing Trust Fund Board to develop and implement a housing agenda. The housing agenda includes advancing the inclusionary zoning ordinance, managing the public engagement campaign around affordable housing, updating the accessory dwelling unit ordinance, analyzing opportunities to use City-owned land for affordable housing, tracking housing units that have been permitted and built including affordable units, and identifying transportation enhancements and improvements.
- 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 worked with the Friends of the COA and a host of community partners. The report was completed in June 2018 and will serve as the basis for a future shuttle pilot program.
- In 2017, 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. In spring 2018, the proposal was approved as an Affiliate District. The designation 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.
- In April 2017, the City Council approved the establishment of a Housing Development Incentive Program (HDIP) Zone and Plan for an area on the northern end of downtown. In September 2018, DPCD submitted a proposal to expand the HDIP program area to include all of the B5 and NRCC zoning districts along with the properties at 150 Federal Street, 17 Hawthorne Boulevard, and 5 Broad Street. The City Council approved the expansion in December 2018.
- As requested by the City Council, DPCD worked with the SRA on the disposition of 5 Broad Street. An RFP was issued in the summer of 2018. The SRA ranked the respondents in November and intends to make a recommendation to the City Council in the first quarter of 2019.

### 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 [info@cityofsalem.net](mailto:info@cityofsalem.net)



## Join the conversation!

The Salem Redevelopment Authority invites you to a public meeting to help create the vision for the northern end of downtown.

Tuesday, October 16, 2018  
6:00 - 8:00 pm

Mayor Jean Levesque  
Community Life Center  
401 Bridge Street  
Salem, MA



- DPCD worked with the SRA on preparing for the reuse of the Superior Court and County Commissioners buildings. This work included completion of a feasibility study undertaken in collaboration with DCAMM, a technical assistance panel with the Urban Land Institute, support for revised legislation transferring the properties to the SRA, a joint public meeting with the City Council in October 2018, and an October public visioning workshop for the northern end of Downtown.
- DPCD continues to work with the Salem Redevelopment Authority (SRA) and the Commonwealth's Division of Capital Asset Management and Maintenance (DCAMM) on the 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 which calls for a mixed-use building with 61 residential condominium units of which six will be affordable, onsite parking, and retail/restaurant space on the ground floor. The developer completed the local permitting process in 2018, and the SRA closed on the property in November 2018.



- 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 2018, F.W. Webb informed the City that it was no longer moving forward with its expansion on the property.
- 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 two businesses with design and execution of storefront improvements.
- In November 2017, 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 District Court redevelopment, Peabody Essex Museum expansion, and 120 Washington Street (old City Hall Annex).
- 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 in conjunction with the reuse of the historic court buildings on Federal Street.
- DPCD obtained a \$400,000 PARC grant for the renovation of Gallows Hill Park. The project will result in an upgraded baseball field, reconstructed skate park, enhanced trail connections, and remediation of contaminated soil.
- In coordination with Engineering and Traffic & Parking staff, DPCD submitted a \$300,00 MassTrails grant proposal to the Commonwealth to construct the Salem Harbor Path. Its two branches will extend the City's shared-use path network from the Peter Tracy walkway at Collins Cove to the Bentley Academy Charter School and to the 40 acres of waterfront land now open for redevelopment and public access as a result of redevelopment of the Salem Harbor Power Station.



- The City completed the renovation of Lafayette Park. The project—funded with CPA, CIP, and CDBG funds—implemented park improvements called for by the 2013 Point Vision & Action Plan and 2015 Open Space & Recreation Plan.
- Construction was completed on the renovation of McGlew Park in June 2018. The project was supported by a \$400,000 Parkland Acquisitions and Renovations for Communities (PARC) grant, CPA and CDBG funds.
- The City 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. In 2018 construction was publicly bid and the City selected SumCo Contracting. Park construction got underway in summer 2018 following water line installation. Construction of the park and harborwalk is complete except for the final concrete pour which is scheduled to take place spring 2019.

plans for improvements at Palmer Cove Park. CPA and CDBG funds were used for the development of conceptual designs and extensive soil testing. The design resulting from a community planning process is undergoing a final vetting by community groups and Planning Department staff before developing a cost estimate for the park renovation.

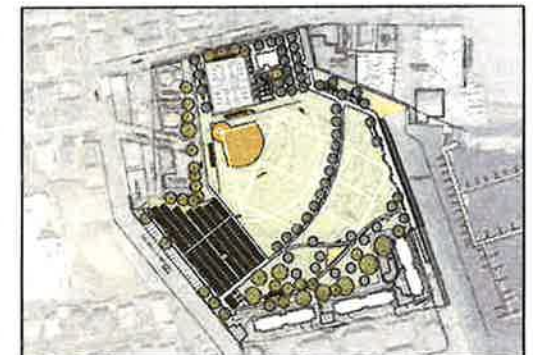
- The City completed construction of a multi-purpose trail at Winter Island. Utilizing CDBG funds, the City completed an archaeological survey of the area and constructed the new trail utilizing a PARC grant. The trail has been operating for two seasons and continues to get a considerable amount of use.
- The City undertook a Request for Expression of Interest for redevelopment of two derelict former U.S. Coast Guard buildings. The objective is to identify a potential private partner with the capacity to undertake an appropriate and economically feasible re-use of the properties. The City received two submittals, including one from a developer with an immediate interest in utilizing Winter Island for a concert series. Planning is underway to obtain a license and permission of the Park and Recreation Commission to begin concert programming Summer of 2019.



- 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 complete the 2018 Bicycle Master Plan. The plan identifies and prioritizes policies, programs, and infrastructure projects to make biking a safer and more convenient means of transportation and recreation in Salem. The City has contracted with Toole to begin preliminary design of select short-term, high-priority recommendations from the plan.



- DPCD assisted the Bicycling Advisory Committee's development of bicycle parking guidelines to support developers and the Planning Board in selecting the appropriate type and quantity of bike storage to be incorporated into projects reviewed by the Planning Board.
- DPCD oversaw the operation and expansion of the Zagster Bike Share Program in partnership with Blue Cross Blue Shield of Massachusetts and Salem State University. After logging nearly 10,000 rides since its 2017 inception, increased support from Blue Cross will allow the systems to further expand in spring 2019.
- The City was awarded \$11,500 in Massachusetts Historical Commission Survey and Planning Grants to fund a South Salem Historic Resource Survey project. The City has hired a preservation consultant to document 100 historic resources in South Salem.
- DPCD coordinated the fabrication of three historic interpretive sign panels to be installed in two City parks in the spring of 2019.





- DPCD oversaw the completion of the Downtown Salem Historic Resources Survey. With funding from a Survey and 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 was held in 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 second annual Preservation Month celebration in May. Activities included a breakfast for elected officials and workshops for homeowners and historical organizations.
- The new companion site to the City's existing "Building Salem" website, "Preserving Salem", is live. This website highlights the City's historic districts and provide information on ongoing City-sponsored preservation projects. DPCD continues to update and enhance the site.



- DPCD coordinated a City staff stakeholder group for regular information updates on the construction of the Footprint power plan.
- In 2018, the City applied for and received a \$4M federal grant to acquire a second ferry. The City continues to work with the City of Lynn, Massachusetts Department of Transportation, and U.S. Congressman Seth Moulton's office to advance a joint procurement process.
- In 2018, the City was awarded nearly \$1M from the Governor's Seaport Economic Council for design and construction of three waterfront facilities to expand recreational visitor access and expand economic opportunity. The location will create small boat landings at Derby Wharf, the new park at 289 Derby and the existing Congress Street dock as part of a proposed renovation. Project designs are completed and permitting is underway. Construction is scheduled to occur Spring 2019.

- Legislation was passed by the MA Senate and House and signed by the Governor to establish a Salem Port Authority. Board members were appointed by the Mayor, with the Mayor and Ward 1 Councilor serving as ex-officio members. The new Port Authority will manage the new Salem Wharf complex and will co-own and manage the Cruise Port along with Footprint Energy. The Cruise Port has been contacted by the Ritz Carlton and will host visits from by their new luxury yachts in 2020. The Board held its first meeting in January 2019 and it will continue to meet monthly.
- DPCD continued to work with Destination Salem to increase tourism. See Marketing and Tourism.
- The City received a FY19 Green Communities Grant through the Massachusetts Department of Energy Resources (DOER) for \$249,932. These funds are being used to install energy efficient lighting the Bates and Carlton school buildings, make lighting and heating upgrades at Solerno Automotive Center, and install an electric vehicle charging station that will be available to both City vehicles and the general public. year in savings.
- Working with the School Department and Guardian Energy Management Solutions, the City received a FY17 Green Communities Grant through DOER for \$219,195. These funds were used to install energy efficient lighting in four school buildings and exterior lighting for one school building. The estimated energy saved per year from this lighting conversion is 255,250kWh/year and \$38,288 a year in savings.





grant for this project.

- Building from FY15, FY17, and FY18 CZM Coastal Resiliency grants, the City received a \$216,550 grant to install a living shoreline project in Collins Cove. 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.
- In collaboration with the Engineering Department, the City received a grant of \$16,666 from the Massachusetts Emergency Management Agency (MEMA), to be used in FY19-20. Along with a City match, Salem will use these funds to update its Hazard Mitigation Plan, including identifying vulnerabilities, mitigation goals, and action steps that may have changed since the previous plan update in 2011.
- The City applied for and received designation as a Municipal Vulnerability Program (MVP) community based on work the City has done in regards to assessing vulnerability and developing strategies to improve our resiliency to climate change. This designation will make the City eligible for follow-up grant funding and other opportunities.
- The City completed the first phase of the Charter Street Cemetery restoration project. An archaeological team surveyed the cemetery to identify potential impacts from the proposed landscape work, including upgrades and stabilization of pathways, installation of in ground lighting, installation and restoration of fencing, and major landscaping improvements. The City was awarded a \$125,000 Massachusetts Cultural Council Facilities Fund

- 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.
- In fiscal year 2018, DPCD completed Phase III of the restoration of the Common Fence. 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.
- DPCD continued to administer an EPA-funded brownfields revolving loan fund in partnership with the City of Peabody. The program supports the remediation and redevelopment of underutilized contaminated properties.
- DPCD completed the awarding of Iberdrola Energy Construction Mitigation Fund to 206 households.
- Artists' Row completed a successful 14<sup>th</sup> season.
- Through the Main Streets program, provided technical assistance to 3 new, 45 existing, and 4 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 fifth 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 window contest, Salem So Sweet Festival, Small Business Saturday, Howl-o-ween Parade, and management of the information booth for Haunted Happenings.





- Street improvements were completed on Salem Street.
- Working with other departments and the Community Preservation Committee, the fifth round of CPA funding awards was made in spring 2018. Nine projects were recommended for funding and approved by Council. For more detailed information, see the CPA FY19 Community Preservation Plan & FY18 Annual Report.
- Housing
  - a. 5 families assisted to purchase their first home in Salem
  - b. 9 housing units were renovated
  - c. 14 families received assistance with first/last month's rent and/or security deposits.
- CDBG assistance provided to 32 social service programs which assisted 8,846 persons, including at least 921 youth and at least 311 seniors.
- 14 new jobs were created through the monitoring of one business previously provided with an economic development loan.
- Peabody Street Park canopy/overhang purchased and installed.
- Point Neighborhood Community Space art mural completed.
- Lappin Park drinking fountain replaced.
- Two storefront improvements assisted.
- Survey & Planning Grant – Salem Downtown Retail Action Plan update completed.
- 55 trees planted on Congress, Dow, Perkins, Ward, Andrew, Federal, Cabot, Cedar, Fairfield, Gardner, Hancock, Lafayette, Linden, Chandler, Cushing, North and Schools Streets and Memorial Drive and Raymond Avenue.

## FY 2020 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 seventh 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.
- 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.
- Support the growth of new and existing private businesses.
- Develop policies, create opportunities, implement housing rehabilitation funding and downpayment assistance programs, and support other affordable housing initiatives to increase the supply of housing and address housing insecurity.
- 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 planning and implementation of new facilities at Gallows Hill Park.
- Work with Park and Recreation to complete the plan for improvements at Palmer Cove Park and then implement the plan.



### **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:**

- 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 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 biking infrastructure according to the Bicycling Master Plan including completion of the Canal Street Bike Path, development of a protected bike lane demonstration, and expansion of the 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 2017	Actual FY 2018	Estimated FY 2019	Estimated FY 2020
Community Development Block Grants received	995,257	965,549	965,549	965,549
HOME funds received	101,296	99,497	99,497	99,497
Studies and reports completed	2	1	1	1
Zoning amendments adopted	6	8	4	4
Neighborhood improvement projects completed	6	3	3	3
Rental housing subsidies provided (first/last/security)	18	42	42	42
Affordable housing units assisted	0	64	20	20
First-time homebuyers assisted	5	3	3	3
Housing units rehabilitated	7	2	2	2
Social service programs assisted	22	23	23	23
Technical assistance to businesses	50	22	22	22
Financial assistance to businesses	2	1	1	1
Street trees planted	0	TBD	TBD	TBD

### How FY 2020 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 develop policies, create opportunities, implement housing rehabilitation funding and downpayment assistance programs, and support other affordable housing initiatives to increase the supply of housing and address housing insecurity is a high 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 update/amend the existing Harbor Plan to encourage appropriate economic development on the waterfront is a high priority for 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 high 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 Gallows Hill Park and then implement the plans 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 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 Essex Street, Highland Avenue, Boston Street, and Boston/Bridge intersection 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 high 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.
- The Department's goal to explore options related to Camp Naumkaeg and Pioneer Village is a medium priority of the City.



# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Planning-Personnel</b>									
11821	5111	SALARIES-FULL TIME	429,268.39	492,382.00	492,382.00	464,607.74	556,965.00	571,547.00	571,547.00
11821	5131	OVERTIME (GENERAL)	4,634.89	0.00	0.00	0.00	0.00	0.00	0.00
11821	5150	FRINGE/STIPENDS	5,499.99	8,000.00	8,000.00	4,666.68	8,000.00	8,000.00	8,000.00
<b>Total Planning-Personnel</b>			<b>439,403.27</b>	<b>500,382.00</b>	<b>500,382.00</b>	<b>469,274.42</b>	<b>564,965.00</b>	<b>579,547.00</b>	<b>579,547.00</b>
<b>Planning-Expenses</b>									
11822	5216	HEAT & ELECTRICITY-Old Town Ha	8,000.00	8,000.00	8,000.00	7,974.76	13,000.00	13,000.00	13,000.00
11822	5320	CONTRACTED SERVICES	54,355.00	53,382.00	145,382.00	100,475.00	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	2,245.96	4,000.00	4,000.00	3,864.41	4,000.00	4,000.00	4,000.00
11822	5426	REPRODUCTIONS	146.00	200.00	200.00	200.00	200.00	200.00	200.00
11822	5710	IN STATE TRAVEL/MEETINGS	1,893.00	3,500.00	3,500.00	2,099.02	3,500.00	3,500.00	3,500.00
11822	5730	DUES AND SUB	25,895.00	27,255.00	27,255.00	27,040.20	27,708.00	27,708.00	27,708.00
<b>Total Planning-Expenses</b>			<b>92,534.96</b>	<b>104,657.00</b>	<b>196,657.00</b>	<b>141,653.39</b>	<b>110,110.00</b>	<b>110,110.00</b>	<b>110,110.00</b>
<b>200</b>	<b>182</b>	<b>Department Total</b>	<b>531,938.23</b>	<b>605,039.00</b>	<b>697,039.00</b>	<b>610,927.81</b>	<b>675,075.00</b>	<b>689,657.00</b>	<b>689,657.00</b>

**FY 2020 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2019 52.0	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2019 0.0%	Dept Prop Rate FY 2020 0.0%	Dept Request FY 2020 52.2	Mayor Rate FY 2020 2.5%	Mayor Proposed FY 2020 52.2	Council Voted FY 2020
ANDERSON COLLEEN	200 PLANNING DEPT	11821-5111	ZONING BOARD CLERK	1/14/16	1,440.00	B			12			Resigned	120.00		
COLE TIA	200 PLANNING DEPT	11821-5111	PUB ART COMM CLERK	NEW	900.00	B			12	75.00	75.00	900.00	75.00	900.00	900.00
STEWART LORALEE	200 PLANNING DEPT	11821-5111	ZONING BOARD CLERK	7/2/18		B			12	120.00	120.00	1,440.00		1,440.00	1,440.00
CAHILL SARAH	200 PLANNING DEPT	11821-5111	PLANNING ASSISTANT	4/30/18			0.70	1	70%	784.62	784.62	28,670.01	823.85	30,103.52	30,103.52
CASTILLO SANDRA	200 PLANNING DEPT	11821-5111	PLANNING ASSISTANT	10/2/17	27,846.00		0.00	1	0%			Resigned			
CHIANCOLA AMANDA	200 PLANNING DEPT	11821-5111	Sr. Planner	9/10/15	26,925.81		0.75	1	75%	1,250.00	1,250.00	48,937.50	1,281.25	50,160.94	50,160.94
COOGAN MATT	200 PLANNING DEPT	11821-5111	PRINCIPAL PLANNER	1/24/18	4,590.01		0.00	1	0%			Resigned			
CORRISTON BRENNAN	200 PLANNING DEPT	11821-5111	Planner - ZBA	11/1/18			1.00	1	100%	961.54	961.54	50,192.39	985.58	51,447.20	51,447.20
DANIEL THOMAS	200 PLANNING DEPT	11821-5111	DIRECTOR OF PLANNING	8/8/16	74,498.16		0.70	1	70%	2,046.65	2,046.65	74,784.70	2,097.82	76,654.31	76,654.31
DEVINE THOMAS	200 PLANNING DEPT	11821-5111	Sr. Planner	3/4/2010	58,678.28		1.00	1	100%	1,224.58	1,224.58	63,923.08	1,255.19	65,521.15	65,521.15
GREEL DEBORA	200 PLANNING DEPT	11821-5111	Staff Planner/Public Art	6/25/2014	55,189.53		0.00	1	0%			Resigned			
GREEN ASHLEY	200 PLANNING DEPT	11821-5111	Sr. Planner/Con Com Agent		26,265.04		0.00	1	0%			Resigned			
KELLEHER PATRICIA	200 PLANNING DEPT	11821-5111	Planner - Historic	1/4/16	27,132.61		0.50	1	50%	1,043.56	1,043.56	27,236.97	1,069.65	27,917.89	27,917.89
LUCHINI KATHRYN	200 PLANNING DEPT	11821-5111	Planner - Public Art	5/29/18			1.00	1	100%	1,141.35	1,141.35	59,578.47	1,169.88	61,067.93	61,067.93
MATTES DARYA	200 PLANNING DEPT	11821-5111	Planner - Con Com	10/9/18			0.50	1	50%	1,057.69	1,057.69	27,605.71	1,084.13	28,295.85	28,295.85
MEDINA JULIA	200 PLANNING DEPT	11821-5111	Budget Coordinator	12/14/1979	52,562.64		0.80	1	80%	1,311.60	1,311.60	54,772.42	1,344.39	56,141.73	56,141.73
NEWHALL-SMITH KATHRYN	200 PLANNING DEPT	11821-5111	Principal Planner	1/2/19			0.06	1	6%	1,346.15	1,346.15	4,216.14	1,379.80	4,321.55	4,321.55
SCHAEFFER ERIN	200 PLANNING DEPT	11821-5111	Planner - ZBA	8/25/2014	53,836.66		0.00	1	0%			Resigned			
WINN KATHLEEN	200 PLANNING DEPT	11821-5111	Deputy Dir of Planning	1/10/2006	82,516.79		0.95	1	95%	1,766.54	1,766.54	87,602.72	1,810.70	89,792.79	89,792.79
WELLS MASON	200 PLANNING DEPT	11821-5111	Planner-Planning Board	2/11/18			0.50		50%	1,038.47	1,038.47	27,104.07	1,064.43	27,781.67	27,781.67

<b>492,381.54</b>	<b>8.46</b>	<b>Total Full Time - 5111</b>				<b>556,964.16</b>		<b>571,546.52</b>	<b>571,546.52</b>
8,000.00		4	2,000.00	2,000.00	8,000.00	2,000.00	8,000.00	8,000.00	8,000.00
<b>500,381.54</b>	<b>8.46</b>	<b>Department Total</b>				<b>564,964.16</b>		<b>579,546.52</b>	<b>579,546.52</b>

<b>Full-Time Equivalent Employees:</b>	<b>FY 2018</b>	<b>6.89</b>
	<b>FY 2019</b>	<b>7.71</b>
	<b>FY 2020</b>	<b>8.46</b>
<b>General Fund Budget ONLY</b>	<b>Variance 19 vs. 20</b>	<b>0.75</b>

PLANNING DEPARTMENT EMPLOYEES COMBINED SALARIES BUDGET & GRANTS				FTE	Dept/Grant Amt	Total
NEWHALL-SMITH KATHRYN	CDBG - Grant	25513-5111	Principal Planner	0.94	94%	1,379.80
	Planning Budget	11821-5111		0.60	6%	1,379.80
CHIANCOLA AMANDA	CDBG - Grant	25513-5111	SR PLANNER HOUSING	0.25	25%	1,250.00
	Planning Budget	11821-5111		0.75	75%	1,281.25
DANIEL THOMAS	CDBG - Grant	25513-5111	PLANNER/CD DIRECTOR	0.20	30%	2,097.62
	Planning Budget	11821-5111		0.80	70%	2,097.82
DEVINE THOMAS	CDBG - Grant	25513-5111	SR PLANNER	0.00	0%	1,255.19
	Planning Budget	11821-5111		1.00	100%	1,255.19
FRANCISCO NAOMI	CDBG - Grant	25513-5111	HOUSING COORD	1.00	100%	1,002.21
GUY JANE	CDBG - Grant	25513-5111	Assistant CD Director	1.00	100%	1,451.23

Fund Through Grant

**FY 2020 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2019 52.0	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2019 0.0%	Dept Prop Rate FY 2020 0.0%	Dept Request FY 2020 52.2	Mayor Rate FY 2020 2.5%	Mayor Proposed FY 2020 52.2	Council Voted FY 2020
MATTES	DARYA	Con Com Budget Planning Budget	11711-5111 11821-5111	Planner- Con Com			0.50 0.50		50%	1,084.13 1,084.13	28,295.85 28,295.85	56,591.70			
KELLEHER	PATRICIA	CDBG - Grant Planning Budget Historic Comm Budget	25513-5111 11821-5111 16911-5111	Staff Planner/Hist Aide			0.00 0.50 0.50		0% 50% 50%	- 1,133.71 1,133.71	- 29,589.87 29,589.87	59,179.74			
MEDINA	JULIA	CDBG - Grant Planning Budget	25513-5111 11821-5111	Budget Coordinator			0.20 0.80		20% 80%	1,344.39 1,344.39	14,035.43 56,141.73	70,177.16			
WELLS	MASON	Planning Budget Planning BOARD	11821-5111 11751-5111				0.50 0.50		50% 50%	1,064.43 1,064.43	27,781.67 27,781.67	55,563.34			
COLE	TIA	Planning Department	11821-5111	Clerk to Public Art Commission				12	75.00	900.00	900.00	900.00			

PLANNING DEPARTMENT EMPLOYEES COMBINED SALARIES BUDGET & GRANTS							FTE	Dept/Grant Amt	Total
CAHILL	SARAH	CDBG - Grant	25513-5111	PLANNING ASSISTANT	0.30	30%	823.85	12,901.51	
		Planning Budget	11821-5111		0.70	70%	823.85	30,103.52	43,005.02
WINN	KATHY	CDBG	25513-5111	Deputy Dir of Planning	0.05	5%	1,810.70	4,725.94	
		Planning Budget	11821-5111		0.95	95%	1,810.70	89,792.79	94,518.72
ANDERSON	COLEEN	CDBG - Grant	25513-5111	SRA & DRB BOARD	24			1,800.00	1,800.00
STEWART	LORALEE	Planning	11821-5111	Zoning Board of Appeals	12			1,400.00	1,400.00
ANDERSON	COLEEN	HixCom	16911-5111	Hix Com Board	24			1,800.00	1,800.00
ATCHISON-KILB	STACY	Planning	11821-5111	Con Com Board	22			1,650.00	1,650.00
LUCHINI	KATHRYN	Planning	11821-5111	Planner - Public Arts	1.00	100%	1,169.88	61,067.93	61,067.93
CORRISTON	BRENNAN	Planning	11821-5111	Planner -ZBA	1.00	100%	985.58	51,447.20	51,447.20

Full-Time Equivalent Employees:	FY 2018	13.00
	FY 2019	13.06
	FY 2020	14.54
	All Planning - GF Budget & Grants	Variance 19 vs. 20 1.48

Grants		328,561.94
GF Budget		583,839.10
828,086.20	14.54	912,401.04
		940,696.89

**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**PLANNING - 200**

<b>ORG</b>	<b>OBJECT</b>	<b>DESCRIPTION</b>	<b>Voted by Council 2019</b>	<b>Dept Request</b>	<b>Approved by Mayor</b>	<b>Voted by Council</b>
11822	5216	<b>HEAT &amp; ELECTRICITY</b>				
		For heat and electricity costs at Old Town Hall	8,000	13,000	13,000	13,000
<b>TOTAL</b>			<b>8,000</b>	<b>13,000</b>	<b>13,000</b>	<b>13,000</b>
11822	5320	<b>CONTRACTED SERVICES</b>				
		Consulting Services	20,000	20,000	20,000	20,000
		Zagster contract	32,400	32,400	32,400	32,400
		Lease for planning vehicle - 3 year lease	982	982	982	982
<b>TOTAL</b>			<b>53,382</b>	<b>53,382</b>	<b>53,382</b>	<b>53,382</b>
11822	5387	<b>FEES - DEP ADMIN</b>				
		Annual DEP Audit Fees for open projects.				
		Gonyea Park	4,320	4,320	4,320	4,320
		Furlong Park	2,000	2,000	2,000	2,000
		Szetela Lane	2,000	2,000	2,000	2,000
<b>TOTAL</b>			<b>8,320</b>	<b>8,320</b>	<b>8,320</b>	<b>8,320</b>
11822	5421	<b>OFFICE SUPPLIES</b>				
		General Office supplies as needed	4,000	4,000	4,000	4,000
<b>TOTAL</b>			<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>
11822	5426	<b>REPRODUCTIONS</b>				
		Copying and Binding of Studies	200	200	200	200
<b>TOTAL</b>			<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>
11822	5710	<b>IN STATE TRAVEL/MEETINGS</b>				
		Mileage, parking fees and registration fees as needed (3x\$600 SNEAPA, 2x\$250 MAPD, 12@\$100 other)	3,500	3,500	3,500	3,500
<b>TOTAL</b>			<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>
11822	5730	<b>DUES AND SUB</b>				
		American Planning Association w/AICP (4 staff)	1,870	1,988	1,988	1,988
		Citizen Housing and Planning Association	85	85	85	85
		Massachusetts Association of Planning Directors	75	75	75	75
		Urban Land Institute	225	560	560	560
		Salem Partnership Membership	20,000	20,000	20,000	20,000
		North Shore Alliance Membership	5,000	5,000	5,000	5,000
<b>TOTAL</b>			<b>27,255</b>	<b>27,708</b>	<b>27,708</b>	<b>27,708</b>
<b>TOTAL PROPOSED</b>			<b>104,657</b>	<b>110,110</b>	<b>110,110</b>	<b>110,110</b>

# ***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 2020**

Ashley Green transitioned to staff planner for the Planning Board in August 2018. Darya Mattes started as the Conservation Agent in October 2018.

## **Recent Accomplishments**

- In accordance with the Commission's mission, the Commission:
  - Issued 13 Determinations of Applicability;
  - Issued 17 Orders of Conditions; and
  - Issued 15 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 continues to work toward achieving goals of the Open Space & Recreation Plan.
- The Commission contributed funding toward the maintenance and monitoring of the living shoreline that will be installed at Collins Cove in May 2019.

## **FY 2020 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.

<b>Outcomes and Performance Measures</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Estimated FY 2019</b>	<b>Estimated FY 2020</b>
Request for Determination of Applicability (RDA) applications reviewed/acted upon (Does the wetlands act apply)	14	13	14	14
Notices of Intent considered	12	17	16	16
Orders of Conditions issued	12	17	16	16
Full Certificates of Compliance issued	13	15	15	15

### How FY 2020 Departmental Goals Relate to City’s Overall Long & Short Term Goals

- See Planning – General Administration

# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Conservation Comm-Personnel</b>									
11711	5111	SALARIES-FULL TIME	26,544.88	27,916.00	27,916.00	26,695.74	29,256.00	29,946.00	29,946.00
11711	5150	FRINGE/STIPENDS	0.00	2,000.00	2,000.00	0.00	2,000.00	2,000.00	2,000.00
<b>Total Conservation Comm-Personnel</b>			<b>26,544.88</b>	<b>29,916.00</b>	<b>29,916.00</b>	<b>26,695.74</b>	<b>31,256.00</b>	<b>31,946.00</b>	<b>31,946.00</b>
<b>Conservation Comm-Expenses</b>									
11712	5421	OFFICE SUPPLIES (GEN	46.00	100.00	100.00	67.49	100.00	100.00	100.00
11712	5710	IN STATE TRAVEL/MEETINGS	450.00	500.00	500.00	0.00	500.00	500.00	500.00
11712	5730	DUES AND SUB	558.00	893.00	893.00	598.00	893.00	893.00	893.00
<b>Total Conservation Comm-Expenses</b>			<b>1,054.00</b>	<b>1,493.00</b>	<b>1,493.00</b>	<b>665.49</b>	<b>1,493.00</b>	<b>1,493.00</b>	<b>1,493.00</b>
<b>200</b>	<b>171</b>	<b>Department Total</b>	<b>27,598.88</b>	<b>31,409.00</b>	<b>31,409.00</b>	<b>27,361.23</b>	<b>32,749.00</b>	<b>33,439.00</b>	<b>33,439.00</b>

**FY 2020 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2019 52.0	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2019 0.0%	Dept Prop Rate FY 2020 0.0%	Dept Request FY 2020 52.2	Mayor Rate FY 2020 2.5%	Mayor Proposed FY 2020 52.2	Council Voted FY 2020
ATCHINSON-KILI STACY	200 PLANNING-CON COM	11711-5111	CLERK	10/7/2007	1,550.00	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	Planner/Con Com Agent		26,265.04		0.00		50.0%			Resigned	-		
MATTES DARYA	200 PLANNING-CON COM	11711-5111	Planner/Con Com Agent	10/9/18			0.50		50.0%	1,057.69	1,057.69	27,605.71	1,064.13	28,295.85	28,295.85
					27,915.04	0.50	Total Full Time - 5111					29,255.71		29,945.85	29,945.85
200 PLANNING-CON COM 11711-5150 AICP Certification					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
					29,915.04	0.50	Department Total					31,255.71		31,945.85	31,945.85

Full-Time Equivalent Employees:	FY 2018	0.50
	FY 2019	0.50
	FY 2020	0.50
	Variance 19 vs. 20	0.00



**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**CONSERVATION COMMISSION - 200**

<b>ORG</b>	<b>OBJECT</b>	<b>DESCRIPTION</b>	<b>Voted by Council 2019</b>	<b>Dept Request</b>	<b>Approved by Mayor</b>	<b>Voted by Council</b>
11712	5421	<b>OFFICE SUPPLIES</b>				
		GENERAL OFFICE SUPPLIES AS NEEDED	100	100	100	100
<b>TOTAL</b>			<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
11712	5710	<b>IN STATE TRAVEL/MEETINGS</b>				
		MILEAGE, PARKING FEES AND REGISTRATION FEES AS NEEDED	500	500	500	500
<b>TOTAL</b>			<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>
11712	5730	<b>DUES &amp; SUB</b>				
		MEMBERSHIP FOR CONSERVATION COMMISSION BOARD MEMBERS TO	613	613	613	613
		THE MASSACHUSETTS ASSOCIATION OF CONSERVATION COMMISSIONS				
		AND HANDBOOKS				
		AMERICAN PLANNING ASSOCIATION MEMBERSHIP	280	280	280	280
<b>TOTAL</b>			<b>893</b>	<b>893</b>	<b>893</b>	<b>893</b>
<b>TOTAL PROPOSED</b>			<b>1,493</b>	<b>1,493</b>	<b>1,493</b>	<b>1,493</b>

# ***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 2020**

Amanda Chiancola transitioned to another role in the department as Senior Planner in July 2018 with a focus on the housing agenda for the City. Ashley Green started as staff planner for the Planning Board in August 2018. Ashley resigned in January 2019 to move to Colorado. Mason Wells took the position in February 2019.

## **Recent Accomplishments**

Between July 1, 2017 and June 30, 2018, the Planning Board approved six (6) Site Plan Reviews (SPR) applications; including:



**Redevelopment of the Salem District Court building**  
61 residential dwelling units and commercial/restaurant space on the ground floor



**Redevelopment of 132-144 Canal Street**  
Redevelopment of site with construction of 3 new buildings and retention of 2 existing; mixed use buildings

Additional Site Plan Review applications reviewed and approved by the Planning Board include an amendment to a decision for construction of a Planned Unit Development at Washington and Dodge Streets that includes 113 hotel units, 56 residential units, and approximately 12,000 square feet of mixed commercial space; an amendment to a decision for the conversion of the former Salem Oil & Grease Company site at 1, 3 & 5 Harmony Grove Road and 60 & 64 Grove Street into 129 residential units, community space, and offices; and an amendment to a decision for the expansion of the Salem Waterfront Hotel & Suites, which includes the construction of 34 new hotel rooms.

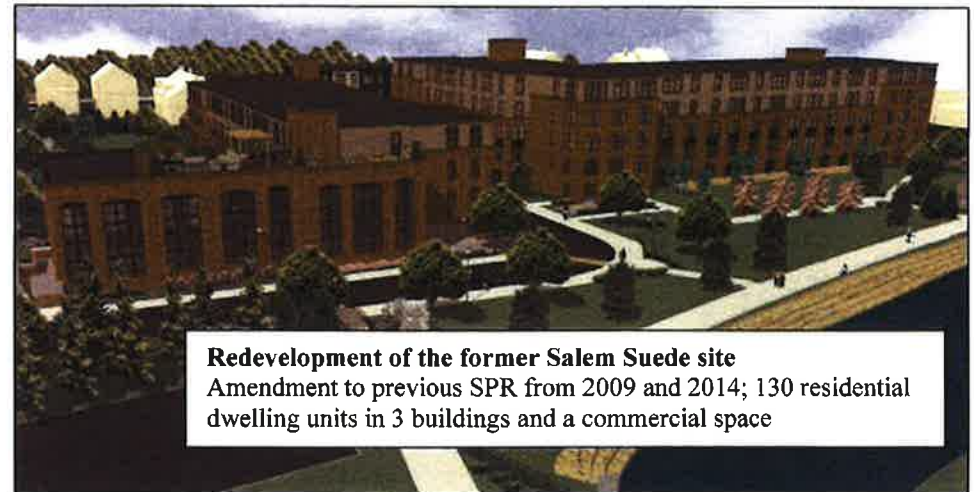
**Zoning Ordinance Changes:** The board had a discussion and voted on a recommendation to the City Council for the following rezoning applications:

- **Map Amendments:**

- Recommended that the City Council approve 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 deny a map amendment to change the zoning designation of 204, 206, 214 & 222 Derby Street to B-5.

- **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.
- Recommended that the City Council approve changes to the Zoning Ordinance for retail marijuana.
- Recommended that the City Council approve a proposed amendment relative to Design Review Board oversight of Site Plan Review applications in the Entrance Corridor Overlay District.
- Recommended that the City Council approve adoption of the accessory living area ordinance.
- Recommended that the City Council deny an amendment regarding the land area for agricultural uses.
- Recommended that the City Council approve an amendment to Section 8.4.9 Parking Requirements to reduce the parking requirement in the NRCC district from 2.0 spaces per dwelling unit to 1.5 spaces.
- Recommended that the City Council deny approval of a proposed zoning amendment relative to Section 3.2.5 Swimming Pools.
- Recommended that the City Council approve an amendment to Section 4.1.1 relative to fences.
- Recommended that the City Council approve an amendment to Section 3.0 (Table of Principal and Accessory Uses).
- Recommended that the City Council approve an amendment to Section 10.0 (Definitions).



**Redevelopment of the former Salem Suede site**  
Amendment to previous SPR from 2009 and 2014; 130 residential dwelling units in 3 buildings and a commercial space

## **FY 2020 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 2017	Actual FY 2018	Estimated FY 2019	Estimated FY 2020
<b>Permitted Applications (and Amendments)</b>				
Form A - Not Requiring Approval under the Subdivision Control Law	2	2	5	5
Form C - Subdivision	1	0	1	1
Site Plan Review	8	6	8	8
Flood Hazard Overlay District Special Permit	4	7	10	9
North River Canal Corridor Special Permit	2	1	6	4
Zoning Amendment Recommendations	6	13	8	4

How FY 2020 Departmental Goals Relate to City's Overall Long & Short Term Goals

- See Planning – General Administration

# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Planning Board-Personnel</b>									
11751	5111	SALARIES-FULL TIME	28,237.08	29,446.00	29,446.00	21,064.18	29,625.00	30,302.00	30,302.00
11751	5150	FRINGE/STIPENDS	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
<b>Total Planning Board-Personnel</b>			<b>30,237.08</b>	<b>31,446.00</b>	<b>31,446.00</b>	<b>23,064.18</b>	<b>31,625.00</b>	<b>32,302.00</b>	<b>32,302.00</b>
<b>Planning Board-Expenses</b>									
11752	5306	ADVERTISING	767.05	2,500.00	2,500.00	692.25	2,500.00	2,500.00	2,500.00
11752	5421	OFFICE SUPPLIES (GEN	46.00	300.00	300.00	300.00	300.00	300.00	300.00
11752	5426	REPRODUCTIONS	725.12	1,000.00	1,000.00	943.92	1,000.00	1,000.00	1,000.00
11752	5710	IN STATE TRAVEL/MEETINGS	448.62	500.00	500.00	51.31	500.00	500.00	500.00
11752	5730	DUES AND SUB	205.20	655.00	655.00	0.00	655.00	655.00	655.00
<b>Total Planning Board-Expenses</b>			<b>2,191.99</b>	<b>4,955.00</b>	<b>4,955.00</b>	<b>1,987.48</b>	<b>4,955.00</b>	<b>4,955.00</b>	<b>4,955.00</b>
<b>200</b>	<b>175</b>	<b>Department Total</b>	<b>32,429.07</b>	<b>36,401.00</b>	<b>36,401.00</b>	<b>25,051.66</b>	<b>36,580.00</b>	<b>37,257.00</b>	<b>37,257.00</b>

**FY 2020 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2019	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2019	Dept Prop Rate FY 2020	Dept Request FY 2020	Mayor Rate FY 2020	Mayor Proposed FY 2020	Council Voted FY 2020
					52.0					0.0%	0.0%	52.2	2.5%	52.2	
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
GREEN ASHLEY	200 PLANNING BOARD	11751-5111	Planner-Planning Board	5/1/17	26,925.81		0.00		50%			*	*	*	*
WELLS MASON	200 PLANNING BOARD	11751-5111	Planner-Planning Board	2/11/18			0.50		50%	1,038.47	1,038.47	27,104.07	1,064.43	27,781.67	27,781.67
					29,445.81	0.50	Total Full Time - 5111					29,624.07		30,301.67	30,301.67
200 PLANNING BOARD					2,000.00					*	*	2,000.00	*	2,000.00	2,000.00
					2,000.00		Total Fringe - 5150					2,000.00		2,000.00	2,000.00
Full-Time Equivalent Employees:					FY 2018	0.50									
					FY 2019	0.50									
					FY 2020	0.50									
					Variance 19 vs. 20	0.00									
					31,445.81	0.50	Department Total					31,624.07		32,301.67	32,301.67

**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**PLANNING BOARD - 200**

ORG	OBJECT	DESCRIPTION	Voted by Council 2019	Dept Request	Approved by Mayor	Voted by Council
11752	5306	<b>ADVERTISING</b>				
		JOINT PUBLIC HEARINGS - CITY COUNCIL AND PLANNING BD (5 PER YEAR)	2,500	2,500	2,500	2,500
<b>TOTAL</b>			<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>
11752	5421	<b>OFFICE SUPPLIES</b>				
		General office supplies as needed	300	300	300	300
<b>TOTAL</b>			<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>
11752	5426	<b>REPRODUCTIONS</b>				
		MANILA ENVELOPES	200	200	200	200
		PLANNING BOARD ENVELOPES	400	400	400	400
		COURIER SERVICES	200	200	200	200
		PAPER AND TONER FOR LARGE SCALE PRINTS	200	200	200	200
<b>TOTAL</b>			<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
11752	5710	<b>IN STATE TRAVEL/MEETINGS</b>				
		Mileage, parking fees and registration fees as needed	500	500	500	500
<b>TOTAL</b>			<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>
11752	5730	<b>DUES AND SUB</b>				
		CITIZEN PLANNER TRAINING COLLABORATIVE; SALEM NEWS	250	250	250	250
		AMERICAN PLANNING ASSOCIATION MEMBERSHIP (w/AICP)	405	405	405	405
<b>TOTAL</b>			<b>655</b>	<b>655</b>	<b>655</b>	<b>655</b>
<b>TOTAL PROPOSED</b>			<b>4,955</b>	<b>4,955</b>	<b>4,955</b>	<b>4,955</b>



# 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 2020

As noted in the General Administration section, the City's inaugural Public Art Planner, Deborah Greel, retired in June, 2018. Upon her retirement, a new Planner for Arts and Culture, Kate Luchini, was hired in June with expanded responsibilities. The Electricity budget for the bathrooms at Artists' Row includes a \$225 increase due to increased rates and a longer season that the Artists' Row bathroom is open. The Renovation and Repairs budget is increased by \$13,500 due to increased frequency of needed bathroom cleaning, the longer season cleaning needs to occur, additional maintenance and repairs to all of the structures at Artists' Row, and security cameras. The Promotions and Marketing budget includes a \$10,000 increase for public art to allow the program to include permanent public art at the new bike path, 289 Derby Street, Community Life Center, City Hall Annex, or other locations.

## Recent Accomplishments

The Public Art Commission (PAC), working with the Public Art Planner and new Planner for Arts and Culture completed its fourth year. Working within the context of the Public Art Master Plan, the PAC approved projects that included Salem's public art installations and a permanent, programmable LED lighting installation in Higginson Alley. They also reviewed and approved applications for one stall on Artists' Row, retaining three tenants from 2015 "Creative Entrepreneur" program and bringing in one new tenant.

During the past year the Public Art Commission:

- Developed a Work Plan for 2017-2018.
- Implemented a "Call for Performers" to create a series of free, public performances for all ages in Derby Square throughout the summer. Interactive performances included *Yellow Bird Chase* by Liars & Believers, *Macbeth* by the Bard Brigade, and *Dances Made to Order* by Betsy Miller and Matthew Cumbie.
- Purchased a dozen portable LED cubes and commissioned two local performers to create cube "pop up" events throughout the summer in various downtown locations. The performers, Brian Donnelly and Eric Rodgers, created interactive engagement opportunities for audiences that included music, magic and storytelling to bring the cubes to life.







- Participated in the Salem Arts Festival by hosting a third annual “**Mural Slam**”. Eleven 4’ x 8’ pieces of plywood were installed on the back of Artists’ Row stalls. 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 from the Public Art Commission budget. A number of the murals from the 2017 Mural Slam were donated to the Collins Middle School to enliven their spaces.
- Co-sponsored an artist talk, “From Tradition to the Streets: Women in the Arts” with the North Shore CDC. The panel discussion featured six local and national women artists ranging from traditional painters to muralists working on the Punto Urban Art Museum’s 2018 round of murals. The talk was supported by a grant from the Local Cultural Council.
- Began a public art inventory of the City’s art collection with assistance from a local historian working through the Park and Rec’s Tax Rebate Assistance Program.

▪ Implemented impactful changes to Artists’ Row:

- The Public Art Planner implemented a number of the design recommendations of Lesley University design students enlisted 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’.
- Installed high efficiency HVAC units in each of the Artists’ Row stalls to provide air conditioning and heat, extending the viable season the Artists’ Row program through the holidays. This project was funded by the Massachusetts Marketing Partnership/Massachusetts Office of Travel & Tourism.
- Increased rents for all the stalls for a third year. The tenants now pay rent year-round and are expected to remain open limited retail hours through the holidays.
- Continued working with Kathy McCarthy at Park and Recreation on the Tax Rebate Assistance program to have a volunteer work in the gardens at Artists’ Row. Fortunately, the volunteer is a horticulturalist who has planted and maintains 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 invited a variety of artists to bring the Salem community into the creative process through participatory project-based activities for all ages at Artists’ Row. Salem resident Hillary Grimes invited families to contribute to the creation of a public mural, “Raise Your Hands Up,” commenting on family separations at the border. Local artists, including Deanna Jacome and Michael Hall from Curran Glass Works, were invited for brief residencies at Artists’ Row, engaging visitors of all ages in their creative process. Artist Penny Benson was commissioned to collaborate with the public to create a giant Bee puppet that was displayed on Artists’ Row for much of the summer.
- Hosted a series of Community Lunches throughout the summer, inviting residents and visitors to share lunch each Thursday at “people and pollinator” tables created by artist Claudia Paraschiv.

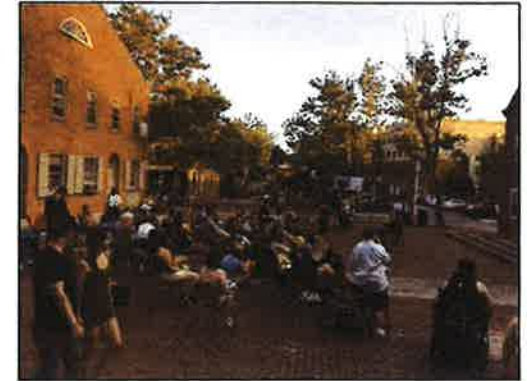


▪ **Derby Square:**

Building on the success of Derby Flea (now Salem Flea) markets, the Planner for Arts and Culture worked with Reid and Co. to present monthly markets in Derby Square from May-September, with two in October, as well as a winter market in Old Town Hall in December.

**Old Town Hall**

The Planner for Arts and Culture 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 the Mural Slam
  - 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 fifth New England Open market craft fair resulting in thousands of visitors to downtown Salem the week before Christmas.
- Hosted a Salem Arts Association Winter Art Market, Freaks and Antiques Market, and Salem Flea Holiday Market for visitors during the holiday season
- 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.. One hundred and fifty students, parents, teachers and members of the community attended the opening reception.
- Commissioned BLW Engineers, Inc. to evaluate the Hall's existing HVAC system and propose upgrades to provide more efficient heat, as well as air conditioning. The BLW proposal will inform capital requests and future grant applications to invest in this important infrastructure and expand the Hall's use and income-generating capacity.

Destination Salem, the City's marketing organization, completed a successful eleventh year of operation.

Accomplishments of the past year include:

- Local hotel/motel tax collections increased by 13.8% in 2018 and meals tax increased by 7% .
- The Destination Salem budget grew to \$576,000 in FY18, which was a 7% increase over FY17.
- Generated \$321,000 in private investment in FY18.
- Published and distributed 350,000 printed Salem Guides.
- Published and distributed 150,000 Haunted Happenings Guides.

- Launched an updated Salem.org that allows visitors to build their own itinerary and search for things to do, places to stay, and restaurants to dine at, and saw web traffic increase 14.4% over FY17 to an average of more than 55,000 users per month.
- Embraced social media platforms and increased followers:
  - Destination Salem Facebook: 21,000 Facebook followers
  - Haunted Happenings Facebook: 61,000 Facebook followers
  - Destination Salem Instagram: 8,655 followers
  - Haunted Happenings Instagram: 6,195 followers
  - Destination Salem Twitter: 6,164 followers
  - Haunted Happenings Twitter: 9,357 followers
  - Destination Salem Pinterest: 64.4K monthly viewers
  - Haunted Happenings Pinterest: 3.5K monthly viewers
  - And a new addition, Destination Salem on LinkedIn.

Destination Salem also accomplished the following marketing initiatives during 2018:

- Marketed and promoted Salem at trade shows, including the American Bus Association Marketplace and Discover New England International Summit;
- Hosted the New England Travel Showcase for tour operators at the Salem Waterfront Hotel & Suites;
- Promoted Salem to leisure travelers at the AAA Travel Marketplace,
- CT-1/Hartford Courant Daytrips and Destinations, Boston Spirit Networking Night, North Shore Pride Festival, and The Big E;
- Hosted 25 media and trade familiarization tours in 2018, a 40% increase over 2017. These included travel writers and tour operators from the UK, Portugal, France, Russia, and the US;
- In October, Destination Salem collaborated with the City of Salem to organize special event staff to maintain safe crosswalks and high-traffic intersections and provide supervisory staff in the Charter Street Cemetery during Haunted Happenings;
- Continued to work with the cruise industry on shore excursions for passengers coming into Boston and Salem, and provided onboard and shore-side hospitality for the Seabourn QUEST and Hurtigruten MS FRAM;
- Hosted the annual Salem Tourism Day in June for 46 members of the Greater Boston Concierge Association;
- Successfully managed social media campaigns via blogs, Facebook, Twitter, Instagram, Pinterest, and YouTube to engage visitors from near and far in Salem programming and businesses;
- Represented Salem to the North of Boston Convention & Visitors Bureau, Greater Boston Convention & Visitors Bureau, and Massachusetts Office of Travel & Tourism, and
- Supported Salem Main Streets with a cash investment of \$10,000, as well as marketing and public relations support.

In addition, Destination Salem promoted the local arts community by:

- Commissioning a local illustrator for the covers of the 2018 publications;
- Worked with the Salem Harbor CDC to promote El Punto Urban Art Museum;
- Collaborated with location scouts on various film projects;
- Worked with the planning department on the conservation of Charter Street Cemetery; and worked to address resident concerns regarding the City's tourism industry.

Destination Salem contributed to positive media coverage for Salem tourism in the *Providence Journal*, *Conde Nast Travel*, and the *Washington Post*, and on James Martin's culinary show (UK), Daniele Nocce's YouTube channel (Brazil), and NBC-10 (Boston). These articles, and others, can be found at [Salem.org/media](http://Salem.org/media).

According to the Massachusetts Office of Travel and Tourism, tourism to Salem generated more than \$104 million in expenditures in 2016 (the most recent reporting year) and supported 790 jobs.

## FY 2020 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 2018 survey into the marketing and promotion campaigns of 2019.
- Continue to collaborate with Destination Salem to provide special event staffing during Haunted Happenings and to address resident concerns regarding the tourism industry.
- 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 2017	Actual FY 2018	Estimated FY 2019	Estimated FY 2020
Businesses participating in Visitors Guide	163	147	145	145
Visitor Guides Distributed (print and digital)	355,000	399,000	420,000	450,000

Salem.org website Sessions	848,177	655,352	700,000	720,000
Haunted Happenings.org website sessions*	344,205	440,582	500,000	550,000
Marketplace stalls leased/licensed	5	5	5	5

*\*Haunted Happenings traffic dropped in 2017 because all calendar traffic was directed to Salem.org*

### How FY 2020 Departmental Goals Relate to City's Overall Long & Short Term Goals

- See Planning - General Administration



# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Market &amp; Tour-Expenses</b>									
11992	5211	ELECTRICITY	267.50	775.00	775.00	745.27	1,000.00	1,000.00	1,000.00
11992	5306	ADVERTISING	70.00	150.00	150.00	0.00	150.00	150.00	150.00
11992	5389	PROMOTION & MARKETING	229,299.50	267,000.00	267,000.00	263,513.99	277,000.00	282,000.00	282,000.00
11992	5846	RENOVATION & REPAIRS	12,134.36	13,500.00	13,500.00	9,074.20	27,000.00	27,000.00	27,000.00
<b>Total Market &amp; Tour-Expenses</b>			<b>241,771.36</b>	<b>281,425.00</b>	<b>281,425.00</b>	<b>273,333.46</b>	<b>305,150.00</b>	<b>310,150.00</b>	<b>310,150.00</b>
<b>200</b>	<b>199</b>	<b>Department Total</b>	<b>241,771.36</b>	<b>281,425.00</b>	<b>281,425.00</b>	<b>273,333.46</b>	<b>305,150.00</b>	<b>310,150.00</b>	<b>310,150.00</b>

**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**MARKET & TOURISM - 200**

ORG	OBJECT	DESCRIPTION	Voted by Council 2019	Dept Request	Approved by Mayor	Voted by Council
11992	5211	<b>ELECTRICITY</b>				
		ELECTRICAL SERVICES FOR MARKET PLACE	775	1,000	1,000	1,000
<b>TOTAL</b>			<b>775</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
11992	5306	<b>ADVERTISING</b>				
		ADVERTISEMENT FOR RFP'S FOR MARKET PLACE STALLS	150	150	150	150
<b>TOTAL</b>			<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>
11992	5389	<b>PROMOTION &amp; MARKETING</b>				
		Destination Salem Funding	250,000	250,000	250,000	250,000
		Free Trolley Rides for Salem Residents - July, August, Sept	7,000	7,000	7,000	7,000
		Public Art - programs (e.g., utility box, sculpture series, murals, placemaking) and permanent installations (e.g., bike path marker, park sculpture, CLC art)	10,000	20,000	25,000	25,000
<b>TOTAL</b>			<b>267,000</b>	<b>277,000</b>	<b>282,000</b>	<b>282,000</b>
11992	5846	<b>RENOVATION &amp; REPAIRS</b>				
		Renovations, repairs and upkeep to public restrooms and buildings s needed and security cameras	13,500	27,000	27,000	27,000
<b>TOTAL</b>			<b>13,500</b>	<b>27,000</b>	<b>27,000</b>	<b>27,000</b>
<b>TOTAL PROPOSED</b>			<b>281,425</b>	<b>305,150</b>	<b>310,150</b>	<b>310,150</b>

# 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 2020

There are no significant budget or staffing changes.

## Recent Accomplishments

- 130 new inventory forms were completed for historic resources in the Downtown through a grant from the Massachusetts Historical Commission. Historic and architectural information provided on these forms will support advocacy efforts of the Historical Commission and development review of the Salem Redevelopment Authority and Design Review Board.
- The new *Preserving Salem* website ([www.preservingsalem.com](http://www.preservingsalem.com)) went live. The site includes information on Salem's historic buildings and districts, local historic district administration, highlights of current City-sponsored restoration projects and upcoming preservation events.
- The Historical Commission collaborated with the Salem Preservation Partners group to successfully host Salem's second annual Preservation Month celebration. Activities included a breakfast for elected officials, presentation at a Salem Redevelopment Authority meeting and a workshop series.
- The Historical Commission co-hosted a workshop on preserving historic wood windows with the statewide preservation organization, Preservation Massachusetts Inc. Both the Preservation Planner and Historical Commission Chair presented at the workshop.
- Staff continued to coordinate meetings of the Salem Preservation Partners group. Over the past year, this effort included coordination of a working group that met with the Mayor and Peabody Essex Museum officials on strategies for preserving and enhancing local access to the historic documentary material found in the Phillips Library archives and a digitization subcommittee that worked with the Phillips Library staff on digitization priorities. This effort is still ongoing.
- The Historical Commission issued 156 decisions on projects in local historic districts.
- The Commission reviewed and acted on nine requests under the Demolition Delay Ordinance.
- The Commission provided letters of support for:



Meet Window Repair Experts

Learn how "Restore and Repair" is possible and a sustainable choice

Hear about Real World Case Studies

Get information & Resources


Presentations by Window Woman of New England and others!

**JUNE 19, 2018**  
**HISTORIC WINDOWS: MAKING THE CASE**

6:30 – 8:30 PM Salem, MA

For everyone who wants to know more about historic windows, join us for an evening of presentations, discussion and networking. Visit our Eventbrite site for more details, information and to register. Organized and supported by the following organizations and local partners:

**HISTORIC WINDOWS: MAKING THE CASE**  
Did I say that?  
Or did I say it?  
Salem, MA  
Visit [www.preservingsalem.com](http://www.preservingsalem.com)  
Talk to eventbrite.com  
Or Call 617-696-3226



- a. City of Salem's FY2018 Survey & Planning Grant application for South Salem Survey Project
  - b. The FY18 update of the Community Preservation Plan
  - c. Essex National Heritage Commission's Round 24 MPPF Application
  - d. Community Preservation Act grant application for Bridge at 211's request for window restoration.
  - e. Community Preservation Act grant application for Historic New England's request for fire detection upgrade project.
  - f. Community Preservation Act grant application for City of Salem's request for restoration of artwork in the City Hall Council Chambers.
  - g. Restoration of the historic Nathaniel Silsbee House (former Knights of Columbus) at 94 Washington Square East before the Zoning Board of Appeals for zoning relief.
  - h. St. Nicholas Russian Orthodox Church, 64-66 Forrester Street, request for waiver of the General Requirements of Barrier Free Access.
  - i. Salem Ventures, LLC's requests for Massachusetts Historic Rehabilitation Tax credits
  - j. 162 Federal Street, LLC's request for Massachusetts Historic Rehabilitation Tax credits
  - k. Nine Zero Washington, LLC's request for Massachusetts Historic Rehabilitation Tax credits
  - l. Atlantic Coast Homes' request for Massachusetts Historic Rehabilitation Tax credits
  - m. Daniel Randall's request for Massachusetts Historic Rehabilitation Tax credits
  - n. North Shore Community Development Coalition nomination of the Point Neighborhood for the 2018 Richard Driehaus Foundation National Preservation Award.
- The Commission provided determinations of historic significance for the following properties seeking CPA funds:
    - a. Almy's Clock, Essex Street
  - The Commission provided comments letters for:
    - a. Section 106 Review comment for Hawthorne Cove Marina expansion, 10 White Street
    - b. Section 106 Review comment for Prince Street Project/Point Neighborhood Camera Installations
    - c. Section 106 Review comment for MassDOT Project, Canal Street Rail Trail Phase 2
    - d. Salem Superior Court and County Commissioners Buildings, 32-34 Federal Street, "warm mothballing" project
    - e. 34 Peabody Street, Project Notification Form



*Dickson Chapel stained glass window restoration*

## FY 2020 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 Update*.
- 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 update and enhance the Salem Historical Commission's web page on the City's website and the new [www.preservingsalem.com](http://www.preservingsalem.com) website.

Outcomes and Performance Measures	Actual FY 2017	Actual FY 2018	Estimated FY 2019	Estimated FY 2020
Regular meetings of the Salem Historical Commission	23	17	22	23
Applications received for approval	138	174	155	155
# of Certificates of Non-Applicability to be issued	69	71	75	75
# of Certificates of Appropriateness to be issued	69	103	75	75
# of Certificates of Hardship to be issued	8	0	3	3
Workshops/seminars/trainings related to historic preservation issues to be attended by Staff and Commission members	21	24	30	30

### How FY 2020 Departmental Goals Relate to City's Overall Long & Short Term Goals

- See Planning – General Administration

# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Historical Comm-Personnel</b>									
16911	5111	SALARIES-FULL TIME	8,735.53	28,933.00	28,933.00	27,256.87	30,669.00	31,390.00	31,390.00
<b>Total Historical Comm-Personnel</b>			<b>8,735.53</b>	<b>28,933.00</b>	<b>28,933.00</b>	<b>27,256.87</b>	<b>30,669.00</b>	<b>31,390.00</b>	<b>31,390.00</b>
<b>Historical Comm-Expenses</b>									
16912	5342	POSTAGE	56.07	500.00	500.00	36.06	500.00	500.00	500.00
16912	5421	OFFICE SUPPLIES (GEN	46.00	100.00	100.00	65.98	100.00	100.00	100.00
16912	5583	PHOTOGRAPHY SUPPLIES	0.00	200.00	200.00	180.00	200.00	200.00	200.00
16912	5710	IN STATE TRAVEL/MEETINGS	361.70	500.00	500.00	285.03	500.00	500.00	500.00
16912	5730	DUES AND SUB	0.00	100.00	100.00	0.00	100.00	100.00	100.00
<b>Total Historical Comm-Expenses</b>			<b>463.77</b>	<b>1,400.00</b>	<b>1,400.00</b>	<b>567.07</b>	<b>1,400.00</b>	<b>1,400.00</b>	<b>1,400.00</b>
<b>200</b>	<b>691</b>	<b>Department Total</b>	<b>9,199.30</b>	<b>30,333.00</b>	<b>30,333.00</b>	<b>27,823.94</b>	<b>32,069.00</b>	<b>32,790.00</b>	<b>32,790.00</b>

**FY 2020 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2019 52.0	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2019 0.0%	Dept Prop Rate FY 2020 0.0%	Dept Request FY 2020 52.2	Mayor Rate FY 2020 2.5%	Mayor Proposed FY 2020 52.2	Council Voted FY 2020
KELLEHER PATRICIA	200 PLANNING-HIST COMM	16911-5111	STAFF PLANNER/HIST AIDE	1/4/16	27,132.59		0.50	1	50.0%	1,106.06	1,106.06	28,668.17	1,133.71	29,589.87	29,589.87
ANDERSON COLEEN	200 PLANNING-HIST COMM	16911-5111	BOARD CLERK		1,800.00	B		1	24	75.00	75.00	1,800.00	75.00	1,800.00	1,800.00

28,932.59	0.50	Total Full Time - 5111	30,668.17	31,389.87	31,389.87
28,932.59	0.50	Department Total	30,668.17	31,389.87	31,389.87

Full-Time Equivalent Employees:	FY 2018	0.14
	FY 2019	0.50
	FY 2020	0.50
	Variance 19 vs. 20	0.00

**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**Historical Commission - 200**

<b>ORG</b>	<b>OBJECT</b>	<b>DESCRIPTION</b>	<b>Voted by Council 2019</b>	<b>Dept Request</b>	<b>Approved by Mayor</b>	<b>Voted by Council</b>
16912	5342	<b>POSTAGE</b> Postage & labels as needed	500	500	500	500
<b>TOTAL</b>			<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>
16912	5421	<b>OFFICE SUPPLIES</b> General office supplies as needed	100	100	100	100
<b>TOTAL</b>			<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
16912	5583	<b>PHOTOGRAPHY SUPPLIES</b> General photography supplies as needed	200	200	200	200
<b>TOTAL</b>			<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>
16912	5710	<b>IN STATE TRAVEL/MEETINGS</b> Mileage, parking fees and registration fees as needed	500	500	500	500
<b>TOTAL</b>			<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>
16912	5730	<b>DUES AND SUB</b> Preserving Salem website hosting National Alliance of Preservation Commissions	100	100	100	100
<b>TOTAL</b>			<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>TOTAL PROPOSED</b>			<b>1,400</b>	<b>1,400</b>	<b>1,400</b>	<b>1,400</b>

# ***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 area 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 2020**

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 2020 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.

<b>Outcomes and Performance Measures</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Estimated FY2019</b>	<b>Estimated FY2020</b>
<b>Street</b>				
Sidewalk Repairs (FY2015 includes eliminating concrete trip hazards using contractor)				
Pothole Fills (Repairs)				
Catch Basin Repairs				
Sink Holes				
Trenches				
<b>Trees/Open Space/Cemetery</b>				
Trees planted Spring (FY13 fall plantings =24)				
Full Burials				
Foundations				
Lots Sold				

### How FY 2020 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 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Public Services/General-Psn</b>									
14111	5111	SALARIES-FULL TIME	1,351,896.72	1,355,063.00	1,431,658.60	1,436,246.93	1,587,741.00	1,590,840.00	1,590,840.00
14111	5113	SALARIES-PART TIME	61,741.70	46,502.00	46,502.00	41,128.42	47,750.00	48,494.00	48,494.00
14111	5118	SEASONAL LABOR	131,623.25	125,200.00	125,200.00	102,379.51	125,200.00	125,200.00	125,200.00
14111	5131	OVERTIME (GENERAL)	159,690.52	144,000.00	144,000.00	161,264.84	144,000.00	144,000.00	144,000.00
<b>Total Public Services/General-Psn</b>			<b>1,704,952.19</b>	<b>1,670,765.00</b>	<b>1,747,360.60</b>	<b>1,741,019.70</b>	<b>1,904,691.00</b>	<b>1,908,534.00</b>	<b>1,908,534.00</b>
<b>Public Services/General-Exp</b>									
14112	5211	ELECTRICITY	9,000.00	9,000.00	9,000.00	8,795.62	9,000.00	9,000.00	9,000.00
14112	5215	NATURAL GAS	7,000.00	7,000.00	7,000.00	4,765.34	7,000.00	7,000.00	7,000.00
14112	5216	OIL HEAT	7,000.00	7,000.00	7,000.00	6,409.54	7,000.00	7,000.00	7,000.00
14112	5241	BUILDING MAINT-DPW	19,408.45	19,800.00	19,800.00	16,251.44	19,800.00	19,800.00	19,800.00
14112	5249	GROUND MAINTENANCE-CEMETER	3,800.00	3,800.00	3,800.00	3,628.67	3,800.00	3,800.00	3,800.00
14112	5249R	GROUND MAINT-PARKS & REC	30,000.00	30,000.00	30,000.00	23,838.25	30,000.00	30,000.00	30,000.00
14112	5253	RADIO MAINT & PARTS	592.55	1,300.00	1,300.00	600.00	1,300.00	1,300.00	1,300.00
14112	5270	RENTAL & LEASE	2,200.00	2,400.00	2,400.00	1,500.00	2,400.00	2,400.00	2,400.00
14112	5301	POLICE DETAIL	42,000.00	42,000.00	42,000.00	40,003.83	67,000.00	67,000.00	67,000.00
14112	5304	PROFESSIONAL SERV/FEEs	9,316.22	9,600.00	9,600.00	7,670.12	9,600.00	9,600.00	9,600.00
14112	5317	EDUCATIONAL TRAINING	2,000.00	2,000.00	2,000.00	1,739.51	2,000.00	2,000.00	2,000.00
14112	5320	CONTRACTED SERVICES	291,363.60	426,400.00	441,400.00	370,324.56	551,400.00	551,400.00	551,400.00
14112	5341	TELEPHONE	8,640.00	8,640.00	8,640.00	187.00	8,640.00	8,640.00	8,640.00
14112	5383	BURIAL SERVICES	70,000.00	0.00	63,000.00	54,630.00	0.00	0.00	0.00
14112	5391	TREE PLANTING, REMOVAL & MAIN	52,696.00	125,000.00	155,000.00	119,021.80	250,000.00	250,000.00	250,000.00
14112	5392	TREE PLANTING	5,000.00	0.00	0.00	0.00	0.00	0.00	0.00
14112	5421	OFFICE SUPPLIES (GEN	2,000.00	2,000.00	2,000.00	1,927.02	2,000.00	2,000.00	2,000.00
14112	5451	CUSTODIAL SUPPLIES	3,000.00	3,000.00	3,000.00	2,565.68	3,000.00	3,000.00	3,000.00
14112	5461	GROUNDS MAINT & SUPPLIES	9,422.72	9,700.00	9,700.00	9,023.08	9,700.00	9,700.00	9,700.00
14112	5481	GASOLINE/DIESEL FUEL	85,000.00	70,000.00	70,000.00	50,708.52	70,000.00	70,000.00	70,000.00
14112	5483	VEHICLE PARTS-DPW	53,409.66	45,000.00	79,000.00	61,359.91	79,000.00	79,000.00	79,000.00
14112	5483A	VEHICLE PARTS-POLICE	19,999.51	20,000.00	20,000.00	19,962.63	20,000.00	20,000.00	20,000.00
14112	5483B	VEHICLE PARTS-OTHER	17,572.02	17,700.00	17,700.00	11,961.19	17,700.00	17,700.00	17,700.00
14112	5485	STREET SWEEPING & BROOMS	57,450.94	59,551.00	59,551.00	59,131.54	59,551.00	59,551.00	59,551.00
14112	5710	IN STATE TRAVEL/MEETINGS	996.00	1,000.00	1,000.00	788.03	1,000.00	1,000.00	1,000.00
14112	5717	PROF LICENSE REIMB	1,382.00	5,000.00	5,000.00	2,490.35	5,000.00	5,000.00	5,000.00
14112	5730	DUES AND SUB	209.99	1,000.00	1,000.00	655.01	1,000.00	1,000.00	1,000.00
14112	5843	IMPROVEMENTS PW & PARK	66,998.78	70,000.00	70,000.00	57,156.00	70,000.00	70,000.00	70,000.00

# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
14112	5846	REPAIRS/RENOV/SIDEWALKS	29,938.33	40,000.00	40,000.00	30,475.41	40,000.00	40,000.00	40,000.00
14112	5860	EQUIPMENT PURCHASE & REPAIR	116,091.39	116,096.00	116,096.00	110,587.24	116,096.00	116,096.00	116,096.00
	<b>Total</b>	<b>Public Services/General-Exp</b>	<b>1,023,488.16</b>	<b>1,153,987.00</b>	<b>1,295,987.00</b>	<b>1,078,157.29</b>	<b>1,462,987.00</b>	<b>1,462,987.00</b>	<b>1,462,987.00</b>
<b>230</b>	<b>411</b>	<b>Department Total</b>	<b>2,728,440.35</b>	<b>2,824,752.00</b>	<b>3,043,347.60</b>	<b>2,819,176.99</b>	<b>3,367,678.00</b>	<b>3,371,521.00</b>	<b>3,371,521.00</b>

**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**PUBLIC SERVICES - Admin - 230**

ORG	OBJECT	DESCRIPTION	Voted by Council 2019	Dept Request	Approved by Mayor	Voted by Council
14112	5211	<b>ELECTRICITY</b> National Grid Provides electricity for DPW buildings, garage, cemetary, light poles	9,000	9,000	9,000	9,000
<b>TOTAL</b>			<b>9,000</b>	<b>9,000</b>	<b>9,000</b>	<b>9,000</b>
14112	5215	<b>NATURAL GAS</b> Direct Energy Market, National Grid and UGI Gas for DPS buildings-5 Jefferson and Greenlawn	7,000	7,000	7,000	7,000
<b>TOTAL</b>			<b>7,000</b>	<b>7,000</b>	<b>7,000</b>	<b>7,000</b>
14112	5216	<b>OIL HEAT-CEM</b> 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	400 (8,300) 700 5,000 800 6,600 1,800
<b>TOTAL</b>			<b>7,000</b>	<b>7,000</b>	<b>7,000</b>	<b>7,000</b>
14112	5241	<b>BUILDING MAINTENANCE - DPW</b> ASAP Drains, Beacon, Boston Fire, Embree Elevator, Garland, Hayden, O'Connell, Salem Overhead Electrical, Fire extinguisher, I&M, Facility roof repair, overhead door repair	19,800	19,800	19,800	19,800
<b>TOTAL</b>			<b>19,800</b>	<b>19,800</b>	<b>19,800</b>	<b>19,800</b>
14112	5249	<b>GROUND MAINTENANCE - CEMETERY</b> Danvers Farm & Home, Home Depot, Winer, Maestranzi, Northeast, Rent All Grounds equipment and supplies	3,800	3,800	3,800	3,800
<b>TOTAL</b>			<b>3,800</b>	<b>3,800</b>	<b>3,800</b>	<b>3,800</b>
14112	5249R	<b>GROUND MAINTENANCE - PARKS &amp; REC (From Rec Dept Budget)</b> BMC Corporation, Coastal, Fastenal, FWW, Hayden, John Deer, Lesco, McGinnis, Motor Parks, Nar Coast Maintenance& Future Supply - Park facility supplies	30,000	30,000	30,000	30,000
<b>TOTAL</b>			<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>
14112	5253	<b>RADIO MAINT &amp; PARTS</b> Northeast Two-Way - Radio repair and service	1,300	1,300	1,300	1,300
<b>TOTAL</b>			<b>1,300</b>	<b>1,300</b>	<b>1,300</b>	<b>1,300</b>
14112	5270	<b>RENTAL AND LEASE - UNIFORMS</b> Rags, Gloves, Goggles & Safety Equipment Rain gear - 15 @ \$100	900 1,500	900 1,500	900 1,500	900 1,500
<b>TOTAL</b>			<b>2,400</b>	<b>2,400</b>	<b>2,400</b>	<b>2,400</b>
14112	5301	<b>POLICE DETAIL</b> Additional funds needed for third street sweeping Details for tree removals abd cleanup, street sweeping, line painting, street open, paving	- 42,000	25,000 42,000	25,000 42,000	25,000 42,000
<b>TOTAL</b>			<b>42,000</b>	<b>67,000</b>	<b>67,000</b>	<b>67,000</b>
14112	5304	<b>PROFESSIONAL SERVICES</b> Bobs Tire Company, David Porter, HAWK, Leahy Landscape, Mitchell, Rockport, Safet Clean, Tankc Stump removal, street sweeping assitance, equipment upgrades, Hazardous Waste disposal, annual central motor testing	9,600	9,600	9,600	9,600
<b>TOTAL</b>			<b>9,600</b>	<b>9,600</b>	<b>9,600</b>	<b>9,600</b>
14112	5317	<b>EDUCATIONAL TRAINING</b> License reimbursements, Misc licenses per union agreements, seminars & training to maintain licenses	2,000	2,000	2,000	2,000
<b>TOTAL</b>			<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>

**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**PUBLIC SERVICES - Admin - 230**

ORG	OBJECT	DESCRIPTION	Voted by Council 2019	Dept Request	Approved by Mayor	Voted by Council
14112	5320	<b>CONTRACTED SERVICES-</b>				
		Mowing and maintenance of Open Spaces	195,000	195,000	195,000	195,000
		Line Painting and Downtown Maintenance	70,000	70,000	70,000	70,000
		Elevator, Plumbing, Overhead door maint, etc.	36,400	36,400	36,400	36,400
		ROCA services	125,000	125,000	125,000	125,000
		Lot Maintenance	-	125,000	125,000	125,000
<b>TOTAL</b>			<b>426,400</b>	<b>551,400</b>	<b>551,400</b>	<b>551,400</b>
14112	5341	<b>TELEPHONE</b>				
		Rockport Technology - Telephone system maintenance	3,000	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	5,640
<b>TOTAL</b>			<b>8,640</b>	<b>8,640</b>	<b>8,640</b>	<b>8,640</b>
14112	5383	<b>BURIAL EXPENSES</b>				
		Means Precast - Burial boxes				
		MISCISZ & Sons - Burials				
		<i>Burial Expenses are funded annually from Sale of Lots and Sale of Vaults Funds</i>				
<b>TOTAL</b>			-	-	-	-
14112	5391	<b>TREE , PLANTING, REMOVAL &amp; MAINTENANCE</b>				
		Cermaloy Carbide Company, Cleaves, Northshore Compost, Rent all				
		Tool sharpening, stump removal, chipper repair, other repairs and supplies				
		Tree removal/planting non CDBG	125,000	250,000	250,000	250,000
		Plantings and flowers, Arborday plantings and materials		-	-	-
<b>TOTAL</b>			<b>125,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>
14112	5421	<b>OFFICE SUPPLIES</b>				
		General office supplies as needed, including Belmont Springs	2,000	2,000	2,000	2,000
<b>TOTAL</b>			<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
14112	5451	<b>CUSTODIAL SUPPLIES</b>				
		Coast Maintenance, State, Winer-Electric and Custodial Supplies	3,000	3,000	3,000	3,000
<b>TOTAL</b>			<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>
14112	5461	<b>GROUNDSKEEPING SUPPLIES - DPW</b>				
		A-1 Exterminators, Dilisio, HD, Oilman Supplies, One Way Lumber, Winer	9,700	9,700	9,700	9,700
		Grounds supplies and hardware				
<b>TOTAL</b>			<b>9,700</b>	<b>9,700</b>	<b>9,700</b>	<b>9,700</b>
14112	5481	<b>GASOLINE/DIESEL FUEL</b>				
		Burke - Diesel per state bid	60,000	60,000	60,000	60,000
		Global Companies - Unleaded per the state bid	10,000	10,000	10,000	10,000
<b>TOTAL</b>			<b>70,000</b>	<b>70,000</b>	<b>70,000</b>	<b>70,000</b>
14112	5483	<b>VEHICLE PARTS DPW</b>				
		All Welding, CC Auto, Goodyear, J's Warehouse, Schmidt, Motor Part Sales, etc.	45,000	79,000	79,000	79,000
		Parts for DPS vehicles				
<b>TOTAL</b>			<b>45,000</b>	<b>79,000</b>	<b>79,000</b>	<b>79,000</b>
14112	5483A	<b>VEHICLE PARTS POLICE</b>				
		C&C Auto, Goodyear, Kelly Jeep, Liberty Chevrolet, Lyons Enterprises, Stoneham, etc.	20,000	20,000	20,000	20,000
		Vehicle parts for police-some out of Police Budget				
<b>TOTAL</b>			<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>
14112	5483B	<b>VEHICLE PARTS OTHER: SCHOOLS, ELECT., INSPECT., ENGR., BOH, COA, ETC.</b>				
		Bouchard & Sons, C&C, Goodyear, Hub Starters	17,700	17,700	17,700	17,700
		Inspections and parts for other Dept. vehicles				
<b>TOTAL</b>			<b>17,700</b>	<b>17,700</b>	<b>17,700</b>	<b>17,700</b>

**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**PUBLIC SERVICES - Admin - 230**

ORG	OBJECT	DESCRIPTION	Voted by Council 2019	Dept Request	Approved by Mayor	Voted by Council
14112	5485	<b>STREET SWEEPING &amp; BROOMS</b>				
		All American Investment - Sweeper lease to own 5th of 5 year lease (2019 last year)	41,051	41,051	41,051	41,051
		Brooms, gutter brooms, misc. parts	18,500	18,500	18,500	18,500
		Contractors include Atlantic Broom, CN Wood, J's Automotive				
<b>TOTAL</b>			<b>59,551</b>	<b>59,551</b>	<b>59,551</b>	<b>59,551</b>
14112	5710	<b>IN STATE TRAVEL, MEETINGS</b>				
		Tolls, Parking, Seminars	1,000	1,000	1,000	1,000
			<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
14112	5717	<b>PROF LICENSE REIMBURSEMENTS</b>				
		Reimbursement for operator licenses as per AFSCME agreement	5,000	5,000	5,000	5,000
		Reimbursements for pesticide licenses as per the AFSCME agreement	-	-	-	-
		Reimbursements for professional licenses	-	-	-	-
<b>TOTAL</b>			<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
14112	5730	<b>DUES &amp; SUBSCRIPTIONS</b>				
		Essex County, Mass Highway, Society of Arborist, National Arbor Day, etc.	1,000	1,000	1,000	1,000
<b>TOTAL</b>			<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
14112	5843	<b>GEN PUBLIC WORKS IMPROVEMENTS</b>				
		Asphalt, aggregate, manhole, trash bags, catch basin, concrete, line painting, traffic sign supplies, tree beds	70,000	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				
<b>TOTAL</b>			<b>70,000</b>	<b>70,000</b>	<b>70,000</b>	<b>70,000</b>
14112	5846	<b>RENOVATION &amp; REPAIRS - REPAIRS/SIDEWALKS</b>				
		Aggregate Industries, Benevento, Dilision, Home Depot, McLellan, Rent a Tool, Rowley Cement	40,000	40,000	40,000	40,000
		Asphalt, aggregate, concrete, misc. street items.				
		Additional Funding for sidewalks in Capital Improvement Projects (CIP) Budget				
<b>TOTAL</b>			<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>
14112	5860	<b>EQUIPMENT PURCHASE &amp; REPAIRS</b>				
		Boston Automatic Timing, Cameron, ERC, Fastenal, Motor Parks, JB Uniforms, HD and Winer	9,400	9,400	9,400	9,400
		Copier and printer maintenance, rags, hardware, safety products and wear, vacuor nozzles				
		Final year of three year lease on two new pieces snow equipment (approved 2/20/18)	106,696	106,696	106,696	106,696
			<b>116,096</b>	<b>116,096</b>	<b>116,096</b>	<b>116,096</b>
<b>TOTAL PROPOSED</b>			<b>1,153,987</b>	<b>1,462,987</b>	<b>1,462,987</b>	<b>1,462,987</b>

**FY 2020 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2019 52.0	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2019 0.0%	Dept Prop Rate FY 2020 0.0%	Dept Request FY 2020 52.2	Mayor Rate FY 2020 2.5%	Mayor Proposed FY 2020 52.2	Council Voted FY 2020
<b>PUBLIC SERVICES - GENERAL (Combined Open Space/Park Maint/Public Services)</b>															
CORNACCHIO KEVIN	230 PUBLIC SERVICES	14111-5111	GENERAL FOREMAN	8/6/2018	-		0.34	34%		1,379.81	1,379.81	24,486.67	1,421.20	25,223.53	25,223.53
JODOIN RAYMOND	230 PUBLIC SERVICES	14111-5111	OPERATIONS MANAGER		29,882.83		0.34	34%		1,695.86	1,695.86	30,098.12	1,746.74	31,001.06	31,001.06
KNOWLTON DAVID	230 PUBLIC SERVICES	14111-5111	City Engineer-DPS Director		19,650.45		0.16	16%		2,361.83	2,361.83	19,726.03	2,420.88	20,219.18	20,219.18
MCCREA SEAN	230 PUBLIC SERVICES	14111-5111	Assistant Pub Services Dir	9/6/16	24,882.83		0.00	34%		-	-	-	-	-	-
SANTOS SHAUN	230 PUBLIC SERVICES	14111-5111	MANAGEMENT ANALYST	8/20/2018	20,808.07		0.34	34%		1,250.00	1,250.00	22,185.00	1,287.50	22,850.55	22,850.55
Replace McCrea	230 PUBLIC SERVICES	14111-5111	GENERAL FOREMAN		-		0.34	34%		1,365.38	1,365.38	24,232.85	1,382.45	24,535.76	24,535.76
					<b>1,259,738.14</b>		<b>26.38</b>			<i>Total AFSCME 1818</i>		<b>1,467,009.87</b>		<b>1,467,009.87</b>	<b>1,467,009.87</b>
					<b>1,355,062.31</b>		<b>27.90</b>	<b>Total Full Time - 5111</b>				<b>1,587,740.73</b>		<b>1,590,839.95</b>	<b>1,590,839.95</b>
RYAN KELLY	230 PUBLIC SERVICES	14111-5113	PT ADMIN ASSISTANT	1/4/11	18,066.37		19	hours per wk		18.29	18.29	18,135.85	18.74	18,589.25	18,589.25
RENNARD RICHARD	230 PUBLIC SERVICES	14111-5113	TREE WARDEN		18,000.00		12	monthly stipend		1,500.00	1,500.00	18,000.00	1,500.00	18,000.00	18,000.00
	230 PUBLIC SERVICES	14111-5113	Transfer Station Attendant		10,435.55		17	hours per wk		12.00	12.75	11,613.85	13.07	11,904.19	11,904.19
					<b>46,501.92</b>		<b>Total Part Time - 5113</b>					<b>47,749.70</b>		<b>48,493.44</b>	<b>48,493.44</b>
	230 PUBLIC SERVICES	14111-5118	SEASONAL LABOR-OS		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
	230 PUBLIC SERVICES	14111-5118	SEASONAL-Park Trash Weekends		10,600.00							10,600.00		10,600.00	10,600.00
	230 PUBLIC SERVICES	14111-5118	Seasonal Operation Clean Swoop		35,200.00			10 Kids/5 days week/8 weeks/\$11.00 per hour				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
					<b>125,200.00</b>		<b>Total Seasonal - 5118</b>					<b>125,200.00</b>		<b>125,200.00</b>	<b>125,200.00</b>
	230 PUBLIC SERVICES	14111-5131	Overtime-Park & Buildings		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
	230 PUBLIC SERVICES	14111-5131	Overtime-Haunted Happenings		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
	230 PUBLIC SERVICES	14111-5131	Overtime-Motor Pool		4,000.00							4,000.00		4,000.00	4,000.00
					<b>144,000.00</b>		<b>Total Overtime - 5131</b>					<b>144,000.00</b>		<b>144,000.00</b>	<b>144,000.00</b>
					<b>1,670,764.23</b>		<b>27.90</b>	<b>Department Total</b>				<b>1,904,690.43</b>		<b>1,908,533.39</b>	<b>1,908,533.39</b>

<b>Full-Time Equivalent Employees:</b>	<b>FY 2018</b>	<b>26.52</b>
	<b>FY 2019</b>	<b>26.86</b>
	<b>FY 2020</b>	<b>27.90</b>
	<b>Variance 19 vs. 20</b>	<b>1.04</b>

Additional Laborer requested for FY 2020 Budget and FTE adj's between General Fund/Water/Sewer

CORNACCHIO KEVIN	Public Services	14111-5111	General Foreman	0.34	34.0%	1,421.20	25,223.53
	Sewer Fund	60001-5111		0.33	33.0%	1,421.20	24,481.67
	Water Fund	61001-5111		0.33	33.0%	1,421.20	24,481.67
Replace McCrea	Public Services	14111-5111	General Foreman	0.34	34.0%	1,382.45	24,535.76
	Sewer Fund	60001-5111		0.33	33.0%	1,382.45	23,814.12
	Water Fund	61001-5111		0.33	33.0%	1,382.45	23,814.12
JODOIN RAYMOND	Public Services	14111-5111	Operations Manager	0.34	34.0%	1,746.74	31,001.06
	Sewer Fund	60001-5111		0.33	33.0%	1,746.74	30,089.27
	Water Fund	61001-5111		0.33	33.0%	1,746.74	30,089.27
SANTOS SHAUN	Public Services	14111-5111	MANAGEMENT ANALYST	0.34	34.0%	1,287.50	22,850.55
	Sewer Fund	60001-5111		0.33	33.0%	1,287.50	22,178.48
	Water Fund	61001-5111		0.33	33.0%	1,287.50	22,178.48

**FY 2020 AFSCME 1818 UNION EMPLOYEE RATES**

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2019 52	F T E	Rate 7.1.17 005 Incr	Incr FY18 2.5%	Rate FY 2018	Incr FY19 2.5%	Rate FY 2019	Incr FY20 2.5%	Calc Rate FY 2020	STEP INCREASES				Dept Request FY 2020 52.2	Mayor FY 2020 52.2	Council FY 2020 52.2
																Date	Rate	# Wks Old	New			
ALBERT	MICHAEL	230 PUBLIC SERVICES	14111-5111	HEO	03062000	1	51,720.24	1.00	994.62	1.025	1,019.49	1.025	1,044.97	1.025	1,071.10				100%	55,911.26	55,911.26	55,911.26
BEZZATI	JOHN	230 PUBLIC SERVICES	14111-5111	HEO	328/00	1	51,720.24	1.00	994.62	1.025	1,019.49	1.025	1,044.97	1.025	1,071.10				100%	55,911.26	55,911.26	55,911.26
CASTONGUAY	WILLIAM	230 PUBLIC SERVICES	14111-5111	WORKING FOREMAN	4/7/15	1	56,114.76	1.00	1,079.12	1.025	1,106.10	1.025	1,133.75	1.025	1,162.09				100%	60,661.32	60,661.32	60,661.32
CLEARY	JAMES	230 PUBLIC SERVICES	14111-5111	WORKING FOREMAN	08061990	1	56,114.76	0.34	1,079.12	1.025	1,106.10	1.025	1,133.75	1.025	1,162.09				34%	20,624.85	20,624.85	20,624.85
COSTA	CARLOS	230 PUBLIC SERVICES	14111-5111	LABORER	8/17/2015	1	44,353.92	1.00	852.94	1.025	874.26	1.025	896.12	1.025	918.52				100%	47,946.91	47,946.91	47,946.91
CONDON	DEREK	230 PUBLIC SERVICES	14111-5111	MASON	9/9/2000	1		1.00	994.62	1.025	1,019.49	1.025	1,044.97	1.025	1,071.10				100%	55,911.32	55,911.32	55,911.32
CRIPPS	JEFFREY	230 PUBLIC SERVICES	14111-5111	LABORER	6/20/2016	1	41,282.28	0.00	822.85	1.025	843.42	1.025	864.51	1.025	886.12			50.0 2.2	100%	TO WS	TO WS	TO WS
CRONIN	DAVID	230 PUBLIC SERVICES	14111-5111	WORKING FOREMAN	09141967	1	56,114.76	1.00	1,079.13	1.025	1,106.11	1.025	1,133.76	1.025	1,162.10				100%	60,661.88	60,661.88	60,661.88
DONADIO	DOMINIC	230 PUBLIC SERVICES	14111-5111	Traff Main/Sign Painter	8/22/2016	1	44,685.68	1.00	923.80	1.025	946.90	1.025	970.57	1.025	994.83				100%	51,930.21	51,930.21	51,930.21
DONAHUE	TYLER	230 PUBLIC SERVICES	14111-5111	HMO I/II/II	5/21/2018	1		1.00	890.96	1.025	913.23	1.025	936.06	1.025	959.47	5/21/2020	994.83	47.0 5.2	100%	50,268.04	50,268.04	50,268.04
GAROZZO	JOSEPH	230 PUBLIC SERVICES	14111-5111	ME Repair/MECH	8/29/2014	1	55,804.64	0.34	1,069.32	1.025	1,096.05	1.025	1,123.45	1.025	1,151.54				34%	20,437.54	20,437.54	20,437.54
GREENE	Ann Marie	230 PUBLIC SERVICES	14111-5111	PRINCIPAL ACCT CLERK II	3/10/2016	2	19,349.76	0.34	924.76	1.025	947.88	1.025	971.58	1.025	995.67				34%	17,674.62	17,674.62	17,674.62
HENDERSON	SCOTT	230 PUBLIC SERVICES	14111-5111	HEO	05281985	1	51,720.24	1.00	994.62	1.025	1,019.49	1.025	1,044.97	1.025	1,071.10				100%	55,911.26	55,911.26	55,911.26
HUGHES	BRIAN	230 PUBLIC SERVICES	14111-5111	HEAD FOREMAN	04061996	1	61,713.60	1.00	1,186.80	1.025	1,216.47	1.025	1,246.88	1.025	1,278.05				100%	66,714.41	66,714.41	66,714.41
KRECH	KATHRINE	230 PUBLIC SERVICES	14111-5111	HMO	3/13/2017	1	46,855.36	1.00	994.62	1.025	1,019.49	1.025	1,044.97	1.025	1,071.10				100%	55,911.26	55,911.26	55,911.26
LAVIOE	STEPHEN	230 PUBLIC SERVICES	14111-5111	HMO	12/3/2012	1	42,837.60	0.00	*	1.025	*	1.025	*	1.025	*				100%	*	*	*
LEVENTIS	ANDREW	230 PUBLIC SERVICES	14111-5111	HMO I/II	11/5/2018	1		1.00	859.36	1.025	880.84	1.025	902.87	1.025	925.44	11/5/2019	959.47	20.0 32.2	100%	49,403.67	49,403.67	49,403.67
LEVESQUE	JAMES	230 PUBLIC SERVICES	14111-5111	S/Sidewalk Foreman	09211999	1	19,079.02	0.00	1,079.13	1.025	1,106.11	1.025	1,133.76	1.025	1,162.10				34%	20,625.04	20,625.04	20,625.04
LEVESQUE	LOUIS	230 PUBLIC SERVICES	14111-5111	MOTOR EQUIP REPAIR	8/1/2005	1	55,604.64	0.34	1,069.32	1.025	1,096.05	1.025	1,123.45	1.025	1,151.54				34%	20,437.54	20,437.54	20,437.54
LINTON	GARCIA	230 PUBLIC SERVICES	14111-5111	HEO	8/12/2013	1		1.00	994.62	1.025	1,019.49	1.025	1,044.97	1.025	1,071.10				100%	55,911.26	55,911.26	55,911.26
MACDONALD	WILLIAM	230 PUBLIC SERVICES	14111-5111	HMO	6/12/2012	1	48,037.60	1.00	923.80	1.025	946.90	1.025	970.57	1.025	994.83				100%	51,930.21	51,930.21	51,930.21
MARTINEAU	RICHARD	230 PUBLIC SERVICES	14111-5111	MAINT CRAFTS	8/21/2000	1	48,037.60	1.00	923.80	1.025	946.90	1.025	970.57	1.025	994.83				100%	51,930.21	51,930.21	51,930.21
MARINO	PAUL	230 PUBLIC SERVICES	14111-5111	HEAD FOREMAN II/III	3/23/1998	1		0.34	1,143.78	1.025	1,172.37	1.025	1,201.68	1.025	1,231.73	9/26/2018	1,278.06	11.0 41.2	34%	22,509.72	22,509.72	22,509.72
NADEAU	ADAM	230 PUBLIC SERVICES	14111-5111	MOTOR EQUIP REPAIR IIII	8/13/18	1	From WS	0.34	1,031.07	1.025	1,056.85	1.025	1,083.27	1.025	1,110.35	8/13/2018	1,151.54	7.0 45.2	34%	20,339.50	20,339.50	20,339.50
OBRIEN	JIM	230 PUBLIC SERVICES	14111-5111	TREE CLIMBER	3/13/2006	1	51,720.24	1.00	994.62	1.025	1,019.49	1.025	1,044.97	1.025	1,071.10				100%	55,911.26	55,911.26	55,911.26
OSGOOD	STEPHEN	230 PUBLIC SERVICES	14111-5111	PESTICIDE GROUNDSKEE	6/2/14	1	51,720.24	1.00	994.62	1.025	1,019.49	1.025	1,044.97	1.025	1,071.10				100%	55,911.26	55,911.26	55,911.26
REALE	THEODORE	230 PUBLIC SERVICES	14111-5111	LABORER	7/1/2016	1	44,352.88	1.00	852.94	1.025	874.26	1.025	896.12	1.025	918.52				100%	47,946.91	47,946.91	47,946.91
RICHTER	TIMOTHY	230 PUBLIC SERVICES	14111-5111	TREE CLIMBER	7/24/2017	1	49,802.20	1.00	959.03	1.025	983.01	1.025	1,007.58	1.025	1,032.77				100%	53,910.62	53,910.62	53,910.62
SMITH	MICHAEL	230 PUBLIC SERVICES	14111-5111	Maint Craftsperson	2/29/14	1		1.00	923.80	1.025	946.90	1.025	970.57	1.025	994.83				100%	51,930.21	51,930.21	51,930.21
STANWOOD JI	DANIEL	230 PUBLIC SERVICES	14111-5111	WORKING FOREMAN	12/4/1999	1	56,114.76	1.00	1,079.12	1.025	1,106.10	1.025	1,133.75	1.025	1,162.09				100%	60,661.32	60,661.32	60,661.32
STUART	MIKE	230 PUBLIC SERVICES	14111-5111	MAINT CRAFTS SANITATIC	10/8/2013	1	48,037.60	1.00	923.80	1.025	946.90	1.025	970.57	1.025	994.83				100%	51,930.21	51,930.21	51,930.21
TASSINARI	STEPHEN	230 PUBLIC SERVICES	14111-5111	HEAD WORKING FOREMAN	05241999	1	61,713.60	0.34	1,186.79	1.025	1,216.46	1.025	1,246.87	1.025	1,278.04				34%	22,682.71	22,682.71	22,682.71
Vacant		230 PUBLIC SERVICES	14111-5111	HMO		1	46,329.92	1.00	859.34	1.025	880.82	1.025	902.84	1.025	925.42				100%	48,306.67	48,306.67	48,306.67
		230 PUBLIC SERVICES	14111-5111	HMO		1	42,837.60	0.00	*	1.025	*	1.025	*	1.025	*				100%	in W/S	in W/S	in W/S
New		230 PUBLIC SERVICES	14111-5111	LABORER		1		1.00	822.85	1.025	843.42	1.025	864.51	1.025	886.12			*	100%	46,255.44	46,255.44	46,255.44
							2,000.00													2,000.00	2,000.00	2,000.00
							1,302,575.74	26.38												1,467,009.87	1,467,009.87	1,467,009.87

# 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 2020

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 2020 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 2020 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 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Snow &amp; Ice-Personnel</b>									
14231	5131	OVERTIME (GENERAL)	93,514.52	50,000.00	50,000.00	58,373.07	50,000.00	50,000.00	50,000.00
	<b>Total</b>	<b>Snow &amp; Ice-Personnel</b>	<b>93,514.52</b>	<b>50,000.00</b>	<b>50,000.00</b>	<b>58,373.07</b>	<b>50,000.00</b>	<b>50,000.00</b>	<b>50,000.00</b>
<b>Snow &amp; Ice-Expenses</b>									
14232	5244	VEHICLE REPAIR AND M	97,592.91	32,000.00	32,000.00	122,078.87	32,000.00	32,000.00	32,000.00
14232	5292	SNOW REMOVAL	1,170,330.47	115,000.00	115,000.00	661,153.47	115,000.00	115,000.00	115,000.00
14232	5292S	SNOW REMOV/SAND-SCHOOL	0.00	80,000.00	80,000.00	73,225.00	80,000.00	80,000.00	80,000.00
14232	5341	TELEPHONE	10,744.23	10,930.00	10,930.00	18,629.78	10,930.00	10,930.00	10,930.00
14232	5429	MISC SUPPLIES	77,624.23	34,600.00	34,600.00	65,130.93	34,600.00	34,600.00	34,600.00
14232	5481	GASOLINE/DIESEL FUEL	130,286.79	20,000.00	20,000.00	121,934.88	20,000.00	20,000.00	20,000.00
14232	5534	SALT	350,181.99	103,405.00	103,405.00	256,037.08	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	0.00	8,000.00	8,000.00	4,099.00	8,000.00	8,000.00	8,000.00
	<b>Total</b>	<b>Snow &amp; Ice-Expenses</b>	<b>1,836,760.62</b>	<b>408,935.00</b>	<b>408,935.00</b>	<b>1,322,289.01</b>	<b>408,935.00</b>	<b>408,935.00</b>	<b>408,935.00</b>
<b>230</b>	<b>423</b>	<b>Department Total</b>	<b>1,930,275.14</b>	<b>458,935.00</b>	<b>458,935.00</b>	<b>1,380,662.08</b>	<b>458,935.00</b>	<b>458,935.00</b>	<b>458,935.00</b>

**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**PUBLIC SERVICES - Snow & Ice - 230**

ORG	OBJECT	DESCRIPTION	Voted by Council 2019	Dept Request	Approved by Mayor	Voted by Council
14232	5244	<b>VEHICLE REPAIR AND MAINTENANCE</b> General line for repairs and parts for DPS vehicles in preparation and during winter snow events	32,000	32,000	32,000	32,000
<b>TOTAL</b>			<b>32,000</b>	<b>32,000</b>	<b>32,000</b>	<b>32,000</b>
14232	5292	<b>SNOW REMOVAL</b> 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	115,000
<b>TOTAL</b>			<b>115,000</b>	<b>115,000</b>	<b>115,000</b>	<b>115,000</b>
14232	5292S	<b>SNOW REMOVAL &amp; SANDING SCHOOL</b> Snow removal and sanding for school department	80,000	80,000	80,000	80,000
<b>TOTAL</b>			<b>80,000</b>	<b>80,000</b>	<b>80,000</b>	<b>80,000</b>
14232	5341	<b>Telephone</b> 50 GPS Phones for snow contractors @ \$1,249.50 - 6 months	10,930	10,930	10,930	10,930
<b>TOTAL</b>			<b>10,930</b>	<b>10,930</b>	<b>10,930</b>	<b>10,930</b>
14232	5429	<b>MISC SUPPLIES</b> Aggregate Industries, Benevento and Bronx - Cold patch for potholes Home Depot, Permaline, Precision Weather Forecasting, Winer Parking and warning signs, weather forecasting, etc.	30,600 4,000	30,600 4,000	30,600 4,000	30,600 4,000
<b>TOTAL</b>			<b>34,600</b>	<b>34,600</b>	<b>34,600</b>	<b>34,600</b>
14232	5481	<b>GASOLINE/DIESEL FUEL</b> Estimate at \$2250.00 per storm x 8 storms	20,000	20,000	20,000	20,000
<b>TOTAL</b>			<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>
14232	5534	<b>SALT</b> Salt product purchased under state bid - \$51.00 per ton Increase from \$41 in FY 2017	103,405	103,405	103,405	103,405
<b>TOTAL</b>			<b>103,405</b>	<b>103,405</b>	<b>103,405</b>	<b>103,405</b>
14232	5535	<b>CALCIUM CHLORIDE</b> Fill up of Calcium Chloride Product in tanks 5 Jefferson Ave under state bid	5,000	5,000	5,000	5,000
<b>TOTAL</b>			<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
14232	5536	<b>SAND</b> Sand product purchased from Aggregate for sanding of streets.	8,000	8,000	8,000	8,000
<b>TOTAL</b>			<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>
<b>TOTAL PROPOSED</b>			<b>408,935</b>	<b>408,935</b>	<b>408,935</b>	<b>408,935</b>

# Engineering – General Administration

## Mission Statement – Why We Exist

The Engineering Department provides technical expertise and plan review to various City boards and departments for 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, and the implementation of Geographic Information Systems (GIS) throughout all city departments. 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 2020

No significant budget or staffing changes for FY 2020, except looking at continued opportunities for improved customer relations, communications and efficiencies related to combining Engineering and DPS. Assistant Engineer was added in FY 2018, Project Engineer and GIS Administrator were added in FY 2019.

## 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 500 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.
- Implementation of GIS into event planning, asset management and data collection.

### FY 2020 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 2019. 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.
- Implement GIS on a larger scale including the creation and implementation of field apps, public web maps, and Story Maps.

Outcomes and Performance Measures	Actual FY 2017	Actual FY 2018	Estimated FY2019	Estimated FY2020
Number of street permits issued	344	523	520	530
Drain layer licenses issued	45	41	40	42
Commercial Backflow tests completed	1142	1327	1295	1350
Backflow surveys completed	167	355	325	350
Number of linear miles streets paved	8.4	4.65	3.5	4.0
Number of linear miles sidewalk paved	.2	1.77	1.5	2.0

### How FY 2020 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 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Engineering-Psnl</b>									
14121	5111	SALARIES-FULL TIME	80,413.40	156,861.00	156,861.00	168,321.74	170,207.00	173,436.00	173,436.00
<b>Total Engineering-Psnl</b>			<b>80,413.40</b>	<b>156,861.00</b>	<b>156,861.00</b>	<b>168,321.74</b>	<b>170,207.00</b>	<b>173,436.00</b>	<b>173,436.00</b>
<b>Engineering-Expenses</b>									
14122	5317	EDUCATIONAL TRAINING	1,960.00	1,000.00	3,200.00	3,067.86	3,000.00	3,000.00	3,000.00
14122	5320	CONTRACTED SERVICES	0.00	20,000.00	20,000.00	9,323.88	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	493.92	500.00	500.00	304.50	1,200.00	1,200.00	1,200.00
14122	5730	DUES AND SUB	1,920.50	3,000.00	800.00	725.00	3,000.00	3,000.00	3,000.00
14122	5851	OFFICE EQUIPMENT	494.00	1,700.00	1,700.00	1,490.73	1,700.00	1,700.00	1,700.00
<b>Total Engineering-Expenses</b>			<b>5,868.42</b>	<b>27,200.00</b>	<b>27,200.00</b>	<b>15,911.97</b>	<b>29,900.00</b>	<b>29,900.00</b>	<b>29,900.00</b>
<b>235</b>	<b>412</b>	<b>Department Total</b>	<b>86,281.82</b>	<b>184,061.00</b>	<b>184,061.00</b>	<b>184,233.71</b>	<b>200,107.00</b>	<b>203,336.00</b>	<b>203,336.00</b>

**FY 2020 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2019 52.0	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2019 0.0%	Dept Prop Rate FY 2020 0.0%	Dept Request FY 2020 52.2	Mayor Rate FY 2020 2.5%	Mayor Proposed FY 2020 52.2	Council Voted FY 2020
DAM	CHUCK	235 ENGINEERING	14121-5111 Assistant Engineer	5/1/17	35,894.98		0.00		34%	-	-	-	-	-	-
DUHAMEL	DEBORAH	235 ENGINEERING	14121-5111 Assistant Engineer	5/28/18	-		0.34		34%	1,990.38	1,990.38	35,325.26	2,040.14	36,208.40	36,208.40
DUBINSKY	ELLEN	235 ENGINEERING	14121-5111 ADMIN ASSISTANT	9/26/85	46,227.63		0.80		60%	1,303.54	1,303.54	54,435.83	1,336.13	55,796.73	55,796.73
KNOWLTON	DAVID	235 ENGINEERING	14121-5111 City Engineer-DPS Director	5/21/2007	14,737.84		0.12		12%	2,361.83	2,361.83	14,794.52	2,420.88	15,164.38	15,164.38
NESSEN	JOHN	235 ENGINEERING	14121-5111 GIS		60,000.20		0.34		34%	1,153.85	1,153.85	20,478.53	1,188.47	21,092.89	21,092.89
NEW		235 ENGINEERING	14121-5111 ENERGY SUSTAINABILITY POSITION				1.00		100%		865.38	45,172.84	865.38	45,172.84	45,172.84
					<b>156,860.64</b>		<b>2.60</b>		<b>Total Full Time - 5111</b>			<b>170,206.98</b>		<b>173,435.23</b>	<b>173,435.23</b>

Full-Time Equivalent Employees:	FY 2018	1.48
	FY 2019	2.26
	FY 2020	2.60
	Variance 19 vs. 20	0.34

<b>156,860.64</b>	<b>2.60</b>	<b>Department Total</b>	<b>170,206.98</b>	<b>173,435.23</b>	<b>173,435.23</b>
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**ENGINEERING DEPARTMENT NON-UNION EMPLOYEES COMBINED SALARIES BUDGET & GRANTS**

ENGINEERING DEPARTMENT NON-UNION EMPLOYEES COMBINED SALARIES BUDGET & GRANTS										Total
KNOWLTON	DAVID	ENGINEERING	14121-5111	City Engineer-DPS Director	0.12		12%	2,420.88	15,164.38	
		Engineering-SEWER	600131-5111		0.13		13%	2,420.88	16,428.08	
		Engineering-Water	610131-5111		0.13		13%	2,420.88	16,428.08	
		Engineering-Trash	620031-5111		0.12		12%	2,420.88	15,164.38	
		DPS	14111-5111		0.16		16%	2,420.88	20,219.18	
		DPS-Sewer	600031-5111		0.17		17%	2,420.88	21,482.85	
		DPS-Water	610031-5111		0.17		17%	2,420.88	21,482.88	126,369.84
DUHAMEL	DEBORAH	ENGINEERING	14121-5111	Assistant Engineer	0.34		34.0%	2,040.14	36,208.50	
		SEWER	600131-5111		0.33		33.0%	2,040.14	35,143.44	
		WATER	610131-5111		0.33		33.0%	2,040.14	35,143.44	106,495.39
DUBINSKY	ELLEN	ENGINEERING	14121-5111	ADMIN ASSISTANT	0.80		80.0%	1,336.13	55,796.73	
		SEWER	600131-5111		0.10		10.0%	1,336.13	6,974.59	
		WATER	610131-5111		0.10		10.0%	1,336.13	6,974.59	69,745.91
NEW		ENGINEERING	14121-5111	Energy Sustainability	1.00		100%	865.38	45,172.84	45,172.84
NESSEN	JOHN	ENGINEERING	14121-5111	GIS	1.00		100%	1,188.47	62,037.90	62,037.90
RECINOS	Giovanna	Capital Projects	Varies	CLERK OF WORKS	1.00		100%	1,113.70	58,135.03	58,135.03
IDE	JENNA	Capital Projects	Varies	Director of Capital Projects and Sustainability	1.00		100%	1,925.93	100,533.63	100,533.63
NEW		Capital Projects	Varies	PROJECT ENGINEER	1.00		100%	1,788.46	93,357.69	93,357.69
CRIPPS	CHERYL	SEWER	600131-5111	SECRETARY	15,603.99	0.33	33.0%	932.06	16,055.61	
		WATER	610131-5111		15,603.99	0.33	33.0%	932.06	16,055.61	
		TRASH	620031-5111		16,076.84	0.34	34.0%	932.06	16,542.14	48,653.38
ROSE	JULIE	SEWER	600131-5111	Business Manager/Water Reg	0.25		25.0%	1,392.97	18,178.22	
		WATER	610131-5111		0.25		25.0%	1,392.97	18,178.22	
		TRASH	620031-5111		0.50		50.0%	1,392.97	36,356.43	72,712.87
GUGLIELMI	MICIELA	RECYCLING GRANT	25433-5111	Waste Reduction Coordinator	1.00		100%	903.69	47,172.62	47,172.62

**Total FTE for General Funds AND Grants/Capital Projects (Excludes Enterprise)**

Full-Time Equivalent Employees:	FY 2018	3.68
	FY 2019	4.96
	FY 2020	5.42
	Variance 19 vs. 20	0.46

<b>11.00</b>	<b>Total Engineering Salaries</b>	<b>830,387.08</b>
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<b>5.42</b>	<b>Total Engineering General Fund &amp; Special Revenue</b>	<b>276,802.39</b>
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FY 2020 DETAILED BUDGET REPORT  
EXPENSES

ENGINEERING 235

ORG	OBJECT	DESCRIPTION	Voted by Council 2019	Dept Request	Approved by Mayor	Voted by Council 2020
14122	5317	<b>EDUCATIONAL TRAINING</b>				
		Management training seminars and exhibits	1,000	2,000	2,000	2,000
		APWA National Congress		1,000	1,000	1,000
<b>TOTAL</b>		Now includes Assistant Engineer, Junior Engineer and GIS Administrator	<b>1,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>
14122	5320	<b>CONTRACTED SERVICES</b>				
		Program Support	20,000	20,000	20,000	20,000
<b>TOTAL</b>			<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>
14122	5421	<b>OFFICE SUPPLIES</b>				
		General office supplies as needed	1,000	1,000	1,000	1,000
		Now supports additional staff members				
<b>TOTAL</b>			<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
14122	5710	<b>IN STATE TRAVEL, MEETINGS</b>				
		Tolls, Parking, Seminars, Seminars on Stormwater, etc.	500	1,200	1,200	1,200
<b>TOTAL</b>		Now includes Assistant Engineer, Junior Engineer and GIS Administrator	<b>500</b>	<b>1,200</b>	<b>1,200</b>	<b>1,200</b>
14122	5730	<b>DUES &amp; SUBSCRIPTIONS</b>				
		ENR, American Society of Civil Engineers, Essex County Highway Assoc., Mass Highway	3,000	3,000	3,000	3,000
		Now includes Assistant Engineer, Junior Engineer and GIS Administrator				
<b>TOTAL</b>			<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>
14122	5851	<b>OFFICE EQUIPMENT</b>				
		Equipment-upgrade printers	1,700	1,700	1,700	1,700
<b>TOTAL</b>			<b>1,700</b>	<b>1,700</b>	<b>1,700</b>	<b>1,700</b>
<b>TOTAL PROPOSED</b>			<b>27,200</b>	<b>29,900</b>	<b>29,900</b>	<b>29,900</b>

# 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 2020

## Recent Accomplishments

- Grand opening of the Jean A. Levesque Community Life Center! Our grand opening weekend included an evening open house event with red carpet, entertainment, food and tours and a full day of

family friendly programs, entertainment and educational offerings with a week-long special event programs

- Expanded Hours - OPEN Monday, Tuesday and Thursday 8am-8pm - Wednesday and Friday 8am-4pm
- Received a grant from the Division of Marine Fisheries Saltwater Angler Program to purchase additional fishing rods and equipment for clinics at the pier
- Received a donation from the Salem Harbor Station to cover costs for the annual Derby Street Mile Road Race (over 250 runners)
- Continued to collaborate with Salem State and Rotterdam University to co-host 2 student interns from Rotterdam University (worked in our fitness center and on generation games schedule and marketing for the 3rd annual Generation Games)
- Established a “Friends of Park and Recreation” Board
- Held the 1<sup>st</sup> Annual Friends of Park and Recreation Golf Tournament at Olde Salem Greens to support programming and add some field trip opportunities



- 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 and Memorial Park. This year our programs included both Girls and Boys Lacrosse, Volleyball, Hip Hop, Fairy Houses, Art Workshop, Yoga and Meditation and Beginners Guitar
- Hosted our first annual Kentucky Derby Day at the Willows, complete with crafts, games, pony rides, hat making and streaming the race in the large gazebo
- Winter Island Drive-In (partnership with Creative Salem-sold out 3 shows)
- 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 Valentine's Workshop during Salem So Sweet and a yoga class on the back lawn
- Partnered with local business owner Mary Ferriera to continue offer Park and Recreation youth cooking classes at her establishment. With the addition of our new facility, Mary was able to conduct 3 adults cooking demonstrations here at the center
- 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)
- Established a Teen Paddle Program
- Produce quarterly online brochure and increased the number of online registrations, and offer programs to residents of all ages, while keeping fees affordable: pickleball, floor hockey, basketball and lacrosse clinics, adult indoor golf lessons, fire-pit Fridays, outdoor movies, tennis lessons, pop up Mahjong nights, youth yoga, cribbage tournament, women's volleyball, Jr. golf league etc.
- Summer Youth Basketball was again free to all Salem children thanks to sponsorship by local law firm Mazow and McCollough



- Hosted successful family holiday events to include. Halloween Family Dance, Breakfast with Santa, Valentines Dance and ice cream with the Easter Bunny
- 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 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). Offered several summer and school vacation sessions of our Junior Art and Science Club
- Formed a relationship with Salem State University's Center for Creative Arts which allowed our seniors to attend events held at the college.
- Current Assessment of Forest River Pool for future planning
- Resurfaced Basketball Courts (Common, Willows, Gallows, Memorial, Pickman)
- Ongoing collaboration with planning in the effort to repair/renovate the historic Common fence



- Opening of McGlew and Lafayette Park
- Completed section of Forest River Park – with new Ball Field, basketball court, and entrance to Pioneer Village
- Enhanced the beach clean-ups and worked with the YMCA for more lifeguards at the beaches with the pool closure.

## FY 2020 Goals & Objectives

- Secured \$400,000 PARC grant for work at Gallows Hill Park – Skate Park, ball field, trail enhancement
- Construction on Skate Park
- Continued design work on Forest River Pool
- Continued design work on Palmer Cove
- Continue collaboration with Salem States Office of Civic Engagement and Sheriff's department for park improvement projects
- Revitalize Dog Park Board Members with added members who are frequent users of the Park
- Continue to produce a monthly newsletter highlighting upcoming programs (emailed to all registered participants, posted on our web + FB page)
- Continue to grow our evening offerings of classes.
- Work in collaboration to target teen population with providing programs geared toward community involvement and promoting civic awareness
- Secure funding for enrichment programs at both Palmer Cove and Memorial Park.
- Continue to offer year-round basketball clinics through HYPE Basketball Academy.
- Continue collaboration with the Division of Marine Fisheries to offer additional fishing clinics to Salem Youth.
- Continue to collaborate with the Salem Public Schools to utilize their gym space for evening programs.
- Working with Rotterdam University and Salem State University to continue the growth of the Generation Games
- Improved our website to make it more user friendly and encourage residents to register for activities/programs via [www.salemrec.com](http://www.salemrec.com)



- Improve our marketing through social media
- 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.
- Select members of the Community to assist with The Park Ambassador program
- Continue to find new and exciting adult enrichment programs to offer during the evening hours.
- Offer intergenerational programs in collaboration with the Council on Aging
- Continue to develop and work with local agencies to provide educational and information sessions on various topics to adults.

- 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.
- To continue to work with Park Foreman to Establish a priority list and maintenance plan – short and long term for parks and playgrounds
- To continue to improve our relationships with the general public
- Continue to expand and improve our offsite program venues and provide more family orientated programs
- Friends of Park and Recreation Golf Tournament (2<sup>nd</sup> annual event)

Outcomes and Performance Measures	Actual FY 2017	Actual FY 2018	Actual FY 2019	Estimated FY 2020
Overall Programs		135	150	160
*Special events participants (drive in/fire pits/derby mile/Kentucky derby/dances)		2,225	2,750	2,900
Pooch passes sold		90	150	150
Parking stickers sold		1198	2,010	3500

## How FY 2020 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 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Recreation-Personnel</b>									
16501	5111	SALARIES-FULL TIME	219,929.27	234,013.00	234,178.88	225,647.70	238,620.00	247,463.00	247,463.00
16501	5113	SALARIES-PART TIME	0.00	0.00	0.00	0.00	21,729.00	22,272.00	22,272.00
16501	5118	SEASONAL LABOR	61,844.91	49,962.00	67,962.00	48,760.01	53,790.00	53,790.00	53,790.00
16501	5131	OVERTIME (GENERAL)	87.38	2,000.00	2,000.00	390.00	2,000.00	2,000.00	2,000.00
<b>Total Recreation-Personnel</b>			<b>281,861.56</b>	<b>285,975.00</b>	<b>304,140.88</b>	<b>274,797.71</b>	<b>316,139.00</b>	<b>325,525.00</b>	<b>325,525.00</b>
<b>Recreation-Expenses</b>									
16502	5211	ELECTRICITY	35,249.30	39,000.00	39,000.00	25,499.34	39,000.00	39,000.00	39,000.00
16502	5217	GAS/OIL HEAT	4,474.72	3,000.00	3,000.00	2,876.48	3,000.00	3,000.00	3,000.00
16502	5249	PARK & GROUND MAINT	13,003.65	20,000.00	20,000.00	16,099.41	22,000.00	22,000.00	22,000.00
16502	5251	UTILITY SERV REP & M	0.00	600.00	600.00	0.00	600.00	600.00	600.00
16502	5320	CONTRACTED SERVICES	125,671.15	128,175.00	128,175.00	48,120.58	128,175.00	128,175.00	128,175.00
16502	5341	TELEPHONE	1,438.24	3,500.00	3,500.00	730.82	3,500.00	3,500.00	3,500.00
16502	5352	POOL MAINTENANCE	14,748.19	0.00	0.00	0.00	0.00	0.00	0.00
16502	5381	PRINTING AND BINDING	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
16502	5421	OFFICE SUPPLIES (GEN	5,998.68	6,000.00	6,000.00	5,456.75	5,000.00	5,000.00	5,000.00
16502	5588	RECREATIONAL SUPPLIE	9,237.28	12,000.00	12,000.00	6,049.44	12,000.00	12,000.00	12,000.00
16502	5710	IN STATE TRAVEL/MEETINGS	0.00	0.00	0.00	0.00	700.00	700.00	700.00
16502	5730	DUES AND SUB	873.57	1,500.00	1,500.00	1,403.53	1,850.00	1,850.00	1,850.00
16502	5846	RENOVATION & REPAIRS	7,657.47	8,000.00	8,000.00	7,169.57	8,000.00	8,000.00	8,000.00
<b>Total Recreation-Expenses</b>			<b>219,352.25</b>	<b>222,775.00</b>	<b>222,775.00</b>	<b>114,405.92</b>	<b>224,825.00</b>	<b>224,825.00</b>	<b>224,825.00</b>
<b>170</b>	<b>650</b>	<b>Department Total</b>	<b>501,213.81</b>	<b>508,750.00</b>	<b>526,915.88</b>	<b>389,203.63</b>	<b>540,964.00</b>	<b>550,350.00</b>	<b>550,350.00</b>



**FY 2020 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2019	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2019	Dept Prop Rate FY 2020	Dept Request FY 2020	Mayor Rate FY 2020	Mayor Proposed FY 2020	Council Voted FY 2020
					52.0					0.0%	0.0%	52.2	2.5%	52.2	
BUONFIGLIO CYNTHIA	170 RECREATION	16501-5111	RECEPTIONIST	9/8/2017	3,432.67		0.11	1	11%	600.12	600.12	3,445.89	630.13	3,618.18	3,618.18
CANDELARIA JOSEPH	170 RECREATION	16501-5111	FACILITIES MANAGER	3/21/2017	40,983.74		0.70	1	70%	1,125.93	1,125.93	41,141.37	1,182.22	43,198.44	43,198.44
DEMPSEY CHRISTOPHER	170 RECREATION	16501-5111	REC ACTIVITIES ASST	5/8/2017	33,979.02		0.00	1	0%	653.44	*	*	*	*	*
COLE MARCUS	170 RECREATION	16501-5111	REC ACTIVITIES ASST	6/25/2018			1.00	1	100%	653.44	653.44	34,109.70	686.11	35,815.19	35,815.19
FITZGERALD KATHLEEN	170 RECREATION	16501-5111	P/R COMMISSION CLERK			B		12		100.00	100.00	1,200.00	105.00	1,200.00	1,200.00
KILB STACY	170 RECREATION	16501-5111	P/R COMMISSION CLERK	10/23/2014	1,200.00	B		12		*	*	*	*	*	*
MCCARTHY KATHLEEN	170 RECREATION	16501-5111	PROGRAM MANAGER	6/11/2015	16,027.09		0.33	1	33%	1,050.53	1,050.53	18,096.42	1,181.08	20,345.36	20,345.36
O'BRIEN PATRICIA	170 RECREATION	16501-5111	SUPERINTENDENT		88,302.59		1.00	1	100%	1,698.13	1,698.13	88,642.22	1,749.07	91,301.49	91,301.49
					48,087.52		1.00			Total AFSCME 1818		51,984.17		51,984.17	51,984.17
					234,812.63	4.14	Total Full Time - 5111				238,619.78		247,462.83	247,462.83	247,462.83

New	170 RECREATION	16501-5113	PT Custodian	19 hours per wk	12.75	12.75	12,845.45	13.07	12,961.59	12,961.59
New	170 RECREATION	16501-5113	PT Support Staff	12 hours per wk	14.50	14.50	9,082.80	14.86	9,309.87	9,309.87
					Total PartTime - 5113		21,728.25		22,271.46	22,271.46

		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	12.00	12.75	7,140.00	7,140.00
170 RECREATION	16501-5118	PARK INSTRUCTORS	15,372.00		4	210			15,372.00	15,372.00
170 RECREATION	16501-5118	SUMMER SITE COORD	6,500.00						6,500.00	6,500.00
170 RECREATION	16501-5118	BASKETBALL REFS (Formally from Revolving Fur	6,400.00		8	64			6,400.00	6,400.00
170 RECREATION	16501-5118	WILLOWIS LABOR	5,200.00	P	13	40	12.00	12.75	6,630.00	6,630.00
170 RECREATION	16501-5118	REC LABOR	5,390.00	P	14	35	12.00	12.75	6,247.50	6,247.50
			49,882.00	Total Seasonal - 5118				53,789.50	53,789.50	53,789.50
170 RECREATION	16501-5131	OVERTIME	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
			285,974.63	4.14	Department Total				316,137.53	325,523.79

Full-Time Equivalent Employees:	FY 2018	4.14
	FY 2019	4.14
	FY 2020	4.14
	Variance 19 vs. 20	0.00

RECREATION EMPLOYEES COMBINED SALARIES BUDGET & GRANTS										Total
CANDELARIA	JOSEPH	Rec Budget	16501-5111	FACILITIES MANAGER	0.70	70%	1,182.22	43,198.44		
		Golf Budget	16511-5111	FACILITIES MANAGER	0.15	15%	1,182.23	9,258.83		
		Witch House Budget	16521-5111	FACILITIES MANAGER	0.15	15%	1,182.23	9,258.83	61,712.11	
Whitehair	Kathleen	R/A Rec Public Access	2452	Volunteer Activities Coordinator	NEW - FY 2020	0.54	19.00	25,000.00	25,000.00	



**FY 2020 AFSCME 1818 UNION EMPLOYEE RATES**

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2019	F T E	Rate 7.1.17 .005 Incr	Incr FY19 2.5%	Rate FY 2018	Incr FY19 2.5%	Rate FY 2019	Incr FY20 2.5%	Calc Rate FY 2020	STEP INCREASES				Dept Request FY 2020	Mayor FY 2020	Council FY 2020
																Date	Rate	# Wks Old New				
FORGIONE	CLAUDIA	170 RECREATION	16501-5111	PRINCIPAL CLERK	6/1/17	2	48,087.52	1.00	924.76	1.025	947.88	1.025	971.58	1.025	995.87				100%	51,984.17	51,984.17	51,984.17
							48,087.52	1.00											51,984.17	51,984.17	51,984.17	

**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**RECREATION - 170**

ORG	OBJECT	DESCRIPTION	Voted by Council 2019	Dept Request	Approved by Mayor	Voted by Council
16502	5211	<b>ELECTRICITY</b> All Parks and Ballfields-Kernwood, Forest River, Leavitt St, Island, Walkways, 22 Sprinklers	39,000	39,000	39,000	39,000
<b>TOTAL</b>			<b>39,000</b>	<b>39,000</b>	<b>39,000</b>	<b>39,000</b>
16502	5217	<b>GAS/OIL HEAT</b> 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	3,000
<b>TOTAL</b>			<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>
16502	5249	<b>PARK &amp; GROUND MAINTENANCE</b> 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 My Rec/RB Productions	20,000	20,000 1,000 1,000	20,000 1,000 1,000	20,000 1,000 1,000
<b>TOTAL</b>			<b>20,000</b>	<b>22,000</b>	<b>22,000</b>	<b>22,000</b>
16502	5251	<b>UTILITY SERVICE REP &amp; MAINT</b> Service Repairs, Alarms Repairs, water heater rental	600	600	600	600
<b>TOTAL</b>			<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>
16502	5320	<b>CONTRACTED SERVICES</b> 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	12,000 116,175
<b>TOTAL</b>			<b>128,175</b>	<b>128,175</b>	<b>128,175</b>	<b>128,175</b>
16502	5341	<b>TELEPHONE</b> All Park & Rec Telephone Lines 3 in Office, Parks, Pool, Garage, Kernwood Credit Card lines & Faxes	3,500	3,500	3,500	3,500
<b>TOTAL</b>			<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>
16502	5352	<b>POOL MAINTENANCE</b> Opening and Closing of Forest River Pool, maintenance, painting and chlorine-Pool closed in 2018 & 2019	-	-	-	-
<b>TOTAL</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
16502	5381	<b>PRINTING AND BINDING</b> Letterhead, Envelopes, Brochures, etc....	1,000	1,000	1,000	1,000
<b>TOTAL</b>			<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
16502	5421	<b>OFFICE SUPPLIES (GENERAL)</b> General Office supplies as needed Copier Lease	2,500 3,500	1,500 3,500	1,500 3,500	1,500 3,500
<b>TOTAL</b>			<b>6,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
16502	5588	<b>RECREATIONAL SUPPLIES</b> Athletic Supplies (Balls, nets, Etc.), Miscellaneous supplies needed (replacement swings, etc.)	6,000 6,000	6,000 6,000	6,000 6,000	6,000 6,000
<b>TOTAL</b>			<b>12,000</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>
16502	5710	<b>IN STATE TRAVEL/MEETINGS</b> Mileage reimbursement for facilities manager		700	700	700
<b>TOTAL</b>			<b>-</b>	<b>700</b>	<b>700</b>	<b>700</b>
16502	5730	<b>DUES AND SUBSCRIPTIONS</b> National Park and Recreation Association Salem Chamber of Commerce, Annual Dues, Subscriptions, etc....	300 1,200	650 1,200	650 1,200	650 1,200
<b>TOTAL</b>			<b>1,500</b>	<b>1,850</b>	<b>1,850</b>	<b>1,850</b>
16502	5846	<b>RENOVATIONS AND REPAIRS</b> 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	8,000
<b>TOTAL</b>			<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>
<b>TOTAL PROPOSED</b>			<b>222,775</b>	<b>224,825</b>	<b>224,825</b>	<b>224,825</b>

# 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 2020

- No Changes



## Recent Accomplishments

- Planned cart path installations.
- Received funds for new cart path installation.
- 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 and rebuilt the pump station.
- Removed overgrown trees and brush throughout the course to improve turf conditions, playability, and pace of play.
- Hosted local tournaments and junior events, Tom Doyle's 6 week junior clinic and 1st Tee.
- Finish renovation of the 1st green surrounds.
- Improve aesthetics of the golf course by replacing and/or painting benches.
- Prepped for and hosted a Mass Golf Junior Qualifier Tournament.
- Cleared brush from parking lot surrounds and maintenance area.



## FY 2020 Goals & Objectives

- Prep areas for cart path installation
- Install new cart paths
- 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.
- Finish the renovation of the 2<sup>nd</sup> hole and build a forward tee.
- Renovate and bring back into play the original 7<sup>th</sup> tee.





- Continue to improve fairway and rough conditions through a new turf program.
- Improve bunker conditions.
- Continue to improve overall turf conditions.
- 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.
- Finish 4 green bunker renovation.



Outcomes and Performance Measures	Actual FY 2017	Actual FY 2018	Estimated FY 2019	Estimated FY 2020
Season passes sold	180	141	150	150
Rounds played daily fee	27,108	27,125	24,500	27,500
Season Pass Holder Rounds	9,596	9,575	9,000	9,500
Cart Income	\$156,360	\$167,374	\$130,000	\$167,000
Pro Shop Sales	\$20,685	\$22,712	\$22,000	\$22,000
Gift Certificates	\$8,853	\$11,362	\$6,500	\$10,000
Total Revenue	\$749,590	\$759,208	\$710,000	\$760,000

## How FY 2020 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 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Golf Course-Personnel</b>									
16511	5111	SALARIES-FULL TIME	175,232.22	178,382.00	178,726.10	175,366.50	186,405.00	190,426.00	190,426.00
16511	5118	SEASONAL LABOR	116,019.50	132,624.00	132,624.00	112,346.50	140,913.00	140,913.00	140,913.00
16511	5131	OVERTIME (GENERAL)	5,994.86	6,000.00	6,000.00	6,179.17	6,000.00	6,000.00	6,000.00
<b>Total Golf Course-Personnel</b>			<b>297,246.58</b>	<b>317,006.00</b>	<b>317,350.10</b>	<b>293,892.17</b>	<b>333,318.00</b>	<b>337,339.00</b>	<b>337,339.00</b>
<b>Golf Course-Expenses</b>									
16512	5211	ELECTRICITY	9,265.63	22,500.00	19,713.00	14,520.84	21,300.00	21,300.00	21,300.00
16512	5217	GAS/OIL HEAT	6,881.04	6,500.00	7,100.00	6,355.21	7,700.00	7,700.00	7,700.00
16512	5270	RENTAL & LEASE	53,356.55	53,426.00	53,426.00	52,956.21	52,620.00	52,620.00	52,620.00
16512	5320	CONTRACTED SERVICES	46,700.00	46,170.00	48,357.00	40,494.53	48,718.00	48,718.00	48,718.00
16512	5341	TELEPHONE	3,206.20	3,500.00	3,500.00	3,472.26	3,500.00	3,500.00	3,500.00
16512	5354	IRRIGATION SYSTEM MA	6,000.00	6,000.00	6,000.00	5,599.90	6,000.00	6,000.00	6,000.00
16512	5421	OFFICE SUPPLIES (GEN	3,000.00	3,000.00	3,000.00	2,691.67	3,000.00	3,000.00	3,000.00
16512	5431	BLDG REP/MAINT SUPPL	3,500.00	4,500.00	4,500.00	3,682.73	4,500.00	4,500.00	4,500.00
16512	5461	GROUNDSKEEPING SUPPL	39,702.46	40,000.00	40,000.00	35,012.83	41,200.00	41,200.00	41,200.00
16512	5581	SOUVENIRS/MERCHANDISE	22,605.17	16,000.00	16,000.00	14,326.26	16,000.00	16,000.00	16,000.00
16512	5710	IN STATE TRAVEL/MEETINGS	338.03	900.00	900.00	0.00	900.00	900.00	900.00
16512	5730	DUES AND SUB	916.00	1,000.00	1,000.00	916.86	1,000.00	1,000.00	1,000.00
16512	5846	RENOVATION & REPAIRS	12,722.00	9,000.00	9,000.00	8,962.95	9,000.00	9,000.00	9,000.00
16512	5860	EQUIPMENT	80,968.08	12,000.00	12,000.00	4,455.14	12,000.00	12,000.00	12,000.00
<b>Total Golf Course-Expenses</b>			<b>289,161.16</b>	<b>224,496.00</b>	<b>224,496.00</b>	<b>193,447.39</b>	<b>227,438.00</b>	<b>227,438.00</b>	<b>227,438.00</b>
<b>170</b>	<b>651</b>	<b>Department Total</b>	<b>586,407.74</b>	<b>541,502.00</b>	<b>541,846.10</b>	<b>487,339.56</b>	<b>560,756.00</b>	<b>564,777.00</b>	<b>564,777.00</b>

**FY 2020 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2019 52.0	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2019 0.0%	Dept Prop Rate FY 2020 0.0%	Dept Request FY 2020 52.2	Mayor Rate FY 2020 2.5%	Mayor Propsed FY 2020 52.2	Council Voted FY 2020
CANDELARIA JOSEPH	170 GOLF COURSE	16511-5111	FACILITIES MANAGER		8,782.23		0.15	1	15%	1,125.93	1,125.93	8,816.03	1,182.23	9,256.83	9,256.83
LEVER PAUL	170 GOLF COURSE	16511-5111	GOLF COURSE SUPT	04301983	71,319.54		1.00	1	100%	1,371.53	1,371.53	71,593.87	1,440.11	75,173.56	75,173.56
					98,280.04		2.00					Total AFSCME 1818	105,994.85	105,994.85	105,994.85
					<b>178,381.81</b>		<b>3.15</b>	<b>Total Full Time - 5111</b>				<b>186,404.75</b>		<b>190,425.24</b>	<b>190,425.24</b>
170 GOLF COURSE					38,220.00	P		91	35	12.00	12.75	40,608.75	12.75	40,608.75	40,608.75
170 GOLF COURSE					15,360.00	P		32	40	12.00	12.75	16,320.00	12.75	16,320.00	16,320.00
170 GOLF COURSE					13,104.00	P		42	26	12.00	12.75	13,923.00	12.75	13,923.00	13,923.00
170 GOLF COURSE					28,644.00	P		77	31	12.00	12.75	30,434.25	12.75	30,434.25	30,434.25
170 GOLF COURSE					24,192.00	P		63	32	12.00	12.75	25,704.00	12.75	25,704.00	25,704.00
170 GOLF COURSE					13,104.00	P		42	26	12.00	12.75	13,923.00	12.75	13,923.00	13,923.00
					<b>132,624.00</b>	<b>Total Seasonal - 5118</b>						<b>140,913.00</b>		<b>140,913.00</b>	<b>140,913.00</b>
170 GOLF COURSE					6,000.00							6,000.00		6,000.00	6,000.00
					<b>317,005.81</b>		<b>3.15</b>	<b>Department Total</b>				<b>333,317.75</b>		<b>337,338.24</b>	<b>337,338.24</b>

<b>Full-Time Equivalent Employees:</b>		<b>FY 2018</b>	<b>3.15</b>
		<b>FY 2019</b>	<b>3.15</b>
		<b>FY 2020</b>	<b>3.15</b>
		<b>Variance 19 vs. 20</b>	<b>0.00</b>

**FY 2020 AFSCME 1818 UNION EMPLOYEE RATES**

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By	F	Rate	Incr	Rate	Incr	Rate	Incr	Calc Rate	STEP INCREASES				Dept Request FY 2020 \$2.2	Mayor FY 2020 \$2.2	Council FY 2020 \$2.2		
						Council FY 2019 \$2	T E	7.1.17 .005 Incr	FY18 2.5%	FY 2018	FY19 2.5%	FY 2019	FY20 2.5%	FY 2020	Date	Rate	# Wks Old New						
GALLAGHER MICHAEL	170 GOLF COURSE	16511-5111	Sr Pesticide/Groundskeeper	4/17/07	1	51,720.24	1.00	994.62	1.025	1,019.49	1.025	1,044.97	1.025	1,071.10				100%	55,911.26	55,911.26	55,911.26		
WALLACE DAVID	170 GOLF COURSE	16511-5111	GROUNDS MAINT CRAFTS	5/10/17	1	48,559.80	1.00	890.95	1.025	913.22	1.025	938.05	1.025	959.46				100%	50,083.59	50,083.59	50,083.59		
						98,280.04	2.00														105,994.85	105,994.85	105,994.85

**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**RECREATION - GOLF COURSE - 170**

ORG	OBJECT	DESCRIPTION	Voted by Council 2019	Dept Request	Approved by Mayor	Voted by Council
16512	5211	<b>ELECTRICITY</b>				
		Golf Course, Willson Street Lights around Rotary and up the Hill, Clubhouse, workshop & Garage	22,500	21,300	21,300	21,300
<b>TOTAL</b>			<b>22,500</b>	<b>21,300</b>	<b>21,300</b>	<b>21,300</b>
16512	5217	<b>GAS/OIL HEAT</b>				
		Oil for Clubhouse and Garages - Gas & Carrier Charges	6,500	7,700	7,700	7,700
<b>TOTAL</b>			<b>6,500</b>	<b>7,700</b>	<b>7,700</b>	<b>7,700</b>
16512	5270	<b>RENTAL AND LEASE</b>				
		Leasing contract for Golf Carts	34,000	34,000	34,000	34,000
		Year 2 - 3 year lease (FY 18, 19, 20) dump truck	19,426	18,620	18,620	18,620
<b>TOTAL</b>			<b>53,426</b>	<b>52,620</b>	<b>52,620</b>	<b>52,620</b>
16512	5320	<b>CONTRACTED SERVICES</b>				
		Seasonal Cleaning Service & Alarm Monitoring	8,110	9,658	9,658	9,658
		Golf Manager	36,980	37,860	37,860	37,860
		Comcash - IT support - POS system	1,080	1,200	1,200	1,200
<b>Total</b>			<b>46,170</b>	<b>48,718</b>	<b>48,718</b>	<b>48,718</b>
16512	5341	<b>TELEPHONE</b>				
		Clubhouse Line, Garage, Pay Phone outside Clubhouse, Register, Fax Line, CC Line, Computer Line	3,200	3,200	3,200	3,200
		Long Distance charges	300	300	300	300
<b>TOTAL</b>			<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>
16512	5354	<b>IRRIGATION SYSTEMS MAINTENANCE</b>				
		Toro Irrigation Parts, Conversion Assemblies, Valves,	6,000	6,000	6,000	6,000
<b>TOTAL</b>			<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>
16512	5421	<b>OFFICE SUPPLIES</b>				
		Copier Paper, Printing of Tickets, Paper, Pens, Toner Cartridges, Register Tape	3,000	3,000	3,000	3,000
<b>TOTAL</b>			<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>
16512	5431	<b>BUILDING REPAIRS/MAINTENANCE SUPPLIES</b>				
		General upkeep for Clubhouse, Workshop, and Garages repaired and maintained	4,500	4,500	4,500	4,500
<b>TOTAL</b>			<b>4,500</b>	<b>4,500</b>	<b>4,500</b>	<b>4,500</b>
16512	5461	<b>GROUNDKEEPING SUPPLIES</b>				
		Yearly Pesticide and fertilizer program	5,000	5,000	5,000	5,000
		Groundskeeping Supplies, fertilizer, loam, mulch, chemicals, grass seeds, flowers, trees, etc.	35,000	36,200	36,200	36,200
<b>TOTAL</b>			<b>40,000</b>	<b>41,200</b>	<b>41,200</b>	<b>41,200</b>
16512	5581	<b>SOUVENIRS/PRO SHOP MERCHANDISE</b>				
		This line is funded through R/Res transfers during the year	16,000	16,000	16,000	16,000
<b>TOTAL</b>			<b>16,000</b>	<b>16,000</b>	<b>16,000</b>	<b>16,000</b>
16512	5710	<b>IN STATE TRAVEL/MEETINGS</b>				
		Reimbursement of superintendents private vehicle use (average 30 miles per week)	900	900	900	900
<b>TOTAL</b>			<b>900</b>	<b>900</b>	<b>900</b>	<b>900</b>
16512	5730	<b>DUES AND SUBSCRIPTIONS</b>				
		Annual Dues, Special Licenses (Chemicals, Pesticide) MGA Dues	1,000	1,000	1,000	1,000
<b>TOTAL</b>			<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
16512	5846	<b>RENOVATIONS AND REPAIRS</b>				
		Maintenance of all Golf Course Equipment - Rental of Equipment	9,000	9,000	9,000	9,000
		Equipment Repair Parts, vehicle repairs, hardware, tools, locks and garage and clubhouse repairs				
<b>TOTAL</b>			<b>9,000</b>	<b>9,000</b>	<b>9,000</b>	<b>9,000</b>
16512	5860	<b>EQUIPMENT AND PARTS</b>				
		New Equipment needed to maintain the Golf Course in good condition	12,000	12,000	12,000	12,000
<b>TOTAL</b>			<b>12,000</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>
<b>TOTAL PROPOSED</b>			<b>224,496</b>	<b>227,438</b>	<b>227,438</b>	<b>227,438</b>



# 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 2020

No significant changes to the budget for FY2019.

## 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
- Established a weekly circuit of storytelling and activities to augment the free lunch and summer playground programs at various sites throughout the city
- Collaborated on creation of new Haunted Happenings event titled "The Salem Pumpkin Walk"



## FY 2020 Goals & Objectives

- Maintain and expand monthly exhibit changes, programming, and events
- Continue to strengthen connections with local non-profit organizations through shared research, events and printed materials
- Maintain a year- round schedule
- Increase educational programming and school visitation
- Establish new account for significant routine structure repairs
- Increase souvenir budget by \$3,000 to keep up with demand for books and other items
- Increase payroll budget by \$3,000 to hire extra help for September/October

Outcomes and Performance Measures	Actual	Actual	Estimated	Estimated
	FY 2017	FY 2018	FY 2019	FY 2020
Revenue at Witch House	445,151	470,904	460,000	460,000
Attendance	49,355	52,121	50,000	50,000
Eerie Events Attendance	930	120	120	120

*\*Due to impact on structure and collections, Eerie Evenings has been moved to Pioneer Village with the exception of one evening of performances held to maintain continuity.*

## How FY 2020 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 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Witch House-Personnel</b>									
16521	5111	SALARIES-FULL TIME	58,610.24	59,783.00	59,783.00	58,632.69	60,013.00	63,013.00	63,013.00
16521	5118	SEASONAL LABOR	68,115.00	77,204.00	77,204.00	73,266.50	83,585.00	83,585.00	83,585.00
<b>Total Witch House-Personnel</b>			<b>126,725.24</b>	<b>136,987.00</b>	<b>136,987.00</b>	<b>131,899.19</b>	<b>143,598.00</b>	<b>146,598.00</b>	<b>146,598.00</b>
<b>Witch House-Expenses</b>									
16522	5211	ELECTRICITY	3,180.18	4,000.00	4,000.00	3,803.44	4,000.00	4,000.00	4,000.00
16522	5215	NATURAL GAS	1,329.13	1,600.00	1,600.00	1,260.71	1,600.00	1,600.00	1,600.00
16522	5241	BUILDING MAINTENANCE	2,475.21	3,000.00	3,000.00	2,939.00	5,000.00	5,000.00	5,000.00
16522	5306	ADVERTISING	10,475.00	10,500.00	10,500.00	10,449.33	10,500.00	10,500.00	10,500.00
16522	5320	CONTRACTED SERVICES	14,879.41	16,380.00	15,780.00	14,909.44	17,880.00	17,880.00	17,880.00
16522	5341	TELEPHONE	2,856.11	4,200.00	4,200.00	3,779.94	4,200.00	4,200.00	4,200.00
16522	5381	PRINTING AND BINDING	1,498.00	1,500.00	1,500.00	1,446.00	1,500.00	1,500.00	1,500.00
16522	5421	OFFICE SUPPLIES (GEN	8,359.29	8,500.00	8,500.00	8,107.92	8,500.00	8,500.00	8,500.00
16522	5581	SOUVENIRS	18,470.74	25,000.00	25,600.00	25,015.35	28,000.00	28,000.00	28,000.00
<b>Total Witch House-Expenses</b>			<b>63,523.07</b>	<b>74,680.00</b>	<b>74,680.00</b>	<b>71,711.13</b>	<b>81,180.00</b>	<b>81,180.00</b>	<b>81,180.00</b>
<b>170</b>	<b>652</b>	<b>Department Total</b>	<b>190,248.31</b>	<b>211,667.00</b>	<b>211,667.00</b>	<b>203,610.32</b>	<b>224,778.00</b>	<b>227,778.00</b>	<b>227,778.00</b>

**FY 2020 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2019 52.0	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2019 0.0%	Dept Prop Rate FY 2020 0.0%	Dept Request FY 2020 52.2	Mayor Rate FY 2020 2.5%	Mayor Proposed FY 2020 52.2	Council Voted FY 2020
PETERSON ELIZABETH	170 WITCH HOUSE	16521-5111	WITCH HOUSE MANAGER	7/6/12	51,000.08		1.00	1	100%	980.77	980.77	51,196.19	1,029.81	53,756.00	53,756.00
CANDELARIA JOSEPH	170 WITCH HOUSE	16521-5111	FACILITIES MANAGER		8,782.23		0.15	1	15%	1,125.93	1,125.93	8,816.03	1,182.23	9,256.83	9,256.83
					<b>59,782.31</b>		<b>1.15</b>	<b>Total Full Time - 5111</b>				<b>60,012.23</b>		<b>63,012.84</b>	<b>63,012.84</b>
	170 WITCH HOUSE	16521-5118	Gift Shop Cashier		17,640.00	P		52.5	28	12.00	12.75	18,742.50	12.75	18,742.50	18,742.50
	170 WITCH HOUSE	16521-5118	Admissions Cashier (Weekends)		5,040.00	P		15	28	12.00	12.75	5,355.00	12.75	5,355.00	5,355.00
	170 WITCH HOUSE	16521-5118	Tour Guides		8,631.00	P		52.5	13.7	12.00	12.75	9,170.44	12.75	9,170.44	9,170.44
	170 WITCH HOUSE	16521-5118	Tour Guides		22,770.00	P		82.5	23	12.00	12.75	24,193.13	12.75	24,193.13	24,193.13
	170 WITCH HOUSE	16521-5118	Interns Stipends		3,734.00	P						3,734.00		3,734.00	3,734.00
	170 WITCH HOUSE	16521-5118	Other Seasonal		10,000.00	P						13,000.00		13,000.00	13,000.00
	170 WITCH HOUSE	16521-5118	Special Projects - Off Season		9,389.00	P		40	19			9,389.00		9,389.00	9,389.00
					<b>77,204.00</b>			<b>Total Seasonal - 5118</b>				<b>83,584.06</b>		<b>83,584.06</b>	<b>83,584.06</b>
					<b>136,986.31</b>		<b>1.15</b>	<b>Department Total</b>				<b>143,596.29</b>		<b>146,596.90</b>	<b>146,596.90</b>

Full-Time Equivalent Employees:	FY 2018	1.15
	FY 2019	1.15
	FY 2020	1.15
	Variance 19 vs. 20	0.00

FY 2020 DETAILED BUDGET REPORT  
EXPENSES

RECREATION - WITCH HOUSE 170

ORG	OBJECT	DESCRIPTION	Voted by Council 2019	Dept Request	Approved by Mayor	Voted by Council
16522	5211	<b>ELECTRICITY</b> Mass Electric and alarms	4,000	4,000	4,000	4,000
<b>TOTAL</b>			<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>
16522	5215	<b>NATURAL GAS</b> All Energy - Gas supplier	1,600	1,600	1,600	1,600
<b>TOTAL</b>			<b>1,600</b>	<b>1,600</b>	<b>1,600</b>	<b>1,600</b>
16522	5241	<b>BUILDING MAINTENANCE</b> General building maintenance and supplies Clapboard Maintenance/Replacement	3,000	3,000 2,000	3,000 2,000	3,000 2,000
<b>TOTAL</b>			<b>3,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
16522	5306	<b>ADVERTISING</b> 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	8,500 2,000
<b>TOTAL</b>			<b>10,500</b>	<b>10,500</b>	<b>10,500</b>	<b>10,500</b>
16522	5320	<b>CONTRACTED SERVICES</b> Haunted City Programs Actors, Specialists, All Participants Comcash Supplies & Costumes needed for Haunted City Program	15,380   1,000	15,380  1,500 1,000	15,380  1,500 1,000	15,380  1,500 1,000
<b>TOTAL</b>			<b>16,380</b>	<b>17,880</b>	<b>17,880</b>	<b>17,880</b>
16522	5341	<b>TELEPHONE</b> Long Distance Service, wireless Comcash - IT support, Charge card Line, Fax & Computer	4,200	4,200	4,200	4,200
<b>TOTAL</b>			<b>4,200</b>	<b>4,200</b>	<b>4,200</b>	<b>4,200</b>
16522	5381	<b>PRINTING &amp; BINDING</b> Haunted City Flyers, Brochures, Posters, admittance tickets, program flyers, promotional materials	1,500	1,500	1,500	1,500
<b>TOTAL</b>			<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>
16522	5421	<b>OFFICE SUPPLIES</b> General office supplies as needed	8,500	8,500	8,500	8,500
<b>TOTAL</b>			<b>8,500</b>	<b>8,500</b>	<b>8,500</b>	<b>8,500</b>
16522	5581	<b>SOUVENIRS</b> Gift shop inventory for resale	25,000	28,000	28,000	28,000
<b>TOTAL</b>			<b>25,000</b>	<b>28,000</b>	<b>28,000</b>	<b>28,000</b>
<b>TOTAL PROPOSED</b>			<b>74,680</b>	<b>81,180</b>	<b>81,180</b>	<b>81,180</b>

# **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 2020**

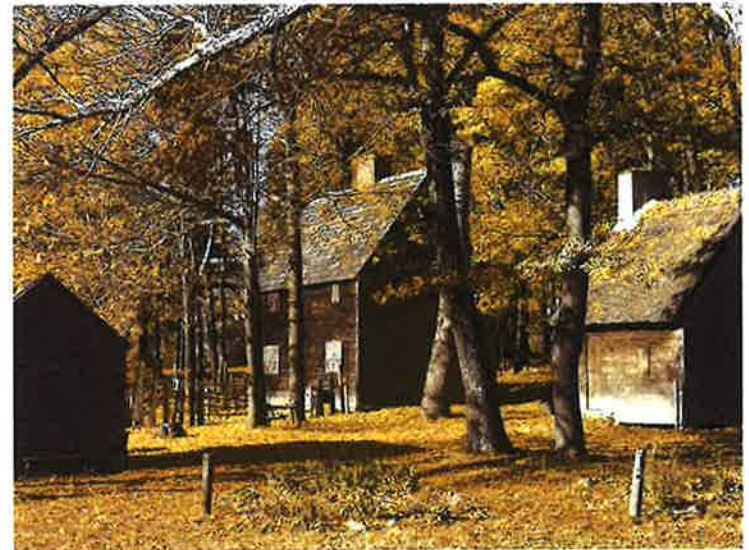
No significant budget changes in FY2019.

## **Recent Accomplishments**

- Managed to operate village successfully and with a small margin of profit despite continued delays and impact of construction project and closure of entire parking lot
- Continued to clean and maintain ground
- Continued to research and develop tour content and educational programming

## **FY 2020 Goals & Objectives**

- Maintain and increase programming, events and festivals
- Maintain and repair grounds and structures
- Maintain and increase production of period herb garden
- Increase proactive educational programming
- Create a new budget line for staff payroll
- Seek grants for repairs now that flood mitigation project is nearly finished
- Create local family evening events to invite our own community to learn more about the village
- Place new signage on West Avenue and at Forest River parking lot entries to aid visitors in locating site
- Increase season and days of operation to May-October, Thursday-Sunday
- Continue exploring options for the long-term preservation, protection and sustainability of the village





Outcomes and Performance Measures	Actual	Actual	Estimated	Estimated
	FY 2017	FY 2018	FY 2019	FY 2020
Revenue at Pioneer Village	31,459	27,669	24,000	29,000
Attendance	3933	3460	3000	3625



### How FY 2020 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 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Pioneer Village-Expenses</b>									
16532	5211	ELECTRICITY	287.71	1,000.00	425.00	156.12	500.00	500.00	500.00
16532	5241	BUILDING MAINTENANCE	2,528.93	3,000.00	3,000.00	2,947.75	3,500.00	3,500.00	3,500.00
16532	5306	ADVERTISING	2,955.00	3,000.00	3,575.00	3,375.00	3,000.00	3,000.00	3,000.00
16532	5320	CONTRACTED SERVICES	10,158.40	9,900.00	59,900.00	12,209.45	9,900.00	9,900.00	9,900.00
16532	5381	PRINTING AND BINDING	1,000.00	1,700.00	1,700.00	1,650.00	1,700.00	1,700.00	1,700.00
<b>Total Pioneer Village-Expenses</b>			<b>16,930.04</b>	<b>18,600.00</b>	<b>68,600.00</b>	<b>20,338.32</b>	<b>18,600.00</b>	<b>18,600.00</b>	<b>18,600.00</b>
<b>170</b>	<b>653</b>	<b>Department Total</b>	<b>16,930.04</b>	<b>18,600.00</b>	<b>68,600.00</b>	<b>20,338.32</b>	<b>18,600.00</b>	<b>18,600.00</b>	<b>18,600.00</b>



**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**RECREATION - Pioneer Village 170**

ORG	OBJECT	DESCRIPTION	Voted by Council 2019	Dept Request	Approved by Mayor	Voted by Council
16532	5211	ELECTRICITY Mass Electric	1,000	500	500	500
<b>TOTAL</b>			<b>1,000</b>	<b>500</b>	<b>500</b>	<b>500</b>
16532	5241	BUILDING MAINTENANCE Chimney, Wigwam, Floor	3,000	3,500	3,500	3,500
<b>TOTAL</b>			<b>3,000</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>
16532	5306	ADVERTISING County Newspapers for Haunted Happenings & Heritage Days	3,000	3,000	3,000	3,000
<b>TOTAL</b>			<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>
16532	5320	CONTRACTED SERVICES Tour Guides Salem Trolley	5,500 2,400	5,500 2,400	5,500 2,400	5,500 2,400
<b>TOTAL</b>			<b>9,900</b>	<b>9,900</b>	<b>9,900</b>	<b>9,900</b>
16532	5381	PRINTING & BINDING Haunted City Flyers, Brochures, Posters, admittance tickets, program flyers, promotional flyers	1,700	1,700	1,700	1,700
<b>TOTAL</b>			<b>1,700</b>	<b>1,700</b>	<b>1,700</b>	<b>1,700</b>
<b>TOTAL PROPOSED</b>			<b>18,600</b>	<b>18,600</b>	<b>18,600</b>	<b>18,600</b>

# 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 2020

No Significant Budget or Staffing Changes anticipated for FY 2020.

## Recent Accomplishments

- Successful community sailing program for children and adults.
- Sold a total of 1,260 vehicle stickers for entrance to Winter Island Park, Forest River Park and McCabe Marina & Recreation Area.
- Hosted 74 Function Hall events, 42 Pavilion events, and 16 Camp Naumkeag events between January 1, 2018 and December 31, 2018.
- Continued good relationships with the Salem Cub Scout Packs and Salem Boy Scout Troops as they completed community service projects at Winter Island Park.
- Continued efforts clearing overgrowth in Fort Pickering.
- Purchased and installed two new pedestal grills.
- Repainted the PermaStone fireplace in the Function Hall.
- Repainted the interior walls and trim in the Function Hall.
- Completed interior floor replacement in the Function Hall.
- Increased frequency of commercial beach raking on Waikiki Beach.
- Hosted three pop-up drive-in movies on the last Thursday in June, July and August 2018.
- Added a standard Zagster bike share rack.
- In partnership with Salem Sound Coastwatch, constructed three systems intended to capture and treat stormwater runoff at Winter Island Park, especially in the main parking lot area, ultimately reducing sediment, bacteria, and other contaminants from flowing into Salem Harbor.



## FY 2020 Goals & Objectives

- 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.
- Repaint exterior of Fort Pickering lighthouse.
- Purchase and install additional bench in the Men's shower room.
- Apply stain/wood preservative to the interior roof of the Pavilion.
- Purchase building materials to repair existing and build additional seasonal storage racks for the Dinghy/Kayak Rack Program.
- 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.
- Secure the services of an electrical contractor to complete necessary electrical work which includes replacing existing electrical boxes, wiring, and conduit on the four RV camping sites located on the waterfront adjacent to the Function Hall and the five RV camping sites located along the length of the east side of the hangar building.
- Upgrade to the new enhanced citywide telephone system.
- Remove the two decks and pre-existing concrete foundations located alongside the old seaplane hangar and replace with asphalt.
- Replace steel door to Women's bathroom at the Bath House.
- Replace steel door on the Gate House at the entrance to Winter Island Park.
- Host a Summer Concert Series consisting of four planned concerts, some performed by faculty, students and alumni of Berklee College of Music, and others performed by nationally recognized performance artists.
- Purchase a 325 gallon tank, mud sucker pump with Honda engine, hoses, adapter, and single axle DOT approved galvanized trailer system to offer RV campers scheduled and emergency wastewater pump-out services for an additional fee.
- Remove the existing rubber roof and all of its components over the Winter Island Park Office/Store and properly dispose of all materials. Install a new, mechanically fastened, fully adhered, EPDM roofing system.
- Complete necessary work on the handicapped accessible ramp leading into the Function Hall, including work on ramp railings, ramp platforms, and resurfacing of the ramp in order to meet ADA compliance standards.



Outcomes and Performance Measures	Actual FY 2017	Actual FY 2018	Estimated FY 2019	Estimated FY 2020
Revenue at Winter Island	322,834	355,954	360,000	365,000
Rentals	162	132	155	165

## How FY 2020 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.**

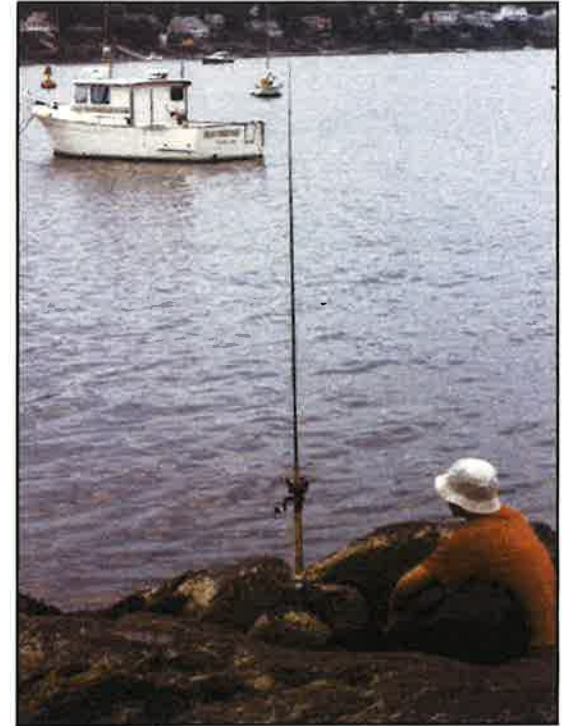
**Winter Island Goal:** *With the Master Plan as a guide, the Parks, Recreation & Community Services Department will pursue projects designed to improve the facilities and, in turn, enhance guests' experience at Winter Island Park.*

- **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:** *Improve and maintain overall cleanliness of open spaces and public areas at Winter Island Park. 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:** *Upgrade telephone line services and capabilities in order to be able to benefit from the new enhanced citywide telephone system. Continue to work with IT to enhance WiFi access capabilities to add security camera systems to the barracks area.*



# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Winter Island-Personnel</b>									
16991	5111	SALARIES-FULL TIME	57,150.80	58,498.00	58,498.00	57,372.98	58,723.00	61,660.00	61,660.00
16991	5118	SEASONAL LABOR	99,744.13	124,504.00	124,504.00	103,868.05	130,856.00	130,856.00	130,856.00
<b>Total Winter Island-Personnel</b>			<b>156,894.93</b>	<b>183,002.00</b>	<b>183,002.00</b>	<b>161,241.03</b>	<b>189,579.00</b>	<b>192,516.00</b>	<b>192,516.00</b>
<b>Winter Island-Expenses</b>									
16992	5211	ELECTRICITY	12,569.60	25,000.00	25,000.00	24,094.14	30,000.00	30,000.00	30,000.00
16992	5217	GAS/OIL HEAT	7,874.71	10,000.00	10,000.00	6,020.94	11,000.00	11,000.00	11,000.00
16992	5249	GROUND MAINTENANCE	4,557.44	6,000.00	8,000.00	5,472.61	6,000.00	6,000.00	6,000.00
16992	5306	ADVERTISING	500.00	500.00	500.00	208.33	500.00	500.00	500.00
16992	5320	CONTRACTED SERVICES	0.00	0.00	0.00	0.00	2,500.00	2,500.00	2,500.00
16992	5341	TELEPHONE	2,363.53	6,000.00	6,000.00	4,635.39	6,000.00	6,000.00	6,000.00
16992	5381	PRINTING AND BINDING	0.00	0.00	0.00	0.00	1,525.00	1,525.00	1,525.00
16992	5421	OFFICE SUPPLIES (GEN	2,145.68	2,500.00	2,500.00	1,983.14	1,600.00	1,600.00	1,600.00
16992	5730	DUES AND SUB	0.00	0.00	0.00	0.00	225.00	225.00	225.00
16992	5846	RENOVATION & REPAIRS	4,902.70	5,000.00	5,000.00	2,520.29	5,000.00	5,000.00	5,000.00
16992	5860	EQUIPMENT	4,693.84	6,000.00	4,000.00	1,847.47	6,000.00	6,000.00	6,000.00
<b>Total Winter Island-Expenses</b>			<b>39,607.50</b>	<b>61,000.00</b>	<b>61,000.00</b>	<b>46,782.31</b>	<b>70,350.00</b>	<b>70,350.00</b>	<b>70,350.00</b>
<b>170</b>	<b>699</b>	<b>Department Total</b>	<b>196,502.43</b>	<b>244,002.00</b>	<b>244,002.00</b>	<b>208,023.34</b>	<b>259,929.00</b>	<b>262,866.00</b>	<b>262,866.00</b>

## FY 2020 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name		Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2019	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2019	Dept Prop Rate FY 2020	Dept Request FY 2020	Mayor Rate FY 2020	Mayor Proposed FY 2020	Council Voted FY 2020
GILBERT	DAVID	170 WINTER ISLAND	16991-5111	MANAGER	3/14/11	58,498.00	P	1.00		100%	1,124.96	1,124.96	58,722.91	1,181.21	61,659.06	61,659.06
						<b>58,498.00</b>	<b>1.00</b>	<b>Total Full Time - 5111</b>					<b>58,722.91</b>		<b>61,659.06</b>	<b>61,659.06</b>
									<div style="border: 1px solid black; padding: 2px;"> <b>Hours      Weeks</b> </div>							
		170 WINTER ISLAND	16991-5118	GATEKEEPERS		32,544.00	P		113	24	12.00	12.75	34,578.00	12.75	34,578.00	34,578.00
		170 WINTER ISLAND	16991-5118	OFFICE/STORE		16,704.00	P		58	24	12.00	12.75	17,748.00	12.75	17,748.00	17,748.00
		170 WINTER ISLAND	16991-5118	MAINTENANCE		25,500.00	P		85	25	12.00	12.75	27,093.75	12.75	27,093.75	27,093.75
		170 WINTER ISLAND	16991-5118	MAINTENANCE		26,880.00	P		80	28	12.00	12.75	28,560.00	12.75	28,560.00	28,560.00
		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
						<b>124,504.00</b>			<b>Total Seasonal- 5118</b>				<b>130,855.75</b>		<b>130,855.75</b>	<b>130,855.75</b>
						<b>183,002.00</b>	<b>1.00</b>	<b>Department Total</b>					<b>183,578.66</b>		<b>192,514.81</b>	<b>192,514.81</b>
<b>Full-Time Equivalent Employees:</b>		<b>FY 2018</b>	<b>1.00</b>													

Full-Time Equivalent Employees:	FY 2018	1.00
	FY 2019	1.00
	FY 2020	1.00
	Variance 19 vs. 20	0.00

**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**RECREATION - WINTER ISLAND - 170**

<b>ORG</b>	<b>OBJECT</b>	<b>DESCRIPTION</b>	<b>Voted by Council 2019</b>	<b>Dept Request</b>	<b>Approved by Mayor</b>	<b>Voted by Council</b>
16992	5211	<b>ELECTRICITY</b> Winter Island Road Lights, Office, Function Hall, Camp Store, All Camp Sites, Park Lights, 10 Accounts	25,000	30,000	30,000	30,000
<b>TOTAL</b>			<b>25,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>
16992	5217	<b>GAS/OIL HEAT</b> Propane Gas for all Camp Sites	10,000	11,000	11,000	11,000
<b>TOTAL</b>			<b>10,000</b>	<b>11,000</b>	<b>11,000</b>	<b>11,000</b>
16992	5249	<b>GROUND MAINTENANCE</b> 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	4,000 1,000 1,000
<b>TOTAL</b>			<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>
16992	5306	<b>ADVERTISING</b> Salem Maps, Salem Tourism & Cultural Advertising	500	500	500	500
<b>TOTAL</b>			<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>
16992	5320	<b>CONTRACTED SERVICES</b> COMCASH - POS R&B Productions	- - -	1,500 1,000 2,500	1,500 1,000 2,500	1,500 1,000 2,500
<b>TOTAL</b>			<b>-</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>
16992	5341	<b>TELEPHONE</b> Verizon, Comcast, Comcash & Credit Card Lines, security cameras	6,000	6,000	6,000	6,000
<b>TOTAL</b>			<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>
16992	5381	<b>PRINTING AND BINDING</b> Day passes, check in cards/stickers	-	1,525	1,525	1,525
<b>TOTAL</b>			<b>-</b>	<b>1,525</b>	<b>1,525</b>	<b>1,525</b>
16992	5421	<b>OFFICE SUPPLIES</b> General Office Supplies as needed	2,500	1,600	1,600	1,600
<b>TOTAL</b>			<b>2,500</b>	<b>1,600</b>	<b>1,600</b>	<b>1,600</b>
16992	5730	<b>DUES AND SUBSCRIPTIONS</b> SALEM CHAMBER OF COMMERCE - SPLIT WITH REC	-	225	225	225
<b>TOTAL</b>			<b>-</b>	<b>225</b>	<b>225</b>	<b>225</b>
16992	5846	<b>RENOVATIONS AND REPAIRS</b> Repairs to Equipment, Buildings, Camp Sites, Function Hall, Office, Hangar, etc... Upkeep of all Buildings, motor vehicle repair	5,000	5,000	5,000	5,000
<b>TOTAL</b>			<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
16992	5860	<b>EQUIPMENT</b> Equipment needed for Groundskeeping & upkeep of all Camp Sites and Park	6,000	6,000	6,000	6,000
<b>TOTAL</b>			<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>
<b>TOTAL PROPOSED</b>			<b>61,000</b>	<b>70,350</b>	<b>70,350</b>	<b>70,350</b>



# 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 affirm life, challenge creativity, enhance socialization and promote spiritual, psychological and physical wellness. The Council recognizes that most programs and services are offered at the Community Life Center of Salem, but also the need to offer services to the homebound, socially 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 2020

While there are likely no changes for this budget cycle, it is significant that since the opening of the Mayor Jean A. Levesque Community Life Center in September of 2018, we have experienced an uptick of attendance by seniors and “younger” older adults. Transportation needs are ever increasing. We advocate for eventual restructure of our Transportation Department to meet demand and increase efficiency. Our goal is to provide access to social services and health and wellness programming to accommodate seniors and a new generation of older adults.

## Recent Accomplishments



- Nearly 2000 seniors participated in over 100 programs and activities. Health and Wellness offerings include Enhance Fitness, Muscle and Strength, Meditation, Pilates and Chair Yoga classes as well as hearing, vision and blood pressure clinics. Art classes include painting and crafts.
- Presentations made throughout the year include *Elder Law & Estate Planning*, *Nutrition Labels 101*, *Fire Prevention*, *Scams*, *Fraud and Identity Theft*, *Aging in Place* and more.
- *Keeping Up with the Seniors*, aired on SATV, experienced a successful year hosted by three of our regular COA members.
- Excursions included area day trips to North Shore museums, trying new restaurants in the area as well as a Holiday Light Tour in Salem.
- On average, 35 seniors join us each day at the center for congregate meals.
- More than 1,400 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 seniors, law enforcement and the COA staff) 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 350 seniors and citizens living with a disability over 18,000 point-to-point rides to medical offices, as well as to stores, salons, the public library, government offices, the COA Center and other local destinations. More participants utilized our transportation service in the extended hours program.
- We continued to partner with the National Senior Network 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 \$1,500 in property tax abatements by logging 136 hours of volunteer time for a City department. Forty seniors took advantage of the opportunity during FY 2018.
- All COA-specific state and federal grants were successfully



renewed and secured.

- Hosted 25 highly successful parties/special events with an average of 95+ seniors in attendance at each.

## FY 2020 Goals & Objectives

- Continue to identify new programming needs for the Community Life Center as attendance increases.
- 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 2019 to June 2020, 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 Department's extended hours programming 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 992 currently in the system to 1240 identified email addresses (a 25% increase).

Outcomes and Performance Measures	Actual FY 2017	Actual FY 2018	Estimated FY 2019	Estimated FY 2020
Total number of senior citizens served through COA (unduplicated)	1135	1313	1450	1700
Congregate Meals (duplicated)	3338	3113	3400	3600
Meals on wheels (duplicated)		**36,292	36,400	36,500
Social Services (unduplicated/duplicated)	1491	1300/5500	1350/5575	1400/6000
Tax work-off participants (60 maximum allowed)	30	40	45	60
Transportation Van rides, point-to-point	16,553	18,872	18,900	19,000
Volunteers	100	119	115	125

*Figures are more accurate result for numbers served based on improvement in data co*

*\*\*Meals on Wheels administered directly by North Shore Elder Services*

## How FY 2020 Departmental Goals Relate to City's Overall Long- & Short-Term Goals

- **Mayor's Goal:** General Government: To maintain a high level of accessibility to and responsiveness by City departments and employees.
- **COA Goal:** COA staff will continue to promote Transportation (including extended hours services) for ease of access to the Community Life Center for programs and events measuring increase in utilization monthly. More evening programs will be promoted at least quarterly to ensure offerings for younger older adults who work.
- **Mayor's Goal:** General Government: Look for ways to deliver City services more efficiently and effectively through the use of technology.
- **COA Goal:** 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 Mayor Jean A. Levesque Community Life Center. Increase our number of 992 email addresses by 100 quarterly in an aggressive effort to promote programs and events. 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 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Council On Aging-Personnel</b>									
15411	5111	SALARIES-FULL TIME	306,516.35	365,198.00	367,863.88	360,297.45	375,331.00	393,632.00	393,632.00
15411	5113	SALARIES-PART TIME	42,451.04	73,866.00	71,366.00	39,520.97	75,514.00	80,866.00	80,866.00
15411	5131	OVERTIME (GENERAL)	0.00	500.00	500.00	106.93	500.00	500.00	500.00
<b>Total Council On Aging-Personnel</b>			<b>348,967.39</b>	<b>439,564.00</b>	<b>439,729.88</b>	<b>399,925.35</b>	<b>451,345.00</b>	<b>474,998.00</b>	<b>474,998.00</b>
<b>Council On Aging-Expenses</b>									
15412	5320	CONTRACTED SERVICES	1,054.13	1,300.00	1,750.00	1,536.14	12,800.00	12,800.00	12,800.00
15412	5341	TELEPHONE	547.37	1,100.00	1,100.00	0.00	1,100.00	1,100.00	1,100.00
15412	5351	RECREATIONAL ACTIVIT	3,712.59	4,000.00	4,000.00	3,548.60	4,000.00	4,000.00	4,000.00
15412	5381	PRINTING AND BINDING	20,902.85	1,100.00	1,100.00	720.24	1,100.00	1,100.00	1,100.00
15412	5421	OFFICE SUPPLIES (GEN	3,570.75	3,600.00	3,600.00	3,101.95	3,600.00	3,600.00	3,600.00
15412	5431	BLDG REP/MAINT SUPPL	11,178.89	18,000.00	17,550.00	12,684.85	18,000.00	18,000.00	18,000.00
15412	5483	VEHICLE PRTS & ACCES	4,782.18	6,000.00	6,000.00	2,273.02	7,000.00	7,000.00	7,000.00
15412	5491	FOOD	542.66	6,250.00	6,250.00	4,988.00	3,000.00	3,000.00	3,000.00
15412	5710	IN STATE TRAVEL/MEETINGS	986.06	2,000.00	2,000.00	1,026.94	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	1,800.00	1,800.00	1,800.00
<b>Total Council On Aging-Expenses</b>			<b>48,777.48</b>	<b>44,850.00</b>	<b>44,850.00</b>	<b>31,379.74</b>	<b>54,400.00</b>	<b>54,400.00</b>	<b>54,400.00</b>
<b>060</b>	<b>541</b>	<b>Department Total</b>	<b>397,744.87</b>	<b>484,414.00</b>	<b>484,579.88</b>	<b>431,305.09</b>	<b>505,745.00</b>	<b>529,398.00</b>	<b>529,398.00</b>

**FY 2020 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2019 52.0	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2019 0.0%	Dept Prop Rate FY 2020 0.0%	Dept Request FY 2020 52.2	Mayor Rate FY 2020 2.5%	Mayor Proposed FY 2020 52.2	Council Voted FY 2020
ARNOLD TERESA	060 COUNCIL ON AGING	15411-5111	COA Director	10/2/2017	72,419.76		1.00	1	100%	1,488.85	1,488.85	77,717.97	1,533.52	80,049.51	80,049.51
BARRETT LYNNE	060 COUNCIL ON AGING	15411-5111	OUTREACH SOCIAL WORKER	03/05/1993	21,399.09		0.42	42	42%	1,027.84	1,027.84	22,534.36	1,079.23	23,661.08	23,661.08
BUONFIGLIO CYNTHIA	060 COUNCIL ON AGING	15411-5111	RECEPTIONIST	9/8/2017	27,773.41		0.89	1	89%	600.12	600.12	27,880.24	630.12	29,274.25	29,274.25
DONAHUE ROSANNA	060 COUNCIL ON AGING	15411-5111	ACTIVITIES COORDINATOR	8/19/14	32,688.98		0.92	1	92%	683.30	683.30	32,814.70	717.46	34,455.44	34,455.44
FELTON SHARON	060 COUNCIL ON AGING	15411-5111	SOCIAL SERVICE COORDINATOR	12/18/1995	51,303.47		1.00	1	100%	1,034.98	1,034.98	54,025.70	1,086.72	56,726.98	56,726.98
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
MCCARTHY KATHLEEN	060 COUNCIL ON AGING	15411-5111	PROGRAM MANAGER	6/11/2015	36,600.42		0.67	1	67%	1,050.53	1,050.53	36,741.19	1,181.08	41,307.20	41,307.20
NORTON FREDERIC JR.	060 COUNCIL ON AGING	15411-5111	TRANSPORTATION COORD	10/1/14	30,461.24		0.74	1	74%	797.00	797.00	30,578.40	836.85	32,107.32	32,107.32
ERICKSBERG JOSEPH	060 COUNCIL ON AGING	15411-5111	SOCIAL WORKER		40,000.01		1.00	1	100%	769.23	769.23	40,153.86	826.92	43,165.40	43,165.40
FY 2019 Increase for Lynn Barrett					1,049.08										
FY 2019 Increase for Sharon Fellon					2,515.00										
					48,087.52		1.00			Total AFSCME 1818		51,984.17		51,984.17	51,984.17
					365,197.98		7.64	Total Full Time - 5111				375,330.59		393,631.34	393,631.34

GUERREO JORGE	060 COUNCIL ON AGING	15411-5113	P/T VAN DRIVER		12,707.85	P		19		12.86	12.86	12,754.55	14.27	14,157.55	14,157.55
HINCMAN RAYMOND	060 COUNCIL ON AGING	15411-5113	P/T VAN DRIVER		13,453.80	P		19		13.62	13.62	13,508.32	15.12	14,994.23	14,994.23
JONES JOHN	060 COUNCIL ON AGING	15411-5113	P/T VAN DRIVER		12,395.45	P		19		12.55	12.75	12,645.45	13.39	13,277.72	13,277.72
LUGO GEORGE	060 COUNCIL ON AGING	15411-5113	P/T VAN DRIVER		12,395.45	P		19		12.55	12.75	12,645.45	13.39	13,277.72	13,277.72
KOCUR SUE	060 COUNCIL ON AGING	15411-5113	P/T VAN DRIVER		11,456.64	P		18		12.24	-	-	-	-	-
CARON ANNE	060 COUNCIL ON AGING	15411-5113	P/T VAN DRIVER		11,456.64	P		18		12.24	12.75	11,979.90	13.39	12,578.90	12,578.90
F ROGER	060 COUNCIL ON AGING	15411-5113	P/T VAN DRIVER	2.11.19		P		18		12.24	12.75	11,979.90	13.39	12,578.90	12,578.90
					73,865.63			Total Part Time - 5113				75,513.56		80,865.01	80,865.01

060 COUNCIL ON AGING 15411-5131 OVERTIME					500.00							500.00		500.00	500.00
Full-Time Equivalent Employees:					FY 2018		8.64								
					FY 2019		7.64								
					FY 2020		7.64								
Variance 19 vs. 20							0.00								

COA OTHER EMPLOYEES COMBINED SALARIES BUDGET & GRANTS										Total
JONES JOHN	COA Budget	15411-5113	P/T VAN DRIVER	PT	0.00	19	100%	13.39	13,277.72	13,277.72
LUGO GEORGE	COA Budget	15411-5113	P/T VAN DRIVER	PT	0.00	19	100%	13.39	13,277.72	13,277.72
BELL BOB	Title III B	2575	P/T VAN DRIVER	PT	0.00	19	100%	12.75	12,645.45	12,645.45
F ROGER			P/T VAN DRIVER	PT	0.00	18	100%	12.75	11,979.90	11,979.90
CARON ANNE			P/T VAN DRIVER	PT	0.00	18	100%	12.75	11,979.90	11,979.90
TACHUK JOHN	CDBG	2461	VAN DRIVER	PT	0.00	19	100%	12.75	12,645.45	12,645.45
HINCMAN RAYMOND	COA BUDGET	15411-5113	VAN DRIVER	PT	0.00	19	100%	15.12	14,994.23	14,994.23
GUERREO JORGE	Title 3B	2575	P/T Van Driver	PT	0.00	19	21%	14.27	2,973.09	
	COA Budget	15411-5113		PT	0.00	19	79%	14.27	11,184.46	14,157.55
TURNBALL MICHAEL	State Formula	2460	P/T Van Driver	PT	0.00	19	100%	12.75	12,645.45	
	Title 3B	2575		PT	0.00	19	0%	-	-	12,645.45
COTE DAN	Title 3C	2576	Nutrition Coordinator	PT	0.00	16	100%	16.00	13,363.20	13,363.20
BARRETT LYNNE	State Formula	2460	P/T SOCIAL WORKER		0.58		58%	1,079.23	32,674.83	
	COA Budget	15411-5111			0.42		42%	1,079.23	23,661.08	56,335.91
DONAHUE ROSANNA	COA Budget	15411-5111	ACTIVITIES COORD		0.92		92%	717.46	34,455.44	
	State Formula	2460			0.08		8%	717.46	2,996.13	37,451.56
FELTON SHARON	COA Budget	15411-5111	SOCIAL SERV COORD		1.00		100%	1,086.72	56,726.98	56,726.98
DONAHUE LAURIE	COA Budget	15411-5111	PRINCIPAL CLERK		1.00		100%	955.87	51,984.17	51,984.17
ARNOLD TERESA	COA Budget	15411-5111	COA DIRECTOR		1.00		100%	1,533.52	80,049.51	80,049.51
BUONFIGLIO CYNTHIA	COA Budget	15411-5111	RECEPTIONIST		0.89		89%	630.12	29,274.25	
	Rec Budget	16501-5111			0.11		11%	630.13	3,618.18	32,892.43
NORTON FREDERIC	Title 3B	2575	Trans Coordinator		0.05		5.0%	836.85	2,184.17	
	Don Fund	2400	Donation Vans		0.07		6.5%	836.85	2,839.42	
	CDBG	2461			0.15		15.0%	836.85	6,552.51	
	COA Budget	15411-5111			0.74		73.5%	836.85	32,107.32	43,683.43
MCCARTHY KATHLEEN	COA Budget	15411-5111	PROGRAM MANAGER		0.67		67%	1,181.08	41,307.20	
	Rec Budget	16501-5111			0.33		33%	1,181.08	20,345.36	61,652.56

Full-Time Equivalent Employees:			FY 2018	8.00
(All COA GF Budget & Grants)			FY 2019	8.00
			FY 2020	8.00
Variance 19 vs. 20				0.00

8.00 551,743.12

### FY 2020 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2019 52	F T E	Rate 7.1,17 .005 Incr	Incr FY18 2.5%	Rate FY 2018	Incr FY19 2.5%	Rate FY 2019	Incr FY20 2.5%	Calc Rate FY 2020	STEP INCREASES				Dept Request FY 2020 52.2	Mayor FY 2020 52.2	Council FY 2020 52.2		
																Date	Rate	# Wks	Old	New				
DONAHUE	LAURIE	060 COUNCIL ON AGING	15411-5111	PRINCIPAL CLERK	2/1/16		48,087.52	1.00	924.76	1,025	947.88	1,025	971.58	1,025	995.87				100%	51,984.17	51,984.17	51,984.17		
							48,087.52	1.00													51,984.17	51,984.17	51,984.17	

FY 2020 DETAILED BUDGET REPORT  
EXPENSES

COUNCIL ON AGING - 060

ORG	OBJECT	DESCRIPTION	Voted by Council 2019	Dept Request	Approved by Mayor	Voted by Council
15412	5320	<b>Contracted Services</b>				
		Service contract with New England Copier Service	1,300	1,800	1,800	1,800
		Preventative Maintenance for HVAC Equipment at CLC		11,000	11,000	11,000
<b>TOTAL</b>			<b>1,300</b>	<b>12,800</b>	<b>12,800</b>	<b>12,800</b>
15412	5341	<b>Telephone</b>				
		744-0924, 744-0925, 744-0929, 745-0409 - regular lines	1,100	1,100	1,100	1,100
		744-0929 & 744-0924 Long Distance - per month x 12 months				
<b>TOTAL</b>			<b>1,100</b>	<b>1,100</b>	<b>1,100</b>	<b>1,100</b>
15412	5351	<b>Recreational Activities</b>				
		Guest Lectures, Musical programs, Holiday Bazaar	2,000	2,000	2,000	2,000
		Recreational activities for Salem Seniors	2,000	2,000	2,000	2,000
<b>TOTAL</b>			<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>
15412	5381	<b>Printing &amp; Binding</b>				
		Stationary and envelopes	300	300	300	300
		Printing of flyers for major events and brochures as needed	800	800	800	800
<b>TOTAL</b>			<b>1,100</b>	<b>1,100</b>	<b>1,100</b>	<b>1,100</b>
15412	5421	<b>Office Supplies</b>				
		Misc office supplies as needed	3,600	3,600	3,600	3,600
<b>TOTAL</b>			<b>3,600</b>	<b>3,600</b>	<b>3,600</b>	<b>3,600</b>
15412	5431	<b>Bldg Rep/Maint Supplies</b>				
		Misc building maintenance supplies as needed	3,000	3,000	3,000	3,000
		monthly service charge for elevator, repairs to elevator, yearly certification	15,000	15,000	15,000	15,000
<b>TOTAL</b>			<b>18,000</b>	<b>18,000</b>	<b>18,000</b>	<b>18,000</b>
15412	5483	<b>Vehicle Parts &amp; Assessories</b>				
		parts for repairing aging vans	6,000	7,000	7,000	7,000
<b>TOTAL</b>			<b>6,000</b>	<b>7,000</b>	<b>7,000</b>	<b>7,000</b>
15412	5491	<b>Food</b>				
		All COA sponsored workshops	500	2,000	2,000	2,000
		Volunteer Appreciation Celebration	750	1,000	1,000	1,000
<b>TOTAL</b>			<b>1,250</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>
15412	5713	<b>In State Travel/Meetings</b>				
		NSDCOA (2) social workers and COA Director	1,000	1,000	1,000	1,000
		MCOA fall conference (2) social workers and COA Director	1,000	1,000	1,000	1,000
<b>TOTAL</b>			<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
15412	5730	<b>Dues and Subscriptions</b>				
		Annual membership for MCOA	1,500	1,800	1,800	1,800
<b>TOTAL</b>			<b>1,500</b>	<b>1,800</b>	<b>1,800</b>	<b>1,800</b>
<b>TOTAL PROPOSED</b>			<b>39,850</b>	<b>54,400</b>	<b>54,400</b>	<b>54,400</b>



# 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 2020

The Library's FY20 budget has a slight increase due to increases in 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 (\$62,320 in FY18) and gives Salem residents borrowing privileges at area libraries and allows materials to be borrowed from other libraries and delivered to Salem. There are no significant staffing level changes.

## Recent Accomplishments

- Hosted annual Kindergarten Welcome program in collaboration with schools and community partners.
- Added new Sensory Storytime in partnership with Salem CFCE and Northeast Arc lead by an Occupational Therapist.
- Added monthly evening music program for preschoolers in partnership with the Salem Jazz & Soul Festival.
- Increased number of evening Children's programming options to include Bucket Drumming and Arts & Crafts Night.
- Held special evening, weekend, and vacation events including Pumpkin Decorating, Polar Express party, Cinema Salem movie day, and the gingerbread party.
- Hosted Summer Meals in conjunction with library programming.
- Continued successful Pop-Up Library program twice a month at the Community Life Center and added monthly tech drop-in sessions.
- Added evening book club for older adults at the Community Life Center.
- Offered tech drop-in sessions and technology classes at the Library.
- Increased online offerings to include Legal Reference Center and Hoopla.
- Replaced antiquated catalog computers with Chromebase computers.
- Expanded Wi-Fi coverage within the Library.
- Purchased salempl.org domain and began complete website redesign.
- Added two outdoor museum passes for Massachusetts State Parks and Mass Audubon.



- Created a survey to collect feedback from the community and implemented changes based on results.

## FY 2020 Goals & Objectives

- Maintain emphasis on excellent customer service in person, over the phone and online.
- Expand promotion and advertising for library programs and events.
- Host a Children's Literature Festival in partnership with the Salem Athenaeum on September 21, 2019.
- Develop homebound book delivery system in partnership with North Shore Elder Services by May.
- Install digital signage on the main floor by March.
- Explore options for comfortable seating by February.
- Offer additional ebook and e-audiobook access by October.
- Explore options for book return at other locations by June.
- Cultivate a "library of things" to borrow by December.
- Continue to increase accessibility by reorganizing collections.



<b>Outcomes and Performance Measures</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Estimated FY 2019</b>	<b>Estimated FY 2020</b>
Volumes in Circulation	177,858	169,299	183,000	185,000
Total Volumes borrowed	356,973	328,276	430,000	43,5000
Attendance in Library	177,287	163,556	200,500	201,000
Number of Salem Library Cardholders	32,676	33,914	34,500	35,500
Number of Reference Questions Asked	32,460	36,426	50,000	51,000
Number of Children's Programs Held	266	282	300	325
Number of Internet Computer Sessions	23,496	26,572	30,000	34,000
Number of Wireless Sessions	39,100	48,276	45,000	51,000
Number of Offsite Outreach Programs	27	52	55	58

## How FY 2020 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 improve accessibility, to cultivate diverse collections, and to create partnerships to better reach members of the community.



- Improving library access to citizens is a priority. Pop Up Library events are offered twice a month at the Community Life Center and monthly at Espacio. Two monthly book clubs for older adults are held at the Community Life Center during the morning and evening. Library programming schedules have been expanded to include evenings and weekends.
- 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. In FY19, NOBLE began offering reciprocal Overdrive digital borrowing privileges with other networks across the state.
- 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. 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. The Library is a designated Summer Meals location.
- Throughout the year the Library collaborates 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 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Library-Personnel</b>									
16101	5111	SALARIES-FULL TIME	687,284.50	743,905.00	742,083.41	715,102.52	745,495.00	751,629.00	751,629.00
16101	5113	SALARIES-PART TIME	210,216.44	241,643.00	240,893.00	200,384.98	246,939.00	246,939.00	246,939.00
16101	5115	SUNDAY HOURS	37,426.72	39,407.00	42,157.00	39,036.10	40,407.00	40,407.00	40,407.00
16101	5131	OVERTIME (GENERAL)	2,275.18	4,000.00	4,000.00	2,536.27	4,000.00	4,000.00	4,000.00
<b>Total Library-Personnel</b>			<b>937,202.84</b>	<b>1,028,955.00</b>	<b>1,029,133.41</b>	<b>957,059.87</b>	<b>1,036,841.00</b>	<b>1,042,975.00</b>	<b>1,042,975.00</b>
<b>Library-Expenses</b>									
16102	5211	ELECTRICITY	27,200.00	25,000.00	31,508.03	29,198.32	35,000.00	35,000.00	35,000.00
16102	5216	OIL & GAS HEATING FUEL	9,370.41	9,000.00	9,000.00	8,212.14	9,400.00	9,400.00	9,400.00
16102	5241	BUILDING MAINTENANCE	22,484.51	18,000.00	13,900.00	12,809.69	21,345.00	21,345.00	21,345.00
16102	5341	TELEPHONE	2,696.56	3,400.00	3,000.00	2,722.20	3,000.00	3,000.00	3,000.00
16102	5451	CUSTODIAL SUPPLIES	6,308.58	6,500.00	6,500.00	5,387.61	6,300.00	6,300.00	6,300.00
16102	5512	BOOKS & MATERIALS	178,407.96	185,301.00	186,301.00	179,813.01	201,934.00	201,934.00	201,934.00
16102	5516	MICROFILM SUBSCRIPTI	3,000.00	3,000.00	0.00	0.00	800.00	800.00	800.00
16102	5517	PERIODICALS	4,800.00	5,000.00	5,000.00	5,000.00	7,000.00	7,000.00	7,000.00
16102	5730	DUES AND SUB	53,592.00	54,628.00	54,619.97	54,619.97	54,628.00	54,628.00	54,628.00
<b>Total Library-Expenses</b>			<b>307,860.02</b>	<b>309,829.00</b>	<b>309,829.00</b>	<b>297,762.94</b>	<b>339,407.00</b>	<b>339,407.00</b>	<b>339,407.00</b>
<b>140</b>	<b>610</b>	<b>Department Total</b>	<b>1,245,062.86</b>	<b>1,338,784.00</b>	<b>1,338,962.41</b>	<b>1,254,822.81</b>	<b>1,376,248.00</b>	<b>1,382,382.00</b>	<b>1,382,382.00</b>

**FY 2020 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2019 52.0	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2019 0.0%	Dept Prop Rate FY 2020 0.0%	Dept Request FY 2020 52.2	Mayor Rate FY 2020 2.5%	Mayor Proposed FY 2020 52.2	Council Voted FY 2020
BROSNAN LAURA	140 LIBRARY	16101-5111	CHILDREN'S LIBRARIAN	9/08/15	51,440.57		1.00	1	100%	989.24	989.24	51,638.41	989.24	51,638.41	51,638.41
DELLAMONICA VITTORIA	140 LIBRARY	16101-5111	SPEC LIBRARY ASSISTANT	07/01/1992	44,800.24		0.00	0	100%			RETIRED			
DELUCIA REBECCA	140 LIBRARY	16101-5111	LIBRARY ASSISTANT II	05/24/16	39,071.21		0.00	0	0%						
DRISCOLL TIMOTHY	140 LIBRARY	16101-5111	TECH SERVICE COMPUTER	10/16/17	59,754.06		1.00	1	100%	1,149.13	1,149.13	59,984.69	1,149.13	59,984.69	59,984.69
GAUDRAULT SUSAN	140 LIBRARY	16101-5111	TECH SERVICATALOG	05/30/1989	50,471.22		1.00	1	100%	970.60	970.60	50,665.34	970.60	50,665.34	50,665.34
HAMILTON KATHLEEN	140 LIBRARY	16101-5111	LIBRARY ASSISTANT I	5/25/2018			1.00	1	100%	692.51	692.51	36,149.02	692.51	36,149.02	36,149.02
HODGDON BRIAN	140 LIBRARY	16101-5111	ASST LIBRARY DIRECTOR	07/17/17	64,400.84		1.00	1	100%	1,238.47	1,238.47	64,648.33	1,269.44	66,264.54	66,264.54
HVIDING MARIE	140 LIBRARY	16101-5111	REFERENCE LIBRARIAN	8/19/13	50,471.27		1.00	1	100%	970.60	970.60	50,665.39	970.60	50,665.39	50,665.39
JONES JESSICA	140 LIBRARY	16101-5111	LIBRARY ASSISTANT II	10/23/17	34,680.20		1.00	1	100%	756.39	756.39	39,483.56	756.39	39,483.56	39,483.56
KELLY MARY	140 LIBRARY	16101-5111	LIBRARY ASSISTANT II	11/28/18	40,702.90		1.00	1	100%	678.93	678.93	35,440.15	678.93	35,440.15	35,440.15
LIGGIO MAURA	140 LIBRARY	16101-5111	LIBRARY ASSISTANT I	9/05/15	36,157.20		0.00	0	0%						
LORRAIN SIMONE	140 LIBRARY	16101-5111	LIBRARY ASSISTANT II	12/13/10	42,558.25		1.00	1	100%	818.43	818.43	42,722.05	818.43	42,722.05	42,722.05
LUCEY TERESA	140 LIBRARY	16101-5111	CIRCULATION LIBRARIAN	1/22/18	49,348.95		1.00	1	100%	949.03	949.03	49,539.37	949.03	49,539.37	49,539.37
MANSFIELD TARA	140 LIBRARY	16101-5111	LIBRARY DIRECTOR	9/10/2012	86,258.18		1.00	1	100%	1,658.81	1,658.81	86,589.95	1,725.16	90,053.54	90,053.54
MOORE DAVID	140 LIBRARY	16101-5111	LIBRARY ASSISTANT II	02/05/2018			1.00	1	100%	717.92	717.92	37,475.42	717.92	37,475.42	37,475.42
NIEVES SUZANNE	140 LIBRARY	16101-5111	LIBRARY ASSISTANT II	09/11/1995	39,264.21		1.00	1	100%	755.09	755.09	39,415.70	755.09	39,415.70	39,415.70
RUSH KRISTIN	140 LIBRARY	16101-5111	SPEC LIBRARY ASSISTANT				1.00	1	100%	807.69	807.69	42,161.42	827.88	43,215.45	43,215.45
SHIFT DIFFERENTIAL		16101-5111	SHIFT DIFFERENTIAL		1,004.13					1,004.13	1,004.13	1,004.13	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	2,000.00
					51,720.24		1.00				Total AFSCME 1818	55,911.26		55,911.26	55,911.26

\*PROMOTED TO NEW JOB POSITIONS

					743,904.26	15.00	Total Full Time - \$111						745,494.18	751,628.02	751,628.02
BERNANDEZ JOSEPH	140 LIBRARY	16101-5113	PAGE SHELVING & PASTING	10/07/15	5,980.26	P	0	12.00	12.00						
BORDEN MADISON	140 LIBRARY	16101-5113	LIBRARY PAGE	6/9/14	6,428.45	P	0	12.36	12.36						
CARR JENNIFER	140 LIBRARY	16101-5113	JR LIBRARY ASSISTANT	11/16/15	9,029.11	P	15.5	14.47	14.47	11,707.45	14.47	11,707.45	14.47	11,707.45	11,707.45
CUMMINGS DIANA	140 LIBRARY	16101-5113	JR LIBRARY ASSISTANT	2/24/16	1,965.95		2.5	17.94	17.94	2,341.40	17.94	2,341.40		2,341.40	2,341.40
DARMODY KATHERINE	140 LIBRARY	16101-5113	LIBRARY PAGE	7/11/2016	5,980.26		0	13.00	13.00						
EPSTEIN MARIE	140 LIBRARY	16101-5113	JR LIBRARY ASSISTANT	8/22/15	8,078.79	P	11	15.54	15.54	8,920.85	15.54	8,920.85		8,920.85	8,920.85
FELTON DAVID	140 LIBRARY	16101-5113	JR BLDG CUSTODIAN	10/18/1994	1,968.84	P	1	18.93	18.93	988.21	18.93	988.21		988.21	988.21
GATES ROBERT	140 LIBRARY	16101-5113	JR BLDG CUSTODIAN	6/27/15	8,490.64	P	12	13.61	13.61	8,523.30	13.61	8,523.30		8,523.30	8,523.30
GONZALES ANNE JEANE	140 LIBRARY	16101-5113	LIBRARY PAGE	8/25/15	2,570.42	P	4	12.45	12.75	2,662.20	12.75	2,662.20		2,662.20	2,662.20
HAMIDOU TABAYI ESTHER	140 LIBRARY	16101-5113	LIBRARY PAGE	8/27/14	3,857.07	P	2	12.00	12.75	1,331.10	12.75	1,331.10		1,331.10	1,331.10
HEDIO JOSEPH	140 LIBRARY	16101-5113	JR LIBRARY ASSISTANT	1/26/05	14,769.07	P	17	16.71	16.71	14,825.87	16.71	14,825.87		14,825.87	14,825.87
HOOKS MARY	140 LIBRARY	16101-5113	SR LIBRARY ASSISTANT	05/18/2005	17,363.96	P	19	17.57	17.57	17,430.74	17.57	17,430.74		17,430.74	17,430.74
KELLEY MARY	140 LIBRARY	16101-5113	JR LIBRARY ASSISTANT	9/15/2016	8,807.29		0	14.11	14.11						
LATULIPPE PAIGE	140 LIBRARY	16101-5113	LIBRARY PAGE	11/07/16	4,784.21		8	12.00	12.75	5,324.40	12.75	5,324.40		5,324.40	5,324.40
MENDEZ SHELMY	140 LIBRARY	16101-5113	LIBRARY PAGE	12/21/15	9,568.42	P	0	13.00	13.00						
MICHELINI CHRISTINE	140 LIBRARY	16101-5113	JR LIBRARY ASSISTANT	8/10/11	2,147.46	P	2.5	16.52	16.52	2,155.72	16.52	2,155.72		2,155.72	2,155.72
PRESSMAN SHARI	140 LIBRARY	16101-5113	JR LIBRARY ASSISTANT	9/4/07	9,556.46	P	11.5	16.71	16.71	10,029.27	16.71	10,029.27		10,029.27	10,029.27
RUNYAN JENNIFER	140 LIBRARY	16101-5113	LIBRARY PAGE	8/11/16	7,176.31		5	12.00	12.75	3,327.75	12.75	3,327.75		3,327.75	3,327.75
RYDER RUKMAL	140 LIBRARY	16101-5113	SR LIBRARY ASSISTANT	11/07/2000	2,329.58	P	5	17.92	17.92	4,677.09	17.92	4,677.09		4,677.09	4,677.09
STROM JENNIFER	140 LIBRARY	16101-5113	SR LIBRARY ASSISTANT	10/04/2006	17,023.08	P	16	20.46	20.46	17,088.56	20.46	17,088.56		17,088.56	17,088.56
SZPAK SUSAN	140 LIBRARY	16101-5113	JR LIBRARY ASSISTANT	08/01/1995	24,477.75	P	0.60	21	22.42	24,571.89	22.42	24,571.89		24,571.89	24,571.89
TITONG KRISTIAN	140 LIBRARY	16101-5113	LIBRARY PAGE	9/16/13	2,633.49	P	4	12.75	13.00	2,714.40	13.00	2,714.40		2,714.40	2,714.40
TRACY NANCY	140 LIBRARY	16101-5113	SR LIBRARY ASSISTANT	3/11/16	12,036.63		9	25.72	25.72	12,082.93	25.72	12,082.93		12,082.93	12,082.93
BAEZ MERCY	140 LIBRARY	16101-5113	JR LIBRARY ASSISTANT	7/03/17	716.04		4	13.77	13.77	2,875.18	13.77	2,875.18		2,875.18	2,875.18
BAREFIELD CARMEN	140 LIBRARY	16101-5113	JR LIBRARY ASSISTANT	5/15/17	5,134.80		0								
BENAVIDES PETER	140 LIBRARY	16101-5113	JR LIBRARY CUSTODIAN	12/11/17	8,274.24		0	13.26	13.26		13.26		13.26		
FERREIRA EVA	140 LIBRARY	16101-5113	LIBRARY PAGE	10/04/17	4,667.52		6	12.00	12.75	3,993.30	12.75	3,993.30		3,993.30	3,993.30
MCDONOUGH IAN	140 LIBRARY	16101-5113	JR LIBRARY ASSISTANT	06/07/17	2,934.17		0								
MADIGAN DANIEL	140 LIBRARY	16101-5113	JR LIBRARY ASSISTANT	11/22/17	1,432.08		0								
MOORE DAVID	140 LIBRARY	16101-5113	JR LIBRARY ASSISTANT	10/05/17	8,592.48		0								
O'BRIEN BRANDON	140 LIBRARY	16101-5113	JR LIBRARY CUSTODIAN	11/21/17	8,274.24		1	13.26	13.26	692.17	13.26	692.17		692.17	692.17
O'BRIEN JAMES	140 LIBRARY	16101-5113	JR LIBRARY CUSTODIAN	1/21/17	691.11		1	13.29	13.29	693.77	13.29	693.77		693.77	693.77
POTTER KELLY	140 LIBRARY	16101-5113	JR LIBRARY ASSISTANT	7/03/17	5,728.32		0								
VALENZUELA MARCUS	140 LIBRARY	16101-5113	JR LIBRARY CUSTODIAN	8/27/17	8,274.24		15	13.77	13.77	10,781.91	13.77	10,781.91		10,781.91	10,781.91
ADISHO NADINE	140 LIBRARY	16101-5113	LIBRARY PAGE	09/11/2018			11	12.00	12.75	7,321.05	12.75	7,321.05		7,321.05	7,321.05
AHEARN JAMES	140 LIBRARY	16101-5113	JR LIBRARY CUSTODIAN	03/15/2018			12	13.26	13.26	8,306.06	13.26	8,306.06		8,306.06	8,306.06
BEAULIEU REBECCA	140 LIBRARY	16101-5113	JR LIBRARY ASSISTANT	06/07/2018			2	13.77	13.77	1,437.59	13.77	1,437.59		1,437.59	1,437.59
CIRINO VICTOR	140 LIBRARY	16101-5113	JR LIBRARY CUSTODIAN	09/11/2018			12	13.00	13.00	8,143.20	13.00	8,143.20		8,143.20	8,143.20
DIALLO FATOUMATA	140 LIBRARY	16101-5113	LIBRARY PAGE	03/14/2018			2	12.00	12.75	1,331.10	12.75	1,331.10		1,331.10	1,331.10

**FY 2020 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2019 52.0	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2019 0.0%	Dept Prop Rate FY 2020 0.0%	Dept Request FY 2020 52.2	Mayor Rate FY 2020 2.5%	Mayor Proposed FY 2020 52.2	Council Voted FY 2020
KOCI	AJLIDA	140 LIBRARY	16101-5113 LIBRARY PAGE	01/02/2018				7		12.00	12.75	4,658.85	12.75	4,658.85	4,658.85
KONTOULAS	LAURA	140 LIBRARY	16101-5113 LIBRARY PAGE	07/23/2018				2		12.00	12.75	1,331.10	12.75	1,331.10	1,331.10
LOPEZ	DANIEL	140 LIBRARY	16101-5113 LIBRARY PAGE	02/22/2018				8		12.00	12.75	5,324.40	12.75	5,324.40	5,324.40
SAEO	AMAL	140 LIBRARY	16101-5113 LIBRARY PAGE	09/26/2018				9		12.00	12.75	5,989.95	12.75	5,989.95	5,989.95
STEVENSON	JOSHUA	140 LIBRARY	16101-5113 LIBRARY PAGE	11/06/2018				8		12.00	12.75	5,324.40	12.75	5,324.40	5,324.40
ARMANO	ADRIANA	140 LIBRARY	16101-5113 JR. LIBRARY ASSISTANT	1/25/2019				7.5		13.50	13.50	5,285.25	13.50	5,285.25	5,285.25
PERRIRA	KIM	140 LIBRARY	16101-5113 JR. LIBRARY ASSISTANT	1/24/2019				7.5		13.50	13.50	5,285.25	13.50	5,285.25	5,285.25
DZIAK	JAN	140 LIBRARY	16101-5113 JR. BLDG CUSTODIAN	1/14/2019				12		13.00	13.00	8,143.20	13.00	8,143.20	8,143.20
JONES	DASANI	140 LIBRARY	16101-5113 LIBRARY PAGE	12/10/2018				12		12.00	12.75	7,986.60	12.75	7,986.60	7,986.60
SANTOS	TABITHA	140 LIBRARY	16101-5113 LIBRARY PAGE	12/17/2018				2		12.00	12.75	1,331.10	12.75	1,331.10	1,331.10
					241,642.73	15.60	Total Part Time - 5113					246,938.55		246,938.55	246,938.55
LIMARDO	CATHERINE	140 LIBRARY	16101-5113 JR. LIBRARY ASSISTANT	7/01/14	Sunday Only	P		0		14.92	14.63	Sunday Only	14.63	Sunday Only	Sunday Only
VO	DIANE	140 LIBRARY	16101-5113 JR. LIBRARY ASSISTANT	8/31/2009	Sunday Only	P		0		16.67	16.34	Sunday Only	16.34	Sunday Only	Sunday Only
					140 LIBRARY	16101-5115	Sunday Hours	39,407.00				40,407.00		40,407.00	40,407.00
					140 LIBRARY	16101-5131	Overtime	4,000.00				4,000.00		4,000.00	4,000.00
Full-Time Equivalent Employees:					FY 2018	15.60				1,028,954.00	15.60	Department Total	1,036,839.73	1,042,973.57	1,042,973.57
					FY 2019	15.60									
					FY 2020	15.60									
Variance 19 vs. 20						0.00									

**FY 2020 AFSCME 1818 UNION EMPLOYEE RATES**

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2019	F T E	Rate 7.1.17 .005 Incr	Incr FY18 2.5%	Rate FY 2018	Incr FY19 2.5%	Rate FY 2019	Incr FY20 2.5%	Calc Rate FY 2020	STEP INCREASES				Dept Request FY 2020	Mayor FY 2020	Council FY 2020		
																Date	Rate	# Wks Old	New			52.2	52.2	52.2
BRENNAN	ARTHUR	140 LIBRARY	16101-5111	LIBRARY CUSTODIAN	9/15/14	1	51,720.24	1.00	994.62	1.025	1,018.49	1.025	1,044.97	1.025	1,071.10	100%				55,911.26	55,911.26	55,911.26		
							51,720.24	1.00											55,911.26	55,911.26	55,911.26			

**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**LIBRARY - 140**

ORG	OBJECT	DESCRIPTION	Voted by Council 2019	Dept Request	Approved by Mayor	Voted by Council
16102	5211	<b>ELECTRICITY</b> National Grid, Constellation	25,000	35,000	35,000	35,000
<b>TOTAL</b>			<b>25,000</b>	<b>35,000</b>	<b>35,000</b>	<b>35,000</b>
16102	5216	<b>OIL HEAT - GAS</b> National Grid, UGI	9,000	9,400	9,400	9,400
<b>TOTAL</b>			<b>9,000</b>	<b>9,400</b>	<b>9,400</b>	<b>9,400</b>
16102	5241	<b>BUILDING MAINTENANCE</b> A-1 Exterminators (\$120 per month, maintenance etc.) Motion Elevator (monthly maintenance fees, inspection fees, repairs, etc.) Secure Lock and Safe (emergency locksmith repairs) Hiller Companies (fire sprinkler system) & Talbot electric Keane Fire & Safety Equipment, Lyons Plumbing, Patriot Alarm (Elevator Monitoring) Falite Bros. (HVAC maintenance) Biblioteca (library theft detection systems) Cunningham Security (yearly monitoring, maintenance) Workplace Essentials (OSHA disposal services)	1,600 6,000 700 1,435 2,650 1,000 4,051 1,400 857 (1,693)	1,620 5,980 700 1,435 2,650 1,500 2,000 1,400 957 3,103	1,620 5,980 700 1,435 2,650 1,500 2,000 1,400 957 3,103	1,620 5,980 700 1,435 2,650 1,500 2,000 1,400 957 3,103
<b>TOTAL</b>			<b>18,000</b>	<b>21,345</b>	<b>21,345</b>	<b>21,345</b>
16102	5341	<b>TELEPHONE</b> 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 3,400	836 1,768 396 3,000	836 1,768 396 3,000	836 1,768 396 3,000
<b>TOTAL</b>			<b>3,400</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>
16102	5451	<b>CUSTODIAL SUPPLIES</b> General Custodial supplies (Staples, Home Depot, Winer Bros., etc.)	6,500	6,300	6,300	6,300
<b>TOTAL</b>			<b>6,500</b>	<b>6,300</b>	<b>6,300</b>	<b>6,300</b>
16102	5512	<b>BOOKS</b> Amazon, Baker & Taylor, Ingram, e-books, databases	185,301	201,934	201,934	201,934
<b>TOTAL</b>			<b>185,301</b>	<b>201,934</b>	<b>201,934</b>	<b>201,934</b>
16102	5516	<b>MICROFILM SUBSCRIPTION</b> New England Micrographics	3,000	800	800	800
<b>TOTAL</b>			<b>3,000</b>	<b>800</b>	<b>800</b>	<b>800</b>
16102	5517	<b>PERIODICALS</b> North Shore News, Amazon, etc.	5,000	7,000	7,000	7,000
<b>TOTAL</b>			<b>5,000</b>	<b>7,000</b>	<b>7,000</b>	<b>7,000</b>
16102	5730	<b>DUES AND SUBSCRIPTION</b> NOBLE (bid) - North Shore Library computer consortium of 17 public libraries, 7 colleges, 1 private high school library, and 1 special library	54,628	54,628	54,628	54,628
<b>TOTAL</b>			<b>54,628</b>	<b>54,628</b>	<b>54,628</b>	<b>54,628</b>
<b>TOTAL PROPOSED</b>			<b>309,829</b>	<b>339,407</b>	<b>339,407</b>	<b>339,407</b>
FY2017 Budget				1,281,184		
FY2018 Budget				1,325,080		
FY2019 Budget				1,338,784		
<b>Total</b>				<b>3,945,048</b>		
<b>Average Last 3 Years</b>				<b>1,315,016</b>		
Multiply by 1.025 (2.5% increase per MAR=Minimum Current FY Budget)				FY2019 x 2.5% --:	1,372,254	
				FY2020 Requested	1,382,382	
				Variance (over/under)	10,128	

# 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. 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 2020

There will be no significant veteran department staffing changes for 2020. The case load of walk-ins, appointments, and phone calls continues to increase, especially since the move to the new Community Life Center. We plan to adjust to this increase with the use of volunteers and Veteran Administrative Work Study students from North Shore Community College and Salem State University.

## Recent Accomplishments

- The Veterans Agent established a monthly informational coffee/social hour for veterans and the public. Various topics are discussed and often guest speakers attend.
- We reduced paperwork and processing time by streamlining the monthly PO process.
- On Veterans Day, we coordinated with the Korean Embassy and recognized over 35 Salem Korean War veterans with the Ambassador for Peace Medal.

## FY 2020 Goals & Objectives

- Identify a new location that better suits the Veterans Department with increased privacy and space.
- Continue attendance at the neighborhood associations, Veterans Council, Veteran Centers and at other "service provider" events. These activities help to readily identify veterans and their dependents in need of help and allow our office to satisfy immediate needs often *without utilizing city resources*.





Outcomes and Performance Measures	Actual FY 2017	Actual FY 2018	Estimated FY 2019	Estimated FY 2020
Number of Cases	696	556	636	576
Dollars in Benefits expended	\$509,857	\$314,173	\$381,504	\$408,000
Amount reimbursed to the City from the State	\$382,392	\$235,629	\$286,128	\$306,000
% Authorized by the State (75% max. allowed)	\$382,392	\$235,629	\$286,128	\$306,000

### How FY 2020 Departmental Goals Relate to City's Overall Long & Short -Term Goals

- The veteran's department goals remain consistent with the Mayors 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.
- We have significantly increased our accessibility to the public. We will continue to work very closely with the Community Life Center social workers to identify and support need veterans and their dependents.
- Work closely with the Massachusetts National Guard to establish the Massachusetts National Guard museum here in Salem.





# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Veterans Services-Personnel</b>									
15431	5111	SALARIES-FULL TIME	97,943.02	99,902.00	99,902.00	97,980.71	100,287.00	105,937.00	105,937.00
15431	5113	SALARIES-PART TIME	11,144.64	11,368.00	11,368.00	11,153.19	12,646.00	12,962.00	12,962.00
<b>Total Veterans Services-Personnel</b>			<b>109,087.66</b>	<b>111,270.00</b>	<b>111,270.00</b>	<b>109,133.90</b>	<b>112,933.00</b>	<b>118,899.00</b>	<b>118,899.00</b>
<b>Veterans Services-Expenses</b>									
15432	5249	GROUND MAINTENANCE	299.66	4,200.00	4,200.00	2,417.62	4,200.00	4,200.00	4,200.00
15432	5341	TELEPHONE	274.72	750.00	750.00	0.00	750.00	750.00	750.00
15432	5421	OFFICE SUPPLIES (GEN	905.41	1,000.00	1,000.00	755.48	1,000.00	1,000.00	1,000.00
15432	5710	IN STATE TRAVEL/MEETINGS	3,474.43	3,300.00	3,300.00	2,836.67	3,300.00	3,300.00	3,300.00
15432	5770	VETERANS BENEFITS	314,173.48	440,000.00	440,000.00	342,300.39	440,000.00	440,000.00	440,000.00
15432	5788	VETERANS EVENTS	1,158.68	3,500.00	3,500.00	2,595.06	3,500.00	3,500.00	3,500.00
<b>Total Veterans Services-Expenses</b>			<b>320,286.38</b>	<b>452,750.00</b>	<b>452,750.00</b>	<b>350,905.22</b>	<b>452,750.00</b>	<b>452,750.00</b>	<b>452,750.00</b>
<b>280</b>	<b>543</b>	<b>Department Total</b>	<b>429,374.04</b>	<b>564,020.00</b>	<b>564,020.00</b>	<b>460,039.12</b>	<b>565,683.00</b>	<b>571,649.00</b>	<b>571,649.00</b>

**FY 2020 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2019 52.0	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2019 0.0%	Dept Prop Rate FY 2020 0.0%	Dept Request FY 2020 52.2	Mayor Rate FY 2020 2.5%	Mayor Proposed FY 2020 52.2	Council Voted FY 2020
EMERLING KIM	280 VETERANS AGENT	15431-5111	VETERANS AGENT	11/12/10	63,401.75		1.00	1	100%	1,219.26	1,219.26	63,645.60	1,292.42	67,464.33	67,464.33
COVINE ELIZABETH	280 VETERANS AGENT	15431-5111	ADMIN ASSISTANT	10/1/15	36,500.25		1.00	1	100%	701.93	701.93	36,640.63	737.02	38,472.66	38,472.66
					<b>99,901.99</b>		<b>2.00</b>	<b>Total Full Time - 5111</b>				<b>100,286.23</b>		<b>105,937.00</b>	<b>105,937.00</b>
MARTINEAU JEAN-GUY	280 VETERANS AGENT	15431-5113	PART TIME DRIVER		11,367.53			19	Hours	12.00	12.75	12,645.45	13.07	12,961.59	12,961.59
					<b>11,367.53</b>			<b>Total Part Time - 5113</b>				<b>12,645.45</b>		<b>12,961.59</b>	<b>12,961.59</b>
					<b>111,269.52</b>		<b>2.00</b>	<b>Department Total</b>				<b>112,931.68</b>		<b>118,898.58</b>	<b>118,898.58</b>

Full-Time Equivalent Employees:	FY 2018	2.00
	FY 2019	2.00
	FY 2020	2.00
	Variance 19 vs. 20	0.00

**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**VETERANS - 280**

ORG	OBJECT	EXPENSE TITLE	Voted by Council 2019	Dept Request	Approved by Mayor	Voted by Council
15432	5249	GROUND MAINTENANCE/CARE OF GRAVES Ground maintenance/decorations	4,200	4,200	4,200	4,200
<b>TOTAL</b>			<b>4,200</b>	<b>4,200</b>	<b>4,200</b>	<b>4,200</b>
15432	5341	TELEPHONE Verizon	750	750	750	750
<b>TOTAL</b>			<b>750</b>	<b>750</b>	<b>750</b>	<b>750</b>
15432	5421	OFFICE SUPPLIES GENERAL General Office Supplies as needed	1,000	1,000	1,000	1,000
<b>TOTAL</b>			<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
15432	5710	IN STATE TRAVEL, MEETING MVSOA/State mandated conferences; transportation & tolls	3,300	3,300	3,300	3,300
<b>TOTAL</b>			<b>3,300</b>	<b>3,300</b>	<b>3,300</b>	<b>3,300</b>
15432	5770	VETERANS BENEFITS Chapter 115 State mandated benefits	440,000	440,000	440,000	440,000
<b>TOTAL</b>			<b>440,000</b>	<b>440,000</b>	<b>440,000</b>	<b>440,000</b>
15432	5788	VETERANS EVENTS Memorial Day and other events	3,500	3,500	3,500	3,500
<b>TOTAL</b>			<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>
<b>TOTAL PROPOSED</b>			<b>452,750</b>	<b>452,750</b>	<b>452,750</b>	<b>452,750</b>

		Orig Budget
Veterans Benefits	FY 2015	447,000
	FY 2016	471,106
	FY 2017	510,959
	FY 2018-Est Exp	510,959
	FY 2019	440,000
<b>4 Year Average</b>		

# 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 2020

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](http://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 2020 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 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Admin &amp; Support-PIC-Super-Psnl</b>									
13031420	5119	FAMILY ENGAGEMENT FACILITATC	0.00	0.00	48,750.00	35,800.00	49,969.00	49,969.00	49,969.00
13031420	5160	CLERICAL	117,995.72	151,456.00	102,706.00	113,186.85	46,432.00	46,432.00	46,432.00
13031420	5165	NON-INST SUPERVISOR	0.00	0.00	0.00	0.00	68,000.00	68,000.00	68,000.00
13032020	5160	CLERICAL	20,254.00	20,963.00	20,963.00	20,361.24	21,383.00	21,383.00	21,383.00
13032040	5117	ADMINISTRATIVE	363,042.94	377,836.00	377,836.00	373,543.64	391,685.00	391,685.00	391,685.00
13032040	5160	CLERICAL	71,485.60	74,244.00	74,244.00	71,859.30	75,429.00	75,429.00	75,429.00
13032060	5117	ADMINISTRATIVE	164,697.00	168,814.00	168,814.00	165,561.53	173,879.00	173,879.00	173,879.00
13032060	5160	CLERICAL	55,995.68	57,396.00	57,396.00	56,291.76	58,831.00	58,831.00	58,831.00
<b>Total Admin/Supp-Asst Super-Psnl</b>			<b>793,470.94</b>	<b>850,709.00</b>	<b>850,709.00</b>	<b>836,604.32</b>	<b>885,608.00</b>	<b>885,608.00</b>	<b>885,608.00</b>
<b>Admin &amp; Support-PIC-Super-Exp</b>									
13031421	5421	OFFICE SUPPLIES (GEN	959.58	6,000.00	6,000.00	2,634.52	6,000.00	6,000.00	6,000.00
13032021	5320	CONTRACTED SERVICES	7,280.70	7,550.00	7,550.00	7,440.27	7,550.00	7,550.00	7,550.00
13032021	5421	OFFICE SUPPLIES (GEN	122.00	675.00	675.00	136.00	675.00	675.00	675.00
13032041	5320	CONTRACTED SERVICES	93,023.79	72,200.00	110,061.00	96,874.08	72,200.00	72,200.00	72,200.00
13032041	5421	OFFICE SUPPLIES (GEN	3,381.64	938.00	938.00	901.11	938.00	938.00	938.00
13032061	5421	OFFICE SUPPLIES (GEN	1,198.88	3,638.00	3,638.00	519.42	3,638.00	3,638.00	3,638.00
13032061	5712	EXPENSE REIMBURSE	42,300.00	51,000.00	51,300.00	48,600.00	55,620.00	55,620.00	55,620.00
<b>Total Admin/Supp-Asst Super-Exp</b>			<b>148,266.59</b>	<b>142,001.00</b>	<b>180,162.00</b>	<b>157,105.40</b>	<b>146,621.00</b>	<b>146,621.00</b>	<b>146,621.00</b>
<b>250</b>	<b>003</b>	<b>Department Total</b>	<b>941,737.53</b>	<b>992,710.00</b>	<b>1,030,871.00</b>	<b>993,709.72</b>	<b>1,032,229.00</b>	<b>1,032,229.00</b>	<b>1,032,229.00</b>



# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Crossing Guards-Oth-Exp-Psn</b>									
13120120	5113	SALARIES-PART TIME	106,770.75	116,778.00	116,778.00	100,769.24	120,108.00	120,108.00	120,108.00
<b>Total Crossing Guards-Oth-Exp-Psn</b>			<b>106,770.75</b>	<b>116,778.00</b>	<b>116,778.00</b>	<b>100,769.24</b>	<b>120,108.00</b>	<b>120,108.00</b>	<b>120,108.00</b>
<b>Crossing Guards-Oth-Exp-Exp</b>									
13120121	5421	OFFICE SUPPLIES (GEN	500.00	750.00	750.00	498.00	750.00	750.00	750.00
<b>Total Crossing Guards-Oth-Exp-Exp</b>			<b>500.00</b>	<b>750.00</b>	<b>750.00</b>	<b>498.00</b>	<b>750.00</b>	<b>750.00</b>	<b>750.00</b>
<b>250</b>	<b>012</b>	<b>Department Total</b>	<b>107,270.75</b>	<b>117,528.00</b>	<b>117,528.00</b>	<b>101,267.24</b>	<b>120,858.00</b>	<b>120,858.00</b>	<b>120,858.00</b>

# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>General Operation-DW-Transport</b>									
13250180	5160	CLERICAL	0.00	0.00	0.00	0.00	47,672.00	47,672.00	47,672.00
13250180	5165	NON-INST SUPERVISOR	0.00	0.00	0.00	0.00	61,987.00	61,987.00	61,987.00
13252010	5117	ADMINISTRATIVE	192,853.13	197,638.00	197,638.00	195,804.75	210,175.00	210,175.00	210,175.00
13252010	5131	OVERTIME (GENERAL)	2,361.44	5,000.00	5,000.00	560.18	5,000.00	5,000.00	5,000.00
13252010	5160	CLERICAL	329,569.15	337,238.00	321,238.00	279,049.95	348,042.00	348,042.00	348,042.00
<b>Total General Op-Bus Off-Psnl</b>			<b>524,783.72</b>	<b>539,876.00</b>	<b>523,876.00</b>	<b>475,414.88</b>	<b>672,876.00</b>	<b>672,876.00</b>	<b>672,876.00</b>
<b>General Op-Bus Off-Exp</b>									
13252011	5421	OFFICE SUPPLIES (GEN	1,269.25	2,500.00	2,500.00	2,485.09	2,500.00	2,500.00	2,500.00
13252030	5277	PHOTOCOPY MACHINE LE	214,866.00	214,866.00	214,866.00	172,558.77	214,866.00	214,866.00	214,866.00
13252030	5303	LEGAL SERVICES	15,885.00	48,000.00	48,000.00	27,773.75	48,000.00	48,000.00	48,000.00
13252030	5320	CONTRACTED SERVICES	36,594.65	36,500.00	52,500.00	47,273.51	36,500.00	36,500.00	36,500.00
13252030	5342	POSTAGE	30,408.61	30,900.00	30,900.00	29,483.77	30,900.00	30,900.00	30,900.00
13252030	5381	PRINTING AND BINDING	4,812.40	6,750.00	6,750.00	1,137.20	6,750.00	6,750.00	6,750.00
13252030	5421	OFFICE SUPPLIES (GEN	9,366.60	11,063.00	11,063.00	5,479.83	11,057.00	11,057.00	11,057.00
<b>Total General Op-Central Serv-Exp</b>			<b>313,202.51</b>	<b>350,579.00</b>	<b>366,579.00</b>	<b>286,191.92</b>	<b>350,573.00</b>	<b>350,573.00</b>	<b>350,573.00</b>
<b>250</b>	<b>025</b>	<b>Department Total</b>	<b>837,986.23</b>	<b>890,455.00</b>	<b>890,455.00</b>	<b>761,606.80</b>	<b>1,023,449.00</b>	<b>1,023,449.00</b>	<b>1,023,449.00</b>

# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Insurance-Insurance-Exp</b>									
13392020	5740	INSURANCE PREMIUMS	638,000.00	638,000.00	638,000.00	638,000.00	638,000.00	638,000.00	638,000.00
<b>Total Insurance-Insurance-Exp</b>			<b>638,000.00</b>	<b>638,000.00</b>	<b>638,000.00</b>	<b>638,000.00</b>	<b>638,000.00</b>	<b>638,000.00</b>	<b>638,000.00</b>
<b>250</b>	<b>039</b>	<b>Department Total</b>	<b>638,000.00</b>	<b>638,000.00</b>	<b>638,000.00</b>	<b>638,000.00</b>	<b>638,000.00</b>	<b>638,000.00</b>	<b>638,000.00</b>

# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Occ Ed-High Schl-Psnl</b>									
13421020	5117	ADMINISTRATIVE	82,622.55	104,244.00	104,244.00	100,019.96	107,908.00	107,908.00	107,908.00
13421020	5140	HIGH SCHOOL	416,270.26	351,198.00	351,198.00	387,383.65	439,045.00	439,045.00	439,045.00
<b>Total Occ Ed-High Schl-Psnl</b>			<b>498,892.81</b>	<b>455,442.00</b>	<b>455,442.00</b>	<b>487,403.61</b>	<b>546,953.00</b>	<b>546,953.00</b>	<b>546,953.00</b>
<b>Occ Ed-High Schl-Exp</b>									
13421021	5514	INSTRUCTIONAL SUPPLI	20,844.00	30,744.00	30,744.00	27,952.94	30,744.00	30,744.00	30,744.00
<b>Total Occ Ed-High Schl-Exp</b>			<b>20,844.00</b>	<b>30,744.00</b>	<b>30,744.00</b>	<b>27,952.94</b>	<b>30,744.00</b>	<b>30,744.00</b>	<b>30,744.00</b>
<b>250</b>	<b>042</b>	<b>Department Total</b>	<b>519,736.81</b>	<b>486,186.00</b>	<b>486,186.00</b>	<b>515,356.55</b>	<b>577,697.00</b>	<b>577,697.00</b>	<b>577,697.00</b>

# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Guidance-Guidance-Psnl</b>									
13441020	5117	ADMINISTRATIVE	104,709.44	106,329.00	106,329.00	102,239.50	108,987.00	108,987.00	108,987.00
13441020	5131	OVERTIME (GENERAL)	0.00	5,000.00	5,000.00	2,813.33	5,000.00	5,000.00	5,000.00
13441020	5140	HIGH SCHOOL	424,596.14	420,956.00	420,956.00	326,199.20	380,723.00	380,723.00	380,723.00
13441020	5150	FRINGE/STIPENDS	3,750.09	0.00	0.00	3,960.81	0.00	0.00	0.00
13441020	5160	CLERICAL	42,751.60	43,615.00	43,615.00	40,971.32	44,706.00	44,706.00	44,706.00
<b>Total Guidance-Guidance-Psnl</b>			<b>575,807.27</b>	<b>575,900.00</b>	<b>575,900.00</b>	<b>476,184.16</b>	<b>539,416.00</b>	<b>539,416.00</b>	<b>539,416.00</b>
<b>Guidance-Guidance-Exp</b>									
13441021	5307	INSTRUCT/EDUC TEST	46,973.00	40,000.00	40,000.00	33,264.50	40,000.00	40,000.00	40,000.00
13441021	5381	PRINTING AND BINDING	1,941.36	2,000.00	2,000.00	1,057.43	2,000.00	2,000.00	2,000.00
<b>Total Guidance-Guidance-Exp</b>			<b>48,914.36</b>	<b>42,000.00</b>	<b>42,000.00</b>	<b>34,321.93</b>	<b>42,000.00</b>	<b>42,000.00</b>	<b>42,000.00</b>
<b>250</b>	<b>044</b>	<b>Department Total</b>	<b>624,721.63</b>	<b>617,900.00</b>	<b>617,900.00</b>	<b>510,506.09</b>	<b>581,416.00</b>	<b>581,416.00</b>	<b>581,416.00</b>

# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Athl/St Activ-Stud Activ-Ps</b>									
13450920	5116	CO-CURRIC/ATHLETIC	3,750.00	6,000.00	6,000.00	9,950.00	6,000.00	6,000.00	6,000.00
13451020	5112	TRANSPORTATION	24,874.67	25,600.00	25,600.00	20,911.15	0.00	0.00	0.00
13451020	5113	SALARIES-PART TIME	3,900.00	0.00	0.00	200.00	0.00	0.00	0.00
13451020	5116	CO-CURRIC/ATHLETIC	171,593.46	162,000.00	162,000.00	171,693.08	162,000.00	162,000.00	162,000.00
13451020	5117	ADMINISTRATIVE	72,043.92	73,845.00	73,845.00	71,004.75	75,691.00	75,691.00	75,691.00
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	49,409.16	50,439.00	50,439.00	43,428.12	52,993.00	52,993.00	52,993.00
13451030	5116	CO-CURRIC/ATHLETIC	34,877.09	40,000.00	40,000.00	62,484.29	40,000.00	40,000.00	40,000.00
13451030	5140	HIGH SCHOOL	5,300.10	0.00	0.00	611.55	0.00	0.00	0.00
13451080	5112	TRANSPORTATION	0.00	0.00	0.00	0.00	25,600.00	25,600.00	25,600.00
<b>Total Athl/SA-HS-Transportation</b>			<b>365,748.40</b>	<b>360,384.00</b>	<b>360,384.00</b>	<b>380,282.94</b>	<b>364,784.00</b>	<b>364,784.00</b>	<b>364,784.00</b>
<b>Athl/St Activ-Stud Activ-Ex</b>									
13450921	5860	EQUIPMENT	4,792.00	5,000.00	4,320.00	4,312.50	10,030.00	10,030.00	10,080.00
13451021	5246	ATHLETIC EQUIPMENT R	78,499.14	78,500.00	78,500.00	48,071.25	78,500.00	78,500.00	78,500.00
13451021	5270	RENTAL & LEASE	13,000.00	13,000.00	13,000.00	9,335.50	13,000.00	13,000.00	13,000.00
13451021	5320	CONTRACTED SERVICES	41,125.26	73,280.00	73,280.00	69,930.00	73,280.00	73,280.00	73,280.00
13451021	5394	SECURITY	4,000.00	4,000.00	4,000.00	736.00	4,000.00	4,000.00	4,000.00
13451021	5421	OFFICE SUPPLIES (GEN	253.00	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	11,039.00	11,039.00	11,039.00	11,039.00	11,039.00	11,039.00	11,039.00
13451031	5320	CONTRACTED SERVICES	2,918.00	4,238.00	4,238.00	1,771.37	4,238.00	4,238.00	4,238.00
13451031	5514	INSTRUCTIONAL SUPPLI	1,575.00	1,575.00	1,575.00	0.00	1,575.00	1,575.00	1,575.00
13451031	5780	OTHER EXPENSES	8,850.00	8,850.00	8,850.00	4,477.53	8,850.00	8,850.00	8,850.00
<b>Total Athl/St Activ-Stud Activ-Ex</b>			<b>175,051.40</b>	<b>211,707.00</b>	<b>211,027.00</b>	<b>158,673.15</b>	<b>216,737.00</b>	<b>216,737.00</b>	<b>216,737.00</b>
<b>250</b>	<b>045</b>	<b>Department Total</b>	<b>540,799.80</b>	<b>572,091.00</b>	<b>571,411.00</b>	<b>538,956.09</b>	<b>581,521.00</b>	<b>581,521.00</b>	<b>581,521.00</b>

# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Bates</b>									
13460210	5163	PARAPROFESSIONALS	13,297.84	11,780.00	11,780.00	0.00	23,674.00	23,674.00	23,674.00
13460510	5163	PARAPROFESSIONALS	4,690.67	0.00	0.00	0.00	0.00	0.00	0.00
13460610	5163	PARAPROFESSIONALS	12,205.87	11,680.00	11,680.00	12,495.88	23,943.00	23,943.00	23,943.00
13460710	5163	PARAPROFESSIONALS	12,395.40	11,008.00	11,008.00	11,690.12	22,567.00	22,567.00	22,567.00
13460810	5163	PARAPROFESSIONALS	12,099.65	12,109.00	12,109.00	11,477.02	22,567.00	22,567.00	22,567.00
13460920	5130	MIDDLE SCHOOL	0.00	41,096.00	41,096.00	0.00	89,701.00	89,701.00	89,701.00
13460920	5163	PARAPROFESSIONALS	43,833.06	11,008.00	11,008.00	48,560.07	13,495.00	13,495.00	13,495.00
13461020	5140	HIGH SCHOOL	79,719.23	82,591.00	82,591.00	82,635.94	84,646.00	84,646.00	84,646.00
13461020	5163	PARAPROFESSIONALS	12,560.68	11,008.00	11,008.00	11,845.58	11,284.00	11,284.00	11,284.00
<b>Total MediaLibrary-Psnl</b>			<b>190,802.40</b>	<b>192,280.00</b>	<b>192,280.00</b>	<b>178,704.61</b>	<b>291,877.00</b>	<b>291,877.00</b>	<b>291,877.00</b>
<b>250</b>	<b>046</b>	<b>Department Total</b>	<b>190,802.40</b>	<b>192,280.00</b>	<b>192,280.00</b>	<b>178,704.61</b>	<b>291,877.00</b>	<b>291,877.00</b>	<b>291,877.00</b>

# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Personnel- Personnel-Psnl</b>									
13482020	5117	ADMINISTRATIVE	0.00	0.00	0.00	0.00	94,760.00	94,760.00	94,760.00
13482020	5150	FRINGE/STIPENDS	1,218.17	5,000.00	5,000.00	0.00	5,000.00	5,000.00	5,000.00
13482020	5160	CLERICAL	135,949.29	150,649.00	150,649.00	130,226.22	55,730.00	55,730.00	55,730.00
<b>Total Personnel- Personnel-Psnl</b>			<b>137,167.46</b>	<b>155,649.00</b>	<b>155,649.00</b>	<b>130,226.22</b>	<b>155,490.00</b>	<b>155,490.00</b>	<b>155,490.00</b>
<b>Personnel- Personnel-Exp</b>									
13482021	5306	ADVERTISING	13,999.00	19,000.00	19,000.00	17,815.58	19,000.00	19,000.00	19,000.00
13482021	5320	CONTRACTED SERVICES	19,135.81	0.00	0.00	0.00	0.00	0.00	0.00
13482021	5421	OFFICE SUPPLIES (GEN	746.40	750.00	750.00	739.63	750.00	750.00	750.00
<b>Total Personnel- Personnel-Exp</b>			<b>33,881.21</b>	<b>19,750.00</b>	<b>19,750.00</b>	<b>18,555.21</b>	<b>19,750.00</b>	<b>19,750.00</b>	<b>19,750.00</b>
<b>250</b>	<b>048</b>	<b>Department Total</b>	<b>171,048.67</b>	<b>175,399.00</b>	<b>175,399.00</b>	<b>148,781.43</b>	<b>175,240.00</b>	<b>175,240.00</b>	<b>175,240.00</b>



# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
Health- Attendnce-Psnl									
13490120	5111	SALARIES-FULL TIME	210,746.04	250,035.00	250,035.00	205,042.96	152,936.00	152,936.00	152,936.00
13490120	5117	ADMINISTRATIVE	0.00	0.00	0.00	0.00	108,987.00	108,987.00	108,987.00
13490140	5111	SALARIES-FULL TIME	675,808.64	679,209.00	708,209.00	616,849.41	0.00	0.00	0.00
13490140	5124	NURSES	0.00	0.00	0.00	0.00	154,638.00	154,638.00	154,638.00
13490140	5180	SUBSTITUTES NURSE	37,434.17	12,000.00	12,000.00	3,227.50	12,000.00	12,000.00	12,000.00
13490240	5124	NURSES	0.00	0.00	0.00	0.00	66,561.00	66,561.00	66,561.00
13490440	5124	NURSES	0.00	0.00	0.00	0.00	72,277.00	72,277.00	72,277.00
13490640	5124	NURSES	0.00	0.00	0.00	0.00	75,384.00	75,384.00	75,384.00
13490740	5124	NURSES	0.00	0.00	0.00	0.00	74,284.00	74,284.00	74,284.00
13490840	5124	NURSES	0.00	0.00	0.00	0.00	108,090.00	108,090.00	108,090.00
13490940	5124	NURSES	0.00	0.00	0.00	0.00	155,737.00	155,737.00	155,737.00
13491040	5124	NURSES	0.00	0.00	0.00	0.00	122,899.00	122,899.00	122,899.00
13491140	5124	NURSES	0.00	0.00	0.00	0.00	25,761.00	25,761.00	25,761.00
13491340	5124	NURSES	0.00	0.00	0.00	0.00	16,919.00	16,919.00	16,919.00
13491640	5124	NURSES	0.00	0.00	0.00	0.00	39,478.00	39,478.00	39,478.00
Total	Health Services-NLIS		923,988.85	941,244.00	970,244.00	825,119.87	1,185,951.00	1,185,951.00	1,185,951.00
Health- Hlth Serv-Exp									
13490141	5320	CONTRACTED SERVICES	20,295.00	23,500.00	23,500.00	20,550.00	23,500.00	23,500.00	23,500.00
13490141	5421	OFFICE SUPPLIES (GEN	712.70	750.00	750.00	356.93	750.00	750.00	750.00
13490141	5501	MED & SURGICAL SUPPL	8,916.19	9,000.00	9,000.00	7,990.27	9,000.00	9,000.00	9,000.00
13490141	5514	INSTRUCTIONAL SUPPLI	1,611.84	1,879.00	1,879.00	619.39	1,879.00	1,879.00	1,879.00
Total	Health- Hlth Serv-Exp		31,535.73	35,129.00	35,129.00	29,516.59	35,129.00	35,129.00	35,129.00
250	049	Department Total	955,524.58	976,373.00	1,005,373.00	854,636.46	1,221,080.00	1,221,080.00	1,221,080.00

# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Operations/Maint- Op/Maint-</b>									
13530120	5117	ADMINISTRATIVE	127,139.30	112,000.00	112,000.00	110,492.25	0.00	0.00	0.00
13530120	5131	OVERTIME (GENERAL)	128,198.30	59,000.00	59,000.00	145,180.47	59,000.00	59,000.00	59,000.00
13530120	5150	FRINGE/STIPENDS	60,397.43	29,000.00	29,000.00	44,399.46	34,000.00	34,000.00	34,000.00
13530120	5160	CLERICAL	53,304.62	53,573.00	53,573.00	50,943.20	54,897.00	54,897.00	54,897.00
13530120	5162	CUSTODIAL	1,047,472.75	1,316,591.00	1,316,591.00	1,203,986.12	1,390,179.00	1,390,179.00	1,390,179.00
13530120	5165	NON-INST SUPERVISOR	0.00	0.00	0.00	0.00	114,800.00	114,800.00	114,800.00
13530120	5166	MAINTENANCE	121,534.08	214,233.00	214,233.00	128,416.84	220,173.00	220,173.00	220,173.00
13530140	5162	CUSTODIAL	16,525.59	5,000.00	5,000.00	8,471.57	0.00	0.00	0.00
<b>Total Operations/Maint- Civic Act</b>			<b>1,554,572.07</b>	<b>1,789,397.00</b>	<b>1,789,397.00</b>	<b>1,691,889.91</b>	<b>1,873,049.00</b>	<b>1,873,049.00</b>	<b>1,873,049.00</b>
<b>Operations/Maint- Op/Maint-</b>									
13530121	5211	ELECTRICITY	835,524.77	765,473.00	765,473.00	762,984.36	826,711.00	826,711.00	826,711.00
13530121	5215	NATURAL GAS	449,189.00	449,189.00	449,189.00	447,236.18	449,189.00	449,189.00	449,189.00
13530121	5241	BUILDING MAINTENANCE	200,087.25	200,545.00	200,545.00	189,371.25	200,545.00	200,545.00	200,545.00
13530121	5249	GROUND MAINTENANCE	29,034.45	71,630.00	71,630.00	28,972.19	71,630.00	71,630.00	71,630.00
13530121	5251	UTILITY SERV REP & M	233,805.48	250,000.00	250,000.00	224,570.33	250,000.00	250,000.00	250,000.00
13530121	5255	BUILDING/EQUIP MAINT	4,904.28	5,000.00	5,000.00	4,383.98	5,000.00	5,000.00	5,000.00
13530121	5270	RENTAL & LEASE	8,201.00	8,201.00	8,201.00	6,234.60	8,201.00	8,201.00	8,201.00
13530121	5292	SNOW REMOVAL	57,657.50	0.00	0.00	0.00	0.00	0.00	0.00
13530121	5320	CONTRACTED SERVICES	0.00	140,000.00	140,000.00	129,861.69	140,000.00	140,000.00	140,000.00
13530121	5341	TELEPHONE	105,000.00	115,000.00	115,000.00	112,200.14	116,764.00	116,764.00	116,764.00
13530121	5394	SECURITY	8,370.45	10,500.00	10,500.00	9,195.50	10,500.00	10,500.00	10,500.00
13530121	5421	OFFICE SUPPLIES (GEN	63.87	750.00	750.00	182.80	750.00	750.00	750.00
13530121	5431	BLDG REP/MAINT SUPPL	44,506.69	56,250.00	56,250.00	53,341.83	56,250.00	56,250.00	56,250.00
13530121	5451	CUSTODIAL SUPPLIES	80,441.48	83,061.00	83,061.00	81,909.84	83,061.00	83,061.00	83,061.00
13530121	5461	GROUNDSKEEPING SUPPL	17,773.58	20,000.00	20,000.00	17,024.04	20,000.00	20,000.00	20,000.00
13530121	5780	OTHER Expenses	18,750.00	30,000.00	30,000.00	26,803.05	30,000.00	30,000.00	30,000.00
13530121	5860	EQUIPMENT	7,165.52	9,187.00	9,187.00	7,948.41	9,187.00	9,187.00	9,187.00
<b>Total Operations/Maint- Op/Maint-</b>			<b>2,100,475.32</b>	<b>2,214,786.00</b>	<b>2,214,786.00</b>	<b>2,102,220.19</b>	<b>2,277,788.00</b>	<b>2,277,788.00</b>	<b>2,277,788.00</b>
<b>250</b>	<b>053</b>	<b>Department Total</b>	<b>3,655,047.39</b>	<b>4,004,183.00</b>	<b>4,004,183.00</b>	<b>3,794,110.10</b>	<b>4,150,837.00</b>	<b>4,150,837.00</b>	<b>4,150,837.00</b>

# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Regular Day- Supervision-Ps</b>									
13570120	5125	DIST WIDE TEACHING	36,907.92	0.00	0.00	30,766.80	0.00	0.00	0.00
13570140	5100	SUBSTITUTE TEACHERS	249,798.12	210,000.00	210,000.00	229,452.53	210,000.00	210,000.00	210,000.00
13570140	5101	LONG-TERM SUBS	135,424.77	158,000.00	158,000.00	199,295.33	158,000.00	158,000.00	158,000.00
13570140	5117	ADMINISTRATIVE	0.00	319,587.00	319,587.00	307,318.50	328,462.00	328,462.00	328,462.00
13570140	5125	DIST WIDE TEACHING	930,705.26	757,820.00	757,820.00	591,210.01	766,072.00	766,072.00	766,072.00
13570140	5150	FRINGE/STIPENDS	0.00	0.00	0.00	0.00	40,000.00	40,000.00	40,000.00
13570150	5112	TRANSPORTATION	126,124.09	73,828.00	73,828.00	96,096.42	76,273.00	76,273.00	76,273.00
13570150	5131	OVERTIME (GENERAL)	1,979.97	2,000.00	2,000.00	1,211.65	2,000.00	2,000.00	2,000.00
13570220	5102	ELEMENTARY	1,286,846.51	1,463,559.00	1,463,559.00	1,311,237.22	1,502,221.00	1,502,221.00	1,502,221.00
13570220	5117	ADMINISTRATIVE	209,852.95	211,130.00	211,130.00	203,965.09	215,656.00	215,656.00	215,656.00
13570220	5119	FAMILY ENGAGEMENT FACILITATC	0.00	0.00	41,507.00	35,450.87	37,477.00	37,477.00	37,477.00
13570220	5125	DIST WIDE TEACHING	75,567.09	0.00	0.00	2,881.82	0.00	0.00	0.00
13570220	5150	FRINGE/STIPENDS	10,178.66	15,452.00	10,452.00	9,645.06	10,452.00	10,452.00	10,452.00
13570220	5163	PARAPROFESSIONALS	34,426.41	33,821.00	33,821.00	34,992.48	35,254.00	35,254.00	35,254.00
13570240	5125	DIST WIDE TEACHING	0.00	72,235.00	72,235.00	151,617.77	111,115.00	111,115.00	111,115.00
13570240	5160	CLERICAL	35,535.58	36,712.00	36,712.00	34,462.86	37,809.00	37,809.00	37,809.00
13570420	5102	ELEMENTARY	1,270,533.82	1,338,518.00	1,338,518.00	1,181,752.93	1,294,895.00	1,294,895.00	1,294,895.00
13570420	5114	TUTORS	15,031.25	0.00	0.00	0.00	0.00	0.00	0.00
13570420	5117	ADMINISTRATIVE	138,576.50	197,246.00	197,246.00	171,765.43	197,262.00	197,262.00	197,262.00
13570420	5119	FAMILY ENGAGEMENT FACILITATC	0.00	0.00	18,281.00	24,171.83	37,477.00	37,477.00	37,477.00
13570420	5163	PARAPROFESSIONALS	35,609.22	17,613.00	17,613.00	24,015.95	18,154.00	18,154.00	18,154.00
13570440	5125	DIST WIDE TEACHING	0.00	33,659.00	33,659.00	26,941.74	156,470.00	156,470.00	156,470.00
13570440	5160	CLERICAL	33,066.54	37,776.00	37,776.00	39,027.05	38,921.00	38,921.00	38,921.00
13570520	5102	ELEMENTARY	1,740,014.69	0.00	0.00	0.00	0.00	0.00	0.00
13570520	5117	ADMINISTRATIVE	317,010.59	0.00	0.00	0.00	0.00	0.00	0.00
13570520	5125	DIST WIDE TEACHING	55,565.82	0.00	0.00	0.00	0.00	0.00	0.00
13570520	5150	FRINGE/STIPENDS	34,312.14	0.00	0.00	0.00	0.00	0.00	0.00
13570520	5163	PARAPROFESSIONALS	35,516.57	0.00	0.00	0.00	0.00	0.00	0.00
13570540	5160	CLERICAL	125,896.04	0.00	0.00	0.00	0.00	0.00	0.00
13570620	5102	ELEMENTARY	1,271,282.05	1,299,218.00	1,299,218.00	1,226,862.04	1,275,844.00	1,275,844.00	1,275,844.00
13570620	5117	ADMINISTRATIVE	91,020.67	95,131.00	95,131.00	84,983.25	97,510.00	97,510.00	97,510.00
13570620	5119	FAMILY ENGAGEMENT FACILITATC	0.00	0.00	37,000.00	37,650.00	37,925.00	37,925.00	37,925.00
13570620	5150	FRINGE/STIPENDS	19,555.46	33,700.00	14,700.00	18,081.25	11,700.00	11,700.00	11,700.00
13570620	5163	PARAPROFESSIONALS	53,044.62	66,949.00	66,949.00	25,347.19	33,851.00	33,851.00	33,851.00
13570640	5125	DIST WIDE TEACHING	60,754.65	97,357.00	82,298.00	74,969.37	198,083.00	198,083.00	198,083.00

# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
13570640	5160	CLERICAL	36,491.02	34,365.00	34,365.00	35,067.98	35,405.00	35,405.00	35,405.00
13570720	5102	ELEMENTARY	1,808,738.80	1,911,813.00	1,911,813.00	1,542,414.93	1,744,144.00	1,744,144.00	1,744,144.00
13570720	5114	TUTORS	10,525.50	0.00	0.00	1,779.50	0.00	0.00	0.00
13570720	5117	ADMINISTRATIVE	200,351.78	195,156.00	195,156.00	192,396.08	213,517.00	213,517.00	213,517.00
13570720	5119	FAMILY ENGAGEMENT FACILITATC	0.00	0.00	43,551.00	40,904.37	41,861.00	41,861.00	41,861.00
13570720	5150	FRINGE/STIPENDS	9,687.53	10,150.00	10,150.00	10,764.12	10,150.00	10,150.00	10,150.00
13570720	5163	PARAPROFESSIONALS	51,418.44	37,732.00	37,732.00	47,775.46	53,268.00	53,268.00	53,268.00
13570740	5114	TUTORS	0.00	43,551.00	0.00	0.00	0.00	0.00	0.00
13570740	5125	DIST WIDE TEACHING	124,686.30	133,098.00	133,098.00	201,436.29	245,227.00	245,227.00	245,227.00
13570740	5160	CLERICAL	50,432.42	52,007.00	52,007.00	49,153.20	53,486.00	53,486.00	53,486.00
13570820	5102	ELEMENTARY	1,996,610.11	2,326,321.00	2,326,321.00	2,047,059.50	2,342,995.00	2,342,995.00	2,342,995.00
13570820	5117	ADMINISTRATIVE	207,101.21	223,483.00	223,483.00	201,681.08	226,862.00	226,862.00	226,862.00
13570820	5119	FAMILY ENGAGEMENT FACILITATC	0.00	0.00	62,762.00	54,892.83	58,463.00	58,463.00	58,463.00
13570820	5125	DIST WIDE TEACHING	199,988.20	278,606.00	278,606.00	213,695.56	246,094.00	246,094.00	246,094.00
13570820	5150	FRINGE/STIPENDS	6,080.00	2,500.00	2,500.00	7,225.01	17,500.00	17,500.00	17,500.00
13570820	5163	PARAPROFESSIONALS	57,864.29	61,091.00	40,190.00	79,158.96	55,094.00	55,094.00	55,094.00
13570840	5114	TUTORS	0.00	41,861.00	0.00	0.00	0.00	0.00	0.00
13570840	5160	CLERICAL	33,524.43	77,186.00	77,186.00	76,716.22	77,586.00	77,586.00	77,586.00
13570920	5117	ADMINISTRATIVE	314,223.64	309,551.00	309,551.00	287,681.48	319,462.00	319,462.00	319,462.00
13570920	5119	FAMILY ENGAGEMENT FACILITATC	0.00	0.00	44,041.00	38,783.77	55,539.00	55,539.00	55,539.00
13570920	5125	DIST WIDE TEACHING	0.00	59,747.00	59,747.00	26,133.64	55,634.00	55,634.00	55,634.00
13570920	5130	MIDDLE SCHOOL	2,590,193.43	3,294,134.00	3,294,134.00	2,746,123.33	3,486,377.00	3,486,377.00	3,486,377.00
13570920	5150	FRINGE/STIPENDS	52,376.70	83,650.00	83,650.00	149,673.20	28,250.00	28,250.00	28,250.00
13570920	5163	PARAPROFESSIONALS	41,197.47	33,947.00	33,947.00	40,534.65	35,132.00	35,132.00	35,132.00
13570940	5114	TUTORS	0.00	44,041.00	0.00	0.00	0.00	0.00	0.00
13570940	5160	CLERICAL	80,332.03	45,089.00	45,089.00	49,140.75	47,100.00	47,100.00	47,100.00
13571020	5114	TUTORS	83,409.25	119,095.00	119,095.00	86,150.00	126,171.00	126,171.00	126,171.00
13571020	5140	HIGH SCHOOL	5,189,781.21	5,064,982.00	5,064,982.00	4,542,937.24	4,840,872.00	4,840,872.00	4,840,872.00
13571020	5150	FRINGE/STIPENDS	30,347.37	73,856.00	73,856.00	40,065.05	73,856.00	73,856.00	73,856.00
13571020	5160	CLERICAL	185,520.80	188,149.00	188,149.00	161,860.18	196,245.00	196,245.00	196,245.00
13571020	5163	PARAPROFESSIONALS	60,684.08	100,521.00	91,521.00	53,382.43	103,034.00	103,034.00	103,034.00
13571060	5117	ADMINISTRATIVE	472,876.39	476,942.00	476,942.00	465,188.25	559,773.00	559,773.00	559,773.00
13571120	5160	CLERICAL	34,822.67	33,303.00	33,303.00	34,516.13	0.00	0.00	0.00
13571320	5117	ADMINISTRATIVE	103,679.25	0.00	0.00	0.00	0.00	0.00	0.00
13571320	5140	HIGH SCHOOL	358,760.92	0.00	0.00	0.00	0.00	0.00	0.00
13571320	5150	FRINGE/STIPENDS	0.00	0.00	0.00	0.00	0.00	0.00	0.00

# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
13571320	5163	PARAPROFESSIONALS	66,710.68	0.00	0.00	0.00	0.00	0.00	0.00
13571620	5111	SALARIES-FULL TIME	51,571.74	0.00	0.00	0.00	0.00	0.00	0.00
13571620	5117	ADMINISTRATIVE	101,188.83	96,447.00	96,447.00	93,190.50	98,859.00	98,859.00	98,859.00
13571620	5126	PSYCHOLOGIST	68,051.66	75,661.00	75,661.00	63,633.82	77,653.00	77,653.00	77,653.00
13571620	5140	TEACHING	362,821.99	461,426.00	461,426.00	393,123.08	478,655.00	478,655.00	478,655.00
13571620	5150	FRINGE/STIPENDS	11,401.50	10,000.00	10,000.00	10,550.76	10,000.00	10,000.00	10,000.00
13571620	5160	CLERICAL	75,437.98	86,845.00	86,845.00	84,393.24	125,016.00	125,016.00	125,016.00
13571620	5163	PARAPROFESSIONALS	38,704.76	0.00	0.00	2,550.12	0.00	0.00	0.00
<b>Total NLIS-Reg Day-Elem Ed-Psnl</b>			<b>23,597,732.34</b>	<b>22,657,617.00</b>	<b>22,706,346.00</b>	<b>20,346,905.15</b>	<b>23,068,163.00</b>	<b>23,068,163.00</b>	<b>23,068,163.00</b>

## Regular Day- Teach/Und-Exp

13570141	5320	CONTRACTED SERVICES	149,468.02	148,542.00	185,601.00	159,405.20	185,601.00	185,601.00	185,601.00
13570141	5333	PUPIL TRANSPORTATION	6,564.96	12,000.00	12,000.00	12,000.00	12,000.00	12,000.00	12,000.00
13570141	5508	EDUCATIONAL	19,537.02	20,000.00	20,000.00	17,451.93	20,000.00	20,000.00	20,000.00
13570141	5511	TEXTBOOKS	1,150.00	1,150.00	1,150.00	47.83	1,150.00	1,150.00	1,150.00
13570141	5514	INSTRUCTIONAL SUPPLI	179,711.79	73,554.00	191,504.32	54,676.01	73,554.00	73,554.00	73,554.00
13570141	5710	IN STATE TRAVEL/MEETINGS	6,523.72	6,540.00	6,540.00	4,642.78	6,540.00	6,540.00	6,540.00
13570141	5730	DUES AND SUB	4,567.00	8,625.00	8,625.00	5,677.59	8,625.00	8,625.00	8,625.00
13570151	5320	CONTRACTED SERVICES	0.00	0.00	7,000.00	7,000.00	0.00	0.00	0.00
13570151	5333	PUPIL TRANSPORTATION	740,917.00	722,133.00	722,133.00	588,495.50	758,240.00	758,240.00	758,240.00
13570221	5320	CONTRACTED SERVICES	16,000.00	16,000.00	19,000.00	18,285.00	24,000.00	24,000.00	24,000.00
13570221	5421	OFFICE SUPPLIES (GEN	2,213.35	2,329.00	2,329.00	2,189.47	2,329.00	2,329.00	2,329.00
13570221	5511	TEXTBOOKS	2,020.88	2,050.00	2,050.00	1,990.00	2,050.00	2,050.00	2,050.00
13570221	5514	INSTRUCTIONAL SUPPLI	10,631.30	10,656.00	12,656.00	11,603.44	12,656.00	12,656.00	12,656.00
13570421	5320	CONTRACTED SERVICES	7,510.00	2,380.00	2,380.00	1,998.69	36,600.00	36,600.00	36,600.00
13570421	5421	OFFICE SUPPLIES (GEN	2,142.54	3,000.00	6,198.73	2,942.43	3,000.00	3,000.00	3,000.00
13570421	5511	TEXTBOOKS	2,385.82	3,750.00	551.27	501.77	3,750.00	3,750.00	3,750.00
13570421	5512	BOOKS-LIBRARY	0.00	375.00	375.00	0.00	375.00	375.00	375.00
13570421	5514	INSTRUCTIONAL SUPPLI	8,565.96	8,853.00	8,853.00	8,499.78	12,083.00	12,083.00	12,083.00
13570521	5320	CONTRACTED SERVICES	174,520.18	0.00	0.00	0.00	0.00	0.00	0.00
13570521	5333	PUPIL TRANSPORTATION	16,505.00	0.00	0.00	0.00	0.00	0.00	0.00
13570521	5421	OFFICE SUPPLIES (GEN	5,000.00	0.00	0.00	0.00	0.00	0.00	0.00
13570521	5511	TEXTBOOKS	4,021.20	0.00	0.00	0.00	0.00	0.00	0.00
13570521	5512	BOOKS-LIBRARY	2,500.00	0.00	0.00	0.00	0.00	0.00	0.00
13570521	5514	INSTRUCTIONAL SUPPLI	33,921.34	0.00	0.00	0.00	0.00	0.00	0.00
13570521	5860	EQUIPMENT	9,360.57	0.00	0.00	0.00	0.00	0.00	0.00
13570621	5320	CONTRACTED SERVICES	4,875.00	50,600.00	34,600.00	34,542.91	65,800.00	65,800.00	65,800.00

# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
13570621	5421	OFFICE SUPPLIES (GEN	1,653.53	4,372.00	4,372.00	4,358.47	4,372.00	4,372.00	4,372.00
13570621	5511	TEXTBOOKS	2,693.98	5,304.00	375.72	321.72	5,304.00	5,304.00	5,304.00
13570621	5512	BOOKS-LIBRARY	1,676.06	1,941.00	1,941.00	1,936.07	1,941.00	1,941.00	1,941.00
13570621	5514	INSTRUCTIONAL SUPPLI	8,219.93	8,460.00	26,388.28	22,531.45	8,460.00	8,460.00	8,460.00
13570721	5320	CONTRACTED SERVICES	7,671.91	28,000.00	28,000.00	26,765.36	13,000.00	13,000.00	13,000.00
13570721	5421	OFFICE SUPPLIES (GEN	2,250.00	2,250.00	2,250.00	2,247.01	2,250.00	2,250.00	2,250.00
13570721	5511	TEXTBOOKS	3,871.07	3,908.00	3,908.00	2,282.58	3,908.00	3,908.00	3,908.00
13570721	5512	BOOKS-LIBRARY	0.00	687.00	687.00	671.36	687.00	687.00	687.00
13570721	5514	INSTRUCTIONAL SUPPLI	11,403.81	11,637.00	12,337.00	12,319.59	12,337.00	12,337.00	12,337.00
13570721	5860	EQUIPMENT	3,050.56	3,173.00	2,473.00	1,335.53	2,473.00	2,473.00	2,473.00
13570821	5320	CONTRACTED SERVICES	2,502.00	15,500.00	15,500.00	11,000.95	34,500.00	34,500.00	34,500.00
13570821	5421	OFFICE SUPPLIES (GEN	1,323.00	1,323.00	1,323.00	1,301.10	1,323.00	1,323.00	1,323.00
13570821	5511	TEXTBOOKS	604.60	1,305.00	1,305.00	821.50	1,305.00	1,305.00	1,305.00
13570821	5514	INSTRUCTIONAL SUPPLI	25,939.15	30,300.00	30,300.00	30,071.78	30,300.00	30,300.00	30,300.00
13570921	5320	CONTRACTED SERVICES	16,117.01	4,697.00	4,697.00	4,087.76	8,427.00	8,427.00	8,427.00
13570921	5333	PUPIL TRANSPORTATION	2,320.00	0.00	0.00	0.00	0.00	0.00	0.00
13570921	5381	PRINTING AND BINDING	345.00	3,400.00	3,400.00	3,400.00	3,400.00	3,400.00	3,400.00
13570921	5421	OFFICE SUPPLIES (GEN	10,612.46	12,440.00	12,440.00	11,803.40	22,040.00	22,040.00	22,040.00
13570921	5429	MISC SUPPLIES	0.00	54,400.00	54,400.00	53,983.29	0.00	0.00	0.00
13570921	5512	BOOKS-LIBRARY	7,450.26	8,300.00	8,300.00	7,235.04	8,300.00	8,300.00	8,300.00
13570921	5514	INSTRUCTIONAL SUPPLI	29,645.12	12,649.00	13,329.00	13,328.88	37,649.00	37,649.00	37,649.00
13570921	5730	DUES AND SUB	675.00	1,907.00	1,907.00	508.00	1,907.00	1,907.00	1,907.00
13571021	5320	CONTRACTED SERVICES	34,057.19	138,250.00	147,250.00	134,304.31	138,250.00	138,250.00	138,250.00
13571021	5421	OFFICE SUPPLIES (GEN	9,916.41	23,100.00	23,100.00	22,803.28	23,100.00	23,100.00	23,100.00
13571021	5511	TEXTBOOKS	3,020.17	3,247.00	3,247.00	1,328.52	3,247.00	3,247.00	3,247.00
13571021	5512	BOOKS-LIBRARY	4,458.10	16,578.00	16,578.00	12,619.67	16,578.00	16,578.00	16,578.00
13571021	5514	INSTRUCTIONAL SUPPLI	68,440.01	57,334.00	57,334.00	52,903.36	57,334.00	57,334.00	57,334.00
13571021	5730	DUES AND SUB	25.00	14,300.00	14,300.00	13,177.32	14,300.00	14,300.00	14,300.00
13571021	5860	EQUIPMENT	10,823.75	10,855.00	10,855.00	2,328.92	160,855.00	160,855.00	160,855.00
13571040	5125	DIST WIDE TEACHING	0.00	0.00	0.00	0.00	219,167.00	219,167.00	219,167.00
13571321	5270	RENTAL & LEASE	126,156.74	0.00	0.00	0.00	0.00	0.00	0.00
13571321	5320	CONTRACTED SERVICES	1,300.54	0.00	0.00	0.00	0.00	0.00	0.00
13571321	5421	OFFICE SUPPLIES (GEN	1,180.15	0.00	0.00	0.00	0.00	0.00	0.00
13571321	5514	INSTRUCTIONAL SUPPLI	4,586.93	0.00	0.00	0.00	0.00	0.00	0.00
13571321	5780	OTHER EXPENSES	731.49	0.00	0.00	0.00	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

# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
13571621	5277	PHOTOCOPY MACHINE LE	3,577.80	3,735.00	3,735.00	0.00	3,735.00	3,735.00	3,735.00
13571621	5320	CONTRACTED SERVICES	18,043.33	17,000.00	17,000.00	15,765.51	17,000.00	17,000.00	17,000.00
13571621	5381	PRINTING AND BINDING	1,059.00	1,235.00	1,235.00	477.00	1,235.00	1,235.00	1,235.00
13571621	5421	OFFICE SUPPLIES (GEN	2,999.45	3,000.00	3,000.00	2,312.77	3,000.00	3,000.00	3,000.00
13571621	5514	INSTRUCTIONAL SUPPLIES	7,322.90	7,504.00	7,504.00	5,830.09	7,504.00	7,504.00	7,504.00
<b>Total NLIS-REG DAY-ELEM ED-EXP</b>			<b>2,073,336.06</b>	<b>1,829,628.00</b>	<b>2,003,317.32</b>	<b>1,633,111.92</b>	<b>2,322,541.00</b>	<b>2,322,541.00</b>	<b>2,322,541.00</b>

<b>250</b>	<b>057</b>	<b>Department Total</b>	<b>25,671,068.40</b>	<b>24,487,245.00</b>	<b>24,709,663.32</b>	<b>21,980,017.07</b>	<b>25,390,704.00</b>	<b>25,390,704.00</b>	<b>25,390,704.00</b>
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# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>ELT/OST-DIST WIDE-CS-EXP</b>									
13590121	5320	CONTRACTED SERVICES	195,485.00	205,000.00	205,000.00	204,299.40	205,000.00	205,000.00	205,000.00
<b>Total ELT/OST-DIST WIDE-CS-EXP</b>			<b>195,485.00</b>	<b>205,000.00</b>	<b>205,000.00</b>	<b>204,299.40</b>	<b>205,000.00</b>	<b>205,000.00</b>	<b>205,000.00</b>
<b>250</b>	<b>059</b>	<b>Department Total</b>	<b>195,485.00</b>	<b>205,000.00</b>	<b>205,000.00</b>	<b>204,299.40</b>	<b>205,000.00</b>	<b>205,000.00</b>	<b>205,000.00</b>



# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>SPED- Teach/Und-Psnl</b>									
13640160	5100	SUBSTITUTE TEACHERS	110,437.76	100,000.00	100,000.00	110,416.01	100,000.00	100,000.00	100,000.00
13640160	5111	SALARIES-FULL TIME	75.00	0.00	0.00	0.00	0.00	0.00	0.00
13640160	5114	TUTORS	101,800.50	41,640.00	41,640.00	69,342.37	41,640.00	41,640.00	41,640.00
13640160	5117	ADMINISTRATIVE	286,013.18	478,481.00	338,481.00	232,124.75	546,990.00	546,990.00	546,990.00
13640160	5125	DIST WIDE TEACHING	2,221,513.93	2,292,385.00	2,253,385.00	1,780,632.98	1,246,685.00	1,246,685.00	1,246,685.00
13640160	5126	PSYCHOLOGIST	0.00	75,661.00	75,661.00	63,633.82	38,876.00	38,876.00	38,876.00
13640160	5150	FRINGE/STIPENDS	286,214.50	286,395.00	286,395.00	303,388.61	279,395.00	279,395.00	279,395.00
13640160	5160	CLERICAL	96,537.63	90,001.00	90,001.00	91,335.96	92,351.00	92,351.00	92,351.00
13640180	5112	TRANSPORTATION	542,501.18	524,619.00	524,619.00	503,734.51	548,584.00	548,584.00	548,584.00
13640180	5160	CLERICAL	53,360.49	46,315.00	46,315.00	47,043.91	48,460.00	48,460.00	48,460.00
13640180	5165	NON-INST SUPERVISOR	98,063.72	107,753.00	100,753.00	98,335.13	0.00	0.00	0.00
13640220	5102	ELEMENTARY	245,588.50	244,112.00	244,112.00	192,705.16	352,038.00	352,038.00	352,038.00
13640220	5125	DIST WIDE TEACHING	144,352.41	151,828.00	151,828.00	150,587.04	77,753.00	77,753.00	77,753.00
13640220	5126	PSYCHOLOGIST	201,471.03	221,180.00	221,180.00	167,936.91	229,405.00	229,405.00	229,405.00
13640220	5163	PARAPROFESSIONALS	231,289.75	272,652.00	261,644.00	196,213.85	300,249.00	300,249.00	300,249.00
13640420	5102	ELEMENTARY	213,803.34	194,380.00	194,380.00	240,996.97	305,413.00	305,413.00	305,413.00
13640420	5117	ADMINISTRATIVE	0.00	0.00	0.00	0.00	94,658.00	94,658.00	94,658.00
13640420	5125	DIST WIDE TEACHING	107,801.75	115,840.00	115,840.00	115,547.04	77,753.00	77,753.00	77,753.00
13640420	5126	PSYCHOLOGIST	116,453.40	141,346.00	141,346.00	84,711.30	133,483.00	133,483.00	133,483.00
13640420	5163	PARAPROFESSIONALS	146,322.76	139,954.00	139,954.00	186,611.84	222,809.00	222,809.00	222,809.00
13640520	5102	ELEMENTARY	285,911.97	0.00	0.00	0.00	0.00	0.00	0.00
13640520	5125	DIST WIDE TEACHING	164,601.25	0.00	0.00	0.00	0.00	0.00	0.00
13640520	5126	PSYCHOLOGIST	195,834.42	0.00	0.00	0.00	0.00	0.00	0.00
13640520	5163	PARAPROFESSIONALS	119,528.40	0.00	0.00	0.00	0.00	0.00	0.00
13640620	5102	ELEMENTARY	187,564.36	255,955.00	255,955.00	196,483.05	235,620.00	235,620.00	235,620.00
13640620	5117	ADMINISTRATIVE	0.00	0.00	0.00	0.00	48,755.00	48,755.00	48,755.00
13640620	5125	DIST WIDE TEACHING	127,731.24	109,963.00	109,963.00	74,893.26	0.00	0.00	0.00
13640620	5126	PSYCHOLOGIST	86,768.60	130,698.00	130,698.00	75,919.44	121,677.00	121,677.00	121,677.00
13640620	5163	PARAPROFESSIONALS	79,823.63	92,886.00	92,886.00	60,146.66	109,384.00	109,384.00	109,384.00
13640720	5102	ELEMENTARY	618,013.82	625,018.00	625,018.00	585,835.23	580,931.00	580,931.00	580,931.00
13640720	5117	ADMINISTRATIVE	0.00	0.00	0.00	0.00	110,037.00	110,037.00	110,037.00
13640720	5125	DIST WIDE TEACHING	136,978.98	122,360.00	122,360.00	112,474.53	80,781.00	80,781.00	80,781.00
13640720	5126	PSYCHOLOGIST	161,032.52	105,988.00	105,988.00	143,066.54	231,998.00	231,998.00	231,998.00
13640720	5163	PARAPROFESSIONALS	205,724.18	230,668.00	230,668.00	178,976.46	214,437.00	214,437.00	214,437.00
13640820	5102	ELEMENTARY	422,927.38	520,694.00	520,694.00	364,834.76	504,581.00	504,581.00	504,581.00

# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
13640820	5117	ADMINISTRATIVE	0.00	0.00	0.00	0.00	186,501.00	186,501.00	186,501.00
13640820	5125	DIST WIDE TEACHING	224,129.25	295,167.00	295,167.00	227,275.93	192,898.00	192,898.00	192,898.00
13640820	5126	PSYCHOLOGIST	213,762.43	209,819.00	209,819.00	179,599.83	287,289.00	287,289.00	287,289.00
13640820	5163	PARAPROFESSIONALS	421,187.30	519,324.00	519,324.00	414,433.49	486,213.00	486,213.00	486,213.00
13640920	5114	TUTORS	33,412.50	0.00	0.00	34,857.08	0.00	0.00	0.00
13640920	5117	ADMINISTRATIVE	0.00	0.00	0.00	0.00	192,918.00	192,918.00	192,918.00
13640920	5125	DIST WIDE TEACHING	110,553.56	112,746.00	112,746.00	116,427.09	77,653.00	77,653.00	77,653.00
13640920	5126	PSYCHOLOGIST	366,253.84	425,061.00	425,061.00	398,306.67	425,118.00	425,118.00	425,118.00
13640920	5130	MIDDLE SCHOOL	890,735.05	937,313.00	937,313.00	885,142.03	1,008,907.00	1,008,907.00	1,008,907.00
13640920	5163	PARAPROFESSIONALS	355,263.75	311,112.00	311,112.00	371,423.14	504,804.00	504,804.00	504,804.00
13641020	5114	TUTORS	26,818.75	0.00	0.00	-100.00	0.00	0.00	0.00
13641020	5117	ADMINISTRATIVE	0.00	0.00	0.00	0.00	189,960.00	189,960.00	189,960.00
13641020	5125	DIST WIDE TEACHING	164,631.36	129,234.00	129,234.00	153,263.71	46,237.00	46,237.00	46,237.00
13641020	5126	PSYCHOLOGIST	467,410.82	462,998.00	462,998.00	451,092.68	393,318.00	393,318.00	393,318.00
13641020	5140	SPED High Schl-Psnl	1,214,545.64	1,193,893.00	1,193,893.00	1,005,633.10	1,125,904.00	1,125,904.00	1,125,904.00
13641020	5163	PARAPROFESSIONAL	438,867.51	502,988.00	502,988.00	392,885.94	515,701.00	515,701.00	515,701.00
13641120	5102	ELEMENTARY	425,391.78	0.00	0.00	0.00	0.00	0.00	0.00
13641120	5103	EARLY CHILDHOOD TEACHING	0.00	519,824.00	519,824.00	410,631.87	542,673.00	542,673.00	542,673.00
13641120	5111	SALARIES-FULL TIME	996.99	0.00	0.00	0.00	0.00	0.00	0.00
13641120	5117	ADMINISTRATIVE	39,087.93	64,297.00	64,297.00	57,879.56	162,494.00	162,494.00	162,494.00
13641120	5119	FAMILY ENGAGEMENT FACILITATC	0.00	0.00	18,281.00	11,316.79	18,738.00	18,738.00	18,738.00
13641120	5125	DIST WIDE TEACHING	298,492.70	336,520.00	336,520.00	272,038.31	375,647.00	375,647.00	375,647.00
13641120	5126	PSYCHOLOGIST	9,660.69	0.00	0.00	0.00	38,876.00	38,876.00	38,876.00
13641120	5160	CLERICAL	0.00	0.00	0.00	0.00	34,253.00	34,253.00	34,253.00
13641120	5163	PARAPROFESSIONALS	216,817.11	244,818.00	244,818.00	223,843.52	353,957.00	353,957.00	353,957.00
13641320	5117	ADMINISTRATIVE	0.00	105,837.00	105,837.00	73,225.29	108,208.00	108,208.00	108,208.00
13641320	5125	DIST WIDE TEACHING	0.00	44,783.00	44,783.00	22,871.84	0.00	0.00	0.00
13641320	5126	PSYCHOLOGIST	137,320.04	53,721.00	53,721.00	50,474.24	57,115.00	57,115.00	57,115.00
13641320	5140	TEACHING	0.00	369,620.00	369,620.00	203,295.71	343,097.00	343,097.00	343,097.00
13641320	5150	FRINGE/STIPENDS	0.00	500.00	500.00	375.00	500.00	500.00	500.00
13641320	5163	PARAPROFESSIONALS	0.00	50,471.00	50,471.00	33,356.08	99,374.00	99,374.00	99,374.00
13641360	5117	ADMINISTRATIVE	0.00	0.00	0.00	0.00	24,377.00	24,377.00	24,377.00
13641660	5117	ADMINISTRATIVE	0.00	0.00	0.00	0.00	24,377.00	24,377.00	24,377.00
13641660	5163	PARAPROFESSIONALS	0.00	0.00	0.00	0.00	25,000.00	25,000.00	25,000.00
<b>Total SPED-NLIS-HS</b>			<b>14,051,380.58</b>	<b>14,608,818.00</b>	<b>14,430,091.00</b>	<b>12,417,476.99</b>	<b>14,816,850.00</b>	<b>14,816,850.00</b>	<b>14,816,850.00</b>

**SPED- Teach/Und-Exp**

# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
13640161	5302	MEDICAL CONTRACTUAL	187,225.46	271,000.00	271,000.00	224,948.73	271,000.00	271,000.00	271,000.00
13640161	5313	EDUCATION EVALUATION	28,147.86	30,000.00	30,000.00	22,380.41	30,000.00	30,000.00	30,000.00
13640161	5317	EDUCATIONAL TRAINING	21,024.65	40,000.00	40,000.00	21,570.98	40,000.00	40,000.00	40,000.00
13640161	5320	CONTRACTED SERVICES	373,228.44	423,501.00	573,501.00	428,538.74	523,091.00	523,091.00	523,091.00
13640161	5324	TUITION	3,409,095.54	3,613,796.00	3,613,796.00	3,589,684.74	3,830,624.00	3,830,624.00	3,830,624.00
13640161	5421	OFFICE SUPPLIES (GEN	5,952.08	6,150.00	6,150.00	3,788.39	6,150.00	6,150.00	6,150.00
13640161	5514	INSTRUCTIONAL SUPPLI	89,392.87	45,250.00	45,250.00	32,242.76	40,250.00	40,250.00	40,250.00
13640161	5519	COMPUTER SOFTWARE	2,206.26	5,000.00	5,000.00	589.00	5,000.00	5,000.00	5,000.00
13640161	5780	OTHER EXPENSES	775.79	900.00	900.00	375.02	900.00	900.00	900.00
13640161	5860	EQUIPMENT	15,269.98	16,575.00	16,575.00	12,965.66	16,575.00	16,575.00	16,575.00
13640181	5244	VEHICLE REPAIR AND M	58,835.93	75,000.00	75,000.00	61,232.98	99,000.00	99,000.00	99,000.00
13640181	5332	SPEC ED TRANSPORTATI	785,769.02	735,000.00	735,000.00	685,263.49	808,500.00	808,500.00	808,500.00
13640181	5334	HOMELESS TRANSPORTATION	330,115.00	210,000.00	210,000.00	192,518.50	315,000.00	315,000.00	315,000.00
13641121	5320	CONTRACTED SERVICES	0.00	563.00	563.00	0.00	563.00	563.00	563.00
13641121	5381	PRINTING AND BINDING	62.38	375.00	375.00	0.00	375.00	375.00	375.00
13641121	5421	OFFICE SUPPLIES (GEN	1,500.00	1,500.00	1,500.00	350.99	1,500.00	1,500.00	1,500.00
13641121	5514	INSTRUCTIONAL SUPPLIES	1,374.04	1,438.00	1,438.00	1,234.78	6,438.00	6,438.00	6,438.00
13641121	5860	EQUIPMENT	1,453.10	1,500.00	1,500.00	1,108.19	1,500.00	1,500.00	1,500.00
13641321	5270	RENTAL & LEASE	0.00	126,157.00	126,157.00	0.00	126,157.00	126,157.00	126,157.00
13641321	5320	CONTRACTED SERVICES	0.00	2,100.00	2,100.00	1,591.00	2,100.00	2,100.00	2,100.00
13641321	5421	OFFICE SUPPLIES (GEN	0.00	1,200.00	1,200.00	1,127.51	1,200.00	1,200.00	1,200.00
13641321	5514	INSTRUCTIONAL SUPPLIES	0.00	4,000.00	4,000.00	1,712.57	4,000.00	4,000.00	4,000.00
13641321	5780	OTHER EXPENSES	0.00	750.00	750.00	426.45	750.00	750.00	750.00
<b>Total SPED-SALEM PREP-HS-EXPEN</b>			<b>5,311,428.40</b>	<b>5,611,755.00</b>	<b>5,761,755.00</b>	<b>5,283,650.89</b>	<b>6,130,673.00</b>	<b>6,130,673.00</b>	<b>6,130,673.00</b>

<b>250</b>	<b>064</b>	<b>Department Total</b>	<b>19,362,808.98</b>	<b>20,220,573.00</b>	<b>20,191,846.00</b>	<b>17,701,127.88</b>	<b>20,947,523.00</b>	<b>20,947,523.00</b>	<b>20,947,523.00</b>
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# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Bilingual- Supervision-Psnl</b>									
13700120	5102	ELEMENTARY	0.00	59,036.00	59,036.00	76,061.04	77,953.00	77,953.00	77,953.00
13700120	5117	ADMINISTRATIVE	0.00	107,406.00	107,406.00	103,574.75	110,391.00	110,391.00	110,391.00
13700120	5125	DIST WIDE TEACHING	258,317.13	155,477.00	155,477.00	160,052.06	163,898.00	163,898.00	163,898.00
13700120	5150	FRINGE/STIPENDS	0.00	0.00	8,000.00	7,272.50	8,000.00	8,000.00	8,000.00
13700120	5163	PARAPROFESSIONALS	0.00	0.00	0.00	0.00	23,715.00	23,715.00	23,715.00
13700130	5114	TUTORS/TRANSLATORS	88,408.75	36,000.00	36,000.00	62,529.90	36,000.00	36,000.00	36,000.00
13700220	5102	ELEMENTARY	96,110.64	195,350.00	195,350.00	130,018.99	191,791.00	191,791.00	191,791.00
13700220	5114	TUTORS	20,318.75	41,557.00	50.00	50.00	0.00	0.00	0.00
13700220	5125	DIST WIDE TEACHING	0.00	36,379.00	36,379.00	29,873.48	31,747.00	31,747.00	31,747.00
13700420	5102	ELEMENTARY	38,332.91	76,989.00	76,989.00	49,002.98	52,277.00	52,277.00	52,277.00
13700520	5111	SALARIES-FULL TIME	0.28	0.00	0.00	0.00	0.00	0.00	0.00
13700520	5125	DIST WIDE TEACHING	363,638.60	0.00	0.00	0.00	0.00	0.00	0.00
13700520	5163	PARAPROFESSIONALS	15,193.92	0.00	0.00	0.00	0.00	0.00	0.00
13700620	5102	ELEMENTARY	257,080.04	237,738.00	221,398.00	192,829.17	244,049.00	244,049.00	244,049.00
13700620	5114	TUTORS	0.00	19,064.00	0.00	0.00	0.00	0.00	0.00
13700720	5102	ELEMENTARY	0.00	159,352.00	159,352.00	149,709.05	163,298.00	163,298.00	163,298.00
13700720	5111	SALARIES-FULL TIME	19,190.88	0.00	0.00	0.00	0.00	0.00	0.00
13700720	5114	TUTORS	0.00	10,150.00	0.00	0.00	0.00	0.00	0.00
13700720	5125	DIST WIDE TEACHING	157,143.56	0.00	0.00	6,556.93	0.00	0.00	0.00
13700820	5102	ELEMENTARY	128,894.10	271,205.00	271,205.00	232,658.33	280,737.00	280,737.00	280,737.00
13700820	5114	TUTORS	16,700.00	0.00	0.00	0.00	0.00	0.00	0.00
13700820	5125	DIST WIDE TEACHING	0.00	36,379.00	36,379.00	29,873.48	31,747.00	31,747.00	31,747.00
13700820	5163	PARAPROFESSIONALS	0.00	0.00	0.00	5,412.16	0.00	0.00	0.00
13700920	5114	TUTORS	0.00	17,000.00	0.00	0.00	0.00	0.00	0.00
13700920	5130	MIDDLE SCHOOL	205,232.06	327,851.00	327,851.00	208,301.81	268,947.00	268,947.00	268,947.00
13701020	5140	TEACHING	541,066.50	739,687.00	664,026.00	456,873.17	598,588.00	598,588.00	598,588.00
13701620	5140	TEACHING	0.00	0.00	0.00	20,952.24	46,632.00	46,632.00	46,632.00
<b>Total English Language Learner-NLIS</b>			<b>2,205,628.12</b>	<b>2,526,620.00</b>	<b>2,354,898.00</b>	<b>1,921,602.04</b>	<b>2,329,770.00</b>	<b>2,329,770.00</b>	<b>2,329,770.00</b>
<b>Bilingual- Teach/Und-Exp</b>									
13701331	5320	CONTRACTED SERVICES	7,513.62	125,359.00	125,359.00	22,600.19	125,359.00	125,359.00	125,359.00
13702030	5320	CONTRACTED SERVICES	23,035.59	25,139.00	46,639.00	22,847.42	46,639.00	46,639.00	46,639.00
13702030	5514	INSTRUCTIONAL SUPPLIES	0.00	0.00	8,000.00	4,563.88	8,000.00	8,000.00	8,000.00
<b>Total Bilingual- Supervision-Exp</b>			<b>30,549.21</b>	<b>150,498.00</b>	<b>179,998.00</b>	<b>50,011.49</b>	<b>179,998.00</b>	<b>179,998.00</b>	<b>179,998.00</b>

**CITY OF SALEM - FY 2020 OPERATING BUDGET**

<b>Expenditures FY 2018</b>	<b>Adopted Budget FY 2019</b>	<b>Adjusted Budget FY 2019</b>	<b>Y-T-D Expenses FY 2019</b>	<b>Department FY 2020</b>	<b>Mayor FY 2020</b>	<b>Council FY 2020</b>
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<b>250</b>	<b>070</b>	<b>Department Total</b>	<b>2,236,177.33</b>	<b>2,677,118.00</b>	<b>2,534,896.00</b>	<b>1,971,613.53</b>	<b>2,509,768.00</b>	<b>2,509,768.00</b>	<b>2,509,768.00</b>
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# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Reserve Fund- Contingency-PSNL</b>									
13930120	5171	COLLECTIVE BARGAINING RESERVE	2,185.16	0.00	0.00	148.64	0.00	0.00	0.00
<b>Total</b>	<b>Reserve Fund- Contingency-PSNL</b>		<b>2,185.16</b>	<b>0.00</b>	<b>0.00</b>	<b>148.64</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>250</b>	<b>093</b>	<b>Department Total</b>	<b>2,185.16</b>	<b>0.00</b>	<b>0.00</b>	<b>148.64</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
Prof Dev- Prof Dev-Psnl									
13990160	5100	SUBSTITUTE TEACHERS	0.00	73,910.00	0.00	0.00	0.00	0.00	0.00
13990160	5144	TUITION INCENTIVE	7,000.00	0.00	12,000.00	17,392.45	0.00	0.00	0.00
13990160	5150	FRINGE/STIPENDS	81,837.85	0.00	73,910.00	43,470.94	73,910.00	73,910.00	73,910.00
13990410	5150	FRINGE/STIPENDS	14,772.82	15,000.00	15,000.00	14,925.84	25,500.00	25,500.00	25,500.00
Total	Prof Dev/Carlton/Prof Dev		103,610.67	88,910.00	100,910.00	75,789.23	99,410.00	99,410.00	99,410.00
Prof Dev- Prof Dev-Exp									
13990161	5317	EDUCATIONAL TRAINING	178,628.06	221,938.00	103,987.68	95,913.99	221,938.00	221,938.00	221,938.00
13990161	5324	TUITION	51,723.00	65,000.00	53,000.00	42,607.55	65,000.00	65,000.00	65,000.00
Total	Prof Dev- Prof Dev-Exp		230,351.06	286,938.00	156,987.68	138,521.54	286,938.00	286,938.00	286,938.00
250	099	Department Total	333,961.73	375,848.00	257,897.68	214,310.77	386,348.00	386,348.00	386,348.00

## CITY OF SALEM - FY 2020 OPERATING BUDGET

	Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
Fund Totals For 100	56,984,362.39	57,628,889.00	57,628,889.00	51,107,152.38	59,833,547.00	59,833,547.00	59,833,547.00



# ***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 400<sup>th</sup> anniversary celebration. The Mayor appropriates \$10,000.00 per year to help pay for events in 2026.

# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>BUDGET TRANSFERS OUT OF GF</b>									
120	5962	TRANSFER TO BENTLEY CHARTER	2,749,097.00	3,238,570.00	3,238,570.00	3,238,570.00	3,277,144.00	3,277,144.00	3,277,144.00
120	5965	TRANS TO RETIREMENT STAB-8311	0.00	600,000.00	600,000.00	600,000.00	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	50,000.00	50,000.00	50,000.00
<b>Total BUDGET TRANSFERS OUT OF</b>			<b>2,759,097.00</b>	<b>3,848,570.00</b>	<b>3,848,570.00</b>	<b>3,848,570.00</b>	<b>3,927,144.00</b>	<b>3,927,144.00</b>	<b>3,927,144.00</b>
<b>900</b>	<b>000</b>	<b>Department Total</b>	<b>2,759,097.00</b>	<b>3,848,570.00</b>	<b>3,848,570.00</b>	<b>3,848,570.00</b>	<b>3,927,144.00</b>	<b>3,927,144.00</b>	<b>3,927,144.00</b>

**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**Budget Transfers Out of General Fund - 900**

<b>ORG</b>	<b>OBJECT</b>	<b>DESCRIPTION</b>	<b>Voted by Council 2019</b>	<b>Dept Request</b>	<b>Approved by Mayor</b>	<b>Voted by Council</b>
<b>120</b>	<b>5962</b>	<b>Transfers to Bentley Charter School</b>				
		City portion of Bentley Charter School	3,238,570	3,277,144	3,277,144	3,277,144
<b>TOTAL</b>		Preliminary Figure from Kristin on 2.25.19	<b>3,238,570</b>	<b>3,277,144</b>	<b>3,277,144</b>	<b>3,277,144</b>
<b>120</b>	<b>5965</b>	<b>Transfers to Retirement stabilization Fund 8311</b>				
		To Fund Retirements For Fiscal Year				
		City - Police, Fire, DPW, Etc.	600,000	490,000	490,000	490,000
		*School				
		AFSCME 45 Day buybacks		110,000	110,000	110,000
<b>TOTAL</b>			<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>
<b>120</b>	<b>5969</b>	<b>Transfer To Salem 2026-400 Anniversary Fund</b>				
		Fund set up for Salem's 400th Anniversary Celebration	10,000	50,000	50,000	50,000
<b>TOTAL</b>			<b>10,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
<b>TOTAL PROPOSED</b>			<b>3,848,570</b>	<b>3,927,144</b>	<b>3,927,144</b>	<b>3,927,144</b>

# ***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 2020**

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 2020 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 2017	Actual FY 2018	Estimated FY2019	Estimated FY2012
Sewer Backups Reported -Residential & City Owned				
City Responsible				
Resident Responsible				

### How FY 2020 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 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Sewer-Pub Serv-Personnel</b>									
600031	5111	SALARIES-FULL TIME	308,893.49	419,517.00	420,380.75	322,567.97	459,771.00	462,824.00	462,824.00
600031	5131	OVERTIME (GENERAL)	13,005.45	15,000.00	15,000.00	10,332.43	15,000.00	15,000.00	15,000.00
<b>Total Sewer-Pub Serv-Personnel</b>			<b>321,898.94</b>	<b>434,517.00</b>	<b>435,380.75</b>	<b>332,900.40</b>	<b>474,771.00</b>	<b>477,824.00</b>	<b>477,824.00</b>
<b>Sewer-Pub Serv-Expenses</b>									
600032	5211	ELECTRICITY	7,499.92	7,500.00	7,500.00	4,046.66	7,500.00	7,500.00	7,500.00
600032	5215	NATURAL GAS	6,000.00	7,000.00	7,000.00	3,713.19	7,000.00	7,000.00	7,000.00
600032	5251	UTILITY SERV REP & MAINT	10,400.00	12,000.00	162,303.25	134,943.45	25,000.00	25,000.00	25,000.00
600032	5301	POLICE DETAIL	5,000.00	5,000.00	5,000.00	4,027.50	5,000.00	5,000.00	5,000.00
600032	5317	EDUCATIONAL TRAINING	500.00	1,000.00	1,000.00	453.50	1,000.00	1,000.00	1,000.00
600032	5320	CONTRACTED SERVICES	2,500.00	2,500.00	2,500.00	1,950.00	2,500.00	2,500.00	2,500.00
600032	5341	TELEPHONE	4,000.00	4,000.00	4,000.00	0.00	4,000.00	4,000.00	4,000.00
600032	5421	OFFICE SUPPLIES (GEN	750.00	750.00	750.00	731.43	750.00	750.00	750.00
600032	5481	GASOLINE/DIESEL FUEL	75,000.00	75,000.00	75,000.00	73,600.38	75,000.00	75,000.00	75,000.00
600032	5483	VEHICLE PRTS & ACCES	91,000.00	22,500.00	32,000.00	19,968.05	22,500.00	22,500.00	22,500.00
600032	5485	STREET SWEEPER BROOM	2,000.00	2,000.00	2,000.00	1,399.58	4,000.00	4,000.00	4,000.00
600032	5839	INFRASTRUCTURE REPAI	15,000.00	25,000.00	25,000.00	14,808.55	25,000.00	25,000.00	25,000.00
600032	5860	EQUIPMENT	36,472.00	36,472.00	36,472.00	34,527.83	45,000.00	0.00	0.00
<b>Total Sewer-Pub Serv-Expenses</b>			<b>256,121.92</b>	<b>200,722.00</b>	<b>360,525.25</b>	<b>294,170.12</b>	<b>224,250.00</b>	<b>179,250.00</b>	<b>179,250.00</b>
<b>230</b>	<b>440</b>	<b>Department Total</b>	<b>578,020.86</b>	<b>635,239.00</b>	<b>795,906.00</b>	<b>627,070.52</b>	<b>699,021.00</b>	<b>657,074.00</b>	<b>657,074.00</b>

**FY 2020 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2019 52.0	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2019 0.0%	Dept Prop Rate FY 2020 0.0%	Dept Request FY 2020 52.2	Mayor Rate FY 2020 2.5%	Mayor Proposed FY 2020 52.2	Council Voted FY 2020
KNOWLTON DAVID	230 SEWER-PUBLIC SERV	600031-5111	City Engineer-DPS Director		25,828.60			0.17	17%	2,361.83	2,361.83	20,958.88	2,420.88	21,482.85	21,482.85
JODOIN RAYMOND	230 SEWER-PUBLIC SERV	600031-5111	GENERAL FOREMAN		24,150.98			0.33	33%	1,695.86	1,695.86	29,212.88	1,746.74	30,089.27	30,089.27
MCCREA SEAN	230 SEWER-PUBLIC SERV	600031-5111	Assistant Pub Services Dir	9/6/16	24,150.98			0.00	33%	*	*	*	*	*	*
SANTOS SHAUN	230 SEWER-PUBLIC SERV	600031-5111	MANAGEMENT ANALYST		20,196.07			0.33	33%	1,250.00	1,250.00	21,532.50	1,287.50	22,178.48	22,178.48
CORNACCHIO KEVIN	230 SEWER-PUBLIC SERV	600031-5111	GENERAL FOREMAN	8/6/2018	*			0.33	33%	1,379.81	1,379.81	23,768.61	1,421.20	24,481.67	24,481.67
Replace McCrea	230 SEWER-PUBLIC SERV	600031-5111	GENERAL FOREMAN		*			0.33	33%	1,365.38	1,365.38	23,520.12	1,382.45	23,814.12	23,814.12
					325,190.31			5.81		Total AFSCME 1818		340,777.18		340,777.18	340,777.18
					<b>419,516.94</b>			<b>7.30</b>	<b>Total Full Time - 5111</b>			<b>459,770.17</b>		<b>462,823.56</b>	<b>462,823.56</b>
230 SEWER-PUBLIC SERV 600031-5131 OVERTIME					15,000.00				0.2			15,000.00	*	15,000.00	15,000.00
					<b>434,516.94</b>			<b>7.30</b>	<b>Department Total</b>			<b>474,770.17</b>		<b>477,823.56</b>	<b>477,823.56</b>

Full-Time Equivalent Employees:	FY 2018	6.49
	FY 2019	7.33
	FY 2020	7.30
	Variance 19 vs. 20	(0.03)

**FY 2020 AFSCME 1818 UNION EMPLOYEE RATES**

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2019 52	F T E	Rate 7.1, 17 .005 Incr	Incr FY18 2.5%	Rate FY 2018	Incr FY19 2.5%	Rate FY 2019	Incr FY20 2.5%	Calc Rate FY 2020	STEP INCREASES				Dept Request FY 2020 52.2	Mayor FY 2020 52.2	Council FY 2020 52.2	
																Date	Rate	# Wks Old New					
BARNES	DAVID	230 SEWER - PUB SERV	600031-5111	HEO	8/27/2012	1	25,860.12	0.50	994.62	1,025	1,019.49	1,025	1,044.97	1,025	1,071.10					50%	27,955.63	27,955.63	27,955.63
BEAUREGARD	RICHARD	230 SEWER - PUB SERV	600031-5111	HEAD FOREMAN	3/2/2001	1	30,856.80	0.50	1,186.79	1,025	1,216.46	1,025	1,246.87	1,025	1,278.04					50%	33,356.92	33,356.92	33,356.92
CLEARY	JAMES	230 SEWER - PUB SERV	600031-5111	WORKING FOREMAN	08/06/1990	1		0.33	1,079.12	1,025	1,106.10	1,025	1,133.75	1,025	1,162.09					33%	20,018.23	20,018.23	20,018.23
CONDON	DEREK	230 SEWER - PUB SERV	600031-5111	MASON	9/8/2000	1	25,860.15	0.00	994.62	1,025	1,019.49	1,025	1,044.97	1,025	1,071.10					50%	TO DPW	TO DPW	TO DPW
CRIPPS	JEFFREY	230 SEWER - PUB SERV	600031-5111	HME0 STEP VII	6/20/2018	1		0.50	859.34	1,025	880.82	1,025	902.84	1,025	925.42	2/18/2020	959.47	34.0	18.2	50%	24,153.34	24,153.34	24,153.34
GAROZZO	JOSEPH	230 SEWER - PUB SERV	600031-5111	ME Repair/MECH	8/29/2014	1		0.33	1,069.32	1,025	1,096.05	1,025	1,123.45	1,025	1,151.54					33%	19,836.44	19,836.44	19,836.44
GREENE	ANN MARIE	230 SEWER - PUB SERV	600031-5111	PRINC ACCT CLERK II/III	3/10/2016	2	15,868.88	0.33	924.76	1,025	947.88	1,025	971.58	1,025	995.87					33%	17,154.78	17,154.78	17,154.78
LEVESQUE	JAMES	230 SEWER - PUB SERV	600031-5111	St/Sidewalk Foreman	06/21/1999	1	18,517.87	0.50	1,079.13	1,025	1,106.11	1,025	1,133.76	1,025	1,162.10					50%	30,330.94	30,330.94	30,330.94
LEVESQUE	LOUIS	230 SEWER - PUB SERV	600031-5111	MOTOR EQUIP REPAIR	8/1/2006	1		0.33	1,069.32	1,025	1,096.05	1,025	1,123.45	1,025	1,151.54					33%	19,836.44	19,836.44	19,836.44
LINTON	GARCIA	230 SEWER - PUB SERV	600031-5111	HEO	8/12/2013	1	25,860.12	0.00	994.62	1,025	1,019.49	1,025	1,044.97	1,025	1,071.10					50%	TO DPW		
LINTON-Shift Differential		230 SEWER - PUB SERV	600031-5111	Base Rate X 9% & 10 per weekend X 22			2,327.52	0.00	89.52	1,025	91.76	1,025	94.06	1,025	96.40					50%	2,516.12	2,516.12	2,516.12
LOWE	JAMES	230 SEWER - PUB SERV	600031-5111	HME0 II/III	9/2/16	1	23,887.44	0.00	890.96	1,025	913.23	1,025	936.06	1,025	959.47					50%	Resigned		
MARINO	PAUL	230 SEWER - PUB SERV	600031-5111	HEAD FOREMAN	07/23/1998	1	30,620.19	0.33	1,143.78	1,025	1,172.37	1,025	1,201.68	1,025	1,231.73	9/26/2018	1,278.06	11.0	41.2	33%	21,847.67	21,847.67	21,847.67
MORRIS	RALPH	230 SEWER - PUB SERV	600031-5111	HEO	11/30/2009	1	25,860.12	0.50	994.62	1,025	1,019.49	1,025	1,044.97	1,025	1,071.10					50%	27,955.63	27,955.63	27,955.63
MURRAY III	JOHN	230 SEWER - PUB SERV	600031-5111	WATER SYS MAIN CRAFT	05/22/1989	1	24,018.80	0.00	*	1,025	*	1,025	*	1,025	*					50%	*	*	*
MURRAY III	Shift Differen	230 SEWER - PUB SERV	600031-5111	Base Rate X 8% (4 days 32 hrs at \$,50)			1,921.66	0.00	*	1,025	*	1,025	*	1,025	*					50%	*	*	*
NADEAU	ADAM	230 SEWER - PUB SERV	600031-5111	MASON	9/23/14	1	25,860.12	0.33	1,031.07	1,025	1,056.85	1,025	1,083.27	1,025	1,110.35	8/13/2018	1,151.54	7.0	45.2	33%	19,741.28	19,741.28	19,741.28
NIEMAN	ANDREW	230 SEWER - PUB SERV	600031-5111	HME0 VII	8/7/17	1	23,101.72	0.50	859.34	1,025	880.82	1,025	902.84	1,025	925.42	8/7/2018	959.47	4.0	48.2	50%	24,974.06	24,974.06	24,974.06
SMITH	MICHAEL	230 SEWER - PUB SERV	600031-5111	Maint Craftsperson	2/23/14	1	24,018.80	0.00	923.80	1,025	946.90	1,025	970.57	1,025	994.83					50%	To DPW		
TASSINARI	STEPHEN	230 SEWER - PUB SERV	600031-5111	HEAD WORKING FOREMAN	05/24/1999	1		0.33	1,186.79	1,025	1,216.46	1,025	1,246.87	1,025	1,278.04					33%	22,015.57	22,015.57	22,015.57
Vacant		230 SEWER - PUB SERV	600031-5111	HEO		1	24,018.80	0.50	924.85	1,025	947.97	1,025	971.67	1,025	995.96					50%	25,994.62	25,994.62	25,994.62
Vacant	Shift Differen	230 SEWER - PUB SERV	600031-5111	Base Rate X 9%			1,921.66	0.00	83.24	1,025	85.32	1,025	87.45	1,025	89.64					50%	2,339.52	2,339.52	2,339.52
OUT OF GRADE																			750.00	750.00	750.00		
																			325,190.31	5.81	340,777.18		



**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**Public Services - Sewer Enterprise - 230**

ORG	OBJECT	DESCRIPTION	Voted by Council 2019	Dept Request	Approved by Mayor	Voted by Council
600032	5211	<b>ELECTRICITY</b>				
		National Grid	4,000	4,000	4,000	4,000
		Transcanada	3,500	3,500	3,500	3,500
<b>TOTAL</b>		Split with DPW/Water/Sewer	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>
600032	5215	<b>NATURAL GAS</b>				
		Direct Energy Marketing	3,000	3,000	3,000	3,000
		National Grid	4,000	4,000	4,000	4,000
<b>TOTAL</b>		Split with DPW/Water/Sewer	<b>7,000</b>	<b>7,000</b>	<b>7,000</b>	<b>7,000</b>
600032	5251	<b>UTILITY SERVICE REPAIR &amp; MAINT</b>				
		additional funds need for aging infrastructure and riseing cost	-	13,000	13,000	13,000
		Sewer supplies: manhole, asphalt, pipe, valves, covers, frames, gaskets, rentals	12,000	12,000	12,000	12,000
		Contractors: Dilisio Brothers, Aggregate, EJ, FW, RentAll, Home Depot, Winer, Green Pro				
<b>TOTAL</b>			<b>12,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>
600032	5301	<b>POLICE DETAIL</b>				
		Details needed for road work during sewer line repairs in roads	5,000	5,000	5,000	5,000
<b>TOTAL</b>			<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
600032	5317	<b>EDUCATIONAL TRAINING</b>				
		Misc. training courses as needed	1,000	1,000	1,000	1,000
<b>TOTAL</b>			<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
600032	5320	<b>CONTRACTED SERVICES</b>				
		Cleaning, inspection and repairs of sewer lines	2,500	2,500	2,500	2,500
<b>TOTAL</b>			<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>
600032	5341	<b>Telephone</b>				
		Verizon GPS tracking for DPW Trucks @ \$1,410.00 x 12 mos (1/3)	4,000	4,000	4,000	4,000
<b>TOTAL</b>			<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>
600032	5421	<b>OFFICE SUPPLIES (GENERAL)</b>				
		General Office supplies as needed	750	750	750	750
<b>TOTAL</b>			<b>750</b>	<b>750</b>	<b>750</b>	<b>750</b>
600032	5481	<b>GASOLINE/DIESEL FUEL</b>				
		Fuel for Sewer/Water Vehicles	75,000	75,000	75,000	75,000
<b>TOTAL</b>			<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>
600032	5483	<b>VEHICLE PARTS &amp; ACCESSORIES</b>				
		Oil products, tires, starters, alternators, sewer hoses, truck services, inspections	22,500	22,500	22,500	22,500
		Vendors include Dennis Burke, Maplewood, NE Muni, R&S, Ulimited Auto, C&C Auto				
<b>TOTAL</b>			<b>22,500</b>	<b>22,500</b>	<b>22,500</b>	<b>22,500</b>
600032	5485	<b>Sweeper</b>				
		Associated costs for third sweep in annual year		2,000	2,000	2,000
		Associated costs for sweeper repairs	2,000	2,000	2,000	2,000
<b>TOTAL</b>			<b>2,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>
600032	5839	<b>INFRASTRUCTURE REPAIR</b>				
		Manhole asphalt, pipe, valves, covers, frames, gaskets, contract work	25,000	25,000	25,000	25,000
		Contractors include Aggregate, EJ Prescott, Granese, Waterworks				
<b>TOTAL</b>			<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>
600032	5860	<b>EQUIPMENT PURCHASE</b>				
		New Vactor truck - 50/50 split between water & sewer	-	45,000	-	-
		Vactor truck - 50/50 split between water & sewer-Lease to purchase - FY 19 Year 5 of 5	36,472	-	-	-
<b>TOTAL</b>			<b>36,472</b>	<b>45,000</b>	<b>-</b>	<b>-</b>
<b>TOTAL PROPOSED</b>			<b>200,722</b>	<b>224,250</b>	<b>179,250</b>	<b>179,250</b>

# 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. This Dept. also bills all backflow charges. Funding for the efforts described herein is derived from the Sewer Enterprise System.



## Significant Budget & Staffing Changes for FY 2020

None. Meter reader/Water Service Inspector duties have changed significantly over the last couple of years. This position 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 \$400,000 (sewer only). Continued to lien condo developments owing over \$600- 16 condos for December 2018.
- Advancing the Canal Street/SSU flood utilization project at Salem State University to site an underground storage tank and storm water 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 catch basin cleaning contract.
- Continued streamlining the water and sewer billing system to expeditiously resolve 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 MIIA grant for each of the last three years to fund this project.

## FY 2020 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 water quality improvements.
- Address requirements of US EPA court order relative to storm water issues including 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 storm water treatment systems at Winter Island Park, funded by a \$78,000 State grant.

Outcomes and Performance Measures	Actual FY 2017	Actual FY 2018	Estimated FY2019	Estimated FY2020
Number of new 5/8 inch meters installed	30	30	30	30
Number of over 5/8 inch meters installed	10	10	10	10
Number of MIU's installed	120	140	150	200
Number of on-site appointments	636	600	650	700
Number of meters installed from ARM program	5	3	5	2
Troubleshooting on-site/drive by	820	700	890	800

### How FY 2020 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 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Sewer-Engineer-Personnel</b>									
600131	5111	SALARIES-FULL TIME	143,123.59	156,125.00	156,268.93	150,119.46	180,757.00	183,616.00	183,616.00
600131	5131	OVERTIME (GENERAL)	308.64	2,000.00	2,000.00	64.45	2,000.00	2,000.00	2,000.00
600131	5161	RETROACTIVE WAGES	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Sewer-Engineer-Personnel</b>			<b>143,432.23</b>	<b>158,125.00</b>	<b>158,268.93</b>	<b>150,183.91</b>	<b>182,757.00</b>	<b>185,616.00</b>	<b>185,616.00</b>
<b>Sewer-Engineer-Expenses</b>									
600132	5211	ELECTRICITY-PUMP STATION	8,282.91	17,350.00	17,350.00	17,350.00	19,000.00	19,000.00	19,000.00
600132	5277	PHOTOCOPY MACHINE LE	1,500.00	1,500.00	0.00	0.00	1,500.00	1,500.00	1,500.00
600132	5278	TELEPHONE EQUIP-PUMP STATION	13,321.28	16,300.00	14,042.04	8,301.22	16,500.00	16,500.00	16,500.00
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	2,404.00	3,500.00	3,500.00	3,296.52	4,000.00	4,000.00	4,000.00
600132	5320	CONTRACTED SERVICES-MAINT	49,535.00	50,000.00	50,000.00	13,430.00	50,000.00	50,000.00	50,000.00
600132	5342	POSTAGE	10,000.00	10,000.00	10,000.00	10,000.00	11,000.00	11,000.00	11,000.00
600132	5375	PUMP STAT OP & MAINT	89,999.44	90,000.00	90,000.00	87,178.80	93,000.00	93,000.00	93,000.00
600132	5381	PRINTING AND BINDING	1,350.98	1,750.00	1,750.00	1,070.57	2,000.00	2,000.00	2,000.00
600132	5421	OFFICE SUPPLIES (GEN	2,455.20	2,500.00	2,500.00	1,989.49	3,750.00	3,750.00	3,750.00
600132	5445	PUMP STATION SUPPL	4,999.91	5,000.00	5,000.00	3,244.60	5,000.00	5,000.00	5,000.00
600132	5520	SOFTWARE SUPPORT/ENHANCEMEI	2,250.00	3,900.00	3,900.00	3,900.00	18,000.00	18,000.00	18,000.00
600132	5710	IN STATE TRAVEL/MEETINGS	50.00	150.00	150.00	93.07	500.00	500.00	500.00
600132	5837	SEWER SYS IMPROV PROG	2,909.93	225,000.00	225,000.00	7,355.00	225,000.00	225,000.00	225,000.00
600132	5869	COMPUTER EQUIP/TECH	563.40	1,000.00	4,757.96	1,088.94	2,750.00	2,750.00	2,750.00
<b>Total Sewer-Engineer-Expenses</b>			<b>192,567.05</b>	<b>431,150.00</b>	<b>431,150.00</b>	<b>161,243.21</b>	<b>455,200.00</b>	<b>455,200.00</b>	<b>455,200.00</b>
<b>235</b>	<b>441</b>	<b>Department Total</b>	<b>335,999.28</b>	<b>589,275.00</b>	<b>589,418.93</b>	<b>311,427.12</b>	<b>637,957.00</b>	<b>640,816.00</b>	<b>640,816.00</b>

**FY 2020 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2019 52.0	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2019 0.0%	Dept Prop Rate FY 2020 0.0%	Dept Request FY 2020 52.2	Mayor Rate FY 2020 2.5%	Mayor Proposed FY 2020 52.2	Council Voted FY 2020
CRIPPS	CHERYL	235 SEWER-ENGINEERING	600131-5111 SECRETARY	8/13/08	15,803.99		0.33		33%	909.32	909.32	15,664.01	932.06	16,055.61	16,055.61
DAM	CHUCK	235 SEWER-ENGINEERING	600131-5111 Assistant Engineer	5/1/17	35,894.98		0.00		34%	-	-	-	-	-	-
DUBINSKY	ELLEN	235 SEWER-ENGINEERING	600131-5111 ADMIN ASSISTANT	9/26/85	5,778.45		0.10		10%	1,303.54	1,303.54	6,804.48	1,336.13	6,974.59	6,974.59
DUHAMEL	DEBORAH	235 SEWER-ENGINEERING	600131-5111 Assistant Engineer	5/28/18	-		0.33		33%	1,990.38	1,990.38	34,286.29	2,040.14	35,143.44	35,143.44
KNOWLTON	DAVID	235 SEWER-ENGINEERING	600131-5111 City Engineer-DPS Director	5/21/2007	15,965.99		0.13		13%	2,361.83	2,361.83	16,027.40	2,420.88	16,428.08	16,428.08
ROSE	JULIE	235 SEWER-ENGINEERING	600131-5111 BUSINESS MGR/WTR REG	1/23/07	17,866.90		0.25		25%	1,358.99	1,358.99	17,734.85	1,392.97	18,178.22	18,178.22
NESSEN	JOHN	235 SEWER-ENGINEERING	600131-5111 GIS				0.33		33%	1,153.85	1,153.85	19,876.22	1,188.47	20,472.51	20,472.51
					65,213.75		1.33				Total AFSCME 1818	70,363.46		70,363.46	70,363.46

<b>156,124.06</b>	<b>2.80</b>	<b>Total Full Time - 5111</b>	<b>180,756.70</b>	<b>183,615.91</b>	<b>183,615.91</b>
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235 SEWER-ENGINEERING 600131-5131 OVERTIME

2,000.00			2,000.00	2,000.00	2,000.00
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<b>158,124.06</b>	<b>2.80</b>	<b>Department Total</b>	<b>182,756.70</b>	<b>185,615.91</b>	<b>185,615.91</b>
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<b>Full-Time Equivalent Employees:</b>	<b>FY 2018</b>	<b>2.48</b>
	<b>FY 2019</b>	<b>2.48</b>
	<b>FY 2020</b>	<b>2.80</b>
	<b>Variance 19 vs. 20</b>	<b>0.32</b>



**FY 2020 AFSCME 1818 UNION EMPLOYEE RATES**

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By	F T E	Rate	Incr	Rate	Incr	Rate	Incr	Calc Rate	STEP INCREASES				Dept Request FY 2020 52.2	Mayor FY 2020 52.2	Council FY 2020 52.2	
						Council FY 2019 52		7,1.17 .005 Incr	FY18 2.5%	FY 2018	FY19 2.5%	FY 2019	FY20 2.5%	FY 2020	Date	Rate	# Wks Old New					
DOSSANTOS MICHAEL	235 SEWER - ENGINEERING	600131-5111	WATER METER READER	11/5/2018	1			0.50	859.36	1.025	860.84	1.025	902.87	1.025	925.44	11/5/2019	959.47	18.0 34.2	50%	24,735.87	24,735.87	24,735.87
MCCARTHY JF JOHN	235 SEWER - ENGINEERING	600131-5111	WATER METER READER	04/30/1990	1	24,018.80		0.00	-	1.025	-	1.025	-	1.025	-				50%	-	-	-
MCGRATH RAYLEEN	235 SEWER - ENGINEERING	600131-5111	PRINCIPAL CLERK	12/18/17	2	14,445.63		0.33	872.70	1.025	894.52	1.025	916.88	1.025	939.80	12/18/2019	995.86	24.0 28.2	33%	16,710.71	16,710.71	16,710.71
MORAN KAREN	235 SEWER - ENGINEERING	600131-5111	ASST WATER REG	9/10/2013	2	26,749.32		0.60	1,028.82	1.025	1,054.54	1.025	1,080.90	1.025	1,107.93				50%	28,916.88	28,916.88	28,916.88
																			65,213.75	1.33		
																			70,363.46	70,363.46	70,363.46	

**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**Engineering - Sewer Enterprise - 235**

ORG	OBJECT	DESCRIPTION	Voted by Council 2019	Dept Request	Approved by Mayor	Voted by Council 2020
600132	5211	<b>ELECTRICITY</b>				
		Ravenna Ave, Highland Ave, Wilson Street, Forrest River Park, March St/Rice St, Ocean Ave West/Jefferson Ave, Home Street, Swampscott Road Pump	17,350	19,000	19,000	19,000
<b>TOTAL</b>			<b>17,350</b>	<b>19,000</b>	<b>19,000</b>	<b>19,000</b>
600132	5277	<b>PHOTOCOPY MACHINE LEASE</b>				
		Copier at \$250/month; 6 months; 50% in Water Machine Lease and usage	1,500	1,500	1,500	1,500
<b>TOTAL</b>			<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>
600132	5278	<b>TELEPHONE EQUIP/Pump Station</b>				
		Various alarms to support sewer pumping stations ATT lease for ARM system-data collectors	300	500	500	500
			16,000	16,000	16,000	16,000
<b>TOTAL</b>			<b>16,300</b>	<b>16,500</b>	<b>16,500</b>	<b>16,500</b>
600132	5283	<b>SEWER LINE LEASE</b>				
		Fees charge by MBTA for use of lines under commuter rail tracks	1,200	1,200	1,200	1,200
<b>TOTAL</b>			<b>1,200</b>	<b>1,200</b>	<b>1,200</b>	<b>1,200</b>
600132	5305	<b>ACCOUNTING AND AUDITING</b>				
		Annual service for audits, contracted through Finance Dept.	2,000	2,000	2,000	2,000
<b>TOTAL</b>			<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
600132	5317	<b>EDUCATIONAL TRAINING</b>				
		APWA National Congress		500	500	500
		Attending Profesional organization seminars and meetings-WEF and NEWEA		1,600	1,600	1,600
		Munis training and support, SSCW	3,500	1,900	1,900	1,900
<b>TOTAL</b>			<b>3,500</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>
600132	5320	<b>Contracted Services - Maintenance</b>				
		Annual Catch Basin cleaning	50,000	50,000	50,000	50,000
<b>TOTAL</b>			<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
600132	5342	<b>POSTAGE</b>				
		Total cost of postage for mailing w/s bills @ 50% W&S Depts, 3,200-4,800 per month	10,000	11,000	11,000	11,000
<b>TOTAL</b>			<b>10,000</b>	<b>11,000</b>	<b>11,000</b>	<b>11,000</b>
600132	5375	<b>PUMP STATION OPERATION &amp; MAINT</b>				
		Water Department in FY14 (60% sewer, 40% water)	90,000	90,000	90,000	90,000
		Stand by generator annual maintenance		3,000	3,000	3,000
<b>TOTAL</b>			<b>90,000</b>	<b>93,000</b>	<b>93,000</b>	<b>93,000</b>
600132	5381	<b>PRINTING AND BINDING</b>				
		Collector's office includes printing costs; this represents annual inserts	1,750	2,000	2,000	2,000
<b>TOTAL</b>			<b>1,750</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
600132	5421	<b>OFFICE SUPPLIES (GENERAL)</b>				
		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	2,500
		Plotter Ink and Paper-previously under IT		1,250	1,250	1,250
<b>TOTAL</b>			<b>2,500</b>	<b>3,750</b>	<b>3,750</b>	<b>3,750</b>
600132	5445	<b>PUMP STATION SUPPLIES</b>				
		50% of costs for pump station op and Main. Will be shared with water FY 2017	5,000	5,000	5,000	5,000
<b>TOTAL</b>			<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>



FY 2020 DETAILED BUDGET REPORT  
EXPENSES

Engineering - Sewer Enterprise - 235

ORG	OBJECT	DESCRIPTION	Voted by Council 2019	Dept Request	Approved by Mayor	Voted by Council 2020
600132	5520	<b>COMPUTER SOFTWARE &amp; SUPPORT</b>				
		GIS and Autocad licensing-part previously under IT	2,000	4,500	4,500	4,500
		Ti Sales maintenance agreement for meter software; field tool repairs, formerly from CIP	1,900	12,500	12,500	12,500
		Other software-upgrade to 1900	-	1,000	1,000	1,000
	<b>TOTAL</b>		<b>3,900</b>	<b>18,000</b>	<b>18,000</b>	<b>18,000</b>
600132	5710	<b>IN STATE TRAVEL &amp; MEETINGS</b>				
		Meter Repair annual mileage				
		tolls, parking, seminars, etc.	150	500	500	500
	<b>TOTAL</b>		<b>150</b>	<b>500</b>	<b>500</b>	<b>500</b>
600132	5837	<b>SEWER SYSTEM IMPROVEMENT PROGRAM</b>				
		Work contracted for improvements to system to various vendors				
		<b>EPA's MS4 Storm water Permit Compliance</b>				
		Year 11 Annual Report	225,000	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				
	<b>TOTAL</b>		<b>225,000</b>	<b>225,000</b>	<b>225,000</b>	<b>225,000</b>
600132	5869	<b>COMPUTER EQUIPMENT/TECH</b>				
		Laptop for Assistant Engineer		1,500	1,500	1,500
		Scanner maintenance-discuss with IT	1,000	1,250	1,250	1,250
	<b>TOTAL</b>		<b>1,000</b>	<b>2,750</b>	<b>2,750</b>	<b>2,750</b>
<b>TOTAL PROPOSED</b>			<b>431,150</b>	<b>455,200</b>	<b>455,200</b>	<b>455,200</b>

## ***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 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Sewer Debt Service</b>									
600034	5908N	CANAL ST-PRIN (2014)	150,000.00	155,000.00	155,000.00	155,000.00	160,000.00	160,000.00	160,000.00
600034	5920A	CIP - 2009-PRIN (11)	140,000.00	145,000.00	145,000.00	145,000.00	145,000.00	145,000.00	145,000.00
600034	5947A	CIP CANAL ST 2017 PRIN	0.00	0.00	0.00	0.00	0.00	0.00	0.00
600034	5947B	CIP CANAL ST 2017 INT	0.00	0.00	0.00	0.00	0.00	0.00	0.00
600034	5948V	CANAL ST-INT (2014)	130,387.50	125,038.00	125,038.00	64,068.75	118,738.00	118,738.00	118,738.00
600034	5949A	CIP 2009-INT (11)	68,147.00	64,025.00	64,025.00	33,337.50	48,556.00	48,556.00	48,556.00
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	9,650.00	9,200.00	9,200.00	4,712.50	8,750.00	8,750.00	8,750.00
600034	5949K	CIP 2014-PRIN	100,000.00	100,000.00	100,000.00	100,000.00	105,000.00	105,000.00	105,000.00
600034	5949L	CIP 2014-INT	60,625.00	56,625.00	56,625.00	56,625.00	54,250.00	54,250.00	54,250.00
600034	5949M	CIP 2015-PRIN	140,000.00	140,000.00	140,000.00	140,000.00	130,000.00	130,000.00	130,000.00
600034	5949N	CIP 2015-INT	96,231.28	91,331.00	91,331.00	91,331.00	80,200.00	80,200.00	80,200.00
600034	5949O	CIP 2016-PRIN	90,000.00	164,731.00	164,731.00	164,731.00	175,000.00	175,000.00	175,000.00
600034	5949P	CIP 2016-INT	93,700.00	235,729.00	235,729.00	231,493.88	222,794.00	222,794.00	222,794.00
600034	5949U	CIP 2017 PRIN	0.00	65,661.00	65,661.00	56,040.00	65,000.00	65,000.00	65,000.00
600034	5949V	CIP 2017 INT	0.00	59,842.00	59,842.00	44,490.69	44,563.00	44,563.00	44,563.00
600034	5949W	CIP 2018 PRIN	0.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00
600034	5949X	CIP 2018 INT	0.00	7,613.00	7,613.00	6,990.21	6,981.00	6,981.00	6,981.00
600034	5949ZA	CIP 2019-PRIN	0.00	0.00	0.00	0.00	0.00	0.00	0.00
600034	5949ZB	CIP 2019-INT	0.00	0.00	0.00	0.00	51,206.00	51,206.00	51,206.00
600034	5949ZE	CIP-CANAL ST REPURPOSE-PRIN	0.00	0.00	0.00	0.00	155,000.00	155,000.00	155,000.00
600034	5949ZF	CIP-CANAL ST REPURPOSE-INT	0.00	0.00	0.00	0.00	101,350.00	101,350.00	101,350.00
<b>Total Sewer Debt Service</b>			<b>1,093,740.78</b>	<b>1,439,795.00</b>	<b>1,439,795.00</b>	<b>1,313,820.53</b>	<b>1,692,388.00</b>	<b>1,692,388.00</b>	<b>1,692,388.00</b>
<b>270</b>	<b>710</b>	<b>Department Total</b>	<b>1,093,740.78</b>	<b>1,439,795.00</b>	<b>1,439,795.00</b>	<b>1,313,820.53</b>	<b>1,692,388.00</b>	<b>1,692,388.00</b>	<b>1,692,388.00</b>

**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**TREASURER - Sewer Enterprise Fund - 270**

ORG	OBJECT	EXPENSE TITLE	Voted by Council 2019	Dept Request	Approved by Mayor	Voted by Council
<b>TREASURER - Sewer LONG TERM DEBT</b>						
600034	5908N	CIP-Canal St Prin	155,000	160,000	160,000	160,000
	5920A	CIP 2009 PRIN (11)	145,000	145,000	145,000	145,000
	5948V	CIP-Canal St Interest	125,038	118,738	118,738	118,738
	5949A	CIP 2009 INT (11)	64,025	48,556	48,556	48,556
	5949G	CIP 2012-PRIN	15,000	15,000	15,000	15,000
	5949H	CIP 2012 INT	9,200	8,750	8,750	8,750
	5949K	CIP 2014 - PRIN	100,000	105,000	105,000	105,000
	5949L	CIP 2014 - INT	56,625	54,250	54,250	54,250
	5949M	CIP 2015 - PRIN	140,000	130,000	130,000	130,000
	5949N	CIP 2015 - INT	91,331	80,200	80,200	80,200
	5949O	CIP 2016 - PRIN	164,731	175,000	175,000	175,000
	5949P	CIP 2016 - INT	235,729	222,794	222,794	222,794
	5949U	CIP 2017 - PRIN	65,661	65,000	65,000	65,000
	5949V	CIP 2017 - INT	59,842	44,563	44,563	44,563
	5949W	CIP 2018 - PRIN	5,000	5,000	5,000	5,000
	5949X	CIP 2018 - INT	7,613	6,981	6,981	6,981
	5949ZA	CIP 2019 - PRIN	-	-	-	-
	5949ZB	CIP 2019 - INT	-	51,206	51,206	51,206
	5949ZE	Canal Street Repurpose Collins Middle School - Principal	-	155,000	155,000	155,000
	5949ZF	Canal Street Repurpose Collins Middle School - Interest	-	101,350	101,350	101,350
<b>TOTAL PROPOSED</b>			<b>1,439,795</b>	<b>1,692,388</b>	<b>1,692,388</b>	<b>1,692,388</b>

# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Sewer-Short Term Debt Int-Exp</b>									
600035	5304	PROFESSIONAL SERV/FEES	13,000.00	13,000.00	13,000.00	0.00	13,000.00	13,000.00	13,000.00
600035	5925	INTEREST ON NOTES	0.00	0.00	0.00	0.00	34,000.00	34,000.00	34,000.00
<b>Total Sewer-Short Term Debt Int-Exp</b>			<b>13,000.00</b>	<b>13,000.00</b>	<b>13,000.00</b>	<b>0.00</b>	<b>47,000.00</b>	<b>47,000.00</b>	<b>47,000.00</b>
<b>270</b>	<b>752</b>	<b>Department Total</b>	<b>13,000.00</b>	<b>13,000.00</b>	<b>13,000.00</b>	<b>0.00</b>	<b>47,000.00</b>	<b>47,000.00</b>	<b>47,000.00</b>

**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**TREASURER - Sewer Enterprise Fund - 270**

<b>ORG</b>	<b>OBJECT</b>	<b>EXPENSE TITLE</b>	<b>Voted by Council 2019</b>	<b>Dept Request</b>	<b>Approved by Mayor</b>	<b>Voted by Council</b>
<b>TREASURER - Sewer SHORT TERM DEBT</b>						
600035	5304	Professional Fees Bond and BAN Admin costs	13,000	13,000	13,000	13,000
600035	5925	Interest on Notes Interest Figures from Debt Schedule	-	34,000	34,000	34,000
<b>TOTAL PROPOSED</b>			<b>13,000</b>	<b>47,000</b>	<b>47,000</b>	<b>47,000</b>

**CITY OF SALEM - FY 2020 OPERATING BUDGET**

			<b>Expenditures FY 2018</b>	<b>Adopted Budget FY 2019</b>	<b>Adjusted Budget FY 2019</b>	<b>Y-T-D Expenses FY 2019</b>	<b>Department FY 2020</b>	<b>Mayor FY 2020</b>	<b>Council FY 2020</b>
<b>Sewer Assessments</b>									
600033	5649	SESD ASSESSMENT	4,612,201.53	4,774,927.00	4,774,927.00	4,772,758.10	5,013,673.00	4,881,292.00	4,881,292.00
Total Sewer Assessments			4,612,201.53	4,774,927.00	4,774,927.00	4,772,758.10	5,013,673.00	4,881,292.00	4,881,292.00
270	840	Department Total	4,612,201.53	4,774,927.00	4,774,927.00	4,772,758.10	5,013,673.00	4,881,292.00	4,881,292.00

**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**TREASURER - Sewer Enterprise Fund - 270**

<b>ORG</b>	<b>OBJECT</b>	<b>EXPENSE TITLE</b>	<b>Voted by Council 2019</b>	<b>Dept Request</b>	<b>Approved by Mayor</b>	<b>Voted by Council</b>
<b>TREASURER - Sewer SESD ASSESSMENT</b>						
<b>600033</b>	<b>5649</b>	<b>SESD Assessment</b>				
		City's portion of South Essex Sewerage District operating budget FY18	4,774,927	5,013,673	4,881,292	4,881,292
		FY 2020 assessment per Dave Knowlton 3.28.19 2.23% Increase				
<b>TOTAL</b>			<b>4,774,927</b>	<b>5,013,673</b>	<b>4,881,292</b>	<b>4,881,292</b>
<b>TOTAL PROPOSED</b>			<b>4,774,927</b>	<b>5,013,673</b>	<b>4,881,292</b>	<b>4,881,292</b>



# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Sewer Enterprise Fund-Ins Dedu</b>									
600037	5740A	Insurance Deductibles	0.00	5,000.00	5,000.00	0.00	5,000.00	5,000.00	5,000.00
<b>Total Sewer Enterprise Fund-Ins Dedu</b>			<b>0.00</b>	<b>5,000.00</b>	<b>5,000.00</b>	<b>0.00</b>	<b>5,000.00</b>	<b>5,000.00</b>	<b>5,000.00</b>
<b>270</b>	<b>945</b>	<b>Department Total</b>	<b>0.00</b>	<b>5,000.00</b>	<b>5,000.00</b>	<b>0.00</b>	<b>5,000.00</b>	<b>5,000.00</b>	<b>5,000.00</b>

FY 2020 DETAILED BUDGET REPORT  
EXPENSES

TREASURER - Sewer Enterprise Fund - 270

ORG	OBJECT	EXPENSE TITLE	Voted by Council 2019	Dept Request	Approved by Mayor	Voted by Council
TREASURER - Sewer Enterprise Fund Insurance Deductibles						
600037	5740A	Sewer Enterprise Fund - Ins Deduc	5,000	5,000	5,000	5,000
		Estimated amount for insurance deductibles related to Sewer claims				
TOTAL			5,000	5,000	5,000	5,000
TOTAL PROPOSED			5,000	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 2020**

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 2020 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 2017	Actual FY 2018	Estimated FY2019	Estimated FY2020
Water Main Breaks				
Service Breaks (Residential issues)				

### How FY 2020 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.

**FY 2020 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2019 52.0	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2019 0.0%	Dept Prop Rate FY 2020 0.0%	Dept Request FY 2020 52.2	Mayor Rate FY 2020 2.5%	Mayor Proposed FY 2020 52.2	Council Voted FY 2020
JODOIN RAYMOND	230 WATER-PUBLIC SERV	610031-5111	GENERAL FOREMAN		29,100.88		0.33		33%	1,695.86	1,695.86	29,212.88	1,746.74	30,089.27	30,089.27
KNOWLTON DAVID	230 WATER-PUBLIC SERV	610031-5111	City Engineer-DPS Director		20,878.60		0.17		17%	2,361.83	2,361.83	20,958.90	2,420.88	21,482.88	21,482.88
MCCREA SEAN	230 WATER-PUBLIC SERV	610031-5111	Assistant Pua Services Dir	9/6/16	24,150.98		0.00		33%	-	-	-	-	-	-
SANTOS SHAUN	230 WATER-PUBLIC SERV	610031-5111	MANAGEMENT ANALYST		20,196.07		0.33		33%	1,250.00	1,250.00	21,532.50	1,287.50	22,178.48	22,178.48
CORNACCHIO KEVIN	230 WATER-PUBLIC SERV	610031-5111	GENERAL FOREMAN	8/6/2018	-		0.33		33%	1,379.81	1,379.81	23,768.61	1,421.20	24,481.67	24,481.67
Replace McCrea	230 WATER-PUBLIC SERV	610031-5111	GENERAL FOREMAN		-		0.33		33%	1,365.38	1,365.38	23,520.12	1,382.45	23,814.12	23,814.12

AFSCME

325,190.31      5.81      340,777.18      340,777.18      340,777.18

**419,516.94      7.30      Total Full Time - 5111      459,770.19      462,823.59      462,823.59**

230 WATER-PUBLIC SERV 610031-5131 OVERTIME

70,000.00      70,000.00      70,000.00      70,000.00

**489,516.94      7.30      Department Total      529,770.19      532,823.59      532,823.59**

Full-Time Equivalent Employees:	FY 2018	6.49
	FY 2019	7.33
	FY 2020	7.30
	Variance 19 vs. 20	(0.03)

# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Water-Pub Serv-Personnel</b>									
610031	5111	SALARIES-FULL TIME	309,683.65	419,517.00	420,380.75	311,488.60	459,771.00	462,824.00	462,824.00
610031	5131	OVERTIME (GENERAL)	59,372.08	70,000.00	70,000.00	48,688.31	70,000.00	70,000.00	70,000.00
<b>Total Water-Pub Serv-Personnel</b>			<b>369,055.73</b>	<b>489,517.00</b>	<b>490,380.75</b>	<b>360,176.91</b>	<b>529,771.00</b>	<b>532,824.00</b>	<b>532,824.00</b>
<b>Water-Pub Serv-Expenses</b>									
610032	5211	ELECTRICITY	9,000.00	9,000.00	9,000.00	8,937.49	9,000.00	9,000.00	9,000.00
610032	5215	NATURAL GAS	7,000.00	7,000.00	7,000.00	3,946.38	7,000.00	7,000.00	7,000.00
610032	5251	UTILITY SERV REP & MAINT	284,998.72	20,000.00	20,000.00	14,376.30	25,000.00	25,000.00	25,000.00
610032	5301	POLICE DETAIL	20,000.00	20,000.00	20,000.00	19,562.12	20,000.00	20,000.00	20,000.00
610032	5317	EDUCATIONAL TRAINING	1,231.00	1,500.00	1,500.00	900.00	1,500.00	1,500.00	1,500.00
610032	5320	CONTRACTED SERVICES	995.00	1,000.00	1,000.00	1,000.00	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	604.10	750.00	750.00	750.00
610032	5481	GASOLINE/DIESEL FUEL	75,000.00	75,000.00	75,000.00	73,874.24	75,000.00	75,000.00	75,000.00
610032	5483	VEHICLE PRTS & ACCES	22,445.86	22,500.00	22,500.00	20,791.81	22,500.00	22,500.00	22,500.00
610032	5839	INFRASTRUCTURE REPAI	13,744.00	15,000.00	15,000.00	12,321.98	15,000.00	15,000.00	15,000.00
610032	5860	EQUIPMENT	37,727.48	36,472.00	36,472.00	34,527.82	45,000.00	0.00	0.00
<b>Total Water-Pub Serv-Expenses</b>			<b>476,892.06</b>	<b>212,222.00</b>	<b>212,222.00</b>	<b>190,842.24</b>	<b>225,750.00</b>	<b>180,750.00</b>	<b>180,750.00</b>
<b>230</b>	<b>450</b>	<b>Department Total</b>	<b>845,947.79</b>	<b>701,739.00</b>	<b>702,602.75</b>	<b>551,019.15</b>	<b>755,521.00</b>	<b>713,574.00</b>	<b>713,574.00</b>

**FY 2020 AFSCME 1818 UNION EMPLOYEE RATES**

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2019 52	F T E	Rate 7,1,17 .005 Incr	Incr FY18 2.5%	Rate FY 2018	Incr FY19 2.5%	Rate FY 2019	Incr FY20 2.5%	Calc Rate FY 2020	STEP INCREASES				Dept Request FY 2020 52.2	Mayor FY 2020 52.2	Council FY 2020 52.2	
																Date	Rate	# Wks Old	New				
BARNES DAVID	230	WATER - PUB SERV	610031-5111	HEO	6/27/2012	1	25,860.12	0.50	994.62	1.025	1,019.49	1.025	1,044.97	1.025	1,071.10					50%	27,955.63	27,955.63	27,955.63
BEAUREGARD RICHARD	230	WATER - PUB SERV	610031-5111	HEAD FOREMAN I/II	3/2/2001	1	30,856.80	0.50	1,186.79	1.025	1,216.46	1.025	1,246.87	1.025	1,278.04					50%	33,356.92	33,356.92	33,356.92
CLEARY JAMES	230	WATER - PUB SERV	610031-5111	WORKING FOREMAN	08061990	1		0.33	1,079.12	1.025	1,106.10	1.025	1,133.75	1.025	1,162.09					33%	20,018.23	20,018.23	20,018.23
CONDON DEREK	230	WATER - PUB SERV	610031-5111	MASON	9/8/2000	1	25,860.15	0.00	994.62	1.025	1,019.49	1.025	1,044.97	1.025	1,071.10					50%	TO DPW	TO DPW	TO DPW
CRIPPS JEFFREY	230	WATER - PUB SERV	610031-5111	HME0 STEP I/II	6/20/2018	1		0.50	859.34	1.025	880.82	1.025	902.84	1.025	925.42	2/18/2020	959.47	34.0	18.2	50%	24,153.34	24,153.34	24,153.34
GAROZZO JOSEPH	230	WATER - PUB SERV	610031-5111	ME Repair/MECH	8/29/2014	1		0.33	1,069.32	1.025	1,096.05	1.025	1,123.45	1.025	1,151.54					33%	19,836.44	19,836.44	19,836.44
GREENE ANN MARIE	230	WATER - PUB SERV	610031-5111	PRINC ACCT CLERK II/III	3/10/2016	2	15,868.88	0.33	924.76	1.025	947.88	1.025	971.58	1.025	995.87					33%	17,154.78	17,154.78	17,154.78
LEVESQUE JAMES	230	WATER - PUB SERV	610031-5111	St/Sidewalk Foreman	06211999	1	18,517.87	0.50	1,079.13	1.025	1,106.11	1.025	1,133.76	1.025	1,162.10					50%	30,330.94	30,330.94	30,330.94
LEVESQUE LOUIS	230	WATER - PUB SERV	610031-5111	MOTOR EQUIP REPAIR	8/1/2006	1		0.33	1,069.32	1.025	1,096.05	1.025	1,123.45	1.025	1,151.54					33%	19,836.44	19,836.44	19,836.44
LINTON GARCIA	230	WATER - PUB SERV	610031-5111	HEO	8/12/2013	1	25,860.12	0.00	994.62	1.025	1,019.49	1.025	1,044.97	1.025	1,071.10					50%	TO DPW		
LINTON-Shift Differential	230	WATER - PUB SERV	610031-5111	Base Rate X 9% & 10 per weekend X 22			2,327.52	0.00	89.52	1.025	91.76	1.025	94.05	1.025	96.40					50%	2,516.12	2,516.12	2,516.12
LOWE JAMES	230	WATER - PUB SERV	610031-5111	HME0 I/II/III	9/2/16	1	23,897.44	0.00	890.98	1.025	913.23	1.025	936.06	1.025	959.47					50%	Resigned		
MARINO PAUL	230	WATER - PUB SERV	610031-5111	HEAD FOREMAN II/III	07231998	1	30,620.19	0.33	1,143.78	1.025	1,172.37	1.025	1,201.68	1.025	1,231.73	9/26/2018	1,278.06	11.0	41.2	33%	21,847.67	21,847.67	21,847.67
MORRIS RALPH	230	WATER - PUB SERV	610031-5111	HEO	11/30/2009	1	25,860.12	0.50	994.62	1.025	1,019.49	1.025	1,044.97	1.025	1,071.10					50%	27,955.63	27,955.63	27,955.63
MURRAY III JOHN	230	WATER - PUB SERV	610031-5111	WATER SYS MAIN CRAFT	05221989	1	24,018.80	0.00		1.025		1.025		1.025						50%	*	*	*
MURRAY III Shift Differen	230	WATER - PUB SERV	610031-5111	Base Rate X 8% (4 days 32 hrs at \$ 50)			1,921.66		*	1.025	*	1.025	*	1.025						50%	*	*	*
NADEAU ADAM	230	WATER - PUB SERV	610031-5111	MASON	9/23/14	1	25,860.12	0.33	1,031.07	1.025	1,056.85	1.025	1,083.27	1.025	1,110.35	8/13/2018	1,161.54	7.0	45.2	33%	19,741.28	19,741.28	19,741.28
NIEMAN ANDREW	230	WATER - PUB SERV	610031-5111	HME0 I/II	8/7/17	1	23,101.72	0.50	859.34	1.025	880.82	1.025	902.84	1.025	925.42	8/7/2018	959.47	4.0	48.2	50%	24,974.06	24,974.06	24,974.06
SMITH MICHAEL	230	WATER - PUB SERV	610031-5111	Maint Craftsperson	2/20/14	1	24,018.80	0.00	923.80	1.025	946.90	1.025	970.57	1.025	994.83					50%	To DPW		
TASSINARI STEPHEN	230	WATER - PUB SERV	610031-5111	HEAD WORKING FOREMAN	05241999	1		0.33	1,186.79	1.025	1,216.46	1.025	1,246.87	1.025	1,278.04					33%	22,015.57	22,015.57	22,015.57
Vacant	230	WATER - PUB SERV	610031-5111	HEO		1	24,018.80	0.50	924.85	1.025	947.97	1.025	971.67	1.025	995.96					50%	25,994.62	25,994.62	25,994.62
Vacant Shift Differen	230	WATER - PUB SERV	610031-5111	Base Rate X 9%			1,921.66	0.00	83.24	1.025	85.32	1.025	87.45	1.025	89.64					50%	2,339.52	2,339.52	2,339.52
OUT OF GRADE							750.00													750.00	750.00	750.00	
							351,130.77	5.81													340,777.18	340,777.18	340,777.18

**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**Public Services-Water Enterprise-230**

ORG	OBJECT	DESCRIPTION	Voted by Council 2019	Dept Request	Approved by Mayor	Voted by Council
610032	5211	<b>ELECTRICITY</b>				
		National Grid	3,000	3,000	3,000	3,000
		Transcanada	6,000	6,000	6,000	6,000
<b>TOTAL</b>		Split with DPW/Water/Sewer	<b>9,000</b>	<b>9,000</b>	<b>9,000</b>	<b>9,000</b>
610032	5215	<b>NATURAL GAS</b>				
		Direct Energy Marketing	3,000	3,000	3,000	3,000
		National Grid	4,000	4,000	4,000	4,000
<b>TOTAL</b>		Split with DPW/Water/Sewer	<b>7,000</b>	<b>7,000</b>	<b>7,000</b>	<b>7,000</b>
610032	5251	<b>UTILITY SERVICE &amp; REPAIR</b>				
		additional funds need for aging infrastructure and rising cost	-	5,000	5,000	5,000
		Supplies: manhole, asphalt, pipe, valves, covers, frames, gaskets, rentals	20,000	20,000	20,000	20,000
		Contractors: Dilisio Brothers, Aggregate, EJ, FW, RentAll, Home Depot, Winer				
<b>TOTAL</b>			<b>20,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>
610032	5301	<b>POLICE DETAIL</b>				
		Details needed for road work during water line repairs in roads	20,000	20,000	20,000	20,000
<b>TOTAL</b>			<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>
610032	5317	<b>EDUCATIONAL TRAINING</b>				
		License Reimbursements & membership dues	500	500	500	500
		New England Water Works - \$100 per course average x 10 = \$1,000	1,000	1,000	1,000	1,000
<b>TOTAL</b>			<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>
610032	5320	<b>CONTRACTED SERVICES</b>				
		Liston Utilities - Leak detection	1,000	1,000	1,000	1,000
			<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
600032	5341	<b>Telephone</b>				
		Verizon GPS tracking for DPW Trucks @ \$1,410.00 x 12 mos (1/3)	4,000	4,000	4,000	4,000
<b>TOTAL</b>			<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>
610032	5421	<b>OFFICE SUPPLIES (GENERAL)</b>				
		General office supplies as needed	750	750	750	750
<b>TOTAL</b>			<b>750</b>	<b>750</b>	<b>750</b>	<b>750</b>
610032	5481	<b>GASOLINE/DIESEL FUEL</b>				
		Fuel for Sewer/Water Vehicles	75,000	75,000	75,000	75,000
<b>TOTAL</b>			<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>
610032	5483	<b>VEHICLE PARTS</b>				
		Oil products, tires, starters, alternators, sewer hoses, truck services, inspections	22,500	22,500	22,500	22,500
		Vendors include Dennis Burke, Maplewood, NE Muni, R&S, Unlimited Auto, C&C Auto				
<b>TOTAL</b>			<b>22,500</b>	<b>22,500</b>	<b>22,500</b>	<b>22,500</b>
610032	5839	<b>INFRASTRUCTURE REPAIR</b>				
		Manhole asphalt, pipe, valves, covers, frames, gaskets, contract work	15,000	15,000	15,000	15,000
		Contractors include Aggregate, EJ Prescott, Granese, Waterworks				
		EJ Prescott - Sewer supplies: pipe, valves, covers, frames, gaskets, etc.				
<b>TOTAL</b>			<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>
610032	5860	<b>EQUIPMENT PURCHASE</b>				
		New Vactor truck - 50/50 split between water & sewer	-	45,000	-	-
		Vactor truck - 50/50 split between water & sewer-Lease to purchase - FY 19 Year 5 of 5	36,472	-	-	-
<b>TOTAL</b>			<b>36,472</b>	<b>45,000</b>	<b>-</b>	<b>-</b>
<b>Total Proposed</b>			<b>212,222</b>	<b>225,750</b>	<b>180,750</b>	<b>180,750</b>



# 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.

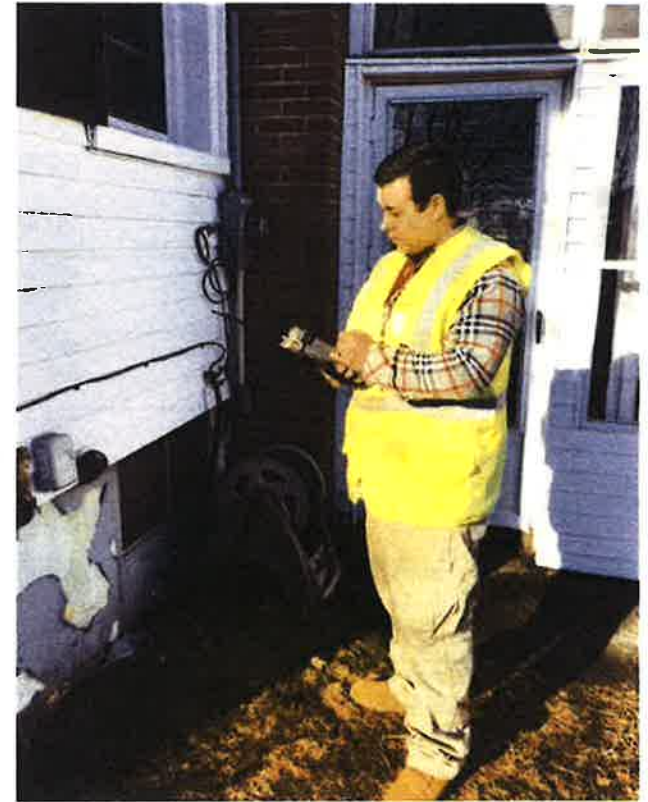
Engineering is responsible for the billing of all water expenses based on usage to all institutional, commercial, and residential properties in the City that are connected to the municipal collection system, over 10,000 accounts. The water department provides customer service in a timely and professional 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. 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 2020

Meter reader/Water Service Inspector duties have changed significantly over the last couple of years. This position 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-1,200 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 (552 accounts); resulting in over \$200,000 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 lienied (owing over \$600) was reduced to 16 (from an average of 25-30 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 28 days. The letters are sent for 3 continuous months.
- Continued backflow billing in-house 1,200 accounts annual or semiannual.

## FY 2020 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 2017	Actual FY 2018	Estimated FY2019	Estimated FY2020
Number of new 5/8 inch meters installed	30	30	30	30
Number of over 5/8 inch meters installed	10	10	10	10
Number of MIU's installed	120	140	150	200
Number of on-site appointments	636	600	650	700
Number of meters installed from ARM program	5	3	5	2
Troubleshooting on-site visits/drive by	820	700	890	800

### How FY 2020 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 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Water-Engineer-Personnel</b>									
610131	5111	SALARIES-FULL TIME	143,124.32	156,125.00	156,268.93	153,565.03	180,757.00	183,616.00	183,616.00
610131	5131	OVERTIME (GENERAL)	330.69	2,000.00	2,000.00	64.45	2,000.00	2,000.00	2,000.00
<b>Total Water-Engineer-Personnel</b>			<b>143,455.01</b>	<b>158,125.00</b>	<b>158,268.93</b>	<b>153,629.48</b>	<b>182,757.00</b>	<b>185,616.00</b>	<b>185,616.00</b>
<b>Water-Engineer-Expenses</b>									
610132	5211	ELECTRICITY-PUMP STATION	232,000.00	240,000.00	293,000.00	277,999.52	250,000.00	250,000.00	250,000.00
610132	5233	COMPUTER MAINTENANCE	1,000.00	1,000.00	1,000.00	0.00	1,000.00	1,000.00	1,000.00
610132	5277	PHOTOCOPY MACHINE LE	1,500.00	1,500.00	0.00	0.00	1,500.00	1,500.00	1,500.00
610132	5278	TELEPHONE EQUIP-PUMP STATION	13,980.98	15,000.00	15,000.00	6,778.70	16,500.00	16,500.00	16,500.00
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	2,900.00	2,900.00	2,900.00	2,435.26	4,200.00	4,200.00	4,200.00
610132	5320	CONTRACTED SERVICES	0.00	0.00	0.00	0.00	0.00	0.00	0.00
610132	5321	CONTRACTED SERV-BACKFLOW	70,000.00	70,000.00	70,000.00	67,378.13	70,000.00	70,000.00	70,000.00
610132	5342	POSTAGE	10,000.00	10,000.00	10,000.00	10,000.00	11,000.00	11,000.00	11,000.00
610132	5375	PUMP STAT OP & MAINT	59,999.56	60,000.00	60,000.00	58,119.21	63,000.00	63,000.00	63,000.00
610132	5381	PRINTING AND BINDING	1,408.96	1,500.00	1,500.00	796.57	1,500.00	1,500.00	1,500.00
610132	5421	OFFICE SUPPLIES (GEN	1,891.12	2,000.00	3,500.00	3,427.64	3,750.00	3,750.00	3,750.00
610132	5445	PUMP STATION SUPPL	4,500.00	4,500.00	4,500.00	3,688.37	4,500.00	4,500.00	4,500.00
610132	5519	COMPUTER SOFTWARE	3,899.86	3,900.00	3,900.00	3,900.00	18,000.00	18,000.00	18,000.00
610132	5538	WATER METERS (REV)	14,000.00	15,000.00	15,000.00	14,770.82	17,000.00	17,000.00	17,000.00
610132	5692	STATE TAXES	17,721.20	18,000.00	18,000.00	14,348.39	18,000.00	18,000.00	18,000.00
610132	5710	IN STATE TRAVEL/MEETINGS	50.00	200.00	200.00	124.09	700.00	700.00	700.00
610132	5717	PROF LICENSE REIMB	375.00	375.00	375.00	332.73	500.00	500.00	500.00
610132	5730	DUES AND SUB	0.00	0.00	0.00	0.00	0.00	0.00	0.00
610132	5869	COMPUTER EQUIP/TECH	763.40	1,000.00	1,000.00	0.00	2,750.00	2,750.00	2,750.00
<b>Total Water-Engineer-Expenses</b>			<b>438,490.08</b>	<b>449,375.00</b>	<b>502,375.00</b>	<b>466,599.43</b>	<b>486,400.00</b>	<b>486,400.00</b>	<b>486,400.00</b>
<b>235</b>	<b>451</b>	<b>Department Total</b>	<b>581,945.09</b>	<b>607,500.00</b>	<b>660,643.93</b>	<b>620,228.91</b>	<b>669,157.00</b>	<b>672,016.00</b>	<b>672,016.00</b>

**FY 2020 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2019 52.0	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2019 0.0%	Dept Prop Rate FY 2020 0.0%	Dept Request FY 2020 52.2	Mayor Rate FY 2020 2.5%	Mayor Propsed FY 2020 52.2	Council Voted FY 2020
CRIPPS	CHERYL	235 WATER-ENGINEERING	610131-5111 SECRETARY	8/13/08	15,603.99		0.33		33%	909.32	909.32	15,664.01	932.06	16,055.61	16,055.61
DAM	CHUCK	235 WATER-ENGINEERING	610131-5111 Assistant Engineer	5/1/17	35,894.98		0.00		34%	*	*	*	*	*	*
DUBINSKY	ELLEN	235 WATER-ENGINEERING	610131-5111 ADMIN ASSISTANT	9/26/85	5,778.45		0.10		10%	1,303.54	1,303.54	6,804.48	1,336.13	6,974.59	6,974.59
DUHAMEL	DEBORAH	235 WATER-ENGINEERING	610131-5111 Assistant Engineer	5/28/18	*		0.33		33%	1,990.38	1,990.38	34,286.29	2,040.14	35,143.44	35,143.44
KNOWLTON	DAVID	235 WATER-ENGINEERING	610131-5111 City Engineer-DPS Director	5/21/2007	15,985.99		0.13		13%	2,361.83	2,361.83	16,027.40	2,420.88	16,428.08	16,428.08
ROSE	JULIE	235 WATER-ENGINEERING	610131-5111 BUSINESS MGR/WTR REG	1/23/07	17,686.90		0.25		25%	1,356.99	1,356.99	17,734.85	1,392.97	18,178.22	18,178.22
NESSEN	JOHN	235 WATER-ENGINEERING	610131-5111 GIS				0.33		33%	1,153.85	1,153.85	19,876.22	1,188.47	20,472.51	20,472.51
					65,213.75		1.33				Total AFSCME 1818	70,363.46		70,363.46	70,363.46

<b>156,124.06</b>	<b>2.80</b>	<b>Total Full Time - 5111</b>		<b>180,756.70</b>		<b>183,615.91</b>	<b>183,615.91</b>
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235 WATER-ENGINEERING 610131-5131 OVERTIME

2,000.00		0.3		2,000.00		2,000.00	2,000.00
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<b>158,124.06</b>	<b>2.80</b>	<b>Department Total</b>		<b>182,756.70</b>		<b>185,615.91</b>	<b>185,615.91</b>
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<b>Full-Time Equivalent Employees:</b>	<b>FY 2018</b>	<b>2.48</b>
	<b>FY 2019</b>	<b>2.48</b>
	<b>FY 2020</b>	<b>2.80</b>
	<b>Variance 19 vs. 20</b>	<b>0.32</b>

**FY 2020 AFSCME 1818 UNION EMPLOYEE RATES**

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By	F T E	Rate	Incr	Rate	Incr	Rate	Incr	Calc Rate	STEP INCREASES				Dept Request FY 2020 52.2	Mayor FY 2020 52.2	Council FY 2020 52.2		
						Council		FY 2019	FY 2018	FY 2019	FY 2020	Date	Rate	# Wks Old New									
						52		52	52.5%	2.5%	2.5%												
DOSSANTOS MICHAEL	235 WATER - ENGINEERING	610131-5111	WATER METER READER	11/5/2018	1		0.50	859.36	1.025	880.64	1.025	902.87	1.025	925.44	11/5/2019	959.47	18.0 34.2	50%	24,735.87	24,735.87	24,735.87		
MCCARTHY JF JOHN	235 WATER - ENGINEERING	610131-5111	WATER METER READER	04/30/1980	1	24,018.80	0.00	*	1.025	*	1.025	*	1.025	*				50%	*	*	*		
MCGRATH RAYLEEN	235 WATER - ENGINEERING	610131-5111	PRINCIPAL CLERK	12/18/17	2	14,445.63	0.33	872.70	1.025	894.52	1.025	916.88	1.025	939.80	12/18/2019	995.86	24.0 28.2	33%	16,710.71	16,710.71	16,710.71		
MORAN KAREN	235 WATER - ENGINEERING	610131-5111	ASST WATER REG	9/10/2013	2	28,749.32	0.50	1,028.82	1.025	1,054.54	1.025	1,080.90	1.025	1,107.93				50%	28,916.88	28,916.88	28,916.88		
						65,213.75	1.33														70,363.46	70,363.46	70,363.46

**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**Engineering - Water Enterprise - 235**

ORG	OBJECT	DESCRIPTION	Voted by Council 2019	Dept Request	Approved by Mayor	Voted by Council 2020
610132	5211	<b>ELECTRICITY: Includes electricity for new meter prog</b> Salem's share of electricity for Salem/Beverly Water Board based on water usage; also based on generation charges which fluctuate with fuel costs Folly Hill and Gallows Hill are two storage water tanks	240,000	250,000	250,000	250,000
<b>TOTAL</b>			<b>240,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>
610132	5233	<b>COMPUTER MAINTENANCE</b> Ongoing support for Ti Sales/Neptune computer program	1,000	1,000	1,000	1,000
<b>TOTAL</b>			<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
610132	5277	<b>PHOTOCOPY MACHINE LEASE</b> Copier at \$250/month; 6 months; 50% in Sewer Machine Lease and usage	1,500	1,500	1,500	1,500
<b>TOTAL</b>			<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>
610132	5278	<b>TELEPHONE EQUIP LEASE</b> Various alarms to support sewer pumping stations ATT lease for ARM system-data collectors	- 15,000	500 16,000	500 16,000	500 16,000
<b>TOTAL</b>			<b>15,000</b>	<b>16,500</b>	<b>16,500</b>	<b>16,500</b>
610132	5305	<b>ACCOUNTING AND AUDITING</b> Annual service for audits, contracted through Finance Dept.	2,500	2,500	2,500	2,500
<b>TOTAL</b>			<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>
610132	5317	<b>EDUCATIONAL TRAINING</b> APWA National Congress Attending Profesional organization seminars and meetings-AWWA, NEWWA Munis training and support, SSCW	- 1,000 1,900	500 1,800 1,900	500 1,800 1,900	500 1,800 1,900
<b>TOTAL</b>			<b>2,900</b>	<b>4,200</b>	<b>4,200</b>	<b>4,200</b>
610132	5321	<b>CONTRACTED SERVICES - BACKFLOW</b> Contract for Weston & Sampson to conduct backflow testing. Billing support to continue in-house billing	65,000 5,000	65,000 5,000	65,000 5,000	65,000 5,000
<b>TOTAL</b>			<b>70,000</b>	<b>70,000</b>	<b>70,000</b>	<b>70,000</b>
610132	5342	<b>POSTAGE</b> Total cost of postage for mailing w/s bills @ 50% W&S Depts. 3,200-4,800 per month	10,000	11,000	11,000	11,000
<b>TOTAL</b>			<b>10,000</b>	<b>11,000</b>	<b>11,000</b>	<b>11,000</b>
610132	5375	<b>Pump Station OP &amp; Maintenance</b> Water Department in FY 14 (60% sewer, 40% water) Stand by generator annual maintenance	60,000 3,000	60,000 3,000	60,000 3,000	60,000 3,000
<b>TOTAL</b>			<b>60,000</b>	<b>63,000</b>	<b>63,000</b>	<b>63,000</b>
610132	5381	<b>PRINTING AND BINDING</b> Collector's office includes printing costs; this represents annual inserts	1,500	1,500	1,500	1,500
<b>TOTAL</b>			<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>
610132	5421	<b>OFFICE SUPPLIES (GENERAL)</b> General Office supplies as needed Plotter Ink and Paper-previously under IT	2,000 1,250	2,500 1,250	2,500 1,250	2,500 1,250
<b>TOTAL</b>			<b>2,000</b>	<b>3,750</b>	<b>3,750</b>	<b>3,750</b>
610132	5445	<b>Pump Station Supplies</b> 50% of costs for pump station op and Maint. Will be shared with Sewer in FY17	4,500	4,500	4,500	4,500
<b>TOTAL</b>			<b>4,500</b>	<b>4,500</b>	<b>4,500</b>	<b>4,500</b>

**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**Engineering - Water Enterprise - 235**

ORG	OBJECT	DESCRIPTION	Voted by Council 2019	Dept Request	Approved by Mayor	Voted by Council 2020
610132	5520	<b>COMPUTER SOFTWARE &amp; SUPPORT</b>				
		GIS and Autocad licensing-part previously under IT	2,000	4,500	4,500	4,500
		Ti Sales maintenance agreement for meter software; and repairs of field tool-from CIP	1,900	12,500	12,500	12,500
		Other software-upgrade to I900	-	1,000	1,000	1,000
<b>TOTAL</b>			<b>3,900</b>	<b>18,000</b>	<b>18,000</b>	<b>18,000</b>
610132	5538	<b>WATER METERS</b>				
		Misc. water meters for replacements (ECODER), meter supplies:	15,000	17,000	17,000	17,000
		MIU's, Transponders, meter heads, freeze plates, flanges, seals				
		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	15,000	17,000	17,000	17,000
<b>TOTAL</b>			<b>15,000</b>	<b>17,000</b>	<b>17,000</b>	<b>17,000</b>
610132	5692	<b>STATE TAXES</b>				
		State fee charged per capita annually for water usage & taxes for Danvers Folly Hill	18,000	18,000	18,000	18,000
<b>TOTAL</b>			<b>18,000</b>	<b>18,000</b>	<b>18,000</b>	<b>18,000</b>
610132	5710	<b>IN STATE TRAVEL &amp; MEETINGS</b>				
		Meter Repair annual mileage		500	500	500
		Tolls, parking, seminars, etc.	200	200	200	200
<b>TOTAL</b>			<b>200</b>	<b>700</b>	<b>700</b>	<b>700</b>
610132	5717	<b>PROF LICENSE REIMBURSEMENT</b>				
		City Engineer and Assitant Engineer PE Renewal	375	500	500	500
<b>TOTAL</b>			<b>375</b>	<b>500</b>	<b>500</b>	<b>500</b>
610132	5869	<b>COMPUTER EQUIPMENT/TECH</b>				
		Laptop for Assistant Engineer		1,500	1,500	1,500
		Scanner maintenance-discuss with IT	1,000	1,250	1,250	1,250
<b>TOTAL</b>			<b>1,000</b>	<b>2,750</b>	<b>2,750</b>	<b>2,750</b>
<b>TOTAL PROPOSED</b>			<b>449,375</b>	<b>486,400</b>	<b>486,400</b>	<b>486,400</b>



## ***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 FY20 there is a principal and interest payment of \$132,375 due in July, and an interest-only payment of \$9,154 due in January 2020.

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 20 is approximately \$2,600,000.

## ***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 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Water Debt Service</b>									
610034	5916	WATER BOND 1 - PRIN-MWPAT	117,124.00	119,490.00	119,490.00	119,490.00	121,904.00	121,904.00	121,904.00
610034	5920	WATER BOND 2 - PRIN	160,000.00	150,000.00	150,000.00	150,000.00	150,000.00	150,000.00	150,000.00
610034	5936	WATER BOND 1 - INT-MWPAT	24,502.02	22,136.00	22,136.00	22,135.88	19,722.00	19,722.00	19,722.00
610034	5939	WATER BOND 2 - INT	61,720.00	55,520.00	55,520.00	55,520.00	49,520.00	49,520.00	49,520.00
610034	5949A	CIP 2009-INT (11)	217,639.00	201,000.00	201,000.00	105,350.00	181,600.00	181,600.00	181,600.00
610034	5949C	CIP 2009-PRIN (12)	500,000.00	500,000.00	500,000.00	500,000.00	500,000.00	500,000.00	500,000.00
610034	5949E	CIP 2011 INT	14,000.00	10,000.00	10,000.00	6,000.00	6,000.00	6,000.00	6,000.00
610034	5949F	CIP 2011-PRIN	100,000.00	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	350,000.00	350,000.00	350,000.00
610034	5949L	CIP 2014-INT	9,092.77	8,494.00	8,494.00	8,493.76	57,519.00	57,519.00	57,519.00
610034	5949M	CIP 2015-PRIN	415,000.00	400,000.00	400,000.00	400,000.00	55,000.00	55,000.00	55,000.00
610034	5949N	CIP 2015-INT	140,725.00	126,500.00	126,500.00	126,500.00	14,875.00	14,875.00	14,875.00
610034	5949O	CIP 2016-PRIN	275,000.00	300,000.00	300,000.00	300,000.00	285,000.00	285,000.00	285,000.00
610034	5949P	CIP 2016-INT	150,075.00	183,850.00	183,850.00	183,850.00	230,850.00	251,975.00	251,975.00
610034	5949U	CIP 2017 PRIN	0.00	40,000.00	40,000.00	40,000.00	70,000.00	70,000.00	70,000.00
610034	5949V	CIP 2017 INT	0.00	63,510.00	63,510.00	55,876.66	57,725.00	57,725.00	57,725.00
610034	5949W	CIP 2018 PRIN	0.00	10,000.00	10,000.00	10,000.00	5,000.00	5,000.00	5,000.00
610034	5949X	CIP 2018 INT	0.00	8,700.00	8,700.00	7,615.21	6,981.00	7,192.00	7,192.00
610034	5949ZA	CIP 2019-PRIN	0.00	0.00	0.00	0.00	0.00	0.00	0.00
610034	5949ZB	CIP 2019-INT	0.00	0.00	0.00	0.00	21,125.00	21,125.00	21,125.00
<b>Total Water Debt Service</b>			<b>2,199,877.79</b>	<b>2,314,200.00</b>	<b>2,314,200.00</b>	<b>2,205,831.51</b>	<b>2,282,821.00</b>	<b>2,304,157.00</b>	<b>2,304,157.00</b>
<b>270</b>	<b>710</b>	<b>Department Total</b>	<b>2,199,877.79</b>	<b>2,314,200.00</b>	<b>2,314,200.00</b>	<b>2,205,831.51</b>	<b>2,282,821.00</b>	<b>2,304,157.00</b>	<b>2,304,157.00</b>

**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**TREASURER - Water Enterprise Fund - 270**

ORG	OBJECT	EXPENSE TITLE	Voted by Council 2019	Dept Request	Approved by Mayor	Voted by Council
<b>TREASURER - Water Long Term Debt- 270</b>						
610034	5916	Water Bond 1-Prin-MWPAT	119,490	121,904	121,904	121,904
	5920	Water Bond 2 - Prin	150,000	150,000	150,000	150,000
	5936	Water Bond 1-Int-MWPAT	22,136	19,722	19,722	19,722
	5939	Water Bond 2 - Int	55,520	49,520	49,520	49,520
	5949A	CIP 2009 INT (11)	201,000	181,600	181,600	181,600
	5949C	CIP 2009 PRIN (11)	500,000	500,000	500,000	500,000
	5949E	CIP 2011 INT	10,000	6,000	6,000	6,000
	5949F	CIP 2011 PRIN(STORAGE TANK)	100,000	100,000	100,000	100,000
	5949K	CIP 2014 PRIN	15,000	350,000	350,000	350,000
	5949L	CIP 2014 INT	8,494	57,519	57,519	57,519
	5949M	CIP 2015 PRIN	400,000	55,000	55,000	55,000
	5949L	CIP 2015 INT	126,500	14,875	14,875	14,875
	5949O	CIP 2016 PRIN	300,000	285,000	285,000	285,000
	5949P	CIP 2016 INT	183,850	230,850	251,975	251,975
	5949U	CIP 2017 - PRIN	40,000	70,000	70,000	70,000
	5949V	CIP 2017 - INT	63,510	57,725	57,725	57,725
	5949W	CIP 2018 - PRIN	10,000	5,000	5,000	5,000
	5949X	CIP 2018 - INT	8,700	6,981	7,192	7,192
	5949ZA	CIP 2019 - PRIN	-	-	-	-
	5949ZB	CIP 2019 - INT	-	21,125	21,125	21,125
<b>TOTAL PROPOSED</b>			<b>2,314,200</b>	<b>2,282,821</b>	<b>2,304,157</b>	<b>2,304,157</b>

# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Water-Short Term Debt Int-Exp</b>									
610035	5304	PROFESSIONAL SERV/FEES	33,000.00	33,000.00	33,000.00	1,660.19	33,000.00	33,000.00	33,000.00
610035	5925	INTEREST ON NOTES	0.00	0.00	0.00	0.00	13,000.00	13,000.00	13,000.00
<b>Total</b>	<b>Water-Short Term Debt Int-Exp</b>		<b>33,000.00</b>	<b>33,000.00</b>	<b>33,000.00</b>	<b>1,660.19</b>	<b>46,000.00</b>	<b>46,000.00</b>	<b>46,000.00</b>
<b>270</b>	<b>752</b>	<b>Department Total</b>	<b>33,000.00</b>	<b>33,000.00</b>	<b>33,000.00</b>	<b>1,660.19</b>	<b>46,000.00</b>	<b>46,000.00</b>	<b>46,000.00</b>

**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**TREASURER - Water Enterprise Fund - 270**

ORG	OBJECT	EXPENSE TITLE	Voted by Council 2019	Dept Request	Approved by Mayor	Voted by Council
<b>TREASURER - Water Short Term Debt - 270</b>						
610035	5304	Professional Services/Fees				
		Bond and BAN Admin costs	30,000	30,000	30,000	30,000
		WMPAT Annual Service Fees	3,000	3,000	3,000	3,000
<b>TOTAL</b>			<b>33,000</b>	<b>33,000</b>	<b>33,000</b>	<b>33,000</b>
610035	5925	Interest on Notes				
			-	13,000	13,000	13,000
<b>TOTAL</b>			<b>-</b>	<b>13,000</b>	<b>13,000</b>	<b>13,000</b>
<b>TOTAL PROPOSED</b>			<b>33,000</b>	<b>46,000</b>	<b>46,000</b>	<b>46,000</b>

**CITY OF SALEM - FY 2020 OPERATING BUDGET**

			<b>Expenditures FY 2018</b>	<b>Adopted Budget FY 2019</b>	<b>Adjusted Budget FY 2019</b>	<b>Y-T-D Expenses FY 2019</b>	<b>Department FY 2020</b>	<b>Mayor FY 2020</b>	<b>Council FY 2020</b>
<b>Water Assessments</b>									
610033	5650	SBWSB ASSESSMENT	2,446,652.00	2,488,711.00	2,488,711.00	2,488,711.00	2,600,000.00	2,570,514.00	2,570,514.00
<b>Total Water Assessments</b>			<b>2,446,652.00</b>	<b>2,488,711.00</b>	<b>2,488,711.00</b>	<b>2,488,711.00</b>	<b>2,600,000.00</b>	<b>2,570,514.00</b>	<b>2,570,514.00</b>
<b>270</b>	<b>840</b>	<b>Department Total</b>	<b>2,446,652.00</b>	<b>2,488,711.00</b>	<b>2,488,711.00</b>	<b>2,488,711.00</b>	<b>2,600,000.00</b>	<b>2,570,514.00</b>	<b>2,570,514.00</b>

**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**TREASURER - Water Enterprise Fund - 270**

ORG	OBJECT	EXPENSE TITLE	Voted by Council 2019	Dept Request	Approved by Mayor	Voted by Council
<b>TREASURER - Water Assessments - 270</b>						
610033	5650	SBWSB Salem Beverly Water Supply Board Annual Operating Assessment	2,488,711	2,600,000	2,570,514	2,570,514
<b>TOTAL</b>			<b>2,488,711</b>	<b>2,600,000</b>	<b>2,570,514</b>	<b>2,570,514</b>
<b>TOTAL PROPOSED</b>			<b>2,488,711</b>	<b>2,600,000</b>	<b>2,570,514</b>	<b>2,570,514</b>



# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>Water Enterprise Fund-Ins Dedu</b>									
610037	5740A	Insurance Deductibles	0.00	2,500.00	2,500.00	0.00	2,500.00	2,500.00	2,500.00
<b>Total</b>	<b>Water Enterprise Fund-Ins Dedu</b>		<b>0.00</b>	<b>2,500.00</b>	<b>2,500.00</b>	<b>0.00</b>	<b>2,500.00</b>	<b>2,500.00</b>	<b>2,500.00</b>
<b>270</b>	<b>945</b>	<b>Department Total</b>	<b>0.00</b>	<b>2,500.00</b>	<b>2,500.00</b>	<b>0.00</b>	<b>2,500.00</b>	<b>2,500.00</b>	<b>2,500.00</b>

FY 2020 DETAILED BUDGET REPORT  
EXPENSES

**TREASURER - Water Enterprise Fund - 270**

ORG	OBJECT	EXPENSE TITLE	Voted by Council 2019	Dept Request	Approved by Mayor	Voted by Council
<b>TREASURER - Water Enterprise Fund - Ins Deductibles</b>						
610037	5704A	Water Enterprise Fund Insurance Deductibles Estimated amount for insurance deductibles related to water claims	2,500	2,500	2,500	2,500
<b>TOTAL</b>			<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>
<b>TOTAL PROPOSED</b>			<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>

# Engineering – Solid Waste 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 (over 15 annually) to promote diversion, reduction and recycling throughout the year. The Department continues to process billing to approximately 2,000 accounts monthly; generating over \$850,000 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.



## Significant Budget & Staffing Changes for FY 2020

No significant budget or staffing changes. Waste Reduction Coordinator position will continue to be funded through DEP grant funds.

## Recent Accomplishments

- Continued to manage the solid waste and recycling contracts
- Mandatory Recycling Enforcement has continued through monitoring recycling output, enforcement and education.
- Continued the Curbside Composting Program which is currently a subscription program involving 549 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 11th year anniversary in March 2019) which continues to be instrumental in developing and implementing educational programs for trash reduction including: butt bin recycling, won MMA Innovation Award, community outreach, website updates, TODO recycling guides, zero waste pizza event, compost initiatives,





as Book Swaps, Earth Days, Green Day, Clean Salem Green Salem, Recycling contests, Textiles collections, Council on Aging events, Neighborhood Association meetings, Repair Cafes, etc.

- SalemRecycles continues to be regarded as a regional leader regarding its various initiatives, and continues to support other communities in their efforts to start Repair Cafes, Book Swaps, etc.
- Promoted Salem Recycles activities on Facebook, PATCH, SATV, Instagram, electronic newsletters and through GreenSalem.com on a regular basis
- Redesigned and launched a new GreenSalem.com to reflect a new updated approach and improve ease of use.



Repair Cafés, implementation of reusable bag initiative, recycling market education, straw reduction, elimination of single use plastic bags, etc.

- Diverted over 4,500 tons of materials from waste stream through curbside recycling, textiles initiative, composting, yard waste, white goods, and e-waste.
- Executed a seventh Textiles Recycling event in November 2018, collected over 4 tons of textiles – hosting over 240 cars during a 5-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 and churches.
- Continued quarterly e-waste turnkey events at SHS, serviced over 950 residents and collected over 48 tons of e-waste.
- Reach a 24.2% recycling rate through collateral material, newspaper articles, mailings and flyers distribution, participation in many events such



- Continued to process letters for new owners of residential properties; which has resulted in several dozen new trash accounts each year; currently billing almost 2,000 accounts at nearly \$850,000 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 eighth 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 140 accounts were liened yielding over \$42,000.
- 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 \$42,000 in DEP grant funds to continue funding the Waste Reduction Coordinator position.
- Received DEP technical assistance grant for implementing hauler ordinance-requiring haulers to provide recycling.



## FY 2020 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, and participation in the City events.
- Continue to manage contracts for 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.
- Manage sharps collection and overflow bag programs.
- Continue to promote curbside compost collection program-now subscription based.
- Implement small compost drop off program.
- 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 Waste Reduction Coordinator tracking each household and communicating with thousands of residents monthly about best recycling practices.
- Enforce single use plastic bag ban.
- Continue annual zero waste pizza event and zero waste ice cream event as part of Heritage Days.
- Collaborated with SalemSound Coastwatch on implementation of Reusable Bag Initiative and the Straw Reduction Campaign for restaurants.



Outcomes and Performance Measures		Actual FY 2017	Actual FY 2018	Estimated FY2019	Estimated FY2020
Tons of trash		11,225	11,270	11,100	11,500
Tons of recycling		3,656	3,605	4,100	3,900
Diverting recycling items from waste stream, in tons-CY:	Textiles	31	50	53	55
	E-Waste (includes white goods)	38	48	50	50
	Books	60	65	67	67
Educational materials distributed by Recycling Coordinator		1,800	2,200	2,400	2,500
Cost of Trash disposal		.85	.85	.86	.85
Cost of Recycling disposal				.2	.3
Cost of Trash collection contract, in \$ Millions		1.97	1.95	2.2	2.3

## How FY 2020 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 Repair Cafes, Textiles Recycling, Book Swaps, Public Events Recycling, 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 Green Communities designation.
- Continue to improve customer service through use of Waste Management 800 number, See Click Fix, contract monitoring, and educational outreach.



# CITY OF SALEM - FY 2020 OPERATING BUDGET

			Expenditures FY 2018	Adopted Budget FY 2019	Adjusted Budget FY 2019	Y-T-D Expenses FY 2019	Department FY 2020	Mayor FY 2020	Council FY 2020
<b>SOLID WASTE Ent-Personnel</b>									
620031	5111	SALARIES-FULL TIME	75,695.81	81,032.00	81,085.22	79,845.40	83,620.00	85,281.00	85,281.00
620031	5113	SALARIES-PART TIME	8,470.32	14,481.00	14,481.00	2,692.42	14,764.00	14,921.00	14,921.00
620031	5131	OVERTIME (GENERAL)	424.84	500.00	500.00	453.36	500.00	500.00	500.00
<b>Total SOLID WASTE Ent-Personnel</b>			<b>84,590.97</b>	<b>96,013.00</b>	<b>96,066.22</b>	<b>82,991.18</b>	<b>98,884.00</b>	<b>100,702.00</b>	<b>100,702.00</b>
<b>SOLID WASTE Ent-Expenses</b>									
620032	5291	SOLID WASTE COLLECTI	3,012,754.14	3,092,495.00	3,392,495.00	3,081,069.88	3,551,260.00	3,551,260.00	3,551,260.00
620032	5298	TRASH REMOVAL-BAKERS ISLAND	12,000.00	12,000.00	12,000.00	10,560.00	18,000.00	18,000.00	18,000.00
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	495.00	1,500.00	1,500.00	1,469.85	1,500.00	1,500.00	1,500.00
620032	5342	POSTAGE	9,700.00	8,000.00	8,000.00	8,000.00	8,500.00	8,500.00	8,500.00
620032	5381	PRINTING AND BINDING	342.00	500.00	500.00	275.68	1,000.00	1,000.00	1,000.00
620032	5421	OFFICE SUPPLIES (GEN	500.00	600.00	600.00	487.68	600.00	600.00	600.00
620032	5780	RECYCLING EXPENSES	12,156.02	16,000.00	16,000.00	14,234.98	22,300.00	22,300.00	22,300.00
<b>Total SOLID WASTE Ent-Expenses</b>			<b>3,050,447.16</b>	<b>3,133,595.00</b>	<b>3,433,595.00</b>	<b>3,118,598.07</b>	<b>3,605,660.00</b>	<b>3,605,660.00</b>	<b>3,605,660.00</b>
<b>235</b>	<b>442</b>	<b>Department Total</b>	<b>3,135,038.13</b>	<b>3,229,608.00</b>	<b>3,529,661.22</b>	<b>3,201,589.25</b>	<b>3,704,544.00</b>	<b>3,706,362.00</b>	<b>3,706,362.00</b>

**FY 2020 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2019 52.0	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2019 0.0%	Dept Prop Rate FY 2020 0.0%	Dept Request FY 2020 52.2	Mayor Rate FY 2020 2.5%	Mayor Proposed FY 2020 52.2	Council Voted FY 2020
CRIPPS	CHERYL	235 SOLID WASTE-ENG	620031-5111 EXECUTIVE SECRETARY		16,076.84		0.34		34%	909.32	909.32	16,138.68	932.06	16,542.14	16,542.14
ROSE	JULIE	235 SOLID WASTE-ENG	620031-5111 BUSINESS MGR/WRTR REG	2/1/2007	35,333.79		0.60		50%	1,358.99	1,358.99	35,469.69	1,392.97	36,356.43	36,356.43
KNOWLTON	DAVID	235 SOLID WASTE-ENG	620031-5111 City Engineer-DPS Director	5/21/2007	14,737.84		0.12		12%	2,361.83	2,361.83	14,794.52	2,420.88	15,164.38	15,164.38
					14,883.38		0.34				Total AFSCME 1818	17,217.09		17,217.09	17,217.09
					<b>81,031.85</b>	<b>1.30</b>	<b>Total Full Time - 5111</b>					<b>83,819.98</b>		<b>85,280.06</b>	<b>85,280.06</b>
					8,500.00			13.5	52 weeks			8,500.00		8,500.00	8,500.00
ALBERT	JIMMY	235 SOLID WASTE-ENG	620031-5111 PT INTERN	11/05/1991	5,980.26			10	hours per wk	12.00	12.00	6,264.00	12.30	6,420.60	6,420.60
					<b>14,480.26</b>			<b>Total Partl Time - 5113</b>						<b>14,920.60</b>	<b>14,920.60</b>
					500.00							500.00		500.00	500.00
					<b>96,012.11</b>	<b>1.30</b>	<b>Department Total</b>					<b>98,883.98</b>		<b>100,700.66</b>	<b>100,700.66</b>

<b>Full-Time Equivalent Employees:</b>		<b>FY 2018</b>	<b>1.30</b>
		<b>FY 2019</b>	<b>1.30</b>
		<b>FY 2020</b>	<b>1.30</b>
		<b>Variance 19 vs. 20</b>	<b>0.00</b>



**FY 2020 AFSCME 1818 UNION EMPLOYEE RATES**

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2019	F T E	Rate 7.1.17 .005 Incr	Incr FY18 2.5%	Rate FY 2018	Incr FY19 2.5%	Rate FY 2019	Incr FY20 2.5%	Calc Rate FY 2020	STEP INCREASES				Dept Request FY 2020	Mayor FY 2020	Council FY 2020			
																Date	Rate	# Wks Old	New						
MCGRATH	RAYLEEN	235 SOLID WASTE-ENG	620031-5111	PRINCIPAL CLERK	12/18/17	2	14,883.38	0.34	672.70	1,025	894.52	1,025	916.88	1,025	939.80	12/18/2019	995.86	24.0	28.2	34%	17,217.09	17,217.09	17,217.09		
							14,883.38	0.34															17,217.09	17,217.09	17,217.09

**FY 2020 DETAILED BUDGET REPORT  
EXPENSES**

**Engineering - Trash Enterprise - 235**

ORG	OBJECT	DESCRIPTION	Voted by Council 2019	Dept Request	Approved by Mayor	Voted by Council
620032	5291	<b>SOLID WASTE COLLECTION/DISPOSAL</b>				
		WM Disposal-\$73.8/ton at 11,600 tons	840,125.00	852,600.00	852,600.00	852,600.00
		Waste Management-weekly solid waste and bi weekly recycling pick-up	1,964,925.00	2,075,504.00	2,075,504.00	2,075,504.00
		Recycling processing, assume 3,500 tons at \$73 per ton	83,600.00	255,500.00	255,500.00	255,500.00
		DPS events/event dumpsters		18,000.00	18,000.00	18,000.00
		Transfer Station Yard Waste Removal-3 times annually	15,000.00	75,000.00	75,000.00	75,000.00
		One extra week yard waste pick-up	10,770.00	15,500.00	15,500.00	15,500.00
		Bulk Item Collection (assume 1050 per month) @16.56 per item	169,575.00	208,656.00	208,656.00	208,656.00
		Sharps Disposal-twice per month	8,500.00	8,500.00	8,500.00	8,500.00
		Replacement Carts-35 Monthly-\$100 each		42,000.00	42,000.00	42,000.00
<b>TOTAL</b>			<b>3,092,495</b>	<b>3,551,260</b>	<b>3,551,260</b>	<b>3,551,260</b>
620032	5298	<b>TRASH REMOVAL</b>				
		Baker's Island Trash - Contractual - rebid in process	12,000	18,000	18,000	18,000
<b>TOTAL</b>			<b>12,000</b>	<b>18,000</b>	<b>18,000</b>	<b>18,000</b>
620032	5305	<b>ACCOUNTING AND AUDITING</b>				
		Annual service for audits, contracted through Finance Dept.	2,500	2,500	2,500	2,500
<b>TOTAL</b>			<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>
620032	5317	<b>EDUCATIONAL TRAINING</b>				
		Continued training on liens and improvements in MUNIS system	1,500	1,500	1,500	1,500
		Attending Profesional organization seminars and meetings-SWANNA,NRRA,NERC,MASSRECYCLES				
<b>TOTAL</b>			<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>
620032	5342	<b>POSTAGE</b>				
		Costs of mailing monthly trash bills to consumers	8,000	8,500	8,500	8,500
		1,900 monthly -				
<b>TOTAL</b>			<b>8,000</b>	<b>8,500</b>	<b>8,500</b>	<b>8,500</b>
620032	5381	<b>PRINTING AND BINDING-printing for brochures, etc.</b>				
		annual recycling calendars	500	1,000	1,000	1,000
<b>TOTAL</b>			<b>500</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
620032	5421	<b>OFFICE SUPPLIES (GENERAL)</b>				
			600	600	600	600
<b>TOTAL</b>		General office supplies as needed	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>
620032	5780	<b>RECYCLING EXPENSES</b>				
		Funds for Waste Reduction Coordinator Mileage	5,000	5,000	5,000	5,000
		Constant Contact-electronic newsletter license	1,000	1,000	1,000	1,000
		Website hosting and support-GreenSalem.com-per IT's request-not part of IT	-	1,000	1,000	1,000
		E-Waste collection-pick up from DPS quarterly for dumped e-waste	5,500	5,500	5,500	5,500
		Six police details-2 book swaps, 4 E-Waste		1,800	1,800	1,800
		Public Stewardship, NRRA and NERC Memberships	2,000	2,000	2,000	2,000
		MassRecycle Membership	1,000	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	5,000
		banners, supplies, handouts, displays, etc.	(3,500)			
<b>TOTAL</b>			<b>16,000</b>	<b>22,300</b>	<b>22,300</b>	<b>22,300</b>
<b>Total Proposed</b>			<b>3,133,595</b>	<b>3,605,660</b>	<b>3,605,660</b>	<b>3,605,660</b>

<b>City of Salem</b> <b>Full-Time Equivalent Employee Comparisons</b>
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	FY 2018	FY 2019	FY 2020	Change From Prior FY
<b>GENERAL FUND</b>				
<b>EXECUTIVE DIVISION</b>				
Mayor	4.00	4.00	4.00	0.00
<b>LEGISLATIVE DIVISION</b>				
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
<b>FINANCE DIVISION</b>				
Assessors	5.00	5.00	5.00	0.00
Collector	4.00	4.00	4.00	0.00
Data Processing- IT/GIS - General Admin	13.00	13.00	13.00	0.00
Finance	4.00	4.00	4.00	0.00
Parking Department	11.50	13.50	14.50	1.00
Purchasing	2.00	2.00	2.00	0.00
Treasurer	4.00	4.00	4.00	0.00
<b>LEGAL DIVISION</b>				
Solicitor	3.71	3.80	3.80	0.00
<b>HUMAN RESOURCE DIVISION</b>				
Human Resources	3.70	3.70	3.70	0.00
<b>FIRE DIVISION</b>				
Fire	95.00	95.00	95.00	0.00
<b>POLICE DIVISION</b>				
Police	107.50	107.50	107.50	0.00
Harbormaster	2.00	2.00	3.00	1.00
<b>INSPECTIONAL SERVICES DIVISION</b>				
Public Property - Inspections	8.70	9.00	10.00	1.00
Electrical	6.50	6.50	6.50	0.00
Health	6.00	7.00	7.00	0.00

<b>City of Salem</b> <b>Full-Time Equivalent Employee Comparisons</b>
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	FY 2018	FY 2019	FY 2020	Change From Prior FY
<b>PLANNING &amp; COMMUNITY DEVELOPMENT DIVISION</b>				
Planning - General Admin	6.89	7.71	8.46	0.75
Conservation Commission	0.50	0.50	0.50	0.00
Planning Board	0.50	0.50	0.50	0.00
Historic Preservation	0.14	0.50	0.50	0.00
<b>PUBLIC SERVICES DIVISION</b>				
Public Services - General Admin	26.52	26.86	27.90	1.04
Sewer Enterprise Fund	6.49	7.33	7.30	-0.03
Water Enterprise Fund	6.49	7.33	7.30	-0.03
<b>ENGINEERING DIVISION</b>				
Engineering - General Admin	3.68	4.96	5.42	0.46
Sewer Enterprise Fund	2.48	2.48	2.80	0.32
Water Enterprise Fund	2.48	2.48	2.80	0.32
Trash Enterprise Fund	1.30	1.30	1.30	0.00
<b>RECREATION &amp; COMMUNITY SERVICES DIVISION</b>				
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
<b>EDUCATION DIVISION</b>				
School				
District & Bentley Academy Charter	808.30	779.69	798.28	18.59
Grants	44.54	47.93	43.37	-4.56
Food Services	37.50	39.50	39.50	0.00
<b>School Totals</b>	<b>890.34</b>	<b>867.12</b>	<b>881.15</b>	<b>14.03</b>
<hr/>				
<b>Grand Totals</b>	<b>1270.46</b>	<b>1255.11</b>	<b>1274.97</b>	<b>19.86</b>



## 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	_____	Sec 10- Glossary	_____

3. Content: What would you like to see added, expanded, reduced or removed?

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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

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Please send this page to:

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# **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 531 F 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 30<sup>th</sup>, 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 *golfcourse 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 §SB). 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 - Cemetery & Other	Private Scholarships & Trust Commissioners	Agency Funds-WH, Escrow, Delalla, 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		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 Voe Sebo,	9	Yes										
	State Assessment	9	Yes										
	Contributory Retirement	9	Yes										
	Non-contributory Pensions	9	Yes										
	Medicare	9	Yes										
	Municipal Insurance	9	Yes										
Solicitor-Licensing	Local 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/Grounds Insp	16	Yes		Yes								

**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 - Cemetery & Other	Private Scholarships & Trust Commissioners	Agency Funds - WH, Escrow, Details, etc.	Stabilization Funds
			Appropriated				Appropriated	Appropriated	Appropriated				Appropriated
	Zonina Appeals	16	Yes										
	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							
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									
GF Trans Out	Trans Out	28	Yes	Yes		Yes							Yes
School	School	29	Yes	Yes	Yes	Yes				Yes	Yes	Yes	
<b>ENTERPRISE FUNDS</b>													
Sewer Enterprise	Public Services	21				Yes	Yes	Yes	Yes				
	Engineering	23				Yes	Yes	Yes	Yes				
Treasurer	Debt Service	10					Yes	Yes	Yes				
	Short Term Debt Service	10					Yes	Yes	Yes				
	SESD Assessment	10					Yes	Yes	Yes				
	Insurance Deductible	10					Yes	Yes	Yes				

**Departmental Fund Relationships**

Department	Sub Department	1maex #	Governmental Funds				Enterprise Funds			Trust & Agency Funds			
			Major	Non-MaJor	Non-MaJor	Non-MaJor	Major	Major	Maior	Non-MaJor	Non-MaJor	Non-MaJor	Non-MaJor
			General Fund	Special Revenue Funds	Revolving Funds	Capital Projects	Water	Sewer	Trash	Pennanent Trust Funds - Cemetary& Other	Private Scholarships & Trust Commissioners	Agency Funds-WH, Escrow, Details, etc.	Stablllization Funds
			Appropriated				Appropriated	Appropriated	Appropriated				Appropriated
Water Enterorise	Public Services	21				Yee	Yes	Yes	Yes				
	Engineering	23				Yes	Yes	Yes	Yes				
Treasurer	Water Long Tenn 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
2011	2,031,102.00	5,941,952.00	3,910,850.00	
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	8,248,985.99	939,776.32	13%
2018	8,248,985.99	7,546,655.45	(702,330.54)	-9%
2019	7,546,655.45	8,972,430.11	1,425,774.66	19%
2020	8,972,430.11	9,250,000.00	277,569.89	3%

Est.  
Est.

The objective of the General Fund is to raise revenue to cover expenses for the fiscal year. FY 2017 saw an 8% incr due to new Cannabis revenue and incr in MV excise & Bldg Fees. FY 2018 saw an 9% decr due to lower revenues and higher exp for CIP and buybacks. FY 2019 saw an 19% Inc. due to increase revenues

### Sewer Enterprise Fund - 6000

MAJOR

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY End Fund Bal	% Var in FB
2011	395,337.00	729,765.97	334,428.97	
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	2,703,564.03	(600,830.33)	-18%
2019	2,703,564.03	3,683,860.63	980,296.60	36%
2020	3,683,860.63	3,000,000.00	(683,860.63)	-19%

Est.  
Est.

There was a 36% increase in FY 2019 R/E to cover increasing capital needs due to aging infrastructure. Fees Increased for 2018 & 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
2011	729,741.00	450,153.47	(279,587.53)	
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	-	-	-	0%
2019	-	-	-	
2020	-	-	-	

Est.  
Est.

Fees Increased for 2018 & 2019 to cover capital needs to due an aging infrastructure.

### Trash Enterprise Fund - 6200

MAJOR

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY End Fund Bal	% Var in FB
2011	7,904.99	66,613.27	58,708.28	
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	324,421.69	(206,465.48)	-39%
2019	324,421.69	113,461.18	(210,960.51)	-65%
2020	113,461.18	150,000.00	36,538.82	32%

Est.  
Est.

Balance in retained earnings to be used for future capital needs and recycling initiatives. Fees increased in FY20 due to new trash contractor and increased prices. There are no increases in Fy 2018 & 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
2011	1,913,913.00	2,736,776.70	822,863.70	
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	6,511,290.45	474,275.11	8%
2019	6,511,290.45	7,397,757.43	886,466.98	14%
2020	7,397,757.43	8,197,757.43	800,000.00	11%

Est.  
Est.

*Increases due to Finance Policy of 20% of Free Cash to Stabilization*

We anticipate > \$800K annually to be transferred in from free cash.

City policy is to have 5% of annual general fund budget in stabilization fund.

FY 2019 & FY2020 may be reduced due to union settlements being paid.

FY 2019 transfer = 1,189,897.

### 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
2011	980,000.00	182,751.37	(117,248.63)	
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	1,543,760.49	(863,066.96)	-36%
2019	1,543,760.49	1,681,855.79	138,095.30	9%
2020	1,681,855.79	1,800,000.00	118,144.21	7%

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 2019 = 1,189,897.

### Stabilization Retirement Anticipation Fund - 8311

Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY End Fund Bal	% Var in FB
2011	857,784.67	256,088.78	256,088.78	
2012	256,088.78	49,273.50	(206,815.28)	
2013	899,273.50	195,088.47	145,814.97	296%
2014	700,000.00	297,018.62	101,930.15	52%
2015	297,018.62	462,839.00	165,820.38	56%
2016	462,839.00	577,501.10	114,662.10	25%
2017	577,501.10	729,441.30	151,940.20	26%
2018	729,441.30	181,555.62	(547,885.68)	-75%
2019	181,555.62	380,808.33	199,252.71	110%
2020	380,808.33	600,000.00	219,191.67	58%

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
2011	-	50,000.00		
2012	50,000.00	381,012.37	331,012.37	662%
2013	381,012.37	627,506.00	246,493.63	65%
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	2,189,298.64	439,811.64	25%
2018	2,189,298.64	2,572,669.85	383,371.21	18%
2019	2,572,669.85	3,042,850.49	470,180.64	18%
2020	3,042,850.49	3,342,850.49	300,000.00	10%

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 2019 = 297,475. 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](http://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](http://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/budgetperfmangement.pdf>

The 2019 Salem Resident Survey was the tenth city-wide survey of Salem residents and 1,166 people completed it.

**1. How do you rate Salem as a place to live?**

Great place to live 64.6%  
Average place to live 28.5%  
Not a great place to live 6.9%

**2. How do you rate your neighborhood as a place to live?**

Great place to live 62.7%  
Average place to live 32.4%  
Not a great place to live 4.9%

**3. Would you recommend Salem as a place to live?**

Yes 78.8%  
No 21.2%

**4. How would you describe your overall opinion of Salem City government?**

Very satisfied 12.1%  
Satisfied 41.9%  
Neutral 22.3%  
Dissatisfied 15.8%  
Very dissatisfied 7.9%

**5. How would you rate City government on the following?**

*Informing residents on major issues in the City*

Very good 29.3%  
Good 37.4%  
Fair 23.9%  
Poor 9.4%

*Representing and providing for the needs of all its citizens*

Very good 12.4%  
Good 36.1%  
Fair 31.6%  
Poor 19.9%

*Effectively planning for the future*

Very good 14.2%  
Good 36.2%  
Fair 30.4%  
Poor 19.2%

*Providing value for your tax dollars*

Very good 9.8%  
Good 34.4%  
Fair 33.7%  
Poor 22.1%

*Providing meaningful opportunities for citizens to give input on issues*

Very good 21.4%  
Good 38.9%  
Fair 27.8%  
Poor 11.9%

*The overall direction that the City is taking*

Very good 19.1%  
Good 36.2%  
Fair 26.1%  
Poor 18.6%

**6. Please rank the importance of the following City services to you.**

*Rank ordering of "Very Important" services*

#1	Fire (69.1 %)
#2	Schools (68.4%)
#3	Repair streets/sidewalks (67.5%)
#4	Clean city (62.5%)
#5	Police (59.9%)
#6	Trash pickup (48.8%)
#7	Parks/playgrounds (38.8%)
#8	Rec/community services (37.1 %)
#9	Downtown (36.1 %)

*1. Fire protection and emergency medical response*

Very important	69.1 %
Important	26.9%
Somewhat important	3.8%
Not at all important	0.2%

*2. Police services*

Very important	59.9%
Important	30.6%
Somewhat important	7.5%
Not at all important	2.0%

*3. Repairing streets and sidewalks*

Very important	67.5%
Important	28.8%
Somewhat important	3.6%
Not at all important	0.1 %

*4. Quality public schools*

Very important	68.4%
Important	19.7%
Somewhat important	7.8%
Not at all important	4.1 %

*5. Keeping streets and public areas clean*

Very important	62.5%
Important	34.0%
Somewhat important	3.4%
Not at all important	0.1 %

*6. Trash collection and recycling services*

Very important	48.8%
Important	43.6%
Somewhat important	6.8%
Not at all important	0.8%

*7. Revitalizing downtown*

Very important	36.1 %
Important	36.8%
Somewhat important	21.8%
Not at all important	5.3%

*8. Recreation and community programs (Library, Council on Aging, etc.)*

Very important	37.1%
Important	45.9%
Somewhat important	14.2%
Not at all important	2.8%

9. Parks and playgrounds

Very important	38.8%
Important	47.0%
Somewhat important	12.8%
Not at all important	1.4%

7. Please rate your satisfaction with the following City services.

Parking enforcement

Very satisfied	10.1%
Satisfied	51.2%
Somewhat dissatisfied	17.8%
Very dissatisfied	12.0%
Not applicable to me	8.9%

Snow removal and plowing

Very satisfied	19.1%
Satisfied	47.2%
Somewhat dissatisfied	22.6%
Very dissatisfied	9.5%
Not applicable to me	1.6%

Road maintenance and repair

Very satisfied	4.3%
Satisfied	31.1%
Somewhat dissatisfied	38.3%
Very dissatisfied	25.7%
Not applicable to me	0.6%

Traffic enforcement

Very satisfied	9.4%
Satisfied	51.4%

Somewhat dissatisfied	23.3%
Very dissatisfied	13.4%
Not applicable to me	2.5%

Recreation programs

Very satisfied	10.0%
Satisfied	53.7%
Somewhat dissatisfied	11.0%
Very dissatisfied	2.0%
Not applicable to me	23.3%

Senior Center programs

Very satisfied	10.4%
Satisfied	26.1%
Somewhat dissatisfied	4.7%
Very dissatisfied	1.5%
Not applicable to me	57.3%

Overall cleanliness of the City

Very satisfied	11.4%
Satisfied	45.3%
Somewhat dissatisfied	31.7%
Very dissatisfied	11.6%
Not applicable to me	0.0%

Police services

Very satisfied	37.5%
Satisfied	46.6%
Somewhat dissatisfied	4.9%
Very dissatisfied	2.5%
Not applicable to me	8.5%

<i>Fire services</i>	
<b>Very satisfied</b>	46.0%
<b>Satisfied</b>	38.0%
<b>Somewhat dissatisfied</b>	0.6%
<b>Very dissatisfied</b>	0.5%
<b>Not applicable to me</b>	14.9%

<i>Trash and recycling collection</i>	
<b>Very satisfied</b>	34.1%
<b>Satisfied</b>	49.2%
<b>Somewhat dissatisfied</b>	9.9%
<b>Very dissatisfied</b>	4.0%
<b>Not applicable to me</b>	2.8%

<i>Public Library services</i>	
<b>Very satisfied</b>	39.2%
<b>Satisfied</b>	39.6%
<b>Somewhat dissatisfied</b>	3.8%
<b>Very dissatisfied</b>	0.7%
<b>Not applicable to me</b>	16.7%

<i>Appearance and maintenance of parks</i>	
<b>Very satisfied</b>	11.8%
<b>Satisfied</b>	49.2%
<b>Somewhat dissatisfied</b>	26.9%
<b>Very dissatisfied</b>	9.1%
<b>Not applicable to me</b>	3.0%

<i>Public schools</i>	
<b>Very satisfied</b>	2.9%
<b>Satisfied</b>	16.5%
<b>Somewhat dissatisfied</b>	21.9%
<b>Very dissatisfied</b>	24.9%

**Not applicable to me** 33.8%

**8. Please rank the importance of the following issues.**

*1. Offering quality public education*

<b>Very important</b>	68.9%
<b>Important</b>	21.3%
<b>Somewhat important</b>	7.1%
<b>Not at all important</b>	2.7%

*2. Stabilizing property taxes*

<b>Very important</b>	59.0%
<b>Important</b>	25.5%
<b>Somewhat important</b>	11.6%
<b>Not at all important</b>	3.9%

*3. Supporting the growth of new and existing businesses*

<b>Very important</b>	38.2%
<b>Important</b>	44.0%
<b>Somewhat important</b>	16.0%
<b>Not at all important</b>	1.8%

*4. Supporting tourism, arts, and cultural opportunities*

<b>Very important</b>	33.5%
<b>Important</b>	42.5%
<b>Somewhat important</b>	19.6%
<b>Not at all important</b>	4.4%

*5. Renewable energy and energy efficiency initiatives*

<b>Very important</b>	40.6%
<b>Important</b>	34.1%
<b>Somewhat important</b>	19.7%
<b>Not at all important</b>	5.6%



6. *Improving communication between the City and residents*

Very important	40.8%
Important	43.7%
Somewhat important	14.4%
Not at all important	11 %

7. *Providing improved recreational opportunities for youth and adults*

Very important	29.2%
Important	42.3%
Somewhat important	24.5%
Not at all important	4.0%

8. *Regionalizing and combining City functions*

Very important	11.0%
Important	32.3%
Somewhat important	36.4%
Not at all important	20.3%

**9. Do you think the cost of your housing (mortgage, rent, etc.) is reasonable?**

Yes	51.3%
No	35.1%
Other	13.6%

**10. Besides the matter of cost, does your current housing meet your needs?**

Yes	85.8%
No	10.5%
Other	3.7%

**11. What about your current housing does not meet your needs? (only asked of those answering "No" to Q 10)**

Too small	63.1%
I dislike the neighborhood.	13.5%
Too far from where I work.	10.8%
Too far from transit options.	7.2%
Doesn't meet my accessibility needs.	8.1 %
Too big.	2.7%
Other	37.8%

**12. Do you feel there are currently enough housing options in Salem to meet your needs?**

Yes	50.4%
No	40.6%
Other	9.0%

**13. What types of housing does Salem need?**

More affordable and workforce options.	52.0%
More choices for seniors.	40.3%
Single family homes.	27.9%
Salem does not need more housing.	24.2%
Universally designed/accessible housing.	22.5%
Housing choices close to transit.	23.2%
Other	12.9%

**14. What about potential new housing in Salem is most concerning to you? (select as many as apply)**

I'm worried about added traffic and parking strains.	65.7%
I'm worried it will overburden our infrastructure (roads, sewers, etc.).	53.7%
I'm concerned that more people living in Salem will mean more services will be needed and so taxes will go up.	39.6%

I'm not overly concerned about adding new housing. 26.9%

I'm concerned it will change the culture of Salem. 21.8%

I'm worried it will mean more students in our schools. 17.2%

Other 13.8%

**15. The City is studying a proposal that would allow more flexibility for Salem homeowners to create "in-law apartments" - also called accessory dwelling units - within existine structures in order to help address housine needs. Is this a concept you would support?**

Yes 70.3%

No 17.7%

Other 12.0%

**16. Who do you think typically lives in new housine that is built in Salem?**

A mix of new and current residents. 48.4%

Almost entirely people who are moving here from some other city or town. 45.5%

Other 5.0%

Almost entirely current Salem residents. 1.1%

**17. Would you support the use of underutilized publicly owned land (not park or conservation land) to help with the creation of affordable housine?**

Yes 54.5%

No 32.8%

Other 12.7%

**18. Do you support the concept of a City-wide shuttle bus service in Salem?**

Yes 83.4%

No 10.2%

Other 6.4%

**19. Have you used the City's Zagster bike share proeram and, if so, what was your experience with it?**

I have not used Zagster. 91.0%

I have used Zagster and I had a positive experience. 7.1%

I have used Zagster and had both negative and positive experiences. 1.1%

I have used Zagster and had an experience that was neither positive or negative. 0.6%

I have used Zagster and had a negative experience. 0.3%

**20. Would you consider usine a community car sharine proeram if it was easy and affordable?**

Yes 32.6%

No 60.7%

Other 6.7%

**21. Do you work in Salem or outside of Salem?**

I work outside of Salem. 45.2%

I work in Salem outside of my home. 22.5%

I currently do not work. 19.3%

I work in Salem from my home. 13.0%

**22. 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 Q21.)**

Drive own vehicle	70.5%
Commuter rail	18.2%
Walk	6.9%
Bus	1.0%
Bicycle	0.6%
Carpool	0.3%
Ferry	0.1%
Other	2.4%

**23. Has anyone you know suffered from an addiction to opioids?**

No	56.1%
Yes, a friend or acquaintance	24.2%
Yes, a family member	14.4%
Yes, a co-worker	2.0%
Other	3.3%

**24. Has anyone you know suffered from an opioid overdose in the past year?**

No	80.6%
Yes, a friend or acquaintance	13.5%
Yes, a family member	2.7%
Yes, a co-worker	0.8%
Other	2.4%

**25. What was the outcome of their overdose? (only asked of those answering anything but "No" to Q24)**

It was a fatal overdose	66.5%
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They were revived or stabilized with the use of Narcan or naloxone 18.5%

They were revived or stabilized without the use of Narcan or naloxone 6.5%

Other 8.5%

**26. How familiar or unfamiliar are you with CodeRED, the City's automated alert system?**

Very familiar	45.8%
Somewhat familiar	28.7%
Not at all familiar	25.5%

**27. Have you registered your telephone number and/or email address with CodeRED?**

Yes	73.4%
No	26.6%

**28. How do you receive notices and other information from the City?**

CodeRED telephone call	83.6%
Emergency blue lights	70.7%
Social media	60.4%
Email notification	66.4%
City of Salem website	45.2%
Word of mouth	29.8%
Newspapers	13.6%
Other	9.2%

**29. Where do you typically learn about news concerning Salem City government?**

Word of mouth, including unofficial social media and emails	56.3%
City website or other official City notification, including official social media and emails	56.4%
Salem News	48.2%
Salem Patch	41.5%
Salem Gazette	12.7%
Television or radio news outlets	10.9%
Other	8.2%

**30. In the last 12 months, have you contacted the City to obtain information or request services?**

Yes	53.3%
No	46.7%

**31. How have you contacted the City? (Only asked of those answerine "Yes" to Q30)**

Telephone	61.8%
Email	40.0%
In person	44.0%
SeeClickFix	28.2%
Social media	12.8%
Mail	4.1%
Other	2.0%

**32. How would you describe the City employee with whom you most recently had contact?**

*Knowledgeable*

Very good	47.4%
Good	27.0%
Fair	11.0%
Poor	6.3%
Not applicable	8.3%

*Courteous*

Very good	52.4%
Good	25.3%
Fair	10.5%
Poor	5.0%
Not applicable	6.8%

*Responsive to your needs*

Very good	45.8%
Good	23.4%
Fair	14.5%
Poor	12.3%
Not applicable	4.0%

*Ease of getting in touch with the employee*

Very good	43.6%
Good	27.0%
Fair	13.8%
Poor	9.2%
Not applicable	6.4%

**Respectfulness**  
**Very good** 52.7%  
**Good** 26.3%  
**Fair** 9.4%  
**Poor** 4.8%  
**Not applicable** 6.8%

**Timeliness of response**  
**Very good** 46.7%  
**Good** 24.5%  
**Fair** 12.3%  
**Poor** 11.9%  
**Not applicable** 4.6%

**Ability to accommodate the need for foreign language or sign language**  
**Very good** 10.3%  
**Good** 5.8%  
**Fair** 1.3%  
**Poor** 0.9%  
**Not applicable** 81.7%

**33. In the last 12 months have you visited the City's website, www.saJem.com?**

**Yes** 94.4%  
**No** 5.6%

**34. How would you rate each of the following characteristics of the City website? (Only asked of those who answered "Yes" to Q33)**

**Usefulness of information**  
**Very good** 12.8%  
**Good** 58.4%

**Fair** 25.7%  
**Poor** 3.1%

**Ease of use or navigation**  
**Very good** 8.0%  
**Good** 50.1%  
**Fair** 33.3%  
**Poor** 8.6%

**Design and graphics**  
**Very good** 7.2%  
**Good** 48.8%  
**Fair** 36.0%  
**Poor** 8.0%

**35. Have you downloaded or utilized the City's "Passport Parkin&" app for mobile devices?**

**No, I have neither downloaded nor used the Passport Parking app.** 66.4%

**Yes, I have the app and I've used.** 25.9%

**Yes, I've used Passport to pay for parking, but don't have the app.** 4.2%

**Other** 3.5%

**36. Have you used a mobile device to view the City's website?**

**Yes** 60.3%  
**No** 39.7%

37. How would you rate the functionality and appearance of the City's website on a mobile device? (Only asked of those answering "Yes" to Q36.)

Very good	43%
Good	44.5%
No opinion	34.1 %
Poor	14.0%
Very poor	31 %

38. 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	4.9%
Support	14.8%
Somewhat support	43.1 %
Do not support	37.2%

*Combining services with other communities (regionalization)*

Strongly support	9.3%
Support	29.3%
Somewhat support	42.3%
Do not support	19.1 %

*Layoffs and reducing personnel*

Strongly support	2.9%
Support	5.8%
Somewhat support	26.0%
Do not support	65.3%

*Pursue non-tax revenue sources (i.e. grants, PILOTs, etc.)*

Strongly support	35.5%
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Support	36.3%
Somewhat support	21.5%
Do not support	67%

*Offer fewer City services*

Strongly support	1.6%
Support	3.3%
Somewhat support	18.1%
Do not support	77.0%

39. How long have you lived in Salem?

Less than a year	3.8%
1-5 years	23.4%
5-15 years	25.4%
More than 15 years	47.4%

40. Which neighborhood of Salem do you live in?

Boston Street/Blubber Hollow	1.1 %
Bridge Street Neck	6.1%
Castle Hill	2.5%
Derby Street neighborhood	7.1%
Downtown Salem	8.1%
Gallows Hill	3.1%
Greater Endicott Street	3.3%
Highland Avenue	4.9%
McIntire Historic District	8.5%
North Salem	13.9%
The Point	2.5%
Salem Common	7.9%
Salem Willows/Juniper Point	2.7%
South Salem	18.7%
Witchcraft Heights	5.2%
Other	4.4%

**41. What is your gender identity?**

Man/Non-Transgender Man	29.6%
Man/Transgender Man	0.4%
Woman/Non-Transgender Woman	56.4%
Woman/Transgender Woman	1.1 %
Non-binary	0.8%
Prefer not to answer	9.7%
Additional gender category/identity	2.7%

**42. Do you have children in the Salem Public Schools?**

Yes	18
No, I don't have children	63.2%
No, my child attends school elsewhere	11.0%
No, my child is not yet in school	7.4%

**43. What grade is your child or children in? (Only asked of those who answered "Yes" or "No, my child/children attend school elsewhere" to Q42)**

Kindergarten through 4 <sup>th</sup> Grade	42.7%
5 <sup>th</sup> Grade through 8 <sup>th</sup> Grade	15.6%
9 <sup>th</sup> Grade through 12 <sup>th</sup> Grade	16.1 %
Children in more than one of these ranges	25.6%

**44. What age group are you in?**

Less than 18 years old	0.1 %
18-30 years old	7.2%
31-40 years old	24.0%
41-50 years old	21.0%
51-64 years old	26.0%
65 years old or older	21.7%

**45. Do you own your home or rent?**

Own	79.2%
Rent	19.5%
Other	1.3%

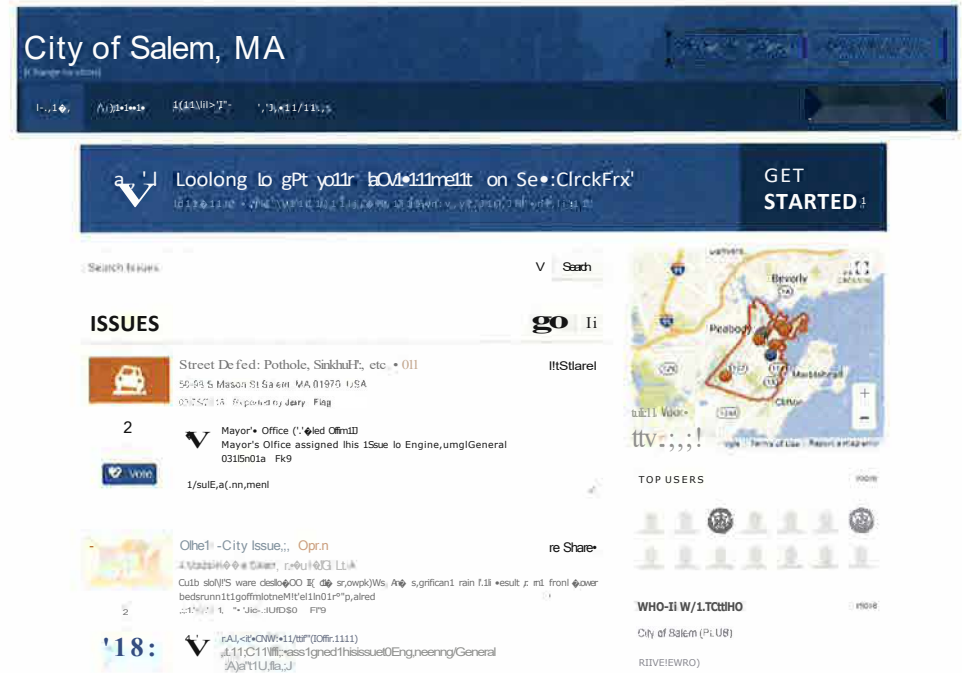
## SeeClickfix

Since July 2014, the City of Salem utilized 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 April 24, 2019, a total of 15,480 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.







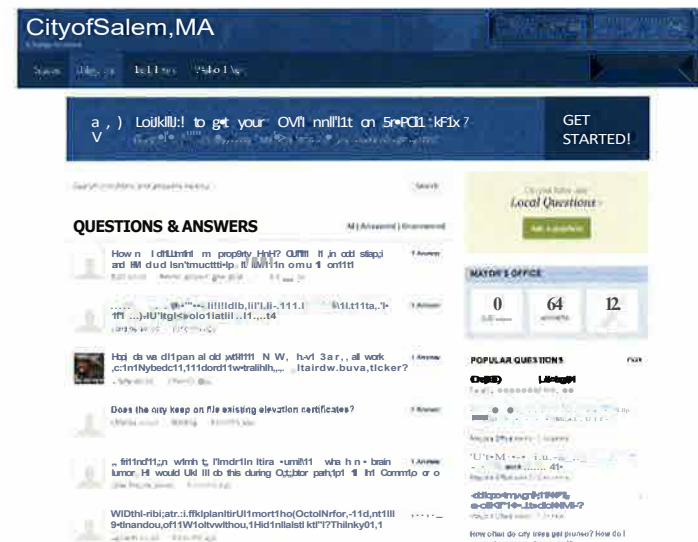
The free app is linked to a user's location services on their smartphone, so if they are in another SeeClickFix community, that community's mobile buttons will automatically load and all service requests reported will go to the appropriate department in that community.

The app and online version alike also include Knowledge Base. As the first SeeClickFix community to deploy Knowledge Base, Salem led the way with this new tool, which replaced 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. As of April 24, 2019, a total of 237 questions have been answered in Knowledge Base, with more being added - and answered - all the time.

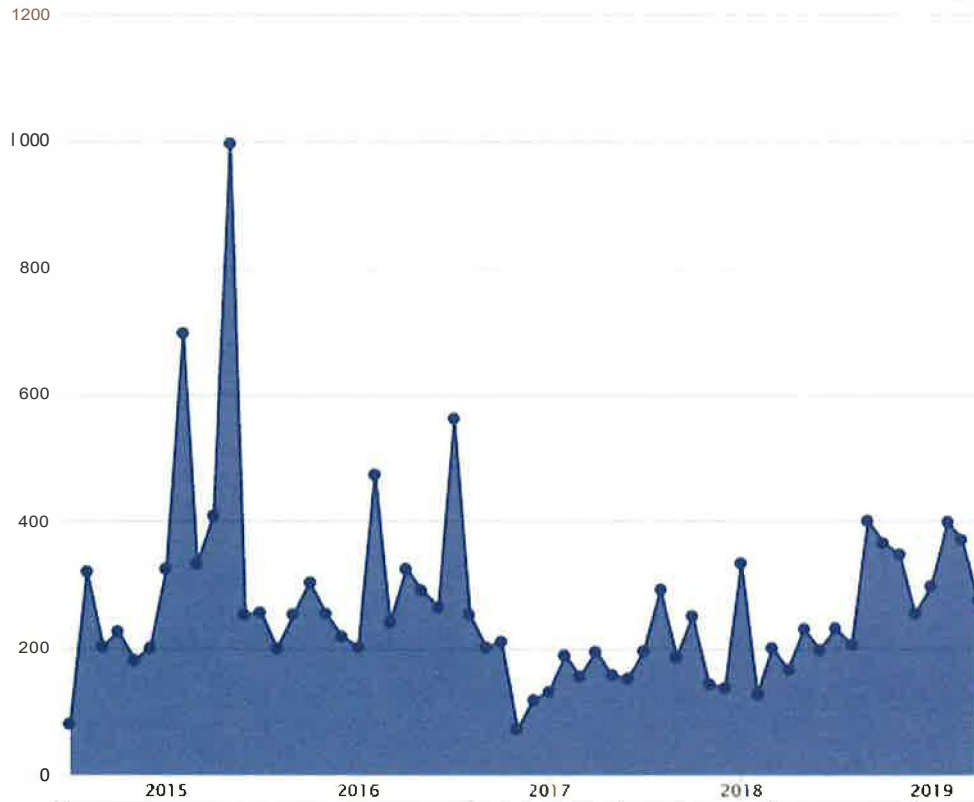
In addition to providing an enhanced level of public access, SeeClickFix has helped Salem improve work flow, advocacy, and responsiveness by enabling City workers to quickly and easily report issues from the field.

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. Roughly 10% of the service requests submitted through the tool were City-initiated by staff. The City is continuing to expand the interaction between SeeClickFix data and the revival of the SalemStat performance evaluation initiative, which will be relaunching in FY2020.

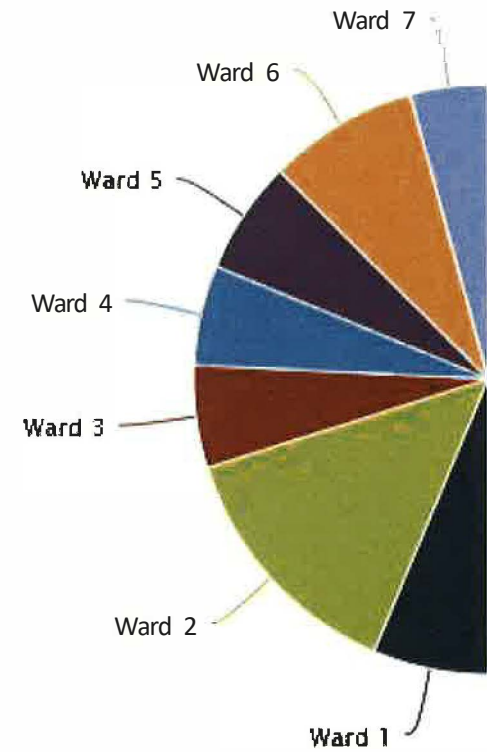
**How to find it:** (1) search in your app store for SeeClickFix, (2) click the SeeClickFix link under Online Services at [www.salem.com](http://www.salem.com), or (3) visit [www.seeclickfix.com/salem\\_ma](http://www.seeclickfix.com/salem_ma). The program is free to use.



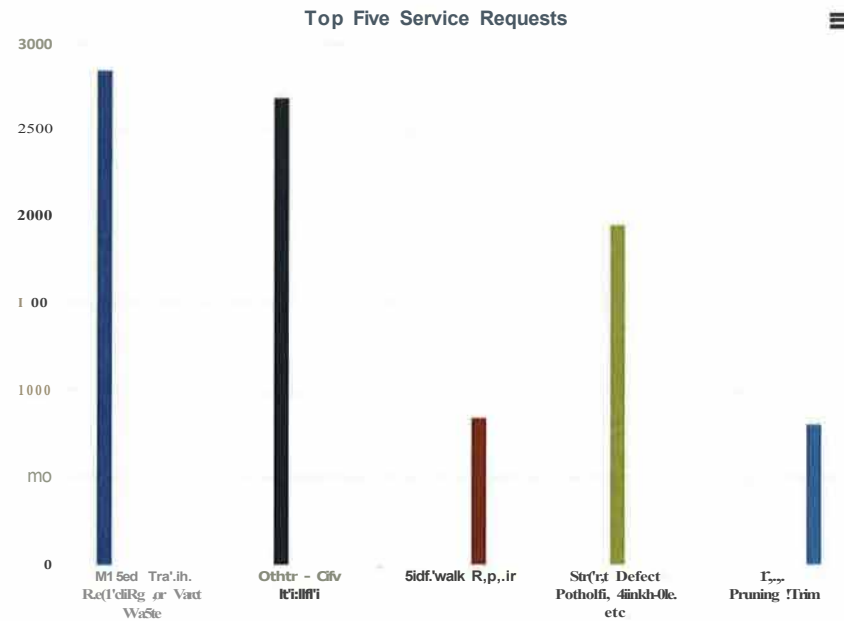
Issues Reported by Month Since Launch



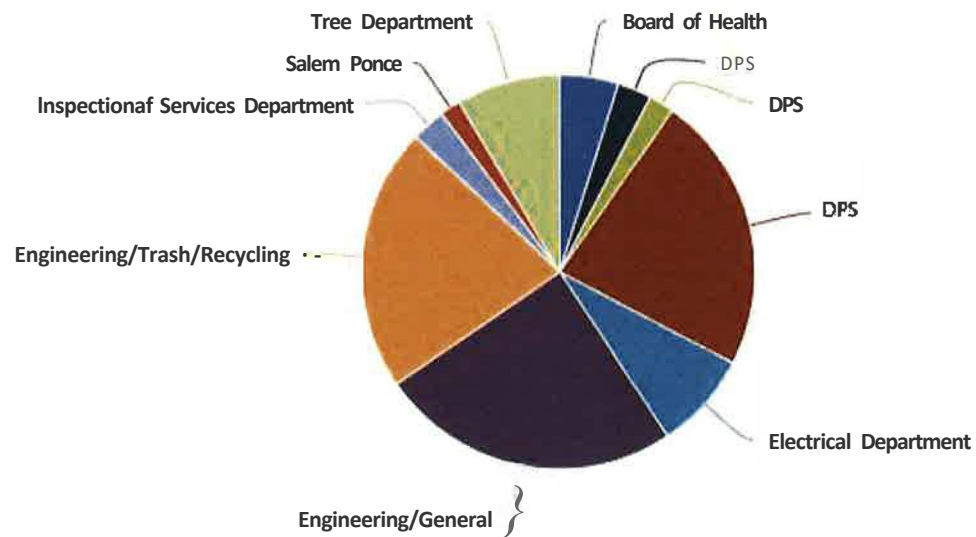
Issues Reported by Ward Since Launch



SeeClickFix Usage	FY2015	FY2016	FY2017	FY2018	FY2019 (through 4/24/19)	TOTAL
Service requests	4,216	3,276	2,391	2,455	3,142	15,480



Issues Reported by Assignee





# FYI SALEM

VOLUME 4, ISSUE 16

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## From the Mayor's Desk



We're fast approaching September, which is National Senior Center Month. It seems especially appropriate, therefore, that we will be officially opening the new Mayor Jean Levesque Community Life Center, or CLC, on September 10th, almost exactly one year after we broke ground on the building. This new home for our Council on Aging, Recreation, and Veterans departments will offer a first-class space for programs, events, and staff.

I hope you will visit the new CLC after it opens, either at our grand opening celebrations on September 21-22, or for a regular program, or just to drop in and say hello!

Salem is committed to being an age-friendly community. I am proud we were just the third municipality in Massachusetts to have our Age-Friendly Action Plan, *Salem for All Ages*, certified by the AARP. The Salem for All Ages Task Force, made up of Salem agencies, organizations, and departments that serve seniors in a variety of capacities, has been hard at work implementing that action plan. Thanks to the Task Force's work, we recently completed a year-long feasibility study on the concept of bringing an intra-city shuttle service to Salem. The report is available now online-find the link in this issue-and we're now getting underway with plans for implementing a pilot of the proposed concepts.

Another component of the Task Force's work launched this week, with the publication of [WWW.SalemforAllAges.org](http://WWW.SalemforAllAges.org). This new website has a wealth of information, resources, links, and announcements about living and aging in Salem.

Check it out and check back often! We'll post the annual Salem for All Ages Resource Guide there and it will be regularly updated with new events, volunteer opportunities, and more.

Lastly, find out more in this issue and on the latest FYI Salem podcast about Salem Meet & Eat, a new community meal program starting in September. Join us at 5:30pm on the 2nd Wednesday of the month at Saltonstall School for a free meal, with activities and a chance to socialize. This is open to all Salem residents and is coordinated with assistance from Root, a workforce training program for young people that uses food prep and service as a vehicle for teaching career and life skills. Find the FYI Salem podcast on iTunes or at [b.UJ2illv/WWW.salem.co1r1/moyors-ollice/pages/lyi-salem-podcmt](http://b.UJ2illv/WWW.salem.co1r1/moyors-ollice/pages/lyi-salem-podcmt).

As always, thanks for reading FYI Salem!

Kim Driscoll, Mayor  
City of Salem

## Shuttle Feasibility Study



SHUTTLE BUS FEASIBILITY STUDY  
AND A QUALITATIVE EVALUATION  
OF CHILDRIN TRANSPORTATION  
Salem, Massachusetts

The City of Salem has completed a feasibility study of an intra-city shuttle, an action step in the implementation of the City's *Salem For All Ages* Action Plan. The study was funded by a Tufts Health Plan Foundation grant that was awarded to the Friends of the Salem Council on Aging. A working group of stakeholders helped guide the study. The feasibility study evaluates existing services in Salem, best practices from successful transit services elsewhere, and analyzes input collected from public meetings and a city-wide transportation survey.

The study concludes that an intra-city shuttle is feasible as either circular loops or a demand-response service. Conceptual routes are shown based on community input in consultation with the Council on Aging and the working group. The City will next explore funding and operational considerations for a possible pilot program of some of the concepts outlined in the report. The feasibility study report can be found at <https://www.salem.com/planning-and-community-development/files/shuttle-bus-feasibility-study>.

## Household Hazardous Waste Day

**Salem's Household Hazardous Waste Collection Day • \$20 per car - CASH ONLY.**

**SATURDAY, September 15, 2018 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 -**

For more information contact the Board of Health at 781-741-1800 [www.salem.com/health](http://www.salem.com/health)

**Proof of residency is required for both Salem and Beverly residents**

### What Do I Bring??

#### From the Workshop:

Oil-based Paints  
Stains & Varnishes  
Wood Preservatives  
Paint Strippers/Thinners  
Solvent Adhesives  
Lighter fluid

#### From the House:

Rubber Cement, Airplane Glue  
Flammable Resins  
Photo Chemicals  
Cooling Sals  
Furniture Polish  
Aerosol & Metal Polishes  
Oven Cleaner  
Drain & Toilet Cleaners  
Space Heaters  
Upholstery Cleaner  
Hobby Supplies, Airbrush Supplies

#### From the Garage:

Fuels/Gasoline/Kerosene  
Antifreeze  
Engine Oil, Grease  
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  
Pest Control Products  
PROPANE TANKS

### What NOT To Bring!

Flammable LIQUIDS  
Empty Containers/Tins  
Hazardous Waste  
Commercial or Industrial Waste  
Radioactive Waste, Smoke Detectors  
Infectious & Biological Wastes  
Ammunition, Fireworks, Explosives  
Flammable Liquids  
Asbestos  
Refrigerators, A/C Units, Drapery  
at the Police Station  
to be brought to the Fire Station

### How Can I Safely Transport Hazardous Materials?

- 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.





# CLC Opening

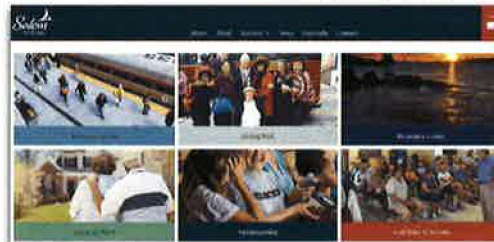
The new Mayor Jean Levesque Community Life Center will open to the public on Monday, September 10, 2016. All of the City's Council on Aging, Recreation, and Veterans' Services offices, including all programming currently held at the old senior center at 5 Broad Street, will be relocated to the new facility at 401 Bridge Street effective September 10. The final day that 5 Broad Street will be open to the public will be Friday, August 31. The 5 Broad Street building will be sold by the City later this fall.



On Tuesday, September 4 and Wednesday, September 5, all Council on Aging and Recreation programs, including meals, will take place at the Winter Island function hall. No programs or services will be provided on Thursday, September 6 and Friday, September 7. All COA, Recreation, and Veterans' Services telephone numbers will continue to be operational during the relocation, and also at 401 Bridge Street after September 10. While the building at 401 Bridge Street will officially open to the public on September 10, the grand opening celebrations at the new Mayor Jean Levesque Community Life Center will take place on Friday September 21 and Saturday September 22.

"I am so excited to announce the official grand opening of the Mayor Jean Levesque Community Life Center," said Mayor Driscoll. "This is the first-class 21st-century facility that Salem seniors, families, and all residents have long awaited and greatly deserve. With ample program space, exercise room, a bright and welcoming great room, lounge, library, cafe space, and more, Salem's CLC will be a leading community center space in Massachusetts. For years - decades, even - Salem has long sought a new home for our COA, veterans, and park and recreation programs and staff. Thanks to the hard work of many people, both affiliated with the City and with the team who built the CLC, we are finally ready to open the doors on this long-awaited facility."

## Salem for All Ages Website



As part of the *Salem for All Ages* initiative, the City of Salem has launched [www.salemforallages.org](http://www.salemforallages.org), with information about living and aging in place in Salem. It includes links to transportation resources, volunteer opportunities, activities and events, healthy living and home maintenance guides, the annual *Salem for All Ages* Resource Guide publication, details about *Salem for All Ages* - including the Action Plan - and much more.

*Salem for All Ages* got its start in 2016 when Salem became one of the first communities in Massachusetts to have its Age-Friendly Action Plan certified by AARP and the World Health Organization. The Action Plan lays out a strategy to make Salem even more livable and welcoming for people of all ages, by focusing on the eight "domains" of an age-friendly community: social participation, respect and social inclusion, housing, transportation, outdoor spaces and buildings, community support and health services, communication and information, and civic participation and employment. The publication of the *Salem for All Ages* website was one of the key action items within the plan's communication and information domain.

"The priorities represented by the Age-Friendly designation are reflective of Salem's values as a whole," said Mayor Kim Driscoll, who chairs the *Salem for All Ages* Leadership Council. "The goals of a livable, safe, and vibrant city serve to lift up all our residents, no matter their age or ability. I invite all Salem residents - seniors, the adult children of seniors, caregivers, anyone - to visit [www.salemforallages.org](http://www.salemforallages.org) and discover all the great resources, events, and opportunities available here in Salem."

# Salem Meet & Eat



## Where:

5:30PM - 7:00 PM  
Saltonstall School  
211 Lafayette St, Salem



@r...u,m&nk  
if>V'ib\*41111U



*Share a meal, build community/  
Monthly dinners are free and open to Salem Residents.  
Drop by to share in a meal and conversation.*

## When & What Activity:

September 12 <sup>th</sup> - Harvest of the Month	February 13 <sup>th</sup> - Valentine's Day
October 10 <sup>th</sup> - Frida Flowers/Skeleton Faces	March 13 <sup>th</sup> - Food Bingo
November 14 <sup>th</sup> - Try this new food	April 10 <sup>th</sup> - Food Re-grow
December 12 <sup>th</sup> - Snow Flakes/Winter Ornaments	May 8 <sup>th</sup> - Mother's Day & Live Animals
January 9 <sup>th</sup> - New year /Try something new	June 12 <sup>th</sup> - Father's Day & Dance Off

Free and Open to All Salem Residents!



## Donde:

5:30PM - 7:00 PM  
Escuela Saltonstall  
211 Lafayette St, Salem



@Eastern Bank



*Comparte alimentos, establece comunidad!  
Cenas mensuales son gratis y son abiertas a Residentes de Salem.  
Pase para compartir un alimento y en conversacion.*

## Cuando y Cual Actividad:

Septiembre 12 <sup>th</sup> - Cosecha del Mes	Febrero 13 <sup>th</sup> - Día de San Valentín
Octubre 10 <sup>th</sup> - Flores de Friday Caras esQueleto	Marzo 13 <sup>th</sup> - Binso de Comida
Noviembre 14 <sup>th</sup> - Prueba esta nueva comida	Abril 10 <sup>th</sup> - Volver a Crecer Comidas
Diciembre 12 <sup>th</sup> - Ornamentos de Invierno	Mayo 8 <sup>th</sup> - Día de las Madres/ Animaillos en vivo
Enero 9 <sup>th</sup> - Nuevo año / Trata algo nuevo	Junio 12 <sup>th</sup> - Día de los Padres/ A Bailar!

Gratis y Abierto a Todos los Residentes de Salem!





# FYI SALEM

VOLUME 4 ISSUE 17 SEPTEMBER 12, 2018

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## From the Mayor's Desk



Two days ago we officially opened the doors on the Mayor Jean Levesque Community Life Center, or CLC, at 401 Bridge Street, which replaces the senior center on Broad Street that Salem had utilized for four decades. The new CLC is not only home to our Council on Aging, Veterans Services, and Recreation department, it also has beautiful programming and public space, a library, great room with kitchen, and lounge areas.

If you haven't had a chance to stop by and look around, I hope you will do so. We will also be holding several days of opening celebrations

and special programs for the grand opening, starting on Saturday, September 22. Read more about the plans in this issue of the newsletter.

As a reminder, the fall brings our seasonal city-wide street sweeping program. Please check the schedule carefully and pay attention to the no parking signs when they go up on your street. If your vehicle is parked on the street on your sweep day, it may be towed.

September 14-23 is "Welcoming Week" - a nationwide celebration of all that our immigrant residents contribute to our communities. Here in Salem there are a number of events taking place over the course of the week and later on this week we'll be issuing a formal proclamation marking the occasion.

For the last year our Bicycling Advisory Committee and a team of stakeholders have been meet-

ing to help prepare an update to the City's Bicycling Master Plan. They're finished with their work and excited to present their draft of the plan to the public. If you're a cyclist, whether for commuting, exercise, or just for fun, check out the draft at [tinyurl.com/bikeplan2018](http://tinyurl.com/bikeplan2018) and swing by the unveiling event on September 24 at 6:30 p.m. at City Hall Annex, 98 Washington Street.

Lastly, find out more about the opening of the new CLC on the latest FYI Salem podcast, where I talk with COA Director Terry Arnold and Director of Community Services Trish O'Brien about this milestone celebration. Find the FYI Salem podcast on iTunes or at [blmm.salem.com/mayors-office/pages/fyi-salem-podcast](http://blmm.salem.com/mayors-office/pages/fyi-salem-podcast).

As always, thanks for reading FYI Salem!

Kim Driscoll, Mayor  
City of Salem



## Welcoming Salem



The City of Salem celebrates "Welcoming Week," a nation-wide event taking place September 14-23. During this annual series of events, communities bring together immigrants, refugees, and native-born residents to raise awareness of the benefits of welcoming everyone. A number of events and activities are taking place in Salem during and around Welcoming Week.

The House of the Seven Gables holds a free workshop, "Welcoming is Healing: Re-thinking Immigration" on September 26 at 6:00 p.m. at the Gables, 115 Derby Street. In this interactive workshop, participants will explore

the idea of "welcome" in our lives, and how it benefits us to keep our minds and hearts open to new people and experiences. Register by calling 978-306-7001 or emailing [erincon@7gables.org](mailto:erincon@7gables.org). In addition, the House of the Seven Gables is offering Adult ESL and Citizenship classes at Salem Academy Charter School (45 Congress Street) on Tuesdays and Thursdays at 6:30pm starting September 11. Walk-in registration is welcome and childcare is provided.

On September 22, from 3:00 p.m. to 8:00 p.m., residents are invited to the free "Fiesta en la Calle," a vibrant block party taking place on Peabody Street. Be the first to see both international and New England based artists debut murals they will be creating throughout the Point's Punta Urban Art Museum. The celebration includes live art, live music, performers, food trucks, DJ's, a beer garden, and more.

During the week of September 17 to September 22, North Shore CDC will host over 35 artists to participate in the Point neighborhood's open-air Punta Urban Art Museum. Artists hailing from cities across the globe and New England will be in Salem during the week to create and display a series of expressive and thought-provoking art for the local and global community. The Punta Urban Art Museum encourages meaningful conversations concerning social justice, equality, and sense of place to unfold in an organic nature. There will be a series of lectures, films, and workshops throughout the week in the lead-up to the Fiesta on September 22.



## Fall Street Sweeping



Fall street sweeping in Salem's neighborhoods runs Sept. 10-Oct. 5. Entrance corridors will be swept Oct 9-18. Neighborhood street sweeping will take place on both sides of the street on the same day. Sweeping takes place 7am to 3pm. Each route will be posted with temporary 'No Parking' signs and parking will be prohibited between 7am and 3pm. Neighborhood streets are broken down into four zones. Sweep days are the next day after the regularly scheduled trash day. To find a specific street sweeping date, locate what zone your street is in on the 2018 Fall Street Sweeping Schedule and match it with the calendar. Monday sweep schedules are for the preceding Friday's trash day. Street sweeping

schedules can be found at [www.salem.com](http://www.salem.com). Entrance corridor sweeping will take place between 5am and 7am on the dates in the schedule. Each corridor will be swept over two consecutive days alternating between the odd and even side of the streets. Workers will use blowers to clear corridor sidewalks of debris prior to the street sweeping. Each corridor will be posted with temporary 'No Parking' signs; parking will be prohibited between 5am and 7am.

# CLC Opening Celebrations

The City of Salem has announced a series of special events and programs being held in celebration of the opening of the new Mayor Jean Levesque Community Life Center (CLC), at 401 Bridge Street. The 25,000 square foot CLC opened to the public today, September 10, and houses the City's Council on Aging, Recreation, and Veterans' Services departments, as well as multiple program rooms and public spaces.



While the official ribbon cutting and opening reception takes place Friday, September 21st, the highlight of the celebrations will be a series of seven public events - including musical performances, classes, demonstrations, and more - taking place as part of a Community Open House that runs from 1:00 p.m. to 5:00 p.m. on Saturday, September 22nd. Find the complete list of events planned for the celebration on line at <https://www.salem.com/home/news/city-salem-announces-community-life-center-opening-celebration-programs>.

In addition to the department's regularly scheduled programs, Salem Park, Recreation and Community Services will offer many special events and program during the Grand Opening Week. Please check out the Senior Power newsletter (available at <https://www.salem.com/council-aging/mkscsa-newsletter>) for daily Council on Aging programs and [www.salemrec.com](http://www.salemrec.com) for ongoing Park and Recreation programs.

## Household Hazardous Waste Day

Salem's Household Hazardous Waste Collection Day • SO ns, car • CASH ONY •

ATURDAY 15th September 15, 2018 8:00 AM - 12:00 PM

Sponsored by: MAYOR JIM BEVERLY, DR. SCOLLARD and THE SALEM BOARD OF HEALTH  
(Beverly residents also welcome; Salem residents will have access to Beverly's spring HHO)  
**- NO COMMERCIAL VEHICLES -**

Where: SALEM HIGH SCHOOL, Wilson St.  
for more information: Board of Health at (503) 741-1300 or [www.salemrec.com/hhw](mailto:www.salemrec.com/hhw)

**Proof of residency is required for both Salem and Beverly residents**

What I Do Bring??	From the Garage...	What NOT to Bring!
<p><u>From the Woodshed</u></p> <ul style="list-style-type: none"> <li>Oil Based Paints</li> <li>Sans &amp; Varnishes</li> <li>Pressure Washers</li> <li>Paint Strippers</li> <li>Solvent Adhesives</li> <li>Linseed Oil</li> </ul> <p><u>From the House</u></p> <ul style="list-style-type: none"> <li>Under Cabinet Airplane Glue</li> <li>Medicine</li> <li>Probiotics</li> <li>Chemicals</li> <li>Furniture Polish</li> <li>Floor &amp; Metal Polish</li> <li>Car Wash</li> <li>Deodorant &amp; Toilet Cleaner</li> <li>Spot Remover</li> <li>Hand &amp; Dish Soap</li> <li>Household Supplies, Artist Supplies</li> </ul>	<p>From the Garage...</p> <ul style="list-style-type: none"> <li>Antifreeze</li> <li>Motor Oil</li> <li>Antifreeze</li> <li>Engine Oil</li> <li>Transmission Fluid</li> <li>Coolant</li> <li>Car Wash</li> <li>Brake Fluid</li> <li>Power Steering Fluid</li> <li>Wax</li> <li>Polishes</li> <li>Wax Sealers</li> <li>Roofing Tar</li> <li>Swimming Pool Chemicals</li> <li>Antifreeze</li> </ul> <p><u>From the Yard</u></p> <ul style="list-style-type: none"> <li>Acaricides, Fungicides</li> <li>Central Air Filters</li> <li>Weed Killers</li> <li>Mold Killers</li> <li>Propane Tanks</li> </ul>	<p><u>What NOT to Bring!</u></p> <ul style="list-style-type: none"> <li>HAZARDOUS WASTE</li> <li>Empty Containers...fr, u,</li> <li>Oil Waste</li> <li>Commercial/Industrial Waste</li> <li>Refrigerator Waste, Smoke Detectors</li> <li>Infectious &amp; Biological Wastes</li> <li>Ammunition, Fireworks, Explosives</li> <li>Flammable Liquids</li> <li>Asbestos</li> <li>Flammable Liquids...oil, gas, etc.</li> <li>Flammable Solids</li> <li>Flammable Gases</li> </ul>



### How Can I Safely Transport Hazardous Materials?

- Leave materials in original container.
- Label containers.
- Seal and pack separately: oil paint, pesticides, and household chemicals.
- Put containers in sturdy upright boxes or crates with newspaper.
- NEVER MIX CHEMICALS.
- Do not put anything directly in the site.
- NEVER SMILE while handling hazardous materials.

The Salem Bicycling Advisory Committee  
invites you to attend the:

# Bike Master Plan Unveiling Open House

**Monday, September 24, 2018**

**6:30 - 8:00pm**

**At the New City Hall Annex, 1<sup>st</sup> floor  
98 Washington St.**

Please join the Bicycling Advisory Committee for the unveiling of the Bike Master Plan. Over the past year, the City and its consultant, Toole Design Group, developed the plan through data analysis, mapping, and public outreach. All are welcome to attend to view a brief presentation and participate in activities to provide feedback on the Master Plan's recommendations for city infrastructure, programs, and policies. Spanish translation services will be provided.

0'-0"

**You can view the draft plan online at**

**[http://ipyr.lcqr.nl.bi\\_eplaq201](http://ipyr.lcqr.nl.bi_eplaq201)**

For more information, contact the City of Salem Department of  
Planning and Community Development at (978) 619-5685 or  
[tdevine@salem.com](mailto:tdevine@salem.com)





# FYI SALEM

VOLUME 4 ISSUE 18

OCTOBER 2, 2018

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## From the Mayor's Desk



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. On Thursday, October 4, we kick off Haunted Happenings with the annual Grand Parade, which steps off from Congress Street at 6:30 p.m.

Read in this issue for a full listing of road closures, which start at 6 p.m. on Thursday evening, and follow @GetThruOctober on Twitter for real-time traffic and parking updates throughout the month.

On Friday, October 5, 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 5:30 p.m. More details about Mayor's Night Out will be posted at [www.salem.com](http://www.salem.com).

Read more in this issue of FYI Salem about our ongoing North Shore-Merrimack Valley Relief Fund, set up in conjunction with the Cities of Beverly, Peabody and Lynn and the Town of Swampscott.

We also have details about a test of the national Emergency Alert System that will take place on the afternoon of October 3.

Finally, the next Salem Meet and Eat, our community meals series, will take place on October 10 at the Saltonstall School. Find out more in this issue of the newsletter. Salem Meet and Eat is a free meal and family-friendly

activities, funded by Eastern Bank with food prepared by Root.

I know October can be busy and, at times, challenging for our residents. But we also know how critically important this season is to our local economy, bringing in \$100 million in local spending at our merchants and businesses and supporting more than 900 local jobs. 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 4 and Mayor's Night Out on October 5 to be a part of the fun and the celebrations!

Kim Driscoll  
Mayor, City of Salem



# Haunted Happenings Parade\

The 23rd annual Salem Chamber of Commerce Haunted Happenings Grand Parade will be on Thursday, October 4th, 2018 starting at 6:30 p.m. This year's event features the theme "The Magic of *Hocus Pocus*." This time honored kick-off of the Halloween season is full of color, pageantry, music, and the enthusiasm of thousands of Salem's students from kindergarten to college and our local business owners. Their participation is what makes this a highly successful, cherished event for our community.



The parade will muster at Shetland Park and follow a route up Congress Street, left onto Derby Street, right onto Central Street, left onto Front Street, right onto Washington Street, right onto the pedestrian mall, down Essex Street, and onto the Common. Roads along the parade route will be closed down around 6:00 p.m. on Thursday evening and remain closed until after the parade ends and DPW have cleaned the streets along the route. There is no parking allowed along the parade route. Be sure to move your vehicle from these streets on Thursday before 6:00 p.m. and seek an alternate route if you normally commute through Salem in the evening.

**Salem roadways closing to traffic  
Thursday, Oct. 4  
6PM to 9:30PM**



## Register to Vote

The final day to register to vote in the upcoming November 6th election is **Wednesday, October 17**. The elections office at Salem City Hall will be open on October 17th until 8:00 p.m. so residents may register to vote. You can check your voter status and polling location at [www.sec.state.ma.us/e/el](http://www.sec.state.ma.us/e/el). The website also has other helpful voting resources. You can find out more about registering to vote and voting in Salem by calling the City Clerk's office at 978-745-9595 x41211.



## Community Preservation Hearing



The Community Preservation Committee (CPC) will hold a Public Informational Hearing to solicit input from citizens regarding the development of the FY19 Community Preservation Plan, which will be used to guide the CPC's decision-making on Community Preservation Act (CPA) project proposals. The CPA-established local dedicated fund is used to undertake open space, historic preservation, outdoor recreation and community housing projects.

The Public Hearing will be held on Tuesday, October 9, 2018 in the first floor conference room at 98 Washington Street at 6:00 p.m. The public will have an opportunity to comment on Salem's needs, possibilities and resources

with regard to community preservation. Written comments may also be sent to the Department of Planning and Community Development, 98 Washington St., Salem, MA 01970 by October 26, 2018. Information on the CPA can be found at <http://www.salem.com/community-preservation-committee>. 98 Washington Street is handicapped accessible. However, persons with special needs should contact the Department of Planning and Community Development for reasonable accommodation and provide ample time for the request to be arranged.



# Merrimack Valley Relief

Beverly Mayor Michael Cahill, Lynn Mayor Thomas M. McGee, Peabody Mayor Edward A. Bettencourt, Jr, and Salem Mayor Kim Driscoll, along with the Town of Swampscott, have established the North Shore Merrimack Valley Relief Fund for residents of their communities to donate directly to those displaced or impacted by the natural gas explosions and fires in Andover, Lawrence, and North Andover.



Those who wish to donate may do so by visiting any Eastern Bank location and donating over the counter. An online donation option is also available by clicking the "Merrimack Valley Relief Fund" button at [www.salem.com](http://www.salem.com).

"This is an unimaginable tragedy for so many families," said Mayor Driscoll. "I'm grateful for the collective empathy of the residents of the North Shore, who reached out and asked how they can help and support their neighbors in the Merrimack Valley. I hope everyone who is able will donate to the relief efforts for the dozens of families who have lost homes and belongings, or suffered injuries, in this terrible accident."

"Our hearts go out to all those affected by the gas explosions in Lawrence, Andover, and North Andover," said Mayor Bettencourt. "Those wishing to aid the victims of this disaster can donate to the North Shore-Merrimack Valley Relief Fund and be assured their money will benefit those who need it most."

"We stand together with the North Shore and Merrimack Valley communities impacted by these devastating events," said Mayor McGee. "We can't imagine what they are going through at this time and encourage businesses and residents of our municipalities to be as generous as possible as our neighbors start to get back on their feet in the coming weeks and months."



## Emergency Alert Test

On Wednesday, October 3, the Federal Emergency Management Agency will be conducting a nationwide test of its emergency alert systems. The test is scheduled to take place between 2:18 p.m. and 2:48 p.m. on October 3rd and will be delivered to both landline telephones and cell phones. This alert will only be a test and it is not affiliated with the City of Salem's emergency notification system. For more information about this test, please visit: [www.fema.gov/emergency-alert-test](http://www.fema.gov/emergency-alert-test).

## October Meet & Eat

The next Salem Meet & Eat Community Meal takes place on Wednesday, October 10th at 5:30 p.m. at the Saltonstall School at 211 Lafayette Street. month, we will have activities, a free raffle, and another delicious meal prepared by Root: Braised Chicken Thighs with Autumn Spices, Roasted Squash, Trilogy of Baked Beans, Harvest Salad, Dinner Roll. We will make every effort to serve all guests, but please note that meals are served on a first-come/first-serve basis. This event is free and open to all Salem residents.







# FYI SALEM

VOLUME 4, ISSUE 19

OCTOBER 22, 2018

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## From the Mayor's Desk



Dear resident,

Thank you for reading the FYI Salem newsletter.

Halloween is just around the corner, but October has been a busy month for the City already. Thank you for your patience as we welcome what seems to be record numbers of visitors to our hip and historic community so far this month.

While I know the traffic and other challenges presented by October in Salem can be tough at times, the economic activity is critical to keeping many of our small businesses vibrant and successful.

to manage the public safety, traffic, and public works aspects of this month-long special event. Thanks to regional, state, and deralpartne , dedicated City workers, and many local volunteers, we can manage the impacts of October in Salem.

Read in this issue for more information about the planned road closures for downtown Salem on Halloween itself, as well as details about the return of the free October weekend shuttle. Last year the shuttle kept 9,000 people from driving into downtown Salem. It's also a great amenity for residents in neighborhoods near one of the stops-hop on and ride downtown for free!

As always, Salem residents park for free in the Church Street west lot and the crescent lot at the MBTA station. On Halloween night itself, downtown residents park for free in the Sewall Street lot. We're expecting a cruise vessel on the 31st at the Blaney Street wharf, which will

mean part of that lot will be closed. Neighbors there can park on the Footprint site, just like last year, on a space available basis.

It's also nearly Election Day in Salem. Election Day will be Tuesday, November 6, and polls will be open from 7 am to 8 pm. If you aren't sure if you'll be able to get to the polls on November 6, however, read more in this issue about the 12 opportunities we're offering for voters to come cast their ballot early, between October 22 and November 2 this year.

October is such an incredible time to be in Salem. Whether it's for the fun-filled festival of Haunted Happenings, taking in the historic sites, enjoying our great small shops and restaurants, or just enjoying the beauty of our parks and trails, autumn in Salem is unlike autumn anywhere else. As busy as this month can be, I hope you'll come out and enjoy it!

*Kim Driscoll*

Kim Driscoll  
Mayor  
City of Salem

PAGE 1

As a City, we work hard



# Halloween Road Closures,

Halloween events 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.

Most of downtown Salem will be posted as No Parking Tow Zones beginning at 2:00 p.m. on Halloween.

Although the Salem Police make every effort to keep roads open they will close any roads necessary to maintain public safety without notice. Officers will be posted in key intersections at peak times to assist with traffic when possible. All information above is subject to change. The Salem Police Department will close any street at any time if they determine that a public safety issue exists.



## Repair Cafe

Organized jointly by SalemRecycles and The Bridge at 111, the North Shore's fourth Repair Cafe will take place on Saturday, November 3, 2018, from 9:00 a.m. until noon, with the last appointment available at 11:30 a.m. The event takes place at The Bridge at 211, which is at 211 Bridge Street in Salem. Repair volunteers 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.



# Early Voting

Registered voters in Salem are able to vote before Election Day (November 6). Early voting runs October 22-November 2. Absentee voting will still be available for registered voters who qualify for an absentee ballot (absent from the City on Election Day, disability preventing voter from getting to the polls, or a religious belief preventing voter from getting to the polls).



Unlike absentee voting, early voting is available for every registered voter. Registered voters do not need a reason to vote early. Once a voter has cast an early voting or absentee ballot, the voter may no longer vote at the polls on Election Day. Visit [www.sec.state.ma.us/e/e](http://www.sec.state.ma.us/e/e) to find out if you are registered, locate your polling place, see your ballot, or request an absentee ballot. In Salem, early voting can be done in person at the following locations, dates, and times:

## Salem City Hall, 93 Washington Street

Monday, October 22, 8am-4pm  
 Tuesday, October 23, 8am-4pm  
 Wednesday, October 24, 8am-4pm  
 Thursday, October 25, 8am-7pm  
 Friday, October 26, 8am-noon  
 Monday, October 29, 8am-4pm  
 Tuesday, October 30, 8am-4pm  
 Wednesday, October 31, 8am-4pm  
 Thursday, November 1, 8am-7pm  
 Friday, November 2, 8am-noon

## Salem State University Enterprise Center, 121 Loring Avenue

Friday, October 26, 4pm-8pm

## 135 Lafayette Street Community Room

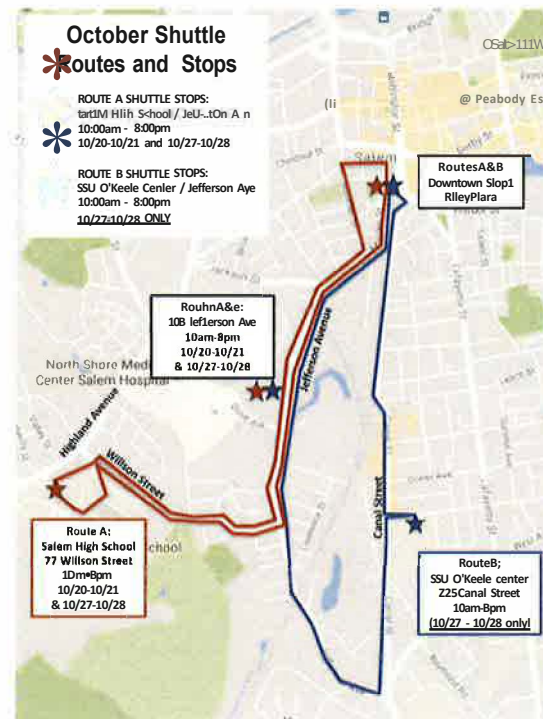
Saturday, October 27, 8am-1 pm

# Free October Shuttle

Salem offers free satellite parking and shuttle service on late October weekends, in an effort to encourage visitors to park outside of the downtown and lessen traffic congestion, and to provide residents of those neighborhoods with an alternative method to visit downtown.

**Route A** picks up at the Salem High School parking lot, 77 Willson St, and the North Shore Medical Center parking lot, 108 Jefferson Ave. **Route B** picks up at the Salem State University O'Keefe Center parking lot, 225 Canal St, and the North Shore Medical Center parking lot, 108 Jefferson Ave. Cars parking at SSU should not park in reserved areas designated by "M."

Both routes drop off near downtown on Riley Plaza: Route A on Mill Street and Route B on Margin Street. Shuttle buses will circulate on both routes from 10am-8pm. Parking at both lots and the shuttle itself are free of charge. Last year, close to 9,000 passengers rode the shuttle over the final two weekends of October, displacing thousands of vehicles from downtown Salem.



BRIDGE STREET NECK



Tuesday  
Oct. 23, 2018  
6:30pm-8pm

# Neighborhood Meeting

at the Carlton Innovation School  
10 Skerry Street, Salem

## PURPOSE

Give us your input on what makes sense for the future of Bridge Street Neck.

The City will use your feedback to develop land use regulations that will guide future development.

## FORMAT

Introduction from Ward 2 Councillor Christine Madore.

Brief overview of prior planning efforts.

Open house: provide input at various stations focused on use and design.

*Sandwiches and Beverages will be provided*

Help Shape  
the Future  
of Bridge  
Street Neck

We hope you are able to attend the Neighborhood Meeting but if you can't, please join the conversation by going to <https://www.surveymonkey.com/r/8XCH5VP>.





# FYI SALEM

VOLUME 4, ISSUE 20

NOVEMBER 1, 2018

## CONTACT THE MAYOR'S OFFICE:

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**Facebook:**  
Kim Driscoll

**Twitter:**  
@MayorDriscoll



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## From the Mayor's Desk



Dear Salem resident,

Another October has come and gone here in Salem. Thank you for all of your patience through this incredibly busy month. The October season routinely brings hundreds of thousands of visitors to our community, contributing enormously to our local economy and supporting the small businesses that we all get to enjoy through the rest of the year. That doesn't mean it's not without its challenges, of course.

I want to thank our public works, special events, public safety, traffic and parking, and inspectional services teams for all of their dedicated efforts through this busy time of

the year. Almost everything the City does in October is with an eye toward making sure this annual festival is carried out safely and with as minimal an impact as possible. Thanks to the work of these City staff and the many volunteers with groups like Destination Salem and Salem Main Streets, we've once again wrapped up a successful Haunted Happenings and Halloween here in Salem.

We really would like to hear from you about how you thought October went this year and where we might be able to improve for next year. Read more in this issue of FYI Salem about our annual Haunted Happenings resident survey, online now through November 16, and about our upcoming public "after action" meeting on November 13.

In this issue we also have details about the upcoming election on Tuesday, November 6. There are a lot of important races on the ballot, as well as three ballot questions. Take

some time to learn what's on the ballot and then be sure to get out and vote! Polls in Salem are open from 7 am to 8 pm on Tuesday.

I'm also pleased to announce that we've launched an official City of Salem Facebook page. Find the link and more details inside this issue. This new platform will afford us one more tool as we work to share information, answer questions, and provide updates to Salem residents, businesses, and visitors.

Finally, please find details within about the upcoming swearing-in ceremony for Salem's new Fire Chief, Gerry Giunta. Gerry has been part of the Salem Fire Department for 35 years, rising to the rank of Deputy Chief in 2007. He is incredibly qualified to lead the department and I am very much looking forward to welcoming him into this new role with the Salem Fire department.

Kim Driscoll  
Mayor  
City of Salem





The 2018 federal and state election takes place on Tuesday, November 6, 2018. Polls are open from 7 a.m. until 8 p.m.

Find your polling place at

[www.WhereDoIVoteMA.com](http://www.WhereDoIVoteMA.com)

and view what is on the ballot at

<https://www.salem.com/sites/salemma/files/>

[!JQ: loads/2018 candidates and questions for november 6 2018 state election.pdf.](#)

## Repair Cafe

Organized jointly by SalemRecycles and The Bridge at 211 the North Shore's fourth Repair Cafe will take place on Saturday, November 3, 2018, from 9:00 a.m. until noon, with the last appointment available at 11:30 a.m. The event takes place at The Bridge at 211, which is at 211 Bridge Street in Salem. Repair volunteers 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.

## Election Day 2018 -\

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! O U J M ! ! . 1 . 0 C A J ! Q G ! !

! ! " A 9 ! ! ! ;

1-1 BENTLEY SCHOOL GYMNASIUM, 25 MEMORIAL DRIVE

1-2 COMMUNITY ROOM, 135 LAFAYETTE STREET

### WARD TWO

2-1 ST. PETER'S CHURCH PARISH HALL, ST. PETER STREET

2-2 ST. PETER'S CHURCH PARISH HALL, ST. PETER STREET

### WARD TWO

3-1 SALEM HIGH SCHOOL AUDITORIUM, 77 WILLSON STREET

3-2 SALEM HIGH SCHOOL AUDITORIUM, 77 WILLSON STREET

### WARD FOUR

4-1 WITCHCRAFT HEIGHTS SCHOOL GYMNASIUM, 1 FREDERICK STREET

4-2 WITCHCRAFT HEIGHTS SCHOOL GYMNASIUM, 1 FREDERICK STREET

### WARD FIVE

5-1 SALTONSTALL SCHOOL AUDITORIUM, 211 LAFAYETTE STREET

5-2 SALTONSTALL SCHOOL AUDITORIUM, 211 LAFAYETTE STREET

### WARD SIX

6-1 BATES SCHOOL, LIBERTY HILL AVENUE

6-2 PARK & RECREATION DEPT., MACK PARK

### WARD SEVEN

7-1 SALEM STATE ENTERPRISE CENTER, 121 LORING AVENUE

7-2 SALEM STATE ENTERPRISE CENTER, 121 LORING AVENUE

VOTING HOURS 7 A.M. TO 8 P.M.



# Halloween Feedback



The 2018 Salem residents' Haunted Happenings and Halloween survey is now online at <https://www.surveymonkey.com/r/HauntedHappenings2018>. The survey seeks to gauge resident feedback on the events, public safety response, public information distribution, and more all related to both Haunted Happenings and Halloween in Salem. 2018 marks the ninth year that the City has collected this feedback. It will be online until 10:00 a.m. on Friday, November 16.

A public "after action" meeting to gather feedback in person will take place on Tuesday, November 13, from 6:00 p.m. to 8:00 p.m. at the Mayor Jean Levesque Community Life Center at 401 Bridge Street. City officials will present a brief update summarizing how Haunted Happenings and Halloween went from an operational and public safety perspective and then residents will be invited to share their feedback, questions, and suggestions. Those who are unable to attend are invited to submit their feedback and input to [mayor@saalem.com](mailto:mayor@saalem.com) or by writing to: Office of Mayor Kimberley Driscoll, Salem City Hall, 93 Washington Street, Salem MA 01970.

"We incorporate public feedback from our residents into our Halloween and October planning every year," said Mayor Kim Driscoll. "In all, Halloween 2018 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 few minutes to complete the survey so we can continue to improve how we manage October in the years ahead and, if they able, to come to the public input meeting on November 13th."

## City Facebook Page

The City of Salem has launched a Facebook page at [www.facebook.com/CityofSalemMA](http://www.facebook.com/CityofSalemMA). Just like the City's Twitter account, available at [www.twitter.com/CityofSalemMA](http://www.twitter.com/CityofSalemMA) or @CityofSalemMA, the new Facebook page will be used to share City news, announcements, and notifications.





**YOU ARE RECORDIALLY INVITED TO ATTEND**

**I BE SWEARING IN CEREMONY OF**

**JOHN 'GERRY' GIUNTA**

**AS THE NEW FIRE CHIEF**

**FOR THE CITY OF SALEM**

**NOVEMBER 15, 2018**

**10:00AM**

**OLD TOWN HALL | 32 DERBY SQUARE | SALEM. MA**

**PLEASE RSVP**

**ETALKOWSKY@SALEM.COM OR 978-619-5676**



# FYI SALEM

VOLUME 4, ISSUE 21

NOVEMBER 21, 2018

## CONTACT THE MAYOR'S OFFICE:

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Kim Driscoll

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@MayorDriscoll



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## From the Mayor's Desk



Dear Salem resident,

Thanksgiving is right around the corner, which also means winter isn't far away.

Now's a good time to share a reminder that all of the City's critical information about snow storms-parking bans, shoveling info, and more-can be found in one location at [www.salem.com/snow](http://www.salem.com/snow).

Just in time for the winter, too, we're happy to announce that Weather Warnings are now available through CodeRED, the City's reverse notification sys-

tem. These warnings come directly from the National Weather Service.

In order to receive them, you'll need to visit [www.salem.com/](http://www.salem.com/) subscribe and opt into them, even if you're an existing CodeRED subscriber.

In this issue of FYI Salem you can read more about the Mode Shift participatory budgeting vote that's going on now through November 30.

Participatory budgeting is a concept in which residents submit proposals for projects or new programs, then everyone gets to vote on them and the top vote-getters get funded.

The Mode Shift vote is specifically focused on funding new ideas to encourage alternative transportation in Salem. Learn more at

[www.salem.com/shift](http://www.salem.com/shift).

Lastly, as we head into the Thanksgiving season, people's thoughts often turn to those most in need in our community.

Read more in this newsletter about the annual Salem Youth Commission Shoebox Drive and find a listing of free Thanksgiving meals across the North Shore for those who may need a place to spend the holiday.

Please share this information widely and help spread the word about both of these opportunities.

If you have friends, family, or neighbors who are interested in receiving the FYI Salem newsletter, please have them sign up at [www.salem.com/](http://www.salem.com/) subscribe. Have a Happy Thanksgiving!

Kim Driscoll  
Mayor  
City of Salem



# Mode Shift SALEM

Imagine> Vote> Shift  
www.salem.com/shift

## Mode Shift Voting

Voting for Salem's Mode Shift alternative transportation participatory budgeting initiative is open now through noon on Friday, November 30, 2018. Salem residents are invited to visit <https://www.surveymonkey.com/r/ShiftSaJem> to vote on their favorites among the eleven ideas submitted by Salem residents • all ideas that could help reduce traffic congestion, improve bicycle and pedestrian access and safety, and encourage alternative modes of transit.

Salem residents are invited to vote by ranking their choices, with a first-choice idea as #1, a second-choice idea as #2, and so forth. For this participatory budgeting effort, the City is using "ranked choice" voting. If no idea gets a majority of support after the voting closes, the lowest ranked choice will be eliminated from consideration and those who picked it as #1 will have their votes assigned to their #2 choice. This continues until at least one idea has a majority support.

Salem has \$30,000 in state funds to award to the winning ideas and implement them. Because all of the ideas have varying budget levels and requirements, it is possible that more than one idea might be funded. It all depends on which ideas are the top vote-getters. If the idea with a majority of support does not cost the full \$30,000 to implement, the next top idea(s) on down will be awarded funding, until all of the available funds are used.

"I hope this new initiative will galvanize public engagement and enthusiasm around alternative transit options," said Mayor Kim Driscoll. "I encourage all Salem residents to vote for the project of their choice!"

- Recumbent/accessible bikes for Zagster: Add handcycles to the City's Zagster Bikeshare system. These handcycles will make the system accessible to an even wider range of visitors and residents.
- Electric bike share: working with Zagster or another company, bring an electric bike share program to Salem. This program would offer an alternative method for traveling through Salem, including for individuals unable to use a traditional bicycle.
- Senior social ride share: Set up a phone and online system for a ride share service for seniors to social events and appointments. The service would allow seniors to fully participate in all the social events happening in and around Salem.
- Norman St. Rotary: On a pilot basis, install a roundabout and new pedestrian crossing using paint and other temporary materials at the intersection of Chestnut, Norman, and Summer Streets. This change could improve traffic flow and make the intersection safer for pedestrians.
- Crosswalk Lighting: Install in-ground or similar type lighting at busy downtown crosswalks. This would help make busy pedestrian crossings safer and more visible.
- Walk/ride time wayfinding signage: Install signs through downtown that indicates how long it takes to reach various destinations via bicycle or walking. These signs will encourage people to take more trips via walking and cycling, reducing dependency on vehicles for shorter trips.
- Additional evening ferry service: Run additional weekday evening ferry service during the regular ferry season. Later evening ferries will allow more flexibility.
- Subsidized car share: Develop a program to subsidize car sharing (i.e. Uber and Lyft) for Salem residents. This program would encourage people to share their ride and reduce the number of cars on the streets.
- Subsidized commuter rail: A program for subsidized commuter rail tickets for Salem residents who meet certain income thresholds. This would help needier residents utilize public transit for work and recreational commuting.
- Bus shelters: Work with the MBTA to fund the installation of bus shelters at key bus stops. These shelters would provide protection from the weather at busier bus stops, making bus transit more attractive.
- Downtown pedestrian lighting: Add additional lighting to key downtown walkways and sidewalks. This would make it safer to walk at night in downtown Salem, encouraging more people to leave their car at home.

The City of Salem has updated its reverse notification system, CodeRED, to now include location-specific Weather Warnings. CodeRED Weather Warning is an **opt-in** only weather warning tool that is connected directly to the National Weather Service's Storm Based Warnings system. CodeRED Weather Warning automatically alerts those in the path of severe weather moments after a warning has been issued.

In addition, any CodeRED subscriber can now dial back the number displayed on their caller ID to hear the last message delivered by CodeRED to their phone. This feature is in addition to the online tool displaying all recent CodeRED notifications delivered anywhere in the City; that tool can be found by clicking the large CodeRED icon at [www.salem.com](http://www.salem.com).

CodeRED provides the City with the ability to quickly deliver messages to targeted areas or the entire city. If you are not sure if you are in the CodeRED database, visit [www.salem.com/subscribe](http://www.salem.com/subscribe) and follow the link to the CodeRED enrollment page. The City recommends that all businesses register, as well as all individuals who have unlisted phone numbers, who have changed their phone number or address within the past year, and those who use a cellular phone or VoIP phone as their primary number. Those without Internet access may call the Mayor's Office at 978-619-5600 Mondays-Wednesdays 8am-4pm, Thursdays 8am-7 pm, or Fridays 8am-noon, in order to supply their information over the phone.

**Phones**

Phone Number :

TDD-TTY device - Tone delivery, for hearing impaired

Send text messages - 1 message per blocking event. Message and data rates may apply.

**SMS Terms & Conditions and Privacy Policy**

Reply STOP to 31676 or 76127 or 76593 to stop receiving messages from that number

**Accessibility**

J111toty1-zzzz&D(w\_v=)

Cr-InBaNDlloodIGM

The screenshot shows the OCodeRED WEATHER WARNING website. It features a section titled "Optional Severe Weather Warnings" with a dropdown menu set to "Phoenix". Below this are three warning categories: "Tornado", "Severe Thunderstorm", and "Flash Flood", each accompanied by a corresponding icon. The website has a dark blue header with the "OCodeRED." logo and a white navigation bar. At the bottom, there are two large blue buttons labeled "+ Add phone" and "+ Add email".

 <h2 style="text-align: center;">Shoebox Drive Salem Youth Commission</h2> <p style="text-align: center;">November 5th to December 14th</p> <p style="text-align: center;">Boxes will be located at <b>Salem Academy, Salem High, City Hall, and various businesses around Salem.</b></p> <p>We are looking for any basic toiletries (<b>excluding razors or sharp objects</b>) and other used products to fill wrapped shoe boxes that will be given to local families in need!</p> <p><b>Questions? Call, Lauren Assad 978-619-5601</b></p>	<h2 style="text-align: center;">Shoebox Drive Comissão de Adolescentes</h2> <p style="text-align: center;">de 5 to novembro à 14 de dezembro</p> <p style="text-align: center;"><b>Q: Onde as Cajas oslaram em Salem Academy, Salem High, Salem City Hall, and varios negorios?</b></p> <p style="text-align: center;"><b>R: Em todos os locais mencionados.</b></p> <p>Nós estamos procurando artigos do dia-a-dia (menos <b>navajas de afetar</b>) e coisas usadas para preencher caixas de sapatos e regalá-las a famílias com necessidade;</p> <p style="text-align: right;"><b>Perguntas? Ligando para: Laura Assade 978-619-5601</b></p>
<p>Please donate, anything is appreciated!</p> 	<p>Por favor de donar, cualquier cosa es apreciada!</p> 

## Thanksgiving Dinners on November 22, 2018

Salem, Peabody, Heverly, Middleton, Lynn, and Gloucester

*All meals are free of charge & ALL ARE WELCOME!*



\* **Haven from Hunger** (71 Wallis St, **Peabody** 978-531-1530) will be serving a Thanksgiving dinner at 12:00 noon to 1:00pm on Thanksgiving Day. Doors open at 11:00 am for soup and hors d'oeuvres.

\* **Lifobridge** (56 Margin St, **Salem** 978-744-0500) will be serving a Thanksgiving dinner from 12:30pm to 1:30pm and a "leftover" dinner from 6:30pm to 7:00pm on Thanksgiving day.

\* **St Peter's Church** (4 Ocean St, **Beverly**) will be serving a Thanksgiving dinner at 12:00 noon to 1:00pm on Thanksgiving Day.

\* **Brother's Deli** (41 Market St, **Lynn** 781-581-3363) will provide a Thanksgiving meal served from 8:00am to 2:00pm on Thanksgiving Day.

\* **My Brother's Table** (98 Willow St, **Lynn** 781-595-3224) is serving a Thanksgiving dinner to individuals and families on Thanksgiving Day from 1:00pm to 4:00pm; a brunch meal will be also served from 10:30am to 12:00 noon. Volunteer space is limited, so please call before November 15<sup>th</sup> if you are interested in volunteering.

\* **The Moose** (50 Grove St, **Salem**) will be serving Thanksgiving dinner at 12:00 noon; doors open at 11:30am. Legion Hall 11011 rellliett: ca/11/e Salem Colllci/ Ol Aging {SCOA} (978-744-0924 x 5 - Home 1111a) mu/ give J1011 111111e.11u/ tite 1111111er o/'people attemling, All Mollrlr, Novembel' 19th. Transportation is available for Salem Seniors: please inform when you call to register. Homebound Salem residents who are seniors or disabled can call the SCOA at (978-744-0924 x 5) to arrange for a home delivered meal.

\* **Ma Dukes and Friends** (American Legion, 69 Myer St, **Middleton** 978-578-4718) will serve a Thanksgiving meal from 10am to 6pm. 11011 are 110111e/r, 1111 mu/ would like 1 meal delivered 11 1101, please Call 971-578-4718 to sign 11 \*Any volunteers who would like to donate their time or food contact the above number. To make a monetary donation, please go to: [www.gofundme.com/madukes2018](http://www.gofundme.com/madukes2018)

\* **Gloucester American Legion** (8 Washington St, **Gloucester** 978-283-9710 or 978-283-7117 (leave a message)) is serving a Thanksgiving meal from 11:30am to 12:30pm. Meals are also delivered to homebound Cape Ann residents (including Essex & Ipswich), who may call the Legion at 978-283-9710 (call after 3pm) or 978-283-7117 (anytime and leave a message), or email [neslorlaw@Oaol.com](mailto:neslorlaw@Oaol.com), or [60011111.m.110111rv](mailto:60011111.m.110111rv), **November 19** to sign up by **leaving** your name, address, phone number, and number of meals. Volunteer servers and drivers are welcome; as well as monetary and food donations.



**CONTACT THE  
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Kim Driscoll

**Twitter:**  
@MayorDriscoll



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# FYI SALEM

**VOLUME 4 ISSUE 22**

**DECEMBERS, 2018**

## From the Mayor's Desk



Dear Salem resident,

Happy Holidays to you and your family, and thank you for reading the latest issue of the FYI Salem newsletter.

In this issue you can find out the results of our "Mode Shift" participatory budgeting initiative. 350 Salem residents voted on 11 ideas, submitted by residents, that will help encourage alternative ways of getting to and through our community. Read more inside about the winning ideas!

Also in this issue you can read about our annual "Peas for Fees," how you can donate to sup-

port the twelve residents displaced from the fire at 10 Lynde Street over Thanksgiving weekend, and details about an upcoming meeting on the future upgrades planned for Palmer Cove park.

One of the issues my office has been getting calls about involves planning for the opening of recreational marijuana sales at ATG, Inc., on Grove Street. While the precise date they will start is not yet known, we expect it will be some time later this month. City officials, Salem Police, and representatives from the company—as well as personnel from the MBTA and Peabody—have been meeting to coordinate traffic, parking, and public safety planning for this eventuality.

We do know that, as in other states that have legalized adult-use marijuana sales, as more stores open the crowds will spread out. In addition, we are bringing all of our public safety plan-

ning best practices from our October planning to bear in regards to ATG.

Finally, tune into the latest FYI Salem podcast to hear more about the multiple efforts underway to try to tackle the housing situation in Salem and increase options for more affordable housing here. I talk with the City Planning Director about several proposals regarding zoning, a housing incentive program, and more. With almost half of Salem residents paying a third or more of their monthly income on housing, there is probably no more pressing issue facing our community than housing. You can find the podcast on iTunes or at <https://www.salem.com/mayors-office/pages/fyi-salem-podcast>.

Thank you again for taking the time to read the FYI Salem newsletter!

**W(**

Kim Driscoll  
Mayor  
City of Salem



## Mode Shift SALEM»»»»

Imagine> Vote> Shift  
[www.salem.com/shift](http://www.salem.com/shift)

## Mode Shift Results-\

Voting for Salem's Mode Shift alternative transportation participatory budgeting initiative ended on November 30<sup>th</sup>. Salem residents were invited to vote on their favorites among the eleven ideas submitted by their neighbors - all ideas that could help reduce traffic congestion, improve bicycle and pedestrian access and safety, and encourage alternative modes of transit.

The top vote-getting idea was the installation of enhanced in-ground or similar type lighting at high-volume crosswalks in downtown Salem to make these busy crossings safer and more

visible. Second place went to expanded lighting along downtown walkways and sidewalks.

"I would like to thank all the Salem residents who both submitted ideas to be on the ballot and who took the time to vote on their choices," said Mayor Kim Driscoll. "It was great to hear so many innovative suggestions to encourage alternative modes of getting to and around Salem. Our hope is that even those ideas that did not receive funding through the participatory budgeting vote will remain on our City's radar as potential future projects and programs that we could explore regardless."

The City will next evaluate locations in downtown Salem, including busy crosswalks, where this type of lighting can be installed within the \$30,000 program budget and make the greatest positive impact.

## Peas for Fees

The City's annual "Peas for Fees" ticket amnesty program will run December 1 through December 20. 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. City Hall is open Mondays, Tuesdays, and Wednesdays from 8:00 a.m. to 4:00 p.m., Thursdays from 8:00 a.m. to 7:00 p.m., and Fridays from 8:00 a.m. to noon.

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 amnesty 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.



# Lynde Street Fire Relief

The City of Salem has launched a relief effort for the twelve residents who were displaced by this weekend's devastating fire at 10-12 Lynde Street in Salem. Donations of items and funds are now being collected to support these individuals as they begin to recover from the fire.

"Salem residents are incredibly generous and thoughtful," said Mayor Kim Driscoll. "As soon as word of the fire spread, we began receiving inquiries from people who wanted to help. I hope any resident who is able will consider making a financial donation or dropping off a requested item. One of the qualities that make Salem such a remarkable community is how we all look out for each other. Please give what you can to help our neighbors from Lynde Street get back on their feet."

The City is additionally contracting with North Shore Community Action Programs, or NSCAP, to provide emergency HOME funds to help victims toward the cost of first/last/security for new housing.

**SALEM**



**RELIEF FUND**

"The most urgent need right now is permanent housing," Mayor Driscoll said. "Funds to help secure new housing would be most welcome and, if you know of available one-bedroom or studio apartments for rent in Salem that might be available for these individuals, please contact us at [mayor@salem.com](mailto:mayor@salem.com) and we will share the information with the victims."

## Donating Funds

Donations may be made at any Salem Five bank branch or online at [www.salem.com](http://www.salem.com) by clicking on the "Salem Relief Fund: Lynde Street Fire" button. Donations may also be mailed to: Salem Relief Fund, c/o Salem Five, 71 Washington Street, Salem MA 01970. If donating at a branch or mailing a donation, please make your check payable to "Salem Relief Fund" and write "Lynde Street Fire" on the memo line. Donations are tax deductible and all donated funds will be divided among the victims to help them secure new housing, pay bills, or purchase food, home goods, and clothing.

## Donating Items

Those who would like to donate items for the victims are invited to bring their donated goods to the Mayor Jean Levesque Community Life Center, 401 Bridge Street, between now and Friday, December 7, 2018. The Community Life Center is open Mondays, Tuesdays, and Thursdays from 8:00 a.m. to 8:00 p.m. and Wednesdays and Fridays from 8:00 a.m. to 4:00 p.m. Please review the list of requested items from the victims and donate what you are able. Gift Cards are the best way to help provide the victims with needed items and food. Otherwise, when possible, items should be new or, if used, clean and undamaged. Please do not bring items that have not been requested.

- Gift Cards in any amount for retailers where clothing might be purchased.
- Gift Cards in any amount for local restaurants (most of the displaced are in hotels at the moment).
- Gift Cards in any amount for grocery stores.
- Gift Cards in any amount for retailers where home goods or personal care products might be purchased.
- New or like new kitchen items.
- New bedding.
- New/unopened toiletries or personal care products.



## Public Meeting

Tuesday December 11 at 6pm

at North Shore CDC

96 Lafayette Street

Salem, MA

Join us for a conversation about the continued development of plan options for Palmer Cove Park.

We will have a short presentation by the designers and will open the floor for round-robin discussions about the options.

*For more information, please contact Ashley Gneil with the City of Salem Department of Planning and Community Development at (978) 611-5655 or [ashley.gneil@cityofsalem.net](mailto:ashley.gneil@cityofsalem.net).*



# FYI SALEM

VOLUME 4, ISSUE 23

DECEMBER 13, 2018

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## From the Mayor's Desk



Dear Salem resident,

There's a lot going on in Salem, so we have a slightly larger than normal FYI Salem newsletter for you this week.

In this issue you'll find lots of information about current issues and news from the City of Salem.

Find out about our plans for managing the opening of ATG for recreational marijuana sales on Saturday. We've been working closely with the company, neighboring jurisdictions, and the MBTA to try to minimize impacts on the surrounding neighborhood when

they open for business.

Read more about some major grants the City has received for two upcoming projects. There's an important notice about an overnight downtown street sweeping operation coming up next week, as well as details on our annual discounted overflow bags for the holidays.

We've included information about a major civil complaint the City brought earlier this month against opioid manufacturers and those companies' executives. There's also a blurb about a recognition the City received recently from the leading national government finance watch-dog group.

Check out the final pages for details about a meeting next week to begin discussing upgrades and improvements to the Salem Willows and for a list compiled by North Shore Community Action Pro-

grams-of free Christmas dinners for our neighbors in need.

Finally, tune into the latest FYI Salem podcast for my conversation with Chris Edwards, president of ATG, the marijuana store that opens on Saturday for recreational marijuana sales. You can find the podcast on iTunes or at <https://www.salem.com/mayors-office/pages/fyi-salem-podcast>.

Thank you again for taking the time to read the FYI Salem newsletter. If you know someone who might enjoy receiving the newsletter, please send them to [www.salem.com/](http://www.salem.com/) subscribe where they can sign up to get it by email, as well as many other important notices, news bulletins, and emergency notifications from the City of Salem.

Kim Driscoll  
Mayor  
City of Salem



I”



## Discounted Overflow Bags"

Salem residents may purchase official overflow trash bags for \$1 per bag for any holiday overflow. Each household may purchase up to 5 bags, from December 17 through January 7 during regular City office hours. Discounted bags are only available at the Collector's Office, 93 Washington St, and Community Life Center, 401 Bridge St.

For excess paper or cardboard 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 or for schedule call 978-744-4330).

For collection of bulky items, call Waste Management at 800-972-4545 to schedule pick-up at least 48 hours in advance of the intended collection. The Waste Management customer service line is open from 7am to 5pm. Up to two bulky items will be collected on your regular recycling collection day if you have made an appointment in advance.

The last e-waste collection for 2018 will be held on December 29 from 8am until noon at Salem High School. You can recycle anything with a plug. Most items are free; however, the contractor will collect a \$20 fee for TVs, monitors, and large appliances containing freon (refrigerators, air conditioners, dehumidifiers, and freezers).

For more information about recycling and trash in Salem, please visit <http://www.salem.com/recycling-and-trash>

## ATG Opening

ATG, which in 2015 was Massachusetts' first medical marijuana dispensary to open to the public, will open for adult-use cannabis retail sales on December 15, becoming the third such establishment to open for business in

Massachusetts. The City has been actively coordinating for the last few weeks with ATG, Peabody Police, and the MBTA transit police in order to prepare for the upcoming opening of ATG for recreational marijuana sales. These efforts have included Salem Police, the Fire Department, the Mayor's office, Traffic and Parking, Public Works, the Health Department, and the Building Department. The City is approaching this event similar to how it approaches large scale event planning and logistics in general in Salem.

Anyone planning to visit ATG after it opens for recreational marijuana sales on Saturday should utilize the online reservation system that will be online at [www.atgma.org](http://www.atgma.org). ATG's website will have detailed instructions for the purchasing procedures and other FAQ's. Customers without a reservation will not be allowed into the facility and will be turned away.

The City has imposed temporary resident-only parking zones in the neighborhoods closest to the store and enforcement for parking, traffic, and police patrol will be enhanced in the area for the foreseeable future. Customers are advised to take the MBTA commuter rail to Salem and then take the ATG shuttle bus from the station to the store. The ATG shuttle bus will only transport customers with confirmation of a valid reservation and a photo ID.

Residents should call the Salem Police at 978-744-1212 to report illegally parked vehicles, trespassing, or any other nuisance behavior. In an emergency, dial 911.



**ALTERNATIVE  
THERAPIES GROUP**



## Downtown Sweeping

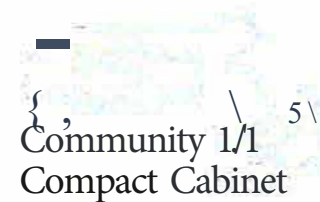
Department of Public Services crews will be blowing and sweeping leaves on Monday night, December 17<sup>th</sup> in the downtown area. Blowing will begin at 9pm followed by street sweeping at 11:00pm. The downtown area will be posted with No Parking Tow Zones signs. Residents on the affected streets may park free of charge at the Museum Place Mall Garage from 8pm Monday to 8am Tuesday, with proof of residency. Please remove vehicles from the affected downtown streets so they will not be towed.

## Compact Grants

The City of Salem has been awarded \$180,000 in two grants through the Community Compact program, which supports municipalities throughout the Commonwealth by funding innovations and best practices in cities and towns.

\$150,000 was awarded through the program's Information Technology grant to support the City's ongoing digitization of municipal records. The City's digitization project has encompassed working documents and more commonly utilized records, but this funding will enable the City to expand that multi-year effort to include more of the historical records currently housed at Salem City Hall. Eventually, the City hopes to launch an online portal where members of the public can view digitized records, both historical and more contemporary, improving access to information and documents.

A Best Practices grant of \$30,000 was awarded to fund a study on the future of the City's Department of Public Works facility on Jefferson Avenue, which was constructed in 1950. The building is currently facing significant financial needs for repairs and upgrades and the study will evaluate the benefits, challenges, potential costs and timetable, financing models, and path forward for different possible approaches to the facility. Those approaches include renovating the existing building, demolishing the existing building and building a new one on the same site, or building a new facility at the City-owned parcel at 12 Swampscott Road and selling the Jefferson Avenue property to support the new construction.



## Budget Award



The City of Salem has received its tenth 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 and reflects the City's commitment to meeting the highest principles of governmental budgeting. 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."

GFOA guidelines are designed to assess how well a budget serves as a policy document, financial plan, operations guide, and communications device. Budgets must be rated proficient in all four categories and in fourteen mandatory criteria within those categories in order to receive the award.

# Opioids Lawsuit

The City of Salem has sued the pharmaceutical manufacturers, distributors, board members and executives who caused the nation's devastating opioid epidemic. Salem joins hundreds of governmental entities nationwide that have filed lawsuits in connection with the deceptive marketing and reckless distribution of prescription opioids. The law firm Scott+Scott Attorneys at Law LLP represents Salem in the litigation.

"Like so many communities, Salem has been hard hit by the opioid epidemic," said Mayor Kim Driscoll. "While the most devastating cost has been in human lives, this epidemic has also strained our budgets and diverted resources from the police, fire, and other departments whose first responders protect public safety. Through this suit we are seeking to recoup from the opioid manufacturers, distributors, and key individual executives and board members, the massive amount of money our community has already spent on combating the effects of opioid addiction, and to substantially fund the costs we expect to incur into the foreseeable future to address the crisis these drugs have wrought."



The City of Salem filed its civil complaint in Essex Superior Court on December 3. The complaint alleges that pharmaceutical manufacturers misled the medical community and the public about the risks and benefits of prescription opioids, that pharmaceutical distributors failed to monitor and control the drugs' supposedly closed distribution network, and that various board members and executives personally sanctioned the corporate defendants' actions.

"The dedicated employees of Salem are doing all they can to try to ameliorate the devastation left in the wake of the defendant manufacturers' and distributors' greed-driven scheme to increase the sale of opioid pills - which are basically heroin in their molecular structure and effect on human opioid receptors - with little or no regard to their safety or efficacy," said Judy Scolnick of Scott+Scott. "The false and deceptive marketing and reckless distribution of opioids has caused an increase in the disease of addiction with all the ensuing fallout from this disease: death, overdoses, increased demand on police, fire, EMT, and courts, and a diversion of taxpayer revenue to address prevention, re-education, needs of children, the elderly and other family members who have been torn apart by their own or a loved one's addiction. While no amount of money can fairly compensate Salem for the nuisance that the defendants have created, we intend to pursue this case vigorously so Salem is not left to shoulder the burden of the defendants' greed without substantial contribution from the defendants for past damages and to abate the ongoing nuisance."

"While this action will not undo all the damage caused by the opioid crisis or bring back the dozens of lives lost here in Salem to these drugs, it will ensure that those who are responsible for this crisis are held accountable and the costs for addressing it are borne by them - not by Salem taxpayers," added Mayor Driscoll. "We will continue all the work underway through our addiction intervention program, educational efforts in our schools, and the increased availability of naloxone, in order to address this epidemic on the ground. In the meantime, I hope the court will recognize the culpability of those who knowingly made, promoted, and profited from these destructive substances."

The full complaint is available online at <https://www.salem.com/mayors-office/news/city-salem-sues-opioid-manufacturers-distributors-board-members-and-executives>.



# SALEM WILLOWS

## Public Meeting #1

**Tuesday December 18 at 7pm**  
at Bentley Academy  
Charter School  
25 Memorial Drive Salem, MA

Join us for a conversation about Salem Willows Park, including the current use and existing conditions of the site, your concerns and your suggestions for improvements.

We will have a short presentation by the designers on existing park conditions and will then open the floor for your comments and discussion.

*For more information, or if you are interested in being notified about this project in the future, please contact Jenna Ide, Salem's Director of Capital, Project and Millage Operations at [jide@enlem.com](mailto:jide@enlem.com) or (978) 619-5699.*

• **Christmas Dinners on December 25, 2018 (free of charge)** •

**Beverly, Danvers, Gloucester, Lynn, Peabody, and Salem**

- 1) **Haven from Hunger** (71 Wm. St., Peabody 978-531-1530) will be serving a Christmas dinner at 12:00 noon; doors open at 11:00 am.
- 2) **Lifebridge** (56 Margin St, Salem 978-744-0500) will be serving Christmas dinner at 12:30 pm to 1:00 pm and 6:30 pm to 7:00 pm.
- 3) **My Brother's Table** (98 Willow St, Lynn 781-595-3224) is serving Christmas dinner to individuals and families from 2:30 pm to 4:15 pm. *"Everyone who comes and eats will receive a small gift."*
- 4) **Northshore Unitarian Universalist Church** (323 Locust St (Route 35), Danvers 978-774-7582) will be serving "Christmas Day Dinner with Friends" from 1:00 pm to 3:00 pm (doors open at 12 noon). \*In addition to this meal is "value if needed. To request a ride, please call the church by 12 noon on **Thursday, December 20.**
- 5) **Gloucester American Legion** (8 Washington St, Gloucester 978-283-9710 [after 3:00 pm] or 978-283-7117 or email: nestorlmv@aol.com) is serving a **Christmas Holiday Ham Dinner** from 11:30 am to 12:30 pm. Residents of the following towns (Gloucester, Rockport, Manchester, Ipswich & Essex area) who are homebound and would like to have a meal delivered to them, may call (and leave a message) by 6:00 pm on Saturday, December 22 to sign up. Please leave your name, address, phone number, and how many dinners you will need. *Volunteers are welcome!*
- 6) **First Parish Unitarian Universalist Church** (225 Court St, Beverly) will be hosting a regular Tuesday supper on December 25 at 6:00 pm.
- 7) **St Peter's Church** (4 Ocean St, Beverly) will be serving *"A special 'Sullfay Night Supper' Christmas Dinner"* will be served on December 16 with doors opening at 5:30 pm, and dinner is served at 6:00 pm.

***All are welcome!***





# FYI SALEM

VOLUME 5, ISSUE 1

JANUARY 3, 2019

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## From the Mayor's Desk



Dear Salem resident,  
  
Happy New Year!

My thanks to all of the volunteers with Salem Main Streets and the National Park Service who helped make our two New Years' celebrations-LAUNCH! and First Hike-both such an enormous success once again. These two family-friendly events have quickly become annual traditions for ringing out the old year and welcoming the new one here in Salem. I hope you were able to make it to one or both of these great events.

We have some important updates in this

issue of FYI Salem to kick off 2019, including a list of informational coffee hours being hosted throughout the year for Salem veterans, exciting news about the expansion of our popular bike share program, and more.

We also have a notice about the temporary closure of the athletics field and playground at Gallows Hill Park. Before we get underway in 2019 with some upgrades to this park, soil testing found elevated arsenic levels in some places. Part of the park work will need to include remediating that contamination, but until then we've closed those areas out of an abundance of caution.

With the arrival of winter we are also anticipating the arrival of snowfall in the near future. Now is a good time to check out the important information at [www.salem.com/](http://www.salem.com/) snow. That's your one-stop source for all kinds of

critical snowstorm related information, answers, and resources.

Finally, tune into the latest FYI Salem podcast for my conversation with City Councillor Beth Gerard, last year's City Council President. We reflect on all that happened in 2018 and look forward to the work to be done in 2019. You can find the podcast on iTunes or at <https://www.salem.com/mayors-office/pages/fyi-salem-podcast>.

Thank you again for taking the time to read the FYI Salem newsletter. If you know someone who might enjoy receiving the newsletter, please send them to [www.salem.com/](http://www.salem.com/) subscribe where they can sign up to get it by email, as well as many other important notices, news bulletins, and emergency notifications from the City of Salem.

Kim Driscoll  
Mayor  
City of Salem

FYI SALEM



## City of Salem's 16th Annual Christmas Tree Bonfire



Thursday, January 3, 2019 - Head Horse Beach at Salem Willows - 6:00 p.m.

(Rain/Snow/Wind Reschedule Date: Friday, January 4<sup>th</sup>)

check mtirJ.lliJIL for rud,,dvllir,g 1nformafon

Bring your Christmas tree with you that evening, drop it off at the beach after JanUGry 2nd  
or leave it out for curbside pickup b.gIMing December 31st

P/eaff don't forget to (fllawi all decorqt/pns and l(qhU from rour fNlc

(FYI- Citywide Christmas Tree Curbside Collection will also take place as scheduled January 7-11, 2019)

### 2019 Veterans and Friends Information Hour

*Public is welcome/*

Info on benefits, VA healthcare/ID's, support for our  
widow,, upcu111irlk events.'

**Third Tuesday and \*Thursdays!**



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Community Lite Cnttr. 401 Lridge Street, Solem, MJ\

Any questions, please call  
978-745-0RHL

Sponsored by the Solem Veterans om...:  
and Comfil usLimute Care



## Bike Share Expanding

The City of Salem's Zagster Bike Share program is about to get bigger, thanks to additional support from Blue Cross Blue Shield of Massachusetts. The current system of fifty bikes at ten docks is funded through a partnership among Blue Cross, Salem State University, and the City of Salem. Increased funding from Blue Cross will add dozens of additional bikes to the system beginning spring 2019.

"Blue Cross's increased commitment builds on our bike share's success," said Mayor Kim Driscoll. "With over 9,500 rides to date, the system helps make biking a safe, fun, and convenient way to get around Salem. Blue Cross's additional support will increase the bike share's reach and capacity, making it a viable transportation option for even more people in Salem and further helping to reduce the number of cars on our streets."

Bike share docks are located at key destinations throughout Salem, such as the MBTA commuter rail station, Salem State University, Salem Willows, and the ferry terminal at Blaney Street. Zagster regularly rebalances the bikes throughout the system to ensure bikes are available at these locations. In addition, riders may also start and end a ride at any public bike rack. To support this feature, the City is installing additional public racks at convenient locations throughout the City, including a number of blue racks sponsored by Blue Cross.

The expansion of the bike share system comes at a time of great momentum for cycling in Salem. The City recently cut the ribbon on the first phase of the Mayor Anthony Salvo Multiuse Path along Canal Street. When Phase II is completed, it will connect downtown to Salem State, downtown Marblehead, and beyond. In addition, the City has completed an updated Bike Master Plan that charts the development of a comprehensive network of bike infrastructure, programs, and policies to support cycling.

Riders can sign up for Zagster at [zagster.com/salem](http://zagster.com/salem) or through the Zagster smartphone app. To begin a ride, follow Zagster's instructions to unlock a bike either through the app or with SMS text messaging.

## Gallows Hill Closure

During testing being conducted in preparation for planned improvements at Salem's Gallows Hill park, soil samples taken on a portion the athletics field area showed elevated arsenic levels. The samples were collected at shallow depths beneath the grass cover. As a result the field and adjacent playground area and basketball court have been closed until further notice. The City is working to conduct further testing to ascertain the extent of the contamination and create a plan to mitigate the hazard. To date, the elevated arsenic levels were only detected in soils beneath a portion of the soccer field soil and not in the playground area; however, out of an abundance of caution the playground area has been temporarily closed, as well. Additional testing is planned for both areas. To date, no elevated levels of arsenic or other contaminants have been detected in the baseball field or skate park areas, which were also assessed during subsurface investigations completed.






The level of contamination is not anticipated to delay the planned improvements intended for the park, which are tentatively expected to advance in 2019-2020. Updated information will be provided by the City as it becomes available. An FAQ with additional specific information is at <https://www.salem.com/news/gallows-hill-park-playground-soccer-field-closed>.



# Diabetes Presentation

## Salem For All Ages

### MYTH BUSTER: Answer to the most common questions about Diabetes



## Tuesdays, January 15th 6:30pm-7:30pm

Each year 1.5 million Americans are diagnosed with diabetes. A diabetes diagnosis can be overwhelming, so make sure you are prepared with accurate information. Learn the facts from North Shore Physicians Group Endocrinologist Neelima Singh, M.D. and North Shore Physicians Group internal medicine physician Oliver Gregory, M.D., who will discuss the basics of and answer questions about living with the condition.

TO REGISTER,  
PLEASE CALL  
ROSANNA  
DONAHUE  
@978-744-0924,  
EXT. 43006

## Salem Council on Aging

*&re<sup>3</sup>/<sub>4</sub>-*  
Salem, MA

Portland, ME



# FYI SALEM

VOLUME 5, ISSUE 2

JANUARY 24, 2019

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## From the Mayor's Desk



Dear Salem resident,

Thank you for reading the most recent issue of the FYI Salem newsletter. As always, we strive to provide you with a useful summary of important City news and updates in our twice-monthly newsletter.

In this issue you can read more about resources available to Salem residents who may be struggling with food insecurity challenges, including any residents who are furloughed federal employees during the federal government shut down. We're also shar-

ing some information from Destination Salem about the impact of the federal shut down on our National Park Service Salem Maritime National Historic Site.

If you have a student that will be entering the Salem Public Schools this coming Fall, check in this issue of the newsletter for important information from the Parent Information Center about how to register for the upcoming school year.

We were thrilled to receive a \$400,000 state grant to carry out some exciting upgrades to Gallows Hill Park. Read more about that project inside this issue, as well as an update about the ongoing arsenic remediation work at the park.

The Salem High School Civics Club will be holding an information seminar with the Political Asylum/Immigration

Representation project. Look inside the newsletter for more details about that, as well.

Now that winter weather is upon us, don't forget to check out the important information at [www.salem.com/snow](http://www.salem.com/snow). That's your one-stop source for all kinds of critical snowstorm related information, answers, and resources.

Finally, tune into the latest FYI Salem podcast for my conversation with the team from MainVest, a crowdfunding investment platform for small businesses and entrepreneurs. You can find the podcast on iTunes or at <https://www.salem.com/mayors-office/pages/fyi-salem-podcast>.

Thank you again for taking the time to read the FYI Salem newsletter!

*wf*

Kim Driscoll  
Mayor  
City of Salem      Sec9-77

## Food Resource Guide



Due to the federal government shutdown, many families may be struggling to put food on the table due to missed paychecks and the impending cuts to SNAP benefits for the month of February. Salem Food for All, the City's Food Policy Council, has published a food resource guide for Salem residents, including local restaurants offering meals to federal workers for the duration of the shutdown. Find the complete guide online at <https://www.salem.com/home/news/salem-food-all-food-resource-guide> or search for Salem Food for All on Facebook.

### **Salem Maritime National Historic Site is affected by the government shutdown and is closed until further notice. Here are some things you can do to help:**

- Take a walk around the park and pick up litter.
- If you see anything in need of emergency attention at the Salem Maritime Site (i.e. broken windows, extensive litter, damage) contact Ryan or Kathryn at Essex Heritage, 978-740-0444, or the staff at Waite and Peirce, 978-744-4319

Some concerned community members have expressed interest in starting up a drive for grocery gift cards and other needs. Federal employees are not allowed to accept cash or gifts, so while the thought is greatly appreciated, please do not organize this type of event.

Visitors in need of information should visit [g](#) for an up-to-date list of what's happening in town. For seasonal hours and information, please visit [g/seasonal-hours](#).

In case information is needed in person, visitors can be directed to:

- Waite and Peirce, 193 Derby Street; Open 10:00 a.m. - 5:00 p.m. daily
- Salem Main Streets/Salem Chamber of Commerce at 265 Essex Street; Generally open 9:00 a.m. - 5:00 p.m., weekdays
- Please note there are no public bathrooms at either location.

Information and needs will be updated as needed. Please send good thoughts for a prompt end to the government shutdown so that our colleagues can get back to doing their jobs of caring for the country's first designated National Historic Site.

# Kindergarten Registration



Registration is now open for Salem Public Schools' 2019-2020 school year. The families of new students, including those starting kindergarten, can find registration forms and other information online at <https://saalemk12.org/cms/one.aspx?pageld=541592>.

Salem Public Schools relies on a [choice-based student assignment policy](#). Families select their top 3 choices of schools. These choices along with other criteria spelled out in the policy determine each student's assignment. Before completing the student registration process, families should learn about all of the school choices available in the district so that they can choose the right fit for their child.

A completed and signed copy of the student registration packet is required along with all documentation listed above. Special attention to important dates and deadlines, especially for Kindergarten registration and/or charter school lotteries is also important. Please contact the Parent Information Center (PIC) staff at 978-740-1225 or [pic@saalemk12.org](mailto:pic@saalemk12.org) with any questions. Submit all required documentation from the [Student Registration Packet](#).

## Kindergarten Registration - Important Dates and Deadlines

Families with children who will turn five (5) years old on or before August 31st are eligible to register for Kindergarten beginning in January of each . Some important dates and deadlines are:

January 16, 2019 – Kindergarten registration window opens

February 20, 2019 – Deadline for sibling priority

March 1, 2019 – Deadline for all Batch 1 Kindergarten applications

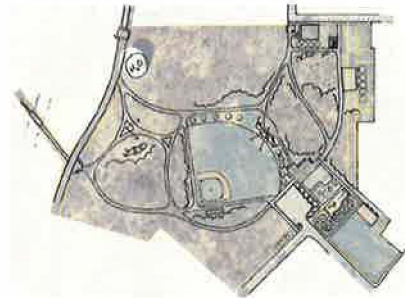
March 3, 2019 – Deadline for [Bentley Academy Charter School \(BACS\)](#) lottery

June 30, 2019 – Deadline for Batch 2 applications

# Gallows Hill Update

The City of Salem has received a \$400,000 state grant to carry out upgrades and improvements to the baseball field, skate park, and other elements of the Gallows Hill Park. In the meantime, work related to testing and designing the remediation of the recently discovered arsenic in the athletic field at the park are ongoing.

A more secure chain-link fence is being set up around the property. Please do not enter the closed section of the property until the contamination on site has been adequately addressed. Additional testing is tentatively scheduled to take place on the field during the weeks of January 28th and February 11th. You will see workers on the field while this testing takes place.



The City is working with State environmental protection officials to develop the complete clean-up plan, with a goal of re-opening the field concurrent with the completion of the planned park upgrades. The upgrades are planned to commence later this year and be finished by July, 2020. The City has not definitively identified the source of the contamination, but it seems like that it is a remnant of a leather tannery factory and sluice pond that had been located in this area in first decade of the 1900s.



# KNOW YOUR RIGHTS

empower yourself

Join the Salem High School Civics **CJub** and the PAIR Project to discuss **your** rights, how **to** prepare yourself and your family and immigration in 2019!

Topics Include:

Executive Order

DACA

Temporary Protected Status

What To Do If you meet An Immigration Officer

Immigration Process

Where You Can Go For Help

Including a Know Your Rights Q/A with a PAIR representative

**Know Your Rights Presentation, January 30th at 6:00pm in  
the Salem High School Library  
77 Willson St. Salem MA**



**CONTACT THE  
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Kim Driscoll

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@MayorDriscoll



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# FYI SALEM

VOLUME 5, ISSUE 3

FEBRUARY 8, 2019

## From the Mayor's Desk



Dear Salem resident,

Thank you for reading the most recent issue of the FYI Salem newsletter. As always, we strive to provide you with a useful summary of important City news and updates in our twice-monthly newsletter.

In this issues you'll find details about the City's Taxpayer Scholarship Fund, including the new deadline for seniors to apply for the fund and where to get the scholarship application.

We also have details about the always fun

Salem's So Sweet festival. This annual celebration features ice sculptures throughout our walkable historic downtown, lots of great chocolate, and more. Don't miss out!

Speaking of our downtown, the City is looking for creative entrepreneurs to participate in the 2019 season of Artists' Row. Read more in this issue of the newsletter about how you can apply for one of the locations on the Row for this year.

One of the things that makes Salem such a remarkable place is the dedication of the hundreds of volunteers who serve on City boards, committees, and commissions. Each week we post a listing of vacancies at [www.salem.com/mayor](http://www.salem.com/mayor). Read more in this issue of the newsletter about some current board opportunities

we're looking to fill.

Finally, as Salem continues to work toward the Welcoming City designation, we're proud to have strong community partners in our efforts. One of them, Open Door Immigration Services, will be holding free citizenship classes this spring. Read more in the newsletter to get all the details about their program and this important opportunity.

Thank you again for taking the time to read the FYI Salem newsletter! If you have a friend or neighbor who might be interested in this newsletter, please feel free to forward it along or encourage them to subscribe themselves by visiting [www.salem.com/subscribe](http://www.salem.com/subscribe).

Kim Driscoll  
Mayor  
City of Salem

## Scholarship Applications



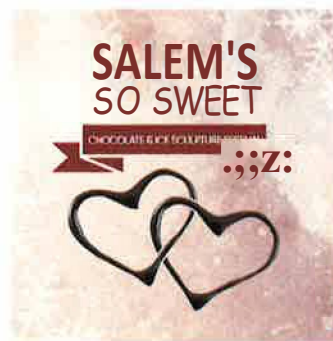
The City of Salem's Scholarship and Education Committee has released the scholarship application form for students graduating from Salem High School, Salem Academy Charter School, or other high schools, and entering college or university in the fall. The one-page application form is available now at <https://www.salem.com/scholarship-and-education-committee>. Applications are due back to the committee by May 15.

In June of 1987, Salem Mayor Tony Salvo and Superintendent of Schools Hank O'Donnell advanced a proposal to adopt Chapter 194 of the Acts of 1986, a measure that enabled cities and towns to set up a scholarship account for graduating seniors, funded through voluntary donations made by local residents on their tax bills. The City of Salem's Scholarship & Education Committee oversees both the Scholarship Fund, to provide educational financial aid to deserving city residents and the Education Fund, to provide supplemental educational funding for local educational needs or to provide funding for existing adult literacy programs.

The committee is comprised of residents appointed by the Mayor and confirmed by the City Council, as well as a designee of the Superintendent. Its members monitor the funds' balances, engage in efforts to increase donations to the funds, and evaluate applications for awards from the funds. Since 2003 the committee has awarded over \$75,000 in scholarships to Salem students graduating from Salem High School, Salem Academy Charter School, and other area schools. Scholarship amounts vary from year to year, based on the number of applications and the amount donated by residents.

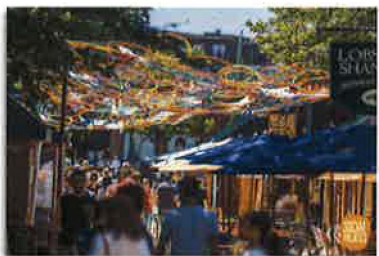
## Salem's So Sweet

The 17th annual Sa/em's So Sweet Chocolate & Ice Sculpture Festival takes place February 8-10, featuring delectable chocolate, sparkling ice sculptures, and Valentine's Day shopping. Starting the morning of Saturday, February 9, over 20 ice sculptures will begin appearing all around downtown Salem. Some of this year's sculptures will include Mary Poppins, a dove, a butterfly, a sailboat, the Tin Man, and Cupid. Be sure to make plans for a special evening stroll on Saturday, Feb. 9, when the sculptures will be illuminated by Retonica between 5 and 9 pm!



The Salem Trolley offers trolley rides around the festival route weather permitting on February 9 & 10 from 12 pm to 4 pm for only \$2 an adult (free for children). 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. 9 and 10 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. More information about the ice sculptures and specific Golden Ticket promotions is available online at [www.salemsosweet.com](http://www.salemsosweet.com). Golden Tickets and brochures will be available at participating businesses around town.

Salem's So Sweet is organized by Salem Main Streets and the Salem Chamber of Commerce, and supported by Destination Salem, Creative Collective, Retonica, Scarlet Letter Press, St. Jean's Credit Union, and Rockafellas. Visit [www.salemsosweet.com](http://www.salemsosweet.com) or follow the Facebook page at <https://www.facebook.com/salemsosweet>.



## Artists' Row 2019

Mayor Kimberley Driscoll is looking for Creative Entrepreneurs to participate in the 15th season of Artists' Row, a City of Salem Art Space Initiative. Artists' Row is centrally located in historic downtown Salem at 24 New Derby Street, across from Old Town Hall and Derby Square. This area at the heart of the City was originally built as a marketplace and continues to be a thriving public plaza and pedestrian way.

Artists' Row is a seasonal program (May 16-Dec. 31, 2019) that provides space for artisans looking to build their audience through daily engagement with residents and visitors to Salem. Artists' Row is a "front porch" shared by artists and visitors, enjoying unusual arts-related goods and activities in an animated public place. Activities considered for Artists' Row spaces includes uniquely produced or hand-crafted products and artwork that appeal to a wide audience.

The City is interested in activities that will contribute to the vibrancy of Artists' Row and this important gateway to Salem's bustling downtown. Of particular interest are placemaking activities that help residents and visitors re-imagine public spaces as places to play, engage, and create. The goals of Artists' Row are:

- To create a lively atmosphere and add to the diverse cultural offerings available for residents and tourists visiting historic downtown Salem.
- To give individuals or partnerships an opportunity to share their unique products and artisanal practices with the public in an engaged retail environment.
- To offer cultural enrichment to the public in the form of free and open workshops (demonstrations, presentations, performances, participatory activities) given by participants relating to the materials and practices of the producers and their unique products.
- To contribute to the ongoing economic vitality of downtown Salem.

Read the full details and more information at <https://www.salem.com/home/news/call-creative-entrepreneurs-2019>.

## Board Openings

Salem Mayor Kim Driscoll is seeking interested applicants to fill vacancies on a number of City boards and commissions.

Those interested in being considered for a seat should fill out the application form available at <http://www.salem.com/mayors-office/files/application-board-or-commission-appointment> and return it with an up-to-date resume to [mayor@salem.com](mailto:mayor@salem.com), by fax to 978-744-9327, or by mail to Office of the Mayor, Salem City Hall, 93 Washington Street, Salem MA 01970. Additional details about these and all City boards are available online at <http://www.salem.com/boams>.

Board	Term	Meeting details
Bicycling Advisory Committee	3 years	3 <sup>rd</sup> Tuesday, 6:30pm
Cemetery Commission	3 years	As needed
Conservation Commission	3 years	2 <sup>nd</sup> Thursday, 6:30pm
Disabilities Commission	3 years	3 <sup>rd</sup> Tuesday, 4pm
Scholarship & Education Committee	3 years	As needed
Tree Commission	3 years	To be determined





## CITIZENSHIP CLASS IN SALEM SPRING 2019 • FREE•!

MARCH 5th - MAY 21st  
EVERY TUESDAY 7-9 pm



ESPACIO  
PUJATO

(105 Congress St. Salem)

Are you eligible to become a citizen through naturalization?

- Are you 18 years of age or older?
- Have you had your Green Card for 5 years or 3 years if married to a US Citizen?
- Have you lived in the US for the majority of the time you had a Green Card?

If you answered YES to the questions above, you may be eligible to apply for US citizenship!

Come join us as we

- Learn about the naturalization process
- Study for the citizenship interview and the civics test
- Practice speaking English with conversation partners

Call now to reserve your spot!

978-594-1095

- Citizenship workbook for the class costs \$10

For more information, please contact:  
Español: Oficina de Asesoría  
Comunitaria de la Oficina de  
Inmigración y Ciudadanía  
U.S. Department of  
Homeland Security

57 Wharf St., Ste. JA Salem, MA 01970

978-594-1095

www.odismo.org

Info@odismo.org

This program does not discriminate on the basis of race, color, national origin, religion, gender or ethnicity, familial status, disability, ancestry, age, marital status, public assistance status, sexual orientation, veteran history/military status, or ethnic information.



# FYI SALEM

VOLUME 5, ISSUE 4

FEBRUARY 21, 2019

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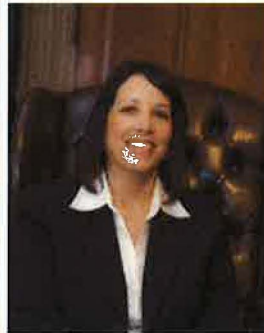


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## From the Mayor's Desk



Dear Salem resident,

Housing is perhaps the leading challenge facing our community today. Currently, almost half of our residents pay one-third or more of their monthly income on housing, be it rent or mortgage payments. And home supply has not kept up with demand, resulting in a rapid growth in home prices, rents, and values, which effect tax bills.

Who needs housing in Salem? Working families looking to grow, long-time Salem seniors who want to downsize, and, yes, people who are attracted to our community because of our quality of life. We need housing

across the range of prices-from transitional and supportive housing for the formerly homeless, to affordable units for middle income residents, to market rate units for those who have the economic capacity to support our vibrant small business and restaurant sectors all year long.

Housing is a complicated issue, but the tools that are available to use to address it are straightforward. We need a balanced approach that doesn't put an artificial stranglehold on housing production, while sensibly recognizing the impacts of housing. Read more in this issue of FYI Salem about three important ways we're trying to keep Salem affordable and livable for all who wish to call our city home.

First, strengthening and expanding property tax breaks for those on fixed incomes. Second, developing an "inclusionary zoning" ordinance to require home builders to include affordable units in their buildings. And third a

path to reuse and preserve vacant historic schools and municipal buildings.

Salem should be home to anyone who wants to live here. Our neighborhoods have held merchants' mansions around the corner from the tenements that housed the sailors who worked on their ships, and the homes of factory owners, down the street from the triple-deckers where generations of immigrant laborers raised their families.

It's part of what makes Salem so special and without intentional action on the issue of housing, we are at risk of losing it.

Thank you again for taking the time to read the FYI Salem newsletter! If you have a friend or neighbor who might be interested in this newsletter, please feel free to forward it along or encourage them to subscribe themselves by visiting [www.salem.com/subscribe](http://www.salem.com/subscribe).

*Al*

Kim Driscoll  
Mayor  
City of Salem

# Salem Senior Tax Exemption\



Mayor Kim Driscoll has proposed that the City modify its property tax relief program for seniors to increase the number of residents who can apply and receive a break on their taxes. Mayor Driscoll's proposal lowers the qualifying age from 65 and increases the asset threshold for married seniors to \$55,000. These changes would expand the program's availability to even more Salem seniors and set the eligibility standards at the most allowed under state law. Mayor Driscoll also indicated that she will shortly be filing a proposal to create an even more substantive property tax discount program for Salem seniors, based on the state's Circuit Breaker program.

"Ultimately, I am hoping to raise the income requirements equal to that of the state's Senior Circuit Breaker Tax Program and provide Salem seniors with an even greater opportunity to offset annual property tax increases," said Mayor Driscoll. "We have worked hard to improve the financial position of the city over the last dozen years

and, as a result of those efforts, I believe we are in a better position to expand exemptions, particularly for senior property owners who have experienced increases in the value of their homes, but not necessarily in their incomes."

The larger program would require approval from the City Council and the state legislature. In the meantime, Mayor Driscoll is proposing to expand the existing program to include as many senior residents as allowed under state law.

"This change would bring an added degree of fairness to the otherwise rigid property tax structure, by allowing reductions for even more of our most needy residents on their property tax bills," added Mayor Driscoll. "Over the last few years we have worked to expand the amount available for these exemptions. This measure will take that even further by expanding the number of Salem seniors who might qualify. I believe this is a fair approach to help older adults in Salem, many of whom are living on fixed incomes. It is a reflection of our dedication to being an age-friendly community - a goal best demonstrated through the continuing work of the Salem for All Ages initiative and many others."

More details about applying for the City's existing property tax relief options can be found at <https://www.salem.com/assessor/files/property-tax-relief-fy19> or by calling the Assessor's Office at (978) 619-5608.

Join us for a

## Salem Housing Forum!

March 5, 2019

7:00PM - 8:30PM

Community Life Center  
401 Bridge Street

Sign up for updates!  
[bit.ly/salemhousing](http://bit.ly/salemhousing)

Come learn about  
housing need in Salem,  
tools to create more  
Affordable Housing, and  
Inclusionary Zoning

Homes  
for Salem!



¡Acompañenos para un

## Foro de Vivienda en Salem!

Marzo 5, 2019

7:00PM - 8:30PM

Community Life Center  
401 Bridge Street

¡Mantenga e informado!  
[bit.ly/salemhousing](http://bit.ly/salemhousing)

Ven a aprender sobre  
la necesidad de vivienda  
en Salem, herramientas  
para crear más  
Vivienda Asequible,  
y Zonificación  
Inclusiva.

Homes  
for Salem!



# Reusing Vacant Buildings

Since last summer, the City has held eight public meetings before City boards, the City Council, and just general informational presentations, all aimed at crafting an ordinance that would preserve historic, vacant religious and municipal buildings in Salem, and create a legal path for these properties to be reused for much needed housing.

Right now, three of these buildings - the former St. James (1906) and St. Mary's (1941) Catholic schools and the former Senior Center (1855)- are empty, deteriorating, and creating a nuisance in residential neighborhoods. Because they were institutional uses in residential neighborhoods, there is currently no legal permitting path for their reuse.

Working with a wide diversity of community stakeholders and incorporating extensive public feedback, the City developed an ordinance that would create that path. It creates standards for the permitting of housing, requires a full and public site-plan review by the Planning Board, requires a minimum portion of the housing be designated for affordable housing, sets any new construction to match the characteristics of the residential neighborhood, and requires builders get input from our Design Review Board and Historic Commission. We're especially excited that two of these properties are nearly under agreement with the North Shore CDC and will be almost entirely affordable housing.

Without this ordinance, there is no real path forward to preserve and reuse these buildings. While the number of police and fire calls for service will grow, they will sit idle and empty, contributing nothing to our housing need, nothing to our tax base, and nothing to the quality of life in our neighborhoods.

Ultimately, a lack of viable permitting path is tantamount to a death sentence for these historic properties, two of which are located in the McIntire Historic District and the other of which sits on the edge of the Salem Common Historic District. Time is not our friend. Some of these buildings have been vacant for five or six years already; the process at arriving at this ordinance alone has taken almost eight months, thus far, and, by the 28<sup>th</sup>, ten meetings.

I am hopeful that voices of reason will be heard when the City Council takes up this ordinance, first in a committee meeting on February 26<sup>th</sup> at 6:30pm at City Hall and then, hopefully, before the full City Council on February 28<sup>th</sup> at 7pm.

Whether you are passionate about historic preservation, believe we need to increase access to affordable homes, or just care about the fabric of our community, I encourage you to either attend and speak up at these meetings or reach out to City Councillors by email at [CityCouncil@salem.con1](mailto:CityCouncil@salem.con1) to express your support for the ordinance. None of us benefit by having these buildings lay fallow and vacant in our neighborhoods. Thank you!

*Kim Driscoll*

Kim Driscoll  
Mayor  
City of Salem





**Salem for All Ages Hosts  
North Shore Physicians Group  
Lecture Series**

**His and Hers - How Heart Disease  
Differs by Gender**

**Tuesday, March 12th, 2019  
6:30-7:30 p.m.**

**Heart disease is the most common cause of death for both women and men in the United States, but it doesn't affect women and men alike. Join North Shore Physicians Group cardiologist Lola Ojutalayo, M.D., to learn the symptoms and risk factors for heart disease and how they vary by gender.**



To register, please call Rosanna Donahue  
978-744-0924 x 43006



PosterMyWall.com



[rdonahue@salem.com](mailto:rdonahue@salem.com)



401 Bridge Street  
Salem, MA 01970



# FYI SALEM

VOLUME 5, ISSUE 5

MARCH 7, 2019

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## From the Mayor's Desk



Dear Salem resident,

Thank you for reading the latest issue of the FYI Salem newsletter!

In this issue you can read about some changes to payment options for contractors, licensees, and others who need permits or licenses from the City. These changes are part of our on-going effort to improve service delivery to make it more convenient and streamlined for constituents and businesses in our community.

We've also provided a link to a transportation-related survey that the Boston Metropolitan

Planning Organization is conducting as part of a broader study on customer access and transit choices in our region. If you own or manage a local business, please take a minute to fill out the MPO's survey.

There are details in this issue of the newsletter about three upcoming events that you may find to be of interest. The first, our quarterly electronic waste recycling event, takes place on March 30th at Salem High School. On March 12th the Salem for All Ages initiative, in partnership with North Shore Physicians' Group, will offer the second installment in their on-going speakers' series on healthy aging. This free event will focus on heart health and heart disease.

Finally, on March 13th head over to the Saltonstall School for the next Salem Meet & Eat, our free monthly community meal. Not only will we have again have a delicious dinner prepared by

the folks at Root, the culinary training program, this month's meeting will also include a presentation on the latest conceptual plans for the new Forest River Park pool and community space.

Tune in to the latest FYI Salem podcast for my conversation with City Assessor Deb Jackson about property tax relief programs available to seniors here in Salem. You can find the podcast at <https://www.salem.com/mayors-office/pages/fyi-salem-podcast> or search for it on iTunes, Stitcher, or TuneIn.

Thank you again for taking the time to read the FYI Salem newsletter! If you have a friend or neighbor who might be interested in this newsletter, please feel free to forward it along or encourage them to subscribe themselves by visiting [www.salem.com/subscribe](http://www.salem.com/subscribe).

*Kim Driscoll*

Kim Driscoll  
Mayor  
City of Salem



## Pay by Card\

The City of Salem's Electrical, Health, Building, Licensing, and Fire departments are now accepting credit card payments for the various permits and licenses they issue for in-person customers visiting the departments' office locations. Those visiting the department in person will be able to pay for their permit via MasterCard, Visa, American Express, or Discover card. Online payment by electronic check will still be possible and in-person customers will also be able to continue paying by check if they wish.

## Transportation Survey

The Boston Region Metropolitan Planning Organization (MPO) is examining how changing travel behavior is affecting customer access and demands in central business districts. If you own a business in Salem, the MPO seeks your input for this study, which will help inform planners and municipal officials as they consider changes to provide better access to customers using various transportation modes. A report with the study findings will be available on the MPO's website once the study is complete. Business owners interested in providing their input to the MPO should complete the study survey at <https://www.surveymonkey.com/fr/CHQM55N> by Friday, March 22.



## E-Waste Recycling Day:

The next quarterly electronic waste recycling event will take place on Saturday, March 30, 2019 from 8:00 a.m. to noon at Salem High School on Willson Street. Salem residents and property owners (with ID or a tax bill) can bring anything with a plug to be dropped off for recycling.

- \$20 for each TV or monitor and for each Freon appliance (refrigerator, air conditioner, freezer, dehumidifier), pay by cash or check payable to vendor
- All other electronics can be recycled for free: computer tower, laptop, tablet, cell phone, small appliance, household electronics, printer, fax, VCR, CD player, etc.

Electronic items containing mercury, along with CFL bulbs, can be brought to the Salem Department of Public Services, 5 Jefferson Avenue, during regular City business hours.



# A LIVING WELL PRESENTATION

## HIS and HERS: How heart disease differs by gender

March 12, 2019 • 6:30 - 7:30 p.m.

Mayor Jean A. Levesque Community Life Center  
401 Bridge Street, Salem, MA



Heart disease is the most common cause of death for both women and men in the United States, but it doesn't affect women and men alike. Join NSMC cardiologist Lola Ojitalayo, M.D., to learn the symptoms and risk factors for heart disease and how they vary by gender.



Presented by the Salem for All Ages Task Force and North Shore Medical Center



# Forest River Pool Presentation

Wednesday March 13, 2019 at 5:30 pm  
at Salem Meet & Eat Free Community Meal  
Saltonstall School  
211 Lafayette St, Salem



Join us at the Salem Meet & Eat Dinner to learn about the proposed future plans for the Forest River Pool complex, provide feedback to the designers, and enjoy a meal!



*For more information, or if you are interested in being notified about this project in the future, please contact Jenna Ide, Salem's Director of Capital Projects and Municipal Operations at [jide@saalem.com](mailto:jide@saalem.com) or (978) 619-5699.*



# FYI SALEM

VOLUME 5, ISSUE 6

APRIL 3, 2019

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@MayorDriscoll



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## From the Mayor's Desk



Dear Salem resident,

Thank you for reading the latest issue of the FYI Salem newsletter!

Spring has arrived and with the resumption of our bike share program, with Zagster. You'll notice more bikes and Zagster stations around the community, as this popular program continues to grow. In the first two years of the bike share we had around 10,000 rides—that's 10,000 fewer car trips on Salem streets. The growth of our bike share program also dovetails with our increased investment in bicycling and alternative mobility infrastruc-

ture, from pedestrian safety enhancements, to the second phase of the Mayor Salvo Multi-Use Path off-street, to the forthcoming installation of new bike lanes through our downtown.

Spring also means its time to start with the yard work! Once again, Salem residents can bring their yard waste to the Transfer Station on Saturdays or Sundays, starting April 20th, or put it out curbside on the designated curbside yard waste collection weeks. For more information, check out [bil\\_m\\_jj](https://www.salem.com/bil_m_jj) [www.salem.com/recycling-and-trash](https://www.salem.com/recycling-and-trash).

The tenth installment of our annual Residents' Survey is now live at [www.salem.com/mayor](https://www.salem.com/mayor). Please take a few minutes to provide us with your feedback about City services and issues. The survey will be online through April 21.

Finally, get the details for the next installment of

the regular Repair Cafe organized by Salem Recycles. Bring your household items that might need a small repair to get more life out of them!

Tune in to the latest FYI Salem podcast for my conversation Jen and Erik Sayce from Goodnight Fatty, a pop-up cookie bakery here in Salem. You can find the podcast at <https://www.salem.com/mayors-office/pages/fyi-salem-podcast> or search for it on iTunes, Stitcher, or TuneIn.

Thank you again for taking the time to read the FYI Salem newsletter! If you have a friend or neighbor who might be interested in this newsletter, please feel free to forward it along or encourage them to subscribe themselves by visiting [www.salem.com/subscribe](https://www.salem.com/subscribe).

## & ? 11/

Kim Driscoll  
Mayor  
City of Salem



## Bike Share Resumes\

An undeniable sign of the start of spring, Salem's bike share has relaunched for the 2019 season. Salem residents and visitors will have even more opportunities to take advantage of warmer weather, thanks to expanded support from Blue Cross Blue Shield of Massachusetts that has made it possible to increase the fleet size by 30 bikes and to add six new docking stations throughout the city. This brings the system total to 80 bikes and 16 docks.

"Please join me in celebrating the start of spring by welcoming back Salem's Zagster bike share system," said Mayor Kim Driscoll. "Having logged nearly 10,000 rides in its first two seasons, our partnership with Blue Cross Blue Shield of Massachusetts and Salem State University has helped us build a successful system. With increased support from Blue Cross, an expanded system will be an even more viable means of getting around Salem."

Bike share docks are located at destinations throughout Salem, such as the Commuter Rail Station, Salem State University, Salem Willows Park and the ferry terminal at Blaney Street. Six new docks expand the reach of the system to locations such as Winter Island, Collins Cove and the new Mayor Anthony Salvo Multiuse Path along Canal Street. In addition to the docking stations, riders may also start or end a ride at any public bike rack.

The expansion of the bike share system comes at a time of great momentum for cycling in Salem. The City recently cut the ribbon on the first phase of the Mayor Anthony Salvo Multiuse Path along Canal Street. When phase two is completed, it will connect downtown to Salem State, Marblehead and beyond. In addition, the City has completed an updated Bike Master Plan that charts the development of a comprehensive network of bike infrastructure, programs and policies to support cycling, to be implemented over the coming years. Riders can sign up for Zagster at [www.zagster.com/salem](http://www.zagster.com/salem) or through the Zagster smartphone app. To begin a ride, follow Zagster's instructions to unlock a bike either through the app or with SMS text messaging.

## Transfer Station Opening

Residents with proof of residency or property ownership will be able to resume dropping off yard waste at the Salem Transfer Station on Swampscott Road on April 20. Drop off hours are Saturdays 7am-3pm and Sundays 9am-5pm.

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 22<sup>nd</sup>. Subsequent curbside yard waste collection will take place the weeks of June 24, September 23, October 21, and December 2, 2019. Curbside collection of yard waste takes place on the regularly scheduled trash day for the street.

Residential trash and construction and demolition debris are not accepted at the Transfer Station.





## 2019 Residents Survey

Mayor Kimberley Driscoll has announced that the tenth annual Salem Residents Survey is now online. The survey is available in English and in Spanish by clicking the "2019 Salem Residents Survey" buttons at [www.salem.com/rmayors-office](http://www.salem.com/rmayors-office). The 2019 residents' survey will be online until Sunday, April 21. 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 2019 survey marks the tenth 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.

## Repair Cafe

### When

Saturday, April 6

### Where

The Bridge at 211, 211 Bridge Street, Salem-Dickson Room on Bridge

### Contact

Contact Julie at [jrose@salem.com](mailto:jrose@salem.com) or 978-619-5679

Organized jointly by [SalemRecycles](#) and [The Bridge at 211](#), the Salem's sixth Repair Cafe will take place on Saturday, April 6 from 9am until noon (last appointment at 11:30) at The Bridge at 211. Repair volunteers 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. NOTE: Please use entrance on Bridge Street.

There are a very limited number of pre-registration slots available. Contact Julie at [jrose@salem.com](mailto:jrose@salem.com) or 978-619-5679.





# Housing Workshop

Join the City of Salem and the Metropolitan Area Planning Council (MAPC) for a free workshop about housing on **Tuesday, April 23, 2019, from 6 p.m. to 8 p.m.** in the Community Life Center, located at 401 Bridge St. in Salem. Workshop participants will hear about the need for housing in Salem and how housing supply impacts prices and rents.

Participants will then give input on two proposed tools:

- Inclusionary Zoning, a tool municipalities can use to require the creation of affordable housing; and
- Potential changes to how accessory dwelling units are currently regulated so that more opportunities for affordable housing can be created.

The event will start with welcoming remarks from Mayor Kimberley Driscoll and an open house where guests can view posters and watch a video about housing need in Salem. After the open house there will be a presentation, followed by discussions in small groups to go over specific aspects of inclusionary zoning and accessory dwelling units.

This event is free and open to all. Spanish language interpretation will be provided. Childcare will not be provided, but parents are welcome to bring their children to the workshop. To stay up to date on housing matters in Salem, visit [bit.ly/salemhousing](http://bit.ly/salemhousing).



Join us for a

Sign up for updates!  
[bit.ly/salemhousing](http://bit.ly/salemhousing)

# Salem Housing Workshop!

April 23, 2019  
6:00PM - 8:00PM  
Community Life Center  
401 Bridge Street

*Mayor Driscoll and the City Invite you to discuss housing need in Salem, inclusionary zoning, and accessory dwelling units*

**Homes  
for Salem!**



## **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, division 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.